



DHL GLOBAL TECHNOLOGY CONFERENCE 2015

April 14-16, Dubai

EDITORIAL	P.2
CONNECTING MARKETS, TRENDS & PEOPLE	
TRENDS	P.3
TRENDS AND SOLUTIONS FOR THE TECHNOLOGY SECTOR	
DUBAI	P.7
DUBAI – CONNECTING HUB FOR GLOBAL LOGISTICS	
AFRICA	P.8
RISING AFRICA – HOW TO DO BUSINESS	
INNOVATION	P.10
CAPTURING INNOVATION IN THE TECHNOLOGY SECTOR	
BREAKOUT	P.13
MARKETS	
TRENDS	
PEOPLE	
EVENT HIGHLIGHTS	P.17
TRADE FAIR	
NETWORKING	
SPEAKER LINE-UP	
CUSTOMER FEEDBACK	



CONNECTING MARKETS, TRENDS & PEOPLE

Dear Customer,

This publication seeks to summarize the main discussion points and findings of the 2015 DHL Global Technology Conference (Dubai, April 2015). I hope it serves as a reminder of all the useful information that was shared, and I trust it fires your enthusiasm to follow our [future communications](#) as the technology sector is a key priority for DHL.

- How to best leverage Dubai as a logistics platform and what are the success factors in doing business in Africa?
- What are the latest trends and innovations impacting the global technology supply chain?
- How do people really connect, learn from each other and make their choices?

These were just some of the many questions that more than 270 attendees discussed at the 2015 conference. Under this year's theme – **CONNECTING Markets, Trends & People** – speakers and attendees exchanged on topics such as the Internet of Things and Augmented Reality in logistics, high growth markets, ecommerce strategies, transportation modes, supply chain outsourcing and risk management and much more through plenary presentations and breakout sessions.

Customers in particular made a tremendous contribution to the success of this year's conference, helping to set the agenda and actively sharing insights and best practice with peers.

Cisco, CommScope, Hewlett-Packard, Microsoft, Samsung and Sony all took over the stage. Local expertise was brought by representatives of DWC, Dubai Port and UASC. Ashish J. Thakkar (Mara Group), Bas Jansen (Unilever), Sim Shagaya (konga.com) and Yasser Elnaggar (Ambassador Egypt) offered their insights and experience of doing business in Africa. Many other customers and experts have supported the 16 different breakout topics. A big thank you to all of them.

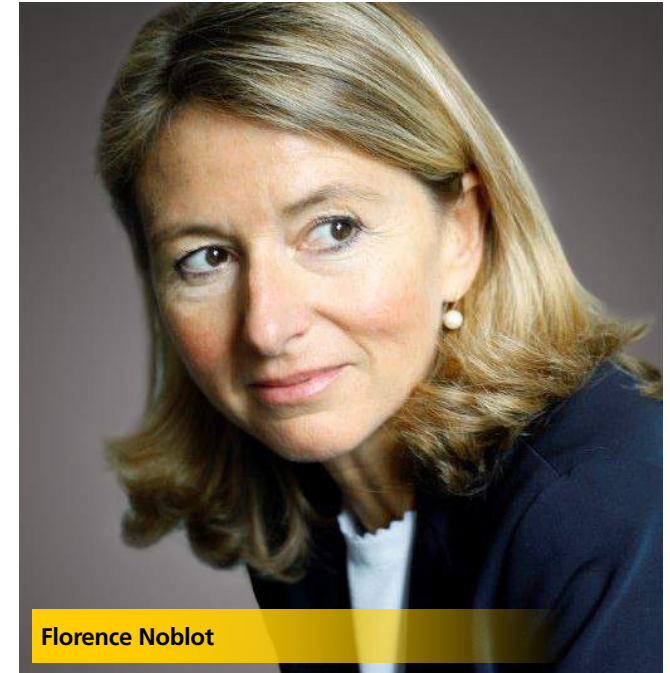
It had been a great honor for us, that His Highness Sheikh Ahmed bin Saeed Al Maktoum, and his Excellency Khalifa Al Zaffin also joined us and shared their views on DHL and the region.

Along with lively discussions on market trends and their implications for the supply chain, this event also created a unique opportunity for networking among technology sector supply chain executives. Many were familiar faces, having attended the DHL Global Technology Conference for several years!

Moderating the event was great experience for me, and a fantastic opportunity to meet so many of you in person. I hope you enjoy reading this publication and I look forward to seeing many of you at next year's conference in Singapore, if not sooner!

Best wishes,

Florence Noblot
SVP Technology Sector
DHL Customer Solutions and Innovation



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TRENDS AND SOLUTIONS FOR THE TECHNOLOGY SECTOR SHAPING SUPPLY CHAINS OF TOMMORROW

Deutsche Post DHL and the Technology Sector – A perfect fit

Ken Allen, CEO DHL Express, opened the conference by reviewing the latest developments within Deutsche Post DHL and the aspiration of its customer-centric Strategy 2020: “When people think about logistics, we want them to think about Deutsche Post DHL”.

It will take time to achieve this, yet many important milestones have already been reached. DHL has now been rated one of the top 100 global brands and, in 2015, received certification as a global top employer and delivered on financials despite headwind and transformation.

Taking on the next development phase, DHL aims to become the quality leader and most global and customer-centric player in the logistics industry. “Prediction is very difficult” but – to seize the opportunities of tomorrow – someone must start thinking about it today.

Deutsche Post DHL is on the pulse of new global paradigms and trends, such as Globalization 2.0, booming e-Commerce, new technologies, and increasing demand for responsible businesses (see box for publications). Concurrently, the technology sector is seeking to expand into new markets and requires supply chain solutions adapting to the high dynamics of the market.

DHL’s global footprint and tailor-made solutions allow customers to focus on their core business.

“We share the same aspirations – innovation and high customer centricity – so it is a perfect fit”.

Investing in the Middle East and Africa region

A key conference focus was the Middle East and Africa region, where DHL has long-standing market experience and expertise. The technology sector needs “best-in-class infrastructure to provide an excellent service to customers” and so DHL has made multiple recent investments in new facilities and its second-to-none, owner-operated dedicated express air network.



Ken Allen

Market trends and new technologies shaping supply chains

Scott Allison, SVP DHL Technology Americas, shared DHL’s market analysis of the technology sector. While overall growth is moderate (CAGR 3.9% to 2017), there are many pockets of strong growth across products and regions. As anticipated, the strongest growth segments are smartphones, carrier network infrastructure and ultra-mobiles but investments are driven by understanding where this growth will occur. Most of the incremental absolute growth (about 60% to 2017) is expected in the BRICMI countries and 23% in Middle East Africa.

