

24/7 Operations & Customer Care Hub

Operations has traditionally been seen as the department that is furthest removed from the customer

The reality is that Operations is the only department that “physically” handles the customers’ cargo

We should not just be looking at optimizing our Operations setup. We should be looking at how Operations impacts customer experience.

24/7 Operations & Customer Care Hub

- **Why do we need a 24/7 OPS Setup?**

- We are on a journey to save customers' time

- As a customer, I expect you to deliver my cargo on time

- If there is a problem, I expect you to solve it for me

- I expect issues to be resolved as quickly as possible

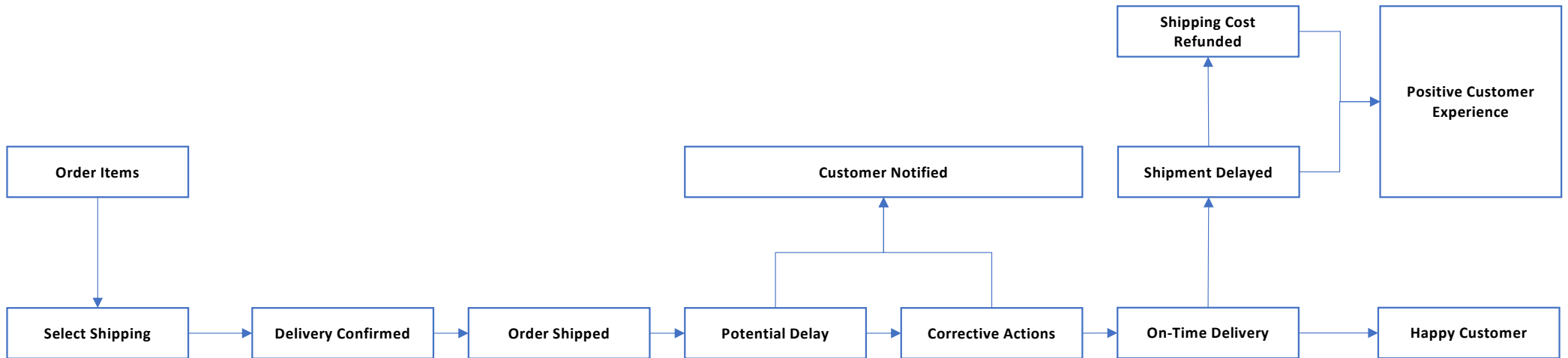
- I expect to be notified of any issues as soon as they occur

- I want to know what you are doing to solve them

- **We can only do this if we have full 24/7 coverage and monitoring**



Amazon is a great example of how to manage operations and customer experience:

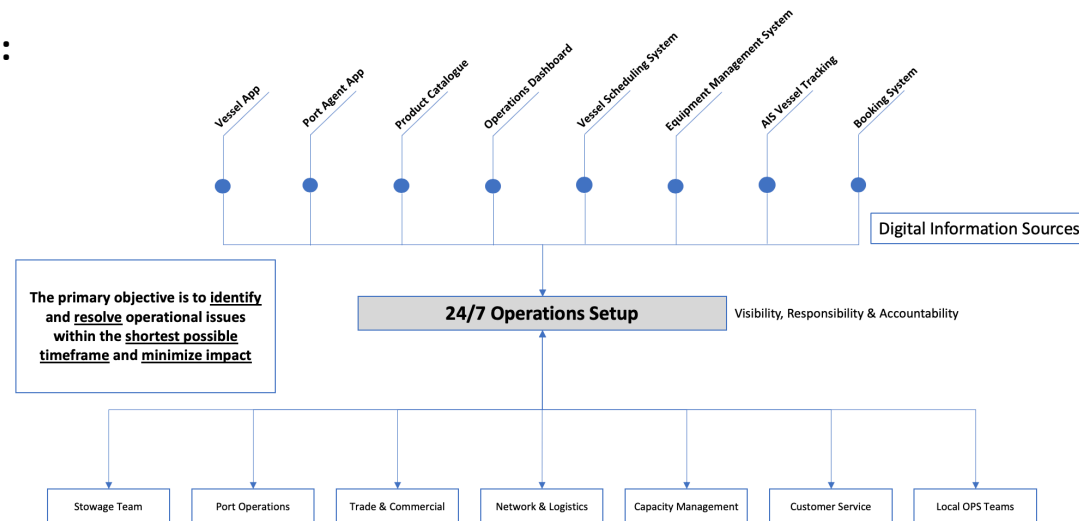


Amazon can still fail to deliver the product sold by the agreed delivery date/time, but maintain a positive customer experience.

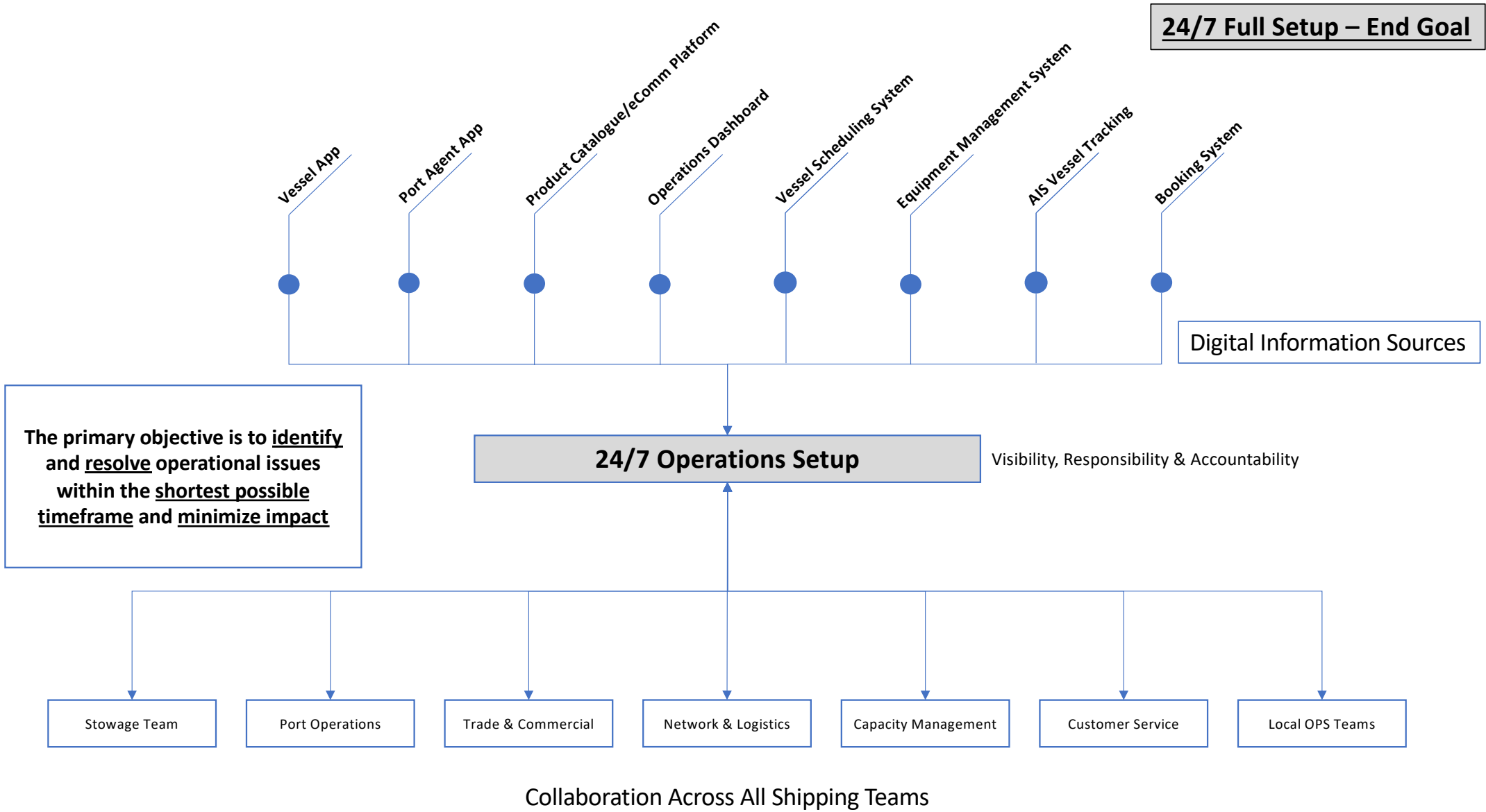
Amazon is an example of an E2E Supply & Logistics Chain Management Setup

