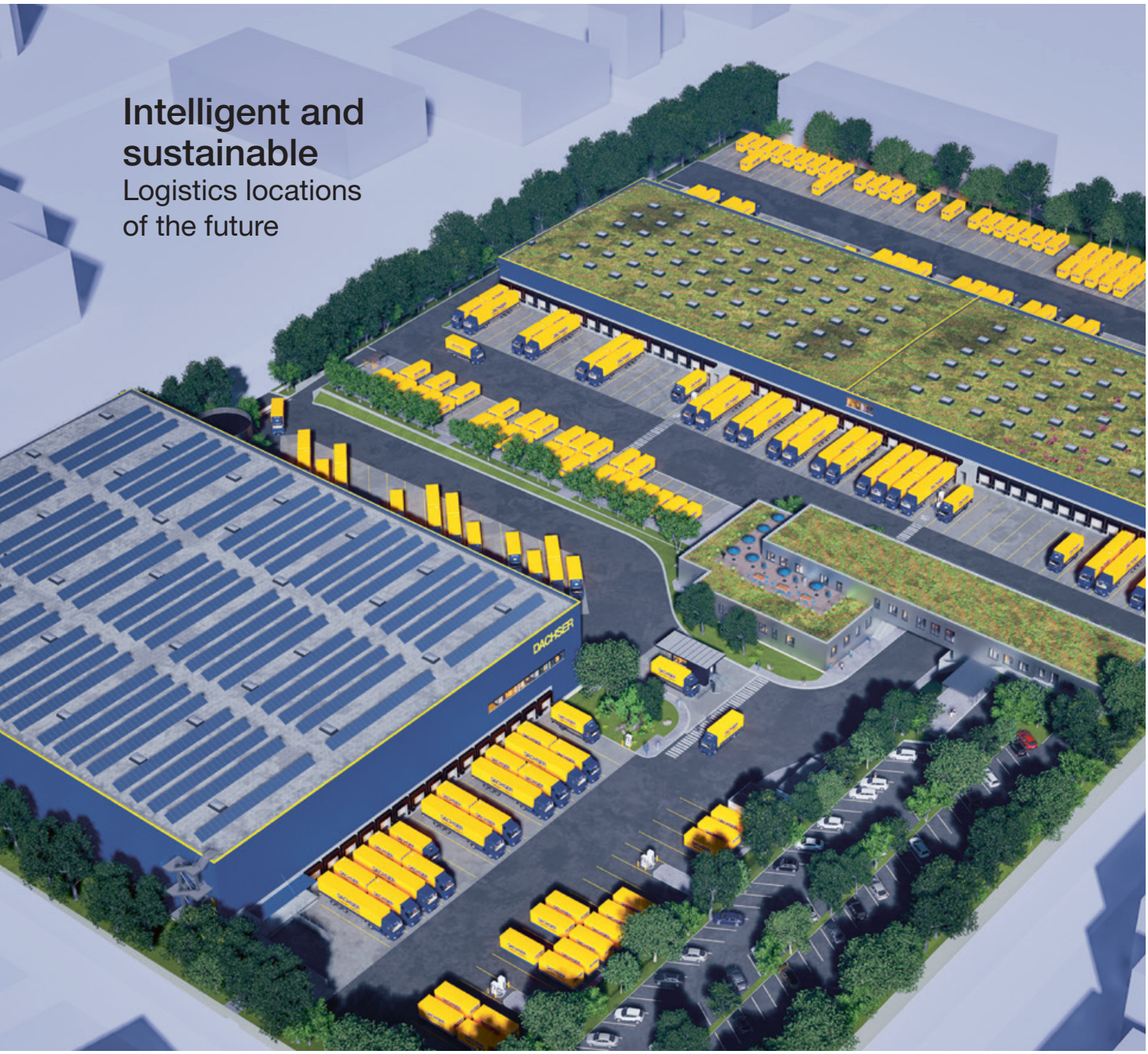
DACHSER
Intelligent Logistics

DACHSER magazine

The world of intelligent logistics



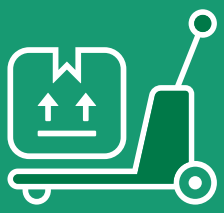
01/2026

Lifting and **carrying**

People have always had plenty of ideas for getting things from A to B. Their most loyal helpers: physics and an analytical approach.

15–20 metric tons

is how much the first cranes, invented by the ancient Greeks in the late 6th century BCE, were able to lift. Marks left by the cranes' lifting tongs can be found on stone blocks from Greek temples dating to around 515 BCE. Linguists attribute the term "crane" to how closely the machine's boom silhouette resembles that of the bird.

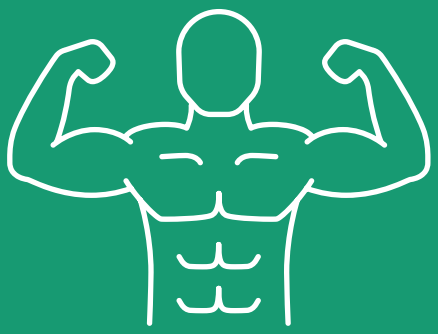


2.5 metric tons

is the maximum load capacity of a conventional, manually operated pallet truck, known in warehouse jargon as an "ant." It was developed in the 1930s and is still one of the most widely used devices in cargo handling today. The term "ant" originated with the Jungheinrich company, which launched a pallet truck under this name in the 1950s.

24 kilograms

is what a Vello SUB e-cargo bike from the UK weighs—and it can still transport up to 210 kilograms. At 180 centimeters long, the world's lightest e-cargo bike remains compact, with handlebars and pedals that can be folded away. Due to its low weight, the e-bike can be powered by hub motors and power tool batteries. These are significantly lighter than mid-mounted motors and give the bike a range of up to 250 kilometers.

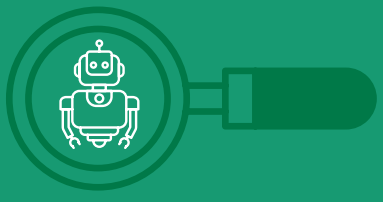


3,300 kilograms

was moved by Austria's Emanuel Pescari on one weekend in late 2025. He did it with no help and no tools, using just his own hands and pure muscle power. Pescari was one of more than 400 top athletes competing in six events at the Strongman World Championships in Texas. In the Timber Frame Carry, for example, they had to carry 330 kilograms in the form of a heavy wooden frame up an incline. That's roughly equivalent to the weight of a full-grown grizzly bear. Pescari shone in all six disciplines and now holds the title of "strongest man in the world."

200 µm x **300** µm x **50** µm

is how small the new autonomous microrobots developed by the University of Pennsylvania and the University of Michigan are. These tiny devices are no bigger than a grain of salt, yet they have computers, sensors, and propulsion systems on board. Despite having no moving parts, they can maneuver independently through liquids or cell cultures. They do this by generating electrical fields that move charged particles in the water, which in turn propels the robots forward.



Message from the CEO

Dear readers,

“Ideals are like stars. You cannot reach them, but you can choose them as your guides.” This slightly paraphrased thought by philologist and US Secretary of the Interior Carl Schurz (1829–1906) accurately describes what can point us in the right direction in uncertain times.

Having a clear point of orientation in a constantly and rapidly changing world is more important than ever. At Dachser, we are guided by our values and a long-term strategic path that we stick to firmly. Our goal is unchanged: to become the most integrated logistics provider worldwide. To achieve this, we’re investing in our network and employees, in digitalization, and in sustainability, and we’re continuously improving our processes.

You can read about all it in this issue of DACHSER magazine. Join us as we take a look behind the scenes of our new branch in Unna, which is ready to serve as a blueprint for future-focused, sustainable logistics locations in the European network. In Hamburg, we’re presenting a project that’s been testing e-mobility in practice for years. And in the Asia Pacific region, we showcase our presence in Australia and New Zealand to highlight the value of strong partnerships and customer relationships, particularly in turbulent times.

We do all this with a clear goal in mind, a capable team, and customer relationships built on trust. These are and will remain our fixed stars.

Kind regards,

Burkhard Eling, Dachser CEO

Follow me on LinkedIn for more CEO insights

Discover DACHSER magazine digital

The DACHSER magazine is also available in digital form—with additional content, fresh stories, and many new perspectives from the world of logistics. While the print edition bundles selected reports and background information twice a year, DACHSER magazine digital is constantly adding new articles.

Every week, you'll find new stories online from across Dachser's global network. They shine a light on the people who shape logistics, on digitalization and innovation, on sustainability in practice, and on the connections that make our international network unique.

The print and digital formats complement each other, both offering the same level of professional journalism: The magazine provides in-depth insights, while the online platform offers additional topics, current developments, and new stories—which you can access anytime.

