

SUSTAINABILITY IN ACTION:  
THIS IS THE ONLY WORLD WE HAVE,  
AND WE WILL PLAY OUR PART  
IN PRESERVING IT  
FOR FUTURE GENERATIONS.

**BVL<sup>7</sup>**

## BVL ...

- ... is an open **platform** for people who are passionately committed to logistics and supply chain management worldwide.
- ... a unique **network** bringing together specialists and leading figures from the worlds of business, science and politics.
- ... 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** more easily.
- ... 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 “Wirtschaftsmacher”, i.e. Business Makers, initiative

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

## Sustainability in Action – Winning the Next Decade

*The Members of the BVL Board in September 2020:*

*Prof. Dr.-Ing. Thomas Wimmer (Chairman), Frank Dreeke (Deputy Chairman),  
Dr. Stefan Wolff (Accountant), Eva Combach, Marcus Dirks, Alexander Doll,  
Prof. Dr.-Ing. Kai Furmans (Chairman of the Scientific Advisory Board), Peter Gerber,  
Karl Gernandt, Dr.-Ing. Christian Jacobi (Chairman of the Research Council),  
Dr.-Ing. Torsten Mallée, Dr. Sigrid Nikutta, Andreas Reutter, Tim Scharwath,  
Kay Schiebur, Christina Thurner, Josip T. Tomasevic (Chairman of the Advisory Board),  
Prof. Dr.-Ing. Katja Windt, Stephan Wohler, Marcus Wollens*



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# Sustainability in Action – Winning the Next Decade

Dear Members,

Dear Readers,

The year 2020 began for BVL with the Forum Automotive Logistics – where attendees engaged in lively discussions and enjoyed a wide range of interesting content. Although “corona” appeared in the news in February, it still seemed a long way away at the time. Now, at the end of the year and in a second lockdown, the memory of this “normality” seems almost unreal.

Both economy and society have been thrown seriously off balance during the past ten months. The value added chains have generally shown themselves to be robust, and the level and speed of adaptability have been far greater than could have been expected before the crisis. To retain this hands-on mentality, to remain agile and to push ahead with change processes creatively and systematically - these are the positives we can take from the crisis. The challenges we all have faced have been anything but trivial. Many companies have suffered financially in 2020, and the same unfortunately applies to our association, which has always been and still is proud of its independence. In addition to membership fees, BVL generates significant funds through its own activities in order to provide services and generate value added for everyone involved in the logistics sector. If we lose 90% of our revenue from face-to-face events, this results in funding holes and necessitates resolute and painful measures.

At the same time, 2020 was by no means a lost year in the work of the association. Despite the unfavourable circumstances, the chapters staged around 150 events. The Members' Meeting, the Board and Advisory Board meetings, the services of the Chapters and not least the International Supply Chain Conference were converted to digital formats within an extremely short space of time. With the “Trends & Strategies” study and further

papers, BVL published key analysis and decision-making support for the logistics sector. But what is also true is that the in-person events that are so important for the network – and the revenue generated by these events – fell by the wayside. This applies above all to the International Supply Chain Conference, which had to adapted from a hybrid to a digital event at short notice due to the pressure of circumstances. And this naturally had its price.

In November/December, the Board and the management team developed and launched a restructuring project for 2021 and the following years. Personnel, administrative and material costs will be significantly reduced, and together we will implement a forward-looking strategy for BVL – a strategy driven by energy and confidence geared towards new services, more “new work” and greater sustainability, a wider range of digital products, streamlined organisational processes and state-of-the-art technologies. We want to and will face the future with strength and optimism, tread new paths and exploit new opportunities. “Exploiting Opportunities – Adapt to Lead” is the overarching theme for the new year – for the economy, for our association, for all of us. I am convinced that this will ensure that we will be able to return to the successes of the past in 2022 at the latest.

On behalf of all Board members, I would like to thank all members for their loyalty to BVL. I would also like to thank the members of the various BVL bodies for their honorary work as well as the association's employees for their exceptional efforts. 2020 was an extremely difficult year for all of us. I look forward to seeing and talking to you in 2021 – virtually in video conferences, by phone and hopefully soon also once again in person.



Prof. Dr.-Ing. Thomas Wimmer  
Chairman of the Board

## Changes at the helm of BVL – new structure with extended Steering Committee

*The BVL Steering Committee: Frank Dreeke, Prof. Thomas Wimmer, Dr. Stefan Wolff*



At its March 12 meeting in Stuttgart, the BVL Board bid farewell to the association's honorary Chairman Robert Blackburn. Blackburn, who in his "day job" has been on the Board of the globally active US-based electric tool maker Stanley Black & Decker Corporation since 2019, did not stand for re-election by the Members' Meeting and withdrew from his position as Chairman as of the end of the Stuttgart meeting. In his role of Senior Vice President Global Operations, Blackburn is responsible for the supply chain from the sourcing stage and all 120 production plants through to the end customer. This task necessitates his presence at the corporate headquarters in the US state of Connecticut and also involves a great deal of travel. "It is my respect for both my job and my honorary post that prompted my decision to withdraw from my position at the helm of BVL", said Blackburn, adding that the experience of the past year had shown that an honorary position at this level can only be performed by someone who is able to devote all his energy and attention to it.

After in-depth consultations, the BVL Board has decided to adopt a new structure. An extended Steering Committee will ensure the continuity and innovative drive of the association for a transitional period and will push ahead with the change process that had already been planned. The aim is to gradually make BVL a younger and more diverse organisation, and this should also be reflected in the association's leadership structures.

The members of the extended Steering Committee are Frank Dreeke, (BLG Logistics Group), Stefan Wolff (4flow) and Thomas Wimmer (BVL), who has been elected Chairman of the BVL Board and who will step back from his role as Managing Director for the time being. Frank Dreeke was elected Vice Chairman of the Board. Wimmer will focus his attention on the content of BVL activities and the operational implementation of the defined BVL strategy. Wolff as Treasurer and Dreeke as a member of the Finance Committee symbolise the sound financial status of the association. "We all greatly regret the departure of Robert Blackburn. Robert inspired "his" BVL with exceptional and future-focused ideas, and we were looking forward to at least three more years with him at the helm. But we also respect and accept the decision he has made in the light of his job-related responsibilities. Our task now is to look to the future with courage and new ideas.

At the Members' Meeting on April 20, BVL took leave of several long-time Board members who had served the maximum term permitted by the BVL statutes – namely Joachim Limberg (NLMK Group), Karl A. May (BMW Group) and Frank Wiemer (Dirks Group). Eva Combach (Mercedes Benz), Marcus Dirks (Dirks Group), Dr. Sigrid Nikutta (Deutsche Bahn), Kay Schiebur (Otto Group), Christina Thurner (Loxless) and Marcus Wollens (BMW Group) were all newly elected to the Board, while Prof. Katja Windt (SMS Group) was re-elected for a further term.

## Ensuring the reliability of supplies, identifying cost drivers, protecting systems

At start of the first lockdown in March, BVL published a paper on logistics services for flows of goods in times of corona.

*The paper includes contributions from Berit Börke (TX Logistik), Frank Dreeke (BLG Logistics Group), Peter Gerber (Lufthansa Cargo), Karl Gernandt (Kühne + Nagel), Christian Grotebauer (BVL.digital), Klemens Rethmann (Rhenus), Frank Sportolari (UPS), Christina Thurner (Loxxess), Thomas Wimmer (Bundesvereinigung Logistik) and Stephan Wohler (EDEKA Minden-Hannover), members of the BVL Board, the BVL Advisory Board and the management team of BVL.*

Logistics managers in industry and trade play a valuable role in the smooth functioning of society and the reliable supply of goods to people all over the country – this is also true in times of crisis such as those we are currently facing. The provision of daily essentials and the operation of the waste disposal system are as efficient as ever in Germany.

These tasks are anything but trivial even in “normal” times and require specialist expertise and perfect organisation. Times of crisis create additional obstacles and cost drivers that can only be addressed effectively if political decision-makers, industry and society all work together. Logistics in general and contract logistics in particular should therefore be viewed as systemically important services and benefit from appropriate relief and support.

