

# ZIM

Magazine

Autumn 2015  
ISSUE

92



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**Autumn 2015**



**Dear ZIM Employees,**

As you know, we are currently celebrating ZIM's 70th anniversary year. Several special events have already been held for our customers, and we will continue to mark this historic milestone in various ways as the year continues. The history of ZIM is closely interwoven with the Israel's history and the global shipping industry, and our decades of diverse, productive activities are a fascinating addition to the pages of history. This significant anniversary is the ideal time to remember and honor our shared heritage. It also happens to coincide with a the year in which ZIM has embarked on a new path. We remain dedicated to this exciting new journey, while still valuing our proud heritage.

We recently released our second quarter results for 2015 a few weeks ago – another quarter during which ZIM recorded a profit and was happy to announce an overall improvement. This promising trend indicates that the company is on the right path. Our immense efforts to improve our savings and efficiency procedures, together with our new business strategy, are evidently bearing fruit. The transformation ZIM has undergone went through during the past few years, is what enables our continued success within the highly competitive global shipping industry.

That said, we still have a long way to go before we achieve our primary goal – establishing ZIM as one of the industry's five leading companies, in profitability terms, by 2018, and maintaining that position over time. The business climate within the container shipping industry remains as challenging as ever, and the outlook for the second half of 2015 is far from rosy: a combination of new capacity entering the market on an unprecedented scale, along with global economic developments, will lead to tougher competition and low freight rates on international trade routes. Although we are well-prepared for various scenarios, we are also aware that these challenges will not be easy. In order to continue our current upward trend, we must excel in all areas. Every extra container counts, and every dollar saved is absolutely vital.

The beginning of the year brought with it ZIM's debt restructuring, which was completed in 2014 and recognized by the international media as the best and most prominent of its kind in the world. This settlement means that now we have the infrastructure, the tool, and especially the skilled, qualified people we need to become globally competitive and successful in our challenging industry. Yet only teamwork, cooperation, professionalism and a creative, enterprising spirit will ensure ZIM's ongoing prosperity and success in the decades to come.

**Rafi Danieli**  
**President & CEO**

September 2015



**Dear ZIM Employees,**

The past twelve months have been extraordinary ones for us all, bringing about changes that bring us renewed hope for the future while also giving us the opportunity to prove our abilities.

We all work within a very important and exciting industry that is unfortunately often its own worst enemy. Despite the current situation of overcapacity, ordering of capacity is still increasing, leading to price volatility measured in tens of percents. No other industry in the world is forced to face this kind of problem.

However, there is one way to overcome this current situation: all of us, ZIM's management and employees, working together to be better and more efficient than any of our competitors. Despite the difficulty of being a relatively small company within the market, we have been able to successfully achieve this goal during the past year.

Regarding the management of the country, the economy and society, I have no wish to elaborate. Each one of us, and all of us working together, is the real force that leads us to group and personal achievements, in the face of all external constraints.

As our families are an integral part of these achievements and our daily lives, on behalf of the entire board I would like to extend my gratitude and best wishes to all the families who make up this unique place called ZIM.

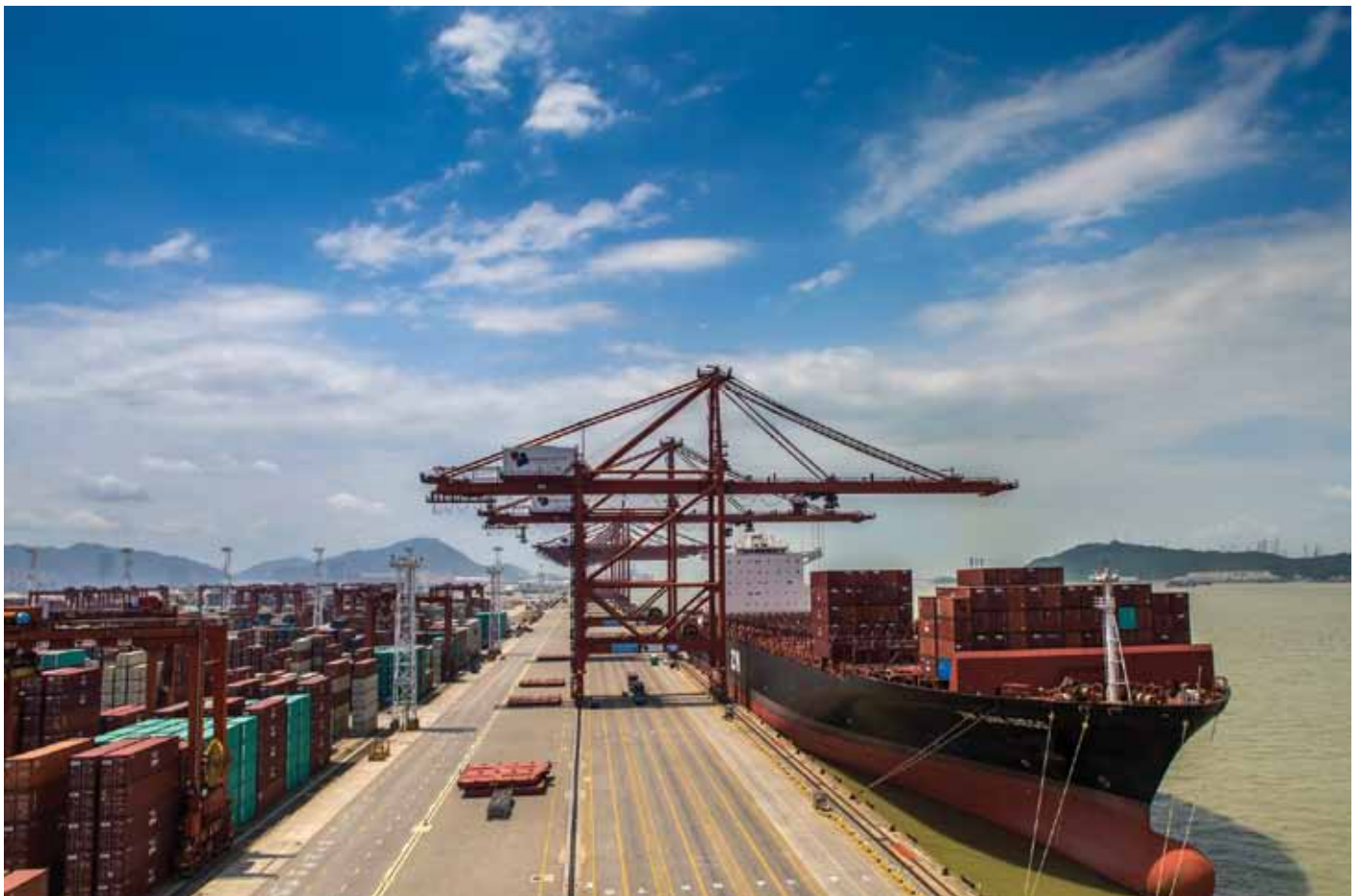
**Wishing you a very happy and fruitful new year,**

