



CULTURAL INTEGRATION BETWEEN TO COMPANIES WITH A PROUD HERITAGE



HAMBURG  SÜD

 MAERSK
LINE

December 1st 2017 - We combined Maersk Line and Hamburg Süd

35,600 employees
9,100 seafarers

750+ vessels
owned & chartered

4.1m TEU
slot capacity

574 offices
around the globe

18% global
market share

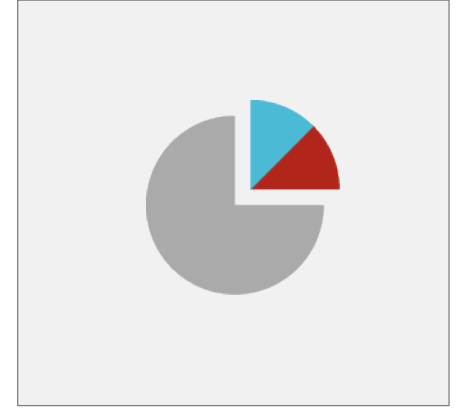
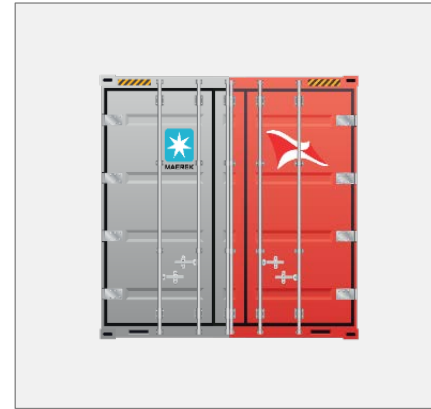
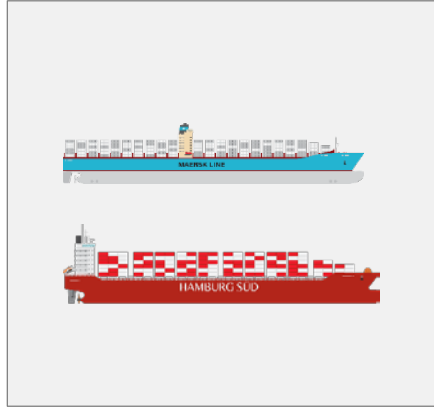
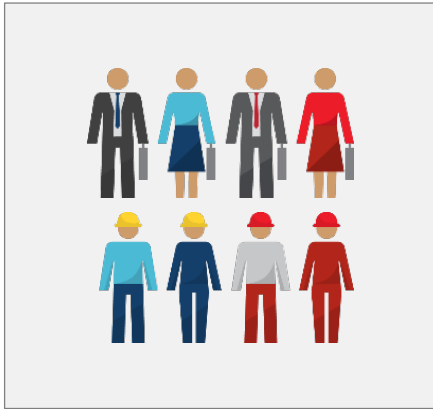
29,300 employees
7,700 seafarers

646 vessels
owned & chartered

3.5m TEU
slot capacity

324 offices

15% global
market share



6,300 employees
1,400 seafarers

116 vessels
owned & chartered

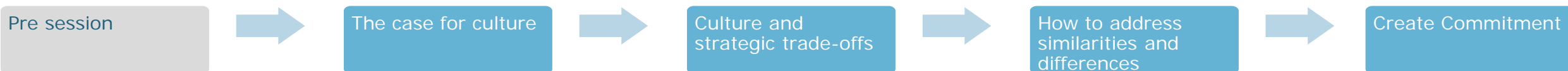
590,000 TEU
slot capacity

250 offices

3% global
market share



The first 2 weeks: 20 cultural sessions were facilitated by HR globally.



1	How ML and HSUD see themselves
2	How we believe you are
3	How we believe you think we are
4	How you can support us
5	Similarities, differences & key themes
6	Pre-Mortem exercise – reasons for failure & success
7	Personal commitments to the cultural integration

Similarities & Differences – Global

Similarities

Differences

Regional inputs:

Similarities

Differences

Analysis of outcomes from culture sessions – Integrated Teams

Based on the analysis of the combined outcomes of the culture sessions, main focus areas are:

Open & Honest Communication

- Listen and Learn both ways
- Challenge the status quo
- Speak up when you think things are not right
- No political games – hidden agendas

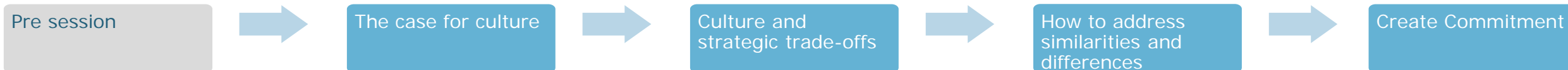
Share Experience & Knowledge

- Get a buddy system up and running where needed
- Share data history
- Share best practices
- Process optimization by implementing best practices from both sides

