

# BHV



HAFEN · TRANSPORT · LOGISTIK



# BHV PROJECT LOGISTICS MONITOR

# 2021

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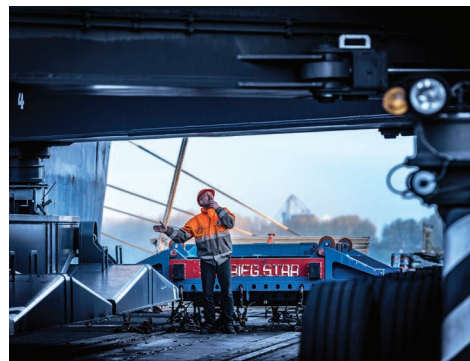
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## FOREWARD

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# THE BEST OF BOTH WORLDS OR: XXL STRATEGIES FOR THE FUTURE – NOW!

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Patric Drewes PhD

Starting with one of many good pieces of news; given our time with the Corona Pandemic, Brexit and trade wars, the Bremen project logistics companies and their customers are really optimistic when looking into the future. For the current year, some 45 percent of companies surveyed expect increased quantities, or more projects compared to 2020: 26 percent expect no change. The remaining 29 percent anticipate a reduction.

This is only one of the numerous results of the first 'BHV Project Logistics Monitor 2021' that we, BHV - Bremen Ports and Logistics Association, want to present to you in detail for the first time. At the turn of the year 2020/21, we initially carried out a comprehensive, anonymous online survey in the industry, with some 80 companies providing input. At this point, I want to express my real thanks to all participants.

The resulting 'BHV Project Logistics Monitor 2021' is certainly not making any claim to be truly representative. However the feedback does allow us to make a very good estimate of the current situation and the sustainability of this sector, which is so important for the Bremen ports.

On the one hand, there is 'personal commitment', which the companies surveyed currently consider the most important competitive factor in the break-bulk business. This is closely followed by 'flexibility'. That for me is excellent. Clearly, in this field no two projects are the same: For many project logistics

is the ultimate challenge. If you want to make your mark here, it's all about personal commitment and great flexibility. They even stand above the ever present 'price factor'. Usually, it is not the cheapest that wins the contract, but the best: How many business sectors can make a claim like that?

However, I really start to worry when I look at the results on the subject of digitalization. In comparison to similar surveys carried out in recent years, I can hardly see any change. Digital innovation is clearly still seen very sceptically. Here, the 'classic' logistics service providers are light years ahead with customers and providers both knowing and appreciating the advantages, for example, of transparent supply chains.

Why is that still not the case in project logistics? We should all work together to find the answer.

Naturally, going forward, personal conversation, even if it is currently only on screen, will remain an absolutely elementary and decisive factor in keeping the competitive edge in our work. But please, let's work together on a future strategy for successful project logistics 'Made in Bremen Ports' – virtually XXL, just like the equipment and plant that we shift. Intermeshing the 'established' with a new digital approach, getting the best out of both worlds. Certainly, that is going to take a lot of pioneering spirit – but isn't that what project logistics has always done? I believe that this is exactly the right time to 'kick-start' it.

For us as BHV, it is not only from the answers on digitalization, but all the survey results that will provide a significant impetus for our ongoing work, incorporating this closer into our market activities going forward.

I now wish you enlightening reading and look forward to your feedback, as well as your suggestions for the next 'BHV Monitor'.

Hearty Greetings,

A handwritten signature in grey ink, appearing to read 'P. Drewes', with a stylized flourish at the end.

Patric Drewes PhD  
Member of BHV Executive Committee

Bremen, April 2021

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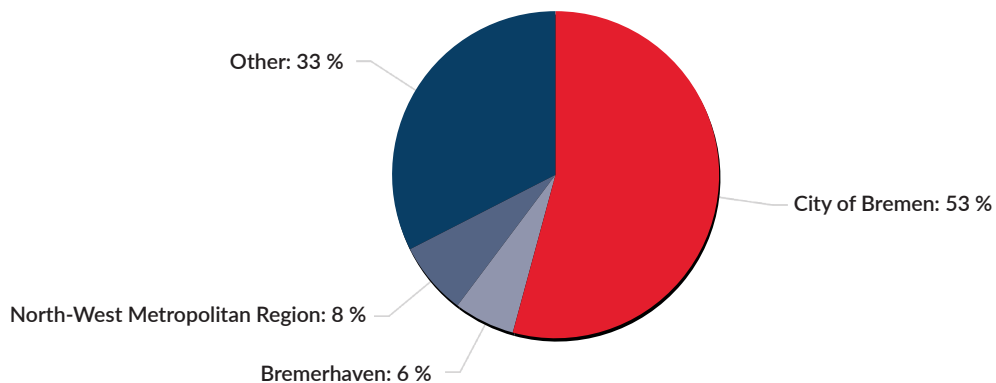
## APPROACH AND METHODOLOGY

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Around the turn of the year 2020/21, the BHV surveyed both selected member companies, their customers, as well as other logistics service providers and shippers from the BHV network in an anonymous online survey on project logistics.

The 'UmfrageOnline.com' tool was used, guaranteeing both the anonymity of those surveyed as well as the highest data protection standards.

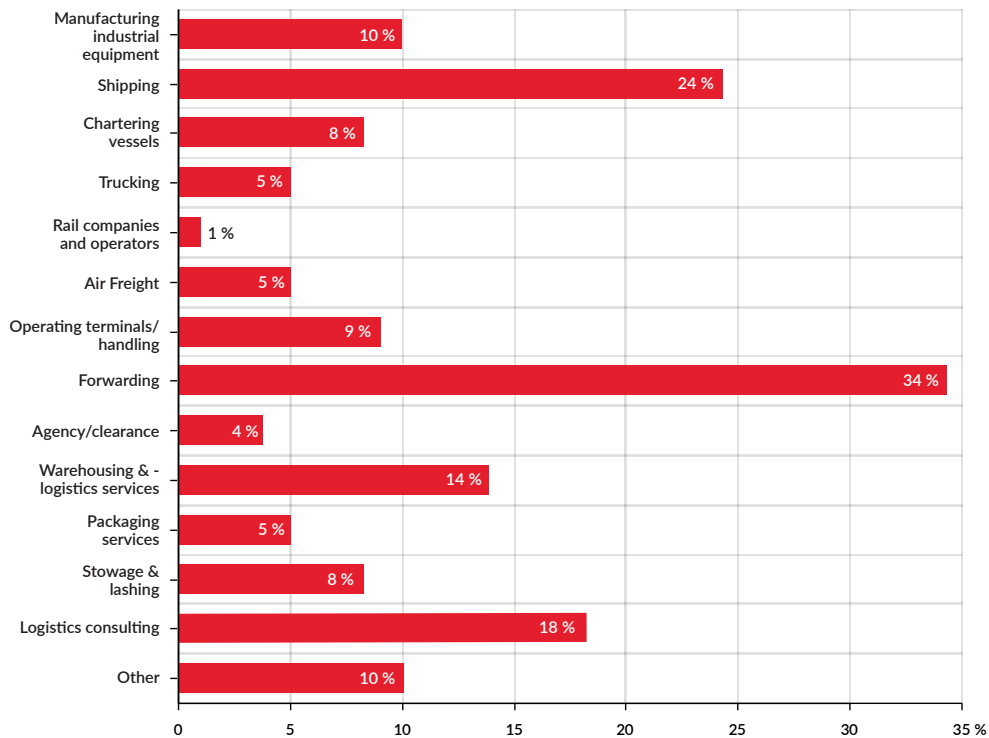
**Our headquarters, or the facility mainly handling project logistics, is located in :**



79 companies took part in the survey: 61 percent of them are BHV members. Their headquarters or the central facility handling project logistics activities are mainly located in the City of Bremen – 53 percent. Just about eight percent of participating companies are located in the North-West Metropolitan Region, followed by Bremerhaven with a good six percent. Over and above that, for example, a range of locations in the Ruhr region and in Hamburg were named, representing a third of all interviewees.

