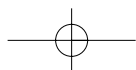


## Cargo Matters 02/2006

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**Dear readers,**

Living up to the principles of respect, friendship, democracy and transparency: that's what makes Swiss WorldCargo truly different. Because we strive for the best, we listen to our customers, we find solutions and we keep our promises.

We have never changed those principles; and we have no intention of doing so, either. The only things which have changed - and are still changing - are the external factors: the environment in which we do our business, the growing competition, the rising oil prices and, last but not least, the increasing demand for transportation of both passengers and freight.

We work in a fast-changing industry. Our business will never again be what it used to be: airlines now offer low-cost tickets, and cargo is now transported for the lowest yields ever. In these challenging times, we must strengthen our collaborations with partners and suppliers if we are to maintain high levels of customer satisfaction and offer competitive transport solutions.

We must, for instance, continuously seek and evaluate ways of finding new synergies with Lufthansa Cargo. On this front, we are proud we have become GSA for Lufthansa Cargo Charter. We are also delighted to have been one of the launch customers for the new cargo terminal that Swissport, our global handling partner, recently opened in Singapore.

There are changes in our organisation, too. By the time this "Asia" issue of Cargo Matters is released, Serge Tripet, Vice President Area Management Asia, Middle East & Africa, will be leaving the company. His mission of ensuring the business unit's

further expansion and focused development will be taken over by Dieter Vranckx from July 1. With his broad knowledge and experience of the airline business and his strong track record in the type of strategic issues and opportunities which Swiss WorldCargo is facing, Dieter will bring fresh insights as well as his natural enthusiasm to his new post, and is sure to be a great asset to our management team.

Amid all these changes, we hope you enjoy this issue of Cargo Matters, which takes you throughout Asia and the Middle East and puts a particular focus on the outstanding new logistics infrastructures that have been dotting the continent in the last few months, such as Dubai Logistics City and the new Bangkok international airport that are just about to open.

Our latest issue also features items by two guest "star" contributors, Ian Putzger and Ian Martin Jones, who offer their insights into the textile industry in Hong Kong and the partnership between Swiss WorldCargo and Lufthansa Cargo. And that's not all: we also offer you an introduction to our KPO activity in India... and a useful guide that should correct some of the misconceptions about sushi.

We care for your cargo!

With best regards,

**Oliver Evans**  
Chief Cargo Officer

**Serge Tripet**  
Outgoing Vice President  
Area Management Asia, Middle East & Africa



Oliver Evans



Serge Tripet

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**Dieter Vranckx**

Dieter Vranckx brings extensive experience in many areas of sales and marketing and of the air transport sector to his new position. A 33-year-old Belgian national, he has held various management positions with Sabena, Swissair and SWISS, most recently as Head of Business Development and, since April 2004, as General Manager Asia Pacific for SWISS's passenger operations. He thus has direct experience of field management, especially for the Asia Pacific region, which is sure to play a crucial role in Swiss WorldCargo's further development.



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Market Focus  
Singapore

# Switzapore can handle more!

Swiss WorldCargo was one of the launch customers for the new Air Freight Terminal which Swissport recently inaugurated at Singapore's Changi Airport. The new facility will help engineer a significant increase in the country's air cargo traffic flows.

From a contribution by Peter Goh, General Manager Sales Area Asia & Middle East

Swissport, the world's benchmark in ground handling services, opened a brand-new Air Freight Terminal (AFT) at Singapore Changi Airport on February 1. The impressive 17 600-square-metre warehouse, which took 18 months to complete, will increase Changi's cargo handling capacity to three million tonnes per year.

The facility was constructed at a cost of some USD 11 million by the Civil Aviation Authority of Singapore (CAAS), with Swissport investing an additional USD 10 million in a fully-automated state-of-the-art material handling system and other infrastructure to guarantee the safe and high-speed processing of air cargo.

The AFT marks Swissport's emergence as a fully-fledged ground handling company at Changi Airport less than one year after it commenced passenger and ramp handling operations. It's been steadily expanding its customer base, too, adding SWISS, Thai Air Asia, Australian Airlines and Tiger Airways since March 2005.

## Tangible synergies

The launch phase of the AFT involved only three air cargo providers: Adam Air, Thai Air Asia and Swiss WorldCargo. The collaboration is one of the tangible synergies of the five-year global partnership agreement that was concluded last year between SWISS's cargo division and Swissport International, which extends to about 25 SWISS destinations including Singapore.

With the standardised products and quality levels, the simplified workflows and the interfaces it provides, the partnership helps ensure the best possible cargo product at highly attractive rates. "Singapore is a very competitive business environment," comments Peter Goh, Swiss WorldCargo General Manager Sales Area Asia & Middle East. "And the competition is not restricted to cost alone. It's also in the standards of service and the quality of the handling facilities available. We are proud to be a launching carrier for Swissport, and look forward to a close and successful partnership."

## Inaugurating a prosperous future

"The inauguration of our new warehouse facility marks a milestone for Swissport in its endeavours to become a significant player in Singapore's



growing cargo market," says Marc-Antoine Chariatte, Managing Director of Swissport Singapore. "With an initial capacity of a quarter of a million tonnes, our Air Freight Terminal is the largest such facility in Swissport's global network of 174 airport stations. As such, it will play a vital part in our plans to grow the ground handling business in Singapore as well as the surrounding region".

Singapore Minister of Transport Yeo Cheow Tong, who was one of the guests of honour at the official opening ceremony on March 15, also expressed his confidence that, by increasing the airport's overall cargo handling capacity, Swissport's new AFT will strengthen the country's position as the leading air cargo hub in the South-east Asia region.

Speaking on the same occasion, Swiss Ambassador to Singapore Daniel Woker praised the enormous rate of economic growth in Singapore over the past 30 years and confirmed his conviction that the quality of Swiss organisations and the efficiency of Singaporeans can only be a winning combination. When it comes to cargo, Peter Goh seems to be of the same opinion: "In Switzapore, we can handle more!" he says.



