



美亞捷運

效率、品質與安全  
航空總體供應鏈

# AEO APPLICATION CLEARSHIP COMPLIANCE & OUTLOOK

優質企業認證及管理為例最佳示範簡報

Efficiency ,Quality and Security are Key Entire Supply Chain Must

捷運全球

Samson, P



# AEO APPLICATION CLEARSHIP COMPLIANCE & OUTLOOK



Item	Element of Presentation
01	Forward -AEO Best Practice Set up 優質企業最佳運作示範
02	Key Point - 關鍵國際聚焦
03	Executive Summary- Government Layer 摘要 政府端優質經貿網絡
04	Situation Appraisal Root Cause Analysis 根本原因分析情境評估
05	Report Outline-AEO compliance 優質企業認證及管理遵循
06	AEO Capacity Adopting Penetration 優質企業認證容量導入透通
07	Value Proposition & Competitors 價值主張與競爭
08	Key Conclusions and Recommendations 結論與建議



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**Outsourcing Partner Mantraco announced kick off AEO Clear ship  
of Chinese Taipei at Berlin World Air Cargo Annual Meeting, 05 Apr 2011**



Source: World Air Cargo organization meeting Taiwan apply for AEO Apr. 2011



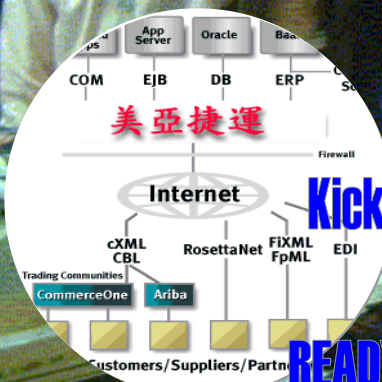
**AEO**

**Kick Off Agreement With Management & Staffs**

**ALL OF US TRUST**

**READY FOR EFFECTIVE, NOW IS THE TIME JUST DO IT**

Source: AEO Kick Off Meeting on Apr. 14, 2011 all management and staff agree 100% compliance





- 一、計畫與執行一致化
- 二、商業模式標準化
- 三、人力資源質量並重
- 四、法律國際接軌商業化
- 五、全球在地化
- 六、標準導入優質企業經營認證
- 七、避免供需制度與執行差異

AEO Outsourcing Partner Trade-van joint the AEO Clear ship Apr. 20, 2011



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AEO KICK OFF MEETING ELEMENT



Source: Samson Pao & Frank Patrick, Focused Performance- WACO

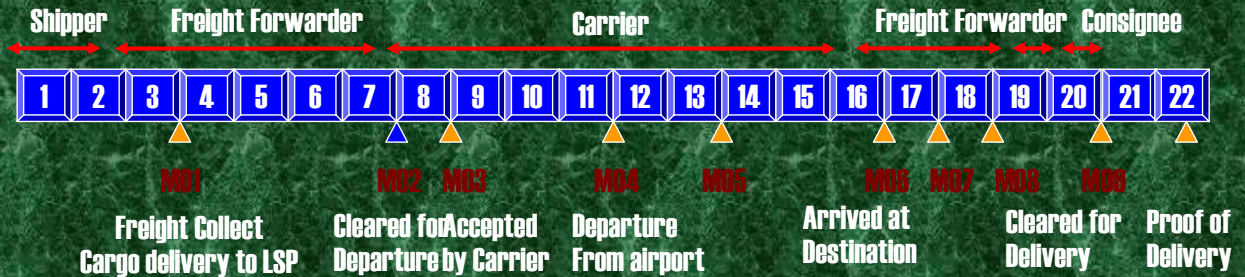


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# Milestones

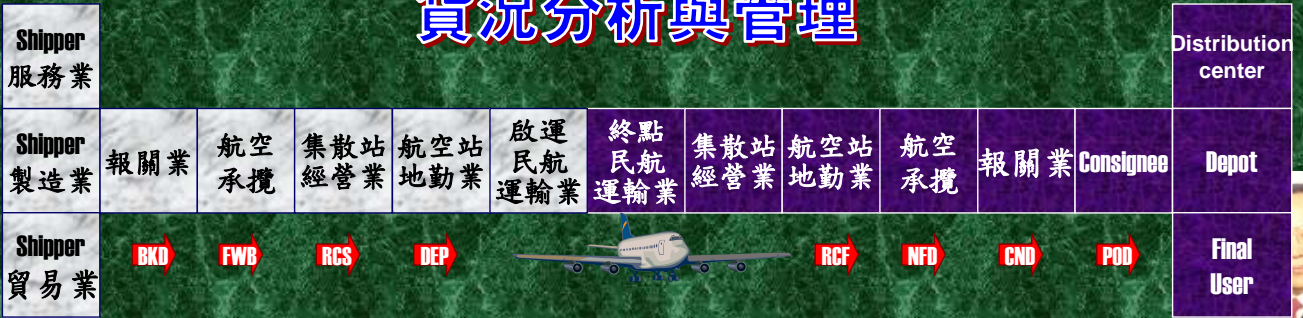
## 保安貨況追蹤與管理

# Benchmark



政府端差異無法全面實施

## 貨況分析與管理



Internal Factor Investigation

業界期待 預期效益

# AS IS

海關 預期效益

# TO BE

台灣無航空商業端事實顯示  
 法規缺預算政府端執行必須需公共建設  
 欠規端與政府國際接洽風險失商  
 法規端與政府國際接洽風險失商



Internal Factor Investigation

# Scenario

Customs is our Umbrella

**Japan Customs**

**AEO Operators**  
日本AEO制度  
(经日本海关认证的  
货运代理经营者)

**AMERICAN EAGLE  
OUTFITTERS**

**AFRICA ENVIRONMENT  
OUTLOOK 2**

**World Health Organization**

**WTO OMC**

**iMDG**

**APEC**  
Asia-Pacific  
Economic Cooperation

**ICAO OACI HKAO**

**IAEA**  
International Atomic Energy Agency

**Border Control Unit**

**Electronic Seamless Processing**

**Automated Risk Management**

**Authorised Economic Operators**

**Customs Systems Modernization**

**Advanced Customs Information**

**Nil Capability**

External Factor Investigation

1. During the 50th Anniversary of the World Customs Organization, in 2002, the leaders of national Customs administrations reflected on the main issues impacting on the effective and efficient functioning of Customs in the future.
2. The leaders of the world's Customs administrations recognize their responsibilities to develop a new strategic perspective and policies that will shape the role of Customs in the 21st Century.
3. Taking advantage of these opportunities will enable Customs to protect the fiscal and financial interests of the state, to protect national economies from illicit movement of goods, to support the international trading system by creating level playing fields for business, to enhance national competitiveness, to facilitate legitimate trade, and to protect society.
4. The benefits of an adaptable, strategically focused Customs administration are immense and include reduced compliance costs for legitimate traders, more effective and efficient targeting of high-risk movements, and greater confidence and mutual recognition among Customs administrations of each other's programmes and controls.



