



WHITEPAPER
Market Intelligence
for Tank Terminal
Operators Explained



INSIGHTS GLOBAL



Market Intelligence for tank terminal operators

This Insights Global Whitepaper delves into the art of Market Intelligence (MI) and why it's a key to success in the tank terminal business. You will learn how to measure the current status of your intelligence gathering and what it takes to move step by step towards an advanced level.

Executive summary

When taking strategic decisions and investment decisions world class companies in various markets have proven that ongoing smart and structured intelligence gathering about all aspects of their market will enhance profitability and reduce risk. In the highly fragmented tank terminal business, there is a strong need to keep a close eye on ever changing market conditions as well as on the activities of the competition. What counts is to move away from the intuitive and short-term approach towards a systematically organized long-term form of Market Intelligence (MI) preferably with concrete roles for key staff members and with a proper embedding in the company culture.

Some years ago, the current market leader in the tank terminal business implemented a companywide advanced to world class level of MI. Its example (as even documented in "The handbook of Market Intelligence") is worth following. The current best practice in MI is to distinguish 6 Key Success Factors (Scope, Process, Deliverables, Tools, Organization, Culture) and to track those through 5 stages of maturity (Informal, Basic, Intermediate, Advanced, Word Class). Gradually moving up the scale is best done with an assessment of the current status as the starting point of any improvements in MI.

As a market intelligence specialist for the energy and chemical sector (liquid bulk) Insights Global has adopted this best practice MI framework and adapted it to the specific needs, the daily practice and the dynamic global environment of tank terminal operators. The corresponding starting point is a Market Intelligence Maturity Scan that reveals the opportunities for improvement of MI for individual tank terminal operators who seek to enhance their chances and reduce their risk in this specific market.

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CONTENTS

4

INTRODUCTION: WHAT IS MARKET INTELLIGENCE?

6

EXISTING SITUATION IN THE TANK TERMINAL BUSINESS

10

THE PROMISE OF MI FOR TANK TERMINAL OPERATORS

14

KEY SUCCESS FACTORS AND STAGES OF MATURITY

20

GROWING TOWARDS ADVANCED OR WORLD CLASS MI

23

WHAT YOU NEED TO KNOW ABOUT THE MATURITY SCAN

26

WHAT DOES INSIGHTS GLOBAL BRING TO THE TABLE?

27

REFERENCES



1. Introduction: What is Market Intelligence?

Organizations have always needed intelligence to learn about what the market wants from their products and services, and what the competition is up to. Back in the day this activity was a bit shady and akin to spying. Then there was the time before the digital age when market intelligence was just simple market research based on surveys and questionnaires. With the arrival of the digital age the amounts of data that can be gathered in the market and need to be shared throughout a company have increased astronomically. But so has the capability to store and organize information.

This increased activity of tapping into various information sources (about customers, competition, trends, regulation, or geographic areas) and systematically organizing and sharing the data is called Market Intelligence (MI, sometimes used interchangeably with “Competitive Intelligence” or “Business Intelligence”). It has turned into a distinct discipline and in large organizations it has achieved a normalcy and status comparable to other vital support functions such as accounting and marketing. Of course, for smaller teams it is not self-evident that full time employees should be assigned to MI. It is possible to have employees spend only a part of their workweek on MI especially if they are supported by an external service provider.

MI is a critical business function for two seemingly opposing reasons:

- 1** In an ever more complex and dynamic global business environment accurate up to date and future oriented business information is needed by all functions in a company all the time. This means that there is a constant strong demand for more and better information.
- 2** At the same time decision makers are already overwhelmed by too much information. They simply lack the time to digest, distinguish and process what is truly relevant for their decision making leading to an effective “information disconnect”.

In this world with oceans of information “intelligence” is the key to unlock the value for strategy and decision making. These two points can meet at a sweet spot where a ton of information that can be helpful and valuable is gathered, yet it is presented to executives and stakeholders in such a way that they can make better decisions in less time.



