LB/WON/60/08

16

# APPLICATION OF INFORMATION TECHNOLOGY IN CONTAINER TERMINALS IN SRI LANKA

By

#### P. U. Sumanasekera

UNIVERSITY OF MORATUWA, SRI LANKA MORATUWA

004."04." 004 (043)



University of Moratuwa, Sri Lanka. Electronic Theses & Dissertations www.lib.mrt.ac.lk

The Dissertation was submitted to the Department of Computer Science & Engineering of the University of Moratuwa in partial fulfilment of the requirement for the Degree of Master of Business Administration.



91221

Department of Computer Science & Engineering University of Moratuwa December 2004 **DECLARATION** 

z

Ý,

3

۴

"I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any University to the best of my knowledge and belief it does not contain any material previously published, written or orally communicated by another person or myself except where due reference is made in the text. I also hereby give consent for my dissertation, if accepted, to be made available for photocopying and for interlibrary loans, and for the title and summary to be made available to outside organisations"

University of Moratuwa, Sri Lanka. Electronic Theses & Dissertations www.lib.mrt.ac.lk Signature of the Candidate Date

To the best of my knowledge, the above particulars are correct.

#### **UOM Verified Signature**

Supervisor

#### ACKNOWLEDGEMENT

I hereby very gratefully acknowledge all the supports extended by everybody for the successful completion of this MBA Dissertation.

I am grateful to Dr. Sanath Jayasena for his valuable advice given to me for the successful completion of this MBA research. I wish to extend my further gratitude to Mr. Kithsiri Samarasinghe for his excellent guidance provided during statistical analysis of data.



University of Moratuwa, Sri Lanka. Electronic Theses & Dissertations www.lib.mrt.ac.lk

۴

•

#### ABSTRACT

Applications of Information Technology in the cargo handling business in general and the container shipping industry in particular are numerous and have grown rapidly in recent past. Software systems for cargo manifesting, operation planning, container tracking, plant operation and billing for the services provided have been developed by reputed software companies and such systems are in place in many leading ports throughout the world.

The Port of Colombo started its container operation business as far back as 1979 and it is a pioneer in the Asian region. The Port of Colombo has two container terminal operators, namely Jaya Container Terminal, which is owned and operated by the Sri Lanka Ports Authority and the South Asia Gateway Terminal, which is owned by a consortium of P & O Shipping Line, John Keells Holdings and few other private organizations. Port of Colombo has maintained prominent rank (between 21<sup>st</sup> and 38<sup>th</sup> in the world) on the basis of container volume handled annually.

As a result of continuous development works carried out in the past with the assistance of the Japanese Government, total revenue of the Port of Colombo has increased from a mere Rs. 650 million in 1979 (about US\$ 26 million at 1979 rate) to Rs. 16 billion at 2003 (about US \$ 160 million at today's rates) and this makes SLPA the most profitable institution in Sri Lanka. Almost all major container shipping lines use the Port of Colombo facilities; few examples, Mearsk Sealand Shipping Line (world largest container shipping line), P & O Shipping Line, Evergreen Shipping Line.

Terminal Operators today face challenges in providing speedy services requested by shipping lines that operate very large ships with capacity more than 8,000 TEUs (twenty foot equivalent units). Few examples are, limitations of infrastructure (e.g. depth of the port), providing quay cranes, which can handle many rows of containers across the ship, and providing high berth productivity levels (in moves per hour), so that ship will stay a short time in the port. To provide those service requirements container terminals have to invest on information technology systems such as automated container location and positioning, wireless LAN, efficient yard operation software etc.

The Port of Colombo depends on transhipment containers to maintain its current status as a recognised "Mega Container Port". But it has to face stiff competition form regional ports which are developing fast while Port of Colombo development work stagnating due to scarcity of capital. Also due to slow pace of development work, Port of Colombo finds that, it is very difficult to provide service levels requested by shipping lines.

One way to improve service levels is by using an efficient information system and it will help to increase current low level of yard utilisation and vessel productivity levels to industry norm levels. This will help to increasing annual throughput capacity of the JCT from current 1.7 million TEUs to 2.8 million TEUs. In addition, such a system can support better flow of information with clients (e.g. using industry standard EDI messages), and online information to the shipping community. Also this will help to increase the satisfaction level of the shipping community, which is at a low ebb now.