**FAST-CHANGING LANDSCAPE**

International trade is a key driver for economic growth and development. New developments are driven by a combination of factors including fast-evolving information and communications technology (ICT), advances in transportation methods and trade liberalization.



External Factor Investigation



Chinese Taipei AEO Best Practice  
航承與報關優質企業認證流速圖



FORMULATION OF PROJECT

Formulation of Project

項目/流速	30	60	90	120	150	180
概念實證 Proof of Concept	30					
商業模式保安流程 Business Layer Security Procedure		60				
組織與管理 Organization & Management		60				
人力資源管理 Human Resource Management			90			
委外控管 Out Sourcing Control				120		
質量保證 Quality Assurance				120		
保安作業實證 Security Operation					150	
品質管制 Quality Management					150	
意外事故管理 Contingency & Correction			90			
修正預防再生 Contingencies & Correction			90			
附加安全責任 Additional Security Accountabilities						180

Situation Appraisal



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Manifest message Security manual DGR manual ISAGO DGRD MFT HWB AWB P/L INV COO ICTM LSI EAWB Air Security WEB AEO WCO AEO HB WCO 21 matrix I.G Movie TACT



USAID  
FROM THE AMERICAN PEOPLE



Situation Appraisal

GUIDANCE FOR USING E-COMMERCE PRODUCT DATA AT INTERNATIONAL BORDERS

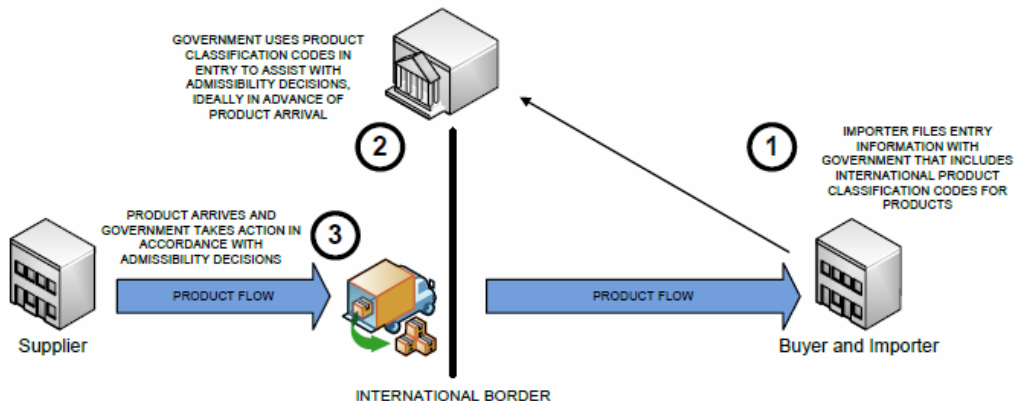


Figure 1: Overview of the Transaction Implementation where Importers Provide International Product Classification Codes for Products

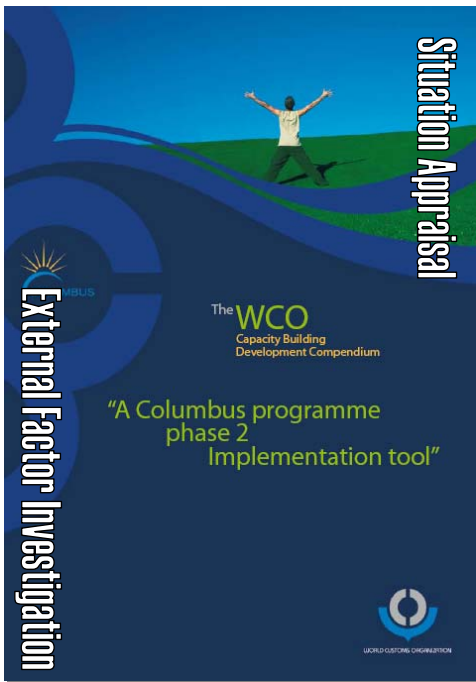


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EXTERNAL FACTOR INVESTIGATION

External Factor Investigation



No	Country	Name of AEO Program	States Authorities
1	Canada	Customs Self Assessment (CSA)	CBSA
2	China	AA Class Enterprises	China customs
3	Japan	Authorized Economic Operator Program	Japan Customs
4	Korea	Authorized Economic Operator Program	KCS
5	Malaysia	Authorized Economic Operator Program	Malaysia Customs
6	New Zealand	Secure Exports Scheme	NZ Customs Service
7	Singapore	Secure Trade Partnership (STP)	Singapore Customs
8	Chinese TPE	AEO Certification and Management	Taiwan Customs
9	United States	C-TPAT	CBP
10	EU	Authorized Economic Operator Program	EC Customs

