

CargoTime

 **CargoLine** CUSTOMER MAGAZINE

Corporate cultures

How values thrive



Why quality and service matter so much to Münzing [▶ page 8](#)

It doesn't get any smoother



Why Annett Gretscher likes being on the road with 400 hp [▶ page 15](#)

Dream job



What the new CargoLine Advisory Board wants to achieve [▶ page 16](#)

Moving forward together

Innovative

Individual

Reliable



Swap Bodies



Reefer



Repairs & Spare Parts



The **BRÜGGEN Companies** have established themselves in their recent history as an innovative developer and producer of complete commercial vehicles and swap bodies. Today Brügger regards itself as one of the first places to build European commercial vehicles. Brügger works as a partner of the company **KRONE** in two modern places of high quality transport systems for discerning customers. Brügger have also established themselves as a leader for spare parts, a partner for repairs for swap bodies and coolers and a **full service provider in the swap body market.**





Dear reader,

Values crucially influence our aims, means and behaviour. This starts on a personal level within the family and our circle of friends, and extends to governing our daily work and determining the relationship between the economy, society and the environment on a global level. If they are neglected – in “casino capitalism” style – this has catastrophic consequences for national economies at large.

Values such as reliability, responsibility and partnerships are therefore more important to us than ever before. For everyone in the company to live by them, though, they can't be simply determined from above. This is the reason we consciously stimulated a wide and successful debate among all our partners and their employees with our “value(s) transporter”. You can read about this and the other unusual paths we took in our focus topic.

We'd be happy to then take you into the Swiss family-run company Rausch's herb and plant world. CargoLine partner Lebert supplies its hair and body care products to chemists, drugstores and pharmaceutical companies throughout Europe. Our magazine also takes you on a trip to Heilbronn, where the additive specialist Münzing provides for smooth paper surfaces and bubble-free coating, as well as from the oriental Silk Road all the way to Schwelm.

Moreover, you have the opportunity to get to know a female lorry driver out of passion as well as our Chairmen of the Board, Stefan Seils and André Biwer. The latter afford, amongst other things, an (out)look into the year 2013, when CargoLine celebrates its 20-year anniversary. One thing is certain: without our values, we would hardly have survived so long.

I hope you enjoy reading this edition of CargoTime!

Jörg Peter Struck
Managing Director

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What are the values that make up a company? And how do they become deeply rooted within its staff? CargoLine is currently answering these questions in the context of a strategy process. The cooperation includes its employees while doing so, and pursues many an unusual path.

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For years, our Austrian partner Englmayer has been “living” his company philosophy successfully. General manager Gerald Ematinger reveals how the forwarding agent does it.

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The additive specialist Münzing provides for smooth paper and innovative products on a worldwide scale. CargoLine partner Fritz supports it wholeheartedly in the process.

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The Swiss family-run company Rausch lives from untouched nature. Thanks to the logistics service provider Lebert, its herb care products and energy capsules reach customers throughout Europe.

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A woman in a world dominated by men – nearly every night, lorry driver Annett Gretscher drives to our hub in Eichenzell. For her, a dream job!

STRATEGY

Together through thick and thin

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The sector has survived the consequences of the financial crisis. Thanks to its sound values, the CargoLine Group is in an excellent position when compared to the competition. CargoTime in discussion with the Chairmen of the Board Stefan Seils and André Biwer.

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Consigners require palettes that are compatible with machines. These don't necessarily need to be new, say experts working in the logistics field.

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Learning from pirates?

Many companies have defined values for themselves. These are often prescribed from above or simply used for image purposes. CargoLine has a different approach: the network incorporates its employees in the discussion about values and the future strategic direction that is to be taken.



► Picture this: in the 18th century – after America has been colonised and in the “golden era” of piracy – you’re the captain of a pirate ship that has been running successfully for many years. Your men have always bagged big prey and been satisfied with their leader. But for some time now, more and more pirating gangs are roaming the Caribbean and South American coasts. Most of the ships that your crew meets have already been looted. Your men are gradually becoming discontented. On a recent shore leave, the first of them left the ship to join other pirate groups.

Thinking about values playfully

CargoLine’s Managing Director Jörn Peter Struck enjoys telling this story. The shareholders were asked at the beginning of the year to think about which values were a mark of successful cooperation and what was necessary for their implementation. As discussions about values can be very abstract, the shareholders chose the indirect route via the pirates to work out their own values behind their cooperation by means of this concrete example. Even though piracy is condemned on a global scale, and transport and logistics obviously don’t follow the same rules.

Thinking about values playfully in this vein unlocks people’s imagination and creativity. “Even if the values of 18th century pirates can’t be transferred to modern logistics companies, this diversion was very inspiring”, says Struck. Over 100 concepts were gathered, applied to CargoLine and pinpointed step by step. Five central values emerged that are relevant throughout CargoLine and its partner companies:

- Partnership
- Responsibility
- Performance
- Reliability
- Innovation

A value(s) transporter on the road

These five umbrella terms only serve as first points of reference. Neither the cooperation headquarters nor the shareholders have defined or filled them with a specific meaning. What’s more important is to talk about the keywords in the partner companies and bring in suggestions from as many employees as possible. On postcards, they are asked to answer three questions about each of the values: How important is it? What does it mean for CargoLine? What still needs to be done for it? On an additional card, staff members have the chance to write down their own personal values and to answer the same questions for them as for the others. On the basis of these answers, the values are then given an exact description.

A value(s) transporter is made available to transfer the completed cards to a model lorry that is “driven” from site to site and placed in a prominent position.