Technology markets are also being impacted by multiple acquisitions, constantly changing competitive landscapes, and new technology trends (big data, cloud computing, augmented reality, Internet of Things, etc.) which provide opportunities to improve the visibility and efficiency of supply chains.

With the shift towards selling services instead of technology boxes, data is increasingly an exploitable asset, driving new storage capacity needs provided for by hyper-scale datacenters with easily scalable and highly commoditized hardware. So what will service logistics look like in the future? New analytic tools allow for predictive supply chains capable of forecasting customer buying behaviors and supply chain capacity needs.

TRENDS AND SOLUTIONS FOR THE TECHNOLOGY SECTOR

SHAPING SUPPLY CHAINS OF TOMMORROW

Technology has become mobile and information is available anytime, anywhere. Customers are using all types of sales channel following their preferences and buying experiences. Supply chains must adapt with new, innovative omni-channel solutions around e-facilitation, e-fulfillment and distribution. Mobile technology also provides new opportunities for real-time tracking of critical service parts shipments.

Augmented reality solutions (such as hands-free vision picking applied in warehouses) make people more effective, as demonstrated by double digit savings in the recent DHL pilot with Ricoh.



Scott Allison

When asked which new technologies will impact supply chains in the next two years, attendees responded the Internet of Things (63%) and big data (52%), followed by augmented reality (40%), cloud computing (33%), and social mobile (26%).

Solutions trends for the technology sector

Looking at supply chain trends in the technology sector, customer demand has increased for **Lead Logistics Provider** solutions (from redesigning operations to providing flexible, day-to-day management control). High on the agenda is the resilience of end-to-end supply chains, with more than 15 customers implementing the **Resilience360** tool in recent months. This DHL solution creates transparency on risk exposure and vulnerability in over 20 risk categories to help identify risk hotspots, recommend suitable mitigations, and monitor in real time any incidents capable of impacting the supply chain.

Inventory financing leverages supply chains to create financial value through cash and working capital optimization. In cooperation with strong partners, DHL now provides these much-requested services to customers. With partners, DHL has also successfully expanded its value-added **technical services**, integrating these into an increasing number of existing supply chains in all regions.

With the shift from air to more cost-efficient transportation modes, demand has increased for **rail services** (especially China-Europe). More than 250 customers now use DHL LCL / FCL rail services; connections are being expanded to Japan and South Korea, and new injection points are being explored (e.g., Piraeus as a south-east European multimodal gateway).

As the technology sector rapidly changes, new developments are often enabled only through partnerships and open platforms. This is true for supply chains of tomorrow. As companies face similar challenges, DHL and its customers have established several **subsector communities** where key industry players openly discuss requirements, new solutions are piloted and results shared. By joining expertise and sharing best practice in these “exciting times for the technology sector”, companies are accelerating the logistics developments they need.

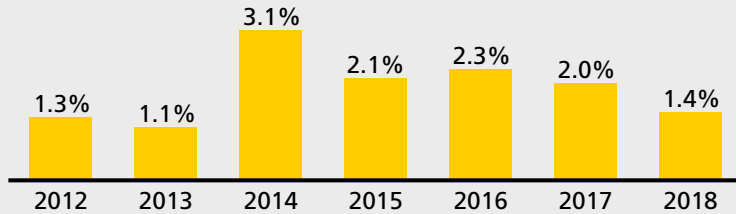


TECHNOLOGY IS A HIGHLY COMPETITIVE AND DYNAMIC MARKET

Technology Market – End consumer devices

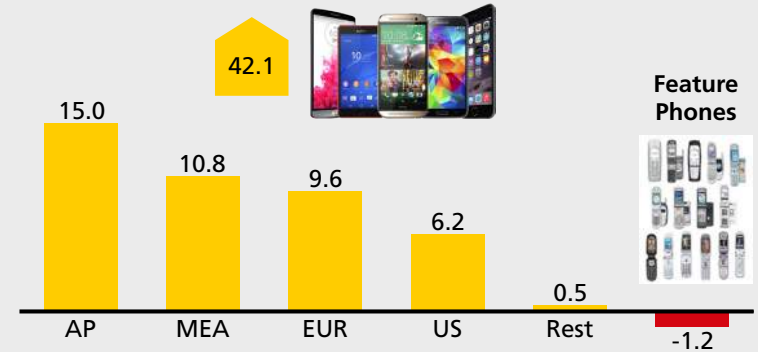
Market size 2014: 1,118 USD bn

CAGR 11-14: 1.8%
CAGD 14-18: 1.9%



Smartphones

AP (36%) is leading the incremental growth followed by MEA (26%)



Feature Phones



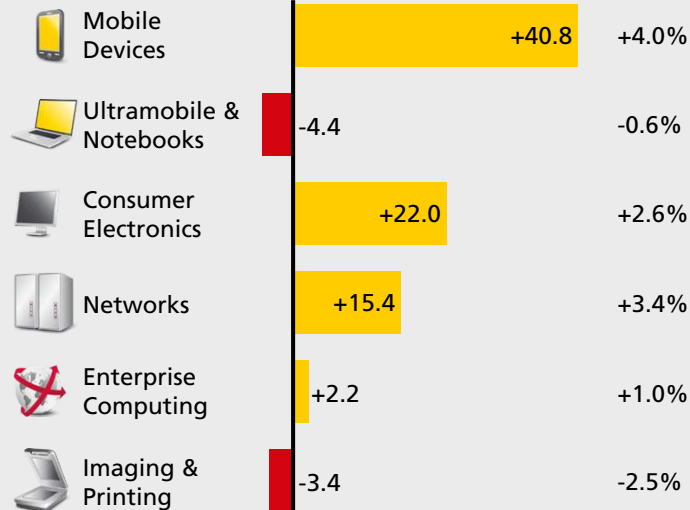
Subsectors

USD 72.8bn at CAGR +2.1%

Diverse growth dynamics

Incremental Growth 2017

CAGR 2017



Connected Devices



Revenue: +2.1%

Units: +3.4%

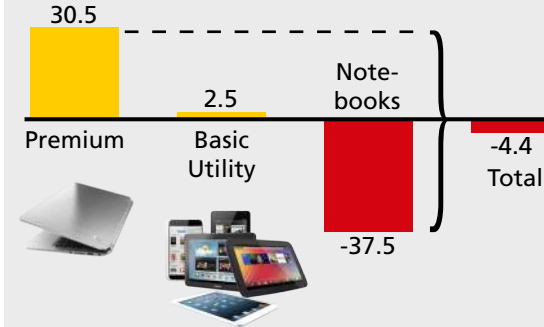
Weight: -1.4%

Revenue will increase with 2.1%, even more units will be shipped but at total less weight

Ultramobile & Notebooks

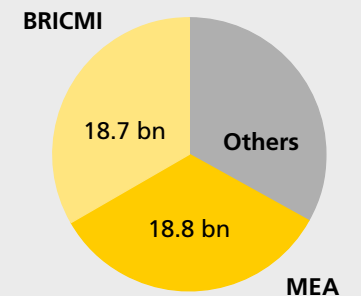
Overall negative growth with divergent growth trends per product

Ultramobile



BRICMI & MEA

BRICMI & MEA generate 73% of the total growth until 2017



Source: Gartner, other reports, DHL calculation, status April 2015 (as presented)

VOICE OF THE CUSTOMER ON SUPPLY CHAIN TRENDS: WHICH OF THE FOLLOWING STATEMENTS ARE TRUE (TWO YEAR HORIZON)?

