Leo Brand
CIO Vopak

Storing vital products with care
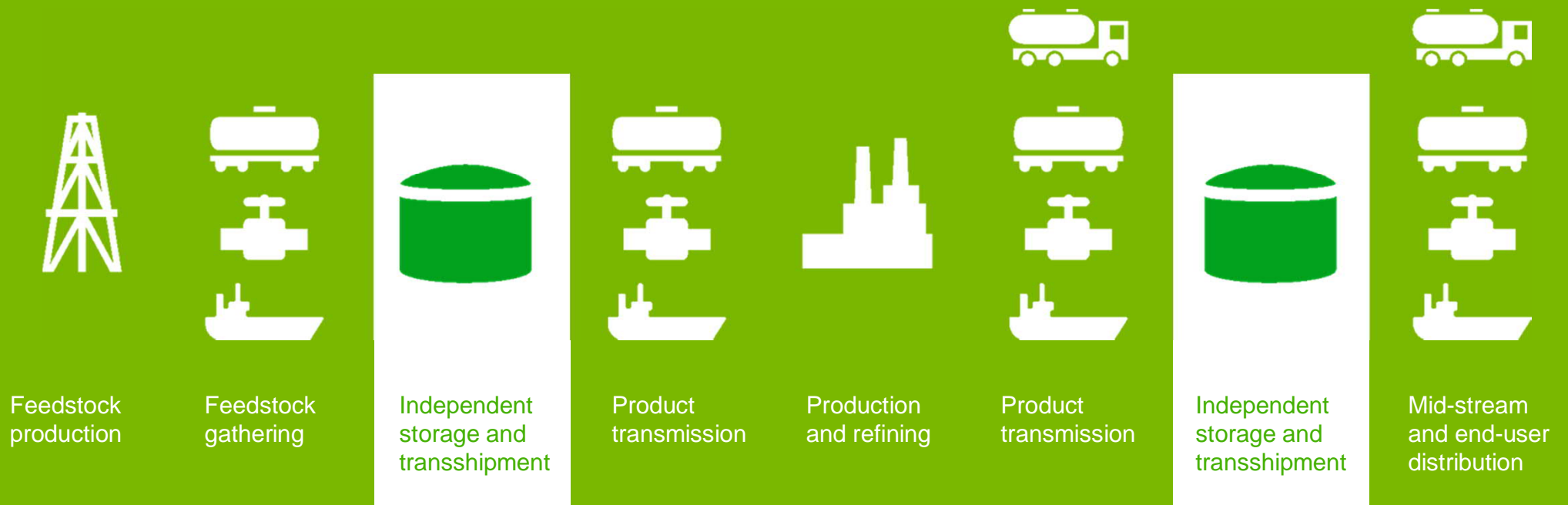
CIO of Royal Vopak

