



# Scaling innovation through an Agile Culture

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Chief Operating Officer



# We are Everything Energy.



From safely and reliably delivering liquid fuel products to electricity, natural gas, and renewable energy, our team of certified energy professionals ensures the energy challenges of our customers are solved.

*Buy Better and Buy Smarter.*

World Fuel Services helps its customers:



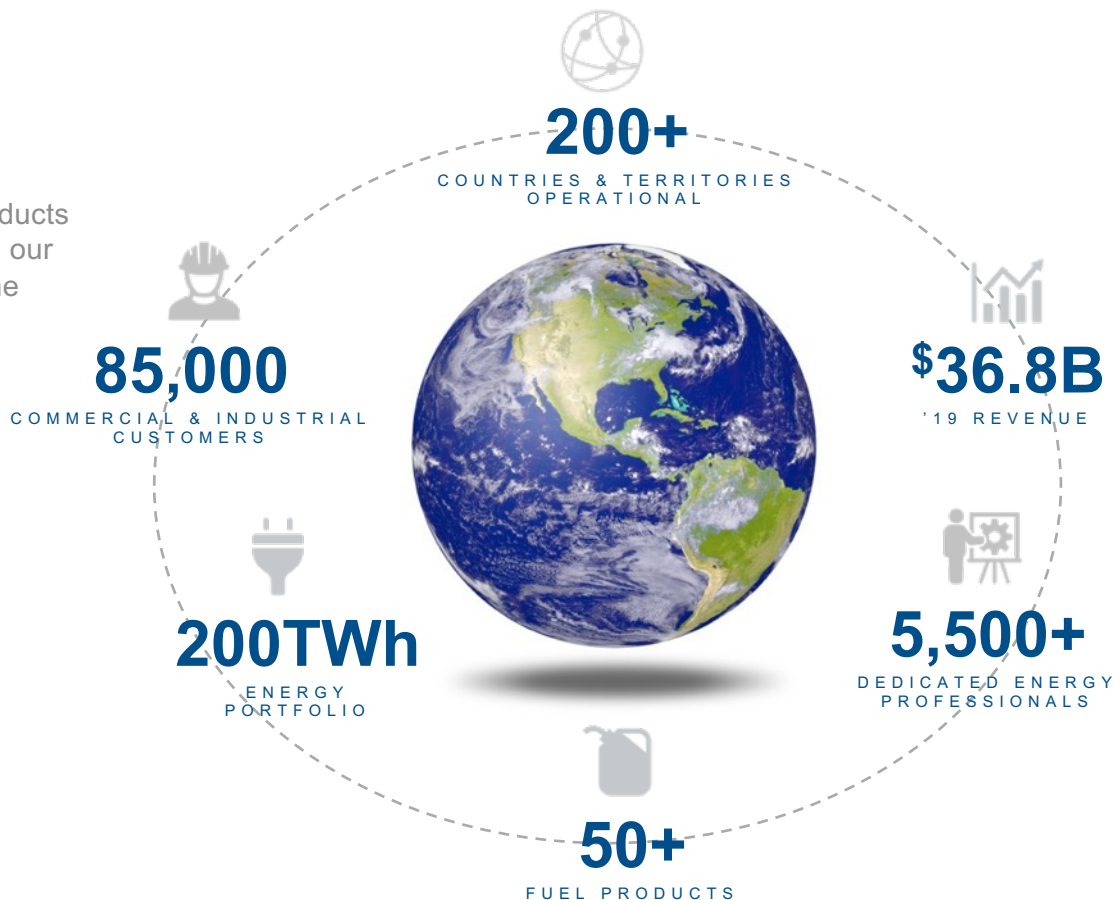
Acquire the energy they need



Reduce their carbon footprint



Protect their budgets.



“

Problems are the price of progress. Don't bring me anything but trouble. Good news weakens me.

”

***Charles Kettering***

*American inventor, engineer, businessman, and the holder of 186 patents. He was a founder of Delco, and was head of research at General Motors from 1920 to 1947*





WFS COO STRATEGY

# FUELING SHARED SUCCESS EVERYDAY

WFS

PEOPLE

AN ENGAGED + TALENTED  
WORK FORCE THAT  
COLLABORATES EFFECTIVELY

CUSTOMER

DELIVER RECOGNIZED  
VALUE TO DELIGHT CUSTOMERS  
WHO SEE US AS TRUSTED +  
RELIABLE PARTNER.

AGILE

TRAINING +  
COACHING

MEASURE  
METRICS

DEMAND  
MGT

FUNDING  
MODEL

SET UP  
AGILE  
COE

MARINE

TIME CRUNCH

LEGACY  
TECH

DISENGAGEMENT

PROCESS +  
TECHNOLOGY

INTELLIGENT + AUTOMATED AND  
SCALABLE, PROCESS AND TECHNOLOGY  
THAT ENABLES ZERO TOUCH.

CLOUD

AVIATION

LEADERSHIP AND  
TALENT  
REFRESH

LEADERSHIP  
SELECTION

ASSESSMENT

Q1  
2018

Q1  
2018

LACK OF  
PURPOSE +  
PRIORITIZATION

NOT LEVERAGING  
TALENT

NEGATIVE  
MINDSET

AI INFUSION

2020

RECRUIT

SET UP AI  
COE

IMPLEMENT  
AI IN THE  
CLOUD

2019

ALL MOVED  
TO CLOUD

START  
MOVING TO  
CLOUD

SET UP  
CLOUD  
COE

NO DATA  
CENTERS

WALK THE  
TALK

WHITE GLOVE  
SERVICE

KINECT

SHMS

LACK OF COMMUNICATION

SmudgeThink





# The right talent makes all the difference



**We work with  
great companies  
that we aspire  
to emulate**

Our technology  
vendors are true partners

Enterprise Collaboration / CRM



Cloud



Robotic Process Automation



SDWAN



Education



# Operationalizing a High Performance Culture

## Clarity

Annual COO &  
domain-level  
strategic plan

OKRs cascaded  
to squad and  
individual level

Six  
leadership  
attributes

Behaviors

## Consistency

Monthly  
strategy  
reviews

Quarterly  
performance  
moderations

Quarterly agile and  
DevOps maturity  
assessments

Quarterly  
NPS

Quarterly  
security NIST  
assessment

Quarterly  
and monthly  
town-halls

## Commitment

Executive  
Support

Priority for  
all leaders

Engagement



# Key Outcomes:

Productivity has *doubled* while critical incidents have *halved*.



## 2.5M

Paper printing & manual entries fully automated globally through OCR / RPA / Box

Before



After



## 275

Apps moved to the cloud

## 12

Data centers closed

## 50%

Reduction of critical incidents while functionality deployments quadrupled

## WON

Global innovation award for SDWAN implementation (moving our traffic from commercial carriers, such as AT&T, to encrypted public internet)

## 80%

Reduction in telephony expense

## 35%

Reduction in total network spend from SDWAN and Zoom.