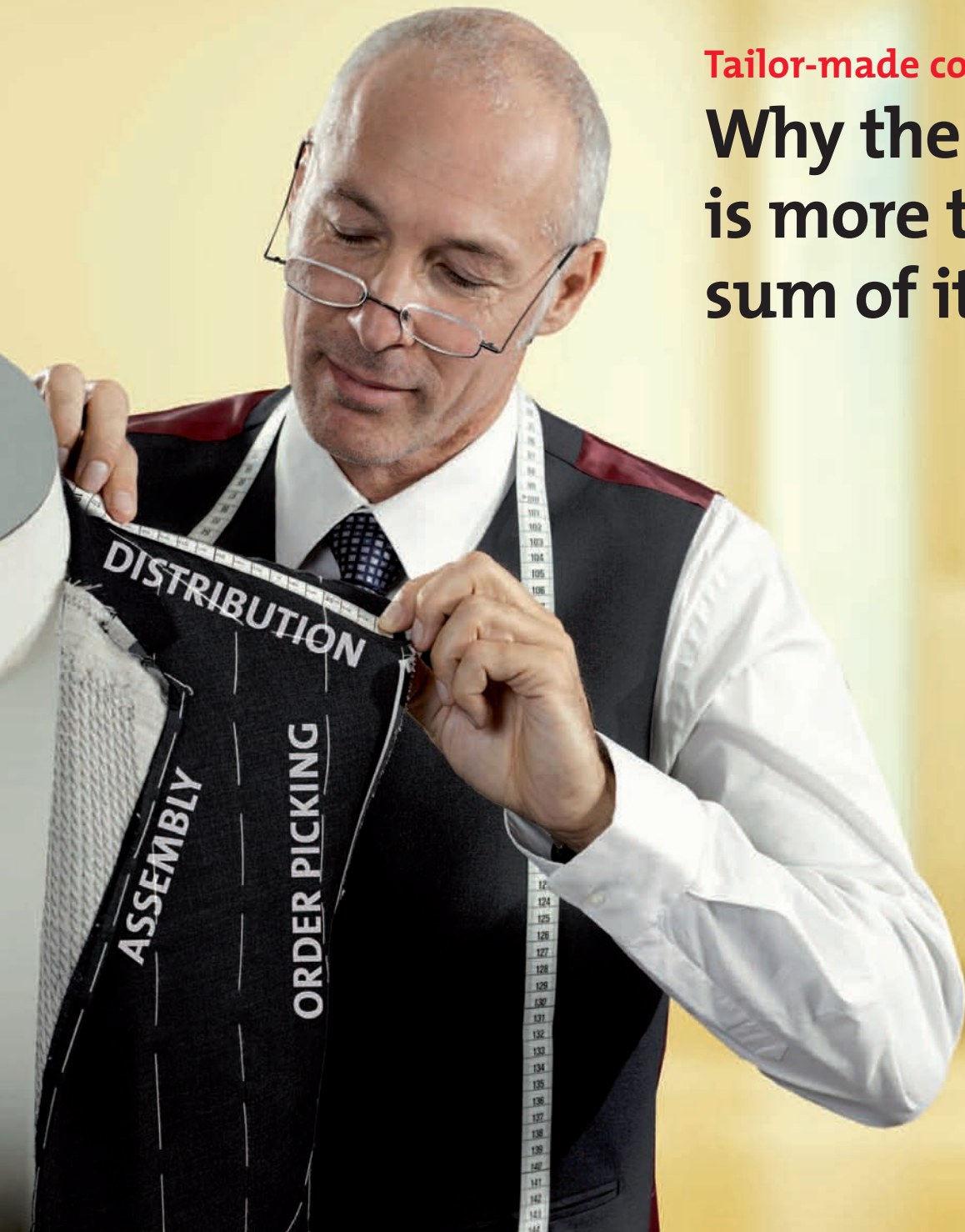


# CargoTime

THE  CargoLine CUSTOMER MAGAZINE



**Tailor-made concepts:**

## Why the whole is more than the sum of its parts



How Stabila outrivals Asian competitors with the help of small innovations. [▶ page 8](#)



Why CargoLiner Sascha Frey regularly risks his life for others. [▶ page 15](#)



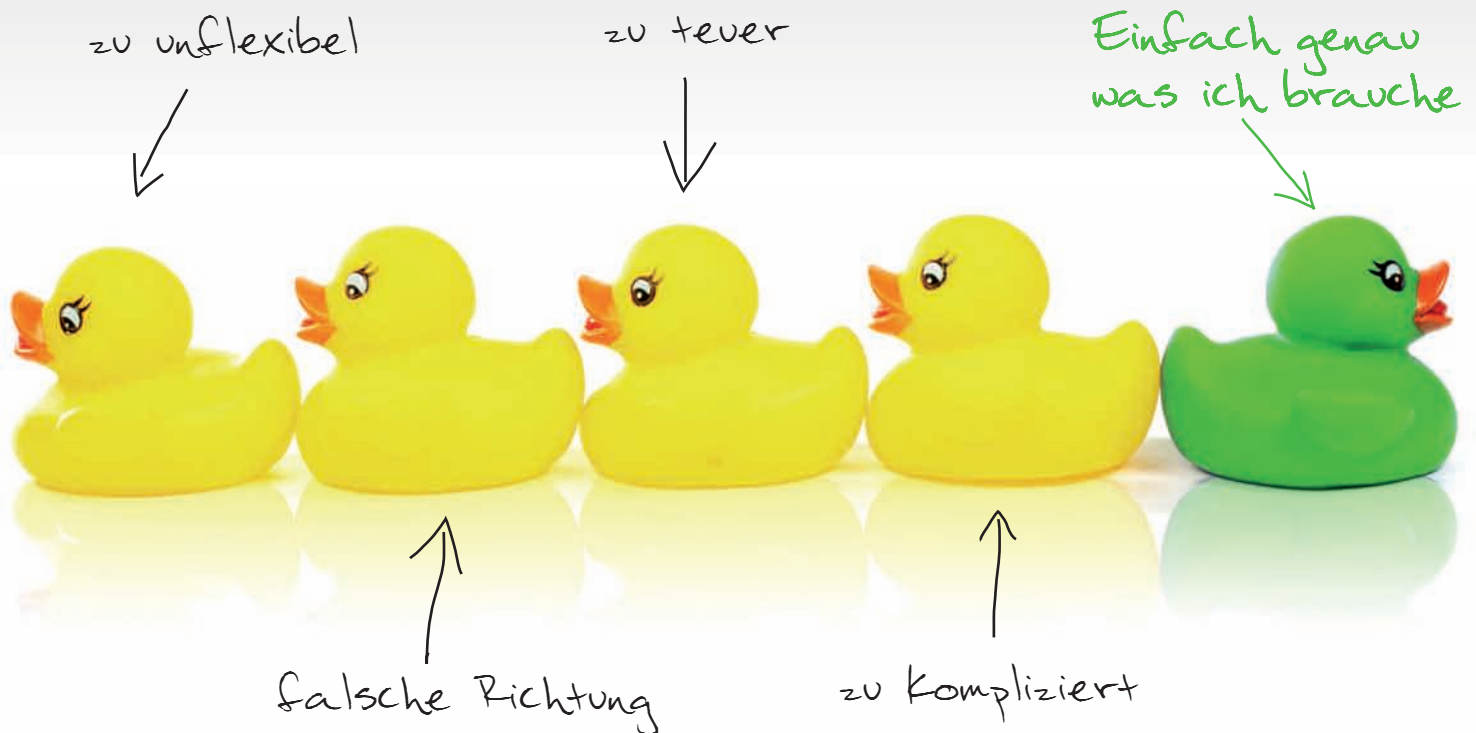
How to spread, optimise and preserve in-house company know-how. [▶ page 16](#)

