



EFMD Excellence in Practice Award Submission

Kuehne+Nagel

Executive summary



Traditionally, the logistics industry has been male-dominated, transactional and hierarchical. The keys to success were expertise, process, precision and timely execution. Kuehne+Nagel excelled in the industry for the last 130 years and continue to be a leader in the industry, providing supply chain solutions to its customers globally.

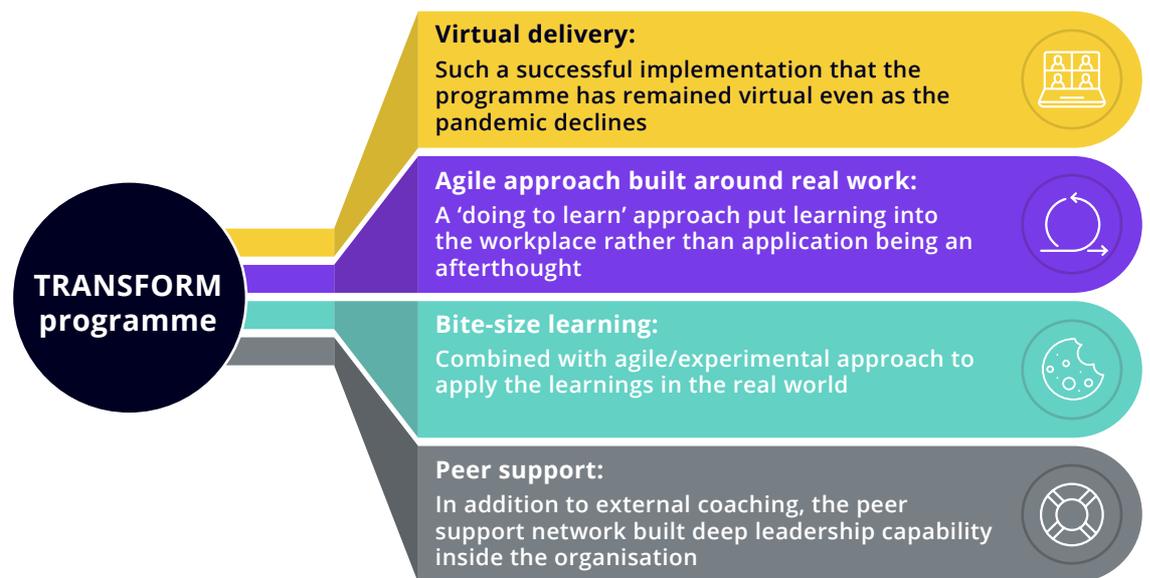
But then the world changed

The stability that could be relied on was replaced by rapid change and complexity. New factors included environmental demands, digitalisation and labour market changes. The Covid pandemic piled on the pressure and many logistics organisations struggled to adapt.

Despite the temptation to double down on what had worked in the past, Kuehne+Nagel embarked on an organisational transformation, a journey towards being the best company to work for and the best company to do business with.

This journey necessitated a cultural change, putting the employee and the customer at the heart of all their activities. A series of initiatives started, stepping into innovative activities whilst safeguarding the core strengths of Kuehne+Nagel.

The development of a continuous learning organisation and the creation of engaging and meaningful learning paths is where the partnership of Kuehne+Nagel and LIW started. To drive change at senior management level, this partnership rolled out the **TRANSFORM** programme that featured:



The impact was dramatic. This is illustrated by two success cases: business performance transformation in Vietnam and leadership culture transformation in European Sales Control.

In summary, Kuehne+Nagel has shown how you can transform an organisation by transforming learning itself.