



BUSINESS AND ADMINISTRATION DEPARTMENT

Module Code: CBA6110

Autumn

Critical Strategic Analysis of Selected Case Studies

Submission Deadline: 24/11/2025

Actual Submission Date:

Student Registration Number
BDY25054

Declaration: *I have completed and submitted this work by myself without assistance from or communication with another person either external or fellow student or any AI type of content generator. I understand that not working on my own will be considered grounds for unfair means and will result in a fail mark for this work and might invoke disciplinary actions. This piece of assessment will be continuously checked for its academic integrity until my graduation and the mark will be revised if it is found to breach the unfair means policy. It is at the instructor's discretion to conduct an oral examination which will result in the award of the final grade for that particular piece of work.*

Table of Contents

Business Report: Vimeo's Strategic Pivot	3
Introduction	4
Porter's Five Forces Analysis	5
Evaluation	6
SWOT Analysis	7
Evaluation	8
KPIs & Competitive Positioning	8
Evaluation	9
Customer Analytics – Driven Strategic Transformation	10
Evaluation	11
Conclusion and recommendations	12
Conclusion	12
Recommendations	12
Business Report: Digital Transformation of Maersk	14
Introduction	15
External Pressures and Strategic Shift	16
Evaluation	17
Evolution of Corporate and Business Strategy	18
Evaluation	19
Data Analytics, AI and Digital Platforms	20
Evaluation	21
TradeLens and Findings in Ecosystem Strategy	22
Evaluation	23
Conclusion and recommendations	24
Conclusion	24
Recommendations	24
References	26

Business Report: Vimeo's Strategic Pivot

Introduction

This report analyzes Vimeo's transformation from a B2C video streaming platform to a B2B SaaS provider. It assesses the external market pressures, internal capabilities and analytics competencies that shaped this strategic shift. The analysis focuses on Vimeo's competitive position in the streaming market, the rationale for its pivot and the role of analytics in guiding its evolution.

The study is structured around three primary objectives:

1. To evaluate the external and internal factors that prompted Vimeo's exit from the B2C market.
2. To assess how its transition to a focused SaaS model redefined competitive positioning and performance.
3. To determine how customer analytics identified new business segments and enabled data – driven innovation.

The report utilizes four analytical frameworks: Porter's Five Forces, SWOT Analysis, KPI theory and the Customer Analytics Value Chain. Each framework is specifically adapted to Vimeo's context and is followed by an evaluative discussion.

The findings suggest that Vimeo's success resulted from aligning its technology, organizational culture and customer orientation with the rapid growth of enterprise video communication. Strategic clarity and analytics – driven innovation enabled Vimeo to transition from a challenger in the saturated entertainment market to a leader in digital video solutions for business.

Porter's Five Forces Analysis

Porter's Five Forces framework provides a structured framework for assessing industry competitiveness. In digital markets, the model must be expanded to include data control, platform ecosystems and network effects (Karahana et al., 2025). Applying this lens highlights why the streaming industry offered limited profitability for Vimeo and why the company's strategic reorientation towards B2B services was inevitable.

The threat of new entrants was moderate, while cloud infrastructure lowered technical barriers; effective competition, however, demanded major investment in proprietary content and marketing. Global leaders such as Netflix, YouTube and Disney+ already dominate with extensive libraries and algorithms. Vimeo, despite strong engineering capabilities, lacked the scale and capital to compete with mainstream audiences (Peart, 2021).

The bargaining power of suppliers, content moderators and technology partners, was high. As creators sought greater monetization, the costs for exclusive content rose. Vimeo mitigated this dependency by acquiring, Livestream and Magisto, securing vertical integration and strengthening its control over core technology (Peart, 2021).

The bargaining power of buyers was also substantial. Viewers enjoyed abundant free alternatives and minimal switching costs. As Adhana (2023) notes, modern audiences expect vast, personalized libraries at low or no cost. Vimeo's premium ad-free model, appealed to professionals but constrained scalability.

The threat of substitutes was significant, with social media, gaming and user-generated platforms capturing consumer attention (Karahana et al., 2025). Vimeo's emphasis on production quality differentiated it technically, but could not offset the shift in viewing habits towards short-form entertainment.

Finally, competitive rivalry was fierce and global. Dominant players leveraged scale, data and brand power. Ritson (2019) emphasizes that strategic advantage lies in differentiation, not imitation. Vimeo recognized that its creative focus and engineering strengths would yield deliver greater value beyond mainstream entertainment. The firm leveraged Porter's model not only to understand industry dynamics but also to identify a more favorable strategic domain, enterprise communication and collaboration.

