ISSUE 1/2020

DACHSER magazine

THE WORLD OF INTELLIGENT LOGISTICS

FINE SPIRITS IN GOOD HANDS

VALUE-ADDED LOGISTICS
FOR WINE AND SPIRITS

BENELUX
A NETWORK
FOR THE NETWORK

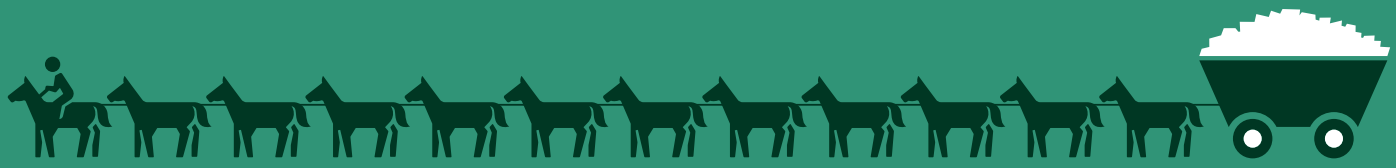
EUROPEAN LOGISTICS
CLOCKFACES
FOR BIG BEN

ON THE ROAD

If you've got freight, you're going to need a way to transport it—and that's been the case for thousands of years. Inventiveness and the quest for the best are always along for the ride in this technology story.

5,200 years is how far the Kolo Wheel dates back—the world's oldest wheel with an axle. Assumed to be part of a prehistoric wagon, it was found near the Slovenian capital Ljubljana in 2002.

123 metric tons is how much a monolith weighed that was transported more than 70 kilometers to the Imperial Palace in Beijing in the 16th century. The "truck" back then was likely a huge sled, so in wintry weather the roads were purposefully kept thick with ice to ensure smooth transportation between the quarry and the palace.



12 was the number of horses it took to transport freight weighing up to eight metric tons in the 19th century. Transporting heavy loads without the power of an engine was a real challenge—especially for the coachman, who sat not on a seat, but on one of the twelve horses. Wheels that were up to 18 centimeters wide prevented coaches from sinking into bridleways.

13 beer trucks and ten cargo trucks were shipped by Daimler to locations as far as Paris and London between 1896 and 1899. The world's first truck to run on gasoline had rear-wheel drive and came with three different engine variants. It was suitable for payloads from 1.5–5 metric tons and had a maximum output of around six horsepower.

65 metric tons of rock is how much the Swiss "eDumper" can transport down into the valley in one go. Weighing 45 metric tons, the dump truck is the largest electric vehicle in the world. It almost never has to be plugged in, because it only ever transports loads downhill in the quarry and charges its batteries in the process. The power it stores as a result is then enough to take the empty truck back uphill. Over the course of ten years, this means the dump truck will save around 1,300 metric tons of CO_2.

53.50 meters is the length of the road trains that travel across the remote Australian outback. Europe's longest road trains, which come in at 31.5 meters, are found on Finnish highways.

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FINE SPIRITS IN GOOD HANDS

What the wine and spirits industry requires is customized logistics solutions. From its locations in Nuremberg, Germany and Hörsching, Austria, Dachser supplies retailers, restaurants, and events with premium products by Moët Hennessy. The company also provides a comprehensive range of value-added services for all aspects of the champagne and fine spirits business.

Art and dance culture come together here under one roof: Munich's chic P1 club makes its home at the back of Haus der Kunst, an art museum. It is an exclusive location with a marvelous view of the English Garden. And there's certainly no shortage of champagne: every week, dozens of bottles change hands over the counter. However, truck deliveries are impossible. "There's no loading bay, so we bring the champagne in smaller vehicles," explains Stefan Käufer, Key Account Manager, Dachser Food Logistics.

Deliveries to Hotel Adlon, one of the most distinguished addresses in Berlin, present a similar challenge. The usual spot for handing over a delivery to the hotel would be through the first door at street level, but if it's locked, freight forwarders are not permitted to simply leave valuable goods in front of it. "Instead, we load the bottles onto a lift-truck, take them to the underground garage, and from there to the storeroom," Käufer says. Champagne is, quite simply, something special—including when it comes to delivery. →

Premium wine and spirits logistics with Moët Hennessy

Besides the picking of individual bottles ...

... Dachser also washes glasses ...

... and sets up displays

To qualify as champagne, the wine has to originate in the eponymous region of France, situated northeast of Paris and stretching from Reims to the north down to Troyes to the south. This region comprises several areas that grow the grape varieties most often used in producing champagne: Pinot noir, Meunier, and Chardonnay. The history of white wine in this area can be traced back to Roman times. Later, in the 17th century, young wine was shipped not only in barrels, but in bottles as well. However, wine in the bottles continued to mature and ferment. If the English in particular had not prized the bubbly beverage so highly, the vintners would probably have moved away from bottle fermentation, as for them it was an expensive and occasionally dangerous process. Countless bottles exploded from the pressure of the carbonation. Many years went by before the winemakers were able to perfect controlled bottle fermentation.

Logistics solutions from a single source

Nowadays, bottles can be stored and transported without fear of breakage. Each year for Moët Hennessy Germany, Dachser transports nearly 30,000 pallets of Moët & Chandon, Veuve Clicquot, and Dom Pérignon as well as Hennessy-brand cognac and more from a suburb of Reims, France to Nuremberg. There, in the central warehouse for Germany, the fine beverages occupy up to 6,000 pallet spaces. For distribution in Austria, the logistics provider has another 1,500 spaces in Hörsching (near Linz). Dachser locations deliver these products not only to hotels and dining establishments, but also to catering companies, shipping lines, and retailers. The supplier notifications and orders are fed in via the EDI interface and processed electronically until delivery.

"We've been continuously expanding our business in wine and spirits logistics for several years now. Across the whole Dachser network today, some 10 percent of all our pallet spaces worldwide accommodate goods for this indus-

INFO

The tax check

Despite the Single Market, European Customs Union, and Excise Movement and Control System (EMCS), country-specific regulations still apply that stipulate the form in which and the extent to which excise taxes should be paid. The online excise tax calculator "excisecalculator" (www.excise.dachser.com) developed by Dachser helps to quickly and easily get an overview of these costs. After inputting the relevant data such as type of alcoholic beverage, alcohol by volume, quantity, and country of destination, the tool calculates which excise taxes would be due respectively.

Alfred Miller, Managing Director, Dachser Food Logistics

> From the vineyard to the shelf—this is our claim. As a one-stop shop, we offer a wide range of services for the wine and spirits sector

try," explains Alfred Miller, Managing Director, Dachser Food Logistics. "From the vineyard to the shelf—this is our claim. As a one-stop shop, we offer the sector a wide range of services. These include transport solutions around the world through our strong European transport network, air and sea freight, comprehensive and integrated warehouse solutions, warehouses in Europe specially designed for storing alcoholic products, and additional logistics services. The latter covers display-builds, the full spectrum of packaging and point-of-sale services, plus complete excise tax handling."

Champagne is the perfect drink for special occasions. That is why, in addition to its picking services for retailers, the Nuremberg branch has plenty of space devoted to finishing operations for special gift shipments. With goods values reaching into four digits per bottle, anyone handling these products needs a careful eye, a steady grip, and to take sensible safety precautions. "Care in handling our products along with the flexibility for the various special campaigns we run are key requirements a logistics partner of ours has to fulfill. We feel that Dachser takes good care of us in this regard," says Piotr Majchrzak, CFO of Moët Hennessy Germany. Employees wear cloth gloves to pack gifts for special occasions. "The workers in the warehouse check to see that the label is positioned correctly on the bottle and that the packaging is absolutely pristine," says Michael Scheid, General Manager, Dachser Food Logistics in Nuremberg. If no fault is found, the gift sets are rounded off with a customized message or word of congratulations and sent off by parcel service.

From the Opera Ball to Oktoberfest

In addition to individual gift packaging, Dachser ships all kinds of massive display-builds as a value-added service. The company transported some 5,800 displays plus additional advertising material to retail outlets in 2019. That may include (as it does at the moment) a Vespa moped or a rickshaw, both of which are currently being used in Metro and Edeka grocery stores. Moët Hennessy Germany products also feature at many high-profile events, among them Dresden's Semper Opera Ball, Gallery Weekend Berlin, and Munich's Oktoberfest.

