

railways

The customer magazine of DB Cargo



01/20



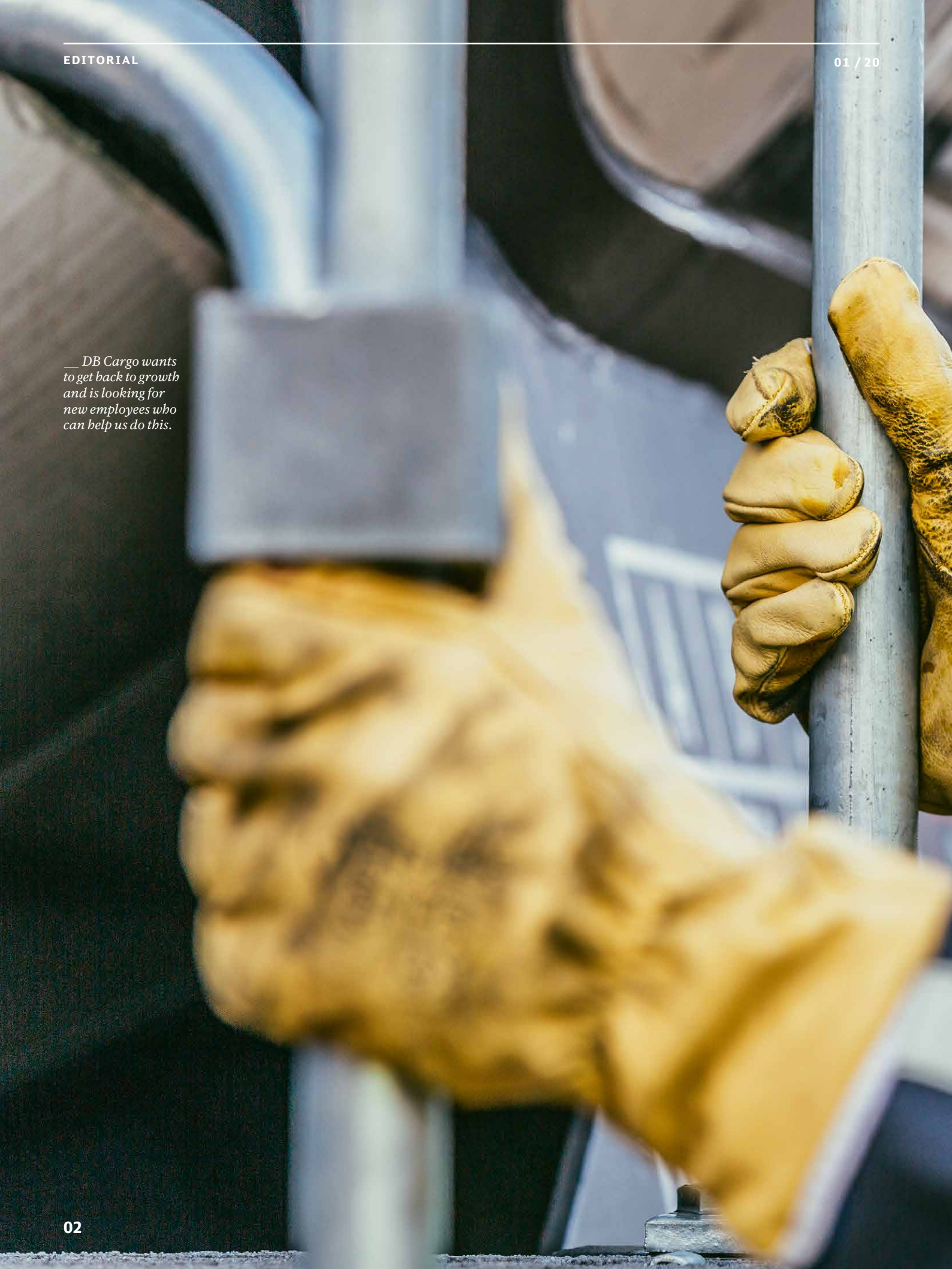
FOCUS

STRONG RAIL

Focused on customers – with a human touch.

→ Page 08

— DB Cargo wants to get back to growth and is looking for new employees who can help us do this.



Editorial



Dear Readers,

We are currently experiencing a severe crisis in Europe, with the coronavirus dominating people's lives and causing you new worries every day – beyond Germany's borders too. Protecting people's health is the primary concern now and the supply situation plays a huge role in this.

A functioning logistics system is of paramount importance at this difficult time. A major advantage of rail freight transport is that large quantities are transported by only a few people and is therefore the means of transport least jeopardised by the coronavirus.

Freight transport by rail continues to operate unchanged – even internationally. Moreover, DB Cargo is offering additional capacity and will transport whatever its customers' inventories can yield to keep goods and materials flowing. Do not hesitate to contact us.

It is time to take action and we will show you what we are doing in this current edition of railways. We wish you happy reading despite these turbulent times!

Stay healthy.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'P. Timmermans', written in a cursive style.

Pierre Timmermans

Board Member for Sales and Marketing, DB Cargo AG

Strong Rail

02

Editorial

04

Contents

06

News

FOCUS

08

Interview with Dr Sigrid Nikutta

How DB Cargo's new CEO wants to get rail freight back on the track to success.

12

People you meet on the train

Our customers: they firmly believe in Strong Rail and never stop asking DB Cargo to come up with new and innovative solutions. We let them have their say and address their concerns.

30

Diversity and learning

Changes in the mobility sector, the role of professional development, and digital learning at DB Cargo.

04



— *In constant contact with DB Cargo: Anna Sonnenberg, transport coordinator at Coca-Cola.*

— *Various training situations can be simulated using virtual reality.*



01/20



— DB Cargo has been shunting and loading at OMV's Burghausen Refinery for 20 years.

CUSTOMERS & MARKETS

38**Partners for all things wood**

Smooth-running round trips for Austrian sawmill company Maresch.

40**Super sustainable**

Porsche both produces and transports its new, fully electric Taycan by carbon-neutral means.

INNOVATIONS & SOLUTIONS

42**Clicking into the future**

With link2rail, rail freight transport is more convenient and transparent for our customers.

46**Faster travel to Asia**

An efficient direct connection to and from China for automotive transports.

50**A novel solution**

Future-proof expansion of the Koehler Paper Group's transport logistics.

52**The experts in dangerous goods**

Shunting and loading services at OMV's Burghausen Refinery.

54**Just what is the job of...**

...the Pulp & Paper Customer Service team in Duisburg?

55**Looking ahead & publishing details**

Visit our website and subscribe to our newsletter:

www.dbcargo.com/newsletteranmeldung

AWARDS

Our customer magazine has been honoured with a gold at the FOX AWARDS and an Award of Excellence at the ICMA Awards.





CORONA CRISIS

DB Cargo knows no boundaries

The coronavirus is currently threatening not only the health of many people, but also the stability of supply chains in cross-border traffic. Longer waiting times are to be expected, especially for the clearance of trucks at borders. There are no such problems on the railways! DB Cargo can provide capacities at short notice – for example to move food and medicines. “Customers can rely on us to deliver the necessary supplies,”

says DB Cargo boss Dr Sigrid Nikutta. Condition: The load fills at least one freight wagon. DB Cargo is in constant contact with all relevant federal and state authorities and follows all the recommendations issued by the Robert Koch Institute. All preventive measures have been taken to stop infection spreading among employees. Emergency plans for transportation are being coordinated and are near completion, just in case the operational situation changes. Should anything change, we will inform you immediately in all of our channels: on the website, on LinkedIn and on Twitter. Fighting this virus is a major task on which we must all work together. Stay healthy!
#FlattenTheCurve •

Ghislain Bartholomé, CEO of DB Cargo Belgium, is aiming for a market share of 15% at the Port of Antwerp.



NEW LICENCES

DB Cargo Belgium driving independently

Having received A and B licences, the newest national DB Cargo rail freight company no longer depends on third-party firms. Effective immediately, it can grow in its own right and transport goods on its own. “This will give us more power and enable us to fully tap into the Belgian market with our own resources”, says Ghislain Bartholomé, CEO of DB Cargo Belgium. Until now, DB Cargo has been licenced in the Netherlands and has been very active on the Belgian market through its subcontractor Lineas, especially at the ports of Zeebrugge and Antwerp. The company’s portfolio includes car trains from Zeebrugge to Gelsenkirchen and Bochum; chemical transports to Logipart Burghausen, for Exxon or to BASF in Ludwigshafen; intermodal trains for Hupac; and combined transport to Italy or Poland. Going forward, DB Cargo Belgium aims to further expand all of its activities by adding new locomotives and personnel. “We are already working on new rail links to Duisburg and Neuss”, says Bartholomé. DB Cargo Belgium has been active in Belgium since 2018, with 180 people on staff – 94 train drivers, 26 shunters and 14 dispatchers. Local handling for the port of Zeebrugge will be established in the near future. The company now has independent dispatching and customer service and a new IT system. •

TRAINING CAMPAIGN



— Generating 1,500 HP, short-range and freight locomotives produce about 70% less emissions.



that Deutsche Bahn AG will hire

25,000

new people in 2020?

that we are looking for

600

new shunters?

that we are also hiring

2,300

train drivers?

Spanish career switchers start their training

At the beginning of the year, the first three women and 25 men from Spain started their function-specific training course to change careers and become train drivers. The trainees now have a nine-month training course ahead of them at several sites in Germany, including Mannheim, Kornwestheim, Offenburg and Cologne-Gremberg. To prepare, the future train drivers were onboarded at DB Cargo's Spanish subsidiary Transfesa in Madrid and successfully completed a six-month German language course. Some 11,000 people had applied to the coveted positions at DB Cargo. Deutsche Bahn plans to hire roughly 100,000 new employees in the coming years. ●



— Our new Spanish colleagues in Cologne-Gremberg with trainers from their site.

HYBRID LOCOMOTIVES

Sustainable switching locomotives

Following a successful feasibility study on the joint development of a new hybrid locomotive, DB Cargo is now placing its first order for 50 vehicles and will lease another 50 locomotives. Preparations for assembly will begin at DB Cargo's maintenance depot in Rostock in 2021. The 50 new hybrid locomotives will replace 61 legacy vehicles and are a component of DB's Strong Rail strategy, which emphasises growth in rail freight transport.

Dr Sigrid Nikutta is the DB Group's Management Board Member for Freight Transport and CEO of DB Cargo. As she sees it, "we are setting the benchmark for a crucial technology of the future." This alternative drive design will help us use resources more efficiently in the work we do at our classification yards going forward: we will reduce energy consumption by 30% and decrease our usage of diesel by 1 million litres per year. What's more, the vehicles will be easier for our employees to operate, thanks to modern technology." Apart from their markedly lower diesel consumption and lower maintenance costs, the hybrid vehicles will improve the average availability of the fleet, which translates to higher quality for our customers. In addition, the battery modules can be charged externally right from the start, which further increases the share of renewable energy in rail freight transport. ●



A CONVERSATION WITH SIGRID NIKUTTA

We need to do something

How DB Cargo's new CEO, Dr Sigrid Nikutta, wants to get rail freight back on the track to success.