Evaluation

Porter's analysis confirms that Vimeo's pivot represented a strategic decision grounded in market realities. The structure of streaming sector, characterized by intense rivalry, significant buyer power and numerous substitutes, offered limited potential for sustainable margins, In contrast. The emerging B2B market presented more balanced dynamics and better alignment with Vimeo's technical capabilities. Karahan et al., (2025) observe that digital competitors can redefine industry boundaries rather than contest incumbents. Vimeo did precisely that. It repositioned its value proposition from entertainment consumption to enterprise enablement, creating a defensible niche. This move also reflects Ritson's (2019) notion of strategic fit: aligning resources with a market where they deliver superior value.

Ultimately, the Five Forces framework served as both a diagnostic tool and catalyst for change. It identified structural disadvantages in B2C streaming and informed a data-supported redirection toward a more profitable ecosystem. Vimeo's pivot exemplifies deliberate, insight – driven repositioning rather than reactive adaptation.

SWOT Analysis

SWOT analysis links internal capabilities with external opportunities. Ritson (2019) views it as a mechanism for identifying strategic alignment, while Kunc (2018) stresses that continuous data feedback should inform each dimension. Applied to Vimeo, the framework demonstrates how internal strengths and market shifts converged to support the company's repositioning.

Vimeo's strengths included advanced cloud-based video infrastructure, deep engineering expertise and a strong creative brand. Approximately half of its workforce focused on product and engineering, ensuring rapid innovation (Peart, 2021). Under Sud's leadership (McKinsey & Company, 2020), a transparent, collaborative culture promoted experimentation and accountability, capabilities for transformation (McKinsey & Company, 2020).

Key weaknesses stemmed from scale limitations and dependence on subscriptions. Competing with ad-funded giants limited visibility and marketing reach. As Sud (McKinsey & Company, 2020) acknowledged, maintaining focus while expanding operations was an ongoing challenge.

Major opportunities arose from surging demand for corporate video tools. The pandemic accelerated the adoption of digital communication, revealing unmet needs in marketing, education and internal communication. According to Gnanasambadam et al., (2022), SaaS scalability and recurring value align with such demand. Vimeo leveraged this convergence to enter the enterprise market with business-focused products.

Significant threats remained: technological disruption, price competition and market commoditization (Karahan et al., 2025). Vimeo countered this by differentiating on software quality, reliability and service support rather than content volume.

A comprehensive interpretation of SWOT analysis allowed Vimeo to determine that its strengths, innovation, brand equity and organizational culture were more effectively leveraged in the SaaS sector. The strategic pivot redeployed these assets into a less saturated market where performance depended on expertise rather than mass viewership.

Evaluation

The SWOT evaluation confirms that Vimeo achieved strategic alignment between its core competencies and the evolving business landscape. Ritson (2019) emphasizes that advantage emerges when firms deploy distinctive resources where they are most valued. Vimeo's technology, brand and agile culture met that criterion in B2B services.

KPIs & Competitive Positioning

Key Performance Indicators (KPIs) translate strategy into measurable performance outcomes. Ven and Machado (2023), assert that well-designed KPIs ensure alignment between organizational vision and execution. While B2C firms often define success through traffic and engagement, SaaS companies prioritize recurring revenue, retention and customer satisfaction (Chauhan, 2023). Vimeo's redefinition of KPIs signaled a fundamental strategic and cultural transformation.

In its consumer phase, Vimeo tracked metrics such as monthly active users and viewing time, useful for brand visibility but disconnected from profitability. Competitors monetized through advertising and scale; Vimeo's subscription model lacked similar level of leverage (Peart, 2021). Following its pivot, the company adopted SaaS specific KPIs: Annual Recurring Revenue (ARR), Customer Lifetime Value (CLV), Churn rate and Net Promoter Score (NPS). By 2020, Vimeo counted 1.5 million paying subscribers and 3,800 enterprise clients, confirming the longevity of the relationship and service quality, reflecting Kowalkowski and Ulaga's (2024) principle that subscription businesses thrive on continuous value delivery.

Vimeo also established a data feedback loop (Chauhan, 2023), integrating product analytics, feature usage, adoption rates and engagement depth into performance management. This closed-loop system enabled real-time decision-making and iterative improvement. As result, KPIs evolved from mere reporting tools into mechanisms for innovation and growth.

Evaluation

The KPI evaluation demonstrates that Vimeo institutionalized strategy through performance measurement. Ven and Machado (2023), argue that when metrics mirror strategic priorities, they reinforce coherence between purpose and practice. Vimeo's transition from engagement metrics to retention and satisfaction measures exemplifies this principle.

