

Issue 1/2021

# DACHSER

## magazine

THE WORLD OF INTELLIGENT LOGISTICS

### Striking a balance between stability and change

A new generation takes the helm



# Looking to the future

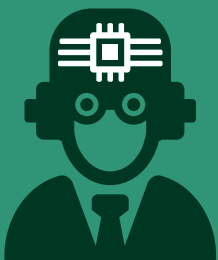
Humanity has always been curious to find out what the future will bring and has employed every means possible to do so. Not all of them hit the target.

**100** prophetic rhymes in four-line verse (quatrains) made up each “century” by French physician, apothecary, and astrologist Michel de Nostredame (1503–1566), more commonly known as Nostradamus. These works contained coded prophesies spanning hundreds of years and their reinterpretations keep people fascinated to this day.



**2012** should have seen the end of the world. That’s the conclusion drawn by overeager interpreters of the Maya astronomical calendar anyway. It features what is known as the “long count,” which begins at 3114 BCE and follows fixed astronomical and terrestrial cycles until it simply ends in 2012. But as researchers have discovered, the Maya focused their considerable astronomical and mathematical skills on predicting harvests and the fates of kings rather than the end of the world.

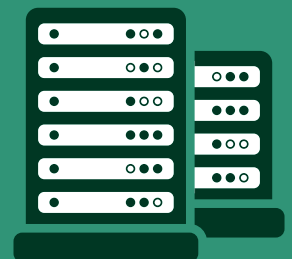
**0.38 percent** is the probability of correctly predicting the outcome of eight coin tosses in a row. In 2010, Paul the octopus achieved a much greater feat. During that year’s soccer World Cup in South Africa, the “octopus oracle” correctly predicted the outcome of all of Germany’s games by choosing between feed boxes marked with the flags of the countries competing in each match. He even predicted which team would win the final. Statisticians remain divided as to whether Paul’s performance was a fluke or evidence of supernatural powers.



**EUR 6.5 – 12 trillion a year**

is how much the European Commission estimates artificial intelligence will contribute to the global economy by the year 2025. But the EC does not believe that computers will replace humans at this time. Quite the opposite. Automation, knowledge-based work, and the use of robots and autonomous vehicles could help create 60 million new jobs worldwide.

**200 quadrillion** calculations a second are performed by the world’s fastest supercomputer. This means Summit, also known as OLFC-4, is a million times faster than the most powerful laptop. Housed at the Oak Ridge National Laboratory in Tennessee, Summit is being used during the COVID-19 pandemic to check calculations relating to potential drug compounds and their use in vaccinations. Summit also predicts hurricanes and computes how cancer spreads through the human body.





## MESSAGE FROM THE CEO

### **Dear readers,**

When we think of reliability, we think of the people, things, and mechanisms we can count on. That was true before the coronavirus, but the pandemic has pushed it center stage in business, politics, and society.



Reliability is also the essence of intelligent logistics and its globe-spanning networks. And it's what Dachser stands for—even and especially in times of crisis. At the beginning of this year, our family-owned company completed the well-planned generational change on its Executive Board. Supported by Robert Erni, Stefan Hohm, Edoardo Podestà, and Alexander Tonn, I start my tenure as Dachser CEO committed to keeping the company on its successful trajectory while enhancing its agility so we can rise to the challenges of the future.

We want to do this in collaboration with you, our customers and employees. And we always rely on the qualities of the individual and the creative power of teamwork. Our motto, both now and in the future, is "You can count on Dachser."

A handwritten signature in blue ink, reading "B. Eling".

Kind regards,  
Burkhard Eling, CEO Dachser

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Allies of the future –

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# CROSSDOCKING



## Writing history

90 years of Dachser: From a one-man freight forwarding company to a global logistics provider. In this video, incoming Chairman of the Supervisory Board Bernhard Simon takes viewers on a journey through time. He shows how the long-planned change in leadership will preserve the consistency and continuity of the family-owned company in the future.



[www.youtube.com/dachser](https://www.youtube.com/dachser)



## Crossing the threshold

In the world of social media, LinkedIn is where business happens. Dachser's posts are attracting more and more followers on this platform—and now we have crossed the 100,000 follower threshold. Come and be a part of the action!



[www.linkedin.com/company/dachser](https://www.linkedin.com/company/dachser)



## "Things just clicked"

New Dachser CEO Burkhard Eling talks about how he sees the company, his move to the top of the organization, and what distinguishes him as a person and a leader.



<http://bit.ly/Dachser-Interview-Burkhard-Eling>



## Dachser Luxembourg turns ten

A reason to celebrate: the Dachser branch in Grevenmacher opened its doors ten years ago. Today, it employs over 50 people and handles over 200,000 shipments a year.



<http://bit.ly/Dachser-Luxembourg-10-years>



The background of the entire page is a night-time aerial view of a city, likely Tokyo, with numerous illuminated buildings and streets. Overlaid on this is a complex digital graphic consisting of glowing blue and white lines that form a network or data flow. A prominent feature is a large, glowing, fingerprint-like pattern made of white dots and lines, centered in the middle of the image. The overall color palette is dominated by deep blues and bright whites from the digital elements, contrasting with the city lights.

# Striking a balance between **stability** and change





In January, a new generation took the helm at Dachser. The Executive Board team and Dachser's new CEO Burkhard Eling exemplify the balance between stability and change in the family-owned company. Dr. Andreas Froschmayer, Corporate Director Corporate Strategy & PR, on taking a long-planned and well-prepared step that connects the company's heritage with its future.

It seems paradoxical that as coronavirus lockdowns around the world repeatedly bring public life to a standstill, shuttering many businesses in retail, tourism, and catering, the pace of life still appears to be getting faster. Digitalization, globalization, climate change, and innovative new mobility technologies advance unabated, radically changing the markets and interactions in business, politics, and society. "Transition" is fast becoming the watchword of future viability, and this is also—or especially—true in logistics.

At Dachser, transition finds expression in our long-planned and well-prepared change in leadership. Bernhard Simon and Michael Schilling will move from the Executive Board to the Supervisory Board. Now, a new Executive Board with Burkhard Eling as CEO and Spokesperson will manage the operational business of the family-owned company. →

In a fast-changing world,  
the answer is more agility



“My Executive Board colleagues and I are taking over an extremely robust and fast-growing company that even the challenges of the coronavirus crisis haven’t managed to throw off course. With their tremendous know-how and commitment, the people at Dachser have succeeded in maintaining the supply chains of our global customers even under adverse conditions,” says Burkhard Eling in a press release on the change in leadership. “With the trust and support of the founding family, the Executive Board team will preserve the unique, people-oriented culture of Dachser as a family-owned company. At the same time, we will continue to develop the company with sound judgment and agility on its way to becoming the world’s most integrated logistics provider.”

## Evolution, not revolution

Transitioning from one generation to the next is a real challenge, especially for family-owned companies. Not all have an established line of succession, and even if they do there is often uncertainty as to how to reconcile the company’s heritage with its new beginning and continuous development. In other words, an orderly transition is more of an evolution than a revolution.

Professor Peter May, a leading family business consultant and pioneer in owner mindset strategy, once set the course for this in a discussion with DACHSER magazine: “Family business champions have strategies designed on a long-term basis, clever and sound financing concepts, and a healthy approach to risk that first and foremost seeks



The Dachser Executive Board (l-r): Robert Erni, Alexander Tonn, Burkhard Eling, Edoardo Podestà, and Stefan Hohm

## DACHSER'S NEW GENERATION OF LEADERSHIP

### Burkhard Eling, CEO

Dachser's long-serving former Chief Financial Officer (CFO) now heads the Corporate Strategy, Human Resources, Marketing executive unit, which also includes Corporate Key Account Management and the Corporate Governance & Compliance division.

### Alexander Tonn, COO Road Logistics

Already with the company for 20 years, the 47-year-old is responsible for the European overland transport networks for industrial goods and food. In addition, he will continue to lead the European Logistics Germany business unit.

