

ISSUE 3/2020

# DACHSER

## magazine

THE WORLD OF INTELLIGENT LOGISTICS

### GETTING THROUGH THE CRISIS TOGETHER

THE NETWORK INSPIRES  
PEOPLE AND MARKETS

**KARLSRUHE**

CHEMICAL LOGISTICS  
IN GOOD HANDS

**EURO PALLETS**

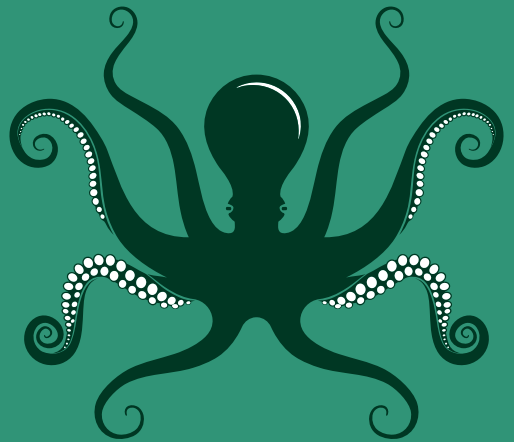
A SYSTEM  
OF EXCHANGE



## FULL SPEED AHEAD!

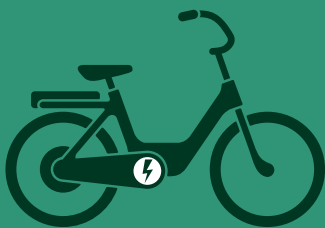
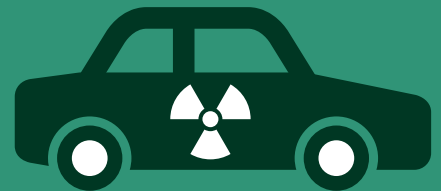
The engine of progress is driven by different forces. Not only can human ingenuity create amazing energy feats, nature also provides surprising examples of top locomotion.

**11.2** meters per second is the speed of an octopus native to the North Pacific when trying to evade predators. This puts it in the performance category of the world's fastest 100-meter sprinters. Their efficient use of jet propulsion allows these cephalopods to propel themselves some 30 meters through the air.



**18,000** revolutions per minute is the speed of the world's smallest electric motor. Developed in Texas, this nanomotor's rotating velocity is comparable to that of an aircraft turbine—even though it is 500 times smaller than a grain of salt. Nanomotors are mainly used in medical engineering.

**8,000** kilometers and more without refueling—that was the range Ford promised with its “Nucleon” model, which the automaker unveiled in 1958. The secret was that the car was to be powered by a tiny nuclear reactor. Though never put into production, at the time many manufacturers were researching how to bring nuclear energy to the road.



**367** kilometers on a single charge: the range of the e-bike made by Ukraine-based start-up Delfast Bikes is also a new world record. It's roughly the distance from Munich to Prague. The average speed on the record-breaking trip was 21.5 km/h.

**0.3** milliseconds are all the Canadian bunchberry needs to catapult its pollen into the air with 2,400 times the force of gravity. That's 800 times greater than the acceleration astronauts experience during a rocket launch. As such, the herbaceous plant performs the fastest plant action ever observed.



**549** kilometers per second is the top speed ever achieved by an electric vehicle. The speed record was set in September 2016 by professional racing driver Roger Schroer behind the wheel of the Venturi Buckeye Bullet 3.0 on the Bonneville Salt Flats in the US state of Utah. The race car remains the most powerful electric car built to date.



**COVER STORY****Network partners:**

Getting through the crisis together ..... 04

**FORUM****People & markets:** ..... 10Robert Erni becomes Dachser CFO,  
workwear for logistics operatives, and news  
from Dachser's laboratory of the future**Essay:** Necessity is the mother of invention –  
people are master improvisors ..... 14**EXPERTISE****Careers in logistics:**

A key account specialist with passion ..... 16

**Packaging material management:**

Balancing pallets ..... 18

**Supply chains:** Thinking local, not global?

A shift in global trade ..... 22

**NETWORK****Network expertise:**

News from the Dachser world ..... 26

**Chemical logistics:** The new hazardous  
materials warehouse in Malsch near Karlsruhe ..... 28**BUSINESS LOUNGE****Interview:** Bernhard Simon meetsNikolas Schäfer, winner of the "Best Trainee"  
knowledge competition ..... 32**GOOD NEWS****Aid project in Brazil:**

Dancing their cares away ..... 35

**The DACHSER eLetter:**  
**Subscribe now!**Exciting stories from  
the world of logistics.  
Sign up quickly and  
easily at:  
[www.dachser.com/eletter](http://www.dachser.com/eletter)**Publishing information**

**Published by:** DACHSER SE, Thomas-Dachser-Str. 2, D-87439 Kempten, internet: [www.dachser.com](http://www.dachser.com) **Overall responsibility:** Dr. Andreas Froschmayer **Editor-in-Chief:** Christian Auchter, tel.: +49 831 5916-1426, fax: +49 831 5916-8-1426, e-mail: [christian.auchter@dachser.com](mailto:christian.auchter@dachser.com) **Editors:** Theresia Gläser, Annette Rausch, Madlen Recla, Christian Weber **Distribution:** Andrea Reiter, tel.: +49 831 5916-1424, e-mail: [andrea.reiter@dachser.com](mailto:andrea.reiter@dachser.com) **Publisher:** Schick Kommunikation, Kerschensteinerstraße 25, 82166 Gräfelfing, e-mail: [info@schick-kommunikation.de](mailto:info@schick-kommunikation.de) **Project management:** Marcus Schick **Design:** Ralph Zimmermann **Photos:** all photography Dachser except gettyimages (pp. 1, 2, 3, 4, 5, 12, 14, 15, 22, 23, 24, 25, 26, 27), Stelton (p. 6), Franziska Gilli (p. 9), Sebastian Grenzing (pp. 3, 28, 29, 30, 31), Kathrin Harms/terre des hommes (p. 35) **Illustration:** Ralph Zimmermann (pp. 14, 15, 32, 33, 34) **Printer:** Holzer Druck und Medien Druckerei und Zeitungsverlag GmbH, Fridolin-Holzer-Str. 22-24, D-88171 Weiler im Allgäu **Print run:** 37,000/61st volume **Publication:** 4x per year **Languages:** German, English, French, Spanish **Translation:** Klein Wolf Peters GmbH, Munich. This product is made from FSC®-certified and other responsibly sourced materials.







Intelligent logistics  
responds to challenges  
with the right solutions



# GETTING THROUGH THE CRISIS TOGETHER

The Covid-19 pandemic poses major challenges for politics, business, and society. But even in these complicated times, the entire Dachser network has remained operational for customers. This bodes well for the restart, too.

The first shock waves have passed. After economic life around the world came to a virtual standstill in the spring, many people are now looking to the future again, Dachser customers included. Again, Dachser customers included. The Dachser network remained fully operational at all times, which meant they faced almost no restrictions on service, even during critical phases. Important foundations for this were the flexible control options arising from the network organization as well as comprehensive hygiene concepts, which Dachser →

employees implemented with discipline and a great deal of motivation in all branches. In addition, Dachser focused on keeping in even closer contact with its partners, such as subcontractors. This meant they could continue to count on Dachser and, if necessary, call on support in the form of advice and measures to secure their liquidity.

It didn't take long for feedback to start rolling in. "Today our team would just like to say thank you," one customer wrote. "Thanks for your tireless efforts to keep

us up to date with the situation. Thank you for arranging freight space for us. Thanks to the operational units in your offices and with your partners. Thank you to the truck drivers, both short- and long-distance. We're proud to work with business partners like you."

Messages like these reached Dachser from customers across all its business fields. Reason enough to take a closer look at what logistics can and must do in times of crisis. Here are four examples from the Dachser cosmos:

### +++ Copenhagen logistics center, Dachser Denmark +++

“Our logistics partner's experts are like very good chess players. Not only can they set systems up, they also know how to manage them perfectly. That means I don't have to worry about my supply chain—it just works.

Michael Ring, owner and CEO of the Danish design company Stelton



He can rely on a flexible and solid logistics partner: Michael Ring, CEO of Stelton

When it comes to stylish kitchens and households, design classics from Stelton are must-have items. The products made by this venerable Danish company, based in Copenhagen, are a permanent fixture on the shelves of design retailers throughout Europe and beyond. Then came the shutdown. Retail trade ground to a halt. "From one day to the next, the connection from Stelton's warehouse in Fårevejle to shops in Europe was cut. Retailers were sitting on goods that they couldn't sell, which meant they couldn't pay for them either," reports Peter Hut, General Manager European Logistics at Dachser's Copenhagen logistics center. In this complicated situation, overflowing warehouses would have been counterproductive. "That's why we kept the logistics chain and the network running completely for Stelton—effectively facilitating 'business as usual.'" This in turn kept a logistics heart attack at bay.

