

CHANCEN NUTZEN — ADAPT TO LEAD:  
CHALLENGE ACCEPTED.  
WHAT THE ASSOCIATION  
ACHIEVED IN THE SECOND  
YEAR OF CORONA.

## BVL ...

- ... is an open **platform** for people who are passionately committed to logistics and supply chain management worldwide.
- ... is a unique **network** bringing together specialists and leading figures from the worlds of business, science and politics.
- ... is an active **community** whose members “move mountains” with enthusiasm – and who learn with and from each other.
- ... is non-profit, objective and **independent**.
- ... does not represent special interests.
- ... promotes the **exchange** of knowledge and experience.
- ... communicates the **importance** of logistics and supply chain management.
- ... drives the **ongoing development** of the sector.

## BVL members can ...

- ... expand their personal **network**.
- ... access up-to-date **knowledge**:
  - market expertise
  - facts and figures
  - know-how and experience
- ... identify and evaluate **trends**.
- ... build **contacts** on both sides of the market.
- ... **benchmark** their standing in the market.

## Services of BVL:

**Events** – free and fee-based events to spread knowledge and promote networking

**Knowledge** – Logistics Indicator, research, Web platforms, webinars and seminars, academy

**Publications** – studies, position papers, conference proceedings, guidance documents

**Supply Chain Day** – working together to promote image, awareness and acceptance

**“Logistics Heroes”** – image campaign of the “Die Wirtschaftsmacher”, i.e. Business Makers initiative

**Awards** – inspiration for logistics in industry and academia

# Chancen nutzen – Adapt to Lead Report of the Board 2021

*The Board of BVL in November 2021 (from. l. to r.):*

*Prof. Thomas Wimmer (Chairman of the Board), Alexander Doll, Prof. Katja Windt, Dorothea von Boxberg, Stephan Wohler (Accountant), Kay Schiebur, Christina Thurner, Dr.-Ing. Christian Jacobi (Chairman of the Research Council), Josip T. Tomasevic (Chairman of the Advisory Board), Dr.-Ing. Torsten Mällée, Karl Gernandt*

*Other Board members:*

*Frank Dreeke (Deputy Chairman), Eva Combach, Marcus Dirks, Prof. Kai Furmans (Chairman of the Scientific Advisory Board), Dr. Sigrid Nikutta, Andreas Reutter, Tim Scharwath, Marcus Wollens*



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# Chancen nutzen – Adapt to Lead

Dear Members,

Dear Readers,

Following the euphoria of the successful International Supply Chain Conference 2021, we are experiencing renewed setbacks in the economy and in combatting the pandemic as we start the new year. Is this déjà-vu? Supplies of basic daily goods are stable, but there is still a shortage of in-demand electronic components. In-person events planned for the early months of 2022 will have to be rescheduled or held in digital format. The booster campaign is making progress, and the policymakers are outdoing each other with new pandemic safety concepts, with the result that the rules are ever more confusing.

Stop. Please let us stop complaining. Overall, BVL was lucky in 2021, and members interacted more intensively than ever before. We have learned that we can also successfully organise digital events and services. Chapter events took place both in person and virtually. 1,301 attendees came together for the International Supply Chain Conference 2021, and a further 1,926 registered for online participation. Our biggest asset, however, was the solidarity of BVL members, who not only showed a great deal of understanding but also decided in favour of higher fees and were willing to pay a one-off contribution to ensure

that “their association” is able to meet the challenges arising from the severe downturn in revenues. It was this commitment together with the determined efforts of BVL’s full-time employees that enabled the association to achieve a break-even result and take an important step towards a new normality. Thank you!

The headlines in the “day-to-day” of our sector were dominated by supply chain problems, the skill shortage and changes driven by the need for sustainability. What was positive about the reports in the media is that the systemic importance of logistics has never been as apparent as it is today. There is now greater appreciation for the people who ensure the supply of basic goods.

At its strategy meeting in November 2021, the BVL Board proposed that our association should in future play an even greater role in the public debate on logistics. The new self-awareness of the logistics sector is also reflected in the theme for the year 2022 – Supply Chains matter! Logistics and supply chains are not just relevant but indeed essential to our daily lives, and this is something we want to underline more strongly in the public arena.

The Board would like to thank BVL members for their loyalty and commitment in this difficult year, for their exemplary cooperation and their awareness of their responsibility for the good of society. Let us look to the future together and pool our efforts to courageously grasp the opportunities of change. The first months of the coming year will certainly be challenging once again, but on the whole we are confident that 2022 will be a very good year for BVL.

I am already looking forward to meeting and talking to you in person once again.



Prof. Thomas Wimmer  
Chairman of the Board

## Personnel and structural changes at head office

The handover to a new management generation and the restructuring of BVL had been planned for some time – and implementation measures were speeded up due to the developments during the first six months of the corona year 2020. The association, BVL.digital and the further education unit have been reorganised. A new relationship management concept helps to strengthen the honorary structures.



*The new BVL management team with Mike J. Holtkamp, Christoph Meyer and Dr. Christian Grote-meier*

Since April 1, 2021 the management of the nonprofit Bundesvereinigung Logistik (BVL) e.V., BVL Campus gGmbH (DAV) and the BVL Service GmbH company has been in the hands of a three-strong team comprising Dr. Christian Grote-meier, Mike J. Holtkamp and Christoph Meyer.

Dr. Christian Grote-meier joined BVL in 2014 as Head of Research and Events. In 2018 the Economics PhD was appointed to the management team and took on the management of the newly founded BVL.digital GmbH company, which has now been integrated in BVL. In his role as Managing Director of BVL, he is responsible for the areas of

marketing/sales, product development, seminars, digitalization and IT.

Mike J. Holtkamp was recruited on February 15, 2021 as Managing Director at BVL head office. Before he joined BVL, the Business Management graduate (BA) and trained industrial commercial manager was Commercial Director, Finance & Controlling, IT and Personnel at Fuchs Wisura GmbH in Bremen. In addition to heading up the association's financial and personnel activities, Holtkamp's remit also includes the German Foreign Trade and Logistics Academy (DAV), event organisation, purchasing and legal issues.

Christoph Meyer has been Head of the Research and Events unit of BVL since 2018 and had already been Project Manager for the International Supply Chain Conference for a number of years. He is an Area Studies graduate from Jacobs University, where he also worked as coordinator of the International Logistics Department. In the BVL management team, Meyer is responsible for content, events, science and research, the German Foreign Trade and Logistics Academy (DAV) and the relationship management activities of the association.



For me, logistics is creativity, complexity and always worth a conversation.

*Mike J. Holtkamp*



For me, logistics is about connections, variety, enabling relevant activities – in other words, generally about people!

*Christoph Meyer*



For me, logistics is an art – and sometimes still a puzzle.

*Dr. Christian Grote-meier*



Prof. Thomas Wimmer, who withdrew from the management team in March 2020 after being elected Chairman of the BVL Board, bears overall responsibility in his role at the helm of the association. On the operational front, he still also heads up the press and PR activities, contacts with the association bodies and the projects MX Award, German Award for SCM and “Die Wirtschaftsmacher”, i.e. “Business Makers”.

Wimmer as Chairman of the Executive Board and Uwe Peters as Managing Director had made up the full-time leadership team of BVL since 2004 and were supported for part of this period by a third Managing Director. Uwe Peters, whose departure on June 30 had been long planned, joined BVL on October 1, 2002 as Head of Personnel, Finance and Controlling, and was appointed Managing Director just under two years later with responsibility for the finances of BVL, IT and personnel, member services and the Chapters – and subsequently also for BVL Campus. Peters was sole Managing Director of BVL for roughly six months from March 2020 after his management partner took up his duties as Chairman of the Board. In recognition of his achievements, the BVL Board awarded Uwe Peters the Badge of Honour in Gold.



*Current Board Chairman Prof. Thomas Wimmer and long-time Managing Director Uwe Peters worked together closely from 2004 until June 2021.*

## Streamlining of BVL structures

Since April 1, 2021 the credo at Bundesvereinigung Logistik has been “a one-stop service”. The Board and the management team have decided to streamline the association structures and utilise the available synergies.

BVL members, customers and business associates will now find all of their familiar contact persons at BVL head office in Bremen. BVL digital has developed a wide range of innovative products and services in recent years which will now be integrated more closely with existing products and services under the umbrella of BVL. The experience of the extremely agile BVL.digital team will be incorporated in the activities of the association.

There is a valuable interface between BVL digital and BVL Seminars.

The digitalization of the logistics sector will necessitate the intensive further education and re-training of many employees. It seems like a good idea to integrate the topics of qualification and digital conferences in the same concept and to develop new formats that are a fit for the new working situation. The Board and the management team are convinced that both members and customers will benefit from the even closer interlinking of BVL services and the committed cooperation of the full-time expert teams.

Cooperation between the relevant actors is already excellent, and the integration concept will strengthen this cooperation and simplify communication processes. One focal point is the new relationship management concept headed by Christoph Meyer. The RM concept is designed to strengthen the flow of information and services for the members active on an honorary basis in the Chapters, in the Young Professionals network and in the fields of science and research.



## Charting a course for the future of the association

*Robust, resilient and fit for future – how BVL is equipping itself to face new challenges in the years to come.*



BVL suffered severe economic losses in the first corona year 2020. The overriding aim in 2021 was to consolidate and stabilise the association. At the Members' Meeting in early May, the Board and the management proposed a restructuring package that also included amendments to the statutes and increases in the membership fee.

The successful strategy of the association geared towards funding its work not just through membership fees but above all from the revenue from high-quality in-person events became unsustainable in 2020. At year end, there was a deficit of just over two million euros, which BVL was able to cover from its reserves, using up around one third of the association's assets in the process. It is unlikely that BVL will regain its former financial status in either 2021 or 2022.