A third reason why MI is mission critical, is very specific to the terminal sector:

- 3** Tank terminal assets and investments are normally depreciated over a period of twenty years or more. Furthermore, terminals are considered real estate. Its location and how it adapts to its local economic environment, now and in the future, are vital to its survival. As such, to ensure adequate performance, a terminal operator needs to have a very good understanding of current and possible long term future developments related to its business drives. Only then it will be able to make the right investment and commercial decisions.

In an ideal situation MI will not remain an isolated function in the company but may rather inspire the whole company to become a learning organization open to and embracing new trends and ideas. In the end management can make better decisions at a quicker pace which increases revenue and reduces costs. Valuable new customers will be attracted and facilities will be built that are future proof.

The word “**intelligence**” derives from the Latin words inter and legere. “Inter” means “between” and “legere” means “to choose”. **Intelligence** therefore is synonymous with **better decision making**.



2. Existing situation in the tank terminal business

The tank terminal business is highly dynamic and fragmented. Even the largest global player has just 7-8% market share. Literally hundreds of smaller players are active. When investment funds are involved, they often maintain a cycle of selling these assets after 6-7 years. So buying and selling of terminals is happening all the time. The market has to adapt to ever changing trade flows. And it's not just specialists like oil and chemical companies that invest. All kinds of investors from pension funds to family offices enter the fray, all trying to enjoy high return on investment.

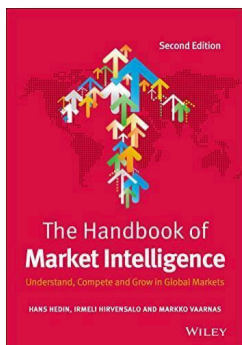
The tank terminal business can indeed be highly profitable. If terminals are compliant, fully functional, strategically located and rarely empty, profit margins as high as 30% of turnover are achievable. The problem is: owners of such profitable terminals might become complacent and feel that they need not improve their teams and habits. Decision making then remains largely a gut feeling affair. Yet especially when cash flow is good it would be worthwhile investing in some of the skills and tools of the digital age and make sure a company stays competitive in the long run regardless of the changes in the market.

Better performance and profitability

For owners of terminals with lower profitability, Market Intelligence (MI) could be the key factor to unlock pathways to cost reductions, smarter investments and growth. If the management team succeeds in predominantly making well-informed choices based on easily digestible structured information the whole outlook for the company could change. With strong MI it is also possible to zoom in on currently underperforming terminals where market adjustment and optimization will lead to better performance and profitability. A strategically located well run terminal is hardly ever for sale or only for an extremely high price. So the game is to acquire terminals that are lower priced and to boost their performance.



The handbook of Market Intelligence ***Understand, Compete and Grow in Global Markets***



If you are curious about the origin and application of Market Intelligence in the broadest sense, may we recommend “The Handbook of Market Intelligence” by Hans Hedin, Irmeli Hirvensalo and Markko Vaarnas.

The book contains a series of case studies in various markets. As a terminal operator you might take note that one of these case studies is a comprehensive multi-year market intelligence implementation that René Loozen, the current head of consultancy at Insights Global, managed at his former employer Vopak. This MI case covers many pages in the book and is an excellent example of the benefits of MI to the tank terminal business.

To have a taste of what MI is all about let’s read up on this case that covers 2007-2009 and let’s list some of the lessons and recommendations that followed from it.

Just a taste from the Market Intelligence Case at Royal Vopak ***René Loozen quoted in the The handbook of Market Intelligence (2009)***

“To conclude, it is my feeling that we now have a broad scope but also analytical depth in what we produce. We are future oriented in our approach and frequently use scenario analysis in combination with forecasting as methods to understand the future dynamics of our industry. One example is that we have a project focusing on as far as the year 2035. We have an intelligence network in place and are producing deliverables that have been tied into our strategic and operational business processes. We also have an intelligence platform to collect, store and share our business information and intelligence reports.”



