

DACHSER magazine

The world of intelligent logistics ■

Global Groupage

When everything that belongs
together, comes together

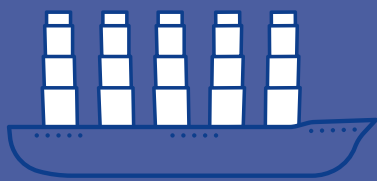


Broad horizons

Intercontinental transports set the pace of global trade. Air and sea freight are predestined for superlatives and new records.

24,346

containers cross the world's seas aboard each of the MSC Irina, MSC Michel Cappellini, MSC Loreto, and MSC Mariella—making these vessels the largest cargo ships in the world. The first container ship—a converted tanker called “Ideal X”—set sail in 1956 carrying just 58 stackable metal crates. In other words, the cargo of that pioneering container ship would fit aboard today's giants around 420 times over.

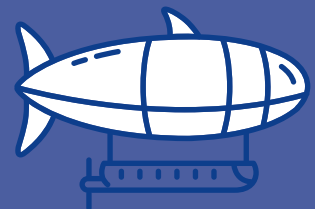


7,000

cars are set to cross the Atlantic with each voyage of a ship based on the “Oceanbird” concept, the world's largest wind-powered cargo vessel, starting in 2027—emitting 90 percent less CO₂ than other merchant ships in the process. Instead of fossil fuels, the concept relies on telescopic sails up to 80 meters tall. Experts say this will open up a new era of sustainable shipping. The ship's auxiliary propulsion system will be used only in emergencies and for port maneuvers.

4,500 kilometers

is how far the “Pathfinder” airship, developed by the US company LTA Research, is designed to travel. Measuring 125 meters nose to tail, the zeppelin has a hybrid propulsion system consisting of two 150-kilowatt diesel generators and 24 batteries, which together power a total of twelve electric motors. The time disadvantage—at around 110 kilometers per hour, zeppelins are significantly slower than aircraft—is offset by enormous advantages for the climate.



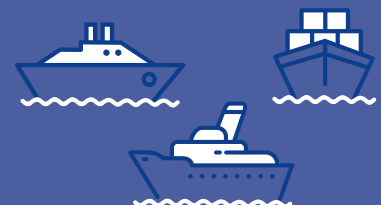
117,000,000 metric tons



of cargo freight were transported by aircraft in 2022. That's only a fraction of global maritime trade, which comes to over 10 billion metric tons. With a throughput of 4.2 million metric tons of air freight, Hong Kong topped the ranking of the world's largest cargo airports. The runners-up were Memphis, Tennessee, and Anchorage, Alaska.

40 percent

of global maritime traffic is estimated to pass through the Strait of Malacca. The strait connects the Indian Ocean with the South China Sea and is the busiest waterway in the world. Every day, some 200 to 250 ships pass through this bottleneck, which is 800 kilometers long but only 2.8 kilometers wide at its narrowest point.



Message from the CEO



Dear readers,

“The key is not to predict the future, but to prepare for it.” This assertion by the Athenian statesman Pericles is as relevant as ever—especially in this age of transformation.

After the two-year economic boom in logistics resulting from the coronavirus pandemic and worldwide disruption to supply chains, Dachser’s most recent financial year was marked by weak demand for logistics services, overcapacity in air and sea freight, and inflation-fueled cost increases. In 2023, despite a shrinking market, we deliberately took a countercyclical and farsighted approach as we completed our European groupage network, massively strengthened our market position in food logistics in the Benelux and Nordic countries, and expanded our market presence in South Africa, Japan, and Australia.

Our cover story for this issue focuses on how we provide the right answers to the questions raised by changing market conditions. At the heart of all this is the way we at Dachser will reliably connect people and markets across continents in the future. This is how we want to continue to grow and develop a globally integrated solution for door-to-door transports and contract logistics.

That way, we’re not only prepared for the future and the challenges it will bring. We’re also ready and eager to meet these challenges head on and shape the future together.

Kind regards,

A handwritten signature in blue ink, reading "B. Eling". The signature is fluid and stylized, with a long horizontal stroke at the end.

Burkhard Eling, CEO at Dachser



Follow me on LinkedIn
for more CEO insights



06

Cover story

06

Global Groupage:
When everything that belongs together, comes together

Forum

12

People & markets:
Transformations

14

Panorama:
Picture perfect – The power of figurative language

Expertise

16

Food Logistics:
Fresh wins

20

Future lab:
Trucks for a new age

22

Climate action:
Partnership with a future

24

Research and innovation:
Robotic maneuvers

26

Air & Sea: Great pots –
A customer story on Le Creuset

Network

30

Network expertise:
News from the Dachser world

32

Supply chain management:
Connected in the electrification age

Good news

35

Corporate citizen: Helping people in Peru help themselves



Crossdocking

Links to the digital world of Dachser

Sustainable growth

In March, Dachser CEO Burkhard Eling presented the company figures for 2023. After record results under exceptional conditions, it's now time to consolidate that high level.

https://bit.ly/DAmag_01_24_Business_figures



Digital community

Dachser won the Citizen Development Empowerment Award for establishing a global community of employees who build their own applications without prior programming knowledge.

https://bit.ly/DAmag_01_24_smapOne_award



Groupage expansion

At the start of the year, two gateways for groupage, partial, and full loads to Tunisia and Turkey began operations. Dachser is thus enabling faster and more efficient road transport in and out of both countries.

https://bit.ly/DAmag_01_24_Network



Rejecting extremism

Radical right-wing ideology, intolerance, and isolationism are incompatible with Dachser's values. The Executive Board of this family-owned company takes a clear stance against any form of political extremism.

https://bit.ly/DAmag_01_24_Board_statement



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:** Theresia Gläser, Andrea Reiter, Christian Weber **Sales and address management:** Andrea Reiter, tel.: +49 831 5916 1424, e-mail: andrea.reiter@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 Matthias Sienz (pp. 10, 23, 24), GettyImages (pp. 4, 12, 13, 14, 16, 17, 21, 22, 32), Le Creuset (pp. 26, 27, 28), Swoboda (p. 34), 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:** 24,000/64rd volume **Publication:** 3 x per year **Languages:** German, English, French, Spanish **Translation:** Klein Wolf Peters GmbH, Munich. This product is made from FSC®-certified and other responsibly sourced materials.

DACHSER eLetter: Subscribe now!

Exciting stories from the world of logistics. Sign up quickly and easily at: dachser.com/eletter


Scan the QR code:



Global Groupage:

When everything that belongs together, comes together





The world is changing. And as a result, so are the markets. Shifts in geopolitical power and interests combined with supply chains under almost constant strain highlight the need for new concepts. For logistics, this means achieving the best possible integration of global end-to-end transports and contract logistics solutions.

It seems paradoxical: an increasingly digitalized world is bringing people and markets closer together every day; but at the same time, crises, wars, and shifting geopolitical power and interests are creating a level of bloc-formation, protectionism, and rejection of free trade that hasn't been seen in a long time. One thing is clear: in this game, the cards are being reshuffled with increasing frequency.

And different economies are moving at very different speeds. While in 2008 the United States and Europe were evenly matched in economic output, now the US figure is 80 percent higher. In the future, global growth will continue to occur mainly outside Europe. According to estimates by the International Monetary Fund, the contribution of Asia Pacific countries (APAC) to global gross domestic product is set to rise to over 40 percent by 2040—and will be over half by 2050. Asia is already home to nine of the world's ten biggest ports.

The McKinsey Global Institute recently published a study, "Geopolitics and the geometry of global trade," that takes a closer look at these developments. In it, market researchers analyze how close trade ties between different countries and economies are now—as well as how this could change in the future—regardless of the actual geographic distance involved. As they look to remeasure the "geometry of global trade," the McKinsey study's authors see two reconfiguration paths. The first is the trend toward "deglobalized" international trade. An example of this is the drifting apart of the world's two largest economies: the US and China. This is manifesting itself in punitive tariffs, sanctions, mutual blocking of access to markets, the decoupling of research and development, and many other dissociative measures.

Resilience through cooperation

Overall, the study's authors favor the second path, namely more diversified trade that would weigh the potential for collaboration against geopolitical caveats. Indeed, this would bring together a host of potential benefits, including resilience against certain types of supply disruptions as well as opportunities to promote a more integrated trade system →

“



We're developing Global Groupage as the future groupage solution for our globally active customers.

Burkhard Eling, CEO at Dachser

”

system and economy. This must be built on mutual trust and open, transparent communication. “A broad and diversified web of trade connections will not be achievable without cooperation,” the study states.

And time is running out, especially for those European economies under pressure as a result of recent, rather gloomy economic forecasts. “Over the next ten years, around 85 to 90 percent of global economic growth will take place outside the EU,” said Valdis Dombrovskis, European Commissioner for Trade, at the Munich Security Conference in February 2024. “If we wish to preserve our growth and our prosperity, we must therefore remain connected,” he urged.

