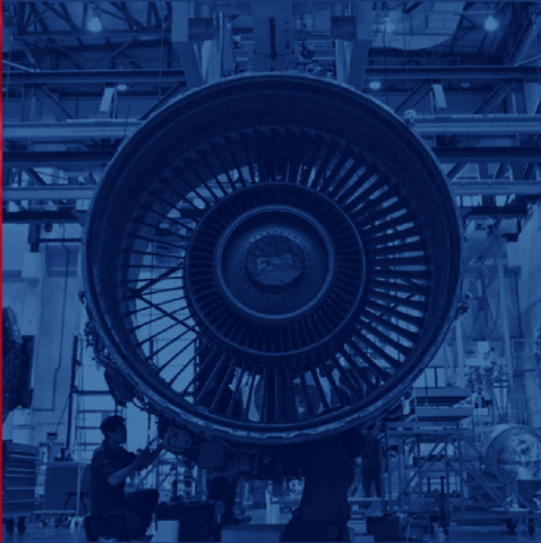


PUBLIC REPORT  
**2024**



THE UK - SOUTHEAST ASIA

# TRADE DIGITALISATION PILOTS





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# Transforming trade or **stagnating in tradition?**



Issues around supply chains and logistics are well-documented and increasingly dominate global trade discussions. The UK – Southeast Asia Trade Digitalisation Pilots (TDP) are about putting concept into concrete action. This is not just another report to gather dust.

Every year, more than 28.5 billion paper trade documents are used globally <sup>[1]</sup>. Supply chain processes that use these documents are inefficient, bureaucratic and insecure.

Trade digitalisation – turning paper processes into digital processes – provides the opportunity to dramatically improve trade efficiency, support trade financing, supply chain resilience, productivity and, ultimately, profits. However, despite the clear evidence, adoption of trade digitalisation lags. The challenges are not necessarily technical but managerial: insufficient leadership, poor cross-functional collaboration, and a lack of engagement at all levels.

The TDP sought to cut through this, providing hands on technical support to companies to adopt trade digitalisation for the first time and deliver real-world shipments between the UK, Thailand and Singapore.

The pilots - with successful businesses SAESL, Big C, and Johnson Partners - demonstrate real, quantifiable benefits. They each resulted in reductions in paperwork, email traffic, and supply chain delays, and significantly increased productivity and efficiency.



The project aligned with global frameworks such as the United Nations Commission on International Trade Law (UNCITRAL) Model Law on Electronic Transferable Records (MLETR) and involved technical support from a world-leading platform.

The TDP demonstrates that trade digitalisation is not a confusing or mystical technological advancement. It is a tangible and achievable goal that can be realised today by businesses small and large to make global trade faster, more cost-effective, and more robust.

We hope this report challenges you to consider what digitalisation could achieve for your business and ultimately position your organisation at the forefront of the digital trade revolution.

### **Be bold. Be curious. Get involved.**

“It is not the strongest of the species that survives, not the most intelligent that survives. It is the one that is the most adaptable to change.”  
– Charles Darwin



# Trade digitalisation - it's about data, not documents

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## Transforming the way businesses trade

Trade digitalisation involves moving from paper documents and manual administration procedures to digital processes which exchange electronic data. It involves digitalising processes associated with the three flows of all trade; physical (movement of goods), data, and financial.

Trade digitalisation facilitates the flow of data between all parties involved in a transaction. This can be between departments, organisations, nations and stakeholders. Trade digitalisation is also about standardising the type and format of data, and ensuring that platforms handling the data are interoperable.

Trade digitalisation must serve Micro, Small and Medium Enterprises (MSMEs), and Multi-National Corporations (MNCs). Trade digitalisation must be for all, not for some.

More than 28.5 billion paper trade documents are printed and moved around the world annually<sup>[2]</sup>. Documentation for a single shipment can require up to 50 sheets of paper that can be exchanged with up to 30 different stakeholders.

There is clear evidence that trade digitalisation can accelerate trade process time, optimise business performance, and make trading more secure<sup>[3]</sup>. However, adoption remains low.

Trade digitalisation is a change management process. Research shows that 70% of complex, large-scale change programmes do not reach their stated goals. Challenges to change management programmes include inadequate management support, limited cross-functional collaboration, and a lack of employee engagement<sup>[4]</sup>.

This is why the TDP was conceived - to demonstrate what is possible today and identify the barriers so that even greater value is delivered tomorrow.

[2] "Paperless Trade for UK Businesses to Boost Growth."

[3] "World's First Fully Digitalised Goods Shipment Sent from Burnley in billion-pound Brexit Boost for British Businesses." Department for Business and Trade, Department for Science, Innovation and Technology. UK. September 2023.

