

ISSUE 2/2020

# DACHSER

## magazine

---

THE WORLD OF INTELLIGENT LOGISTICS

### **A KEY PART OF THE PROCESS!**

PEOPLE IN LOGISTICS

**CORONAVIRUS  
CRISIS**  
LOGISTICS CHAINS  
UNDER STRESS

**GETTING  
ON TRACK**  
TO CHINA BY RAIL



# WITH OUR POWERS COMBINED

It's better together – the best and brightest minds of yesterday and today have long held to this motto, pooling their strengths to advance society through technological and organizational innovations.

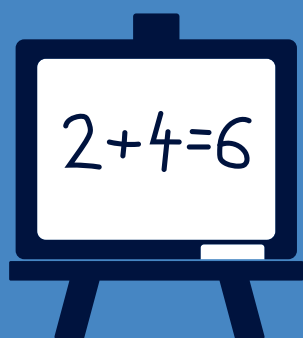
**2.25** meters is the height of the diorite stele that is inscribed with the Code of Hammurabi in cuneiform script. The collection of laws, named after one of the kings of Babylon, dates back to the 18th century BC and was imposed to regulate society at that time. With a total of about 280 statutes, the Code is one of the oldest legal texts in human history. Today the stele is on display in the Louvre in Paris.



**1413** was the year the world's first club was founded: La Court de Bonne Compagnie in London. It was established by pious noblemen and devoted to charitable causes.



**67** balloons left the French capital when it was under siege during the Franco-Prussian War (1870–1871). Much to the anger of the besieging army, the city authorities found a brand-new way to transport the mail by air. During the 17-week blockade, two and a half million letters and cards weighing a total of some eleven metric tons floated out of Paris this way.



**4** arithmetic operations—that is what the “stepped reckoner” was capable of. German philosopher, mathematician, lawyer, and historian Gottfried Wilhelm Leibniz presented it to the Royal Society in London in 1673. As regards the relationship between man and machine, he imagined a clear division of labor. In the polymath's own words: “It is beneath the dignity of excellent men to waste their time in calculation when any peasant could do the work just as accurately with the aid of a machine.”

**16 million** scientists have banded together to form ResearchGate, the world's largest network for researchers. It is one of the most important communication platforms in the fight against the coronavirus.



**COVER STORY****Security of supply:**

A key part of the process – People in logistics ..... 04

**FORUM****People & markets:** ..... 10Dachser's 2019 business figures,  
news from the Dachser future lab, and  
the power of the yearning for nature**Essay:** A loose cannon –

Putting intelligence to the test ..... 14

**EXPERTISE****The next generation:** Dachser announces  
executive board for the future ..... 16**Logistics in the time of the coronavirus:**

Supply chains under stress ..... 18

**Careers in logistics:**

A rising star in warehouse logistics ..... 22

**Research:** Alternative

drive concepts – What's next? ..... 24

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

News from the Dachser world ..... 28

**Drivers:** Cared for and appreciated –

On the road in complicated times ..... 30

**Dachser Rail Services:**

A short cut via the New Silk Road ..... 32

**GOOD NEWS****Charter for aid supplies:**

Face masks for hospitals ..... 35

The DACHSER eLetter:  
Subscribe now!

Exciting stories from  
the world of logistics.  
Sign up quickly and  
easily at:  
[www.dachser.com/eletter](http://www.dachser.com/eletter)



04



18



22



32

**Publishing information**

**Published by:** DACHSER SE, Thomas-Dachser-Str. 2, D-87439 Kempten, internet: [www.dachser.com](http://www.dachser.com) **Overall responsibility:** Dr. Andreas Froschmayer **Editor-in-Chief:** Christian Auchter, tel.: +49 831 5916-1426, fax: +49 831 5916-8-1426, e-mail: [christian.auchter@dachser.com](mailto:christian.auchter@dachser.com) **Editors:** Theresia Gläser, Annette Rausch, Madlen Recla, Christian Weber **Distribution:** Andrea Reiter, tel.: +49 831 5916-1424, e-mail: [andrea.reiter@dachser.com](mailto:andrea.reiter@dachser.com) **Publisher:** Schick Kommunikation, Kerschensteinerstraße 25, 82166 Gräfelfing, e-mail: [info@schick-kommunikation.de](mailto:info@schick-kommunikation.de) **Project management:** Marcus Schick **Design:** Ralph Zimmermann **Photos:** all photography Dachser except gettyimages (pp. 1, 2, 3, 4, 5, 12, 13, 14, 15, 24, 25, 26, 28, 29, 35), original! u. Barcodat/Wikimedia (p. 11), Michael Schönberger (pp. 3, 32, 33, 34) **Illustration:** Ralph Zimmermann (pp. 14, 15) **Printer:** Holzer Druck und Medien Druckerei und Zeitungsverlag GmbH, Fridolin-Holzer-Str. 22-24, D-88171 Weiler im Allgäu **Print run:** 35,000/61st volume **Publication:** 4x per year **Languages:** German, English, French, Spanish **Translation:** Klein Wolf Peters GmbH, Munich. This product is made from FSC®-certified and other responsibly sourced materials.





Values connect people  
and cultures



# A KEY PART OF THE PROCESS – PEOPLE IN LOGISTICS

The lockdown and cautious reopening of the economy have been quite extraordinary examples of just how important functioning logistics chains, and the people who keep them running, are. At Dachser, we live and breathe specific values that provide us with clear guidance and security in these times.

**T**he coronavirus affects every aspect of our lives right now. For months, it has been dominating the news and taking control of our streetscapes, eateries, and retail, not to mention public and cultural life—and, of course, logistics. No other everyday item has come to represent this state of affairs in quite the same way as toilet paper. The surprising and universal way the shelves emptied of the product became symbolic of the crisis and its effects on supply structures. →





Niklas Wintrich,  
Dachser Koblenz

This prompted much reflection and a slew of writing on panic buying and the psychology behind crisis-driven, anything-but-rational consumer behavior. However, the temporary shortage of some everyday products, such as toilet paper and disinfectant, or certain basic food-stuffs such as rice, yeast, flour, and pasta, sometimes overshadowed things that continued to function smoothly during the lockdown—like the supply chain for our basic needs: food, medication, and essential everyday goods.

Logistics was the reliable workhorse that kept supply chains moving for manufacturing and other industries that haven't shut down during the crisis. Impressively, it achieved this in spite of dramatically tougher operating conditions brought about by extraordinary border controls within Europe along with the stricter hygiene, distancing, and safety regulations in place—not just in retail settings, but also in the warehouse, drivers' cabs, and dispatchers' offices.

Under normal conditions, logistics processes within complex networks follow fixed schedules that are planned down to the last detail, and rarely catch the public eye. In the crisis, however, truck drivers, logistics operatives, and people

working in transit terminals and warehouses have joined doctors, nursing staff, and supermarket employees for a spot in the limelight.

### Nothing is possible without people

What motivates people in logistics? What drives them? What gives them guidance? Answers to these questions are especially important in difficult times. "Logistics is about more than storage and transport capacity. It's a multi-faceted, extensive system that is well and truly alive; it's a cybersociophysical system made up of people, their tools and resources, and IT," says Dr. Andreas Froschmayer, Corporate Director Corporate Strategy, Development & PR. "People are and always will be the key to success here," he says, and for three reasons: First, quality is made by people and that will be a differentiating factor in the digitalized world. Second, fulfillment always involves people. And third, Dachser's employees and drivers are and will always be a direct human connection to the customer.

"Despite advancing levels of digitalization and global connectivity, it's still people's personalities and skills, their values, and empathy that make the difference to Dachser's logistics services," Dachser CEO Bernhard Simon says. "Our employees are the face of Dachser's high quality; they stand for customer satisfaction and loyalty."

The Dachser mission, "We create the world's most intelligent combination and integration of logistical network services. We optimize the logistics balance sheet of our customers," defines our goal. Six values or pairs of values pave the way toward achieving this goal:

- Entrepreneurship and the courage to innovate
- Inclusive responsibility
- Sustainability
- Loyalty and commitment
- Integrity and honesty
- Openness and respect

"Our values are what give us guidance and stability and make us unique. They serve as a guideline for how we interact with each other. In a world that is turning and changing ever more rapidly, our values give us a secure footing for how to behave without ourselves changing in the way we trust each other—also and especially in a crisis," Simon explains.

### Values that hold personal meaning

It's in times of crisis—when things we took for granted at work and in our private lives crumble overnight, when well-oiled supply chains start to go off track or even temporarily grind to a halt—that people pull closer together and develop a heightened awareness of their common bonds. We've seen it across all different levels and all over the world: people really are living and breathing our Dachser values, applying them to themselves and to their roles within the network.



Priya Prabhu,  
Dachser India



Alicia Graham,  
Dachser USA

When Niklas Wintrich, a service employee at Dachser's Koblenz logistics center, thinks about **"entrepreneurship and the courage to innovate,"** he links them with drive and progress. "It's when your professional environment is undergoing change, which is truer today than ever before, that you really try to get involved and make a difference. It gives you inspiration and the strength to keep motivating and bettering yourself in all different ways, big and small." He believes that these values really benefit and help him at present, and will continue to do so in the future, too. "In this globalized and connected world, it's important to always stay one step ahead of the competition. That's why innovation is so essential," Wintrich says.