**To the millimetre**

**Fire fighter**

**E-learning**

# Was müsste die perfekte Software können, um Ihr Geschäft zu optimieren?



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## Dear Reader,

*In the world of fashion, made-to-measure is not the same as prêt à porter. Nor is it in the transportation sector. In our current "Focus" we present a few examples of our tailor-made contract logistics and also explain how we manage the difficult balancing act between cost efficiency and flexibility for our customers. A feat of gymnastics that is enough to have even elite athletes breaking out into a sweat as the making of our latest calendar design shows on page 7.*

*Made to measure is also the name of the game at Stabila. The inventor of the ruler needs no warehouse as it has completely outsourced its logistics to Mannheim-based freight forwarder MTG (page 8). The freight forwarder Kissel, on the other hand, ensures on-cue deliveries for the retail chain DEPOT – despite fluctuating daily consignment volumes (page 10).*

*On pages 12 and 13 we offer a wide assortment of news: from the world's largest tyre to a lifesaving hobgoblin and the lengths we are prepared to go to for barbecue fans. We then spirit you away to the Maghreb – the Arabian West – which is attracting many investors despite the worldwide crisis. CargoLine partner Militzer & Münch, a specialist in Eurasian logistics, gained its first foothold here 30 years ago.*

*Then it gets personal. As we look "Inside CargoLine", Sascha Frey from the freight forwarder Wackler explains what to do when there is a fire in the hold. And who would know better than this volunteer fireman? Our report on pages 16/17 gives an insight into what else CargoLiners are getting up to – such as our new e-learning platform and its many advantages. And the importance of a deep understanding of customs procedures is outlined on page 18.*

*I hope you enjoy the latest edition of CargoTime!*

**Jörg Peter Struck**  
Managing Director

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## FOCUS

### Polished logistics

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No warehouse or vehicles of its own: Rhodius Schleifwerkzeuge has completely outsourced its logistics.

Prof. Dr. Thomas Mühlencoert gives his views on what to watch out for when outsourcing and why CargoLine scores highly in this area.

### Successful balancing act

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The young athletes in the current CargoLine calendar appear to float through the air. But what looks so simple was really an act of sheer muscle power. The "making of" an exciting photo shoot.

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### Stylish living made easy

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With changing collections, the retail chain DEPOT constantly highlights new trends in living accessories. It demands a great deal of flexibility from its service providers. But this is no problem for Kissel.

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# Polished logistics concepts

What do companies expect of outsourcing? Tailor-made solutions which also save costs. In order to avoid disappointment, it is important to look out for transparent quality and solid experience and check that the service provider has the appropriate infrastructure.



► For nearly 60 years, Rhodius Schleifwerkzeuge has been developing and manufacturing high quality solutions for professional industry and trade applications ([www.schlauschleifen.de](http://www.schlauschleifen.de)). As Germany's largest manufacturer of cutting and grinding discs, this medium-sized family company produces over 60 million grinding tools annually exclusively at its facility in Burgbrohl. However, aligning the company's strategy to meet the needs of customers has required the company to shift its focus from production to sales and service. And the company's logistics are organised accordingly. As soon as a customer places an order stating the type of product, number of units required and delivery date, the company generates this order using product management software and mails it to Balter Logistics. The CargoLine partner from Mülheim-Kärlich collects the discs three times every day and stores them on its premises. Balter's employees then pick and pack the various products according to requirements and transport the ready-for-sale boxes to the customer either directly or via its partners in the CargoLine network.

### The right product for every size of company

Rhodius and Balter are just one example of the many contract logistics relationships within CargoLine. The partner companies in the alliance offer all sorts of outsourcing services – such as pre-assembly of products, construction and stocking of displays, and quality inspections (see CargoTime 2/2009, pages 4-7). "Our services are as individual and varied as our partners and the companies of all sizes and from a wide variety of sectors we serve," explains Jörn Peter Struck, Managing Director of CargoLine. This range is supplemented by the transportation services provided by the alliance's own general cargo network, which also include added value products such as delivery free at place of use or notification of consignment deliveries.



### A balancing act between cost efficiency and flexibility

By using the extensive know-how of the specialist logistics company, Rhodius has been able to improve its flexibility and set its costs variably according to the volume of the order. After all, the company no longer needs to maintain a large warehouse, a fleet of trucks or invest in logistics software. Moreover, the specialist manufacturer of grinding discs also profits from other synergies associated with the activities of Balter as well as greater utilisation of employees than it could achieve in an independent logistics department of its own.

For the service provider to reduce its costs, it must standardise its processes. But how can this be reconciled with the customer's desire for individual solutions, which usually involve high-cost, differentiated processes? To accommodate both these conflicting needs, a logistics provider needs a smoothly running network as well as clear workflows and structures which are finely adjusted all the time and yet allow room for manoeuvre within the well defined structure. Contract logistics according to the book, a common approach in matrix organisations, are only suitable for certain orders on a certain scale.

### Benchmarking – The key to success

But a broad base and flexibility alone are not enough to master the "ultimate discipline of logistics services" as contract logistics is often termed due to the perfect organisation and service quality required. In-depth knowledge provided by long-standing employees and continuous benchmarking are equally important. This is why the general cargo alliance recently instituted the "Contract Logistics" working group. Among other things, its task is to gather the know-how of all the CargoLine partners and collate this in a database that can be accessed by all. This makes it easier to benefit from the experience of colleagues and measure performance against examples of best practice. A regular exchange of information also highlights customer overlaps in various services and locations and therefore contributes to achieving further synergy effects. So customers profit from a continuous improvement in service quality.

### Certified competence

Since November 2009, CargoLine is the only cargo network which has also been certified for contract logistics. The certificate is part of the partners' comprehensive DIN EN ISO quality and environmental management. A handbook provides the basis, in which typical basic contract logistics procedures are set out in standardised form. This handbook has been supplemented by individual partners with customer-specific procedures such as display construction, commissioning, fitting and quality testing. "Our customers can rely on the fact that standards and quality are identical at different locations just as they are in a matrix organisation and that this can be tested by means of binding, written criteria. However, unlike a matrix organisation, we provide the highest task flexibility and scalability", explains Struck. "This allows us to achieve the difficult balance between the individuality which is typical of medium-sized companies and cross-partner uniformity." ◀

# “The dream of big logistic concerns will prove to be a fallacy ...”

CargoTime spoke to Prof. Dr. Thomas Mühlencoert, Head of the Institute for Contract Logistics and Outsourcing (IKO) at the RheinAhrCampus in Remagen, about future challenges for contract logistics. Professor Mühlencoert is a practitioner who worked both in a concern as a logistics and IT project manager and in a medium-sized company as Head of Transport Logistics for a long time before joining the university.

## ► How do you assess the market for contract logistics and outsourcing in the economic crisis in general?

*Prof. Dr. Thomas Mühlencoert:* The growth forecasts were extremely imprecise even before the crisis, and even more so during the

crisis itself. But one thing is clear: the trend is towards focussing on core competences and on reducing the depth of added value as long as globalisation and individualisation influence markets and products. Sustainability will also become a mega-influence. This means outsourcing will continue to be used.