[4] Bucy, M., Finlayson A., Kelly, G., Moye, C., "The 'How' of Transformation." McKinsey. May 2023.

# More action, less talk



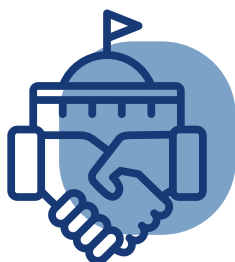
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The TDP was established to demonstrate that trade digitalisation is both commercially beneficial and achievable for businesses. It sought to do this by executing and delivering end-to-end digitalised cross-border pilot shipments. The aspiration, ultimately, is that these pilots will help motivate businesses of all sizes and in all jurisdictions to try, implement and adopt trade digitalisation.

Simon Middlebrough, CEO, Singapore Aero Engine Services Private Limited (SAESL): “My advice for business leaders who might be interested in trade digitalisation and in the TDP: create a simple and compelling reason for your company to participate. And even if you think you don’t have one, do it anyway and see what you find.”

These pilots involved the actual physical movement of goods internationally in pre-existing supply chains between the UK, Singapore, and Thailand. They build upon recent and ongoing cooperation between these countries.





## Building on policy

The TDP champions the adoption of the Model Law on Electronic Transferable Records (MLETR)<sup>[5]</sup> and builds upon the UK – Singapore Digital Economy Framework (DEA)<sup>[6]</sup>, a series of digital trade workshops conducted under the UK – Thailand Joint Economic and Trade Committee (JETCO)<sup>[7]</sup>, and the UK's ratification of the Electronic Trade Documents Act in September 2023<sup>[8]</sup>.



## Aims

The TDP is a public-private funded project that facilitated digitalised shipments between the UK, Singapore, and Thailand. The UK government appointed the British Chamber of Commerce Singapore (BritCham Singapore), with support and co-funding from industry partner LogChain, to deliver the project.

The TDP sought to identify the benefits of digitalising supply chains, the processes required to implement digitalisation within a business, and how challenges to the adoption of digitalisation can be overcome.

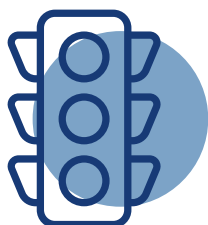
More specifically, the project aimed to:

- Highlight what is possible today for businesses of different sectors and sizes.
- Discover what will be achievable tomorrow with further work.
- Identify the barriers to trade digitalisation, whether they be in the public or private sector.
- Understand the potential impact and challenges to the adoption and implementation of digitalisation in a business.

It was delivered through:

- Engagement with businesses that ship goods between the UK, Singapore, and Thailand.
- Communicating what trade digitalisation is and what the potential benefits for it are.
- Collaboration with a select number of businesses to digitalise elements of their supply chains.

## The traffic light metric



A key metric of the project, and of trade digitalisation, is the extent to which the supply chain was able to be digitalised using a simple traffic light system.

- 'Green' refers to documents and processes within the supply chain that were able to be digitalised within the pilot.
- 'Orange' refers to documents and processes within the supply chain that will be able to be digitalised within 12 months of the pilot.
- 'Red' refers to documents and processes within the supply chain that were identified as barriers to digitalisation (and whether they were public or private sector barriers).

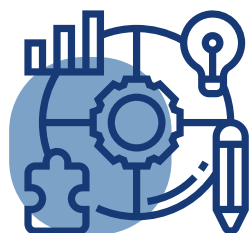
The purpose of this is to show businesses what was changed by digitalising their supply chains, what can be changed through digitalisation, and what barriers present themselves to businesses, whether within the business itself, the public sector, or across international borders.

[5] "UNCITRAL Model Law on Electronic Transferable Records." United Nations Commission on International Trade Law. July 2017.

[6] "UK-Singapore Digital Economy Agreement." Department for Business and Trade and Department for International Trade, UK. June 2022.

[7] "Joint Statement on UK-Thailand Joint Economic and Trade Committee." Department for International Trade, UK. June 2022.

[8] "UK economy to receive £1 billion boost through innovative trade digitalisation act." Department for Science, Innovation and Technology, UK. July 2023.



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Led out of Singapore, the project team consisted of BritCham Singapore (the delivery partner) and LogChain (co-sponsor and industry partner). Key stakeholders across the UK government included the British Embassy Bangkok (BE Bangkok), the British High Commission Singapore (BHC Singapore), and the UK Department for Business and Trade (DBT).

Government entities beyond the UK, including Singapore's Ministry of Trade and Industry, Singapore's Infocomm Development Media Authority, Enterprise Singapore, Thai Customs, the Thai Ministry of Commerce, business associations, and the Thai Bankers' Association also featured in stakeholder discussions. This helped further inform the focus and approach of the TDP and develop a wider ecosystem through which ideas and insights could be shared.

