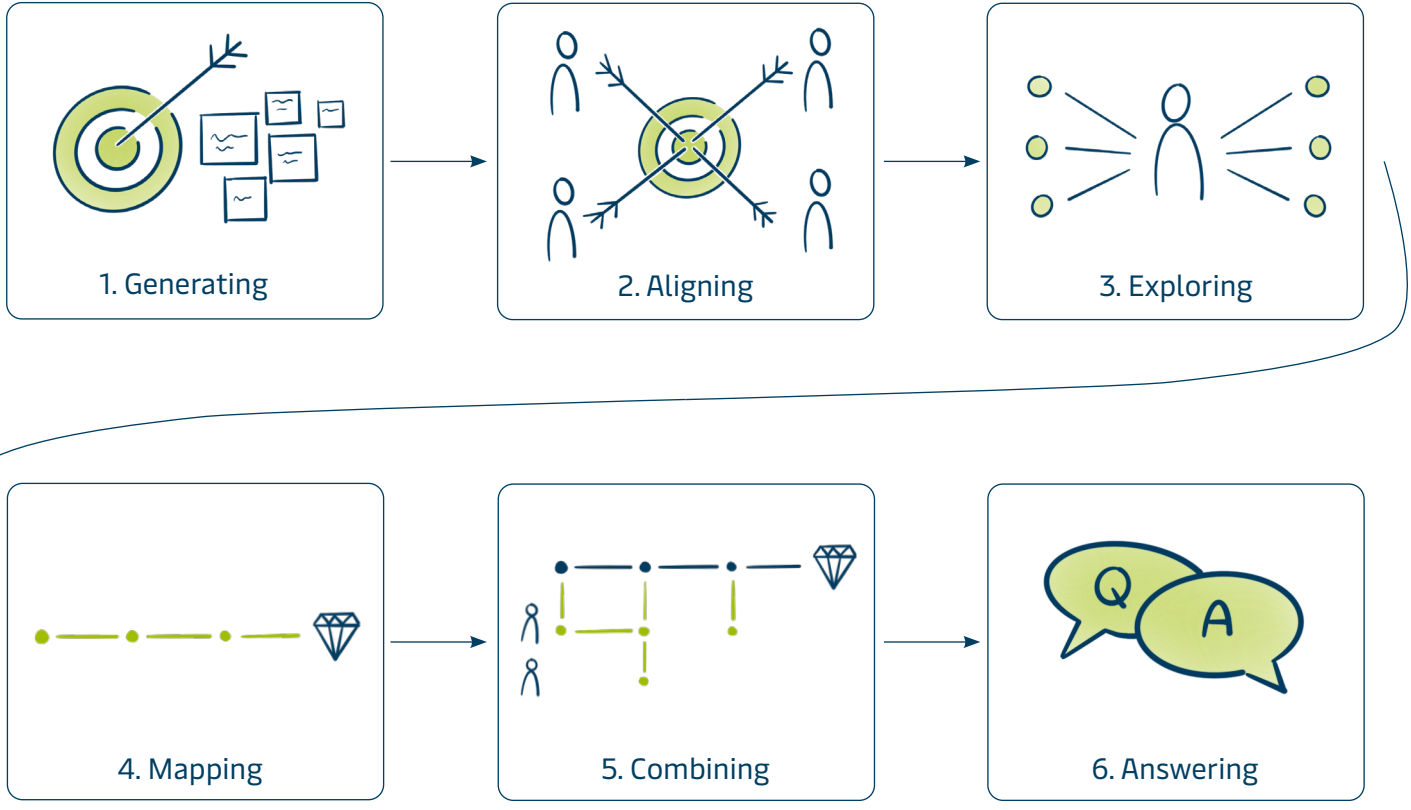
1

Integrated customer satisfaction

# EXPLORE

Step-by-step explanation to host the first workshop


1. Generating
2. Aligning
3. Exploring
4. Mapping
5. Combining
Q
A
6. Answering

## *Overview*

As mentioned in the overview booklet, the aim of this workshop is to create aligned communication channels in the supply chain to create integrated customer service. This can be achieved by mapping the supply chain.