Discover now at:
magazine.dachser.de

Publishing information

Published by: DACHSER SE, Thomas-Dachser-Straße 2, 87439 Kempten, internet: www.dachser.com **Overall responsibility:** Christian Weber **Editor-in-Chief:** Christian Auchter, tel.: +49 831 5916 1426, fax: +49 831 5916 81426, e-mail: christian.auchter@dachser.com **Editors:** Hendrik Durst, Melanie Guggenberger, Christian Weber **Sales and address management:** Kathrin Weixler, Tel.: +49 831 5916 - 1428. e-Mail: kathrin.weixler@dachser.com **Publisher:** Schick Kommunikation, Kerschensteinerstraße 25, 82166 Gräfelfing, e-mail: info@schick-kommunikation.de **Project management:** Marcus Schick **Layout:** Ralph Zimmermann **Photos:** all photography Dachser except CRE (pp. 1, 6, 7), GettyImages (pp. 2, 4, 12, 13, 14, 15, 16, 17, 18, 21, 22, 31, 32, 33, 34), IGP (pp. 18, 19), Terre des Hommes (p. 35) **Printer:** Holzer Druck und Medien Druckerei und Zeitungsverlag GmbH, Fridolin-Holzer-Str. 22–24, 88171 Weiler im Allgäu **Print run:** 16,000/66th volume **Publication:** 2 x per year **Languages:** German, English **Translation:** Klein Wolf Peters GmbH, Munich. This product is made from FSC®-certified and other responsibly sourced materials.

DACHSER eLetter

The world of logistics—
right in your inbox.
To subscribe, simply
go to: dachser.de/eletter


DACHSER

Sustainability combined with efficiency: the branch concept in Unna

A blueprint for **logistics locations of the future**

In February, a pioneering new logistics center commenced operations in Unna, Germany. The new location puts sustainability front and center, with a clear focus on automation, e-mobility, energy efficiency, and the people who bring logistics to life.

The scenic southeast corner of the German state of North Rhine-Westphalia is called Sauerland. Its people are (in)famous for their stubbornness, but in fact, they really just want to live and let live, and certainly don't try to talk anyone into anything. Local literary historian Ulrich Raulff claims to have discovered a particular trait of the Sauerlanders: he terms it "conservative liberalism" with an openness to the possibilities of the future. One proud native of Sauerland is Jürgen Sobkowiak, who found his passion in logistics. For more than 27 years, he's been active in the North Rhine-Westphalia Transport and Logistics Association and has sat on its board for over eight years. He's also been General Manager of Dachser's logistics center in Dortmund since 2011.

With its strategically favorable location in the heart of the broad-based Rhine-Ruhr economic region, the Dachser site in Dortmund has long been one of the most important hubs in the company's European network. Dachser opened a satellite branch of the Neuss branch in Dortmund back in 1952; →

The planting of green roofs will promote biodiversity and the facility's microclimate

this became the Dortmund branch in 1974–75. Twenty-five years later, in 2000, the company moved to its current location at Huckarder Strasse. "The existing branch's capacity to handle the continuously increasing shipment growth had reached its limits, so the decision was made to 'divide the cell,' as it were. A new, modern branch was to be integrated into the Dachser network in nearby Unna," says Sobkowiak, summing up the story. This was also good news for him personally, as Unna had become his adopted home during his training in freight forwarding and his first few years on the job.

Decisions for the network

When designing and building the new branch in Unna, Dachser had in mind the future viability not only of the location but also of the network. "Our focus is on further consolidating the groupage network and expanding capacity in a future-proof way," explains Alexander Tonn, COO Road Logistics at Dachser. "Automation, e-mobility, and energy efficiency are three key pillars for the Dachser branch of the future. Such branches will pool central technologies, be sustainable, and strengthen our network both operationally and strategically."

In Unna, some 25 kilometers east of Dortmund, this pioneering approach for the European Dachser network was implemented under the leadership of the Corporate Real Estate division at Dachser Head Office. "But it's not just a showcase," Tonn is careful to point out. "It's a chance for us to implement the best of what's possible today in operational and practical terms, what makes sense, and what's going to pay off in the future." The site features a 9,400 m^2 transit terminal with 94 gates, a multiuser warehouse with an area of 10,800 m^2 and 22,000 pallet spaces, as well as a 3,500 m^2 office building. It was built using the brownfield approach on land in an industrial park that had previously been built upon. Around 96 percent of the demolition material could be directly reused; the majority of it was reinstalled right on the construction site under quality control.

The EUR 44 million invested in the new site, which finally went into operation in February of this year, represents one of Dachser's largest single investments in its overland transport

"Our efforts in climate action and our strategic approach are and will thus remain relevant sales arguments in the market."

Burkhard Eling, Dachser CEO

> Automation, e-mobility, and energy efficiency are three key pillars for the Dachser branch of the future.
>
> Alexander Tonn, Dachser COO Road Logistics

network. As a highly experienced branch manager, Sobkowiak assumed a key role in the construction and network integration. This was due not just to his freight forwarding expertise, but also to his openness to e-mobility and future technologies. He knows just how to combine these as an "in-house entrepreneur," with a clear view of profitability and the challenges of logistics.

The home field advantage

When Sobkowiak talks about the new branch, he always expresses a deep-seated enthusiasm for logistics and a conviction of its future viability. He knows that his "home field advantage" in Dortmund and Unna will help him spread this spark to his team. At the logistics location of Unna and the surrounding area, word has long since gotten around among specialists and customers alike: "We can work with the people at Dachser."

But the new construction also raised another question: What defines the Dachser branch of the future? In a word, sustainability. Even if it has recently taken a back seat in public discourse, sustainability continues to play an important role as a decision-making criterion at Dachser—despite the increased cost pressure. "Large companies among our customers have clear expectations due to their own sustainability goals, and they want their logistics providers to have a clear commitment to sustainable and responsible action. It's a prerequisite for being considered for tenders at all," says Dachser CEO Burkhard Eling. Accordingly, the company's climate protection strategy is geared toward the areas of process and energy efficiency, research and development, as well as Corporate Citizen+, meaning commitment beyond the core business. "In everything we do, it's important to always understand the customer's individual requirements, both in terms of climate action and service quality, so that we can offer them the right solution," he adds.

Focus on efficiency in core operating processes

With this as a foundation, Dachser operates its integrated network of locations throughout Europe with uniform quality standards, comprehensive procurement and distribution networks, and standardized equipment. "This concept of 'the industrialization of processing' enables us to systematically increase capacity utilization and productivity in all countries. That's because the greatest levers for increasing productivity lie in operational core processes, which account for around 85 percent of costs in the groupage business," Tonn says.

At the same time, this places high demands on a branch's structural and procedural infrastructure. In the Corporate Real Estate division at the Head Office in Kempten, Dachser experts take the latest findings from research and development and combine them with decades of experience in branch design.

The structural requirements, for example with regard to e-mobility, result from Dachser's overarching strategy and operational processes. As part of its efforts to protect the climate, the company is currently deploying around 190 battery-electric trucks in its European network. "The majority of our e-trucks are used in short-distance transport, especially in our DACHSER Emission-Free Delivery areas in 25 major European cities," Tonn says, adding that the number of e-trucks in long-distance transport is increasing rapidly as well. Most recently, these were extensively tested at Dachser's three e-mobility sites in Freiburg, Hamburg, and Malsch near Karlsruhe (see also page 26).

"The branch in Unna is a lighthouse project for us," Eling says. "We use state-of-the-art technologies and AI-based systems, while at the same time further expanding the infrastructure for electromobility. In this way, we're setting standards for future viability and sustainability."

Built to order

However, there were a few hurdles to overcome along the way. Construction took place on the site of a former automotive supply warehouse. Its topography, with a 6.5-meter height offset, and noise protection requirements meant that the planning phase was particularly challenging and tailored solutions had to be developed. For example, the access road to the transit terminal runs under the office building. "Added to that were the skyrocketing construction prices, especially after the COVID-19 pandemic. Every construction decision, no matter how small, was scrutinized twice," Sobkowiak reports. "But we cooperated well with our construction partners and always worked to come up with solutions together, even if construction ended up taking a little longer than originally planned."

Many technical and structural innovations, such as heating, cooling, and control technology, remain hidden, while others are clearly visible. For example, the green roofs on the transit terminal and the office building provide natural cooling and air conditioning effects on the inside while naturally adding value for biodiversity on the outside. Another example is the wooden substructure roof trusses, the first that Dachser has installed.

