LEARNING IN THE NETWORK
NEW TRAINING PROGRAMS FOR THE PRACTICE OF LOGISTICS

MOROCCO
KINGDOM
ON THE RISE

AMBITIOUS GOALS
A POWERFUL START TO THE EUROPEAN FOOD NETWORK
Transport from A to B, strong family ties, and good reaction capacity: ultimately, it's all about good connections.

100 trillion synapses
link the nerve fibers that converge in the human brain. This network of neurofibers is 780,000 kilometers long. That roughly corresponds to the distance from planet Earth to the moon and back. Every second of our lives, they transmit thousands upon thousands of impulses.

9,288 kilometers
is the distance covered by the Trans-Siberian Railway between Moscow and Vladivostok. The world's longest railway line, it connects 89 cities on its way from Europe to Asia. If you still haven't had enough by the time you reach the Pacific Ocean, you can book passage on the Khasan-Rajin route, which terminates in North Korea after another 1,027 kilometers.

115.5 meters
is how high the tallest tree on Earth rises above the forest floor. The mammoth tree that stretches into the sky in California’s Redwood National Park has surprisingly shallow roots, but their network that winds for many kilometers has enabled the tree to survive every storm for more than 2,000 years.

3,000 years
That is how far back the Huchthausen family from the tiny village of Förste in Northern Germany can trace its roots. Genetic analysis of bones from the Bronze Age confirms that they have lived there for around 120 generations. No other family in the world can verifiably trace its lineage that far back into the past.

200 times a day
is the average for how often an adult lies—usually first thing in the morning when responding to the question, “How are you?” A charming lie is often better for good connections than a bitter truth. Honest.
Sharing knowledge: that's the concept at Dachser
The network at Dachser consists of sophisticated technology and professional systems, equipment, and facilities. But the people who work within the network are the ones who breathe life into it. To keep employees up-to-date on the latest expertise and practices and to ensure their preparedness for any eventualities, Dachser has set up its own in-house training programs.

Where is the shipment? Can’t locate it? But the customer is waiting! There you have it: a dispatcher’s most dreaded nightmare. And the thing that should never ever happen over the course of a logistics manager’s day-to-day business is precisely what Mélina Poirier is training for, together with her compatriots. “Simulating real-life situations; being as close as possible to the actual business experience.” She laughs, adding: “Of course the best thing is to just not make any mistakes. That’s our goal.” The native of France has served as a network expert since 2013 and supports numerous branch offices in the French Region West. Her area of specialization is Domino, the transportation management software developed by Dachser. It establishes the basis for all freight forwarding processes. Today, the trainer is joined by twelve colleagues in the logistics laboratory at the Dachser Academy in Cologne for real-life situation training. “Now the job is finding the needle in the haystack and figuring out where the problem was.” They break into smaller teams to collectively determine how the ostensibly lost shipment can be found again, combing through the network manual, and testing the options on Dachser’s proprietary software that are designed to handle exactly this situation. “No one wants this to happen, of course,” Poirier says. That makes it even more important to be able to handle the unexpected confidently. “And it is exactly this handling that must be clearly defined. We train for that here. And I love the discussions among the hands-on specialists that result from this. In the end, everyone is happy. They have done something for themselves, their minds, their work; they develop solution strategies and can pass on their knowledge: it’s a real win-win situation.” Forwarding managers at Dachser France put their hearts and minds into the simulation of logistics practices. “This includes the scheduling of shipments, Europe-wide shipping management, and complete order processing—through shipment tracking and invoicing to packaging materials management—and scan, scan, scan, over and over →
again!” says Poirier. The trainer, who is based at the branch office in La Verrie, France, is a teacher with real-world business experience. Together with a half-dozen colleagues, she is part of a team of trainers headed by Eva-Maria Marcour, Division Manager Systems and Operations Training Road and by Department Head Daniel Faust. Since 2011, the group has been establishing the structured transfer of knowledge on operational matters within the Dachser Network.

**Reality is all that counts**

“We are constantly engaged in sharing ideas through open dialogue at Dachser,” explains Eva-Maria Marcour. It’s especially exciting for the logistics managers to compare notes amongst each other. “We have four branch offices around Paris. So say, for example, that one forwarding manager has lower labor costs. The others want to know how that works.” In her fluent French, Marcour then weigh into the discussion. “For us, it’s about optimizing processes in the operations area. And that’s when reality is the only thing that brings us forward,” Marcour says. The extensive, steadily growing network at Dachser is the quintessential hallmark of that reality. The network is undergirded by a homogenous web of branch offices, Europe-wide standards in logistics handling, and consistent transparency in the overall shipping process. Some background information: Dachser European Logistics operates 169 company-owned locations in 21 European nations. On top of this are its 153 partner sites in 15 additional countries. Each night, Dachser’s drivers cover 1,176,000 kilometers, based on fixed intervals and the company’s mission of delivering the utmost in quality logistics.

“All branch offices pursue their goals according to the same processes and organizational policies and rules. The result is greater reliability and increased security,” Marcour assures. To keep the goods flowing all the way to their target destination, connections to all shipments worldwide have to go off without a hitch. Dachser has the requisite high performance systems, and the Systems and Operations Training Road team has been tasked with deeply embedding them into the organization of the logistics provider. “That’s what network expertise is all about,” says Michael Schilling, COO Road Logistics at Dachser. “By applying standardized solutions and customized shipping concepts, our employees have the capability to flexibly respond to all customer requests.”
Learning from your colleagues

Within this environment, the sharing of knowledge and ideas among the actors in the network is at the very top of the training agenda. “This is about working with the same system throughout Europe and introducing optimal, language-independent processes. In order to achieve this, all the interfaces have to be well-staffed,” Marcour insists. These “interfaces” encompass all divisions: both on the administrative side (like handling, service, and transport scheduling) and on the operations side (such as transit terminal and yard organization). Marcour: “Everyone must know the system in order to be able to pass on their knowledge. On top of this, we need to learn from our colleagues. That’s how the flow of knowledge works.”

For this reason, the seminar participants gladly act out as many logistical eventualities as possible. Marcour: “Let’s say the truck is stuck in traffic, or for some other reason shows up eight minutes behind schedule. Fact is, the connecting truck is gone. And the airplane isn’t going to wait until the cargo gets there, either. So now, the only question is: how do we logically move forward?” Everyone must be clear on the standardized processes. That starts with the question of whether the truck must first go to the gatekeeper before it can be driven into the yard or straight to the gate. Marcour always approaches issues from practical experience that can be translated into everyday practice—and for the customer’s benefit. Marcour integrated a number of important insights into the training programs, drawn from her own findings during her tenure in France, Belgium, and Poland, when Dachser was integrating Graveleau over several years. “Back then, several outsiders advised merging the two organizations really quickly,” she recalls. “Dachser did the opposite. Good systems simply need the time to grow.”

