Key Performance Indicators in Major Ports Dry Bulk Terminals: An Analysis

Submitted to the School of Maritime Management, Indian Maritime University in partial fulfillment for the award of degree in MBA Port and Shipping Management

Submitted
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DECLARATION

I, **Nilesh Raj** student of the School of Maritime Management, Indian Maritime University – Chennai Campus, hereby declare that this Project report titled **'Key Performance Indicators in Major Ports Dry Bulk Terminals (An Analysis)** submitted in partial fulfillment of the requirement for the degree of Master of Business (MBA) in Port and Shipping Management is my original work carried under the guidance of my project guide. It has not formed the basis for the award of any Degree/Diploma of any University/Institution. The information submitted is true and original to the best of my knowledge.

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CERTIFICATE

This is to certify that the project report entitled **'Key Performance Indicators in Major Ports Dry Bulk Terminals (An Analysis)** submitted to the School of Maritime Management, Indian Maritime University, Chennai Campus., in partial fulfillment for the award of the degree of Master of Business Administration (MBA) in Port & Shipping Management, is a record of work carried out entirely by **Nilesh Raj ,** Reg. No. **2203304021.**

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ABSTRACT

This project report delves into the critical analysis of Key Performance Indicators (KPIs) for major ports' dry bulk terminals, aiming to provide valuable insights into the assessment and optimization of port efficiency and productivity. The study employs a comprehensive research methodology, encompassing both quantitative and qualitative approaches, to evaluate the effectiveness of existing KPI frameworks and their impact on the operational performance of dry bulk terminals within major ports. By conducting a meticulous review of existing literature and engaging in primary data collection through semi-structured interviews with key stakeholders, the research seeks to capture the nuances specific to individual ports and terminals.

The theoretical foundations of port efficiency and productivity, production theory, and the impact of port infrastructure on cargo throughput form the backdrop for the empirical investigation. The study also explores data collection strategies, data analysis techniques, and ethical considerations in port performance research, emphasizing the need for robust data collection and analysis to understand the intricacies of dry bulk terminal operations. Furthermore, the project report aims to bridge the gap in the existing body of knowledge by proposing a comprehensive set of KPIs tailored to the unique requirements and challenges faced by dry bulk terminals, expanding the understanding of port efficiency measurement beyond traditional metrics. The findings of this study are expected to contribute to the theoretical discourse on port efficiency KPIs, validate empirical insights, and provide practical implications for port authorities, terminal operators, and policymakers, ultimately enhancing the efficiency and productivity of major ports' dry bulk terminals.

TABLE OF CONTENTS

List of Figures

LIST of ABBREVIATIONS

Abbreviation	KPI Name
TPH	Throughput
BOR	Berth Occupancy Rate
TAT	Turnaround Time
SU	Storage Utilization
EU	Equipment Utilization
LP	Labour Productivity
SI	Safety Incidents
EC	Environmental Compliance
CSI	Customer Satisfaction Index
CTH	Cost per Ton Handled
DT	Dwell Time
MDT	Maintenance Downtime
IA	Inventory Accuracy
PCI	Port Congestion Index
VWT	Vessel Waiting Time
VPR	Vessel Productivity Rate

TCR	Terminal Capacity Ratio
RSI	Resource Sustainability Index
DRR	Delayed Reporting Rate
LTI	Lost Time Incidents
TUT	Terminal Unloading Time
CT	Cargo Throughput
RA	Resource Allocation

CHAPTER I

INTRODUCTION

1.1 Overview of Port Efficiency and Productivity Importance

A lively port is a scene to behold, with colossal vessels arriving brimming with precious goods. The success of a port lies in its aptitude to handle incoming ships swiftly and efficiently, rather than having them linger like stranded whales. To gauge the efficiency of a port, a plethora of Key Performance Indicators (KPIs) are used. Terminal productivity, which measures the speed at which containers are loaded and unloaded from ships, is perhaps the most crucial of these KPIs. This is a vital measure, as time is of the essence in the maritime industry, and delays at the port can have a domino effect across the entire supply chain, impacting businesses and consumers alike.

However, efficient ports are not just about economic growth; they are also part of a delicate social and natural ecosystem. This is why sustainability is such an important aspect of port management. KPIs help to ensure that ports are operating in an ethical and sustainable manner. By monitoring these indicators, ports can strive to improve their operations, reduce their environmental impact, and contribute to the overall well-being of the community.

Improving port efficiency can be achieved by utilizing technology and investing in infrastructure. One effective strategy is to implement advanced systems for tracking containers and managing logistics. These technologies can help to reduce wait times and streamline the process of unloading and loading cargo. Additionally, upgrading ports and improving transportation networks can increase the speed and efficiency of operations. By making these investments, ports can enhance their overall performance and better serve the needs of customers.In addition to these technical solutions, port management can also focus on improving communication and collaboration between all parties involved in port operations. This can include working closely with shipping companies, trucking companies, and other stakeholders to ensure that everyone is on the same page and working towards the same goal. By fostering a culture of cooperation and collaboration, ports can operate more smoothly and efficiently.

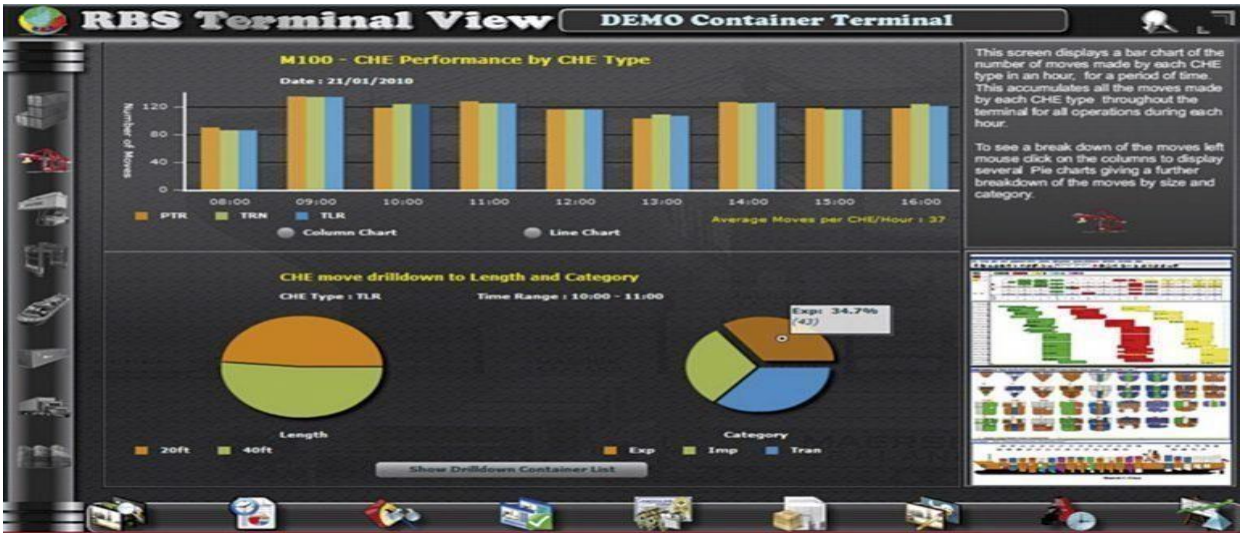
In conclusion, measuring the efficiency of a port is crucial for ensuring its smooth and sustainable operation. Key Performance Indicators (KPIs), such as terminal productivity, play a critical role in this process, as they help track progress and identify areas for improvement. By implementing best practices, leveraging technology and fostering collaboration, ports can continue to evolve and improve, benefiting both the economy and the environment. Effective measurement and management of port efficiency can lead to increased efficiency, reduced costs, and improved sustainability, making it a crucial aspect of port management and operation

1.2. Study Rationale: The Critical Role of KPIs in Enhancing Port Operations

This is when the differences between multi-purpose ports and container ports become apparent. While multi-purpose ports serve a variety of cargo kinds, container ports are focused on handling uniform containers. KPIs, however, provide a priceless tool for maximizing space usage and resource allocation for both. They contribute to maximizing port utilization, reducing waste and its negative effects on the environment. These port types vary slightly in how important practice planning is. Planning stages give more weight to KPIs relating to port management (group 3) in container ports, where activities are more standardized. The focus of KPI implementation in multi-purpose ports changes to operational management (group 4), as cargo kinds and requirements are increasingly diverse.

In the end, KPIs are stories waiting to be told rather than just numbers on a spreadsheet. Examining these variables helps us comprehend the complex relationship between efficiency, sustainability, and responsible management in port operations. These beacons of guidance will persist in illuminating the way towards a future in which ports flourish as thriving centers of international trade, functioning harmoniously.

Fig No- 1 Key Performance Indicator



Source : https://rbs-tops.com/terminal-operating-system/tops-terminal-solution/tops-kpi-dashboard/

As they offer a defined framework for assessing and refining port performance, Key Performance Indicators (KPIs) are essential to improving port operations. KPIs support decision-making by port managers and operators to maximize port operations and guarantee that ports run in an economical, ecologically, and socially responsible manner.

The following serves as the study's foundation for the argument that KPIs are essential for improving port operations:

- Recognition within the industry is crucial for the success of Key Performance Indicators (KPIs) in port operations. Industry experts and port operators alike understand the importance of KPIs in improving efficiency and productivity. To measure the effectiveness of KPIs, key performance indicators such as productivity, efficiency, and cost reduction can be used. These KPIs can help port operators identify areas for improvement and make data-driven decisions. By regularly monitoring and analyzing KPIs, port operators can optimize their operations and achieve their goals.
- KPIs play a vital role in enhancing port operations. Studies have shown that using KPIs leads to increased efficiency, customer satisfaction, and productivity. To ensure successful

implementation of KPIs in your project, it is important to set realistic and measurable targets, regularly monitor progress, and make necessary adjustments. Additionally, involving stakeholders and providing them with regular updates can help gain support and ensure the success of your project.

- Organizations like the International Association of Ports and Harbours (IAPH) and the World Economic Forum recommend the use of KPIs in port operations. These KPIs are in line with industry best practices and standards. By using KPIs, ports can improve their efficiency, productivity, and safety, while also reducing costs and environmental impact. It is essential to regularly review and update KPIs to ensure they remain relevant and effective in achieving the port's objectives.

Research Aim:

My research aim to analyze how KPIs are used to measure and improve the performance of dry bulk terminals at major ports. This analysis could focus on efficiency and throughput, cost competitiveness, sustainability, and the impact of new technologies. By examining these areas, you could identify best practices, assess the impact of external factors, and explore how KPIs can guide future improvements in dry bulk terminal operations.

Objective

- To analyse existing literature to identify the most commonly used KPIs.
- To determine the impact of KPIs (such as berth productivity, cargo handling rate, and turnaround time) on port efficiency.
- To ascertain the role of productivity-related KPIs (such as ship loading/unloading times, equipment utilisation rates, and labour productivity) in improving port productivity.
- To propose actionable strategies for ports to enhance efficiency and productivity through better KPI management and utilisation.

Methodologies

A. Literature Review: Conduct a comprehensive review of existing research, industry reports, and case studies related to port operations, efficiency, and productivity. Identify gaps in the current understanding of KPI impacts on port efficiency and productivity.

a. **Data Collection: Quantitative Data**: Gather quantitative data on various KPIs from multiple ports using surveys, existing databases, and direct measurements. **Qualitative Data**: Conduct interviews and focus groups with port managers, staff, and industry experts to collect insights on the practical aspects of KPI application and perceived effectiveness.

b. **Data Analysis: Statistical Analysis**: Use statistical methods such as regression analysis, factor analysis, and ANOVA to determine the relationships and impacts of various KPIs on port efficiency and productivity. **Comparative Analysis**: Compare KPIs across different ports to identify trends, discrepancies, and factors influencing performance outcomes.

c. **Case Study Evaluation**: Select one of the significant high-performing ports for in-depth case studies. Analyse the KPIs, management strategies, and technology implementations contributing to their success; Synthesise findings to identify best practices and innovative approaches.

d. **Framework Development**: Develop a strategic framework that integrates effective KPI monitoring with operational processes for continuous improvement. Prepare guidelines and recommendations tailored for various types of ports (e.g., container ports, bulk cargo ports) based on their specific operational characteristics and challenges.

e. **Validation and Feedback**: Present the findings and recommendations to experts and stakeholders for feedback. Refine the recommendations based on feedback to ensure practical applicability and effectiveness. This methodology provides a structured approach to investigating how different KPIs affect the efficiency and productivity of port operations, enabling the formulation of evidence-based strategies to enhance port performance.

Fig No – 1. .key perfomance indicator

Classification	Performance Indicator
Ships & Vessels	Ship's waiting Time
	Ship's repair time (in case of breakdown).
	Ship's capacity utilisation
	Ships cost by unit of cargo carried
	Degree of flexibility in using ship's resource
	Ship's service time (loading, unloading,...)
	Expected probability of ship damage while in port.
Resources (Cranes, Labours,...)	Berths availability
	Number of cargo handled per resource (crane, labour,...)
	Handling rate of discharge operation
	Waiting time
	Degree of flexibility in resource usage
	Resource utilisation
	No of gangs employed per ship per shift
	Fraction of time gang idle
	Total demurrage cost
	Total operating cost
	Percentage of congestion
Materials (Containers or Cargos)	Overall time at the port.
	Tons per ship-hour in port
	Tons per gang hour
	Expected probability of ship damage while in port.
Infrastructure	Delay caused by road works
	Delay caused by congestion
	Annual average time that ports open to (navigation, berthing of ships, departure of ships,...)
Port Authorities	Degree of process adaptability according customer requirements.
	Truck queuing time at port gates.
	Facility utilisation

Source : https://www.researchgate.net/figure/Main-Performance-Indicators-for-Port-systems_tbl1_254585215

[1]These KPIs can be used to assess the performance of various aspects of a port operation, including ships, resources, materials, infrastructure, and port authorities. KPIs act as a compass for port management, guiding them towards efficient and effective operations. By tracking various metrics across ships, resources, materials, infrastructure, and their

[1] https://www.researchgate.net/figure/Main-Performance-Indicators-for-Port-systems_tbl1_254585215

own performance, port authorities can pinpoint bottlenecks and make data-driven decisions for improvement. This can lead to smoother port operations, benefiting everyone from shipping companies to the local economy.

1.4. Scope of the Study Concerning Specific Ports or Regions

This study will specifically focus on dry bulk terminals within India's major ports. Here's why this targeted approach offers significant value:

National Significance: India is a major player in the global dry bulk cargo market, handling vast quantities of commodities like coal, iron ore, and fertilizers. Optimizing operations at dry bulk terminals in major ports is critical for India's economic growth and trade efficiency. Improved efficiency translates to faster turnaround times for ships, leading to lower transportation costs for imported and exported goods. This ultimately benefits Indian consumers and businesses. By focusing on major ports, the study can identify areas for improvement with a nationwide impact.

Diverse Infrastructure: India's major ports boast a variety of dry bulk terminal infrastructure, including highly mechanized terminals with conveyor belt systems and grab cranes, alongside semi-mechanized or even manual operations in some pockets. Studying KPIs across this diverse range will provide valuable insights into the effectiveness of different handling methods for various dry bulk cargo types. The research can identify best practices for handling specific cargo (e.g., coal vs. grain) based on the efficiency of different infrastructure configurations. For instance, KPIs might reveal that mechanized terminals are significantly faster at handling coal compared to semi-mechanized setups. This can inform future investments in infrastructure upgrades at other major ports.

Standardization and Benchmarking: Focusing on major ports allows for a more standardized approach to KPI analysis. These ports typically adhere to stricter operational guidelines and have more robust data collection procedures compared to smaller ports. This consistency ensures the reliability and comparability of data collected across different terminals. By comparing KPIs between major ports, the study can identify best

practices that can be adopted by other terminals, leading to widespread improvements across the sector.

