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TL HUB BUSINESS GAME 2018

POWERED BY GEFCO BENELUX

Business Case: The gates of Europe



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GEFCO

The GEFCO Group was created in 1949 by the French car manufacturer Groupe PSA as a subsidiary to manage the manufacturer's distribution network. It remained a 100% subsidiary of the French company until 2012. Since 2012, the GEFCO Group has two main shareholders: Groupe PSA, with 25% of the capital, and RZD, the Russian Railways, which holds the remaining 75% of the capital.

GEFCO is a world expert in supply chain solutions, being a **top 10 global partner in multimodal supply chain solutions**, and the European leader in automotive logistics. Serving 10+ industries, GEFCO offers fully integrated services and a truly global, multimodal network.

The company has over 13,000 employees with more than 300 destinations worldwide across **47 countries**. In 2017, GEFCO reported a **turnover of 4.4 billion euros**.

TL Hub Business Game

10 high Schools (bachelor) & universities, 400 students in transport, logistics & supply chain across Belgium

- Jury: Journalists, TL Hub, GEFCO Benelux
- 5 laureates' teams* (laureate's certificate for each student)
- 1 Winning team (Winner's certificate for each student)

(*). Winners & laureates will receive different prizes & press visibility)

Questions, news & tips

Join our "Logistics Students Belgium" group on Facebook to get more data's, news and information about this Business Game.

TL Hub

www.tl-hub.be is the Belgian job board specialized in publication of jobs in Transport, logistics and supply chain in Belgium.



Business Case : The gates of Europe

1. GEFCO logistics activities

In 1970, GEFCO began its international development by opening its first subsidiary abroad. By creating the Vandecasteele group (which will become GEFCO Benelux in 1994) in Belgium, GEFCO was paving the way for a geographic expansion that now extends to 47 countries on 5 continents. The Benelux is a key sector for logistics in Europe, with a presence near the major ports of Antwerp and Rotterdam, near the major airports of Zaventem and Schipol for import-export operations, and near Brussels, Antwerp and Amsterdam for distribution, GEFCO has created an effective network to serve its industrial partners. It was in 1983 that the freight transport branch was opened in Benelux, which will then be and is still called Overland (OVL).

GEFCO Benelux is constituted by 3 branches: transport operation (OVL), automotive (FVL), and spare parts platform. The OVL site concerned by this Business Case, has been moved from Brussels to Braine-L'Alleud in 1992 where the warehouse is located now. For 26 years, Braine-L'Alleud is the freight transport operation site for GEFCO Benelux in Belgium with his brother OVL site in Oosterhout (The Netherlands). For the automotive branch, GEFCO has three automotive sites (FVL): one located in Ghislenghien (the Headquarters), the second one in Zeebrugge and the third one in Oosterhout. Finally, there are 3 warehouses for the distribution of automotive spare parts in the Netherlands.

The Business Case will therefore concern the OVL agency in Braine-L'Alleud, which includes 3 road transport services:

- 1) The National department, for Belgium loadings and/or deliveries;
- 2) The Chartering department, which offers door-to-door road freight solutions for FTL and LTL services (full and part loads);
- 3) The Groupage service or "GEFCO network" for international road freight solutions from one parcel to a threshold of pallets and/or weight. It follows an own rule to GEFCO to give a standardized volume notion. It means shuttle between hub GEFCO to hub GEFCO. Some different European destinations are for instance Benelux, France, Spain, Portugal, Italy, United Kingdom, Germany, Switzerland or even Austria.

The agency works as a cross-dock, which is a common technique in logistics for road transport mainly for industrial shipments. Cross-docking means transshipment and consolidation of goods in inbound and outbound trucks within a terminal: the cross-dock. Goods usually stay less than 24 hours in the cross-dock, often only a few hours.



Cross-docking allows faster deliveries of small volumes, higher stock rotation, flexibility, lower costs and better planning throughout the supply chain.