**Aharon Fogel**  
**Chairman of the Board**

## The Seven Star Express The 1<sup>st</sup> Line from the New ZIM



ZIM's Seven Star line between Asia and the Eastern USA, which began operating in May 2015, is a unique line for several reasons. This is an independent ZIM line, the first it has established in a long time, and reflects ZIM's strategic approach, as well as the Company's new momentum following its reorganization and emergence from the longest recession in the industry. The line's unique character is also reflected in its name, as the line was planned and began operating during ZIM's 70th anniversary year. ZIM was and still is a major player in trade between Asia and the East Coast of the USA, and this route has been defined as one of the strategic trades the company will be focusing on.





**In terms of ZIM's internal organization, this unique operation proved the company has the resources and skilled personnel, both commercial and operational, needed to make the necessary effort, respond to market demand, and fill the large ships**

The ZIM Seven Star Express line (Z7S) joins ZIM's other active lines in the Pacific trade: the flagship ZCP - ZIM Container Service Pacific, SCE - South China Express, as well as three complementary lines to the Pacific Northwest: North Pacific Express 1-3; NSP - Ningbo Shanghai PSW Service. ZIM has container exchange agreements with other companies on two additional lines, CEC and SAS, which cross the Suez Canal rather than the Pacific. The new Z7S line is also unique in that, as we shall see below, its route has strategic advantages that were taken into account during the planning stages. At the end of 2014, transit to the West Coast of the USA was dealt a serious blow when a combination of circumstances, including strikes, inclement weather, and various other factors, led to severe congestions at West Coast ports. This severely disrupted schedules. The long delays caused considerable damage to exporters and importers. Seeking a logistic solution to rescue these customers, ZIM launched special voyages - "Fillers" or Extra Loaders, in industry terminology - which offered customers a great alternative. Their cargo could now be carried from Asia through the Suez Canal to the U.S. East Coast, and then transported to their final inland destinations. This solution was enthusiastically received by the market and has had considerable success.

In terms of ZIM's internal organization, this unique operation proved the company has the resources and skilled personnel, both commercial and operational, needed to make the necessary effort, respond to market demand, and fill the large ships operating on this special line. The decision was made after thorough research work carried out by the Planning

and Development Division (P&D), which outlined the plan to operate the new line. The plan quickly received approval from Management and the Board of Directors, and was soon up and running.

## **Company-Wide Effort**

Beginning with the research and planning stage carried out by the P&D Department, through the alignment of the Pacific Business Unit (BU), Operations, Logistics, Procurement and Commercial functions - Sales, Customer Service and Marketing - the creation of the new line was a company-wide project, requiring focus, effort, and teamwork in order to meet the challenges and be ready to go in record time.



Everyone was enthusiastically behind the Seven Star project, as the entire ZIM staff wanted the line to succeed. This impressive response and cooperation was cited repeatedly by all those involved in setting up the line as one of the factors that led to all preparations being completed and

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the line being launched, despite the tight schedule and significant challenges.

The line was planned and built based on operating 10 vessels of 5000-6000 TEU, and on setting exceptional transit times, among the best in the market, both from Asia to America and from America to Asia. The route was strictly planned with direct calls at major ports, as well as compatibility and synchronization with ZIM's feeder network. The route:

Da Chan Bay (China) - Yantian (China) – Cai Mep (Vietnam) - Singapore - Colombo (Sri Lanka) - New York (USA) – Savannah (USA) - Norfolk (USA) - Singapore - Da Chan Bay (China).

