

# CargoTime

 **CargoLine** CUSTOMER MAGAZINE



**Lean Management**

## How logistics profit from lean structures



Why Teekanne feels comfortable with Nellen & Quack. [▶ Page 10](#)

**For body & soul**



What connects professional golfer Carl Williams with Interfracht. [▶ Page 15](#)

**A hobby with a handicap**



Why CargoLine has modernised its partner structure. [▶ Page 16](#)

**New structure**

# CUSTOMER RELATIONSHIP MANAGEMENT



**Manuel Drescher**  
Chairman of the Management Board

Am Alten Bahnhof 8 ■ D-97332 Volkach  
Tel.: +49 93 81 71 77 8-16  
Mobile: +49 17 6 17 17 78-16  
Fax: +49 93 81 71 77 8-816  
m.drescher@eikona.de ■ www.eikona.de

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www.login-online.de

**GUNNAR ZEISLER**  
Managing Director

Perfect for us!



**Dear readers,**

What has been a production standard in automotive manufacturing for years is far from the norm in other industry sectors: lean management – in other words, the generation of quality-oriented, efficient processes without wastage. To be sure, a number of companies already have a mature quality management system, but their logistics optimisation potential is greater than that.

External service providers can assist their clients' slim processes or even advance them (page 4). CargoLine's partner Balter Logistics for instance is in charge of a regional distribution centre of the hygiene products manufacturer Kimberly-Clark Professional: in addition to managing the centre and order picking, Balter handles document generation, customs and returns as well as inventory control. Here, lean management is part of the corporate culture – exactly the right approach, according to Prof. Hans-Christian Pfohl (see the expert interview on page 7). Other CargoLiners such as the forwarder Schäflein Spedition also firmly rely on lean processes in their day-to-day work (page 8). Schäflein assists Fresenius Medical Care by providing pre-installation and logistics services for vital dialysis machines. It does so successfully: as a result of the outsourcing, Fresenius reduced its storage space needs while at the same time boosting its productivity by 20 percent. And the Düsseldorf-based company Teekanne saves up to 400 complete lorry rides a year by assigning various work processes to Nellen & Quack (page 10).

This issue covers many other exciting subjects, too: you'll, for example, discover the connection between the golf professional Carl Williams and our Swiss partner Interfracht, and you'll find out who leads CargoLine's quality ranking and in which way a new partner structure is strengthening our international network.

I hope you enjoy reading this issue of CargoTime!



**Jörn Peter Struck**  
Managing Director

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Lean management promises efficient processes in both companies and subcontracted service providers. Yet lean management principles have, until now, been confined mostly to manufacturing. Those who dare to also implement them in logistics processes are reaping the rewards.

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Prof. Hans-Christian Pfohl is one of the founders of scientific research into logistics in Germany. In an interview with CargoTime, he explains what it takes to also implement lean management successfully in the logistics sector.

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CargoLine GmbH & Co. KG  
Lyoner Str. 15  
D-60528 Frankfurt  
Phone +49 69 9515 50-0  
Fax +49 69 951550-30  
info@cargoline.de  
www.cargoline.de

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Jörn Peter Struck,  
Managing Director  
CargoLine GmbH & Co. KG

