

Business Case: Cashless payment in the depot

General Information

Allied Container (Engineers and Manufacturers) Pte. Ltd., also known as ACEM, would like the teams to conduct fact finding, collection and analysis of data with the purpose of recommending a solution to apply cashless payment in our depot operations for our customers. This is to meet the requirement for a fast, secure and easy mode of payment by the customers that will replace the current practice of their drivers carrying large amount of cash with them for payment of services.

1. Services

Our depot services include container storage along with container pre-trip inspection, container repair and container washing. When hauliers/truckers arrive at the container depot, they are required to pay a fixed DHC (Depot Handling Charges) amount and if necessary, hauliers/truckers will also have to pay the washing and/or repair charges in cash. Other charges such as demurrage and detention charges, will require the hauliers/truckers to pay upfront at our service counter.

2. Container Depot/Yard operation

Hauliers/truckers will arrive in our depot to either return or collect containers.

For returning of containers, truckers will enter our depot and proceed to the survey area to allow our container surveyors to inspect the container's condition and determine whether any washing and/or repair is required. Next, the driver of the haulier/truck will make his way to the In-Counter office to make cash payment and receipts will be given. At this stage, photos taken by the container surveyors will be sent to our customers for approval for the repair of container. After which, truckers will proceed to the designated area/lanes instructed by the In-Counter office to offload the returned container. Then, the trucker may exit our container depot after offloading the container.

For collection of containers, truckers will enter our container depot and proceed to the Out-Counter office with their lorry chit that indicates the booking reference number that they will be collecting and pay the fix DHC amount. After which, the trucker will proceed to the indicated area/lane for collection of container. Truckers will inform our Forklift Truck Operator the container to collect. Afterwards, the trucker will proceed to the Out-Counter again to inform and verify that the container is available for collection. Lastly, the trucker will exit our container depot.

3. Organization Structure

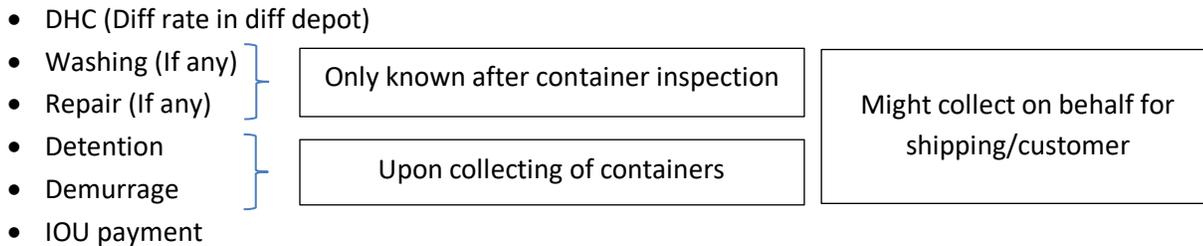
We have an operation manager who is in-charge of overseeing all our 5 depots in Singapore. Within these depot, we have depot managers who will manage the day-to-day operation.

Issues Encountered

ACEM has conducted an in-depth analysis of their current container depot set up and compare with the 'As-Is' processes. The flow of manual cash collection is the challenge that we encountered as depict below:

1. ACEM is to manually collect and calculate cash received from truckers every day from each container depot (Refer to the Diagram A for the different charges to collect)
2. The cash collected for the day needs to be safely deposited and retrieved the next day.
3. Assigned staff will tabulate the cash retrieved and cross-check to ensure the number of containers tally with the amount.
4. A cash collection report is to be sent to our customer.
5. Another assigned staff is required to bank in the cash physically.
6. For collection of cash on behalf, ACEM is to ensure timely payment is being made to the customer.
7. For IOU payment, key account/accounts personnel are to ensure that customer made timely payment to ACEM.

Diagram A: CHARGES TO COLLECT



Requirements

Provide the specific recommendations based on the information provided:

1. To analyse the entire flow of the business and present an effective **organization structure** to deal with the operations. Explain why you think this best fit the business needs.
2. Identify any recommended **software or methods** to link all the parties involve in the operations that can be used to solve this issue of having cashless transactions.
3. To identify the **payment modes or cashless transactions** available in the market now. Compare the advantages and disadvantages of each available modes. Make a recommendation and justify your response.

Open House

The Open House will be on:
(3rd May 2018) (Thursday) (2PM)
(5th May 2018) (Saturday) (11AM)
No. 10 Tuas Ave 6 Singapore 639298

We will visit the depot/yard after meeting in Tuas, transport will be provided.

Contact Person: Lim Jing Yi. Management Trainee.

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Team leader to send email to the contact person in advance regarding the number of persons going to the open house.