

# DACHSER magazine

The world of intelligent logistics

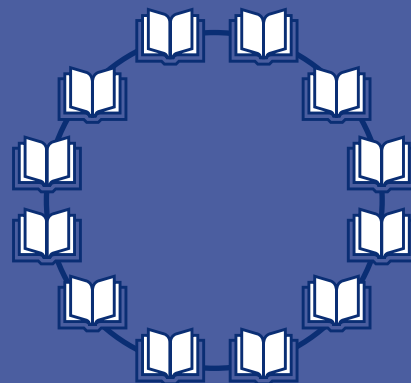
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Taking climate action  
together



# Once learned, never forgotten

Knowledge makes all the difference. The question of how to acquire it quickly and effectively has occupied people since time immemorial. Good to know: learning techniques are constantly being refined.



**12** open tomes could be read at the same time with the reading machine invented by the Italian engineer Agostino Ramelli in 1588. A kind of giant book wheel, the world's first learning machine held up to twelve books.

The reader was able to switch between them at will with the help of a rotating mechanism, but had to turn the pages themselves.



**700** patent applications for training machines were filed by the 1930s, after New York loom developer Halcyon Skinner had applied for a US patent on his "learning machine" in 1866. Featuring a display, a hand crank, and a keyboard, Skinner's invention was used for spelling training and inspired many copycats as photography and film progressed. However, these early learning machines were not yet programmable.

**400 percent** is the factor by which demand for online learning increased in the pandemic year 2020, according to a study by Global

Market Insights. The global COVID-19 crisis acted as a booster for remote e-learning. Supply has continued to grow ever since: e-learning is booming.



**90 percent** of companies in the EU and the US now offer their employees e-learning programs as part of their education and training.

These include online courses, blended learning (a mix of face-to-face and online teaching), as well as virtual classrooms with fixed and networked groups that people can attend from the comfort of their own homes.

**2,000,000,000**

is the number of views generated by the videos on the Khan Academy's English-language YouTube channel. Funded by donations, this non-commercial website provides learners worldwide with free learning videos—also in other languages and with subtitles. In the near future, an AI-supported tutor will also be available to users to test their knowledge and answer questions.



# Message from the CEO



Dear readers,

Opinion on the future is divided. Some see a world of opportunities and possibilities, while others view it more as a cause for concern. At Dachser, we take our cue from Peter Drucker, the pioneer of modern management theory. His recommendation: "The best way to predict the future is to create it."

One of the ways we do this is through our DACHSER Climate Protection strategic focus program with its four fields of action: process efficiency, energy efficiency, research and innovation, and Dachser's commitment as a Corporate Citizen+. All this is reflected in the DACHSER magazine. Take, for instance, the report from Freiburg starting on page 6. We're already making zero-emission deliveries to the downtown area there and are also expanding the branch into an e-mobility site. Or turn to page 28 for an interview on our partnership with terre des hommes and our support for war-traumatized children in Ukraine.

Achieving a sustainable future calls for companies that focus on people and their values. That also applies to the expansion of our network: on page 16, you can read about the launch of Dachser & Fercam Italia S.r.l. at the start of 2024.

It all boils down to this: The shaping of the future is in our hands. We are living up to our responsibility to make it successful, stable, and safe.

Kind regards,

A handwritten signature in blue ink, which appears to read "B. Eling". The signature is fluid and stylized, with a long horizontal stroke at the end.

Burkhard Eling, Dachser CEO



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for more CEO insights





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# Crossdocking

## Links to the digital world of Dachser

### Outstanding employer

Dachser is Germany's most future-proof logistics employer, according to a study by DEUTSCHLAND TEST. With a margin of almost five points over the next-place finisher, Dachser beat out 17 competitors.

[https://bit.ly/DAmag\\_03\\_23\\_Award](https://bit.ly/DAmag_03_23_Award)



### Netherlands electrified

Dachser Netherlands is putting its first e-trucks into operation. Waddinxveen supplies downtown Rotterdam, and Zevenaar delivers to the city of Arnhem with zero emissions. The goal is to expand this to all major Dutch cities by 2025.

[https://bit.ly/DAmag\\_03\\_23\\_Electric\\_truck](https://bit.ly/DAmag_03_23_Electric_truck)



### Change at Food Logistics

Alfred Miller, long-time Managing Director of Dachser Food Logistics, will retire at the end of this year. Effective Jan. 1, 2024, Alexander Tonn will head the business unit in conjunction with his other role as COO Road Logistics.

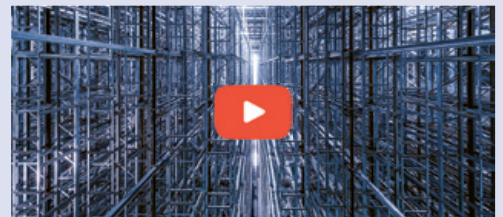
[https://bit.ly/DAmag\\_03\\_23\\_Dachser\\_Food\\_Logistics](https://bit.ly/DAmag_03_23_Dachser_Food_Logistics)



### Adventures in logistics

The automated high-bay warehouse in Memmingen is making history in the Dachser network. Watch this inspiring story on the Dachser YouTube channel, along with other exciting topics relating to people, technology, and sustainability.

[https://bit.ly/DAmag\\_03\\_23\\_High\\_bay\\_warehouse](https://bit.ly/DAmag_03_23_High_bay_warehouse)



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# Taking climate action together

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Practical test:  
Charging infrastructure and  
load management





Sustainability and climate action are integral parts of Dachser's corporate culture. Renewable energy, e-mobility and, in particular, the development of emission-free supply chains for European cities have a fundamental role to play here. All this involves a combination of learning processes and individual "aha" moments.

Hendrik shifts into reverse. He maneuvers the "Bigster" up to the pallet, slides the fork underneath, and noiselessly lifts the load. The goods are quickly secured, the delivery data scanned in, and off he goes. The Bigster is a cargo bike designed by Roc-Ket Cargo Bikes GmbH in Freiburg and featuring Dachser's distinctive yellow and blue livery.

Roc-Ket Cargo Bikes GmbH is a bicycle manufacturer specializing in transport logistics along the last downtown mile. It is headquartered on Neulindenstrasse near the former goods station, where it operates a microhub for parcel and groupage handling destined for Freiburg's city center on behalf of customers such as Dachser. Hendrik pedals his way, motor-assisted, to a bank office building just under two kilometers away, near the main train station. The bank is already expecting the shipment of marketing materials. Even though (or perhaps because) Freiburg is considered the bicycle capital of Germany, the cargo bike always attracts astonished looks from passers-by. "That's really cool," says a young man leaving the bank building for his break, as Hendrik rides by with his pallet.

In this way, Dachser delivers a good 2 metric tons of goods a day to customers in downtown Freiburg. The cargo bikes, Hendrik's included, are specifically designed for heavier loads. "We build our delivery bikes with tires, rims, spokes, and brakes like those used on →

As part of the DACHSER Climate Protection strategic focus program, the company is testing process and energy efficiency in its operations and facilities at various levels. It is also exploring research and innovations that promote zero-emission vehicles and renewable energy. Added to this is the social commitment that extends beyond the company's boundaries and its core business.

mopeds. The motor has an output of 400 to 600 watts and can also go into reverse. That's certainly a big help when you're loading up to 250 kilos of cargo," says Roc-Ket founder and Managing Director Thomas Ketterer. "Our pedelecs provide motor assistance only during pedaling and have a maximum speed of 25 kilometers per hour, even downhill. Thanks to that, they're allowed on bike paths, which means traffic congestion isn't an issue for us in downtown deliveries."

