

# MAERSK Case Study

## MAERSK has boosted its legal team's efficiency in India thanks to the implementation of the game-based learning course for negotiation Merchants

After the training, the number of long-term claims was reduced by 10%.



■ **Company:** A.P. Moller-Maersk Group.

■ **Industry:** Transport and Logistics.

■ **Program Data:**

Period: **2018**

Employees trained: **62** 

■ **Challenges:**

Provide flexible, innovative and impactful training.

Build negotiation skills to deliver a positive impact on the financial performance by the legal team in India.

■ **Solution:**

Merchants: Gamelearn's game-based negotiation and conflict-resolution course.

■ **Results:**

Reduction of aging claims by **10%**.

Cost Avoidance target increase by **10%**.

**100%** Completion rate.

**95%** Applicability rate.



### The giant of logistics chooses gamification to win over claims

A.P. Moller-Maersk Group, also called Moller-Maersk or simply Maersk, is an integrated transport and logistics company with multiple brands and is a global leader in container shipping and ports.

The Group consists of Maersk, APM Terminals, Damco, Svitser and Maersk Container Industry. The mission of these businesses is to enable and facilitate global supply chains and provide opportunities for their customers to trade globally. They develop solutions that meet customer needs from one end of the supply chain to the other.

The company has roughly 88,000 employees, across 935 offices, in 130 countries. As part of the group, the Legal team is expected to safeguard Maersk's interests across a range of high-impact deals as well as with incidents with vendors and clients alike, and it's there where the training requirement was set.

*"It has been a wonderful learning experience we have had through the Merchants gaming platform. It surely made learning all that much more fun. The pulse around the floor is that they thoroughly enjoyed the learning experience and are hungry for more."*

Tejashri Shah | Global Claims Lead.



## The challenge: improving the Legal team's negotiation skills

The Legal team handles claims, contract governance, incident management, marine and vessel insurance and deals with global stakeholders on a daily basis. At the time of the deployment of this project, this team was part of the Global Service Centre (GSC) and was responsible for providing end-to-end legal services to various Maersk teams across the world.

The team had some of the lowest training participation/completion rates across all of the Maersk teams, standing at a mere 4%. Building their negotiation skills in order to improve their respective tasks – such as faster contract closure, better recoveries, better claim handling and overall improved stakeholder dialogues, was identified as the major learning need.

Traditionally, training at Maersk India involved classroom sessions, which meant very little flexibility for employees and high travel costs for the company. The sessions also ran for one full day, which meant a huge cost to the business in terms of opportunity cost of resources.

*"Facts of Negotiation Skills are explained in detail. Liked all the characters. Initially it was tough to understand, but later on, got used to it after the mentor's briefing."*

