

ISSUE 2/2019

DACHSER

magazine

THE WORLD OF INTELLIGENT LOGISTICS

**SPECIAL
EDITION**
Human
Resources

THE WONDERFUL WORLD OF LOGISTICS

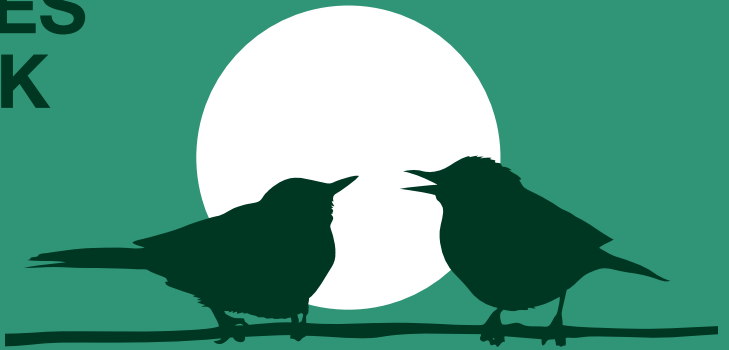
PEOPLE WHO MOVE THE WORLD



TEAMWORK MAKES THE DREAM WORK

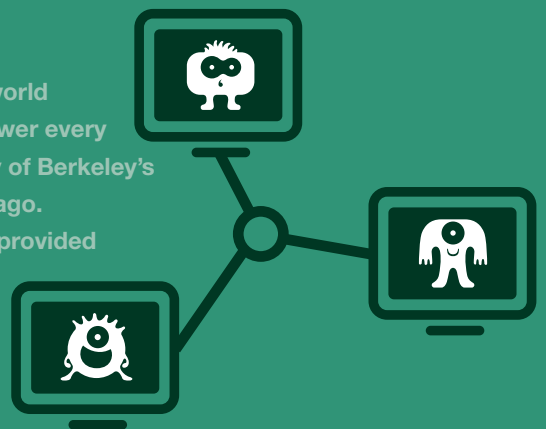
A team is more than the sum of its parts: a sense of community helps make everything much better and much easier.

4 times: that's how much more successful sparrows are when they work in a group. And they enjoy working together, as researchers from Hungary have recently demonstrated. In their study, they hid food that the songbirds found four times faster as a flock than as lone chirpers.



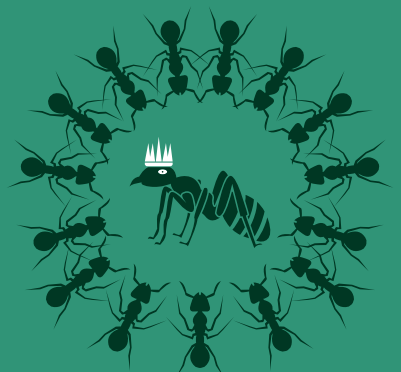
40 manual laborers worked as a team to build the Great Pyramid of Giza, according to a recently discovered papyrus diary belonging to one of the officials that dates back some 4,600 years. Moving the tons of stone blocks and slabs called for an even greater collaborative effort. Nobody knows for sure quite how they did it, but the very existence of the pyramids is proof enough that they did.

250,000 computer owners from all corners of the world contribute a portion of their computing power every day to searching the universe for radio signals from aliens. The University of Berkeley's volunteer computing project, called SETI@home, was launched 20 years ago. No extraterrestrial signals have been detected so far, but the project has provided insights into new ways to conduct scientific and medical research.



20,000 external vendors supply aviation giant Airbus with parts that are subsequently installed in aircraft and helicopters. It would be impossible to build today's passenger aircraft without such collaborations with suppliers, which are underpinned by common safety standards.

1,000,000 female workers and up to 5,000 queens on average live in Formica polycetena wood ant colonies. They follow a strict division of labor, from caring for young and gathering food to guarding the nest. The largest ant colony recorded is 5,760 kilometers long, extending along the coast of the Italian Riviera to the northwest of Spain. It consists of several million nests with many billions of individual ants.



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THE WONDERFUL WORLD OF LOGISTICS



He came, he saw,
he smiled: Ryland Morgan
is now a shift supervisor
in Hörsching

It's logistics operatives who set the pace in the warehouse and transit terminal.

They are hands-on and dedicated, with plenty of common sense. Where Dachser is concerned, the staff are and always will be the linchpin of successful logistics services. However, attracting qualified personnel is increasingly challenging.

Logistics connects the world. It comes as no surprise, then, that the landing strip of Linz International Airport appears to lead directly to Dachser-Logistikzentrum Hörsching. This is not as far-fetched as it might sound, seeing as Dachser Austria connects the location with numerous destinations in Austria, Germany, Italy, France, Spain, Portugal, Benelux, the United Kingdom, Scandinavia, Poland, the Czech Republic, Slovakia, and Hungary via timetabled freight services.

In other words, the contract logistics warehouse, which was completed in 2017, with approximately 10,000 square meters of storage and over 20,000 pallet spaces, is permanently buzzing with activity. When things are heating up at the docking bays and in the high bay storage aisles, the "Cap'n" keeps his cool: shift supervisor Ryland Morgan is responsible for a team of ten to twelve groupage loaders, order pickers, and forklift drivers. "We do a good job because we enjoy meeting the challenges together," he says with a broad grin.

The 38-year-old Jamaican had no previous logistics experience. Originally trained as a chef, Morgan spent five years at sea on a cruise ship, cooking for up to 2,000 →



Ryland Morgan and his strong team

passengers. There was plenty to do and no shortage of stories to tell—tales of hard work and tight schedules, but also of faraway lands, breathtaking sunrises and sunsets, storms, and bright starry skies.

Then he gave up the high seas for love, becoming a land-lubber in Austria. “Once there was a baby on the way, I knew it was time to put down roots,” he adds. He signed on with a fresh produce logistics specialist before landing a job with Dachser through an acquaintance.

Something new to learn every day

“I was excited about working in a warehouse right from the start,” Morgan recalls. “Learning German was extremely hard at first. But there’s no getting around it: a team can’t function without a common language.” He started in picking before becoming a forklift driver; he then inspected incoming and outgoing goods and passed a fire safety training course. “You never stop learning and growing here. That’s the great thing about this job,” he declares. He was ultimately promoted to shift supervisor, which includes responsibility for a team, a move he considers the highlight of his professional life.

With his thirst for knowledge and openness to new ideas, Morgan leads by example. “Members of my team now come up to me and say ‘Cap’n, I want to learn something new’. I like that. After all, if they take the initiative to improve their skills and want to work more independently, they help me and the whole team,” he explains.

This is precisely why he is impressed by his colleagues, yet still demands a great deal from them. “We are responsible for our actions. Therefore, I expect a high level of professionalism and a cooperative working environment,” says Morgan. By way of example, he recently devoted considerable time to helping a young groupage loader obtain further qualifications. “Now he is one of the best em-

ployees. My forklift drivers and order pickers are also amazing: all upright, decent people, who are willing to learn and always in a good mood. If you enjoy your job, you can achieve great things”—as Morgan knows from personal experience. If his highly infectious smile is anything to go by, he could easily keep pace with his fellow Jamaican and idol, the world record sprinter Usain Bolt.

People make a difference

“Quality is made by people. This will continue to be a major differentiating factor in the digitalized world,” says Dachser CEO Bernhard Simon. Particularly because employees and drivers are indispensable as the direct connection to the customer. Simon firmly believes that “in the end, our future success will always be decided by people—especially those working in transit terminals and warehouses, who are responsible for creating at least half our value.” Therefore, the family-owned company places special emphasis on its “logistics operatives,” the term Dachser uses to highlight the valuable contribution made by its operational personnel.

