



## No Storms in These Ports:

### *Tideworks Delivers Integrated Solution for Associated British Ports*

Associated British Ports (ABP) is the UK's leading provider of port and other logistics services. With its shares trading on the London Stock Exchange, ABP operates 21 ports, has approximately 3,000 staff and has an annual turnover of €602 million. ABP has activities in addition to its Ports division, including ABP Connect, the logistics services provider involved in SCM/SCE, value added services, and others. In the United States, ABP also operates AMPORTS, a vehicle processing company.

ABP has a loyal workforce managing significant bulk and breakbulk activities, forest products and paper, metals, bulk fertilizer and many other commodities, as well as container management services.

#### **Information – The Need for Integration, Speed and Accuracy**

While ABP's head office is in London, the ports are organized along a divisional structure. All larger or strategic ICT contracts are monitored and closed by the head office in London, where group and strategic ICT management resides. Each division covers a geographical area and has its own management and IT group.

In late 2003, ABP's South Wales Ports division needed to implement a system to help efficiently manage its timber operation. Some of the system requirements included a high-level of enterprise integration and increased speed and accuracy of information processing. ABP looked first for a warehousing system that could cover its needs. Because of ABP's unique requirements regarding vessel calls, complex tracking of specific commodities, and the general logistics and process flow at the ports, it proved problematic to find a system that met its stringent requirements.

#### **The Tideworks Solution**

After reviewing a number of systems ABP selected Tideworks Netherlands, formerly Sonu Software Solutions. Tideworks, after careful assessment, was able to deploy a system that met the requirements of the timber operation and is flexible enough to meet ABP's warehousing requirements in other areas. Forest products, as an example, can now arrive with a unique unit specification with known articles established in the article files of the system. Those unique details and dimensions can be processed and made fully available throughout all logistics steps -- from the terminal, into the warehouse and, if needed, into forwarding and CFS operations.

The Tideworks' solution implemented at ABP's South Wales Ports division is also able to handle a complete range of other business processes, such as vessel pre-planning, storage pre-planning, resource allocation and usage registration, full billing, purchase management, and other functions. Additionally, Tideworks' has extensive experience deploying in Web-enabled environments and implementing RF-based technology.

## Challenges and Team Work

ABP required implementation of the Tideworks systems at the South Wales division in a demandingly tight timeframe. Services began Aug. 11, 2003, with a target date for going live of Dec. 1, 2003. A cover agreement between ABP and Tideworks Netherlands was signed in late 2003.

Tideworks offers as standard a Project Implementation Plan (PIP) that ensures a complete operations analysis and subsequent quality installation of product. It is finely tuned to the specific project, implementation details, and lists all people involved, their responsibilities, the reporting structure and a complete and detailed task-and-time plan. With extensive experience in executing complex projects in tight time frames, Tideworks detailed and agreed on an approach whereby it was able to add maximum value to the project.

Tideworks first executed a Business Analysis Assignment, in which Tideworks staff charted current processes, mapped them against its *Genoa Suite* of products, and produced a series of advisories, ensuring the complete scope of the project would be covered. The advisories included a SWAT analysis on the implementation, second GAP analysis of the software, and a suggested information flow that emphasized changes in the business processes to achieve optimal productivity.



After approval of the Analysis Assignment report and the proposed recommendations, the project plan was handed over to Tideworks' implementation experts, who are very familiar with the functions of the *Genoa* products. At that time a full Application Manager Training was given to the staff who were to manage the systems. Thereafter, User Training, modified for the processes and requirements of ABP, was conducted for the users.

Armed with the knowledge of the products, users and managers conferred with Tideworks implementation team and agreed on the best possible implementation of the system. Systems changes were realized within the required timeframe, due in part to the execution of all known work immediately after signing the contract, and prompt completion of the amendments resulting from the business analysis phase. Additionally, full EDI functions were made available so that ABP could upload cargo details and avoid manual entries.

The ABP organization and its IT staff's full commitment and timely cooperation were crucial in creating a true "team work" environment and greatly contributed to the success of the deployment.

## Superior Results

The benefits of Tideworks' structured approach became evident when the applications went live. Although all ABP staff were fully advised on the correct procedures and use of

the *Genoa* system, during the first days in the live production environment, Tideworks had implementation support staff on location and development staff standing by just in case. In this stage it is Tideworks' standard procedure that during the first days of deployment, all requests from the site have absolute priority. Effective and fast feedback was key to user acceptance and confidence during the delicate phase of the project when the new system was turned on in a production environment.

Tideworks performed its standard Post Implementation Service three weeks after the go-live date. Analysts consulted with management and – most importantly – the users at ABP. Problems, omissions and inefficiencies were noted and discussed. With this feedback operations were optimized for greatest performance.

An evaluation of Tideworks' implementation of the *Genoa* products post-deployment demonstrated that it had met or exceeded ABP's requirements and had delivered its solutions on time and within budget. Clear and direct communication between Tideworks and ABP staff greatly contributed to this success.

In the course of subsequent operations, it became evident that the demanding project goals had been met. ABP information processing is now highly streamlined, with an information structure that can be exported to other ports and activities. The structure is a solid foundation on which to build further the information component of customer services. If problems do arise, Tideworks prioritizes the helpdesk calls so that issues are analyzed and solved quickly and efficiently.

### **Success factors**

Subsequent evaluation showed that implementation of the Tideworks system was a success for several reasons:

- Clear definition of ABP's expectations and requirements before project initiation, and a match of those expectations and requirements with the *Genoa* products, thereby eliminating any unpleasant surprises.
- Tideworks' PIP (Project Implementation Plan) approach, which ensures a high level of oversight before, during and after the project is executed. Not only practice, but planning, makes perfect.
- ABP and Tideworks matched processes and defined tasks before the PIP was finalized. These consultations proved essential to the identification of potential problems before the system went live. It also established a strong foundation very early in the project for ABP and Tideworks to build upon.
- Tideworks' professional and open communication with ABP, which both project partners reinforced throughout the project, was essential. The importance of clear communication cannot be over emphasized.

### **About Tideworks Technology**

Tideworks Technology is the leading provider of cost-effective, reliable software solutions for growing terminal operations and shipping lines worldwide. The company helps over 23,000 users at more than 70 sites serving virtually every major shipping line to run their operations more efficiently and profitably. From optimized equipment utilization to faster turn times, Tideworks works at every step of terminal operations to maximize productivity and customer service. For more information about Tideworks Technology, a subsidiary of Carrix, Inc., visit <http://www.tideworks.com/>.