### Edoardo Podestà, COO Air & Sea Logistics

There are no changes to Dachser's air and sea freight business, which has been led by Edoardo Podestà as COO Air & Sea Logistics since October 2019. Based in Hong Kong, the 58-year-old Italian is Managing Director of the Asia Pacific business unit, and has been in charge of Dachser's air and sea freight business in this region since 2014.

### Stefan Hohm, CDO

Stefan Hohm, 48, heads the newly created IT & Development executive unit as Chief Development Officer (CDO). Hohm has been at Dachser for 28 years, most recently as Corporate Director for the logistics provider's research and development work as well as its Corporate Solutions business. Besides the further development of IT, he is now also responsible for worldwide contract logistics.

### Robert Erni, CFO

The 54-year-old Swiss national has taken over the Finance, Legal and Tax executive unit as Chief Financial Officer. Before joining Dachser, he served for almost seven years as Group CFO at logistics provider Panalpina, making him a seasoned global logistics financial manager.





## **“Family business champions have strategies designed on a long-term basis, clever and sound financing concepts, and a healthy approach to risk.”**

Prof. Peter May, founder of Peter May Family Business Consulting, a leader in the field

lasting security for the company's assets. In addition, the degree of professionalism as well as the capacity to introduce new perspectives and innovative approaches within the company plays a decisive role in all corporate divisions.”

This is precisely what Dachser's change in leadership aims to achieve. The new CEO—who joined Dachser in 2012 and started working with Bernhard Simon in 2016 to plan the transition—sets the tone in the continuation of a success story that has already spanned over 90 years: “To ensure the company strikes a balance between stability and change, Dachser's new Executive Board is continuing to follow its own strategic guiding principles. These help orient our company, pave the way for agility in dynamic markets, and facilitate sustainable business success by ensuring further scalability,” Eling says.

The new team has worked long and hard to prepare. “Over the past few months, we've come to grips with our new roles and have gelled as a team in many ways. We're well equipped to master the challenges that lie ahead,” Eling says. “We will continue to make sound judgments and maintain the appropriate speed that has made Dachser a successful and essential company.” Eling also says this enables the company to hold its own, especially in times of crisis. “We've demonstrated that we know our processes and our business inside out, and that we manage them with great success. We've provided our customers and service partners with stability and really lived by our corporate values.”

The Dachser mission sets the course for all strategic planning and decisions that shape the company's day-to-day work. To a certain degree, it is the thread that connects everything the logistics provider does: “We create the world's most intelligent combination and integration of logistical network services. We optimize the logistics balance sheet of our customers.”

### **The network is everything**

A clear mission serves as a compass that points the way to the future while helping to maintain the desired course on the way to becoming the most integrated logistics provider. The guiding principles make it clear that “The network is everything.” “We will continue to develop and consolidate the Dachser network geographically in order to be able to offer services to customers both in Europe and worldwide and perform these services in line with our mission as ‘the most integrated logistics provider,’” Eling says.

In this way, Dachser's new leadership dovetails seamlessly with the company's heritage, as a look back shows: When we began to develop our strategy, the network we

inherited, which initially concentrated on Germany and its closest neighbors, was still far removed from the European-network mindset—plus all its standards and quality trademarks—that today we take as a matter of course. To remain viable for the long term in expanding markets, Dachser began in the 1990s to put in place the physical as well as the IT conditions.

The company went to great lengths to establish integrated processes in the two business lines, European Logistics and Food Logistics. Thorough change management then convinced all our employees in Europe to collaborate within an unparalleled network and work to tap its full potential each and every day. The success among our European customers is proof of this. It was the driving force behind an international Dachser culture that also resonates for our global Air & Sea Logistics network. This helps us closely interconnect our global networks and continuously enhance our agility.

### **Able to withstand crises**

Keeping the Dachser network ready and manageable remains a top priority for the new Executive Board as well. The robustness this creates is also a basic requirement for being able to respond to unforeseen developments whenever they happen—most recently those of the coronavirus crisis. Maintaining the supply chains that are essential for industry and society, even under difficult conditions, is possible only within living, breathing networks with smoothly functioning systems and people who know what they're doing, where they want to go, and what they want to achieve together.

“We possess a firm belief in customer benefits and the drive to optimize them,” Eling says, adding that this view clearly serves Dachser's interests, too: “When we turn customers into ambassadors for our services, then this translates into success and benefits for all involved.”

Making sure operations move with the times is one side of a successful transition; the other is communicating the reasons why it makes sense. At Dachser, the triad of strategy, structure, and culture is essential for maintaining the commitment and loyalty that our managers and employees have to the company. Each change is anchored in the Dachser values: entrepreneurship and the courage to innovate; inclusive responsibility; sustainability; loyalty and commitment; integrity and honesty; openness and respect—commitment to these values always provides the clarity and orientation required for the daily conduct of managers and employees at all levels. It is the new Executive Board's job to safeguard and further develop the trust placed in Dachser. →

**Every manager is called upon not only to make their own operational decisions, but also to have a hand in company-wide topics and communicate them—in keeping with our corporate value of “inclusive responsibility.” Dachser's fundamental concern is always to recognize challenges early on and produce innovations—not only to react.**

## Global values

By not only professing its values, but also consciously and strictly adhering to them and proactively communicating them within and outside the company, Dachser creates the conditions necessary for maintaining healthy growth in the future as well. That includes compliance, which involves continually raising awareness of our code of conduct, a code based on the Dachser culture and on basic ethical and legal standards that apply the world over. Under the heading of “Integrity in logistics,” these values and standards have become an issue of key importance and one that must be firmly embedded in our global corporate governance.

Another key factor in Dachser’s further development as a global player and corporate citizen is having the support of its shareholders, even now that the company will no longer be headed by a family member once Bernhard Simon moves from managing the operational business to take his place on the Supervisory Board. The shareholders are committed to the family-owned company, they maintain close ties, and are prepared to give fundamental priority to the legitimate interests of the company even if these conflict with their own individual interests. This is a massive vote of confidence and source of motivation for the new leadership and all employees, particularly during a transition.

“In challenging times, we have a particularly great responsibility toward our employees, especially our younger

ones,” Eling says. “Training the next generation as valuable employees, developing and then retaining them for the long term is part of our culture. And always being able to rely on one another is mutually beneficial.” Eling says that loyalty also characterizes Dachser’s relationship with long-standing transport partners, to whom the company wants to give the best possible security; for example, through continuous orders and fair and rapid payment.

The message from the new management team is clear: “We will preserve all the good things that make Dachser unique. At the same time, we will harness the trust and support of the founding family to become more agile. Rapid advances in digitalization in all industries and all areas make this agility absolutely crucial. It will allow us to progress further on our path to becoming the world’s most integrated logistics provider.” Eling says it is with this in mind that Dachser will actively address the key challenges of the coming decade: digitalization with customer proximity, sustainability, and the lack of qualified personnel. He adds that Dachser has set itself the ambitious goal of maintaining all supply chains for and with its customers, while delivering the customary high quality. “You can rely on Dachser—we want to live up to this sentence with honesty,” Eling says. Not least because so much of the future is about transition.

Dr. Andreas Froschmayer

Dachser is in a strong position to meet the challenges of the future





# “Family-owned companies live longer”



Family-owned companies often experience better growth than the market and prove to be fit for the future—especially in times of crisis. Professor Hans-Liudger Dienel, technology historian and futurologist at Technische Universität Berlin, explains why this is the case.

**Professor Dienel, what inherent advantages do family-owned companies have in a rapidly changing world?**

**Prof. Dienel:** For a long time, it looked like family-owned companies were on the way out. Compared to international corporations and public limited-liability companies, many economists regarded them as the dinosaurs of economic history, headed for extinction. But exactly the opposite happened. Family-owned companies are eager to grow and innovate and have proven to be fit for the future—especially in times of crisis.