Although the career prospects and advancement opportunities for logistics operatives are better now than they have been for a long time, the logistics sector is struggling more and more to attract sufficiently qualified workers. “We’re heading for a serious capacity bottleneck here that is causing us concern,” Simon explains.

Dachser has been taking measures to remedy this situation for some years now. Dachser Service und Ausbildungs GmbH was launched in 2014 to ensure the future availability of qualified truck drivers. “Today, we are one of the largest truck driver training centers in Germany. There are currently 207 people undergoing training, and 45 have already successfully completed our new program. Soon we will reach our goal of 300 professional driving trainees,” Simon reports. →

FACE-TO-FACE

**“Appreciation creates loyalty”**

Good logistics needs good employees—at all levels.

Questions for Vera Weidemann, Head of Corporate Human Resources at Dachser.

Ms. Weidemann, when they hear “shortage of skilled workers,” many people first think of engineers and academics. What is your assessment of the situation for logistics operatives?

Vera Weidemann: The situation with regard to attracting new logistics operatives is hardly any different from attracting people with a college education, as the tight labor market is a concern with both target groups. Although the points of contact and way of approaching them may differ, the need to present ourselves authentically and credibly as an attractive employer is the same.

What is the concept behind the “Find, lead, retain logistics operatives” Idea2net project?

This is a campaign aimed at Dachser’s logistics operatives throughout Europe. It is important to the shareholders and management that their employer value proposition is also a reality internally for all employees and that the Dachser values are practiced in day-to-day work. We interviewed logistics operatives from ten branches to find out what they thought of Dachser as an employer and why they liked working for us. We were also interested in what they are dissatisfied with in their day-to-day work and what ideas and suggestions they have for improvement. Our aim was to discover how we could find logistics operatives in a tight labor market and retain existing employees over the long term.

What were the most important insights from these interviews? What measures could be derived from them?

First and foremost, the positive response to the project has shown that this kind of communication and idea generation process has value in and of itself. And because the logistics operatives involved feel appreciated, this also has an influence on the employer brand because they will recommend Dachser to others as an employer. Over the next few months, the ideas for optimizing the logistics operatives’ day-to-day work will be readied for implementation in various projects, which cover topics such as onboarding and equipment.

Doesn’t the attractiveness of a job depend mostly on salary or wages?

Remuneration, or more precisely the remuneration package, includes other monetary benefits besides salary and wages; for instance, vacation and Christmas bonuses, special payments, bonuses, and contributions to company pension schemes. This package is one part of evaluating the attractiveness of a job and an employer. Although the priority it takes varies from individual to individual, we can say that its importance goes up or down with the total amount of remuneration. Other factors, such as team spirit and working atmosphere, also play an important role regardless of income.

Tackling the shortage of skilled workers head-on: As part of this task for the future, Dachser is training refugees as warehousing specialists and professional drivers. “Since 2015, we have enrolled around 100 people in our programs, some of whom have made encouraging success in terms of integration,” reports Dachser CEO Bernhard Simon.



Heidi Gravers Jensen
is a ray of light
for her team



Bernhard Simon,
CEO Dachser SE



“Quality is made by people, and this will prove to be a major differentiating factor in the digitalized world as well

“With this initiative, we are helping improve the status of driving as a profession. Germany currently needs around 50,000 professional drivers, a number that is expected to increase,” explains the Dachser CEO. “We need human drivers in logistics. At some point in the future, they may no longer steer their trucks on the highways themselves, but there are several other tasks they need to carry out—for instance, at the loading bay or with the customer. In real life, machines don’t function without people, not even during autonomous driving or in logistics. Our primary concern here is safety.” Moreover, as part of its strategic focus program Idea2net, Dachser has developed a concept that is specifically tailored to the needs of logistics operatives (see also the interview on p. 7). To this end, last year Dachser held workshops and over 300 interviews with logistics operatives to find out their views and expectations in this regard. Furthermore, the members of the Dachser Executive Board met with employees during a roadshow to address their concerns face to face. As Simon explains, “The key to success is having a clear understanding of employees’ needs and expectations. This is the only way of ensuring that we attract the right employees, train and develop them properly, lead them, and ultimately show them the appreciation they deserve.”

Love at first sight

Heidi Gravers Jensen also felt appreciated, both as an individual and for her work, when making a fresh start in her career at Dachser Denmark’s logistics center in Kolding. The 41-year-old mother had previously completed her technical training and worked in administration. “I don’t enjoy office work and wanted to do something more hands-on,” she says. She had always been interested in transport and logistics, so at some point, she also got her truck driver’s license. “A friend then put me in touch with Dachser a few months back. I did an internship in the warehouse and soon realized it was love at first sight,” she says with a wink. She hadn’t been familiar with Dachser beforehand, aside from seeing the yellow and blue trucks on the road. Now she drives her forklift through the warehouse with obvious enthusiasm and is delighted that “every day is different.” She doesn’t mind that her workday starts at 3 a.m.: “I like getting up early. It means I get more out of the day.” At home, she is devoted to her family. Her daughter recently made her a grandmother, “so there’s never a dull moment.” She’s also a keen member of a riding club, as riding and being around horses really helps her unwind.

Needless to say, a new environment invariably comes with its own set of challenges, which are too much for a newcomer to cope with single-handedly at first. “But I get all the support I need from my team right away. My colleagues are always really helpful and, luckily for me, very patient. Every day is a steep learning curve,” she laughs.

The fact that she is the only woman on the ten- to twelve-strong team doesn’t bother her in the slightest. “We have a good working atmosphere and treat each other with respect,” she says. Site manager Lotte Bøgh Pasfall can vouch for this. “It’s fantastic to have Heidi on board. She’s an incredibly cheerful and positive person. Straightaway, the tone is just a little bit less gruff than on an all-male team. They all want to be perfect gentlemen.”

Her circle of friends and acquaintances have also noticed how much she loves her new job, Gravers Jensen adds. A friend recently quizzed her at length about it and then promptly submitted her own application. “Now we just have to wait and see. Logistics is a unique, wonderful world that offers enormous potential for the future.” M. Schick



Teamwork in order picking



Logistics with career prospects: Passionate about Dachser

New employer branding campaign

STEPPING INTO A SUCCESSFUL FUTURE WITH DACHSER

Logistics keeps the world turning. At Dachser, employees move the world—and take the lead role in a new campaign.

“Move the world. Move your future” is the slogan for a new employer branding campaign, with which Dachser is advertising worldwide for new employees. “We’re looking for people who not only have expertise in their field, but who possess excellent social skills, assume responsibility, and act with a view to sustainability,” says Dachser CEO Bernhard Simon.

“The new campaign developed in close cooperation between the Corporate Marketing and Corporate Human Resources divisions,” reports Birgit Kastner-Simon, Corporate Director, Corporate Marketing at Dachser. “In the process, we had the support of HR managers from the branches and employees from various parts of the company, who provided their input in workshops and interviews. The result is a brand-new employer value proposition (EVP) that we have created and are now communicating worldwide.”

This EVP, adds Kastner-Simon, is a meaningful approach that chimes perfectly with Dachser culture and corporate values. “We look for precisely the employees that are perfect fits for Dachser.”

“Real” employees as ambassadors

“It is Dachser employees—and not, say, models—who feature in the campaign for this employer value proposition,” Kastner-Simon explains. Last year, there was an internal call for Dachser employees in Germany, Austria, and Switzerland to apply to give testimonials. Out of the 172 applications received, 27 employees were selected to take part in a professional photo shoot.

