

DACHSER magazine

The world of intelligent logistics ■

Route to 2030

Strategies for
challenging times



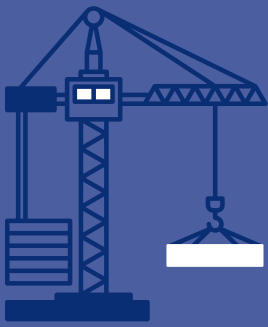
Hitting the mark(et)

Markets move people, just as people move markets. From time immemorial, marketplaces have been more than just places of business: they are places of information, inspiration, and connection.



110.2 decibels

That's how loud Joachim "Sausage-Achim" Pfaff can shout as he sells his wares at the open-air market. It's equivalent to the noise level of a chainsaw at a range of one meter, earning the sausage maker from Duisburg, Germany, a Guinness World Record.



614,000 m²

is the total area of the Bauma trade fair in Munich, making it the world's largest. Every three years, experts from the construction, building material, and mining machinery industries as well as interested members of the public flock to the halls and the huge outdoor area to look at cranes as tall as skyscrapers and construction machinery weighing multiple tons. Last time, just under half a million people visited the fair.

323.9 million

to these specialist online marketplaces keeps rising. While most couples still meet offline through mutual friends, surveys say the internet now comes in second.

users worldwide looked for partners and happiness in love on dating apps in 2021—and the number of visitors



20,000 people

work at Istanbul's Kapalı Çarşı, Turkish for "covered market," every day. The bazaar—the Persian word for market—comprises more than 4,000 shops covering 31,000 m². This makes it the world's largest covered market and the ancestor of the modern shopping mall. It has existed for more than 500 years.

29,000,000,000,000

(29 trillion) dollars was the revenue generated with shares on the New York Stock Exchange (NYSE) in 2021. This makes the financial center on Wall Street the world's largest stock exchange measured by the total trade value of shares.



Message from the CEO



Dear readers,

The Greek philosopher Heraclitus was right: the only constant in life is change. In turbulent times marked by war and global crises, this idea is particularly poignant. It's only human to want to stop for a second, take a deep breath, and swap the choppy seas for calmer waters.

For a company, however, that's not a sustainable path, especially not when digitalization, globalization, demographics, and climate change set the agenda.

For Dachser, this means that we watch and listen closely as the markets and the requirements placed on logistics change. We scrutinize these transformations and adapt to them, because that is precisely what our customers and our employees need us to do. That way, constant change becomes the basis for future corporate success. This journey, our route to 2030, is the topic of this issue's cover story, which I hope will inspire you and give you food for thought.

In all probability, the year we have just begun will be full of uncertainties. But the first signs of hope and economic recovery are already on the horizon. Because nothing is—you've guessed it—as constant as change.

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, Dachser CEO



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IT under new management

Ralf Morawietz has been in charge of Dachser's Corporate IT, which employs more than 600 people, since January 1, 2023. The logistics IT manager will drive both the IT strategy and digitalization forward.

https://bit.ly/DAmag_01_23_IT_Ralf_Morawietz



Growth in Mexico

At the end of November 2022, Dachser Mexico opened a new office in the state of Puebla. Established in 2016, the Puebla branch primarily serves customers in the automotive industry.

https://bit.ly/DAmag_01_23_Mexico



LogiMAT 2023

Automation and efficiency in the warehouse will be in focus at Dachser's exhibition booth at LogiMAT 2023, which will be taking place April 25–27 in Stuttgart. You can find us in Hall 7, Booth C02.

https://bit.ly/DAmag_01_23_LogiMAT_2023



New Maghreb management

M'Hamed Chraïbi was recently appointed to the post of Regional Managing Director of Dachser Maghreb. In his new role, he will ensure that Algeria, Morocco, and Tunisia are fully integrated into Dachser's European network.

https://bit.ly/DAmag_01_23_Chraïbi_Maghreb



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Route to 2030:

Strategies for challenging times





In the previous issue of the DACHSER magazine, we analyzed how global supply chains are changing as a new geopolitical and economic era dawns. So how must companies position themselves to ensure sustainable success—and what path has Dachser chosen? We present a compass for the journey toward new horizons.

Suddenly everything changes. There's a shift in the weather and the wind turns against you. The path to the summit is now steeper, rockier, and more arduous than before, like being tossed about in a stormy sea. Low clouds and patches of fog make it harder to see where you're going. And to think that the journey had begun so well! You and your highly motivated team had set out under a magnificent sunny sky, drinking in each new view as you swiftly progressed upward. Everything was going according to plan and surpassing everyone's expectations. Companies, too, can experience favorable conditions one minute and challenging times the next. Today, economists often describe this situation using the acronym VUCA: volatility, uncertainty, complexity, and ambiguity.

In 2023, VUCA will determine the pace and progress of business, trade, and logistics. What's more, many changes are happening simultaneously and some are overlapping: digitalization and globalization are advancing, as are demographic change and global warming. The entire world is also still reeling from the effects of the pandemic, material and supply bottlenecks, and Russia's war of aggression against Ukraine with all its human suffering and upheaval in global trade. Skyrocketing energy costs, inflation, and interest rate leaps are adding an extra layer to the situation, as are trade restrictions. Experts are already detecting a corresponding rethink when it comes to supply chains: there's a move away from just-in-time processes—which aim to minimize costs while maximizing efficiency—and toward more resilience, for instance through dual sourcing and increased warehousing.

This complicated situation was clearly reflected in the economic forecasts heading into 2023. The International Monetary Fund (IMF) predicted that 2023 would be “a tough year” for the global economy. In an interview conducted at the beginning of the year with US broadcast network CBS, IMF Managing Director Kristalina Georgieva shared her continued concerns that half of EU countries and one-third of countries globally could drift into recession. Her reason: “Because the world's most important economic areas—the US, the EU, and China—are weakening at the same time.” →

“

We pay close attention to what our customers and our employees tell us so that we can understand their individual needs and work with them to develop the best solution going forward.

Burkhard Eling, Dachser CEO

”

There remains some question, however, as to whether the forecasts will come true. For better or worse, the pace at which reality catches up to—and often overtakes—the forecasts is increasing all the time. In February, the IMF raised its forecast for the global economy slightly and reported the “unexpectedly high resilience” of numerous national economies. Similarly, many experts assume that the global economy has already bottomed out and that the current trend may indeed turn around by the end of 2023 or the beginning of 2024. Welcome to the VUCA world! In the words often attributed to pioneering US computer scientist Alan Kay: “The best way to predict the future is to invent it.”

A glimpse of new horizons

So it's less about gazing into crystal balls and more about seizing initiative and striking out toward a whole new world. This is a place in which each new leg of the journey broadens the horizon, and new departures appear along tried and true paths. Dachser began this journey of transformation several years ago and has never wavered from this path—not even in times of crisis. “Our message to the market is crystal clear: Dachser is a reliable partner—in good times, bad times, and even in times of uncertainty. We're not a flag blown every which way by the wind; we hold steadfast to our chosen course,” says Dachser CEO Burkhard Eling.

“Shaping real change,” he says, “requires a clear vision for the way ahead.” This is why Dachser has created its target picture for 2030. “It tells us WHERE we want to be and its strategies outline HOW we're going to get there by the end of this decade—through good times and bad.”

Now if you're planning a vacation, deciding where to go is usually fairly simple: beautiful landscape, mountain retreat, or picture-perfect beach on an island paradise? The only limit is your imagination. But if you're leading a company, there are much deeper questions to answer: What are the fundamental convictions and values that will guide the company on its journey into the future? What is the company's purpose, and what are the parameters for measuring its success? What drives the company, its employees, but also its customers forward on their journeys? And how does the business model fare in a fast-changing environment?