Cost reduction measures have already been in full swing since November 2020, after it became necessary to reorganise the International Supply Chain Conference in October as a purely digital event – resulting in a dramatic financial loss despite the partnership-based solutions developed with many exhibitors and sponsors. This followed on the heels of significantly reduced revenues from other events and at the BVL Seminars unit. The savings in the area of personnel and material costs (such as short-time work, voluntary salary waivers, the decision not to fill vacant positions ...) have not been nearly enough to offset the deficits without severely limiting the performance capability of BVL and therefore seriously impacting future prospects.

In response to these developments, the Board and the management have supplemented the cost reduction programme with changes to the revenue model, in particular with regard to membership fees. During the last 20 years, BVL has been extremely restrained when it comes to increasing membership fees. During these years, BVL was able to finance the significant expansion of its service portfolio with the revenues from the International Supply Chain Conference and other event formats.

The 2021 Members' Meeting approved the soundly argued proposals and agreed to:

- An increase in membership fee effective from January 1, 2022; in the case of professionals, for example, the fee rises from 140 euros to 190 euros a year
- The addition to the statutes of the option to decide on a capped contribution for the current year as an extraordinary instrument,
- Make use of this option for 2021 and levy a contribution of, for example, 50 euros for professionals in addition to the membership fee they have already paid.

In its 43rd year, BVL is “re-inventing” itself. The declared aim of the Board is to lead the association out of the crisis and to position it for the future. The restructuring project 2021ff. encompasses not only costs and revenues but also a future-focused content and organisational strategy. With energy and self-confidence, BVL is on the road to new services, new work models and sustainability, a wider range of digital products and more streamlined organisational routines as well as the very latest technologies.

The work of the association will continue to focus on the all-important network that enables members to interact with each other in person or virtually and to connect with other logistics and supply chain experts. The Chapters play a key role in this process with their many events and services. The preferential rates for members for participation in national events through to the International Supply Chain Conference will continue to apply. Corporate members will in future be able to register a higher number of contact persons with BVL. This is designed to provide management executives with attractive access to knowledge and the overall network. BVL is and will remain the most contact-intensive supply chain network for management executives – in Germany and beyond.



## Recommendations for policymakers

BVL sees major potential in the areas of infrastructure, digitalization and urban logistics – and outlines the following proposals for decision-makers in politics and administration.



In November, the members of the newly elected German Bundestag parliament received mail from BVL – in the form of a position paper informing the politicians about the logistics sector, the third-largest economic sector in Germany with 3.2 million employees. With this position paper, the knowledge and expert network picked up on the position papers from 2005 and 2014 as well as the open letter from 2017. The objective of BVL is to raise awareness in politics and administration for the issues that are key to the effective functioning of the logistics process. This is in line with the mission outlined in the statutes to communicate vis-à-vis the public the importance of supply chain management and logistics and to promote the application and development of logistics activities.

More than ever before, the corona crisis has underlined the systemic importance of functioning logistics – not just in view of the high number of people it employs and its role in the supply process but also its key significance for Germany as an economic location. The highly efficient logistics structures compared to many other countries underpin the international competitiveness of German trade and industry. They ensure that it is still worthwhile for companies to produce their goods in Germany and to export these goods from Germany to customers around the globe.

It is still the case, however, that the logistics sector is underrepresented both politically and in the public arena in terms of

its importance and relative to other sectors. The skill shortage is just one example of this.

Policymakers can help to improve the situation by taking account of not only transport policy considerations but also the economic policy aspects of logistics in the public debate and in their decision-making processes.

The position paper directs the attention of decision-makers to six areas in which action is needed and where policymakers can make a real difference:

1. The logistics sector overall
2. Transport infrastructure
3. Digitalization/Network infrastructure
4. Sustainability/Drive concepts
5. Urban logistics
6. Innovation/Logistics knowledge

Decision-makers in many fields of industry and science have issued personal statements in support of the positions outlined by BVL. Carsten Klude, for example, Chief Economist and Head of Asset Management at MM Warburg, underlines the objectives of BVL as follows: “The goal of securing the future of Germany as an industrial location is indivisibly linked with logistics – today more than ever before.”

Prof. Thomas Wimmer, Chairman of the BVL Board, points out that the paper is intended as an invitation to engage in dialogue: “We are convinced that, in the endeavour to ensure that Germany remains successful and competitive, it will be necessary to join forces across all party boundaries to face the challenges for economy, society and politics. With our position paper, we invite the members of the German Bundestag and the relevant committees and ministries to enter into a process of dialogue.”

The position paper can be downloaded from the website, where there is also a short story showing how and where we regularly encounter logistics from dawn to dusk on a daily basis.



[www.bvl.de/positionen](http://www.bvl.de/positionen)

## Shaping sustainability together

A new BVL focus group provides a platform for discussion of ecologically, socially and economically responsible entrepreneurship.

A new focus group at BVL is looking at how companies in the field of transport and logistics can work more sustainably. Representatives from just under 20 companies and institutions come together under the heading “Shaping Sustainability” to exchange knowledge and to collect and discuss new ideas and tried-and-tested real-world strategies. The participants include logistics service providers, representatives of the manufacturing industry, the trading sector, mechanical engineering or eCommerce. A kick-off meeting in April 2021 was followed by two further meetings of the focus group, which also plans to meet three times in 2022.

The focus group is headed by Jakub Piotrowski from BLG Logistics Group and Prof. Ulrich Müller-Steinfahrt from the Würzburg-Schweinfurt University of Applied Sciences. Three working groups have been set up under their leadership: one collects and analyses best practice cases and presents these cases to the other participants. The second group focuses on the type of sustainability culture a company needs and ideas on how to establish such a culture. The third group looks for a way to calculate CO<sub>2</sub> emissions so that it is possible to compare eco-audits – for use in invitations to tender or proposals, for example.



### BVL network “Logistics4Future”

What needs to happen to make logistics more sustainable? This was the question addressed by young logistics managers who came together in 2020 in BVL's Logistics4Future network. They are calling for interconnected thinking and action of all players in the logistics sector. Logistics4Future also contributed key content to the International Supply Chain Conference in 2021, staging the pre-event “The Opportunity of Sustainability – Real-World Success Stories” as well as a workshop on the Sustainable Development Goals of the United Nations. Plans for the coming year include a workshop entitled “Rhenus meets Logistics4Future” focusing on the competitive edge generated by socially, economically and ecologically sustainable activities. In addition, a study on sustainability and green logistics among logistics service providers is currently being prepared in cooperation with Heilbronn University of Applied Sciences.

## Urban logistics manual

The BVL “Urban Logistics” focus group headed by Dr. Christian Jacobi has published a manual with the primary objective of providing representatives of the cities and municipalities with a hands-on overview of the involved stakeholders and the many successful projects that have been realised. The examples from all over Germany supply inspiration and show how logistics can be jointly developed, in particular in major conurbations but also in smaller and mid-sized towns.

The manual outlines clear-cut recommendations for action by municipalities with this aim in mind. The goal is to create well-defined areas of responsibility and name the relevant contact persons. Business and delivery transports should be viewed as being just as important as public transport, as both activities ensure the provision of basic services.

In this endeavour, it is advisable to rapidly and resolutely implement an even broader range of measures in the context of pilot projects and to push ahead with new ideas step by step until they reach “maturity”. In this process, municipalities can create the necessary spaces and initiatives – and support innovative local projects in the areas of logistics, trade and business. Existing ideas and experiences can serve as a basis for the transfer of effective solutions to other locations. Policymakers should expand and adapt the range of support and assistance measures and the channels through which this support is offered so that it can be accessed easily and quickly.



[www.bvl.de/themenkreise/urbane-logistik](http://www.bvl.de/themenkreise/urbane-logistik)



# Playing catch-up with the use of clouds in logistics



In view of the challenges posed by international and national supply chains, the focus is increasingly on cross-company collaboration in logistics. One initiative in which BVL is involved is the digital delivery note.

*BVL Managing Director Dr. Christian Groteemeier presented the "digital delivery note" project at the press conference of BVL in Berlin together with Birgit Heitzer (Rewe) and Oliver Pütke (GS1).*

How does IT influence collaboration? And what is the digital perspective of logistics? BVL addressed these questions in a wide-ranging study conducted in cooperation with Arvato Systems. The study focused in particular on the use of the cloud in logistics. More than 590 logistics managers took part in the study, which therefore provides a comprehensive overview of cross-company collaboration in the areas of transport logistics and intralogistics. The key finding is that there is still room for improvement when it comes to the intensity of cooperation, which trading companies say is lower in their sector when compared to the level of collaboration in industry or among logistics service providers. Most respondents cite IT and especially cloud technology as a key factor. What is also true, however, is that there is also a lot of ground to make up in the logistics sector when it comes to cloud technologies. Roughly only one in two logistics service providers currently work in the cloud, and this greatly facilitates cross-company cooperation. Many of the important systems and tools are still not interconnected, and there is still a great deal that has to be done in this respect. The good news is that most people are aware of this necessity, and there is a high level of willingness to invest in these kinds of technologies..

## Digital delivery notes make the transport of goods more efficient

When companies ship products, they issue a paper delivery note that accompanies the delivery all the way through to receipt of the goods. This note is forwarded and processed by hand. This is time-consuming, prone to error and uses up resources. The digital delivery note is designed to greatly optimise this process in the near future. At the International Supply Conference, BVL and GS1 Germany presented their project together with supermarket chain Rewe as pilot user.

20 companies from the consumer goods industry, the trading sector and logistics tested the digital delivery note for four weeks in August and September in a pilot project in cooperation with T-Systems – with great success: 68 percent of surveyed users said they would be happy to continue to use the standardised sector solution for the digital processing of delivery notes. The length of some delivery processes was reduced by up to ten days.