**EDITOR-IN CHIEF**

Sandra Durschang

**EDITORS**

kiosk:mediendienste:  
Ludwig Janssen,  
Marion Kamp,  
Stefan Kreutzberger

**CONTACT**

sandra.durschang@cargoline.de

**DESIGN**

kiosk:mediendienste:  
Wolfgang Scheible

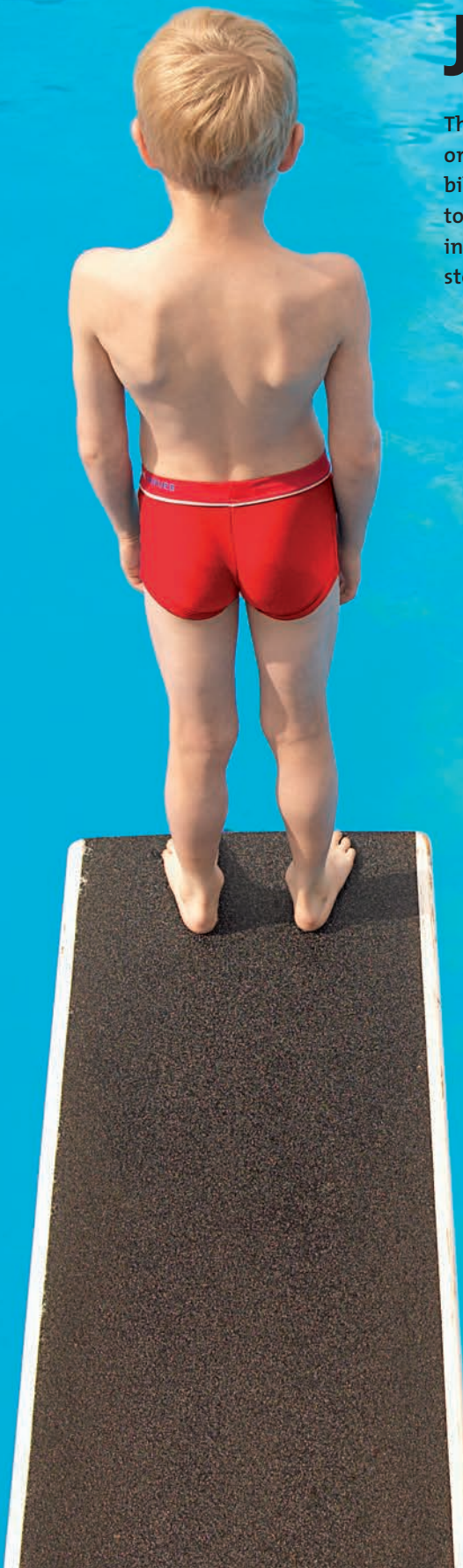
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# Just do it!

The principles of “lean management” originate from the Japanese automobile industry and are equally applicable to logistics. The secret to its success lies in implementing the principles in small steps and setting reservations aside.

► With the magic word “Kaizen”, meaning continuous improvement, the Japanese car maker Toyota swept aside its rivals in the last century. In 1990, an American study noted with alarm that productivity in Japan was more than twice as high as that in Europe, that its products had fewer faults and inventories were at a record low. How was this possible? With strict customer focus, flat hierarchies, highly qualified and motivated workers organised in teams and a policy of continuously improving processes. The principles of zero defects and zero waste embodied in lean structures were now immediately adopted by American and German manufacturers: “lean production” was born. Despite the fact that, for many, the realignment of all corporate processes towards a culture of permanent change meant a radical break with traditional structures and patterns of behaviour.

Kaizen, Kanban, Kata, KVP, JIT, 5 S, Six Sigma and TQM: in effect, all these terms and abbreviations point in the same direction – the creation of a quality-oriented, efficient company that wastes none of its resources. Ideas that automobile manufacturers adopted years ago as set standards have yet to gain the same automatic recognition in the logistics sector. Certainly, many companies have seized upon the idea that only a warehouse-free value added chain is ideal and have responded by outsourcing or at least with flexible warehouse concepts based on clever inventory management. However, there is still scope for significantly improving efficiency. This is confirmed by scientific studies about the success of the lean management approach in 17 warehouses at Bosch as well as the views of logistics experts and consulting companies (see interview on page 7). The methods applied so successfully in manufacturing can, for example, cut processing times in half for outgoing goods and increase the productivity of order picking by more than 30 percent. The challenge here is that there

is no one-size-fits-all plan that can be applied to every company. Moreover, there are a number of competing concepts in the area of quality management and traditional corporate structures and communication patterns can also block the way. In other words, the search is on for flexible and practically applicable solutions.

### Lean contract logistics

According to the central principle of lean management, companies should continuously evaluate and improve their processes. In many cases it can be more cost-effective to outsource individual aspects of production to external partners. Medium-sized logistics service providers, in particular, are able to adapt very quickly and efficiently to a customer’s specific wishes, as the examples of the CargoLine partners Schäflein and Balter (and others) show.