Target picture for 2030

Each company must answer such questions for itself with respect to its market. An example of how this works is Dachser's target picture for 2030. In terms of market orientation, by the beginning of the next decade the family-owned company sees itself offering integrated logistics solutions as the world's most digitalized logistics provider. It also plans to lead the market in both quality and service, for instance by offering tailored lead logistics provider (LLP) solutions that mean customers no longer have to manage the minutiae associated with service provider relationships. This is made possible by maintaining a well-balanced, robust network coupled with intelligent IT systems that are easy to integrate and that enable Dachser to offer its customers worldwide this kind of comprehensive service.

The second area of focus in Dachser's target picture for 2030 is processes. Here, the logistics provider is encouraging end-to-end process thinking, expanding its range of standard services for carriers, and making its service partners a more integral part of the global Dachser network than ever before. Given the greatly increased pace of digitalization and automation, Dachser means to sustainably improve the efficiency, transparency, and response times of all processes along the supply chains.

The third part of Dachser's target picture for 2030 is all about people. Taking logistics as a cyber-socio-physical system, the family-owned company has made a clear commitment to multinationalism, diversity, and an employee-oriented culture with fast cycles of learning and decision-making.

“Our strengths are our people!” For Dachser CEO Burkhard Eling, the human element is and will remain essential to logistics: “Above all, our strength lies in our network of people





Scaling great heights together

who share a passion for logistics. This is true at all levels, from management to trainees, administrative employees to logistics operatives and drivers—their collective knowledge and personalities are what enables us to perform so well.”

Dachser’s shared corporate culture is fully embraced and lived, Eling says, providing orientation and extraordinary motivation on the journey toward 2030. “The knowledge surrounding this strong corporate culture creates a circle of loyalty. This feeling of belonging to the Dachser family makes the company an enduringly stable and secure place of employment,” he adds.

Forward-looking strategies

Once on a journey, if you want to keep your far-off destinations in sight and be confident that you will ultimately reach them, you need a clear roadmap that also charts the milestones along the way. At Dachser, these milestones are specified in strategic focus programs, which are integrated into day-to-day operations in a variety of ways. This lets everyone keep track of progress and changes at all times. It also creates trust in the company’s future, and provides a range of opportunities to identify with corporate goals and bring them to life.

To achieve its target picture for 2030, Dachser has developed key strategies for its Road Logistics and Air & Sea Logistics business fields. The company has also devised a plan for networking these fields to create globally integrated end-to-end solutions. In addition, Dachser uses its strategic focus programs to coordinate its efforts in digitalization and connectivity, sustainability and climate action, and people and corporate culture (see interview with Dachser CEO Burkhard Eling on page 11).

Dachser’s target picture for 2030 and the strategies that lead there are in step with the company’s long-term mission: “We create the world’s most intelligent combination and integration of logistical network services. We optimize the logistics balance sheet of our customers.” Eling believes this provides a reliable compass to guide Dachser on its journey into the future. “By factoring in customer benefit along with core competencies, the Dachser mission leads the way toward achieving a unique market position. Our aspiration is clear and simple: we want to be the market leader. This also means that we have to remain agile and flexible—even amid stormy seas or when the mountain peak disappears into a snowstorm—so we can continuously adapt to changing customer requirements, new logistics markets, the lack of qualified personnel, and geopolitical upheaval.”

Following the right course

What does all this mean as we move through the third decade of the 21st century? And to what extent can Dachser’s chosen path set the tone for others? “We will be investing substantially in our network, our processes, and our workforce. This will allow us to maintain our high level of quality and remain a stable, reliable partner to our customers as we help them master their complex logistical challenges,” Eling says in describing the essence of Dachser’s target picture for 2030. “As we navigate this VUCA world, our strategies put us in a position to quickly recognize changes at any time. And instead of merely reacting to them, we can use our innovative strength to transform them into a competitive advantage for our customers.” So it turns out that Austrian playwright Marie von Ebner-Eschenbach (1830–1916) was correct when she pointed out: “What we do today determines what the world will look like tomorrow.” **M. Schick**

“Pulling together to master uncertainty”

We asked Dachser CEO Burkhard Eling about the family-owned company's vision for logistics in 2030 and the strategies that lead there.



Great challenges
forge community

Mr. Eling, what does a world in crisis mode mean for logistics?

Burkhard Eling: After the recent gloomy forecasts, economists are reporting the first signs of improvement. So the global economy is no longer in crisis mode; it's simply going to crawl along for a while. One thing's for sure: 2023 will be another year of great uncertainty. The past few years have been incredibly challenging. But thanks to our employees and partners, we've been able to keep our offerings and service at the highest level of quality. Our customers have noticed and appreciated this. This will be another year in which we must pull together to master uncertainty.

Where do you currently see the greatest challenges?

The amount of uncertainty is not getting any smaller. Supply chains remain fragile, the lack of drivers and other qualified personnel is now a global issue, and then there are the high energy costs. We're committed to tackling these issues in our day-to-day operations while also resolutely pursuing our strategies for the future.

We have a clear idea of where Dachser should be by the year 2030—how it should position itself as an employer, which services will prove popular with customers, and how we as a family-owned company can help achieve social and climate goals.

What principles will guide Dachser on its journey into the future?

Our company will be steered by our strategic focus programs, which are running in all business fields and corporate domains. Three main topics of these programs are digitalization, the provision and enhancement of high-quality integrated services, and the continuous expansion of our own network for global end-to-end logistics solutions. To achieve climate action targets based on the Paris Agreement, we are continuing with our DACHSER Climate Protection Idea2net project. This encompasses DACHSER Emission-Free Delivery, research and development in the areas of e-trucks and hydrogen drives, and installing photovoltaic systems at company locations.

What does all this mean for the individual business fields and their customers?

In Road Logistics, we're concentrating on strengthening the network and continuously enhancing the services we offer—for instance, by expanding contract logistics, establishing new corporate solutions such as Cosmetics and Fashion, and implementing our customers' omnichannel concepts. In Air & Sea Logistics, additional capacity and new market players—such as Maersk, CMA, and MSC—are giving rise to massive competitive pressure in the recently booming air freight segment. It's a similar story for sea freight rates. Our primary focus is on having a product and service portfolio featuring standardized solutions and enhanced and optimized systems. This creates value for our customers' complex supply chains.

What are the key factors in digitalizing processes, and how much progress has the company made so far?

First, there's the digitalization of business processes as well as tools and solutions that really add value for customers, employees, and partners. Then there's the continuous upgrading of our core systems for transport and warehousing, and the integration of relevant external systems. IT security is also high up on the agenda. We're working very hard on our IT transformation and are already seeing some initial successes. But the only way to succeed is if we take all employees with us on this journey.

In what way?

Collaboration across all levels, continuous learning and development, and a strong corporate culture that also encompasses a positive culture of digitalization—these will continue to play a crucial role in our strategy going forward. What it boils down to is this: "Logistics is people business." Behind this lies the conviction that Dachser employees are and will remain the key to our company's success.



Burkhard Eling,
Dachser CEO

People & markets

Good job!

Praising or thanking someone lifts their mood. Although this is now being confirmed by research in this area, many people are still reluctant to express compliments. Indeed, some feel that not complaining is praise enough. US social psychologists Xuan Zhao and Nicholas Epley conducted multiple studies that showed how people consistently underestimate the effect of complimenting someone they regularly interact with. Indeed, Zhao and Epley claim that this kind of pessimism leads to an unnecessary reluctance to praise others. It has been proven, however, that when praise and gratitude are expressed in the workplace, employees experience less stress and perform better. But is it also possible to praise too much? In one experiment, participants received a compliment from their peer group every day for a week. Zhao and Epley discovered that the pleasure that recipients got from being praised didn't wane as the week went on. "They simply felt great every day," Epley says. "And the best thing," Zhao adds, "is that a nice gesture to respectfully acknowledge when someone does a good job costs nothing. It's a really efficient way of sparking joy in others."