## What developments and trends do you foresee?

*Prof. Dr. Thomas Mühlencoert:* The difference between consumer goods and industrial contract logistics is important. Consumer goods logistics is not a particular growth market due to stagnating consumer expenditure. The top 10 logistics service providers have already achieved a relatively high share of 56 percent of the

“outsourced” market volume here. In contrast, industrial contract logistics only hold 25 percent, but the market is more than twice the size. Here I see great potential for medium-sized contract logistics providers. Industrial contract logistics, especially B2B logistics, production supply and replacement parts logistics, is assigned site-specifically and requires a high degree of individualisation capacity as well as product and sector knowledge. Extremely precise process specifications limit the potential for standardisation. The dream of larger logistics companies of being able to offer logistics practically as an industrial commodity will therefore prove to be a fallacy. Quite the opposite: specialisation and at the same time flexibility are in demand along with constant adjustments and the willingness to participate in continuous improvement processes. Experienced staff are worth their weight in gold here.

## What will the crucial criteria for awarding contract logistics tenders be in the future?

*Prof. Dr. Thomas Mühlencoert:* Price, Key Performance Indicator (KPI) fulfilment and network access remain the most important criteria. There are, however, two further aspects of increasing importance: stable processes only succeed through the combination of experienced, motivated people and the right methods. That means individual references count. The customer language must be understood correctly and

the right questions need to be asked. That's more important than knowing data about the dimensioning of routers and hubs by heart. In addition, in the course of off-shoring, contract logistics providers must ensure they are prepared to follow their customers abroad.

## How important is it for contract logistics providers to have their own transport network?

*Prof. Dr. Thomas Mühlencoert:* That's very important! Especially for customers who distribute internationally and can only grow internationally, transport costs are more significant than storage costs. Product quality also includes logistical quality, visible in delivery times and delivery reliability.

## How do you assess the contract logistics competence of CargoLine partners?

*Prof. Dr. Thomas Mühlencoert:* CargoLine regularly receives good ratings in relevant, independent studies. I have observed that the contract logistics competence of the partners is definitely growing. My advice is that working groups should now intensively work on questions for the future. How can every single potential contract be professionally risk assessed? What are the customer's KPI requirements and in what direction can IT be further developed? ♦



Prof. Dr. Thomas Mühlencoert, b. 1965, Head of the Institute for Contract Logistics and Outsourcing (IKO) at the RheinAhrCampus in Remagen.

# Successful balancing act

Cargoline's contract logistics advertising and wall calendar motif has been included in the 2010 advertising year book. CargoTime reports on the "making of" – a photo shooting which proved to be a real challenge, even for the athletes of the German national gymnastics team.

► Twenty-one year old Helge Liebrich is lying on his stomach on a table in a flurry of camera flashes. His stomach muscles are strained to bursting point, his arms stretched forward, his hands tightly gripping a wide red wooden pallet. The photo shoot is hard graft even for the top German horizontal bar gymnast. "Flying through the air is a great feeling", he says, but today he has to stay on the ground. "We thought long and hard about whether to realise the set in real life or virtually", explains Erik Müller, General Manager of the LäsingMüller advertising agency in Stuttgart. "To do it in real life we would have needed a circus tent with a net, safety ropes and a jump mat, but that would have meant a great deal to organise." The creative minds therefore decided on a studio 'fake' involving the photographer David Franck and his assistant, the make-up artist, the art director and six top young athletes, all German champions – including eighteen-year-old Marie-Sophie Hindermann, who came fifth on the asymmetrical bars at the World Gymnastics Championships in

Stuttgart in 2007. The muscular young men aged between 16 and 22 attend the elite Kunst-Turn-Forum Olympic training centre in Stuttgart. They were totally enthusiastic about doing the two-day photo session as soon as it was suggested. They obviously had no idea just how strenuous it would be. "It was an exceptional shoot where the athletes had to push themselves to the limit. They lay or hung on the bar and we pulled them lengthways to get the right body tension just like the Inquisition. The individual shots were later merged into one picture and the studio background swapped for a blue sky", explains Müller. "I tried out the position myself beforehand", laughs the bearlike giant. "Afterwards, I lay on the ground, as flat as a pancake."

## The task

CargoLine enjoys an excellent reputation in the market as a general cargo network. It is a less well-known fact that almost all partners in the network also have extensive experience in contract logistics and are



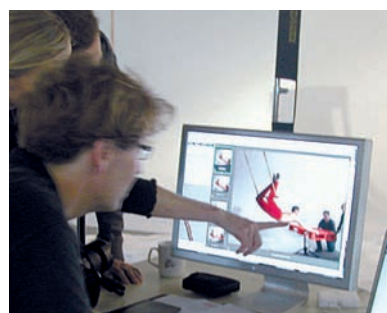
certified in this field. In 2009, the co-operative therefore gave the agency the task of realising the theme of contract logistics pictorially and in an original fashion. The red pallet, the symbol of the general cargo network, was to be the central focus. Not an easy task, even for advertising professionals. The photo had to function simultaneously as both an advertising and a wall calendar motif, had to reflect sovereignty, precision and perfection and at the same time emphasise individuality and team spirit as well as demonstrate the interaction of contract logistics and their own network. "One hand engages with the other" was the association. During planning, the first idea was to use actors; then Müller had the idea of the Olympic training centre just around the corner. After a quick phone call to head trainer Klaus Nigl they headed off for the casting session in the gymnastics centre: which of the 70 gymnasts fit into the setting, which pairing is best? The choice was quickly made and soon the athletes were chauffeured to the photo shoot – they can only fly on the horizontal bar. ◀



Don't even move an eyelash: the make-up artist at work.



Muscles feel the strain – holding a position for minutes while smiling can be a challenge.



Screen test – each pose must fit precisely.

# Precision work

In the picturesque town of Annweiler, Stabila is successfully fending off manufacturers of cheap imitations worldwide with small but important innovations. Two to three swap bodies loaded with folding rules and highly sensitive measurement devices leave the factory every day. The CargoLine partner Mannheimer Transport-Gesellschaft Bayer (MTG) is responsible for transport and Europe-wide delivery.



► The original folding rule is made of ebony and consists of eight ells connected by rivets and brass caps. In 1865, Anton Ullrich had the brilliant idea of combining individual ells with a spring joint. His nephew Gustav developed things further and had the folding rule patented in 1886. The historic item, whose units of measurement are now barely decipherable, is kept by “Stabila Messgeräte Gustav Ullrich GmbH” in a bank safe as a precaution. Today, the expandable folding rule is a standard worldwide and a constant companion during moves, on building sites or in workshops.

Hardly anyone knows that the folding rule originated from Annweiler, a village of 7,500 souls in the Southern Palatinate region. It is produced by 60 employees in the subsidiary plant in Halucize in the Czech Republic and finished at the parent company as an advertising vehicle. “You don’t buy a folding rule; you let someone give it to you as a present”. This is how the Head of Warehousing and Despatch, Hartmut Malewski, characterises the impor-

tant promotional merchandise market for Stabila. The folding rule still contributes up to a fifth of the turnover for the “metre factory”, as it is known in the Palatinate area.

## Always an idea in your pocket

Alongside this, 250 employees produce spirit levels and laser measuring devices for very varied applications in Annweiler. The heart of the spirit levels are neon yellow acrylic glass phials which guarantee extremely high measurement precision, even with large temperature fluctuations, humidity or strong solar radiation. The sensitive, high-quality laser devices which can measure with utmost precision within milliseconds are also a big growth generator for the company.