Dr Nikutta, you worked at our company in the past, and you went on to be very successful at BVG, running public transport in Berlin. What brings you back?

__NIKUTTA I've heard that question a lot in the last few weeks. Right now, being the Board Member for Freight Transport in the DB Group and the Head of DB Cargo is one of the greatest challenges our industry has to offer in Germany. Needless to say, that appeals to me. Also, the fact that I'm not totally new to this will certainly help me. I'm confident that I'm returning to Deutsche Bahn at a very exciting time. All stakeholders – the company itself, policymakers and employee representatives – are aware that we need to do something about rail freight transport.

You already have a head start when it comes to knowledge of the business...

__NIKUTTA Yes, the subject matter is not new for me. Before my time at BVG, I was at DB Cargo for ten years, so

__ Sigrid Nikutta is well versed in railways and freight transport.

I'm already familiar with the business. That's a big benefit that I intend to take advantage of. I'm confident that we'll be able to put freight transport back on track to success.

Given the fact that you still have a fresh perspective, what are the biggest challenges you see facing DB Cargo?

__NIKUTTA I'm absolutely convinced that we can make a real and measurable contribution to protecting our environment. That is why I believe our shared and certainly greatest challenge is to move noticeably more products and freight by rail in the near future – both in Germany and all throughout Europe.

Policymakers and customers want to shift more freight to rail – a lot more freight. That sounds like it will translate into a pleasing growth in orders. How do you intend to cope with this task?

__NIKUTTA As I say, I accept the challenge, and working to address this very challenge with all my experienced colleagues at DB will be one of my first tasks. Because the more we succeed in being an absolutely reliable partner for businesses, the quicker the confidence in our performance will grow. Instead of having convoys of lorries on our motorways and roads, it will become normal again to transport

DR SIGRID NIKUTTA

CV

1997: Head of Continuing Education, Sales, Marketing at the Training Service Centre

2001: Head of Human Resources/Social Affairs at DB Cargo AG

2010: Member of the Management Board for Production at DB Cargo Polska

2010: CEO and Director of Operations at Berliner Verkehrsbetriebe (BVG)

Since January 2020: Member of the Board of Managing Directors for Freight Transport at Deutsche Bahn AG and Chairman of the Board of DB Cargo AG

the majority of goods by rail, which is more environmentally friendly. The crucial factors will be how rapidly we can develop the infrastructure and what alternative routes are possible.

What have been the most important stages in your career and how do you handle setbacks?

__NIKUTTA I started working for the Horstmann Group in Bielefeld (a medium-sized, owner-managed company) while I was still completing ▶

► my university studies. While working directly for the owner, I learned about business management and restructuring first-hand. Then, shortly after the rail reform I switched to DB in Dresden. That turned into more than 14 years at Deutsche Bahn, ten of which I spent at DB Cargo. When I moved to Berliner Verkehrsbetriebe (BVG), the media covered my transition with headlines like “the tough job goes to a woman” or “squaring the circle”. You can see that I’ve had my share of challenges in my career up until now. Today, that helps me do a good job of assessing the tasks ahead of me and setting the right priorities.

How important are employees to you?

— NIKUTTA I’ve learned that a strong team is one of the requirements, if not *the* requirement for successful action. Wherever I worked, I always had the good fortune of encountering people who had skills and knowledge I could learn from—regardless of how greatly their biographies, experience and professions differed from my own. Whichever industry we work in, the key to success is always the staff members who bring a very personal commitment to their specific workplaces to ensure that management decisions produce the desired effects.

How would you describe your management style?

— NIKUTTA There’s no question that I’m someone who focuses heavily on numbers, data and facts. Of course I place my trust in experts and experienced employees. However, I also always need to do my own analysis and understand what tasks are ahead and what approaches we need to take to solve them. This is the reason why I will always spend a lot of time on site at DB Cargo seeking out dialogue with the people who are working directly and indirectly on the tasks that have been set. We will be able to accomplish our goals only if all of us together are convinced we can do it. I can listen, accept other people’s ideas and stand by my decisions.



Have there been any changes over time?

__NIKUTTA Of course, it would be terrible if nothing changed. There is no question that the almost ten years I spent at BVG have left their mark on me. With Berlin being as big as it is – and BVG is well known as the largest local public transport company in Germany – the operational challenges of providing a diverse local transport service in a major city are also concentrated over a very large area. In that role, one needs to be completely attuned to this diversity, which encompasses topics such as finance, infrastructure maintenance, digitalisation and, first and foremost, the passengers. I very clearly perceived how important image and communications were.

Your head or your gut? Which one wins most often when you are making decisions?

__NIKUTTA My head. Preferably after short but in-depth discussions with my team of colleagues. If my gut ever starts to grumble and complain like a typical Berliner, then it helps to pause for a moment and ask people who are somewhat less involved how they view the situation. When that happens, it is occasionally possible for my gut to win out.

__ In the future, the majority of goods should be transported by train, not truck.

“Employees are always the key to success.”

What are your expectations for your management team and the employees at DB Cargo, and what traits do you consider especially valuable?

__NIKUTTA Openness. They should be as open as possible, candid, critical and brave in bringing up potential improvements, while always giving their opinion objectively. Being able to name problems is key, but so is having ideas and suggestions of how to solve them – what should be kept and what should be changed. Nothing should be put off for another day. Also, definitely strong time management. Concentrating on the most important elements and communicating directly with all stakeholders in the company.

If you don't mind, we would like to ask you a couple more personal questions: what was the last non-fiction book or novel you read, and is there an author who particularly excites you?

__NIKUTTA A classic that's over 30 years old: “The Selfish Gene” – a very entertaining non-fiction work. The British evolutionary biologist Richard Dawkins presents a thesis here that we humans are steered by our genes, which become cleverer from one generation to the next. I won't give too

much away, but the author also notes that we are not helplessly at the mercy of this “destiny”.

How about television, cinema or theatre – what did you watch most recently, and you have any recommendations for your colleagues?

__NIKUTTA I'm certainly not an expert on that. That's why I like to listen to recommendations from others. I use television and radio almost exclusively for news.

What do you do in your free time?

__NIKUTTA As far as possible, every spare minute belongs to my family and friends. If I can still find time after that, I like to jog. That clears your head wonderfully and makes room for new ideas. When you're running, some of those ideas literally get left by the way-side, but some of them have seen their way through to implementation.

How different will your new job be from the previous one? Will you be in Mainz more often than in Berlin?

__NIKUTTA I will definitely be spending a lot of time riding the train. Our base of operations will be in both Berlin and Mainz. Our customers and partners are all over Europe, as are DB Cargo's sites. If I want to speak to my employees in person, then I will have to make plans. At BVG, they were just one stop down the line. That is why I started 2020 by visiting all the major DB Cargo sites. I introduced myself to the people there, and had a lot of great, productive discussions.

What personal goals have you set for 2020?

__NIKUTTA It will definitely be an extremely challenging year – I'm gearing up for that personally, too. It's important for me to get off to a good start at DB and to hopefully be able to say soon that we are on the right path. ●

People on

the train

Our customers believe strongly in Strong Rail, and they're always asking DB Cargo to come up with new, innovative solutions. We listen to them and address their concerns.

A portrait of Holger Niemeier, a man with shoulder-length brown hair and glasses, smiling broadly. He is wearing a grey wool jacket over a white collared shirt. The background is a blurred outdoor setting with a concrete structure.

The creative type

“When I started rail transports about 16 years ago, I really had to fight hard to get DB to transport anything for us.”

HOLGER NIEMEIER
Heinrich Niemeier GmbH & Co. KG



The flexible type

“Mr Niemeier is my point of contact as a customer. I really appreciate him, and we can speak openly with him about any issue.”

MARKUSTIBURCZY
Industrial Sales, Coal Sales Team
DB Cargo

The ambitious type

“We’re currently converting our private siding in Lüneburg so we can directly load the ViO train there.”

ANNA SONNENBERG
Transport coordinator Coca-Cola



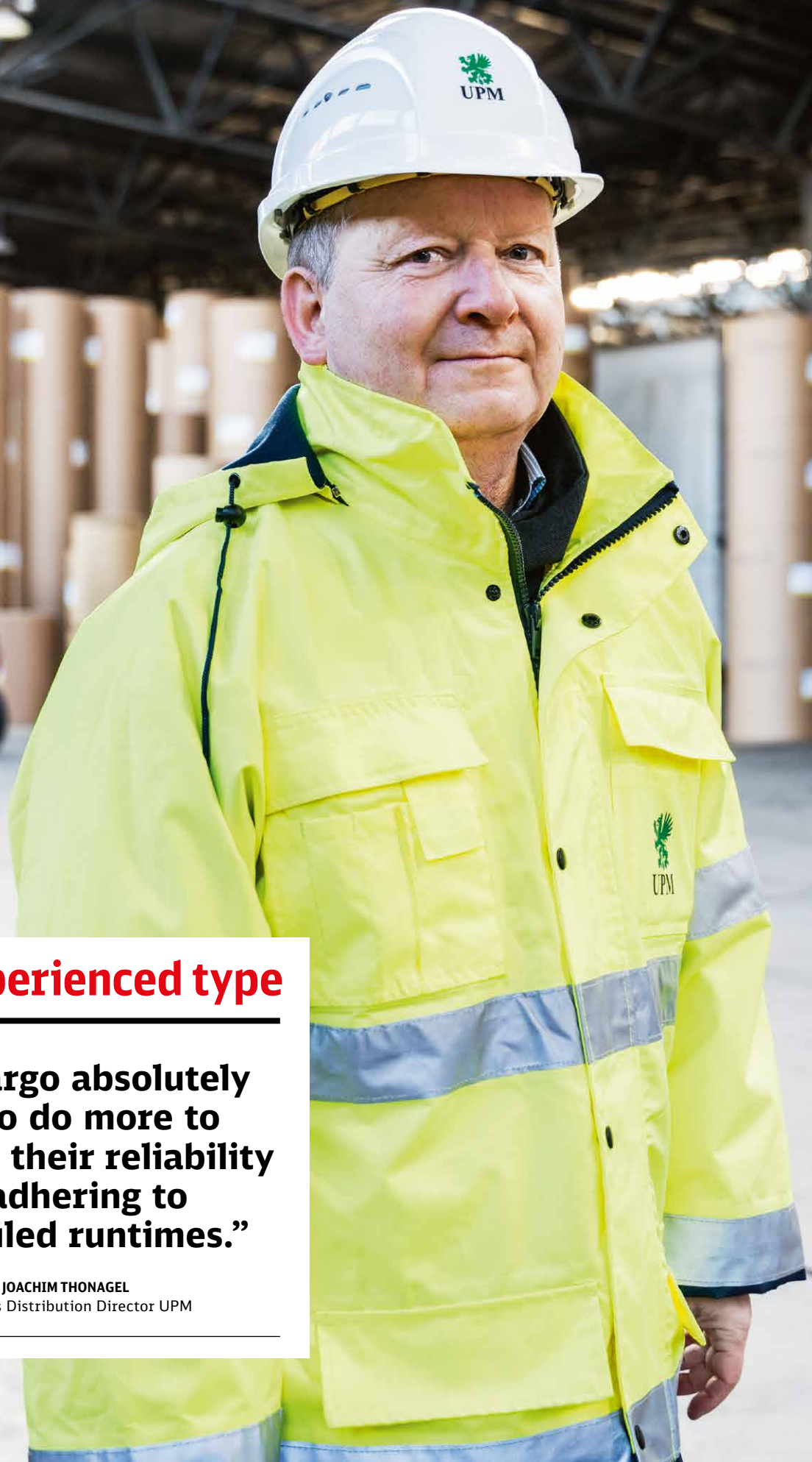


The planning type

“Taking Coca-Cola as an example, we can see the advantages offered by loading at your own private siding.”