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# The softly, softly partnership approach

When Swiss WorldCargo and Lufthansa Cargo joined forces, the airfreight industry expected to see big shake-ups and big changes. But you might be forgiven for thinking that it's all been rather quiet. **Ian Martin Jones**, editor of ACW Air Cargo Week, investigates.

According to Oliver Evans, Chief Cargo Officer Swiss WorldCargo, there are "fundamental differences" in the airfreight businesses at Lufthansa and Swiss International Air Lines. The first obvious difference is one of scale: Lufthansa is one of the world's largest passenger carriers with a big fleet of widebody freighters, and SWISS is a small niche carrier focusing on high-value bellyhold products.

"We have established that we have two very different organisations," Evans says. "Also, the Lufthansa Cargo and Swiss WorldCargo approaches to the marketplace are fundamentally different. After looking at the process in hand, we feel that we can better serve the market by retaining our two separate brands and our two separate organisations, but with a lot of 'touch points' between our two different approaches."

"Lufthansa Cargo has long been a leader in the airfreight industry with a large number of products in its portfolio," Evans continues. "Swiss WorldCargo, on the other hand, is a niche player with a small range of products aimed at sectors like pharmaceuticals and other entities that lend themselves to a full transportation solution. We can learn a lot from each other, though, and we will be implementing a number of best practices: we're learning as we go along. And even acting as separate brands and with separate sales models, there will be synergies to be found that we can develop to help us both meet our customers' needs."

"Both partners have decided that Swiss WorldCargo will be kept as a separate company concentrating on bellyhold capacity, whereas Lufthansa Cargo has the mixture of freighter and belly capacity," adds Martin Schlingensiepen, Vice President Sales Asia Pacific at Lufthansa Cargo. The individual products on offer from both carriers and their specific brand names will be kept as separate entities. "But we must certainly look at what we can learn from each other," he continues, "and synergies should be looked upon for the future. If there is a chance of collaboration, we will use it wherever possible."

A good example of this philosophy in action can be seen in the joint road feeder trucking services

in Europe, where the two carriers buy each other's capacity, and in the shared capacity agreements that have been concluded for certain test routes. Under the latter, Lufthansa Cargo is guaranteeing Swiss WorldCargo customers space on flights from Frankfurt to Shanghai, Tokyo, Osaka, Nagoya, Chennai and Tehran. In return, Swiss WorldCargo offers Lufthansa Cargo shippers confirmed capacity on its Zurich-Frankfurt, Karachi-Zurich and Montreal-Zurich routes.

"It makes sense to have a cooperation agreement where only one carrier is online," Schlingensiepen confirms. "But in places like Hong Kong, Tokyo, Singapore and Bangkok, it's a matter of collaboration." As Schlingensiepen points out, Swiss WorldCargo and Lufthansa Cargo largely have different sets of customers, and both carriers are already operating in full out of the Asian destinations where they have joint operations.

"We will also look at certain countries where we can

move towards using the same general sales agent (GSA) or the same handling agent," Schlingensiepen adds. "And we can move together under one roof, like at the new Suvarnabhumi Airport in Bangkok, where we will have one office to house both teams."

Lufthansa and Swiss International Air Lines further announced in March that they are to harmonise their passenger schedules to offer transfer connections between their services in São Paulo and Bangkok. So if Schlingensiepen's idea of "synergy" is to be looked at wherever possible, an airfreight accord is likely to follow in these regions, too. "We feel that it's an active and intense arrangement between our two airfreight businesses, and that our customers will benefit more from the diversity of the approach," Oliver Evans maintains, speaking of the partners' overall collaborative philosophy. "There is an inherent strength in our home market in Switzerland. It's a small, robust market with a strong pharmaceutical industry."



Our niche, customer-intimate approach to the marketplace is an advantage with this particular industry."

"The first steps taken towards integration have been a few quick wins: the capacity swaps, the handling and trucking services, moving into the same office where it's made sense, and using each other's organisation," Evans recalls. "For example, in areas where only one of us is represented by a GSA, it will make sense in the future for the other carrier to use the partner's services." Lufthansa already sells on behalf of Swiss WorldCargo in Ireland, Portugal and Ontario, while Swiss WorldCargo sells on behalf of Lufthansa in Quebec. And the partners will move towards the same solution in all areas "where it makes sense".

Although these external GSA representatives will appear to sell the products of both carriers, there will be no internal cross-selling of the partners' product ranges, Evans says, "although we will refer each other's products to customers when appropriate. In the future, Swiss WorldCargo may adapt or adopt some of Lufthansa Cargo's products - and vice versa - and we will further develop capacity access for each other." There are plenty of other areas, too, where working together will make sense for both the airfreight divisions. "There will be a fluidity of employment and career development between the two carriers," Evans concludes.

"I think that people were expecting to see a huge change," comments Bernd Maresch, General Manager Marketing Communications & PR at Swiss WorldCargo, on collaboration progress to

date. "Things are changing, but they are changing gradually. The passenger side is a very different story, with joint management and joint offices. In cargo, using each other's capacity certainly makes sense, especially in places like China to which Swiss WorldCargo doesn't fly. In moving under one roof wherever possible, we can also learn operational and revenue management from each other. There will be marketing advantages, too - we already have joint booths at trade fairs, for example."

"Wherever Lufthansa Cargo and Swiss WorldCargo can move closer together, we will - but it won't come overnight," Schlingensiepen affirms.



Market Focus  
Hong Kong

# Threading the trade

**Ian Putzger**, on Hong Kong as an air-cargo gateway to the Chinese textile market

The migration of textile production to low-cost countries has not dented the importance of Hong Kong as a gateway for garments shipped by air. The airport's cargo infrastructure and its abundance of flights to international destinations are crucial for an industry that is forever racing to keep abreast of the hottest trends.

Most of the garment production has long moved away from Hong Kong to lower-cost locations. But the city remains a key centre for the textile business. "This traffic no longer makes up the lion's share of Hong Kong's exports," says Kelly King, Managing Director of Hong Kong-based BALtrans Logistics. "But volumes have continued to rise nevertheless."