The new KPIs embedded a culture of accountability and customer orientation. Teams used live dashboards to assess success, enabling agile responses to customer behavior. This reflects Chauhan's (2023) model of continuous feedback in SaaS growth. From a competitive standpoint, KPI transformation differentiated Vimeo from mass-market streaming rivals. While others pursued volume, Vimeo optimized value per customer. This repositioning stabilized revenue and reduced exposure to volatile consumer trends.

Overall, Vimeo's KPI evolution signifies a mature approach to strategic management, utilizing data for both performance monitoring and the guidance of innovation to sustain long-term competitiveness.

Customer Analytics – Driven Strategic Transformation

Customer analytics emerged as the primary driver of Vimeo's strategic decision-making. Holmlund et al., (2020) describe analytics as a value encompassing descriptive, inquisitive, predictive, and prescriptive stages. Kunc (2018) views analytics as an enabler of strategic learning, facilitating a feedback process that links insight with adaptation. Vimeo transformed operationally both frameworks, transitioning from intuition-based management to evidence-based innovation.

Sud stated that Vimeo's analytics journey began by seeking a deeper understanding of its users (McKinsey & Company, 2020). Data covering 200 million registered accounts revealed that many used Vimeo for business rather than entertainment (Peart, 2021). Descriptive analytics quantified these behaviors; inquisitive analytics explained them, revealing unmet demand for quality, privacy and brand control. Predictive analytics guided investment and product development resulting in the creation of Vimeo Business and Vimeo Enterprise, both designed for collaboration and security. Each product cycle utilized prescriptive analytics to prioritize development and pricing decisions, ensuring that strategy was rooted in evidence.

Vimeo embedded analytics into every function. Sud's principle; "data provides the theory, but human stories build insight", captured the company's balance between quantitative rigor and qualitative understanding (McKinsey & Company, 2020). The integration of analytics transformed Vimeo into a learning organization capable of continuous innovation.

Evaluation

The evaluation confirms that Vimeo transformed analytics from a support function into a strategic capability. The company's progression through Holmlund's et al., (2020) value chain stages, from descriptive to prescriptive, demonstrates comprehensive analytical maturity.

Kunc's (2018) theory of strategic learning is evident in Vimeo's self-reinforcing cycle: data-informed action, action that produces feedback and feedback that refines strategy. This iterative loop allowed the firm to pivot efficiently while minimizing risk.

Organizationally, the analytics culture democratized decision-making and fostered accountability. Teams across engineering, marketing and customer success shared a unified view of performance, creating agility and cohesion.

Analytics not only revealed opportunity but also became the engine of sustained growth. Vimeo's experience confirms that in modern digital businesses, analytics is integral to strategy itself.

Conclusion and recommendations

Conclusion

Vimeo's transformation demonstrates how disciplined strategy and analytical rigor can convert competitive disadvantages into opportunities. Porter's Five Forces revealed the structural limitations of the B2C market; SWOT identified how internal strengths could be redeployed; KPI redefinition translated strategic priorities into measurable outcomes and Customer Analytics was central to innovation and market leadership.

Collectively, these frameworks demonstrate that Vimeo's evolution was guided by evidence rather than intuition. By aligning organizational capabilities with market opportunities embedding analytics into every decision process, Vimeo repositioned itself from a creative platform to a trusted partner for business video communication. This strategic pivot exemplifies foresight and execution excellence, which continue to Vimeo's resilience and long-term growth in the SaaS economy.

Recommendations

To secure its position and sustain growth within the competitive SaaS ecosystem, Vimeo should continue to integrate its strategic, analytical, and innovative capabilities in a unified and purposeful manner. The company's success thus far has depended on its aligning data – driven insights with customer – centric innovation. Strengthening this balance will be essential for maintaining agility, focus, and long-term profitability.

A central recommendation is that Vimeo should deepen its use of predictive analytics and artificial intelligence to inform decision-making. Holmlund et al (2020) note that advanced analytics enables organizations to anticipate customer needs and take proactive actions. For Vimeo, evolving beyond descriptive and diagnostic analysis toward predictive modeling could facilitate early identification of churn signals, forecasting enterprise demand and customization of video tools for distinct user segments. These measures would improve customer retention and enhance lifetime value across the expanding client base.

Simultaneously, Vimeo should maintain the strategic discipline that Sud identified as essential to its organizational culture (McKinsey & Company, 2020). As video growth generates more opportunities than the company can pursue, governance frameworks that evaluate new initiatives using financial and customer – oriented KPIs will help preserve focus (Ven and Machado, 2023). These structures ensure that every investment aligns with Vimeo's mission to empower professional communication through video.

Another strategic direction is the development of industry - specific solutions. Kowalkowski and Ulaga (2024) emphasize that successful subscription businesses adapt their offerings to the unique requirements of each sector. Vimeo's flexible SaaS architecture enables the design tailored tools for industries such as education, healthcare and corporate training. This vertical expansion would stabilize recurring revenue and enhance differentiation.

