

Business Case: Digitalising Air Export Operation to achieve higher level of efficiency.

General Information

Global Airfreight is a “Total Logistics” company comprising of Airfreight, Ocean freight, Customs brokerage, Land Transport (Cross Border in SEA as well as locally), Warehouse and operation of Regional Distribution centre, including deployment of in-plants (staffs) to customer premises etc. However, its main original core business is Airfreight which occupies 70 % of the company total revenue.

In March 2021, Global Airfreight won the Overall Best Freight Forwarder Award by the Changi Airport Group. This is testimony of our effort to continuously upgrade processes of the airfreight operation department, which is of substantial size and paramount importance to management.

Students are invited to study the Airfreight operation processes and identify areas for improvement through digitalisation initiatives, and it may also include revamping its current organisational structure to make it more efficient in handling larger volume of businesses.

The company is willing to take these suggestions seriously for implementation, especially in the areas of investment in technology, which is already on going. Hence, student contestants coming in will be supported by the operations leaders and Innovation team. The latter is a team set up to look at continuous improvements via technology and information.

Issues Encountered

- 1) The Air Export Department comprise of customer service and operations.
- 2) Customer service takes order from customers and starts to key in orders into the Operating system called Blue Jay (previously Kewill)
- 3) Airline rates are added into the system via the pricing and Network Service departments.
- 4) All the instructions for shipments are communicated by Air Customer Service officers to the operations department, who will then cut the necessary documents.
- 5) The “communication tool” is a document called EVI. The process is still manual.
- 6) The “manual mode” may lead to gaps in deployment resources and it also poses challenges to the ground operations.
- 7) There are 24 x 7x 365 operations, which lead to more challenges.
- 8) Air Export cuts 5,000 to 6,000 airwaybills and documents per month.
- 9) The main competitive edge of Global Airfreight is its flexibility to “customise” operations according to the needs of customer. There are SOP and work order documents on per customer basis.
- 10) Speed and responsiveness at all times is also one of the main ingredients of success.

Requirements

We would like the participants to:

- 1) Review the current end-to-end process (from booking to uplift of shipment) adopted by the Airfreight department and identify areas especially processes, workflow and organisational structure that might slow down or impede operation.
- 2) Focus on one or two important areas and look deeper at issues that can be improved by reorganising workflow, current organisation structure and applying digitalisation (technology) and automation.
- 3) Offer solutions that might increase the handling capacity and efficiency of the Airfreight department and resulting in higher level of customer satisfaction.

Open House

The Open House will be on:

<u>Date</u>	<u>Day</u>	<u>Time</u>
3 rd May 2021	Monday	10.00 am to 12.00 pm 2.00 pm to 4.00 pm
4 th May 2021	Tuesday	2.00 pm to 4.00 pm
6 th May 2021	Thursday	10.00 am to 12.00 pm 2.00 pm to 4.00 pm
7 th May 2021	Friday	10.00 am to 12.00 pm 2.00 pm to 4.00 pm
8 th May 2021	Saturday	10.00 am to 12.00 pm

Address: #07 -15, Cargo Agents Building C, Singapore 819466

Contact person: Goh Wee Yaw, Chief Operating Officer
Helmi, Export Operations Manager

Email: weeyaw-mgt@globalair.com.sg

Mobile: 9100-4829

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