



## Customer service in focus

We have transformed our organization over the last years. We have introduced a flow-based organization based on lean-thinking. We have called the model OPS – The Port of Oxelösund's Production System. It uses clear leadership and learning as its tool. In the transition, we were helped by work environment researchers from Linköping University to ensure the correct outcome. Now we have finally moved away from Taylorism's faith on management's single, unique ability and also left sociotechnical systems and group-organised working methods behind us.

Roles and responsibilities throughout the company have been revised. We are now using terms such as Managers (which we also used previously), Process Manager, Team Leaders, Task Leaders and Group. Our Process Managers have a very important role. They are people who focus on developing processes together with our teams. Process Managers detect deviations, both positive and negative, in daily management. With the help of them, continuous improvement work that includes everyone in the company is being carried out. It chimes like a melody. A harmony that settles over the whole

organisation. Everywhere is a 'workshop'! We clearly see that the working methods harmonise and strengthen our offer as The All Inclusive Port. We manage market volatility intelligently and develop and sell our products successfully. The result is positive. Our customer survey results also show that you, the customers who make our business possible, seem to appreciate what we do and how we do it. We are very happy and proud of this. Welcome to The All Inclusive Port.

**Erik Zetterlund**  
CEO

# Meet our Process Managers

What is the Port of Oxelösund's biggest strength and what is its biggest challenge? And how can we create the greatest value for our customers? We asked these and lots of other questions to our five Process Managers.

## Tell us about your job!

As a Process Manager I am responsible for operational processes at the steel port. This includes the loading and unloading of ships/trains/vehicles, container stuffing and storage management.

## How do you develop your process?

It is important that all of the employees are given the opportunity to comment on and influence developments. Therefore, representatives from all of our shift teams gather together in different development groups once a month. We talk about safety, deviations and equipment development as well as working methods. The Company attaches great importance to these meetings, as these give the employees a great opportunity to develop and influence their daily work. For me as a Business Leader, these groups and the decisions we make in them are very important. We want our employees to have this in mind all of the time, to see opportunities and to know that they can contribute to their implementation.



**Peter Pedersen, Process Manager, Steel port**



**Johan Svanholm, Process Manager, Stevedoring**

## How is the best customer service created?

At The Port of Oxelösund our strength is our 24-7-service ability. But this is demanding. We have to provide the same quality no matter when, be able to respond to rapid changes and have a high level of flexibility in our operations.

## What do you appreciate most about having the port as your workplace?

I have worked here for 17 years, I started as a stevedore and I've worked in a few different roles. Lots of our employees stay here for a long time. I think it's because of the variation, it's a very free profession where we get to work with all kinds of things. There are also great opportunities to develop and advance in your career.

## What's the best part of your job?

It's exciting and anything but routine! Every day new challenges come up that mean that we have to be innovative when we plan, structure and monitor our activities.

## What is the Port of Oxelösund's biggest strength?

The collective knowledge of the company! That and our product range and flexibility, where we go beyond the limits of what a port traditionally offers. This means that we are able to find solutions for customer requests. We see increasing demand for composite logistics solutions, and believe that we can develop our concept even more here in the future.



**Markus Blom, Process Manager, Terminal**





**Andreas Andersson, Process Manager, Maintenance**

**What do you work with?**

In my area of activity, we work to ensure that our production facility works seamlessly. This includes everything from planned maintenance to emergency fault repairs.

**How do you create value for the port's customers?**

We work primarily within our own organisation, but our ultimate goal is to continually improve the port reliability and to contribute to better service for our external customers. At The Port of Oxelösund we have a high level of operational reliability, and one of the reasons for this is that we work extensively with prevention. Our daily process meeting is a valuable opportunity to meet people from all business areas and discuss what they see future maintenance needs as being.



**What is the biggest challenge in your job?**

We want to change peoples' idea of how a port should work. This is one of the reasons why we have gone from being centrally managed to being a group-managed organisation. We achieve better results if all employees think with a development focus. But this also needs us Process Manager to actively work to create commitment and to give everyone the opportunity to influence things.

**How would you like to see the port develop in the future?**

I want us to create more equality, more commitment to the Port of Oxelösund and to provide personal development opportunities for staff who want to improve and develop their skills. To succeed, I think we need to think outside the box and not be afraid of change.



**Mattias Landin, Process Manager, Bulk Storage**



# Strong results from our customer survey

Our Satisfied Customer Index (SCI) increased from 83 to 85 per cent, which points to strong customer confidence levels. In the survey, areas such as the attitude and desire to serve of our employees, the quality of service we deliver, and how satisfied customers are, is included as part of our performance. We delivered an improved result in all of the questions.

One technological development we have invested in is to use smart phones in a positive way in stevedoring and terminal. We have developed a damage app where staff members can document any damage to goods directly on the phone with a photo, a comment and the location. The app will now be spread throughout the company and the concept can also be used in the logistics chain before or after our intervention. This development is reflected in the results.

The SCI result is proof that the business and every employee deliver results day after day and focus on the customer. Of course, some improvement opportunities were also identified. These include increasing loading, unloading and storage capacity and reducing circulation times for railway wagons. Several of these have already been addressed in various projects and we are grateful to receive this kind of feedback and these requests from our customers.

## Customer comments – a selection from the customer survey

*“Good storage facilities and unloading times”*

*“Professional, with great knowledge of materials when loading/unloading”*

*“I’m very satisfied with the terminal’s work. Good communication and a wonderful damage app! More potential to work with improvements than previously.”*

*“Quick answers. Good service.”*



## Have a good summer!

We would like to wish all of our customers and partners a wonderful summer-filled with sun and the wind in your sails!



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