As a globally leading manufacturer of such measurement devices, Stabila is successfully fending off manufacturers of cheap

imitations with small but important innovations. These include rubber stops on the ends of spirit levels to prevent slipping and protect against impact, so that a mason can hit them directly with a hammer. Because the product managers are close to the customers they can give valuable tips as to what tradespeople want and what should be developed. Sometimes the result is a completely new device such as the rotation laser.

So ideas are not in short supply, although storage space is – but Stabila can manage with less of this. Instead, two to three swap bodies leave the factory in Annweiler every day. They are loaded all day and exchanged for empty swap bodies by Mannheimer Transportgesellschaft (MTG) drivers in the late afternoon. The transport company is informed in advance via a remote data transmission link as to which consignments are pending and where they need to go. They are unloaded in Mannheim and forwarded via CargoLine’s network. Before the cargo sets off on its way to German and European Stabila customers it is scanned and the load is documented with video cameras. “We have had no more complaints about lost consignments or transport damage since we have been doing this”, says Malewski, praising the seamless documentation and the quality of the video pictures with which MTG Sales Manager Frank Brechtel provides him as required.

## ► STABILA MESSGERÄTE GUSTAV ULLRICH GMBH

The Palatinate-based company is a globally leading manufacturer of folding rules, spirit levels and laser measurement devices. Stabila employs over 350 staff in Annweiler and in the Czech Republic. The company is represented in 60 countries with its own marketing office in the USA. It earns two thirds of its turnover through exports. [www.stabila.de](http://www.stabila.de)





### The service is spot-on

Because spirit levels and laser measuring devices are very sensitive, high-quality items, the pallets must not be stacked. They must also be well secured when they are loaded. Employees of both companies have developed a roll wagon for transporting so-called levelling boards, which can be up to five metres long and determine height differences on uneven surfaces. This permits extremely long packages weighing 30 to 40 kg to be rolled effortlessly and safely through the factory and into the swap bodies. "Such joint development and also small services characterise the positive collaboration with MTG", Hartmut Malewski explains.

For him, the almost seamless Europe-wide consignment tracking is important because customers' purchasers often don't ask their warehouse managers where a consignment has got to, but phone the supplier instead. With a single mouse-click, Malewski can say where it is located. Because DIY stores, wholesalers, tra-

de associations and advertising medium dealers often expect prompt delivery, the Head of Warehousing and Despatch at Stabila often uses the CargoLine "Night-LinePlus" service to guarantee delivery by 8, 10 or 12 o'clock. And if a consignment has to reach its destination in Europe overnight, he knows he's on the safe side with "NightLineEurope NextDay" (see also CargoTime 2/2009, page 14).

Malewski doesn't regret the decision to use MTG. About three years ago an international transport company's office in Germany was unexpectedly closed and he had to find a replacement at short notice via an invitation to tender. "MTG's quotation was the best by far", he remembers. The price wasn't the decisive factor in the decision, but service and reliability were: "After all, we can't let our good name be damaged by the negligence of a service provider."

### Not just a number

The fact that MTG is a medium-sized family company – integrated into a Europe-wide network – was also important for the decision. "We are not just one number amongst many as is the case with some transport companies, where staff turnover is high", declares Malewski, describing his experience.

With the CargoLine partner he

### ▶ MANNHEIMER TRANSPORT-GESELLSCHAFT BAYER GMBH (MTG)

As the oldest and largest transport company in Mannheim, MTG employs 165 staff who last year handled 430,000 consignments with a total weight of 185,000 tonnes on a surface area of 9,500 square metres. The company has 15,000 square metres of open-air storage and an 11,900 square metre covered storage area. MTG has been a CargoLine system partner since 1995. [www.mtg-tlc.de](http://www.mtg-tlc.de)

and his staff have fixed contact persons "who know our wishes and have adapted outstandingly well to our products and requirements".

The oldest transport company in Mannheim, founded in 1927, is an institution in the Rhine-Neckar triangle. The senior partner and general manager, Walter Bayer, gives three reasons for this: the ability to make quick decisions, high quality and service awareness as well as well-trained staff.

Quick decisions and uncomplicated communication are also important for Frank Brechtel and Hartmut Malewski. They speak on the phone almost every day and meet regularly to further refine logistics tasks. They also sometimes meet in the Fritz Walter Stadium in Kaiserslautern, since the two passionate football fans are looking forward to the club's promotion to the first division. ◀



The original ruler (page 8) has one thing in common with today's modern laser measuring instruments – the manufacturer Stabila.

# Stylish living made easy

Not so long ago, it would have taken a special occasion to justify taking the best damask tablecloth out of the bottom drawer. Today, the table, or even the whole apartment, gets a regular makeover as mood requires. Matching accessories and small items of furniture can be found at some 150 branches of the retail chain DEPOT. CargoLine partner Kissel ensures deliveries arrive right on time.

Almost as soon as the crocuses, daffodils and tulips announce that long-awaited spring has finally arrived, DEPOT puts us in the mood for summer with inviting garden loungers, decorative accessories made from bamboo and terracotta as well as barbecue paraphernalia. The company based in Niedernberg in Lower Franconia satisfies a widespread desire for “homing” or “cocooning” with four main collections each year, each comprising some 2,000 items for furnishing, decorating and giving, as

well as four sub-themes and smaller collections for each season. And there are many people who feel the need to create a retreat or oasis of calm in their homes – especially when professional life is stressful or in difficult economic times. “We give our customers carefully coordinated ideas for interior design and arrange them in atmospheric ‘worlds of living’. This allows us to meet the growing aspirations of our customers in terms of design and their desire to buy matching accessories and

home textiles to go with larger items of furniture,” says Christian Gries, Managing Director and majority shareholder in the DEPOT parent company Gries Deco Company (GDC), explaining his company’s success.

## Setting trends

The retail chain is organised vertically in the same way as a modern fashion company. This means that it controls the entire value added chain from the production to the sale of its products. For example, DEPOT’s own trend scouts discuss the manufacturing of the products that will be relevant in the coming season directly with the manufacturers in Asia. In this way, the company has a stronger position in purchasing and can also offer high quality products at a good value price. Its specific trend know-how coupled with many years of experience flow into the creative combination of changing theme worlds and their staging in the shops. So customers are presented with a new ‘world of living’ every two to four weeks – as an inspiration to make their own homes even more beautiful.

## Toadstools – a sales hit

62 years ago, the company’s founders Maria and Oskar Gries would never have dreamed that their small business would one day develop into a company with more than 150 DEPOT branches and shop-in-shops in Germany, Austria, Switzerland and Majorca. Early sales hits included home-made toadstools, peppers and acorns for victory wreaths. At that time, the company was still known as “Oskar Gries Fabrikation von künstlichen Früchten und Christbaumschmuck” (Oskar Gries Manufacturer of Artificial Fruits and Christmas Tree Decorations). Their son Michael Gries expanded the range available for whole-



salers to include flower arrangements and advent decorations. In 1995, DEPOT was launched as a separate sales channel to reach consumers. "What began as a one-off campaign – to sell Christmas decorations at special prices in an empty production hall in Schöllkrippen near Aschaffenburg – was so successful that we decided to pursue the concept further," says Christian Gries, the founders' grandson, remembering the launch of the retail chain. Since the autumn of 2008, customers have been able to order a significant proportion of the extensive range via the company's online shop. The range of goods available online is currently being expanded again in the areas of Living, Household, Kitchen, Bathroom and Home Textiles.

