



Photo credit: Dr. Raju Kasambe, <https://commons.wikimedia.org/w/index.php?curid=49583649>

MY WATER BUFFALO MOMENT

Watershed Moment

watershed **noun**

wa·ter·shed | \ 'wɒ-tər-ˌshed

Definition of *Watershed*

1 : a crucial dividing point, line, or factor

Water Buffalo Moment

The moment you realize:

1. I have no clue
2. Gosh, there's a lot to learn.
3. There's no going back.

September 20, 2019

Agility and “Agile”

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Agility is a global logistics leader

Geography



over **100** countries

Regional Headquarters

- Americas: Irvine, CA
- Asia Pacific: Singapore
- Europe: Basel, Switzerland
- Middle East: Dubai, UAE



with **500** offices

Global Employees



22,000+

Revenue

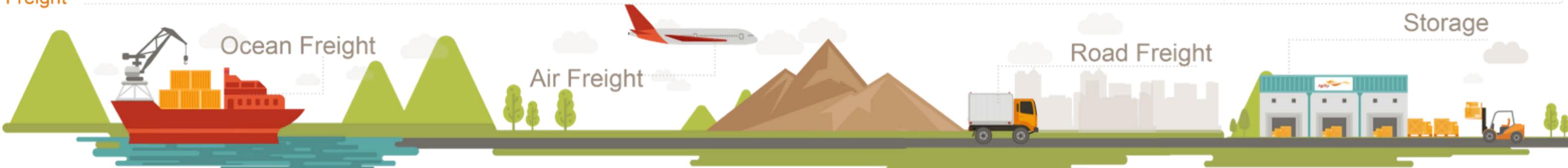
\$4.6

Billion US Dollars



60,000 customers served per year

Freight



Ocean Freight

Air Freight

Road Freight

Storage

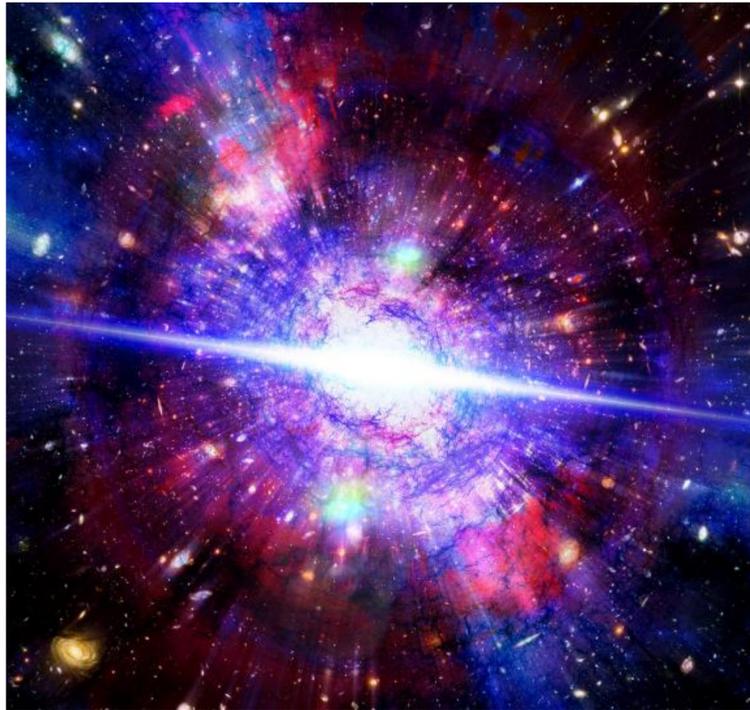
FCL **710,000** TEUs

415,000 tonnes

700,000+ shipments

2,100,000+ square metres

The world is changing because of tech



Data

It's another "Big Bang" out there – more data has been created in the last 2 years than the last 5,000



Smart phones

We touch them 2,600+ times a day. Smart phone penetration in emerging markets is particularly interesting for us.



Digital economy

We are seeing a new customer base. Micro-multinationals are real: small companies trading across borders.



Consumer expectations

There's no more "B2B" cover – everyone expects you to behave like Amazon

Our industry is changing because of tech

New competitors who were born digital

\$7+ billion in venture capital money has flowed into logistics in the last two years. People are betting that the industry is ripe for disruption.



Old competitors going digital (everyone!)



And, therefore, we have to change too.

