

# CROSSING A DIGITAL OCEAN

Insights from the transformation of Maersk



LOOK AROUND YOU

EVERYTHING in this room...



...was transported in a container  
at some point in time, before it got here

A large shipping container is shown from a low angle, appearing to float in a dark space. The container is dark grey with yellow and black hazard stripes at the bottom corners. It has various shipping labels and markings on its side, including "CAG", "24817", "MAERSK", and "EFFICIENCY AND RELIABILITY IS THE NAME OF OUR GAME".

# WE MOVE BIG BOXES

EFFICIENCY AND RELIABILITY IS THE NAME OF OUR GAME



**Simon Stieper**

Director, Head of BI Products  
A.P. Moller-Maersk



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Head of Transformation (BI)  
A.P. Moller-Maersk



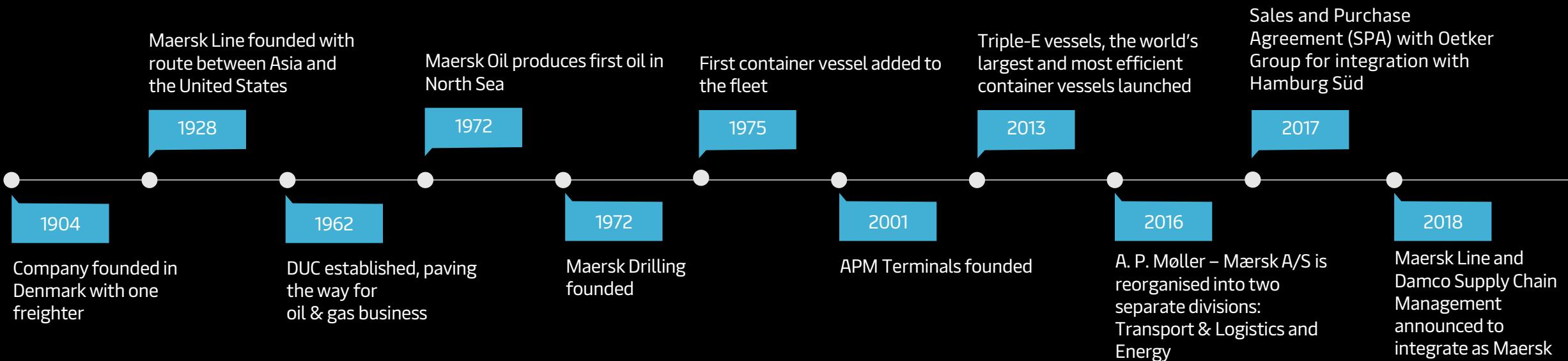
**Navneet Kapoor**  
CTO (Chief Transformation Officer)  
A.P. Moller-Maersk

# Introduction

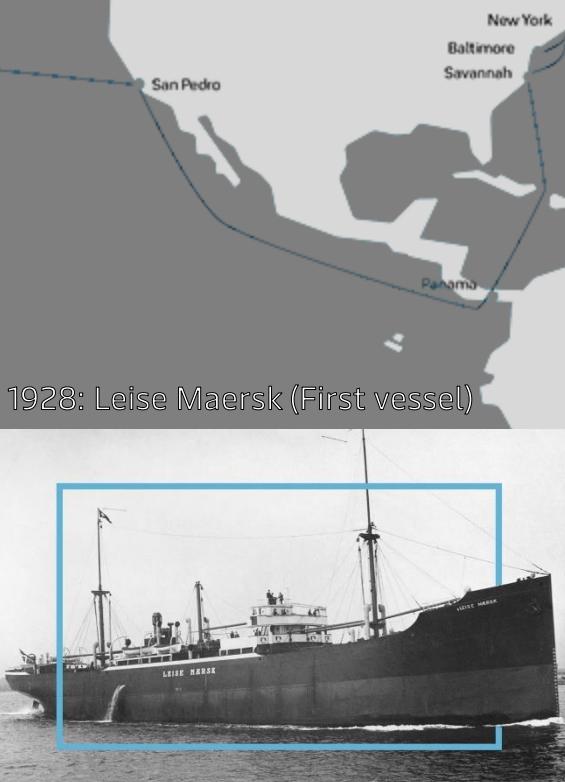
A helicopter-view of our company facts & history



# Our history



# Our first voyage as Maersk Line



1928: *Leise Maersk* (First vessel)



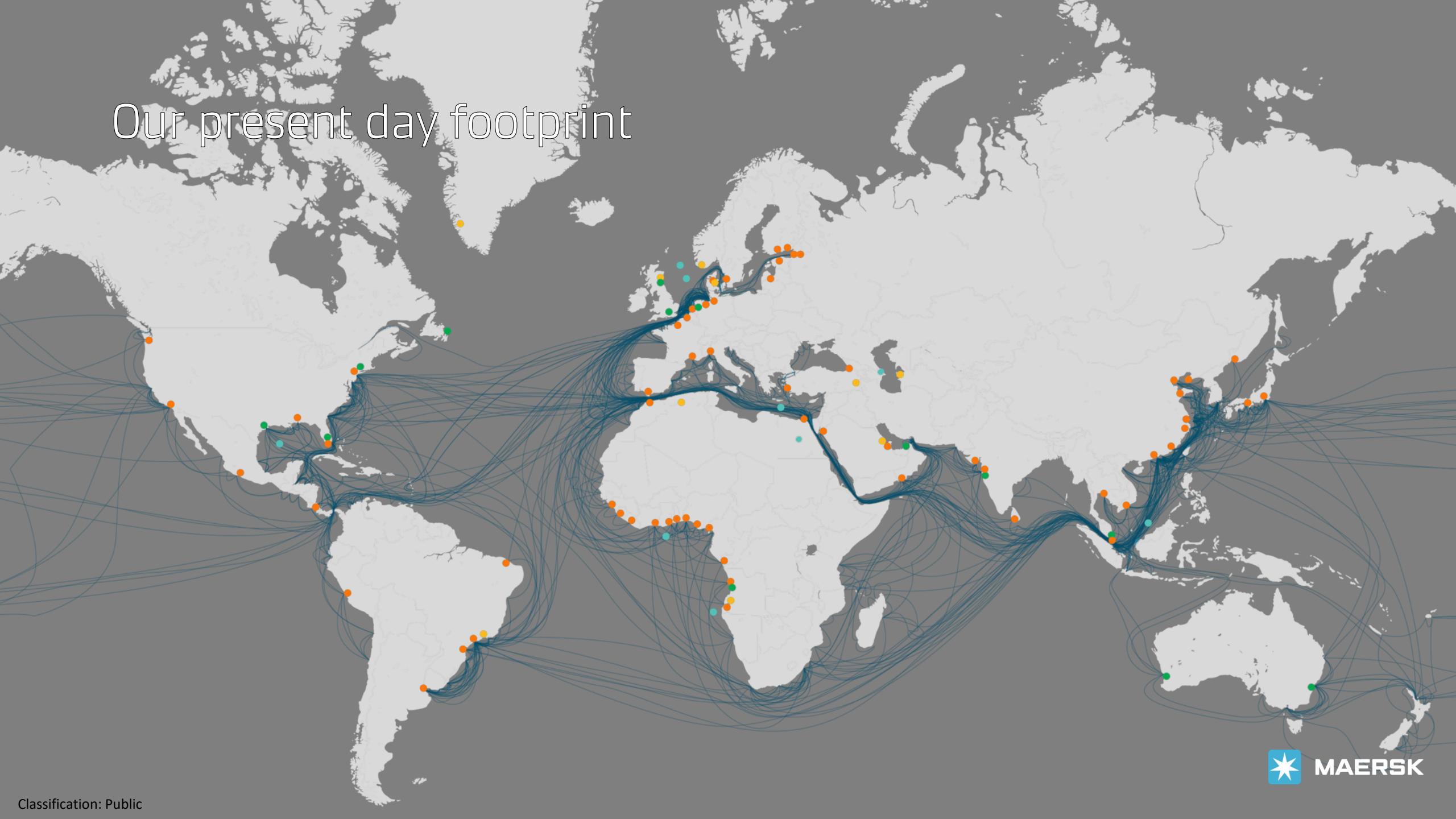
1930: *Gertrude Maersk* (First Liner)



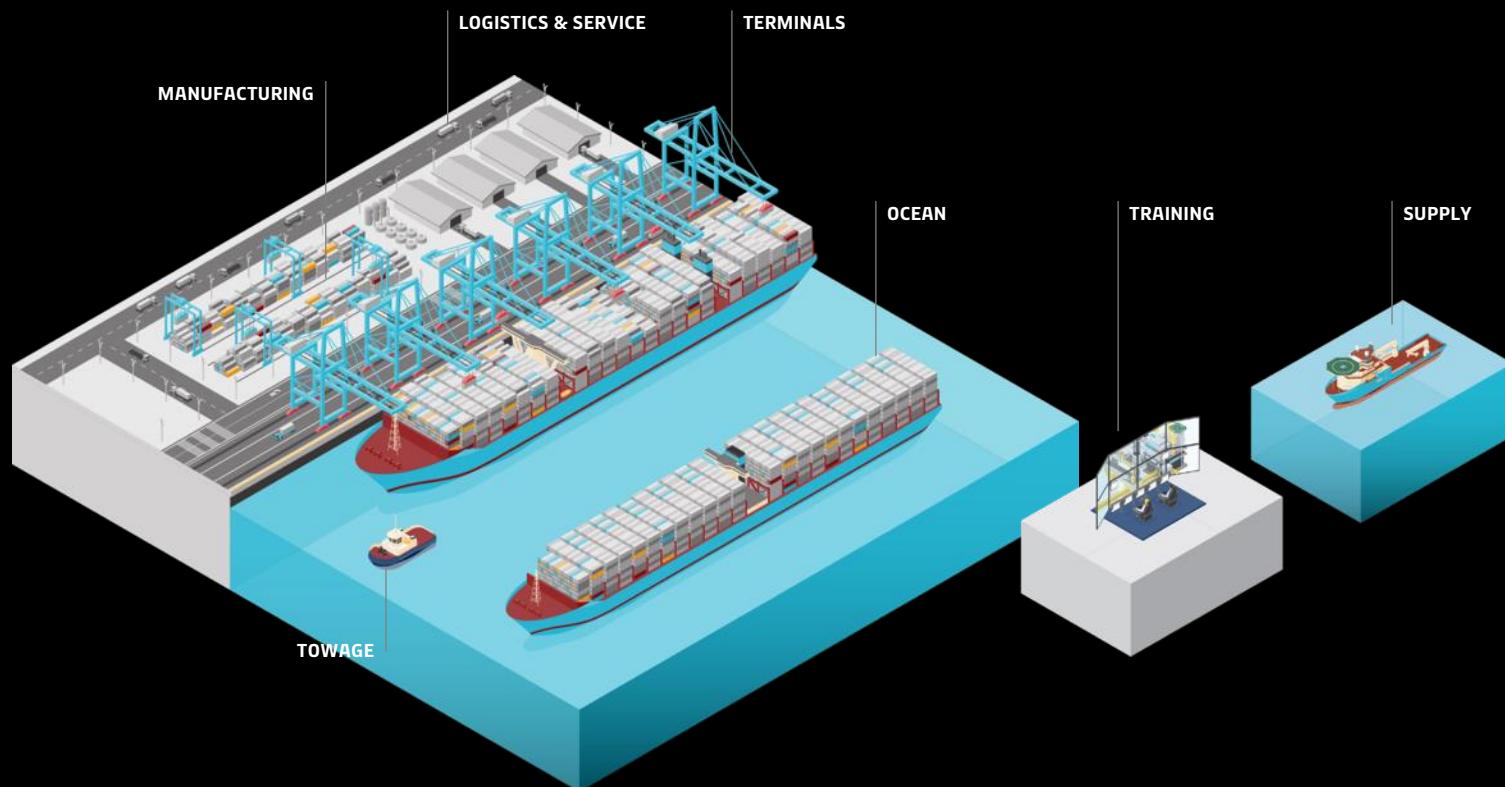
1973: *Svendborg Maersk* (First Container)



# Our present day footprint

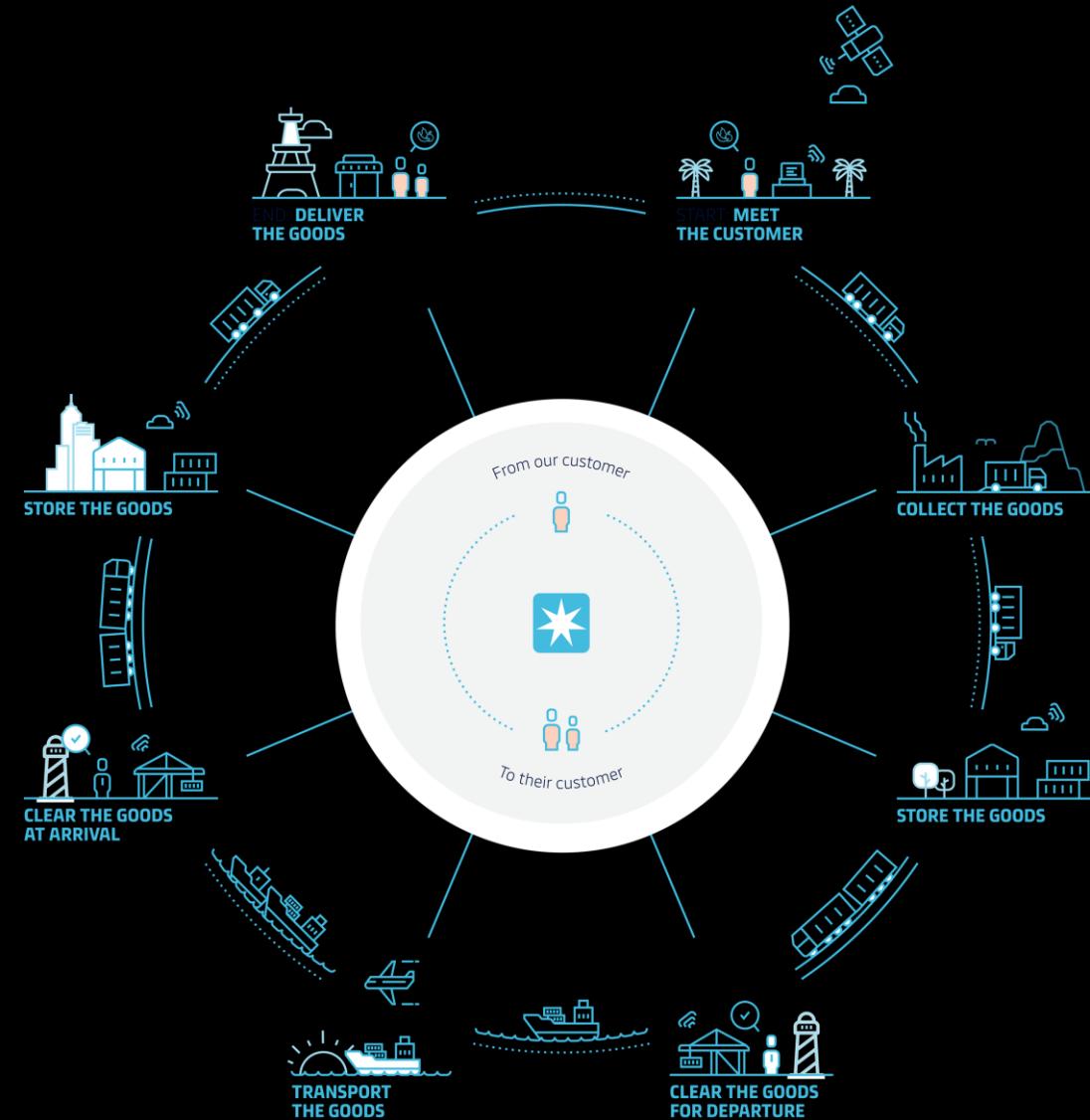


# Our activities

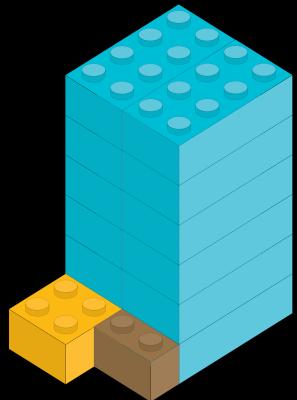


# Our business model

Become the global integrator  
of container logistics  
– connecting and simplifying  
our customers' supply chains