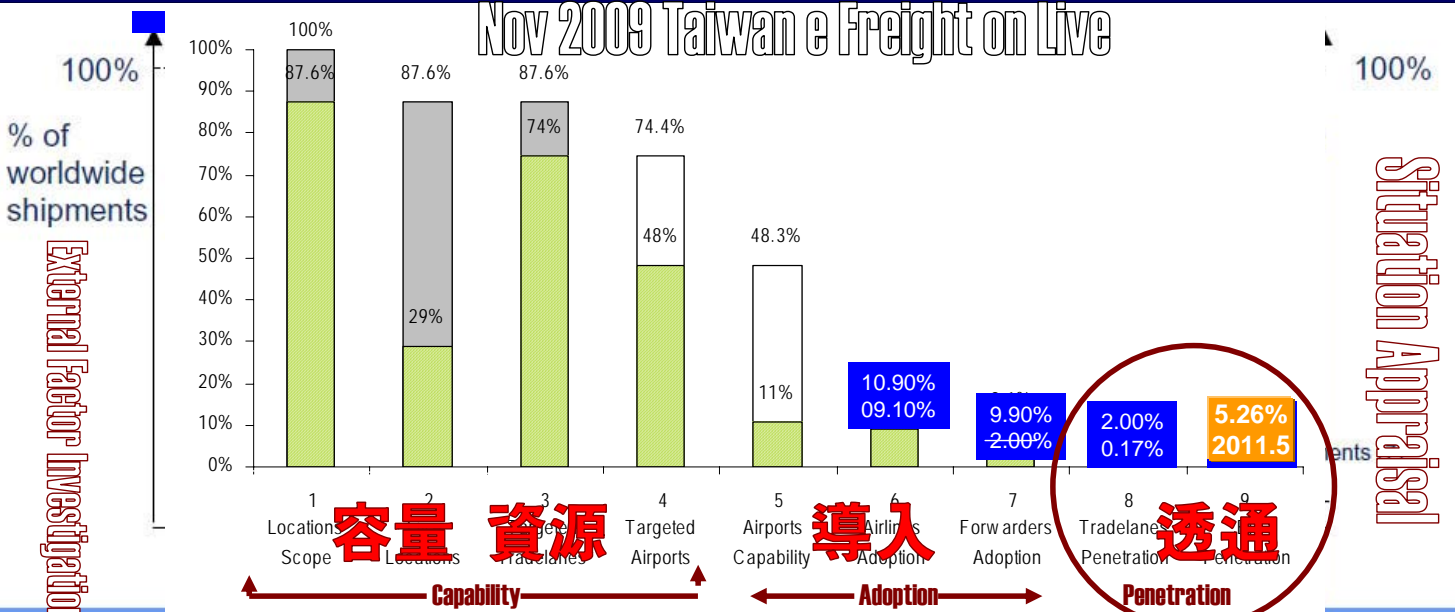
Reference : APEC/AEO/2010/SOM3/SCCP/015



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Nov 2009 Taiwan e Freight on Live



優質企業整合總體供應鏈是一條線上的成本與績效的考量；擴而大之至需求鏈、價值鏈必須考量到面上的里程碑〈Milestone〉、架構〈Framework〉與基準〈Benchmark〉，電子航貨是以提供配合ICAO之航空保安、WCO之Safe Framework, single window與WCO之Trade Facilitation，跨越正向與逆向運籌體規律發展，循序漸進跨越時空，治理、風險、遵循與行為〈Governance, Risky, Compliance & Activity〉必須解放創意、邏輯使用先進工具產生系統。



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ACCREDITED AGENT



Federation of Asia Pacific Aircargo Associations

Take the paper OUT



IATA E-FREIGHT  
SIMPLE > ELECTRONIC > PAPER FREE

E-FREIGHT LIVE  
44 COUNTRIES | 382 AIRPORTS | 32 AIRLINES | 1810 FORWARDERS



Situation Appraisal



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MEMBER

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As Is

優質經貿網絡

貿易便捷

貿易安全

智慧環境

進口管理(深化) Freight interface set up

出轉口管理(建置) Integration & Int'l Link

預報進轉口貨物資訊 < 建置 >

1.4 優質企業(AEO) 認證及管理機制

貨物移動安全 IATA Secure Freight

查驗技術現代化

2 1 關港貿單一窗口

經貿訊息核心組件文件庫

安全智慧化海空港

航協電子貨運 IATA e Freight

貿易金融

保險與國際再保

電子簽章應用, 深化簽審作業電子化

國際雙邊承認  
電子化產證/檢驗/檢疫稽核作業機制

預報資訊及其延申應用

認證、複核、國際承認、互惠  
貨櫃監控系統、危險品運輸安全  
安全跨境移動安全

查驗技術與非破壞性檢測設備

B2G、G2G 中央資料庫(含UCR資料庫)

1 Core Component 之建立與經常性維護

安全智慧化海、空港

提供商業、法律與技術端國際接軌環境

B2B、4PL 服務、境內關外 OBU  
國際應收帳貸款

貨物/運輸/貿易保險、抵押放匯

註：「貿易金融」及「保險與國際再保」屬後續加值服務項目，以虛線表列，預留未來計畫增補之空間。

概念驗證 (Proof of concept, 簡稱POC)

政府端優質經貿網絡政策圖

Situation Appraisal



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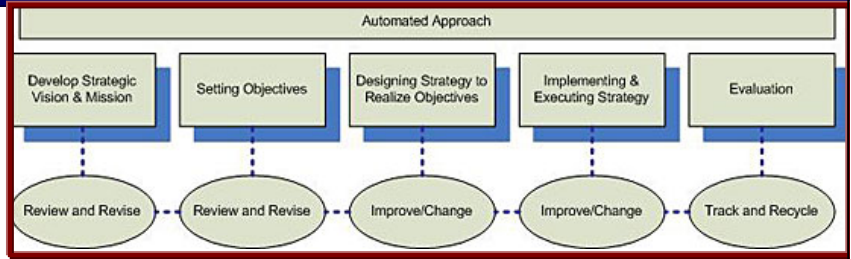
Manifest message Security manual DGR manual ISAGO DGRD MFT HWB AWB P/L INV COO ICTM LSI EAWB Air Security WEB AEO WCO AEO HB WCO 21 matrix I.G Movie TACT