Lessons learned from this case were:

- Go step by step when growing towards full MI maturity
- Define clear intelligence deliverables and use proper tools
- Build network of employees with say 20% of their time allocated to MI
- Have strong support from the board and stakeholders
- Management and MI operation need to be close
- Create an Intelligence Culture by advocating the activities company wide

Your specific situation

If as a manager of a tank terminal operation you previously hardly ever heard or thought about Market Intelligence, by now it should have become clear that it is an area that merits attention. No company that aims to grow can do without solid HR practices or solid accounting. It's the same with MI: it's a "must have", especially in the capital-intensive tank terminal industry. The question is not whether you should have it, but how much time and effort spent in MI is merited in your specific situation. Certainly not every tank terminal operation needs world class MI. Furtheron in this whitepaper you will see how you can make a new starting point for your desired level of improvement in this important field.





3. The promise of MI for tank terminal operators

Making the right decisions consistently is the way to survive as an entrepreneur in general. All the more so in today's dynamic or even volatile global markets. We are all dealing with war, energy crisis, supply chain disruptions, inflation, a shift to a multipolar world. Amidst this "chaos" you have to make decisions with an outlook of 20 years or more. A bad decision might haunt you for years to come. And it will reflect badly on your company as a whole. Both banks and investors are risk-averse, so a positive track record will make all the difference when looking for capital investments.

If you have Market Intelligence (MI) in place that provides you with a solid foundation of structured facts and figures that support your business decisions, then that will also greatly facilitate convincing others of your vision and make them willing to invest. Quite literally with advanced MI you can reduce your business risk for all stakeholders and at the same time improve your management style (e.g., how you lead and make decisions).

As a terminal operator you simply need to understand your operating environment to the fullest and anticipate future scenarios in order to make the best decisions for improving and growing your business.

Specific benefits

So, in general we can say that proper MI is mission critical. But let's now look at some specific benefits of this modern practice of structuring your information flows. MI will take the guesswork out of your business decisions and will:

- ... increase your current awareness by making sure you stay up-to-date on what is happening in the terminal market (e.g., customers, competition, trends, regulation, or geographic areas) and where your company stands relative to that.
- ... structurally evaluate your services. With tools such as surveys and case studies you will feel the pulse of how your customers experience your services. You will see opportunities for small service improvements that make a big difference.



- ... make you understand your target market and audience better. By constantly digging for market data, you get a much better view of how you can better address the needs of your audience in the most cost-effective way.
- ... improve your strategic planning concerning which markets or geographical locations will improve profitability in the long run. What and where are your competitors gravitating towards? Where can't you miss out and where it is maybe even better if you do? Good forecasting of trade flows is a requisite to succeed in this area.
- ... assist sales and marketing at generating and closing new business or retaining existing business. Your account managers can more easily reach their targets when they benefit from key insights and when they can tell a convincing story about how their company stays ahead of the game.
- ... facilitate sharp pricing. With the enormous throughput of liquid bulk in the terminal business targeted pricing is key! You simply can't afford to be unaware of price movements. Bad pricing will wreak havoc on your profitability.
- ... develop the value of your existing terminals by informing you when to invest in more storage capacity, new pipelines, new jetties or what have you.
- ... keep you up to date about mergers and acquisitions and other strategic moves in the tank terminal business.



In the next chapter of this whitepaper you will learn about the 6 Key Success Factors (KSF) for Market Intelligence in your organization and the 5 stages of maturity that each of them moves through. We will finish this chapter by already highlighting the most elusive but probably most important KSF: “intelligence culture”. In the ideal situation market intelligence becomes a core aspect of the whole company culture. It’s when a CEO of a company and the top management fully endorse and promote concepts like knowledge, learning, fact finding, surveying, trend analysis, data processing, data storage and they allocate some of the time of some of their employees to do these things.

Stand out

Finally, there is one “bonus” benefit a tank terminal operator with good MI enjoys. Once your company effectively has turned into a “learning organization” chances are that you will spot new opportunities more frequently and also be more willing and prepared to act upon them. You might start offering services that no competitor in the tank terminal business offers or have a surprising strategic move up your sleeve. Then you will stand out from the crowd with opportunities for growth and increased profitability.





4. Key Success factors and Stages of Maturity

In the world of Market Intelligence there is a best practice developed by the Global Intelligence Alliance or GIA (currently active under the new company name M-Brain). It's widely known as the GIA Framework for developing World Class Market Intelligence. The company published it in 2009 in a whitepaper titled World Class Market Intelligence – From Firefighters to Futurists.

