

# **21<sup>st</sup> Century Tanker Operations**

## **Tanker Operator Conference Athens 2014**

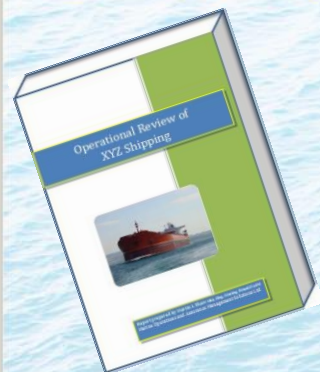
**Martin L Shaw** *MBA C Eng C Mar Eng FI Mar EST AFNI*  
*Managing Director*  
*Marine Operations and Assurance Management Ltd*

- How we got here-5 phases
- Where we are now-Tanker Market
- The customers-who are they?
- Vetting
- Complexity
- 21<sup>st</sup> Century Tanker Operations
  - HOW and WHY not WHAT
  - Direction
  - People
  - Resilience
  - Strategy
- Summary



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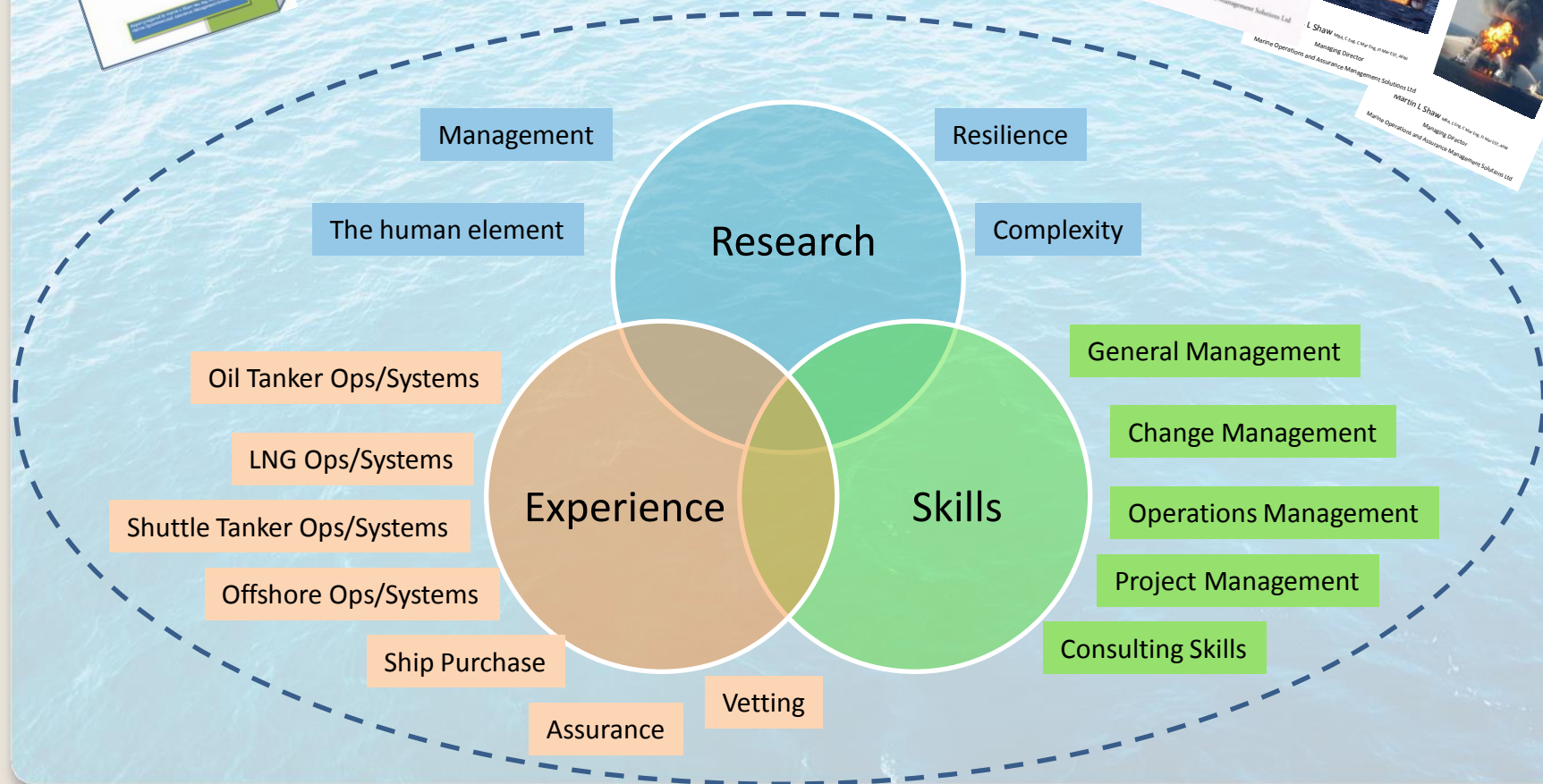
# MOAMS



## Consulting

## Knowledge

[moams.net](http://moams.net)