**Why is that?**

Unlike public limited-liability companies, for instance, which tend to focus on short-term profit taking, family-owned companies and foundations are more concerned with tradition, identity, heritage, and sustainability, and

with maintaining greater independence from capital markets. This allows them to make bold decisions and set a sustainable course, which are hallmarks of internationalization and globalization.

**What are the risks?**

Transitioning from one generation to the next is often where things can go wrong. Unless this is well planned according to clearly defined rules and executed in mutual agreement with the family, even extremely successful companies can quickly find themselves on their knees. History shows us this time and again, but Dachser is proving that problems can be avoided. Back when the corporate governance debate had barely begun in Germany, Dachser had already completed the modernization of its corporate governance structures.

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**“Family-owned companies are eager to grow and innovate and have proven to be fit for the future—especially in times of crisis.”**

Prof. Dr. Hans-Liudger Dienel

## Ommm!

Apps for meditation and mindfulness are booming. Curiously, the idea is for us to relax and de-stress using our smartphones. Does it really work? Millions of users of a whole range of meditation apps seem to think so. Dirk Lehr, a psychologist at Leuphana University Lüneburg in Germany, believes that guided mindfulness and meditation exercises via smartphone offer considerable potential for improving our mental health and boosting energy levels in everyday life: "Overall, a number of preliminary studies show positive effects and a general improvement in mood."



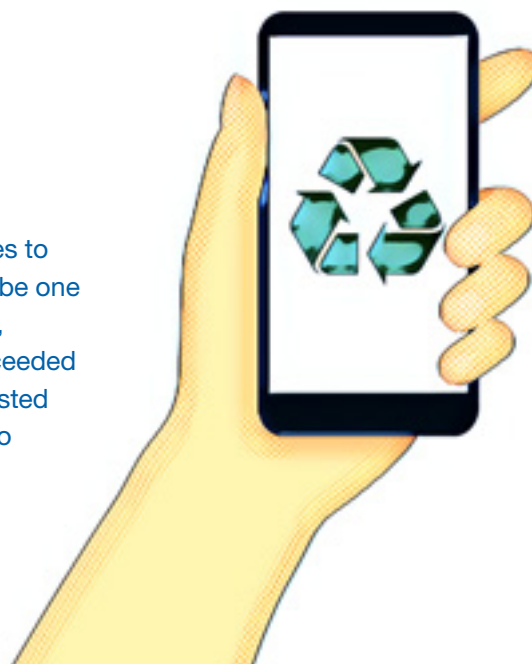
## 87 percent

of logistics decision-makers, according to a 2020 study by the German Logistics Association (BVL), considered the opportunities offered by a digital transformation of their company to be "good" or "extremely good" (37 percent); 23 percent saw significant risks for their business.



## Biodegradable

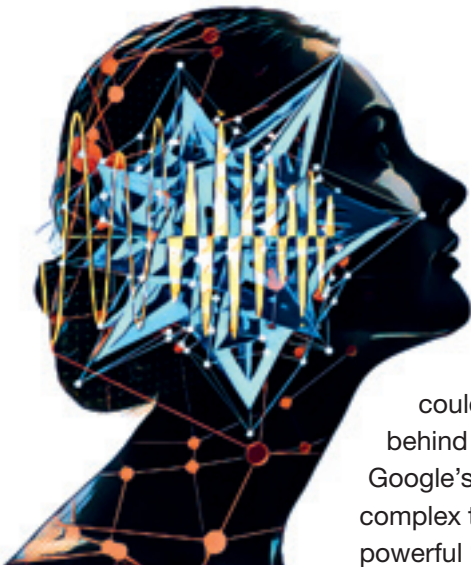
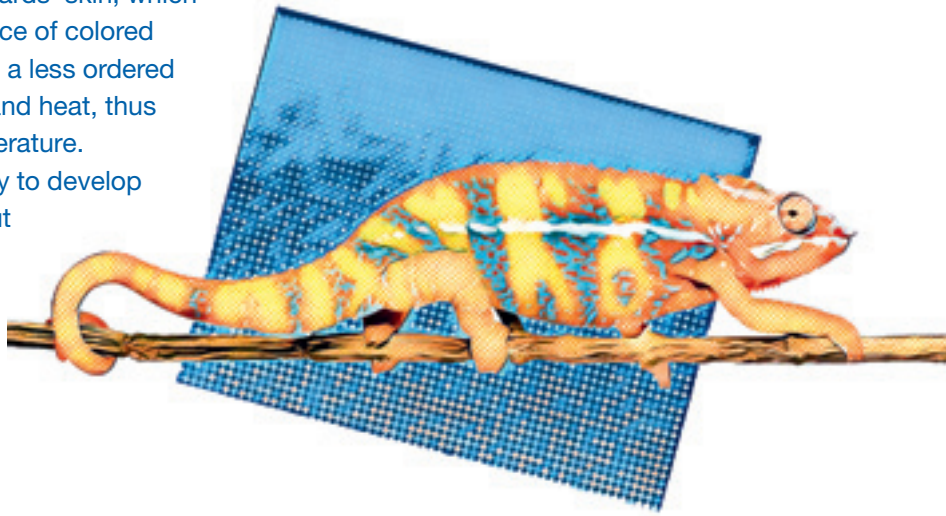
Electronic devices are both a blessing and a curse. When it comes to the environment and conserving resources, their legacy tends to be one of electronic waste. But that could now change. For the first time, scientists at the Karlsruhe Institute of Technology (KIT) have succeeded in producing displays using organic materials that can be composted at the end of their service life. A gelatin seal enables the display to adhere to different surfaces and even be worn directly on the skin at various places on the body. As sensor indicators, they are ideal for use in medical diagnostics applications, or in food packaging equipped with compact displays for quality control.





## Cool lizards

Panther chameleons are true artists. They can change color to match their mood and keep a cool head, even in extreme heat. Researchers at the University of Geneva have examined how they do it. The secret lies in the small lizards' skin, which is arranged in layers. The top layer has a lattice of colored nanocrystals, while the deeper layer features a less ordered arrangement of crystals that reflect the sun and heat, thus helping the reptiles regulate their body temperature. Researchers now intend to use this discovery to develop air conditioning systems that function without the input of energy or resources.



## Data processing in new dimensions

"Complex networks call for highly flexible calculations," says Professor Michael ten Hompel, Chair of Materials Handling and Warehousing at TU Dortmund University. Logistics providers could rely on quantum computers for help in the future. The technology behind these supercomputers is currently coming to the fore, with Google's 53-qubit quantum computer setting the pace. It solved a highly complex task in 3 minutes 20 seconds, which would take the world's most powerful "classical" supercomputer Summit 10,000 years to complete.

## Multitasking? Forget it!

Watching a series while sending a few tweets and checking your Instagram feed—media multitasking reigns supreme, particularly among young people. But as a study by the science journal Nature shows, our simultaneous preoccupation with various media has disturbing implications for our attention span and memory. The research group found that, in young adults aged between 18 and 26, the patterns of brain activity associated with episodic memory were less pronounced when they consumed multiple media. The researchers' recommendation: Avoid media multitasking during lectures or video conferences, and don't go on Facebook while watching TV.







People have always  
achieved great things  
in teams

“One hand washes  
the other,” so the  
saying goes



# Strength in numbers

We're all guilty of being a little self-absorbed. But history shows us that on the whole, people are amazingly good team players.

**T**hese days, we are surrounded by efforts to conjure up a new sense of team spirit: “weathering the crisis together,” “united against coronavirus,” “we’re staying at home.” During the pandemic, we are bombarded by these and similar slogans everywhere we look. Each one is a plea to put aside self-interest in favor of the greater good—behavior that seems alien to some of our species. “Man is a wolf to man,” wrote the ancient Roman playwright Plautus, a sentiment that would be picked up again by the English philosopher Thomas Hobbes in the 17th century.

Later still, economists would coin the term “Homo economicus.” This might sound milder, but it essentially means the same thing: the world is full of egoists who care little for the troubles of others.