CargoLine Managing Director Jörn Peter Struck and the shareholders are convinced that “real” company values can only be developed by involving as many employees as possible. “Only if everyone thinks about our values and identifies with them, can we together integrate these values in our daily work life and give them a credible voice.” For him and the shareholders, credibility is an important cue, as company values are only useful if they comply with reality and the daily routine at work. “This is why we need to question where we’re at with respect to individual values and what we need to be doing to achieve them.”

In that, CargoLine is one step ahead of most other companies, as a fairly recent study by Kienbaum Consultants shows: Involving

the staff in the process of developing values is far from the ordinary. While it is true that many company managers have realised the ever-growing significance of values for a company’s economic success and have therefore firmly integrated them into the company’s mission statement, those same values are hardly moored in the companies. As the survey found out, close to one-third of those interviewed rate the implementation of the defined values as good, 48 per cent deems the implementation partly successful, and 19 per cent diagnoses real weaknesses. The survey furthermore shows that there is hardly any specific inventory-taking of a company’s culture. What’s more, those few findings are hardly ever used to define and implement measures for improvement. ►





Brisk participation in the definition of CargoLine's values, e.g. at Interfracht ...

It is all the more important for Struck and the shareholders that it is the employees themselves who give the still somewhat general values an individual and distinctive note in further discussions in the network of medium-sized companies. "So that all employees can identify with them and live by them and, above all, want to live by them."

Company values and strategic aims

"Each company has values which guide its work – whether it wants to or not, whether they are lived for consciously or subliminally", says Struck. Those who live consciously for their values can use them in a goal-oriented way to stand out against the competition when it comes to battling for the best minds. Companies are only successful in the long run if they pursue their common values on a long-term scale, use them for their strategic aims and commercial successes, and make them a benchmark for their joint efforts.

This is why along with a discussion of the values, the cooperation is also realigning itself strategically. Since the last strategy evaluation about six years ago, the sector, the market environment as well as customer

requirements have inherently changed. Net security and net stability, optimum inclusion of European partners, expansion of contract logistics and sustainability have been stated as new objectives on this basis,



... and Balter Logistics.

amongst others. A new corporate culture with values that have been jointly developed and are actually "lived" is a natural component of the strategic reorientation.

"We can only implement these objectives if employees on all levels identify with them and act accordingly", says Struck. The open and critical discussion about CargoLine's values and how they can be put into practice is expected to make a significant contribution towards this end. "Ultimately, our customers will also benefit from the cooperation conveying a homogenous and consistent picture, and they can assess us in terms of our values."

In the next edition of CargoTime, we'll present to you the results of the value(s) transporter tour – something to look forward to! ◀

* Kienbaum, Company Culture 2009/2010: Role and significance. February 2010

Logistics made personal

Cargoline's partner Englmayer in Wels (Austria) already set out values for its own company several years ago. Gerald Ematinger, Member of the Management Board, explains what they are about and how they are implemented.

► **Mr Ematinger, a few years ago, Englmayer laid out its own values. What are they?**

Under the heading "Logistics made personal", we developed values such as "customer-oriented thinking and acting", "striving for quality", "reliability", "commitment", "sustainability" and "profitability".

Which objectives are you looking to follow with them?

The services we offer in European ground transport are becoming more and more alike with regard to daily departures, transit times and costs. It was clear that we were able to set ourselves apart from the competition with the advantages that the middle market provides, such as customer proximity. Our values are meant to bring these advantages home to the customer.

How do you make sure that the values are applied in everyday working life?

All of our new employees are made familiar with our core values. We also put them across at the Englmayer College, at regular training events and in further education classes. Moreover, each customer complaint is examined in view of our values and of course assessed by all parties involved. Customer surveys are another instrument to check whether our values are being put into practice.

Why does CargoLine require a separate set of values?

Its 70 partners in Germany and Europe together carry responsibility for implementing customer requirements. We all have to account for the fact that it's not just about our own customers, but about performance, quality and responsibility for CargoLine as a whole. This is why we need to convey a collective image. To do so, we require common values.

What's your personal take on generic terms like "partnership" and "reliability"?

Reliability builds customer confidence. Out of this, long-term partnerships emerge. It's only through partnerships that we can develop and be successful together in Europe.

What does CargoLine still need to be doing to comply with the values?

The most important step was taken when the values were formulated. Now we need to make sure that they melt into the broader discussion and lead to consequences in everyday working life further down the line. ◀

►► **Our values are meant to bring our advantages home to the customer** ◀◀



Is convinced the discussion of values in companies is worth it: Gerald Ematinger, Member of the Management Board of G. Englmayer Spedition GmbH.

It doesn't get any smoother

The additive specialist Münzing Chemie shows how a mid-sized company can hold its ground even in an international environment through specialisation, customer focus and innovation. The Cargoline partner Fritz GmbH & Co. KG supports it in terms of contract logistics and transport.

► With the invention of document management systems and e-books, not to mention the soaring rise of Internet and emails, paper in form of overflowing document files, newspapers, books or letters seemed it might become a thing of the past. But far from it: paper consumption continues its upward trend; in Germany most recently it reached the figure of approx. 250 kilograms capita and year. This is because people still trust printed matter more than files, prefer to read the morning papers over breakfast, go to the beach with a book and savour a love letter, perhaps even a hand-written one, which is always a tad more personal than an email.

Creating Additive Value

Writing utensils that glide over smooth paper surfaces – and newspaper printing press machines manufacturing up to 18,000 sheets of paper per hour – are possible partly thanks to the Heilbronn company Münzing Chemie and its products, so-called additives, such as plastisizers, thickeners, flocculants and defoamers. These influence the material's deformation and flow behaviour in metalworking and

during the production of paper coating, viscous materials, construction chemistry products, etc. in such a way that air bubbles for example, or holes caused by them do not occur. The result is optimised product quality and functionality that is also expressed in the company slogan, "Creating Additive Value".