E-mobility is an integral of the branch concept

The multiuser warehouse is also a solar power station

> Our employees are and will remain our greatest asset.
>
> Jürgen Sobkowiak, General Manager, Dachser Dortmund

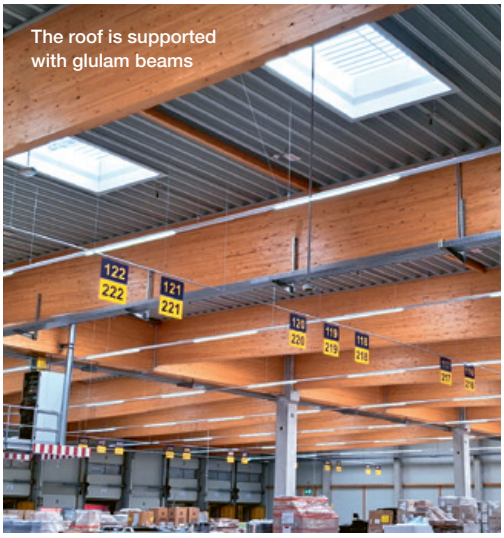
Photovoltaic modules with an output of 1,000 kWp have been installed on the multiuser warehouse, contributing to the 100 percent green energy supply in the Dachser network. Charging options for cars and trucks were also taken into account: In addition to twelve charging stations for cars with the option to expand to 50 more charge spots, several charge spots for e-trucks are currently being completed. Five of these are intended for fast charging with up to 400 kW. “Unna will soon also be operating Dachser’s first megawatt charging station,” Sobkowiak says. This is possible because Unna’s municipal utility supplies the branch site with a connected load of 3.9 megawatts.

Air-to-air heat pumps provide virtually emission-free heating and cooling inside the office, warehouse, and cargo handling areas. Instead of radiators on the walls and underfloor heating, the heat comes from faceted ceilings above. Thanks to their large surface area, they can heat the space efficiently even with a very low flow temperature.

Digital twin boosts efficiency in cargo handling

“Our new logistics center is also innovative and future-proof in terms of digitalization,” Sobkowiak says, pointing to the optical scanning units fitted to the terminal’s ceiling. The sophisticated technical equipment is an essential component of the @ILO digital twin in the transit terminal. This technology, which has won awards in competitions in Germany and recently at the European level as well, enables packages to be identified, localized, measured, and recorded in the transport management system fully automatically when they enter and leave, as well as during their stay. “It’s an innovation with which Dachser is making history,” says Sobkowiak. “We’re one of the first branches in the Dachser network to roll out this pioneering technology. It speeds up processes and ensures greater transparency in the groupage terminal.”

In the future, autonomous transport vehicles known as AMRs will be used in the warehouse opposite the transit terminal. These mobile robots navigate through the aisles and perform repetitive tasks such as storing and retrieving pallets at ground level. This relieves the strain on employees, who then have more time and availability for various additional services, such as packing assortment boxes or promotional packs, labeling, special packaging, assembly, or display builds.



The roof is supported with glulam beams

Highly functional logistics facilities are the specialty of the Corporate Real Estate division at Dachser’s Head Office. Around 20 employees worked on planning and implementation for the Unna lighthouse project for several years. They cooperated closely with other departments and colleagues on-site in order to meet the comprehensive requirements for efficiency, sustainability, and future viability.

Logistics by people, for people

For Sobkowiak, the quality and safety of activities in day-to-day logistics are vital to the success of a branch and the associated network effects. “Our employees are and will remain our greatest asset,” the branch manager says. This is also clearly reflected at Unna. “It’s simply wonderful to see how a special, highly functional logistics center has been created here that invites both employees and customers to achieve great things together.” But before he gets too euphoric, the man from Sauerland pulls back. He doesn’t want or need to convert anyone to an enthusiasm for innovation. “The Unna logistics center speaks for itself,” he says. In February, he handed over operational management of the branch to Steffen Strüver, a seasoned and experienced expert from Dachser’s own ranks in Dortmund—a down-to-earth and hands-on leader, in true Westphalian style. But that’s another story for another day. **M. Schick**

People & markets

The multitasking myth

Right, time to hop into the meeting. Take care of some e-mails on the side. Be sure to check the chat now and then. And then there's the meeting tomorrow; have to send the invite to my team. And mustn't forget to call my mother-in-law for her birthday tonight! A clear-cut case of the need for multitasking. The term comes from computer science and refers to how an operating system activates several processes in turn at very short intervals, giving the appearance of carrying all of them out simultaneously. In fact, people's ability to think of multiple different things all at once is a myth. Instead, neuroscience tends to speak of "task switching": an ongoing change of attention in which thoughts quickly jump back and forth between different activities. Studies by the University of Michigan with students have shown that if you don't concentrate on one thing at a time for at least ten minutes and dedicate yourself to it without interruption, you'll need significantly longer to get everything done. The performance of the human brain decreases by up to 40 percent if it has to constantly switch back and forth between several activities. Science has shown that ideas and the ability to remember need cognitive depth—and that's not something we get from continuous ping-pong. The old rule applies: One thing at a time, slow and steady wins the race.

I was just thinking of something...

And suddenly, there it is: The bright light of a new realization shines forth, as if a switch has been flipped. But the best ideas rarely arrive when you're at your desk. Instead, they come when you're in the car, while running, in the shower. And the trouble is that, shortly afterward, the switch flips back and the light goes out. All you're left with is a feeling of "I was just thinking of something..." The reason that ideas are so fleeting is not a personal failing, but a basic cognitive principle. "As soon as a similar sensory impression follows one you already know, the old one is deleted. This means forgetting isn't a gap in perception, but an active attempt by the brain to cut off access to outdated or irrelevant things, so it can remain capable of action," explains Karl-Heinz Bäuml, Professor at the Chair for Psychology (Cognition and Development) at the University of Regensburg. The good news, he continues, is that "the vast majority of what we think we've forgotten doesn't in fact disappear from the hard drive." In most cases, it's just that the key stimuli weren't there right when we were trying hard to remember something. Consciously refraining from racking our brains to remember could help—like in the car, while running, or in the shower.

Thinking with your hands

The paperless office is undoubtedly a fine achievement. It creates order in the workplace, and saves energy and natural resources. Nevertheless, don't be too quick to get rid of those analog slips of paper. The crumpled Post-it on the edge of the screen may seem laughably ordinary, but it often preserves the crucial thought—while the perfectly structured digital note app is never opened again. The reason is literally easy to grasp: Research shows that writing by hand activates cognitive processes more strongly than typing. Students who took notes by hand in the experiment processed content more deeply and remembered it better. The reason lies in the necessary selection and motor integration processes. In other words, we "think" with our hands. It therefore stands to reason that knowledge work can make good use of both: digital structure and analog anchoring.

The productive power nap

Catch a few zzzz's and your memory improves. In a study presented in the journal NeuroImage, test subjects memorized certain card patterns. After a 40-minute break, those who had taken a nap performed significantly better: They were able to remember around 85 percent of the patterns, while the non-nappers could manage only around 60 percent. That's because our brain remains active while we sleep. It transfers information into long-term memory, and sorts and consolidates impressions. Sleep isn't a break from thinking, but an extension of it. Sometimes the most effective way to concentrate is simply to close our eyes for a bit.

Panorama

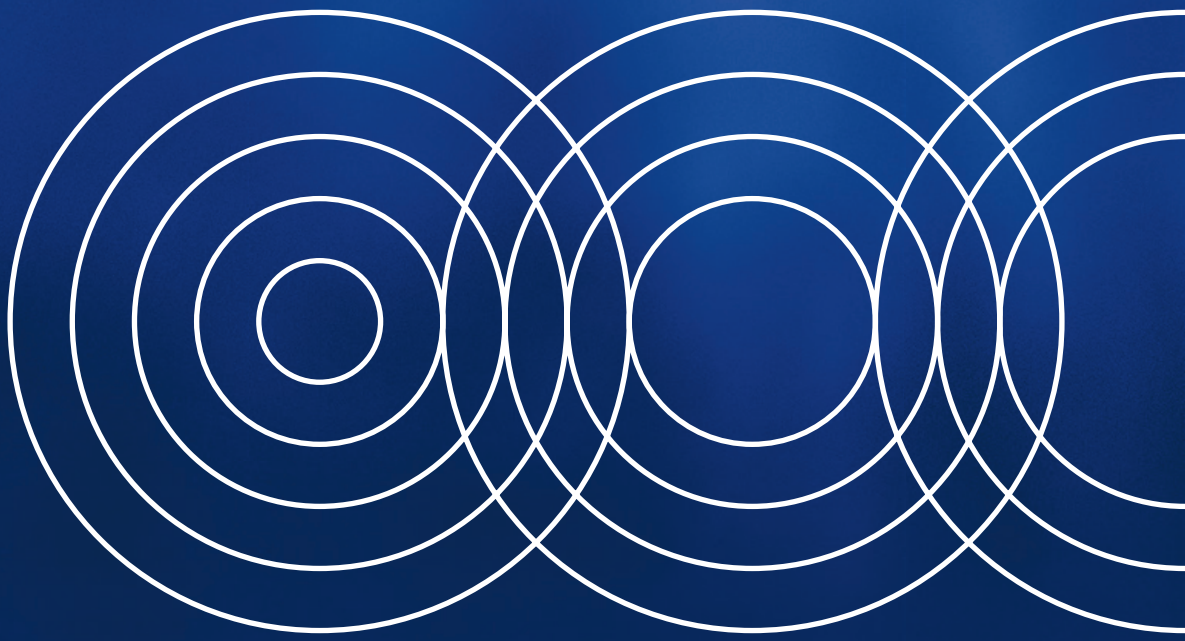
Less is more

The times we live in are highly complex—technologically, economically, and socially. Understanding complexity is not a question of adding more and more details, but rather one of smart reduction. The ability to recognize the essentials and make them visible is becoming a key competence in an interconnected world.