We are far from being able to offer the same level of service, but it is what we should be aiming for:

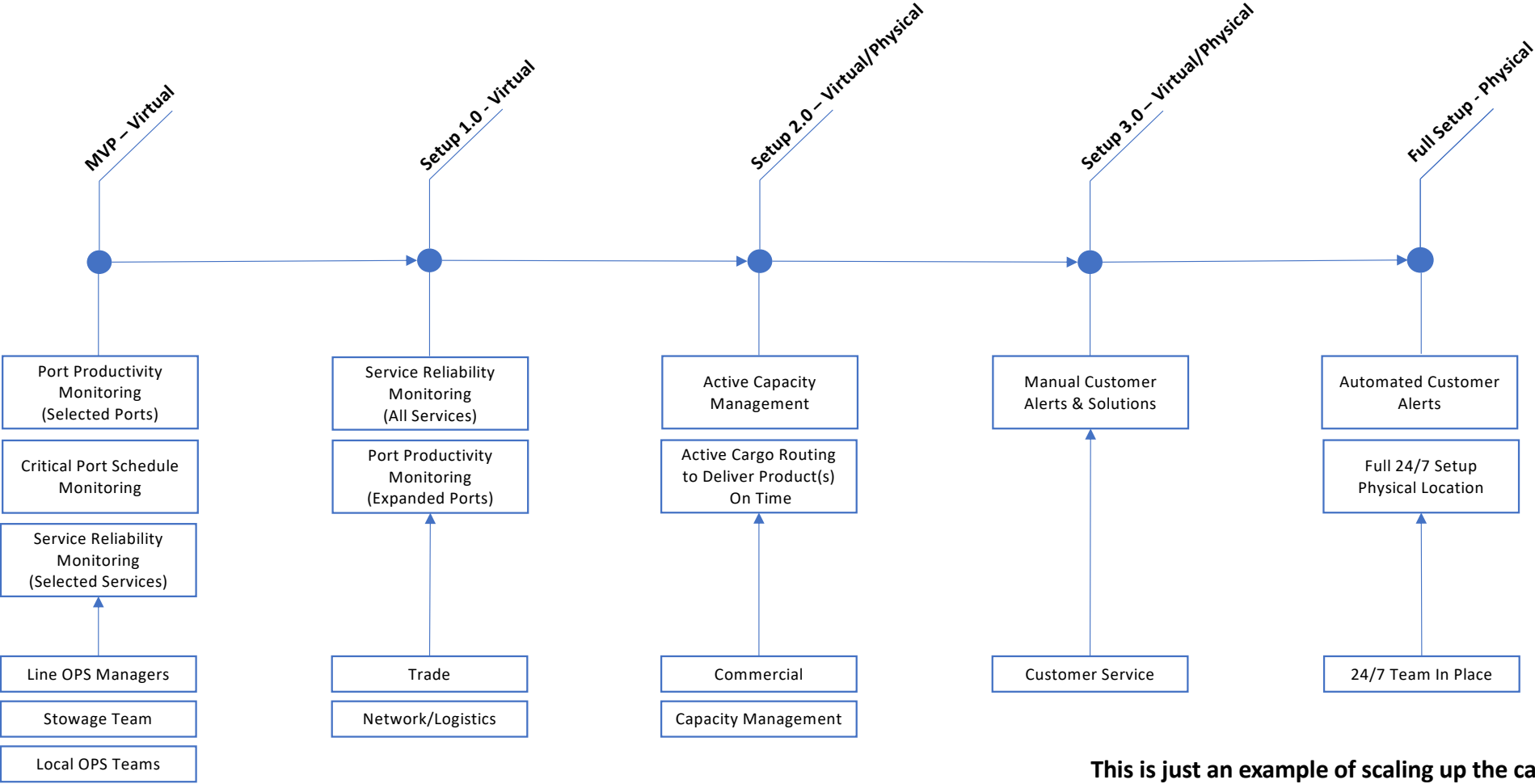
End Goal:



See next slide for more details



Intention is to scale up the capability of the 24/7 Hub and bring in collaboration with other teams with each iteration.



This is just an example of scaling up the capabilities

- **What can we do now?**

- We have many digital products coming online that will support a 24/7 Setup

- We are re-designing all of our internal processes and identifying customer touch-points

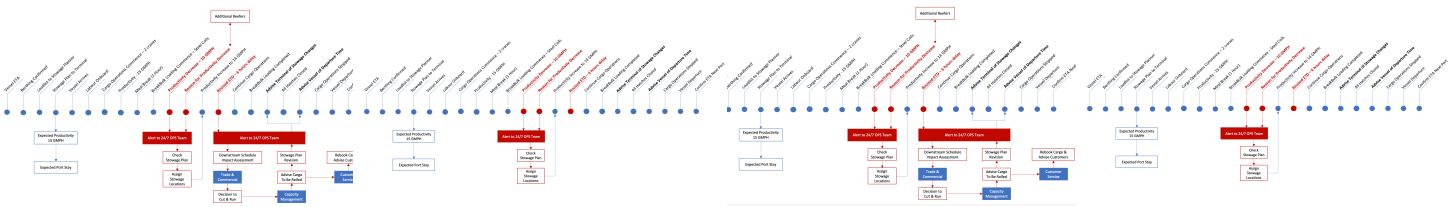
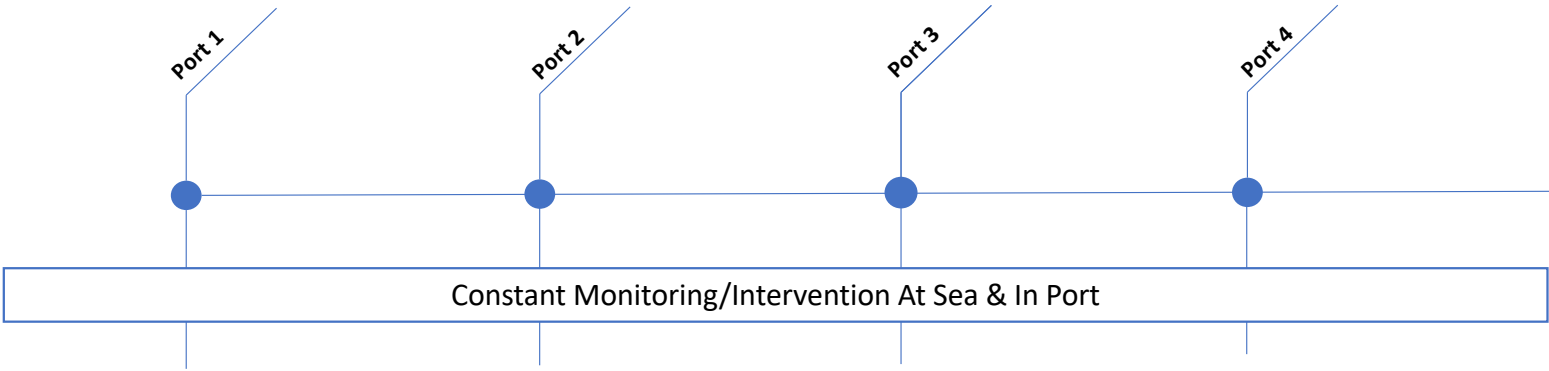
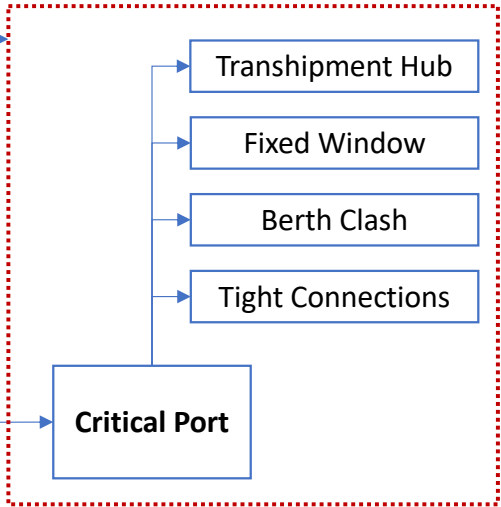
- We do not have to start with a physical location to provide 24/7 coverage