The description of the synthesis processes that the internationally operating company performs carries those looking at the company's website back to chemistry lessons from way back when: with the help of processes like esterification, polymerisation, polyaddition, polycondensation and sulfonation, Münzing Chemie develops tailor-made products for specialised applications. To do so, about one-fifth of the staff on a global scale – an exceptionally high percentage for the sector – works in the field of development and applications engineering.

Ahead of its time

A pioneering spirit and the urge for innovation already distinguished the company founder, Friedrich Michael Münzing. Born in 1807 the son of

a farmer, he taught himself how to produce a variety of chemicals. In 1830, for the purposes of a competition, he for the first time synthetically produced sulphuric acid following the lead chamber process. With the prize money of 5,000 guilders, he set up the first sulphuric acid factory in Württemberg that very same year, from which was to emerge the Münzing chemicals company.

Today, the family-run company is in its sixth generation and operates in over 30 countries in Europe, America and Asia. In the process of expansion, organic growth is given priority. If it makes sense strategically, though, Münzing also acquires companies such as Ultra Additives in Clover, South Carolina, USA (2000) or L.P. Bader, a manufacturer of wax dispersions based in Rottweil, Germany (2010).

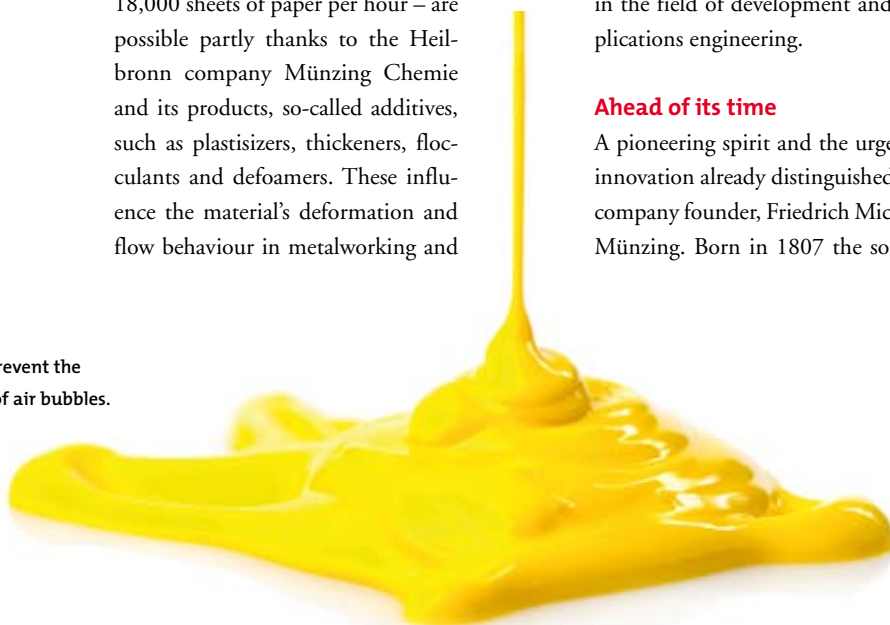
Continuous improvement process

As is transparently illustrated on the company's website, the strategy includes more than the production of high-quality and

► MÜNZING CHEMIE

Founded in 1830, Münzing Chemie GmbH is one of the oldest chemical companies in Germany. The family-run company in its sixth generation, which is headquartered in Heilbronn, has made a name for itself as a specialist in defoamers, rheological additives as well as wetting and dispersing agents. Development teams, application-specific labs and sales offices are located in 30 countries across Europe, America and Asia. In 2010, the company generated a turnover of 50 million euros with 100 employees.
www.munzing.com

Additives prevent the formation of air bubbles.



innovative products. A focus on environmental protection, a good working atmosphere, investments in the future as well as continuous improvements of products and procedures also contribute to setting the company apart from the competition. The CargoLine partner Fritz GmbH & Co. KG (Heilbronn) makes a significant contribution to the Continuous Improvement Process (CIP). Because Münzing has very high standards in terms of its delivery readiness and delivery quality. This is why the company launched what it calls "Perfect Order" within its Total Quality Management (TQM): at the end of each month, together with the Heilbronn-based transport and logistics company, all deliveries that have resulted in customer complaint are rated. If the error ratio is higher than 1, it is charged to the carrier.

Complaints are also the basis of the regular CIP discussions. "This process was initially cumbersome, but it has been worth it. Both Münzing and we were able to establish very efficient processes that also pay off for the customer", Günter Gruber, member of the Fritz GmbH & Co. KG's company management, explains. The transport and logistics service provider and its parent company, the Fritz Group, have been working for the



A pioneering spirit and the urge for innovation have distinguished Münzing Chemie for more than 180 years.

chemical company for 20 years. From the decision that was initially taken purely for practical reasons – Münzing and Fritz were only based a few metres apart from each other at the time – a highly extensive and trusting cooperation has emerged. "Due to similar company structures, decisions that needed to be made were brought about quickly. In addition, short lines of communication in day-to-day processes are available, as are servicing activities such as cargo tenders and shipment tracking. Fritz settles these competently and in a customer-oriented way", says Björn Fortvingel, Head of Supply Chain Management at Münzing.

Transport and logistics from one source

Fritz handles national and pan-European transports on a daily basis. They include hazardous goods and frost-sensitive products as general cargo through CargoLine and also as part load range. The conduct of full loads is not uncommon, either. The greatest challenge in the process is strict compliance to the deadlines set by Münzing's customers.

