

**Beyond the AAPA Port  
Customer Service  
Initiative: Introducing  
SEAPORT**

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# The AAPA Customer Service Initiative Vision

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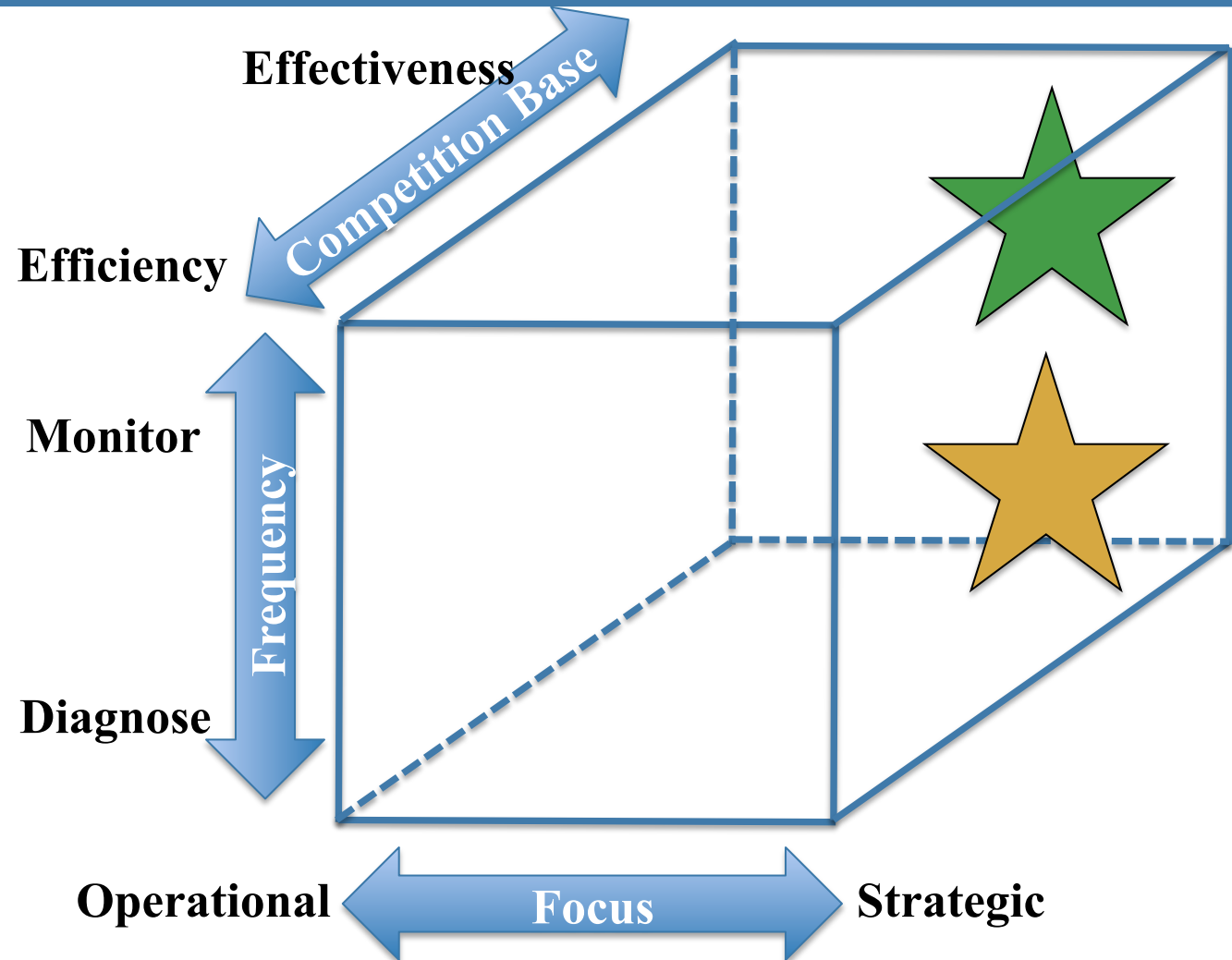
- An independent third-party assessment of use to ports in effecting change and improving service delivery in supply of port services.
- An individualized report to each port that provides “best practice” scores and the port’s scores to provide context to user “importance” **and that** enables benchmarking for assessing resource allocation
- Each port gets its own report; AAPA gets a “state of its ports” report (available from PPRN web site)