In a living, breathing network, Hut says, capacity can be managed at all times and adjusted to meet customer and market requirements. "This ensures both reliability and a great deal of flexibility."

He adds that while others had to reduce capacity to zero in some cases or introduce high unscheduled fees, Dachser was able to honor all its agreements. Subcontractors were kept in the loop the whole time, Hut reports: "This built up additional trust." Also, the same Dachser driver has been going to Stelton for so many years that he has become part of their team. Not even the crisis could keep him away. "Things like that bind us together—even more so when times are tough."





**Positioned to tackle Covid-19 worldwide: João Paulo Caldana, Managing Director ASL Brazil**

### +++ Dachser Brazil Air & Sea Logistics, Regional Office Campinas +++

“We are here for our customers during these challenging times. Our prompt response times and the fact that we always meet their demands explain why we have long-term partnerships with customers in Brazil and worldwide.

João Paulo Caldana, Managing Director ASL Brazil

Covid-19 is hitting Brazil particularly hard. The country has one of the highest infection rates in the world, and the need for protective equipment is especially urgent. That's why Dachser Brazil coordinated the import of 250,000 face masks for Thyssenkrupp Elevator, which the elevator manufacturer then distributed to all its employees in Latin America.

This aid delivery became a global project, linking the mask production facilities in Asia with the company's headquarters in Europe and final destinations on the American continent. “The cargo handling took place between the international airports of Shanghai Pudong, Frankfurt,

and Guarulhos,” reports João Paulo Caldana, Managing Director ASL Brazil.

“This freight was of considerable size and importance, and it had to reach its destination as quickly as possible,” Caldana explains—a situation in which the global logistics net-work could play to its full strengths. “We opted for an Asia-Europe-South America transport route to take in Thyssenkrupp's areas of operation,” Caldana says.

Once the shipment arrived in Brazil, it was transported by road from São Paulo to Salgado Filho International Airport in Porto Alegre, from where the protective masks were distributed to Thyssenkrupp's sites in Latin America.

### +++ Himberg logistics center near Vienna, Dachser Austria +++

“It's brought us all even closer together and we've become more mindful of how we treat each other.

Mehmet Yüksel, Fleet Manager in Himberg, Dachser Austria

March 16, 2020: the Hungarian government decrees a state of emergency because of the coronavirus and closes its borders to passenger traffic. Commuters who work in neighboring Austria can no longer reach their place of work. Neither can truck drivers, who are now urgently needed to supply the retail trade and maintain essential production chains.

Fleet Manager Mehmet Yüksel is a member of the crisis team at Dachser's Himberg branch near Vienna. During the shutdown, the 47-year-old former subcontractor served as the link between the branch and Dachser's carriers and their drivers. “When the borders were closed, we booked rooms in two hotels at our own expense for our drivers coming to us from neighboring countries. That meant we could react quickly and flexibly to any changes in the situation and keep our main lines running,” Yüksel reports.

He adds that fleet management always tried to balance workloads in such a way that each subcontractor could maintain a basic level of capacity utilization, whether they were independent subcontractors or carriers with multiple vehicles and drivers. “Ensuring a free flow of information was at least as important as financial aid,” Yüksel says. “As subcontractors, we were involved even more closely in processes and kept up to date on a daily basis. Many thanks for this fantastic support,” says subcontractor Goran Markovic from Markovic Transporte.

Even if the crisis isn't over yet, Yüksel says, this approach has already received positive recognition from drivers in the “paddock”: “It's brought us all even closer together and we've become more mindful of how we treat each other. That's really valuable in itself, and it means we're better prepared for new challenges—and not just for a second wave, either.” →

**Close collaboration with partners and drivers: Fleet Manager Mehmet Yüksel**





The Dachser network  
keeps goods flowing,  
even during the crisis





Reaching retail just in time:  
Konstantinos Kourkoutas

### +++ Hannover logistics center, Food Logistics +++

“Flexible logistics chains are particularly valuable during sudden market turbulence.”

Konstantinos Kourkoutas, Apostel Griechische Spezialitäten GmbH

It all started in 1970 with a Greek restaurant in Hannover. At that time, Greek delicacies were all the rage in Germany. That's why family-owned company Apostel, located in Garbsen near Hannover, decided to start producing Greek yogurt specialties in 1979—and thus began an extraordinary success story. These days, APOSTELS brand tzatziki is a regular feature in the refrigerated section of various supermarket chains in Germany. Other specialties such as sour cream, aioli, yogurt, potato topping, and yogurt-based cooking products round out the range.

Fresh yogurt products that meet the highest quality standards always pose a logistical challenge. “We offer just-in-time production, which means we can respond to changes quickly and flexibly, and together with our logistics providers, we can optimize the value chains of our customers,” explains Konstantinos Kourkoutas, Head of IT & Administration.

“Because of the Covid-19 lockdown, the industrial consumer segment with its restaurant and catering customers came to a standstill overnight. At the same time, there was a huge increase in retail demand as people started to stock up on supplies, stay at home, and prepare their own food. This meant we had to completely rethink production and the supply chain in one fell swoop,” Kourkoutas recalls.

Fortunately, in this challenging situation, Apostel had an experienced and flexible partner at their side: Dachser Food Logistics Hannover. “The Dachser Food Logistics

network is well prepared for seasonal fluctuations and extraordinary peaks in demand, for example during the Christmas and holiday business, or from weather-related increases in demand during the barbecue season. Even though the lockdown took us by surprise, like it did everyone else, we always knew what to do to maintain our ability to deliver in retail,” explains Oliver-Patrick Müller, Sales Manager Food Logistics at the Hannover logistics center. “After many years of working together with Apostel, we were able to make logistical changes that cushioned the impact from the shifts in capacity.” As a result, Dachser was able to provide just-in-time delivery of packaging material stored for Apostel, while covering peaks that required transporting up to twice the usual volume of refrigerated goods from factories to retail warehouses.

“When it comes to transporting fresh products with a limited shelf life to the refrigerated section, in a sense every minute counts. To achieve this, all players of the Apostel supply chain worked perfectly hand in hand,” Müller says. Müller explains that the prerequisites for this are a well-established exchange of information and data, a resilient and efficient network, and people who are ready and willing to take on even the toughest challenges. He sums up by saying that the crisis brought Apostel and Dachser closer together on a personal level as well: “Throughout this period, we talked on the phone and exchanged information much more than usual. The only social distancing we did was physical.” M. Schick

Loyalty and trust characterize Dachser's relationship with its customers, employees, and long-standing transport partners. “You can rely on Dachser.” We want to live up to this sentence with honesty. It is a way for us to stand as a powerful counterpoint in this time of uncertainty, in every country in which we operate. All the letters of thanks we have received from our customers are testament to this.

Bernhard Simon,  
Dachser CEO

# AN IDEAL FIT



Lightweight fabric plus  
functionality proved a winning  
combination in tests



**In the spring, Dachser joined forces with an experienced workwear manufacturer to launch a new collection for logistics operatives and drivers. It combines functionality, comfort, and safety with typical Dachser style.**

In the warehouse, at the loading bay, and around the truck, a new style is moving in: Dachser has launched new workwear for logistics operatives and drivers, and this clothing is now making its way through the Dachser cosmos, becoming increasingly visible as it does so. “Together with our partner, Paul H. Kübler Bekleidungswerk from Stuttgart, we’ve created a new, modern, and stylish silhouette in blue and silver,” explains André Bilz, Team Leader Fleet Management Terminal Equipment at Dachser. “We’ve brought more than 50 individual articles together in a style guide for the entire Dachser organization. These can now be ordered worldwide via the central eShop as required.” The changeover to the new look is scheduled to be concluded by the end of the year.

### Inspired by work considerations

Following an invitation to tender, and in close coordination with the Corporate Marketing unit and Dachser Service und Ausbildungs GmbH, the first step was to survey the branches

for the completely new, sustainable collection, with a view to determining the workwear requirements from everyday practice. This meant the individual clothing lines could be tailored to suit the respective areas of application—terminals, driver’s cab, cold storage, and those requiring high visibility (for safety). For fine-tuning, Dachser then conducted wearability tests lasting several weeks at six branches in Germany, France, Spain, and the Czech Republic.

### Ideal sustainability, too

As a result, Dachser’s new workwear offers major improvements that wearers cannot fail to notice. “Every detail is lovingly crafted: for drivers there are special stretch inserts, while the sleeves and knees have a round cut for maximum freedom of movement. In addition, there are specific cuts for women. It’s all very well thought out,” reports Andrea Simmel, the central contact for workwear at Dachser. The new collection is being well received in the field, too, with particular praise for the more modern look, good fit, and practical pockets.

Environmental protection and sustainability are an area of particular focus for the entire value chain of the procurement concept. Compliance with STANDARD 100 by OEKO-TEX is mandatory, as is participation in the Supporting Fairtrade Cotton project and Germany’s Partnership for Sustainable Textiles.