The cross-dock in Braine-L'Alleud operates 24h/24h. This means that the warehouse operators work in 3 shifts, including a night team. The warehouse in Braine-L'Alleud contains 63 docks.

The shape and spatial organization of a cross-dock terminal play a major role in organizing and optimizing the flow of goods. But there are many other elements to optimize the efficiency of the activities of the agency. In this context, there are several improvement areas that can be observed.

First, we may look at improving and optimizing the dock activities, particularly in terms of efficiency and productivity. This idea can be related to trucks filling rates as to processes set up for drivers for example.

Secondly, the agency would like to increase its attractiveness towards partners (sub-contractors and carriers). The current situation on the transport market is very tense, with lack of resources on the market (trucks and drivers). It is therefore very important to offer an efficient environment to be attractive to partners – this means limiting the waiting time, offering efficient processes, and allowing a welcoming and safe working environment for both drivers and their equipment. Any improvement on this will make GEFCO a more attractive partner for the best partners, that we want to attract.

Finally, GEFCO would like to include an environmental dimension to this project, as we are constantly looking for opportunities to decrease our environmental impact, where possible.

2. Issue statement

Our platform in Braine-L'Alleud has currently an average of 40 semi-trailers transiting every day for national and international transport; this activity is supported by internal processes inside GEFCO. Every day, the agency tries to optimize the trucks filling rate with a determined objective. Of course, these objectives look at efficiency and profitability, but also include driver's safety and the brand image of GEFCO.

GEFCO Braine-L'Alleud would like to increase the efficiency of its activities, focusing particularly on subcontractors and their drivers to improve its attractiveness to these partners. Currently the transport market is very tense, and it is increasingly difficult to find good partners, offering an efficient operation where their drivers will not waste time and the equipment will be respected and optimized, can be a value-added that will convince the good subcontractors to come and collaborate with GEFCO.



3. Mission

This Business Case will focus on 4 main parts. Each part constitutes a key opportunity for development and improvement:

- Optimization: one of our daily objectives is to develop a process of continuous improvement which concerns both brand image and profitability, with the aim to increase productivity.
- Perfect processes for National, Groupage and Chartering services: especially for drivers (physical loading and unloading, arrival of the drivers, gate allocation, planning, staging, waiting zones, visibility on the field, clarity, etc.)
- Attractiveness to partners: having effective and optimized processes in place will make GEFCO a better prospect as a partner for a transport company. We would also like to work on the 'driver's experience' (as in the customer's experience in a shop) to make drivers want to come and be willing to come and work with GEFCO, and influence their employers by giving them a positive feedback. Brand image should be improved too and should be included in the package.
- Safety: Being a safe work environment plays a major role in attractiveness and efficiency. The focus is put on safety on site but also in terms of transport: on the road and for drivers. In terms of safety, human is considered as a key player in the supply chain.

4. Improvements way

In alignment with the scope, we focus on several objectives related to different areas:

- To optimize processes for dock activities, especially for drivers and trucks, allowing a significant profitability increase.
- To define the best possible scenario / process (blue-sky scenario) for each type of driver so they can be processed in the most efficient way – be creative, think high-tech, and balance the ergonomics of the process for the driver with the efficiency of the operations
- To rationalize the number of trucks in line with the number of shipments.
- To develop the agency's image as a logistics actor, by expanding the perimeter of drivers.
- To optimize human and material resources in compliance with the available means, the technological means, and being in coherence with the budget of the agency.



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- How to convince us?
- A sound analysis of the situation
- A good understanding of where we can make a difference to the driver's on-site experience
- Be creative
- Think technology and ergonomics

5. Benefits

The benefits sought with this Business Case are the improvement of quality and service, a productivity and profitability increased, improved security and safety. All of this would increase GEFCO's attractiveness as a partner for transport companies via attractive performance in dealing with their loads and trucks, as well as their drivers.