Fresenius Medical Care, the manufacturer of medical-technical systems, transferred some of the pre-assembly operations for its dialysis equipment to Schäflein in order to reduce inventories and throughput times. Schäflein’s employees now assemble the housings with cable harness, chassis, sockets and panels and deliver them “just in time” to the assembly line at the Fresenius factory in Schweinfurt between once and three times per day depending on demand. These external assembly stations were not simply copied from the old Fresenius plant. Instead, Schäflein first analysed the production process and completely redesigned it to tally with lean principles. To do this, the company first established its own “lean team”, which organises and manages the continuous improvement process, collects suggestions for improvements and tends to communication with and between employees. For the project to be implemented successfully, it was also essential to closely integrate upstream suppliers, with whom Schäflein agrees its own framework contracts, into the assembly process (see also



Life-saving pre-assembly

article on page 8). Schäflein is no stranger to lean requirements: it has been running a pilot project with its own version of kaizen at its base in Schwerte since October 2010, known as “Schäflein Supply Chain Excellence” or SSCE. It aims to build an enduring culture of improvement throughout the logistics group. SSCE comprises three closely interwoven principles: the 5 S principle with a focus on orderliness and cleanliness, a value stream mapping analysis up to and including interactions with customers and suppliers, and structured daily communication within and between all areas of the warehouse and employees.

### No guts, no glory

Balter Logistics’ work for KIMBERLY-CLARK PROFESSIONAL\*, the American manufacturer of hygiene products, is another example of a successful lean partnership. In July 2011, the US company transferred complete responsibility for its regional distribution centre in Koblenz to Balter Logistics. The declared goal of the preceding invitation to tender, in which twelve major logistics companies participated, was to enhance the efficiency of the supply chain and optimise customer service. This required a clearly structured quality management system, which would support the continuous improvement process at KIMBERLY-CLARK PROFESSIONAL\* and also ►

be capable of initiating new processes of this kind. Balter's certified standards and years of reliable service in the transport sector were vital in winning the contract. The CargoLiner has been transporting famous global brands such as KLEENEX® und SCOTT® tissues and toilet paper or WYPALL\* wipes for KIMBERLY-CLARK PROFESSIONAL\* since as far back as 1990. Now the freight forwarder not only operates the warehouse and handles order picking but also produces all documentation, processes customs formalities and returns, and manages inventory controls and maintenance. The 35 or so employees of the previous service provider were kept on board and integrated into the Balter team. "First we laid the foundations down for a common corporate culture. Thanks to the team's expertise, we started in May 2011 and were able to fully meet our customers' needs," remembers Samia Adam, Distribution Centre Manager. She has been working for Balter Logistics since 2001 and was involved in developing the company's quality management system.

**Every great journey begins with a single step**

The first job was to describe all the sub-processes in the warehouse. Samia Adam was also able to call on the specialist advice of scientist Ulrich Jessen from the University of Kassel, who is conducting research in the field of production organisation and factory planning. Processes were recorded via workshops and individual interviews. Errors that disrupted or hindered existing operations were identified systematically using a so-called failure mode and effects analysis (FMEA) adapted specially for the company's requirements. Here, the employees came to understand and value the principles of lean management more or less by chance using examples from their own daily work. "To achieve our goals, we set up a suggestions scheme and an information point where all performance data was



5 S method: This method borrowed from the Japanese language translates into English as sorting, straightening out, sweeping or shining, standardising and sustaining the practice. By adding „Getting used to it“, the 6 S methodology is established. The 6 S methodology can also be described as in the picture above.

on public display," explains Samia Adam. Jessen notes that after a while it became second nature for employees to put forward suggestions for changes or improvements without inhibition. "Usually, any attempt to make a company lean instantly will fail. The best approach is normally to seek out one area of operations and then advance step by step," advises the practically minded scientist. He takes the example of a problem in the incoming goods department: the driver unloads the goods outside the gate of the warehouse area. This must be followed by a visual inspection. However, the containers and pallets are often stacked very closely to each other so it is impossible to check them properly. "Damaged goods can slip through the net and be stored by mistake. The consequence is that if the worst comes to the worst, the customer receives an incorrect delivery – which must not

happen," explains Jessen. A workshop was arranged to find a solution. The answer: it is in the interest of employees themselves that they inspect the goods precisely while they are still being unloaded.

For Ulrich Jessen, lean management should be a practically oriented, transparent and enduring process. He doesn't think much of rushed procedures or academic "all-or-nothing" approaches. Companies should start with small but resolute steps and not be discouraged. "Just do it!", the expert advises who is now fully employed by Balter Logistics to monitor process quality. ◀

# Humanity is what matters

CargoTime spoke with Prof. Pfohl, one of the founders of scientific research in German logistics, about the successful implementation of lean management in the logistics sector.