**The uniformly positive appearance of all logistics operatives and drivers is a key factor in Dachser’s brand recognition. The individual product lines were specially tailored to the physical and weather conditions faced by the different professions.**



# FROM THE LABORATORY OF THE FUTURE

Next-generation technologies

## QUANTUM COMPUTERS

Quantum computers take IT system performance to the next level. Logistics could be one of the first sectors to benefit from this next-generation technology, which is based on the complex physics of atomic and subatomic particles.

The “From the laboratory of the future” feature presents findings from the 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.

Although quantum computing technology is still in its infancy, it may be only a few years until it radically alters IT-based systems. This includes logistics applications, since quantum computers (QCs) make it possible to solve complex combinatorial tasks much faster. In logistics, their computing power can be used to optimize route planning and material flows, for example, as well as complex database searches and machine learning processes.

A QC is an entirely new kind of microprocessor that works according to the physical laws of quantum mechanics. These laws describe the properties of states of matter on an atomic and subatomic level. Far from easy to understand, the theory emerged back in 1925 and was further developed by several physicists, including Werner Heisenberg and Erwin Schrödinger. The latter made the theory somewhat easier to grasp through his famous thought experiment “Schrödinger’s cat,” details of which can be found online.

### Qubits unlock new computing power

In addition to a change in hardware, QCs require a different kind of IT that uses different mathematical approaches. A conventional computer stores data as bits, which can assume one of two states: zero or one. The more processors a computer has, the faster it can perform computations and successively evaluate bit sequences. A QC stores data in quantum bits, or qubits. Instead of being limited to a single state (zero or one), qubits can assume both states simultaneously. This is known as superposition. This means that a

QC can perform many more computational operations than a conventional computer, because it can evaluate all possible combinations simultaneously rather than sequentially. For example, a QC with 50 qubits can simultaneously assume  $2^{50}$ —or over 1 quadrillion—different states. Experts predict that such a QC would be more powerful than today’s supercomputers. Until now, QCs have been operated only under strictly controlled environmental conditions in specially designed data centers. Paramount among these conditions are an ambient temperature of minus 273°C and safeguards against any kind of interaction with the outside world. The systems are very sensitive and susceptible to error, which makes them currently unsuitable for widespread commercial use. But QCs with 20 qubits—and experimental QCs with 50—are already on the market as cloud services. These are known as quantum gate systems or universal QCs. One well-known example is the IBM Q System One.

### Quantum computing from the cloud

A special type of QC—known either as a quantum annealing system or an adiabatic QC—is of particular interest to the logistics sector. These computers and their processes are especially good for solving route planning problems. They provide a different way of defining qubit values so that these values cannot be compared with those used by universal QCs. Among the best known is the D-Wave 2000Q system with 2048 qubits made by Canadian company D-Wave. In addition to “real” QCs, quantum annealing also uses mathematical simulation based on conventional chip technology. For instance, Fujitsu offers just such a cloud-based computation service that uses a specially designed binary chip.

The performance and practicality of both real and simulated annealing computers is still not advanced enough to map all the conditions and restrictions of Dachser’s route planning problems in a way that would be practical and affordable. But in the next five years, we can expect the range of annealing services to expand and pave the way for achieving a new level of quality and route optimization.

Andre Kranke

Department Head R&D Research & Innovation Management





New to the Dachser Board

## ROBERT ERNI TO BECOME DACHSER CFO



**Dachser is appointing experienced logistics CFO Robert Erni to succeed Burkhard Eling, who becomes CEO of Dachser on January 1, 2021. Erni began his onboarding phase at Dachser as Deputy Director on September 1, 2020.**

**M**ost recently, the 54-year-old was Chief Financial Officer (CFO) at listed logistics provider Panalpina, where he headed the merger with Danish logistics group DSV. Erni began his career at logistics company Kühne+Nagel, where he held posts in Hong Kong, India, Argentina, and the US before returning to his home country of Switzerland, where he was in charge of global controlling at company headquarters.

### **Over 30 years of logistics experience**

“Robert Erni is an extremely experienced CFO who has spent over 30 years working in the logistics sector,” explains Dachser’s current CFO Burkhard Eling, who will become


CEO as of January 1, 2021. “We are delighted to have him on our new Executive Board and look forward to working with him to address future challenges in a way that creates value and growth.”

Dachser CEO Bernhard Simon, who will head the company’s Supervisory Board as of 2021, adds: “Being CFO of a family-owned company like Dachser is about much more than mastering the figures: our CFO maintains close relations with our shareholders, shapes the strategy process, and in so doing also plays a major role in the operational business. In Robert Erni, we have found a CFO who can fully meet these requirements starting on January 1, 2021.”

“ Opportunity  
lies in both welcome and  
unwelcome surprises

The future as last resort:  
Change often requires a catalyst





# NECESSITY IS THE MOTHER OF INVENTION

As we go about our highly structured daily lives, we often forget that people are master improvisors who can turn a crisis into progress and innovation.

**A**t the beginning of the year, the coronavirus spread across the world and many places shut down. Shops had to close, events were canceled, and it seemed that suddenly our familiar professional and private lives had been turned upside down. But just as quickly, people adapted to the new situation: restaurants switched to delivery service, employees began working from home, and some companies took to manufacturing ventilators or face masks. In many ways, the lockdown acted as a catalyst for digitalization. Video conferences replaced business trips, while schools and universities sidestepped into offering digital learning platforms. Even the authorities expedited their online services.

"Necessity is the mother of invention," so the saying goes, and there's a great deal of truth in it. As we go about our highly structured daily lives, we often forget that the art of improvisation is deeply ingrained in our DNA. In the pages of history, examples abound of crises and hardships that ushered in a new era of cultural progress and innovation.

## Invention beats adversity

When Homo sapiens first left their native Africa to spread around the world, it was because of a crisis. Researchers have found evidence that northern Africa was subjected to a long arid period some 70,000 years ago; it was the resulting dip in animal populations that first drove the mass migration of hunter gatherers to the northern hemisphere. Fast forward a few millennia and another drought had caused the extinction of large mammals there, too, which led man to discover crop and livestock farming. What followed was a period of continuous innovation to combat the constant scarcity that came with sedentary life—from the plough and ceramics, to the wheel and the resultant trade boom.

It naturally took thousands of years for society to arrive at the level of affluence that typifies many countries today. Although there are many cases of inventors using the scientific method to make breakthroughs during periods of stability, it has often been times of crisis that drove techno-

logical advancements. For example, the Industrial Revolution came late to Germany: it didn't get going until the mid-nineteenth century, after years plagued by failed harvests and unemployment. Literally under the full steam of industrialization, Germany got back on its feet through mass production and expansion of the railroads.

Even the bleakest times produced innovations, including in food. The invention of the soy-based sausage towards the end of the First World War was credited to Germany's then chancellor Konrad Adenauer, who was in search of solutions to the prevailing food shortage. Around the same time, a US-based merchant came up with a popular idea: Thomas Sullivan began packaging tea in small silk bags instead of in tins. Originally intended simply to save weight, the tea bag quickly became a hit because it also made preparing the drink easier. During the Second World War, businessman Aaron Lapin demonstrated his improvisational abilities by using vegetable oil to enrich cream for coffee in response to the shortage of single cream. He later added nitrous oxide to the mix and packaged it in aerosol cans—his spray cream became a global bestseller.

## Crises as opportunities

Today's optimists include Matthias Horx, the German trend researcher, who has just published a book called "The Future Beyond Corona." Horx says that over the past few months, many people have discovered important things about themselves. For instance that there are many things they can do without, like sitting in traffic jams during rush hour or cheap flights for a weekend getaway. Instead, many people have discovered simple pleasures like taking a walk in the woods.

The main purpose of digital innovations and a robust logistics network is to ensure that life during the coronavirus crisis doesn't grind to a halt. Horx's assertion is that advancing as a society—especially when it comes to environmental protection and sustainability—hinges on people having new experiences. This could play a major role in keeping climate protection at the very top of the agenda.

S. Ermisch



**According to eye-witnesses, the pharmacist, alchemist, and inventor Johann Friedrich Böttger is said to have transformed silver into gold in 1701. This discovery attracted the attention of the Kings of Prussia and Saxony, both of whom pursued the alchemist. Under house arrest, Böttger was forced to experiment with all kinds of materials. In 1708, he found a recipe, not for gold, but for something just as precious: porcelain. In Europe at the time, the "white gold" from China was highly prized, but no one in the West was able to replicate it. In 1710, Böttger—by then a free man—founded the world-famous Meissen porcelain manufactory.**





OPPORTUNITIES  
IN LOGISTICS

# A PASSION FOR LOGISTICS

Donna Walters has worked for Dachser USA in New York for 30 years. For this key account specialist, people are always at the heart of logistics.