The TDP centred on stakeholder engagement to understand the opportunities and challenges with introducing paperless trade, and private sector interest in participating in the pilot. The project consisted of three stakeholder roundtable sessions, two panel discussions, and dozens of one-to-one industry meetings across the UK, Singapore, and Thailand. The project team also exhibited at the Asia Pacific Financial Forum and the Association of Southeast Asian Nations Business Advisory Council Conference in Bangkok.

# Approach: Methods and procedures

# Selection of companies:

## The 5 S's

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Given the complexity and numerous documents and parties involved within most supply chains, it was important to establish a selection criteria when identifying prospective companies to participate in the project.

The selection criteria comprised of the following:



### **Specifics**

What are the complexities of the supply chain and how could digitalisation improve trade process?

### **Senior management engagement & commitment**

Are key decision makers involved and committed?

### **Strategic alignment & commitment**

Does this fit with the company's wider strategic priorities, and if not, is it going to get focus?

### **Scalability**

Can the output from the pilot be scaled further to demonstrate a Return on Investment (ROI) for the organisation?

### **Sincerity**

Is the opportunity to participate in the pilot going to influence change within your business in the future?



# Engaging stakeholders

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Trade digitalisation is a nascent concept for many businesses. Many organisations and individuals remain comfortable with existing processes despite them being lengthy and cumbersome. Therefore, stakeholder engagement involved outreach to a range of industry and wider stakeholders to inform and help raise awareness of trade digitalisation and the benefits it can enable.

Direct industry engagement involved more than 20 companies that each have a market reach of over 700 million people across Southeast Asia and the UK. Companies engaged ranged from MSMEs and MNCs and covered a diverse set of industry sectors including aerospace, transport, chemical, and retail. This industry engagement consisted of one-to-one discussions with decision makers in each respective business, all of whom had an interest in better understanding how technology could improve their supply chain process.

14 businesses expressed an interest in participating in the TDP. Using the selection criteria, the project team narrowed the list down to five companies. For example, two companies were ruled out because they were unable to demonstrate senior management engagement and commitment, strategic alignment, scalability, and sincerity; another business's capability was deemed too nascent to be able to fulfil requirements of a digitalised shipment as their solution was only at the ideation stage and this pilot sought to execute real shipments rather than theoretical desktop exercises.

Five businesses were selected to participate in the TDP up to and including the scoping of their respective supply chains relevant to the project. Three of these businesses executed four digitalised end-to-end pilot shipments between them. Two of these businesses successfully delivered three digitalised end-to-end pilot shipments between them.

Those two businesses were SAESL and Big C. Their respective pilot shipments involved intermodal transport spanning air or sea, and road. These were international cross-border shipments between the UK, Singapore, and Thailand.

- Pilot 1 delivered an aerospace engine part for maintenance from Singapore to the UK via airfreight.
- Pilot 2 delivered a repaired engine part from the UK to Singapore via airfreight.
- Pilot 3 delivered food and beverages from the UK to Thailand via a containerised cargo shipment.



# Case Study 1: **SAESL**



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Based in Singapore, SAESL is a joint venture company between Rolls-Royce Plc and SIA Engineering Company, specialising in engine overhaul and component repair services. SAESL is one of the world's largest Rolls-Royce Trent engine Maintenance, Repair and Overhaul (MRO) organisations, with a revenue of GBP 2.2 billion in 2023<sup>[9]</sup>.

It has the capability to repair and overhaul over 300 Trent engines per year and is a critical supply chain stakeholder in the aero-engineering sector<sup>[10]</sup>.

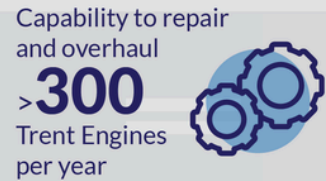
[9] "Annual Report FY 2022/23." Singapore Airlines. June 2023.

[10] "Company Profile." Singapore Aero Engine Services Private Limited (SAESL). August 2019.

# REVOLUTIONISING TRADE WITH DIGITAL SOLUTIONS: AN AERO ENGINE SUCCESS STORY



Joint venture company  
between Rolls-Royce  
and SIA Engineering  
Company



## AIMS



## KEY RESULTS



CASE  
STUDY **1**





## Project engagement

Given SAESL’s need to turn engines around quickly, its business operation relies on efficient logistics. Its interest to participate was driven by a desire to improve its logistic processes and a suspicion that digitalisation could create value opportunities for the wider business beyond supply chain. Although the company has employed various digital tools in its value stream previously, the systems had not joined up across the organisation’s numerous workflows.