While Hendrik is delivering the 135-kilogram pallet of marketing materials, other Dachser shipments have arrived at the microhub via a yellow and blue eCanter, the fully battery-electric 7.5-ton e-truck from Mercedes subsidiary FUSO. This truck provides a shuttle service from Dachser's Freiburg logistics center in the Breisgau industrial park, some 30 kilometers away, to ensure that the 150 m<sup>2</sup> downtown transit terminal is continuously supplied with new orders.

Dachser has developed a way to deploy battery-electric trucks and vans in combination with electrically assisted cargo bikes and StreetScooters so that delivery in defined inner-city areas is completely emission-free. This concept is trademarked DACHSER Emission-Free Delivery and is now in regular operation in the Road Logistics business field—in 13 cities across Europe.

## Ready for the mobility transition

"Climate action in all its dimensions has become an integral part of our corporate strategy and management. In this way, we are staying true to how we see ourselves and living up to our

responsibility," says Dachser CEO Burkhard Eling. "Dachser sees sustainability and climate action as elementary tasks within its inclusive responsibility as a company for society and the environment. And it is because of this deep conviction that we support the global community's climate goals through a comprehensive climate protection strategy." In the short term, the focus of the DACHSER Climate Protection strategic program is on developing and implementing various measures in four defined fields of action: energy efficiency, process efficiency, research and innovation, as well as social responsibility outside the Dachser business model (Corporate Citizen+). "At the same time, we are adapting our business model to the new market requirements of our customers and to the regulatory framework," Eling explains. "In this way, sustainability and climate action will always be recognized as integral parts of Dachser's corporate culture."

And the challenges associated with active climate action are already very present in day-to-day logistics operations. "We expect urban road freight to shift to zero-emission trucks in the coming years. We're already making important preparations at our DACHSER Emission-Free Delivery locations for this far-reaching transformation, which will improve the quality of life in congested downtown areas in particular," explains Alexander Tonn, COO Road Logistics at Dachser. "Zero-emission delivery in defined downtown areas is a key building block in advancing electromobility at Dachser. It also plays a crucial role in optimally preparing the company and our customers for the bans on combustion vehicles that are planned or already in force in larger metropolitan areas."

Today, Dachser provides emission-free delivery of non-refrigerated groupage shipments in defined downtown areas in 13 European metropolitan regions: besides Freiburg, the major German cities of Berlin, Dortmund, Hamburg, Munich, and Stuttgart, plus Copenhagen, Madrid, Oslo, Paris, Porto, Prague, and Strasbourg. Eleven more major European cities are to follow by 2025.

In the executive unit headed by Stefan Hohm, Chief Development Officer (CDO), the Climate Protection strategic focus program is led by Andre Kranke as Head of Corporate Research & Development. "As part of its climate protection strategy, Dachser is preparing to achieve the long-term goal of net zero emissions. The core component here is the design of the transformation toward zero-emission vehicles and the use of renewable energy," Kranke says. "While high-performance electric trucks are now available as production vehicles in urban logistics, there are still many unanswered questions and

## Moving ahead: The Dachser e-mobility sites

The research activities at Dachser's three designated e-mobility locations in Freiburg, Hamburg, and Malsch near Karlsruhe are not only part of the company's extensive climate action measures, but pave the way for new technologies and transport concepts as well. In Hamburg, for example, a pilot program is currently testing innovative, battery-electric refrigerated semi-trailers. Electric trailers like these not only improve the climate footprint of food transports, but they also generate much less noise than diesel refrigerating units. In addition, DACHSER Emission-Free Delivery has been available in downtown Hamburg since the summer. The Karlsruhe logistics center is currently testing the network's first heavy-duty e-truck: The DAF CF Electric has a permissible total weight of 37 metric tons. Its electric motor has an output of 240 kW and a range of around 200 kilometers.





Teamwork:  
Rolf Hügel (2nd from left)  
and his driver crew

obstacles to tackle in long-distance transport.” For this reason, Dachser established special e-mobility locations in Freiburg, Hamburg, and Malsch near Karlsruhe at the beginning of 2022 to advance research and development in this area. “We’re developing the basic e-mobility concept at these locations so that we can then roll it out to all our European sites,” Kranke says, explaining the plan. The focus is on battery-electric trucks and cars and their charging infrastructure, the use and self-production of renewable electricity, and intelligent power and load management. Dachser is also testing hydrogen trucks and the refueling infrastructure these require.

Michael Gaudlitz, General Manager of Dachser’s Freiburg logistics center, is all fired up with enthusiasm for the project. He and his team are among the pioneers of e-mobility in the Dachser network. “We started here back in 2017, together with Roc-Ket, making deliveries to the city center including with electric cargo bikes. In 2019, Dachser added an eCanter, a prototype for an electric 7.5-ton truck with a range of around 100 kilometers. Since then, we’ve kept on expanding our electric fleet.” For example, the eCanter in the Freiburg branch’s fleet has recently received “reinforcements” in the form of three 16-ton e-trucks from Renault.

One of the drivers is Rafiullah Faqiri, a 23-year-old professional Dachser driver whom everyone just calls Rafi. He has been driving electric vehicles for Dachser since his apprenticeship. “Electric driving is very different from driving diesel trucks: much quieter, much more relaxed, and yet much

more dynamic,” Rafi says. “And wherever we take these vehicles, we’re greeted by beaming faces and immense enthusiasm for e-truck delivery.”

## E-mobility that’s fun

Freiburg deliberately uses the allure of e-mobility to make the career of professional driver more attractive: “Right from the start, we aim to introduce our apprentices to new technology and thus to the future of urban logistics,” says Rolf Hügel, Operations Manager Inbound at Dachser’s Freiburg logistics center. “Our drivers should enjoy their work—and also be able to take a little pride in knowing their efforts are helping to secure a bright future.”

Rafi reports that e-truck driving is also a skill to be learned. For him this includes things like planning routes with dispatch and fleet management so that battery charging can always take place at the Dachser branch. “Finding a fast-charging station somewhere on the road is next to impossible,” says the young professional driver. “But I’ve never been stranded. At some point, you just know the vehicle’s capabilities and limitations inside and out.”

Even so, there’s no shortage of challenges when it comes to incorporating e-mobility into everyday logistics. “Launching new technologies always results in some teething problems. For example, we’ve had to tackle anticipatory, energy-efficient →



# The wheel: Reloaded

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Thomas Ketterer's start-up  
develops and operates  
cargo bikes for logistics



“



The expansion of zero-emission delivery transport must be a task shared across a strong network.

Michael Gaudlitz, General Manager of Dachser's Freiburg logistics center

”

driving, correct battery charging, and the development of a suitable, high-performance charging infrastructure. Everyone involved had to go through a learning process,” Gaudlitz recalls.

One example of this “learning by doing” approach is Rolf Hügel, who today plays a key role in overseeing the operational end of the Freiburg e-mobility site. “Electricity is a science in and of itself,” notes Hügel, a trained logistics specialist. “At first, I found it a bit difficult to tell the difference right away between AC and DC—alternating current as it comes out of the wall socket and direct current from batteries, both rechargeable and regular. The engineering department had to be patient with me,” he says with a wink. “But, like many others at our site, I dove in and just wanted to know as much about e-mobility in as much detail as possible. Today, I’m familiar with the most important topics and, by comparing notes with our electricians and construction experts, I can get an idea of what will and won’t work in Dachser’s day-to-day operations. I enjoy all of this immensely.”