But this gloomy image doesn’t tally with our everyday experience. The vast majority of us will avoid doing anything that will directly harm another person, and the value placed on mutual support can be seen everywhere: we help our friends move, give our all for our teammates in sports, and volunteer for good causes.

## There’s more to life than personal gain

Our ability to put our needs to one side from time to time and muster up empathy for our fellow humans is more than a mere by-product of social norms. Instead, researchers have observed that thinking about others seems to be firmly anchored in our DNA. Babies as young as 18 months will share food even if they themselves are hungry. Other experiments have shown that not only do three-year-olds have no qualms about tackling problem-solving tasks as a team, they also divide the rewards fairly among the group.

Seen through the eyes of an evolutionary biologist, this behavior at first appears counterintuitive: it makes more sense that egoists would gain a “fitness advantage,” which increases the chance of passing on their genes. But in a hunter-gatherer society, the lone warrior didn’t last long. Surviving in the wilderness meant working with others to, say, kill a mammoth. There are other animals—including wolves—that hunt in packs, but biologists have observed that dividing the loot fairly among the members of larger groups is characteristic of Homo sapiens.

And this sense of fairness still drives us today. When providing support, we often ask for something in return—“one hand washes the other,” so the saying goes. At the very least, we expect to receive help should we ourselves then have an emergency. And we tend to become downright “allergic” to anyone attempting to take advantage of our good nature.

## Collaboration increases productivity

This kind of teamwork proved essential for human evolution. Coupled with the emergence of language, it opened up collaboration well beyond the hunt: our ancestors developed tools and ultimately mastered crop and livestock farming. Over the millennia, we gradually refined the division of labor and created sophisticated trade networks to ensure that goods made their way from producer to consumer.

All this culminated in industrialization, an Age of Collaboration: carving up work into many small steps led to an immense boost in productivity that benefited much of society. For the lowly factory worker, however, being a team player mostly meant mindlessly tending the production line, bowing to specifications, standards, and conventions.

Today, we once again value the individual and their ideas because a complex knowledge society cannot advance without specialists. Integrating them into organizations without stifling their talent is one of today’s major challenges, especially for corporations. It all hinges on successful team building. We as a society have learned how important social relationships are in ensuring that people with different backgrounds and experiences can work efficiently together.

What spurs us on is the knowledge that when many masterminds all pull together, we are capable of super-human feats. A prime example from modern times is the extreme technical demands for the moon landing just over 50 years ago. Over the past few months, many have drawn comparisons between that event and the current race to develop vaccines for coronavirus in record time. But will these suddenly make the pandemic less scary? To a certain extent, that depends on each of us acting for the greater good.

S. Ermisch

**People would rather sacrifice their own advantage than see egoists triumph. Business psychologists have demonstrated this in an oft-repeated lab experiment: In the “ultimatum game,” person A receives a sum of money to split between themselves and person B. Person B can refuse what person A offers, which means both come away empty-handed. Generally, person B will decline an offer that is less than 20 percent of the total, demonstrating that they would rather forego free cash in order to teach person A a lesson. Anticipating this behavior, on average person A will offer person B 40 percent of the original sum.**







# Common interests

Using a new refrigerated platform with a direct network connection, Dachser Food Logistics in Neuss is helping three food producers get closer to their customers in Germany and Europe—faster.

**W**hen life gets really hectic, many people turn to endurance sports as a means of clearing their head, getting some fresh air, and gathering new inspiration and energy along the way. That's why Stefan Behrendt enjoys spending what little free time he has on his racing bike. Over the past two years, the General Manager of Dachser's Niederrhein logistics center led his

team to victory in a different high-performance "sport": establishing a universal logistics portfolio for fresh food producers in the middle of a pandemic.

Dachser invested approximately EUR 2.5 million in converting a warehouse in Neuss near Düsseldorf, furnishing it with a chilled storage area large enough to accommodate almost 26,000 pallets. Amid the complicated →





Three major food customers  
under one roof





A fresh new platform ...



... offers plenty of service ...



... to get goods to market

conditions of the pandemic, the company hired and onboarded 80 employees. Alfred Miller, Managing Director Dachser Food Logistics: “We’re ideally placed to bundle large volumes of goods from the warehouse with those from distribution customers in the region and to supply most central warehouses operated by German retail chains directly from the source. In this way, we’ve raised food logistics efficiency to a whole new level.” Miller says that it all hinges on how the different variables are combined: “We provide logistics chains that are both ultra-efficient and reliable, capable of handling large volumes and withstanding the fluctuations that are typical for this sector. We make senders’ lives easier by handling much of the order processing and service ourselves. And finally, there’s our highly digitalized information logistics services that accompany every shipment—all from a single source.”

### Learning from everyday practice to benefit everyday practice

Behrendt says that in 2019, the time had come to turn a long-held dream into a reality. Dachser’s Niederrhein logistics center is located in a metropolitan area that is home to over ten million people. Behrendt recalls receiving requests from three major food producers at roughly the same time, each asking Dachser to take over temperature-controlled warehousing services: dairy product companies Arla and Ornuu (known for the Kerrygold brand) and fresh juice producer Valensina.

“Both Ornuu and Valensina had already been Dachser distribution customers for many years and were looking for a complete logistics solution. Danish dairy giant Arla, which operates production facilities all over Europe, became a new warehouse customer,” Behrendt says. “We bundled these requests into a large-scale project and developed a concept that would bring the three companies together under one roof.” The scale of the new business put the branch in a position to combine the volumes of goods from the multiuser warehouse with the existing volumes of distribution customers in the region, pooling them into direct transports to retailers. “This new refrigerated platform allows us to supply around 70 percent of all central warehouses belonging to retail chains in Germany, the Netherlands, Belgium, and Austria on a daily basis without the need for additional transit terminals,” Behrendt says.

He also notes that by storing their inventories so close to the network, customers are able to respond quickly to last-minute orders, which is ideal for senders that need short turnaround times for fresh products with short shelf lives.

### A compelling comprehensive package

At Arla Foods Germany, both Andy Johnson, Director Logistics, and Ann-Katrin Gieß, Senior Procurement Category Manager, Logistics, say that with Dachser as their system service provider for food business, their company is perfectly positioned: “Dachser’s comprehensive package, which includes warehousing services at its Neuss location and very frequent deliveries to our retail cus-





Teamwork is everything in Neuss



## “Bringing three food companies together on a refrigerated platform means synergies for everyone.”

Stefan Behrendt, General Manager at Dachser's Niederrhein logistics center

tomers via its robust transport network, had us convinced from the word go.” The same can be said for Dachser’s emphasis on IT, which ensures transparency along the entire supply chain.

“The digitalization of the supply chain has come a long way in the past few years and this trend is set to continue. There’s still a lot of potential to be tapped,” says Jürgen Retzlaff, Head of Logistics at Ornu Deutschland GmbH. He points out that the advantages of working with Dachser extend beyond IT-based flexibility in dealing with interconnected schedules and high market volatility. Bundling shipments within the supply chain leads to environmental sustainability.

This is also a priority for Felix Müller, CFO/COO at the Valensina Group: “Since the refrigerated warehouse logistics platform is state of the art, it promotes efficiency—both for us as a customer and for Dachser in the multiuser warehouse. In this way it helped Valensina improve its carbon ‘footprint,’ which is important to our company.”


### Ahead of schedule

Expanding the bundling platform for fresh products to the regional level took place in several stages. The majority of the existing warehouse was equipped and modernized to handle products that need to be stored at 0–2 or 2–7 degrees Celsius. Completing the work while the warehouse remained open and relocating or incorporating all three customers under pandemic conditions was extremely challenging. “But at every stage I knew that we could do it. And we did—in fact, we finished ahead of schedule,” Behrendt says, clearly proud of the team effort.