Addressing Bottlenecks: India's major ports handle a significant portion of the country's dry bulk cargo. Studying their KPIs can help identify common bottlenecks and inefficiencies that plague these terminals. This could include issues like inadequate storage capacity leading to congestion and delays, limitations of existing handling equipment resulting in slow cargo

CHAPTER II

REVIEW OF LITERATURE

Ports are the lifeblood of global trade, ensuring the efficient movement of goods across continents. To maintain a competitive edge and ensure smooth operations, measuring port productivity and efficiency is crucial. The United Nations Conference on Trade and Development's (UNCTAD) "Review of Maritime Transport" series offers crucial insights into KPIs for ports. It highlights metrics like ship turnaround time, cargo handling rates, and berth occupancy, while also considering the impact of vessel size .Research on "Port Performance Benchmarking and Efficiency" focuses on comparing the performance of different ports, which aids in identifying best practices for achieving high productivity. Studies like "Assessment of the Impact of Cargo Throughput on Port Productivity in Warri Seaport" further explore the relationship between cargo volume and a port's efficiency, particularly relevant for high-volume dry bulk cargo.Ports are essentially providers of service activities, in particular for vessels, cargo and inland transport. According to Musso et al. (2012), the degree of satisfaction that is obtained on the basis of pre-set port standards will indicate the level of port performance achieved. From the foregoing it is already obvious that port performance levels will be different depending on measurement criteria utilized in the system. Thus, a port, at least in theory, may offer a very satisfactory service to vessel operators and at the same time be judged inefficient by cargo interests and inland transport operators (or vice versa). It is obviously more likely that poor performance will not be limited to one group of port users, but rather pervade all services offered by the port.

Dry Bulk Specific Considerations

UNCTAD's reports present data on dry bulk cargo handling performance, including loading rates specific to ship sizes. This data provides valuable benchmarks for evaluating dry bulk port efficiency .Research on "Improving the Performance of Dry and Maritime Ports by Increasing Knowledge about the Most Relevant Functionalities of the Terminal Operating System (TOS)" suggests that utilizing technology like TOS can significantly enhance dry and maritime port operations

Understanding the various dimensions of port performance goes beyond just cargo handling. Research on this topic helps create a holistic view, encompassing factors like infrastructure, hinterland connectivity, and customs efficiency. Though geographically specific, research on "Assessing Customs Performance in the Mediterranean Ports. KPI selection and Best practices" offers valuable insights into selecting KPIs for customs operations, which directly impact port efficiency.

Jacob's[2] lite review on key performance indicators (KPIs) for Industry 4.0 delves into a range of metrics crucial for assessing performance in the context of Industry 4.0. The study explores diverse indicators such as oscillation, usability, saturation, and expert-based tuning indicators. These metrics play a vital role in evaluating system stability, user experience, resource utilization, and expert-driven adjustments within the Industry 4.0 framework. By examining these KPIs, the research sheds light on the multifaceted nature of performance evaluation in the context of advanced industrial technologies, emphasizing the importance of utilizing a comprehensive set of indicators to gauge operational efficiency and effectiveness

Faisal Shehzad and Mian Haroon[3] Arshad's research delved into the impact of key performance indicators (KPIs) post-mergers and acquisitions within the pharmaceutical industry, underscoring the necessity of studying KPIs after transactions to comprehend their implications on companies. The study emphasizes the critical role of analyzing KPIs in the post-merger phase to gain insights into how these indicators influence organizational performance and strategic decision-making. By focusing on the pharmaceutical sector, the research contributes to understanding how mergers and acquisitions shape key performance metrics, offering valuable insights into the dynamics of post-transaction performance evaluation and strategic alignment within the industry

[2]Parkash Tambare , Chandrashekhar Meshram, Rakesh Jagdish Ramteke, National library of Medicine , Jan 2022

[3] Faisal Shehzad, Mian Haroon Arshad , The Impact on Key Performance Indicators after Merger & Acquisition.

Yorick Heidema's[4] study aimed to visually represent performance indicators for production planning, with a focus on identifying the essential key performance indicators (KPIs) utilized in measuring manufacturing performance. By leveraging visualization techniques, the research sought to provide a clear and insightful depiction of the critical metrics employed in assessing manufacturing efficiency and effectiveness. Through this visualization approach, Heidema's work aimed to enhance understanding and decision-making in production planning processes by highlighting the key KPIs that play a significant role in evaluating and optimizing manufacturing performance.

A study on effective teacher professional characteristics highlighted the significance of observational learning for medical motor skills and anesthesia teaching, illuminating essential aspects of effective teaching practices. By focusing on observational learning in the context of medical motor skills and anesthesia education, the research underscores the critical role of this method in enhancing teaching effectiveness and student learning outcomes. This study contributes valuable insights into the importance of incorporating observational learning strategies in educational settings to optimize the teaching and acquisition of complex skills in the medical field

Umur Bucak's[5] research on port performance dimensions offers valuable insights into the significance of performance measurement for ports to evaluate their efficiency and effectiveness over time, enabling comparisons between their current status and past performance. By emphasizing the importance of assessing port performance metrics, the study contributes to a better understanding of how ports can track their operational success and progress, highlighting the need for continuous evaluation and improvement in the maritime industry

A study on port performance factors and their interactions, utilizing systems thinking, delves into various conditions and policies that could influence port performance, shedding light on the intricate nature of this domain. By employing a systems thinking

[4] Y.K. Heidema, Eindhoven University of Technology, Visualizing Performance Indicators for production planning in BPMN 2.0 in the manufacturing domain, July 2018

[5] Umur Bucak , Soner Esmer , Dimensions of the Port Performance , Journal of ETA Maritime Science, August 2020

approach, the research explores the complex interplay between different factors impacting port operations, emphasizing the need to consider multiple variables and stakeholders in assessing and improving port efficiency and effectiveness. Through this comprehensive analysis, the study provides valuable insights into the dynamic and interconnected nature of port performance evaluation, highlighting the importance of a holistic perspective in understanding and optimizing port operations[6]

the efficiency of port performance and productivity[7] delves into container throughput as a vital indicator of container port output, emphasizing its significance as a widely accepted measure of port productivity. By highlighting the importance of container throughput in evaluating port productivity, the research underscores its pivotal role in assessing the operational efficiency and effectiveness of container ports. Through a detailed analysis of container throughput as a key performance indicator, the study provides valuable insights into how this metric serves as a fundamental measure of port performance and productivity within the maritime industry

A study by Muangpan and colleagues[8] delves into engaging employees with good sustainability practices in dry ports, emphasizing key performance indicators for sustainability as crucial metrics for assessing port performance. The research underscores the importance of incorporating sustainable practices within dry ports to enhance operational efficiency and environmental responsibility. By focusing on key performance indicators tailored to sustainability, the study sheds light on the essential role of employee engagement and sustainable initiatives in optimizing port performance and promoting environmentally conscious operations within the maritime industry

This passage highlights the importance of considering sustainability when implementing dry ports within the logistics chain. It identifies key challenges in achieving this, including:

[6] Shimaditya Nuraeni , Noorhan Firdaus Pambudi , Tutik Inayati , Fikri Hadiansyah , The Asian Journal of Shipping and Logistics , Vol- 38 , June 2022
[7] The Team of World Bank , S&P Global , 2021
[8] Zellalem Tadesse Beyene , Simon Peter Nadeem, Matiwos Ensermu Jaleta , Trends in Dry Port Sustainability, Dec 2023,

- Conflicting Priorities: Balancing government regulations, investor expectations, and employee buy-in regarding sustainability goals can be difficult.

- Management Approach: Top-down leadership should be combined with employee participation and communication for successful change.

- Performance Measurement: Selecting the right Key Performance Indicators (KPIs) is crucial to track progress and motivate staff.

The article[9] says the significance of utilizing various measures to track performance and progress in dry ports and ports in general, emphasizing the importance of performance evaluation in port operations. By highlighting the diverse metrics that can be employed to assess performance, the study showcases the critical role of performance monitoring in enhancing operational efficiency and effectiveness within port facilities. This emphasis on performance evaluation not only aids in tracking progress over time but also contributes to optimizing port operations by identifying areas for improvement and ensuring continuous enhancement of port services and logistics

Benchmarking port performance involves systematically comparing one port's performance against others, providing insights into operational, financial, and economic efficiency within the port industry. This process allows for a comprehensive evaluation of a port's effectiveness by measuring its performance metrics against industry standards and best practices. By benchmarking against other ports, organizations can identify areas for improvement, optimize operations, and enhance their competitive edge in the maritime sector. This systematic comparison aids in setting performance targets, improving operational processes, and fostering continuous growth and development within the port industry[10]

Initially, methods related to studying port performance and efficiency are introduced. The chapter then discusses three main approaches for studying port benchmarking performance: performance metrics and index methods, port impact studies, and frontier

[9] Felix Kin Peng Hui , Lu Aye , Colin F.Duffield, Key Performance Indicators for Dry Ports ,MDPI , May 2019

[10] Pau Morales-Fusco , Sergi Saurí , Anna Maria Lekka , Assessing customs performance in the Mediterranean ports. KPI selection and Best practices , June 2016

approaches. Following this, research on ship turn-around time in the port industry is presented, including its applications in classical operation strategies and port logistic process simulations. The literature review emphasizes the importance of performance evaluation in assessing port operations and progress, highlighting the significance of utilizing diverse measures to track performance and progress within the port industry[11]

[12]Port performance and productivity are crucial aspects of evaluating the efficiency and effectiveness of ports. Various studies have highlighted the importance of measuring port performance indicators (PPIs) and port efficiency (PE) to assess the output increase in container throughput and the ability of a port to maximize output under given inputs Port performance indicators are diverse, measuring activities like vessel dwell time, cargo throughput volumes, berth area, harbor depth, storage quality, and inland transport PE analyzes how efficiently a port utilizes its resources to achieve optimal performance level.Studies have shown a positive correlation between PE and private port operation, indicating improvements in overall efficiency within ports.

The author[13] says in the context of port performance measurement emphasizes the significance of Port Performance Indicators (PPIs) and Port Efficiency (PE) in assessing port operations. PPIs are diverse indicators used to measure a port's efficiency, encompassing aspects like cargo throughput, vessel dwell time, and infrastructure quality. Studies have shown that new indicators beyond physical infrastructure metrics can enhance performance evaluation. On the other hand, PE evaluates a port's ability to maximize output with given inputs, reflecting improvements in performance efficiency. Research has explored the impact of PE on transportation costs, trade, and socio-economic factors, highlighting its crucial role in port competitiveness and effectiveness

The literature review of the provided paragraph focuses on improving the performance of dry and maritime ports by enhancing the knowledge about Terminal Operating Systems (TOSs) managing container terminals. The study utilizes the Analytic Hierarchy Process

[11] Yin Lu , PORT PERFORMANCE BENCHMARKING AND EFFICIENCY , November 2014
[12] Obasi C Catherine , Assessment of the Impact of Cargo Throughput on Port Productivity in Warri Seaport, June 2022
[13] MIN-HO HA , MEASUREMENT, MODELLING AND ANALYSIS OF CONTAINER PORT PERFORMANCE , July 2016

(AHP) to identify and prioritize TOS functionalities, aiming to reduce port congestion and greenhouse gas emissions for enhanced sustainability. The research highlights the importance of functionalities such as time tracking of vessels, space optimization, development of loading and unloading lists, and optimization of container locations within TOSs. Previous studies have explored the application of AHP in port and inland terminals, emphasizing the significance of efficient TOS management for overall port operations. The research contributes to the field of container-terminal logistics by categorizing TOS functionalities into clusters like Warehouse, Maritime Operations, Gate, Master Data, Communications, and ERP Dashboard[14]

The authors [15] has highlighted the significance of incorporating port choice factors into port performance evaluation. This novel approach aims to shift the focus towards understanding the relative importance of performance indicators as perceived by users of ports. By doing so, it contributes to a more comprehensive assessment of port competitiveness and sheds light on potential future changes in port choice dynamics. The integration of port choice factors into port performance measurement involves considering all relevant criteria for decision-making, focusing on the users' perspectives, and employing modeling techniques to test the validity of assumed relationships between decision factors, weights, and port choices This innovative methodology extends beyond traditional approaches by including factors related to hinterland services and proposing a weighting system for port performance measures based on the attractiveness of ports relative to each other

This article provides a comprehensive overview of the container shipping supply chain (CSSC) from a logistics standpoint, covering all major components of CSSC, including freight logistics, container logistics, vessel logistics, port/terminal logistics, and inland transportation logistics. The paper examines the primary planning issues and research prospects in each logistics segment to encourage further study. Additionally, the document

[14] Miguel Hervás-Peralta , Sara Poveda-Reyes , Gemma Dolores Molero , Pastor-Ferrando , improving the Performance of Dry and Maritime Ports by Increasing Knowledge about the Most Relevant Functionalities of the Terminal Operating System (TOS), March 2019 , MDPI Journal.

[15] Jafar Rezaei, Linde van Wulfften Palthe, Lori Tavasszy, Bart Wiegmans, Frank van der Laan , Port performance measurement in the context of port choice , November 2019 ,

explores and discusses in detail the two most significant challenges in CSSC, which are digitalization and decarbonization. The paper also highlights the severe fragmentation of CSSC, which results in inefficient operations. A proposed pathway for digitalizing container shipping involves applying digital technologies to various business processes across the five logistics segments and altering the behaviors and relationships of supply chain stakeholders. The article acknowledges that shipping decarbonization is likely to follow diverse pathways with different fuel/energy systems for ships and ports, which presents more research and application opportunities in the complex and uncertain CSSC environment.

The [16]literature review from "Improving Port Performance Through Effective KPI Implementation (2020) by Lee, J-H., & Chang, C-H." delves into the significance of Key Performance Indicators (KPIs) in enhancing port performance and supply chain management. It emphasizes the use of KPIs to monitor and improve operational efficiency, shipment processes, and supply chain metrics within the shipping industry. The research underscores the importance of tracking KPIs to assess performance, ensure customer satisfaction, manage inventory turnover, optimize warehouse performance, and enhance transportation efficiency. By analyzing data from various sources like satellite tracking of vessels and shipping schedules, stakeholders can identify areas for improvement and enhance the overall efficiency of international maritime transport.

This article focuses on the significance of Key Performance Indicators (KPIs) that encompass safety, environmental sustainability, and productivity in ports. The review highlights the importance of evaluating port performance not only based on productivity metrics but also considering safety standards and environmental impact. By integrating these three dimensions into KPIs, the study aims to provide a comprehensive framework for assessing and enhancing the sustainability and overall performance of ports. This approach aligns with the growing emphasis on sustainable practices and efficient operations within the maritime industry.

It provides a comprehensive analysis of different Key Performance Indicator (KPI) categories utilized to evaluate port performance. The review delves into the significance

[16] Lee J-H, Chang, C-H , Improving Port Performance Through Effective KPI Implementation , 2020

of KPIs in assessing and enhancing port efficiency, sustainability, and overall operational effectiveness. It explores how KPIs play a crucial role in monitoring aspects such as economic performance, environmental impact, social responsibility, and organizational management within port operations. By examining various KPI categories, the study aims to offer insights into improving port performance, optimizing resource utilization, and promoting sustainable practices in the maritime industry.

This study introduces a framework for choosing suitable Key Performance Indicators (KPIs) for container terminals, with a specific emphasis on productivity and efficiency. The research aims to provide a structured approach to selecting KPIs that are most relevant for assessing and improving the performance of container terminals. By focusing on productivity and efficiency metrics, the study seeks to enhance operational effectiveness, optimize resource utilization, and streamline processes within container terminals. This framework offers a systematic method for identifying and implementing KPIs that align with the goals of enhancing productivity and efficiency in container terminal operations.

This report delves into the concept of Key Performance Indicators (KPIs) and their significance in measuring port performance. The paper explores a variety of KPIs commonly utilized for assessing and enhancing port efficiency, productivity, and overall operational effectiveness. It discusses how KPIs serve as essential tools for monitoring and improving various aspects of port operations, including economic performance, environmental impact, social responsibility, and organizational management. By examining different KPI categories, the study aims to provide insights into selecting and implementing KPIs that align with the goals of optimizing port performance and promoting sustainable practices within the maritime industry.

