



DEN INTERNATIONALE VIRKSOMHEDS UDFORDRINGER MED KOMMUNIKATION OG SAMARBEJDE

Peter Skyttegaard, Head of IT Strategy, Maersk Line, August 2016

Your promise. Delivered.

WE ARE MAERSK LINE

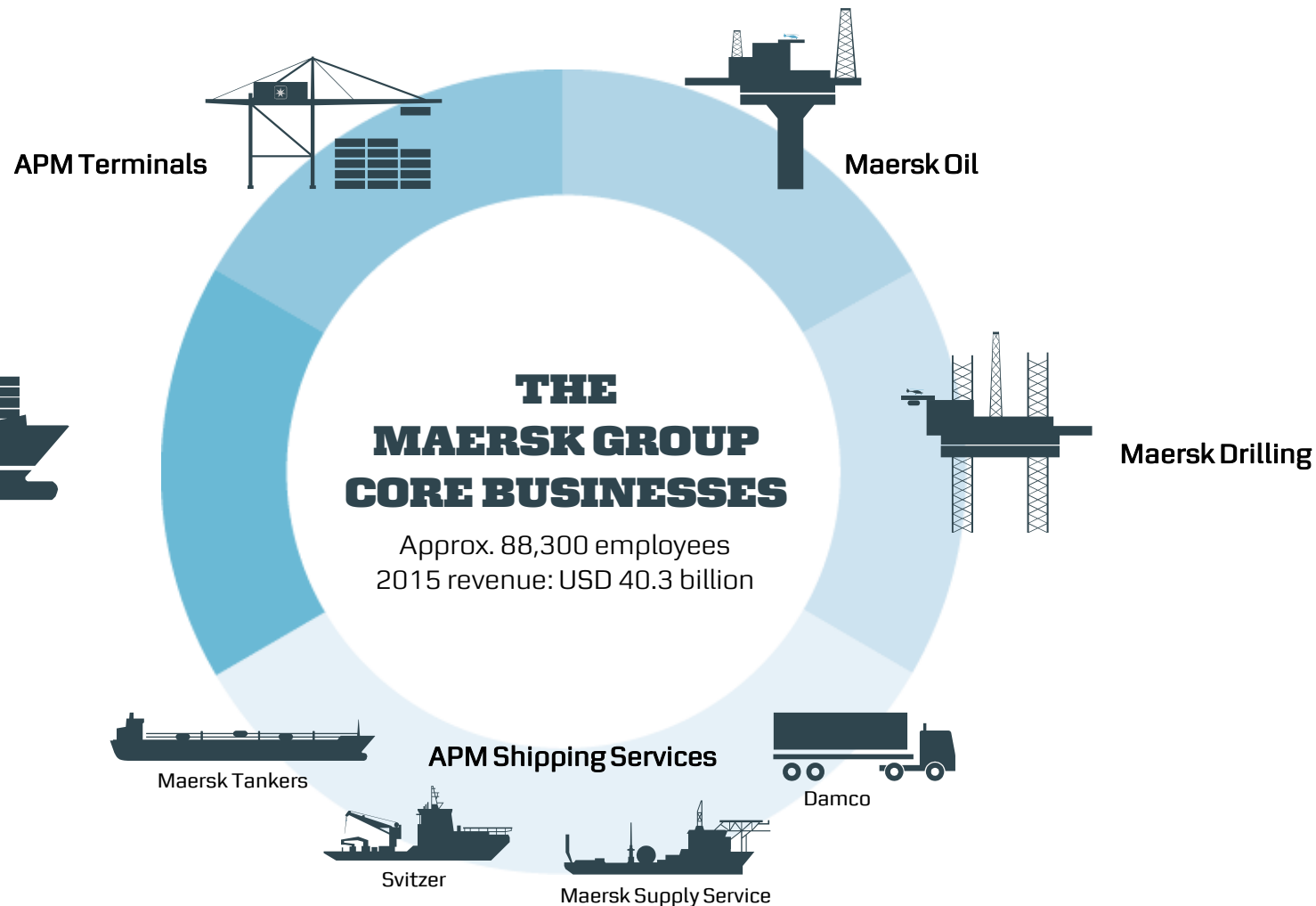


WE PLAY A KEY PART IN THE GROUP'S CORE BUSINESSES

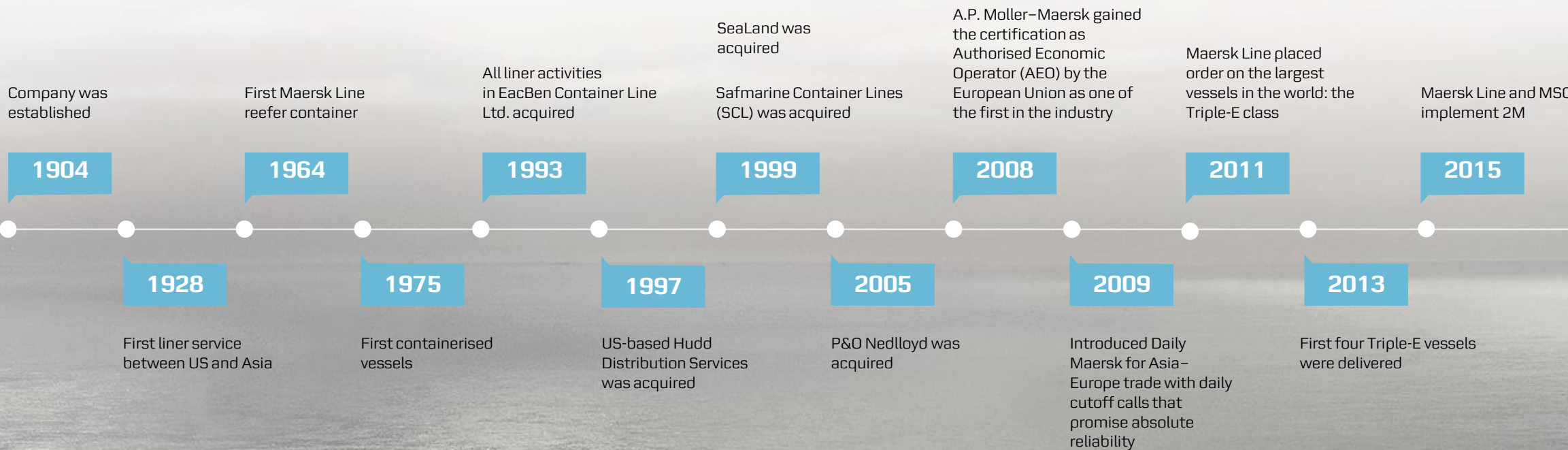


MAERSK LINE

Approx. 29,000 employees