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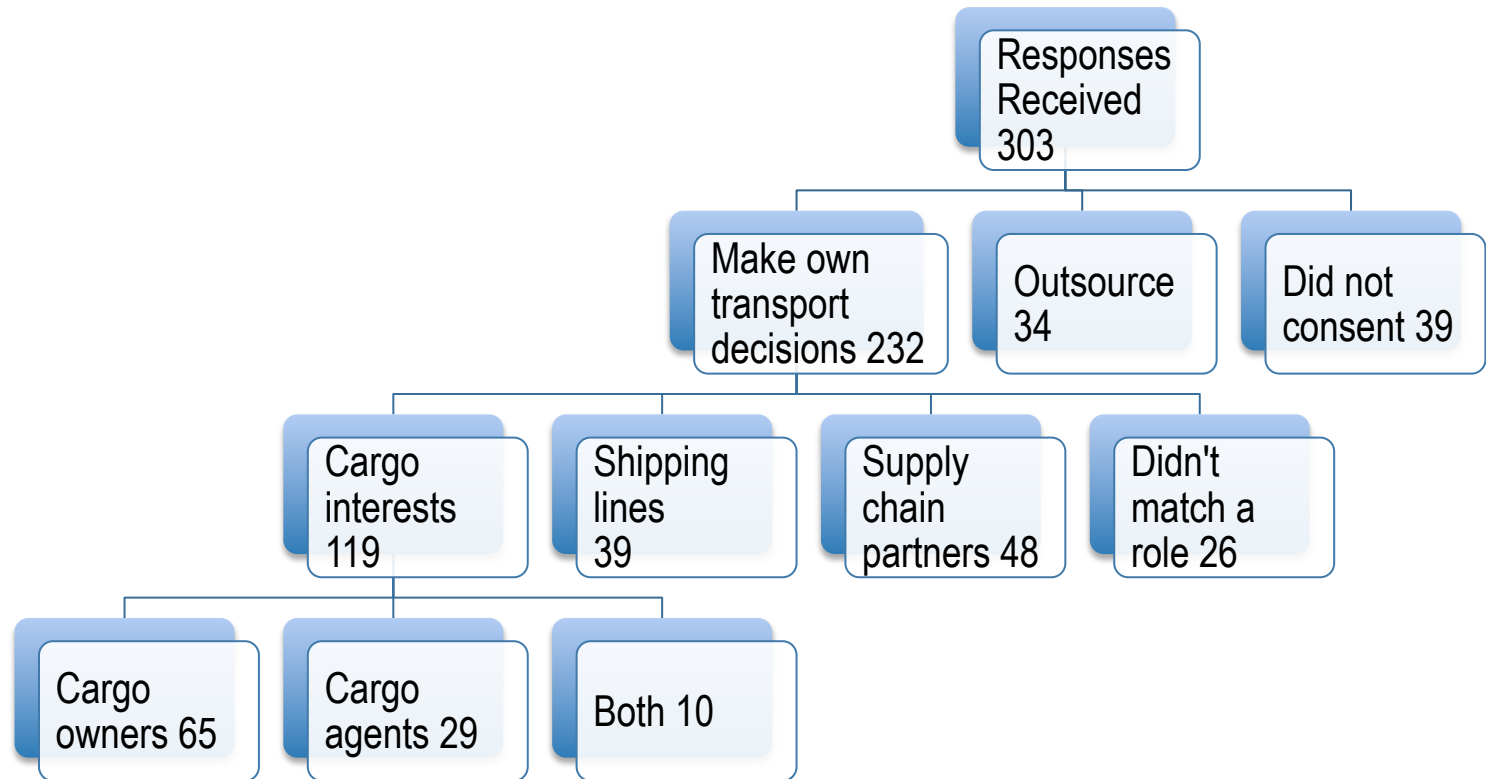