Setting the pace

The photographic composition brings together all occupational groups, from warehouse specialists and professional truck drivers to commercial and sales roles. “In a way that appeals to the emotions, the campaign shows that Dachser employees, by virtue of their performance and their passion, are the heartbeat of the business, setting the pace,” Kastner-Simon says.

The impressive results can be seen as of May 2019. Corporate Marketing is supervising the rollout of the campaign, which is starting in Germany, Austria, and Switzerland, to be followed later by further countries in Europe, the Americas, and Asia-Pacific. The message to applicants is: “A job at Dachser is the smartest route to a successful future. It means you help organize the globalized economy of tomorrow. And you yourself learn how to work successfully in an increasingly connected world. That makes your career challenging and meaningful, and secures it for the future.”

INFO

Core messages of employer branding campaign:

- **The future belongs to those who organize it.**

In logistics, you do not need to be afraid of the future, because here you hold it in your own hands.

- **You learn the most important skill of the future: networking.**

In an increasingly connected world, it is becoming more and more important for everybody to be able to operate in networks. Whether you want to be a truck driver, a warehouse worker, or an IT expert: at Dachser, this is precisely what you learn.

- **You make logistics smart.**

We need you so that together we can bridge distances, overcome barriers, and connect people to meet their needs. We are creating a worldwide system of virtual networks, people, and physical transportation—over land, on the sea, and in the air.



Showing personality



Business figures 2018

SUSTAINABLE GROWTH

Dachser posted substantial growth once again in 2018. The logistics provider increased its consolidated net revenue by 5.5 percent to EUR 5.57 billion.

Dachser CEO Bernhard Simon had good news to report when he presented the family-owned company's business figures to the press at the start of April in Munich, Germany: with net revenue of EUR 5.57 billion, the company managed to set yet another all-time record. As in the previous year, shipment numbers increased by 2.5 percent to 83.7 million; tonnage rose by 3.0 percent to 41.3 million metric tons. With 30,609 employees in total, up 1,511 from the preceding year, Dachser's workforce also reached a record high.

Increasing challenges

The Dachser CEO also spoke about increasing challenges: the shortage of professional drivers and logistics operatives; potential capacity bottlenecks resulting from pronounced seasonal peaks and a shortage of load capacity; and growing uncertainty about diesel driving bans, Brexit, and the future of international trade relationships.

"By 2018, it was clear that logistics had to focus on the discipline of scarce resources management," notes Simon. "Against this backdrop, it is important to handle growth with purpose and manage it in such a way that we maintain a healthy balance between quality, processes, and costs. Only sustainable growth will benefit our employees and customers."

Overview of net revenue:

Net revenue (in EUR millions)	2018	2017	Change
Road Logistics	4,465	4,187	+ 6.6%
European Logistics	3,548	3,316	+ 7.0%
Food Logistics	917	871	+ 5.3%
Air & Sea Logistics	1,185	1,190	- 0.4%
Consolidation (deducting revenue from company interests of 50% and lower)	- 80	- 98	
Group	5,570	5,280	+ 5.5%

IN BRIEF

Investment in the network:
in 2018, the company invested
EUR 126 million in logistics facilities,
IT systems, and technical equipment.
For 2019, the company has earmarked
EUR 234 million for this purpose.



Three questions for Bernhard Simon

“FOCUSED ON LONG-TERM SUCCESS”

Dachser remains on a growth course. A look at what's behind the figures with Dachser CEO Bernhard Simon.

Dachser CEO Bernhard Simon was already able to report a positive trend in his outlook for business development in 2019: “Looking at the entire year, we expect revenue to continue growing in line with last year's robust increase.”

Mr. Simon, Dachser was again able to report record earnings last year. What objectives does the company pursue to produce such results?

Bernhard Simon: Healthy growth always has to live up to our high quality standards. That's the only way it can be sustainable and benefit employees as well as customers. And that's why we focus primarily on organic growth.

To what extent does this involve acquisitions?

Last year, only the consolidation of the majority takeover of Johnston Logistics was included in revenue. At the moment, we are completing the full integration of Ireland into our network. This highlights how determined we are to rely on our own deeply integrated systems and on mastering and controlling interfaces.

How well positioned is Dachser for this financial year?

The strong European overland transport continues to drive our company. This is where our decades of investment in networks, staff, locations, and IT systems are paying off. Once again we reaped the rewards in 2018. According to the Top 100 study by the Fraunhofer Center for Applied Research on Supply Chain Services, Dachser is number one in the groupage segment in Germany and Europe. This strong position in groupage makes us the third-largest logistics company in Germany, as reported by the same source. In other words, we are focused on long-term success and are very well positioned for it.



DACHSER NAMED ONE OF GERMANY'S MOST SUCCESSFUL LOGISTICS BRANDS

Readers of trade magazine LOGISTIK HEUTE and members of the German Logistics Association (BVL) have named Dachser one of the best logistics brands in Germany in the “Road transport services” category.

Alexander Tonn, Managing Director European Logistics Germany, accepted the certificate for second place at a formal ceremony held at the Bertelsmann offices in Berlin. Online voting for this category included a total of 27 logistics service providers.

“This recognition from the industry shows that our integrated logistics services are well received by the market,” Tonn says. “We are of course delighted to win this award, but it also serves as an incentive to further optimize our processes, service, and quality for our customers.”

According to the latest Top 100 studies for Germany and Europe, Dachser is the market leader in the groupage segment and the third-largest logistics provider in Germany.



“ The big challenge
is to find rituals
that fit the company



Sharing everyday
routines is what melds
teams together



RITUALS MAKE THE COMMUNITY

From the daily chat during the coffee break to the annual company party, rituals are regaining their importance in the corporate world—in turbulent times, people particularly like to cling to routine.

Their headwear makes new Google employees easy to spot: colorful caps that feature a propeller and the word “Noogler.” Insiders report that every new colleague is required to wear it for one week—regardless of whether they are university graduates or IT experts with dozens of years in the industry. The world of football has opted for a more musical alternative: newcomers to London-based English Premier League football club Arsenal are asked to sing a song of their choice. In front of the whole team, of course.

Whether it's initiation ceremonies like these, the annual company party, or casual Fridays, day-to-day company life is peppered with recurring happenings, of which official events are just one form. Everyday routines themselves quickly become rituals; for example, when you always meet the same colleagues at the same time in the kitchen. Even if many people like to emphasize how important variety is to them, in reality, what they really want is endless repetition—and not only in the office.

Religion made rituals a mass phenomenon

Scientists believe that rituals developed early on in human history. Archaeological finds indicate that death rituals were observed as early as the Paleolithic, when people decorated graves with flowers, plants, and fruit. As belief in something supernatural emerged, rituals rapidly became firmly established traditions. Later world religions lured the masses with solemn ceremonies on the one hand and strict rules of conduct on the other, providing guidance and orientation in troubled times.

Today, the origins of many rituals have been lost, but we continue to appreciate that events such as birthdays, weddings, or deaths follow a prescribed format. The same holds true for everyday situations. Even as children, for example, we learned what gestures to use to greet one another. In short, while rituals may not have a deeper meaning at first glance, they make it much easier for us all to live together. Things get tricky when people move out of their familiar

surroundings, because although the occasions for rituals are similar, their form can differ dramatically from culture to culture.

Different together

This is one reason why the topic is so important in business life: ideally, rituals create a sense of togetherness—and set the company apart from others. Especially in the fast-moving age of globalization, this identity-forming aspect should not be underestimated, emphasizes Dorothee Echter in her much acclaimed book, *Führung braucht Rituale* (Leadership Needs Rituals). “The more turbulent the business world, and the more international the management, the more effective the rituals,” writes the Munich management consultant.

