

Think different – Act digital

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
- 11 international Chapters: Beijing, Hefei, Istanbul, Katowice, Korea-Seoul, Luxembourg, Moscow, São Paulo, Shanghai, Singapore and US Southeast
- 15 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

Think different – Act digital

2017 Report of the Board

*The Board, the Advisory Board Chairs and Executive Board Members of BVL on November 23, 2017 in Dortmund:
Dr.-Ing. Stefan Wolff, Prof. Robert Blackburn, Peter Gerber, Prof. Raimund Klinkner (President), Uwe Peters
(Member of the Executive Board), Josip T. Tomasevic, Prof. Karl Nowak (Chairman of the Advisory Board),
Frauke Heistermann, Karl A. May, Prof. Michael ten Hompel, Frank Dreeke, Dr. Christian Jacobi (Chairman
of the Research Council), Christian Berner, Prof. Kai Furmans (Chairman of the Scientific Advisory Board),
Dr.-Ing. Torsten Mallée, Prof. Thomas Wimmer (Chairman of the Executive Board) and Frank Wiemer*

Other Board members:

Jürgen Gerdes, Karl Gernandt, Joachim Limberg and Prof. Katja Windt



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Think different – Act digital

Dear Members, Dear Readers,

In October 2017, BVL sent an open letter to the members of the German Bundestag parliament. The letter outlined transport infrastructure, digital infrastructure, urban logistics, education and the acceleration of planning procedures as the five political fields of action that are of most relevance to logistics. BVL not only called on policymakers to take action, however, but also offered to work together to develop the necessary strategies. This is just one example of how BVL uses its unique status as a network and an impartial association to advance the interests of logistics across all sectors and to ensure that the logistics industry is heard in the halls of power. This is something for which BVL is valued by its members and by other entities beyond the confines of the association.

The theme for the year 2017 was “Think different – Act digital”. We were able to see how logistics managers in all areas of industry are in the process of putting new technological options into practice. As the guest of honour at our conference, former German President Joachim Gauck called on employees in the sector not to let themselves be overwhelmed by technology. “We won’t be without work, but we must be ready for new forms of work”, Gauck said. It is this kind of mindset that laid the foundation for the conference theme and the theme for 2018 adopted by the BVL Board in November – namely “Digitalization Meets Reality”.

In these exciting times, there is also a change at the helm of the BVL Board after eleven years – a planned change and one based on the association’s statutes. There will be two big dates in the early part of the new President’s term in office – the association will celebrate its 40th birthday on April 18, and in October BVL will be hosting the 35th International Supply Chain Conference. When BVL was founded, logistics was still in the process of becoming an independent discipline. Today, logistics is one of the core fields of expertise of the German economy. Since it was created, BVL has been at the heart of the industry – as a source of information, a communication platform, a knowledge and expert network, and a community that benefits and brings joy to all those involved.

With heartfelt thanks for our joint efforts during the past eleven years and in great anticipation of the things we will develop together in the future,



Prof. Dr.-Ing. Raimund Klinkner
President
until December 31, 2017



Prof. Dr. Robert Blackburn
President
from January 1, 2018

“ *BVL uses its unique status as a network and an impartial association to advance the interests of logistics across all sectors and to ensure that the logistics industry is heard in the halls of power.* ”



Think different – Act digital

Think different, Act digital: this means seeing digitalization not as a technological concept but as an intelligent driver of change – and putting digitalization into practice in the day-to-day operations of companies. This is the theme that BVL chose for the year 2017.

Helping people find their bearings in a digital world

BVL published three key documents that provided its members and the public at large with a holistic resource that helps them to find their bearings in an era of digitalization. First, there was the position paper of the Scientific Advisory Board, followed by a practice-focused position paper authored by the BVL Board and the whitepaper entitled “Impact of the Fourth Industrial Revolution on Supply Chains”, compiled in cooperation with the World Economic Forum.

Demands in five key policy areas

In an open letter to the members of the German Bundestag parliament, BVL outlined five fields of action that are of decisive importance for the logistics sector – namely transport infrastructure, digital infrastructure, urban logistics, qualification and the duration of public planning procedures. Around 300 logistics experts lent their names in support of the letter.

Urban logistics

BVL develops ideas for strategies to improve logistics in the inner cities. It set up the Urban Logistics focus group on March 22, and the July issue of BVL Magazin focused on the dilemma of city logistics, a topic that also played a central role at the International Supply Chain Conference. These activities were rounded off by the association’s participation in the Urban Logistics Convention in November in Amsterdam.

Marshall Plan with Africa

The “Marshall Plan” of the German government is geared towards a fundamental reorientation of development cooperation with the countries of Africa and encompasses all key areas of the economy and education – such as infrastructure, the transport and logistics industry, and the educational system. BVL supports the various initiatives.

Qualification

The German Foreign Trade and Commerce Academy and the Seminars unit of BVL provide their students and course participants with innovative qualification routes, such as a dual Business Management and Bachelor degree as well as the modular Compact Study Course in Logistics.

Holistic understanding of the digital world of the future

Digitalization was the focal point of the BVL events and publications in 2017. The major “Trends and Strategies” study was followed by position papers from the Scientific Advisory Board as well as a BVL whitepaper prepared jointly with the World Economic Forum.



On the first day of the CeBIT, the leading fair for digital business, the Scientific Advisory Board of BVL headed by Prof. Werner Delfmann handed over its position paper to Prof. Johanna Wanka, Federal Minister of Education and Research. In this paper, the authors call for intensified research on the topic of Logistics 4.0 – because Industry 4.0 is unthinkable without logistics. Logistics is a “first mover” and as such both a driver and a foundation of the Fourth Industrial Revolution. Logistics requires the creation of a joint theoretical and methodological basis for technology and economy – as well as for strategy in the operational field.

The position paper, authored by Prof. Werner Delfmann and his colleagues Prof. Michael ten Hompel, Prof. Wolfgang Kersten, Prof. Thorsten Schmidt and Prof. Wolfgang Stölzle, focused on two central research topics – first, the structural and methodological change as a result of Logistics 4.0 and Logistics 4.0 as a sociotechnical system. The core themes in the first part of the paper are objectives, rules, modes of operation, effects and principles of resource utilisation. The second part of the paper is about the human/machine interface, the distribution of risk and responsibility, and the new requirements in terms of the qualification of employees.

Prof. Werner Delfmann (right) and Prof. Michael ten Hompel (2nd from right) hand over the position paper of the Scientific Advisory Board to Federal Minister Prof. Johanna Wanka

The close link between logistics science and logistics practice is self-evident, and it was therefore only logical that the position paper of the Scientific Advisory Board was backed up by a more hands-on position paper prepared by the BVL Board. The latter paper entitled “Digitisation in Logistics” provides detailed answers to 14 concrete questions facing today’s companies, such as: “What are the main advantages of digitalization for the logistics sector?”, “What role will data play in future, and what business models can be derived from this role?” or “Will digitalization make everything uncertain?”. The paper was authored by Board members Frauke Heistermann, Prof. Michael ten Hompel and Dr.-Ing. Torsten Mallée.

The whitepaper “Impact of the Fourth Industrial Revolution on Supply Chains” was prepared at the end of the year in cooperation

with the World Economic Forum. The authors, who included Wolfgang Lehmacher from the Forum and Dr. Christian Grotemeier from BVL, came to the conclusion that the borders between different value added stages are becoming more fluid, and the lines between conventional industrial production and logistics ever more blurred. This creates major opportunities for logistics service providers. The traditional business model of a third-party logistics provider can be extended even further than was the case in the past. The vision is a model that encompasses both production and logistics expertise.

In the words of BVL President Prof. Raimund Klinkner, “with these papers, BVL provides its members and the public at large with a holistic resource that helps them to find their bearings with regard to the topic of digitalization”.



Demands in five policy areas

In its capacity of organiser of the 34th International Supply Chain Conference and as an expert network for logistics managers in industry, trade, logistics services and academia, BVL addressed an open letter to the members of the German Bundestag parliament on October 25, 2017.



The letter names transport infrastructure, digital infrastructure, urban logistics, education and the acceleration of planning procedures as the five political action fields that are most relevant to logistics.

- 1 Transport infrastructure with bridges, roads, railways and waterways as well as air transport

The situation: in many areas, “logistics world champion” Germany subsists on its substance.

The demands: draw up a strategy to ensure long-term investment in both the maintenance and expansion of the sometimes crumbling transport infrastructure. The 2030 Federal Transport Infrastructure Plan will only address some of the dramatic bottlenecks. More needs to be done! The air transport concept also contains important measures geared towards the long-term strengthening of the German air transport industry. This concept must now be implemented!

- 2 Digital infrastructure together with digital standards and digital security

The situation: Germany is a developing country when it comes to fibre-optic cable and ranks 28th out of 32 OECD countries for the availability of fibre-optic connections. This is cause for concern, particularly as the expansion of a future-safe digital infrastructure will be key to the success of logistics. Without a digital infrastructure worthy of a logistics world champion it will not be possible to exploit the potentials offered by digitalization.

The demands: put digitalization right at the top of the political agenda and make a determined effort to expand the availability of fibre-optic connectivity. Develop a framework in which logistics can work effectively and therefore in a way that spares resources. The creation of a Ministry for Digitalization would send out a strong and visible signal.

- 3 Interdisciplinary solutions for urban logistics

The situation: congestion, noise, emissions and bottlenecks in the inner cities are impacting industry and society – as well as our environment. There are many excellent standalone solutions, but there is no common roadmap geared towards holistic solutions that takes account of the concerns of all stakeholders. Even model trials developed by industry to improve processes are delayed for months by the red tape of approval procedures.

The demands: make urban logistics a high-priority issue and lay down a marker for constructive collaboration between policymakers, local administrations, urban planners, industry, public transport and the local people. The experts in the logistics sector offer their support!

- 4 School-based education, vocational training and academic learning as a cross-generational means of preparing people for the digital future

The situation: in a BVL survey 82 percent of respondents across all sectors said that the skill shortage in the logistics field will negatively impact the success of companies

during the next ten years. We see the digitalization of processes as a means of offsetting the skill shortage by improving efficiency levels. At the same time, however, existing personnel and potential new employees also have to be equipped to handle the challenges of a new, digitised working world. The only way to achieve this is to adapt the curricula and teaching methods in all types of schools.

The demands: work together with the competent authorities in the regional states to remove outdated teaching content from the curricula – and implement a school and education policy that paves the way for an internationally competitive education system.

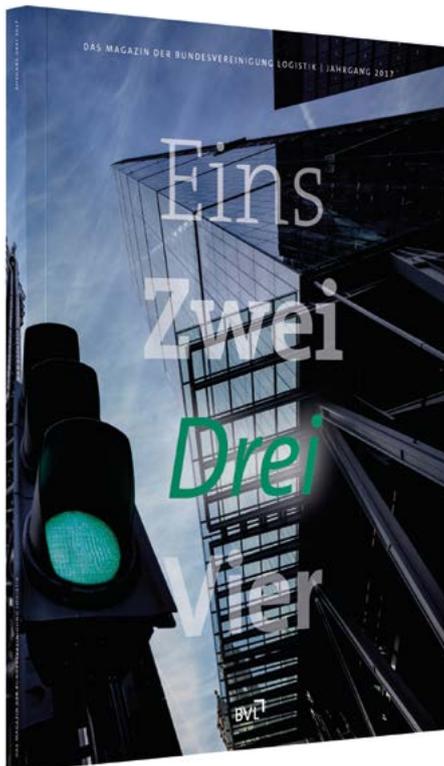
- 5 Acceleration of planning procedures and project implementation

The situation: planning procedures lasting 20 years or more negatively affect the development of infrastructure in Germany. This is an issue that Chancellor Merkel also raised in public in July 2017. The funds for this investment are readily available – but administrative and decision-making processes often do not cater to today’s needs. The federal structure of the country slows down these processes, in particular when it comes to large-scale infrastructure projects.

The demand: create central decision-making structures, at least for large-scale projects across national borders. This is the only way to avoid the wrong decisions and delays that often result from stakeholders pushing their special interests.

Bringing all stakeholders in urban logistics together around the same table

BVL develops ideas to improve logistics in the inner cities. It set up the Urban Logistics focus group on March 22, and the July issue of BVL Magazin highlighted the dilemma of city logistics, a topic that was also widely discussed at the International Supply Chain Conference. These activities were rounded off by participation in the Urban Logistics Convention in Amsterdam in November



Urban logistics was the core topic of BVL Magazin, issue THREE 2017

The Urban Logistics focus group serves as a platform for discussion of specialist topics, challenges and the practical implementation of solutions in the field of urban logistics. It aims to inform the public at large about sustainable and innovative concepts, and to raise awareness among all stakeholders for open, cooperation-based and targeted action in the interests of sustainable urban and transport development. The list of stakeholders who need to be brought around the table for this purpose is a long one and ranges from the decision-makers in administration and politics, through the stationary and online retail trade, CEP providers, logistics service providers and developers of inner city logistics properties, to local public transport, the emergency services, waste disposal providers and, last but not least, the local people with all their concerns.

The focus group headed by Dr. Christian Jacobi met three times in 2017 – in Hamburg, Frankfurt and Berlin – and each of the meetings was hosted by one of the participants. The members identified initial approaches for analysis of the many relevant aspects. These include the GeNaLog project focusing on low-noise night-time logistics, the “SMILE” project (Smart Last Mile Logistics), a joint project of the Hamburg Logistics Initiative and the Authority for Industry

and Transport geared towards turning the metropolis on the Elbe into a model region for sustainable last mile deliveries, and the “Micro-Depot Concept” in Nuremberg which uses cargo bicycles and in which the city of Nuremberg, the state of Bavaria and the Chamber of Industry and Trade are all involved alongside parcel delivery providers DPD and GLS.

Digitalization will play a key role in addressing the many challenges facing the urban conurbations. Real-time information and communication help to prevent bottlenecks. Delivery and disposal runs, local public transport, taxis, private transport or the deployment of fire trucks and ambulances can be harmonised – if all the parties involved are able to agree on standards. This also became clear at the Urban Logistics Convention in Amsterdam on November 21/22. The ULC is a joint event of consulting firm Roland Berger and the logistics organisations BVL, ASLOG (France) and VLM (Netherlands) and was attended by around 120 participants. This event continued on European level the discussions initiated by BVL in its Urban Logistics focus group, during sessions at the International Supply Chain Conference and in articles in BVL Magazin.



Key role of logistics in the Marshall Plan with Africa

At the International Supply Chain Conference, Prof. Helmut Baumgarten – who has been addressing the challenge of humanitarian logistics from a scientific perspective for many years – brought together a number of committed speakers under the heading “From Humanitarian Logistics to a Marshall Plan with Africa”.



Prof. Helmut Baumgarten moderated the discussion session, whose participants included Prof. Klaus-Michael Kühne, Dr. Stefan Oswald, Martin Olsen and Dr.-Ing. Martin Keßler.

The Marshall Plan of the German government is geared towards achieving a fundamental change in development cooperation with the countries of Africa and encompasses all the key areas of the economy and education, such as infrastructure, transport and logistics activities, and educational systems. The speakers in the specialist session moderated by Prof. Baumgarten were Prof. Klaus-Michael Kühne, President of the Kühne Foundation, Martin Ohlsen, former Director of the Transport and Logistics Division at the UN World Food Programme, Dr. Stefan Oswald, Head of Subsaharan Africa at the Federal Ministry for Cooperation and Economic Development, Dr.-Ing. Martin Keßler, Engagement Manager at McKinsey, and Dr. Corinna Franke-Wöller, Head of the Agency for Business and Economic Development. Dr. Stefan Oswald read out a detailed statement by Dr. Gerd Müller, Federal Minister for Economic Cooperation and Development, in which the Minister wrote that “a Marshall Plan FOR Africa would be “business as usual”. What we need is a Marshall Plan WITH Africa: a proposal to achieve the goals of the Agenda 2063 through partnership-based cooperation. The aim must be to implement these Africa solutions together.”

The multi-year large-scale projects create major challenges for investors, planners and operators. The goal is to empower the individual African economies so that they can participate in economic and social processes in the world on an equal footing in line with the principle of helping others to help themselves. Baumgarten is

convinced that logistics service providers as well as logistics experts in industry and trade can and should play an important role in this process. “The Marshall Plan explicitly promotes the involvement of industry in the form of investment and entrepreneurial creativity. There is no doubt that functioning logistics is a necessary precondition for economic growth, education and a higher standard of living. Logistics encompasses infrastructure and transport. Investors, planners, operators and consultants are called upon to make their contribution to the process. Africa has the potential to grow into a major market in the long term. Germany is a leader in the development of logistics and not only has commercial interests but also a social responsibility”, says Baumgarten.

BVL has been involved in the area of humanitarian logistics for many years now. The association has hosted two platforms for working groups in this area – one in the period from 2010 to 2011 headed by Prof. Helmut Baumgarten, and a second one from 2012 to 2013 led by Prof. Bernd Hellingrath. These working groups succeeded in bringing together the logistics experts from aid organisations and the logistics industry. In addition, humanitarian logistics has been a regular topic in the programme of the International Supply Chain Conference. In 2015, BVL recognised the efforts of the German Army, the Technical Relief Service (THW) and the German Red Cross in the field of humanitarian logistics during the refugee crisis.



Innovation in the educational sector

The German Foreign Trade and Commerce Academy and the Seminars unit of BVL now provide their students and course participants with a range of new qualification paths.



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From this year onwards, current and future students at the German Foreign Trade and Commerce Academy (DAV) in Bremen can take advantage of a new qualification option. If they possess a ten-year school diploma or a university entrance qualification as well as a vocational training diploma and one year of working experience, they can obtain a dual degree as State-Approved Business Manager and Bachelor of Science in just two years. This is made possible by the cooperation agreement between DAV and Liverpool John Moores University (LJMU). Through this cooperation, DAV is offering up-and-coming logistics talents studying international logistics management a highly effective path for hands-on further education leading to an academic degree of a kind that is currently unknown in Germany.

DAV awards the title of “State-Approved Business Manager” in Economics majoring in International Logistics Management. This qualification is a practice-focused German qualification. LJMU additionally awards the academic degree “Bachelor of Science (B.Sc.) in Logistics and Supply Chain Management” with 180 credits; the study course is organi-

sationally integrated in the university’s Faculty of Science and Technology, although the course content and the degree itself are management-focused rather than technical. The path to both academic titles, both of which are fully accredited in Germany and the UK, is part of an interdisciplinary and non-bureaucratic study schedule. Prof. Ian Jenkinson from the Department of Maritime and Mechanical Engineering at LJMU has great hopes for this collaboration: “Through this cooperation with DAV, we are integrating the practice-oriented and application-focused approach of DAV in our own study programme. This extends the scope of our activities and enables us to attract highly practice-focused graduates, something that will set us apart from other universities in Britain. Moreover, we offer DAV access to scientific resources and the benefits of a university with international activities.”

Compact study course in logistics

Next year, a new concept will be introduced for the Compact Study Course in Logistics (KSL), BVL’s highly respected further training programme for logistics managers. The courses

have been modularised and will in future stand on three pillars. There are six compulsory modules, three compulsory elective modules and a practical project. The compulsory modules impart essential specialised and leadership know-how, which are of relevance for those taking on management responsibility. The compulsory elective modules enable the participants to choose personal core topics to suit their individual needs and permit them to commence their further training more flexibly. In the concluding practical project, participants can then gauge their own hands-on expertise in a demanding real-world project task – ensuring that they possess the skills to perform management functions in the future.

The Compact Study Course in Logistics will in future comprise a maximum of 22 face-to-face days, making it easier to complete the course on a part-time basis than was previously the case. Seminars and certificate courses of BVL that have already been attended during the previous 24 months can be accredited. After completing all modules and passing the examinations, the graduates receive the BVL certificate of “Certified Logistics Manager”.

34th International Supply Chain Conference

The theme for the 34th International Supply Chain Conference in October was „Think different – Act digital“, and the event attracted 3,424 participants. The attendees were extremely satisfied with the content and the opportunities the event offered for networking.

German Award for SCM | Supply Chain Sustainability Award

The German Award for SCM 2017 went to Robert Bosch GmbH for the project „Striving for Supply Chain Excellence“. The winner of the Supply Chain Sustainability Award presented jointly by the BVL associations in Austria and Germany was mid-sized mail order trader Memo AG.

Supply Chain Day

The tenth day of action of the logistics sector took place on April 27, 2017, when around 400 events in Germany and 19 other countries attracted just under 40,000 visitors. In total, some 670 companies, organisations and educational establishments took part in this special day.

Sector, theme and special-topic forums

The forum schedule for 2017 included the Forum Automotive Logistics in Bremen together with the German Association of the Automotive Industry (VDA), the Forum Chemical Logistics in Ludwigshafen, and the Forum Spare Parts Logistics in Nuremberg as well as special-topic forums during the transport logistic in Munich, the GCC Logistics Conference in Manama, and the Global Supply Chain Conference in Shanghai.

Science and research

In 2017, Prof. Kai Furmans took over from Prof. Werner Delfmann as Chairman of the Scientific Advisory Board. The Board prepared a position paper calling for intensified research into the topic of Industry 4.0. The Research Council reviewed 30 short applications for research projects and forwarded 28 long applications for funding to the German Federation of Industrial Research Associations (AiF).

Press and PR activities

Press and PR activities in 2017 focused primarily on digital communication channels, and the BVL website was totally redesigned. Topics included digitalization as well as human resources or structural and economic data.

From the Chapters

In total, the Chapters in Germany and around the world staged some 300 events in 2017. The range of topics is diverse and the formats of the events extremely varied; they provide attendees with a wide range of options to obtain information and interact with each other.

Ready for new forms of work

Digitalization was the focal point of the presentations and discussions at the 34th International Supply Chain Conference. 3,424 participants attended the event in Berlin and were delighted with both the content and the range of communication and networking options.



The theme for the event was „Think different – Act digital“. The presentations, panel discussions and conversations among conference attendees showed that logistics managers in all sectors of the economy are in the process of putting the new options offered by technology into practice – in order to optimise processes, adapt routines and develop new concepts and business models along the entire supply chain. „Think different, Act digital is about viewing digitalization not as a technological concept but as an intelligent driver of change – and actually implementing this change in the day-to-day operations of companies“, said Prof. Raimund Klinkner, BVL President.

The list of prominent speakers reflected the breadth of the topics at the conference. They included entrepreneur Prof. Klaus-Michael Kühne, Dr. Frank Appel, CEO of Deutsche

Post DHL, Dr. Richard Lutz, CEO of Deutsche Bahn, Martina Koederitz, Chairwoman of the Board of Directors of IBM Deutschland, Dr.-Ing. Joachim Damasky, Managing Director for Technology and Environment at the German Association of the Automotive Industry (VDA) and Prof. Achim Kampker, CEO of Streetscooter. All in all, around 120 experts spoke during the 65 hours of the conference programme.

„Think Different“, „Act Digital“, Movers in Logistics“ and „Science & Research“ were the four overriding theme areas for the 16 specialist sessions at the conference, which supplied in-depth insights and provided information and ideas for day-to-day operations. The topics included: what might a mass-compatible, sustainable inner-city delivery concept look like in the near future? One approach was to view electromobility as a combination of the

individual elements „vehicle“, „energy supply“ and „transport infrastructure“. Further topics: what is the outlook for world trade in the era of Brexit and protectionist tendencies? How can an „old“ business model be turned into a „new“ one? The sessions gave attendees advice on the choice of the right digital technology for the warehouse, outlined hands-on examples for the deployment of artificial intelligence and machine learning, featured experience reports on the development of a „digital factory“, and provided an introduction to the modus operandi and the benefits of blockchain technology. Other areas that were addressed were solution approaches for smooth processes in omni-channel logistics and successful concepts to meet the logistical challenges in the online market, where customer-friendly fulfilment at the lowest possible cost is essential to build customer loyalty.

Prof. Raimund Klinkner with decision-makers and pioneering thinkers from industry and science: Peter Gerber (Lufthansa Cargo), Dr. Frank Appel (Deutsche Post DHL), Prof. Reimund Neugebauer (Fraunhofer Society) and Prof. Michael ten Hompel (TU Dortmund University/Fraunhofer IML)





Prof. Thomas Wimmer in conversation with former German President Joachim Gauck



Illusionist Marc Gettmann presented his new magic show

The theme „Think different – Act digital“ continued into the Gala on the evening of day one of the conference at the Estrel Congress & Messe Center, where a varied and interactive programme awaited the guests – along with the presentation of the German Award for SCM 2017. The guests of honour at the Gala were former German President Joachim Gauck and Prof. Klaus-Michael Kühne, President of the Kühne Foundation. In conversation with Prof. Thomas Wimmer, Chairman of the Executive Board of BVL, they talked about humanitarian logistics, social cohesion and civil society initiatives. Entrepreneur and ben-

efactor Kühne presented the newly created award of the Kühne Foundation for achievements in the field of humanitarian logistics to scientist Prof. Helmut Baumgarten, who has been involved in this area for many years. Baumgarten donated the prize money to an SOS children’s village project in South Sudan.

Former German President Joachim Gauck encouraged the conference attendees and the employees in the logistics sector not to let themselves be overwhelmed by technology in a fast-changing working environment: „We won’t be without work, but we must be ready

for new forms of work“, said Gauck. „We need the courage to build our own competencies – even in the face of our inner resistance.

At the end of the conference, BVL put on a firework display in honour of Prof. Raimund Klinkner, whose last term in office as BVL President came to an end at the close of 2017. The 34th International Supply Chain Conference was the eleventh conference under his leadership. The big team of honorary and full-time conference employees and the student helpers at the event gathered around him on the big stage in the main conference hall.



Digitalization Meets Reality



**35TH INTERNATIONAL
SUPPLY CHAIN CONFERENCE**
October 17-19, 2018

A new role for logistics

The chief characteristics of the Bosch project that won the German Award for SCM in 2017 are a cross-company approach and an exemplary front-to-end concept. The comprehensive restructuring of logistics processes at Bosch reduces costs by 15 percent.

Instead of optimising only individual supply chain segments, logistics operations at Bosch have been completely revolutionised over a period of four years under the heading „Striving for Supply Chain Excellence“. These processes now play an entirely new role in the company and achieve impressive results based on a total cost of ownership (TCO) approach. In this way, Bosch logistics has also made a key contribution to the process of transformation within the company. The core focus of this change is increasing interconnection via the Internet of Things (IoT). Like no other company, Bosch possesses know-how in the area of the 3 „Ss“ that are central to the IoT – namely, sensors, software and services.

In the view of the 17-member jury made up of logistics experts from industry, trade, logistics service providers and the special-



The team from Bosch led by Andreas Reutter, Executive Vice President Global Logistics (3rd from l.) was honoured by Jury Chairman Roland Tichy (extreme right) as well as – to his left – Prof. Raimund Klinkner and former German President Joachim Gauck

interest media, the winning project is innovative in the way it enables the interplay of two developments: on the one hand, logistics is the creative force; on the other, however, it is also the main driver for digitalization and innovation in the company.

„A front-to-end company project was realised in a sensationally short period of time. I am impressed by the transformational capability of a tradition-rich company like Bosch, which succeeded in using its size to optimise the interconnection of the regions“, said Jury Chairman Roland Tichy, Chairman of the Ludwig Erhard Foundation.

BVL put a new process in place to assess the entries for the German Award for SCM 2017. The number of members on the jury was increased from twelve to 17 to cover additional areas of logistics and to reflect the major importance of the topic of digitalization. In addition, there are now also experienced journalists from three special-interest media on the jury. The optimised three-phase entry procedure is also new.

Sustainability Award for Memo AG

The winner of the sixth BVL Supply Chain Sustainability Award is the mid-sized mail order company Memo AG in Greußenheim near Würzburg. Memo was presented with the award for its holistic, sustainable approach to company management, an approach that also and in particular incorporates the logistics function. Memo AG impressed the jury in numerous respects. In the words of Jury Chairman Dr. Christian Plas, „in the spirit of front-to-end sustainability, our prize winner has integrated the ecological commitment of the company founder in all business areas of the company – be it products, growth scenarios, interaction with employees, customers and suppliers, all the way through to logistics. Memo’s Sustainability Report has already won numerous awards and can serve as a model for many far bigger companies.“ The Supply Chain Sustainability Award was accepted by Frank Schmähling, Management Board member for Logistics at Memo AG, during the 33rd Logistics Dialogue in Vienna.

AEB wins Hackathon

The team from Stuttgart-based company AEB won the first BVL Hackathon in the face of competition from five other teams. The task was to use a data set made up of sound sequences to train a machine to classify an unknown sound sequence as exactly as possible. The Hackathon was prepared and supervised by data analysis specialists from BASF. The award carries a cash prize of 10,000 euros for the winning team and is supported by BASF.



The busy trade fair stand of BVL at the transport logistic in Munich

Present in Manama, Munich and Shanghai

BVL participates in international trade fairs in Germany and worldwide in order to maintain and build its network. As a partner of the Deutsche Messe AG and Messe München trade fair companies, it is regularly involved in the accompanying programmes for the fairs and also stages special-topic forums. In 2017, the trade fair activities of BVL took the association to Manama, Munich and Shanghai.

GCC Logistics Conference

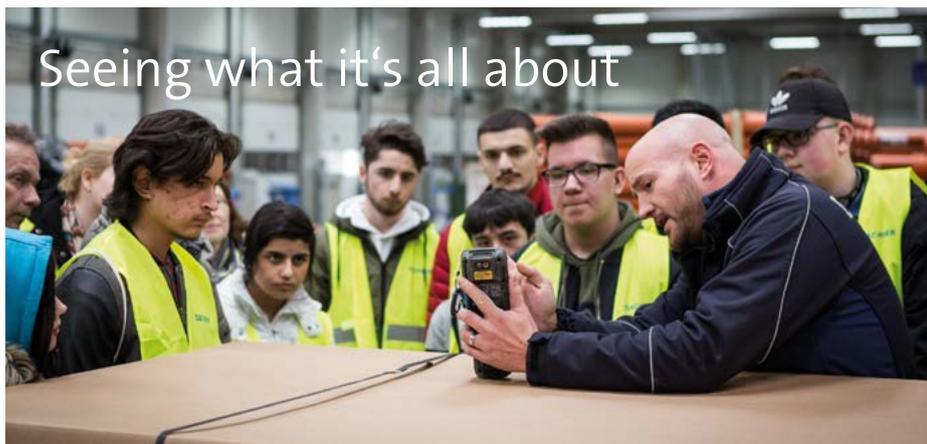
The second GCC Logistics Conference took place in Manama/Bahrain on April 26 and 27. The patron of the event was H. E. Kamal bin Achmed Mohammed, Minister for Transportation and Telecommunication, and Prof. Raimund Klinkner, BVL President, was one of the speakers at the event. According to Klinkner, „the conference underlined the openness of the country and the expert knowledge that has been developed there. Logistics is one of the economic growth sectors in the kingdom of Bahrain. The well-attended conference showed that Bahrain has paved the way for continued successful development. The event is a vibrant forum for interaction between state bodies on the one hand and industry and logistics service providers on the other.“ Bahrain also took part in the 10th Supply Chain Day, and the country's international commitment was also reflected in the appearance of the Minister at the press conference for the day of action: both he and Klinkner were streamed live from Bahrain to Berlin.

transport logistic

The leading „transport logistic“ fair took place in Munich from May 9 to 12. BVL had its own stand and played a key role in the programme at the fair as a partner of Messe München by staging moderated special-topic forums. The first forum under the heading „Logistics Market Iran: Opportunities and Rules of the Game“ looked at the Iranian market following the relaxation of sanctions and featured a discussion session with a panel of Iranian and German experts. After the forum, BVL invited attendees to a hands-on workshop on „Successful Exports to Iran“. The second forum entitled „Operational Excellence in Logistics with and without 4.0“ gave attendees the chance to profit from the experience of other companies. Forum number three offered a setting for inspiring conversations. It was called „Newcomers in Logistics“ and focused on new business models and idea generators.

Global Supply Chain Conference

On July 11 and 12, Chinese logistics technology service platform Soo56 staged the fifth Global Supply Chain Conference in Shanghai with the support of the China Integration and Innovation Alliance of Internet and Industry (DIIAII), the Fraunhofer IML and BVL. More than 600 attendees came together to talk about the opportunities presented by digitalization. Prof. Dianjun Fang, Chair of the BVL Shanghai Chapter, opened the event. Prof. Thomas Wimmer, Chairman of the BVL Executive Board, talked in his keynote speech „Digitisation and Smart Logistics“ about, among other things, the findings of the current „Trends and Strategies“ study and also presented BVL to his audience, outlining the benefits of the worldwide network.



An idea mentioned in 2007 led to the first Supply Chain Day one year later, and the day of action took place for the tenth time in 2017. Supply Chain Day has meanwhile become an integral part of the logistics year.

This day of action of the logistics sector took place on April 27, 2017, when around 400 logistics events in Germany and 19 other countries attracted just under 40,000 visitors. In total, some 670 companies in industry, trade and logistics services, organisations and educational establishments took part in the events on this special day. „As the logistics coordinator of the German government, Supply Chain Day is an unmovable date in my diary“, said Dorothee Bär, Parliamentary State Secretary at the German Transport Ministry. „The commitment on the part of companies is very impressive, and visitors have an opportunity to experience logistics in all its facets. Only people who know what the sector is about can decide to make their career in logistics.“ Dorothee Bär spoke at the central press conference of BVL in the Federal Press Conference Centre in Berlin on the eve of Supply Chain Day.

Prof. Raimund Klinkner, BVL President, looked back on the beginnings of this day of action and talked about the idea that was put on the agenda of the BVL executive bodies by then Chapter Chair Eugen Makowski in 2007. The starting point was the realisation that „only insiders really know what logistics is about“ – and this was something BVL wanted to change. „We gave ourselves just six months before the staging of the first Supply Chain Day in April 2008. It was an ambitious target, but it also gave added momentum to the project“, said Klinkner. „I suppose you could say that Supply Chain Day is a bit like one of those educational TV programmes for children, but in this case it's for people who want to know more about logistics.“

Since the first day of action, around 2,000 companies have participated in Supply Chain Day, and roughly 327,500 people have taken part in the events they organised. The idea has also made waves internationally and – thanks to the worldwide contacts of BVL – has become extremely popular in many cities. In 2017, events were also held outside Europe in countries like Bahrain and Korea, for example. Leading companies like Dachser, DB Schenker, DHL, IKEA or Zalando welcomed visitors to tailored events for different target groups at dozens



of locations throughout Germany. As is the case every year, the job and career events attracted the highest level of interest – as was the case with the LogistikRuhr Student Day in Dortmund – which has always been the biggest event in which BVL is involved from the very start.

i The next Supply Chain Day will take place on April 19, 2018.
www.supply-chain-day.com

The LogistikRuhr Student Day, which has been part of Supply Chain Day every year since 2008, celebrated its tenth birthday. It was on this anniversary that Prof. Uwe Clausen (3rd from r.) bid farewell to the project that he has been heavily involved in for many years. Taking leave of Clausen in Dortmund: Georgios Kretsis, Klaudia Vollmer, Christine Körner, Karl-Heinz Lippe, Daniel Kaczmarek, Laura Plewinski and Andrea Kapahnke.



Digital solutions on the advance

The fifth Forum Chemical Logistics in Ludwigshafen on May 17 and 18 provided 223 attendees and 19 exhibitors with an opportunity to learn about the latest trends in the sector. Digitalization was one of the key themes.

What are the right digitalization strategies for my company? Which technologies do we need to implement these strategies? What practical experiences have companies had to date with digitalization? These questions were the focal points of the Forum Chemical Logistics, which took place on the grounds of BASF for the second time. “Digitalization will dramatically change the nature of business models in the chemical industry”, said Dr. Christoph Wegner, who hosted the Forum at BASF. “And logistics will be key in enabling us to remain competitive in the future.”

Ulrich Külker, Director Supply Chain Specialities at Ineos Styrolution, also confirmed that digitalization can greatly facilitate the harmonisation of processes and data exchange with external partners. “We have launched a project in our company to evaluate the options presented by digitalization”; said Külker in Ludwigshafen. “And we will use the insights as a basis for the implementation of individual projects based on cost and service considerations.” In addition to monitoring trucks in real time, this can also include such things as improved forecasting of future transport volumes, exploiting the benefits of self-driving trucks for the chemical industry, or the automation of frequently recurring ordering processes.

Robert Schmidkunz, Head of Logistics Security at Evonik Industries, explained how companies can use digitalization to identify risks along the supply chain as rapidly as possible and then take action to effectively contain these risks in the long term. In this area, his company uses, among other things, the “Resilience 360” tool from DHL. “The plotting of global live messages and long-term risk data enables us to effectively control short-term and long-term risks”, said Schmidkunz. “The visualisation of aggregated supply chain-related messages over time significantly boosts the transparency and performance capability of our supply chain.”



Forum Spare Parts Logistics

Which new technologies will revolutionise the spare parts business, what availability levels and delivery times do customers expect, and what IT solutions are needed to make it all possible? The Forum Spare Parts Logistics at the end of March in Nuremberg attracted 17 exhibitors and 270 attendees, who had the opportunity to learn about management concepts that will be the key to successful spare parts management in years to come.

Alongside new technologies such as automatic warehouse systems, reliable – and well-researched – data are key to the success of any digitalization strategy. The attendees agreed that, without this data, it would not be possible to exploit much of the potential for optimisation. Some big corporations have already succeeded in making significant savings by implementing digital processes. VW, for example, has reported stock reductions of ten million euros and a productivity increase of 40 percent for sea freight dispatches from its spare parts warehouse. The automotive giant has automated work processes by introducing a new stacker control system and is working on big data all-time forecasts based on more than 37 million data sets collected since 1996.



The road from big data to usable knowledge

The Forum Automotive Logistics in Bremen in mid-February was the fifth sector summit for automotive logistics organised jointly by the German Association of the Automotive Industry (VDA) and BVL; the Forum has its origins in two separate events of the two organisations.

The first joint Forum was staged in Munich in 2013, and was followed by events in Frankfurt and Leipzig, and once again in Frankfurt in 2016. With around 500 attendees at each Forum combined with large, varied exhibitions, the two organisations have created an attractive meeting place for logistics managers from the automotive sector and service providers. The mix of presentations, networking and company tours at the end of day two of the event have proven their worth as a meaningful and popular programme concept.

This year, around 530 participants came together at the Mercedes-Benz plant in Bremen, and 60 exhibitors showcased their solutions and services. The theme for the event was “Smart instead of Reactive – On the Road to Digital Dimensions”. In the words of Matthias Wissmann, President of the German

Association of the Automotive Industry (VDA), “digitalization will fundamentally change the way we build automobiles. In the automotive industry, we are working at high speed on the systematic digital interconnection of our entire supply chain. Automotive logistics is a key element in this process: in future, it will have to process previously unknown amounts of information more efficiently and faster than ever before”. During the Forum, Prof. Raimund Klinkner, BVL President, said that “the key factor in the global success of the automotive industry is its dynamic pace of innovation. The digital transformation of the automotive value added networks has picked up speed.”

In addition to the presentations by experts in automotive logistics, the Forum also shed some light on other important areas.

The speakers included BVL Board members Frank Dreeke (BLG Logistics) and Frank Wiermer (Rewe), who outlined the viewpoints of logistics services and the trading sector. Dr. Frederic Speidel from the IG Metall trade union presented interesting insights into the changes at the workplace. Carsten Hernig (Jettainer) and Dr. Klaus Staubitzer (Siemens) outlined the best practice approaches adopted by their companies. Dr. Markus Kückelhaus (DHL) and Frank Wernecke (Drone Masters) spoke on the topic of autonomous logistics processes and future scenarios.

i The next Forum Automotive Logistics will take place in Frankfurt on January 31 and February 1, 2018. The theme: “Opportunities generated by transparency – notice, understand, act” www.bvl.de/fal

Exploring the phenomenon of autocorrelation

The Science Award for SCM 2017 went to Dr.-Ing. Sebastian Rank and the Chair of Technical Logistics at the TU Dresden University headed by Prof. Thorsten Schmidt.

The project is entitled “Elimination of Negative Effects of Autocorrelation at Mergers” and is aimed at increasing the throughput of in-plant transport systems. First, Sebastian Rank explains that processes and material flows have statistical properties that differ from those that are generally assumed to exist. In a wide-ranging empirical study, he shows that processes in material flow systems – such as arrival processes into a buffer stock or order volumes of customer orders – generally exhibit autocorrelation (self-similarity) properties. Autocorrelation is a concept from the field of statistics and signal processing, and describes the correlation of a function or a signal with itself at an earlier point in time.

“With his work on autocorrelation, Dr. Rank is tracking down a phenomenon that changes our fundamental understanding of logistics systems across the entire spectrum of such systems”, said Prof. Wolfgang Kersten, Chairman of the Jury for the Science Award for SCM. The findings are based on the empirical analysis of 70 real data sets from companies in different sectors. Figuratively speaking, groups of transport units



Board member Prof. Katja Windt and Jury Chairman Prof. Wolfgang Kersten congratulate Prof. Thorsten Schmidt and award winner Dr.-Ing. Sebastian Rank. On the right: Ralf Busche from BASF, who sponsors the award.

are observed far more frequently in (auto) correlated processes. This behaviour negatively impacts system parameters (e.g. 50 percent increase in throughput times), twice the level of system volatility, and a far higher probability of system blockages – particularly in highly automated systems. It is therefore essential that autocorrelation is taken into consideration both during modelling – to create valid models – and dur-

ing the operation of material flow systems. The work is based on a project of the Industrial Collective Research (IGF) from 2011 to 2013 focusing on the control of highly correlated logistics and production processes. At the time, the TU Dresden University and the Bundeswehr University Munich were involved in this project.

Thesis Award

Once again this year, outstanding students of logistics had the chance to be nominated by their professors as winners of the Thesis Award of BVL. BVL has been inviting entries for excellent degree theses for this young

talent award since 2010, and the Thesis Conference at the 34th International Supply Chain Conference once again served as a meeting place and a presentation platform for graduates and young professionals.

Five theses selected in a public voting session were presented, and the future logistics managers were able to obtain ideas and information for their future career plans.



Changes on the Scientific Advisory Board

Handover at the helm of the Scientific Advisory Board, restructuring of the body itself, and a large number of projects reviewed by the Research Council – the scientific and research experts at BVL can look back on an eventful year.



Prof. Werner Delfmann and Prof. Raimund Klinkner

Prof. Kai Furmans, Director of the Institute for Material Handling and Logistics at the Karlsruhe Institute of Technology, was appointed the new Chairman of the Scientific Advisory Board of BVL in May. He succeeds Prof. Werner Delfmann, who held this office since mid-2008. The Vice-Chairs of the now 24-member body are Prof. Ludger Overmeyer, Director of the Institute for Transport and Automation Technology at Hannover University, and Prof. Stefan Minner, Chair of Logistics and Supply Chain Management at the Technische Universität München. The following members were newly appointed to the Scientific Advisory Board in 2017: Prof. Thomas Bauernhansl, Prof. Alexander Eisenkopf, Prof. Ralf Elbert, Prof. Johannes Fottner, Prof. Michael Freitag, Prof. Bernd Hellingrath, Prof. Kai Hoberg, Prof. Anne Lange, Prof. Ulrich Thonemann, Prof. Carl Marcus Wallenburg and Prof. Hartmut Zadek. Prof. Klaus Turowski and Prof. Evi Hartmann took leave of their posts on the Board.

Prof. Werner Delfmann, departing Chairman of the Scientific Advisory Board, was named an honorary lifetime member. The former Director of the Department of Business Policy and Logistics at Cologne University, was

appointed head of the Scientific Advisory Board in 2008. Prof. Raimund Klinkner, BVL President, underlined the integrative drive of Delfmann, who brought logistic scientists from all disciplines together around the table to talk to each other. The outcomes of his work included two interdisciplinary position papers on the basic understanding of logistics as a scientific discipline and on central research questions in the era of the Fourth Industrial Revolution.

The Scientific Advisory Board came together for two meetings in 2017 – in Munich in May and in Berlin in October. Alongside the content of BVL activities, the focus was on the repositioning of the scientific publication “Logistics Research”. The new Chairman of the Editorial Board is Prof. Herbert Kotzab and Prof. Bernd Hellingrath was newly appointed to the Board. In 2017, the text content was made available using the Open Access method, but can now be accessed via the BVL website. Professors Kai Furmans, Michael Schenk, René de Koster, Stefan Minner and Bernd Hellingrath are currently involved in the preparations for the International Scientific Symposium on Logistics (ISSL), which will take place in Magdeburg on June 13 and 14, 2018.



Prof. Kai Furmans

Research Council

The BVL Research Council headed by Dr. Christian Jacobi held three meetings in 2017 and reviewed 30 short applications for research projects within the context of the Industrial Collective Research (IGF). 28 long applications for research funding were forwarded to the German Federation of Industrial Research Associations (AiF). 29 projects with a total volume of 7.1 million euros are currently ongoing; further projects are scheduled to commence in 2018.

The Research Promotion unit was also present at the 34th International Supply Chain Conference with a poster session – and suggested the idea of a project pitch at the conference in the coming year. The body currently has 16 members, with Dirk Wettlaufer (Albrecht Jung GmbH) being newly appointed in 2017. Prof. Frank Czaja (ProLoCon) left the body after ten years and was presented with the badge of honour of BVL for his service.

The soft factors “image” and “human resources”

The image of the logistics sector and the challenges in the personnel field are closely interconnected. The “Image of Logistics” focus group is also organising activities and preparing publications that tackle the issue of HR.

The members of the focus group met up three times in 2017 – at Wiley-VCH in Weinheim, at Imperial Logistics in Duisburg, and at Axit in Frankenthal. The skill shortage is currently one of the central topics on the agenda of the group, as personnel work in the logistics field is becoming increasingly challenging. Occupational profiles are changing, and it is more and more difficult to find and recruit good specialists and management personnel. HR and PR experts see the image of logistics as one of the reasons for this shortage. This means it is important to boost this image and interest people in a career in transport, logistics and supply chain management, and this is why the working group of the focus group has developed and published a corresponding guideline. The guideline is designed to support the work of personnel officers and is available for download by all interested parties at www.bvl.de/hr-leitfaden. Readers will

learn how strategic personnel activities can make their lives easier. The content is designed to help them find their bearings and uses concrete examples to encourage them to address this issue creatively and constructively.

The focus group raised awareness for the issue of “image” with an information stand in the foyer of the Hotel InterContinental at the 34th International Supply Chain Conference. Attendees had the opportunity to have their picture taken as a “logistics hero” in front of a photo wall, and postcards provided information on free downloadable guidelines and options for becoming involved in the focus group. Next to this was a large screen with a “social wall” on the topic of logistics as well as video selfies of people describing why they love their job in logistics. The stand, which also supplied information on Supply Chain Day 2018, was “hosted” by Pepper the robot.



Strong brands underpin a strong image

Second round of the expert vote on the “Best Logistics Brand”, jointly organised by the special-interest magazine “Logistik heute” and BVL: on the evening before Supply Chain Day, 34 strong brands were ranked in first to third place in a total of eleven categories. “Strong brands also help to increase acceptance levels for logistics among the public at large”, emphasised Prof. Thomas Wimmer, Chairman of the Executive

Board of BVL. The categories chosen for 2017 cover many wide-ranging areas of logistics – from intralogistics and information technology, through transporters and trailers, to logistics services as well as seaports and maritime shipping companies. The voting process took place between December 2016 and February 2017 and determined the brands that are most highly favoured by supply chain managers and logistics experts

in the German-speaking region of Europe. Participants had the chance to vote on the brands that achieve the highest turnover in Germany and are relevant to the national market. The candidates were nominated by an independent committee headed by Prof. Christian Kille, a logistics expert at the University of Applied Sciences Würzburg-Schweinfurt. The next “expert vote” will be held in 2018/2019.



Core field of activity – digital media

The work of the PR team revolved around the social media strategy of the association and the relaunch of the website www.bvl.de. The aim is to present and share relevant, high-quality content through multimedia channels with high frequency.

The new BVL website went live on November 6 at www.bvl.de with a fresh layout, an improved structure and optimised readability for all user devices. The structure of the website has been totally overhauled, and all the bodies and institutions of BVL now have a new “home” in the new “Association” section. The full programme of events is now in one and the same place, alongside service elements such as publications, research promotion or the dossiers on topical issues. The new press section features not only reports and photos but also videos and downloads as well as a newsroom containing BVL’s news posts on social media like the blog, Facebook or Twitter. All the content is now visible throughout the entire website, including content that is only available to members. In order to access member-only content or open the corresponding files, members must log in with their BVL membership number and password. The myBVL section now also contains tools for the work of the BVL Chapter Chairs.

BVL has also overhauled its social media strategy. While the association shares almost only specialised and internal content on Xing and LinkedIn, it also uses Twitter and Facebook as “image-building” channels. A mix of relevant topics and entertaining posts on logistics together with personal insights into the world of BVL proved highly successful even during this early implementation phase of the strategy – despite several algorithm changes on the platforms in favour of paid advertising. On the Facebook page “BVL Office”, the number of “Likes” has increased from the January figure of 2,966 to 3,425 (as of November 9, 2017) parallel to the steady growth in the number of visitors. The BVL Twitter account currently has 2,564 followers (as of Nov 8, 2017). Both pages for the International Supply Chain Conference have recorded similar positive growth.

In 2017, BVL held two press conferences in Berlin. The first one took place at the Federal Press Conference Centre in April to mark the 10th Supply Chain Day, while the second one was for the opening of the 34th International Supply Chain Conference in October. Around 180 representatives of the media were given accreditation for the conference and were supported in their work by the PR team of BVL on site. The association issued just under 40 press releases during the course of the year to inform journalists about its core activities, including BVL Campus and Supply Chain Day. The press office answered questions, supplied guest articles and arranged meetings with experts for background information and interviews. The four issues of BVL Magazin looked at the road into the digital dimension, the future of globalisation, solution approaches for urban logistics, and the content of the 34th International Supply Chain Conference. In addition, members were sent ten issues of LOG.Letter, a special issue of LOG.Letter as a supplement to the Letter from the Board in January, four English-language LOG.Letters on the Internet in PDF format, 50 regular LOG.Mails and six special issues of this electronic newsletter. The PR team coordinated the “Image of Logistics” focus group and, after the start-up phase, handed over responsibility for the “Urban Logistics” focus group to the Content/Knowledge/Research team. A further focal point of activities was human resources, with a survey on the skill shortage and involvement in the drafting of the “Personnel Work” guideline.

The screenshot displays the BVL website interface. At the top, there is a navigation bar with the BVL logo, a search bar, and a 'Mithglied werden' button. Below the navigation bar, there are several news articles and sections:

- 34. Deutscher Logistik-Kongress in Berlin - das Fazit:** A news article about the 34th German Logistics Congress in Berlin, mentioning over 3400 attendees and 120 international exhibitors.
- Aktuelles bei der BVL:** A section with three featured articles:
 - Urban Logistics Convention 2017 in Amsterdam:** An article about the convention held on November 21 and 22, featuring Roland Berger and the BVL.
 - White Paper: Fertigung und Logistik konvergieren:** An article about a white paper published by BVL in collaboration with the World Economic Forum (WEF).
 - Auszeichnung für Prof. Helmut Baumgarten:** An article announcing the award of the first Humboldt-Preis der Kühne Stiftung to Prof. Helmut Baumgarten.
- Offener Brief: Forderungen zu fünf politischen Handlungsfeldern:** An article about an open letter sent to five political action fields.
- Schülerblick beim Preisträger Bosch:** An article about a student perspective from the award-winning company Bosch.
- Entscheidungshilfe für das digitale Warehousing:** An article providing decision support for digital warehousing.

Below the news articles, there is a section titled **Website Relaunch** with the sub-heading **Leichte zweierstrahlige Anzeigen möglich**. It includes a short announcement about the website's new look and a link to the news.

Further down, there are two more sections:

- News aus dem BVL-Blog:** A section with a photo of people in a meeting and a link to an article about parcel delivery in the B2C segment.
- Auf solidem Kurs - Logistik-Indikator Q3 2017:** A section featuring a line chart showing the logistics indicator for Q3 2017, comparing Germany, Europe, and the USA. It includes a link to an article about the improvement in the business climate.

At the bottom of the page, there is a footer with the BVL logo, a 'Wichtige Links' section, a 'Social Media' section with icons for Facebook, Twitter, LinkedIn, and YouTube, and a 'Kontakt' section with a form for sending an email.

Chapter meetings extremely popular

The 2017 member survey confirmed the attractions of regional events for participants. Almost all members are aware of the meetings of the regional Chapters, and many of them regularly attend these events – and are extremely satisfied with the opportunities this provides for information and communication across the country.



It is thanks to the honorary Chapter Chairs and their excellent contacts that BVL members – and frequently also their guests – have the opportunity to look behind the scenes and enjoy the hospitality of companies, universities and other logistics-related establishments. These contacts are underpinned by longstanding regional networks and a high level of personal continuity and engagement. In recognition of their ten years in their honorary office, six Chapter Chairs were presented with the BVL badge of honour and a certificate in 2017 – Frank M. Schröder (North Hessen), Prof. Diane Ahrens (Eastern Bavaria), Johannes Doll (Eastern Bavaria), Oliver Wittig (Rhine), Prof. Otto Jockel (Rhine) and Frank Freitag (Schleswig-Holstein).

There's really only one reason for members not to regularly take part in the company tours, presentations, workshops or roundtables, and that is lack of time. Which is a pity, as the topics and formats are so diverse and wide-ranging. In 2017, the 28 Chapters of experienced logistics managers, the 25 Student Chapters, the Young Professionals network and the eleven international Chapters once again staged around 300 events – from Schleswig-Holstein to Allgäu/Lake Constance, from Southwest Saxony/Upper Franconia to Saar/Rhine-Palatinate, from Korea to Poland, and from Singapore to the USA. 2017 saw the founding of the Chapter Korea-Seoul, where two BVL Representatives had been promoting the interests of the associa-

tion since 2015. Representatives were newly appointed in Vietnam and in Iran.

The Chapter Chairs in Germany and around the world are also well connected with each other. They meet up once a year to exchange ideas and experiences, and to develop a strategy for the future together with the BVL Board and the personnel from head office. The 2017 Chapter Management Meeting was held in the Thuringian capital of Erfurt at the invitation of the Thuringia Chapter. Attendees discussed ways to further inten-

sify the exchange between regions and also talked about the cross-border benefits of the Chapters. One idea is to set up specialist groups focusing on specific topics. And one thing became clear: different generations have a different take on the concept of "networking". While the younger members strongly favour virtual networking, their older counterparts still prefer meeting others in person. The overall conclusion of the meeting was that the range of tasks that lie ahead for the association and its honorary and full-time employees is extremely varied.



Six out of 300 events in 2017



Top: Uwe Peters, Member of the Executive Board, reports to the Chapter Chairs on the findings of the member survey.

Bottom: Chapter Chairs and personnel from head office at the Chapter Management Meeting in Erfurt

Bottom right: delighted with the founding of the new Korea-Seoul Chapter: Young-Il Han, Curtis Domberg, Won-Gyung Kook and Prof. Thomas Wimmer



Korea-Seoul The second Korean-German Logistics Conference took place at the beginning of June in Seoul. The event was prepared by the Chapter in cooperation with the Korea Maritime Institute, the Saemangeum Development Agency and the German-Korean Chamber of Commerce. Stephan Auer, Germany's Ambassador in the Republic of Korea, opened the conference, which was attended by around 150 participants, and called for a more intensive exchange of ideas and even closer cooperation.

Baden-Württemberg Around 200 participants came to the third "LogistikManufaktur Baden-Württemberg" in mid-July. Audi in Neckarsulm hosted this year's event, following Bosch and Festo in previous years. Following a tour of the plant complete with in-depth information and explanations, the discussion revolved around the topics of digitalization and Industry 4.0. The event was jointly organised by the BVL Chapter, the Intralogistics Network Baden-Württemberg and the German Engineering Federation (VDMA).

Lower Saxony On March 21, Stephan Wohler, BVL Advisory Board member and Management Board member IT and Logistics at Edeka Minden-Hannover Stiftung & Co. KG, welcomed around 40 members and guests from the BVL Lower Saxony Chapter to Edeka Service GmbH in Lauenau. Following a presentation on the organisation of processes in the field of retail logistics, the visitors had a choice of two expert-led tours – the fleet park or the dry goods warehouse.

Students This April in Erfurt, it was already time for the eighth Central German Student Conference, which took place at Erfurt University of Applied Sciences. The event was organised by the Thuringia Student Chapter. Around 80 attendees experienced a mix of ten presentations by graduates, who outlined the findings of their outstanding theses, and two outings. The discussions looked in greater depth at the theoretical content and the impressions gained during the event.

Young Professionals The "fireside chat" format for the younger generation of BVL members already working in the sector has now become well established and is not restricted to the colder months of the year. On August 31, the Young Professionals network issued an invitation to visit the BPW Innovation Lab in Siegburg. The industrial loft was the perfect setting to discuss topics relating to digitalization and innovation – and to ask questions about what the industry expects from career starters and young professionals.

Ladies in Logistics The first "Ladies in Logistics" event in the Ruhr region took place on September 14. This event was hosted by the Henkel company in Düsseldorf and proved very popular with the more than 25 participants. "Ladies in Logistics" is designed to appeal to women but explicitly does not exclude interested men from the events. The focus is generally on the career path of a female logistics manager whose example can encourage young women to pursue a career in logistics.



Members

At the end of 2017, BVL had 11,136 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 Chairs

The Chapter Chairs 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 wide-ranging 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.

Members are interested in innovation and trend topics

From the perspective of its members, BVL is a contact network and an important source of information. They have high expectations when it comes to services and content. This was the finding of a member survey, which also underlined the high satisfaction levels among members. The Board and head office continuously strive to ensure that these high standards are maintained in the long term.

The association had 11,136 members at the end of 2017 with an average age of 45 and an average duration of membership of nine and a half years. One in five members are women, and female members account for around 42 percent of all student members and young professionals. Roughly 80 percent of BVL members are in management positions. It is therefore only logical that they would like the services and activities of BVL to focus even more strongly on innovation and trend topics in future.

At the 39th Ordinary General Assembly on May 9, 2017, four Board members stood for re-election following the end of their three-year term in office: Prof. Robert Blackburn, Member of multiple Boards & interim CEO, Joachim Limberg, Chairman of the Management Board of Business Area Materials Services at Thyssenkrupp AG in Essen, Frank



Prof. Thomas Wimmer and Prof. Raimund Klinkner at the General Assembly in Munich

Wiemer, member of the Board of Management at Rewe-Zentral AG and REWE-Zentralfinanz eG in Cologne, and Prof. Katja Windt, President of the Jacobs University Bremen. All four were confirmed in their posts for a further three years.

The BVL Board came together for four meetings during the course of the year – in Berlin in March, in Munich in May, in Essen in September, and in Dortmund in November. The March meeting saw a change in personnel in the important position of Treasurer. One year before the end of his term in office as a member of the BVL Board, longstanding Treasurer Christian Berner was replaced by Board colleague Dr.-Ing. Stefan Wolff at his own request. Board member Frank Dreeke was appointed to the Finance Committee to replace Wolff.

The deliberations of the BVL Board primarily addressed the topics which should be at the top of the agenda. Should BVL focus more on practical challenges like the shortage of drivers, the increasing scarcity of freight space, and security in supply chains, or should we devote our attention to the digital transformation? This transformation is not just about revolution but also evolution and is progressing at such a pace that we can't simply sit back and wait. BVL wants to help members to find their bearings and encourage them to actively push ahead with the necessary changes. The Board arrived at the conclusion that the two parts of the question are part of the same answer. If we do not solve the real-world challenges but "only" engage in digital restructuring, then we will not see any sustainable solutions. The digital and the real sometimes collide forcefully, but they also interact with each other in day-to-day business operations – and this is something that opens up new opportunities and paves the way for new ideas.

i The 40th General Assembly will take place on April 23, 2018 during the CeMAT fair in Hannover

The Board recognised the efforts of long-standing Board member Dr. Ottmar Gast (photo top left), who was named an honorary member for life, and Treasurer Dr.-Ing. Stefan Wolff (photo top right), who was presented with the badge of honour in gold.

The badge of honour was presented to the Chairman of the BVL Research Council, Dr. Christian Jacobi (photo bottom left), and Dr. Jörg Mosolf, entrepreneur and member of the Research Council of DAV (photo bottom right).



Mix of measures to ensure logistics excellence

The members of the Advisory Board are appointed by the BVL Board and act in an advisory capacity. Its members generate stimuli for the work of the association and provide support through their know-how and contacts.



Advisory Board member Erich Staake is presented with the BVL badge of honour in gold.



Advisory Board Chairman Prof. Karl Nowak chaired the 2017 meeting of the Advisory Board in Duisburg.

The Advisory Board of BVL headed by Prof. Karl Nowak (Bosch) currently has 36 members. Dieter Schweer (The Voice of German Industry (BDI)), Christoph Wegener (BASF) and Jürgen Wels (Porsche) took their leave in 2017, and the BVL Board appointed several new members to the Advisory Board – Ralf Busche (BASF), Peter Buse (Arvato), Dr. Jochen Köckler (Deutsche Messe), Holger Lösch (BDI), Thomas Moik (Airbus), Marco Rebohm (Gebr. Heinemann), Berthold Steber (MTU Friedrichshafen) and Roman Stiftner (Specialist Associations for the Mining, Steel and NF Metal Industry, Austria).

The annual meeting of the Advisory Board members with the Board members of BVL was held at Grohe AG in Düsseldorf at the end of May 2017 on the initiative of Dr. Thomas Schachner. Erich Staake (Duisport) organised the accompanying programme, which included an informative boat trip from Düsseldorf to the port of Duisburg. The meetings of the BVL Advisory Board provide members with an opportunity to exchange ideas in the area of supply chain management and logistics, and they act as a forum for the dis-

cussion of trends and strategies as well as a cross-sector exchange of knowledge and experience. The focus this year was on supply chain excellence. In his opening presentation, Michael Rauterkus, CEO of Grohe AG, outlined the key points of the Grohe strategy – namely, innovation and the mobilisation of all strengths and potentials, recruiting the best talents for the sector, improving productivity, developing new business fields, and pushing ahead with digital transformation.

In his kick-off, Prof. Karl Nowak gave his listeners some insights into the supply chain excellence strategy at Bosch. The company focuses on four main parameters: total cost of ownership (TCO) performance, reduction of working capital, responsiveness and reliability as new and extended forms of quality management, and sustainability, including the reduction of CO2 emissions and other ecological indicators – and not just within the company itself but across the entire value added chain. At Bosch, sustainability also comprises diversity, together with the explicit advancement of women in management positions.

The guest presentation at the end of the meeting was held by Prof. Alexander Eisenkopf from the Zeppelin University in Friedrichshafen and a member of the Scientific Advisory Board of BVL. Under the heading “Necessary framework conditions for successful logistics – stimuli for transport policy in the coming legislative term”, he talked about transport infrastructure, regulation and sustainability. He concluded that transport policy is more than just avoidance, relocation and making transport more expensive. He said that mobility is the key to prosperity and growth – and that a strategic reorientation of railway policy and the courage to speak uncomfortable truths will be needed if the railways are to play a greater role in the modal split. He added that the goals of and for climate protection and transport must be rebalanced – and that the policymakers should provide support for companies facing the central challenge of the digital transformation of logistics and supply chain management, primarily by creating innovation-friendly framework conditions.



Gratitude and recognition for Raimund Klinkner

Taking leave with the badge of honour in gold and the status of Lifetime Honorary President: longstanding BVL President Prof. Raimund Klinkner will be handing over his role at the helm of the association to his elected successor Prof. Robert Blackburn at the beginning of 2018.

Prof. Raimund Klinkner is leaving his post as BVL President. His designated successor Prof. Robert Blackburn (bottom left) presented him with the certificate of honour.

On November 23, 2017 the BVL Board came together in Dortmund for its annual strategy meeting. As BVL President, Prof. Raimund Klinkner also put the item “Elections” on the agenda. Following his proposal, the Board unanimously elected Prof. Dr. Robert Blackburn as the new BVL President. Blackburn accepted his election to this position and will take over at the helm of BVL on January 1, 2018.

“Change when things are going well” is the credo of Raimund Klinkner, who has served the association in the honorary position of President for eleven years. “BVL is extremely well positioned, the year 2017 and the 34th International Supply Chain Conference were particularly successful – and both the result of a superb team effort. The time has now come for the handover at the end of my fourth term in office in accordance with the statutes. We are heading for a double anniversary, and this is something my successor will be able to shape and organise from the very beginning.” BVL is celebrating its 40th anniversary in 2018, and the International Supply Chain Conference will be taking place for the 35th time. Robert Blackburn thanked Raimund Klinkner most warmly for his outstanding service in the interests of BVL. In response to the motion put forward by Blackburn, the Board awarded Klinkner the badge of honour of BVL in gold and named him Lifetime Honorary President.

Raimund Klinkner, Chairman of the Supervisory Board at DMG Mori AG in Bielefeld, member of the Board of Directors of the Terex Corporation in Westport Connecticut, USA, member of the Advisory Board of ebm pabst Mulfingen GmbH & Co. KG and founder and Managing Partner of the IMX Institute for Manufacturing Excellence GmbH in Martinsried, was elected BVL President in May 2007 as successor to Prof. Dr. Peer Witten. In addition to the 24th to the 34th International Sup-

ply Chain Conferences, his term in office also saw the launch of Supply Chain Day (2008), of the Forum Automotive Logistics together with the Association of the German Automotive Industry (VDA), and of the Forum Chemical Logistics (both 2013). Klinkner pushed ahead with the internationalisation of BVL, made digitalization one of the focal points of BVL activities from 2012 onwards, and established the Logistics Indicator as a seismograph for the logistics sector.

The 2014 whitepaper entitled “Sustainable Connections” sent a signal to policymakers, as did the open letter of October 25, 2017 to the members of the German Bundestag parliament. Without departing from the objective stance always adopted by the association, both documents formulated political demands relating to fields of action that are of central importance for the proper functioning of the logistics sector. During Klinkner’s term in office, the number of BVL members increased from 7,887 to 11,136. “The years on the Board and at the helm of BVL were very demanding, because this honorary office requires a great deal of effort, in terms of strategy, content and time. What is equally true is

that working together with the committed logistics experts and supply chain managers who are organised in BVL benefitted me endlessly, in both professional and personal terms. And this is something I am extremely grateful for”, said Klinkner during the Board meeting.

His successor Robert Blackburn, Member of Multiple Boards & interim CEO based in Munich, spent ten years at BASF SE until the end of 2016 – most recently as President of Supply Chain Operations & Information Services. Before joining BASF, Blackburn held various management positions at IBM. Blackburn has been a member of the BVL Board since 2011 and was appointed Vice-Chairman of the Board in 2016. “I would like to thank the BVL Board for electing me to serve as President and placing their trust in me to perform this important honorary function. And I would like to thank Raimund Klinkner for leaving a well-ordered house as the year draws to a close. I have a great deal of respect for the task I am taking on, and I look forward to guiding the fortunes of our association in years to come. The anniversary year 2018 will be the first major challenge”, said Blackburn following his election.



The Board

President

Prof. Dr.-Ing. Raimund Klinkner
Managing Partner,
IMX Institute for Manufacturing
Excellence GmbH,
Martinsried

Accountant

Prof. Dr.-Ing. Stefan Wolff
Chief Executive Officer,
4flow AG,
Berlin

Vice-Chairman

Prof. Dr. Robert Blackburn
Member of multiple Boards & interim CEO,
München

Further Members of the Board

Christian Berner
Executive Chairman,
LR Health & Beauty Systems GmbH
Ahlen

Frank Dreeke
Chief Executive Officer,
BLG Logistics Group AG & Co. KG,
Bremen

Peter Gerber
Chairman & Chief Executive Officer,
Lufthansa Cargo AG,
Frankfurt

Jürgen Gerdes
Corporate Board Member
Mail – eCommerce – Parcel,
Deutsche Post DHL,
Bonn

Karl Gernandt
Executive Chairman,
Kühne Holding AG,
Schindellegi, Switzerland

Frauke Heistermann
Non-Executive Director,
Hessheim

Prof. Dr. Michael ten Hompel
Chair of Materials Handling and
Warehousing,
Dortmund University of Technology,
Managing Director,
Fraunhofer Institute for
Material Flow and Logistics IML,
Dortmund

Joachim Limberg
CEO Business Area Materials Services,
Essen

Dr.-Ing. Torsten Mallée
Director
International Business Development,
AEB GmbH,
Stuttgart

Dr. Karl A. May
Program Lead ProFLEX,
BMW Group,
Munich

Prof. Dr. Karl Nowak
President of Corporate Sector
Purchasing and Logistics,
Robert Bosch GmbH,
Stuttgart

Josip T. Tomasevic
Vice President & CPO,
Global Purchasing and
Materials Management,
AGCO Corporation
Duluth, USA

Frank Wiemer
Member of the Executive Board,
REWE-Zentral AG and
REWE-Zentralfinanz eG,
Cologne

Prof. Dr.-Ing. Thomas Wimmer
Chairman of the Executive Board,
Bundesvereinigung Logistik e.V.,
Bremen

Prof. Dr.-Ing. Katja Windt
Digital Solutions, SMS group GmbH,
Düsseldorf

Information

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

2018 dates

It's worth taking a look at the events to be staged by BVL International in 2018 so that you can plan your schedule in good time. The overview shows the dates the had already been set by mid-December 2017. You can always find updated information on the Internet at www.bvl.de/en.

January 31 and February 1, 2018

Forum Automotive Logistics
Frankfurt am Main

joined event with the VDA



February 21, 2018

Vitamin BVL
Hamburg



March 1, 2018

Forum Spare Parts Logistics
Nuremberg



April 19, 2018

Supply Chain Day
all over Germany and International



April 23–27, 2018

Fair CeMAT
Hannover

April 23, 2018
BVL General Assembly



June 20–21, 2018

Forum Chemical Logistics
Antwerp



October 17–19, 2018

35th International Supply Chain Conference
Berlin

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



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