



SUCCESS STORY

**DIFFERENTIATION FOR GROWTH –  
‘THE SAFMARINE WAY’**

Safmarine offers personalised shipping solutions to a wide variety of specialised customers. It is part of A.P. Moeller Mærsk, and a sister company to Mærsk Line (ML). Safmarine and ML collaborate closely while maintaining unique company brands, earning the highest satisfaction in each customer situation.

**BUSINESS ISSUE: AN EVOLVING VISION**

Safmarine approached several training providers seeking differentiation through improved customer access and an overall exceptional customer experience. The management at Safmarine knew that it would take more than just telling their employees to, “Focus on the customer” or to, “Communicate the value of the Safmarine brand to all customers.” Kevin Massam, Programme Manager of Safmarine said in a recent interview, “We have always been a customer relationship business and we need to re-confirm that model throughout the organisation.”

Safmarine also understood that communicating its differentiation strategy internally was just as important as communicating it to external customers. “For us, the front and back office staff has to collaborate to deliver good, differentiated product,” says Massam, “Safmarine is largely a sales organisation and we need full collaboration within the whole value chain to deliver on our brand promise of access and overall customer experience.”

Wilson Learning was chosen after an extensive selection process because of its thorough and “inspirational” approach to Human Performance Improvement. The Wilson Learning team worked closely with Safmarine’s top management to define a number of key areas that needed development and practice in the major business roles of service, sales, key account and trade management, sales and middle management and the executive board.

**SOLUTION: A COMPREHENSIVE APPROACH TO  
DIFFERENTIATION**

The CEO, Ivan Hessom-Green saw this investment as a platform to execute Safmarine’s growth strategy. It provided the needed common thread across all business roles to differentiate Safmarine with customers and as an employer.

The six major business roles had courses designed specifically for their priorities and responsibilities. Cascading throughout all of the customised courses was a robust message about Safmarine’s brand, consistent business language and a set of operating principles - each member of the organisation would be able to interact on the same communication platform across departmental and cultural boundaries.

*Client and Industry*

*Safmarine: Offers personalised shipping solutions to specialised customers.*

*Focus*

*We Assisted Safmarine in maintaining a differentiated presence in the market.*

*Core Programmes*

*LDN, LFW, TLM, LFG, CCE, CSP, CP, CWC, NTY, SCS*

*Solution Summary*

*Consistent language, skills and processes cascaded through the organisation and contextualized for different functions and levels;*

*Solution Benefits*

*We were able to address the issues of Differentiation, Brand, Sales Superiority, Communication, Collaboration, and Leadership Acumen within the context of Safmarine’s environment.*

Massam stated that, “Wilson Learning is a professional, innovative, customer focused and relationship driven organisation. Their culture and values are aligned with the *Safmarine Way*. They have demonstrated credibility in their area of expertise. They have delivered all solutions on time and within contract terms. The Project Office relationship is one of partnership. Wilson Learning has developed a good understanding of our business model, our drivers, and employee capabilities. There is a sound platform to maintain our partnership moving forward.”

**Business Role Development**

Safmarine key stakeholders and the Wilson Learning team forged a successful working relationship. Because of the highly collaborative approach applied in the design process, the solutions were contextualised for each audience and delivered across the organisation – this can be attributed in no small part to the commitment of both teams and the process applied in the design process.

Safmarine’s **Top Executives** participated in *Leading the Company*, which was comprised of two workshops for a total of three development days, plus additional activities before and after each session. Safmarine’s key objectives for this workshop were to:

- Maximise executive leadership capabilities in the areas of strategic thinking, communicating strategy, strategy implementation, developing a common purpose and achieving results without overly relying on authority.
- Encourage executives to operate with greater clarity about the consequences of their decisions and methods of communication on employee performance with fulfillment

Safmarine’s **Middle Managers and Sales Managers** participated in *Leading the Business*, which was three development days plus additional activities before and after the workshop. Safmarine’s objective for the *Leading for Business* workshop was to maximise leadership and management capabilities in the following areas:

- Building the business
- Building individual capability
- Coaching for results
- Managing performance
- Leading the operation
- Influencing results remotely
- Giving quality feedback
- Working across boundaries
- Building alliances and partnerships.