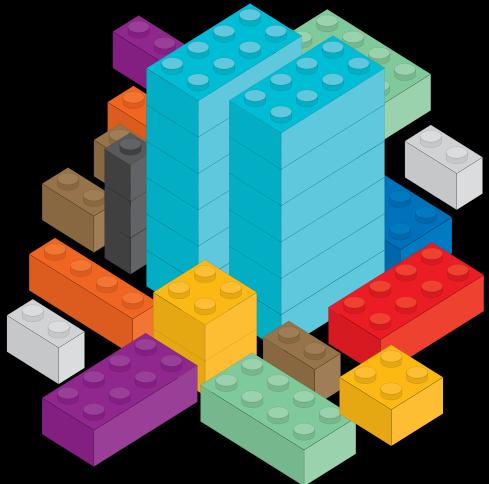


# It's a long road to get there



2018

A strong scale to build upon  
Deep expertise in key areas



2019

Differentiated Ocean Products  
More logistics and services products  
in our super market



2020

Connect and simplify

Differentiated and relevant value  
propositions to suit customer  
needs

■ Ocean

■ Logistics & Service

 MAERSK

# Our 2019 strategic priorities

# Our digital transformation





A large blue Maersk Triple-E container ship is sailing on the ocean under a clear sky. The ship's hull is dark blue with a white stripe near the waterline. It is heavily loaded with shipping containers stacked high on the deck. The Maersk logo, featuring a stylized bird in flight, is visible on the bow. The ship is moving towards the right side of the frame, leaving a wake in the water.

Maersk Triple-E

World's largest container vessel:  
What can actually fit inside its belly?

# Triple-E Gen. 2 Facts

## Servicing the Asia-Europe trades

**Round trip** is 25.000 nautical miles or 1.2 times around the world in approx. 80 days.

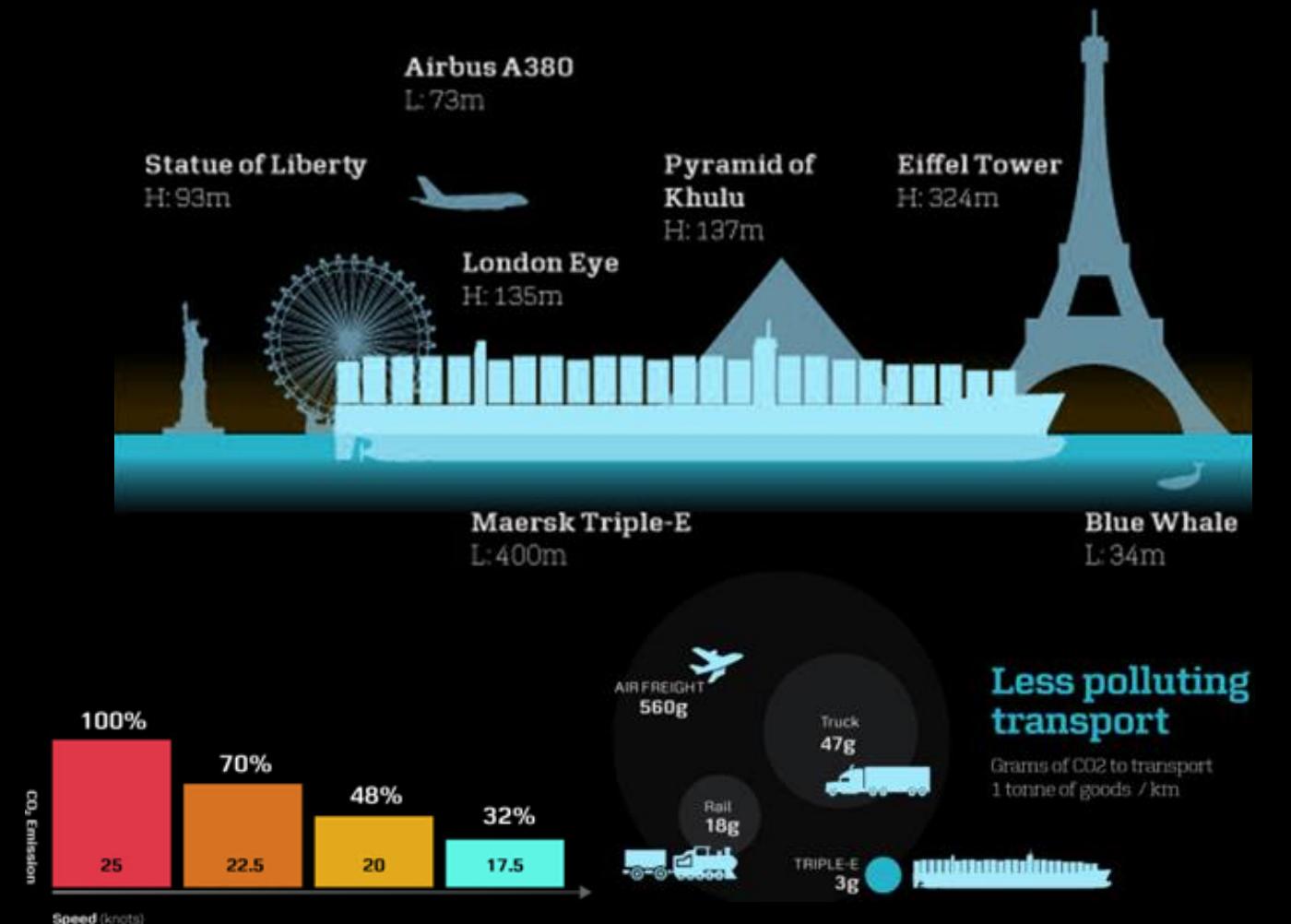
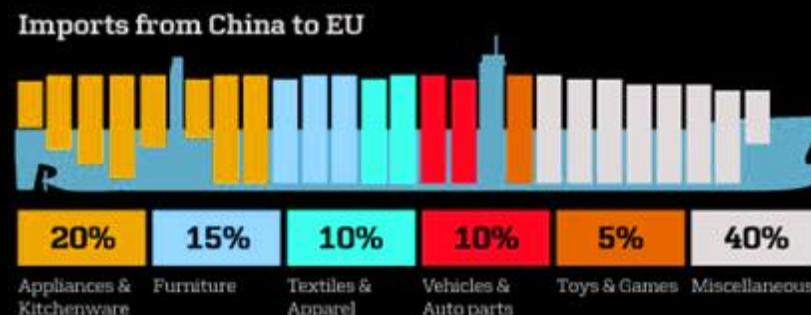
**Dimensions** are L400 x H90 x W65 M and 255.900 T.

**Top speed** is 24 knots, but we "slow steam".

**Engines** are 2 x 7 cylinder turbo 2-stroke at 41.572 HP each = 16.360 Formula 1 race cars. Displacement is 26M<sup>3</sup> with a 3,7M stroke and 82 CM bore.

**Capacity** is 20.568 TEU = 125 KM wall (end-to-end).

Vessel is **95% recyclable**.



# Connected Vessel



+150 (of approx. 750)  
Connected vessels



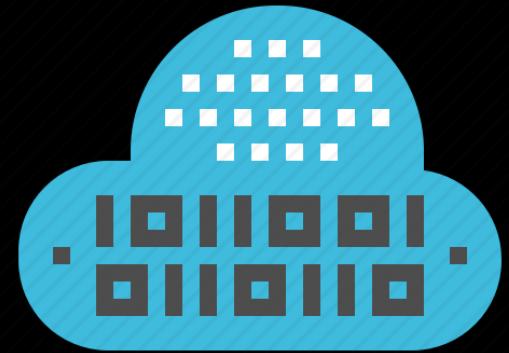
x 400 avg.  
data points pr. vessel  
(sensors etc.)



x 1 sec. reading  
aggregated to 10 min  
(min, max, stdev, avg)



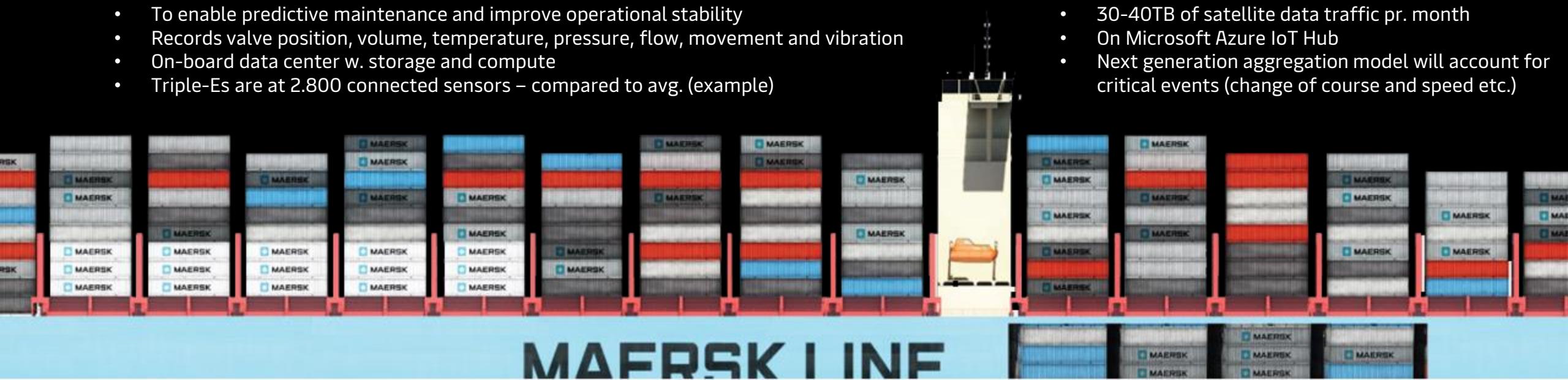
x 144 payloads  
pr. data point pr. Day  
pr. vessel



576.000 payloads  
pr. avg. vessel in one  
10 day Atlantic crossing

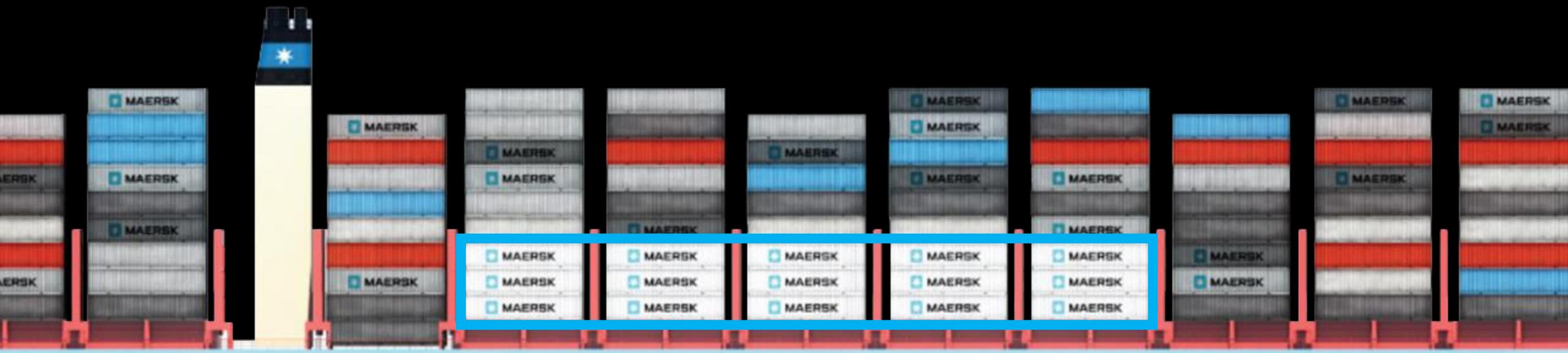
- To enable predictive maintenance and improve operational stability
- Records valve position, volume, temperature, pressure, flow, movement and vibration
- On-board data center w. storage and compute
- Triple-Es are at 2.800 connected sensors – compared to avg. (example)

- 30-40TB of satellite data traffic pr. month
- On Microsoft Azure IoT Hub
- Next generation aggregation model will account for critical events (change of course and speed etc.)



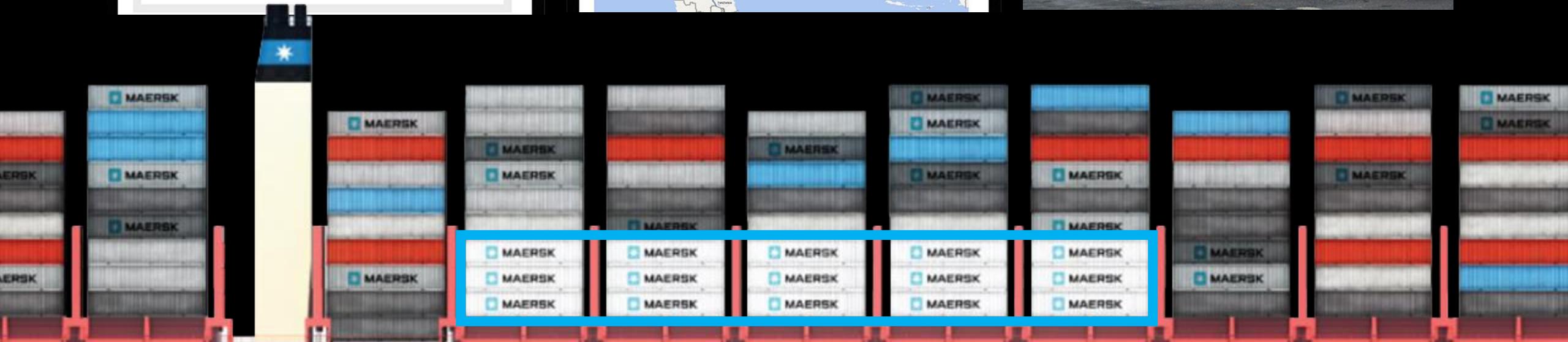
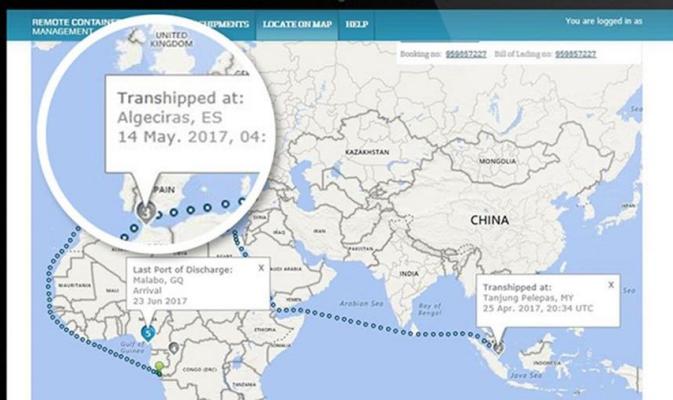
# Remote Container Management

- Reefer = Refrigerated container - Always painted white
- Physically inspected multiple times every day while in transit
- Improved security and reduced risk
- Keep customers informed about arrival time
- Precise GPS time-in-transit data



MAERSK

# Remote Container Management



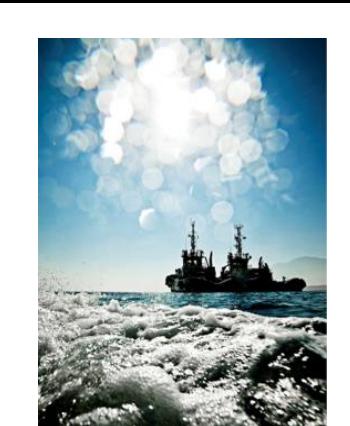
MAERSK

Our customers have no user friendly way of knowing how their perishable cargo is doing while in transit, no help to understand the data, and no way to make changes during the journey.