Yael D'Angeli Bernholz, manager of the Z7S line under the Pacific BU, headed by Andy Ip, said: "The launch of this line increased ZIM's carrying capacity on the All-Water trade between Asia and the U.S. East Coast by 50%. This very significant jump testifies that ZIM attaches great strategic importance to this trade, in which ZIM is a major player and leader – the third largest in the trade."

## Sales & Business Development

The development of the line paid close attention to the added benefits received by existing and potential ZIM customers. Sales representatives were instructed to make the advantages of this new line clear to customers in each area, including:-

- Transit times among the best in the market, from India, Sri Lanka, Vietnam, Indonesia and Malaysia to the USA.
- Supporting emerging markets in Asia.
- Vietnam: collecting cargo from two major terminals in Vietnam, Ho Chi Minh and Cai Mep, at no additional cost, as well as collecting empty containers from Ho Chi Minh; flexibility in early collection and offloading at Cai Mep, which enables reduced expenses and facilitates storage and inventory management; reducing waiting times at terminals and minimizing costs resulting from traffic delays.
- Excellent geographical coverage of the major ports in Southern China, Southeast Asia, India and the East Coast of the USA.
- Preferred gateway and rapid service to inland U.S. destinations.



- Excellent refrigerated transportation service on the trade.
- Discharges at the Maher terminal in New York, providing significant time and cost advantages.

The new line's market development processes and sales efforts include the development of existing markets such as South China, alongside opening up a new market from India and Southeast Asia to the U.S. East Coast, both with the aim of attracting new customers. Some of the Seven Star line's most important customers are Ashley Furniture in Vietnam, Dollar Tree and OEC, a large forwarding company from Taiwan. And these are just a few. ZIM recently began carrying garments in special containers with hangers. This type of product requires fast transit time, and this line has a competitive advantage in handling these goods. The excellent transit time on the eastbound line, from the USA to Asia, also brings us satisfied customers.

ZIM attaches great importance to maintaining good customer relationships, and it is important to note that many of these customers, old and new, gave the company their best wishes, support, and encouragement, and immediately dispatched their cargo via this new line. Reliable service stands at the very foundation of customer trust. In the short time the line has been operating, it has only strengthened ZIM's reputation

and boosted customer confidence. As proof, ZIM placed first in the Schedule Reliability test published by SeaIntel on the trade, even before the line was launched. The new Seven Star line itself, on its debut appearance in SeaIntel's reports, achieved 100% score for schedule reliability for the June-July period.

**On the launch of the new line, CEO Rafi Danieli said: "The launch of Z7S is yet another example of a ZIM initiative designed to offer our customers smart, unique solutions. Looking ahead, the launch of this line is another step in ZIM's strategy focused on providing solutions tailored to market and client needs, and based on excellent, efficient service. We are confident that the new line will serve our customers well, and firmly establish our position in this important trade between Asia and the United States."**





## Advantages of an Independent Line

Joint operations have become commonplace between major shipping companies, and recent years have seen various alliances – such as the G6 and 2M – spring up in order to maximize economies of scale and efficiency. Meanwhile, the benefits of using an independent line such as Seven Star are often forgotten or ignored.

The fact that ZIM operates an independent line prevents any need to depend on partners for customer service, schedule reliability, and service quality. With a joint line, every problem, such as a delay in the schedule, becomes a joint problem. For customers, it does not matter which ship was late, just that it was in fact late. ZIM having full control of this line is proving to be advantageous, and Z7S, as noted above, demonstrates a very high level of reliability and punctuality that is above average for the trade.

In addition, an independent line allows ZIM to offer specialized services more easily. Independent operation enables the company to very effectively handle special, hazardous, and OOG cargo, and offer large customers special

services such as block stowage – a service that includes storing all the customer's cargo together in a single hold of the ship, which facilitates and accelerates its discharging and transportation at the destination airport. This is in line with ZIM's overall customer relations strategy, which promotes strengthening customer relationships, as well as making a special effort to understand and respond to customer needs. In light of this, despite the structural difficulties of the market, the launch of the Seven Star line – alongside the longstanding ZCP – also provides strategic advantages that ZIM is working hard to maximize and utilize optimally.

On the launch of the new line, CEO Rafi Danieli said: "The launch of Z7S is yet another example of a ZIM initiative designed to offer our customers smart, unique solutions. Looking ahead, the launch of this line is another step in ZIM's strategy focused on providing solutions tailored to market and client needs, and based on excellent, efficient service. We are confident that the new line will serve our customers well, and firmly establish our position in this important trade between Asia and the United States."



- Best in market transit times
- Direct fastest service Vietnam - New York
- Fastest connection to SEA and ISC via Singapore & Colombo

## Z7S Inauguration



Reception for Z7S maiden voyage:  
(l-r) Kevin McGee, Port Authority of New  
York; Ship Captain Z. Chuanik; and Ivo  
Oliviera, VP of the Maher Terminal in New York.

Representatives of the All Ways company, one  
of ZIM's major clients, celebrated the launch  
of the Z7S by presenting a special cake to A3  
Manager Lea Bogatch.



# Asia to America Made Simple?

Just Say The World!

Introducing:



A New Express S. Asia-US East Coast Service!



