

# **Lufthansa Cargo**

**Jörg Sydow, Elke Schüßler, Gordon Müller-Seitz**

**Steering an outsourced handling agent at Lufthansa Cargo AG/ Miami, USA** Daniel Effenberger, 2005-04-08 Diploma Thesis from the year 2005 in the subject Business economics - Supply, Production, Logistics, grade: 1,7, Heilbronn University, 87 entries in the bibliography, language: English, abstract: "If an enterprise does not get the best people at the bottom of its management pyramid then some years down the line it is not going to find them at the top, no matter how much outsourcing it might be doing." (Chorafas, D. N. (2003), p. 97) This diploma thesis will analyze the outsourcing partnership between Lufthansa Cargo AG (LCAG) and GlobeGround Inc. (GG) at the station Miami/ USA. The paper will represent the current situation, detect sensible subjects and will give recommendations to the local- (MIAFH/A) and the regional- (MIAFH) Handling-Management at LCAG in Miami. The main business of an airline is to offer transport services from Airport A to Airport B. The transported object can either be passengers, cargo or mail. In the 1990's air-lines followed the strategy to integrate more pre- and after-flight related services into their part of the value chain. Enormous pressures lead to changes in strategies. These pressures are mainly caused by the events of 9-11, SARS, the global recession, the Iraqi war, the latest oil-price trend and not to forget the current exchange rate of the US\$1 2 . The yield per kg is also decreasing as there are more competitors on the market and even forwarders started to charter own equipment for flying goods around the globe.<sup>3</sup> But, even if there are some break points in growth; several studies forecast an annual growth of air cargo of about 6% worldwide during the next years. <sup>4</sup> Outsourcing non-core businesses is one attempt to reduce overhead costs and to versatile the business for being more competitive. It often seems as the easy available medicine to cure suffering businesses. The possible loss of know-how, control and quality of services is often neglected. Steering an outsourcing relationship is therefore one of the main tasks in such a cooperation and require, besides costs and time, also the according knowledge.

**Disrupting Logistics** Christian Wurst, Luca Graf, 2021-01-29 This book presents trends, developments, and examples of how digital disruption is currently reshaping the logistics industry. Logistics is the invisible force behind the global economy, influencing and providing a lens into all economic activities. Chapters written by respected experts in the field describe how new technologies such as autonomous vehicles, blockchain, Internet of things (IoT), and state-of-the-art freight management solutions are fundamentally changing supply chain solutions. Special emphasis is placed on promising start-ups and venture capital firms around the world that are now investing in the future of logistics. Supply chains hold significant room for optimization to the benefit of customers, industry participants, authorities and the environment. This book provides a unique set of perspectives from industry leaders covering a wide range of topics. It is a 'must read' for anyone seeking to understand and contribute to a better tomorrow in supply chains logistics. — Thomas Bagge, Chief Executive Officer and Statutory Director DCSA "The need for standardisation and digitalisation in logistics is no longer an option. This book gives insights from industry experts, shows trends and innovations in platforms, underlines the need for transparency and how big data and analytics can make a world of difference. It's an incredible resource if you wish to better understand the new normal of logistics." — Global Chief Digital & Information Officer, MSC Mediterranean Shipping Company This book presents readers with a straightforward and comprehensive assessment of supply chain innovation and trends and their impact on the industry. With contributions from several industry leaders, it provides critical knowledge and insight that supply chain and logistics managers need to implement disruptive technologies strategically." — Rene Jacquat, Founder / Advisor, LogiChain Solutions

**Air Cargo** Joachim G. Schäfer, 2023-02-17 This book uses numerous examples to describe the current opportunities and risks of air freight against the backdrop of stagnating transport volumes since the financial crisis in 2008. It shows what impact these developments have had on those involved, in particular shippers, airlines, airports and freight forwarders. The application-oriented presentation also provides an insight into the design of complex supply chains and the areas of tension in which the players in air freight operate.

