Indicators from the week 26 Mar - 1 Apr 2012

COSCO Holdings 2011 result
-1.7B USD

Zim 2011 result
-397 M USD

Evergreen 2011 result
-105M USD

CSCL 2011 result
-428M USD
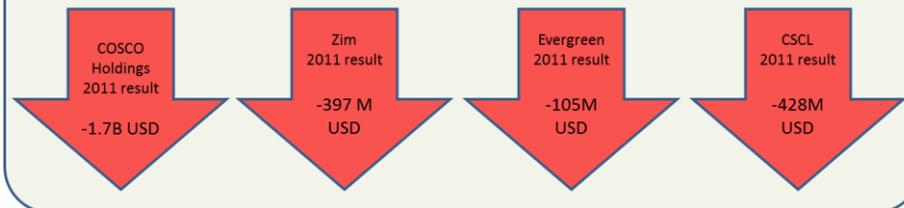
VALUE OF MARKET INTELLIGENCE
Focus on processes and not on systems

It is often stated that market intelligence is valuable. The question is how valuable is it? And how is that value obtained?

The fundamental question first: How does intelligence add value?

Basically, intelligence can add value in one of two ways: Either it is part of making (or changing) a decision, which would otherwise have been different without the presence of the intelligence, or the intelligence helps improve a negotiation position and thereby increases the value for either one – or both – of the parties involved in the negotiation.

What is then required for intelligence to add value in one, or both, of these ways?

Before digging further into this question, however, we need to ask a seemingly simple question: What is intelligence?

This can of course be defined in a multitude of ways, hence the definition we lay out here reflect how SeaIntel Maritime Analysis perceives it.

Intelligence is simply information pertaining to the market. This can be split

Emergency?

<u>Press cutting 2008</u>: *"CMA CGM – Emergency Fuel Surcharge, USA to Asia Effective from August 1, 2008".*

<u>Press cutting 2009</u>: *"In view of the rising Bunker fuel prices, which have substantially increased in recent months, ZIM will implement an Emergency Bunker Surcharge"*

<u>Press cutting 2010</u>: *"Hapag-Lloyd will implement an Emergency Bunker Surcharge with effect of May 17, 2010"*

<u>Press cutting 2012</u>: *"MSC: NWC to Asia: Emergency Fuel Surcharge"*

We are left wondering how long fuel prices will remain an emergency and when this will become part of normal business?

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