

Issue 2/2021

# DACHSER

magazine

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THE WORLD OF INTELLIGENT LOGISTICS

A man in a dark suit and glasses stands in front of a modern building with a glass facade. He is smiling and has his hands clasped in front of him. The building behind him has a grid-like structure of metal and glass.

**“Dachser  
holds so much  
potential for  
the future”**

Insights and outlook  
from new Dachser CEO  
Burkhard Eling

# Well-preserved facts

Since time immemorial, people have been devising ways to deliver delicious food fresh to new markets, even over long distances. This calls for a certain amount of ingenuity in the art of preservation.

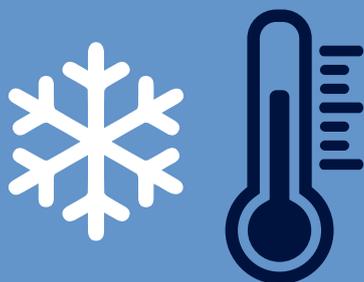


**40 liters** is the amount of garum contained in the nearly 2,000-year-old Roman amphora found a few years ago in Basel, Switzerland. A true culinary highlight, garum was a kind of early MSG and was traded across the ancient Roman world. Making it involved putting fish (entrails and all) into brine and leaving it in the sun for months to ferment. Once the liquid was pressed out, the flavorful Roman condiment was ready.



**80%** of its weight—that's how much fresh meat loses when dried into pemmican, a food indigenous to North America. After drying, roasting, and grinding the meat, tallow and bone marrow are added and then the mixture is kneaded into a paste. Once ready to eat, it can be consumed raw or cooked in a stew. In expeditions to the poles and high mountain ranges, pemmican was indispensable as a high-energy food with a long shelf life.

**300,000,000,000** or, spelled out, three hundred billion cans are produced worldwide each year. They are made to hold the usual range of meat, fish, vegetables, fruit, cola, or beer, but some wind up storing crocodile meat, frog legs, and roasted scorpion to be shipped around the world. Tin cans may seem old-fashioned in an age of plastic, but they have been revolutionizing our culinary culture since 1804.



**-70° Celsius** is how cold a deep-freeze container can get. The eutectic point is reached at -62° Celsius. This is the point at which all water in the cells of the transported foodstuffs freezes and any kind of microbial decomposition stops. This makes it possible to transport or store food virtually indefinitely without any loss of quality.

**16 mm** across—that's the diameter of the world's smallest temperature data logger, now debuting in Austria. A button about the size of a 1-euro-cent coin, the logger measures and transmits temperature data from warehouses and transport vehicles. By continuously monitoring the cool chain in this way, it helps ensure that the shelf life of food complies with legal regulations.





## Dear readers,

“How is this going to work out?” some people probably thought to themselves. In March, the Ever Given became wedged in the Suez Canal, disrupting global supply chains that were already under great strain from the pandemic. And since then, the sea freight market still hasn’t really calmed down.

Following renewed COVID-19 outbreaks, in mid-June the world’s fourth-largest container port, Yantian, was operating at only about 40 percent capacity. As a result, there is less capacity available right when the global economy is rebounding and demand is high. Yet we always seek to develop the best solution for each of our customers, even in this difficult situation.

I am often asked whether the coronavirus and clogged trade routes are pushing us to fundamentally rethink sourcing and supply chains. But neither an impassable canal nor a pandemic will cause the economy to turn its back on globalization. What our customers will need, though, is a smarter combination of regional and global supply chains to increase the stability and reliability of their goods supplies.

We will do everything we can as we work with our customers to keep their global supply chains as reliable, transparent, and sustainable as possible.

A handwritten signature in blue ink, which appears to read 'B. Eling'. The signature is fluid and cursive.

Kind regards,  
Burkhard Eling, Dachser CEO

## Cover story

- 06 CEO interview:** Burkhard Eling talks about the change of leadership in the family-owned company

## Forum

- 12 People & markets:** Constancy in change  
**14 Essay:** You can count on it – Life's calculations

## Expertise

- 16 European logistics:** Mixed doubles – How Amer Sports brings new trends to market  
**20 Vaccine logistics:** How Dachser is helping control the pandemic in Berlin  
**22 From the laboratory of the future:** High hopes for hydrogen  
**24 Logistics processes:** Facilitating cargo handling with data  
**28 Opportunities in logistics:** Business Development Manager – Keeping an eye on the big picture

## Network

- 30 Network expertise:** News from the Dachser world  
**32 Lockdown experiences:** "We're all in the same boat"

## Good news

- 35 Mega trailers:** More space – Better carbon footprint



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# CROSSDOCKING



22



28



35



## 15 years of Dachser Mexico

Established in 2006 with 12 employees, and now, 15 years later, the leading logistics provider in the market. The story of Dachser Mexico is a lesson in successful market development and maintaining close customer ties.

 <http://bit.ly/Dachser-Mexico-Anniversary>



## Inaugural charter for Hong Kong–Porto

During a pandemic, events often unfold in a great rush. To supply a Portuguese customer at short notice, Dachser organized its own charter flight from Hong Kong to Porto for the first time. And during the Chinese New Year, no less.

 <http://bit.ly/Dachser-Charter-flights>



## High standards for pharmaceutical certification

Dachser Shanghai has achieved a milestone in logistics for life sciences and healthcare by meeting the extremely high standards for CEIV pharmaceutical certification from IATA. This opens up a world of new opportunities and scope for action.

 <http://bit.ly/Dachser-Shanghai-CEIV-Pharma-Certified>



## In safe hands

The chemical industry is one of the most successful and competitive industries there is. In logistics, it's all about customized offerings with a clear focus on reliability, quality, and safety—and that's exactly what the DACHSER Chem Logistics industry solution is all about.

 <http://bit.ly/DACHSER-Chem-Logistics-safe-hands>



Representing a new generation:  
The new Dachser CEO

# “Keeping the good and shaping agility.”

On January 1, Dachser’s new Executive Board officially took office. The change of leadership in the family-owned company took place in turbulent times. Burkhard Eling, Dachser’s new CEO, talks about innovations and digitalization, the importance of climate protection, and the role of people in the logistics of tomorrow.

**Mr. Eling, what do you think when you look back on the turn of the year today? Taking the helm at Dachser in the middle of a global pandemic sounds like a difficult mission...**

**Burkhard Eling:** The change had already been well prepared long in advance and was not dependent on current market developments. But yes, the final preparations took place in what was a challenging and exceptional year in every respect—one characterized by the coronavirus pandemic and its effects on international supply chains. All in all, however, we came through the crisis well and this trend has continued in the first half of 2021. We recorded consolidated annual revenue of EUR 5.61 billion, which was down only by around 1 percent compared with the previous year. Our strong KPIs overall are an expression →



Globe-spanning logistics for today's and tomorrow's customers

of our unique logistical capabilities and our excellent relationships with customers and partners. This is why we were able not only to retain our existing customers, but in many cases to boost their loyalty to Dachser and expand our business relationship. We could hardly have expected this result back in April and May, particularly after the first hard lockdowns and what was at times a precipitous fall in shipments in European overland transport.

**What do you take away from this for the current financial year?**

Our business model has proved that it can withstand crises, while at the same time boasting strong growth potential and adaptability. This has enhanced our popularity and fostered a sense of togetherness, from which we draw much of our motivation. I would like to give a special mention here to the great commitment of our staff and of all those who drive on behalf of Dachser. They responded quickly and flexibly to the new circumstances and implemented the rules we introduced with impressive discipline. In this way, they made a major contribution to the company's success. During the first lockdown in particular, with its completely new challenges, it was wonderful to see how our employees mastered the situation.

**How prepared do you think Dachser's management is for the future? The pandemic isn't the only challenge: advancing globalization and digitalization continue to transform the world, not to mention climate and demographic change.**

Our future path for Dachser can be summarized in the following simple motto: keeping the good and shaping agility. We have distributed the tasks among the Executive Board members accordingly and, in some cases, defined new responsibilities. My colleague Stefan Hohm is responsible for the newly created IT & Development Executive Unit in his capacity as Chief Development Officer. In this unit, he brings together Dachser IT and its approximately 800 employees, the company's research and development efforts, and the company-wide ideas and innovation management under his leadership. At the same time, he is responsible for contract logistics and global industry solutions. We have thus installed a powerful team at the Executive Board level to actively address the challenges of digitalization and changed market requirements.