- Best in market transit times
- Direct fastest service Vietnam - New York
- Fastest connection to SEA and ISC via Singapore & Colombo



Da chan Bay (China) >> Yantian (China) >> Cai Mep (Vietnam) >> Singapore >> Colombo (Sri Lanka)  
>> New York (USA) >> Savannah (USA) >> Norfolk (USA) >> Singapore >> Da chan Bay (China)



## GSS Global Shared Services



Pune ODC Grand Opening – Hall gathering and welcoming

### What is the Global Shared Services (GSS) program?

The Global Shared Services is part of a strategic program called Smart CS, aiming to upgrade the service we provide to our customers and position ZIM among the leading companies in the shipping industry.

During 2013, the Head Office studied the question, 'Which customer-facing processes can be standardized on a global scale, improved and delivered from a centralized location?'

An extensive study was conducted in a number of countries (including India, Germany, China, US and Israel) by a team of Head Office and TCS experts. Two years later, and the GSS Delivery Centers in Mumbai and Pune, India, are supporting Documentation and Finance activities for ZIM's agencies in India, Hong Kong, United States and five additional satellite countries in A4.

### The GSS Team

GSS has a global team that shares a wide spectrum of expertise in Documentation, Finance & Accounting, HR, Change Management and IT processes.

The team works closely together with ZIM's Areas and Agencies as well as with TATA Consultancy Services (TCS), a global leader in Business Process Services (BPS). TCS bring extensive knowledge of shipping processes, remote business support and familiarity with ZIM's global operations, to help transform our activities.



Cutting the ribbon: CEO, Mr. Rafi Danieli (right), ZIM's Customer Services VP, Mr. Dudi Avni; TCS VP Global BPS, D. Kholkar



## GSS Operational Delivery Centers

The GSS Delivery Centers in India are being operated by TCS, and were established using a structured methodology of knowledge transfer and professional training, involving our experienced agency personnel.

The Head Office has full time representatives on site at the Delivery Centers who manage the relationship, support daily issue resolution and provide governance over ZIM's standardized processes.

In June 2014, the first Operational Delivery Center (ODC) was successfully launched in Mumbai, India, which today supports ZIM's operations in India and Hong Kong.



The Hong Kong 'Go live'

**The Global Shared Services is part of a strategic program called Smart CS, aiming to upgrade the service we provide to our customers and position ZIM among the leading companies**

In preparation for the US agency transition to the GSS, a second global ODC began operations in Pune, India, during June 2015. The grand opening took place in the presence of ZIM's CEO, Mr. Rafi Danieli, ZIM's Customer Services VP, Mr. Dudi Avni and the Head of Global Shared Services, Mr. Sinay Yehuda.



Pune ODC Grand Opening – celebrating the new site with a ZIM cake

During the US transition in May 2015, the GSS team brought forward an 'early implementation' phase aimed to reduce the work load on the local agency as the newly-launched Z7S line boosted demand. A gradual transition of all the other Documentation and Finance processes then followed until the full 'Go Live' on 13 July 2015.

The ODCs are structured in a flexible way, enabling the operational teams to support existing and future countries on a 24/7 basis, regardless of time zones.



Mumbai Delivery Center



Pune Delivery Center

## Q&A with Ajay Chetri

Head Office GSS Documentation Expert

Ajay Chetri, Head Office Documentation Expert serves as a relationship and transition manager in the ODC in Mumbai. Ajay joined ZIM 9 years ago as a Documentation Manager in ZIM's India agency, and joined the GSS program where he uses his deep knowledge of shipping documentation processes to help GSS meet its goals. Below is a short interview with Ajay, who will give his own perspective on what life is like with ZIM's GSS.



**Q: Tell us about yourself Ajay– your background and how you came to ZIM?**

**A:** I have been working with shipping companies for the last 32 years, 9 years of them with ZIM. I was an associate in the BPS operations at Sealand, Maersk and P&O Nedlloyd before Joining ZIM. Prior to the GSS program, I was working with the ZIM India Agency as Import Manager, Export Manager and Documentation Center Manager.

**Q: What is your role within the GSS? What does a usual work day look like for you?**

A: My role, based in Mumbai, is to manage the TCS-ZIM relationship and help lead the transitions 'on the ground'. I am the connecting point between GSS and ZIM Head Office; I ensure timely and accurate information exchange between all parties, for example the distribution of KPI reports or detailed customer account analysis.

**Q: What challenges do you experience during the agency transitions?**

A: The major challenge is building the agencies' willingness to work in cooperation with a third party. It is also sometimes difficult to change daily routines and working procedures that agencies have been using for a long time. In some countries, the language gap can also make a complicated transition even more challenging.

**Q: How does the agency staff respond to the GSS program?**

A: Initially the agency staff is a little bit hesitant as they adapt to the change and build a shared understanding together with the GSS team. Once they understand our shared objectives, and the changes required in order to create more efficient processes and better customer service operations, they begin to cooperate and fully support the transition.

**Q: How is the GSS program changing our customers' experience?**

A: With the implementation of GSS, the first big change is the implementation of detailed measurement systems, focusing on accuracy and timeliness, with defined metrics. For example, today with GSS we are delivering booking confirmations within two hours, which is an improvement on the past performance. The GSS project helps in building



and controlling globalized import and export processes, making it easier for us to deliver a standard, consistent and best-in-class service across the globe for all ZIM's customers.

