**IBM 2012 – Capstone Project 2**

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**Group 11: Section 001**

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# **Inbound Shipment Routing and Supply Chain Overview**

Our Company, Swiss Crafters, has selected the Swatch Group (Biel/Bienne, Switzerland) as our supplier for Swiss-made luxury watches. The watches will be transported from Switzerland to Montreal, Canada, where they will be received at the Swiss Crafters’ retail store at 123 Rue Sainte-Catherine, Montreal.

To ensure a secure, efficient, and cost-effective supply chain, the shipment will follow a carefully structured route involving multiple modes of transportation, including trucking, air freight, and local delivery.

# **Routes, Mode of Transportation, and Justification**

## **Step 1: Biel/Bienne, Switzerland to Zürich International Airport**

* Watches will be purchased and packed from the supplier, Swatch Group location, and shipped to Zurich International Airport.
* **Mode of Transport:** Truck
* **Route:** Biel/Bienne – Zurich International Airport
* **Duration:** 125km, approx.. 2 hours

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* **Reason for selecting Truck:** 
  + **Cost Effective:** Transporting a small quantity of goods locally using a truck is more economical as compared to Trains.
  + **Security:** Goods will be more secure in this case since they will not be handled multiple times, and this option also provides door-to-door service.
  + **Reliability:** Trucks are more reliable, flexible, and quick than trains and can deliver goods on time for short distances.

## **Step 2: Zürich International Airport to Montréal-Trudeau International Airport**

* After reaching the first destination, the watches will be transported from Zurich International Airport to Montreal-Trudeau International Airport.
* **Mode of Transport:** Air Cargo
* **Route:** Zürich International Airport - Montréal-Trudeau International Airport
* **Duration:** 6000km, 8hr 30min

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* **Reason for selecting Air Cargo:**
  + **Speed:** For covering 6000km, which is a long distance, Air cargo will be the quickest way since water transport will take 6-8 days as compared to 8-9 hours in Air transport.
  + **Security:** Air transport is more secure than water transport since the goods are handled securely, and the rough sea weather will not damage our products. Since our product is a high-value product, it is advisable to choose Air transport over sea transport.
  + **Product Sensitivity and Safety:** Since our shipment size is just 3000 watches, it will be loaded as LCL (Less than Container Load). LCL shipments take more time and are handled multiple times, which can increase the risk of damaging our goods. Hence it is advisable to use Air transport as there will be less handling of goods.

## **Step 3: Montréal-Trudeau Airport to Swiss Crafters Store**

* After receiving the watches at Montreal-Trudeau Airport, the goods will be transported to the Swiss Crafters Store in Sainte-Catherine, Montreal
* **Mode of Transport:** Truck
* **Route:** Montréal-Trudeau Airport -Sainte-Catherine, Montreal
* **Duration:** 18km, approx. 20min

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* Reason for selecting a Truck: The reason for selecting a Truck will be the same as mentioned in step 1.

Transporting a small quantity of goods locally by truck is a more cost-effective option compared to trains. This method enhances security, as goods are handled less frequently and benefit from direct, door-to-door service. Additionally, trucks offer greater reliability, flexibility, and speed, ensuring timely deliveries over short distances.

# **Routing Map**

This routing map outlines the major transshipment points:

* **Point A:** Swatch Group (Biel/Bienne, Switzerland)
* **Point B:** Zürich International Airport (ZRH, Switzerland)
* **Point C:** Montréal-Trudeau International Airport (YUL, Canada)
* **Point D:** Swiss Crafters Store (Montreal, Canada)

# **Total Shipment Overview**

|  |  |  |
| --- | --- | --- |
| Total Watches per Year | Shipments per Year | Watches per Shipment |
| 3,000 | **2** | **1,500** |

Each shipment is carefully packed, palletized, and transported via air freight in ULD containers.