**What role does the Supervisory Board play?**

Bernhard Simon, who led the company to great success for many years in his role as CEO and shareholders' representative, moved to the Supervisory Board at the middle of the year, where he took on the role of chairman. At the same time, Michael Schilling, who helped steer the company alongside Mr. Simon for 20 years, has also moved to the Supervisory Board. With a reconfigured Executive Board and a Supervisory Board containing invaluable market and company knowledge, Dachser has put together a new leadership setup for the coming decade. For the new Executive Board team, it is a boon to have such an experienced sounding board in the Supervisory Board.

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**“The enormous encouragement of our customers and partners has been a great source of motivation. Special thanks are due to our staff and all those who drive on behalf of Dachser, who made last year such a success.”**

Burkhard Eling, Dachser CEO

**When you say “Keeping the good and shaping agility,” what exactly does the first half of that mean?**

First and foremost, Dachser is and will remain a wholly family-owned business. The shareholders are bound to the company by corporate governance rules. Our values—entrepreneurship and the courage to innovate; inclusive responsibility; loyalty and commitment; sustainability; integrity and honesty; openness and respect—are and will remain an immovable foundation, giving the company guidance and cohesion worldwide. The strength that Dachser draws from this foundation is particularly evident in the coronavirus pandemic. For years, our mission has been: “We create the world’s most intelligent combination and integration of logistical network services. We optimize the logistics balance sheet of our customers.” This maxim, our mission, will remain exactly as it is.

**What role does the network play?**

Our highly mature and tightly woven logistical network is the backbone of our operations. The Dachser network for the transport of groupage is one of the best-performing in Europe, perhaps even the top performer. In Road Logistics, our network is covered so fully by ourselves or future-proof, longstanding partners that no further major acquisitions are required. The global Air & Sea Logistics network is also at our customers’ disposal. At the same time, we know our customers never stand still, but are dynamically changing their business models, including and in particular when it comes to meeting the challenges of digitalization. That being so, we have to continue to refine our network and our services in close dialog with our customers.

**Beyond that, where do you see the need for increased agility?**

A series of important tasks for the future lies ahead of Dachser. We will address them in a proactive and systematic fashion. I would like to highlight three topics in particular: first, innovation and digitalization; second, climate protection; and third, personnel development.

**Everyone is talking about the megatrends of innovation and digitalization, but unfortunately these ideas are getting somewhat blurred in the process. What exactly do you mean by those terms?**

Future viability means deploying state-of-the-art technologies in the network such that they generate added value. Dachser has always been innovative; our core IT systems are unique. But we must not rest on our laurels, especially in light of the constantly accelerating pace of technological progress. To this end, as already mentioned, we have created our own IT & Development Executive Unit.

**Can you give an example of the upcoming tasks?**

Technologically, we place emphasis on the optimization and digitalization of our production and sales processes. We are exploring the possibilities of artificial intelligence and machine learning and, as part of the Dachser Enterprise Lab, we have been working intensively with Fraunhofer IML in Dortmund for several years, especially so that we can incorporate the latest technologies and processes into our digitalization projects. For example, we have jointly developed and deployed a predictive analytics algorithm that allows us to precisely predict inbound shipment volumes at the branch level. We also plan to equip over 8,000 swap bodies with solar-powered, 5G-capable tracking devices. These will serve to ensure the real-time tracking of our shipments.

**Where are the benefits for the customer?**

We are doing all this to make our processes even more efficient in design and to gradually increase supply chain visibility for our customers with more precise planning. In addition, we will further improve the connection with our customers through digital tools and interfaces.

**Logistics is not just the exchange of data and information; a large extent of it is the physical transportation itself. This also puts climate protection and environmental concerns on the agenda. What are your plans in this regard?**

At Dachser, we are convinced that in the long run, only the companies that put themselves on a sustainable footing will have a future. Our chief emphasis in climate protection will be on technological improvements and innovations. As a physical logistics company, there are numerous opportunities for us to optimize both energy efficiency and process efficiency. In the search to identify these improvements, research and development is becoming increasingly important. →

**Burkhard Eling assumed the position of CEO and Spokesperson of the Executive Board on January 1, 2021. The 50-year-old joined Dachser’s Executive Board as CFO in 2013. He was responsible for the worldwide implementation of the SAP system and shaped the company’s transition to the legal form of an SE. He also managed the company-wide strategic innovation program Idea2net.**

**Can you give an example of this as well?**

One excellent example is our concept in the domain of urban logistics, which two years ago won a prize awarded by the German Federal Ministry for the Environment. We are rolling out DACHSER Emission-Free Delivery in at least 11 European cities over the next 24 months. Even if we ourselves operate only a small fleet and cooperate with independent subcontractors, fossil fuels used in transport and logistics must be replaced by climate-friendly alternatives over the coming decades.

**In this context, how do you see e-mobility in freight transport?**

Electric motors are certainly suitable for urban traffic, but for long-distance transport, we believe the future is in hydrogen technology. The groundwork for this change is being laid now. We will do our part to actively contribute, including through our participation in the German Hydrogen and Fuel Cell Association.

**When people talk about the future, the first words that usually come to mind are digitalization, automation, big data, and artificial intelligence. Where do human beings fit into all of this?**

The way people talk about this subject sometimes, one might get the impression that humans will soon be superfluous in logistics. We do not share this vision of the future. Quite the opposite, in fact: technologies are there solely to support logistics employees in carrying out their work. The training and commitment of our employees are the crucial factor in determining our quality, the satisfaction and loyalty of our customers, and therefore ultimately the success of our company. This conviction has been strengthened in no small part by the way we have tackled the coronavirus crisis.

**What kind of agility do you expect from employees in this context?**

As I mentioned, logistics is a highly dynamic environment. This is a challenge for all of us. That's why we are strongly committed to providing ongoing training opportunities for our employees. Many tasks still await us in this regard—particularly in how we handle new technologies. We will continue to invest in Dachser's attractiveness as a good employer, so that we will enjoy further success on the jobs market for skilled employees and managers.



The Dachser network connects the world

# A rock of stability

Dachser kept Group revenue more or less constant in the year of the coronavirus. For the current financial year, the company will focus on investments in logistics capacity, technical equipment, and digital systems.

**W**e have delivered on our promise to be a rock of stability during the coronavirus crisis,” said Burkhard Eling as he presented the Group figures for 2020. At the digital press conference, Dachser’s CEO reported consolidated Group revenue of EUR 5.61 billion. Despite the wide range of serious effects the coronavirus had on trade and the economy, this represents only a slight year-on-year decline in revenue of 0.9 percent.

Dachser kept its customers’ global supply chains running without interruption and came up with flexible solutions to capacity bottlenecks, particularly on intercontinental freight services. “At the same time, the company provided the best possible protection for its employees’ health and supported its longstanding service partners in Europe,” Eling emphasized.

He also reported that, although the Road Logistics business field saw a 2.2 percent decline in revenue to EUR 4.50 billion, this was offset by the 5.2 percent increase in revenue to EUR 1.20 billion in Air & Sea Logistics. That Business Field benefited from having air freight charter capacity of its own as well as from high freight rates for intercontinental transport. At the Group level, the number of shipments dropped by 2.5 percent to 78.6 million, while tonnage fell by 2.9 percent to 39.8 million metric tons.

Eling said the pandemic had challenged the company and its customers in many ways: “Following a solid first quarter, the lockdowns in many European countries meant

sometimes drastic declines in overland transport shipments,” the Dachser CEO said. “There was a clear improvement by June, however, with volumes remaining more or less consistently above 2019 levels. Our business model has proved that it can withstand crises, while at the same time boasting strong growth potential and adaptability.”

## DACHSER SUCCESS FACTORS

### EUR 190 million

is the amount to be invested in 2021 (2020: EUR 142.6 million), specifically for the Dachser logistics network, additional capacity in contract logistics, and the digitalization of processes and business models.

### 61.6 percent

is Dachser’s equity ratio. Combined with the shareholders’ clear allegiance to the family-owned company, this ratio gives Dachser the support it needs to continue its tried-and-true policy of growth by drawing on its own resources.

### 625

new trainees and students in work-study programs started their careers at Dachser in Germany in 2020—despite the constraints of the coronavirus crisis.

## In the blink of an eye

As the first victories in the fight against the pandemic emerge, we also move closer to meeting people face to face at work again. Remember what that was like? Let's take a closer look: when people make eye contact, time seems to slow down. According to experiments on time perception conducted by psychologists at the University of Geneva, a period of eye contact lasts longer than it feels. From a neurobiology standpoint, this is due to an increase in attentiveness that releases the neurotransmitter dopamine into a network of brain regions. This network reacts differently when experiencing emotional stimulation. In such cases, time appears to speed up: when processing an uncomfortable visual stimulus, such as encountering a large spider, most people overestimated the amount of time that had passed. So if you chance a glance, take a break and look someone in the eye.