**Ajay Chetri :** "Initially the agency staff is a little bit hesitant as they adapt to the change and build a shared understanding together with the GSS team. Once they understand our shared objectives, they begin to cooperate and fully support the transition."

**Q: As a global program composed of a global team, you probably experience cultural differences on a daily basis. Can you share with us an example and how you coped with it?**

A: I recollect one particular case dealing with a local charge



in Hong Kong – security manifest submission for 24-hour-rule countries. It was really tough to coordinate between different geographies (Far-East, Bangladesh & USA), across time zones, in many different languages and against tight timescales. It literally gives me sleepless nights thinking about it!

It's a forwarders market in Bangladesh, GSS is very process-driven and the USA customs authorities don't make many exceptions! We resolved the issue on time in the end, and I felt proud to have done so without delay to any party.

**Q: Finally Ajay, your tip for a smooth transition in GSS' next agency?**

**A:** I always try to understand the daily life and routine of the local agency personnel, their business pain points and the things that make them perform best.

**Ajay Chetri:** "Initially the agency staff is a little bit hesitant as they adapt to the change and build a shared understanding together with the GSS team.

**Once they understand our shared objectives, they begin to cooperate and fully support the transition."**

Our team can best make a difference to our customers when we really understand the front office team who serve them every day. And it never hurts to understand their local cuisine as well, so you'll know what to eat when you are visiting!





## Lines news

Several improvements and changes to Zim lines were introduced recently.

AME service between Asia and the Mediterranean has been upgraded with a new ports rotation and shortened transit time by about a week.

**Exclusive: Direct Service to the Far East**

ZIM improves its Asia-East Med Services:

- Improved coverage
- Shorter Transit Time both West and East bound
- Exclusive direct call at Mersin
- 2 weekly calls in Israel (Haifa and Ashdod)
- Smooth connection to ZIM Global & regional network

**NEW! AME rotation:**  
Xiamen - Ningbo - Shanghai - Da Chien Bay - Port Klang - Cocin - Nhavi - Shua - Mundu - Haifa - Ashdod - Nisandis - Mersin - Suez

**EMX rotation:** Pusan - Ningbo - Shanghai - Da Chien Bay - Port Klang - Suez Canal - Haifa - Istanbul - Nisandis - Nicosia - Suez - Cocin - Nhavi - Shua - Mundu - Haifa - Ashdod - Nisandis - Mersin - Suez

**ZIM70**  
SINCE 1945

**Exclusive: Direct Service to the Med**

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**ZIM70**  
SINCE 1945

Alongside improving schedule reliability exclusive calls the line now offers better service to customers in this trade.

In July the company announced the enhancement of NE1 line from the Mediterranean to Northern Europe, with improved transit time and rotation as well as a synchronized connection To ZIM's regional and global network through Haifa.

the lines connecting the Gulf of Mexico, the US and South and Central America also Underwent an upgrade providing customers wider coverage and competitive transit times to the East Coast of South America and the Caribbean.

**1 (NE1) Med-North Europe Service 1**

**2 (NE2) Med-North Europe Service 2**

**3 (NE3) Med-North Europe Service 3**

**It's as simple as 1,2,3: ZIM upgrades the North Europe-East Med Services**

- Better Transit time
- More calls to major ports
- Dedicated Israel service NE1
- Strong regional feeding network to the Baltic and Scandinavian

**ZIM70**  
SINCE 1945

**NEW at ZIM70! A dedicated customer service desk**

Enhanced, personal service by a dedicated focal point in booking and Exports.

- 30 Min. booking confirmation
- Close follow up of cargo until loading
- Immediate handling of any logistical issues
- Follow up of smooth transshipment in foreign ports
- Fast handling of e-shipping instructions via intranet
- B/L's for proof and acceptance within 12 hr.
- Invoices for cargo out of tanks within 5 hr. Of vessel's departure
- Manifest handling
- B/L print

For bookings: [dsilva@zim.com](mailto:dsilva@zim.com) | Tel: 011(225) 838 (Ext. 52)  
For documentation: [dsilva@zim.com](mailto:dsilva@zim.com) | Tel: 011(225) 838 (Ext. 186)

**ZIM70**  
SINCE 1945

# Want to trace your cargo right from your Bill of Lading?

Just Say The World!



**NEW!**



## QR Trace - Simple and Quick

Scan the code and instantly receive your tracing results, saving time and avoiding typing errors.

This feature requires: a QR Code application and an internet connection on the smartphone/tablet.



[www.zim.com](http://www.zim.com)



## ZIM Wins Prestigious Award



ZIM's restructuring agreement signed in July 2014 gained The financial world's attention because of its scope, complexity And successful completion. Recently the agreement was recognized by Several international financial media outlets. As winners of the "Marine Money Award", CEO Rafi Danieli and Chief Financial Officer Guy Eldar were invited to NASDAQ close of trading ceremony in New York. The event was screened in Times Square in New York.







