



SHIP MANAGERS – Rajaish Bajpaee, President, InterManager

Rajaish has held senior management positions in ship management companies in Hong Kong since 1980. He is currently President and Group Managing Director of the Eurasia Group. In addition to his corporate responsibilities and his activities with InterManager, he is also an active member of the Shipping Consultative Committee and Port Welfare Committee of the Marine Department of the Government of Hong Kong, Executive Committee Member of the Hong Kong Shipowners' Association and a representative on the Asia Committee and Shipping Committee of the Hong Kong General Chamber of Commerce.

We are here looking at a transition from cost perspective to value perspective; from a reactive culture to a proactive culture; from compliance to self-governance.

It is about our collective responsibility as an industry, and about our survival as a sustainable industry. While as ship managers our contractual duty is owed to our principals, we often have to fulfil a far more burdensome moral duty to our seafarers, to the environment, to coastal states and finally to humanity at large.

We need to establish objective metrics which allow for clear measurement of performance on an ongoing basis ... then the process of continuous improvement will acquire the necessary degree of visibility and credibility.

Practitioners of ship management have made real and visible efforts at process improvement and measurement, but a methodology for measuring the outcome of these processes remains to be devised. However, we need to now go beyond process measurement to performance measurement.

The world's in-house and third party ship managers must throw their weight behind self-assessment, comparability and continuous improvement. InterManager has already invited all industry stakeholders to participate in the working group which shall devise the stakeholder-specific Key Performance Indicators.

The challenge we face is to benchmark progress by each 'link' stakeholder when they are all operating to different sets of operation criteria.

COMMITMENTS:

- Develop stakeholder specific key performance indicators (KPIs).