2015 revenue: USD 23.7 billion



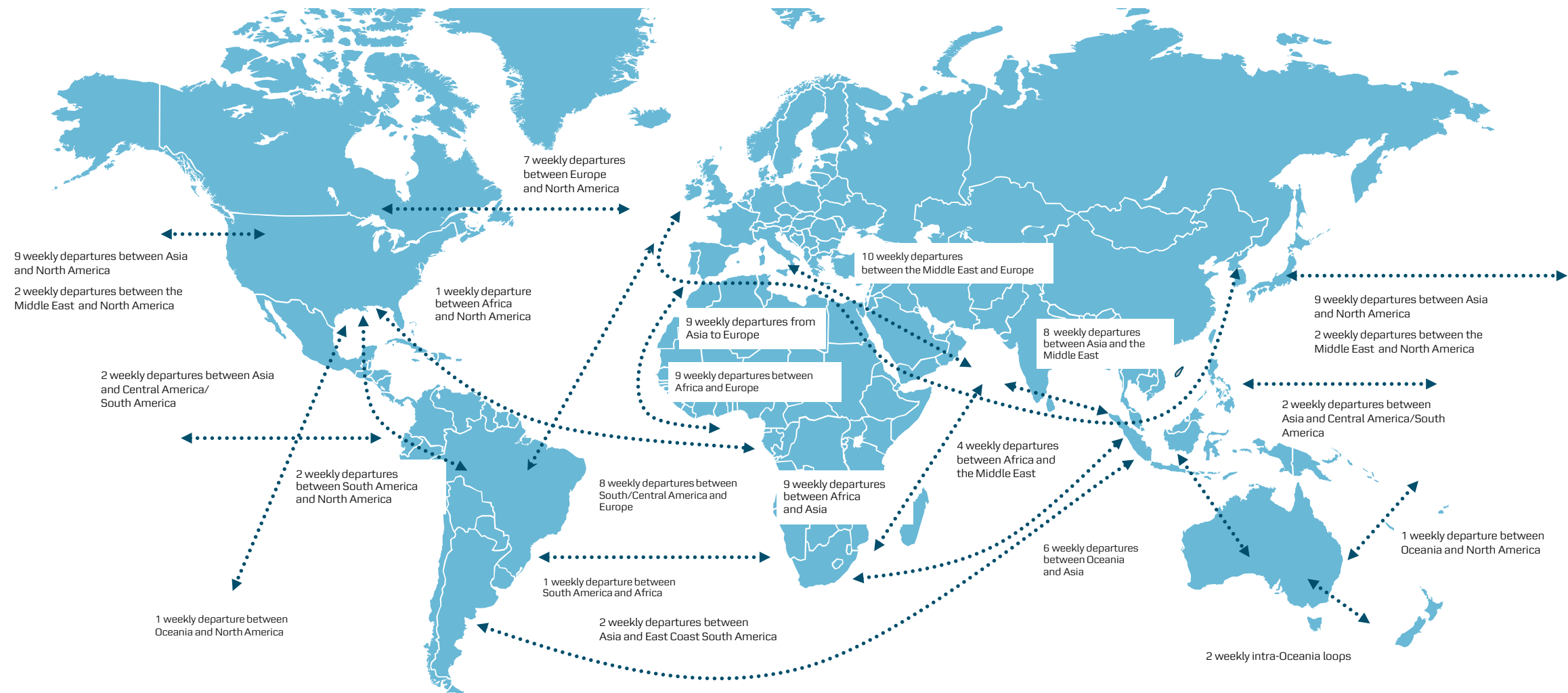
KEY MILESTONES



FIRST SERVICE IN 1928

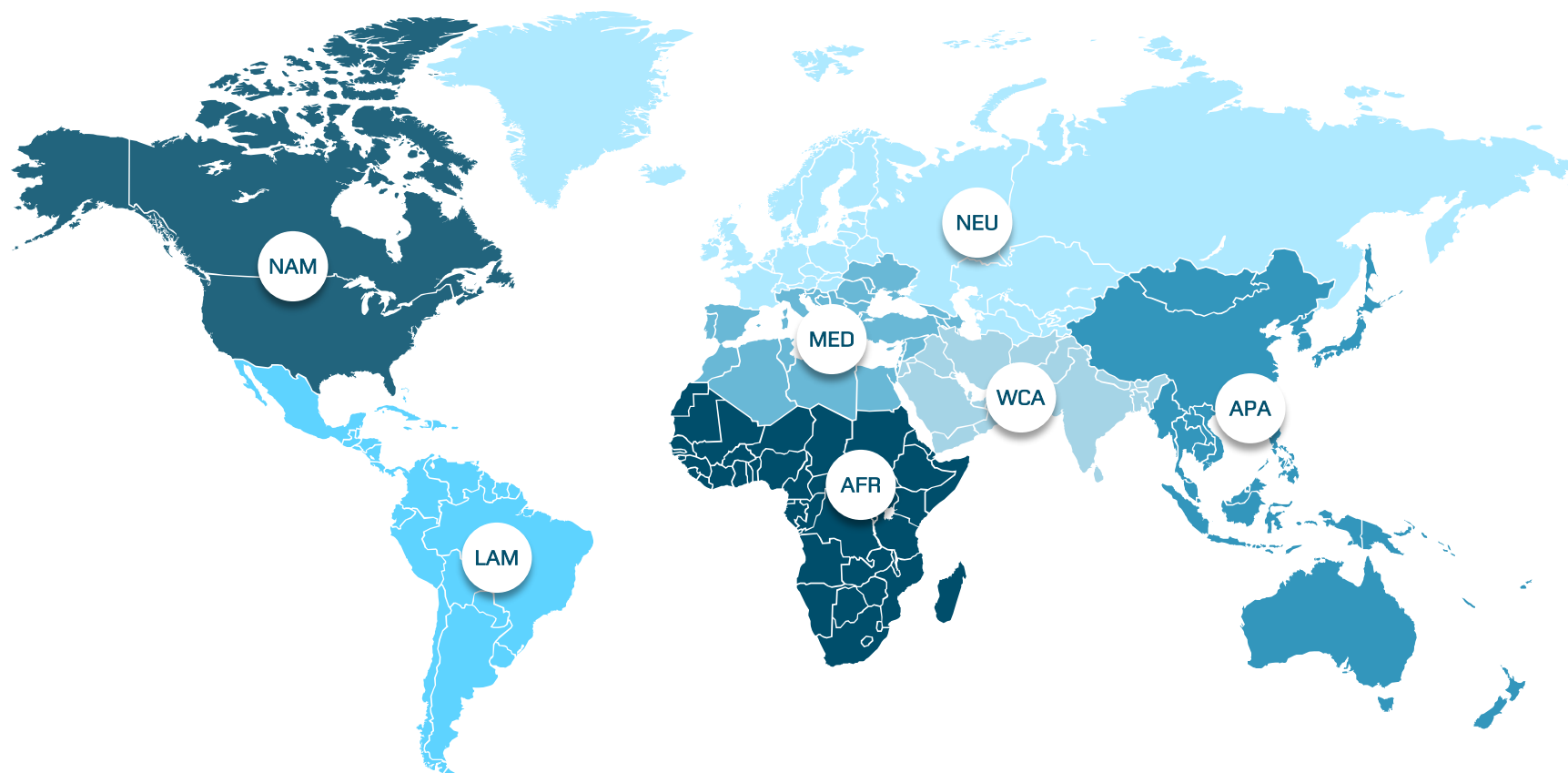