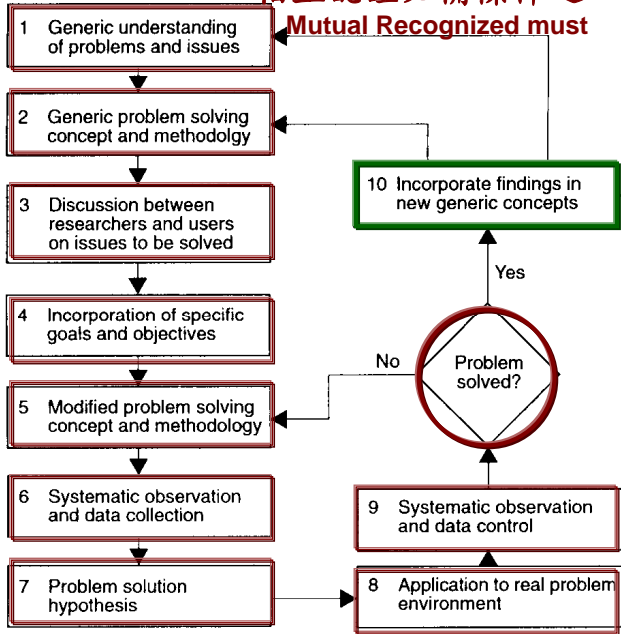
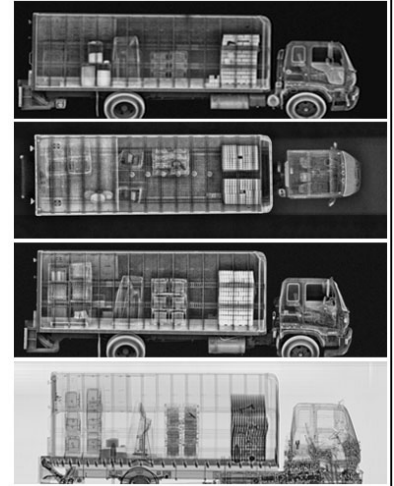


Transportation Security Administration

相互認證必備條件之一  
Mutual Recognized must



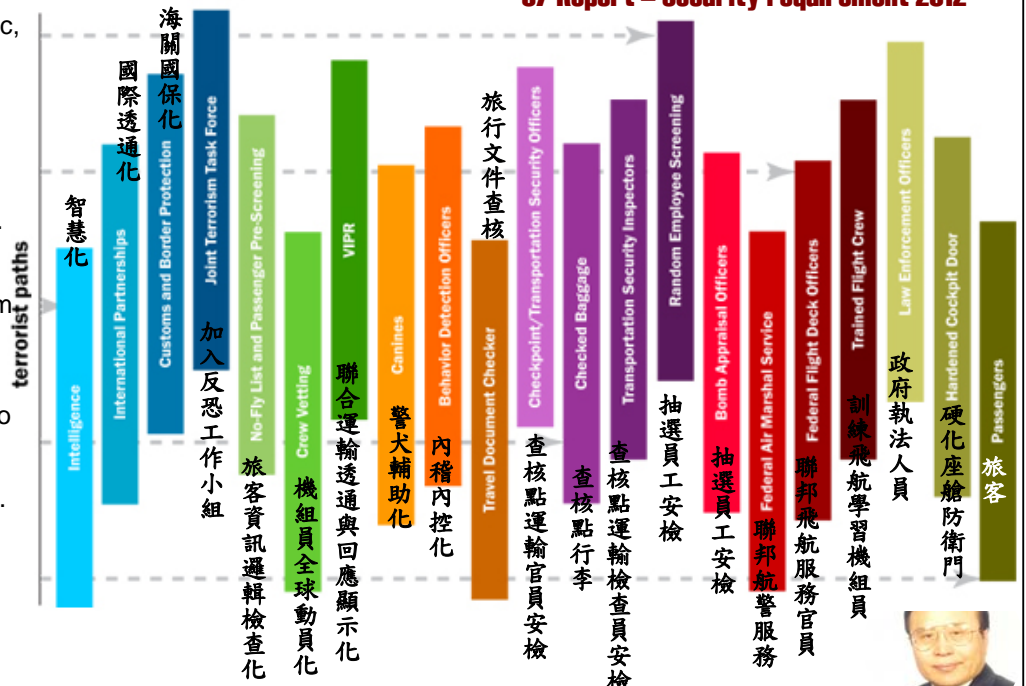
US CBP/TSA 2012.01.01 on New Requirement



- 1) TSA use layers of security to ensure the security of the cargo by air and the Nation's transportation system. Because of their visibility to the public, we are most associated with the airport checkpoints that our Transportation Security Officers operate.
- 2) These checkpoints, however, constitute only one security layer of the many in place to protect aviation. Others include intelligence gathering and analysis, checking passenger manifests against watch lists, random canine team searches at airports, federal air marshals, federal flight deck officers and more security measures both visible and invisible to the public.
- 3) Each one of these layers alone is capable of stopping a terrorist attack. In combination their security value is multiplied, creating a much stronger, formidable system. A terrorist who has to overcome multiple security layers in order to carry out an attack is more likely to be pre-empted, deterred, or to fail during the attempt.

Layers of U.S. Aviation Security

07 Report – Security requirement 2012



機場保安查核點必須加強流程、流速以及通過安全





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- Manifest message
- Security manual
- DGR manual
- ISAGO
- DGRD
- MFT
- HWB
- AWB
- P/L
- INV
- COO
- ICTM
- LSI
- EAWB
- Air Security
- WEB
- AEO
- WCO
- AEO HB
- WCO 21
- matrix
- I.G
- Movie
- TACT

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Organization & Management

Situation Appraisal

**2010**

2006-2012 chairman

2009-2011 chairman

**2000**

Samson Pao, Chairman & CEO of Group  
Be voted as Chairman Of TFAA-R 2006/12,  
Also FAPAA Chairman 2009-2011, award  
From Minister, Ministry of Transportation and  
Communications

**1990**

June 25 1997, join International Organization of Standard, transport service, received ISO 9002 Certificate. Open Logistics Service via Holland distribution Hub. Open forum together with HIDC.

**1981**

1981 Mantraco get World Air Cargo Organization certified as sole member, build up 293 Airports 1500 Offices 8800 People worldwide net work. Automation same time on WACO Wing network build up EDI link 55 counties On communication

**1980**

**1970**

1960, Shulman Airfreight International Taiwan Ltd (SAIT Ltd.) originally known as Orient American Forwarding Co., Inc, Mantraco Ltd was established in 1972, 100% owned by the group. 1972,9.4 join TCBA, 1976,8.31 Join TFAA-R as member got customs broker & Air Forwarder's License.



