Test Project

Module 1

Logistics and Freight Forwarding

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WSC2026_TP51_en

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Boylan & Heffo Sports

Company Profile

Company Overview

Boylan & Heffo Sports (commonly known as "B&H Sports") is an UK multinational corporation headquartered in London, specializing in sports clothing, equipment, and sports events management solutions. The company serves diverse sectors including retail, business-to-business (B2B) commercial operations, government contracts, and e-commerce.

Market Position

Fortune Global 500 company, publicly traded on the Euronext Exchange, and a constituent of the Euro Stoxx 50 stock market index.

Financial Performance

Fiscal Year 2025 revenues: €22.5 billion

Beyond its commercial operations, B&H Sports maintains a strong commitment to research, investing significantly in global sustainability projects.

Mission Statement

"To enhance sustainable sports programs that support green technologies and manufacturing for the advancement of everyone's sport participation and leisure enjoyment."

Research and Development

At its European Innovation Summit, B&H Sports outlined its strategic commitment to evaluating emerging technologies, advancing green innovations, and supporting start-ups through mentorship and financial investment.

R&D Investment

FY2025 research and development expenditure totalled approximately €454 million.

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Global Operations

Headquarters

Amsterdam, Nederland's (established 1916)

Operating Model

International structure with key personnel distributed across primary offices in:

- Amsterdam, Nederland's (Headquarters and Global Supply Chain)
- Hong Kong, China
- Noida, India
- Boston, USA
- California, USA

Workforce

8,440 full-time employees globally

Management Structure

Executive Leadership

- CEO: Mr. Sam Maguire
- Chair of Board of Directors: Mrs. Molly Bloom

Authority Framework

Staff members are assigned authority levels ranging from 1 to 10:

- L6: Junior Manager
- L7: Senior Manager (Mid-Level Management)
- L8+: Director level and above (Senior Management and Leadership)

Supply Chain and Logistics

B&H Sports operates a fully outsourced logistics model, using specialized freight forwarders for all domestic and international shipments. The company does not maintain internal brokerage capabilities or proprietary transportation assets, instead relying on 3PL and 4PL freight forwarders' expertise to manage end-to-end logistics requirements, including customs clearance through assigned agents.

Geographic Coverage

EMEA (Europe, Middle East, and Africa), NALA (North America and Latin America), APAC (Asia-Pacific) regions.

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Company Culture and Operational Excellence Partnership Standards

Lean Operations and Continuous Improvement Culture

B&H Sports operates within a Lean manufacturing environment where continuous improvement is embedded in the organizational DNA. Management at all levels is actively engaged in identifying and implementing operational enhancements across the business.

All staff within the business, and all vendors associated with it, are actively rewarded for making improvement suggestions and bringing new ideas to the senior leadership team (SLT). B&H positions itself as being a full learning environment and expects to learn from everyone associated with the business. One of their cultural mantras is "A good idea is a good idea regardless of who suggests it".

As a leader in sustainability innovation, the company maintains exceptionally high-performance standards and expects the same from its partners.

Supply Chain and Information Flow Excellence

Recent strategic focus has centred on optimizing supply chain performance through its network of freight forwarders and their global logistics sub-contractors. B&H Sports recognizes that seamless movement and quality of information flows are critical success drivers. The company demands:

- Highest standards of accuracy and speed in all communications
- Meticulous attention to detail as a non-negotiable requirement
- Full visibility of shipment tracking through digital platforms
- Real-time transparency across all logistics operations

Workforce Excellence and Development

The organization boasts a highly trained and experienced workforce. Most managers have advanced through internal promotion, demonstrating the company's commitment to career development. Key characteristics include:

- Investment in education is mandatory, not optional—both internal and external training programs are actively supported
- Exceptional retention rates among staff and management, validating the effectiveness of this development strategy
- Deep institutional knowledge resulting from long-term employee tenure
- Information, ideas, innovations and suggestions flow freely in their organizational communication model.

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DEIB (Diversity, Equity, Inclusion and Belonging)

As part of their commitment to the free flow of information, ideas, innovations and suggestions, their company culture ensures that their diverse staff population is supported with a robust and well-funded DEIB structure:

- A conscious and informed diversity recruitment strategy
- Equity supports include ensuring that all staff are not just offered opportunities across the organisation but are facilitated to take them up. For example, the company offers language and culture training as well as generous relocation assistance to any member of staff who wishes to transfer within the company
- Inclusion supports are also present with an SLT commitment to all employees being heard, and their contributions being valued. These supports include quarterly interactive townhalls held by the SLT, and a tech-based ideas funnel to which anyone can submit an idea.
- The company also operates several belonging initiatives, the major one being quarterly "Stay Interviews" with every member of staff. These are conversations centred around two (2) major questions: "Have you ever felt like an outsider here, or felt unheard?" and "Have you ever felt that you need to leave an aspect of your identity at the door to succeed here?" In this way emerging issues are identified and tackled swiftly.
- Everyone without exception is held to exceptional standards of behaviour, communication and accountability for high performance, while being supported to be the best version of themselves.