To Dachser, what holds true is this: systems are good if they provide the room to maneuver locally, and if they expand instead of contracting when dealing with specific customer requests. “This is about the implementation and continued development of defined, IT-supported standards, and furthermore, it’s always about the organization of and with people, too,” says Marcour. Here, the DENOS—Dachser Experts on Network and Operations—are the quasi “guarantors,” ensuring that these high standards are maintained. The network specialists are trained at intensive courses and workshops, among other programs, about how to solve problems that arise locally throughout Europe while keeping an eye on the entire network—and they learn how to close the knowledge gaps as multipliers at their own branch offices.

Logistics laboratory learning environment

By now in Europe, there is at least one such network expert in each country, and pretty soon, there will be one at each branch office. “We always conduct our training programs where it makes sense,” Marcour says. “The Dachser Academy in Cologne offers superior opportunities for running through real-world situations in small groups. The logistics laboratory in particular—which brings together everything into a single space, from truck door to rack system, pallets, and scanners—presents the ideal learning environment.”

The demand for Europe-wide training programs with applicable-designed courses is huge. What is especially important to Eva-Maria Marcour here is not only the transfer of knowledge, but above all the lively exchange between colleagues. “We get away from teacher-centered instruction and get down to communications and teamwork. It’s better to laugh with one another than to yawn. Working jointly in a solution-oriented manner, to see each other not as competitors, but as family: that is an essential part of the Dachser identity, and it also applies to the training environment.”

For us, it’s about optimizing processes in the operations area. And that’s when reality is the only thing that brings us forward.
Trainer Lena Droppelmann having a discussion with seminar participants
is why, at the training sessions, she counts on the branch offices’ long-term employees with the commensurate acumen, who are coming from the day-to-day business setting and contribute to the courses as “business experience teachers.” “This is the only way for theory and practice to be merged into an intelligent process,” Marcour explains. These employees—and also the new Dachser staff members, who want more or have new ideas—can become a part of the training process.

**Chipping away at encrusted thinking**

Take Lars Homann, for example. He has been at Dachser since 1990, serving as Operations Manager at the Bad Salzuflen branch office, where he manages the entire transit terminal. Homann knows nearly every problem—from congestion at the gate to improperly loaded swap bodies to tracking lost shipments. The forwarding manager is a “business practice teacher” who, in collaboration with trainer Tim Schneider and two network experts, worked for three days in March with eight British shift managers at the Northampton/UK branch: “We primarily do ‘simulation games’ that require real solutions.” For example, what do you do when freight arrives at three in the morning—at the wrong time!—but not enough staff remains on-site? Who has to respond, and how? Or: what if the scanner stops working? Or the label is illegible? ...

“Everyone gets the big picture. But the proverbial devil is always in the details,” Homann states knowingly. “The challenge lies in understanding the business practice and its potential pitfalls, practicing flexibility, eliminating uncertainties, answering minor questions, and sometimes even having to completely re-think the situation.” Frequently, processes have been carried out for years following a specific sequence. “So we also have to ask ourselves if that same approach is still the right thing to do,” Homann analyzes. Chip away at the encrustations that block our thinking; keep on talking to each other over and over again; stay on the cutting edge of knowledge. Homann: “Ultimately, here in Northampton as well, everyone figures out that they stand to gain from each other—a course that brings inspiration and security for the daily routine.”

T. Schlosser/M. Schick

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**FACE-TO-FACE**

“We are consolidating colleagues’ knowledge”

Sharing knowledge makes the organization fit for the future. An interview with Martina Szautner, Corporate Director Corporate Human Resources at Dachser.

What role does lifelong learning play at Dachser?

Because of the dynamic development of our markets and our company, learning is never an end in and of itself, but instead is always aimed at our customers’ interest. In order to shape this learning in a manner that is as targeted and practically relevant as possible, we have created a broad spectrum of target group-specific programs and qualification offerings that support both the professional and personal development of our employees. A major part of this is being conducted at our own training and education center: the Dachser Academy in Cologne.

What channels are used so that knowledge can be conveyed seamlessly within an international organization?

Proven learning methods—like face-to-face training or sharing experiences—are superbly supplemented by a diversity of technical options, including e-Learning modules and virtual classrooms. Through these channels, we can transfer technical expertise first and foremost to a wide number of employees, irrespective of location or time. This is becoming increasingly significant at globally-positioned companies like Dachser. Regardless of the methods: in the development and implementation of our qualification measures, we are diligent in ensuring that the contents are appropriately adapted to each culture.

How does Systems and Operations Training Road contribute to the structured transfer of knowledge, and what “learning” does Dachser reap from this?

The training efforts in the EL Operations & Systems Training division are an enormously valuable part of our broad range of learning options at Dachser. The tremendous practical relevance, through simulations of actual situations, for example, and the excellent knowledge transfer by on-site network specialists lead to sustainable learning experiences. We are especially pleased that now, our international colleagues are increasingly benefiting from this outstanding range of offerings.
At the Dachser Head Office in Kempten, economic historian Professor Paul Erker has set up a historical archive of the company. The records establish a bridge from the company’s origins into the future.

By 2007, employees from an array of departments at Dachser knew Paul Erker. While searching documents and records for his book about the then 75-year corporate history, Erker, together with the building superintendents, rummaged around the cellars of Dachser’s Head Office in Kempten—as well as other locations—for more than ten years. On his research quest, the economic historian hunted around numerous departments for old files. After his work was published, Erker proposed to CEO Bernhard Simon that he compile a corporate archive. The concept was an instant hit with the grandson of company founder Thomas Dachser. The archive reflected a piece of family history, and above all, served as the company’s collective memory. This resource is a welcome tool, for instance, when the anniversary of a branch office is imminent. Whenever information from the past is needed, or old photographs and film materials are sought: Corporate Archives has a vast pool of materials to offer.

**Constructive learning processes**

These archives are a record of Dachser’s success story of constant growth alongside the tasks and the challenges on the markets. “In the past, crises and problems were always understood to be constructive experiences and learning processes,” Erker explains. “Anybody who is studying previous decisions and developments—which the reports, certificates, and other evidence help you map—can draw significant conclusions about both Dachser’s present and its future.”

