

MIS782 - VALUE OF INFORMATION

Assessment Task 2

Group 9

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Green Logistics Optimisation Tool

Executive Summary

The implementation of Green Logistics Optimisation Tool will enable Maersk to significantly enhance their sustainability agenda in today's world of intensified environmental awareness and regulatory pressures. Leveraging AI-driven analytics, this novel tool improves the efficiency of shipping routes, transportation modes, and optimises logistics operations with the main focus on reducing carbon emissions. Incorporating this technology will enable Maersk to comply with the strict global environmental standards while setting new benchmarks for the logistics industry.

The implementation of Green Logistics Optimisation Tool offers Maersk a great business opportunity by directly catering to the growing market demand for environment friendly logistics solutions. It provides a strategic approach to augment operational efficiency, decrease costs by minimising fuel consumption, and greatly reduce the carbon footprint per shipment. It also aids in strengthening Maersk's customer service by providing sustainable shipping options that increase client retention while also attracting business from environmentally-conscious organisations. The transparent sharing of data with suppliers and partners will pave way to stronger collaborations while aligning allied efforts for broader sustainability goals.

Two alternatives that we considered for enhancing Maersk's sustainability initiatives:

1. **Emission Tracking Integration:** This focuses on incorporating a CO2 emission tracking system which would use blockchain technology to optimise for decreased emissions while enabling participation in carbon credit trading.
2. **Sustainable Supplier Network:** This AI-based tool focuses on assessing and optimising Maersk's supplier network grounded on sustainability scores, concentrating on environmental impact.

After a thorough analysis, we recommend proceeding with the **Sustainable Supplier Network**. This alternative aligns closely with Maersk's strategic objectives of sustainability, innovation, and operational excellence while providing a more stable investment with manageable risks. This improves their whole supply chain's sustainability thereby providing substantial operational cost savings while strengthening Maersk's market position as a leader in the environmentally responsible logistics solutions space. It will ensure that Maersk remains competitive and compliant while being a significant contributor to global sustainability endeavours.

Business Opportunity

Maersk is confident in further strengthening their leadership through strategic investment in sustainable practices. The Green Logistics Optimisation Tool represents a great novel opportunity to further elevate Maersk's operational efficiency along with its

environmental and corporate management. This tool uses AI-driven analytics to optimise transportation modes, shipping routes, and logistics operations with the main focus on reducing carbon emissions while aligning with global sustainability standards.

As the logistics industry is facing high pressure from business partners, consumers, and governments to decrease environmental impacts and display sustainability in operations, the adaption of Green Logistics Optimisation Tool can enable Maersk to greatly enhance its capabilities in these areas. While complying with the global environment standards, Maersk would be setting new benchmarks for the industry.

Value Propositions:

1. Operational Efficiency: AI-driven transport mode and route optimisation will decrease excessive fuel use and idle times thereby reducing the operational expenditures. Reducing the carbon footprint per shipment will enable Maersk in achieving an environment friendly yet cost-effective operation.

2. Enhance Customer Service: While directly addressing the increasing market demand for environment friendly logistics solutions, this tool will enable Maersk to offer its clients sustainable shipping alternatives. Through demonstrable sustainability efforts, the enhanced customer satisfaction can increase client retention while attracting new business from environmentally aware organisations.

3. Reinforced Supplier and Partner Relationships: This tool will allow the availability of transparent data being shared with suppliers and partners thereby encouraging faithful collaborations and allying joint efforts towards sustainability objectives. This will reinforce their supply chain's resilience while enhancing collective compliance regarding environmental regulations.

Addressing Industry Challenges:

1. Consumer Demand for Sustainability: Modern businesses and consumers prefer partners that exhibit responsibilities towards the environment. Maersk's allegiance towards using advance technologies for sustainability will cater to such expectations thereby providing them with an edge in customer acquisition and retention.

2. Regulatory Pressures: The transport industry is facing strict emissions regulations globally and its non-compliance could lead to huge fines and reputation damage. This tool ensures adherence to these regulations thereby placing Maersk as a leader in compliance and ecological responsibility.

3. Complex Supply Chains: Managing the environmental impact of supply chains is getting increasingly difficult as they are becoming more globalised and complex. This tool provides real-time data and actionable insights thereby simplifying such challenges and facilitating smarter environment-friendlier decisions.