In addition to transport, the chemical company has outsourced significant areas of contracts logistics. "We collect the finished ware from Münzing, transport it to our warehouse and store it there until we get the order to pick and dispatch", Gruber explains. "When we take it out of the warehouse, we issue the relevant dispatch label with processing instructions the product barcode, and the globally unique 18-digit NVE for the transport."

Björn Fortvingel wouldn't want to do without his service contractor: "Quality, service and reliability are an important part of our company philosophy. The forwarding agent Fritz is an excellent partner for our company as these quality criteria are met every day in a highly satisfactory manner, and at fair terms." ◀

▶ FRITZ SPEDITION

Fritz GmbH & Co. KG is a general cargo specialist and a subsidiary of the Fritz Group, which is based in Heilbronn. Founded in 1938, the group has roughly 520 employees, who turned around approx. 63 million euros in 2010. Fritz GmbH & Co. KG specialises in contract logistics for the automobile and chemical sectors as well as the transport of food and package freights. Since January 2011, the forwarding agent is a shareholder of CargoLine.

www.fritz-gruppe.de



Rooted in Switzerland

“If there are herbs on the label, there are herbs in the product.” Rausch, a Swiss family-run company, has been true to this maxim for more than 120 years. And CargoLine partner Lebert is playing its part in the company’s success.

► The year is 1890. Master hairdresser Josef Wilhelm Rausch develops a hair tonic made from herbal extracts and tinctures and is subsequently appointed court supplier to the Princess of Hohenzollern. Soon after, he causes a sensation with the creation of the world’s first liquid detergent for washing hair – which he calls “Champooing”. This is followed in 1903 by a recipe for camomile shampoo, which still forms the basis for Rausch’s popular camomile formulations today. “Only real camomile extracts contain the calming, anti-inflammatory active ingredients”, explains Marco Baumann. He is now the sole owner of the company, which his father took over from Josef Wilhelm Rausch in 1949.



Top-quality raw materials of natural origin are indispensable for Marco Baumann, Managing Director of Rausch.

Profiting from nature – protecting nature

Marco Baumann also inherited his father’s passion for the world of herbs and plants. “We would often get up early to collect nettles, look for plantain or weed beds of houseleek. I have had a deep admiration for the fragrances of herbs and plant juices ever since.” This passion is literally tangible – be it in the form of hair and body care products or Swiss Herbal Vitality Capsules, which the company recently launched. These contain 23 active ingredients, not to mention twelve years of research and development. A team of highly qualified staff are dedicated exclusively to researching new products and ensuring they meet the highest standards. Their aim is to extract only those substances from petals, leaves, barks, roots or whole plants which guarantee a sustainable, gentle and natural effect. Artificial chemicals are avoided wher-

ever possible. Instead, the company puts its trust in proprietary extraction techniques that preserve the natural properties of the herbs.

Care and environmental protection are also part of the daily harvesting routine. All herbs used in Rausch’s products are certified organic and selected painstakingly by hand. The result is a range of care products with a close bond to the natural world, outstanding Swiss quality and a high level of customer satisfaction. This satisfaction is based on a kind of trust which also characterises the company’s partnership with Lebert. The Kempten-based freight forwarder has a branch in Kreuzlingen on Lake Constance, which is also home to Rausch. “We selected Lebert as our partner because of their quality, performance and reliability of deliveries, as well their proximity to our business”, says Marcel Lardi, Head of Procurement, Production & Logistics at Rausch. “We are re-

► RAUSCH

Rausch was founded in 1890 by Josef Wilhelm Rausch. In 1949 Josef Baumann-Widmer took over the company. At that time he had a workforce of three – but by 1995 the company already had 100 employees. Since 2006, the company has been managed by Marco Baumann, who is the sole owner and second generation of his family to run the business. Rausch AG Kreuzlingen sells its products in 26 countries and has received many international awards. In Germany alone, the company was awarded the gold medal for eight successive years as the best pharmacy partner in the area of hair care products. www.rausch.ch





ally very satisfied.” He adds that although his company does compare Lebert with lower cost providers from time to time, Rausch’s loyalty to its logistics partner has lasted for all the above reasons. A loyalty that has already lasted for 15 years.

Sometimes personal – sometimes bureaucratic

“First we collect the packed boxes from Rausch as consolidated pallets. We then transport them via consolidated customs clearance to our warehouse in Constance, where the boxes are unpacked, sorted by order, labelled and distributed”, explains Christian Kugler, who is employed in the sales department at Lebert. He knows the

facts and figures like the back of his hand. “Every day we handle around 65 package and 15 group shipments, which are sent out to wholesalers, chains of drugstores, pharmacies and pharmaceutical companies throughout Europe.” Sending out consignments to Rausch’s sales representatives is a particular challenge as they are often travelling and therefore depend on deliveries being made at a fixed time and date. Without agreed delivery times and personal contact, this would be impossible. The same applies to transports, e.g. to European trade fairs, conventions and training events.

Customs clearance demands less personal service but involves much more complex bureaucracy. For example, for exports, Lebert must complete the Swiss export declaration (Form 11.030 d) taking account of the special customs tariff numbers. While everything is currently completed by hand in

paper form, from 2012 customs formalities will be processed electronically using the Swiss customs module NCTS (New Computerized Transit System). Meanwhile, the German import declaration is already handled electronically via ATLAS (automated tariff and local customs handling system). But whether manual or virtual – the same degree of care is essential, just like with handling sensitive herbs. Even if the latter – admittedly – does have a touch more sensuality. ◀



To celebrate its 120th anniversary, Rausch sold its classic camomile shampoo in a reproduction of the original bottle. For every bottle sold, one Swiss franc was donated to the Swiss mountain rescue service.