Senior leadership buy-in was key to SAESL’s participation, as was communicating with management and, in turn, blue-collar workers, on whom this project would most directly impact. There are further details on this engagement in appendix I. SAESL participated in the TDP to deliver two pilots: one from Singapore to the UK, and the other from the UK to Singapore. This case study highlights the Singapore to the UK pilot.



## Business benefits

SAESL’s Singapore to UK pilot shipment showed that through an interoperable digital logistics platform, other systems and organisations within the supply chain were able to communicate effectively with each other, logistics efficiency improved, and overall business operations were optimised. Key outcomes of the trade digitalisation pilot included:

- 40% reduction in cargo shipment time: Shipment processing time decreased from five days to three.
- 89% reduction in paper trade documents: Thirty-two out of thirty-six documents were successfully digitalised.
- 90% reduction in email traffic: The number of email chains needed for coordination of the shipment dropped from forty-one to four.
- 67% improvement in staff productivity: As reported by SAESL.

For more details on these statistics please contact the Trade Services Team at BritCham Singapore. Further information about SAESL’s process and documentation for the Singapore to UK digitalised pilot shipment can be found in appendix II.

**“The TDP provided the opportunity to us to critically review our internal processes and to look to improve them through digitalisation. It was slightly uncomfortable – but important – to uncover some examples of supply chain processes where instead of seamless integration we found dis-jointedness and duplication. Through the TDP, our business can now look to both remedy these internal gaps and implement the digitalisation solutions to enable us to grow in a more scalable way and secure tangible bottom-line benefits in our logistics and supply chain activities.”**

Simon Middlebrough, CEO, SAESL





# Case Study 2: Big C

Big C is one of the leading retailers in Southeast Asia and the third largest modern trade retailer in Thailand. With its headquarters in Bangkok, Big C is a subsidiary of Berli Jucker Public Company Limited (BJC), which was ranked 36th on the Stock Exchange of Thailand by market capitalisation.

BJC's business operates over 9,000 stores across Thailand, Cambodia, Laos and Hong Kong, with Big C's modern trade retail segment having nearly 2,000 stores across the same region plus Vietnam as of March 2024.

Big C had 19.6 million 'Big Point loyalty card' holders at the end of March 2024. In December 2023, Big C's total revenue was GBP 2.4 billion; and BJC's total revenue was GBP 3.6 billion.



## REVOLUTIONISING TRADE WITH DIGITAL SOLUTIONS: A RETAIL CORP SUCCESS STORY

Operates around **2,000** stores across the region

One of the leading retailers in Southeast Asia

Imports **12,000** products globally



**Modality**  
Container



**Goods**  
Food & Beverage



**Route**  
UK ↔ Thailand

### AIMS



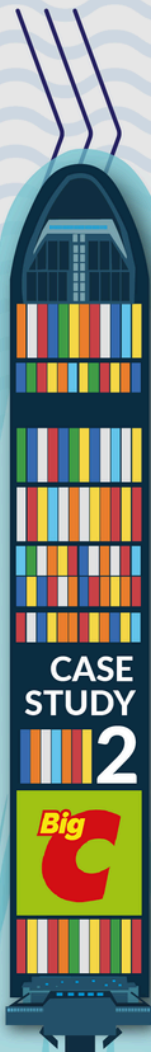
Import more UK products on shelves



Improve regulatory approval process



Improve coordination in trade ecosystem



### KEY RESULTS

Reduced the use of paper trade documents by **86%**



Reduced email traffic by **91%**





## Project engagement

Big C's interest in participating in the TDP was borne from wider issues relating to market access, regulatory challenges, and a desire to improve coordination in their trade ecosystem, especially from the UK. Of Big C's 138,000 Stock-Keeping Units (SKUs) imported to Thailand each year, less than 300 are from the UK<sup>[11]</sup>.

Compared to other European countries, Big C has particular difficulty in establishing distributors and consolidators in the UK. The company currently uses two UK distributors. These distributors face ongoing delays and problems in acquiring the necessary documentation to ensure efficient supply chains. A sincere, strategic, and senior stakeholder relationship between Big C and the project team enabled detailed discussions around the company's supply chain from the UK and its trade process flows to Thailand.

Clear direction from Big C leadership created the opportunity for one of its UK food exporters - a family-run business - to engage and commit to the pilot. This required the company's own senior management to then communicate and support its blue-collar operations team in the process. Clear communication from the project industry partner LogChain created trust and understanding about the objectives and benefits of the pilot. Going from 'boardroom to the warehouse' was essential, as was senior leadership engagement and commitment both from Big C and the food exporter business.