Always there for her customers and team: Donna Walters

**T**he big party in celebration of 30 years with the company had to be postponed, but it will definitely happen after the coronavirus pandemic has passed. After all, Donna Walters is not only a key account specialist, but also the heart and soul of Dachser's New York branch. However, the 58-year-old currently has to work from her home in Bellmore on the south coast of Long Island. "I really miss the personal contact with my customers and colleagues. Working from home is a particular challenge, but coordinating the shipments from there works very well," she says.

As a key account specialist, she works with some major customers—negotiating prices, monitoring deliveries from start to finish, and also regularly answering general customer inquiries. "I enjoy finding out what our customers want, offering them suitable solutions, and increasing their satisfaction with Dachser. This is the only way to build and maintain relationships in these fast-moving times," Walters says, with the voice of experience.

### "An inspiration to us all"

Conducting business with a personal touch is Walters's great strength. The mother of two practices logistics as a "people business," including within the Dachser team at the New York branch. "Donna is an inspiration to us all. She's a very special person who wants to make people happy and see them succeed. She's taught me so much and made my life at Dachser better," says a colleague who works closely with her. And this is just one of the many positive responses that were received on the occasion of her 30th company anniversary.

This appreciation also has to do with Walters's personal history. She has beaten cancer twice, and she becomes deeply moved as she describes the difficult time after the operation and chemotherapy. "My colleagues were an incredible help. There was always someone there for me," Walters reports. That's why the phrase "Dachser family" holds a very special, very personal meaning for her.

Walters began her career with Dachser in April 1990, a time when employee turnover in the Dachser team was still high, she recalls. Twenty-one people came and went over a period of 18 months. But Walters stayed. She enjoyed working closely with customers, made friends among her colleagues, boosted others with her professionalism and, as an experienced employee, was always there for others. A kind of integrated "power station." "That's how we became a real team," she says.

### From a one-woman show to a team

In her early days at Dachser, almost all orders were still generated in Germany, but the satellite branch in New York grew steadily over the years. When she joined the Ocean Freight division, Walters was a one-woman show; today, her team consists of six people. The growth of the New York nucleus also reflects the continuous rise of Dachser USA, which is now represented in all key states.

"I've experienced Dachser's growth in the US up close and personal. Employee commitment was one of the success factors: we always give 110 percent for our customers and our team," Walters says. Since 2015, she has been the key account specialist for some of her branch's major customers, achieving mutual satisfaction and mutual appreciation. Even after 30 years, she is still passionate about her job, despite all the adversity life has thrown at her. "Dachser is very close to my heart. We're like one big family."

L. Becker

**Dachser has had an office in New York since 1974. This location in the Big Apple was Dachser's first in North America. Today, around 30 people work at the office near JFK airport in the borough of Queens. Headquartered in Atlanta, the Dachser USA country organization employs some 300 people at 14 locations and is responsible for the integrated air and sea freight supply chains to and from Europe, Asia, and South America.**



# BALANCING PALLETS

It's a key player in the flow of goods across Europe: "trackable reusable transport packaging," with euro pallets topping the bill. But ensuring that these are available anytime, anywhere within the circulating pallet exchange system doesn't just happen of its own accord. Within Dachser's European network, there are regions with a marked surplus of pallets, while other regions report a pronounced deficit. Keeping the flow of pallets across Europe in balance relies on sophisticated, IT-based management.

It's actually quite simple. Let's say that transporting 36 packages from Memmingen to Berlin requires 36 euro pallets. The recipients in Berlin unload the packages, load the pallets with fresh goods bound for Memmingen, and send them off on the full-capacity swap body. If this were the norm, and every sender got back exactly the same number of pallets they sent out, the flow of packaging material would be balanced.

But the widely spread and intricately interwoven goods flows of our specialized economy mean that the reality is vastly different from this ideal, perfectly balanced example. It goes without saying that recipients are not automatically also senders with an identical goods volume or that they serve the same regions. The reality is that one location receives many more pallets than it will load, while another requires more load carriers than it receives. This makes "pallet mountains" and "pallet sinks" part of the daily flow of goods.

## An imbalance in pallet flow

"The flow of goods within Dachser's European network is marked by a significant imbalance in pallet flow," says Jens Müller, Head of Network Management Organization at Dachser. He says there are many reasons for this, in particular the discrepancies in import and export volumes as well as the difference in quality requirements among customers. This in turn makes it difficult, and often impossible, to balance the distribution of packaging material.

"A high-performance and ambitious network such as Dachser's must actively counteract this and create balance between demand and availability," Müller says. But he argues this doesn't mean constantly transporting empty pallets from surplus to deficit regions, which would make no sense given the increasing shortage of drivers and efforts to minimize emissions. "Booking, not driving, should be the name of the game," Müller says. However, this requires an overarching recording and management



system to ensure a smooth pallet flow. Volker Seidel, Consultant Pallet Service Pooling at Dachser, says: “Using its own uniform IT systems, Dachser can manage the digital processes so that customers always have the number of pallets they require at the right time and in the desired quality.”

### Booking, not driving

“Central management puts us in a position to minimize the number of pallets we physically move, but also lets us create synergies through rebooking processes involving third parties,” Seidel says. These include packaging mate-

rial providers, subcontractors, forwarding agents, and customers themselves. Seidel says the principle of “booking, not driving” has already proven its effectiveness many times over. But it is a value-added service that takes extra effort and must be priced accordingly.

“Within the Dachser Road network, there are a high number of different assets, all intelligently interlinked. This is how we maintain the reliability of the pallet relocation service despite geographical and seasonal fluctuations,” Müller says, adding that this calls for a special, predictive approach. “Goods and pallets are then in equal flow—as in sync and as balanced as possible.” M. Gelink

**Because euro pallets are standardized load carriers, they can be freely exchanged. Either the recipient always has enough pallets available (“Bonn-style pallet exchange”) or the sender always dispatches enough pallets to the recipient (“Cologne-style pallet exchange”). If pallet notes are used, the packaging materials are managed via loading equipment accounts. This is considered a more economical approach to managing load carrier stocks than actually exchanging pallets.**



## FACE TO FACE

### “From imbalance to balance”

Evening out pallet demand and availability across Europe is becoming an increasingly complex challenge. Jens Müller, Head of Network Management Organization, explains Dachser’s approach.

#### Mr. Müller, how many euro pallets are currently in circulation within the Dachser network?

**Jens Müller:** In 2019, Dachser Road Logistics recorded some 55.7 million euro pallets in circulation. That’s an impressive number. Piled on top of each other, they would make a tower over 8,000 kilometers high—a height usually occupied only by communications and navigation satellites in medium earth orbit.

#### What’s the pallet demand and availability situation as regards the flow of goods across Europe?

In Europe, we’re experiencing inconsistencies among recipients with many discrepancies in import and export volumes. This in turn makes it difficult, and often impossible, to keep packaging material capacity consistent. For instance, Berlin receives considerably more shipments than it sends, resulting in a pallet surplus in that region. This must be evened out if we’re to minimize the number of trucks carrying nothing but empty pallets.

#### What’s Dachser’s approach?

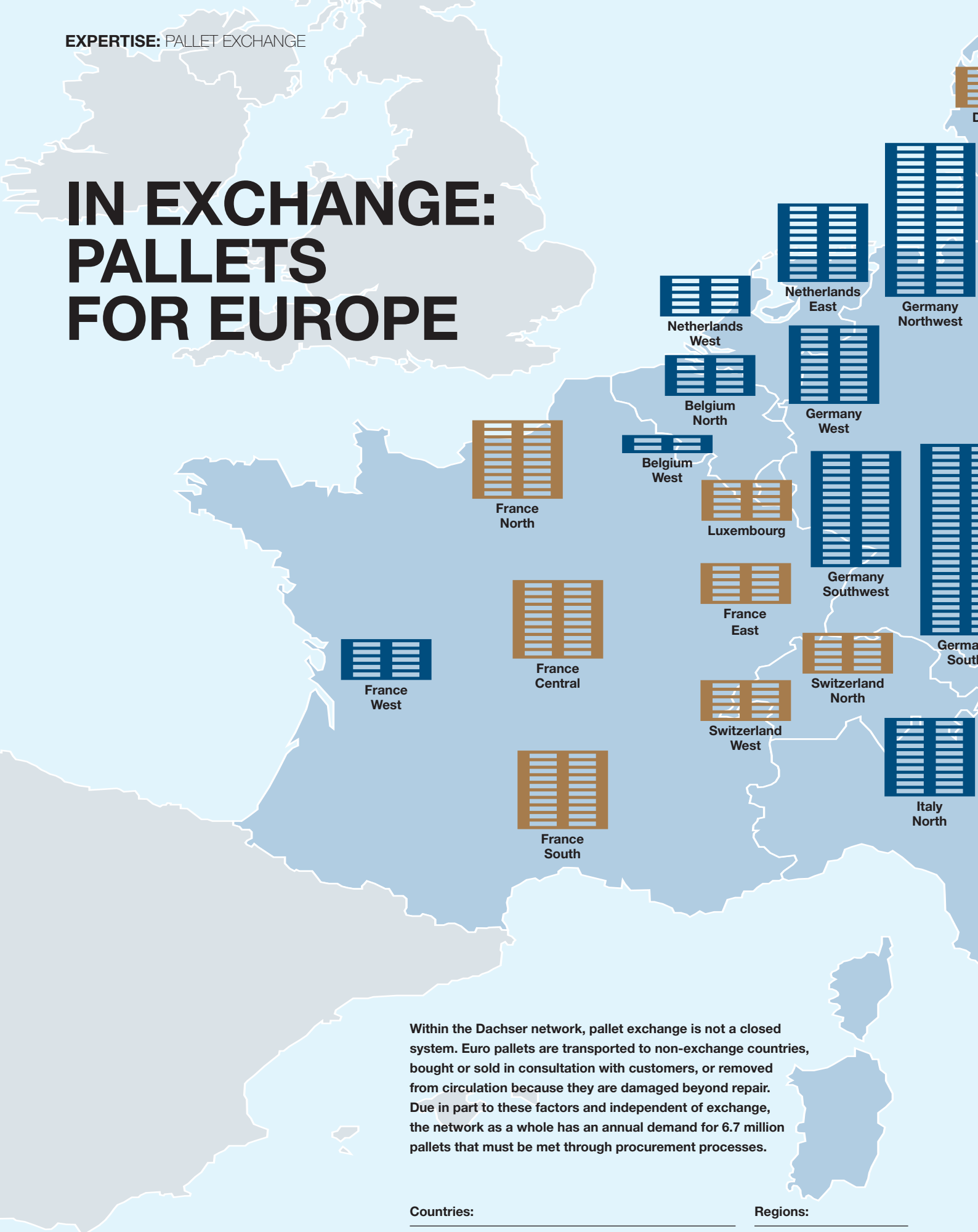
This once again highlights the power of Dachser’s European network with its uniform IT structure and the process transparency that comes with it.