For such occasions, the Dachser warehouse in Nuremberg sends glasses, coolers, flags, and displays along with the bottles. "We purchased an industrial dishwasher for the glasses," Scheid says, since the trays of used glasses go back to Nuremberg after the events. There they are washed, damaged ones are removed, and the remaining ones are stored away again—all ready for the next celebration.

For festive occasions, Dachser offers a further custom service: at the Hörsching location in Austria, bottles are individually engraved with the customer's chosen design right there in the warehouse. A laser engraving machine can permanently inscribe names or congratulations on the containers for these high-quality beverages in just minutes. These bespoke products may be presented to, say, guests at a major sporting event—like the Hahnenkammrennen in Kitzbühel, a famous ski race in the Alps. →

Services for promotional campaigns in stores

The warehouse in Nuremberg

Should a bottle of champagne or spirits break while Dachser is performing one of these tailored services, the bottle neck is placed along with the cork and its wire cage in a closed receptacle and documented. The reason for this has to do with taxation of sparkling wine and spirits. Moët Hennessy has commissioned Dachser to handle this aspect of the business, too. Here's how: it starts with what's called an excise tax warehouse, which Dachser operates for its customer. The bottles are taken from France—exempt from excise tax—and brought to Germany and stored. The tax is not due until they are transported to the consumer. "Customs officials come by at regular intervals to check on the number of bottle necks," Käufer says. Once customs has given the green light, Moët Hennessy is exempt from paying excise tax on the broken bottles.

Champagne is a truly special product, as attested to by the handwritten thank-you letters Dachser Nuremberg receives. Sometimes the sender is a well-known personality who is expressing gratitude for the smooth execution of a shipment. After all, special occasions call for first-class beverages, and first-class logistics provide the perfect finishing touch. **D. Kunde**

Sparkling wines are in a class of their own. The carbon dioxide contained in the roughly 25 milliliters of space in the bottle neck between the champagne and the cork creates enormous pressure inside the bottle. If the bottle is well chilled, this pressure measures above four bar—more than in a car tire filled to bursting. At room temperature, it can exceed seven bar.

FACE-TO-FACE

Logistics partnership and joint growth in contract logistics

Wine and spirits is not the only sector where warehousing and individual value-added services are in demand. With its contract logistics solutions, Dachser meets a wide array of customer requirements. An interview with Alexander Tonn, Corporate Director, Corporate Contract Logistics at Dachser

Mr. Tonn, how does contract logistics add value?

Alexander Tonn: Contract logistics is all about integrated solutions. We combine inbound and outbound transports with specialized warehouse services and tailored value-added services. Our goal is apply this intelligent combination of services to optimize our customers' logistics balance sheets. Dachser has invested a considerable amount in achieving this. For example, over the last five years the number of pallet spaces has increased by 22 percent—to 2.4 million. Whether or not commercial and industrial companies outsource their warehouse services, and if so to what extent, varies from industry to industry and depends partly on market developments.

How do you balance custom solutions with the standard offerings that are essential for large groupage networks?

That's not a contradiction in terms. Our strength is in our standard portfolio: thanks to existing warehouse solutions at 177 Dachser network locations serving over 1,430 customers around the world, we can build upon a comprehensive pool of tried and true processes. About 60 to 80 percent of the steps these processes follow are the same. The rest consists of the customized value-added services I already mentioned, or specialized processes in incoming and outgoing goods. Here is where our experts in planning and operations come in, applying their expertise to redefine processes before integrating them into our Mikado warehouse management system and optimizing them—all in the interest of our customers.

What industries does Dachser target with its contract logistics?

We focus on industries and products for which we have already built up comprehensive expertise in our European overland transport networks as well as in Air & Sea Logistics. Our Food Logistics business line caters to well-known commercial and industrial companies in the food industry—both for refrigerated and non-refrigerated items—while our European Logistics business line serves customers in other sectors, such as fast-moving consumer goods (FMCG) and durable consumer goods (DCG), not to mention DIY-Logistics, Chem-Logistics, and electronics.

FROM THE LABORATORY OF THE FUTURE

Process automation

AS IF BY MAGIC

Robotic process automation (RPA) is an exciting new IT technology that more and more companies are using. It involves getting software robots to quickly and easily perform various routine tasks on the computer.

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.

Software robots help people

While some next-generation technologies get written about and discussed at length without having any real impact on everyday logistics work, other technologies are finding their way into many companies unnoticed. Robotic process automation (RPA) is one of these hidden technology champions.

RPA applies software robots (bots) to automate manual tasks performed on a computer. The bots use IT systems in the same way as humans—in other words, they work on the program interfaces that are usually navigated using keyboard and mouse controls. For example, when inputting data, the bot locates the relevant field on the application or web page interface and enters the corresponding data, which it retrieves in the same way from a predefined data source.

Working on various levels

A typical RPA bot is neither flexible nor intelligent; it sticks rigidly to a predefined process. "Open Excel file A in folder X. Go to cell B10 and copy the data. Open www.xyz.com in the browser and paste the data copied from the Excel spreadsheet into the first input field," and so on. Using available RPA tools, bots can be quickly taught such things, simply by example and setting a couple of logical shortcuts, and by employees with virtually no prior programming skills. The forerunners of RPA bots were scripts and macros, which could also determine such processes. While these were usually limited to a specific application or website, RPA bots can work in any number of interfaces.

Typical tasks that RPA bots are already performing include completing input and form templates, opening and doing simple processing of e-mails, uploading and downloading files, compiling data, and performing calculations.

Ideal for routine tasks

A bot can be used to automate those routine, rarely changing tasks and relieve people of activities that are often seen as monotonous and tedious. Bots complete tasks to the same quality and performance level 24 hours a day, 365 days a year. The only thing RPA bots can't deal with is unexpected changes in the process; these cause errors that require human intervention.

In the future, bots will use machine learning algorithms to learn from errors in order to become more flexible. "Superintelligent bots" like these are still a long way off. For the foreseeable future, artificial intelligence will not be able to respond quickly, appropriately, and reliably to unknown events in the way humans can. All that's realistic is for bots to take some small steps toward intelligence, perhaps by using machine learning to process unstructured input data such as texts, speech, or images.

Andre Kranke,
Department Head R&D Research & Innovation Management

Variety is what counts in the DIY market

DACHSER DIY-LOGISTICS UNDER NEW MANAGEMENT

Jens Wollmann became Department Head of Dachser DIY-Logistics at the start of the year.

Wollmann has almost 20 years' experience in the logistics industry, having spent over half of them at Dachser

The 43-year-old logistics specialist takes over from Ralf Meistes, who founded and grew Dachser DIY-Logistics and headed it for more than 20 years. Meistes retired at the end of 2019. That year, he also received the DIY Lifetime Award, presented by Handelsverband Heimwerken, Bauen und Garten and Dähne-Verlag, in recognition of his decades of commitment and pioneering work within the DIY industry.

Dachser DIY-Logistics was founded in 1998. "This industry solution has established itself on the market over the past 20 years. Its annual volume, currently at five million shipments, clearly underlines the relevance of the logistics solution, which is specially tailored to the requirements of the global garden and DIY sector," says Stefan Hohm, Corporate Director, Corporate Solutions, Research & Development, who is in charge of Dachser's global industry solutions business.

The successful Dachser DIY-Logistics model, which combines the core services of Dachser's global network with specific services and expertise for the DIY sector, is set to continue growing. "The demands placed on DIY-Logistics from suppliers, retailers, and consumers are changing more dynamically than ever, which is why we're focusing on our range of tailored logistics services and the growing internationalization of the industry solution," says Jens Wollmann in explaining the core tasks of his new position.

Everyone benefits when delivery conditions are clearly regulated

Incoterms 2020

UPDATED TERMS OF DELIVERY

The International Chamber of Commerce has revised essential buyer and seller obligations in international trade. The new edition of the Incoterms rules has been in force since January 2020.

Incoterms rules are as much a part of everyday logistics as warehouses and trucks. Issued by the International Chamber of Commerce (http://www.iccwbo.org), these rules govern essential buyer and seller obligations in international trade, including the transfer of goods to the buyer, transport costs, liability for loss of or damage to goods, and insurance costs. The rules are recognized worldwide and are used in more than 30 different languages.