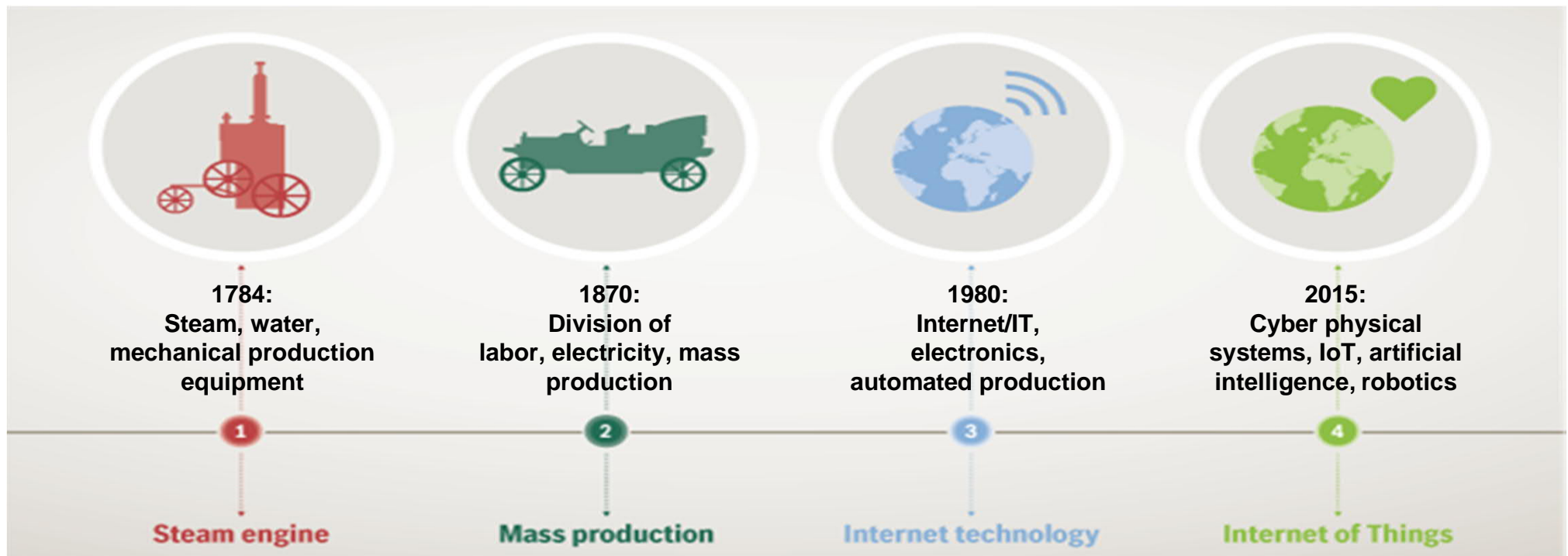**Leo** Brand

Integral part of
customer's value chain

Feedstock production

Feedstock gathering

Independent storage and transshipment

Product transmission

Production and refining

Product transmission

Independent storage and transshipment

Mid-stream and end-user distribution

The 4th Industrial Revolution: Internet of Things (IoT) will **revolutionize all value chains**

1784:
Steam, water, mechanical production equipment

1870:
Division of labor, electricity, mass production

1980:
Internet/IT, electronics, automated production

2015:
Cyber physical systems, IoT, artificial intelligence, robotics

Steam engine **Mass production** **Internet technology** **Internet of Things**
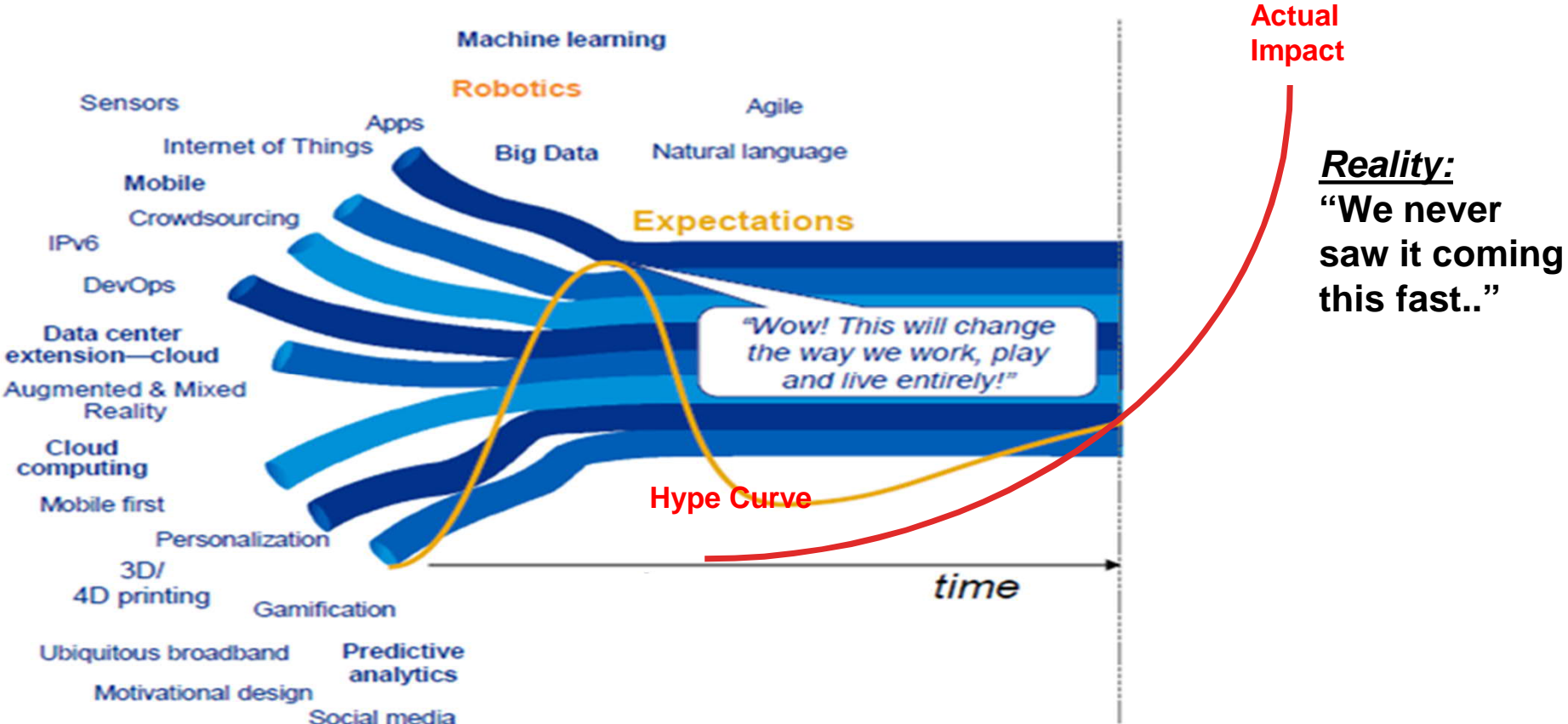
1   +leo.brand@vopak.com Catina offered to look, would make the slide stronger to cut out the text. OK?
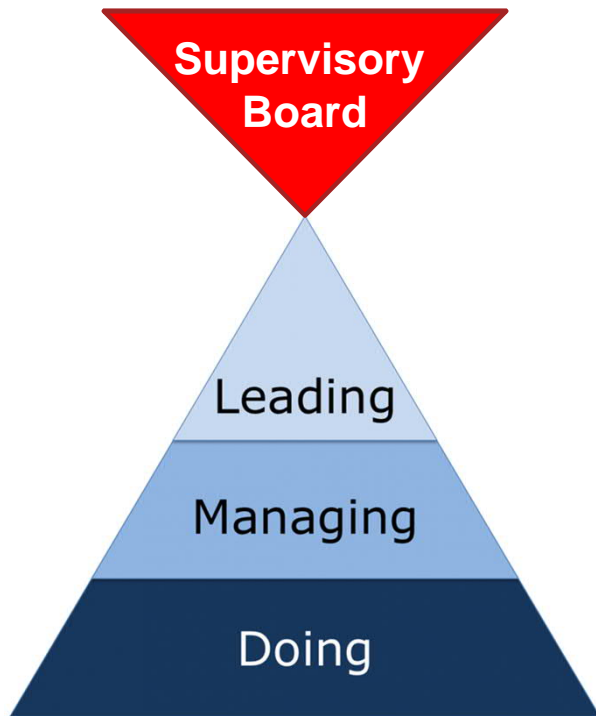Elsbeth Tiedemann; 20.03.2018