## In the project logistics sector our company is predominantly active in the following business fields:

(More than one choice possible, maximum – the two strongest turnover fields)

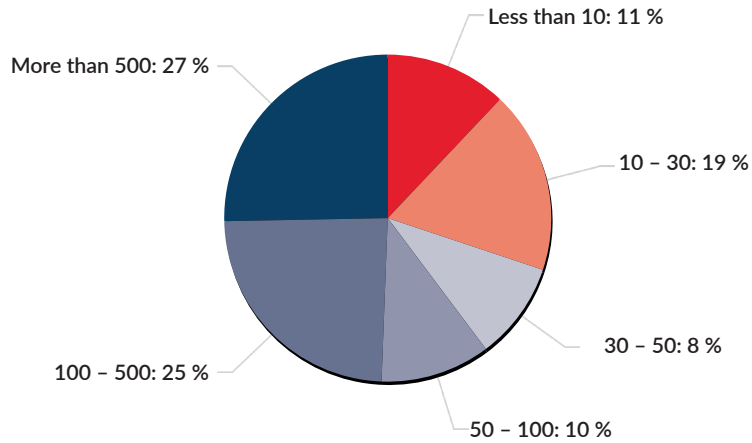


More than a third of the companies surveyed – 34 percent – belong to the forwarding field. Almost a quarter – 24 percent – have their focus on the shipping industry. Added to this are eight percent chartering sea-going vessels.

The others cover a range between rail companies and operators – one percent – and logistics consulting – 18 percent – emphasizing the true range of logistics services. This, for example, includes warehousing and logistics services both at 14 percent, operating terminals including handling at nine percent and stowage and lashing at eight percent. The fields of trucking, air freight and agency / clearance services all lie under five percent. Furthermore insurance, software development and dealing in containers were also represented.

Some ten percent manufacture industrial equipment, making them customers of all business fields listed in the logistics services palette.

**Our company has the following number of employees:**



As the evaluation shows, the companies participating are hallmarked as medium-sized: Almost half employ a maximum of 100 employees. 25 percent have between 100 to 500 staff. With a very high level of probability, many of the 27 percent of companies with in excess of 500 employees are manufacturers, i.e. shippers.

## SECTOR OVERVIEW

### 3.1 Situation of the Bremen Ports compared to the most important competitors

Exact statistics, recording the number and scope of worldwide shipments of major projects do not exist. The annual reports of the relevant ports: Bremen/Bremerhaven, Hamburg, Antwerp and Rotterdam were therefore evaluated for the BHV Project Logistics Monitor with the focus on conventional, non-containerized general cargo or breakbulk - without vehicles or RoRo services. The following picture emerged – handling in millions of tons:

Year/Port	Bremen/ Bremerhaven	Hamburg	Antwerpen	Rotterdam
2019	3.9	1.4	8.3	6.5
2020	3.2	1.2	6.6	6.0
Development	-17.9 %	-14.3 %	-20.6 %	-8.3 %

Sources: For Bremen/Bremerhaven: The Senator for Science and Ports; for Hamburg: Port of Hamburg Marketing; for Antwerp: Havenbedrijf Antwerpen NV; for Rotterdam: Port of Rotterdam

Despite a loss of almost 18 percent in comparison with the previous year, in 2020 too, the Bremen Ports remain the third most important handling location for non-containerized general cargo in the North Range after Antwerp and Rotterdam and far ahead of Hamburg.

When considering the figures it is essential to bear in mind that, when compiling their statistics, the ports may well be using different delimitations for 'non-containerized general cargo' as a type of cargo. While compiling this report, the authors paid attention to a common standard, where the types of cargo were sufficiently delineated. As an example, RoRo services that are highly significant for the Bremen Ports and Ant-



werp, were extracted. This was not possible for Hamburg, but in view of the minimal volume, it is statistically insignificant.

**Background:** Within the scope of the survey conducted for the 'BHV Project Logistics Monitor 2021', Antwerp was considered the most significant competitor for the Bremen Ports by its own players.

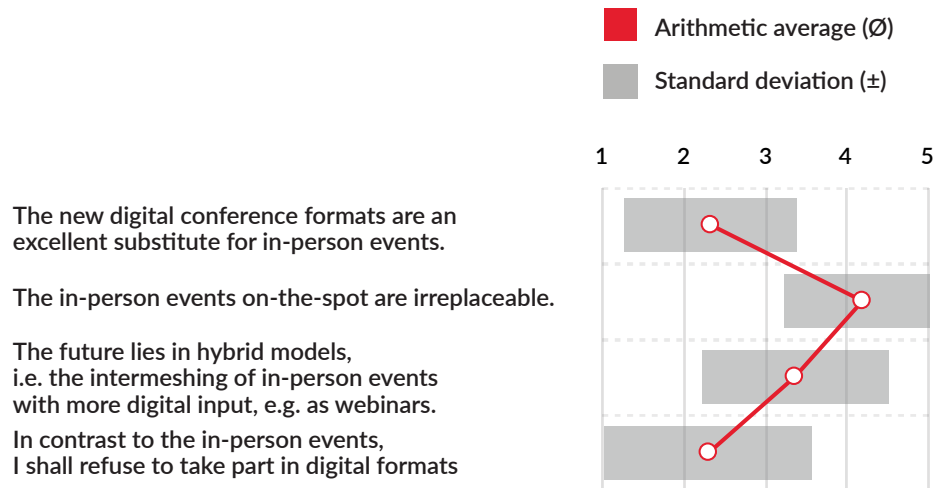
The port on the Schelde possesses more than 15 highly specialized terminals. Only last autumn in 2020, Luc Arnouts, Director International Relations & Networks in the Port of Antwerp announced that despite the considerable handling downturn: "Going forward, breakbulk has – despite the pressure on this sector emanating from the Corona crisis and global trade questions – absolute priority for the Port of Antwerp with the handling of steel and project cargo remaining right at the top of our agenda." He concurrently announced further investments in the development of new sites.

Terminals and port infrastructure, even though currently only two-thirds the current general cargo capacity is being used (Source: DVZ, 29 September 2020 and 20 October 2020). The competitive pressure between Antwerp and the Bremen Ports alone in the project logistics sector is going to intensify in the coming years.

### 3.2 Meeting point for the sector – BHV Project Logistics Expert Forum

The project logistics community has been meeting regularly after each new year since 2015, discussing current market insights, trends and developments in the sector. The Project Logistics Expert Forum has established itself as a platform to discuss trends and current topics in the sector at high level. Because of the pandemic, the 2021 event had to take place online.

*The ‘Project Logistics Expert Forum’ and the ‘Breakbulk Europe’ trade fair in both 2020 and 2021 have fallen foul of the Corona pandemic, where personal contacts on-the-spot are concerned. This is how I evaluate the following statements – from ‘1 - I disagree completely’ to ‘5 - I absolutely agree’:*



The survey for this ‘BHV Project Logistics Monitor’ was carried out a few days before the now seventh ‘Project Logistics Expert Forum’.