**THE M&A ADVISOR**  
**2014 Restructuring  
Deal of the Year**



October 2014



**TURNAROUND  
ATLAS AWARDS**

**2014 Cross Border  
Turnaround of the Year**



June 2015

**MARINE  
MONEY**  
INTERNATIONAL

**2014 RESTRUCTURING  
DEAL OF THE YEAR**

*The Editorial Staff of  
Marine Money Congratulates:*



June 2015

1. Marine Money - Consensual Restructuring – Deal of the Year  
Transaction: ZIM Integrated Shipping Services Ltd  
Evercore Partners, Inc.
2. Turnaround Atlas award – Cross Border Turnaround of the Year  
Qualified as across national boundaries, restructuring value above \$3 billion, in or out of court.  
ZIM Integrated Shipping Services restructuring.
3. The M&A advisor: THE 2014 DEALMAKERS' AWARDS WINNERS - RESTRUCTURING DEAL OF THE YEAR





Approximately a hundred guests from the shipping industry participated in this event celebrating ZIM's 70 years of activity, which was held in July this year as part of the Milan Expo. CEO Rafi Danieli, A2 Manager Saar Dotan, and Italy Agency Manager, Gal Shacham, attended on the company's behalf. In their speeches, ZIM's representatives described the company's longstanding presence in Italy, which officially began in 1949 with the establishment of offices in Naples, Rome, Trieste, and Genoa. During the '70s, ZIM also built its first container ships at the Italcantieri shipyards in Genoa.



# Celebrating 70 Years of ZIM Worldwide





# ZIM's 70th: Spain 2015

Customer events were held in Barcelona and Valencia to mark ZIM's 70th anniversary.

Select reports in the Spanish newspapers:



# ZIM #1

## in schedule reliability

## On the Asia-US East Coast trade lane\*

**SeaIntel** Maritime Analysis  
\*July 2015 report

## 70 for ZIM in the UK

On 14th July 2015 the UK celebrated Zim's 70th Anniversary by inviting 30 customers to a lunch at the Matou restaurant on the banks of the river Mersey, in Liverpool. The customers were a mixture of importers and exporters, shippers and forwarders.

Many customers had travelled to Liverpool to join the celebration, having travelled from all parts of the country. The weather was kind, allowing pre-lunch drinks to be served on the restaurant's

terrace, overlooking Liverpool's "three graces", the buildings that have become as synonymous to Liverpool's waterfront as the Empire State Building is to New York, or the Bund in Shanghai.



Michael Hedinger, Ben Duggan (Northern Area Sales Manager Zim UK), Alan Brittleton/Crayford Freight



Ken Pomford/Paltank, Orit Eyal-Fibeesh/Mentfield UK, Sarah Beaumont-Jones (Inside Sales Supervisor Zim UK)

A brief speech was made by Stuart Sutherland, Managing Director of Zim UK, highlighting some of the key milestones in Zim's 70 years, and thanking customers for their continued support.

Staff from the different departments within Zim UK also

joined the lunch, providing the opportunity for many of them to meet customers they had frequently spoken to over the years, but never actually met face to face. Michael Hedinger, A2 Commercial Manager, also joined the occasion to represent the European Head Office.

**An excellent meal of mixed Asian dishes was served and enjoyed by all, with our guests being presented with Zim's 70th Anniversary pens as a gift to mark the occasion.**

Following the event we received a number of messages from some of the guests, the following being one of the most memorable;... "I would like to thank you for the wonderful hospitality, what a great location for the event. We are very pleased that ZIM continues to strengthen as we have always enjoyed the service levels we receive that the larger carriers just do not provide."



Mimmo Lavergata/Gallozzi, Paul Davies/Denholm Logistics, Daria Banks/Banks & Lloyd



# Celebrating 70 Years of ZIM Worldwide



ZIM Team in Shenzhen celebrating the 70's anniversary with cakes and festive mood



Korea office marked the occasion in a customer event including a golf tournament



# Want to Discover America? Just Say The World!

Introducing: **3 NEW Ways to reach America**

- Added direct Livorno & Valencia calls to and from US East Coast
- New Direct service to US Gulf & Mexico
- New Direct US West Coast service from Italy, Spain & France
- Smooth connections to Central & South America via our Kingston hub



**ZCA**

(ZIM Container Service Atlantic)  
Extensive USEC coverage

**NEW!**

**MGX**

(Med.-Gulf Express)  
US Gulf and Mexico

**NEW!**

**MPS**

(Med.-Pacific Services)  
Med.-USWC

Locate your local ZIM agent:



[www.zim.com](http://www.zim.com)





**ZIM.**

**Our People Have  
Been Making  
The Difference**

For  
**70**  
Years

לס מרגלית א' שופר





Israeli Transportation Minister Yisrael Katz presented ZIM CEO Rafi Danieli with a special award to mark the company's 70th anniversary during the Port-2-Port conference, which was held in June at the Avenue Halls venue in Airport City. Port-2-Port reported: "Rafi Danieli, who has capably steered the company to a safe haven and renewed profitability after emerging from the economic crisis that hit the shipping industry, said he was proud that ZIM has weathered this storm and continues to be a significant player within the industry. 'We are continuing our forward momentum by developing new lines and products, while we constantly work to improve the service we provide our customers,' Danieli said."

Transportation Minister Israel Katz: "I congratulate ZIM on its 70 years of activity. Over this time, ZIM has become one of Israel's most invaluable assets. Now we can have every confidence that ZIM will sail to a safe harbor and, in the years ahead, will continue to expand its presence and influence within the international shipping world."