Many textiles bear 'Made in Hong Kong' labels because at least 40 per cent of their value comes from the territory. The basic work is done elsewhere, but the cutting and finishing that involve high-end machinery are still carried out here. Hong Kong also plays a pivotal role in handling orders from around the globe. Most of these are placed with trading companies based in the territory, which assign the actual production to factories in China and other parts of the world.

## On the Chinese textile logistics map

Thanks to its low labour costs, China has drawn in much of the world's textile production. These factories are now moving away more and more from the Pearl River Delta to locations further inland; but this has not changed the routings of the textile traffic that requires transportation by air. While garments that go by ocean vessel are shipped increasingly out of Chinese ports rather than through Hong Kong, the latter remains the key gateway for shipments by air.

This is reflected in the growth curves shown by ports and airports in the Pearl River Delta last year. While Chinese ports outpaced their Hong Kong rival, the territory's airlines posted double-digit tonnage increases, and HACTL, which handles the bulk of Hong Kong's air cargo, saw throughput climb to a record 2.43 million tonnes. The airport authority expects volumes to exceed 4.4 million tonnes by the end of the decade.

Airports in China have posed no serious alternative so far. As King points out, apart from a few international freighter flights to cities like Xiamen and Chengdu, only three - Shanghai,



Beijing and Guangzhou - are international gateways. Shanghai is the natural gateway for textile exports from the Yangtze River Delta; but textiles from the southern part of the country are flown out of Hong Kong.

Guangzhou's Baiyun Airport, which opened two years ago, is rapidly developing its cargo capacity and its international connections. But these, King says, are still not comparable to Hong Kong; and,

King adds, Baiyun is currently no match in terms of efficiency, either. These disadvantages are likely to diminish over time. But most projections envisage sufficient growth in demand in the region to push up traffic at both airports in the long run. A further advantage of Hong Kong is the relative ease with which charter flights can be organised at short notice. Trying to do this in China is much more difficult, King observes. Most garment exports move by ship, but some

types of this traffic depend on transportation by air. Samples are normally sent by plane. Edwin Cheung, Swiss WorldCargo Regional Cargo Manager for Greater China and South Korea, says that sample shipments out of Hong Kong peak twice a year. Airfreight is also the standard mode of transport for high-end fashion items, which have a limited shelf life and need to get to retail outlets as fast as possible.

Finally, some last-minute garment shipments also have to go by air, either because they are the season's hot trend enjoying unexpectedly strong demand or because time needs to be made up on delays caused by production problems. In these cases, exporters often rush 20 per cent of the garments by air to the destination, and send the remainder by ocean vessel.

In all these cases, speed is of the essence, which means that garments are often sent by express air service. Swiss WorldCargo moves a fair amount of textiles out of Hong Kong with its Swiss X-Presso product, Cheung reports. Some airlines also offer special facilities such as garments-on-hangers containers, but most forwarders see no need for this. King says that BALtrans builds its own disposable G-O-H containers: the garments are hung on racks, and a wooden frame is built around them.

#### **An unpredictable and competitive business**

The rise in surcharges over the past two years has pushed the landed cost of airfreight shipments up sharply. This has put pressure on some commodities, which are struggling to absorb the higher logistics costs; but textiles that go by air are not affected, forwarders say. Samples and haute-couture items can easily accommodate the higher cost. "Surcharges make up about 25 per cent of the freight cost out of Hong Kong, says King. If a rush job requires a company to send 20 per cent of its volume by air, the additional cost is not going to affect the bottom line seriously," he remarks.

The ability to absorb premium rates also means that garment shippers can easily find lift during the peak season, when the exporters of different commodities compete for space on flights out of Hong Kong. "We have not seen any major problems during the peak. We have enough capacity," comments Willy Lin, Chairman of the Hong Kong Shippers' Council. Edwin Cheung is glad that

SWISS has replaced the MD-11 with the Airbus A340 on the Hong Kong-Zurich route. "This gives us an average of 15 tonnes per flight," he observes.

"After China's entry last year into the WTO eliminated quotas for its exports to the European Union and the USA, those areas soon found themselves flooded with textiles made in China. This led to the reintroduction of import limits for a total of nine garment categories. With the new restrictions looming on the horizon, Chinese exporters rushed to get their shipments to their destinations, and this led to a spike in exports," Lin recalls.

It proved a busy time for Swiss WorldCargo's staff in Hong Kong. "It was during our traditional low season in May and June," Cheung remembers. "All of a sudden, a lot of garments had to be shipped out to meet the deadline."

Now the Chinese authorities hold auctions every three or four months for garments that fall under the restricted categories. "This is helping spread export volumes throughout the year", Lin says, "rather than concentrating them in one peak season when everybody tries to beat a quota deadline".

Still, the unpredictability of fashion trends makes it impossible to plan ahead most of the time. "Even sample shipments are not booked much in ad-

vance, as designers will often make changes at the last moment. Forwarders order the necessary space largely on an ad-hoc basis", says Cheung; "but Swiss WorldCargo staff know from experience when to expect spikes in sample shipments, and reserve capacity accordingly".





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# Learn to say "Su-wan-na-poom"!

Awaiting the opening of the new Suvarnabhumi International Airport in Bangkok.

Silvia Cappelli interviews Kamol Asavasatitporn, Swiss WorldCargo Regional Manager Thailand, Laos, Myanmar, Cambodia and Vietnam

Thai is a tonal language: every word can have up to five different meanings, depending on the pitch and intonation with which it is pronounced (high, medium or low, and rising or falling). For example, the word "na" can mean "field", "face" or "your mother's younger sister", depending on how you say it. So you'd better learn to pronounce Suvarnabhumi as "su-wan-na-poom" if you want to make sure you're talking about the new Bangkok International Airport!

The correct pronunciation is especially important to convey the meaning of the name - "Golden Land". It was chosen by Thailand's King Bhumibol Adulyadej as a good auspice for this phenomenal achievement in architecture and engineering, which is the flagship of the country's improved transport infrastructure.

Expected to open for commercial traffic by the end of September (after countless postponements owing to cost overruns and construction problems), the new airport will enable Thailand to become the aviation hub for Southeast Asia - a development that will naturally encourage a variety of important new investments.