Customer Experience ...

Stronger focus on direct customer touchpoints in product launch and aftersales

Higher focus & investments in **after sales services** to drive customer satisfaction **57%**

Higher number of new **product launches** with specific requirements **52%**

Higher need for **late customization** of products in the supply chain **48%**

Emerging **new sales channels** and higher need for (omni) channel solution **43%**

N=90

Efficiency ...

E2E low cost supply chains and efficiencies in aftersales are top on the agenda

Increasing commoditization of products requiring new concepts for **E2E low cost** solutions **58%**

Increasing focus on **repair & return** and **asset recovery** to improve cost & efficiency levels **46%**

Higher focus on **warehouse automation** leveraging new technologies **38%**

Increasing share of Rail as part of mode optimization on Air, Ocean & Rail **36%**

Exploit untapped optimization potentials in **I2M supply chain** **22%**

N=88

Supply Chain Management ...

Collaboration and Outsourcing underline the trend to look for levers outside own company

Higher focus on **supply chain collaboration / partnerships** with other industry players **55%**

Higher level of **logistics management outsourcing** to specialist providers (e.g. LLP) **54%**

More systematic approach to **supply chain resilience** to mitigate risks of globalized supply chains **40%**

N=93

Source: Live Voting DHL Technology Conference, April 14-16 2015, N=97

DUBAI – CONNECTING HUB FOR GLOBAL LOGISTICS

GET READY FOR GROWTH

Dubai – Get ready for growth

Mohsen Ahmad, VP Logistics District, Dubai World Central, said Dubai is at the center of the Middle East, North Africa and South Asia (MENASA) region containing 29% of the global population, generating \$5.4 trillion in GDP, and anticipating 5.3% growth to 2019 (North America 2.8%, Europe 1.8%). This city-state excels in global connectivity and competitiveness, hosting the busiest international airport and 9th largest seaport, and ranking highly for infrastructure, efficiency, and ease of doing business.

Dubai serves different functions for the technology supply chain. For the United Arab Emirates (UAE), it's a local inbound gateway and, for MENASA, it's a regional hub, central location for value-added services and repairs, and transit hub for sea and air shipments.



Dubai World Central (DWC) is the next major development step. This includes Al Maktoum International Airport, due to handle 200 million passengers and 16 million tons of cargo annually. DWC's logistics district will be a multimodal platform with a free zone environment and bonded access to Jebel Ali Port.

Dirk Van Den Bosch, VP Trade and Business Development, Dubai Port, emphasized Dubai's potential and the importance of integrated ecosystems for unhindered, seamless goods flow. Unique opportunities include airport connectivity with Jebel Ali Port (port-to-airport container transport <45 minutes), the GCC road network and by 2018 with the Ethiad rail network. To catch up, mitigate constraints, and offer more value-added services, **Joerg Sonne, VP United Arab Shipping Company – Middle East Cluster,** commended the UAE as a trans-shipment hub.

Hewlett-Packard made an early decision to move its logistics gateway for the region to Dubai. **Ronald Kleijwegt, Director EMEA Logistics, Hewlett-Packard,** described this operation as an internal benchmark for the end-to-end supply chain, combining all transportation modes and logistics services. Strong regional double digit growth necessitates continuous supply chain optimization. Already, centralized documentation and optimized customs processes have shortened lead times, and the planned Jeddah railway connection will shorten lead

times further and improve regional access. Stronger alignment and multimodal connection of global gateways (e.g. Dubai, Rotterdam, Shanghai, and others) would be "highly interesting" for Hewlett-Packard.



Pat Flynn, Global Logistics and Supply Chain Director, Microsoft, discussed the Nokia integration, providing new perspective on opportunities and challenges in this diverse region which has "big market potential for Microsoft. Our task is to support that growth trajectory." As an established central gateway, Dubai supports all lines of business to serve 38 countries with supply chain models combining different transportations modes and value-added services. This session concluded with panel discussion on customs challenges, best-practice inventory levels, and options for sea-air mode combinations.

RIISING AFRICA – HOW TO DO BUSINESS? CAPTURING CHANCES

Inspiring Africa: Capturing Chances

Ashish J. Thakkar, Founder of Mara Group and Mara Foundation, was 15 when he started his business with a \$5,000 loan distributing IT equipment from Dubai to Uganda. Since then, he has intensively travelled Africa and grown his business in 22 countries with 11,000 employees spanning real estate, hospitality, banking, infrastructure, social media and e-commerce.

As every country is unique, Mara operates in a local manner with global standards. Another focus is the Mara Foundation which enables, empowers and inspires young entrepreneurs – this has huge potential in Africa with its very young demographic (80% are younger than 35).

Mara's three core philosophies are if you genuinely do good, you will do well; create the best of global with the best of local; and be entrepreneurial but also be institutional.

Only recently has the truly African business become sexy. Africa is an attractive investment opportunity – the continent can succeed alone but will get there quicker with foreign investment. Ashish claimed challenges (corruption, bureaucracy, disease, etc.) can be more perception than reality, and urged attendees to visit Africa, assess each situation, and take first steps. New political and business leaders with ambition are creating seamless processes, and technologies are “leapfrogging” forward. This is a transforming continent – “The Indian tiger and Chinese dragon have had their day; now it's the turn of the African lion”.



Learning from Customers – Unilever

Unilever has more than 100 years' experience of doing business in Africa. **Bas Jansen, Customer Services and Logistic Director, Unilever Africa**, presented its go-to-market and logistics strategy for Africa. For the FMCG sector, the main focus is on local manufacturing, supported by own and distributor-driven route to market channels.

Key challenges in Africa operations include the volatility, uncertainty, complexity and ambiguity (VUCA) of markets, to be addressed by flexible, agile and responsive supply chains. Key questions include how to ensure capacity for growth, fulfill modern trade customer demands, establish consistent best standards, and manage the scarcity of talent.