The eCanter in Freiburg’s fleet is a perfect example of learning on the job. Hügel recounts how in 2019, when Dachser began operating this vehicle, the company’s service partners had little or no experience with the maintenance and repair of electric trucks. The Dachser workshops also lacked the high-voltage technicians who would have been qualified to work on it. “Initially, we had to fly in a service team from Japan specifically for repairs to the eCanter, and so the work dragged on for a correspondingly long time. That was part of the learning curve for everyone involved,” Hügel says. “In the meantime, we’ve significantly expanded our workshop network, we’ve gotten repairs and maintenance cycles under control, and we’re benefiting from the large amount of experience already gained as we expand the energy supply and charging infrastructure.”

## Ready for the next step

“As an e-mobility site in the Dachser network, we now want to take the next step toward climate action here in Freiburg,” says General Manager Gaudlitz. “This means significantly increasing our electric fleet and adapting the infrastructure accordingly.” In addition to the eCanter and the three Renault 16-ton trucks, the fleet will be expanded at the beginning of 2024 to include two distribution vehicles, a swap-body lift-truck, and three 40-ton truck tractors. Dachser will add a further two large truck tractors, three swap-body carriers, and another electric swap-body lift-truck in 2025.

“To operate a fleet of 16 e-trucks in total, we need a corresponding amount of electricity,” Gaudlitz says. “That’s why here in Freiburg, we’re investing in five more fast-charging

stations, ten wall chargers for the branch’s trucks, and an additional transformer substation. We’re also installing a photo-voltaic system on the terminal building, and procuring power storage batteries to cover peak loads when demand for electricity and charging is high.”

However, Gaudlitz points out that the branch wouldn’t be able to handle such an undertaking on its own: “The expansion of zero-emission delivery is a task that must be shared across a strong network. To this end, we’re in close contact with other branches and the specialists from the Head Office in Kempten.” Dachser is supporting the branch’s investments with funds from the Climate Protection project budget, but also with plenty of network knowledge. For example, members of the Freiburg team recently sat down with the construction department in Kempten to discuss all the technical and building challenges involved in the upcoming expansion of the charging infrastructure. “We’re not focused just on advancing our own branch; it’s much more about achieving quality for the network,” Gaudlitz emphasizes. “That’s why we regularly share our knowledge and all our experience with the project managers at Dachser headquarters and with other Dachser branches. This way, everyone’s a winner.”

Meanwhile, in Freiburg’s city center, Hendrik has arrived back at the microhub on Neulindenstrasse after completing his route with the Bigster, and Rafi has just unloaded a new delivery for his colleagues and their cargo bikes. While the freight data transfer is running, there’s a few minutes for the Dachser drivers to chat. “Work should be fun,” Rafi says, adding playfully: “That’s just a plug for our electric vehicles.” Shortly after, both are back on the road again. **M. Schick**



## People & markets

### Fully in the picture

Let pictures do the talking: our Stone Age ancestors already knew that. Their cave paintings have survived for millennia and are living testimony to a time long gone. Telling stories with pictures is as relevant as ever. This is especially true in business when it comes to representing complex series of numbers, organizing processes, and networking a wide variety of players. "Visualization makes meetings a lot more productive, and helps people remember up to 30 percent more content compared to traditional presentation techniques," says Austrian psychologist and educational theorist Werner Stangl. The supreme discipline of keeping visual records is known as graphic recording. In a kind of live recording, the content presented is expressed in graphical form in real time, either on a large paper wall or digitally with a drawing pad and a projector, so it is also visible to those present. The challenge is not only to reproduce the content of what has been said as accurately as possible, but also to let people see metalevels, shades of meaning, and new connections. Kristian Foltá-Schoofs, a neurobiologist at the University of Hildesheim Foundation, explains: "Graphic recording complements the left brain's linguistic processing with visual-spatial processes that are associated with the right brain. Facts and images become interlinked, allowing us to retrieve content faster and retain it for longer."



### Visual hearing

Being heard is not a question of volume. Justina Miles has a thing or two to say about that. The 20-year-old student from Philadelphia was on hand during halftime of the National Football League's Super Bowl to interpret the lyrics to superstar Rihanna's hits in sign language. Her signing was so enthusiastic that after her dance-filled performance, which was on a par with that of the pop star, the internet was on fire, calling her the "true star of the halftime show." A full-fledged language, sign language is as nuanced and as internationally diverse as spoken language. There are even dialects. But it's not a word-for-word transcription. Rather, the signs form their own grammatical system. But in some respects sign language is international after all, for instance when it comes to numerals or certain body parts such as the eyes and the stomach, from which the signs for "see" and "eat" can be derived. Dancing like Rihanna needs no further translation. That goes without saying for Justina Miles—across all borders and continents.





## Magic seven

Less is more: in the world of learning and memory processes, this idea relates to the “Magical Number Seven, Plus or Minus Two” concept of US psychologist George Miller, the founder of psycholinguistics. He discovered in numerous studies that the average human brain is capable of “consciously” retaining and processing a maximum of seven elements or information units simultaneously. This means, for instance, that web designers should never use more than seven main headings (at the top level) and corresponding navigation elements. The same cognitive limit also applies to PowerPoint presentations, for example when using bullet points. But sometimes our short-term memory can be “tricked.” When trying to memorize an eight-digit number like 54879835, for instance, simply divide it into more visually digestible morsels of fewer than seven digits: 54-87-98-35.

## From seeing to understanding

When it comes to finding qualified personnel, language barriers often prove to be insurmountable. To alleviate this problem, the Augsburg University of Applied Sciences and the Fraunhofer Center for Supply Chain Services (SCS) have been conducting a research project to develop a modularly combinable and interculturably understandable visual language for the logistics industry. “LogiPICs – Logistical processes displayed as visual language” makes fundamental warehouse operations in the logistics industry easy to grasp and comprehensible across cultures. It uses a universal visual language to communicate the different work steps in an understandable way so that new employees can be trained accurately and correctly in the shortest time possible. The goal is to improve the quality and efficiency of operational processes and enhance companies’ international competitiveness. And there’s another advantage: using visual language also helps refugees integrate faster and makes it easier for unskilled job seekers to enter new fields of work.