Basically, it thoroughly explains a matrix with on the vertical axis 6 Key Success Factors (KSF) and on the horizontal axis 5 Stages of Market Maturity.

	Informal MI	Basic MI	Intermediate MI	Advanced MI	World Class MI
Scope	No scope	Limited	Wide, cover current operating environment.	+ analytical deep dives on specific topics.	Broad, deep and future oriented. Also cover topics outside of current operating environment.
Process	Reactive ad hoc	Needs analysis made. Info only from secondary external sources. Little/no analysis.	+ primary info collection & analysis	Advanced market monitoring & analysis. Targeted communication of output.	Intel process deeply routed into global and local organization & business processes. Two way communication.
Deliverables	Ad hoc deliverables	Regular newsletters and profiles complement ad hoc deliverables.	Systematic market monitoring and analysis reports emerge as new, structured MI output.	Two way communication is increased in both production and utilization of MI output. Highly analytical deliverables.	High degree of future orientation and collaborative insight creation in producing and delivering the MI output.
Tools	Email and shared folders are primary means for sharing and archiving information.	Corporate intranet is emerging as a central storage for intelligence output.	Web-based MI portal established that provide access to structured MI output. Users receive email alerts about new info in the system.	Sophisticated channelling of both internally and externally produced MI content to the MI portal. Multiple access interfaces to the portal in use.	Seamless integration of the MI portal to other relevant IT tools. Lively collaboration of users through the MI portal.
Organization	No resources specifically dedicated to MI. Individuals conducting MI activities on a non structured basis.	One person appointed as responsible for MI. Increasing coordination of MI work in the company. Loose relationships with external info providers.	A fully dedicated person manages MI and coordinates activities. Centralized, internal/external resourced info collection and analysis capabilities exist.	Advanced analytical and consultative skills in the intelligence team. MI network with dedicated resources in business units for collecting local data. Non core MI activities outsourced.	MI team has reached the status of trusted advisors to management. Internal MI network collaborating actively. Internal MI team smoothly integrated with outsources resources.
Culture	No shared understanding exists of role and benefits of systematic MI.	Some awareness exists of MI, but organizational culture overall is still neutral towards MI.	MI awareness is moderate. Sharing info is encouraged through internal training and marketing of MI.	MI awareness is high and people participate actively in producing MI content. Top management voices its continuous support of MI efforts.	A strong MI mindset is reflected in the way people are curious towards the operating environment and co-create insights about it.

GIA gave the 5 stages frivolous yet insightful names like firefighters for the poorest, informal, last minute, ad hoc intelligence gathering and futurists for the world class MI of truly visionary companies.

- | | | |
|----|---|----------------|
| 1. | Informal Market Intelligence | “Firefighters” |
| 2. | Basic Market Intelligence | “Beginners” |
| 3. | Intermediate Market Intelligence | “Coordinators” |
| 4. | Advanced Market Intelligence | “Directors” |
| 5. | Word Class Market Intelligence | “Futurists” |



Informal

Any tank terminal operation, and any company for that matter, handles various sources and streams of information of course. At this stage of maturity companies will probably not even use the label “market intelligence” for their information gathering and sharing activities. There is no predefined scope to these activities that will typically be done ad hoc when needed with little coordination and with little or no tools and resources.

Basic

Companies that have at least heard about Market Intelligence and its benefits may also be on a path with some “basic” first steps toward an actual MI program. Such a tank terminal operation might already engage an external service provider for some of their information needs. The activities are still mostly done ad hoc, like while preparing for a merger or an acquisition. There is however already some structure to how the intelligence is gathered, stored and shared.

Intermediate

At the intermediate stage a company is well aware of the benefits of market intelligence, has maybe seen some good case studies and is motivated to do better themselves. It is likely such a company will allocate some budget for services of external providers and a first set of software tools. At this stage the scope and the level of analysis of the MI remains rather limited, partly because the intelligence operation is only loosely integrated to business processes, if at all.