Further to close diagnosis of Big C's supply chain, the project team agreed not to attempt to digitalise two components of the business's import process in this first pilot. These components were:

- customs clearance in Thailand, as this would require additional projects supporting digitalisation adoption within customs operations.
- Thailand's Food and Drug Administration (FDA) approval, as this would require additional market access work with the Thai government.

## Business benefits



Big C's pilot delivered food and beverage products from the UK to Thailand via containerised cargo shipment. The pilot showed that through an interoperable digital logistics platform, other systems and organisations within the supply chain were able to communicate effectively with each other, logistics efficiency improved, and overall business operations were optimised. Key outcomes of the trade digitalisation pilot included:

- 86% reduction in paper trade documents: Thirty out of thirty-five documents were successfully digitalised.
- 91% reduction in email traffic: The number of email chains needed for coordination of the shipment dropped from twenty-three to two.

Delays in vessel sailing time were incurred due to bad weather and diversions, this prevented accurate assessment of the supply chain cycle time of the shipment. For more details on these statistics please contact the Trade Services Team at BritCham Singapore. Further information about Big C's process and documentation for its pilot shipment can be found in appendix III.



# Case Study 3: Johnson Partners



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Johnson Partners is a renowned, independent freight forwarder based in Middlesbrough, UK, providing comprehensive shipping and logistics services to a global clientele. With extensive international experience, Johnson Partners excels in managing high-profile construction and infrastructure projects, even in the most demanding environments.

The company's expertise includes collaborating with dismantling companies to transport large, heavy equipment on flat racks and open-top containers, shipping valuable and delicate artwork to the USA, and coordinating the collection of various equipment across Europe for manufacturing in the UK and subsequent shipment to Asia.

Specialising in handling abnormal loads, such as overweight, over-width, and over-height cargo, Johnson Partners assists clients in efficiently moving heavy equipment and out-of-gauge freight.

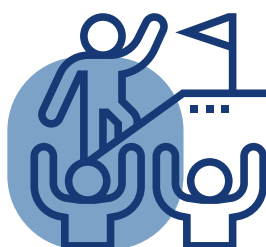


## Project engagement

Johnson Partners was interested in learning how digitalisation could improve their processes and enhance their competitiveness. They identified specific issues in their current processes, which rely heavily on frequent email communication to obtain information from clients and delivery locations for shipments. These issues hindered their staff's productivity and reduced their ability to focus on growing the customer base and improving service levels for existing clients.

As a freight forwarder, Johnson Partners receives requests from customers and then arranges the movement of goods from origin to final destination, ensuring a cost-effective solution for the client within the required delivery timeframe. The pilot process reviewed a typical movement of goods from Singapore to a receiver in the UK, identifying the number of actors in the supply chain and the information and documentation required at each stage of the journey by each participant.

Upon completing the mapping of their current process, a digital solution was created that significantly reduced email correspondence and eliminated as many hard copy documents from the process as possible.



## Business benefits

Before the digitalised process could be trialled as part of the TDP, Johnson Partners was acquired by the Casper Group. As a result of this acquisition, management was unable to participate further within the allotted timeline, and therefore the digitalised process was not fully executed.

Due to disruption caused by the acquisition, the potential business benefits were not confirmed, but the mapping process identified the following potential benefits of trade digitalisation:

- 11% reduction in cargo shipment time: Shipment processing time could be decreased from nine days to eight.
- 90% reduction in paper trade documents: Seventeen out of nineteen documents could potentially be digitalised.
- 80% reduction in email traffic: The number of email chains needed to coordinate the shipment could be reduced from fifteen to three.
- Approximately 30% improvement in staff productivity: As estimated by Johnson Partners.

For more details on these statistics please contact the Trade Services Team at BritCham Singapore. Further information about Johnson Partner's process and documentation for its pilot shipment can be found in appendix IV.

# Digital transformation shaping the future of market access

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Across all business sectors, technology is changing the way organisations interact with internal and external stakeholders, providing faster access to information and more efficient collaboration. The challenges of market access for exporters are multifactorial:

- Teams are often small but global, working across multiple products and multiple markets, often simultaneously.
- The function's sphere of influence is broad, touching every part of the product life cycle – from sourcing and market appetite to regulatory approvals, logistics, launch, and continued use.
- Regulatory and pricing environments are constantly evolving due to national demands, international trade agreements, and geopolitics.

With market access strategy now pivotal to commercial success, teams – at both global and affiliate levels – must be able to navigate a complex landscape where the needs of decision-makers are often shifting. They need tools that help them systematically address risks and opportunities at each stage of the product journey, and insight to drive informed decisions that can future proof their strategy. These challenges can only substantially be addressed through continuous collaboration, and on-demand access to relevant real-time information.