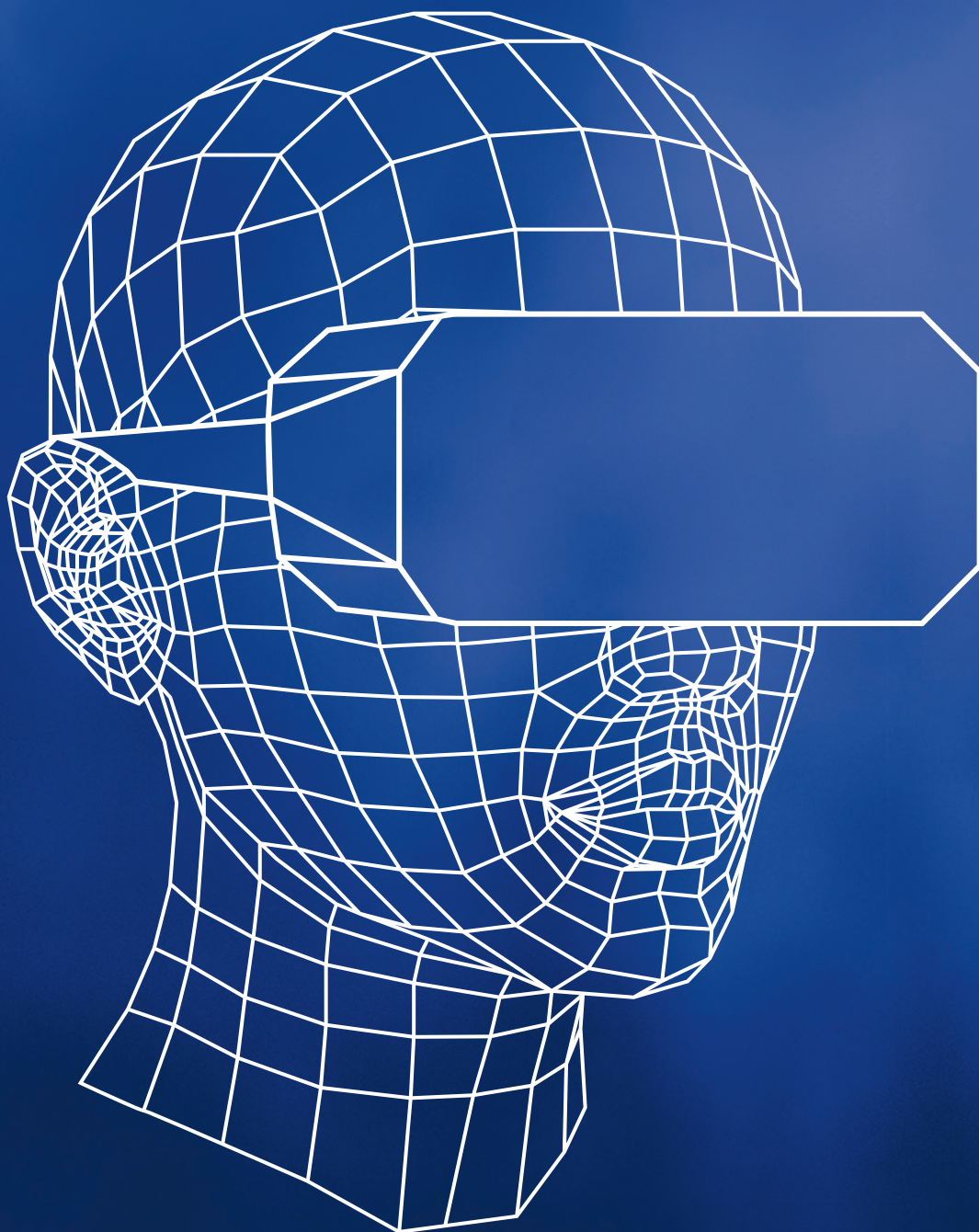


## Big wins

What lingers in the memory longer: a message on a smartphone or on a PC monitor? Researchers at Israel’s Bar-Ilan University in Ramat Gan in the Tel Aviv District have looked into this question. While it was previously assumed that the size of an image or text is irrelevant to how well we remember it, experiments have shown otherwise: since larger visual stimuli necessarily occupy larger parts of the retina, processing them ties up more resources in the cortex. In other words, they are burned into our mind more deeply. However, this effect diminishes the more our field of vision fills up, for example in the front row of a movie theater.

Panorama

# In the mirror of reality





Simulations have fascinated philosophers since ancient times. It's impossible to imagine the modern world without them. Now with digital twins and the metaverse, simulations are taking on new significance.

Nothing is what it seems. As early as the fourth century BCE, Plato raised the question of whether our perception aligns with reality. In his famous allegory of the cave, he presented this scenario: There are people who have lived in a cave since birth, and they are shackled in such a way that they are forced to stare at a wall. Shadows are cast on this wall, created by the light of a fire behind the people, which shines on wooden figures that are carried back and forth. What would happen, Plato ponders, if the prisoners were freed from their shackles and shown the world outside the cave? They would be blinded by the sunlight—and would probably have the greatest difficulty in recognizing reality.

Plato's thought experiment continues to capture our imagination to this day. It's not only science fiction blockbusters like *The Matrix* or *Inception* that are based on it. Scientists have also long been seriously intrigued by the possibility that we ourselves also stare at a kind of cave wall for the duration of our lives. "Simulation hypothesis" is the modern buzzword for this, coined by Swedish philosopher Nick Bostrom. He even thinks it's possible that we're living in an AI-driven simulation programmed by humans of the future.

## Products are created in the computer

His thesis is supported by the fact that we ourselves—irrespective of the reality of our world—are using simulations more and more extensively. Unlike in a cave, digitalization has now opened up technologically elegant ways of virtually creating "shadows on the cave wall" with a computer. Countless games for the screen let us recreate past civilizations, build cities, or experience sports with all the physical rules.

Simulations are now also firmly anchored in the business world, where they promote very real innovation processes; for example, automakers simulate crash tests before building prototypes of a new car. Before a washing machine comes off the production line, algorithms calculate how much noise the spin cycle makes.

Besides their use in product development, computer-aided simulations are popular tools for transportation planners and logistics specialists, climate scientists and medical researchers. For example, during the coronavirus pandemic, modelers were scrambling to simulate the spread of the virus. The predictions have not always come true, which has caused criticism.

Such criticism, however, is due to a basic misunderstanding: given a model's simplifying assumptions, simulations are not certainties, but at best very realistic possibilities.

Great hopes are now resting on something called digital twins. These are being experimented with in many areas, including factories, medicine, and logistics. Dachser is currently exploring their potential for groupage logistics in a research project with the Fraunhofer Institute for Material Flow and Logistics IML. At the Unterschleißheim and Öhringen transit terminals, in what is known as the @ILO terminal, a complete digital image of all the packages, assets, and processes in a transit terminal—a digital twin—is created fully automatically and in real time. This eliminates the need to manually scan and label packages and speeds up departure times. Going forward, the hope is that AI will also support and optimize loading.

In this way, Dachser is bringing a completely new level of transparency to the supply chain: thanks to the digital representations, it is possible to determine at any time where a specific shipment is located and how big it is. Automated real-time inventory is only one advantage; in the future, the digital twins could also help guide autonomous ground conveyors through the hall along optimum routes.

## The perfect illusion

The importance of this technology is likely to continue to grow. Cheaper and more accurate sensors are providing increasingly precise measurements of the condition of objects, and quantum computers will also enable the simulation of many digital twins interacting with each other in a complex environment. Another likely development: moving beyond the simulation of objects. We ourselves are also migrating into the virtual space as digital twins—with things that measure aspects of our condition such as smartwatches, activity trackers, and other sensors worn on the body.

The blurring of the boundaries between simulation and the real world (or the one we perceive as such) goes one step further in the metaverse. Tech corporations are investing huge sums in computer-generated environments where we come to life as avatars. At the forefront is Facebook's parent company, now named Meta. It's not a new idea, but advances in VR headsets are making virtual worlds seem more realistic than ever. This also promises advantages beyond entertainment: international teams in companies can literally collaborate as if they were sitting in the same room, and manipulate physical objects via digital twins.

Immersive experiences are already possible with today's technology, with the actual environment receding into the background until it's forgotten. A fascinating phenomenon. Unlike Plato's cave world, however, technology doesn't have to be a shackle. It's up to us to find a healthy balance. And at best, the simulations don't prevent us from gaining knowledge; rather, they broaden our view of the world. **S. Ermisch**





Great strengths, freshly bundled

# Growing together

Dachser and FERCAM are strengthening the groupage and contract logistics business in Italy. A long-standing partnership will become a joint venture in 2024: Dachser & Fercam Italia S.r.l.