> To look back with interest so that we can continue to move forward successfully
But first, we had to establish the space for all of this. Following the 2009 remodel of the Head Office in Kempten, a few dedicated archival spaces were installed. Herbert Geys, today’s Senior Manager Corporate Governance, supported Erker in unearthing additional documents. For instance, 600 meters of shelving with boxes full of archives have thus far been housed in roll-bay storage shelving: past balance sheets; memoranda and the minutes of Management Board and Supervisory Board meetings; records from IT, branch offices—and even the Air & Sea and Food Logistics divisions.

**Interviews with contemporary witnesses**

“We are also in the process of continuing to expand the archives,” explains Erker, who becomes elated when additional archival items arrive from the various departments. To document the wealth of experience possessed by the major corporate personalities at Dachser, Erker is additionally conducting interviews with retiring branch office managers, such as Manfred Hauber of Nuremberg, and Hermann Stenbrock of Dortmund. These contemporary witness interviews help Erker trace the interconnections among the files even better.

Dachser celebrates its 85th anniversary next year. “In just the past ten years, an unbelievably vast number of things have changed,” Erker said, who would encapsulate the mission of the archives this way: to look back with interest so that we can continue to move forward successfully.


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INFO

Historians examine their subjects with the aid of various sources. These can include written text, objects, or historical facts—all of which have something to tell about the past. But not everyone leaves behind such resources, so in order to tap into these materials, historians have to supplement their research efforts with the “oral history” method. Here, contemporary witnesses discuss the past based on their own perceptions. The historian then arranges these reports within the overall context.
Strategy

GROWTH THROUGH INTERNATIONALIZATION

Excellent results and highly promising prospects: in 2013, Dachser grew its revenues to almost EUR 5 billion and has at last evolved into a true global corporation.

Because only the consistent proximity to our customers will ensure that our family company remains on the path of growth in the future as well

Bernhard Simon

IN BRIEF

The strength of its own means:

In 2013, Dachser invested EUR 119 million, principally in the new construction and expansion of existing branch offices. The projections for 2014 total EUR 110 million. The family company is planning a total investment volume of roughly EUR one billion for the next five years.

Dachser CEO Bernhard Simon had some positive news and impressive figures to unpack at the traditional Annual Press Conference in Munich at the beginning of April: “Dachser has at last evolved into a true global corporation during the past year.” He reported that the logistics provider successfully increased its consolidated gross revenue by 13.2 percent, to EUR 4.99 billion. In fact, when taking revenue from equity holdings into account, the company exceeded the EUR five billion mark during the preceding fiscal year. “Now our job is to strengthen the decentralized entrepreneurship under the umbrella of this global organization,” Simon said. “Because only the consistent proximity to our customers will ensure that our family company remains on the path of growth in the future as well. The successful integration of both Spanish acquisitions—Azkar and Transunion—had a profound impact on last year’s jump in revenue. “Azkar has consistently geared itself toward international business, thereby producing the network effects we anticipated—above all in the teamwork with our newly strengthened French country organization,” Simon said.

Dachser Key figures

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<td>Employees</td>
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<td>Tonnage (excluding TEU)</td>
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USING THE EMOTION DETECTOR TO PLAY IT SAFE

“Here’s looking at you, kid,” as Humphrey Bogart famously says to Ingrid Bergman in Casablanca. In that legendary way, he swiftly gets to the point of acknowledging humanity’s most important emotions. Today, scientists at the Swiss Federal Institute of Technology Lausanne (EPFL) are hot on Bogart’s trail. Together with PSA Peugeot Citroën, the Swiss researchers are engineering an “emotion detector,” which would detect the emotions of car drivers and then provide them with the relevant information.

The technology itself is Bogart-like: the researchers use infrared cameras to do more than just look deep into the car driver’s eyes. The attached teachable computer system is equally capable of identifying feelings of the car drivers, such as fear, anger, joy, sadness, or disgust, based on their facial expressions. The whole thing facilitates safety in street traffic. Because the researchers determined that irritated drivers are significantly more aggressive—and therefore, less attentive—when on the road. “In most cases,” explain the scientists, “the system was able to identify anger and distress.” According to plan, the next stage will bring a suitable driver assistance system. A happy ending? Who knows? Recognizing feelings continues to be an exciting adventure. Like once upon a time in Casablanca.

Proven scientifically: an angry driver’s attention isn’t where it should be—on the traffic.

The EU Commission is mobilizing against traffic chaos and poor air quality in cities.

More than 70 percent of the EU’s population lives in cities, which currently generate about 80 percent of the European Union’s gross domestic product. In light of this fact, the EU Commission is now taking up the cause of improving urban logistics. With its “Urban Mobility Package,” the Commission aims to support the municipalities of the member states in their battle against traffic congestion and bad air.

The impetus: when traffic doesn’t flow, thus creating bottlenecks in the business centers or even bringing them to a complete standstill, then this condition generates roughly EUR 80 billion in preventable costs per year, based on the Commission’s calculations. Working jointly with the Commission, expert groups aim to develop guidelines by 2016 that will lead to an improvement in urban logistics, for example, in the form of delivery and service schedules and in the configuration of access restrictions that are controlled according to the volume of traffic. In addition, the “Clean Vehicle Portal”—an online database of vehicle lifecycle expenses—will be created from 2015 through 2016.

You can find the latest studies and background info on the Urban Mobility Package here:
The minute you hear the name Leonardo da Vinci, you immediately see Mona Lisa’s enigmatic smile in your mind’s eye. Only historians of technology would think of parachutes, ball bearings, and contact lenses, all of which can be found in sketches in Leonard’s collection of notebooks. Is it unfair to ascribe inventions to those who first created a functioning prototype? Maybe. But one must remember that no matter how brilliant Leonardo’s ideas were, in the late 1500s, they could never get past the sketch stage. Some of them required materials that did not even exist until the Industrial Revolution, and some were perceived as so futuristic by his contemporaries that they were dismissed as pure fantasy.

The idea that visionary flashes of inspiration determine technical and scientific progress may be romantic—but it’s wrong. After all, inventions do not become innovations until they have been accepted. And cultural history teaches us that this tends to happen in baby steps.

Let’s take the steam engine as an example. Contrary to the legend, it was not a single, spontaneous invention, but the result of many adaptations and improvements. After this maturing process, the steam engine itself provided the cornerstone for an entire machine park, which in turn made the industrial mass production of other goods possible. Biologist Stuart Kauffman called this evolutionary phenomenon of progressive recombination and adaptation the search for the “adjacent possible.”

Growing toolbox of possibilities

This ‘search’ does not have to run in a straight line: on the contrary, the inventors of blockbuster products, such as the nylon that pantyhose are made of or the erectile dysfunction drug Viagra, were in reality pursuing completely different research objectives. However, they were clever enough to recognize the potential of their accidental discovery. Innovation often means looking outside the box, thinking in an interdisciplinary manner.