The expanded facilities and their advanced equipment will move both passengers and cargo more efficiently and on a greater scale than anywhere else in the region: Suvarnabhumi will be able to handle as many as 45 million passengers a year, compared to the 35 million capacity of the present airport at Don Muang (pronounced dawn meu-ang, incidentally, and meaning "Town of the Highlands"). The new airport's twin runways (which could later be increased to four) are designed for peak-period volumes of up to 76 take-offs and landings per hour. And the provisions for future capacity increases will cater for up to 100 million passengers.

The cargo capacity figures are equally astonishing: on opening, the new airport will be able to handle up to three million tonnes of freight per year, a figure that will be doubled within a short time span (see table below). To gain a better idea of how international cargo carriers will fit into this amazing picture, we put a few questions to someone who will soon relocate his business there: Kamol Asavasatitporn, Swiss WorldCargo's Regional Manager for Thailand & Vietnam.

**It looks like "Su-wan-na-poom" will really turn Thailand into a "Golden Land" for the air cargo industry...**

Well, yes! The facilities are designed for the new extended-range Boeing 777 and Airbus A380,

which will permit non-stop flights between Thailand and the USA. These services, coupled with a traffic increase to and from Europe, are sure to enhance Thailand's appeal as a regional headquarters for multinational companies. And the cargo traffic will increase tremendously, too.

**And an "open skies" policy for cargo is also in place...**

Yes, and it encourages investment by integrated air carriers and air cargo service providers, which will definitely increase the attraction of Thailand to manufacturers of high-value-to-weight products such as integrated circuits, hard disk drives, chips, fresh seafood, high-fashion garments and pharmaceuticals. As a regional hub, the new airport will also make Bangkok the logical centre for trade shows, e-commerce fulfilment centres, conferences and the wholesale market.

**What will be the advantages for a small carrier like Swiss WorldCargo?**

We will all benefit from the expanded facilities, big and small carriers alike. Swiss WorldCargo is a niche player that concentrates on special products such as valuables, perishables and shipments that are prone to theft; and at Suvarnabhumi the premises for storing and handling these special products will be much bigger - especially the Perishable Centre, which will guarantee better quality when the shipment arrives at the consignee.

**Can you tell us what the new cargo facilities will be like and where the international carriers will be operating?**

Cargo will be managed within a Customs Free Zone in the 90 000-square-metre International Cargo Terminal (CT1), divided into four zones. That's what they mean by an "under-one-roof" handling concept! And it's sure to make Thailand the biggest cargo hub for Southeast Asia, if not for Asia as a whole.

**Relocating to Suvarnabhumi will also mean moving "under one roof" with Lufthansa Cargo...**

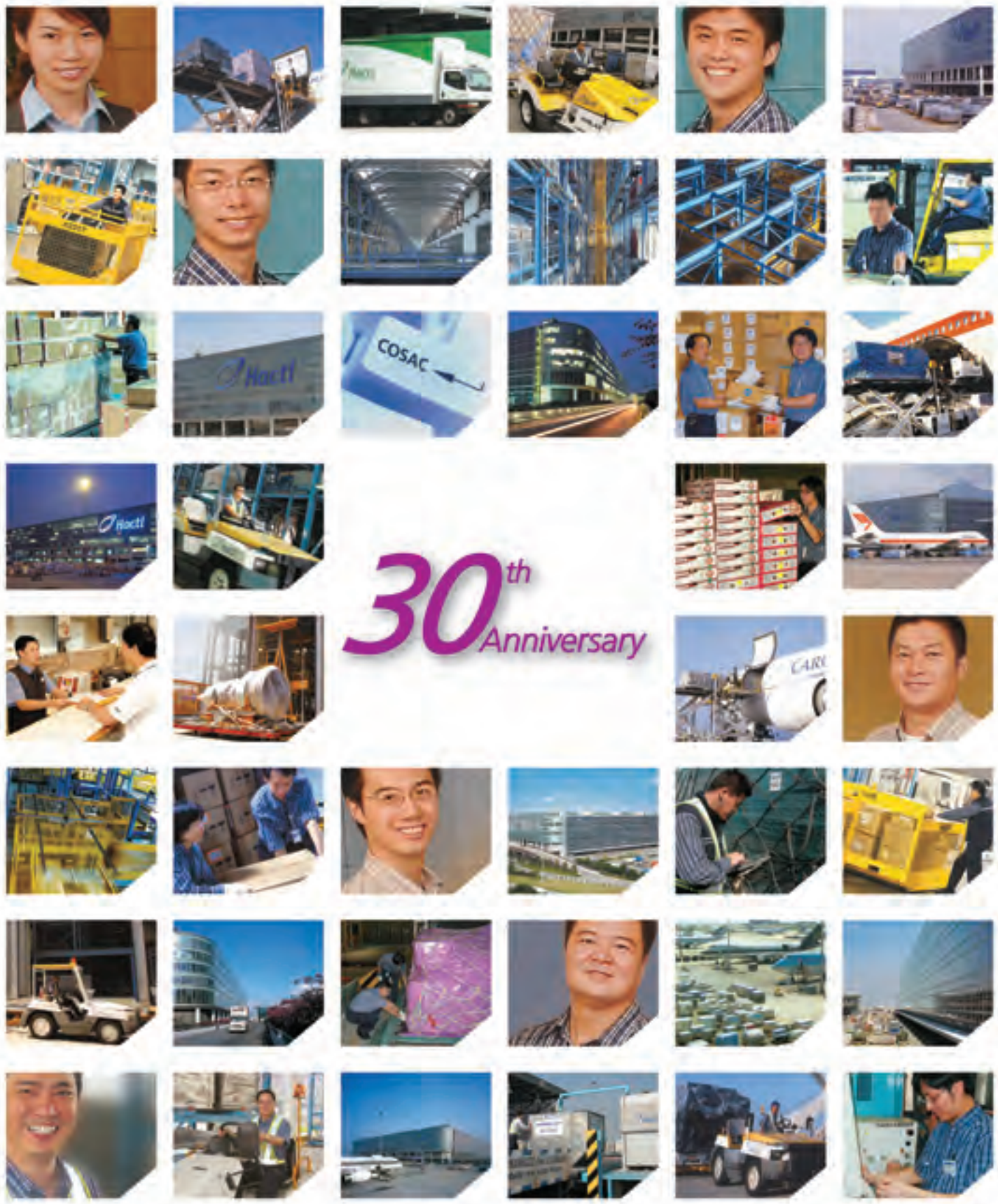
Being under the same roof as the local Lufthansa Cargo organisation can only bring benefits, and not just in terms of cost savings from sharing the same facilities. I also believe that the collaboration among the employees of our two organisations can deliver a lot of synergies, and a lot of new business opportunities.