In order to adapt Incoterms 2020 to current global trade practices, 500 experts from more than 40 countries worked on the new version. One of the main objectives of the revision was to realign the rules with business practice and make them even more user-friendly. For example, the presentations were revised, the order of the rules was changed, and updated user instructions were appended to each rule.

The Incoterms rules apply between the parties to a (national or international) sales contract and deal—but not conclusively—with specific rights and obligations within this contractual relationship. This aims to ensure uniform definitions and thus avoid subsequent interpretation problems or inconsistencies between the parties to the sales contract.

You can find more information here:
http://bit.ly/Incoterms_en

IN BRIEF

On January 31, 2020, the United Kingdom left the European Union. However, nothing will change in the trade of goods between the countries of the EU and the UK until the end of the year. Thereafter, a free trade agreement between the EU and the UK is to come into force. Whether this can be negotiated and adopted by the end of the year is, however, still unclear.

The Brexit checklist, which Dachser customers can download from http://bit.ly/Brexit-Checklist, provides an overview of the necessary preparatory measures.

Non-fossil fuels

FAT FORWARD

Protecting the climate with old oil and chip fat: In Hamburg, scientists are working on obtaining alternative, more climate-friendly diesel from renewable raw materials and waste.

Frying up an exciting automotive future

What will drive the mobility of the future? Process engineers Professor Anika Sievers and Professor Thomas Willner from the Faculty of Life Sciences at the Hamburg University of Applied Sciences (HAW) are looking for the answer to this question in used frying oil, chip fat, and plastic waste. Scientists are currently developing a completely new generation of biofuels that is fully compatible with conventional gasoline, diesel, or kerosene.

The waste oils and waste fats need only be cleaned up slightly before they are filled into a reactor. At a temperature of 370 °C they then break down into smaller molecules. The result is a distillate and some solids. In the next step, the distillate is hydrogenated with hydrogen produced using renewable electricity. This yields diesel that is free of sulfur and nitrogen, as it is produced from plant feedstocks. Gasoline and kerosene can also be produced in the same way.

To date, this fat upcycling has yet to make its way out of the scientists' Hamburg laboratory. As part of the X-Energy funding provided by the German Federal Ministry of Education and Research, the researchers now want to bring this process to a pilot plant together with biofuel pioneer Nexxoil with a view to preparing the bio-oil for market maturity.

Bionics

GREEN LIFEGUARD

Once heating oil or heavy oil get into the water, an environmental disaster inevitably follows. An inconspicuous plant could bring salvation.

A burst oil pipeline or ships leaking fuel oil or heavy oil pose a grave threat to marine life. Oil slicks are not only toxic, but also extremely difficult to clean up. Now researchers at the University of Bonn have succeeded in finding a surprising answer with the help of nature.

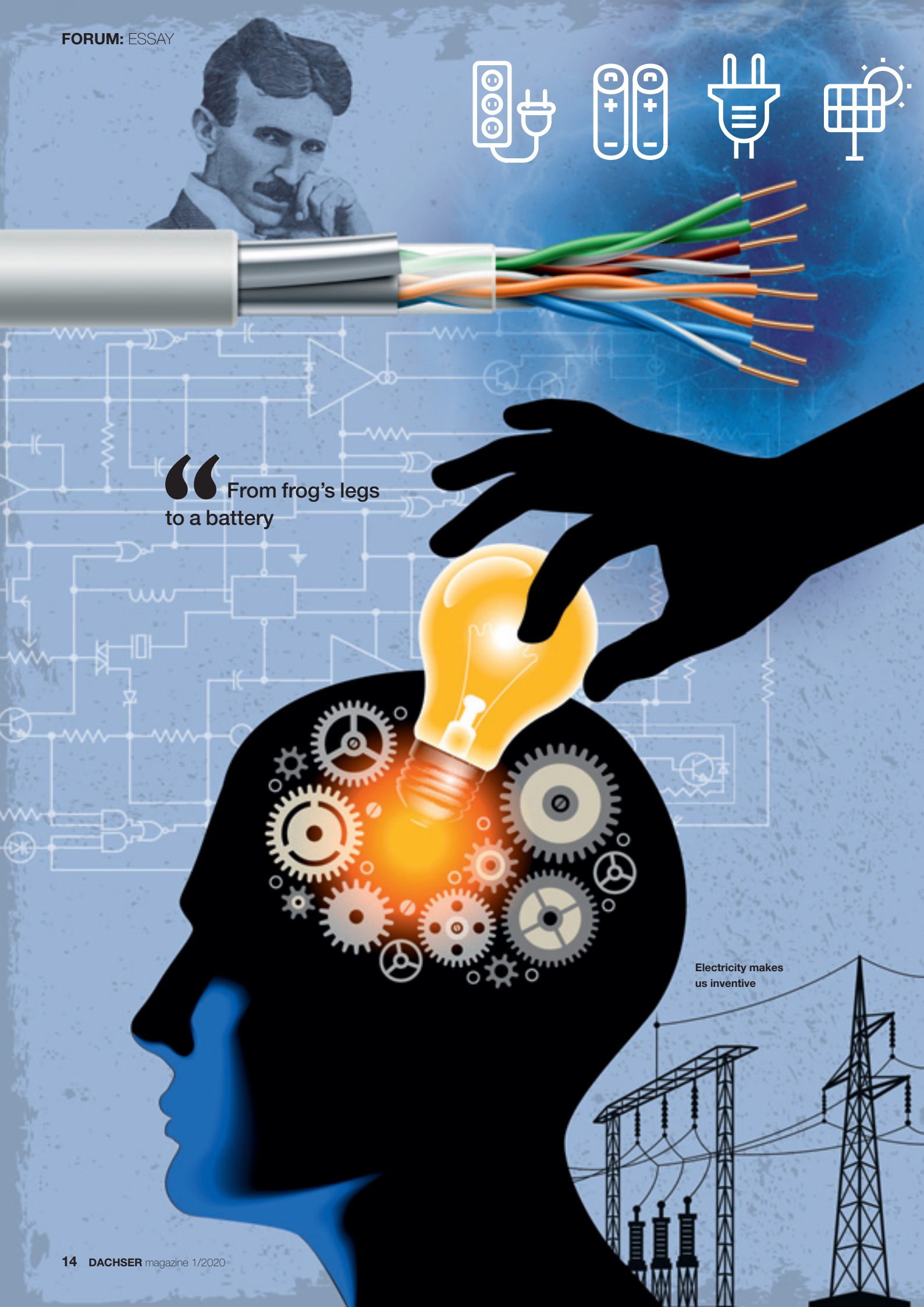
The team of researchers led by Professor Wilhelm Barthlott, a botanist and one of the pioneers of biological and technical interface research, has developed a process that enables certain textiles to passively skim oil off water surfaces. This fabric is modeled on the Salvinia floating fern and what is known as the lotus effect.

Ingenious nanostructures

Under the microscope, the leaves of the floating fern present incredibly fine hair-like, curved, and elastic structures on their surface, which entrap air under water and at the same time have an extremely water-repellent (super-hydrophobic) effect. What the researchers have now discovered is that the plants really do like fat and oil. "This means the Salvinia leaves can transport a film of oil on their surface," Professor Barthlott says. "We've now been able to transfer this property to technically producible surfaces, such as textiles."

Floating ferns are a natural wonder

The result is a newly developed fabric that efficiently removes oil films from water surfaces without the use of chemicals. "It's like using an automatic fat skimmer on soup," Professor Barthlott says. And there's another advantage: "The oil skimmed using super-hydrophobic fabrics is so clean that it can be reused."



> From frog's legs to a battery

Electricity makes us inventive

POWERED UP

Electricity has fascinated people since the early ages—yet it remained a mysterious natural phenomenon for centuries. The story of how it was tamed to become the steady supply of power from the socket we know today was shaped by rivalries between ingenious inventors.

Faced with his employer's broken promise, Nikola Tesla saw red: Thomas Edison had offered him USD 50,000 in return for redesigning his generators—but now Edison was refusing to pay. Incensed, the young Croatian engineer handed in his notice. While scraping a living as a day laborer on road construction sites, Tesla had to watch his former boss conquering 1880s New York. One power station was built after another, cables were being installed everywhere, and Edison's light bulbs were selling like hot cakes.