A whole 120 pages of densely printed text, teeming with technical terms and never-ending clauses: Operating instructions can be painful. You browse and search, and often end up none the wiser. But there is another way, a very different one. Today, handheld devices like smartphones can process billions of computing operations per second. No manual, no explanatory foreword; one tap or swipe is all it takes. The screen is self-explanatory: “Welcome”—and off we go.

A glance at the smartphone shows that, while the world has become more complex, our access to it has not. Just as technology is advancing in leaps and bounds, so too is its design, which today is usually preceded by the abbreviation “UX.” Standing for “user experience,” this defines the simplicity of modern user interfaces for extraordinarily complex IT architectures, algorithms, and data structures. The focus is on giving people their bearings, and thus on a design principle that’s older than any smartphone: Complexity must be reduced to make it manageable. That’s how we’re able to “just” drive a car without being able to build it ourselves.

But how can we make our world manageable in everyday life? The answers can be found in cognitive science. Studies show that our working memory is limited; too much information



overwhelms it. In his cognitive load theory, psychologist John Sweller describes how quickly our brains can become overloaded when the content isn't structured. His colleague Daniel Kahneman has shown in his highly regarded book "Thinking, Fast and Slow" that people prefer to make decisions under conditions of cognitive ease. Such conditions include clearly presented facts. Comprehensibility, therefore, isn't a luxury or a "nice to have," but rather a basic prerequisite for our ability to take action.

Reduction as progress

The idea of gaining ground through simplification is not an entirely new invention. American architect Louis Sullivan formulated the phrase "form follows function" back in 1896. What he meant was that the external design of a building or product should be derived from its intended use and function. The Bauhaus school turned this idea into a design principle. Its architects replaced oriels, turrets, columns, and ornamentation with clearly defined shapes and plenty of light, glass, and white. Industrial designer Dieter Rams summed up such thinking in a maxim that is still quoted today: "Less, but better."

However, the art of omission is not the last word in wisdom. As Albert Einstein reportedly said: "Everything should be made as simple as possible, but not simpler." In other words, to make progress, we shouldn't deny complexity, but give it structure.

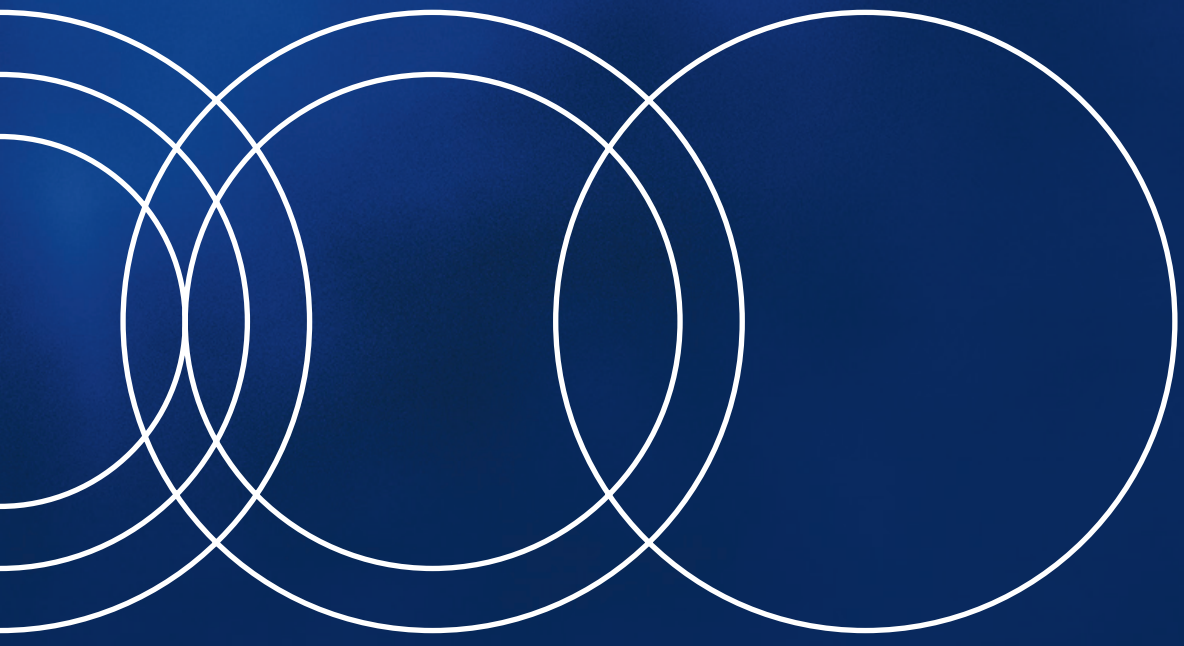
The resulting fields of application are broad: A map reduces landscape. A formula reduces the laws of nature. A metaphor reduces experience. Models, formulas, images, and linguistic condensations are therefore not trivial simplifications, but key tools for gaining knowledge and a deeper understanding.

When images explain the world

In business and logistics, the ability to condense information is increasingly determining competitiveness. This ties in with the principle of the digital twin. It enables digital images of physical processes to virtually visualize, say, the flow of goods and warehouse capacity and processes. The digital twin doesn't simply reproduce real complexity one-to-one—it structures it. Millions of pieces of data are condensed in such a way that patterns, bottlenecks, and interactions become recognizable.

The result isn't less reality, but more transparency. Decisions can be made based on more information, risks identified earlier, and processes controlled more efficiently. The digital twin is an example of a new form of intelligent simplification: reduction without distortion.

But reduction also harbors risks, especially when simplification turns into oversimplification and nuance and context are lost. There's a fine line between clarity and shortcuts, especially today, when people rely too much on algorithms and artificial intelligence. AI can analyze any amount of data, recognize patterns, and generate visualizations. It can bundle complexity—but it can also create a new lack of transparency, and thus a new dimension of ignorance. However, in order to understand the increasingly complex world and grow with it, there's ultimately only one thing we can do, despite increasingly sophisticated digital assistance: look closely, ask questions, and strive to understand. Here's the good news from evolution and cultural history: Humans have always been able to do this—even without operating instructions. **M. Schick**



A new take on supply chains for powder coatings

Powder coatings bring color to life

Volatile markets, high product diversity, increasing customer demands: With help from Dachser, the Swiss company IGP Pulvertechnik AG is strategically reviewing its supply chain. How analysis, trust, and partnership deliver a flexible logistics model for the future.

Switzerland's mountain panorama is overwhelming, as a stunning crimson cloud colors the flanks of the Alps—when Stefanie Strub dials in for our video call, it's this motif from an IGP Pulvertechnik AG marketing campaign that we see as her background. "The view is as impressive as our company," she says, getting straight to the point: "Our range of powder coatings stretches to over 17,500 different items, including 1,600 shades of white alone." For Strub, these figures present a major challenge. She is Head of EU Logistic at powder coating manufacturer IGP, which has its headquarters in Wil in the Swiss canton of St. Gallen. When a huge range of product variants meets exacting service requirements and increasing customer demands in terms of availability and delivery reliability, what's needed is supply chain management of the highest caliber—especially in a market environment that is currently changing ever faster and often in surprising ways.

Stable supply chains – no ifs, ands, or buts

In 2024, IGP produced around 15,000 metric tons of powder coating. The company's powder coatings can be found on façades, furniture, industrial plants, and in vehicle construction. No two products are the same, and two orders are hardly ever alike. And yet supply chains must always function in the same way: reliably, efficiently, and as quickly as possible. "Our aim is always to be there for our customers—regardless of whether they order batches of 20 kilograms or 200. The goods must be delivered across the EU in 24 to 48 hours maximum. No ifs, ands, or buts," Strub says. "The competition never sleeps. That means that for us, it always comes down to quality, time, and reliability—for every single order and every single shipment." →

IGP boasts extensive expertise in a wide range of products

Putting the logistics solution to the test

But how can these requirements be combined with stable, future-proof processes without losing flexibility and cost effectiveness? In 2021, IGP put its European logistics solution to the test. Together with the Fraunhofer Institute, it first performed a network analysis with a focus on cost savings and improving internal processes. The project aimed for more transparency, a uniform ERP data platform for all IGP companies, and process standardization. Was this the direct route to operational optimization? Not exactly. “We didn’t want to go with the traditional consulting process,” Strub says. “We wanted someone who understands our business and who would develop new solutions together with us—from everyday practice for everyday practice.”