**(Special thanks to Sukanya [Lek] Skrabal for the language consultancy!)**



#### All the figures

- International Cargo Terminal (90 000 square metres) divided into four zones:
  - 1 - Express Cargo Zone
  - 2 - Customer Airline Zone
  - 3 - Thai Cargo & Alliance Zone
  - 4 - Perishable Centre (temperature-controlled)
 Each zone will have separate areas for handling inbound and outbound cargo.
- International cargo facilities including cargo agents'/forwarders' warehouses will be located in the Customs Free Zone (CFZ).
- Mail Centre (1 600 square metres).
- Ground handling services: Thai Airways.
- Capacity:
  - Phase I: 3 million tonnes per year (2006-2009)
  - Phase II: 6.4 million tonnes per year (2010-2014)
- The dimensions of the International Cargo Terminal are 635 x 150 metres.
- The future expansion area extends to 315 x 150 metres.



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# DLC: Dubai's "dream logistics concept"

Dubai is further confirming its flair for expansion with the imminent realisation of its "dream logistics concept" of Dubai Logistics City.

By Vasco Furtado, Swiss WorldCargo Sales Area Manager UAE, Oman, Iran & Sri Lanka.

A century ago, it was a small and quiet town whose coral-and-gypsum huts housed Bedouin traders and pearl divers. Today the merchants have gone international and science-fiction skyscrapers stand alongside the mosques and wind towers. That's Dubai, the "Pearl of the Gulf", one of the fastest-growing cities in the world.

The audacity of the city's rulers is breathtaking. Running out of coastline to construct hotels? Then build vast artificial islands offering 120 kilometres of new beachfront. Need better connections with the world? Then develop an award-winning international airline in just 15 years. Need to improve your logistics infrastructure to catch up with an ever-growing economy? Then create your own logistics metropolis!

Extending over 25 kilometres, Dubai Logistics City (DLC) will be the world's first integrated logistics and multi-modal transport platform for air, sea and road services under a single customs-bonded and free zone area. And, as it will be seamlessly integrated with the new international airport in Jebel Ali and the existing Jebel Ali Port and Free Zone for air and ocean transport infrastructure, DLC really is delivering a "dream logistics concept" which has already caught the attention of a myriad of businesses.

Due to be operational at the end of 2007, DLC, which is the first phase in the huge World Central project, will combine all the transport modes required with a logistics zone that offers ample

space for warehousing and other logistics services such as order fulfilment, merge-in-transit, postponement-in-assembly, kitting and packing. As such, it is set to become the preferred location for businesses which require or offer logistics and multimodal transport services to the countries of the Gulf Cooperation Council, the wider Middle East, India, Africa and the southern Commonwealth of Independent States - a market of more than two billion consumers.

With a location adjacent to the new international airport in Jebel Ali, DLC has been designed to handle up to 12 million tonnes of cargo annually at up to 16 air cargo terminals. The wider World Central project, which will be the size of London's Heathrow and Chicago's O'Hare airports combined, will operate as an independent free zone, and will eventually accommodate up to 750 000 people. Kuehne + Nagel was the first company to sign up for the DLC project, and plans to establish a distribution centre there. And another 50 companies, a combination of logistics suppliers and operators, have also opted to build their own DLC facilities; and access to their sites will be granted in the second quarter of this year.

"After a lengthy period of bad news in which the aviation market was rocked by crisis after crisis, the Middle East is presently seeing a boom, with cargo volumes outpacing the forecasts," says Vasco Furtado, Swiss WorldCargo Sales Area Manager Dubai. Some 1.3 million tonnes of cargo passed through Dubai last year, 15% more than in 2004. "DLC is intended to help keep up with the

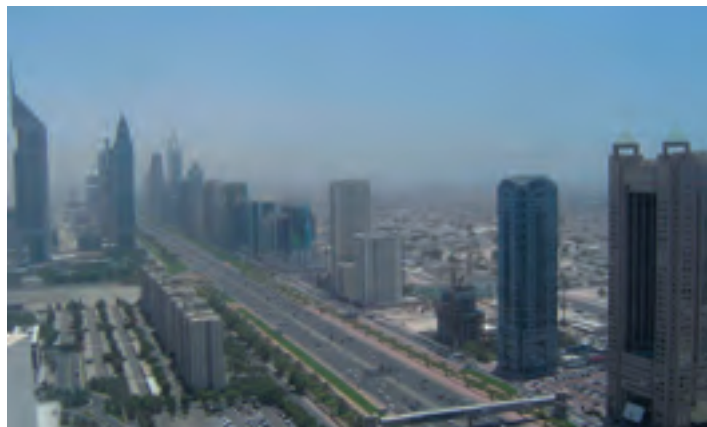
boom and ensure that it's here to stay. And its creation by the visionary leaders of Dubai should allow product localisation for individual markets at less than 60% of the costs of comparable European locations, and should cut the transit time for sea-air cargo by at least 24 hours," Furtado continues.

Construction work on the first dedicated DLC runway is currently under way. This will enable DLC to operate as a freighter airport capable of handling the new generation of Airbus A380-800F aircraft. Construction work should also begin shortly on DLC's common facilities and infrastructure, including shared forwarder warehouses, air cargo terminals, the office park, roads and utilities.

"What DLC will provide is a much bigger concentration of customers doing sizeable volumes of business. This will allow Swiss WorldCargo to focus a large part of its sales activities. And we believe we will find ways of boosting our productivity. Our next step is to evaluate the growth potential. And once DLC is fully operational, we will be making a careful study of our requirements to further optimise our belly capacities, which are already running at almost full volumes," Furtado concludes.