This humiliation fired Tesla's ambition. He had previously researched alternating current when he was still in Europe, complete with a suitable motor and generator. Tesla felt certain that alternating current offered huge advantages for public provision of electricity: power stations would no longer need to be situated in the middle of the city and the wires could be thinner. Eventually, Tesla found a financially strong partner in the form of the industrialist George Westinghouse—and launched his attack on Edison's direct current empire.

The war of the currents was fierce. Edison repeatedly tried to discredit Tesla's system as too dangerous, but without success. Using alternating current and 200,000 specially developed light bulbs (Edison refused to supply them with his), Tesla and Westinghouse illuminated the highly frequented 1893 Chicago World's Fair. This was followed by a large-scale commission for a hydroelectric power plant—and an unstoppable wave of electrification.

Magical innovation driver

From household appliances to radio broadcasting and computers, the continuous supply of electricity has driven thousands of new inventions. Humankind, it seems, has been eager to make up for lost time—after viewing electricity as a supernatural occurrence for so long. Lightning, for instance, was seen as a divine demonstration of power throughout long stretches in the history of civilization. Nobody would ever have dreamt that the friction-generated charge separation of ice and sleet particles in clouds could unleash so much energy.

Yet the underlying electrostatic phenomenon had been observed long before Edison and Tesla. Over 2,500 years ago, the philosopher Thales of Miletus picked up an "elektron," the ancient Greek term for amber, and rubbed it against an animal hide. He was surprised to find that the stone would then attract lightweight objects such as feathers. For many centuries, magicians employed this effect by using friction to electrically charge all manner of things—even people—as part of their tricks. It wasn't until the Enlightenment gathered pace on the back of global trade that serious scientists once more turned their interest to this curious energy.

Its story took an important turn in Italy at the end of the 18th century. The key figures were once again two rivals, this time scientific scholars: Luigi Galvani and Alessandro Volta. Working at Bologna University, Galvani discovered that the legs of dead frogs would twitch when touched with iron and copper pins that were connected to each other by wire. But Galvani's publications on the supposed "animal electricity" were met with fierce contradiction in Pavia, 200 kilometers to the northwest, where Volta was carrying out his research.

Empowered mobility

Volta realized that Galvani had unknowingly created an electric circuit—made up of the different metals and the electroconductive salt water in the tissue of the frog's legs. In his own experiments, Volta stacked copper coins and zinc platelets on top of each other, inserting acid-infused cardboard between them. By attaching wires to the metal plates, he was able to generate a steady electric current—without the use of animal parts. And so the first functioning battery was born.

Today, single-use and rechargeable batteries are as much part of everyday life as power sockets. An important early application for batteries emerged around 150 years ago, when electric automobiles took to the streets. Temporarily superseded by vehicles with combustion motors, electric cars are now experiencing a strong comeback. One of the pioneers is a Californian company—fittingly named after the engineer who once electrified the world. Tesla would most likely be pleased to know that ecological aspects are at the heart of this turnaround in powering mobility. Even back then, he warned that it was "criminally wasteful" to meet energy demand with oil. An alternative is sketched out in the patent he filed in 1901, which shows an innovative apparatus designed to generate electricity from solar rays. **S. Ermisch**

Electricity flows everywhere—even in people. Electric currents are responsible for triggering a wide range of bioelectrochemical activities in organisms. These include generating and processing impulses in sensory and muscle cells. Even thinking would be unthinkable without brainwaves.

CLOCKFACES FOR BIG BEN

From Bavaria to the Thames: Dachser delivers mouth-blown glass to the world-famous Elizabeth Tower in London on behalf of Lamberts Glassworks. Once renovation is complete, the 1,300 panes will allow the four dials of what is probably the largest and most accurate mechanical tower clock in the world to shine in new splendor. →

Timeless works of art: the clockfaces of Big Ben

Glassblowing is hard work

It was at midday on August 21, 2017 that Westminster's famous bell last chimed. Since then, what is one of London's most well-known acoustic landmarks has been silent. For many Londoners and millions of visitors to the British capital, this was incredible: a crack in the culture. But there was no way around it. Elizabeth Tower, or Big Ben as it is more commonly known, had not been spared from the ravages of time and the legendary Clock Tower, as it was called for most of its life, was due for extensive renovation. Work is scheduled to be completed in 2021.

In addition to structural repairs on the historic tower itself, restoration experts set their sights on the four massive clockfaces, each one measuring seven meters in diameter. These proved to be a completely separate job of formidable proportions. At a glance, it would be hard to tell that the dials of what is probably the world's largest and most accurate mechanical tower clock are actually made up of 1,300 mouth-blown plates of glass, each one unique. Replacing them calls for traditional craftsmanship of the first order. And the London-based team of restorers found what they needed in the Bavarian town of Waldsassen.

Glass with that special something

Lamberts Glassworks is predestined for such jobs of historic significance. Specializing in the traditional manufacture of window glass since 1906, Lamberts is the only glassmaker in Germany that produces flat panes from mouth-blown glass using an elaborate process. "This is how we create high-quality glass with a special structure, glass that is well-suited for the restoration of historic monuments and for glass artworks. These can be as different as the magnificent windows in Dresden's Frauenkirche or the contemporary glass art at Rockefeller Center," explains Christian Baierl, Head of Sales at Lamberts. It follows that the commission to faithfully reproduce the 1,300 mouth-blown and hand-finished glass plates for Big Ben's four clockfaces fits seamlessly into the glassmaker's portfolio.

A precious and fragile piece of freight

It's up to Dachser to ensure that this precious and fragile cargo gets from Bavaria to the UK in one piece. "When it came to time-sensitive test batches that were initially transported by Dachser as groupage, reliable delivery using targospeed played a major role. That's why we chose Dachser," Baierl says. "Another key criterion was a high degree of transparency in the shipment process by way of eLogistics. As an SME, having this level of service quality available is a fitting final step in supplying our customers with premium LambertsGlas."

Direct transport to the UK

Angela Puchtler, Sales Executive at Dachser's Hof logistics center: "We had already delivered glass made by Lamberts—a window for Buckingham Palace—to England for the Queen's Diamond Jubilee. We've been working with Lamberts since 2009 and serve them in other European countries as well." Puchtler says that collaborating with the long-established Bavarian company is a real highlight for Dachser. "Once you've had a peek at production at Lamberts, you'll never cease to be amazed by it." At their industrial facility—officially designated a historic cultural landmark—the glassmakers mouth-blow the red-hot hollow workpieces of viscous glass to produce cylinders that are then cut up, rewarmed, and "ironed" flat in the furnace. They also have over 5,000 different color shades in their portfolio. All manner of craftsmen work together around the clock to produce each plate of glass. As they are literally playing with fire, each and every movement must be precise.

The 1,300 rectangular glass plates, each measuring 60 by 90 centimeters, will be safely packed into wooden crates and palleted for transportation. Then they will make their way via direct transport to their famous installation site in London, where a British company will cut them to the exact size to fit the tower's clockfaces. "We work together with our customers to develop suitable, made-to-measure transport solutions," Puchtler says. "And it goes without saying that we're rather proud that we, as logistics specialists, have played a part in restoring Elizabeth Tower to its familiar splendor."

All set then for 2021. Once all the scaffolding has been removed, when the bells ring out again over Westminster, and Londoners look up at their beloved Big Ben, everyone will know just how precious time is. Thanks to unique glass art from Bavaria and reliable European transport.

M. Gelink

PROFILE

Lamberts Glassworks was founded by Josef Lamberts in Waldsassen, Bavaria, in 1906. The company, which since 2018 has been owned and operated by Rainer Schmitt, employs 70 people and is one of only three companies in the world still using traditional methods to produce mouth-blown sheets of glass.

www.lamberts.de/en/

Each of Big Ben's four clockfaces measures seven meters in diameter. At a height of 55 meters, each 4.3 meter minute hand and each 2.74 meter hour hand reliably make their rounds against the four clockfaces, which are a mosaic of 1,300 plates of glass. Each year, the hands "clock up" 190 kilometers. Three times a week, an electric motor is used to wind the clock.