The Swiss company turned to Dachser, since its Steißlingen branch, close to the border on the German side of Lake Constance, already had more than a decade of experience in warehousing, transport, and customs solutions for IGP. “Optimizing the supply chain was the next step for us. Not purely from an efficiency perspective, but as an open-ended strategic project,” Strub says. She adds that mutual trust was fundamental to this. “We felt that Dachser understood us well at all times and never pigeonholed us. It helps us enormously that we can always reach the experts, especially our project manager on the Dachser team.”

Supply chain optimization: Getting better together

The planners faced quite a complex starting point: There were six warehouse locations in Europe, some of them highly specialized, and many with their own IT processes. This was further complicated by different responsibilities, variable transport routes, and complex customs considerations. “We knew that it all works,” Strub says, “but we didn’t know how good we really are, what potential our supply chain holds, or whether we might even be slowing ourselves down.”

This critical self-reflection and willingness to open up laid the foundation for a comprehensive project with the Supply Chain Optimization team at Dachser’s Head Office in Kempten. A project initiated at the operational level, but with a clear strategic perspective. “We asked: What can we achieve together, what can we do better together?” recalls Tobias Rasch, Department Head Supply Chain Transformation at Dachser.

Given the extraordinary complexity of the product range, the high proportion of exports, and the accelerating market dynamics, the planners were faced with another question: How can warehousing, production supply, and distribution be coordinated more efficiently—without compromising on availability, delivery speed, and quality?

> “Supply chain optimization isn’t a ready-made, off-the-shelf solution. It’s the result of thinking things through together, analyzing them, and understanding the real requirements—and, most importantly, it comes from mutual trust.”

Tobias Rasch, Department Head Supply Chain Transformation at Dachser

> Finally, we can orchestrate functions along our entire supply and value chain.
>
> Stefanie Strub, Head of EU Logistic, IGP Pulvertechnik AG

Not an off-the-shelf solution

"We realized that we need to fundamentally and holistically rethink our supply chain," Strub reports. "For us, it was important not just to move a single lever, but to take a strategic look at the entire flow of materials and information together with our logistics partner." This was the starting point for an intensive co-creation process with Dachser. "Supply chain optimization isn't a ready-made, off-the-shelf solution. It's the result of thinking things through together, analyzing them, and understanding the real requirements—and, most importantly, it comes from mutual trust," Rasch says.

IGP had signaled early on that it was open to a data-based, systemic optimization approach. This was about more than purely operational improvements; it was about long-term strategic cooperation. "Together, we carried out a comprehensive analysis of the current processes along the entire supply chain—from warehouse locations to safety stocks and transport control," Rasch explains.

Thinking in terms of scenarios

Based on the analysis and with the help of a special software tool, the project team worked up various scenarios and ran through them. "Each model had to take into account how both the transit times and the costs change," Rasch explains. "Merging all European distribution into one central location was a no-go for IGP. Although this would have leveraged synergies, it would also have resulted in transit times of up to three or four days. And that just wouldn't work. At the same time, we realized that certain redundancies gave us the illusion of flexibility, but actually made processes more complicated." To get to the bottom of the matter, the Dachser experts first worked with IGP to "recreate" the current setup. They then analyzed this copy using an in-house algorithm to go through the calculations: Which locations are even worth considering if you have to take not only costs but also transit times into account?

IGP found the advantages of the resulting location solution compelling. "By consolidating, we not only optimize warehousing and transport costs, but also simplify control," Strub says. The same applies to optimizing customs processes. As a Swiss company with a high proportion of exports, IGP relies on smooth customs processes. The aim is to minimize interface losses and maximize process transparency while avoiding unnecessary time losses at the border.

Orchestrating locations

The newly positioned locations will take on clearly assigned functions within the IGP supply chain: production supply, Central European cargo handling, and specialized customer delivery. "This represents a real change of perspective for us in logistics," Strub says. "Suddenly we weren't just managing locations anymore—now we can finally orchestrate functions along our entire supply and value chain."

What's particularly important for the logistics experts is the fact that each implementation step is realized during ongoing operations: Rather than a disruptive reset, it's a controlled transition to a new model. "Our aim wasn't to change everything in the shortest possible time, but to work together to create a structure that would be sustainable in the long term—even under changing market conditions," Rasch points out. For Strub, the optimization process has already brought tangible benefits: "In the future, instead of isolated data islands, we'll have comprehensive information: on stocks, transit times, customs processes, and capacities. That means we can adjust our plans more quickly, identify bottlenecks sooner, and keep customers better informed. As a result, our supply chain is not only more efficient but also more responsive and flexible."

That's why Rasch sees this joint project as the "prototype for modern, partnership-driven supply chain optimization" with a steep learning curve for everyone involved. "It was never just about processes. Rather, it was about thinking things through together, learning from each other, and combining operational reality with strategic development. There's a future in that. Especially in challenging times." **M. Gelink**

Profile: IGP Pulvertechnik AG

When this family-owned company was founded in 1968, it was one of the pioneers of the emerging powder coating industry. IGP has been developing, producing, and distributing powder coating solutions for surface applications in architecture, industry, and transportation and for coating wood ever since. Today, IGP is headquartered in Wil, Switzerland, has a global presence with 21 subsidiaries and sales partners, and employs around 600 people.

igp-powder.com

Future Lab

The fascination of vibe coding

The enormous potential of the much-hyped "vibe coding" is captivating the various digitalization stakeholders in companies of all industries. If you want to join in the discussion here, however, you need to be aware of some fundamental differences.

Over the past few decades, billions of lines of software code have been created to turn digital visions and concepts into reality. Many small and large IT systems and programs have also emerged in logistics, without which an efficient supply chain would be unimaginable today.

At many companies, there are two groups of people: One group consists of those who design and commission digital solutions and innovations from a user perspective. In other words, they are process and product experts who have a clear idea of how digital solutions can benefit day-to-day operations. The other group is the people who translate these ideas and concepts into IT architecture and concrete lines of code—i.e., software developers and architects. Intelligent digital solutions can be developed only when both groups work closely together.

AI opens up new approaches

This model has proven successful for decades, but now it's being shaken up by artificial intelligence, and large language models (LLM) in particular. "Vibe coding" is set to revolutionize software development. It offers anyone the chance to create computer programs, even if they have no programming skills. As with every much-hyped trend, expectations for vibe coding are extremely high, and it won't be able to live up to all hopes and promises in practice. Nevertheless, it has great potential, and we'll see this future technology being used more and more by all stakeholders in digitalization.

Intuitive creation of simple prototypes

Vibe coding is often used as an umbrella term for all types of AI-supported and AI-guided software programming, but it actually describes a form of software development in which the "developer" no longer needs to know anything about programming languages or program codes. Using special AI tools such as Bolt.new or Lovable, the user describes the result they want using well-formulated text-based prompts. For example, they may request a website with certain input fields, database access, and output formats. They immediately receive an applicable result that can be improved and optimized step by step. These users fully give in to a more intuitive design process, or "vibe," as AI researcher Andrej Karpathy first described in an online post in February 2025 when he coined the term "vibe coding."

This type of programming already works surprisingly well when it comes to implementing ideas quickly and developing simple initial prototypes. Process and product experts no longer necessarily need a developer in the early phases of software development. However, vibe coding is currently not a solution for more complex prototypes or even the creation of programs in a corporate environment. This is because code generated by the AI is usually poorly structured, inefficient, and often contains security vulnerabilities. At present, vibe coding in the environment of a high-performance enterprise architecture is inconceivable.

AI agents as the next evolutionary step

In this area of software development, however, "agentic coding" could revolutionize the way we program in the future. Instead of performing tasks such as creating user interfaces, self-contained program logics, and their documentation themselves, an experienced software developer uses special AI agents that can take over these tasks and significantly reduce the time required for programming. However, there are still

Programming software with AI: A lot is possible, but not everything

challenges when creating extensive changes and complex functions; for example, it's not uncommon for the AI agents to make unwanted changes to other parts of the program and existing workflows. Well-known tools for agentic coding include Cursor or Claude Code. Such coding agents will one day also be able to provide support throughout the entire software lifecycle, from development and operation through to error analysis and troubleshooting.

Support for developers

In programming today, artificial intelligence is most commonly used in the form of tools that assist the developer in the coding process. The AI can suggest lines of code for the developer to adapt and approve. Or the AI can check certain sections of code and suggest improvements to the developer. An AI can also develop targeted proposals and carry out reviews for IT architecture planning. Nevertheless, this type of AI-assisted programming still requires the expertise of an experienced software developer.