**History of Air Cargo and Airmail from the 18th Century** Camille Allaz,2005-03 It was first published in French by the Institut du Transport Aerien in 1998 and received very favourable reviews. Through the publication of the English language edition, this remarkable work is now accessible to many more readers around the world. In addition, the author has expanded the book with new sections and he has extensively updated it to bring the story of air cargo into the twenty first century, concluding with a look into the future. The author, Camille Allaz, served as Senior Vice President Cargo at Air France for 10 years which gave him an insider's close-up view of his subject, a privilege not enjoyed by many historians. There is no aspect of mail or cargo transport by air that has not been thoroughly researched and documented by Allaz, from the first brief transport of animals by balloon in France in 1783 to the vast global networks of the integrated express carriers in the 21st century. As a true scholar, he fits his narrative into the larger framework of political, military, economic and aviation history. This book should stand for years as the definitive work on the history of air cargo and airmail, and will be of immense value to the academic community, to the air cargo industry, the postal services, and to the general public.

**Capacity Options for Revenue Management** Rolf Hellermann,2006-10-07 This book proposes capacity options as a flexible alternative air cargo contract type, and illustrates how capacity can be priced through option contracts. The analysis is accomplished by means of an analytical multivariate optimization model under price and demand uncertainty. A case study using data from a leading German carrier illustrates the financial potential. Finally, the author shows how capacity-option contracts integrate into the context of air cargo revenue management.

WOW and SkyTeam Cargo: An In-depth Analysis of Strategic Alliances for Air Cargo Carriers and The Impact on Cargo Airlines' Operations and Success Florian Smeritschnig,2013-08 In the airline industry, the formation of highly integrated strategic alliances started during the 1990's. Thereby, Star Alliance became the first global player when passenger airlines faced deregulation, and wanted to support their growth and expansion in international markets. For cargo companies, this type of integration came around later, namely in the beginning of 2000. As a result of the increased co-operation, major alliances were formed with the launch of SkyTeam Cargo and WOW. In the dawn of the new century, these alliances should lay the cornerstone for the achievement of a long term success through synergy effects, and higher competitiveness in terms of the individual and the group. A decade later, WOW and SkyTeam Cargo have evolved in different directions but, not all members or ex-members are pleased about the results. Strategic alliances in air transport have been studied widely but, most of the recent publications only cover the passenger side in this business. There are a lot of information and statements about the benefits that alliances can bring to its members. But, the review of the literature shows that research is very sparse when it comes down to the evaluation of the actual impact of alliance integration on air cargo carriers' standing. The objective of this book is to analyze and interpret the impact of a strategic alliance on cargo airlines' revenue-tonne-kilometres key figures (provided by Airline Business 1998-2010), and market share developments. The author's aim is on the one hand, to answer the question if air cargo operators did profit from alliance integration, and on the other hand, to give the reasons for this development. Besides, the book gives an overview about the market's environment, the characteristics of air freight, and the history of WOW and SkyTeam Cargo. Further, the additional questions are discussed in detail: • How did carriers react to the challenges and opportunities in the market? • What are the main benefits or disadvantages for alliance members? • What major challenges do (prospective) members face in an alliance? • What are the core arrangements and prerequisites for alliance integration? • Is there a common success, are there stability factors and why do alliances fail? • What alternatives are there to alliance formation

**100 Percent Air Cargo Screening** United States. Congress. House. Committee on Homeland Security. Subcommittee on Transportation Security and Infrastructure Protection,2011

*The Role of the Social Context for Strategy-Making* Karolin Marx, 2012-12-06 Karolin Marx examines the significance of the social context for strategy-making. She shows that social relationships within organizations are not only positive, but can also impede the successful development of strategic initiatives.

**Network Structures of Cargo Airlines - An Empirical and a Modelling Approach** Aaron Bernhardt Scholz, 2014-09-03 The development of efficient air freight networks is an upcoming challenge. The present book approaches this problem for cargo airlines by characterising and classifying their network structures and by developing a model for an airline's strategic network design. The book provides results which are of value for airline professionals (network efficiency analysis), policy makers (policy impact assessment) and researchers (cargo airline network design model).