Working according to the “booking, not driving” principle, our centrally managed pallet service pooling can even out the use of packaging material both in physical and accounting terms.

#### What role does pallet exchange play?

The pallet exchange system is a key tool in counteracting imbalances in packaging material circulation. However, not all European countries are set up for exchange. In exchange countries—France, Germany, Austria, Switzerland, Italy, Denmark, and the Benelux countries—Dachser offers all its customers the exchange of trackable packaging material as a value-added service. In non-exchange countries—Poland, the Czech Republic, Slovakia, and Hungary—packaging material is of little or no “value” to many players. What’s more, the documentation and interface checks required for exchange are not available along the entire supply chain in those countries. We’re working with our customers and partners to highlight and safeguard the intrinsic value of packaging material, for instance by determining how many pallets are in circulation every month, using specially trained employees, establishing clear contractual agreements, and having customers pay for the service.

# IN EXCHANGE: PALLETS FOR EUROPE



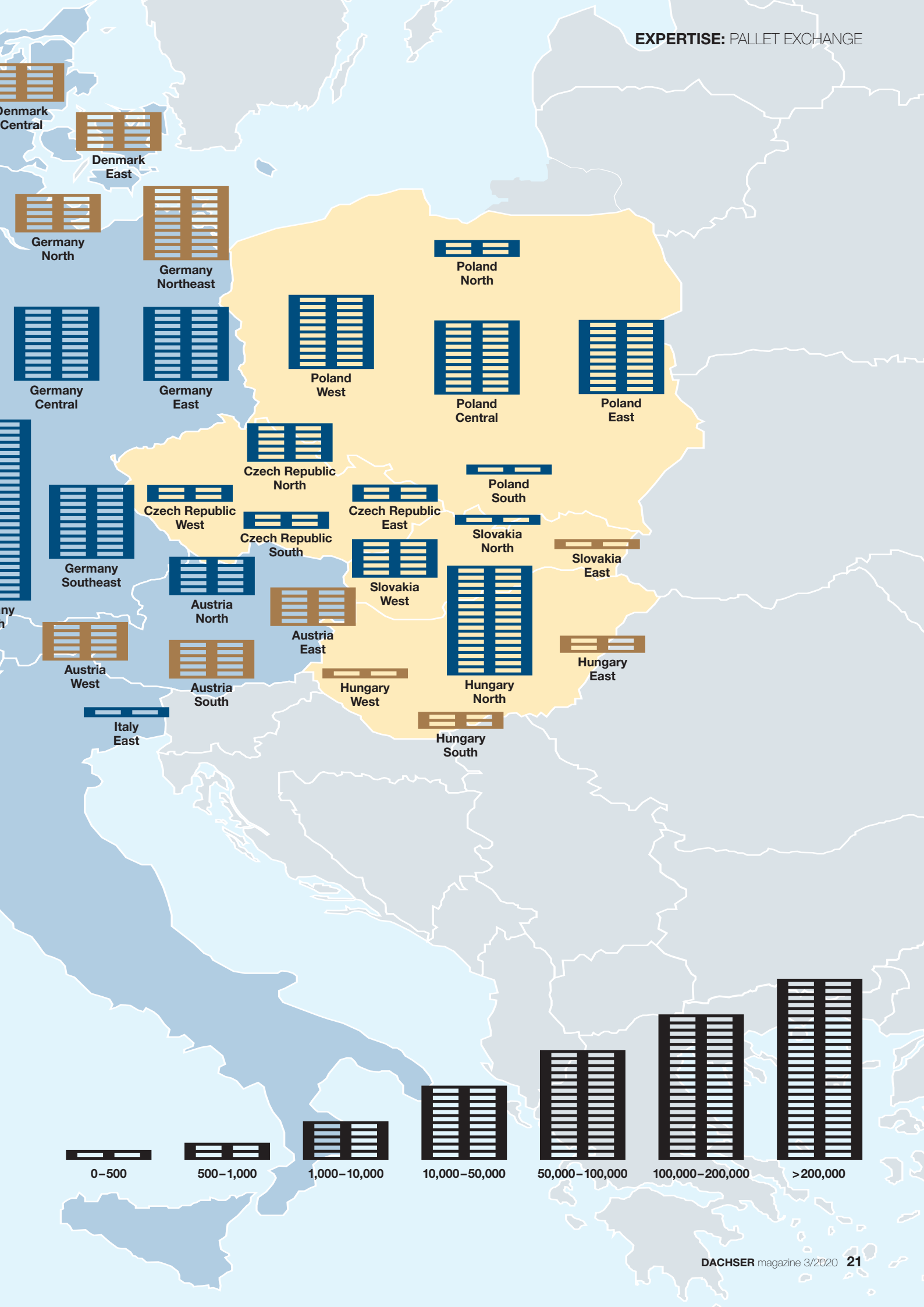
## Countries:

- Exchange country
- Non-exchange country with limited PM exchange

## Regions:

- Surplus region
- Deficit region





# THINKING LOCAL, NOT GLOBAL? SUPPLY CHAINS IN FLUX



Supply chains are undergoing a dramatic transformation. Many companies are considering bringing at least some of their manufacturing operations closer to the countries where they sell their products. The Covid-19 pandemic isn't the only reason behind this trend, but it's certainly spurring it on.

Large container and cargo ships have now returned to the seas. World trade is slowly regaining momentum after the upheaval of the coronavirus pandemic in recent months—even if volumes are still far below the level of previous years. For all we know, they might never return to that level. The coronavirus crisis has severely disrupted global supply chains. As the world went into lockdown, long-established transports and routes ground to a virtual standstill. It very quickly dawned on us just →

Bernhard Simon,  
CEO Dachser SE



“Nationalizing or regionalizing supply chains entirely is just as suboptimal and risky as procuring all products from a single country

how much we depend on functioning supply chains for our day-to-day needs. Globally integrated, just-in-time manufacturing was all functioning like clockwork—that is, until the Covid-19 pandemic struck.

According to the German Economic Institute (IW), fears started mounting very early on in the outbreak that the virus would create acute disruptions to international supply chains. These fears were not unfounded. For weeks, barely any cargo ships arrived in Europe from Asia. When inventories ran out, companies were forced to scale down production or even shut it down altogether. According to an IW survey in June, 60 percent of companies were affected by disruptions to international value chains, with 18 percent experiencing severe production losses.

Given that the lockdown impacted the whole world at practically the same time, companies didn't have the option to quickly find alternative sources, and logistics service providers other routes, as they would if they had experienced local disruptions. Soon came the calls to change global flows of goods. The urgency intensified following a period in which drugs, protective clothing, and face masks were in incredibly short supply; even the most avid supporters of globalization were calling on companies to relocate production back to Germany, or at least to Europe.

### Companies are rethinking their supply chains

Many companies are responding to this call and are now reevaluating their supply chains, as a survey conducted in July by the Association of German Chambers of Industry and Commerce (DIHK) shows. According to the survey, almost 40 percent of companies are currently seeking out new, closer suppliers. Several companies also planned to relocate production back to Germany and other European locations.