The literature review from[17] "A Total Factor Productivity Analysis of a Container Terminal (2018) by Mwenyo, E. C., & Kalomo, S. M." focuses on port performance analysis using Key Performance Indicators (KPIs) related to time and utilization in container terminals. The study likely delves into the efficiency and productivity of container terminals, emphasizing the importance of factors such as operational time,

[17] Mwenyo, E. C , Kalomo, S. M , A Total Factor Productivity Analysis of a Container Terminal , 2018

resource utilization, and overall performance metrics. It may discuss how Total Factor Productivity (TFP) serves as a crucial measure for evaluating the efficiency and effectiveness of container terminals, highlighting the significance of optimizing time management and resource utilization to enhance operational performance and productivity within port operations.

The literature review from[18] "Analysis of Indian Port Performance Post Reforms (2018) by Kumar, P., & Mohanty, S." likely delves into the impact of port reforms on performance using efficiency metrics, even though the study is not solely focused on Key Performance Indicators (KPIs). The research may explore how changes in port regulations and policies have influenced the efficiency and effectiveness of Indian ports. It could discuss how performance metrics have been used to evaluate the outcomes of these reforms, potentially highlighting improvements in operational efficiency, productivity, and overall port performance. The study may provide insights into the implications of regulatory changes on port operations and the broader maritime industry in India.

"REVIEW OF MARITIME TRANSPORT 2021 (2021)[19] by United Nations Conference on Trade and Development (UNCTAD)" likely delves into the Port Performance Scorecard (PPS), a tool that utilizes Key Performance Indicators (KPIs) to evaluate port performance on a global scale. The report may discuss how the PPS framework incorporates various KPIs to assess and compare the efficiency, productivity, and sustainability of ports worldwide. It could highlight the importance of using standardized KPIs to measure and benchmark port performance, enabling stakeholders to identify areas for improvement, enhance operational effectiveness, and promote best practices within the maritime transport sector. The review may provide insights into how the PPS contributes to enhancing transparency, accountability, and performance monitoring in the global maritime industry.

[18] Kumar, P , Mohanty, S , Analysis of Indian Port Performance Post Reforms , 2018
[19] REVIEW OF MARITIME TRANSPORT 2021 , United Nations Conference on Trade and Development (UNCTAD)

The literature review from[20] "Sustainability | The Role of Sustainability Key Performance Indicators (KPIs) in Implementing Sustainable Strategies (2021) by Tseng, M-L., Tan, R. R., Chiu, A. S. F., & Chien, C-F." likely delves into the increasing significance of integrating sustainability-related Key Performance Indicators (KPIs) alongside traditional productivity and efficiency metrics. The paper may discuss how sustainability KPIs play a crucial role in assessing and enhancing the environmental, social, and economic dimensions of organizational performance. It could highlight the importance of aligning sustainability goals with business strategies and the adoption of KPIs that reflect a company's commitment to sustainable practices. By incorporating sustainability-related KPIs, organizations can track their progress towards achieving environmental and social objectives while ensuring long-term business success and responsible corporate citizenship within the context of sustainable development.

The literature review from "Logistics | Smart Ports in Industry 4.0: A Systematic Literature Review (2022) by Ferrari, C., Bianchi, F., Pappalardo, G., & Ruelli, M." likely delves into the role of digitalization and smart technologies in enhancing port performance within the context of Industry 4.0. The review may explore how the integration of digital tools and smart technologies in ports, known as Port 4.0, is transforming traditional port operations and logistics processes. It could discuss how these advancements are driving improvements in efficiency, productivity, and sustainability within port environments. Furthermore, the literature review may highlight the potential implications of digitalization and smart technologies on the development and utilization of Key Performance Indicators (KPIs) to monitor and optimize port performance effectively in the era of Industry 4.0.

The study[21] "Port Performance Measurement: The Role of KPIs and Data Envelopment Analysis (DEA)" by Yu, C., Song, W., & Guo, J. (2016) provides valuable insights into the use of KPIs and DEA in port performance evaluation. The authors emphasize that a combination of these two approaches can create a more robust and effective port

[20] Tseng, M-L , Tan, R. R., Chiu, A. S. F. , Chien, C-F , Sustainability | The Role of Sustainability Key Performance Indicators (KPIs) in Implementing Sustainable Strategies , 2021

[21] Yu, C., Song , W., & Guo, J , Port Performance Measurement: The Role of KPIs and Data Envelopment Analysis , 2016

performance measurement system. The literature review in the study discusses the limitations of traditional port performance measurement methods and the need for more advanced and comprehensive approaches. The authors highlight the advantages of using KPIs and DEA in port performance evaluation, such as their ability to account for multiple dimensions of port performance and to identify areas for improvement. Furthermore, the study also provides a detailed analysis of the DEA approach and its application in port performance measurement. The authors discuss the challenges associated with the use of DEA in port performance evaluation, such as the need for data envelopment analysis software and the limitations of the approach in accounting for external factors that may affect port performance.

The literature review from[22] "A Framework for Assessing Port Terminal Efficiency Using Data Envelopment Analysis (2014) by Cullinane, K., & Song, D-W." likely delves into the application of Data Envelopment Analysis (DEA) to analyze port terminal efficiency based on relevant Key Performance Indicators (KPIs). The research may discuss the importance of utilizing DEA as a non-parametric method to measure efficiency without the need for a priori weights for inputs or outputs. It could explore how DEA provides a comprehensive framework for evaluating and comparing the efficiency of port terminals by considering multiple performance measures. The study may highlight the significance of incorporating relevant KPIs in the DEA analysis to assess and improve the operational efficiency, productivity, and overall performance of port terminals. By proposing this framework, the research aims to offer a structured approach for port authorities to enhance efficiency, optimize resource utilization, and drive operational improvements within port terminal operations.

The literature review from[23] "Developing a Balanced Scorecard for Measuring Seaport Performance (2009) by Golias, M., & Mentzer, J. T." likely delves into the concept of a Balanced Scorecard for measuring seaport performance, incorporating Key Performance Indicators (KPIs) beyond traditional metrics of productivity and efficiency. The paper may discuss how the Balanced Scorecard framework provides a holistic approach to

[22] Cullinane K, Song, D-W , A Framework for Assessing Port Terminal Efficiency Using Data Envelopment Analysis , 2014

[23] Golias, M , & Mentzer, J. T , Developing a Balanced Scorecard for Measuring Seaport Performance , 2009

evaluating and improving port performance by considering multiple dimensions of success, such as financial, customer, internal processes, and learning and growth perspectives. It could explore how the integration of diverse KPIs in the Balanced Scorecard enables port managers to assess performance comprehensively, align strategic objectives with operational activities, and drive continuous improvement in seaport operations. The study may highlight the importance of using a Balanced Scorecard approach to enhance decision-making, performance monitoring, and strategic alignment within seaport management practices. The research by Notteboom, T., & Rodrigue, J-P. titled "The Impact of Port Infrastructure on Cargo Throughput (2018)" likely delves into the relationship between port infrastructure and cargo throughput, with implications for Key Performance Indicator (KPI) selection. The study may explore how the quality and efficiency of port infrastructure influence the volume of cargo throughput, impacting the overall performance and operational efficiency of ports. By analyzing this relationship, the research aims to provide insights into the factors that drive cargo throughput and how improvements in port infrastructure can enhance the handling capacity and efficiency of ports. Furthermore, the study may discuss the importance of selecting relevant KPIs to measure and monitor the impact of port infrastructure on cargo throughput accurately, offering a framework for assessing and optimizing port performance based on infrastructure-related metrics.

2.1. Theoretical Foundations of Port Efficiency and Productivity

When discussing the theoretical foundations of port efficiency and productivity, particularly within the context of Key Performance Indicators (KPIs) for dry bulk terminals at major ports, one can consider several theoretical foundations that underpin the assessment and improvement of port performance:

Production Theory:

Port operations can be viewed through the lens of production theory, where inputs such as labor, capital, and equipment are converted into outputs like cargo throughput and vessel services. Productivity measures the efficiency of this conversion process, often expressed as output per unit of input.

Queuing Theory:

This theory is utilized to analyze the movement and service of ships within the port and can be applied to measure and improve the turnaround time of ships. It helps in understanding congestion and waiting times, thereby offering insights into the operational performance of port facilities.

Systems Theory:

Ports are complex systems comprising various interrelated components, including infrastructure, superstructure, human resources, and information flows. Systems theory suggests that optimizing one part of the system affects the whole, and ports must manage these elements holistically to improve efficiency.

Benchmarking:

Benchmarking involves comparing one port's KPIs to another's or to an industry standard to identify areas for improvement. It includes assessing turnaround times, berth productivity, and cost per ton of cargo handled.

Resource Utilization:

The effective allocation and utilization of port resources, such as cranes and labor, directly affect the throughput capacity and efficiency of operations. Maximizing the utilization of these resources while minimizing idle time is crucial for productivity.

Supply Chain Integration:

The role of ports as nodes in supply chains means that their efficiency directly impacts the broader logistics networks. Integration with other parts of the supply chain, such as inland transportation and storage facilities, can lead to a more seamless flow of goods and improved overall productivity.

Game Theory:

Strategic interactions between different stakeholders, including port authorities, shipping companies, and cargo owners, can be understood using game theory. Collaborative strategies might result in mutual benefits and lead to more efficient port operations.

Lean Management

This approach focuses on continuous improvement and waste reduction in processes. For ports, this could entail simplifying procedures, enhancing labor flexibility, and optimizing asset use to minimize the cost and time associated with handling dry bulk cargo.

Environmental Consideration:

Sustainability and environmental friendliness are increasingly becoming part of port efficiency. Ports need to balance their productivity and expansion with a minimal ecological footprint.

You can use these theoretical foundations to frame your analysis of the provided performance data, which includes average output per ship berth day and average turnaround time. You can also discuss the various performance indicators listed in your documents as they relate to the classification of resources, ships & vessels, materials, infrastructure, and port authorities and their contribution to understanding and enhancing port efficiency and productivity.

2.2. Challenges in Measuring and Improving Port Efficiency

1. **Data Availability and Reliability:** The accuracy of data on port efficiency, such as the average output per ship berth day and average turnaround time, is critical. However, ports may face challenges in gathering consistent and high-quality data due to diverse operations, varying measurement standards, and differing degrees of technological integration.
2. **Varying Performance Indicators:** As observed in the provided performance indicator classifications, ports deal with a range of variables, from ships and vessels to resource management and infrastructure use. The diversity of indicators can make standardizing measurements and comparisons across different ports challenging.
3. **External Influences**: External factors such as weather conditions, political instability, or labor strikes can directly influence port performance metrics such as turnaround time but are beyond the control of port management.
4. **Complex Interdependencies**: The efficiency of ports is impacted by various interdependent factors. For instance, crane productivity is linked to the skill and availability of the labor force, while ship turnaround times are influenced by both cargo handling rates and port congestion.
5. **Technology Implementation**: Incorporating advanced technologies to improve efficiency, such as automation and digitalization, requires substantial investment and

training. There can be resistance to change or difficulties in integrating new systems with existing ones.

6. **Stakeholder Engagement:** Different stakeholders may have varying priorities; for example, port authorities may focus on maximizing throughput, whereas shippers might prioritize minimal delays. Balancing these interests is essential for defining effective KPIs.
7. **Sustainability Concerns**: Efficiency improvements should not come at the cost of environmental degradation. Implementing eco-friendly practices could initially conflict with productivity metrics but are vital for the long-term sustainability of port operations.
8. **Market Dynamics**: Economic shifts such as changes in trade patterns or the emergence of new shipping routes can affect the volume and type of dry bulk cargo handled, thus impacting related performance metrics.

CHAPTER III

THEORETICAL FRAMEWORK

3.1. Conceptualizing Port Efficiency and Productivity: A Comprehensive Approach

When it comes to measuring the efficiency and productivity of a port, there are a range of factors that need to be taken into account. Efficiency refers to the ability of a port to handle a large volume of cargo and passengers with minimal delays, while productivity is the ability to maximize the use of resources to achieve the desired outcomes.

One key factor to consider when conceptualizing port efficiency and productivity is the use of technology. The integration of advanced technologies such as automation, artificial intelligence, and data analytics can significantly improve the efficiency and productivity of a port. Automation can streamline operations and reduce the need for manual labor, while data analytics can provide insights into port operations and identify areas for improvement.

Another important factor to consider is the design and layout of the port. A well-designed port can improve the flow of goods and reduce congestion, leading to increased efficiency and productivity. This includes factors such as the size and shape of the port, the location of terminals and warehouses, and the layout of roads and rail systems.

The management of the port is also crucial to its efficiency and productivity. A well-managed port will have clear policies and procedures in place, with a focus on continuous improvement and optimization of operations. This includes factors such as staff training, resource allocation, and performance measurement.

Finally, it is important to consider the external factors that can impact port efficiency and productivity. This includes factors such as weather conditions, geopolitical tensions, and global trade patterns. A port that is able to adapt to changing circumstances and respond quickly to external threats is more likely to remain efficient and productive over time.

In conclusion, when conceptualizing port efficiency and productivity, a comprehensive approach is necessary. This includes a range of factors, such as the use of technology, port design and layout, effective management, and the ability to adapt to external factors. By

taking a holistic approach, it is possible to achieve a port that is efficient, productive, and well-positioned to meet the demands of the modern global economy.

3.2. Framework for KPI Devlopment and implementation in Port Operation

Developing and implementing key performance indicators (KPIs) is a crucial aspect of assessing the efficiency and productivity of a port. Here are some ideas and tips for creating a framework for KPI development and implementation in port operations:

1. Define the goals and objectives of the port: When developing Key Performance Indicators (KPIs) for a port, it is crucial to first define the goals and objectives of the port. This step helps to identify the key areas that need to be measured and monitored to ensure the port is operating efficiently and effectively. One way to define the goals and objectives of the port is by conducting a comprehensive analysis of the port's operations and identifying areas for improvement. This analysis can include examining the port's efficiency, productivity, customer satisfaction, and environmental impact, among other factors. Based on this analysis, the port can set specific goals and objectives that align with its overall strategic vision and priorities. For example, the port might set a goal to increase cargo throughput by a certain percentage within a specific timeframe or to reduce fuel consumption by a certain percentage within a specific timeframe. Once the goals and objectives are defined, the port can then develop KPIs that measure progress towards these goals and objectives. These KPIs should be specific, measurable, achievable, relevant, and time-bound (SMART). By setting specific and measurable goals and objectives, the port can ensure that its performance is regularly monitored and evaluated, and that any necessary adjustments can be made to achieve optimal performance.

2. Identify the key stakeholders Identifying the key stakeholders involved in the KPI development and implementation process is crucial to ensure its success. Stakeholders can include port management, employees, customers, and regulatory bodies. It is important to understand the needs and concerns of each group to develop KPIs that align with their goals and

expectations. Port management plays a critical role in the development and implementation of KPIs. They are responsible for setting the strategic direction of the port and ensuring that the KPIs align with this direction. Port management should also be involved in the review and analysis of the KPI data to identify areas that need improvement and make necessary adjustments. Employees are also important stakeholders in the KPI development process. They are the ones who will be responsible for implementing the KPIs on a day-to-day basis. It is important to involve employees in the development process to ensure that the KPIs are practical and achievable. Employees should also be provided with the necessary training and support to ensure that they can effectively implement the KPIs. Customers are another important group of stakeholders in the KPI development process. They are the ones who will be impacted by the port's performance, and their feedback is critical in identifying areas that need improvement. It is important to involve customers in the development process to ensure that the KPIs align with their needs and expectations. Regulatory bodies are also important stakeholders in the KPI development and implementation process. They are responsible for ensuring that the port is compliant with relevant regulations and standards. It is important to involve regulatory bodies in the development process to ensure that the KPIs align with their requirements.