Advanced

Once a company has really internalized the need for the most insightful intelligence for its business processes, once it has assigned a network of employees who can spend a certain percentage of their time on MI and once it has established an external network of information sources and vendors such a company reaches the advanced stage of MI. A tank terminal operation in this stage will have defined concrete deliverables of the MI process that actually match the needs articulated by decision-makers. True and obvious benefits ensue, further deepening the commitment of the management to treat MI as a vital part of the organization.



World-Class

Beyond the advanced stage and benefits clearly translate into growth and profitability there is a route to move on to the “World-Class” level, where MI will be established as an integral part of all corporate business processes and there is a deep focus on future topics and issues. The market leader in the tank terminal business has gone this route starting the implementation already back in 2007. The case study in the Handbook of Market Intelligence (describing the status in 2009) demonstrates that there is always room for improvement. But exactly that is where the greatness lies: once a true MI culture permeates an organization, remaining humble and continuing to improve becomes a second nature.

Each tank terminal operation will have a different sweet spot of MI Maturity that it can and should aim for. For smaller organizations “world class” is probably somewhat over the top. The core business remains the vital process and a small organization cannot free-up time of employees and invest in resources like a bigger one can. Yet they might invest in external providers to reach a higher stage with more of the MI work done externally. The advanced level is really recommendable for all, but there has to be a realistic pathway to grow towards it. No need to rush things and the great thing about the MI Maturity Matrix is that the progress can be measured for 6 Key Success Factors (KSF) separately. This means that each tank terminal operation can really follow a tailor-made route, that allows for the quickest gains in areas where they lead and some more patience in areas where they lag.

A given tank terminal operation will have each of the 6 KSF’s (given below) moving through the stages of maturity relatively independently. This means that it is vital to thoroughly assess and describe the “status quo ante”, the “as-is”-situation of a company. Such an assessment will reveal which of the KSF’s initially merit most attention for realizing quick gains, whilst also aiming to broadly improve the companies MI maturity. In the end the management team decides which stage of maturity it wants to attain. World Class is a long shot for many companies, but Advanced is definitely doable and worth striving towards.





Let's now look at the 6 Key Success Factors of MI one by one:

Scope

In order to not drown in an ocean of information, it is important to limit the MI by clearly defining the scope of the intelligence. In principle a deep and wide scope is desirable, but in the beginning, you can juggle only so many balls. Scope then limits the specific intelligence topics that will be researched at all. Think of topics like customers, competitors, political and geographical developments, technological trends or macro-economic issues. Once the scope gets deeper and wider it can also become more future oriented. Finally, the flow of information must from the outset be targeted towards clearly defined user groups. Who needs what information when?

Process

So, with the defined scope, that may become ever wider and deeper, a tank terminal operation knows what information to dig for and who to deliver it to. The process aspect of the information flow looks at how information is gathered and delivered. Is it only reactive and ad hoc? Or is moving towards continuous monitoring and analysis? At the world class level, the MI gets neatly tied in with or anchored to steps in existing corporate processes like strategic planning, sales, marketing and product management. Ultimately like in a gearbox the wheel of information flow connects with the wheels of the core business.

Deliverables

Market intelligence projects need to determine at the outset how the output of the information gathered will be delivered and shared. Think of deliverables like internal newsletters, documents, spreadsheets and presentations. They can also include workshops and seminars. Early on the deliverables are a one-way street: some market research goes to some manager. Then at the advanced level, the MI operation has clear deliverables to the management, but the management also has clear deliverables towards the MI operation.



Tools

A corporate intranet is typically the first big company-wide tool that companies implement, and that allows for a basic level of MI in their organization. With that a tank terminal operation has at least moved away from the informal spaghetti of email threads. Beyond the basic level, there are more advanced generic or custom-built MI software tools that thoroughly and specifically embed the MI in the organization. At an advanced level some external providers may come into play to fulfill specific functions.