► **Professor Pfohl, what do you believe is the essence of lean management?**

*Hans-Christian Pfohl:* It is an orientation of all activities towards the customer. Every aspect of the value added chain has to be observed from his perspective. Every principle of lean management can be traced back to this starting point. Anything that does not aid the efficient implementation of the customer's wishes is superfluous. The key is therefore to know and understand the customer's processes.

**Is it even possible to transfer the methods familiar from manufacturing to logistics?**

Yes, because manufacturing always involves intralogistic processes as well. In fact, specific lean management techniques have been used in the logistics sector for many years - without explicitly introducing the terminology.

**Do you see differences between warehousing and cargo handling?**

It is possible to apply familiar lean management principles – such as centralised warehousing – directly to both cargo handling and the entry and removal of goods in the warehouse. However, if by warehousing you mean the quantities of stock held and the location of the warehouses, this is included in the overall value added process and is also dependent on strategic decisions. So although it is possible to use specific methods, it is essential to keep an eye on the complete chain at all times.

**What is the role of management in implementing a project of this kind?**

Lean management can only be implemented successfully if management changes the corporate culture. Management must set an example in applying these principles, explain them clearly to employees and awaken their interest in the process. It is not a short term project but a continuous process. Managers have to make sure that they set measurable targets in order to provide a yardstick for success. It is also very important to train the workforce effectively to a high level as employees must be able to understand how the processes interact within the company and what effects they have on customers.

**But they don't need higher school leaving qualifications or degrees to do that, do they?**

No, but everyone must understand what the consequences are if, for example, someone tries to cover up a mistake. Damage that is only discovered later can result in greater costs. The individual employee does not have to know every detail of the complete chain but it is vital that he understands the processes immediately up and downstream from his own area. There must be incentives in place for eliminating mistakes immediately. Nobody should have to be afraid of reporting his own errors.

**Are there new models for forms of participation that have been adapted to lean management?**

There is no need for new forms. The aim is to motivate employees to put forward suggestions for improvements on a continuous basis. After all, they are the people who know



Dr Hans-Christian Pfohl is Professor of Business Administration and former head of the faculty Corporate Management & Logistics at the TU Darmstadt, where he continues to be head of the "Supply Chain and Network Management".

the processes best. If their suggestions are not implemented, management must explain why not. All employees must also be prepared to change their own existing patterns of behaviour. Old processes must be put under the microscope. New processes must not simply be blocked. However, this requires that the employees themselves are able to see the success of these measures.

**Is it more difficult to implement lean management in our culture than in Japan?**

I don't think so. Some of these methods are very simple and can be successfully integrated into European businesses as long as management is seriously committed. This is the only way to change a corporate culture in the long term. Anyone who believes that he can just buy a toolkit of techniques with an accompanying software package is doomed to fail.

**In your lectures, you talk about seven factors for successful implementation. Are these all of equal importance?**

Basically, yes. However, communication and leadership are particularly important because they have a more direct and more powerful influence than the factors of classification, qualification, participation, operating figures and willingness to change. This is also because they increase the willingness to change when they are done well, which in turn generates even greater success. But it is of course important not to neglect the other factors, either. ◀

# Lean management for a miracle of technology

Dialysis machines are lifesavers for more than half a billion people. CargoLine partner Schäflein supports global market leader Fresenius Medical Care in the production and logistics of these blood cleaning devices.



▶ The white box next to the hospital bed is a lifesaver. Quietly it goes about work that is essential to the survival of people with chronic kidney failure. This machine washes blood. It is an external circuit that is connected to the patient via hollow cannulas in order to remove toxins from his or her organism. This removal process is known as hemodialysis.

Dr Georg Haas is widely considered to be the founder of the technique, having performed dialysis on humans for the first time anywhere in the world in Gießen in 1924. However, it would be more than 40 years before the procedure would finally be ready for widespread use.

The 5008S – manufactured by Fresenius Medical Care – is one of the most modern dialysis machines on the market. It is a sophisticated medical device that requires 400 suppliers, a highly reliable logistics system and Schäflein, the transport and logistics service provider. Since 2006, the CargoLine

partner has been working on behalf of Fresenius Medical Care, the leading global supplier of products and services for people with chronic renal failure.

