

Hapag-Lloyd Commercial Academy Commercial Challenge



Welcome to the Commercial Challenge



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You are about to embark on the Commercial Challenge journey. On some days, you will meet with your designated team and compete against colleagues to expand the business with an existing customer called 'Freightfully Yours'.

The Commercial Challenge is a day of fun and effort. You are responsible for finding the right balance between doing things quickly and doing things right, while showing that you can use elements you learned during the Commercial Academy.

You will most likely work together with 4–5 colleagues from Customer Service and Sales positions, and the day is structured so that all role players have an equally important role in the team's success.

Information will follow regarding where the challenge will take place, who is in your team and how the day is structured.

It is a competition



In this document, you will find most of the information you need to succeed at the Commercial Challenge. Additional information will be presented on the day.

During the day, your team and your competitors will be evaluated based on a set of criteria. The criteria are determined based on your learnings from the Commercial Academy, teamwork, the effort you put into the day and, last but not least, a presentation for the Freightfully Yours stakeholders, which will take place at the end of the day.

After all teams have presented their solution to the stakeholders, there will be a celebration at the end of the day. The winning team will receive a prize and some feedback from the stakeholders and the facilitators.

On the last page of this document, you can find a few things you can do to get off to the best possible start.

Read through the content to learn more about Freightfully Yours



CASE INFORMATION

Case information

Some background information

Alex, a former colleague of yours, has started working in a position within the logistics department at Freightfully Yours. A few days ago, you met with Alex, and he informed you of the recent changes that have occurred since the appointment of the new Supply Chain Director, Eric Anderson.

Eric, formerly the Senior Vice President of Almerites Latécoère, was recently appointed as Supply Chain Director at Freightfully Yours, with the primary goal of overseeing the expansion of the company's geographical reach as well as ensuring the smooth integration of any newly acquired companies and the maintenance of strategic partnerships.

From a financial perspective, Freightfully Yours has had some good years during the pandemic, however the company has also experienced challenges with their carriers. These predominantly consist of lack of equipment, container role and resultant customer service response.

What is expected from you?

Eric is a businessman at heart, and he understands the importance of strong relationships. However, a lot has changed since the Covid-19 outbreak, and Eric wants to ensure that Freightfully Yours and its operation are fit and resilient to tackle the potentially turbulent times ahead. Furthermore, Eric is keen to explore options on various transportation, now that demand is less extreme.

For this reason, Freightfully Yours has initiated a process where it seeks to build strong relationships with carriers, making it ideal for you and your team to reach out to the two Freightfully Yours stakeholders involved in this process.

During the Commercial Challenge, you will meet Eric and Martina with your team, and during the meetings, you are expected to identify their needs and pain points. Later you are to provide a solution with both a sales and customer-service perspective, which should live up to their expectations. Hopefully, this will make them choose your team as the winning carrier.

Slides describing the case

CUSTOMER SERVICE

Customer-service perspective

Upcoming meetings

Sales are working in response to information from a former colleague to secure existing and new volume with Freightfully Yours. They will meet with the customer to discuss the possibilities. You have been made aware that reliability and service issues are important to the customer, and within a short time, you will be contacted by a stakeholder from Freightfully Yours with a service request.

How what?

With the upcoming carrier selection process, solving service issues for Freightfully Yours is more important than ever, and awareness of the issues and recent cases will prove invaluable to the customer. Your role will be to understand how to help the customer as best possible going forward, while adhering to Hapag-Lloyd's quality promises.

Customer service KPIs

Slides describing customer service requirements and KPIs

ACCOUNT PLAN

Account plan: Freightfully Yours

Customer details

Account: Freightfully Yours Account Name code: Account Type: FMO

Customer segment/industry

Customer segment: FMO

Customer responsibility

Customer responsibility: FMO

Why are we targeting this customer?

Freightfully Yours has indicated a promise of ongoing contracts with stable carriers for their e-commerce business strategy. The potential volume is stable on average 27K TEU/year equally spread across multiple regions, mainly in the Americas. This, together with Freightfully Yours' commitment to value (transit time) with a high emphasis on direct shipping, making this key for a multi-legger freighter on the East and West Coast, which is an opportunity for us to increase our share of volume with this customer and position us as one of our top global partners.