- Customers don't know how their cargo is doing until the reefer container is opened after it has arrived.
- Give customers live insights on how their cargo is doing during the journey.
- Customers can't make changes to the settings on the reefer container after it has been booked.
- Give customers an easy way of ordering changes to the reefer container on the go.

## Product vision and value proposition



*Captain Peter will facilitate the global flow of foodstuff, by taking care of the complexity for our customers, seamlessly engaging with them from end-to-end in the supply chain.*

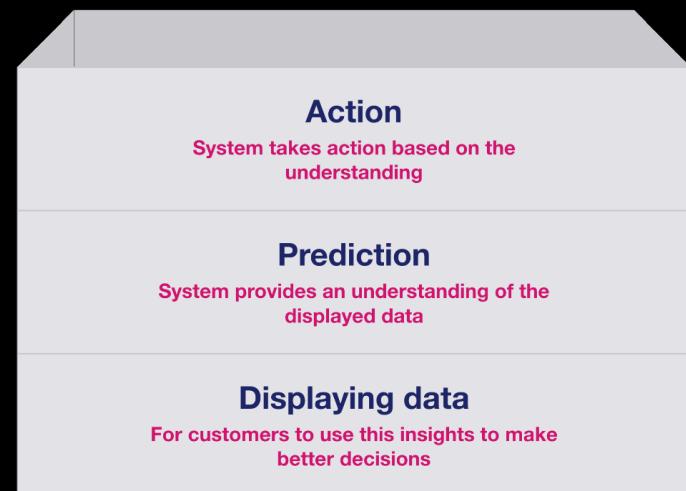
*Customers don't need to spend time analysing data, the virtual assistant will notify them when something is wrong, offer them a way to solve the problem - and even offer completely new services such as remote cold treatment of perishable goods during transit.*

Container ID	Booking nr.	Departure	Arrival	Cargo Type
MWNB82273643	3938927424	Rotterdam, Netherlands 3 April 2018 8:12	Hyattberg, DK 11 May 2018 13:24	Strawberries, frozen, berries
MWNB82273643	3938927424	Rotterdam, Netherlands 3 April 2018 8:12	Hyattberg, DK 11 May 2018 13:24	Milk, cream, yogurt, non-frozen
MWNB82273643	3938927424	Rotterdam, Netherlands 3 April 2018 8:12	Hyattberg, DK 11 May 2018 13:24	Avocado, non-frozen, fruit

≈2020

≈2019

≈2018



A wide-angle photograph of a port at sunset or sunrise. In the foreground, a dark beach with wet sand reflects the warm light. Two large cargo ships are docked at the pier. The ship on the left is white with blue trim and is heavily loaded with shipping containers. The ship on the right is white with red and yellow accents and has "Dole" written on its hull. Several tall, blue industrial cranes are positioned along the pier, some with their booms extended over the ships. The sky is filled with dramatic, layered clouds, with the sun low on the horizon, casting a golden glow over the scene.

# Re-organizing

Creating the foundation for product centricity

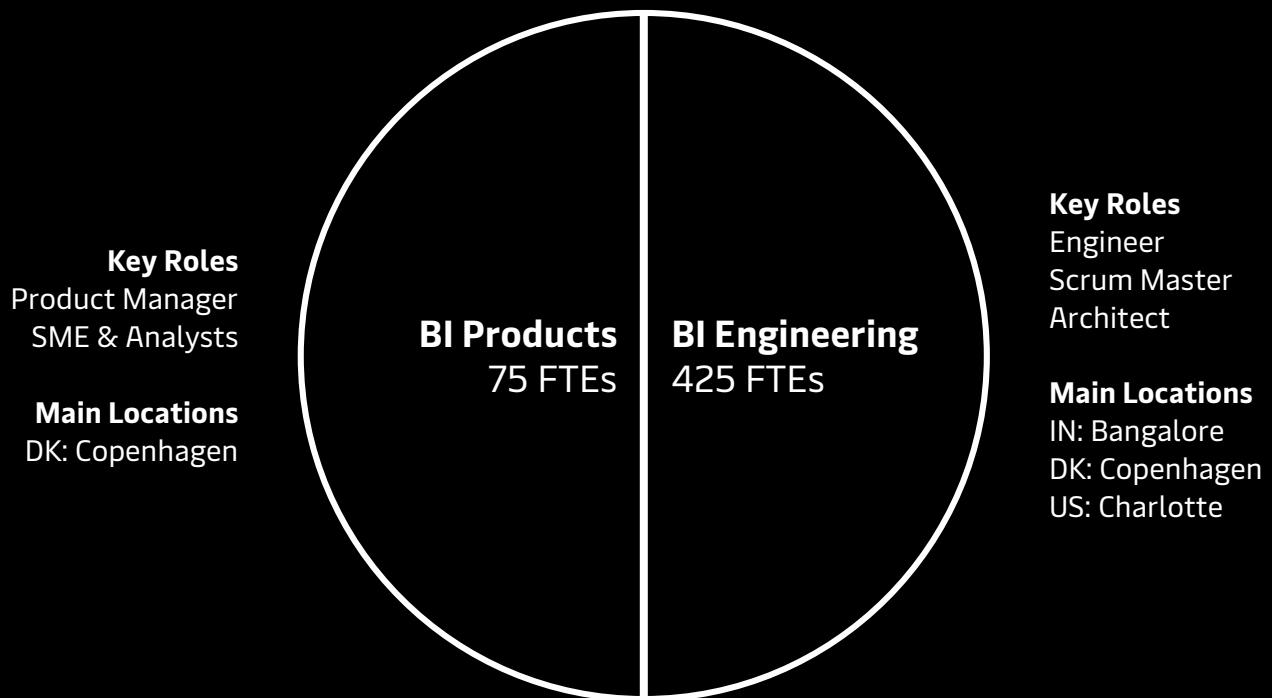
# Creating one BI



Almost 1.000 FTEs working on BI in total - including external contractors

BI spearheads the greater technology transformation aka. One-T

# Two organizations – Why?



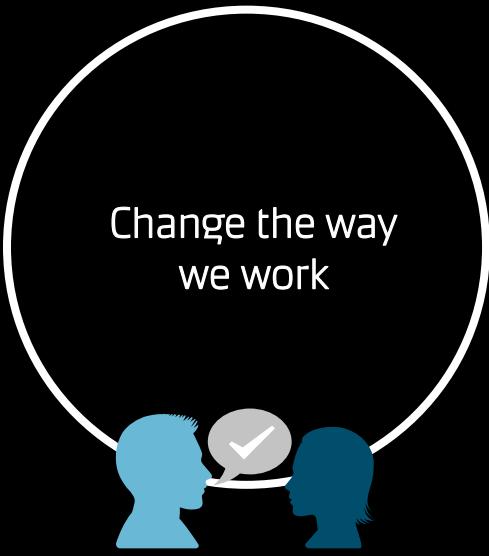
Reduced to approx. 500 FTEs today – almost no external contractors

# Transforming BI



Develop new, in house capabilities

- Product scrum teams, experts in data engineering
- Develop existing & hire new capabilities
- Decrease number of external consultants
- Upskill employees



Change the way we work

- PRODUCT MINDSET
- Test & learn, fail-fast
- Reduced governance, bureaucracy & handovers
- Embed BI in the business
- Reduce "time to market"
- E2E empowerment & responsibility for Teams



Create new, innovative products

- Build product discovery and growth hacking capabilities
- Automate & provide self serve capabilities
- Democratise data – really!
- Partner with ecosystem & start-ups to accelerate

# Taking fire

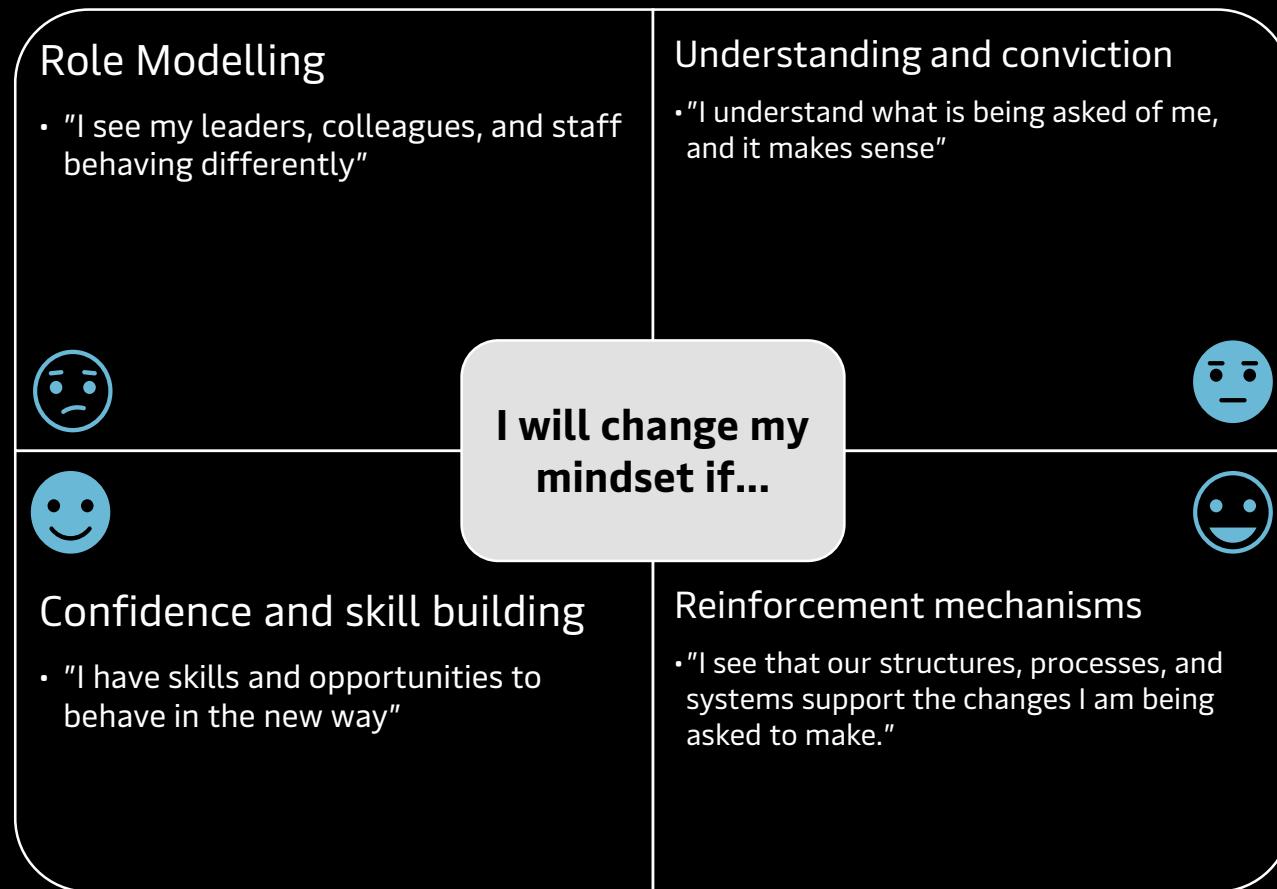
- What is the desired end state of our transformation?
  - How are we going to measure our progress?
  - Should we transform top down or bottom up?
  - Who will be responsible and accountable for what?
  - Do I have the right skills?
  - Will I lose my job / product?
- ... etc. etc. etc.



... and the most important question of them all:

**Why are we transforming?**

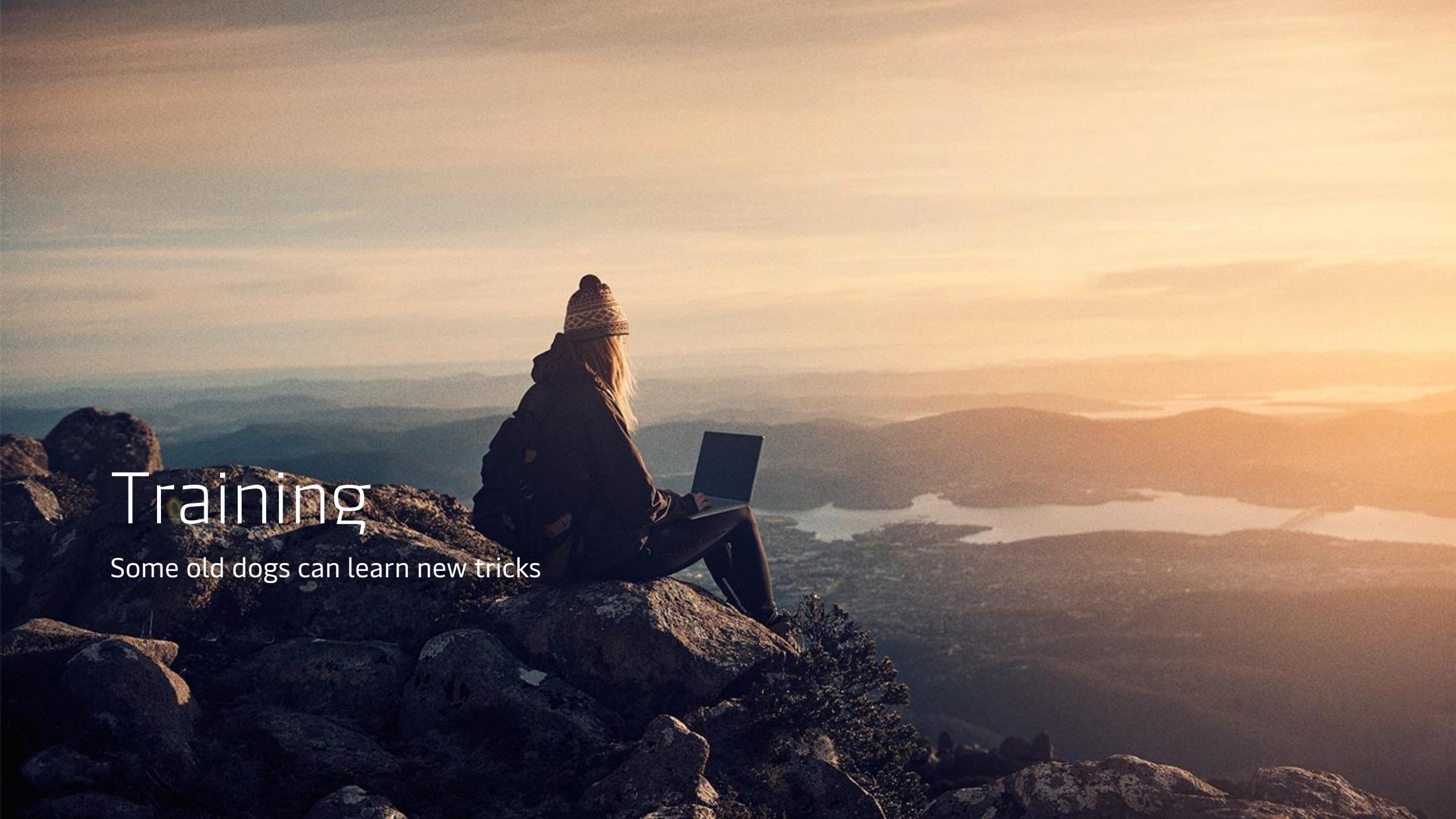
# The influence model



"The influence model"; "Getting personal about change"; McKinsey & Company

*“The need to shift mind-sets is the biggest block to successful transformations. The key lies in making the shift both individual and institutional—at the same time”*

