


# CargoTime

1/2016

The customer magazine of  CargoLine



## LOGISTICS 4.0

# Much ado about nothing?

An exchange of opinion between logistics expert professor Peter Klaus and Jörn Peter Struck

### **When the mountain calls**

How Schneekoppe and Schäfflein explore new avenues together

### **Flourishing economy**

How M&M, pioneer in Iran, facilitates trade with the country

### **The new standard**

Why CargoLine uses high-cube swap trailers



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Dear readers,

Whether you take “Industry 4.0” or “Logistics 4.0” – you’ll be hard put to find an industry event that does without these terms. But why are they so ubiquitous? And what are the benefits they imply? I had a stimulating discussion about this with the logistics expert Prof. Peter Klaus (page 6). Our conclusion: even though there is often a huge gap between science and actual applications, there are a lot of interesting approaches. CargoLine has already been implementing some of them successfully!

Speaking of buzzwords: “gluten-free” is no doubt one of them. Believe it or not: more and more dogs do not tolerate wheat or gluten, either. This is why Manuela and Michael Verhage were able to fill a market gap with their hypoallergenic dog biscuits Keksdieb (“biscuit thief”). How the treats find their way to the dogs is explained on page 13. Healthy food is of course also available for people: Schneekoppe is a company with a long history. It has focused on foodstuffs made from corn and seeds for almost 100 years. One of the future-oriented paths it is taking is its online shop, which uses the forwarding company Schäflein (page 10).

For many years, numerous companies in Iran were forced to use completely obsolete technology. Thanks to the lifting of the economic embargo, however, things are moving ahead again. Our partner in the Near East, Militzer & Münch – a pioneer when it comes to transports to Iran – is perfectly prepared for this and can provide expert advice for companies who want to export goods into the country (page 16). Another company with an international outlook is ZUFALL in Göttingen, where Arantza Losada from Spain is undergoing training as a management assistant in freight forwarding (page 22). And things get really exciting when CargoLine elects its Partner of the Year (page 14). A real surprise.

Finally, I warmly recommend to you the “Strategy” section (page 18). It describes how our network moved our Munich-based partner Kochtrans from the red to break-even point in a concerted effort. Completely without Logistics 4.0, by the way.

I hope you enjoy reading this issue!



Jörn Peter Struck  
Chairman of the Management Board



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# Logistics 4.0: Hot air or cool solutions?

Industry 4.0 and Logistics 4.0 are the catchwords on everyone's lips. But what do they actually mean? Peter Klaus, Emeritus Professor of Business Administration and Logistics, and Jörn Peter Struck, Chairman of CargoLine's Management Board, discuss their impact on customers and logistics service providers. What is realistic and what makes sense? Their conclusion: although there is no shortage of hot air, there are also a lot of interesting ideas.

## “Logistics 4.0” is one of the hot topics at conferences and in trade journals. What does it mean?

**Prof. Peter Klaus:** The idea began with Industry 4.0 – which really means a self-regulating production system. Machines, equipment, products, etc. learn to communicate with each other and autonomously control the products' progress every step of the way to completion. The term was first used at the Hanover Fair in 2011 and was quickly seized upon as a “future-defining project” by the German federal government in 2012. Clearly, Industry 4.0 will be impossible without corresponding changes in the logistics sector. So the term Logistics 4.0 really describes a fully automated, self-regulating logistics system.

**Jörn Peter Struck:** However, there is a significant discrepancy between our everyday business and the very generalised, academic discussion about Logistics 4.0. The latter has little to do with fulfilling customers' actual requirements. Too often, it neglects the intelligent, pioneering solutions we have already introduced in the logistics sector.

## Who or what are the driving forces behind the Logistics 4.0 debate?

**Peter Klaus:** I often get the impression that some of these self-proclaimed experts want to create the impression that they have discovered some new and mysterious formula for success in order to win consulting contracts and subsidies. That is why I have been quite critical of the inflationary use of the tag “4.0”.

## Is there nothing positive that you can take from the discussion?

**Peter Klaus:** Of course there is! The discussions about Industry 4.0 and Logistics 4.0 are a wake-up call to businesses: nobody should underestimate the opportunities offered by new information and communication technologies. We must use them. And if you study these ideas in detail, you certainly discover that they contain many useful and innovative concepts. Take self-monitoring, for example. This evokes the intelligent pallet that automatically finds its way around the warehouse and communicates with both fork-lift trucks and staff

in a way their tracks and working time are optimised. Another popular idea is the systematic analysis of information contained for example in the millions of shipping data of a network such as CargoLine. They could be used to improve service and the efficiency of day-to-day business operations as well as to forecast the demand for trucks and staff for the following day, maybe even sorted by types of goods and relations and linked with the weather forecast and information regarding the availability of trucks. For me, this is where the debate starts to become useful.

## Are smart containers a realistic proposition?

**Jörn Peter Struck:** It's a fascinating idea and perhaps, in the future, we will have the technology to make it a viable proposition. Maybe first through the smart container on its way from Asia to Europe. After all, we already know what containers contain and where they are at any given moment. But – the container also has to find its way through a number of different cultures and legal systems. Possibly even through areas which are in a state of crisis or war zones. And as well as the problems of the globalised world, containers also face some very definite obstacles. For example, what happens when they are opened by customs officials? This is just one of the questions that still need to be answered.

## But there are already smart processes in the automotive industry?

**Peter Klaus:** That's true. All the information about the vehicle is contained in an electronic storage medium so the vehicle effectively checks itself throughout the production process and tells staff and robots stop after stop which parts need to be assembled and which turns of the hand this individually devised product needs next.

**Jörn Peter Struck:** In our day-to-day freight forwarding processes, we are a long way from achieving such a high level of automation, although both customer and logistics service provider both benefit enormously from interconnectedness and data integration, as we >





Peter Klaus (left), Emeritus Professor of Business Administration and Logistics at Friedrich-Alexander University Erlangen-Nuremberg, discusses logistics 4.0 with Jörn Peter Struck, Chairman of the Cargoline Management Board.

can see in contract logistics already today. I would like to highlight another scenario. At the moment, if a consignment is damaged, the driver brings it back to the freight forwarder where it is scanned and stored. In the meantime, the freight forwarder has to contact the shipper to find out who caused the damage and what is to be done with the consignment. In future, the sender could be informed about the damage automatically. The consignment would then be transported to a warehouse of the sender agreed in advance. At the same time, the sender would be able to prepare and deliver a replacement.

**Real-time and predictive data are another key area in the Logistics 4.0 discussion. What progress has the sector made in this area?**

**Jörn Peter Struck:** We have invested a great deal in our Cepra 3.0 tracking & tracing system. Consequently, we always have real-time data telling us the location of our vehicles and showing us which consignments are located in which semitrailer. In addition, we have built interfaces between our processes and our customers' merchandise management systems in many of our contract logistics projects. Naturally, we would also love to have predictive information. This would enable us to adapt our processes even better to the specific requirements of our customers. For example, everyone would benefit if we reliably knew the number and type of consignments we receive in two days time. Until a few years ago, these uncertainties were not really a problem. We were able to cope quite well because the quantities did not fluctuate enormously. Today, it



is impossible to plan logically because of order customisation and the need to supply products at short notice. It is much more difficult to calculate capacities and tours efficiently. We need more information.

