

TRANSACTIONAL CHARGING @ DHL GLOBAL SERVICE CENTERS SUPPORTED BY TTS

APRIL 27, 2023



WHAT IS GSC – an internal service provider for DHL Global Forwarding, Freight with a global setup and a wide range of service offering

GSC Service Catalogue

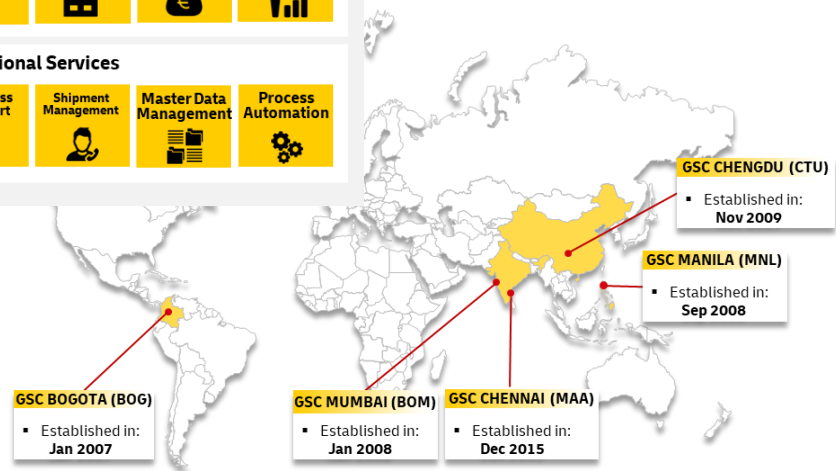
Product and Functional Services

AFR 	OFR 	Road Freight 	CDZ
Order Management Solutions 	Industrial Projects 	Finance 	Sales

Professional Services

Business Support 	Shipment Management 	Master Data Management 	Process Automation
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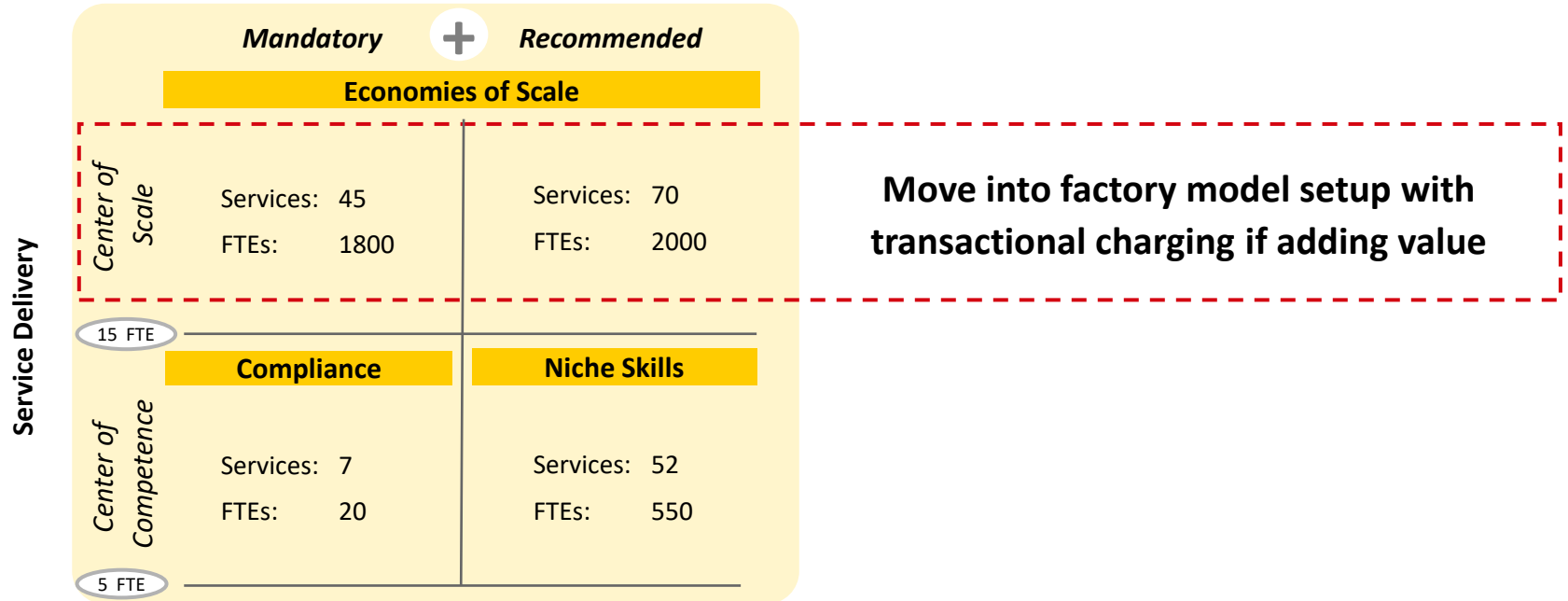
5000+ SOPs all documented via TTS



