

Quality Delivery Service as a Strategy: Profile and Perspectives for Excellence achievement within OPRAG

Jean-Prosper Belui Essimengane,
Scholar in Quality and Operations Management,
University of Johannesburg,
P.O Box APK 524
Johannesburg,
South Africa
Beluiprosper2005@yahoo.fr

Tawanda Mushiri²,
Scholar in Quality and Operations Management,
University of Johannesburg,
P.O Box APK 524
Johannesburg,
South Africa
tawandanda.mushiri@gmail.com, tawandamushiri123@hotmail.com

Charles Mbohwa³
Faculty of Engineering and the Built Environment
University of Johannesburg
P.O Box APK 524
Johannesburg
South Africa
cmbohwa@uj.ac.za

Abstract

The use of human experiments in operations management is still fairly novel despite a small stream of publications (Bendoly, Donohue and Schultz, 2005). Hence, this study was conducted with the ultimate interest of advancing research and knowledge in OM with an empirical contribution and, therefore, to foster the quick attainment of the goals set to OPRAG as a Port Authority in Gabon with a major challenge of modernisation of port facilities.

The author attempts to share findings of this experience, particularly on how to elaborate, formulate and implement a winning strategy which will serve the pivot for and lead the OPRAG's management of operations to the excellence.

Keywords

Talent Management – Operations Management – Quality

1. Introduction

Yuan and Chaochang (2009) speak about a management decision instrument running as a corporate performance measurement tool with an important role in transforming an organisation's mission and strategy into a balanced set of integrated performance measures. Tjader et al. (2014) think also of a tool which emphasises linking and aligning multiple measures to strategic objectives, and conceptualising the strategic alignment between business goals and specific tactics. This is going along with Larsen (2016) who evokes Business Strategy as a critical tool for analysing the competitive context in which a

firm operates and for making informed recommendations for what actions it should take to gain competitive advantage. By the way, it appears clearly that updated business strategy is the tool that OPRAG need in order to successfully achieve the mission entrusted to this company.

2. Background

Every strategy concerns how organisations or individuals can achieve certain goals by allocating appropriate resources to that aim (Larsen, 2016). Then emerges questions such as “where to compete?” (industry, country, market, products) and answers to this question, according to Larsen (2016) entails how attractive the environment to compete in is. Another major question asked at this stage is “How to compete?” (position, resources, competitive advantage) and answers to this question entails how to make an optimal utilization of the resources and capabilities that a firm has. (Larsen, 2016).Larsen asserts furthermore that strategy is the mediation between the firm with its resources and capabilities (strengths and weaknesses) and industry environment with its challenges and opportunities (opportunities and threats).

This concept approach of Larsen should inspire the management of OPRAG to come up with an update and up running strategy focusing on quality delivery. A profile of OPRAG can easily be depicted from the ordinance/Law022/2011 stating its creation as follows:

3. Profile of OPRAG

3.1 Mission of OPRAG

- To assure the country of port’s facilities development, maintenance and modernisation;
- To look after the optimization of harbour utilisation by improving the port’s competitiveness
- To stay up for the free play of competition in the running of port’s activities ;
- To draw the list of activities to run along with the number of licenses and concessions to distribute;
- To prepare and implement procedures for licenses and conventions allocation;
- To watch over for the respect of their related terms and requirements;
- To control the application of safety, operation and port management rules as provided for by national and international law in force;
- To assure the port management;
- To organise and regulate the operation activities;
- To set the maximum price lists applicable within its harbor ward, after consulting the Minister in charge of Economy;
- Furthermore, to carry out all port operation activity not entrusted to any concessionaire.