This Explore workshop starts with all participants generating the value that the supply chain brings. After this, the supply chain value is aligned to ensure all participants work with the same value in mind during the workshops.

After goal alignment, the tasks of all participants in the supply chain are explored. This is the start of the mapping phase, where an overview of the different activities taking place in the supply chain, the people involved, and the information exchanges is created. In the final part of the workshop, the last questions are discussed and answered by the participants.

## *Total time*

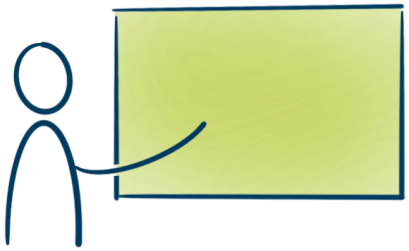
1,5 hours (The activities take about 1 hour and 25 minutes, which gives you room to add an energiser and/or break when needed).

## *Materials*

- A0 sheets
- Markers
- Post-its
- Flipchart
- Worksheet Templates 1.1, 1.2, 1.3, 1.4, 1.5

# Step-by-step

How to execute the Explore workshop



## Intro 1 – Introduction

### *Overview*

| | |
|---|---|
| Output goal: | Getting all participants informed and aligned about the goal of the workshop series and today's workshop |
| Time: | 5 min |
| Materials: | - |

### *Purpose*

The introduction informs the participants about the goal of the workshops. This ensures that they all understand the goal and know what is expected of them. By explaining the goal immediately, the participants better understand how to contribute to the workshop.

## *Step-by-step*

1. Start by introducing yourself.

2. Once you have introduced yourself, make sure all participants know each other's names and which department they are from. This is probably the case, because all participants are involved in the same supply chain. If not, let everybody introduce themselves to ensure they know who their fellow participants are.

3. Introduce the goal of the workshop: Currently, there are many unclear communication channels within the supply chain of customer X, both internally and towards the customer or other stakeholders. This leads to fragemented customer service, and ultimately to decreased customer satisfaction. With these workshops, the cause(s) of these unclear communication channels are investigated to build alignment across departments. This is achieved through a RACI-matrix at the end of the last workshop.

   *Tip:* if needed, you can prepare some slides or write something down on a whiteboard/ flipchart to support your introduction and give an overview.

4. Provide a general agenda for the workshop: In this Explore workshop, the aim is to get a clear overview of the entire supply chain for all participants. This starts with determining the value of the supply chain, after which all activities are mapped.

5. Mention the atmosphere of the workshop: this workshop is meant to create an open space for ideas, so do not point fingers and listen to each other. Do not interrupt others.

6. Check whether there are any questions from the participants, otherwise, start with Intro 2.



## Intro 2 – Icebreaker

### *Overview*

| | |
|---|---|
| Output goal: | Make the participants connect and loosen the atmosphere |
| Time: | 5 min |
| Materials: | Depending on the icebreaker you chose |

### *Purpose*

By starting with an icebreaker, the participants get the opportunity to connect in a fun way without immediately addressing the supply chain and its problems.

## *Step-by-step*

1. As mentioned in the overview booklet (Chapter 6), you should prepare an icebreaker that suits the group. This can be found on creactor.nl and sessionlab.com.
   In this workshop, it would be suitable to use an icebreaker that helps the participants get to know each other.

2. Start your icebreaker with enthusiasm and explain what the participants are expected to do.

3. Let the group carry out the icebreaker. Make sure this does not exceed your total time limit of 5 minutes, so keep an eye on the clock.

4. End the icebreaker clearly and explain that you will move on to the start of the workshop (Intro 3).

## *Example*

1. Let the participants interview each other for one minute. Ask the participants to learn a fun fact about the other person.

2. After one minute, switch the roles of the interviewer and the interviewee and let the participants do the same.

3. When time is up, let the participants share the fun fact about the other person they interviewed with the group.



## Intro 3 – Learning expectations

### *Overview*

| | |
|---|---|
| Output goal: | Warm up and setting expectations |
| Time: | 5 min |
| Materials: | A0 sheet with Template 1.1, post-its, markers |

### *Purpose*

As the workshop host, it is useful to get to know the participants' expectations, because this helps validate the workshop afterwards. By knowing the expectations, it can be seen whether these expectations match the outcomes, or whether the workshop did not address all relevant aspects. Additionally, if the expectations are far from what is addressed in the workshops, you can already adjust them slightly.

