

Sales – reflections from a procurement perspective

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21st November 2019

Henrik Larsen

Chief Procurement Officer

Years at Maersk: 1981 – Present



**5 postings around
the world**



Sales, Pricing GM



**Married & two
children**

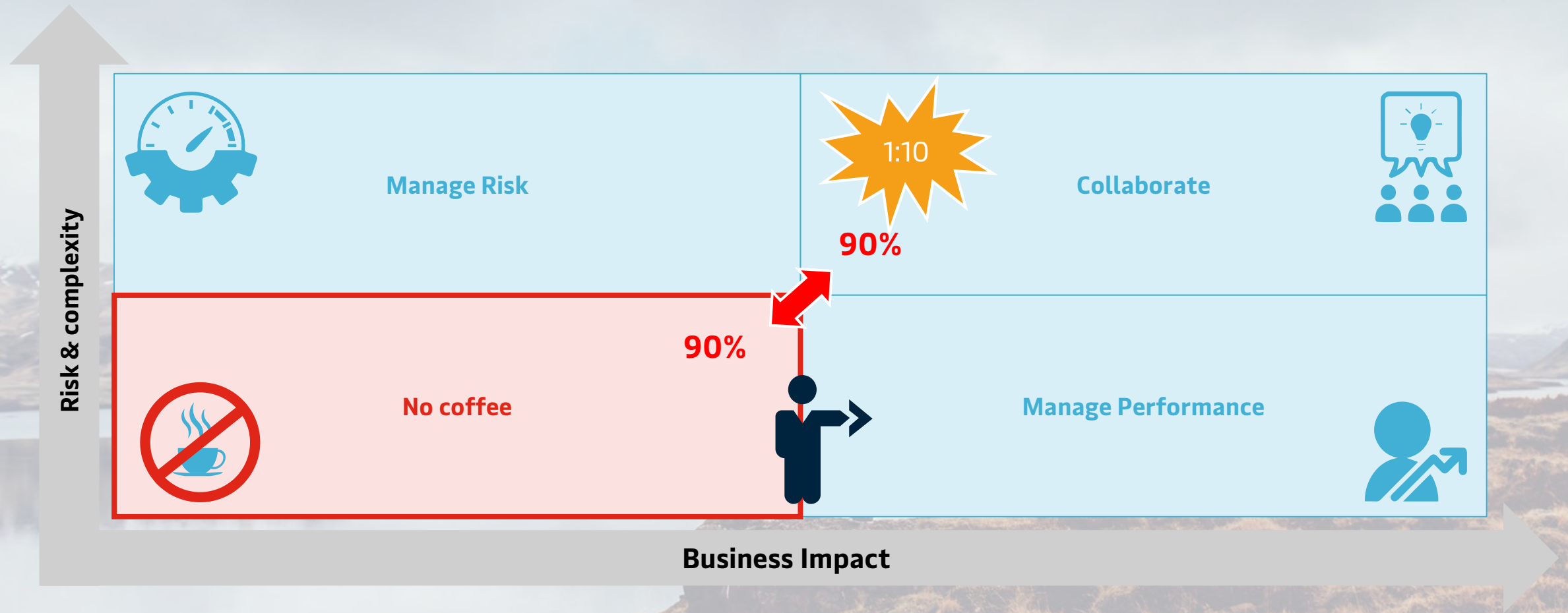


OUR BUSINESS

Connecting and
simplifying
global supply chains

A.P. Moller - Maersk enables its
customers to trade and grow by
transporting goods anywhere.

Now the brutal reality ...!



What you will be facing when "selling"

The 6 Sourcing Steps



How do we prepare

Preparation is key!

- Know the objectives, goals, alternatives, and walk-away position
- Get the strategy right and then develop the tactics
- Fairness has little place in negotiations



Execution can maximize outcome further

- Build trust and explore how to create value (win-win)
- Get the preparation right before you start
- THEN - leveraging carrots and sticks to maximize relative gains



When you then get to the negotiation table ...



10 elements of effective negotiator – on either side of the table



Some personal experiences – reflections ...!