#### Delivery services right on cue

The company's logistics have changed to cope with its development. The first deliveries in the 1950s were made using the company's own van but expansion soon forced the family to switch to rail transport and its connected freight forwarding services. In 1996, the company engaged the services of CargoLine partner Kissel in order to provide better and punctual deliveries to its growing number of shops. The



freight forwarder based in Stockstadt handles around 95 percent of all DEPOT products for distribution in Germany as well as 100 percent of goods for Europe and the rest of the world.

There are few standard services involved in transporting the goods that are first sourced from overseas and received in GDC's own warehouse in Niedernberg, placed in temporary storage and then picked to customer order – in fact there are few standard products in the company's range itself. "The logistical challenge is not just seasonal – there are strong fluctuations in the consignment volumes every day. Furthermore, online customers, partners and branches must receive their deliveries at a set time on a specified date," says Michael Kissel, des-

cribing the task facing the freight forwarder. He is responsible for customer services and sales in the family-run company. And, adds Christian Gries, "80 percent of the consignments are tightly scheduled early deliveries to our shops at 7 a.m. and late deliveries at 8 p.m. They are a genuine challenge but Kissel and CargoLine have certainly mastered them well."

#### Reliable and uncomplicated

For Gries, his chosen freight forwarder is not just reliable but also "flexible, local, makes decisions quickly and without complications and is a good partner even in difficult times". In autumn 2009, for example, the company decided to open three pilot branches in Austria and Switzerland respectively as part of its expansion strategy. Kissel handled the customs formalities quickly and competently and selected reliable local freight forwarding partners. Kissel also successfully complies with the DEPOT supply of goods concept in Austria and Switzerland with fixed delivery times at 7 a.m. and 8 p.m.

With this kind of back-up, Christian Gries can afford to feel relaxed as he looks forward to opening and supplying up to 180 new branches and shop-in-shops envisaged by the planned expansion of the retail chain in the coming three years.

#### ► GRIES DECO COMPANY

The supplier of living accessories, gift items and small furniture operates over 150 branches and shop-in-shops under the name DEPOT. The company has also gained a reputation as a manufacturer of room scents under the "ipuro" brand. In 2009, its 1,900 employees in Germany, Austria, Switzerland and Majorca generated sales of 115 million euros. The majority shareholder is Christian Gries, the founders' grandson. The Swiss Migros Group is a strategic investor.  
[www.gries-deco-company.com](http://www.gries-deco-company.com)  
[www.depot-online.com](http://www.depot-online.com)

#### ► KISSEL SPEDITION

The owner-operated company based in Stockstadt near Aschaffenburg has been a member of the CargoLine alliance since 2004. Its resources for handling consignments include a 3,500 square metre cargo handling area and over 60 local and long-distance trucks. The medium-sized freight forwarder is certified in accordance with DIN EN ISO 9001:2000 including the HACCP concept and contract logistics services, DIN EN ISO 14001 as well as s.a.f.e.  
[www.kissel-spedition.de](http://www.kissel-spedition.de)

## Accolade for Rotra



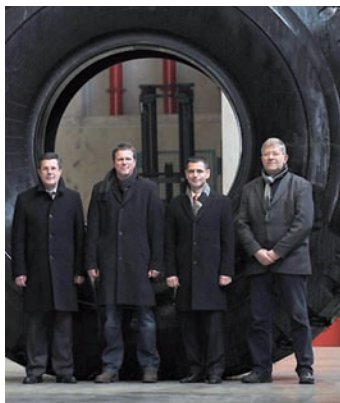
Honoured entrepreneurs: Harm (left) and Machiel Roelofsen from Rotra with Mayor Kees Luesink.

▶ Since October 2009, Rotra has been able to embellish itself with the title “Royal” or “Koninklijke”, and include the Dutch monarchy’s stylised crown in its company logo. To receive such an honour from Queen Beatrix, a domestic company has to fulfil the following criteria: it must have existed for at least 100 years, be financially sound and occupy an outstanding position within its sector. The flawless reputation of the company’s management is also essential. Just one company per sector is crowned. This means that currently

just 150 companies in the Netherlands may use this title; they include Royal KLM and Royal Philips Electronics. Rotra’s elation over this award is all the greater. Just recently, an investigation by the Nyenrode Center for Entrepreneurship certified that family companies such as Rotra had significantly higher powers of resistance to the economic crisis. The reasons for this lie mainly in small groups of owners, the commitment of the company management and their long-term visions. ◀

## What a monster!

▶ The world’s largest tyre weighs in at 5.19 tonnes, is 1.45 metres wide and has a diameter of 4.02 metres. This 40,000 euro leviathan began its journey at the Bridgestone factory in Japan. It was shipped to Rotterdam and from there to Kehl on a barge organised by Klumpp + Müller. Here the CargoLine partner had the tense task of lifting the outsized pneumatic tyre onto a heavy goods vehicle using its trimodal crane and transporting it to Lahr where the contract logistics company Fiege operates a warehouse for Bridgestone. Normally these monster tyres are used by special dump trucks in mining operations. However, this particular example will be used as an eye-catching promotional exhibit at trade fairs. ◀



Dieter Klumpp (Managing Director Klumpp + Müller, right) with Günter Oschwald (Fiege Germany, Branch Manager Lahr), Jürgen Geretschläger (Logistics Manager Bridgestone Germany) and Thomas Knopf (Fiege, Director Switzerland + South Germany) in front of the enormous tyre Klumpp + Müller safely transported to Lahr.

## Highest honour for load-securing professionals

▶ The “Certificate of training in load securing” in accordance with the Association of German Engineers (VDI) standard 2700a is the highest honour for load securers. Hence it was a matter of honour for the eight logistics employees of Bad Kreuznach-based Wigo Chemie GmbH and their superiors to receive this certificate. To optimise the downstream transport chain, two employees from Helmraht GmbH & Co. KG took part in the series of seminars and final examination, too.

The already demanding programme was complemented by topics from the area of dangerous goods. After this, the freshly qualified load securers were permitted to additionally call themselves “Appointed persons in accordance with Section 6 of the Dangerous Goods Appointed Persons Ordinance”. The training certificate complements the Association of German Engineers VDI 2700 basic guidelines on securing loads on road vehicles. It has acted as a fundamental work in this area for many years. ◀



Hans-Günter Endres, Marco Weißgerber, Andreas Marten (Spedition Helmraht), Frank Gehring (Spedition Helmraht), Volker Volkenannt, Timo Eisbach, Björn Fischborn, Klaus Petry, Andreas Lembrich, Valeriy Schiller and Peter Schiller (left to right) celebrate the “big certificate” from the Association of German Engineers (VDI).

## New partner in the Greater Frankfurt area

▶ Hofmann Cargo in Bischofsheim started operations on 1st January 2010. The new CargoLine partner replaces the Dietzenbach-based subsidiary of DSV Road, which left the co-operative on 31st December 2009 as per their contract. Together with Kissel Spedition in Stockstadt (Main), the new partner covers the entire Rhine-Main area from Wiesbaden to Aschaffenburg as well as from Bad Homburg to Darmstadt.