Managing Inter-Organizational Relations Jörg Sydow, Elke Schüßler, Gordon Müller-Seitz, 2017-09-16 Inter-organizational relations are increasingly important in today's organizational landscape. The management of these relations requires unique understandings and capabilities. Hence it comes as no surprise that the formation, purpose and management of inter-organizational relations are a vital part of most curricula in the fields of business, economic geography, sociology, and policy studies. *Managing Inter-Organizational Relations* offers both a thorough review and innovative systematization of the main theoretical debates surrounding different forms of inter-organizational relations – and of the challenges of their management. With a unique collection of cases from around the world addressing different managerial issues, it provides a pioneering and comprehensive analysis of different types of inter-organizational collaboration, including strategic alliances, joint ventures, regional clusters, global value and supply chains, and project as well as innovation networks. Key features: - Contains up-to-date empirical research. - Utilises an innovative structure of debates and cases. - Packed with a wide-ranging collection of international case studies and examples. - Offers a unique managerial perspective on inter-organizational relations across different types or forms of collaborative governance.

*Moving Boxes by Air* Peter S. Morrell, Thomas Klein, 2018-10-08 Air cargo is a key element of the global supply chain. It allows outsourcing of manufacturing to other countries and links production in both multinational and smaller enterprises. It has also been the most important driver of certain export industries in countries such as South Africa, Kenya and Chile. As a component of the air transport industry, air cargo makes the crucial difference between profit and loss on many long-haul routes. This second edition of *Moving Boxes by Air* offers a comprehensive and up-to-date guide to the business and practices of air cargo, with chapters dedicated to key issues such as current trends, market characteristics, regulation, airport terminal operations, pricing and revenues, and environmental impacts. The book illustrates the recent emphasis on mergers at the expense of alliances, which have not had the impact that they had on passenger operations. The section on security has been expanded to assess in more depth the threats to aircraft from terrorists, particularly in the lower cargo and passenger baggage compartments. Surcharges are examined and the book considers whether all airlines will follow the lead of some to do away with both fuel and security surcharges. The book concludes with a summary of the latest industry forecasts. Fully updated throughout, this edition is the definitive guide to air cargo for professionals within both the aviation and freight industries.

**The Ten Million Dollar Getaway** Doug Feiden, 2014-09-02 The money comes in once a month by plane—untraceable bills, totaling millions of dollars. And these men are going to steal it. The Lufthansa Heist was one of the most audacious, and profitable, crimes ever committed on U.S. soil. It has been immortalized in movies like *Goodfellas* and *The Big Heist*. The New York crime families contributed brains and muscle and, on December 11, 1978, these men stole almost ten million dollars. Then the bodies started piling up. Doug Feiden weaves this spellbinding tale of the crime and its bloody aftermath, where the FBI started to piece together what had happened, where paranoia made the risk greater than the reward, and where witnesses were soon silenced for good.

Risk Management in the Air Cargo Industry Paul Hertwig, Philipp Rau, 2010-02 This paper discusses risk management approaches in the air cargo industry. It gives a concise overview of developments, business practices and complexities of the air cargo industry and draws cross-references to comparable industries. It introduces supply contracts for capacity and the inherent risks in the shipping process. Based on that, approaches to mitigate risk are studied. The work elaborates on the historically grown research field of revenue management and puts emphasis on the discipline of overbooking in the air cargo sector. Capacity options and financial intermediation are presented as more innovative approaches for capacity risk management. The application of these various risk management methods is evaluated in an expert study among air cargo industry professionals from different market perspectives. With that, obstacles to the successful implementation are identified and potential solutions are named.

**Moving Boxes by Air** Peter S. Morrell, 2016-04-22 Air cargo is a key element of the global supply chain. It allows outsourcing of manufacturing to other countries and links production in both multinational and smaller enterprises. It has also been the most important driver of certain export industries in countries such as South Africa, Kenya and Chile. As a component of the air transport industry, air cargo makes the crucial difference between profit and loss on many long-haul routes. For some network combination carriers it accounts for up to half of total tonne-kms flown, and as much as one quarter of total revenue. In addition, the integrated carriers such as DHL, FedEx and TNT have their own fleets of dedicated freighter aircraft, and cargo aircraft operators like Cargolux and Nippon Cargo have a specialist role in the industry. Featuring expert analysis and worked examples to enhance understanding, *Moving Boxes by Air* by Peter Morrell offers a comprehensive and up-to-date guide to the business and practices of air cargo, with a chapter dedicated to each key issue, such as: current trends, market characteristics, regulation, airport terminal operations, pricing and revenues, and environmental impacts.