There are currently a whole range of challenges regarding freight volumes, (loading space) capacity and logistics infrastructure. BVL has summarised these challenges in a twelve-point paper and explores the more difficult organisational conditions, the situation of employees and the specific cost drivers in the era of the corona crisis. The authors come to the following conclusion:

“The logistics sector is happy to carry out its work and is proud that – even under crisis conditions - it has succeeded in securing the functioning of the German economy and ensuring the reliability of supplies to the country’s population. At the same time, however, the services supplied by the logistics sector must be remunerated in such a way that the incurred costs can be properly covered. Logistics must be economically feasible! If government decisions result in additional costs, there must be clarity about who bears these costs.

There are many ways of providing financial relief for the logistics sector and positively influencing liquidity in logistics and supply chain management. They include deferment of social insurance or tax payments such as sales tax on imports. Six-month rules are already in place in other countries, but there are no such arrangements in Germany, and this puts us at a disadvantage as a logistics location.”

## German Foreign Trade and Logistics Academy (DAV)

### Plans for the future in the DAV anniversary year

The German Foreign Trade and Logistics Academy (DAV) has been one of the institutions of choice for logistics studies for 60 years now. With its systematically hands-on programme, DAV has also successfully faced the challenges presented by learning and teaching in the era of corona. Investment in online lessons, the recruitment of lecturers and the provision of digital advisory services have all been stepped up. The new winter semester began with record enrolment for both the “International Logistics Management” course and further training for the qualification of “Specialist Manager” with a total of 69 new students either on site at the campus in Bremen or participating via video conference.

Alongside the established information options – namely a trial day on campus or the twice-yearly open day – those interested in studies or further education at DAV now have an additional option in the form of the online information events launched at the end of August. In this virtual live counselling format, potential students can obtain useful information on the programme offered by DAV and then ask their questions. Among the most frequent questions are those on state funding options under the AFBG upgraded training assistance scheme. This online format is not only beneficial in times of corona but also makes it easier for those living further away to contact and talk to DAV. The ser-

vice is also underpinned by the entertaining and informative Instagram channel that DAV added to its Facebook and LinkedIn channels this year. DAV has put together an in-depth review of 2020 in its blog at [www.dav-akademie.de/daswar2020](http://www.dav-akademie.de/daswar2020).

## BVL Seminars

### Flexible learning in times of crisis

BVL Seminars is an integral part of BVL and together with the association has made it its mission to provide a range of options for life-long learning. As one of the leading further education providers for logistics and customs issues, BVL Seminars helps people to further their skills and extend their know-how.

The further education year 2020 was shaped by the uncertainty resulting from the corona crisis, and travel restrictions have made it more or less impossible to hold traditional in-person courses, often for far longer periods than the actual lockdown phases. BVL Seminars therefore

worked together with lecturers to supplement the in-person portfolio by adding digital teaching formats. The response from customers has been extremely positive, as they want to ensure that further vocational training continues despite these difficult times.

The topics ranged from “Mobile Work and Home Office: Good Management at a Distance” and “Crisis-Proof KPIs in Warehouse Management” through to “Responsibility of Customs Officers in Today’s Companies” to name just a few examples. During this period, BVL Seminars has explored the opportunities presented by new, digital

learning options together with customers and lecturers. Nevertheless, the organisers are confident that in-person courses – supplemented by virtual formats – will once again be a mainstay of further education and training when the corona crisis has passed.

## The “Business Makers”

### Highly popular image-building activities

Following successful campaigns in 2019 and 2020, the project board of the “Business Makers” initiative – which meanwhile boasts some 100 members – decided to continue its work in 2021. 46,000 page views on the website of the initiative, 230 mentions in the press or five million post impressions on Facebook and Instagram from January till November are impressive numbers. The initiative showcased additional logistics heroes, and the success of the “Business Makers” activities were also underpinned by campaigns like the “Logistics Picture Quiz” featuring poetry slammer Lars Ruppel.

The new topic specials on the [www.die-wirtschaftsmacher.de](http://www.die-wirtschaftsmacher.de) website are extremely popular. The latest issue was published in December and focuses on logistics for online retailers. The online service also features profiles of logistics occupations and a job market.

The special podcast series “Logistics Against Corona” was launched in the spring in cooperation with BVL.digital. The logistics sector became a focal point of public attention as a result of the corona crisis, and the hashtag campaign #keintagohneLogistik (“nodaywithoutlogistics”)

on Supply Chain Day aimed to profit from this increased awareness. A survey with around 300 respondents conducted by the “Business Makers” in autumn found that the pandemic did in fact have a positive impact on the image of logistics.

To mark the International Supply Chain Conference, the initiative launched a video campaign called “Logistics is where I am” that is to be a focal point of its activities in 2021. In short clips, people from the world of logistics present themselves, their jobs, and the benefits of logistics.

## Manufacturing Excellence

### Network activities for production and logistics

Production and logistics are growing ever further together. BVL has therefore been involved in the activities of the Manufacturing Excellence Network (MX) since 2019, when BVL Board Chairman Prof. Thomas Wimmer took over as Chairman of the MX Board. The objective of this cooperation is to interconnect the network activities more closely for production and logistics. The mission of MX is to identify and showcase best practices – by inviting entries for the MX Award, with the presentation of the awards in the context of the MX Dialogue, and on the MX Tour, during which the award-winning projects can be seen in operation on site..

**Sustaining and securing value added in Germany** – this is the overarching theme of the activities of MX. These activities are underpinned by the enthusiasm of specialists to share their knowledge with each other and work together to further their expertise. This exchange is important and helpful for production managers and all service providers involved in the value added process as it means they can stay up to speed with innovations and apply new ideas in their own area of responsibility.

MX Dialogue and MX Tour could not take place in 2020 due to the lockdowns. The winners of the MX Awards 2020 were determined in personal audits in the late summer, however, and the presentation ceremony is scheduled for early 2021.

## Growing importance in times of the pandemic

BVL.digital is the innovation unit of BVL. The unit handles all the topics relating to digitalisation and new technologies in logistics.

Numerous products have already been developed for this purpose. In live webinars, innovation pitches and online conferences as well as podcast and content projects, logistics managers can learn about all the key issues relating to the digitalisation of logistics in professional, high-quality formats that are always in tune with the latest developments. During the months of the pandemic, BVL.digital played a central role in the service portfolio of BVL.

### Live webinars

BVL.digital streamed over 40 webinars in 2020 alone, and more than 80 webinars are available in the online media library. The highlights include the webinar with Tim Scharwath, CEO DHL Global Forwarding at Deutsche Post AG and a member of the BVL Board, and other logistics experts on data-driven logistics for resilient supply chains, the webinar with Stefan Hentschel, Industry Leader at Google Deutschland, and Prof. Nadine Kammerlander from the Institute for Family Business at WHU Otto Beisheim School of Management or the webinar on robotic process automation and process mining.

One of the new features of the webinar programme is the company subscription option, where all employees of a company can access all webinars for one year at a price of 990 euros. The first customers for this service also include universities and vocational colleges, who can use this service to provide students with interesting insights into day-to-day logistics operations.

### Online conferences

The free online conferences, which were part of the BVL.digital programme from mid-May onwards, were extremely well attended with up to 250 participants. It was above all through these formats that BVL's digital unit supported the International Supply Chain Conference. The following online conferences were held:



“Restart Logistics” on May 13, 2020 looked at how logistics was being ramped up again after the first lockdown and analysed the situation in the trading sector during the first phase of the corona crisis. The speakers were Christian Wolff (Managing Director at Mercedes-Benz Manufacturing Hungary Kft. and a member of the BVL Advisory Board) and Stefan Wohler (Board member at Edeka Foodservice Stiftung & Co. KG and a member of the BVL Board).

“Next Level E-Commerce Logistics” on September 9, 2020 turned its attention to the question of how logistics can keep pace with the eCommerce boom. The speakers included Tarek Müller (Managing Director of About You GmbH) and Dr. Jan-Hendrik Bartels (Senior Vice President Customer Fulfillment at Zalando SE).