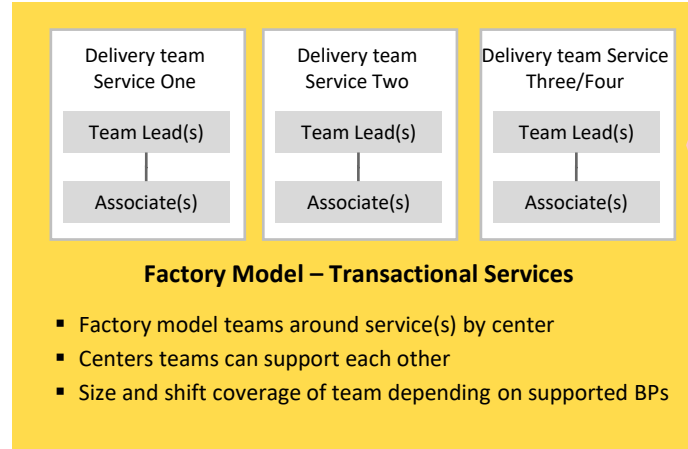
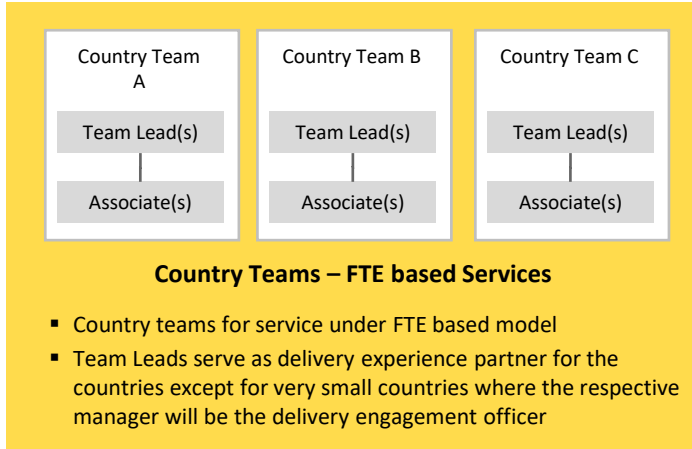
- 5 Human Delivery Centers
- 1 Virtual Delivery Centers
- 12 Service Lines
- 200+ Business Partners
- 4500 Employees
- 450 Virtual FTEs

WHAT ARE WE CHANGING – moving our large-scale operations to transactional charging if adding value for GSC and our customers

Standard Service Offering



HOW ARE WE CHANGING - Transactional charging means delivery teams will be organized around services and not Business Partners



Critical Success Factor

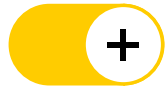
- Solid and robust training and knowledge management
- Information available at the moment of need

➔ **Supported by TTS (SOP/e-learning) and the 'Orange'**

Gradual shift from country teams to factory model teams around services



WHY ARE WE CHANGING - to achieve increased accuracy, productivity and full flexibility for our Business Partners



- 1 **Operating costs for Business Partners fully flexible**
- 2 **Enforced focus on service quality** as services not meeting service commitment (i.e. TAT, Accuracy) will not be charged to BP
- 3 **Enlarged service coverage times**
- 4 **Increase accuracy, productivity and utilization**
- 5 **Higher resilient during BCP situations** as multiple centers can support