The big challenge for managers is to find rituals that fit the company. If a large bank suddenly forced its trainees to wear colorful propeller caps, it would no doubt trigger a huge backlash and social media outcry. But when judiciously selected, new customs quickly pay off. The Lübeck-based marzipan manufacturer Niederegger, for example, has been stopping the assembly lines for a quarter of an hour in each shift for several years. During the break, employees perform the “Marzipan Ballet,” as the company calls its stretching exercises. Initially viewed with skepticism, the light exercise program helped significantly reduce the number of people who called out sick—and also attracted a great deal of media coverage besides.

S. Ermisch



It's hard to imagine what work life would be like without the coffee break. The Anglo-Irish writer Jonathan Swift (1667–1745) had a premonition of this trend and offered some good advice: “The best Maxim I know in this life is, to drink your Coffee when you can, and when you cannot, to be easy without it.”

Logistics networks are highly demanding systems that require clear standards and intelligent control to function. Dr. Andreas Froschmayer, Corporate Director, Corporate Development, Strategy & PR, explains how important knowledge and knowledge transfer are in this context.

Logistics networks are highly demanding systems that require clear standards and intelligent control to function. Dr. Andreas Froschmayer, Corporate Director, Corporate Development, Strategy & PR, explains how important knowledge and knowledge transfer are in this context.

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Dachser is creating the world's most intelligent combination and integration of logistics network services. Its mission reflects the company's high expectations for its logistics network and its service concept, focusing on optimizing customers' value chains and ensuring reliable, secure, and transparent service. To achieve this, Dachser relies on a strong company culture and loyal employees who live by authentic values.

To ensure that everything that bears the Dachser name actually fulfills the Dachser promise, transferring knowledge and values across all levels of this global network company and its more than 30,000 employees is becoming a central strategy focus.

Comprehensive expert knowledge of everything pertaining to logistics, where socio-cyber-physical systems and processes create the basic conditions required for tailored and integrated logistics solutions, is key. In addition, a deep understanding of the "mechanics" of networks—controlling and balancing them in the best interests of everyone involved—is just as important.

At Dachser, we distinguish between management knowledge and organizational knowledge, which is systematically taught to managers and employees at various levels. The individual programs for this are interlinked, complementing and reinforcing each other.

Experience the Dachser values

For its international top managers, Dachser established the Leadership Excellence Program. This program focuses on strategic development and positioning the company for the challenges of the market and its customers. It is offered to Dachser managers every year at the company's Summer School, and in a particularly condensed format: over twelve days, top managers complete a kind of compact, Dachser-specific MBA program that teaches specialist knowledge in close alignment with the company's values. This enables Dachser to sustainably implement its DNA within the steadily growing company, worldwide and in the intercultural spirit of partnership its employees embody.

In any network organization, strategic knowledge always has a global dimension as well. And because everything in a network is connected, Dachser can benefit from transferring knowledge across borders in a structured way, for example when establishing and integrating new country organizations. Teaching dynamically developing, value-based management knowledge consistently is a true competitive advantage that sets Dachser apart in the global arena, and also lends it a certain uniqueness.

For the middle-management level, Dachser offers the Management Excellence Program. The knowledge conveyed here is aimed at implementing strategy, for instance process optimization and quality assurance in branch offices, or at creating innovative customer service offerings.

Turning knowledge into expertise

Ideally, knowledge acquisition will result in the establishment and expansion of professional and personal expertise. This is what the Development of Competences program designed by Dachser Human Resources aims to achieve. First, managers talk with their employees to determine their individual level of knowledge and expertise. Then they develop a tailored training program and decide which learning formats would be suitable: classroom training, blended learning (a combination of classroom and online teaching), or on-the-job training.

For 15 years now, the Dachser Academy has held primary responsibility for knowledge transfer at this level, and has established numerous courses and training programs (see also pages 18–19) with topics ranging from software and systems training to compliance rules. Every year, the Dachser Academy trains an average of around 4,000 employees at its facility in Cologne. With e-learning tools and on-site training in the various countries, the program has reached some 20,000 employees so far.

With the Dachser approach to learning and knowledge transfer, everyone wins: managers and staff are constantly developing their skills and expertise; the global network grows and is continuously optimized within clearly defined rules and standards; and most importantly, customers benefit from a logistics provider that implements intelligent, state-of-the-art solutions.

We rely on each and every one of our employees, recognizing them as colleagues who enrich DACHSER with their expertise, dedication, and intelligence, seek challenges, and are willing to go the extra mile. As an employer, we offer long-term, attractive career paths, and broaden horizons with intensive education and training. "Knowledge breaks limits" is our motto.

From the Dachser mission statement

PERSONAL FILE

Dr. Andreas Froschmayer is Corporate Director, Corporate Development, Strategy & PR at Dachser. In addition to his duties in that role, he has published numerous articles on the theoretical and practical aspects of supply chain management, strategic management, and logistics service providers.



Learning opens up new horizons

KNOW MORE, ACHIEVE MORE

Dachser offers many opportunities for knowledge sharing within its logistics network. They range from the Dachser Academy to training for employees in the branches to e-learning. The learning objective is the same throughout: how to deliver top-quality solutions for the global network and for customers.

How do you learn to “speak Dachser”? New employees are faced with a raft of fundamental questions, especially when they first join the company. Processes in the highly efficient Dachser network are complex, but they do follow uniform rules and standards. The Dfb program provides the main basis for many Dachser newcomers in Road Logistics. Dfb stands for Domino for beginners, a three-day in-house training course on Dachser’s proprietary transport management system, Domino. “We started the program four years ago. It forms the basis for uniform standards in day-to-day freight forwarding

and for integrated systems throughout Europe,” explains Eva-Maria Marcour, Head of Systems Management TMS & Operations Training Road at Dachser. The training ensures that the systems are used correctly by everybody from the outset. “Everything we do and everything we bring into the network must be understood and must be transparent everywhere. This is the only way that global logistics networks can function.”

Marcour continues, “We always conduct our local training in the local language, taking into account the specifics of the country in question.” For example, if a country

Eva-Maria Marcour,
Head of Systems
Management TMS &
Operations
Training Road



“Everything we do and everything we bring into the network must be understood and must be transparent everywhere. This is the only way that global logistics networks can function

doesn't use a pallet exchange system, like the UK, then that doesn't go in the local training. Basically, the Domino training courses have been designed for employees throughout Europe. “This means that we will soon be able to offer this training to all Dachser logistics operatives,” says Marcour. A train-the-trainer concept has been rolled out specifically for this purpose.

By the end of the year, almost 6,500 employees will have completed a Dfb training course. Besides “classic” beginner training for Dachser's transport management system, there is also Mikado for beginners and Othello for beginners, i.e., training on Dachser's proprietary warehouse management and air & sea logistics systems given by experts from Contract Logistics and Air & Sea Logistics. Additional learning modules are also offered, such as Domino Refresher, Domino for advanced, and the brand-new Domino for beginners—Transit Terminal, a training concept specially designed for logistics operatives and currently enjoying a highly successful rollout.

Multiplying Dachser's knowledge

“Network expertise is the result of ongoing, structured knowledge sharing,” adds Niko Zdravkovic, Department Head Dachser Academy. This is what the Dachser Academy embodies with its offerings tailored to specific target groups. “We are in constant contact with operational management and support knowledge sharing with suitable tailor-made offerings: from learning at the Dachser Academy in Cologne to decentralized training in the branches, in forms ranging from blended learning—a combination of classroom-based and online training—to ‘pure’ e-learning,” Zdravkovic says. Dachser is thereby specifically investing in its employees' decision-making capacity and multiplying the existing store of Dachser knowledge. “In this way, we ensure a consistent level of knowledge.”