The digital delivery note is used as a Web app in the Open Telekom Cloud. The first

step is for the shipping companies to digitally store the delivery notes. They use the GS1 Standard GDTI (Global Document Type Identifier) to ensure unique allocation of the digital document to the relevant consignment. When loading the consignment, the driver scans a QR code with their smartphone camera to obtain secure, time-limited access to the digital delivery note in the cloud. This also includes a QR code, which is then shown upon delivery. The recipient scans the displayed QR code from the mobile phone of the driver and electronically confirms receipt of the goods. This in turn triggers the subsequent steps, such as the production of delivery receipts and billing documents for trader and freight forwarder.

Following evaluation of the pilot project, the digital delivery note is now being developed further. There will also be a recommendation to use GS1 to support companies during the implementation phase, and the first concrete applications could already be rolled out during 2022.



## New in Bremen: “Digital Supply Chain Management” study programme

Following the extremely low-key celebrations to mark the 60th anniversary of the German Foreign Trade and Logistics Academy (DAV) in 2020, DAV succeeded in moving several large-scale projects from the planning phase through to implementation in 2021.

A new part-time study programme was launched in April as part of the strategy to underpin the success of the tradition-rich educational establishment in the coming decade: “Digital Supply Chain Management” enables young employees and apprentices from North German freight forwarders, logistics providers, trading enterprises and industrial companies to position themselves at the interface of IT and logistics. “We are in close contact with companies who provide us with regular feedback on the content of our courses”, says Thomas Zink, Head of Studies at DAV. “What we have found is that there is a high demand for these training courses, particularly the courses with more of a hands-on character. Up to now, the market has generally only catered separately to IT or logistics training needs.”

The part-time study programme lasts three years and leads to the qualification of “Bachelor of Science”. DAV was able to expand its cooperation with the prestigious Liverpool John Moores University for the new programme. The further training portfolio on campus has also been extended: in partnership with the BME Academy in Hannover, the further training provider of the German Association of

*98 percent and a robust hygiene and safety concept meant that in-person teaching was once again possible from the summer at BVL Campus in Bremen.*



Supply Chain Management, Procurement and Logistics (BME), DAV now also offers a part-time further education course leading to the qualification of “Manager for Logistics Systems” (accredited by the Chamber of Commerce).

DAV is heading into the new year with an ever greater focus on topics like digitalization and

cooperation between companies. Moreover, the teaching concept for the full-time study programme “International Logistics Management” is to be adapted and extended from the summer semester. DAV regularly publishes updates on LinkedIn.

## BVL Seminars is part of the “learning journey”

BVL Seminars provides qualifications, imparts skills and competencies, and supports specialist personnel throughout their vocational lives with a broad range of courses and programmes.

2021 was also under the shadow of uncertainty cast by the corona crisis – both among customers and in the organisation of training seminars. One of the answers to the new situation was to further expand the portfolio of digital courses.

Some seminars were switched to virtual formats, and the BVL Seminars team developed the new Masterclass course together with BVL.digital. Furthermore, BVL Seminars launched a comprehensive eLearn-

ing programme for digital logistics together with the XU Group in Berlin. The programme comprises 120 course hours and is fully eligible for funding by Germany’s Federal Employment Agency.

The logistics sector is in the throes of rapid change. The lecturers who work for BVL Seminars are real-world specialists who share their knowledge and experience, and participants are always up to speed with the latest developments. The portfolio also

includes new topics, such as the seminars on CO2 management. The dialogue between the lecturers and the team at BVL Seminars has been intensified and the cooperation with the Special Advisory Board resumed with the aim of continuously optimising the portfolio of teaching courses.

## MX Award 2020

One of the most important objectives of the Manufacturing Excellence Initiative (MX) is to maintain and secure the status of value added operations in Germany. The buzzwords are agility, resilience and health protection.

Following postponements due to corona, the ceremony for the MX Awards 2020 took place as a digital event at Streamlab-Studios in Bremen at the end of January 2021, when five companies were delighted to be presented with the awards. The overall winner was the Teisnach plant of Rohde & Schwarz GmbH & Co. KG. The company is a manufacturing service provider in the mechanical prefabrication segment and produces customised individual components as well as electromechanical systems in its final assembly areas. The company also offers development, design and general services for larger-scale service projects: "We remain convinced that only holistic optimisation results in long-term success", said Prof. Thomas Wimmer, Chairman of both the BVL Board and the MX Board.

The Gillette plant of Procter & Gamble Manufacturing Berlin GmbH topped the field in not one but two categories, namely "Customer Focus" and "Process Innovation". The winner in the category "Logistics and Network Management" was Leesys – Leipzig Electronic Systems GmbH. Apra-Norm Elektromechanik GmbH is specialised in



*The presentation of the MX Award in Bremen was a first trial run for other innovative BVL event formats.*

the development and production of cabinet and enclosure systems made of metal and plastic, and was presented with the MX Award for the "Best SME/Information Technology".

The entry phase for the MX Award 2022 runs from January 3 to April 14, 2022. You can find detailed information in the most recent MX Report published in March 2021.

## Showcasing systemic importance

The campaigns and services of the "Die Wirtschaftsmacher" initiative promote a better understanding of logistics operations.

With the beginning of the corona pandemic, the image of logistics among the public at large started to change. Many people now realise that Germany's third-largest economic sector is systemically important. The "Die Wirtschaftsmacher", i.e. "Business Makers" initiative took advantage of this greater awareness to launch its campaign "Logistics is where I am" in order to increase the visibility of logistics. High-profile advertising and poster motifs focus on the relevant topics of supply, digitalization, sustainability and efficiency.

The Facebook fan base has now grown to over 10,000, the initiative has topped the 1,000 mark on business network LinkedIn, and the number of newsletter subscribers now stands at over 1,600. Alongside profiles of the attractive careers in logistics, the multimedia focus of the initiative is also on the sector's systemic importance, sustainability, digitalization, efficiency and internationali-

sation. The topic-based magazines and informational guides are particularly popular.

Participating companies can become involved in the initiative based on their economic performance capability: companies from industry, trade and logistics services

as well as associations, publishers and universities can join in at a cost of as little as 5,000 euros and become part of this high-reach advertising community. At the end of 2021, just under 100 companies and organisations had signed up with "Die Wirtschaftsmacher".

### ZUM BEAMEN REICHT'S NOCH NICHT...

Güter und Waren müssen transportiert und gelagert werden. Daran führt kein Weg vorbei, bis die Menschheit beamen kann. Dass dies verantwortlich, intelligent und so nachhaltig wie möglich geschieht, dafür sorgt die Logistik auf allen Feldern.

LOGISTIK  
ist da,  
wo ich bin.



**DIE WIRTSCHAFTSMACHER**  
Eine Initiative der Logistiker  
[www.die-wirtschaftsmacher.de](http://www.die-wirtschaftsmacher.de)









## Logistics in times of supply chain uncertainties

A welcome return in October 2021 following a brief absence – the International Supply Chain Conference as a hybrid event in Berlin. After the event comprised online-only formats in 2020 due to the corona crisis, it was encouraging to see 1,301 attendees come together in person at the venue for this year's conference. A further 1,926 participants registered for the streaming formats.

The event from October 20 to 22 with the theme “Chancen nutzen – Adapt to Lead” focused on the latest trends and new challenges in logistics and supply chain management. The key topics were more future-focused, but the conference content naturally also reflected the current challenges for our sector – such as disruptions to the supply chains, the shortage of certain materials and spare parts, and the skill shortage. The highlights included the presentation of the German Award for SCM and the Science Award for SCM (you can find details of the recognised projects on pages 17 and 18).

In his opening address, BVL Board Chairman Prof. Thomas Wimmer said: “In recent weeks, we have seen more and more headlines about supply bottlenecks and disruption in the supply chains. So will the shelves now be empty in the shops this Christmas? We don't believe so. Our members in the retail sector are telling us that there will probably be no significant shortages. The situation in industry, however, is more problematic, as increasing numbers of components or products will not be delivered on time. Nevertheless, with a few exceptions it is unlikely that entire product categories will be unavailable.”

Wimmer emphasised the importance of the International Supply Chain Conference as a platform for the in-depth exchange of knowledge, opinions and experiences: “The goal is to hear and learn about different ideas and approaches and to reflect on their relevance for our own personal responsibilities and activities. How, for example, should we act in a time of transformation when election results underline the need for change? How do we respond to material shortages, higher costs, unequal competition and the fear of inflation? What is the “license to operate” of logistics? Our economic sector is also part of our society. We address the challenges and we share concrete solutions.

“The goal must be to create a genuine culture of innovation that also becomes part of our mindset. We can't lay down too many stipulations and regulations..