To succeed in Africa, Unilever seeks to raise standards everywhere, strengthen collaboration (with customers, suppliers and logistics partners) for a stronger supply chain, and leverage a pioneering spirit and passion for

new ways and skills. To do this, the company is investing in assets and logistics operations in new and existing markets. It is also creating an Africa talent powerhouse by building internal skills (Unilever has its own Supply Chain Academy), bringing in new people, and borrowing talent from the Unilever network, while achieving the right level engagement with people and society.

A best-practice process is the 'Ultralogistics Africa' concept, a service control tower approach managing the full order-to-cash cycle for Africa. A key question is which processes to keep local and which to centralize. The concept enables Unilever to build scale and expertise in processes, supporting rapid growth across Africa.

Unilever's sustainable living plan for Africa addresses social responsibility and growth ambition (doubling the business). Initiatives include CO2 reduction in warehouses and transportation and 'Zero to Landfill' from factories and warehouses.



RIISING AFRICA – HOW TO DO BUSINESS? CAPTURING CHANCES

How to do business in Africa – Panel discussion

Sim Shagaya, Founder and CEO of Konga.com, identified significant e-commerce opportunities (particularly as Africa lacks brick & mortar retail structures) and logistics challenges, specifically gaps in coordinating the supply chain. Investment is required both in intellectual capital (current investment is showing fast pay off) and parcel logistics (especially new methods of final-mile delivery). Radical rethinking is required as current supply chain models don't necessarily work in Africa.



Panel discussion

Yasser Elnaggar, Principal Assistant Minister, Ministry of Investment Egypt, described Egypt as a country getting back on its feet, with substantial planned investment in the power and energy sector. Recent developments have restored confidence in economic plans, and recent foreign exchange issues have been addressed by Egypt's central bank.

According to **Bas Jansen**, Africa is a growth engine for Unilever and local manufacturing is very often the entry ticket to new markets, much driven by the low value of goods. Security and cargo crime are less of a concern than for technology companies dealing with high-value goods.

Sim Shagaya recommended creating products relevant to local markets (e.g., mobile phones with long-lasting batteries for countries with poor electricity security) to achieve valuable differentiation. He warned against assuming you can do everything yourself – it could be critical to forge partnerships at the equity and supply chain level.

Commenting on the observed mismatch between the new leadership mentality in Africa and execution at shop-floor level, **Ashish J. Thakkar** claimed that mindsets are definitely changing but this takes time, especially where democratic structures are relatively recent. Regional integration efforts such as the EAC set a good example for paced development, harmonizing laws and processes for free movement between countries.

Yasser Elnaggar added that governments also have leadership responsibility to create local authority acceptance of foreign investment, communicating the investment benefits to all stakeholders.



In many African countries, formal education is (or is becoming) free but informal education such as mentorship is also very important. Because of an investment backlog, African universities will take too long to catch up with the west, so new forms of learning driven by the internet and supported by corporates will play a bigger role in educating people throughout their careers.

Optimistic about Africa's opportunities, **Ashish J. Thakkar** put a positive spin on the VUCA acronym – effective agents of change are “visionaries, underserved, compassionate and African”!

CAPTURING INNOVATION IN THE TECHNOLOGY SUPPLY CHAIN

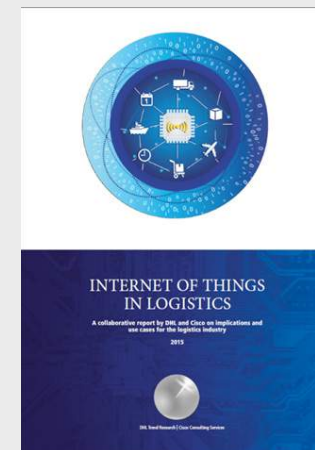
INTERNET OF THINGS IN LOGISTICS

For **Bernd Heinrichs, MD – Internet of Everything EMEAR, Cisco**, about \$8 trillion is the value at stake in the Internet of Things (IoT). In this new digital context, innovation will happen globally, ignoring borders and making partnerships essential to survive in the future. Cisco is opening Internet of Everything (IoE) innovation centers all around the world to accelerate innovations with industrial and IT partners, startups and community academia.

The explosion of data produced is a huge untapped resource, not only in targeting optimization but also in achieving assets that can be sold to third parties. Much of this data (and the actions on it) rely on the cloud, which continues to be challenged by limited bandwidth, latency and network reliability. One possible direction is locally networked “fog” solutions allowing real-time reaction in each circumstance.

Applications for IoT are myriad, from smart cities (sensors can direct drivers to parking spaces and optimize waste collection processes) to manufacturing and from capturing efficiencies in the supply chain to providing better data for decision making. Challenges remain around risk and security, data ownership and standardization to ensure system interoperability. Bernd recommended learning lessons from IT security and creating open protocols based on concrete use cases.

Embedding connectivity is revolutionizing logistics decision making. It is transforming the safety and sustainability of supply chains and enabling greater automation, predictability and quality of business processes. Applying analytics to the entire value chain creates new opportunities for optimization and learning, particularly in traffic and fleet management, optimal utilization of warehouses and assets, smart inventory management, physical security, equipment and employee monitoring, real time visibility and last-mile delivery. Close cooperation and collaboration are required between all logistics players to capture IoT value in logistics.



DHL and Cisco have jointly released a new Trend Report focused on the Internet of Things (IoT). The Trend Report, which estimates that there will be 50 billion devices connected to the Internet by 2020 compared to 15 billion today, looks at the potential impact this technological revolution will have on business. This trend report aims to deepen readers' understanding of IoT, covering three main issues: What is the Internet of Things, and why is it a big deal? What are some of the leading practices and applications of IoT that are generating value across sectors? What are some of the key use cases for IoT in the logistics industry specifically, and what will be their implications? To read more, please go to >>>

CAPTURING INNOVATION IN THE TECHNOLOGY SUPPLY CHAIN

LEARNING FROM EXAMPLES

Implementation of an Innovation Culture

For CommScope, key company principles are integrity, agility and innovation, shared **Carson Cato, SVP Global Supply Chain, CommScope**. He claimed that innovation can be grown organically from the inside or via acquisitions and – more importantly – the right environment is likely to foster innovative ideas from all different types of external partner.



Carson Cato

Cato noted that, in the past, many ideas from suppliers failed to reach the right levels in the organization. He explained a more effective and transparent structure was therefore required. This is why CommScope launched a web portal, creating an innovation funnel that follows clearly defined steps for the submission and analysis of supplier ideas.