The series continued on September 30 with “Sustainability in Transport Logistics” and the question: how can the use of IT make logistics more sustainable? The conference was staged in the virtual studio of T-Systems and featured, among others, Steffen Bilger, Parliamentary State Secretary in the German Transport Ministry, the Kühne & Nagel company and NGO GermanZero.

### Podcasts

The BVL.digital podcast series meanwhile comprises just under 60 episodes, including 20 episodes in a special series entitled “Logistics Against Corona”. Over 12,000 subscribers regularly follow the podcast, which is moderated highly professionally by Boris Feldgendreher.

This year's content highlights included conversations with Tobias Rappers (Managing Director of Maschinenraum GmbH), Alexander Graf (Managing Director of Spryker Systems), future researcher Matthias Horx and Dr. Sigrid Nikutta (Board member of DB AG, CEO of DB Cargo and a member of the BVL Board).

For a period of several weeks from the end of March, the special podcast series “Logistics Against Corona” from BVL.digital and the “Business Makers” initiative provided leading figures from the sector with an opportunity to talk about the situation and share their experiences and assessments with listeners.

### BVL “technology radar”

The “technology radar” is an information portal on the technologies used in logistics and is jointly operated by BVL.digital and cooperation partner Huss Verlag. The focus is currently on applications in intralogistics, with ideas and inspiration also provided by the collaboration with the BVL “Digital Warehouse” focus group. The “technology radar” currently lists more than 41 technologies and was extended in 2020 by the addition of “BVL Matchmaker”, which helps companies to choose the right software. “BVL Matchmaker” is a database system comprising more than 110 software products for logistics, such as transport management systems or warehouse management systems. Users can search for software that meets their company-specific requirements. The result rankings are strictly based on the alignment of user requirements with the functionality of the software.

# Trends and Strategies in Logistics and Supply Chain Management

In July, BVL published the latest edition of its study “Trends and Strategies in Logistics and Supply Chain Management”.

The study provided the actors in the logistics sector with guidelines that could be particularly useful in the uncertain times of the corona crisis. The study was prepared by BVL.digital in cooperation with and under the scientific supervision of Prof. Wolfgang Kersten from the Institute of Business Logistics and General Management at Hamburg University of Technology. The focus was on the topics of digital transformation, data analytics and sustainability.

Some 300 logistics managers were polled in the period from February 5 to March 11 – with 16 percent from the trading sector and the remainder in equal parts from industry and logistics services. The analyses are based on comparison with the preceding edition of the study published in 2016. The study addresses the sustainable and digi-

tal transformation in logistics and supply chain management, processes that involve adjustments to both the value-added process and business models. One of the central success factors is the holistic consideration of the dimensions “people”, “technology” and “organisation”.

The study findings are available at [www.bvl-trends.de](http://www.bvl-trends.de). For illustration purposes and to provide the necessary context, readers will find real-world reports and statements from experts, podcasts, webinar clips or content from major logistics events like the International Supply Chain Conference that reference the trends determined by the survey. In addition, the data centre features a range of useful interactive graphics on such things as greenhouse gas emissions per country in Europe or the global risk landscape in 2020. “The crea-

tion of the website was a collaborative project for which we received valuable input from many quarters of the BVL network. This means that visitors to the website will be able to explore the trends and the many different facets of these trends in a multimedia setting”, says Dr. Christian Grote-meier, Managing Director of BVL.digital.

## Impacts of the corona pandemic on logistics

How seriously have the value added and supply chains of German companies been affected by the Covid-19 pandemic? How successfully have companies been able to respond? And – above all – what conclusions are companies drawing from the crisis in terms of digitalisation for their supply chain strategy? These and other questions are the focal points of a joint study by BVL.digital and Frankfurt University of Applied Sciences (UAS) in cooperation with industry partners.

The most serious impacts for industrial companies are in procurement costs, availability of materials and surplus production capacity. On the logistics front, major challenges have been created for companies by fluctuating demand and delayed processing. Nevertheless, the adaptability of the respondent’s own company was rated

higher on average than the effects of the COVID-19 pandemic, and this is a strong indicator for resilient companies.

The degree of digitalisation has been identified as a central success factor in the resilience of companies. More than 76 percent of companies say that the COVID-19 pandemic has in fact accelerated their digitalisation projects. Digitalisation is also seen as the measure of choice when it comes to changes to the strategic orientation of the value-added chain. Although 45 percent of companies have shortened or are planning to shorten their value-added chains, 80 percent are gearing their efforts towards intensifying the process of digitalisation.

## Developing solutions together

The first BVL focus group was called into being ten years ago. The association created the new format in response to the wish of members to regularly engage in structured discussions with each other on specialised topics in small groups.



The focus groups fast proved themselves to be extremely vibrant venues for exchange. The initiative for the founding of further focus groups subsequently also came directly from BVL with the aim of furthering the discussion of specific issues and problems. The number of participants in the focus groups is limited, as this permits more in-depth discussion. The groups generally meet in rotation at the invitation of individual members.

BVL handles coordination of meeting dates – and requires participants to com-

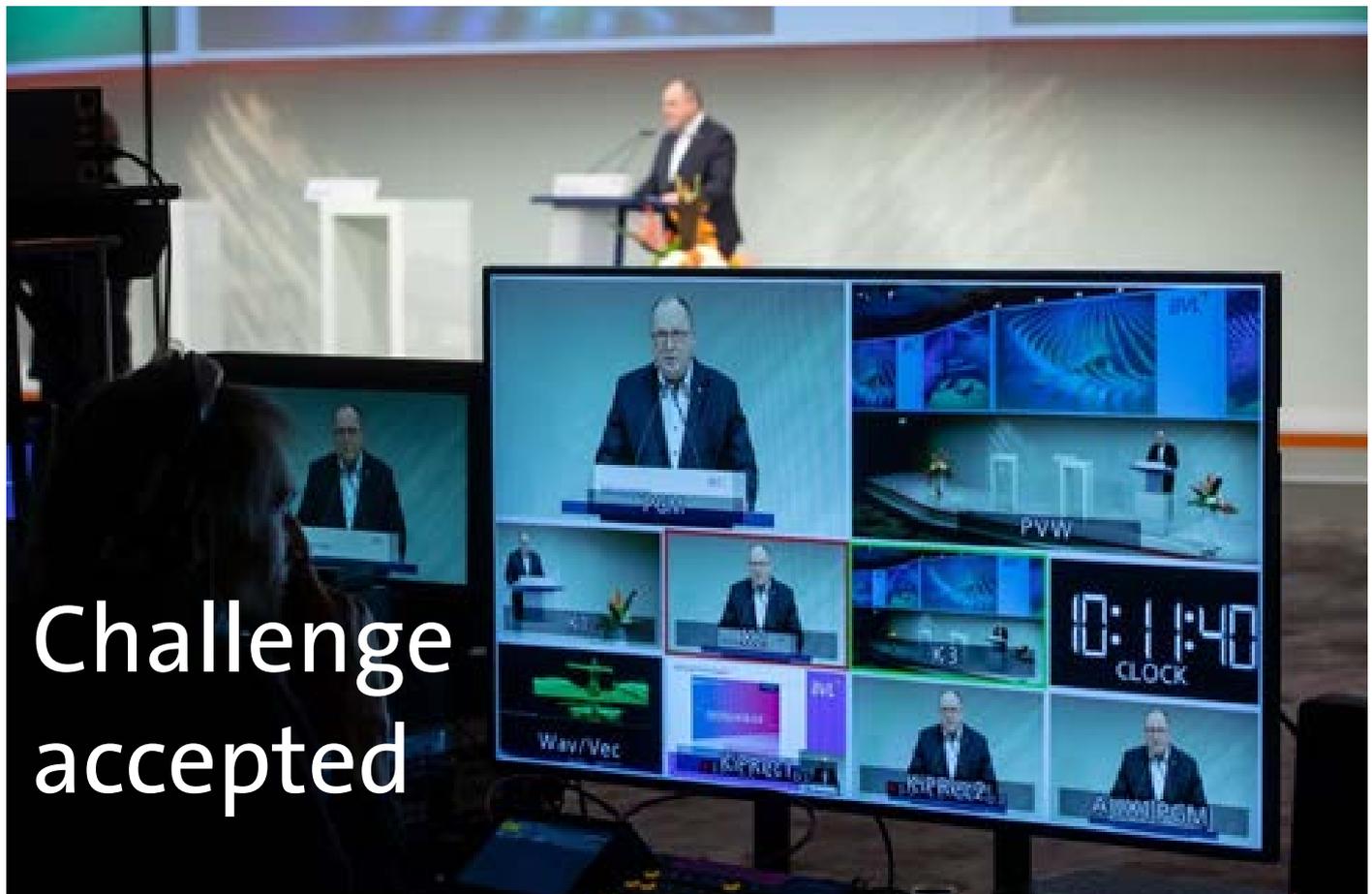
ply with the association’s Code of Conduct. Some of the focus groups discuss their topics without any broader level of public engagement, while other groups generate more tangible stimuli and make their findings available for public debate; this is especially the case with the focus groups “Image of Logistics”, “Urban Logistics” and “Logistics Properties”. More recently, further focus groups addressing the wide-ranging aspects of digitalisation have been set up, mainly on the initiative of BVL.digital.