Priya Prabhu, Communication Coordinator Air & Sea Logistics at Dachser India, associates **"integrative responsibility"** with a saying that has always accompanied and guided her on her own personal journey: if you want to go quickly, go alone, but if you want to go far, go together. Prabhu believes that everyone contributes their own combination of expertise, experience, and skills. If these were integrated into shared work and projects, there would never be a shortage of better, creative ways to tackle a task. "This way, it's not all up to just one individual and it minimizes the likelihood of bottlenecks, increases productivity, helps coordination across departments, and creates a good, healthy working environment in the team and organization," Prabhu says.

Mijal Paredes, Maritime Operations Dachser Chile, understands **"sustainability"** as "taking responsibility for the world in which we live; for example, by designing supply chains to keep the environmental impact as low as possible." She explains that a specific way to achieve this is with LCL (less-than-container-load) offers where shipments are consolidated so that containers are used at

maximum flexibility and efficiency. This could also be a way to deal with a temporary decline in shipment volume as result of the crisis.

**"Loyalty and commitment"** are values that Alicia Graham, a sea freight specialist from Dachser Air & Sea Logistics in Atlanta, US, rates very highly right now. She believes that to deliver on their goals, people should always be reliable and truthful in their actions—and that applies both at and outside of work and all the more so when times are difficult: "You can't build a dependable and lasting relationship on a 'maybe' or 'only if it's convenient for me.'"

Andreas Pedersen, Freight Forwarding Assistant in the charter department at Dachser Denmark in Hvidovre, sees **"integrity and honesty"** as important values in both his professional and private life. Something that Apple founder Steve Jobs once said resonates with him: "Sometimes when you innovate you make mistakes. It is best to admit them quickly, and get on with improving your other innovations." Pedersen has adopted this idea: "The results we help achieve will always be better if we're honest with ourselves and about the things that need to be changed. Even if we make mistakes in the process. I'm so grateful that we have a culture like this at Dachser. I am convinced that honesty, maintaining high moral standards, and integrity will always be rewarded in the end." →

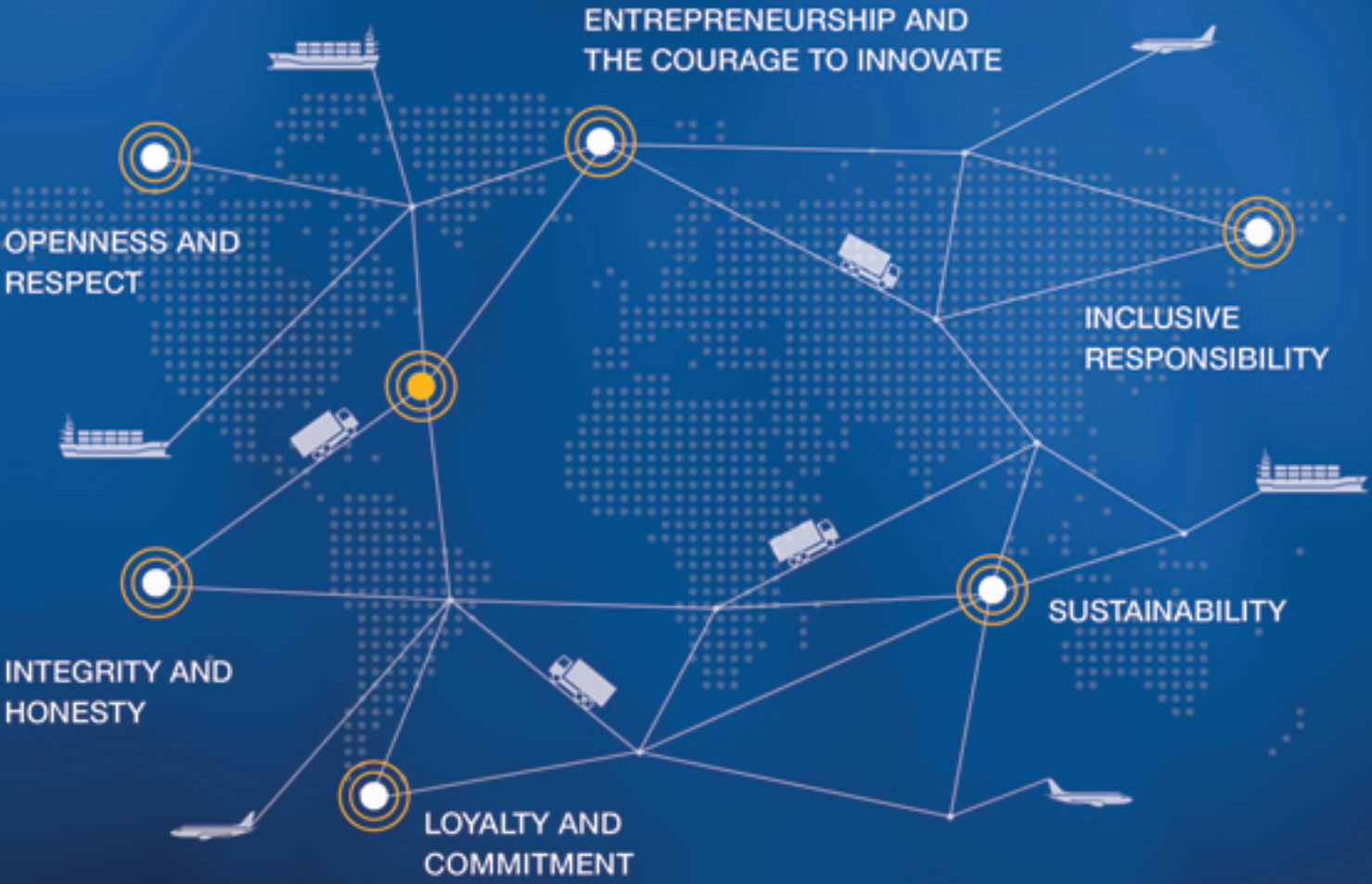
**Values with a history:**  
**"Dachser sees it as its responsibility to provide exemplary service everywhere at all times; to offer its employees secure and attractive jobs; to respect every person equally, regardless of rank or role; to pursue an environmentally conscious corporate policy; and to help all parts of society interact harmoniously."**

An excerpt from the draft version of a "Dachser Philosophy" from 1987

Mijal Paredes,  
Dachser Chile









For Zoe Chow, Key Account Manager Fashion & Sports at Dachser Air & Sea Logistics Asia Pacific, “**openness and respect**” are a matter of course. “I’m part of the global Dachser family and enjoy working with everyone, regardless of where they come from, their religion, language, or gender.” As a member of the key account team, she’s in constant contact with colleagues and customers all over the world—currently at a physical distance but always striving to foster the sense of “together apart.” “Because I work with people from different cultures and backgrounds, I always endeavor to communicate as clearly as possible, no matter what channel I’m using. By asking questions and listening attentively, I gain a lot of valuable experience for my job. And not just that—it enriches and adds more color to my life as a whole every single day,” Chow says.

### Looking ahead

For CEO Bernhard Simon, the Dachser values, which are adopted by employees across cultures and continents, provide guidance, stability, and are what make the family-owned business and its people unique. But they also represent looking ahead to the future, and all the more so in light of the current crisis. “Our shared values form a basis for creating a sense of closeness within the Dachser family, even if personal contact is currently very limited,” Simon says. “They serve as a compass that we can use to realign ourselves every day. They enable us to remain the family-owned company we are, one that attributes importance to human interactions and sincere interest in one another. If we stay aware of what we ourselves are doing, we can remain true to ourselves and continue to grow successfully.”



Zoe Chow,  
Dachser Asia Pacific

That’s why passing the torch to the next generation as the Executive Board announced, even during the coronavirus crisis, was by no means untimely. “As a family-owned company, Dachser takes a long-term perspective in its thinking. We’ve been preparing for this handover at the top since 2012, and we don’t suddenly start to question strategies for Dachser’s long-term progression, even if an unforeseeable crisis has such a broad impact on our operations,” Simon explains, adding: “We have no reason to let the coronavirus crisis start dictating our actions. Dachser is in an excellent position in terms of both its structure and its workforce. Our employees, our successful business model, and our healthy financial situation give us a solid foundation that will keep us stable as we weather this crisis and provide the basis for us to get going again when it’s over.” M. Schick



Andreas Pedersen,  
Dachser Denmark

Business figures 2019

# DACHSER BUILDS ON ITS GROWTH DRIVER

Virtual press conference: Owing to the coronavirus crisis, Dachser CEO Bernhard Simon presented the business figures to the journalists online for the first time from Dachser Head Office in Kempten

Even as the global economy becomes increasingly weaker, Dachser was able to continue growing in 2019.