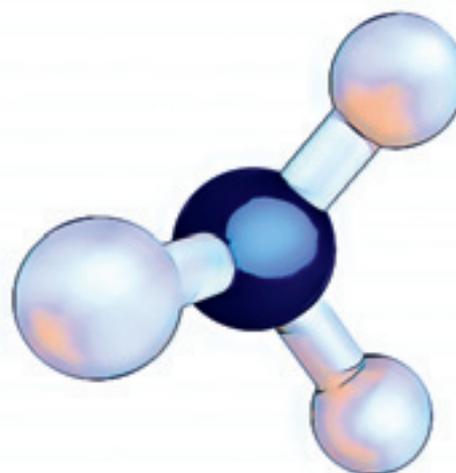
## What's all the fizz about?

CO<sub>2</sub> is on everyone's lips, but that doesn't necessarily have to burst your bubble. This was recently confirmed by Gérard Liger-Belair and Clara Cilindre of the University of Reims Champagne-Ardenne. As enologists, they are actually more at home with wine, which perhaps makes their beer research all the more noteworthy. To find out how the CO<sub>2</sub> content of beer's carbonic acid affects how good it tastes, the researchers calculated how the bubbles form when a glass of lager is poured. Now it's more or less official: in a 500 milliliter glass, up to two million bubbles are released. But don't look too long: the scientific taste test revealed that once most of the bubbles have escaped, the beer tastes flat.



## Full green ahead

Ammonia is decidedly unpleasant. Made of nitrogen and hydrogen, this chemical compound (NH<sub>3</sub>) is a pungent, colorless, water-soluble, and toxic gas that in humans can cause reactions ranging from tears to asphyxiation. But it has its merits: experts in the shipping sector estimate that in 30 years' time, one in four ships could run on ammonia. Not only can it be burned without releasing carbon dioxide, but its molecules also contain hydrogen, which can be converted into electricity locally using fuel cells. The Norway-based classification organization DNV predicts that by 2050, ammonia will account for 25 percent of the energy mix used to power inland and sea vessels—alongside liquified gas, diesel, heavy oil, and biofuels.



## The rise of 6G

In Europe's communications networks, 5G technology has barely found its footing—but its successor is already waiting in the wings. To take mobile data technology and digital connectivity to the next level, and thus keep pace with Asia and the US, the European Commission is already working flat out to develop and roll out 6G starting in 2030. This upgrade is intended to transmit data more than 100 times faster than 5G, which would offer significant advantages in mobile communication and for industry and farming.

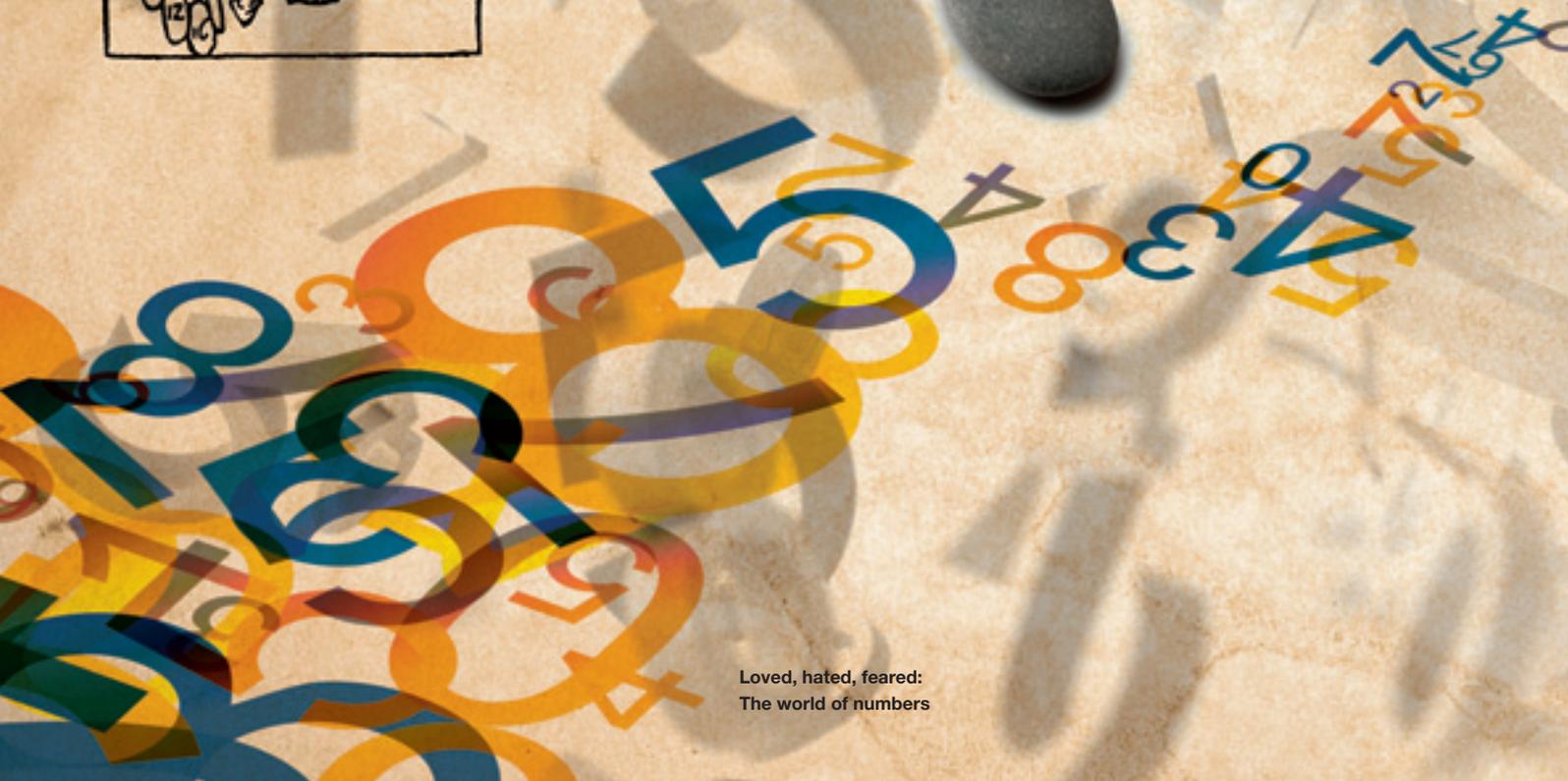


## Serendipity can't come in today

Mobile working also has its advantages, including saving time by not having to commute, making it easier to achieve a work-life balance, increased personal efficiency, and much more. This has indeed been the experience for many companies as they were forced to adjust the way they worked to accommodate infection rates and hygiene rules—very quickly and at short notice. But there is one thing that is in danger of falling by the wayside: serendipity. Spontaneous exchanges of ideas and information that happen during the working day in the break room, over lunch, or at group events often lead to inspiration sparked by such happy accident. Having to go without this form of communication dampens the enthusiasm for working from home. According to a survey by Deutsche Bank Research, a good two-thirds of respondents said that after the crisis, they wanted to work from home only “now and then” each week. Just 15 percent of those who worked from home prior to the crisis said they wanted to continue doing so, and that figure was only 5 percent among those who weren't working from home until the pandemic.



**What does “serendipity” mean? The Persian tale “The Three Princes of Serendip” tells of their departing on a mission and never reaching their destination. On their journey, they make a series of accidental observations that allow them to draw wise conclusions, which in turn brings them fame and honor. But building on chance alone isn't enough. As the noted microbiologist Louis Pasteur (1822–1895) reasoned: “Chance favors only the prepared mind.”**



Loved, hated, feared:  
The world of numbers

# You can **COUNT** on it

People began quantifying things early on. But it was a long road from the first numerals to the data-driven life we take so much for granted today.

It is characteristic of communities all over the world: the state regularly takes stock of its citizens, counting them carefully and checking on their well-being in the process. Such an undertaking calls for armies of statisticians, who industriously fill stacks of binders with their numbers and tables. In Germany, where administrators have a reputation for special diligence, the Federal Statistical Office has long printed an annual chronicle. The most recent edition of the tome filled an impressive 716 pages, with figures on everything from the birth rate to the length of the road network to egg consumption per capita.

Even the rulers of early advanced civilizations recognized that statistics would help them govern. Clay tablets from ancient Egypt and Babylon bear witness to the first censuses a good 5,000 years ago. And for economic life in growing societies, it became essential to record inventories of goods. What made all this feasible was the invention of numerals: symbols that represent a specific number. Among the Egyptians, for example, a handle stood for 10, a coiled rope for 100, and a lotus blossom complete with stem for 1,000.