Preparations are underway for the creation of a “Sustainable Action” focus group in 2021. This group will pick up on the momentum generated by engagement with the BVL theme for the year 2020 – namely “Sustainability in Action – Winning the Next Decade”. Plans are also in motion for focus groups on eCommerce and automotive topics.

There are currently ten focus groups (listed by founding date):

Consumer Goods Logistics:	founded in 2010
Spare Parts Management:	founded in 2011
Contract Logistics:	founded in 2012
Image of Logistics:	founded in 2015
Digital Warehouse:	founded in 2016
Urban Logistics:	founded in 2017
Logistics Properties:	founded in 2017
Load Carriers:	founded in 2018
Digitalisation in Transport Logistics:	founded in 2019
IT Systems in Transport Logistics:	founded in 2020

You can find detailed profiles of all the focus groups on the BVL website at [www.bvl.de/themenkreise](http://www.bvl.de/themenkreise)



As is the case every year, the three-day International Supply Chain Conference took place in October with the theme “Sustainability in Action – Winning the Next Decade”. The big difference in 2020 was that – despite the long-standing plans for an in-person event – this was a purely digital event. The programme was streamed on the Internet from the event hotel in Berlin, where the presentation rooms were converted into broadcasting stations in the corona year 2020.

This year’s conference in digital format generated a great deal of interest both in Germany and around the world. There were more than 1,200 digital access confirmations, and the number of participants on the three days of the conference ranged from 363 to 528, with Wednesday recording the highest figure. 610 participants played an extremely active role in the event, regularly logging on for extended periods on multiple days. With participants from a total of 25 countries, the virtual event was far more international than would have been the case at the in-person part of the conference under “corona conditions”.

“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. The structural challenges facing industry, national egoisms, climate change, the transport revolution, digital transformation – all of these issues are still there”, said BVL Board Chairman Prof. Thomas Wimmer in his opening address. He added, however, that all the actors in the logistics sector have one thing in common: “We want to use the opportunities presented by the crisis – such as the digitalisation drive and the rethinking of sourcing strategies or the primary of cost minimisation – to make supply chains more robust”.

The presentations were kicked off by Karl Gernandt (Kühne Holding AG), Christoph Bornschein (TLGG Group), Hildegard Müller (German Association of the Automotive Industry (VDA)), Dr. Sigrid Nikutta (Deutsche Bahn AG) and German Transport Minister Andreas Scheuer. Other keynote speakers during the further course of the conference included Frank Dreeke (BLG Logistics Group), Simone Menne (member of multiple supervisory boards), Dr.-Ing. Claas Helmke (GermanZero e.V.), Frank Thelen (Freigeist Capital), Robert Habeck (the “Bündnis 90/

Die Grünen” Green party) and Béatrice Guillaume-Grabisch (Nestlé S.A.).

The presentations and the content of the special-topic sessions underlined the need to ensure the sustainability of logistics processes in order to meet the challenges of the new decade. Wimmer emphasised that “we only have one planet, and we will play our part in preserving it for future generations”. He said that economic and ecological concerns can be reconciled, and that the logistics sector is already putting forward-looking concepts into practice: “We call it “sustainability through efficiency”. Higher cost efficiency through lower resource consumption is environmental protection in action”, said the Board Chairman. He also pointed out, however, that goods need to be transported today and in the future, and that this movement of goods naturally requires a certain level of resources – in the same way as the flow of information on the Internet is also energy-intensive. “In order to further reduce energy consumption and therefore cut emission levels, we must apply leverage in the right places”, was Wimmer’s call to action.

### Free pre-events as early as the end of September

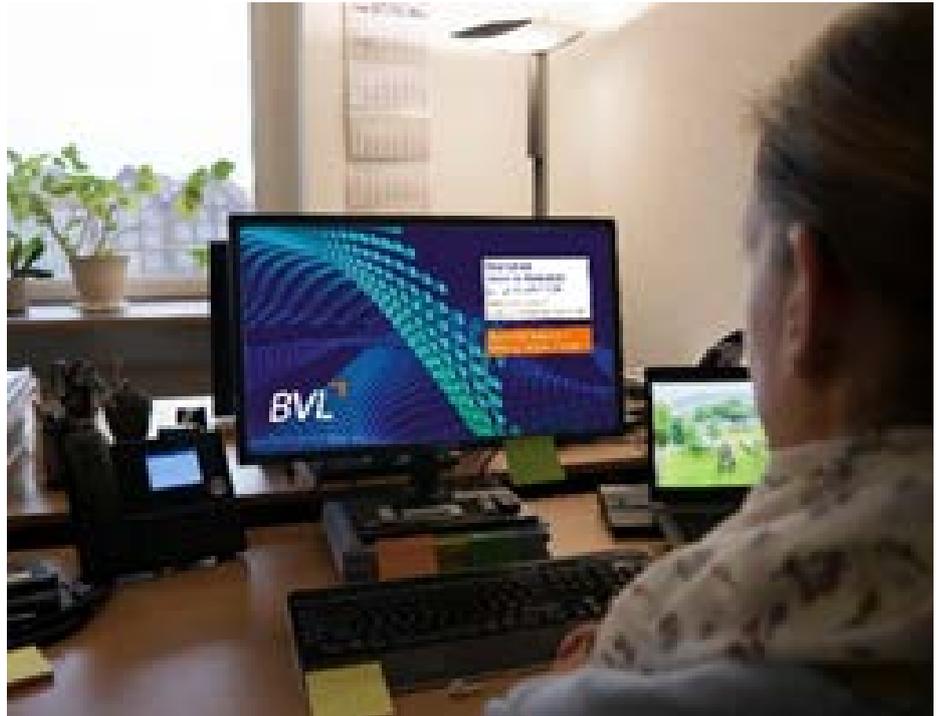
Some sessions of the International Supply Chain Conference took place in virtual format before the scheduled conference date. Under the heading “On the Road to the ISCC”, BVL streamed a total of five sessions online, including the final round of the Science Award for SCM 2020 and presentations on infrastructure and the circular economy. The sessions began on September 30 with the online conference “Sustainability in Transport Logistics”. All pre-events were free of charge.

### Solutions Club: short presentations on innovative products

During the International Supply Chain Conference, companies had the opportunity to showcase products and technical solutions in the form of short online presentations. Those who took advantage of this format included Andreas Pütz, Team Lead Software Sales at forto GmbH, with “Order Management 4.0 – Making Your Supply Chain Sustainable”, Kai Althoff, CEO of 4flow AG, and Kai Peters, Head of Software Sales at 4flow AG, with “4flow vista suite”, Wilfried Pfuhl from Körber Supply Chain Software with “New (Workplace) Efficiency in the Warehouse – Software, Automation, Integration”, and Kamel Klibi, Director and Partner at Miebach Consulting with the case study “Tune Your Warehouse!”.

### All conference content available via “Replay” ticket

For the first time this year, people who missed out on specific presentations or even the entire International Supply Chain Conference can catch up with the full range of content: all the keynotes and special-topic presentations as well as the pre-events and award ceremonies were filmed and formatted and are now available in the new “DLK Replay” feature. All conference participants with an “ISCC 2020 Live Premium” ticket can access the content. Replay tickets can be booked on the Internet for the full content or for specific packages.



