Enhancing the efficiency of the foodgrade container supply chain

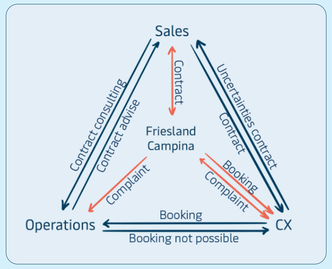
Problem

Maersk experiences **many container rejections** in the foodgrade container supply chain for FrieslandCampina, because they are very strict on their requirements for shipping infant formula milk.

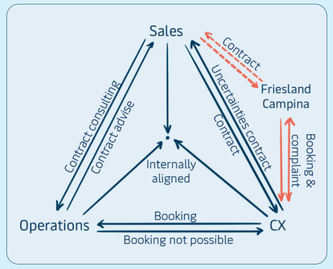
Rejections decrease efficiency, since each rejection **costs** around €500 that Maersk has to bear and leads to **decreased customer satisfaction**. These rejections have to be prevented to enhance efficiency. There are multiple factors that can lead to rejections. This thesis investigates the different challenges that lead to thse rejections and how these can be prevented to enhance the operational efficiency.

Key insights

Currently, FrieslandCampina is placed within Maersk's organisation. This creates **fragmented customer service** and misalignment across departments. However, **integrated customer service** would help prevent rejections and increase customer satisfaction. Furthermore, the internal departments have to become proactive to serve the customer better.



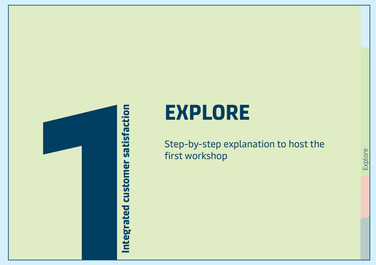
Current situation



Preferred situation

Design outcome









The final design is a **workshop guide for integrated customer service**. The workshop guide consists of four booklets: an overview booklet and three specific workshop booklets.
The workshops can be held independently by employees of Maersk to create integrated customer service. During the workshops, the participants develop a RACI-matrix to create alignment. This improves the communication channels internally and towards the customer.

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