## *Step-by-step*

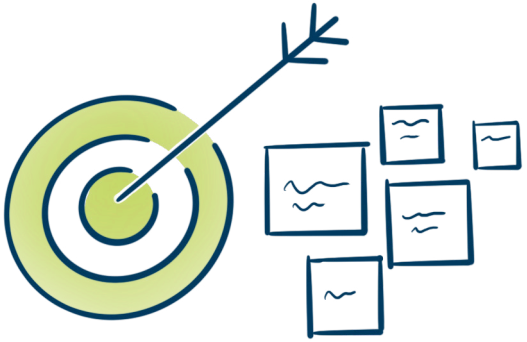
1. Explain to the participants that in this workshop only one answer, problem or idea can be written per post-it. If you have a second idea, put it on a second post-it.

2. Ask the participants to answer the following questions: 'What do you expect to learn today?' and 'What do you expect to contribute?'.

3. Let everybody answer the questions by writing their answers on post-its and placing those on Template 1.1 on a A0-sheet.

4. Set a timer for 2-3 minutes.

5. Let participants briefly look at the answers and discuss a few interesting post-its.



## Part 1 – Value generating

### *Overview*

| | |
|---|---|
| Output goal: | Generated values of the supply chain from all participants |
| Time: | 10 min |
| Materials: | A0 sheet, post-its, markers |

### *Purpose*

The purpose is to find the underlying value that the supply chain brings to the customer. By letting participants think why Maersk executes this process, they become aligned on the value of the supply chain during the workshops.

*Step-by-step*

1. Remind the participants of the supply chain addressed during this workshop. If possible, write down the specific supply chain on a whiteboard or A0-sheet. This helps the participants to carry out the activities during the workshops.

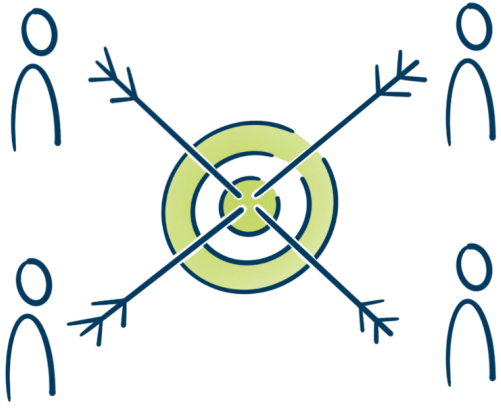
2. Ask all participants to write down on post-its what they think should be the value brought to the customer by the supply chain. They can put their post-its on the A0-sheet on the table.

3. Let the participants start writing, while you start a 5 minute timer.

4. When the participants start struggling to come up with answers, encourage them by asking them the following questions:
   - What should the supply chain do?
   - Who does the supply chain serve, and what are their needs?
   - Why does Maersk have this supply chain?
   - What value do I expect to arise from the supply chain if all goes well?

5. When the time is up, let the participants write down their last idea about the value of the supply chain.

6. Let all participants look at what the others have written and discuss this briefly for 2-3 minutes. Pick multiple post-its to ensure that the different perspectives are highlighted and let the participants explain their answers.



## Part 2 – Value alignment

### *Overview*

| | |
|---|---|
| Output goal: | Aligned perception of the supply chain value for the customer |
| Time: | 5-10 min (depending on the number of outcomes of Part 3) |
| Materials: | A0-sheet with post-its from part 3, an extra A0-sheet, markers |

### *Purpose*

The value of the supply chain should be the same for all participants to ensure that the participants contribute to the workshop with a shared goal. This creates better outcomes at the end of all three workshops.

