



# European Green Fast Lanes

Roll-out Plan

March 2017



European Green Fast Lanes

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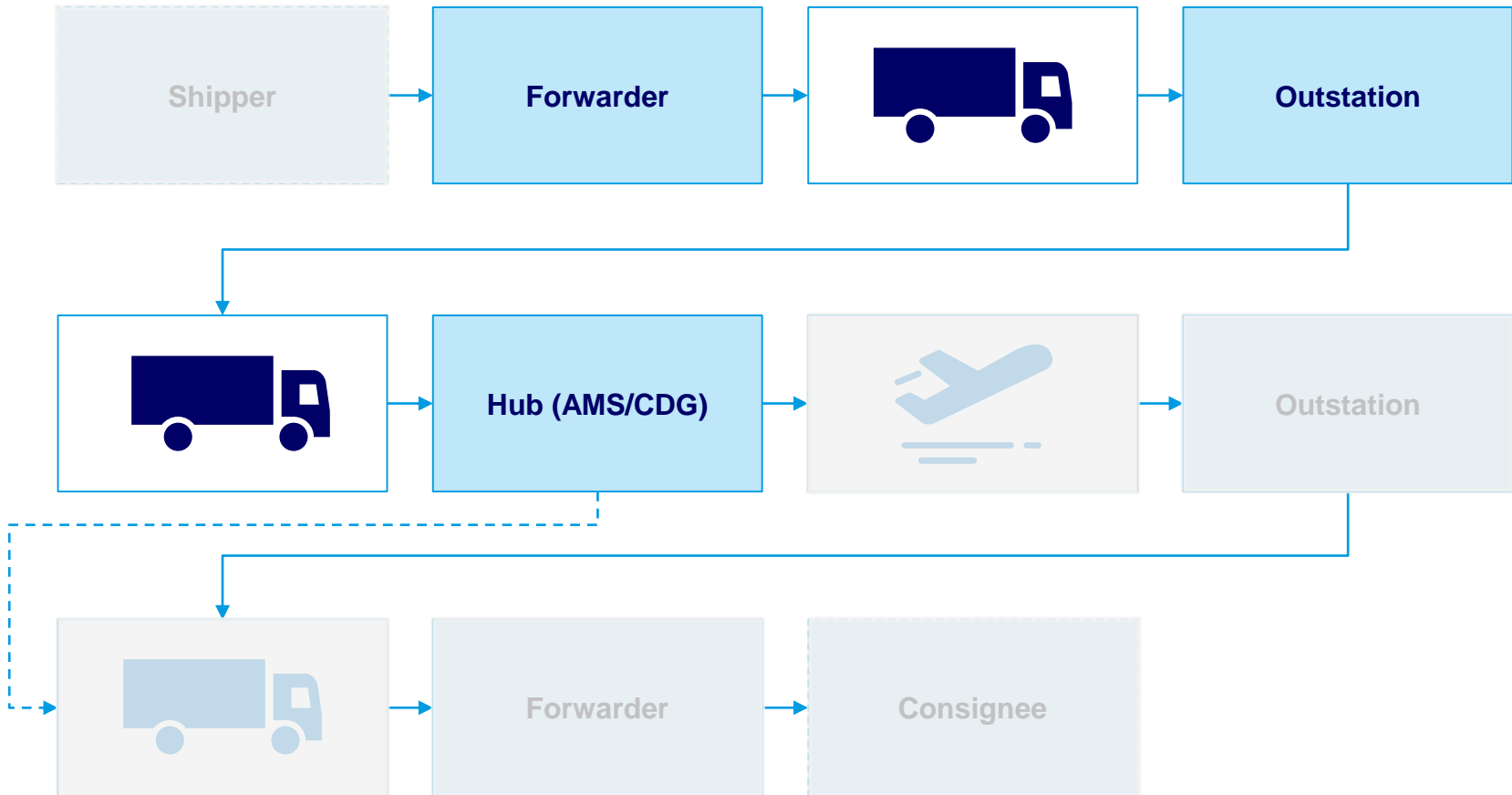
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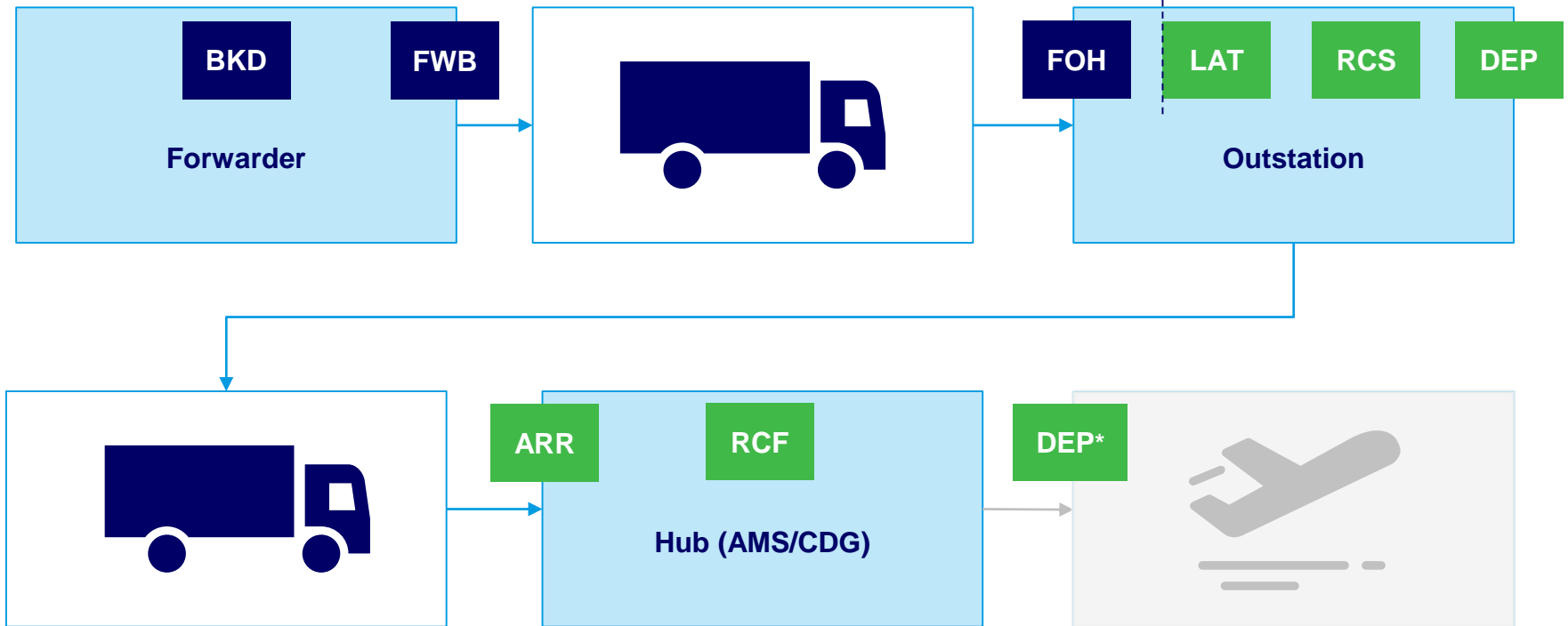
## Scope (1/2)

The EGFL programme focuses on the initial part of the flow of goods and information from shipper to consignee



## Scope (2/2)

IATA-led industry group CargoIQ has defined air cargo process standards, which the EGFL programme follows



**BKD** = Capacity confirmed by carrier and Routemap generated  
**FWB** = Freight Waybill (Electronic Air Waybill message) sent to carrier  
**LAT** = Latest Acceptance Time  
**FOH** = Freight On Hand message sent to forwarder upon warehouse receipt (message to Forwarder)  
**RCS** = Cargo and documents received from shipper by GHA, 'Ready For Carriage' (message to Forwarder)  
**DEP** = Departed at Outstation / Origin airport  
**ARR** = Arrival at Hub  
**RCF** = Cargo and Air Waybill have been received at final destination, 'Ready for Carriage'

 = General CargoIQ indicator  
 = EGFL Performance Milestone

\*This KPI is also highly dependent on external (airside) factors and hence not a fully representative indicator of programme success

## Objectives

The main objectives of EGFL are to increase reliability and efficiency in order to reduce cost and transit time

Specifically, the EGFL programme aims to:

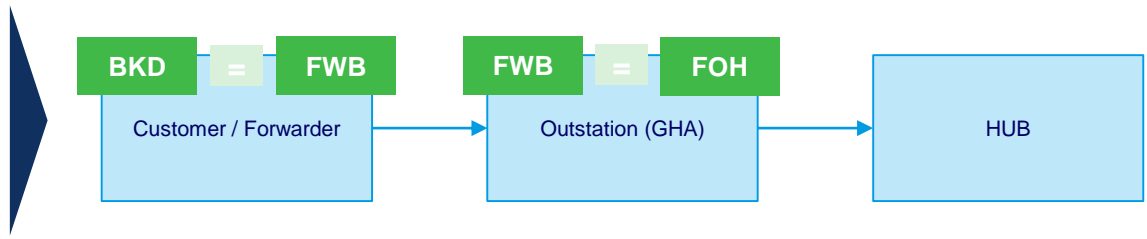
- 1 Increase **booking reliability** (higher flown-as-planned) and reduce **total transit time** (potentially by two hours) in order to provide a superior customer offering
- 2 Achieve **cost savings** and enable **future volume growth** under given capacity restrictions by reducing repair, rework, and peak workload levels at the hub
- 3 Increase **aircraft load factor** by effectively prioritizing freight at the hub ('hot' or 'not'). Note: This may come at the cost of some loss in truck load factors
- 4 Enhance **collaboration and information** sharing throughout the chain (e.g. integral Track&Trace of trucks and cargo)
- 5 Enable **proactive customs handling**

# Programme structure (1/2)

The EGFL programme is an agile redesign of the physical cargo process; five work packages (WP) were identified around five distinct themes (1/2)

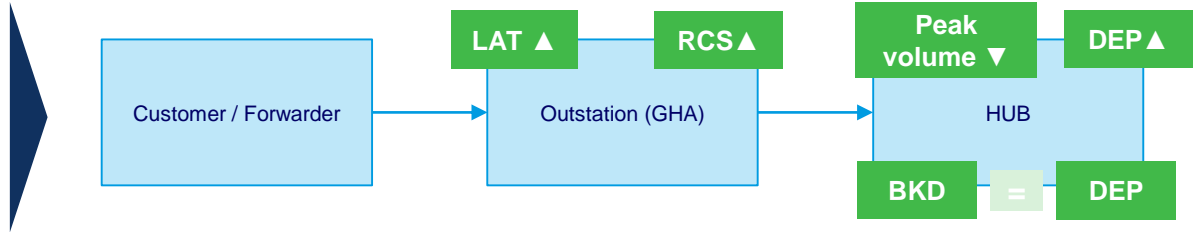
## 1 Improve booking reliability and quality of source data (Source Data Availability – WP1)

- New process on booking updates and dealing with the difference between FWB's versus Booking
- Increased correctness/completeness of information (HAWB/MAWB/ECSD)