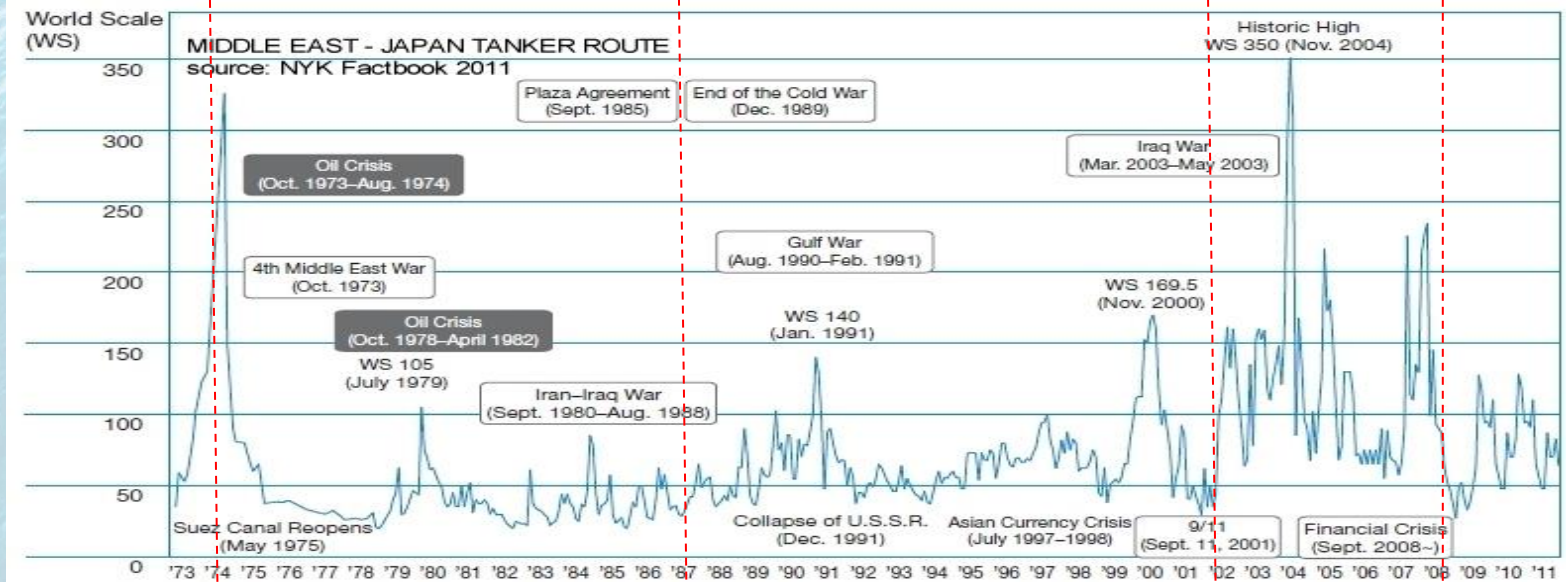
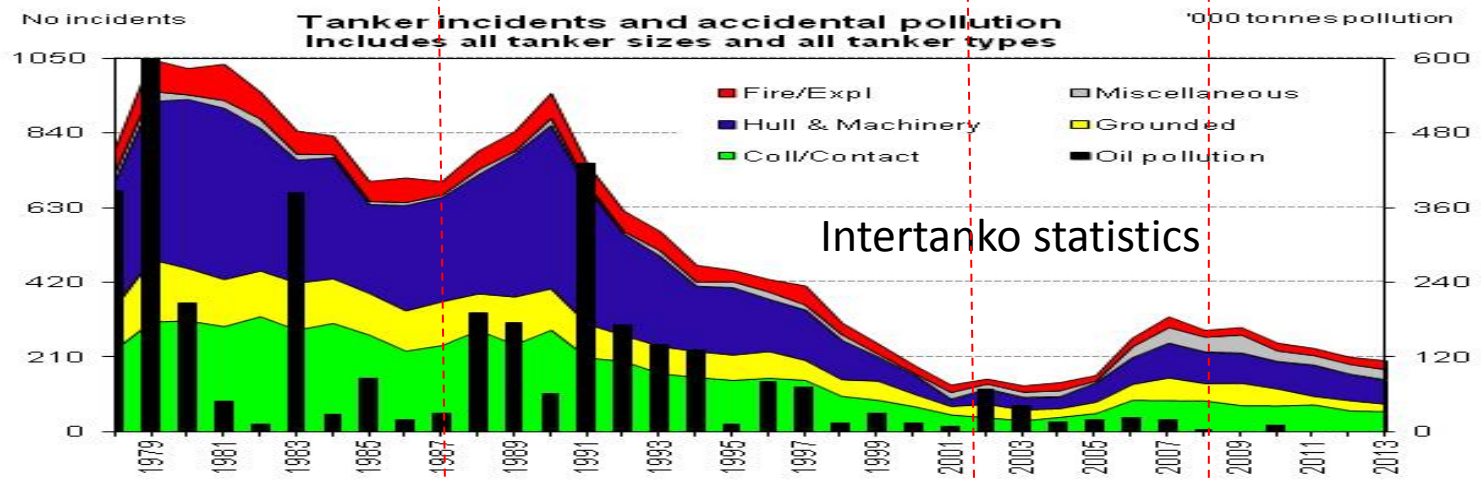
Phase 1