## German Award for SCM

# DM drugstore chain: exemplary combination of digitalisation and sustainability

Retail drugstore chain “DM” was presented with the German Award for SCM 2020 by BVL for its project called “Integrative. Intelligent. Automated.” The DM project won though against three other finalists, namely Barilla Deutschland GmbH, Engelbert Strauss GmbH and Volkswagen Konzernlogistik GmbH.

DM has faced and still faces a wide range of challenges. Shopper footfall is declining in the city centres while competition remains fierce. Consumer trends are changing ever faster while strong recent growth means that the logistics capacities of DM are under greater pressure.

And this is what their solution looks like: a strategic network analysis and planning process initially culminated in a decision in favour of an additional – twelfth – DM distribution location in Germany in order to cope with the ever-growing volume of products. The background to this project was as follows: in 2019, around 3,700 peo-

ple in DM’s logistics operations and at a service provider handled a total of 3.5 million pallets carrying 540 million picking items for 270,000 deliveries to DM outlets. To cope with this massive volume, the company decided to develop a plot of land at the goods distribution centre of the municipality of Wustermark in Brandenburg close to Berlin.

But this project is about much more than just the construction of a new logistics facility. At the same time, the logistics experts also developed an innovative logistics infrastructure. The centrepiece are digital outlet twins for each individual DM outlet. To this end, DM digitalised the specific shelf infrastructure and item positions in each of its 2,000-plus stores. This “digital twin” paves the way for the intelligent combination of products on the delivery pallets leaving the distribution facility in Wustermark – thereby making it easier for the store employees to fill the shelves.

For this purpose, the highly automated intralogistics provisioning process in Wustermark has the job of sequencing the items arriving on original unmixed pallets for the seven picking robots and serving the items to these robots so that the picked items are placed on the mixed pallets for the individual stores in exactly the right order. The staff in the DM stores were also equipped with 30,000 smartphones which, among other things, help them to optimise their walking routes when filling the shelves.

The highly automated upstream logistics process in Wustermark has cut annual logistics costs by several million euros – due to, among other things, a reduction of tens of thousands of hours in employee working time in the DM stores and a decrease of almost two million kilometres in truck transport distances.



## Special award category for the German Award for SCM

### Volkswagen: learning to see in the era of digitalisation

In addition to conferring the German Award for SCM 2020, BVL this year also presented a special award for “Digitalisation of Logistics”. This award went to Volkswagen Konzernlogistik for its “Digital Perspective” programme.

The entry was an unusual one. Volkswagen Konzernlogistik did not submit an operational logistics project for the German Award for SCM 2020; its bid to win the award consisted of a multi-tier internal campaign geared towards a more highly digitalised work process. The starting point for this change programme was the realisation that simply acquiring knowledge about the various aspects of digitalisation was not enough. If employees are to play an active role in the process of digital transformation, then what they need is an open mind and a positive attitude towards change – in short, a digital mindset.

The BVL Board followed the recommendation of the jury for the German Award for

SCM – the wording of which as follows:

“The employee-focused and highly motivating concept of Volkswagen Konzernlogistik to merge expertise and digitalisation is worthy of recognition in the form of a “Special Award for the Digitalisation of Logistics” that sends a strong signal to other companies in all sectors.”

Jury member and tribute speaker Marc Schmitt, CEO and co-founder of Evertracker GmbH in Hamburg, said the following at the award ceremony in Berlin: “I’ve been saying and writing for years that technologies and innovations are only a small part of digitalisation and that it’s mainly about the workforce, so it goes without saying that I am particularly delighted about this outstanding project. Employees need to be trained and we need to make them feel enthusiastic about digitalisation. Major corporations and SMEs must do the same thing as Volkswagen Konzernlogistik if they want to be properly prepared.”

## Supply Chain Sustainability Award

### Transgourmet: sustainable food service logistics

This year, an exemplary holistic strategy for sustainable food service logistics received the highest number of votes from the jury. Transgourmet Deutschland topped the field with this project and won the 9th Supply Chain Sustainability Award presented by BVL Austria and BVL Germany. The jury ranked Jury Hello Fresh and Ifco Systems in equal second place.

Due to the corona pandemic, the award ceremony could not take place in Vienna in the spring as originally planned and was instead held during the International Supply Chain Conference, which was “attended” only via live stream on the Internet. The BVL organisations were delighted to have finally found an appropriate setting in which to honour this year’s award winner.

Above all service providers, industrial companies and infrastructure companies followed the call for entries and submitted their projects for assessment by the jury. In terms of content, the 13 entries ranged from integrated overall concepts and a closed-loop economy model through to packaging optimisation, city logistics and business locations with climate-friendly design.

## Breaking down borders

There is a great deal of potential for closer integration of production and logistics functions, and this was abundantly clear at the Forum Automotive Logistics at the Congress Center Leipzig in early February.

This year's two-day event, which has been jointly organised by the German Association of the Automotive Industry (VDA) and BVL for many years now, attracted more than 500 visitors and speakers as well as around 60 exhibitors. It was the last in-person event of BVL before the corona pandemic began and the infection protection measures were introduced.

One of the focal points of the 2020 Forum with the theme "Tearing Down Borders – Merging Production and Logistics" was the important role played by the ongoing digitalisation of processes from planning to production, and how companies can plan requirements and stocking levels more cost-effectively if they collect and make use of data along the value-added chain. In his words of greeting, Saxony's Minister President Michael Kretschmer emphasised that "the automotive industry is our strongest industrial sector with 95,000 employees and turnover in the billions. We will support this sector in the process of transformation."

In her first public appearance as the new President of the VDA, Hildegard Müller spoke of the importance of securing the innovative drive of German industry and backing "progress-focused growth" rather than bans and sacrifice: "Networked organisations achieve the best outcomes through communication and cooperation", said Müller. Her second appearance as VDA President was during the evening event on day one of the Forum at the Porsche Customer Centre in Leipzig, where the VDA Logistics Award was also presented.

The Forum featured interesting speakers from real-world companies on both days of the event, including Albrecht Reimold, member of the Executive Board at Porsche, Andreas Schick, Chief Operating Officer at Schaeffler responsible for production, supply chain management and purchasing, Thomas Zernechel, Head of Group Logistics at Volkswagen, Erik Wirsing, Vice President Global Innovation at Schenker, and Prof. Dr.-Ing. Katja Windt, member of the BVL Board and member of the Executive

Board at SMS Group GmbH. Prof. Dennis J. Snower, President of the Global Solutions Initiative and Professor at the Hertie School of Governance, explained how borders and self-interest affect economy and society in a digitalised world and how companies can remain successful in future.

In addition to enjoying a tour of the Porsche and BMW plants, Forum participants were able to visit the production site of Leysys at the end of the event. Moreover, the DHL Hub Leipzig opened its doors on the eve of the Forum so that attendees could take a look behind the scenes.



## Trade Logistics Congress

### The trading sector's view on sustainability and digitalisation

Sustainable CO<sub>2</sub> reduction, new technologies and modern delivery concepts for the trading sector were the key topics at this year's Trade Logistics Congress in Cologne in mid-August. The event was held as a combination of in-person and virtual live stream event. A hygiene concept was in place to ensure the safety of the 170 participants and staff on site, and a further 70 participants joined in the proceedings online. What does sustainability mean in the content of online mail order services? Is the autonomous warehouse future or fiction? What are the new challenges in the middle mile? The speakers addressed these and other questions and provided answers with reference to real-world examples.

The following conference highlights provided participants with informative insights and important inspiration:

- Driver shortage, sustainability and compliance: the strategy pursued by Amazon and how partners can benefit
- After corona – a new era for trade logistics? How logistics at Otto has navigated a path through corona; the learning curve and the things that will change in future
- Overview of digital warehousing with the BVL “technology radar”
- DocCheck reported on how warehouse robots are changing the trade in medical supplies
- Reusable packaging in the online trading sector – the memo AG company presented its “memo Box” and reported on ecological benchmarks and the road to the “Blue Angle” eco-seal of approval
- One new element this year was the start-up pitch with kick-off presentations on the digital transformation of the last mile.