MAERSK LINE NETWORK (AUGUST 2016)*



* Showcases Maersk Line and Safmarine network only

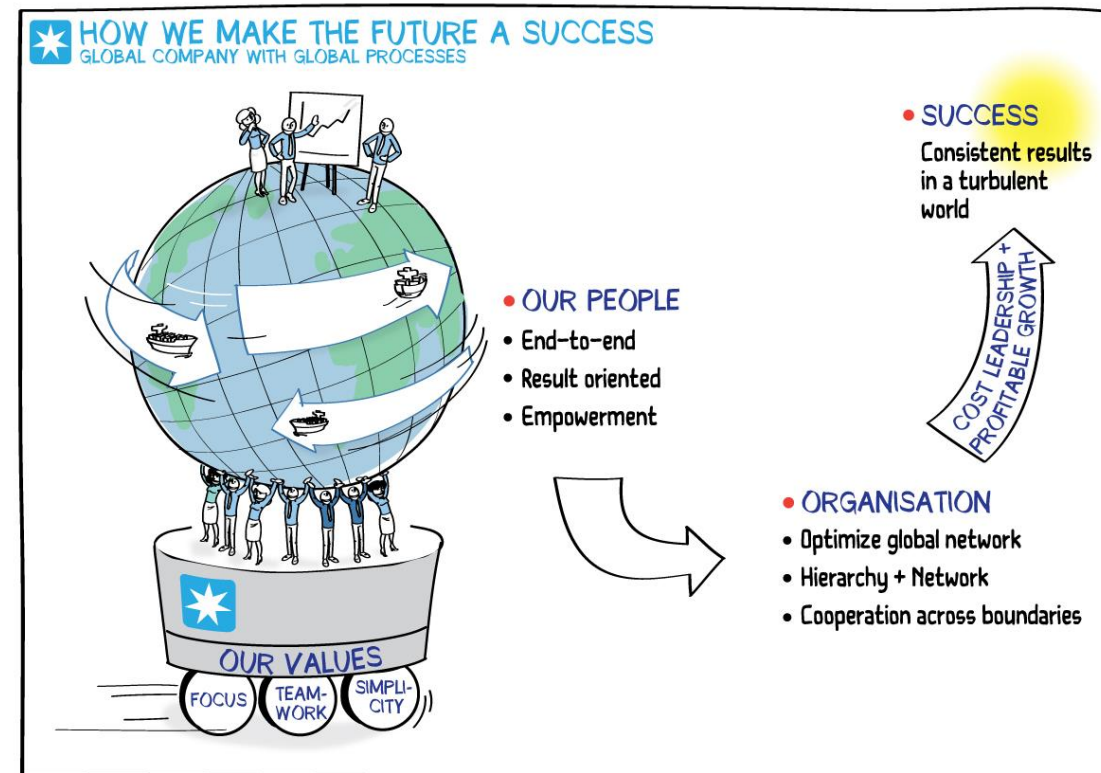
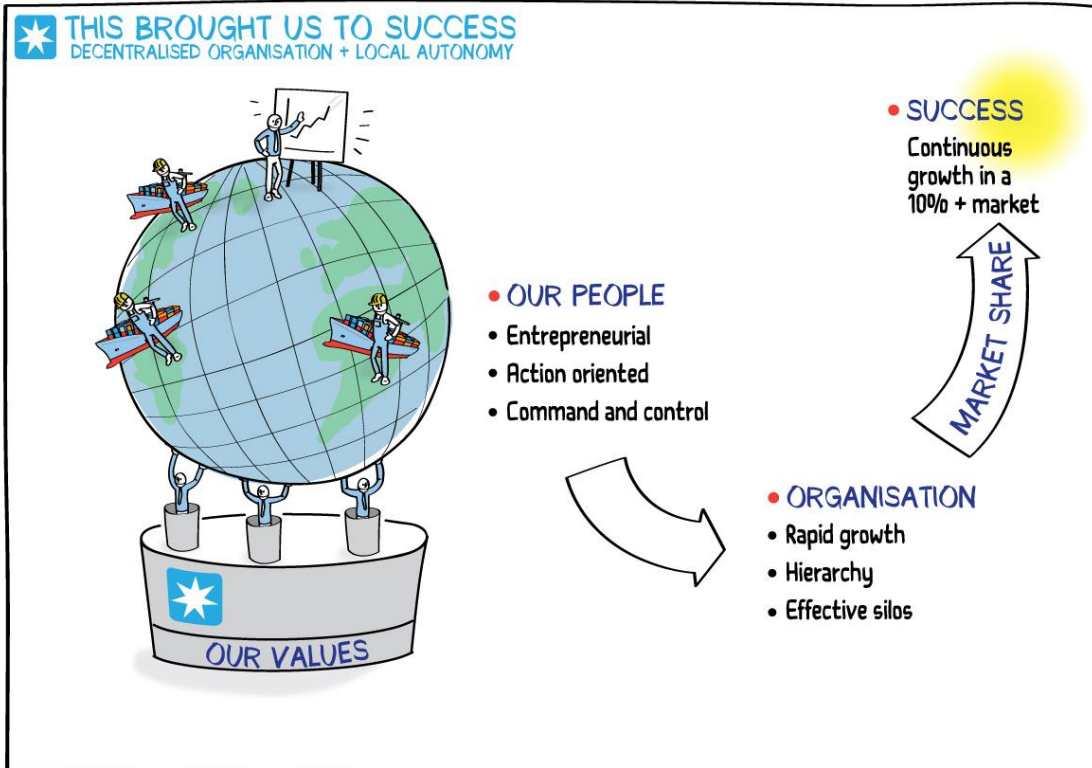
GEOGRAPHICAL REACH