There is tremendous pressure not just to transform, but to lead:

Dual imperatives:

- Be THE digital logistics leader
- Don't distract the core business

To quote Microsoft CEO "Transform and perform"



Our starting point: invest in the future disruptors and learn from them



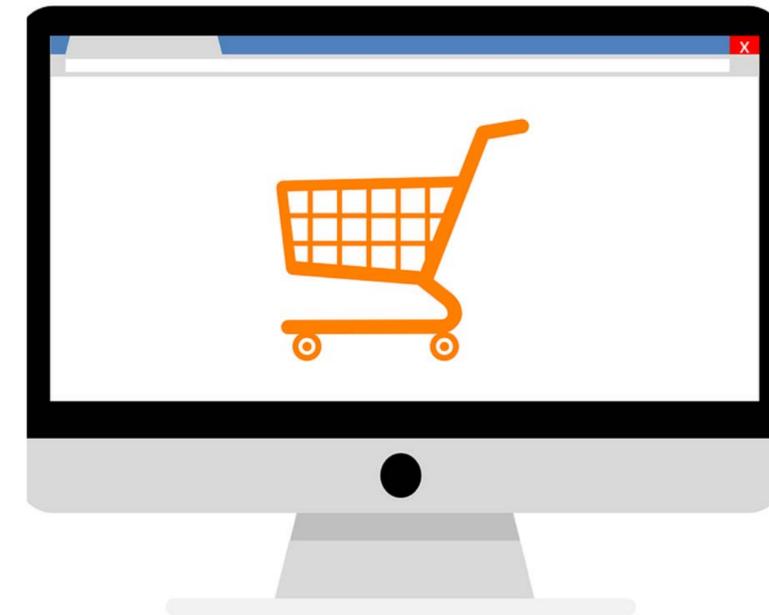
“Uber for Trucking”

50% of long haul trucks travel empty today. Invested on road freight platform that better utilizes spare capacity.



Green-tech

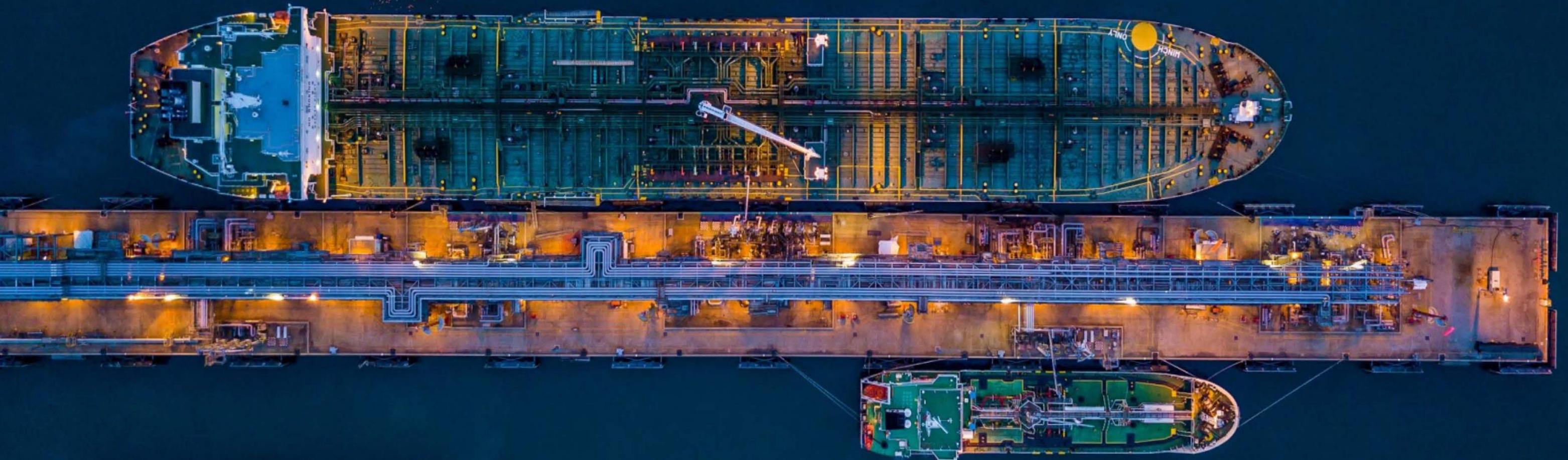
Emissions from trucks are a chunk of the global pollution problem. We invested in hybrid technology that turns existing truck into a hybrid and reduces fuel consumption by 30%