Finally, Vimeo should increase investment in partnerships and ecosystem integration. As Gnanasambandam et al., (2022) and Chauhan, (2023) highlighted, SaaS firms achieve greater scalability through interconnected networks. By expanding API infrastructure and collaborating with marketplaces, Vimeo can broaden its platform's reach, foster co-creation, and embed its services more deeply within clients' workflows.

Business Report: Digital Transformation of Maersk

Introduction

This report examines the strategic information of A.P. Moller – Maersk from the world's largest sea carrier into a digitally enabled global logistics integrator. It evaluates the external forces that prompted this shift, the evolution of corporate and business-level strategy, and the role of data analytics, AI, and digital platforms in enabling new value creation. The analysis concludes with lessons derived from the TradeLens blockchain initiative.

The scope encompasses the period from 2018 to 2025, during which Maersk restructured its business model, technology foundation, and organizational culture. The objective is to analyze how Maersk leveraged technology and process innovation to achieve differentiation and resilience in a competitive and sustainability – driven industry. The report applies four analytical perspectives: external pressures (PESTLE/Porter), Strategic evolution, digital enablement and ecosystem learning, each used as interpretive tools rather than theoretical overview.

External Pressures and Strategic Shift

Maersk's decision to reposition itself arose from significant structural pressures within the maritime logistics industry. Overcapacity, volatile freight rates and consolidation had turned container shipping into a commoditized low – margin business. As Dagar et al., (2024) and Bhonsle, (2023) note that these dynamics eroded profitability, forcing global carriers to search for new sources of differentiation.

At the same time, customer power intensified. Global shippers demanded integrated logistics and real-time visibility across supply chains. Digital integration shifted the position of value from physical capacity to information flow (Kim, 2024). Without a unified platform, Maersk risked losing relevance to more agile, technology – driven competitors.

Technological progress added further urgency. IoT devices, predictive analytics and AI – driven planning were transforming how logistics networks operated (Raza et al., 2023). Yet Maersk's outdated systems prevented data exchange and slowed response times. Environmental and regulatory expectation, including the global push towards reducing carbon emissions (Tsvetkova et al., 2024), added another layer of pressure towards modernization. Recognizing that scale was no longer sufficient, Maersk reframed its purpose, to become a global integrator of logistics, delivering connectivity and simplicity through digitalization and end-to-end integration.

Evaluation

Maersk's strategic response, demonstrates a deep understanding of structural dynamics identified in Porter's and PESTLE analyses. Its shift aligns with the logic of "industry repositioning" emphasized by Kim (2024) and Tsvetkova et al., (2024), where long – term advantage depends on capturing value through technology and customer intimacy rather than cost efficiency.

The transformation from sea carrier to integrator reflects how external pressure can be a catalyst of innovation when supported by internal readiness. Maersk capitalized on its financial strength and brand equity to move into higher – value service domains, leveraging digital tools as barriers to imitation. However, the evaluation also reveals a risk; dependence on digital capabilities increases exposure to cyber, data and integration challenges. Overall, the company's ability to translate external disruption into opportunity shows strategic foresight. Maersk turned competitive adversity into a platform for reinvention, positioning itself as a leader in logistics intergration at a time when many rivals remain constrained by outdated cost models.

Evolution of Corporate and Business Strategy

Maersk's corporate evolution marks a transition from an efficiency-driven shipping line to a technology – enabled logistics platform. Scholars describe this progression as a move from efficiency logic to innovation logic, where firms capture value through ecosystem coordination and service differentiation (Holtstrom et al., 2022).

Historically, Maersk's strategy focused on scale-large fleets, port ownership and global routes. But as Negi (2024) observes, scale advantages diminish once markets mature and competition shifts to service reliability and integration. In response, Maersk launched a structured, three – phases digital transformation.

- **Phase 1:** Replacement of old systems with a unified digital platform to harmonize data and integrate acquired companies.
- **Phase 2:** Deployment of these capabilities across all business units and markets.
- **Phase 3:** Global scaling of integrated customer solutions, linking sea, air, road and warehousing into a single experience (Deloitte, 2025).

This evolution also transformed Maersk's leadership model. As Sadek (2024) emphasizes, successful corporate transformation requires alignment between structure, technology and culture. Maersk institutionalized this alignment through executive "Gemba walks" and quarterly digital reviews, ensuring strategy execution was grounded in operational reality.

The shift created substantial opportunity, cross – selling, customer retention and data – driven insights, but also complexity. Grzelakowski (2023) warns that multi-service integration introduces governance and coordination risk. Managing resources across thirteen logistics division now demands precision in prioritization and pacing.