Dachser CEO Bernhard Simon had good news to share at the presentation of the latest business figures: the logistics provider increased its consolidated net revenue by a solid 1.6 percent to EUR 5.66 billion.

Driving this growth was again the Road Logistics business field, where net revenue rose by 2.9 percent to EUR 4.60 billion. In contrast, the Air & Sea Logistics business field saw a decline of 4.1 percent, mainly attributable to weaker demand for air freight services from automotive customers.

The revenue growth at the Group level contrasts with declining shipment and tonnage figures. Although the number of shipments was down by around 3.7 percent from 83.7 to 80.6 million, tonnage fell only slightly compared to the previous year, slipping by 1.0 percent from 41.4 to 41.0 million metric tons.

## More employees than ever

With its current workforce of some 31,000, Dachser has more employees than at any other point in its history. "We're very proud of this because our employees are the heart and backbone of the service we provide. Securing jobs is our top priority in 2020," Simon says.

## Overview of net revenue:

Net revenue (in EUR million)	2019 (provisional)	2018 (final)	Change 2019 over 2018
<b>Road Logistics</b>	<b>4,596</b>	<b>4,465</b>	<b>+ 2.9%</b>
<b>European Logistics</b>	<b>3,632</b>	<b>3,548</b>	<b>+ 2.4%</b>
<b>Food Logistics</b>	<b>964</b>	<b>917</b>	<b>+ 5.1%</b>
<b>Air &amp; Sea Logistics</b>	<b>1,137</b>	<b>1,185</b>	<b>- 4.1%</b>
<b>Consolidation*</b>	<b>- 75</b>	<b>- 80</b>	
<b>Group</b>	<b>5,658</b>	<b>5,570</b>	<b>+ 1.6%</b>

\*deducting revenue from company interests of 50% and lower

To further improve the quality of its services, last year the family-owned company invested EUR 151 million in the construction and expansion of transit terminals and warehouses and in IT systems and technical equipment. Investments of a similar amount are planned for the current year, too. However, due to the current coronavirus outbreak, Dachser, like many companies, will have to readjust its targets. Simon explains: "The final impact on our business is difficult to predict; all we can do is reassess the situation daily and respond accordingly, taking an agile and flexible approach."

# FROM THE LABORATORY OF THE FUTURE

Two-dimensional codes

## SIGNS OF THE TIMES

Where the classic barcode once dominated, logistics is now increasingly moving toward two-dimensional codes. These offer promising application potential that goes far beyond pure identification functions.

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.

Inspired by Morse code, in 1949 American IT student Norman Joseph Woodland sketched out his first barcode idea in the form of vertical lines in soft sand at the beach. At that time, no one had any idea that three decades later, this barcode in all its variations would have such a decisive impact on work processes in trade, industry, and logistics. The GS1-128 barcode (formerly called EAN 128) and the 18-digit SSCC barcode encoded in it have been used since the mid-1990s to manage processes in logistics and at Dachser. It is a technology that remains highly efficient and suitable for practical use.

In addition to the one-dimensional bar codes, however, their relatives—the two-dimensional codes—also set out on a path to transform logistics. The best known 2D code is the QR code. Invented in Japan in the mid-90s, the then pioneering technology was dubbed “QR” for “quick response.” Today, everybody has seen the square pixel field with the characteristic three position squares fixed in the corners. This is because QR codes can easily be read via smartphone camera technology—a major advantage over barcodes, which are generally easier to capture with laser scanners.

### QR codes are a global standard

Since there are now more than three billion smartphones in the world, almost half the world’s population has the basic technical means to use the two-dimensional pixel field. The QR code is therefore a globally available standard that is also found in, for example, current GS1 industry standards or those of the German Association of the Auto-

motive Industry (VDA). Modern image analysis makes it possible to capture and read several QR codes simultaneously and in motion. This opens up interesting applications involving stationary cameras in warehouses and factory halls, or mobile cameras attached to, for example, drones or autonomous vehicles.

Another advantage QR codes offer is that one of them can encrypt up to 4,296 alphanumeric characters—over a hundred times as many as a 1D code of comparable size. One bit is represented as a white or black pixel (also called a module). Internet links can also be stored in this way—all smartphone users have to do is scan the QR code to go directly to a website.

### Other 2D codes in logistics

Besides the QR code so common to everyday life, logistics makes use of other 2D codes: primarily the Data Matrix code (which usually has four quadrants) and the Aztec code (with a position square in the middle). These codes offer other properties for certain use cases.

All in all, 2D codes enable a wide range of applications in logistics that now go beyond the mere identification and storage of data. Using 2D codes and optical image recognition, shipments can be located in buildings and tracked in real time. Autonomous vehicles in the warehouse draw on them for navigation, and the technology also makes it quick and easy to measure packages. In addition, 2D codes play an increasingly important role in the digitization of paper documents.

As was once the case with the barcode, the enormous potential of the 2D code is becoming apparent only several decades after its invention. More and more innovations are now emerging from the former future technology.

Andre Kranke

Department Head R&D Research & Innovation Management



Three common 2D codes in logistics (l-r):  
QR, Data Matrix, Aztec





Interior design by Mother Nature.  
For a new lease on life

Biophilia

## STUCK INSIDE, DREAMING OF OUTSIDE

Nature is flourishing in unusual ways during the lockdown, particularly on social media. When our yearning to be close to nature is denied, our only option is to bring nature indoors.

There is an unprecedented boom on social media in photos of people posing in the great outdoors. With a seven-person research team, biologist Chia-Chen Chang from the National University of Singapore has been studying Flickr, the image hosting service, to find out why our love for nature is thriving so vigorously during the time of the coronavirus. “The findings suggest that there is a universal association between nature and happy memories,” the researchers say. They believe this validates the evolutionary theory of biophilia (from the Greek, meaning “love of the natural world”).

American sociologist Edward Osborne Wilson put forward his biophilia hypothesis in the 1990s. According to his theory, humanity’s affinity for nature and the ecosystems that make life possible has continued to develop over the course of evolution. However, as mankind increasingly changes the face of nature—and rarely for the better—the all-important evolutionary and biological connection to nature that is partly responsible for our well-being is falling by the wayside.

### The healing power of lush greenery

A research team at Stanford University in California was able to demonstrate that walking in natural surroundings enhances our emotional well-being and prevents depression. It has also been established that hospital patients recover more quickly when they have a view of a garden, schoolchildren learn more effectively in natural daylight, and employees in offices with potted plants are sick less often. Biophilic architects in Austin, Texas, have taken their inspiration from Mother Nature by creating a park inside the Fairmont Hotel. Guests check in under the canopy of two ancient oaks and can stroll through a life-size topiary garden.

Biologist Chang is not convinced that indoor nature alone will satisfy our longing for the living world. She advises stepping up environmental protection instead: “Sadly, humanity often realizes that some crucial element is missing only when it is too late.” In other words, let’s head outside—as soon as the lockdown is lifted.



## THE ROCK BATTERY

The major challenge of the energy transition is to make wind and solar power available around the clock, even on the calmest days or at night. A volcanic solution is now on the horizon in Hamburg-Altenwerder, Germany. Together with project partners Siemens Gamea and Hamburg Energie GmbH, researchers at Hamburg University of Technology have developed an electrothermic energy storage facility with roughly 1,000 metric tons of volcanic rock. It is based on a simple concept: green electrical power generates a stream of hot air, heating the rock up to 750°C. When demand peaks, steam turbines convert the stored heat back into electricity. A natural thermal storage medium, volcanic rock can hold 130 MWh of energy for up to a week. According to researchers, the goal is to scale up the capacity and store energy in the range of several gigawatt hours (GWh) in the near future, based on this principle—a gigawatt hour is equivalent to the daily electricity consumption of around 50,000 households.

Humor research

## A LAUGHING MATTER

Research has now confirmed that laughter and playfulness can help us cope with difficult situations.

No question about it: the coronavirus, the lockdown, and their repercussions for the economy and society are no laughing matter. Nonetheless, Professor René Proyer of the Psychology Department at Martin Luther University Halle-Wittenberg in Germany recommends responding to the challenging psychological situation with a dose of humor and fun. “Both qualities can help strengthen our resilience, our ability to bounce back psychologically,” Proyer says. He suggests doing something unexpected in tense situations to put a smile on people’s faces. “This may relieve some of the pressure.” However, it is important to keep in mind that humor is a very personal thing. For example, some people like irony, while others prefer more straightforward jokes. And then there are those who would never even crack a smile without being tickled.

### Tearing down mindsets with humor

There’s no scientific evidence that alcohol makes people more amusing. The Journal of Experimental Social Psychology reported on a study involving sober and inebriated participants, which discovered that jokes worked equally well in both groups.

Where humor and psychology are concerned, Professor Proyer favors playful interaction. This tears down established mindsets and makes creative solutions easier to achieve. Positive effects are particularly evident when people engage in good-natured banter.

“I tend to follow the lead of my five-year-old daughter,” Proyer says. To keep her from getting bored, he tries to break the daily routine, for example, by sitting under the table with her at mealtimes to make her laugh. “It works even though, as an adult, you’re more than likely to get a backache.”