## **Packaging Breakdown**

Each shipment of 1,500 watches is packed as follows:

|  |  |
| --- | --- |
| Packaging Level | Quantity per Shipment (1,500 Watches) |
| Watches per Carton | 50 |
| Cartons per Pallet | 20 |
| Watches per Pallet | 1,000 |
| Total Pallets per Shipment | **2** (1,500 ÷ 1,000) |
| Total Cartons per Shipment | **30** (1,500 ÷ 50) |

Since two pallets are needed per shipment, this ensures efficient stacking and loading. (Abidin, 2022)

## **Shipping Container Details**

Each shipment is transported using an Air Cargo Unit Load Device (ULD):

|  |  |
| --- | --- |
| Container Type | PMC Pallet (Air Freight ULD) |
| Dimensions (L × W × H) | 318 cm × 244 cm × 162 cm |
| Maximum Load Capacity | 6,800 kg |
| ULD Capacity | 3 standard pallets |

* Since each shipment requires 2 pallets, one ULD container is used per shipment.
* The container is secured with netting and straps to prevent movement. (*Air Freight Containers Sizes and Dimensions PGA, PMC, PAG*, n.d.)

## **Final Load Plan**

Each shipment follows a structured loading process to ensure safe and efficient transport:

**Step 1: Packing Watches into Cartons**

* Each watch is packed in an individual protective box.
* 50 watches per carton with protective foam padding inside.
* Cartons are sealed and labeled for easy tracking.

**Step 2: Loading Cartons onto Pallets**

* 20 cartons per pallet, arranged in 4 rows × 5 columns.
* Cartons are evenly distributed for balance.
* Each pallet is wrapped with plastic stretch film for stability.

**Step 3: Securing Pallets in ULD Container**

* Two pallets are loaded into one PMC ULD container.
* Pallets are aligned properly inside the container.
* The ULD container is secured with cargo netting and straps. (Cohen, 2022)

## **Shipping Route & Transport Mode**

Each shipment follows this route:

|  |  |  |  |
| --- | --- | --- | --- |
| Step | Route | Mode of Transport | Duration |
| 1 | Biel/Bienne to Zurich Airport | Truck | ~2 hours (125 km) |
| 2 | Zurich Airport to Montreal-Trudeau Airport | Air Cargo (ULD) | ~8 hours 30 min (6,000 km) |
| 3 | Montreal-Trudeau Airport to Swiss Crafters Store | Truck | ~20 min (18 km) |

(MODE Transportation, 2021)

## **Incoterms Used**

Since only **EXW, FCA, and FAS** are allowed, we select:

* **FCA (Free Carrier – Zurich Airport)**
  + Supplier delivers watches to Zurich Airport.
  + Swiss Crafters takes over from there for international shipping.

## **Final Shipment Summary**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Total Annual Shipment | Shipments per Year | Watches per Shipment | Cartons per Shipment | Pallets per Shipment | ULD Containers per Shipment |
| 3,000 Watches | 2 Shipments | 1,500 | 30 | 2 | 1 PMC ULD |

(Boyd, 2021a)

## **Pallet Dimensions (Standard Euro Pallet – Air Cargo Compatible)**

|  |  |
| --- | --- |
| Pallet Type | Dimensions (L × W × H) |
| Euro Pallet (EUR 1 - Standard Size) | **120 cm × 80 cm × 150 cm** |

* The height includes the stacked cartons and protective wrapping.
* **Pallet material:** Wood or plastic (for air transport compliance). (*Efficient, Sustainable, and Durable General Cargo Containers ✅ | VRR*, n.d.)

## **Weight of the Pallet (Per Shipment)**

Each shipment consists of 1,500 watches, split into two pallets.

|  |  |  |  |
| --- | --- | --- | --- |
| Item | Unit Weight (kg) | Total Quantity per Pallet | Total Weight per Pallet (kg) |
| Single Watch (Boxed) | 0.8 kg | 50 per Carton | 40 kg per Carton |
| Cartons per Pallet | - | 20 | 800 kg |
| Pallet Itself | - | 1 | 25 kg |
| Stretch Wrapping + Straps | - | - | 5 kg |
| Total Weight per Pallet | - | - | 830 kg |

Total weight per shipment (2 pallets): **1,660 kg**  
Total annual shipment weight (2 shipments): **3,320 kg (Packair, 2021)**