LEBERT

Lebert has its roots in Kempten, where the company was founded in 1954. Today, Lebert operates two further branches in Germany (Erbach and Baienfurt) as well as two in Switzerland (Kreuzlingen and Appenzell). The logistics services provider has had a base in Kreuzlingen since 2002. Here it employs 44 staff and six apprentices in a cargo handling area of 1,500 square metres and a logistics area twice this size. As well as Rausch, its well-known customers include Kunststoff Schwanden AG, Würth Logistics AG and Aldi Suisse AG. www.lebert.com



To the Balkans with Milsped

► Since May 2011, Milsped, the Serbian transport and logistics group, has been organising the collection and distribution of consignments with starting points or destinations in Serbia and Kosovo, Albania, Macedonia, Montenegro as well as Bosnia and Herzegovina. This allows CargoLine to provide a service to these countries four times per week with



a much shorter transit time than was previously possible. Lebert in Kempten and Schmidt-Gevelsberg in Schwelm function as the gate.

With approx. 730 employees working at 29 offices in Serbia and Montenegro and sales totalling 38 million euros in 2010, the Milsped Group is an important supplier of transport and logistics services within the former Yugoslavia.

The owner-operated company has the outlook and attitude typical of medium-sized enterprises and therefore fits in very well to the structures of the general cargo alliance. Slovenia and Croatia continue to be served by Austrian CargoLine partner Jöbstl. ◀

New Advisory Board reflects stronger international character



Left to right: Ewald Kaiser, Rolf Lorenz, Stefan Seils as chairman, André Biwer as deputy chairman and Anton Galster make up the new CargoLine Advisory Board.

On 9 June, the CargoLine companies elected their Advisory Board. For the next three years, this will again comprise the company representatives André Biwer (Managing Director and Partner, Lebert, Kempten), Rolf Lorenz (Managing Director, Schmidt-Gevelsberg, Schwelm), Stefan Seils (Managing Partner, Bursped, Hamburg) as well as the franchisees' spokesperson Anton Galster (Managing Director, Finsterwalder, Halle). For the first time, the CargoLine partners elected an international partner to the Advisory Board (Ewald Kaiser, CEO of M&M Miltzer & Münch, St. Gallen) reflecting the alliance's

greater involvement in pan-European logistics. An experienced strategist, Mr Kaiser can call on a wealth of experience gathered over a long career in cross-border land transport. Stefan Seils was again elected chairman of the committee, which has the task of planning the strategic development of the alliance as well as advising and supporting the Management Board. André Biwer is his deputy. The current Advisory Board aims to increase network security as well as push forward the integration of the European partners (see also the interview with Stefan Seils and André Biwer on pages 16-17). ◀

Partner of the Year



Left to right: Stefan Seils (Managing Partner, Bursped), Rolf Lorenz (Managing Director, Schmidt-Gevelsberg) and André Biwer (Managing Director and Partner, Lebert Kempten) accepted the "Partner of the Year" awards on behalf of their companies.

► A rise in consignments by 13.3 per cent compared to the previous year and in a period of industry-wide shortages of freight capacity and skilled workers meant the CargoLine partner companies had lots to do in 2010! The evaluation of the annual partner ranking shows that – despite these conditions – quality and dedication have not suffered: the number of points reached by the Top 10 of the partners lay six per cent above the already very good rates achieved in 2009. Schmidt-Gevelsberg, based in Schwelm, came in first after taking fifth place the year before. Bursped from Hamburg came second. Third was Lebert based in Kempten – the winner in 2003 and 2008.

What the three winners have in common is that they were able to increase their international consignments at an above-average rate. In addition, they benefitted from the training courses and quality assurance measures that they had implemented the year before. To determine the Partner of the Year, CargoLine annually evaluates performances such as the delivery rate in prescribed quality and time, the percentage increase in terms of consignment number compared to the previous year, as well as the commitment on part of the employees in the work groups and decision-making bodies of the cooperation. ◀

CargoLine on the couch



Fritz's enterprising fledglings



► Turning off the main road into Heilbronn's "Böllinger Höfe" industrial estate, you stumble across something completely unexpected: the blooming habitat of a nature reserve. This was created by the apprentices of the Fritz Group, which produced and published its first environmental report in April 2011 under the guidance of Professor Dirk Lohre (Institute for Sustainability and Logistics, University of Heilbronn). Creating the biotope is intended to sharpen the awareness of young employees to the integrated nature of the environment.

The work was sometimes hard and physical for "Fritz's fledglings" as they created an enduring and dynamic reserve for plants and animals. With the support of colleagues who are mem-

bers of the local nature conservation group, NABU the apprentices planted deciduous shrubs to provide birds with food, shelter and suitable locations for nest-building. An artificial nesting and overwintering shelter was also created for insects. Mosses, ferns, flowers, lizards and spiders have already found homes in the specially built natural sandstone wall.

"We were very impressed by the commitment and knowledge our 'fledglings' brought to the planning and execution of the project", says a delighted Günter Gruber, member of the management of CargoLine partner Fritz GmbH & Co. KG. "There were always eager volunteers to be found even for the less interesting jobs, such as watering during the planting phase." ◀

► With significantly more high-quality discussions than ever before, this year's leading sector trade fair, "transport logistic", was a complete success for CargoLine. One of the many highlights of the event was the interview conducted by DVZ with Jörn Peter Struck, the alliance's managing director, on the trade journal's famous red sofa. The editor of DVZ, Robert Kümmerlen, was particularly interested in CargoLine's strategy for

expanding and marketing its contract logistics activities as well as asking a number of insightful questions about the general cargo market. You can see the interview on our website or here via QR code:



Balter provides hygiene

► Whether toilet paper or paper towels, wipes or protective clothing: Kimberly-Clark Professional* manufacturers many of its products, some of which are also available under the brand names Kleenex* and Scott*, in Koblenz. This is also where the large distribution centre is located, which Balter Logistics has been operating since May. In addition to charging Balter Logistics with this new assignment, Kimberly-Clark Professional* has extended its contract with the CargoLine partner in the field of transports. The aim here is to increase efficiency in the logistics chain and optimise customer service.

