

CargoTime

 **CargoLine** CUSTOMER MAGAZINE

Securing maximum performance

How values underpin dynamism



On the road for
OUTDOORCHEF [▶ page 8](#)

Koch gets cooking



Georg Münch – truck
driver and master
of puppets [▶ page 15](#)

**On the road
with Punch**



CargoLine is
meticulous when it
comes to protecting the
environment [▶ page 16](#)

Green footprints

Two strong partners for a strong sector.

The EIKONA logo consists of a stylized white icon of three stacked horizontal bars on the left, followed by the word "EIKONA" in a white, uppercase, sans-serif font on the right. The logo is centered within a light green circular background.

EIKONA

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Dear Readers,

In the last issue, we reported on how and why it is so important that the values of a company flourish and prosper. And the unusual path that CargoLine and the employees of its partner companies have taken together in order to describe what makes us special. In this issue, we would like to present you the results of this strategic process. What's more, we have also dedicated a separate brochure to our values and goals, which you will find enclosed with this magazine.

Why are we devoting so much energy to this subject? Simple. Because the values and goals of a company define the strength of its foundations like nothing else. Because they permeate our daily working lives and therefore our interactions with partners and customers. Because they can make us an attractive company for both customers and employees.

Naturally, this edition of CargoTime also includes reports on many other fascinating subjects. On page 8, we open the barbecue season and whisk you away to Asia – with our partner Koch International. From there it's just a short leap to Gondwanaland. Precisely – to the Earth's prehistoric supercontinent. A miniature version of it is now found in the heart of Leipzig Zoo, where Carl Stahl has constructed a gigantic steel net with the capable assistance of Wackler. 300 kilometres away – in Eichenzell – we share breakfast with our drivers in CargoLine's new European hub. Here you can sometimes meet Georg Münch, whom we present in our "Inside CargoLine" feature on page 15. For an environmental viewpoint, we talk to Prof Dr Dirk Lohre, who explains the fundamental principles of the highly transparent system that CargoLine uses to calculate its CO₂ footprint (page 16). To this task we dedicate ourselves in meticulous detail. Just as we do with our values process.

I hope you enjoy reading this issue of CargoTime!



Jörn Peter Struck
Managing Director

**FOCUS****Passion means giving everything** ▶ 4

Over coffee, during lunch breaks and at special events: for two months, CargoLine and its employees have been defining the values and goals of the network. An exciting process with impressive results.

Open, creative and playful ▶ 7

Dr Jan Sass, partner with the management consultancy Lautenbach Sass, tells us how companies find their guiding principles and what they need to do to implement these in their daily work.

PRACTICE**Koch gets cooking** ▶ 8

Every year, CargoLine partner Koch International picks and transports more than 50,000 high quality barbecues for its customer OUTDOORCHEF. If required, the freight forwarder even delivers to Korea.

An ancient continent protected by a net of steel ▶ 10

Visitors to Leipzig Zoo can experience the prehistoric continent Gondwana first hand. A crucial element of the attraction is the giant steel net from Carl Stahl, an internationally successful medium-sized business. The company found the perfect match in its logistics partner Wackler.

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INTERNATIONAL**Reunification in Eichenzell** ▶ 14

On 1 March, the Rhön industrial estate became an international hub. As well as being the alliance's central hub, it is now also home to the new European hub.

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Truck driver, puppet master or children's author? John employee Georg Münch has many faces. And a fascinating life story to boot.

STRATEGY**CargoLine leaves green footprints** ▶ 16

CargoLine is meticulous when it comes to calculating its greenhouse gas emissions. It has, for example, developed a highly complex analysis system, which will provide transparent information about the alliance's CO₂ emissions in future. Prof Dr Dirk Lohre was involved in developing the system.

CURRENT ISSUES**Excellent information security** ▶ 18

From hackers to power cuts or crashing hard drives: sensitive data has to be protected against many dangers. CargoLine is the first general cargo alliance to implement a highly efficient information security system analogous to ISO/IEC 27001.

Partner overview ▶ 20**IMPRINT****PUBLISHER**

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Passion means giving everything

For two months, employees discussed the values that characterise CargoLine and how we can embrace them to the full. Nearly 3,000 cards crammed with ideas and opinions were completed and evaluated as part of the process.

► Jörn Peter Struck, CargoLine's Managing Director, is as surprised as the other partners in the alliance. They had certainly hoped for an in-depth discussion about the company's values and did a great deal to facilitate it. However, they never expected it to be embraced so widely, extensively or enthusiastically. At 48 national and international locations, employees and executives discussed the aims and values of CargoLine – not just at specially planned events but during coffee breaks or lunch hours or on the fringes of routine meetings.

A grass roots definition

The initial step in the process was an intensive discussion among CargoLine's shareholders about values in general, how to define them more precisely and ways to develop goals for the alliance of medium-sized logistics companies (see CargoTime 2/2011). The discussion was moderated and supported by the communication consultants Lautenbach Sass (see interview on page 7). In their conclusion, the shareholders defined five values as key headings: partnership, responsibility, efficiency, reliability and innovation. Employees would later add a sixth: passion. (You can find more information about the precise definition and implementation of these values in the brochure enclosed with this edition of CargoTime.)

From the outset, CargoLine's management committees understood that company values cannot be imposed from above. "They will only become a part of our daily working lives if all our employees actively think about their implications and identify with them," says Struck. The first stage of the wider process therefore asked employees to answer three questions about each value on specially prepared postcards: how important is this value for you? What does it mean for the network? What in your opinion do we still have to do to ensure that this value is truly embraced? A blank

card also gave employees the opportunity to name a value of their own and answer the same questions about it.

A model "values transporter" truck bearing the CargoLine logo served as the collection point for the opinion cards. A total of almost 3,000 were gathered. An impressive 79 percent contained carefully formulated comments and 40 percent even bore the employee's name.

What matters most to employees?

From the employee's standpoint, **reliability** is the most important value. They see the key criteria here as being punctuality, speed and good teamwork. This conforms with the expectations within the freight forwarding sector in general: more than 90 percent of those in the industry are convinced that good logistics companies are characterised by reliable processing of orders.