Every invention expands the toolbox and increases the number of possible new combinations. And with the Internet, the distance to the adjacent possible is shorter than ever. At the same time, it is becoming more and more difficult to maintain perspective. The real trick in innovation...
increasingly lies in how to market an idea. This is the real livelihood of corporations like Apple that stage the presentation of new products as lavish affairs. But even start-ups can use creative marketing without having a huge budget to trigger a buying frenzy on the other side of the world and—thanks to low transport costs—supply the products.

Inventors are stubborn. Fortunately.

The fact that logistics networks are so efficient today is also the result of step-by-step innovation, for example, the europallet, standardized in 1961 by the European railroad authorities. The standard container for sea freight went through a similar process. And the standard sea freight container served as inspiration for Dachser Manager Thomas Simon to come up with the swap body as the road counterpart for pallet transport. The success of today’s container principle is matched by the level of resistance it encountered at the beginning.

This, too, is typical for innovation processes—there is always an outcry, with people pointing out that everything is already working just as it should. Fortunately, inventors rarely allow themselves to be distracted by such tactics. And even if it does have to remain a sketch after all, the idea can always become a building block for some future “adjacent possible.”

The best invention is one that you have ignored for years

Sigismund von Radecki (1891–1970), writer

The terms “invention” and “discovery” are often confused. A discovery is something that already exists but was previously unknown, for example, X-rays. An invention is something that has not previously existed, but that is often connected to something already known, for example, a process to generate artificial X-rays.

Source: German Patent and Trade Mark Office

The art of invention is finding something big in the smallest things and then making big things possible

S. Ermisch
In the English town of Northampton, Dachser UK has moved into a new home. The relocation of the branch office presents a number of challenges to the doers and planners involved.

As a rule, an entire logistics center will relocate only once, at most, over the span of its entire useful economic life. When that happens, everything has to fit just right. The new logistics center in the British town of Northampton has been connected to Dachser’s global network for a few weeks now. However, before the first door rolled open and the first truck drove down the newly constructed “Thomas Dachser Way” (a road specially constructed on the Brackmills industrial estate on the eastern edge of the town), there was a lot to do.

The need for a larger contract logistics warehouse and transit terminal in Northampton had become increasingly obvious for some time now. In Kempten, a designated unit monitors the progress of growth in the individual countries and regions. “That way, we can determine at an early stage when and where an additional logistics center is ...
Dachser is showing its colors by investing EUR 25 million in the new construction of a transit terminal and warehouse in Northampton, near Birmingham. This move reinforces the Company’s continued emergence in this vital market.

 needed,” explains Philipp Kreuzer, Group Manager, Systems Integration at Dachser in Kempten.

“Our European export and import volumes have soared over the past few years,” John Goodman, General Manager Northampton, confirms. The previous warehouse was becoming too small. The new buildings now replace the existing facility.

Setting our own standards
Dachser had already acquired the roughly 66,000-square-meter plot of land for the construction of the free-standing facility last year. As the planners saw it: a 6,000-square-meter transit terminal; a 10,500-square-meter contract logistics warehouse with 20,000 pallet spaces; and a two-story office building with 2,000 square meters of space. The shipping and warehouse facility was built by a British real estate developer according to exact specifications from Kempten. Wherever Dachser has these facilities built, they are constructed in accordance with its company standards. This way, each facility is precisely tailored to the needs of the logistics provider, and each one facilitates maximum productivity.

Yet the construction is just one part of such a project. “Additional subprojects involve information technology and organizing the relocation,” notes Kreuzer. Regardless of all his past experience, Kreuzer still gets excited about this assignment: “Years of preparation and planning culminate in a single, precisely timed relocation weekend.” Goods in long-term storage for customers had already been relocated little by little. It then only took a weekend for the actual transition from the former to the new facility.

Getting down to the wire
The countdown began on Friday, March 21”: All operations at the former facility were terminated; technical equipment and furniture intended for the new building were packed and brought to their new destination. Saturday was a hive of activity: computers and printers had to be installed, and any existing shipments had to be driven to the new facility. “In order to ensure that everything really works, some of the shipments were shipped like before, with printed shipping documents,” explains Kreuzer. This way, no one could lose track if the electronic data transfer failed to work as planned.
Contingency plans
Sunday was reserved for test runs. These tests made it possible to rectify any remaining problems with printing out the shipping papers, allotting spaces in the transport management system, and with the individual steps in the shipping process. “There are always contingency plans, of course, just in case something doesn’t work,” Kreuzer confirms. This is why a mainframe computer is always kept on reserve at the Head Office in Kempten. It can be loaded with secured data within hours and flown to the operations site. Then on Monday morning: a sigh of relief. Operations at the new logistics center commenced without a hitch, as planned. “With the move into the new facility, we can continue to grow,” says Nick Lowe, Managing Director Dachser UK.

Altogether, the move into the new facility signified a 65% expansion for contract logistics services as well as value-added services—even the transit terminal doubled its capacity. The successful move is not the end of the development in Northampton. “Since we continue to anticipate growth and think strategically, we are planning to expand the transit terminal in a second phase,” Lowe says, looking to the future. As well as the facility in Northampton, Dachser has two other branch offices: in Dartford, to the southeast of London, on the Thames, and in Rochdale, near Manchester in the northwest of the country. The logistics provider had also recently opened another sales office in Reading, in the south of England.

Nick Lowe,
Managing Director
Dachser UK

With the move into the new facility, we can continue to grow.

A. Heintze
THE HELPERS’ HELPERS
Tenders count among the most exciting challenges in every company. At the Spanish subsidiary of Hartmann—a Heidenheim, Germany-based medical and hygiene products manufacturer with worldwide operations—the search for a new distribution center and logistics provider began in 2011. “We had a leased distribution center near Madrid that had its own staff and had a distribution network with small partner companies,” says Manfred Bauer, Operations Director of the sales company Laboratorios Hartmann S.A., which is domiciled in Mataró. The production facility of Paul Hartmann S.A. has been in this seaside town 30 kilometers north of Barcelona for 25 years. It develops and produces adhesive bandages for the European market. The two

Azkar, a member of the Dachser network, serves as a logistics specialist for the medical sector in Spain. One of Azkar’s specialties is supplying pharmacies and hospitals with medical and hygiene products for the Hartmann Group.
Hartmann companies in Spain have around 280 employees, market more than 2,000 items, and generated revenue in the past year of more than EUR 90 million—trending up.

