



# Finished Vehicles Supply Chain: Preventing Port Congestion Through Multimodal Coordination

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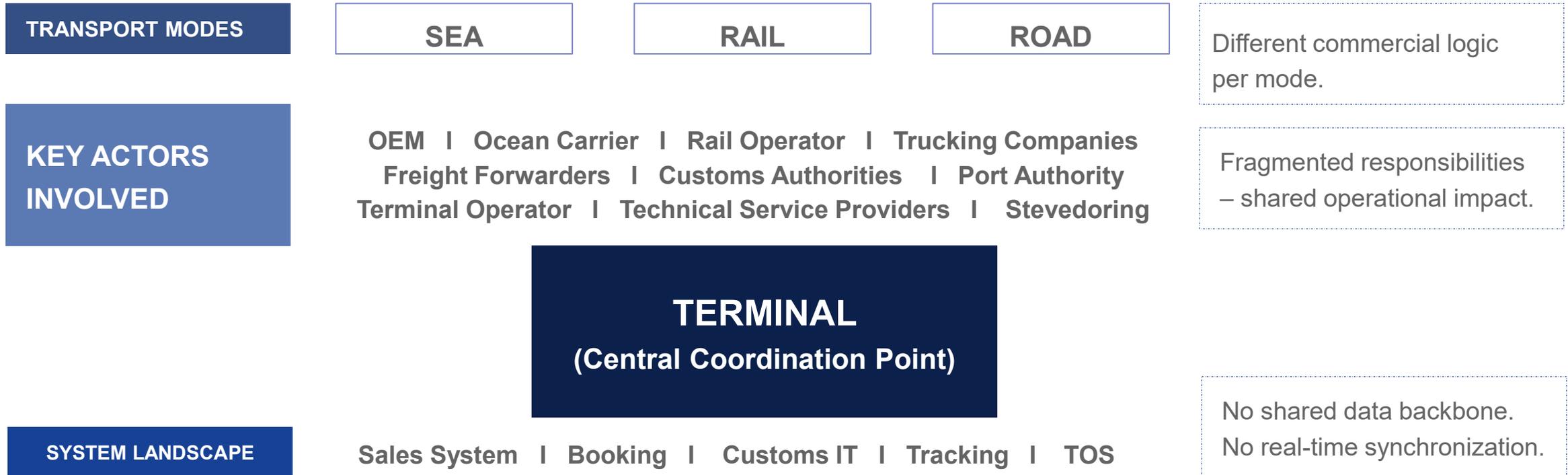
# TERMINAL MANAGEMENT IS ORCHESTRATION – NOT EXECUTION

- Many highly specialized players – one shared rhythm
- Efficiency is created at the interfaces, not in silos
- Timing is a key factor
- Without perfect interaction, optimization turns into congestion
- Individual conflicts of interest must be orchestrated



# MULTIMODAL COMPLEXITY AT A SINGLE TERMINAL HUB

Fragmented responsibilities, fragmented systems, shared operational risk



**The terminal becomes the physical convergence point of systemic fragmentation. Operational misalignment across modes and systems directly translates into dwell time.**

# DWELL TIME = LOCKED CAPITAL

Why terminal efficiency directly impacts OEM balance sheets

exemplary

## FINANCIAL LOGIC

40,000 € average vehicle value

6% OEM WACC

→ ≈ **6.50 €** capital cost per vehicle per day ( 40,000 x 6% ÷ 365 )

|                                      | SCENARIO COMPARISON | BENCHMARK     |
|--------------------------------------|---------------------|---------------|
| <b>Average dwell time (current):</b> | <b>16 DAYS</b>      | <b>6 DAYS</b> |
| • 1,5 M vehicles - Total dwell days: | 24m                 | 9m            |
| • Annual capital cost:               | <b>156m €</b>       | <b>59m €</b>  |

**97m € per year Optimization Potential**

Every unnecessary dwell day locks capital for OEMs and blocks capacity for terminals.

# CHALLENGES DRIVING DWELL TIME

Drivers across planning, capacity and scheduling

## PLANNING

- Production Planning & Forecasting
- VIN allocation to vessel voyage and space availability vs. OEM order/commitment

## CAPACITY

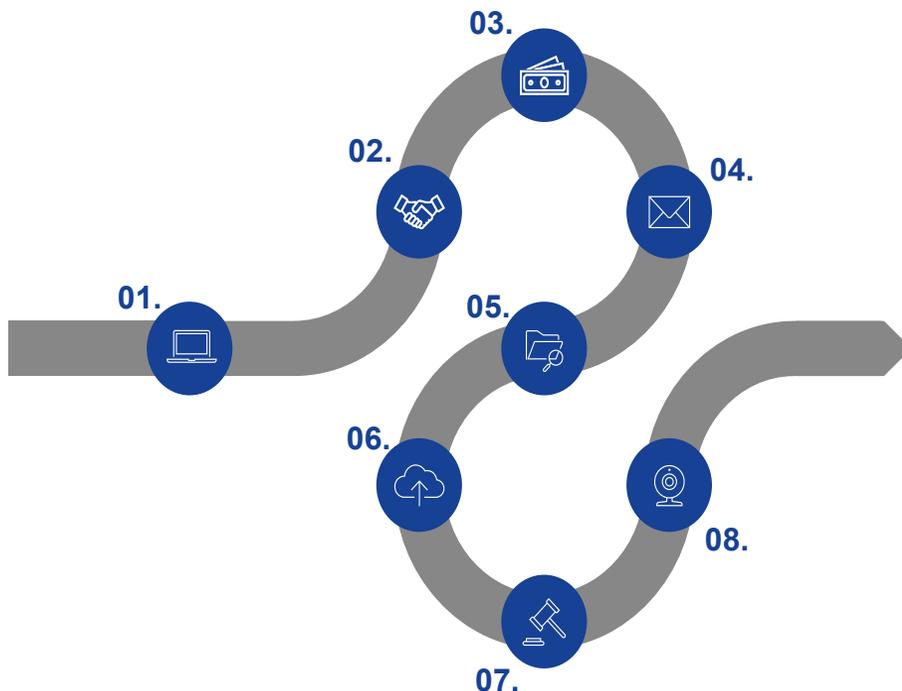
- Rail Transport vs Reception at Terminal
- Limited Space at terminal vs OEM space order/commitment
- Quality/Technical aspects vs availability technical services

## SCHEDULE

- Vessel Schedule reliability, change in service frequency
- Vessel/ocean carrier space availability vs OEM order/commitment

# DRIVING SOLUTIONS FORWARD TOGETHER

How to get faster and avoid disruption



- 01. Space**  
Horizontal, vertical expansion or move out
- 02. Velocity**  
Process Improvement (amongst multiple stakeholders)
- 03. Contracting**  
Clear and realistic contract commitments between OEM and service providers.
- 04. Labor efficiency**  
Allowing to deploy labor when there is work
- 05. Flexibility**  
Flexible responses to external factors
- 06. Mind-Set/ Joint Performance Review**  
Key stakeholders work as a team towards established and jointly measurable goals.
- 07. Integrated Planning**  
Away from Silo to one-single truth for all parties involved
- 08. Transparency**  
One single source of truth with different interfaces



**THANK YOU FOR YOUR  
ATTENTION.**

# YOUR CONTACT



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