The general cargo network has a 39 percent share in Hofmann Cargo. The remaining shares are held by the renowned medium-sized company

Hofmann Internationale Spedition, Biebesheim, and Hofmann Cargo Managing Director Uwe Brehm. The new location, which has over 3,600 square metres of modern storage and cross-docking areas, can be contacted as follows:



Hofmann Cargo GmbH & Co. KG  
Neben dem Mühlweg 32-34  
D-65474 Bischofsheim  
phone 06144 3383-0  
fax 06144 3383-299  
info@hofmann-cargo.de ◀

## The “Middle Kingdom”: Our guest in Bavaria Good glow!



► Augsburg has an excellent infrastructure that has attracted global companies such as MAN, KUKA Robot Group, SGL Group, Siemens and UPM-Kymmene. So it is perhaps not surprising that 21 chairmen of Chinese state companies were keen to inspect its freight handling centre (GVZ) when they recently visited Bavaria's third largest city as part of a logistics management seminar. On the express recommendation of the Bavarian Ministry of Economic

Affairs and GVZ GmbH, the Chinese guests visited the Augsburg CargoLine partner Honold as a model of good practice. The delegation was very impressed by the newly constructed logistics centre with its 5,600 square metres cargo handling area and high bay warehouse, which can be expanded to 5,100 square metres if necessary. The fact that Honold operates a facility in Shanghai also generated considerable interest. A tour of the GVZ freight handling site and reception hosted by Lord Mayor Dr. Kurt Gribl in Augsburg's historic town hall completed the visit. ◀

► When the temperatures start to climb slowly but steadily, Koch International has its hands full. From March, the company has to pick and deliver barbecue equipment and accessories such as cast iron plates or pizza and bread stones manufactured by its customer OUTDOORCHEF throughout Europe. This year Koch International expects to ship 40,000 gas and charcoal kettle barbecues. After all, according to a current study conducted by forsa, one in three Germans likes to cook outdoors “often” or “very often”. Each year, competitive barbecuing clubs compete for the title “German Barbecue King” at the championships organised by the German Barbecue Association. There is even a special magazine for die-hard fans – “Fire & Food”.



OUTDOORCHEF is most famous for the unique funnel system used in its kettle barbecues, which is patented worldwide. This makes the barbecue a real culinary all-rounder and it can be used to barbecue, bake or boil and simmer – depending on the position of the funnel. At the same time, the system provides effective protection against unhealthy fat fires and annoying smoke. So we can confidently wish barbecue fans a “good glow!” ◀

## Better service for Cyberport customers



► When the e-tailer Cyberport decided in July 2009 to add white goods to its range it was clear that this would only work in conjunction with the service delivery free at place of use, that is to say with the unloading of the goods at the usage location specified by the customer. Since the former freight forwarder of the Dresden-based online specialist electronics market could not afford this, Wackler, situated nearby in Wilsdruff, came into play. Today, the CargoLine partner transports not only large household appliances but also other palletted goods such as televisions and

big consignments of notebooks. It complements the service delivery free at place of use with another service: that two employees unload and set up the delivery. In addition, Wackler makes late collections for specialist electronics dealers and delivers these consignments across Germany the next morning. The transport logistics service provider's service also includes advice on packaging. With its help the Internet dealer, which also sells Apple products, PC hardware, audio devices, cameras, mobile phones, navigation devices and gaming articles, was able to drastically reduce transport damage. Cyberport's Head of Logistics Stefan Zenker also values the fact that with Wackler, “there is no discussion about whose fault it is when problems arise, and help is available immediately.” After all, even a virtual shopping experience should ultimately be accompanied by good real-life service. ◀

## A lifesaving hobgoblin

► What is the right thing to do when a friend has fallen through the ice, you've discovered a fire in the house or you've found your grandmother unconscious? Since November 2009, a red-and-blue hobgoblin called Sani Sanelli and CargoLine partner Hermann Maier Spedition in Singen have ensured that children in such situations do the right thing: by means of various stories about the small goblin they learn through play what they should do in an emergency. The project, run by the Björn Steiger Stiftung, which initiated for example the emergency phone boxes on motorways, is to be implemented at all German primary schools - around 22,000 in total. Hermann Maier Spedition organises the distribution of learning packages – consisting of the

hobgoblin as a soft toy, a Sani Sanelli book, a CD with a children's song for practicing calling 112 for emergency assistance by the group Bläck Fööss from Cologne, dummy mobile phones as well as a didactic guide for teachers. The freight forwarder has also reserved space in its warehouse where the author of the Sani Sanelli stories, Marion Mihm, and her voluntary helpers can pack the learning packages. Due to the excellent feedback the project has enjoyed, her own garage quickly became too small for packing. ◀



Hobgoblin Sani Sanelli with (left to right) Spedition Maier's Head of Logistics Andreas Gehweiler, Managing Director Manfred Maier and Andreas and Marion Mihm (Björn Steiger Stiftung's Sani Sanelli project).

# All action on the western front

Whether it's Casablanca, Tunis or Tripoli, no transport company knows the Maghreb (Arabic for "The West") better than CargoLine partner Militzer & Münch.



Djemma el Fná, Marrakesh's world-famous historic market place.

► Crowds of people throng the food stands, wander past storytellers, musicians and snake charmers and breathe in the scents of nutmeg and cumin. At the medieval market "Djemma el Fná", in the heart of Marrakesh, time seems to have stood still. Morocco has preserved its fairytale charm but also embraced the modern world. With a stable currency, attractive infrastructure and four percent forecast economic growth, it is considered a boom country in the "Maghreb" (Arabic for "The West"), which also includes Algeria, Tunisia and Libya.

## Number one in Morocco

Militzer & Münch were among the first to recognise the country's potential. The spe-

cialist in the Eurasian and North African regions has been doing business here for approximately 30 years. In Morocco alone, it has an 18 percent market share in the international group shipment sector. The logistics expert operates a large open depot and bonded warehouse in the north of the country at the port of Tanger Med. But Militzer & Münch Maroc has its headquarters in Casablanca at a 19,000 square metres logistics facility. "Last year, this facility handled 35,000 consignments to and from Europe," says Engelbert Heiser. He has been working for the freight forwarder for 35 years and is Regional Managing Director for South-Western Europe and the Maghreb.

A new terminal will strengthen the position of Militzer & Münch still further. The 2.5 million euros intermediate storage warehouse close to the airport is expected to start operating in 2011. "Whether it is textiles, vehicle components or electronics – we have outperformed over recent years due to the growth in contract processing transports to and from sub-contractors in Morocco," says Heiser. The situation in Tunisia is similar. Here, too, the company operates two facilities, which in future will be supported by a large freight forwarding facility at the port of Rades (near Tunis).

## No fear of new frontiers

Even in politically less stable countries such as Libya and Algeria, Militzer & Münch provides secure transportation services with the help of local representatives. The company's long years of experience in the region certainly benefit its operations. "In mid-January, we were informed that no more group shipment trucks could be sent

to Algeria. At the beginning of February, the restriction was lifted," says Engelbert Heiser. He knows that laws here can often change overnight: bonded warehouses and ports can be closed at short notice, borders suddenly become impassable for goods from third countries.

Yet Heiser seems unaffected by this lack of certainty. For one thing, his experience in the region provides him with some protection. For another, the police and military are a constant presence. Crime is punished harshly. "Although the Libyan market only recently opened, we are able to offer reliable services there – just as we do in Algeria," says Engelbert Heiser. "We see potential in both countries – especially in group shipments and in handling larger projects." So here, too, all the indications are for further growth. ◀

## ► MILITZER & MÜNCH

The Eurasia and North Africa specialist has 130 years of experience in the freight forwarding and transportation business. Formerly a family business – founded by Richard Militzer and Werner Münch – the company has its headquarters in St. Gallen and is now a part of TransInvest Holding AG. It has over 3,000 employees working at over 120 locations in 30 countries. Alongside traditional truck-based transportation, Militzer & Münch also offers world-wide air and sea freight services as well as combined air-road transport. Since October 2009, Militzer & Münch has been a partner of CargoLine for Eastern Europe, the CIS, the Maghreb as well as the Near and Middle East.  
[www.mumnet.com](http://www.mumnet.com)

# How to respond when fire takes hold?

He is an active volunteer fire fighter and also runs the children's church as well as the evening service in his local parish. Voluntary work comes naturally to Sascha Frey, Real Estate Manager at Spedition Wackler.