## **Pallet Load Distribution**

* **Pallet 1:** 1,000 watches → 20 cartons → 800 kg + 25 kg pallet + 5 kg wrapping = **830 kg**
* **Pallet 2:** 500 watches → 10 cartons → 400 kg + 25 kg pallet + 5 kg wrapping = **430 kg**
* Total Weight of 1,500-Watch Shipment: **1,660 kg**

## **ULD (Air Cargo Container) Compatibility**

|  |  |  |  |
| --- | --- | --- | --- |
| Container Type | ULD Code | Dimensions (L × W × H) | Max Weight Capacity |
| PMC Pallet (ULD) | PMC / PAG | 318 cm × 244 cm × 162 cm | 6,800 kg |

Since the total shipment weight is 1,660 kg, a single PMC ULD container is sufficient for each shipment.

## **Summary**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Shipment | Number of Pallets | Pallet Dimensions | Weight per Pallet | Total Weight per Shipment | ULD Containers Used |
| One Shipment (1,500 Watches) | 2 Pallets | 120 cm × 80 cm × 150 cm | 830 kg + 430 kg | 1,660 kg | 1 PMC ULD |
| Annual Total (3,000 Watches) | 4 Pallets | 120 cm × 80 cm × 150 cm | 830 kg + 430 kg (×2) | 3,320 kg | 2 PMC ULDs |

## **Final Considerations**

* The ULD container will be secured with cargo netting and straps to prevent movement.
* The pallet height (150 cm) is within airline cargo restrictions.
* The total weight per shipment (1,660 kg) is well below the PMC ULD limit (6,800 kg).

# **Total Costs of Shipment**

|  |  |  |  |
| --- | --- | --- | --- |
| Watch Model | Cost Per Unit (CAD) | Total Units | Total Product Cost (CAD) |
| Omega Seamaster Diver 300M | $5,481 | 400 | $2,192,400 |
| Longines Master Collection | $2,610 | 400 | $1,044,000 |
| Tissot PRX | $565.50 | 1,000 | $565,500 |
| Hamilton Khaki Field | $522 | 1,000 | $522,000 |
| Swatch Sistem51 | $130.50 | 200 | $26,100 |

Total Units: **3,000**

Total Product Cost: **CAD 4,350,000**

## **Logistics and Transportation Costs**

|  |  |  |  |
| --- | --- | --- | --- |
| Cost Component | Total Cost (CAD) | Cost per Unit (CAD) | Explanation |
| Labeling | $4,000 | $1.33 | Each watch is labeled for identification and compliance. |
| Packing | $6,000 | $2.00 | Premium packaging to protect watches during transit. |
| Marking | $4,500 | $1.50 | Shipping marks and barcodes applied. |
| Import Documentation | $5,500 | $1.83 | Customs paperwork for clearance. |
| Insurance | $10,000 | $3.33 | Covers damages, loss, and theft during transit. |
| Updated Freight Cost | $1,805.20 | $0.60 | Based on weight break pricing analysis. |
| Duties & Taxes (5%) | $217,500 | $72.50 | Swiss luxury watch import duty. |
| Brokerage Fees | $10,000 | $3.33 | Customs broker fees for clearance. |
| Transport & Delivery | $5,000 | $1.67 | Final delivery to warehouse in Canada |

Total Logistics and Transportation Costs: **CAD 4,614,305.20**

Landed Cost per Unit: **CAD 1,538.10**

## **Final Cost Summary**

|  |  |  |
| --- | --- | --- |
| Category | Total Cost (CAD) | Cost per Unit (CAD) |
| Total Product Cost | $4,350,000 | $1,450.00 |
| Preparation for Transport | $29,000 | $9.67 |
| Updated Freight Cost | $1,805.20 | $0.60 |
| Port Charges - Departure | $23,000 | $7.67 |
| Main Carriage | $8,000 | $2.67 |
| Port Charges - Destination | $7,000 | $2.33 |
| Import Duties & Delivery | $232,500 | $77.50 |
| Export/Import Finance | $4,000 | $1.33 |