Strategy consulting firm McKinsey found that in May, about one in two companies from the automotive industry and from the plant and mechanical engineering sector that were hit hard by the disruptions said they wanted to bring their production operations closer again. Describing the development, DIHK foreign trade chief Volker Treier says: “The crisis is changing how we do business and, in turn, the supply chains as well.”

Christian Kille, Professor of Retail Logistics and Operations Management at the University of Applied Sciences Würzburg-Schweinfurt and co-initiator of the “Logistikweisen” consulting initiative, is also in favor of regionalizing logistics chains. “Companies are evaluating ways they can reduce the length of their chains,” Kille says. In his opinion, however, this has little to do with the current situation. The pressure to make supply chains more environmentally sustainable, growing online trade, and the need to respond to fluctuating customer demand more quickly had already triggered a trend toward regionalization years ago. All the pandemic has done is intensify this development.

### Disruptions are easing

It's unclear just how fast this new approach will come about, however, because the situation is clearly starting to relax now. According to the IW, a good third of companies surveyed reported severe disruptions to their supply chains in March. Now, only 12 percent of the companies expect a shortfall of inputs from abroad, and especially from China, to impact their business processes this year and next.

Based on some current indications, many companies aren't looking to make any radical changes to their supply chains at all. In March, 11 percent of the companies surveyed stated that they were strategically reducing supplies of inputs from China or were considering transferring production back to a closer location. When asked again at the end of June, only about 2 percent were still considering this option.

Supply chains are part  
of the economic system







Cargo ships are returning to the high seas

Nevertheless, things are unlikely to return to the way they were before the pandemic. For example, companies must be increasingly prepared to face trade wars and customs duties, which, with China's growing claim to power, could be imposed more frequently not only by the US but also by Europe.

"The US-China trade war had already started to reshape global manufacturing and supply chains and boosted trade in other parts of the world, such as Mexico and Vietnam," says Paul Tostevin, Director of World Research at real estate consultancy firm Savills. Political pressure is also a factor, he notes, observing that "France, Japan, and India are making calls for more economic self-reliance."

### Relocation to Asia and eastern Europe

The logistics experts at Savills believe that in Europe, it is the eastern European countries such as Ukraine, Serbia, and the Czech Republic that will benefit in particular from nearshoring of supply chains. Over in Asia, Indonesia and Thailand could be low-cost alternatives to China. Another potential development they foresee is the establishment of new logistics hubs, for example in Morocco, which is easily accessible from western Europe.

However, supply chains are often so complex that relocating them quickly becomes a costly endeavor. According to the market researchers, just how advantageous such nearshoring really is ultimately depends greatly on the product. Savills expects supply chains to become even more fragmented in the short term.

What can the pandemic teach us with regard to logistics? It seems unlikely that things will simply go back to the way they were before the coronavirus outbreak. Dachser CEO Bernhard Simon hopes that companies will radically reassess their approach: "In the past, logistics was often seen as a procurement cost factor that had to be optimized." Now, he explains, decision-makers in companies and governmental organizations must increasingly examine their value chains—which up to now have been very broadly spread—for potential risks. A more proactive approach must be taken to managing these risks, and the new conditions factored in.

"Nationalizing or regionalizing supply chains entirely is just as suboptimal and risky as procuring all products from a single country," Simon says. But keeping distances as short as possible, and costs and the carbon footprint as small as possible, shouldn't be the only priority here. "The trick is to establish robust supply networks that intelligently integrate local suppliers as well as those in China, the US, and Europe. Proactively putting appropriate backup arrangements in place is a key part of this."

Another takeaway from the pandemic is that supply chains will be much more flexible and more broadly diversified in the future. And despite all trade disputes and political differences, China will continue to be a link in these chains. This is reflected in the acute shortage of air and sea freight capacity, which has led to a boom in rail services and even overland transport by truck between China and Europe.

A. Heintze

**Another effect of the coronavirus crisis was to give digital transformation added momentum. According to a study by consultancy firm PwC, companies plan to up their investment in monitoring and managing risks in their supply chains. In turn, this will require new digital technology. "We'll see an uptick in the adoption of digital technologies in supply chain management," the market researchers predict.**





Warehouse audience:  
Dachser employees meet the  
king of the Netherlands

## Training

# ROYAL VISIT TO WADDINXVEEN

Willem-Alexander, King of the Netherlands, visited the Dachser branch in Waddinxveen on July 1, where he learned in detail about logistics training.

For young people, a good education is the key to a promising future. His Majesty King Willem-Alexander also sees it that way, and decided to see how it works in practice. He chose a good place to visit: Dachser Netherlands is a recognized training facility of the Dutch Foundation for Cooperation on Vocational Education, Training and Labour Market (SBB). In response to the coronavirus pandemic, SBB has launched an action plan to ensure that training continues to be offered. Dachser is setting a good example here and has consistently continued its training programs, even during the recent months of the pandemic.

## Conversations with trainees and trainers

King Willem-Alexander began his visit to the Waddinxveen branch with a tour of the terminal, where he met with numerous young people and their trainers. He then

talked to students who are about to graduate and their supervisors about their wishes and ideas for their professional future. The king also took part in two discussion sessions that examined the subject of training in the business world in more depth. Representatives from various companies and industries as well as from politics and administration were invited to attend.

## People at the heart of things

In 2018 and 2019, Dachser Netherlands was named the industry's best training facility in the province of South Holland. Aat van der Meer, Managing Director of Dachser Benelux, says: "Our employees are our greatest strength, and people are at the core of all we do. It's great to see that recognition for this Dachser approach extends as far as the royal family. The royal visit was a great honor for us and we are very grateful to our close partner SBB for making this possible."

**+++ WEEKLY CHARTER TO THE US +++** Since the end of July, DACHSER Air & Sea Logistics has been operating the Frankfurt–Chicago route as part of its extended premium charter program. From now on, Dachser will carry out the transatlantic rotation every weekend using specially chartered Boeing 747-400s as full freighters. Customers benefit from fixed transit times and better planning of capacity and prices. **+++**





**+++ NEW WEB PRESENCE +++** The European Food Network has gone online with a new website. Dachser is a founding member and the system leader of this food logistics network covering 34 countries, which now has an online presence listing all partners and current information: [european-foodnetwork.com](http://european-foodnetwork.com) +++

**+++ EMISSION-FREE DELIVERY AREA IN OSLO +++** The first phase of emission-free deliveries to the city center is now underway in Oslo. To this end, Dachser Norway is using two VW e-Crafter trucks, which can transport shipments of up to 200 kilograms and 1.5 cubic meters. This enables emission-free delivery of 77 percent of daily groupage shipments in a defined area. A second phase will see two 16-ton electric trucks introduced as soon as the necessary vehicles are made available. The emission-free delivery area in Oslo is being implemented in close collaboration with the Corporate Solutions, R&D corporate unit as part of Dachser's "City Distribution" Idea2net project. +++



Electric delivery trucks for Oslo's city center



DIY logistics for European markets

**+++ STRATEGIC PARTNERSHIP WITH EURO CRAFT +++** Euro Craft, Europe's leading purchase group for construction and industry with more than 2,250 associated retailers in over 25 countries across Europe, has chosen Dachser as its preferred logistics partner. Dachser's contribution to this strategic partnership is its over 20 years of expertise in handling the particular logistics requirements of specialist retailers, DIY stores, and garden centers through its global Dachser DIY-Logistics industry solution. +++

**+++ IFS CERTIFICATION ADDS VALUE +++** First sea freight, now air freight too: Dachser Air & Sea Logistics Switzerland has received IFS Logistics certification for air freight at a "higher level." As a standardized audit based on a homogeneous evaluation system, IFS Logistics establishes the comparability and transparency of processes in the transport chains of the food and supply industry. +++

**+++ DACHSER & KOLB HAS MOVED +++** The moving and furniture logistics provider Dachser & Kolb has also been active on its own account. At the end of July, the company moved into its new headquarters on Ignaz-Kiechle-Strasse in Kempten, right by the A7 highway. Here, a two-story building with offices and communal areas covering around 1,200 square meters has been constructed on a plot of 18,000 square meters at a cost of some EUR 5 million. Attached to the building is a warehouse offering 1,400 square meters of space for the storage and handling of furniture. Altogether there will be space for about 70 commercial and about 20 logistics operatives. +++



**A**mong the 332 locations in the Dachser European Logistics branch network, which extends from Faro to Bucharest, Marseille to Oslo, the municipality of Malsch forms an important hub. Still, anyone unfamiliar with the area would need to look long and hard at the map to find this town in southwest Germany near the French border. At this location, positioned directly on the A5 motorway about 20 kilometers south of Karlsruhe, Dachser has been operating a key goods hub since 2012.

Just recently, in May 2020, Malsch opened a new hazardous materials warehouse featuring the strictest safety measures. Dachser invested more than EUR 20 million in its equipment, safety systems, and connections to the European and global Dachser network. The new high bay storage facility covers 21,800 m<sup>2</sup> and offers approx.