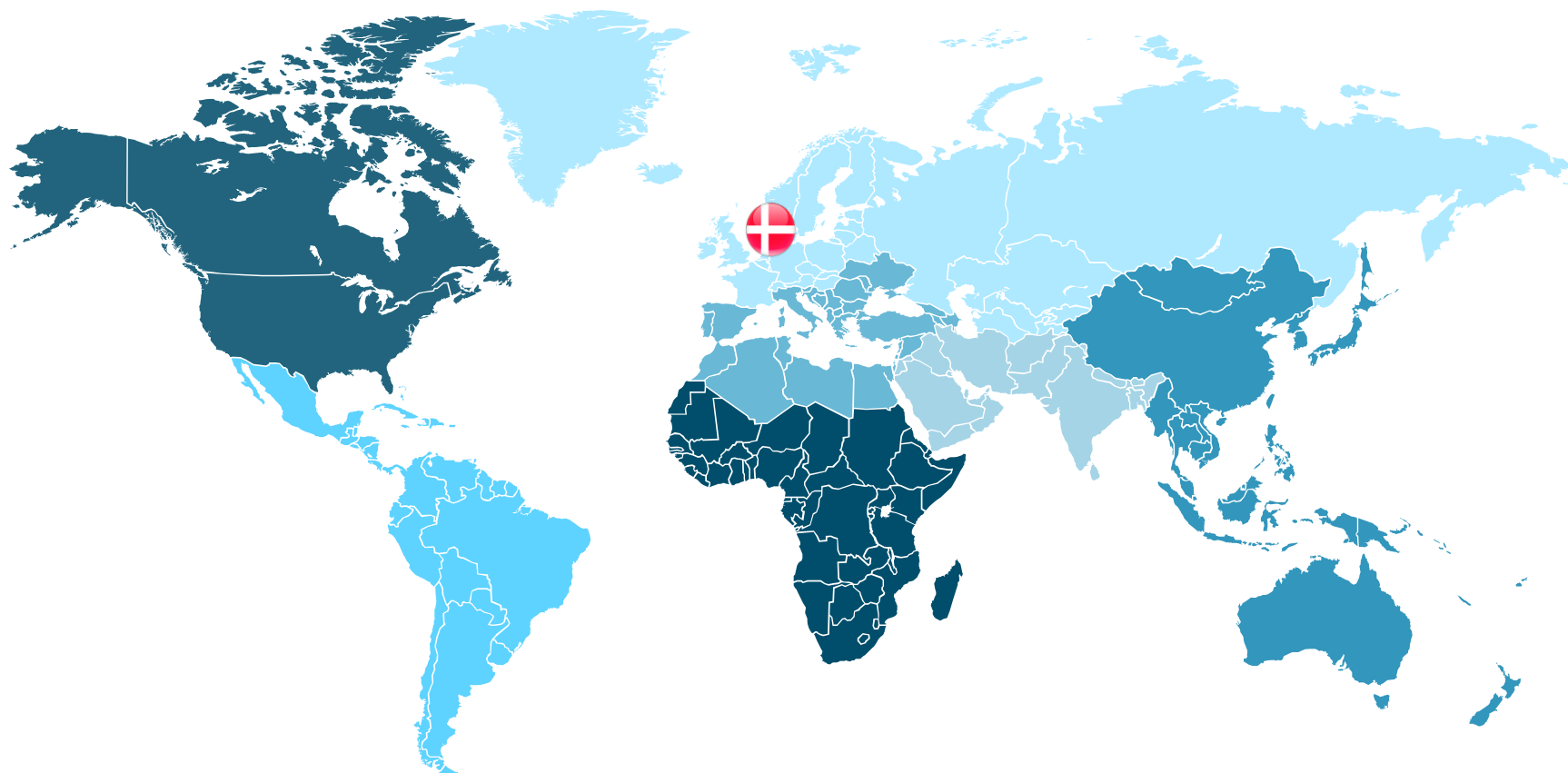
- 7 regions
- 114 countries
- 7,700 seafarers and 22,000 land-based employees
- 59,000 customers worldwide

NAM	<i>North America</i>
LAM	<i>Latin America</i>
NEU	<i>North Europe</i>
MED	<i>Mediterranean</i>
AFR	<i>Africa</i>
WCA	<i>West and Central Asia</i>
APA	<i>Asia Pacific</i>