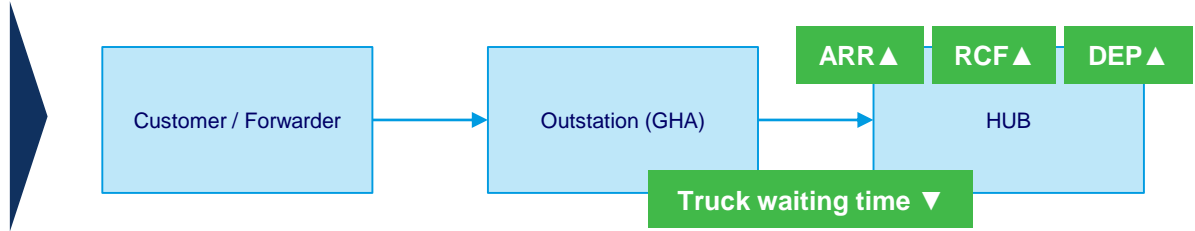
## 2 Modify and implement an 'advanced acceptance' process at outstations (Extended Gateway Handling Process - WP2)

- Reviewed truck scheduling
- Designed new acceptance process with LAT
- Established Selective Loading Rules



## 3 Optimum truck management 'Hot' or 'Not' status (Trucking Process – WP3)

- Optimized Ordering and Planning processes
- Optimized the Check-in process (CMR / QR code, location tracking)
- Developed a Prioritizing process

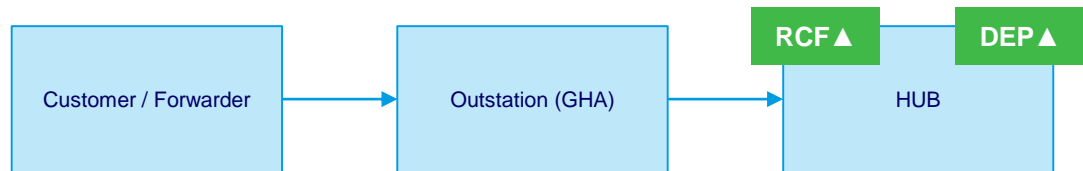


## Programme structure (2/2)

The EGFL programme is an agile redesign of the physical cargo process; five work packages (WP) were identified around five distinct themes

### 4 Yard management at Schiphol (HUB Handling Process – WP4)

- Revised Yard Management
- Improved Physical Process
- Improved Documentation Process



### 5 Data sharing / messaging (Cloud Platform Data Sharing – WP5)

- Interaction with Mainport team
- Focus on data
- Interfacing
- Security



The common improvement philosophies that underlie these five themes are **first time right** and **just in time**

Throughput time ▼

FAP ▲

Load factor ▲

Efficiency ▲

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## 4. Trucking schedule

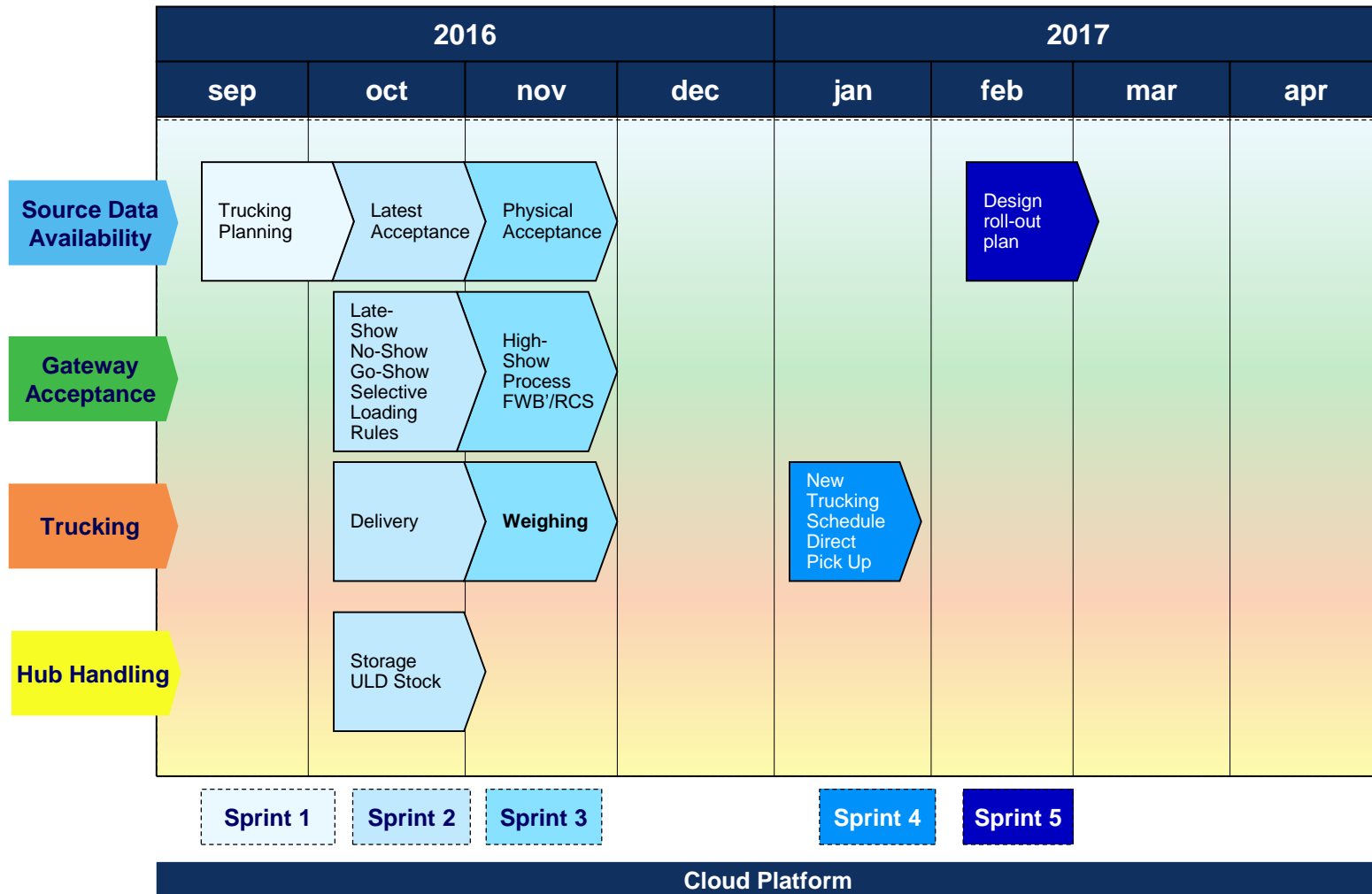
- Parameters and constraints
- Trucking schedule

## 5. Appendix



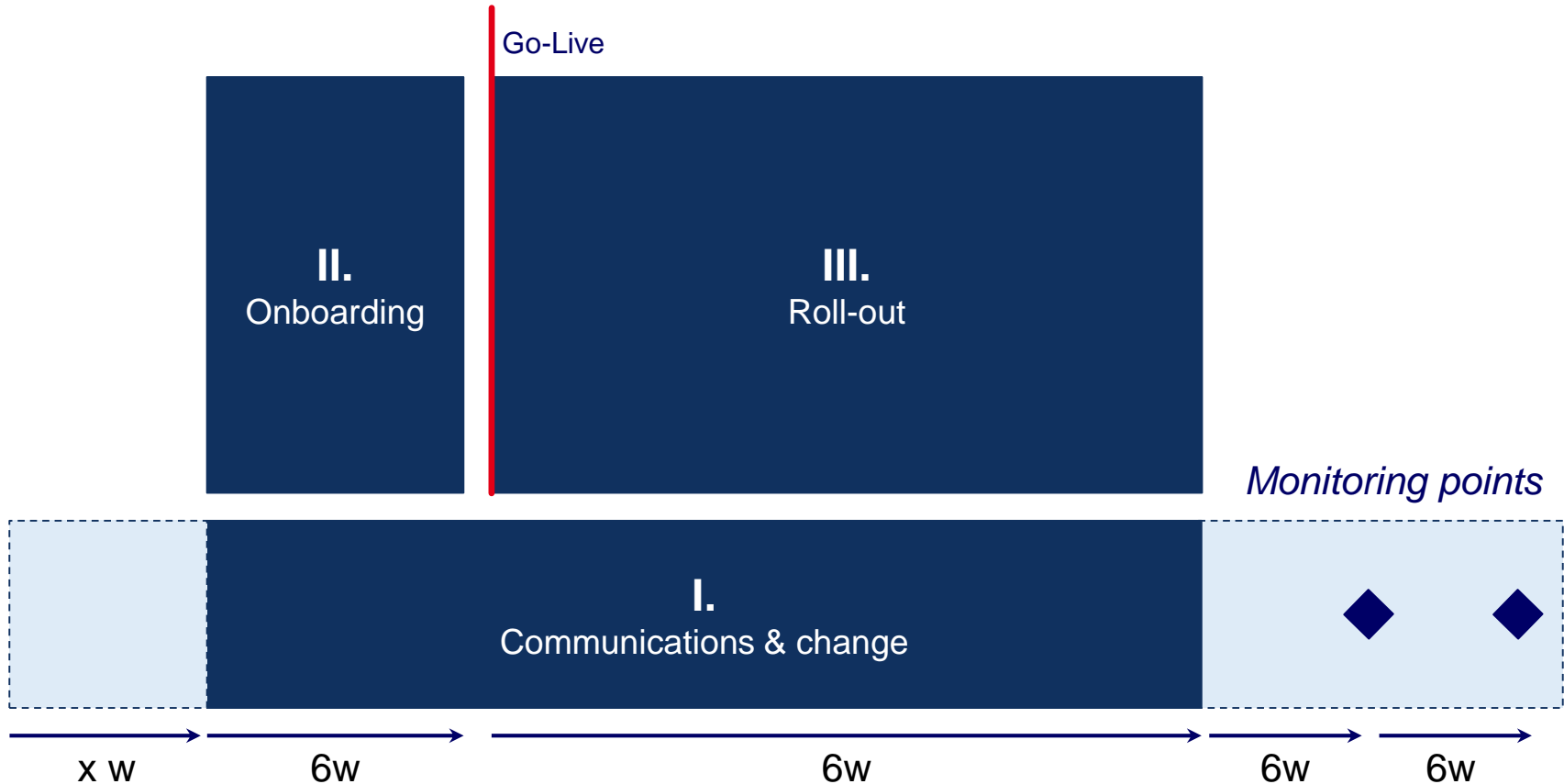
# Pilot case FRA

While the 5 themes were grouped based on content, the rolling planning was developed based on a logical roll-out sequencing



## High-level roll-out plan

The roll-out per station can be divided into an initial onboarding stage, the actual roll-out and an ongoing communications and change stage



## High-level roll-out plan

Through the communications and change stream, continuous alignment of all stakeholders is warranted

### I. Communications & change

#### Internal

Create buy-in and alignment with Network Planning, Revenue Management and local AFKL Cargo representatives

- Promote the benefits of the EGFL programme internally
- Validate the new trucking schedule with Network Planning
- Inform internal stakeholders about process changes after implementation of EGFL
- Continuous monitoring after implementation

#### External

Create buy-in and alignment with customers, the GHA and truckers

- Promote the benefits of the EGFL programme externally
- Launch a customer newsletter to inform customers on EGFL and related changes
- Continuous monitoring and alignment with the GHA and truckers
- Monitor performance both during and after the 8-week implementation phase

## High-level roll-out plan

During the onboarding phase, all stakeholders at the station are informed of the forthcoming implementation in order to drive buy-in and create alignment

### II. Onboarding

#### Set up key parameters

During the preparation phase of 4 weeks, the new trucking schedule is first reviewed and finalized. Then, the trucking schedule is loaded in the NP and GHA systems to be ready for Go-Live on Tuesday in Week 3. System setup should therefore be completed by the end of Friday in Week 1.