Integrating global networks

“The world around us is changing. Markets are changing. Our customers are changing. We must see to it that we also change,” says Dachser CEO Burkhard Eling. “If the main driver of Dachser’s long-term growth is to be found in Asia and the Americas, then we must reflect this in the structure and quality of our networks. To do what we can today to create the conditions for the business models of tomorrow and beyond, we’re integrating the stable and ultrahigh-performance core of our European groupage business even more closely with our range of intercontinental logistics services. Thinking in such long-term dimensions is a challenge, but it’s also Dachser’s privilege as a family-owned company.” The focus here, Eling says, is on combining a great many individual solutions to form an integrated, holistic, and consistent overall solution from Europe to the world and from the world to Europe. “We call this Global Groupage,” Eling says.

The backbone of this comprehensive integration across the entire market for logistics and for air and sea freight is provided by Dachser’s road logistics groupage network. This network has grown and matured over decades and counts among the largest and best-performing in all of Europe. “By further enhancing the physical and system integration of our two networks—European Logistics and Air & Sea Logistics—we’ll be able to offer our international customers a new integrated approach as well as access to entirely new markets to and from Europe,” says Dr. Tobias Burger, COO Dachser Air & Sea Logistics. “That is something only a provider like Dachser—with our requisite network maturity and, most importantly, a globe-spanning workforce dedicated to service-oriented collaboration—can pull off on a global scale.”

Other providers might be content to think of logistics as merely offering transports from A to B. But at Dachser, providing customers with infinitely integrable logistics services through

thoroughly integrated networks is second nature. “As we continue to systematically develop and expand our road logistics network, we always follow the principle that, as the most integrated logistics provider, we offer a level of quality that sets us apart from the competition,” says Alexander Tonn, COO Road Logistics at Dachser. “What makes Dachser’s networks so special is how interconnected they have become in terms of assets, people, information, and technologies.”

Now that Dachser is taking the experiences gathered in European Logistics and applying them as it further expands its air and sea business, Tonn continues, the company can combine the best of both business fields: Road Logistics and Air & Sea Logistics. Burger agrees: “Step by step, this is how we’re expanding our global end-to-end transport and contract logistics solutions.”

Issue 3/2023 of the DACHSER magazine reported on how Dachser manages the entire supply chain for its customers, from sourcing in Asia to delivery to customers worldwide, using the example of a customer from the technology sector. ifm electronic benefits from the seamless integration of Dachser’s global Air & Sea and European Logistics networks. Dachser Air & Sea Logistics arranges to have components from Asia sent in shipping containers from Hong Kong to Europe. From Hamburg, the containers then make their way by train directly to southern Germany. Dachser unloads them at its Langenau branch near Ulm, from where the products are delivered by truck to ifm’s biggest development and production site in Tettnang and on to its European markets of France, the Czech Republic, and Poland. This results in full transparency and optimum quality control across the entire supply chain with significantly shorter delivery times.

A solution for customers

Economists are advising globally active companies to rethink their approach. As the McKinsey study puts it: “In the current state of uncertainty, the imperative for business leaders is to be prepared for a range of potential shifts in the geometry of trade.” It’s about having a strategy in place to help shape a new architecture to match an evolving world. “We’re developing Global Groupage as the future groupage solution for our globally active customers,” Eling says. “In doing so, we’re clearly following the Dachser mission, which is to create the world’s most intelligent combination and integration of logistical network services and use it to optimize the logistics balance sheet of our customers. There’s a future in that, especially in challenging times.”

M. Schick

A data-driven world for all



DACHSER platform achieves maximum transparency in all processes

Combining Dachser's Road Logistics and Air & Sea Logistics networks to create a global logistics solution will require providing customers with maximum transparency. DACHSER platform, the company's latest development, paves the way for this.

Dachser is getting closer to achieving its goal of becoming the world's most digitalized logistics provider: "DACHSER platform is a user-friendly, state-of-the-art interface that unites the Road Logistics and Air & Sea Logistics business fields and offers users industry-leading innovations such as end-to-end tracking across all transport routes," explains Lars Relitz, Head of Corporate Digital Innovation & Development at Dachser. "In combination with our global network, this means we're creating the most intelligent one-stop solution in logistics."

The large-scale project released the initial version of DACHSER platform to pilot air freight customers in April 2023. "Since then, these testers have been able to work productively with the software, and we've gathered lots of feedback that helped us continuously enhance the platform over the months that followed," Relitz says, describing the iterative development process and customer-centric approach. "Our aim is to provide a technologically up-to-date digital platform that works across business fields and meets customer and market requirements alike."

During the rigorous development and test phases, the project team regularly surveyed users about their needs and obtained feedback on product designs. "This allowed us to gain valuable insights into the platform's user-friendliness, design, and func-

tions—all based on real-life experience. In turn, this helped us further optimize and customize the platform's scope, and adapt workflows where necessary," says Cornelius Kubik, Department Head DACHSER platform.

Gradually, more and more customers were given access to DACHSER platform, which allowed its developers to gather yet more user feedback as well as the data required for further optimization. Relitz says this was the ideal process: "We're learning something new every day, and we still have a long way to go before DACHSER platform is finished. But the positive feedback from our test users shows us that we're heading in the right direction."

User benefits of DACHSER platform

■ Everything in one place

Road, Air & Sea integrated on a single platform:

All shipments can be called up, managed, and tracked here.

■ End-to-end price comparison

Price inquiries for multiple transport routes can be displayed and offers compared.

■ Track & trace overview

Shipments for all transport routes are displayed clearly in a single list.

■ Seamless shipment process

End-to-end overview of all shipments and transport stages.

■ Communication

In the future, customers can use DACHSER platform to directly reach their contacts at the branches.

■ Document upload

Shipment documents are uploaded to the relevant shipment overview and stored there.



“We’re pursuing a **clear goal**”

Dr. Tobias Burger has been COO Air & Sea Logistics at Dachser since January 1, 2024. Burger is 46 and has a doctorate in business administration. His vision for the future is built on a strong ASL organization and the potential offered by integrated transport and contract logistics services worldwide: [Global Groupage](#).

Dr. Burger, you hold a doctorate in business administration. When you were at university, did you think your career path would steer you into logistics?

Burger: No, definitely not at that point. But I’ve always been fascinated by complex networks and companies that are pursuing change processes. When it comes to implementing stan-

dards designed to master complexity and optimize processes on a global scale, logistics is the supreme discipline. That’s what I love about this industry.

How did you first cross paths with Dachser?

The contact came through Dr. Dieter Truxius, Dachser’s former CFO. He introduced me to Bernhard Simon, who is currently Chairman of the Supervisory Board, but who was then still CEO. I was immediately taken with the company’s extremely long-term mindset, because I like to work toward achieving a strategic goal. Another major selling point was the culture based on values with people at its center. That impressed me then, and it remains one of the key characteristics that makes Dachser unique. Moreover, I found Dachser’s growth and its development potential appealing even back then—and subsequent years have borne that out: when I joined, Dachser had a workforce of between 17,000 and 18,000; today, it’s around 34,000.

What would you say is really special about logistics?

First, I’d say it’s the complexity. Every supply chain always involves a great many players. For example, transporting a pallet



We're now looking to transition toward an integrated, network-oriented approach across business fields.



Dr. Tobias Burger, COO Air & Sea Logistics at Dachser

from Hong Kong to Kempten is a massively complex business. And it gets even more challenging when you remember that customers want to receive their goods on time so they can meet the demands of their own supply chains.

The second thing is how international the industry is. Air and sea freight in particular is a global affair that involves numerous different countries, economies, and cultures. You could say that logistics is the lifeblood of everything that happens in the world. During the pandemic, we saw that when supply chains snap, supermarkets are left empty in next to no time. Things suddenly become harder to get hold of, and production lines grind to a halt, which in turn sends shockwaves through the economy. This all served to highlight how important it is for logistics to work. The challenge facing our industry is to match this complexity, internationality, and difficulty with seamless processes that are as standardized as we can make them.

Your Dachser career has taken you through positions in finance and strategy followed by corporate governance. When did you realize that your future lay in ASL?

My topic management work for the Executive Board got me heavily involved in a number of focus projects. One of these, which began in 2015, concerned the further development and transformation of Dachser's air and sea freight business. My role at the time involved supporting the standardization of processes and the development of an ASL business model. That's how I got such a thorough grounding in these areas.

You're noted as saying that mistakes are an unavoidable part of the operational side of logistics. How do you deal with this reality?

Like always in life, what matters is that we learn from our mistakes and draw the right conclusions. For example, I started as Managing Director ASL EMEA during the COVID-19 pandemic, and at that time we were having to analyze things and make decisions from one day to the next, sometimes from hour to hour. That's how fast business conditions were changing. Making the wrong call every now and then is inevitable. The good thing about the fast pace of our day-to-day operations is that you can rectify your mistakes quickly. Many mistakes can be prevented in the first place

by ensuring that we're on the right track—always asking ourselves what our long-term goal is, and what we can do now to help us get there. For me, learning from mistakes is an integral part of the continuous improvement process.