Even if the digital implementation of the conference programme was envisaged rather sceptically in advance by those interviewed, equally so the option for a hybrid event form going forward, some 170 participants registered for the ‘Project Logistics Expert Forum’ on 18 January 2021 – more than in previous years. Nevertheless those surveyed are united: The in-person events on-the-spot are irreplaceable.

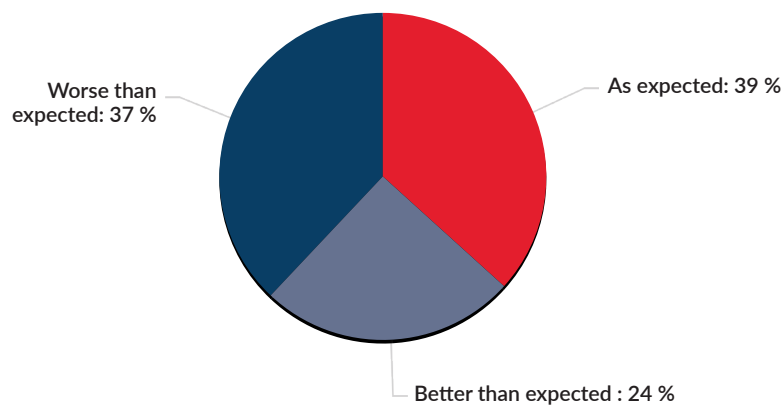
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## SURVEY RESULTS AND ANALYSIS

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### 4.1 Business development in companies surveyed

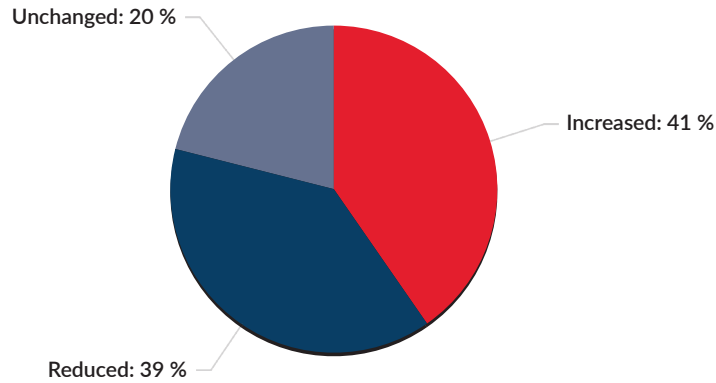
This is how we finished fiscal year 2020:



Since the spring of 2020 the breakbulk sector experienced great uncertainty in the course of the Corona pandemic. It is against this backdrop that the survey results are varied.

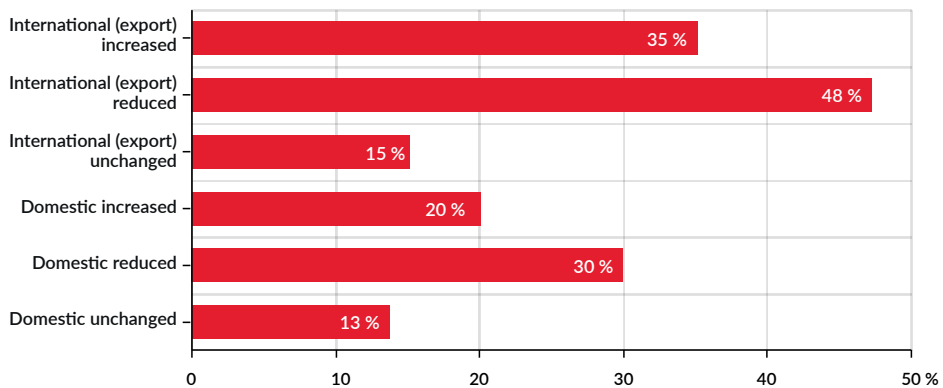
A good third of those surveyed - 39 percent - finished 2020 'as expected', or were at least not surprised by possible negative influences later in the course of the year. Almost a quarter - 24 percent - even reported that the year ran 'better than expected'. Nevertheless, more than a third - 37 percent - complained that development was worse than expected'.

**In 2020, in the project logistics sector our cargo volume developed as follows in comparison with the previous year:**



During 2020, the development of cargo volume in project logistics ran, unsurprisingly, mostly parallel to the business development of the companies surveyed (see graph above).

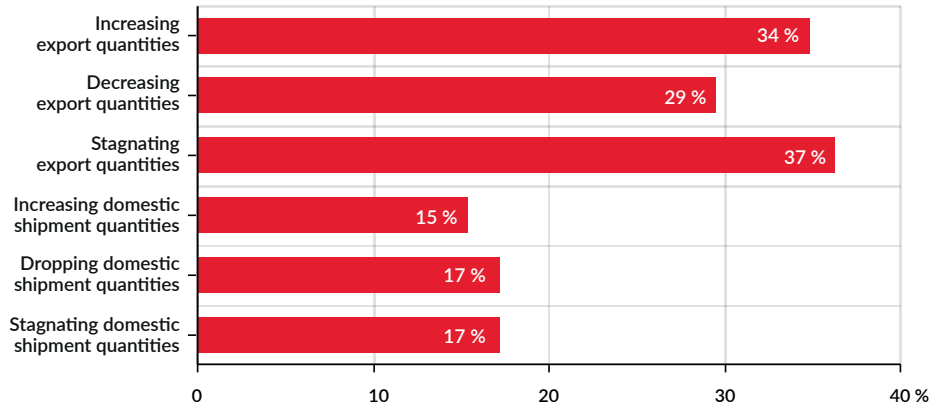
**Our shipping volume in the project logistics sector developed in exports and/or domestically as follows compared to the previous year:**



Both this and the following question differentiate the previously made statements with regard to volume developments in exports and domestic shipments.

Whereas almost half of companies surveyed - 48 percent - reported a considerable drop in exports and also a sinking volume - 30 percent - in domestic shipments, even so more than a third - 35 percent - for exports and 20 percent reported domestic shipment increases.

**For 2021, we expect exports and/or domestic shipments compared to the previous year to:**



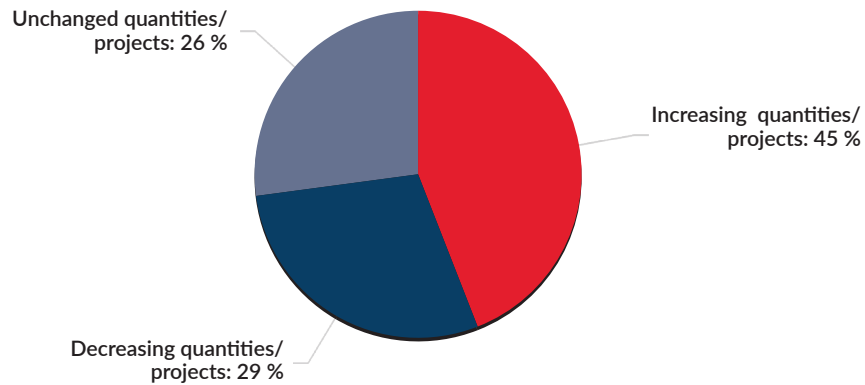
At the time of the survey around the turn of the year 2020/21, there was no sign of an end to the Corona pandemic and associated consequences for the survey participants. The resulting expectations for business developments in 2021 confirmed the varied results from the previous year.