#### Implement core processes

Perform an assessment of day-to-day operations at the GHA in the current situation to assess the change impact to come. Also verify the potential for Direct Pick-ups from customers in the area around this station.

#### Supporting activities

Review the existing 'paperwork': both contracts with the GHA and truckers as well as the local conditions that apply for customers in the region. Align with relevant internal (i.e. CSO, Key Account Managers, Procurement) and external stakeholders. Timely adapt these documents so that they are compatible with EGFL requirements before Go-Live.

## High-level roll-out plan

During the roll-out phase, a station mini-assessment is conducted, the new processes are implemented and progress is monitored

### III. Roll-out

#### Implement core processes

After the trucking schedule is checked, validated and loaded into NP systems, the Go-Live will take place on Tuesday in Week 3. From this moment on, the new core acceptance processes related to EGFL should be carried out by the GHA as specified in the process descriptions

#### Implement 'add-on' processes

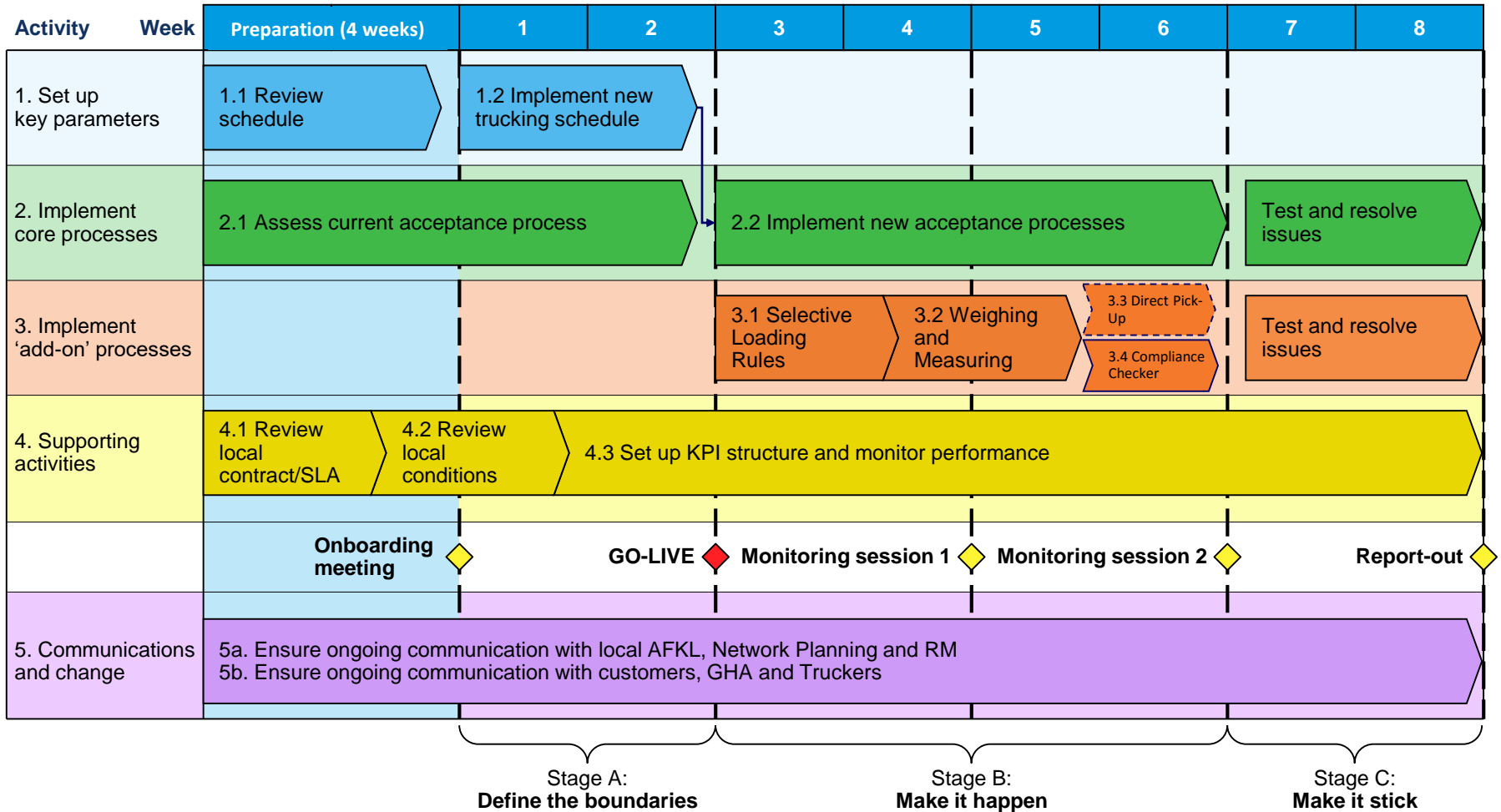
In addition to the core processes, several additional 'add-on' processes should be implemented, such as Selective Loading Rules, Weighing and Measuring, Direct Pick-up and the Compliance Checker. This does not necessarily have to happen immediately upon Go-Live, but can be done gradually during the weeks after.

#### Supporting activities

The performance improvements of the new operational trucking schedule and the acceptance processes should be measured, from the % of successful deliveries before LAT at the outstation to the % of Flown As Planned shipments leaving AMS (DEP AMS). If (quantified) performance falls behind expectations, corrective actions should be taken.

# Detailed roll-out plan

The proposed roll-out plan for each station distinguishes 5 clusters of activities stretching 8 weeks, which are preceded by another 4 weeks of preparation



# Detailed roll-out plan

## 1.1 Review trucking schedule

### 1.1 Review new trucking schedule

#### What and why?

Review and finalize the newly made trucking schedule to ensure that the schedule is ultimately viable



#### Actions

- Review the newly made truck schedule to verify its suitability and validate.** This also involves finalizing the LAT times; have this discussion with the GHA, local operations and CSO.
- If multiple truckers are contracted: assign truckers to the trucking schedule (based on their current performance);** which trucker is responsible for the booking trucks, and which for the others?

- LAT is typically three hours before DEP, however this may still change depending on local circumstances. Be sensitive to what the local context requires!
- Take good notice of (1) the current trucking schedule and practice and (2) the new trucking schedule, to identify how strong (3) the change for the station will ultimately be



Mind your step

# Detailed roll-out plan

## 1.2 Implement new trucking schedule

### 1.2 Implement new trucking schedule

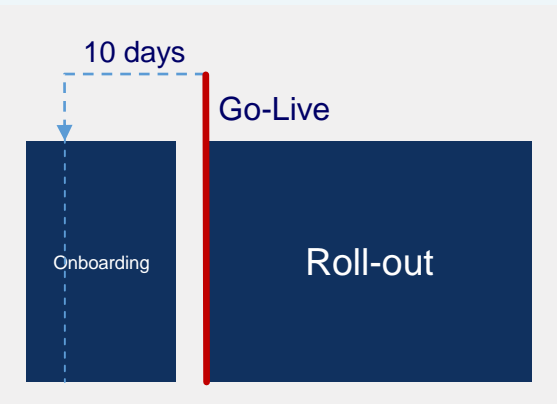
#### What and why?

Coordinate the timely loading of the new trucking schedule into the NP and GHA systems to ensure that the schedule is in place at Go-Live



#### Actions

- Schedule Go-Live on Tuesday in week 3 (unless the local situation requires otherwise).** Tuesdays typically have low volumes, which allows you to have a smooth start towards peak volumes on Friday/Saturday. It also allows you to fly in on Monday and prepare.
- Notify Network Planning of the Go-Live date, and oversee that the validated trucking schedule is loaded into the systems of NP and the GHA, at least 10 days before Go-Live** (i.e. end of Friday of week 1). During this 10-day transition period, NP works with both old and new schedules.



- It is critical that one, identical trucking schedule is loaded in the NP and GHA systems. Deviations between loaded schedules have earlier caused significant problems
- After Go-Live, you will face resistance from stakeholders in the local context, but also potentially from AFKL commercial. This is a major pitfall and potential inhibitor to the success of the programme. Be prepared to identify these (political / emotional) issues and deal with them. Seek support from e.g. Simon, Fred or the Operations Developers (FJ's). Also stick to your monitoring, 'meten = weten' ☺



Mind your step



# Detailed roll-out plan

## 2.1 Assess current acceptance process

### 2.1 Assess current acceptance process

#### What and why?

Assess and map day-to-day challenges and behavior, available resources and potential for Direct Pick Up. This gives an idea of the intensity of the change required and allows you to take actions in preparation for Go-Live



#### Actions

- Visit the GHA and interview the AFKL Operations manager to assess IT capabilities, local acceptance procedures and behavior, as well as off-the-record agreements and ways of working established locally.** The goal of this is to make a comparison with the desired situation in EGFL, to find out the degree of change in behavior and system setups required.
- Make an assessment of physically available resources at the GHA (e.g. scanners, calibrated scales) that are needed for EGFL.** The aim is to eventually enable weighing of 100% of shipments. If GHA resources are insufficient, this requires contractual changes (see 4.1).
- Investigate data quality: discuss with Documentation at AMS to find common data errors originating from this specific station.** This allows you to map the extent of the issues at this station.
- After the assessment is completed, define and make a short report of where the focus of this roll-out will be.** For example, will the most work be in aligning IT? In the new trucking schedule? And/or in the local conditions?

- Before implementation in FRA, it often happened that late deliveries were still loaded on their original trucks, as these trucks would wait for the shipments to be loaded. This is wrong, as it rewards the wrong customer behavior (i.e. late deliveries are still accepted and 'fixed') while we improve our own non-quality (we have less time at the Hub).
- Also, a lot of Go-Show shipments were simply sent from FRA to AMS without a booking. This is also something that needs to change in the context of EGFL.



