



CORPORATE NAVIGATORS

THE NEW WORLD OF LOGISTICS

Set the right course now!

Deliberate corporate management

Success factor in the new world of logistics

Ewald Kaiser, Corporate Navigator

July 2020



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The COVID-19 crisis demands everything from logistics. Its acute as well as lasting structural effects will determine success and failure in 2020, but also in the new decade that has just begun. The course for the coming years is being set now! We are convinced that deliberate corporate management is a key success factor in this new world of logistics. In this article, we look at what deliberate corporate management means for us and how it can help you: Mastering the crisis and setting the right course for success in the new decade.

Ewald Kaiser, Corporate Navigator
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The course for the coming years is being set now! And this at a time when many logisticians are looking at past and coming months with great concern and have mobilised all their energy to cope with the current situation. The impact of COVID-19 is also comprehensive in this regards. It is about surviving now and making the right decisions for the coming years – all at the same time.

The COVID-19 crisis unfolds a special impact in logistics

Why is that? Why can't we tackle the challenges one by one? The reason lies in the **interaction of known logistics mega-trends digitalisation, automation, consolidation and sustainability with an acute crisis of unprecedented dimensions.**

This combination acts as **gigantic accelerator for market changes in global logistics**

- Those who were already ahead before the crisis now have the chance to extend their lead
- Anyone who has been in midfield has to fight with all his might to keep up
- Those who were behind are now even more fighting to catch up

This accelerator draws its power from the combination of two drivers:

1. This crisis is caused by a virus

The crisis is caused by a virus that is transmitted from person to person. Accordingly, countermeasures must be taken where people come together in confined spaces: Offices, planes, factories, warehouses.

Logistics has lost essential elements of its value creation and operations setup from one day to the next

- global networks consolidate and distribute goods all over the world
- different parties work hand in hand and only with cooperation a seamless end-to-end supply chain can be established
- experts solve problems on the ground and work together in hubs, offices and warehouses

Free movement of goods and people across countries and continents has been the cornerstone of the significant growth of global logistics in recent decades.

That time is over for the time being. **Those who were already digital and automated before the crisis** (and thus less dependent on face-to-face interaction between people) **now have the opportunity to do things that others can no longer do.**

A potential competitive advantage has become a decisive advantage for survival.

2. Global economic impacts of unseen magnitude

The COVID crisis has massive and global economic repercussions. A recession, regardless of the root cause, tends to hit logistics harder than many other sectors of the economy. And since this crisis is global, there is no way going around. There is – quite simply – less business globally; the cake has gotten smaller. **The economic stability of many market participants is coming under severe pressure. Market consolidation and selection will continue to gain momentum.**

The new world of Logistics

The world of logistics has already been in the midst of irreversible, complex and rapid change. This is as fundamental as the changes brought about by the sea container and globalisation. The global COVID-19 crisis is intensifying and accelerating this change with unprecedented severity and momentum.

In this environment of permanent change, of high complexity and changing requirements, those companies that have a clear posture and conclusive answers will be successful.

It is necessary to **focus on what you can actually do and influence** in order to **master the challenges of the COVID-19 crisis and at the same time seize the opportunities of structural change in the logistics industry.**

Deliberate corporate management

Compass for entrepreneurial action in five areas of competence.

We call this core competence for the new world of logistics **deliberate corporate management**, which we translate into **five areas of competence**

- **Posture & Position**
- **Competence & Substance**
- **Customer focus**
- **Adaptability**
- **Sustainability**

In the following, we will address specific questions within these five areas of competence and then look at how you can apply them as your compass.

Deliberate corporate management **Compass for entrepreneurial action in five areas of competence**

Posture & Position

- Why do we exist?
 - What value add do we create for our customers and partners?
 - How do we deal with customers and partners?
 - Do we recognize those who find and name errors and weaknesses?
-

Competence & Substance

- What can we do better than others? What not?
 - Do we know the really relevant levers for success in our industry and for our company?
 - Are the people who work for us fit for the job?
-

Customer focus

- Do we have a clear focus on specific customers and target groups?
 - Do we know our customers, their needs and wishes?
 - Do we have a clear and sincere focus on the needs of our current and potential customers?
 - Do we make it as easy as possible for our customers to do business with us?
-

Adaptability

- Do we recognize and understand changes in the market, with our customers and in our own company at an early stage?
 - Do we systematically draw conclusions from what we observe and make appropriate decisions?
 - Do we implement consistently and pragmatically?
-

Sustainability

- Do we understand the impact of our business on environment and society?
 - Do we have substantial answers to the challenges of climate change and the contribution of logistics to sustainable change?
 - Are we making a real contribution to achieving the UN goals for sustainable development?
-

Set the right course now!

Even as there are many pressing issues at present – act now! **Start an open, systematic and pragmatic dialogue in your management team: How deliberate do we manage our company?**

Focus on what your company can do, shape and drive. Be pragmatic and practical – there are no 100% solutions.

We, the Corporate Navigators, work with our clients along an agile, systematic and pragmatic four-step approach

- 1. Understanding the new world of logistics.** What does it specifically mean for your company?
- 2. Determining your current position.** Where does your company stand in terms of deliberate corporate management? Where are your specific needs to act?
- 3. Develop an action plan.** Together we will develop a concrete action plan along your areas of action.
- 4. Implementation.** The experts in the Corporate Navigators network can support you in the implementation as per your needs

Corporate Navigators experts accompany you on your way

Logistics companies are currently facing some of the toughest challenges in decades. We are convinced that deliberate corporate management can help you to set the right course for your company now.

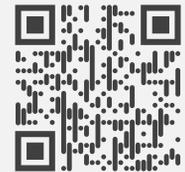
The logistics experts of the Corporate Navigators network want to accompany and support you on this path.

This article is the start of a **series of contributions by our experts on current and success-critical issues in logistics**, including

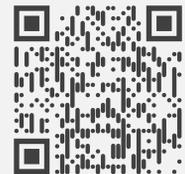
- Self-leadership in volatile times
- The right performance indicators to support fast and robust decision making
- What do logistics customers want and need in the new world of logistics?
- The crisis is a real-world experiment: Systematically use crisis insights to weather-proof your company
- What does sustainability mean in the post-COVID logistics world?

The contributions will be published on our website and on LinkedIn in the coming weeks. We are looking forward to your visit, your suggestions and insightful discussions.

Corporate Navigators
online
corp-navigators.com



Corporate Navigators
at [LinkedIn](#)





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Ewald Kaiser is managing partner of the Corporate Navigator GmbH & Co. KG and a recognized expert of the logistics industry. For more than 20 years he has held senior management positions at C level, both in group companies such as Kühne + Nagel and most recently at DB Schenker as well as in medium-sized companies. He was also a co-shareholder in Militzer & Münch, a medium-sized family business. In all his stations, he has succeeded in setting clear accents, developing and implementing strategies that have had a lasting positive effect on the company's development.

Corporate Navigators

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We love logistics in all its facets. The Corporate Navigators are a network of proven logistics experts with comprehensive industry and management experience. Meet our experts and learn how **deliberate corporate management** can make your company successful.