- We should focus on the areas where we can already get insight:

- Stowage Planning
- Port Productivity
- Schedule Management
- Voyage Management

A virtual setup, using people in existing locations is the MVP

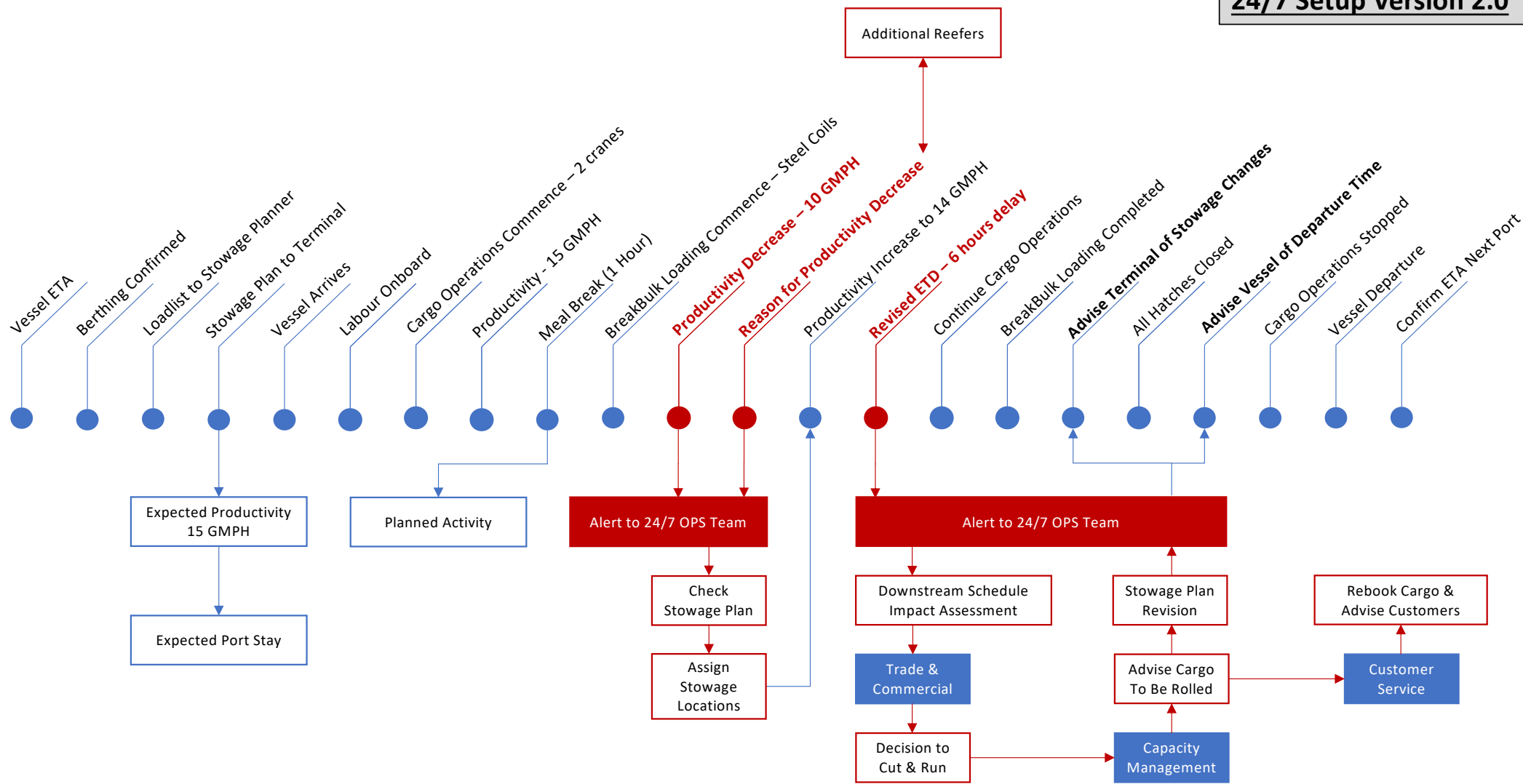
Priority for this service is to hit the critical port on schedule