FERCAM, a transport and logistics company based in the South Tyrol town of Bolzano in northern Italy, is set to transfer its Distribution (groupage) and Logistics (contract logistics) divisions to a joint venture with Dachser. Subject to the approval of the relevant competition authorities, Dachser will own 80 percent of the shares in “Dachser & Fercam Italia S.r.l.” The stated goal is to close gaps in and strengthen the European network, and, by doing so, to open up further benefits for customers.

According to the terms of the contract signed by the two companies, FERCAM will detach its FERCAM Distribution and FERCAM Logistics divisions from FERCAM AG and integrate them into the new company by the end of the year. These two divisions, which employ 920 people at 43 locations in Italy, generated some EUR 400 million in revenue in 2022.

As of the beginning of 2024, the independent company will operate under the name “Dachser & Fercam Italia S.r.l.” and report directly to Alexander Tonn, COO Road Logistics at Dachser. As before, the groupage and contract logistics business in Italy will be managed by Dr. Gianfranco Brillante, head of the Logistics and Distribution divisions at FERCAM, and his excellent team. Their expertise will provide continuity in the Italian market. FERCAM AG will own a 20 percent share in Dachser & Fercam Italia S.r.l.

FERCAM Transport (national and international road and rail transports), FERCAM Air & Ocean, and FERCAM Special Services (Fine Art, Fairs & Events, Home Delivery, Removals & Relocation, Archive & Documents Management)—including all international subsidiaries—remain exclusively owned by FERCAM AG and will not become part of the new joint venture.

## 20 years of collaboration

“As family-owned companies, Dachser and FERCAM are united by an understanding of values-oriented management that ensures the future viability of the company over generations. So we’re all the more pleased that we’re now strengthening our





Our customers in Europe, Italy, and worldwide will benefit from consistent processes and uniform systems in the medium term.

Alexander Tonn, COO Road Logistics at Dachser

bond even more, building on our 20 years of collaboration to found this joint venture in Italy,” says Bernhard Simon, Chairman of the Supervisory Board at Dachser.

“Dachser is a dynamically growing family-owned company with similar goals and short decision-making channels, making it an outstanding and reliable partner for us at FERCAM for all European transports. Over the course of our partnership, however, conditions have changed considerably, with market share concentrated among only a few European and global players. That’s why we decided to launch a joint venture exclusively for groupage and contract logistics. This is a win-win situation for both sides,” says Thomas Baumgartner, President of the FERCAM Board of Directors. Hannes Baumgartner, Managing Director of FERCAM, adds: “This allows us to further strengthen our ties with our partner company while simultaneously solidifying our own position. Being a part of Dachser’s European network opens up additional opportunities for growth, particularly in exports. That creates security and stability for the future.”

## Completing the European network

The majority takeover of FERCAM’s groupage and contract logistics business is the third major acquisition Dachser has made to expand its transport and logistics network in Europe, following Graveleau (France, 1999) and Azkar (Spain, 2013). “With this acquisition, we are closing the last remaining gap and rounding off our own groupage and contract logistics network in the major continental European markets,” explains Burkhard Eling, CEO of Dachser. “Our focus remains on growing organically and sustainably. In addition, this year we’ve strengthened our presence in key markets such as Benelux, Australia, Japan, and now Italy through targeted acquisitions.”

“Dachser and FERCAM have been working together with great success for 20 years. During this time, we’ve gotten to know each other very

well and gained an appreciation for one another,” adds Alexander Tonn, COO Road Logistics at Dachser. Family-owned FERCAM, headquartered in Bolzano, South Tyrol, has been handling the distribution of all groupage shipments with industrial and consumer goods from Dachser’s European network in Italy since the start of the partnership, and feeds corresponding shipments from Italy into this network. “FERCAM is a guarantor of continuity and expertise in Italy. Through this acquisition and other investments, we can further accelerate our growth—especially in the Italian market—and improve the quality of our offering even more. Our customers in Europe, Italy, and worldwide will benefit from consistent processes and uniform systems in the medium term,” Tonn says regarding the synergies and customer benefits of the new joint venture.

Thanks to their long-standing partnership, Dachser and FERCAM are already fully in sync when it comes to operational groupage handling. FERCAM makes a point of continuously investing in its logistics facilities, digital systems, and climate protection—the two companies are an excellent fit in this respect, too.

## Joint venture without duplicate structures

Dachser’s European Logistics business line did not previously have any locations of its own in Italy, so the joint venture will not result in any duplicate structures. All employees of FERCAM’s Distribution and Logistics divisions will now work for Dachser & Fercam Italia. Dachser’s acquisition of shares in these two divisions is also a symbol of the company’s commitment to make additional, sustainable investments in its Italian locations.

In the Food Logistics business line, which handles the transport and storage of chilled and non-chilled food, Dachser has been represented in Italy since 2017 with three locations and around 270 employees.

K. Fink

FERCAM is based in Bolzano in South Tyrol, Italy. In 2022, the family-owned company generated revenue of EUR 1.128 billion. The transport and logistics provider has branches in 21 countries and a close-knit network of forwarding agents worldwide. The activities of the divisions for groupage and contract logistics will soon be performed by the joint venture with Dachser: Dachser & Fercam Italia S.r.l. [fercam.com](https://fercam.com)

# When less is more







All processes in hand:  
LCL deliveries arrive

To ensure its in-demand sensor technology reaches dynamic markets reliably, the technology company ifm electronic relies on flexible, globe-spanning supply chains—including the “groupage network of the seas,” with partial loads from several senders in one container.

“Less is more”—this saying is an increasingly apt description of worldwide supply chains, especially ever since pandemic-induced supply disruptions upended many well-established production processes. As a result, logistical qualities such as transparency and reliability have been pushed even further into the spotlight. This is particularly true for the electronics industry, whose products are more in demand than ever in a world that is turning increasingly digital, switching to electromobility, and transforming many industrial processes.

It's a world that ifm electronic gmbh, based in Essen, Germany, is very much at home in. One of the market leaders in automation and Industry 4.0 solutions, this technology company employs 8,750 people at ten production and development locations worldwide, six of them in Germany. In 2022, it generated over EUR 1.3 billion in revenue. In addition to position and process sensors, the company offers products for industrial imaging and communication as well as identification systems. Its portfolio extends to innovative Industry 4.0 solutions and corresponding software and cloud products to make existing business processes digitally usable. It supplies its sensors to machinery manufacturers all over the world.

“ifm's corporate claim of ‘Close to you’ makes it clear how customer centric we are. And that's the line we follow in logistics, too,” says Enijal Rabic, Team Leader Dispatch at ifm. “The fact that our customers receive their deliveries by the requested deadline in well over 90 percent of cases is thanks to predictive control of logistics processes—not least in difficult times.” →

“



Being able to plan and predict transit times is becoming more significant all the time.

Christian Kruse, Head of Global Ocean Freight LCL at Dachser

”

## Solutions from a single source

Dachser has provided the technology company with support in this area since 2015. “The trust we have in each other has grown over the years, to the point where the relationship has become much more than just a transportation service,” says Christian Kruse, Head of Global Ocean Freight LCL at Dachser. “We manage the entire supply chain on behalf of and together with our customer, from sourcing in Asia all the way to delivery to ifm’s customers. And because we’re using our own network, we have full transparency and optimum quality control.”

ifm’s supply chains benefit from the seamless interlocking between Dachser’s global Air & Sea and European Logistics networks. For instance, colleagues at Dachser Air & Sea Logistics arrange to have components from Asia sent in shipping containers from Hong Kong to Europe. From Hamburg, the containers then make their way by train directly to southern Germany. Dachser unloads them at its Langenau branch near Ulm, from where the products are delivered by truck to ifm’s biggest development and production site in Tettnang and on to its European markets of France, the Czech Republic, and Poland.

