



Driving Change

Profile

- Nonprofit association founded in 1978, objective, non-affiliated, does not represent special interests
- More than 11,000 members from the top echelons of industry, trade, services and the world of academia
- 28 Chapters in Germany
- 25 Student Chapters in Germany
- 300 free events every year
- 10 international Chapters: Beijing, Hefei, Istanbul, Katowice, Luxembourg, Moscow, São Paulo, Shanghai, Singapore and US Southeast
- 19 BVL Representatives around the world
- Around 250 honorary officials
- Exchange of expertise and experience
- Raises awareness for the importance of logistics and promotes the application and development of supply chain activities

Activities

- Events – regional and national, free and fee-based events to spread knowledge and promote networking
- Services – publications, research, platforms for know-how transfer and building personal networks
- Campus – hands-on knowledge for hands-on solutions, international business and logistics, lifelong learning
- Awards – recognition for innovative and inspirational ideas for logistics activities in industry, science and the media

Benefits

BVL members ...

- have access to updated knowledge bases:
 - market expertise
 - facts and figures
 - know-how and experience
- are able to identify and evaluate trends more easily
- can assess their standing in the competitive arena
- have the chance to meet other participants from both sides of the market
- can continuously expand their personal network

Information

In 2016 for the first time, the Report of the Board has not been produced in a high print run and sent to all members. A new responsive microsite on the Internet is now the platform for communication of the contents of the Report. The microsite is backed up by a PDF version of the Report: www.bvl.de/en/report

Driving Change

2016 Report of the Board

The Board of BVL on November 17, 2016 in Frankfurt:

Prof. Thomas Wimmer, Josip T. Tomasevic, Prof. Werner Delfmann (Chairman of the Scientific Advisory Board), Peter Gerber, Prof. Karl Nowak (Chairman of the Advisory Board), Prof. Katja Windt, Dr.-Ing. Torsten Mallée, Karl A. May, Christian Berner, Prof. Robert Blackburn, Frank Wiemer, Prof. Stefan Wolff, Joachim Limberg and Prof. Raimund Klinkner (President)

Other Board members: Frank Dreeke, Jürgen Gerdes, Karl Gernandt, Frauke Heistermann and Prof. Michael ten Hompel



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DRIVING CHANGE

Dear Members, Dear Readers,

Major changes are impacting numerous areas of industry and society. Many of these changes are being driven by digitisation. The process of digitisation is an essential response to changing demand preferences on the part of customers. It also forms the basis for new business models. Processes are changing, and management and employees must learn to think and work in networks.

We need to recognise, accept and shape change. In 2016, BVL also made it its mission to help members find their bearings and – where possible – to address their uncertainties. Consequently, many of our events and publications were designed to generate stimuli and ideas for a successful digital future and, as one of the USPs of BVL, to encourage cross-sector debate and discussion on the implementation of the imminent and unavoidable paradigm shift.

During 2016, BVL as an organisation also played its role in driving change. It developed new digital and interactive formats for its events. It put key topics on the agenda, both through the presentations by its speakers and in its own publications in print and on the Internet. It assigned greater importance to further training, with the focus on the core fields of expertise of logistics practitioners. In the new study on trends and strategies in logistics and supply chain management, the team of researchers commissioned by BVL has defined key benchmarks. As an organisation, BVL is also becoming more international, and more youthful – and also attracting increasing numbers of female members.

The success of the association in this area is due to the commitment of and the effective cooperation between members and above all the efforts of the honorary officials in the Chapters, the Advisory Boards and the BVL Board as well as the team at head office. I would like to take this opportunity to express my gratitude to all those who have shared their knowledge and their experience with our network and who have contributed the most valuable resource of all – namely their time.

The theme of BVL for 2017 is “Think different – Act digital” and has been chosen to explore how the necessary changes can be shaped in practice. The topics will become more diverse and more complex, and developments will continue to pick up pace. Each and every one of us will face additional major challenges. BVL’s activities will mirror the variety and speed of these new dimensions: we will address the key issues and adopt a definite stance. This will help to ensure that our association is well positioned to generate the important stimuli that benefit our members on their professional paths – while acting as the dependable “professional family” that is valued by so many of us.



Prof. Dr.-Ing. Raimund Klinkner
President

“ *The feedback from our members and partners underlines the importance of interaction and exchange in the network for their day-to-day work in their companies. This means that BVL is serving its purpose as an expert network and a communication hub for the people engaged in supply chain management and logistics.* ”



Driving Change

Following on from the 2015 theme “A World in Motion”, BVL went a step further in 2016 by choosing “Driving Change” as the theme for the International Supply Chain Conference and for the year as a whole. Description and analysis was therefore followed by strategy and tactics, plans and hands-on implementation.

Study on trends and strategies

In digitally transformed value added chains, the aim is to achieve full end-to-end communication and data availability. Thinking in processes – always with the focus on the customer – is becoming ever more important. The work performed by humans and machines will increasingly complement one another. The study on “Trends and Strategies in Supply Chain Management and Logistics” commissioned by BVL supplies interesting insights and analysis on this subject.

Economic and structural data

BVL’s Logistics Indicator, which depicts the current situation and future expectations on both sides of the market, is now in its tenth year. The size of the sector has been recalculated by the Fraunhofer Working Group for Supply Chain Services (SCS), which found that the volume of the market was previously underestimated by around four percent.

Urban logistics

BVL picked up on a new topic with a round table on urban logistics. The goal is to develop a roadmap for change and optimisation in the area of urban logistics. We are looking for sustainable and holistic solutions that can meet the requirements of industry, trade, logistics services, politics and administration – while also benefiting the population and improving the quality of life in the cities.

The image of logistics

The BVL “Image of Logistics” focus group is made up of 35 experts from industry, trade, logistics services, academia, the media and the field of communication. It sees itself as a think-tank tasked with generating valuable stimuli and also initiating and implementing concrete measures.

Qualification

BVL has streamlined its qualification programme. Through the German Foreign Trade and Commerce Academy (DAV) and the BVL Seminars unit, the programme is now focused on the further training of working logistics practitioners, people looking for a career change and lateral entrants to the sector.

Full data availability and end-to-end communication

The BVL study “Trends and Strategies in Logistics and Supply Chain Management” has been published on a regular basis since 1988. In terms of the way it outlines international logistics structures and developments, the study is a touchstone for specialists and management executives in industry, trade, services, academia and politics. The findings for 2016 are now available.



The team headed by Prof. Wolfgang Kersten (Hamburg University of Technology) and Prof. Mischa Seiter (IPRI, Stuttgart) spent around eight months working on the study commissioned by BVL in the spring. Over 450 respondents completed the wide-ranging questionnaire during this period, 33 individual interviews were conducted, and the topic of digitisation was discussed – sometimes controversially – in six focus group sessions. 44 percent of the survey respondents came from industry, 42 percent from logistics services, and 14 percent from the trading sector. The interviews were conducted with 13 managers from industry, nine from logistics services, six from the trading sector and five from the field of logistics consulting. The make-up of the panels perfectly represented the holistic character of logistics as a key function at the interface of industry, trade and logistics services. The researchers gained additional insights from a big data analysis of 7,800 special-interest articles published in important scientific journals.

Key insights

New technologies are already available as the basis for changed business processes. This means the technology is in place to meet the ever-increasing demand of customers for greater individualisation of products and services. One precondition for this,

however, is transparency in the supply chain, and improvements are necessary in many areas: the IT structures in some companies are highly customised and evolution-driven – and this is exactly what presents a major challenge in the transition to new processes. The first task therefore is to tackle legacy problems and make more information more readily available. Companies that create a comprehensive data basis generate a competitive edge for themselves in the long term, thereby making a meaningful strategic investment in the future.

Once this data basis is in place, data exchange then plays a central role. Transport data, demand forecasts, data on disruptions to material flows and cost breakdown

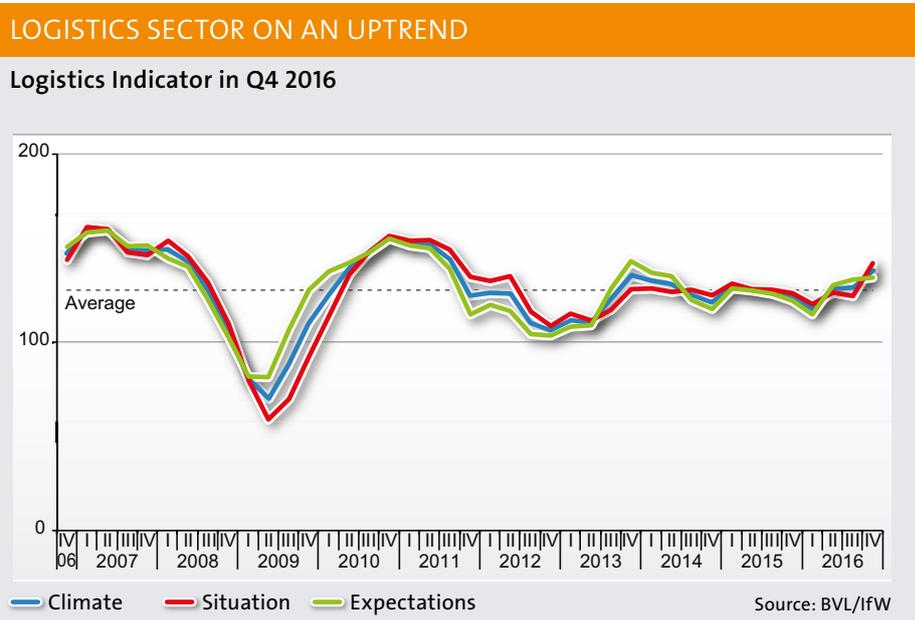
data may have to be standardised and shared with multiple actors along the value added chain in order to master complexity across different interfaces and ensure that new business models can be effectively implemented. In digitally transformed value added chains, the goal is full end-to-end communication and data availability. Last but not least, these new paths will lead the way to this goal provided that employees are also on board. The ability to think in terms of processes with a systematic focus on the customer will become ever more important. The work of humans and machines will increasingly complement each other. This also means that HR managers will be confronted with many new challenges.



Prof. Mischa Seiter and Prof. Wolfgang Kersten

Buoyant mood at year end

The logistics sector has considerable momentum as we head into the year 2017. This finding is underpinned by a long-time high of the Logistics Indicator in the fourth quarter of 2016 and new key data on the structure of the sector. Managers in logistics and supply chain management do not fear adverse external influences and are focusing on their business activities.



The BVL Logistics Indicator, a seismograph for business trends in the logistics sector on both sides of the market, completed its tenth year of publication in 2016. This means ten years of joint efforts by experts from industry, trade, services and academia, ten years of current situation assessments, and ten years of future expectations and climate scores. Quarter for quarter, the Logistics Indicator is a window into the future, predicting trends and developments in the third-largest sector of the German economy.

In Q3 it was possible to evaluate the survey data with seasonal adjustment for the first time, as the necessary data basis had been compiled over time. The analysis showed that the scores measured in the May surveys are regularly slightly higher than in the other quarters. Even though a sign of spring euphoria may be welcome, this seasonal pattern is now filtered out with immediate effect in order to allow more clear-cut assessment of economic signals.

It is over five years – back in September 2011, to be precise – since the climate score for the Logistics Indicator was higher than in the November 2016 survey. What followed was a long phase predominantly shaped by monetary policy uncertainties that, in the perception of many, overshadowed the gains in the real economy for quite a time. This reflects the solidly buoyant mood in the logistics sector despite Brexit, elections in

the USA, unresolved issues in the euro area and the centrifugal forces in the EU.

So what can we expect from 2017 in concrete terms? In the wake of Brexit and the US election, important elections are also looming in the core countries of Europe, and the results of these elections may reinforce the trend towards inward-looking policy and protectionism. Should this be the case, it is difficult to predict what will happen. In their answers to an extra question for the Logistics Indicator survey, both sides of the market agree that developments in the EU are and will continue to be crucial to the success of their business. In terms of relevance for the markets, the next two countries on the list are the USA and China. It is conceivable that the policies of the new US President will change some of the rules of the game when it comes to free global trade.

Structural data

An improved method was chosen for the new edition of the “Top 100 in Logistics” 2016/17 in order to ensure precise measurement of the logistics cost mix and annual turnover in the logistics sector: the Fraunhofer Working Group for Supply Chain Services (SCS) has collected data and evaluations on sector turnovers, logistics cost ratios and logistics locations over a period of ten years and developed a projection model that for the first time supplies the derived cost factors “freight transport”,

“warehousing and transshipment”, “administrative costs” and “costs of stock maintenance” for the German logistics industry. Following the revision of occupational classifications by the Federal Employment Agency, new evaluation concepts have also been developed for the measurement of employment in the logistics sector.

Based on the new data, the volume of the logistics sector was estimated at roughly 253 billion euros in 2015, which means total logistics turnover in Germany is around four percent higher than previously assumed. The old method used in the past evidently slightly understated the size of the logistics market. All early indicators point to a 2016 turnover in the sector of roughly 258 billion euros, equivalent to two percent growth year on year.

Development of a roadmap

Congestion, noise, emissions and bottlenecks in the inner cities affect us all – as well as our environment. While good solutions have already been developed to tackle individual issues, there is still no overriding roadmap geared towards holistic solutions and addressing the concerns of all stakeholders. BVL is establishing a platform on which the relevant actors can come together to discuss and identify solutions.



The participants at the „urban logistics“ round table on December 1, 2016 in Dortmund

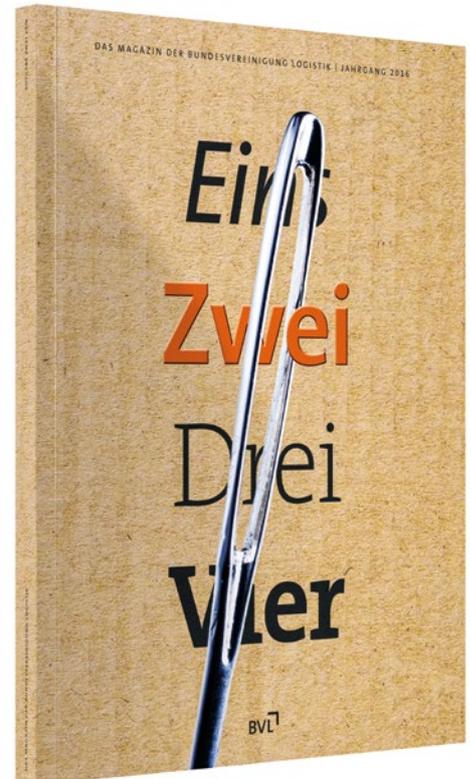
Following wide-ranging preparations focusing on content, BVL succeeded in bringing together 24 decision-makers around one table on December 1 to discuss the issue of urban logistics. The participants were representatives from the trading sector and logistics services, spokespersons for federations, representatives of cities, municipalities and the Federal Ministry of Transport, and academics who have been conducting research in the area of urban logistics for a number of years. Prof. Raimund Klinkner welcomed the attendees to the Fraunhofer Institute for Material Flow and Logistics (IML) in Dortmund, which had made its premises available for the event. The round table began with kick-offs by Wolfgang Lehmacher (World Economic Forum), Börje Wichert (Wirtschaftsförderung Metropole Ruhr GmbH) and Ludwig Bappert (Ludwig Meyer GmbH & Co. KG), who outlined the international perspective, the standpoint of the cities and municipalities, and the issues of concern to the logistics service providers.

The plenary session that followed was moderated by Prof. Thomas Wimmer and looked at several central questions: Where is there a need for action? Why is so little being done? Who should or could push ahead with the necessary measures? The urban logistics stakeholders present at the event generally agreed that the involved parties do

not know enough about each other and do not talk to each other often enough. It is frequently the case that companies are unable to identify contact persons in the administrations who can handle their queries – or they have to contact so many different agencies and authorities that projects fast become unwieldy.

The goal of BVL is to work together with all partners to develop a roadmap for change and optimisation in the area of urban logistics. The search is on for sustainable and holistic solutions that can meet the requirements of industry, trade, logistics services, politics and administration – while also benefiting the population and improving the quality of life in the cities.

Symptoms and potential solutions in the area of urban logistics were discussed at the 2015 and 2016 conferences, and the April 2016 issue of the BVL magazine was also devoted to this issue. With the input from attendees and building on the stimuli generated by the round table, BVL will set up an “Urban Logistics” focus group in 2017. “If all stakeholders in urban logistics from industry, science, politics and society talk to each other and direct their efforts towards the same goals, then we will make progress. Let us work together to find solutions”, was the call from Prof. Raimund Klinkner.



The BVL magazine „Zwei 2016“ took a detailed look at the challenges of urban logistics.

BVL focus group provides stimuli

The “Image of Logistics” focus group began its work in the summer of 2015. It sees itself as a think-tank tasked with generating useful ideas and also initiating and implementing concrete measures. The focus group drew up a strategy paper as a basis for this work; this paper is publicly accessible and will be regularly updated with relevant content and optimised on an ongoing basis. At their three meetings in 2016, the focus group members defined the first concrete instruments and action plans, which were then implemented. During a YouTube video campaign on Supply Chain Day in April, logisticians from various sectors and hierarchy levels were called upon to send in short, self-recorded video statements outlining why they enjoy working in logistics. This campaign was a complete success, with 26 entries and over 1,000 views. Moreover, the focus group published

a “Guideline for Communication” in October to support in particular small and medium-sized companies in their communication activities in the public sphere. This was an update of the PR guideline originally published by BVL in 2010. The focus group is also busy working on concepts for HR and personnel – including a guideline for HR managers designed to support their efforts to attract specialist employees.

The BVL “Image of Logistics” focus group comprises 35 members from industry, trade, logistics services, academia, the media and the field of communication. The group is open to virtual members, who can become involved in image-building activities via a Xing Group. These measures are designed to maximise the impact and reach of these activities.

Best Logistics Brand

Company and product brands are key “image bearers” – and this also applies to logistics. This is why, in cooperation with the trade journal “Logistik heute”, BVL launched a competition in 2016 to find the “Best Logistics Brand”. On the evening before Supply Chain Day, awards were presented for the best three brands in a total of eleven categories. Over 140 invited guests from the worlds of industry, politics and the media celebrated together with the winners at the Bertelsmann Representative Office in Berlin. The eleven categories covered major areas of logistics operations – from materials handling equipment and logistics software through to road freight transport services and trucks. The winners included not only global brands like Mercedes-Benz, Jungheinrich, Lufthansa or SAP but also SMEs like Metroplan or SSI Schäfer – as well as well-known logistics service providers like Kühne + Nagel, the Deutsche Post DHL Group and Hamburg Airport. The candidates for 2017 comprise around 170 brands in eleven categories, and the entrants range from logistics property developers and suppliers of conveying technology to manufacturers of trailers and transporters. The award ceremony is scheduled for April 26, 2017 in Berlin.



Uwe Berndt and Frauke Heistermann are the Chairs of the BVL “Image of Logistics” focus group. On the right: Prof. Christian Kille.



Concentration on core fields of expertise

BVL has streamlined its qualification programme. Through the German Foreign Trade and Commerce Academy (DAV) and the BVL Seminars unit, the programme is now focused on the further training of working logistics practitioners, people looking for a career change and lateral entrants to the sector.



The University of International Business and Logistics (HIWL) and the International University of Applied Sciences Bad Honnef · Bonn (IUBH) have entered into cooperation to pave the way for growth in the field of logistics education and training. This collaboration began on March 1, 2016 with the founding of the HIWL GmbH company. As a result, the dual-element HIWL, officially recognised as a university of applied sciences, has withdrawn from the BVL Group, and the HIWL's Bachelor programme in Logistics is being continued under the umbrella of the IUBH. The HIWL was set up in 2010 as part of the BVL Campus. It took in its first students in the winter semester of 2010 and produced its fourth year of graduates in the summer of 2016. The IUBH is part of the Career Partner Group, one of the biggest private operators of universities in Germany.

German Foreign Trade & Commerce Academy (DAV)

Following the incorporation of the HIWL in the IUBH, BVL Campus is focusing more strongly on the DAV and BVL Seminars brands. This new focus has been accompanied by restructuring of the executive bodies of BVL Campus. To supplement the DAV Marketing Advisory Board and the BVL Seminar Board of Experts, both of which are more involved in operational matters, the foundations were laid for a new body on October 18, 2016 on the initiative of Dr. Jörg Mosolf - namely the DAV Advisory Council, whose members are highly respected entrepreneurs in logistics services. The group of founding members include Dr. Jörg Mosolf, Klemens Rethmann, Jörg Conrad, Ewald Raben and Frank Dreeke.

In January 2016, the DVZ transport magazine started an advertising campaign in which prominent entrepreneurs in the logistics sector gave positive statements on the DAV. Using their photo and the logo of their company, they underlined their commitment to the Academy. The feedback on this testimonial campaign was extremely positive, and the goal of raising awareness for the DAV in business circles was evidently achieved. On the back of this success story, a second series of the advertising campaign began in the DVZ in April. Following a decline in the number of new enrolments in both the Business Management and Administration programmes in 2015, figures once again showed a strong increase in 2016. The biggest factor in the growth in the number of Administration entrants and part-time Business Management students was the marketing and sales campaign conducted during the course of the year. In total, 98 young people decided to enrol in the DAV programmes during the year under review.

BVL Seminars

The part-time Compact Course in Logistics (KSL), the highly regarded further training course leading to the qualification of "Logistics Manager" celebrated its 30th anniversary in 2016. Since back in 1986, around 550 participants have used the KSL to further their career: the course focuses on updated logistics knowledge that can be directly applied in hands-on projects while also imparting the necessary soft skills.

In 2016, BVL Seminars conducted a survey on "Status and Competencies Today and in

DAV
Deutsche Außenhandels- und Verkehrs-Akademie

KÜHNE+NAGEL

Ich empfehle die DAV, weil sie seit langem für die Logistikbranche Maßstäbe in der praxisnahen Weiterbildung setzt.

Nächste Studienstarts zum Betriebswirt für Internationales Logistikmanagement – Vollzeit am 3. April 2017 und berufsbegleitend am 4. April 2017

www.bvl-campus.de/dav

Prof. Klaus-Michael Kühne is one of the leading figures whose support is of key importance to the DAV.

2020" and presented the findings during the 33rd International Supply Chain Conference in Berlin. Around 800 HR managers and managing directors in industry and logistics services shared their assessments in the survey. They attach just as much importance to the overriding issues as to the subject-specific topics. They see the key areas of specialised expertise for the future as being IT in logistics, supply chain management and logistics controlling. They also believe that there will be an increasing call for interdisciplinary skills in the fields of project management and leadership.

33rd International Supply Chain Conference

The theme for the 33rd International Supply Chain Conference in October was “Driving Change”, and the event in Berlin attracted 3,303 participants from industry, trade and logistics services from more than 40 countries. Both the content and the accompanying programme proved universally popular.

German Award for SCM | Supply Chain Sustainability Award

The German Award for SCM 2016 was awarded to internationally active agricultural machinery producer Agco together with cooperation partner 4flow. The Supply Chain Sustainability Award presented jointly by the BVL associations in Austria and Germany went to the eMobility concept of the Austrian postal service.

Supply Chain Day

In 2016, Supply Chain Day took place on April 21, and the day of action of the logistics sector attracted around 40,000 people to 458 events in Germany and 22 other countries.

Sector, theme and special-topic forums

The forum schedule for 2016 included the Forum Automotive Logistics together with the Association of the German Automotive Industry (VDA) in Frankfurt am Main, the Forum Chemical Logistics in Marl, and the Forum Spare Parts Logistics in Nuremberg as well as the special-topic forums during the CeMAT in Hannover, the transport logistic China in Shanghai, the “ECR-Tag” event in Berlin and the logitrans in Istanbul.

Science and research

The Scientific Advisory Board staged the International Scientific Symposium on Logistics in Karlsruhe and worked on a position paper on the topic of “Logistics 4.0”. There were two winners of the Science Award for SCM. The Research Council had the task of reviewing 35 applications for research funding.

Press and PR activities

The press and PR activities of BVL make use of both conventional media as well as young, digital communication channels. In many areas, it puts new topics on the agenda and finds innovative ways to share information about the association.

From the Chapters

According to internal calculations, the Chapter Chairpersons, the Student Chapter Chairpersons and the members of the Young Professionals network in Germany, and the Chapter Chairpersons and BVL Representatives around the world spend a grand total of around 1,200 days a year working on behalf of the association. In 2016, they once again staged in the region of 300 events.

Harnessing the „Wind of Change“ of digitisation

3,303 participants came together from October 19 to 21 in Berlin for the 33rd International Supply Chain Conference with the theme “Driving Change”, and both the content and the accompanying programme proved universally popular.



Prof. Raimund Klinkner, Dr. Sigrid Evelyn Nikutta, Prof. Clemens Fuest, Alexander Dobrindt



Roy Peticucci, Stephan Brobst, Prof. Robert Blackburn, D. E. Kamal bin Ahmed Mohammed, Günther H. Oettinger

In his opening address, BVL President Prof. Raimund Klinkner focused on the process of the digital transformation and on the associated opportunities and risks. “One thing is certain: the organisation of value added activities in dynamic networks is fundamentally changing the nature of competition. The “time factor” has been reduced to the minimum: we are now acting and reacting in real time. Smart factories are gearing their production to the preferences of individual customers at short notice. Smart companies are operating parallel supply chains and dynamically aligning their product and service portfolios to the trends in the social media”, is how Klinkner described the current scenario, adding that “the only companies that enjoy digital access to customers are those that understand the rules of the game in the digital market”. Four tracks with the headings “Transformation”, “Digital”, “Sectors” and “Science and Research”, each with four parallel sessions,

covered the full range of topical issues in logistics. The themes included change management, urban logistics, pharmaceuticals and healthcare as well as digital transport management. The presentations and discussions before the full conference, the 16 specialist sessions and four outings were supplemented in 2016 by a new format: the LOG.Camp is designed to appeal to all those who not only want to discuss the theory of digitisation but also to experience it in practice. The programme provided many opportunities to discuss digital developments, the special modus operandi of start-ups and new forms of personnel management in an era of digitisation and interconnection. The presentations by the keynote speakers – among them three Ministers of Transport, multiple CEOs and Board members from respected companies as well as experts from the academic field – provided important stimuli. In chronological order, presentations were held by Michael Ziesemer (President of

the German Electrical and Electronic Manufacturers’ Association (ZVEI) and Vice-President of the Federation of German Industries (BDI)), Oliver Zipse (member of the Board of Management for Production at BMW), Joachim Drees (CEO of MAN), Hans Christian Schmidt (Danish Minister for Transport and Building), HE Kamal bin Ahmed Mohammed (Bahrain Minister of Transportation and Telecommunications), Stephen Brobst (CTO, Teradata Corporation), Roy Peticucci (Vice President Europe Customer Fulfillment, EU Operations, Amazon), EU Commissioner Günther H. Oettinger, Karl-Theodor zu Guttenberg (Chairman, Spitzberg Partners), Janina Kugel (member of the Managing Board at Siemens), Dr. Sigrid Evelyn Nikutta (CEO, Director of Operations of Berliner Verkehrsbetriebe), Prof. Clemens Fuest (President of the ifo Institute) and, concluding the event, Federal Minister of Transport and Digital Infrastructure Alexander Dobrindt.

“ In the 19th century national states were competing for colonies, and in the 20th century industrial states were competing for raw materials. Today, innovation societies are competing for data.

Alexander Dobrindt, Federal Minister of Transport and Digital Infrastructure

“ Our country does not have the same presence in the Fourth Industrial Revolution it had in previous eras.”

Karl-Theodor zu Guttenberg, Chairman, Spitzberg Partners

“ The relocation of many data-based companies to the USA moves the value added chain to the wrong place.”

Günther H. Oettinger, EU Commissioner for Digital Economy and Society

” *In Germany, culturally you are not allowed to fail. If you fail in America, it’s a badge of honor. Failure is an option!*

Stephen Brobst, Chief Technology Officer, Teradata

A further highlight of the conference was the panel discussion on day one. In a session chaired by publicist Roland Tichy, panellists Christoph Behrendt (SAP), Sabine Bendiek (Microsoft Germany), Amadou Diallo (DHL Freight), Prof. Günther Schuh (Aachen University) and Peter Umundum (Österreichische Post) discussed how change can be recognised and accepted.

HRH Prince Joachim of Denmark and Hans Christian Schmidt, Danish Minister of Transport and Building, were among the guests on day one of the conference together with representatives from the Danish Embassy. The key topics of the Danish-German dialogue included bilateral economic relations and the plans for a fixed link across the Fehmarnbelt. Denmark is the driving force behind this project, which – through the building of a tunnel via Fehmarn on the German side and Lolland in Denmark – will create a new economic region comprising around nine million people: from Hamburg and Lübeck via Copenhagen and extending all the way to Malmo in southern Sweden.

The German Award for SCM was presented during the Gala on the evening of day one of the conference and went to agricultural machinery manufacturer Agco and its 4PL service provider 4flow for the project “Agco Smart Logistics”. The Science Award for SCM was presented to Dr.-Ing. Max Gath for his dissertation entitled “Optimizing Transport Logistics Processes with Multiagent Planning and Control” and Dr.-Ing. Zäzilia Seibold for her dissertation on “Logical Time for Decentralized Control of Material Handling Systems”.

” *Companies must work together more closely and share their data. Insular solutions are not the answer.*

Joachim Drees, CEO, MAN

” *A good strategy for companies is to collaborate with start-ups, provide people with space to develop and encourage them to be brave.”*

Sabine Bendiek, General Manager, Area Vice President Germany, Microsoft Deutschland



HRH Prince Joachim of Denmark, guest of honour at the Gala, in conversation with Prof. Thomas Wimmer



Peter Umundum, Christoph Behrendt, Sabine Bendiek, Prof. Günther Schuh, Roland Tichy, Amadou Diallo

Think different – Act digital



34TH INTERNATIONAL
SUPPLY CHAIN CONFERENCE
October 25-27, 2017

Smart logistics closes digital gap



The German Award for SCM 2016 went to Agco, a manufacturer of agricultural machinery with international operations. The jury chose the company together with cooperation partner 4flow in recognition of the project “Agco Smart Logistics”.

The winning project is an innovative cooperation model which is itself part of an integrated supply chain management solution. The basic idea is to merge intelligent transport management, supplier management and risk management in a central cloud solution. Using smart algorithms, it will be possible to analyse and utilise not only demands, capacities, transit times and source-sink ratios in real time but also geopolitical and economic factors in order to

select the optimum material flow.

The aim of the project was to promote the transformation from traditional procurement logistics, in which each plant acts independently, to the digital, fully integrated inbound supply chain that generates cost benefits, increases flexibility and ensures uniform quality. Together with partner 4flow, Agco implemented an innovative cooperation concept for material flow plan-

ning and control at 20 production and after-sales locations worldwide. These locations were placed on a common process platform together with more than 1,500 suppliers and over 70 logistics service providers. Parallel to this, a cloud-based IT solution was created to interlink transport management with risk and supplier management in real time. In this way, the award winner organised the process of change towards a fully integrated value added network, with big data as the driver of value added.

Sustainability Award for Austrian postal service

In 2016, the joint Supply Chain Sustainability Award of the BVL organisations in Austria and Germany went to the Österreichische Post postal service for its project “Es steckt viel Grün im Gelb – Die Modellregion E-Mobility Post” (“There’s Plenty of Green in the Yellow [yellow is the corporate colour of the postal service] – The E-Mobility Postal Model Region”) and the project “Green Vienna 2016”. The Austrian postal service has set itself the goal of converting a large part of its vehicle fleet to electromobility. By the end of 2016, roughly 1,300 eCars, eMopeds and eBikes will be in use throughout Austria. The “Green Vienna” project came into being as part of the “Model Region” concept. From the end of 2016, all letters and printed advertising material destined for private customers in the city will be delivered exclusively on foot, by bike and eBike or via other electric vehicles. The electric fleet of the Austrian postal service currently comprises 1,111 vehicles.

With this solution, Agco and 4flow have succeeded in reducing costs in the inbound supply chain of the agricultural machinery producer by more than 25 percent in recent years. The implementation costs for process and IT had already paid for themselves within the space of one year. Moreover, compliance with delivery dates increased by 10 percent and process conformity by 15 percent. In addition, higher capacity utilisation also significantly reduced CO₂ emissions. The simultaneous and considerable increase in agility created an added competitive edge for the company.



Enthusiasm for logistics makes waves

The day of action of the logistics sector on April 21, 2016 attracted around 40,000 visitors to 458 events in Germany and a further 22 countries.

Supply Chain Day has been an annual fixture since 2008 and has become firmly established among event organisers and visitors as a platform for information and communication. Once again in 2016, visitors came to take a look behind the scenes of one of Germany's most important economic sectors, to find out about logistics processes, to obtain information on occupations and career paths as well as training and degree programmes, and to talk to representatives of the companies and organisations who staged the events. The main attractions included, as always, the job and career events or major get-togethers like the "Night of Logistics" in Osnabrück. It is meanwhile the case that events are also staged entirely independently of the initiators, as was the case in Korea in 2016, for example. It is therefore fair to assume that the actual number of events and visitors is far higher than the "official" registered figures. "When we talk about logistics, then we are talking about complex processes that are of immense

importance for the economy – and also for the daily lives of each and every one of us", said Prof. Raimund Klinkner, BVL President, at the central press conference held at the Leipzig location of Schenker Deutschland AG to mark Supply Chain Day. Klinkner outlined the "task definitions" in the field of logistics and supply chain management, concluding that the sheer diversity of the sector means that it offers an interesting and challenging career for virtually everyone with the requi-

site skills. Supply Chain Day will celebrate a milestone anniversary on April 27, 2017, when the public have the chance to obtain first-hand in-depth information on one of Germany's most important economic sectors for the tenth year in a row. As was the case in 2016, the programme for 2017 will feature a wide range of events to attract visitors, from specialised tours and walks through to business games, simulations, and job and career fairs.



Logistics is a key success factor for the automotive industry



The fourth Forum Automotive Logistics of the German Association of the Automotive Industry (VDA) and BVL took place in Frankfurt am Main under the heading “Supply Chain 4.0 – Stable, Synchronous, Scalable”, and the organisers welcomed 420 attendees and 50 exhibitors to the event in February 2016.

“In 2015, the German automotive industry produced more than 15 million cars worldwide for the first time, 9 million of them outside Germany. This comprehensive production network is interconnected by a logistics system that is ever more global and increasingly complex. This underlines the key importance of automotive logistics for the success of the automotive industry”, said Matthias Wissmann, President of the German Association of the Automotive Industry (VDA).

In his presentation, Opel chief Dr. Karl-Thomas Neumann outlined innovative solutions developed by his company and underlined the importance of the logistics sector for the automotive industry: “In future, it will not be enough for companies who want to hold their own in the market to simply optimise individual value added chains. Synchronisation of the front-to-end value network offers major potential for optimisation, as it boosts efficiency, trans-

parency and flexibility.” He predicted that many ideas, technologies and initiatives that are being introduced in the automotive industry within the context of Industry 4.0 will also be used in the logistics field. He said his company expects great things from this technological development, but that innovations and the introduction of these innovations must not be a one-way street in the direction of logistics partners and suppliers – and that only through joint efforts would it be possible to exploit the potential for optimisation.

The keynote on day one of the Forum was held by Dr. Hansjörg Rodi, Chief Transformation Officer at Schenker AG. Matthias Kässer from McKinsey and Michael ten Hompel from the Fraunhofer Institute for Material Flow and Logistics (IML) then talked about the future of supply chain management in the automotive industry. Other topics included digitisation, the quality of data for logistics, new strategies in

transport logistics and challenges in the global aftermarket.

Day two of the Forum began with a keynote by Alexander Koesling, Vice President Supply Chain Management at Mercedes-Benz Cars, followed by two parallel sessions on the risk of global procurement and packaging issues. At the end of the Forum, attendees left the lecture theatre for some hands-on information, and the Opel plant in Rüsselsheim, the European Operations Center of DB Schenker Rail and the Frankfurt-Rödelheim plant of Continental AG opened their doors for tours.

i The next Forum Automotive Logistics will take place on February 14 and 15, 2017 at the Mercedes-Benz plant in Bremen. The theme for the event is “Smart Not Reactive – On the Road to Digital Dimensions”. www.bvl.de/en/fal

Information, interaction, image

As a partner of the Deutsche Messe AG and Messe München trade fair companies, BVL uses international fairs in Germany and around the world to build and extend its network. The association also organises special-topic forums during the fairs.

CeMAT, the leading fair for supply chain management and intralogistics, took place in Hannover from May 31 to June 3, 2016 under the heading “Smart Supply Chain Solutions”. BVL not only had its own stand at the fair but, as a partner of Deutsche Messe, also staged special-topic and career forums as part of the accompanying programme at CeMAT. The three moderated special-topic forums each featured exciting presentations. The first was about “Solution Technology: Smart Concepts for the Real World”, the second was entitled “Search for Solutions: Smart Strategies for Innovations in SMEs”, and the third forum looked at “Solutions for People: Smart Workplaces in Logistics”. CeMAT 2016 showed that the demands on intralogistics are still growing all the time – the expectation is that intralogistics should be intelligent, interconnected, highly flexible, transparent, fast and efficient. “Batch size of one” is a phrase that is heard with increasing frequency in modern production, in the same way as every order via online portals is “individualised”. In both cases, customers expect one thing above all, namely speed, combined with lower costs. This is only possible with new concepts within the overall context of Industry 4.0 and calls for the close and intelligent interconnection of production and logistics. In order to underline and underpin this process, CeMAT will run parallel to the Hannover Fair from 2018 onwards.



transport logistic China

In mid-June, over 20,000 visitors and more than 600 exhibitors came together at the transport logistic China fair in Shanghai. As a partner of the Messe München trade fair company in Munich, who organise transport logistic China, BVL staged two well-attended special-topic forums – “Truck and

Trailer China” and “Perilog – Fresh Logistics Asia”. The first forum focused on trends and challenges in the Chinese utility vehicle market as well as CO₂ reduction, mega-trucks and trailers, improving the transport infrastructure, and digitisation, in particular with regard to Internet platforms. The forum was moderated by Professor Dianjun Fang from the Shanghai Chapter. The speakers included fellow Chapter Chairperson Dominik Bühring, Zhi Xiong Yin from Siemens in Beijing and Hu Ding from G7 in Shanghai.

The second forum was about temperature-controlled logistics for perishable goods. The focal points of the forum were the first mile, Internet solutions for the cold chain, monitoring, tracking and tracing solutions, and standards. Prof. Thomas Wimmer, Chairman of the Executive Board, moderated the forum. The speakers were logistics experts Thomas Lau from Metro Cash & Carry in Shanghai, Jianyun Zhu from Sinopharm Logistics in Beijing and Luc Kremers from Ortec in Shanghai. BVL was also part of a joint stand during the exhibition.



Not yet interconnected in real time

The two-day Forum Chemical Logistics in Marl at the beginning of June focused on the topic of digitisation under the heading “Interconnected in Real Time”.

The speakers agreed that there is lost ground that needs to be made up.



Supply chain management and logistics have recognised the potential that lies in process optimisation, and developments on this front are picking up pace: “The digitisation of processes not only creates greater transparency and flexibility in value added chains but can also reduce risks in the supply chain and increase plannability”, said Frauke Heistermann, member of the Management Board at Axit GmbH and BVL Board member.

Addressing this topic, Franz Merath – Head of Logistics at Evonik Industries – said: “We are not yet interconnected in real time, but that’s our goal. We have been tasked with creating a uniform transport management system for the Evonik world by 2019 in order to pave the way for the use of digital technologies”. He said the aim was to track, monitor and control the flow of goods in the same way as online trader Amazon. In the eyes of Ralf Busche, Senior Vice President Supply Chain at BASF, the reason the

sector still has lost ground to make up is related to the high level of complexity and the way that processes are interconnected. He also believes, however, that digitisation will fundamentally change the nature of the business model: “In 20 years’ time, we will no longer sell products – such as varnishes and paint – but will offer solutions, such as coated car bodies.”

Gerd Deimel, Chair of the Logistics and Transport Committee at the German Chemical Industry Association (VCI), emphasised that digitisation is not an end in itself. He said that the only concepts that will prove successful are ones that promise customer benefit, increased productivity and improved processes. Deimel is convinced that shippers and service providers can tap into wide-ranging potential in the field of chemical logistics.

Forum Spare Parts Logistics

At the Forum Spare Parts Logistics in Nuremberg on March 3, 2016 the focus was on trends and challenges in spare parts management as part of after-sales service. The Forum was attended by around 200 participants and is considered to be the central platform for spare parts logisticians in Germany. The main goal is to identify solutions that guarantee maximum accuracy in forecasting demand for spare parts. There are, for example, concepts for automated “predictive applications” that calculate optimum stocking levels based on the cost of storage, transport, additional deliveries and customer call-offs. What is apparent is that the user must decide between cost-optimised and presence-optimised stocks. As a result, the concept of overnight delivery of spare parts is being reviewed in many quarters.

 The next Forum Chemical Logistics is scheduled for May 17 and 18, 2017 in Ludwigshafen.

Reorganisation of value added systems



Members of the Scientific Advisory Board and the Research Council at the 33rd International Supply Chain Conference in Berlin

The Scientific Advisory Board and the Research Council of BVL do a great deal to promote both theoretical and application-focused logistics research. The focal point of the work of the two bodies in 2016 was the close interconnection between digitisation approaches in industry and logistics.

The Scientific Advisory Board headed by Prof. Werner Delfmann held two meetings in 2016, and its work mainly revolved around the preparation and staging of the International Scientific Symposium on Logistics (ISSL) and the drafting of the position paper on logistics in the era of the Fourth Industrial Revolution. The paper will be published in early 2017 and is concerned with three central hypotheses:

- Logistics is the prime mover of the Fourth Industrial Revolution.
- Logistics is both the driver and the basis of the Fourth Industrial Revolution.
- Logistics calls for a joint theoretical foundation for technology and economy as well as for strategy and operations.

It comes to the following conclusion: “The research questions raised in this position paper underline the fact that, together, logistics and IT constitute the central knowledge areas for the implementation of the Fourth

Industrial Revolution. In view of the wide-ranging interplay between the two disciplines, the best strategy is to focus above all on interdisciplinary concepts. A further aim is to create a joint theoretical foundation for technology and economy within the context of a “Logistics 4.0” concept.”

The Research Council chaired by Dr. Christian Jacobi is also increasingly focusing on questions relating to Industry 4.0 and the changes in value added systems. This body reviewed 35 short applications for the funding of pre-competitive research projects by the German Ministry of Economics and Energy within the framework of the Industrial Collection Research (IGF) joint industrial research programme. All in all, 27 of the 35 long applications reviewed on the next level by the German Federation of Industrial Research Associations (AiF) were accepted.

One of the projects reviewed by the Research Council of BVL made it into the final round for the AiF’s Otto von Guericke Award 2016: Prof.

Ludger Overmeyer and Sarah Uttendorf from the IPH in Hannover have developed software for route networks needed for the use of driverless transport systems. Their research findings help to ensure that SMEs can in future automate their production processes easily and independently.

Dr.-Ing. Thomas Kathöfer, Chief Executive of the AiF, was a guest at the meeting of the Research Council in Berlin in October and held a presentation outlining some interesting ideas for future work. The upsizing of the funds for joint industrial research for 2017 by 30 million euros is an encouraging sign for further activities at the interface of science and industrial practice.

Science meets Industry 4.0

More than 140 participants from 18 countries came together at the eighth International Scientific Symposium on Logistics (ISSL) of the BVL in Karlsruhe on June 15 and 16. The event was entitled “Logistics in the Times of the 4th Industrial Revolution – Ideas, Concepts, Scientific Basis”.

The members of the Concept Team that drew up the programme were Professors Werner Delfmann, Kai Furmans, Stefan Minner, Thorsten Schmidt and René de Koster. Prof. Werner Delfmann, Chairman of the Scientific Advisory Board of BVL and Head of the Concept Team, welcomed the researchers and logistics practitioners.

What we need is growth, not cost reduction”, said Prof. Larry M. Sweet from the Institute of Robotics and Intelligent Machines at Georgia Institute of Technology in Atlanta Georgia in his keynote with regard to digitisation and the use of robots. Prof. Uwe Kubach, Chief Evangelist Internet of Things at SAP, pointed to three non-technical challenges resulting from digitisation: lifelong learning by employees, adaptation of the legal framework, and the fear of disruption, in other words technical and economic upheaval. Prof. Kai Furmans, who had invited the ISSL to Karlsruhe, chaired an extremely entertaining panel discussion with Professors Rod Franklin, Benoit Montreuil, Wolfgang Stölzle und Yilmaz Uygun on the question of whether industry and top management are really prepared for the opportunities offered by the new technologies. “We need more trial and error, and a



Prof. Larry M. Sweet and Prof. Werner Delfmann

greater willingness to take risks”, said Prof. Wolfgang Stölzle.

Day two of the event featured three specialist sessions each on management and technology topics entitled “Operations, Logistics, and Supply Chain Management” and “Manufacturing, Warehousing, and Information

Technology”. The 18 presentations culminated in sometimes lively discussions with the floor. The ISSL, which spans the divide between scientific theory and real-world practice, is staged by BVL every two years.

i The ninth ISSL is scheduled to take place in Magdeburg in 2018.

PhD Candidate Workshops

BVL once again organised two PhD Candidate Workshops in 2016. During the ISSL, Professors Kevin R. Gue, Director of the Logistics and Distribution Institute (LoDI) at the University of Louisville, Kentucky in the USA, and Hartmut Zadek from the Institute for Logistics and Material Flow Technology (ILM) at the Otto von Guericke University in Magdeburg worked together with the young academics. And at the International Supply Chain Conference, Professors Boris Otto, Chairholder at the Fraunhofer Institute for Material Flow and Logistics (IML) in Dortmund, and Carl Marcus Wallenburg, Chairholder at the WHU – Otto Beisheim School of Management in Düsseldorf, acted as “sparring partners” for the doctoral candidates.



Host Prof. Kai Furmans during the Q&A session

Hotly debated jury decisions

BVL's Science Award for SCM was presented for the 25th time in 2016 – but it was the first year with two award winners. The jury was so impressed by both projects that it decided to split the award.



Delivery times are becoming shorter, and the number of small shipments with customised and dynamically changing properties is increasing. The objective of the dissertation was to optimise these transport processes in order to meet the higher requirements in terms of cost efficiency, quality, flexibility and reliability.

On the work of Dr.-Ing. Zäzilia Seibold

Production and logistics systems should be intelligently interconnected through the use of a high number of small electronic components. But how can such a system be controlled? How can the elements coordinate and synchronise themselves? In her dissertation, Seibold has developed a control principle based on logical time and with the help of which parallel processes in distributed systems can be synchronised. Each conveying module is fitted with a clock that only moves forward when a transport operation is being performed. Not only does this prevent blockages and ensure the robustness of the system if there are fluctuations in transport times; it also permits additional functionalities, such as the buffering or sequencing of load carriers.

The award was presented to Dr.-Ing. Max Gath for his dissertation entitled “Optimizing Transport Logistics Processes with Multiagent Planning and Control” and Dr.-Ing. Zäzilia Seibold for her dissertation “Logical Time for Decentralized Control of Material Handling Systems”. The dissertation by Max Gath was supervised by Prof. Otthein Herzog at Faculty 3, Mathematics and Computer Science, at the University of Bremen, while Zäzilia Seibold's PhD supervisor is Prof. Kai Furmans from the Institute for Material Handling and Logistics at Karlsruhe Institute of Technology. The decision was made in the final round of the two-stage competition following the presen-

tations of the candidates before the jury and the attendees at the 33rd International Supply Chain Conference in Berlin. In the words of Jury Chairman Prof. Wolfgang Kersten, “the two dissertations are very different – and each is outstanding in its own way. In its intense discussions, the jury was unable to define a criterion that would have put either of the two in sole first place.

On the work of Dr.-Ing. Max Gath

The realisation of Industry 4.0 concepts and the strong growth of online orders are increasing complexity levels in logistics.

Thesis Award

In recognition of their outstanding theses, 51 up-and-coming logistics talents were presented with the BVL Thesis Award by their university lecturers. The Thesis Conference at the International Supply Chain Conference served as a discussion and

presentation platform for the award winners and provided five of the graduates with an opportunity to outline their dissertations in short presentations. The topics were selected in a public online voting process. The Thesis Conference was moderated by Katrin Hinne-

Mohrmann, Vice President Practice Transport and Logistics Corporate Strategy at Deutsche Bahn AG, and Maximilian Rütten, Product Portfolio Manager at Schenker Deutschland AG and a winner of the Thesis Award 2015.



Crossmedia agenda

From print magazines to postings in social media, the press and PR activities of BVL encompass both the traditional and young, digital communication channels. In many areas, it puts new topics on the agenda and finds innovative ways to share information about the association.



Journalists in the BVL press centre during the conference

During the first half of 2016, BVL ran a campaign entitled “Consumer Behaviour and Logistics” to raise awareness among the public at large for the relationship between the purchase decisions of consumers and the logistical processes that result from these decisions. This campaign was based on an online test, in which participants were able to determine what kind of “logistics type” they are: classic, more lifestyle-focused, flatraters or do-it-yourself enthusiasts. Other topics during the course of the year were the labour market and qualification profiles, the economic situation and structure of the logistics sector, the Logistics Performance Index of the World Bank, Brexit and the challenges of city logistics.

BVL invited reporters to two press conferences that took place in April on Supply Chain Day in Leipzig and in October to mark the International Supply Chain Conference in Berlin. Around 180 representatives of the media reported on the ISCC. The association informed journalists about its core topics in around 40 press releases during the course of the year, answered questions, supplied guest articles and arranged meetings with experts for background information and interviews.

The topics covered in the four issues of the BVL magazine included “man-machine” interaction, the challenges of urban logistics, the diversity of people who work in logistics professions, and last but not least the content of the 33rd International Supply Chain Conference. Members were additionally sent ten issues of the LOG.Letter, 50 regular issues of the LOG.Mail and seven special editions of the electronic newsletter.

The www.supply-chain-day.com website has been available in responsive format since November 2016, and the full BVL website at www.bvl.de is scheduled for a relaunch during the course of 2017. The site currently records just under 700 visitors a day on average, and this figure is expected to increase following the relaunch, which will make the website more user-friendly.



*Ulrike Grünrock-Kern,
Prof. Thomas Wimmer and
Prof. Raimund Klinkner at the
BVL press conference in Berlin*

The network complements the day-to-day work activities of logistics managers



Attendees of the 2016 Chapter Management Meeting

Members of BVL have their network contacts on their doorstep – thanks to the wide-ranging activities of the regional Chapters. Once again in 2016, the Chapters in Germany staged some 300 events covering a broad spectrum of topics. These activities and events are initiated and organised by the honorary Chapter Chairpersons.

As in 2015, BVL still has 28 Chapters in Germany whose members are experienced logistics managers and 25 Student Chapters as well as 10 international Chapters and 18 BVL Representatives outside Germany. The honorary officials and the members who make intensive use of the popular events they organise see the opportunity to interact within their network as a valuable addition to the work they perform every day in their companies.

The annual Chapter Management Meeting defines a wide range of strategic objectives for the association. From May 26 to 28, the BVL Chapter Chairpersons came

together with the Board, the Chairs of the Advisory Boards, the Executive Board and several employees from head office for the Chapter Management Meeting, a Board meeting and an extended Board meeting. This central meeting took place in Lochau near Bregenz on Lake Constance and was hosted by the Allgäu/Lake Constance Chapter headed by Harald Seifert, Prof. Hartwig Baumgärtel and Knuth Westecker. The core topics were “Content and Communication Channels”, “Stimuli for Supply Chain Day”, “Digital Transformation” and “Students in BVL”. The Chapter Management Meeting was also attended by international Chapter Chairpersons and BVL Representatives,

primarily from Europe and Turkey. In addition, there were two meetings in Shanghai and New York that brought together Chapter Chairpersons and Representatives from Asia and the Americas. The meetings gave participants the chance to get to know one another and to talk to the employees from head office. BVL Board members Dr.-Ing. Torsten Mällée and Josip T. Tomasevic, both of whom are also Chapter Chairpersons, have been and continue to be instrumental in promoting the activities of the international and German Chapters of BVL.

According to internal calculations, the Chapter Chairpersons, the Student Chairpersons



The formats of the events organised by the BVL Chapters are varied.

Logistics speed dating

On February 11, representatives from just under 130 regional and national companies and networks came together at the 2nd North Hessen Cooperation Forum and engaged in a total of 420 conversations. They took the opportunity to get to know each other and to sound out options for cooperation. The event was organised by the Regionalmanagement Nordhessen company with the support of the BVL North Hessen Chapter. This was the second event of its kind, and the number of participants was considerably higher than at the first Forum in 2015, when it was attended by 80 companies and networks.

Ladies in Logistics

The day after Supply Chain Day, BVL's Baden-Württemberg Chapter staged a special "Ladies in Logistics" day at the Bosch Engineering company in Abstatt attended by over 30 women. Christine Behan-Mezger, Vice President Regional Logistics Europe at Bosch, presented a project on the insourcing of transport management and also told attendees about her own career path. She emphasised the importance of building and maintaining one's personal network, something she sees as being one of women's strong points. Alongside the Baden-Württemberg Chapter, there are other BVL Chapters who also stage "Ladies in Logistics" events.

Young Professionals

Since the Young Professionals Network was founded in the summer of 2014, an active group of future logistics talents has come into being in the Rhine/Ruhr region and has already staged several fireside chats during the last two years. The young logisticians thought up something different for summer 2016 and organised a canoe trip on the Ruhr in Essen. This athletic group covered an overall distance of around twelve kilometres on the river on July 17. During the course of the day, the attendees talked about their experiences working in logistics and discussed topics like Brexit and its impact on logistics.

Forum for Construction Logistics

Under the heading "Construction Supply Chain 4.0? Challenges and Trends for Construction Material Trading, Industry and Service Providers in the Era of Digitisation", the BVL Rhine/Neckar Chapter staged a supraregional forum on construction logistics for the first time. Around 150 participants from the construction material industry, specialised dealerships, DIY markets, IT, logistics services, universities, electrical wholesale and consulting firms as well as construction and property companies came together in the Portland Forum of the Festival Hall of Heidelberg-Cement AG in Leimen/ Heidelberg on June 30. The event was divided into three specialist sessions and looked at the entire supply chain from the producer through the commercial trader all the way to the construction site.

and the members of the Young Professionals network in Germany, and the Chapter Chairpersons and BVL Representatives around the world spend a grand total of around 1,200 days a year working on behalf of the association. In 2016, BVL presented the badge of honour and certificate to five Chapter Chairpersons who have been working on an honorary basis for the association since 2006. Klaus-Dieter Enzenbach (Rhine/Neckar) and Stephan Gierszewski (Southern Bavaria) were honoured during the Chapter Management Meeting. The other recipients were Stefan Gärtner (Saxony), Thomas Leitner (Westphalia) and Frank Moosdorf (Saxony).



Members

At the end of 2016, BVL had 11,054 members. The cross-sector international network of experts, the events, and the content presented in studies or working groups are among the key reasons people become members.

Board

The honorary officials on the BVL Board lay down the strategy for the future activities of the association.

Advisory Board

The members of the Advisory Board are appointed by the BVL Board and, as the name implies, act in an advisory capacity. The make-up of the Advisory Board is as diverse as possible and its members are from the top tiers of industry, politics and society.

Chapter Chairpersons

The Chapter Chairpersons perform a wide range of honorary activities in their respective regions and provide a platform for the cross-sector exchange of ideas. Their most important task is to plan and stage regional events.

Scientific Advisory Board

The Scientific Advisory Board supports BVL in identifying the key logistics issues in society, politics and industry from the perspective of science and research, and helps the association to address these issues and define areas where action is needed.

Research Council

The Research Council is made up of practitioners with an academic interest who serve on this body in an honorary capacity. It initiates, supervises and assesses projects in the area of research for SMEs.

Head Office

The head office of BVL in Bremen maintains contact with personal members, companies and federations, academia, the world of politics and the media. From its base in northern Germany, it supports the varied activities of the Chapters in Germany and abroad. The team at head office plans and organises the major events such as the International Supply Chain Conference and the sector and theme forums. Supply Chain Day is based on an initiative of BVL and is also coordinated by head office.

High standard of services underpins member satisfaction

Despite the fact that we live in times of increasing mobility and decreasing membership in organisations and associations, BVL continues to grow against the trend. The high standard of services provided by head office underpins member satisfaction.

The number of members topped the 11,000 mark in 2016. The steady growth of BVL is also “rejuvenating” the association: during the last eight years, the average age of members has fallen by six years. The share of women has increased from seven percent ten years ago to around 20 percent today. And BVL has also opened its doors to the “soft” issues such as human resources and communication, topics that are of key importance for the process of change management.

In 2016, the Member Services team at head office was merged with the International Projects team, which means that member support both in Germany and abroad is now provided by one and the same team. This generates synergies and drives member satisfaction levels as well as growth in membership.

The 38th General Assembly of BVL took place on May 31 during the CeMAT intralogistics fair in Hannover and was attended by just under 100 members in the “Forum” venue on the trade fair premises. Together with the Executive Board, BVL President Prof. Raimund Klinkner outlined completed and ongoing projects. The Assembly approved the annual accounts for 2015 presented by Uwe Peters as well as the budget for 2016 and formally approved the actions of the BVL Board and the accounts auditors. Peter Gerber (Lufthansa Cargo), Dr.-Ing. Torsten Mallée (AEB), Josip T. Tomasevic (Agco) and Prof. Thomas Wimmer (BVL) were newly elected to the BVL Board. The election of the Chairman of the Executive Board to the BVL Board further strengthens the ties between Board and Executive Board – and is also a public symbol of this relationship. Frauke



Voting at the General Assembly in Hannover in May 2016



Taking leave of longstanding Board members Dr. Johannes Söllner and Dr.-Ing. Christoph Beumer



Heistermann (Axit) und Karl Gerandt (Kühne + Nagel) were re-elected to the BVL Board for a further three-year term. New Board members Tomasevic and Mallée have been active in the BVL Chapters on an honorary basis for a number of years.

Karl-Ulrich Garnadt, who was on the Luft-hansa Cargo Board when he joined BVL, has accepted a new challenge as Chief Officer Ressort Eurowings and Aviation Services and decided not to stand for re-election. Karl-Friedrich Rausch, formerly a member of the Board of Management at Deutsche Bahn, has begun a well-earned retirement and has therefore also resigned from the BVL Board. Dr. Johannes Söllner (Geis Holding), who

served BVL in an honorary capacity for more than 16 years in the Franconia Chapter and on the BVL Board, is leaving after his maximum term in office, as is Dr.-Ing. Christoph Beumer (Beumer Group), after more than twelve years of active commitment in the interests of the association on the BVL Board and on the Steering Committee. He is succeeded as Vice-Chairman of the BVL Board by Prof. Robert Blackburn (BASF).

i The 39th General Assembly will take place on May 9, 2017 during the transport logistic fair in Munich.

Evolution with revolutionary effects

The Advisory Board is made up of leading figures who are involved in logistics. The BVL Board appoints the members of this body, which comprises representatives of industry, trade, logistics services, academia, important societal institutions and the world of politics.

The body chaired by Prof. Karl Nowak (Bosch) currently has 35 members. In 2016, Dr.-Ing. Christoph Beumer (Beumer Group) and Dr. Johannes Söllner (Geis Group) were newly appointed to the Advisory Board, as was Brigadier General Michael Vetter (logistics centre of the German Armed Forces in Wilhelmshaven). Peter Gerber (Lufthansa Cargo) was elected to the BVL Board by the General Assembly and therefore withdrew from the Advisory Board. Rüdiger S. Grigoleit, Dr. Andreas Gruchow, Dr. Ulf Leinhäuser and Andreas Wellbrock also took their leave and were thanked for their work on the body.

The annual joint meeting of the members of the Advisory Board and the BVL Board took place in June 2016 at the invitation of Jungheinrich AG at the latter's Degernpoint plant in Moosburg. Hans-Georg Frey, Chairman of the Board of Management of Jungheinrich, welcomed the attendees and profiled the Jungheinrich Group with its some 14,500 employees. At the Degernpoint location, a staff of around 300 produce more than 3,000 narrow aisle forklifts complete with the necessary system technology every year on premises measuring 23,000 square metres.

As at virtually all logistics event held in 2016, the topic of digitisation also played a central role during the meeting of the Advisory Board. For Jungheinrich, digitisation means connecting vehicles and other products



Advisory Board Chairman Prof. Karl Nowak

with software and systems. The focus is on mechanical engineering and digital solution expertise, totally interconnected communication between production, products, applications and customers. According to Frey, "software is the brain of the warehouse".

During his kick-off presentation, Dr. Klaus-Dieter Rosenbach, member of the Board of Management at Jungheinrich AG, then outlined his hypothesis that Industry 4.0 is not a revolution but an "evolution with revolutionary effects". He said that the potential created by these new developments had still not been fully exploited by a long way. A second kick-off was held by Andreas Reutter,

Executive Vice President Logistics at Robert Bosch GmbH on "Digitisation of the Supply Chain at Bosch – Challenges and Opportunities". "Leaders tend to lose", said Reutter, which is why it was important to take active measures to prevent decline, particularly for top companies.

During the discussions, the Advisory Board members provided the Board with important ideas for the future work of BVL. These included ideas for the programme of the International Supply Chain Conference, where some of the managers act as moderators or speakers or make the necessary contacts with outside speakers.



The Advisory Board of BVL at its meeting in the Degernpoint plant of Jungheinrich AG

Highly efficient project collaboration and teamwork

The excellent performance of the team at head office is underpinned by a balanced mix of experienced and younger staff, men and women, innovative, creative and focused individuals.



Executive Board members Prof. Thomas Wimmer (Chairman) and Uwe Peters with employees from head office in the spring of 2016

The focus is on project activities, as most of the big events of the association such as the International Supply Chain Conference, Supply Chain Day or the sector and theme forums are only possible through the joint efforts of multiple teams. Some of the routines are well established, but there are also new projects every year – in 2016, for example, the “Best Logistics Brand” competition, the “City Logistics Round Table” or new session formats at the conference.

Following the departure of Sabine Hucke, overall responsibility for events was assigned to Dr. Christian Groteemeier, who now heads both the four-strong Content/Knowledge/Research team as well as (with the support of Nils Biederstaedt) the teams that handle marketing and event management. The Content/Knowledge/Research team drew up the programmes for all BVL events and planned the BVL sessions at third-party events, such as the CeMAT (Hanover), the transport logistic China (Shanghai), the “ECR-Tag” (Berlin) and logitrans (Istanbul). The team supported the work of the Scientific Advisory Board and the Research Council as well as the activities of the Spare Parts Management, Consumer Goods Logistics and Contract Logistics focus groups and the newly founded working group on “Digitisation of Warehouse Logistics”. In addition, the team is also involved in the preparation of the study on trends and strategies.

The Marketing and Event Management team headed by Nils Biederstaedt was very successful in attracting sponsors and exhibitors for all the BVL events. In addition to organising the central events, the team also arranged the presence of the association at the CeMAT and the award night for the “Best Logistics Brand” competition as well as handling the project management for Supply Chain Day.

Since the beginning of the year, Katja Wiedemann and her Member Services team have been responsible for the organisational details of the association both in Germany and abroad. They are the point of contact for all Chapter Chairpersons and Representatives as well as for all the inquiries from members. The Chapter Management Meeting in Lochau near Bregenz, the Captain’s Day event for new honorary German Chapter Chairpersons in Bremen, and the meetings of the honorary officials in the Americas and Asia made a major contribution towards the excellent cooperation within BVL. In addition, the team also organised the General Assembly.

The PR and Press team led by Ulrike Grünrock-Kern laid down important markers for the topics “consumer behaviour and logistics” and “digitisation and its impacts on the logistics employment market” with commentary on Brexit, on the Logistics Performance Index and on the Logistics Indicator.

The team was also more active in the social media, and the relaunch of the website is underway. It publicised and advertised all the event projects of BVL, provided organisational support for the creation of the “Image of Logistics” focus group, and developed the new “City Logistics Round Table” project.

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Information

The names and functions of all other
honorary officials of BVL can be found
on the internet:
www.bvl.de/en/about-bvl

2017 dates

It's worth taking a look at the events to be staged by BVL International in 2017 so that you can plan your schedule in good time. The overview shows the dates that had already been set by mid-December 2016. You can always find updated information on the Internet at www.bvl.de/en.

February 14 – 15, 2017

Forum Automotive Logistics
Bremen

joined event with the VDA



March 30, 2017

Forum Spare Parts Logistics
Nuremberg



April 27, 2017

Supply Chain Day
all over Germany and International

April 26, 2017
Central press conference of the
Supply Chain Day in Berlin



May 9 – 12, 2017

Fair transport logistic
Munich

May 9, 2017
BVL General Assembly



May 17 – 18, 2017

Forum Chemical Logistics
Ludwigshafen



October 25 – 27, 2017

34th International Supply Chain Conference
Berlin

German Award for SCM
Science Award for SCM
Thesis Award
BVL press conference



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