In port management and visibility is to ensure that tactical priorities are aligned with the strategic requirements

Example of service where reaching the critical port is the main priority

24/7 Setup Version 2.0

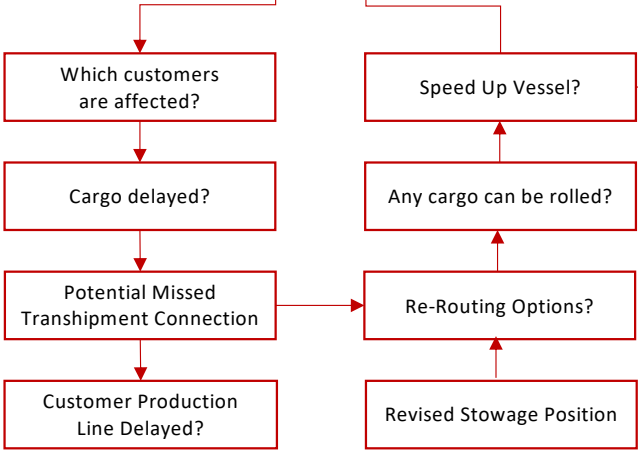
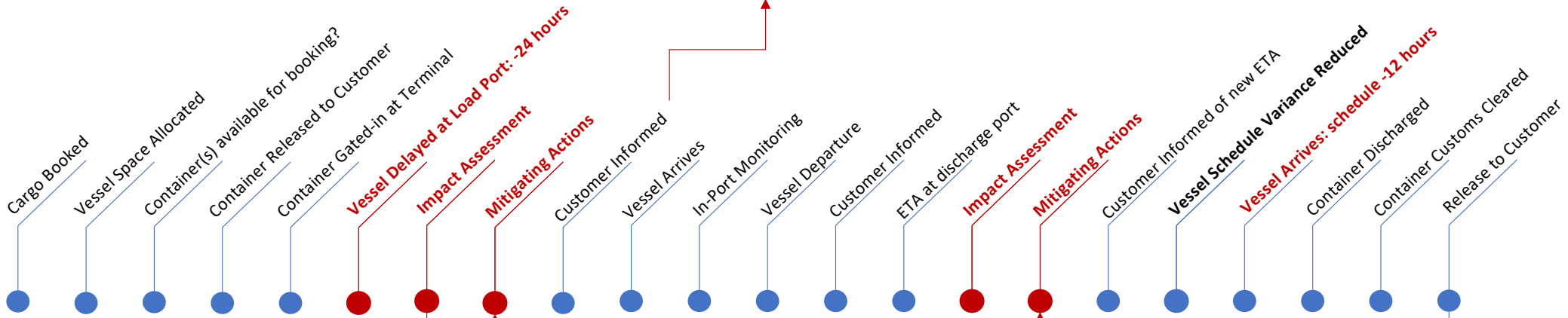


Example of in port management and visibility

24/7 Setup Version 3.0

Automated Message to Customer:

- What has happened?
- What is the potential impact?
- What are we doing to resolve this?

