



The Logistics Emergency Teams

Pioneering a New Partnership Model

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This case was written by Lea Stadtler, Teaching and Research Assistant at the University of Geneva, HEC, and Luk N. Van Wassenhove, the Henry Ford Chaired Professor of Manufacturing and Academic Director of INSEAD Humanitarian Research Group. It is intended to be used as a basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

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In December 2011, the annual meeting of the UN Global Logistics Cluster in Geneva was hosted by the partner companies of the Logistics Emergency Teams (LET) – A.P. Moller-Maersk, Agility, UPS and TNT Express. It was a valuable opportunity to strengthen their relationships with over 50 logistics leaders from major humanitarian organizations including the World Food Programme, the World Health Organization, Oxfam and UNICEF, who were part of the Cluster. At the same time, the four companies used the meeting to review the LET partnership model and discuss areas for improvement. The following members of the LET Steering Committee participated:

- Helene Regnell, Head of Corporate Responsibility, Maersk Line
- Jens Lund-Nielsen, Lead Group Advisor CSR, A.P. Moller-Maersk
- Frank Clary, Director, Corporate Social Responsibility, Agility
- Jen Janice Mohamed, Program Manager Supporting WFP Operations, TNT Express
- Joe Ruiz, Manager, UPS Humanitarian Relief Program
- Eduardo Martinez, President, UPS Foundation (Chairman of the LET)

Also involved in the discussions were:

- Lucien Jaggi, Logistics Officer, World Food Programme (WFP)
- Matteo Perrone, Global Logistics Cluster Officer, WFP
- Sean Doherty, Head of Logistics & Transport Industries, World Economic Forum

Happy to reconnect personally and to share their enthusiasm and thoughts on joint projects, the group had many items to discuss, as Jens affirmed:

“There is so much potential in this partnership that we have not harvested yet – working on increased preparedness, using our resources more effectively, and using the platform to raise awareness of the importance of logistics in a disaster. We are a great team, have a clear message, and have achieved a lot. So let’s build on that.”

The last seven years had demonstrated the benefits of the LET. In the wake of large-scale natural disasters, the partner companies had given support pro bono to humanitarian operations upon request of the Logistics Cluster. They had come a long way since the early days when all they could think of was how to overcome the initial skepticism and competitive mindsets, and move from a rather abstract partnership idea to a palpable operating model.

Responding to Disasters

Natural disasters, be they earthquakes, cyclones or floods, have devastating consequences, taking lives and wrecking infrastructure. Although governments, military and humanitarian organizations mobilize relief operations to provide emergency food, shelter and services, they often reach the limit of their capacity when the full extent of the disaster unfolds. As the Asian tsunami in 2004 had shown, companies around the world could play an important role in supporting the humanitarian relief actions with financial aid, in-kind donations and pro bono services. Without prior coordination with humanitarian agencies, however, donated goods and services risk doing more harm than good. Humanitarian agencies have often no

time to evaluate the resources during the emergency. Hence, unsolicited and inappropriate items pile up at airports and clog warehouses, where they may remain unclaimed for months. The planes and trucks that bring these items often simply unload, refuel and return empty. Such bottlenecks simply add to the strain on the local infrastructure.

In the aftermath of the Asian tsunami, several member companies of the World Economic Forum had come together to discuss lessons learnt from the disaster relief operation and find a way to efficiently integrate corporate resources into the humanitarian relief system. It soon became clear that a collaborative, cross-sector partnership was called for. This spawned the “Humanitarian Response Initiative” that brought together companies working in engineering and construction, transportation and logistics, healthcare and telecommunications. Despite the members’ enthusiasm, however, their divergent interests made it difficult to agree upon what support to offer, when and at what level to intervene. As progress slowed, the focus shifted to more targeted, industry-based approaches.

Acknowledging the critical role played by logistics in disaster relief, Agility, DHL, TNT Express and UPS had started to investigate options to provide coordinated, logistics-focused emergency support to humanitarian organizations. As leading logistics companies they had valuable assets and skills to build on:

- Agility (see Exhibit 1), a publicly traded provider of integrated logistics with roots in emerging markets, operated supply chains in some of the world’s most challenging environments. It had more than 20,000 employees and 480 offices in over 100 countries, and its core commercial business offered air, sea and road freight forwarding, warehousing, distribution, and services in project logistics, fairs and events, fuels and chemicals.
- DHL, part of the listed Deutsche Post DHL Group, had expertise in international express, air and ocean freight, road and rail transportation contract logistics, and international mail services. With a global network and about 275,000 employees, it offered integrated services and tailored solutions for managing and transporting letters, goods and information.
- TNT Express (see Exhibit 2) had operations in 62 countries, about 83,000 employees, and could make deliveries to 200 countries. It operated an extensive express delivery network in Europe and the rest of the world, as well as its own cargo airline, TNT Airways.
- UPS (see Exhibit 3), a global leader in logistics listed on the New York Stock Exchange, was one of the largest air freight providers and the largest package delivery company and customs broker in the world. With global operations in over 220 countries and territories, and a worldwide workforce of about 400,000, it specialized in global transportation and logistics services.