Young people in particular take the knowledge society for granted. “For them, the availability of further training has long been a substantial factor in employer attractiveness,” Zdravkovic explains.

In practical terms this means, for example, making the complex processes in Dachser's overland transport network manageable for all involved. In addition to the offers of the Dachser Academy, the Systems & Operations Training Department at Head Office in Kempten, for example, uses training courses for the transport management system, job-specific skills training, and the Dachser Experts Network Operations (DENO). The latter consists of employees with extensive operational expertise. Dachser now has 64 of these “knowledge multipliers” across 17 countries. Such experts are also the mainstay of Air & Sea (DENAS: Dachser Experts Air & Sea) and Contract Logistics (DEWO: Dachser Experts Warehouse Operations).

“Dachser goes to considerable lengths to share knowledge in all the country organizations and across national borders,” Zdravkovic says. “It is important to keep the topic at the top of the agenda at all times—even if the hectic demands of day-to-day logistics occupy a great deal of everyone's attention.” But all the effort is paying off, as illustrated recently by the successful growth in Dachser Poland and Dachser Czech Republic over the past few years. “Large numbers of management and staff in these countries have undergone various structured training and qualification measures,” he reports. The effect on network and customers has been extremely positive and the successes were not long in coming.

But things aren't finished yet. “Knowledge acquisition is not a fast business,” Zdravkovic adds. “It requires patience and perseverance. But done right, knowledge transfer is an important basis for fulfilling our mission—to be the most integrated logistics provider and to improve our customers' logistics balance sheets.”

M. Schick

At Dachser, knowledge transfer is a key component of quality assurance. For example, in 2018, central training courses plus 207 regional dangerous goods safety officers trained more than 14,900 Dachser employees in the legally compliant, responsible handling of dangerous goods.

Niko Zdravkovic,
Department Head
Dachser Academy



“Network expertise is the result of ongoing, structured knowledge sharing



Management trio in Luxembourg:
Nicole Engelbert, Janine
Weber, and Laura Waigel (l-r)



LOGISTICS – NOT JUST FOR MEN

Logistics still tends to be seen as a man's world. But times are changing, and more and more women are also making a name for themselves in the field. At Dachser in Luxembourg, for instance.

“**W**e are leading by example here,” says Janine Weber. Her eyes twinkle and a smile crosses her face as she speaks. “It’s really quite extraordinary to have so many management positions filled by women at one of our Dachser sites,” remarks the manager of the Grevenmacher branch in Luxembourg. She is supported by two other women: Sales Manager Nicole Engelbert and Customer Service Manager Laura Waigel. These three women, all about thirty years old, clearly enjoy their work. Their positive attitude also resonates with their team, as seen by the fact that there is generally zero fluctuation at Grevenmacher. “We tend not to focus on hierarchies in our branch; we speak to each other informally and address any problems.” Weber believes that communication is an area where women tend to excel. Engelbert also appreciates this managerial approach: “Every week we have a big meeting with the long-distance transport, warehouse, and short-distance transport managers, where we keep each other in the loop.” This gives everyone the chance to discuss important topics directly and the entire team is kept up to speed on all the latest →



Laura Waigel's focus is on customer service

How are women positioned in the working world? What is the current situation with regard to income equality, women's access to employment opportunities, and job security? The annual Women in Work Index published by consultancy PwC provides some answers. According to the index, Iceland is leading the way when it comes to women in the job market with 79.1 points, followed by Sweden with 76.1, and New Zealand with 73.6. Germany is ranked 18th of 33 countries with a score of 62. The study shows that Luxembourg and Poland have made the biggest improvement since 2000, while Portugal, the US, and Austria recorded the biggest regression.

developments. "We then know for sure that the other departments are also happy with the decisions we make," she says. Engelbert's career at Dachser started with a dual-study program in 2008, and she has been working at the Luxembourg branch since 2012.

An easy decision

Laura Waigel joined the company in 2014 at Engelbert's suggestion. "It's not your typical office job," she says. "The global connections alone bring more than their fair share of

variety to our work." Trained in business education and management, she is happy with the decision she made at the time, although "it wasn't an obvious move," she recalls. Of the three women, she is the only one who doesn't have a background in logistics.

"When we look for new members of staff, we spend a lot of time considering whether they will be a good fit for the team," Weber says. With Waigel, there was a connection from the word go. And despite being new to the sector, it didn't take her long to get to grips with the subject matter. This was essential, not least to make sure she would be taken seriously by her male colleagues. "Our work requires us to be in the hall almost every day, which is why it's so important that we have a good rapport with everyone. This is possible only if people are prepared to listen to and learn from one another," Weber says.

The branch manager has been developing her logistics expertise at Dachser since 2007. She also started out on a dual-study program: business administration specializing in freight forwarding, transport, and logistics. After completing her school-leaving exams, she had wanted to study something that had a future, she recalls. Her father, who ran an elevator company, had suggested that one of his customers might be able to offer her a traineeship: Dachser. Weber didn't wait long.

"I was hooked from the very first lecture," says the 31-year-old. "The topic was groupage, and it immediately piqued my interest." Alongside her studies, she gained an insight into various departments at the Munich branch as part of her practical training. "When I speak to our guys in the hall today, they realize that I know what I'm talking about," says Weber. A total of 45 employees are on her payroll, 20 of whom are logistics operatives in the warehouse and transit terminal. They appreciate being able to communicate openly and honestly.



Branch manager Janine Weber believes in teamwork



Sales manager
Nicole Engelbert
studied engineering
management

Paving the way for female talent

It is clear, especially when looking at the halls and trucks, that logistics is still a male-dominated field. To help balance things out in the near future, Dachser invites girls and young women who are still at school or college to take a look around the company, allowing them to experience logistics firsthand. As part of the company's Girls' Day, for instance, an annual initiative that takes place throughout Germany. Dachser's Dortmund branch also regularly participates in the event. There, at the end of March, young female trainees at Dachser showed 14-year-old schoolgirls around the warehouse and introduced them to their world of work. "We were allowed to have a go at maneuvering pallets with lift-trucks and see for ourselves how swap bodies are loaded," says Ivana Kegalj. She attends the local middle school and had gotten the idea to take part in Girls' Day from her dad.

He himself works at Dachser and had heard that the young trainees had been eagerly preparing an exciting day for the schoolgirls since as early as January. When he told his daughter, Kegalj was so excited by the idea that she even got another friend to sign up and take a look around the Dachser warehouse with her. "It was really cool," she said afterwards. But she's unsure as to whether or not she will do a traineeship at Dachser once she's left school. First she wants to do an internship.

"There are many routes into logistics for young women," says Waigel. As a member of the female management trio in Luxembourg, she can speak from her own experience: "Even with a background in business education and training management, I immediately felt welcome at Dachser." After all, she points out, day-to-day logistics operations requires all kinds of expertise. "What we have in common is our passion and personal commitment to constantly achieve the best for our customers as a team. Women can do this just as well as men." This is clear from the example set in Luxembourg, where success and camaraderie come in equal measure.