Oliver Jarmuszewski is an IT expert with a broad range of tasks

OPPORTUNITIES IN LOGISTICS

TECHNOLOGY IN HIS GENES

Even as a young boy, Oliver Jarmuszewski was drawn to the inner workings of electrical devices. His fascination with technology paved the way to a career with a promising future.

Oliver Jarmuszewski was just six years old when he started repairing electronic devices at home. If anything around the house needed repairing—whether it was a Walkman or a video recorder—this kid was only too happy to take it apart. And to the astonishment of his parents, when he put the devices back together, many of them actually worked again, too. The tech enthusiast received his first computer at age 14. "My friends and I taught ourselves everything there was to know about computers. It was a case of learning by doing," Jarmuszewski recalls.

So it was only logical that he should turn his hobby into a career. Unfortunately, as a young man Jarmuszewski never really warmed to his training as an IT specialist in application development at a previous company. He didn't want to be just a programmer, he also wanted to work closely with people. Then along came Dachser in 2012. Jarmuszewski, a native of Berlin, came across a job advertisement recruiting apprentices in IT Management for the Berlin-Schönefeld branch.

"During my interview process, fully four people said they were interested in me. I was so surprised and thrilled at the same time," Jarmuszewski says. He then joined Dachser as an apprentice and immediately had the feeling he'd arrived where he wanted to be: a part of the family-owned company. It took him just two and a half years instead


"I've found my dream job"

of three to complete his apprenticeship—with outstanding examination results. In 2015, Dachser's Berlin-Schönefeld branch took Jarmuszewski on as an IT coordinator. He says it's his dream job, and that he is thankful to his trainers and colleagues "each and every working day."

New challenges every day

"My job is very varied. You have to tackle new challenges every day, and it's always about finding the correct balance between complying with the standards and specifications of an international company while maintaining a certain degree of flexibility on site and creating sound solutions," Jarmuszewski says. Today, he is one of around 230 IT specialists worldwide in the Dachser network who act as an extension of the Corporate IT unit, applying a uniform set of standards and guidelines around the world. Whether in Asia, in Bucharest, or in Berlin-Schönefeld, the IT systems in use are the same everywhere. In Berlin-Schöneberg, Jarmuszewski and three colleagues are the first point of contact for IT questions, tackling a wide variety of issues. These include on-site IT infrastructure support and maintenance, setting up the necessary hardware for their colleagues, dealing with all IT security issues, managing the IT equipment inventory, processing mobile-device repairs, administering the telephone system, and training new colleagues on the network server environment and e-mail client. "I am also the customer contact for our eLogistics internet portal, for EDI data connections, and for our new web services in the API portal," Jarmuszewski adds.

"Here in Berlin-Schönefeld, we have five warehouses and one office building. The premises are very large, which keeps me on the go," Jarmuszewski reports. One of the 30-year-old's extraordinary duties involves working high up in the air to take care of the distribution cabinets inside the warehouses.


Repairs are part of the job, too

Always ahead of the curve

In order to stay abreast of the fast-paced world of IT, Jarmuszewski and his Dachser colleagues complete regular training and continuing education courses. The Head Office in Kempten offers 14 training modules, ranging from purely technical courses like VoIP&Wireless to soft skills training. "As focused as we all are on the professional topics at hand, we always work in a pleasant family atmosphere. I really appreciate that," Jarmuszewski says. The IT coordinators make a good team outside office hours, too: for instance, Jarmuszewski and his colleagues went on an excursion to a cabin in the Allgäu mountains together.

Twice a year, the IT Coordinators Competence Circle—a committee of selected IT coordinators and IT managers—meets to discuss new developments and requirements for IT colleagues; each IT coordinator can have topics raised and is informed about the results. Jarmuszewski is thrilled that teamwork across the entire network is just as strong when it comes to rolling out new technology at various locations. For example, in the fall of 2020, drivers in Berlin-Schönefeld will be provided with new handheld devices to simplify the process of documenting the supply chain. "There's always something new being developed, and that's what makes this job exciting. At some point, artificial intelligence will also play an ever more important role in logistics," Jarmuszewski believes. And when it does, he'll be ready: "As an avid gamer, I'm already familiar with a lot of the things that might make their way into everyday work not long from now. I take the term nerd as a compliment; after all, I've managed to turn my hobby into a career. For me, it's a childhood dream come true—and it holds so much incredible potential for the future."

L. Becker

When IT-controlled logistics follows uniform global standards, the result is transparency across all logistics functions. To this end, Dachser employs over 450 IT specialists at Head Office and in branches. The heart of the Corporate IT operation is located in Kempten (Germany), with satellite operations in Malsch near Karlsruhe (Germany) and in Chanverrie (France). There are also over 230 IT coordinators in branches worldwide, offering customers and colleagues personal IT support and acting as first points of contact on site.

ON THE SAFE SIDE

The Spanish chemical industry is booming

Born to make partnership with the chemical industry reliable: SQAS, the independent security and quality assessment system. Across the Dachser network, 27 branches have already been assessed. Now, the San Sebastián location in Spain has joined them.

The Spanish chemical industry continues to grow. For last year, the trade association FEIQUE forecast a revenue increase of 2.6 percent to EUR 67.6 billion for chemical products. For 2020, it expects 2.5 percent growth. Spanish chemical companies generate about 60 percent of their revenue abroad. This makes them an important driver of Spain's export industry.

It's wide of the mark to say that all chemical products are dangerous goods. However, when Dachser Iberia introduced its own dangerous goods system on the Iberian Peninsula about five years ago, it put itself in a very good position to support this growth in Spain's chemical industry. Independent parties are happy to confirm that the Dachser Chem-Logistics industry solution offers considerable expertise. After recently going through the SQAS assessment procedure for logistics services, the San Sebastián branch has joined the list of Spanish locations that can call themselves an SQAS assessed company.

Security and Quality Assessment for Sustainability (SQAS) started out as a joint initiative by chemical companies and the European Chemical Industry Council (CEFIC) to develop a transparent process that ensures logistics →

Antonio Garrido, Team Leader External Assessment & ADR European Logistics at Dachser Iberia

> The SQAS assessment is particularly important for us as the local chemical industry needs a strong and reliable logistics partner

Maximum transparency for more safety: In the course of an SQAS assessment, independent auditors evaluate logistics companies with the help of a standardized questionnaire. The results of the audits are published on the CEFIC website.

providers adhere to the highest standards regarding quality, safety, the environment, and social responsibility. This involves having independent experts assess the companies using a standardized questionnaire.

Back in 2016, Dachser Barcelona became the first branch in Spain to go through an SQAS assessment. "The SQAS assessment is particularly important for us as the local chemical industry needs a strong and reliable logistics partner, especially for export. The most important export countries for our customers in the chemical sector here are Germany, France, Italy, and Poland," explains Antonio Garrido, Team Leader External Assessment & ADR European Logistics at Dachser Iberia in Madrid. Exports account for around 23 percent of total revenue with chemical products in Spain.

Garrido adds that successfully getting through an SQAS assessment is a challenge. The central element is a detailed questionnaire divided into several general topics: management system and responsibility, risk management, human resources, as well as performance analysis and management review. He explains that completing the questionnaire and passing the assessment relies on close and trusted collaboration with the Network Management Organization division at Dachser Head Office in Kempten as well as with the relevant departments at the regional head office for Iberia, and on the tireless work of colleagues on the ground in San Sebastián.

Dachser in San Sebastián

Ensuring the highest standards

In Kempten, SQAS expert Nicole Sommerlatte and her team support the preparation and completion of the assessment in the European branches, including San Sebastián. "This guarantees that we never lose sight of business practice and that any improvement potential we identify can always be transferred to other branches," says Jens Müller, Head of Network Management Organization. It also means that the in-house aims are often set even higher than those of the independent auditors. Once a branch has been assessed, its assessment report has to be renewed regularly. "To ensure that future results are comparable and stay that way, we tell the country organizations precisely which recognized assessment organizations they can work with," Müller continues. Ten reassessments were conducted last year alone. Six more reassessments are planned for this year, along with two first assessments.

Altogether, 27 branches have already been SQAS assessed in Dachser's European network, with no differences between regions. "Our branches must adhere to exactly the same high quality standards throughout Europe. We expect our branches in all European countries to achieve the same excellent SQAS results, which are usually far above the industry average," Müller emphasizes.