Laughter is  
the best medicine.  
Have you had  
your daily dose?

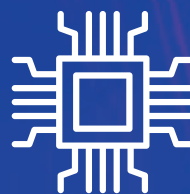




Intelligence is everywhere—  
at least, one would hope



“ Intelligence is relative  
and, to a large extent, dictated  
by the environment







# A LOOSE CANNON

For a long time, the accepted definition of intelligence has greatly flattered modern-day humans. However, new research findings and the quantum leap in computer performance are shaking the foundations of our self-image.

It only took a few hours for Tay to drive its creators to the brink of despair. In releasing the computer-generated character in March 2016, Microsoft's initial intention was to promote artificial intelligence. The chatbot was designed to learn from interacting with human users on Twitter and develop its own distinctive personality. Which is precisely what Tay did—promptly firing off repeated racist tweets. Mortified, Microsoft pulled the plug on it after just 16 hours.

## A moral compass for computers

The incident was a public relations disaster. Nonetheless, from the perspective of an AI developer, Tay was a resounding success—after all, the principle of machine learning had worked perfectly. The only problem was that a group of users had taught the bot highly specific, inflammatory phrases. By raising a fundamental question, fiascos such as this serve as important references for the debate on the benefits and dangers of artificial intelligence: As they take on more and more responsibility, do computers need a moral compass? In other words, is “intelligence” more than cool, emotionless reasoning?

Ancient Romans took a clear stance on the subject. Their Latin verb “intellegere” meant “discern” as well as “understand” and “choose.” One single word thus described the laborious process of weighing up various options before coming to a decision. Consequently, the intelligent mind runs counter to the populists who heavy-handedly promise six ways out of the crisis all at once, even in the most uncertain times.

## Measuring intelligence

Empirical scientists, of course, adopt a different approach. Taking their inspiration from the thinkers of the Enlightenment, who surmised that a series of mathematical tasks lay behind every human activity, they attempted to quantify intelligence. Some 19th-century physicians believed that human intellect was perhaps connected to the size and shape of the skull. When this was debunked as nonsense, the search was soon on for a measurement that had nothing to do with physical characteristics.

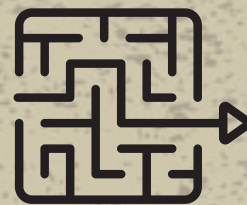
Over a century ago, French psychologists Alfred Binet and Théodore Simon succeeded in making a breakthrough. They developed a test to assess children's mental abilities, based on problems of logical reasoning and adapted for each age group. The resulting ratio of “mental age” to chronological age was known as the intelligence quotient, or IQ. Increasingly refined over the years, this factor can now make or break a person's career. One welcome side effect is that as the average scores of IQ tests have continued to improve over time, each generation has felt superior to the one before.

## Intelligence is relative

These inconsistent research findings show that intelligence is relative and that, to a large extent, the environment dictates what skills are required. The inventor of the IQ was also skeptical about whether intelligence can be precisely quantified. Perhaps instead it is “a general mental adaptability to new problems and conditions of life,” as German psychologist William Stern wrote in 1912.

Nonetheless, even if intelligence mainly depends on analytical skills, human beings are no more than mediocre. Ironically, in individual disciplines, we have long been outclassed by the “electronic brains” that we ourselves created. Admittedly, most AI systems are still limited to their own specialist field or simply—as in Tay's case—repeat back what they have been taught. However, top scientists are convinced that machines will one day be capable of learning unaided at such a rapid pace that they will leave human beings far behind.

This shift is called the singularity, and some bright minds such as the late astrophysicist Stephen Hawking, who died in 2018, regard it as an existential threat. Perhaps a machine that is a universal genius would hardly consider it worth preserving a species that treats the planet with such disrespect as humanity does. What consequences would that have? AI experts recommend establishing a code of ethics and ensuring that it is hardwired into computers without delay. Whether or not such an approach would succeed is debatable; however, it would certainly prove an interesting exercise. We would learn a great deal about ourselves—and about what constitutes natural intelligence. S. Ermisch



**It's not just humans who are smart. Biologists have shown that animals are also capable of abstract thought, while plants communicate by emitting chemical signals. Many living organisms are capable of feats of intelligence, despite lacking a brain: for example, unicellular slime mold can find the shortest route between two points in a maze.**



# DACHSER ANNOUNCES EXECUTIVE BOARD FOR THE FUTURE

The future Executive Board team, to be headed by Burkhard Eling, takes over on January 1, 2021; Bernhard Simon and Michael Schilling will join the Supervisory Board in 2021.

After 31 years of close cooperation in operational management positions at Dachser, CEO Bernhard Simon and his deputy Michael Schilling, COO Road Logistics, will join the logistics provider's Supervisory Board in 2021, with Simon becoming its chairperson. Burkhard Eling, who joined the Dachser Executive Board as CFO in 2013, will become the new CEO of the family-owned company on January 1, 2021.

"At the end of 2020, Michael Schilling and I will pass on our responsibility on the Executive Board to the next generation of management. This joint move, which has been in the planning for a long time, will create new impetus for the company's future," explains Bernhard Simon, CEO of Dachser. "The coronavirus crisis is certainly a great challenge for the entire management team, but it does not call our long-term strategy into question. What's important now is to realize plans that have been several years in the making and pass the company on to a new generation, starting at the top. We are convinced that we can steer Dachser well through the coming months. By keeping our own network stable and the supply chains running, we will continue to serve our customers with reliability and quality."

## **New executive unit: IT & Development**

Also on January 1, 2021, Stefan Hohm will assume responsibility as Chief Development Officer (CDO) for the new IT & Development executive unit, which deals with research and development, innovation topics, IT, contract logistics, and global industry solutions. Alexander Tonn will join Dachser's Execu-

tive Board as COO Road Logistics. The position of CFO will be filled by then as well. Finally, Edoardo Podestà will remain on the Executive Board as COO Air & Sea Logistics.

"Burkhard Eling, Stefan Hohm, and Alexander Tonn have proven themselves over many years in positions of responsibility within the company and have played a decisive role in shaping Dachser's development during that time," Simon continues. "Together with Edoardo Podestà and our future CFO, they will form a management team starting in 2021 that will dynamically address the central

Introducing the planned  
changeover on the Dachser  
Executive Board: Alexander  
Tonn, Michael Schilling,  
Burkhard Eling, Bernhard  
Simon, Edoardo Podestà,  
Stefan Hohm



topics of the next decade: digitalization combined with customer proximity, sustainability, and the lack of qualified personnel.”

**Burkhard Eling** will assume the position of CEO and Spokesperson of the Executive Board on January 1, 2021. The 48-year-old joined Dachser's Executive Board as CFO in 2013. He was responsible for the worldwide implementation of the SAP system and shaped the company's transition to the legal form of an SE. He also managed the company-wide strategic innovation program Idea2net. Together with Michael Schilling and Bernhard Simon, he orchestrated the post-merger integration of the Iberian logistics provider Azkar (now Dachser Iberia).

**Stefan Hohm** will head a newly created executive unit, IT & Development, as CDO (Chief Development Officer) starting on January 1, 2021. An experienced manager who has been with the company for 27 years, he will be responsible not just for research and development topics but also for the further development of IT, contract logistics, and the global industry solutions business. The 47-year-old started his career in contract logistics at Dachser before taking over management of the branches in Erfurt and Hof, Germany. As Corporate Director since 2016, he has been responsible for the logistics provider's research and development work as well as its solutions business.

**Alexander Tonn** will assume the position of COO Road Logistics on January 1, 2021, with responsibility for the business development of the European Logistics and Food Logistics business lines. The 46-year-old has been

## BRIEF OVERVIEW

### The Dachser Executive Board as of January 1, 2021

**Burkhard Eling**, CEO and Chairman of the Executive Board

**Stefan Hohm**, CDO

**Edoardo Podestà**, COO Air & Sea Logistics

**Alexander Tonn**, COO Road Logistics

**N.N.**, CFO

with the company for over 20 years. Following his first management duties as deputy branch manager in Memmingen, Tonn moved to Dachser Head Office in 2014, where he was responsible for the international development of contract logistics. Since 2017 he has also led the European Logistics Germany business unit; he will continue in this role after his appointment as COO Road Logistics. Alfred Miller will retain his role as Managing Director of the Food Logistics business unit.

The future management team will be completed by **Edoardo Podestà**, who has been a member of the Dachser Executive Board since October 2019 as COO Air & Sea Logistics. Podestà is responsible for the global air and sea freight business as well as the rail services business between Europe and China, and he also heads the ASL Asia Pacific business unit.

### Solid foundations on which to build the future

**Bernhard Simon** has been a member of the Dachser Executive Board since 1999, and has headed the family-owned company as the shareholders' representative since 2005. The company's strong growth and its internationalization are due in large part to Simon's efforts. Under his leadership, Dachser has developed into one of the most renowned logistics providers in Europe and worldwide.