*Felix Fiege,  
CEO of the Fiege Group*

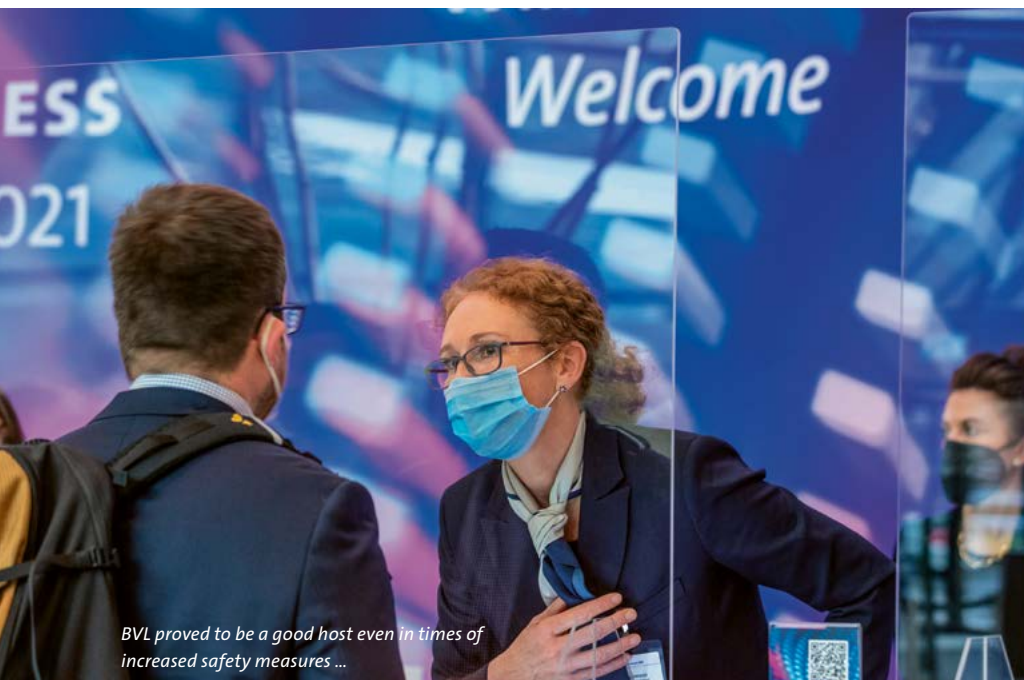
“We need to launch a national infrastructure offensive in the coming years. And we can no longer afford to wait years or even decades for planning and approval procedures to be completed.

*Siegfried Russwurm, President of the Federation of German Industries (BDI)*

“We are currently reviewing our sourcing strategy down to the last detail. Our good relationships with suppliers and logistics providers is our saving grace.

*Josip J. Tomasevic, Senior Vice President & CPO, Agco Corporation*





*BVL proved to be a good host even in times of increased safety measures ...*

The keynote speakers in the full session of the conference were Prof. Siegfried Russwurm (BDI), Dorothea von Boxberg (Lufthansa Cargo), Christian Erlach (Jungheinrich), Felix Fiege (Fiege Group), Frank Dreeke (BLG Logistics Group), Prof. Martin R. Stuchtey (Systemiq) and Norbert Lammert, former President of the German Bundestag parliament and now Chairman of the Konrad Adenauer Foundation. In his presentation entitled “Democracy Needs Democrats”, Lammert emphatically called on each and every one of us to take responsibility for “defending the values that unite us”.

Dr. Sigrid Nikutta, CEO of DB Cargo, talked of a new awareness among consumers during the pandemic: “Sustainability is important, particularly and also in the supply chain. We have a historic window that we want to make use of now.”

Prof. Michael ten Hompel (TU Dortmund University/Fraunhofer IML) and Dr. Stephan Peters (Rhenus) presented the Open Logistics Foundation that was set up during the conference. With its open source platform and the community of logistics people behind the platform, the Foundation for the first time pools the relevant logistics actors with the aim of jointly developing and using open source software and hardware and therefore creating open, federal, platform-based ecosystems.

The twelve specialists sessions covered a wide range of content – from the further

development of business models through to the trends and challenges of logistics in Africa. More than 100 speakers analysed and discussed topical issues from a real-world perspective and outlined best practice solutions. The topics included circular economy, logistics in cities, platform economy, supply chain 4.0 and potentials and limits of resilience and transparency in supply chains. New work and logistics properties were also on the agenda. Three discussion sessions before full conference, moderated by journalist Ursula Weidenfeld, Sven Rutkowski (Kearney) and Prof. Julia Arlinghaus (Fraunhofer IFF), further underpinned the diversity of standpoints and formats.

Participants who registered in time, whether for the digital or in-person format, had the opportunity to get a taste of the content before the start of the conference, with three presentation sessions being made available in advance in the form of free webinars – the final round of the Science Award for SCM, success stories from real-world sustainability projects (a pre-event organised by the BVL “Logistics4Future” network) and news from the logistics think tanks, science and research.

The hygiene concept for the conference was continuously updated in the run-up to the event and was based on the official stipulations as well as the experience and insights gained by BVL and its partners at other events. The regulations of the Berlin authorities were also included in the hygiene concept, as was the specialist advice from epidemiologist Prof. Ralph Brinks from the University of Witten-Herdecke. Alongside these infection protection measures, BVL also took account of a wide range of sustainability criteria when organising the conference, such as compensation for the non-reducible CO2 emissions, sustainable catering services, accommodation for all attendees at the event venue or within a three-kilometre radius and the discounted offer of sustainable inbound travel options by rail. The event was supported by the Berlin Senate Department for Economics, Energy and Public Enterprises.



*... and attendees behaved in a way that helped to ensure that everything went smoothly.*



## “Bayern-Shuttle” impressed the jury

This year, DB Cargo won the competition for the German Award for SCM, together with Logserv and Cargoserv, the two subsidiaries of the Steel Division of Voestalpine AG. It was the first time that a rail company was presented with the prestigious award.



*Delight and jubilation at the presentation of the German Award for SCM 2021 to the companies involved in the “Bayern-Shuttle” project*

In the Bayern-Shuttle, DB Cargo combines the speed of block trains with the flexibility of single wagons. The steel shipments from Voestalpine for three premium manufacturers in the Bavarian automotive industry are combined in one working day. The innovative concept: high-quality steel scrap is picked up at each of the three automobile production sites and is transported back to the Voestalpine steelworks in Linz at night. This not only saves emissions from empty runs; the intelligent combination of steel supply and scrap disposal permits daily delivery and collection at all locations, which means an environment-friendly contribution to the circular economy. In total, more than half a million tons are moved each year in this process.

Jury Chairman Matthias Wissmann and BVL Board Chairman Prof. Thomas Wimmer handed over the Award at the International Supply Chain Conference in Berlin. “The consortium headed by DB Cargo has implemented a cross-company concept and succeeded in avoiding empty runs while saving time, equipment, resources and costs. In this project, the German railways are showcasing the logistics capabilities of rail”, said Wissmann.

### The “Milk Run” principle

The shuttle basically works on the milk run principle already used for the optimisation of cross-company procurement logistics. The advantage of this approach is that the different recipients in the automotive industry

are supplied as needed in series based on a fixed cycle. This ensures high-level reliability in the supply chains. Moreover, the collected scrap is delivered to different suppliers, with the scrap volume depending on the production volume of the automotive manufacturer in question. All this requires complex capacity management of the shuttle, and Logserv, Cargoserv and DB Cargo successfully cater to this requirement through their daily cooperation.

The process creates a circular routine that is always working at full capacity. If the individual recipients were to be served separately, this would result in 75,000 empty-run kilometres every year due to trips that are now no longer necessary. Just-in-time completion of this daily routine is only possible thanks to mixed grouping of freight wagons, which permits rapid disconnection and addition of wagons at each stop. The outcome is a kind of “railway ballet” that is continuously monitored by Logserv and DB Cargo in a 24/7 service. DB Cargo and Logserv use a kanban concept to control daily supplies to the automotive plants and to ensure that they can intervene quickly if necessary. The wagons are equipped with GPS so that their location can be tracked at all times on digital maps.

The “Bayern-Shuttle” concept used by DB Cargo achieves maximum flexibility and speed in a resilient transport chain. Every day, the supply and disposal of volatile volumes are handled by two different freight wagon classes via seven rail sidings. A fur-

ther innovation is that while personnel and/or locomotives normally have to be changed at border crossings, the “Bayern-Shuttle” makes the cross-border trip from Linz to Ingolstadt with the same locomotive.

### Promoting climate protection

Transport by rail is the only ecologically sustainable way of transporting the huge steel production volume of several million tons a year. At the same time, steel is actually the world’s most-recycled material. Roughly 250 kg of scrap are used in the production of one ton of crude steel. The “steel cycle” is therefore one of the key factors in industrial sustainability.

A freight train uses up to two thirds less energy than road freight transport and reduces carbon dioxide emissions by over 80 percent. A single train can move an average load of roughly 1,000 tons and therefore replaces up to 52 heavy trucks. Voestalpine has ordered CO<sub>2</sub>-free rail power and therefore completely climate-neutral logistic chains from DB Cargo. Even the emissions from final delivery by truck are offset by climate certificates. In addition, the “Bayern Shuttle” totally avoids empty runs to ensure an optimum climate footprint. In total, this saves around 7,500 tones of CO<sub>2</sub> a year compared to transport by truck.





This year, the prestigious Science Award for SCM went to Dr. Pascal Notz for his dissertation entitled “Prescriptive Analyses for Data-Controlled Capacity Management” at the Chair of Logistics and Quantitative Methods at the University of Würzburg.

*Award winner Dr. Pascal Notz (left) with Jury Chairman Prof. Wolfgang Kersten (right) and Knut Aliche, who congratulated Notz on behalf of sponsor McKinsey & Company.*

The award winner developed novel methods to combine machine learning approaches with classic optimisation concepts with the aim of prompting better capacity management decisions in the field of logistics with the help of large data sets. The data sets that already exist in today's companies (historical demand observations and explanatory variables) offer previously unutilised options for improved planning and hence cost reduction using innovative, prescriptive techniques. The new methods developed in the context of the dissertation were applied to practical planning problems in cooperation with project partners Main-Post Logistik and Lufthansa Technik Logistik Services and evaluated on the basis of real, historical data. The potential of these novel techniques is underlined by the fact that the prescriptive methods achieve performance improvements of up to 58 percent compared to classic approaches. The new techniques permit direct determination of the optimum order volume of personnel capacity, for example.