43,000 pallet spaces. It provides storage for intermediate bulk containers (IBC), even up to three levels.

“With this new hazardous materials facility, we can offer the chemical industry in southwest Germany a strong network of specially equipped warehouses in Karlsruhe, Mannheim, Überherrn in Saarland, and Langenau near Ulm,” says Alexander Tonn, Managing Director European Logistics Germany. Bernd Großmann, General Manager of the Karlsruhe logistics center, adds: “The region is one of the leaders in chemical industry revenue. As such, there is strong demand there for logistics companies that can serve as a safe and reliable transportation partner while also offering safe storage of chemical products and hazardous materials.” A further advantage of the location is its excellent connections to France—the number one destination for German chemical exports. →



# WHEN THE CHEMISTRY IS RIGHT

Many strands of the Dachser network come together in Malsch near Karlsruhe. The expansion of the logistics center last year has taken contract logistics for hazardous materials customers to a new level.



Dachser's new hazardous materials warehouse is in high demand

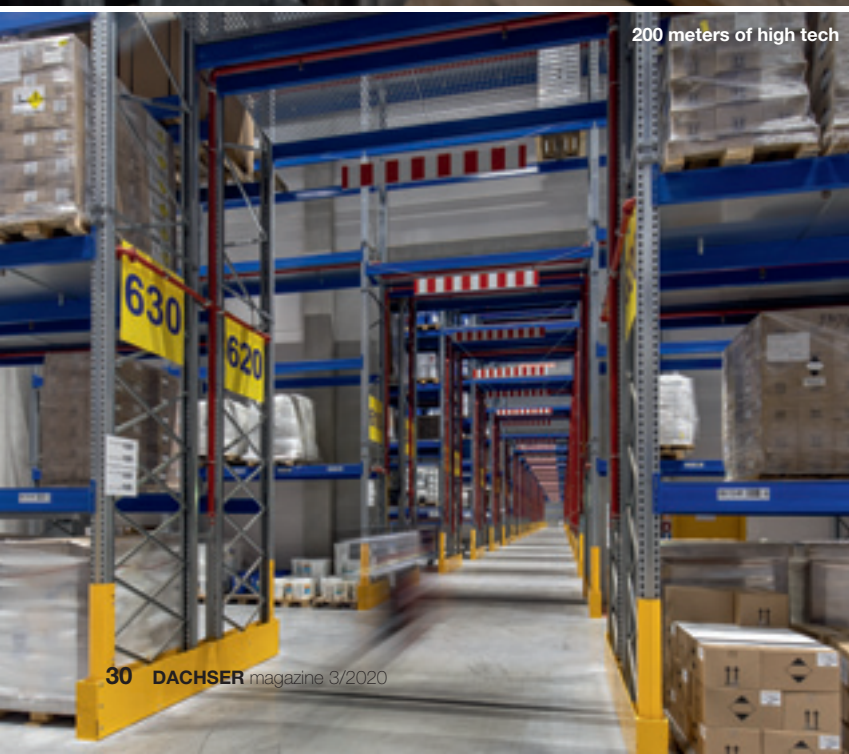




IBCs for liquids



Gas detectors keep watch in every aisle



200 meters of high tech

## A tailored solution

The new hazardous materials warehouse is a hive of concentrated activity. Electric forklifts whirl through the aisles, while employees “pick” the goods with their scanners, lift up pallets loaded up with sacks, barrels, and other containers, and bring them to their next destination—either to the shelf or directly to the gates where the trucks are already waiting.

At first glance, the warehouse with its high shelves, long rows, and hustle and bustle seems perfectly normal. Upon closer inspection, however, many special features stand out: for example, the extensive piping system with a total length of over 60 kilometers, almost 30,000 shelf sprinklers, and more than a kilometer of drainage channels.

The warehouse is divided into nine fire zones, each of which is equipped with an automatic fire extinguishing system with ceiling sprinklers. Most have in-rack sprinkler systems as well. Aspirating smoke detectors (ASD) are also installed in every zone. In addition, four of the zones have a gas warning system and an extinguishing system with a surfactant admixture. The floors are designed specifically to retain leakage and firewater: the floor level has been lowered and the resulting space waterproofed. Meanwhile, barriers at the wastewater inflows offer increased groundwater protection. The hazardous materials warehouse was approved in accordance with Germany's Federal Immission Protection Act (BImSchG).

“You can't just get a hazardous materials warehouse like the one in Malsch ‘off the rack,’ as it were,” Großmann points out. “Before starting construction on the new facility, we met with our customers and with experts to determine their specific requirements regarding the warehouse and the handling of hazardous materials. Then, in cooperation with experts from Dachser Head Office in Kempten and with the relevant authorities, we developed a tailor-made concept for a hazardous materials warehouse and made it a reality. As a result, the facility in Malsch boasts highly advanced technology and in many ways sets an example for other Dachser locations.”

## Partnerships based on trust last longer

“At this location, our scope of services includes distribution as well as procurement logistics and, in contract logistics, solutions tailored to customers in the chemical and numerous other industries,” says Florian Steinbrunn, Head of Contract Logistics in Malsch. In addition to storage, Dachser provides a wide range of value-added services—all from a single source. This gives rise to particularly close customer relationships, some of which have lasted for over 15 years. “We know each other well, we trust each other, and so we can actively steer and continuously shape how we work together,” Steinbrunn says.

Großmann adds, “The parameters are clearly defined. We stock only those products that we can also transport using our groupage network, so that there are no gaps in the supply chain.” For this reason, direct lines connect the



**Bernd Großmann,**  
General Manager  
at Dachser's Karlsruhe  
logistics center



“You can't just get a hazardous materials warehouse like the one in Malsch 'off the rack'; we've developed it together with customers, experts, and authorities

logistics hub to all of Europe's economic centers. A total of 40 direct routes run daily to every Dachser branch in Germany. “Due to our location, we're also the ideal platform for Spain and our neighbors in France. These are major markets for us,” Großmann says.

### Knowledge makes the difference

To serve these markets, employees need specialist knowledge, flexibility, and the ability to actively stay on top of things. “Good employees are extremely important, especially in chemical logistics,” Großmann says. “That's why we run a lot of training courses, so we can always keep the knowledge they need for their demanding tasks up to date.” This has an effect on the overall team cohesion in Malsch. “Our employee turnover is very low. In operational areas, the average length of service with the Dachser branch is more than ten years. We've trained many of our specialists ourselves,” Großmann says. Malsch currently has 57 ap-

prentices undergoing their three years of training, which puts the training rate at about 13 percent—above average.

Großmann believes that this sets the course for further growth. All in all, last year the location handled just under 1.2 million shipments of goods with a total weight of more than 726,000 metric tons. Today, 75 regular transport services leave Malsch daily for the German market as well as to Austria, Belgium, the Czech Republic, Denmark, France, Hungary, Italy, Luxembourg, the Netherlands, Poland, Slovakia, Spain, Sweden, Switzerland, and the UK. Regions such as the Baltic or the Balkans are accessed via connections to Dachser's three Eurohubs, which also have short transit times. This offers a number of advantages, which Steinbrunn neatly sums up: “Our customers benefit from Dachser's efficient pan-European transport network as well as the services provided by Dachser's Air & Sea Logistics business field, with its daily route to Frankfurt airport.”

M. Schick

**With its Chem-Logistics industry solution, Dachser combines standardized logistics services and expertise in handling dangerous goods in a global network with bespoke solutions for customers from the chemical industry. In addition, the company operates central dangerous goods management systems for road and air & sea logistics and has 254 regional dangerous goods safety advisors worldwide.**



Maintaining the sprinkler system

# BERNHARD SIMON MEETS... NIKOLAS SCHÄFER

Lifelong learning: Dachser CEO Bernhard Simon talks with Nikolas Schäfer about curiosity and the entrepreneurial mindset. Schäfer is a highly driven 18-year-old trainee in forwarding and logistics services at Dachser in Rottenburg, who beat out more than 1,500 contestants in the “Best Trainee” knowledge competition.

Mr. Simon, what was it like when you started working? Can you still remember your first day at the company, and what expectations you had as you took this incredibly important step in your life?

**Bernhard Simon:** I remember it very clearly. I started my career at Dachser Air & Sea Logistics in Kaufbeuren, Germany, about 40 years ago. The office was in a single-family home and the warehouse was in the basement, where you had just about enough room to maneuver a sack truck or hand pallet truck back and forth. On my first day, nobody seemed particularly prepared for me to start. I was assigned a desk with a large calculating machine and a pencil was pressed into my hand—that was it. I found myself on a small team where everyone was responsible for everything. Winter arrived early that year, and so “everything” also included shoveling snow in the yard. The idea nowadays is not to throw you in the deep end, right?