## Forum Spare Parts Logistics

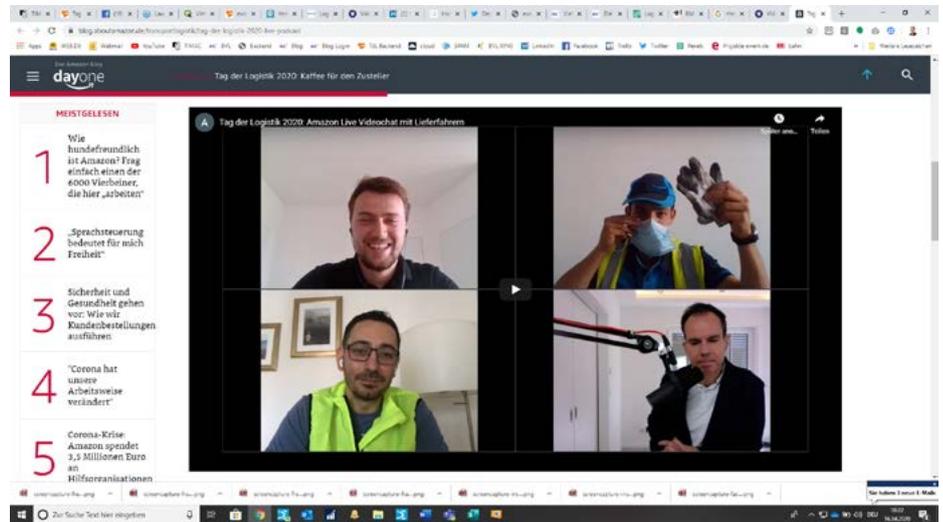
### Venue: former Schöller ice cream factory

The pandemic changed many things – and also affected the annual Forum Spare Parts Logistics of BVL. The date was moved from April to September 10, and there was a change of venue. This year, the spare parts logistics managers did not as in previous years come together at the Academy of the Chamber of Industry and Commerce in Nuremberg but at a location with a difference – namely the former Schöller ice cream factory in the same city. The venue hosted seven exhibitors and 100 participants at the sold-out Forum Spare Parts Logistics, complete with a comprehensive hygiene concept that also included special corona tracers.

The presentations outlined practical solutions from the many-faceted field of spare parts logistics. The topics were extremely varied and ranged from efficiency enhancement through predictive algorithms through to the retrofitting of lithium-ion batteries to in-warehouse transport vehicles. Digitalisation was also on the agenda: two speakers who were unable to attend in person spoke via a live feed and interacted with attendees. The participants at the Forum engaged in lively discussion and expressed their understanding for the protection measures. Dr. Johannes Söllner, BVL Advisory Board member, Managing Director of Geis Holding and sponsor of the Forum Spare Parts Logistics, put it very aptly: “Your being here shows that the need for personal interaction is as great as it ever was.”

## Day of action achieves high online reach

In spite of the Covid-19 pandemic, many companies still allowed interested members of the public to take a look behind the scenes of their operations on Supply Chain Day 2020 – this time in virtual format.



Due to the lockdown, BVL called in mid-March for a virtual day of action at short notice with live streams, webinars, podcasts and similar formats. All potential event organisers were able to find examples of these formats on the Internet and could also take advantage of advice by phone from the project team at BVL head office. Checklists with the required equipment underlined just how low the threshold is for presence and activities on the Internet on Supply Chain Day.

All in all, there were 75 virtual events plus videos, stories and hashtag campaigns. Those who took the brave step to participate online were soon rewarded: many event organisers were delighted with the number of participants that they say they would have been unable to reach through in-person events – including many participants from outside Germany. Some companies will be using the virtual Supply Chain Day as steppingstone to future online events in order to reach customers and other interest parties.

The event organisers included major brands like Amazon but also hidden champions, small and mid-sized companies, organisations and institutions, such as Contargo, Pabst Transport, Inform, Magazino, EPG – Ehrhardt + Partner Gruppe or the “Innovation Lab for Hybrid Services in Logistics” in Dortmund, where a virtual tour of the lab proved extremely popular. International events were staged in Ghana, Greece, Switzerland, Lithuania, Poland, the Czech Republic and Ukraine.

In the live video podcast from Amazon, moderator Boris Felgendreher was able to underline the new, positive view among the public at large when it comes to logistics by presenting the experiences of three parcel service operatives who deliver goods for the online giant. Sebastian Moll del Alba Dessloch, for example, an Amazon driver in the Munich region, described how a family he delivered parcels to gave him a cup of coffee. In the “Fernfahrer live” online magazine, long-distance truck drivers reported on their day-to-day life in the cab on German and European motorways. And during the virtual further training fair “Ask Anna”, Pabst Transport in Gochsheim near Schweinfurt in Bavaria made use of Supply Chain Day to reach potential new employees despite the corona restrictions.

The online events were accompanied by stories and postings in the social media by private individuals but also by companies and organisations in industry, trade and services as well as the world of politics. The hashtag #supplychainday reached around 800,000 people and made it into the Twitter trends for Germany. It was also helpful that German Transport Minister Andreas Scheuer chose the day of action to launch his #logistikhilft (“logistics helps”) initiative. His interview on breakfast television and the tweets from his team helped to boost the reach of Supply Chain Day.

Despite the success of the virtual formats, personal contacts and the on-location experience remain important. This is the view both of the event organisers and BVL. If it is once again possible for people to visit companies on the next Supply Chain Day on April 15, 2021, BVL would therefore like to see a combination of analogue and virtual formats.



Forum Automotive Logistics – analogue



Hygiene measures at the Trade Logistics Conference



Digital Members' Meeting with Managing Director Uwe Peters and Chairman Prof. Thomas Wimmer

International Logistics Conference – Studio in the hotel InterContinental, Berlin



Digital Supply Chain Day with Andreas Scheuer, Federal Minister of Transport



Hygiene measures at the Forum Spare Parts Logistics



## Science Award for SCM

### The importance of warehousing for eCommerce

The Science Award for SCM 2020 went to Dr. Felix Weidinger for his dissertation entitled “E-Commerce Warehousing – Order Fulfillment in Modern Retailing”. His thesis provides an overview of established eCommerce warehousing systems and outlines solution processes and decision-making support for novel planning problems. The background to this development is that online trading is experiencing growth in a scenario characterised by new rules and changing customer expectations. The gap between traditional warehousing systems and new task definitions is becoming larger all the time. What happens in the warehouse often determines which eCommerce traders will be able to hold their own in the fiercely competitive online market by providing a steady stream of new services. One example of this is the way in which the creation of premium

shipping schemes with guaranteed delivery the next day or even on the same day is massively increasing the time pressure on the picking of customer orders. Extremely high-level time restrictions are often found in the “food” and “household items” product groups where online mail order operators are in direct competition with a close-knit network of chain outlets of stationary retailers.

Modern warehousing systems designed for the picking of eCommerce orders adapt traditional systems by reorganising critical processes or use hardware-based innovations to unblock bottlenecks. This new generation of warehousing systems comprises a wide range of different solutions, each of which exhibit new system-specific planning problems. If processes are restructured, this can result in changes to

fundamental assumptions – which means that proven solutions are no longer applicable. Moreover, it can create new planning problems, and the challenge is then to modulate new technical solutions in the best possible way.

The first thing Weidinger provides through his work is a systematic framework for the categorisation of conventional and new types of warehouse. More importantly, however – and this is the primary scientific achievement – he has developed high-powered optimisation processes for the solution of specific, above all operational, problems. The algorithms pave the way for the definition of concrete support measures for the management of modern distribution centres.

## Thesis Award

### Focus on sustainability

For what was already the eleventh year in succession, BVL turned the spotlight on young people who decided to study logistics and successfully completed their degree programme. The graduates were nominated by their professors, and the selection criterion was the exceptional quality of their final dissertations. Awards were earmarked for 50 winners; 45 graduates were nominated by their professors, and they included 15 Bachelor theses and

30 Master theses. One third of the dissertations focused on sustainability-related topics. There have been a total of 656 winners over the years. Some of them received the award in different years for both their Bachelor and Master theses. The award winners also include subsequent winners of the Science Award for SCM Dr.-Ing. Max Gath (Bremen University) and Dr.-Ing. Sebastian Rank (TU Dresden University).