# Why Are You Measuring Performance? (Answer Drives Choice of Metrics)



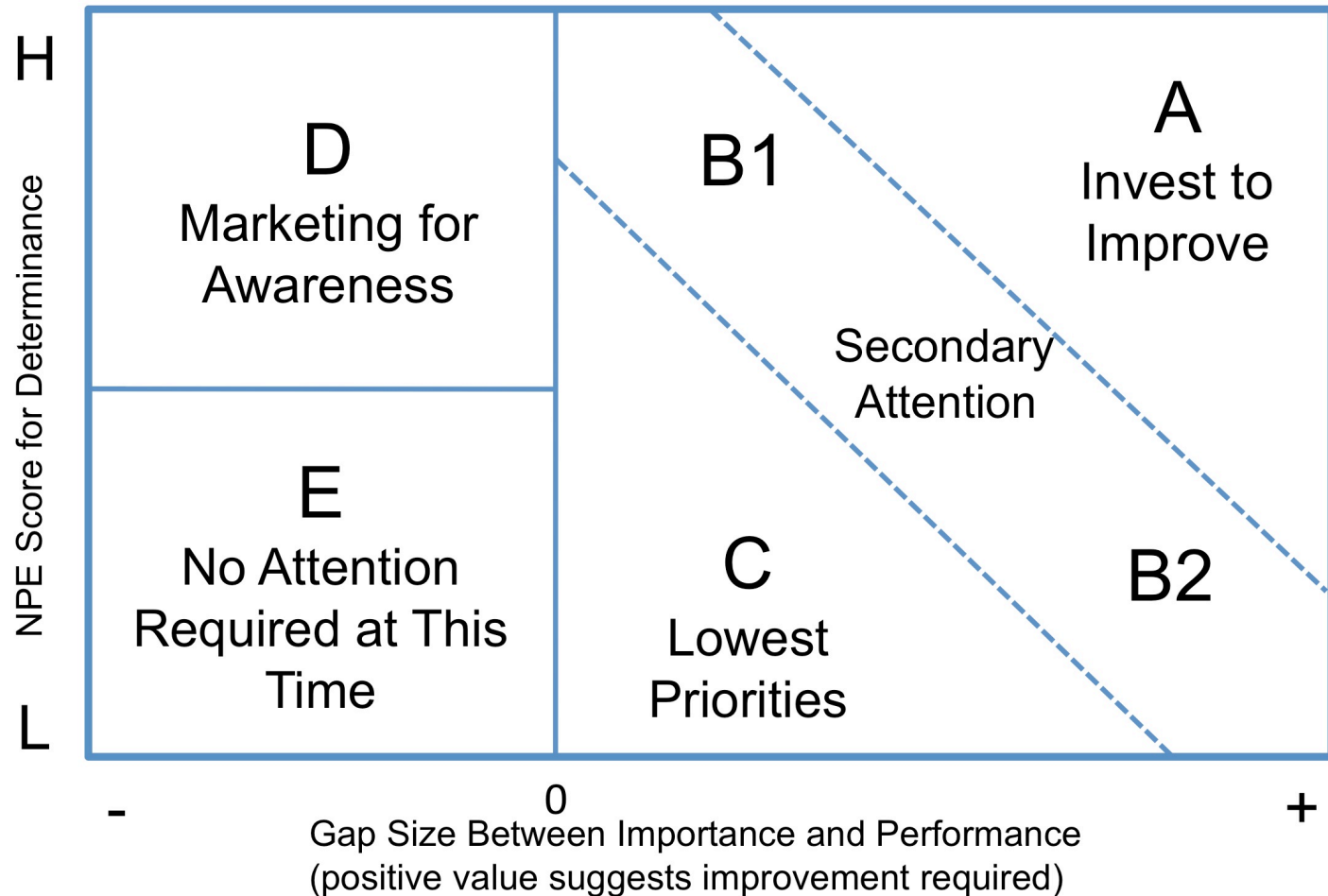
Source: Variant of Griffis et al. (2007). "Aligning logistics performance measures to the information needs of the firm." *Journal of Business Logistics*, 28, 2, 35.

# AAPA Customer Service Initiative Respondents



Of the 119 cargo interests who completed the survey, 104 responses were usable for Determinance-IP gap analysis as they diligently completed importance-performance components. DEMOGRAPHICS are provided in the AAPA report.