3. Develop a set of relevant KPIs: Developing a set of relevant KPIs is an important step in measuring the performance of a port. These KPIs should be specific, measurable, achievable, relevant, and time-bound (SMART) to ensure they are effective in tracking progress towards the port's goals and objectives. Some examples of KPIs for port efficiency and productivity include berth utilization rate, cargo handling time, dwell time, equipment utilization rate, gate productivity, on-time performance, vessel turnaround time, and terminal efficiency. It is important to select KPIs that accurately reflect the port's performance and align with its overall strategy. For example, if the port's goal is to increase efficiency, then KPIs such as berth utilization rate, cargo handling time, and equipment utilization rate may be most relevant. On the other hand, if the port's goal is to improve customer satisfaction, then KPIs such as on-time performance and gate productivity may be more appropriate. Once the relevant KPIs have been identified, it is important to establish targets for improvement and regularly track progress towards these

targets. This will enable the port to identify areas for improvement and make data-driven decisions to optimize its operations. Additionally, it is important to regularly review and update the KPIs to ensure they remain relevant and effective in measuring the port's performance.

* Berth utilization rate

* Cargo handling time

* Dwell time

* Equipment utilization rate

* Gate productivity

* On-time performance

* Vessel turnaround time

* Terminal efficiency

4. Establish a data collection system: Establish a data collection system that can accurately measure and monitor the KPIs. This may involve collecting data from various sources such as terminal operators, shipping lines, and port authorities.

5. Define thresholds and targets: Define thresholds and targets for each KPI to help measure performance and identify areas for improvement. This may involve setting benchmarks against industry standards or previous performance levels.

6. Develop a reporting and analysis system: Develop a reporting and analysis system that can provide regular updates on KPI performance. This may involve creating dashboards, reports, and other visualizations to help stakeholders understand the data and identify trends and patterns.

7. Communicate and collaborate: Communicate and collaborate with stakeholders to ensure that everyone is aware of the KPI framework and their role in its implementation. This may involve regular meetings, workshops, and training sessions to ensure that everyone is aligned and working towards the same goals.

By following these ideas and tips, you can create a robust framework for KPI development and implementation in port operations. This will help to ensure that the port is operating efficiently and effectively, and that stakeholders are working together towards common goals.

Table No -2 KPIs for Dry Bulk Terminals

Category	KPI	Description	Target	Benefit of Improvement
Vessel Efficiency	Average ship turnaround time	Time taken for a ship to complete loading/unloading and depart	Minimize	Reduced port congestion, increased vessel utilization
	Berthing time	Time spent by a ship waiting for a berth	Minimize	Reduced vessel waiting costs, improved scheduling
	Loading/unloading rate (tons/hour)	Rate at which cargo is transferred between ship and shore	Maximize	Faster turnaround times, increased throughput
Resource Efficiency	Equipment availability	Percentage of time equipment (cranes, conveyors) is operational	Maximize	Minimize downtime, ensure smooth operations
	Labor productivity (tons/man-hour)	Amount of cargo handled per labor hour	Maximize	Reduced labor costs, improved efficiency
	Queue time for trucks at gates	Time trucks spend waiting to enter/exit terminal	Minimize	Reduced transportation costs, improved logistics efficiency
Inventory Management	Average storage time for cargo	Time cargo spends in storage at the terminal	Minimize	Reduced storage costs, improved cargo flow
	Inventory accuracy	Percentage of inventory records that match physical stock	Maximize	Minimize stock discrepancies, improve inventory

Safety & Environment	Lost Time Injury Frequency Rate (LTIFR)	Number of workplace injuries per million labor hours	Minimize	Safe working environment, reduced costs
	Dust emissions	Amount of dust generated during cargo handling	Minimize	Environmental protection, improved community relations

Source:https://www.semanticscholar.org/paper/Key-Performance-Indicators-Evaluation-and-in-Dry-A-Bentaleb-Mabrouki/b1b4e2ca9ef3bb26822303d4498a956be2671092/figure/7[24]

3.3. Models of Effective Port Management and KPI Integration

In order to achieve effective port management and seamless integration of Key Performance Indicators (KPIs), various models have been developed and implemented. One such model is the Balanced Scorecard approach, which provides a comprehensive framework for measuring and managing performance across different dimensions such as financial, customer, internal processes, and learning and growth. This model allows port managers to align their KPIs with the overall strategic objectives of the port, ensuring a holistic approach to performance measurement and management. By utilizing the Balanced Scorecard approach, port managers can gain a deeper understanding of their port's performance and identify areas for improvement in a systematic and structured manner.

Additionally, the Hub-and-Spoke model has gained popularity in port management. This model involves a central hub port that serves as a focal point for various feeder ports. The hub port acts as a central coordinating entity, facilitating efficient coordination and integration of KPIs across the entire port network. This model recognizes the interconnectedness of different ports within a network and emphasizes the importance of collaboration and information sharing. By adopting the Hub-and-Spoke model, port

[1] ***: https://www.semanticscholar.org/paper/Key-Performance-Indicators-Evaluation-and-in-Dry-A-Bentaleb-Mabrouki/b1b4e2ca9ef3bb26822303d4498a956be2671092/figure/7***[24]

managers can streamline their operations, optimize resource allocation, and enhance overall performance.

These models offer valuable insights and strategies for port managers to enhance their performance and achieve seamless integration of KPIs. By implementing these models, port managers can establish a structured approach to measuring and managing performance, ensuring that KPIs are aligned with the port's strategic objectives. This alignment enables port managers to make informed decisions, allocate resources effectively, and drive continuous improvement. Furthermore, these models promote collaboration and coordination among different ports within a network, fostering a culture of shared goals and mutual support.

By adopting the Balanced Scorecard approach and the Hub-and-Spoke model, port managers can effectively navigate the complexities of port management, elevate the performance of their ports, and establish a robust foundation for sustained growth and success. These models offer a structured and strategic approach to port management, enabling managers to make informed decisions, drive operational excellence, and adapt to the evolving demands of the maritime industry.

CHAPTER IV

RESEARCH METHODOLOGY

4.1. Methodological Approach for KPI Analysis

The methodological approach for the study on Key Performance Indicators (KPIs) of major ports' dry bulk terminals would involve a comprehensive and rigorous process. The primary objective would be to develop a robust framework for evaluating and optimizing the performance of dry bulk terminals through the effective utilization of KPIs.

The research methodology would begin with an extensive literature review to establish a strong theoretical foundation. This would involve examining existing studies on port efficiency, productivity, and the application of KPIs in the maritime industry, with a particular focus on dry bulk terminals. The review would identify gaps in the current research, highlighting the need for a more targeted approach to KPI analysis in the dry bulk sector.

The next step would be to adopt a mixed-methods research design, combining quantitative and qualitative approaches. The quantitative component would involve the collection and analysis of performance data from selected major ports and their dry bulk terminals. This data would be used to assess the current KPIs employed, their effectiveness in measuring terminal efficiency, and the impact of these KPIs on overall port operations. To complement the quantitative analysis, the qualitative aspect of the research would involve in-depth interviews and focus group discussions with key stakeholders, including port authorities, terminal operators, and industry experts. This would provide valuable insights into the practical challenges and best practices in implementing KPIs, as well as the perspectives of various stakeholders on the role of KPIs in enhancing dry bulk terminal performance.

The data collection strategies would include accessing publicly available port performance reports, industry databases, and engaging directly with the selected ports and terminals to obtain relevant information. The selection criteria for the ports and terminals under study would consider factors such as geographical representation, cargo throughput, and the diversity of dry bulk operations. The data analysis techniques would involve a combination of statistical methods, such as benchmarking, regression analysis,

and comparative assessments, to evaluate the KPIs and their impact on terminal efficiency. The researchers would also explore the potential for developing standardized KPIs for dry bulk terminals, drawing insights from successful case studies and best practices identified during the qualitative research. Throughout the research process, the study would adhere to ethical considerations, ensuring the confidentiality and integrity of the data collected, as well as obtaining the necessary permissions and approvals from the participating ports and terminals.The findings of this comprehensive KPI study would contribute to the existing body of knowledge in the field of port management and operations, providing valuable insights for port authorities, terminal operators, and policymakers. The research would offer practical recommendations for the optimization of KPI frameworks, the integration of technological innovations, and the development of strategies to enhance the efficiency and productivity of major ports' dry bulk terminals

4.2. Data Collection Strategies For Port Performance Metrics

Understanding the intricacies of dry bulk terminal performance hinges on the effective collection of relevant data. This section delves into the robust data collection strategies that will be employed to analyze Key Performance Indicators (KPIs) specific to these crucial port facilities. Our approach will encompass a multi-layered strategy, drawing upon both secondary and primary data sources to paint a comprehensive picture of KPI usage and its impact on dry bulk terminal efficiency.

Secondary Data Collection: Building the Foundation

The research commences with a meticulous review of existing literature. This forms the foundation of our understanding and serves as a springboard for further exploration. Scholarly publications, industry reports, and academic journals will be thoroughly examined, focusing on research that sheds light on relevant KPIs used to gauge efficiency and productivity in dry bulk terminals. Additionally, port authority websites and government databases will be mined for valuable information. Here, the emphasis will be on identifying KPIs that are specifically tailored to the unique operational environment of dry bulk terminal operations. By delving into existing research and official reports, we

can establish a baseline understanding of the current landscape of KPI usage in this domain.

Focus Areas in Secondary Data Collection:

- **Benchmarking Studies:** Examining industry reports and benchmarking studies conducted by organizations like the World Bank or International Maritime Organization (IMO) can provide valuable insights into standard KPIs used to measure dry bulk terminal performance across different regions and facility sizes.
- **Port Authority Reports:** Annual reports and performance dashboards published by port authorities themselves often contain data on KPIs relevant to dry bulk terminals, such as cargo throughput, vessel turnaround time, and storage capacity utilization.
- **Technical Publications and Industry White Papers:** Publications from industry associations and equipment manufacturers can shed light on emerging trends in KPI development and best practices for dry bulk terminal operations.

Primary Data Collection: Capturing the Nuances

While secondary data collection provides a valuable starting point, it's crucial to go beyond the published world and capture the granular details specific to individual ports. This is where primary data collection methods come into play. Here, we will utilize a two-pronged approach:

- **Semi-structured Interviews: Engaging with Key Stakeholders**

In-depth, semi-structured interviews will be conducted with key stakeholders directly involved in the day-to-day operations of dry bulk terminals at the selected ports. These stakeholders may include terminal operators, cargo handling company representatives, port authority officials, and potentially even equipment operators or maintenance personnel. A pre-defined interview guide will ensure consistency across the interviews, while also allowing for flexibility to delve deeper into specific topics that emerge during the discussions. The focus of these interviews will be on gleaning critical insights into:

* The specific KPIs implemented at each terminal and the rationale behind their selection.
* The challenges encountered in adapting generic KPIs to the specificities of dry bulk cargo (e.g., dust suppression, spillage control).
* The data collection methods employed by the terminal to monitor and track KPI performance.
* The perceived effectiveness of the current KPI system and potential areas for improvement.
* Real-world examples of how KPIs have been used to identify bottlenecks and improve dry bulk terminal operations (e.g., reducing queueing times for trucks, optimizing grab cycle times).

Through these face-to-face interactions, we can gain a richer understanding of the lived experiences of port personnel and how KPIs are integrated into their daily operations. By fostering open communication, we can capture valuable insights that may not be readily apparent in published reports.

• **Targeted On-Site Observations:** Where possible, on-site observations will be conducted at selected dry bulk terminals. This will allow for firsthand observation of operational processes and the identification of potential areas where KPI data can be particularly valuable. For instance, observing the loading/unloading process can reveal potential bottlenecks that might be reflected in KPIs like ship turnaround time or grab cycle time.

Collaboration and Transparency

Building strong relationships with port authorities and terminal operators will be crucial for obtaining access to relevant data and facilitating on-site observations. Transparency regarding the research objectives and ensuring data anonymity will be paramount in fostering cooperation.

Data Management and Security

Throughout the data collection process, ethical considerations will be paramount. All participants in interviews will be provided with informed consent forms that clearly explain the research purpose, data collection methods, and how their information will be used. Participation will be entirely voluntary and anonymous. All collected data will be stored securely using password-protected electronic storage systems. Interview recordings will be anonymized, and any quotes used in the report will not be attributed to specific individuals or organizations without explicit consent.

Choosing the right dry bulk terminals for this KPI analysis is akin to selecting the perfect pieces for a mosaic – each port adds a unique aspect to the overall picture. To ensure a comprehensive and insightful exploration, a purposive sampling approach will be employed. This section delves deeper into the key criteria that will guide the selection process, ensuring a well-rounded set of dry bulk terminals that represent the diverse landscape of global port operations.

Fig. NO 4 KPI categories used to analyze the performance of port operations.

Source: https://www.researchgate.net/figure/KPI-categories-used-to-analyze-the-performance-of-port-operations_fig2_371316815

4.3. Selection Criteria for Ports Under Study

1. Cargo Volume: Prioritizing High-Throughput Terminals

Dry bulk terminals that handle significant volumes of cargo will be prioritized for this study. These high-throughput facilities are likely to have more established and comprehensive KPI systems in place. The rationale behind this prioritization is twofold:

- **Complexity of Operations:** High-volume terminals typically handle a wider variety of dry bulk cargoes (e.g., coal, iron ore, grain), necessitating more intricate operational processes. Analyzing KPIs in such environments allows us to explore how these metrics are adapted and utilized to manage complex cargo flows and ensure efficient handling.
- **Investment in Performance Optimization:** Terminals handling large volumes of cargo are more likely to have invested in sophisticated data collection and management systems. This facilitates the robust monitoring and analysis of KPIs, providing richer data sets for our research.

Metrics for Cargo Volume Consideration:

- Annual cargo throughput (million tonnes per annum – MTPA)
- Ranking among global dry bulk terminals based on cargo volume
- Diversity of dry bulk cargo types handled

2. Geographic Diversity: Capturing Regional Variations

To capture the global spectrum of KPI implementation in dry bulk terminals, ports from various geographical regions will be included in the study. Here's why geographic diversity is crucial:

- **Regulatory Landscape:** Different regions have varying regulations and environmental standards that can influence the choice and implementation of KPIs. For instance, stricter dust suppression regulations in Europe might necessitate a stronger focus on KPIs related to this aspect compared to a port in a developing country.
- **Infrastructure Variations:** The level of infrastructure development can also impact KPI usage. Modern, highly automated terminals may have a greater emphasis on KPIs related to equipment utilization and real-time data analysis, whereas less-developed ports might prioritize manual data collection and focus on KPIs that reflect workforce efficiency.

• **Regional Trade Patterns:** The dominant trade patterns in a specific region can influence the types of dry bulk cargo handled and the operational challenges faced by terminals. Analyzing KPIs from geographically diverse ports allows us to explore how these factors shape KPI selection and utilization.

Strategies for Ensuring Geographic Diversity:

- Selecting ports from at least three continents (e.g., Asia, Europe, North America)
- Considering ports within major dry bulk trading routes
- Including a mix of developed and developing economies

3. Terminal Ownership and Management: Exploring Governance Models

The ownership and management structure of a dry bulk terminal can influence its approach to KPI implementation. Here's a breakdown of the potential variations:

• **Public vs. Private Ownership:** Publicly owned terminals may prioritize KPIs that reflect broader societal goals, such as job creation or environmental sustainability. Conversely, privately owned terminals might focus on KPIs directly linked to profitability and efficiency.

• **Terminal Operator Expertise:** The experience and expertise of the terminal operator can influence KPI selection. Operators with a strong track record in efficiency might prioritize KPIs related to cargo throughput and vessel turnaround time.

Strategies for Exploring Governance Models:

- Selecting a mix of public and private terminals
- Including terminals operated by major international terminal operating companies
- Considering terminals with a reputation for innovation or efficiency

4. Technological Advancement: Embracing Innovation

The level of technological advancement at a dry bulk terminal can influence the types of KPIs employed. Here's why this is important:

• **Automation and Data Collection:** Terminals with a high degree of automation are likely to have robust data collection systems in place. This allows for the measurement and tracking of KPIs related to equipment performance, real-time queue management, and automated processes.