Mind your step

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4.1

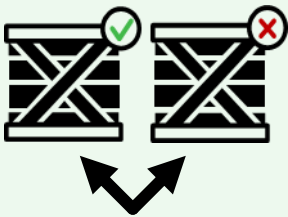
# Detailed roll-out plan

## 2.2 Implement new acceptance processes

### 2.2 Implement new acceptance processes

#### What and why?

Ensure that the pre-defined EGFL acceptance processes are implemented and physically carried out as laid out in the process descriptions



#### Actions

- At the GHA, oversee that Late-show, No-show, Go-show, Early-show and High-show processes are carried out correctly.** This also entails that communication lines with e.g. NP, RM, CSO are established. Refer to the EGFL process descriptions. Checklist:

##### Forwarder arrival registration

- Time registration in place (reporting)

##### Door management

- Truckers informed about truck dock

##### Acceptance

- All cargo is weighed, weighing receipts stored
- Green/Yellow/Orange/Red flows followed

##### Documentation

- RCS and FWB' process followed correctly (see 3.2)

##### Customs

- Role and impact mapped and integrated

##### After acceptance

- Correct storage, build-up and planning

##### Interaction CP/Swissport

- Line-truck ordering process in place
- Pre-planning in place

##### Line-haul driver process

- Truck arrival reporting in place
- Booking checks performed (ADR/COL/height/etc.)
- Manifests / FFM Secure / DEP reporting in place
- Departure registration (STM) in place

- This step represents the actual, physical changes on the ground, starting directly after the Go-Live and system setup is finished (see 1.2).
- Previous issues in this context (at FRA) have been a lack of available scanners
- Another potential threat can be a lack of truck docks at the GHA



Mind your step

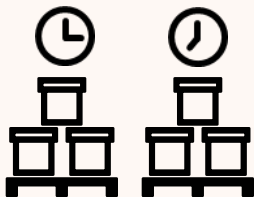
# Detailed roll-out plan

## 3.1 Selective Loading Rules

### 3.1 Selective Loading Rules

#### What and why?

Oversee the adoption of Selective Loading Rules by the GHA, to ensure that 'hot' cargo is not mixed with 'cold' cargo, which will help the Hub operation



#### Actions

- Discuss with Network Planning to verify the need for implementation of Selective Loading Rules at this station.** Selective Loading Rules may not be necessary or beneficial in all cases.
- If Selective Loading Rules are deemed valuable for this station, discuss with Fred about next steps to take.**
- Ideally, achieve that 4 build up locations (buffers) are set up per truck in advance (see Appendix).** This allows the incoming freight to be distributed as it arrives.

- Selective Loading Rules are not yet implemented at FRA. The more bookable trucks, the more necessary Selective Loading Rules will be, and the less necessary intervention from NP becomes (which typically prepared loading lists to ensure proper loading).
- If Selective Loading Rules are not followed, 'hot' cargo will be loaded next to 'cold' cargo, meaning extra work at the Hub as they need to break down multiple plates to get to the 'hot stuff'. By applying the selective loading rules, pressure is relieved from the Hub.



Mind your step

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SLR

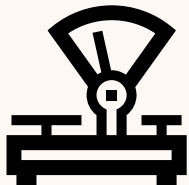
# Detailed roll-out plan

## 3.2 Weighing and Measuring

### 3.2 Weighing and Measuring

#### What and why?

Realise the 100% weighing requirement of the EGFL programme, to improve insight in actual shipping volumes and help settle client disputes



#### Actions

- Oversee that 100% of cargo is weighed and measured by the GHA.** This implies that the GHA must have the required equipment and practices in place (see 2.1 and 4.1).
- Instruct the GHA to create and store weighing receipts of all cargo and ensure that this is adhered to.** This helps to counter potential claims by customers after they receive a bill for additional weight shipped versus the booking.
- Make clear to the GHA and local AFKL what the benefit of weighing and measuring is.** It will avoid the CCA process (e.g. additional charges sent to the customer after the cargo has been transported for exceeding the booked weight) as the corrected weight will be directly invoiced to the customer.

- Weighing process is implemented at FRA, measuring not yet due to technological challenges with scanners. Will be implemented in the coming weeks/months.
- Some stations may already weigh 100% of cargo, other stations only a percentage of all cargo, and yet other stations may not conduct weighing at all. All will have to move towards 100% weighing



Mind your step

Link to:

4.1

2.1

# Detailed roll-out plan

## 3.3 Direct Pick-Up

### 3.3 Direct Pick-Up

#### What and why?

If DPU (Direct Pick-Up: shipments that are taken directly from customer to AMS, bypassing the GHA) were identified as beneficial and feasible for some customers at this station (see 2.1), manage its implementation by coordinating with the various stakeholders



#### Actions

- Assess the number / percentage of BUP's (pre-built plates by the customer) at the station to assess the DPU potential.** This implies identifying fixed streams of BUP's that could be scheduled for DPU. Also, the GHA must cooperate, volumes must be sufficient (>2/3 plates to fill a truck), and it must be possible from a customs perspective.
- If present, discuss with the commercial team about the DPU potential.** They will ultimately determine whether it will be implemented at this station or not.

- Clearance of goods by customs authorities is key, and customs authorities must allow DPU's: in some countries, it is a requirement to go through an airport/GHA.
- DPU's can alleviate some of the burden placed on the GHA's as it lowers the volume they have to process. This is especially important for cargo streams typically shipped during peak hours.
- Whether or not DPU is possible is dependent on many parties



Mind your step

Link to:

2.1

# Detailed roll-out plan

## 3.4 Compliance Checker

### 3.4 Compliance Checker

#### What and why?

The compliance checker is a software tool that checks the Air Waybills against the criteria (e.g. PO box, address formats)



#### Actions

- ...
- ...

**TO BE DETERMINED**



Mind your step

# Detailed roll-out plan

## 4.1 Assess and modify local contract/SLA

### 4.1 Review local contract/SLA

#### What and why?

Review the existing local contracts and SLA's with GHA's and truckers to identify whether these require changes for EGFL and, if so, implement these changes before Go-Live



#### Actions

- Contact Willem van Roozendaal (Procurement) to review the contract/SLA with the GHA.** Focus specifically on the weighing procedures, opening hours, feasibility of the contracted LAT (in minutes before DEP) and the acceptance processes described.
- Modify (together with Procurement) the contract/SLA if it does not currently meet the requirements of EGFL.** Elements to be changed may include (but not limited to) the 100% weighing requirement, opening hours, or incentives for repairing late deliveries.

- Ensure that relevant contract changes if required are made at least *2 weeks before the scheduled Go-Live*, to ensure a smooth transition



Mind your step

Link to:

2.1

# Detailed roll-out plan

## 4.2 Engage CSO to review local conditions

### 4.2 Review local conditions

#### What and why?

Review the existing local conditions for customers and (if necessary) ensure that these are updated in accordance with EGFL before the Go-Live



#### Actions

- ❑ **Look up the local conditions of the station/region on the AFKL Cargo website and review whether they meet the EGFL requirements.** This includes a described LAT of 180 minutes before DEP, the new acceptance policy and fees for No-show, Low-show, High-show, different cargo buildup (loose rather than pre-built) and cancellations.
- ❑ **Also engage the global key account manager when it comes to individual contract changes with key accounts.** Key accounts may require a specifically tailored contract, which are being managed by 4 global key account managers.

- See FRA local conditions for reference:  
[https://www.afklcargo.com/WW/en/common/about\\_us/local\\_conditions.jsp](https://www.afklcargo.com/WW/en/common/about_us/local_conditions.jsp)



Mind your step



# Detailed roll-out plan

## 4.3 Set up KPI structure and monitoring

### 4.3 Set up KPI structure and monitor performance

#### What and why?

Ensure that daily and weekly performance data are captured from the GHA's systems to enable performance tracking, which forms the basis for corrective action during the implementation



#### Actions

- ❑ **Establish daily reporting of CargoIQ milestones (LAT, RCS, DEP at station; ARR, RCF, DEP at AMS) together with Performance Management (Bram Snel and/or Arend Feenstra).** This has also been done for FRA, should be in the same format.
- ❑ **With the GHA, establish daily reporting of in-depth data (FOH/LAT, RCS and DEP).** This includes, on an individual shipment level, AWB numbers, booking trucks, flight numbers, truck arrival times at FRA, FOH times, departure times, among other items. This helps to identify performance gaps. Discuss with Tim.

- Focus on actual Flown As Planned (FAP) as this is what customers care about and pay for!



**Mind your step**

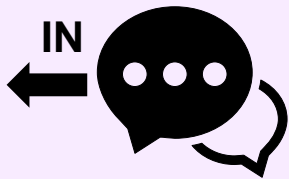
# Detailed roll-out plan

## 5a. Ensure ongoing communication with local AFKL, Network Planning and RM

### 5a. Ensure ongoing communication with local AFKL, Network Planning and RM

#### What and why?

Ensure high-intensity inward communication and alignment with local AFKL units, Network Planning and Revenue Management throughout the entire implementation phase



#### Actions

- Before Go-Live: Discuss the new truck schedule with NP.** Particularly in regards to changing truck numbers, truck times and any other planning information. This is necessary to allow for NP to verify whether the new schedule is actually workable, and for them to make the necessary system changes to be ready for Go-Live.
- Before Go-Live: Inform RM about which booking-related changes will occur at the station.** This entails process changes related to Late-show, No-show, and Rebooking (in the context of EGFL) and ensures that RM is ready to follow the new process upon Go-Live.
- Before Go-Live, give an initial presentation to the local AFKL about the FRA case,** its success and the drivers thereof. Show the EGFL YouTube promotion video with Marcel de Nooijer. This can help improve local support.
- Continuously align with local AFKL operations.** This is to ensure that the roll-out approach does not conflict with local requirements.

- Strongest focus of the communication effort is on the *first weeks up to the Go-Live*. From week 3 onwards, this turns more into monitoring and corrective action.
- The requirement to inform the Hub operations is limited; the new schedule and system should only make their life easier



Mind your step

# Detailed roll-out plan

## 5b. Ensure ongoing communication with customers, GHA and truckers

### 5b. Ensure ongoing communication with customers, GHA and truckers

#### What and why?

Ensure high-intensity outward communication and alignment with customers, the GHA and truckers throughout the entire implementation phase



#### Actions

- ❑ **Together with CSO, launch a customer newsletter to inform customers about EGFL-related changes.** This includes process changes (e.g. new LAT times, LAT 'enforcement'), but you can also use this to explain the benefits of EGFL to customers to build support. Do not send this letter too far in advance (e.g. 2 weeks prior to launch). Customers to direct the newsletter to can be found in the customer directory in the CSO system. In addition, it could be interesting to publish an interview with the German market manager (Koen Bolster) in a local professional magazine (logistics related) about the success of the FRA pilot to further build credibility.
- ❑ **Before Go-Live, give an initial presentation to the GHA about the FRA case,** its success and the drivers thereof. Show the EGFL YouTube promotion video with Marcel de Nooijer. This can help improve local support.
- ❑ **Maintain continuous alignment with the GHA.** This is critical as the EGFL project influences their way of working the strongest (Late-show, No-show, Tooling/IT, etc.)
- ❑ **Ensure solid performance monitoring after the initial 8 weeks to see whether implementation sticks.** See 4.3.

- Strongest focus of the communication effort is on the *first weeks up to the Go-Live*. From week 3 onwards, this turns more into monitoring and corrective action.
- Swissport, Jan de Rijk and Kühne + Nagel are involved from the start as consortium partners. Other actors will require an even stronger communication and change effort.
- As a general rule, relevant stakeholders should all be (thoroughly) informed before any process changes are implemented. Follow the communication triangle (see Appendix).