What does ASL expect of you?

ASL is going through a major transformation, and as we know, it's definitely facing a tough situation. At the moment, its largely trading-based approach and profit-center mindset are pushing the business model to its natural limits. We're now looking to transition toward an integrated, network-oriented approach across business fields—in other words, Global Groupage. This is something we embrace because it's the next step in expanding our business model. By dovetailing our intercontinental transports with our high-performance European overland transports, we're creating a comprehensive, global groupage solution from door to door. This is giving rise to unique integrated logistics solutions for our customers. People are meeting this with a considerable openness and willingness to change.

Will Global Groupage require customers to rethink how they do things?

There are different kinds of customers. Some still think in terms of stand-alone processes. This all starts in procurement: there are customers that deliberately keep procurement for air freight, sea freight, road logistics, and warehousing separate because they don't want to give it all to a single service provider. We must get these customers on board and show them how an integrated approach can help them cut costs, shorten lead times, and reduce their carbon footprint. Quantitative supply chain analyses are a good way to achieve this.

Incidentally, it tends to be overseas customers that are crying out for integrated, consistent, and reliable import-export services on routes between Asia and the Americas, as well as to Germany and the rest of Europe, with binding lead times and quality assurance. But these customers also report that there are precious few global logistics providers actually capable of putting this level of performance into practice. This is precisely where we as Dachser will in the future be able to generate unique added value for our customers.

Dr. Tobias Burger began his career as a strategy consultant at Siemens Management Consulting. He joined Dachser in 2009. After working in controlling and strategy development, he was given responsibility for Corporate Governance. In 2019, he was appointed Deputy Director Air & Sea Logistics, becoming Edoardo Podestà's right-hand man as well as global sales manager for the air and sea freight business. In 2021 and 2022, Burger led the ASL EMEA business unit's operations as Managing Director with great success.

People & markets

The search for added value

Will we all soon be moving through virtual worlds, too, in what's known as the metaverse? Hardly any other trend has hung on so doggedly without breaking through into everyday life. As long ago as 1938, French poet Antonin Artaud was talking about virtual reality in his collection of essays, "The Theater and Its Double"—albeit in the context of stagecraft. Around 70 years later, people from all over the globe—or rather their avatars—came together in "Second Life." However, this virtual 3D online world never really took hold with the masses. Things look very different for the industrial metaverse, which is currently entering a new phase. This virtual world of digital twins, spatial simulations, improved interactive working environments, and digital spaces for effective collaboration ultimately results in real added value for companies. What it tells us is that the era in which humans and AI work together in real time to solve real problems was a long time coming, but has probably only just begun.

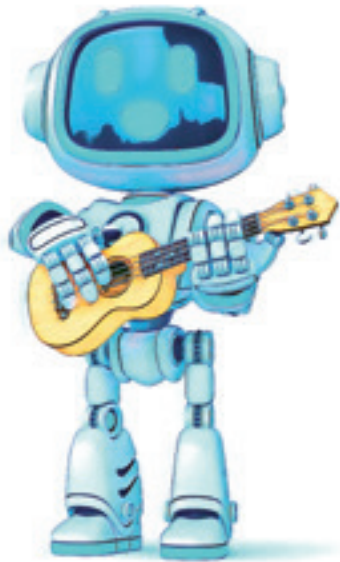


A vinyl renaissance

Everything is going digital. Well, almost everything. In music, streaming services are unarguably the main platform for artists to build a following and captivate their listeners with new releases. But when it comes to earning money, physical media are in demand again. In the week before Christmas alone, more than two million vinyl albums were sold in the US. Way out in front of the pack was none other than superstar Taylor Swift: with 194,000 vinyl albums sold in just one week, she once again set her own record in the retro analogue music trend.

A quick miss

The rise of e-commerce is changing the way we shop. “Fast fashion” is the motto of two Chinese companies, Temu and Shein: they stand for fashion produced extremely cheaply and brought to market at lightning speed. As the *Süddeutsche Zeitung* newspaper reported, their business model recently led to a sharp increase in global air transportation and therefore freight rates. Shein and Temu currently send 600,000 parcels to the US every day. Their daily tally for Germany is now estimated to be some 400,000. This requires more than a hundred Boeing 777 cargo jets to take off every day. The pair have just as few middlemen as they do logistics centers or warehouses—a strategy that pays off when the goods are delivered directly from China to the customer’s doorstep in Berlin, New York, or Rio de Janeiro. Returns are destroyed on the spot. Environmental and consumer protection groups are giving fast fashion like this the thumbs-down, calling it the opposite of sustainable: in fact, a catastrophe.



Power to the bots

ChatGPT very quickly became a part of our everyday lives and continues to surpass itself. With appropriate “feeding,” the bot now not only knows how to research and write texts, but also how to compose music. Jakob Haas, a cellist with the Munich Symphony Orchestra, and guitarist and composer Adrian Sieber have now premiered an independent composition by ChatGPT for the first time. “Very modern and unexpected” is how Haas describes the result of the at times somewhat strident tones. “This could get really interesting.”

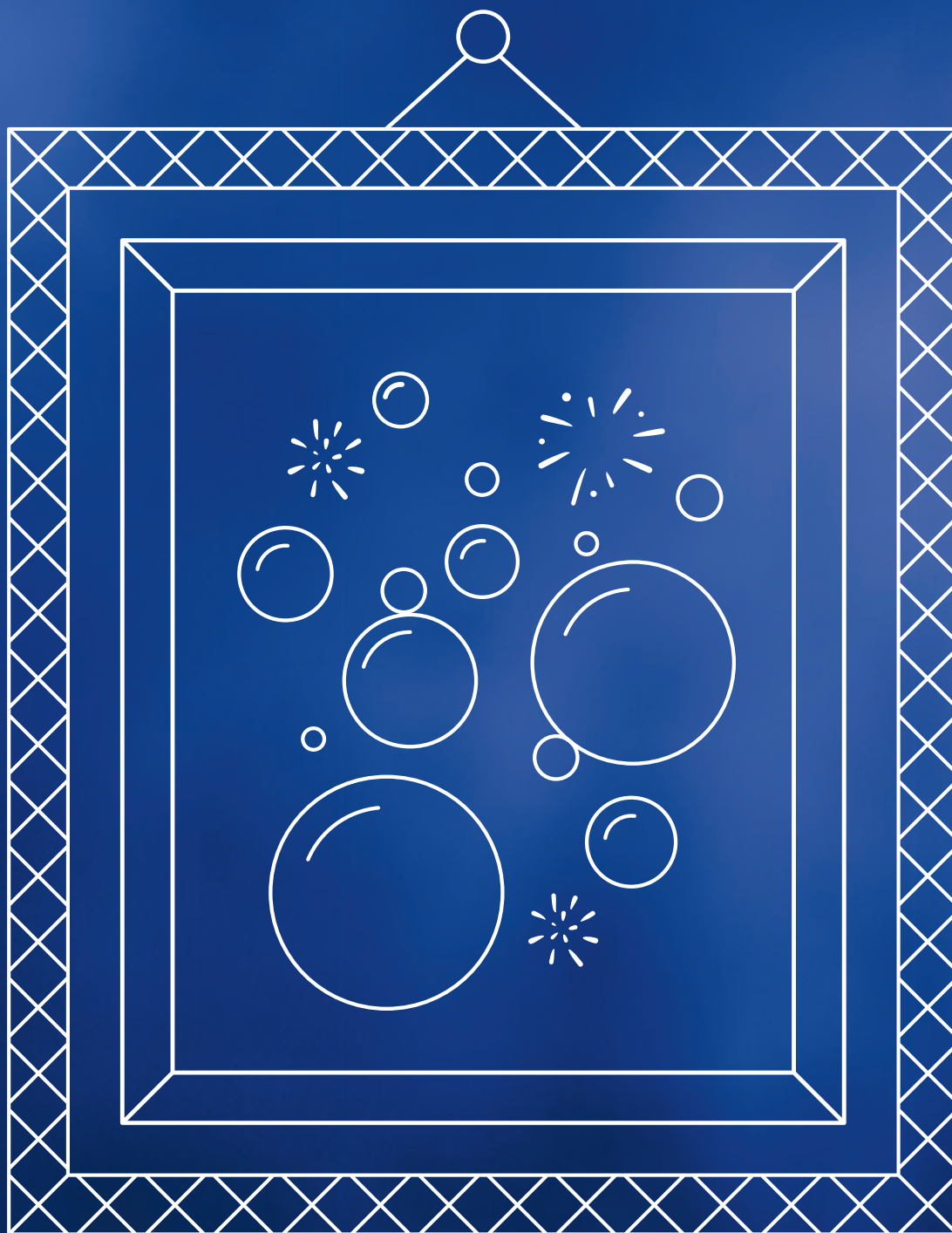
Precious pooch

How does a bobblehead dachshund become a superhero? On June 21, 2023, World Dachshund Day, Mercedes Benz relaunched its cult dashboard nodding dog as a 28-centimeter-high wooden figure, created in collaboration with US designer Superplastic. At this year’s Consumer Electronics Show in Las Vegas, they took it one step further: the superhero dachshund, officially named “Superdackel,” was released as a purely virtual work of art with a limited run of just 1,000. Its value to collectors comes from digital certificates of authenticity, or non-fungible tokens (NFTs). Mercedes is also showcasing iconic models from its historic fleet online, and the result is an innovative, emotionally charged customer (and dachshund) experience in a virtual world.