To facilitate the shift to a more innovation-oriented culture, he explained it had been critical to educate and train suppliers and CommScope personnel. Innovation became part of individual incentive plans. In addition, general acceptance of this new approach facilitated easier allocation of the resources required for implementing new solutions.

“Sometimes, the innovation ideas are just simple and obvious, but you might be too close to the forest. In these cases, an outside view from suppliers can make a difference. A structured method and an established innovation culture will help to capture these ideas. But you also have to accept that it takes time to reach this level.”

Innovation in the Consumer Electronics Supply Chain

“It is all about digital sashimi; you need to sell it while it’s fresh!” said **Robert van der Waal, Director Logistics Operations, Samsung Electronics Europe Logistics BV**. For a company like Samsung, product innovation and supply chain innovation are part of the corporate DNA. Accordingly, the company’s logistics business model has changed to focus more intensely on the customer and on providing value-adding solutions. Examples include the optimization of channel structures through collaborative planning, forecasting and replenishment with retailers, and achieving joint sales and promotions plans based on retailer knowledge about markets and consumers. About 90% of Samsung products are achieved through

in-house production, allowing direct control and insights. For logistics, the claim to secure its own detailed expertise has resulted in Samsung insourcing selected EDC operations. New ideas are tested and benchmarked in the company’s ‘creativity labs’, and these findings are used on a global level.

Responding to the challenge of order size variability (standard packages are often not fit for purpose and typically necessitate additional materials, space and cost), Samsung achieved double digit savings using a fully automated on-demand packaging machine. The company also optimized LTL load factors for limited size orders by moving the mass picking function closer to customer destinations (effectively shifting this function to the next regional hub in the supply chain).



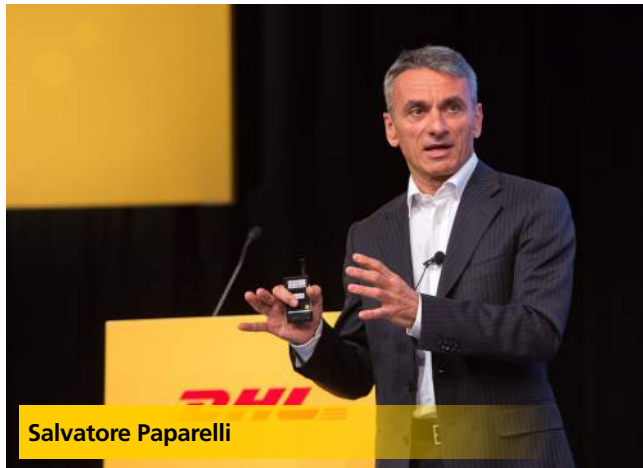
Robert van der Waal

CAPTURING INNOVATION IN THE TECHNOLOGY SUPPLY CHAIN IMPLEMENTATION OF AN INNOVATION CULTURE

Additional costs were more than covered by savings in the initial picking process and better utilization in LTL line haul. “Innovation is often more about creativity of recombining what is there already. For sure it is not always complex, difficult, or out of reach.”

Delivering Value through Partnerships

“Today’s markets are fast, innovative and unpredictable, driven by consumer demand,” said **Salvatore Paparelli, Regional Logistic Officer Europe and Head of European Sales Support, Sony Europe**. Each player in the technology market must give close focus to core competencies. Enabling this requires strategic partnerships, with shared goals and objectives to jointly serve the end consumer. He added, “Sony is not a customer of DHL, but Sony’s customers are”.



For supply chain outsourcing, it was necessary to integrate Sony’s and DHL’s processes. Paparelli recommended that – for this type of integration – neither party should fully determine the way processes are designed. Instead, optimized processes can be achieved through joint definition. In the case of Sony and DHL, this took time because of the many countries and business units involved on both sides. He added that top management commitment and strategy are important, but supply chain transformations (such as implementing a lead logistics provider model) also require strong operational execution to continuously improve performance and efficiency.

The most difficult challenge, according to Paparelli, is organizational alignment. Switching from a traditional vertical structure to a process-driven organization requires clear end-to-end responsibilities and a different style of lateral leadership culture so people are “not reporting to you, but working for you”.

The majority of change processes fail. What’s needed is the vision and belief in what you want to achieve. It is essential to manage often-underestimated resistance to change, and to fully embed this change in the organization past the point of no return. Paparelli noted “You need a specific profile as a change manager, and often these are not necessarily the functional specialists.”



Investing in Innovation

To maintain a position of thought leadership in the fast-moving world of logistics, DHL makes an ongoing investment in innovation. A dedicated team of innovation and trend experts examines and tracks the latest trends and technologies in logistics, and works in collaboration with customers and partners to conceptualize, pilot, and ultimately commercialize new logistics solutions. Relunched in May 2015, this extraordinary facility located in **Troisdorf, Germany** showcases logistics solutions for today, trends of tomorrow, and visions of the day after tomorrow. Visitors are invited to tour the center, accompanied and inspired by logistics or subject-matter experts. They are also able to engage in **customized workshops** to take a deep dive into a specific logistics solution or trend topic. We will open our second Innovation Center in **Singapore** in December 2015.

CONNECTING MARKETS, TRENDS & PEOPLE SHARE BEST PRACTICES IN INTERACTIVE SESSIONS

CONNECTING Markets

Conference attendees selected their preferred breakout sessions. The CONNECTING Markets category looked at technology supply chains that span the globe, connecting manufacturing with mature and fast-growing markets with particular focus on GCC and the “Rise of Africa”.

GCC/KSA: Diversification Creating Opportunities

Marcus Meissner from Camelot Consulting and Robin Philipose from Samsung, addressed the rising levels of disposable income spurring the growth of consumer electronics. It was noted that ambitious governmental programs aim to diversify the 80% oil-based economy in KSA and other GCC countries. Industrial Cities and the many planned investments in multi modal logistics infrastructure especially in KSA underline these efforts. Implementation of rail connections, free trade zones and a country level logistics concept would help to capture market opportunities for technology companies.

Nigeria: Large Country, Big Opportunity

Many conference attendees were drawn to this breakout session because of excellent growth opportunities in Africa. It was noted that Nigeria has the continent’s largest population and the largest GDP in sub-Saharan Africa; its retail and services prospects are unmatched. Yet it is ranked 170th in the latest “ease of doing business” index, struggling with issues of inadequate power, poor infrastructure, security and bureaucracy. Two entrepreneurs in the technology market – Sim Shagaya and

Tayo Oviolu – shared their Nigeria start-up insights and emphasized that the opportunities are beginning to outweigh the challenges.



