





**A Lesson for the CMDB from Containerised Cargo Services**

Trevor Lea-Cox



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### Introduction

- The Problem Area:
  - Containerised Cargo Importation Service
  - Time to deliver cargo to the Consignee was taking longer than that benchmarked in Europe
  - Several mitigating factors, but all involved agreed there was room for improvement
- Key Objective:
  - To reduce the time to deliver imported containerised cargo to the consignee (customer)
- Presentation:
  - Focus on the analysis stage
  - The outcome was not what we had expected!



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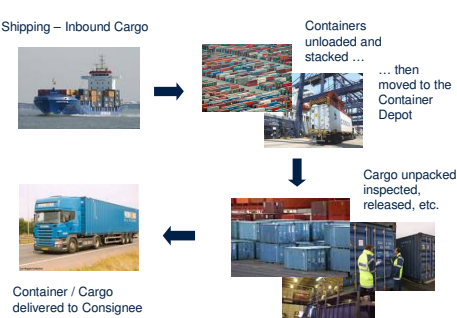
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### Overview of Container Movement



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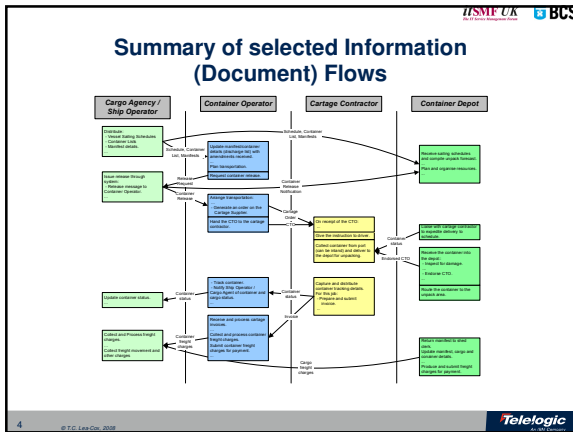
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- Summary of the Information, Systems and Technology situation**
- All companies operated independently – no “shared services”
  - Four years prior started big IST standardisation programme – now had established, for example:
    - Common DB standards
    - Edifact and other data standards
    - Common IT infrastructure standards, especially for LANs and WAN
    - Common OA environment (Microsoft)
    - Significant overlap of administrative and management systems, but not for Operations
    - Some common IS development standards
  - Key enabler for this project
- Logos for ISM UK, BCS, and Telelogic are visible at the top and bottom of the slide.

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- Key Issues and Problems**
- Process and Data synchronisation:
    - Not well coordinated and integrated across companies
    - Data definition and format synchronisation (not Edifact)
    - Information condition patchy
    - Inconsistent information between companies
  - Differences in (Service) Contracts:
    - Lacked focus on some key service issues – although also some complexity here
    - Originally prepared at different times and in different contexts
    - Not consistent along operating supply chain
    - An “SLA” challenge
- Logos for ISM UK, BCS, and Telelogic are visible at the top and bottom of the slide.

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ISMF UK BCS

### Key Issues and Problems continued

- Managing operating incidents, exceptions and claims:
  - Difficult to coordinate resolution of incidents and problems especially inter-company (across the supply chain)
  - Lots of legitimate “exception conditions” added significant operating complexity
  - No “incident and problem management” system
  - Claims management system well-established but operated in difficult conditions
  - Responsibilities and accountabilities not well defined in this area

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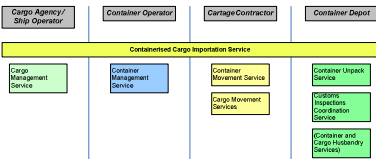
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### Key Issues and Problems continued

- Service Objectives and Performance Measures not synchronised:
  - Group was starting to practice ITIL (v2) in IT, not more broadly
  - Still thinking business “Processes” not “Services”!
  - Hence Key Services identified:



The diagram shows a central yellow bar labeled 'Containerised Cargo Importation Service'. Above it are four boxes: 'Cargo Agency/Ship Operator', 'Container Operator', 'Cargo Contractor', and 'Container Depot'. Below the central bar are four columns of service boxes:
 

- Column 1: 'Cargo Management Service' (green)
- Column 2: 'Container Management Service' (blue)
- Column 3: 'Container Movement Service' (yellow) and 'Cargo Movement Service' (yellow)
- Column 4: 'Container Unpack Service' (green), 'Customs Inspectors Coordination Service' (green), and 'Container and Cargo Handover Services' (green)