### **TABLE OF CONTENTS**

1

TABLE OF CONTENTS1		
	BLES	
	FIGURES	
	EQUATIONS	
	ΓΙΟΝS	
	- INTRODUCTION	
	ral	7
1.1.1	Changes in International Trade	7
1.1.2	Domination of Shipping Industry by Container Ships	8
1.1.3	Sizes of Container Ships at Present and Future	9
1.1.4	Competition and Regulation of Liner Shipping	10
1.1.5	Implications on Ports due to Increasing Size of Container Ships	12
1.1.6	World Port Container Traffic Volumes	
1.1.7	Transhipment Industry of the Container Ports	
1.1.8	The Major Transhipment Hubs	
1.2 Port	Of Colombo	
1.2.1	Brief History of Sri Lanka Ports Authority	
1.2.2	Comparison of Port of Colombo with Other Leading Container Ports in the World	
1.2.3	South Asia Gateway Terminal	18
1.2.4	Present Port Development Activities	18
1.2.5	Future of Port of Colombo as Mega Hub Port	19
1.3 Prob	lems Port of Colombo Fading Now 1. M.O. Catuwa. St.1. Lanka.	21
1.4 Rese	arch Objectives. Electronic Theses & Dissertations national Productivity Indicators used in Container Terminals	22
1.5 Inter	national Productivity Indicators used in Container Terminals	23
1.6 Over	view of Dissertation v.w. lib. mrt. ac. lk.	23
	- LITERATURE REVIEW	
	eral	
2.1.1	Sea Transportation	
2.1.2	Innovation of Container System	
2.1.4	Description and Types of Container Ships	
	ainer Handling Equipments and Other Related Systems Used in Container Terminals	26
2.2.1	Quay Side Cranes	26
2.2.2	Transfer Crane	28
	mation Technology Used in Container Terminals World Wide	
2.3 Port	Information Systems	
2.3.1	Satellite Positioning Systems	
2.3.2	Gate Technologies	
2.3.3	Automatic Guidance Vehicle	
2.3.4	Wireless Local Area Network	
	cal Structure of Container Terminal Information System	
2.4 1 ypi	Database	33
2.4.1	The Planning System	
2.4.2	The Control System	
	t and Output to the Terminal Operating System	36
	Graphical Displays	36
2.5.1	tronic Data Interchange	
2.6 Elec	agement of Dangerous Goods Containers	50
2.7 Man	agement of Dasfar Containers	
2.8 Man	agement of Reefer Containers	י כ דב
	ainer Freight Stations	
2.10 B	illing System	
	roduction of Statistics and Reports	
2.12 D	isaster Recovery and Backup system	
СНАРТЕК З	) - KESEAKUH APPKUAUH AND METHUDULUGY	

1

3.1 Hub Port Concept		
3.2 Critical Success Factors for a Hub Port		
3.3 Productivity Model for Container Terminal		43
	4 - RESULTS AND DISCUSSION	
4.1 Bacl	kground	44
4.2 Pres	ent Computer Application System of the Jaya Container Terminal	44
4.2.1	Yard Planning Computer System (YPCS)	
4.2.2	Yard Operation Computer System (YOCS)	46
4.2.3	Vessel Planning Work Station (VPWS)	
4.2.4	Configuration and Fundamental Functions	50
	blems of the Present IT System	
4.3.1	Inaccurate Position Detection of Transfer Cranes – YOCS	
4.3.2	Insufficient Yard Planning Functions - YPCS	
4.3.3	Relatively Low Accuracy Ratio of Container Position Detection - YPCS	
4.3.4	Manual Yard Allocation of Containers at Gate - YPCS	
4.3.5	Lack of EDI – YPCS	
4.3.6	Stoppage of YPCS, YOCS & VPWS for Database Update	
4.3.7	VPWS for Ship Load Planning	
4.3.8	Problems with Hardware System and Database	
	ems Used in SAGT	
4.4.1	Real Time Container Location	
4.4.2	Disaster Recovery Facility	
4.4.3	Document Centre	
4.4.4	Performance Monitoring and Continuous Improvement Application of E- Commerce Activities Oraluwa, Sri Lanka.	
4.4.5	Application of E- Commerce Activities Of all two, STT Latitude	
4.4.6	Data Security Electronic Theses & Dissertations	
-		
4.5.1	Important Technological Factors about Shipping Community	
4.5.2	Satisfaction Level about the Port of Colombo Services	/ 3 ده
4.5.3	Data for Relationship between IT Capability and Satisfaction	
CHAPTER	5- GENERAL DISCUSSION	
	culty of Obtaining of Productivity Values of the Terminals Productivity Measures of Port of Colombo and Regional Ports	
5.1.1	itation of Achieving 2.8 m TEU per Annum Capacity at JCT	
5.2 Lim	lysis of IRR on the Investment on New Terminal Operating System	01 62
5.3 Ana 5.4 Ana	lysed Results of the Questionnaire	
5.4 Ana 5.4.1	Important Factors about Shipping Community	
	Satisfaction Levels of the Shipping Community	
5.4.2 5.4.3	Checking Relationship between IT Capability and Satisfaction	
	aining the Confidence of the Shipping Community	
J.J Keg	6 - CONCLUSIONS AND RECOMMENDATONS	75 76
	CES	
ADDENNIV	I - RESEARCH QUESTONNAIRE	
ан слиа		