K. Fink

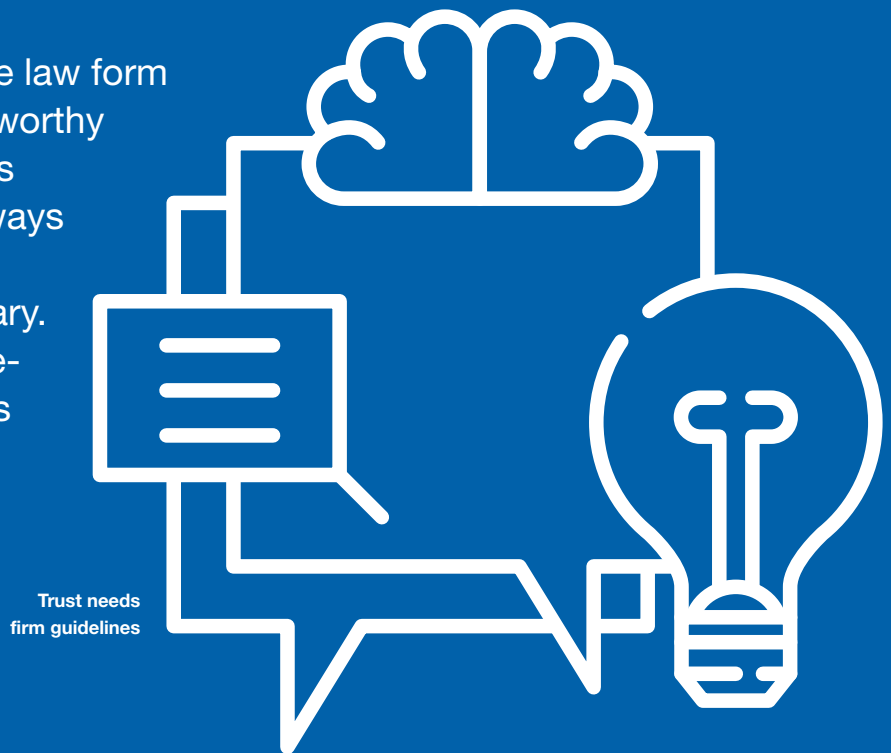


Future prospects: At a Girls' Day event, as here in Dortmund, schoolgirls can see everyday logistics operations in action



GUIDING PRINCIPLES FOR BUSINESS

Clear rules and respect for the law form the foundation for solid, trustworthy relationships in business—this is something Dachser has always believed in. However, growth made new structures necessary. Now our Compliance Management System is celebrating its tenth anniversary.



Over its almost 90-year history, Dachser has developed into a leading logistics company offering a range of logistics services around the world. Paraphrasing the Irish playwright George Bernard Shaw, we can say: a family company is not good simply because it is old; it gets to be old simply because it is good. “Exemplary behavior guided by shared values and social responsibility is essential for sustainable business success,” observes Dachser CEO Bernhard Simon.

Far from being an abstract aspiration, adds Simon, this culture is lived and breathed at Dachser: “Our corporate values are reflected daily in our interactions and relationships, with customers and employees alike. These non-negotiable qualities are very much part of the Dachser DNA.” The principles of the family-owned company are

clear: all transactions and services must be carried out in an ethical and legally correct fashion. All activities throughout the company must be guided by these principles.

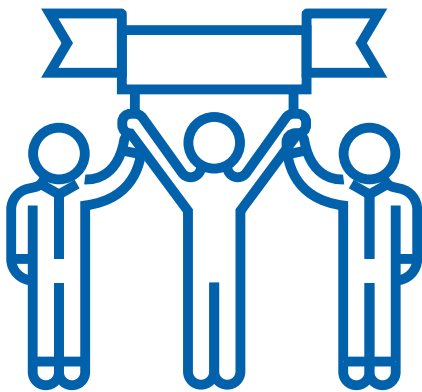
Recognizing and fulfilling duties

“Dachser expects each and every employee not only to comply with internal rules, but also to obey all laws without exception, avoid any conflict of interest, and respect the traditions, mores, and social values of the various countries and cultural groups they come into contact with. Recognizing and fulfilling these diverse duties presents a constant challenge,” Simon explains. He adds that wrongful and unlawful conduct, including any solutions that would seek to evade or sidestep the rules, are never in Dachser’s interest.

Stephan Maruschke,
Department Head Legal
and Chief Compliance
Officer at Dachser



“A sustainably managed, future-proof undertaking relies to a great extent on everyone involved in the process conducting themselves with integrity



Ensuring that these rules and principles are observed is what compliance is all about. Ten years ago, in 2009, Dachser created its own Compliance Management System, headed up by experienced lawyer Stephan Maruschke. As the Department Head Legal and Chief Compliance Officer at Dachser, for him it was clear from the beginning: “A sustainably managed, future-proof undertaking relies to a great extent on everyone involved in the process conducting themselves with integrity. We want to build successful long-term business relationships based on conduct that is honest, reliable, and trustworthy.”

He points out that ten years ago, Dachser had already reached a scale that made the implementation of structured compliance management absolutely essential: “Although compliance with laws and regulations has always been a matter of course for our company, the introduction of organized compliance management is the only way to ensure that this requirement becomes practiced reality and is adhered to at all times.”

Maruschke provides an example: “Compliance is like the navigation system in a car. It is an intelligent and important pilot on known or unknown routes. Such an assistance system helps us plan paths and design them to be safe and secure; it warns us about possible danger points and—wherever possible—offers sensible alternatives for action.” However, this does not take the place of independent thinking and responsible decision-making. “Navigation can point us in the right direction, avoid wrong turns and dead ends, and help save time and effort,”

Maruschke says. “But in the end, we must always set out on our own, take the wheel, and move forward within the framework of rules and laws.”

Practical everyday guidance

Everyday guidance is provided by specific best practice guidelines, such as those on “Gifts and Entertainment” and “Competition Law.” Maruschke explains: “This has two purposes: first, to make employees aware of the risks of non-compliant behavior; and second, to serve as a practical guide to proper conduct in the market and in everyday work.” The symbol for compliance at Dachser is the carabiner clip used by climbers. It stands for both individual responsibility and the built-in safety mechanism.

Business relationships can flourish only when both sides behave with integrity and there is a proper degree of mutual trust. Medieval German traders used the term ehrbarer Kaufmann, meaning “honorable merchant,” to describe someone who upholds these standards. As Dachser CEO Bernhard Simon puts it, “The Dachser brand stands for a logistics service portfolio coupled with high standards of conduct founded on honesty, ethics, and respect for the law. That’s something our customers can always rely on and which they value highly.”

M. Gelink

Under the slogan “Integrity in Logistics,” Dachser is committed to its own compliance culture, which is firmly enshrined within the company and actively practiced by the management and by each and every employee. Implemented ten years ago, the Dachser Compliance Management System is a mark of the respect we have for all those involved in our logistics services and also makes a lasting contribution to increasing the company’s competitiveness.





Michael Kriegel, Department Head Dachser Chem-Logistics (I), and Johann-Peter Nickel, Managing Director of the VCI

Chemical logistics

CELEBRATED AND EXTENDED: PURCHASING PARTNERSHIP WITH THE VCI

Twice the reason to celebrate: Dachser Chem-Logistics and the German Chemical Industry Association (VCI) can look back on a successful ten-year purchasing partnership and have extended their contract for a further five years.

Dachser and the VCI began their purchasing partnership for European groupage logistics in 2009. As the chemical industry became increasingly international, the collaboration expanded in 2015 to include intercontinental air and sea freight services. Today, the VCI has around 1,700 member companies, which account for 90 percent of the revenue in Germany's chemical and pharmaceutical industry. This makes the VCI one of the country's four largest industry associations.

Johann-Peter Nickel, Managing Director of the VCI, describes the partnership: "Dachser Chem-Logistics is a competent point of contact for our members that can handle their European logistics safely while also supplying the intercontinental markets from a single source." Gisa Blach, who is responsible for purchasing partnerships at the VCI, adds: "With some sensitive products and

numerous special legal regulations, the chemical industry places high demands on its partners, especially when it comes to logistics. Finding a reliable partner with the requisite expertise gives German SMEs a decisive competitive advantage."