TORSTEN BALAS

Dispatching Team Leader DB Cargo Logistics



The experienced type

“DB Cargo absolutely has to do more to improve their reliability in adhering to scheduled runtimes.”

JOACHIM THONAGEL
Logistics Distribution Director UPM



The problem-solving type

“At the moment, we’re testing the ETA forecast for block trains in Germany.”

MARIT METZNER
Logistics Expert Pulp & Paper DB Cargo

The digital type

“Digitalisation is a basic requirement for improving and expanding our single wagonload system.”

DR ERIC PFAFFMANN
Vice President Digital Customer Interface
DB Cargo



The critical type

“The digitalisation campaign is all well and good, but it won’t solve every problem.”

SVEN KRUCK
Head of Logistics Tyczka



The designing type

“Multimodal traffic models are the future.”

THORSTEN LÜTTIG
Head of Intermodal Logistics
DB Cargo Logistics



The innovative type

“I see enormous potential in shifting traffic to intermodal transport.”

MARTIN SIGL
Head of Logistics binderholz

The relationships between Europe's largest rail company and its customers often span decades, and ties have traditionally been close. Railways wanted to find out how DB Cargo's customers perceive their logistics partner and what expectations they have for the company. We then asked employees at DB Cargo to respond. Our work resulted in five exciting pairings.



— *Holger Niemeier and his colleague Horst Hohmann at the gravel-washing plant in Sprotta near Leipzig. DB Cargo runs block trains from the site to northern Germany for the Niemeier company.*

A lot of gravel and a little diesel

HOLGER NIEMEIER

Heinrich Niemeier GmbH & Co. KG

When I started transporting products by rail some 16 years ago, I really had to fight hard to get DB to transport anything for us. Ultimately, our customer advisers helped us to clear up all of the unknowns. These days, we usually run three block trains per week as DB **plantrains** from our in-house gravel-washing plant at Sprotta, near Leipzig. Each of the trains carries around 2,000 tonnes of gravel to Cloppenburg. In order to handle these quantities and also to ensure we fill the capacity of the DB **plantrains**, we established a large transshipment site in Cloppenburg, which we can use to provide other customers with product as well.

However, during the summer months, we noticed that train drivers would go on holiday, too. At those same times, a particularly large number of Saturday trains were being cancelled. We then collaborated with DB Cargo to adjust the timetable so we could do without about ten trains on Saturdays during the summer. That was a big help in improving the stability of the entire system. Last year, we were able to use the summer holiday as a kind of reserve to transport additional cargo on another route. We were able to make these transports a reality thanks to the deep dedication of our customer service representatives and the dispatchers in the German city of Duisburg.

However, the run-up which we needed to make this happen demonstrates the huge scale of DB Cargo's operations and how complex production can sometimes be. It's a good thing that electric vehicles are used on the mainlines. However, diesel locomotives are usually used for the last mile. This interface between the electric locomotives and shunting locomotives shows how the many moving parts always need to align for trains to be able to run on schedule. Given this complexity, I'd like to see us reduce the number of interfaces, perhaps by using hybrid locomotives. That would improve flexibility and open up new opportunities, both in terms of transports and markets. ●



MARKUS TIBURCZY

DB Cargo

Niemeier

Niemeier's product portfolio includes concrete, limestone, ready-mix concrete, sand and gravel. Niemeier has 17 locations in the northern half of Germany.

I've only been working with Niemeier for about a year, but I've been working on construction materials teams for 12 years, and I'm quite familiar with the transports my predecessors handled. Mr Niemeier is my point of contact as a customer. I very much appreciate him, and can speak openly and constructively with him about any topic.

That's how we ended up quickly agreeing to use the summer break for additional transports. The system proved effective, so we're planning to do the same thing this year.

At DB Cargo, we want to transport goods in

as environmentally friendly a way as possible, which makes electric locomotives our number-one choice. We still largely use diesel trains for the last mile, because there are usually no overhead lines at private sidings. Here, too, we are interested in investing in the hybrid locomotives Mr Nie-

meier mentioned, reducing interfaces and creating capacity for more transports. We will also achieve higher flexibility and quicker reaction times. There is a wide variety of dual-drive options on the market. Even so, we unfortunately cannot make these purchases from one day to the next.

I'm certain that, by taking a new approach with hybrid locomotives hauling the cargo the entire way, we'd create opportunities to shift new transports onto the rails in our work with Mr Niemeier. ●

16 years

is how long DB Cargo has been transporting Niemeier's products.



More efficient with a private siding



ANNA SONNENBERG
Coca-Cola

Four years ago to the day, we started working with DB Cargo at Coca-Cola's Lüneburg site to transport drinks by rail. At the start, a route was chosen which ran from Lüneburg to a Coca-Cola site in southern Germany which is regularly supplied with ViO products. Deliveries to this site were thus shifted entirely from road to rail. DB Cargo Logistics handles all of the operational management of these transports.

To carry out the transports, we coordinated with DB Cargo to develop a precise timetable, including everything from acceptance to unloading. After the timetable was successfully implemented, we added more routes for single wagonloads and combined transports.

Last year, we also kicked off ViO Train, a joint project involving a block train running from Hamburg to Cologne and back every week. For this purpose, DB Cargo uses curtainside swapbodies, which can be loaded both from the side and the rear.

We're currently in the process of converting our private siding in Lüneburg to be able to load the ViO train there directly. Not only does that save us time reloading, but it also reduces the number of intermediate transports. There are still a couple of challenges in that area, especially ensuring loads are secure. Even so, I'm certain we'll be able to overcome them working with the team from DB. ●



TORSTEN BALAS
DB Cargo Logistics

Coca-Cola

In Germany, Coca-Cola offers more than 80 non-alcoholic drinks, which are bottled at 16 different locations. The company supplies some 325,000 retail and restaurant customers. By its own estimates, Coca-Cola is the largest beverage company in Germany.

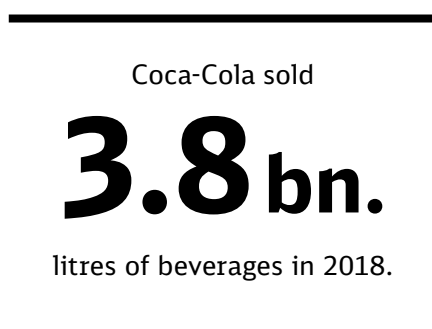
Timing is always tight in the consumer goods industry. That's why the focus is on maintaining a precise window for loading and unloading – otherwise, plans that look great on paper simply fall apart.

This is why we're now working with Coca-Cola to eliminate a possible source of delays – transport by curtainside lorries, which still travel between the German city of Lüneburg and the container terminal in Hamburg. To this end, the capacity of the company's private siding is being expanded in an area where sliding-wall wagons are already in use.

As a result, Coca-Cola is now having to take up the topic of securing loads. That's because there isn't much need to secure loads hauled in sliding-wall wagons, and while truck drivers used to handle loading the curtainside containers, drivers won't be around anymore in future.

Our load advisors will therefore go directly to the customer to develop the best possible approach to loading and load securing, even running a test load. While securing loads might sound a bit complicated, ultimately we're only talking about a few extra minutes of additional work. In the end, the approach will yield more stable transport with fewer unknowns.

Coca-Cola's example illustrates the advantages of loading at one's own private siding, and it also shows that increasing capacity can pay off. ●



Arrival forecast urgently needed

JOACHIM THONAGEL
UPM



MARIT METZNER
DB Cargo



I work at UPM Communication Papers, where I am responsible for rail transport in the logistics distribution unit. We manufacture printing paper, which means we primarily send paper rolls of various dimensions to be turned into newspapers, magazines and catalogues, but we also send pallets of paper sheets and copy paper. We use DB Cargo's single wagonload system and combined transport to transport the products by rail.

Using the rails has been a key component of our transport model for decades. For example, when the customer service centre was established in Duisburg over 20 years ago, we were actively involved in the design process as a pilot customer from the very first day.

For me, when it comes to rail transport, the stability of its overall performance takes precedence over other factors. Part of stability is ensuring that empty wagons arrive at our plant sites and at the port on time and that we can reliably predict the time of delivery to customers. The key concept here is the estimated time of arrival (ETA). The ETA needs to be adjusted dynamically when there are delays. This needs to happen quickly both for German and international transport, and it is very, very important to us. As a rule, we can compensate for small delays, but we need reliable information when they crop up.

However, there have been incidents when the delays were so great that we had to quickly produce replacement products and deliver them by lorry. That means DB Cargo absolutely needs to do more to reliably maintain scheduled run-times, and I truly hope that the efforts currently underway – such as building up personnel in the relevant areas and investing in digitalisation – will produce results this year. ●

UPM

UPM's has its roots in Finland, and it's the largest paper company in Europe. The company has seven locations in Germany.

6.5 tonnes

That's how much the heaviest paper rolls weigh which UPM ships with DB Cargo.



I'm a logistics expert in DB Cargo's Pulp & Paper customer service unit in Duisburg.

We're constantly working to improve the quality and reliability of pulp and paper transports on the rails. Our aspiration to present "one face to the customer" is part of that effort. It means ensuring our customers have a permanent person to contact directly. That's why Mr Thonagel and I have a long-standing work relationship. We've worked together closely and have produced solid results.

My colleagues and I never lose sight of the customers' objectives and the anticipated arrival times for freight wagons, and we work hard to keep to scheduled runtimes. Mr Thonagel's wish for reliable and early ETA forecasts has been heard, and technical solutions are being developed to address this. At the moment, we are testing ETA forecasting for block trains in Germany. The implementation for complex single wagonload traffic is part of the plan.

Even now, we are working every day to leverage technology and bring our experience to bear in efforts to mitigate the impact of disruptions. An example of these efforts can be seen when construction work is scheduled. We identify alternative transport routes and promptly provide them to customers. Even when unavoidable delays occur, such as accidents, we proactively provide affected customers with updated arrival times.