Panorama

Picture perfect



Challenging times call for ideas that point the way forward for business and trade. In finding those ideas, economists have always relied on the power of figurative language.

Internet companies are building cars, e-commerce platforms operate centers for big data, and the boss of an electric-car manufacturer is spending billions to take humanity to Mars. Some people see things like this and do a double take. Others see them as confirmation that nothing these days is certain—except that the world seems to be turning ever faster and redefining its rules just as rapidly. These days, this situation is often described using the acronym “VUCA”: volatility, uncertainty, complexity, and ambiguity.

Trying to make sense of the world’s lack of clarity is a basic need of “Homo economicus.” And not just with abstract acronyms: economic theorists in particular have always made use of figurative language, dating back to ancient times. The word “economy” comes from “oikos,” the Greek word for house. This meant not only the house as a structure, but also all the people living in a household together with their activities and goods necessary for the functioning of the whole. The relationship between husband and wife, parents and children, master and servants in the home also symbolized the organization of communities and economic units in antiquity and the Middle Ages—including, of course, the associated expectations of “God-given” hierarchies and dependencies.

Invisible hand

In his major work, “The Wealth of Nations,” the Scottish Enlightenment philosopher Adam Smith (1723–1790) introduced the image of the “invisible hand”—an image still in use today. The idea ultimately became an essential part of classical economics: when an individual seeks to increase their personal happiness within their

social limits, the overall happiness of society at large is maximized at the same time, as if by the hand of an invisible actor. Such an economy always finds a kind of natural balance.

John Maynard Keynes (1883–1946) was also interested in this idea. The British economist, politician, and mathematician investigated the causes of economic cycles during the Great Depression of the 1930s. Keynes discarded the previously widely held view of interest-rate movements as being like a pendulum of natural forces, i.e., that they are natural phenomena. Instead, he came up with the idea of “interest elasticity.” This very flexible concept results from the interplay of human expectations and trust and the individual actions that emerge from this. According to Keynes, this means governments should spend more during phases of recession in order to stabilize the economy and encourage demand for goods and services. To help citizens and taxpayers who are not scientifically educated make sense of this concept, politicians like to use explanatory imagery. For example, when they talk of central banks “pumping” money into the market to steer financial flows, they are describing efforts to boost economic cycles so that the economic barometer swings upwards and a crash into the abyss is averted. In times of crisis, Keynes is still in demand worldwide—and divides opinion just as he did back then.

Enticing bubbles

However, it’s not a given that memorable images will usher in economic foresight and reason. The many experiences with economic bubbles serve as a case in point. A soap bubble grows and grows, taking on ever more dazzling colors—until it bursts. In economics, a bubble is inflated by disproportionate expectations regarding profits—from, say, internet companies, real estate, precious metals, securities, or bonds. If you sell just in time before the bubble bursts, you can make a tidy bundle. But get the timing wrong and you’re left with empty pockets and, in the worst case, a bag full of debt. The Scottish essayist Thomas Carlyle once put it like this: “Experience takes dreadfully high school-wages, but he teaches like no other.” **M. Schick**

Given the rather abstract nature of the figures stockbrokers juggle every day, you have to hand it to them for using the most charming and powerful imagery to describe the economy. The proud bull with its magnificent horns represents a longer-term upward trend, while the crouching bear with its head bowed symbolizes a longer-term downward trend. The barometer of economic sentiment moves between Champagne mood at best and outright panic at worst. If the ice begins to crack, one has to hope that high tide will soon cause all boats to float again. Pretty straightforward, right?





Fresh food is
always in demand

Fresh wins

Food logistics is a growth factor in Europe. Dachser has further expanded its own network with pioneering acquisitions and is investing in climate action and digitalization. Its network partners on the Continent benefit from this as well.

For many years, the Food Logistics business unit has been a source of growth for Dachser. It's a trend that is mirrored in the statistics for the food market: analysts from Statista Market Insights expect sales in the European food market to reach around EUR 1.936 trillion in 2024. By 2028, volume is expected to rise as high as EUR 2.424 trillion, for annual sales growth of 5.78 percent. Statista forecasts that an average of 533.1 kilograms of food will be consumed per capita in 2024.

Despite crises such as the Covid-19 pandemic or the Russian war of aggression on Ukraine and the associated loss of grain supplies, the Food Logistics business has remained relatively stable. The price increases caused by inflation have also left their mark, but to a lesser extent than in other sectors of the economy.

"Dachser Food Logistics expects moderate volume growth in 2024. Although the weak economy continues to dampen sentiment in Germany, the rise in inflation, which we believe was the biggest brake on the food market last year, has recently declined significantly. We expect additional growth stimulus from major sporting events such as the European Football Championship and associated catering events here in Germany," says Alexander Tonn, COO Dachser Road Logistics, who took over the management of the Food Logistics business at the beginning of the year. Alfred Miller, long-time Managing Director of Dachser Food Logistics, retired at the end of last year. →

At Alfred Miller's retirement ceremony, Dachser CEO Burkhard Eling paid tribute to his special achievements as the long-standing Managing Director of Dachser Food Logistics: "Thanks to your outstanding commitment, you took the Food Logistics business unit to a new level. It has been a stability factor and growth driver at Dachser for many years, and it plays a significant role in the dynamic and sustainable business development of our entire company."

Dachser Food Logistics always has cross-border, international logistics services in mind. Germany, for example, is the world's third largest food exporter. Its main exports include meat, confectionery, dairy products, and ready-to-eat meals. Around 70 percent of these exports go to customers within the European Union, mostly in the Netherlands, France, and Italy.

Making history in Europe

This Europe-wide mindset plays a special role in the success story of the European Food Network. In 2013, food logistics companies from all over Europe joined forces to pool and synchronize their services under Dachser's system leadership. Today, 23 network members connect the markets of 34 countries. One milestone was when the European food hub at Dachser Erlensee near Frankfurt am Main went into operation in 2016. With its central location in the Rhine-Main region and cargo handling operations running Monday through Saturday, Dachser Erlensee is an important hub for trans-European food shipments. It has allowed transit times to be optimized, meaning goods are on the road for an average of one day less—a significant time saving for fresh products.

Dachser has also expanded its own international food logistics network in recent years. The company acquired Dutch market leader Müller Fresh Food Logistics at the beginning of 2023; now a Dachser subsidiary, it became a partner in the European Food Network as of January 1, 2024. It's a win-win for everyone. In the past, Müller

generated a good 80 percent of its revenue in the Netherlands, with the remaining 20 percent accounted for by the other Benelux countries and the UK. "Under the Dachser umbrella, we have become a European player and also taken a huge leap in professionalization," says Jan-Peter Müller, CEO of Müller Fresh Food Logistics.

Integration like this unlocks multiple synergies, strengthens the network, and offers advantages for customers. Take information technology, for example. "We certainly have a powerful IT setup, but Dachser's IT systems are in a different league," Müller explains. In the future, the company will be able to provide its export customers in the Netherlands with the Dachser eLogistics portal, which offers comprehensive tracking and tracing information and digital proof of delivery. "This is a milestone in logistics service," Müller says.

In addition to connecting the IT systems and synchronizing processes, it's particularly important to integrate employees into the Dachser family. Fortunately, both companies cultivate a culture typical of medium-sized companies, one that includes values such as trust and reliability as well as action taken with the long view in mind, Müller explains. "Having the same corporate culture makes integration much easier," he adds.

Market entry in Scandinavia

And the next step has already been taken. With the acquisition of Swedish company Frigoscandia AB, Dachser expanded its own European food logistics network to Sweden, Norway, and Finland at the start of the year. "Our acquisitions in the Netherlands and Scandinavia consolidate our position among the leading food logistics companies in Europe," Tonn says. With revenue of some EUR 300 million, Frigoscandia is the leading provider of temperature-controlled logistics in Sweden, Norway, and Finland. It has been a partner in the European Food Network since 2019.

"This makes integration easier, as there are no duplicate structures and Dachser can take on all Frigoscandia employees," Tonn adds. The acquisition was completed in March 2024 and the full integration of Frigoscandia has begun.