The umbrella term "vibe coding" is certainly more than just short-term hype. Various innovative AI tools will very quickly find their way into the entire software development chain and change existing structures. But anyone talking about vibe coding should be clear about whether they really mean that or whether they're actually talking about agentic or AI-assisted coding.

All these technologies are already available today, offering different pros and cons and requiring different user skills. It will be exciting to see how these individual facets of AI programming continue to develop and how this will affect the various job profiles in digitalization.

Andre Kranke, Head of Corporate Research & Development at Dachser

The "Future Lab" feature presents findings from the Corporate Research & Development division, which works in close collaboration with various departments and branches, as well as the DACHSER Enterprise Lab at Fraunhofer IML and other research and technology partners.

From practical test to **blueprint**

When it comes to e-mobility in logistics, Dachser is one of the impulse generators in Europe. At three designated e-mobility sites—Freiburg, Malsch near Karlsruhe, and Hamburg—the logistics provider has spent three years researching non-fossil drive technologies and the demands they place on charging infrastructure. A visit to Hamburg yields insights into a pioneering project for the future.

Anyone approaching the Dachser European Logistics branch in Hamburg from the south can't help but notice it: a spacious new charging park with parking bays that are specially designed to accommodate e-trucks, offering them power around the clock, seven days a week, at 30 individual charge spots. "Dachser has been operating one of Hamburg's largest charging parks for trucks for several months now," says a delighted Christoph Kellermann, Operations Manager European Logistics at Dachser's Hamburg logistics center. However, as is so often the case with electromobility, a lot of pioneering work had to be done along the way.

First of all, Dachser needed to find space where as many vehicles as possible could recharge at the same time without disrupting ongoing operations. After intensive examination, the decision was finally made in favor of the truck waiting area directly in front of the branch. At the same time, Dachser also needed to find the optimum arrangement of charging stations to ensure smooth charging for both compact and heavy-duty e-trucks. "It was important that everything mesh well with our operational processes. We've also left ourselves room for expansion," Kellermann adds.

The charging park is another milestone in electromobility at Dachser. As one of three e-mobility sites in the network, Dachser Hamburg already has experience with pioneering developments. For example, here's where the Volvo FL Electric, Dachser's 100th e-truck with over 3.5 metric tons total weight, went into operation at the beginning of 2025. "As part of our long-term climate protection strategy, where the focus is on efficiency, innovation, and inclusive responsibility, it was important for us to gain practical experience with zero-emission vehicles at an early stage," said Alexander Tonn, COO Road Logistics at Dachser, at the ceremony where the vehicle was handed over. "Nevertheless, there's a long way to go to make e-mobility economically viable."

Putting high-performance charging to the test

Electric drive research meets everyday freight forwarding

When the first battery-electric heavy-duty vehicles were launched in Hamburg, there was still pioneering work to be done. "We first had to acquire the necessary technological and physics know-how to understand the possibilities and limitations of e-mobility in logistics," says Ralf Hansen, General Manager of the Hamburg logistics center. The first vehicles still had some teething troubles, which repeatedly led to longer workshop stays and downtimes. As Hansen points out, "That's a no-go in precision-timed delivery services."

All the more reason for Dachser to take a holistic approach to the topic of e-mobility and conduct some in-depth research. So in 2022, the company began to turn its branches in Freiburg, Hamburg, and Malsch near Karlsruhe into "e-mobility sites," which focused on researching low-emission technologies and processes as well as intelligent electricity and load management, in addition to testing their practical suitability. Dachser massively expanded its grid connections and transformer capacity across all three locations—increasing them fivefold in total. In numbers: The Hamburg European Logistics site went from 630 to 1,500 kilovolt amperes (kVA) and the separately located Food Logistics site from 1,000 to 1,500 kVA; Freiburg and Karlsruhe were each expanded to 2,500 kVA (from 630 kVA previously). At the same time, fast charging concepts with up to 400 kW DC power were developed, as well as load management and billing processes in combination with photovoltaics and a battery storage system.

Steep learning curve

Kellermann's team first had to familiarize themselves with the physics realities of working with power capacity at this scale. "We 'electrified' ourselves step by step for e-mobility and thus sharpened our technical vision in a steep learning curve," he says. "When the first larger e-trucks arrived in Hamburg in 2023, we initially had only two charging stations with four charge spots at 180 kW power. If one charging station failed, we couldn't drive the next day." Thanks to the new charging park, such bottlenecks are history.

Power supply and load management are key issues for testing at Dachser's e-mobility sites. "We need enough electrical power so that the lights don't go out here or in our neighborhood when we've got 150 trucks charging during the day and 70 trucks at night, all at virtually the same time," Kellermann says. At present, all companies in the Hamburg Moorfleet industrial park are connected to a ring main.

Attracting young drivers through the driving experience

In addition to such technological/physics topics, Dachser and the entire industry are increasingly concerned with the issue of driver shortages—and the role that e-mobility can play in this. "Many long-time drivers are skeptical; they don't trust this new technology and are afraid that an empty battery will keep

The new charging park for e-trucks

The company began deploying battery-electric vehicles in 2018; for example, as part of its sustainable DACHSER Emission-Free Delivery concept for downtown areas. It is steadily expanding its fleet of vehicles with alternative powertrain systems in the short- and long-distance segments.

them from getting to their destination," says fleet manager Daniel Lewandowski. Younger drivers are more open-minded. "Since 2019, over 50 professional driver trainees have completed their training with us, and we're currently training 16 more. E-trucks are very popular with them. These young trainees particularly appreciate the relaxed, quiet, low-vibration ride as well as the vehicles' good responsiveness. There's real power in play there. Once you've driven an electric vehicle, you quickly acquire a taste for it." Just one problem: Of the 40 carriers and service partners that Dachser works with in Hamburg, none are currently training professional drivers, and hardly any are operating e-trucks. "At around EUR 270,000, the upfront investment is too high for most companies in these challenging economic times. And with diesel vehicles, you don't have to buy your own filling station," Hansen says. "But at Dachser, we want to set a good example here and show our partners ways to achieve both profitability and sustainability."

According to Lewandowski, the many years of practical testing of e-mobility have shown a clear forward trend: "Just a few years ago, our e-trucks often had to visit the workshop. But repairing them is a job for suitably qualified high-voltage technicians, who at first were few and far between. If the specialist was sick or on vacation, then the vehicle wasn't going anywhere. No one in the transportation industry can afford to let their vehicles stand idle. Fortunately, since then there have been huge improvements in workshop service." Particularly in distribution transport, e-trucks have now proven to be quite technologically mature in day-to-day operations. "Manufacturers are currently focusing more and more on long-distance trucks such as truck tractors or swap-body vehicles, which also save a lot on tolls," Kellermann says. "Hopefully, they won't decide at some point to just stop further development work on electric vehicles for distribution transport under 18 metric tons, as these don't cover enough kilometers of highway for the toll savings to offset the investment."

From research to everyday logistics

Following the completion of the Dachser E-Mobility Sites project, some important insights have been gained, but many questions remain unanswered. The teams at those sites are currently in the process of compiling all the knowledge and experience gained over three years to create a blueprint for the Dachser network. In Hamburg, the project team is now putting all the pieces of the project picture together at the site. Kellermann has already drawn some conclusions of his own: "E-mobility has arrived in logistics and is here to stay. Even if the road to emission-free transport logistics is still a long one, our e-mobility sites have helped pave the way. This is true not only for Dachser, but certainly for other market participants as well." For now, it's crucial to apply this holistic perspective to the development of down-to-earth solutions for everyday logistics. **M. Schick**

The long road to **net zero emissions**

Since 2022, Dachser has been researching different aspects of e-mobility in logistics at three e-mobility sites. What's next for the project? Answers from Stefan Hohm, Chief Development Officer at Dachser.

Mr. Hohm, Dachser has been gaining e-mobility experience since 2018 with its DACHSER Emission-Free Delivery concept. What else should the E-Mobility Sites project achieve?
Stefan Hohm: The objective was to research new electric drive concepts in the transportation sector. We started with the first generation of smaller e-trucks for distribution transport. Step by step, we added more battery-electric vehicles, the batteries and ranges increased—and the technology became more reliable. The charging infrastructure was expanded, too. At the same time, the electricity requirements of the branches greatly increased, which made it necessary to expand grid connections and transformers—a process with long planning, approval, and delivery times and one that involved many grid operators. Load management, the integration of battery storage systems, and the optimum location of charge spots on the site—all contain many individual topics, some of which are highly complex. This is where the e-mobility sites came in.