Special requirements
“We launched the tender because we were poised for growth,” Bauer reports. In the tender, Hartmann stipulated special requirements regarding storage and transport. For example, alcohol-based disinfectant products require special handling when being stored and transported. Products like the Hartmann self-adhesive heat patches for muscle aches, are classified as drugs and subject to special storage and transport requirements. When delivering medical products to sterile areas, such as hospital ORs, special hygiene standards must be maintained.

After an intensive search, Azkar was awarded the contract. The leader in the Iberian logistics market, Azkar is headquartered in Coslada on the outskirts of Madrid and has nearly 3,000 employees and 77 locations in Spain and Portugal. The company has been part of the Dachser Group since last year and is strengthening the logistics provider’s network under its own brand name. “We got along very well with Azkar from the very beginning,” Bauer relates, “and we were able to agree on the long-term hiring of our warehouse employees.” The 8,000-square-meter Hartmann distribution center is being operated out of the Azkar logistics center in Meco, 40 kilometers northeast of Madrid.

The upside for Hartmann: the center was already equipped to warehouse medical products and pharmaceuticals because Azkar also uses it to service a major US-based consumer goods corporation. “Azkar had to install shelving, establish processes with us, set up interfaces to our IT system, and enter our items into the system,” Bauer describes the changeover.

Complex supply chain
Since November 2012, Azkar has been managing all logistics for 1,500 Hartmann items, which are sent out to around 7,000 pharmacies and 1,000 hospitals in Spain over supply routes that radiate from Meco like the spokes of a wheel. Around 200 of these 1,500 items are from the production facility in Mataró.

Gauze pads, which make up around three percent of sales, are imported from Chinese factories through the Port of Valencia. The remaining items are delivered by truck from Hartmann plants in the Czech Republic, France, and Germany, as well as by external suppliers.

“Collaborating with the best companies on the market helps us to achieve cost-efficiency, flexibility, and reliability—the building blocks of our world-class, lean distribution and supply chain,” says Nico Nürbchen, Director Group Logistics Management at Hartmann, emphasizing their decision.
Every year, around 1.25 million shipping units are handled for Hartmann in Meco, accompanied by around 59,000 delivery notes. Another 54,000 shipping units per year are shipped from the Azkar hub in Sant Boi near Barcelona using a cross-docking system. Juan Antonio del Barrio, Key Account Manager at Azkar, sees this partnership as a major opportunity to firmly establish the largest logistics and distribution network in Spain in the hospital sector. Having collaborated now for almost one and a half years, all participants are highly satisfied with what has been achieved thus far. “Hartmann is participating very actively in the ongoing improvement process,” says del Barrio. “This enables us to develop previously unknown solutions in the logistics sector.” And there is still much to be done. “Despite the difficult market environment in Spain, we are growing,” Bauer says, adding with conviction, “We certainly made the right choice with Azkar.”

S. Machens

HARTMANN intends to be the preferred system partner for professional customers and provides practice-oriented products and custom-tailored services for innovative, end-to-end solutions. These activities go hand-in-hand with exacting logistics requirements.

INFORMATION

The HARTMANN Group

specializes in system solutions for professional customers in the medical and healthcare sectors. Wound, incontinence, and infection management make up its core segments. The company, which has 10,257 employees worldwide (as of December 31, 2013) and which generated revenue of EUR 1,794 million in 2013, focuses on the European market.

www.hartmann.info

Hartmann’s Spanish headquarters in Mataró
In the fall of 2014, Dachser will start up operations of its new site in Willebroek, replacing the existing logistics facility. The new branch office in De Hulst is being built on a property totaling 37,800 square meters, conveniently located in close proximity to the transportation infrastructure between Antwerp and Brussels. “In recent years, volume at the Willebroek location has increased significantly, and we are pleased to report that our revenue has also grown briskly,” explains General Manager Frans van Bedaf. “As a result, we have exhausted the current site’s capacity, and that is why we are building a new facility.” In two construction phases, Dachser is now building a more than 6,800-square-meter transit terminal with 68 gates and another terminal with 1,700 square meters and 20 gates as well as a two-story office building that measures around 2,300 square meters.

“Investing in our new branch office in Willebroek is a clear signal that we are in it for the long haul; it also emphasizes our plans for expansion in Belgium,” says Aat van der Meer, Managing Director Dachser Benelux. “Moreover, the construction of this new facility will enhance our presence in the Benelux countries.” Furthermore, the facility at the Belgian branch office in Mouscron will be expanded shortly. Dachser Belgium was established in 1975 and, due to its central location, it plays an important part in the logistics provider’s European network.

Network expansion

GREATER CAPACITY
IN BELGIUM

New construction in Willebroek marks another step in Dachser’s major expansion in the Benelux countries.
+++ MORE FROM THE ISLAND +++ Dachser has opened a new logistics facility in the British town of Northampton (see also p. 16)—in a high-profile location. The street leading to the logistics center was named after Thomas Dachser, the founder of the logistics service provider. Together with the sites in Dartford and Rochdale, Managing Director Dachser UK Nick Lowe is anticipating that the launch of the new location will go hand-in-hand with increasing exports from the UK and even closer ties between Dachser UK and Dachser’s logistics network on the Continent. +++

+++ DACHSER AUSTRIA UNDER NEW MANAGEMENT +++ Günter Hirschbeck has taken over management of Dachser Austria. Having trained as a logistics specialist, he has been working for the company since 2008; he headed both the branch offices in Vienna/Himberg and Graz/Wundschuh, supervising a staff that collectively totaled around 170. “My main tasks will be to enhance our further positioning and to utilize Dachser’s strong European network even more intensively. Our objective is to achieve consistently outstanding performance on the Austrian market,” says the new Managing Director. +++

+++ DACHSER MAGAZINE 25 +++

+++ THE EUROPEAN FOOD NETWORK CELEBRATES ITS FIRST BIRTHDAY +++ Barely a year after its establishment, the European Food Network is being strengthened by additional investments in Italy and Belgium and closer ties to Croatia (see also pp. 26–27). Papp Italia has acquired 25 percent of the mid-size food logistics company Mazzocco S.r.l. Located in Parma, Pescara, Rome, and Milan, it specializes in temperature-controlled distribution and contract logistics. The Dutch network partner Bakker Logistiek now holds 70 percent of the Belgian food logistics company European Food Transport (EFT), and La Log, one of the largest logistics enterprises in Croatia, will be undertaking deliveries on its home turf as an associate member of the European Food Network. +++

+++ JOINT VENTURE IN FINLAND +++ Together with its longstanding Finnish network partner, ACE Logistics, Dachser has established a 50:50 joint venture: Dachser Finland OY. In June, the new company, which is headed by Tuomas Leimio, opened its own facility in Vantaa near Helsinki. Jens Lengefeld, head of the Partner, Hub & Traffic Organization division, sees outstanding prospects in store for the joint venture: “This will enable us to connect all future Finland shipments directly with the Dachser European network so that it can profit from all the advantages of the entargo product family.” +++

+++ NEW COUNTRY MANAGER IN PERU +++ Dario Poblete is the new Managing Director Dachser ASL Peru. He began working for the company in 2008, when the Chile joint venture was launched, and is managing the business from his office in Lima. Poblete considers the prospects to be excellent: “Now that Transunion has been rebranded under the Dachser name, the country organizations in Peru and Argentina have had a presence in South America under this strong brand since January of this year.” +++
“OUR GOALS MAY BE AMBITIOUS, BUT THEY ARE NOT UNREALISTIC.”

