

Corporate Restructuring by Key Liner Enhancing Customer Experience is the Key

The global logistics industry has been sailing through waves of challenges, with more companies entering strategic mergers and acquisitions, together with the utilisation of technology for enhancing efficiencies. Maersk Line, the world's leading container shipping company is a case in point.



Mike Fang, Vice President, Head of Greater China, Maersk Line points out that through this merger, the company can take decisions faster, further enhancing the customer experience and enabling the company to deliver solutions that meet customers end-to-end supply chain management needs.

馬士基航運大中華區主管及副總裁方雪剛形容，通過這次整合，讓馬士基更迅速地完成決策，進一步提升客戶體驗，並提供配合客戶「端對端」供應鏈管理需要的方案。

Low sulphur IMO regulation

Among the challenges, the new IMO regulation that requires all vessels to switch to fuels with a maximum Sulphur content of 0.5%, with sulphur emissions lowered by over 80%, with effect from 1 January 2020. "Low sulphur fuels are significantly more expensive. For Maersk alone, the cost of compliance could exceed USD 2 billion, while for the global container shipping industry could be up to USD 15 billion," according to Mike Fang, Vice President, Head of Greater China, Maersk Line.

In this regard, Maersk has dedicated technical and commercial teams to support customers to plan for cost uncertainty and compliance risks. "Our customers should expect the cost of shipping goods to cover the increase. Therefore, they should prepare to plan and budget for additional shipping cost increase as of Q4 2019, where bunkering of compliant fuels on our vessels will initiate," says Mr Fang.

He adds that the company began its strategic business transformation towards an integrated transport and logistics company in 2016. From 1 January 2019 onwards, Damco's supply chain services and Maersk Line's ocean product will be integrated and their respective value-added services will be combined and sold as Maersk products and services.

Strategic organisation steps

The freight forwarding business of Damco, which serves customers requiring air freight or multi-carrier options in ocean freight, will continue to be run as a separate brand under the "Damco"-name. "By allowing Damco to focus fully on freight forwarding, we aim to create a well performing and global freight forwarding business that can grow and prosper," notes Mr Fang, adding that the simplification of the company's structure where the freight forwarding activities are separated from supply chain management would ease the freight forwarding customers' interactions.

He continues, "The integrated commercial organisation will ensure an improved customer experience with fewer touchpoints and a more comprehensive service offering." Through this merger, the regional organisations, including the Asia-Pacific region, will be responsible for solutions engineering and product bundling to ensure that the company can take decisions faster, further enhancing the customer experience and enabling the company to deliver solutions that meet customers end-to-end supply chain management needs.

"We are essentially laying the foundation of a customer centric approach through an increased level of empowerment in the frontline with more flexible and strategic solutions for our customers, says Mr Fang. "By simplifying our product offering for customers, we will be able to cross-sell and offer differentiated value propositions to the more than 50,000 customers that count on Maersk for their supply chain needs."

Offering digitised customer solutions

In today's world of rapidly evolving economy and market environment, the shipping industry must be adaptive and flexible in meeting the challenges and opportunities arising from the demographic changes, new business models and technological advancement. With the digitalisation of shipping, Maersk is proactively implementing customer solutions that deliver higher reliability and better visibility during the transport of valuable goods.

Maersk has a variety of digital projects in development, including the Maersk app and the Trade Finance solution, with the objective to enhance the customer experience and achieve their operational target. For Maersk app, it allows customers to get instant booking and confirmation, track and trace shipments, look up schedules, get quotes and live updates, etc. "Ultimately, we want the mobile and online experience with Maersk to be similar to the consumer experience you get when buying a book online or booking a flight with an airline. A simple, seamless and personalised process that can be done online at your own convenience," Mr Fang explains.

With Maersk's Trade Finance solution, the processes between banks, transportation providers and customers' finance departments will be simplified. "Our customers will have a single window for all logistics and financing needs, a collateral free alternative to bank financing and access to financing across the global markets we serve," he points out.

Trial Passage via Arctic Route

In end-August this year, the "Venta Maersk", one of Maersk Line's new Baltic feeders, embarked on trial passage of the Northern Sea Route starting from the port Vladivostok, Russia. The route included stops in Vostochny Port, Russia, and Port of Busan, South Korea, before passing

航運貨櫃巨企重整業務 客戶體驗是關鍵

through Bering Strait on 6 September 2018 on her way to Bremerhaven.

Maersk does not see the Northern Sea Route as a viable commercial alternative to existing east-west routes, and the company underlines that the one-off trial was aimed at gaining operational experience in a new area and to test vessel systems. “We do follow the development of the Northern Sea Route. Today, the passage is only feasible for around three months a year

which may change with time. Furthermore, we must also take ice-classed vessels into consideration when making the passage, which means an additional investment,” he emphasises.

Mr Fang shall be attending the Asian Logistics and Maritime Conference (ALMC) organised by Hong Kong Trade Development Council and speak on the topic on Asian Connectivity. “We look forward to discussing the exciting opportunities of the

Belt and Road Initiative and other important regional collaboration initiatives which all play a part in supporting sustainable economic growth for our region,” he says. He adds that not only does the annual event allow the industry players with greater insight under the challenges the industry faces, but more importantly, it also gives them an understanding of the opportunities and innovation coming through the industry.