# Determinance IP Gap Space (Schellinck & Brooks, 2013)



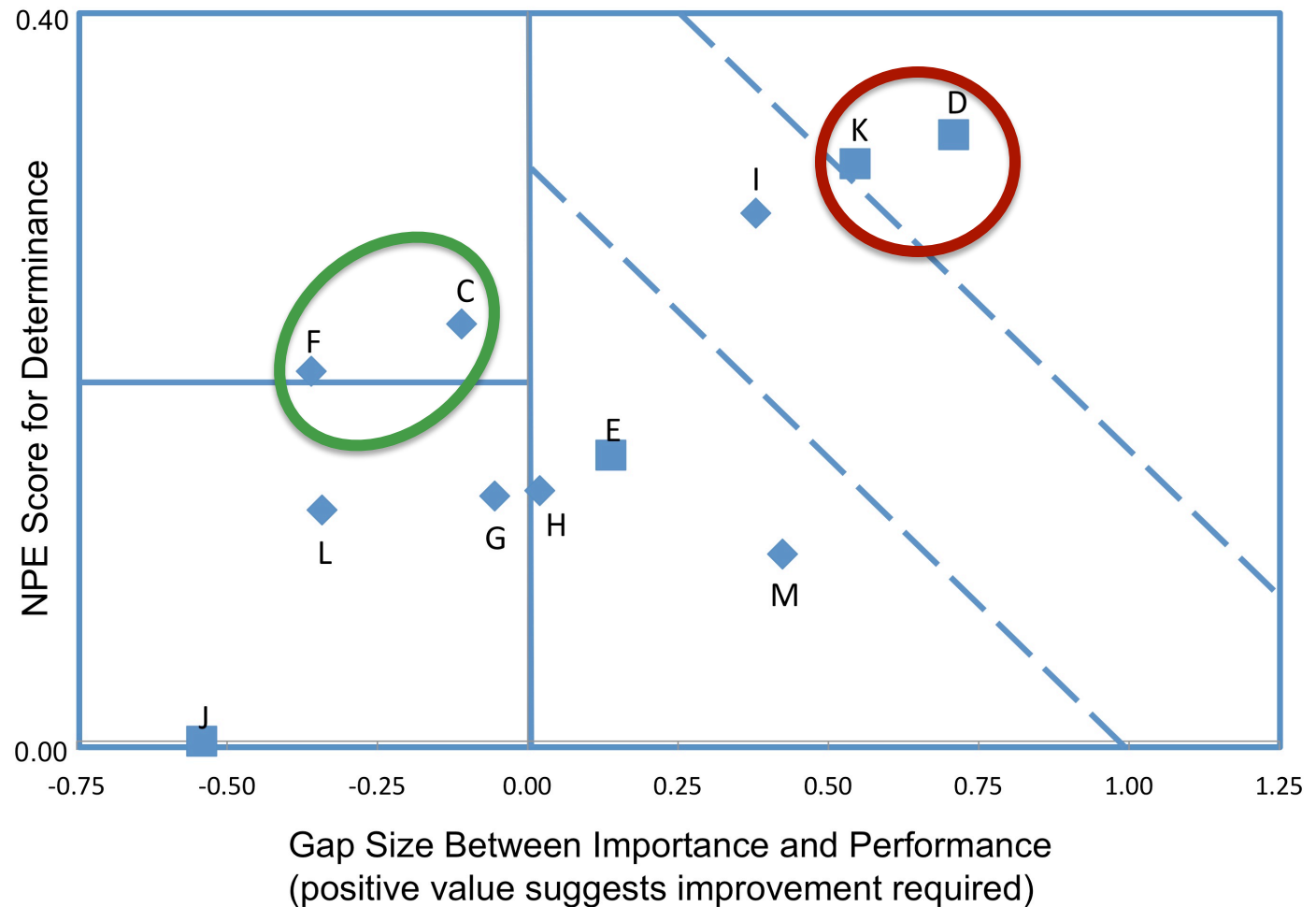
Refined from earlier versions via peer review.