Grand Total: **CAD $4,614,305.20**

Final Landed Cost per Unit: **CAD 1,538.10**

## **Weight Break Pricing Analysis**

**Step 1: Calculate Actual Shipment Weight**

* Total Watches per Shipment: 1,500
* Weight of a Single Watch (Boxed): 0.8 kg
* Total Watch Weight: 1,500 × 0.8 = 1,200 kg
* Additional Packaging Weight: 460 kg
* Total Shipment Weight: **1,660 kg (3,659.64 lbs)**

**Step 2: Calculate Cubic Weight**

* Total Volume for Two Pallets: 101.84 ft³
* Cubic Weight: 101.84 × 10 = **1,018.4 lbs**

**Step 3: Determine Billable Weight**

* Billable Weight: 3,659.64 lbs (as actual weight > cubic weight)

**Step 4: Apply CWT Rate**

* Rate per CWT: CAD 10
* Total Freight Cost: **36.60 CWT × CAD 10 = CAD 366**
* Annual Freight Cost (2 Shipments): **CAD 732**

**Step 5: Add Accessorial Charges**

* Fuel Surcharge (10%): CAD 73.20
* Truckload Fee (2 Shipments): CAD 1,000

**Total Annual Freight Cost: CAD 1,805.20**

|  |  |  |
| --- | --- | --- |
| Component | Cost per Shipment (CAD) | Annual Cost (CAD) |
| Base Freight Cost | $366 | $732 |
| Fuel Surcharge (10%) | $36.60 | $73.20 |
| Truckload Fee | $500 | $1,000 |
| Total Freight Cost | $902.60 | $1,805.20 |

## **Factors Affecting Shipping Rates**

• **Mode of Transport:** Air Freight is fast but costly; Sea Freight is slower but cheaper.

• **Fuel Costs & Surcharges:** Air freight is affected by jet fuel prices.

• **Container Utilization & Volume:** Luxury watches have a high value-to-weight ratio.

• **Peak Season Demand:** Q4 (October–December) has higher rates due to holiday demand.

• **Import Duties & Tariffs:** 5% import duty on Swiss watches increases costs.

• **Currency Exchange Rates:** CHF to CAD conversion impacts final expenses.

# **Risk Identification & Mitigation**

## **Major Risks in Air Freight Shipping**

|  |  |  |  |
| --- | --- | --- | --- |
| Risk Type | Impact Level (L/M/H) | Potential Issues | Mitigation Strategy |
| Flight Delays & Cancellations | High | Weather disruptions, airline scheduling issues | Choose reliable airlines with multiple daily flights |
| Cargo Damage | Medium | Rough handling, temperature sensitivity | Use proper packaging, choose airlines with careful cargo handling |
| Loss or Theft | Medium | Loss during transfers, theft at airport terminals | Use tamper-proof packaging, insured transport, GPS tracking |
| Customs Delays | High | Paperwork errors, inspection hold-ups | Work with a customs broker, ensure compliance with import regulations |
| Regulatory Compliance Issues (iContainers, n.d.) | Medium | Non-compliance with aviation & trade laws | Ensure all export permits & air cargo regulations are met |
| Financial Risks | High | Currency fluctuations, unpaid invoices | Use secure payment terms (Letter of Credit, Escrow) |

## **Mitigation Plan**

* Choose major international airports with efficient cargo processing.
* Partner with reliable freight forwarders specializing in air freight.
* Use time-sensitive shipping options like express air cargo.
* Ensure proper cargo documentation to avoid customs delays (Shkuro, 2023).

## **Risk Register Table**

|  |  |  |  |
| --- | --- | --- | --- |
| Risk Category | Likelihood (Low/Med/High) | Severity (Low/Med/High) | Mitigation Plan |
| Flight Delays | High | Medium | Book multiple flights, use express services |
| Cargo Theft | Medium | High | Use security seals, insured transport |
| Cargo Damage | Medium | Medium | Use air-optimized packaging & handling |
| Customs Delays | High | Medium | Ensure proper documentation |
| Payment Risks | Low | High | Use secure payment methods (LC, Escrow) |

## **Incoterms Selection & Justification**

**Shipping Terms – FCA (Free Carrier)**

**Why FCA?**

* The seller delivers goods to the agreed carrier location (airport/forwarder), and the importer arranges the main transport (Incoterms FCA - Free Carrier, n.d..).
* Buyer assumes risk once the goods are handed over to the carrier.
* Reduces buyer logistics burden while providing cost-effective shipping.
* Ideal for air freight, where the seller ensures smooth export clearance.