“First we implement, then we optimize. The next stage in the expansion will be the addition of 8,000 refrigerated storage spaces by the end of the year,” Behrendt says. Talks are already underway with other players specializing in dairy products, cold cuts, and convenience food. He and his team are excited: “The greater the challenge, the bigger the fun,” Behrendt says with a wink, adding: “There’s a good chance I’ll be biking a few extra kilometers again this year.”

M. Schick

**Benefits of the refrigerated platform in Neuss: Bundling from the source to deliver directly to retail, connection to Dachser’s European network, and high process flexibility. The range of additional services—refrigerated storage areas with associated picking and direct delivery—creates added value that appeals especially to companies supplying retail outlets with refrigerated foods, such as dairy products, cold cuts, and convenience food.**



Information security

# Always on guard

At Dachser, protecting data and systems is a top priority. Christian von Rützen, Department Head IT Strategy Implementation at Dachser, explains the current and future challenges facing information security. He and his international IT security team have several areas of responsibility, including managing information security at Dachser.

**Mr. von Rützen, why is IT security important in logistics? What different aspects does that term cover?**

**Christian von Rützen:** In a digitalized world, greatly complex and highly optimized value chains can function only if the corresponding data also flows in parallel with the flow of goods. This data must be available, accurate, and sometimes confidential as well. It must also meet all legal requirements worldwide. Availability, integrity, confidentiality, and compliance: at Dachser, we rigorously align IT security to these four dimensions.

**Dachser has been certified to ISO 27001, the internationally recognized standard for information security, for almost ten years now. How has IT security developed over that time?**

Dachser has seen strong growth over the past decade. We have become even more international, we have integrated and standardized our IT systems worldwide, and we build sophisticated interfaces to our customers' systems. Last but not least, the committed efforts of Corporate Research & Development give us a sizable innovation boost. In this





## **“Security is always the result of the interaction of technology and the correct operation of that technology.”**

Christian von Rützen, Department Head IT Strategy Implementation at Dachser

dynamic environment, it's enormously important to have sound processes in security, such as when it comes to assessing risks or dealing with vulnerabilities and incidents. Fortunately, we established these processes quite early on through the ISO 27001 certification, and were able to weave them into everyday operations.

### **Have the threats increased over time?**

The pattern of attack attempts has been broadening for several years. Judging by the quality and quantity of these attempts, it's clear that organized crime is becoming increasingly professional. At Dachser, we also see all the attempted attacks to which active users are exposed on the internet—and these are increasing. For example, we're seeing numerous attacks by e-mail. In some cases, these even come from the addresses of actual business partners whose systems have been successfully hacked.

### **How is Dachser positioned in terms of IT security?**

On a fundamental level, safety is a team effort. One part of the team is devoted to the management of information security, which uses a risk-based approach to define the rules and specifications and verify that they are being complied with. Then we have the Security Operations Center, which detects and defends against attempted attacks at an early stage. Ultimately, all IT teams and all users contribute to security in their respective work environments. The key is for information security management to maintain close contact with the teams involved and affected. All those involved rise to the challenge as their tasks evolve, and they continue to develop in order to keep pace with the changing requirements.

### **How can every individual and every company contribute to improving cybersecurity?**

Security is always the result of the interaction of technology and the correct operation of that technology. This is true outside of IT, too: it's not enough to have a lock on your front door—you also need to lock it and not keep a spare key under the doormat. That's why it's impossible to overestimate the contribution that every employee makes on a daily basis. This primarily involves three aspects: exercising a healthy amount of caution and awareness when dealing with e-mail and the web; reporting incidents; and following security policies.

### **What do customers expect from Dachser regarding IT security, and how are these expectations changing?**

Just like us, our customers are in the midst of the digital transformation, significantly expanding their IT systems or

building them from scratch and creating new value-adding interfaces. This innovation surge is taking place in a mature global IT industry. In contrast to the dot-com boom a good 20 years ago, there are now huge sums and the functioning of entire economies at stake. That's why security and reliability are indispensable in this dynamic innovation phase. As I said, this applies equally to our customers, our partners, and ourselves.

### **Where do you see the greatest challenges to IT security in the future, and is Dachser prepared for them?**

IT security reflects the challenges of the digital transformation: protect what's already there while creating something new, and make sure all stakeholders are involved and on board. We see keeping these three in balance as the greatest challenge of the coming years. Security-related aspects must be taken into account more than ever in order to successfully transform corporate IT into an orchestrator of software products; in other words, managing in-house systems in line with the best applications available on the market.

## **INFO**

### **Certified IT security**

The internationally recognized ISO 27001 standard describes the secure handling of information in a company. It covers all aspects of information security: the technical disciplines of virus protection, anti-spam filters, and security of internet applications; fail-safe security and contingency planning; and organizational aspects such as confidentiality regulations or guidelines governing acceptable IT use. Continuous improvement must be demonstrated in annual audits to renew certification.

Alternative fuels

# LNG as a bridging technology

Liquified natural gas (LNG) is portrayed as the key to making goods transport by sea and road more eco-friendly. But this fuel becomes a viable alternative only when produced sustainably, making it a bridge to zero-emission vehicles.

**L**NG is natural gas that has been liquified by cooling it to under  $-160^{\circ}\text{C}$ . Stored in specially insulated tanks, LNG possesses an energy density roughly 20 times greater than the same volume of regular natural gas. The global gas trade has been exploiting this property of LNG for decades.

Whenever gas cannot be supplied by pipeline, LNG tankers are used for transport, accounting for some 40 percent of the natural gas trade around the world. The largest exporter of LNG is the Gulf state of Qatar, where the mineral oil group and LNG global leader Shell operates liquification plants. The largest importer of LNG is the EU, with Spain, France, and Italy the biggest consumers.

As part of the discussion on climate protection, LNG is also being hailed as an alternative fuel for goods transport. Of the approximately 60,000 large ocean vessels in service worldwide, around 350 run on LNG. Compared to those with engines powered by heavy oil, these ships emit significantly lower levels of air pollutants—in particular sulfur, nitrogen oxide, and particulates—from their funnels. There is no doubt that in this respect, LNG offers a major environmental advantage.

## Not much better than diesel

Trucks are different. In Europe, the competition is between LNG and modern, Euro VI diesel engines, which run on diesel with a biofuel content of 5 to 7 percent as standard. Despite some statements to the contrary, LNG offers no significant advantage in terms of air pollutants, as has been demonstrated in a variety of tests and confirmed by the German Environment Agency (UBA).

Equally false are the claims of a major advantage in terms of greenhouse gas (GHG) emissions, which are responsible for global warming. Intensive analyses, including those conducted by Dachser, show that GHG emissions of trucks powered by fossil LNG and equipped with new, high-pressure direct injection (HDPI) engines are at best 7 to 15 percent lower than those of modern diesel trucks. LNG trucks with spark-injection (SI) gasoline engines, however, achieve virtually no improvement, sometimes even emitting more GHGs than diesel trucks.

In addition to direct  $\text{CO}_2$  emissions from the combustion engine (tank-to-wheel), these findings take into account emissions from LNG production (well-to-tank). If the calculation is based on LNG obtained through





The biggest LNG importer is the EU,  
the biggest exporter the Gulf state of Qatar

fracking in the US, even LNG trucks with HPDI engines cease to offer an advantage. Another often overlooked factor is something known as “methane slip,” which can occur with LNG tanks and engines. Methane slip is when, instead of being burned, this very harmful GHG escapes directly into the atmosphere. No technology can fully prevent this from happening, and this not insignificant effect increases the carbon footprint of LNG trucks.

### Bio-LNG as a bridging technology

The picture changes slightly when fossil LNG is replaced with a more sustainable, synthetic version produced using renewable electricity via the power-to-liquid method. Despite being technically sound, this process is set to remain uneconomical for the foreseeable future due to its extremely high energy requirements.

LNG production can also be based on biomethane. Made up of 99 percent methane, this bio-LNG has even better properties than fossil methane. In trucks, bio-LNG can reduce GHG emissions by approximately 70 percent compared to diesel, although this varies depending on the biomass used.