Mind your step

Link to:

4.3



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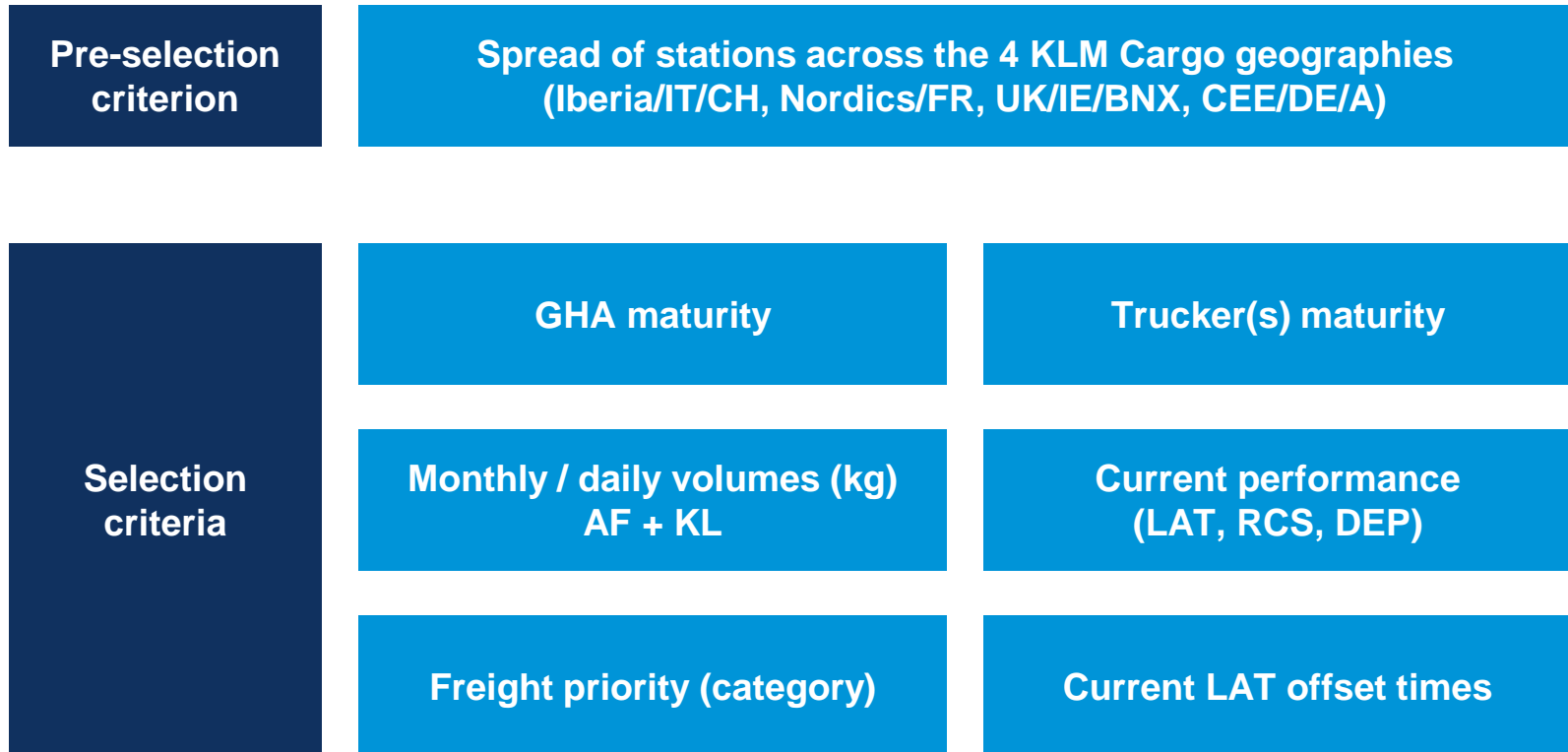
## 4. Trucking schedule

- Parameters and constraints
- Trucking schedule

## 5. Appendix

## Selection criteria for roll-out sequence

The roll-out will be evenly distributed across markets, to enabled focused support from the regional area managers



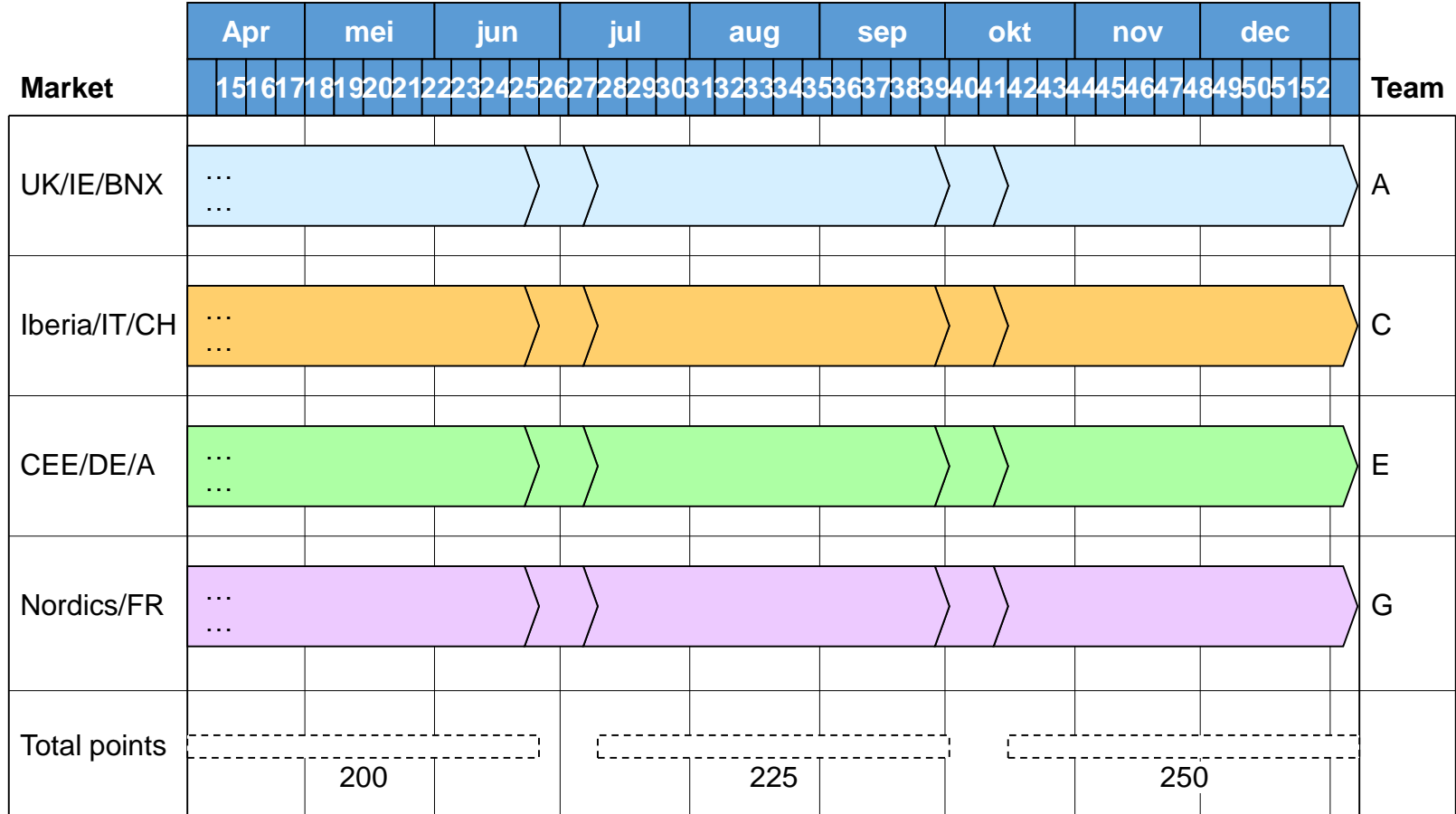
## Station overview

Several data sources were used to build a station overview and assessment, which were input for defining the roll-out sequence

**SEE EXCEL**

# Roll-out sequence

The roll-out will be evenly distributed across markets, to enabled focused support from the regional area managers



## Roll-out monitoring tool

A weekly monitoring document was created to track progress on the roll-out at each station

**SEE EXCEL**



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## Parameters and constraints

Historical trucking freight streams, hub capacity, flight plans and station opening hours were the key inputs for the new trucking schedule

### Key parameters

Numbers of trucks (FFM's) per weekday and per month in 2016, rounded up, for direct to AMS and via sub-hubs

Freight streams (origin-destinations and volumes)

### Assumptions / constraints

Number of truck docks at the GHA constraints number of trucks/hour

Flight schedule is given

Transit times (contracted, average actual and 80% actual), normal and fast connections (2 drivers)

RCS = LAT +1  
DEP = RCS +2

Opening hours per outstation limit scheduled departures

Hub unloading capacity (normal: 12347) = 6 per hour  
Hub unloading capacity (peak: 56) = 12 per hour

Hub capacity is influenced (e.g. to max 10 trucks/hour) by presence of direct exports to the hub (congestion), particularly at peak hours

### Objective

Optimize distribution of freight arrival in AMS to match capacity at the Hub (peak shaving)

Give priority to most important freight streams

## Trucking schedule

With the given station parameters, constraints and assumptions, a new EU trucking schedule was developed