Hence, differences in expectations for future exports were slight. A good third of companies – 34 percent – is expecting increased volume, but hardly fewer businesses – 29 percent – are expecting a reduction: 37 percent expect stagnation. A similar picture emerges when considering volume expectations for domestic shipments with ‘increase’ on 15 percent, ‘loss’ at 17 percent and ‘stagnation’ equally at 17 percent, all very close together.

In addition the figure basis demonstrates the export orientation in this sector.



**Compared to 2020, for 2021 we expect the following consolidated development for our company regarding the number of projects and/or volume:**

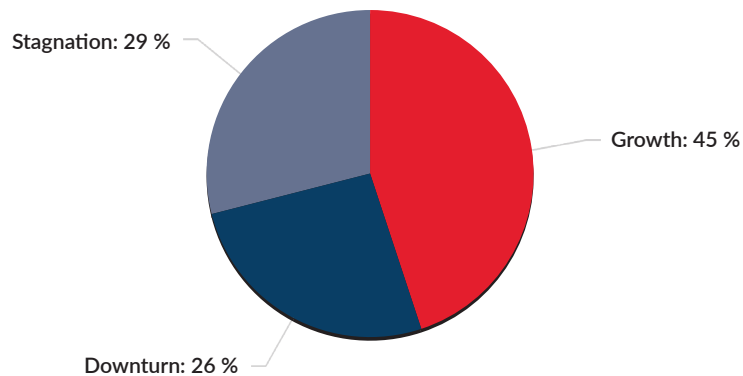


The general outlook for survey participants for 2021, related to their own company, is absolutely positive: Almost half at 45 percent anticipate increased volumes/projects, around a quarter are calculating on stagnation. Just about 30 percent expect a downturn.

For the participants, this result is closely linked to a general market development in the sector, as the following graph shows.

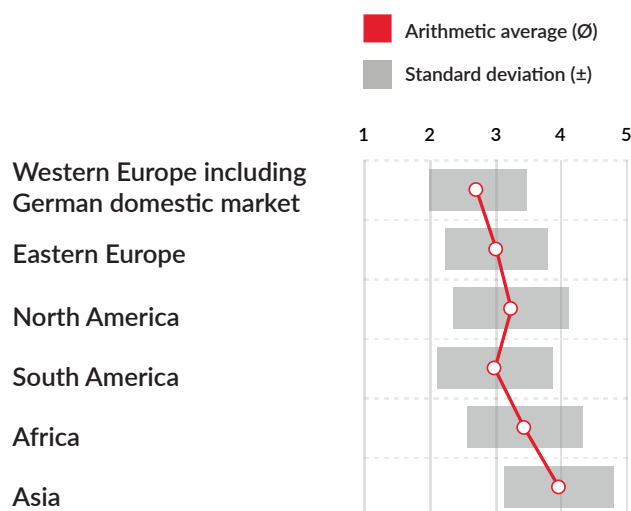
## 4.2 Market and competition trends

Compared to 2020, for 2021 we expect the following development for the whole project logistics market:



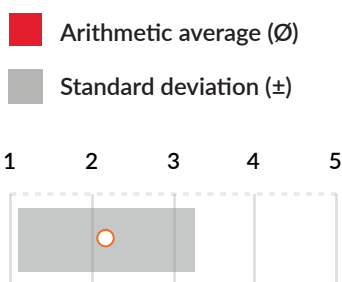
The general market expectations of those surveyed on project logistics are running parallel to expectations of one's own business development, see graph above. 45 percent of those surveyed are absolutely optimistic: "I expect growth." Differentiation, broken down into individual cargo markets was investigated with the following question.

**In our view, this is how the following cargo markets in the project logistics business will develop medium-term on a scale of '1 -Major downturn' to '5 - Strong growth':**



In the opinion of the companies surveyed, the strongest impetus for project logistics will come from the Asian market, followed by Africa. On the other hand the participants see a below average market development for Western Europe including Germany. For all other regions – Eastern Europe, North and South America – expectations are in the medium range.

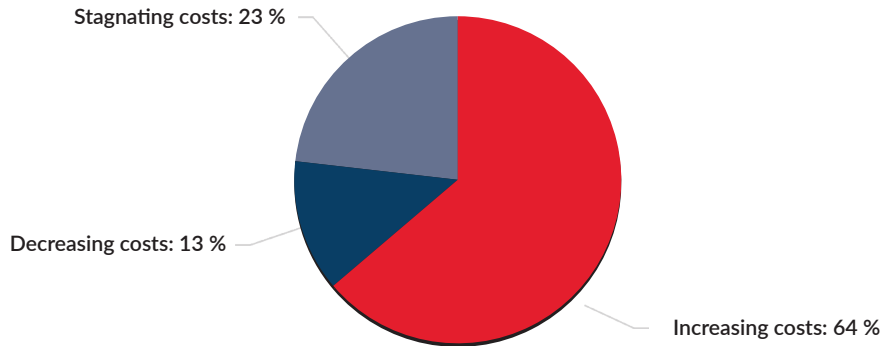
### How strongly Brexit is impacting our business in the project logistics sector on a scale of '1 – Absolutely not' to '5 – Very hard':



The vast majority of project logistics companies surveyed hardly see themselves affected by Brexit, with just about eight percent reporting a hard or very hard impact.

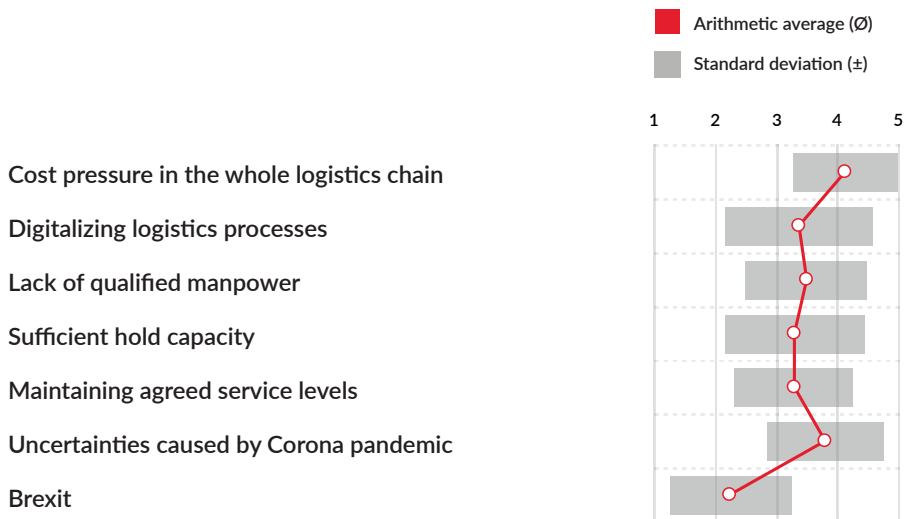
**Background:** Since the United Kingdom left the Single European Market and the Customs Union at the turn of the year 2020/21 because of Brexit, the transport flows have in part been massively affected: 60 percent of the 350 supply chain managers from Great Britain, questioned in a survey, stated that in February 2021 it took considerably longer than it had done in January 2021 to move goods to and fro between the Continent and Great Britain. One of the main reasons is longer clearance times by Customs officers at the border. (Source: DVZ 25 February 2021).