CargoLiners associate **efficiency** above all with competitiveness, strong teamwork, customer focus and diligence.

Partnership is reflected in cooperation between network partners and colleagues as well as working together with mutual respect and trust.

Responsibility is an important standard when dealing with colleagues, partner companies

and customers. Employees identified this value with good teamwork, keeping promises and focusing on customers' needs.

At CargoLine, **innovation** is primarily seen in terms of product development and improved competitiveness.

Finally, the new value named most often by participants in this discussion was **passion**. Meaning here: a high degree of commitment to offering the alliance's customers the best possible quality logistics and reliability.

Values are the foundation for achieving goals

It was essential to involve all employees in defining these values because they "influence our behaviour in the long term and therefore also provide the foundation for achieving our strategic goals," says Struck. Within the framework of the discussion of values, the shareholders in the alliance have formulated these goals as follows:

- Secure the long-term stability of the logistics network.
- Push forward the internationalisation of the alliance and expand the network with equal partners. ►





Gaston Petersen, Managing Director of Kiel-based CargoLine partner of the same name, ...

- ▶ Develop and provide a corporate culture defined by the values of a medium-sized business.
- ▶ Act sustainably – socially, ecologically and economically.
- ▶ Achieve optimum cost transparency and maintain a high standard of quality.
- ▶ Raise the profile and attractiveness of the CargoLine brand still further.

Using the example of partnership, Jörn Peter Struck explains precisely how company values contribute to achieving these goals. Although this value is not exclusive to CargoLine, it has a special relevance for the alliance because each partner company depends on the performance of the others. If every partner treats the consignments belonging to other partners as he would treat his own, they will be delivered more punctually to even more satisfied customers.

Values and goals are the guiding principles of CargoLine and embodied in the slogan “On the road to a common future”. This is also a response by the alliance to changes in the market environment. It has become clear from studies and our own experience that punctuality and reliability are no longer enough to remain competitive in the market. Moreover, these guiding principles

can also make a contribution to recruiting employees and maintaining their loyalty.

Living by our values every day

Putting shared values into practice is a process that demands time and patience. CargoLine’s partner companies are well aware of this fact. At the last meeting of the alliance’s partners they decided to put down a visible sign of their commitment. They signed these values under their own logos and thus made an undertaking to implement them in their own companies. At least one copy of this poster stating the guiding principles now hangs in a prominent position in every partner company.

“However, this symbolic act is only the end of the beginning,” says CargoLine’s Managing Director Jörn Peter Struck. The personalities of the owners and managers themselves will play a central role in the successful implementation of these values. “If employees do not see our managers living out the values of partnership or passion, for example, in their daily work, neither the signature nor the poster will have any credibility.”

The communication consultants Lautenbach Sass therefore developed an extensive action plan to promote the widest possible

in-depth discussion of the values. This included an explanatory letter that was enclosed with every payslip at the end of 2011 as well as an informative and attractive graphic presentation that was produced for executives in the partner companies, which was to be adapted to their specific conditions. This was supplemented with tips on presentation, a discussion checklist and a list of frequently asked questions and answers for the discussion on values. “The materials provided by the system headquarters were a very good preparation for our internal events and discussions,” confirms



... and Norbert W. Höfflich (Jeschke, Hamburg) sign the CargoLine mission statement.

Anita Breit, Managing Director of Nellen & Quack in Mönchengladbach.

In addition, CargoLine set up an area for further discussion and implementation of the values in its e-learning platform. The topic also became a component of the obligatory “CargoLine driver’s licence”, which all partners use as a qualification benchmark for their employees.

Essentially, those holding positions of responsibility in the alliance believe it is important to avoid falling into a humdrum routine. Everyone should continue to seek and find good examples of how to define and anchor the values of CargoLine – and live according to these values as a community. And illustrate this – in CargoTime, for example. ◀



Open, creative and playful

CargoTime spoke with Dr Jan Sass who moderated and mentored the discussion of goals and values at CargoLine. He reports his experiences and explains why it takes time for values to take root and be put into practice.

► **Dr Sass, what was the starting point for the discussion of values at CargoLine?**

Jan Sass: In recent years, the alliance has grown very successfully. But inevitably, this positive story also raises new questions. The most important of these is: what binds this larger group of companies together? Shared values can help address issues concerning the way partners cooperate, and maintain the success of the alliance in the market.

Do companies actually benefit from values?

Studies and our own experience have shown that values have a real commercial benefit for companies.

They influence a company's actions, create safeguards, form the basis for strategic decision-making and are therefore an

important factor in the success of its business. But only if they are credible and the right values for the company. Don't forget: values are always public. They are a benchmark that customers will use to measure their service providers. If you hang a poster full of values on the wall but fail to embrace them in daily life, they will only raise questions and suspicion.

How do we make values a part of our daily working lives?

CargoLine has already taken an important step. It has included as many employees as possible in the process of defining its values. The level of participation in the discussions and postcard campaign was astonishingly high. The large number of well-considered comments and ideas is also unusual. Finally, the fact that many employees were happy to put their names to their comments is a strong indication that there is a very open and trusting atmosphere within the alliance.

We also noticed this during the discussions that we led with the partners in the alliance. We designed the process to be open, creative and playful and were amazed that everyone was fully committed to the cause. For example, in order to think about

the values of a very different social group and gather ideas, the partners put on fancy dress and slipped into the roles of knights or pirates.

What is the role of executives in implementing the values?

They play a central role. If executives do not set a good example in embracing the company values and do not visibly support them, they remain meaningless for employees. Values are communicated by people,



Dr Jan Sass is a Managing Partner of Lautenbach Sass, the management consultants for communication. His primary interest is in the areas of strategic development and evaluation of communication processes.

not by brochures or posters.

Is the job completed now that the alliance has formulated its values?

Implementing values in daily life is a laborious and long-term process. It can be years before they take root in a way that they define the ways that employees behave. Initially, they are very general and abstract. We have to keep finding new ways and reasons to talk about them in order to make them more concrete and keep them alive.

We should not forget that new structures or working practices may also be required to implement these values. The future will show what these will be for CargoLine.