## *Step-by-step*

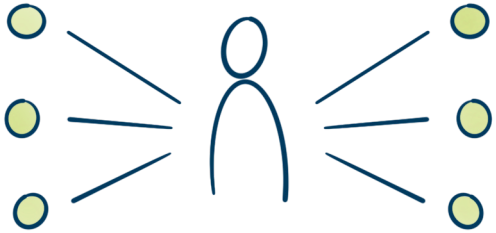
1. After discussing the post-its in Part 1, assess whether there is only one shared outcome or multiple outcomes regarding the value that the supply chain brings to the customer.

2a. One outcome:

- Discuss the shared perception of value with all participants.
- Ask them to write down the value in one sentence on the A0-sheet. Make sure everybody agrees on this goal. You can use the following format: "The supply chain aims to …".
- Hang this sheet on the wall to ensure participants can see this throughout the workshop.

2b. Multiple outcomes: some supply chains have multiple values brought to the customer. When this happens, focus on clustering.

- Ask the participants to cluster the post-its.
- Let the participants name each cluster by writing down the name on the A0-sheet.
- Ask the participants to write down the goals derived from the clusters in one sentence on the extra A0-sheet. Make sure everybody agrees on these values. You can use the following format: "The supply chain aims to …"
- Hang this sheet on the wall to ensure participants can see this throughout the workshop.



## Part 3 – Identifying roles and tasks

### *Overview*

| | |
|---|---|
| Output goal: | Creating an overview of the different roles and tasks in the supply chain |
| Time: | 15 min |
| Materials: | Template 1.2 on A0-sheet, post-its, markers |

### *Purpose*

By creating an overview of the roles and tasks of all participants, the mapping phase starts. This overview encourages the participants to examine the different roles and tasks in the supply chain. This also shows whether there are overlapping tasks.

## *Step-by-step*

1. Prepare Template 1.2 by writing down all the names of the participants on an A0-sheet.

2. Ask all participants to answer the following question: "What role/function do you have at Maersk?" They can have multiple post-its since their function can consist of different elements. Ask them to place the post-its on Template 1.2 under their own name.

3. Set a timer for two minutes.

4. After the two minutes, ask the participants to answer the following question: "What tasks do you have in the supply chain for customer X?". Let the participants write down their answers on a different colour of post-its than the one used in Step 2.

5. Set another timer for 2 minutes.

6. When the time is up, let the participants write down their last task, if necessary.

7. Let every participant briefly explain what they wrote down. If the participants have questions for each other, take time to answer them.

8. When all participants are done, ask them what stands out to them.

9. If there is overlap, ask participants to explain the overlap to the others.

10. Take a photo of the sheet for your own reflection afterwards.

11. Explain to the participants that this step is the first step towards mapping the supply chain, because their tasks already show part of the supply chain. Move to Part 4.



## Part 4 – Mapping the current supply chain

*Overview*

| | |
|---|---|
| Output goal: | A full supply chain activity map |
| Time: | 15 min |
| Materials: | Template 1.3 on A0-sheet, post-its, markers |

*Purpose*

With all supply chain activities mapped, the participants gain insight into the supply chain. They gain an overview of all activities executed, including those carried out by other departments. This insight is needed for the Define Workshop.

## *Step-by-step*

1. Explain to the participants that the goal is to map all activities in the entire supply chain together. They all have to bring in their expertise, since that is the only way to complete the map.

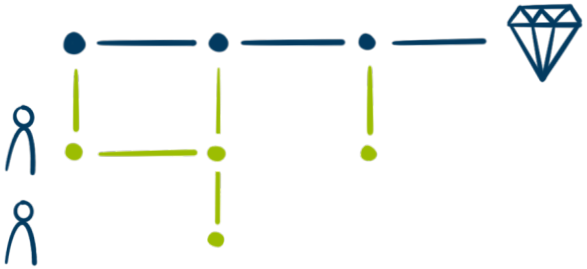
2. Ask the participants to start by placing all tasks from Part 3 in the supply chain in chronological order on post-its on Template 1.3. This template shows a timeline from the start to the value stated in Part 2.

   *Tip:* you can also do this on a flipchart if this is more comfortable for the participants or if they need a change of scenery.

3. Ask the participants to add the activities that happen between the tasks of Part 3 to ensure a complete supply chain map.