Total Revenue Management (TRM) Marc Helmold, 2020-06-03 This book explores total revenue management (TRM), an emerging concept in revenue management that incorporates existing principles and tools of revenue management across all profit streams. It is a professional's guide to using TRM in an optimal and innovative manner to gain competitive advantage. Readers will gain comprehensive insights into the strategies, tools and principles of TRM including existing and emerging revenue streams across the value chain. The author offers a transparent and holistic explanation of pricing strategies, segmentation methods and distribution principles which enable implementation of TRM in organizations.

Land & Sea Transport Aviation Management Patrick Siegfried, 2021-06-22 Business concepts in the Transportation Management

*Moving Boxes by Air* Dr Peter S Morrell, 2012-10-01 Air cargo is a key element of the global supply chain. It allows outsourcing of manufacturing to other countries and links production in both multinational and smaller enterprises. It has also been the most important driver of certain export industries in countries such as South Africa, Kenya and Chile. As a component of the air transport industry, air cargo makes the crucial difference between profit and loss on many long-haul routes. For some network combination carriers it accounts for up to half of total tonne-kms flown, and as much as one quarter of total revenue. In addition, the integrated carriers such as DHL, FedEx and TNT have their own fleets of dedicated freighter aircraft, and cargo aircraft operators like Cargolux and Nippon Cargo have a specialist role in the industry. Featuring expert analysis and worked examples to enhance understanding, *Moving Boxes by Air* by Peter Morrell offers a comprehensive and up-to-date guide to the business and practices of air cargo, with a chapter dedicated to each key issue, such as: current trends, market characteristics, regulation, airport terminal operations, pricing and revenues, and environmental impacts.

**Cost Management in Supply Chains** Stefan Seuring, Maria Goldbach, 2013-03-09 Supply Chain Management and Cost Management are important developments helping companies to respond to increased global competition and demanding customer needs. Within the 23 chapters of the book, more than 35 authors provide insights into new concepts for cost control in supply chains. The frameworks presented are illustrated with case

studies from the automotive, textile, white goods, and transportation industry as well as from retailing. Academics will benefit from the wide range of approaches presented, while practitioners will learn from the examples how their own company and the supply chains which they compete in, can be brought to lower costs and better performance.

*Plunkett's Transportation, Supply Chain & Logistics Industry Almanac* Jack W. Plunkett, 2009-04 Covers various trends in supply chain and logistics management, transportation, just in time delivery, warehousing, distribution, inter modal shipment systems, logistics services, purchasing and advanced technologies such as RFID. This book includes one page profiles of transportation, supply chain and logistics industry firms.

**Dynamic Capacity Control in Air Cargo Revenue Management** Rainer Hoffmann, 2014-05-12 This book studies air cargo capacity control problems. The focus is on analyzing decision models with intuitive optimal decisions as well as on developing efficient heuristics and bounds. Three different models are studied: First, a model for steering the availability of cargo space on single legs. Second, a model that simultaneously optimizes the availability of both seats and cargo capacity. Third, a decision model that controls the availability of cargo capacity on a network of flights.

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the reflected light shining on the table 4 5 metre 15 ft high acoustic  
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magnified the sound of approaching enemy

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and the cause of refraction and to identify the one exception in which  
light crosses a boundary without bending

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diagram at the right shows a light ray entering a rectangular block of  
unknown material and subsequently exiting the block on the opposite  
side the path of the light ray through the block is shown determine the  
index of refraction of the unknown material

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boundary choice b is reflection refraction involves passing through a  
boundary choice a and changing speed choice c however a light ray can  
exhibit both of these behaviors without undergoing refraction for  
instance if it approaches the boundary along the normal

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