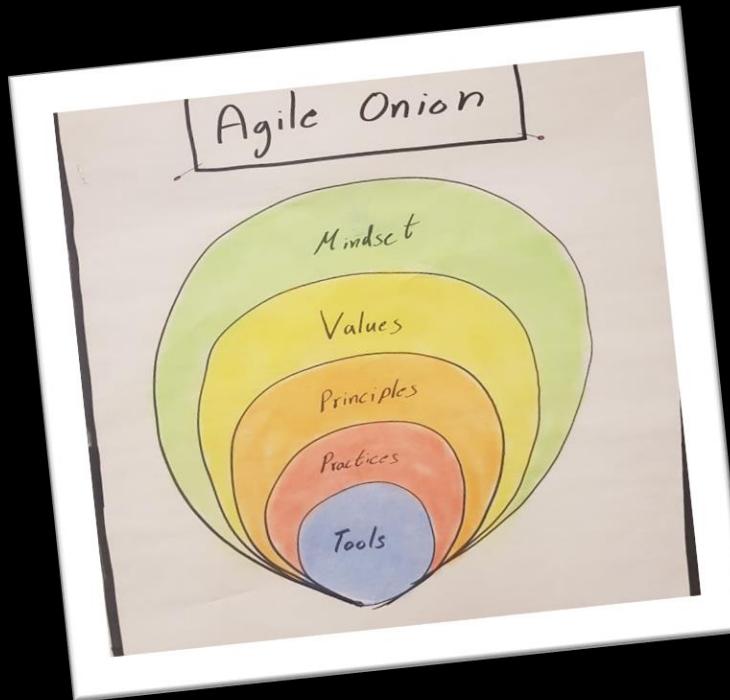
*- McKinsey & Company*

A photograph of a person sitting on a rocky mountain peak, facing away from the camera towards a vast, hazy landscape under a warm sunset sky. The person is wearing a dark jacket and a patterned beanie, and is using a laptop. The scene conveys a sense of remote work or personal productivity in a natural setting.

# Training

Some old dogs can learn new tricks

# New tricks



**Two months in to the transformation:**

- 300 people trained in Agile Foundation
- 40 people participated in CSPO
- 40 people participated in CSM
- Hired agile coaches (in India and US)
- Hired champion POs with product background
- Agile Delivery Model
- OKR methodology
- DevOps enabled on select platforms
- Captured all technical training needs

# What are OKRs?

## Objectives and Key Results

The best practice of setting and communicating company, team and employee objectives and measuring their progress based on achieved results.

### Objectives:

- ambitious
- qualitative
- time bound
- actionable by the team

### Key Results:

- measurable and quantifiable
- make the objective achievable
- lead to objective grading
- difficult, but not impossible



"It's not a key result unless it has a number."  
Marissa Meyer  
YAHOO!

Results can be based on  
**Growth**  
**Performance**  
**Revenue**  
**Engagement**

### # Best Practices

3

3



70%

objectives at any time

key results per objective

Set quarterly

Reviewed monthly or weekly

Public and online in front of all employees

employees understand their company's strategy and direction

employees say their manager clearly communicates goals and objectives

of workers feel engaged by their jobs

are satisfied with their organization's system for managing their performance

### # History

1970's

First developed and implemented by Andrew Grove, President, at Intel. Andy Grove's introduction to OKR's in "High Output Management".

HIGH OUTPUT MANAGEMENT

1970's

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1999

Where do I want to go? How will I know I'm getting there?

2014+

Popularized by John Doerr, VC at Kleiner Perkins Caufield & Byers to his portfolio companies. In 1999 told Larry, Sergey and team at Google to implement it. Used at Google successfully to this day.



### # Famous Users

Google Sears intel Zynga ORACLE LinkedIn Twitter



\* Goals must be supported by the entire organization.  
\* Goals must be measurable or have quantifiable targets.  
\* Goals should be aggressive yet realistic.



John Doerr

"We put the whole company on that, so everyone knows their O.K.R.'s. And that is a good, simple organizing principle that keeps people focused on the three things that



Jeff Weiner  
CEO of LinkedIn



Angus Davis  
CEO of Swipely

OKRs should become more important the more senior an employee becomes. When you're in a leadership position, "You are sending the signal to the rest of the organization that this matters," Weiner says.



"The right way to look at OKRs is a way to communicate so there's clarity of purpose." "Having public goals forces different types of thinking around how people ask for help from others," Davis says. "OKRs are not designed to be used as a weapon against your employees," he says. "They are a tool for motivating and aligning people to work together. They increase transparency, accountability and empowerment."

\$ \$ \$  
In an organization of 1000 employees, moving a workforce from low to high engagement can have an impact of over

\$4.2 mln

### # Examples of good OKR's

#### Increase our recurring revenue

- The share of monthly subscriptions increased to 85%
- Average subscription size of at least \$295 per month
- Reduce churn to less than 1% monthly

#### Improve internal employee engagement

- Average weekly satisfaction score of at least 4.8 points
- Conduct weekly Fun Fridays all-hands meetings with an external speaker
- Implement OKR's in all teams and departments by January 31st

#### Implement user-testing process

- Conduct at least 4 face to face testing sessions per week
- Receive at least 15 video interviews per month from Usertesting.com
- Make sure at least 80% of people interviewed are from our core target group (Directors, VP's, CEO's)

### # Online tools for OKR reporting



Weekdone brings OKR's to the digital age. It seamlessly combines them with best practice reporting methods, most notably the PPP's aka the Plans, Progress and Problems.



<https://weekdone.com>

A professional woman with blonde hair tied back, wearing glasses and a light-colored blouse, stands in an office setting. She has her arms crossed and is looking off to the side with a thoughtful expression. The background features a large window showing a blurred view of the outside and a vertical garden wall made of wooden crates and green plants.

# People

How we define what good product managers looks like

# Many role models, different “schools”

Scrum PO vs. „be the CEO of your product”

## Good Product Manager Bad Product Manager

By Ben Horowitz and David Weiden

Note: this document focuses specifically on product management in the context [small division] in AOL. Related key assumptions are that there is a corresponding "owner" in each of the brands, and that the "products" are generally online services.

A Good Product Manager plays critical role in a successful product. A success highest impact contribution that anyone can make in the PD organization. In one criteria for selecting a Vice President is the candidate's track record for successful products that become profitable businesses for their company.

Being a good product manager is so hard that most product managers aren't good — and instead are bad. Because product management is a highly bad product manager leads to many other bad consequences, generally involving the product being built, which generally has a significant impact on revenue, of both the product manager and their company.

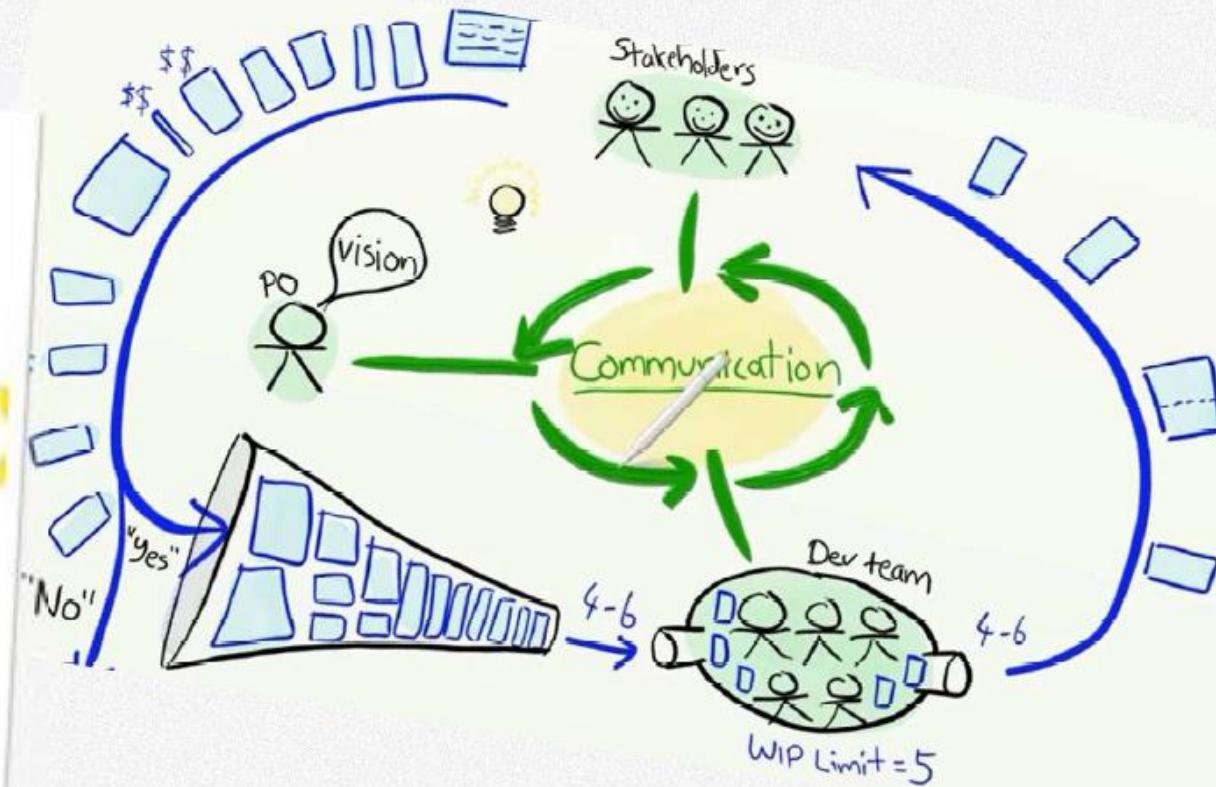
There are a number of straightforward principles that product managers can dramatically increase their chance of success. Surprisingly, only very few follow these principles. Part of the problem is that these principles often clearly, which this document attempts to address.

A final note is that product management is a demanding and high pressure role. Make sure they're up to the challenge.

# INSPIRED

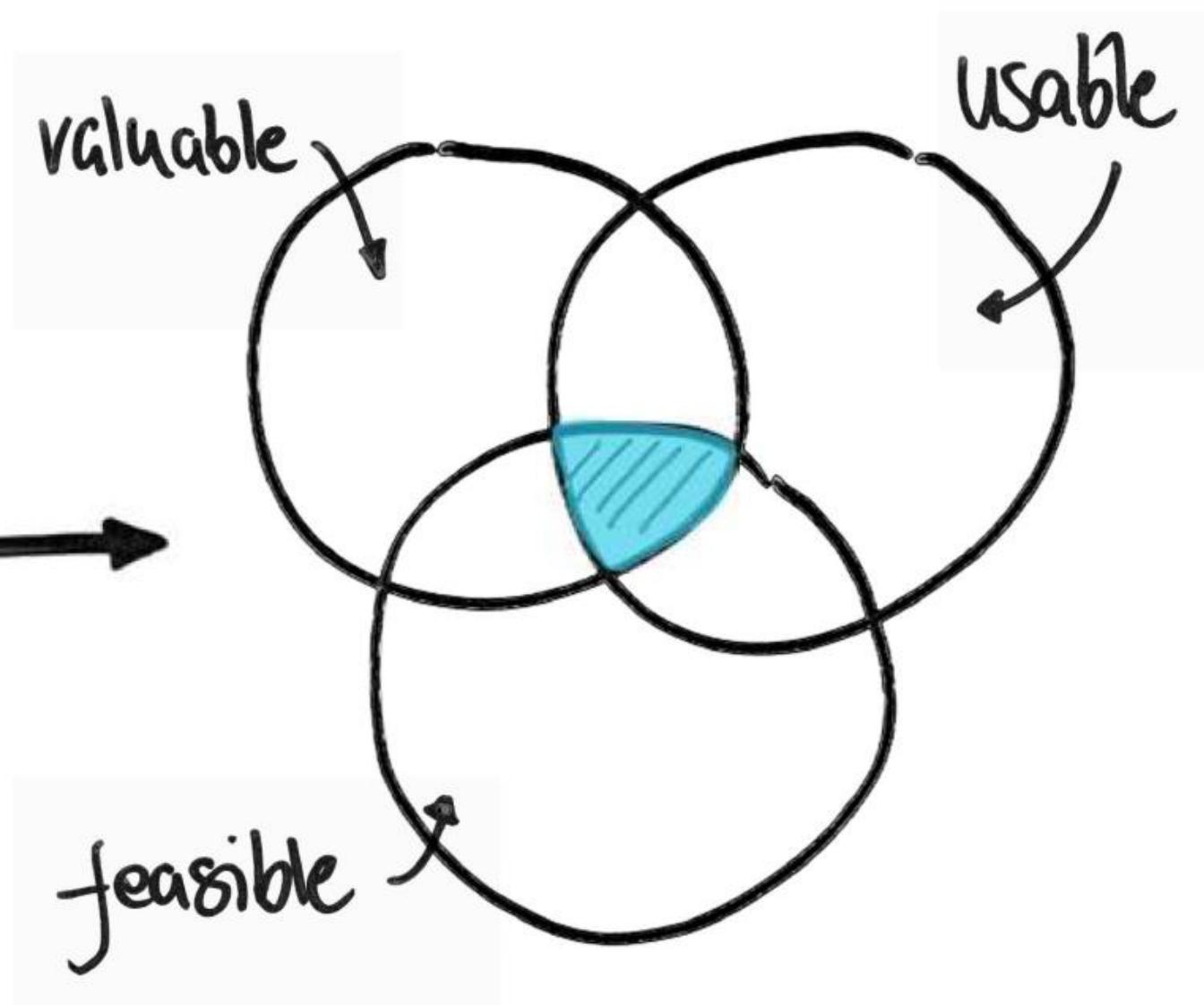
HOW TO  
CREATE  
TECH  
PRODUCTS  
CUSTOMERS  
LOVE

MARTY CAGAN  
Silicon Valley Product Group



# The most common definition

The Product Manager is always searching for the best solution. A solution that is valuable (€) and usable for somebody. And the PM needs to make sure somebody can build the solution planned.