**SEE EXCEL**

# Appendix

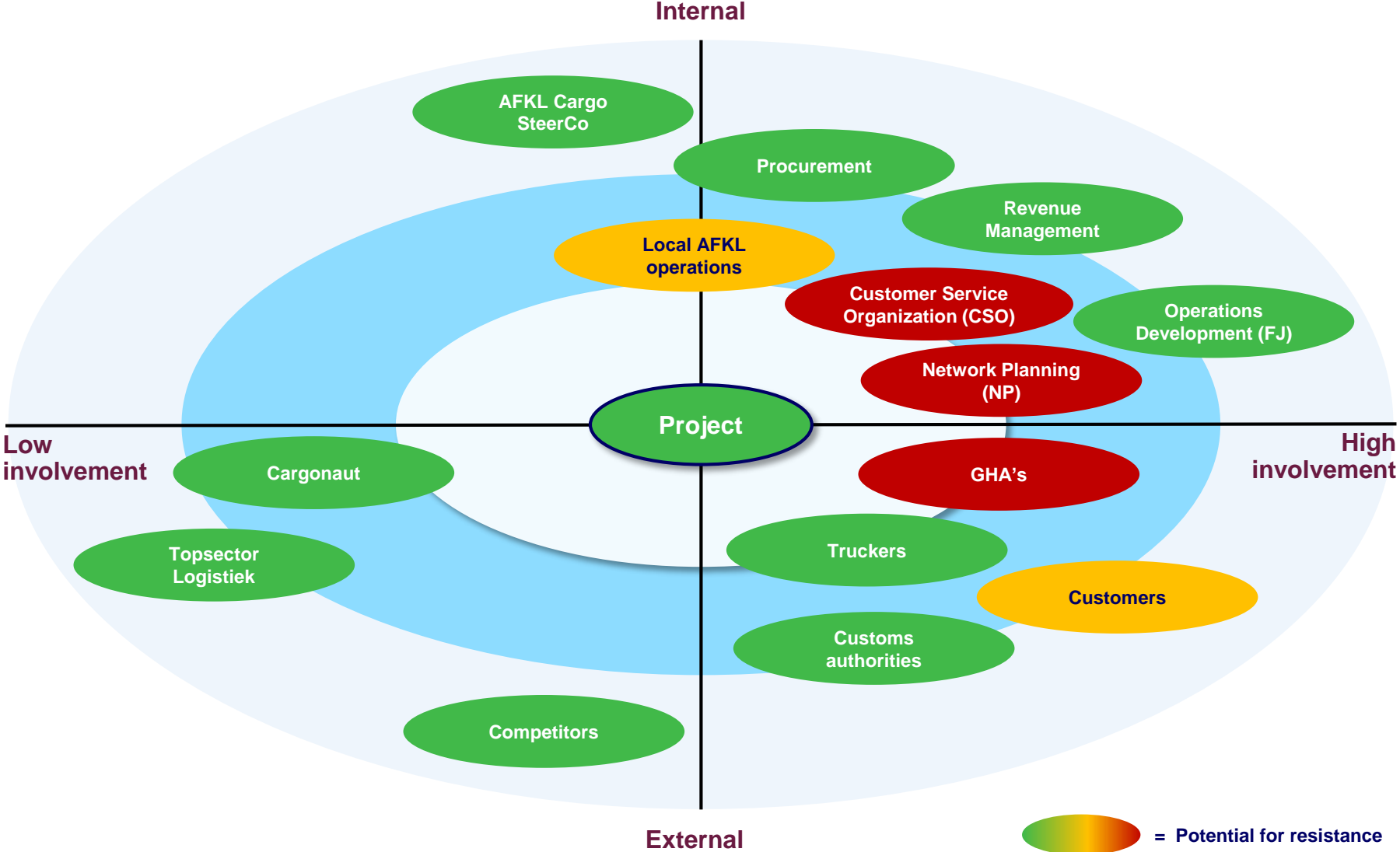
# Stakeholder list

Stakeholder	Class	Involvement	Potential for resistance
Network Planning (NP)	Manage closely Internal	Network Planning ensures that trucks are booked/cancelled relative to the truck schedule, and monitor the trucking process throughout Europe	
GHA's	Manage closely External	GHA's carry out the main tasks related to accepting cargo from customers on behalf of KLM Cargo, and loading the trucks to be sent to the hubs (AMS/CDG)	
Truckers	Manage closely External	The trucker plays a key role in EGFL. The cargo planning relies on the truckers to stick to the given transit times, so that capacity at the hub is used effectively.	
Customer Service Organization (CSO)	Manage closely Internal	CSO is responsible for all communications towards the customer, including (re)bookings, no/go show follow-up and the design of local conditions	
Revenue Management	Manage closely Internal	Revenue management is responsible for authorizing (re)bookings through the use of RM software that determines whether certain freight is profitable or not	
Local AFKL operations	Manage closely Internal	Responsible for coordinating all local operational activities at the GHA in specific regions. Can be consulted (together with FJ's) when issues with GHA arise	
Customers (shipper/forwarder)	Manage closely External	Customers are required to deliver cargo to the GHA that matches the booking (weight, volume, timeliness, documentation), to enable a seamless shipment	

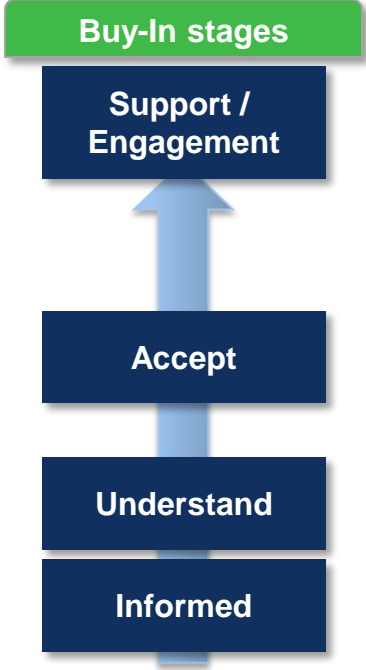
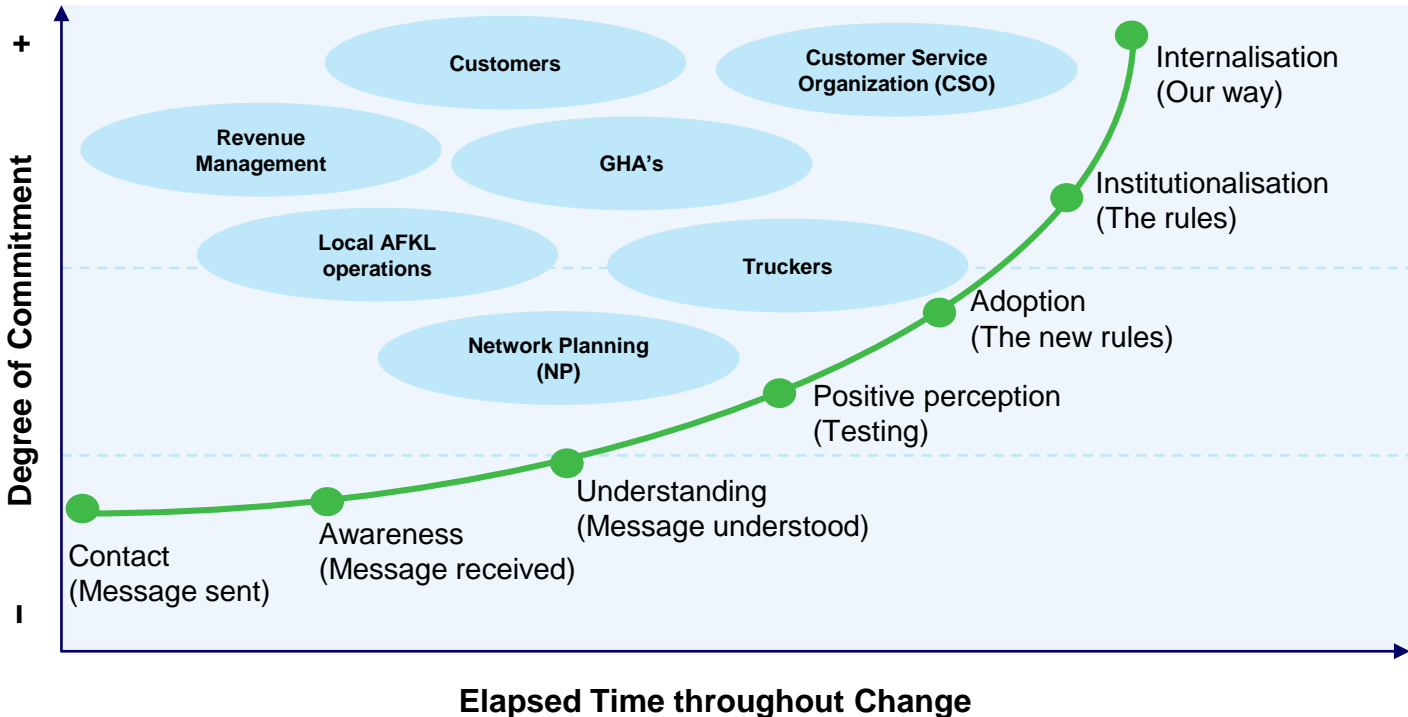
# Stakeholder list

Stakeholder	Class	Involvement	Potential for resistance
AFKL Cargo SteerCo	<b>Manage closely</b> Internal	The SteerCo signs off on critical next steps or investment decisions	
Procurement	<b>Manage closely</b> Internal	In the EGFL context, Procurement must ensure that local contracts/SLA's are adapted to suit the requirements of the EGFL programme to the greatest extent possible	
Operations Development (FJ)	<b>Manage closely</b> External	Responsible for managing the interface with truckers, GHA and CSO. Important stakeholder, can be consulted when critical issues related to these parties arise	
Topsector Logistiek	<b>Minimal effort</b> External	Partially funds EGFL through the NLIP, for which several workpackages were defined with distinct deliverables related to the Phase 1 and FRA POC	
Cargonaut	<b>Keep informed</b> External	Cargonaut is a software platform that ensures information exchange between private and governmental (e.g. customs) players at Schiphol airport	
Customs authorities	<b>Keep satisfied</b> External	Customs authorities are involved in the Cargonaut platform, and require a steady flow of information to ensure that cargo meets quality and safety standards	
Competitors	<b>Minimal effort</b> External	No strong involvement, aside from competitors potentially occupying floor space at the GHA's	N/A

# Stakeholder map



# Stakeholder communication strategy





# RACI

## Roles and responsibilities for GHA operations

GHA operations		A GHA Supplier						
Process		Roles						
		GHA Staff Warehouse	GHA Staff Office	Customer	CSO	Customs	NP	AFKL Systems
1	Unload truck, issue FOH	A/R		I				I
2	Physical Ready for Carriage check	A/R		I				I
3	Documentation check and issue RCS		A/R			C		I
4	In case of RCS failure (unhappy flow): identify problem and report to CSO		A/R		I			
5	After RCS: buildup cargo for transport and consult NP in case info misses		A/R				C	
6	Prepare shipping documents (customs, T1, manifests)	A/R				I		I
7	Load (follow selective loading rules) and seal truck	A/R				I		
8	Send deviation report (to NP) and FFM (to CSO and NP)		A/R			I		I
9	Confirm DEP in Cargoal		A/R					I
10	Enter arrival & departure time of loading truck (AFKL trucker)		A/R					I

**A** Accountable

**R** Responsible

**C** Consulted

**I** Informed

Related to individual shipments

Related to AFKL contracted trucker

# RACI

## Roles and responsibilities for CSO operations

CSO operations		A AFKL Cargo Market Manager					
Process		Roles					
		CSO Office	Customer	GHA	NP	RM	AFKL Systems
1	Process booking	A/R	C				I
2	Ensure shipment matches booking by proactively contacting the customer	A/R	C				
3	Process irregularities on shipment level	A/R	C	I	I	I	
4	Respond to irregularities and contact customer, notify on next steps	A/R		C			
5	Process deviation report from GHA	A/R		C			
6	Consult with customer on deviations and take action (rebooking)	A/R	C				

A	Accountable
R	Responsible
C	Consulted
I	Informed

# RACI

## Roles and responsibilities for Trucking operations

Trucking operations		A Trucking supplier						
Process		Roles						
		Trucker Office	Truck driver	GHA	Customs	NP	Documentation	AFKL Systems
1	Receive and process trucking order as sent by AFKL NP	A/R				C		
2	Dispatch truck to loading point	A	R					
3	Report arrival	I	A/R					I
4	Load truck according to safety standards		A	R				
5	Collect documents and depart		A/R	R	I			
6	Report departure	I	A/R					I
7	Drive to Hub and keep office + AFKL updated on journey progress	I	A/R			I		I
8	Report arrival at Hub	I	A/R					I
9	Visit Documentation to transfer documents		A/R				I	
10	Unload after receiving confirmation from Documentation		A/R		I		C	