Head north for happiness



The land of smiles lies in the far north. At least, that's what the UN's World Happiness Report says. The world's 20 happiest countries in 2022:

- | | |
|--------------------|--------------------|
| 1. Finland | 11. Austria |
| 2. Denmark | 12. Australia |
| 3. Iceland | 13. Ireland |
| 4. Switzerland | 14. Germany |
| 5. The Netherlands | 15. Canada |
| 6. Luxembourg | 16. United States |
| 7. Sweden | 17. United Kingdom |
| 8. Norway | 18. Czech Republic |
| 9. Israel | 19. Belgium |
| 10. New Zealand | 20. France |

Vegetable vigor

Your plate is a major milestone on the path to happiness. What you put on it has a lot to do with whether or not serotonin, the neurotransmitter responsible for good mood, can work its magic. In a two-year experiment, research groups from the Universities of Warwick (UK) and Queensland (Australia) showed that eating eight portions of vegetables and fruit a day provides a lasting boost to well-being. They also proved that the surge in serotonin was noticeable immediately, not just years later.

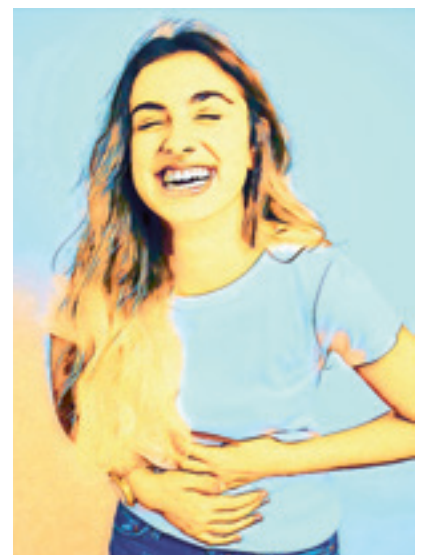


Positive thinking

Sometimes it feels like we've been jinxed. There are days when everything goes wrong: you drip egg on your shirt at breakfast, your car has a flat, and when you finally get to work, there's some glitch that's virtually unfixable. Experience teaches us that if you're in a bad mood, that's when things go really wrong. "Negative experiences take up a lot more room in our memories than positive ones. This is because the regions responsible for organizing our memories and giving them a timeline are the same ones that process negative feelings," explains neuroscientist and biochemist Henning Beck in an interview with Business Insider. "That makes complete sense from an evolutionary perspective. To learn from our defeats, we recall these more intensely than our victories." But there is a way to escape the downward spiral: positive reframing. This involves putting a positive spin on a negative or challenging situation and thus assigning it a new meaning. Consider, for instance, the stress we experience before taking a big test or giving a presentation. Reframing nervousness, elevated pulse, and shaking at the knees as a readiness to perform helps us relax and cope better in stressful situations. Our brains will easily remember the simple message: "You've got this!"

Reasons to be cheerful

Laughing makes some 300 of our muscles contract, 17 of them in the face alone. Faster breathing triples the exchange of gases, and breath is forced out of the lungs at up to 100 km/h. "Laughing is jogging while seated," says US psychiatrist Dr. William Fry. One of the pioneers of gelotology (the study of laughter), Fry has discovered that a sustained half hour of hearty laughter causes changes in the blood similar to those from jogging a half-marathon. But you don't have to turn laughter into a high-performance activity to feel its positive effects. Laughing is relaxing, eases tension in the shoulder and neck muscles, stimulates the mind, activates the breathing, and exercises the heart. So it's all the more surprising that adults do their "laughter exercises" only around 15 times a day, while children do them around 400 times. But what about those who find it notoriously difficult to tap into their lighter side? Help is on hand, for instance through humor training such as laughter yoga. Here, laughter, clapping, and breathing exercises aim to trigger the release of happiness hormones. What begins as fake laughter, yogis say, gradually develops into the genuine variety.



Panorama

Supply chains that learn



The major crises of the past few years have stretched global supply chains to breaking point. Now it's a question of upping their resilience without compromising too much on efficiency. Examples of how this might work can be found in nature.

Since the coronavirus pandemic began, supply chain managers have been stuck in crisis mode. First, the global spread of the virus disrupted production and sales plans. Then, in 2021, the Ever Given ran aground, blocking traffic through the Suez Canal. Finally, last year, energy prices skyrocketed as a result of the Ukraine war. The effects are being felt throughout the world: purchasing departments often have to wait months to receive the intermediate products they order and consumers are now no strangers to empty shelves. What is required is "resilience." This buzzword is derived from the Latin verb "resilire," which roughly translates to "jump back" or "rebound." Applied to supply chains, it means designing them so that flows of goods don't run dry as a result of disruption. But that's easier said than done—after all, supply chains are highly complex structures.

Inspiration can, however, be drawn from nature—a model student and tenured professor of resilience. Periods of warm and cold, meteorite impacts, and volcanic eruptions: time and again, evolution manages to adapt planetary life to new environmental conditions. The key here is that nature establishes contingency structures and reserves to cope when the going gets tough. This is evident in DNA, which contains multiple sets of instructions for how to form individual amino acids. In natural environments, as a rule several species perform similar functions to ensure that the demise of one species doesn't immediately trigger the extinction of the entire ecosystem. Another indication that nature likes to build in fail-safes is the human body with its two eyes, two lungs, and two kidneys.

In the business world, such redundancies were frowned upon for a long time. As transport systems got better and better, everything was trimmed down in the service of maximum efficiency. Goods are produced and purchased where it is economical to do so and deliveries are made just in time. This led to supply chains that, while making many products affordable in the first place, are also prone to disruption because their branches are so far-flung. Now, concepts such as dual sourcing and buffer stocks are making a comeback and attempts are being made to bring production steps closer together again. But the prospect of returning to a pre-industrialized world run mainly according to local supply chains seems rather uninviting.

Single-cell organism emulates rail network

Nature is full of examples of how efficiency and resilience don't have to be mutually exclusive, even in networks with lots of

branches. Slime mold is a prime example. Japanese scientists conducted an experiment in which they placed this single-cell organism into a container shaped like the greater Tokyo area. They positioned oat flakes where the surrounding towns would be. To reach these tasty treats, the slime mold first spread itself across the entire area. It then formed thick conduits between the flakes while withdrawing elsewhere. What's astonishing is that this system of arteries strongly resembled the Tokyo rail network, which planners had spent years designing. But whereas the collapse of a subway tunnel would greatly disrupt commuter traffic in a major city, slime mold quickly adapts to new obstacles: it simply reactivates one of the previously explored alternative routes.

There are parallels here with the self-organization found in communities of insects such as bees and ants, which achieve incredible logistical feats through teamwork. The fascinating thing is that there is no centralized coordination. Instead, each individual knows what its specific job is. This is because they are genetically programmed to change jobs at particular stages of life. However, they are able to take on a different task if required. The crucial factor is the exchange of information—honey bees perform their famous waggle dance, while ants communicate primarily through scent.

Nature goes digital

Obviously, it's not possible to simply transplant these examples one-to-one into another context. But they do show how decentralized organization can often be advantageous—and how important exchanging information is. In the business world, the trouble is that problems tend to come to light only if a delivery fails to arrive. Establishing a reliable flow of information is a prerequisite for harnessing digital technology to optimize supply chains. In turn, this creates an opportunity to introduce a bit of nature into the supply chain. A classic example from the transport sector is what's known as the ant algorithm, which replicates these insects' smart pathfinding skills.

Artificial intelligence (AI) is opening up new ways of making supply chains more resilient. Using digital twins, it's possible to simulate what would happen if, for instance, a distribution center ceased operations—and what the appropriate counter-measures would be. Early warning systems are also helpful: an Austrian start-up, for example, developed software that scours local news and social media looking for references to particular suppliers. The idea is for companies to know early on if they will be affected by strikes or natural disasters on the other side of the world. Other AI tools analyze dependencies related to raw materials and energy sources. Nature actually has an indirect hand in these solutions as well: the software's intelligence is due to artificial neural networks, which are modeled on the structure of the human brain.