A report by the World Economic Forum emphasises that organisations dedicated to supply chain decarbonisation benefit from an average 18% higher ROI than others that

are not committed to it. Investing in the Green Logistics Optimisation Tool sides with Maersk's strategic goals of innovation, sustainability, and market leadership.

Business and IT Alignment

The three focus areas of Maersk's strategy are operational excellence, innovation, and sustainability. These objectives are directly linked to the Green Logistics Optimisation Tool that considers the most important logistics issues:

Environmental impact: Maersk acknowledges that international shipments are associated with significant carbon emissions. The solution reduces carbon emissions through better quality roads and means of transport, in line with Maersk's commitment to environmental stewardship.

Compliance: Maersk needs strong compliance mechanisms as the transportation industry is under increasing regulatory pressure to meet environmental requirements. Green Logistics Optimisation Tool reduces the potential for penalties so and improves compliance reporting by providing the data and insights needed to comply.

Complex supply chain: Maersk is responsible for the global network of complex supply chains and logistics. Technology helps strategically optimise these interactions, improving efficiency and reducing environmental impact. This is in line with Maersk's commitment to excellence.

Consumer demand: As the market becomes more sustainable, consumers are demanding environmentally beneficial products. By providing sustainable services, this tool helps Maersk achieve these objectives, increase customer satisfaction, and brand loyalty.

Measurable Organisational Value

The MOV of the Green Logistics Optimisation Tool includes specific quantifiable benefits that align with Maersk's organizational objectives:

Reduced carbon emissions:

Objective: achieve a measurable reduction in CO2 emissions per container kilometre, with a target reduction of 15% in the first two years of implementation.

Metrics: Use advanced data analytics to monitor and measure carbon emissions on transportation routes. Compare the emission levels before and after the equipment is in use to assess the reduction.

Cost reduction through operational efficiencies:

Objective: Reduce operating costs through fuel efficiency and route planning. Metrics: Install real-time monitoring tools to track operating costs and fuel consumption.

Metrics: Analyse the data to identify inefficiencies in road infrastructure and mode of transportation to achieve a 10% reduction in fuel costs and associated operating costs over three years.

Enhanced risk management and compliance:

Objective: Ensure full compliance with all applicable environmental standards to minimize potential penalties.

Metrics: Effectively define the compliance rules associated with the Green Logistics Optimisation Tool. Monitor changes in environmental regulations and modify equipment settings, as necessary. When new environmental standards are set, 100% compliance is striven for without non-compliance.

Improved market competitiveness and brand reputation:

Objective: Strengthen Maersk's position as a leader in environmentally friendly transport.

Metrics: Typically survey customers to determine their satisfaction with environmental responsibilities. Launch focuses on advertising efforts that emphasize Maersk's commitment to sustainability. In five years, aim to increase market share in the environmentally sensitive market by 5% and increase customer satisfaction scores for environmental responsibility 20%.

Green Logistics Optimisation Tool add real value to Maersk by focusing on these measurable outcomes, which are in line with the company's goals of operational efficiency, sustainability, and customer satisfaction on the snow. The achievement of these goals will also strengthen Maersk's position as a leader in sustainable logistics and ensure long-term prosperity and competitiveness in the logistics sector.

Identifying Alternatives

1. Emission tracking integration:

In this we propose Maersk to integrate the Green Logistics Optimisation Tool with their existing CO2 carbon emission tracking platform by using blockchain technology. This will enable them and their clients to optimise for lower emissions and participate in carbon credit utilisation. Maersk can offer carbon credits to its customers and link for government-based credits which will benefit them and their clients.

Proposed Plan:

The toll will enable them to track and record carbon emissions for all shipments, utilising IoT sensors and by using advanced data analytics. The customers will be able to earn carbon credits through the platform which they can use to trade or use to offset emissions which will directly help in reducing the environmental impact while saving money. The use of blockchain technology will enable the data to be managed with transparency and top security.

Benefits:

1. The tool will promote customers contribution towards reducing carbon emissions and help them achieve their corporate social responsibility goals as well.
2. By assisting clients in adopting cleaner methods will help the clients to be complaint with government regulations as well.
3. The carbon credits will provide the financial benefit to boost the customers to adopt this method over traditional methods.

2. Sustainable Supplier Network:

This tool will help Maersk to assess and optimise its vendor network. This will be done based on their sustainability score which will be calculated by the tool. The AI based tool will help in choosing the best supplier out of the wide range of network. The tool will be able to assess vendors based on carbon footprint and sustainability practices.