## Lean and reliable

In order to provide the reliable supply of urgently needed dialysis machines to the global market, Fresenius Medical Care bases its operations on lean management principles: lean structures ensure flexibility and sustainable growth. Lean production officers at the medical technology company ensure that these principles are applied consistently right up to the hospital beds in the 3,000 clinics the company supports world-wide. “Fresenius is exceptionally vertically integrated. Our services encompass every aspect of dialysis – from the therapy to vascular access,” says Fresenius spokesperson Martin Kunze describing the business model.

Logistics are the engine that powers these processes. Schäflein applied lean management principles to the production of the

dialysis machines and developed a supply concept that allows Fresenius to manufacture according to the “build-to-order” principle while keeping warehouse stocks low. In order to comply with this requirement, the CargoLine partner stores a maximum of one day’s production (30 dialysis machines) at its logistics centre in Schweinfurt just a few kilometres away from the Fresenius factory. Even the storage of components is lean at every stage: “The warehouse volume never exceeds more than ten percent of annual turnover,” explains Dr Christoph Sahn, Plant Manager at the Fresenius factory in Schweinfurt. “After all, it is not our aim to become a warehousing company for our suppliers.”

## ▶ FRESENIUS MEDICAL CARE

Fresenius Medical Care is the world’s largest integrated provider of products and services for individuals with chronic kidney failure. Of these, more than 2.1 million individuals worldwide undergo regular dialysis. Through its network of 3,119 dialysis clinics in North America, Europe, Latin America, Asia-Pacific and Africa, Fresenius Medical Care provides dialysis treatment to more than 253,000 patients around the globe. Fresenius Medical Care is also the world’s leading provider of dialysis products such as hemodialysis machines, dialyzers and related disposable products. Fresenius Medical Care is listed on the Frankfurt (FME, FME3) and New York (FMS, FMS/P) stock exchanges. [www.fmc-ag.de](http://www.fmc-ag.de)



### A high precision mechanism

To make this system work, Fresenius handed over responsibility for a wide range of tasks to Schäflein in Schweinfurt. After a comprehensive analysis of Fresenius's processes, Schäflein's most recent subsidiary, Schäflein Industrieservice, was fully integrated into the manufacturing operations of Fresenius Medical Care. The housings for these technological miracles are now pre-assembled at Schäflein and supplied on a "ship to line" basis to the nearby Fresenius factory – a process almost identical to that familiar from small series vehicle production in the automotive industry. Two or three times each day, with only one hour's notice, a CargoLine truck leaves the yard of the systems supplier heading for the final assembly line at Fresenius. Here, the core components such as the metering pump, magnetic valves and filters are installed in the machines.

Economic considerations were not the only reasons for engaging in this outsourcing project. Capacity bottlenecks were also an important consideration. "Our high annual growth rates meant that we were pushing the



limits of our own manufacturing capacity," says Dr Christoph Sahn. "Our innovative logistics and assembly concept has created a significant amount of extra space and flexibility here."

### 20 percent higher productivity

Panels, cable harnesses, rechargeable batteries, chassis, brakes: many of the approx. 100 components in the pre-painted, injection moulded housing of the 5008S are meticulously installed in the dialysis machines by Schäflein employees. Udo Fischer, Managing Director of Schäflein Industrieservice, points out that employees require up to one year of training in order to fully master all 30 production steps and the sophisticated assembly of the 14 sub-assemblies. "We do not employ temporary staff, simply because they cannot deliver the required quality of product," he continues. Schäflein has also established a continuous improvement process (CIP), which opens the way to making even greater improvements in the manufacturing process. Outsourcing industrial processes to the CargoLine partner has increased Fresenius' productivity by around 20 per-

cent while simultaneously reducing the area required.

Schäflein is still the only external service provider entrusted by Fresenius with the pre-assembly of dialysis machines. This degree of trust ensures planning certainty. Long-term contracts secure good prices from upstream suppliers. Schäflein plans, purchases from around the world and stores materials for a year's production. "This model not only reduces our stock levels and throughput times, but also allows us to offer a very complex medical product at a competitive price," says Dr Sahn outlining the advantages.

The remuneration model is a central component of Schäflein's lean management concept. "The price of the pre-assembled machine contains everything – including procurement, warehousing and transportation costs," explains Achim Schäflein, Chairman of the Board of Schäflein AG. "The customer only pays when he calls for the product. This makes it easy for him to calculate the costs for logistics and value added services." ◀

One of 100 parts installed in the 5008S model by Schäflein staff.