CULTURE JOURNEY: FROM LOCAL AUTONOMY TO A GLOBAL COMPANY

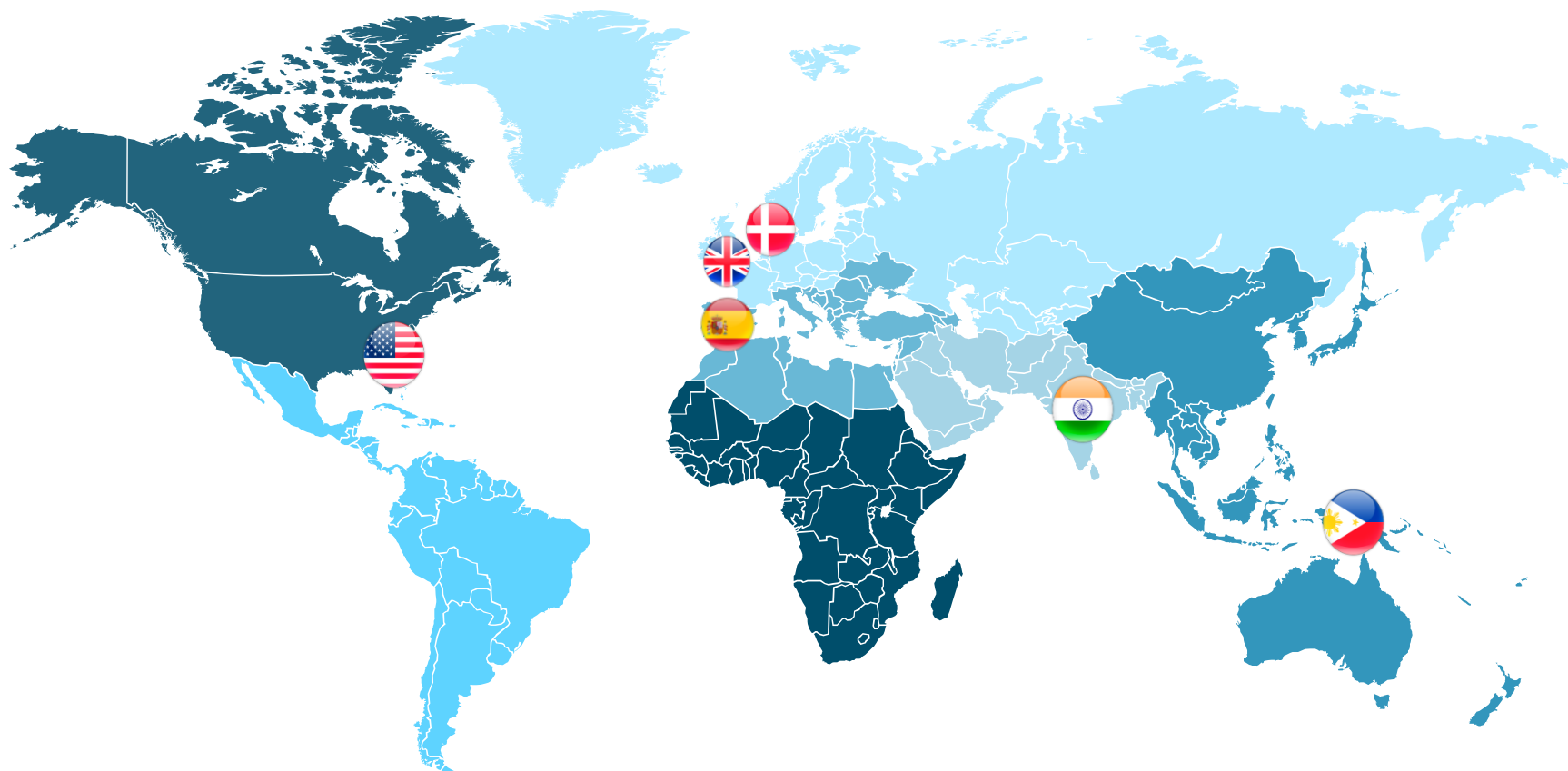


MAERSK LINE IT - 2004



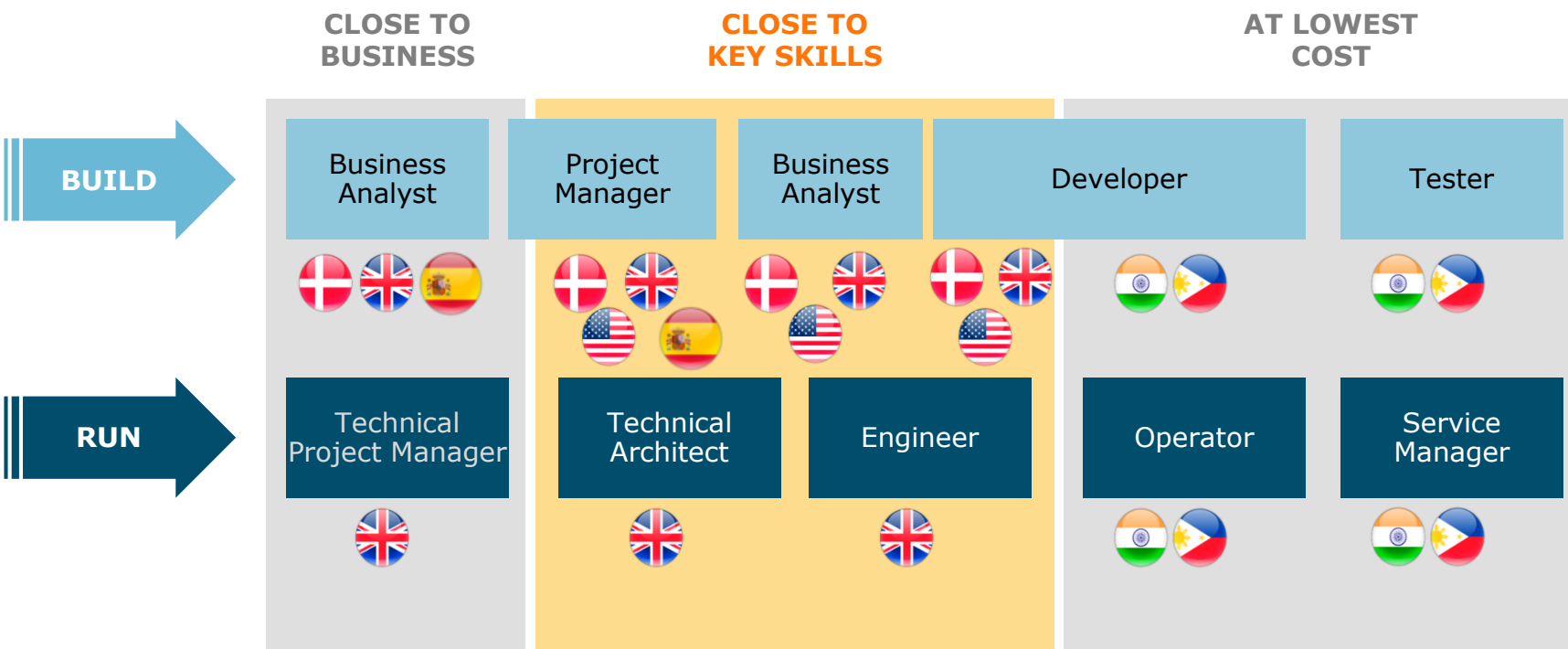
- Primarily Copenhagen based
- Most services delivered by Maersk Data in Copenhagen