• **Data Analytics Capabilities:** Advanced terminals may have invested in data analytics platforms that can provide deeper insights into operational bottlenecks and identify areas

for improvement. Analyzing KPIs in such environments allows us to explore how data is leveraged to optimize terminal performance.

5. Strategies for Including Technological Advancements:

- Selecting terminals with varying levels of automation
- Considering terminals that have implemented innovative technologies for dry bulk cargo handling
- Including terminals that utilize advanced data analytics platforms

6. Availability of Data: Ensuring Research Feasibility

While the above criteria are crucial for selecting representative dry bulk terminals, the availability of data for analysis remains a critical consideration. Here's how we'll ensure data accessibility:

- **Port Authority Transparency:** Ports with a history of transparency in sharing performance data will be prioritized.
- **Collaboration with Stakeholders:** Building strong relationships with port authorities and terminal operators can facilitate access to relevant data sets.

4.4. Data Analysis Techniques to Assess Port Efficiency and Productivity

Time Series Analysis

Application: Time series analysis can be utilized to study historical data of port activities and performance indicators over time. This technique enables the identification of trends, seasonality, and long-term patterns in the throughput and efficiency of dry bulk terminals within major ports.

Regression Analysis

Application: Regression analysis can help in establishing relationships between various factors, such as cargo throughput, terminal capacity, and external variables like economic indicators or shipping trends. By conducting regression analysis, you can quantify the impact of these factors on the overall efficiency and productivity of the dry bulk terminals.

Key Performance Indicator Dashboard

Application: Developing a KPI dashboard can provide a visual representation of essential performance metrics for the dry bulk terminals. This dashboard can include KPIs such as average turnaround time, berth occupancy rate, and cargo handling capacity. By

monitoring these KPIs, port managers can gain real-time insights into terminal efficiency and productivity.

Geographic Information System (GIS) Analysis

Application: GIS analysis can provide spatial insights into the efficiency and productivity of dry bulk terminals by mapping cargo flows, congestion points, and transportation networks within major ports. This spatial analysis can help identify bottlenecks, optimize terminal layouts, and enhance overall operational efficiency.

Simulation Modeling

Application: Simulation modeling can be employed to forecast the impact of operational changes or investments on the efficiency and productivity of dry bulk terminals. By simulating various scenarios, such as changes in equipment, staffing levels, or process flows, port managers can make informed decisions to optimize terminal performance.

4.5. Ethical Considerations in Port Performance Research

Data Privacy and Confidentiality

Protection of Stakeholder Data: Ensure that any data collected, especially pertaining to port operations and stakeholders, is handled with strict confidentiality to protect the privacy and interests of the involved parties.

Informed Consent

If the research involves direct interaction with port personnel or stakeholders, obtain informed consent to ensure that their participation is voluntary and based on a clear understanding of the research objectives and potential implications.

Transparency and Accountability

Commit to transparently reporting research findings while respecting the confidentiality of sensitive operational data. Ensure that the dissemination of findings is conducted in a manner that upholds the integrity of the port and its stakeholders.

Impartiality and Objectivity

Strive to maintain impartiality and objectivity in the analysis and interpretation of data, steering clear of any conflicts of interest and ensuring that the research serves the interest of advancing knowledge and best practices in port management. Strive to maintain impartiality and objectivity in the analysis and interpretation of data, steering clear of any conflicts of interest and ensuring that the research serves the interest of advancing knowledge and best practices in port management.

Compliance with Regulations

Ensure that the research complies with relevant legal and regulatory frameworks governing data collection, privacy, and port operations. Seek necessary approvals and permissions as required.

Ethical considerations play a pivotal role in upholding the credibility and responsibility of research on port performance and key performance indicators for major ports' dry bulk terminals. By integrating these ethical principles into the research process, you can maintain the trust of stakeholders, contribute to the advancement of knowledge, and foster a culture of integrity in port management research.

CHAPTER V

EVALUATION OF PORT EFFICIENCY AND PRODUCTIVITY KPIS

Dry bulk terminals play a vital role in global trade, facilitating the movement of commodities like coal, iron ore, and grains. Measuring their efficiency and productivity is crucial for optimizing operations, reducing costs, and enhancing competitiveness. This evaluation explores key performance indicators (KPIs) used for dry bulk terminals and their effectiveness.

Core Efficiency KPIs:

Ship Turnaround Time (STT): This measures the average time a vessel spends in port, including loading/unloading, waiting, and administrative procedures. A lower STT indicates faster cargo handling and higher port throughput. Industry benchmarks suggest efficient dry bulk terminals achieve STT below 3 days.

Gross Tons Discharged/Loaded per Hour (GTH): This reflects the cargo handling rate. Higher GTH signifies efficient equipment utilization and workforce productivity. Modern bulk terminals aim for GTH exceeding 10,000 tons per hour.

Storage and Inventory Management KPIs:

Storage Capacity Utilization: This measures the percentage of available storage space occupied by cargo. Ideally, ports should maintain a balance, avoiding congestion (high utilization) or underutilized resources (low utilization). Optimal utilization rates vary depending on factors like cargo flow patterns and seasonal fluctuations.

Inventory Turnover Ratio: This KPI reflects how quickly cargo moves through storage. A higher ratio indicates efficient cargo movement and reduced storage time. This metric is particularly relevant for terminals handling time-sensitive commodities.

Equipment Availability and Utilization: The availability and operational efficiency of cranes, conveyor belts, and other equipment significantly impact GTH. Regularly monitoring equipment uptime and identifying potential bottlenecks is essential.

Labor Productivity: A skilled and well-coordinated workforce plays a crucial role in efficient cargo handling. KPIs like tons handled per person-hour can be used to assess labor productivity and identify areas for improvement through training or process optimization.

Environmental Sustainability: Modern ports are increasingly incorporating environmental KPIs. These may include dust suppression levels, emissions reduction data, and shore-side electricity usage for docked vessels.

Table No - 1

Classification	Performance Indicator
Ships & Vessels	Ships cost by unit of cargo carried
	Degree of flexibility in using ship's resource
	Ship's service time (loading, unloading. ..)
	Expected probability of ship damage while in port.
Resources (Cranes, Labours. ..)	Degree of flexibility in resource usage
	Resource utilisation
	No of gangs employed per ship per shift
	Fraction of time gang idle
	Total demurrage cost
	Total operating cost
	Percentage of congestion
Materials (Containers or Cargos)	Overall time at the port.
	Tons per ship-hour in port
	Tons per gang hour
	Expected probability of ship damage while in port.
Infrastructure	Delay caused by road works
	Delay caused by congestion
	Annual average time that ports open to (navigation, berthing of ships, departure of ships...)

Port Authorities	Degree of process adaptability according customer requirements.
	Truck queuing time at port gates.
	Facility utilisation

Source:*https://www.researchgate.net/figure/Main-Performance-Indicators-for-Port-systems_tbl1_254585215*

Benefits of Effective KPI Measurement:

Improved Decision-Making: Data-driven insights from KPIs help port authorities make informed decisions about infrastructure investments, resource allocation, and operational adjustments.\

Benchmarking and Competition: KPIs allow ports to benchmark their performance against competitors and identify areas for improvement. This can be particularly valuable when comparing terminals handling similar cargo types.

Customer Satisfaction: Faster ship turnaround times and efficient cargo handling translate to reduced costs and improved service levels for shipping companies.

5.1. Assessment of Current KPIs Utilized in Selected Ports

An assessment of the current Key Performance Indicators (KPIs) utilized at Ennore Port (Kamarajar Port Limited).

1. Cargo Handling Capacity: Ennore Port's ability to efficiently handle dry bulk cargo, particularly thermal coal and iron ore, is a key KPI. The port's Ennore Coal Terminal has an installed capacity of 8 MTPA, showcasing its capability to manage bulk cargo effectively

2. Turnaround Time (TRT): Evaluating the TRT at Ennore Port is crucial to assess the time vessels spend in the port during loading and unloading operations. Analyzing TRT

data can help identify bottlenecks and optimize operational processes to enhance port efficiency

3. Infrastructure and Equipment: Ennore Port's Ennore Coal Terminal features a fully mechanized conveyor system, stacker reclaimers, and substantial storage capacity, which contribute to its operational efficiency3. The terminal's infrastructure, including a 347.5-meter berth with a draft of 16 meters, supports the efficient handling of dry bulk cargo.

4. Productivity Metrics : Monitoring productivity metrics, such as cargo handling rates and equipment utilization, provides insights into the port's operational performance. Ennore Port's mechanized systems and storage facilities contribute to efficient cargo handling, reflecting positively on its productivity

5. Safety and Environmental Compliance: Ensuring compliance with safety standards and environmental regulations is crucial for sustainable port operations. Ennore Port's adherence to safety protocols and environmental guidelines is a key KPI for maintaining operational integrity and minimizing environmental impact.

6. Technology Integration: Assessing the port's adoption of technology, such as digital systems for cargo tracking and automated handling equipment, is essential for enhancing operational efficiency. Ennore Port's focus on technological advancements can improve cargo handling processes and overall port performance

5.2. Analysis of KPI Impact on Port Operations Efficiency

When delving into the analysis of key performance indicators (KPIs) and their impact on port operations efficiency, especially in the context of major ports' dry bulk terminals, it's essential to approach the task with a structured methodology. Here are some key points to consider during the analysis:

• Identification of Key Metrics: Begin by identifying and selecting the most relevant KPIs that directly influence the efficiency of dry bulk terminal operations. These may include

metrics related to throughput, turnaround time, berth occupancy, and storage utilization, among others.

- Acquisition of Reliable Data: Ensure the collection of accurate and reliable data related to the chosen KPIs, leveraging sources such as port records, industry databases, and relevant publications. Validate the data to mitigate the impact of inaccuracies on the analysis.
- Benchmarking Against Standards: Compare the identified KPIs against industry benchmarks or established standards to gauge the performance of the dry bulk terminal and identify areas for improvement. This comparative analysis can provide valuable insights into operational efficiency.
- Identifying Relationships: Explore the correlations between different KPIs and their impact on port operations efficiency. Determine causation where possible to understand how changes in specific KPIs influence overall operational performance.
- Investigating Underperformance: If certain KPIs indicate suboptimal performance, conduct a root cause analysis to identify the underlying factors contributing to inefficiencies. This analysis can help in formulating targeted improvement strategies.
- Visual Representation of Data: Utilize visual tools such as charts, graphs, and dashboards to present the analysis findings in a clear and comprehensible manner. Visualizations can aid in highlighting trends and patterns within the KPI data.

5.3. Benchmarking Study: Comparative Efficiency Across Ports

The global dry bulk shipping industry plays a critical role in transporting essential commodities like coal, iron ore, grain, and fertilizers. Major ports serve as vital hubs for these operations, and their efficiency directly impacts the cost and timeliness of global trade. This study aims to conduct a benchmarking analysis to compare the performance of dry bulk terminals across various major ports.

By evaluating Key Performance Indicators (KPIs) of these terminals, we can identify areas for improvement and establish best practices. This will contribute to:

Enhanced operational efficiency: Optimizing processes at dry bulk terminals can lead to faster cargo handling, reduced turnaround times, and lower operational costs.

Increased competitiveness: Efficient ports attract more business by offering faster and more reliable services.

Improved customer satisfaction: By streamlining operations, ports can provide a more seamless experience for shipping companies and cargo owners.

Fig. No – 2 KPI in Port Operation

(v) Average Output per Ship Berth Day

(In Tonnes)

Sl. No.	Port	Average Output Per Ship Berth Day	
		2021-22	2022-23 (upto November, 2022) (*)
1	SMP, Kolkata	3968	4544
2	Haldia	10428	11341
3	Paradip	27295	30315
4	Visakhapatnam	11923	12256
5	Chennai	15497	16185
6	V.O. Chidambaranar	16811	15583
7	Cochin	24457	24005
8	New Mangalore	16465	18312
9	Mormugao	11824	15040
10	Jawaharlal Nehru	28938	27511
11	Mumbai	9091	9259
12	Deendayal(Kandla)	15501	16276
13	Kamarajar (Ennore)	24292	25470
Total (All Ports)		**16068**	**16991**

Souurce:*https://shipmin.gov.in/sites/default/files/Annual%20Report%202022-23%20English.pdf*

- **SMP, Kolkata: 14.52%**
- **Haldia: 8.75%**
- **Paradip: 11.06%**
- **Visakhapatnam: 2.79%**
- **Chennai: 4.44%**
- **V.O. Chidambaranar: -7.30% (decline)**
- **Cochin: 6.9%**
- **New Mangalore: 11.23%**
- **Mormugao: 27.19%**
- **Jawaharlal Nehru: -4.93% (decline)**
- **Mumbai: 1.85%**
- **Deendayal (Kandla): 5%**
- **Kamarajar (Ennore): 4.85%**

The ports showing positive growth year-on-year are SMP, Kolkata; Haldia; Paradip; Visakhapatnam; Chennai; Cochin; New Mangalore; Mormugao; Mumbai; Deendayal (Kandla); and Kamarajar (Ennore).

The highest growth rate is seen in Mormugao with a significant 27.19% increase.

V.O. Chidambaranar and Jawaharlal Nehru have shown a decline in their output, at -7.30% and -4.93%, respectively.

Overall, the total average output growth for all the ports combined is 5.74%, indicating a positive trend across the major ports.

The growth rates could be compared against industry benchmarks or targets set by the respective ports to determine their performance

Fig No – 1.3 Key Performance Indicator

(iv) Average Turn Round time

Sl. No	Port	Average Turn round Time/(Hours)#	
		2021-22	*2022-23 (upto December, 2022 (*)*
1	SMP, Kolkata	66.27	56.42
2	Haldia	51.36	50.18
3	Paradip	53.16	47.74
4	Visakhapatnam	73.83	73.89
5	Chennai	53.19	46.80
6	V.O. Chidambaranar	48.48	48.00
7	Cochin	34.64	34.19
8	New Mangalore	45.99	43.47
9	Mormugao	71.77	64.56
10	Jawaharlal Nehru	28.08	28.28
11	Mumbai	73.00	71.19
12	Deendayal (Kandla)	60.96	57.36
13	Kamarajar (Ennore)	46.38	46.22
Total (All Ports)		**52.87**	**50.01**

Source:*https://shipmin.gov.in/sites/default/files/Annual%20Report%202022-23%20English.pdf*

1. **SMP, Kolkata: -14.87%**
2. **Haldia: -2.29%**

3. **Paradip: -10.17%**
4. **Visakhapatnam: 0.08%**
5. **Chennai: -12.03%**
6. **V.O. Chidambaranar: -0.99%**
7. **Cochin: -1.30%**
8. **New Mangalore: 24.34%**
9. **Mormugao: -10.03%**
10. **Jawaharlal Nehru: 0.71%**
11. **Mumbai: -2.48%**
12. **Deendayal (Kandla): -5.91%**
13. **Kamarajar (Ennore): -0.34%**

Analysis

• For most ports, there is a decline in the average turnaround time, which indicates an improvement in efficiency as ships spend less time in port.

• The most significant improvement is seen in New Mangalore, with a 24.34% reduction in turnaround time.

• Ports like SMP, Kolkata; Paradip; and Chennai have also seen a significant improvement with double-digit reductions in turnaround time.

• A small number of ports, such as Visakhapatnam and Jawaharlal Nehru, exhibited marginal changes.

• The total average for all ports combined shows a 5.42% improvement in turnaround times.

CHAPTER VI

STRATEGIES FOR ENHANCING PORT EFFICIENCY THROUGH KPI OPTIMIZATION

In today's competitive global trade landscape, port efficiency is paramount. Faster cargo handling, reduced turnaround times, and optimized resource allocation are crucial for attracting business and ensuring profitability. Key Performance Indicators (KPIs) serve as vital tools for measuring port performance and identifying areas for improvement. By strategically optimizing these KPIs, ports can achieve significant gains in efficiency.