What conclusions to draw from these analyses remains up to the people interpreting them. In other words, the people who manage supply chains will have plenty to do for a good while yet. In the best-case scenario, these developments will leave them with more room for maneuver—so they no longer have to dash from one crisis meeting to the next. **S. Ermisch**



Display-build is also part of the service

Cosmetics in expert hands

Following its successful launch in France, the new DACHSER Cosmetics Logistics industry solution is now being rolled out in key European markets. Customers can look forward to solutions tailored to their needs.

Whether they are nurturing, like facial toner and night cream, or decorative, like foundation and eye shadow, cosmetics bring glamour and style into the world of those who use them. Because personal care products require special attention as they make their way to customers, Dachser has now launched its

own industry solution just for that: DACHSER Cosmetics Logistics, a bespoke transport and logistics service for the cosmetics industry.

The starting point for the industry solution was the “home of cosmetics” itself: France, the central hub of this global market and also its leading exporter. The country exports EUR 16 billion of cosmetics products each year, with about half going to Germany, the UK, Spain, and Italy. In other words, it’s a major growth market, including for logistics.

“Now we’re expanding the industry solution to Germany and other European countries, and our positive experiences in France form the best possible starting point,” explains Jens Wollmann, Head of Corporate Solutions at Dachser. “With its global network, years of experience, and specialist industry knowledge, Dachser is positioning itself as the ideal partner for the distribution of cosmetics products in all European markets.”

Initially, services for the cosmetics industry will still be provided under the umbrella of DACHSER Chem Logistics. “However, because the cosmetics industry has its own requirements, we’ve set up an expert team to help develop specific logistics concepts for cosmetics suppliers. These concepts include transport and warehousing as well as sustainability, city distribution, omni-channel logistics, assessments, and certifications,” says Bruno Guillard, Department Head DACHSER Cosmetics Logistics.

Tailored solutions

Within the industry solution, all processes along the supply chain are digitally controlled and documented in real time. At the top of the priority list is the issue of safety and security. For example, exclusive cosmetics products can be specially protected in their own secure storage facilities. A policy of sealing and regularly checking the vehicles as well as using digital video surveillance provides the appropriate level of security.

Meanwhile, automated storage processes, standardized loading procedures, and efficient cargo securing all help minimize the risk of damage to this valuable cargo when it is en route to retailers. In addition, Dachser has full AEO certification on “customs simplification, safety, and security” and has been rated by EcoVadis on various environmental, social, and ethical aspects of sustainability.

A specialist for every eventuality

The options offered by DACHSER Cosmetics Logistics include a wide selection of value-added services: specific delivery services, delivery planning and returns management in transport, special packaging solutions, inventory monitoring and replenishment management in warehousing, and much more. “We have a solution for almost anything customers in the cosmetics industry could wish for,” Guillard says.

Sustainability is an increasingly important requirement in the cosmetics industry. This is certainly true of Groupe Rocher, an international group of companies headquartered in La Gacilly, France, and focused on manufacturing and selling natural cosmetics and body care products. “We entrust Dachser with the distribution of our natural cosmetics items,” explains Jean-Louis Lamidon, Logistics Director at Groupe Rocher Operations. He points out that Dachser records and reduces its customers’ transport-related carbon footprint. For example, as part of DACHSER Emission-Free Delivery, non-refrigerated shipments are delivered in twelve city centers and urban areas in Europe exclusively by battery-electric trucks and electric vans as well as cargo e-bikes. “For the cosmetics industry, with its many small items such as skincare products or toiletries, zero-emission city distribution is a promising building block for achieving sustainability goals,” Wollmann says.

In the cosmetics business, such an understanding of logistics strikes a chord with the industry—and its (end) customers. Alexandra Pauly, Supply Chain Manager for Sederma, a manufacturer specializing in organic cosmetics products, says: “As a family-owned company, Dachser embodies the values of sustainability and of respect for the products that we have earmarked for the cosmetics industry.” The DACHSER Cosmetics Logistics industry solution, she adds, stands for something “essential in the cosmetics and personal care sector: trust and security.” **L. Becker**

The word cosmetics comes from the Ancient Greek “kosmein,” which means “to adorn.” But there isn’t really a fixed border between adornment and body care. Demand is growing constantly. A study by Grand View Research valued the global market for beauty and body care products in 2021 at USD 482.8 billion. From 2022 to 2030, the market researchers expect average annual growth of 7.7 percent.



Emission-free deliveries
to city centers





The best of all worlds

The electronics dealer TTI relies on flexible supply chains to ensure it can supply increasing numbers of customers around the world at any time. Dachser's solution: supply chain optimization.

A company that keeps on growing has done a lot of things right. A company that has been able to record double-digit growth in recent years—despite the pandemic, strained supply chains, and rampant energy and infrastructure costs—is in an excellent position. It has clearly mastered the challenge of how to keep supplying its customers reliably even under these difficult conditions.

One such company is TTI (Techtronic Industries Company Ltd) from Hong Kong, a supplier of power tools, accessories, hand tools, outdoor equipment, and floor care and cleaning devices for consumers, including DIY enthusiasts. TTI also supplies professional and industrial users in the repair, maintenance, construction, and infrastructure industries. In the first half of 2022 alone, the company generated over USD 7 billion in revenue, an increase of 10 percent year over year. →

“

It's imperative that we make our distribution network as flexible and as versatile as possible so we can meet the changing requirements of our customers and markets.

”

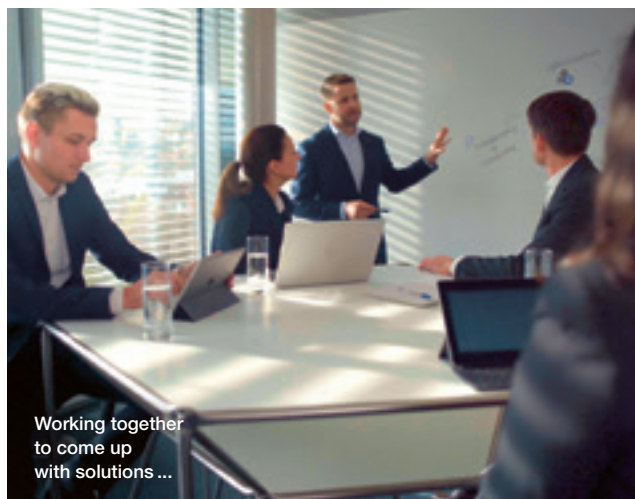
Paolo Balloni, Vice President Supply Chain Management EMEA at TTI

In Europe, Dachser and TTI first worked together in 2010, initially only for transports for the French market. “Step by step, we then expanded our collaboration to include several other European countries as well. Today, Dachser is the second-largest transport service provider in our EMEA network,” says Paolo Balloni, Vice President Supply Chain Management EMEA at TTI.

In light of the conditions currently shaping the world markets, Balloni views growth as a particular logistical challenge. “We expect absolute reliability and consistency from our logistics providers in terms of their delivery performance,” he says. Volatile markets in particular demand quick response times should problems occur, he says, as well as support in case of unexpected business requirements. “This in turn calls for a competitive and proportional cost-benefit ratio.”

Tobias Rasch knows TTI's requirements like the back of his hand. As Department Head Supply Chain Transformation, a part of Dachser's Corporate Key Account Management, Rasch looks after this customer together with his team. “We've been accompanying TTI on its growth journey for many years now, meeting and overcoming each new challenge together,” he says.

The pandemic years provided a particular boost. During that time, TTI did well in both the industrial sector and the DIY business. Demand for electronic devices from the TTI product family surged. However, this also raised urgent questions regarding the structure and resilience of the company's supply chains.



Supply chains under stress

“Enormous revenue growth combined with the constant uncertainty of the past three years put a massive strain on TTI's distribution and transport network,” Balloni reports. “Over the same period, expectations have become ever more widespread in our industry that deadlines will be met, deliveries will be on time, and execution will be seamless. So to meet the changing requirements of our customers and markets, we had to make our supply chains correspondingly flexible and versatile. Dachser really helped us with that.”