# My definition of the PM role

You need to work on all of these dimensions to create a great product with your team, for your users and for your company.



1 understand the problem



2 find a solution



6 team



7 grow!

3 do some planning



agile

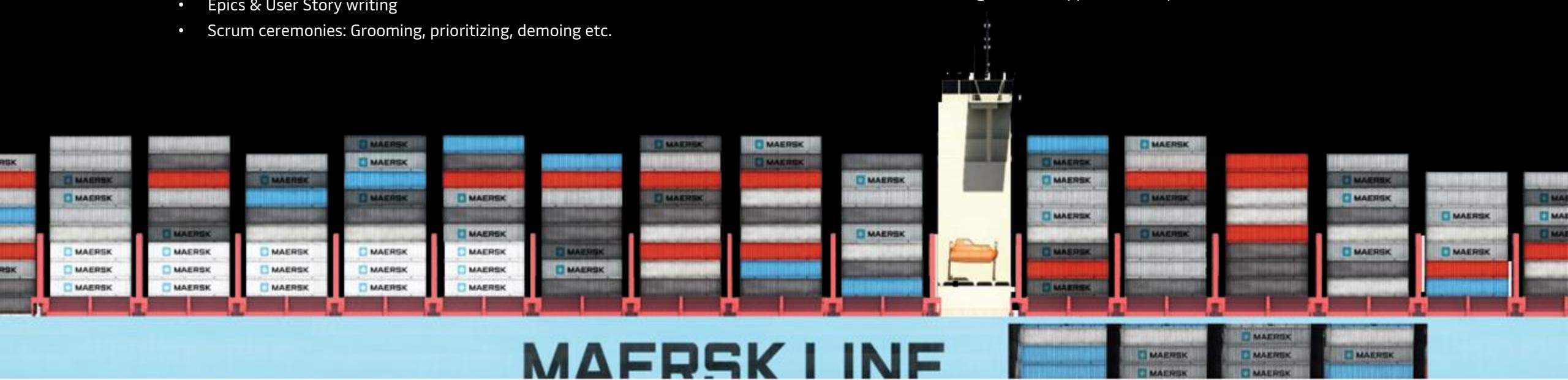
4 get it done!

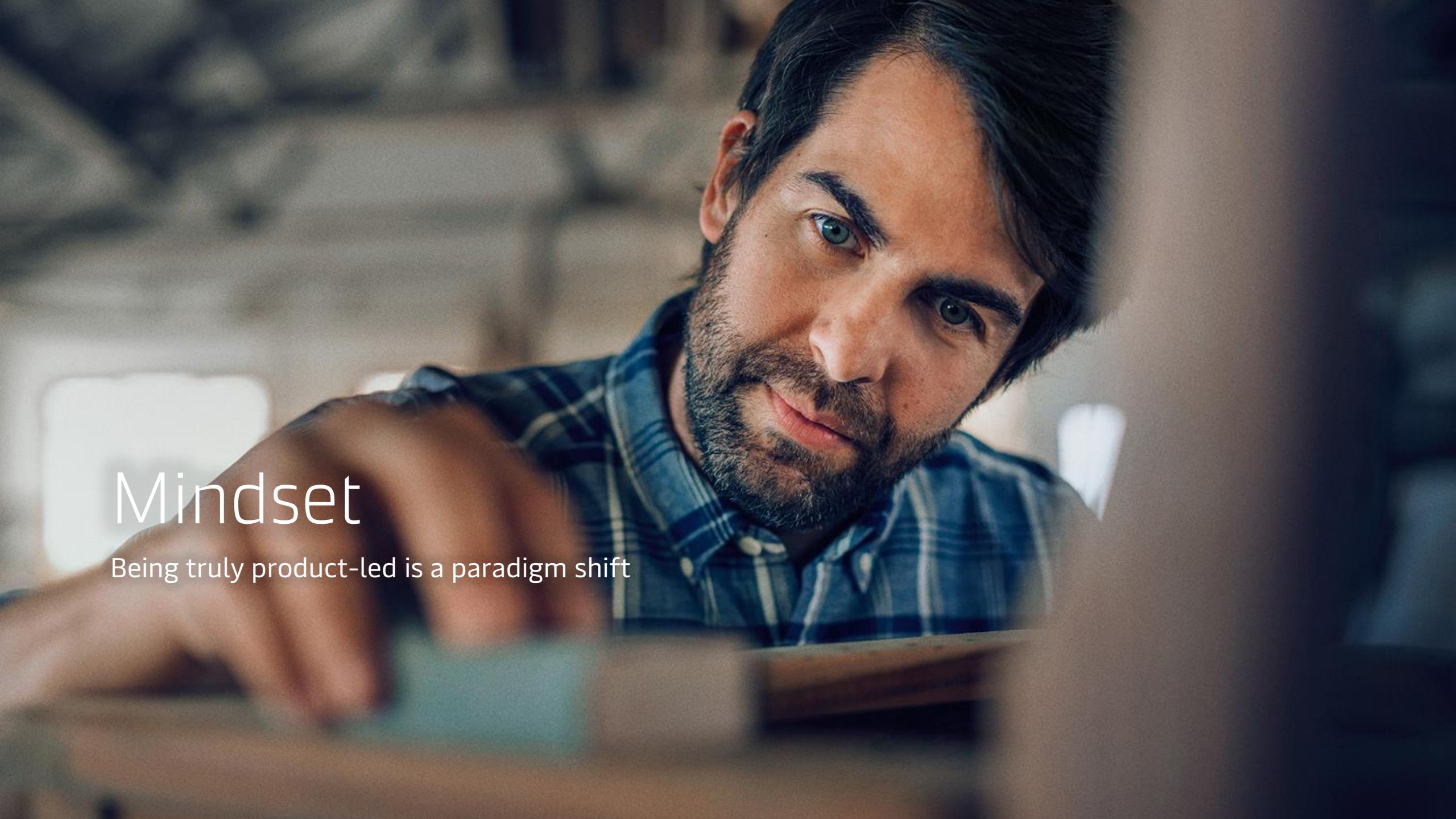


5 listen & learn

# What is a PM working on at Maersk

- Product discovery (limiting risk)
  - Problem definition & context, Exploring & Learning, Ideation & Solutioning, Synthesis & Requirements
  - Personas, User story/journey mapping, user interviews
  - Internal, market and external research
  - Hypothesis testing and validation
- Execution / delivery
  - Epics & User Story writing
  - Scrum ceremonies: Grooming, prioritizing, demoing etc.
- Growth hacking
  - Pirate funnel (Awareness, Acquisitions, Activation, Retention, Referral, Revenue)
  - Product Branding & Communication (Product landing pages, Product Flyers, Yammer channels, Slack channels etc.)
- Thought leadership
  - Keeping oneself updated with the roadmap and possibilities of the technology we employ.
  - Contributing to drive support for the product mandate.





# Mindset

Being truly product-led is a paradigm shift

*"Adopting a product mindset is all about shifting focus from delivery and features to outcome and value. It's about exercising the ability to look upstream at strategy and downstream at execution, to understand and synthesize products that people love"*

*- Chris Jones, SVPG*



# Breaking with “tradition”

## PROJECT Mindset

Lead with prescribed solutions

Outputs

Scope, time, budget

Abstract (work management)

Predictive

Has a finish

Investments promise ROI



## PRODUCT Mindset

Lead with defined problems

Outcomes / Impact

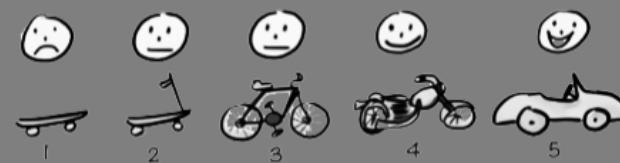
Continuous value

Concrete (an actual thing)

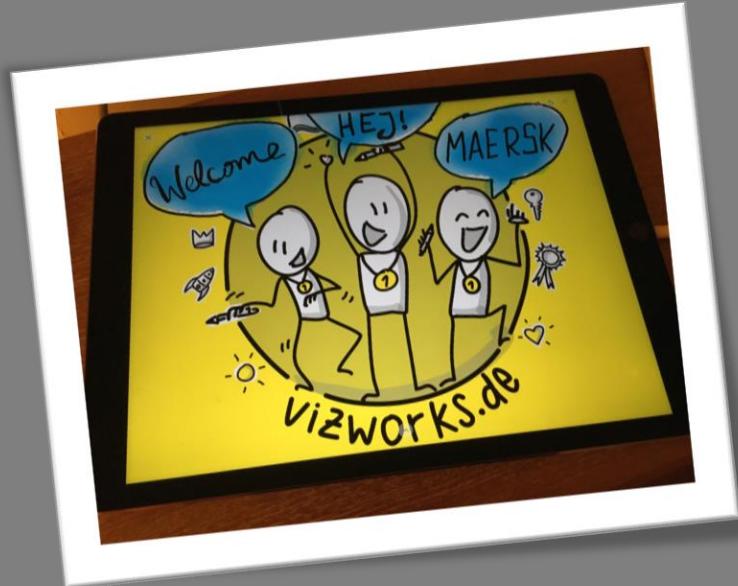
Adaptive

Ongoing

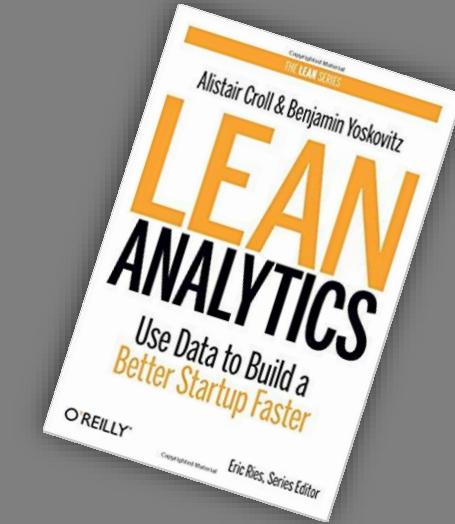
Value drives investment



Get expert help!



*mind the*  
**PRODUCT**



**Growth  
Tribe  
Academy**

**svpg** silicon valley  
product group



# Our product discovery coach



## **Petra Wille:**

- 6 years of experience in Product Discovery Coaching
- **One of the best discovery coaches according to Marty Cagen**
- Many more years in product management
- Organizer of MTP Engage in Hamburg, the largest product conference in Germany

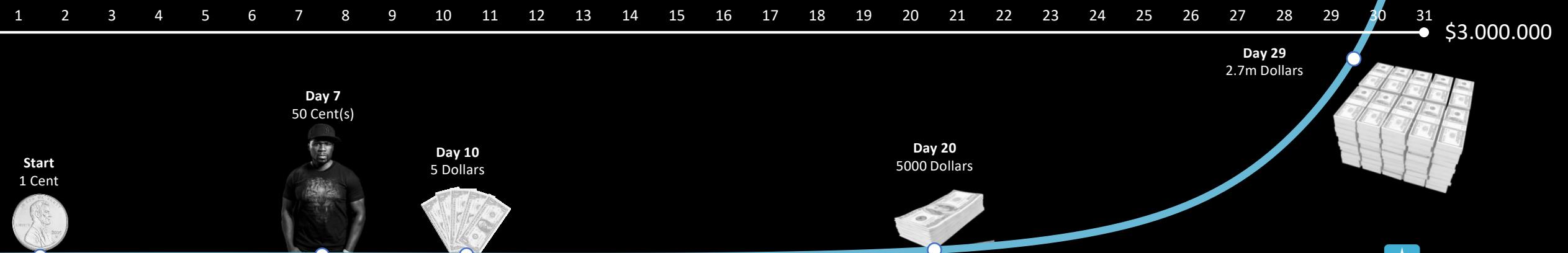
## **In Maersk:**

- Product Discovery training
- 1:1 initial coaching
- Job shadowing
- Product leadership advisory

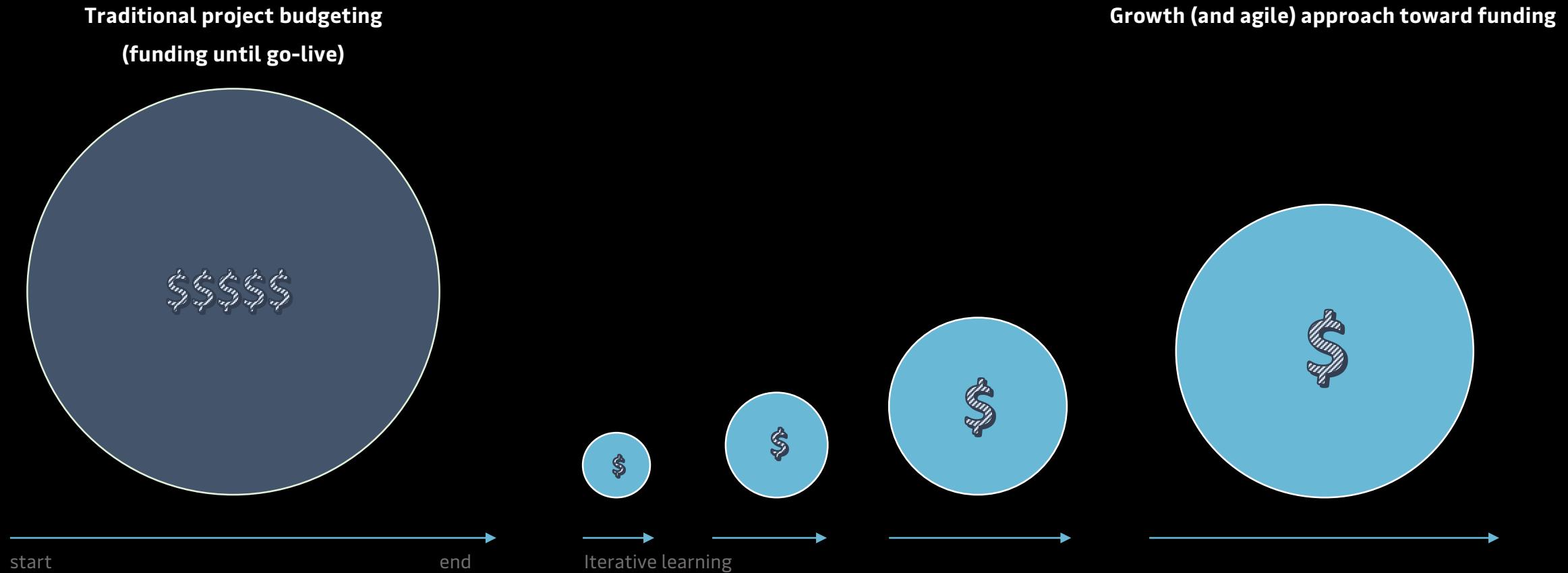
*Would you prefer taking \$3 million in cash now, or a single magic penny that will double in value every day, for 31 days?*

# The magic penny

*Would you prefer taking \$3 million in cash now, or a single magic penny that will double in value every day, for 31 days?*