**Michael Schilling** joined the Dachser Executive Board in 2002. Since then, he has built up one of the best-performing Europe-wide groupage networks. With these achievements, he has been and remains the driving force and pacesetter for sustainable growth with cross-border transport and contract logistics services. The standardized processes, IT systems, and IT platforms developed under his leadership form the basis for the high level of quality and reliability that distinguishes Dachser in the logistics market.

**“The rejuvenated Executive Board line-up headed by Burkhard Eling is committed to pursuing fresh ideas and approaches, and to adapting our business model to technological and market-relevant changes. As such, we believe that we have found the optimum management personnel and organizational structure to meet the challenges of the coming years.”**

Bernhard Simon,  
Dachser CEO





# SUPPLY CHAINS UNDER STRESS

Worldwide flows of goods have taken a massive hit from the coronavirus in a way never seen before. The full repercussions are not yet foreseeable, but for Dachser, one thing is already certain: when plans can no longer be made, there is particular value in robust logistics networks. →





An Antonov full of protective medical equipment





Well-equipped in the Basque Country

Time has been split into two eras: before and after the coronavirus. In between—now, in the present—many supposed certainties in the economy, politics, and society are being called into question worldwide. The lockdown is everywhere. Restrictions are being eased and public and economic life resumed only in small steps. Worries over a new, possibly even more devastating wave of infection are still too great. Reliable predictions are impossible, whether from policymakers or from medical and scientific experts. Uncertainty is the only certainty.

Such a state of affairs is essentially the polar opposite of logistics. The word comes from the ancient Greek *logistikē* and originally meant “the practical art of calculating.” Today, it refers to all economic systems based on the division of labor in which players rely on the timely, economical, and volume-optimized distribution of goods and services. Such systems depend on an ability to predict events and make plans. However, the recent coronavirus crisis has largely hobbled global supply chains—and it continues to develop in a dynamic fashion, with various political decisions worldwide changing the situation every day.

One thing is certain: when specific areas of production close down, or when entire economic sectors—such

as the idle automotive factories or shuttered hotels and restaurants—suddenly no longer need goods delivered, this puts stress on logistics networks, which by nature consist of numerous different gears that mesh together to keep the supply chains moving. If one of those gears stops, the entire machinery feels the effects.

### Staying flexible and agile – even in lockdown

“In light of ongoing developments, we have to continuously adjust our business decisions and make new ones,” explains Dachser CEO Bernhard Simon. He goes on to say that Dachser has set up crisis management committees both centrally and in the business units, which provide the management board with excellent, comprehensive information and support.

“Given the current restrictions on business activities, we can’t avoid a downturn in volume in our industrial goods business, especially in Spain, Italy, and France,” Simon continues. In these countries’ road logistics networks, volumes are down in some cases by around 40 percent. “Our branches showed great initiative and acted in the best interests of the entire company. Thanks to them, and the excellent options for managing our net-



Bernhard Simon,  
Dachser CEO



“We’re here for our customers and partners. You can rely on Dachser—especially in times of crisis

work, we are able to stay flexible in the crisis, making adjustments to the way we organize transports and platforms and scaling back regular scheduled services,” Simon says. “The fact that we are so broadly positioned in European logistics and serve a variety of customers and industries gives us a certain cushion as we respond to changes in conditions where they occur.”

Particularly in food logistics, Dachser delivers a key component of people’s basic needs. While major food customers such as hotels, restaurants, and cafeterias vanished in the first half of the year, demand in supermarkets climbed significantly. Even if, while looking at supermarket shelves cleared by panic buying, some were worried about potentially broken supply chains, logistics was always able to provide reassurance. Every sold-out item automatically triggers new orders, although it then takes a few days until the retailer’s warehouse is full again and can replenish the branches.

### Protective equipment for medical personnel

Dachser Air & Sea Logistics is also playing an invaluable role in the fight against Covid-19 by transporting essentials through Interlocking with Road Logistics. This is especially true regarding the replenishment of medical protective equipment for doctors’ offices and hospitals. Three examples from Dachser’s European network highlight this cooperation: In early April, Dachser Switzerland and Norwegian machinery supplier P. Meidell AS delivered urgently needed hand sanitizer to Norway via Dachser’s European logistics network. The sanitizer was made by the Strub company, a Swiss supplier that normally makes coolant for P. Meidell, but has switched over to the production of antibacterial hygiene products during the crisis.

France is another example. On behalf of the company Prolaser, Dachser France chartered an Antonov An-124, the second-largest production aircraft in the world, to fly 8.5 million surgical masks from Shanghai to Nantes. Via Interlocking—the seamless interconnection of Air & Sea with Road Logistics—Dachser subsequently also ensured that the palletized goods were distributed throughout the country as road freight to communities, healthcare organizations, and government ministries. Dachser Air & Sea Logistics France worked closely with the aviation authorities as well as the prefectures of Loire-Atlantique and Vendée to carry out this initiative. For security reasons,

several of the truck convoys received an escort for their journeys to the Prolaser warehouse in Vendée and to the Ministry of the Interior.

Dachser is involved in the fight against the pandemic in Spain, too. Since the end of March, the logistics provider has provided 4,000 m<sup>2</sup> near Bilbao for storing medical supplies destined for the health authorities in the Basque Country. A team of four to five Dachser employees works seven days a week solely on processing orders from the Basque health authorities. By the end of April, the team had stored some 1,450 pallets with more than 29 million medical supplies. These are intended for hospitals, social and health services, police, and fire brigades in the region.

Dachser believes that support actions like these and its ongoing day-to-day business send an important message: the operational readiness in its branches, and at all locations worldwide, is very good despite the coronavirus crisis, and that goes for both Road Logistics and Air & Sea Logistics. “This means we are functioning as an anchor of stability in globally difficult times,” Simon says. “We’re here for our customers and partners. You can rely on Dachser.”

M. Schick

**Health in the workplace is Dachser’s top priority. The branches rigorously follow and expand prevention and hygiene measures taken to protect workers against the virus. Dachser has developed its own guidelines for the use of face masks, which are constantly being adapted to the needs of the business units and in compliance with the specifications of the authorities in the respective countries.**



En route to Nantes:  
Face masks from Shanghai

OPPORTUNITIES  
IN LOGISTICS

Maria Levin loves  
to be in action

# GOING HER OWN WAY

When Maria Levin joined Dachser as a warehouse logistics trainee in 2013, she was the first woman ever to train in that area at the company's Alsdorf location. Now an instructor herself, she helps onboard new employees, more and more of whom are women.



Travel is Maria Levin's greatest passion. She's already looking forward to planning trips again for herself and her friends once the coronavirus restrictions have been lifted. So it makes sense that the 32-year-old works at Dachser's Maas-Rhein logistics center in Alsdorf, near the German city of Aachen. "Here's where I can do my part to make sure goods set off on their journey and arrive on time," Levin says. "What's so fascinating about logistics is that it's never boring and there are new challenges to master every day."

And mastering challenges is precisely what Levin has been doing her entire life. Born in Omsk in Siberia, she emigrated to Germany with her parents in 1997. Making a new start in a different country was of course difficult, she recalls, "but I wanted to get ahead." And it was with this sense of determination that after finishing school, she set out to build her career. After spending a year working in France, she tried her hand at jobs in sales, online retail, and manufacturing. Then she came across an advertisement for a job at Dachser.

"As part of the application process, I was invited to intern for a week helping the day shift with incoming goods. I didn't have any logistics experience, but I liked it immediately," Levin says. On August 1, 2013, she began her training in warehouse logistics in Alsdorf. She remembers how her colleagues immediately welcomed the first woman to work in that area at that location: "Of course I had to assert myself in what is essentially a man's world, but everyone was very open and helpful."

### Team building in the treetops

Levin still has fond memories of her traineeship. One of the highlights was her introduction to pick-by-vision using virtual-picking glasses. She also recalls the great atmosphere at the team-building events for trainees from her Dachser branch: "One time we went to an adventure park and even our branch manager joined us up in the trees. That kind of things allows you to see your managers in a whole new light."

Levin still feels that the camaraderie among employees is one of the best things about working at Dachser: "The human element still matters here. There's always room to find a solution that works for everyone." Levin says she has benefitted from this flexible attitude in recent years, for instance in planning her work schedule. Since 2018, Levin has also been studying in her free time for an advanced logistics qualification. To support her in this, her team management works with her to find a shift schedule that suits her needs.

### Recognizing potential

Credit should of course be given to Dachser in Alsdorf for recognizing the vast potential of this smart individual. Levin has now risen to the position of Deputy Dangerous Goods Safety Adviser. She is also responsible for monitoring cargo securing for outbound goods. And since 2019, she



has been in charge of onboarding for new warehouse employees: "I've put together a handout for new recruits and I conduct training courses." In addition, she makes herself available in the warehouse, allowing others to benefit from her expertise. "I also collate and evaluate statistics so that we can continuously improve how we organize our logistics processes."