"If a logistics provider has been SQAS assessed, customers can see at a glance that they are on the safe side: whether it be handling and forwarding, infrastructure safety, driving safety, environmental and quality management, or the prevention of health risks," Garrido explains.

The most important effect of an SQAS assessment is that it improves in-house controls and processes. "Especially when it comes to quality, sustainability, health, and safety," Garrido says. With appropriate training in improved processes, employees can carry out their tasks safely and deliver better quality. And that applies to downstream service providers as well. "SQAS is also a major factor for our transport subcontractors. Implementing the BBS (behavior-based safety) program improves drivers' handling and loading," Garrido acknowledges. "SQAS implementation is another way for us to reinforce our position as preferred partner for companies in the chemical industry."

A. Heintze

FACE-TO-FACE

Committed to the highest standards

An SQAS assessment is a special challenge for logistics providers in the chemical industry. An interview with Jens Müller, Head of Network Management Organization at Dachser, about this kind of independent quality and safety check.

Mr. Müller: What does an SQAS assessment mean for Dachser?

Jens Müller: SQAS has its origins very much in the chemical industry, where quality, safety, and environmental standards have always been a central concern and have long been given top priority. This makes SQAS assessments very important for Dachser, too. The system combines quality and safety considerations with environmental protection management. These are exactly the issues to which Dachser is particularly committed, and they are firmly embedded in our corporate strategies. In effect, SQAS is a way for us to document our own quality requirements as regards markets and customers.

What differentiates SQAS from certifications such as ISO?

In contrast to theoretically derived certifications or seals, SQAS assessments are very practical and tailored to complete logistics networks. Since our European Logistics business line also transports a large proportion of chemical products and dangerous goods, SQAS is an ideal acknowledgment of the regulations we have defined for ourselves. In fact, our standards are often significantly higher than the relevant legislation requires.

Can you give an example of the areas SQAS considers?

One interesting thing is that the system has a questionnaire both for the transport service and for warehousing. This means it covers the different standards in great detail. As Dachser operates some very large warehouses for hazardous materials, SQAS helps us analyze, compare, and assess the different processes thoroughly—and communicate this definitively to the customer.

What does the customer get out of it?

Thanks to SQAS, customers can be sure that Dachser is committed to outstanding logistics processes, quality, environmental management, health, and safety, as well as living up to its corporate social responsibility. Companies in the chemical industry demand nothing less. In addition, customers can take part in the assessments at any time—and that's really the most transparent and effective way to evaluate a logistics provider.

Investing in the future

FINLAND IN FORWARD GEAR

Dachser is setting the course for further growth in Finland—in overland transport as well as in air and sea freight.

Dachser is further developing its business model for overland transport in the Finnish market. In Kerava, some 30 kilometers from the capital, Helsinki, Dachser is building a facility covering some 4,600 square meters to handle all incoming overland goods as well as distribution for the Helsinki metropolitan area. Operations at the new overland transport terminal are set to begin in the second half of 2020.

"Our business has grown significantly in the last five years. Now is the right time to revise our operating model and establish both our brand and our service more prominently on the domestic market," says Tuomas Leimio, Managing Director, European Logistics Finland, Dachser Finland Oy. As a result, the logistics provider will offer better international connections for the Finnish export industry, as well as optimized services throughout Europe to Finland.

Dachser Finland Air & Sea Logistics under new leadership

A new face has joined the management team at Dachser Finland Air & Sea Logistics Oy: in October 2019, Petri Kallio succeeded Juha Isohanni as Managing Director Air & Sea Logistics Finland. The 51-year-old Finn reports to Thomas Krüger, Managing Director of Dachser Air & Sea Logistics EMEA.

"Petri is a very experienced manager with 30 years in the logistics industry," Krüger says. "He knows the Finnish market very well and has a wealth of expertise in multiple carriers, supply chain design, and key account management. We're looking forward to further developing our activities in Finland with him on board," Krüger says.

Groundbreaking in Kerava: (l-r) Karli Lambot, Member of the Board of Directors, ACE Logistics Group AS; Jens Lengefeld, Head of Partner Hub & Traffic Organization, Dachser; Andres Matkur, Managing Director, ACE Logistics Group AS; Tuomas Leimio, Managing Director, European Logistics Finland, Dachser Finland Oy; Wolfgang Reinel, Managing Director, EL North Central Europe, Dachser; and Michael Schilling, COO Road Logistics, Dachser

+++ GROUNDBREAKING IN WADDINXVEEN +++ The groundbreaking ceremony for the expansion of the Dachser Logistics Center Rotterdam in Waddinxveen, South Holland, was held in mid-December. The new warehouse is expected to be operational as of October 2020 and offers 17,278 square meters of storage capacity. This expansion means that the logistics facility in Waddinxveen will then cover 93,000 square meters, including more than 50,000 square meters of storage space. +++

(l-r) Willem Goosens, Contract Logistics Manager Dachser Rotterdam Logistics Center; Edwin Vermeulen, General Manager Dachser Rotterdam Logistics Center; Henk Bakker, Director Van Uden Logistic Site Investments B.V.; Aat van der Meer, Managing Director Dachser Benelux; Rene van Zandbergen, Contract Logistics Manager Dachser Benelux.

+++ NEW MANAGING DIRECTOR AT DACHSER IRELAND +++ John van den Berg has taken over as Managing Director of Dachser Ireland since the beginning of this year. He succeeds Albert Johnston, who is retiring. Mr. Van den Berg has been with Dachser since 2006, joining the Irish country organisation in July 2019. The 49-year-old from the Netherlands began his Dachser career in Waddinxveen near Rotterdam, where he served as Head of Customer Service and Controlling. In 2011, Mr. Van den Berg transferred to the Zevenaar branch, located on the German-Dutch border, and assumed responsibility of that branch in 2013. As part of an intensive induction phase, Mr. Van den Berg played a pivotal role during the final integration and rebranding stages as Johnston Logistics became Dachser Ireland. Dachser acquired the Irish logistics provider in 2017. +++

+++ NEW DACHSER BRAZIL OFFICE IN CURITIBA +++ 45 percent more office space: Dachser Brazil's Curitiba office marks a further expansion of its business operations in the Brazilian state of Paraná. The state capital is one of the country's most important export and import hubs and is also where the logistics provider connects its air and sea transport services with its overland transports. The port of Paranaguá, some 90 kilometers away to the east, is the gateway to the rest of Brazil as well as to Argentina, Bolivia, and Paraguay. In addition, São José dos Pinhais airport in the Curitiba metropolitan area opens up routes for air freight to international markets. +++

+++ EXPANSION IN ÖHRINGEN +++ Dachser is expanding its branch in Öhringen, Baden-Württemberg. By summer 2020, the existing transit terminal will be 3,500 square meters larger. A new story will also be added to the office building, increasing its floor space by 600 square meters. Dachser is investing some EUR 9.5 million in the project. The branch currently has about 230 employees who transport industrial goods all across Europe, processing approximately 57,400 shipments per month for a total of some 302,100 metric tons each year. This expansion will create 25 new jobs in total. +++