**Nikolas Schäfer:** Right! When I began my traineeship, everything was well prepared. It started off with a few days of orientation, during which I got to know the company, the various departments, other trainees, and the training managers. As I was fresh out of high school, it was all incredibly big and exciting.

**B. Simon:** Forty years ago, nobody was talking about having such a structured onboarding program. We had to just get started and do our jobs right away. Having a new task and a new area of work every day wasn't the exception, it was the rule. At that time, there wasn't much in the way of structured training.

**N. Schäfer:** If any area is short-handed, we trainees can jump in at short notice. But normally our training at Dachser is very well organized. We rotate through the various departments, spending three months in each, and get to know the entire branch and its tasks—from administration and service to scheduling, cargo handling, and warehousing. As a newcomer, you notice right away how varied logistics is.

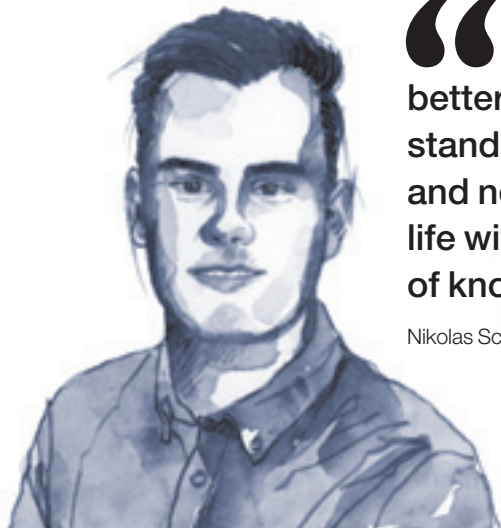
**B. Simon:** This also shows that the job of freight forwarder, which was once very casual, has long since become a highly qualified profession that commands a great deal of respect. This requires a corresponding quality of training.

Mr. Schäfer, what made you choose Dachser and this training program?

**N. Schäfer:** I come from a small town near Rottenburg am Neckar in Germany. There's a large Dachser branch there, so the halls and the yellow and blue trucks have always been a very familiar sight. My father has a wholesale business for office equipment, a small company with its own logistics department, and I got to do an internship there while I was still in school. The logistics manager suggested that I might want to apply for a job at Dachser, and it turned out to be the perfect place for me. I like the variety of tasks in logistics and the constant search for the right solutions to satisfy customers.

“ I like to be even better informed, to understand things completely, and not to go through life with bits and pieces of knowledge

Nikolas Schäfer







The future lies  
in teamwork and  
a desire to learn

Mr. Simon, to paraphrase Antoine de Saint-Exupéry: “If you want to build a ship, don’t herd people together to collect wood and don’t assign them tasks and work, but rather teach them to long for the endless immensity of the sea.” How is this reflected in the Dachser values?

**B. Simon:** We want to be the most integrated logistics provider in the world. If we apply the Dachser mission to this shipbuilding metaphor and don’t look at just the ship alone, many exciting approaches emerge. Living by the Dachser values puts us in a position not only to build ships, but also to travel far beyond the horizon, discover new worlds, and tap their potential for our customers. Every individual can contribute to our network and help achieve something truly momentous. This became very clear during the coronavirus crisis. Never before have we received so many appreciative customer letters—these have made it clear how much value logistics adds. We were able to maintain the ability to deliver, even when nothing else seemed to be working; this shows how strong our global team is. Young people like you, Mr. Schäfer, are part of this too. Which of the Dachser values do you find especially motivating?

**N. Schäfer:** Because I come from an entrepreneurial family, the value of “entrepreneurship and the courage to innovate” resonates particularly strongly with me. As trainees, we’re encouraged by our superiors, department heads, and team leaders to be curious, show interest, ask

question after question, and contribute our own ideas. A colleague once told me that I should also have the courage to make decisions, because it’s always better to take the initiative than to shrink from responsibility. I like that.

**B. Simon:** What is it like when you go to your superiors with your ideas?

**N. Schäfer:** I was very impressed that my superiors always listen to what an 18-year-old in their department says and take his suggestions for improvement seriously. I think this is really good, even though it’s clear that not every proposal can be implemented directly.

**B. Simon:** And how do you feel about being able or having to make decisions yourself?

**N. Schäfer:** As a recent high-school graduate, this is a challenge at first. What if you make a mistake, what then? But I quickly got over my fears. Not making decisions doesn’t help anyone. Even if I sometimes reach the wrong conclusions, it will definitely teach me how I can do better next time.

Did this experience also encourage you to apply for the “Best Trainee” knowledge competition?

**N. Schäfer:** Actually, I applied on a whim. When I saw a poster for it at my vocational school, it sounded like an exciting way to find out where I was in my training and see how far I could get. But soon it really kicked off, and it turned out to be a lot of fun. I myself was pretty surprised to win first place. →



“ We expect our managers to show young trainees the whole cosmos of possibilities at Dachser

Bernhard Simon

**B. Simon:** Your commitment, curiosity, and perseverance show that we are on the right track at Dachser with our training program. This is very much a confirmation of the program's value for our other trainees and motivation for our managers. Congratulations!

What role does personal mentoring play in your training?

**N. Schäfer:** I don't have just one direct mentor. During our training, we have lots of contact people in the different departments, who are constantly encouraging and pushing us to ask them about everything and anything that interests or stimulates us.

**B. Simon:** We expect our managers to show young trainees the whole cosmos of possibilities at Dachser. There are no dumb questions. Instead, what we want to do with these young people—who often come from the sheltered worlds of family and school—is listen to them, support them in their curiosity, and give them a platform for their own ideas. One way we do this is by involving them in the innovation projects of our Idea2net program.

**N. Schäfer:** I think it's good that our training managers always ask us very directly whether we've really understood their department. And they like to dig deep. At first I could answer the question of what the department does, but not why. I like to be even better informed, to understand things completely, and not to go through life with bits and pieces of knowledge.

**B. Simon:** In all age groups, there are people who enjoy thinking like an entrepreneur and are constantly developing themselves further in their work. And then there are others who have no great ambitions, but just want to do their jobs well. Both types are important. We offer further training for everyone who wants to get ahead in the workplace, but also to generally expand their own knowledge horizons. After all, there is life outside the company.

Mr. Schäfer, what will you do after you complete your traineeship?

**N. Schäfer:** I'd like to stay in logistics and take the next steps in the branch. I just enjoy it. I'd also like to do my university entrance qualification in addition to my job.

My trainers support me in this, but it's a bit complicated during the coronavirus pandemic. The schools just aren't responding...

**B. Simon:** (laughs) I recommend you apply some entrepreneurial pressure.

Mr. Simon, is there a guiding principle from your own experience that you would like to pass on to ambitious young people like Nikolas Schäfer?

**B. Simon:** In general, I would advise the younger generation to stay curious. Always try to understand exactly what you are interested in so that you can realize your full potential. If you enjoy working with others and have enthusiasm for your area, then you can play a role in the overall picture. In the Dachser world, this releases the energy that enables the family-owned company to successfully progress from generation to generation on the basis of enduring values and the people who live by them.

## PERSONAL FILE

### Nikolas Schäfer,

18, comes from a family of entrepreneurs near Rottenburg am Neckar (Germany) and had his first contact with logistics in his family's business. For him, a traineeship at the nearby Dachser logistics center was the obvious choice. After three years there, the avid amateur soccer player (he plays in Germany's Under 19 soccer league) heard about the "Best Trainee" knowledge competition organized by the trade journal VerkehrsRundschau. Despite facing some tough competitors, he became the first Dachser trainee to win the contest.

### Bernhard Simon

met "Best Trainee" Nikolas Schäfer in May, though they had to meet online due to coronavirus contact restrictions. "It's good that there are video calls," the Dachser CEO said after they spoke. "However, virtual meetings cannot completely replace a face-to-face meeting. I'd like for us to get together in person at some point later on. Your performance and attitude make you a great ambassador for living by the Dachser values."





## DANCING THEIR CARES AWAY

Dachser's collaboration with children's aid organization terre des hommes extends to Brazil. "Children's rights create the future" is the name of the subproject that has been running since 2015 at the CEDECA children's rights center in Limeira, a troubled city in the federal state of São Paulo close to the metropolitan region of Campinas, which is home to millions of people.

The initiative includes an educational dance project for children and young people, which is intended to help them leave their fears and worries behind and give them the confidence to find their own way out of the cycle of violence, drugs, and crime. Even in times of pandemic, the project hasn't turned its back on these children: contact is being maintained using social media, with the dancing as part of an online video competition.



# CONTINENTS ARE SEAMLESS WITH DACHSER.

DACHSER Air & Sea Logistics

Hopefully geologists will forgive us for this. When it comes to logistics, we refuse to accept things the way they are. We provide smooth, intercontinental connections, offering the highest standards, frequent deliveries and large capacities. With our global DACHSER Air & Sea Logistics network, including over 169 branch offices and a strong network of partners, we stay close to our clients, making sure that one thing never drifts far away – your successful future.