

# IS3103 Project Proposal - Team 5C - Shipping Industry - Silverpool Inc.pdf

*by* EDWARD NG JONG RAY

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2022/23 Semester 1

## IS3103 Digital Transformation Proposal Plan (For Approval)

Project proposals should not be more than FOUR pages, 11-point, single-line spacing. You may write in brief sentences and point form. Team Number: 5C

Team Members: BATERISNA DAN ALDEN VARSOBIA, FU KAI LING, NG JONG RAY, EDWARD, NICOLAI ALEXANDER NEO RUI S

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1. Industry/Sector: Shipping Industry

2. Real company(ies) that your case is based on: China United Lines (CULines)/Tanto Intim Lines

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3. Fictitious Company Name: Silverpool Inc.

4. Overview of the industry that the company is in (industry trends, structure, challenges etc):

Trends:

- Current industry trends aim to embrace the use of technology to increase transparency throughout the supply chain.
- Increased desire for the shortening of the supply chain, which can be achieved through embracing nearshoring and reshoring of certain processes

Structure:

- Silverpool's HQ consists of departments such as the President's Office, HR, Digital & IT, Finance, Marketing, Fleet, Operation
- Silverpool also has multiple agencies and branches around the world.

Challenges:

- Difficulty in coordinating multiple branches in overseas countries
- Lacking ability to have instantaneous updates about condition of specific containers during transit
- Challenging to figure out the condition of a ship after each trip, requiring a manual process to check if there is a need for maintenance

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5. Company background (short introduction, customer segments - B2C or B2B; nature of Business/Products/Services; business strategy etc):

Silverpool Inc. is a logistics company focusing on providing liner services to business partners. It has been providing container shipping services across China, South East Asia, and the Middle East. Recently, it has been attempting an expansion to cover routes going to Europe and the U.S.

Primary activities:

- Handling of incoming deliveries
- Shipping to destination ports
- Outbound logistics

Support activities:

- Tracking of containers
- Scheduling deliveries and routes
- Compliance with customs and regulations



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## 6. How has COVID-19 pandemic impacted the industry and company?

- Shortage of containers and other shipping equipment
  - The number of vessels were reduced in response to a decrease in trade and production of goods at the beginning of the pandemic
  - Demand for consumer goods and shipping peaked during the pandemic
  - Fewer vessels are available to pick up empty containers from ports and restrictions in certain countries prevent some containers from being collected
  - It is difficult for shipping companies to find and get a hold of containers
- Port congestion due to the shutdown of several ports, disruption of schedules and lack of manpower to process and unload cargo has led to bottlenecks in the supply chain
- Shipping costs have also surged as a result of port delays and the shortage of containers.

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## 7. What are the main business problems/challenges facing the company?

Business challenge	Description & significance
Difficulty in coordinating multiple branches in the overseas countries	Different branches have different types of documentation or paperwork required for the same processes. This can lead to unnecessary delays in passing and processing client information between branches and even from HQ to the specific branch and vice versa. This significantly increases overhead and is extremely inefficient as urgent requests have been previously delayed due to wrong formatting for that overseas branch.
Unable to differentiate within the saturated marketplace	Silverpool Inc started off as a family business and within the competitive shipping industry, they are struggling with finding a niche. Although being experienced in shipping within South East Asia and East Asia, they struggle with maintaining a competitive advantage and have been under threat by both bigger and smaller companies
Inability to offer added services for customers	As more customers try to embrace near-shoring or reshoring, Silverpool Inc has yet to capitalise on this due to the absence of a future plan and any strategic decisions for expansion. This makes the extensive number of branches, especially those which are near each other in different areas of China feel redundant.

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## 8. What is the company's current state of IT?

- Silverpool currently relies on legacy systems  3 ents to perform cargo bookings and scheduling

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## 9. What are the main IT/IS problems and business-IS alignment issues facing the company?

IT/IS problem or business-IS alignment issue	Description & significance
Lack of transparency for customers during process of shipping	This leads to customers being unable to know the current state of their cargo whilst on route. This might lower both the broker and customer trust working with Silverpool Inc.
Not maximising the use of IT in route-planning	This results in unnecessary Silverpool Inc incurring additional costs, such as frequent rerouting of shipment, hurting the company's revenue.
Insufficient maritime professionals	There is an insufficient amount of maritime professionals available in the industry. HR does not engage with IT enough to provide efficient hiring solutions. This can lead to a mismatch of skills in the company.
Loss of cargo whilst onboard ships	This is significant as inability to secure the cargo from start to destination reduces Silverpool's profitability. Current IT solutions do not prioritise smarter route planning. This can possibly be solved through a more integrated digital platform that can show weather cycles on route.
IT systems are vulnerable to cybersecurity threats	Cyberattacks resulting in the loss of sensitive customer or company data and damage of IT systems can hurt Silverpool's reputation and disrupt its operations. Silverpool may also be liable for costs incurred by its customers and other third parties.

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10. What are the 4-5 recommendations/solutions that you want to propose? (brainstorm more at this stage; have a mix of both organisational/managerial/technical) – state the technologies to be used in the recommendation if applicable

Recommendation	Description & impact
Changeaway from legacy systems to an integrated digital platform that comprises of Silverpool's services	This integrated platform can help to standardise many processes within the company. This can save a significant amount of time and resources and allow management to have access to data and information for better strategic planning.
Use of IOT in monitoring containers while in transit	Using IOT can allow for granular monitoring of the conditions for each container (ie: if the temperature or pressure in the container is correct). Ship masters would be able to quickly know if anything is amiss. This can add more transparency to the shipping process as well due to the availability of this information for the customer/broker facing team to quickly share.
Use of IOT in monitoring ship conditions	Using IOT can also help Silverpool have up-to-date information of their ship's conditions. Implementing these "smart" sensors can quickly help engineers to assess if the ship requires maintenance and what type of maintenance should be conducted. Another benefit is that it can help catch small problems which would be hidden from a manual check by the engineers on deck.
Add a new team to	Strategically restructuring the organisation to allow a team to be incharge of

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strategically manage  
overseas branches

all the branches. Implementing strategic decisions between branches would be  
easier, along with the



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11. What are some of the expected benefits for your DT proposal?

- Help to reduce costs for Silverpool and thus increasing revenue
- Better client experience when using Silverpool's digital platform, thus strengthening customer retention

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12. How can your DT proposal help the company to recover/prosper post-COVID-19?

- Providing customers with timely and consistent updates of their cargo can allow them to be more understanding of unexpected delays in shipping which have become more common due to the pandemic. This can improve Silverpool's relationship with its clients and build customer loyalty.
- Having access to more data and information can aid Silverpool in planning alternative routes and adjusting its allocation of resources to avoid congested ports and delays.



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## ORIGINALITY REPORT

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## PRIMARY SOURCES

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## GRADEMARK REPORT

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FINAL GRADE

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GENERAL COMMENTS

Instructor

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PAGE 1

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### Comment 1

scope of business clearly identified

PAGE 2

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### Comment 2

good identification on specific problems due to covid



### Comment 3

in your report, it would be good to provide some additional info on this system - is it developed in-house or it is a commercial system; briefly describe the current functionalities and limitations

PAGE 3

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### Comment 4

this point is not very important - can consider dropping



### Comment 5

if combining the two IOT solutions into one recommendation, then would need another technical recommendation

PAGE 4

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### Comment 6

this recommendation if is considered non-technical should be about the IT department structure or IS governance aspects



### Comment 7

note that your similiarity score is 20%