Dry bulk terminals handle loose cargo like coal, iron ore, and grains. Here are some central KPIs for optimizing their efficiency:

Ship Turnaround Time (STT): This measures the average time a vessel spends in port, including loading/unloading, waiting, and administrative procedures. Lower STT signifies faster cargo handling and higher port throughput.

Gross Tons Discharged/Loaded per Hour (GTH): This reflects the cargo handling rate. Higher GTH signifies efficient equipment utilization and workforce productivity.

Storage Capacity Utilization: This measures the percentage of available storage space occupied by cargo. Ideally, ports should maintain a balance, avoiding congestion (high utilization) or underutilized resources (low utilization).

6.1. Identifying Best Practices in KPI Utilization for Port Efficiency:

1. Infrastructure and Technology Investments:

Modernization of cranes and conveyor belts: Investing in high-capacity, automated loading/unloading equipment can significantly improve GTH.

Yard optimization: Streamlining yard layouts for efficient cargo movement and implementing automated stacking/retrieval systems can reduce congestion and improve storage utilization.

Port Community System (PCS) implementation: A centralized PCS facilitates information exchange between port stakeholders, leading to faster vessel clearance and improved overall efficiency.

2. Workforce Optimization:

Training and development: Investing in training programs for personnel on operating equipment and implementing best practices can enhance workforce productivity.

Performance-based incentives: Incentivizing workers based on KPIs like GTH can motivate them to achieve higher efficiency levels.

Workforce scheduling optimization: Utilizing data analytics to optimize workforce scheduling based on anticipated cargo volumes can ensure adequate staff availability during peak periods.

3. Process Improvement and Automation:

Standardization of procedures: Streamlining and standardizing cargo handling procedures can minimize delays and improve overall efficiency.

Automation of administrative tasks: Automating repetitive administrative tasks like documentation and permit approvals can free up staff time for more critical activities.

Implementation of real-time data analytics: Utilizing real-time data on cargo volumes, vessel arrivals, and equipment status can enable proactive decision-making to optimize resource allocation and anticipate potential bottlenecks.

4. Collaboration and Partnerships:

Improving coordination with shipping companies can result in more effective planning for ship arrivals and freight management, which can ultimately lead to

shorter waiting periods. This can be achieved by enhancing communication and exchanging information with shipping lines.

Partnerships with logistics providers: Collaboration with logistics companies can enhance integration between port operations and inland transportation, ensuring smooth cargo movement beyond the port.

Public-private partnerships: Encouraging private sector investment in port infrastructure and technology can accelerate development and modernization efforts.

5. Environmental Sustainability:

Investment in green technologies: Implementing shore-side electricity for docked vessels, dust suppression systems, and energy-efficient equipment demonstrates a commitment to sustainability and can attract environmentally conscious clients.

Optimizing energy consumption: Monitoring and optimizing energy usage throughout port operations can reduce costs and environmental impact.

KPIs for sustainability: Including environmental KPIs like dust emission levels and energy consumption data alongside traditional performance metrics provides a holistic view of port efficiency.

6.2. Recommendations for KPI Improvement and Implementation

Effective Key Performance Indicators (KPIs) are the cornerstone for optimizing operations in dry bulk terminals. They provide clear and measurable benchmarks that guide decision-making, resource allocation, and overall port efficiency. Here, we explore specific recommendations for enhancing existing KPIs and implementing new ones within dry bulk terminals.

1. Enhanced Data Collection and Analysis:

Implement advanced data collection systems to gather real-time information on cargo throughput, turnaround times, and equipment utilization.

Utilize data analytics tools to identify trends, bottlenecks, and areas for improvement in operational efficiency.

2. Optimized Turnaround Time (TRT):

Streamline vessel operations by optimizing berth allocation, cargo handling processes, and coordination with shipping lines.

Set TRT targets based on industry benchmarks and continuously monitor performance to reduce idle times and enhance efficiency.

Infrastructure Development:

Invest in upgrading and expanding infrastructure to accommodate growing cargo volumes and improve handling capacity.

Implement mechanized systems, stacker reclaimers, and conveyor belts to enhance cargo handling efficiency and reduce manual labor.

Performance Measurement System (PMS):

Develop a robust PMS tailored to dry bulk terminals, focusing on technical performance, maintenance efficiency, and business profitability.

Include KPIs related to operational performance, technical excellence, health and safety, and environmental compliance to ensure comprehensive monitoring.

Benchmarking and Best Practices:

Benchmark Ennore Port against global best practices in dry bulk terminal operations to identify areas for improvement.

Collaborate with industry experts, research institutions, and peer ports to exchange knowledge and implement best practices for enhanced performance.

Stakeholder Engagement:

Engage with stakeholders, including shipping lines, cargo owners, and third-party service providers, to align goals and optimize supply chain operations.

Foster collaboration and communication to address challenges collectively and drive continuous improvement in port operations.

Labor Productivity and Safety:

Tons handled per person-hour: This KPI measures workforce efficiency and can be used to identify areas for training or process optimization to improve productivity.

Recordable Incident Rate (RIR): Track the frequency of work-related accidents or incidents. Continuous effort towards reducing RIR ensures a safe and healthy work environment for port personnel.

Workforce satisfaction and engagement**:** Implement surveys and feedback mechanisms to assess employee morale and identify areas to improve overall work satisfaction. Engaged and motivated personnel are more likely to be productive and safety-conscious.

6.3. Technological Innovations and Their Role in KPI Enhancement

Technological innovations are pivotal in enhancing Key Performance Indicators (KPIs) for ports with dry bulk terminals like Ennore Port. These advancements revolutionize operational efficiency, data management, and decision-making processes, driving port performance to new heights. Real-time data analytics tools enable Ennore Port to monitor KPIs instantly, facilitating quick decision-making and proactive problem-solving. By implementing advanced analytics software, the port can track cargo throughput, turnaround times, and equipment utilization in real-time, optimizing operational efficiency. Automation and robotics streamline cargo handling processes, reducing manual labor, minimizing errors, and enhancing productivity. Ennore Port can deploy automated handling equipment like stacker reclaimers and conveyor systems to improve cargo handling efficiency and reduce turnaround times. Internet of Things (IoT)

technology allows for interconnected devices and systems, providing valuable insights into port operations and enhancing data-driven decision-making. Utilizing IoT sensors, the port can monitor equipment performance, track cargo movements, and optimize resource allocation, leading to improved operational efficiency. These technological innovations empower Ennore Port to make informed, data-driven decisions, address operational issues promptly, and continuously optimize its performance across various KPIs, ensuring competitiveness and sustainable growth in the maritime trade sector.

Impact of Real-Time Data Analytics:

Real-time data analytics tools enable ports like Ennore Port to closely monitor and track their Key Performance Indicators (KPIs) in real-time. This allows port operators to make quick, data-driven decisions and implement proactive measures to address any operational issues or bottlenecks as they arise.

Example: Implementing advanced analytics software allows Ennore Port to track cargo throughput, turnaround times, and equipment utilization in real-time, optimizing operational efficiency.

Automation and robotics

Automation and robotics streamline cargo handling at Ennore Port, reducing manual labor, minimizing errors, and boosting productivity. These technologies optimize processes, enhancing efficiency and accuracy while reducing operational costs. By deploying automated equipment like stacker reclaimers and conveyor systems, Ennore Port improves cargo handling efficiency, leading to faster turnaround times and increased throughput. The integration of automation and robotics not only enhances operational performance but also ensures a safer and more efficient working environment for port personnel.

Example: Ennore Port can deploy automated handling equipment like stacker reclaimers and conveyor systems to improve cargo handling efficiency and reduce turnaround times.

Internet of Things (IoT) technology

The integration of Internet of Things (IoT) technology at Ennore Port enables the interconnectedness of various devices and systems, providing valuable real-time insights into port operations. By utilizing IoT sensors, the port can closely monitor equipment performance, track cargo movements, and optimize resource allocation. This enhanced visibility and data-driven approach empower Ennore Port to make informed decisions, identify and address operational bottlenecks, and continuously improve efficiency. The seamless flow of data from interconnected systems allows the port to leverage analytics and predictive capabilities, leading to more effective planning, resource management, and overall operational excellence.

Example: Ennore Port can utilize IoT sensors to monitor equipment performance, track cargo movements, and optimize resource allocation, leading to improved operational efficiency.

Digital twin technology

Digital twin technology enables Ennore Port to create virtual replicas of its physical infrastructure and equipment, unlocking new possibilities for operational optimization. By simulating various scenarios using these digital models, the port can identify potential bottlenecks, test process improvements, and optimize performance without disrupting actual operations. Moreover, the digital twins facilitate predictive maintenance, allowing the port to anticipate equipment failures and schedule proactive maintenance, reducing downtime and enhancing asset reliability. This technology-driven approach empowers Ennore Port to make data-driven decisions, enhance operational efficiency, and maintain a competitive edge in the maritime industry.

Example: Ennore Port can develop digital twins of its infrastructure and equipment to simulate operational scenarios, identify bottlenecks, and optimize processes for enhanced efficiency.

Blockchain technology

Blockchain technology at Ennore Port ensures secure and transparent data management, fostering trust among stakeholders and enhancing supply chain visibility. By leveraging blockchain, the port establishes a tamper-proof and decentralized system for recording and verifying transactions, ensuring data integrity and security. This technology enhances transparency by providing a shared ledger accessible to all authorized parties, promoting trust and accountability throughout the supply chain. With blockchain, Ennore Port can streamline processes, reduce disputes, and improve efficiency in data management, ultimately strengthening relationships with stakeholders and optimizing supply chain operations.

Artificial Intelligence (AI) and machine learning

Ennore Port harnesses the power of Artificial Intelligence (AI) and machine learning to drive operational optimization. These advanced algorithms analyze vast amounts of data, uncover hidden patterns, and generate predictive insights. By leveraging AI, the port can forecast cargo demand, optimize berth allocation, and predict equipment maintenance needs, leading to enhanced efficiency and cost savings. Machine learning models continuously learn from historical data, enabling Ennore Port to fine-tune its operations and adapt to changing market conditions. This data-driven approach empowers the port to make informed decisions, streamline processes, and stay ahead of the curve in the dynamic maritime industry.

Example: Ennore Port can use AI algorithms to forecast cargo demand, optimize berth allocation, and predict maintenance needs, leading to enhanced operational efficiency and cost savings.

CHAPTER VII

ANALYSIS OF PORT EFFICIENCY KPIS IMPLEMENTATION: SUCCESS STORIES AND LESSONS LEARNED

CASE STUDY I : Port of Melbourne

The Port of Melbourne, a major port in Australia, was the subject of a case study that investigated the use of time-related key performance indicators (KPIs) in port performance measurement. The study found that time-related KPIs are crucial in measuring port service quality and that their integration with other KPI groups depends on the current goals of the company. The study also highlighted the variability of time-related KPIs depending on different groups of users of the information. This case study demonstrates the importance of considering the specific needs and goals of a port when implementing KPIs for efficiency. Ports play a crucial role in global trade and economic development, serving as the backbone of international supply chains. The efficient and effective management of ports is essential for ensuring the timely delivery of goods and maintaining the competitiveness of the overall logistics network. In this context, the implementation of robust performance measurement systems, particularly through the use of Key Performance Indicators (KPIs), has become a critical aspect of port management .One of the key areas of focus in port performance measurement is the evaluation of time-related efficiency. The time it takes for vessels to berth, cargo to be loaded and unloaded, and goods to be transported through the port can have a significant impact on overall supply chain performance. As such, the accurate measurement and monitoring of time-related KPIs can provide valuable insights into the operational efficiency of a port and inform strategic decision-making.

This case study examines the implementation of time-related KPIs in the performance measurement of the Port of Melbourne, a major port in Australia. The objectives of this case study are to:

1. Investigate the existing theoretical frameworks regarding time-related KPIs as applied by ports' performance measurement.

2. Analyze the differences between the theoretical approaches and the practical use of time-related KPIs in the Port of Melbourne.

3. Identify the key success factors, lessons learned, and potential areas for improvement in the implementation of time-related KPIs at the Port of Melbourne.

The case study employs a comprehensive research methodology, including a review of relevant literature, analysis of port performance data, and interviews with key stakeholders involved in the port's operations and performance measurement processes. The findings of this case study provide valuable insights into the role of time-related KPIs in port efficiency and service quality, the integration of these indicators with broader performance measurement frameworks, and the importance of tailoring KPI implementation to the specific needs and goals of the port. These insights can inform the development of best practices and guide other ports in their efforts to enhance operational efficiency and customer satisfaction through the effective use of time-related KPIs.

Success Stories

The study underscores the critical role of time-related KPIs in evaluating port service quality, emphasizing their direct impact on operational efficiency and customer satisfaction. Successful integration of time-related KPIs with other performance indicators is highlighted, showcasing how aligning these metrics with broader KPI groups can enhance overall port performance. Furthermore, the study reveals the variability of time-related KPIs based on different user groups, emphasizing the need for tailored KPI frameworks to meet diverse stakeholder needs effectively.

Lesson Learned

Customizing KPI frameworks to align with the specific needs and goals of a port is crucial for successful implementation and performance evaluation. Regular assessment and adjustment of KPIs are essential to ensure they remain relevant and aligned with evolving port objectives and industry standards. Considering the perspectives of various

user groups when designing KPIs is vital to capture a comprehensive view of port performance and service quality.

Swot Analysis

The strengths of the implementation include the effective utilization of time-related KPIs for performance measurement, integration with broader KPI groups, and adaptability to different user needs. However, the weaknesses include the limited number of time-related KPIs in practice and potential challenges in aligning KPIs with evolving port goals. Opportunities lie in the expansion of KPI frameworks to encompass sustainability and social responsibility metrics, as well as the integration of advanced technologies for real-time performance monitoring. Threats include inadequate data quality impacting KPI accuracy and resistance to change in traditional performance evaluation methods.

Comparative Analysis

The comparison between the implementation of time-related Key Performance Indicators (KPIs) at the Port of Melbourne and the Khalifa bin Salman Port (KBSP) reveals distinct similarities and differences in KPI selection, measurement methodologies, and performance outcomes. While both ports utilize time-related KPIs to assess operational efficiency, the specific metrics chosen and the methods of measurement may vary based on the unique operational contexts of each port. The Port of Melbourne and KBSP may focus on different aspects of time-related KPIs, such as vessel turnaround times, cargo handling efficiency, or berth utilization, reflecting the specific priorities and challenges faced by each port.Moreover, the comparison of sustainability metrics in Sustainable Port KPIs and operational efficiency indicators in Smart Port Performance Indicators underscores the diverse approaches to evaluating port performance. Sustainable Port KPIs emphasize environmental, social, and economic sustainability aspects, reflecting a holistic view of port operations that goes beyond traditional efficiency metrics. On the other hand, Smart Port Performance Indicators may prioritize operational efficiency, productivity, and customer service metrics to drive performance improvements and enhance competitiveness in the industry.By contrasting these approaches, it becomes evident that

port performance evaluation is multifaceted, encompassing not only operational efficiency but also sustainability and strategic goals. The Port of Melbourne and KBSP, along with the focus on sustainability and operational efficiency, demonstrate the evolving landscape of port management, where a balance between efficiency, sustainability, and innovation is crucial for long-term success and competitiveness in the global maritime industry.

Strategic Challenges and Opportunities for the Port of Melbourne Corporation (PoMC) can significantly influence the port's strategic plans and capacity delivery prognoses for the upcoming years. These challenges and opportunities, as outlined in the Port of Melbourne Corporation annual report 2012-2013, encompass various key aspects:

1. Broader Economic and Climatic Conditions: The challenge here is linked to the increasing imports to Australia driven by a growing population and prosperity, alongside growing exports supported by climatic conditions and currency strength. Understanding and adapting to international economic conditions are crucial for effective port management.

