


CargoTime

1/2014

The customer magazine of  CargoLine

IT IN LOGISTICS

How state-of-the-art technology enables perfect supply chains

Talent hotbed

Why vocational training with CargoLine is worthwhile

E-commerce is booming

How logistics contributes to this

First sustainability report

How CargoLine takes its responsibility seriously



Transport management

Storage logistics

Financial management

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Dear readers,

Around 250,000 data records pass through our central computer centre every day. This requires maximum information security and adequate server and routing capacity, as well as seamless processes: customers, dispatchers, drivers and warehouse staff are all networked together, as are our partners. CargoLine's IT is therefore extremely versatile: like a huge map with numerous roads and rivers, on which everything runs fully automatically. In this issue, we'd like to tell you about the exciting approaches we're adopting regarding information security, routing capacity and IT processes in general.

And if you want to know how to generate a turnover of 14 million euros with just nine employees, simply carry on reading: the "A major plus" article deals with e-commerce, whose success largely depends on skilful logistics – such as those provided by CargoLine partner Wackler. But in this case, it's not only vital that consignments reach their destination quickly and accurately: at Oskar Rüeegg, meticulous planning is also on the agenda. This international company produces up to 60,000 precision parts an hour for the building supplies, electronics and machinery industries, which our Swiss partner Interfracht reliably delivers to their final destinations.

We also reveal which HR development strategies we use, and how we prepare our employees for "international" assignments. On page 22, you can find out everything you need to know about our first sustainability report, which is as interesting as CargoTime itself. By the way: our customer magazine has been redesigned to make it even more enjoyable to read – we hope you like it.



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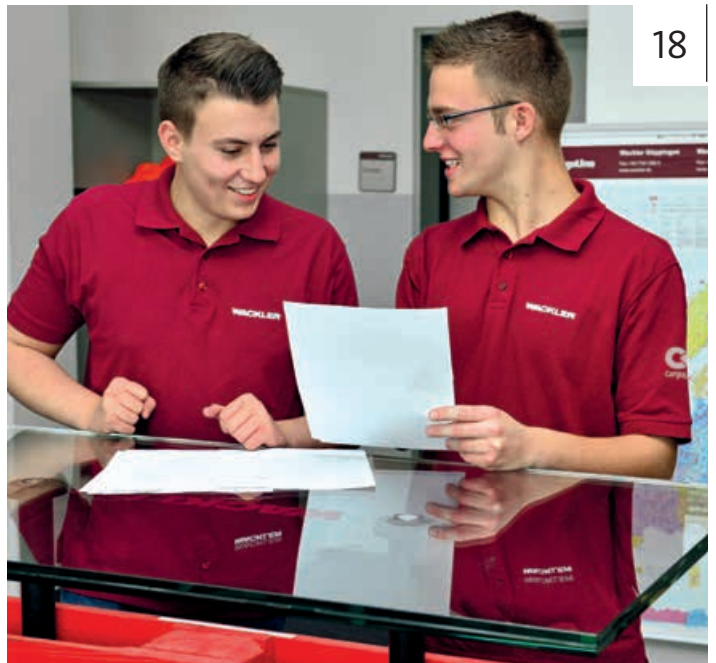
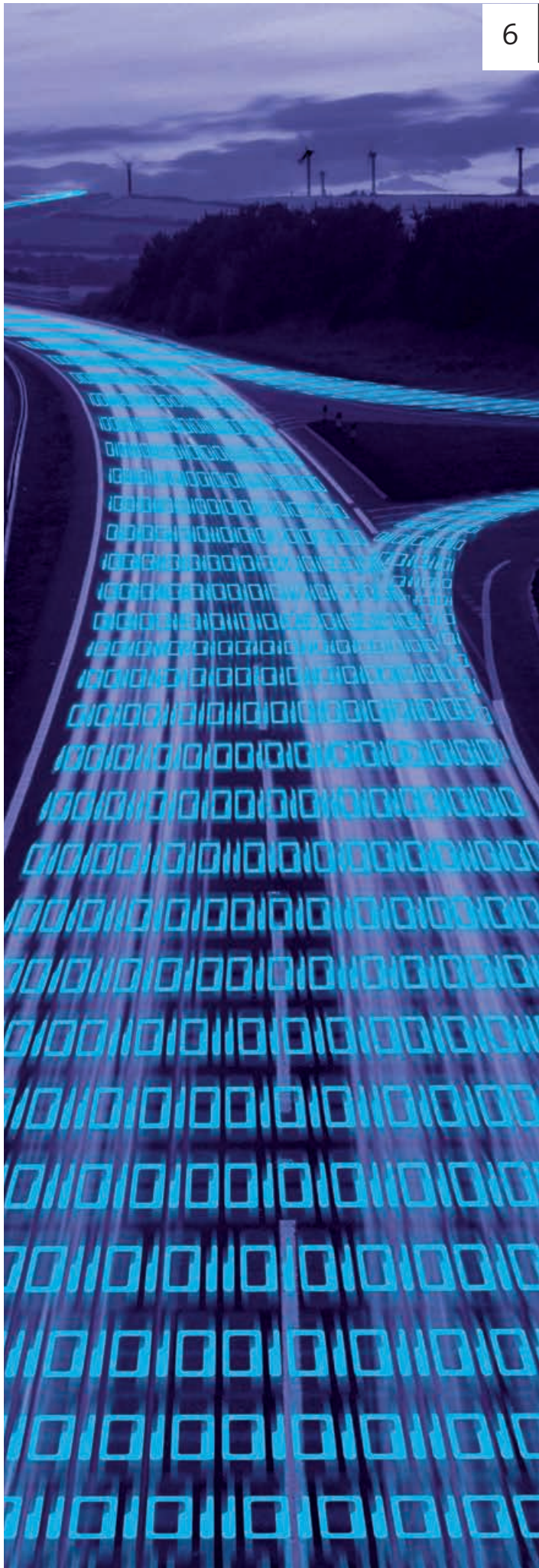
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In the midst of the data stream

Nothing happens in logistics without IT. Consignments can only be optimally dispatched to customers, stored, transported and continually tracked thanks to modern forwarding software, multifunctional scanners, enormous server and routing capacity and a high level of information security.

Josef Schnieder keeps an eye on three screens at the same time. The right screen displays incoming orders, whilst the left screen allows him to keep track of what's already been scheduled for individual vehicles and how much cargo space is still available. The middle screen displays the truck routes on a map. He describes his work on the screens as "graphical scheduling".

Graphical scheduling and multifunctional scanners

At the CargoLine partner Koch International, Josef Schnieder is responsible for local transport around Osnabrück. Together with two colleagues, he processes around 1,100 of the 3,500 orders received by Koch every day, and is therefore responsible for scheduling 90 vehicles. As he can always see all the order details, the vehicles' load levels, their current locations and their routes, every new customer order is processed immediately and the displays on all three screens are updated at once.

At the same time, the first trucks and interchangeable units are on hand in the storage and transshipment hall, ready to deliver the collected consignments for onward transport: pallets of drinks cartons, individual tyres, mesh boxes containing machine parts, and foil-packaged monsters whose contents are cleverly disguised. Every consignment can be identified by means of a barcode number. This is scanned at every interface, so that the goods can be located in the supply chain at any time.

