

Accelerating Sustainable Revenue Growth at DHL Express Sub Sahara Africa

With "Strategy 2030 - Accelerate Sustainable Growth" the company aims to unlock its full growth potential through Divisional and Group growth initiatives.

DHL holds a **dominant market share**, reinforcing our leadership and resilience in a competitive landscape. Our strategy prioritizes **expanding the customer base** while driving profitability and **strengthening the bottom line**. By **capitalizing on favourable market tailwinds** and emerging global trends, we aim to unlock significant growth opportunities. **Africa's trade corridors** and **other dynamic economic regions** present untapped potential, positioning us for sustainable returns and long-term value creation for stakeholders.

Considering the position of DHL in the market, **the company seeks to accelerate sustainable revenue over the next 5 years**. However, it faces significant challenges that could impede its desired growth.

Key Issues to Consider:

Market Conditions

Trade Regulations: The market is characterized by fragmented trade regulations and inconsistent customs processes that complicate operations.

E-Commerce Competition: The e-commerce logistics sector is expanding rapidly but is also highly competitive, necessitating differentiation.

Last-Mile Delivery Costs: High costs associated with last-mile delivery, particularly in remote or under-developed areas, pose a significant challenge.

Customer Segments

Emerging SMEs: Small and Medium Enterprises (SMEs) are increasingly becoming major cross-border shippers, yet they often lack access to premium logistics services.

E-Commerce and Fintech Demand: There is a growing demand from e-commerce platforms and fintech startups for reliable and efficient logistics solutions.

Multinational Corporations: These entities require logistics partners that offer reliability, security, and technological capabilities.

Internal Challenges

Service Quality vs. Cost Efficiency: DHL Express SSA must balance the delivery of premium service quality with the need for cost efficiency.

Digital Penetration: Some markets within SSA have limited digital penetration, impacting the effectiveness of service delivery.

Localized Innovation: There is a pressing need for more localized product innovation and partnerships to cater to the diverse needs of different regions.

Your Task:

As a team of strategic consultants, your task is to analyse the situation facing DHL Express SSA and propose a comprehensive strategy to accelerate sustainable revenue growth. Consider the following:

- Identify the most critical challenges and opportunities within the SSA market.
- Evaluate the proposed solutions and suggest any additional strategies that could be effective.
- Develop a strategic action plan that includes short-term and long-term initiatives.
- Consider the implications of your strategy on various stakeholders, including customers, employees, and partners.