Data! Data! Data!



Monopoly – Making the Pie bigger



No Leverage – Humiliation



Physical Uncomfortable Surroundings



Style Intimidation



... So what would we like to see?



• Big Data

Tuesday •

• 1%

8 •

MONEYBALL
IN THEATERS SEPTEMBER 23

 MAERSK



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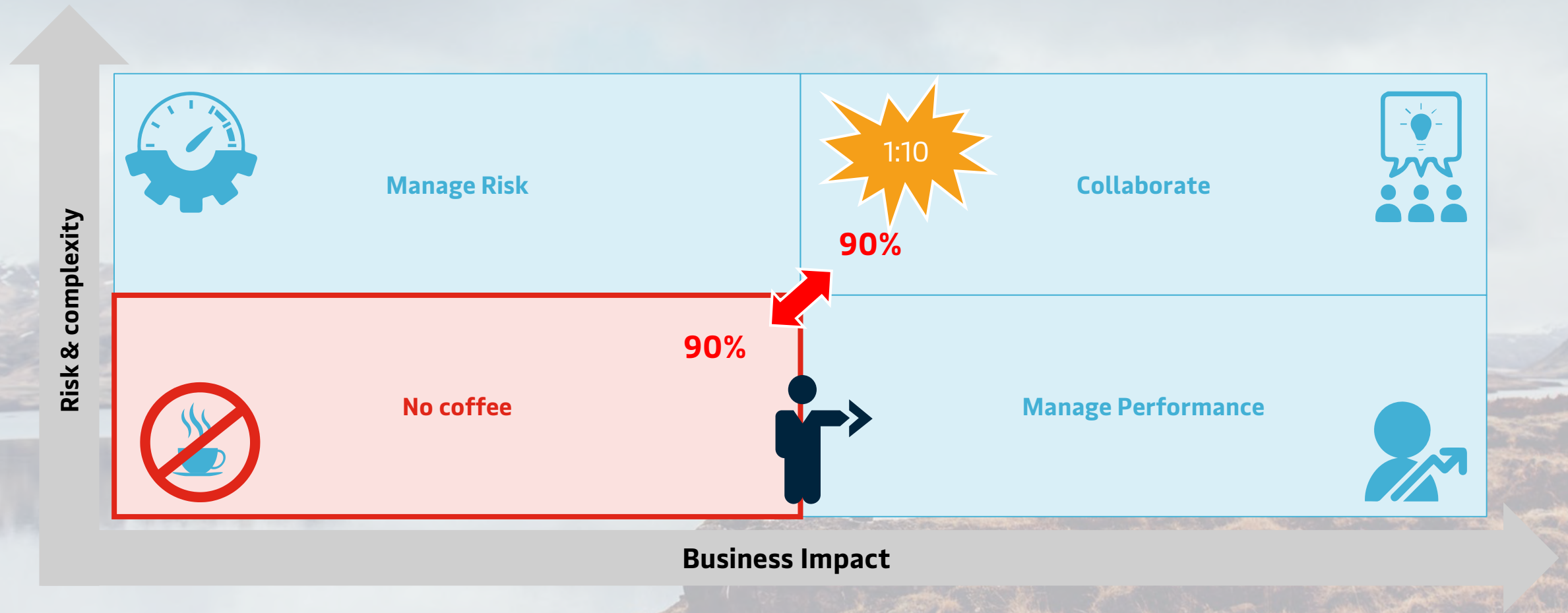




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Now the brutal reality ...!



**... SO WHAT WOULD WE
LIKE TO SEE
– HOW CAN YOU MOVE UP THE
STRATEGY LADDER?**



Innovation - *your R&D*

**We have the *playground* – you
have the *toys***

Insights - data → *solutions*

Market insights



We want your *best people* working on our problems/challenges

We want the *A-team* – not only in the pitch but throughout ...!

We want *collaboration* – leaning in ...!

**WE WANT MORE
THAN A SALES
PITCH**

“

Sometimes we just
shut up....!

”



THANK YOU