**In comparison to 2020, we expect 2021 to show the following development of transport prices / logistics costs / freight rates:**



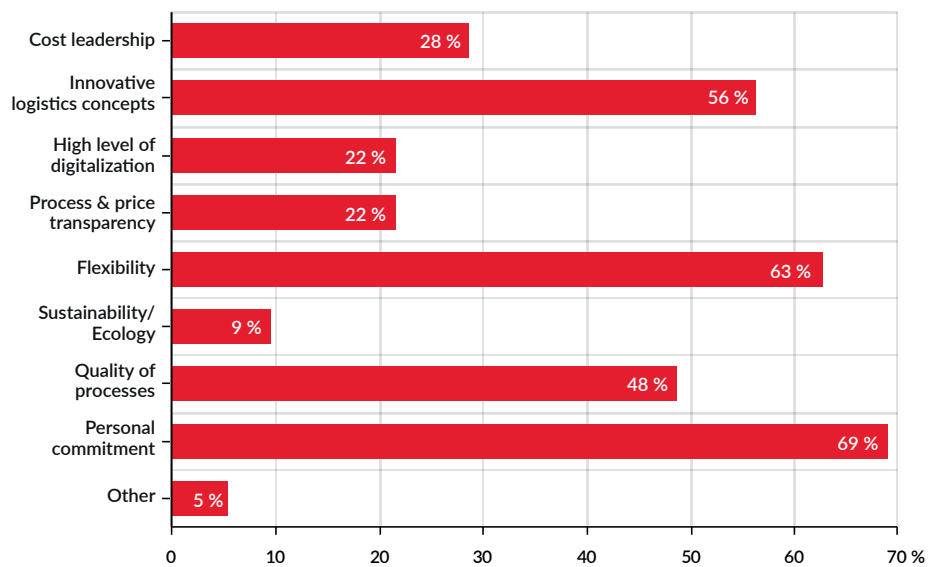
Almost two-thirds of those surveyed – 63 percent – are convinced that the costs across the project logistics sector are going to rise compared to the previous year. One quarter – 25 percent – reckon with no change in costs and only 13 percent expect lower costs.

**From our viewpoint, the following challenges are going to play an important role in 2021 – on a scale of ‘1 – None’ to ‘5 – A major role’:**



Those surveyed see the possible challenges in the project logistics sector in an amazingly relaxed way – with one exception. Whereas the previous question on cost development was answered by almost two-thirds of the participants with ‘increasing’, cost pressure is seen as the only ‘shocker’ on the list of possible challenges. Even the potential uncertainties caused by the Corona pandemic are seen for the most part in a relaxed manner by the project logistics sector. Other aspects such as digitalization or insufficient qualified manpower are dealt with in depth elsewhere in this ‘BHV Project Logistics Monitor’.

**These are the three most important characteristics, project logistics operators can use in the market place to differentiate themselves from competitors:**



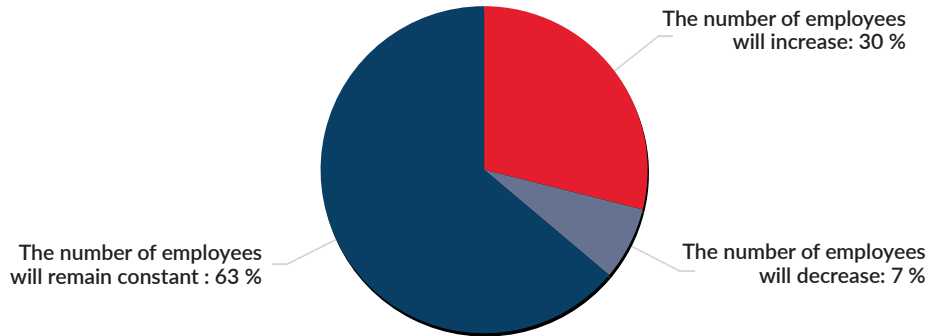
With less complex logistics services, one argument is always put forward first when being awarded contracts – price. This is what makes the result of this question so surprising: cost leadership only appears in fifth place in a selection of nine differentiation characteristics named by the companies surveyed. Only 28 percent of participants include it among the three most important points.

Right at the top of the list is personal commitment that almost 70 percent considered the most important differentiation characteristic. This is followed by flexibility at 63 percent, innovative logistics concepts at 56 percent and quality of processes at 48 percent. A high level of digitalization, as well as process and price transparency – 22 percent – play a surprisingly insignificant role, just like sustainability / ecology that until the present has hardly been mentioned as a criteria for awarding contracts.



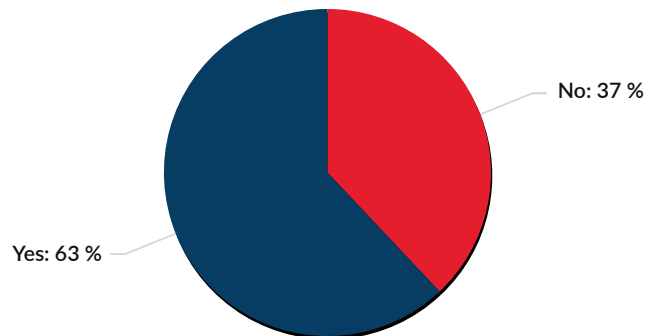
### 4.3. Development of job market

**This is how our human resources planning looks for project logistics in 2021:**



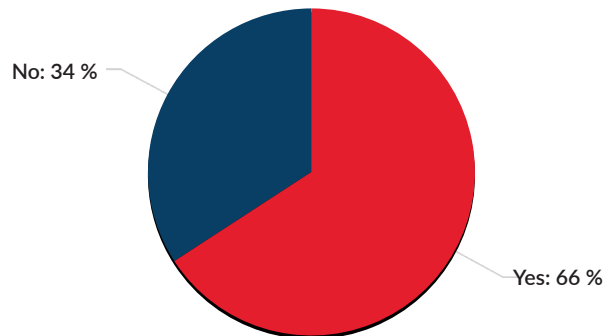
The employees of the companies surveyed can take pleasure in their secure jobs. Almost two-thirds of participants report - 63 percent - that they will keep their manpower constant. Almost a third - 30 percent - are even planning to create new jobs. Only some six percent are thinking about reducing jobs.

**Are we doing vocational training in our company in the project logistics sector?**



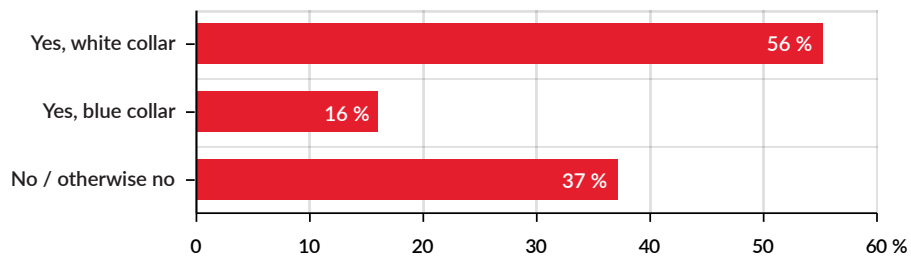
The vocational training quota of companies surveyed lies at almost two-thirds - 63 percent. Taking the individual, additional question, in which sectors are you training, almost all answer with 'white collar', only two named 'blue collar', another mentioned 'long-distance drivers'.

### Were we able to fill all vocational training places on offer?



Only two-thirds of the companies surveyed were able to fill all vocational places by the start of training in 2020.