**Peter Klaus:** Increasing interconnectedness with our customers will be the key to an intelligent, more efficient and more environmentally friendly seminal freight forwarding. This is one reason why logistics companies in the USA have started negotiating with major customers. They have been saying, "If you let us look at your data and we know that you will be sending us five per cent more or nine per cent fewer consignments next week, we can improve our profitability by X percentage points. We can plan in advance, use our resources more efficiently and help to protect the environment." So these companies are moving away from a passive and reactive approach to data. They are seeking out ways to use it systematically in order to agree upon price incentives, thus avoiding expensive restocking at the end of the month or promotional activities. This could smooth the flow of goods and facilitate planning. But I have to admit this is still a long way off and a lot of hurdles have yet to be cleared to achieve this.

**Why can't customers and freight forwarders exchange more information today?**

**Jörn Peter Struck:** Because it's a very complex task. Not only does it require changes to IT systems, there are also data protection issues and much of this information is commercially sensitive. In addition, there is little willingness to change when logistics processes appear to be running satisfactorily.

**Peter Klaus:** Exactly, the only way to encourage these changes is by offering price incentives. And by experiencing a sufficient level of pain. Only then will everyone sit down together and decide which logistical and other information can be passed on, and how, in order to optimise processes even further.

**Jörn Peter Struck:** I would like to offer another example here as well. Today, it's not uncommon for our delivery trucks to arrive at a com-



pany and wait for a loading bay to become free alongside trucks from five other freight forwarders. The recipient has simply been surprised by the number of deliveries that day. We could plan this much better by exchanging predictive information. We and all our customers could use our processes and resources much more profitably, reduce stocks and tied up capital and save money at the same time – or at least prevent logistics costs from rising further. There is a growing awareness of the problem and the potential solutions.

### **But surely e-commerce is forcing many CargoLine customers to exchange data and information ...**

**Jörn Peter Struck:** Correct. Many of our customers now have a B2C sales channel on their own website. This enables us to plug in, specify delivery options and transfer the selected options into our system. By this I not only mean the delivery times but also bookings for premium services such as delivery by two persons. We not only help our customers to handle the logistics side of their Internet businesses but also develop customised solutions for them, for example in the area of contract logistics. These can also be considered to be concrete steps towards the goal of achieving Logistics 4.0.

**Peter Klaus:** CargoLine is on the right track – especially as an alliance of medium-sized logistics companies with a strategic focus on medium-sized industrial and commercial customers. I see excellent opportunities in other sector- and region-specific strategies as well as in contract logistics.

### **Speaking of B2C, what challenges will the logistics systems of the future have to overcome in this area?**

**Jörn Peter Struck:** So far, in our B2B general cargo business, we have had a very homogenous customer structure with similar acceptance procedures. The processes in this sector are highly standardised – but customers are increasingly coming to expect individualised solutions. This applies equally to the B2C market. So you could say that these developments overlap. We can use and profit from our B2B experience in the B2C sector. For example, we can already offer private customers a range of delivery time slots and notify them about these by text message or email. This is important because the B2C business is no longer exclusively a parcel delivery service. Customers are now quite happy to order items such as furniture online. But you cannot leave a sofa with neighbours or deposit it in an automated parcel safe for collection. Customers are grateful for solutions such as our email notification service when they are expecting deliveries of this kind.

**Peter Klaus:** The boundaries between B2B and B2C are slowly vanishing and this trend will continue. On the one hand, there will be a growing number of standard procedures provided at low cost in the traditional logistics sector. On the other hand, there will be highly individual requests and services, for which customers are also willing to pay.



### **Should every medium-sized freight forwarder or alliance enter the B2C business?**

**Peter Klaus:** I would be very careful. It is true that an ever-growing number of wholesalers and intermediaries – traditional customers of the B2B sector – are dropping out of the supply chains. Consequently, the associated logistical tasks are migrating to B2C-friendly systems: small, close to towns and customers, with intensive rather than minimised time and service requirements at the point of delivery. If you are a freight forwarder with a good logistics idea or can find an intelligent niche, you should certainly consider the B2C business. “B2C” and “4.0” are no guarantors of success. In case of doubt, I would advise medium-sized logistics companies to focus on the core business of general cargo. Here they will be able to grow and flourish for many years providing they offer high-quality, focused services and products.

**Jörn Peter Struck:** That’s our strategy in a nutshell. We are very close to our customers in our core business – B2B general cargo – and in contract logistics. We work with them to develop suitable solutions for their businesses. We also want to offer added value in the B2C sector. However, we have noticed that not everything is necessarily adopted that the market allegedly demands: throughout our entire network we currently only deliver a few consignments per day in the evenings.

**Peter Klaus:** It’s important not to feel pressured by every hype.

**Jörn Peter Struck:** But we have to keep our eyes and ears open to new needs and developments. Whatever you call it, however you package it, whatever technology it is based on: we understand that we provide added value to our customers as an extended workbench. We develop customised concepts that respond to their needs. If logistics 4.0 can be included in those concepts, we gladly do so. <

### **Industry 4.0**

The tag 4.0 is intended to signify the fourth stage of the Industrial Revolution. The first phase was powered by mechanisation using water and steam. The second was heralded by the advent of the assembly line. The third Industrial Revolution began with the introduction of microelectronics and computerisation. Currently there is no single and binding definition of the term Industry 4.0. However, it describes self-regulating “smart” production techniques: things learn to communicate with each other and act independently. For example, machines use sensors to send instructions along the production line and simultaneously respond to changes in real time.

### **No Industry 4.0 without Logistics 4.0**

In the context of the Industry 4.0 discussion, the term Logistics 4.0 was coined to describe the associated reorganisation of supply chains necessary to implement these new solutions. Logistics 4.0 aims to network and integrate supply chain processes between companies. The long-term vision is to develop automated and completely self-regulating logistics processes. Frequently cited examples include “smart” containers and loads, which communicate with people and machines, make decisions independently, monitor their environmental conditions, autonomously organise their transportation and use data integration and predictive data to optimise logistics processes. The required data is available continuously at any location.

## When the mountain calls

Germany's best known distributor of health foods – Schneekoppe – is rebuilding its distribution network. It has two strategic advantages: an extensive range of organic products and its Franconian logistics partner Schäflein. As well as warehousing and distribution, the logistics specialist is also responsible for every aspect of Schneekoppe's B2C Internet business and display construction.