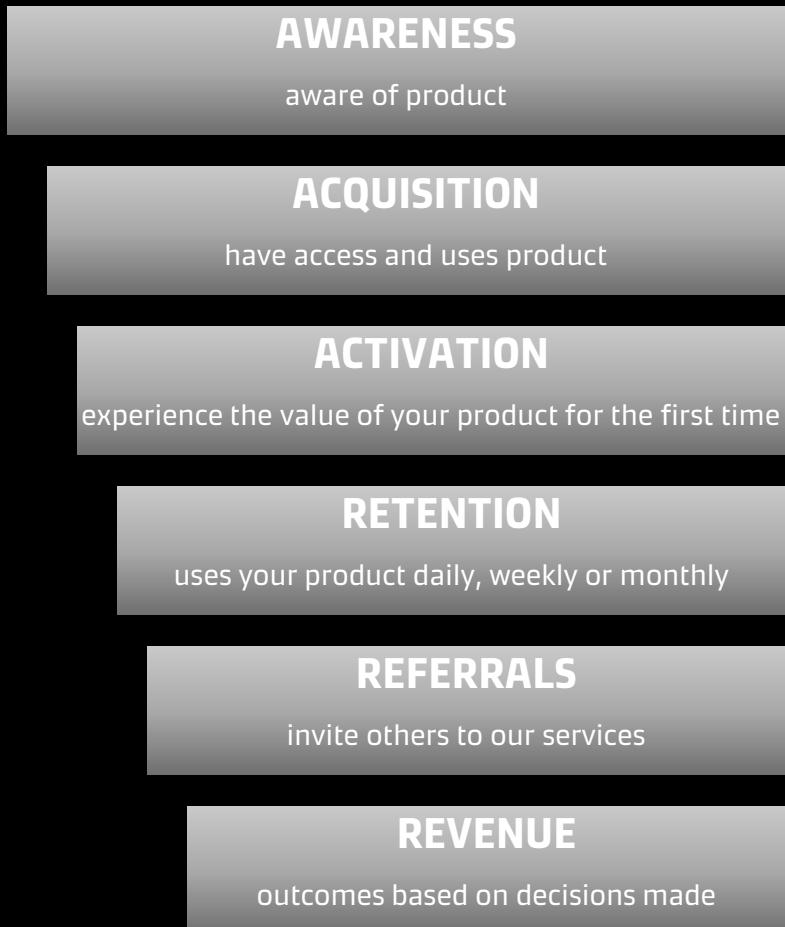


# Funding model and flexibility



*Is “go-live” an end or a beginning?*

# The pirate funnel



Triggering visitors to come and try your product.

Showing your core value and persuading them to try it.

Giving users a great first experience. Make sure they hit the WOW moment fast and smoothly.

Making sure users stay through hooks, features and story happiness.

Leveraging natural or artificial virality. Incentivizing people to share.

Outcomes: automation, reduction of cost, revenue, customer happiness etc.



# *Do you know your customers?*

*"If you can't confidently state why people are going to use your product, who those individuals are, what makes your product stand out and why it is worth while for your business to develop and provide the product, then you are not in a position to build the actual solution"*

*- Roman Pitchler*



# Socio-demographics vs. psychographics

Born in 1948

2 children

Male

Wealthy

Born, grew up in England

Invests in real estate

Married twice

Lives in a castle

# Socio-demographics vs. psychographics



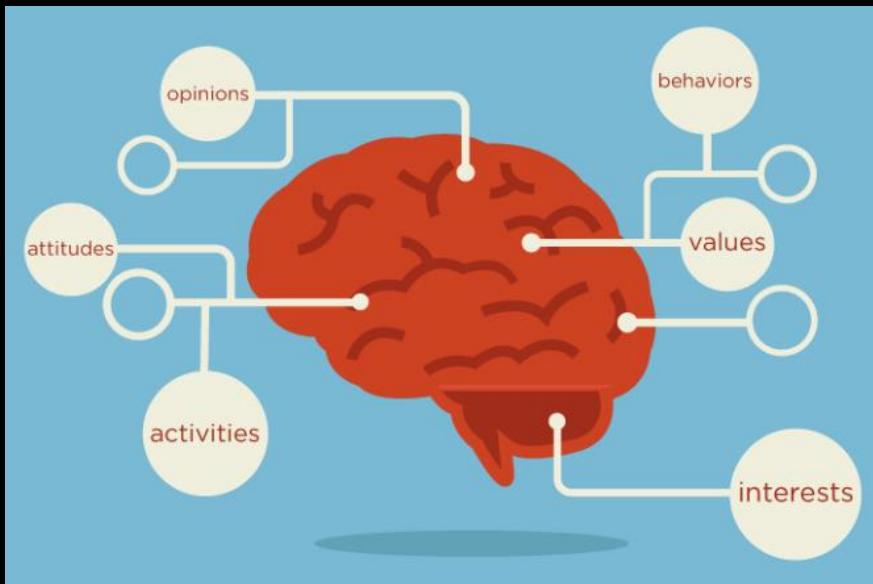
Yes, it's of course  
The Prince of Wales  
... but

# Socio-demographics vs. psychographics



... it's also  
The Prince of Darkness,  
Ozzy Osbourne!

# Value of understanding psychographics



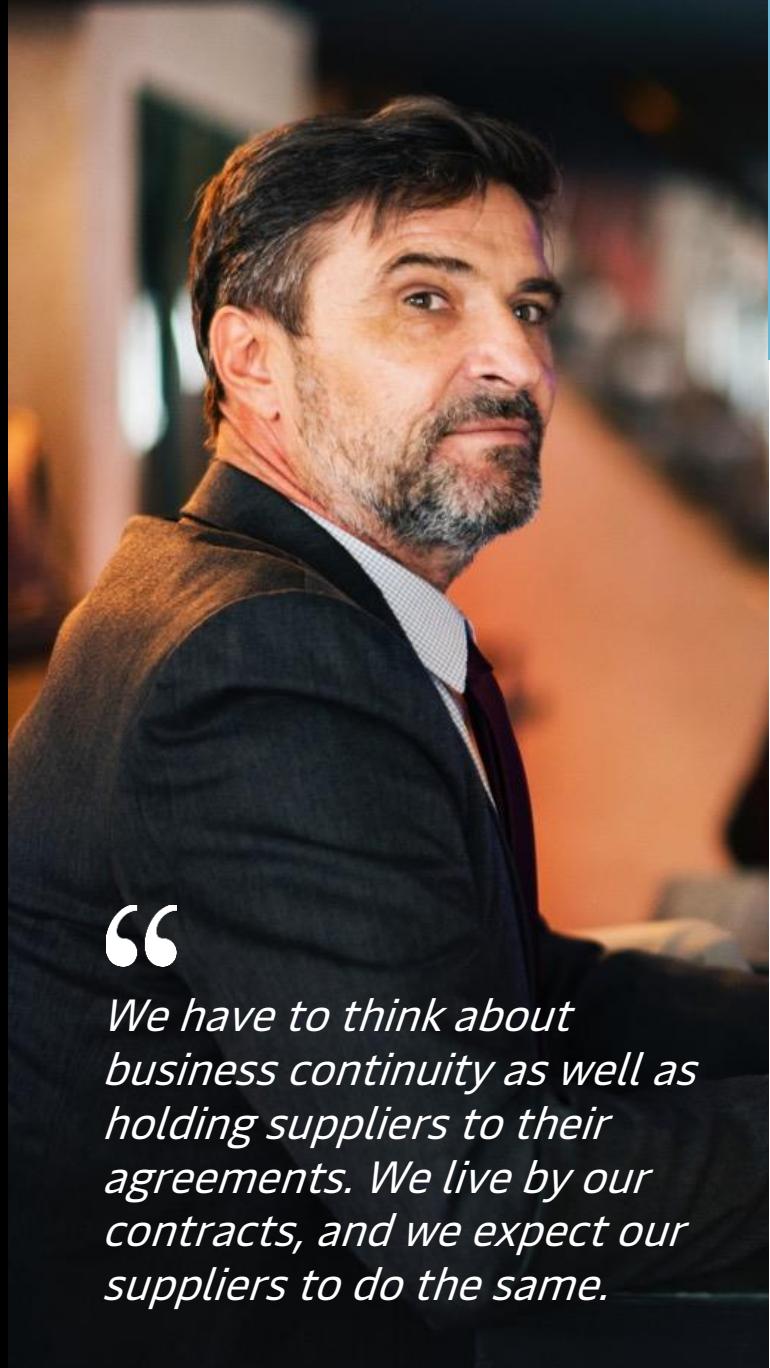
## Can be used by you to...

1. Define and understand your stakeholders.
2. Establish a good relationship / Leave a good impression w. new stakeholders.
3. Improve- and target your communication and design.

## Used in the wild to...

1. Write more emotionally compelling ads
2. Enhance A/B testing
3. Improve conversion paths
4. Reinforce brand values

Consider using "roles" to frame your personas in the right context and keep in mind, what is relevant to your product and the business problem you are solving!



“

*We have to think about business continuity as well as holding suppliers to their agreements. We live by our contracts, and we expect our suppliers to do the same.*



# Procurement Peter

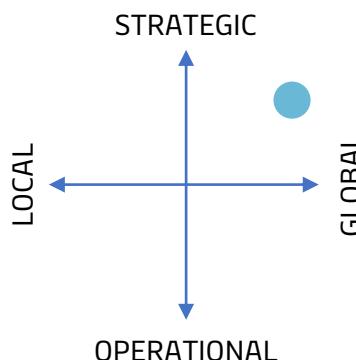
## Head of Logistics Procurement

### Alternative job titles

- Head of Procurement & Contracts
- Category Family Manager for Transportation and Logistics
- Director of Group Purchasing - Logistics

### About me:

- Graduate degree in Business Administration
- 23 years of experience working with management, contracting and creating partnerships with external parties
- 53 years old



### Job tasks and responsibilities:

Peter works for a large automotive company, where he manages a team responsible for contracts with LSPs [Logistics Service Providers] globally. The procurement team he manages is split into smaller teams responsible for specific logistics services.

- Understanding the overall business challenges and making sure the teams he manages are appropriately balanced with the right expertise to ensure the best deals
- Taking strategic decisions regarding larger contracts for logistics services globally, and making sure his teams are able to execute
- Setting the framework to ensure that his teams manage to negotiate the right conditions with LSPs and share best practices, and to ensure internal procedures are followed
- Reducing overall cost spend for the organisation and ensuring compliance

# Head of Logistics Procurement

## Challenges

- Constant pressure from top management to reduce logistics costs in a market with lack of truckers and wage increases
- Aligning departments on organisational guidelines, and ensuring compliance across the numerous teams in a large global organisation that deals with various markets with different legislations and different cultures around negotiation
- Having to deal with new Key Client Managers that do not understand his business needs or who is not empowered to take decisions
- Responding quickly to market volatility, fluctuating rates and changes in supply and demand

## Collaboration with teams and partners

- Daily calls with the Regional Procurement Managers to enable them to execute on the strategic direction, and to collect feedback on regional issues regarding LSPs
- Takes part in high-level strategic meetings with LSPs about large scale, global contracts and strategic partnerships where he leads the negotiation process but takes the final decision on LSPs together with Head of Logistics
- Participates in meetings with Global Logistics Managers to align on strategy regarding key markets and to collect input on operational issues

## Wants from LSPs

- Flexibility regarding market volatility and changes in supply and demand
- An understanding of his business and particular organisational needs
- Delivering on what has been promised and a service level that reflects their level of spend
- Fresh ideas and initiatives that can optimize processes for the mutual benefit of his organisation and the LSP
- Reliable data enabling a precise assessment of LSP performance on a biannual or annual basis

## Best channels to reach me:

### For an offer

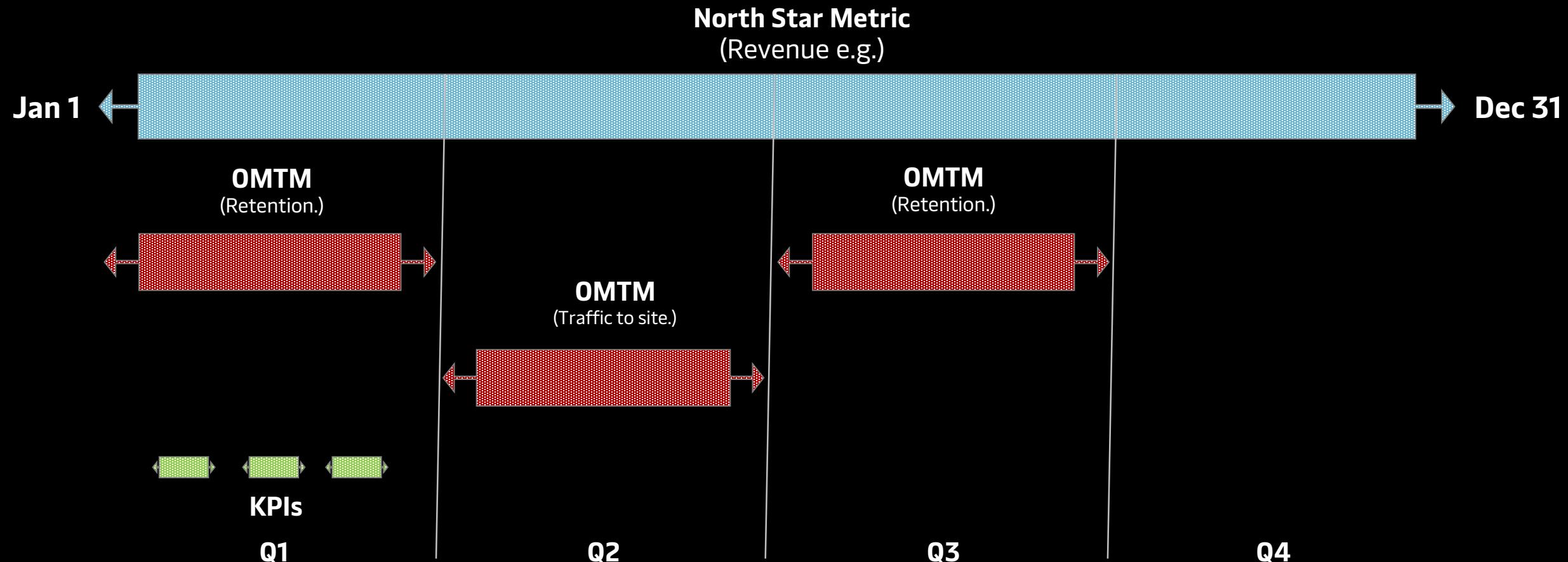
- Phone or e-mail
- Key Client Manager
- Indirectly through regional or local procurement or logistics teams responsible for dealing with particular logistics services

### With marketing material

- LinkedIn
- Industry sources: Sealintel, Alpha Liner, freight index sites, etc.
- Newsletters from forwarders and carriers (incl. Maersk)
- Business news papers

*Which metric needs the most fixing  
or has the most potential for growth,  
right now?*