This is especially important during the coronavirus crisis, making sure people are observing distancing guidelines and taking preventive measures such as washing their hands regularly and disinfecting surfaces. Nevertheless, everything has to run like clockwork. "We still work as a team, of course—only now with a 'together at a distance' approach. We're all happy that our work behind the scenes is playing an important role in keeping the economy and everyday life going. And we feel that our efforts are genuinely appreciated," Levin says.


During these difficult times, she continues to go where she is needed and enjoys how varied her job is. Levin also likes that there are now more women in logistics than when she started at Dachser: "Back then, I was the only woman in my area, but now more and more women are joining our ranks." Due to its proximity to Belgium and the Netherlands, Dachser's Alsdorf location definitely has plenty to do: even in the Covid-19 era, goods still have to make their way to those two countries as well as to destinations within Germany, not to mention transports to other European countries. A perfect fit for our travel enthusiast Maria Levin.

L. Becker

**Qualified warehouse logistics personnel are the backbone of the warehouse. They make sure that logistics planning and organizational processes are implemented, including for instance during inventory controls or for inventory management, picking, and shipment labeling in line with statutory and company regulations. Technology is a big help, whether in terms of tools and conveying equipment, or Dachser's own information and communication systems.**

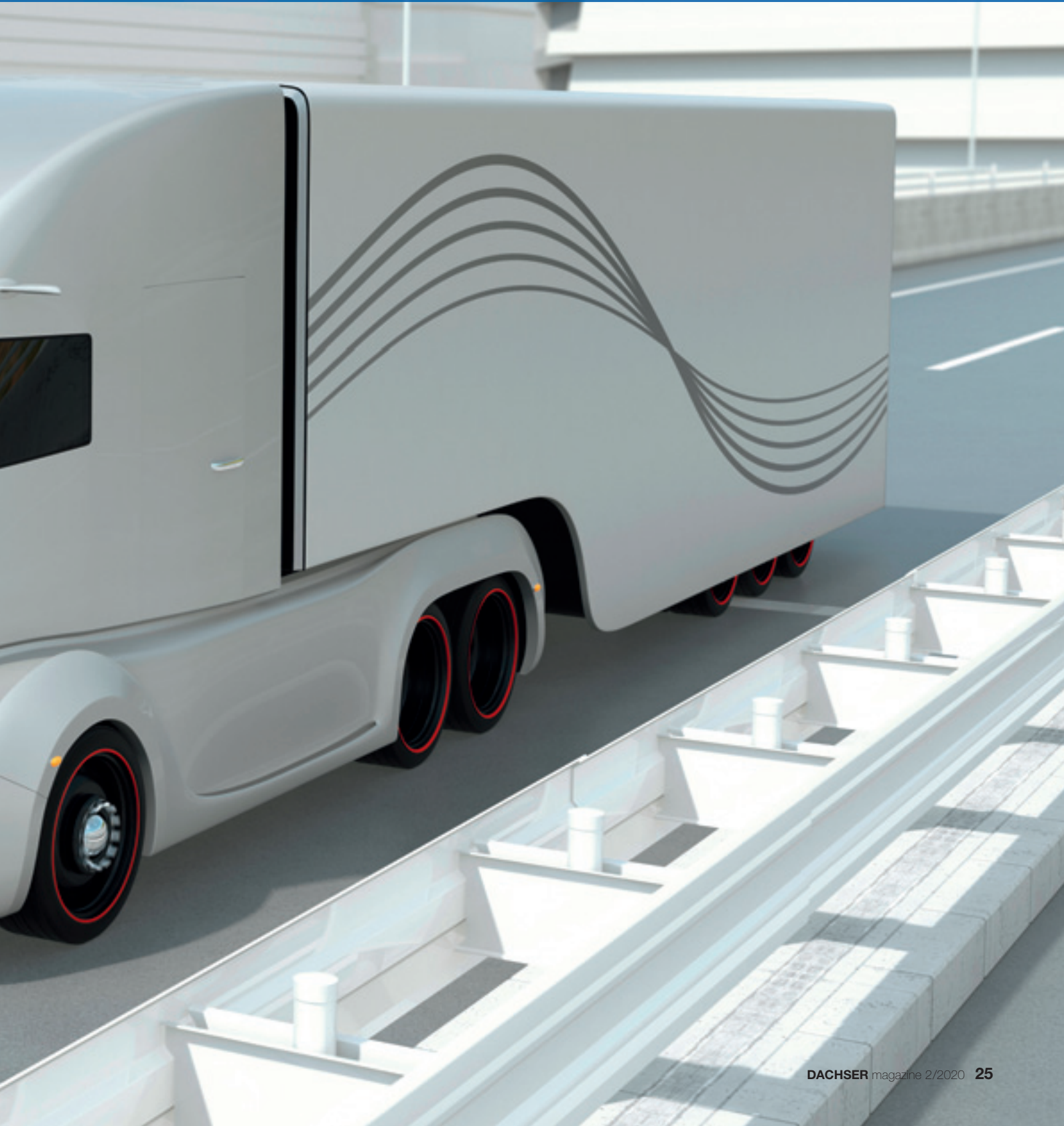


# ALTERNATIVE DRIVE CONCEPTS – WHAT'S NEXT?

A futuristic, white, aerodynamic vehicle, possibly a concept car or a small autonomous truck, is shown from a front-three-quarter view. It has a large black windshield, a series of yellow LED lights on the roof, and a sleek, modern design. The vehicle is on a grey asphalt road with white lane markings. In the background, there is a concrete barrier and a modern building with large windows.

R&D is focusing  
on climate-neutral  
drive concepts

Where are drive technologies headed? Will electric motors soon crowd diesel out of the picture? Or will completely different energy sources come into play? At Dachser, cross-divisional logistics specialists are busy investigating alternative drive technologies and their practical application in the logistics network. →





Stefan Hohm,  
Corporate Director  
Corporate Solutions,  
Research & Development  
at Dachser



“With our activities,  
we aim to do our part to achieve  
the EU’s climate goal for 2050

A climate-neutral economy by 2050: this is the ambitious goal the European Union recently announced as part of its “Green Deal.” In the EU’s efforts to implement the 2015 Paris Climate Change Agreement, restructuring and reorganizing transport and traffic play a key role, as they account for around one-fifth of all greenhouse gas emissions in developed industrial nations such as Germany.

“Clean mobility is possible only if the mobility system is efficiently organized and built upon digitalization, data exchange, and compatible standards. This makes intelligent traffic management possible and allows for automated mobility among all carriers, which in turn leads to less congestion and higher capacity utilization rates,” the European Commission states. The basis for clean mobility is to be created by the gradual switch to non-fossil-fuel powertrains in passenger and freight transport.

In other words, climate-friendly mobility requires complex answers. Because of this, Dachser—in addition to its existing environmental management endeavors and the City Distribution innovation project, which has been

running for several years—has intensified its analysis of alternative drive technologies and fuels. “We’re examining current and future technologies together with our in-house specialists and branches and discussing them with external partners. Our focus is on evaluating alternative drive systems and fuels as well as the new logistics concepts they entail, especially for truck transport,” says Stefan Hohm, Corporate Director Corporate Solutions, Research & Development at Dachser. To this end, Dachser is working hard across all divisions and domains. In its activities and test projects, R&D is in constant interdisciplinary dialogue with experts from Road and from Air & Sea Logistics.

For the short term, however, there are no market-ready solutions in sight. “There’s currently no way to apply any of the sustainably emission-free alternative drive systems and fuels out there in practice, either for technical reasons or because of economic factors,” explains Andre Kranke, Department Head R&D Research & Innovation Management.

### Wanted – Solutions for long-distance transport

But one thing is clear: in the long term, the future belongs to the electric motor, powered by electricity either from batteries or from a hydrogen fuel cell. Dachser is already operating its first battery-powered trucks within the scope of new city logistics projects, for example in Stuttgart, Berlin, or Hamburg. Yet with ranges that top out at 200 km, these vehicles are still very limited. In the medium term, it seems technically possible—albeit still difficult to quantify economically—that battery-powered trucks will be used for regional distribution covering a range of about 450 km. “But beyond that, the case for pure battery power becomes very iffy. This technology doesn’t allow for a relationship between range, payload, and loading times that would pay off for long-distance transport routes,” Kranke says.

Germany is currently testing a way to power electric vehicles via overhead power lines, on the “eHighway” on the A1 motorway near the city of Lübeck and elsewhere. Could this open the way to long-distance electric transport? Hardly. “One reason that won’t work is the constant need to transfer freight between short- and long-distance transport. Another is that long-distance freight traffic would require a pan-European overhead line system. Such a



system seems barely achievable at present in view of the high investment costs and the varying conditions in different geographical areas,” Hohm notes.

What does all this mean for the diesel engine? “It’s still the most widely used and most cost-effective drive system in freight transport, and is likely to remain so over the medium term,” Kranke says. The high energy density of diesel fuel makes it possible to drive very long distances, and the technology is highly refined—thanks in no small part to the pressure of increasingly stringent EU standards. And finally, diesel truck operations are efficient because they make use of existing global infrastructure and vehicle technology. In combination with second-generation biofuels, diesel engines even stand to achieve significant greenhouse gas reductions in the short term in some EU countries. This gives them a valuable role in climate protection, even if only as a step on the way to electromobility.