It is probably the most famous cry in German advertising history: "Schneeeeeeeekoppe!" First heard in the 1970s, it has long since entered collective consciousness in Germany. According to the company's own research, the brand logo featuring a snow-capped mountain peak is recognised by 80 per cent of the population. Schneekoppe

was founded nearly 90 years ago as a specialist supplier of health foods and special nutritional products long before the organic boom began. From linseed oil and seeds to muesli and energy bars, gluten- and lactose-free foods and dieting aids, the current range includes around 120 different products. Yet despite its excellent reputation



Since its foundation 90 years ago, Schneekoppe has become a byword for healthy foods such as linseed oil and mueslis free from gluten and lactose.

and diversified business, the company has had to overcome its fair share of crises. After the collapse of the high street chain Schlecker, one of its most important sales channels, new regulations governing the sale of diabetic food products and a number of different owners, the company became insolvent in 2014. With determination, new concepts and, not least, new partners, the company successfully relaunched in the summer of 2015. At the beginning of August, after an invitation to tender process, Schneekoppe awarded the contract for all of its logistics and online shopping services to the CargoLine partner Schäflein, which is based in Röthlein, Franconia.

### More organic, less cocoa

“Some things may have changed but we remain true to our principles,” says Anke Daberkow, Head of Commercial Organisation and an authorised signatory at Schneekoppe. She has been working for the company for more than 21 years – some colleagues have even given her the nickname “Mrs Schneekoppe”, she admits with a laugh.

Schneekoppe has all its products manufactured exclusively by its suppliers, in some cases using its own recipes. Anke Daberkow’s goal is now to push the product range even further towards the organic and vegan markets. “We have never used flavour enhancers or artificial additives and this year we have very ambitious targets. We want to increase the proportion of certified organic products in our range dramatically,” she explains. “At Schneekoppe, we have always aimed to reach the highest summits.” Continuing to focus the portfolio on the premium organic brand, however, means the company will have to comply with a growing list of regulations. For example, new dietary rules mean that special chocolate products for diabetics had to be removed from the range. On the other hand, this has also eliminated the need for refrigerated transport, which also saves costs.

### Mutual trust

These optimistic plans for the future also depend on finding strong partners who share the company’s vision. “Mutual trust is vital. Schäflein trusted us when the storm struck – we are grateful and it has inspired enormous confidence in them,” emphasises Daberkow. The processes of changing the logistics provider and moving the warehouse ran like clockwork. In next to no time, the necessary changes were made in the IT department and stocks were being relocated. “Our customers did not even notice the handover,” says Daberkow with satisfaction. “It was quite a challenge to implement such a complex process in just six weeks. But in partnership with Schäflein that is exactly what we achieved. On the day operations started up for real, everything was packed and dispatched exactly as planned. Chapeau!”

### Every customer is different

“Our day-to-day operations for Schneekoppe are no less complex,” says Thorsten Schmied, Head of

Freight Forwarding Sales at Schäflein for the last four years. He played a role in planning and implementation from the outset. Schäflein receives, stores, picks and packs products from Schneekoppe’s suppliers and delivers them in Germany, Austria and other European countries via the CargoLine network. The quantities are considerable: the logistics specialist dispatches over 35 shipments weighing a total of around ten tonnes on 70 pallets every day. The freight forwarder primarily supplies central warehouses of high street chains and supermarkets. Schäflein’s IT specialists have also programmed a special warehouse management system, which is uniquely tailored to the needs of its customer. “It records article master data such as weights, best before dates, remaining shelf lives and volumes. This allows us to store the product correctly in the warehouse at all times,” explains Schmied. “As every recipient has individual labelling requirements, it was a major task to gather all the data and explain it to our staff in such a short time.”

Even loading the pallets correctly is a challenge for the CargoLiner. “It’s not a standard business,” notes Schmied. “The products are extremely sensitive. For example, we have to ship linseed oil in glass bottles, fragile fruit bars in small boxes and mueslis packed in plastic bags. The products are transported in their sales packaging and are otherwise only covered in film. Very often it is impossible to stack them – or they are requested as unmixed pallets. So you have to be very careful to ensure that the customer receives every product as ordered and in perfect condition.”

### Fast and flexible

As well as storing and transporting goods for traditional retailers, the Schäflein team is also responsible for other areas of logistics. “We need a central contact who is capable of responding to all our commercial requirements – from display construction to special labelling and online shopping,” says Anke Daberkow. E-commerce is a growing and labour-intensive sector because orders for end customers have to be individually assembled and packaged to provide adequate protection in parcels of various sizes. Accompanying documents such as vouchers and Christmas cards at the end of the year are also frequently required. “We process every order within 24 hours and then dispatch it via a parcel courier,” explains Schmied.

“The way all the partners work together is outstanding,” says Daberkow. Naturally, everyone is working hard to keep it that way. Her wish for the future is that the partners continue to communicate actively and always find good solutions. <

## Schneekoppe

... was founded in 1927 by Fritz Klein as a mail order business. Its first products were linseed and linseed oil. In the 1960s, the health food retailer launched its first mueslis onto the German market. Under the management of CEO Markus Klein, the company now supplies a range of 120 products, which are manufactured exclusively on behalf of Schneekoppe by its suppliers. The company is based in Buchholz in the Nordheide region and employs 14 staff in Germany and Austria. [www.schneekoppe.com](http://www.schneekoppe.com)

## Schäflein

... bears the name of its founder, Alfons Schäflein. Every year, the 77-year-old family company based in the Franconian town of Röthlein transports some 250,000 tonnes of goods on 750,000 pallets and generates sales of over 120 million euros. The company currently employs a total of 1,000 staff in every branch of logistics including the development of IT infrastructures and shop systems. The freight forwarder’s cargo handling terminal in Röthlein operates 24 hours per day, six days per week. [www.schaefflein-spedition.de](http://www.schaefflein-spedition.de)



## 90 years of Brigl, ten years of CargoLine

In South Tyrol, people don't get old – and certainly not tired. Instead, age is measured by the number of springs you have experienced. This, at least, was the message lovingly iced on cakes mostly home-baked by employees of the Brigl Group on 19 September 2015. It was a special day as the company was celebrating both its 90th anniversary and ten years as a member of the CargoLine family.

Over 120 invited guests – employees, carriers and their families – attended the barbecue and were welcomed by Evi Mitterhofer, President of the Brigl Group.

“The day and our guests were typical of the friendly, harmonious atmosphere we enjoy in our company. Our workforce is exceptionally stable – every year we honour employees for up to 45 years of loyal service,” explains Andreas Goggi, Managing Director of Spedition Brigl, with justifiable pride.



### A perfect weekend

In October, the Mitterhofer family arranged a special treat – a weekend excursion for staff organised personally by Renzo Marras, Chairman of the Board of the Brigl Group. After visiting EXPO Milan, the group enjoyed Saturday evening together with good food, music and dancing by Lake Iseo. On Sunday, after a boat trip and visit to a farm estate, the group returned to Bozen. Everyone was thrilled by the personal touches contributed by Renzo Marras and the Mitterhofer family and the trip will lastingly be remembered. <

## GEODIS Ireland announced IEA Logistics Company of the Year



From left to right are: Tom Hayes TD, Susan Lally GEODIS, Robert Cashman GEODIS, John Lynch of Rosslare Europort and Hugh Kelly President of Irish Exporters Association.