Phase 2

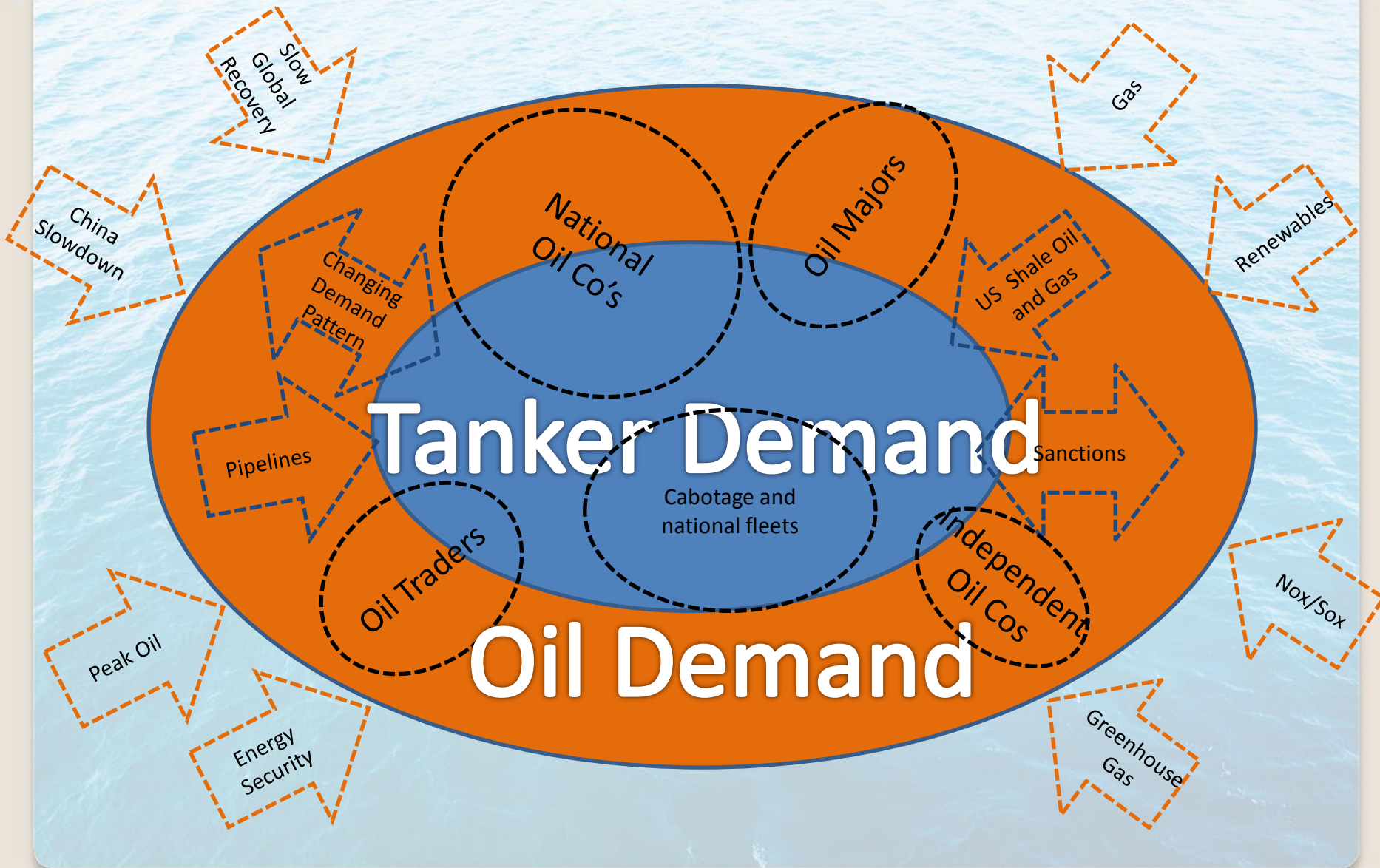
Phase 3

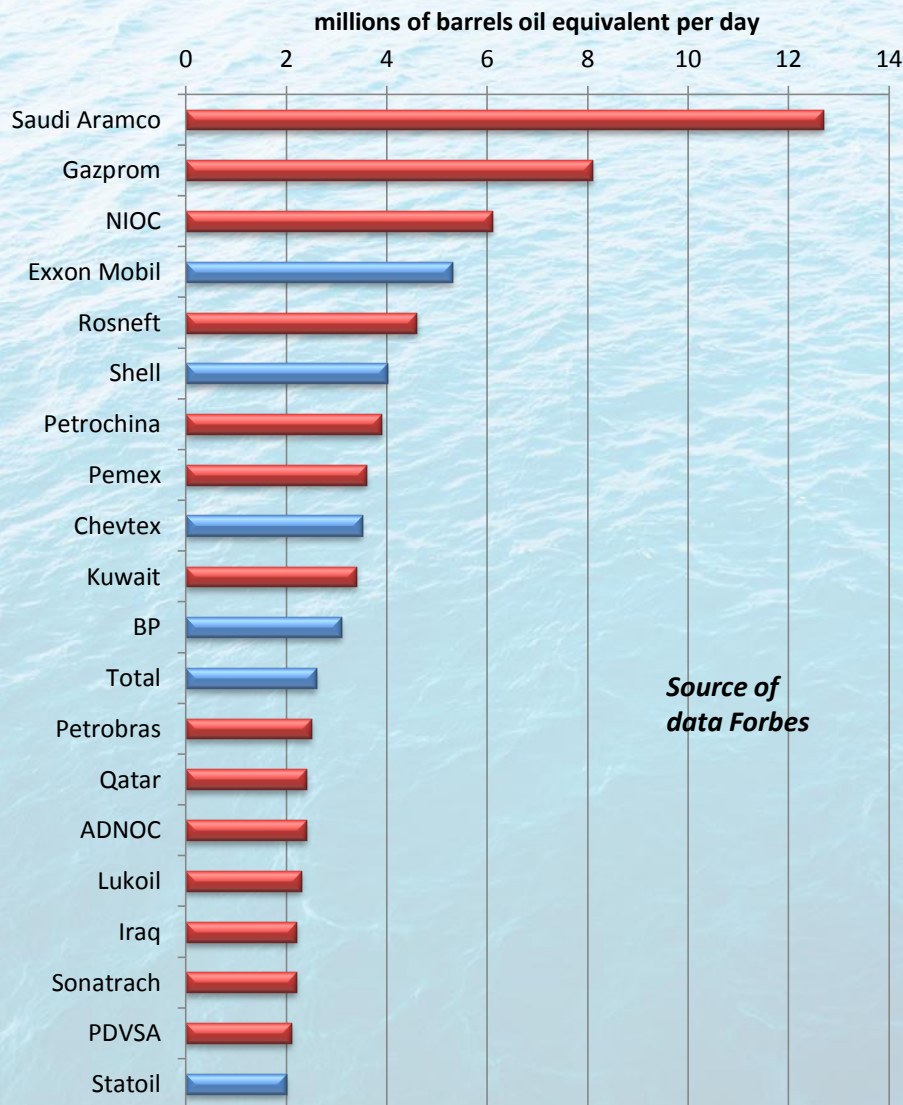
Phase 4

Phase 5







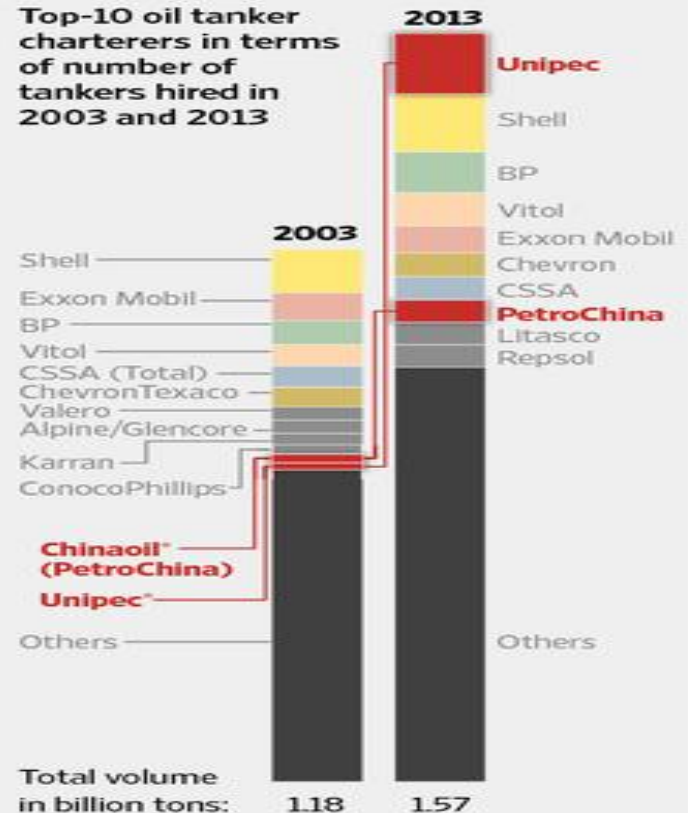


Source of  
data Forbes

## Tanker Traffic

Chinese companies have become among the largest players in the oil market over the past decade.