Digitalisation provides a strong foundation to serve these needs – but only if solutions are built and delivered around resonant business problems and designed in collaboration with defined end-users. For a digitalised market access tool to be effective it must:

- Maximise local, regional and international knowledge.
- Raise visibility both supply chains and logistics
- Streamline market access processes.
- Reduce risk with increased robustness and system security
- Drive consistency.
- Be time effective.
- Be cost effective.





# Future:

# Next steps and recommendations

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The TDP has shown there is interest in – and growing awareness of – trade digitalisation as a concept across both the public and private sectors. Yet, there remains limited knowledge of what trade digitalisation is (i.e. data not documents) and what its potential positive impact could be for a business (whether based in the UK, Southeast Asia or beyond).

**“Thanks to the UK – Southeast Asia Trade Digitalisation Pilots, we’ve proved we can easily and efficiently import products from the UK.”** Gary Hardy, Deputy CEO, Big C

## More to be done

Knowledge, understanding, communication, and acceptance for businesses remain key challenges for adoption of trade digitalisation.

Further pilot projects – across various geographies, company sizes, sectors, and shipment modalities - will build on the TDP and contribute to a growing understanding, normalisation, and adoption of electronic trade documents and digitalised processes locally, regionally, and internationally.

Working groups and focus stakeholder discussions will also be a useful next step towards trade digitalisation, the future of trade. A more detailed private report has been developed in conjunction with this public report for the UK government to address specific challenges and consider recommendations.

Many companies are undergoing some form of digital transformation (e.g. in managing data or using artificial intelligence). They are doing this to become more efficient and to enhance their competitiveness. Trade digitalisation is another form of this transformation and relevant to any organisation that is involved in the process of moving goods from A to B. Positive implications of trade digitalisation for these businesses could include making their supply chains efficient, gaining a competitive advantage, or enabling greater security and visibility of the movement of goods <sup>[12]</sup>.

It could provide the opportunity for reduced costs, for staff to focus more time on value-added tasks and processes, and for the company to scale. Benefits could also extend to the wider trade ecosystem such as distributors and logistics service providers, and excitingly provides the opportunity to connect to the work currently being done in trade finance and fintech.



The benefits of trade digitalisation are known and are demonstrable as shown through the evidence in the TDP, and other similar projects<sup>[13]</sup>. The exercise of the project has demonstrated that without clear leadership, initiatives for trade digitalisation are likely to fail.

Trade digitalisation is a change management process; it requires leadership, commitment, and the ability to address the strategic goals of an organisation. Companies need to understand how digitalisation will play a role and positively impact them. The return on investment needs to be clear.

You may not be looking at trade digitalisation but there is a good chance that your customers and your competitors are.

### **Be bold. Be curious. Get involved.**

Why not use the Five S's to identify opportunities for your business to be transformed?

- Specifics
- Senior management engagement and commitment
- Strategic alignment and commitment
- Scalability
- Sincerity


Are you and your business missing out?



Are you  
missing out?

Find out more about the UK – Southeast Asia Trade Digitalisation Pilots:

 [www.britcham.org.sg](http://www.britcham.org.sg)

 +65 6222 3552

 [trade@britcham.org.sg](mailto:trade@britcham.org.sg)

 137 Telok Ayer Street, #06-03, Singapore 068602

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# Appendices

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Appendix I - Case Study 1: SAESL **30**

Appendix II - Case Study 1.1: SAESL **33**

Appendix III - Case Study 2: Big C **35**

Appendix IV - Case Study 3: Johnson Partners **38**

# From discovery to **execution in only five days**

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## Preparation

Detailed discussions between the project team (both BritCham and LogChain) and SAESL leadership set out specifics regarding the Trade Digitalisation Pilot (TDP) including overall aims and output, benefits of trade digitalisation, and expectations of SAESL (in terms of staff resource and time, signing an NDA and disclosure of SAESL's supply chain and export operations).

Communication cascaded to all pertinent levels of SAESL's business (leadership, management, and blue-collar operations) - it went 'from the boardroom to the warehouse'. As with other case studies, it was also important to communicate the fact that this shipment was a pilot for the TDP - it was not an entire solution.

There was a sense of apprehension about what the pilot meant for SAESL's blue-collar operational team, and indeed what it might reveal around existing processes, but there was also interest, curiosity, and commitment. Earlier communication, especially between SAESL's leadership and the operation team directly, enabled trust and full disclosure. It was then a case of working together to identify a specific supply chain corridor for the pilot (in this case two: Singapore to the UK and the UK to Singapore).



### Discovery

The next stage was that of discovery: to identify SAESL's processes for its supply chain and the logistics activities involved in the shipments. The project partner used SIPOC<sup>[14]</sup>. Through close diagnosis of the company's export process flows, trade corridors were identified for the two pilots, as were the stakeholders in the supply chain. SAESL always uses airfreight for its shipments, given nature of the business (the repair and maintenance of aero engines), so modality of the pilots was quickly identified.