The jury was impressed by the high scientific standard, the topical subject matter, the novel combination of methods and the high level of practical relevance with a broad range of application options. In his congratulatory speech, Jury Chairman Prof. Wolfgang Kersten from the Institute of Business Logistics and General Management at Hamburg University of Technology said: “Correct planning of personnel,

machine and transport capacities plays a key role in logistics, as the aim is not only cost efficiency but also and always the satisfaction of the customer with the provided logistics service. This creates complex planning problems under uncertainty where not even a probability distribution is generally known. To solve these problems, Dr. Notz looks to the still young research field of “Predictive Analytics”, using this method to permit data-supported capacity planning. In short, a mathematical function is learned on the basis of the available historical data, and this function is used to generate a solution proposal for the capacity plan. For this purpose, he does not use existing tech-

niques but has developed two completely new machine learning techniques. He then applies these procedures to the concrete planning problems of two renowned real-world partners. The concept permits extensive automation of the capacity planning process and can also be transferred to other application cases.

This year's Science Award for Logistics carries a cash prize of 5,000 euros for the scientist and is sponsored by McKinsey & Company.

### 30 years of the Science Award for SCM

An award that regularly makes waves celebrated a milestone birthday in 2021, and numerous successful business models are based on projects that have been presented with the Science Award for SCM by BVL. The award is conferred annually for innovative work with particular real-world relevance and innovative character and also recognises the role of the supervising institute. After the jury has drawn up a shortlist, the best entrants compete for the award in the final round by presenting their project to an expert audience. More recent winners include start-up Motion Miners from Dortmund, whose activities are based on the dissertation of co-founder Sascha Feldhorst. The project “Automatic Activity and Context Detection for Analysis of the Order-Picking Process” won the Science Award for SCM in 2019. Max Gath, the 2016 winner, built up the XTL Kommunikationssysteme company on the back of his dissertation entitled “Process Optimisation in Transport Logistics using Multi-Agent-Based Planning and Control”. The award can also pave the way for a career in research and teaching. Winning the 2011 award was, for example, a key event for Prof. Jochen Gönsch, now Chair for Business Administration specialising in Service Operations at the Mercator School of Management at Duisburg-Essen University.

## On the road to a new form of regular services

The Forum Automotive Logistics 2021 was originally planned as an analogue event in Wolfsburg; instead, BVL and VDA took the Forum online from Bremen and Berlin on February 9 and 10, reaching more than 1,000 participants on the Internet.



The theme for the event was "Supply Chains at the Interface between Regionality, Sustainability and Customs Tariffs", and the issue of digitalization was also one of the focal points, particularly in terms of the transparency of supply chains, planning methods and automation. A further core topic was sustainability. Simon Motter, Head of Volkswagen Group Logistics, called for the expansion of rail transport and CO<sub>2</sub>-neutral maritime transport. The participants in the panel entitled "Fuel Cells – The Future of Logistics?" provided concrete insights into the plans of Bosch and Daimler Truck.

Virtually all the speakers pointed to the way in which the pandemic and the lockdown have acted as catalysts, brutally exposing the vulnerability of value added chains. The key question was what we can learn from the ad-hoc solutions and new coordination processes along the supply chains on the path to a "new form of regular services", said John Sobeck from ZF Friedrichshafen AG. With regard to transparency in the supply chain, Dr. Arne Flemming from Robert Bosch GmbH emphasised that transparency should not be just be top-down but also from the bottom up.

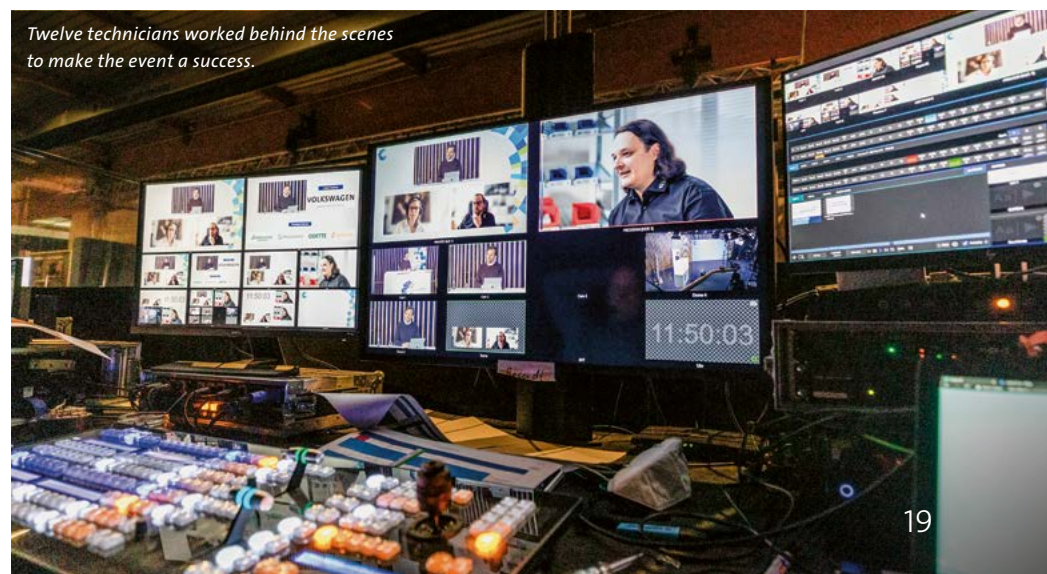
Prof. Marcel Fratzscher, President of the German Institute for Economic Research (DIW), rejected the idea of regionalisation as a reaction to supply bottlenecks. "We depend on international supply chains", said Fratzscher, adding that the goal must now be to increase the resilience of these supply chains, to spread risk and to cooperate with more suppliers in different countries. He called for "more intelligent globalisation" and an investment agreement with the USA.

"Many big issues appear to have become smaller in the shadow of the pandemic and its consequences. But in reality this isn't the case", said BVL Board Chairman Prof. Thomas Wimmer, who in his keynote outlined nine new stimuli from the logistics sector. VDA President Hildegard Müller said: "The programme of the Forum shows that we are still working on forward-looking concepts despite the burdens of corona. Digitalization is more important than ever before for our member companies". She also stressed that the automotive sector is committed to climate protection and is therefore working at full speed on reducing the CO<sub>2</sub> footprint in the supply chain.

Two companies shared the VDA Logistics Award 2021 presented on the first day of the Forum: namely Volkswagen Group Logistics and the BMW Group. Volkswagen won over the jury with the project "Production control tool for the management of shutdowns and relaunches in the Volkswagen

Group" – the answer of the logistics experts to the corona shutdown. This project paved the way for a significant reduction of entrepreneurial risk during the first corona wave. The pick platform at the BMW Group is an innovative cloud-based software that can be used to efficiently connect different picking solutions in the area of production logistics, thereby considerably reducing costs and workload time in the order picking process.

Over 1,200 participants registered for the Forum, and the number of viewers watching the live stream peaked at around 550, with some 1,000 participants logging in during the overall event. The Forum proved extremely popular in the parallel chat sessions as well as in the social media and in other reporting formats.







*BVL Managing Director Dr. Christian Grotemeier greets the participants*

## Tradition-rich fair in online format

BVL is a longstanding partner of Messe München and is traditionally involved in the special-topic programme for the “transport logistic” fair held every two years and staged this year as an online-only event and not the usual in-person trade fair. From May 4 to 6, the online platform for the fair featured a wide range of formats, and BVL played a role on all three days of the event.

The content of the forums organised by BVL focused on “New vs. Old – Are Platform Providers the Better Freight Forwarders?”, “CO2 Reduction in Logistics: Mission Impossible?!” and “Digital Attacks on Supply Chains: Cybersecurity and How to Protect Yourself”. All of the forums were well-attended, with 781 participants for the “New vs. Old” topic, which was even listed as one of the three highlights in the final report of Messe München. “CO2 Reduction” attracted 654 attendees, while 199 people followed the session on the slightly more specialised topic of cybersecurity. Interaction in all of the forums via the chat feature was extremely active, with participants asking questions, providing tips and sharing their own experiences. In terms of content, everyone agreed that digitalization and sustainability were the issues that are right at the top of the agenda for logistics – also or especially in times of corona.

*BVL also enjoyed a presence with its logistics topics at the digital Hannover Fair*

## Far-reaching change

Humans and machines hand in hand, and the catalyst effect of the corona pandemic on trade – these were the key topics at the Trade Logistics Congress, which was streamed on the Internet from Cologne this year.

457 participants came together for the two-day event on the Internet, with more than one in two coming from trade and industry. Some 50 speakers discussed aspects of digitalization, sustainability and new business models – and outlined their own solutions. One theme that was evident in all the presentations was the realisation that the Corona pandemic with its contact restrictions and lockdowns has led to a major change in customer behaviour, which has in turn greatly accelerated the process of structural change in the trading sector. This was particularly apparent in an interview with Miguel Müllenbach, CEO of Galeria Karstadt Kaufhof AG and in the panel discussion with Zalando managers Dr. Jan-Hendrik Bartels and Dr. Carsten Keller.

The three trade experts agreed that the city centres of the future will look “different”. Müllenbach was convinced that “the city centres will also be important for social cohesion in future”. He said that the challenge was to create new recreational and logistics concepts – by converting multi-storey carpark spaces into logistics premises, for example. Curated product ranges, advisory and other services, interconnection and seamless cross-overs between stationary and digital offerings – were his buzzwords.