3.2 SWOT (Strength, Weakness, Opportunities, Threats) Analysis of OPRAG

➤ **Strength**

- The region enjoys good accessibility
- Clearly defined boundaries due to geographical circumstances are considered as a strong point
- Good accessibility of the area from the sea
- Accommodates well developed nodes
- Has access to private sector investment and exploitation
- Climate relatively mild and pleasant

➤ **Weakness**

- Poor linkages to the inner of the country
- Poorly developed public transport facilities, with insufficient rail services
- Lack of residential dwellings and public services
- Poor internal linkage and traffic congestion with limited access to quays
- Absence of public safety

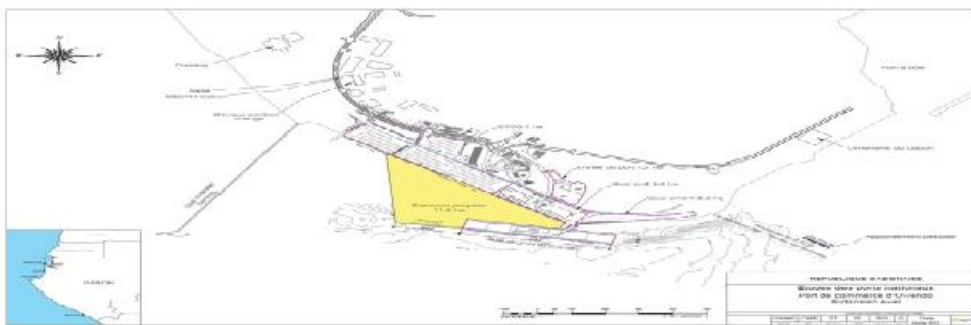
➤ **Opportunities**

- The emerging open african market
- The expansion of the china market entering all the countries
- Awarded 2nd best African port in data management 2012-2014

➤ **Threats**

- Insufficient number of local drivers
- Traffic congestion could lead to “choking” of the ports and roads. This is causing the rising of prices due to quays stay charges and fees imposed to the importations.

Figure 1: A map of Trading Port of Owendo (www.ports-gabon.com)



3.1.1. Services

- Amodiations Tax
- Stay in Roads and Quays Tax
- Security Charges
- Merchandises fees
- Port maintenance fees

3.1.2. Strategic Vision

- To reinforce the state's role as far as port management is concerned;
- To stow to the international maritime trade's requirements;
- To avail modern and competitive ports with total compliance with environment requirements for the use by economic operators;
- To maintain as well as to develop port infrastructures in order to offer to users a nicer environment and able to foster business development.
- To develop a real team spirit based on competence, excellence, performance, creativity and accountability.

3.1.3. Stated First scope of actions

- Reform of port legislation
- Facilities modernisation
- Implementation of port's single counter
- Reform of port's land territories management



4. Perspectives for Excellence achievement within OPRAG

The study of the authors of this paper titled “improving the management of operations at the “office des ports et rades du gabon” (OPRAG)” consisted of a heuristic concerning the scientific contribution to improve the job of operations managers within OPRAG. This led to the findings which, at this stage, are being compiled and scrutinised in respect of some relevant literature in order to propose a real winning strategy based to the real resources and capabilities of the company as well as the challenge and opportunities of the environment.

Hence, from this International Conference on Industrial Engineering and Operations Management, in Detroit, Michigan, USA, September 23-25, 2016, all contribution, collaboration is welcome in this project of making OPRAG a leader in port management modernisation with all its possible implications.

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Biography

Jean Prosper BeluiEssimengane is actually a Student in Masters in Quality and Operations Management at the University of Johannesburg, South Africa. Jean P. Belui has completed a Researchproject on Improving the management of Operations at OPRAG (Office des Ports et Rades du Gabon) en 2014. He earned a B.TECH in Management of Services at the University of Johannesburg, South Africa in 2010. Contacted at beluiprosper2005@yahoo.fr

Tawanda Mushiri is a PhD student at the University of Johannesburg in the field of fuzzy logic systems and maintenance, is a Lecturer at the University of Zimbabwe teaching Machine Dynamics, Solid Mechanics and Machine Design. His research activities and interests are in Artificial intelligence, Automation, Design and Maintenance engineering Contacted at tawanda.mushiri@gmail.com / tawandamushiri123@hotmail.com

Charles Mbohwa is currently a Full Professor of Sustainability Engineering and Engineering Management at the University of Johannesburg, South Africa. Contacted at cmbohwa@uj.ac.za