“So from an ecological point of view, traffic planners should be discussing the approval of additional routes within Germany for longer trucks and permits for them to operate cross-border services,” Kranke advises.

### Natural-gas powertrains still have unexplored potential

Researchers are also looking into options for powering truck engines not with diesel but with natural gas, in the form of either compressed natural gas (CNG) or liquefied natural gas (LNG). Using fossil-based natural gas does not provide any significant climate benefits. “When taking the full picture into account (meaning a well-to-wheel perspective), we’re talking about CO<sub>2</sub> savings ranging from minus 15 percent to plus 10 percent compared to a modern diesel truck, depending on the technology used,” Hohm says. Only bio-LNG and bio-CNG actually come into consideration as intermediate technologies; however, their economic feasibility and suitability for everyday use vary greatly within the EU and so they must be assessed on a case-by-case basis.

There is also a lot of discussion in logistics about synfuels, that is, liquid or gaseous fuels (diesel, LNG, methanol, etc.) produced synthetically using electricity. For these to be climate-neutral, the fuels must be produced on the basis of power-to-X technologies. For example, the power-to-gas process converts sustainably generated electricity—mainly from wind and solar power—into green hydrogen, which is the basis for all synfuels. But since the energy lost in the progression from electricity to green hydrogen to synfuel is still extremely high, there are currently no economically viable implementations of this idea. It seems more promising to use the green hydrogen directly in the form of a fuel-cell drive for trucks.

Hailed for a long time as an energy miracle, the fuel cell had almost completely disappeared for a period from public discussion. Now it is experiencing a comeback under the pressure of the transport transformation. Fuel cells

convert hydrogen into electricity that then powers the electric motor. Actually, the technology is already well advanced: for example, fuel cells have become an indispensable part of space travel, and have also already proven their suitability for everyday use in ground conveyors. But the technology has yet to prove itself on the road.

There is still a lot to be done to make fuel cells practicable. At the moment, it is really only prototypes that are in use, although the first small test fleets have been announced. “We’re still a long way from seeing large-scale production of fuel-cell trucks replace diesel trucks anytime soon,” Kranke observes. Among well-known manufacturers, he continues, only the global market leader Mercedes-Benz has so far committed itself to a specific fuel-cell technology strategy. The company plans to launch trucks with hydrogen fuel cells in 2029. From 2039 onward, the idea is for all commercial vehicles rolling off its assembly lines in Stuttgart to be powered either by hydrogen fuel cells or by batteries.

### Step up the dialogue

Hohm’s view of the situation as it now stands is mixed: “Fossil-based LNG and CNG for trucks won’t help us achieve our climate goals, because they’re not definitively better than a modern Euro VI diesel truck. Batteries are too heavy for all-electric heavy-duty transport; the charging infrastructure would be extremely complicated and expensive to set up—if it ever happens—and vehicles with this technology can’t usefully transport payloads. Drive systems with hydrogen fuel cells seem promising, but in terms of efficiency, suitability for everyday use, and availability, the technology is still a long way off.”

For Dachser, this means stepping up efforts to address all these issues in research and development. As Hohm puts it, “We’re continuing to develop alternative powertrain systems for freight transport. To this end, we’re further intensifying our collaboration with initiatives and associations, with manufacturers and research partners, and we’re expanding our knowledge and networks by participating in pilot projects. In this way, we aim to do our part to achieve the climate goal for 2050.”

M. Gelink



Field tests of electric trucks:  
The eActros and the eCanter

**As a leading logistics provider, Dachser aims to position itself in the monitoring and evaluation of alternative drive systems and fuels on the basis of its knowledge and qualified expertise. As part of a long-term R&D program in technology research, Dachser is also examining current and future technologies together with its in-house specialists and branches and discussing them with external partners.**





On-demand container loads

LCL services

## FLEXIBLE LOGISTICS FROM EUROPE TO CHILE

Dachser Air & Sea Logistics is extending its LCL (less-than-container-load) service and adding a new route from Europe to Chile. A fixed weekly timetable has now been introduced for the consolidated sea freight service from Hamburg to San Antonio.

A full container may not always be convenient. Manufacturers and retailers are increasingly opting for less-than-container loads to be faster and more flexible in serving supply chains, and the route from Europe to Chile is no exception. “Our new LCL service is designed to meet the specific needs of our customers with smaller merchandise quantities. The service not only optimizes efficiencies and reduces costs, but the fixed weekly schedule improves the planning process,” says Guido Gries, Managing Director, Dachser Americas.

With the new service, Dachser consolidates container shipments from several European countries, such as Germany, Denmark, Belgium, and Poland, in its Hamburg warehouse, from where they are shipped to San Antonio in Chile. Companies benefit from the seamless connection to the customer markets in Chile, including door-to-door pickup and delivery. “An effective LCL

service comes down to timing—from coordinating the grouping of goods to scheduling the fixed container trips between ports. Our management of this timing allows our customers the benefit of improved planning and transit times as well as transparency for their shipments,” Gries says.

### Connections to Germany and beyond

Moreover, the logistics provider offers interlocked solutions in the Dachser Road Logistics and Dachser Air & Sea Logistics business fields, including transport, storage, and value-added services.

“The service offers customers streamlined container coordination and management of all sea freight imports,” Gries adds. “With our extensive European logistics network we can offer seamless visibility from the door of the supplier in Europe to the final destination.”



Inspecting the terminals:  
Árpád Darvasi

Dachser in Hungary has made the step up to the higher certification level,” says Árpád Darvasi, General Manager for Food Logistics at Dachser Budapest. +++

### +++ HIGHER LEVEL IFS CERTIFICATION FOR FOOD LOGISTICS IN HUNGARY +++

In the latest International Featured Standard (IFS) audit, Dachser Budapest achieved “Higher Level” classification for its food logistics. The certificate testifies that the process chain of Liegl & Dachser in Hungary meets the highest standards of legal compliance, safety, and quality in the handling of food. “We’re very proud that

### +++ CONTRACT LOGISTICS WINS ACCOLADE

+++ Dachser is once again named one of Germany's most successful logistics brands in 2020.

Readers of the trade magazine LOGISTIK HEUTE and members of the German Logistics Association (BVL) have ranked Dachser in second place in the "Contract logistics services" category. "We are delighted at this honor. It's the second time we've received this award since 2017. This recognition from the readers shows that our integrated warehousing and transport services are well received by the market," says Alexander Tonn, Corporate Director Corporate Contract Logistics. +++



Alexander Tonn (left) and Thomas Klare, Department Head Contract Logistics Consulting

+++ **NEW FACILITY IN KASSEL** +++ Construction has started on a new Dachser branch in Kassel, the economic center of northern Hesse. Dachser is building a 6,400 m<sup>2</sup> transit terminal for industrial goods on a site measuring approximately 78,000 m<sup>2</sup> in the Lohfeld commercial zone. Due to open in summer 2021, the facility will have 78 gates for the loading and unloading of trucks. A 2,500 m<sup>2</sup> office building will join the terminal as well. The new branch will create roughly 200 jobs in the medium term. +++



+++ **THE BENELUX EXPANSION** +++ Dachser Air & Sea Logistics is responding to the continuous growth in the Benelux countries by establishing new office buildings in Amsterdam and Maastricht. Following renovation work, the Dachser Schiphol Airport office in Amsterdam reopened in January with an additional 300 m<sup>2</sup> of floor space. Inauguration of the new Dachser Maastricht Airport offices followed just under a month later. "Intensive collaboration with our Road business as part of Dachser's Interlocking approach has been a positive development for Dachser Air & Sea Logistics Benelux. By applying and pooling our expertise, we can serve our customers along the entire supply chain," says Aat van der Meer, Managing Director Dachser Benelux. "This paves the way for further growth." +++



From left to right: André Tonat, Sales Manager Dachser Erfurt, Michael Beyer, Project Manager at OFB Projektentwicklung, Dr. Rimbart J. Kelber, General Manager Dachser Erfurt, Ralph Holeschovsky, Branch Manager Helaba Immobiliengruppe, Hardy Kutz, Contract Logistics Manager Dachser Erfurt, Andreas Hagen, Project Manager at building contractor Max Bögl

+++ **STRATEGIC DEVELOPMENTS IN THURINGIA** +++ Dachser is investing in its Erfurt logistics center. In addition to a new 20,000 m<sup>2</sup> warehouse with office space, the company plans to construct a waiting zone and parking spaces for trucks. "We've been working here in Erfurt for many years in structures that have been built up across multiple sites. We're consolidating them into this new warehouse so that we can offer our customers contract logistics services—in other words, storage and value-added services—all from a single source at a state-of-the-art location," says Dr. Rimbart J. Kelber, General Manager of Dachser's Erfurt logistics center. "This allows us to tap into opportunities for further growth in the region." +++



From left to right: Wilco Versteegh, Managing Director Dachser Air and Sea Logistics Netherlands & Belgium, Raymond Boumans, Branch Manager Dachser Air & Sea Logistics Maastricht, Aat van der Meer, Managing Director



# “I’VE NEVER FELT SO HIGHLY APPRECIATED”



Christian Ludwig (l)  
and Jürgen Schneider

Truck drivers are “essential workers” and are keeping the supply chains running reliably—even in times of crisis. A driver’s working life is pretty challenging at present, but there are positives, too. An interview with driver and fleet manager Christian Ludwig and with Jürgen Schneider, inbound and short-distance transport manager at Dachser in Memmingen.