"We invested a lot in expanding the food logistics network over the past year," Tonn says. However, internationalization is just one challenge for the wider food industry. Another is that the market and legislators are placing increasing demands on the design of supply chains to ensure they are sustainable and more climate-friendly.





A network for the whole of Europe

“



Our recent acquisitions in the Netherlands and Scandinavia consolidate our position among the leading food logistics companies in Europe.

Alexander Tonn, COO Road Logistics and Managing Director Food Logistics at Dachser

”

With innovative technology

In response, Dachser is testing emission-free refrigerated semi-trailers to help customers achieve greater sustainability. Four battery-electric trailers from Krone are in operation at the Erlensee, Hamburg, and Langenau supply depots. “The aim is to put the technology through its paces in everyday operations,” says Tobias Ritter, Department Head Production and Network Processes at Dachser Food Logistics. The cooling needs to work reliably on longer journeys and in traffic jams, too. A full battery can cool the trailer for five to six hours without an external power supply.

The trailers are charged directly at the loading gates or via an axle generator, similar to a bicycle dynamo: once the trailer is moving at 20 kilometers per hour or faster, the axle generator supplies enough power to cool and charge the battery. Preliminary results have been promising: not only can the electric trailers improve the carbon footprint of food transport, but they are also much quieter than trailers with

diesel-powered refrigerating units. “Our plan is to use even more of these electric units to further our climate goals,” says Christian Schütz, Department Head Technics/Technical Purchase at Dachser.

In addition to environmental and climate issues, a further issue facing the industry is increased digitalization. “Dachser put digitalization on its agenda early on,” Tonn says. Artificial intelligence in image processing and automation technologies in groupage handling are just as much a part of this as the @ILO digital twin. The latter creates a digital image of all goods, assets, and processes in the transit terminal and makes the data available in real time. “This means we can deliver high quality and still meet complex customer requirements. It also helps us overcome the challenges arising from the shortage of space and of skilled workers,” Tonn explains. Following a successful pilot phase at Unterschleißheim near Munich and at Öhringen near Heilbronn, the award-winning digital twin was also introduced at the beginning of the year at the key Dachser Food Logistics branch in Erlensee.

A. Heintze

Future lab

The future of trucking starts now

Zero-emission commercial vehicles have finally made it out of the future lab. But there are still a few challenges for the new breed of trucks to master on the road to becoming a practical everyday technology.

The European Union has officially ushered in the end of the era of truck combustion engines based on fossil fuels (diesel, LNG/CNG). Following its final adoption of revised EU Regulation 2019/1242 at the start of this year, commercial vehicle manufacturers must reduce average CO₂ emissions for newly registered trucks by 90 percent by 2040 compared to the base-line year of 2019.

In just two decades, then, the logistics industry will have to pull off the biggest transformation in the road transport of goods since automobiles replaced horse-drawn carriages. The task now is to turn zero-emission vehicles (ZEVs) from an aspirational technology into practical trucks that reliably fulfill their value proposition by executing a wide variety of freight forwarding tasks.

However, this doesn't mark the beginning of the ZEV journey. The starting gun for this transformation was fired five years ago with the adoption of EU Regulation 2019/1242. Since then, initial fleet targets have presented commercial vehicle manufacturers with the challenge of reducing the average emissions of newly registered vehicles by 15 percent from 2025 and by 30 percent from 2030 (now increased to 45 percent). The ZEV vision also crops up in other regulations. For example, it features in the five new CO₂ classes for truck toll systems, which were adopted by all EU member states in 2022. This new classification was promptly implemented in Germany and Austria at the start of this year.

OEMs have adapted their strategies accordingly. Back in the fall of 2019, market leader Daimler Trucks announced it would switch all production over to battery-electric vehicles (BEVs) and fuel-cell electric vehicles (FCEVs) within two decades. And these changes aren't limited to the EU, either: other places have also undertaken to phase out the traditional combustion engine. In Norway and the US state of California, for example, the beginning of the end of the classic combustion engine for trucks came five years earlier than in the EU.

The transition has begun

All established OEMs—as well as some start-ups and interlopers from other sectors—made corresponding investments in new production facilities and supplier networks worldwide. For manufacturers, the primary focus is on powertrain electrification and the production and procurement of high-performance traction batteries and fuel cells.

As of today, initial production BEV truck models with ranges of 300 kilometers—and soon also 500 kilometers—are available for short- and even long-distance transport. By contrast, FCEV trucks with ranges of over 700 kilometers aren't expected to be available as production models until toward the end of this decade. According to EU rules, hydrogen internal combustion engine vehicles (HICEVs) and trolley trucks powered by overhead wires are also classified as ZEVs. In both cases, however, there are neither practical, mature technologies on the market nor plans to expand infrastructure. As such, these emission-free truck technologies won't be appearing in large numbers on European roads for the foreseeable future—if at all.

The same goes for synthetic fuels: the revised EU regulation doesn't regard combustion engine trucks running on biofuels or e-fuels as zero-emission vehicles, and neither are any future toll benefits foreseen for them. Only vehicles that can be shown to run exclusively on green, electricity-based fuels have a chance of being registered in the "e-fuels only" class after 2040. But all the legal details for this are still lacking.

Question marks over e-fuels

And the political will is questionable as well. Although agreement was recently reached at the EU level to consider the use of e-fuels in the future, it's currently impossible to say whether such tentative commitments will ever evolve into regulations that can attract the majority support they'd need to become legally binding. Since the production capacity for such fuels is limited, they certainly won't be a dependable way for OEMs to reach their fleet targets. Moreover, this technology path doesn't



Charging infrastructure is a challenge

allow emissions of air pollutants (nitrogen oxides, particulates, etc.) to be brought down to zero. And that remains an important consideration, especially for cities and metropolitan areas.

Adoption of the revised EU 2019/1242 sets the legal framework and lays down the technology options. But to make those technologies suitable for everyday use, urgent work needs to be done on the following points:

- Public truck charging infrastructure: swift implementation of the EU regulation for the installation of fast recharging stations by 2030, known as the AFIR regulation: at least every 60 kilometers along major highways, every 100 kilometers along the entire trans-European transport network, and in urban nodes.
- Municipal energy grids: swift creation and implementation of expansion plans for power supply in industrial zones.
- Legal norms and standards: swift revision of the rules and regulations governing the use of zero-emission vehicles and renewables, such as technical rules on fire prevention, hazardous goods, etc. But financing guidelines and social legislation should also be punctually adapted, especially as they apply to SMEs.
- Security of investment: laws and regulations need to be dependable, so private investors have the planning certainty they need for their undertakings.

- Meanwhile, the most important point of all is the constructive cooperation of everybody involved. What is needed is collaboration geared toward solutions and implementation.


As part of its sustainability and climate protection strategy, Dachser is preparing itself for an incremental transformation to zero-emission vehicles and renewables. In concrete terms, this means continually increasing the number of BEV trucks, and subsequently FCEV trucks, in short- and long-distance transport in line with their performance, the charging infrastructure, and cost effectiveness.

It is equally important, however, to continue to avoid unnecessary and energy-intensive transport kilometers by ensuring high process and energy efficiency. Over the coming years, this means in practical terms continuing to use modern, fuel-efficient Euro 6 diesel trucks, doing even more to optimize load capacity by dint of well-trained specialists and new digital assistance systems, and planning tours even more effectively.

It is now clear, at any rate, that the intelligent logistics of the future will be founded on a combination of zero-emission vehicles and high efficiency.

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.



Protecting the climate, enabling the future

Dachser, the climate protection organization myclimate, and the children's rights organization terre des hommes have agreed to enter into a long-term collaboration. Their shared aim is to launch new climate action projects worldwide and expand existing initiatives.

Working together to protect the climate: in December 2023, Dachser and the nonprofit organizations myclimate and terre des hommes signed a collaboration agreement to do just that. Initially set to run for six years, the collaboration addresses two complementary fields of action: myclimate projects that are certified to recognized standards in South America, Africa, Asia, and Europe; and climate action projects together with terre des hommes that focus on supporting children and young people in emerging and developing countries. A steering committee with representatives from Dachser, myclimate, and terre des hommes has been established to oversee project selection and program management.

All partners in the collaboration can contribute a great deal of expertise from many years of project work on sustainability issues. The children's aid organization terre des hommes, a Dachser partner since 2005, and its local partner organizations can look back on many years of successful work with children and young people who are fighting for their right to a healthy environment. Meanwhile, the myclimate organization operates projects worldwide to promote measurable climate protection and sustainable development.

"We want to make an honest and meaningful contribution to environmental and climate action," says Bernhard Simon, Chairman of the Dachser Supervisory Board and a member of the Steering Committee for the climate action collaboration. "As a logistics provider, we focus on actively reducing emissions through process and energy efficiency as well as research and development. But we're also committed to making a difference beyond our corporate boundaries. The agreement with myclimate and terre des hommes now gives these activities a sustainable framework." A particularly important component of the collaboration, and one that sets it apart from other climate action initiatives, is the involvement of long-standing partner terre des hommes. "People in emerging and developing countries are being hit hard by climate change. We want to get involved locally to preserve and improve the livelihoods of children and young people," Simon continues.