Organization

Putting someone at the helm of the MI operation is the logical starting point of allocating people and their time to the intelligence activity. Without that the MI naturally stays informal and ad hoc. With that first person appointed the MI can start to grow and internal and external networks can be built. Of course, the growing MI network within a company are the heavy users and internal promoters of the MI tools mentioned above. Towards the advanced level the structure of internal (human) resources and outsourced resources integrates more and more towards a single smooth operation.

Culture

At the low end of MI maturity, a tank terminal operator has no “Intelligence culture”. There may be some intelligence gathering and sharing activity, but if the management or the employees don’t really cherish it, it will probably not go very far. Towards an advanced maturity level more and more employees are engaged via courses and training and see the benefits of strong MI. What may still be lacking then is the support of senior management or even the CEO. The high mark is when the CEO becomes the biggest internal promoter of MI.



5. Growing towards advanced or world class MI

A Terminal Operator cannot gain a competitive edge without reaching an advanced or world class MI maturity. You need to be better than the competition to really make a difference and an intermediate or lower level is just not good enough.

The important thing to remember when trying to reach the next MI level is to assess what you need and what you want to accomplish. You have to assess your current level of Market Intelligence Maturity first and set a timeframe of progress towards the advanced stage. It is probably worthwhile to focus on some quick fixes and wins first if one or more of the 6 KSF's are dramatically worse than others. Yet it's also valuable to further strengthen the ones that are already at a high level.

Imagine a company with a CEO who's fully passionate about intelligence but practically the company has no tools yet or no defined process of how concrete intelligence deliverables can drive the core business. The CEO support is an aspect of highly mature or even world class MI, so you don't want to lose that. Yet all the work to systemically set up the MI operation still has to start at this tank terminal operation. So maybe the implementation of a corporate intranet can be done quickly to at least jump away from the informal to the basic maturity level quickly.

At another company it might be exactly the other way around: someone in the middle management knows about MI and has already brought some of the KSF's to a basic or intermediate level. Maybe they have set-up some subscriptions to external news sources and use them to produce a brilliant internal newsletter. But there is no real support from the top management. The top management continues to make gut level decisions with just a scant foundation in facts. This tank terminal operation has exactly the opposite challenge compared to the former example.





As mentioned earlier, world class MI might be out of reach for many smaller tank terminal operations. It is still a good idea to know the ideal situation though in order to at least grasp for and reach the advanced level. At the world class maturity level, a company has a broad, deep focus on future topics and a systematic process that continuously produces insights into the company's operating environment. That company will also have a dedicated Chief Data Officer who's in charge of structuring all intelligence activities across the company. This manager would typically be responsible for the annual "Intelligence plan" that is updated year by year with vision and metrics on dimensions such as sales, business development, operations and finance and management.

Advanced or world class MI for tank terminal operators specifically entails:

- A profound knowledge of the market of liquid bulk shipping and storage
- An in-depth knowledge of the current and future competitive environment
- Essential knowledge of regional and global trade flows and trends

If key people in the organization have studied the concepts of MI and they have seen success stories from competitors or companies in other fields, then the company is ready to start raising the bar for its intelligence operation. It is important though to ground these efforts on a solid footing of an initial maturity scan that determines the current state of your MI across all KSF's.



6. What you need to know about the Maturity Scan

So, in this whitepaper we have outlined the two dimensions of the Market Intelligence matrix with the Maturity Stages on the horizontal axis and the Key Success Factors (KSF's) on the vertical axis. This framework is the perfect model to advance your MI towards specific improvements in a controllable manner, within a given budget and timeframe.

Consultancy and tools

The Dutch company Insights Global is a market intelligence specialist fully focusing on services for the global liquid bulk business. In recent years it has invested in developing a strong offering of MI services for tank terminal operators. It has adopted the original GIA MI Matrix as a powerful tool that has proven itself in various industries and adapted it to specifically satisfy the needs of tank terminal operators. This includes full spectrum consultancy for the implementation of a market intelligence program as well as concrete specific tools and services that can be implemented as cornerstones of a company's MI.

Dedicated player

It is noteworthy that René Loozen, who several years ago oversaw the comprehensive Market Intelligence implementation at the global tank terminal market leader, is now leading the MI consultancy at Insights Global. This is the implementation that turned into an important case study in the Handbook of Market Intelligence that we mentioned above. Of course, there are many players in the market who offer Market Intelligence services, but it is not likely you will find a more dedicated player in the world of liquid bulk.