Were there any challenges or findings that nobody had expected before the project started?
Looking back today, it's surprising how quickly the battery-electric drive established itself in long-distance transport. At Dachser, we initially assumed that hydrogen would play a central role there; in the meantime, it's become clear that modern e-trucks with ranges of up to 500 kilometers can cover large parts of system traffic.

What insights have you gained regarding the charging infrastructure?
The project has clearly shown how challenging it is to expand the electrical infrastructure: long delivery times for transformers, complex coordination with around 800 grid operators in Germany, the long-term nature of the planning periods, and the importance of professional emergency planning for charging failures. Topics such as standardized billing of charging processes for subcontractors or the integration of battery storage systems also proved to be much more complex than we initially assumed.

How are the lessons and experience now being incorporated into day-to-day logistics at Dachser?
The task now is to scale up the experience gained at the three research locations and to push ahead with the transformation to non-fossil drives throughout the Road Logistics network—making sure it's economically viable and in line with a plan. However, for this development to make consistent progress, we need clear conditions: predictable political guidelines that protect investments and support the profitable use of e-trucks; rapid and comprehensive development of public charging infrastructure on highways; sufficient grid capacity and faster grid expansion at logistics locations; and less bureaucracy for approvals.

Stefan Hohm, CDO at Dachser

Innovative supply chain solutions as success factor and competitive edge

Custom logistics for the chemical industry

What potential can innovative supply chain solutions help tap into? A current study entitled “Logistics as a sales pitch in the chemical industry” provides answers. Authors Prof. Christian Kille and Dr. Andreas Backhaus analyze how logistics is being repositioned as a success factor and competitive advantage for chemical companies.

The chemical industry is facing fundamental changes. Geopolitical fragmentation, the energy transition, technological innovation, and the circular economy are shaping an environment in which traditional competitive advantages are increasingly being lost. In this context, logistics, which until now has often been seen solely as a supporting function, is gaining strategic importance.

A recent study examined 69 new logistics services that can offer customers of chemical companies significant added value. When examining these services, the focus was on highlighting the concrete potential of logistics to move chemical companies beyond competing solely on the basis of product specifications or prices; instead, they can differentiate themselves on the market through supply chain expertise and concrete added value in customer service.

Logistics as a competitive advantage in the chemical industry

Today, the question “Can you deliver?” is long outdated. In times of dynamic change and numerous risks along the supply chain, the question is instead: “Do you have the expertise to deliver reliably, transparently, and sustainably?” If a logistics provider can answer “yes” to this question, it has the potential to give its customers in the chemical industry a competitive advantage. In the best-case scenario, not only can logistics support chemical companies in the face of current challenges, but it can also play a key role in overcoming them. →


Trained staff make the difference

The challenges listed above don't arise in isolation, but are direct consequences of the far-reaching structural changes that are currently shaping the chemical industry. Eight megatrends identified in the study—from raw material security to changing regulatory requirements—influence logistics processes and therefore have a direct impact on the performance of the entire supply chain. These megatrends give rise to 21 specific challenges that chemical companies and their logistics partners must face, which can be grouped into eight clusters: capacity availability, sustainability and regulatory compliance, process quality in the supply chain, process quality in operational logistics, pricing and cost pressure, network transparency, forecast accuracy, and customer service. If logistics addresses precisely these points, it will move away from being a pure cost center and increasingly become a strategic differentiator.

Paradigm shift through technological progress

Overcoming these challenges requires a paradigm shift. Technologies such as artificial intelligence, digital twins, and the internet of things open up possibilities that were unattainable to this extent just a few years ago. The abovementioned 69 logistics services have emerged based on this new potential and the growing challenges. Of those services, the ten most relevant were evaluated in more detail. They include digital twins, AI-powered demand forecasting, and real-time visibility platforms.

These innovations shouldn't be seen as isolated standalone solutions, but should be developed as part of a move toward an integrated ecosystem. As a result, logistics is taking on a new role and establishing itself as a sales pitch in the chemical industry.

Six specific recommendations for action can be derived from this idea, which logistics managers in chemical companies as well as at logistics service providers would do well to take into account:

1. Implement collaborative planning: Integrated planning systems that connect chemical companies, customers, and logistics service providers are the basis for improved transport utilization and reliability. Investing in shared platforms pays off not only through reduced empty runs, optimized inventory flows, and higher delivery reliability, but also through realizing resilience in the supply chains by means of joint coordination. The decisive factor here is the willingness of all those involved to share relevant data and establish a cultural change with regard to collaboration.

2. Systematize scenario planning: The dynamics in individual markets require a robust planning basis, ideally built on different strategies. Logistics service providers have a wealth of experience and data, which can be used to develop scenarios that run through various future projections on a broad basis of input factors. This creates the ability to act even in turbulent times, as different scenarios have ideally already been simulated or prepared.

3. Create supply chain transparency: End-to-end visibility has become a necessity in order to be able to assess the numerous risks along the supply chain and react to them if needed. This makes it possible to proactively adapt not only transport routes but also production processes in particular.

4. Strengthen customer service through technical expertise: It's common knowledge that chemical logistics is subject to numerous requirements, regulations, and safety needs. Embedding perfectly tailored expertise in customer service speeds up problem-solving considerably. Centers of expertise that bundle specific technical, regulatory, and logistical know-how

DACHSER Chem Logistics

DACHSER Chem Logistics offers safe and efficient logistics solutions for packaged chemical products, including dangerous goods. With a globally integrated network of land, air, and sea freight as well as comprehensive expertise in dangerous goods and hazardous materials, DACHSER Chem Logistics meets the highest safety and quality standards in the chemical industry. This is rounded off by country-specific expertise with experienced teams in the individual countries and close cooperation with various industry associations. Whether transport, warehousing, or integrated supply chain management, all services are systematically tailored to the requirements of the chemical industry and support customers in sustainably optimizing their logistics balance sheets.

Clear concepts for chemical customers

for the chemical segments will become a differentiating feature in supporting customers on any challenges along the supply chain.

5. Proactively manage regulatory compliance: The regulatory landscape is constantly changing. Applying industry-specific expertise to monitoring regulatory changes and aligning with compliance frameworks is complex and time-consuming, but indispensable. Future requirements should be recognized at an early stage and implemented in good time.

6. Operationalize sustainability goals: In logistics, economy and ecology are not mutually exclusive. Partnerships with logistics service providers to evaluate multimodal transport and warehousing options open up low-carbon alternatives that can also be more cost-effective if all influencing factors can be taken into account and adapted. This should lead to sustainability activities and results that are comprehensible and create transparency for customers and investors.

From cost center to strategic enabler

The fundamental challenge lies not so much in the technological implementation, but rather in changing the overall perception of logistics among chemical companies, their customers, and especially in sales. Logistics is no longer just a cost center that's cited as a necessity in discussions with customers; instead, it has become a strategic enabler for greater customer competitiveness.

In light of this, a chemical company's logistics managers and their contracted logistics service providers ought to see themselves more as architects for increasing the competitiveness of the chemical company's customer than as a mere operational unit. Companies that perceive logistics as a strategic instrument and systematically expand it will consistently set themselves apart from the competition.

Prof. Christian Kille

The "Logistics as a sales pitch in the chemical industry" study by Dr. Christian Kille, Professor of Trade Logistics and Operations Management at the Technical University of Applied Sciences Würzburg-Schweinfurt, and Dr. Andreas Backhaus, freelance lecturer and chemical logistics expert, was conducted in cooperation with DACHSER Chem Logistics.

Get the free download here:

Network expertise

Emission-free supply chains in Europe's major cities

25 cities, **zero local emissions**

E-vehicles and cargo bikes in use in ten European countries: Dachser continues to expand its zero-emission city logistics.

DACHSER Emission-Free Delivery has reached an important milestone: It has more than doubled the number of zero-emission delivery areas in European cities within three years. Today, non-refrigerated groupage shipments are delivered with zero local emissions in 25 major cities and metropolitan regions in ten countries. Implementation in the cities—Amsterdam, Barcelona, Berlin, Cologne, Copenhagen, Dortmund, Dublin, Düsseldorf, Freiburg, Hamburg, London, Madrid, Malaga, Munich, Oslo, Paris, Porto, Prague, Rotterdam, Stockholm, Strasbourg, Stuttgart, Toulouse, Vienna, and Warsaw—took the conditions of each location into consideration.

The service makes use of battery-electric trucks, electrically assisted cargo bikes, and microhubs near city centers. Dachser currently operates 60 e-vehicles and 13 cargo bikes for this purpose.

In 2025 alone, the company covered around 1.8 million kilometers emission-free—an average of some 7,000 kilometers per day—and thus saved around 1,000 metric tons of CO_2 equivalents (based on Germany's domestic electricity mix).