Commitment pays off

It should come as no surprise, then, that both the logistics provider and the association believe their partnership offers a bright future. "We are delighted that the VCI appreciates our uncompromising commitment to the chemical industry," says Michael Kriegel, Department Head Dachser Chem-Logistics, commenting on the five-year contract extension. "Dachser Chem-Logistics represents a specialized industry solution that pools chemical logistics expertise in one place and speaks the language of the chemical industry."

+++ NEW MANAGEMENT AT DACHSER IBERIA +++ Celestino Silva, long-standing General Manager West Iberia, to take the helm of the overland transport organization at Dachser Iberia. A native of Portugal, 51-year-old Silva brings a wealth of experience in logistics management to the helm of the overland transport organization at Dachser Iberia. He began his career at Azkar—the predecessor of Dachser EL Iberia—over 20 years ago when the Portuguese country organization was first established. Following Azkar's acquisition by Dachser, he successfully integrated the Portuguese overland transport organizations into the Dachser network. In 2014, he also assumed responsibility for Dachser's business in the autonomous community of Galicia in northwestern Spain. "I'll be placing a strong focus on quality, customer satisfaction, and employee motivation—all of which, in turn, will help drive dynamic growth in our Spanish and Portuguese business," says Silva about his plans. **+++**



+++ EXPANSION IN BRATISLAVA

+++ Dachser Slovakia continues to invest in its logistics center in Lozorno near Bratislava. After a multi-user warehouse went into operation there last year, a further EUR 3 million are now being invested in the expansion of the existing transit terminal. The terminal, which is also used as a Eurohub within the Dachser network, currently has a floor space of some 3,000 square meters. "The expansion—scheduled for completion in September—will almost double the capacity of our terminal," explains Roman Stoličný, Managing Director of Dachser Slovakia. +++



+++ GROWTH IN THE BORDER TRIANGLE +++

Dachser Czech Republic is constructing a new warehouse and administrative building to expand its Ostrava branch. The new logistics facility will provide over 3,200 square meters of storage space, 15 loading ramps, and up to 3,000 pallet spaces. It will feature 450 square meters of office space. Dachser's Ostrava branch is located in a rapidly growing region in the border triangle linking the Czech Republic, Poland, and Germany. "Our customers in this region are growing, and we are keen to grow with them," says Jan Polter, Sales Manager EL Czech Republic. +++



An optimistic outlook for Brazil

+++ BRAZIL: MARKET OF THE FUTURE +++ Good prospects in South America: Dachser Brazil looks to the future with confidence on its tenth anniversary. "The Brazilian market has enormous growth potential," says João Paulo Caldana, Managing Director of Dachser Brazil.

The logistics provider is well positioned to benefit from this growth: since its establishment in 2009, Dachser Brazil has increased its workforce by 65 percent and now employs around 200 people at eight locations across the country. In ten years, it has handled 350,000 shipments, comprising around 70,000 metric tons and 140,000 TEUs. Revenue thus rose by more than 50 percent to EUR 75.3 million in 2018.

As a partner to industry, Dachser Brazil combines its expertise in the global Dachser Air & Sea Logistics network with its extensive experience in the automotive, chemical, and food industries.

Dachser is involved with social initiatives in Brazil through its partnership with the children's aid organization terre des hommes. It currently supports an educational project for disadvantaged children and young people from troubled neighborhoods in the city of Campinas in the state of São Paulo. +++

+++ CHANGING SPACES IN SINGAPORE +++

Dachser has moved to a new office at the International Business Park (IBP) in Singapore's Jurong District. Together with the company's existing airport office and its warehouse facilities, Dachser Singapore is well positioned to meet the logistics requirements of international corporations. Singapore is the fourth-largest exporter of electronics globally, making the city-state home not only to numerous high-tech and technology players but also to a broad variety of international corporations. +++



Ceremony to officially open the new Dachser Singapore branch: (l-r) Frank Stadius, Managing Director Air & Sea Logistics Singapore; Jochen Müller, COO Air & Sea Logistics; and Edoardo Podestà, Managing Director Air & Sea Logistics Asia Pacific.



Murat Kayki
rose through the
ranks to become
branch manager

THE WILL TO GET AHEAD

Swapnali Kurale began her career at Dachser India as a trainee and now manages important air and sea freight processes. Murat Kayki quickly progressed from truck driver to head of two French branches. Two unusual biographies show what is possible for ambitious employees in the logistics industry.

If Murat Kayki and his colleague Swapnali Kurale planned to meet in person, that would take time. A lot of time. More than seven hours in the air separate Nîmes in the south of France, where Kayki lives and works, from the Indian metropolis of Mumbai. They may come from different continents and different cultures, yet the two Dachser employees have a lot in common. Both of them live and work in the city where they were born. It's 38 years since Kayki came into the world in Nîmes as the son of Turkish immigrants. Today, he is

head of Dachser's Nîmes and Avignon offices, and, like Kurale in Mumbai, has had quite a remarkable career.

While Kayki went from the cab of a truck to the position of branch manager, Kurale has progressed from trainee to Business Process and Organization Manager (BPO) for the entire Indian market in the course of her time with Dachser. Born into a family of teachers, she entered the freight business 23 years ago. As a child, she had wanted to do something entirely different, namely, become a teacher just like her parents. After completing school, →



Esteemed freight expert Swapnali Kurali

she studied chemistry, learning German and Russian on the side and also studying dance. A job she had with an import company during the break between semesters then brought her into contact with the logistics industry. In 1996, she eventually joined a freight company as a trainee in the sea freight division. The company was later acquired by Dachser.

Always ready to listen

Today, Kurale holds an important position within the country organization in India and is also a member of the global Dachser Expert Network Air & Sea (DENAS). As a DENAS with extensive knowledge and expertise, she is an important contact person for the entire region and also serves as the interface between Asia and the Head Office in Germany. This is one of the reasons why Kurale is always in close contact with colleagues in other countries. “The DENAS network is a very good opportunity to think outside the box,” she says—though not the only one, of course. “Sharing experiences with other Dachser branches has been part of my job since the very beginning,” Kurale continues. “At Dachser, our colleagues are always ready to listen and to support us actively.” That is why she would go anywhere for Dachser, even though so far she has spent the whole of her professional and private life in her hometown of Mumbai. And her plans for the future? To grow with her job at Dachser and to take on even more responsibility.

Because what she loves most about her work is the opportunity it gives her to constantly learn something new, and to network and share ideas with colleagues in similar positions.

Ambition, talent, an interest in her work, and an employer that recognizes and promotes the potential it sees have brought Kurale to where she is today. She has consistently seized the opportunities offered by Dachser. Not long after she’d started as a trainee, she was already responsible for sea freight import, and a year later, when her boss left the company, she took over his position. “I have tried to make the most of every opportunity,” she says—actively supported by managers and colleagues who have accompanied her on her way up.

Kayki, too, was able to rely on the special Dachser spirit as he rose from truck driver to branch manager: “I had the support I needed in every situation and—even more importantly—I had the feeling that everyone believed in me.” He says he owes a great deal to Guénaél Rousselot, General Manager Languedoc, Côte d’Azur and Provence, in particular. “There was really nothing to suggest that one day I would move up from being a driver to being branch manager,” Kayki recalls. And so he is all the more grateful that not only Rousselot but also his colleagues in Nîmes and Avignon have supported him throughout his career.

For Murat Kayki,
it all started with a truck



“Career” comes from the Latin “carrus,” meaning car. In the Middle Ages it referred to knights galloping for short bursts at full speed in tournaments. From there it evolved into the more general “go fast,” and ultimately to the way we use it today. While “having a career” is generally viewed in a positive light, “careerist” has a negative connotation.