Going forward, I am confident that our link2rail digitalisation programme will respond even more quickly and effectively to counter incidents as they emerge. I also find it gratifying that so many of my new colleagues – increasingly train drivers, shunting locomotive drivers and wagon inspectors – are helping to improve the stability of our overall service. I'm sure Mr Thonagel will view that as a positive. ●

How digital should DB Cargo be?

SVEN KRUCK
Tyczka

The proportion of goods transported by rail at our company is around 50%. Most recently, we further increased the amount of freight which Tyczka transports with DB Cargo. Since liquid gas is a dangerous good, rail transport is the safest way to ship it. Rail offers particularly safe and sustainable transport. We operate our own fleet of more than 200 compressed gas tank wagons and also lease additional wagons; we primarily operate in the single wagonload system. It would therefore be a welcome step for the single wagonload product to be redesigned to make it an economical one again.

The crowded parking spots for lorries on the highways are a clear sign that our road-focused system is the verge of collapse, and that shifting more traffic onto the road is not the way forward. That's why my hope is that policymakers will continue to improve conditions for rail transport. More freight terminals and hubs would also need to be established to ensure that more goods could really be shifted to the rails. In the past, high costs have been passed along to the network users. When streets are built and maintained, all of the network costs are spread across society, leaving the whole population to bear the burden. To sum it up, we need a rail network every bit as strong and stable as our road network so we can utilise rail more heavily and use it as a durable yet flexible transportation tool.

Personally, I would like for DB Cargo to keep working more on the basics. The digitalisation campaign is all well and good, but it cannot solve all the company's problems. It's all about commitment – offering a high-quality solution at a fair price and being straightforward about taking responsibility for the product. It's also key that there be a constant flow of information for transport orders. If DB Cargo can improve on those points, then freight transport at Deutsche Bahn and the entire rail industry will benefit from it. ●



DR ERIC PFAFFMANN
DB Cargo



Tyczka

At Tyczka, everything revolves around liquid gas. The company transports, handles and stores liquid gas. It also builds and operates technical facilities which handle gas.

We are currently carrying out the largest recruitment campaign of the last few years. We are also investing in increasing our capacity in order to shift more traffic onto the rails and boost our quality at the same time. We are enlarging our fleet by adding vehicles like multi-system locomotives and new freight wagons with special equipment to improve on the basics you mentioned.

We are also aware that the single wagonload system is crucial for our customers, so we'd definitely like to upgrade and expand it. Digitalisation is a key component which we need to succeed. It helps us find cost-effective solutions.

We want to make rail freight transport more comfortable and less complicated. To make these changes, we have no choice but to improve the flow of information and handle transactions in a simpler way. That's why we are also hard at work on link2rail, which is now gradually being rolled out.

Link2rail is designed to be modular and scalable. The core processes in the rail business, such as ordering freight wagons, directing shipments and viewing invoices, are simple and convenient with link2rail. It's important to have transparent information about shipments to efficiently manage logistics

chains. Link2rail has reached a crucial milestone by creating a consistent base of underlying data, the first of its kind in rail transport for tracking and tracing. We provide solutions to our customers in whatever way they need, be it through the online portal or by connecting directly to the customer system.

The important thing is for us to travel the road to stronger freight transport together. As we see it, link2rail is a tool which simplifies access to the rails. ●

Tyczka owns
200
of its own compressed
gas tank wagons and leases
additional wagons.



Wood belongs on the rails

MARTIN SIGL
binderholz



binderholz has had an excellent working relationship with DB Cargo Logistics for many years, and the volume of the goods we transport by rail has increased.

Binderholz recently carried out a green logistics plan with DB Cargo Logistics to provide daily rail service from Kösching/Ingolstadt to the ports of northern Germany. The plan allows us to take 1,600 trucks off the roads within a relatively brief span of time. Our BSH laminated timber elements, which can measure up to 34 m in length, are another example of successfully shifting freight to the rails.

The close collaboration also resulted in a consistent increase in the number of wagons used to transport a growing number of our BBS/CLT solid wood building elements in international single wagonload transport. As a leading manufacturer of environmentally friendly BBS/CLT building materials, we are particularly proud of this shift in our long-distance transport and overall, we feel a great sense of responsibility to transport our products in a manner that is environmentally sustainable.

We could run even more trains, but sometimes we run up against a lack of human resources, such as train drivers, shunting personnel and wagon inspectors, or we run out of wagon equipment. I also see enormous potential in intermodal transport. In my opinion, DB Cargo Logistics should expand this product further.

The economy needs to change the way more goods are transported, because the collapse of our road-focused system is inevitable. •



THORSTEN LÜTTIG
DB Cargo Logistics

When shipping wooden construction elements for binderholz, the transport is always intermodal, because products such as BBS cross-laminated timber need to be brought to construction sites, which are almost always accessible only by roads. That's why I understand perfectly well why this topic is so important to Mr Sigl.

A few intermodal transport concepts have already been developed with Mr Sigl and our sales colleagues at DB Cargo Logistics. We've reviewed where and how we could move from road to rail or vice versa with no private sidings, particularly when it comes to developing product-specific load units for combined transport. We are also involving our European railports in our solutions.

My team at Intermodal Logistics is responsible for supporting the development of concepts like this across various sectors. Apart from the timber industry, we also work for other multi-modal-friendly industries of DB Cargo. Multi-modal transport concepts are the future.

However, generally speaking, it's always important to think about the return journey. With such slim margins, many transports will not turn a profit without a return trip. Transport solutions using combined transport load units developed for specific products don't just need to meet the requirements of road and rail transport. Ideally, they also need to be usable for products which other customers want to transport.

These are all exciting challenges, and we're enthusiastic about helping our customers meet logistical requirements for rail transport so they can use the environmentally friendly option just as naturally as they would use other means of transport. In addition, we offer green logistics products: **DBeco plus** and **DBeco neutral**. These products represent our critical contribution to protecting the climate for the future. •

binderholz

Having gotten its start in the timber trade, binderholz today covers the entire value chain from the sawmill to producing laminated solid wood products and recycling sawmill by-products.

34 m

That's the length of the longest wooden construction component which binderholz has transported with DB Cargo to date.



Diversity is in our DNA

Jörg Hübner is responsible for HR development at DB Cargo. He tells us about the changes happening in the mobility sector and the role that professional development plays at the company.

Whenever someone conducts a survey of Europe's most popular employers, DB Cargo is often near the top of the list. With good reason too: the company invests a lot of time and money in training new employees and retaining them in the long term. Jörg Hübner is in charge of job-related training and professional development at DB Cargo. Here, he talks about long-term staff retention, bespoke qualifications and the competitive advantages that diversity brings.

Digitalisation, demographics, diversity – the mobility sector is experiencing radical changes. Jörg, can you tell us what role professional and career development play at DB Cargo against this backdrop?

__ JÖRG HÜBNER: Along with tackling the impact of these three “megatrends”, DB Cargo is facing another, business-related challenge – overcoming an economically critical situation and setting a course for sustained growth. We also want to promote climate protection by shifting freight to rail services. For this, we need employees who are highly qualified and motivated. Professional development is therefore crucial to the success of our business model.

Can you give us any specific examples?

__ HÜBNER Take our current assignment and training campaign. The labour market can't supply us with the

experts we need for operating the rail system, so we have to train them ourselves. This is made even more urgent because of demographic changes and our own economic goals. Before 2016, our recruitment figures were negligible, trainees aside. We had to establish a new system from scratch, so we designed a comprehensive scheme that sees us cooperate with our HR and production teams.

Thanks to this new approach, we managed to attract over 1,300 career changers to start retraining with us in

2019. That's a 60% increase on 2018 and over four times the number in 2017. When they finish their programmes, these people will be ready to start working in the rail operations system. This shows that the HR unit has managed to turn previous trends around and has now set a course for expansion. Over the coming years, the net number of new recruits will outpace losses due to employee turnover.

What can new hires expect from the HR development team?

__ HÜBNER First, there is our early onboarding campaign, when we make information available to new employees via a digital platform even before they start. This is followed by our “Welcome Day”, which gives recruits an overview of DB Cargo's business model and helps them integrate properly. Once they settle in at their new jobs, they can take advantage of the career development options available to all DB Cargo staff: digital training programmes in our learning management system, virtual discussion-based exercises, multi-year masters courses, etc. Having so many options enables us to support employees' personal ambitions, and we can offer this range thanks to the sheer size of DB Cargo and the DB Group. I have to point out, however, that economic viability and operations-related needs are important to us as well. We want our efforts to pay off quickly by benefiting our day-to-day operations as well as our long-term business model.

“Professional development has a crucial role to play in the success of DB Cargo's business model.”



— *Employee development officer Jörg Hübner has the job of attracting new staff to DB Cargo, training them - and making sure they stay.*

DB Cargo is active across Europe. What is the HR development team's role in this?

— HÜBNER We are a European company. We operate across borders so, naturally, our HR development activities have to be international as well. Cultural diversity is in our DNA. We work to promote it, for example

via the exchange programme for our subsidiaries around Europe. We have also started making greater use of our European network as a kind of HR unit, and we are now recruiting staff outside of Germany and training them for jobs here. This not only takes some of the pressure off our recruitment and training activities, but it also lets us establish new, long-term links.

How do diversity criteria and development timeframes figure in our career support activities?

— HÜBNER Once, companies were only interested in attracting candidates with the highest grades. That's now a thing of the past. Today, an

applicant's motivation and openness to lifetime learning are what count, and someone with this mindset can go a long way at DB. Our Europe-wide structures already mean that we operate across borders, which many employees find particularly appealing - and with good reason too. I mentioned cultural diversity earlier. Our recruitment processes let us bring different generations together, people who all have different expectations and ways of working. We have been very successful in harnessing this variety and turning it into a strength, because our rail family forms a bond that connects everyone. Traditionally, rail freight was largely the preserve of men, so it makes us all the happier to see young women joining DB Cargo to train as ▶

— Drivers for shunting locomotives are among the most sought-after applicants, and DB Cargo goes to the effort of training people who want to switch careers to become drivers.

► drivers or for an industrial or technical career. We are making progress in terms of gender equality too, though we still have a lot of work ahead of us here.