Top-10 oil tanker charterers in terms of number of tankers hired in 2003 and 2013



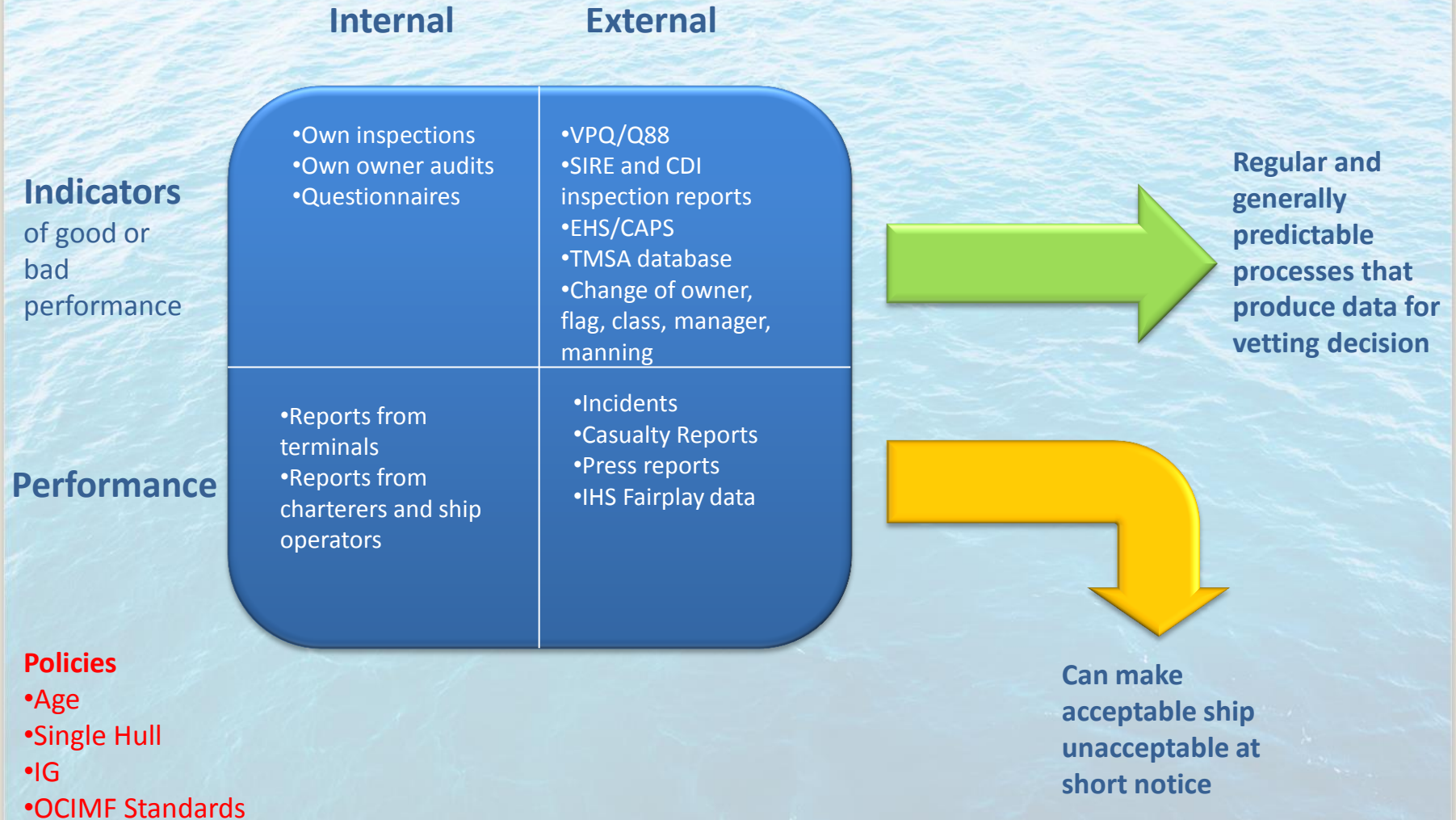
Total volume in billion tons: 118 157

\* Chinaoil and Unipet weren't top-10 charterers in 2003.

Source: Poten & Partners  
The Wall Street Journal

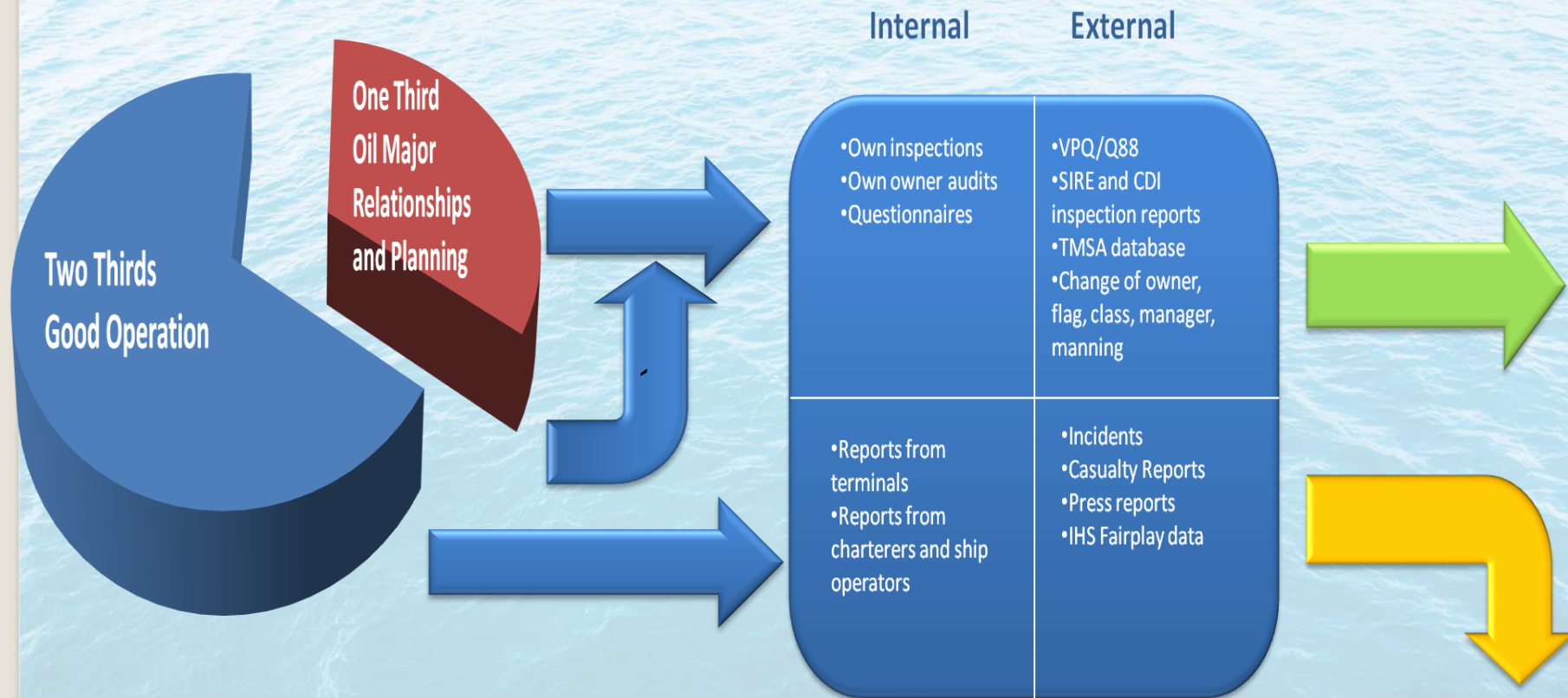


# moams Vetting and Vetting Decisions



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# Its about Good Operations!