Complete storage service round the clock

Balter operates the distribution centre with 37 employees in a three-shift rotation on 362 days per year. In addition to classical storage operations and commissioning, this entails the complete preparation of documents, customs clearance, returns processing, stock control, maintenance work and much more. Also, the Koblenz plant's entire production is stocked round the clock via SAP.

On the move across borders

Balter transports the hygienic articles to retailers in Germany, Austria, Belgium and Switzerland. In addition, the forwarding agent picks orders on behalf of Kimberly-Clark Professional* companies in France, Italy, Switzerland, Spain, the UK, Central and Eastern Europe, Israel and Iceland. Further tasks include the handling of railroad freight cars from the Swiss production plant as well as a variety of cross-docking activities.

"We've attached great importance in finding a logistics service provider that supports our continuous improvement processes or can even come up with new ones, and which fully backs our sustainability guidelines", explains Gerd Schuhmann, logistics manager for Germany, Austria and Switzerland at Kimberly-Clark Professional*. "In the last 20 years, Balter has been a reliable and proactive service provider for transports. This is why it was an easy decision to extend its transport assignment as well as let it handle the management of the distribution centre." ◀



Left to right: Michael Kuhn (Managing Director, Kimberly-Clark Professional*), Frank Weidenfeller (Managing Director, Balter Logistics), Gerd Schuhmann (Logistics Manager, D/A/CH, Kimberly-Clark Professional*) and Willi Thiel (Managing Director, Balter Logistics).

From the Silk Road to Schwelm

As part of an international training program, CargoLine partner Schmidt-Gevelsberg gave an Uzbek transport entrepreneur detailed insight into German logistics planning and management.

♦ The ancient oriental trading centres of Samarkand and Buchara as well as the capital city Tashkent may conjure up images of fairy tales from the Arabian Nights. However, they are also an example of an early master class in logistics: after all, once upon a time the historic Silk Road ran through Uzbekistan. In those fabled days, the towns and caravanserais offered protection against robbers as well as being supply stations and cargo handling areas. Today, in contrast, the public infrastructure of the former Soviet republic that gained independence in 1991 is poorly developed.

Transport and logistics are still mostly in state hands and there are only a few private freight forwarding entrepreneurs. One of these is the 36-year-old Rustam Kasimov, a father of four children. He operates a fleet of 50 Mercedes trucks, 25 construction site vehicles, his own repair shop and three logistics halls with a total area of 4,500 square metres. Customers include well-known international companies such as Nestlé, Coca Cola and General Motors.

At the invitation of GIZ (German Association for International Cooperation), he recently completed a one-year training course in international leadership in Germany. GIZ gave 15 participants from Central Asia the opportunity to make a wide range of contacts in German companies, institutions, scientific establishments and civic and social organisations. Within the framework of the twelve-month training course, the participants received tuition in the German language and familiarised themselves with the country's culture. In addition, the entrepreneurs completed a two-month work experience placement in a German company.

Inspired by the network

For Mr Kasimov, GIZ chose a placement with CargoLine partner Schmidt-Gevelsberg in Schwelm, which offers an extremely wide range of services due to its size. Here, he had the opportunity to gain insight into every department – from import and export to national freight forwarding to clearance and scheduling. He observed nocturnal



Rustam Kasimov, a freight forwarder from Uzbekistan, is fascinated by the idea of transport cooperation groups.

unloading, joined a night-time delivery run and experienced the workflows in a hub. "He was particularly impressed by the swap bodies, which they do not yet have in Uzbekistan", remembers Klaus-Peter Böhme, Head of Administration. Rustam Kasimov's curiosity, friendly nature and easy working relationship with his colleagues even led to an extension of his work placement for one month. He spent all this additional time in the administration department with Mr Böhme, where he learned a great deal about billing and the German tariff system. "He was fascinated by our end-to-end digital billing system", he adds.

He also became aware of cultural differences during his stay in Germany. In particular, the guest noted the absence of rigid hierarchies familiar from his home country. "In Uzbekistan, only the bosses talk to each other. Mr Kasimov – who is a boss himself – liked our flat hierarchies and more informal structures very much." Moreover, the idea of the network, which characterises Schmidt-Gevelsberg and its CargoLine partners, is a somewhat alien notion in Uzbekistan. However, Rustam Kasimov has clearly been persuaded by his German experience: he now plans to develop a freight forwarding network himself. ♦

Samarkand, on the ancient Silk Road, is one of the world's oldest cities.



A life between two and 400 horsepower

With services like NightLineEurope Next Day, CargoLine offers deliveries one workday after collection – directly to the recipient abroad. This service is only possible thanks to people like Annett Gretscher: a driver out of passion.

► When she starts with her work, others are just leaving it for the day. At 6.30 pm on the dot, she's ready to set off: Annett Gretscher turns the ignition key – not for a simple compact car, but a 40-ton lorry. She's proud of it. Rightly so: after all, the percentage of women lorry drivers lies in the single-figure percent range – according to an estimation by the German freight transport transportation, BGL. There are no concrete numbers. But what prompts women to work in this male-dominated world?