1   I would put this text in the speakers notes. Or shorten the text: Billions of connected devices and people will bring:
- brains/intelligence to global value chains in all sectors
- full transparency in the value chains
- supports the sharing economy
Catina Tanner; 20.03.2018

1   oke
Leo Brand; 20.03.2018

New digital technologies emerge almost every day, our **expectations** outpace their initial impact…. leading us to discard many technologies as **"hypes"**

"You only **see** it, when you **understand** it"

Supervisory Board

Leading

Managing

Doing

AC-BC Gap 1985 **AI-BI Gap** 2000 **AIoT-BIoT Gap** 2015

KLM easyJet

GPRS WiFi™

Platform Development

Platform 1.0
2007 - 2017

Characteristics
- one player captures the value
- more B2C, consumers appreciate free service in return for their data
- Growth before profit and then maximizing profits, lock-in
- When profit taking is too much users will investigate alternatives

- examples: Facebook, Instagram, Snapchat, Linkedin, Uber, Alibaba, Amazon, etc.
- Industry: TradeLens (IBM and Maersk), Portbase, Pronto, Elemica Chemical Trading, ….

Platform 2.0
2017 - 2027

Characteristics
- communities based, not one party capturing all the value, but the community owns the platform
- more B2B model although picking up in B2C (decentralised energy)
- Cost+ model
- Increased engagement

- examples: Waze
- Industry: VAKT,

Learnings when digitizing

- Management of Change is the most difficult one
  - Vision and lead by example from the top is a prerequisite
  - Middle Management see it as a thread, frontline people become "BFF"

- Lack of digital capabilities in the leadership:
  - Invest in digital training
  - Recruit new blood at all levels and mix with existing blood

- Attract and retain talent: "war of talent"
  - agile/scrumming, new ways of working
  - incentives for millennials are different: freedom to solve problems, direct feedback, social events, etc.
  - Use PR to make the company attractive: "cool to join" and part of a winning team

- Stimulate experimentation: "fail fast and learn"

- still ongoing…..

52