"As well as graphical scheduling, scanners are also essential in logistics," believes Nikolas Vormund, Head of Koch International's IT department. The latest scanners cannot only send and receive information, they can also be used to take pictures, archive data, send text

messages and much more. Scanners are used to record every change in a consignment's status, and are a great example of how forwarding processes have changed as a result of IT development.

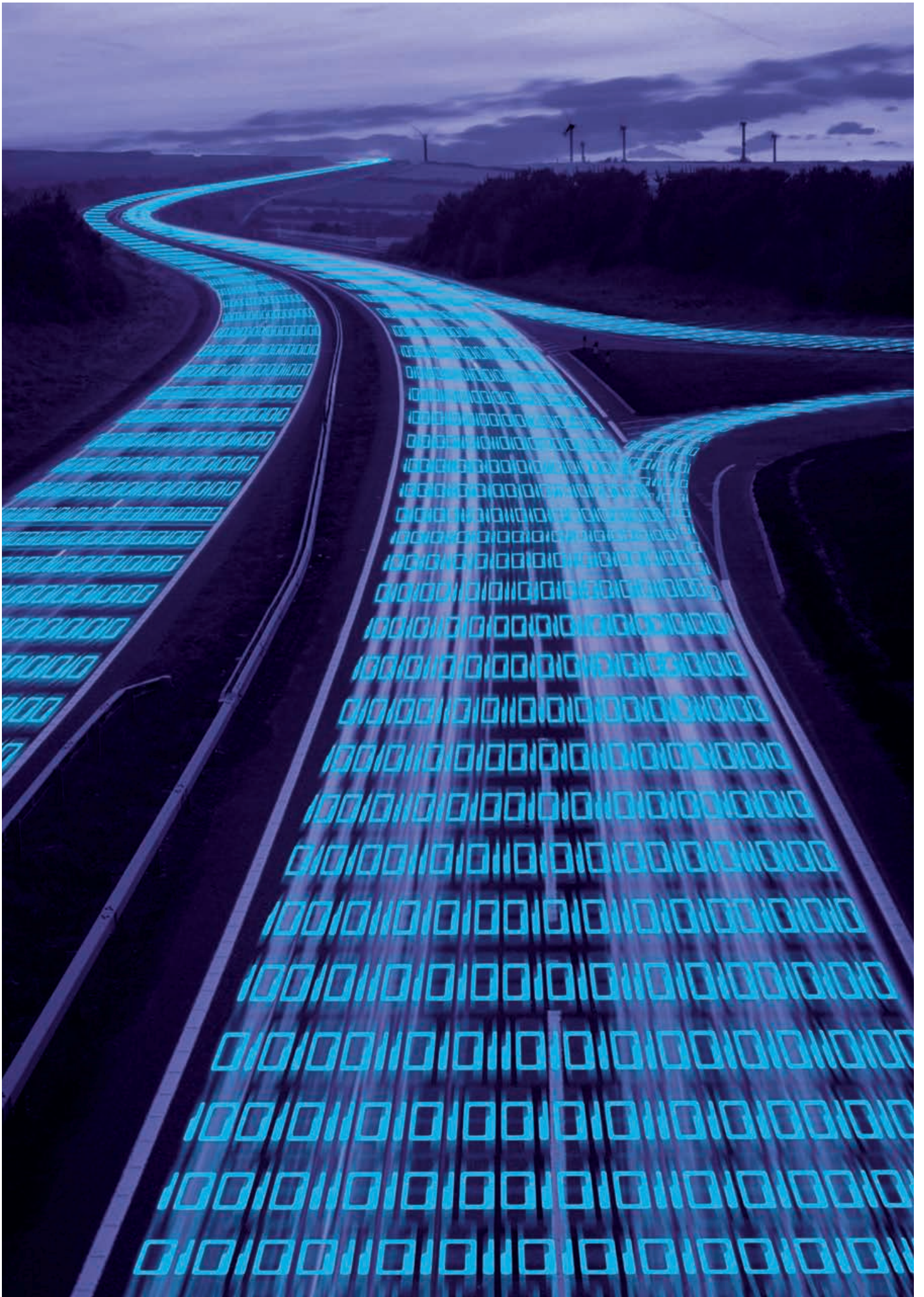
Ongoing operations

The dispatcher's primary objective is efficient route planning, which not only makes use of the best available routes, but also saves resources and takes account of specific delivery dates. He also aims to achieve optimum loading. This is done by reversing the order of the subsequent delivery and by taking account of the consignments' dimensions and packaging. The driver receives a list of deliveries and collections, both electronically on his scanner and in paper form. He works his way through these during his rounds, transmitting every change in status to his dispatcher's screen via his scanner.

By lunchtime, most of the incoming orders have been scheduled and are on their way. Josef Schnieder routinely works his way through the remaining incoming transport requests. "When other carriers are no longer accepting any more orders, we still send them to our drivers' scanners as part of our ongoing operations."

As he is able to see their location on the screen at all times, he can transmit a new collection to a driver close to the loading site. This is displayed on his scanner and the confirmation automatically added to the dispatcher's database. During the electronic communication, Josef Schnieder also receives information about the vehicle's remaining loading capacity and whether the driver can collect the consignment within the allotted time.

In the meantime, the phone rings. One driver is calling to report an incorrect address; another because he's having to wait for a consign- >





Thanks to his three screens, Josef Schnieder keeps track of all outbound shipments.

ment to be unloaded at the customer's location, which will delay his next delivery. In the first case, Schnieder asks for the correct address and amends it in the data record which is automatically transmitted to the driver. In the second case, he phones the customer with the new delivery time and adds this to his and the driver's schedule.

Constant access to all information

Like most CargoLine companies, Koch International uses a standard freight forwarding software. This has been tailored to Koch International's specific requirements and controls all its processes: from order entry, through scheduling, to invoicing. A CargoLine company's freight forwarding software requires constant amendment. As a result of the need to archive tax-relevant data, for example, or new compliance regulations, such as the monitoring of recipient addresses for possible terrorist suspects, amended standards for hazardous goods shipments, or new customs clearance guidelines.

"Many of our partners use standard solutions, and some develop their own," says Sebastian Grollius, responsible for IT at CargoLine's systems headquarters. To ensure that all information is available to its partners' customers and employees in real-time, the approximately 28 different IT systems of CargoLine's partners are connected via interfaces. Details of shippers, recipients, weights, dimensions and possible deadlines are transmitted in a common data format – together with any specific delivery requirements, such as the use of a tail-lift, or whether any hazardous goods are involved, and if so, which.

Maximum transparency

A copy of every customer order is created in order to track the consignment using the web-based Cepra 3.0 system. This not only serves as a central communication platform for CargoLine partners,

but also allows customers constant access to all the information about their consignments, together with their status.

250,000 data records are exchanged every day between CargoLine partners and their customers via the central computer centre. Every month the central track & trace system processes 610,000 scans from 2,750 mobile devices and 1.7 million status updates – whilst a permanent comparison of possible deviations and irregularities takes place in the background.

In addition to the current status and delivery information, customers are also automatically informed of any changes to a consignment's delivery time or any damage via e-mail or directly in their inventory management system. They can individually con-

figure the track & trace system in terms of search criteria and list formats, for example, or the storage of frequently used search terms, the download of lists in various file formats or the timely availability of delivery notes.

