

## Daily Maersk

# A product of customer innovation

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**Daily Maersk has been developed in close co-operation with more than 60 customers – from concept creation to training of staff.**

The development of Daily Maersk started with an idea: the concept of a conveyor belt from Asia to North Europe. To make it happen, Maersk Line entered into a close dialogue with customers, ending up with a product that Maersk Line could never make on its own.

One of the most important insights from the customers was that with a conveyor belt, there would be much more to reliability than just being on time. As customers move to daily shipments, their business is made cumbersome by different lead times from the carriers. Their point was clear: predictability is much more important than lead time. In fact, it's the most important factor in supply chain management.

That's how the promise of fixed transportation times came into being.

Another issue raised by customers in some of the many interviews Maersk Line conducted while gathering information and ideas about utilising the potential of the conveyor belt, was the current need for buffer stock, both at origin and destination.

An answer to this challenge is the Daily Maersk feature of daily cut-offs. When customers can deliver their cargo at origin any day in the week, knowing that it will be available for pick-up at destination a fixed number of days later, they can optimise their supply chain management and cut away a lot of buffer stock both at origin and destination.

### **Customers training the sales people**

Maersk Line still has much to learn from its customers, and they are still involved in the continuous improvement of Daily Maersk.

In the process of training sales people to explain the benefits of Daily Maersk to customers, the customers have been involved in two full days, discussing openly how the product should be presented to other customers, describing how they see the value to their supply chain management. Role-playing is often used in sales training, but this time, the part of the customers has actually been played by real customers offering strong and relevant feedback.