However, the emergence of the first number systems was still a long way off. Using fingers and toes to help with counting had already been replaced by notches in animal bones in the Stone Age, and pebbles were also used for inventory management in the early days. Historians suspect, however, that it was accountants in Mesopotamia who first came up with the idea of replacing certain quantities of pebbles with differently shaped clay tokens. These were stored in sealed containers, and to keep from having to constantly smash these containers open, people began to mark their contents with symbols on the outside.

## A Roman “achievement”: Letters for numbers

Numerals paved the way for more complex calculations: an Egyptian papyrus from the second century BCE explains in a practical way how to divide bread, for example, and how to calculate the sizes of plots of land. They even knew how to derive roots. Meanwhile, in Europe, ancient Greece still held gifted mathematicians such as Pythagoras, Thales of Miletus, and Euclid in the highest esteem. Then came the Romans, sweeping across the continent with their unwieldy numbering system. The task of, say,

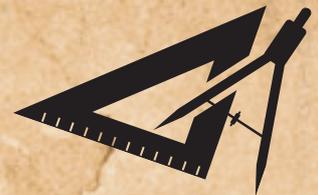
dividing MCMXXXII by XLVIII was just as bewildering then as now. Apart from simple addition, even the Romans quickly found themselves scratching their heads when calculating with Roman numerals.

It was not until the 13th century that merchants in Italy finally became fed up with the Roman system as they strove to keep track of growing trade flows. Leonardo Fibonacci then introduced the Arabic numeral system to Europe. The benefits were immense: because the Arabic system had adopted the zero from India, it saved users some arithmetic contortions. Moreover, the system assigned meaning not only to the numerals themselves, but also to their position—which made the whole method clear and saved space besides.

## The whole world in ones and zeros

The spread of Arabic numerals brought a renaissance to mathematics in Europe and kindled the spirit of invention. Instead of one-of-a-kind products, in the 19th century the focus shifted to mass production of goods, and the standardization of regional measurements and times galvanized merchants and the transportation system. Mechanical calculating machines also became increasingly sophisticated and would soon be replaced by computers. Because electrical machines need clear commands (“on” or “off”), the binary number system of zeros and ones was rediscovered.

Today, it is digital technologies that are constantly opening up reality anew to humankind and to its companies, making the world in its almost endless complexity understandable and controllable. What the 1 and 0 are to the world of binary numbers finds its linguistic equivalent in the acronym IT. “Information technology” subsumes everything under one heading: from simple arithmetic on a calculator, to the control of complex networks, to machine learning and artificial intelligence. And the numbers orchestrated in algorithms promise even more: “Artificial intelligence is a global game changer,” says Morten Irgens, dean of the School of Business, Innovation and Technology at Kristiania University in Oslo. “AI will transform our lives and our societies. Some say that the best way to master the future is to create it; let’s not leave it to others.” There’s still a need for creative numerical thinking. More than a 716-page annual chronicle could hold. S. Ermisch



**Good news for arithmophobes: mathematics has nothing to do with numbers. At least, not according to the literal definition: “mathematikos” comes from the Greek *máthēma*, meaning “teaching” or “knowledge.” Plato used it to mean “fond of learning,” especially when referring to the core of his theory of Forms: the idea of the Good. However, this interpretation more or less ended with Plato. For the great thinkers of antiquity, science consisted of three *mathēmata*: arithmetic, geometry, and astronomy—a whole world of numbers.**



Focusing on new target groups: Padel—a sport that's growing in popularity



# Mixed doubles

Those who lead an active lifestyle are bound to have come across Amer Sports—a Finnish sporting goods company that stocks a whole portfolio of leading international brands. Introducing new sporting trends like padel to the European playing field calls for effective teamwork—and the logistics are no exception.

**O**n a green court about half the size of a tennis court, the ball is played back and forth in a rally. One smash of the ball and it goes out? Not in this sport. It bounces against a glass wall that's about four meters high and drops back onto the court. Play goes on.

This sport, known as padel, can be best described a mixture of tennis and squash. The game is always played in doubles on a grass or artificial turf court that measures 20 meters long and 10 meters wide. Like in tennis, there is

a net over which the players hit the ball back and forth. The difference is, the players must not hit the ball over the high walls surrounding the court—a bit like squash. Balls similar to tennis balls are used, but with a little less pressure to prevent them from bouncing too high on the rebound. The ball hits the solid face of the racket, which is covered with small holes. Made of fiberglass, the rackets are not dissimilar to paddles, which is what gives the sport its name. →

Padel has been gaining popularity in South and Central America and even in the US and Canada since as early as the 1960s. In Europe, it's big in Spain and Portugal. The first Padel World Championship was held in 1992, and there is even a Pro Tour that began in 2005. In Central Europe, however, the sport is still relatively unknown. According to the German Tennis Association, Germany has only about 40 padel facilities and fewer than 2,000 active players.

### Brands for sports lovers

For some time now, Dachser has been handling transportation of Wilson-brand balls and rackets for this new trend sport across Europe. Wilson is a brand primarily known to tennis and golf enthusiasts, but the company was quick to recognize padel's potential in Central and Northern Europe.

Wilson is a subsidiary of the Finnish sporting goods company Amer Sports. And while the name of this Helsinki-based company might be known only to a select few, most athletes are familiar with the brands other than Wilson that come under the Amer umbrella. Winter sports lovers will undoubtedly be familiar with the ski manufacturer Atomic, while fans of the great outdoors are partial to apparel from the Canadian specialist Arc'teryx and are fond of the French brand Salomon. Swedish company Peak Performance combines sport with fashion. And Suunto, which has its headquarters in Vantaa near Helsinki, is known for its sports watches and dive computers.

Many of these products are delivered to sporting goods retailers throughout Europe from Dachser's Überherrn logistics center in Saarland, which sits right on the Franco-German border. Amer Sports Europe Services operates one of its distribution centers just a stone's throw away. At its warehouse there, Amer Sports stocks mainly Wilson and Arc'teryx goods, and handles returns of Salomon items.

However, rapid growth means the warehouse is often stretched to its limits. Thankfully, Dachser's Überherrn facility is just next door. It plays a special role in the Dachser network because, in addition to regular branch operations, the logistics center serves as a Eurohub by night—making it one of three major Dachser hubs for European groupage handling. Every month, it distributes almost 70,000 metric tons of goods to 228 locations across Europe. European shipments dovetail with the services of Dachser Air & Sea Logistics, which also operates out of the Überherrn branch. In addition to the transit terminal, the logistics center offers a storage area of 60,000 m<sup>2</sup> to accommodate a total of 100,000 pallets.

### A single source for big-league sports logistics

Dachser began working with Amer Sports in 2007 and their partnership has been gradually expanding ever since. For more than five years, Dachser has been handling distribution of the Wilson brand's palletized goods almost single-handedly; its Überherrn branch is the perfect place for it. "Our business has grown with the success of Amer Sports," says Caroline Schäfer, Key Account Manager European Logistics at Dachser.

A large quantity of containers with tennis balls, rackets, and climbing equipment now arrive in Überherrn every day, most of them from the Far East. Dachser stores anything that Amer Sports can't initially process in its own warehouse—mainly tennis balls. "The big advantage is that we're within shouting distance of each other, which means we can respond in no time at all," Schäfer says.

From Überherrn, goods are shipped to brick-and-mortar stores as well as online retailers. While many physical stores had to close for varying periods of last year, online sales of sporting goods boomed as many people rediscovered their love of running and other outdoor sports during lockdown. Online sales of shoes and weather-proof clothing meant that the pandemic barely affected the movement of such goods.

With its closely interconnected European network, Dachser assumes a host of other logistics tasks on behalf of Amer Sports, such as transporting Wilson-brand padel rackets from Spain to Überherrn ready for further distribution. For the outdoors brand Arc'teryx, Dachser organizes collection of goods from the Amer Sports repair center in Switzerland. And it ships Suunto sports watches from Vantaa in Finland to wholesalers throughout Europe. In addition, starting in October 2021, Dachser's Aining location near Salzburg will supply winter sports enthusiasts across Europe with ski equipment from the Amer Sports brands Atomic and Salomon.

Another mainstay of Dachser's partnership with the company is at the Amer Sports warehouse just outside the French city of Lyon. From here, Dachser handles the delivery of Salomon products—Amer Sports's largest and most successful brand—to resellers in Central and Eastern Europe, Benelux, and the Nordic countries.

"Dachser offers us a blanket solution for shipments from all of our logistics centers. It doesn't matter if we're shipping products from one of our warehouses in Germany,



European logistics is in on the game



Advantage: Team players

France, Finland, or Scotland—we know the Dachser standards we're getting, and they're identical and binding throughout Europe," says Sebastian Chrometzka, Transportation Manager EMEA at Amer Sports. "Basically, we like that we have a central point of contact at Dachser. She's like our team captain who takes the lead in coordinating our business with her local Dachser colleagues in the branches."