Cost-effective

In line with the best practices in this field, Insights Global has developed a Market Intelligence Maturity Scan as the starting point for any MI program for its customers. As we have seen above this is the only way to give efforts towards improvement a solid footing. It's also a cost-effective way to start. As a tank terminal business, you don't want to rush headlong into a relatively unknown field that ultimately will interact strongly with your core business but is not your core business.



Open discussion

The Maturity Scan is done through questionnaires to be filled out and interviews with key management. It measures your current maturity level against a set of critical factors and takes about 2 weeks to complete. The final point of the Maturity Scan is a professional presentation in which Insights Global presents the findings and key recommendations. In an open discussion, the management and the consultant will then go through the results and your best next steps to increase your maturity level will be discussed. This service not only helps you discover which stage of Market Intelligence your terminal business is at right now but also what steps to take to get to the next stage.

Discovering where your tank terminal operation stands today is the first step towards reaching an advanced level of Market Intelligence that is likely to increase profits in the short and the long run.





7. What does Insights Global bring to the table?

Located in Breda, close to the global harbor of Rotterdam and Antwerp, Insights Global is a fully modern market intelligence provider for the liquid bulk market. As the company is already in the second generation it has deep roots in the shipping, trading and terminal business. Over the past 40 years its mission consistently has been to create better functioning energy and chemical markets by enabling intelligent decision making. The company aims to contribute to better business performance, market efficiency and sustainability for the tank terminal industry.

Market Intelligence is Insights Global's core business. It combines an academic data-driven mindset with boots-on-the-ground knowledge of this specific market. In this way it has proven to effectively provide insights and market transparency that supports the business decisions of its clients.

The company's subsidiary TankTerminals.com is a data driven tech company that specializes in software solutions for companies transporting and storing liquid bulk. It provides a market intelligence platform for terminals and builds and maintains many software tools that support daily operations.

Together these companies offer a strong mix of consultancy and concrete market proven tools. Tank terminal operators who lack certain resources internally to move forward have always reached out to Insights Global for advice and support. Each client gets its specific set up of outsourced services that serve its needs best. Insights Global wants you to move ahead with your Market Intelligence towards the advanced or world class stage.



To support tank terminal operators Insights Global consulting has developed a Market Intelligence Services Pack on top of the MI Maturity Scan, existing of:

Market Intelligence Improvement Potential Assessment

An analysis of the potential of a client’s terminal operation with an outline of a plan of action to improve the maturity level of the organization.

Market Intelligence Improvement Program

A yearlong tailored program aimed at putting the plan of action into effect which will result in an increased positive return from the Market Intelligence within a terminal organization.

Scalability

Hiring such capabilities externally is generally seen as a good idea because of the scalability it allows at critical turning points. While in house allocation of human resources and budget is absolutely necessary on a company’s journey towards mature market intelligence, outsourcing parts of the MI operation and hiring a consultancy to implement structural improvements is a generally accepted practice. As a final word of caution, it can be said that turning to the big consultancies out there for an MI program, might give you the comfort of a renowned name, but they lack the “boots-on-the-ground” proven capability in the tank terminal business of a dedicated niche player like Insights Global.

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Take the first step towards becoming world class in Market Intelligence and discover where your terminal stands today.

If you have set your eyes on becoming world class in Market Intelligence, the first thing you need to do is to identify your as-is situation. Where on the maturity scale does your terminal stand now and how does your journey towards world class look like?

For that, we invite you to request our Market Intelligence Maturity Scan.

Through questionnaires and interviews, we will measure your maturity level against a set of critical factors. As a result of the Maturity Scan, you will receive a detailed presentation with the outcome, we will go through the results together and discuss your best next steps to increase your maturity level.


Cost for the Maturity Scan is €499,-

[REQUEST THE MATURITY SCAN HERE](#)

If you would first like to have a talk with our Market Intelligence expert, please feel free to get in touch with **René Loozen** using the contact details below!



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