## ► SCHÄFLEIN

With 750 employees, the Schäflein AG group based in Röhlein near Schweinfurt provides the full range of logistics services: from procurement and production logistics to warehousing, distribution, e-commerce and mail order. Schäflein Industrieservice GmbH, founded in 2011, is the newest addition to the group. Schäflein is a co-founder and partner of CargoLine. The group generates annual revenues of approx. 80 million euros. The transport and logistics company founded in Schweinfurt in 1939 is in the third generation of family ownership. The Chairman of the Board is Achim Schäflein.  
[www.schaefflein.de](http://www.schaefflein.de)

# Logistics for body & soul

Its high-grade ingredients, fine compositions and conspicuous names put Teekanne all the way at the top of the consumers' list of favourites. Nellen & Quack make sure that those who love the company's teas are not facing empty shelves in the supermarket.

▶ People who have had the opportunity to witness Steffi Graf in person describe her as perfectly balanced and always friendly, even in situations that could not be more stressful. So, could Teekanne possibly have found a better brand ambassador than the former top athlete, now a businesswoman and mother, in particular for its herbal teas in the "Harmony for Body & Soul" line? Hardly – especially since Graf, by her own testimony, grew up on Fixminze from Teekanne and has remained a confirmed tea drinker to this day.



The finely tuned herbal compositions such as "Peace of Mind", whose ingredients rooibos, lemon balm, honey bush, anise, cinnamon, liquorice, hop, sweet blackberry leaves, cardamom and lotus blossoms have a calming effect, and fruit teas called "Hot Love" or "Cheeky Flirt" are the answers to changes in consumer needs: tea is no longer merely considered a healthy and natural companion, but also a semi-luxury drink to be savoured with pleasure.

## Innovations for tea lovers

The approximately 7.5 billion teabags which Teekanne alone produces every year testify

to that. The classics camomile and peppermint are still extremely popular. However, especially so-called World Special Teas such as "Turkish Apple" and the herbal and fruit teas mentioned above are among the Düsseldorf-based company's top sellers. Teekanne launches six to eight new products a year. The development time for each product is eight to sixteen months. The product developers get their ideas from market research results and trend analyses. Recently they have created a series of premium teas, specifically aimed at the restaurant sector, which are made from exclusive and, in part, limited harvests. Alluding to the year in which the company was founded, the series has been named "selection 1882".

To create its products, the tea producer relies on an integrated cultivation concept and long-standing contractual partners who have pledged to uphold the company's quality standards. In-house agricultural engineers serve as advisers for tea plantations on how to prepare the cultivation areas and the selection of the seeds, among other issues. Pesticides are only used when necessary, and only with active ingredients which are approved in the EU. The processing of the harvest is subject to regulations and specific procedures, and is checked regularly.

## Optimisation objectives met

Teekanne also proceeded very cautiously when it came to outsourcing its logistics. In 2005, the first year of their cooperation, Nellen & Quack initially only took over the storage and picking of the sales displays, the factory transport this involved and the

delivery of the picked goods to the customers. In 2006, Teekanne also entrusted the assembly of the displays to the Mönchengladbach-based CargoLine partner. In 2008, all national partial and complete shipments from the central warehouse in Düsseldorf were added, which was followed by the storage, picking and shipment of all advertising materials in 2012. "Consolidating all the different display-related procedures at Nellen & Quack saves us 380 to 400 complete truck loads a year," explains the head of distribution logistics at Teekanne, Stephan Böntgen. "The other targets specified in our original invitation to bid – optimisation of the outbound cargo and warehousing – are also incontrovertibly met."

## Glass logistics

Teekanne's and Nellen & Quack's processes are closely interlinked. The tea producer transfers up to 250 packing and transport orders a day via SAP interface. The transport and logistics services provider in turn reports which display components it has built and which batches of tea it has picked, including their expiry date. Each merchandise movement is documented, which ensures traceability according to EU Directive Regulation (EC) No. 178/2002. The latter constitutes a central element of the International Food Standard (IFS), according to which the CargoLine partner is certified. Nellen & Quack also document current inventories and monitor the production progress in bits und bytes.