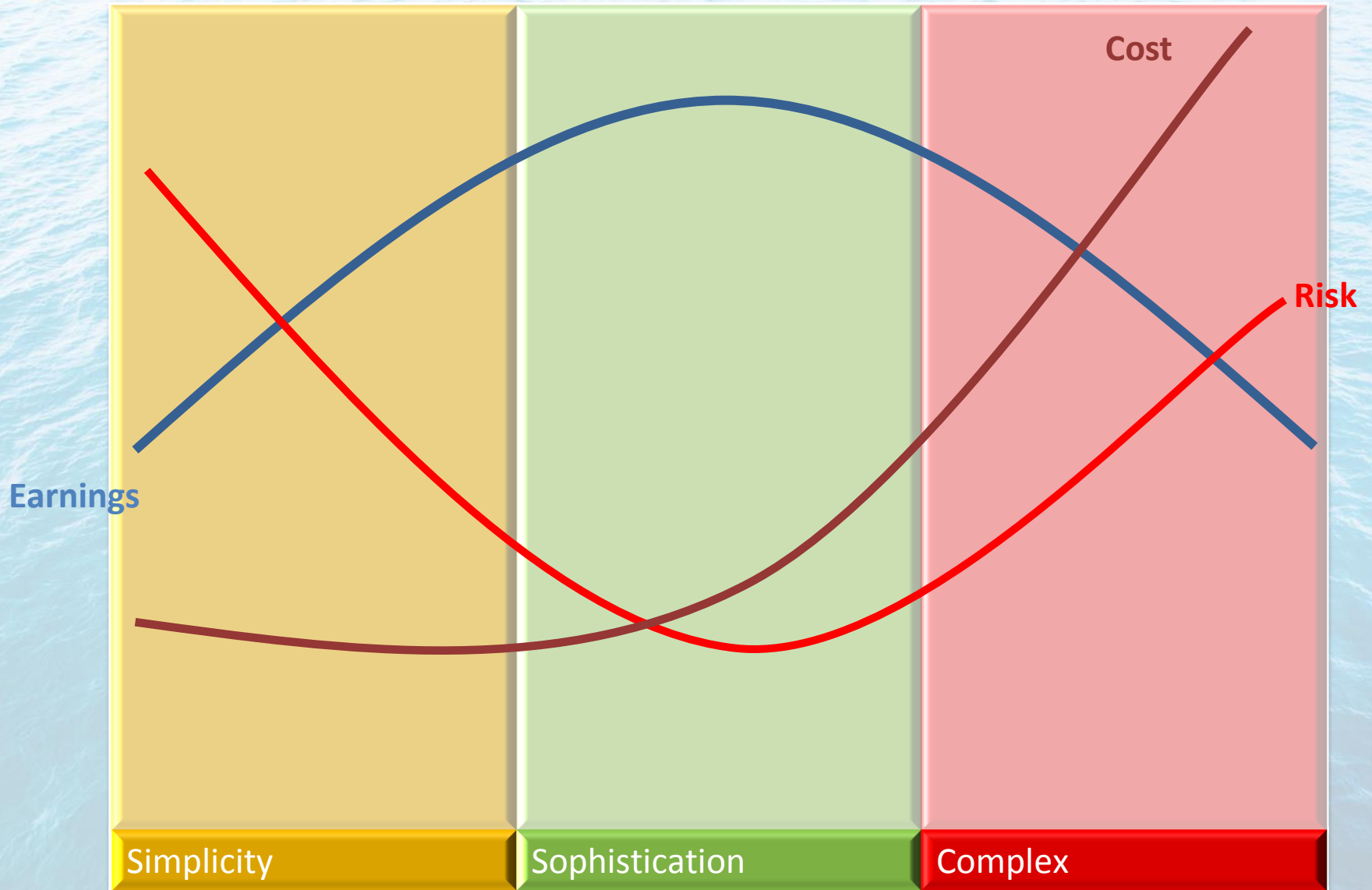


**The diagram shows WHAT the tanker operator has to deliver  
WHY, his motivation, is critical to how the company operations  
HOW he does it is his decision and makes him different from everyone else**