Dubai in 1991



Dubai in 2005

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Market Focus  
India

# From BPO to KPO: A passage to India

Why is it sometimes advantageous to buy-in services from outside rather than produce them from within your company? Because the providers who specialise in the services concerned have developed efficiencies, and have learned how to offer high quality at competitive prices. Especially in India, where SWIL (Swiss WorldCargo India Limited), a SWISS subsidiary, is ready to challenge the air cargo market with a special (and cost-effective) "knowledge processing" service package.

From an interview by Silvia Cappelli with Ashwin Bhat, Vice President Revenue Management Pricing Swiss WorldCargo, and Shankar Iyer, SWIL's Managing Director.

For Swiss WorldCargo, exploring business growth scenarios doesn't only extend to marketing the cargo capacity of SWISS and its partners: our long-standing and very positive experience in outsourcing some of our back-office functions to Swiss WorldCargo India Limited (SWIL) has given SWISS's cargo division the idea of venturing into a new area of the air cargo business.

Several companies, including airlines, are starting to look for viable offshore outsourcing options for back-office processes such as revenue or sales accounting. Among all countries, India is considered a "safe bet" here - partly because of its political stability, but also because Indian-based service providers don't just offer cost-effective solutions, they also add value by improving productivity and quality.

"What SWIL is ready to offer air cargo carriers is a strategic initiative to cut costs along with access to high-quality intellectual capital and expertise, with a clear aim of improving their bottom line," says Ashwin Bhat, Vice President Revenue Management Pricing at SWIL who, together with Managing Director Shankar Iyer, is one of the main project architects.

The outsourcing of revenue accounting functions to an Indian provider dates back to 1992, in Swissair days. But in the last few years, Mumbai-based SWIL has taken over several other back-office processes such as sales accounting for the whole Asian market, some revenue management functions and reservation system handling.

"As well as sound experience in hosting back-office processing, SWIL offers the advantages of using its own accounting system and working closely with well-known system providers for other functions: the knowledge and the system are the main pillars of the 'package' we aim to offer to other carriers," Bhat explains. "But the idea is to include GSA activities, too: from selling the cargo capacity to accounting, through a



range of back-office processes which can be customised to the needs of each customer, what we intend to market through SWIL is the concept of a General Sales & Service Agent or GSSA."

One of the great advantages of the concept is its extreme flexibility. "We are talking about knowledge processing rather than business processing," Bhat maintains. "And the range of services could easily be expanded to several other areas where we could act as consultants. These could include issues such as the traceability of shipments, or our expertise in projects aimed at developing quality standards such as 'Cargo 2000' or 'E-Freight'."

Another key advantage is the very fast ramp-up time which the service package provides. With the concept and the knowledge already available, SWIL could adapt its organisation very quickly. The company currently employs 15 people, who

work exclusively for SWISS in the knowledge processing field. But should it secure another customer, a dedicated team could be quickly established, and the existing system could be swiftly modified to meet the new requirements.

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# Sashimi-grade logistics

If Japan is the largest import market for tuna fish, it's not because of sushi...

By Silvia Cappelli, Communication Officer, Swiss WorldCargo

Sushi is definitely the most famous Japanese dish outside Japan. In the last few decades it has taken the world by storm: since the early 1970s, thousands upon thousands of sushi restaurants have been opened around the globe, and it's now a multi-billion-dollar industry. But with popularity and globalisation come misconceptions and stereotypes, too. For example, when most people hear the word sushi, they immediately think of raw fish. In fact, dishes made with raw fish are called sashimi. Sushi is actually the term for any dish made with vinegar rice, which may or may not include raw fish.

Sushi doesn't even belong to the Japanese heritage: it began in 7th-century China as a means of preserving raw fish by fermentation. The only way to preserve raw fish at that time was to press it between layers of heavy salt, weighed down with stones. Over time, the discovery was made that rolling the fish in rice which had been soaked in vinegar would accelerate the fermentation process. While the rice was initially thrown away, drought and food shortages led people to start consuming the rice as well. And sushi as we know it today was born.

The most common misconception about sushi, though, is that the Japanese eat it all the time. In Japan, sushi is a special meal for special occasions, so it is eaten more rarely than a non-Japanese would expect. According to statistics (see [www.japanguide.com/surveys/sushi](http://www.japanguide.com/surveys/sushi) for details), a small number of Japanese hardly ever eat sushi, a slightly larger group rarely eat it, a significant number don't like it, and even the large number of Japanese who do like it probably don't eat it as often as a European or an American who does...

The idea that Japan is a major consumer of fish products is not a misconception, though. Traditionally (and regardless of sushi), fish has long played a significant role in the diet of the Japanese. More recently, the considerable buying power generated by its strong economy has enabled Japan to become one of the largest markets for the international fish trade and the world's single largest fish importer.

Besides **sashimi**, the most popular ways of preparing fish in Japan include **suzuke/sujime** (vinegared fish), **yakizakana**, (broiled and grilled),

**nizakana** (simmered), **tempura**, **furai** and **karaage** (deep-fried) and **sakamushi** (steamed). Different kinds of fish are imported for the preparation of these dishes; but the absolute favourite seems to be tuna, for which Japan is the world's leading market, with some 400 000 tonnes imported every year.

In particular, Japan is the world's largest market for sashimi-grade tuna, which mainly means tuna of the blue-fin and Southern blue-fin types. These fish are shipped according to very strict logistics standards: only a fish that reaches Japan within 24 hours of being caught can be graded for sashimi. Given the unpredictability of catches (not to mention the fact that these species are getting rarer and rarer), the business relies on two factors: the availability of last-minute capacity and fast connections.

These types of fish are not found around the corner from Japan, either: the blue-fin is mainly found in the subtropical and temperate waters of the Atlantic and the Northern Pacific, in the Medi-

terranean, in the Black Sea and in the Gulf; and the Southern blue-fin is known to migrate across the southern oceans, and is mainly caught in cold waters off South Africa, Australia and New Zealand.