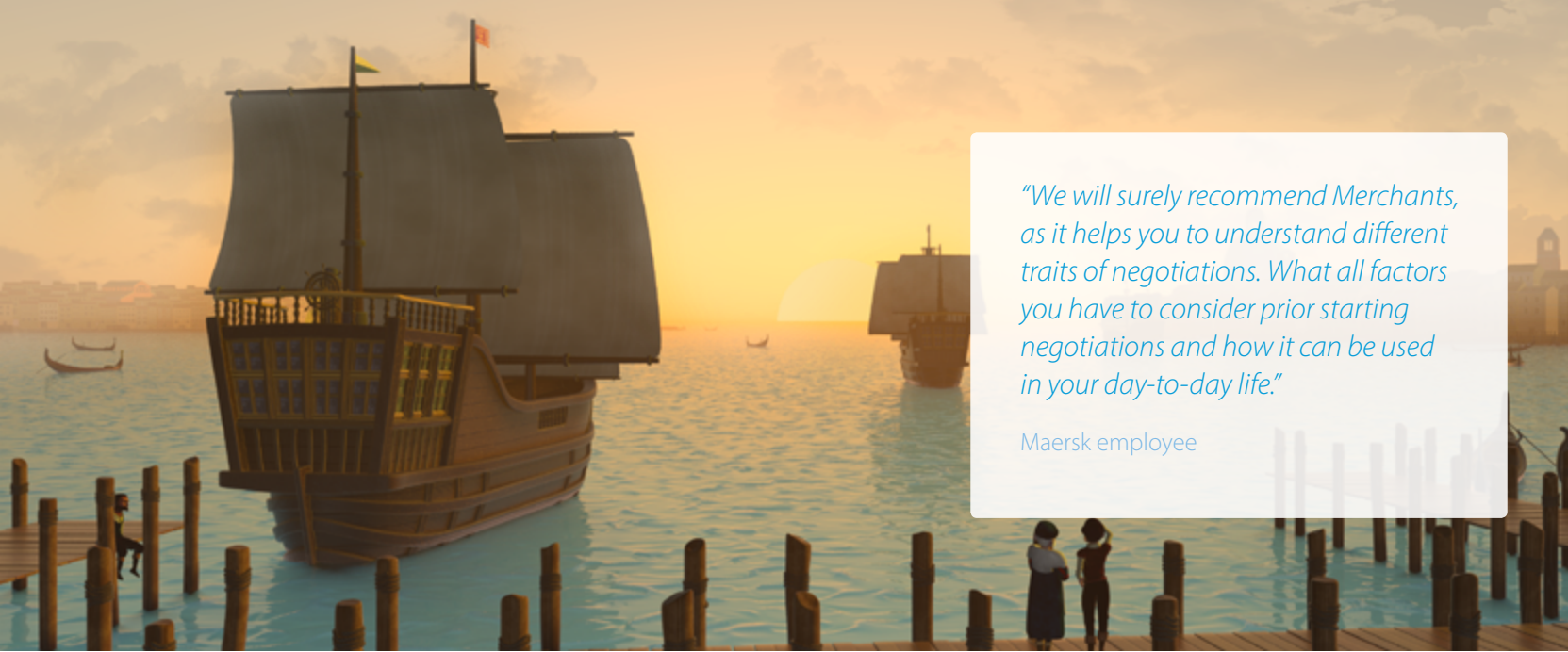
Maersk employee

## Solution: Merchants, the serious game on negotiation and conflict-resolution

Merchants is an online negotiation course set in 15th-century Venice. Users play the role of Carlo Vecchio, a young merchant whose mission is to become the greatest merchant of the age, while being mentored by Leonardo da Vinci or Machiavelli. This character has to face a series of negotiation cases on his journey to achieve his commercial goal, that is why the game is a truly learning experience.

Merchants was chosen by Maersk for training its Legal team because:

- It was an immersive learning experience and offered something new and meaningful to the entire team.



*"We will surely recommend Merchants, as it helps you to understand different traits of negotiations. What all factors you have to consider prior starting negotiations and how it can be used in your day-to-day life."*

Maersk employee

- The game was easy to navigate and the real-life case studies offered practical teachings.
- It offered flexible learning hours, 'learning anytime, anywhere', learners could choose to play the course, save their progress as well as having a choice to access the course from a range of devices.

At Maersk, this was the first time that gamification was applied to learning, so it was a calculated risk.

For Maersk Legal, this game had three major advantages:

**1. Simulated, safe learning:** Merchants offered a sophisticated negotiation simulator that gave the participants real hands-on negotiation practice in a safe environment, without any actual financial risk. This was more engaging and immersive than the traditional classroom sessions. Through the course of the game, players engage in six real negotiations cases, where to proceed, they have to make their own decisions based on available information (as well as information derived from interaction with the simulator) and learn from their mistakes, failures and successes. The simulator fosters the learning-by-doing approach over theory-based learning which suited the agenda of L&D as well.

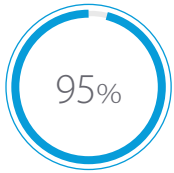
**2. Engaging and synergetic:** The game-based learning and gamification elements – such as the leaderboard, ranks, money accumulated etc. worked seamlessly as tools for motivation and engagement.

**3. Accessibility:** The online, multi-platform format ensured that the training can be provided to teams in Mumbai as well as Pune, thus reducing costs and offered the employees the flexibility to complete the course at their own pace.

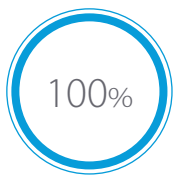
*"The concepts are introduced in a simple manner and the exercises enable one to practice these concepts in such a way as to see their benefits immediately. Great recommendation by L&D, we are pleased to see the momentum."*

Tom Copland | Legal Head

Applicability rate:



Completion rate:



## Results: reduction of aging claims by 10%

The amazing results this video game had for Maersk Legal can be illustrated by the following numbers: **this course reduced claims by 10%**. Users also obtained a 100% participation rate and the company increased the cost avoidance on settling by 10%. **All registered employees completed Merchants**, whereas the completion rate for this team on other training courses was only 4%. Additionally, **95% of users stated that the course was applicable** to their professional and personal lives.

↓ 10%

Reduction of aging claims by 10%

↑ 10%

Cost avoidance target increase by 10%

*"From an L&D perspective, we wanted higher learner participation and to cater to the immediate business need of negotiation upskilling. I also had a larger goal to create a culture of learning. Merchants offered the content which was easy to navigate and understand across the board. We not only met 100% completion rates but also created an ask for more learning! I highly recommend this solution."*

Aditi Sharma | Learning and Development Lead.

*"Fantastic visuals; different situations - negotiations as a buyer, seller as well as a goodwill ambassador."*

Maersk employee