► It is dark, hot and loud when a fire rages through a house. "You have to overcome your fear and keep a cool head just to go in," says Sascha Frey. The feelings come later – such as when he was holding a child he rescued from the balcony of a burning house. The girl was the same age as his elder daughter and did not want to let him go.

## Ready for action at any time

When he is called to serious road accidents, he asks himself where his family and friends are right now. But by the time he reaches the scene he has to switch off his emotions and ensure that the well-practiced rescue programme runs as the routine dictates. Whenever the burden becomes too great for a young fire fighter, Sascha Frey takes him to one side just as his own chief did with him. "We do not take uncalculated risks and we help each other."

The fire brigade does not have the financial resources to provide all its services using full-time professionals. This is why more than one million volunteers support the 27,900 professional firemen and women in Germany in extinguishing fires, rescuing, recovering and protecting.

Sascha Frey was just 14 when he first joined the fire brigade in Göppingen and began active service at the age of 18. He now leads a group of nine fire fighters. The 35-year old spends up to six hours of his free time every week in deployments, on standby and attending training sessions. He completed his basic training with the

local fire brigade. In addition, he has completed courses in areas such as radio telephony, respiratory protection and leadership.

## Even while at work

A radio pager notifies him when he is needed to attend emergencies, even during working hours if necessary. His employer Oliver Schwarz, Managing Director of Spedition Wackler, is pleased to allow him to do so "because social responsibility is part of our company's culture."

Sascha Frey has been Real Estate Manager since April 2009. As such he is responsible for ensuring that the nine buildings in the five locations operated by the Schwarz Group, to which Wackler belongs, are always in good technical condition. "We deal with invitations to tender, placement of orders and monitoring the work performed by tradesmen," says Frey describing his everyday role. He is also responsible for occupational health and safety and fire prevention in the group.

## Christian conviction

Although he frequently deals with money in his job, the material things in life are not so important to him. "Christian values are more important to me. I try to live up to them and pass them on to my daughters Lea and Mara as well as other children," says Frey explaining his commitment. This is why, together with his wife, he runs the children's church and evening service for his church parish in Oberhofen, Göppingen.

Work, volunteering and family commitments can only be reconciled "through iron discipline and six hours sleep" he tells us. Water also features strongly in his hobby. When time allows, he travels into the Allgäu region at the weekend because these are the closest suitable lakes for scuba diving. And there is not time for more than six hours sleep there either. ◀



# E-learning – more than just communicating information

A company's success considerably depends on providing continuous professional training for its employees and preserving its in-house know-how. This is why CargoLine has set up a web-based knowledge portal that combines an e-learning platform with an information database. It is available for use by all employees wherever they are and whenever they need it, increases quality and efficiency, promotes a feeling of community – and reduces costs.

▶ “A rolling stone gathers no moss”, says an old proverb. So for years, CargoLine has organised training courses to pass on specialist knowledge and improve employees' soft skills. There will be 48 such courses this year alone. For approx. 7,400 CargoLiners in Germany and abroad, these courses sometimes mean a loss of working time and high travelling costs due to long journeys to attend. As German is used as the course language, the circle of international employees able to participate is restricted. Moreover, new employees may have to wait several weeks before the next basic training course in the alliance's products and processes takes place.

## Virtual and fast

This is where the e-learning service is a real benefit. Since September 2009, this has supplemented and partially replaced the “live” on-site training courses in certain selected areas. As a multilingual web-based tool that can be used around the clock on any PC, it reaches a significantly larger number of employees than the seminars. At the same time it reduces travelling costs and absences. New employees can start a CargoLine crash course immediately and therefore familiarise themselves with CargoLine processes much more quickly. Tests at the end of each section give them and their supervisors an overview of their progress and highlight areas requiring further studies.

## Made-to-measure knowledge

As well as communicating vocational content and information specific to CargoLine, this knowledge portal known as the Competence Center has a second function: it is an information database. The decentralised nature of the alliance means there is a great deal of expert know-how and many examples of best practice that are only available locally – not to companies through-

out the alliance. The new database rectifies this and allows colleagues from all our partners to benefit from our collected wisdom wherever they are. It is also the place to look up and download the most up-to-date versions of obligatory procedures and forms. At the same time, a collection of links provides quick access to current legal regulations applicable to the transport & logistics sector. “We are not trying simply to fill all our employees with as much information as possible. Our real goal is to create a comprehensive database, which can be used by all CargoLiners to find information whenever and wherever they need it. Transferring knowledge between our many locations will allow us to achieve a

## An investment with immediate payback

### ▶ In principle, can any company implement a knowledge portal of this type?

*Manuel Drescher:* In principle, yes. Any PC with an Internet connection and browser – Internet Explorer or Firefox – offers all the technology required. The platform is hosted on one of our servers.

### What is the investment in terms of time?

*Manuel Drescher:* Depending on the scope of the project and functionality, we expect an implementation phase of around six months. The CargoLine e-learning portal was implemented even more quickly. It is important to have a pilot phase, in which we adapt the system and learning content to user behaviour. We assign a project manager within the company for the project phase whom we can contact whenever

necessary to deal with queries, workshops, creation of demo-training data, approvals, inspection of milestones etc.

### How much does a platform like this cost?

*Manuel Drescher:* The price depends on the corporate structure and complexity to be reflected in the platform as well as any customised features required. These factors determine the actual development costs. By contrast, the various locations, numbers and groups of users do not affect the cost because the system has a high degree of scalability and flexibility.

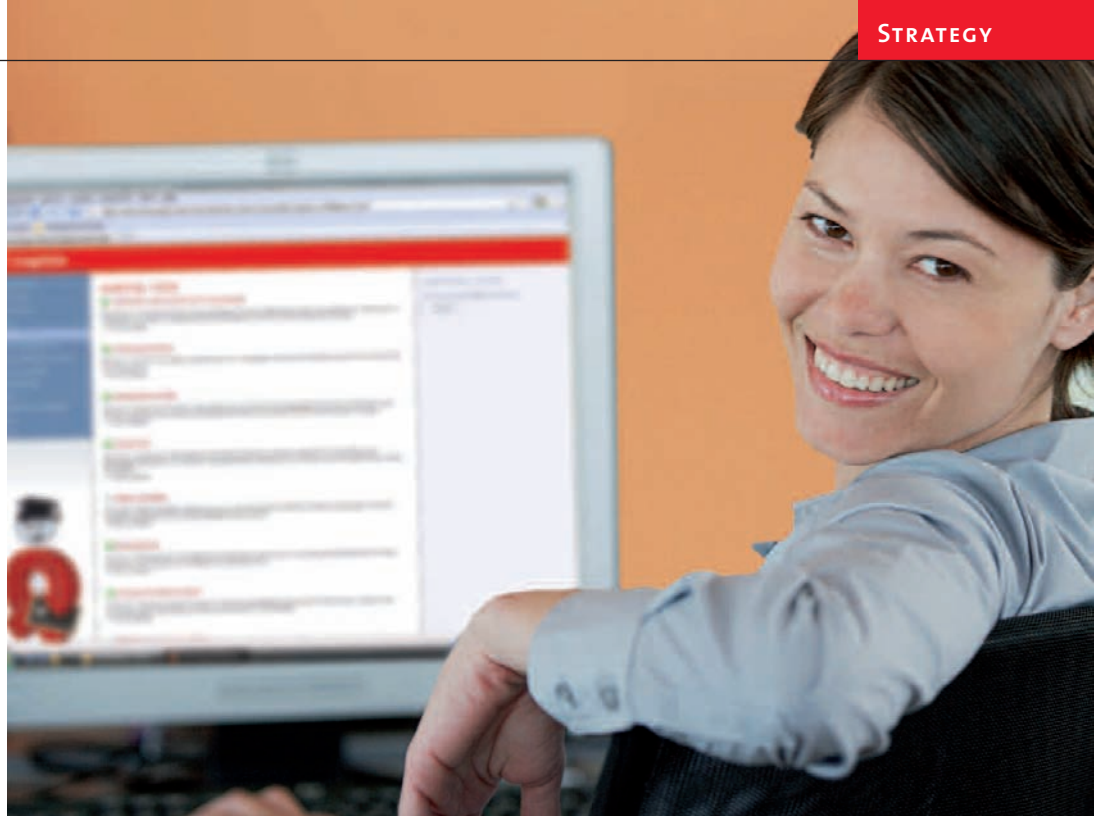
### What is the ratio of time and money invested to the average success achieved?