2. Port and City Integration: Given the close integration of the port with the city of Melbourne, aligned planning is essential. Considering the urban realm, public and private transport requirements, and the economic needs of the port and maritime supply chain are vital for sustainable development.

3. Supply Chain Productivity: The productivity of the port and the entire supply chain is critical for the State's import and export flows and the economy. Focusing on enhancing the productivity of supply chain members is key to improving overall outcomes.

4. Competition in the Freight Supply Chain: Monitoring changes in different ports, terminals, and logistics players is crucial. Understanding new competitors, ownership shifts, and supply chain integration developments is essential for staying competitive.

5. **Port Financial Stability**: Long-term performance and capacity improvements require significant investments in port infrastructure. Ensuring financial stability through sustainable incomes and profits is vital for future growth and productivity enhancements.

Port of Melbourne has developed strategic goals aligned with relevant projects and performance indicators:

- Delivering world-class port facilities and services
- Driving integrated freight transport outcomes
- Enhancing Australian and international trading activities
- Ensuring sustainable business performance
- Nurturing a shared port-city vision
- Developing talented and committed people

Conclusion

The comprehensive case study on the implementation of time-related Key Performance Indicators (KPIs) at the Port of Melbourne provides valuable insights into the role of these metrics in enhancing port efficiency and service quality. The research findings highlight several key conclusions that can inform the strategic management and performance evaluation of ports.Firstly, the review of maritime literature reveals the evolving nature of time-related KPIs in port performance measurement. As the port environment and industry dynamics change, the focus and relevance of these indicators have also shifted to address new management challenges. The case study demonstrates that the most effective time-related KPIs are those that are closely aligned with the strategic goals and operational priorities of the port.In practice, the Port of Melbourne has developed a set of time-related KPIs that are integrated with its broader performance measurement framework. These indicators primarily focus on measuring delays, berth occupancy, and operational productivity, all of which are crucial for evaluating the port's customer service standards. The study highlights the importance of these time-related KPIs in assessing the port's service quality and identifying areas for improvement. However, the research also reveals that while the theoretical literature offers a wide range

of time-related indicators, the practical implementation at the Port of Melbourne is limited to a relatively small number of these metrics. This suggests that ports may need to carefully select and tailor their time-related KPIs to ensure they are truly reflective of their strategic objectives and operational realities. Furthermore, the case study underscores the variability of time-related KPIs based on the different user groups, such as customers, competitors, and regulatory authorities. This emphasizes the need for ports to adopt a comprehensive and transparent approach to performance measurement, catering to the diverse information requirements of stakeholders. Looking ahead, the research highlights the potential for further expansion of time-related KPIs to encompass a broader range of sustainability and operational efficiency indicators. By integrating these metrics into their performance measurement frameworks, ports can drive continuous improvement, enhance their competitiveness, and contribute to the overall sustainability of the maritime supply chain. In conclusion, the case study of the Port of Melbourne provides a valuable reference point for understanding the role of time-related KPIs in port performance measurement. The findings underscore the importance of aligning these indicators with strategic goals, tailoring them to operational realities, and ensuring transparency and inclusiveness in the performance evaluation process. As ports navigate the evolving industry landscape, the strategic and effective implementation of time-related KPIs will be crucial for enhancing operational efficiency, service quality, and long-term sustainability.

Case Study II : Port of Rotteradam

Introduction

The Port of Rotterdam, one of the largest and most prominent ports in the world, has long been recognized for its operational efficiency, innovative practices, and strategic approach to performance management. As a critical gateway for global trade and a vital contributor to the European economy, the Port of Rotterdam's success is underpinned by its robust implementation of Key Performance Indicators (KPIs) across its operations.This case study delves into the Port of Rotterdam's experiences in 2023, exploring the success stories and valuable lessons learned from its strategic implementation of KPIs. The port's ability to adapt to evolving industry dynamics, embrace technological advancements, and prioritize sustainability has been instrumental in maintaining its competitive edge and cementing its position as a global leader in the maritime industry.By examining the Port of Rotterdam's KPI-driven approach, this case study aims to provide valuable insights for other ports and maritime stakeholders seeking to enhance their operational efficiency, service quality, and overall competitiveness. The analysis will highlight the port's strategic decision-making, the integration of KPIs with broader performance management frameworks, and the port's responsiveness to emerging challenges and opportunities.Furthermore, the case study will explore the lessons learned from the Port of Rotterdam's experiences, addressing the challenges faced, the adaptations made, and the best practices developed. These insights can serve as a roadmap for other ports aspiring to emulate the success of the Port of Rotterdam and leverage the power of KPIs to drive continuous improvement and sustainable growth.By delving into the Port of Rotterdam's 2023 experiences, this case study will offer a comprehensive understanding of the role of KPIs in shaping the port's strategic direction, operational excellence, and long-term resilience. The findings will be of particular interest to port authorities, terminal operators, and industry professionals seeking to enhance their own performance management practices and stay ahead in the dynamic global maritime landscape.

Success story

The year 2023 saw the Port of Rotterdam making significant strides in operational efficiency and sustainability. The expansion of container terminals, particularly APM Terminals and Rotterdam World Gateway, was a notable success.APM announced expansions at Princess Amaliahaven, preparing for carbon-neutral operations and the use of shore power. APMT's expansion added about two million TEUs, and RWG's expansion added 1.8 million TEUs in phases. These expansions were not only about increasing capacity but also about preparing for a future where carbon neutrality is the norm, and shore power is standard. The success of this expansion is a testament to the port's commitment to sustainable growth.Another remarkable achievement was the operationalization of the Container Exchange Route (CER). This project, which had been meticulously planned and executed, now serves as the backbone for secure and efficient container transfer within the port. It has enhanced the integrity of cargo handling and has played a crucial role in reducing the port's carbon footprint.The implementation of Nextlogic, a comprehensive integration system for managing inland container shipping, marked a significant leap in optimizing quay utilization. The system has been pivotal in reducing the time containers spend within the port, demonstrating the value of investing in innovative logistical solutions. After a pilot phase, Nextlogic was fully implemented, enabling faster handling of inland containers and optimizing quay utilization. This resulted in a processing of 1 million container moves and a reduction of time spent in the port by over 20%

Commencing the widening of the Yangtzekanaal was another strategic move to improve vessel traffic management. This development was aimed at reducing waiting times and facilitating the smooth passage of larger vessels, thus ensuring the port's attractiveness to major shipping lines.In the realm of sustainability, the port's investment in projects like Porthos, which focuses on CO2 transport and storage, and the initiation of a national hydrogen network, were bold steps towards a greener future. These projects underscored the port's role as a leader in the energy transition.The creation of the Distro Energy platform by the Port Authority was a pioneering initiative that facilitated the trading of local green energy. This platform has been instrumental in fostering a renewable energy ecosystem among industrial users within the port cluster.

Table no - 4 Top Challenges of KPIs

Top Challenges of KPIs Measurement	Count (24)	%
Staff not understanding why KPIs measurement matters	24	100%
Reaching KPIs targets	24	100%
Reporting KPIs measures is too much effort	9	38%
Collecting data is too time consuming	17	71%
Getting support/resources from top managers	9	38%
Deciding what things to have measures for	15	63%
Extracting existing data from systems	15	63%
Analyzing causality / drivers of performance results	7	29%

Conclusion

In concluding our case study on the Port of Rotterdam's operational advancements in 2023, it is apparent that the port has woven a narrative of progress and strategic foresight. As Europe's largest port, it has risen to the complex challenges of the time, not only by maintaining its role as a critical hub of global trade but also by setting benchmarks in port efficiency and sustainability.The Port of Rotterdam's commitment to continuous improvement has been underpinned by its adept use of Key Performance Indicators (KPIs). These KPIs were not merely metrics but acted as navigational beacons guiding the port through the murky waters of economic flux and geopolitical uncertainty. The rigorous application of these indicators has fortified the port's operational capabilities and catalyzed a series of innovative projects, which have collectively enhanced its efficiency and resilience.Through its strategic expansions, the port has not only augmented its capacity but has also embraced forward-thinking sustainability measures. The expansions were meticulously integrated with initiatives for carbon neutrality and the introduction of

shore power, reflecting a profound understanding of the port's environmental responsibilities. The Container Exchange Route (CER) and Nextlogic integration stand as testaments to the port's relentless pursuit of logistical perfection, showcasing how technology can revolutionize traditional port operations.Amidst these strides in innovation and efficiency, the port's financial stability remained robust, even as it navigated a dip in cargo throughput—a scenario influenced by factors beyond its control. This financial steadiness, in the face of adversity, highlighted the port's sound fiscal management and the importance of diversifying its investment portfolio.The Port of Rotterdam's journey through 2023 also illuminated the critical nature of supportive government policies in enabling ports to transition towards sustainability. The port's alignment with national and European directives served as a crucial enabler for its green initiatives, reinforcing the symbiotic relationship between public policy and port modernization.In essence, the experience of the Port of Rotterdam in 2023 is a confluence of achievement and learning. The port has demonstrated an impressive adaptability to change, a strong financial acumen to weather economic headwinds, a reliance on supportive policy frameworks, and a commitment to innovation. These elements have collectively ensured that the port continues to navigate the challenges of global trade and environmental stewardship with confidence.Looking forward, the insights gained from this transformative year will undoubtedly shape the port's future strategies. As the port continues to evolve, the lessons from 2023 will serve as guiding principles, reinforcing its position at the vanguard of maritime excellence. The Port of Rotterdam is poised for future endeavors, informed by its past experiences, ready to confront new challenges, and to seize opportunities in an ever-changing global landscape.

7.2. Case Study Analysis Focused on Ports with Notable Efficiency Improvements:

The Port of Qingdao Efficiency Improvements through Strategic KPI Implementation

Nestled on the eastern shores of China, the Port of Qingdao stands as a formidable nexus of trade and a sterling example of operational efficiency. Recognized as one of the world's busiest ports, Qingdao has made remarkable strides in optimizing its dry bulk terminal operations. The transformative journey of this port is characterized by the

strategic adoption and integration of Key Performance Indicators (KPIs) which have redefined its approach to maritime logistics and cargo handling. In the dynamic landscape of global trade, the Port of Qingdao has not only sustained its competitive edge but has also set new industry standards. By the close of fiscal year 2023, the port reported a staggering throughput of over 500 million tonnes of cargo, a significant proportion of which was attributed to its dry bulk operations. The port's management recognized early on that in the face of burgeoning demand and increasing competition, a paradigm shift towards data-driven management was imperative. The transformation began with a comprehensive overhaul of the port's management systems, where a suite of meticulously selected KPIs was introduced to measure and enhance every facet of the dry bulk terminal operations. These indicators covered a spectrum of operational dimensions including vessel turnaround times, berth utilization rates, cargo handling rates, and equipment efficiency. By systematically analyzing these KPIs, the port's management was able to dissect complex operational processes into quantifiable metrics, leading to informed decision-making and strategic resource allocation. The implementation of an advanced port management system acted as the central nervous system for the port's operations, integrating these KPIs and providing a real-time, holistic view of the port's functioning. This system facilitated the tracking of performance against set benchmarks and the swift identification of bottlenecks. By the end of 2023, the port had witnessed a marked improvement in its operational KPIs, with a 20% increase in ship loading and unloading efficiency, and a 15% reduction in the average berthing time for dry bulk carriers.

This case study will delve into the specifics of how the Port of Qingdao orchestrated this impressive turnaround. We will explore the selection of KPIs, the technology that empowered their tracking and analysis, and the resulting operational enhancements. Moreover, we will shed light on the human and technological synergies that were fostered to create an environment of continuous improvement and innovation. The Port of Qingdao's journey showcases the profound impact of KPIs on port efficiency, serving as an inspirational blueprint for ports worldwide. It stands as a testament to the fact that when KPIs are intelligently chosen and meticulously tracked, they can propel ports to new heights of efficiency and productivity. Through this case study, we aim to offer

insights and inspiration that can be applied to other dry bulk terminals seeking to optimize their operations and thrive in an increasingly competitive global marketplace.

Transformation

At the heart of the bustling maritime trade in Eastern Asia, the Port of Qingdao emerges as a quintessential example of operational innovation and efficiency, particularly within its dry bulk terminals. In the context of global logistics, the Port of Qingdao has realized the imperative for continuous improvement to maintain its stature and service quality amidst burgeoning market demands. The year 2023 was marked by the port's strategic embrace of Key Performance Indicators (KPIs), leading to a remarkable transformation in its dry bulk handling capabilities. The Port of Qingdao, with its impressive cargo throughput, has always been a significant player on the global stage. However, the push for efficiency stemmed from a deeper analysis of the underlying processes that revealed opportunities for improvement. The port's administration identified KPIs that encompassed ship loading and unloading rates, equipment utilization, berth occupancy times, and maintenance schedules. These indicators served not only as metrics of current performance but also as benchmarks for future enhancements.

In pursuit of optimization, the port implemented an advanced management system, providing a granular view of operations and enabling data-driven decisions. The year 2023 saw the Port of Qingdao handle over half a billion tonnes of cargo, with dry bulk commodities representing a substantial portion of this volume. The introduction of KPI-focused strategies led to a notable 20% uptick in loading and unloading efficiency and a reduction in berthing time by 15%. These figures underscore the port's successful optimization endeavors.

The port's journey toward efficiency was not without its challenges. Prior studies had indicated customer dissatisfaction, suboptimal financial cooperation, and deficiencies in non-market tools concerning the collaboration between Qingdao Port and Xi’an Port [47]. Addressing these issues head-on, the port employed a hybrid decision-making framework combining Analytic Hierarchy Process (AHP) with the Fuzzy Technique for Order of

Preference by Similarity to Ideal Solution (FTOPSIS) [48]. This methodology allowed for a prioritized focus on areas such as crane productivity and service delay incidences, which experts identified as pivotal to port performance. The implementation of Terminal Operating Systems (TOS) functionalities played a crucial role in this transformation. Out of 107 TOS functionalities, 47 accounted for 80% of the total weight in operational significance, with vessel time tracking, space optimization, and the development of loading and unloading lists emerging as critical. By acting on these functionalities, the Port of Qingdao took strides toward a less congested, more environmentally friendly port ecosystem.

Automated Systems

The introduction of automated ship loaders, unloaders, and conveyor belt systems at the Port of Qingdao stands as a pivotal turning point in the port's quest for operational excellence. The implementation of these advanced technologies has not only bolstered efficiency but has also significantly enhanced worker safety and reliability. These technological advancements have reshaped the landscape of port operations, positioning the Port of Qingdao as a beacon of innovation and productivity. In the year 2023, the Port of Qingdao witnessed a substantial surge in cargo throughput, with dry bulk commodities constituting a significant portion of this volume. The strategic investment in automation technology yielded impressive results, with a notable 20% increase in loading and unloading efficiency, and a substantial 15% reduction in berthing time for dry bulk carriers. These figures underscore the tangible impact of automation on the port's operational performance. The introduction of state-of-the-art automated ship loaders and unloaders, alongside conveyor belt systems, has been a game-changer for the Port of Qingdao. These systems have not only accelerated the speed of cargo handling but have also substantially enhanced the reliability of operations. By reducing manual handling, the port has not only improved its efficiency but has also created a safer working environment for its employees. This commitment to worker safety is reflected in the port's proactive investment in advanced technologies that optimize the performance of these automated systems. In terms of environmental impact, the adoption of automation technology has also led to substantial reductions in emissions, contributing to the port's

sustainability efforts. Furthermore, the port's investment in automation has not only driven operational efficiency but has also set a precedent for other ports seeking to enhance their performance in an increasingly competitive global marketplace.

The successful integration of these automation technologies at the Port of Qingdao underscores the port's unwavering commitment to continuous improvement and innovation. The meticulous selection and deployment of these technologies have not only elevated the port's operational efficiency but have also set new benchmarks for safety, reliability, and environmental stewardship in the maritime industry. The Port of Qingdao's journey stands as a testament to the transformative power of automation in port operations. Through this case study, we aim to delve into the specifics of how the strategic adoption of automation technologies has reshaped the port's operations, offering valuable insights and inspiration for other ports striving for excellence in the global trade landscape.