2

4

### LIST OF TABLES

Table 1 - Physical Dimensions of Different Categories of Container Ships	. 10
Table 2 - TEU-Capacity of Top Ranking Containership Operators	. 11
Table 3 - Main Container Shipping Alliance/Operator on East-West Trade	. 12
Table 4 - Current Rank of Port of Colombo as Container Hub Port	
Table 5 - Port of Colombo Container Throughput Forecast	. 19
Table 6 - Criteria Used to Evaluate the Response	
Table 7 - Cost of Deviation from International Shipping Route	
Table 8 - Tariff Structure for Regional Container Ports	
Table 9 - Productivity Levels of Regional Ports	
Table 10 - Important Technological Parameters of Shipping Lines	
Table 11 - Shipping Community Satisfaction about JCT and SAGT	
Table 12 - Relationship between IT Capability & Satisfaction	
	. 60
Table 14 - Itemised Cost for the New Container Terminal Operating System   Table 15 - Additional Revenue due to the New Container Terminal Operating	. 63
System	. 63
Table 16 - Statistical Analysis of Important Factors about Shipping Community   Table 17 - Statistical Summery on Satisfaction Level of Services Provided   Electronic Theses & Dissertations	. 64 . 69
www.lib.mrt.ac.lk	

#### TABLE OF FIGURES

-+

×

Figure 1 - Container Fleet Development by TEU Size	9
Figure 2 - Forecast of Regional Transhipment Throughput via Port of Colombo	20
Figure 3 - Growth of Throughputs of the Container Terminal in Regional Ports	22
Figure 4 - Types of Sea Transport Systems	24
Figure 5 - Drawing of Quay Side Crane (Portainer)	26
Figure 6 - Anti-Sway Camera System	27
Figure 7 - Out line of Yard Gantry Crane (Transfer Crane)	28
Figure 8 - Typical Structure of Container Terminal Information System	33
Figure 9 - Critical Success factors for a Hub Port	41
Figure 10 - Productivity & Customer Satisfaction Model for Container Terminal.	43
Figure 11 - Jaya Container Terminal Computer System	
Figure 12 - Boxplot Graph of Flexibility of IT and Management	65
Figure 13 - Shipping Community Satisfaction on Services	66
Figure 14 - Shipping Community Satisfaction on EDI Services	67
Figure 15 - Shipping Community Satisfaction on Online Information	68
Figure 16 - Residuals Versus Satisfaction on JCT	70
Figure 17 - Normal Probability Plot of Residuals JC Sri-Lanka	71
Figure 18 - Histogram of the Residuals	72
Figure 18 - Histogram of the Residuals Figure 19 - Residuals Versus Satisfaction	73
Figure 20 - Normal Probability Plot of the Residuals	.74
Figure 21- Histogram of the Residuals	74

## TABLE OF EQUATIONS

Equation 1 - Formula to Calculate Berth Productivity	59
Equation 2 - Formula to Calculate Crane Productivity	. 59
Equation 3 - Formula to Calculate Annual Container Throughput	61
Equation 4 – Formula for Crane Productivity	62



×

University of Moratuwa, Sri Lanka. Electronic Theses & Dissertations www.lib.mrt.ac.lk