Proposed Plan:

The team will develop an AI model that will help in assessing suppliers across various sustainability metrics such as waste management, energy usage, and renewable energy. The model will rate the suppliers on their environmental impact. The tool will provide a holistic view for both direct and indirect environmental impacts from various vendors to provide the best lower-impact vendor list. The platform will be integrating the existing Maersk's existing supply chain systems with this platform. The team will implement an ongoing monitoring of supply chain's environmental performance, providing feedback and will provide suggestions for improvement by using machine learning models.

Benefits:

1. The tool will align with Maersk's vision and will help in catering to increased demand for corporate responsibility in environmental initiatives.
2. By focusing on sustainability Maersk will be able to bring broader changes industry and can become leader in sustainable logistics. This will also motivate other big players to bring these changes.
3. This tool will enable Maersk to stay ahead of any upcoming regulations relating carbon emissions and keep them prepared with data.

Analysis of Alternatives

Both the alternatives share some similar benefits, cost, and risk. Many insurance companies like AXA, Allianz offers discounted premiums, government and NGO's offers grants and tax credit for those companies who demonstrate proactive approach for risk management, includes reduce emissions and promotes sustainability. By increasing market demand for corporate responsibility Maersk could improve brand image and could continue to gain a competitive advantage. Adopting any of the alternative would

also incur operational cost like ongoing expenses related to maintenance. Apart from these below are benefits, cost and risks are explained for both the alternatives.

Alternative 1: Emission Trading System Integration

Feasibility:

1. **Technical complexity:** The integration of carbon emission tracking system will require a robust blockchain technology to manage the transactions securely. The blockchain technology on its own is very efficient, however when integrating legacy software's with new technologies can be very tricky. The transfer and integration need to be done very carefully.
2. **Market conditions:** The market conditions also play a vital role in the success of the model. The use of carbon credits and adoptability by customers is a very important factor for the success of the tool.

Benefits:

1. **Revenue generation:** Implementing an Emission Trading System (ETS) generates revenue through permit trading, companies are allowed to hold certain number of permits to cover their emissions. Companies sell surplus permits to other companies in need fostering a market. Initial permit auctions by governments provide revenue for environmental initiatives. This incentivizes emission reduction and supports clean technology adoption.
2. **Enhances customer relationships:** Companies foster trust and loyalty among environmental conscious customers. Enhances relationship by demonstrating commitment towards sustainability and strengthen brand image and customer base.
3. **Enhances corporate responsibility:** By incentivising clients to opt for greener logistics options Maersk can significantly reduce carbon footprint and contribute towards environmental sustainability.
4. **Regulatory compliance:** Structured framework for monitoring and managing emissions from emissions trading system establish clear guidelines and adhere to the limits facilitating compliance and environmental regulations. This benefits by reducing fines and penalties for non-compliance.

Costs:

1. **Development and integration cost:** Developing carbon emission platform for trading and integrating into existing system of blockchain technology and IoT sensors can be technically challenging and require significant investment in development and integration of the platform.
2. **Training and education:** With the development and integration of new platform Maersk need to conduct training and education to their staff and further to their clients, for the same Maersk might have to include training programmes for staff and conduct seminar for clients.

Risks:

1. **Market volatility:** Carbon credit market could be volatile and with high fluctuation there could be high chances of financial instability for the participants.
2. **Regulatory uncertainty:** Changes in government policies or international agreement may alter emission trading rules. Uncertainty regarding future regulations can disturb market dynamics.
3. **Data security:** Storing emission data and carbon credits on a blockchain introduces security risks, such as hacking or data breaches, which could compromise sensitive information for which ensuring data security of customers is very important.

Alternative 2: Sustainable Supplier Network Optimisation Platform

Feasibility:

1. **Data Availability:** For efficient and effective implementation of the tool, the company needs access to data from the suppliers. Getting accurate and correct data from vendors can be a challenge. There is also possibility of difficulties in accessing these data from suppliers.
2. **Integration:** The integration of supplier scores into the existing supplier management system is challenging. Also, the changes done by vendors may change their scores drastically. So, it is important to link changes to the score on a regular basis.