Openness is key. ◀

Koch gets cooking

The number of passionate barbecue devotees is still growing fast. A substantial proportion of grills sold bear the oval logo of OUTDOORCHEF, a brand of the Swiss company DKB. CargoLine partner Koch International is responsible for order picking, including accessories, and for ensuring their punctual delivery to demanding retailers.

► Are you one of the many people who, when the weather grows warmer, can't wait to rush outside to light up the barbecue? Or even one of the growing number of barbecue devotees who like to invite their friends to a pleasant barbecue in the snow? The continual expansion of sales in this sector and growing number of barbecue clubs and events underline the fact that this style of cooking is not a passing trend. "Fire & Food" and "GrillMagazin" are just two of the stylish magazines for hardcore fans of outdoor cooking.

Low fat fun

Barbecuing has long since outgrown its garden plot and camping image. And this should come as no surprise: cooking meat, fish and vegetables in a sociable setting is fun and brings communities together. As they are grilled, the dishes are also low in fat and easy on the waistline. A good barbecue can cost up to 1,200 euros and the chosen product is frequently supplied by the brand OUTDOORCHEF, which the Swiss company

DKB markets via retailers in Germany, Benelux and other countries with the help of CargoLine partner Koch International from Osnabrück.

Unique system

Since the brand's launch in Germany in 2000, sales of OUTDOORCHEF products have risen continuously. Alonso Quilez, Head of Sourcing & Supply at DKB Household, traces this back to two principal properties: "Our kettle barbecues have a unique flip funnel system, which is patented world-wide. This means they can be used in a number of ways because you can change the position of the flip funnel depending on whether you want to grill, roast, bake or cook. At the same time, the technology offers effective protection against health damaging flare-ups and smoke." "Moreover," he adds with a smile, "the soft and compact shapes of the products mean they are popular among women." Even if women

generally leave barbecuing to their menfolk, they still have an important say in the purchasing choice.

DKB has outsourced almost its entire European logistics operation so that it can focus fully on its core competences: the world-wide management and distribution of renowned brands such as OUTDOORCHEF, HEAT, Cole & Mason as well as Zyliss – which some German readers may remember from the onion cutter adverts in the 1970s – "Zick, zick, Zyliss". The Swiss company also develops products and designs for the brands.

350 to 380 barbecues per day

DKB Household has been working with CargoLine partner Koch International for approx. two years. "Koch was already handling transportation and all warehousing operations for large areas of Europe when we acquired OUTDOORCHEF in 2009. However, another logistics provider was responsible for our household utensils. In order to reduce complexity and the number of interfaces, we entrusted both areas to Koch," explains Quilez. "In our daily business, we have to meet the high standards of specialist retailers. This means that orders need to be processed quickly, securely and efficiently with reliable planning and high availability for seasonal business."

Since Koch took charge of warehousing, order picking, procurement and dispatch of spare parts and transportation for OUTDOORCHEF, the freight forwarder has been working flat out from March to July. "We delivered around 50,000 gas, charcoal and electric kettle barbecues to retailers in 2011, some of them even to South Korea! Before dispatch, we pick the accessories for each order such as cast iron griddles,





pizza and bread stones, tongs, charcoal and cookbooks,” explains Thorsten Roux, Head of Logistics Projects at Koch International. Since the start of the season just one month ago, Koch has been dispatching an average of 350 to 380 barbecues per day. These are transported via the CargoLine network. He expects to handle around 63,000 barbecues in 2012.

Business is always even more hectic during a football World Cup or the European Championships or periods of unexpectedly good weather: “In addition to standard orders from retailers we also receive so-called ad-hoc orders. Every one of these orders is unique, sent electronically and has to be

processed either the same day or by the following day at the latest,” says Roux.

Made-to-measure logistics

As well as transport and contract logistics for OUTDOORCHEF, Koch also handles logistics for DKB’s household utensils – such as salt and pepper mills from Cole & Mason or “flavour shakers” from star chef Jamie Oliver. “Something is always changing in this customer’s range so our employees have a lot of fun,” says Roux enthusiastically. The freight forwarder, though, has also invested significantly to ensure that order picking and dispatch are always completed to the satisfaction of DKB and its specialist retailers. The technical requirements Koch has made available include end-to-end scanning, online shipment tracking and inventory queries, the last of which is used very frequently by DKB Household.

In the HEAT of the moment

DKB operates in a fiercely competitive market both in terms of products and customer services for retailers. The company therefore established a key performance indicator system (KPI) for all its service providers on a global scale at the beginning of the year. Its effects will be felt first in logistics operations but in future it will also cover transport services. However, the CargoLiner partner has nothing to fear. “Our freight forwarder serves us very well. Koch International continues to show a great willingness to develop with us – both in terms of handling the various product lines and volumes and optimising existing processes,” says Quilez. “We also enjoy the open, transparent nature of the partnership.”

It comes as no surprise then that DKB Household has also given the CargoLine partner from Osnabrück responsibility for warehousing, order picking and distribution for its high-end HEAT brand of barbecues from 2012. We wish all outdoor cooking fans “happy barbecuing” for this year’s barbecue season. ♦

DKB DIETHELM KELLER BRANDS

DKB Diethelm Keller Brands is a company in the Diethelm Keller Group, which was founded in 1860 and has its headquarters in Zurich (Switzerland). The holding company owns four business units, which operate in the areas of market research, household utensils and travel. The group has its own offices in 40 countries and is represented by franchises in a further 51 nations. In 2010, its nearly 26,000 employees generated sales of around 11.5 billion Swiss Francs. In Germany, DKB Household markets brands such as OUTDOORCHEF, HEAT, Cole & Mason and Zyliss.
www.dkbbrands.com

KOCH INTERNATIONAL

A founding partner of CargoLine, Koch International GmbH & Co. KG offers a broad range of services from European transports of general cargo to marine and air freight to complete warehouse logistics. The company is in its fourth generation of family ownership and has its headquarters in Osnabrück where it operates more than 50,000 square metres of warehouse space. In 2011, the company’s 700+ employees generated sales of 92 million euros.
www.koch-international.de

An ancient continent protected by a net of steel

Six years ago, the medium-sized company Carl Stahl took a strategic change in direction when it selected its transport service provider. From then on, it would place its trust in CargoLine partner Wackler from Göppingen. A successful and mutually inspiring partnership of equals was born.