Company information

Freightfully Yours is an e-commerce engaged carrier (see 100% e-commerce) in the transportation of goods by sea, land and air, for various industries. The company is headquartered in Houston, Texas, Freightfully Yours is primarily an e-commerce carrier in the supply chain to create and ensure seamless transportation of their customer goods. The company level experience spans the US, Canada, Argentina and Japan. Their other main products are shipped. Due to its unique operating model by offering shipping directly to the customer (no terminal and no consolidation in a central hub), Freightfully Yours has a high level of customer loyalty. Freightfully Yours is a fully owned subsidiary of Hapag-Lloyd, which has a long-term relationship with the customer. It is a key to better service to ensure the delivery of the customer's goods in a timely and quality of service. In recent years, Freightfully Yours has experienced performance with more carriers in order to increase the cost and ensure the customer's needs.

Key facts and figures

Freightfully Yours is a global strategic approach for increasing business with high shippers. With Freightfully Yours, there is a business opportunity to increase share of volume in one of the world's largest freight forwarders and increase in cargo capacity.

See our report to ensure the freightfully Yours will increase its share within the Hapag-Lloyd portfolio. Currently, our total agreement is 7% of share of volume with this customer, and significant potential for growth.

Region/Market	Direction	Freightfully Yours	Other carriers	Market share
Latin America - Central	US to Europe	85,000	85,000	50%
	Europe to US	70,000	70,000	50%
Asia - USA	Asia to USA	80,000	80,000	50%
	USA to Asia	70,000	70,000	50%
Latin America - Asia	Asia to Latin America	50,000	50,000	50%
	Latin America to Asia	50,000	50,000	50%
Other	Other to Other	40,000	40,000	50%
	Other to Other	40,000	40,000	50%
Total		270,000	270,000	7%

Slides describing the account plan + additional case-relevant metrics

STAKEHOLDERS

MARTINA FREY SEA FREIGHT MANAGER

Personal profile

Eric Anderson SUPPLY CHAIN DIRECTOR

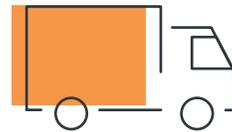
Personal profile

Eric Anderson was recently appointed the Supply Chain Director at Freightfully Yours.

Eric's Agenda

- Eric is the Supply Chain Director and a member of management.
- Eric has very recently started leading Freightfully Yours' supply chain.
- Eric was brought in to oversee the expansion and implementation of Freightfully Yours' supply chain and strategic relationships with Freightfully Yours' partners.
- Eric has a solid understanding of the logistics and shipping industry, and has many years of experience at Almerites Latécoère and functional for two reasons:
 - He has a solid understanding and insight into the industry.
 - He has a large network of different stakeholders across SCDs and carriers.
- Eric is interested in optimizing the overall service and quality of Freightfully Yours' partners.
- Among other priorities, the year Eric will be focusing on ensuring partnerships with carrier/shipping companies and supporting the transformation agenda of Freightfully Yours.
- Eric is a businessman at heart. He has an analytical mindset and can be perceived as being a bit critical.

Slides introducing the key stakeholders



CASE INFORMATION

Some background information



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From a financial perspective, Freightfully Yours has had some good years during the pandemic, however the company has also experienced challenges with their carriers. These predominantly consisted of lack of equipment, container rolls and insufficient customer service responses.

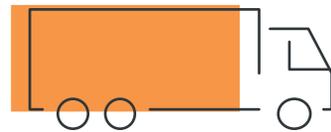
What is expected from you?



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For this reason, Freightfully Yours has initiated a process where it seeks to build strong relationships with carriers, making it ideal for you and your team to reach out to the two Freightfully Yours stakeholders involved in this process.

During the Commercial Challenge, you will meet Eric and Martina with your team, and during the meetings, you are expected to identify their needs and pains. Later you are to provide a solution with both a sales and customer-service perspective, which should live up to their expectations. Hopefully, this will make them choose your team as the winning carrier.