Stefan Hohm, Chief Development Officer (CDO) at Dachser, adds: "We won't just be making a financial contribution, we'll also be actively shaping the projects. For us, the focus isn't on CO₂ credits. We're not planning to use the positive climate effects that these projects are intended to have for offsetting purposes or as an advertising claim like 'climate neutral,' nor do we want to transfer them to third parties. Our aim is to promote climate action with targeted, long-term initiatives. We have found a very experienced partner in myclimate, and we look forward to implementing our high standards together."

Joint project work for more climate action

The collaboration is already working on projects in South America, Africa, Asia, and Europe. It will be able to expand proven myclimate concepts and transfer them to other regions. There are also plans for entirely new projects. Dachser will finance the projects and will be heavily involved in selection and development. Both myclimate and terre des hommes will be responsible for developing the project portfolio and for ongoing program management, working together with local partners. All projects must be sustainable and long-term in nature, they must make a clear contribution to the United Nations' Sustainable Development Goals (SDGs), and they must feature measurable indicators that are certified according to recognized standards.

Stefan Baumeister, Managing Director of myclimate Germany, explains: "Long-term collaboration of the kind we're now engaging in with Dachser is the key to delivering effective

projects that protect the climate while promoting social development. This exceptionally wide-ranging collaboration is set to enable a great many more of the climate action measures that are urgently needed worldwide."

The collaboration will focus on the category of community projects, which include access to clean local energy supplies and cooking energy, improved access to drinking water, improvements in agriculture and food security, as well as waste management and e-mobility. It will also consider technological efforts to reduce CO₂.

Climate action for a better livelihood

Local support, especially for children and young people, is also at the heart of Dachser's collaboration with terre des hommes. Now, myclimate will advise and support the international children's rights organization, particularly on quality and certification issues.

Joshua Hofert, Executive Board Member & Spokesperson at terre des hommes, says: "The climate crisis is having a major impact on the lives of poor and disadvantaged children in many regions of the world. Every year, around 1.7 million children under the age of five die from diseases caused by poor environmental conditions. Every child has the right to live in a healthy environment. Our new collaboration with Dachser and myclimate is intended to help make this children's right a reality." Dachser has been working with terre des hommes since 2005 to help people help themselves and to realize children's rights worldwide. Various projects in South Asia, Southern Africa, Latin America, and Ukraine aim to improve the lives of children and young people today and in the future. **M. Gelink**



(from left) B. Eling, Dachser CEO; J. Hofert, Executive Board Member & Spokesperson at terre des hommes; B. Simon, Chairman of the Dachser Supervisory Board; S. Baumeister, Managing Director of myclimate Germany; S. Hohm, Dachser CDO



On the go in a real lab:
André Bilz carries out
vehicle programming

Robotic maneuvers

Logistics holds so much potential for autonomous vehicles. One use for them is as a way to fully automate the process of maneuvering swap bodies. But how can this be done safely and efficiently in a busy freight yard? Dachser's Langenau site near Ulm researched this under real operating conditions.

The Kamag PrecisionTractor picks up an empty semi-trailer from the parking lot and makes its way to Gate 35. The person at the wheel can lean back and relax, because the articulated truck is driving autonomously. And something else stands out: the tractor unit's front bumper is sporting three large round sensors, one at each end and one in the middle, from which bright green cables branch off into the vehicle's digital innards; there are more sensors and antennas on the roof.

At the depot of the Dachser branch in Langenau, in southwestern Germany, a vision of the future is becoming reality: the SAFE20 research project, funded by the German Federal Ministry for Economic Affairs and Climate Action, is testing the regular operation of fully automated vehicles at depots. And the two autonomous yard vehicles in use here are hard at work. At speeds of up to 20 kilometers per hour, they fit seamlessly into the mix of human-driven vehicles and pedestrians. Accompanied only by a safety driver, who is ready to intervene in an emergency, the vehicles built by yard logistics specialist Kamag have to deal with many uncertainties en route, avoiding obstacles, changing direction, and watching out for pedestrians and cross traffic. This is a real challenge for their sensor technology and the associated IT. Lidar scanners use laser light to capture and create a digital image of their surroundings. A GPS antenna on the roof ensures precise positioning of the vehicle while on the move. The second antenna receives data from external infrastructure sensors, providing the vehicle with information

obtained from radar and camera data. “There’s huge potential to automate the maneuvering of swap bodies and trailers from where they’re parked to the transit terminal for loading and unloading—especially given the shortage of drivers,” says Stefan Hohm, Chief Development Officer at Dachser.

To enable completely safe automated truck transports in a logistics facility—a complex process—the research project also installed cameras and sensors on the exterior of the buildings. If one of these detects, say, someone crossing a crosswalk, the autonomous vehicle gets an advance warning. That way, it can reduce its speed and, if necessary, immediately come to a stop even before it turns the corner and the person comes into view.

Integrated into the traffic flow

“For mixed operation in our yard, it’s crucial that the autonomous vehicles not become an obstacle,” says André Bilz, Team Leader Truck & Terminal Equipment at Dachser’s Head Office. As things stand, the applicable safety regulations specify that such vehicles may operate only at speeds of 6 to 8 kph. The vehicles being tested here, however, are three times as fast, traveling at up to 20 kph. They have to fit into the “normal” flow of traffic alongside drivers in their trucks as well as other vehicles and pedestrians at the depot. “In yard service, we’ve assigned demanding transport tasks within the automation zone—such as moving swap bodies and semi-trailers around—to special vehicles that carry them out completely autonomously,” Bilz explains.

The research project has now spent three and a half years investigating how this works in practice in a logistics operations context. Important foundations were laid, such as a comprehensive safety concept that was validated in continuous operation under real conditions. The project results are now set to be incorporated into the development of a legally compliant framework for automated freight transport at transit terminals. In addition to Dachser, another seven partners are involved in SAFE20. These include the Fraunhofer Institutes for Material Flow and Logistics IML and for Transportation and Infrastructure Systems IVI. ZF Commercial Vehicle Systems from Hannover acted as project coordinator and was responsible for converting the Kamag PT truck tractor. Kamag Transporttechnik supplied the two special vehicles, which the various partners then equipped with appropriate sensors and on-board electronics for data

processing. SICK AG, which specializes in this field, supplied the sensors and was in charge of drawing up the safety concept. As an automation expert, Götting supplied essential components for vehicle positioning.

Less collision damage

Bilz and Christoph Ehrhardt, Department Head Trends and Technology Research in the Corporate Research & Development division, are pleased with how the large-scale test has run under real conditions: “We don’t have a production-ready solution yet, but we have been able to collect valuable experience and data that we can use to shape the way forward,” Ehrhardt says. Bilz adds that it would now be possible to demonstrate that safe mixed operation is feasible. “In addition to increased process reliability, we also expect a noticeable reduction in collision damage,” he says. The vehicles can maneuver not only swap bodies but also semi-trailers.

In both cases, driving must be accurate down to the centimeter. The sensors are always fully alert and never distracted, and they also work when lighting conditions are difficult, such as at dusk or dawn. “We did occasionally have trouble in extremely bad weather conditions such as heavy snowfall, but these issues are solvable.”

Valuable addition

In times of acute driver shortages, autonomous vehicles can provide useful support. However, they can’t yet perform yard maneuvers entirely without people. Tasks such as securing the trailer with wheel chocks or opening and closing the doors still have to be done manually. Processes have been defined for this. In some cases, the loading staff must also take responsibility. An automatic coupling system was installed both to handle automatic coupling and to connect compressed air for the braking system as well as electricity for the lighting. However, having to equip every trailer with such a system would have a negative impact on profitability. Moving swap bodies is much easier.

A key outcome of SAFE20 is how it has identified improvement potential for future market solutions. But there’s one thing this groundbreaking research project shows for certain: the goal of integrating autonomous vehicles safely and economically into logistics operations on a closed site is within reach.

D. Kunde

A research project isn’t just about creating visions; it should be the launch pad for innovative technology that can be used in practice. That’s why SAFE20 also focuses on subsequent usability: its components are designed for use not only in the model yard, but also at other branches or by other logistics companies.





Great pots

Le Creuset is famous for its colorful enameled cast-iron pots and Dutch ovens. Amateur chefs around the world prize this high-quality cookware, which comes from a small town in northern France and makes its way to markets worldwide with Dachser.

Harry Potter and his classmates at Hogwarts cook up all sorts of potions in pots. So it was only natural for Le Creuset, the storied cookware manufacturer, to launch a special Harry Potter collection; the lid of the enameled cast-iron Dutch oven features a Golden Snitch as its knob. Meanwhile, fans of the Star Wars space saga can cook with a Han Solo roaster. Issued as a limited Star Wars series, the pans have already achieved cult status among collectors.