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## Sophistication



## Directing

- ✓ Developing Strategy
- ✓ Building the Organisation
- ✓ Outward Focus

**WHAT? and WHY?**

**Directing**

**HOW?**

**Leading**

**Managing**

## Leading

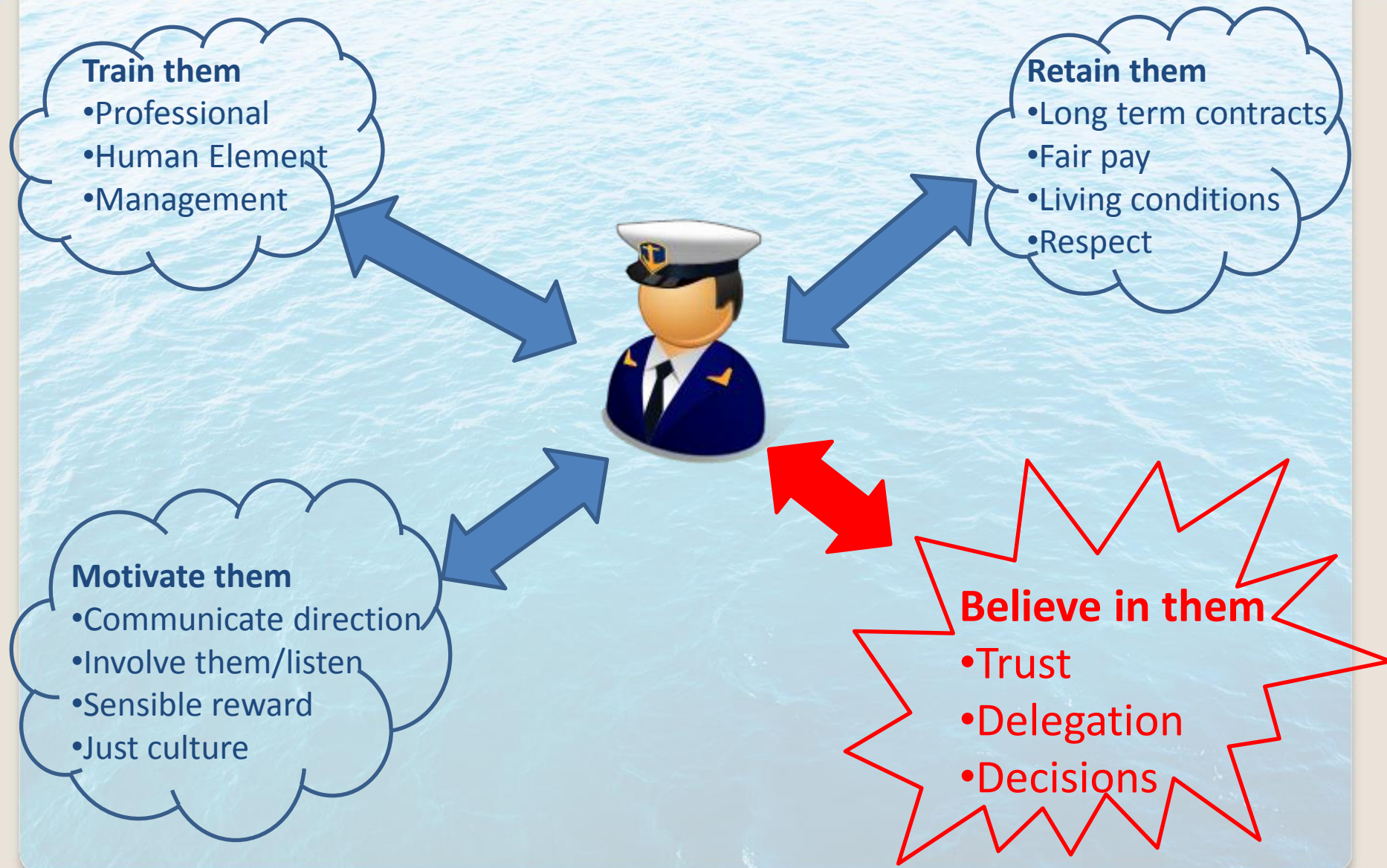
- ✓ Motivating
- ✓ Individual
- ✓ Teams
- ✓ Tasks

## Managing

- ✓ Resourcing
- ✓ Organising
- ✓ Controlling
- ✓ Performance

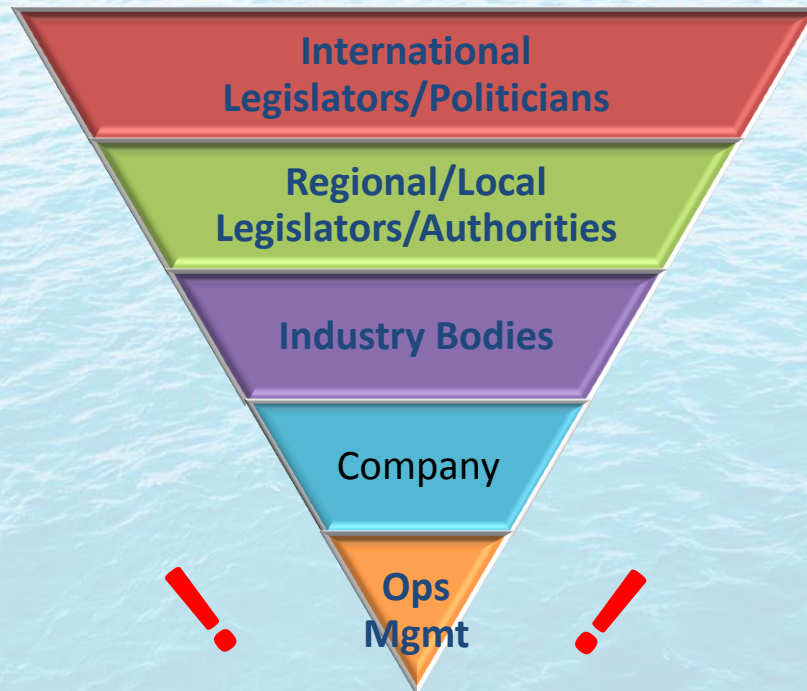
*Based on the Art of Action by Stephen Bungay*