Bartels and Keller picked up on these thoughts and underlined their belief that

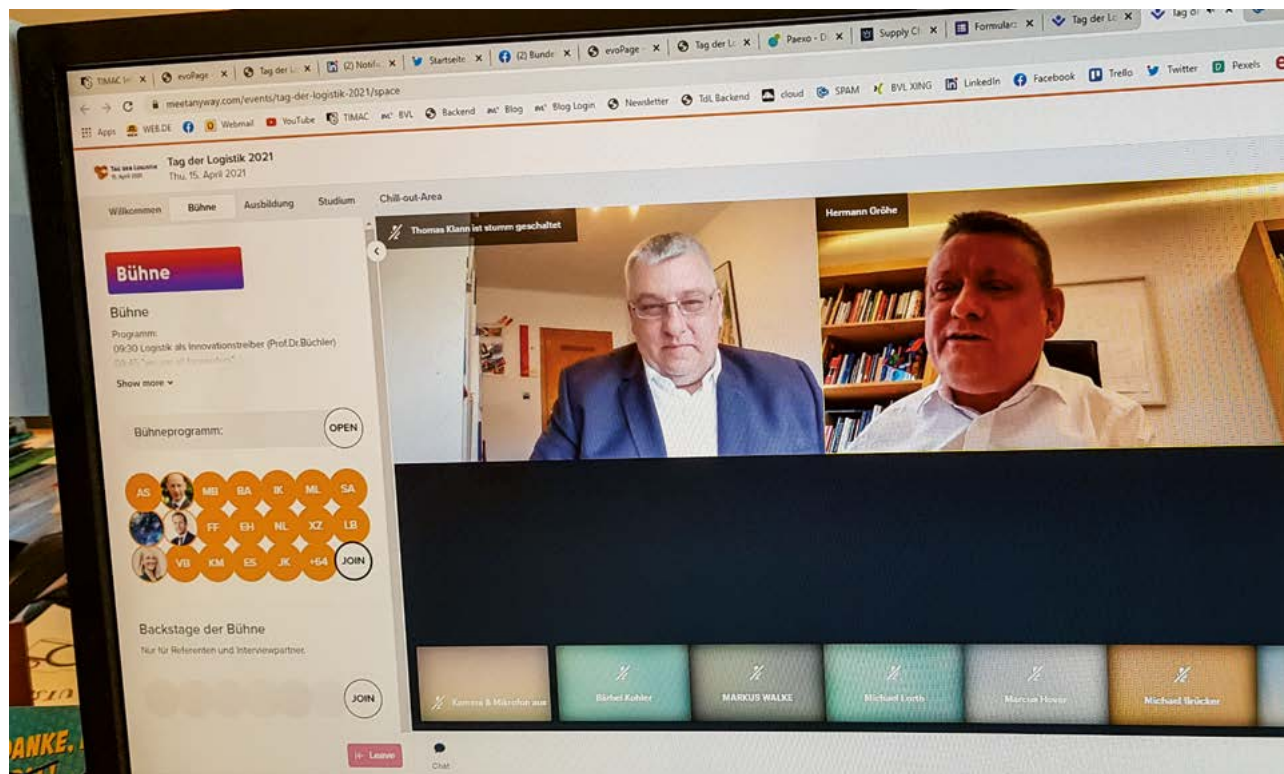
logistics can generate a competitive edge in a trading landscape in which online and offline are combined in the spirit of “connected retail”. “A store is generally faster than a fulfilment centre”, said Bartels. And this is not surprising, given that 80 percent of households can travel to the Galeria department stores in less than 30 minutes. This means that integrated, partnership-based models could be a promising option for the retail trade. And logistics must prepare for digitalization of logistics premises and smaller-scale, more customised transports.





## Appreciation for the services provided by logistics

What are the processes that lie behind the supply of everyday consumer goods? This was one of the questions that was of particular interest to visitors to the events held on Supply Chain Day 2021 on April 15. Further focal points: the effects of the Suez Canal blockage, the use of digital tools, and career and study options. The programme comprised a total of 107 events in which interested members of the public as well as specialists were able to participate free of charge.



*Hermann Gröhe (right), member of the Bundestag parliament and here in conversation with Thomas Klann, was happy to be part of the digital career event in Neuss.*

This was a day when logistics was particularly present on the Internet, where photos, videos, stories and more were posted. In total, the hashtags #tagderlogistik (Supply Chain day) and #tdl21 reached some 200,000 people on the day of action alone. "It's fantastic to see that, even as a digital look behind the scenes, Supply Chain Day generated so much interest via the Internet", says BVL Board Chairman Prof. Thomas Wimmer. "Without doubt, the outstanding work of people in logistics and supply chain management during the pandemic also created a great deal of interest – as is evident from the many questions asked during the various events about how the supply of goods has been and is still being ensured."

Here are just some of the highlights: around 400 school students participated in the digital career event staged by the Rhine-Neuss District SME and Business Union with, among other things, words of greeting from Neuss Mayor Reiner Breuer and Hermann Gröhe, member of the German Bundestag and former German Health Minister. Ingram Micro staged a virtual tour of a fashion logistics centre for eCommerce and showed what has to happen for new clothes to be delivered just one or two days after ordering. Four of 15 Amazon locations in Germany took part in a joint online event featuring an interesting trip through the world of Amazon – from goods receipt, picking and packing stations, scanning and addressing through to loading onto the truck.

### Day of action under new management from 2022

Starting with the 15th Supply Chain Day on April 21, 2022, the Mainblick and Team Tosse agencies will be responsible both for operation of the [www.tag-der-logistik.de](http://www.tag-der-logistik.de) website and for most of the communication activities associated with the day of action. Both agencies are heavily involved in the "Die Wirtschaftsmacher", i.e. Business Makers initiative, and this new organisational set-up will pave the way for exciting opportunities and effective synergies. As part of the restructuring of its portfolio, BVL has decided to outsource the cost and resource-intensive day of action to capable providers but will still be involved as a conceptual partner and will play an active role in the communication process.

The agencies will cooperate with premium partners to secure the necessary finance for Supply Chain Day – but without commercialising this day of action. "Our goal is not to earn money with Supply Chain Day", says Mainblick Managing Director Uwe Berndt. The aim of the day of action is to raise awareness among the public at large for the importance of logistics and supply chain management and to showcase the variety of logistics services.

## Three days of communication-focused logistics television



Résumé of the first “Digital Logistics Days” in March 2021: around 1,200 people from over 15 countries, ten partners and more than 55 speakers with contributions on technologies and innovations in the areas “Warehousing und Fulfilment”, “Last Mile and Delivery” and “Transport und Global”.

The three-day online conference staged by BVL.digital featured a strong content focus, a professional technical set-up and an interactive platform. The concept of micro-observation through to the macro-observation of logistics topics and challenges ran like a thread through the event. Each of the

three days of the conference began with a panel discussion – followed by presentations and workshops as well as a keynote by an unusual speaker at the end of every day. On the first day of the event, future researcher, engineer and pilot Morell Westermann “took participants along with him”

on his September 2020 world record flight in the first certified electric plane from the Alps to the North Sea island of Norderney.

Day three of the event began with a spontaneously organised interview on the total blockage of the Suez Canal. Ulf Venne from Everstream Analytics reported on the situation: the container ship “Ever Given”, 400 metres long and 59 metres wide, that ran aground in the Canal blocked the waterway and prevented the passage of over 150 other ships, resulting in the feared supply bottlenecks. This topic was then addressed in the ensuing panel session from the perspective of a shipping company and from the point of view of a logistics service provider.

The Digital Logistics Days were rounded off by a presentation by Martin Richenhagen, long-time CEO of Agco. The German-American top manager looked at key interrelationships in the area of global politics and business – and described Germany’s situation in the corona crisis from an outside perspective.

## Fascination for innovation at the LogTech-Festival

In July, there were 300 registrations for a new BVL format right out of the gate – the LogTech-Festival, which took place for the first time as a virtual event. The Festival is a platform for innovation enthusiasts in logistics, whether in start-ups, established companies or venture capital providers.

The number of logistics start-ups and therefore the range of technologies has grown continuously in the past few years, and the valuation of these companies has recently increased rapidly on the capital markets. Companies like Forto and Sennder are meanwhile “unicorns”, in other words companies valued at more than one billion euros. Then there are also new fast delivery services – online supermarkets like Gorillas, Picnic or Flaschenpost. For many of these start-ups, it is their logistics operations that set them apart from the competition, but what has been lacking to date is a “logistics tech” event for the start-up scene in the logistics sector.

BVL’s LogTech-Festival closes this gap. The one-day event is directly designed to cater to the needs of the new target group and the start-up scene in which this group is embedded. The idea is to bring start-up entrepreneurs, investors, researchers and, naturally, users together to discuss new forms of logistics. BVL is planning a one-day event with evening get-together for June 30, 2022, either in Hamburg or Berlin.



# Productive exchange between science and practice

The projects of the Scientific Advisory Board and the Research Council made further excellent progress in 2021. The International Scientific Symposium held online brought together 176 participants from around the globe

Having been postponed last year due to the pandemic, the tenth International Scientific Symposium on Logistics (ISSL) finally took place in mid-June 2021 as an online event under the heading “Logistics for a Sustainable Future – Contributions from Science”. The content for the ISSL was prepared by the Scientific Advisory Board of BVL chaired by Prof. Kai Furmans. The event was organised by the Logistics Faculty of Technische Universität Dresden headed by Prof. Thorsten Schmidt and Fraunhofer IML under the lead management of Prof. Michael ten Hompel.

Keynotes by Prof. Dirk Helbing (“Solving Sustainability Problems: Lessons Learned in Transport and Logistics”), Prof. Nils Boysen (“E-Commerce Warehousing: Order Fulfilment in Modern Retailing”) and Prof. Michael ten Hompel (“Silicon Economy – The Autonomous Ecosystem of Logistics”) were highlights of the event.

“The world is no longer divided into East and West but into digital and non-digital”, said ten Hompel. “The motto is: everything that can be digitalised is digitalised.” He was optimistic about the ability to control information on the Internet and outlined the scale of the coming changes:

“This will all happen with secure communication and data spaces, without losing control of the data. In short, we will see the creation of an autonomous logistics ecosystem – the Silicon Economy.” Plans for the next ISSL in 2023 are underway.

The Scientific Advisory Board held three meetings in 2021. A special meeting in April focused on strategic questions relating to the future of scientific topics under the umbrella of BVL. There were then regular meetings in June (digital) and October (hybrid). In 2021, there were four special issues in the international science journal “Logistics Research” (LORE) published by BVL: “Supply Chain Analytics”, “Supply Chain Management in Emerging Economies and Developing Countries”, “Logistics Management 2021: The German Perspective” and the special issue to mark the tenth International Scientific Symposium on Logistics. A total of seven LORE articles were published in 2021.