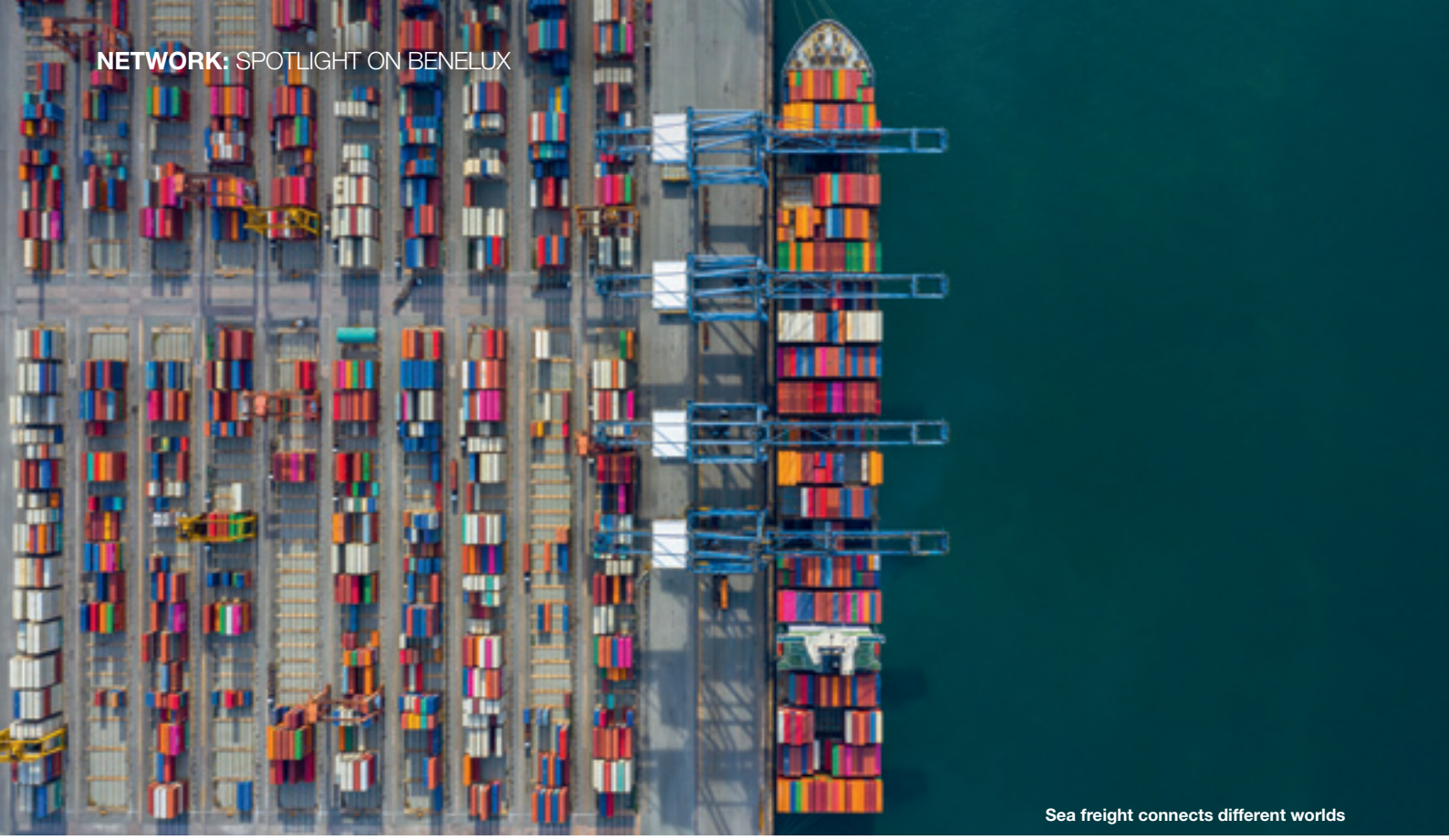
A NETWORK FOR THE NETWORK

Benelux is a key region for global logistics. A dense transport network with connections to the rest of the world provides the ideal basis for integrated supply chains.

It's a network with a historical dimension: Benelux. For over 75 years now, the western-European neighbors Belgium, the Netherlands, and Luxembourg have been cultivating a close partnership and network known as Benelux. Back in 1944, even before the Second World War had ended, they formed a customs union. In 1958, this was expanded to create an economic union. By that point, after all, these three monarchies had plenty of experience in working together. Ever since the early Middle Ages, their territories have shared a whole host of different economic and cultural ties.

Today, the term "Benelux" is mainly used to refer to the cultural and political grouping of these three small countries. Around 30 million people live in the region, →

Gateway to the world: Rotterdam



Sea freight connects different worlds

Due to their geographical location in Europe, the Benelux countries (Belgium, the Netherlands, and Luxembourg) play an important role in logistics. Aat van der Meer was appointed Country Manager of Dachser EL for Benelux in 2011. In 2014, he also assumed responsibility for the Air & Sea business unit in these countries to optimize collaboration between the European Logistics and ASL areas of the business.

which covers close to 75,000 square kilometers. What makes this appealing market even more attractive is the fact that over half of the European Union's purchasing power lies within a radius of 500 kilometers.

Attractive gateway to the world

Home to the ports of Rotterdam, Antwerp, Ghent, and Zeebrugge, plus Schiphol Airport near Amsterdam, Maastricht Airport, and Brussels Zaventem Airport, the network formed by the Benelux countries is an attractive gateway to international markets. Highways, railways, and waterways closely connect these international hubs with regional and neigh-boring centers of production and consumers, which is why logistics and trade in Benelux plays such a big role. International companies see the multimodal accessibility of Belgium and the Netherlands as a particular boon to their business. They tend to concentrate their Belgian operations in the areas around the Brussels-Antwerp-Ghent triangle; in the Netherlands, they set their sights on the Randstad region—the area nestled between Amsterdam, Rotterdam, Utrecht, and the Hague.

Logistics on a growth trajectory

Dachser began operations in Belgium and the Netherlands back in 1975 and since then, all signs point to growth. Aat van der Meer, Managing Director Dachser Benelux, reflects on the company's development in the region: "Dachser has marked one milestone after the next in the Benelux countries, including when we opened our new branch in Waddinxveen near Rotterdam in 2007 and when we added a new location in Luxembourg in 2011. Then, in 2012, we expanded the handling terminal at our first branch in the Netherlands, in Zevenaar, to cover an area of 10,000 square meters." Since then, lots has happened in the region. "On the back of such solid growth, we expanded our Waddinxveen site substantially, and it's now the headquarters of our Benelux organization. And at the end of 2019, we broke ground on a new warehouse measuring 17,000 square meters."

Dachser has also expanded its capacities in neighboring Belgium on a large scale, Van der Meer says. Relocating to a new building at the Willebroek site near Antwerp in 2014 created more than 7,000 square meters of advanced terminal handling space, he explains. Further work to enlarge the facility is planned for 2021. Following its 2015 expansion, the site in Mouscron, about 100 kilometers west of Brussels, now offers 8,400 square meters of terminal handling space, plus 5,000 square meters of storage space. In Luxembourg, operations in the town of Grevenmacher have also been on a clear growth trajectory: in the 2018 financial year, revenue rose by 11.3 percent, tonnage by 6.4 percent, and the number of shipments by 6.1 percent. The headcount of Dachser employees in Benelux has also risen remarkably and now stands at around 800 people.

Integrated network

As far as Van der Meer is concerned, these figures also show that Dachser's long-term investment policy is heading in the right direction. Besides the money Dachser has injected into the expansion of buildings, he explains, the company has also invested in information technology, technical equipment, and personnel. Interlocking—the seamless connection of Dachser's global Air & Sea network with its comprehensive overland transport network in Europe—is a particularly important part of Dachser's operations in the Benelux countries. A major advantage in this respect is the proximity of the Waddinxveen and Willebroek branches to the important ports of Rotterdam

Aat van der Meer, Managing Director Dachser Benelux

> “In Benelux, we can offer worldwide supply chains from a single source

(where 14.5 million TEUs were handled in 2018) and Antwerp (around 11 million TEUs).

Interlocking offers Dachser customers seamless and transparent access to all relevant markets around the globe and is an intelligent and reliable solution for networking procurement, production, and distribution at all times. “Given that the Benelux countries are an important nexus for world trade, we’ve steadily expanded our presence in the region and further consolidated our European network,” Van der Meer explains. “Integration of our Road Logistics and Air & Sea Logistics business fields is something we’ll continue to drive forward across the board, from IT to sales. This way, we can offer worldwide supply chains from a single source. With the best we have to offer in terms of European overland transport and global air and sea freight,” he adds.

Dachser anticipates change and keeps its finger on the pulse

It’s when circumstances change that a network’s strength really shines through. Brexit is a case in point. When the UK does leave the EU, Van der Meer expects further growth in the Benelux countries. “Lots of companies have already announced their plans to relocate storage of their goods to mainland Europe,” he says.

Dachser’s new contract logistics warehouse in Waddinxveen near Rotterdam will be a key link in the chain, providing the services required to best meet customer requirements. According to Van der Meer, Dachser Benelux is well positioned for the future, thanks in no small measure to its highly skilled workforce. “We’re seamlessly integrated into the Dachser network and can offer our customers 350 daily departures within Europe and to other countries. It’s our reliable and dedicated employees, who come from all over the world, that make all of this possible. They can respond quickly and they understand what our customers operating on an international level need,” he says proudly.