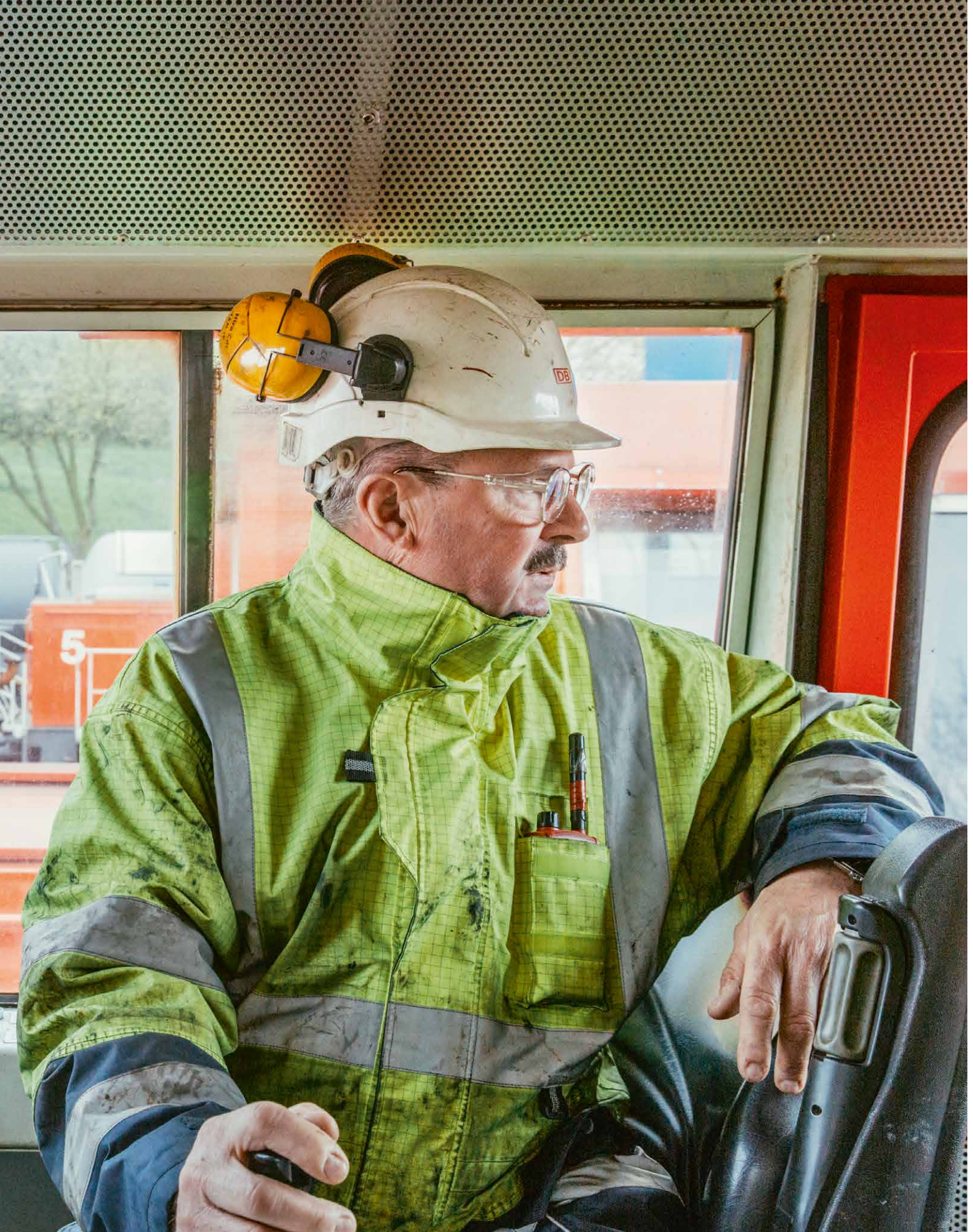
One last topic – “professional development 4.0”. What are the most important approaches and tools here?

— HÜBNER All in all, a person’s mindset and attitude are the most important things. Personal initiative is particularly crucial, and it is something that we both promote and expect at DB Cargo. It is also essential that HR development staff also take the time to learn about issues such as learning culture, agility and digitalisation. This knowledge makes it possible for us to really fulfil our role of delivering greater value for our company. Right now, we are making training materials more interesting by means of 360° videos. These will join existing tools such as classic web-based training and digital teaching materials. We are also testing virtual reality headsets. The innovation here is not the technology per se – instead, it’s how we use it and how this can benefit our company. We are needed whenever there’s a demand for smart ways to merge contents with new forms of teaching. One example: our trainees shoot their own learning-related videos. This teaches them how to use digital technology, and we’re also convinced there’s no better way to internalise information. ●



Isabelle Lutterbeck,
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Digital learning at all levels

Christian Dorn's work is steadily increasing the adoption rate for digital learning at the DB Group. A visit to DB Training, Learning & Consulting in Frankfurt.

We catch up with Christian Dorn on the second floor of the training centre at DB Training, Learning and Consulting in Frankfurt, just three minutes' walk from Frankfurt West train station. He's just come from a meeting. Laughing and cracking jokes, he's in ebullient spirits as he steps into the virtual reality room. His diary for the day is packed, and he only has 45 minutes to spare.

The 37-year-old educator's passion for virtual reality (VR) and augmented reality (AR) is palpable. It is thanks to

this well of enthusiasm that Christian and his colleagues have turned VR from a technology of the distant future into something that DB Cargo is steadily implementing here and now. A senior project manager in the New Learning Solutions team at DB Training, Learning & Consulting, he is developing new models for learning.

New Learning Solutions – partners for digital learning

The New Learning Solutions team supports DB Cargo in the development, implementation and evaluation

of content, media, platforms and methods related to digital learning. The team consists of educators, web-based training (WBT) specialists, graphic designers and digital experts who all collaborate with a network of specialised service providers. Working together, they design and bring to life a wide range of learning solutions with the aim of finding the best possible platform for educational content and objectives.

Holding a controller in his left hand and a pair of VR goggles in his right, Christian Dorn stands in front of a flip chart displaying diagrams and tables:



1 — *Christian Dorn first reviews the scenario that is about to be used for training.*

2 — *Almost like a games console: the controllers for interacting with the virtual environment.*

3 — *Nico Wiegand won't need a helmet or safety vest in the virtual signal box.*

NEW LEARNING SOLUTIONS

As part of DB Training, Learning & Consulting, New Learning Solutions provides end-to-end assistance from consulting, design and production to implementation and evaluation of digital training plans.

SERVICES AT A GLANCE

68 training locations
3,000 external clients
6,000 Group clients
26,000 sessions
270,000 participants each year



“Three years ago, DB Training, Learning & Consulting began working with Team EVE at DB Systel to tackle VR and AR in an educational context,” he says proudly. “All along the way, we’ve worked closely with the various business units at the DB Group and at DB Systel to develop all kinds of VR scenarios. By the end of February 2020, ten locations across Germany will be equipped with mobile VR technology. Hundreds of employees will then gain access to training scenarios which use VR as a supplementary learning modality. Nico Wiegand, who recently changed careers, is one of those employees. Having originally studied retail sales management, he decided to realise his dream of working in a technical field and completed a driver training programme at DB Cargo.

Digital platform for goal-oriented learning opportunities

The 31-year-old from the German town of Berka in western Thuringia dons a pair of VR goggles and picks up a controller. His task is to practice coupling a locomotive to a freight wagon. Normally, this would mean taking to the rails on a real train. Instead, he’s training in a virtual environment. Christian Dorn launches the programme and watches Nico’s every move on the monitor.

Talking to him about VR- and AR-based training scenarios for employees, it is quickly apparent that digitalisation will leave no HR department untouched: a true digital transformation. Christian believes the role employees play is crucial. That is why the New Learning Solutions team is focussing on two critical aspects: “Firstly, all the media we’re implementing is being developed based on



pedagogical standards and in line with didactic principles. Secondly, our mission is to use innovative solutions not only to achieve learning objectives, but also to make a lasting improvement to the learning experience for our trainees.”

Simulating hazards helps avoid real-world accidents

Virtual scenarios are generally designed to prompt learners to interact with their virtual environment. “VR capitalises on its strengths when learners feel like they are actually part of the action in a given scenario”, says Christian. “Another benefit of VR is that it allows us to present situations that we can’t easily recreate in real life.” These include scenarios that would be dangerous in the real world.

Benefits of technology are front and centre

Using VR, learners become comfortable moving through work processes in an accessible environment. They can then build on these skills going forward. The equipment involved is often difficult to access for training purposes, making hands-on training sessions extremely difficult, says Christian.

“This is a particular problem with heavy plant and machinery. VR makes it easier to learn about these things, which is a huge help.” In the end, what counts is the benefit the technology provides in a given training scenario and not the use of technology as an end in itself.

Christian Dorn glances at the clock and excuses himself right on schedule – it’s time for his next meeting. As he stands to leave, he can’t help but briefly muse about the future of digital learning: “Once there’s enough 5G network coverage, I think we’ll be having completely different conversations about mobile AR. We’ll be able to use AR to present learning content on mobile devices regardless of where users are. 5G coverage will create fantastic new opportunities for learning in the workplace.” ●



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Connecting what belongs together, and separating what doesn't: wagon inspectors do important work at DB Cargo.



Partners for all things wood

The round trips for Maresch, the Austrian sawmill company, have been a success story. DB Cargo is therefore continuing to increase the number of wagons.

Rapid, reliable rail transports unlock international markets. For the past four years, DB Cargo Logistics has used a sophisticated round-trip model to provide competitive transports between the sawmill company Holzindustrie Maresch GmbH and its clients in Germany and northern Europe. “Over the past four years, we’ve continually increased the number of wagons,” says Clemens Pflästerer, Head of Sales & Operations Center Timber at DB Cargo Logistics. Deutsche Bahn now connects Maresch to more than a dozen clients who receive its goods in northern Europe.

Smart single-wagon transports

Located in Retz in Lower Austria, Maresch exports the bulk of its products to southern Europe on the other side of the Alps, but the market is shifting. “Our clients in Germany and northern Europe have become increasingly important for us,” says Dieter Preiss, who is responsible for IT, logistics and sawmill by-products at Maresch. Companies in the German states of Baden-Württemberg, Saxony-Anhalt and Lower Saxony manufacture flooring and furniture from fresh, rough-cut saw wood. At the same time, an increasing number of British, Scandinavian and Baltic companies are purchasing Maresch products, which are delivered via the German cities of Cuxhaven and Wismar. “We have many clients with a diverse array of production workflows and precise planning schedules. We have to account for all of that in our transport model to ensure our clients’ manufacturing processes run as smoothly as possible,” says Preiss.

Good communication between DB Cargo Logistics and the sawmill company helps make this possible. “Drawing on all our experience, we are

able to respond quickly to new requirements,” says Pflästerer. “In addition to operational communication between our dispatchers and the employees at Maresch, we meet three times a year in a small group to discuss the current status.” At an annual strategy meeting, plans are made to tackle future issues and tasks.

A network grows beyond borders

With its round-trip transports, DB Cargo Logistics reduces the number of empty runs and can also offer the company precise scheduling on a weekly basis. “Our wagons carry logs to Austria”, says Pflästerer. Maresch can access the wagons there if it needs to. “The system is very flexible and has been tailored to accommodate Maresch’s logistics processes. The sawmill can customise its production to fit a certain client and immediately load its product”, says Pflästerer.