▶ A squirrel monkey the size of a cat climbs like the wind to the top of a papaya tree, drives away an angrily squawking blue macaw, gathers itself and leaps – into nothing. A fraction of a second later, the movement ends abruptly and the little jungle dweller hangs as if fixed to some unseen object in the cloud-speckled sky. It is only when you look more closely that you see the fine net that spans “Gondwanaland” at Leipzig Zoo – 35 metres high and covering an area the size of two football stadia. The tropical attraction opened in July 2011 and gives visitors the unique illusion of a wild habitat under an open sky as they walk along the tree-top paths suspended by steel cables. And, with a selection of 300 animals and 17,000 tropical plants from Africa, Asia and Latin America, the continents that once formed the single super-continent Gondwana, this habitat is wonderfully rich.

The naturally shaped, three-dimensional animal enclosures blend almost seamlessly into the tropical jungle landscape. This prestigious architectural project was only made possible by the steel net and rope constructions from Carl Stahl based in Süßen. “We plan the architecture around the zoo enclosures and then produce the nets in a variety of mesh designs and colours. Finally, we transport the materials to the site and assemble them. We delegate other operations such as steel construction work to

other companies. This makes us a complete provider of zoo enclosures,” explains Tobias Kehrer, Head of Controlling at Carl Stahl. Wackler, the freight forwarder based in Göppingen, transports the materials. And this presents a major logistical challenge, as there is no central ramp to which deliveries can simply be driven and unloaded. Precise timing and coordination are therefore essential. Shortly before the shipment is due to depart, the freight forwarder agrees the delivery time by phone with the construction manager so that the technicians and animals are not left waiting. “Don’t worry, we only let them out of their cages when we are certain that everything is sealed and

strong enough to prevent them escaping,” Kehrer adds with a grin.

Medium-sized business wanted

The spectacular net and safety construction, however, only accounts for around ten percent of the sales generated by Carl Stahl. By far the greatest part of its business is in lifting technology with its chains, shackles and traverses weighing tonnes. This is followed by the TechnoCables sector – special cables for the automotive industry and medical-technical systems. These products are in great demand around the world. The group is represented on four continents and generated sales of around 250 million euros in 2011, the most successful financial year in its history.

▶ CARL STAHL

The company was founded in 1880 in Süßen as a small ropemaking business manufacturing products for the agricultural sector. It is still in family ownership today. The group has 1,385 employees at 52 locations world-wide and generated sales of around 250 million euros in 2011. As a highly diversified company, it operates in the areas of lifting technology, architecture and TechnoCables as well as fall protection systems and has its own academy for specialist seminars and training.
www.carlstahl.de

▶ WACKLER SPEDITION & LOGISTIK

The freight forwarder was founded 1846 in Göppingen but also operates a facility in Dresden and is a founding member and partner of CargoLine. The medium-sized, owner-operated group of companies employs 700 staff and has a warehouse capacity of over 60,000 square metres with storage spaces for 55,000 euro pallets and over 300 swap bodies.
www.wackler.de





Carl Stahl holds 38 locations in Europe alone. Wackler handles virtually all its road transports and organises shipments to overseas customers, including all the export registrations and provision of external warehouse logistics. It has been doing so since 2006. Until then, the individual Carl Stahl locations operated independently and commissioned the services of different logistics companies. This led to divergences in prices and services, time-consuming discussions and unhappy misunderstandings. “Our handling processes were becoming increasingly opaque because we were working with a large number of freight forwarders,” remembers Kehrer. “Almost every country had its own freight forwarder and this presented a special challenge not only in packaging and providing goods but also when processing invoices.” Carl Stahl decided to find a solution. Its ideal partner would be a medium-sized company located nearby, with personal contacts and similar structures to Carl Stahl. The freight forwarder Wackler, with its headquarters in Göppingen just five kilometres away, fitted the bill perfectly. After a centralised invitation to tender, Carl Stahl quickly decided to engage the services of the CargoLine partner.

Uniform prices and services

Now all consignments delivered using the same service are also priced in the same way. They are uniform and transparent. Logistics

specialist Andreas Härle from Wackler has personally supervised this major customer for several years. He describes the daily service. “We have a swap body in place in Sülßen on a permanent basis. This is loaded during the day by Stahl’s employees. In the afternoon, we deliver pre-products, which we receive from all over Germany and Europe. In return, we take the swap body of finished goods and deliver them.” Kehrer explains how this simplifies internal processes at Carl Stahl. “Under the old system, Stahl had to keep different warehouse areas available for the different freight forwarding companies. Now we have a single swap body that serves as an additional loading area and saves space.”

To ensure that everything runs quickly and smoothly, Wackler and Carl Stahl have been using a data transmission system and barcodes for several years. “We register everything with the freight forwarder electronically so that they know in advance which goods are to be sent to each destination – even before the truck enters our premises,” explains Kehrer. When the vehicle has docked, Wackler has all the consignment data on the scanner and can start unloading immediately. This is the only way to complete the operation in the short time available. “We have up to twelve consignments comprising several pallets for each swap body. These have to be distributed

to destinations in all directions in under an hour. After all, we operate throughout Germany, Europe and the whole world,” says Kehrer.

Growing together

Not everything worked out so smoothly in the past. “When we had problems, we sat down together and found solutions,” says Kehrer. “Suggestions from Wackler enabled us to improve our processes. And we returned the favour to Wackler by giving them useful advice in a number of areas.” A good example of this is the “driver notification” system, which the freight forwarder introduced last year. Andreas Härle explains: “We can estimate arrival times more precisely if drivers notify the customer by phone while on the road between one and three hours before they are due to arrive.” This used to take place from the office before the driver left the depot. If there were delays during the journey it was no longer possible to deliver punctually and the customer was left upset. At the request of Carl Stahl, the new system has been adopted as a standard. “The most important thing for me is that we continue to grow and develop together,” emphasises Kehrer. “Our customers and requirements change. We need a partner who is innovative and flexible.” Andreas Härle agrees. “We think exactly the same – it is a partnership of equals.” ❖

Congratulations, Geberit!