The European Food Network is a European groupage network that uses international standards. It specializes in the cross-border shipment of refrigerated and non-refrigerated foods.

Mr. Miller, a year has passed since the founding of the European Food Network. Are you satisfied with its progress?
Our balance sheet is positive, without exception. Freight services are running steady, same as the IT services promised at the outset, and the quality is just right. The volume from the network headed to Germany has almost doubled since the preceding year; our groupage export has risen by 12 percent.

And how well is the dialogue going among the European partners?
The chemistry is right, and the networking is also becoming more intensive at the personal level. Meanwhile, it is no longer about just the exchange of shipments, but instead about cooperative interaction—for our customers. Together, the partners explore how existing processes can become even better. This way, network thinking attains an entirely new quality.

The European Food Network was launched about a year ago. By October 2013, the vivengo product family was introduced. Time has come for its first provisional assessment with Alfred Miller, Managing Director Dachser Food Logistics.

Alfred Miller, Managing Director Dachser Food Logistics
Despite all the positive news: what hurdles did you (and perhaps you still do) have to jump?
The IT networking was indubitably the greatest challenge and occupied the most time as well. But we still managed to get it done on time. At the moment, we are working on introducing our fastest product, vengospeed, in other countries and further accelerating the information processes to our customers. In addition, we want to do a better job of using our partners’ vacant spaces for return loads with the aid of our Cargoplus Food unit, which specializes in full loads.

You introduced a new product family in October. Is vivengo gaining acceptance from customers?
That’s an affirmative “yes” because the product family stands for precisely-defined—and therefore reliable—services. With the clear structure, uniform product logic, and IT transparency, we give our customers a clear competitive advantage. This option upgrades the portfolio of each individual partner in the network.

Wherein lies the greatest potential, in your opinion?
That can be found in all routes because qualitatively, we are at a competitive advantage everywhere with our setup. We set ourselves the goal of increasing net tonnage by at least 15 percent. That may be ambitious, but it is not unrealistic. Concerning our freight services toward Eastern Europe, we are already well above this mark.

Such prospects are also attractive to other market players. Will the network be expanding by adding additional partners?
So far, the European Food Network consists of its twelve founding members. But all partners are expanding their infrastructure and their portfolio: there are regular departures to Croatia since March 1st. La Log, a Zagreb-based Croatian company, initially holds a forwarding agent status, so it is not yet a member in full standing in the network. In Italy, Dachser holds a 25 percent share interest in Mazzocco, a food logistics provider, through Papp Italia. Its four locations—in Rome, Milan, Pescara, and Parma—are of strategic importance. Our Dutch partner, Bakker, acquired Belgian supplier EFT. So you see: the network keeps growing and growing.

“Our customers are responding positively to the European Food Network. Destinations like Scandinavia and Eastern Europe generate the most interest. We have numerous requests specifically for shipments that fit into our network well, and we have gotten a considerable number of new orders.”

Ewoud Broersma, Managing Director, Bakker Logistiek, Netherlands

“The network provides the major partners the option of establishing direct freight services with each other. That improves delivery times and raises the quality of delivery. Which makes us happy and our customers even more so.”

Hans Brummer, Managing Director, Brummer Logistik, Austria

“Above all, our customers are enthusiastic about quick and easy access to shipping information. What’s really great, on top of that, is the tremendous dedication of the partners, who organized sales meetings in various countries, for example. This means the collaboration between Fresh Logistics and the network partners gets better every day.”

Tomasz Olszynko, Managing Director, Fresh Logistics, Poland
Network: Morocco

The Kasbah of Ouarzazate
Morocco is transforming itself from an agrarian state to a 21st century industrial and services-based society. Logistics plays a key role in the process. For over 30 years now, Dachser has operated in the Kingdom and is growing with the market.

VI aims to establish his nation as the key logistics hub for trade between Europe and Africa. In addition to the deep-sea port, this strategy also includes developing the road network. Initial gains are already apparent: in 2012, Morocco ranked 50th on the Logistics Performance Index (LPI), which is issued every two years by the World Bank. Back in 2007, the country was still down at 113th place. The listing's valuation standards include infrastructure capacity, customs clearance options, reliability, punctuality, and quality of shipping and transportation.

Hot on the trail of the flow of goods

Just 30 years ago, barely a soul could have dreamed that Morocco could be a logistics hub. In spite of this, Graveleau—then a French logistics provider that would eventually be acquired by Dachser in 1999—dared to take the step into North Africa three decades ago. At the time, the Moroccan economy was held up by the pillars of “God, Fatherland, and King”: Morocco’s official motto is ubiquitous throughout the country. It’s even on a mountaintop overlooking the Tanger Med container port. In compliance with the wishes of Moroccan King Mohammed VI, a hub emerged on the Straits of Gibraltar that has been servicing international shipping traffic since its opening in 2007. The container port is constantly abuzz with the hustle of vibrant trading. And the volume of cargo is constantly on the rise. Last year, almost 35 million tons of cargo moved across the docks. Compared to 2012, that signifies a net gain of 39 percent. Because of its strategically favorable position, a new export zone is planned that will be connected to Tanger Med in October 2015. Thanks to approximately EUR 26 million in investments, space for international road freight transport, containers, cars, bulk goods, and other goods is currently being added. A total of 14 hectares is planned for trucks, in addition to a warehouse space for up to 500 containers. Tanger Med will then become the biggest harbor at the gateway to the Mediterranean. This deep-sea port is part of the King’s current modernization strategy. By exploiting the strong points of his kingdom’s geographic location to the fullest, Mohammed VI aims to establish his nation as the key logistics hub for trade between Europe and Africa.
Morocco’s economy is extraordinarily open—with over 50 free trade agreements. These agreements facilitate access to more than a billion consumers, according to Moroccan sources. And the economic integration of Morocco and the European Union is continuing to advance. Thus, the European Parliament ratified a treaty on February 16, 2012 between the EU and Morocco on the liberalization of trade in agricultural and fishing industry products.