## Perfect special mission

So far, the highpoint of this cooperation, which is based on a profound spirit of partnership, is a project that was special for both companies. When Teekanne had its high-bay warehouse in Düsseldorf renovated in the summer of 2011, Nellen & Quack took



over order picking and handling of the entire outbound tonnage for two weeks, a job the tea specialist normally handles itself. The forecast sales merchandise volume for this period was 5,000 pallets. The goods were produced in advance and subsequently moved to Mönchengladbach. In order to manage the necessary 14,000 to 18,000 picks per day (which consisted of about 300 different items with up to 250 orders

a day), Nellen & Quack allocated 30 staff members to the job who worked in three shifts. Ten Teekanne employees joined the team voluntarily. Even though Nellen & Quack had little time to prepare and the to-do list comprised a whole two pages, thanks to the smooth cooperation there were hardly any delays in the deliveries or complaints. “In these two weeks we saw a 100 percent shipping performance despite

the heavy order load, which was a brilliant achievement,” commended Böntgen the accomplishment.

#### Transparent cooperation

Stephan Böntgen does not want to do without the professional competence and flexibility of the transport and logistics services provider. They are also apparent in the fact that Nellen & Quack have enough affordable storage space even before Christmas and Easter, thanks to a special transport concept. The CargoLine partner keeps improving even such seemingly standard processes as inventory. What helps in this respect are steady contacts with whom the customer has been familiar since the beginning of the cooperation.

“Even during our first meetings in 2004, Nellen & Quack impressed me with their great professional competence. What’s more, the chemistry between us medium-sized companies was right from the start,” Böntgen states with obvious affection. Fittingly, he compares their collaboration with a good cup of tea: smooth and transparent. ◀

#### ▶ TEKANNE

Teekanne GmbH & Co. KG, Düsseldorf, which was founded in 1882, is the market leader and a strong driving force in the tea sector (source: AC Nielsen 2011). Inventions such as the teabag packing machine and the double chamber teabag, used throughout the world, are some of the milestones in the company’s history. The group of companies, which has 1,500 employees, is represented in seven countries with production sites or branches and has an extensive network of sales partners in many additional countries.  
[www.teekanne.de](http://www.teekanne.de)

#### ▶ NELLEN & QUACK

In 1998, managing director Heiner Hoffmann personally transformed Nellen & Quack Logistik GmbH (Mönchengladbach), a company with a rich history, from a corporate branch back into an owner-managed company. Today, 210 employees work on approximately 16,500 square metres of logistics space on a 55,000 square metre property. The CargoLine partner focuses on transport and contract logistics services for the retail industry.  
[www.nellenundquack.de](http://www.nellenundquack.de)

## Devilishly good & hellishly loud



► When CargoLine partner Wackler entered the stadium on 30 June at the stroke of 7.30 to ear-splitting carnival music, the tranquility of the small town of Kirchzarten in the Black Forest was well and truly broken. True to their motto “devilishly good & hellishly loud”, the Donzdorf’r Noda-Biag’r band accompanied the players from Göppingen into the semifinal of the fifth CargoLine football tournament. Not surprisingly, the cup for

the best group of fans was theirs. Undeterred by temperatures of over 30 °C, a total of 44 teams battled tirelessly for victory. Cheered on by a crowd of around 1,500 players and supporters, the team from Lebert (Kempten) triumphed in the finals over their colleagues from John (Eichenzell). The next CargoLine football tournament will therefore be staged in Kempten in the summer of 2014. Despite winning the match,

Wackler conceded third place to their technically superior rivals from Robert Müller in Saarlouis.

Our warm thanks go, above all, to Streck Transportgesellschaft from Freiburg, the winner of the last CargoLine football tournament, for organising the event. The team of Managing Directors Herbert Boll

and Ingolf Heuring together with Christiane Knöfler, Ayleen Walter and Carsten Dömeland received professional support from the local football club SV Kirchzarten, to whom we are extremely grateful. Our thanks also go to our sponsors, without whom a tournament on this scale would have been impossible! ◀