“We should not compete when it comes to saving lives,” Peter Bakker, CEO of TNT at that time, had emphasized, “We have a social duty to lend our experience to help solve what has been too often referred to as a ‘logistics nightmare’ – that

is, the prioritization, transportation, storage, and onward distribution of appropriate goods in the immediate aftermath of humanitarian disasters.”¹

Building a New Partnership Model

The four companies saw that they could add value to international aid teams, particularly by sharing the skills and capacities of their local offices. Local staff could help them overcome bottlenecks when arriving in a new country and thus save valuable time. However, negotiating fragmented individual agreements with different humanitarian organizations would increase complexity rather than facilitate the task – hence the decision to create Logistics Emergency Teams and to integrate their efforts into the UN Logistics Cluster (see Exhibit 4). Regrouping major UN and non-UN humanitarian organizations, the Logistics Cluster was the primary mechanism for interagency coordination of humanitarian assistance, responsible for setting up the disaster relief structures for the first weeks after a disaster. Eduardo commented:

“At that time, it was a very novel idea to bring together competitors and humanitarian organizations. We did not have the framework, the standards, the established trust, and the track record to build on that we have today.”

Intensive discussions about the features and principles of the partnership and the sharing of the companies’ experience with their bilateral humanitarian partnerships laid the foundation for a new model. In January 2005, in support of the World Economic Forum (see Exhibit 5), the four companies officially announced their intention to collaborate.

They still had to align their approach with the humanitarian organizations’ requirements. The World Food Programme (see Exhibit 6) was the lead coordinator of the Cluster and would thus be their primary contact. TNT had already developed a strong relationship with the WFP thanks to their bilateral “Moving the World” partnership² so access was facilitated. In June 2006, the LET companies met with the chair of the Logistics Cluster to share their ideas. Four months later, they presented the LET concept at a Cluster meeting in Rome – yielding cautiously positive reactions as well as initial skepticism. Frank explained the challenge:

“To prove the concept to the Logistics Cluster, we had to test it. However, it would be unwise to test it in the field because the potential risk of failure would be a fatal one: you are talking about people’s lives at that point.”

Consequently, the LET group opted for a simulation exercise. In November 2006, at a three-day retreat, they went through the complete deployment process, from the triggering process to managing operations in the field, to implementing an exit strategy. They bulked up the training by working through risk scenarios such as having communication stopped between the corporate and local offices, customs officials asking for bribes, and a car accident involving a LET employee. Based on this enriching experience, the group defined areas for improvement and recognized that corporate delegates would need formal training in

¹ http://www.businessweek.com/globalbiz/content/jan2008/gb20080125_608599.htm

² See INSEAD case studies No. 02/2004-5187, No. 03/2004-5194, and No. 03/2009-5596.

humanitarian principles and safety and security measures. To ensure appropriate high-quality training they hired experts from RedR,³ a reputed trainer of relief workers.

The LET companies continued their discussions with the Logistics Cluster to clarify areas such as public relations, civil-military coordination, commercial contracts and engagement with governments. The LET idea was a new one for the humanitarians too: What did the companies want – to displace the humanitarians or contribute something really valuable? Would the collaboration actually work, and how?

“It sometimes feels as if it is not moving as fast as you want it to. If it is me and my team doing a bilateral partnership, we just have to talk to the managers and say ‘let’s get it done’. It is quick and easy. With the LET process, it does not necessarily go that fast as there is a good amount of dialogue needed.” (Frank)

In June 2007, the LET companies and the Cluster agreed on the ground rules of their collaboration, paving the way for a first “controlled run” with WFP in Indonesia in August. This was a unique chance for the LET companies to prove to the humanitarian community that they could put humanitarian goals above business objectives. In Banda Aceh, an area still suffering from the impacts of the tsunami, WFP hosted managers from the four companies to support day-to-day activities such as warehousing, transportation and distribution.

Following the controlled run, DHL elected to discontinue its participation in the LET. While this was a blow to the partnership, it reminded the partners how important it was to constantly align expectations. Compared to bilateral partnerships, a cross-industry approach necessarily took more time and was not easy to handle.

In January 2008, the CEOs of the three companies formally announced the collaboration between the LET and the Logistics Cluster at a joint press conference at the annual meeting of the World Economic Forum. The LET were described as “rapid response teams that can be called upon by the humanitarian community to provide both logistics management expertise and pro bono services in the face of devastating natural disasters,” by Daniel Brutto, President of UPS International.