Swiss WorldCargo often carries shipments of tuna from Johannesburg, Muscat and Barcelona via Zurich to Tokyo Narita. If speed - granted by fast transfer times - is by far the greatest benefit offered by SWISS's cargo division, Swiss WorldCargo also ensures optimum transportation conditions that include proper packing and temperature control throughout the journey and special storage at the cargo premises of the departure and transfer airport.

The logistics of sashimi start in the fishing boat. When the highly-prized blue-fin or Southern blue-fin tuna arrive in the coastal areas of Spain, Oman or South Africa, for example, the fishing boats usually work with spotter planes: if the pilot spots a fish that the boat subsequently catches, they'll generally receive a commission from the pro-





ceeds. Some of the best fish are taken by boats equipped with harpoons that kill the fish with an electric shock: if the fish fights for some time, the struggle raises the temperature of the flesh, giving the tuna an unwanted quality that the Japanese call **ya-ke**, and its sashimi grading is compromised.

At the docks, fish are graded for freshness, colour, fat and shape. Then the buyers check the going price at the Tsukiji Fish Market in Tokyo. When tuna are scarce, a fish can go for as much as USD 80 per kilo (and a fish may weigh in at over 500 kilos)! Unlike frozen fish, for which dry ice can be used, fresh tuna have to be refrigerated with wet ice in special containers. They are then transported by cool-truck to the airport and flown to Zurich and, further on, to Tokyo Narita, to be rushed to Japan's best restaurants.



### We throw nothing away!

#### Tomonari Tango, Sales Area Manager Japan

You might have heard the word "**maguro**" to refer to tuna if you're familiar with Japanese cuisine. The word actually refers only to the blue-fin variety, and derives from the fact that, when in the water, this type of tuna looks "makkuro" or "deep black".

"Maguro" is considered the most valuable fish in Japan, so it is also the most expensive. It is sold not whole but in cuts, with wide variations in quality and price. The fish is also popular in view of its nutritional value. This is very important to the Japanese, who are convinced that "healthy food" is a natural medicine which is essential to good health and longevity.

Generally speaking, a maguro's muscle tissue contains more of the protein myoglobin than will be found in any other fish. Its also contains various types of amino acids, which help the liver to function. The fatty, pinkish part which is located close to the fish's belly is called the "**toro**". This is considered the tastiest part, and is prized for its melt-in-the-mouth texture and its subtle flavour. The toro is the most expensive part, too, and is mainly used for sashimi and sushi.

The lean, red part located close to the backbone is called the "**akami**". In the past, Japanese people used to value this part most; but as their tastes have changed (partly through eating more meat in the western way), toro has now taken its place. "Akami" meat is also good for maintaining blood pressure at healthy levels.

And the head parts? They are delicious to eat, too. In fact, we don't throw any part of a maguro away. We even eat the eyes: these contain DHA (docahexaenoic acid), which, besides lowering triglyceride levels, is vital for maintaining normal brain functions throughout one's life.

In Short

# News, Events and more...

## Timetable news for spring/summer 2006

### New destination: Santiago de Chile (SCL):

The new SCL route will be flown via São Paulo/GRU. These new services are another positive product of SWISS's ever-growing collaboration with Lufthansa. The partners have also coordinated most of their schedules to and from South America.

### Additional daily Zurich-New York service from May 1:

With the introduction of the new frequency, Swiss WorldCargo customers will have a choice of two daily services to New York from Zurich and a daily flight from Geneva. The enhanced schedules will help further consolidate Swiss WorldCargo's position in the North Atlantic market. The new flight, which will be operated with Airbus A330-200 equipment, will depart from Zurich at 13:00 (local time) and arrive in New York JFK at 15:40 (local time). The eastbound service will leave New York JFK at 21:00 and arrive in Zurich at 10:55 the following morning.

### MNG operations discontinued on the ZRH-KHI vv, ZRH-IST vv and ZRH-RUH vv routes:

While the MNG operation had a strategic value in allowing Swiss WorldCargo to maintain Karachi as an online destination after the withdrawal of SWISS services in 2004, and demonstrated our ability to purchase and market capacity beyond the SWISS network, its profitability has always been a precondition of its operation. Despite several successes during our collaboration with MNG, the cost of fuel has risen inexorably, and these costs have been only partially offset by the surcharges levied.

The withdrawn MNG capacity is being made up for to a certain extent by **two additional evening flights per week to Istanbul with an Airbus A320.**

### Codeshare agreement between SWISS and SAS:

In a first step in their new codeshare partnership, SAS added its own flight number to SWISS's **BKK-SIN-BKK services** on March 26. We welcome this Star Alliance partner to our capacity, and look forward to a fruitful collaboration that will hopefully soon be extended to other routes.

According to the capacity agreement between **Lufthansa Cargo and Swiss WorldCargo**, which came into effect on December 1, 2005, each airline can make use of selected cargo capacity on the partner airline's network. The arrangement offers a valuable extension to our own cargo product. Lufthansa Cargo guarantees Swiss WorldCargo customers capacity on flights **from Frankfurt to Shanghai, Tokyo, Osaka, Nagoya, Madras and Tehran.**

### Swiss WorldCargo and Lufthansa Cargo Charter have concluded an international marketing and sales cooperation agreement.

Under the accord, which was signed on March 30 by Oliver Evans, Chief Cargo Officer of Swiss WorldCargo and Christian Fink, Managing Director of Lufthansa Cargo Charter Agency, all Swiss WorldCargo sales offices worldwide can now offer charter flights via Lufthansa Cargo Charter. Lufthansa Cargo Charter is thus adding its charter services to the Swiss WorldCargo service portfolio. So Swiss WorldCargo can now market ad-hoc charter flights for every need as well as frequent flights to less-well-served regional markets.

With Swiss WorldCargo, Lufthansa Cargo Charter has added another experienced sales organisation to its representation portfolio. Besides its own sales forces with offices in Kelsterbach, Chicago and Hong Kong, Lufthansa Cargo has been Lufthansa Cargo Charter's only marketing partner to date. "We're convinced that, in Swiss WorldCargo, we have found the perfect partner for our needs," says Christian Fink. "Swiss WorldCargo has an excellent reputation and extensive experience at the highest of levels in the marketing and the distribution of specialised services, especially in niche markets."