Benefits:

1. **Supplier collaboration:** Encouraging suppliers to participate in sustainability initiatives may require additional resources for outreach, education, and collaboration. This can also improve relations with suppliers by helping them to enhance their sustainability practices which will lead to better pricing and terms.
2. **Enhanced Sustainability Across the Supply Chain:** Through the implementation of sustainability principles in supplier selection, transportation, and production process optimisation, businesses can mitigate their ecological footprint, reduce waste, and foster ethical conduct. This comprehensive approach strengthens corporate accountability and improves overall sustainability performance.
3. **Regulatory compliance:** Compliance with global sustainability standards is facilitated, streamlining adherence to regulatory requirements, and reporting obligations. Adhering to the regulations can avoid penalties and fines.

Costs:

1. **Integration Complexity:** Integrating the platform with existing procurement and supply chain systems requires extensive customization and coordination, potentially leading to implementation delays and additional costs.
2. **IT infrastructure and development cost:** There is need of significant investment in AI and data analytics and integrate with its existing supply chain system. This investment would further help to assess and rate suppliers effectively.
3. **Supplier engagement cost:** Investing in communication, collaboration and outreach to the suppliers incurs additional cost for educational and training

programs and requires continuous monitoring and improvement. Additionally implementing incentives program encourages suppliers to actively participate in sustainability efforts.

Risks:

1. **Data quality and availability:** This platform relies on accurate and comprehensive data of suppliers to optimise effectively. Poor data quality can bring to poor outcome, erroneous analysis, and inefficient resource allocation. Data inconsistency and inaccuracy can hamper the performance of platform and decision making.
2. **Supplier resistance:** There are high chances where suppliers would resist to change and participate in the platform due to change in existing process, more regulations to be followed and wanting for more transparency. To avoid resistance Maersk's should communicate effectively, collaborate, and increase transparency.
3. **Technology implementation challenges:** This involves integration of new technology system and workflows. It can bring compatibility issue, data integration complexities. Implementing technology requires careful planning and management decisions for successful implementations.

Selecting Alternative/recommendation and rationale

Cost benefit comparison:

Alternative 1: Emission Trading System Integration (over 5 years)	
Particulars	Amount (in million \$)
<u>Cost:</u>	
Initial investment	-8
Operating cost	-15
<u>Benefits:</u>	
Revenue from carbon trading	25
Cost saving	10
Net financial benefit	12
Alternative 2: Sustainable Supplier Network Optimization Platform (over 5 years)	
Particulars	Amount (in million \$)
<u>Cost:</u>	
Initial investment	-5
Operating cost	-10
<u>Benefits:</u>	
Increased revenue	20
Cost saving	15
Net financial benefit	20

Alternative 1 has a higher initial investment of 8 million for development and integration of carbon emission trading platform and upgrade blockchain technology. Operating cost of 15 million for 5 years includes repair and maintenance, staff training and communication efforts with clients. Revenue from carbon credit trading platform estimated to be 25 million and cost saving for adopting sustainability.

Alternative 2 involves investment of 5 million for AI development and data analytics and operating cost of 10 million. Increased revenue of 20 million by improved brand image and market competitiveness and cost saving of 15 million.

Recommendation

Our recommendation is alternative 2 The Sustainable Supplier Network Optimisation Platform. After thorough analysis of both alternatives over 5-year plan, alternative 2 emerges as a superior choice offering a net beneficial of \$20 million as compared to \$12 million for alternative 1. Rationale behind selecting this alternative. When compared with cost and benefits for 5-year plan, alternative 2 is cost effective and gives superior financial return. Additionally alternative 2 strategically aligns with Maersk goal and promotes sustainability across supply chain, mitigates risk effectively and enhanced market competitiveness.

High Level Implementation Plan

Step 1: Hire a team of key stakeholders from purchasing, sustainability, logistics and IT departments to launch the project.

Co-conditions: Collect requirements for a sustainable vendor network through in-depth interviews with stakeholders and offices.

Technical Analysis: Analyse existing data analytics and AI capabilities in Maersk's IT infrastructure and identify any gaps that need to be addressed.

Step 2: Construction and assembly

Start building a sustainable vendor network, emphasize data analytics for supply chain analysis and AI systems for sustainable supply chain analysis.

Integration with existing systems: Work to integrate the platform with Maersk's supply chain and procurement systems, to ensure smooth data exchange and communication.

