Test Project

Module 3

Logistics and Freight Forwarding

Submitted by:

Adrian Byrne – Amazon WebServices, Independent Test Project Designer
Maura O'Toole – Facilitrain Ireland, Independent Test Project Designer

Christophe Ley – AFTRAL, Independent Test Project Validator
Renee Emery – TAFE NSW, Independent Test Project Validator

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Instruction for Competitor

This Module (M3) considers for logistics operational competence in:

1. Ability to process data in excel format
2. Ability to identify relevant information
3. Deliver results for customers
4. Present report to customer in a timely manner

As your customers' LSP (Logistics Service Provider) you arrange and manage shipments across a global transportation network, consisting of Air, Sea and Road bookings. An MS Excel format database of shipments for the period Jan 2026 to Jun 2026 (Q1 & Q2, 2026) has been provided.

Your task is to provide key information to your customer (B&H) by generating a shipments performance report highlighting TDD success rates of major lanes. As this report will be used to aid B&H senior managements' future-state strategic planning, it should provide insights in addition to the basic analysis.

For this module you need to:

- Understand the request you have received and produce the report
- Identify relevant data and convert into valuable information
- Prioritize key milestones reporting
- Provide clear insights based on performance reporting
- Suggest possible efficiency improvements

Task objectives

1. Demonstrate your ability to analyse an MS Excel formatted database
2. Display your ability to produce a performance report
3. Make clear and concise report findings that are based on the data provided

Please reference TDD "Understanding Delivery Performance Metrics: Gross vs. Net" below (also shared in Module 1, which explains how Gross and Nett TDD's are calculated)

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

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B&H Sports: TDD's (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 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

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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