Shortly afterwards, the Cluster requested LET assistance in response to a cyclone in Mozambique, but as it did not meet the defined deployment criteria the companies opted for a bilateral approach. It was in May 2008, in the aftermath of a cyclone in Myanmar, that the LET swung into action. Subsequent deployments followed in Haiti, Philippines, Indonesia, Pakistan and Chile (see Exhibit 7).

In January 2011, the LET expanded by integrating A.P. Moller-Maersk Group (see Exhibit 8), a worldwide conglomerate with interests in shipping, oil and related industries. Operating in almost 130 countries with 108,000 employees in 2010, its container shipping lines, tanker business, and logistics company moved a vast amount of goods around the globe, while its oil and gas company supplied energy from natural sources in Europe, Africa and the Middle East. Conscious of the limits of unilateral response operations, the Maersk team was eager to commit to the partnership model, as Jens explained:

³ For more information, see <http://www.redr.org.uk/>

“We learnt it the hard way in Haiti. Without being prepared, without having partners in the area – only us running around without a clear understanding of how to contribute – we mainly ended up disturbing our own business operations.”

The LET Approach in Practice

The seven years since 2004 had seen constant tailoring of the partnership principles and procedures to ensure effective use of the resources available. To avoid any misunderstanding or dilution of the LET’s purpose, the partners established clear deployment criteria. They would contribute core competences (1) on a pro-bono basis, and (2) only upon request of the Logistics Cluster to support humanitarian response operations in the event of (3) a natural disaster affecting more than 500,000 people. The LET companies would then be deployed for three to six weeks in the early phase of the humanitarian response. Possible contributions included the secondment of individuals, specific functions, service provision and asset deployment to the Cluster organizations free of charge. The process to activate the LET had to be precise, clear, and remain simple, as Jens emphasized:

“It is important to have standard operating procedures defined. Otherwise, every little thing could be challenged down the road. Now the ‘why’ and ‘how’ are clarified, making it much easier in a period of disaster.”

Once a disaster struck (which met the defined criteria), the WFP head office in Rome would send an official request for resources to the LET companies, as Matteo specified:

“We in Rome receive requests from the Cluster members in the field. We act as a bridge and guide the process. Although we never put a veto to requests, we may ask for clarification and further information before we send it to the companies.”

After the initiating phone call between the WFP’s head office and the LET dedicated chairman,⁴ the latter would immediately convene a conference call with all participating companies to inform them of the disaster parameters and the needs identified. Each company would then reach out to its local counterparts to assess their available capacity and local willingness to support the humanitarian disaster response. The companies’ resources might be affected by the disaster or already be in use for commercial business. However, that did not stop them seeking to procure assets via their business networks, as Jen outlined: “Due to our business relations, we may get contracts quicker and at better rates than the humanitarians would.”

If the companies agreed to support the project, they could proceed with the Cluster operations planning, including the coordination of human resources, assets, operational tasking, the operations timeframe, locations, and the exit plan. Once the operation plan had been discussed with the respective Cluster representative, the LET could be deployed in the operations area. Based on the principle that the companies would not implement their own relief operations but support humanitarian efforts in coordination with the WFP, the LET worked with humanitarian organizations on the ground in accordance with a Memorandum of Understanding and the operational plans, as Matteo insisted: “In the field, the deployed

⁴ The chairmanship rotated among the LET companies every two years. The chair ensured the Steering Committee’s governance and was the key contact for WFP.

employees are no more Agility, Maersk, UPS, or TNT. They are part of our team; they are living with us.”

Seconded by the WFP or other humanitarian organizations, the companies had to collaborate very closely, as Frank explained:

“It may happen that Company A provides a warehouse and Company B trucks, so these trucks would, for sure, come in and out of the warehouse of Company A during that period. We work together within the humanitarian system and we have to accept that for the sake of effective help.”

After three to six weeks, the LET withdrew from the operation. If the humanitarian organizations subsequently called for additional services, this would be handled in the same formally defined way (see Exhibit 9), as Lucien confirmed:

“It is important to stay within the system of focal contact points because, otherwise, you create problems. If I went to one company directly and started my little business with every company, the whole spirit would be gone and it would be difficult to coordinate.”

After a LET deployment, a designated local Cluster member sent a summary of the contributions and the general course of action to the WFP head office. “This report could be a medium-sized email, a few pictures, a discussion via phone, or a four-page document. We definitely capture the information but, in view of the local capacities, not necessarily in a very rigid or structured way”, Lucien remarked. The LET leaders and the WFP representatives also used the bi-annual meetings like the one in Geneva to discuss operations in more detail.

Managing the LET at the Partnership Level

“Openness, transparency, responsiveness, adaptability, and compassion – they are all important in partnering.” (Eduardo)

For the joint deployment to succeed, the LET partners had to be well prepared and use the time between disasters to improve their relationships, discuss challenges and remove obstacles. “We have different cultures and ways of thinking, but within the LET we have a common sharing culture,” Helene emphasized. The LET companies also had to nurture their relationships with WFP and the Cluster organizations, as Lucien explained.