Prof. Julia C. Arlinghaus, holder of the Chair for Production Systems and Automation at the Institute for Work Science, Factory Automation and Factory Operation at Magdeburg University, and Head of the Fraunhofer Institute for Factory Operation and Automation IFF in Magdeburg, was newly appointed to the Scientific Advisory Board.



*Prof. Dr.-Ing. Kai Furmans,  
Chairman of the Scientific  
Advisory Board of BVL*



*Dr. Christian Jacobi,  
Chairman of the BVL  
Research Council*



[www.bvl.de/magazin](http://www.bvl.de/magazin)

## Research Council

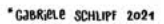
The Research Council headed by Dr. Christian Jacobi came together for two meetings in 2021. The first meeting was digital, the second hybrid. As of year end, 24 projects with a volume of just under 6.4 million euros were in progress under the joint industrial research programme. A total of 33 short applications were assessed, and 24 long applications were forwarded to the German Federation of Industrial Research Associations (AiF).

The cooperation processes are meanwhile extensively digitalised via the portal of the IGF joint industrial research programme. The corona crisis resulted in a high volume of applications for project extensions, and this greatly increased the workload compared to previous years.



*Prof. Julia Arlinghaus  
was newly appointed  
to the Scientific  
Advisory Board.*





The corona pandemic supplied the background music to the PR activities of BVL in the year 2021, as the realisation of many projects depended on corona case numbers and the regulations in force on the scheduled dates. BVL nevertheless succeeded in making itself heard, providing all the relevant information and employing a mix of proven and innovative communication methods.

In addition to addressing specialised topics that mainly arose in connection with the event programmes, the BVL awards and discussions on topical issues, the Press and PR team handled the communication measures surrounding the new appointments to the BVL management team and the changes in the full-time personnel structures. The internal change process was naturally of major relevance for our members and particularly those who work on the association bodies on an honorary basis. Information, analysis and food for both thought and discussion were supplied by four print issues of "BVL Magazin", six issues of the online LOG.Letter and 50 regular issues of the weekly LOG.Mail newsletter plus eight special mailings.

Selected topics were presented in an entertaining multimedia “scrollytelling” format (short online stories to scroll through) designed to appeal to both an expert audience and the public at large. As a flanking measure for the position paper sent to the members of the German Bundestag parliament and the German government, this format profiles a day in the life of a buyer in a German company. Interested members of the public can learn about the role of logistics and supply chain management in their daily lives and where logistics solutions make their lives easier.

Another scrollytelling episode focuses on the fixed-link Fehmarnbelt Crossing – complete with facts, figures and expert statements on the project as well as the impressions gained by BVL Board Chairman Prof. Thomas Wimmer and press spokesperson Christian Stamerjohanns during their on-site visit to contractor Femern A/S in the autumn.

The team at head office was supported by the “Image of Logistics” focus group. After BVL Board member Christina Thurner had taken over as spokesperson from Frauke Heistermann, the first project she headed was a graphic recording event with artist Gabriele Schlipf at the International Supply Chain Conference. Attendees on site and live stream participants had the opportunity to share their thoughts on the key features of logistics in text or drawings. The artists then brought all the contributions together in a big “activity picture” that will be auctioned in early 2022, with the proceeds going to the nonprofit organisation Stars for Life, which promotes the education of young people in Africa.

### Social media channels connect people

The cancellation of many in-person events and the increasing use of hybrid formats once again resulted in the greatly increased importance of the social media channels of BVL. Thanks to the excellent cooperation between the Press and PR team and the event organisation specialists at BVL, Twitter, LinkedIn, Facebook and Instagram have become popular resources among people interested in logistics. By making more widespread use of multimedia content (BVL produced just under 90 videos in 2021 alone), we have been able to more effectively include the members working from home and participants in events and meetings in the life of the association. The high level of willingness to engage in digital communication on the social media channels was particularly evident during the International Supply Chain Conference, with BVL postings on LinkedIn alone reaching more than 105,000 people during conference week. The videos filmed at the conference were viewed several thousand times, and our LinkedIn followers have now topped the previous record of 16,000.

### Outlook

Press activities at BVL will be geared towards responding more rapidly to topical debate, compiling data and figures and making these available, making use of good logistics photos and ensuring closer contact with national media. The media monitoring operations that had been temporarily shelved are to be revived in order to gain a better picture of the impact of PR activities. We will be revamping the press section on the BVL website, which will also be the new home of the podcast that is currently part of BVL.digital. Last but not least, we want to use our general information services to interest more people in BVL and the work of the association.



*The press and PR team:  
Lars Eggers, Katja Ahrens,  
new team leader Christian  
Stamerjohanns and  
his deputy Anja Stubbe*

## PR team under new leadership

June 1, 2021 saw a change at the helm of the Press and PR unit of BVL, with Ulrike Grünrock-Kern handing over to Christian Stamerjohanns. Stamerjohanns was previously Head of Corporate Communications at photo service provider Cewe in Oldenburg. Prior to that, he held a PR management role at ECE Projektmanagement in Hamburg and at the Hamburg State Ministry of Economic and Social Affairs. Stamerjohanns studied Political Science in Dresden and Wellington/New Zealand, after which he completed a management trainee programme at publisher Gruner + Jahr in Hamburg before embarking on a career in press and PR.

In its new constellation of Christian Stamerjohanns, Anja Stubbe, Lars Eggers and Katja Ahrens, the press and PR team began to “gel” in 2021. Economics graduate and trained journalist Ulrike Grünrock-Kern had headed BVL’s communication activities since August 2006 and left head office at her own request at the end of 2021. During her 15 successful years at BVL, she formulated the association’s communication strategy, was responsible for press activities and lead managed numerous projects such as Supply Chain Day, the “Image of Logistics” focus group and the launch of BVL’s social media presence.





*The International Supply Chain Conference finally gave participants the chance to once again meet each other in person in a relaxed setting.*

## In search of a new normality

A network like BVL is heavily dependent on personal interaction and the exchange of ideas. Lockdowns and contact restrictions put a major damper on the life of the association in 2020 and 2021, especially in terms of international contacts. The commitment of the many honorary officials within BVL has played a major role in underpinning the resilience of the organisation during the pandemic, but we have still not achieved any kind of “new normality”.

The year 2021 began with a town hall format, where around 50 Chapter Chairs connected online with the full-time staff at BVL head office. The topics on the agenda were the financial situation of BVL and the financial and organisational measures drawn up by Board and management under the heading “Restructuring Project 2021 ff.”. This was followed by “spring talks” with all 28 national Chapter Chair teams. The highly transparent nature of this procedure was rewarded with a great deal of solidarity and generated the momentum to ensure that

there will be no let-up in honorary activities despite the difficult situation.

On June 10, Chapter Chairs, Student Chapter Chairs, Young Professionals and representatives from the Board and head office came together online for their annual discussion and exchange of ideas. Opinions on the digital events established in response to the pandemic were of interest to participants from all the association bodies. What was good about these events? What were the criticisms? How do we want to proceed in the

post-corona era? Everyone agreed that digital events should continue to be part of the portfolio of the Chapters in future. These events have enjoyed high reach in recent months, and many of the topics are of interest to logistics people all over Germany and not just in a specific region.

The integration of the student chapters in the teams of the professionals is also geared towards creating closer links between people working in logistics and students studying the subject. Step by step, 18 of the 25 student



*The Chapter Management Meeting also had to be held as a digital event in 2021.*



groups were integrated in the professional groups in 2021, and this has promoted communication and cooperation. Special events and topic-specific projects like Logistics4Future are designed to appeal to the future logistics managers.

**International** On June 24, the Chair persons and Representatives came together online for a meeting with representatives of BVL head office in Bremen. The meeting gauged the general mood, also in an international context, with topics such as: What is the current situation? What are our goals? What are the requirements for the international network? It rapidly became clear that, in terms of their activities and work, the international Chapters have widely varying needs and characteristics, which are as different as the countries and local communities themselves. Regular meet-ups ensure the reliable flow of information.

It was agreed that the internationalisation of BVL is right and important against the backdrop of globalisation – because like almost no other sector logistics is an international business that does not stop at national borders. The international network of BVL supplies true value added that should be rendered more visible. Members have access to contact persons around the world in the form of Chapter Chairpersons and Representatives who are all interconnected through BVL. The network has grown steadily in size and scope, and 2011 was particularly successful in terms of the internationalisation of the association, with four new international Chapters being set up in the course of a single year – in Russia, Singapore, Brazil and Turkey. In total, there are currently eleven international Chapters as well as eight Representatives. Last year, BVL presented the Badge of Honour to some of the Chairpersons of the first Chapters, namely Jean Junjing Wang, Mirco Nowak, Stephan Grüner and Dominik Bühring.

**Chapter events** The Chapters and the Young Professionals network staged around 160 events in 2021 – 20 of which were held as in-person events. Here are three examples:

#### Logistics of the “Polarstern”

“Logistics Extreme” was the title of the event staged by the Rhine/Neckar Chapter on September 9 on the topic of the “Logistics of the Polarstern – Expeditions to the Eternal Ice”. Dr. Uwe Nixdorf, Head of Logistics at the Alfred Wegener Insti-

tute in Bremerhaven, informed the 40 or so attendees about the “Mosaic” expedition to the Arctic complete with impressive photos of the trip. The objective of the expedition was to better understand the influence of the Arctic on the global climate. In order to study the Arctic drift throughout the seasons, the Polarstern research icebreaker and its team were “frozen” in place in an ice floe for a full year. Corona disrupted some of the logistics plans: after Norway closed its borders, it was not possible to use a prepared landing strip on the ice, which in turn meant no supplies by airlift. The project began in September, but it was not until December 1 that a Russian icebreaker delivered the first supplies. When asked what the team had forgotten to take with them, Nixdorf simply answered “Nothing!”.