Trucking into the future

For a boy who grew up in a troubled part of Nîmes, this was not necessarily par for the course. Whereas his brother and sister went to college, Kayki was only moderately interested in academics. He therefore had to give up his original dream of becoming an archaeologist. Instead, he put his energy into sports such as soccer and basketball and had three goals after graduating high school: to become independent as soon as possible, to start a family, and to escape the difficult surroundings of his childhood. So at the age of 16 he began training to be a truck driver and was married four years later.

An unusual but determined path through life. At the end of September 1999, Kayki signed on as a truck driver with Dachser subsidiary Graveleau, which was renamed Dachser France in 2009. He worked there as a driver for five years, before his first step up the career ladder: the professional truck driver swapped the driver's seat for a desk, becoming a production assistant and taking over management tasks for various divisions in the ensuing years. From 2007 onwards, Kayki was responsible for long distance transport at the Nîmes branch, and then for production as of 2011. Just two years later, he became head of the Nîmes branch, and has also been in charge of Dachser's Avignon branch since last year. Kayki also owes his career to Dachser's corporate philosophy: the company encourages and nurtures employees and at the same time calls on them to take responsibility and to think a step further—to think outside the box.

Like Kurale in Mumbai, Kayki seized the challenge of taking on new tasks and new roles. He describes every

step of the career ladder as a “complex and challenging situation” for a self-taught person like him, preparing himself mainly through reflection and by thinking and acting with foresight. “Putting people first is one of my most important goals in my role as branch manager,” Kayki says. By this he means both customers and, of course, colleagues throughout the Dachser network worldwide. Sometimes they can be practically on the other side of the world, like Swapnali Kurale in Mumbai. But, Kayki feels, this does not really stand in the way of the sense of community that unites Dachser employees around the globe.

G. Schreier



Swapnali Kurale embodies
the Dachser spirit

A BREATH OF FRESH AIR

They were born around the turn of the millennium and grew up with smartphones. Generation Z has been making its way into logistics for some time now—as apprentices and as trainees on dual work-study programs. What expectations do these promising young people have? Of themselves, their work environment, their future?

Wiktoria Bukalski
is apprenticing as a
logistics specialist

Born from the mid-1990s onward and having grown up with smartphones, apps, and social media, Generation Z—also referred to as post-millennials or the selfie generation—stand for an almost natural relationship with modern technologies. As such, they are coming along at just the right time for the digital transformation. But is the new generation actually ready and able to actively shape this sea change, especially given their reputation in some quarters for placing greater emphasis on “life” over “work” in their idea of work-life balance?

“Gen Z Effect” was one study that sought to answer this question. For the study, Dell Technologies surveyed pupils and students worldwide, aged 16 to 23. They discovered that Generation Z loves technology and a large portion of it (41 percent) is convinced that it already possesses the requisite technological skills expected by employers. When it comes to the necessary soft skills, however, the young people surveyed were more self-critical. Accordingly, they place great value on human interaction and are surprisingly reserved, pragmatic, and conservative in their behavior. Their conduct, as the study reports, is increasingly characterized by controlled observation and adaptation.

Learning from each other

Benefiting from the experience of colleagues is also something that the apprentices and dual work-study program trainees at Dachser understand the value of. Take Wiktorija Bukalski, for example: since August of last year, she has been doing an apprenticeship to become a logistics specialist at Bad Salzuflen. “I want to understand the entire logistics chain and appreciate what work steps need to happen so that, for example, the desk someone orders online ends up on their doorstep. When all work steps kick in as they should and a successful shipment is realized via the harmonious interplay between them, it’s an awesome feeling to have been part of it.” However, she adds, it’s fun only as long as the others are just as motivated as you are. “It can quickly get stressful when people can’t agree on something and everyone digs in their heels.”

Rolling up their sleeves and getting down to it

The idea that Generation Z can sometimes lack a proper focus on work and performance is foreign to Emilia Wagener. “I’m very ambitious and always want to learn more and make progress,” says the 19-year-old, who is doing a dual work-study program in business, majoring in logistics. She is undertaking the practical part of her course at the Dachser Logistikzentrum Ostwestfalen-Lippe in her hometown of Bad Salzuflen, while the academic modules are in Mannheim. To make the time between secondary school and college go faster, she began working in the warehouse right away. At first it felt strange to report to the control center at 2:00 in the morning, she recalls. “But I was welcomed so warmly by my colleagues that →



Niklas Hertlein
is an apprentice
in Hamburg



Emilia Wagener is doing
a dual work-study program



Lina Schöffel is training
to be a truck driver



Norina Reimann
is training
in Dortmund

I felt integrated from the very first minute and right in the middle of the action in incoming goods.”

For Niklas Hertlein, who is doing an apprenticeship at Dachser in Hamburg to become a logistics specialist, the customer contact and direct dealings with drivers were initially daunting. “But I’ve become a lot more practiced, as I’ve got more of an overview of how things work,” says the 18-year-old. He describes how he has learned to be more self-confident in face-to-face interactions and how his experience has made him more relaxed in handling everyday challenges.

Fascinating technology

Lina Schöffel, who began a truck driver apprenticeship at Logistikzentrum Berlin-Brandenburg in August 2018, is deeply interested in all the closely intermeshed processes in the warehouses and offices connected with the shipments. Handling technology tools is something she finds easy, such as when she did a stint scanning goods in the food logistics terminal. Subsequently, some time in the IT department gave her an impression of the various Dachser programs that are used to control forwarding and warehouse processes. “It’s fascinating to see how all these activities around the transport from A to B are handled so that everything runs smoothly.”

No desire to go it alone

Norina Reimann is 21 and has been doing a logistics specialist apprenticeship at the Logistikzentrum Dortmund since 2017. Networking is a skill she has learned that is now an indispensable part of her life. And that goes especially for her job. “In my apprenticeship, no two days are the same. This makes me all the more glad of the full support I get from my colleagues. In this way, I learn the ropes much faster and acquire invaluable experience,” she says. Going it alone is not her style: “In a team, you can get the best out of an individual’s strengths.”

Not robots

How does all this fit with the widespread impression that Generation Z is interested most of all in the online world, themselves, their selfies, and their leisure time? The Gen Z Effect study from Dell comes to an optimistic conclusion: “We haven’t brought up robots. For all their love of technology and in spite of their healthy self-confidence as regards their technological skills, Generation Z is also capable of uncertainty and places great value on human interaction,” explains Doris Albiez, Senior Vice President & General Manager, Dell EMC Deutschland. As such, the door is open for fruitful cooperation between the various generations in the company. Older colleagues could teach the talented youngsters the soft skills they are lacking, and conversely Generation Z could ensure that technological skills are expanded throughout the company. The study found that “this way, they can help propel businesses further into the digital era.”

M. Schick

When sociologists describe a “generation,” they group together people who were born within a certain period:

**Traditionalists,
born between
1922 and 1955**

**Baby boomers,
born between
1955 and 1969**

**Generation X,
born between
1965 and 1980**

**Generation Y,
born between
1980 and 2000**

**Generation Z,
born between
1995 and 2010**

IN IT FOR THE LONG HAUL

He joined Dachser at 17 and has now been working in Air & Sea Logistics for 46 years. This makes Kurt Aufschneider one of the longest-serving employees in the company. In the Munich office, he bumped into company founder Thomas Dachser in person, who gave him some unforgettable advice: "Good prep work means less re-work." It is a motto he has lived by ever since. Currently he looks after the company's charter and project business from the Munich location. Long-term employment is nothing unusual at Dachser. In Germany, for example, out of around 16,300 employees, over 10 percent have been at the company for more than 20 years.



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