The best ecological solution is achieved by using organic waste and plant material to produce advanced biofuels as per EU directive RED II. For its part, Shell has announced a new kind of bio-LNG that promises an almost 100 percent reduction in GHGs (well-to-wheel). This should pave the way for virtually complete carbon neutrality.

Still, the limited availability of eco-friendly biomass is essentially what is preventing more widespread use of bio-LNG. For this reason, the legal framework in the EU allows for only limited use. All this makes bio-LNG a potential low-emissions technology, which—given suitable legal and economic conditions—can be a bridging technology on the way to vehicles that produce zero emissions.

Andre Kranke

Department Head Trends & Technology Research,  
Corporate Research & Development

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



# A solid footing worldwide

Homes without any wood-based products from Austrian manufacturer Kaindl/Kronospan are few and far between. Achieving such widespread distribution poses quite the logistical challenge. →





Logistics hotspot:  
The Kaindl megastore in Wals

[www.kaindl.com](http://www.kaindl.com)



From the dawn of human history to about 200 years ago, life primarily revolved around using forests and wood, whether for wooden structures, vehicles, equipment, devices, or tools. With the rise of chemistry, wood was supplanted by other materials such as plastics, steel, concrete, and fossil fuels. Today, the advantages of wood as a renewable, eco-friendly resource are back in the limelight. One major driver for this is the global need to act more sustainably.

Salzburg-based family business Kaindl, which operates internationally under the name Kronospan, is the world's leading manufacturer of wooden, laminate, and designer flooring as well as decorative panels and worktops. Thousands of full container loads packed with all kinds of wood-based products leave its plants in Austria every year, destined for retailers and manufacturers in locations as distant as the Far East and the Americas.

For ten years now, Dachser has been the company's logistics partner. When the containers are ready for shipment, Dachser uses tractor trailers to transport them from Kaindl's plants in and around Salzburg to the Container Terminal Salzburg (CTS). From there, the goods make their way to Hamburg or Bremerhaven by rail, where they are loaded onto container ships departing on main carriage routes to various ports around the world. Some go to Tokyo, Osaka, and Nagoya in Japan, others head to the ports of Taichung or Keelung in Taiwan, or to the port cities of Veracruz and Altamira in Mexico.

### Reliability is everything

"We're a major European shipper, so ensuring the reliability of our transports is a top priority," says Volker Lenzing, Chief Corporate Logistics at Kronospan. Since the margins on the products are low, it's essential that the supply chain runs smoothly, he explains. For that reason, the Group doesn't leave anything to chance and is always looking into ways to optimize container loading and the packaging.

Dachser has standardized procedures in place for each destination, including fixed loading periods to avoid demurrage and detention costs for the containers. It also sets out fixed transit times and provides an advanced schedule for the week ahead, which calls for a smooth flow of information. To enable Kaindl to monitor its shipments at all times, Dachser introduced a dedicated IT solution that lets the company view all the relevant data online, including the conditions and weekly changes.

### Rapid response required

Although Kaindl usually notifies Dachser of the container quantities it needs weeks in advance, maximum flexibility is needed, explains Michael Rainer, Managing Director ASL East Europe and Austria. "As soon as we get the call from Kaindl, we have to reserve the appropriate number of containers at the CTS in Salzburg." But there are times when Dachser has to process orders with hardly any notice. "In some instances, we have to organize for CTS to provide 10 to 20 containers within 24 hours," Rainer says, describing one of the challenges the logistics company faces. In those cases, acting quickly is essential, he adds, explaining that the availability of empty containers plays a major role. Managing that without creating additional costs for the customer is where the real skill comes in. The key is to use booked container spaces as efficiently and with as much advance planning as possible.

For Kaindl, the big plus is the scheduling reliability that Dachser offers. "Kaindl needs assurance that its goods will be shipped on time," Rainer says. And Dachser provides just that: "Even though we're handling such large shipments, we can proudly say that no deliveries have been delayed so far." But Dachser doesn't just help with the company's exports—it also imports materials for Kaindl, mainly aluminum oxide and paper, which the company uses to manufacture kitchen worktops and other products.

### Entire machines shipped

While Dachser's work for Kaindl Salzburg primarily involves transporting full container loads for import and export, the logistics provider also deals with air freight and groupage shipments by sea for the Kronospan Group. When the company expanded its manufacturing capacity in Eastaboga, Alabama last year, Dachser delivered more than 200 containers to the US, including some special oversize containers with production machinery for making particle board.

Other shipments, mostly individual deliveries of replacement parts, are shipped as less-than-container loads or as air freight. "Kaindl also uses our air freight service to send its latest products to the US to use as display stock," Rainer says, explaining that Kaindl's customers in the US and Canada receive sporadic shipments of new products directly to their showrooms. Dachser and its partners in Canada also handle customs clearance when the goods arrive in the country. "Because we're dealing with wood-based products, it's crucial that we communicate with the teams in the US and at Kaindl in Austria," Rainer says. "They have to make sure they provide us with the requisite documentation for the US authorities on time."

### Acting fast to deliver PPE

Dachser recently took on an additional assignment for Kaindl following the outbreak of the coronavirus pandemic. "During the first wave in the spring, we worked with Dachser to import a large number of pallets containing personal protective equipment and masks from China for the medical sector," Lenzing says. Kaindl then donated the urgently needed masks to various Salzburg hospitals.



Kaindl's plant for decorative panels





On the way to international markets: The Kaindl train



**“As a major European shipper, ensuring the reliability of our transports is a top priority.”**

Volker Lenzing, Chief Corporate Logistics at Kronospan

“The key role we played in these transports was expediting the departures of the supplies by creating capacity with our own charter at a time when hardly any capacity was available on the free market. Because masks were already in such short supply, fast delivery was the top priority. The shipments were classed as emergency cargo and given precedence on our charter flights,” Rainer says.

“Our biggest problem turned out to be Austrian customs—at the time, they weren’t prepared for imports of these kind of goods,” Lenzing explains. The authorities couldn’t offer much help. “At that point, the customs rules were changing almost weekly due to the huge numbers of face masks being imported,” Rainer adds. “So Dachser acted as an intermediary between the customs authorities and Kaindl to ensure that the latest requirements were being fulfilled and certificates, confirmations, and signatures were obtained on time.”

Despite all the red tape, Dachser successfully transported the equipment from Shanghai Airport to Frankfurt, and from there organized a special delivery to Salzburg via Linz Airport for customs clearance.

Even though the mask shipment was a one-off, such a task would have been difficult to accomplish without the flexibility, rapid provision of capacity, and global network that Dachser can offer. But ultimately, that’s what intelligent logistics is all about.

A. Heintze

## PROFILE

### Kaindl Flooring OG

is one of the world’s leading manufacturers of wood-based products and laminate and wooden flooring. Headquartered in Wals-Siezenheim near Salzburg, Austria, the family-owned company has around 800 employees who supply customers in the furniture industry as well as DIY stores, wholesalers, and retailers all over the world.

[www.kaindl.com](http://www.kaindl.com)

[www.kronospan-worldwide.com](http://www.kronospan-worldwide.com)





OPPORTUNITIES  
IN LOGISTICS

# A tailored way in

Departing an international airport to arrive in the Dachser world: For Maria Bäurle, the trainee program for young professionals led to a precision landing in her dream job.

**E**ven as a child, Maria Bäurle dreamed of leaving her village in the Bavarian countryside to discover the big wide world. So after completing her dual-study program in air traffic management, she chose to begin her career at Germany's largest airport, Frankfurt. But she soon started to feel homesick. During her studies, logis-

tics was always one of Bäurle's favorite topics and she realized that there was a global logistics provider based back home: Dachser.