On 13 November 2015, the Irish Exporters Association (IEA), the voice of the export industry in Ireland, held their annual Export Industry Awards at the Convention Centre, Dublin. The Awards, in their 15th year, attracted companies and guests from all over Ireland including Tom Hayes T.D., Minister of State for the Department of Agriculture, Food and the Marine, who provided a keynote address, Senator Mary White, Senator Catherine Noone, Ambassadors and Dignitaries, Director General at the Department of Foreign Affairs and Trade, and Ivan Yates as MC.

GEODIS Ireland was awarded Logistics Company of the Year, which recognises the outstanding achievement of a company in supporting the growth of Irish exports in the area of logistics and supply chain management.

The judges were impressed with GEODIS's continuous investment in self-improvement to further enhance their customers' experience and growth by the implementation of lean management, the 5S method, IIP accreditation, and investment in their facilities and infrastructure. Furthermore, GEODIS's development and nurturing of domestic

and international customers and the innovation and expansion of their service offer has shown their understanding of customer requirements.

Speaking at the Awards Ceremony, Hugh Kelly, President of the Irish Exporters Association said: “The IEA Annual Awards are so important because they acknowledge and celebrate the achievements of the most important sector in Ireland's economy. The unwavering commitment of our exporters to deliver world-class customer service and solutions has played a significant role in our economic recovery”.

Robert Cashman and Susan Lally, Directors at GEODIS Ireland stated: “Geodis Ireland is delighted to be awarded the IEA Logistics Company of the Year Award. The IEA plays a vital role in providing practical help and support to Irish Exporters – support which has introduced them to the global market.

2015 has been an exceptional year for us with new logistics and supply chain contracts, AEO, OHSAS 18001 and Investor in People accreditation and now being named IEA Logistics Company of the Year is a tremendous compliment in recognition of the work and services we provide to our customers every day. We are truly honoured with this award”. <

## CargoLine reports solid growth for 2015

Shipments within the network	12.24 m.	(+ 2.9 per cent)
– of which import/export	2.84 m.	(+ 1.4 per cent)
Turnover 2015	1.41 bn. euros	(– 0.7 per cent)
No. of franchisees		47
– of which shareholders		16
No. of employees		7,305
– of which trainees		845
No. of daily direct linehauls across Europe		1,595
- of which in Germany alone		1,350
No. of swap bodies		3,012
No. of trucks		4,638

## Delicious treats for four-legged friends

Even the fussiest dogs swoon over treats from Keksdieb. There are 19 delicious and at the same time healthy kinds to choose from, such as apple sauce and herbs. The company that is in charge of transporting the handmade munchies from the bakery to the pet shop wholesaler is the Rostock-based Sander Spedition.

They are a tad hard, these treats from Keksdieb (“biscuit thief”) – so exactly the way that dogs’ teeth need it. Apart from that, the baked goods could be on the shelves of any health food shop with a human clientele: they are made 100 per cent from natural ingredients of food and pharma grade – without sugar, salt, artificial flavours, preservatives and other chemical additives. Since more and more dogs do not tolerate wheat or even gluten either, Keksdieb inventors Manuela and Michael Verhage use spelt flour and oat flakes for their treats. They even offer a corn-free line made from buckwheat flour.

### Biscuits are the better vegetables

“Our two Spanish Bodegueros like raw meat. But a dog also needs roughage and vitamins. Since Maja and Chicco don’t like fruit and vegetables and we are wary of industrially made biscuits because of their many additives, we developed our own protein-rich but low-fat treats. Our two little gourmets were not the only ones who liked them, the dogs of friends of ours did, too. And so we decided to risk a fresh start in our careers and founded Keksdieb in



Keksdieb inventors and special prize winners Manuela and Michael Verhage in their professional bakery.

2011,” Michael Verhage recalls.

While his wife Manuela was baking up a storm, Michael Verhage called on all pet shops in the area of Wermelskirchen, the town where they were living at the time, in the Bergisches Land region. Before long the Verhages were hard put to satisfy the demand. They needed a professional bakery – and a professional baker as well, in a larger house, which the couple found near Stralsund.



### Enjoyment without regrets

Even demanding dogs and ones that are used to industrial biscuits quickly find their favourite kind among the 19 flavours, which include aniseed, apple sauce, cheese, carrots, herbs, parsley, ginger and sea buckthorn, among others. “It is important to create something new every once in a while. We also notice seasonal and regional differences. In that respect, dog biscuits are the same as other foods. For example, there is special demand for our gluten-free treats in autumn. And while buttermilk-coconut is super successful in Cologne, we sell hardly any in Munich,” Verhage says with a smile. To top off its product range, Keksdieb offers Vienna sausages for dogs, made of pure beef smoked over beechwood, without skin, innards or spice mix, and also “Fitis”, treats made of 98 per cent muscle meat. Nine different kinds are available, including beef or lamb and duck, all of which he gets from reliable manufacturers.

“Currently we produce 600 to 700 bags of dog biscuits per day. This equals approximately two tonnes of goods per month,” Michael Verhage is happy to say. Since moving to the Baltic Sea, Keksdieb has worked with the forwarding company Sander in Rostock, which delivers palletised merchandise and customised wooden displays to pet shop wholesalers in Germany, Austria and Switzerland via the CargoLine network. Direct shipments to pet shops are handled by a parcel service.

“Winning the *OSTSEE-ZEITUNG* newspaper’s Special Award for Founders of a New Business last year has been a great motivation. Next, we will probably have to hire someone for packing and shipping so we can handle all orders, especially since we are hoping to get new international contacts and new customers out of attending INTERZOO 2016,” says Verhage, venturing to take a look into the near future. Dog owners and their four-legged friends will be quite pleased about that. <

[www.keksdieb.de](http://www.keksdieb.de)

<https://de-de.facebook.com/keksdieb.de>

## Super image

In February of every other year, the logistics industry anxiously awaits the results of the *Verkehrsrundschau* magazine’s image ranking. In 2016, CargoLine once again had every reason to be happy: coming fifth place in the category Forwarding & Contract Logistics, it achieved its so far best results in the ranking ever. Moreover, it again outdistanced all other general cargo networks and numerous renowned large companies.