► CargoLine wholeheartedly congratulates the Geberit Group and Geberit Logistik GmbH on winning the German Logistics Award of the German Logistics Association (BVL). The Pfullendorf-based sanitation technology specialist was honoured for the extremely successful, thorough transformation of its originally locally organised logistics service into a central business function. The festive award ceremony took place during the 28th German Logistics Conference in Berlin.

We are proud that our partner Lebert in Baienfurt has worked for Geberit since 2006, along with five other transport services providers. The sanitation company had consciously selected these six from an ini-

tial group of 70 freight forwarders as it was highly impressed by the capacity of their transport networks in the various target regions as well as their performance portfolios. You can read more about the collaboration between Geberit and Lebert in the article "Fitting connections" (CargoTime 1/2011, pages 8–10). ◀



CargoLine's talent hotbed

► In our cooperation with the Lobraco Academy we have put together another attractive knowledge package. As a result, in 2012 the approximately 6,500 employees of CargoLine are able to attend 70 face-to-face courses which are precisely customised to their needs as well as 17 e-learning courses for their advanced training. The course programme ranges from product training to seminars on professional subjects which are specifically directed at industrial workers, fleet managers, service and sales employees, through to training courses which develop social and communication skills (soft skills). This year, special emphasis is placed on seminars in the field of contract logistics,

CargoLine's second pillar.

Considering the number of registrations so far, we are well on our way to surpassing last year's impressive figure of about 850 participants! We are pleased with the vivid interest, as attending the seminars helps us achieve the goals we defined in September 2011 (see page 5 as well as the brochure). ◀



BTG creates space for further growth

► Breaking ground in a different way for a change: in autumn 2011, CargoLine partner BTG Feldberg gave the starting signal for the construction of a new and larger cross-docking warehouse including administration and garage in the presence of employees rather than dignitaries. The new building is being constructed on an extension of the Bocholt industrial area, right by the exit of highway B 67n, a good 1,000 metres from the current site. The owner-managed transport and logistics service provider is building a 6,000 square metre cross-docking facility with 75 gates, a three-story administrative building with

common rooms and a 2,400 square metre reserve space plus a garage for almost ten million euros on 45,000 square metres of land. Attached to it are a truck filling and a truck washing station for 50 of the company's own as well as external trailer trains.

BTG's logistics activities are continuing at the old site. To meet the demands of its steady growth, the company, which has about 200 employees and operates throughout Europe, is transforming the old cross-docking warehouse into an additional logistics warehouse. The new construction and remodelling work will probably be completed by May 2012. ◀



Smart shipment tracking



be connected to him? With the device-independent web app from CargoLine – no problem! Simply going to <http://app.cargoline.de> in your smartphone's browser gives you access to the CargoLine-wide shipment tracking system, the contact data of all partners plus information about the network. Any time, any place! ◀

► Are you away from your office and quickly want to check where the shipment is that you or your customer are waiting for? Or do you want to find out the telephone number of "your" CargoLine partner and



CONMETALL and Hostmann-Steinberg put their faith in Köster & Hapke

► If tradespeople can pick trowels of the CONNEX brand or Cornat design washstands at specialist shops, this is in part the merit of the freight forwarder Köster & Hapke. Since 1 October 2011, the Sehnde-based CargoLine partner has been in charge of the transports for the metal and sanitation products of CONMETALL. The system supplier for construction and do-it-yourself stores distributes its products, which are available on demand, from the logistics centre in Celle. The 26,000 inventory items are shipped with more than 98.5 percent reliability. This requires utmost precision in handling the transports, from Köster & Hapke as well as the entire CargoLine network. In addition to about 1,800 shipments which the transport and logistics services provider distributes

throughout Germany every month, it also has to handle an average of 550 Europe-wide deliveries per month.

Bi-national collaboration

Moreover, since mid-2011 Köster & Hapke, along with CaroLiner Rotra Forwarding in Holland, has serviced the printing ink manufacturer Hostmann-Steinberg (Celle) and its subsidiary HST Benelux. Using state-of-the-art assembly lines, the companies, which are part of the hubergroup, produce printing inks for newspapers, brochures, magazines, labels, packaging, carrier bags, beverage cans and more. Every day, Köster & Hapke and Rotra distribute 30 to 50 consolidated shipments in the Benelux countries. The companies' duties also included drafting a mutual agreement that holds for two years. ◀



Robert Pot [HST Benelux (hubergroup)], Michael Lukasewitz and Olaf Köpper (both Hostmann-Steinberg, Celle, all seated f.l.t.r.), Simone Egbers (standing on the left), Lutz Gimbel and Sabine Fügner (both Köster & Hapke) sign the contract.

Extra cargo: keys



Markus Langer hands a relieved Isret Ahmetovic the keys.

► When Isret Ahmetovic, skilled warehouse worker of Spetra in Großbeeren, received the message, he became visibly pale: the truck with consolidated cargo for the CargoLine partner Sander had just been unloaded almost 250 kilometres away, in Rostock – including Isret's keys, which he had lost while loading the truck without noticing it! Without it, he could neither move his car nor unlock the door to his flat. What to do?

Interfracht in a feisty mood



► Simon Ammann and Roger Federer are not the only top athletes from Switzerland: at the in-house decathlon, more than half of the Interfracht staff plus co-owner Roland Führer once again fought with everything they had to get on the rostrum. Blisters, sore muscles and even a fractured metatarsal killed neither the fun nor the participants' ambition! The ten disciplines – badminton, bowling, go-karting, golf, running, mini golf, optionally poker or Jassen (a typically Swiss card game), squash, table tennis and shopping orienteering race with pizza baking – were selected at the suggestion of the staff and performed in their free time. Each participant's five best individual results counted towards the final re-

sult. On 16 December 2011, Claudia Boschung and Jacob Krügel were the lucky decathlon winners who were allowed to pop the champagne corks at an exuberant celebration.