A	Accountable
R	Responsible
C	Consulted
I	Informed

# RACI

## Roles and responsibilities for Network Planning

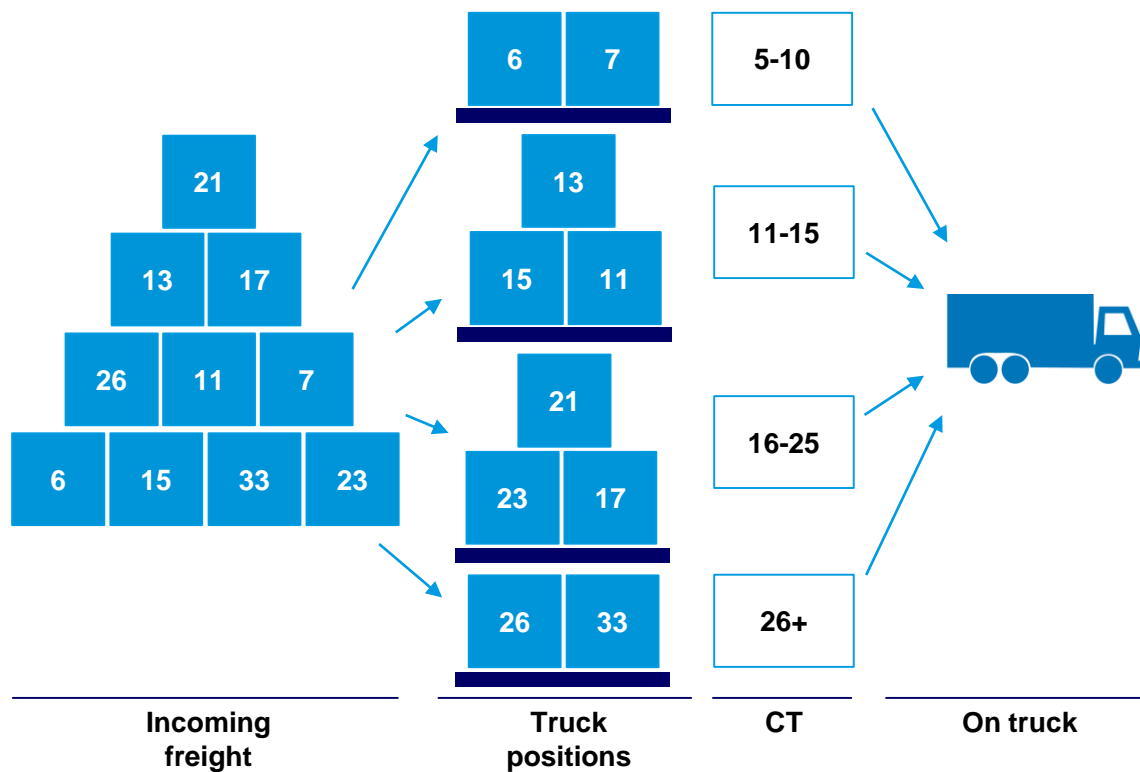
Network Planning		A Director Cargo Control Center					
Process		Roles					
		NP	CSO	Trucker	GHA	Flight Planner	AFKL System
1	Monitor booking list	A/R	C				C
2	Make truck orders/cancellations vs schedule	A/R		C	C		I
3	Process deviation reports and inform CSO	A/R	I				
4	Monitor arrival at Hub	A/R					C
5	In case of arrival issues, contact the trucker for updates	A/R		C			
6	Update flight planner based on new trucking information	A/R				I	
7	Clean up booking list, consult with GHA in case of issues	A/R			C		

A	Accountable
R	Responsible
C	Consulted
I	Informed

# Contact list

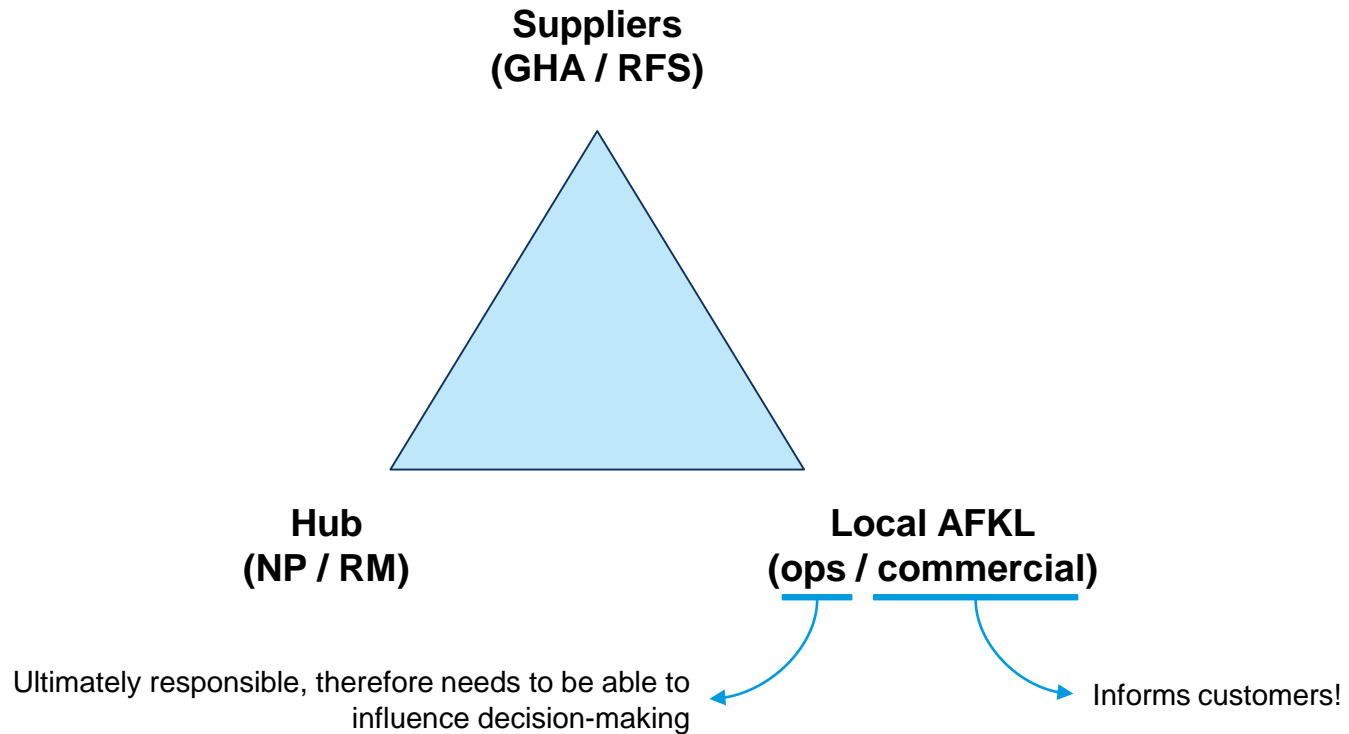
Content	Contact	Unit	E-mail
Contracts	Willem van Roozendaal	Procurement	<a href="mailto:willem.roozendaal@klmcargo.com">willem.roozendaal@klmcargo.com</a>
Local conditions	Local CSO	CSO	...
IT systems	Fred Timmers	EGFL Project Team	<a href="mailto:fred.timmers@klmcargo.com">fred.timmers@klmcargo.com</a>
Escalation	Simon Spoor	EGFL Project Team	<a href="mailto:simon.spoor@klmcargo.com">simon.spoor@klmcargo.com</a>
...			
...			

# Selective Loading Rules



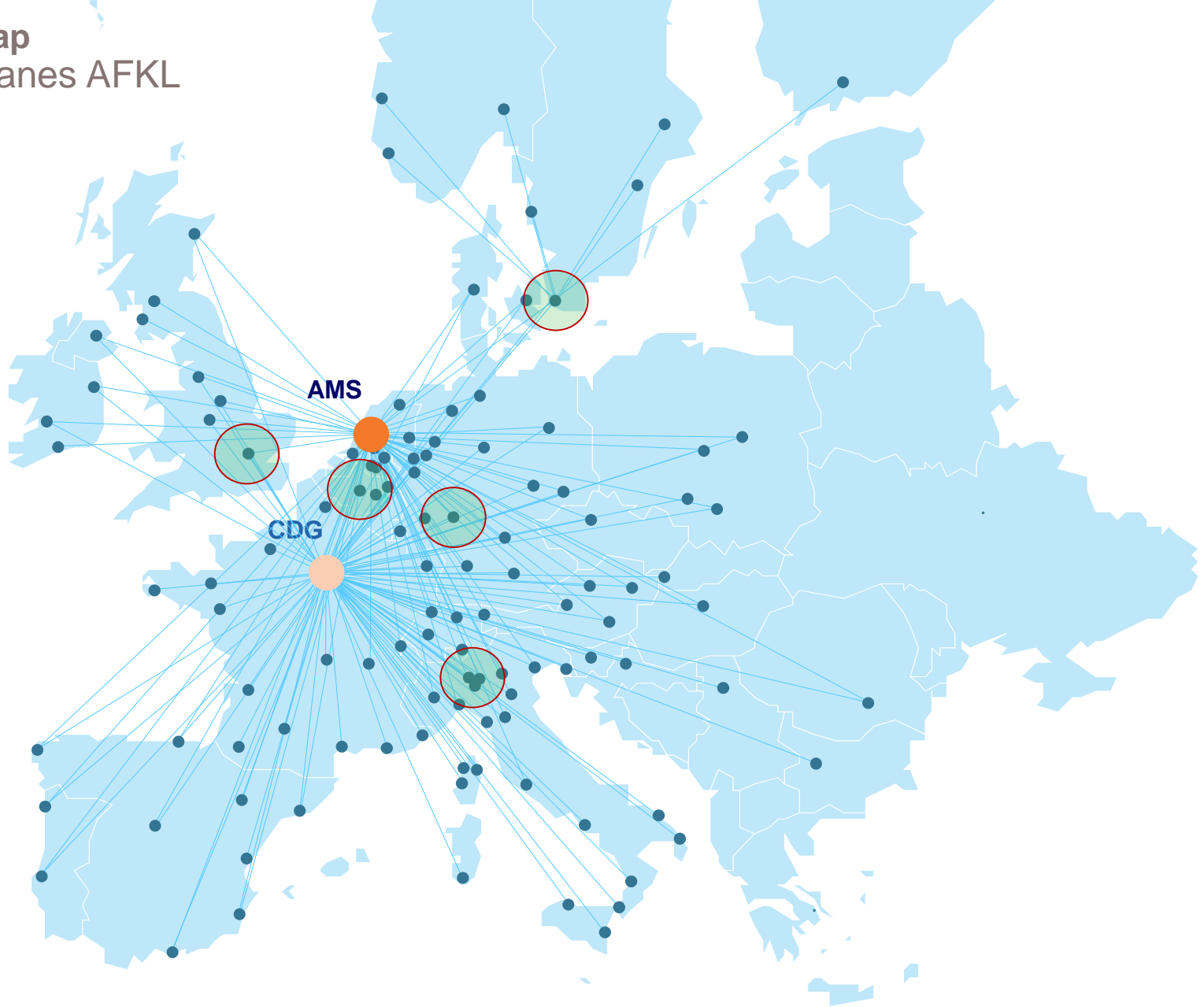
Grouping of cargo on plates with similar connection times at the Hub.