Testing and Certification: Conduct thorough testing to ensure platform functionality, security, and performance. Assist providers in ensuring data accuracy and sustainability measurement processes.

Step 3: Resources and scenario

Pilot Implementation: Determine the participation of suppliers or geographical areas to evaluate the platform. Once you have received input, make any necessary changes.

Full-scale deployment: Gradually roll out the platform across Maersk's supply chain network and provide appropriate support and training to users.

Change management: Use change management techniques to encourage internal stakeholders and suppliers to adopt and use the platform.

Step 4: Monitoring and Development

Performance Management: Always keep an eye on platform performance by noting information management, supply chain optimisation, and supplier sustainability metrics.

Feedback and iterate: Get feedback from users and stakeholders to find areas for improvement. Then, continue to improve the features and functionality of the platform.

Step 5: Research and documentation.

Measuring success: Determine how the platform achieves important indicators including supplier networking, cost savings, carbon footprint reduction, and regulatory compliance.

Reporting and Communication: Provide frequent updates on platform usage and notify internal stakeholders, vendors, and customers of findings.

Learning: Conduct post-implementation surveys to document best practices and lessons learned for the next technology integration project.

Step 6: Grow and scale.

Scaling up: Look for ways to increase the platform's usage and audience, such as partnering with businesses and integrating other environmental services.

Global rollout: Provide expansion of the platform to cover Maersk's operations in different markets and geographies.

Partner Form strategic agreements with industry, sustainability organizations and technology suppliers.

Conclusion

Maersk has couple of opportunities to work on. The Green Logistics Optimisation Tool is aligned with Maersk's strategic goals and promises to revolutionise the logistics sector. By giving importance to carbon emission reduction and regulatory compliance with cost efficiency will be a great pathway for Maersk and the industry as well. The sustainable supplier network also proposes a great initiative where the industry can promote a joint effort to reduce emissions and promote sustainability. The logistics sustainability journey will be possible by leveraging new age technologies and growing the industry sustainably.

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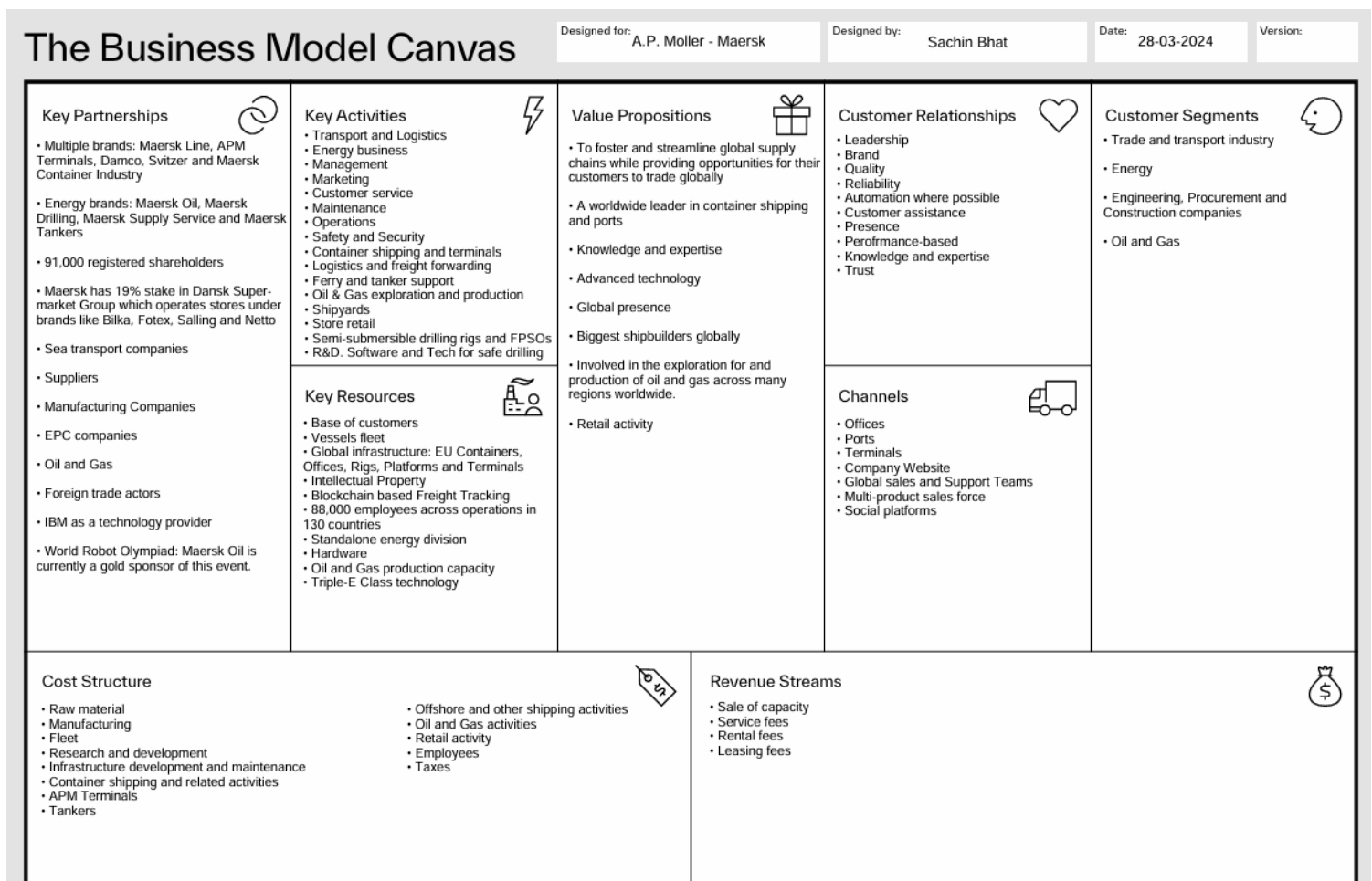
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Appendices:

