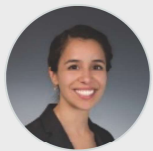


# Israel Lab 2018

## WINDWARD<sup>®</sup>



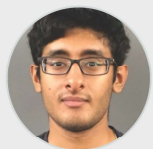
### The Team



Elizabeth McKean  
Master of Business  
Administration '19



Agata Staszak  
Master of Finance '19



Karthikeyan Kuppu  
Master of City Planning '19



Soichi Abe  
Sloan Fellow '19

### Mentors

Rafi Yahalom  
Prof. Jacob Cohen  
Carmel Raskin  
Alyssa Levy

Team Mentor  
Course Instructor  
Teaching Assistant  
Administrative Assistant

### Host Company: Windward

Location: Tel Aviv

Windward is a medium-sized startup that aims to become the standard for maritime risk. The company has developed a platform product using deep learning algorithms derived from a large volume of raw maritime data. Windward's primary customers are governments and security stakeholders, and maritime insurers.

### Research Questions

1. What product should Windward provide for sanctions compliance?
2. How should Windward position itself to enter this market through maritime insurers whilst setting grounds for product expansion to other stakeholders?

### On-Site Research Methodology



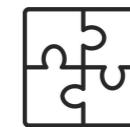
#### 1. Understanding the compliance challenge

- Outlined legal framework behind compliance
- Created comparison of common ambiguities when complying with maritime laws



#### 2. Charting the competitive landscape

- Assessed the strengths and weaknesses of companies in the compliance space



#### 3. Outlining a go-to-market strategy

- Presented a summary of findings and recommendations to the executive committee at Windward

### Key Takeaways

- Adjusting and working in direct cultures was a good way to broaden cultural understanding of Israel
- Importance of analyzing customer's needs while developing a product
- Challenges of frequent iterating and pivoting while developing solutions
- How-to evaluate options constantly and filter ideas to form final products

### Remote Research

#### 1. Market Analysis

- Preliminary analysis of the shipping industry
- Global trends in the maritime analysis
- Changes brought by technology at a macro-level



#### 2 Key Stakeholder Analysis

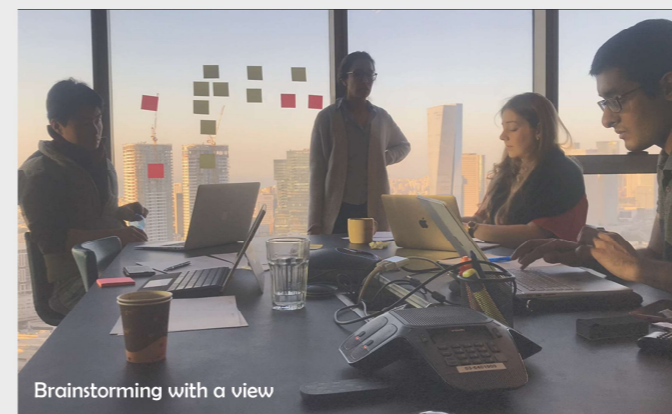
- Data interests of different stakeholders in the industry
- Conducted preliminary interviews with stakeholders to assess notions of risk



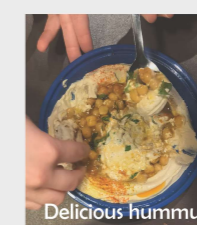
#### 3. Competitive analysis

- Assessment of Windward's competitive advantage and ways to leverage current strengths
- Preliminary analysis of competitors and gaps in the insurance markets

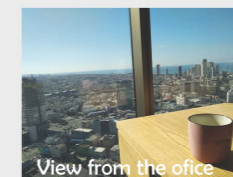
### Israeli Experience



Brainstorming with a view



Delicious hummus



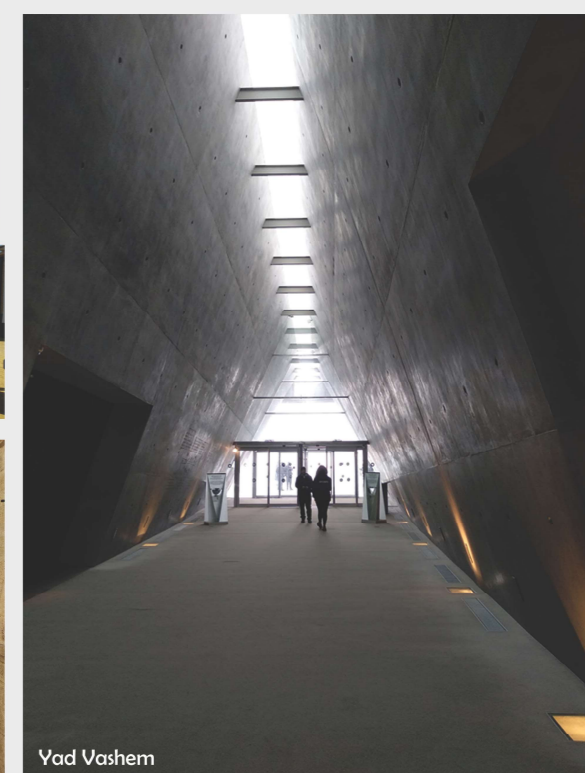
View from the office



The team at Windward



Old quarters in Jerusalem



Yad Vashem