### **ABBREVIATIONS**

X

JICAJapan International Cooperation AgencyJCTJaya Container TerminalJPCJapan Port ConsultantDGPSDifferential Global Positioning SystemDwtDead weight tonGPSGlobal Positioning SystemIRRInternal Rate of ReturnISLInstitute of Shipping, Economics and LogisticsLANLocal Area NetworkOCROptical Character RecognitionPSAPort of Singapore AuthorityRHDTRadio Handheld Data TerminalRMGRail Mounted Gantry CraneRTGSouth Asia Gateway TerminalSLPASri Lanka Ports AuthorityMTVenty Foot Equivalent UnitsVMTVenty Foot Equivalent UnitsVPWSVessel Planning Work Station IkYPCSYard Operation Control SystemYORYard Occupancy Ratio	EDI	Electronic Data interchange
JPCJapan Port ConsultantDGPSDifferential Global Positioning SystemDwtDead weight tonGPSGlobal Positioning SystemIRRInternal Rate of ReturnISLInstitute of Shipping, Economics and LogisticsLANLocal Area NetworkOCROptical Character RecognitionPSAPort of Singapore AuthorityRHDTRadio Handheld Data TerminalRMGRail Mounted Gantry CraneRTGRubber Tired Gantry CraneSAGTSouth Asia Gateway TerminalSLPASri Lanka Ports AuthorityMTVehicle Mounted Data TerminalVMTVehicle Mounted Data TerminalVPWSVessel Planning Work Station IkYPCSYard Operation Control System	JICA	Japan International Cooperation Agency
DGPSDifferential Global Positioning SystemDwtDead weight tonGPSGlobal Positioning SystemIRRInternal Rate of ReturnISLInstitute of Shipping, Economics and LogisticsLANLocal Area NetworkOCROptical Character RecognitionPSAPort of Singapore AuthorityRHDTRadio Handheld Data TerminalRMGRail Mounted Gantry CraneRTGRubber Tired Gantry CraneSAGTSouth Asia Gateway TerminalSLPASri Lanka Ports AuthorityVMTVehicle Mounted Data TerminalVMTVessel Planning Work Station IkVPWSVessel Planning Computer SystemYOCSYard Operation Control System	JCT	Jaya Container Terminal
DwtDead weight tonGPSGlobal Positioning SystemIRRInternal Rate of ReturnISLInstitute of Shipping, Economics and LogisticsLANLocal Area NetworkOCROptical Character RecognitionPSAPort of Singapore AuthorityRHDTRadio Handheld Data TerminalRMGRail Mounted Gantry CraneRTGRubber Tired Gantry CraneSAGTSouth Asia Gateway TerminalSLPASri Lanka Ports AuthorityVMTVehicle Mounted Data TerminalVMTVessel Planning Work Station IkYPCSYard Planning Computer SystemYOCSYard Operation Control System	JPC	Japan Port Consultant
GPSGlobal Positioning SystemIRRInternal Rate of ReturnISLInstitute of Shipping, Economics and LogisticsLANLocal Area NetworkOCROptical Character RecognitionPSAPort of Singapore AuthorityRHDTRadio Handheld Data TerminalRMGRail Mounted Gantry CraneRTGRubber Tired Gantry CraneSAGTSouth Asia Gateway TerminalSLPASri Lanka Ports AuthorityTEUTwenty Foot Equivalent UnitsVMTVehicle Mounted Data TerminalVPWSVessel Planning Work Station IkYPCSYard Planning Computer SystemYOCSYard Operation Control System	DGPS	Differential Global Positioning System
IRRInternal Rate of ReturnISLInstitute of Shipping, Economics and LogisticsLANLocal Area NetworkOCROptical Character RecognitionPSAPort of Singapore AuthorityRHDTRadio Handheld Data TerminalRMGRail Mounted Gantry CraneRTGRubber Tired Gantry CraneSAGTSouth Asia Gateway TerminalSLPASri Lanka Ports AuthorityTEUTwenty Foot Equivalent UnitsVMTVehicle Mounted Data TerminalVPWSVessel Planning Work Station IkYPCSYard Planning Computer SystemYOCSYard Operation Control System	Dwt	Dead weight ton
IRRInternal Rate of ReturnISLInstitute of Shipping, Economics and LogisticsLANLocal Area NetworkOCROptical Character RecognitionPSAPort of Singapore AuthorityRHDTRadio Handheld Data TerminalRMGRail Mounted Gantry CraneRTGRubber Tired Gantry CraneSAGTSouth Asia Gateway TerminalSLPASri Lanka Ports AuthorityTEUTwenty Foot Equivalent UnitsVMTVehicle Mounted Data TerminalVPWSVessel Planning Work Station IkYPCSYard Planning Computer SystemYOCSYard Operation Control System	GPS	Global Positioning System