The DACHSER Emission-Free Delivery concept was developed back in 2018 and initially implemented in Stuttgart. Its expansion to other cities is based on a modular system that branches can adapt to their local conditions. With this service, Dachser aims to drive forward the decarbonization of logistics step by step and under realistic economic conditions. At the same time, emission-free delivery improves air quality in city centers and lets companies prepare for possible access restrictions on conventional vehicles.


Kristian Jönsson

Nordics region under one management

Kristian Jönsson has been Managing Director Dachser Nordics since February 1; in this role, he is responsible for the DACHSER European Logistics, DACHSER Food Logistics, and DACHSER Air & Sea Logistics business lines in the four Nordic country organizations—Denmark, Finland, Norway, and Sweden. The gradual integration of Frigoscandia into the European DACHSER Food Logistics network is now in full swing. The Norwegian and Finnish activities of the food logistics subsidiary have been integrated since the start of 2026, with Denmark to follow this year.


Groundbreaking ceremony in Steißlingen

Site expansion in southern Germany

Dachser continues to increase its logistics capacity in southwest Germany. The company is building a new warehouse with an area of 8,950 m² and space for around 22,000 pallets at the Steißlingen site (Hegau-Bodensee logistics center). It is also expanding the existing transit terminals, taking steps to make the energy supply sustainable, and widening the use of electromobility. At the same time, Dachser is expanding its existing logistics center for industrial and consumer goods in the Breisgau industrial park near Freiburg. A new transit terminal is being built for food logistics, cooled to 2–7 degrees Celsius, and operations are scheduled to commence in June 2026.

Dachser wins two awards

Within the space of just a few months, Dachser has received two major awards. In October 2025, the company was honored in Berlin with the Eco Performance Award in the “Large Companies” category. The jury particularly praised Dachser’s commitment and strategic approach to implementing electromobility in the logistics network. Another international award followed in February 2026: Together with the Fraunhofer IML research institute, Dachser received the European Logistics Association Award for the @ILO digital twin. This innovative technology records up-to-the-minute data on all packages, assets, and workflows in the transit terminal completely automatically, resulting in greater transparency and accelerated process times in the warehouse. It received the German Logistics Award in 2023.

The winning team from Dachser and Fraunhofer IML

Dachser UK now also in Northern Ireland

Dachser is continuing its growth course in the United Kingdom with the opening of a new location in Belfast. It will be headed by Nathan Gavin, an experienced logistics manager with extensive expertise in transportation and supply chain management.


Dachser is now also present in Belfast

Good prospects for **Down Under**

The industrial port of Melbourne

The global economy currently dances to the tune of the Asia Pacific economic region. From its base in Australia and New Zealand, Dachser ASL Oceania connects people, markets, and continents.

At the end of last year, legendary Australian hard rockers AC/DC played a concert in their home city of Melbourne for the first time in ten years. It was such a resounding success that, according to the Australian news channel ABC, earthquake detectors as far as 3.5 kilometers away were being triggered.

But Australia and its southeastern neighbor New Zealand aren't just the source of hard-rock sound waves that can be felt far and wide: They're also making economic waves—and contributing notably to the development of the entire Asia Pacific economic region. Economists at the International Monetary Fund are forecasting growth here of over 4 percent for 2025 and 2026, which is well above the global average and significantly above the European average. Prospects are good over the longer term as well: According to the Asian Development Bank, Asia will generate around half the world's gross domestic product in 2050. "Alongside the two supergiants China and India and other major economies in Asia, the countries of Australia and New Zealand are increasingly becoming important players in global trade," says Dr. Tobias Burger, COO Air & Sea Logistics at Dachser.

Close to economically prosperous markets

"Dachser is present wherever our customers and their markets are," Burger explains. "Targeted acquisitions let us tap into new markets more quickly and consolidate our network, and they also give us the regional skills that we need but would take too long to build up in-house." Dachser put this idea into practice in 2023 when it took over the experienced air and sea freight forwarder ACA International, based in Melbourne. The result was six new ASL locations in Australia and New Zealand and the establishment of Dachser ASL Oceania. "With the integration of ACA International, we are now expanding Dachser's own air and sea freight network to cover Australia and New Zealand, countries that are not only economically strong but also closely interlinked with Asia, Europe, and North America," Burger continues. →

A world map of globalization shows Australia and New Zealand to be not only economically prosperous, but also firmly integrated into international trade flows. Adam Cruttenden, one of ACA's former managing directors and a 30-year veteran of the logistics industry, is now Managing Director Dachser ASL Oceania and heads the business units in Australia and New Zealand. He sees Dachser as being on the right track in Oceania: "Dachser's agile approach and consistent focus on the customer are meeting a very mature, but also challenging, market environment here. Since the acquisition, we've succeeded in increasing shipments by 30 percent." With the integration of Australia and New Zealand into Dachser's air and sea freight network, the region now benefits from more than 40 years of experience in international logistics and customs clearance. "A full 90 percent of our business is made up of imports to Oceania, which is where our market expertise is particularly valuable," Cruttenden says.


The Sydney Opera House

Up to the challenge of long transportation distances

For trading partners from Europe, a key issue with shipments to Australia and New Zealand is the distance—up to 17,000 kilometers as the crow flies—and the associated long transport times to get from the suppliers' countries of origin to their destination. This geographical fact means that their target customers in Oceania expect reliable data on stock levels, delivery capabilities, and arrival times so they can in turn fulfill their commitments to their end customers. Another consideration is that distances within the region, especially in Australia, are usually very long as well. The majority of Australia's approximately 28 million inhabitants live in three cities—Sydney, Melbourne, and Brisbane—dotting the east coast, each around 800 kilometers from the next. From there it's some 3,300 kilometers to the west coast and Perth, the capital of Western Australia and a key regional economic hub.

Customs and import expertise that pays off

In addition to the long distances involved, import regulations must also be taken into account. "The experience and expertise of our teams really pays off, especially when it comes to customs clearance for imports and the correct classification of products and manufacturing equipment. In some cases, the result is major savings in customs duties," Cruttenden notes. He goes on to say that this is appreciated by Dachser ASL Oceania's customers, who are found mainly in the packaging, HVAC, fashion, construction, and mechanical engineering industries.

As an example of the special requirements that Dachser ASL Oceania's customers have along their supply chain, take products and equipment for HVAC. "Here, we often have to deal with sensitive materials and the gases or liquids they contain, which require specialized expertise in dangerous goods," Cruttenden says. "We offer customers a robust, reliable, and economical service. Our focus is on high-performance information systems that provide our customers with transparency throughout the shipment process while optimizing workflows at the same time."

Proof of trust: Long-standing customer relationships

Cruttenden emphasizes that Dachser's focus on customers and solutions results in stable and long-term partnerships with customers: "Of our 20 most important customers, the majority have been with us for over ten years." They value the fact that their Dachser contacts always tackle any problems with urgency, intensity, and energy and will ensure a quick solution.

Reliability and trust go hand in hand in logistics—in person-to-person dialogue as well as in digital exchange. "Dachser's information systems, which offer real-time transparency across the supply chain, are seen as a major strength," Cruttenden says. For example, Dachser Oceania can consolidate activities across different suppliers in the fashion sector. "We use the Dachser network to transport and handle goods for, say, Chinese fashion manufacturers, right through to the recipient. We affix the transport label at the point of origin and consolidate by delivery zone. All this greatly reduces handling effort in the destination distribution center; it makes the processes faster and much less prone to disruption."

Dachser Oceania intends to build on such core services and offer them to customers in the global Dachser network in the future as a way to deepen the integration of Australia and New Zealand into Dachser's global structures. "We focus on business that matches our strengths and leads to in long-term business partnerships," Cruttenden says. To this end, Dachser Oceania wants to open up additional trade routes and volumes that the logistics company doesn't currently serve.

Where is Dachser ASL Oceania headed? For Cruttenden, the course is clear: "The dynamics in Australia and New Zealand may not be as loud as an AC/DC concert in Melbourne, but their impetus for global trade is easy to recognize. With Dachser ASL Oceania, the region is now firmly integrated into Dachser's global network with an eye to the future." **M. Schick**

Improving life

Sara Sahin from Mozambique used to cook over an open fire, which made a lot of smoke, took a lot of time, and cost a lot of money for the charcoal. Now a new, efficient stove from a joint Terre des Hommes and Dachser project makes her everyday life easier and gives her more time with her grandchildren, while also saving wood and cutting carbon emissions. Scan the QR code for more information on the project.

DACHSER
Intelligent Logistics

Smarter logistics.
Stronger performance.
Sustainable success.

We make logistics as simple and straightforward as possible for you, so you can focus on what matters most – your core business.

Your benefits with our transport and logistics solutions:

- Comprehensive global groupage network with daily connections
- Local contacts and bundled IT infrastructure
- Time savings through integrated services and processes

Find detailed information and a contact person here.

dachser.com