Egypt: Boost Growth in a Recovering Market

The Middle East and North Africa (MENA) region is highly attractive to technology companies, and many have invested in Egypt to strengthen their position in the MENA market. Yasser Elnaggar of Egypt’s Ministry Of Investment explained that the country reform efforts are widely acknowledged by global institutions such as the IMF. Pro-investment policies have been introduced to restore confidence and economic indicators show a clear upturn trend. Opportunities such as the opening of the Suez Canal have been discussed, but also the remaining challenges in customs and company registration processes.

CONNECTING Trends

In this category of breakout sessions, industry experts presented some of the latest trends and innovations impacting the technology supply chain – trends in air-freight and ocean-freight, e-commerce, continuous improvement, asset recovery and other new innovative supply chain solutions.

Air Freight: Market Trends and Solutions

Many attendees joined this session because speed to market and obsolescence play a critical role in technology, and therefore air freight is an important mode of transportation to serve the different regional markets. Marco Bloemen, SVP Seabury Cargo Advisory, covered in this breakout session topics such as the impact on fuel development, changes in the air freight global demand and capacity, and China’s strong role in the air cargo market. About 1kg out of 3kg transported by air in 2014 has touched China. In general, 2014 has been characterized by stabilization and signs of recovery in the air cargo market.



CONNECTING MARKETS, TRENDS & PEOPLE SHARE BEST PRACTICES IN INTERACTIVE SESSIONS

Ocean Freight: Challenges and Solutions for the MEA Supply Chain

Michael Looten, Maritime Director Seabury Cargo Advisory, shared latest developments in the Ocean Freight market, which has seen mid-single digits in container growth. Key driver has been China, but also Africa and the Gulf region have outpaced global average and are expected to do as well in future. Related to the Middle East and Africa opportunities, the attendees discussed challenges on Security and Cargo Integrity, Compliance and Logistics cost efficiency. Specific location and condition tracking devices, customs management solutions and multi country consolidation models have been introduced as potential solutions.



Multi-modal: Finding the Right Mix of Transport Combinations

Economics and ecological trends indicate the need to combine different transportation modes in smart new ways. Investments in multimodal platforms such as Dubai and China – Europe Rail connection create new opportunities. Attendees listened to the experiences of Microsoft and Ericsson in this field. Predictability across transport modes, end to end visibility and high reliability are key requirements, lack of end to end ownership and pricing as well as connectivity into emerging markets are still major gaps. Angelos Karakostas and Tassis Valvlakidis, Piraeus Container Terminal (PCT)/COSCO, introduced Piraeus as an alternative gateway into Europe, a solution, which is already in place for companies such as Hewlett Packard.

E-commerce: Scenarios and Solutions

Two key questions attracted attendees to this breakout session: (1) How is e-commerce impacting your business? And (2) Can it be used to your advantage? DHL shared insights from its study Global e-tailing 2025, and attendees explored four global scenarios for the future development of international e-commerce, specifically the impact of different trends on retail structures and logistics. Customer examples from different regions and industries have been discussed to show how to successfully tackle the challenge of international e-commerce and use logistics strategy to broaden market reach. While brick & mortar stores will still play a role in future,

Consumer choice and ease-of-use will be important factors to cater to differing delivery needs.



Lead Logistics Provider: Delivering Supply Chain Transformation

Changes in economic conditions, existing and emerging markets, regulatory regimes, and customer preferences demand for revision of supply chain strategies. Attendees discussed the criteria to consider a Lead Logistics Provider solution and the benefits it delivers. Takashi Kurimoto, General Manager Global SCM Center, Konica Minolta shared insights of their operating LLP model, which provided greater control & simplicity leading to significant cost reduction and enhanced organizational effectiveness. Key questions had been around trust (e.g. supplier selection) and sharing of risk and rewards (e.g. contracts). The right engagement model and approach is critical for such a transformational change.

CONNECTING MARKETS, TRENDS & PEOPLE

SHARE BEST PRACTICES IN INTERACTIVE SESSIONS

Supply Chain Resilience: Taking Advantage of the Risk/Reward Relationship

A resilient supply chain not only reduces risks but also anticipates, rapidly adjusts, recovers and even capitalizes on unanticipated supply chain events or disruptions. This session explored the risks of doing business in the Middle East and Africa, and how risk intelligence and tools can help decision making and managing actual incidences in the supply chain. Mark Gruentjes, Senior Global Supply Chain Security Manager, Zebra Technologies shared best practices on security challenges in various parts of the world. The final discussion was about the functionalities and benefits of the Resilience360 incident monitoring tool for a FMCG customer and how this could be applied to the Technology Sector.

Lean & Continuous Improvement: Collaboration to Drive End-to-end Improvements

This session described First Choice Way, DHL's continuous improvement (CI) approach. Attendees discussed the quality, productivity and cost-reduction benefits of CI collaboration, acknowledging that results can be boosted by adopting an integrated approach. Using a real-life case study, they examined available CI tools (Performance Dialogs as a platform for continuous improvement, Layered Gemba Walks to engage all employees on continuous improvement, Value Stream Mapping for a joint view on end-to-end performance, and Health & Safety to drive a Safety First culture).

A flash survey revealed all attendees expect a structured and proactive CI approach from their logistics partner.



Innovation in Practice: Augmented Reality in Logistics

In this lively breakout session, attendees considered whether augmented reality (AR) represents mere hype or technology that can already be deployed today. Case studies and demos of 'vision picking' and 'vision sorting' were provided by Pieter-Jelle van Dijk, Director Operations Ricoh, and wearable computing expert Jan Junker, CEO Ubimax, which have shown considerable efficiency gains and a faster payback period compared to other methods such as automation and pick-by-light. Discussions were around whether today's smart glasses are sufficiently robust to withstand harsh operating environments in Dubai and the MEA region. Also, considering health and safety, a final evaluation if vision picking solution deployed productively might negatively impact workers' eyes will require longer testing periods. DHL will stay

close to the further developments and keep attendees informed.

