

**Business Case: Optimizing operations with digitalization and technology**

**General Information**

Since 2012, Masindo has started to move towards digitalizing the whole company operations to achieve higher efficiency and productivity. Masindo have been developing its IT infrastructure since 2012 and began working towards digitalize logistics services.

Since the beginning of Masindo digitalization process, customers and employees are also convinced and worked hand in hand with the company management to improve and upgrade the system and processes on a yearly basis.

We would like to take this chance to explore and further improve the workflow and processes within the operation team to provide a better service and communication to our customers.

**1. Products**

The operation team involve in this study will be the LCL(less than container load) department. The department is in charge of daily job scheduling for all the trucks involve in LCL shipment. Shipment includes Air Import and Export, Sea import and Export and also local delivery and distribution.

**2. Places**

The operation will involve routes and destination all around Singapore. As of current volume, variable jobs will average with 20 to 40 locations daily. Currently such route planning are still planned by controllers as system is not able to reach a logic for metrics calculation with route planning involve

**3. Organization structure**

The LCL department consist of a assistant Manager in charge, Mr. James Tan. Under him is 2 controllers involved in job planning and execution together with 4 Customer service executives for their administrative works and customer communication.

**Issues Encountered**

Masindo and its management teams believe that over the past 8years, the system upgrading, and improvement should be increasing the productivity and efficiency of the whole operations. However so, the statistics and employee work satisfaction are showing otherwise and we would like the team to review the whole process and system intervention to identify the possible cause and issues that is hindering the development of the team

1. Identify the broken link between the system, operation, drivers and customer.

2. Study the load and capacity of the current operations and explore the potential capacity of the operations if fully utilized
3. Study the job fluctuation trend on daily and monthly basis
4. Delivery route optimization – there is no logic or formula for job planning, instead its thru the planner’s route planning for job planning. As such, there is no form of route optimization and analytics involved. If a formula is derived, the optimization could involve the cost consideration of ERP, Distances cover, and the area or zones.
5. The team is using a iTMS(integrated Transport management System) and GPS tracking system and also tele-communication system for their daily operations. Study if there is any breakdown between the usage of all these systems resulting in communication and job failure.
6. With the system involved, customers should be receiving on hand and accurate information from the operations team, however feedbacks are saying the information comes late and inaccurate.

## Requirements

Masindo would like the teams to do an in-depth study and analyse of the whole operation team. To identify the following;

1. Possible route optimization logic
2. Current and potential truck utilization
3. A possible improved SOP
4. Critical intervention SOP
5. Customer service experience

Masindo management team is also open to teams to propose new SOP, systems or logic for the operation team.

## Open House

The Open House will be on:

- 4<sup>th</sup> May 2021 Tuesday – 10.30am to 12.00nn
- 4<sup>th</sup> May 2021 Tuesday – 2.30pm to 4.30pm
- 5<sup>th</sup> May 2021 Wednesday – 10.30am to 12.00nn
- 5<sup>th</sup> May 2021 Wednesday – 2.30pm to 4.30pm
- 6<sup>th</sup> May 2021 Thursday – 10.30am to 12.00nn
- 6<sup>th</sup> May 2021 Thursday – 2.30pm to 4.30pm
- 8<sup>th</sup> May 2021 Saturday – 10.00am to 12.00nn

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