

# Building the Foundation for Long-term Success

Involving leaders at all levels, our Operational Excellence operating system aims to foster a culture of efficiency, continuous improvement and waste reduction by leveraging data, technology through a growth mindset.



# Operational Excellence

## Delivering exceptional service

At SATS, we are committed to pursuing Operational Excellence (OE) through a comprehensive programme that prioritises process efficiency, waste reduction and continuous improvement. Our unwavering commitment to excellence enables us to deliver exceptional service and value to our customers.

## Leveraging data-driven insights

In the year, we have made significant strides in embracing OE principles and integrating them into our operations. By harnessing the power of real-time data and cutting-edge analytics tools, we have gained valuable insights into key metrics such as operating performance, costs, and customer satisfaction. This data-driven approach has fostered a culture of ownership and accountability, empowering our employees to make informed decisions that drive results.

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## Establishing the SATS OE operating system

We have established the SATS OE operating system to build a strong OE culture across all entities in the SATS group. This robust framework, developed based on LEAN/6Sigma/ DMAIC methodologies and incorporating best practices from

global industry leaders, serves as a common platform for fostering a harmonised OE culture.

The SATS OE operating system encompasses 12 essential elements consisting of span of control, roles and responsibilities, key performance indicators (KPIs), resource planning, work instructions, performance tracking, GEMBA (going to the source), time and data management, performance reviews, continuous improvement, recognition programmes, and school excellence. By establishing this operating system, we provide a structured platform for our operations teams to take ownership of their work, track performance, eliminate waste, and identify opportunities for continuous improvement. Moreover, this helps to drive a culture of excellence throughout the organisation through accountability.

Deep diving into roles and responsibilities as well as time and data management elements to eliminate duplication of manning



Improving process flows and removing barriers in baggage operations to decrease staff costs

## Fostering collective commitment

Involving our leaders at every level fosters a collective commitment to continuous improvement, establishing a solid foundation for our OE culture to flourish. Hence, we are starting our OE programme with our business leaders across the SATS Group and key business units. This phased implementation approach ensures that our OE principles and tools are effectively cascaded throughout the organisation, promoting a standardised approach to operations.

## Planting the seed for continuous improvement

Our long-term objective is to cultivate a mindset of continuous improvement across all aspects of SATS' operations. To achieve this, we will leverage data benchmarking, process engineering, and industrial engineering capabilities to identify best practices, eliminate waste, and enhance operational efficiency. The utilisation of data and



Leveraging mobile technology to capture event milestones to reduce dependency on manual tracking

technology remains pivotal in providing visibility into our operations, facilitating performance tracking, and enabling benchmarking across stations. We will prioritise knowledge sharing to facilitate exchange of best practices across the organisation, including collaboration with WFS, driving process simplification, standardisation, and improved productivity levels. By nurturing a culture of continuous improvement and embracing a growth mindset, we encourage our people to embrace change and continuously seek better ways to excel.

## Committing to new levels of operational excellence

SATS' commitment to operational excellence, driven by data, technology, and continuous improvement, serves as the guiding light for our organisation. We remain steadfast in our focus on scaling best practices, fostering a culture of excellence, and embracing a growth mindset. By leveraging our collective strengths, we are confident that we will achieve new heights of operational efficiency and customer satisfaction in the years to come. Together, we will continue to exceed expectations, delivering exceptional service and value to our customers.

SATS food process simplification through automation