Service Logistics: Leveraging New Technologies

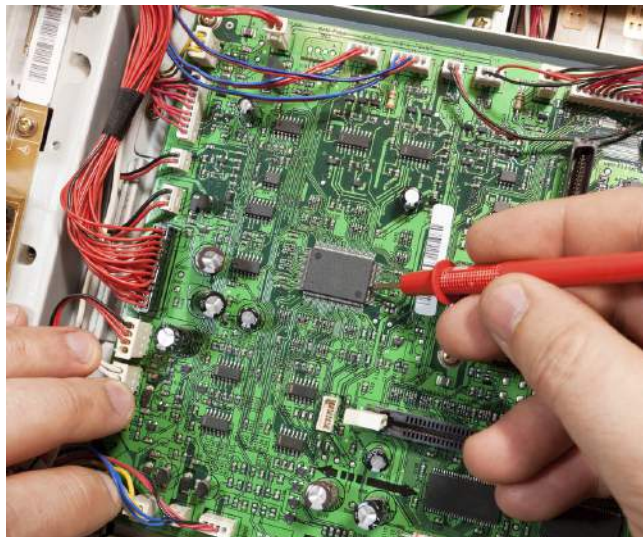
What are the new technology trends, how can they be applied in new tools and how to implement a redesign of a global service logistics supply chain? The attendees learned from Delphine Carrichon, Hewlett Packard, how they have deployed the new DHL sameday visibility tracker in Europe, which includes a collaborative platform connecting Routing Engine, Control Tower and mobile Apps for Couriers and Service Engineers. In the second half of the session, Gerby Maas, HMI, shared a case study on how an underperforming global service logistics network has been transformed into a world class operation by implementing new planning tools, driving continuous improvement approach and complete outsourcing of warehouses to logistics specialists.



CONNECTING MARKETS, TRENDS & PEOPLE SHARE BEST PRACTICES IN INTERACTIVE SESSIONS

Asset Recovery: Capturing End-of-life Value

DHL Supply Chain's high-quality innovative asset recovery and management services came under the spotlight in this breakout session. Together with Alan Ockenden, CEO TXO Systems, and DHL experts, attendees discussed the process of responsibly and sustainably de-installing, acquiring or consigning, redeploying, reselling and recycling technology assets. They identified several key areas where support is required, including de-installation services, support in shipping waste across borders, data wipe and data cleanse services, data transparency and availability, technical de-installation, asset valuation processes and support, parts harvesting, and asset evaluation (help with deciding whether to sell, redeploy or recycle).



Inventory Financing: Leveraging Physical Supply Chains to Generate Financial Value

Today, the focus in supply chain optimization is to reduce operating costs and, increasingly, to cut working capital. In this breakout session, attendee explored innovative options on inventory financing through asset based lending and off-balance sheet solutions. The characteristics and benefits of different models applying to size and type of business have been discussed. DHL plays an integral role in the structure of the solution for both the bank and the customer, acting as custodian and facilitator for both sides.

CONNECTING People

DHL conference attendees typically describe their key takeaways as experience exchange and best-practice sharing. This year was no exception. Once again, this well-attended event provided a valuable industry platform for networking between the different logistics key decision makers in the industry. For two selected subsectors, a dedicated forum has been set up to discuss specific challenges and needs.

Network: Mastering Growth in Africa

Growth potential in Africa is highly dependent on infrastructure investments. But compliance is seen as a key challenge in supplying the necessary infrastructure in Africa. Attendees discussed specific compliance risks, with a strong focus on anti-corruption issues. They

reviewed common challenges and discussed potential solutions for more effective supply chains. There was general agreement that extortion and corrupt behavior are huge challenges for companies operating in Africa.

Enterprise Computing: Changing Market Dynamics Driving New Challenges

Big data and cloud computing are changing market dynamics and the requirements of supply chains. This round table session facilitated an open exchange on new trends and common challenges. Attendees were able to discuss the most important issues such as what represents best practice, and also considered the possible focus areas to bring supply chains to the next level.



SOLUTIONS FOR THE TECHNOLOGY SECTOR



POWERING E-COMMERCE

We help online retailers to deliver their products to customers in the most direct way possible. Our service covers everything from the design to deployment of fulfillment systems.

Contact: Mirella.Muller@dhl.com



LEAD LOGISTICS PARTNER

We will work closely with your team to tailor an integrated service offering that creates a real change and adds new value to your business. Contact: Paul.Parry@dhl.com



RESILIENCE360 – SUPPLY CHAIN RISK MANAGEMENT

A targeted risk assessment exposes your supply chain vulnerability in over 20 risk categories, rates the resiliency of individual locations, and identifies risk hotspots and appropriate risk mitigation. We also provide a supply chain incident monitoring platform for near real-time tracking of incidents capable of disrupting your supply chain.

Contact: Tobias.Larsson@dhl.com



TECHNICAL SERVICES

Pre-sales and aftermarket activities with core warehousing and distribution capabilities to optimize your supply chain, improve bottom line performance, and enhance your end customers' experience. Contact: Jesse.Laver@dhl.com



SERVICE LOGISTICS

We design and maintain service parts networks. You get real-time visibility into what's in stock and what's in motion, and an end-to-end model that integrates transportation, warehousing and repair-cycle management. Contact: Leonard.Aerts@dhl.com



TRENDS AND INNOVATION

To keep ahead in today's changing business environment, the DHL Trend Research team identifies the key business and technology trends likely to impact the logistics industry, and draws upon the expertise of our customers and industry experts to jointly explore topics such as augmented reality, Internet of Things, big data, 3D printing, and parcel delivery via unmanned aerial vehicles.

Contact: Markus.Kueckelhaus@dhl.com



EXPRESS

Indisputable industry leader with a global network that provides capacity and reach across more than 220 countries and territories.

Contact: Stefan.Lanckvriend@dhl.com



GLOBAL FORWARDING CAPABILITIES

Our global presence ensures network optimization and the ability to meet the increasing demand for efficient routing and multimodal transports. Contact: Julian.Rolley@dhl.com



MULTI-MODAL TRANSPORTATION

The best overland freight transport solutions to ensure that your goods get to their destination more quickly, securely and easily.

Contact: Thomas.Kowitzki@dhl.com



GREEN SOLUTIONS

Make your supply chain greener and your business more competitive. Minimize environmental, ethical and social risks in your supply chain.

Contact: Jonathan.Spearing@dphl.com



FIRST CHOICE / CONTINUOUS IMPROVEMENT

We've implemented measures to increase and improve the level of customer focus within our company.

