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CASE STUDY

Ports and Stevedoring

2019

CHANGE SERVICES

Change Strategy

Change Analysis

Organisation Design

Communications & Engagement

Facilitation & Leadership

Development

CASE STUDY

Redesign
Restructure
Redirect
Technology

OPPORTUNITY

This company is a fully integrated port operator it handles transport and logistics, stevedoring, and port operations across multiple sites. Privately held, in 2019 the company were listed in the top 10 employers of the states business index. The company has a clear strategy and ongoing program to strategically invest in new plant and infrastructure to drive safety and productivity gains to their customers. The container terminal is the largest division with c.350 employees. Globally, the container terminal industry is being disrupted – the introduction of automated robotics technology and operations to improve safety, reduce environmental impact, and streamline productivity at a lower cost base are the drivers. It is a significant transformation and investment to change from a manual to automated terminal..

CHANGE STRATEGY

No8 Consulting was asked to conduct a comprehensive feasibility study into the automation and transformation of the container terminal. The port's current estimated forecasts of the business' long term profit margins and strategic asset management had necessitated the review of its container handling equipment that was ready for replacement in the future. The study, conducted over a 9 month period, was an investigation into;

- Robotics technology – how it works, and which options could be viable,
- The infrastructure required – physical changes to the site, software and equipment to enable and support the technology,
- The businesses operating model, organisational design, mode of operations and service offering to customers,
- The transition requirements and approach.



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CONSULTANCY

Number 8 Consulting was engaged to diagnose the change management works;

- Define a change management workstream.
- Develop a comprehensive change strategy -advise on the transition risks, approach, and resources.
- Advise and develop the scope of works comprised of industrial relations, communications, organisational design, employee engagement and transition, training, operations and operational readiness, security, sponsorship and stakeholder engagement.
- Educate business leaders on organisation design specific to automated terminals.
- Identify the commercial outcomes the change stream can deliver on implementation.
- Conduct change analysis into the impact, readiness, capabilities, communications and training needs of the business and its people.
- Advise, design and deliver change leadership training to leaders.
- Introduce best practices change management framework and associated tools at a project level.
- Facilitated the development of a communications and engagement strategy.

RESULTS

The feasibility study was successfully completed. The data and comprehensive reports show an automated terminal is operationally possible, would provide significant upside to its customers and shareholders, as well as fundamentally change the safety for its employees operating within the site, and reduce its environmental footprint.

Number 8 Consulting, through its Principle Consultant, Emma Frazer and team of change consultants successfully developed a succinct Change strategy and associated works that sets out a commercial yet conservative approach to effectively transition from a manual to automated terminal, with minimal industrial fall out and business risk exposure.



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