# IMAGE AWARD

## 2 0 1 6

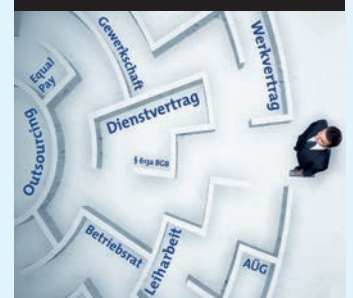
TRANSPORT + LOGISTIK

The ranking reflects the image and prominence of the approximately 100 leading providers of logistics products and services in Germany. The independent market research institute Kleffmann, which is based in Lüdinghausen, surveyed over 400 decision-makers in logistics at German industrial and retail companies (customers and non-customers) on behalf of the magazine. <

## CargoLine Contract Logistics Day Outsourcing as a win-win situation

27 September 2016  
in Osnabrück

Ask your local CargoLine partner for details



## CargoLiners on a donation drive for Bärenherz

“Bärenherz gives families with a child who is incurably and terminally ill a certain quality of life by providing comprehensive care. We are pleased to once again support your efforts with this donation.” With these words, Jörn Peter Struck, Chairman of CargoLine’s Management Board, handed the deputy chairwoman of the Bärenherz Foundation, Anja Eli-Klein, a cheque for 1,030 euros in mid-February 2016.

Of this amount, 500 euros came from the CargoLine partners: for every true-to-original CargoLine Bärenherz model truck they purchased from the central office in 2015, five euros were put aside for the Wiesbaden-based foundation. As every year, the kitty of the central office staff – 530 euros – was also added.

### A long-term bond

Since 2006, CargoLine has been actively committed to the Bärenherz Foundation, which among other projects provides financial support for the children’s hospice of the same name ([www.baerenherz.de](http://www.baerenherz.de)). It offers short-term or long-term nursing and medical care for children and adolescents with a much reduced life expectancy. Moreover, the institution provides individual care for the parents and siblings of the patients, even after they have passed away.



Those who wish to help Bärenherz can purchase the model truck with a scale of 1:87, which bears, amongst other things, the CargoLine logo, the mascot and the lettering of the charity, at [www.cargoline.de/abearsheart](http://www.cargoline.de/abearsheart) <

## Kissel Spedition for the first time “Partner of the Year”



From left to right: the Managing Directors Michael Moritz (HARTMANN International), Michael Kissel (Kissel Spedition) and Wolfram Fritz (Fritz Gruppe) accepted the “Partner of the Year” trophies as representatives of their respective companies.

It was a great surprise: for the first time, forwarder Kissel Spedition (Stockstadt am Main) won the CargoLine quality ranking with a large point lead. “Kissel is a typical hidden champion. Since its foundation in 1979, the family business has grown steadily, delivering a continuously good performance. This is reflected in the equally good result

in all assessment criteria of the 2015 rankings,” emphasises Jörn Peter Struck, Chairman of CargoLine’s Management Board.

### Commitment pays off

Second place went to the Fritz Group (Heilbronn), which relegated HARTMANN International (Paderborn) to third place in an exciting neck-and-neck race. The Fritz Group, which last year was still in 12th place, scored primarily with its outstanding performance in the field of procurement logistics and its active commitment in the network’s committees. For Struck, the fact that HARTMANN International as a newcomer also succeeded in mounting the winner’s rostrum, is proof that the forwarding company’s switch from a smaller network to CargoLine at the end of 2014 was the right move.

To determine the Partner of the Year, the network evaluates over a twelve-month period such factors as performance and delivery rate by a predefined quality and time standard, the percentage increase of the shipment figures compared to the same period in the previous year, the quality of interface

scanning for package tracking as well as the active involvement in the network’s workshops and decision-making committees. The award ceremony took place during the annual general meeting of the franchisees in Seeheim-Jugenheim on 15 March. <

# Stacking the deck for CargoLine

**Never change a running system? CargoLine's "Innovation" working group disagreed and recommended to replace the previous standard swap trailers with high-cube swap trailers. Following a business speed-dating event and field test, the switch is now taking place step by step.**

The CargoLine companies have little in common with the run-down forwarding agencies we see in the Sunday night mysteries on TV. Rather, certified processes take place in friendly offices and clean halls. To keep improving processes continuously, the network is even investing in an "Innovation" working group. In 2014, it suggested to successively replace the network's previous swap trailer pool with high cubes. They are 7.82 rather than 7.45 metres long and allow for complete double-deck loading by adding a flexible second loading floor. This increases the loading capacity by several storage spaces per train. It makes it easier for CargoLine to handle the growing number of shipments within the network and the changing customer requirements.

## Hot date

But would it be possible to seamlessly integrate the high cubes in the existing processes? A field test was supposed to show – after all, more than 3,000 swap trailers would need to be replaced. To decide on the routes which would make sense for such a test, the heads of logistics and chiefs of traffic of the different CargoLine partner companies met for a business speed-dating event. But the issue was not the personal preferences of each participant. Rather, each company had 15 minutes to exchange high-cube-relevant data with the others.

## The acid test

Subsequently nine CargoLine partners measured twelve parameters for using 7.45 metre units on twelve main runs for a three-month period. They included, for example, kilograms loaded per loading metre in outgoing shipments, consumption per shipment route in litres, the number of damaged goods reported in incoming shipments, discrepancy in departure time, and time needed to unload an incoming shipment. Afterwards, the CargoLiners measured the same parameters using high cubes on the same routes for three months. In addition, the drivers, dispatchers and loading managers communicated their personal impressions and the customer feedback they had received.

## Efficient and ecological

The result was unequivocal: it was confirmed using the double deck and the greater volume had been efficient. At the same time, the second loading level, which can

be flexibly employed, reduces damage during transport as the goods on top do not push down on the ones below. The shorter distance between tractor unit and swap trailer limits air swirling compared to conventional units. Consequently, the aerodynamic drag decreases, and hence fuel consumption goes down as well. In short, more shipments are forwarded more ecologically in this way.

## The switch has already started

Despite some necessary investments – such as in double-deck forklifts, combination vehicles with hydraulic frames and training of the warehouse supervisors in the accident-proof distribution of cargo and minimising loading and unloading time – the CargoLiners were quickly won over thanks to the test results.

In conclusion, the franchisees decided at their meeting in September 2015 to make the 7.82 metre long high cube units CargoLine's new standard system over the next five years. Effective as of 30 April 2016, 260 units with the prominent red CargoLine logo on a white background will be driving on Germany's roads – perhaps already near you, too. <



# Iranian Spring

For a whole decade, this once powerful industrial nation was cut off from global markets by economic sanctions. But trucks are now trundling towards Iran once again. CargoLine is fortunate that it can call here on the experience of its partner Miltzer & Münch: as a pioneer in Iran, the company has a deep understanding of the local situation.

The EU's trade embargo had paralysed relations with Iran. As a place for doing business, this major nation was quieter than ever before. Now agreement has been reached in the dispute over the country's atomic energy plans and the tide has turned. Business relationships are blossoming again and the country can look forward to its own economic spring.

Significant new opportunities are emerging for European companies whose products are of interest to the Iranian market. In healthcare, agriculture, the automotive and mechanical engineering sectors, environmental and energy technologies, gas, oil and water treatment – the country has enormous pent-up demand. “The Iranian government wants to boost local production and value creation significantly. It es-



Each year, 15 to 20 million pilgrims and tourists visit the Imam Reza shrine in Mashhad.



estimates that around 1,000 billion US dollars of investment will be required by 2023. One third of this is to be covered by foreign investment,” says Simon Fundel. He has been working for the CargoLine partner Militzer & Münch (M&M) for the past seven years and is a regular visitor to Iran. Since March of this year, he has been responsible for the areas of Research & Consulting and Sales & Distribution for M&M affiliates in the Islamic Republic.