Security thanks to twelve zeros

Data security and the permanent availability of all information are guaranteed at all times, thanks to strict security standards in the cooperative's computer centre. After all, it houses 1.5 terabytes of essential customer transport data and 4.5 terabytes of archived forwarding documents on 14 web servers. It stores a back-up power supply and redundant copy of the data. All communication lines have multiple configurations via pathways, firewalls and routers and are monitored without interruption.

CargoLine is the first general cargo cooperative to certify the local computer equipment of all its partners in accordance with ISO/IEC 27001. This standard specifies the requirements for the production, introduction, operation, monitoring, maintenance and improvement of the information security management system with regard to potential IT risks. Internal teams and audits guarantee implementation, as well as availability and information security. Experiences and new requirements – whether from customers, new products, updated processes or legislation – are regularly shared among the members of a specified workgroup within the cooperative, and any consequences for the IT systems are made in joint agreement.

Maximum availability and information security also apply to the local systems of all the cooperative's partners. For example, Koch International invested in state-of-the-art expandable IT infrastructure as part of its relocation: 70 virtual servers with 15 terabytes of storage capacity are in use 24 hours a day, 365 days a year in its administration building and storage and transshipment hall. Strict access

regulations apply to both server locations. In addition, they are also monitored via CCTV, networked via fibre optic cable and have a fire prevention system. They also store a redundant copy of the data.

Run on adrenaline

“Some customers would have to cease production if our IT were to fail,” according to Heinz-Peter Beste. The member of the Koch International management team responsible for IT recalls one particular incident: following damage to a power distributor, the carrier was plunged into darkness and all the neighbouring businesses ground to a halt. Using Koch International’s emergency generator, its employees were able to bridge the gap until it was repaired. Operations could continue as normal, and thanks to the security measures, no data was lost.

“As well as information security, environmental aspects also played an important role in the new infrastructure,” reported Andreas Diekamp, who represents the IT Department in the Osnabrück-based carrier’s workgroup “Green”. The new system is therefore considerably more energy-efficient, thanks to its centralised virtual servers and effective air conditioning. The two together result in a saving of 47,000 kilowatt hours per year, which represents a reduction of 85 per cent – despite increased performance.

Complex requirements

Only ten per cent of orders are still received by carriers such as Koch International by phone or in writing. Of the remaining 90 per cent, around two thirds are transmitted via the Internet using customer accounts. The remaining requests for collections and deliveries come directly from customers’ inventory management systems or electronically from the CargoLine network.

“Shipments from A to B are routine for us,” says Heinz-Peter Beste. “Things become complicated and challenging for contract logistics IT when more than just consignment data is shared. Order picking and packing, returns management or the preparation of displays, installation work or quality audits require individual interfaces between our logistics software and the customer’s inventory management system.”

Investing in clients

This is also the case at the international Swiss company Diethelm Keller Brands AG (DKB), for which Koch International is a long-standing partner responsible for the order picking (including accessories and spare parts), processing and delivery of gas, charcoal and electric barbecues to retailers (see CargoTime 1/2012). Recently, the contract logistics company also took charge of managing items which



IT security at Koch International means 70 virtual servers with 15 terabyte storage space, 24/7/365.

are returned by e-commerce customers. To ensure that DKB can always keep an eye on its inventory and the condition of its goods, additional interfaces have been implemented between the carrier’s applications and those of its customer. Nikolas Vormund and his IT team spent eight days on the programming, until all the new requirements and processes could be mapped in both systems. “By this we’re gaining valuable experience which we can also incorporate in future customer projects.”

The transport and logistics sector is therefore one of the industries most strongly affected by the development of IT. Heinz-Peter Beste expects that production and supply chains will be even more closely interlinked in future. Increasingly, smart production and supply processes are only initiated when an order is placed – whether for office equipment or a car. The demands on logistics software and its close connection with customers’ applications are therefore likely to increase – a fascinating development and major challenge for CargoLine’s IT specialists. <



A major plus

Nowadays, numerous online shops earn millions in revenues with the shipment of all kinds of goods. Yet in order to be successful, e-commerce requires expert logistics, perfect transport procedures and reliable service. In this segment, the CargoLiner Wackler in Göppingen is at the forefront with its partner elektro-plus.

Online shopping is simple, fast and comfortable. You don't have to pick up and carry anything yourself. Comparing prices is easy, and most products are less expensive than in brick and mortar shops. No wonder that shops and comparison sites spring up like mushrooms and more and more people are taking advantage of the tempting alternative: in 2012, almost 40 million online purchases were registered in Germany. Nearly 70 per cent of Internet users take advantage of this option more or less regularly. At the same time, e-commerce revenues have also gone up dramatically in the past ten years: in 2000, they totalled 2.5 billion euros; in 2012, the sector already achieved a turnover of nearly 35 billion euros, and figures are still climbing. For 2013, total sales of almost 45 billion euros are expected. Aside from the advantage of not requiring any physical sales floors, online shops often also need less storage space, as they can frequently order shipments direct from the manufacturer or wholesaler and purchase merchandise as needed. Expenses saved in the conventional sales chain can then be passed on to the consumer. So far, so good: but the products ordered must often be put into interim storage and arrive at the customer's destination quickly and safely. Here actual spatial distances must be overcome, which requires appropriate storage capacities.

Still at the beginning of the boom

Customers order air conditioners and kitchen appliances, air humidifiers, leaf blowers and even saunas and swimming pools from the online shop www.elektro-plus.de, which is located in Nördlingen, Swabia. Founded in 2004 by managing director Wolfgang Uhl, the medium-sized company specialises in Internet trading with electric, household and garden appliances. Its staff of nine people, however, makes the small company a giant in the virtual business: after starting

out with a turnover of one and a half million euros, today it already moves 14 million euros. And there seems to be no end to the success story in sight: "We are still at the beginning of the Internet shopping world. Five years from now even more people will be shopping in the World Wide Web, including groceries," suggests Uhl, who previously was sales manager at Kärcher. Inspired by his daughters, he had put up six high-pressure cleaners for sale on eBay "just to try it out" and was baffled by the instant success: "They sold in just three days – without any sales reps," he recalls. After that, it was clear to him which course he would be taking. In 2004, he founded the German corporation along with his now son-in-law, Martin Graf, and devoted himself entirely to e-commerce. Initially, he put the merchandise into interim storage in a hall, which soon, however, became too small, as more and more large appliances were being ordered. In addition to packages, general cargo items had to be shipped as well. And so the shop took its logistics handling to the CargoLine partner Wackler in Göppingen, moving its entire inventory into the company's high-bay warehouse and picking hall in Uhingen.

Logistics solutions without borders

elektro-plus continues to be in charge of shop technology, the selection of goods, purchasing, shop management, pricing as well as advertising. Wackler manages the logistics centre for elektro-plus and handles the entire shipping process plus customer service. Customer complaints and return shipments are also directed straight to Wackler. The company checks and decides whether the appliances can still be considered A-ware, are to be classified as B-ware or whether they have a technical defect. "We also take care of cleaning and checking the functions of appliances when necessary," explains Volker Brucker. Wackler's logistics department manager coordinates and cooperates



with elektro-plus. He has been with the company from the start. Customer services go so far as to directly answer the most intricate questions: "A customer once asked what colour the powder spoon of an espresso machine was," says Brucker. "So one of our staff went to the warehouse, opened the package and simply checked."