“You have to find a balance. On the one hand, you have the interests of WFP and the Cluster; and on the other you have the companies who want to be engaged, be visible, and keep close contact.... At the same time, they don’t want it to be too costly for them because this is pro bono.”

To channel possibly diverging interests, a set of core principles guided the LET partnership. First, the partners all agreed that good faith, transparency and continued dialogue were the cornerstones of their relationship, and that the spirit of cooperation and willingness to learn from each other were key to success. As a second principle, they acknowledged that the additional pro bono programs they had in bilateral partnerships with humanitarian organizations would remain unaffected by the LET initiative.

Third, they emphasized that the companies' pro bono engagement should under no circumstances disrupt their commercial obligations and negatively impact their businesses or reputations. During a deployment the LET companies would continue working for their commercial contracts, including working with military or governmental organizations. However, in order to avoid any conflict of interest, they would strive to "firewall" the pro bono operations (see next section).

Fourth, in a disaster response the Cluster would be the operational lead and act as an interface between the companies and the military or local government. Fifth, the partners would collaborate regarding public relations and external communications. For example, when interviewed ad hoc in the field, the deployed LET members would refer the interviewer to the designated humanitarian person and the LET communications team. Internal public relations were at the discretion of the LET companies, but had to be accurate and to recognize the role of the humanitarians.

As experience had shown, every deployment and disaster context was different and rich in surprises. For example, during the LET deployment in Japan in 2011, the local business culture made it uncomfortable for local company employees to talk to their competitors – even under the LET umbrella – so all communications went through the companies' headquarters. A LET deployment in Africa in 2011 required them to operate in a region where corruption was rife. Since it was impossible to cover all eventualities in their standard operating procedures, the five guiding principles and the partners' close relationships were fundamental to their success.

Managing the LET at the Corporate Level

"Everything about commercial logistics is based on timely delivery and speed. Humanitarian logistics as well, but they have different priorities and ethical constraints. If they want X, Y, and Z and you're busy preparing it, the next day they may rather need A, B, and C. That is sometimes frustrating but it might be that they initially wanted to deliver food but then cholera has become the main problem in the camp, so the priority has moved from food to medical and hygiene equipment. You have to learn flexibility, but that's tough. If we change one of the parameters, this has an impact for our overall resource portfolio." (Frank)

Engaging in a cross-industry, collaborative approach not only required jointly shaping the partnership design and operation, but also adapting the members' own organizational procedures and systems to ensure smooth and coordinated implementation. While this meant additional work for the LET leaders, they firmly believed that the LET also made sense from a business perspective. Tarek Sultan, Chairman and Managing Director of Agility,⁵ insisted:

"Global presence brings social responsibilities. As we grow as companies and as an industry, particularly in emerging markets, we can see [...] that the scourge of poverty, disease and disasters affects us all. No one can afford to ignore these problems – and in fact, working together, we are in a unique position to help."

⁵ <http://www.ameinfo.com/145947.html>

Operating in areas prone to natural disasters, the companies were themselves frequently exposed to negative impacts on their businesses – local employees and business partners were often personally affected. This in turn reinforced the sense of inter-dependency, as Helene recounted:

“Sometimes the entire infrastructure breaks down – no roads, bridges, or ports. Our business relies on effective infrastructure, so it is also in our self-interest to make logistics work again. Without logistics, today’s societies cannot function. This becomes desperately clear when a disaster strikes.”

“Working in a disaster area is incredibly challenging. The total communication infrastructure can break down and the humanitarians succeed in setting up an operation within two hours. The humanitarian system has to work with very few resources and they are very creative with new solutions. We can learn a lot with regard to efficiency,” Frank agreed.

Through the LET, the companies expressed their long-term commitment vis-à-vis governments and local communities. Likewise, they fostered relationships with the humanitarian sector. The relief and aid market represented a considerable volume and many of the companies’ ordinary customers were active in it. Hence, the LET engagement gave the companies an opportunity to be viewed as a responsible partner.

To implement the LET, the companies had to develop (or adapt) internal programs with adequate internal policies, structures and procedures. For example, TNT Express aligned its LET activities with the internal structures developed for the “Moving the World” program. UPS coordinated the LET involvement with its Logistics Actions Teams and bilateral partnership with the Red Cross. Agility coordinated its LET operations with their Humanitarian and Emergency Logistics Program (HELP), as Frank explained:⁶

“The LET became a functional part of our HELP program. We borrowed from HELP to develop the LET and, at the same time we borrowed from the LET to improve our HELP program. For example, we spoke with TNT who shared important information on how to recruit, select, and what skills to focus on... We acknowledge that each company has its own culture and way of working. So, for example, we have different triggering processes.”