For self-development, Safmarine utilised the Leader Navigator multi-rater assessment service for the top 88 Executives and Managers.

**Safmarine's Salespeople** also attended a special workshop for their specific role in business development called, *Sales - The Safmarine Way*. The objective of this workshop was to build personal capability which will improve field sales performance through:

- Differentiating Safmarine consistently at the customer interface.
- Understanding customer conditions, needs, expectations and fears and developing a targeted solution.
- Building an understanding and attitude of Safmarine Brand sales
- Communicating and collaborating successfully across organisational boundaries.
- Recognising and developing opportunities for expansion and growth.
- Developing team spirit and enthusiasm about representing Safmarine whilst making profitable deals

**Safmarine's Key Account Managers and Trade Managers** attended an advanced workshop targeted at their special needs, yet utilising the same language as with sales and service representatives. It was called, *Key Account Management - The Safmarine Way*.

Safmarine's goal for this workshop was to prepare participants to effectively manage Key Accounts "*The Safmarine Way*" through external Brand differentiation at the customer interface and internal collaboration throughout Safmarine's Value Chain.

*Key Account Management* continues to be an important investment in Safmarine employees. It provides resources to:

- Define and manage key accounts in a consistent identifiable Safmarine Way
- Explore the key account philosophy
- Assist with key account strategy, planning and analysis
- Deal with changes and problems
- Enhance account growth and retention
- Work across cultural and organisational boundaries

Throughout the workshop, participants discussed a one year strategic plan for select key accounts. During the process they identified services and products that could provide strategic advantage for their customer organisations.

Safmarine's **Service Providers** attended a two-day workshop along with Safmarine **Salespeople** entitled, *Service - The Safmarine Way*.

The focus of this workshop was to gain skills for serving customers during implementation of Safmarine's custom solutions. Pre- and post-work activities were an integral part of the learning experience.

The objective of the workshop was to build capability in the following areas:

- Improved team interaction
- Building an understanding and attitude of Safmarine Brand service
- Working successfully across organisational boundaries
- Successful induction to Safmarine's way of service
- Developing team spirit and enthusiasm about representing Safmarine
- Prioritising work at busy times based on resolving customer issues
- Differentiating Safmarine personally and technically
- Understanding customer conditions, needs, expectations and fears

Safmarine also asked Wilson Learning to train 64 of its own people to facilitate the Sales and Service workshops.

## OUTCOMES

Safmarine saw the primary value of the *Leading the Company* and *Leading the Business* workshops as moving from a more traditional management style to giving more focus on collaboration and team work. Massam said "We are starting to see greater collaboration, development of services, and greater emphasis on meeting the customer's needs. At the same time, we recognise that this is a journey. But now we have confidence we have set the direction." Of the two day *Service - The Safmarine Way* workshop, Massam said, "These workshops are being seen as really beneficial. People were introduced to approaching customer issues in a less emotional way and are being more customer focused in their approach."

Of the training of Safmarine people to facilitate workshops, Massam said, "We saw this as a development opportunity for our staff. Also, it added credibility. This was a beneficial step in moving toward being a learning organisation." There were also many local sponsors for the initiative that helped to support application of the workshops.

Massam stated that he was satisfied with the implementation of the Key Account Management and Sales programmes, "Previously there was not a common sales approach worldwide, and this training provided a common philosophy, process and terminology" for the entire sales team. He also said, "We have a good base, we have met the needs. But training is not performance and we want to make sure that this leads to better performance. This year we will focus on reinforcement."

Wilson Learning applauds Safmarine for its strategic investment. We remain committed to helping Safmarine realise it's Vision through creating an environment for performance and fulfillment for its people and building skills to deliver consistently high customer satisfaction.

## TESTIMONIAL

"Many thanks for your ongoing enthusiasm and commitment to making our programmes a success. You certainly live our tag line 'People making the difference.' Cannot tell you how much this is appreciated."