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### Key Issues and Problems continued

- Service Objectives and Performance Measures not synchronised continued:
  - Focus on Key Service Objectives:
    - Largely derived
    - Containerised Cargo Importation Service:
      - Minimise total transportation cost to customer
      - Deliver cargo to Consignee on time
      - Adjust to meet customer requirements in exception situations
      - Ensure cargo arrives in good condition

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### Key Issues and Problems continued

- Service Objectives and Performance Measures not synchronised continued:
  - Key Service Objectives continued:

	Cargo Agency / Ship Operator	Container Operator	Carriage Contractor	Container Depot
Aligned Objectives	<ul style="list-style-type: none"> <li>• Ensure freight charges are charged appropriately</li> <li>• Charge customers appropriately</li> </ul>		<ul style="list-style-type: none"> <li>• Ensure containers kept in good condition</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the good condition of their infrastructure</li> </ul>
Partially aligned Objectives	<ul style="list-style-type: none"> <li>• Ensure the accuracy of cargo documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the accuracy of container documentation</li> <li>• Ensure container yard safety</li> <li>• Ensure container yard security</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure utilisation of vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the good condition of their infrastructure</li> <li>• Ensure containers are kept in good condition</li> <li>• Ensure services</li> </ul>
Objectives not aligned			<ul style="list-style-type: none"> <li>• Increase productivity</li> </ul>	

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### Key Issues and Problems continued

- Service Objectives and Performance Measures not synchronised continued:
  - Further analysis showed significant variation of performance measures, targets and priorities for each service

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### Turning Point

- The identification of business services, not processes, as the subject of interest
- Subsequent analysis of service objectives and performance measures
- More importantly:
  - Containerised Cargo Importation Service was the focal point in this case – all other services were subordinate (cf. value chain)
  - The Cargo Owner (often the Cargo Consignee) was the customer – not the next higher order service

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### Impact of the Change in Focus

- Dramatic!
- Major Issue:
  - All subordinate service objectives needed to be aligned with that of the Cargo Importation Service
  - Forced consistency across the supply chain from many different perspectives
  - More natural integration between Operations and IT – and other servicing functions
- Significantly greater service integration required
  - Not just at the process, system and data levels
  - Affected other operating assets, e.g. container and cargo storage and husbandry facilities

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### Impact of the Change in Focus continued

- A more coordinated approach to SM was required, especially support infrastructure for business services
- In fact, it gave new meaning to “Federated CMDB”, for example:
  - Encompassed all operating (service) assets – across company boundaries
  - Required one version of the “truth”
  - Required careful partitioning of data and increased information security measures
- Also required a Change Management regime that crossed company boundaries

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### Impact of the Change in Focus continued

- In summary: We started to appreciate the need for a **Service Architecture**:
  - Articulates a consistent, coordinated and where appropriate, common infrastructure for services – across companies
  - Provides the framework for building up an organisation’s Managed Services over a considerable period (several programmes)
  - A key component of Service Management Architecture (including all the SM processes and in ITIL v3, the SM Lifecycle)
  - It is a core component of the CMDB, especially as more than one version of a service’s architecture may exist at any time (cf. Service Package)
  - It helps to identify and visualise the “long view” for the Service Portfolio and Service Catalogue

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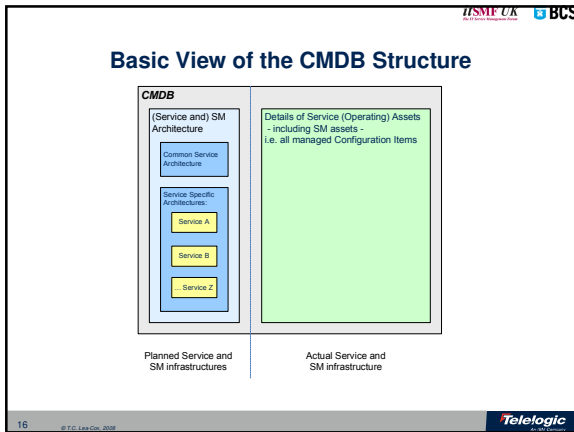
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For more information about Service and Service Management Architecture, please contact:

[Trevor.Lea-Cox@telelogic.com](mailto:Trevor.Lea-Cox@telelogic.com)

**Any questions?**

Logos for ISMF UK, BCS, and Telelogic are visible in the top right and bottom right corners of the slide.

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