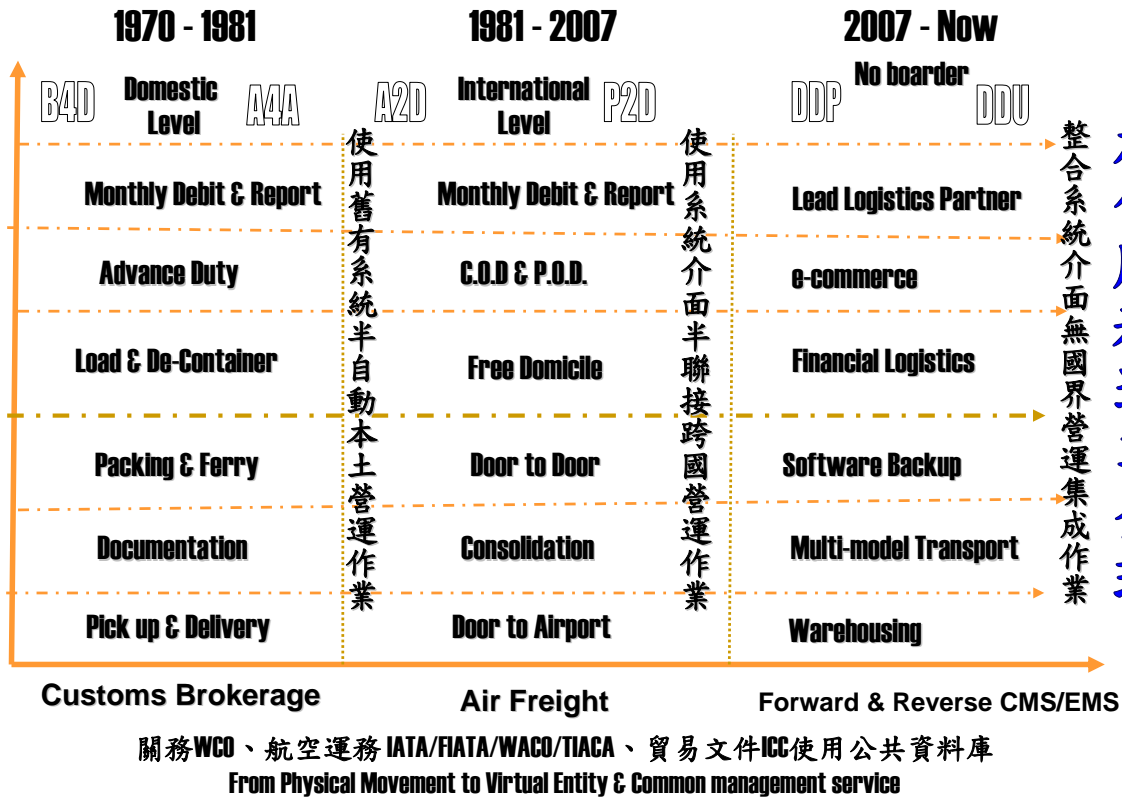
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- Manifest message
- Security manual
- DGR manual
- ISAGO
- DGRD
- MFT
- HWB
- AWB
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- COO
- ICTM
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- EAWB
- Air Security
- WEB
- AEO
- WCO
- AEO HB
- WCO 21
- matrix
- I.G
- Movie
- TACT

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Internal Factor Investigation

Organization & Management



Situation Appraisal



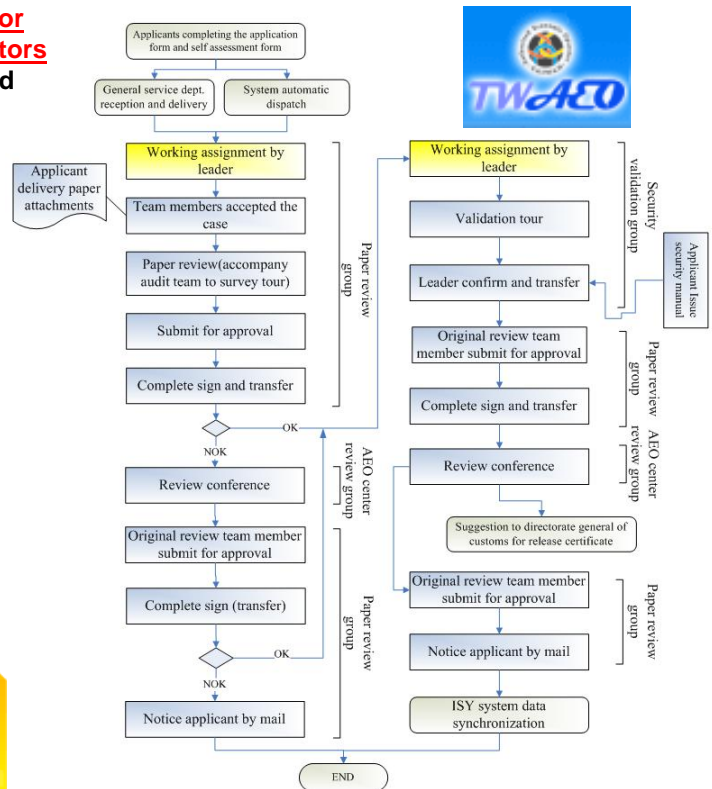
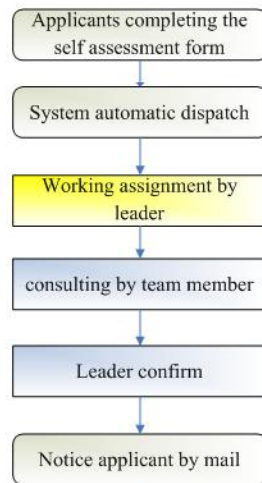
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- Manifest message, Security manual, DGR manual, ISAGO, DGRD, MFT, HWB, AWB, P/L, INV, COO, ICTM, LSI, EAWB, Air Security, WEB, AEO, WCO, AEO HB, WCO 21, matrix, I.G, Movie, TACT

- Regulations Governing Customs Clearance Procedures for Import/ Export Goods of the Authorized Economic Operators
- Authorized Economic Operator Security Vetting Items and Validation Criteria



- WCO SAFF Framework
- Japan AEO
- EUAUTHORISED ECONOMIC OPERATORS GUIDELINE TAXUD/2006/1450



- Manifest message, Security manual, DGR manual, ISAGO, DGRD, MFT, HWB, AWB, P/L, INV, COO, ICTM, LSI, EAWB, Air Security, WEB, AEO, WCO, AEO HB, WCO 21, matrix, I.G, Movie, TACT