## Rendering logistics research visible

The work of the Scientific Advisory Board and the Research Council proceeded as scheduled in 2020.

**The Scientific Advisory Board** headed by Prof. Kai Furmans came together at two digital meetings in June and October. Smaller groups then met in September to coordinate work on key topics. The two Advisory Board working groups “Transportation” and “Intralogistics” submitted their paper for publication in the “Logistics Research” journal (LORE). The paper is to be presented at a scientific conference in the coming year – as is the paper of the third working group on “Management, Coordination and Organisation”.

At its November meeting, the BVL Board re-appointed Professor Alexander Hübner as Editor-in-Chief of LORE and a member of the Scientific Advisory Board. A total of eleven contributions will be published in LORE this year. Two special issues are scheduled for 2021 – one on the topic of “Supply Chain Analytics” (deadline on January 15, 2021 for an abstract and June 30, 2021 for the full paper) and one on the topic of “Supply Chain Management in Emerging Economies and Developing Countries” (deadline on September 30, 2021).

One extremely positive development for logistics research was the election of Prof. Furmans to the Review Boards of the German Research Foundation (DFG), where the topic of logistics is now represented once again after a lengthy period when this was not the case. The DFG Review Boards assess the applications and the eligibility of research projects for funding. In their assessment process, they also monitor compliance with uniform standards. The members of the Review Boards are elected for a period of four years. Each member is assigned to a specialist field based on the focal point of his or her scientific work. Multiple scientifically interconnected specialist fields form a Review Board.

**The Research Council** headed by Dr. Christian Jacobi once again came together for three meetings in 2020, one of which was still an in-person event at the Grohe Showroom in Düsseldorf. The two other meetings were in virtual format. The Research Council is made up of logistics practitioners with an academic interest who serve on this body in an honorary capacity and who have made it their mission to identify existing research deficits in the field of logistics as a basis for defining key, necessary project initiatives. It initiates, supervises and assesses projects and helps the research partners of BVL to gain access to funding from the IGF joint industrial research programme. Here are the key data for 2020:

Short applications:  
The research establishments submitted 41 short applications.

Long applications:  
30 IGF applications and 1 Cornet application (international) were forwarded for review to the German Federation of Industrial Research Associations (AiF).

Project starts:  
Nine

2020 status:  
28 ongoing projects with a volume of around 7.3 million euros

Funding volume in 2020:  
Just under 2.9 million euros

## Communication at a safe distance

The press and PR activities of BVL were also adapted to the unusual circumstances prevailing during the corona pandemic and greater emphasis was placed on digital communication in the provision of the various services

The infection protection measures meant that it was not possible to stage in-person events; keeping a distance was the order of the day, and many members moved their workplace from the company or the office to their own home. This new situation also changed their information needs and the tone and form of communication.

The social media channels played a key role, and BVL members and those interested in logistics were able to follow events within the association and contribute their own ideas on YouTube, Facebook, Twitter, Instagram and LinkedIn. Campaigns with photos from the practically empty head office or from home offices along with tips for the best way to unwind after a day spent working from home helped to create a good “community feeling” driven by communication at a safe physical distance but with an emotional connection. These formats were very popular, as is reflected by the follower numbers in the BVL channels – around 12,500 people currently follow BVL on LinkedIn, for example, and a further 1,300 or so on Instagram (November 2020 figures).

To support its members in navigating their path through the corona crisis, BVL provided a wide range of information on its website, such as statements from the network on the consequences of the pandemic and an overview of free service platforms via which companies can interconnect and work together to better face the challenges presented by the crisis. BVL also evaluated information and put this information into context in formats like the video messages of BVL Board Chairman Prof. Thomas Wimmer. In addition, since March the BVL website has been outlining and continuously updating developments, rules and requirements for events as the pandemic has widened, particularly with regard to the International Supply Chain Conference.

BVL put together a big “scrollytelling” focusing on the theme for 2020 and the conference, and short surveys on sustainability in the daily working environment produced some highly interesting findings. In addition, video and text interviews with speakers, articles on special topics and a range of other contributions set the mood for the conference content. The BVL press department handled the video recording of the digital conference and had previously performed the same task at the Forum Automotive Logistics at the start of the year. BVL also uploaded photos, statements and short reports from the conference to its social media channels. The success of this digital conference communication was particularly visible on Twitter, where the hashtag #dlk20 reached roughly 420,000 people during the week of the conference.

Beyond the information on the theme for the year and the issues relating to the pandemic, BVL members and the logistics community were also able to access a range of additional BVL content online. The “LOG.Letter” association newsletter was published on the website, in print and as a PDF, and the BVL blog featured a range of content-focused contributions – with highlights in the form of the two series by Wolfgang Lehmacher or the analyses of Prof. Christian Kille. “BVL Magazin” was accompanied by short behind-the-scenes video clips from the “On the move” interview format on the BVL website and in the social media channels.

## Wide range of formats

For many years now, the BVL network has thrived on personal exchange and interaction. The corona pandemic has seriously curtailed the activities of our vibrant network – but the Chapter Chairs and the Member Services team have come up with some innovative solutions.

The Chapter Management Meeting, where the Chapter Chairs come together each year to talk about their activities and plan future projects, took place as a “town-hall meeting” during the fifth week of the first lockdown on April 24, 2020. The basic message can be summarised as follows: “We can and must become more digital – if we haven’t already done so anyway in

recent weeks. We will communicate in new ways instead of travelling. We will learn and work differently because we can use the full range of digital options. We will add further digital services to the existing activities of the association. We will continue to “generate value added” through the work we do within our network.”

The Chapters continued to work along these lines during the further course of the year and staged a total of 150 events for members in Germany and abroad. 44 of these were in-person events that took place before the lockdown or were held in the short time window that was available in the summer. Here are three interesting examples of such events:

- The Young Professionals network invited members to a virtual meeting on the topic “Today’s SC planning is yesterday’s news! Or perhaps not?”, organised by Franziska Grafe. In his presentation Martin Pesch, Managing Director of consulting firm Aflexio, spoke about supply chain management in times of corona. He said that the severity with which the crisis is affecting companies, supply chains and therefore supply chain management is in no way comparable with that of past economic crises in a whole number of ways.
- If an in-person event is not possible, then we’ll organise a virtual event via our hub – that was the idea of the team at Nox Nachtexpress. During the event entitled “Nox Backstage – the future of logistics is during the night” staged by the Hamburg Chapter, Dominic Kampmann, head of the Glinde office, gave the participants a video tour of the location. Jörg Arnskötter, General Manager Regional Sales, joined in by phone after the tour.
- During a virtual event entitled “Post-Corona Normalcy – Robust Supply Chains with China”, the Rhine Chapter elected a new team of Chapter Chairs. Uwe Peters, Managing Director of BVL, thanked the departing Chairs for their exceptional honorary work. One advantage of online events is that it makes it possible to invite guest speakers from all over the world. Rainer Schmitz, Vice President at 4flow, took part on a live feed from Shanghai, for example. He reported on his experiences with the corona crisis in China and shared his opinions on the things that will be important in the future in the endeavour to create resilient supply chains with China – because Schmitz is confident that China will remain a key trading partner for Germany.

In 2020 BVL presented the badge of honour to five Chapter Chairs in recognition of their long-time honorary efforts:

Frank Haberkorn, Southern Westphalia Chapter

Andres Oy, Eastern Bavaria Chapter

Bernhard Strömich, Saar/Rhineland-Palatinate Chapter

Dr.-Ing. Frank Thomas, Southwestern Saxony/Upper Franconia Chapter

Eckhard Uebach, Southern Westphalia Chapter

## Members

At the end of 2020, BVL had 10,872 members. The cross-sector international network of experts, the many opportunities to become actively involved, the events, and

the content prepared and made available by BVL in a wide range of formats are among the key reasons people become members.