# North Star Metric & OMTM

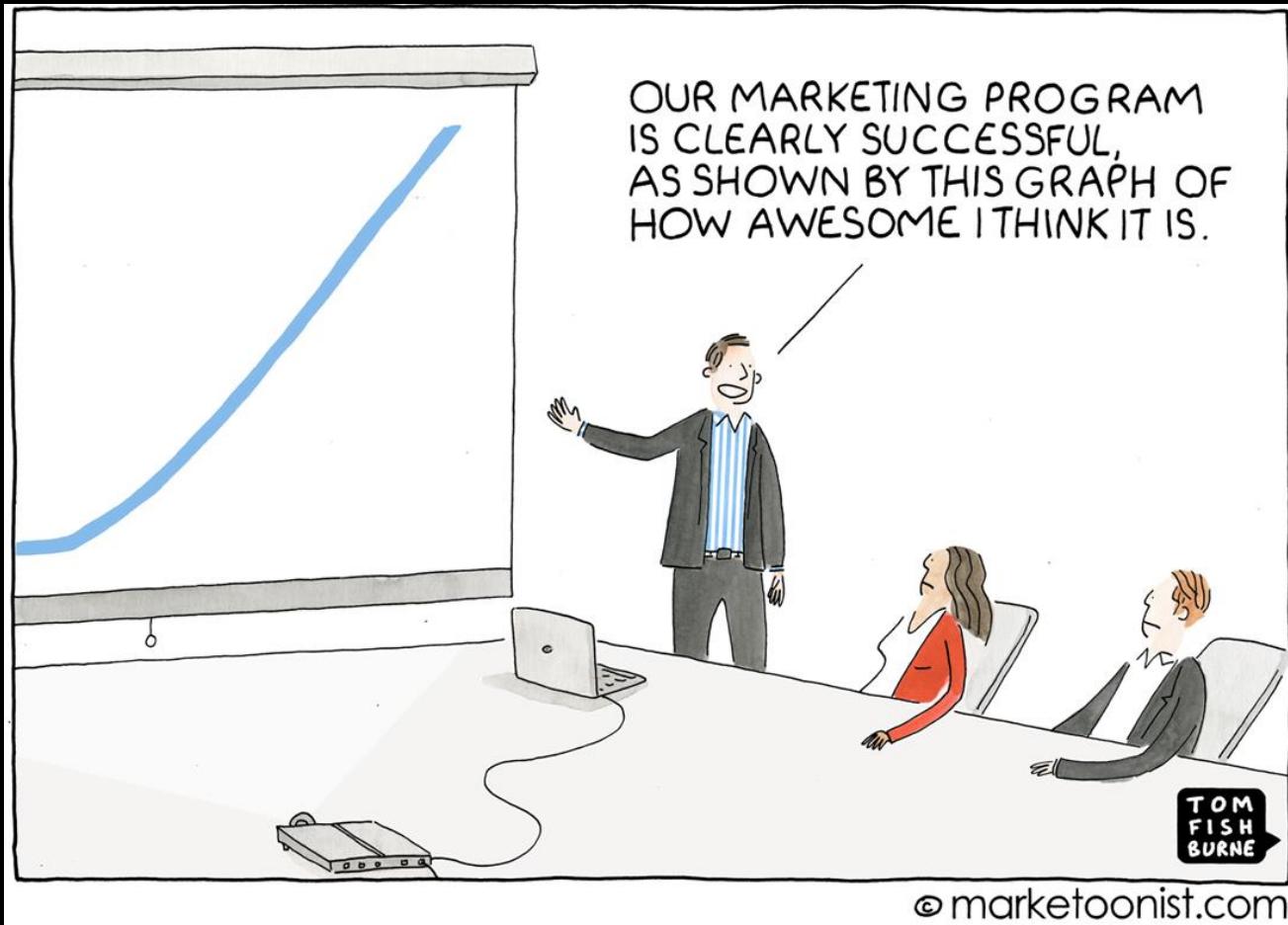


Check out YouTube video:

<https://www.youtube.com/watch?v=fEvKo90qBns>



# The “vanity metric”-trap



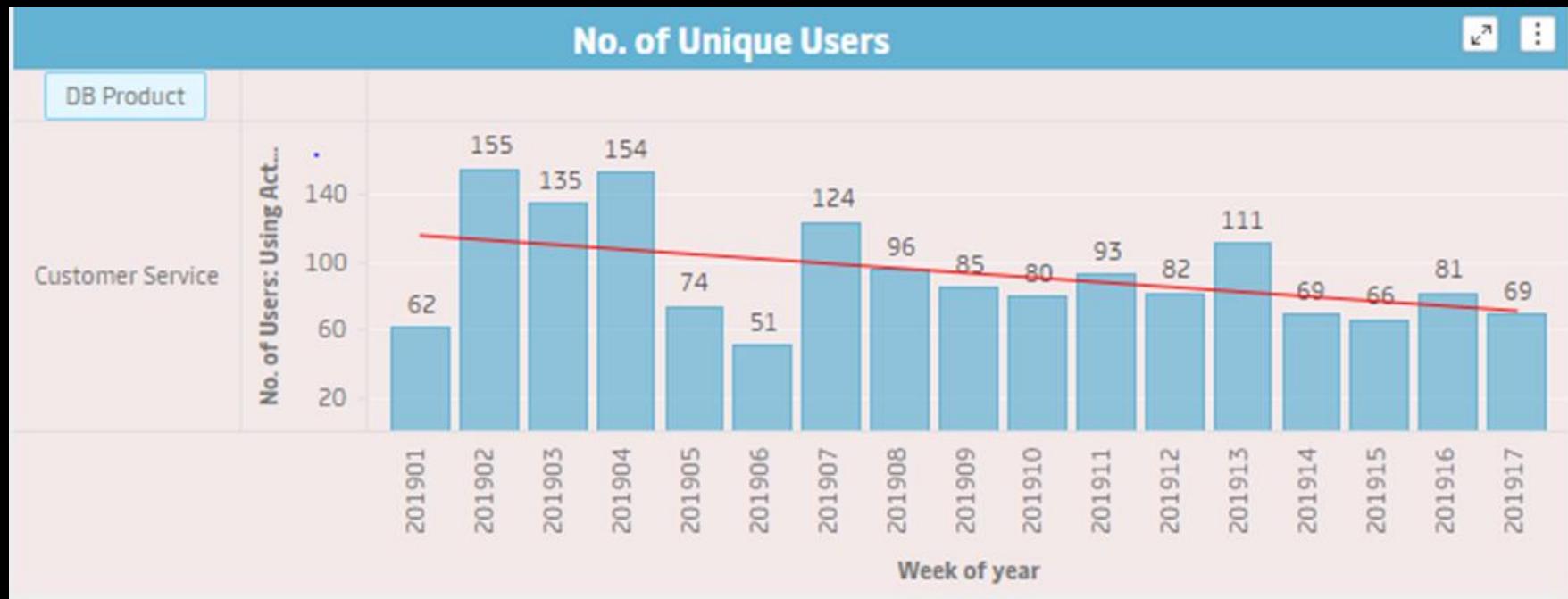
# Example - CSM Dashboard

**OCEAN CUSTOMER EXPERIENCE AND SERVICE MANAGERS**

Maersk Line > All regions > All clusters > All countries

Customer Cases	Customer Contact	Bookings	Documentation	Service Delivery	Pro-Active	
• Open ○ Closed						
Measures	Current Week	Week 17	LY Week 17	YTW	L4WKA	Baseline/Target
① Open Reassigned more than once %	7.6%	9.8%	21.9%	NA	11.1%	
② Open Cases	64,991	75,953	62,324	51,655	76,108	
③ Open Cases > 24 Hrs	53,208	71,680	60,165	39,872	73,372	
④ Open Cases w/ Contact Emails > 2	7,137	14,539	20,457	6,269	17,299	
⑤ Open ISR Cases	11,427	12,167	3,793	11,427	12,354	
Open Reassigned more than once	Open Cases	Open Cases > 24 Hrs	Open Cases w/ Contact Emails > 2	Open ISR Cases		

# Example - CSM Dashboard, Usage analysis



# Example - CSM Dashboard, Usage analysis

Region	Potential Baseline (CS mgrs in frontline basis HR)	Unique Users Mgrs+Others (Recent quarter)	Occasional (2-5 times)	Onetime	Regular 
Africa	60	61	21	32	8
Asia Pacific	246	231	86	128	17
Europe	144	117	37	69	11
Latin America	12	25	11	12	2
North America	32	11	2	9	0
West & Central Asia	273	122	41	77	4
Unknown		49	14	30	5
<b>Total</b>	<b>767</b>	<b>616</b>	<b>212</b>	<b>357</b>	<b>47</b>

Acquisition

Retention (Maybe activation as well?)

# Example - CSM Dashboard, Usage analysis (Hard data)

Acquisition

Region	% of active users
Africa	102%
Asia Pacific	94%
Europe	81%
Latin America	208%
North America	34%
West & Central Asia	45%
<b>Total</b>	<b>80%</b>

Retention

Region	% of regular users out of potential baseline	% of onetime users out of potential baseline	% of occasional users out of potential baseline
Africa	13%	53%	35%
Asia Pacific	7%	52%	35%
Europe	8%	48%	26%
Latin America	17%	100%	92%
North America	0%	28%	6%
West & Central Asia	1%	28%	15%
<b>Total</b>	<b>6%</b>	<b>47%</b>	<b>28%</b>

## Conclusion:

North America / West & Central Asia – room for improvement

Latin America- maybe different groups are also interested in our product?

## Conclusion:

Only half of potential users tried dashboard – activation

Problem with value?

# Example - CSM Dashboard, Usage analysis (Soft data)

Reasons for Non-Usage								
Region	Using Alternate Dashboards	Awareness	Data Download Options	Data Inaccuracy	Ease of Use	Enhancement	High Level Overview	Performance
Africa	X		X	X		X		X
Asia Pacific	X		X	X		X		X
Europe	X		X	X	X	X	X	
Latin America	X	X	X	X				
North America		X						
West & Central Asia	X		X	X		X	X	
Unknown								

Sample size of 5% was selected. Reached out to about 25 users who have used the dashboard and received feedback through meetings/emails.

Summary of findings:

Key reasons for users not adopting CSM dashboard is ***Data Inaccuracy, Using alternate dashboards, Non availability of Data download options*** for analysis/action. To increase adoption and convert Occasional/One time visitors to Regular users - Data inaccuracy issues should be immediately resolved for all metrics. When data is accurate, as next steps we can align on driving towards one centralised dashboard with added features.

# Example - CSM Dashboard, Usage analysis (Priority)

Priority	Key Feedback
High	Data Inaccuracy
	Information inaccuracy when comparing data with Digital Cockpit, Local Dashboard & Interlocking Report
	MyPhone Data - Unavailability and inaccurate. Not aligned with CUIC system
	Data Drill down link not working for some metrics
Data Download Options	Option to download data in the same format is preferred
	Data not available for some historical weeks
Enhancement	Inclusion of additional fields like Department info, Case Owner,Spl Cargo Indicators,Customer level ,Agent Perf view etc
	Interlocking Dashboard, Digital Cockpit etc serving similar purpose
Using alternate dashboards	Local Dashboard preferred with required customisation
Medium	Awareness
	Promotion /Training required
High Level Overview	Single summary view of KPIs @ cluster/country level required
Low	Performance
	Speed is slow
	Everytime inconvenient to filter for cluster /Country for data before going to meetings
Ease of Use	Multiple selection of Countries/Cluster option not available

# Example - CSM Dashboard, Usage analysis (Plan)

- Data Inaccuracy - Address the data issues and receive sign off from key stakeholders on accuracy of dashboard
- Enhancements - Identify minor enhancements and major enhancements and plan accordingly
- Usage of Multiple Dashboard - Understand usage of Multiple dashboards and gaps in CSM
- Webinar
- Relaunching Videos



*“Silence is NOT = success”*

# Weak signals of success

PRODUCT PAGES

ASK WHY?