This, however, did not prevent them from openly sharing best practice. Indeed, when Maersk joined the LET in 2011, it quickly learned from the other companies how to set up an appropriate internal system. There were many questions to be resolved: How should the LET engagement be integrated into the overall CSR strategy? Who would make the internal decision on whether to deploy or not? Which assets and employees to provide? Which organizational entity would have the core responsibility for preparing, coordinating, and evaluating the LET engagement? Another issue was how the LET experience should be shared within the company. Creating internal transparency was considered important: the companies leveraged employees' stories, advice, experience and news via their corporate intranets, blogs and video clips.

⁶ Please see the INSEAD case studies 03/2009-5559 and No. 06/2012-5821.

To sustain the success of the LET at the intersection between business and social benefits, all the organizations involved had to maintain “firewalls” around the pro bono activities. The UN and humanitarian organizations had to define boundaries to prevent commercial operations from being dragged into the LET’s pro-bono sphere. For the companies, firewalling meant that any employees involved in a bidding process with the respective UN, humanitarian or government agencies would not be deployed for a LET operation. All employees involved had to understand the LET mission: not to sell additional services to the Logistics Cluster members but to do a good job for them.

“Consider yourself as a secondee with an operational rapport to them and an authoritative one to the corporate office,” they were frequently told. “You are not there to generate business or push out business cards. If humanitarians ask you to provide additional, commercial services or participate in a quote, you need to contact us immediately.” In such cases the respective company leader would discuss the request with the other LET companies, and they would decide as a team whether the individual company should provide a quote, or if all (or none) of them should do so. Only if a humanitarian organization approached a company after a disaster could the decision be taken unilaterally. This issue had to be handled carefully: the slightest appearance of a conflict of interest would negatively affect the reputation of the company and, more importantly, harm the hard-earned trust between the humanitarians and the companies – putting the entire initiative at risk.

The LET Training Program

Training was vital to ensure effective deployment and to leverage the partnership spirit across the participating organizations. Employees went through a rigorous selection process. Volunteers had to agree to be deployed at any time within a period of two years, have a fitting professional background, fluent English, and strong communication and leadership skills, as Jen emphasised:

“We have to make sure that they know exactly what they are heading for. If I can sense even one percent of doubt, I don’t accept that person for the program because that would be a risk to the whole program. (...) But nevertheless, we had a case in which a few persons could not cope with the smell of death that was omnipresent in the field, so they had to return.”

Following the requisite medical check-ups, the selected employees participated in LET training. While they already had the technical expertise, they needed briefing on the specific disaster relief and humanitarian context. Practical questions on their psychological preparation were addressed, as Matteo explained:

“When we have someone from the LET in the field, the person is often shocked during the first two days, while we just keep on doing our ordinary work. But then their commitment is even stronger – they work twice as hard as in their ordinary work because they know if they don’t, kids may be dying.”

The four LET companies conducted joint training sessions to ensure that all LET volunteers had a shared understanding of the mission and developed close working relationships that could be carried into the field upon deployment. The training also built on scenarios and simulation exercises, as Jen described:

“For example, one exercise simulates a Cluster meeting in which the participants learn how different organizations may react during those meetings. Another simulation trains their analytical and decision-making capacities: they have to allocate money for food and transportation in a disaster situation.”

Representatives from the companies, the Logistics Cluster and the WFP co-facilitated the training. Employees who had already been deployed to emergency operations shared their experiences from the field. To date, the LET had about 100 trained volunteers on the roster. While the companies could not guarantee that all trainees would eventually be deployed, “even those who had not been deployed told us that already the learning experience during the training has developed them personally and professionally,” Jen emphasized. The corporate disaster response received a lot of attention from employees and provided an opportunity to engage different business units in joint activities that delivered impact on clear needs in society:

”Our staff that has been working with WFP and the Logistics Cluster comes back with an immense feeling of satisfaction and gratification. They have done as much as they could to help, and experienced what it means to manage daily life in an area that is affected by a disaster. They share their experience with everyone else, which builds a very strong engagement culture among staff. We are using our core capabilities and resources to support humanitarian organizations. That is a lot more tangible emotionally than doing commercial business deals.”

Taking the LET Forward

The work sessions in Geneva illustrated that the success of the partnership required continuous improvements in line with the dynamic environment. To this end, the LET Steering Committee had monthly conference calls and met at least twice a year in person. “There are a lot of things that come up when we meet as a group, like in Geneva, on which we should build,” Jens emphasized. Important issues on their agenda included recruiting new member companies (as opposed to consolidating the status quo), widening the scope of the LET, and the need for more formal agreements to back the partnership. Some of these they had already touched on, but more thorough discussion was needed.

On the one hand, the recruitment of new members would boost the capacity and capabilities available for disaster response. Indeed, Maersk’s rapid integration had shown that it was possible to bring in new ideas, enthusiasm and expertise without doing any harm to established personal relationships, as Frank affirmed:

“We have to think about this as a group, empowering others, pushing everyone else in a collaborative partnership. The Steering Committee plays a great role in building relationships and friendships. But even if we had a Steering Committee of 20 persons, I think this could still work with good relationships.”