### The situation has been checked

The PTB Group is one of M&M’s sister companies and the No. 1 logistics company in Iran (see info box). “We have been preparing specifically for an easing of the sanctions together with our colleagues from PTB for some time,” explains Simon Fundel. “For example, an M&M delegation from Germany, Switzerland, Bulgaria, Ukraine and Russia travelled to Teheran to exchange information about workflows and regulations, discuss new transportation routes, inspect the customs terminal and examine the role of railways as another key means of transportation alongside trucks, air cargo and ship.” The company is also in close contact with customers. They have many questions relating to exporting, financing and payment transactions, for example. “We advise both those companies that used to have trade relationships with Iran and those who are establishing them for the first time. These include not only major corporations but also medium-sized enterprises,” Simon Fundel explains.

### “Made in Germany” is “in”

As business relationships develop, demand for transportation services is certain to increase – even if this growth is not yet tangible. “The financial system is only slowly getting into gear and many Iranian companies have delayed placing orders in the hope of negotiating better prices,” explains Fundel. Nevertheless, he remains optimistic. “In Iran, ‘Made in Germany’ is particularly popular due to customers’ positive experiences with German products.” This is also borne out by the figures: with a

trade volume of 4.4 billion euros in 2005 – in other words just before the introduction of sanctions – the Islamic Republic was Germany’s most important export market in the Middle East.

### Is it really so easy?

The region is not without its difficulties. The Islamic Republic is surrounded by a number of politically unstable countries. The German Federal Foreign Office has also issued warnings about conflicts in border areas. Given this situation, is it really possible to guarantee the safety of transports? “Despite its borders with Afghanistan, Iraq and Pakistan, the country is very stable,” says Fundel. Moreover, Militzer & Münch has many years of experience in transporting shipments to the region around Iran and understands how to run them reliably. After all, the company has 55 years of experience as a logistics service provider and is a recognised expert in Eurasia. “For example, we have successfully established a link to Iran via our affiliate and CargoLine partner M&M Bulgaria. This runs through our hub in Sofia and allows us to ship general cargo, partial and complete loads using our network. The transit time to Teheran is around ten to twelve days,” says Simon Fundel.

### Forget conference calls – sharing food brings businesses together

The M&M manager feels a close personal attachment to Iran. “I would advise anyone to visit Iran in order to form their own opinion. The nation has a great deal to offer and its people are very welcoming. They also love to introduce foreign colleagues to their own traditions, cultural heritage and cuisine. Invitations to private homes in order to meet the family are very common.” Simon Fundel will be visiting the country even more often in future. “I know from experience that sharing a meal there is an excellent way to prepare or conclude a business transaction. Conference calls are simply not as effective.” <

## Militzer & Münch and PTB

Militzer & Münch (M&M) has been CargoLine’s partner for Eastern Europe, the CIS countries, the Maghreb region and the Middle East since October 2009 and the first M&M trucks rolled through Iran a good 50 years ago. In 1961, the logistics specialist founded its Iranian sister company PTB. The PTB Group is Iran’s leading logistics service provider with more than 600 employees, 15 locations, 24,000 square metres of covered areas and 300,000 square metres of open air storage areas as well as customs clearance and its own terminal facilities with a link to the railway network. [www.mumnet.com](http://www.mumnet.com)

## Iran

### The Government

Dr Hassan Rouhani was elected President of Iran in the summer of 2013. He is considered a moderate and has prioritised improving the country’s economy and lifting the nuclear embargo. With the loosening of the economic and financial EU sanctions in January 2016, he has taken an important step towards achieving these goals.

### The Country

Iran is approximately four times as large as Germany and lies between the Caspian Sea and the Persian Gulf. The majority of the Islamic Republic is covered by deserts and high mountains. According to the German Federal Foreign Office, its most important sectors are the oil and gas industry, petrochemicals, the automotive sector, metalworking industries and agriculture.

### The People

More than 50 per cent of the 78.1 million Iranians are Persians. 90 per cent of the population are Shi’ites (in other Islamic countries the majority are Sunni). The Iranian population is very young and comparatively well-educated. Women are no exception: more than 50 per cent of employees at the head office of M&M’s partner company PTB are female.

### The Infrastructure

Compared to the railways, the Iranian road network is in very good condition. Long-distance roads such as the major highway from Teheran to Isfahan (north to south) meet the latest standards. There are also very good roads with multiple lanes on the east-west axis.

### The Business Culture

- > The language for correspondence is usually Persian, frequently English, occasionally German
- > A knowledge of Persian is a major advantage
- > The Iranian weekend is on Thursdays and Fridays
- > Iranians are not always punctual but expect punctuality
- > Changes to all agreements at short notice are normal
- > The agenda at meetings is often taken only as a rough guideline
- > If you are in a group of people, allow the highest ranking person present to speak first and treat women courteously
- > Iranians appreciate a friendly smile and the demonstration of self-confidence by showing modesty
- > Correspondence by letter or email is rarely the path to success. Personal contact is vital
- > Iranians prefer a business meal to a conference call

# A strong community

Covering an area in its entirety and network stability are the be-all and end-all of a cargo network. But what to do when the partner at one of the locations suddenly needs to be replaced? By taking over Kochtrans in Munich and continuing to operate it as a subsidiary, CargoLine has created a precedent. This was possible because the partners joined ranks – an unusual step in the industry sector.

**A** BX, Südkraft and Wincanton are no longer and Ascherl has been taken over by Noerpel – many a transport and logistics services provider has found Munich to be a very tough business location indeed. Being Germany's third-largest city with a population of 1.5 million people, it needs many goods, but has virtually no forwarding industry. Expensive rents and high wages and salaries moreover make it difficult for forwarders to work profitably.

CargoLine proves that this is not necessarily so. In 2011, the cargo network took over the shares of its – at the time loss-making – Munich-based partner company Patrick G. Koch GmbH. As a result, it went from being in the red to break-even point within a mere four years.

## Positively different

For the first time, a network had thus dared to become a permanent owner – a step that in fact clearly runs counter to the essence of a franchise network. While a forwarding corporation supports its branches financially when needed or creates new ones from scratch and the bottom line is more important than the results of individual warehouses, a network such as CargoLine on the one hand offers its

partners a uniform operational framework. On the other hand, however, the companies are usually economically and legally independent entities; the profits they generate remain in the respective enterprises. More often than not, the network's central office is neither financially equipped nor has the manpower to operate branches.

Yet the CargoLiners had learned by experience: "In Cologne, for instance, which like Munich is a difficult location for forwarders, we operated our own warehouse in 2007, after our local partner had become insolvent. We sold it shortly afterwards, because we didn't consider running a subsidiary to be one of our main jobs. It was a mistake: the new owners lacked the stamina to bring about the turnaround, plus their focus was directed at other company concerns. We didn't want this to happen again in Munich," recalls Jörn Peter Struck, Chairman of CargoLine's Management Board.