**Alternative Incoterms Considered:**

* **EXW (Ex Works)** – Too much responsibility on the buyer.
* **DAP (Delivered at Place)** – Higher seller risk and cost.

**Final Choice:** FCA (Free Carrier) for better risk management and streamlined air freight handling.

## **Insurance Plan**

**Recommended Insurance Type: Air Cargo Insurance**

**Coverage:**

* Protects against loss, damage, theft, and delays.
* Covers shipment from origin to the destination under FCA terms.

**Insurance Policy Details:**

|  |  |  |
| --- | --- | --- |
| Coverage Type | Included? | Reason |
| All-Risk Policy | Yes | Covers most damages, delays, theft |
| Total Loss Coverage | Yes | Protects against complete shipment loss |
| Named Perils Coverage | No | Limited coverage, excluding key risks |

**Final Insurance Plan:** Air Cargo Insurance with All-Risk Policy for full protection.

## **Weight Break Pricing and Factors Affecting Shipping Rates**

**Weight Break Pricing Calculation**

Weight break pricing is used in air freight to determine the cost-effectiveness of different weight categories. The more weight shipped in one lot, the lower the cost per kilogram. The general pricing model is structured as follows:

|  |  |  |
| --- | --- | --- |
| Weight Category (kg) | Cost per kg (CAD) | Total Cost (CAD) |
| 100 – 300 kg | 5.50 | 550 – 1650 |
| 301 – 1000 kg | 4.80 | 1445 – 4800 |
| 1001 – 3000 kg | 4.20 | 4200 – 12600 |
| 3001 kg+ | 3.90 | 11700+ |

**Factors Affecting Air Freight Rates**

* **Mode of Transport** – Air Freight is fast but costly; Sea Freight is slower but cheaper.
* **Fuel Costs & Surcharges** – Air freight is affected by jet fuel prices.
* **Container Utilization & Volume** – Luxury watches have a high value-to-weight ratio.
* **Peak Season Demand** – Q4 (October–December) has higher rates due to holiday demand.
* **Import Duties & Tariffs** – 5% import duty on Swiss watches increases costs.
* **Currency Exchange Rates** – CHF to CAD conversion impacts final expenses.

## **Cost Analysis of Shipment**

**Total Costs of Shipment**

|  |  |  |  |
| --- | --- | --- | --- |
| Watch Model | Cost Per Unit (CAD) | Total Units | Total Product Cost (CAD) |
| Omega Seamaster Diver 300M | 5,481 | 400 | 2,192,400 |
| Longines Master Collection | 2,610 | 400 | 1,044,000 |
| Tissot PRX | 565.50 | 1,000 | 565,500 |
| Hamilton Khaki Field | 522 | 1,000 | 522,000 |
| Swatch Sistem51 | 130.50 | 200 | 26,100 |
| Total Units | **3,000** | **Total Product Cost** | **4,350,000** |

**Logistics and Transportation Costs**

|  |  |  |  |
| --- | --- | --- | --- |
| Cost Component | Total Cost (CAD) | Cost per Unit (CAD) | Explanation |
| Labeling | 4,000 | 1.33 | Each watch is labeled for identification and compliance. |
| Packing | 6,000 | 2.00 | Premium packaging to protect watches during transit. |
| Import Documentation | 5,500 | 1.83 | Customs paperwork for clearance. |
| Insurance | 10,000 | 3.33 | Covers damages, loss, and theft during transit. |
| Freight Cost | 1,805.20 | 0.60 | Based on weight break pricing analysis. |
| Duties & Taxes (5%) | 217,500 | 72.50 | Swiss luxury watches import duty. |
| Transport & Delivery | 5,000 | 1.67 | Final delivery to the warehouse in Canada. |

Total Logistics and Transportation Costs: **CAD 4,614,305.20**  
Final Landed Cost per Unit: **CAD 1,538.10**

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