Evaluation

Maersk's strategic evolution demonstrates a textbook application of business model innovation theory. The company successfully transitioned from a cost – leadership position to a hybrid differentiation strategy built on technology and integration, an approach consistent with the “deceit” concept outlined by Holtstrom et al., (2022),

Its ability to balance digital innovation with operational excellence reflects Sadek's, (2024) emphasis on structural and cultural alignment. The active role of top management, through Gemba walks and cross – unit governance, has reduced organizational inaction and improved coordination. Yet this evaluation also highlights ongoing risks, integration across service lines demands continual investment in data standardization, while the complexity of scaling can slow responsiveness. Still, Maersk's disciplined approach to transformation has yielded measurable results, increased customer stickiness, broader service portfolios and enhanced revenue stability. The company has moved beyond transportation into logistics orchestration, reshaping its competitive structure and establishing a model of transformation leadership for the industry.

Data Analytics, AI and Digital Platforms

Maersk's transformation demonstrates that technology delivers value only when embedded in redesigned processes. Research by Cichosz et al., (2020) and Moreno (2025) shows that logistics leaders achieve digital maturity by unifying data and aligning systems across the supply chain, precisely what Maersk accomplished between 2020 and 2024.

The company replaced fragmented IT with an integrated digital backbone linking its sea, air and road operations (Maersk, 2024). A standardized road-transportation platform, new warehouse – management system and consolidated air – cargo solution now operate on shared data models, creating visibility across 450 warehouses and 130 countries.

Artificial intelligence and generative AI enhance this foundation. An AI – driven customer service platform automatically drafts responses to thousands of daily inquiries by aggregating data from multiple systems (Deloitte, 2025). In finance, an AI-based cash forecasting engine outperforms manual methods, freeing employees for analytical and strategic work. These use cases reflect Nikolakis' (2025) concept of AI amplification, where automation elevates human decision making than replacing it. IoT technologies complement AI. The The Captain Peter™ reefer-monitoring solution delivers real-time temperature and location data, minimizing spoilage and ensuring quality (Raza et al., 2023). Collectively, these digital initiatives create a flawless customer experience, enabling clients to plan, track and optimize shipments through one unified interface.

Evaluation

The integration of AI, analytics and digital platforms has transformed Maersk into a data – driven enterprise. The company's use of technology aligns with Cichosz et al's., (2020) framework for digital maturity, emphasizing process redesign, governance and compatibility. Through its unified platform, Maersk has achieved the data visibility and decision speed, critical for global logistics orchestration.

The evaluation indicates that the company's approach to AI is both pragmatic and human centric, consistent with Nikolakis' (2025) argument that AI enhances workforce productivity when designed for augmentation. Maersk's AI deployments show measurable outcomes; faster response times, reduced manual reporting and improved forecasting accuracy. However, reliance on data, introduces new dependencies; data integrity, cybersecurity and privacy management now become key risk factors. From a strategic perspective, though, the results are clear, Maersk's integrated data ecosystem has created sustainable differentiation by merging operational excellence with digital intelligence.

TradeLens and Findings in Ecosystem Strategy

Maersk's experience with TradeLens, its blockchain platform developed with IBM, illustrates the complexities of digital ecosystem innovation. Blockchain promised transparency and trust, yet studies show that adoption depends on governance neutrality and shared value creation (Najati, 2025; Vu et al., 2024).

Launched in 2018, TradeLens aimed to digitize global shipping documentation through a secure distributed ledger. Despite its technical success, the platform was discontinued in 2022 after limited industry uptake (Maersk, 2022). Competitors were reluctant to join a network perceived to be under Maersk's control, a co-operation paradox identified by Vu et al., (2024). Najati, (2025) argues that such ecosystems fail when governance models are perceived as branded rather than collaborative. In hindsight, TradeLens lacked the neutral, inclusive governance needed to build critical mass. Maersk's subsequent strategy reflects these findings, smaller, modular digital initiatives, such as GenAI pilots, implemented within secure, well – governed environments where experimentation and ethics coexist (Dagar et al., 2024).

Evaluation

The failure of TradeLens underscores a central lesson from ecosystem theory which is that technological sophistication must be matched by open governance and equitable participation. Maersk's initial platform design reflected a hierarchical mindset inconsistent with the decentralized logic of blockchain. As Najati, (2025) explains, such asymmetry in control undermines trust, the currency of digital ecosystem.