### City logistics for supplying brand stores

As the landscape in the retail sector shows clear signs of change, brand stores in city centers will play an increasingly important role. For that reason, Amer Sports plans to open additional stores specifically for the Salomon and Peak Performance brands. "This is where Dachser really comes into its own with city-center deliveries," Schäfer says. DACHSER Emission-Free Delivery is the name of the company's innovative concept for zero-emission city-center deliveries using electrically assisted cargo bikes and all-electric delivery vehicles. Over the next two years, Dachser will be rolling this initiative out in at least eleven European cities.

Dachser also manages the challenges associated with Brexit on behalf of Amer Sports. Wilson-brand golfing gear and other equipment, which is shipped to the EU from Scotland, requires special attention in this regard. More complex customs regulations arising from the UK's withdrawal from the EU mean that Amer Sports now ships the goods in bundles to northern France for customs clearance. From its Carvin branch in the Pas-de-Calais department, Dachser France then ensures that the palletized goods are fed into the EU distribution network. Schäfer has noticed that these volumes, too, have seen a sharp increase compared with last season, something she attributes to the current situation: "As a sport people can play while adhering to social-distancing rules, golf is enjoying greater popularity during the pandemic."

In the future, Amer Sports is set to widen its reach even further. Since 2019, the company has belonged to a consortium led by Chinese sportswear giant Anta Sports, one of the world's largest sportswear companies. Anta Group is currently focusing on establishing the Salomon and Arc'teryx brands in its home country. It's a real possibility that Dachser will at some point be instrumental in helping the padel trend take off in China.

A. Heintze

**Padel, or padel tennis, is currently the fastest growing racket sport in the world. It's well established in North and South America, and is now starting to gain a foothold in Europe. The sport is already popular on the Iberian Peninsula, with 2.5 million players in Spain alone. Based on its popularity so far, this exciting hybrid game of squash and tennis—played exclusively in doubles—is looking likely to take off big time.**



# Vaccine for Berlin

Fighting the pandemic with vaccine, PPE, and intelligent logistics. Berlin's senate is procuring its vaccine logistics services from a tried and true partner: Dachser's Berlin Schönefeld branch.

It's all really quite unbelievable, but we managed it by working as a team." Looking back at last year and the past few months of this one, Olaf Schmidt still feels amazed, yet content. He is General Manager of Dachser's Berlin Brandenburg logistics center in Schönefeld, and his COVID-19 pandemic story is about a race against time and how intelligent logistics are ensuring people have a reliable supply of PPE and vaccines.

But let's begin at the beginning. In mid-May last year, Berlin's senate administration approached Dachser's Berlin Brandenburg logistics center to quickly organize the storage and distribution of masks and other PPE. "Immediate action was imperative," Schmidt recalls, citing this as one of the reasons why Dachser was the obvious choice. By

the end of June, the logistics center was in a position to agree to store 130 sea containers. In July, these were joined by three Boeing 747 aircraft. "In the space of four weeks, we suddenly had 8,000 new pallets in the warehouse," Schmidt says.

"But that was just the beginning," says Falk Wenk, Contract Logistics Manager at Dachser's Berlin Brandenburg logistics center. "By January 2021, the number of stored pallets had risen to 11,000, and managing the situation took all of our expertise and ingenuity." Wenk says that storing and distributing PPE, masks, and rapid test kits was quintessential contract logistics. "Dachser is well-practiced at performing these processes—even when capacity utilization is high. But then the vaccines appeared."

## An appeal from the senate administration

On December 27, the European Medicines Agency (EMA) approved the first round of vaccines. Anticipating this decision, Berlin's senate administration had already approached Dachser on December 7: "We've got a problem...," that's how the conversation began," Schmidt says. "But you've got a logistics system that's already helped us with PPE. Do you think you could also use it to manage a



**"We're delighted to use our logistics expertise to do our part to help society and fight the pandemic."**

Olaf Schmidt, General Manager of Dachser's Berlin Brandenburg logistics center

vaccine warehouse?’ Vaccine logistics were a challenge, with many unknowns for everybody—there wasn’t any kind of blueprint to follow,” Schmidt says. “The first issue we faced was that a pharmaceutical company needed to store its vaccines in a warehouse guarded by the German armed forces. Among the features of the warehouse are ultra-deep freezers that can maintain temperatures of minus 75 °C. We then used Dachser’s Mikado warehouse management system to organize the warehousing processes and get going with deliveries. We were also responsible for procuring suitable cooling boxes for transporting the vaccines to Berlin’s six vaccination centers, to hospital pharmacies, and to mobile vaccination teams.” At the same time, Dachser continued to deliver PPE as well as much-needed rapid test kits to schools.

Schmidt says that this all demanded a massive organizational effort that included holding daily conferences with all participants in Berlin’s vaccination project, collaborating with pharmaceutical companies, and coordinating police escorts for the delivery vehicles.

Not only did the vaccines always have to reach the vaccination centers safely and under the controlled conditions required for pharmaceuticals, it was essential that each batch could be traced. To ensure these criteria were met, Dachser used its Domino logistics production system to manage overland transportation and Mikado for warehousing. “These were the prerequisites for a controlled vaccine logistics process and for predictive planning of vaccine distribution,” Schmidt says. “When we were delivering the round of first doses, we were already factoring in and reserving capacity for delivery of the round of second doses.”

### Cool solutions from the workshop

To meet the demands of vaccine logistics, Dachser’s Berlin Schönefeld branch had to quickly procure around 150 cooling boxes for transporting pharmaceuticals. This was made possible thanks to a long-standing customer relationship. Since the boxes feature cool packs that have to be reconditioned over 48 hours, Dachser immediately positioned a refrigerated swap body inside the warehouse. “Cooling the packs can take up a lot of space and our workshop staff produced custom-made racks for this purpose. They also came up with clever separators for between the cool packs as a way to perfect handling as well as reconditioning. It was wonderful to see every member of our team doing their part,” Schmidt says.

That vaccine logistics is in many ways a testing task during a pandemic is evident even beyond guarded warehouses and escorted transports. In March, a van belonging to a vaccine manufacturer broke down, causing deliveries to back up, and the tabloids lost no time in declaring “vaccine chaos!” “But neither we nor our part of the supply chain had anything to do with that,” Schmidt says. By now, he’s really just amused by this short-lived uproar in the media. “Dachser is definitely attracting more attention in Berlin and not just because of this project,” Schmidt says, adding proudly: “We’re delighted to use our logistics expertise to do our part to help society and fight the pandemic.”

M. Schick



Shuttles to the vaccination centers



The warehouse for the cool packs



Cooling boxes for vaccine transportation

# High hopes for hydrogen

Hydrogen is the first element in the periodic table and the number-one hope for freeing logistics from greenhouse gas emissions.

**T**ransport and logistics have high hopes for using hydrogen ( $H_2$ ) as a fuel, hopes that are entirely justified. It is the most common chemical element in the universe and the only one to offer three options that underpin climate protection—even if there are still a number of obstacles to overcome.

## **$H_2$ as a fuel produced with zero emissions**

First, this volatile gas can be produced while generating zero local emissions. In a process called electrolysis, an electric current is applied to water ( $H_2O$ ), splitting it into oxygen and hydrogen. Provided the electricity comes from a renewable source such as solar, wind, or hydropower, this process can be deemed climate-friendly.

Since electrolysis consumes almost one-third more energy than is stored in the hydrogen it yields, a basic challenge to overcome on the way to a sustainable hydrogen economy will be to provide sufficient affordable green electricity.

An often forgotten aspect is that at the moment, electrolysis still requires freshwater with the purity of drinking water—and almost ten liters of it per kilogram of hydrogen. This means that arid regions with an abundance of sunshine—which puts them in the running to become key centers of  $H_2$  production—would also have to invest in the desalination of seawater.

## **$H_2$ as a building block for cleaner fuels**

Second, so many hopes are pinned on hydrogen because it is the building block for all synthetic fuels, also referred to as synfuels, powerfuels, power-to-liquid fuels, or power-to-gas fuels. The first element in the periodic table can bond with carbon and oxygen to form a variety of hydrocarbon chains, including methane, methanol, diesel, and kerosene. The challenge here is that these processes are also energy-intensive.

What is often overlooked is that these fuels require not just green hydrogen, but also carbon dioxide, which must first be extracted from the atmosphere. Only if this is done without producing any emissions is the resulting synfuel climate-neutral. Depending on the powerfuel, only 40 to 60 percent of the energy present in the renewable power used at the start of the process chain is carried over. This is why such processes are often deemed uneconomical. But synfuels are a worthwhile option wherever electricity or hydrogen can't be used to directly power engines or transport energy, for instance in maritime and aviation applications.