# Communication triangle



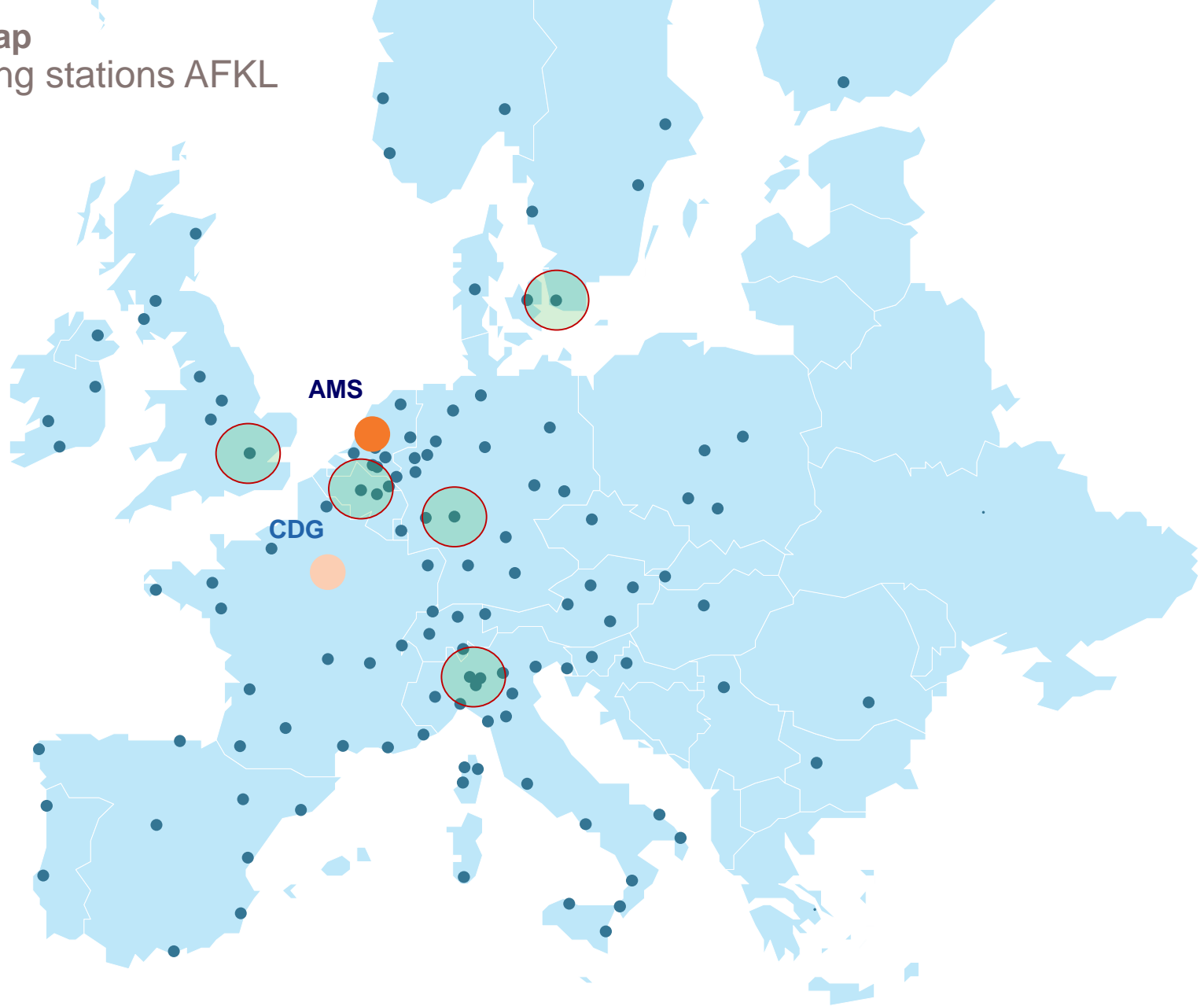
Include and make adaptations to the local situation if these surface from the discussion with the 'triangle'

# Station map EU tradelanes AFKL

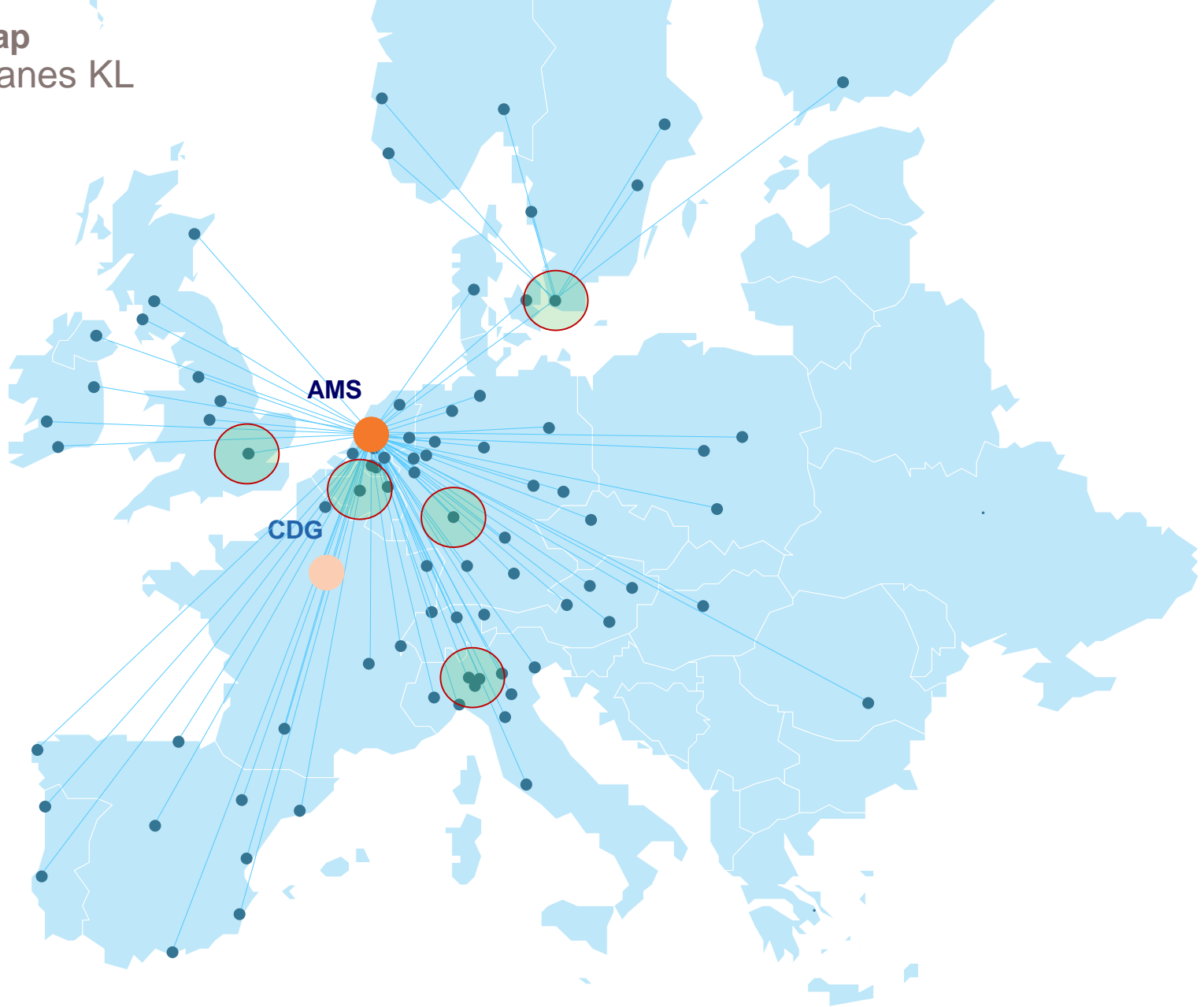




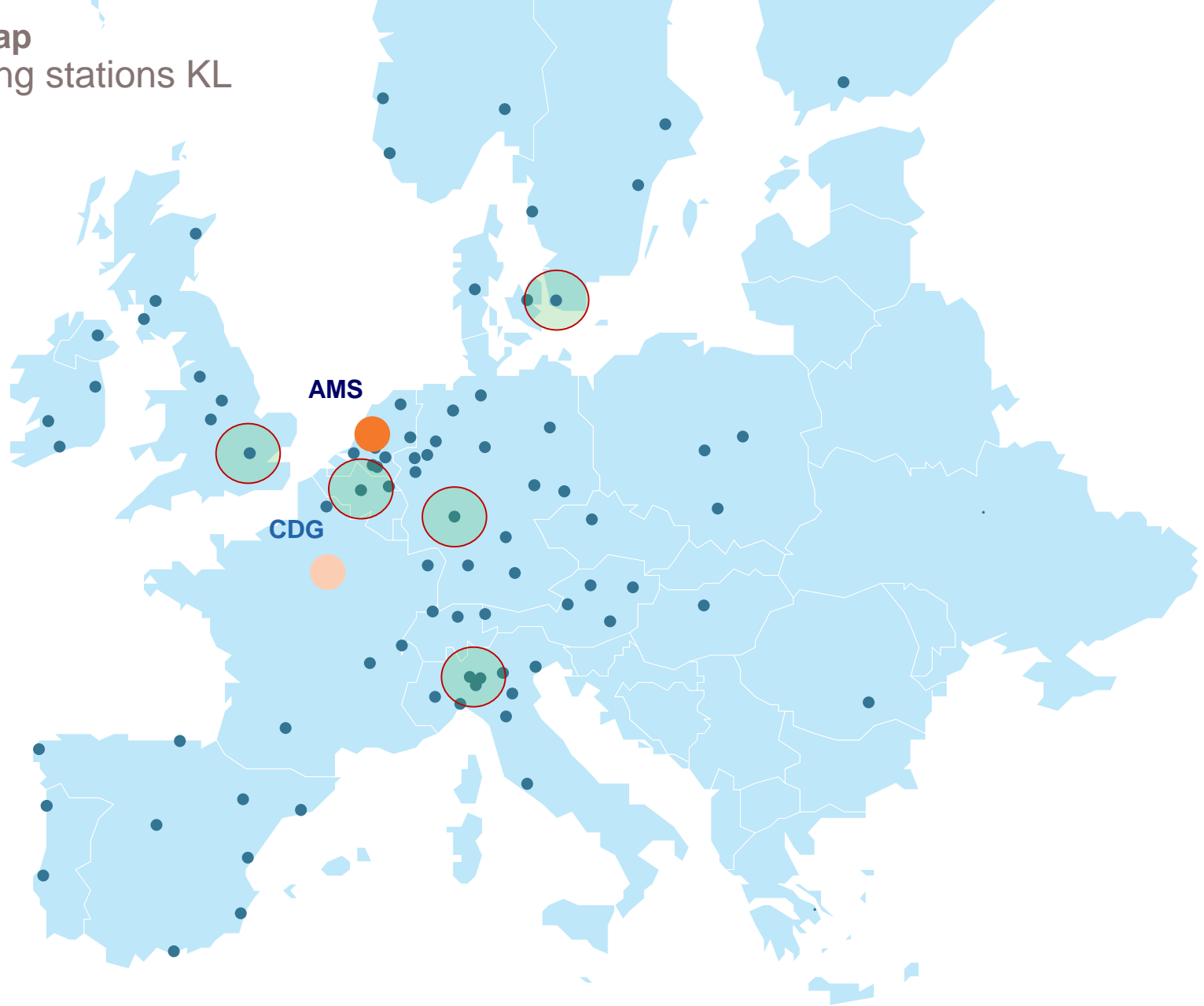
# Station map EU trucking stations AFKL



# Station map EU tradelanes KL



# Station map EU trucking stations KL



# Acceptance varieties

<b>No-show</b>	<b>Shipment arrives after DEP</b>
<b>Go-show</b>	<b>Shipment arrives without a booking</b>
<b>High-show</b>	<b>Shipment exceeds booked volume or weight</b>
<b>Early-show</b>	<b>Shipment arrives exceedingly early, taking up storage capacity</b>
<b>Late-show</b>	<b>Shipment arrives after LAT, but before DEP</b>



freight made personal