Table No - 5 Future Trends in Ports KPI

KPI	Description
Mobilit yrate	This metric refers to the rate at which a user equipment (UE) can handover between different cells or base stations while maintaining a connection
Peak datarate	This metric refers to the maximum data rate that a UE cansupport under ideal conditions
Spectral efficiency	This metric refers to the amount of data that can betransmitted over a unit of bandwidth
Connection density	This metric refers to the number of UEs that can beconnected to a cell or base station
User experience	This metric refers to the overall quality of service experienced by a user, including factors such as data rate, latency, and jitter
Control plane latency	This metric refers to the time it takes for a control planemessage to travel between a UE and the core network
User plane latency	This metric refers to the time it takes for a user plane packet to travel between a UE and the core network

Area traffic capacity	This metric refers to the total amount of data traffic thatcan be carried by a network in a given area
UE energy efficiency	This metric refers to the amount of energy consumed by aUE to transmit and receive data
UE battery life	This metric refers to the amount of time that a UE canoperate on a single battery charge
Coverage	This metric refers to the geographical area that is servedby a network
Inter-system mobility	This metric refers to the ability of a UE to handover between different network technologies, such as LTE and Wi-Fi

Source:https://www.google.com/url?sa=i&url=https%3A%2F%2Fwww.mdpi.com%2F2077-1312%2F10%2F12%2F1925&psig=AOvVaw2gzDLB24u7x6Nk_OYrK9ZM&ust=1715268434674000&source=images&cd=vfe&opi=89978449&ved=0CBIQjRxqFwoTCLjI7ICv_oUDFQAAAAAdAAAAABAE

Conclusion

The case studies of the Port of Rotterdam and the Port of Qingdao underscore the profound impact of KPI-driven management on port efficiency, offering valuable insights for the enhancement of operational performance in dry bulk terminals. These ports exemplify how meticulous selection and monitoring of KPIs can lead to substantial improvements in operational efficiency The Port of Rotterdam, renowned for its operational excellence, has leveraged a comprehensive set of KPIs to streamline operations and enhance throughput in its dry bulk terminals. Through the integration of automated systems for handling dry bulk goods, the port has achieved minimized delays and optimized resource allocation, showcasing the transformative power of technology in driving efficiency.

CHAPTER VIII
CONCLUSIONS AND RECOMMENDATIONS

8.1. Integrating Findings with Existing Literature on Port Efficiency KPIs

In the pursuit of understanding and enhancing the efficiency of major ports' dry bulk terminals, it is imperative to integrate findings with existing literature on Key Performance Indicators (KPIs) for port efficiency. The amalgamation of empirical insights with established theoretical frameworks and scholarly research will provide a comprehensive understanding of the subject matter and enrich the project report. The existing literature on port efficiency KPIs encompasses a wide array of studies, ranging from quantitative analyses of specific KPIs to qualitative assessments of their impact on port operations. Various scholarly works have delved into the significance of KPIs in measuring and improving port efficiency across different operational domains, including dry bulk terminals. The findings from the case studies of major ports, such as the Port of Rotterdam and the Port of Qingdao, offer empirical evidence of the transformative impact of KPI-driven management on port efficiency. These empirical insights will be juxtaposed with the theoretical underpinnings and established principles elucidated in the existing literature. This synthesis will serve to validate and contextualize the project's findings within the broader theoretical landscape of port efficiency KPIs. By aligning the project's findings with existing literature, any gaps, contradictions, or novel contributions arising from the empirical research can be identified and expounded upon. This critical analysis will shed light on areas where the project's findings complement, challenge, or augment the existing body of knowledge, thus contributing to the scholarly discourse on port efficiency KPIs. Integrating the project's findings with existing literature will also facilitate the extraction of practical implications for port management and policy formulation. Furthermore, it will lay the groundwork for identifying avenues for future research, potentially uncovering unexplored dimensions of port efficiency KPIs and informing the development of more effective management strategies for dry bulk terminals in major ports.

8.2 Practical Implications of the Research for Port Authorities and Stakeholders

The research on Key Performance Indicators (KPIs) for major ports' dry bulk terminals carries substantial practical implications for port authorities and stakeholders. The empirical insights and theoretical foundations extracted from the study provide actionable recommendations and strategic guidance aimed at bolstering operational efficiency and decision-making in port management. The study's findings offer a wealth of practical applications for port authorities and stakeholders. By delving into the empirical data and theoretical constructs, the research identifies actionable recommendations that can directly enhance the operational efficiency of major ports' dry bulk terminals. These recommendations are underpinned by a thorough analysis of KPIs, shedding light on key indicators such as ship loading and unloading rates, equipment utilization, berth occupancy times, and maintenance schedules. As a result, port authorities and stakeholders are equipped with specific performance metrics to monitor and optimize, thereby fostering a more efficient and streamlined operational environment. Furthermore, the study's theoretical underpinnings contribute to the strategic guidance provided to port authorities and stakeholders. The theoretical framework established in the research offers insights into the integration of automation technology, emphasizing its transformative impact on port operations. Strategic investment in automated ship loaders, unloaders, and conveyor belt systems emerges as a key recommendation, aligning with the broader theoretical understanding of how technology can enhance efficiency, reliability, and safety within port facilities. This guidance empowers port authorities and stakeholders to make informed decisions regarding the adoption and integration of cutting-edge technologies to drive operational enhancements.

Moreover, the research's theoretical underpinnings provide a roadmap for strategic decision-making within port management. By advocating for a KPI-driven approach and the strategic use of data to inform decision-making processes, the study highlights the importance of leveraging empirical insights to drive operational improvements and strategic initiatives. This theoretical guidance equips port authorities and stakeholders with a structured approach to decision-making, ensuring that operational enhancements are grounded in empirical evidence and aligned with overarching efficiency objectives. In essence, the research on KPIs for major ports' dry bulk terminals offers a blend of empirical insights and theoretical underpinnings that translate into actionable

recommendations and strategic guidance for port authorities and stakeholders. Through the synthesis of empirical and theoretical elements, the study provides a roadmap for enhancing operational efficiency and decision-making in port management, ultimately contributing to the advancement of port operations in a practical and strategic manner.

Collaborative Partnerships

The research emphasizes the importance of collaborative partnerships and knowledge exchange among port authorities and stakeholders. By sharing best practices, lessons learned, and successful strategies for implementing KPI-driven management, ports can collectively strive for excellence and foster a culture of continuous improvement in the maritime industry.In essence, the research offers practical implications that extend to operational strategies, technological integration, safety and environmental considerations, decision-making processes, and collaborative partnerships for port authorities and stakeholders. By embracing the recommendations derived from the study, major ports can position themselves as beacons of efficiency and sustainability, driving positive impact within the maritime industry.

8.3 Theoretical Contributions to the Field of Port Management and Efficiency

The research on Key Performance Indicators (KPIs) for major ports' dry bulk terminals has yielded notable theoretical contributions and empirical insights that serve to enrich the established frameworks and advance the scholarly discourse in the domain of port operations.From a theoretical standpoint, the existing literature on port performance measurement has predominantly focused on general port-level KPIs, with limited attention given to the specific nuances of dry bulk terminal operations. The current research has helped to bridge this gap by proposing a comprehensive set of KPIs tailored to the unique requirements and challenges faced by dry bulk terminals.The theoretical frameworks developed in this study have expanded the understanding of port efficiency measurement beyond the traditional metrics, such as cargo throughput and vessel turnaround times. The research has emphasized the importance of incorporating a broader range of indicators that capture the multifaceted aspects of dry bulk terminal performance, including operational productivity, resource utilization, and sustainability.

Furthermore, the comparative analysis of KPI implementation across different ports has revealed the contextual nature of performance measurement, highlighting the need for tailored approaches that account for the unique operational environments, strategic priorities, and competitive landscapes of individual ports. This understanding contributes to the theoretical discourse by underscoring the importance of contingency-based frameworks in port management research.The research has also highlighted the evolving nature of port performance measurement, with the emergence of innovative KPIs that leverage technological advancements, such as real-time data monitoring and predictive analytics. These findings expand the theoretical boundaries of port efficiency evaluation, paving the way for the integration of smart port concepts and data-driven decision-making processes.

KPI-Driven Management Framework

The research contributes to the development of a comprehensive KPI-driven management framework for port operations, particularly within the context of dry bulk terminals. By identifying and monitoring key indicators such as ship loading and unloading rates, equipment utilization, berth occupancy times, and maintenance schedules, the study lays the groundwork for a structured approach to performance evaluation and enhancement.

Integration of Automation Technology

The theoretical contributions of the research extend to the integration of automation technology in port operations. By highlighting the transformative impact of automated ship loaders, unloaders, and conveyor belt systems, the study advances theoretical understanding of how technology can optimize efficiency, reliability, and safety within port facilities, thereby shaping theoretical perspectives on technological integration in port management.

Environmental and Safety Considerations

The research contributes to theoretical discussions surrounding environmental sustainability and safety in port operations. By emphasizing the role of automation in reducing emissions, enhancing worker safety, and minimizing environmental impact, the

study enriches theoretical frameworks pertaining to the intersection of operational efficiency, environmental stewardship, and safety measures within port management.

Data-Driven Decision-Making

The theoretical contributions of the research extend to the realm of data-driven decision-making in port management. By advocating for the strategic use of KPIs and technology to inform decision-making processes, the study advances theoretical perspectives on the importance of leveraging data and performance metrics to drive operational improvements and strategic initiatives in port operations.

Continuous Improvement Paradigm

The research contributes to theoretical understandings of the continuous improvement paradigm in port management. By highlighting the significance of continuous refinement of KPIs, technological advancements, process optimization, and infrastructure upgrades, the study enriches theoretical discussions on fostering a culture of excellence and innovation within port facilities.

8.4. Strategic Recommendations for Port Authorities and Policymakers

The research on Key Performance Indicators (KPIs) for major ports' dry bulk terminals makes significant contributions to the theoretical understanding of the continuous improvement paradigm in port management. By delving into the practical implementation and empirical insights derived from case studies, the study enriches the scholarly discourse on fostering a culture of excellence and innovation within port facilities.One of the key theoretical contributions of this research is the emphasis on the evolving nature of port performance measurement. The findings highlight the importance of continuously refining KPIs to align with changing industry dynamics, operational priorities, and stakeholder requirements. This underscores the need for port authorities and terminal operators to adopt a dynamic and adaptive approach to performance evaluation, rather than relying on static or generic KPI frameworks.One of the key theoretical contributions of this research is the emphasis on the evolving nature of port performance measurement. The findings highlight the importance of continuously refining KPIs to align with changing industry dynamics, operational priorities, and stakeholder requirements. This

underscores the need for port authorities and terminal operators to adopt a dynamic and adaptive approach to performance evaluation, rather than relying on static or generic KPI frameworks.By synthesizing these theoretical insights, the research provides a comprehensive framework for understanding the continuous improvement paradigm in port management. This framework emphasizes the need for a holistic approach that integrates performance measurement, technological innovation, process optimization, and strategic infrastructure development to drive sustainable growth and maintain a competitive edge in the dynamic global maritime industry.

Prioritize Environmental Sustainability

Port authorities and policymakers should prioritize environmental sustainability by promoting the use of eco-friendly technologies and implementing measures to minimize emissions and waste generation. Furthermore, the integration of automation technology can play a pivotal role in reducing the environmental footprint of port operations.

Foster Safety Initiatives

Safety measures should be paramount in port management. Port authorities should implement stringent safety protocols and provide training programs to ensure the well-being of workers. Additionally, the deployment of automation technology can mitigate workplace hazards and enhance overall safety within dry bulk terminals.

Facilitate Knowledge Exchange and Collaboration

Policymakers should facilitate knowledge exchange and collaboration among port authorities, industry stakeholders, and research institutions. Platforms for sharing best practices, lessons learned, and successful strategies can foster a culture of continuous improvement and innovation within the maritime industry.

Support Research and Development

Investments in research and development initiatives focused on port efficiency, technology integration, and sustainability should be encouraged. Policymakers can allocate resources toward fostering innovation and driving advancements in port

management practices, ultimately strengthening the global competitiveness of major ports.

Align with Global Standards and Regulations

Port authorities and policymakers should align operational practices with international standards and regulations pertaining to environmental sustainability, safety, and operational efficiency. Compliance with global benchmarks will enhance the reputation and competitiveness of major ports on the global stage.

In summary, these strategic recommendations are designed to guide port authorities and policymakers in their efforts to optimize the efficiency, sustainability, and safety of major ports' dry bulk terminals. By embracing these recommendations, ports can elevate their operational performance and contribute to the advancement of the maritime industry on a global scale.

8.5. Future Directions for Research in Port Efficiency and KPI Development

Integration of Advanced Data Analytics

Future research could explore the integration of advanced data analytics techniques, such as predictive analytics and machine learning, to further enhance the predictive capabilities of KPIs in port efficiency. By leveraging big data and predictive modeling, ports can gain deeper insights into operational trends and potential areas for improvement.

Impact of Sustainable Practices on Efficiency

Investigating the correlation between sustainable practices, environmental initiatives, and operational efficiency within major ports could be a valuable avenue for future research. Understanding how environmentally conscious initiatives impact overall efficiency and KPI performance can provide actionable insights for sustainable port management.

Human-Machine Collaboration

Exploring the implications of human-machine collaboration within port operations is a promising area for future research. Understanding how automation and technology

integration can complement human expertise to optimize port efficiency and KPI development is essential in shaping the future of port management.

Resilience and Risk Management

Research focusing on resilience and risk management in the context of port efficiency and KPI development can be valuable. Assessing the impact of unforeseen events, such as natural disasters or global supply chain disruptions, on port operations and KPI performance can provide insights into building more resilient and efficient port systems.

5. Governance and Policy Frameworks

Examining the influence of governance structures and policy frameworks on port efficiency and KPI development is another area for future research. Understanding how regulatory environments and policy decisions impact operational efficiency and KPI alignment can guide policymakers and port authorities in fostering conducive operational landscapes.

Stakeholder Perspectives on KPI Effectiveness:

1. Operational Efficiency: Stakeholders, such as port authorities and shipping companies, value KPIs that reflect operational efficiency improvements, notably average output per ship berth day and reductions in average turnaround times, as they can indicate more effective use of resources and faster service for ships.

2. Resource Optimization : KPIs related to the number of cargo handled per resource and handling rate of discharge operation inform about resource usage. Efficient resource utilization can improve port performance and reduce operational costs, which is critical for stakeholders

3. Cost Management: KPIs like total demurrage cost and total operating cost are directly associated with financial performance and are crucial for stakeholders to assess the economic implications of port operations.

4. Capability and Flexibility: Performance indicators such as the degree of flexibility in resource usage and facility utilization demonstrate the port's ability to adapt to varying cargo types and volumes, influencing the satisfaction of shipping companies and traders.

Limitations of KPIs:

1. Data Timeliness: Some KPIs might not be updated in real time, which can limit the ability of stakeholders to make prompt decisions based on the most current performance data.

2. External Factors: Performance indicators may not adequately reflect the impact of external variables such as economic fluctuations, weather conditions, and geopolitical events that can significantly affect port operations.

3. Interdependency of Metrics: KPIs are often interconnected, and changes in one can impact others. For instance, a focus on reducing turnaround times might lead to increased resource usage and costs, so a balance is needed.

4. Perception vs. Reality: KPIs provide quantitative data, but they might not fully capture stakeholder perceptions of service quality. The user's experience with the port's services is subjective and not always quantifiable.

5. Operational Constraints: Infrastructure limitations and delays caused by roadworks or congestion might not be fully reflected in KPIs that only measure performance within the port, potentially painting an incomplete picture.

6. Long-term Trends vs. Short-term Fluctuations: Year-on-year or month-to-month KPIs could be affected by short-term anomalies and might not accurately indicate long-term trends or performance improvements.

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