CUSTOMER **PERSPECTIVE**

Customer-service perspective

Upcoming meetings



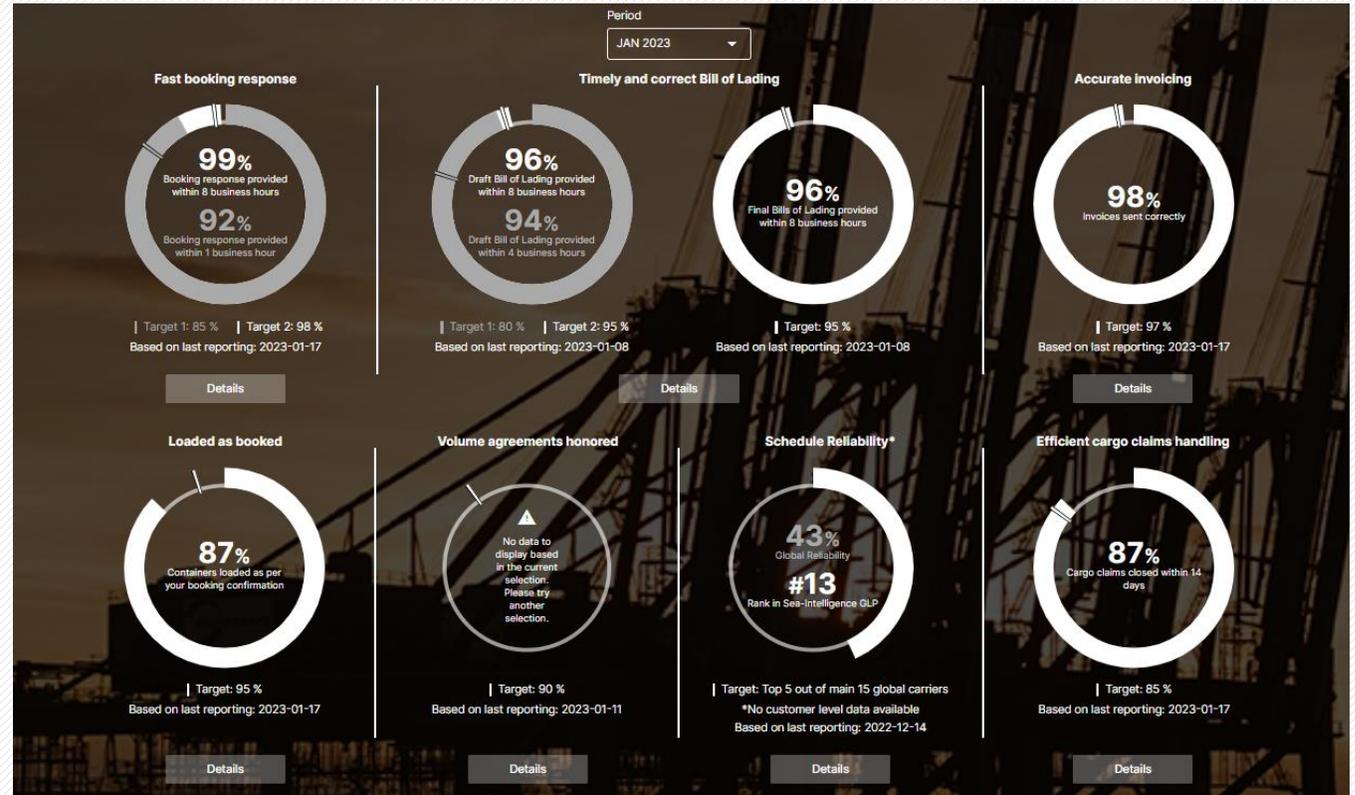
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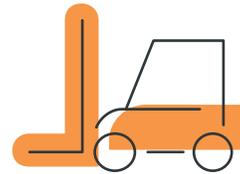
Now what?



With the upcoming carrier selection process, solving service issues for Freightfully Yours is more important than ever, and awareness of the issues and recent cases will prove invaluable to the customer. Your role will be to understand how to help the customer as best possible going forward, while adhering to Hapag-Lloyd's quality promises.

Customer service KPIs





ACCOUNT PLAN

Account plan: Freightfully Yours

Customer details

Account: Freightfully Yours

Account Match code:

Account Type: NVO

Customer segment/industry

FREIGHT FORWARDER

Why are we targeting this customer?