The model’s success hinges on the availability of wagons that can be used right across the timber business. Thus far, DB Cargo has been using Rnoos stanchion wagons and Snps and Rbns wagons for timber.

Now its fleet is being expanded: 50 wagons are scheduled for conversion, and new wagons are slated to arrive by the end of 2021. “We want to make our wagons more flexible for the long term and to allow them to be used universally so that our round trips become even more efficient,” says Pflästerer.

More rail is possible

This helps meet customers’ needs. Maresch is continuing to expand and the company has long considered rail transport in its plans for clients both old and new. A new sawmill is currently being built in the Czech city of Mondí Štětí and, like the one in Retz, where Maresch has its headquarters, it will have its own private siding. “We’re still transporting too much by lorry – for instance, almost half of our transports to Germany are done this way”, says Preiss. That’s about to change.

Because many customers lack their own private siding, Deutsche Bahn supplements its conventional wagon-load transports with multimodal

transport solutions to shift more traffic onto the rail network. To do so, DB is using railports and timber ports – the Group recently began operating a timber port facility in Ehrang near the German city of Trier. Logs destined for the wood processing industry can be stored here temporarily and loaded onto freight wagons. ●



Clemens Pflästerer
Head of Sales & Operations Center Timber,
DB Cargo Logistics
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1 — Timber is loaded onto wagons for the return journey.

2 — Logs are delivered and sawn timber collected at three private sidings.

“We’re still transporting too much by lorry.”

DIETER PREISS

IT, logistics and sawmill by-products
Holzindustrie Maresch GmbH

Super sustainable

Not only does Porsche have a carbon-neutral production regime for its new, fully electric Taycan in Stuttgart, but it also uses eco-friendly rail to transport its four-door sports car to ports.

Porsche is expanding its sustainable transport network for its finished vehicles. The carmaker has opted to use DB Cargo block trains to move cars from Kornwestheim to the port at Bremerhaven. DB Cargo has long handled the rail transport of new vehicles from two Porsche plants: Leipzig to Emden/Bremerhaven, and Kornwestheim to Emden. Kornwestheim serves as a transport hub for Porsche cars produced in the neighbouring Stuttgart suburb of Zuffenhausen. In February 2020, more trains started departing from the rail centre there.

The new Porsche Taycan is one of the reasons why. The company unveiled its first 100% electric sports car in September 2019 and started producing the Taycan at a new factory at its Zuffenhausen site. Demand from customers and the distribution requirements for the new vehicle made new transport solutions essential. Johannes Copony, head of market logistics planning at Porsche AG, says, "We switched to rail services for our Kornwestheim-Bremerhaven connection. This way, we improved our processes and made another contribution towards cutting CO₂ emissions. DB Cargo's direct trains can handle growing freight volumes, and the company is also able to process our transports with the necessary speed. Loading cars directly onto wagons gets them away from our plant faster,



which in turn reduces our need for interim on-site storage. Our transports are also carbon neutral thanks to renewable power”.

Holistic concept for links to seaports

Timo Geissinger works at DB Cargo Logistics' sales and operations centre for finished vehicles. “When we designed the new connections for the Taycan, we presented Porsche with a holistic concept for transporting its cars to Bremerhaven and Emden”, he

— *The Taycan is Porsche's first fully electric sports car.*

says. Since February 2020, three block trains have run every week from Kornwestheim to Germany's North Sea ports. Each train consists of some 25 wagons and carries about 250 cars. Bound for different destinations, the wagons are separated at Osnabrück for their onward journeys. The wagons make the return journey to Kornwestheim in the form of block trains.

The transport solution that DB Cargo Logistics created for Porsche has an excellent ecological profile, as the rail operator only uses renewable power for its trains' traction current.

As Johannes Copony points out, “Since 2017, Porsche has made exclusive use of renewable power at its production sites, and in 2018, we made the decision to use green power for our rail transport activities too, in the form of **DBeco plus**. This is another way that we are working to reduce our ecological impact, as sustainability is essential in our corporate strategy”.

Creating the zero-impact factory

The carmaker has adopted a host of other measures to create a zero-impact factory, i.e. production facilities with no adverse environmental effect. In addition to carbon-neutral manufacturing, Porsche also makes sure that it sources battery components (such as cells) from companies that use carbon neutral production processes, and its Green Logistics project sees cut CO₂ emissions linked to its logistics activities.

While climate-neutral rail already plays a significant role in its logistics planning, Porsche's wants to expand these transports in the medium term. Its 2020 goal is use trains to transport approx. 82% of all new vehicles leaving its plants. Its rail transports have been completely CO₂ free since the start of 2018. In 2019 alone, Porsche's system let it eliminate almost 2,100 tonnes of this greenhouse gas that would otherwise have been generated by conventional rail transport. Without this reduction, emissions in 2019 would have amounted to some 17,600 tonnes.

All the same, Porsche will not be able to completely cancel road-based

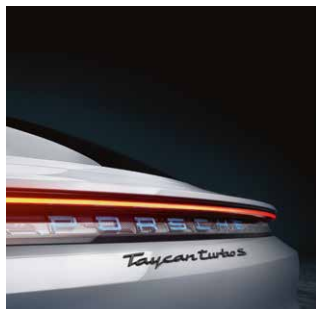
logistics in the future. Copony explains: “In certain circumstances, road transport offers advantages that rail cannot match. Lorries don't need the infrastructure that trains do at loading and delivery sites, so they are flexible and can be deployed quickly. Rail connections can't replace roads on the very last mile either, i.e. when transporting materials to our various facilities”. However, Porsche is also continuously optimising its lorry services so its transport concept is ultimately as sustainable as possible. ●

TRAINS TO THE QUAYS

Some 75% of Porsche's new vehicles leave the plants by train, including from Kornwestheim. The company avoids lorry transports whenever possible.



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Clicking into the future

Ordering, booking and tracking freight wagons has always been a complex process – until now. The centralised link2rail customer platform is gradually being rolled out to customers.

The rail freight transport system is highly complex. Every day, DB Cargo moves 3,000 trains and thousands of freight wagons over 33,500 km of rail. The system is not getting any simpler, particularly with the ambitious goal of shifting even more freight onto the environmentally friendly rails. Every bit as demanding are the planning and organisation of empty wagons, the management of customer inquiries and the preparation of bids, consignment notes and invoices. For customers, however, the top priority is ensuring that their goods make it reliably from point A to point B, and booking should be made as simple as possible. “To meet these objectives, there is no alternative to significantly simplifying the process and creating a much more straightforward way to conduct transactions. That is precisely the focus of link2rail”, says Dr Eric Pfaffmann, Vice President for Digital Customer Interface at DB Cargo AG. With link2rail, DB Cargo is completely rethinking the rail system. In the new platform,

customers are always the central focus. Customers will be able to easily integrate the new services into their own processes, and they will no longer have to adapt to Deutsche Bahn’s intricate processes. Eric Pfaffmann sums things up and describes the shift in perspective behind the changes: “link2rail is about putting ourselves in our customers’ shoes and breaking down the complicated process of rail management into modules.” However, digitalising this process and making it simple enough for users to achieve their goals in just a few clicks is at least as complicated as the system itself. About three years ago, this situation prompted DB Cargo to begin developing various digital services and offering them on myRailportal as packages of portal solutions.

Evolution

link2rail is the natural evolution of this idea, says Eric Pfaffmann: “Up until now, myRailportal had been purely a portal solution. ▶





“We develop products which create value for our customers.”

THORSTEN MEFFERT
Vice President for Marketing,
DB Cargo AG



“link2rail makes complex logistics simpler.”

DR ERIC PFAFFMANN

Vice President for Digital Customer Interface at DB Cargo AG

► However, what is ultimately driving connectivity are services provided through APIs, which pull in information from interfaces in a standardised format. This model allows us to offer modular services which customers can use right when they need them.” According to Pfaffmann, “these services are allowing us to make rail transport easier and more transparent for our customers. With link2rail, we’re making a contribution toward integrating rail. We’re looking at the entire logistics chain, and our aim is to promote digitalisation and automation with our services from start to finish.”

This new approach has transformed what used to be a complicated procedure into a process that is easier for our customers to understand. Thorsten Meffert, Vice President Marketing, DB Cargo AG, sums things up: “We want to create products for our customers!” The right online tools for achieving that, such as the freight wagon catalogue, the freight timetable or the search function for yards and loading points are freely available and do not require prior registration, making them ideal for potential new customers, as well. “We were intentional in our decision to launch a new product portfolio with a basic set of products instead of waiting until we



had implemented all our great ideas and technical requirements”, says Thorsten Meffert, describing the development of link2rail.

Our next step was to bring digital services online with link2rail support. Once customers are in the system, they can use the customisable interface with rapid input forms, an overview of all of their orders and bookings which displays order codes and a traffic light status system which shows when orders are due for processing, as well as the convenient copy and paste function which makes manual entries all but obsolete while also enhancing the quality of data. At the same time, service quality is going up, because the track and trace function will also be

included in link2rail services, providing customers with reliable end-to-end location information, even for international transports. To achieve this, information is consolidated, filtered and aggregated to obtain meaningful results from various sources, including GPS transmitters installed in freight wagons. Currently, some 46,000 wagons are thus equipped. In addition to accessing services through interfaces and the portal, the company is reviewing where mobile applications can be used to further simplify the process. The check-in app, for instance, makes it possible to complete orders by scanning wagon numbers and entering their weight directly at the track.



Roll-out

link2rail is now being continually improved based on the experience gained from myRailportal. While its basic functions are being rolled out, new and existing services are being developed using agile methodologies. ●



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SAVE TIME, GAIN CONTROL

link2rail simplifies the entire booking process and is suitable for all customers because it is easily accessible.



1. FINDING INFORMATION

With a secure deep link in the dashboards app.

The online tools which display the availability of wagons, yards and timetables are freely available. link2rail support must then activate an account for a customer to use the digital services and place specific requests.



2. ORDERING

Customers can use a convenient single sign-on for the portal or link their own systems through APIs.

Customisable order forms can be used to request multiple types of wagons for various times of day at once. For this purpose, customer service creates templates, and customers simply fill them out.



3. BOOKING

Customers can use a convenient single sign-on to access the portal and will benefit from convenient user navigation.

The practical copy-and-paste function and automatically generated consignment notes eliminate the need for time-consuming, repetitive manual entries and increase data quality. The user interface can be customised and offers a fully transparent view of all orders, reservations and order codes.



4. TRACKING

Customers can use a convenient single sign-on for the portal or link their own systems through APIs.

The portal and the APIs can be used to access current status reports on shipments and all information related to trains and wagons. Location data, which is consolidated, filtered and aggregated to provide meaningful information, is also displayed for international transports.

Faster travel to Asia

DB Cargo Logistics has established an efficient direct connection to and from China for automotive transports.



