

Hapag-Lloyd Commercial Academy Commercial Challenge



Welcome to the Commercial Challenge



Welcome to the Commercial Challenge



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 Alimento Latino, 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 type: Retail Account type: FMO

Customer segment/industry

Customer segment: Retail

Customer responsibility

Customer responsibility: Retail

Why are we targeting this customer?

Freightfully Yours has a proven track record of solving complex and multi-faceted business challenges. The general volume of sales on core 2024 TCU year equals several other major regions, making the business highly strategic for Freightfully Yours. The customer is a high-value client, making the key to a successful long-term relationship with the client and Eric, which is our responsibility. The sales team is prepared to increase their share of wallet with this customer and position it as one of our top priorities.

Company information

Freightfully Yours is an internationally engaged carrier (over 100) specializing in the transportation of goods by sea, land and air. Its vertical industries: The company is headquartered in Houston, Texas, Freightfully Yours is present in all continents of the supply chain to ensure maximum operational transparency of their customer's goods. The company has extensive sales in the UK, Germany, Argentina and Japan. Their other main products are shipped. Due to its global presence, Freightfully Yours is a key player in the global supply chain and the resulting in a strong network of carriers to ensure the customer's needs are met. Freightfully Yours is a key player in the global supply chain and the resulting in a strong network of carriers to ensure the customer's needs are met. Freightfully Yours is a key player in the global supply chain and the resulting in a strong network of carriers to ensure the customer's needs are met.

Key metrics and KPIs

Freightfully Yours is a key player in the global supply chain and the resulting in a strong network of carriers to ensure the customer's needs are met. Freightfully Yours is a key player in the global supply chain and the resulting in a strong network of carriers to ensure the customer's needs are met.

Region	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 - East	Asia to Europe	80,000	80,000	50%
	Europe to Asia	75,000	75,000	50%
Latin America - South	US to Europe	80,000	80,000	50%
	Europe to US	75,000	75,000	50%
Africa - North	US to Europe	80,000	80,000	50%
	Europe to US	75,000	75,000	50%
Other	US to Europe	80,000	80,000	50%
	Europe to US	75,000	75,000	50%
Total		275,000	275,000	75%

Slides describing the account plan + additional case-relevant metrics

STAKEHOLDERS

MARTINA FREY SEA FREIGHT MANAGER

Personal profile

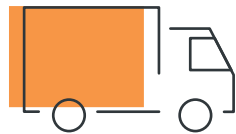
Eric Anderson SUPPLY CHAIN DIRECTOR

Personal profile

Eric'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 to ensure the 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 in the industry.
- Eric has a solid understanding and insight into the industry.
- Eric has a large network of different stakeholders across SDCA and carriers.
- Eric is interested in optimizing the overall service and quality of Freightfully Yours' partners.
- Among other priorities, the goal Eric will be focusing on ensuring partnerships with carrier/shipping companies and supporting the Sustainability 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



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 Alimentos Latinos, 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 consisted of lack of equipment, container rolls and insufficient customer service responses.

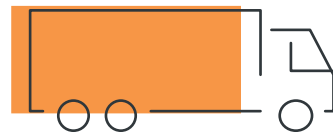
What is expected from you?



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 vaccine 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 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



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.

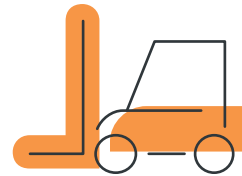
Now what?



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.

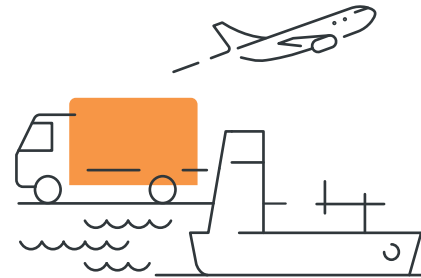
HAPAG LLOYD strategy

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

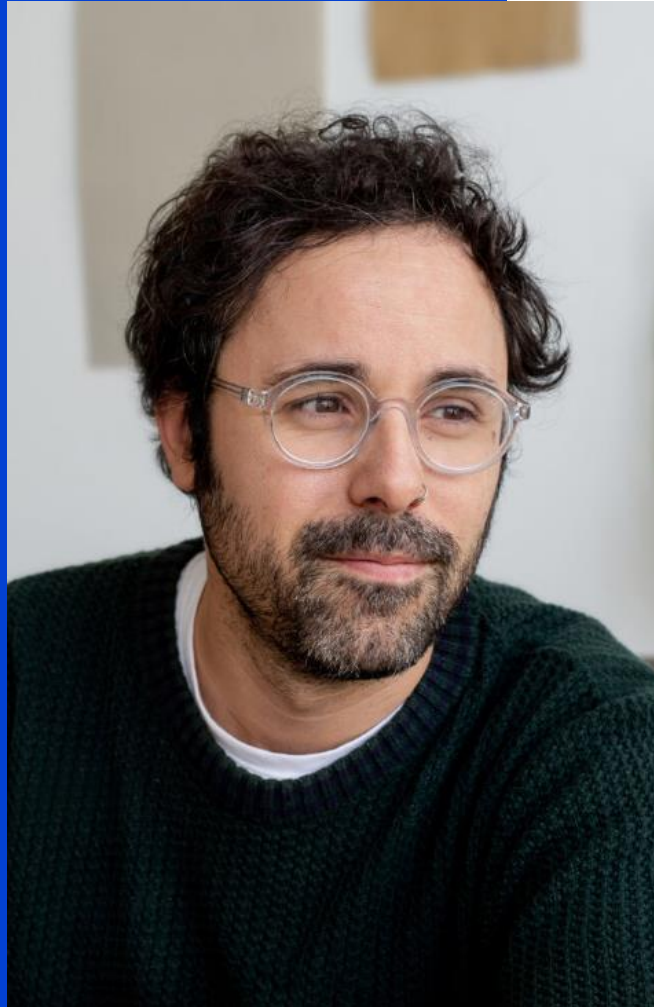
Eric Anderson was recently appointed the supply chain director at Freightfully Yours.

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