Work-Life Balance in Dynamic Markets

Despite operating in fast-paced, dynamic markets B&H Sports prioritizes work-life balance for all employees. The company promotes a balanced approach to communication:

- Digital and face-to-face interactions are both valued and encouraged
- Flexible communication strategies that respect personal time while maintaining operational excellence

Vendor Partnership Philosophy

B&H Sports adopts a "Show me, don't just tell me" approach with vendors and service providers. However, the company is widely regarded as an excellent business partner because it views vendors as strategic partners who share mutual high-service expectations, not merely as suppliers.

Service Level Commitments

- Transportation SLAs (Service Level Agreements) are established with all 3PL vendors
- Target Delivery Dates (TDDs) form the foundation of performance measurement
- Long-term relationship development is encouraged for partners who align with the company's sustainability aspirations

Partnership Requirements

B&H Sports seeks logistics service providers who demonstrate:

1. Commitment to sustainability and environmental responsibility
2. Excellence in information accuracy and communication speed
3. Proactive problem-solving and continuous improvement mindset
4. Alignment with customer-centric service values
5. Investment in workforce development and operational excellence

The company's approach creates a demanding yet rewarding partnership environment for service providers committed to shared success and sustainability goals.

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Target Delivery Dates

Understanding Delivery Performance Metrics: Gross vs Net

Target Delivery Date (TDD) Calculation

For each shipment, performance is measured against a Target Delivery Date (TDD), which is automatically calculated based on two (2) key factors:

- Ready-to-Ship Signal: Issued by the Original Design Manufacturer (ODM) – the supplier of materials or finished goods
- Service Level Agreement (SLA): Agreed terms with the Logistics Service Provider (LSP), accounting for customs clearance timelines and transportation modes

On-Time Delivery (OTD) Assessment

On-time delivery performance is evaluated by comparing the Proof of Delivery (POD) date against the TDD. If the POD occurs after the TDD, the shipment is classified as a failure. In such cases, the LSP must submit a detailed reason for the delay, which determines whether the failure is categorized as Net (controllable)

or Gross (uncontrollable).

Failure Classification

Net Failures (Controllable Misses)

Delays directly attributable to the LSP's operations, including:

- Late arrival at destination
- Misloading or incorrect loading procedures
- Vehicle unavailability
- Other LSP operational issues

Gross Failures (Controllable + Non-Controllable Misses)

The total of all delivery failures, including both controllable delays and non-controllable misses caused by external factors beyond the LSP's responsibility, such as:

- Stock damage during transit
- Customer cancellations
- Shipment rejections
- Force majeure events

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Performance Targets

B&H Sports has established the following OTD performance standards:

- Net SLA Target: 98% OTD (controllable reasons only)
- Gross SLA Target: 95% OTD (controllable + non-controllable reasons)

Reporting Requirements

The LSP must present regular shipment performance reports to B&H Sports Senior Management, including:

- Proof of Delivery (POD) results and trends
- Root cause analysis for all late deliveries
- Corrective action plans for controllable failures
- Performance tracking against Net and Gross SLA targets

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Instructions for the Competitor

This Module (M1) Skill 51 considers for operational competence in Freight Forwarding and Logistics:

1. Handling a global shipment transportation booking request
2. Identify information that is required from the shipper (B&H, your customer)
3. Show a competent knowledge level of required documentation required for transportation and customs compliance
4. Display a high-level attention to detail

As your customers' LSP (Logistics Service Provider) you are expected to provide freight forwarding services, acting as your customers' authorised agent, to arrange for an international shipment from a supplier's location in the USA through to delivery in B&H warehouse located in MAD, Spain.

For this module you need to:

- Understand the required documentation involved in transporting international shipments as a freight forwarder acting as an authorised agent for your customer (B&H)
- Identify and request all required information need to complete all customs entries
- Confirm all required transportation documentation is in order
- Select and confirm mode of transport (Air, Sea or Road)
- Communicate clearly with your customer
- Convert data from MS Excel database into meaningful information (that is relevant)

Task objectives:

1. Acknowledge arrangements for requested shipment transportation booking from customer
2. Keep customer informed of

- Selected mode of transport
    - (suggest efficiencies to contribute to Sustainability)
- Required transportation and customs documentation
- Make informed recommendations to customer regarding costs, and lead-times, and routing

You have three (3) hours to finalize all your tasks

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