環球物流業面對挑戰不斷，愈來愈多公司進行收購合併，並應用創新科技提高運營效率。全球最大的貨櫃運輸企業馬士基航運正是其中一家。

燃油含硫量新規

自2020年1月1日起，國際海事組織(IMO)的新規將要求所有船舶的燃油含硫量，由現有的3.5%降低至0.5%以下，減幅達80%，是當前業界所面臨最嚴峻的挑戰之一。馬士基航運大中華區總裁方雪剛(Mike Fang)說：「低硫燃油的價格比起一般燃油的價格昂貴很多，單是馬士基為了滿足這項新規將要額外花費超過20億美元的成本，而整個行業成本增加將達150億美元。」

為了應對這項舉措，馬士基現設有技術及商務團隊，專門協助客戶就由此產生的附加成本及合規風險進行規劃。他表示：「客戶需預計到運價會有所提升，並預期2019年第4季度的航運成本會上升，而預先進行規劃及預留所需資金，以應對使用合規船舶燃油產生的成本。」

他指出，馬士基在兩年前開始進行戰略業務轉型，成為一間綜合的航運物流公司。由2019年1月1日起，丹馬士(Damco)的供應鏈管理服務將與馬士基航運的海運產品整合，屆時連同各自的增值服務將合併成為馬士基的產品和服務進行銷售。

業務戰略重組

丹馬士(Damco)的貨運代理業務將繼續以丹馬士的品牌獨立運營。丹馬士會繼續為客戶提供空運服務及有多種航運公司選擇的海運服務。「自2019年起，丹馬士將全力專注貨運代理業務，並致力拓展成為一個業績表現良好、業務繁榮增長的全球貨運代理品牌。」方雪剛認為，將貨運代理業務與供應鏈管理業務分離，簡化公司架構，可以使客戶與公司的溝通與互動變得更便捷。

他續指：「公司完成整合後，將會有專屬人員為客戶提供更全面的服務，進而提升客戶體驗。」通過這次整合，馬士基在世界各地，包括在亞太區團隊，將負責設計和實施供應鏈管理解決方案和產品組合，以確保公司可更迅速地作出決策，進一步增強客戶體驗，並提供配合客戶「端到端」供應鏈管理需求的方案。

「我們本著以客戶為中心的宗旨，前線團隊被賦予更多權利，能夠靈活配合客戶需要，制定更彈性及具戰略性的服務方案。」方雪剛表示，「馬士基簡化產品組合，使公司可以為超過5萬個有供應鏈管理需求的客戶，提供及推薦更貼身的優質服務。」

為客戶提供數碼化解決方案

在現今快速發展的經濟及市場環境下，航運業必需與時俱進，靈活適應新趨勢，以應對人口轉變、營商模式和科技發展帶來的挑戰和機遇。隨著航運數碼化的時代來臨，馬士基亦積極為客戶提供更多元化及可靠的服務方案，並提升貨物運輸過程的可靠性和透明度。

馬士基擁有一系列數碼化產品，包括流動應用程式(Maersk App)及貿易融資解決方案，以提升客戶體驗及協助他們達成運營目標。馬士基app旨在為客戶提供即時的訂艙、確認、貨物追蹤、查詢船期、獲取運價及取得最新消息等各項服務。方雪剛解釋「這應用程式的開發是期望為客戶提供最簡單、無縫及個人化的手機訂艙體驗，就像在網店購買一本書或向航空公司預訂一張機票般方便快捷。」

至於貿易融資解決方案，則簡化客戶的財

務部門與銀行及運輸服務商之間的流程，「讓客戶可透過一個窗口，處理所有物流及融資的需要，是傳統銀行融資以外獲得資金的選擇，並在我們所服務的所有市場獲取融資機會。」

北極航線試航

今年8月底，馬士基航運一艘新的波羅的海型支線貨櫃船舶“Venta Maersk”在俄羅斯海參崴港啟程，途經俄羅斯東方港和韓國釜山港，於9月6日穿越白令海峽，經北極航道前往不萊梅港，最終抵達俄羅斯聖彼得堡。這是馬士基首次完成北極航線的試航。

馬士基認為，北極航線在商業上不能替代現有的亞歐航線，此次試航旨在了解在新地區航行的經驗及測試貨櫃船的相關性能。方雪剛提到：「我們仍會繼續關注北極航線的發展，但這條航線目前每年只有約三個月時間適合航行，而這個時段可能會隨時間不斷變化。此外，這條航線可能需要使用破冰船，這意味著更多資金投入。」

方雪剛將出席香港貿發局舉辦的「亞洲物流及航運會議」(ALMC)，並就亞洲供應鏈連通發表主題演講。「我們期待與業界就『一帶一路』倡議帶來的商機，以及亞洲區內其他重要戰略性發展及協作等議題進行討論。」他補充指出，ALMC這個年度會議不但為業界在面對當前挑戰下，帶來更廣闊的視野，還可讓航運界同行更了解行業的未來機遇及創新方向。

Find Mike at :

**Plenary Session I :
Boosting Asian Connectivity for
a New Regional Economic Order**

Date : 20 Nov (Tue)
Time : 09:30 – 10:45
Venue : Main Forum