On the other hand, increasing the number of members risked complicating the coordination and diluting the partnership spirit. “I think between the core people it is currently a level of friendship where you could call, even in the middle of the night and say, ‘Listen, we are really in a mess and we urgently need your support,’” Lucien emphasized. With Maersk having filled an obvious void (i.e., capacity and competencies in sea transport and container terminal

operations) there was no urgent need to expand. The LET members agreed with Jen that: “If someone new comes, everyone has to feel comfortable and agree with the new member. Even if just one of us does not, we will not proceed.”

Helene insisted that the existing members had not efficiently harvested the potential of the training and efficiency processes – many employees had gone through the training but only a fraction had actually been deployed. Lucien stressed that few disasters actually met the deployment criteria. Engagement in disaster areas in which the companies had no local offices was an option, but, as Frank pointed out, “It is costly to fly the employees there, they may need one month to integrate into the system, and there are language problems. So it’s not so obvious.” Another way to enlarge the scope was to engage in selected disaster preparedness projects. This would be particularly welcome as WFP and the humanitarian organizations had limited resources due to a trend in declining donations.⁷ In 2011, Maersk and UPS had run an experimental Logistics Capabilities Assessment in Nigeria, and Helene, Jens and Eduardo had subsequently shared some of the lessons. Overall, the assessment project had been successful but more time consuming than expected.

Another urgent item on their agenda was the definition of more formal and more detailed agreements. One with WFP was already designed to ensure the appropriate treatment of LET staff, particularly in the event of an accident in the field. As LET deployments increased, they also needed to specify the services and types of resources that the companies offered, and the conditions under which staff were deployed. Even so, the discussions revealed that they all appreciated the partnership developing on a more informal basis, as Frank observed:

“My perception is that until the people strongly identify with the partnership, it’s the best to keep it informal to develop the common ground. When you are at the point where you have developed a common understanding, then you may move forward and draw a more formal MoU.”

The partners agreed that the strength of a partnership derived not from any legal contracts but from their relationships, as Helene underlined: “Its voluntary character and the fact that you can step out at any time forces you to know exactly why you do this and that you need to put in to make it work.”

Scaling Up the Impact

The LET members shared an enthusiasm for motivating other companies to engage in similar partnerships to help disaster victims with shelter, food and medicine, as well as to exploit the potential that lay within the LET: “With all the companies we have almost 1 million employees. Being able to leverage all around the world would be a powerful movement,” said Eduardo.

One way to promote the concept was to present their main activities during the CEO session at the annual meeting of the World Economic Forum, as well as to share their experience in more focused sessions on humanitarian response. While this would enhance visibility and help ensure support for what their teams were doing, “there are no established performance

⁷ <http://documents.wfp.org/stellent/groups/public/documents/research/wfp216777.pdf>

indicators to monitor and calculate the LET's impact. It's about contributing to fulfill the needs of the WFP/Logistics Cluster," said Lucien.

Petra Demarin from the World Economic Forum had taken an active role in linking them with the Disaster Resource Partnership (DRP), a similar initiative within the engineering and construction industry that collaborated with the UN Shelter Cluster. Both the DRP and the LET had origins in the Humanitarian Relief Initiative and had a lot to gain from coming together to share their experiences, as Petra insisted:

"The types of tools and training that the LET have developed are very useful also for other similar partnerships. There is the importance of precedence: it is so much stronger when it has been proved in practice. Moreover, the exchange helps give a realistic timeframe in terms of how long it does take to negotiate this type of partnership."

As the meeting in Geneva continued, an important question remained: Could they expand the partnership's impact and at the same time consolidate the status quo? The challenges involved were complex but given the experience and trust accumulated in the last seven years, the LET members were confident about the next steps on their unique journey.

Exhibit 1
Agility

Agility brings efficiency to supply chains in some of the globe's most challenging environments, offering unmatched personal service, a global footprint and customized capabilities in developed and developing economies alike. Agility is one of the world's leading providers of integrated logistics. It is a publicly traded company with \$4.8 billion in revenue and more than 20,000 employees in 480 offices across 100 countries.

Agility's core commercial business, Global Integrated Logistics (GIL), provides supply chain solutions to meet traditional and complex customer needs. GIL offers air, ocean and road freight forwarding, warehousing, distribution, and specialized services in project logistics, fairs and events, and chemicals. Agility's Infrastructure group of companies manages industrial real estate and offers logistics-related services, including e-government customs optimization and consulting, waste management and recycling, aviation and ground-handling services, remote infrastructure and life support.