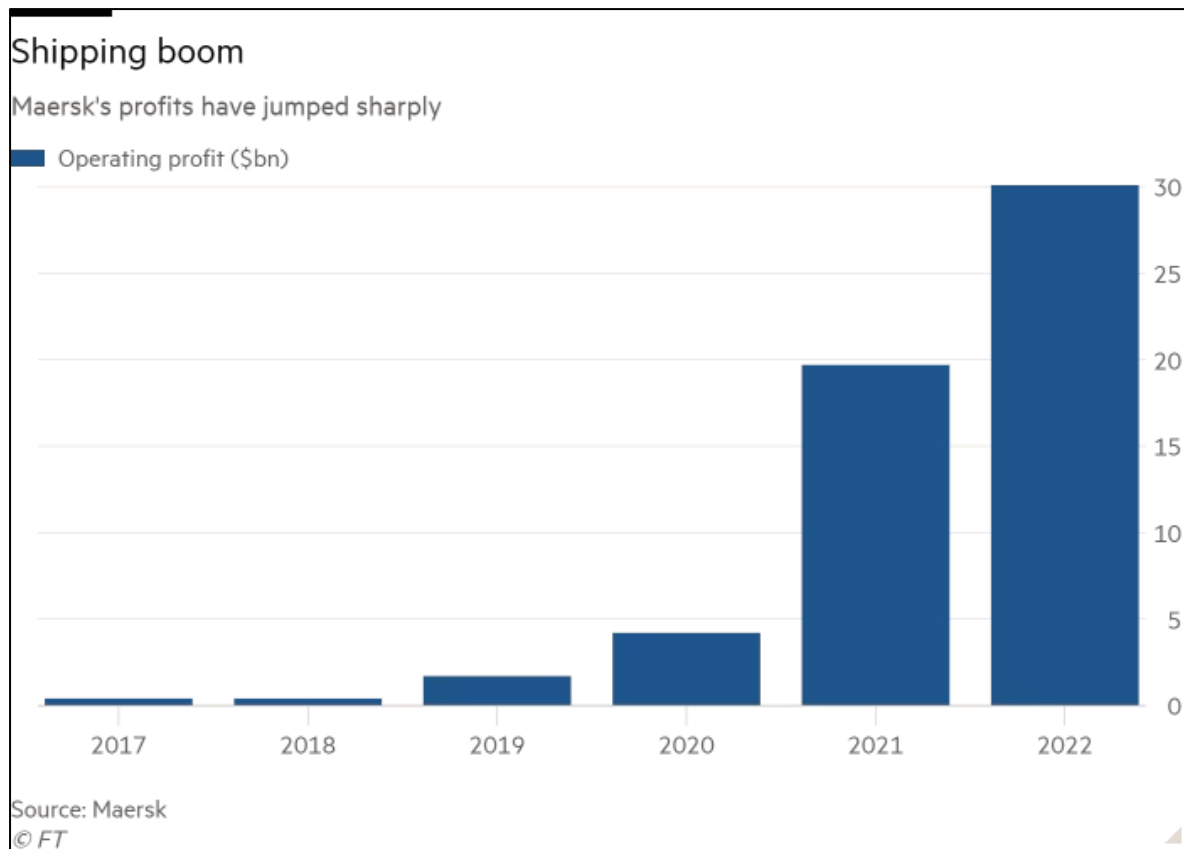
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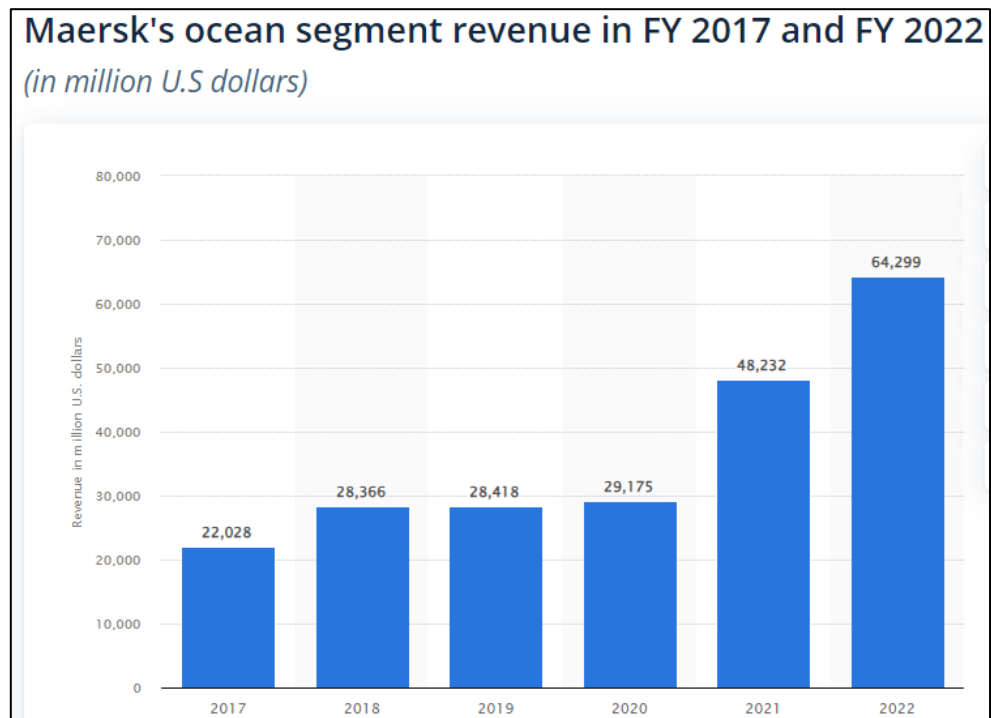
2. VRIO Analysis

