

Business Case: Building a Scalable and Sustainable Warehouse

General Information

Established in 1993 as a freight forwarding company, Germaxco has transformed into a reputable multi-disciplinary logistics provider. We support businesses and trade through global air, sea freight, land transportation and supply chain management in diverse industries such as chemicals, retail, food & beverage, and project cargo. With headquarter in Singapore, country office in Thailand and well-connected agents across the globe, our mission is to provide customised logistics solutions in “High Touch, High Technology” approach efficiently, economically, and globally. Our commitment stands firm in meeting our customers’ logistics and supply chain needs, while their businesses can capitalise on new growth opportunities.

The Covid-19 pandemic has brought about a new wave of innovation in terms of tools and software as well as a positive impact in our warehousing business in Singapore. In 2021, we expanded to our second warehouse facility and conducting improvement works to cater for increased volume of cargo handled. With increased attention on Environmental, Social, Governance (ESG) policies locally and globally, we believe it is an urgent call for us to relook at optimising our daily workflows with ESG criteria in our decision-making process.

The aim of this business case is *to build a scalable and sustainable warehouse* – with improved efficiency and accuracy of workflows, greater care on employee’s safety and wellbeing, reduction of energy consumption and wastages – aligning to industry standards and latest innovation.

Problem Statement

About our warehouses, we serve as a third-party logistics warehouse performing a mix of B2B and B2C transactions for the customers. It means, our teams are required to perform within customers’ order fulfilment guidelines – to keep their supply chains moving smoothly. For B2C customers (in retail businesses), they have end consumers requesting for express order fulfilment on same-day or next-day delivery, which translates to lesser lead time for the warehouse in order picking and delivery of the cargo.

In addition, increasing B2B customers imports and exports shipments, and local distribution have also resulted in higher numbers of inbound and outbound orders, and stretching further our order processing timelines.

Despite expanding our warehouses facilities to improve cargo movement and storage space and adding more members to the Warehouse and Customer Service teams, we continue to experience recurring bottlenecks in the daily operations. We believe, this is likely due to the following situations in the warehouses:

- More overtime work, resulting in workers’ fatigue, mental and psychosocial stress that might compromise safety of the workers
- Dissatisfaction from customers due to rising incidents of inaccurate inventory records, and invoicing errors.
- Re-working of orders, stock-checking, and others that lead to lower profitability, greater carbon footprint, increased energy consumption and wastages of packing materials, paper documentation, labels, etc.

Aims

The aim of this business case is to achieve following outcomes:

- Improved overall profitability of warehouse business with improved workflows, optimised energy consumption and reduce wastages.
- Improve customer's experience with better order processing lead time from customer's request to final delivery of cargo and greater visibility for their supply chains.
- Focus on staff's wellbeing with better defined roles and responsibilities, working hours and managing worker's stress levels especially during heavier influx of orders and peak seasons.
- Build knowledge and capabilities for future expansion.

Requirements

Participants should analyse and propose the steps in alignment with the goal and objectives:

Goal

To build scalable and sustainable warehouse

Aims:

- Improve overall profitability of warehouse business
- Improve customer's experience
- Focus on staff wellbeing during upscale
- Build knowledge and capabilities for expansion

Steps:

- Analyse merits and limitations on current workflows and organisational structure
- Re-think and re-design processes
- Propose new tools and/or systems

Open House

Open House Dates:

4 May 2022 – 9 am to 10.30 am

4 May 2022 – 2.30 pm to 4 pm

6 May 2022 – 9 am to 10.30 am

7 May 2022 – 9 am to 10.30 am

7 May 2022 – 2.30 pm to 4 pm

8 May 2022 – 9 am to 10.30 am

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Participants attending the open house are required to send the following information via email:

Team ID:

Team Name:

Full Name of Group Members:

School:

Date/Time slot preferred: