# LOG.Letter

BVI INFORMATION FOR INTERNATIONAL MEMBERS OF BVL

ISSUE 07/08/09, SEPTEMBER 2019

## The Opportunities of the New Silk Road: Ambassador S. E. Wu Ken at the Gala Evening



#### INTERNATIONAL SUPPLY CHAIN CONFERENCE

Over the course of 65 hours, the programme for the International Supply Chain Conference in Berlin from October 23 to 25 offers attendees the chance to hear from around 150 speakers who will be addressing a broad range of topics in keynotes, specialist sessions, workshops and world cafés. The international status of the conference is growing all the time. This is also the view expressed by Josip, T. Tomasevic, Chair of the Advisory Board of BVL and Chairperson of the US-Southeast Chapter, in his commentary on the International Supply Chain Conference in this issue of the LOG.Letter International.

The Gala Evening will also feature a very special international highlight. Before the German Award for Supply Chain Management is presented, BVL Executive Board Chairman Prof. Thomas Wimmer will be talking to Chinese Ambassador S. E. Wu Ken on the stage of the Arena Berlin together with Erich Staake, CEO of duisport. They will be discussing the potentials and opportunities of the New Silk Road - the "Belt and Road Initiative" being developed and promoted by China. The port of Duisburg is a central western hub of this new trading route, with around 30 percent of freight transport between China and Europe being handled via duisport. From there, the journey takes goods along the "Iron Silk Road" through Poland, Russia and Kazakhstan to the Chinese cities of Chongqing, Wuhan and Yiwu. As many as 35 trains are already rolling along the 11,000-kilometre long stretch of rail each week. What is the potential of this giant infrastructure project - and where do the risks lie?

Further highlights at the International Supply Chain Conference are outlined in this issue of the international LOG.Letter. The full updated programme is also available for download in English from the BVL website.

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#### **BVL International – Selected Events in 2019**

**Automated Processes in Supply Chain Management** October 8, 2019 Itupeva, Brazil

**Forum Automotive Logistics** February 5-6, 2020

**Forum Spare Parts Logistics** April 2, 2020

**Supply Chain Day** April 16, 2020

#### **EDITORIAL**

Dear BVL Members.

With the International Supply Chain Conference 2019 in Berlin just around the corner, this LOG.Letter International issue brings you a sneak peak of the event. Final preparations are under way as the German capital will once again open its doors to BVL's annual conference for the 36th year running on 23rd October. In what is currently a period of global political uncertainty, this year's conference, as BVL Chairman of the Board, Robert Blackburn, states, "is the perfect opportunity for an international exchange of ideas and know-how", at the same time calling on the logistics community to tackle the challenges in today's industrial, political, and social fields. Find out why BVL Advisory Board Chairman and US - Southeast Chapter Chairperson, Josip Tomasevic, thinks the International Supply Chain Conference is one of his calendar's highlights, plus there is a special report on "sleeping giant" India, thanks to the country's BVL Representative, Christian Herzog. We also have a round-up of the latest news from the BVL Chapters and Representatives. Not long to go now until the International Supply Chain Conference 2019: hoping to see you in Berlin!



from the BVL Office Curtis Domberg, BVL Member Service, **International Relations** 

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## Logistics Connects Continents – International Topics at the Conference

**INTERNATIONAL** "The International Supply Chain Conference 2019 is the perfect opportunity for an international exchange of ideas and know-how", writes Robert Blackburn, BVL President, in his foreword to the programme. It's where experts from different countries come together and where logistics managers look beyond the confines of their own companies – because flows of goods no longer stop at national borders. Trading relationships between some countries are under mounting political pressure, and along with the overall political situation, this is a problem that concerns those who work in logistics and supply chain management. Customs tariffs and nationalistic trends are creating obstacles to trade between established partners. At the same time, however, new trading routes are being developed. All these issues will have their place at the International Supply Chain Conference.

Only three weeks to go until BVL President, Robert Blackburn, gets the International Supply Chain Conference 2019 in Berlin underway.



SILK ROAD It was in 2013 that Chinese Premier Xi Jinping presented the "Belt and Road initiative" - also known as the New Silk Road - for the first time. The idea behind the new construction and expansion of roads, railway lines and ports is to improve the connections between Asia at one end and Africa and Europe at the other. The New Silk Road links China to Europe across many national borders. In the speech he made during his accreditation ceremony, this is what Chinese Ambassador S. E. Wu Ken said about the New Silk Road: "We must engage in an open exchange in order to better understand each other, to combat misconceptions, and to underpin bilateral trust. I believe this is of decisive importance for the future of Sino-German cooperation. China has recently been a particular focus of public opinion

in both Germany and Europe, and I myself have also heard very different interpretations of the rise and development of China, above all with regard to whether the "Belt and Road initiative" (in other words, the New Silk Road) presents an opportunity or a challenge for Europe."

The specialist session entitled "Scenarios for Global Supply Chains" on the Friday of the conference at 9.30 am will look at, among other things, the ambitions of China to become a global player in politics and business with the New Silk Road. Wei Xuan Toh, Regional Director Germany for the Singapore Economic Development Board, will talk about "Future Supply Chain Perspectives from Singapore".

The heading for the International Business Breakfast on Friday from 8.45 to 9.30 am in the BVL Lounge is "China and the World". Hosted by BVL's Curtis Domberg, key topics are China's status as a high-tech power, the trade dispute between China and the USA, and — naturally — the New Silk Road. Ralf Jahncke, Managing Partner at Transcare GmbH, will hold a kick-off presentation, and the discussion will feature some of the international BVL Chapter Chairpersons and Representatives, namely Nicholas Bischoff, (Singapore), Dominik Bühring (China — Shanghai) and Tobias Schauf (Mongolia).

EUROPE China's plans affect Europe, and there is still great uncertainty in Europe regarding Brexit. If necessary, new Prime Minister Boris Johnson also wants to consider the option of a no-deal Brexit. The so-called "backstop" in the Withdrawal Agreement remains the central bone of contention. Prof. Allan McKinnon from Kühne Logistics University in Hamburg will separate the fact from the fiction in his presentation entitled "The Logistics of Brexit: Myths, Muddle and Mayhem" during the specialist session on "Scenarios for Global Supply Chains" on the Friday of the conference from 9.30 to 11.30 am.

"Disruption in Europe" is the topic of the international Business Breakfast on Thursday

– where Christian Herzog, BVL Representative for India and the United Arab Emirates,



China and the potential of the New Silk Road are among the topics at the conference

Wojciech Paprocki, Deputy Chair of the Poland Chapter, Hidayat Hamidov, BVL Representative for Azerbaijan, and Enrico Nebuloni, BVL Representative for Italy, will all join the panel's host Curtis Domberg to talk about globalisation, China, Brexit and sustainability. It's already clear that the targets laid down in the 2011 Transport White Paper for the relocation of traffic to less CO<sub>2</sub>-intensive modes of transport are still a long way from being met. The roads have so far retained their dominant status in terms of both individual transport and freight carriage. So what do we do now? This question will be discussed in the specialist session on "Transport Structures in Europe" moderated by Paolo Bisogni, President of the European Logistics Association (ELA) and the Italian Logistics Association (AILOG).

BVL's Curtis Domberg (I.) and BVL Representative India/UAE Christian Herzog will once again be taking part in the International Business Breakfasts this year.



AFRICA In a plenary session on the Thursday of the conference, Erick Yong, Chief Executive Officer of Greentec Capital GmbH in Frankfurt am Main, will focus his attention on Africa. The session will adopt the theme of the conference and will be moderated by BVL Board member Frank Dreeke from BLG Logistics Group AG & Co. KG in Bremen. Africa is still traditionally

viewed as a recipient of development aid, and the continent naturally profits from the experiences of other countries. But real change has to come from within the continent itself, which is why Yong is asking the question: "What Kind of Logistics Will Unlock the Economic Development of the African Continent?". Africa as a growth market and value added location

is also the topic of the Meet-Up on Thursday from 9.30 to 11.30 am, with participants including Prof. Julia Arlinghaus from RWTH Aachen University, Stefan Reuter from Borda e.V., and Abdirahman Ikar from Hanon Systems.

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### The Annual Conference in Berlin is also of International Relevance

Commentary by Josip T. Tomasevic



AGCO Corporation, Senior Vice President & CPO, Global Purchasing and Materials Management

For me, the International Supply Chain Conference is not just about the exchange of ideas between experts but has for many years also given me the opportunity to meet up with colleagues, friends and old acquaintances — which makes it one of the highlights of my year and

an event I always look forward to with great pleasure. Welcoming the foreign delegations is also part and parcel of my personal conference programme. I'm delighted that the conference is becoming increasingly international and that its global status continues to grow – not just as the

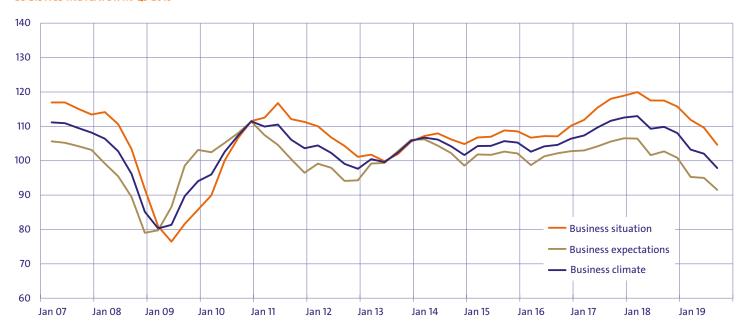
Chairman of the BVL Advisory Board but also in my capacity of Vice-Chairperson of the US-Southeast Chapter. This is how it should be, because new technologies and ever-advancing digitalization are creating major challenges for logistics and driving far-reaching change in our sector. The conference will inform attendees about the latest developments and profile inspirational examples of best cases. Against the backdrop of the current economic situation, the conference is of key relevance. And Germany is logistics world champion - in other words, attending the conference means an opportunity to learn from the best. One incidental benefit of the conference is that one's personal network grows larger every year, and participants have the opportunity to meet contacts like the Chapter Chairpersons and BVL Representatives from around the world face to face. This means that it's worth making the effort to be part of the annual meeting of logistics experts, even for those who are travelling to Berlin from further away. I for my part am certainly looking forward to lots of interesting encounters. I'll see you in Berlin!

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## Respect for Reality – and Courage to Shape the Future

Commentary by Robert Blackburn, BVL President

#### **LOGISTICS INDICATOR IN Q3 2019**



The honorary treasurer of BVL always stands up when he presents his financial report. His perhaps tongue-in-cheek – explanation is that he does this "out of respect for the figures". And the finances of the association are generally in good health, unlike the numbers for the Logistics Indicator for Q3. The findings of the August poll collated by the ifo Institute from the responses of 4,000 managers in our sector paint a less-than-optimistic picture this time around. Although the assessments for the current business situation are still on the expansive side, the business climate index has fallen below the neutral 100 line for the first time in six years. The reason for this is that expectations are in the contractive range among both providers of logistics services and the users of these services. Such unanimity is a rate occurrence. The curve looks like it did before the big crisis of 2008/2009 - just not as steep. This inconvenient truth also deserves to be respected, and this is something I am happy to do. What we need to do now is to actively engage the reality we see before us.

We are all rather non-plussed in the face of this economic situation, chiefly because there's apparently very little we ourselves can do to counter the downtrend. The trade conflicts have intensified, and the prospects for an orderly Brexit have not improved. The likely worst-case scenarios are fuelled by the following factors: there is the threat of US import

restrictions on vehicles and vehicle components from November, and sales volumes and incoming orders in some parts of the industry are already noticeably down on the same time last year. Employment levels are still rising albeit at a slower pace - and the skill shortage continues to put the brakes on economic growth.

The political class is also less than helpful in some areas: premature calls for economic stimulus programmes on the one hand and debates over wealth tax and rent caps on the other are creating uncertainty among entrepreneurs and investors. At the same time, construction – which like private consumption is one of the pillars of the domestic economy - is being stalled by proposals that are driven more by electioneering than anything else.

At the International Supply Chain Conference 2019 in Berlin in six weeks' time, we will have the opportunity to talk about the state of the economy, the forecasts for the future and how we intend to address the challenges ahead. The theme for the conference is "Inspire – Encourage - Act", and I am confident that we will inspire and encourage each other with a whole range of favourable facts and figures from the logistics sector. A recent survey of BVL members shows that, when it comes to the working sphere, "Inspire - Encourage - Act" encompasses topics like self-image and selfassurance, a willingness to take risks, assertiveness, positive error management and motivational leadership – also and in particular in economically challenging times. We see again and again that success depends on courage. And courage is a combination of self-assurance and decisiveness - an effective antidote to despondency and self-fulfilling prophecies.

I look forward to seeing you at the conference in Berlin from October 23 to 25.

### REPORTS FROM THE INTERNATIONAL CHAPTERS AND REPRESENTATIVES

## "From Amazon to Zwiesel" with Thomas Mayer



Former Chapter **Luxembourg Vice** Chairperson together with participants

LUXEMBOURG On June 28, the Luxembourg Chapter met for its kick-off event at Hotel Simon's Plaza in the town of Grevenmacher. Malik Zeniti, Chairperson of the BVL Luxembourg Chapter and Director of the Cluster for Logistics Luxembourg, began the meeting by looking back on activities from 2018 up to the present and sharing his outlook for the future. He also referred to the superbly organised Chapter Management Meeting in Rostock on June 21/22, which he and Vice-Chairperson Christian Wilhelm attended as representatives of their Chapter to hear about new ideas and gain inspiration. The next Chapter Management Meetings will take place in Nuremberg in 2020 and in Weser-Ems in 2021.

After the team of chairpersons had been confirmed by all those present, members of BVL and visitors had the chance to exchange ideas and get to know "man of the day" Thomas Mayer while enjoying (alcohol-free) beer and traditional German pretzels.

As guest speaker on the topic "From Amazon to Zwiesel", Thomas Mayer (former Vice Chairperson of the Luxembourg Chapter) talked about his successful career stretching back 30 years. This career retrospective and the tips he was able to pass on to the young and less-young members were designed to provide a broad

overview of the typical careers that are available in the logistics sector. The career stations of Thomas Mayer were diverse and always challenging: IBM, IEE, Amazon – and now Zwiesel in the Bavarian forest. He has always worked in logistics and, when outlining his thoughts, Mayer talked about the differences between global players and SMEs. His presentation focused on cooperation with suppliers, the exploitation of power based on "Porter's Five Forces", and the advantages and disadvantages of global players and SMEs.

He said that collaboration is often closer between SMEs and that greater importance is therefore attached to effective cooperation, emphasising that this doesn't apply only to transport services. The transport companies are part of the supply chain and can play an active role in improving the relevant processes.

He pointed out that, at the other end of the scale, big customers like to set the pace, and the smaller fish have to comply with a strictly defined list of demands specifying every single detail - and this means that the power of the big players can be a burden for smaller partners.

He described global players like Amazon as a byword for maximum efficiency. Nothing is left to chance; knowledge and skills based on experience count for nothing. Decisions are based on hard data, and the KPIs are continuously monitored and optimised (every 6 minutes!). In contrast to many SMEs, global companies use specialised software to collect and process data. He added that these programs are not just a "nice-to-have" but a central management tool.

Mayer also outlined Amazon's fourteen "Leadership Principles" as a further example of how the company operates. Customer Obsession, Think Big or Deliver Results are not something Amazon merely pays lip service to but are systematically applied in day-to-day activities – in contacts with customers as well as in-house in dealings with internal customers or employees.

The meeting took place in a face-to-face setting with a personal and casual feel. As is typical for the logistics sector, the exchange of ideas among the participants was frank and direct. This autumn, the Luxembourg Chapter will once again be organising a company tour with the theme "Hidden Champions in Luxembourg", to which the members of both the Chapter and the Cluster for Logistics will be invited.

## Port of Amsterdam – The Logistics Hub

AMSTERDAM On 5th September, Port of Amsterdam invited the Dutch BVL community to its office in Amsterdam for 2019's first BVL Netherlands event. Co-organised by Port of Amsterdam and BVL Representative, Corine van der Sloot, the event looked into how the seaport is a logistics hub by accessing advantages and best practices of the Netherlands' second biggest port.

Corine van der Sloot kicked-off her fist event of 2019 - and second in as many years since becoming BVL Representative for the Netherlands two years ago - by welcoming 20 logistics experts including representatives from SAP, Amway Nederland Ltd, Samskip, and even one dedicated Hochschule Bremen SCM student who travelled all the way from Northern Germany. In her introduction, Corine van der Sloot discussed the importance of logistics networks, such as that of BVL's, and the association's upcoming 2019 International Supply Chain Conference in Berlin. Explaining how the annual event's platform showcases German and International best practices and the latest logistics and supply chain management trends and strategies, she stressed that the event is a highlight for all logistics and SCM fanatics.

After the greeting and introduction, event host and Port of Amsterdam's Allard Klinkers (General Cargo & Offshore Commercial Manager) was the first speaker to take to the floor. Like the event's title, Allard Klinkers discussed how Port of Amsterdam plays a big role in being the local and regional "logistics hub". Event guests were treated to some background information on the Dutch capital's seaport: Amsterdam's port is the fourth largest in Western Europe, and reached a new transhipment record with 82 million tonnes in 2018. Port of Amsterdam achieved approximately 102 tonnes in volume and as well as a 68% growth in the transhipment overall of containers. Allard Klinkers also went on to

Port of Amsterdam's General Cargo & Offshore Commercial Manager, Allard Klinkners, during his presentation



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explain how Port of Amsterdam has cooperation between the ports of Rotterdam, Netherlands, and Duisburg, in Germany. Amsterdam's location allows the city to remain well connected with frequent rail freight directly to and from the Dutch capital whose sea port lies within the North West Central Corridor, amongst which the Port of Rotterdam is also situated. New opportunities are also on the horizon for the seaport as Port Amsterdam plans to unveil the world's biggest sea-lock (500 meters long, 70 meters wide and 18 meters deep) in 2022, allowing the sea port to become faster, smarter and even cleaner at the same time be ready to welcome more and bigger ships. Thanks to being a port of "partnership" in a city of logistics whose only shareholder is the City of Amsterdam, Port of Amsterdam is able to function efficiently as its region's "logistics hub".

Samskip's Project Manager, Thijs Cramer, gave event guests a brief insight into Samskip's multimodal network. Although its HQ are in Rotterdam, Samskip, is able to increase initiatives by operating its UK services from Amsterdam, thanks to the seaport's location. As a global logistics company, it is able to offer transport and related services by land, sea, rail, and air, with a particular focus on sustainability and cost reduction. By having a large China Rail

Network with LCL and FCL services, the company is able to remain sustainable by reducing costs and emissions at the same time through its logistics operations which run through Qingdao and Shanghai. Thijs Cramer went on to say that Amsterdam is the perfect location as a hub to expand its company's logistics networks and increase regional and local initiatives.

Amsterdam University of Applied Sciences (AUAS) lecturer, Hubert Schaafsma, talked a little on how the city's large educational institute has over 80 BA and MS programmes for approximately 46,000 students. He went on do discuss how the university's close relationship to the industry (e.g. Port of Amsterdam's input on various student projects), allows it to develop future experts who are then ready to work for logistics companies upon completing studies at the AUAS. Through high impact and hybrid – face to face - learning, AUAS builds and nurtures agile logistics and supply chain management professionals with a client-like focus approach to its students, both of which leave a lasting impression.

The event was closed with a networking buffet, courtesy of Port of Amsterdam, during which event organisers and guests, were able to exchange ideas on future projects.

## New BVL Chairpersons and Representatives

THE BVL OFFICE THANKS, CONGRATULATES, AND WELCOMES THE FOLLOWING BVL OFFICIALS WHO RECENTLY STARTED THEIR NEW HONORARY ROLES IN THE BVL NETWORK:



CHINA – BEIJING On 9th July, 2019, Ethan Cui (General Director, WAGO Electronic (Tianjin) Co., Ltd.) became Chapter China – Beijing Vice Chairperson, as he joins Chapter Chairperson Jean Wang as a fellow BVL contact for the Beijing and Tianjin regions.



CAMEROON As of July 2019, Charles Christophe Fotso Bopda (CEO, F&B GLOBAL SERVICES) Coordination, Media K&) is BVL's first Representative for Cameroon. An active BVL member since 2017, he expressed his willingness to act as an honorary BVL Representative during this year's BVL Ordinary Members' Meeting in Munich.

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## The "Sleeping Giant" Awakes



Christian Herzog, India Representative of BVL

In guest lectures at Germany's educational institution for logistics and import/export management, DAV, Christian Herzog, BVL Representative in India, regularly reports on the transport infrastructure of the country. He believes India still has a great deal of untapped potential that can be exploited.

For many German companies, "India is still a rough diamond that can be polished", says Christian Herzog, the India Representative of BVL. "The country is a sleeping giant undergoing huge change, particularly in the area of infrastructure. This creates many opportunities for German logistics providers." Herzog's relationship with India goes back ten years or more. He lived and worked there before returning to Germany with his Indian wife. At present, he works in Mönchengladbach as Global Account Manager Europe, Middle East and Africa for Japanese

logistics provider Nippon Express Europe. He also talks about his experiences in and with India during his guest lectures at Germany's educational institution for logistics and import/export management, DAV, in Bremen – and DAV offers other similar formats in which students can get to grips with international logistics topics.

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#### RAPID DEVELOPMENT UNDER NARENDRA MODI

"When I arrived in India in 2010, the infrastructure was still very poor, and the passenger trains in particular were not only totally overcrowded but also quite run-down", says Herzog. "No real progress was made until Narendra Modi became Prime Minister in 2014." Modi and his team put the improvement of the infrastructure at the top of their agenda, and a lot of money has been invested in infrastructure during the past five years: "Entire cities are sometimes created within the space of just a few years. The government is making good and rapid progress in this area", reports Christian Herzog. "But while the plans are generally very well thought-out, there are deficits in the quality of implementation in some cases. It's often necessary to repair roads within just a few years of construction due to the sheer load of traffic." Freight corridors have been set up to facilitate the transport of goods, and these corridors underpin the efficiency of the "Golden Quadrilateral" formed by New Delhi in the north, Mumbai in the west, Chennai in the south-east and Calcutta in the north-east of India. "The trains in these corridors can transport two containers stacked one on top of the other. The roads are geared towards the needs of trucks, so that goods can be transported as quickly as possible from, say, the capital city

of Delhi to the ports in Mumbai. The latter are being massively expanded, and new projects are already in the pipeline", says Herzog. He adds that there is also increasing investment in miniairports and inland waterway shipping, that the introduction of a uniform VAT system has ensured more efficient use of the infrastructure. He says that this has resulted in changes from the point of view of logistics providers, who are now setting up central distribution centres to replace the existing regional distribution centres or local warehouses