	Value	Rarity	Imitability	Organisation
Global Brand and Reputation (Resource)	Maersk's global brand is highly valuable. It capitalizes on its reputation for reliability and efficiency to gain trust and attract business worldwide.	While there are several large players in the shipping and logistics industry, Maersk's status as the world's largest container shipping company is relatively rare.	The brand reputation built over decades through consistent service excellence is difficult to imitate, as it requires significant time, investment, and operational success.	Maersk is well-organized to exploit this resource, with marketing strategies and customer service that enhance its brand equity.
Technological Capabilities in Logistics (Capability)	Maersk's investment in technology, including digital booking systems, blockchain for supply chain transparency, and AI for logistics optimization, adds significant value by enhancing efficiency and customer satisfaction.	While technology in logistics is becoming more common, Maersk's early adoption and continuous innovation make its capabilities relatively rare.	High due to the complexity and cost associated with developing similar advanced technological infrastructures and the expertise required to integrate them seamlessly into global operations.	Maersk is structured to leverage technology effectively, integrating it across operations and aligning it with strategic objectives.
Diverse Global Network (Resource)	Maersk's extensive global network, including ports, terminals, and vessels, enables it to offer comprehensive logistics solutions, providing exceptional value by reducing transportation times and costs.	While other companies also operate globally, the scale and integration of Maersk's network are rare.	Building a comparable network is highly costly and time-consuming, involving regulatory, geopolitical, and financial challenges.	The company is organized to fully exploit this network, optimizing route efficiency and logistics management.
Sustainability Initiatives (Capability)	Sustainability is increasingly important to customers and regulators. Maersk's initiatives, such as carbon-neutral shipping and green logistics solutions, address these concerns and enhance customer loyalty.	Many companies are making strides in sustainability, but Maersk's commitment to becoming carbon neutral by 2050 sets it apart.	While competitors can emulate sustainability practices, integrating them at the scale and depth of Maersk's operations is challenging.	Maersk is structured to pursue these initiatives aggressively, integrating them into its core business strategies.