# moams What you don't want them to feel

## The blunt end



**KISS**

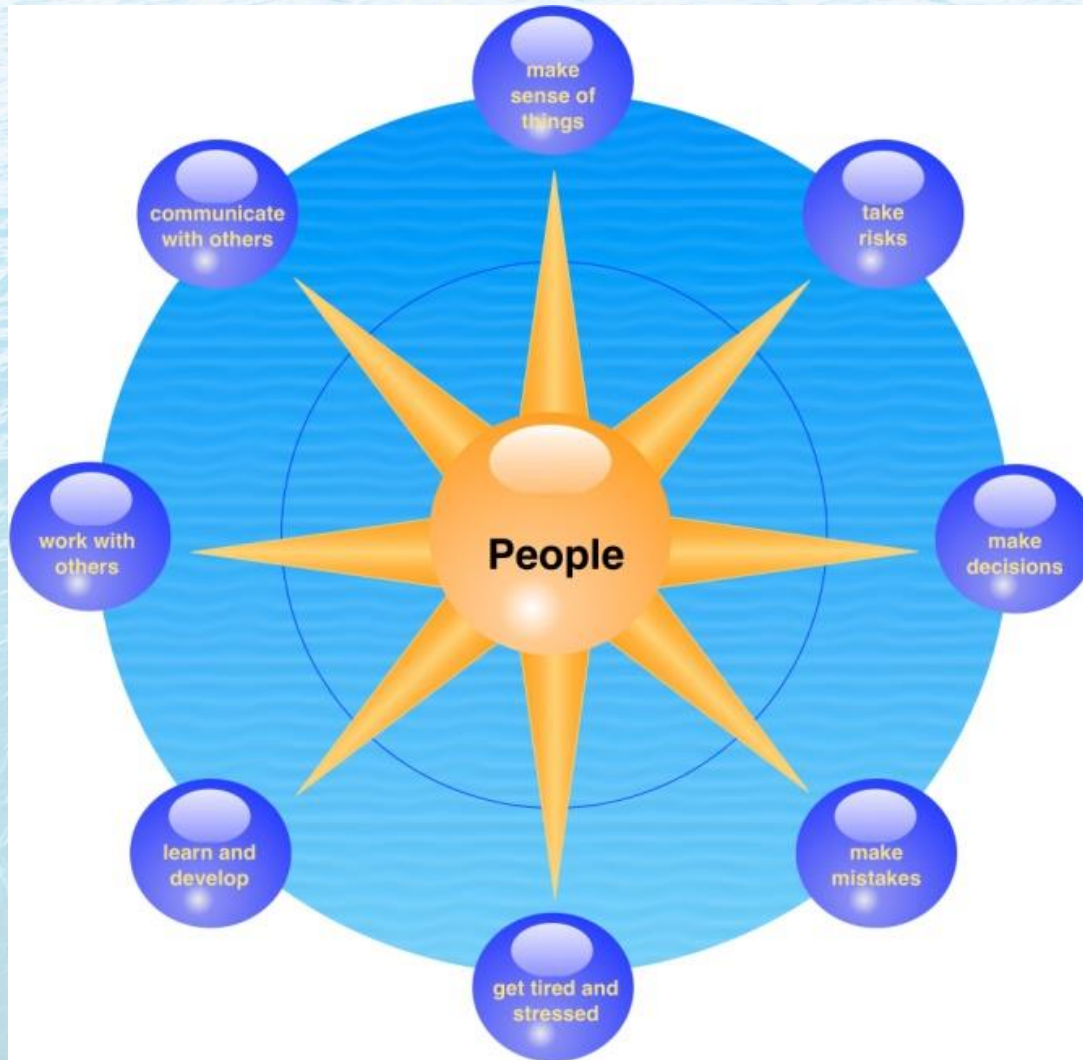
**Keep it simple for sailors**



## The sharp end

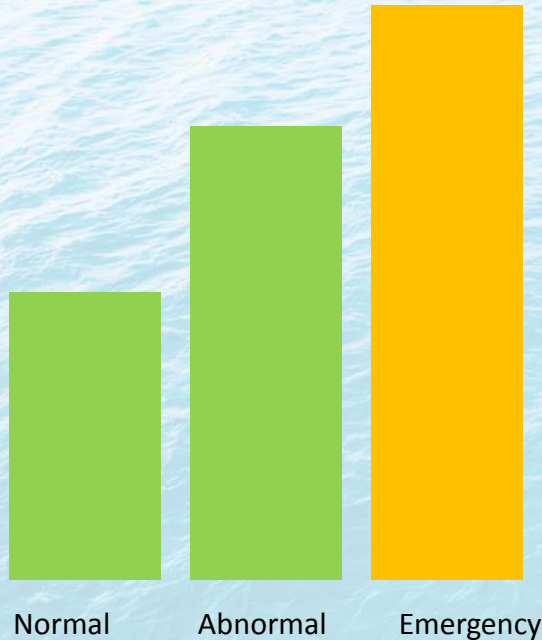


'Compass' from  
UK MCA publication  
'The Human Element'



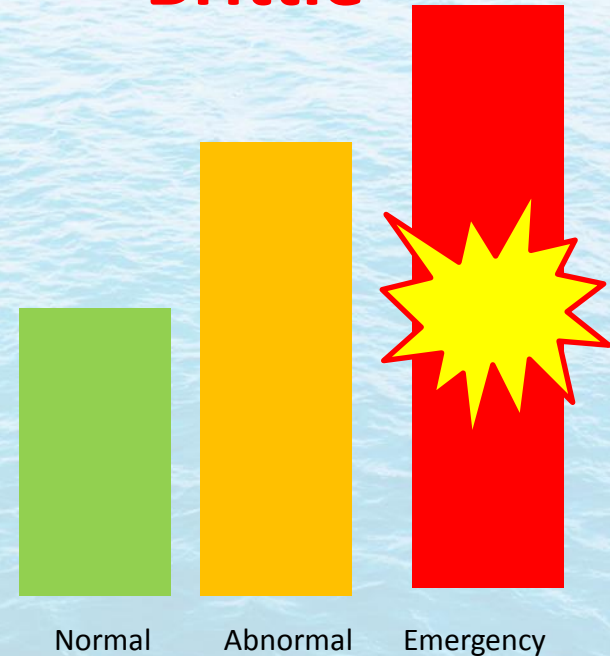
**But...is this not also what you want to deliver commercial performance?**

## Resilient



Resilient organisation will adapt from normal operation to abnormal operation and recover. In emergency will be able to adapt further to avoid catastrophe