Since very recently, even the customer hotline is no longer connected to elektro-plus but directly to Wackler. The business field is expanding continuously, and the collaboration is so successful that the forwarder with the motto "Logistics without borders" has decided to take an innovative step: it has acquired 51 per cent of shares in the online shop. Wackler regards this as an opportunity to offer its customers the sale of their goods quickly and easily via a shop. Moreover, in cooperation with elektro-plus Wackler is now offering customised solutions and hire shops. In many conversations with companies, it became clear that they increasingly focus on e-commerce in their B-to-C as well as the B-to-B business, but that their enterprises lack the shop management knowhow. elektro-plus regards the merger with Wackler also as a chance to acquire new satisfied consumers from among Wackler's clientele. In other words, the move created a classic win-win situation.

Logistics, the "second heart"

"It is absolutely crucial for the survival of a good online shop that the merchandise reaches the custom-

er quickly and easily, and that the service is right. In addition to a good selection of high-quality products, comprehensive logistics is our second heart," explains Wolfgang Uhl. Thanks to Wackler, the company is now an industry leader and can continue to expand. And so, in addition to elektro-plus.de there are now also the theme shops garten-plus.de and fitness-plus.de, and more shops are in the planning. The online shop is no bargain store but mainly sells brand products and is geared towards buyers of higher-grade merchandise. As the above-average ratings on such portals as idealo.de and eBay demonstrate, they are perfectly satisfied, too. "Our partnership-based collaboration with Wackler is excellent, and we speak the same language," says Uhl. "The right people have found together here," agrees Brucker. Consequently, in the business plan for 2014, Wackler and elektro-plus have laid down their plan to boost sales by at least ten per cent in the new e-commerce business segment. "In combination with our other services in the field of contract logistics and the transports they entail, this makes up a considerable percentage of the total turnover in Wacker's logistics business," says Brucker. The successful online shop model can also be implemented by other CargoLine partners. Volker Brucker is open to anything in this respect: "We provide reliable assistance to anyone, pass on our expertise and give advice during contract negotiations or the search for an appropriate shop." <

elektro-plus

The online shop, whose place of business is in Nördlingen, Swabia, was founded in 2004 and has nine employees. It dispatches 400 to 500 shipments a day to its customers, achieving an annual turnover of about 14 million euros. The company is the only certified WMF online shop in Germany to date. www.elektro-plus.de

Wackler Spedition & Logistik

The company can look back on a 160-year history. The entire group of companies in Göppingen and Wilsdruff has a combined total of about 700 employees. Every day, more than 4,100 shipments and 104 line hauls are handled on a total cross-docking space of 14,200 square metres. In addition to the transport services, the company offers all kinds of value-added services, e-commerce logistics and logistics consultation. Wackler Göppingen has recently been elected "CargoLine partner of the year" for the third time in a row. www.wackler.de

Faster perfect

They hardly ever attract attention, yet a lot of things would not work without them: high-quality punched and bent parts for air conditioning systems, lighting, lambda sensors and much more. The Swiss CargoLine partner Interfracht ensures that Oskar Rüeegg AG's precision parts are promptly delivered to customers' assembly lines.

When an automotive industry supplier needs a premium visible or functional headlight component, Oskar Rüeegg AG is often their first port of call. The company based in Jona on the eastern shore of Lake Zurich manufactures high-quality moulded parts by punching and bending aluminium, stainless steels

and alloys – between 3,000 and 60,000 parts an hour. The frames and grilles for the full LED headlights of the new Audi A8, for example. The Swiss precision parts company's products are also used by suppliers to the audio, electronics, building services and engineering industries. Furthermore, Oskar Rüeegg can produce complete assemblies, and



also has the in-depth knowledge and sophisticated infrastructure required to produce both manual and semi- and fully-automated assemblies, as well as to undertake assembly on a contract basis.

Meticulous planning

“For us, our company’s motto, ‘Faster perfect’ not only means finishing faster, but above all also thinking faster, planning rationally and working more efficiently,” explains Eduard Häny, CEO and shareholder of Oskar Rüeegg. The company is therefore proud of its sophisticated launch management, which as well as the best possible production-related research and development, also offers customers the best possible process choice. The customer’s expectations of the product and the prerequisites for assembly line processing are therefore discussed and compared with Oskar Rüeegg’s requirements, following which the required component must be able to be manufactured in series production with a high level of process reliability.

Ideally, the supply chain and project management teams are already involved during the prototype phase, alongside engineers and mechanics. They can plan the supply chain in detail: from the procurement of the raw materials, the design and procurement of suitable transport containers, the removal of punching grease from the parts, to delivery to the assembly line. During the prototype phase, the manufacturer and customer also jointly determine the basis for the construction of the optimum follow-on composite tool required for production. “At this stage, our specialists’ production engineering expertise can already highlight potential optimisation and cost-saving opportunities for the customer,” emphasises Eduard Häny. Clients appreciate this: “when we order a tool from Oskar Rüeegg AG, we can be sure that we’ll immediately receive the right initial sample,” according to one customer.

The company goes one step further at its factory in Stara Zagora in Bulgaria, where Oskar Rüeegg helps its clients increase their flexible capacity and improve their contribution margin. It achieves this through professional project management and modular procurement, assembly, quality assurance and logistics services. “In Stara Zagora, we combine the famous Swiss work ethic and our high quality standards with terms which accommodate the increasing cost pressure that dominates the automotive industry, for example,” explains Häny.

Integrated supply chain management

In order to achieve even more customer benefits and increase its own flexibility, Oskar Rüeegg recently introduced integrated supply chain management. This places particular importance on logistics. Being a service provider itself, the company attaches great importance to reviewing and continually optimising the entire supply chain, and not just transportation. Prior to its collaboration with the Swiss CargoLine partner Interfracht at the beginning of 2013, the punching and bending specialist therefore conducted extensive benchmarking. The overriding ob-

jective was to find a partner who consistently met the specified delivery dates and provided excellent service. The owner-operated carrier, headquartered in Pratteln, fulfilled these requirements, and Alexandra Deravis, Head of Supply Chain Management at Oskar Rüeegg, is pleased that “a strong partnership therefore developed from a small pilot”.

This partnership has already successfully withstood several tests. For instance, a client of Oskar Rüeegg once called late on a Wednesday evening before a bank holiday to say that his assembly lines in the USA would be standing idle the following Monday. Deravis immediately contacted Interfracht, which organised the transport across the pond the very same evening. The customer was therefore able to receive the delivery promptly on the Monday morning. “This is a specific example of the fact that we’ve not just chosen a service provider, but have found a true partner who takes our problems seriously and does everything possible to ensure our mutual success,” according to Deravis.

Conscientious handling

Interfracht is well aware of the requirements: “many of Oskar Rüeegg’s customers demand just-in-time or Kanban deliveries. For us, this means absolutely punctual deliveries, otherwise the production process becomes muddled somewhere else,” explains Christoph Dietmann, Vice Director of the transport and logistics service provider. Interfracht also provides assistance by producing the electronic export documents: as Switzerland is not a member of the EU, these require a great deal of knowledge and responsibility – in terms of core competencies - which Oskar Rüeegg was happy to hand over to Interfracht.