Frédéric Seillier, Managing Director
Dachser Morocco

agriculture, mining, tourism, and the textile manufacturing and food processing industries. “When we opened our first office in Casablanca in 1984, we followed the same flow of goods as our customers,” recalls Daniel Lucas, member of management at Dachser France, which also oversees Dachser Morocco. “Back then, production of textiles and shoes was offshore from Europe to Morocco because the cost of labor was lower.” A subsidiary of ten employees was soon ensuring that producers in France obtained their goods in a timely manner. As the years passed, however, Morocco’s economy came under increasing pressure from burgeoning competition in Asia. Declining global market prices for phosphates—one of the few mineral riches in the country—added to the pressure.

Once the Association Agreement with the EU was signed in 1996 and took effect in 2000, Morocco’s transformation from an agrarian state to a post-millennial society, grounded in an industry- and services-oriented economy, came ever closer to fruition. Even with the “Arab Spring” as its backdrop, the Palace, along with Morocco’s business and finance elite, pushed forward with their blend of free market economy, moderate regulation, consolidation of the domestic economy, and connection to the global market. The critical element here is the cooperation with the European Union, particularly with France and Spain. The Kingdom continues to chalk up points for its minimal cost-of-labor, but it has become even more appealing thanks to greater investment security, tax benefits, and broad investment incentives.

We are playing a pioneering role in the area of contract logistics.
Additionally, the government realized that the future of the Moroccan economy depends significantly on building up internationally competitive small- and medium-sized industry. Initial success models (cable industry, electrical engineering, textiles) demonstrate the expediency of this approach.

**Using technology to stay in the fast lane**

Morocco has evolved into a desirable location for foreign investors. For some time now, newly established companies in the automotive supply and aviation industries have been successfully settling in. Automaker Renault, for example, built a facility that launched production near the deep-sea port of Tangier in February 2012. Currently, plant construction is underway near Casablanca for airplane manufacturer Bombardier. These are all developments that Dachser helped shape logistically. So, for instance, the logistics provider is currently realizing projects for a Japanese automotive supplier, a corporation that delivers energy technology and automation, and a leading company in the aviation supply industry.

For its part, Dachser employs a workforce of 180 at three different locations throughout Morocco: Casablanca, Tangier, and Mohammedia. “A milestone in our history was the permit to handle customs clearing. That was in 1992,” Frédéric Seillier, Managing Director Dachser Morocco, recalls. “After that, business in Morocco picked up steam, because international freight services were becoming increasingly significant. In 1999, Dachser established the first air and sea freight office in Casablanca, thereby expanding its portfolio considerably. The icing on the cake came with the establishment of “bonded warehouses” in Casablanca and in Tangier in 2000 and 2003.

Then in 2006, another branch office—for contract logistics, warehousing, and value-added services—was established about 15 kilometers northeast of Casablanca, in the coastal city of Mohammedia on the Atlantic. At a facility housing 27,000 square meters in total area, Dachser can also provide services such as warehousing, value-added services (co-packing, order-picking, etc.), quality control, and duty-unpaid interim storage for the finishing industry. An airport and a harbor office were added in both Casablanca and Tangier Med in 2007 and in 2009, respectively.

**Contract logistics starts to roll**

More than three-quarters of imported goods in Morocco are shipped by road. This volume equates to roughly 65 to 80 million tons. Accordingly, Cargoplus constitutes the majority of Dachser’s business in Morocco: this product portfolio entails weekly direct connections and groupage freight services to France, Spain, Portugal, Italy, Germany, Turkey, England, and Belgium. However, the wheels of contract logistics are also starting to roll. “Right now, Moroccan companies are realizing how important it is to outsource logistics so that they can gain effectiveness and become more competitive,” explains Frédéric Seillier. “We anticipated this development with our facilities in Mohammedia and are playing a pioneering role in the contract logistics segment.”

For the future, Daniel Lucas expects freight volume for Dachser Morocco to keep on growing. “Since Azkar officially became part of the Dachser family, we have been anticipating extensive flows of goods to and from Spain. Indeed, Morocco is one of Spain’s most important partners in trade.”

K. Fink
BERNHARD SIMON SPEAKS WITH...
MATTHIAS WISSMANN

Priority for progress: Bernhard Simon spoke with Matthias Wissmann, President of the German Association of the Automotive Industry, about (auto)mobility in logistics.

Blue and yellow: on the roads, Dachser is front and center. How do you view the utilization of trucks—now and in the future? Bernhard Simon: Trucks continue to be the most important method of transportation for us because they enable us to provide services along the entire supply chain. There is no other method of transportation that can be deployed so flexibly and managed with such precision. But with information technologies getting consistently better and more harmonized, it is also becoming more feasible to dovetail road transport with multimodal freight services.

Matthias Wissmann: Today, more than 70 percent of all transport in Germany is accomplished by trucks. On average, more than 110 kilograms of goods are transported daily by truck for each inhabitant of Germany. Additionally, commercial vehicles are used to remove trash, move people’s property when they relocate, and for emergency services—to name just a few examples. This shows that commercial vehicles are the spine of our economy and the driver of our prosperity.

What role does industry play here? Most recently, Europe has increasingly developed into a service society, while most production facilities are being built in Asia. M. Wissmann: Between 2000 and 2012, the share of industry in the overall economy went down in Europe from 18.5 to 15.2 percent. Although the EU Commission resolved to increase this percentage to 20 percent by 2020, instead of improving the necessary conditions for this to happen, Brussels still seems to have its foot on the brake with regard to the issue of international competitiveness. So we still have a lot of homework on this issue. We need a healthy combination of industry and services. Germany is better off compared to other European economies because its industry has a 22 percent share of gross value added, a significantly higher figure than, for example, in France, Italy, or Spain. Germany generates more than 30 percent of the industrial gross value added for the entire European Union.

B. Simon: I do see signs in Europe of a return to a greater focus on its own industrial production. The financial crisis created the awareness that industry must be repositioned in the EU so that it is significantly more robust. In order to keep it competitive globally, it is essential to purchase components worldwide as cost-effectively as possible and to combine them with value-added services. The main focus of logistics will be to take over value creation along complex supply chains through upstream and downstream processes.

The automotive industry is traditionally one of the largest industrial sectors. How do you see its growth potential? M. Wissmann: The German automobile industry has strategic importance for the country. This year, the global market for automobiles will grow by three percent to more than 75 million vehicles. Our automakers’ global market share is at around 20 percent. This means that every fifth new car that is sold globally is from a German corporate brand. In the premium segment, our global market share shoots up to around 80 percent.