## Growing from experience

Because initially, CargoLine had suffered bad luck in Munich, too: after the network's partner ABX Unterschleißheim was sold to a group of logistics companies, Kochtrans became a new partner in 2009. Yet >





Erich Baumgärtel (left) and his team know how to handle general cargo shipments.

due to the generally bad economic development and misplanning, it experienced financial troubles. Consequently, in 2010, CargoLine bought 51 per cent of the company to safeguard the location. “If truth be told, we didn’t have any other choice, because at that time Kochtrans was the only fitting independent medium-sized company in the region,” Struck admits. “However: if we do provide financial support, we also want to have a say in all decisions.” Therefore, even though Kochtrans was in the red, CargoLine exercised its right of pre-emption, and in 2011 also acquired the remaining 49 per cent from the former owner.

Reaching the decision was facilitated by the fact that Erich Baumgärtel joined Kochtrans as Managing Director in 2010. Baumgärtel, who previously had run a forwarding branch in Munich and knew the local cargo market inside out, proceeded carefully but systematically so as to at least reach the threshold of profitability: “Whether in administration or production: he managed to infect the staff with his enthusiasm,” Struck is happy to say. “They painstakingly examined every area, every process for productivity and eliminated quality defects. The existing customers were analysed for the profit they generated and the acquisition efforts for finding new customers were stepped up.”

## Questions for Erich Baumgärtel, Managing Director of Kochtrans

### What was the driving force in 2010 behind you wanting to become Managing Director of Kochtrans?

It’s what I learned to do from scratch. The small and medium-sized business sector matches my personal attitude, mindset and philosophy, plus the chemistry between my co-executive director Walter Götz and me, but also between Jörn Peter Struck and me, was right from day one. The fact that Kochtrans was and still is part of the largest and most competitive general cargo network was also a factor.

### What was the state in which you found the company?

Due to a somewhat chaotic interim phase in which too many cooks spoiled the broth, the staff had lost a little of their faith in themselves. But I was convinced – and this has since been confirmed – that Kochtrans had a team that knew how general cargo forwarding works, that had a stable relationship with its customers, respectable outgoing shipment numbers, and with whom the difficulties regarding incoming shipment numbers were going to be overcome shortly.

### How much free rein did you have in restructuring the company?

Those in charge at CargoLine as well as the staff quickly realised that I went very deliberately about the task. And after we – the Managing Directors and CargoLine – had quickly agreed on how to calm the waters, I was given pretty much free rein. We submitted the suggestions, the arguments in favour or against a project, and then the decision was taken, implemented and the implementation monitored.



### Why did the turnaround in Munich work in your opinion?

The fact that the Management Board of Kochtrans and those in charge at the network agreed on the objectives was important. Mr Struck and I then very closely coordinated the measures that were to be implemented. Plus the CargoLiners were courageous enough to invest in Kochtrans, for example in a high-bay warehouse in 2012.

As for Kochtrans, we kept what we had promised. Both in terms of quality and with respect to our earnings development. Every year, the staff had a feasible objective to work towards, which they did with great motivation, we invested in training and continuing training, and above all we believed in Kochtrans!

### What did you like about the support from CargoLine?

CargoLine gave Kochtrans and me the time it takes to implement a restructuring process of this kind. In addition, those in charge at CargoLine made us sense their trust in Kochtrans as a company and in me to accomplish the turnaround. <

### Masochists or angels?

It still wasn't easy: while outlays for staff, subcontractors and rent in Munich are always considerably above the national average, the existing excess transport capacities beat down the prices. Plus there were inherited liabilities from the crisis year 2009. Altogether it was a great deal of money, which the 16 CargoLine partners however had promised to come up with. The way other networks reacted shows that this could certainly not be taken for granted: "They respect us for it," Struck knows from talking to other Managing Directors in the network. "No other network has such great solidarity among the partners, especially since we are not talking about corporations with the corresponding financial strength, but about medium-sized companies. If something goes awry, this will have a direct impact on the financial situation of the 16 companies."

The motivation of everybody involved to accomplish the turnaround was accordingly great. By now Kochtrans has achieved a proportion of 40 to 60 between outgoing and incoming shipments, of which Baumgärtel has every right to be proud. With an annual turnover of EUR 24.1 million euros, of which 19.5 million was from the cargo business, the Kochtrans team for the first time reached break-even point at the end of 2015. Thus the goal of securing the site in Munich for the long term is now a good deal more within reach.

### One-off venture or blueprint?

Whether the model can also be transferred to other sites remains to be seen: as of the beginning of 2015 the network has been proprietor of TLT Berlin in Potsdam. Here, too, it acquired the remaining shares from the previous owner after a brief period of partnership. Jörn Peter Struck himself holds the position of Managing Director, and Frank Michel came on board as Branch Manager: "Our model can only work if the managers act in the interest of CargoLine. We owe that to our partners as investors and to our customers," Struck points out.

During his brief tenure at TLT so far, the general cargo expert from Berlin has already shaken up quite a few things: "We have restructured short-distance transport in order to increase the stop rates, by rearranging the warehouse we have been able to reduce vehicle loading times by up to 50 per cent, EDP has been adjusted to our requirements, a new route structure has cut fixed costs by 45 per cent, we have trained processes, have been able to gain new customers and much more. But what was most important to me was to take the staff along and give them some protection and direction in their day-to-day work. This is why we created structures and responsibilities in the different departments. Plus we held a ramp party and a Christmas dinner for the first time in the history of TLT."

According to plans of the 16 shareholders, the losses are to be continuously reduced, just as it was successfully accomplished in Munich. The objective is to be in the black during some months this year and to phase out the support of the CargoLiners from 2017.

"The financial commitment of our partners is not meant to become a permanent solution," explains Struck. "However, it is important for our customers to know that we cover the entire country, come what may." <

## Questions for Stefan Seils, Chairman of the Advisory Board at CargoLine



### What are the criteria the CargoLiners apply for a takeover?

Our priority is network safety. Therefore we only consider taking over a company at a specific location if we are unable to get another colleague to work with us within the CargoLine network.

### Is there a financial pain barrier for the partners?

Certainly, that's always there. Luckily, however, so far we have not reached it yet.

### How much persuading did you as Chairman of the Advisory Board have to do to get the CargoLine partners to take over Kochtrans and TLT?

As Bursped is a shareholder, too, I had to be just as convinced of the necessity and sustainability as the other shareholders. We discussed the questions at short notice amongst us, and then reached decisions quickly. That's the advantage of medium-sized businesses: we debate issues like that – often enough even controversially, too - then take decisions very fast and consensually.

### Can TLT become a success story like Kochtrans?

Yes. Experience shows that stabilising the quality has a positive impact on internal procedures. This is necessary for improving the financial result. After that is accomplished, a company has the time it needs to expand its business with customers. So you do have to get through a tough spell, but it is limited and financially manageable. And you need a good team that really wants to advance the company in all respects.