— China remains the most important market for automobile manufacturers – even if numbers have declined slightly for the first time in years.

familiar sight on the line between Europe and China, the new train will consist of double-decker wagons designed to carry finished automobiles. The benefit of these trains is their greater efficiency. “International conference calls are very important for us,” says Lange, who acts as the central point of contact for the new double-decker train. “We discuss general developments, new regulations, changes along the Silk Road, potential new transports and many other topics.” Lange is pleased that both DB Cargo and DB Schenker have an office in Shanghai. “Our colleagues in Shanghai always have the latest information about developments in China, and they are always willing to help. We work closely on new tenders, too.

Major challenges

Trains starting from various German terminals travel through Poland to the Russian exclave of Kaliningrad or to the Małaszewicze/Brest border crossing between Poland and Belarus. Here, finished vehicles are transferred directly from European double-decker wagons to the Russian partner’s covered freight wagons – a move necessitated by the difference in gauge between Europe and Russia. To make this transition, the loaded wagons are shunted up against the empty wagons so the vehicles on the European wagons can be driven onto the Russian wagons at the same level. From Kaliningrad or Brest, the wagons are transported through Russia to the ▶

Conference call at DB Cargo Logistics Frieder Lange and Yingnan Yao, account managers for finished vehicles, are talking to their counterparts in China. Colleagues in Poland and Russia are also in on the call. The discussions are conducted in English, but sometimes Lange and his colleagues switch to German, a language many DB Group employees are familiar with. When matters become complex, Russian and Polish interpreters step in.

Tight coordination

The conference call is being held to discuss the new train connecting Europe and China by way of the New Silk Road, which will run via both a northern and southern route. Unlike the container trains that are already a

TRAIN BOUND FOR CHINA

DB Cargo Logistics already has experience providing transports on the longest rail route in the world. Since 2011, it has been transporting vehicle components from the German city of Leipzig to the Chinese city of Shenyang. Since 2017, finished vehicles in containers have been transported by rail from China to Europe. With the new double-decker trains, the Europe-wide Automotive RailNet will have an even stronger connection to Asia. The service is available to all automotive manufacturers.



► Chinese border, where the rail gauge changes once again. The Chinese partner takes over at that point and loads and transports the vehicles to their final destination. All in all, the cars have travelled a distance of some 11,000 km by the end of their journey over an average of 17 days. By comparison, transport by sea takes two to three times longer.

Efficient model

Why aren't the vehicles simply being transported in containers as before? The answer is financial. Until now, the Chinese government has been subsidising container transports on the New Silk Road. However, the subsidies are now being gradually eliminated. "This is why we've developed a more efficient and cost-effective model for finished vehicle transports on the Silk Road, enabling us to offer an innovative logistics product," says Lange. Compared to container transports, a double-decker service can accommodate some 60% more vehicles per train. Depending on the size of the vehicles,



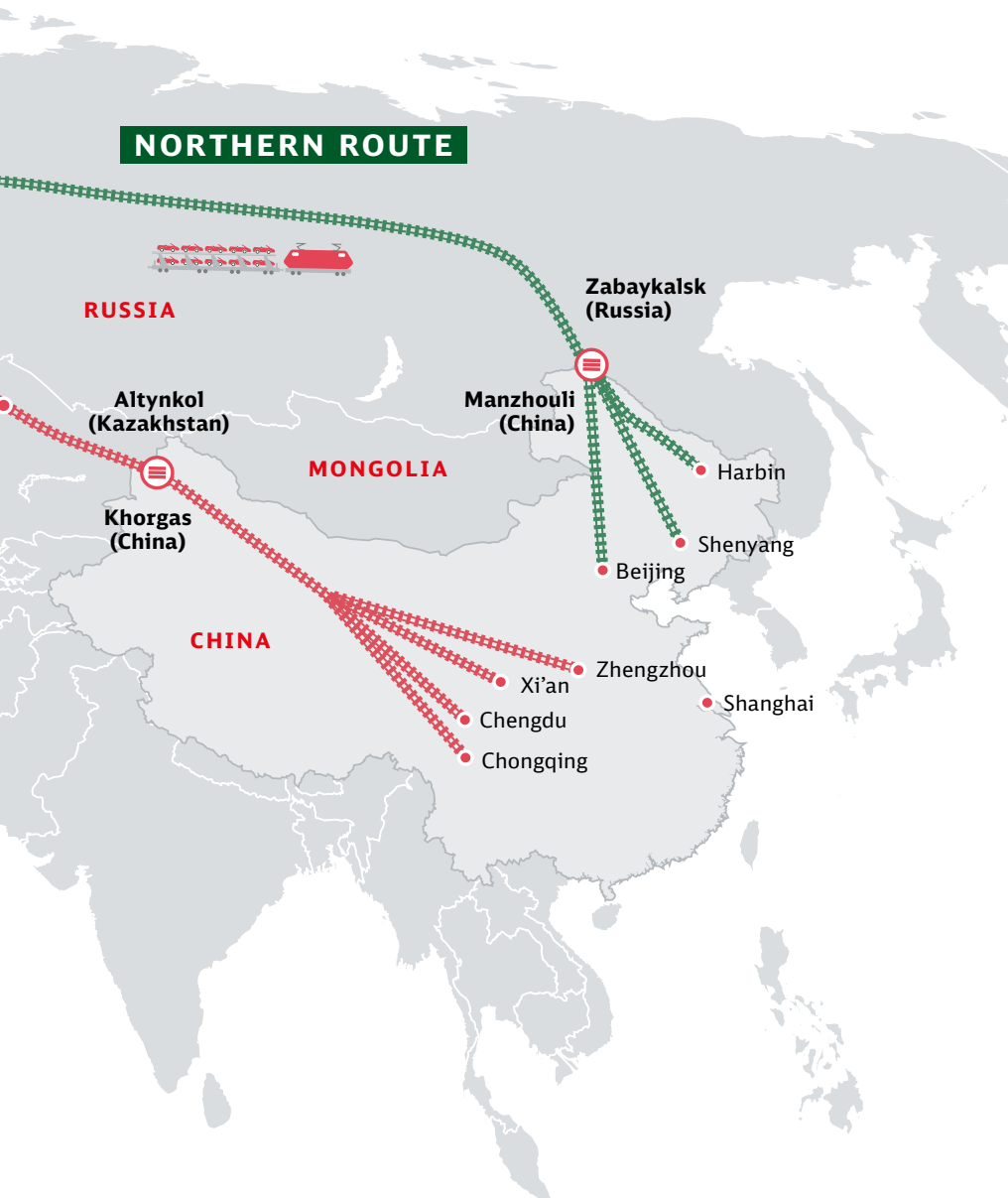
“This is why we’ve developed a more efficient and innovative model for finished vehicle transports on the Silk Road.”

FRIEDER LANGE
Account manager, DB Cargo Logistics

this means there is room for up to 200 cars on board instead of just 120. Vehicles are loaded and unloaded using the roll-on, roll-off (RoRo) method. This method for loading finished vehicles is faster than container transports, and it's safer, too.

Common goal

“Working closely with our international DB Cargo colleagues, we’ve been able to discuss and resolve customs issues, loading restrictions for broad-gauge wagons and border problems



THE NEW TRAIN TO CHINA

Connection: various German and European terminals – various regions in central and eastern China

Route: Northern or southern route, via Kaliningrad (Russia) or Małaszewicze/Brest (Poland/Belarus)

Wagon type: double-decker wagon

Cargo: finished vehicles (cars)

Travel time: approx. 17 days

between the EU and Russia”, says Lange. A major advantage is that DB Cargo is able to work with its own subsidiaries in all countries along the route. Despite regional differences, all DB Cargo companies have worked toward a shared goal: to begin offering an automotive product fit for the future.

“The cooperation between DB Cargo Logistics and our colleagues at DB Cargo, DB Cargo Polska and DB Cargo Russija is collegial, solution-focused and fun.” ●

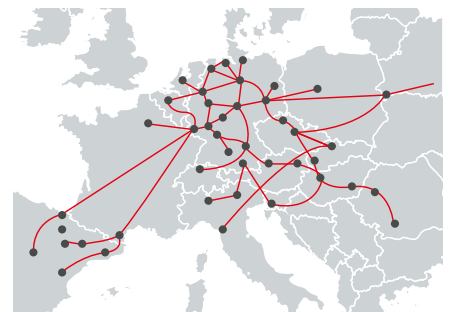


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RAILNET IN GERMANY/EUROPE

The connection between DB Cargo Logistics' pan-European Automotive RailNet and Asia has become even closer.



A novel solution

No water means no raw materials and no production. That lesson was vividly driven home for the Koehler Paper Group during the drought in 2018.



The lack of rainfall in 2018 triggered the need for a new logistics solution. “After that summer, it was clear we had to change something”, says Klaus Krieg, head of the Koehler Paper Group’s supply chain management department. The speciality paper manufacturer based in south-west Germany was up against a major problem: long periods of low water levels on the River Rhine meant that the company’s site in Kehl could not always receive a consistent supply of pulp. “Aside from that, we had big plans. We wanted to install a new paper machine in the autumn of 2019, which was set to bump up pulp requirements by 25%,” adds Krieg. Future-proof transport logistics were called for to ensure that those additional pulp requirements would be met and that raw materials could be delivered regularly – even during low water levels.

It quickly became apparent that the ideal solution would be to supply the pulp by rail and that the company should promote this long-term. “We no longer wanted to depend exclusively on inland shipping. For sustainability reasons, we also didn’t want to put lorries on the road,” says Krieg.

Intensive talks

It was a decision that came with a few challenges. First and foremost among them was infrastructure. Koehler’s plant in Kehl did have a private siding. However, it was designed exclusively for small transport volumes, serving only two wagons at a time. “In previous years, no more than 30,000 tonnes was moved by rail. However, our target was to use the rail network to transport at least a third of the 450,000 tonnes of pulp we need annually, and we wanted to boost that share every

year,” explains Andreas Riedlinger, team leader for logistics at the Koehler Paper Group. To find a solution, Koehler turned to its long-standing partner, Fr. Meyer’s Sohn (FMS), Europe’s largest specialist freight forwarder for the paper industry. “We’ve been working together with DB Cargo constructively and very closely for years. That’s the reason why we wanted to step up our collaboration for this project,” stresses Bernd Mueller, who serves the Koehler Paper Group at FMS. DB Cargo was at the table with the end client from the very beginning.

Intensive talks ensued. DB Cargo provided comprehensive advice on how rail could meet Koehler’s goals, and was joined for some of the sessions by DB Engineering & Consulting. Ultimately, there were several overarching questions to answer: how could rail best serve the Koehler Group’s requirements? What framework needed to



— The plant in Kehl has the most state-of-the-art, most powerful paper and coating machine in the world.

be put in place? And how would the transport system work?

Close partnership

“To come up with comprehensive answers to these questions, everyone involved sat down at a table. Together, they drew up a complete solution that met our requirements for reliability, capacity and sustainability,” says Riedlinger. “Naturally this also involved expanding our private siding. We added manually operated points, and we also purchased a modern shunting robot, which markedly expanded capacity.” All told, the independent family-owned company invested a million euros in the new, efficient logistics solution.