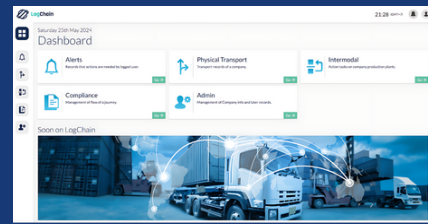
### Onboarding

Onboarding SAESL onto the project partner's platform, LogChain, then took place. Familiarisation and training time for the blue-collar operations team took 30 minutes. The platform was accessible on both mobile application and desktop computer. The team could then access live updates of the shipment. It is important to highlight that these were pilot shipments and not a full roll out.

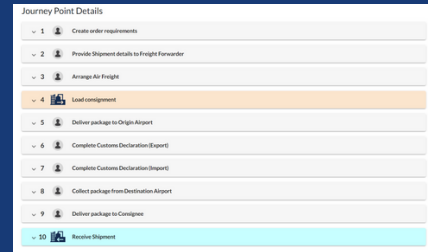
# Process flow: Execution

Shipment of Civil Aircraft engine parts from SAESL, Singapore to Goodrich Control Systems in the UK.

## SAESL's dashboard view



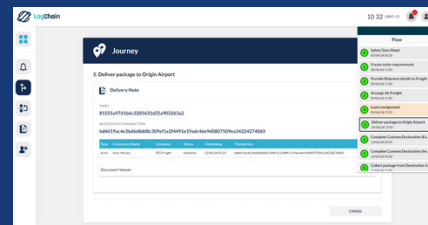
## Steps of the journey defined



## Personas identified



## View of journey in progress



## Report of the completed journey

Company	Customer	Name	Type	Start	Approved Date	Actual Date	Status
SAESL	SAESL	Create order requirements	Document	18/04/24 11:00	18/04/24 11:00	18/04/24 11:00	Completed
SAESL	SAESL	Create order requirements	Document	18/04/24 11:00	18/04/24 11:01	18/04/24 11:01	Completed
SAESL	SAESL	Provide Shipment details to Freight Forwarder	Document	18/04/24 11:00	18/04/24 11:01	18/04/24 11:01	Completed
SAESL	SAESL	Arrange Air Freight	Document	18/04/24 11:00	18/04/24 11:01	18/04/24 11:01	Completed
SAESL	SAESL	Load cargo	Event	18/04/24 11:00	18/04/24 11:00	18/04/24 11:00	Completed
SAESL	SAESL	Deliver package to Origin Airport	Event	18/04/24 11:00	18/04/24 11:00	18/04/24 11:00	Completed
SAESL	SAESL	Complete Customs Declaration (Export)	Document	18/04/24 11:00	18/04/24 11:01	18/04/24 11:01	Completed
SAESL	SAESL	Collect package from Destination Airport	Event	18/04/24 11:00	18/04/24 11:00	18/04/24 11:00	Completed
SAESL	SAESL	Deliver package to Consignee	Event	18/04/24 11:00	18/04/24 11:00	18/04/24 11:00	Completed
SAESL	SAESL	Receive Shipment	Event	18/04/24 11:00	18/04/24 11:00	18/04/24 11:00	Completed

## Review

SAESL's case study: Singapore to UK digitalised pilot shipment (as outlined in the main body of the report).



# Traffic light outcome: SAESL UK-Singapore digitalised pilot

The table below outlines select elements of the digitalised process and is shown for illustrative purposes only. The complete logistics process remains the confidential property of SAESL.

	Process	Documents
Green - Refers to documents and processes within the supply chain that were able to be digitalised in the pilot	Create order requirements	Consignment Note
		Commercial Invoice
		Packing List
	Provide shipment details to Freight Forwarder	Consignment Note
	Arrange air freight	Air Freight Booking Confirmation
		House Air Waybill
		Master Air Waybill
	Load consignment	Collection Note
		Gate In
		Load Product
		Gate Out

	Process	Documents
Green - Refers to documents and processes within the supply chain that were able to be digitalised in the pilot	Deliver package to Origin Airport	Delivery Note
	Complete Customs Declaration (Export)	Customs Clearance Declaration
		Proof of Export C88
	Complete Customs Declaration (Import)	Customs Declaration
	Collect package from Destination Airport	Customs Clearance
		Collection Note
	Deliver package to Consignee	Delivery Note
Receive shipment	Gate In	
	Unload Product	
Orange - Refers to documents and processes within the supply chain that will be able to be digitalised within 12 months of the pilot	Engagement with service providers via digitalisation platform	All documentation
Red - Refers to documents and processes within the supply chain that were identified as barriers to digitalisation (and whether they were public or private sector barriers)	As SAESL is a shipper, they are able to force the adoption of digitalisation throughout their supply chain, eliminating any potential barriers.	