## **$H_2$ as the “engine” of the fuel cell**

Third, and most importantly,  $H_2$  is a key part of the solution because it can be converted back into electricity without emitting any greenhouse gases or air pollutants. This



Hydrogen raises expectations with regard to cleaner energy

is what happens inside a fuel cell, and can be considered as the counterpart to electrolysis. As part of what's known as a redox reaction, electrons pass from hydrogen to atmospheric oxygen. This produces electricity that can be used to power motors or charge batteries. The only "waste products" are clean steam and heat. Commercial vehicles use proton-exchange membrane (PEM) fuel cells, which have proven to be highly efficient. Dachser simulations indicated that a PEMFC swap-body truck would consume just under ten kilograms of H<sub>2</sub> per 100 kilometers.

Despite initial positive results with PEM prototype and small-batch trucks, there are still several details to iron out before this kind of fuel cell really becomes a practical option. For instance, both the hydrogen fuel and the atmospheric oxygen sucked in must be extremely pure to prevent the fuel cell's sensitive components from becoming contaminated too quickly and compromising the system's service life. Alongside expensive air filtration technology, this requires automakers to use H<sub>2</sub> 5.0, which means that the hydrogen must have a certified purity of at least 99.999 percent—a tall order for the overall H<sub>2</sub> supply system.

Another challenge is to determine the best way of storing the hydrogen on the truck. Should it be in tanks pressurized to 350 bar, as is common in today's buses?

Or liquified at extremely low temperatures like liquified natural gas (LNG)? Manufacturers are taking different approaches, but it is expected that wherever maximizing storage capacity and range are the decisive factors, a tank containing cold liquid H<sub>2</sub> will likely be the best option.

To summarize: hydrogen has the potential to establish itself alongside the direct use of renewable power as the decisive technology for transport and logistics. Whether or not it will manage to meet the high expectations placed on it will become clear before the end of this decade. More and more manufacturers of commercial vehicles are setting out to transform this future technology into an innovation in climate protection and logistics.

Andre Kranke  
Department Head Trends & Technology Research,  
Corporate Research & Development

**The "From the laboratory of the future" feature presents findings from the Corporate Research & Development Division, which works in close collaboration with various departments and branches, as well as the Dachser Enterprise Lab at Fraunhofer IML and other research and technology partners.**

# Data for improved process quality and ergonomics

Dachser has joined forces with start-up MotionMiners to gain a better understanding of the work steps in the transit terminal. At five locations, the partners tested a new method for improving process quality—which should then also have a positive impact on work ergonomics.

**A**round the clock, thousands of logistics operatives in the Dachser network are busy ensuring that customers' supply chains function reliably. The majority of these employees work in the transit terminals, the very heart of logistics. Most cargo handling work is done manually: trucks are unloaded, goods are scanned, pallets are brought into the terminal for temporary storage or to be loaded straight onto another truck. It's a constant, pulsating flow.

The work incorporates proven, well-oiled processes. Nevertheless, there is always potential to improve and simplify things for employees when it comes to work →



The system was also deployed in Dachser's Dortmund branch

ergonomics. Doing so normally requires a process analysis based on measurement results. Unfortunately, many such analyses aren't truly objective. The traditional analysis methods that are usually used exhibit a variety of weaknesses.

Likewise, having another person watch you at work isn't everyone's cup of tea, but some conventional analytical methods use this as a tool. Then, consciously or not, employees try to ensure that they do everything right and as quickly as possible. Although this approach gets results and thus provides some important clues as to how a process works and what can be improved, it means the data collection is not only subjective, it also takes a lot of time.

That's why Dachser went in search of new solutions for optimizing the efficiency and ergonomics, and thus the (work) quality, in cargo handling. They found these solutions at a young company from Dortmund: in October 2017, three employees from the Fraunhofer Institute for Material Flow and Logistics IML joined forces and founded the company MotionMiners. The start-up has been working independently of the Fraunhofer Institute since summer 2019.

### Driving development projects forward

In its search for innovative solutions, Dachser has long been extensively involved with logistics start-ups. The Dachser Enterprise Lab maintains a close partnership with Fraunhofer IML in Dortmund to find research and development projects that will drive the Dachser network

forward. These projects particularly involve anything related to digital technologies, such as data science and artificial intelligence, real-time positioning and the 5G mobile communications standard, machine connectivity (Internet of Things), autonomous vehicles, and adaptive warehouse systems.

That's how Dachser also came to learn of MotionMiners. This young company initially focused on finding warehouse optimization potential. In collaboration with Dachser, its development then expanded to include cargo handling for freight forwarding.

MotionMiners provides a technology that facilitates the collection of real-world data from workflows and work environments without collecting employee data. In practice, it goes like this: Over the past few months, measurements were carried out at five Dachser branches in Germany using mobile sensors, known as wearables, that collect anonymized data. Employees wore the sensors either on their wrist or attached to an item of clothing. These movement trackers are normally used primarily for sports activities, but the founders of MotionMiners take advantage of their automatic activity detection to optimize intralogistics.

In conjunction with stationary sensors mounted in the terminal or on shelves, they record the actual routines. This enabled the company to collect cargo handling data, such as loading and unloading, scanning, and bringing the pallets into the terminal. In addition to the times for these processes, the sensors also detect unhealthy and strenuous movements.

**MotionMiners uses beacon technology to make cargo handling processes transparent and measurable. These tiny wireless transmitters with an integrated power source can be quickly installed in the respective process regions. The measuring equipment captures the wireless signals from the transmitters, which, similar to GPS, enables it to determine the current location. Activity and positioning data are always collected in anonymized form with no relationship to any employee.**



The MotionMiners tool set for optimized cargo handling processes

## Anonymized analyses

Before the data collection began, the project was coordinated in detail with the IT committee of the general works council. Participation was voluntary for employees, and the anonymized data collected was subsequently evaluated. These conditions let employees work as they naturally would. “It was no problem to convince staff to participate,” says Steffen Faul, Operations Manager Transit Terminal in Langenau, one of the measurement locations. People didn’t find the sensor systems bothersome. “The advantage here is that we can objectively record daily operations in their entirety, along with all unforeseeable events,” explains Mauritius Herden, Team Leader Production Processes at Dachser Food Logistics, who is responsible for the project.

“The data obtained from this gives us a whole new level of transparency that we hadn’t previously expected,” adds Cornelius John, Team Leader Production Optimization at the Dachser Head Office in Kempten.

Another interesting aspect involves heatmaps. On a floor plan of the terminal area, they show which paths employees traverse particularly often and where they encounter bottlenecks and long waits. These can then be analyzed on-site and, ideally, remedied.

## Reducing physical strain

“The most interesting outcome is what we’ve learned about ergonomics,” Herden says. The trackers document how often employees have to bend down while working, for instance to scan labels at the lower edge of a pallet or to pick something up. In another case, it was found that unloading involved many movements using raised arms. “Ultimately, the measurements provide us with our first truly solid base of information for assessing the physical strain on employees,” Herden says.

By late December 2020, 1,800 data hours had been collected at the five locations. Summing up, John says: “Our initial aim for the project was to create transparency around which process times we were even talking about.” On this basis, it was now possible to develop specific recommendations and measures to approach cargo handling more strategically and efficiently and to better support logistics operatives in their day-to-day work. For Faul, who heads up cargo handling in Langenau, this is a clear advantage. “We were able to measure the actual strain on employees, enabling us, in the best-case scenario, to prevent absences due to illness, or even occupational diseases.”

Whereas recommendations for the branch were previously based more on gut feelings or spot checks, there is now solid, objective data. “In the future, we’ll be able to draw up recommended courses of action and offer best-case structures,” John says.

The pilot project ran for a good year and is now being continued at additional locations. Going forward, the aim is to collect data at a number of branches in Germany and elsewhere, and to expand data collection to other warehouse processes and activities. “We plan to gradually build up the measurements in the Dachser network in the years ahead,” John says. Faul also hopes to see the measurements repeated at the locations where they’ve



The supporting technology just runs alongside

already been carried out. “Tasks change over time. That’s why I’m definitely in favor of carrying the measurements out again, also here in cargo handling in Langenau.”

After all, the idea is for customers to also gain something from the data obtained. “They benefit from the increased transparency in cargo handling,” John adds, “as it gives us starting points for optimizing production processes, which ultimately enables us to deliver even better quality.”