It all started with one hp

Annett Gretscher cannot remember what she wanted to be when she was a little girl. But her love for movement and horsepower probably influenced her when she was still quite young. "I am a trained horsekeeper", she explains. "Through an acquaintance of my parents, I started driving light lorries. I did this for ten years before, like my colleagues, I lost the job." After the job centre financed her a truck driver's licence, she applied for a position at the Balter & Zimmermann trucking company in Korbußen near the Thuringian town of Gera. After a two-week training unit, the transport services provider gave her a permanent position.

Since July 2010, the young woman now commutes 43 kilometres between her flat and Korbußen and from there another 260 kilometres to Eichenzell. This is where CargoLine's central hub is located, which – with its storage area of 6,500 square metres and its 66 loading gates – is pivotal for the

package freight network's partners. "Driving to the hub takes me almost exactly three hours and ten minutes. I spend another three hours on the ramp, where the consolidated cargo is unloaded and loaded before I make my way back again."

Whether high-quality porcelain produced by the Thuringian company Kahla, or the card and board games made by the Altenburg card factory, with her 40-ton lorry, the 32-year-old transports everything from A to B. She enjoys her job. Even though it wasn't easy at the beginning and strangers are often surprised when they learn about her profession. "What, you really drive such a huge vehicle?" is often the reaction. Yes, she does. And happily so: "After my tours with the pick-up truck, I've been able to fulfil a personal dream by driving lorries", she confides. This is why raised eyebrows or late-night transport hardly matter to her. In her previous job, in fact, she also worked during the night. "It isn't a problem for me. But without my mother, I wouldn't be able to manage. She takes care of my eight-year-old boy in the mornings." After her work is completed, it's time for the lorry driver to lie down and find some rest. She gets up again at 3 pm: a new day begins.

The Ice Road dream

Does such a clearly structured life even allow time for hobbies? Annett Gretscher seems to find it. In addition to her family, she is also dedicated to her two horses, which she spends lots of her free time with. And should she ever have surplus time on



her hands, she already knows how it will be spent. "Driving the Ice Road in Canada", the otherwise quiet woman says, laughing loudly. "I'll do it one day." In a truck, of course. ◀

Together through thick and thin

On 9 June, the CargoLine partners elected a new Chairman of the Advisory Board (see also p. 12). CargoTime spoke with Stefan Seils, who was re-elected chairman of the committee, and André Biwer, his deputy, about the challenges CargoLine has overcome, the importance of values and the future direction of the alliance.

► **Mr Seils, how would you assess your record after your first term as Chairman of the Advisory Board?**

Stefan Seils: After having survived the fall-out of the global financial crisis – very positively. CargoLine and its partner companies faced a number of major challenges during this time but we mastered them. Looking at ourselves self-critically we have to admit that pure individualism has not always helped us but that a system like ours offers protection and help for every CargoLine partner.

Was there any aspect of your most recent term that you would particularly like to highlight?

Stefan Seils: Yes, the steely determination of all the CargoLine partners to stick together despite the very, very difficult economic situation. By that I do not just mean financially but also the desire and will we demon-

strated to work together as partners. For every member, the alliance was always of the utmost importance.

Mr Biwer, this is your fourth term as a member of the Advisory Board. What still attracts you to the position?

André Biwer: When I look back over my last three terms on the Advisory Board and see the outstanding development of CargoLine over the last ten years, I still feel the excitement that makes me want to continue my work in this role. I think our most important task and greatest challenge will be sticking to our strategy and preparing thoroughly for the changes we see coming in the freight forwarding landscape.

What specifically would you like to achieve?

André Biwer: CargoLine is currently in the process of transforming itself into an international network. Achieving this strategic goal is a major piece in the jigsaw of securing



our future. I will therefore make every effort to support our “International” division.

In an interview with us three years ago, Stefan Seils compared CargoLine to a donkey – frugal, persistent, willing, precise and good-natured. Do you agree?

André Biwer: (laughs) Zoological comparisons are like walking on thin ice! I think I’d prefer to keep my feet firmly on dry land! Yes, this comparison ensured he will be remembered for a long time to come. We had to go to some lengths to explain the “donkey” reference – especially in the English-speaking world. But of course, Mr Seils hit the nail on the head and I agree with his description of our attributes wholeheartedly. Although we are certainly not stubborn or lame like some donkeys – quite the contrary!

Do you think CargoLine is well-positioned now compared with its competitors?

Stefan Seils: We are definitely in the Champions League positions. We have worked our way up the league table continuously over the last five to six years and can be



► **STEFAN SEILS**

Stefan Seils was born in 1958 and joined the Bursped Group on 1 January 1991 as Managing Partner. As well as Bursped in Hamburg, the group’s members include two further CargoLine companies: Köster & Hapke (Hanover) and BHS (Bursped/Hartrodt/Schmidt, Bremen) plus Bursped Logistik (international charter business) and Lorel, which is active for Mercedes-Benz in Bremen (Bursped/Würfel). The fully qualified lawyer, who practiced as a solicitor for two years after passing his second national law examination, is married and has three daughters.



proud of the quality and volume of the services we offer. We do not need to fear comparison with any of our competitors.

André Biwer: I believe that we are even in the top tier of networks. However, we must not rest on our laurels. We have to continue developing our network, our performance, strength and range of products.

Since the beginning of this year, CargoLine has been marketing the area of contract logistics as a separate business area. Does that make sense for a general cargo alliance?

André Biwer: Contract logistics are an integrated part of the overall logistics solution the market is asking us to provide. Many of CargoLine's partner companies are already working successfully in this area. So it more than makes sense to bundle our know-how and market it throughout the network.