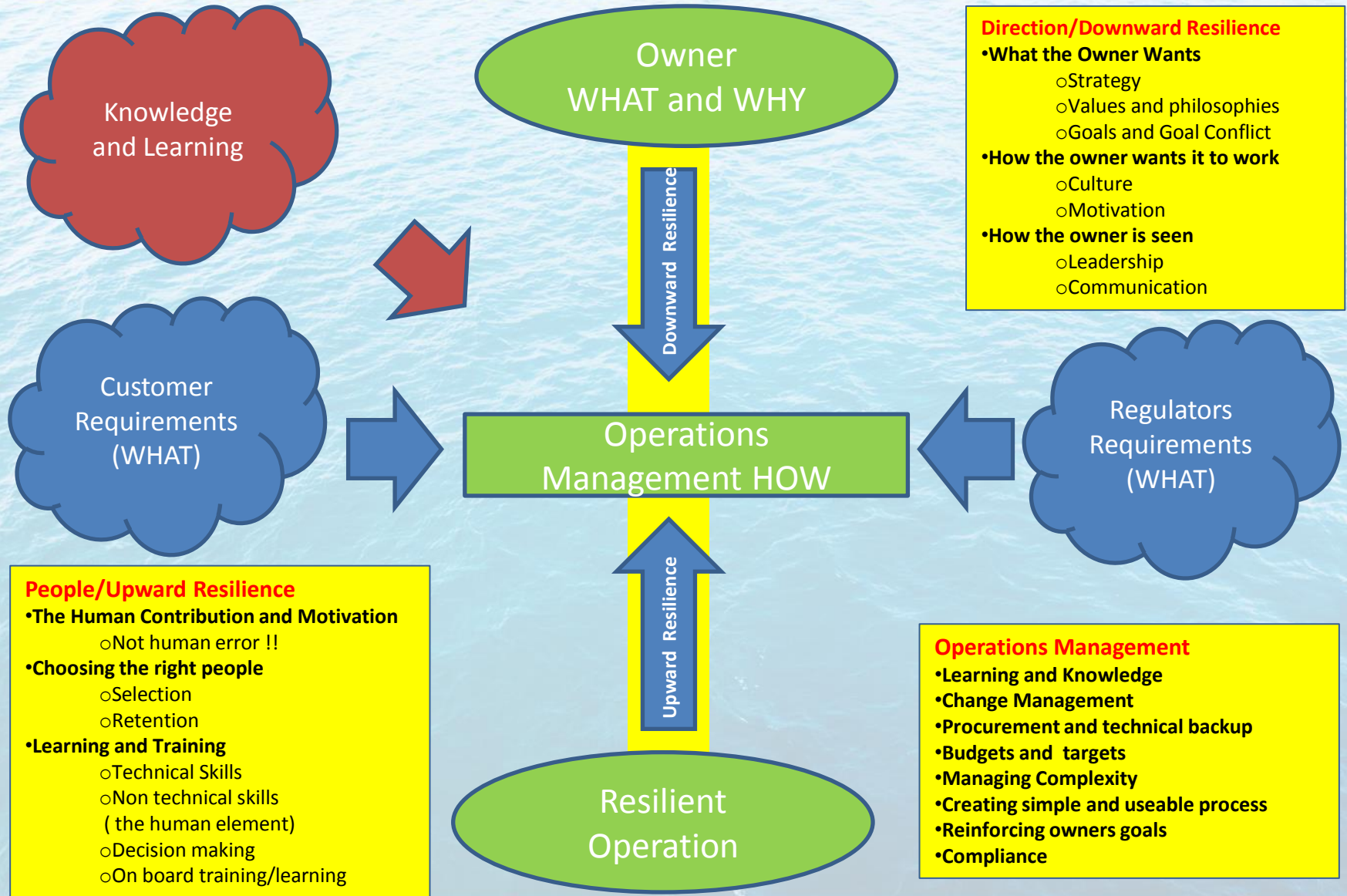
## Brittle

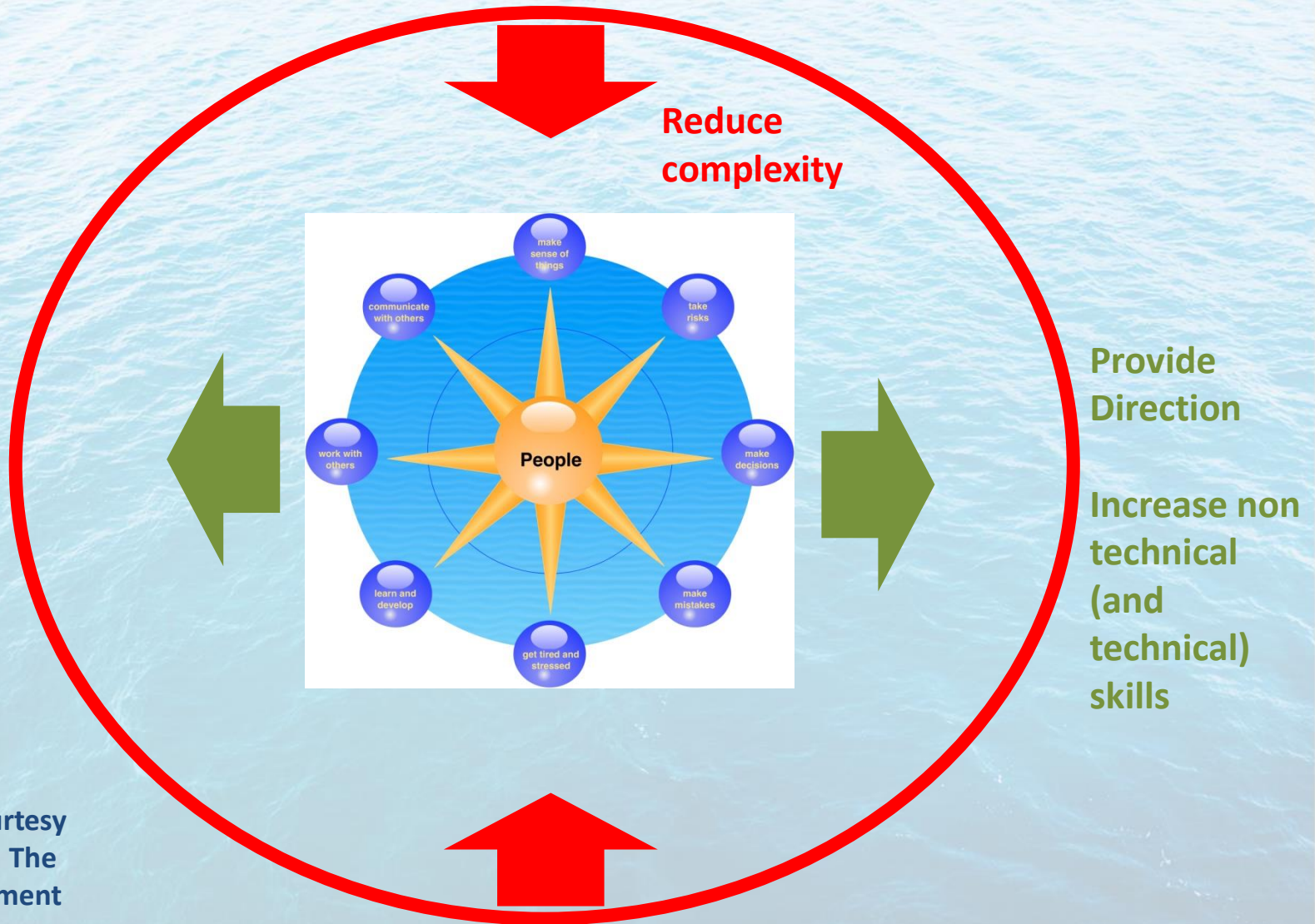


Brittle organisation will need all its resources to maintain normal operation leaving limited capacity to deal with the abnormal. Rule based mentality will be unable to cope with the unexpected and will fail.



# moams 21<sup>st</sup> Century Tanker Operator





'Compass'  
graphic courtesy  
of UK MCA The  
Human Element  
publication



## The successful 21<sup>st</sup> century tanker operator will:-

- Understand the history of the industry
- Recognise they are trading in a complex environment and be resilient in trading and operations.
- Understand their customer and always remember the customer has choices.
- Always remember that the basic task is to run a good operation.
- Recognise that **WHAT** the organisation needs to achieve is a product of their own direction and external requirements.
- **WHY** it needs to be achieved needs to be understood and communicated
- **HOW** it is achieved is the critical differentiator between companies
- Understand that a Resilient organisation is built on a clear **Direction** and quality **People**
- Recognise that complexity can increase risk and cost and reduce profitability and hold simplicity as a value. **KISS**

## Questions Please ?

# moams **US oil production-the answer**