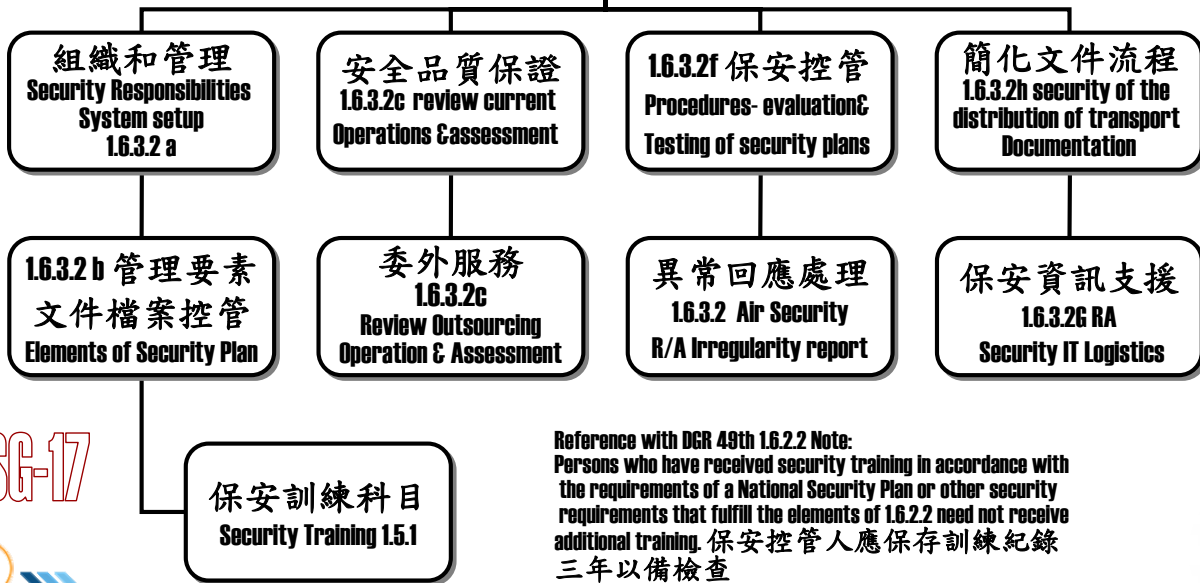
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1.6 Dangerous Goods Regulation  
Air Security – Regulated Agent

保安安管規劃圖  
1.6.3 Security Plans



適用 < Applicability >



Reference with DGR 49th 1.6.2.2 Note:  
Persons who have received security training in accordance with the requirements of a National Security Plan or other security requirements that fulfill the elements of 1.6.2.2 need not receive additional training. 保安控管人應保存訓練紀錄三年以備檢查



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Internal Factor Investigation

USG-17  
01

FORMULATION STRATEGY

附件部份說明

保安基本原理與適用  
Security Principle & Applicability

<b>A</b> Glossary 術語定義 Page 705	<b>B</b> Nomenclature 符號專有名詞 Page 723	<b>C</b> Currently Assigned Substances 現行指定物質反應 Page 729
<b>D</b> Competent Authorities 主管當局 page 739	<b>E</b> Packing test facilities, Manufacturers and supplier 包裝測試設備 製造與供應商 page 769	<b>F</b> 相關服務 Related Service Page 795
<b>G</b> IATA safety standard 航協保安標準程式 Page 821	<b>H</b> Packing Instruction Reformatted 修正包裝指令格式 Page 827	<b>New Packing Instruction No.</b> 包裝指令號列 Page 829

實習例題

作業手冊附件部份

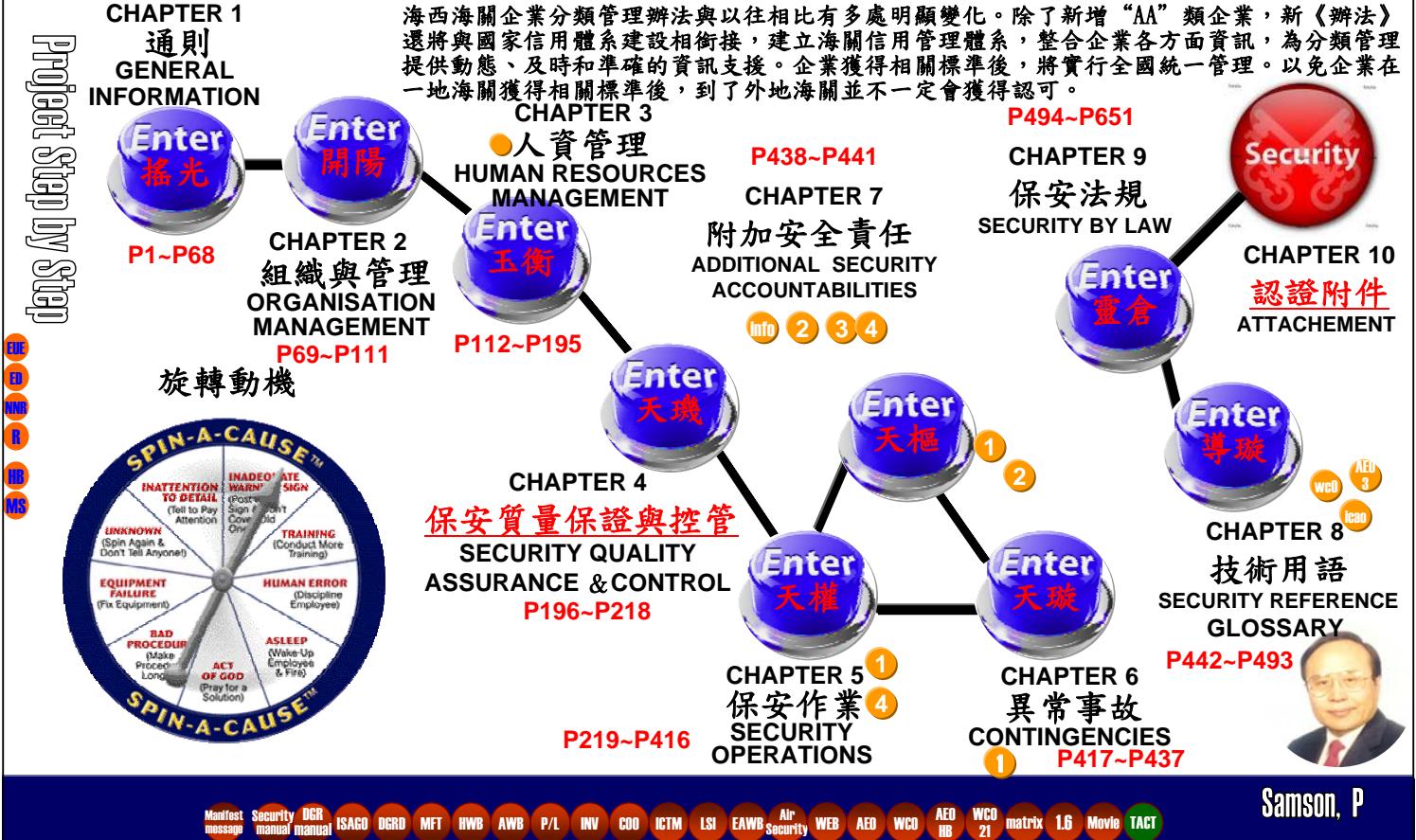
FORMULATION STRATEGY



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**AEO SELF-ASSESSMENT (IE)**