(r-l) ZIM CEO Rafi Danieli, Transportation Minister Yisrael Katz, and President of the Chamber of Shipping Dr. Yoram Sebba, former ZIM CEO.





ZIM's booth at the conference emphasized improvements to customer service in Israel, while also celebrating the company's 70th anniversary.



The ZIM choir performed during the Port-2-Port conference, to the delight of the audience.

## MDP – Managers Development Program

**Reli Ashkenazi**

Global Org. Development & Training Manager



We face many challenges at ZIM – changes resulting from the debt arrangement and our new strategic approach, implementing the new organizational structure and all its implications, the constant need to improve and streamline, to make the organization more effective and profitable, and to generate a positive financial balance – and, in reality, none of these are easy. Our managers at all levels are at the forefront of these issues. Their role is to motivate and sometimes actually create change; take an active part in implementing new processes; lead teams through evaluation, assessment, and identification of excellence; continuously improve work processes and our ability to maintain effective communication; and promote intra-organizational cooperation.

The uncertainty surrounding local and global business on one hand, and the complexity of our task on the other hand, require our managers to be continually “on the lookout.” Managers are required to possess management knowledge

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tailored to the dynamic and ever-changing reality, utilize the most advanced technology and expertise, and have an in-depth understanding of that complexity.

On June 21 this year, we launched our first development program for managers: MDP - Managers Development Program. Launching manager development programs is an important step, and is part of the implementation of ZIM's policy of investing in our human capital and equipping managers with the tools they need to facilitate their daily work. Manager development programs are perhaps the best representation of this new ZIM era – the programs are a combination of our ability to make a significant investment in our human capital and the vital need to enhance all of our capabilities.

The main goal of the manager development programs is to improve managers' capabilities in three main areas, derived from the company's core competencies, which are familiar to all of us from the evaluation processes:

- Ability to deliver – the ability to generate better business results, achieve the goals of the units and their individual objectives, and contribute significantly to the company's performance.
- Leadership – the ability to lead teams of employees and junior managers.
- Proactiveness – the ability to initiate and create effective solutions for a complex, matrix organization like ZIM.

In addition, we view disengaging from the current reality to be of paramount importance in order to better explore, learn, and think, and then to better implement what they learn in the program. At this point we should also mention and thank all the employees and junior managers who allow managers to participate in this program, since without them and without their efforts, ongoing activities could not continue so smoothly and without a hitch.

In a complex reality like ours, a dynamic reality where things change on a daily and sometimes hourly basis, where



**Launching manager development programs is an important step, and is part of the implementation of ZIM's policy to invest in its human capital.**

management decisions constantly being made, we continually struggle to balance the desire to plan and look at the long term and the need to deal with our current intensive activities. In this type of situation, we must ensure that managers are given the best possible tools. For that reason we called on the Lahav Management Development Company of the Institution for Advanced Studies in the Faculty of Management at Tel Aviv University, which is considered one of the leading groups in the field of managerial training. Lahav developed plans that can be constructed individually depending on





our precise specifications, and the subjects taught in the program are also adapted in order to optimize the program for the unique needs of our managers.

The program spans seven months, and has two components - three weeks of training, held about three months apart, as well as a practical project. The group of managers participating in the program is divided into work teams, and each team chooses a theme for its project. The topics are taken from ZIM's daily operations, and are designed to examine areas that require improvement, or where there is an opportunity to create value for the company. Program participants present their projects to the board during the final week of the program.

The first program was intended for L3 managers (who report to vice presidents). The group participating in the program

is an international group of managers from all areas of our operations and a variety of professional disciplines within the organization. The second group, whose program began on September 6, is for L4 managers (reporting to L3 managers), and this is also an international group.

The program curriculum includes a range of Topics from the world of business management and managerial studies, with an emphasis on practical aspects and their application to each participant individually, and also to ZIM as an organization.

Some content is adapted to our specific needs, regarding the environment, corporate activities, business, cultural, and administrative characteristics, and challenges facing the company at present and in the future. All content is







taught while keeping in mind the general characteristics of the modern business world, examining organizations and other companies from which we can learn.

These programs combine academic lectures with practical applications and implications for the real business world.

In addition to all these, the L3 program spent its second week in India, in order to reveal the activities of the local management team and increase their involvement in achieving our development goals.

Managers who participate in programs experience a variety of practical and interactive learning methods, including workshops, case studies, simulations, role-playing exercises, interactive discussions, and small-group work.

In conclusion, we wish all program participants great success in their studies and application. To quote Henry Mintzberg, leading management science researcher: "change is meaningless without continuity." In this spirit, we will continue to establish development programs for more managers in 2016, and this will become a regular part of the commitment to staff development and motivation that make ZIM what it is today.

**In this spirit, we will continue to establish manager development programs in 2016, and this will become a regular part of the commitment to staff development and motivation that make ZIM what it is today.**



## Investing in Our Sales Leaders!

The program, which introduces our sales managers to modern management methodologies and tools, began with a successful week in Shenzhen that included all A4 sales managers. It continued in Norfolk for A3 and R14 sales managers, and will arrive in Europe during Q4 for the benefit of our A1 and A2 sales managers.

As part of the program, sales managers update their managerial capabilities, improve their ability to analyze issues from various perspectives, and reinforce their leadership skills.