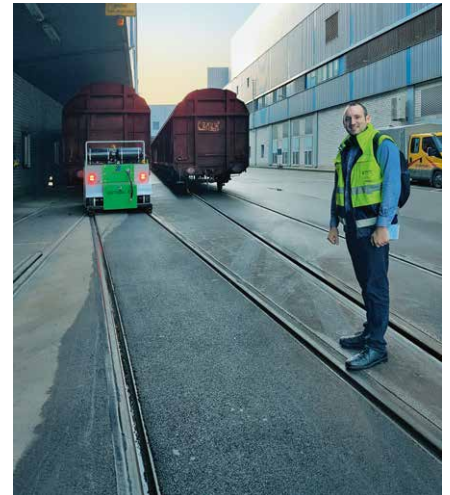
Regular operations started on 7 January 2020. Three trains are operated in parallel, each with 14 loaded wagons: one train unloads at

the Koehler plant in Kehl while the second one loads at the J. Müller company in the Port of Brake, where ships arrive with pulp deliveries from overseas. Meanwhile, the third train is en route between the two sites: a fast overnight service.

This pulp sprinter, already nicknamed the “Koehler Sprinter”, was integrated into an existing rail system to ensure optimal journey times, fewer empty runs and stable loading capacity. The close partnership between Koehler, the Fr. Meyer’s Sohn logistics company and DB Cargo guaranteed success. “Everything is working just as it should. We are very satisfied with the status quo,” says Riedlinger. “I’m very pleased that this reliable and punctual system has already helped us win over a few critics of our new rail solution and break down existing prejudices. My thanks go to everyone involved, most of all to DB Cargo and the Pulp & Paper team under Martin Reiser. They were always on hand with help and advice and contributed a great deal to the success of the project.” ●



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— Andreas Riedlinger leads the logistics team at the Koehler Paper Group and was crucially involved with the new concept.

TWO GLOBAL PLAYERS

The Koehler Paper Group – world market leader for thermal paper and beer coasters with:

-  Four sites in Germany
-  A 210-year history
-  1,800 employees
-  A production volume for special paper of 500,000 tonnes
-  EUR 800 million in annual revenue

Fr. Meyer’s Sohn – the world’s largest specialist freight forwarder for forestry products with:

-  50 sites in 20 countries
-  800 logistics experts
-  850,000 annual TEUs
-  A transport volume of 10 million tonnes for forestry products



The experts in dangerous goods

For 20 years, DB Cargo has provided shunting and loading services at OMV's Burghausen Refinery. It's a demanding job with a lot of responsibility.

Around a dozen times a year, Daniel Röder from DB Cargo Sales travels from Mainz to Burghausen – a town in Bavaria's "Chemical Triangle". The Burghausen Refinery plays a key role

as the centrepiece of OMV's German operations. DB Cargo is responsible for all shunting within the refinery and for loading. For DB Cargo employees, working here also involves handling dangerous goods. To manage this hazardous cargo, professional experts are essential. "It's a challenge", says Daniel Röder, and "an exciting task". As a senior account manager, Röder has been responsible for the refinery for two years. His counterpart on the customer's side is Helmut Knebl, head of logistics for OMV's Burghausen Refinery. Knebl has decades of experience and knows the processes inside out. The company has been working with DB for 20 years, says Knebl. "The partnership has always remained strong through all the ups and downs." Business has grown steadily in recent years: the proportion of rail transport used by the refinery has quadrupled in the space of two decades.

Formidable transshipment volume

DB Cargo's employees have to transport and transship a formidable 1.9 million tonnes of freight in Burghausen and at OMV's tank farm in Feldkirchen. The staff have the right training and know exactly what they are doing when it comes to handling tank, gas and bulk freight wagons. They are able to refresh and expand their knowledge constantly through regular training packages and instruction units. As is the case for DB Cargo, safety is a top priority at OMV, too. On a regular basis, 50 auditors inspect operations, check technical facilities and work processes and quiz employees on occupational safety. They also go on safety walks. "Safety walks take place several times a year together with the managers from OMV and DB Cargo", says Knebl. On these occasions, even managers don

protective clothing and join in with inspecting the loading and track facilities.

Knebl, who was instrumental in shaping this collaborative effort from the beginning, knows he is asking a lot of the railway personnel. Roughly 50 DB Cargo employees work in Burghausen in two-shifts. The plant shunting service on OMV's grounds operates with complete independence. While they must adhere to all standards and regulations, the shunters from DB Cargo can work as they please, provided the wagons are on the departure track on time and in the correct order and configuration. At the end of the day, it's safety that matters.

Smart logistics are in demand

Getting the job done takes some brainpower, and the work of the DB Cargo team has earned Knebl's respect. They have been able to use their shunting locomotive ever more efficiently over the years by applying smart strategies, he says. DB Cargo recently invested in 20 freight wagons to optimise wagon availability.

Ludwig Huber is also pleased to see the positive trend. As head of opera-

tions at DB Cargo throughout the Bavarian Chemical Triangle, he oversees more than 200 employees. He stresses the excellent partnership of equals with OMV and the years

of experience that many railway employees have accumulated while working independently at the refinery's loading sites and walking up to 15 km every shift.

One issue flagged up by OMV logistician Knebl is the high employee turnover among the shunting personnel, a result of the generally precarious staffing situation. Currently, a second gridiron siding is planned, and Knebl would like to run a second shunting locomotive on it were it not for the lack of skilled employees. He is well aware of how difficult it is right now to recruit and train drivers. Daniel Röder points to Deutsche Bahn's ongoing training initiative. This year, DB Cargo will work in close partnership with OMV to train a driver at OMV's plant. ●

THE BURGHAUSEN REFINERY

OMV operates a petrochemical refinery at the Burghausen site to produce mineral oil products in the "middle distillate" range (diesel, fuel oil, kerosene) and petrochemical products. With an annual refining capacity of around 3.8 million tonnes of crude oil, the facility is part of a strategic network of refineries in the OMV Group, together with the refineries in Schwechat (Austria) and Petrobrazi (Romania). The petrochemical refinery does not process petroleum into gasoline; instead, it is made into ethylene, propylene, benzene and butadiene, which are important primary products for the chemical industry.

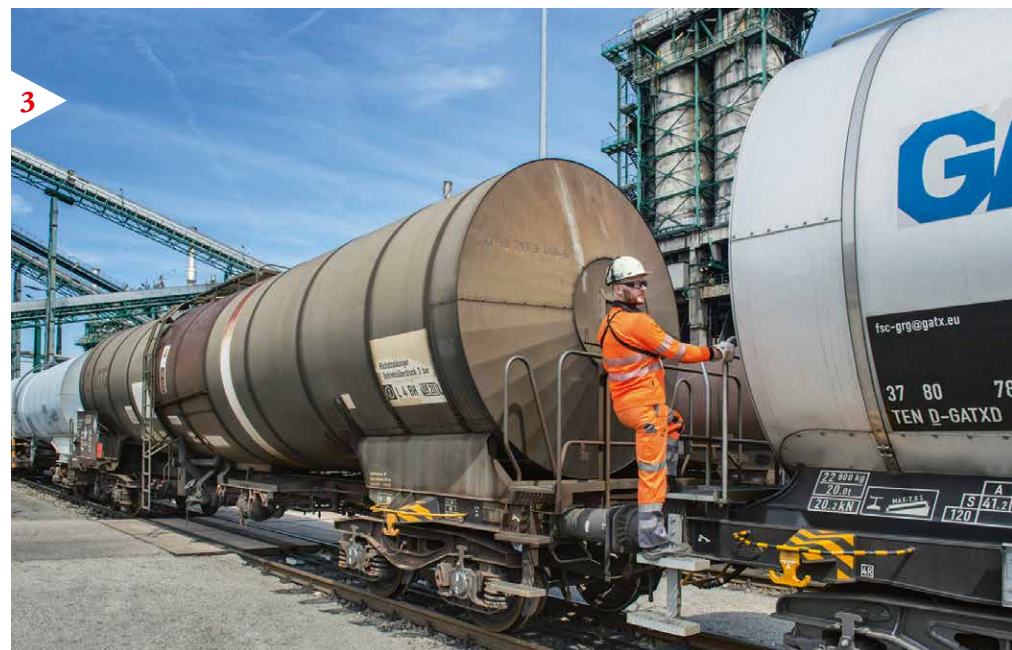


Daniel Röder,
Senior Account Manager, DB Cargo BTT
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1 — OMV's Burghausen Refinery with classification tracks and loading points.

2 — A DB Cargo shunter for wagon preparation.

3 — Burghausen processes close to 3.8 million tonnes of crude oil annually.





... the Pulp & Paper Customer Service team in Duisburg?

Stefan Kaufmann and his employees are knowledgeable contacts for their customers in every phase of transport.

Together with my team, I'm responsible for operational customer service relating to all aspects of transport in pulp and paper. That means we're in constant contact with our German and international clients, 365 days a year: starting with the wagon order and its processing, to scheduling, planning and monitoring, all the way to providing regular status updates and coordinating arrival at the destination.

At the same time, we're also the people who notify clients of any unusual occurrences. Our job is also to offer alternatives, initiate transshipment and plan alternative transport routes when necessary. If a paper delivery arrives late at the printing works, the customer could miss printing deadlines for newspapers or brochures. If a pulp transport arrives late at the paper factory, this can put production at risk. We are able to guarantee competent service only if we have comprehensive knowledge of transport flows, interfaces, workflows and, of course, the transport routes themselves. This is why I created what we call competency teams in pulp and paper. The goal for employees from sales, customer service and wagon management is to analyse processes, coordinate with others and optimise cross-unit workflows in a sustainable way. ●



Stefan Kaufmann,
Head of Customer Service Pulp and Paper, DB Cargo AG
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“If I’ve learned one thing in my position, it’s this: paper is anything but patient.”



— Rail transport
has a long tradition
all across Europe –
Madrid's Atocha
station opened
in 1851.

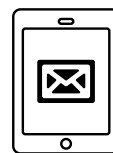
// Looking ahead

FOR EUROPE

DB Cargo is bringing the continent together.

By 2030, rail freight is set to grow by more than 20%, and the economic performance of Germany and Europe as a whole depends on cross-border transport in the continent running smoothly. It's a major undertaking. The rail network facilitates and promotes connections and cooperation of all kinds throughout Europe, so Deutsche Bahn has concentrated all its energy on using the Strong Rail strategy to take European integration to the next level. Our next edition will explore what this means and what challenges it entails for DB Cargo.

We'll also be taking a look at Europe from a logistical point of view. We'll show you how we are set up both in and for Europe, because integrating the continent is only possible thanks to the perfect coordination between our national subsidiaries. You'll read about the cross-border challenges in the spheres of business, culture and what can perhaps be described as mentality. And, of course, you'll find out how we work together to tackle them.



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