#### Impressions from the port of Trier

“Biscuits in the port of Trier – tour of the port and networking with the German Confederation of Small and Medium-Sized Enterprises (BVMW)”. The name of the event staged by the Middle Rhine/Moselle Chapter on June 30 underlined the desire to once again ensure a more personal form of interaction. After numerous online meetings with some highly creative concepts like a virtual wine tasting session, the organisers were delighted to welcome their guests in person in the port of Trier. With a transshipment volume of almost 1.6 million tons of ship and rail cargo, the port with its partners sees itself as a logistics hub for the wider Trier/Eifel/Saarland/Luxembourg region and an interconnection point for road, rail and

waterway transport. During a tour of the site, Volker Klassen, Managing Director of Hafen Trier and Chapter Chair, let attendees take a look behind the scenes of this major logistics location and provided an overview of the 40 companies with over 2,500 employees at the port of Trier – after which his guests were indeed treated to the promised biscuits.

#### Digitalization gaps in the provision of emergency services

On April 22, the Ruhr Chapter organised a virtual visit to Fraunhofer IML in Dortmund. Host Prof. Uwe Clausen welcomed the 35 participants to a programme focusing on the logistics of the emergency services, in particular the “Euriale” project. The first telemedicine applications are already in use in the field of emergency healthcare to promote optimum services. The aim of the project headed by Prof. Matthias Klumpp is to use the options of the 5G mobile phone network to ensure interruption-free transmission of real-time image, video and audio information in cases of emergency and thereby optimise the relevant processes. The idea is that first responders, emergency medical teams and in-hospital doctors should be able to directly communicate and exchange data with each other. “The first mile in the rescue chain is highly digitalised”, says Klumpp, “but there are still hardly any digital tools at all for the subsequent phases”. Alongside the Fraunhofer IML, the consortium partners are Duisburg-Essen University, Münster University Hospital, the Dortmund Fire Service and Adesso Mobile Solutions.

*A meeting of the Ruhr Chapter – one example of many well-organised virtual information and discussion sessions*





## Solidarity is the bedrock of the association

BVL had around 10,000 members at the end of 2021. Roughly 250 of them serve on the various bodies on an honorary basis – from the Chapters and the Young Professionals network through to the Advisory Boards and the BVL Board.

The 43rd Ordinary Members' Meeting of BVL was originally scheduled to take place during the transport logistic fair in Munich but the decision was then made to hold the event in virtual format via an Internet feed from StreamLab-Studios in Bremen on May 3. Voting was by proxy, with members transferring their votes to the few members who were actually present at StreamLab and therefore able to vote in person. In total, 181 members with voting rights were represented at the meeting. The Board and the management team reported to the members on an unpredictable 2020, a year in which inperson formats were rare following the outbreak of the corona pandemic. Managing Director Uwe Peters explained that BVL had relied on events for around 75% of its 2019 revenues and that these revenues had declined by a massive 85 percent in 2020. He said that the association was trying to offset these losses with a painful cost-cutting and restructuring programme but that reduced revenues from the event business were also expected in 2021. The 2020 annual accounts and the budget for 2021 were accepted and approved by the members, who also voiced their unanimous formal approval of the actions of the Board and the accounts officers – with the latter both abstaining. The Board and the management thanked the members for their solidarity in supporting their association and ensuring that the burden is shared as broadly as possible.

### Changes in personnel on the Board

The members elected Dorothea von Boxberg, CEO of Lufthansa Cargo AG, to the Board for the first time, while Frank Dreeke, CEO of BLG Logistics Group, was elected for a further term of three years. After being elected, he was confirmed as Deputy Chairman and a member of the Financial Committee. The members bid farewell to Accountant Dr.-Ing. Stefan Wolff, Chairman of the Supervisory Board of 4flow AG, following his twelve years of excellent work on the Board. He is succeeded in the office of Accountant by Stephan Wohler, member of the Management Board at Edeka Minden-Hannover



*It was possible for only a small number of members to be present in the studio. They also acted as proxies for votes assigned to them by numerous other members.*

and Edeka Foodservice Stiftung und & Co. KG. Wohler will therefore join the Steering Committee alongside Board Chairman Prof. Thomas Wimmer and Frank Dreeke. Back in March, Lufthansa Board member Peter Gerber left his position on the BVL Board after taking on a new job in Brussels. Wolfgang Simonis took leave of the two-strong team of accounts auditors. Dr. Maik Speel was re-elected as accounts auditor and is now joined by the newly elected Dr. Andreas Mansch.

### Meeting of the Advisory Board

The first in-person meeting of the Advisory Board since the lockdown was held in mid-June. To be more precise, it was actually a hybrid meeting, where a total of 50 participants spent an interesting and entertaining afternoon inside and outside the Engelbert Strauss CI factory in Schlüchtern (Hessen) which went into operation at the end of 2020. New Advisory Board member Matthias Fischer sent out the invitations – in response to which around 20 people trav-

elled to Schlüchtern and roughly 30 checked in via video stream to see the unique customised shoe production system in the futuristic factory. Following a get-together, there were words of greeting from Advisory Board Chairman Josip T. Tomasevic, who spoke via a live feed from the USA. The participants enjoyed and were fascinated by the presentation and subsequent tour led by Matthias Fischer. The factory is able to realise one-off production of shoes at series production costs. And the superlatives keep on coming: Schlüchtern boasts Europe's biggest spiral conveyor, and there are one million storage bins as well as more than 13 km of conveying technology. 400 autonomous shuttles navigate the aisles fully automatically and move entire shelves to the machine or the packaging station. The Advisory Board members took advantage of the meeting to discuss their thoughts and to generate ideas for the future activities of BVL.



## Honorary membership for Prof. Frank Straube and Dr.-Ing. Stefan Wolff

BVL relies on the commitment of many members who work on an honorary basis and on the efforts of the full-time staff at head office. Expressing its deep gratitude, the BVL Board bid farewell to Board member Dr.-Ing. Stefan Wolff (4flow) and Advisory Board member Prof. Frank Straube (TU Berlin University), both of whom were also named honorary members of BVL.

Prof. Frank Straube headed the concept team for the International Supply Chain Conference for many years and supplied key ideas and inspiration for the mould-breaking organisation of the event. He also sat on the BVL Board for twelve years, was subsequently a member of the Advisory Board for ten years – from which he has now departed – and has been Chairman of the Jury for the Manufacturing Excellence Award for 16 years. Due to the corona restrictions, Frank Straube was

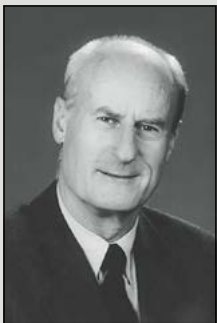
unable to be honoured in person during the Members' Meeting, and the certificate was therefore sent to him a few days in advance.

Dr.-Ing. Stefan Wolff even worked at the International Supply Chain Conference back when he was a student and research assistant at TU Berlin University. He later became a member of the Research Council, on which he sat

from 2001 to 2011, and was appointed Chairman of this body in 2007. He has been a member of the BVL Board since 2009 and was also Accountant of BVL from 2017. Parallel to his work on these bodies, he was also involved in the concept team for the International Supply Chain Conference and headed the team for a number of years.



## BVL mourns Prof. Gösta Ihde and Frank Sportolari



**Prof. Gösta Ihde**, a Board member and honorary member of BVL for many years, passed away in Goslar on June 22, 2021 at the age of 83. For 21 years up to 1999, Ihde was a conference moderator, an initiator of working groups and a member of the Publishing Advisory Board for the BVL publication series as well as a member of the BVL Board. It is with regret that BVL takes leave of this pioneer of logistics science. Ihde studied Business Man-

agement in Marburg, Saarbrücken and Göttingen. Following his doctorate (1966), post-doctorate qualification (1969) and one year working in industry, he was appointed Chair of the Department of Transport Operation Management at Mannheim University back in December 1970 (one year later, the department was renamed the Department of Business Management Studies and Logistics, Speciality Transport Operation Management – the first university department in the German-speaking countries to bear the name “logistics”). Gösta B. Ihde was elected to the BVL Board on October 20, 1978 and was therefore one of the “founding fathers” of the association. In the same year, he set up the Spare Part Logistics working group together with Gernot Lucas, and he was part of the team that developed the International Supply Chain Conference, which was held in October 1984 for the first time.



**Frank Sportolari**, long-time boss of UPS Germany, passed away on July 12, 2021 at the age of 65. As a member of the Advisory Board since 2014, Sportolari was always a good advisor to BVL and a committed networker. It was also Sportolari who facilitated the invitation of the US Ambassador to the 35th International Supply Chain Conference in the year 2018. Sportolari was always innovative, and he and his team achieved excep-

tional outcomes. In early March of this year, Sportolari informed BVL Board Chairman Prof. Thomas Wimmer that he had stepped back from his responsibility for operational business at UPS Germany, and he was succeeded by Simone Menne as President of the American Chamber of Commerce Germany a short time ago – but he wanted to remain on the Advisory Board of BVL up to the end. BVL mourns a person who was both highly committed and extremely modest. He will be missed, and he will not be forgotten.

## BVL Board

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**Prof. Dr.-Ing. Thomas Wimmer**  
Bundesvereinigung Logistik e. V.,  
Bremen

### Accountant

**Stephan Wohler**  
Member of the Management Board,  
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Edeka Foodservice Stiftung & Co. KG,  
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### Deputy Chairman

**Frank Dreeke**  
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### Other members of the Board

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### For your information

You can find the names and functions of  
members of all other BVL bodies on the  
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