# Traffic light outcome: Big C UK-Thailand digitalised pilot

The table below outlines select elements of the digitalised process and is shown for illustrative purposes only. The complete logistics process remains the confidential property of Big C.

	Process	Documents	
Green - Refers to documents and processes within the supply chain that were able to be digitalised in the pilot	Issue Purchase Order	Purchase order	
	Enter order details into ERP system	ERP entries	
	Issue Proforma Invoice	Proforma Invoice	
	Approve Invoice	Invoice Acceptance	
	Book sea freight	Sea freight booking	
	Load container		Load Product
			Commercial Invoice
			Packing List
			Container Photographs
	Submit VGM & shipping documents		VGM Declaration
			Shipping Instructions

	Process	Documents
Green - Refers to documents and processes within the supply chain that were able to be digitalised in the pilot	Customs Clearance	Customs Declaration (Export)
		Customs Clearance Documentation
	Submit draft Bill of Lading for approval	House Sea Waybill (Draft)
	Approve draft Bill of Lading	House Sea Waybill
	Submit House BL to Shipping Line	House Sea Waybill
	Confirm vessel departure	Shipped on Board Confirmation
		Master Sea Waybill
	Issue approved shipping documents	Commercial Invoice
		Packing List
		Master Sea Waybill
		Global Standard Food Safety Certificate
	Confirm container arrival date	Vessel Arrival Notice
	Conduct Customs Import Declaration	Customs Clearance Declaration
	Arrange transfer of container from Lat Krabang ICD to Mesinee Warehouse	Collection Note
		Delivery Note
	Conduct quality checks and apply labels	Quality Inspection Report
	Arrange transfer of container from Mesinee Warehouse to Big C DC	Collection Note
		Delivery Note
	Confirm receipt of consignment	Gate In
		Unload Product
Gate Out		
Claim Report		

	Process	Documents
Orange - Refers to documents and processes within the supply chain that will be able to be digitalise within 12 months of the pilot	Enter order details into ERP system	ERP entries
	Advise order details to Purchasing Department	ERP entries
	Instruct Buying Team to order goods	ERP entries
	Sea freight booking confirmation	Shipping Line Booking Confirmation
	Submit House BL to Shipping Line	ERP entries
	Confirm booking with client	Client Booking Confirmation
Engagement with service providers via digitalisation platform	All documentation	
Red - Refers to documents and processes within the supply chain that were identified as barriers to digitalisation (and whether they were public or private sector barriers)	As Big C is a shipper, they are able to force the adoption of digitalisation throughout their supply chain, eliminating any potential barriers	
	Import Customs Clearance <sup>[15]</sup>	Enter/Amendment form DG net (for DG cargo) Arrival notice Container list SWB SOC letter Empty return depot Clearance form TIFFA Documents
	FDA Approval <sup>[16]</sup>	Label design and details Product analysis Factory Certification GMP CODEX Protocol ISO 22000

[15] Customs clearance in Thailand was out of scope for this pilot program as it requires a separate digitalisation project to address

[16] FDA Approval in Thailand was out of scope for this pilot program as it requires a separate market access project

# Traffic light summary:

## Johnson Partners

### Singapore-UK digitalised shipment

The table below outlines select elements of the digitalised process and is shown for illustrative purposes only. The complete logistics process remains the confidential property of Johnson Partners.

	Process	Documents
Green - Refers to documents and processes within the supply chain that were able to be digitalised in the pilot	Provide shipping documents	Invoice
		Packing List
		House Bill of Lading
	Receive notice of arrival and charges	Notice of Arrival
		Invoice
	Pay Agent and request handover	Payment Confirmation
	Provide delivery address	Address of Delivery Location
	Request delivery cost	Transport Quote
	Submit Customs entry	Customs Clearance Documents
	Book delivery	Delivery Confirmation
	Request container release	Release Instruction
Delivery confirmation	Delivery Note	

	Process	Documents
Orange - Refers to documents and processes within the supply chain that will be able to be digitalised within 12 months of the pilot	Shipper engagement via digitalisation platform	Gate In
		Load Product
		Gate Out
	Receiver engagement via digitalisation platform	Gate In
		Unload Product
		Gate Out
		All documentation
Red - Refers to documents and processes within the supply chain that were identified as barriers to digitalisation (and whether they were public or private sector barriers)	Engagement with service providers via digitalisation platform	
	As Johnson Partners are a freight forwarder (service provider), they are unable to force adoption of digitalisation upstream, or downstream of their role within the supply chain	