And how does it look for the commercial vehicle sector? M. Wissmann: The global market for heavy commercial vehicles will grow slightly
this year to around three million units, but for Western Europe, where the market for heavy commercial vehicles is around 250,000 units, I expect a lateral shift or a slight decline. Although the first two months of 2014 brought an increase of commercial vehicle sales in the EU by nearly nine percent—a result of the pull-forward effect of the Euro VI standards, which brought in substantial growth rates toward the end of 2013—this will have certain “after effects” over the upcoming year.

B. Simon: The implementation of technology, as reflected for example in the recent Euro VI standards, make one thing abundantly clear: the development of engines for trucks has achieved a much higher degree of maturity than is the case for passenger vehicles. But when it comes to passenger vehicles, the issues for consumers are very different. Emotions play a special role when making the decision to buy a car, and the economy of the engine is a lesser factor. It’s very different for trucks, whose primary job is to make money for their owners.

M. Wissmann: As far as efficiency is concerned, trucks are unbeatable. Just as an example, a 40-ton truck uses an average of 30 liters of diesel for 100 kilometers. Compared to a two-ton car filled to capacity, this corresponds to consumption of 1.4 liters per 100 kilometers on the autobahn. We are not anywhere close to such “pie-in-the-sky” figures! But it doesn’t make sense to position the passenger car against the commercial vehicle. Rather, we should be very clear on why the trucks are on the road: because they deliver almost 500 liters of mineral water, soft drinks, and juice per year and household. Or because they bring more than 60 kilograms of potatoes to grocery stores per year and household.

Despite this important social function that shipping and logistics have and despite the highly sophisticated technology in trucks today, truck drivers still suffer from their poor image. What’s wrong here?

B. Simon: Regrettably, the service that drivers render for our economy and society remains all too often completely unappreciated and undervalued these days. Otherwise, we would not be facing a shortfall of about 20,000 drivers. Their profession is one that deserves a renewed sense of respect and appreciation, shown by all stakeholders involved in the transportation system. This appreciation must pay tribute to the sterling qualifications professional drivers must bring in order to be proficient in handling all the processes necessary to do a good job in logistics. We must not forget that the truck drivers have a huge responsibility for safety on our roads and for that alone they deserve tremendous respect.

The European Commission recently criticized that every fourth truck on Europe’s roads is empty; it now wants to take action against this with regulations and directives. What’s your opinion?

B. Simon: Those are figures from the 1990s. Since then, the percentage of empty runs has fallen to one fifth, according to the Federal Office for Goods Transport...
Trucks continue to be the most important method of transportation for us because they enable us to provide services along the entire supply chain.

M. Wissmann: Looking at the environmental aspects, mega-trucks offer interesting prospects. Field trials will be continuing until the end of 2016. Thus far, the experience of the 33 companies in Germany, which are participating in the trials with a total of 63 vehicles, has been consistently positive. Due to efficiencies of scale—two mega-trucks replace three conventional trucks—not only is the number of runs reduced, but fuel consumption, and consequently CO₂ emissions as well, go down by as much as 30 percent. The mega-truck is really an eco-truck...

B. Simon: ...especially on long routes, where the primary issue is not weight but full utilization of volume. When you know that a mega-truck doesn’t use more gas than a conventional truck, you can figure out the positive ecological balance very quickly. However, because logistics always revolve around supply chain management, a single building block—such as the mega-truck—is never the only effective way to achieve greater efficiency.

Where do you see other potential?
B. Simon: We must transport less air on the roads. The savings potential is around 20 percent if we remove air from packaging and utilize available freight space with maximum efficiency. Utilizing unused capacity generates the greatest leverage effects. Making the appropriate systems more intelligent, in particular, continuing to develop bodies and containers, is worth it. Together with the manufacturers, we have been continuously improving and optimizing our double-deck equipment and loading and unloading methods for years.

M. Wissmann: Utilizing the efficiency of systems better is the one side, but, unfortunately, the savings are sometimes canceled out by external effects that generate additional transport costs. For example, the federal government is planning to expand truck tolls in Germany. We, the German Association of the Automotive Industry, view these plans critically.

B. Simon: Every expansion of truck tolls naturally causes additional financial burdens. It is difficult when we—and hence our customers—are repeatedly faced with new issues without much lead-in time and have to align all our systems with them. This is anything but trivial. This does not go against tolls. They could absolutely be a suitable method of financing maintenance and expansion of our transportation network. However, they are often diverted from their intended use with the result that not 100 percent of these funds is used to maintain our infrastructure, even though this is one of the most important requirements for our economy and for sustainable growth.

PERSONAL FILE

Matthias Wissmann
has been President of the German Association of the Automotive Industry [VDA] since 2007. From 1993 to 1998, the 65-year-old trained lawyer was the German Minister of Transport in the cabinet of Federal Chancellor Helmut Kohl. From 2002 to 2007, he chaired the Committee of European Affairs of the German Parliament. After leaving politics for the Association of the Automotive Industry, Wissmann sees himself as a “bridge builder in both directions.”

Bernhard Simon
met Matthias Wissmann in early February at the 2014 Verkehrs-rundschau Image Awards, when the President of the Association of the Automotive Industry presented the Dachser CEO with three of the coveted awards in one fell swoop.

[Bundesamt für Güterverkehr]. The fact that the percentage has barely changed in several years, indicates that the disparity of traffic flows is at fault here. Our business model is geared to bundling in order to avoid precisely such idle capacity. It’s worth it to invest in manpower, IT technology, precision-timed services, and buildings that have been properly equipped. This kind of intelligent network is highly efficient and ecologically sound as well.

[Bundesamt für Güterverkehr]

Trucks continue to be the most important method of transportation for us because they enable us to provide services along the entire supply chain

M. Wissmann

B. Simon

IN THE MIDDLE OF THINGS

Adrián López Marin dives into his work at full throttle. The 25-year-old has been working at the Madrid headquarters of the Iberian Dachser subsidiary Azkar for three years. “I have lots of work, but I really enjoy doing it—especially with my great co-workers.” This was not always the case with him and his family as Adrián was born with Down syndrome. Supported by the Azkar Foundation, the Randstad Foundation, the Prodis Foundation, a training program sponsored by the Universidad Autónoma de Madrid, his mentor Mónica Fernández-Prida Serra, and, last but not least, his enthusiastic colleagues, he has become a fixture in the Azkar team today. Bottom line: with inclusion, everyone’s a winner.
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