# What We Found in 2012

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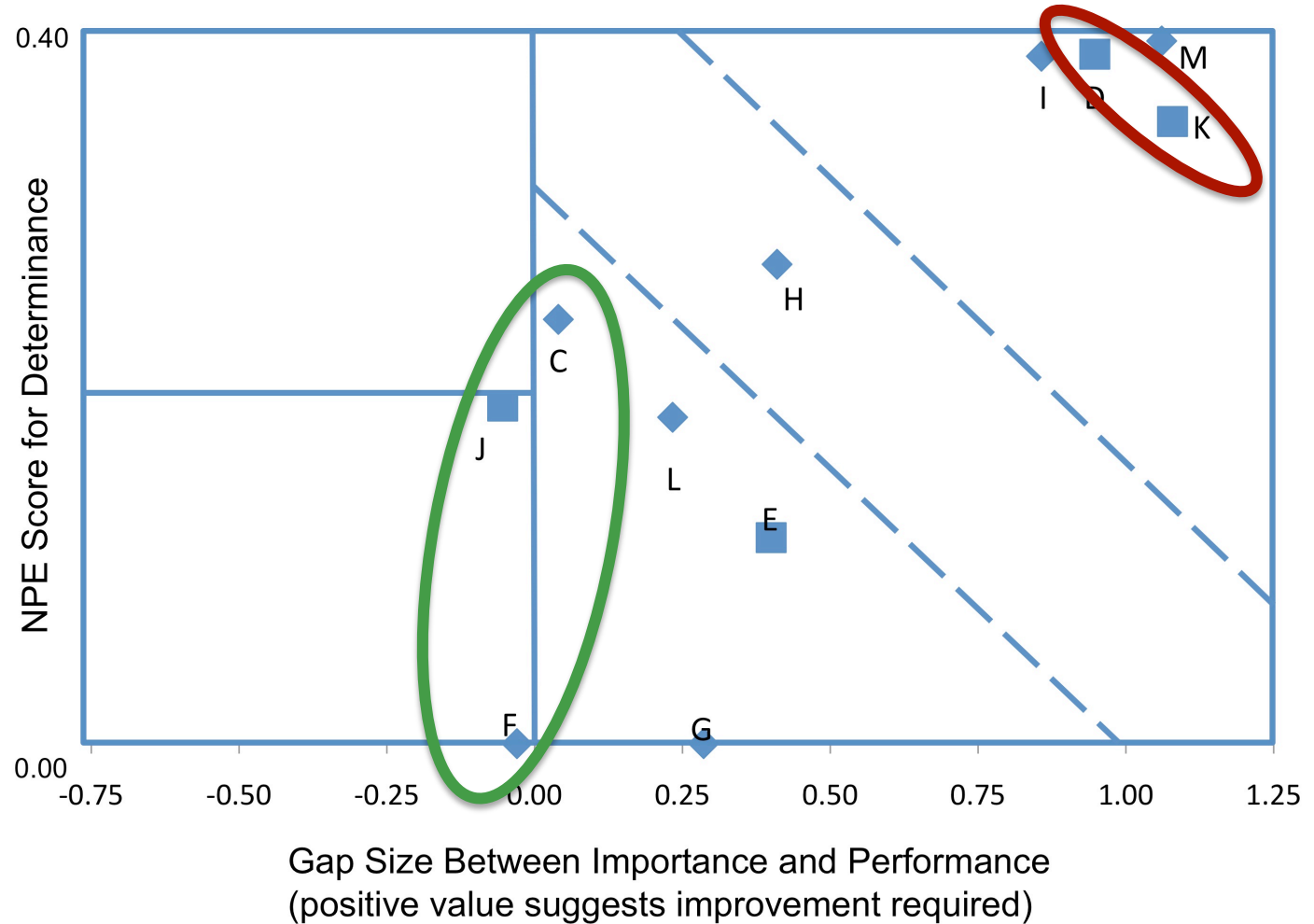
- Port user groups rate a port's effectiveness in service delivery differently, i.e., a port that is rated highly by the shipping lines may score poorly when rated by cargo owners or its own supply chain partners, or vice versa.
- No port excelled in serving all three user groups
- The pattern of performance gaps were different on the various criteria for each port.
- In all cases, the initiative identified criteria for targeted improvement for each user group—Cargo Interests, Shipping Lines, and Supply Chain Partners. Each port had a unique portfolio of factors to repair by investing for improvement, and many ports found a usable “market for awareness” opportunity.
- East and West Coast patterns were also noted.

# Determinance–IP Gap Space for Cargo Owners



Brooks & Schellinck, 2013, WCTR

# Determinance–IP Gap Space for Cargo Agents





# What We Found in 2013's Further Analysis of Data

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- Cargo Owners who book their own transport arrangements are a distinct sub-group from those who act as Agents for owners on five of 13 criteria.
- Cargo Agents are more influenced by traditional CRM criteria like responsiveness and information provision while Cargo Owners are more influenced by perceptions of port security.
- The two Cargo segments are best evaluated separately where possible.
- We have learned enough to focus the Shipping Line criteria more tightly in future surveys by examining the constructs.
- Supply Chain Partners are a forgotten user group for some ports; with their own unique set of needs, as partners they need to be part of the solution in developing port strategic investments (IAME presentation on Thursday).

# Introducing ... **SEAPORT**

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**S**ervice

**E**ffectiveness

**A**ssessment for

**P**ORT managers

... and it's translated so we can add ports in French and Spanish speaking countries

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# Service Delivery Effectiveness Performance Measures

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User Group	Statements in AAPA Initiative	Statements in SEAPORT
Shipping line	19 criteria	13 criteria
Cargo owners & agents	11 criteria	8 criteria
Supply chain partners	15 criteria	8 criteria

Cargo owners and agents are 2 sub-groups; same criteria, different patterns

## Other Next Steps

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- We would like to co-operate with the European Sea Ports Observatory and the PORTOPIA initiative to progress the effectiveness benchmarking process in Europe by building on a 5-year program of work done.
- We hope to co-operate with UN ECLAC to progress the effectiveness benchmarking process in Latin America. Both of these will enable assessments of differences by culture (or not).
- We see it possible to extend the SEAPORT approach to bulk ports and to cruise terminals. Obviously, the approach has promise to report at the International Association of Maritime Economists meeting in Norfolk July 2014. (The 2014 Port Performance Research Network meeting will also be in Norfolk in July 2014.)
- We hope to do a second monitoring program for previous participants and a benchmarking for new ones in North American container ports in 2014.

**Questions?**  
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