



Case Study

Establishment of Control Tower for Shipments Track & Trace and Documentation Process

Singapore

PROJECT INFORMATION

Business Area: Fast Moving Consumer Goods

Project Period: 3 to 4 months

Date completed: October 2020

KEY CHALLENGES

- Lack of visibility of end to end process
- Limited awareness of issues
- Incomplete and inaccurate documents
- Late documentation

Resulting in:

- Poor customer service
- Operational crises
- Cash losses: Claims, Detention, Demurrage
- High dependency on FTE

PERFORMANCE DATA

- Increase in Availability of Shipment documentation requirements by 50%
- Ageing of pending requirements to be brought under 7 days
- Centralized governance- of Documentation process via dashboards
- Transparency to Customer and timely availability of documents

Overview: The global FMCG leader had enabled digitization of the Shipment documentation process. However, there was no end-to end visibility of the documentation needed for a shipment, availability of the required documentation or the pending documents needed to complete the shipment.

The goal was to ensure documentation requirements for the approx. 20,000 monthly shipments, each requiring multiple documents along with a unique set of details, is available in a timely manner or ahead of time to release shipments efficiently and on time.

The outcomes of the Project are listed here:

- **Establishment of Control Tower discipline: Data driven tracking of process across all stages and statuses to enable quick actions, identification of key bottle necks and timely resolution of disputes.**
- **Clearly defined roles and responsibilities towards a Process based organization – alleviation of people dependencies.**
- **End to end Visibility - Overall clarity of the documentation process, from Order Processing to the Shipment, was enabled via clear documentation and visual representations that included the people, processes, systems, and technologies involved.**
- **Simplification of process - Rule based validations and auto population of fields through inbuilt business and process rules**

The initial stages of the project mainly comprised of exploration, investigation, and analysis. The later stages of the project involved the design and sign-off of the Control Tower and Perfect Process (the two main project deliverables). The Control tower is the centralized hub, that uses real-time data from the existing master data management and transactional systems. A set of carefully designed reports were built to specifically monitor the individual processing parameters and overall KPI leading to an efficient Shipments Track and Trace and Documentation Process.