Rasch and his team focus on supply chain optimization. Together with customers, the Dachser experts analyze and optimize all logistical processes and parameters. “The global Dachser network, with all its systems and experienced staff and partners, gives us plenty of scope for meeting individual customer requirements,” Rasch says. “The key to this is a new, multimodal approach that helps us detect weaknesses in the supply chain and transition away from old structures that no longer serve us.”

This is based on the realization that logistical structures that were once suitable for providing certain services are now increasingly unfit to cope with the geographic, political, and technical shifts that shape the world today. “So we need new approaches and solutions,” Rasch says. This is entirely in line with Dachser's mission to apply its logistical network services to optimize its customers' logistics balance sheets.

Profile: TTI

Techtronic Industries was founded in Hong Kong in 1985. The company is a fast-growing, world-leading supplier of power tools, accessories, hand tools, outdoor equipment, and floor care and cleaning equipment for consumers, including DIY enthusiasts. TTI also supplies professional and industrial users in the home improvement, repair, maintenance, construction, and infrastructure industries. The TTI Group employs more than 47,000 people (2022).
ttigroup.com

A transparent process

“Dachser’s supply chain optimization aims to achieve the best possible scenario for our customers. To this end, we analyze current challenges and potential solutions in a transparent consulting process together with our customers—as we do with TTI,” Rasch explains. Analyzing locations, transport routes, potential synergy effects, and other factors is central to this consulting approach, he says. “Based on customer data, we visualize the current logistics structure and highlight ways in which we could theoretically optimize it. This approach is known as Greenfield Analysis. Next, we use the model we’ve just built to develop scenarios for how best to implement the optimization in the Dachser network.” According to Rasch, this is a crucial step, because theoretical models often don’t immediately map onto the logistical reality. “Our approach lets us take all specific business requirements into account and systematically tackle the challenges we’ve identified,” he says.

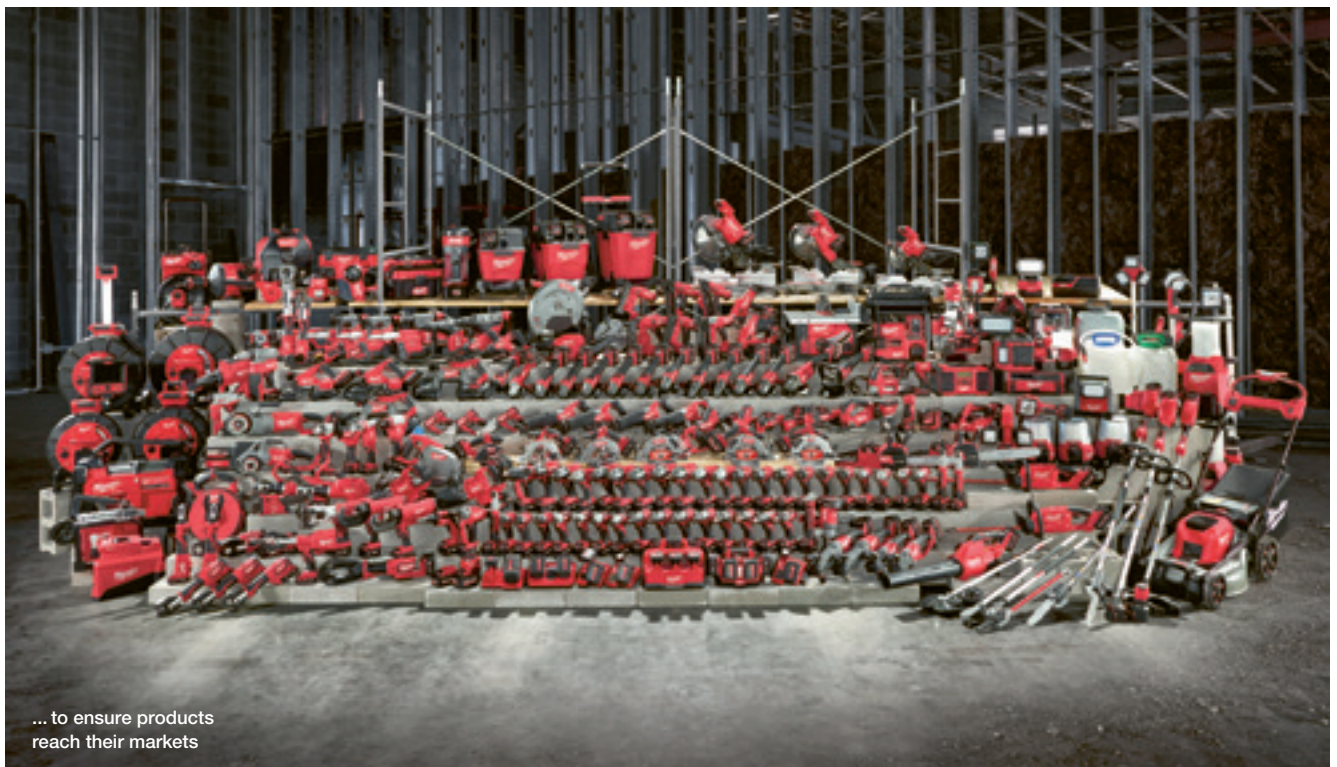
As a result, TTI has gone from having three logistics centers—in Germany, the UK, and France—in 2020, to having a total of five fully functional distribution centers up and running at the beginning of 2023. These greatly increase overall capacity and provide an ideal connection to trans-

port networks within Europe as well as to and from overseas. Dachser’s Kornwestheim, Villeparisis, Zevenaar, Northampton, Wrocław, and Hong Kong branches play a key role here in making TTI’s supply chains reliable and in achieving both the company’s and its customers’ remaining growth targets.

In addition to delivery reliability and control over costs, TTI places great value on sustainability as it continues to optimize its supply chains. “The problems that the world and the logistics market are currently facing don’t absolve companies of their duty to continue efforts to limit environmental pollution, waste, and harmful climate emissions,” Balloni says. “When it comes to sustainability, TTI and Dachser have made a point of pulling together. We’ve jointly developed concrete and practical solutions; for example, to optimize supply chain consolidation, increase capacity utilization for trailers and containers, and reduce packaging consumption.”

“Our consulting experience shows us that supply chain optimization is more about evolution than revolution,” Rasch says. “The road to optimization is often paved with various smaller projects geared toward making minor adjustments that trigger a major and lasting impact on the overall process and the company’s success.” All to ensure that growth is anything but a burden. **M. Gelink**

Working together with customers, supply chain optimization uses sophisticated algorithms and in-depth practical analyses to carefully balance supply and demand for an ideal alignment of cost effectiveness and reliability in manufacturing and sales.



... to ensure products reach their markets

From the laboratory of the future

The magic chatbot

With ChatGPT, natural language processing has reached an unprecedented level of quality—opening up completely new possibilities in human-machine communication.

GPT-3, ChatGPT, and OpenAI are currently trending online. The latest version of ChatGPT, a chatbot created by US company OpenAI from San Francisco, is generating some media buzz as it impresses users from a wide variety of fields with its new test version. This technological milestone in AI-based text recognition could also open up new opportunities for logistics.

As the name suggests, a chatbot is a combination of “chat” and “robot”: a text- or audio-based dialogue system that allows real-time communication between people and machines based on natural language. Simple chatbots search either the web or a defined dataset for keywords entered by the user. They then use a programmed decision tree to select predefined texts or text modules from a database of possible answers so they can provide these as responses. Websites will often feature this kind of basic chatbot as a way to provide quick and easy user assistance.

Smarter chatbots use natural language processing (NLP) to determine the context for a completely new written or spoken sentence. The goal is to find suitable answers on the basis of, say, a knowledge database. NLP is based on artificial intelligence (AI) and machine learning algorithms. So far, the quality of the results from such intelligent chatbots has been of limited practical use. As tests at Dachser showed, available algorithms from well-known cloud providers correctly recognized the context of, at best, 60 to 80 percent of the input.