USER STATS

VALIDATION OF IDEAS

PIRATE FUNNEL

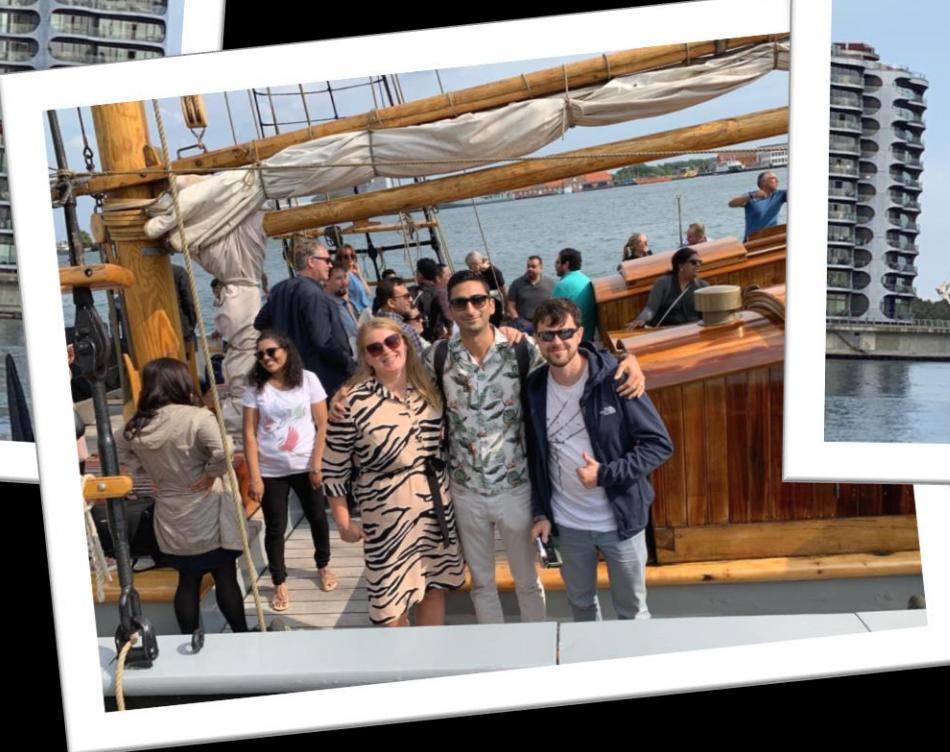
PERSONAS

MARKETING



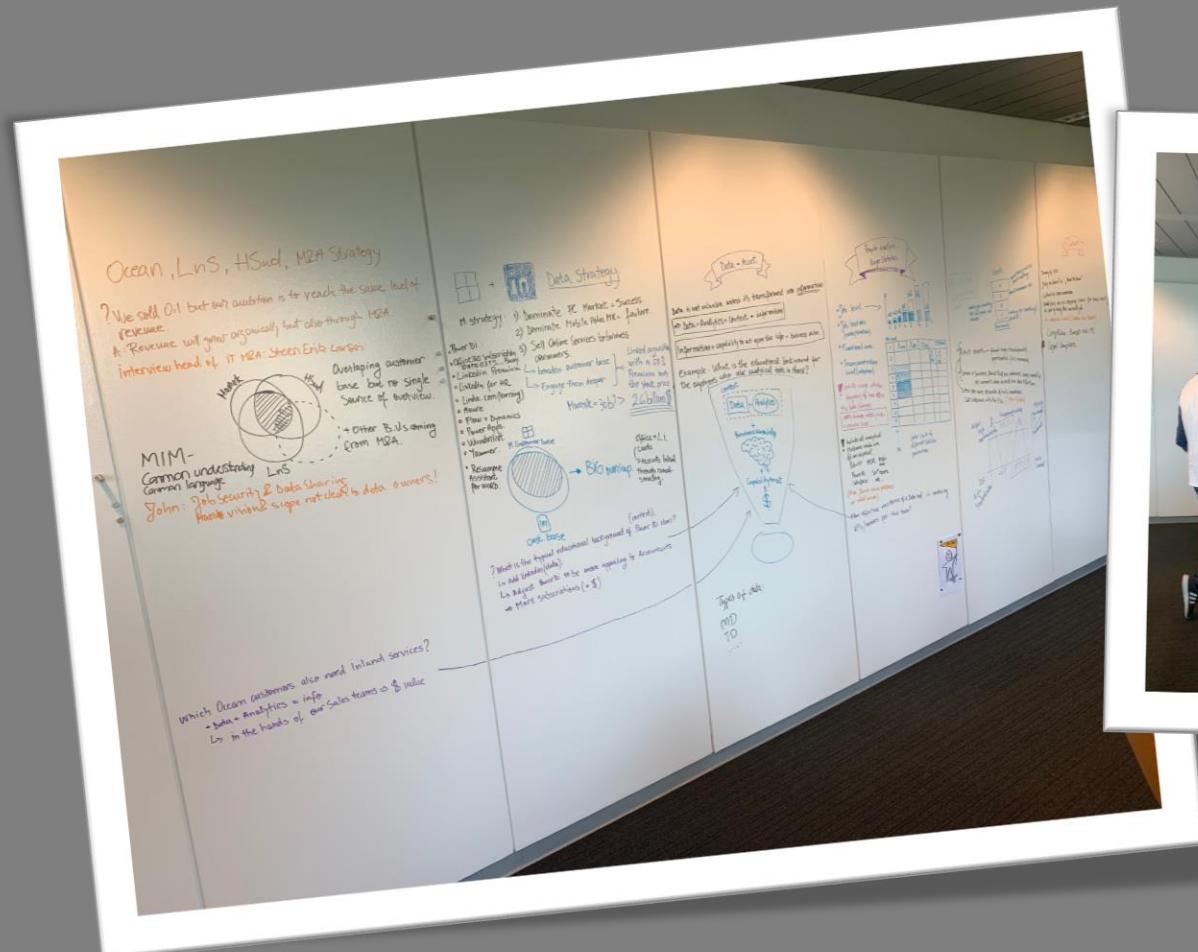
24 POST-ITS ON OUR IDEA BOARD

Don't forget to reward, recognize and celebrate



*Can you substitute co-location  
with technology?*

# *How to create the right work environment?*



# Platform

Democratization of data will get us there

# Meet Maestro

Maestro is a platform ecosystem to **transform logistics through data**. A single source of truth across the organization and beyond, providing a secure, cloud-based platform to accelerate our journey to the global integrator of container logistics.

## Accelerate Transformation

Serve as the foundation for transformation use-cases and data-centric products through centralized data and technology.

## Commercialization

Create new revenue streams from platform components developed in house or co-created with customers and partners.

## Cost Efficiency

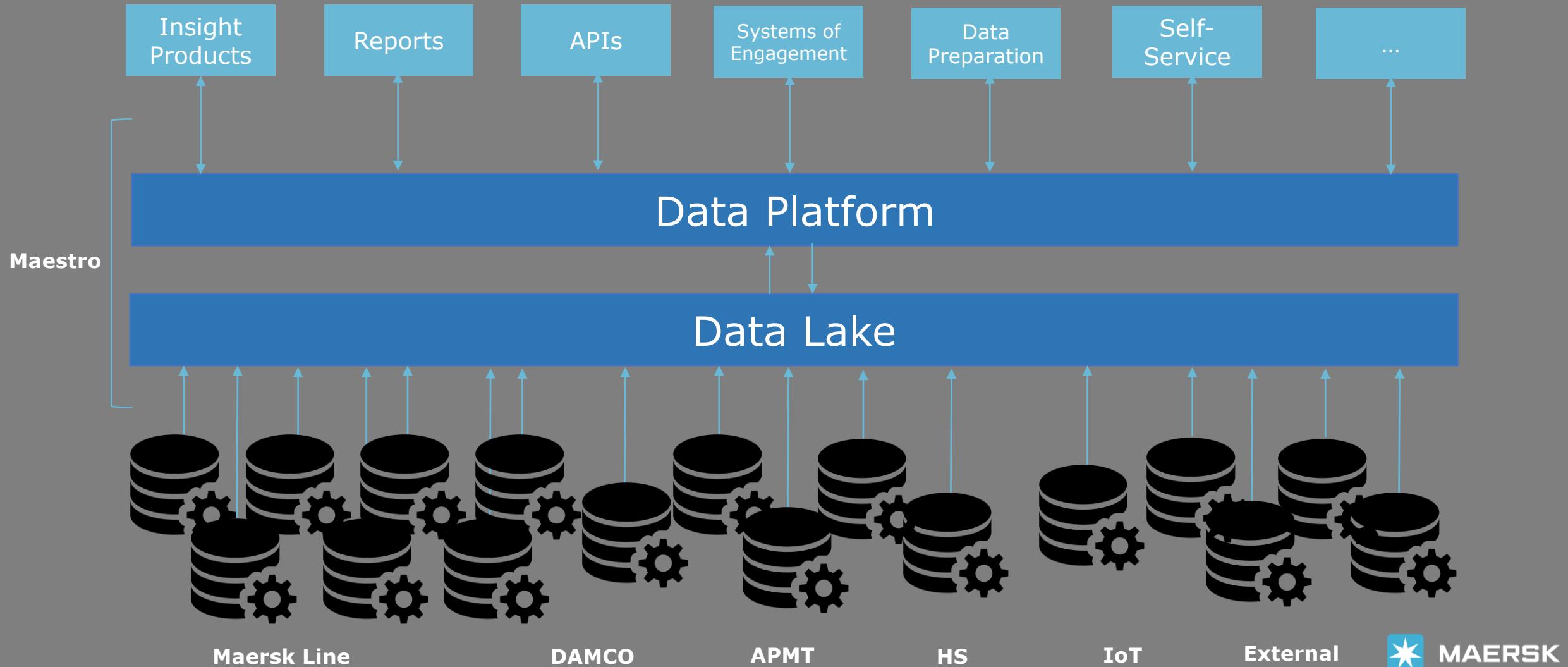
Enable migration and consolidation of data infrastructure across brands to increase efficiency and optimize TCO.

## Transformation Value Stream

## OneT Data Strategy



# Scope



# Democratizing data

- A single-source of truth across Maersk representing our entire business.
- Constantly evolving as the "Wikipedia of Maersk data"

**(ALPHAI) Customer**  
DCG INTERNATIONAL CO LIMITED

Overview Disputes Overview Properties Shipments Disputes with customer as price owner Route Updates

**Properties**

% of disputes rejected last 365 days	17.2	Disputes closed last 365 days	186
Address	RM 25A NORTH TOWER HUBEI BLDG 1 BINHE RD Shenzhen Guangdong 518107 China	Disputes opened last 365 days	186
Amount invoices YTD USD	6,919,245.97	Disputes rejected last 365 days	32
Average % of disputes rejected last 365 days per customer in same cluster	29.09	FSCM Code	CN01136060
Average TAT last 365 days	1.35	Name	DCG INTERNATIONAL CO LIMITED
Average TAT last 365 days per customer in same cluster	5.4	Number of credit memos YTD	324
Average credit memo amount YTD in USD per customer in same cluster	36,718.53	Number of invoices YTD	2,575
Average invoice amount YTD per customer in same cluster	142,186.04	Parent Code	No value
Average number of credit memos opened per customer in same cluster	4.41	Parent Name	No value
Average number of disputes closed per customer last 365 days in same cluster	3.6	Ptr Rowid	1639712
Average number of disputes opened per customer last 365 days in same cluster	3.53	Redisputes closed last 365 days	3
Average number of redisputes opened last 365 days per customer in same cluster	0.35	Redisputes opened last 365 days	3
Average number of rejected disputes last 365 days per customer in same cluster	1.05	Region	Asia Pacific Region
Cluster	Greater China Cluster	Region ID	APA
		Scv Code	40401136060
		Segment	No value
		Total credit memo amount YTD in USD	1,290,625.19
		USD invoice amount in currently open disputes	948.13
		Value Props	Efficiency-MSL



# Products

What kind of results are we seeing



Lack of reliant and up to date competitor information is a barrier met at all levels of the organisation:



- Lack of transparency into market developments, decision making based on gut feel
- Automate gathering of market data, and combine with internal data sources for easy interpretation.
- No coherent way of understanding competition and why shipping with Maersk is different
- Odin delivers overview and comparisons of key components and elements to differentiate ourselves where it matters and find opportunities.

Product vision and value proposition:



*Odin is the integrator of external market information, allowing deep visibility into all aspects of our competitors operations and products*

*By combining internal and external data sources, Odin enables decision making at all levels of the organisation, by creating transparency and easy interpretable market and competitor overviews, making it easier than ever to spot opportunities and track market developments*



Overview of next steps:

Our next phase is focusing on combining schedule/proforma data with AIS, in order to monitor vessel positioning, deviations from rotations as well as draught measures.

Furthermore, we are working on getting all internal data needed for slot cost calculations made available, in order to enable "on the fly" calculations of costs for all Maersk and competitor products

# Vessel Performance Management

Captains, Chief Engineers, Fleet Superintendents and Fleet Group Managers deal hands-on with a lot of technical, operational, administrative and regulatory affairs on a daily basis when they are running our vessels or operating an entire fleet. Their main focus should always be about how to operate the vessel in an optimized manner to meet its schedule and delivery commitments in the safest and cost efficient manner that complies with industry standards.



- There is lack of visibility and accessibility towards simple, straightforward and consumable data that they can use in understanding the vessel's performance.
- Varying sources, frequencies, accuracies and response times in consuming the data. Time is wasted on aligning figures between onshore and offshore colleagues
- Inability to draw forward-looking insights and cross-metrics analysis from the available data due to lack of alignment with other sources or tools that give a different dimension to the situation at hand



Emma Maersk

Cargo Capacity	15000 TEU
Total # of Crews	13 FTE
Ave. Actual Speed	12.5 knots
Ave. Bunker Cons.	1 ton/nm
Ave. DRC	105,000 USD
Schedule Rel.	70%
Average Util. (HH)	89%
Service/Route	435/E1

## Vision for VPMT

To enable captains and fleet group managers to make operational decisions and plans based on insights made available at the touch of their fingertips.

## VPMT Value Proposition

The tool will give vessel-level and fleet-level insights into the 5 main focus areas of running a vessel:

- Operating and maintaining a vessel in an efficient manner
- Managing the crew and optimizing their productivity on-board
- Understanding the cost drivers of running a vessel
- Keeping the vessel on-track with its commitment to the plan in ensuring on-time and safe delivery of the cargo onboard
- Compliance issues hindering the vessel in meeting the agreed deadline with certification authorities

Taking into the consideration the above metrics, the tool will provide forward-looking insights into the vessel's schedule commitments and flag any potential compliance risks with certification authorities based on deadlines of regulating bodies. It will also look into predictive maintenance scheduling for the vessel and drill-down capability for its cost drivers.

## Overview of next steps:

- 1 Develop Homepage for VPMT and begin incorporating existing inputs to the tool so initial version can be used by the business
- 2 Plan out and align resources with the data lake team for sourcing into Maestro
- 3 Build relevant predictive insights in the tool that can be used by the business in its daily operations.

# Food Grade Optimizer

Track Food grade (FG) containers usage post their upgrade and drive savings



**30 to 90\$ spend per upgrade. Do we use it for FG only ?**

Tracking utilisation of FG containers. Unit cost will be monitored for better visibility

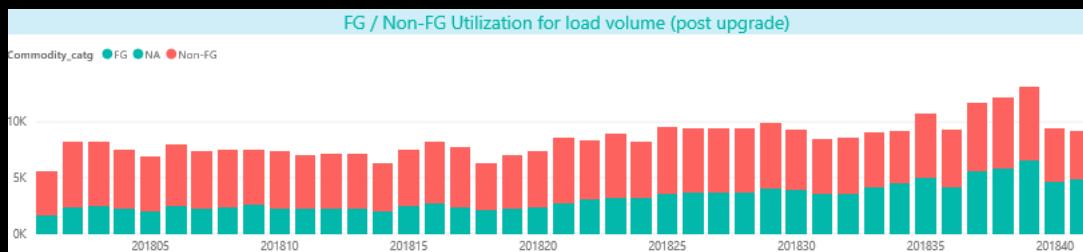
**How many upgrades do we need everyday ?**

Demand - Supply model using current demand and Suppl via upgrades and new container volume

**Are we able to recover cost spent on FG upgrade?**

Recovery via Premium quality charge

Utilisation of FG containers



Unit cost of FG FFE



Vision:

Enable Business to get near real time decision making visibility based on historical data, customer behavior to answer all the questions and give insight To do, Not To do or how much to do

Business value:

27mn spent in 2017 on FG upgrades, New container utilisation in FG is ~ 25%

Enable business to get visibility and data insights to target reduction by 5% in 2018

Current development stage

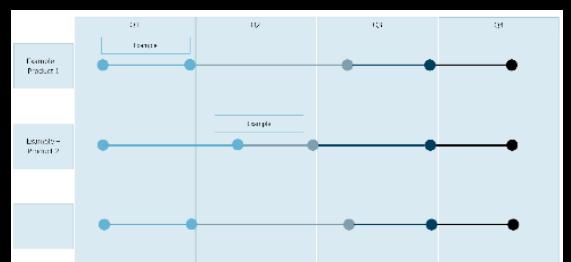
1 Production solution deployed with data for tracking FG utilisation and new container volume visibility

Overview of next steps:

1 FG utilisation and New container Vol. In MSTR from production server – Nov 18

2 Demand Supply model covering PQC integration – Dec18

3 Near real time decision making model - Q1 2019



A photograph of a woman with blonde hair pulled back, wearing glasses and a light-colored button-down shirt, standing with her arms crossed and looking thoughtfully out of a window. Behind her is a wall covered in green ivy. The scene is softly lit, suggesting morning or late afternoon.

Recommendations and reflections

# Digital transformation – How-to?

## RECOMMENDATIONS

- Make sure data is anchored at the level of company transformation as a key enabler
- Make sure NOT to rely on external providers for innovation
- Treat data as one of the most important assets in your company
- Scale investments - but with a razor sharp outcome focus

## REFLECTIONS

- We still need to accelerate business leader's ability to manage technology & data products
- Product Management is harder than we thought
- We should not have retrofitted entire organisation to new roles
- We should have invested in the right leadership team earlier
- We should have tackled disparate data initiatives at earlier stages

A wide-angle photograph of a sunset over a mountainous landscape. The sky is filled with dramatic, colorful clouds ranging from deep blues and purples to bright orange and yellow near the horizon. The sun is a bright white orb positioned in the center-left of the frame. In the foreground, a dirt road curves from the bottom left towards the center of the image. The middle ground is dominated by rolling hills and mountains silhouetted against the vibrant sky. The overall atmosphere is serene and contemplative.

Questions?





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