### How much freedom should CargoLine grant TLT Branch Manager Frank Michel?

Everyone who is in charge of a local branch needs first of all the trust of his superiors or the partners. He must have the freedom to put together his own team, at least for the most part, so he always gets the support he needs. And as in any other company, he must be ready to tread new paths, to start new business and take the risks that come with that. This is the only way a company can develop.

### What are the rules that CargoLine has imposed?

We have excellent key figures from our structural data and are able to make precise budgets. Since we carefully compare them, analyse discrepancies and discuss them at the top level every month, we can introduce the necessary improvements very quickly and in this way raise the potentials they contain. So the close coordination with those in charge of the branches consists on the one hand of help and support, and on the other of critically double-checking decisions that have been taken. <

# Adelante! Onwards!

**Arantza Losada from Spain is undergoing training as a commercial clerk for forwarding and logistics services at ZUFALL logistics group in Göttingen. She considers learning German a crucial prerequisite for integration.**

In Spain one out of two young people between 15 and 24 years of age has no job. By contrast, trainee positions in Germany often cannot be filled. The Chamber of Industry and Commerce in Göttingen therefore founded the project “Adelante!” (“onwards!”) and implemented it in cooperation with the Volkshochschule, the German adult education centre. For over two years, several young Spanish men and women have lived in southern Lower Saxony to complete a dual course of studies. The Göttingen-based forwarding company ZUFALL logistics group also participates in this programme. In spring 2013, after Arantza Losada had completed a three-month internship, it took the then 25-year-old on as a trainee to become an assistant manager in freight forwarding and logistics. “We had actually planned to hire nine apprentices, and with Arantza we took on ten. But that’s what we wanted, because her work, her dedication and her enthusiasm convinced us,” explains Dorte Watermann, head of the forwarder’s Training and Continuing Training Department.

## Direct contact with drivers and customers

Arantza Losada is from the Basque region in north-western Spain. She had already completed two apprenticeships there – first one in the field of administration and finances and then another one in traffic management. A call from her school drew her attention to the Adelante programme, for which she promptly applied. At ZUFALL she was assigned to short-distance transports in Göttingen. “The first weeks of my training were stressful, because I didn’t understand everything,” she recalls. “Theory wasn’t so bad, it’s the same in Spain. But in the beginning I found actually talking hard. I mean, I only knew a few snippets of German: ‘Hello! How are you? Bye!’ Aside from that, I communicated in English and used my hands and feet, even though I wasn’t supposed to. People kept encouraging me to speak German.” And that was a good thing, too, because despite her initial difficulties, she learned this foreign language in a relatively short time.

Her duties include clearing the drivers’ documents. Starting early in the morning, she checks them for completeness and adds missing electronic data. In her work Ms Losada talks directly with the dispatchers and drivers every day and arranges for delivery and pick-up times with the customers by phone. She coordinates these with the various departments. “She no longer has any communication problems, really,” Dorte Watermann is happy to say. “If it does happen that she doesn’t understand something, she simply asks.”

## Second home

In view of the current migration debate in Germany, Arantza Losada wishes one thing more than anything else: true mutual understanding. “In my opinion people should get more help learning German so they can feel at home here. This is the first step towards the future,” she says, speaking from own experience. By now Germany has become the young Spaniard’s second home and her colleagues are almost something like family to her. She also feels comfortable here otherwise. “I love to travel and have already visited many big cities in Germany. I particularly like Hamburg. Its flair reminds me of my hometown Vitoria-Gasteiz.” Outside of her training she meets with friends and regularly goes to Zumba class at a gym. But what is most important for her right now is her final examination: she wants to pass it with flying colours, of course. <



# When you want to keep the wheels turning

“We, and ultimately our customers as well, benefit from the reliability of our trucks,” says Uwe Lachmann, Forwarding Manager and Management Board member at HARTMANN International. In this context, he points out Continental’s 360° Fleet Services, an offering whose dedicated services provide the required mobility.

Not enough tyre pressure leads to an increase of fuel as well as to a faster wear and tear of the outer edge of the cap of tyre and hence to faster deterioration. The subsequent warming of the tyre can ultimately lead to the detachment of the carcass and hence the total breakdown of the truck. Another example is the minimal and often unnoticed misalignment in truck wheels. But when these variances are corrected, the vehicle kilometres travelled can be increased by ten per cent, and fuel savings can be up to three per cent. Plus, this prevents one-sided wear which can lead to damage on the carcass, the casing of the tyre. So companies with their own trucks can reduce unnecessary expenses simply through regular and professional maintenance of the wheels. This is one of many reasons why CargoLine partner HARTMANN International has collaborated with Continental and the affiliated service network of Vergölst at its sites in Paderborn and Ibbenbüren for many years.

## Back on the road soon – guaranteed

The service programme from Continental was started back in 1978. At the time, the company was the first provider to offer European flat tyre service. Today it is available in 37 countries. About 7,000 service partners provide quick aid round the clock, 365 days a year. Conti360°, for instance, guarantees a maximum waiting time of three to four hours, depending on the country. In addition to the break-down service, the company offers comprehensive tyre management: here, the owner of the fleet can choose between a contract on the basis of per-case fees – for example per tyre – and one where billing is based on number of kilometres. Both contracts have a modular structure and can therefore be adjusted to the customers’ needs.

## Uniform standards lower the risk

Said modules include the expert mounting of new or completely refurbished Continental tyres, either by a Conti360° partner or directly at the location of the vehicles. This is possible thanks to so-called service mobiles. Uwe Lachmann, Forwarding Manager and member of the Management Board of HARTMANN International, recognises “a clear advantage in the uniform standard in the tyre service and in purchasing which is independent of the location of the fleet. This way you also get good value for your money, and it’s easy to calculate the costs.”



The ContiPressureCheck™ hand-held unit is used to measure the tyre pressure.

The control of the wheels mentioned above can also be part of the contract. They are checked for pressure, tread depth, kilometres travelled, wear and damage, and the results are documented. If the tread of the tyres is worn at the end of the stipulated service period, Continental takes care of picking up the carcasses, inspects them, assesses their reusability and either purchases them or disposes of them properly.

## Everything is from one source

HARTMANN uses the complete 360° portfolio in coordination with the company’s own workshop. “For us this is ideal, because everything is from one source. Plus those carriers with whom we have cooperation arrangements are integrated in the tyre concept,” says Uwe Lachmann. These are advantages which other CargoLiners and their haulage companies also take advantage of by now. < [www.conti360.com](http://www.conti360.com)

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

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Spedition Balter und Zimmermann GmbH  
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Hans Sander GmbH & Co. KG  
18146 Rostock  
Transporte & Logistik Theurer GmbH  
19077 Lübesse

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KG Bursped Speditions-GmbH & Co.  
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moresco logistic GmbH  
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BTG Feldberg & Sohn GmbH & Co. KG  
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