4. Continue until the entire chain is complete, but keep an eye on the clock.

5. When finished, make sure all participants check whether they identify all their own tasks in the supply chain and whether they think it is complete.



## Part 5 – Mapping information exchanges

*Overview*

| | |
|---|---|
| Output goal: | The supply chain activity map complemented by information exchanged in the process |
| Time: | 10 min |
| Materials: | Template 1.4 on A0-sheet, post-its, markers |

*Purpose*

This map gives a strong overview of the information that is exchanged throughout the supply chain and the departments involved during this exchange. This provides input for the communication channels discussed in the Define Workshop. In addition, this also provides input for the RACI-matrix in the Refine Workshop.

## *Step-by-step*

1. Prepare Template 1.4, which can also be created from Template 1.3.

   *Tip:* you can also do this on a flipchart if this is more comfortable for the participants or if they need a change of scenery.

2. Ask the participants to fill in what information is exchanged during each activity. Encourage them to discuss this with each other.

3. Once all information exchanges are written down, ask the participants to go over them per activity. During this, they also need to put a check in the boxes for the departments involved.

4. Let everybody check whether the map is complete.




## Part 6 – Answering unclarities

### *Overview*

| | |
|---|---|
| Output goal: | Ensuring that all participants understand the supply chain map |
| Time: | 5 min |
| Materials: | Map from Part 5 |

### *Purpose*

All departments have their own activities in the supply chain, but they are not fully aware of the activities executed by other departments. Therefore, it is important to create room for questions after mapping the full supply chain. This ensures that all participants have a similar understanding of the process, which serves as input for the Define Workshop.

*Step-by-step*

1. While looking at the map created in Part 5, ask the participants whether they still find things unclear or have questions for other departments.

2. Make sure that the discussion does not wander off into other related topics by keeping the focus on the map. Also make sure this part does not take too long, because the participants have already been working for almost 1,5 hours.

3. If all questions and unclear points have been addressed, move to the Outro.



## Outro 1 – Learning reflection

### *Overview*

| | |
|---|---|
| Output goal: | Learnings from the participants |
| Time: | 3 min |
| Materials: | Template 1.5 on A0-sheet, post-its, markers |

### *Purpose*

It is important to reflect on the workshop. Therefore, it is useful to see whether the expected learnings of the participants are met and what challenges they foresee. These insights can be used to shape the approach for the Define Workshop.

## *Step-by-step*

1. Thank all participants for their contributions and ask them to fill out the last A0-sheet with Template 1.5.

2. Ask the participants to answer the following questions: “What did you learn during this workshop? What new perspectives did it bring?”, “What challenges do you see in achieving the goal of today’s workshop?”, and “When is this workshop successful?”.

3. Discuss some interesting post-its if there is still time.



## Outro 2 – Wrap-up

### *Overview*

| | |
|---|---|
| Output goal: | Finish the workshop and let everybody leave with a positive feeling. |
| Time: | 2 min |
| Materials: | - |

### *Purpose*

By wrapping things up, all participants understand that the workshop has ended and what the next workshop will focus on. This creates clarity. Furthermore, it is important to ensure that all participants leave with a positive feeling, so that they look forward to attending the next workshop.

*Step-by-step*

1. Thank all participants for their contributions.

2. Summarise the outcome of today's workshop: the aligned value and the mapped supply chain.

3. Explain that these insights will be input for the next workshop, planned one week later, where they will work on communication channels across the supply chain.

4. Bring the workshop to a close.

# Templates

To use during the workshop

**Template 1.1**

| What do you expect to learn from this workshop? | What do you expect to contribute? |
| --- | --- |
| | |