## Board

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

## Advisory Board

The members of the Advisory Board are appointed by the BVL Board and, as the name implies, act in an advisory capacity. The

make-up of the Advisory Board is as diverse as possible, and its members are from the top tiers of industry, politics and society.

## Chapter Chairs

The Chapter Chairs perform a wide range of honorary activities in their respective regions and provide a platform for

the cross-sector exchange of ideas. Their most important task is to plan and stage regional events.

## Scientific Advisory Board

The Scientific Advisory Board supports BVL in identifying the key logistics issues in society, politics and industry from the per-

spective of science and research and helps the association to address these issues and define areas where action is needed.

## Research Council

The Research Council is made up of practitioners with an academic interest who serve on this body in an honorary capac-

ity. It initiates, supervises and assesses projects in the area of research for SMEs.

## Head office

The head office of BVL in Bremen maintains contact with personal members, companies and federations, academia, the world of politics and the media. From its base in northern Germany, it supports the wide-ranging activities of the Chapters in Germany and abroad. The team at

head office plans and organises the major events such as the International Supply Chain Conference and the sector and theme forums. Supply Chain Day is based on an initiative of BVL and is also coordinated by head office.

## A new scenario for the work of the association

At the end of the corona year 2020, the association had 10,872 members. This figure was more or less unchanged from 2019, reflecting the appreciation of members for the services of BVL even in times as difficult as these.

The 42nd Ordinary Members' Meeting of BVL on April 20, 2020 was held with a limited number of on-site attendees and an accompanying webinar, made possible by the excellent technical support from BVL digital. Nine BVL members were physically present in the premises of BVL Campus, all of them employees of BVL, and their job was to stage the Members' Meeting and the webinar. 270 members attended the meeting via the Internet and were able to ask questions in a chat format or request to speak by raising their hand. As neither the association laws nor the statutes of BVL permit online votes at the Members' Meeting, around 140 members assigned their voting rights in advance to Katja Wiedemann, Head of Member Services. New Board Chairman Prof. Thomas Wimmer moderated the webinar together with Managing Director Uwe Peters, looking back at the year 2019 and forward to what we can expect during the remainder of 2020. In particular, he underlined the work of the BVL Chapters. The Members' Meeting approved the actions of both the Board and the management.

One of the main topics on the agenda were the elections to the Board. Katja Windt, member of the Executive Board at SMS Group GmbH in Düsseldorf, was re-elected following the end of her current term in office. Moreover, the election of six new members - Eva Combach, Marcus Dirks, Dr. Sigrid Nikutta, Kay Schiebur, Christina Thurner and Marcus Wollens – lowered the average age of the Board. All candidates recorded a personal video beforehand for presentation to the Members' Meeting, and all the candidates were elected unanimously apart from their own abstention (see also the detailed report on the restructuring of the Board).

**The Board** of BVL held four meetings in 2020 – the first meeting in March was still an in-person event in Stuttgart and was followed by virtual meetings in May, September and November. A large part of the deliberations was devoted to the ways in which the normal operations of BVL with its many in-person events can be adapted to a pandemic scenario. The strategy meeting in November outlined the content-related and financial plans for 2021 – a year during which BVL will likely be forced to implement tough cost-cutting measures in order to offset the financial losses due to the cancellation of in-person events.

**The BVL Advisory Board**, which is appointed by the BVL Board and supports the latter in its work, held a digital meeting on June 10. The meeting was "attended" by more than 30 members and hosted by Advisory Board Chairman Josip T. Tomasevic (Agco Corporation) from his home office in the USA. Agco, whose business in Asia is actually booming despite the crisis, believes that it is still very difficult to predict the trend in the next few years – but Tomasevic is confident that the pandemic is driving a steep learning curve that will enable the experts to identify how supply chains can be made even more agile and resilient. The focus is above all on process innovation, and Tomasevic says that companies have been better at listening to their partners in the supply chain during the crisis.

## BVL mourns the loss of Hanspeter Stabenau

The founding member passed away on June 10, 2020 aged 85

Hanspeter Stabenau, founding member of BVL and long-time BVL Board Chairman, passed away in Bremen on June 10, 2020 at the age of 85. Born in Königsberg, Hanspeter Stabenau was a logistician of the first hour, and he is a man who made his mark through his activities in both theory and practice. His credo was that you can only be successful in your job if you enjoy the work you are doing.

After earning a degree and a PhD in Cologne majoring in Transport Science, Stabenau moved to Bremen in 1961 and began working for the German Foreign Trade and Commerce Academy (DAV), first as a lecturer, and from 1966 as Director of Studies. Together with Prof. Helmut Baumgarten, Jürgen Busch, Peter Höhn-

dorf, Dr. Gernot Lukas, Dr. Albert Schmitz, Dr. Klaus Spicher and Manfred Türks, Stabenau was one of the founders of BVL in 1978 and the Chairman of the Board of the association until 1999.

The creation of the International Supply Chain Conference – which took place in 1984 for the first time – is one of the milestones of his efforts on behalf of BVL. In order to promote logistics topics, Stabenau regularly brought together companies from different sectors and experts from academia around the same table. He represented both DAV and BVL – and therefore the logistics sector – on numerous bodies.

Stabenau retained close ties with BVL and DAV right up to the end. He was Honorary Chairman of BVL, regularly visited head office in Bremen to talk to the employees there and was also an enthusiastic attendee at the International Supply Chain Conference in Berlin up to 2017.

The BVL Board, the members of all the association bodies, long-time colleagues and the employees of BVL and BVL Campus, of which DAV has been part since 2007, are saddened at the loss of a committed logistics expert and likeable human being. We will not forget him.

## Federal Cross of Merit for Prof. Raimund Klinkner

German President Dr. Frank-Walter Steinmeier has awarded the Cross of the Order of Merit of the Federal Republic of Germany to Prof. Raimund Klinkner. This distinction pays tribute to the manager and entrepreneur, in particular for his wide-ranging achievements and commitment on behalf of the logistics sector. Klinkner was the honorary Chairman of the BVL Board from 2007 to 2017, and during this time he did everything in his power to promote the reputation and the development of logistics.

He operates at the interface of economy and science, at the points where production and logistics intersect, and he draws on its wide-ranging knowledge and contacts to provide inspiration and bring experts in logistics and supply chain management together to exchange ideas – in Germany and around the world. Through-

out all this, he never lost sight of the importance of developing up-and-coming new talents. He was an Honorary Professor at the Logistics Faculty of TU Berlin University for 20 years, and in 2008 he called into being BVL Campus with the German Foreign Trade and Commerce Academy (DAV) and a wide-ranging Seminars unit, all under the umbrella of BVL.

When Klinkner withdrew from his position as Chairman of the BVL Board at the end of 2017 having served the longest term in office admissible under the association statutes, he was able to look back on an extremely successful time at the helm of BVL – and was already eyeing new honorary functions. So, it comes as no surprise to learn that today he is Chairman of the Presiding Board of the German Transport Forum (DVF), and he still enjoys close connections with BVL as Honorary Chairman.

## Steering Committee

### Chairman

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

### Accountant

**Dr. Stefan Wolff**  
Chairman of the Supervisory Board,  
4flow AG,  
Berlin

### Deputy Chairman

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

## Other Board Members

**Eva Combach**  
Director Worldwide Transportation Cars,  
Trucks, Vans & Busses,  
Mercedes Benz AG,  
Stuttgart

**Marcus Dirks**  
Managing Director,  
Dirks Group,  
Emden

**Alexander Doll**  
Chairman of the Supervisory Board,  
Lincoln International AG,  
Frankfurt

**Prof. Dr.-Ing. Kai Furmans**  
Director of the Institute,  
Karlsruhe Institute for Technology,  
Institute for Material Handling and Logistics,  
Karlsruhe

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



*The retired members of the Board  
Frank Wiemer, Dr. Karl A. May and Joachim Limberg*



*The team of BVL.digital headed by  
Dr. Christian Grotemeier (left) made it possible  
to switch BVL services from analogue to digital.*



*The team IWF headed by  
Christoph Meyer (left) designed the content  
of the International Supply Chain Conference.*

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