"I applied for a position at Dachser with the idea of going into food logistics. But at the interview, they fired a lot of technical questions at me that I wasn't yet able to answer," Bäurle recalls. Nonetheless, the interviewers were taken with this outgoing, intelligent 24-year-old and offered her a place in the trainee program for young professionals. Dachser offers this special, comprehensive training program as an alternative to a direct hire. "I took one look at it and knew immediately that it was for me. I couldn't have hoped for a better introduction to the world of logistics," Bäurle says.



## Keeping an eye on the big picture

In Germany in 2020, Dachser put ten people through this special training program, which is aimed at young people who have completed a degree or a suitable apprenticeship and are now starting their careers. Each trainee follows a personalized plan that guides them through the relevant departments. On July 1, 2019, Bäurle's journey began at Head Office in Kempten with stints now and then at Dachser's Bodensee Oberschwaben logistics center near Ravensburg. "I got so much information in such a short time, I felt like my head was spinning. But it was a really valuable experience," Bäurle says.

She then moved on to intensive training blocks in her chosen specialist area of food logistics, starting with short-distance transport in Langenau near Ulm, then long-distance transport in Memmingen. Bäurle had a front-row seat when the outbound planning system, which is used in managing distribution and sales logistics, was rolled out at the larger branches. Her quality management block in Landsberg near Halle had to be canceled due to the coronavirus lockdown, but Bäurle spent summer 2020 in Radeburg near Dresden gaining valuable experience in sales and customer relations. She followed this up with controlling training in Gersthofen near Augsburg before returning to Langenau for a stint in the warehouse.

"Everywhere I went, the local instructors really looked after me and taught me everything I needed to know. I always felt valued and treated as an equal. I also had a specific contact person at Head Office in Kempten and we talked once a week about all the key issues," Bäurle says. Each time she returned to Kempten, Bäurle would give a presentation on her specialist topic of volume volatility to the managing director of Food Logistics and the division and department heads. "This is an extremely important subject, especially during the pandemic. And it was great to learn about the various strategies the different divisions have developed," Bäurle says.

## Varied by design

Over the course of the 18-month trainee program, Bäurle learned "an unbelievable amount, which was excellent preparation for my permanent job in Food Sales Development." She took up the post at the beginning of October 2020 and her responsibilities include training employees at various branches and supporting the European Food Network. Dachser assured her right at the start of the trainee program that good performance would lead to a permanent job.

Bäurle says this was the perfect initiation into the Dachser world: "What makes it so valuable is how closely the divisions work together. I've built up a great network because I got to go everywhere." Well, almost everywhere. The coronavirus pandemic also put an end to the planned international training block in Budapest, but hopefully that will happen at a later date. Bäurle is already looking forward to it—after all, she still dreams of discovering more of the big wide world.

L. Becker



## FACE TO FACE

### Challenging and nurturing: Being a Dachser trainee

Vera Weidemann, Head of Corporate Human

Resources at Dachser, talks about ways people with a talent for logistics can enter the Dachser world.

#### Ms. Weidemann, how exactly do trainee programs open the door to the Dachser world?

**Vera Weidemann:** Dachser offers a variety of such trainee programs. It can be a specialized program in, say, Corporate Controlling, or a more general, cross-divisional one. This allows us to attract qualified young talent to meet our future requirements for trained employees and managers across all our branches.

#### What criteria should applicants fulfill and what skills should they have?

We're generally looking for university graduates whose performance is far above average. It's also possible to get into a specialized Food Logistics trainee program after a suitable apprenticeship. We pay close attention to trainees' personalities and their eagerness to connect with the Dachser identity. Only those with a passion for our company and for logistics can make the grade. We're interested in people who are by nature highly motivated, thirsty for knowledge, ready and able to reflect, flexible, adaptable, communicative, and capable of grasping abstract concepts.

#### What course does a trainee program follow, and does it offer opportunities to specialize?

Depending on each trainee's previous experience, a program lasts from 12 to 18 months. Trainees can begin at any time; there are no set application periods. Each trainee systematically works their way through various departments based on their own rotation plan, complete with learning objectives. The programs are designed to provide intensive challenges and encouragement and each trainee has a mentor for support.

#### What career opportunities do trainees have once they've finished their program?

Each trainee who successfully completes the program can expect to be offered a permanent contract at the company. In other words, a trainee program lays a solid foundation for each individual's further career at Dachser. The Dachser world is open for every former trainee to play to their unique strengths and ambitions, because our company offers a myriad of opportunities and exciting jobs within our global network.





Emission-free for the last mile

## Pedelecs for Prague

Dachser is launching a pilot project in the Czech Republic in which electrically assisted cargo bikes will be used for downtown delivery logistics in the capital city of Prague. The aim is to ensure an emission-free supply chain for the city center.

When it comes to alternative delivery methods for the last mile, Dachser has already gained a wealth of valuable experience in a whole host of major European cities—from Paris and Malaga to Stuttgart and Freiburg. Now, the logistics provider is feeding this experience into a pilot project in the Czech Republic, testing an electrically assisted cargo bike under real traffic conditions in the capital city of Prague. The idea is to prepare for future restrictions on delivery traffic in the city center.

### From the microhub by cargo bike

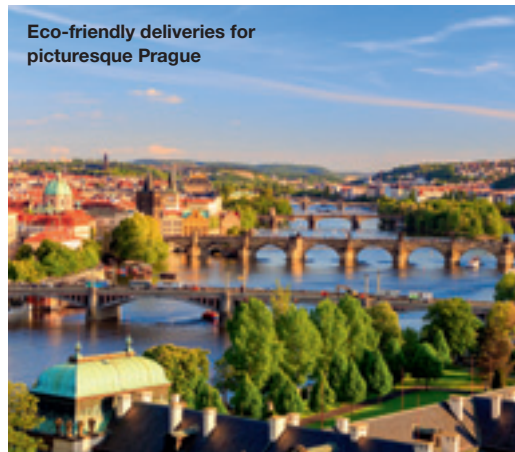
For the pilot phase of the project, Dachser plans to focus on deliveries to the pedestrian zones in the Prague 1 district. Every morning, trucks bring the day's consignments from Dachser's Kladno branch, some 30 kilometers west of Prague, to the Depot.Bike microhub near the city center. An electrically assisted cargo bike will then be used to make the individual deliveries.

At a later stage, the plan is for the concept to be gradually rolled out to the Prague 4, Prague 5, and Prague 7 districts of the city, supported by electric trucks for heavy and bulky pallet shipments. The main recipients of these deliveries will likely be fashion outlets, pharmacies, medical supply stores, and DIY stores.

Initially, the cargo bike will be deployed only for shipments packed in cartons, but in the future Dachser

also plans to send out whole pallets, unpacking them along the delivery route. Ideally, the initiative will produce a DACHSER Emission-Free Delivery zone, where various vehicle types operate together to form one intelligent delivery concept. "Successively replacing small, conventional delivery vehicles is a sustainable solution for relieving congestion in Prague and improving the city's smog problem. We want to help tackle these issues as part of our corporate strategy," explains Jan Pihar, Managing Director European Logistics Dachser Czech Republic.