LANLocal Area NetworkOCROptical Character RecognitionPSAPort of Singapore AuthorityRHDTRadio Handheld Data TerminalRMGRail Mounted Gantry CraneRTGRubber Tired Gantry CraneSAGTSouth Asia Gateway TerminalSLPASri Lanka Ports AuthorityTEUTwenty Foot Equivalent UnitsVMTVehicle Mounted Data TerminalVPWSVessel Planning Work Station IkYPCSYard Planning Computer SystemYOCSYard Operation Control System	IRR	
OCROptical Character RecognitionPSAPort of Singapore AuthorityRHDTRadio Handheld Data TerminalRMGRail Mounted Gantry CraneRTGRubber Tired Gantry CraneSAGTSouth Asia Gateway TerminalSLPASri Lanka Ports AuthorityTEUTwenty Foot Equivalent UnitsVMTVehicle Mounted Data TerminalVPWSVessel Planning Work Station IkYPCSYard Planning Computer SystemYOCSYard Operation Control System	ISL	Institute of Shipping, Economics and Logistics
PSAPort of Singapore AuthorityRHDTRadio Handheld Data TerminalRMGRail Mounted Gantry CraneRTGRubber Tired Gantry CraneSAGTSouth Asia Gateway TerminalSLPASri Lanka Ports AuthorityTEUTwenty Foot Equivalent UnitsVMTVehicle Mounted Data TerminalVPWSVessel Planning Work Station IkYPCSYard Planning Computer SystemYOCSYard Operation Control System	LAN	Local Area Network
RHDTRadio Handheld Data TerminalRMGRail Mounted Gantry CraneRTGRubber Tired Gantry CraneSAGTSouth Asia Gateway TerminalSLPASri Lanka Ports Authorityf Moratuwa, Sri Lanka.TEUTwenty Foot Equivalent UnitsVMTVehicle Mounted Data TerminalVPWSVessel Planning Work Station IkYPCSYard Planning Computer SystemYOCSYard Operation Control System	OCR	Optical Character Recognition
RMGRail Mounted Gantry CraneRTGRubber Tired Gantry CraneSAGTSouth Asia Gateway TerminalSLPASri Lanka Ports Authority TeuTEUTwenty Foot Equivalent UnitsVMTVehicle Mounted Data TerminalVPWSVessel Planning Work Station IkYPCSYard Planning Computer SystemYOCSYard Operation Control System	PSA	Port of Singapore Authority
RTGRubber Tired Gantry CraneSAGTSouth Asia Gateway TerminalSLPASri Lanka Ports Authority Moratuwa, Sri Lanka.TEUTwenty Foot Equivalent UnitsVMTVehicle Mounted Data TerminalVPWSVessel Planning Work Station IkYPCSYard Planning Computer SystemYOCSYard Operation Control System	RHDT	Radio Handheld Data Terminal
SAGTSouth Asia Gateway TerminalSLPASri Lanka Ports Authorityf Moratuwa, Sri Lanka.TEUTwenty Foot Equivalent UnitsVMTVehicle Mounted Data TerminalVPWSVessel Planning Work Station IkYPCSYard Planning Computer SystemYOCSYard Operation Control System	RMG	Rail Mounted Gantry Crane
SLPA TEUSri Lanka Ports Authority Twenty Foot Equivalent Units VMTNoratuwa, Sri Lanka. Vehicle Mounted Data Terminal & DissertationsVMTVehicle Mounted Data Terminal VPWSVessel Planning Work Station Ik YPCSYPCSYard Planning Computer System YoCSYOCSYard Operation Control System	RTG	Rubber Tired Gantry Crane
TEOTwenty Foot Equivalent UnitsVMTVehicle Mounted Data TerminalVPWSVessel Planning Work Station IkYPCSYard Planning Computer SystemYOCSYard Operation Control System	SAGT	South Asia Gateway Terminal
TEOTwenty Foot Equivalent UnitsVMTVehicle Mounted Data TerminalVPWSVessel Planning Work Station IkYPCSYard Planning Computer SystemYOCSYard Operation Control System	SLPA	Sri Lanka Ports Authority Moratuwa Sri Lanka
VPWSVessel Planning Work Station IkYPCSYard Planning Computer SystemYOCSYard Operation Control System	TEU	
VPWSVessel Planning Work Station IkYPCSYard Planning Computer SystemYOCSYard Operation Control System	VMT	Vehicle Mounted Data Terminal & Dissertations
YOCS Yard Operation Control System	VPWS	Vessel Planning Work Station
1 5	YPCS	Yard Planning Computer System
YOR Yard Occupancy Ratio	YOCS	Yard Operation Control System
	YOR	Yard Occupancy Ratio

6