Now, OpenAI has achieved a new dimension of context recognition with its ChatGPT software. GPT stands for “generative pre-trained transformer” and refers to a special new type of NLP model the company developed in 2018. It has now released GPT-3, the third version of the NLP model that is the foundation of ChatGPT’s success. In the meantime, the company has moved away from its original open source approach and is taking a more commercial tack.

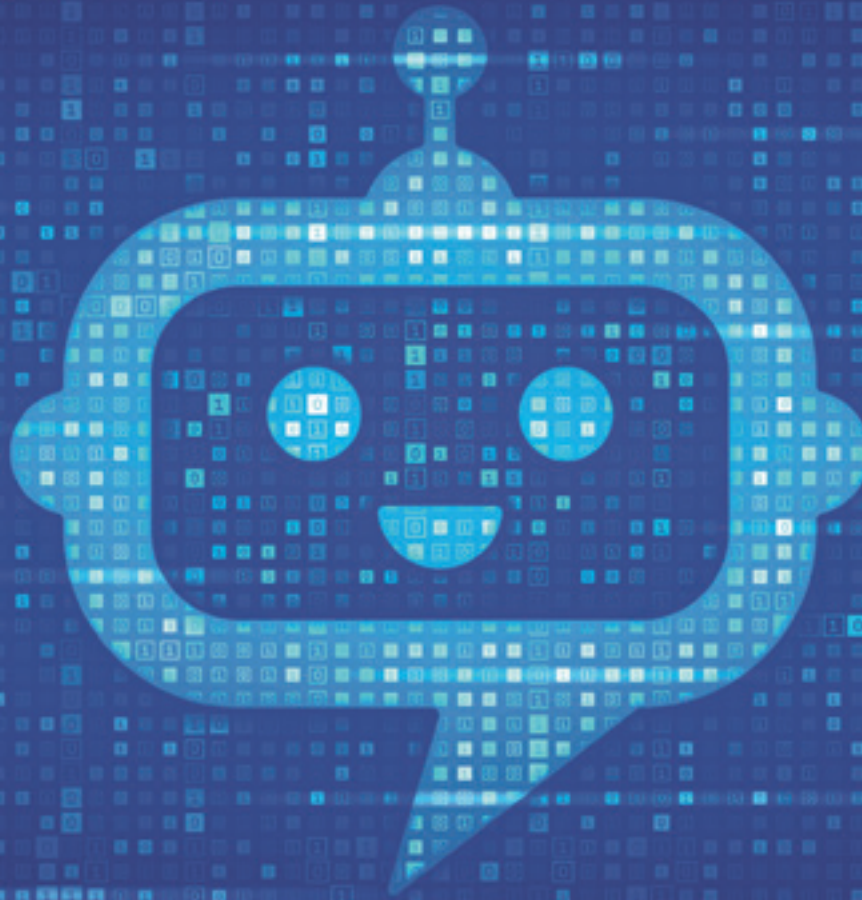
Unlike previous chatbots, ChatGPT is able to deliver natural-sounding conversations enriched with a wealth of factual information over many rounds of text entry. This has been confirmed by multiple studies as well as by Dachser’s initial tests. Based on a deep learning model and a large training dataset, ChatGPT is capable of handling all sorts of questions across a wide range of subject areas. Its answers are similar in pattern and structure to human speech. However, it cannot (yet) replace independent human thinking and critical probing of content and context. When it comes to mathematical skills and certain logic tasks, too, ChatGPT still has a long way to go.

Word-by-word logic

But that’s not the case in semantics: each chatbot response is always built up word by word by calculating probabilities for the next word. In addition, ChatGPT can generate or correct software code. Writing messages, poems, summaries, or market analyses in different languages is basically no challenge for the ChatGPT algorithm either.

Besides its very large training dataset, a special feature of GPT-3 is the way in which the underlying AI model was trained. For ChatGPT, forms of supervised and reinforcement learning were combined and people themselves were involved in the training process (active learning). To put it simply, humans served as the trainer, assuming the roles of both questioner and respondent during the supervised learning process. In the reinforcement learning phases, the trainers devised a method for ranking the quality of the chatbot’s responses to a conversation that had already taken place. Based on these rankings, they created reward models that were then incorporated into further training iterations.

ChatGPT also includes a rule-based mechanism that aims to prevent inappropriate responses as far as possible. The lack of this capability was previously a major criticism of the



Chatbots are the next big—and controversial—aid to copywriting

predecessor to GPT-3 and comparable models. However, even ChatGPT still struggles to reliably exclude plagiarism, fake news, and discriminatory or sexist positions.

Automating communication

Generative AI has applications in other areas besides text and software code; for instance, it can generate images, videos, or music. Chatbots with levels of context recognition similar to that of ChatGPT will also have an impact on logistics and IT. Automating communications with machines,

systems, and vehicles, as well as with customers, partners, and employees, could well give this technology an unprecedented reach in everyday operations.

One thing is already certain: ChatGPT, along with its base technology, GPT-3, is one of the most-hyped tech topics of the year. It won't solve all tasks and issues, but ChatGPT has the potential to generate new innovative processes, products, and business models. You can try it out yourself at <https://chat.openai.com>.

Andre Kranke, Head of Corporate Research & Development

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



A view of legendary
Casablanca



From the Maghreb to global markets

North Africa is booming: the Maghreb countries are taking great strides in their manufacturing industries and energy economy. Morocco in particular is moving even closer to European markets. Through a new gateway in Strasbourg, this aspiring country now has a direct connection to Dachser's pan-European overland transport network. →

It is a place imbued with a unique sense of magic. The term “Maghreb” comes from the Arabic word “al-maghrib,” which means “the west,” or literally “the place where the sun goes down.” Westernmost of all the Maghreb countries (alongside Mauritania, Algeria, Tunisia, and Libya) is the Kingdom of Morocco, known and loved by tourists the world over for the spectacular sunsets to be seen from its beaches, mountains, and deserts. Morocco’s popularity also has a lot to do with its political and economic stability.

This stability is proving to be a major success factor in these times of reshuffling manufacturing and trade relations. Given the recent frequency of supply chain interruptions and delays, manufacturing industries are being drawn to nearshoring as a solution to problems of cost, quality, and risk. The gas and electricity crisis is bringing huge new relevance to exports of climate-neutral energy sources, such as “green” hydrogen produced using solar power.

Against this backdrop, reports the information service Germany Trade & Invest (GTAI), there is now a growing perception in Europe of Morocco as a supply market, including for capital goods. Morocco’s manufacturers of items such as car parts and electronics—whose focus used to be on supporting domestic manufacturers of goods for export, especially cars—are now increasingly also supplying foreign markets directly,

particularly in the EU. As a result, says GTAI, the Moroccan Ministry of Industry and Trade is now pursuing additional expansion of local manufacturing.

Logistics is booming

When it comes to achieving economic growth and expanding trade relations, logistics is a key driver of success. Dachser began operations in Morocco just about 40 years ago. With its Dachser Cargoplus product line, the logistics provider has established a sustainable connection between Europe and North Africa. A focal point here is procurement and distribution logistics for the automotive and textile industries. Dachser transports its customers’ goods to and from Morocco, Tunisia, and Algeria—either as full truckload (FTL) or less than truckload (LTL) in combination with groupage services.

“Over the years, we’ve created a perfectly functioning infrastructure for seamless procurement and distribution logistics in the Maghreb. Our state-of-the-art high-bay warehouses in Mohammedia and Tanger Med are where the various tailored bundling concepts and storage solutions come together. It is the hub for fast and efficient delivery to regional markets,” says M’Hamed Chraïbi, who was recently appointed to the post of

Tanger Med: North Africa’s gateway to the world



Rabat, the capital of Morocco:
A vibrant hub of the Maghreb



Regional Managing Director Maghreb. In this new role, the logistics expert will help roll out standard processes and Dachser systems such as Domino and Othello in Morocco and Tunisia. He will also coordinate infrastructure overhaul and ensure that these countries are fully integrated into the company's European network.