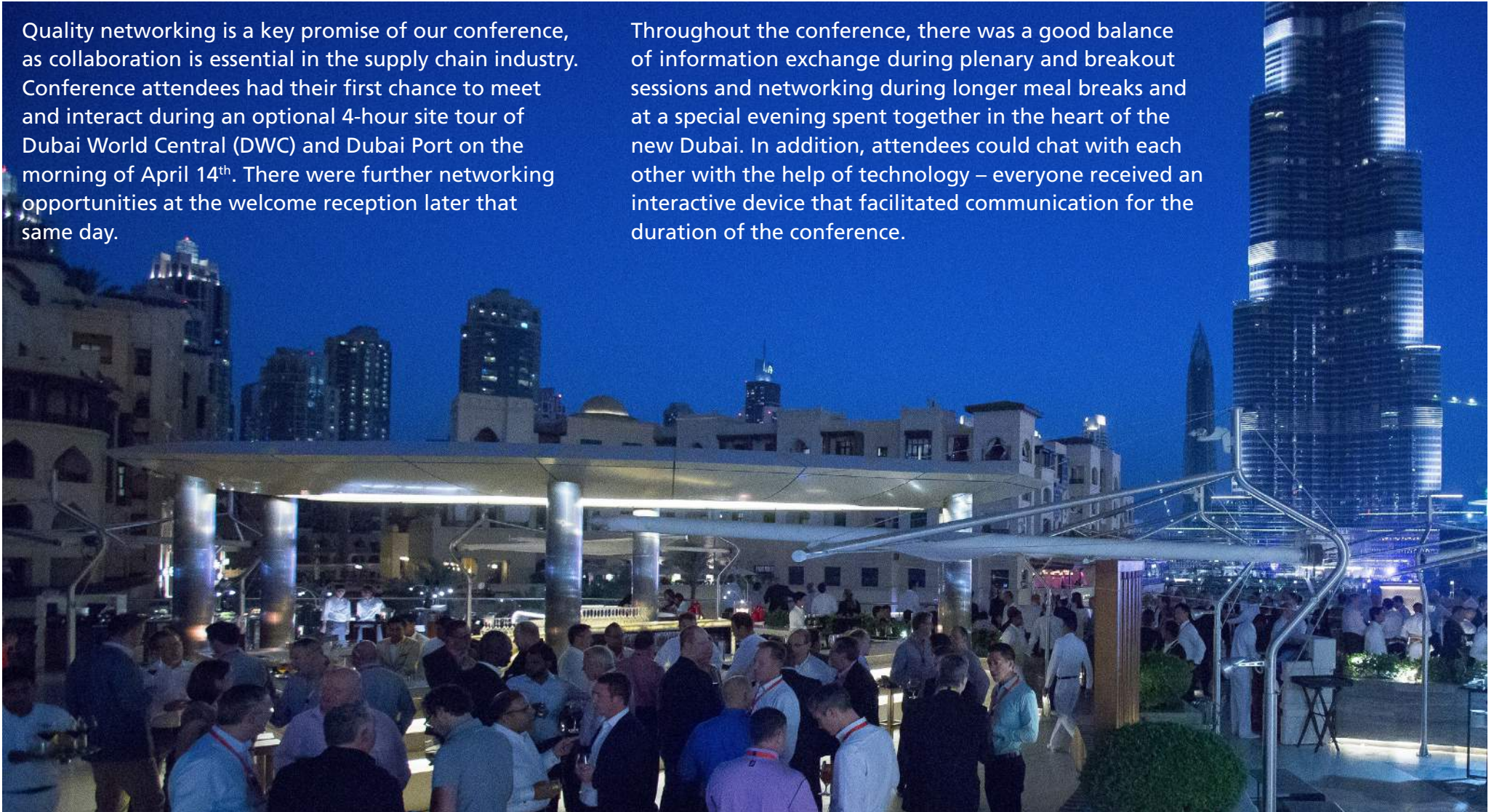
Contact: Iris.Kaib@dphl.com

NETWORKING OPPORTUNITIES

SITE TOUR, WELCOME RECEPTION, EVENING EVENT, INTERACTIVE DEVICE

Quality networking is a key promise of our conference, as collaboration is essential in the supply chain industry. Conference attendees had their first chance to meet and interact during an optional 4-hour site tour of Dubai World Central (DWC) and Dubai Port on the morning of April 14th. There were further networking opportunities at the welcome reception later that same day.

Throughout the conference, there was a good balance of information exchange during plenary and breakout sessions and networking during longer meal breaks and at a special evening spent together in the heart of the new Dubai. In addition, attendees could chat with each other with the help of technology – everyone received an interactive device that facilitated communication for the duration of the conference.



SPEAKER LINE-UP

PLENARY SPEAKERS & PANELISTS



Florence Noblot
Moderator
SVP Technology EMEA
DHL CSI



Ken Allen
Speaker
CEO
DHL Express



Scott Allison
Speaker
SVP Technology Americas
DHL CSI



Khalifa Al Zaffin
Executive Chairman
Dubai Aviation City
Corporation



Mohsen Ahmad
Speaker
VP Logistics District
Dubai World Central



Joerg Sonne
Speaker
VP Middle East Cluster
United Arab Shipping
Company



Dirk Van Den Bosch
Speaker
VP Trade & Business Develop.
Dubai Port



Ronald Kleijwegt
Speaker
Director EMEA Logistics
Hewlett-Packard



Pat Flynn
Speaker
Global Logistics Director
Microsoft



Ashish J. Thakkar
Speaker
Founder Mara Group &
Mara Foundation



Bas Jansen
Speaker
Director CS & Logistic
Unilever Africa



Amadou Diallo
Panel Moderator
CEO
DHL Freight



Simdul Shagaya
Panelist
CEO
kongga.com



Yasser Elnaggar
Panelist
Ambassador, Egypt
Ministry of Investment



Bernd Heinrichs
Speaker
Managing Director IoE EMEAR
Cisco



Carson Cato
Speaker
SVP Global Supply Chain
Commscope



Robert van der Waal
Speaker
Director Logistics Operation
Samsung



Salvatore Paparelli
Speaker
Logistics Officer Europe
Sony

CUSTOMER FEEDBACK

IMPRESSIONS AND LOOKING TO THE FUTURE

100% OF CUSTOMERS WOULD RECOMMEND THE DHL CONFERENCE TO THEIR PEERS

100% OF ALL ATTENDEES WERE HAPPY WITH THE EVENTS AND HOTEL OVERALL EVENT, ORGANIZATION AND THEME



"I am really excited to be here, in this great location which is the beginning of the future is going to go."

Cindie Blackmer, Intel

"A very good platform, with great networking among competition"

Babur Khan, Lenovo

"Excellent range of speakers. The rising Africa presentations were very inspirational."

Sanja Rajkovic, Hewlett Packard

98% OF ALL ATTENDEES WERE HAPPY WITH THE NETWORKING OPPORTUNITY, EVENING EVENTS AND HOTEL



THANK YOU AND SEE YOU IN 2016



Rob Siegers

It was a pleasure to meet many of you at our 2015 Global Technology Conference in Dubai. I would like to sincerely thank all the people who have contributed to the success of the meeting – especially the many customers who have actively shared their experiences and best practices with the attendees. The positive feedback we received encourages us to continue with our focus approach for the technology industry.

The next Global Technology Conference will take place in Singapore on April 19-21 2016. I would be delighted to welcome you to an industry leading event of listening, sharing and networking.