1. Please note, it is recommended that you read the European Commission's Authorised Economic Operator Guidelines, TAXUD/2006/1450 before applying for AEO status (you can access this via the European Commission's Europa website). **Response: Compliance**
  2. Which departments have you involved in the process to prepare your company for the AEO application, including management? **Response: Operation, IT, HR and Security Section**
  3. Please state the name, address, date of the establishment and legal form of the organisation of the applying company. Please include the URL of your company's website if applicable.
  4. If your company is part of a group, please indicate if any other entities in the group:
    - a) Already have an AEO certificate; or
    - b) Have applied for AEO status and are currently undergoing an AEO audit by a national customs authority.**Response: 1.SAIT-Mantraco 3rd floor 173 Chang An E. Road Sec. 2 Taipei [www.mantraco.com.tw](http://www.mantraco.com.tw); a) No. b) Yes**
  4. Please give the following details (if they apply to the legal form of your company):
    - a) Full details of the main shareholders including percentage shareholding held
    - b) Full details of the board members and/or managers
    - c) Full details of advisory board if any and board of directors.
 Details should include full name and address, date of birth and National Identification Number (e.g. national ID Card number or National Insurance Number). **Please see Attached #1**
  4. Please indicate the name of the person responsible for customs matters in the applicant's administration. Details should include full name and address, date of birth and National Identification Number (e.g. national ID Card number or National Insurance Number) **Response: Please see Attached #2**
- Please describe briefly your commercial activity and state your position in the international supply chain (for example: producer, exporter, forwarder, customs warehouse keeper, customs agent, carrier, importer). If you have more than one position include all. **Response: Logistics Service Provider (forwarder, customs broker & CMS -Common Management Service.**



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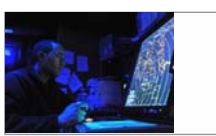
適宜  
Comprehens  
透明  
Transparency  
靈活  
Flexibilities  
合作  
Cooperative



忽忽市場需求以及導入誘因，或可降低企劃成本；將加倍增加建制流與付出調查、修正與國際接軌支出。資訊技術跨國、行業與機關規畫，結果除為百分外只有零分。



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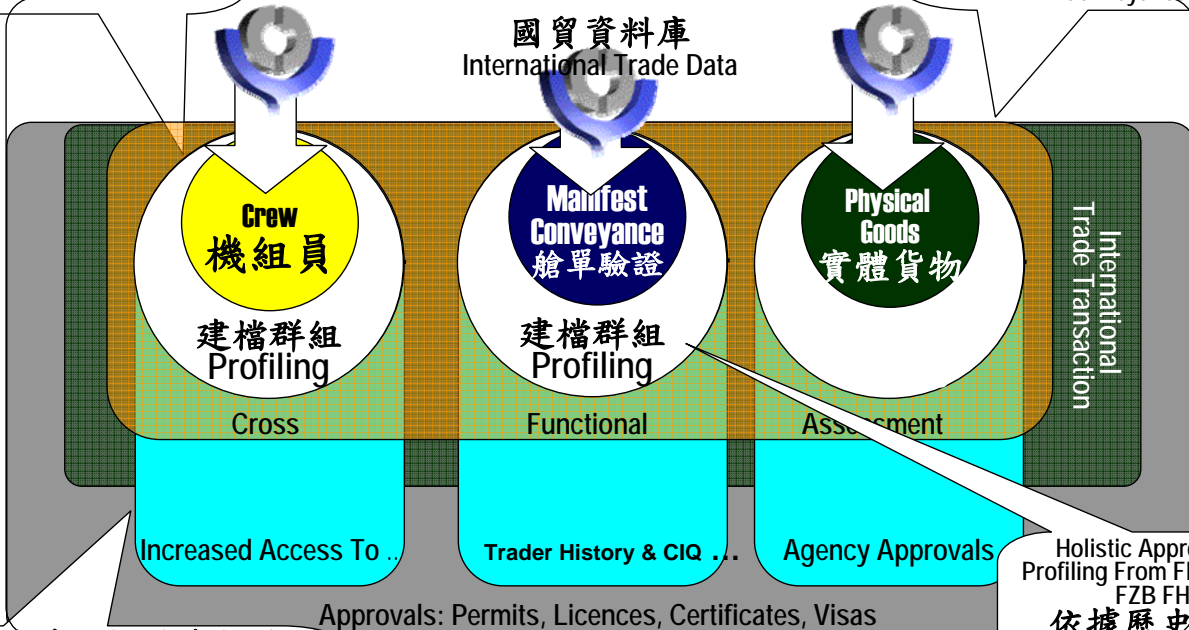


Increased Cross Functional Assessment Capability  
增強功能驗證容量

Integrated Risk Assessment  
風險合體評估

依據出口國資訊比對進轉口國資訊  
Export Data To Verify Import & Transit Data for Goods, Crew & Conveyance

資訊來源：世界關務組織貿易第三資訊模組  
資訊科技應用第壹七章 (WCO Data Model 3)



REGISTER NOW  
REGISTER NOW  
REGISTER NOW  
REGISTER NOW

強透通檢驗與檢疫歷史資訊與檔案邏輯檢查  
Increased Access to Other CIQ Agency Approval Information & Transaction History

Holistic Approach to Profiling From FFM FWB to FZB FHL  
依據歷史檔案比對主分提單艙單邏輯檢查

Approvals: Permits, Licences, Certificates, Visas

AWB P/L INV COO ICTM LSI EAWB Air Security WEB AEO WCO AEO HB WCO 21 matrix 1.6 Movie TACT