Freightfully Yours just initiated a process of signing contracts with reliable carriers for their mid-/long-term business strategy. The potential volumes at stake are some 270k TEU /year equally spread across multiple trades, mainly on the dominant leg. Recently Freightfully Yours entered a Joint Venture (JV) with a conglomerate in South America, paving the way for a much bigger footprint on the East- and West Coast, which is an untapped territory. We see a lot of potential to increase our share of wallet with this customer and position HL as one of its strategic partners.

Company information

Freightfully Yours is an internationally engaged carrier (est. 1989) specialising in the transportation of goods by sea, land and air, for various industries. The company is headquartered in Houston, Texas. Freightfully Yours is present at all touchpoints of the supply chain to monitor and ensure seamless transportation of their customers' good. The company owns warehouse sites in the US, Germany, Argentina and Japan, from where some products are shipped. Due to difficulties in meeting demand for all their offerings, mostly triggered by the Covid-19 pandemic and the resulting rise in e-commerce, Freightfully Yours decided to acquire the US-based, medium-sized competitor Frostbox. Freightfully Yours is a family-owned company, which has historically relied on organic growth. It aims to further extend its focus on the monitoring of the cold chain so as to ensure the quality of crucial processes. In recent years, Freightfully Yours has established partnerships with some carriers in order to minimise risk and meet customer demands.

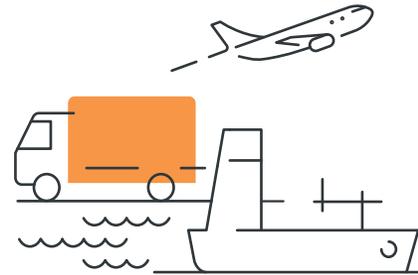
HAPAG LLOYD strategy

Hapag-Lloyd AG has a clear strategic approach for increasing business with freight forwarders. With Freightfully Yours, there is a lucrative opportunity to increase share of wallet in one of the world's largest freight forwarders and establish a strategic partnership.

We are eager to ensure that Freightfully Yours will become the new star within the Hapag-Lloyd portfolio. Currently, we hold approximately 7% of share of wallet with this customer, and a significant increase is realistic.

Volume targets

Direction	Freightfully Yours		HLAG share	
	Vol. last year (TEUs)	Vol. last year	Share of wallet	
Latin America – Europe	85,000	8500	10%	
Europe – Latin America	10,000	1000	10%	
Asia – USA	50,000	0	0%	
USA – Asia	10,000	1200	12%	
Latin America – Asia	55,000	7150	13%	
Asia – Latin America	15,000	0	0%	
Others	45,000	0	0%	
Total	270,000	18,850	7%	



FREIGHTFULLY YOURS' STAKEHOLDERS

Freightfully Yours stakeholders

STAKEHOLDER PROFILES

Learn more about Freightfully Yours' stakeholders on the following pages. The insights are gathered from Freightfully Yours' website, LinkedIn and sources within the company.



LOGISTICS



500+ connections

Martina Frey

Sea Freight Manager at Freightfully Yours
Houston, Texas

In charge of the global logistics planning to ensure the most efficient strategies and execution.

C-SUITE



500+ connections

Eric Anderson

Supply Chain Director at Freightfully Yours
Houston, Texas

Responsible for Freightfully Yours' overall logistics budget and service with NVOs and carriers.