Ecommerce logistics

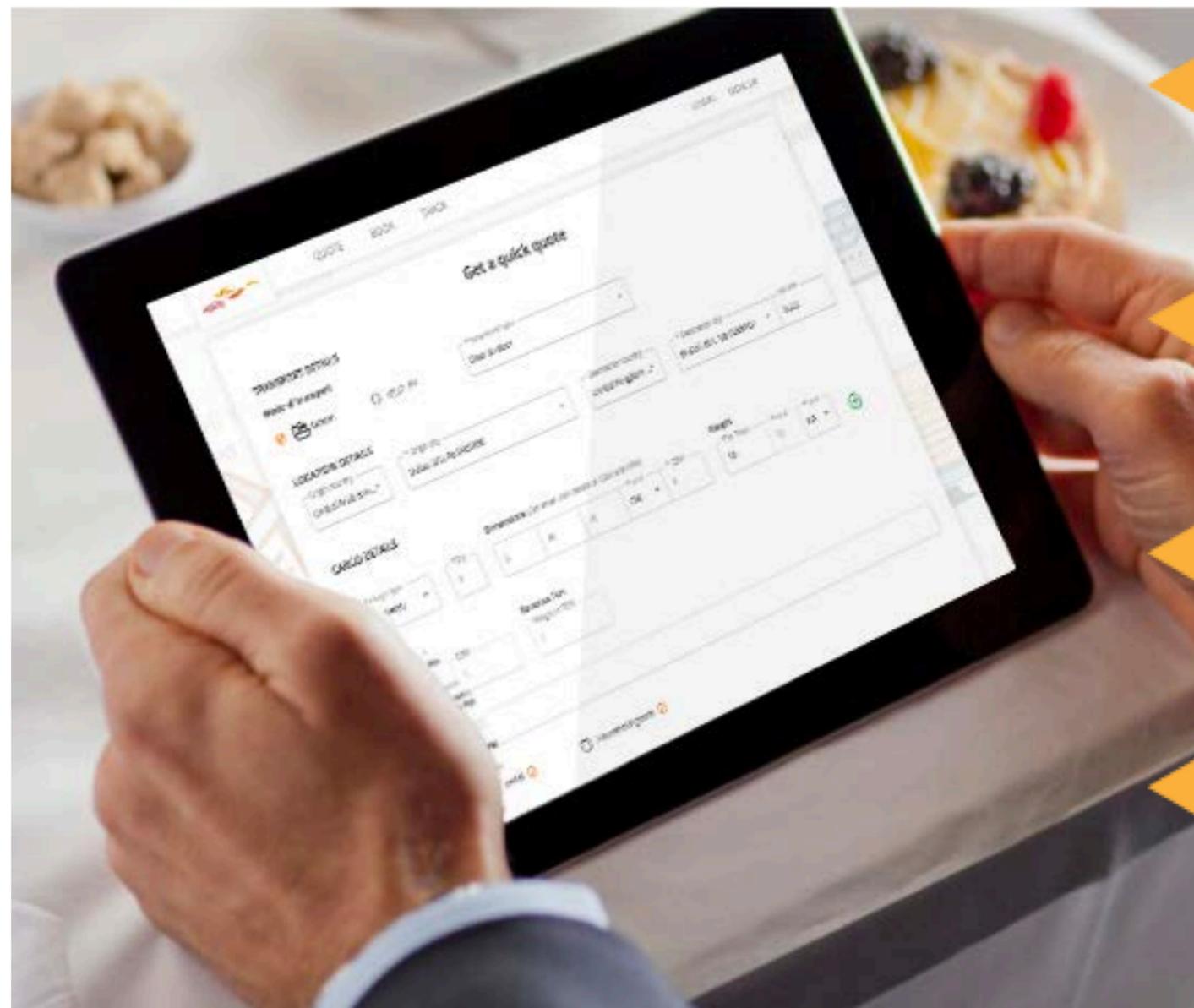
The Middle East is projected to be a \$20 billion ecommerce market by 2020. We invested in a tech-based last mile logistics company

47% of small businesses lack expertise in global shipping



So we took our core business and put it online

Focusing on a new market segment: small and medium enterprises



Quote

Book

Pay

Track

And now, we are in the process of launching a new digital logistics brand. A start-up within a global company.



Marketing's role: a maturity curve over time



Messaging – “Big Shift” event at Davos with will.i.am and a robot on the panel

Content – blogging and videos on everything from blockchain to Instagram entrepreneurs

Product development – from tracking website leads to building an online freight forwarding platform

Digital marketing strategy – customer data management, web and app development, SEO, ads

Customer experience – the experience is the brand



Aug 13, 2018

What Does Chocolate-Flavored Lettuce Have To Do With Logistics?

It's hard, but exciting

- Retraining teams
 - New core skills need to be acquired
- Shifting mindsets
 - Example: from running a newspaper to crowd sourcing content
- Driving new thinking (and vocabulary)
 - Example: customer data
- Accelerating pace
 - Fast, fast, fast.
- Collaboration above all – Agile teams
 - With sales, IT, product – often alignment is led by marketing
- Proving success
 - It's not just about the vision, it's about making money

How does it all end?

“There never is a happy ending because nothing ever ends.”

- The Last Unicorn



Thank you