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FOUR CORE PRINCIPLES

<p>WORLD CUSTOMS ORGANIZATION ORGANISATION MONDIALE DES DOUANES</p>	<ol style="list-style-type: none"> <li>1. Integrated S C Management</li> <li>2. Cargo Inspection Authority</li> <li>3. Modern Technology Equipment</li> <li>4. Risk-Management Systems</li> <li>5. High-risk Cargo or Container</li> <li>6. Advance Electronic Information</li> </ol>	<ol style="list-style-type: none"> <li>7. Targeting and Communication</li> <li>8. Performance Measures</li> <li>9. Security Assessments</li> <li>10. Employee Integrity</li> <li>11. Outbound Security Inspections</li> </ol>	
<p><b>Advance electronic information</b></p>	<p><b>Risk management</b></p>	<p><b>Outbound inspection</b></p>	<p><b>Business partnerships</b></p>
<p>Harmonise the advance electronic information requirement on inbound, outbound and transit shipments.</p>	<p>Commit to employing a consistent risk management approach to address security threats.</p>	<p>Outbound inspection of high-risk consignments being exported, preferably using non-intrusive inspection methods.</p>	<p>Customs will provide benefits to businesses that meet minimal supply chain security standards and best practices.</p>

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Domestic Agencies

- Revenue, Taxation
- Police, security services
- Agriculture, Fisheries
- Statistics
- Quarantine
- Foreign Affairs
- Immigration & Citizenship
- Economic Development
- Trade
- Port authorities



今日海關



Private Sector

- Domestic companies
- International companies e.g. -Customs brokers/ clearing agents; -carriers; shipping agents; -warehouse operators; freight forwarders, other cargo handling logistics providers; commercial banks

Other states

complexity because of different relationships

Intergovernmental Agencies

- WCO - WTO, IMF, World Bank
- UN Agencies e.g UNCTAD, ISO
- Interpol - APEC, NAFTA, -MERCOSUR - Revenue, Taxation
- Police, security services
- Agriculture, Fisheries - Statistics
- Quarantine - Foreign Affairs
- Immigration & Citizenship
- Economic Development
- Trade - Port authorities

Customs' Relationships in the 21st century

Basic principles for modernization are:

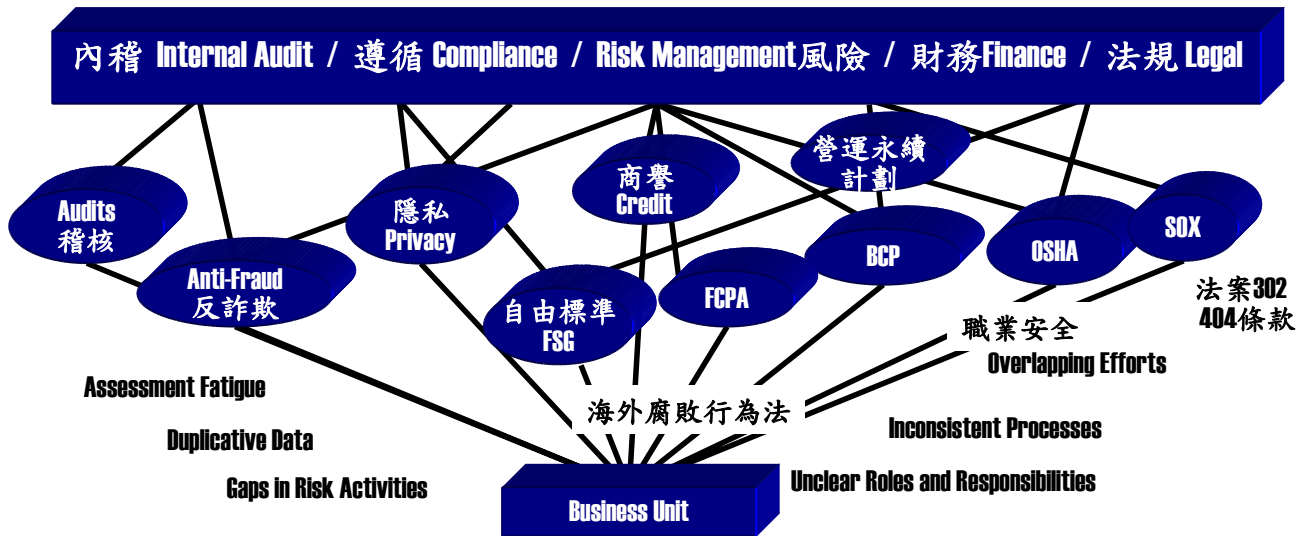
- ① Obtaining and maintaining political will and support
- ② Integrity
- ③ Simplification and standardization
- ④ Cooperation
- ⑤ Integrated border management

Samson, P

CARGO INDUSTRY Security FORECASTS AND TRENDS

Opportunities Exist to Integrate

治理 Governance, 風險 Risk & 遵循 Compliance 行為 activities



法案302 404條款

關鍵績效指標 (Key Performance Indicator, KPI); 關鍵風險指標 (Key Risk Indicator, KRI)  
BCP Business Continuity Planning



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一. 雍也篇：「夫仁者，己欲立而立人，己欲達而達人。」 “己利利人 己達達人”

Just as you would like to establish yourself in the world, so allow others to establish themselves. Just as you seek to understand things, so allow others the same opportunity.

二. 己所不欲，勿施於人  
do unto others as you would have done unto you

價值Yes 成本? 痛苦No. 分享?



Security Taxonomy



移動設備保安  
密碼保安  
身份識別管理保安  
週邊系統保安  
實體保安

**Rationale**  
理論層面  
governing for sustainability & equity in a complex world

**Principles**  
原則層面  
The Dynamics of Transformative Change

**Practice**  
作業層面  
Methods, tool & Tips For process design And facilitation



Samson, P

EE  
ED  
EW  
E  
MS

日照春暉繞紫煙，遙看成功掛門前；  
飛流直下萬千里，法喜天降九重天。  
橫看便捷暨保安，遠近高低福玄關；  
道法自然本面目，真儒承運啟未年。

敬祝

成功永隨！ 鴻兔大展

後學 學超鞠躬



Samson, P

EE  
ED  
EW  
E  
MS