

1ST - 2ND OCT 2025

NIKE EUROPEAN LOGISTICS CAMPUS, BELGIUM



What an odd
duck drawing....



What a beautiful
Rabbit drawing....



PEER GROUP LEARNING,
BENCHMARKING AND KPI PRIORITIES

Peer group learning, benchmarking & driving forward company KPI priorities

Leaders across logistics and the supply chain face challenging market conditions, everyone is under pressure to innovate & demonstrate results, and F&L Members say ideas that worked a few years ago may not be relevant anymore. For Members' benefit, the F&L global network of freight logistics practitioners has created unique new data on KPI current business priorities across industrial sectors, across transport modes, geographies & roles. Utilising this data backdrop, we focus on:

1. Why some priorities are top of the list, and whose list?
2. What does this mean for each business & for sector freight logistics operations? None of us operate in isolation, and what others do impacts our own success.
3. What actions can business take both internally and externally to achieve these ambitions?

Conclusions & next steps will be agreed while we are together.

F&L competition law and antitrust compliance policies [here](#).

Wed, 1 October 2025

08:00 Private transport to Nike European Logistics Campus, Laakdal from hotels in Hasselt (see 'venues' tab)

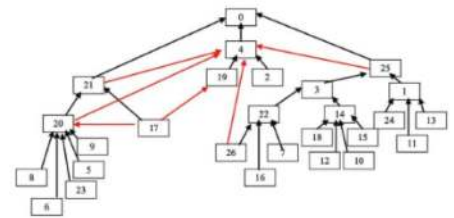
09:30 **Welcome & introduction from Nike VP EMEA Logistics & F&L**

09:45 **Panel. The market has changed – but has the sector? Keeping up and getting ahead** [Led by a mix of senior industry leaders with independent moderation].

In 2024, F&L members identified global supply chain, European land & sector priorities.

In 2025, shipper members asked F&L for KPIs & priorities benchmarking to learn how peers are tackling the many challenges of today.

A better understanding of company focus vis-à-vis peer group. 12 key priorities ranked by the F&L community – do we have a common view, and how will that measure up to future requirements?



With thanks to Cranfield University

11:00, **KPIs & peer-to-peer comparative priorities benchmarking review**

1. **Results: Top & bottom priorities revealed**, Prof Aktas, Chair of Supply Chain Analytics, Cranfield University
2. **Reactions.** Bottom of the pile? Conflicting KPIs? [Led by a mix of senior industry leaders with independent moderation].

Changing priorities? Working together to gain clarity on why, what this means for each business & for sector freight logistics operations; and critically, planning for what comes next.

12:30, **Workshops – rotating through each of 4 workshops on highest ranked priorities**

Priority rankings will be announced 1 October.

- Leadership comment, analysis & next steps for highest ranking priorities.

[Led by shipper & LSP leaders with independent moderation].

13:30, lunch

14:45, Continued discussion

16:15, **Clarity: workshop conclusions & the Monday morning action plan**

16:45, Priority community topics including:

Improve freight geographical & ETA visibility
Accelerate carbon / greenhouse gases reduction
Focus on cost reduction
Improve safety & security
Simplify & improve partner contracts (including tendering)
Develop circularity
Increase standardization of processes
Improve data quality & completeness
Improve team training & skillsets
Improve relationships, collaboration & trust
Foster innovation
Develop better data capture tools & dashboard visualisation

F&L KPI current business priorities across industrial sectors

16:45, Priority community topics including:

- **Robotic systems & circular economy: how to triage end-of-life products automatically**
- **Lack of sufficient insurance coverage in logistics: why & how to solve the problem?**
- **M&A activity - what's boiling the market & what's coming?**

17:45, Private transport to back to Hasselt & dinner – see 'venues' tab.

Thurs, 2 October 2025

08:00 Private transport to Nike European Logistics Campus, Laakdal from hotels in Hasselt (see 'venues' tab)

09:00, Arrival, coffee, jackets & boots – **behind the scenes facility tour Nike European Logistics Campus**

11:30, Transfer for lunch & final session. F&L bus 1 of 2 departs for Brussels Zaventem (BRU) & Brussels trains (approx 1 hr)

12:00, Lunch

13:00, Special presentation: **Innovation & sustainability** – European logistics campus contribution to Nike's Move to Zero ambition for a circular logistics future with zero carbon and waste

14:00, **Close** & departure of F&L bus 2 of 2 for Brussels Zaventem (BRU) & Brussels trains (approx 1 hr)

The Nike team say:

“We are looking forward to hosting the F&L forum at our EMEA Nike Logistics Center in Laakdal; I truly appreciate F&L's commitment to addressing current challenges in the transportation and logistics industry.

This platform provides an excellent opportunity for its members to engage in open discussions about these challenges, exploring ways we might collaborate to tackle them. Additionally, it enables us to proactively position our industry at the forefront.

I value the open atmosphere where both individuals and businesses can share their approaches, experiences, and insights. This exchange of knowledge and learnings is incredibly beneficial for everyone involved, **fostering a spirit of cooperation and mutual growth.**”





This meeting is for senior business leaders & their teams; people who are actively leading industry today.

All those who attended have a detailed participation list. Participants included:

Ambrogio Intermodal	O-I Europe
Arcese Trasporti	P&G
AVR	Plymouth University
Baltic Rail	Port of Antwerp-Bruges
BAT British American Tobacco	Port of Calais
BDP International	PSA International
Billiet & Co	Rhenus
BLS International	Russell Group
Borealis	Samskip
Breeze	SBB Cargo International
Cargill	Shell Aviation
Catts	SKF Group
CFL multimodal	Smart Freight Centre
CLdN	SSI Schäfer
Climeworks	Stora Enso
Codognotto	Tesa
Cosco Shipping Lines (Belgium)	The Quality Group
Cosco Shipping Lines (Germany)	Transfesa Logistics
Cranfield School of Management	UIRR
DCSA (Digital Container Shipping Association)	Unit 45
DP World Logistics Europe	Valvoline Global
duisport – Duisburger Hafen	Vega International
E2Open	Ventura
Elite Paloumé	ViiA
Eraneos	Vinturas
EY	Volvo
Flemish Waterways	VOS Logistics
Freightos	Various independent
Greenlog Intermodal Logistics	
Greenrouter	
H. Essers	
HHLA TK Estonia	
Julius & Clark	
LKW Walter	
Loadar	
Logivity – Volvo Group	
Maverick Partners	
Milence	
Move Intermodal	
NIC Place a FourKites company	
Nike	



Hmmm..... Did you know that
Different Views and
Different Perspectives
Impact Priorities....

HA-HA Considering
multiple viewpoints
helps Should we
tell them?

Just do it then and
stop that laughing
I can't cover my ears