*Manuel Drescher:* Most companies invest in an e-learning platform in order to transform human resources into structural



completely new level of quality,” explains Jörn Peter Struck, the alliance’s Managing Director.

The structure and content of the Competence Center has been planned in close cooperation with A’PARI, the management consultancy based in Wiesbaden. The consultants have been supporting the alliance’s continuous improvement process since 2007. The web-based platform was programmed by the software developer EIKONA in Volkach. “Much of the knowledge that exists in companies is often in the hands of just a few people. Yet this knowledge is not documented systematically. Assuming an annual fluctuation rate in personnel of approx. 10 percent, every company runs the risk of suffering a constant and serious loss of information,” says Thomas Schäfer, senior consultant at A’PARI speaking from long experience in this area. “Know-how is also wasted when



the results of previous projects are not readily available for use in subsequent projects. Passing on descriptions of processes or checklists can significantly reduce the running times and costs of other projects, prevent expensive repeat errors and increase overall competitiveness,” continues Schäfer.

#### Greater team spirit

The Competence Center also has a psychological effect. The simple fact that every CargoLiner can add to and improve the

database’s content provides motivation and reinforces the feeling of belonging to the general cargo alliance. The multilingual format of the system also contributes to building this team spirit. “At long last, CargoLine is speaking our language!” exclaimed the delighted employees from Gruber Logistics in Verona when they first saw the platform in Italian. They now, more than ever, feel like a part of a pan-European alliance. “I did the courses together with my colleagues. It was exciting to see who knew the right solution at the end. It immediately helped us to remember the material we had learned more effectively,” explains a smiling Matteo Ravazzin, CargoLine Project Manager at Gruber Logistics.

The alliance’s Italian partner is already using this opportunity to design and run its own courses. “CargoLine has given us a modern, time-saving instrument for managing knowledge and information. It would be a tragedy not to use it!”

#### Docking station for customers

The information database will be expanded gradually. Following the principle that two heads are better than one, the alliance plans in the long-term to open the platform to its customers. This would also give them the opportunity to complete existing CargoLine courses in the area of transportation and offer their own seminars for their own employees in a secured area of the platform. [www.apari.de](http://www.apari.de), [www.eikona.de](http://www.eikona.de) ◀



Manuel Drescher, CEO  
EIKONA AG.

capital, i.e. collection of information, preparation of it for didactic purposes and provision of the information to everyone. This increases efficiency. On-site training takes

disproportionately longer to organise and incurs much greater expense than providing employees with the opportunity to learn independently via a computer monitor. It is a win-win situation. On the one hand, e-learning reduces personnel, opportunity and travelling costs and on the other it increases sales due to greater customer satisfaction, employee competence and efficiency. Thus the investment quickly pays for itself.

#### Can the system also be opened up to customers?

*Manuel Drescher:* That is technically possible. Internal access rights management allows the system to make specific aspects of the e-learning content available only to defined groups.

#### Can employees who have no email account in the company also use this type of platform?

*Manuel Drescher:* Yes, an email address is not absolutely essential. However, some of the usability functions such as messaging services are only available to users with an email account.

#### How much technical knowledge do you need to use the system?

*Manuel Drescher:* If you can surf the Internet, you can use the e-learning portal. ◀

# Exports to third countries – important information for consignors

The modernisation of the customs codex is intended to help make the European Union the most dynamic and competitive economic region in the world. But processing exports to third countries is not always an easy task for consignors.



Since the European Commission decided in November 2005 to conduct a massive reform of the customs codex, both consignors and freight forwarders have had to cope with a large number of new measures and regulations. While the status of Authorized Economic Operator (AEO) can be achieved with a reasonable degree of effort, Compliance and ATLAS have caused significant headaches. For example, Compliance raises the question for all parties in the transportation sector of how to handle consignments whose sender or receiver is considered suspect in the battle against terrorism. There are no binding rules for dealing with such deliveries but the penalties for aiding terrorism are draconian.

## 24-hour deadline

The application of ATLAS (Automated Customs Tariff and Local Customs Handling System) for the transportation of goods into/out of a “third country” (non-EU member country) also creates significant challenges. The paperless procedure has been in place for nine years. In this time it

has been developed in a succession of steps and its elements such as the Automated Export System (AES) or New Computerized Transit System (NCTS) have gradually been made obligatory for all exporters and importers. Since 1 July 2009, for example, all export registrations (formerly export declarations) must be submitted electronically. Moreover, they must be submitted 24 hours before dispatch! The opportunity to register a customs procedure quickly on the morning of dispatch no longer exists for exports to most third countries.

## Complicated

The use of ATLAS requires a considerable amount of practice. “Consignors who only occasionally handle exports can easily make errors in the registration. These can result in prosecution and sometimes high fines,” says customs expert Lothar Achtzehn from Koch International. The CargoLine partner in Osnabrück processes customs formalities quickly and simply for a large number of companies.

Consignors also see significant problems in the new design of the customs documents. “The various papers used to be identified using colour coding and seals. Today, the accompanying document for exports, which must be completed for goods valued above

1,000 euros, is a black & white electronic template. This accompanying document is only identified as such by the two fields for the 18-digit MRN (Movement Reference Number) and the 13-digit EAN barcode,” explains Achtzehn. “Again and again, we find that customers assume the form is a copy. They file it and later receive a warning from the responsible customs authority.”

## Norway and Switzerland – Third countries

It is also confusing that the so-called simplified procedure in accordance with Directive 2008/118/EC of the Commission applies to many non-EU states such as Monaco and San Marino, but not to Norway and Switzerland. The accompanying document for exports to these countries must be produced via ATLAS for goods valued above 1,000 euros and given to the driver for presentation at the external border of the EU. In addition, the customs authority can insist on inspecting the goods at any time (customs examination). However, for goods up to a value of 1,000 euros an invoice is adequate proof.

Several chambers of industry and commerce offer help regarding all matters concerning exports to third countries on their websites, such as [www.pfalz.ihk24.de](http://www.pfalz.ihk24.de) and [www.suhl.ihk24.de](http://www.suhl.ihk24.de). Customers who prefer to entrust the processing of customs formalities to professionals familiar with the procedures can contact a CargoLine partner at any time. ◀



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