“To be as ‘close to you’—our customers—as possible, and for the greatest possible flexibility, we opted for integrated logistics services in the form of Dachser’s global door-to-door services,” Rabic says.

## Profile

Measuring, controlling, regulating, evaluating—ifm Group specializes in pioneering automation and digitalization technology. Since the company was founded in 1969, ifm has been developing, producing, and supplying sensors, controllers, software, and systems for industrial automation worldwide as well as for SAP-based solutions for supply chain management and shop floor integration. With more than 8,700 employees, the second-generation family-run ifm Group is one of the global leaders in the industry. [ifm.com](https://www.ifm.com)

## Pooling orders for maximum efficiency

There is a key role in all this for less than container load (LCL) sea freight solutions. “Electronic components are often small, and all sorts of batch sizes need to be delivered on time to machinery manufacturers or the automotive industry. In view of the tight delivery times for these individual products, often it’s not an option to wait for a full container load (FCL) before shipping,” says Christian Jung, Sea Import Manager at Dachser Air & Sea Logistics in Kaufbeuren. That makes LCL the solution. In the “groupage of the seas,” like in Road Logistics, orders from different customers are pooled and loaded together, then sent on their way according to a set schedule.

“Working with partial loads, rather than full containers, is an attractive way of keeping transport costs proportional to shipment size,” Jung says. “What’s more, this gives our customers greater flexibility in the event of reduced volumes, when they perhaps need to ship only two or three pallets in a groupage container.”

To this end, Dachser amalgamates deliveries from ifm’s suppliers, who mostly manufacture in Asia. These companies transport their goods to a packing shed at a specified place of delivery, where Dachser then pools them in groupage containers and ships them overseas to Europe on a fixed timetable. Once they arrive at the port, the import containers don’t go to a local cargo handler for unloading, but rather to one of Dachser’s European Logistics branches, for instance in Langenau. “In groupage onward transport, this eliminates the port pickup step, which is prone to delays. Instead, we set the priorities and can better manage volumes,” says Lennart Behrendt, Product Development Manager Global Ocean Freight LCL, who is a member of Kruse’s team. “To prevent delays once containers are unloaded, we also optimize customs processes for our customers. That way, we can feed the products—palletized as ordered—straight into our European overland transport network in line with demand,” says Moritz Welter, an account manager in sales at Dachser Air & Sea Logistics in Kaufbeuren. “That’s a win-win for everyone: not only does it reduce loading bay traffic, but it also optimizes how we use all the truck, handling, and human resources at our disposal,” Behrendt adds. And that pays off: “Faster services and shorter delivery times mean faster cash flow for our customers.”





Ocean Freight meets Road Logistics

## Upping predictability

Kruse reports that customers have had a rethink based on their experience of the coronavirus crisis and the worldwide supply disruptions it caused: “Being able to plan and predict how long a shipment will spend in transit is becoming more significant all the time. That’s what makes LCL in sea freight so attractive.” He adds that customers are also putting a greater emphasis on sustainable transport solutions: “By making optimum use of shipping container capacity and efficiently forwarding them first by train and then via our comprehensive overland transport network, we also help reduce our LCL customers’ carbon footprint.”

“LCL solutions for seamless and global door-to-door services call for an experienced, international team capable of consistently managing the sheer diversity of supply chains,” Kruse says. That’s why Dachser works with both internal and external experts and is now represented on every continent: “This gives our extensive logistics expertise a local presence and ensures we’re always close to our markets,” Kruse says. “Our network is growing all the time, so we’re well prepared to sail safely into the future for and with our customers, even through choppy waters. You can always rely on Dachser.” **M. Schick**

Less than container load (LCL) is particularly suitable for manufacturers that ship regularly but not in the quantities required to fill an entire container. Dachser is further expanding its LCL service portfolio worldwide.




## Future lab

# LEO satellites: Crowded heavens

The vast number of new communications satellites in low Earth orbit (LEO) creates some interesting opportunities, including for logistics. The Starlink network in particular can already be used in many parts of the world.

Far above our heads, the heavens are getting crowded. More and more satellites are orbiting the Earth: four years ago, there were fewer than 3,000 active satellites in orbit—now there are over 7,000. And by the year 2030, that figure could quadruple. The main driver of this strong growth is the increase in the number of LEO satellites.

LEO stands for low Earth orbit—the path taken by fast-orbiting communications satellites. Orbits in the LEO region are between around 250 and 2,000 km above the Earth's surface. This means that these satellites can have short signal transit times compared to those in higher orbits and can be deployed on shorter—and thus cheaper—rocket flights. But there are downsides: The low orbit means that more communications satellites are needed to provide coverage to the entire surface of the Earth. What's more, the air resistance still present in that region leads to greater wear and tear. While today's LEO satellites orbiting at 550 km tend to burn up in the Earth's atmosphere after about five years, a modern, four-metric-ton GPS satellite in a middle Earth orbit (MEO) at an altitude of over 20,000 km will have a service life of 15 years.



LEO satellites close data gaps around the globe

There are more than a dozen global LEO satellite operators offering not only phone services but a wide range of data, multimedia, and video services as well. The most well known and ambitious example of LEO satellites is the Starlink system owned by US entrepreneur Elon Musk's company SpaceX. Between 2020 and mid-2023, the company installed more than 4,500 satellites 550 km above the Earth. Every week, SpaceX sent up one of its reusable Falcon 9 rockets to put up to 50 of these 300 kg Starlink satellites into orbit at once—an economical way to build up the system. There is now a new generation of Starlink satellites, but as they weigh considerably more (1.25 metric tons each), getting them into space won't be quite as cost-effective. Nevertheless, Starlink plans to put more than 7,000 of these into orbit. Their launch has already been approved by the relevant US authorities.

## Internet from space

Starlink's specialty is providing people with internet access without the need for mobile communications networks and





stationary hookups. Users require transmitter and receiver units, which are about the size of a milk carton, and a satellite dish. Tests carried out by Dachser Corporate Research & Development recorded data rates of between 50 and 200 Mbit/s. The availability and reliability of a basic internet connection were rated between “good” and “very good.”

LEO communications solutions are being developed at an impressive pace: Starlink and its partners have announced that they will be testing satellite internet for aircraft and smartphones in 2023. Apple's iPhone 14 already comes with an emergency SOS via satellite function, which allows users to exchange short messages with emergency services even when no mobile network is available. This two-way communication is made possible through 48 LEO satellites orbiting the Earth at an altitude of 1,400 km and operated by Globalstar.

Other providers are also attempting to compete with LEO internet market leader Starlink.

These include the UK provider OneWeb, Amazon, and government initiatives in China and the European Union. The EU has announced its intention to launch some 170 LEO devices into orbit by 2027 to establish an independent satellite data network.

As this future technology gradually becomes reality, in theory it offers logistics the option of maintaining data communication with loading units, vehicles, and transit terminals even when 4G and 5G networks are unavailable. Which applications will ultimately prove viable will be decided largely by the size, energy requirements, and cost of the transmitter and receiver devices as well as by the actual availability of data transmission bandwidths. Dachser will continue to explore these options as part of its research and innovation activities.