The moulded metal parts and assemblies specialist is connected to CargoLine’s pan-European network via the Swiss carrier, which significantly reduces its transport times, according to Häny. Furthermore, the extensive range of transport products enables it to always respond flexibly to changes in customers’ requirements. And thanks to Cebra 3.0, the general cargo cooperative’s track & trace tool, the company can also see exactly where a delivery is located at any time.

Collaboration on an equal footing

“Interfracht provides services with a flexibility that we could often only achieve by using the Express services of other providers. Placing all our transport with a single partner also resulted in synergies in our internal processes. Thanks to our mutual understanding – as owner-operated companies, we can collaborate on an equal footing – we’ll certainly achieve further cost savings in the future,” is Deravis’ analysis of the collaboration.

As a next step, the company intends to implement an IT interface with the Pratteln carrier, which will allow Oskar Rüeegg to send and receive all the necessary data directly from its ERP system. This will enable the punching and bending specialist to further optimise its delivery times. Interfracht is ready. <

Oskar Rüeegg

The international company, successfully owner-operated for five generations, was founded in 1891 as a mechanical workshop. It now manufactures high-volume, highly complex moulded parts using punching and bending technology, as well as assemblies, destined for the building supplies, electronics and machinery industries. Most of the moulded metal parts go to so-called Tier 1 suppliers to the automotive industry. A further area of focus is the tailored relocation of production from a single source. A total of 210 people work at its sites in Jona (Switzerland) and Stara Zagora (Bulgaria), and they generated a turnover of 37 million Swiss francs in 2012.
www.oskar-ruegg.ch

Interfracht

Interfracht Speditions AG provides its customers with an extensive network of daily scheduled services within Europe. The owner-operated company is an official CargoLine partner in Switzerland. Interfracht offers a global “door-to-door” service for sea and airfreight, with optimum routing and extremely short transit times. The carrier employs 180 people in Pratteln and at its offices in the Far East.
www.interfracht.ch

Free transportation in aid of children



Children who have to go to school hungry. Children who are forced to share their family's only warm coat with their siblings during the winter. Children who have no-one to talk to at home. They all find somewhere to call home during afternoons in the "Bremerhaven Kinderwohnung", where they have lunch and draw on a range of leisure activities. To finance the home, the "Sonnenblume e.V." support group sells donated clothing and other items, which are regularly collected by the employees of Bremen-based Henry Lamotte and its logistics services provider, BHS.

So that all the proceeds go to this good cause, the CargoLine partner transports the various pallets of boxes and sacks full of clothing to Sonnenblume's clothing store free of charge. "When Henry Lamotte asked us if we'd like to support this campaign, we didn't hesitate for a second. For the children concerned, the home is somewhere they can forget their worries for a couple of hours. The group's founder Cornelia Rönnefahrt, her husband and the volunteers are doing a really great job," as BHS's Head of Sales, Joanna Hanusek, explains. <

Entrepreneur of the Year

Every year since 1988, the audit and consultancy company Ernst & Young has been recognising outstanding entrepreneurs with its "Entrepreneur of the Year" Awards. Machiel Roelofsen has also now earned this title. Machiel, who together with his brother Harm is the fourth generation to run the Dutch CargoLine partner Rotra, won the award in the "Accelerating Entrepreneur" category. He beat five other candidates to win this category.

Every year, an independent panel of former winners, scientists and entrepreneurs determine the prize winners. They assess, among other things, the performance and vision of the entrepreneurs, their ability to increase customer loyalty and their sense of social responsibility. The global award is presented in 60 countries; in Holland, this took place for the 18th time in 2013. <



Fritz wins with its environmental protection



Every year, the DEKRA Award recognises the best sustainable solutions for future economic and social issues. At the most recent award ceremony, CargoLine partner Fritz won the coveted trophy in the Environment – "Green Logistics" category. The panel of prominent judges, which included Roland Tichy (Editor-in-Chief of WirtschaftsWoche) and Katrin Altpeter (the Baden-Württemberg Minister for Work and Social Affairs, Families, Women and Senior Citizens), based its decision on the tangible CO₂ reduction measures, which the Heilbronn company has specifically introduced and consistently implemented as an SME carrier. Fluorescent tubes

have thus long since been replaced by energy-saving LED lights, to name just one of the measures. The panel also recognised that the entire company is environmentally focussed. Examples of this include the Fritz-GRÜNSchnäbel project, in which each apprentice cohort maintains and expands the biotope created on the company's premises by their predecessors. The carrier also has its own Environmental Officer, namely Andreas Nohe. And last but not least, like all CargoLine partners, Fritz can identify its CO₂ footprint on a consignment basis at any time, in accordance with DIN EN 16258. <

Right time, right place

With effect from 1 January 2014, Hartmann International (www.hartmann-international.de) is the new CargoLine partner for eastern Westphalia. The carrier employs 380 people at its Paderborn site. It has its own vehicle fleet and a 30,000 square metre logistics warehouse, and is certified in accordance with DIN EN ISO 9001, including HACCP concept, and DIN EN ISO 14001.

“Hartmann has developed so well in recent years, that it now perfectly complements our own company in terms of volumes and the number of direct services. The company’s philosophy is also in line with our own: successfully owner-operated for six generations, with a focus on SME customers and with clear values and objectives,” CargoLine Managing Director, Jörn Peter Struck, is delighted



to report. “As a professional carrier with extensive network experience, we hope that Hartmann will view CargoLine with a fresh pair of eyes, bring new ideas and ensure the long-term security of the site and thus continued network stability.” <

New high-bay warehouse at 75



The CargoLine partner Streit + Co from Obertraubling recently had two reasons to celebrate: firstly, it was the 75th anniversary of the company’s founding by Josef Streit and Ernst Zimmer. And secondly, it commenced operations at its new automated high-bay hazardous goods warehouse. Streit celebrated both occasions with a huge party, attended by around 180 guests, business partners and employees – including numerous dignitaries from politics and business.

The automated hazardous goods warehouse has almost 7,000 high bay storage bins. It can handle around 300 pallets a day in single-shift operation – and up to 500 pallets in multiple-shift operation. The 2,400 square metre, 18-metre high hall complies with the German Pollution Control and Environmental Sustainability Acts, and has a sprinkler system containing around 3,000 heads

and 800,000 litres of water. Automated standards, such as order data transmission from customers, data transfer from the warehouse management system to the navigation system of the electric forklift trucks, and status feedback to the customer’s inventory management system, ensure efficiency and lean processes. Streit has spent 3.7 million euros on the new warehouse.

“We’re very proud of our achievements. From a maritime transport agent, we’ve developed into a well-known transport and logistics services provider with several sites and 200 employees. Our new high-bay hazardous goods warehouse is another milestone in our company’s history. It shows that you can be extremely successful as an SME in our difficult industry if you have courage and vision,” Streit’s Managing Director, Klaus Schützmann, is pleased to report. <

CargoLine now also s.a.f.e. overseas



Every year, transport and logistics companies suffer millions of pounds worth of damage as a result of criminality. It also threatens the security of supply. The Kreuzlingen (Switzerland) transport and logistics services provider Lebert has therefore invested heavily in its security and is thus the first foreign company to successfully achieve s.a.f.e. certification. With this accreditation, the “protection and action committee for improving security in the forwarding industry” (s.a.f.e.), an industry initiative of the German Association of Freight Forwarding and Logistics (DSLV), confirms that the Swiss CargoLine partner is well protected against theft and acts of terrorism, thanks to its organisational, structural, technical and HR arrangements. CargoLine is also therefore the first cooperative which can demonstrate such a certification overseas.