What have been the lessons and consequences of the crisis in 2009?

Stefan Seils: That we have to remain flexible, that we should never rest on our

achievements and that we should never lose faith in a good system even when times are difficult. And the recognition that hard work, reliability and decency are important values, which tough economic conditions should not make us forget.

Speaking of values: CargoLine is currently conducting a discussion about values. What is your position here?

André Biwer: In our business, in particular, we can regulate many things via process definitions and handbooks. Many things but by no means all things. In the final analysis, common principles help us to achieve the best possible performance of the network and individual success for the CargoLine companies. Integrating all employees into this discussion is time-consuming but has a purpose.

Stefan Seils: Medium-sized companies have always been characterised by strong values. We should never abandon that tradition! These values instruct us in our dealings with other people, our environment and ourselves. They are an essential and integral part of every successful undertaking.

What do you hope the discussion will achieve?

Stefan Seils: Being conscious of our values helps us to understand and fulfil the needs of others more effectively, by which I mean we can offer our customers the best possible service and make the people who

work here feel at home. This also reflects the goals which our Advisory Board has set for the coming three years. In addition, we are naturally striving to ensure that all our partner companies are commercially healthy and successful.

Two years ago, all employees took part in a satisfaction survey. Do you sense any changes in the company that began with that survey?

André Biwer: In my opinion, the employee survey was a complete success. It simultaneously gave us an opportunity to reflect and motivate – with some rather surprising results. Evaluating and discussing these with our staff allowed us to define and implement many improvements, especially in the area of communication.

In 2013, CargoLine will celebrate its 20th anniversary. What will be the importance of the major alliances then?

Stefan Seils: The number of alliances of medium-sized companies is decreasing. The enormous commercial pressure is forcing even groups like Wincanton, to name a recent example, to pull out of the very challenging general cargo market. The remaining alliances will become even more important, especially for small and medium-sized customers but also for major carriers, who depend on individualised service. ◀



▶ ANDRÉ BIWER

André Biwer (51), a trained forwarding agent with a degree in transportation and economics, joined Franz Lebert & Co. (Kempten) in 1987. Here, among other things, he took responsibility for the international division as well as the areas of sales and quality control. He was appointed Managing Director in 2003 and made a partner in the company in 2008. Today, as spokesman for the management, he manages operations at Lebert's facilities in Kempten und Erbach. Within the Lebert Group he is responsible for the international network, contract logistics, sales and marketing.

Second-hand without loss of quality

The growing automation of supply chains means demand in the freight forwarding business is increasing for pallets which are suitable for use with mechanical handling systems. However, these need not necessarily be new. As long as they comply with certain conditions, repaired and sorted EURO pallets can also meet the highest standards.

► Demand for new pallets has been growing for some time. Many in industry and commerce believe that the requirements of today's markets as well as growing automation of logistics equipment and systems are better served by new pallets than repaired and sorted EURO pallets.

Lateral thinking cuts costs and preserves resources

Yet used 3-star EURO pallets from Paki Logistics are suitable when using mechanical handling technologies and offer a genuine alternative. These UIC exchangeable load carriers have been very carefully sorted and reconditioned as well as optimised for use in high-bay warehouses. Free from all traces of oil, paint and packaging, and awarded the "Blue Angel" mark for their resource-saving properties, these pallets help industry and commerce achieve their environmental targets. Moreover, they also provide an interesting alternative from an economic standpoint: each reconditioned pallet is approx. 1 euro cheaper than its new equivalent. For an annual turnover of approx. 100,000 pallets, the total saving would be an impressive 100,000 euros per year!

Defining basic sorting criteria

To ensure the long-term high quality of these 3-star Euro pallets, Paki and XMC

Management Consultants GmbH worked together to develop a strict set of standards to determine which used pallets are suitable for applications with mechanical handling systems. Step-by-step, this process investigated and evaluated the technical aspects, organisational procedures and quality criteria for pallet exchange and finally collated the results in a comprehensive catalogue of requirements.

As well as dimensions and tolerances, Paki and XMC also defined the thresholds for the usability of a Euro pallets in mechanised or automated warehouse systems in accordance with VDI 3655. They also listed specific faults which can cause failures. This allowed them to define the exact circumstances in which a pallet is no longer eligible for exchange and must therefore be removed from circulation.

Testing the theory in the real world

This work was preceded by discussions with manufacturers and operators of warehousing and mechanical handling equipment in order to compare the standards outlined in the theory with those required in practice. The second phase involved field testing, which was performed by Paki and XMC in partnership with a well-known ice cream manufacturer. During the summer months,



For Christian Kühnhold, Managing Director of Paki Logistics, the carefully sorted and reconditioned Euro pallets is an interesting alternative from an economic standpoint.

its automated high-bay warehouse handles more than 3,000 UIC exchangeable Euro pallets every week.

Based on the results gathered, Paki gradually and successively modified the quality of the pallets used in its Pooling Partners network to meet the demands of fully automated warehouse operations.

Standardisation sends out a signal

Repaired and sorted pallets can indeed meet the requirements of industry and commerce as long as they are subject to careful quality inspections. They are therefore a valuable alternative for these sectors both in terms of the environment and the bottom line. ♦

www.paki-logistics.de

By Christian Kühnhold, Dipl.-Wirtsch.-Ing., Managing Director, Paki Logistics GmbH (Ennepetal), and Prof. Dr.-Ing. Günter Truszkiewitz, Managing Director, XMC Management GmbH (Münster) and Professor of Project Management and System Planning, SRH Hochschule für Logistik und Wirtschaft (Hamm) (Private University for Logistics and Economics)



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