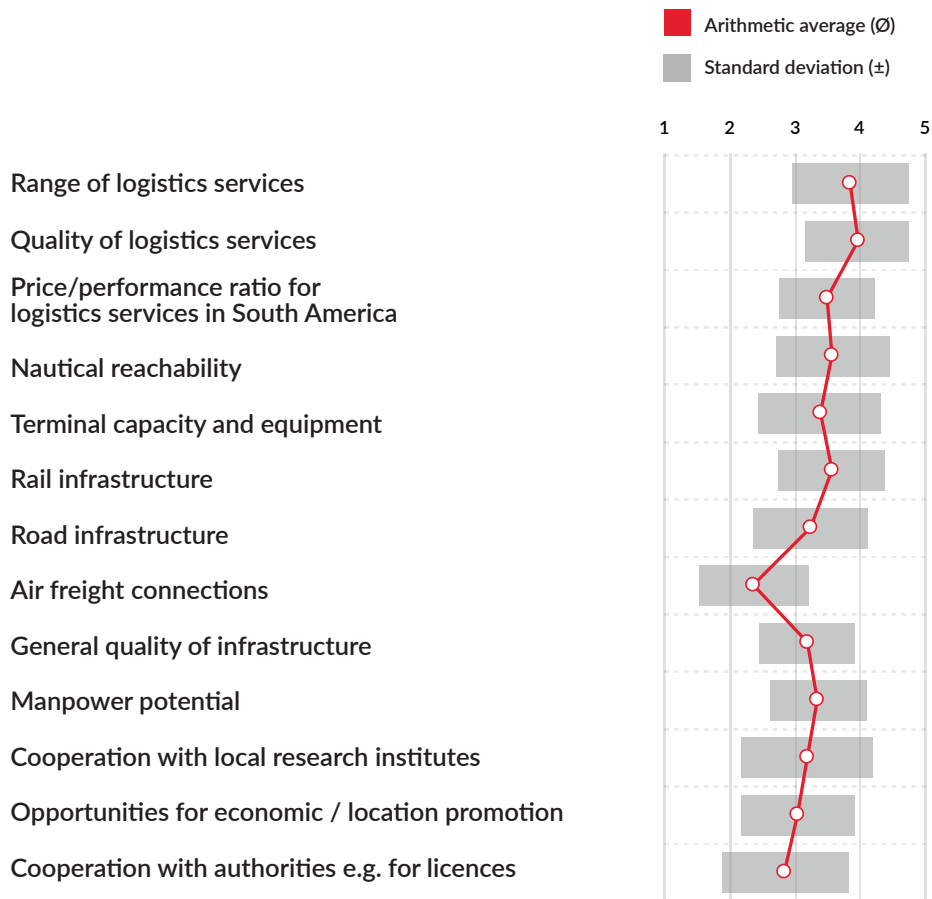
### Are we basically suffering from a lack of qualified applicants?



Well over half of the participants – 56 percent – are suffering in the ‘white collar’ area from a lack of qualified applicants. As can be seen from two questions ago, among those surveyed, ‘blue collar’ vocational training plays an insignificant role. Therefore the statement that in this sector only 16 percent have a lack of applicants is relativized.

## 4.4 Evaluating location and competition

Seen from our viewpoint, this is how we evaluate Bremen/ Bremerhaven as a location for the project logistics business, taking these factors into account – on a scale of ‘1 – Poor’ to ‘5 – Excellent’:

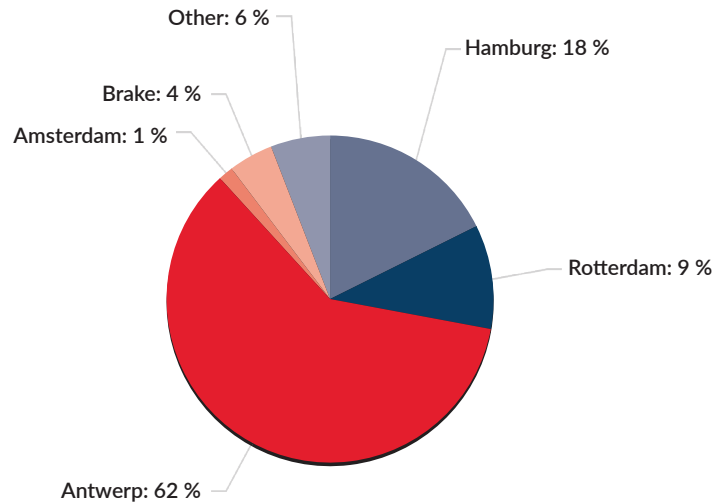


The evaluation of the location factors specified is mainly in the higher middle field. Neither ‘excellent’ nor ‘poor’ were awarded by the companies surveyed.

As best on a scale of ‘1 – poor’ to ‘5 – excellent’ is ‘Quality of logistics services’ with an average value of 3.95, followed by ‘Range of logistics services’ at 3.85.

At the lower end of the evaluation are ‘Air freight connections’ at 2.35 and ‘Cooperation with the authorities’ at 2.83.

**For the Bremen Ports, from our point of view, these ports are the most important competitors:**

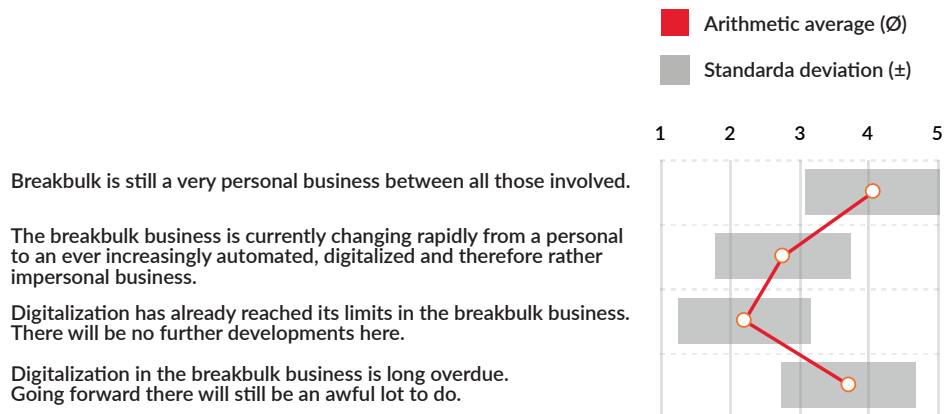


The Belgian Port of Antwerp is the biggest competitor for the Bremen Ports as seen by almost two-thirds - 62 percent of participants, followed by Hamburg - 18 percent. Amazing: Only nine percent of those surveyed named Europe's biggest port, Rotterdam in first place. Brake and Amsterdam hardly play any role, with Nordenham and Mediterranean ports playing absolutely no role. In the form of individual answers, Wilhelms-haven is mentioned twice and Rostock once.

**Background:** Since the summer of 2019 the seaport of Rostock has possessed the highest capacity port crane in Europe, located on the site of crane builder Liebherr-MCCtec. Its maximum capacity is 1,600 tons. Liebherr mainly uses the crane for handling its own mobile port and other heavy-lift cranes that are manufactured at its Rostock plant. It does however rent it out to third parties for their project cargo. (Source: DVZ, 12 November 2019). Its marketing is assisted by a working group made up of several local companies known as 'High&Heavy'.