A. Heintze



OPPORTUNITIES  
IN LOGISTICS

# Keeping an eye on the big picture

Selina Hipp made  
a lateral move  
into Dachser

## When Selina Hipp started planning her career path, logistics wasn't even on the list. Neither was the chemical industry. But now she combines both in her role as Business Development Manager Switzerland DACHSER Chem Logistics.

**D**etermination, inquisitiveness, and a fair amount of courage—it is with these qualities that Selina Hipp approaches many aspects of life, including her career. When the opportunity arose to try something entirely new at Dachser in Switzerland, the 31-year-old jazz dance enthusiast didn't take long to say yes. But her new role as Business Development Manager Switzerland DACHSER Chem Logistics came with its share of challenges. "The chemical industry is important for Dachser's operations in Switzerland and holds vast potential," Hipp says. "Working in this very exciting, but also complex, market environment means first building up a specialized skill set." This meant lots of analyzing, learning, and close collaboration from day one. "We gelled as a team right away, and my colleagues are always on hand to offer advice and assistance," Hipp says.

### A detour toward logistics

Hipp has felt at home in the Dachser world for quite a while now. It's almost five years since this young German woman made the lateral career move to join the company. "When I saw the ad for a position at Dachser, I thought it looked exciting. I was already familiar with the brand because my uncle worked in the transport and logistics sector," Hipp says. But it certainly wasn't a given that she herself would end up working in logistics. Hipp gained her initial professional experience while she was studying business administration—first at an event agency, then at a management consultancy, before being recruited by a technology start-up. "These different positions taught me how to gain trust, how to prepare and present information for specific target groups, and how to engineer cost-effective planning and organization. And to always keep an eye on the big picture. But none of this seemed to have much to do with logistics," Hipp says.

By now, logistics has become her second home. Hipp started at Dachser in 2016, proving herself an asset as an assistant to the country manager for Switzerland. It was

there that she served as a point of contact for branch, sales, and department managers and as a liaison to other international subsidiaries and to the Head Office in Kempten, Germany. "It was a very varied job, requiring a great deal of patience, empathy, and perseverance. At the same time, I was given responsibility over several projects, for example in the field of innovation. I helped roll out Idea2net, Dachser's strategic innovation program, in Switzerland. I was also in charge of the reception and supervised twelve trainees." While she was busy with all that, Hipp also studied part-time to gain her Master's degree, focusing on strategic management. The next rung on her career ladder was the newly created position of Business Development Manager Switzerland DACHSER Chem Logistics.

### A new position

Although the DACHSER Chem Logistics corporate solution already existed in Switzerland, Hipp was tasked with accelerating its expansion. Prior to taking up her new post, she completed a wide range of training courses at some of Dachser's international branches. She also worked with DACHSER Chem Logistics experts at the Head Office in Germany, as well as with her new and former boss, Switzerland Country Manager Urs Häner, on raising the profile of the industry solution for Switzerland.

"Over the next five years, we want to establish the DACHSER Chem Logistics corporate solution as a well-known player in the Swiss chemical industry and the preferred logistics partner for local chemical companies," Hipp says. "That is our mission and I'm looking forward to doing my part to achieve it." She has the full support of the experts at the Head Office, who are her key contacts for any technical questions. Hipp also works closely with the Swiss sales managers and their teams. Her work focuses on market analysis, helping the sales organization with queries about all aspects of chemicals, and evaluating or even putting together training courses.

### On the hunt for new ideas

In addition to her responsibilities as Business Development Manager, Hipp continues to look after the Idea2net innovation program in Switzerland together with an eight-person ideas committee. All employees can submit their ideas for improving the Dachser world. For example, in Switzerland work is underway on tutorials designed to help trainees with their day-to-day learning processes. One employee idea that is currently being developed by the Head Office in Germany relates to the technical aspects of customs clearance information.

There is another issue that lies close to Hipp's heart. In the future, she would like to see more women pursue a career in logistics: "I'm often the only woman at the table, and I can imagine that a female point of view would be a major asset in many cases." At Dachser, women in key positions are still in the minority, but they are not a rarity. The company's Grevenmacher branch in Luxembourg is managed by a team of young women. And other country organizations—in Europe and in Asia—also have women in management positions. "Their success is a real incentive for me," Hipp says.

L. Becker

**DACHSER Chem Logistics is a professional industry solution that combines the family-owned company's standardized logistics services with the specific requirements of customers in the chemical industry. Dachser's industry experts also work with their customers in the chemical industry to develop tailored transport and warehouse solutions for all chemical products, including dangerous goods.**



Groundbreaking in Memmingen (l-r): Stefan Hohm, CDO Dachser; Thomas Henkel, General Manager of Dachser's Allgäu logistics center; Manfred Schilder, Mayor of Memmingen; Alexander Tonn, COO Road Logistics Dachser

## Lighthouse project within the Dachser network

Fully automated and climate-friendly: Dachser creates 52,000 additional pallet spaces at its largest operational location.

Now is the time for us to invest in the largest ever expansion of our Allgäu logistics center." Speaking on April 26 at the symbolic groundbreaking ceremony for the construction of a new high-bay storage facility, branch manager Thomas Henkel was brimming with confidence about the future. "Our existing customers are growing at a rate of about 5 percent a year and they need more storage space. We also want to create capacity for new customer business."

Covering an area of just 7,500 m<sup>2</sup> but at 32 meters tall, the new high-bay storage facility—which is scheduled to open in 2022—will provide space for 52,000 pallets of non-chilled food and food packaging. The warehouse is fully automated and designed to store fast-moving products from different customers with a high percentage of full pallets. Around 5,000 pallets a day will be stored or withdrawn from stock via 22 loading and unloading gates for trucks and over a handling area of around 2,600 m<sup>2</sup>.



Key network hub: The Allgäu logistics center

### 40 employees for the high-bay storage facility

"Intelligent automation technology relieves employees—our scarcest and most valuable resource—of much of the manual storage or withdrawal work, so they can concentrate on value-added services that are more demanding," explains Stefan Hohm, Dachser's Chief Development Officer, who is in charge of worldwide contract logistics at the company.

### Climate-friendly operation and sustainable construction

Dachser will generate most of the energy required to operate the high-bay warehouse using a photovoltaic system with a power output of approximately one megawatt. To cover times when the photovoltaic system doesn't supply sufficient power, the warehouse will use carbon-neutral electricity, 100 percent of which is produced from hydropower. Moreover, the plan is for electricity produced at the new facility to be used for charging battery-electric vehicles and, in the long term, for hydrogen production.

"Our new warehouse in Memmingen is a lighthouse project at one of the leading contract logistics locations in the Dachser network," says Alexander Tonn, COO Road Logistics at Dachser. "The Memmingen location stands for extensive expertise in warehousing and value-added services, and is perfectly positioned to connect to our efficient European transport network."

The port in Tangier



**+++ TAILORED WAREHOUSE SOLUTIONS**

**+++** Dachser Morocco has opened a new warehouse in the Tanger Med port complex, 14 kilometers from the shores of Europe. To keep pace with rising customer demand, Dachser Morocco now offers more than 7,000 pallet spaces and tailored warehouse solutions across 5,500 m<sup>2</sup> at the leading container port in the Mediterranean region. **+++**



Ready for customers

**+++ NEW DISTRIBUTION CENTER IN MAGDEBURG**

**+++** Dachser opened a new distribution center at its Magdeburg location in mid-February. At the 40,000 m<sup>2</sup> facility, Dachser provides logistics services for its customer Globus Baumarkt and other companies in the region. The expansion created 40 new jobs. Including the distribution center 40 kilometers away in Oschersleben, Dachser's Magdeburg logistics center now provides 55,000 m<sup>2</sup> for logistics operations in total, and space to accommodate some 80,000 pallets. **+++**



Adored throughout the world:  
Milanese salami

**+++ DELICACIES FROM LOMBARDY**

**+++** Dachser Food Logistics has opened a new location in Massalengo just outside Milan. The new location's proximity to the A1 highway offers food producers a fast connection to all parts of Italy as well as the whole of Europe. It's an excellent location: as Italy's top economic center, Lombardy is also home to thriving agricultural and food production industries. Much of the country's milk, rice, and pork production takes place there and the region is responsible for a significant proportion of Italy's exports. Dachser's new location in Massalengo serves first and foremost as a sales and service office for regional producers. A partner deals with cargo handling, which will mean shorter delivery and collection times for the region. This will optimize the onward transport of goods within Italy as well as imports and exports. Through the Food Logistics hub in Frankfurt as well as direct links in several countries, the location is connected to the European Food Network, which in turn provides 34 European countries with short transit times. **+++**

# “We’re all in the same boat”

For over a year, the announcement that the coronavirus has led to some big changes has been ringing in our ears. But what has actually changed? Insights and perspectives from Dachser’s corporate culture.