MAERSK LINE IT - 2016



- Own offices in multiple countries across time zones
- Global supplier landscape

MAERSK LINE IT GLOBAL WORKFORCE AND LOCATION STRATEGY - PRINCIPLES



- Projects operate with global teams across multiple locations and time zones
- Often spanning both internal and external resources

For illustration purposes only. Not an accurate depiction of all roles and locations

NEW WAYS OF WORKING

NEW CHALLENGES

Culture

- Cultural differences do exist
- Not only between countries and regions
- But just as much between companies

Language

- We all have English as corporate language
- But there are many different types of “Yes”
- And very different levels of politeness

Technology

- Technology can help global collaboration (video conferencing etc.)
- But is frustrating when it doesn't work (*)

Leadership

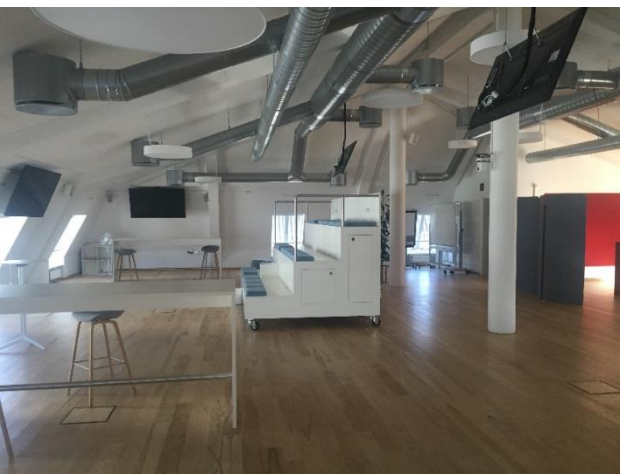
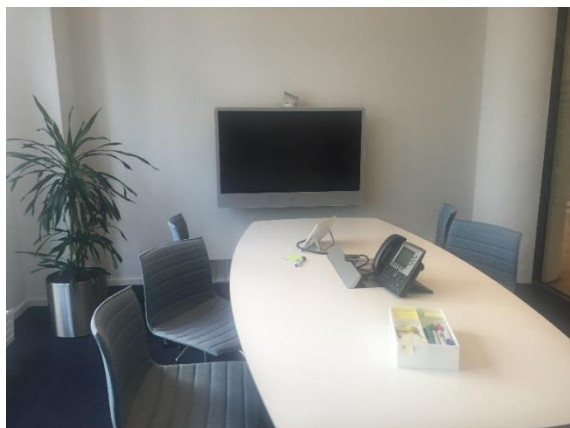
- Not all Leadership styles are appropriate for all tasks
- Leading virtual team requires different skills

- Since 2012, we have seen significant change to our global workforce strategy
- And we have worked very actively with amongst other KU to study the challenges faced during the change

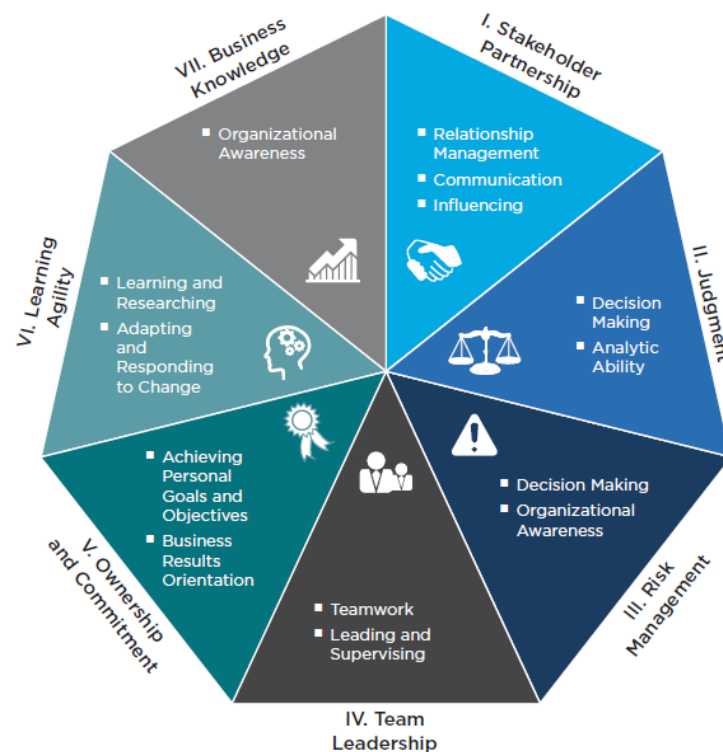
(*) A study by KU students showed that 19% of meeting time was lost due to technology issues