Despite all this, passing fads aren't really Le Creuset's thing. One sign of that is the lifetime guarantee on their pots and pans, which are passed down from generation to generation. At the same time, it's important to keep customers interested in the brand. Le Creuset does this in three ways. The first is with innovative new products, including special editions. Second, the wide range of colors transforms practical kitchen utensils into lifestyle products. And third, the products have fulfilled their promise of the highest quality for almost 100 years.

As varied as cooking is around the world, over the years Le Creuset has developed into a global company in terms of its customers, suppliers, and production. Today, the privately owned company employs 4,500 people. Some 3,000 containers of its products travel around the world every year. And Dachser is an important transport partner. →

Legendary: Every pot
is one of a kind



Top quality: Craftsmanship for the kitchen

Long-term collaboration

All Le Creuset's enameled cast-iron kitchen products are manufactured at the company's headquarters in Fresnoy-le-Grand in the north of France. The company's stoneware products are mainly made in its own factory in Thailand. From there, Dachser transports them as sea freight to Korea, South Africa, Europe, and the United States.

Dachser has been providing the company with logistics services since 2009. This collaboration began in overland transport, when Dachser started managing traffic between the production facility in Fresnoy-le-Grand and the European central warehouse in Kallo, near Antwerp, in Belgium. Five years later, distribution from the central warehouse was added, and Dachser began delivering from Belgium to retailers and Le Creuset stores in various European countries.

As the range of tasks grew, so did the partners' mutual trust. The strength of their partnership really bore fruit in 2021, when the Covid-19 pandemic had the world firmly in its grip. Le Creuset experienced a situation typical of the time: demand went through the roof. After all, with restaurant visits made much more burdensome, people stayed at home. They suddenly had time to devote to cooking—so they bought new

kitchenware. All this came at a moment when prices for moving freight by sea to and from Asia exploded. Cargo space in shipping containers was in short supply, but this demand needed to be satisfied.

In the face of adverse circumstances, it was up to flexible and reliable logistics providers to develop tailored solutions. This is where the team led by Samuel Haller, Country Manager Air & Sea Logistics Switzerland at Dachser, came into play. The collaboration with Le Creuset was expanded to include sea freight: "During this period, we constantly reassessed each individual shipment on a daily basis with a view to finding the best possible option for the customer," Haller says. That included always considering whether to use alternative ports—a step the team took whenever necessary. It was crucial to respond to the customer's particular requirements, to be available as a point of contact, and to make the seemingly impossible possible. In doing so, Dachser could build on its resilient networks and its motivated team—further burnishing its reputation with the customer.

While the situation has since returned to normal, Le Creuset still considers Dachser a valued logistics partner. Le Creuset's administrative headquarters are in Switzerland, so it's the Dachser Switzerland team that looks after the custom-

er and is responsible for the internal coordination and process control of the other Dachser branches involved. When it comes to efficiently organizing global supply chains, Dachser's globally integrated transport network can always play to its strengths. Take South Africa, for example. In this important market for Le Creuset, Dachser does much more than organize and monitor sea transports: the Dachser South Africa team also notifies the local recipient in good time of incoming goods; it organizes customs clearance; it gets the containers to the recipient's loading bay immediately after the ship arrives; and it ensures the subsequent return of empty containers.

Largest market: USA

On its growth path, Le Creuset's management soon set itself the goal of capturing more market share in the US. Sales of its cookware in North America began in the late 1950s; today, the US has grown to become the company's largest market. Dachser Air & Sea Logistics helps Le Creuset achieve its growth targets in the US by providing reliable sea freight capacity.

The brand has a strong foothold in the US and is enjoying ever greater visibility; for instance, when an actress like Jennifer Garner shows her almost 15 million followers on Instagram how she tries out a new recipe with her Le Creuset pots.

This visibility not only provides the company with valuable reach among its target group, but also creates trust in the brand. In recent years, online retail sales have risen noticeably. Peak season for Le Creuset is the end of the year, when friends and family spend lots of time cooking together. Black Friday at the end of November marks the start of this hot sales period. At the same time, the aim is to keep interest in the products high, with new colors and new products such as bread ovens—a kind of roasting pot for baking bread.

"No matter what target groups Le Creuset wants to tap into in the future, we're happy to be at their side as a partner," Haller says. It's more than simply entrepreneurial strength that unites the two companies. Both are privately owned and can look back on many years of history. And in their respective fields, they pursue high quality standards and have the courage to innovate. "That's an excellent basis for robust, long-term collaboration," Haller says.

D. Kunde

The recipe for legendary cast-iron cookware: The raw material, which consists in part of recycled iron and steel, is melted in an oven and then poured into a crucible (French: creuset). As soon as the metal has cooled, the sand mold is broken to reveal the newly cast product. This means that every piece of Le Creuset is one of a kind.



Around the world via sea freight

Network expertise



Delivery reliability at **fixed times**

Dachser is expanding its service portfolio for B2C deliveries with a new product: targo on-site fix. This means consumers can agree on a fixed delivery time with the seller as part of the ordering process.

Consumers are demanding. They don't just want to shop wherever and whenever they like, but they also want to receive what they order at a location and time that suits them. To support its customers in a highly competitive market environment where their omnichannel sales concepts include both stationary retail as well as online and mobile commerce, Dachser has now introduced targo on-site fix, a new product that gives its customers full delivery time flexibility throughout Europe.

"Today, retailers and manufacturers must cater to each and every delivery requirement consumers have. For us as a logistics partner, this means that we must continuously evolve our

network's services and processes, while also adding in simpler and faster solutions. It's all part of the growth strategy for our European groupage network," says Alexander Tonn, COO Road Logistics at Dachser.

With targo on-site fix, consumers can arrange a fixed delivery time with the seller when making their purchase. That way, they can have their items delivered, say, when they are back from vacation or when they are not at work. This flexibility is proving a hit, and Dachser is also benefiting from simpler scheduling and from goods spending less time at the inbound branch.

Award-winning e-learning concept

A high accolade goes to a digital learning opportunity for logistics operatives in the transit terminal: the DACHSER Blue Box has received the eLearning AWARD. The jury, drawn from the Institute of Vocational Training (Institut für betriebliche Bildung IFBB) and the eLearning Journal, were particularly impressed by the e-learning opportunity's easy access and its positive effect on learning culture. Reminiscent of a traditional telephone booth, the sound-proof Blue Box can be set up right in the middle of a transit terminal or contract logistics warehouse, giving employees an opportunity to engage in independent learning in a welcoming, uncluttered, and semi-private setting. Participants can choose the training courses that are right for them, which are offered in up to 26 different languages.



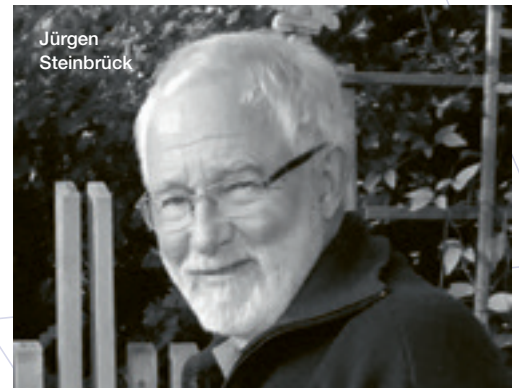
Acquiring knowledge
in the Blue Box

A new home in Sweden

Dachser is relocating its activities in Sweden from Malmö to the port and industrial city of Landskrona, one of the country's most important logistics locations, around 50 kilometers from Malmö. Set to go into operation at the end of the year, the new facility will be around 9,600 m² in size, with 1,100 m² of office space, a 5,000 m² warehouse with an interior ceiling height of 14.7 meters, and a 3,500 m² cross-dock terminal with 30 gates. In the future, Dachser will be able to offer its customers warehousing services with space for 12,000 pallets. Possible further expansions are already planned.



More capacity for Sweden



Jürgen
Steinbrück

Mourning for Jürgen Steinbrück

Dachser mourns the loss of its long-standing contract logistics manager Jürgen Steinbrück, who died at the age of 80 in his home in northern Germany after a serious illness. Steinbrück joined Dachser in 1990. From Kempten, he managed the Logistics Consulting division, now Corporate Contract Logistics, until his retirement. Today, contract logistics is considered the "supreme discipline of logistics" at Dachser, with 163 dedicated warehouse locations on five continents and employing over 5,000 people. Dachser will honor Steinbrück's memory.



Roman Müller

Dachser has new management in Asia

Roman Müller has been Managing Director of Dachser Air & Sea Logistics (ASL) Asia Pacific since the beginning of the year. He replaced Edoardo Podestà, who retired after more than 20 years at Dachser. Since joining the company in 2008, Müller has held various management positions, including Managing Director of the Korean country organization and Head of Sales Dachser Air & Sea Logistics APAC. Most recently, as Deputy Director ASL APAC and Podestà's deputy since July 2021, he led several key projects, actively shaped the upcoming strategic realignment of the region, and drove forward Dachser's presence in Asia.