Believe in One Team

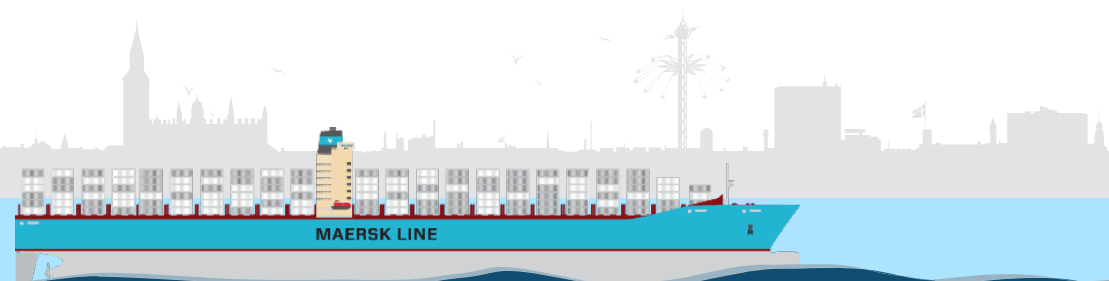
- Have an open and international mindset
- Back up the decision – walk the talk
- Define clear reporting lines & responsibilities
- Work towards common goals
- Do not focus on internal competition

Continued focus on cultural integration

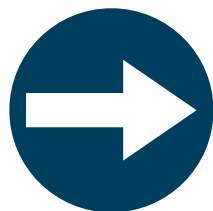
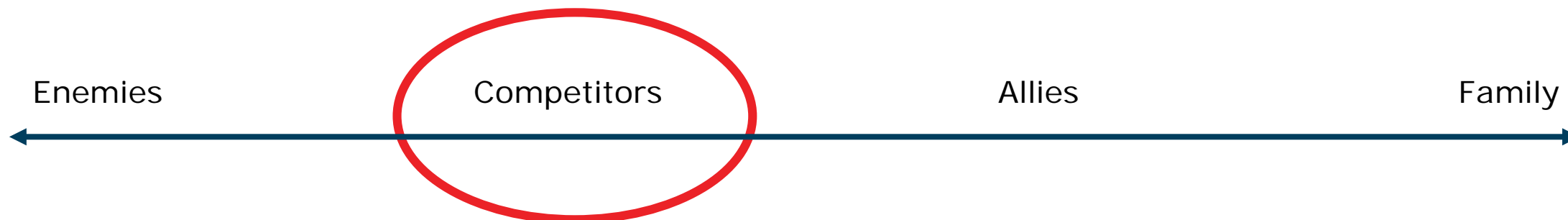


1	What did we learn from the culture workshops?	→	We are very similar but also have pronounced differences
2	How are we dealing with our similarities?	→	Enforce the similarities and building from that
3	How are we dealing with our differences?	→	Best of both worlds, listen and learn from each other
4	How do we deal with conflict?	→	Just-in-Time on Effective teams >Your Impact on Others >Challenging Messages >Conflict Handling
5	How do we follow up?	→	Pulse surveys, On-boarding for ML/HS Managers
6	Ensure personal commitment and focus on engagement	→	Continued cultural workshops throughout the integration process





1st exercise: How do you think your teams historically have seen the relationship between our two companies?



Place a magnet/label on the continuum



HAMBURG  SÜD

 MAERSK
LINE

2nd exercise: Culture and strategic tradeoffs

1

Find your group of four

2

How do you think that the other brand will weigh the trade-offs?

3

Present to each other **one trade-off at the time**

6

Put the most critical themes on cards and place them on the board

5

Which misunderstandings and conflicts could emerge from these differences?

4

Identify similarities and differences

How we see ourselves is in general in line with how we are being seen by the other brand

Hamburg Süd see themselves as

How Maersk sees Hamburg Süd

Maersk see themselves as

How Hamburg Süd sees Maersk

Note: + indicates the number of times a topic was mentioned in different sessions

This is how both brands would like to be supported by the other – Global teams

Hamburg Süd would like Maersk to...

Key inputs:

Maersk would like Hamburg Süd to...

Key inputs:

This is how the regions in both brands would like to be supported by the other

Procurement Teams in Europe:

Hamburg Süd would like Maersk to...

Key inputs:

Maersk would like Hamburg Süd to...

Key inputs:

3rd exercise: Pre-Mortem



The screenshot shows the Financial Times website interface. At the top, the 'FINANCIAL TIMES' logo is centered, with a search icon and 'myFT' on the right. Below the logo is a navigation bar with categories: HOME, WORLD, US, COMPANIES, MARKETS, OPINION, WORK & CAREERS, LIFE & ARTS. On the right of this bar are 'Sign In' and 'Subscribe' buttons. A row of news snippets follows, including 'US stocks slip as energy, financials weigh' (13M AGO), 'Man City revenues jump after new broadcasting deal' (16M AGO), 'GSK confirms chief scientist will step down in March for senior UK government job' (1H AGO), and 'US issues new sanctions aimed at Cuba' (1H AGO). The main article is titled 'Soren Skou shares his experience 2 years after the integration'. The sub-headline reads: 'In an exclusive interview, CEO Soren Skou shares his views on how senior management impacted the integration of Hamburg Süd and Maersk Line.' (4 HOURS AGO). To the right of the article is an image of two shipping containers: a grey one with the Maersk logo and a red one with the Hamburg Süd logo. Below the image is the text 'The Big Read' and a quote: 'Senior Management played a major role'.

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Soren Skou shares his experience 2 years after the integration

In an exclusive interview, CEO Soren Skou shares his views on how senior management impacted the integration of Hamburg Süd and Maersk Line.

4 HOURS AGO



The Big Read

"Senior Management played a major role"

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4th exercise: creating commitment

I commit to

Check your commitment:

Is it specific?



Is it outside your comfort level?



Will it help the team achieve the desired results?

