



PROGRAMME AGENDA

Hamburg 2027

Executive Delegation

Port, logistics & industrial innovation

5 DAYS · HAMBURG · GERMANY

SEPTEMBER 2027 · EXACT DATES ANNOUNCED SOON

Programme subject to final host confirmations.

THE AGENDA

Five days, day by day

Hamburg runs one of Europe's largest ports as a working laboratory for automation, supply chains and industrial technology, backed by family-owned Mittelstand companies that think in decades. For Latin American leaders in logistics, retail operations and industry, it shows how efficiency is engineered end to end.

DATES	DURATION	CITIES	DELEGATION
September 2027 (exact dates announced soon)	5 days	Hamburg · Germany	12–15 senior executives

01

DAY 1

HAMBURG

4 sessions

Arrival & the Hamburg model

09:00–13:00

MORNING

Arrivals & private transfers

Meet-and-greet at Hamburg Airport, private transfer and check-in at the delegation hotel.

14:00–15:30

MIDDAY

Welcome session: objectives for the week

Introductions, each company's priorities, house rules (Chatham House) and the logic of the week.

16:00–18:00

AFTERNOON

Briefing: a trading city that engineers efficiency

KEYNOTE

An insider's view of the port economy, the Mittelstand and Germany's industrial strategy. Speaker announced soon.

20:00

EVENING

Welcome dinner

PEER DINNER

A private dinner for the delegation overlooking the Elbe.

THE SHAPE OF THE WEEK

Day 1

Context

Days 2–4

Deep dives: port, fulfilment, industry

Day 5

Synthesis and LatAm application

02

DAY 2

PORT OF
HAMBURG

5 sessions

The port: automation at global scale

08:30–10:00

MORNING

Keynote: "Running a port as a data platform"

KEYNOTE

A port and logistics leader on automation, digital twins and resilience. Speaker announced soon.

10:30–12:30

MORNING

Site visit: an automated container terminal

SITE VISIT

Automated stacking, guided vehicles and the control room, and the decisions behind the investment.

13:00–14:30

MIDDAY

Lunch and harbour tour by boat

The port seen from the water, with a logistics expert on board.

15:00–17:00

AFTERNOON

Roundtable: supply-chain resilience after the disruptions

CLOSED-DOOR

Closed-door session with shipping, forwarding and port executives. Participants announced soon.

Evening

Evening at leisure

Free evening, with recommendations from our team.

03

DAY 3

HAMBURG
REGION

5 sessions

E-commerce fulfilment & the supply chain

09:00–11:30

MORNING

Site visit: a large e-commerce fulfilment centre

SITE VISIT

Inbound, picking automation, returns and last-mile handover at volume (host announced soon).

12:00–13:30

MIDDAY

Working lunch: the economics of fulfilment

Peer discussion on cost per order, automation payback and service promises.

14:00–16:00

AFTERNOON

Roundtable with logistics-tech founders

CLOSED-DOOR

Software, robotics and visibility platforms that serve European retailers. Participants announced soon.

16:30–17:30

AFTERNOON

Debrief: what transfers

A facilitated hour to translate the day into each participant's company.

20:00

EVENING

Cultural evening at the Elbphilharmonie

CULTURAL EVENING

A concert or private tour, then dinner in HafenCity.

04

DAY 4

HAMBURG

4 sessions

Industry: aviation, the Mittelstand & smart cities

09:00–11:30

MORNING

Site visit: Hamburg's aviation cluster

SITE VISIT

Advanced manufacturing, quality systems and the supplier network around one of the world's largest civil aviation sites (host announced soon).

12:00–13:30

MIDDAY

Lunch with a family-business owner

CLOSED-DOOR

How a Mittelstand company plans for the next generation, and why it stays focused (guest announced soon).

14:30–16:30

AFTERNOON

Walking tour: HafenCity smart-city district

SITE VISIT

Europe's large inner-city regeneration project: mobility, energy, flood protection and mixed use.

20:00

EVENING

Peer dinner

PEER DINNER

The delegation's dinner, one table, one topic.

05

DAY 5

HAMBURG

4 sessions

Synthesis & what transfers to Latin America

09:00–11:30

MORNING

Workshop: your 90-day action plan

WORKSHOP

A facilitated session translating the week into each company's priorities.

12:00–13:00

MORNING

Closing roundtable: logistics lessons for LatAm ports and retailers

CLOSED-DOOR

What applies at home, and what does not.

13:00–14:30

MIDDAY

Farewell lunch

Closing remarks and the follow-up plan.

15:00

AFTERNOON

Departures, or optional follow-up meetings

Transfers to the airport. Optional extra day for private meetings.

Sites are described generically on purpose. We name hosts and speakers only once they have confirmed, and never imply a partnership that does not exist.

WHO IT'S FOR

Who's in the room

12–15 senior executives from leading Latin American companies

Profile

- CEOs, COOs and general managers
- Heads of e-commerce, digital and data
- Supply chain, logistics and operations directors
- Commercial, marketing and customer directors
- Owners and board members of family-held groups

Participation is by invitation. We compose each group for seniority, relevance and a healthy mix of countries.

What you leave with

- A briefing book before you travel, with context on every host and session
- A written synthesis of the week's key insights
- Your own 90-day action plan, drafted on Day 5
- Curated introductions to German companies relevant to your priorities
- A peer network of senior leaders across Latin America

Not just inspiration: a plan, and the people to build it with.

OUR STANDARDS

What every delegation is held to.

Small group

12 to 15 senior executives. Every session is a conversation, not an audience.

Curated hosts

Each host is chosen for the group. Names are published only once they confirm, and no one pays to present.

Bilingual EN / ES

Programs run in English and Spanish, with professional interpretation and Spanish-language materials.

Private access

Closed doors, Chatham House rule, no press. Introductions happen only when both sides want them.



CONTACT

Request an invitation

Places are limited to 15. Tell us about your company and priorities, and we will be in touch personally.

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Small, senior delegations of Latin American executives
to the places where each industry is being reinvented.