The global COVID-19 pandemic has been a watershed event. What we would never have dared to imagine before is now reality—affecting both our private and our professional lives. Many ways of working, and especially ways of collaborating, are very different from what they were a year ago. Numerous processes that weren’t computerized, or were still carried out face-to-face, have since been digitalized. Here’s one real-life example: In February 2020, some 400 virtual meetings took place

as video conferences at Dachser. By November, this figure had skyrocketed to 28,000. Over 5,000 employees were working remotely at the start of 2021. However, the pandemic also raised public awareness of the importance of the logistics industry. The concept of resilience crops up time and again in the context of COVID-19. How do people adapt to extraordinary situations? Do Dachser employees now view their job with different eyes? What specific changes has the pandemic brought for them?

## Miriam Yosief, Charter Specialist, Dachser Air & Sea Logistics Frankfurt, Germany

The pandemic and its many repercussions have strengthened public interest in the logistics sector. And rightly so, if you ask me. When the world kept grinding to a halt, it was a sharp reminder that food, masks, and vaccines don’t

just magically appear on people’s doorsteps. My friends and family are now taking a greater interest in my work and appreciate it more.

My team and I helped organize charters for the Dachser network. Given the exceptionally volatile market, speed and precision were crucial. Despite the international air traffic restrictions, we kept things up and running. During this time, I felt very strongly that my work has a purpose. It’s certainly a privilege. I’m well aware that this sense of achievement can’t be taken for granted in a pandemic that has caused many others to question the meaning of their jobs.

Our corporate communication, which was invariably fast and extremely informative, kept me going. In particular, the very open, honest correspondence from the Executive Board helps me find my focus and the strength to deal with this crisis.

What hasn’t changed? Like most people, I want the situation to get back to normal, for us to be able to control the virus, and be able to begin a “new” normal life. We’ve already adjusted to the “new normal.” Once this global crisis is over, there’ll be a “new normal 2.0”, which will presumably be safer, more mindful, with a greater emphasis on digital technology.





**Torsten Jonathan Heiber,  
professional truck driver, Bremen,  
Germany**

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Social distancing is the biggest challenge. I really miss the daily contact with my colleagues and customers, since all interaction now has to be kept to a minimum. Apart from that, my daily routine as a professional truck driver hasn't changed much. Even before the pandemic, I was on the road by myself most of the time. More recently, customers have sometimes done the loading and unloading on-site themselves, which probably wouldn't have been the case otherwise.

Even though people kept stressing the vital importance of logistics during the crisis, I haven't noticed any change in perceptions of us as professional truck drivers. Unfortunately, the job often still has a bad reputation. Many people outside the logistics sector probably don't realize how crucial the work is that we do every day.

But there are also positive developments. A number of companies have come up with creative solutions to the contact restrictions. This has led to several smart, more efficient ideas and workflows, all of which are driving the digitalization of operations. Instead of handing over paper documents, for example, improved digital equipment makes the entire process paperless in many cases. Personally, I think innovations like this are fantastic and I'd like to see even more in the future.



The biggest change was the relatively rapid switch to remote working. At the beginning, not having some of your work tools to hand took some getting used to. In my case, these tools were phone and video conference systems for tests and troubleshooting. Although I personally prefer to work at the office, remote working is important and makes perfect sense, particularly during the pandemic. And it's effective, too.

Even before the pandemic, my personal focus was on video conferences and virtual meetings. We used to provide support to several hundred users. Our department was easily able to handle this number, on top of our other projects. Since COVID-19, however, the number of users and the number of meetings have increased tenfold, all within a very short space of time, and these figures are still rising steadily today.

This means that tools like Webex have become my exclusive focus. More than 100 branches were recently equipped with new systems. What's more, we work with different departments, helping to plan a variety of virtual events, large and small, all of which were held on-site before the pandemic.

I hope that we can use the takeaways from the pandemic in the future, not just in terms of the lessons learned in IT, but also for progressive working practices in general, ongoing digitalization, and a heightened awareness of the importance of a functioning IT infrastructure.



**Florian Langenmayr, Head of Business Development  
USA, Dachser Americas Air & Sea Logistics Corp., Miami**

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Before COVID-19, face-to-face discussions were the most important sales and communication channels for interacting with customers. Now online meetings have taken their place, like they have everywhere. It's interesting to note that, in addition to simply selling a service, the consulting aspect has really come to the fore during the pandemic. Customers want to be kept up to date on the constantly changing market conditions and they want our support in identifying the best possible supply chains in each case.

What does the future hold? Once the pandemic is over, lots of things will quickly go back to how they were before. But we've all learned a great deal during the COVID-19 era. One thing is that we're now better prepared for unforeseeable circumstances, and we know how to overcome many obstacles, including unexpected ones, effectively.

The outstanding communication at Dachser, particularly from the Executive Board, was helpful during the crisis. Above all, we appreciated top management providing detailed, regular status reports. At a time when people were so anxious they started stockpiling toilet paper, the composed, factual updates from Dachser's Executive Board were a welcome relief in an otherwise highly stressful situation.

## **Suelen Souza, Human Resources Manager, Dachser Air & Sea Logistics Campinas, Brazil**

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The pandemic brought about significant changes for the day-to-day work of the HR department, yet it also opened up new perspectives, particularly as a result of digitalization. For example, we've now transferred the entire recruitment process, from the selection procedure to onboarding new employees, to a virtual environment. All documents were digitalized at the same time.

The sudden switch to working from home proved challenging. It's traditional in our Latin American culture for all staff to have a very close, personal relationship. The pandemic forced us to find completely new ways of interacting and collaborating. Luckily, Dachser offers us the technical tools we need to hold online meetings and video training sessions.

I believe that resilience will be the watchword for the future. We'll all have to adapt to meet the challenges posed by the pandemic, concentrating more on what really matters. In my case, that means appreciating our personal and professional relationships more and showing empathy to others. Finding a future balance between remote and on-site working arrangements—depending on the particular task—would also be a good thing.



## **Šárka Jochová, warehouse shift manager, Dachser Czech Republic, Kladno**

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When the pandemic first broke out, we were worried about what lay ahead, just like everyone else, probably. Added to which, we were facing personal restrictions like we'd never had before, in both our private and our working lives.

For more than a year, face-to-face meetings at work have been kept to a minimum, with shifts carefully kept separate. We comply with the strict hygiene regulations. This calls for a high degree of personal responsibility among the entire warehouse staff.

The pandemic has brought the importance of logistics more visibly into the public eye. This was something we really noticed in our Kladno branch. I work in a contract logistics department for a customer whose range of products includes medical devices, comprehensive distribution systems for medical gases, and respirators, which we deliver to hospitals and paramedics. My colleagues and I are thrilled that our jobs help save lives and restore people's health.

We were also encouraged by the regular information provided by Dachser's management. The message was loud and clear: We're all in this together. If we work as a team, we can get through this difficult situation.

## **Luca Simone, Dispatcher European Logistics, Kornwestheim, Germany**

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The switch to working from home took a lot of energy, even though the work itself isn't all that different. Managing to stay connected with colleagues at a distance while still forming a cohesive unit as we did before was a big adjustment. But we succeeded.

We've realized that many things still work very well online. We have to write more emails and type more in chats, but this keeps the flow of information intact even at a physical distance. For communication with drivers, digital exchange via scanners and mobile messaging works very well. But what's definitely missing is the personal connection: the brief chats spread throughout the day, the listening when there are problems.

When your routine is turned upside down and you have to regroup, you notice what actually makes your job so special. The pandemic has put a new light on things that used to seem obvious. What we do in logistics does indeed matter and is more important than ever—for us, for our customers, and for our society. Despite all the obstacles, we were able to keep everything running, and we've proven that we're a team that can rely on each other in challenging times.





## More space for a better carbon footprint

Dachser is improving its capacity utilization and carbon footprint with more cargo space: for long-haul routes, in the future the company will be relying on what are known as mega trailers instead of standard trailers. Mega trailers boast an additional 20 centimeters in interior height, as the loading area is just under 100 centimeters above the road surface. This results in a total of 8 cubic meters more cargo space. With double-deck loading, a mega trailer offers space for 67 euro pallets. It thus comes close to the capacity of a semi-trailer truck with two swap bodies—however, as this offers five more pallet spaces than the mega trailer, it will remain Dachser's preferred option for now. Conversion of the German fleet is scheduled to be completed by 2027, with some 680 new mega trailers in total. In the next few years, Dachser will also start replacing its fleets in the 24 other European countries where it is represented through its European Logistics Business Line.

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