The Lebert head office in Kempten and its sister company in Baienfurt had already passed the relevant test in 2010, as part of the national s.a.f.e. certification of the CargoLine network. The recent accreditation of its Kreuzlingen office rounds off the group’s efforts with regards to the security of supply. <

Hamburg welcomes Jeschke & Sander

With effect from 1 January 2014, Jeschke & Sander Spedition (www.jeschke-sander.de) is CargoLine's new partner in Hamburg. The majority shareholder of the newly-founded company is Sander Spedition based in Itzehoe. Jürgen Wilhelm, co-owner of CargoLine's Rostock partner Sander, is also a shareholder. Together with Norbert W. Höflich, he will manage the new company, which replaces Jeschke Spedition as a CargoLine shareholder.

Shippers will benefit from the change thanks to increased efficiency and an extended range of services. The company also plans to expand its procurement logistics and introduce additional B2C services. CargoLine customers can therefore rely on their trusted partner. <

More frequent services to Finland



CargoLine now serves the "land of a thousand lakes" at least three times a week from the cooperative's European hub. This is possible thanks to its collaboration with the Finnish transport and logistics services provider, Freja Transport & Logistics OY (www.freja.com), which began in February. Direct services with selected CargoLine partners complement the service and also allow the shipment of partial and full loads. <

Founder's Prize for Edwin Kissel

In recognition of his life's work, Edwin Kissel has been awarded the Founder's Prize at Alzenau-Aschaffenburg savings bank's seventh SME Convention. The savings bank's CEO, Jürgen Schäfer, attested to the "vision, reliability and practicality" of the Managing Director of the CargoLine partner, Kissel. Thanks to these qualities, the 78-year-old has succeeded in, among other things, developing the carrier into a 160-strong company since it was founded in 1979, and it now successfully operates both nationally and internationally.

The Aschaffenburg Founder's Prize is a regional version of the national award. It recognises business people who have made an outstanding contribution to their region, both economically and socially.

CargoLine warmly congratulates Edwin Kissel, and looks forward to many more years of working



with him and his four sons, who also hold various positions within the company. <

Putting a smile on children's faces

At Christmas, children, young people and the sick in Aleko (Bulgaria) and the neighbouring city of Pazardzhik were able to benefit from more than 1,200 packages of donations, relief supplies and even hospital beds and wheelchairs. These were the result of the recent appeal for donations by the local German Red Cross branch in Burgwedel near Hanover.

This time, the association was able to rely on the voluntary support of two CargoLine partners to transport the donations. Carl Köster & Louis Hapke Internationale Spedition from Hanover was therefore responsible for organising things in Germany. And Militzer & Münch undertook the transport to Bulgaria for the first time, via its local subsidiary M&M Militzer & Münch Bulgaria.

"Items which are perfectly normal for children and young people in Germany, such as clothing, toys, toiletries and school equipment, cannot be taken for granted in Bulgaria," says Hans-Dietmar Warda, chairman of the local branch. "We're very pleased that the transport could once again take place in 2013, thanks to the dedication of Militzer & Münch and Köster & Hapke."

"The commitment of the German Red Cross in Bulgaria and throughout the world deserves a great deal of respect," says Alexei Kovalenko, CEO of Militzer & Münch. "We're pleased to have been able to support this fantastic work and thus help to ensure that children in Bulgaria had gifts to open at Christmas." <

Leading general cargo cooperative with first-class reputation

In recent months, the CargoLine partners have had several reasons to celebrate: firstly, shippers confirmed in a survey by the German Institute for Service Quality (DISQ) that we have a high level of customer focus, offer excellent value for money and produce transparent, accurate invoicing. An above average number of logistics decision-makers who have already worked with CargoLine would have no hesitation in recommending us or working with us again. We also occupied the top spot in four out of seven rating categories in a study carried out on behalf of the "Markt und Mittelstand" magazine, and only missed out on overall victory by just a few hundredths of a point, due to the different weighting of the categories.

In addition, we are the leading general cargo cooperative according to the current image rankings of the specialist magazine, "Verkehrsrundschau". Compared to last year, we've been able to improve our ranking by three places to sixth place, which represents our best-ever result in this market study. Apart from ourselves, only one other cooperative managed to achieve a top ten place.

These two excellent results are primarily due to the combined efforts of all CargoLine's employees. We would also like to thank all those customers who value our work and expressed this appreciation in these surveys. <

Learning by moving

Broadening your horizons – it's what you can do at CargoLine: whether by attending a workshop on the network's European structures and products or taking part in the exchange programme "TravelWorks".



Even Aristotle knew: "Life is motion." Today, this is more applicable than ever before – especially in forwarding businesses such as CargoLine. With more than 1,500 direct line hauls a day all across Europe, it goes without saying that the company offers its workforce a constantly growing training and education programme covering international issues. Take the workshop "European structures and products of CargoLine", for example, which met with lively interest once again at this year's event: more than 100 employees from almost all domestic and international partners participated in the workshop in Fulda, where the focus was on practical issues.

The very first day had a premiere in store for many attendants, because it included a visit to the European hub. Due to the large increase in transports, it had been moved from Hauneck to greater premises in Eichenzell in March 2012. On the second day, theory was added to complete the knowledge that had been conveyed. On the agenda were the European transport structure as well as details about products, networks and partner agreements of CargoLine, among other topics. The goal was to demonstrate the impressive performance capability of the European CargoLine network. The workshop attendants were furthermore given deeper insight into the network's new shipment tracking system, Cepra 3.0, as well as relevant contents of the intranet, which also contains a comprehensive e-learning programme.

Working abroad

Those who want to get an idea of what life is like in other countries not just in the form of a workshop or via the intranet, can also participate in "TravelWorks". For eight years, CargoLine has now been offering the international exchange programme, from which young as well as seasoned employees benefit. Peter Juli for example, the Production



Peter Juli got to know his fellow CargoLiners at Jöbstl in Slovenia in person.

Manager's Assistant at the German forwarder John Spedition, took advantage of the offer to spend time at Jöbstl in Slovenia. He wanted to familiarise himself more with the Eastern European partner's work procedures and also get to know colleagues better with whom he otherwise only speaks on the telephone. "I was allowed to enter invoices on my own using the forwarding software, to accompany a sales rep on a customer call and even go along on a trip to the central customs office in Ljubljana to handle the formalities for a shipment to Serbia." These formalities are taken quite seriously by the Serbian customs officers, according to Peter Juli. "Apart from all this, I experienced a wealth of hospitality and improved my English language skills – even though a great many Slovenians speak remarkably good German."