TRANSPORTS TAKE LONGER What is also true. however, is that "everything is still completely congested. The roads are full, as are the ports and the airports. Companies have to schedule more time for transports." It is above all the cities that are struggling to handle the high level of traffic. "It's not unusual for a journey of two kilometres to take an hour", says Christian Herzog. A further major challenge is the monsoon season from May to August. The drainage system is overloaded, with the result that roads are sometimes flooded – and this additionally impacts the quality of the infrastructure. Herzog names the many universities in the country as one of its big advantages: "Up-and-coming talents and entrepreneurship are broadly promoted, and there is a large, well-educated labour pool with wage levels that are far lower than in Europe." Herzog says that any cultural barriers are quickly overcome: "I've never seen so much openness and helpfulness anywhere else in the world. It's literally the case that all my experiences in India have been positive."

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## **Tearing Down Boundaries**



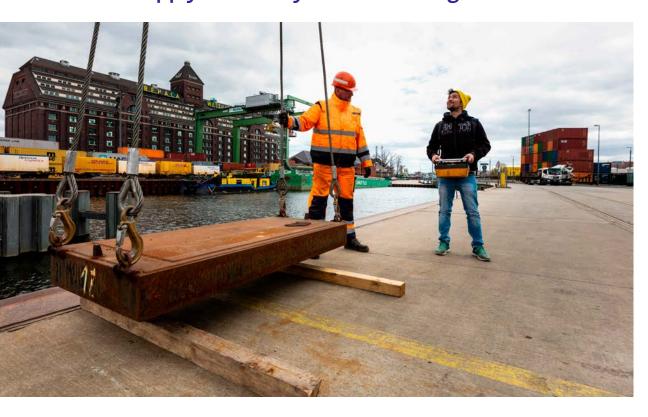
FORUM AUTOMOTIVE LOGISTICS Leipzig is an automotive location and a logistics hub, making it the perfect place for the Forum Automotive Logistics – the annual get-together of logistics and supply chain experts in the

automotive industry – on February 5 and 6, 2020. Against the backdrop of the ever-closer interconnection of automotive logistics and production, the programme has the theme "Tearing Down Boundaries – Merging Production with Logistics". The keynote speakers include Albrecht Reimold, Member of the Executive Board for Production at Porsche, Andreas Schick, Chief Operating Officer at Schaeffler, Gerd Rupp, Director of the Porsche plant in Leipzig, and BVL President Robert Blackburn. In a plenary session, there will be a discussion on "Sustainable Production &

Logistics Networks". The specialist sessions will share know-how and best practices in the field of "New Technologies", "Aftermarket", "Digital Factory", "Supply Chain Organization", "Automation" and "Transparency". The Porsche Center will host the presentation of the VDA Logistik Award at an evening event. Last but not least, participants can choose from four plant tours at companies including Porsche and BLG Logistics at the BMW Leipzig Plant.

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## Outlook: Supply Chain Day Generates Huge Enthusiasm



Supply Chain Day is all about experiencing hands-on logistics

DAY OF ACTION The skill shortage continues to pose major challenges for today's companies, and this is particularly the case in the logistics sector. It is no longer the exception, indeed it's increasingly the rule that employees choose their employers rather than the other way around. This means it is all the more important for companies to showcase their operations to the public at large, so that they enjoy a high level of visibility for both future talents and

lateral entrants to the sector. Supply Chain Day will once again offer an excellent opportunity to do this next year. On the last Thursday in April, companies traditionally open their doors and show members of the public how logistics works and the jobs that people perform in this exciting sector of the economy. During the most recent day of action, 270 companies and organisations took advantage of the chance to showcase the fascinating sides of logistics to around

23,000 visitors, leading to statements like "It's amazing how much know-how is involved!".

Companies can enter their own event for April 16, 2020 on the event website at www.supply-chain-day.com with immediate effect. The high number of repeat event organisers shows that it's always worthwhile being part of this day of action!

#### **PHOTOS AND GRAPHICS**

BVL, BVL/Kai Bublitz, pixabay (p.2), Behala/Weiler (p.8)

#### WEB AND SOCIAL MEDIA

Homepage: www.bvl.de/en







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