

## 8.3 The Huppertz lean logistics system – Sustainability in the practice of a logistics service provider

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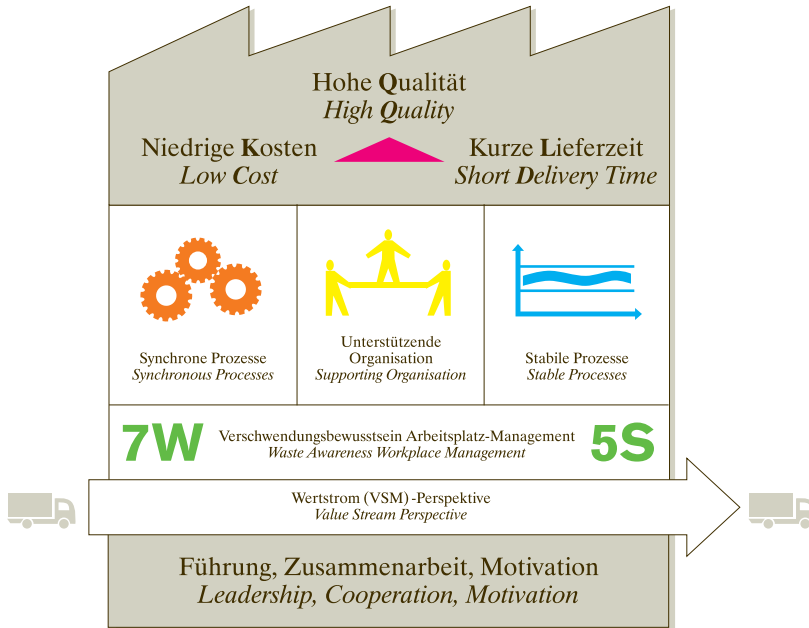
With several hundred employees at various locations, the Huppertz Group is an internationally active, medium-sized logistics company. The Cologne based corporate group combines various logistics competence centers whose range of services includes international automobile logistics, services for the chemical industry, consolidation centers, contract packaging, import, export, customs clearance and the development of customer-specific IT solutions. In 2007, the Huppertz Log Lab was added as an innovative branch of business, where lean logistics is developed and implemented with training, coaching, workshops, and audits for in-house and external logistics processes (cf. [Hup08c]).

In order to remain sustainable as a medium-sized logistics service provider, the company decided to build up additional service and problem solving expertise based on the Toyota Production System (TPS). To develop its own Huppertz lean logistics system, the TPS was analyzed and adapted to the specific conditions of a logistics service provider. Successful implementation took place in all divisions in the following years (cf. [Zin11]). Lean logistics has become a comprehensive working and cultural model. Today, continuous improvement is first and foremost a very concrete working model that is practiced, lived and improved by all managers and employees on a daily basis. Business partners also benefit from this, as not only their own processes but also those of the interfaces are improved with a view on the entire supply chain.

### 8.3.1 The Huppertz lean logistics system

Within the Huppertz lean logistics system, there are six core modules, which are shown in figure 58. Huppertz lean logistics pursue the continuous improvement of high quality, at low cost and short delivery times (QCP goals).

Figure 58: Huppertz lean logistics system



### Leadership, cooperation, and motivation

We are convinced that continuous improvement is a guided process. In our opinion, the manager has the decisive role. This has considerable consequences in training: The training of managers in leadership and trainer skills has the highest importance, whereas lean tools are secondary. To ensure sustainability, knowledge within the hierarchy have to be communicated from top to bottom and applied promptly. The ambitious goal is that every employee in the company learns and applies the lean tools within the scope of the field of activity.

Following the learning of the tools, the appropriate daily implementation is the key to a sustainable system. This also requires personal leadership skills that are often not automatically available: The ability to analyze problems, self-management, presence, discipline, but also the motivation of the employees need to be trained. We think that a large part of the problems and the demotivation arise in communication: Missing, too little, incorrect, incomprehensible or between unsuitable participants. As a consequence, we train our managers, especially in this ability. In this way, they learn