Besides its disaster relief engagement in the LET, Agility works with a number of humanitarian agencies, local NGOs, and local government authorities, chosen by Agility country offices themselves in times of disaster. Projects include a formalized bilateral partnership with International Medical Corps, global and ad hoc local service donations to the World Food Programme and NGOs in Bangladesh, Pakistan, Indonesia, Chile, Pakistan, Lebanon, Kuwait, USA, and Europe.

For further information about Agility, please visit www.agilitylogistics.com.

Exhibit 2
TNT Express

TNT Express is one of the world's largest express delivery companies. On a daily basis, TNT Express delivers close to 1 million consignments ranging from documents and parcels to palletized freight. The company operates road and air transportation networks in Europe, the Middle East and Africa, the Asia-Pacific and the Americas. It employs 77,000 people and runs a fleet of 30,000 road vehicles and 46 aircraft. TNT Express made €7.2 billion in revenue in 2011.

TNT Express' corporate responsibility strategy centers around three priorities: Protecting our people, Maximizing operational efficiency, and Building win-win relationships throughout the chain.

- TNT Express sees providing a safe and healthy working environment as an integral part of its operational processes. This ambition is supported by workplace, general health and road safety trainings and initiatives throughout the organization
- TNT Express is committed to continuous improvement of its overall CO2 efficiency index
- The company is working together with customers, suppliers and subcontracts to embed corporate responsibility in their performance

For further information about TNT Express, please visit <http://www.tnt.com/corporate>

Exhibit 3
United Parcel Service (UPS)



UPS (NYSE: UPS) is a global leader in logistics, offering a broad range of solutions including the transportation of packages and freight, the facilitation of international trade, and the deployment of advanced technology to more efficiently manage the world of business. Founded as a bicycle messenger service in Seattle, Washington in 1907, it was the brainchild of a seventeen-year-old boy named Jim Casey as a way to earn a living and provide for his family. Today, UPS has global operations in over 220 countries and a worldwide work force of over 410,000 employees, making it the third largest employer in the US and the seventh largest, private employer in the world. The UPS network is comprised of the UPS Airline which is the ninth largest airline in the world. Combined with a vast fleet of multi-modal vehicles and distribution facilities, UPS facilitates seamless international trade as the world's largest customs brokerage operator. UPS's world-class technology infrastructure runs the largest non-relational, non- military database in the world, delivering time-sensitive business information to UPS's operations, its customers and their 3.9 billion shipments each year.

Founded in 1951, The UPS Foundation is responsible for facilitating community involvement and leads the corporate citizenship mission for UPS. In 2010, UPS and its employees, active and retired, invested more than \$95 million in charitable giving around the world, and UPSers contributed more than 1.1 million hours of volunteer service. The UPS Foundation coordinates, among others, the UPS Humanitarian Relief Program.

For further information about UPS, please visit www.ups.com and www.ups.com/foundation

Exhibit 4
The Logistics Cluster



The Cluster Approach was endorsed by the Inter Agency Standing Committee (IASC) in September 2005 as the primary mechanism for inter agency coordination of humanitarian assistance. It is a unique forum involving key UN and non-UN humanitarian partners. Nine clusters were agreed with a lead agency for each. In this regard, the Logistics Cluster is led by WFP. The Logistics Cluster operations vary in scale from information sharing and coordination (such as infrastructure assessment, port and corridor coordination, transporters and rates, customs, and equipment supplier information) to those involving information sharing and common air, ocean, and overland transport, storage, and other logistics activities. Regular coordination meetings will be established involving all stakeholders (UN agencies, government, international and local NGOs). Where there are gaps such as a lack of transport capacity the first option will be for the organizations to help each other with capacity. Where this is not possible, the Logistics Cluster lead will be required to act as a provider of last resort.

For further information, please visit www.logcluster.org/about/logistics-cluster/

Exhibit 5
The World Economic Forum



The World Economic Forum is an independent international organization committed to improving the state of the world by engaging business, political, academic, and other leaders of society to shape global, regional, and industry agendas. Incorporated as a not-for-profit foundation in 1971, and headquartered in Geneva, Switzerland, the Forum is tied to no political, partisan, or national interest. The Forum is known for its annual meetings in Davos that bring together some 2,600 top business leaders, international political leaders, intellectuals, and journalists to discuss the most pressing issues facing the world. Furthermore, the Forum convenes several regional meetings and offers various cross-sector initiatives.

For further information about the World Economic Forum, please visit www.weforum.org

Exhibit 6
The World Food Programme










The World Food Programme (WFP), part of the United Nations system, is the world's largest humanitarian agency fighting hunger worldwide. Founded in 1961, WFP pursues a vision of a world in which every man, woman, and child has access at all times to the food needed for an active and healthy life. WFP's objectives are fivefold: (1) save lives and protect livelihoods in emergencies, (2) prepare for emergencies, (3) restore and rebuild lives after emergencies, (4) reduce chronic hunger and malnutrition everywhere, and (5) strengthen the capacity of countries to reduce hunger. In 2011, WFP aimed to reach more than 90 million people with food assistance in more than 70 countries. Around 10,000 people work for the organization, most of them in remote areas, directly serving the hungry poor.

