

Yes, very much so. The programme participants are expected to be role models and take back learnings to their home organisation and spread the message. IMPACT is only partly a personal development programme. We also see it as a change vehicle

to go that extra mile. Then we obviously need to understand the market and industry we operate in and always stay ahead of the game, to provide the best possible service. As subject matter experts, we should always be able to bring something new to the table.

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for our organisation. IMPACT will only have a real impact if it reaches more people than the participants.

What would you say have been the key learning points for Damco so far?

That collaboration is essential to our and our customers' success. We are a global business and we need to work together to provide the best service for our customers. Sometimes it is easy to get caught up with your own priorities, but we need to lift our heads and see the big picture. It is important to be humble and to understand that we do not always have the right answer to things. Working closely with other people both internally within Damco, but also together with the customers and suppliers, will enable us to design the best possible solutions.

You indicated that the 'behavioural competencies' of Damco employees is one area discussed with customers who take part in IMPACT. What are the desired 'behavioural competencies' your customers typically expect to see?

Our customers are like most people; they want to work with others who care about them and their priorities and who understand how to create win-win opportunities. In terms of mindsets, this requires an innovative, collaborative and engaged approach by our employees. We need to consistently deliver on our promises and show that we are willing

Other than the training provided through IMPACT, how else does Damco address skill shortages?

We have two other global programmes: the Damco International Graduate Programme

for recent graduates and our Global Talent Pool, for senior employees. Other than that, we design learning activities based on the individual needs of our staff vis-à-vis our organisation. It is done through extensive personal development planning. We are currently busy mapping organisational competencies to get an overview of the skills needed to support our customers. This should further assist managers and employees in the learning and development process.

Overall, what has the impact been of the programme to date? What significant milestones have been achieved?

The IMPACT programme has had an impact on both individual participants and on our organisation. I think that some of the most important achievements are related to the action learning projects that the participants are working on as part of their programme participation. While involved in the project, they are expected to start applying the learnings from the programme. But the projects are not closed learning labs - they are identified as projects because they are of real strategic value to Damco and our customers. For instance, we have developed and tested a samples programme together with one of our key customers. The programme met a need of the customer in question and Damco can now roll this out across the organisation. A successful project thus has multiple benefits - to the individual participant, to Damco and to our customers.

Denmark market update



In Q2 the Danish economy emerged from recession faster than expected, in large part due to export growth and increased consumer spending. These are still tentative steps, however, towards real change. Like neighbouring Norway, Denmark has also cut its growth forecasts for the year and households remain pessimistic about the country's current economic situation, actually more so than they did at this point last year, according to figures published in late October.

Consumer confidence has also declined which has had an impact on retail sales and 12 months since 'lukkenloven', analysts are still unsure of the real impact the changes in shopping hours have ultimately had on the retail sector.

Many believe, ultimately, that Denmark's traditionally robust economy is likely to continue growing as we move into next year.

Moving forward, how will the IMPACT programme develop? What do you anticipate yours and your customers future needs to be?

IMPACT will continue to develop along with our customer needs. Right now we have a strong focus on emerging markets. We already have a strong presence there, but this will continue to increase in the near future and we are looking to open new offices in new parts of the world. Our footprint will be further expanded and we need locally based employees who truly understand the environment we are working in. If we are based and rooted where the demand is growing, Damco will be in a strong position to support its customers. Through that, new challenges and opportunities will open up for Damco and IMPACT will continue to support our organisation and our customers to achieve further success.