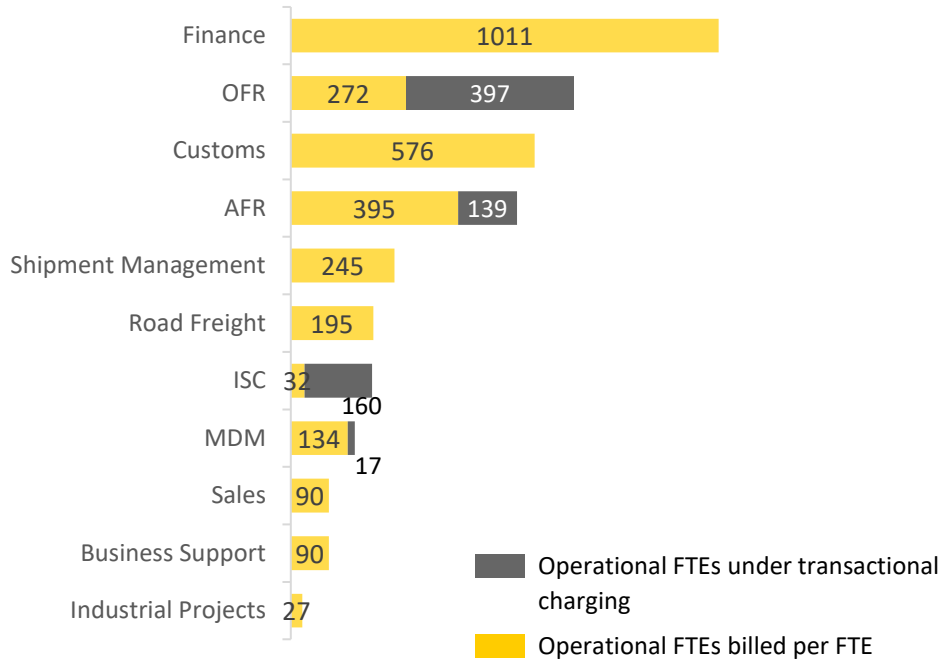
TTS as the critical success factor here



- 1 **High degree of standardization of services** required to be able to manage in one team
- 2 **Integrated workflow management** to ensure handover between teams
- 3 **Scale of services** required to be able to setup service teams (10+ FTEs)
- 4 **Language dependencies** not required

WHAT HAVE WE ACHIEVED - by the end of 2022 20% of our workload was under the transactional charging model with further growth this year

GSC FTEs (center of scale services only)

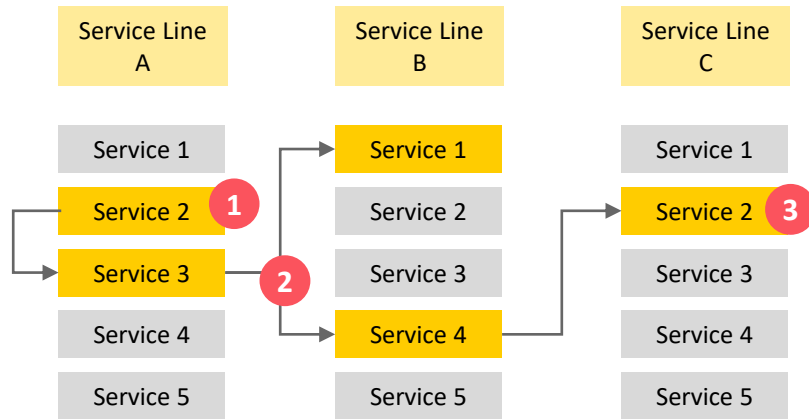


- Move of services into the factory model setup with transactional charging started only by beginning of 2022
- By now more than 750 FTEs are organized around services and charged based on transactions
- Fast roll-out would have not been possible without documentation and e-learning supported by TTS
- **By end of 2022 20% of GSC resources were working under this model**
- Overall potential for GSC seen around 40% of its resources



WHAT IS IMPORTANT - Highly standardized services with a certain scale combined with a flexible workflow solution are key success factors

Illustrative fully flexible Service Offering



Combination of services in sequence or parallel and across service lines with individual and combined turn-around time commitment.

Key Success Factors

- 1 Highly standardized services (surcharge for process deviations) with excellent knowledge management
- 2 Integrated and highly flexible workflow to combine services into a customized service offering
- 3 Size of 10+ FTEs per service to be able to leverage economies of scale

QUESTIONS?

COMMENTS?