Louise Lund, who handles the piece goods import at LEMAN in Denmark, also likes to recall her time in the TravelWorks programme: she spent ten days at Interfracht in Switzerland. She worked in the company's consolidated cargo import and export department, visited a warehouse of the CargoLine partner and its customs office near Weil am Rhein. "Seeing the different steps of the work process there was really thrilling, and it gave me a better understanding of what it means when documents are missing or when there is surplus merchandise," says Louise Lund, adding: "Contrary to Denmark, in Switzerland you can already be an apprentice at the age of 15 or 16. Plus, the hierarchy there is different than at home: many decisions cross the boss' desk. At lunch, on the other hand, the atmosphere is very informal. And the country is beautiful!" The Dane would love to travel there again – all in the spirit of Aristotle. <



Louise Lund broadened her horizons at Lebert in Kreuzlingen.

An industry with a thousand faces

“No future” is passé. Today, young people in Germany have brilliant prospects, especially in the field of transport and logistics. CargoLine does a lot to acquire fresh talent for this exciting industry and to support existing employees.

A forwarding business in 1964: a few men are sitting at their desks focussing on filling out shipping documents by hand. Somewhere a ticker tape is being fed through the telex machine. Blue cigarette smoke wafts through the room. The telephone is quiet. In the cross-docking warehouse staff members pull shipments towards a truck, ticking them off on a list. How long a transport takes is secondary. What really counts is that the merchandise arrives undamaged.

A forwarding business in 2014: women and men are sitting in smoke-free offices in front of their PCs, highly focussed on entering shipments or checking their shipping status. A separate service department makes sure that the customers' concerns are taken care of as quickly as possible. One can overhear telephone calls conducted in English. Dispatchers plan virtually how the announced goods are to be stowed in the truck. In the cross-docking warehouse forklifts rush to and fro. The shipments are registered with the scanner as they are loaded onto the truck. Many packages bear labels such as “Next day” or “Guaranteed deadline” to make sure that they arrive “just in time” or “just in sequence” at the recipient's site.

A profession is changing

Work in a forwarding company has undergone drastic changes over the past 50 years. This is also reflected in the name of the profession: in 1958, the title “Speditionskaufmann” (forwarding merchant) was introduced Germany-wide as the proper term. In 2004, it was renamed “Kaufrau/Kaufmann für Spedition und Logistikdienstleistung” (merchant for forwarding and logistics service). The Federal Institute

for Vocational Training (BIBB) thus accounted for the changes in the range of tasks to be performed, which have become considerably more demanding and process-oriented over the years: away from strict transport, and towards logistics. This is also evident in the final examination, where today's apprentices must resolve a complex forwarding task from A to Z.

Other jobs in forwarding have changed greatly, too. For example, in 2004, the two years of training to become a packaging technologist turned into three years of training to become a storage logistics expert. Moreover, depending on the company's size, nowadays young people working for a transport and logistics services provider can undergo training to become a commercial driver, an office management assistant, an IT management assistant, a warehouse operator, an automotive mechatronics engineer and much more.

A look behind the scenes

“Logistics is a very interesting field: you see behind the scenes of what goes on in business every day, find out who produces for whom, and due to the quantity of shipments you know before anyone else how the economy is developing”, says Gabi Schwarz. She is an authorised officer of the Schwarz Group, in which position she is in charge of training. She knows the logistics business inside out: the CargoLine partner Wackler in Göppingen is part of the Schwarz Group. She personally did an apprenticeship at a different German carrier and completely fails to understand why so few young people want to get a job in this exciting industry sector, which moreover offers numerous opportunities for >





The CargoLine Academy also promotes cross-vocational understanding, e.g. with joint seminars for staff from sales and dispatch.



growth. Even so, logistics companies often lose out in the battle for good school and university graduates.

Human resource development with a system

This is certainly an important reason why the network made human resource development one of its objectives in its strategy debate and included it in its Balanced Scorecard (BSC; see also CargoTime 2/2011 and 1/2012). The steps taken in this regard have a three-fold purpose: triggering young people's enthusiasm about training with a CargoLine partner, supporting and retaining staff members, and continuously training the workforce with respect to both their professional and their social skills. This is why CargoLine is currently in the process of developing a concept for joint staff development programmes and establishing and developing human resource marketing for all partners as well as a programme for attracting "high potentials". The network is moreover putting together human relations

manuals and standards in order to then make them available to all partners.

Its largest partner companies are already using social media platforms such as Facebook, hold open houses, visit schools and universities, offer internships and exhibit at education and training trade fairs in order to demonstrate the diversity of the logistics industry and pick up young people where they can be found. CargoLine partners without separate human resource departments are to benefit from this, too. "The future of our network depends crucially on the development, the quality and a sufficient number of apprentices," explains Gabi Schwarz. Incidentally: at the conclusion of the apprenticeship year 2012/2013, the percentage of apprentices within the CargoLine network who received employment contracts was way in the upper double-digit range. This, too, is a good argument in favour of an apprenticeship with one of the network partners.

Some of the challenges, however, which the network has to face in future are how to handle part-time employment schemes, the increasing number of men who want to go on parental leave, and how to increase the number of women in executive positions.

Continuing education and training by means of provocation

In 2006, CargoLine was the very first network to establish its own Academy, which complements the training and continuing training offered by the individual partners. No less than 85 different courses were offered in 2013. Plenty of positive feedback proves that the employees appreciated them greatly. CargoLine not only tries to



advance professional knowledge – whether by way of product training, continuing education and training in the field of contract logistics, hazardous goods or customs law. The Academy has also begun to offer more and more courses on relevant personal issues such as stress management, promotion (“From co-worker to superior”), purchasing negotiations with freight forwarders and quick-wittedness and conflict management. The 2013 “Mystery Shopper” campaign was particularly popular. Here, one of the Academy’s coaches pretended to be a customer who was deliberately ignorant or provocative so as to test the telephone behaviour of the service staff in the different partner companies.

E-learning complements Academy

The second main pillar in the field of education, training and continuing training is the cargo network’s e-learning portal. It comprises the categories product training, general CargoLine knowledge as well as production and sales issues, thus covering the needs of apprentices by giving them a good introduction to the world of CargoLine as well as those of seasoned staff members who want to refresh their knowledge. All things considered, the network’s continuing education and training programme is taken advantage of at an average rate of 10.9 hours per industrial and 15.1 hours per commercial employee per year.

Internship where others go on holiday

What’s more, the CargoLine partners also offer programmes such as TravelWorks, which allow em-

ployees to catch a whiff of air in another partner’s workday – ideally, one abroad (see also “Learning by moving”, page 17). “In this way we want to give our apprentices the opportunity to gather special hands-on experience,” says Gabi Schwarz. In 2013, for example, two Wackler apprentices spent several months in Spain, and currently another two are abroad because they want to broaden their horizons. Natalie Koch from John Spedition also benefitted from the programme: “Once in a while my classmates from the vocational school and I discuss our experiences. I must say, we are given quite a lot of opportunities that other forwarding companies don’t even begin to offer. Take the trip apprentices took to our partner Rotra in Holland, for instance. I also found my foreign internship at Lebert in Switzerland very interesting.”