Yet not only the winners were happy: "It was another great opportunity to get to know colleagues from other departments better and to bond", was how Thomas Werthmüller, Interfracht's forwarding manager, put it. ◀



His colleague Janine Fistler immediately picked up the telephone. Together with Dana Görlitz and Elke Stein from Sander, she thought about the fastest way of returning the bunch of keys to Berlin. Fortunately, Markus Langer was just loading his truck at Sander – destined for Berlin. He instantly agreed to take the keys along, and a few hours later handed them over to a relieved Isret Ahmetovic: "I am totally grateful to everybody for

getting me my key back so quickly. It is really great to have colleagues like this at CargoLine. It was real teamwork!"

It's wonderful when values (see page 5 and brochure) exist not only on paper. ◀



Reunification in Eichenzell

In early March 2012, the European hub of CargoLine moved back from to Eichenzell from Hauneck. This combines forces and speeds up the handling process of the larger shipment volumes. The facility, which has room for expansion, is operated by John Spedition, as is the central hub in its direct vicinity.

► The Rhön industrial area in Eichenzell near Fulda is turning into a busy international centre. The reason is that it is the site of CargoLine’s new European hub, welcoming truckers from all over Europe in a friendly setting. The location is not only appealing but also practical – because just a few metres away is where the central hub of the cooperation is located.

It was not always like this: in 2008, the European hub had been spun off from the central hub due to insufficient capacity. It was moved to Hauneck and outsourced to the service provider Drude Logistik. Yet from the start, this was only intended as an interim solution. CargoLine’s Managing Director Jörn Peter Struck lists the arguments in favour of returning the European hub to Eichenzell: “Due to the continued increase in shipment amounts and the short intervals between our dispatches, having a single site makes more sense today.” This speeds up the handling of shipments, as the nightly shuttles between two sites can be dispensed with. After all, the trucks carry both national and international freight at the same time. Moreover, the new European hub with its 48 gates and 3,500 square metres of cross-docking space is large enough to handle international shipments and even has room for growth and additional destinations.

At the beginning of 2011, invitations to tender were issued for the joint operation of both hubs. The choice fell on CargoLine partner John. “An argument in favour of John was that it had reliably operated our central hub for 15 years. Moreover, this applicant best satisfied our catalogue of criteria”, explains Struck. In the wake of this decision, Eichenzell will be further expanded as a logistics centre, because CargoLine partner Militzer & Münch is also going to be located there. This company handles shipments whose destination or point of departure is in greater Eastern Europe, the CIS countries, the Maghreb countries or the Near and Middle East. In addition to Militzer & Münch, 21 international partners from 15 countries currently arrive at the European hub every day. Another 14 destinations are handled via so-called gates at partner companies.

With new technology and human know-how

As at the central hub, John uses scanners for collecting the data of a package at the

European hub. A new addition is a video system which links the status of an item to its location in the warehouse. The service provider will keep the data for 30 days so any queries can be answered precisely and promptly. Being able to meet this high standard requires the necessary know-how. To this end the freight forwarder is looking for qualified people, while the existing employees constantly receive further training. In 2011 alone, every employee was trained for an average of more than 20 hours. John’s Managing Director Birgit Bergemann sees this as the basis for excellent hub operation with hazardous goods and handling deliveries with deadlines – while also promoting customer loyalty. Bergemann also tries to convey a positive image in the company’s search for quality staff members. Its apprentices, for example, once wore evening clothes when they had pictures taken to stress the point that logistics is no dirty work.

This was also the guiding idea behind the design of the common room for the truck drivers from all over Europe. Before starting their return trip they can take a rest in a modern, friendly setting. What’s more, vending machines dispense coffee and bread rolls until even the last driver has left the European hub at 2 a.m. and peace and quiet sets in temporarily. ◀



Pallet trucks waiting for their assignment in the European hub.

On the road with Punch

The freight forwarder John Spedition in Eichenzell is one of the founders of Cargoline. A veteran among its staff of about 200 is the truck driver Georg Münch, a man of many commitments and interests – he is also a puppeteer and children's book author.

► Central and roadside reserves continuously pass by. The dark outlines of trees and noise protection fences alternate in a tire-some sequence at the side of the road. Not much happens on the motorway at night. Usually you would expect radio music in the driver's cabin, perhaps Johnny Cash. But Georg Münch has the Dictaphone running as he tells aloud stories about witches, robbers and Punch. "I have never driven around wearing cowboy boots and with my wallet on a chain." No, Georg Münch certainly does not match the cliché of the typical truck driver. Yet the 60-year-old has been driving for John Spedition for 32 years, almost as long as he has been married. He doesn't know exactly how many kilometres he has covered in all those years driving in Germany and neighbouring countries: "Anyway, I have diplomas for three million."

A holiday discovery

For 23 years the Münchs have regularly gone on holiday to the North Sea, near St Peter-Ording, with their daughter. They once attended a puppet theatre there and Georg Münch struck up a conversation with the puppeteer. His daughter, who was three years old at the time, saw it right away: "My dad can do that, too." It turned out that she was right: the truck driver had himself a puppet theatre built with a two square metre stage area and 13 puppets. He also had to purchase a trailer. Total investment at the time: 20,000 D-Mark.

All of Münch's puppet plays take place where he lives, in the Rhön region. His target audience is children between 5 and 95. "After all, reading aloud at night is only

fun if dad or grandfather like it, too", says Münch. And audiences like his plays: when John started operating the new freight forwarding facility in Eichenzell in 1993, he entertained the guests with his puppet plays during the celebration. Since then his colleagues and customers have always amicably called him "Kasper", the name of the German Punch. During another performance a local publisher approached him to talk to him about the plays he had written himself. Subsequently, in 1997, his first children's book appeared, "Rhöner Hexen-, Räuber- und Kasperlegeschichten" (Stories about witches, robbers and Punch from the Rhön region).