Daily scheduled services

Through a dedicated gateway, Morocco now also has a direct connection to Dachser's overland transport network. Since the beginning of the year, a daily scheduled truck service has been shuttling shipments between the Cargoplus branch in Strasbourg and Morocco. "Our Cargoplus gateway lets us bundle volumes from all over Europe and organize scheduled departures for our own trucks with defined transit times," says Jens Lengefeld, Head of Partner Hub & Traffic Organization at Dachser. "We ensure process efficiency through a team that has many years of experience in North African markets, our expert customs department, and the efficient connection to our European network."

Since 2007, the bridge to Europe has started at the Tanger Med port near the Strait of Gibraltar. Expanded in 2018, it is now the largest port in

both Africa and the Mediterranean region. Connected to 186 other ports worldwide, it has the capacity to handle the processing of over nine million containers, the transit of seven million passengers and 700,000 TIR trucks, and the export of one million vehicles. This also makes Tanger Med a preferred industrial location for more than 1,100 companies from a variety of sectors, including automotive, aerospace, logistics, textiles, and retail.

In 2021, Dachser opened its own warehouse at Tanger Med; steadily increasing goods flows meant that the warehouse in Casablanca was reaching its limits. Dachser's Tanger Med facility now provides more than 7,000 pallet spaces on a site area of 5,500 m². Another key milestone on the path to integrating Morocco into Dachser's pan-European logistics network was the company's recent certification as an Authorized Economic Operator (AEO). This greatly simplifies customs procedures for "established senders." The certificate is valid for all EU countries. "AEO certification is an important step for Dachser Morocco," Chraibi says. "It is the result of our continued commitment to offering a high degree of service quality, transparency, and process reliability to produce the best possible blend of goods flows and speed. In other words, exactly what customers expect of Dachser." **K. Fink**

Dachser Cargoplus integrates pan-European transports into Dachser's European network. It handles full load, groupage, and project shipments to specific markets—the CIS, Caucasus, and Maghreb countries and Turkey—for customers in a wide range of sectors. Full load and project shipments are also made to Asia.



Service quality, transparency, and reliability for the best possible blend of goods flows and speed: that is exactly what customers expect of Dachser.

M'Hamed Chraibi, Regional Managing Director Maghreb at Dachser

Opportunities in logistics

The team is everything

Allyssone Fontiny joined Dachser in 2011. Today, she manages the branch in Avignon, France, where she maintains a close relationship with the staff and with customers.


People first, numbers second: Allyssone Fontiny is clearly well-versed in both. The 45-year-old from Pas-de-Calais in northern France studied management sciences with a focus on finance. After earning her master's degree, she went on to do a dual work-study program in "management techniques for small and medium-sized businesses." In 2011, she joined Dachser as a controller. Today, she manages the branch in Avignon, France—and does so with great success and empathy.

"Our customers are satisfied because all the branch's departments perform well and are committed to a common cause," says Allyssone Fontiny, whose leadership concept centers on people: "They are the pillars of our organization."

In keeping with this ethos, it's always been clear to her that she doesn't want to view finance as a numbers game untethered to real life. "My father was a craftsman," she says. "An accountant would come to our house regularly to take care of the financial side of things. I wanted to take a different approach, one that would bring both these worlds together. This pushed me toward management in my finance education."

After studying for five years, Allyssone Fontiny earned her first professional stripes as a controller for various transportation companies and quickly took to the industry. "Eventually, I wanted to take the next step and work for a global yet family-like company. And so I joined Dachser in 2011."

Her plans worked out. "As regional controller, I was involved in a number of projects that gave me a holistic perspective on Dachser as well as on national and international projects," she recalls. When Dachser offered her the opportunity to become branch manager in Avignon, she didn't have to think twice: "The move aligned

A portrait of Allyssone Fontiny, a woman with long, wavy brown hair, smiling. She is wearing a white blazer with dark trim on the lapels and a small necklace. The background is a yellow wall with the word "Logistics" in large black letters.

Allyssone Fontiny
found her professional
home in Avignon

perfectly with my desire to progress, push things forward, develop and implement solutions, and help shape branch strategies,” she says, adding: “Our French management was also very supportive of my move, as was the regional manager and my team. I am very grateful for that.”

A holistic perspective

“Our team in Avignon consists of 23 colleagues and works for and with customers from the departments of Vaucluse, Gard, Drôme Sud, and Bouches-du-Rhône. We mainly warehouse and transport products for them like personal protective equipment, bathroom fittings, and industrial cooling systems,” Allyssone Fontiny says. For her as a manager, it’s especially important to always let employees know the purpose and the importance of their tasks.

“Customer satisfaction is our top priority,” she says. “This means that everyone on the team must know the full scope

of activities going on in the branch and how it’s all connected. Every position, every task is important.” For Allyssone Fontiny, logistics may employ state-of-the-art technology, but it is always done by people for people: “If we want to be successful, our team has to be as close to our customers as possible. We have to listen to them carefully—that’s the only way we can recognize or even anticipate their needs and offer them tailored solutions.”

Looking back, she views her own career path from controller to manager as a series of incredible opportunities: “Dachser relies on its employees’ skills and fosters their development within the company. This allowed me to continuously expand my range of skills and responsibilities.” Dachser’s unique culture of mutual trust and appreciation makes the company a reliable partner for both the employees and the customers. As Allyssone Fontiny puts it, “It’s my job and my duty to represent and practice Dachser’s people-oriented culture and to help employees experience it, too. That’s what motivates me and what I enjoy doing on a daily basis.”

K. Fink



Network expertise



Heading for the future together:
Jan-Peter Müller (left) and Alfred Miller

Growth in the food network

The Dachser Food Logistics network welcomes a new member as Dachser acquires Dutch food logistics provider Müller.

With the acquisition of Transportgroep A. Müller B.V., Dachser is securing the leading food distribution network in the Netherlands while opening up Müller's growth potential with European transports. Subject to approval by the Dutch competition authority, this acquisition also includes the Dutch food logistics provider's own extensive fleet.

High quality in the food market

As one of the market leaders in food logistics in the Netherlands, Müller built up a broad distribution network in that country. The company served this network with its own fleet of 350 trucks and 400 trailers as well as with more than 400 employed drivers. "For Dachser, acquiring Müller in the Nether-

lands is a major step toward expanding our business activities in Benelux," says Alfred Miller, Managing Director Dachser Food Logistics. "With this acquisition, we are securing high-quality distribution capacity for our German and European customers in the Netherlands, a key food market."

New prospects for customers

"As part of Dachser, we now have access not only to Dachser's food logistics network in Germany, but also to Dachser's European Food Network and the 34 countries it serves," says Müller CEO Jan-Peter Müller. "That means we can offer our customers a whole new range of options. It also creates excellent and reliable future prospects, in particular for our employees."

Emission-free in city centers

The DACHSER Emission-Free Delivery concept for city-center deliveries, which started as a research and innovation project, has proven hugely successful. There are already twelve zero-local-emission city-center delivery areas for non-chilled goods in the Dachser network at present, and further growth is planned: at least ten more major European cities are to follow by 2025. The main focus is on major European cities with populations of at least one million where Dachser's European Logistics business line already has a branch.



Emission-free city-center deliveries are growing

More logistics space

Dachser is further expanding storage capacity for its customers by establishing an additional warehouse in Rottenburg am Neckar, Germany. At the Ergenzingen-Ost industrial park, 18,000 pallet spaces are being added for customers from a variety of industries, including pharmaceutical, food, electrical engineering, chemical, and consumer goods companies. Located in the Stuttgart metropolitan region, this new building will cover approximately 11,500 m². Operations are expected to commence in August 2023.