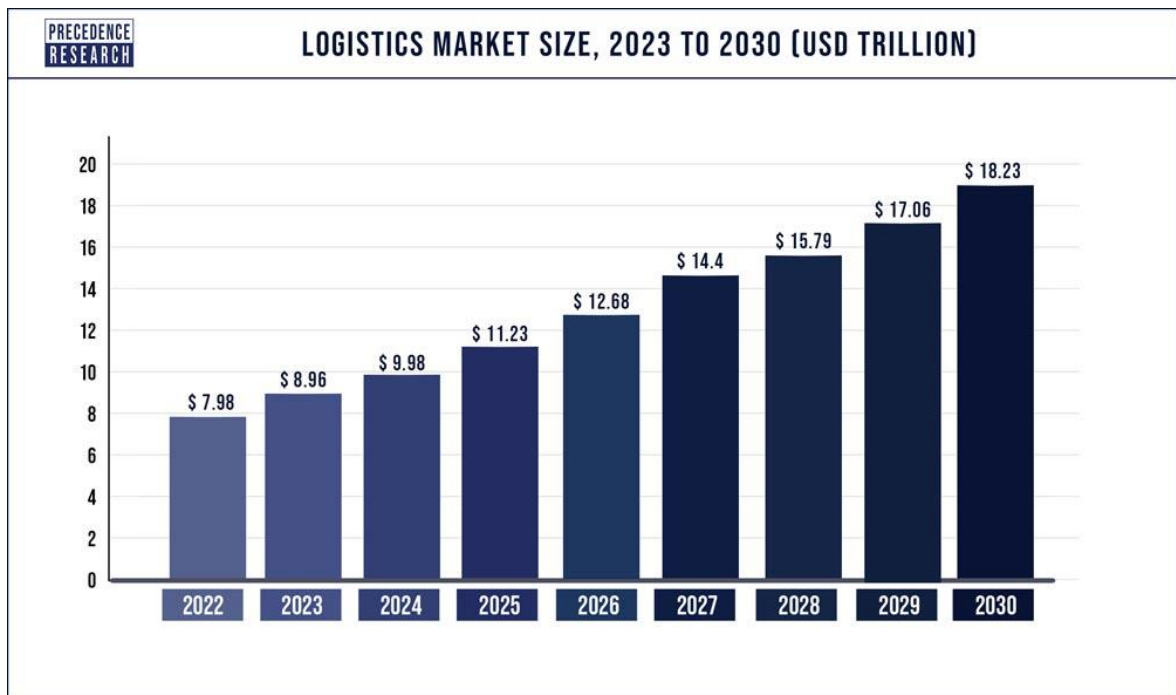
3. Increase in Maersk Profits over time



4. Maersk's Ocean Segment Revenue over time




5. Logistics industry Market Size forecast



Group Member Contribution Form

Each group is asked to print and sign their name and state what proportion of the work they contributed to the overall presentation.

	NAME (PRINT)	STUDENT ID	% EFFORT CONTRIBUTION	SIGNATURE
1	NB	s2xxxxxxxx	25%	
2	Sachin Bhat	s218676233	25%	
3	PR	s2xxxxxxxx	25%	
4	YS	s2xxxxxxxx	25%	

Please state your Group Number: 9

If every member of the group contributes equally, the figure entered in the ' % Effort Contribution ' column above should be 33% (in a 3-member group) or 25% (in a 4-member group).

This page should be printed and signed by each member of the group, scanned and added at the end of the business case report. Alternatively, you can add your signatures electronically directly into the form.

Individual marks for the assignment may be based on an adjusted group mark, where the adjustment is based on any value below an equal share value. In this case, the Unit Chair may seek additional information from the group.