... AND NEW WAYS OF THINKING

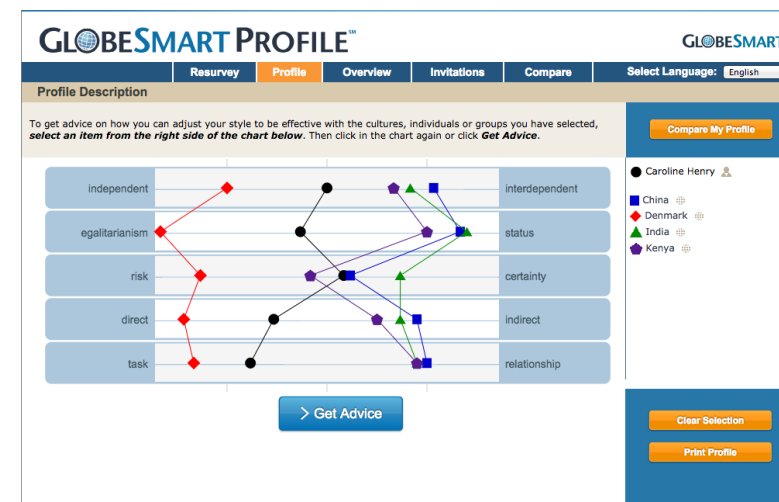
Office buildings refurbished to cater for virtual meetings and events



New Leadership Development for Project Managers with emphasis on "Entrepreneurial Skills"



- The experiences and studies has led to several changes
- And to a number of the KU students now being employed by Maersk Line IT

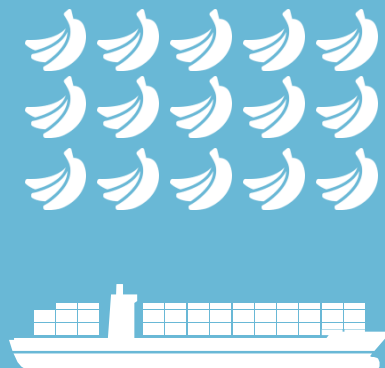


GlobeSmart Cultural training and intelligence

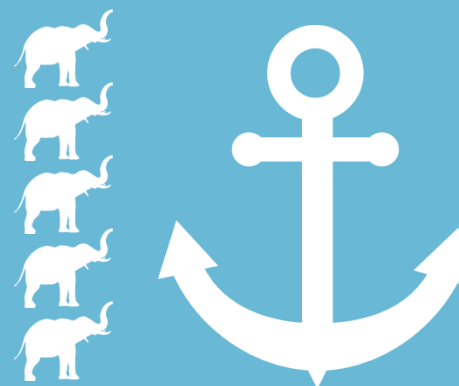
INTERESTING FACTS



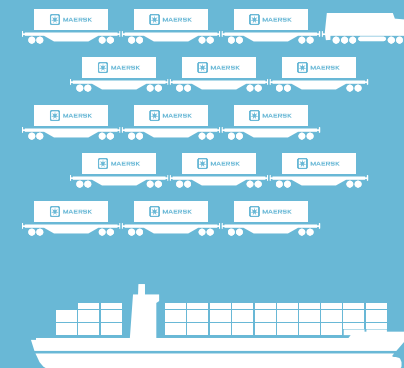
If all the Maersk Line containers were stacked on top of each other, they would reach approximately 2,500 kilometres high, equivalent to stacking 8,550 Eiffel Towers on top of each other.



A single 20-foot container can hold about 48,000 bananas. So, in theory, a PS-class vessel like the Emma Maersk could transport approximately 746 million bananas in a single voyage.



The anchor of a PS-class vessel weighs 29 tonnes, equivalent to the weight of five adult African elephants.



A PS-class vessel such as the Emma Maersk can carry 15,550 full 20-foot containers. That equals a train 92 kilometres long.

FUN FACTS ABOUT THE TRIPLE-E



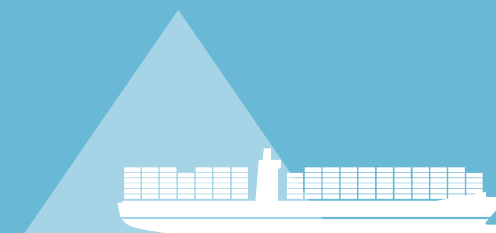
If all Triple-E class vessel containers were placed one after the other, they would reach about 110 kilometres. You could almost walk across the entire UK on top of these containers.



A single 20-foot container can hold about 6,000 pairs of sneakers. A Triple-E class vessel can transport approximately 111 million pairs of sneakers – enough to make everyone a jogger in Mexico.



A single 20-foot container can hold about 10,000 iPads. So, in theory, the Triple-E can transport approximately 182 million iPads in a single voyage - almost enough to give every person in Brazil the gadget.



It would only take four Triple-E class vessels to transport the entire contents of the grand Cheops Pyramid.