The evaluation highlights Maersk's adaptive capability. Instead of retreating, the company applied the lessons of TradeLens to future initiatives, focusing on segmented, incremental value creation and co-innovation. This shift illustrates Dagar et al's, (2024) principle of "learning through experimentation" where strategic agility emerges from iterative improvement. In practical terms, Maersk's later digital programs exhibit greater inclusivity, transparency and focus on immediate value delivery. The organization's revised approach to AI and platform development reflects a more mature understanding of ecosystem dynamics, balancing innovation ambition with governance and collaboration.

Conclusion and recommendations

Conclusion

A.P. Moller – Maersk's reinvention from a shipping line to a global logistics integrator demonstrates how a legacy enterprise can combine strategic foresight, disciplined execution and digital capability to redefine industry boundaries. External market forces exposed the limits of scale – based competition, prompting a pivot towards integration and customer – centric differentiation. Through unified data platforms, AI and analytics, Maersk has achieved greater visibility, responsiveness and efficiency. The TradeLens experience, while challenging, strengthened the company's understanding of collaboration and governance in digital ecosystems.

Today, Maersk's transformation is recognized as one of the most comprehensive in the logistics industry, a model of how mastering process, data and change management can deliver technology enabled growth and lasting competitive advantage in digital era.

Recommendations

Building on analysis, several strategic recommendations can help Maersk sustain and strengthen its transformation.

First, Maersk should continue developing and integrated digital framework that untied its logistics division under common standards for data management and AI adoption. As Cichosz et al., (2020) emphasize, data governance compatibility are fundamental for achieving process integration and digital maturity in logistics. Establishing a centralized framework would minimize duplication of systems, improve decision making accuracy and ensure that customer experience a consistent level of quality and reliability across Maersk's global operations (Moreno, 2025).

Secondly, Maersk should reinforce open collaboration and ecosystem participation. The findings from the discontinuation of TradeLens demonstrated that digital ecosystems only succeed when governance is neutral and value is distributed equitably among participants (Najati, 2025; Vu et al., 2024). To avoid repeating these challenges, Maersk should promote collaborative digital infrastructures, such as shared data platforms and co-innovation hubs with other carriers, port and logistics service providers. This approach reflects the cooperation model described by Holtstrom et al., (2022), where firms gain collective advantage by balancing cooperation and competition within the same ecosystem.

Moreover, Maersk can further expand its AI – driven operational decision making. The company already applies AI in financial forecasting and customer service (Deloitte, 2025), but academic research suggests that integrating AI into predictive maintenance, supply-chain optimization and emissions tracking can significantly enhance agility and sustainability (Raza et al., 2023). Applying AI to route optimization and asset utilization would also align with the company's long-term Net Zero 2040 commitment (Tsvetkova et al., 2024).

Finally, Maersk should deepen its customer – centric focus through advanced analytics. Kunc (2018) explains that integrating customer data into strategic analytics enables organizations to transition from reactive to proactive decision – making. Maersk can leverage its unified digital platforms to capture real – time customer feedback and behavioral insights, guiding service design and product development. This aligns with Holtstrom et al's., (2022) argument that differentiation in logistics now depended on superior customer experience supported by data intelligence.

References

- Adhana, V., B., (2023). Content marketing in B2C: Unraveling the key drivers of effectiveness. *Asian Journal of Management and Commerce*, 4(2), pp. 243–250. Available at: <https://doi.org/10.22271/27084515.2023.v4.i2c.216>
- A.P Moller – Maersk A/S (2024). The 2024 Integrated Annual Report. [Online] Available at: https://www.maersk.com/~/_media_sc9/maersk/corporate/sustainability/files/re-sources/2024/maersk-annual-report-2024.pdf [Accessed: 27 October 2025].
- Chauhan, S., (2023). SaaS Growth Drivers Framework A Comprehensive analysis. *International Journal of Innovative Research in Engineering & Multidisciplinary Physical Sciences*, 11(6), pp. 1-15. Available at: <https://doi.org/10.5281/zenodo.14996389>
- Chowdhury, H., M., et al., (2024). Michael Porter's Five Forces Analysis in Shipping Industry: Bangladesh Shipping Corporation Perspective. *Bangladesh Maritime Journal*, 1(1), pp. 82-92. Available at: doi.org/10.70279/bmj-v1-i1-1094
- Cichosz, M., et al., (2020). Digital transformation at logistics service providers: barriers, success factors and leading practices. *The International Journal of Logistics Management*, 31(2), pp. 209-238. Available at: <https://doi.org/10.1108/IJLM-08-2019-0229>
- Dagar, M., et al., (2024). Digital transformation at Maersk: the never-ending pace of change. *Journal of Information Technology Case and Application Research*, 26(2), pp. 111-143. Available at: [10.1080/15228053.2023.2300921](https://doi.org/10.1080/15228053.2023.2300921)
- Deloitte (2025). "Digital transformation reshapes Maersk from shipping giant to global logistics integrator". *Deloitte Perspectives*. Available at: <https://www.deloitte.com/dk/en/services/consulting/perspectives/digital-transformation-reshapes-maersk-from-shipping-giant-to-global-logistics-integrator.html>