ERIC ANDERSON SUPPLY CHAIN DIRECTOR

Personal profile

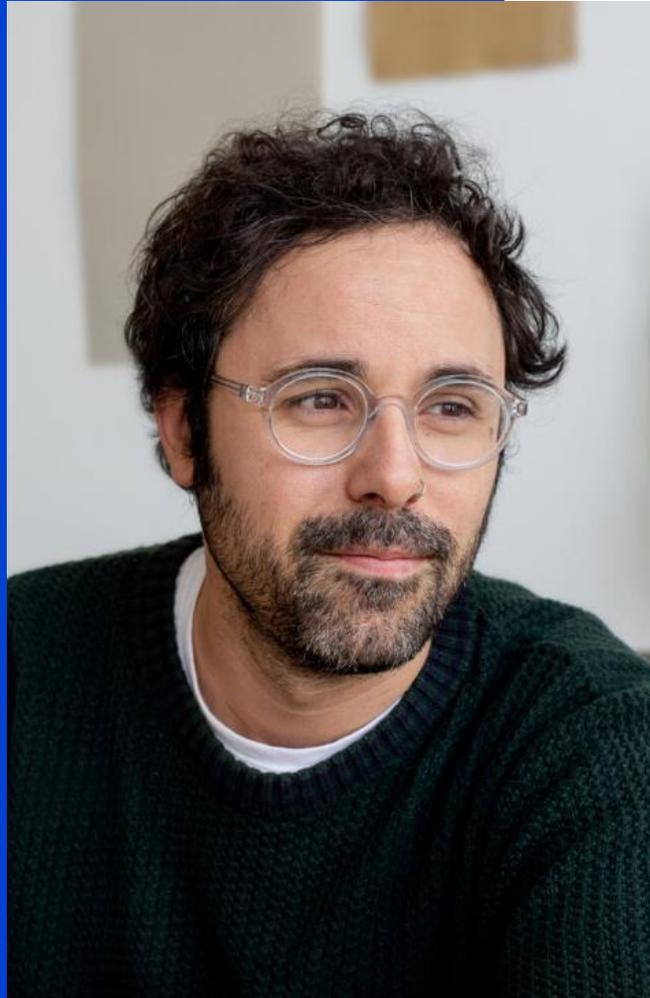
Eric Anderson was recently appointed the supply chain director at Freightfully Yours.

Before working for Freightfully Yours, Eric was the SVP at Alimentos Latinos.

Eric holds a bachelor's degree in business and a master's in supply chain.

He always aims to keep a long-term, holistic focus on value creation at Freightfully Yours.

Eric has a lot of influence in the company, and the CEO of Freightfully Yours values Eric's perspective on decisions highly.



Eric's Agenda

- Eric is the Supply Chain Director and a member of management.
- Eric has very recently started leading Freightfully Yours' supply chain.
- Eric was brought in to oversee the expansion and implementation of Frostbox, but also to streamline the supply chain and strategic relationships with Freightfully Yours' partners.
- Eric has a solid understanding of the logistics and shipping industry, and his many years as SVP at Alimentos Latinos are beneficial for two reasons:
 1. He has a solid understanding and insights into the industry.
 2. He has a large network of different stakeholders across BCOs and carriers.
- Eric is interested in optimising the overall service and quality of Freightfully Yours' partners.
- Among other priorities, this year Eric will be focusing on streamlining partnerships with carriers/shipping companies and supporting the decarbonisation agenda of Freightfully Yours.
- Eric is a businessman at heart. He has an analytical mindset and can be perceived as being a bit critical.

MARTINA FREY SEA FREIGHT MANAGER



Personal profile

Martina Frey has been with Freightfully Yours for one year. She came from a similar job at FedEx.

Martina has well-established relationships with different carriers, as she worked with them for many years in her job at FedEx.

One of Martina's focus areas is to make sure that customers get the best possible service and experience working with Freightfully Yours.

Martina has medium decision-making power, and she is often invited to management meetings to share her opinion.



Martina's Agenda

- As Sea Freight Manager, Martina is responsible for improving productivity and efficiency while keeping cost down. Furthermore, Martina is responsible for improving Freightfully Yours' NPS and for ensuring that Freightfully Yours' sea freight operates as smoothly as possible.

Some of the tasks Martina and her team are responsible for are:

- Analyse operational performance and resolve issues
 - Collaborate with customers and carriers to increase NPS
 - Find ways to decrease costs
- Martina's focus is quality assurance throughout the supply chain touchpoints, where she believes that numerous elements can be improved.
 - Martina is focused on bringing costs and energy consumption down and keeping them down. However, reliability and service is of great importance to her, as she knows that these elements are vital for the overall customer experience.
 - Martina is known for being a kind person, and she always has time to chat over a cup of coffee.

Prepare a little and overtake the competition



Before your team shows up on the day of the Commercial Challenge, there are a few things that would be useful. These are not mandatory; however, they are very beneficial if you would like to win the Commercial Challenge and receive standing ovations, envious looks from colleagues and the prize!

As soon as you are informed of your team members, set up a meeting and:

- Decide on a team name

- Read through this document to learn more about Freightfully Yours

- Visit the Freightfully Yours website



The Commercial Academy team, your facilitators and the stakeholders are very much looking forward to meeting you and learning more about why your team should be the selected carrier for the future.

See you soon