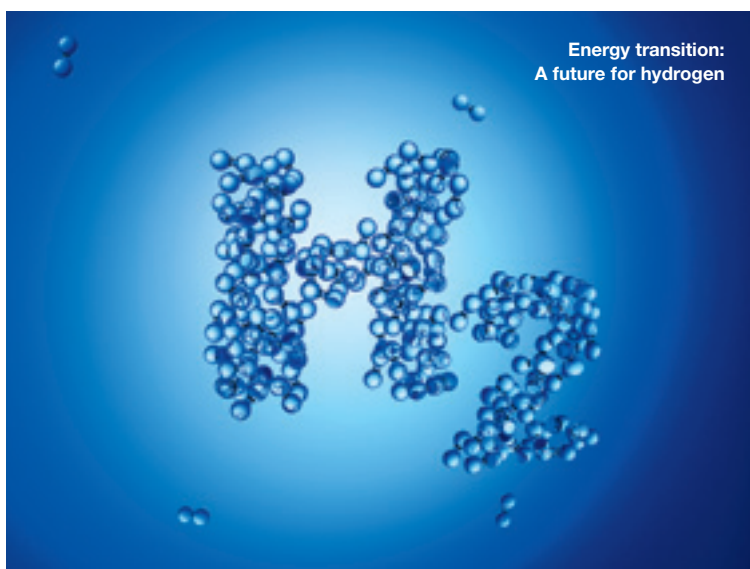
Eco-friendly deliveries for picturesque Prague







**+++ TOP IN THE GERMAN LOGISTICS MARKET +++** In the new TOP 100 in Logistics 2020/2021 study, Dachser has defended its leading position in the German logistics market. It now ranks third among all German logistics providers behind Deutsche Post DHL Group and DB Schenker. In the “General groupage network transport (LTL)” segment, Dachser is once again number 1 in the German groupage market, as in recent years. +++



**+++ GENERATING ENERGY FROM HYDROGEN +++** On January 1, 2021, Dachser joined the German Hydrogen and Fuel Cell Association (DWV), a lobbying group that has been advocating the rapid deployment of hydrogen as an energy source and promoting fuel-cell technology since 1996. Dachser will also participate in DWV's HyLogistics cluster. Vehicle manufacturers, renewable energy producers, and logistics companies recently joined forces to establish this new working group. Their objective is to provide political support for the preparation and introduction of fuel-cell trucks to the market in order to reduce greenhouse gas emissions in freight transport—and to represent these interests before German and European policymakers and ministries. +++

**+++ THE SKY'S THE LIMIT +++** Building on the work it began last year, in 2021 Dachser Air & Sea Logistics will continue increasing its own capacity. Starting in mid-January, its air network will cover the Hong Kong–Frankfurt and Frankfurt–Chicago routes. Dachser's development of its own air network capacity comes as a response to increased market demand. Fixed transit times make the service reliable and enable customers to plan ahead. By combining its road and air & sea logistics networks, Dachser is able to respond quickly to changing route situations in Europe and accelerate the pickup and delivery processes. +++



**+++ FIRST BLOCK TRAIN FROM CHINA +++** Carrying fifty 40-foot containers (FEU), the first Dachser block train coming from China reached the rail terminal in Ludwigshafen, Germany, in late December. Dachser had already set up a regular block train last year for chemical products heading east. For the west-bound train, the Dachser China team coordinated the entire collection process with the rail operator, including pickup, gate-to-terminal, and customs clearance. In Ludwigshafen, Dachser's Mannheim branch then took over distribution of the containers within Germany and Europe. +++





# The women fighting the coronavirus



Right at the beginning of the coronavirus pandemic, a distribution company based in northern Spain aligned itself with the new market requirements: in 2020, Pharmediq enlisted Dachser's help to transport more than 100 million masks and other protective equipment to locations in Spain and other European countries.

As the coronavirus pandemic took hold in spring 2020, Sofía Nogueira Sánchez and her team responded immediately by ordering several million euros' worth of face masks from abroad. Everything had been paid for and the transport organized, only for the authorities to put a freeze on the export of all pandemic-related goods. Sofía Nogueira Sánchez negotiated fiercely, ultimately appealing to the Spanish Ministry of Foreign Affairs. After six weeks of tough talks, the shipments reached their destinations in Spain. →





Personal protective  
equipment for the fight  
against the pandemic





## “The Dachser team never failed to procure the right vehicles for us in record time and deliver the goods to Spanish hospitals within a day or two.”

Sofía Nogueira Sánchez, CEO, Pharmediq

“For us, giving up is simply not an option,” Sofía Nogueira Sánchez says. In 2009, the business economist joined forces with pharmacist Patricia Antón Saavedra, and laid the foundation for their company. Both women had already worked for international corporations, an experience they found extremely frustrating: “Most large companies take forever to actually decide something,” Sofía Nogueira Sánchez says. “Both of us have plenty of ideas and we want to put them into action quickly. That’s why we decided to do our own thing. To sell goods to medical consumers, you have to respond immediately to market opportunities and make quick decisions. We’re well suited to this dynamic.”

### Investing in women

The founders opened their first office in Oviedo in the principality of Asturias, northwestern Spain, in 2009. Today the company has expansive offices and storage areas in the nearby municipality of Morcín, serving the private sector as well as public institutions in Europe, the Middle East, Africa, and the US. Its product range focuses on medical consumables such as syringes, bandages, and items used in emergency medicine and clinical pathology. The current team comprises some 30 people, 65 percent of whom are female. Six out of seven members of the management team are also women. That’s by design, Sofía Nogueira Sánchez says: “We know from our own experience that women have a tough time in business, not to mention in management positions. That’s why our company makes a point of hiring people at the very start of their careers, especially talented young women.”

Another success factor is having a reliable partner for transport logistics and Pharmediq has been working with Dachser Spain since 2014. “Pharmediq evolved very quickly,

and today it’s among our target customers,” says Blanca de Francisco, Site Manager European Logistics, Dachser Spain, Asturias Branch. “Key factors in winning the Pharmediq contract were daily pickups and deliveries within Europe, real-time shipment tracking, and the level of safety and security we offer our customers.” For distribution, Pharmediq primarily uses Dachser’s European overland transport network. The large transports from Turkey are full truck loads, supplemented by groupage shipments and deliveries via air and sea.

### Imports for COVID products

The swift and seamless transport of medical products has become even more important during the COVID-19 era. “In 2020, our focus shifted almost entirely from international exports to the needs of the domestic market, and we established a continuous import line for COVID products,” Sofía Nogueira Sánchez explains. Initially it was masks that were in highest demand, but in early 2021 that has shifted to other protective equipment such as coveralls, gloves, and goggles. To meet demand, the company hired more people and set up three new warehouses currently housing more than 1,000 pallets of COVID products. A smaller proportion of imports come from China, but 80 percent are from Turkey. “Thanks to supply contracts signed in 2020, we’re working with factories there that manufacture exclusively for us,” she says.

Sofía Nogueira Sánchez highlights time and again how working with Dachser dovetails with Pharmediq’s corporate philosophy: “Over the past year, the outstanding collaboration with Dachser has been absolutely essential for us because the Asturias team led by sales manager Angeles Rodríguez Valcarcel precisely understands and meets our needs. There were periods when we worked around the clock for weeks on end. It wasn’t unusual for Dachser to have to organize transports under extreme time pressure—sometimes within a few hours. The team never failed to procure the right vehicles for us in record time and deliver the goods to Spanish hospitals within a day or two.” Blanca de Francisco adds: “We’re in contact with Pharmediq every day so we can anticipate and plan departures with absolute reliability—especially when it comes to key recipients such as the IFEMA auxiliary hospital in Madrid.”

Pharmediq imported more than 100 million masks into Spain in 2020 alone and the company’s sustained success is being recognized within the Spanish business community. In October 2020, Sofía Nogueira Sánchez won the regional finals of the prestigious CaixaBank Women in Business Award. The jury expressly praised her strategic vision, leadership qualities, and innovative strength. **M. Trutter**

### PROFILE

#### Pharmacéutica del Principado de Asturias SL

is a commercial enterprise founded in 2009 and headquartered in Oviedo in the principality of Asturias, northwestern Spain. It specializes in the storage and sale of medical disposables, veterinary drugs, and OTC products, as well as cosmetics and perfumes, nutritional products, and small devices.

[www.pharmediq.es/en/](http://www.pharmediq.es/en/)



The CEO and her company



## Cool supply chains

Campaigns to vaccinate against and contain COVID-19 are in full swing around the globe. Working on behalf of the Berlin Senate, Dachser is organizing vaccine logistics in the German capital. This includes managing the warehousing for vaccine cool boxes and their distribution to vaccination centers, hospital pharmacies, and mobile vaccination teams. Since July last year, Dachser has been responsible for storing personal protective equipment and rapid coronavirus tests and delivering these items to health care facilities in Berlin.



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