With commitment and civil courage

In his stories he uses events that happened to his family and from his own life. In 2002, he wrote "Antonia, the Goose Girl", in which a smart little goose saves 499 other goose babies from death. Georg Münch grew up in Alzey near the Osthofen concentration camp, which gained notoriety through Anna Seghers' novel The Seventh Cross. His father was an officer at the front – his mother was reported to the police by her own sister for listening to an enemy radio station. She was brought to trial but later acquitted. The Nazi era is still an issue for the family. Georg Münch not only deals with the experience of oppression and courage in his stories, he is also a member of the Friends of the Buchenwald and Mittelbau-Dora Memorials. His daughter deals with National Socialism on a scholarly level. In her Master's programme at Frankfurt University she is doing research on the contemporary issue of "Women in the neo-Nazi scene". His daughter, in turn, has



In his spare time, John employee Georg Münch is a puppeteer and children's book writer.

invited her dedicated father to the battered women's shelter in Fulda, called "Father's House", where he helps single mothers who have fled domestic violence.

When the passionate cyclist finds the time to pursue all these activities remains his secret. We do know that he took his 60th birthday as an occasion to slow down. For example, he gradually wants to give up his puppeteering hobby. "Just try to stand upright with these large puppets on your arms for three quarters of an hour. They become heavier and heavier – and in the end you think you are holding a heavy truck load." He will, however, continue to drive heavy loads for John Spedition almost every day on the route Schweinfurt–Nuremberg. ◀

CargoLine leaves green foot

By the middle of the year, CargoLine will have completed the process of taking its carbon (CO₂) footprint and generated a matrix for calculating the emissions it causes per shipment. CargoTime spoke with Prof Dr Dirk Lohre from the Steinbeis Beratungszentrum Spedition und Logistik (Advisory Centre for Freight Forwarding and Logistics) in Heilbronn about the challenges this undertaking poses, the transparency of data and the proper certifications. He assists the process in the general cargo cooperation.

► **Prof Dr Lohre, to what degree can the methods of different transport and logistics service providers for determining their carbon footprint be compared with one another?**

Dirk Lohre: There are few recognised methods, but numerous ways of obtaining CO₂ data. Moreover, many calculations are not transparent. For this reason, unfortunately, there exists not comparability at the moment.

How do you avoid being suspected of greenwashing?

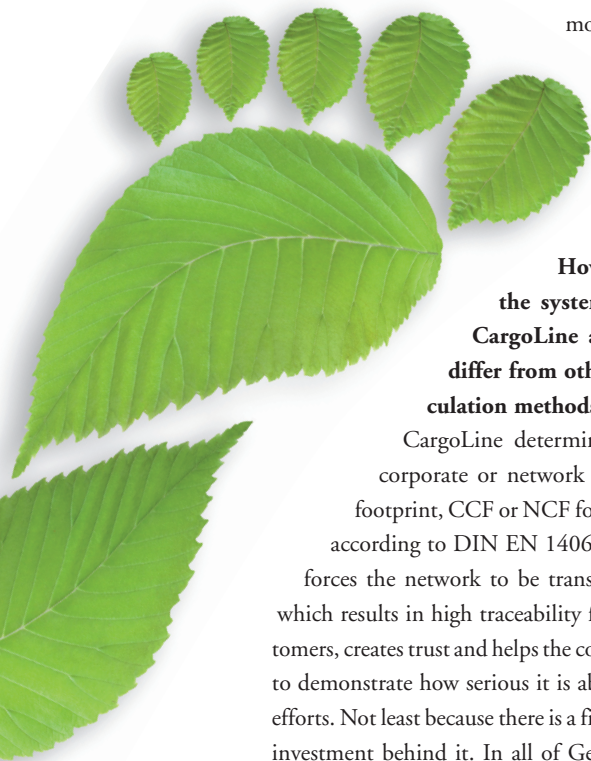
Environmental protection is often only a by-product of specific savings, which quickly becomes obvious. However, when you deal with the issue for an extended period and actively live its implementation, the footprint turns into a real shoe: when a company measures its emissions, it can firmly aim for a reduction by X percent. This target can be achieved to an impressive degree through better capacity utilisation of the trucks or a fuel-saving driving style. And as a fringe benefit, this is also going to save money. A company's credibility grows the longer this process lasts.



Prof Dr Dirk Lohre

Can a transport and logistics service provider still afford not to measure its CO₂ footprint today?

Let's put it this way: no one can afford not to deal with this issue, even if this is not followed by a specific plan of action for the time being. Yet the pressure increases.



How does the system that CargoLine applies differ from other calculation methods?

CargoLine determines the corporate or network carbon footprint, CCF or NCF for short, according to DIN EN 14064. This forces the network to be transparent, which results in high traceability for customers, creates trust and helps the company to demonstrate how serious it is about its efforts. Not least because there is a financial investment behind it. In all of Germany, there are only five or six logistics service providers at this point that are validated according to DIN EN 14064.

Making environmental protection measurable

Can a transport and logistics company still afford not to think ecologically today? CargoLine has answered this question with an unequivocal no and in September 2011 decided on assessing greenhouse gas emissions network-wide (network carbon footprint, NCF). Under the direction of Prof Dr Dirk Lohre, head of the Steinbeis Advisory Centre for Freight Forwarding and Logistics in Heilbronn, the cooperation network is performing a greenhouse gas inventory according to ISO 14064 or the Greenhouse Gas (GHG) Protocol. The GHG inventory is to be verified by an independent certifier in the summer.

On this basis, CargoLine will then create a CO₂e shipment table' which is valid for the entire network. A specifically developed tool will allow the CargoLine partners to apply this table to each individual system, partner and customer by changing relevant figures according to each specific case. The data thus collected reflects the actual emissions caused by a shipment with a given weight and over a specific distance (product carbon footprint, PCF). This is considerably more realistic than emission data where the corporate or network carbon footprint is simply distributed equally across the total number of shipments.

prints

Those who already deal with the CO₂ footprint today will have an edge in terms of credibility.

What are the challenges in determining the footprint?

You have to convince the subcontractors that they must collect the necessary data regularly. Yet they are often not interested in doing so as this makes them more transparent. CargoLine's partners are more homogeneous than expected, however, and our IT division is set up solidly to handle the task.

Are some figures vague?

On the contrary: CargoLine puts great effort into collecting actual data. Some competitors are content with determining their CO₂ footprint on the basis of such reference figures as are published in the Handbook Emission Factors for Road Transport, HBEFA, for instance.

