

Up there & down here

In a more-for-less world driven by innovation, change is the only constant. “Business as un-usual” – involving an ability to change business models, strategies and alliances to keep abreast of change – is gaining traction.

An ability to change perspective is necessary for innovation, but never easy. It might require us to step back and adopt the “bird’s eye view” of an airline pilot, to see the bigger picture and wider context. Or maybe we need to take a “view from the bridge,” like a sea captain focused intently on gaining a deep, 360° understanding of their surroundings.

Whether we zoom “in” or “out” to gain perspective, we are always seeking to broaden our horizon: the point where sea and sky meet.

Making Waves

Stories to help raise your gaze.

i3 • INTEGRATED INTELLIGENT INFORMATION

Data to the power of three. *i3* magazine explores how radical transformation occurs and how integrated intelligent information fuels it.

i3 is a magazine for partners and customers of Jeppesen. It is also available in PDF format at www.jeppesen.com/i3.

i3 CREATIVE COMMONS LICENSE.

You are free to share content from *i3* magazine — as long as you follow the Creative Commons license CC-BY-NC-ND 3.0. You must attribute the work with this text (Source: *name of article/quotee, i3 magazine, www.jeppesen.com/i3*.) and may not suggest in any way that *i3* magazine or Jeppesen endorses you or your use of the content.

You are free to reference links to video or other web-provided content but copying linked content is prohibited. Please contact us if you wish to use *i3* content for commercial purposes or to create derivative works.

Use the QR code to the right to see the Creative Commons license.



i3 magazine and linked content is Copyright © 2014, Jeppesen. All Rights Reserved.

<http://e1.no/sJrvk2>



FLAT MAPS, ROUND EARTH

Stretching the Earth onto a flat surface.

p.6



EFFICIENCY

Fueling innovation.

p.8

Moving with the Waves

Stories of transformation closer to home.



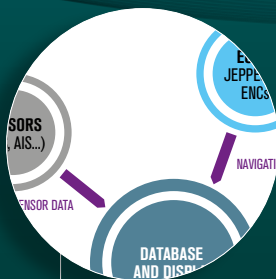
UP THERE & DOWN HERE
Captains' views, from the bridge and cockpit.
p.12

COUCH SAILING
The America's Cup and augmented reality.
p.16



Mastering the Waves

Stories that dive deep into marine issues.

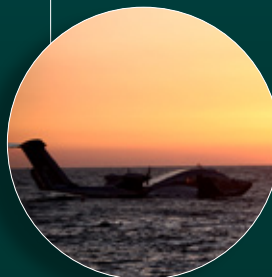


ON THE RADAR:
ANDREAS SOHMEN-PAO
Insight from an heir to three generations of shipping experience.
p.20



ECDIS:
THE NEXT GENERATION
Get a fix on S-100 and what it means for you.
p.24

WHAT'S A WIG?
It floats like a ship, glides like a hovercraft and flies like an aircraft.
p.26



INDUSTRY INSIDER
Industry issues and mega-trends from the inside.
p.30



W

elcome to the fifth issue of **i3**. Our mission is to share insight, promote dialogue and to explore how integrated intelligent information can radically transform global transportation.

American philosopher and cultural ecologist David Abram recently challenged maritime leaders with his assertion that global business must understand Charles Darwin's *real* message: Cooperation is the smartest way to compete.

The transition from competition to smart collaboration is an example of how businesses are transforming the way they work. Transformation harnesses broad-ranging skills and unique knowledge to create bold new solutions. As our featured industry expert, BW Group's Andreas Sohmen-Pao puts it, "*Having several stakeholders or different points of view will yield a better answer than just trying to do it from one industry angle.*"

The marine and aviation industries exhibit both remarkable similarities and striking differences. Jeppesen serves both industries, and sees many parallels in the complexity of the digital transformations they face. Each can learn much from the other. This issue of **i3** explores these transitions and how new alliances and forms of cooperation are winning the day.

Within digital navigation, printed information is increasingly being digitized, as the ECDIS race demonstrates. Commercial marine and aviation operators share a desire to increase operational efficiency and drive down costs, and therefore pursue similar solutions, from optimized routing to weather and cargo monitoring. Data standards and interoperable systems are enabling customers to make better decisions through more intelligent information. In fact, the big idea is simple: Give people the right information and they make better decisions. Better decisions create more value.

Clearly, with constant innovation the default, we must seek new forms of collaboration and cooperation. I hope this issue of **i3** appeals to you both as a member of the global marine community and as an individual with an interest in everything maritime.

Our *On the Radar* feature (pp. 20-23) spotlights BW Group CEO Andreas Sohmen-Pao's profound knowledge of shipping. *Couch sailing* (pp. 16-17) looks at elite sailing's use of augmented reality. In *What's a WIG* (pp. 26-29), we present an innovation whose time has come. *ECDIS: The Next Generation* (pp. 24-25) explains the next step in transitioning to paperless navigation.

i3 aims to help transform the way we communicate. This issue contains links/QR codes to help you access online information and insights. It also connects you with thought leaders and decision makers in the commercial marine industry via e-Navigation.com and its discussion group on LinkedIn.

I sincerely hope you enjoy your reading, browsing and networking!

Alex Zakroff,

Vice President and General Manager, Jeppesen Marine

QR CODES

On the pages of **i3** you will find QR Codes that connect you to inspiring digital content and product or service information.



<http://e1.no/uwWKVH>

TO USE A QR CODE:

1

Use a camera-enabled smartphone or tablet.

2

Find a QR code reader App (or download one).

3

Scan the QR code.

4

You will be quickly linked to digital content.

If you prefer, you can type the "short URL" beside the QR code straight into your web browser to access the same information.