Academic degree

More and more frequently CargoLine partners are also offering the option of a dual course of studies, where attending a polytechnic and apprenticeship alternate every three months. Simon Diehl, who is 33 years old today, did his dual studies at MTG and the Baden-Württemberg Cooperative State University in Mannheim (formerly: Vocational Academy Mannheim) between 2001 and 2004. During the practical terms he worked in almost all commercial departments, so that in the end the knowledge he had acquired was almost identical to that of a strict apprentice. “That’s just what I wanted, too, because without the basics, you are hardly able to understand how everything hangs together,” Diehl explains. Today, he reports directly to the executive director at MTG. He is in charge of the controlling department and handles forwarders in the fields of airfreight and sea freight as well as logistics, from the moment quotes are submitted to the billing for services rendered. Furthermore he coordinated the certification as a Regulated Agent last year. Responding to the question of why he has remained loyal to the medium-sized company MTG for all these years, Diehl says: “We have short reporting lines here, an informal atmosphere where everybody knows each other, permanent development in all areas, growth, willingness to invest, constant process optimisation and very nice colleagues.”

Asked for the reasons why he would recommend to others making an apprenticeship in a forwarding company, he lists the constant need for staff in order to meet the growing demand for transport and logistics services, the many options to specialise in different fields plus a mostly diverse typical working day.

“For young people who are open-minded, flexible and willing to learn, who want a diverse job, are not afraid of new things, are able to focus on their work, can improvise and improve, and who master at least English, training in the transport and logistics industry offers brilliant opportunities,” confirms Gabi Schwarz with conviction. She hopes that before long the industry sector will get the public acknowledgement it deserves. <



“Anyone looking for a seminal and varied job is well-advised to have a career in transport and logistics.”

Simon Diehl, MTG

Doing good and spreading the word

CargoLine is pleased to present its first ever sustainability report. It sheds light on the association's values and objectives which were jointly developed with its partners' employees in 2011, as well as the survey of the network's greenhouse gas footprint.



An SME cooperative is made up of people who are based at their own individual sites, yet are closely connected to each another. Such a cooperative enjoys mutual success, but not at the expense of future generations. And CargoLine partners don't just pay lip service to this: the values developed, such as reliability, efficiency, partnership, responsibility, innovation and passion, logically give rise to the desire for environmental, social and economic sustainability. The cooperative's first sustainability report transparently reflects both the details of its numerous activities as well as its overall corporate commitment in this regard. Using clear facts and figures together with informative case studies, it shows the results, and also the need for further action by employees and partners. A key indicator is the cooperative's "green footprint". It has been able to reduce its CO₂ emissions by 7.34 per cent during the 2012/2013 reporting year, compared to the previous year. "Following the first survey of our CO₂ footprint, we've implemented numerous, sometimes costly, measures aimed at further reducing our emissions. The survey shows that all our partners are pulling together and making a difference," says Managing Director Jörn Peter Struck.

The bar is set high

The data required for the report was collected by the Steinbeis Consulting Center Transport and Logistics, which has already developed the association's CO₂ emissions calculator. The report meets the requirements of the international Global Reporting Initiative (GRI), which has developed principles and indicators which companies can use to measure and compare their economic, environmental and social performance. "For us, sustainability is more than just 'green logistics'," says Struck. "We aim to carefully manage our resources, think long-term and provide our customers and employees with a transparent, responsible quality service and workplace."

Cooperative with TÜV-audited climate protection

One example of CargoLine's holistic approach is its collaboration with the ARKTIK offsetting project, which it entered into last year as the first German general cargo cooperative: the Hamburg-based

climate protection company offsets the CO₂ generated by all the business travel undertaken by the employees of CargoLine's systems headquarters in their company cars. Although they are supposed to take the train whenever possible. If car travel cannot be avoided, CO₂ offsetting comes into force. The "NRW Joint Implementation Model Project" selected for this promotes the renewal of hot water and steam boilers and the associated CO₂ savings. A specific example of this is a children's day-care centre in Kamp-Lintfort, where coal heating has



Cornelia Peer (owner of HTEC, Kamp-Lintfort), project leader Miriam Kramp and mayor Dr. Landscheidt (f.l.t.r.) inspect "Kinderhaus Kunterbunt" nursery's new biomass heating system.

been replaced by biomass heating. In addition to lowering the cost of operation, CO₂ emissions have been reduced by 100 per cent, i.e. 125 t per year, too. With ARKTIK, the association has chosen a trustworthy partner, a spin-off of the Institute for Technology and Innovation Management at Hamburg University of Technology. Its processes are regularly audited by TÜV NORD and bear the "Geprüftes Zertifikate-Management" seal ("audited certificate management" seal). This therefore guarantees that the reported CO₂ emissions are 100 per cent offset. It is now CargoLine's declared intention to be able to offer all its partners and customers entirely CO₂-neutral transport in future. <



www.cargoline.de/sustainability

New transport management system

For a long time, freight forwarders had to make do with obsolete transport management systems (TMS) and numerous interfaces to the rest of the company software. High development costs and the need to map complex procedures made the established manufacturers hesitate about programming new software. CargoLine partner Schmidt-Gevelsberg has now taken a new path in the industry: with the AX Cargosuite from IT provider ANAXCO. CargoTime spoke with Managing Director Gunnar Zeisler about the scalable enterprise resource planning (ERP) solution with integrated TMS and his experience with its implementation at Schmidt-Gevelsberg.

Mr Zeisler, what made you believe you would be able to accomplish what other software programmers shied away from?

Gunnar Zeisler: Behind Anaxco is, among others, IT company LOGIN with a solid background in freight forwarding. The idea of using this advantage in a project has tickled our fancy for a long time. When Schmidt-Gevelsberg approached us with a specific request for a new TMS, we seized the opportunity.

What distinguishes AX Cargosuite from other TMSs?

Our software is more than just a TMS, it is a genuine, scalable ERP tool. In addition to the conventional functions of a TMS, it lets you control all business processes, including, that is, customer relationship management, warehousing, marketing, controlling and information processing, if you want. This reduces the number of different programmes in the company and speeds up processes, prevents the loss of information and reduces errors. Moreover, the surface looks familiar right away, because the system is Microsoft-based.

How long did development and implementation take?

The development of our software took three years. The implementation at Schmidt-Gevelsberg took roughly another 13 months, including an extended test phase and training that was tailored towards the various fields of activity. This was necessary because an ERP system affects business processes more profoundly than a TMS. Schmidt-Gevelsberg used the opportunity to check all procedures and redefine them when necessary in order to adjust them to the different requirements of a dynamic freight forwarder. We, in turn, translated these processes into a programming language and had



the client test the software systematically before going live. When problems occurred somewhere, we had to decide whether Schmidt-Gevelsberg had to change the respective process or if we needed to adjust the software.

And who had more work to do?

The efforts were quite balanced between the two parties. At the start of the project, Schmidt-Gevelsberg brought an external consultant on board who trained the company's project team. At the same time he sometimes served as a mediator between us process and software consultants and the forwarders.

Is the project now finished for Schmidt-Gevelsberg?

As of 31 January 2014, the project has been successfully completed. However, a software must be permanently managed and revised to make sure it is always up to date and can grow along with the company. <

Tips on how to introduce ERP software

- > Check all previous procedures before integrating them into the ERP system.
- > Get your staff on board. Have them define the future processes and choose one of them as project leader.
- > If you don't have enough own staff to carry out such a project, hire an external consultant to analyse the project objectively on a meta level and who can "translate" between user and developer if need be.
- > Choose a time when your business is fairly quiet to implement the new software, for instance at the turn of the year or during the summer holidays.

Transport logistics. Contract logistics. Right across Europe. One of our partners is never far away.

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