Maximum transparency

To show the actual emissions as accurately as possible and taking the heterogeneity of the partners in terms of cargo handling, tonnage, structure of the area served, fleet size and composition, energy consumption and company size into account, CargoLine furthermore decided to break with the conventional method of assessing the emissions on the basis of theoretical reference values. Instead, it decided to collect actual data and subdivided it into three areas: transports – in other words local deliveries plus various line-haul alternatives including surpluses and special deliveries – administration in the system headquarters and in the partner companies, plus stationary processes, i.e. freight handling in the hubs as well as the partner terminals. Here the network also considers the data collection of the subcontractors. The result is an extremely comprehensive, realistic and transparent assessment.

Making improvements visible

The assessment instruments were first developed, tested and optimised with 18 CargoLine reference companies and then rolled out to the entire network. The first objective is the validation according to ISO 14064 in the summer of 2012, to be followed by the publication of the freight shipment data according to DIN EN 16258 once it has been introduced in late 2012. Subsequently the network will use the figures to make optimisations measurable.

Which measuring unit did you agree on and why?

The draft standard for DIN EN 16258 stipulates tonne-kilometres as a basis for calculation, but permits to deviate from this rule in justified cases. That is precisely what we do at CargoLine, because we prefer a method that considers the waste producer and is therefore process-orientated. For example, in short-distance transport we also take a factor other than the destination of the shipment into account, one that is independent of the size of the delivery. After all, in local traffic, emissions are not proportional to the weight of the cargo!

How do you deal with the vehicle movements of partners who are involved in two cooperations at once?

► PROF DR DIRK LOHRE

Dirk Lohre, born in 1969, has been teaching at Heilbronn University since 2006. Professor of transport logistics and logistics services, Faculty of Business Administration in Transport and Logistics, currently dean of that course of studies. Director of the Institute for Sustainability in Transport and Logistics (INVL) since 2007. In 2010 foundation of the Steinbeis Advisory Centre for Freight Forwarding and Logistics located in Heilbronn.

In a first step, we take all shipments of a transport into account, and in a second step, we determine the share of the CargoLine shipments.

In what way does the CargoLine CO₂ footprint correspond to international standards?

We want to validate the greenhouse gas balance sheet which we can present in the summer according to ISO 14064. This is also in preparation for DIN EN 16258, which is likely to become effective in December 2012 and is intended to regulate the assessment of the product carbon footprint (PCF), that is to say, the emission caused per shipment. ◀

**CO₂e is the abbreviation for CO₂ equivalent. Considered an internationally recognised measurement unit for the climate impact of greenhouse gases, it stands for one metric tonne of carbon dioxide or, alternatively, for the amount of another greenhouse gas whose climate impact corresponds to one tonne of CO₂.*



Excellent information security

In our digitised world, a single power outage, a hard drive crash, hackers and certainly disappointed employees can cause a company millions of euros of damage. A remedy is available in the form of an information security system that matches the specifications of ISO/IEC 27001, such as the one which CargoLine implemented – as the first freight forwarding network.

▶ Microsoft, Sony and Telekom: they all have been victims of data theft in the past – and yet, they represent only the tip of the iceberg. Just recently, in January 2012, the German Information Security Agency (GISA, or BSI in German) advised all Internet users to check if their computers had been infected with the “DNS Changer” malware. It enables cyber criminals to engage in fraudulent activities and could completely shut down Internet access.

However, Internet criminals do not constitute the only danger. To protect their data permanently and ensure smooth deliveries, the CargoLine partner companies completed a checklist consisting of 400 questions and implemented uniform information security measures in accordance with ISO/IEC 27001. The pertinent internal certification was issued in March 2012. This makes CargoLine the first general cargo network to work following this high standard.

On safe ground despite a flood

What happened prior to this was that in 2009 the CargoLine partners pledged to ensure high information security and the high availability of the required IT systems as well as their integrity and confidentiality at all times. To this end they invested

considerable sums over the past three years. For example, equivalent circuits are now physically separate from the main power circuit so that the backup will work unimpeded in case of a fire or flood in the area of the power main. Virus protection has been improved significantly and data backup has been fine-tuned and is partly outsourced. Moreover, specific measures have been developed for various emergency scenarios.

The freight forwarding network has subjected the following processes to permanent monitoring:

- ▶ order entry and handling including disposition and document creation
- ▶ data communication with customers, partners and suppliers
- ▶ handling including scanning of the cargo handling area
- ▶ incoming and outgoing deliveries

The examination covers the necessary IT platforms and their operation as well as the storage and backup management. It also includes the internal network infrastructure consisting of active network components such as routers and firewalls, the VPN for the computer centre in Niederaula plus the monitoring and management that go with handling. Moreover, every staff member is

required to report security incidents immediately. Breaching these rules is penalised.

Regular audits

Internal teams and regular security audits ensure that the information security measures are implemented. The audits are conducted by auditors from the independent engineering firm for information protection, technology and management IDTM run by Reinhard F. Reichl. It specialises in professional data protection management according to the German Data Protection Act as well as the implementation of ISO/IEC 27001, which BSI regards as a special sign of quality. The auditors verify that the measures are up to date, complete and effective. If necessary they adjust them according to the current level of threat or the residual risks.

Certification pays off

The time and money which the certified companies invest pay off though. After all, in addition to data protection and the resulting boost in customer trust, the enterprises also benefit in other ways. For example, participating in invitations to tender becomes easier, official audits become shorter, and the companies already satisfy important requirements for being approved as Authorised Economic Operators (AEO). Therefore certification to ISO/IEC 27001 is also worthwhile for freight forwarders. ◀



www.lmwa.de

Contract logistics by CargoLine: service made-to- measure

Are you ready for more than just storage? On the subject of contract logistics, we combine tailor-made logistics and logistics-related services with the advantages of our own transportation network and the flexibility typical of a medium-sized company. Across Europe, with uniformly high-quality as well as a large portfolio of specific services and a variety of warehouse set-ups for a range of industries. In short, with CargoLine, you get exactly the amount of contract logistics you need. Service made-to-measure. CargoLine. Am Stück. Gut. www.cargoline.de



“Am Stück. Gut.” Right across Europe.

One of our partners is never far away.

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