Feng, B., Ye, Q., (2021). Operations management of smart logistics: A literature review and future research. *Frontiers of Engineering Management*, 8(3), pp. 344-355. Available at: <https://doi.org/10.1007/s42524-021-0156-2>

Gnanasambandam, C., et al., (2022). The SaaS factor: Six ways to drive growth by building new SaaS businesses. *McKinsey & Company*. [Online]. 19 July 2022. Available at: <https://www.mckinsey.com/capabilities/tech-and-ai/our-insights/the-saas-factor-six-ways-to-drive-growth-by-building-new-saas-businesses>

Gozali, L., et al., (2024). "The improvement of block chain technology simulation in supply chain application (case study: Pesticide company). *Scientific Reports*, 14(1), pp. 1-18. Available at: <https://doi.org/10.1038/s41598-024-53694-w>

Grzelakowski, A., (2023). Global Maritime Container Carriers; Mid-term Strategies as a Tool for Change Management in the Post-Covid Era. *European Research Studies Journal*, 26(4), pp. 301-318. Available at: <https://doi.org/10.35808/ersj/3323>

Holmlund, M., et al., (2020). Customer experience management in the age of big data analytics: A strategic framework. *Journal of Business Research*, 116, pp. 356-365. Available at: <https://doi.org/10.1016/j.jbusres.2020.01.022>

Holtstrom, J., et al., (2022). Business model innovation under strategic transformation. *Technology Analysis & Strategic Management*, 34(5), pp. 1-13. Available at: <https://doi.org/10.1080/09537325.2021.1914329>

IEOM, (2021). An integrated Framework of Balance Scorecard-PESTLE-Smat and Green Port for Boosting the Port Performance, Praharsi, Y., et al., 2021. *Proceedings of the International Conference on Industrial Engineering and Operations Management Monterrey (IEOM 2021)*, Shipbuilding Institute of Polytechnic Surabaya, Surabaya, 3-5 November, IEOM.

Jones Elite Logistics (2025). Maersk's Failed Transformation of Global Shipping Logistics With Blockchain. [Online]. Jones Elite Logistics, Last Updated 28 April 2025. Available at: <https://www.joneselitelogistics.com/blog/maersks-failed-transformation-of-global-shipping-logistics-with-blockchain/> [Accessed 27 October 2025].

Karahan, O., et al., (2025). Adapting Porter's five forces model to digital streaming platforms: A framework for the audiovisual ecosystem. *Connectist: Istanbul University Journal of Communication Sciences*, (68), pp. 143-158. Available at: <https://doi.org/10.26650/CONNECTIST2025-1690969>.

Kim, H. S., (2024). A Case Study on the Paradigm Shift to Digital Logistics Platform: The Case of Maersk. *Journal of Distribution Science*, 22(4), pp. 105-114. Available at: <http://dx.doi.org/10.15722/jds.22.04.202404.105>.

Kim, S.T., et al., (2020). Logistics integration in the supply chain: a resource dependency theory perspective. *International Journal of Quality Innovation*, 6(5), pp. 1-14. Available at: <https://doi.org/10.1186/s40887-020-00039-w>

Kowalkowski, C., Ulaga, W., (2024). Subscription offers in business-to-business markets: Conceptualization, taxonomy, and framework for growth. *Industrial Marketing Management*, 117, pp. 440-456. Available at: <https://doi.org/10.1016/j.indmarman.2024.01.014>

Kunc, M., (2018). Strategy Analytics: Integrating Management Science and Strategy. *John Wiley & Sons Ltd*, pp. 1-375.

McKinsey & Company (2020). The committed innovator: An interview with Anjali Sud, CEO of Vimeo. *McKinsey & Company*, 15 December 2020.

Maersk (2022). *A.P. Moller-Maersk and IBM to discontinue TradeLens*. [Online]. MAERSK, Available at: <https://www.maersk.com/news/articles/2022/11/29/maersk-and-ibm-to-discontinue-tradelens> [Accessed 27 October 2025]

Moreno, A., (2025). How Digital Integration is Reconfiguring Value Chains. *Harvard Business Review*. Last Updated October 2025. Available at: <https://hbr.org/2025/09/how-digital-integration-is-reconfiguring-value-chains> [Accessed 27 October 2025].