## 4.5 Digitalization in the project logistics business

This is how we evaluate the digitalization trend in the project logistics business – on a scale ‘1- Absolutely incorrect’ to ‘5 – in absolute agreement’:



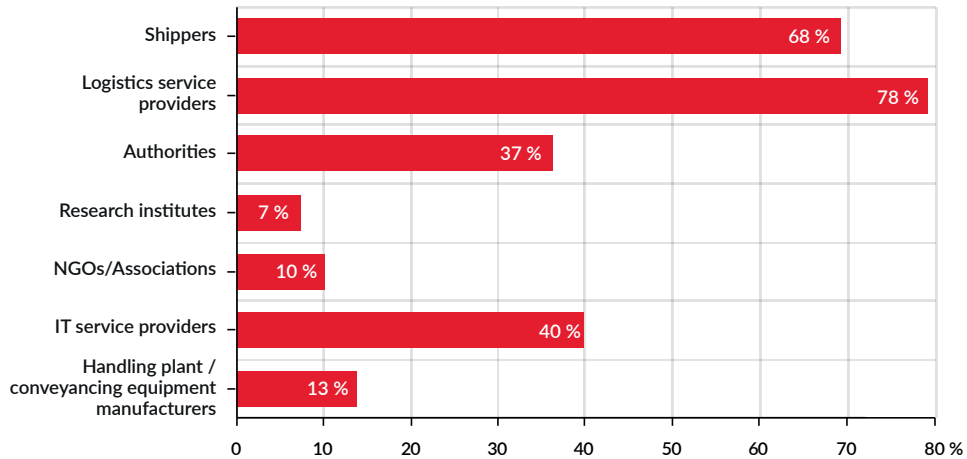
Here too, the answers given confirm that in project logistics the ‘personal’ business is paramount. Those questioned agreed on a scale of ‘1 – absolutely incorrect’ to ‘5 – in absolute agreement’ with a value of 4.05.

That the breakbulk business is currently changing sharply from a personal to an ever more automated, digitalized and therefore rather impersonal business, is not seen by the participants – 2.67.

Nevertheless: The statement that digitalization in the breakbulk business has started with a delay, and that going forward there is going to be a lot to do here, is judged with a value of 3.67 – mildly positive.



**These should be the three strongest drivers for digitalization in the project logistics business:**

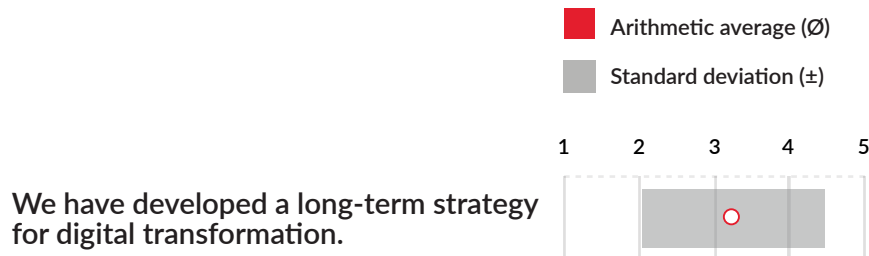


Here, the logistics service providers see that they themselves have to be proactive. With the question regarding the three strongest drivers for digitalization, for 78 percent of the participants see themselves right at the top, closely followed by the shippers at 68 percent. With a considerable gap come IT service providers/start-ups at 40 percent. A good third of those surveyed - 37 percent - reminded the authorities that they should take on a greater role in digitalization. For those surveyed, the manufacturers of handling equipment, associations and research institutions hardly play any role.

**Background:** For fast, seamless handling of heavy shipments, the handling operators, forwarders and stevedores are dependent on fast licensing by the authorities. Short waiting time for the necessary permission is a great competitive advantage: When it comes to cooperation with the Bremen authorities, those surveyed see room for improvement (see the question on evaluating the location). In the past there were delays after delays, with complaints coming from BHV too.

This is exacerbated because, when licensing heavy goods transport that is going beyond the Bremen state border, the responsible Bremen authorities are dependent on cooperation with the authorities in other federal states. Improved supra-state digital document handling would considerably reduce the waiting period for licenses.

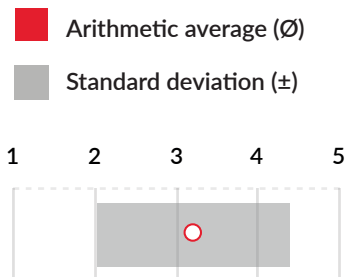
**Has our company developed a long-term strategy for digital transformation – on a scale of ‘1 – No, that’s not an issue for us at all,’ to ‘5 – we are currently working all out on it’?**



When considering their own company, or the organisation of their own supply chain in the project logistics business regarding digitalization, there is clearly room for improvement: The average value on a scale of ‘1 – No, that’s not an issue for us at all.’ to ‘5 – We are currently working all out on it.’ lies at 3.22.

It is well worth noting the large standard deviation ranging from 2.03 to 4.41.

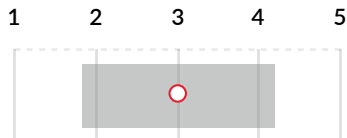
**In the breakbulk business, can we acquire new customers or projects with our own, innovative digital processes – on a scale of ‘1 – Absolutely not’ to ‘5 – ‘Absolutely convinced of that’?**



This question was aimed exclusively at service providers. Here too, there is the same scepticism seen in the previous question: When asked, if they are convinced that they can acquire new customers or projects by having their own, innovative digital processes, the answers produced a mean value of 3.18 on a scale of ‘1 – No, absolutely not.’ to ‘5 – Yes, I’m absolutely convinced of that.’ Admittedly, here too, there is a wide standard deviation from 1.98 to 4.38.

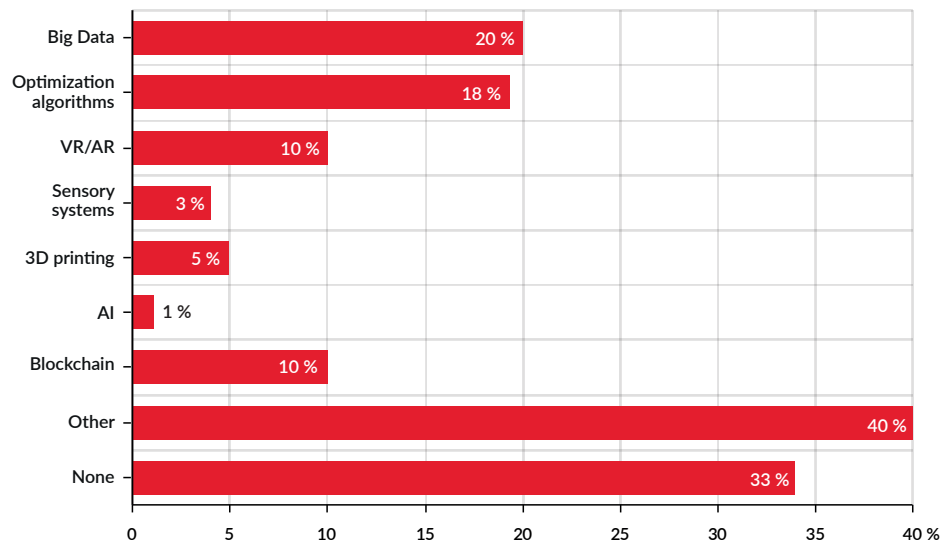
**Have we already established our own concrete digital projects in the breakbulk logistics, which, for example, lead to greater efficiency – on a scale of ‘1 – No, no way.’ to ‘5 – Yes, a range of them’?**

■ Arithmetic average (Ø)  
 ■ Standard deviation (±)



This result too mirrors the answers to the previous questions: It is very similar. The evaluation of the current status on a scale of ‘1 – No, no way.’ To ‘5 – Yes, a range of them.’ Is 2.97 with the standard deviation spreading from 1.79 to 4.15.