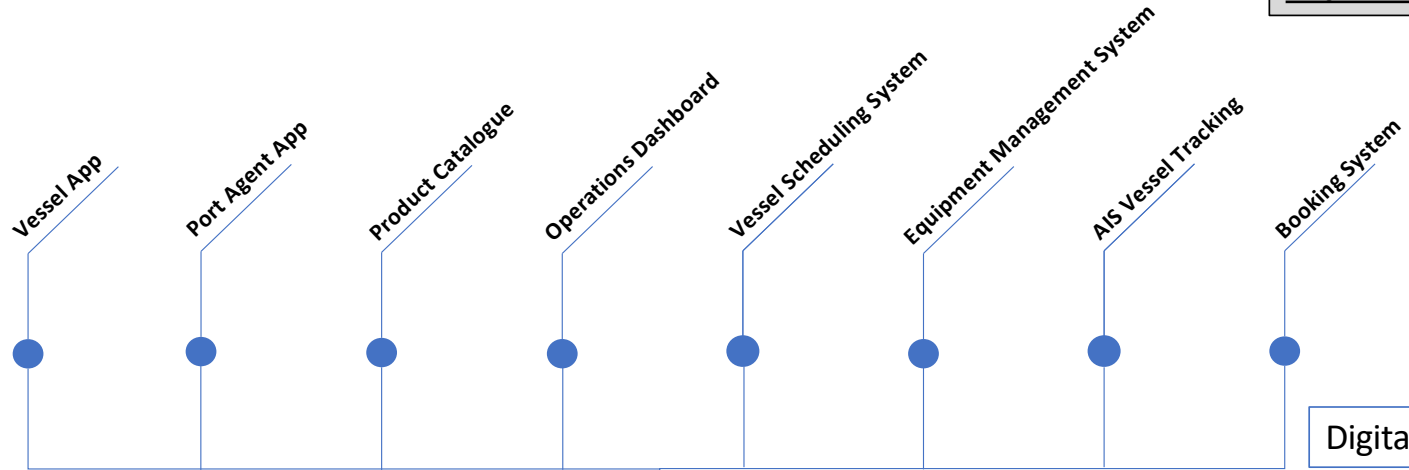


24/7 OPS & Customer Care Team

Feedback Loop:

- Customer feedback on our performance.
- What could we have done better?
- Why did this happen?
- Could this have been avoided?
- Was the problem within our control?
- How fast did we resolve the problem?
- Is this a recurring issue? (Structural)
- Can we make changes to prevent in future?

24/7 Full Setup – End Goal

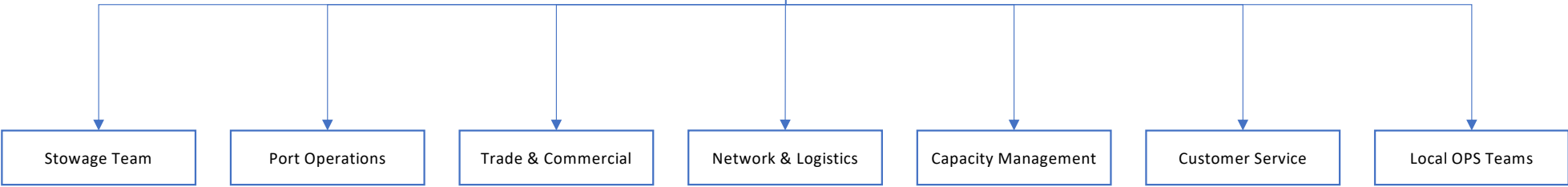


Digital Information Sources

24/7 Operations Setup

Visibility, Responsibility & Accountability

The primary objective is to identify and resolve operational issues within the shortest possible timeframe and minimize impact



Collaboration Across All Shipping Teams