**Our Sales Managers Enhancement Program was launched in May, aiming to promote comprehensive skills in line with ZIM's global sales best practices.**





More specifically, they work on:

## **Management skills and capabilities**

- Introduction of a new gap analysis tool
- Detailed coaching work
- Improvement of TTT (“Train the Trainer”) capabilities
- Presentation skills

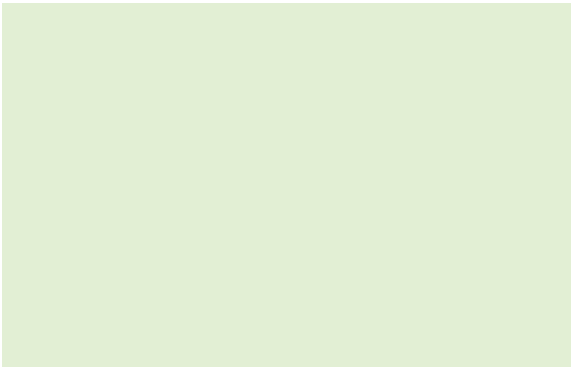
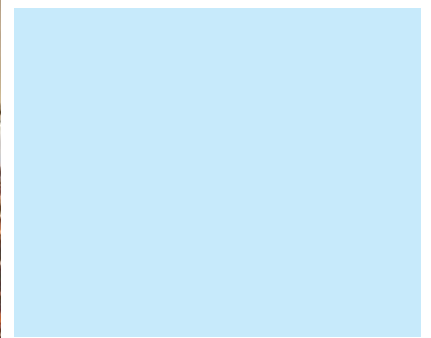
The program has three stages. As explained above, stage 1 is a one-week initial rollout, setting the scene for work with sales managers at local offices during stages 2 and 3. These later stages aim to confirm that the materials covered during the initial rollout week are being successfully translated into actual improvements in the daily work routine.







Images from the Shenzhen and Norfolk rollout weeks. This intense week was packed with challenging tasks, mostly focusing on problem-solving skills and everything relating to life at ZIM.





## ZIM Tianjin

### The Largest Ship Ever to Call at the Port of New York and New Jersey

When the ZIM Tianjin docked in New York during April 2015, the Port Authority of New York and New Jersey presented the ship's captain with a special souvenir plaque to mark the occasion.

The port's journal reported that the ZIM Tianjin was the largest container ship ever to call there.



Representatives of ADM, the world's largest food producer and one of Brazil's five major exporters, visited the ZIM Los Angeles when it called at the Port of Santos. In recent months the company has exported thousands of containers from Brazil to Asia on ZIM ships. The group's tour was organized by client manager Verena Boragk.

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## CONTAINER ART RESIDENCY



CONTAINER ARTIST RESIDENCY is a unique international art project, to be launched during 2015, as part of ZIM's 70th anniversary.

Seven international artists will be selected by a distinguished jury of curators through an open call, published in September. Each artist will receive an honorarium, travel budget, and production budget towards the creation of new artworks for a series of public exhibitions.

As part of the residency, ZIM will provide each artist a voyage into the heart of international commerce. Working at the dynamic intersection of industry, technology, and culture, this unusual collaboration creates a platform for global cultural exchange, and forges new connections between individual practices and vast global networks.

Curator of the project, initiated by artist created Maayan Strauss, is Prem Krishnamurthy, designer and award-winning



artist, who will accompany the process of selecting the artists and choosing works of art to be displayed in exhibitions.

ZIM CEO Rafi Danieli said: "Since its establishment 70 years ago, ZIM has prided itself on providing creative solutions and nurturing creativity, talent and skill. As a global company we are proud to sponsor this exciting project, supporting artists and the universal language of art as a bridge between people and cultures."



## For 70 Years Our People Have Been Making The Difference

The company's 70th anniversary is being marked during 2015 in a number of ways. ZIM's extensive archives give us a glimpse into the fascinating, wide-ranging history of a company that has undergone many changes over the past seven decades – but it has always been the people who have made the difference. ZIM – celebrating 70 years of staff excellence.



They take to their new jobs at sea with eagerness and enthusiasm.



הנוער הישראלי במלוי תפקידו –  
כובש את עבודת הים.

From a ZIM promotional booklet. On the left: Captain Ike Aharonovitz.



Engineering crew of the Komemiyut in the early 1950s (courtesy Eilam Palzur).



P. Papovasiliou (right) and Levi Shevet on the Pan-York, Cyprus 1948, when Israel declared independence.





Captain Enrico Levy



s.s. Negbah, 1948



Life aboard passenger ships



The crew of the Rimón on their maiden voyage



ZIM CEO Dr. Wydra and Ghanaian President Nkrumah at the launch of the Black Star Line, 1957.





Crew of the Jerusalem during a rescue mission in the Caribbean, 1961.



Sailors from a Greek ship rescued by the Dagan, 1963.



Dancing aboard one of ZIM's passenger ships, 1954.

# ZIM

Crew of the ZIM Haifa, Livorno 2013.







Captain Edmund Shagi aboard the Moledet, 1961.



From a ZIM promotional booklet, 1951.



DIREZIONE D. Z.C.S.: COPPA DEL PORTO DI LIVORNO - ZIM - S.I.B.A. TEAM

ZIM soccer team, Livorno 1973.





70.zim.com