WFP is continually responding to emergencies and seeks to save lives by getting food to the hungry fast. A key element in this response is the WFP-managed network of UN Humanitarian Response Depots. These are hubs, positioned near disaster-prone areas around the world, where emergency supplies are stored in readiness. WFP's expertise in logistics meant that in 2005 the agency was mandated to lead logistics operations whenever a humanitarian emergency required a joint response from UN agencies and the humanitarian communities. WFP has developed expertise in a range of areas including food security analysis, nutrition, food procurement, and logistics to ensure the best solutions for the world's hungry.

For further information about the World Food Program, please visit www.wfp.org

Exhibit 7
LET Deployments since 2005

	<p>EAST AFRICA: Famine Response, July 2011 The LETs were activated to assist WFP in the Famine Response to airlift more than 150 tonnes of food.</p>
	<p>JAPAN: Earthquake and Tsunami Response, Specific Assistance, March 2011 The LETs were not formally activated by the Joint Logistics Cluster but assistance was provided in the form of personnel, customs clearance, warehousing, and ground and sea transportation.</p>
	<p>HAITI: Cholera Response, November 2010 The LETs were redeployed to provide surge capacity in wake of cholera response needs.</p>
	<p>PAKISTAN: Flood Response, September 2010 The Logistics Cluster called on the LETs to help relief efforts in flood-hit Pakistan. Support included: 10 trucks for two months, warehousing space, 14 personnel, 747 airlift of 110 tons of food aid, 100 containers of shipping, 750 pallets, 2 forklifts, 2 reefers, and operational ground level management.</p>
	<p>CHILE: Earthquake Response, March 2010 The LETs were deployed to assist in earthquake relief effort with logistics assessment, local support, and receipt of humanitarian cargo flight.</p>
	<p>HAITI: Earthquake Response, January 2010 To assist the Cluster organizations in Haiti earthquake relief effort, Spanish and French speaking specialists of the LETs were deployed to Santo Domingo and Port au Prince. They provided distribution of relief cargo, Fleet Coordination, Air-Cargo support and airlift of 100 tons of food aid.</p>
	<p>INDONESIA: Earthquake response, October 2009 The LETs were deployed to assist West Sumatra earthquake relief efforts and assisted WFP by providing local resources such as warehouse management and transport capabilities.</p>





	<p>PHILIPPINES: Flood response, September 2009 The LETs were deployed to assist Philippines flood relief efforts and worked with the Logistics Cluster through the provision of logistics specialists, assets, and transportation services.</p>
	<p>HAITI: Flood Response, October 2008 The LETs were deployed for Haiti flood response.</p>
	<p>MYANMAR: Cyclone Response, May 2008 The LETs were deployed in Myanmar cyclone response to support relief operations by the Logistics Cluster. The partners worked as an integrated team with the UN to receive and dispatch cargo efficiently and quickly for 1.5 million people.</p>
	<p>MOZAMBIQUE: Flooding and Drought Response, March 2008 For the first time, the Cluster requested the LETs for a collaborative response to heavy floods in the Eastern part and a drought in the Central and Western part of Mozambique. As several of the major deployment criteria were not fulfilled, the companies opted for bilateral approaches with the humanitarian partners.</p>

Exhibit 8
A.P. Møller-Maersk Group



The A.P. Moller-Maersk Group is a worldwide conglomerate, devoted to lasting success in the shipping, oil, and related industries. The group operates in some 130 countries with a workforce of about 108,000 employees and achieved total revenues of \$ 56.1bn in 2010. Its container shipping lines, tanker business, and logistics company move a large share of the world's products around the globe while its oil and gas company supplies energy from sources in Europe, Africa, and the Middle East. Other Maersk business units provide supply, drilling, and towage and emergency services, and include a significant European retailer. The Group was founded by Arnold Peter Møller in 1904 and its parent company, A.P. Møller-Mærsk A/S, is now listed on the Danish Stock Exchange.

The Group has a tradition for engaging in larger international natural disasters such as the Tsunami in South-East Asia (2004), the earth quake in China (2008), the earthquake in Haiti (2010), and the Pakistan floods (2010). Except for the Haiti disaster, the company response has been primarily based on the local initiative by country offices. The Haiti earthquake happened in parallel to a meeting in the sustainability network with the participation of all the business units' sustainability representatives. In its process of developing a systematic approach to future responses to natural disasters internationally, A.P. Moller-Maersk joined the Logistics Emergency Teams in 2010 to assist the UN World Food Programme.

For further information about the A.P. Moller-Maersk Group, please visit www.maersk.com

Exhibit 9
LET Triggering Process

LETs Cluster Led Triggering Process

Monday, April 21, 2008