Mr. Ludwig, the coronavirus crisis has put truck drivers in the spotlight. What changes have you experienced in your work due to the pandemic?

**Christian Ludwig:** At our branch, we saw the first restrictions at the end of February. Dachser introduced hygiene

**Jürgen Schneider,**  
inbound and short-distance  
transport manager at  
Dachser Memmingen



“ It’s not about faster, higher, further;  
it’s about empathy and reliability

measures, informed all the employees, and installed Plexiglas screens with openings at the dispatch counters. Later on, the cafeteria switched to serving only food to go, and the drivers were provided with face masks, disinfectant spray, and spare clothing. This made us drivers feel well looked after, right from the start. Of course there were also some teething problems, such as frustration over the excessive traffic jams at the borders, but thankfully that has improved. I’ve talked to many colleagues, including those traveling to Italy—we all take this virus very seriously, but none of us have felt afraid, thanks largely to the swiftly implemented preventative measures.

#### What action are the customers taking?

**C. Ludwig:** That differs from place to place. There are pharmaceutical firms where we have to fill out a detailed health questionnaire and have our temperature taken before each delivery. And in the food sector, face masks and rigorous disinfection are compulsory. Elsewhere, measures aren’t as strict—but there’s no longer any direct contact with the customer as a rule.

#### What kind of feedback are you getting on your work under these challenging conditions?

**C. Ludwig:** I’ve never felt so highly appreciated by our customers in my entire career. We’re now also making more frequent deliveries to private customers. In addition to a chat, they occasionally even hand us a small gift or a bar of chocolate as a thank-you. Things like that certainly give us an extra motivational boost.

**Jürgen Schneider:** Yes, I would definitely second that. The logistics sector is enjoying considerable appreciation during these times. We’ve stopped hearing: “The truckers are clogging up the roads.” Now it’s: “Great that you’re enabling us to collect and deliver the goods on time.” People in our profession are suddenly seen as everyday heroes—just like the care workers. It seems that only in an emergency do we realize how important certain professions are.

#### Is this something you would like to continue through into the time after Covid-19?

**J. Schneider:** Yes, absolutely. The empathy and solidarity we’re currently experiencing provides a very different basis for working together. That applies to the relationship with our customers as well as to internal affairs: in almost every department, our employees are currently working in rotation and on a mobile basis. Particular consideration, for example, is being given to those colleagues who have children to care for. This is also something that should be continued after the crisis.

#### In addition to the preventative measures, what steps are you taking in your vehicle fleet management to help the transportation companies and drivers?

**J. Schneider:** Due to the lockdown, the number of transports in industries such as metal and electronics, restaurants, catering, events management, and the hotel sector has decreased overall. But we’re using the vehicles of our various transportation companies in rotation, so that the drop remains as minimal as possible for each firm. We’re communicating intensively with our transport partners, as we want them to know that they are part of the Dachser family and that we will get through this crisis together. It’s not about faster, higher, further; it’s about inclusive responsibility, honesty, and reliability—values that have always formed the backbone of the Dachser ethos.

#### What are your hopes for the near future?

**C. Ludwig:** I get the impression that people’s spirits are beginning to lift. Of course health takes priority, but now it’s important that our customers in the restaurant, catering, event, and hotel sectors can restart operations under observance of all safety measures and distancing rules. So many depend on this—it’s also affecting vegetable farmers, butchers, and breweries. We’re seeing considerable fear in those areas because people’s livelihoods are at risk.

**Dachser has always believed in the value of fair partnership with subcontractors. Now, it is helping them overcome the current crisis with individually designed actions, including ongoing orders, accelerated payment, and proactive support of applications for state funds.**

**Christian Ludwig,**  
driver and fleet manager  
at Dachser Memmingen



“ At Dachser, we drivers felt well  
looked after right from the start







# A SHORT CUT VIA THE NEW SILK ROAD

Departing from  
Ludwigshafen

From Ludwigshafen to Xi'an in central China: Dachser Rail Services completed the journey with a test block train carrying 42 containers for BASF, meaning BASF's chemical products reached the Chinese market in half the usual time.

**M**ore than 10,000 kilometers, two gauge changes, plus six hours of time difference: the entire journey from the KTL Kombi-Terminal Ludwigshafen to Xi'an in central China via Poland, Belarus, Russia, and Kazakhstan took the Dachser Rail Services test train and its 42 containers just 14 days—about two weeks faster than it would have by container ship.

Rail freight along what is known as the New Silk Road is an appealing alternative to sea freight, especially for companies in the chemical industry with production sites located in rural areas of China, far away from the seaports. BASF entrusted its long-standing logistics provider Dachser with all the logistics for the test train—including coordination with train operator RTSB, customs clearance, and distribution of the goods in China. →



**“One belt, one road”:** Since 2013, this is the name that the People's Republic of China has given to a series of projects that serve to establish and expand intercontinental trade and infrastructure networks between China and more than 60 countries in Africa, Asia, and Europe. In a nod to the historic east-west trade corridor, China's Belt and Road Initiative (BRI) is also referred to as the “New Silk Road.”

BASF's logistics concept foresees an important hub function for the KTL Kombi-Terminal Ludwigshafen. This is where the BASF products that are intended for China are bundled and trains put together as necessary. The advantage is that Germany's largest inland terminal is directly adjacent to BASF's main plant and sees up to 30 trains bound for over 20 economic centers across Europe departing every day.

### Partnership on a new level

For several decades, Dachser has enjoyed close and trusted collaboration with BASF to transport palletized chemical products within Europe and store them safely. For instance, Dachser operates two warehouses for hazardous materials for BASF: one in Hungary and one in Romania. Both meet the highest safety standards and are SQAS-certified. “The first train to Xi'an has taken our logistics partnership with BASF to a new level,” says Michael Kriegel, Department Head Dachser Chem-Logistics. The Dachser Chem-Logistics industry solution combines standardized logistics services and expertise in handling dangerous goods in a global network with bespoke solutions for customers from the chemical industry.

On its inaugural journey from Germany to China, the train, which was organized by Vedat Serbet, Rail Services



Final check  
in Ludwigshafen

## PROFILE



### KTL Kombi-Terminal Ludwigshafen GmbH

KTL Kombi-Terminal Ludwigshafen GmbH is Germany's busiest inland terminal and one of the leading terminals in Europe in terms of efficiency, safety, and innovations. Founded in 1999 and owned by BASF SE (40%), Kombiverkehr (20%), Hupac (15%), Bertschi (12.5%), and Hoyer (12.5%), the company currently offers its customers up to 30 daily rail connections to over 20 economic centers across Europe.

[www.ktl-lu.de/?lang=en](http://www.ktl-lu.de/?lang=en)

Manager EMEA, Dachser Air & Sea Logistics, carried in its 40-foot-high cube containers primarily granulates, fuel additives, and catalysts. Not only did the train cross endless expanses, but it also had to be reloaded several times along the way owing to differences in rail gauge between different countries' rail networks. The 42 containers had to be reloaded onto different trains both in the Polish village of Malaszewicze and at the Kazakh border with China.

The terminus was the former imperial city of Xi'an, a metropolis of 8 million inhabitants. From there, Dachser North China handled customs clearance and distribution of the BASF goods to their recipients by truck.

“Faster than sea freight, cheaper than air freight, easy to schedule, and reliable: when it comes to fulfilling certain logistics requirements, rail transport to China along the New Silk Road is an excellent alternative to air and sea freight that adds value,” explains Thomas Krüger, Managing Director, Dachser Air & Sea Logistics EMEA. “Demand for Dachser Rail Services is growing all the time, and we're especially delighted to have a global market leader like BASF place its trust in our solutions.” In the coming months, more trains from Ludwigshafen are set to make their way to Xi'an.

M. Gelink



## AIR BRIDGES FOR HEALTH

In response to the ongoing coronavirus crisis, by the beginning of May Dachser Air & Sea Logistics had chartered 30 aircraft and transported a total of over 60 million respiratory masks plus medical items, such as personal protective equipment and protective gloves, for its customers. At the end of April, Dachser organized eight charter flights in one week for the first time in the company's history, including three on the Hong Kong—Los Angeles route.



# CLICK TO CONNECT.

Optimize your logistics processes  
using our DACHSER IT solutions.

When analog processes meet a digital world, the result is intelligent logistics. As a technological trailblazer and industry driving force, DACHSER provides fully integrated digital networking supported by uniform information technology and in-house developed core systems. The benefits are obvious: efficient processes, high usability and a safe exchange of data.