**Andre Kranke, Head of Corporate Research & Development at Dachser**

The “Future lab” 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.

## Opportunities in logistics

# Much more than numbers

At Dachser, controlling is much more than numbers-driven office and computer work: operational controlling has a deep impact on day-to-day logistics operations. On the road with Henning Fuss from Controlling Road, Air & Sea (CRAS).

Domino is currently the biggest part of Henning Fuss's life right now. No, not the game with the tiles and the dots: Domino is Dachser's transport and freight forwarding software, which ensures efficiency in transport across Europe. Henning Fuss, Department Head Controlling Road Iberia, has taken on the job of supporting the full rollout of Dachser's in-house system in Spain and Portugal and preparing the local operational controlling team as best as possible.

"There are 18 colleagues there in controlling who have to be trained," Henning Fuss says. That's why he's currently at Dachser's Spanish and Portuguese branches almost every month. The rest of the training runs online, in part to keep air travel to a minimum. Communication with colleagues on-site is in Spanish and English. To make this work even better, Henning Fuss has just completed an intensive language course.

Controlling at Dachser runs a bit differently than at other companies, Henning Fuss says: "Naturally, we're concerned with numbers and financial controlling, too. But in operational controlling, our job is to involve ourselves in operational practice in order to find opportunities for process improvement. This could be, for example, a different way of scheduling shifts in the transit terminal, or teaming up with colleagues to jointly optimize packaging in order to minimize damage." He adds: "We have a lot of options and plenty of

Operational controlling:  
Henning Fuss has more than  
numbers under control



latitude in setting up or changing processes. We're not just pure controllers; we're also in-house consultants. In addition, Dachser offers us the opportunity to work across the entire global network—in overland transport or air and sea freight. I really appreciate that." His voice rings with genuine enthusiasm.

"Even during the onboarding phase, we ask our young controllers to take a close look at the processes in the warehouse," says 40-year-old Henning Fuss. He adds that these practical aspects of his job are a big part of why he's celebrating his 20th anniversary with Dachser: "Once you're part of the family, you don't want to leave."

Henning Fuss has always been fascinated by logistics. He seems to have been born for it: even at a young age, he used a transport simulator to organize supply chains for fun. Small wonder, then, that he sought out a career in the logistics world. And so he began his career at Dachser, starting out as a trainee at the Cologne branch, where he still works today. He took some time to study logistics in Vienna before joining the Controlling Road, Air & Sea (CRAS) corporate unit, which is headquartered at the Head Office in Kempten.

In addition to looking after the North-West region in Germany, Henning Fuss also took over the position of Department Head Controlling Road Iberia two years ago. In that role, he provides professional and collegial support to the operational controlling team on the Iberian Peninsula. Working in Spain and Portugal suits him. He enjoys the near-constant sunshine and especially values the mentality of the locals: "The colleagues at Dachser Iberia are very professional and work with a lot of joy and commitment—it's catching."

That's why Henning Fuss has no doubt that the launch of Domino will be a success story. The system will first be rolled out in Portugal in 2024, followed by Dachser Spain's 53 overland transport branches. Customers, however, aren't expected to notice the system change at all.

"It's a win-win for all sides. During the training in Spain and Portugal, we also learn a lot from their experiences and successes. In turn, we can use what we've learned for the development of operational controlling in the Dachser network. That's why I'm really excited about the project and the exchange of ideas," Henning Fuss says. It's like the domino effect: "We make sure the tiles always fall in the right direction—the one we want." **L. Becker**



Controlling is always  
a team activity, too

## Network expertise

Johann-Peter Nickel of the VCI (left) with Michael Kriegel at the contract signing



# Well-matched partners

The German Chemical Industry Association (Verband der Chemischen Industrie e.V., or VCI) and DACHSER Chem Logistics have extended their successful purchasing partnership in logistics ahead of time by five years.

Dachser's Head Office in Kempten hosted Johann-Peter Nickel, Executive Director of the VCI, and Michael Kriegel, Department Head DACHSER Chem Logistics, for a ceremonial signing to extend their successful purchasing partnership ahead of schedule.

VCI and Dachser established this partnership for European groupage logistics back in 2009. As the chemical industry became more and more international, in 2015 the partnership was expanded to include air and sea freight transports. The importance of this agreement is reflected in the figures: with some 1,900 member companies employing a total of almost 550,000 people in the chemical and pharmaceutical industry and related economic sectors, the VCI is one of Germany's three largest industry associations.

"Dachser is a competent partner for our member companies, one that can handle their European logistics safely with uniform quality standards using its own network, while also

supplying the intercontinental markets from a single source," Nickel says in appreciation.

The chemical industry, particularly in Germany, is facing enormous challenges, primarily due to the energy crisis and the current state of the global economy. "That's why our members need a reliable logistics partner like Dachser, capable of ensuring a secure, resilient supply chain—now more than ever," Nickel says. For this reason, both the logistics provider and the association believe their partnership has a bright future. Kriegel sees the early extension of this contract as a vote of confidence: "DACHSER Chem Logistics is a specialized industry solution that offers all the benefits of Dachser's global logistics network combined with a central pool of expertise specific to chemical logistics. We speak the chemical industry's language. By investing in the expansion of our network, in digital innovations, and in climate protection, we're also ideally placed to tackle the challenges of the future."



## Growing in Finland

In summer 2024, Dachser Finland will commission a new logistics center in Pirkkala, located in the Tampere metropolitan area. Companies in this highly dynamic economic area will then have access to Dachser's close-knit European overland transport network. The new facility for groupage handling is located at Tampere-Pirkkala Airport and will cover an area of around 5,000 m<sup>2</sup> when completed. With some 10,000 m<sup>2</sup> available for expansion, the logistics center is already equipped for future growth. Dachser has been active in Finland since 2014 and has been represented by a logistics center in Kerava in the greater Helsinki area since 2019. The company also has locations in Vantaa, Lahti, and Tampere specializing in air and sea freight.

Finland ascendant



## Singapore–Frankfurt daily

Dachser Singapore has expanded its offering on the route between Singapore and Frankfurt to include a daily air freight service. For customers, this means confirmed capacity with a transit time of 72 hours as well as access to the logistics provider's close-knit European transport network from Frankfurt. The service also has "sustainable fuel" as an additional booking option, one that Dachser offers on all routes worldwide for an extra charge. It means air freight shipments can be transported with 30 percent lower greenhouse gas emissions.

## Allies of the future

At the start of Germany's training cycle, Dachser's locations across the country are hiring a total of 744 junior staff. As usual, the largest share of new entrants—322 people—are training for careers in freight forwarding and logistics services. They are joined by 161 warehouse specialists as well as 100 young people—12 percent more than in the previous year—who have decided to train as professional drivers. A further 35 are students, who will be starting their various dual work-study programs with Dachser in October. Across Germany, Dachser currently has 1,670 trainees and 137 students in its three-year programs.

Training kicks off in Kempten



## Right-of-way for zero emissions

Dachser is significantly expanding its emission-free delivery of non-chilled groupage shipments to defined downtown areas. By the end of 2025, the logistics provider plans to launch DACHSER Emission-Free Delivery in eleven more European cities: Amsterdam, Barcelona, Cologne, Dublin, London, Malaga, Rotterdam, Stockholm, Toulouse, Vienna, and Warsaw. In addition, the company will expand its existing zero-emission delivery area in Paris. The service is currently available in Berlin, Copenhagen, Dortmund, Freiburg, Hamburg, Madrid, Munich, Oslo, Paris, Porto, Prague, Strasbourg, and Stuttgart. (See also cover story on p. 6.)