Breaking ground in Rottenburg am Neckar



The new Mercedes electric truck

Extensive range

Dachser has signed a declaration of intent with Mercedes-Benz Trucks to add 50 Mercedes-Benz eActros LongHaul trucks to its European fleet. A substantial addition to Dachser's electric vehicle fleet, these battery-electric vehicles will have the 6x2 swap-body configuration with a 1,120 mm loading height. This e-truck is expected to be ready for large-scale production in 2024, at which point it should offer a range of around 500 kilometers on a single charge.

Acquisition of shares in Hungary

Dachser has acquired the remaining 50 percent of the shares in its Hungarian joint ventures Liegl & Dachser Szállítványozási és Logisztikai Kft. (transport and storage of industrial goods and food products) and Liegl & Dachser ASL Hungary Kft. (air and sea freight). As a result, the previous co-owner Engelbert Liegl handed over his responsibilities as Regional Manager South East Europe (Road Logistics) to Roman Stoličný. The 54-year-old Slovakian was previously responsible for the operational development of the Hungary, Slovakia, and Romania country group at Dachser. However, Liegl will continue to help shape the development of the Dachser Slovakia and Dachser Romania joint ventures as a shareholder.



A lot is changing for Dachser in Hungary





Innovations from within

Idea2net, Dachser's strategic innovation program, makes the company's employees the focal point for development and gives them the opportunity to actively shape Dachser's future. The sky's the limit when it comes to inventiveness and creativity.

Impossible! New ideas on their way to becoming potentially groundbreaking innovations are always accompanied by a degree of skepticism. This was certainly the case for Thomas Simon, company founder Thomas Dachser's son-in-law, who later became managing director of technology. At the end of the 1960s, he came up with the idea for a standard transport container for groupage logistics modeled on a shipping container: the swap body. Initially met with skepticism, this groundbreaking and flexible road transport innovation went on to revolutionize the entire industry. Today, it's impossible to imagine life in the logistics industry without this Dachser invention.

Not every idea is automatically an innovation, however—much less an innovation as significant as the swap body. But it can become one—often in combination with many other ideas. That's precisely why Dachser launched Idea2net. Led by CEO Burkhard Eling and CDO Stefan Hohm, Idea2net Program Management coordinates this strategic focus program. "Idea2net is about fostering a culture of innovation in line with Dachser's values. By establishing a company-wide Idea2net community, it paves the way for a collaborative innovation process," Hohm says. This strategic focus program is specifically aligned with new technologies and megatrends, which form the basis for specific fields of exploration. That way, the innovation process has defined guiding principles and a clear focus. Idea2net has already helped advance numerous innovation topics. Dachser's new telematics solutions, for example, are based on a wealth of constructive employee ideas. Such ideas were also instrumental in developing and enhancing the City Distribution concept as well as Dachser's systems for short-distance transport.

Philipp Wörner and Lukas Behrens are among those who know that Idea2net helps turn a large number of good ideas into innovations—at the branch level or for the entire network. As project managers at the Dachser branch in Karlsruhe, Germany, they coordinate local Idea2net activities and act as ambassadors of innovation on-site. →



Our employees are simply bursting with ideas and are eager to share their creativity.

Isabel Padilla, Project Manager Dachser Spain at the Regional Head Office Iberia

In the Idea2net Space, a collaborative digital platform, employees can add suggestions and comments, ranging from minor improvements in on-site processes to innovative ideas for developing new business models. “No idea goes unnoticed,” Wörner says. “On the contrary, the Idea2net Space even allows employees to follow the progress in real time. At the same time, everyone is invited to participate in the process of generating ideas and to join the discussion. In this way, the platform gradually gathers the most important information about the different innovation activities going on at Dachser.”

Step by step to success

First, the local ideas committee at each branch considers its submissions and, in the best case, rolls them out directly. If ideas have the potential to work not only for the branch but for the network as a whole, they are forwarded to the central Idea2net Program Management. Promising ideas are then “fed” into the innovation process, where they are bundled with other ideas according to topic and enhanced with expert knowledge. In turn, this leads to preliminary projects and, if all goes well, to concrete innovation projects with a clear timetable and budget plan.

Idea2net connects employees not just within their own branch but throughout the Dachser world. Today, there is an international Idea2net community comprising 149 local contacts in at least 23 countries, bringing together dispatchers, human resources managers, billing experts, sales managers, and more—each with their own skill set and experiences. In their branches, their responsibilities include leading their local ideas committee, informing their colleagues about ongoing innovation projects, and conducting idea workshops.

Just how much creative potential Idea2net can unleash became apparent when employees from 38 countries participated in a global Idea2net campaign—DACHSER Climate Protection—between March and June 2022. In ten weeks, the campaign generated 2,100 ideas, 1,035 comments, and 8,534 likes. Most of the submissions concerned commuting, digitalization, electric vehicles, renewables, or energy-saving lighting.

Participation made simple

In October last year, the Idea2net Space was rolled out at Dachser Iberia as well. Isabel Padilla, Project Manager Dachser Spain at the Regional Head Office in Madrid, is responsible for

its implementation. For years, she has devoted a great deal of her time and energy to transformation and integration projects aimed at further integrating Dachser Iberia into Dachser’s European network. “Idea2net is a really exciting program that makes it very easy for everyone to share their ideas for innovations without having to first run it by their superior or jump through a lot of hoops,” Padilla says. Employees have really embraced the concept: “We launched in October, and in the first three months alone we received some 300 ideas. Especially those employees who at one time perhaps wouldn’t have considered sharing their ideas now find it much easier to get involved.”

Padilla reports that most of the ideas arise from everyday practice with a view to benefiting everyday practice. “For example, summers are often really hot here and it can get really stuffy inside the branches. It was employees who suggested using big fans as an efficient way of improving the flow of air. Initial tests are already underway and the situation looks promising.”

Iberia is bursting with ideas

“That the program is a top priority at Dachser is a source of extra motivation for us all,” Padilla says. “Spain had the third-highest number of participants in last year’s Idea2net campaign—DACHSER Climate Protection—despite the fact that Idea2net hadn’t yet been rolled out on the Iberian Peninsula. Our employees are simply bursting with ideas and are eager to share their creativity,” Padilla says.

Whether Idea2net will lead to an innovation as game-changing as the swap body remains to be seen. “But I don’t think that’s the key issue here,” Behrens says. “Many small steps can also take you far.” He adds that, at the Karlsruhe branch, they have set up a mobile Idea2net exhibition for those logistics operatives who don’t have access to a computer at work. “Pinboards in the warehouse show employees which ideas are currently making the rounds at Dachser and allow them to add their own thoughts. This extraordinary bridge between the digital and the analog worlds is proving really popular, which shows that everyone can get involved in generating ideas,” Wörner says. The innovation ambassador is especially pleased that this physical participation platform can be used in different places throughout the branch. After all, the Idea2net exhibition can be moved from place to place—in its own special swap body: the perfect way to highlight Dachser’s core values, such as entrepreneurship and having the courage to innovate.

M. Gelink



Welcome back

Finally—live and in person: after a four-year break due to the pandemic, the transport logistic trade fair in Munich will be opening its doors again May 9–12, 2023, showcasing the industry's world-class innovations and trends. Dachser's exhibition booth at the fair has always been considered an absolute highlight and a must-see. This year's spectacular booth offers 700 m² of space for presenting innovations and solutions, and is sure to attract customers and visitors from all over the world. Find us in Hall B6, booth number 101/202. The Dachser trade fair team says, "Welcome!" transportlogistic.de/en

One world.
One company.
One network.

Global connections.

Sustainable growth, the courage to break new ground, and above all an abundance of team spirit have made DACHSER a driver of innovation and a leading global logistics company.

The DACHSER mission.

We use the world's most intelligent combination and integration of logistical network services to optimize the logistics balance sheet of our customers long term and to pave the way for enduring partnerships.