He explains that one of the ways Dachser ensures such high levels of quality is by working with various schools to develop young talent. The company has also established in-house training for students completing dual-study programs in logistics professions. For Van der Meer, this all ties in with a clear goal: “Networks are made by people for people. By inspiring young people to get involved, we’re shaping the future—both for Dachser and for our customers.”

K. Fink

Dachser is well positioned with its European Logistics and Air & Sea Logistics locations

PROFILE

Dachser Benelux

EL Netherlands
Shipments: 1,617,500
Tonnage: 692,800
Pallet spaces: 32,370
Branches: Zevenaar, Waddinxveen
Employees: 445

EL Belgium
Shipments: 1,192,500
Tonnage: 535,800
Pallet spaces: 3,160
Branches: Willebroek, Mouscron
Employees: 321

EL Luxembourg
Shipments: 219,800
Tonnage: 79,600
Branches: Grevenmacher
Employees: 42

Dachser Air & Sea Logistics Benelux
Shipments: 12,000
Tonnage: 11,700
Branches: Rotterdam, Schiphol, Maastricht, Brussels (sales office)
Employees: 30

(As of 2018)

OPPORTUNITIES FOR THE COURAGEOUS

The seeds we sow today will bear fruit tomorrow

What will the future bring? Where are we headed? What compass guides us? It's the beginning of a new decade, and a time to look ahead. DACHSER CEO Bernhard Simon talks about the family-owned company's responsibility to future generations.

If we consider possible contenders for Word of the Year, "future" is probably at the top of the list, what with "Fridays for Future," "Scientists for Future," "Artists for Future," "Economists for Future," etc. Everywhere you look in politics, business, or society, everyone is using the start of the new decade as an opportunity to look ahead. While the intentions behind this idea are good, it does perhaps lead to some inflated expectations about the future. I am reminded of a particularly pertinent remark by Victor Hugo (1802–1885): "The future has many names: for the weak it means the unattainable; for the fearful, it means the unknown; for the courageous, it means opportunity."

With these words, the French writer provided direction for how we think about the future. Meaningful change occurs when a vision is combined with realism and pragmatism to turn it into something concrete, into reality. Take climate change, for example. It is truly honorable when companies pledge to become carbon neutral. But we very rarely hear about how they intend to achieve this ambitious goal in practice—the specific plans they make, the measures they implement, the techniques they use. In their pursuit of a sustainable future, companies that outsource responsibility for solutions to offsetting agencies—which support development projects in underdeveloped regions and quantifiably counterbalance companies' carbon footprints—still face some unanswered questions. One thing that needs to be clarified, for instance, is how such offsetting companies can sensibly invest the cash injection they would receive to actually make a long-term impact in a short space of time. And then what about the certification systems? They have to undergo critical testing to prove that they really do deliver what they promise.

The current trend in sustainability and climate policy is so powerful that it will have a tangible impact on the design of our services in the next few years; there's no doubt about that. After all, such policies are laid down in laws, regulations, and standards. If we apply Victor Hugo's ideas about the future to Dachser, our goals are neither unattainable nor unknown.

Sustainability is in our DNA

Sustainability and a focus on future generations are part of the genetic makeup of Dachser as a family-owned company, as is our overall understanding of corporate responsibility; that is, how we position and embed our business within society. Ever since day one, Dachser has always seen the future as an opportunity. Our approach to managing our business is built around values and based on a triad of strategy, structure, and culture. This allows the Dachser family to be part of and help shape society within a free, pluralistic democracy. True to this approach, the company has always assumed responsibility for its employees and the environment.

Things that have been par for the course at Dachser for years are now moving up on agendas elsewhere. About a year ago, Larry Fink, CEO of global investment manager BlackRock, caused a stir when he sent an open letter to companies and corporations urging them to see their purpose not only in maximizing profits, but also in answering the pressing social and ecological questions of our time. One major reason is that young people are increasingly questioning the deeper meaning behind their work and its implications for society and the environment, something that is also a factor in their choice of employer. According to Fink, companies that succeed in breaking away from ends-justify-the-means utilitarianism and that aim to achieve much more than maximizing their financial profits are well placed to help the transition to the "new age of purpose."

We believe that the focus must be directed back to the question of what benefits a company creates through its products and services and how it generates profits in the process. Business ethics are about much more than "donations for a good cause." It's not so much about what you do with profits, but first and foremost, how they are made in the first place.

Sustainability is more than a trend

That is why Dachser isn't interested in a contrived search for purpose, which overlooks the actual goal of open and →

CEO Bernhard Simon believes Dachser is in a great position for the future as a family-owned company guided by its values

genuine interactions among companies, society, employees, and the environment. And anyone who uses "social" and "ecological" as mere labels will probably abandon them as quickly as they adopted them.

When it comes to its own "for Future" campaign, Dachser does not need to search for or even reinvent its own meaning and purpose. Dachser's mission is to provide networked logistics, something it has been doing with great passion for generations. Its corporate governance is built on stable values, entrepreneurship, and the firm belief that its services can always improve its customers' logistics balance sheet. That is where the roots of the family-owned company's identity lie. It is what motivates us in our day-to-day business, in how we develop and structure the company, and in our approach to partnerships with customers and employees.

Against this backdrop, Dachser has always been able to grow in a "healthy" way and will continue to do so. At the same time, however, we are also aware that growth as part of internationalization and globalization places increasingly high demands on the management and governance of the company. We recognized this as early as the 1990s, which is when we created a separate department for strategy and corporate development to handle the management of our business fields' strategic focus programs. Furthermore, compliance has become an issue of key importance and one that must be firmly embedded in our global corporate governance structure. That involves continually raising awareness of our code of conduct, which is based on the Dachser culture and on basic ethical standards that apply the world over.

To arrive at your destination, you need to know the direction you are taking

Our rationale for creating the department is the same now as it was back then. We know there is only one way to successfully shape future-oriented, innovative logistics: we have to be as close as possible to our employees and customers in the regions, and always work with them to find the best solution within our networks—and all underpinned by our binding code of conduct. In this way, we have been able to implement a dynamic internationalization strategy while—in line with our "one world – one company – one network" motto—ensuring ever-closer integration of all our structures and processes for the benefit of our customers.

Using every opportunity to its full potential

At Dachser, the bundling of freight services has been part of our business model from the very beginning. It is linked to a key aspect of sustainability: utilizing freight space to its full capacity, which in turn minimizes the CO_2 emissions for each unit transported. To further optimize efficiency, we at Dachser and our customers have a vested interest in making full use of all the opportunities that digitalization and IT have to offer—for customers and service providers alike.

That's another reason why we established the Corporate Solutions, Research & Development corporate unit all those years ago: to firmly establish sustainability as a key pillar of Dachser's strategically managed corporate development. With a clear purpose, we will continue to press ahead with and implement any sustainable logistics solutions that make sense from a technical and economic perspective. One example is our innovation project for zero-emissions groupage deliveries in city centers, which started in Stuttgart and is now being rolled out in various cities.

Our concern is not to make headlines; our concern is the small steps we're taking all the time to implement things across the board, which only come together to achieve the desired affect over time. And this is not a new path for us—it's a tradition. The results have made a broad impact that is reflected in our infrastructure and logistics processes.

Part and parcel of this approach is our uncompromising commitment to quality, which leaves our customers around the world in little doubt of the value Dachser helps add to their business. The key to this success is the fact that Dachser, and all its employees, live and breathe the company values. In line with this mindset, Dachser sees itself as a corporate citizen and, as such, is committed to corporate social responsibility, bringing the company's sense and purpose into harmony in its own unique way. And what does this mean for Dachser's future? Allow me to paraphrase Victor Hugo: above all, we see the future as an opportunity. One that we will seize and use to the fullest.

DESULFURIZING

Set course for cleaner oceans: by introducing a new regulation, the International Maritime Organization (IMO) hopes to reduce sulfur oxide (SO_x) emissions from ships by 77 percent over the next five years. Dubbed IMO 2020, the regulation went into effect in January and aims to reduce the global air pollution caused by SO_x by 68 percent. This will mean less acid rain and represents a major effort against ocean acidification.

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