# Back to **life**

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The children's aid organization terre des hommes and Dachser are providing successful psycho-social support for children, young people, and their families in Ukraine in a long-term joint project. In this interview, Joshua Hofert, Executive Board Member Communications at terre des hommes Deutschland e.V., talks with us about helping wounded souls in times of war.



Offering a helping hand to  
children and families in trouble



**Mr. Hofert, Dachser and the children's aid organization terre des hommes have long enjoyed a close partnership. What shared basis is this collaboration built upon?**

**Joshua Hofert:** We started working together almost 20 years ago. At the time, the devastating tsunami caused by an earthquake in the Indian Ocean had brought unprecedented destruction, especially in Thailand and India. Given the images of distress and misery emerging at the time, and with the death toll likely exceeding a quarter of a million people, there was a great willingness around the world to donate and provide aid. In this situation, we sat down together with Dachser and asked ourselves: What will happen in India, and to the children and families affected by poverty and a lack of opportunities for the future, when the headlines fade and the emergency aid runs out? Our response was to set up long-term projects in areas particularly affected by poverty, with a focus on education, strengthening children's and women's rights, and sustainability. It's a path that terre des hommes and Dachser continue to follow to this day, in South Asia, Southern Africa, and Latin America—and since March 2022 also in Ukraine.

**How can this idea be applied to provide humanitarian aid in times of war?**

First of all, there was an urgent need to alleviate people's acute needs. Dachser could help, as it had both a functioning logistics chain and customers who wanted to be involved on a humanitarian level by providing relief goods. This resulted in emergency aid packages of food, toiletries, baby food, and medicines donated by Dachser customers, which were transported via various Dachser branches to the Ukrainian border. From there, locals brought the packages into the country. Dachser and terre des hommes were in direct contact throughout.

**Beyond such logistics services, what assistance could be provided in Ukraine itself?**

The country has been devastated; around 15 million people have fled the eastern and southern regions, families have been torn apart, and millions of children are traumatized by war experiences. In light of this, we quickly realized that the aid would be not a sprint but a marathon. For example, in August 2022 we launched a psychosocial support project for children and families in Ukraine. To implement it, we're working with two local partner organizations. One of them is called "Vostok SOS" (which translates as East SOS). This nonprofit foundation grew out of an initiative launched in 2014 to help internally displaced persons from the embattled and occupied areas in the Donetsk and Luhansk regions. Its founding

members are themselves internally displaced persons from the occupied territories of Luhansk, Donetsk, and Crimea, so they well understand the country and what the people need.

**What exactly does the project do?**

The project arranges for experienced trauma therapy specialists to help children, young people, and their families cope with stress and trauma, both individually and together. At the moment, it covers an area stretching from Dnipro and Lviv to Chernihiv and Vynnytsia; depending on how the situation develops, it will extend to other places as well. Basically, anywhere there are families and children looking for protection from war and destruction.

**What is Dachser's role in this?**

Dachser's contribution, both financial and in terms of ideas, can't be overestimated. After the war began, Dachser launched an in-house appeal for donations to terre des hommes for Ukraine. The response from Dachser's shareholders, management, and employees was overwhelming. Around EUR 80,000 had been donated by July 2022. Dachser then matched that amount. That's enough to cover almost half the total costs of the project. I think that's absolutely fantastic. →

In line with how the family-owned company sees itself as a Corporate Citizen+, Dachser has been working with terre des hommes since 2005 to make lasting improvements to the situation in which children, especially girls and young women, find themselves in South Asia, Southern Africa, Latin America, and Ukraine. The long-term focus is on helping people help themselves, with a view to improving disadvantaged groups' living conditions as well as their education and training.



Combating fear with art

“



Children feel very keenly that there are people out there who see them and let them know that they haven't been forgotten.

”

Joshua Hofert, Executive Board Member Communications at terre des hommes Deutschland e.V.

**You traveled to Ukraine yourself last May to get a sense of the progress the project is making. What are the specific tasks being performed?**

It's about providing fundamental assistance to children and their families. I was able to get an idea of how the trauma therapy and psychosocial support is structured for processing people's experiences of war and their resulting fears and nightmares. In addition, the project helps in meeting basic needs, such as safe locations, the reconstruction of schools and kindergartens, youth work, and youth participation. And then there's the documentation of child rights violations, as well as public relations work to raise awareness of the situation children are in. All of that involves getting many hands to work together.

**What impressions did you personally take away from your visit?**

After more than a year of war and destruction, something like normalcy has returned in areas away from the front lines. The people I met in Ukraine struck me as very courageous and confident. Supplies of energy, food, and other day-to-day

necessities are up and running, and work is underway to rebuild homes and infrastructure. There are apps that provide fairly reliable warnings of air strikes so people can reach shelter in good time, for example in metro stations in major cities. At the same time, however, the risk of death lurks around every corner. All areas along the front are mined. Society is becoming more and more accustomed to seeing conflicts settled with violence. Getting out of this negative spiral and creating a basis for all generations to live together without violence, prejudice, or trauma is a mammoth task, one that calls for staying power.

**What skills or qualities do the project members on the ground need?**

Working with our local partner organizations gives the terre des hommes project access to an international team of 20 psychotherapists in Ukraine. They are highly trained, they know the circumstances, the people, and their living conditions best, and they are well-equipped for negotiating all the administrative hurdles. This allows them to quickly connect with the children and their families. And they do it with great passion and commitment.

**Can you give us an example?**

One of these dedicated psychologists is Nadia from Chernihiv. When the first bombs fell, she had the coronavirus and couldn't enter the bunker. As a result, she involuntarily experienced the horror of war firsthand right from the start. One area she works in now is art therapy. Here, the first thing children learn is how to express their feelings through painting and crafts. This is fun for them, gets them thinking about other things, and gives them a sense of safety and security. It frees them from feeling powerless. Just for a moment, they're no longer the object of war, but can decide for themselves what they want to do, what they want to paint, and what colors to use. It's a small but significant step back into a life where they can make their own choices. Nadia told me that one child had recently asked her in amazement: "You're really not doing this for money? You are such good people!" This touched Nadia very deeply, and it gave her a lot of strength to persevere with preparing the way to a better future for these children.

**What message does the terre des hommes project with Dachser send?**

My visit to Ukraine showed me how important it is to give the children stuck in this life-or-death situation prospects for the future. They can feel that very keenly, and are very grateful that there are people out there who see them and let them know that they haven't been forgotten.



Painting helps restore autonomy



## Investing in the future

Dušan is one of some 2,200 young people around the world who are currently training or studying at Dachser. His apprenticeship to become a digitalization management agent is based in the Corporate IT at the Head Office in Kempten. "I'm fascinated by the digital future of logistics," Dušan says. "It's exciting to play a part in shaping that future as a member of such a great IT team. Every day is different and special."





# Sustainability on the move.

DACHSER Emission-Free Delivery



Environmental protection  
for city centers.

DACHSER Emission-Free Delivery succeeds in delivering groupage consignments within inner-city areas with zero emissions. Within specified zones, deliveries are made exclusively by vehicles that don't emit any pollutants or greenhouse gases. A positive side effect is that, with e-cargo bikes, deliveries can be made in pedestrian areas at any time of the day.