M&A Leadership Council (2024). How to conduct an M&A Risk Assessment. M&A Leadership Council. [Online]. Available at: <https://www.wns.com/perspectives/blogs/container-shipping-2025-smarter-strategies-in-an-age-of-instability> [Accessed 27 October 2025]

Najati, I., (2025). Exploring the failure factors of blockchain adopting projects: a case study of TradeLens through the lens of commons theory. *Frontiers in Blockchain*, 8, pp. 1-14. Available at: 10.3389/fbloc.2025.1503595

Negi, S., (2024). Global supply chain competitiveness: The synergistic role of integrated logistics and global sourcing. *Global Business and Organizational Excellence*, 43(3), pp. 111-130. Available at: <https://doi.org/10.1002/joe.22247>.

Nikolakis, G., (2025). AI-Powered Shipping: How Digital Transformation is Reshaping Container Logistics in 2025. Container News. Last Updated 19 May 2025. Available at: <https://container-news.com/ai-powered-shipping-how-digital-transformation-is-reshaping-container-logistics-in-2025/> [Accessed 27 October 2025]

Peart, N., (2021). VMEO OVERVIEW. Vimeo Inc. BLUE ROIN Research Library.

Porter, M.E., (1979). How Competitive Forces Shape Strategy. *Harvard Business Review*, 57(2), pp. 137-145.

Raza, Z., et al., (2023). "Digital transformation of maritime logistics: Exploring trends in blockchain, IoT and AI. *Transportation Research Part E: Logistics and Transportation Review*, 176, pp. 1-16. Available at: DOI: 10.1016/j.tre.2022.103207

Risberg, A., et al., (2023). A systematic literature review on e-commerce logistics: Towards an e-commerce and omni-channel decision framework. *International Review of Retail, Distribution and Consumer Research*, 33(1), pp. 1-25. Available at: <https://doi.org/10.1080/09593969.2022.2089903>

Ritson, N., (2019). Business Strategy and Strategic Planning: A Definition and Definitive Guide. 2th edition. London: Bookboon.

Rizvanovic, B., et al., (2023). Linking the potentials of extended digital marketing impact and start-up growth: Developing a macro-dynamic framework of start-up growth drivers supported by digital marketing. *Technological Forecasting & Social Change*, 186, pp. 1 - 23. Available at: <https://doi.org/10.1016/j.techfore.2022.122128>

Rodrigue, J.P., (2020). "The geography of transport systems. 5th edition. [Online]. New York: Routledge.

Rose, B., (2019). *2020 B2C Content Marketing: An exciting Adventure*. [Online]. Content Marketing Institute. Last updated: 11 December 2019. Available at: <https://contentmarketinginstitute.com/b2c-research/2020-b2c-content-marketing-an-excellent-adventure-new-research>

Sadek, B. (2024). Components and Strategic Routes of Corporate Transformations. *International Journal of Business and Social Science Research*, 5(2), 1-28. Available at: DOI: <https://doi.org/10.47742/ijbssr.v5n2p1>

Santhosh, A., et al., (2024). SaaS (Software as a Services) and its impact on Business Scalability. *International Research Journal on Advanced Engineering and Management (IRJAEM)*, 2(12), pp. 3575 – 3584. Available at: <https://doi.org/10.47392/IRJAEM.2024.0527>

Tsvetkova, A., et al., (2024). A transition towards clean propulsion in shipping: The role of PESTLE drivers and implications for policy. *Marine Policy*, 161, pp. 1-12.

Tyrva inen, P., Selin, J., (2011). How to Sell SaaS: A Model for Main Factors of Marketing and Selling Software-as-a-Service. *Lecture Notes in Business Information Processing*, 80, pp. 2-16. Available at: DOI: https://doi.org/10.1007/978-3-642-21544-5_2

Valeva, K., Nikolova, A. V., (2023). Impact of e-commerce on the logistics sector. *International Scientific Journal "Industry 4.0"*, 8(7), 365-369.

Velandia, P., et al., (2024). Facilitating business model transformation: Theory and practice perspectives. *Journal of Open Innovation: Technology, Market and Complexity*, 10(3), pp. 1-12. Available at: [10.1016/j.joitmc.2023.100203](https://doi.org/10.1016/j.joitmc.2023.100203)

Ven, M., Machado, L., P., et al., (2023). Key performance indicators for business models: a systematic review and catalog. *Information Systems and e-Business Management*, 21(3), pp. 1 – 42. Available at: DOI: <https://doi.org/10.1007/s10257-023-00650-2>

Vojcak, E., D., (2018). *Maersk Business Analysis*. Drexel University. MSc.

Vu, N., et al., (2024). "The impact of Blockchain adoption on supply chain performance: Evidence from food industry." *International Journal of Production Research*, 63, pp. 1-25. Available at: https://doi.org/10.1080/00207543.2024.2414375?urlappend=%3Futm_source%3Dresearchgate