Connected in the electrification age

The switch to electromobility is changing logistics chains worldwide. Swoboda, an automotive supplier based in Germany's Allgäu region, sees this as an opportunity. To pursue it, Dachser is helping the company reorganize its global supply chains.

The future of mobility is
electric and digital

Momentum is building in the world of electromobility. According to Statista, annual revenue growth in the electric vehicle market is expected to reach around 10 percent by 2028. That same year, global sales are predicted to exceed 17 million units.

Even if some people would have liked the mobility transition to have covered more ground even faster, experts agree that the destination is clear. Megatrends such as electromobility, automated driving, connectivity, and new mobility concepts will further drive the transition from combustion engines to electric motors. This will bring about lasting change—not only for automotive manufacturers and suppliers, but also for logistics providers. Among those who share this view is Dietmar Sirch, Head of Logistics Processes at Swoboda, an automotive supplier based in Wiggensbach near Kempten, Germany. “Now more than ever, logistics is expected to be flexible, stable, and fast,” he says. Like Dachser, Swoboda is a family-owned company and global player with its roots in the Allgäu region. At twelve locations in six countries on three continents, some 4,000 employees develop and build sensors, ECUs, and powertrain components for the automotive industry.

Swoboda is active in market segments that are particularly well placed to benefit from this technological transformation. “We’ve had a hand in the transition to e-mobility for years now,” says Stefan Walgenbach, Head of Logistics at Swoboda’s Wiggensbach plant. The product portfolio and existing supply agreements with manufacturers are noticeably geared toward e-mobility components. For many years now, Swoboda has been developing and manufacturing sensors and powertrain components for electric cars, e-bikes, cargo bikes, and e-scooters. Its goal is to make the technology safer, more convenient, and more energy efficient.

New players in the market

At its Wiggensbach plant alone, Swoboda manufactures around five million highly complex components and assemblies every month. These range from control instruments to large and heavy components. Every day, some one million components leave Swoboda’s plants worldwide. But the sheer quantity isn’t the only challenge facing a logistics provider. “The transformation is naturally compelling logistics companies to adapt even more,” Walgenbach says. He points out that the automotive sector has always been a decidedly dynamic market, and it will continue to change to accommodate e-mobility. “Entirely new players are now entering the market, and they are

positioned differently from the established manufacturers,” Walgenbach says. In the future, it will be necessary to supply parts and components to an even broader and more varied clientele.

Sirch believes that data exchange in particular will accelerate: “Our customers already expect to receive extensive information through digital channels (EDI) even before goods leave the plant, and as far as optimization goes, there’s no end in sight.” In addition, more and more customers will be requesting access to tracking for delivery vehicles. “They always want to know exactly where the truck is so they can plan production as precisely as possible,” Sirch says. All Dachser swap bodies and trailers have been equipped with the necessary IoT devices for some time, which creates a high level of transparency in the supply chain.

Becoming more flexible

And transparency, Walgenbach adds, is more important than ever. Last-minute changes to orders are happening with increasing frequency. Production suppliers are still feeling the effects of recent disruptions to supply chains and bottlenecks for electronic components such as semiconductors from the Far East. Manufacturing requirements can change incredibly quickly. “Order volumes and delivery deadlines for some customers can change overnight—10 pallets suddenly become 50,” Sirch says. Swoboda has to be ready to respond, and so does Dachser. “It’s a major challenge for the supply chain as well as our own inventory optimization,” Walgenbach says. As Swoboda promises its customers security of supply, the company must have a reliable logistics provider that is equal to the task.

Dachser’s suitability for fulfilling these exacting requirements is demonstrated by the two companies’ long-standing collaboration, which began back in 2005. “Keeping goods flowing efficiently along the supply chain calls for seamless collaboration between logistics providers and automotive customers. It’s about more than simply moving products. It’s really about creating trust and achieving success on the path of mobility,” says Christian Fackler, Sales Manager at Dachser’s Allgäu logistics center. Swoboda first commissioned Dachser to handle just transport and freight forwarding, but the logistics company is now providing an extensive range of services including warehousing and customs clearance. What’s more, Dachser has expanded the “Interlocking” of European Logistics and Air & Sea Logistics to create a reliable basis for imports and exports to and from Swoboda plants in China and Mexico. “There are also more projects in the →

Technology company Swoboda has now received the TOP 100 Award for especially innovative medium-sized enterprises. The panel of judges, chaired by Nikolaus Franke, Professor of Entrepreneurship and Innovation at the Vienna University of Economics and Business, assessed more than 100 criteria in five categories: innovation-friendly senior management; climate of innovation; innovative processes/organization; outward looking/open innovation; and successful innovations.

“



We need a partner that has a global presence and can seamlessly connect air & sea and road networks as well as optimize transports.

Dietmar Sirch, Head of Logistics Processes at Swoboda in Wiggensbach

”

pipeline for route optimization, needs-based provision of intermediate products for manufacturing, and the digitalization of shared processes,” Fackler says. All this is made possible thanks to the continuous optimization of supply chains that has taken place over the course of the collaboration. In 2016, for example, Swoboda’s logistics team noticed that stamped strips from the plant in the Czech Republic were being transported to Pforzheim near the Franco-German border for further processing. They were then taken back to the Czech Republic, where they were stored until needed at the Wiggensbach plant in Allgäu. All this made for a protracted and costly procedure. Deliveries to the Allgäu plant now fall within the Dachser network. “In addition to increasing our flexibility, the short distances really benefit the environment,” Walgenbach says. Today, Dachser already handles over 80 percent of Swoboda’s European transports.

To prepare for future changes, Swoboda wants Dachser’s help to systematically further optimize its supply chains. “One day we’ll be operating with entirely different volumes and pick-up frequency,” Sirch says. Moreover, it will be even more important to reduce CO₂ emissions from transports. This is the rationale behind making more groupage shipments. “We’ll establish synergies across plants, for instance to optimize the flow of materials from the Schorndorf and Fürth locations in southern Germany to our locations in the Czech Republic and Romania,” Sirch says. But he’s also aware that reducing environmental impact while also offering special rush deliveries constitutes a major challenge, one that calls for seamless interaction between the systems used by Swoboda and its logistics provider.



Company headquarters in Wiggensbach

Further optimizing supply chains

This will be the basis upon which Swoboda and Dachser will set about reorganizing the automotive supplier’s global logistics chains. Up to now, each plant has followed its own concept for warehousing and inventory scheduling. However, since semiconductor manufacturers in Asia plan their production activities well in advance, contractors are sometimes unable to change their orders up to six months prior to delivery—a time period referred to as a “frozen zone.” But as some of Swoboda’s customers change their production planning at short notice, the company requires logistics solutions that can accommodate this reality. These include ways of quickly and cost-effectively transporting electronic components from suppliers in Asia and overseas in order to shorten delivery times. “We’re looking to consolidate our sources of electronic components in Malaysia, Indonesia, Japan, and China,” Sirch says. What Swoboda is planning is a streamlined global network of warehouses that will supply both the company’s own production activities and its customers. “That means we need a partner that has a global presence and can seamlessly connect air & sea and road networks as well as optimize transports. Dachser’s going to have plenty to do,” Sirch says with a wink, quickly adding: “After all, quality and delivery reliability are what we value most.”

A. Heintze

Profile: Swoboda Technologies

Swoboda develops and manufactures innovative, ultra-precise components and systems for the automotive industry. For many years, the family-owned company has ranked among the world’s leading development and systems partners in its industry, supplying top international automakers (OEMs) and automotive suppliers (tier). Employing some 4,000 people at twelve locations, the company generated more than EUR 500 million in revenue in the past financial year.

[swoboda.com](https://www.swoboda.com)



Fighting climate change with stones

Since June 2022, Dachser has been supporting an aid project in southern Peru together with the child protection organization terre des hommes. The aim is to empower young people from 20 Quechua communities to defend their land and their environmental rights and to create their own opportunities. As a way to counteract the omnipresent water shortage caused by climate change, the project supports the construction of lagoons to collect rainwater. The local population uses clay, stones, and plant material to build dams for the rainwater ponds—a long-established practice in the Peruvian region of Ayacucho that has now been rediscovered.

Best of both worlds.

DACHSER Air & Sea Logistics



Your transport by air and sea.

Whether you're sending sea freight or air freight, when it comes to transporting your groupage shipments and your partial or full loads, DACHSER Air & Sea Logistics combines the best solutions from both worlds.

Since we offer everything from global transport consulting to the operational handling of your freight on-site, you benefit equally from the quality and safety of our air and sea transports.

Universal expertise.

A world of its own: Our experts in the field are fluent in every customs language and are ideally placed to help you navigate the global jungle of regulations.



**GERMAN AWARD FOR
SUPPLY CHAIN MANAGEMENT**
2023

dachser.com