Sales and Marketing partnership between Swiss WorldCargo and Lufthansa Cargo Charter with a royal start: Only ten days after contract signing Lufthansa Cargo Charter was able to seal the first charter deal, acquired by Swiss WorldCargo. And it has a very royal background. With a B747 freighter more than 400 cbm of wedding material for the royal family will be flown from Paris to Riyadh. Both companies could not have wished for a better start.

### Goodbye Francis!

Francis Ramuz, 63, has taken well-deserved retirement after over 30 years in the airline industry. After starting his career at Swissair, Francis worked in various business units at Sabena. He joined Swisscargo in 1998 as head of Import Management and Cool Products Europe, and continued in the same position at Swiss WorldCargo after Swiss International Air Lines Ltd. was founded in 2002. In the last two years, Francis has developed and implemented the new Swiss °Celsius product. His enthusiasm, his proactivity and his expertise have been greatly appreciated by all his colleagues, in Zurich and around the world. And it's not only in the temperature-controlled business that you leave a hole, Francis; we're going to miss you as our company's official "paparazzo", too! We wish you a happy and healthy retirement.



**Visit us at...****SIL 2006 - Exhibition Centre 23-26.05.06  
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SIL has established itself as a key meeting point for the logistics communities of Southern Europe, the Mediterranean Basin and in particular the countries of the Maghreb, Latin America and Southeast Asia. After seven editions, SIL has become the "Great Logistics and Transport Event" in Spain, and is now a clear second among Europe's logistics exhibitions. SIL 2005 saw important growth and spectacular development, making the event a firm fixture on the international exhibition calendar as THE logistics exhibition of Southern Europe. The whole event is organised by "Consorti de la Zona Franca", which has developed an extensive exhibition expertise alongside its main activity of promoting and driving leading projects within the real estate and logistics sectors.

**Swiss WorldCargo will be participating as an exhibitor. Please visit us at Hall 2, booth C151**

**Multi award winners!**

In April 2006, Swiss WorldCargo had the honor to be awarded with Air Cargo World's "ACE Award for Excellence" and to be the third place winner of Logistik Inside's "Air Cargo Award". According to the results of the second annual ACE survey, Swiss WorldCargo received a superior overall score from ACW's readers, in four key areas of measurements: Customer Service, Performance, Value and Information Technology. For further details, please visit:

[www.aircargoworld.com/features/0306\\_2.htm](http://www.aircargoworld.com/features/0306_2.htm)

"Logistik Inside" 's survey was conducted amongst the German freight-forwarding community, to measure the strengths and weaknesses of the top 55 air cargo carriers worldwide. Swiss WorldCargo was ranked n. 3 for the overall performance, and was in the top ten chart for Quality (n. 5) Customer Service (n.2) and Price Performance (n. 10)

**For further details, please visit**  
[www.logisticsinside.de](http://www.logisticsinside.de) (German only)

**Swiss °Celsius 2006 World Tour****02.03.06 - Swiss °Celsius's kind of town, Chicago is...**

The Swiss °Celsius 2006 World Tour kicked off in the "Best of the Midwest", Chicago. Richard Dzienis, Regional Manager Midwest USA and Francis Ramuz, former Product Manager Swiss °Celsius, welcomed 33 people from the local forwarding industry as well as other logistics operators, including handling agents, to a buffet dinner at the 4 Points Sheraton Hotel, that offered an excellent opportunity to present the product's features.

In the Chicago region, the development of temperature-controlled business is especially related to the close collaboration between Swiss WorldCargo and handling agent Catamount Cargo. The handler will soon be installing a new state-of-the-art cooling unit which will provide all the high-tech monitoring devices needed to maintain shipment integrity.

**15.03.06 - Zurich: on the runway**

Swiss °Celsius has also been "strutting its stuff" in Zurich, where the invitees were drawn from several European countries including Switzerland, France, Belgium, Italy and Germany. After opening addresses by Oliver Evans, Swiss WorldCargo's Chief Cargo Officer and Hans Nilsson, Vice President Area Management Europe and the presentation of the RKN e1 from Envirotainer, the guests got a Swiss-sweet treat: the Envirotainer container was filled with delicious "Luxemburgerli", a speciality of Sprüngli, the city's famous confectioners.

In the evening, the attendees were invited to dinner at the Runway 34 restaurant near Zurich Airport. The restaurant offers a unique dining experience: it's accommodated in the cabin of an old aircraft from the Soviet Air Force, an Ilyushin Il-14 dating from 1958.

**22.03.06 - Swiss °Celsius blossoms in Tokyo**

In Tokyo, Swiss °Celsius blossomed before the cherry trees. The product was celebrated at the Capitol Tokyu Hotel. Located in one of the most beautiful areas of the city, close to the Diet Building and the Presidential Residence, it's one of Tokyo's most popular hotels.

Thanks to the cooperation of Patrick Garbini, Key Account Manager Envirotainer, the JYP box and the RKN e1 could be exhibited in front of the hotel's main entrance and a thorough presentation of technical details was offered to the guests, who included representatives from 15 local freight forwarders, two press companies, one shipper and staff from Envirotainer Japan.

The attendees were addressed by Tomonari Tango, Sales Area Manager Japan, Marcel Schmidheiny, GM Marketing & Sales Asia, Middle East and Africa and Gerard Gobat, Sales Coordinator Cargo Europe (who will succeed Francis Ramuz as Product Manager Swiss °Celsius on June 1). After an excellent dinner at the hotel restaurant, all the participants raised their glasses to the new product. "Kampai, Swiss °Celsius!"

Next stop: Milan!

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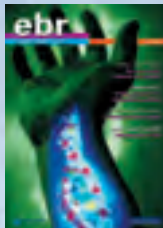
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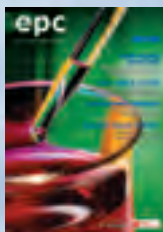
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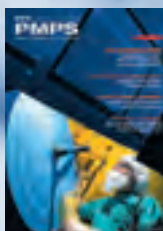
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