**Template 1.2**

*NB: Make sure all participants get space on the sheet*



NAME 1



NAME 2



NAME 3

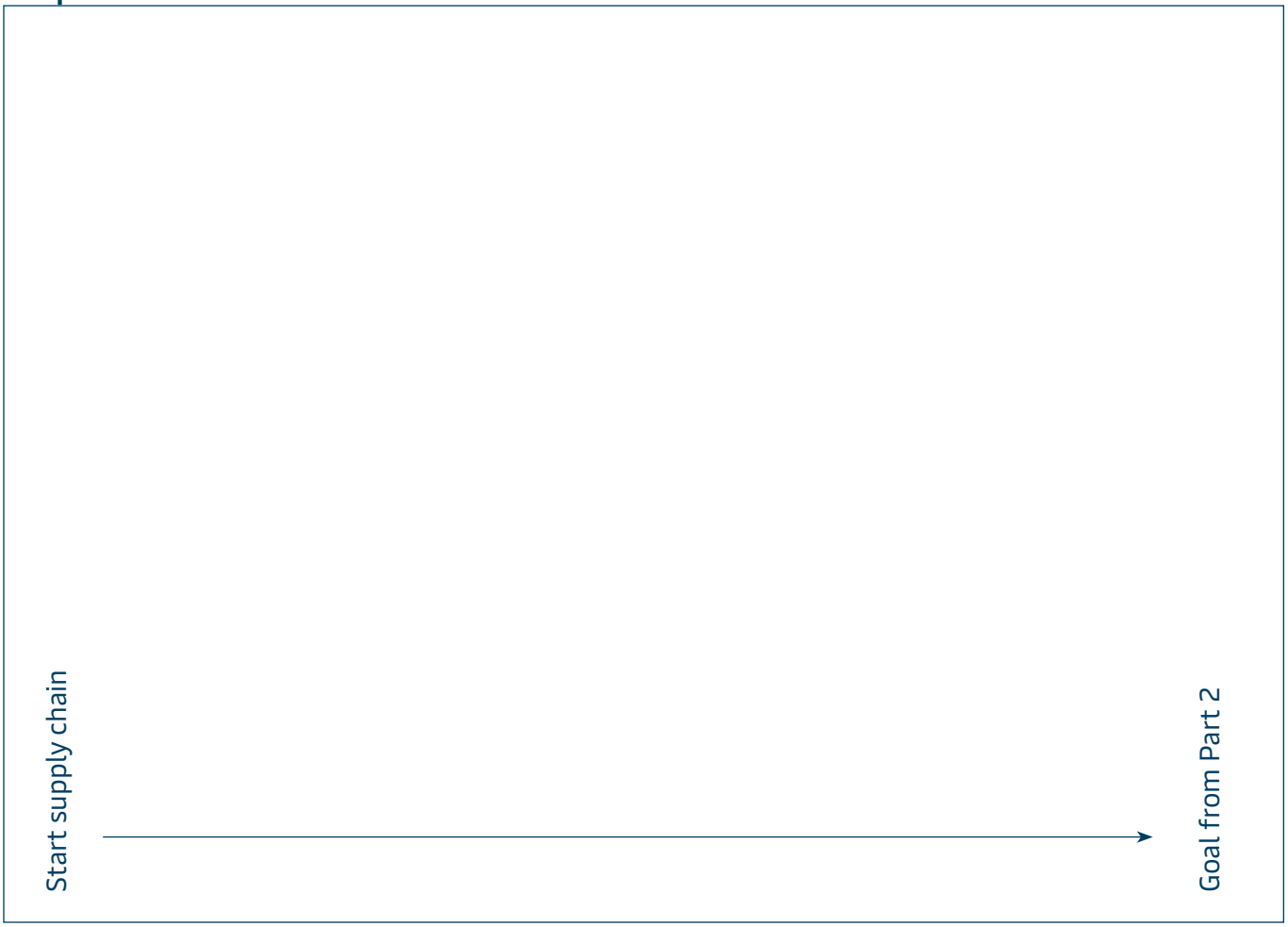


NAME 4



NAME 5

**Template 1.3**



**Template 1.4**

| | |
|---|---|
| Departments<br>Dep4 | |
| Dep3 | |
| Dep2 | |
| Dep1 | |
| Information | |
| Activities | |

**Template 1.5**

| What did you learn during the workshops?<br>What new perspectives did it bring? | What challenges do you see in achieving<br>the goal of today's workshop? | When is this workshop successful? |
|---|---|---|
| | | |

Concept and design by Tesse Wolthaus
Designed for Maersk

Version May 2026