**In which technological areas are innovations currently carrying us forward?**

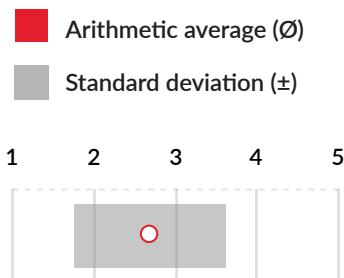


Digital innovations are at present (still) no driver for the project logistics companies with topics such as big data at 20 percent, optimization algorithms at 18 percent, virtual reality and blockchain both at 10 percent, relatively few participants are concerned. Sensor systems, 3D printing or even artificial intelligence are hardly relevant in this survey.

The vast majority of the companies surveyed – 77 percent in all – do not see any – at one-third 33 percent – innovation potential in the technological areas presented here, or in others at 40 percent, not named here.

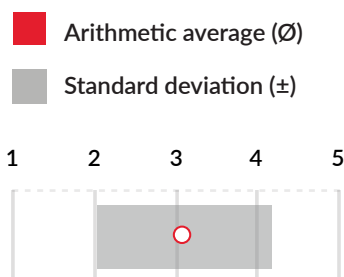
In the next 'BHV Project Logistics Monitor', the innovation drivers away from digitalization must be scrutinized.

**I, personally, feel informed about the diverse opportunities that digitalization has to offer for the project logistics business – on a scale of '1 – No, absolutely uninformed' to '5 – Yes, I feel excellently informed'**



A significant reason for the reservations on the subject of digitalization may well be the current information and knowledge status of those in project logistics. They judged their own level of awareness regarding the diverse opportunities on a scale of '1 – absolutely uninformed' to '5 – I feel excellently informed' with an average value of 2.65 but with a standard deviation from 1.73 to 3.57.

**My opinion about whether the project logistics business, as I experience it today, is going to fundamentally change through an increase in more disruptive logistics processes in the next ten years – on a scale of '1 – No, absolutely not' to '5 – Yes, there will be tremendous change':**



Here too, in the closing question on the subject of digitalization not surprisingly, those surveyed were really holding back: whether the project logistics business, as those involved experience it today, is going to fundamentally change through an increase in more disruptive logistics processes in the next ten years, lead to no clear trend.

The result on a scale of '1 – No, absolutely not' to '5 – Yes, there will be tremendous change' lies here in the 3s at 3.08 with a standard deviation from 2.02 to 4.14.

**Background:** In the general cargo and container business the digitalization of logistics processes has been pressing ahead for years, linked to the development of ever more powerful optimization algorithms. Booking platforms and an ever more transparent supply chain networking all service providers, have led to a real-time overview of the status of all cargo, as well as its documentation. "For the sea-freight conventional heavy lift and project cargo business, such solutions are still a very long way down the road," writes the expert journalist Michael Hollmann (Source: DVZ, 22 September 2020).

Experts such as Sven Hermann, founder and CEO of Prolog Innovation and Professor at NBS - Northern Business School in Hamburg, has been urging for a long time: "In the project logistics niche business, too, the change from people to digital business is happening. Those who choose to continue ignoring it – not looking forward or taking the time to think about tomorrow's world – their crises will not stop." (Source: DVZ, 22 September 2020).

He continues: "You can almost speak of ignorance, how for years, precisely the small and medium-sized logistics service providers in the project and breakbulk sector have been handling the consequences and growing challenges of digital transformation."

If the many small and medium-sized logistics enterprises do not want to disappear long-term from the market, then they must act urgently: "Since while we can only speculate on how many more Corona waves there will be, the digital wave is continuing to surge up."

## RESULTS SUMMARY

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### **Robust through the crisis**

Whether the Corona Pandemic, Brexit or trade wars: the project logistics companies surveyed by BHV have generally come through 2020 amazingly robust and are facing the current year 2021 really optimistically. However, there are considerable differences in the figures from company to company.

### **Strong impetus from Asian market**

Asia is once again driving growth for project logistics. The strongest stimulus for growth is coming from this market. The West European markets including Germany are, on the other hand showing very little dynamism.

### **Increasing costs are the biggest challenge**

The project logistics companies are looking relatively relaxed at possible challenges – the industry even has the uncertainties caused by Corona well under control. Solely increasing logistics costs and the cost pressure resulting are ‘cause for alarm’.

### **Personal commitment is real key**

Even when costs increase, you don't do good business in project logistics with low prices, but rather through greater personal commitment and a high level of flexibility when fulfilling contracts.

### **Secure jobs**

The robust approach in project logistics results in safe jobs. The great majority of companies report a constant level of manpower, or even an increase. Very few of those surveyed plan a reduction.

### **Digitalization: Yes, but ...**

The members interviewed see themselves first and foremost obliged to push ahead with digitalization. However, they show a certain distance from their chosen path, if not to say that they are absolutely sceptical about it. To intermesh this business, hallmarked by personal relationships, with the advantages of digital technologies is the task that project logistics management must face.

### **Sustainability and ecology**

Project logistics customers' requirements will not only increase related to digitalization. Many 'classic' logistics service providers have already set themselves ambitious sustainability targets. Until now, this trend has evidently played a low key role in project logistics: Here too there is a need for action or clearing a backlog.

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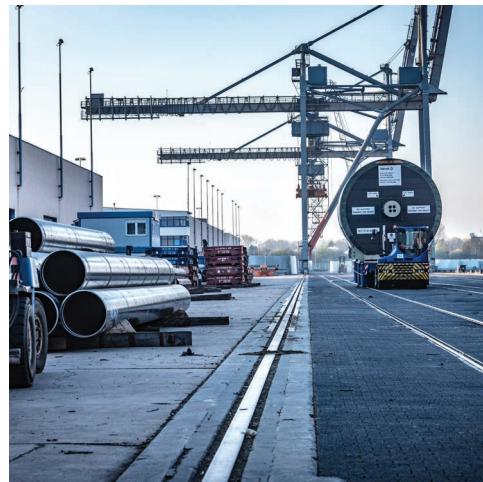
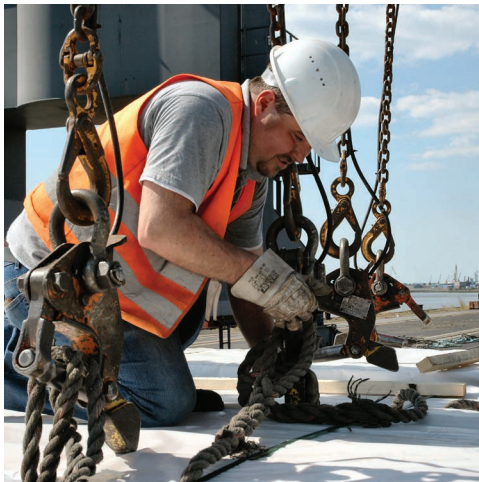
## ABOUT BHV

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BHV is an association with some 250 member companies from logistics, port and transport fields, mainly from Bremen and Bremerhaven. The aim of the association is to make the members' interests discernible and to promote the image of this sector in the worlds of politics, business and society.

BHV organizes events, increasingly digitally, such as the regular presentation evenings in the port Hafenclub, Captains' Day in City Hall, as well as other topic-related events. This also includes the 'Project Logistics Expert Forum' established in the sector well-beyond Bremen.

BHV was founded as the 'Society for the Promotion of Business' in 1942 and renamed in 1979 as BHV Bremische Hafenvertretung e.V. Today BHV is active in the market under its extended name: Bremen Port and Logistics Representative Association - Bremische Hafen- und Logistikvertretung e.V.



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