## Additional responsibilities

► Schmidt-Gevelsberg has already been handling express deliveries for E/D/E (Einkaufsbüro Deutscher Eisenhändler GmbH) for many years. Now, after an invitation to tender, Europe’s largest purchasing and marketing association in industrial B2B has awarded the Schwelm-based CargoLine partner its business for standard shipping of general cargo. The invitation to tender was due to the realignment of E/D/E’s logistics, during which the association altered its procedures for standard consignments. Previously, these had been shipped weekly in a fixed delivery tour. The new system was introduced to take account of changing order structures and customer requirements. What was needed was a delivery service that would incorporate modern freight forwarding processes, thereby significantly reducing delivery times. Thanks to the efficient and



Rolf Lorenz, Managing Director of Schmidt-Gevelsberg, with Klaus Strietzel, responsible for the area of logistics on the E/D/E management board.

high quality CargoLine network, Schmidt-Gevelsberg fulfils these requirements. For E/D/E, this was one of the reasons to expand the cooperation, especially as the transport and logistics service provider had already supported E/D/E in planning the reorganisation of its standard shipping processes. ◀

## Internet retailer builds on Klingele and Balter

► Order something online today and the goods can arrive on your doorstep tomorrow. This service relies on a sophisticated logistics system, in which Balter Logistics has been participating in the Koblenz region since September 2012. Here, one of the leading internet retailers operates a 110,000 square metre logistics centre. Balter delivers the cardboard boxes required for packaging from two production plants operated by the paper manufacturer Klingele and stores them in compliance with strict hygiene standards. When Klingele receives an order for boxes, Balter must pick and deliver them to the internet retailer within four hours. In addition, the companies have established a 24/7 emergency plan: if the internet retailer receives an unexpectedly large number of orders at any time and does not have enough packaging material in stock, a phone call

to Balter is enough to solve the problem. Even on Sundays, Balter organises these deliveries at short notice with the assistance of the security officers who unlocks the halls, a team to process the order, and a truck driver.

“Our good name depends on keeping our delivery promises. In this respect, we feel very comfortable working with Balter. As well as a modern plant offering capacity for growth, good references and competent employees, there were two key factors underlying our decision: a recommendation from an existing customer and the fact that Balter’s executives were sitting at the negotiating table themselves,” says certified business administrator Christian Stangrecki, Head of Central Logistics at Klingele, explaining the company’s decision to work with Balter. ◀

## All good things come in threes



Günter Schwarz: the visionary guiding hand of the Schwarz Group from 1957 to 2010, father of Gabi and Beate, uncle of Oliver, author of the family chronicle.

▶ The Schwarz Group, parent company of CargoLine co-founder Wackler, celebrated its 100th anniversary not once but three times. The opening celebration took place in Göppingen town hall in the presence of Dieter Hundt, President of the German Employers Association, and around 130 invited guests. The highlight of the event was the presentation of a richly illustrated family chronicle entitled “schwarz auf weiß” (“black on white”) as well as a donation of 100,000 euros to the Göppinger Bürgerstiftung foundation, which the Schwarz Group (revenue in 2011: 120 million euros) wished to give the citizens of Göppingen to share in its success. An exhibition in the town hall as well as topical guided tours of the town completed the official part of the celebrations.

To show their gratitude to the 700 employees who work at the logistics companies Wackler in Göppingen and Wilsdruff, Garant near Mainz and the four waste disposal companies in the group, the owner-operated group organised an entertaining party. The choir of ETG Entsorgung und Transport expressed their thanks by singing a cheeky “rubbish song” and the Managing Directors Beate and Oliver Schwarz entertained the crowd with anecdotes from the company’s 100 year history.



Oliver, Gabi and Beate Schwarz are the fourth generation of the family to manage the Schwarz Group.

Finally, more than 4,000 citizens of Göppingen took the opportunity to look behind the scenes at the company’s open day and find out more about the various professions and apprenticeships. The colourful programme of attractions included an autograph session with the Frisch Auf Göppingen handball team, children’s face painting, truck rides and much more. Musical support was provided by the band Donzdorf’r Noda-Biag’r (see also article on page 12). ◀

## IFS certification



▶ Since June 2012, CargoLine has been IFS certified. The certification covers the areas of warehousing, cargo handling and transportation of non-chilled, packaged food products and consumer goods. The IFS Logistic Standard adds traceability, pest control, supplier evaluation, compliance and more to the DIN EN ISO 9001 quality standards including the HACCP concept,

which CargoLine already meets. Compliance with these criteria is monitored by the certification company on an annual basis. ◀

## Partner of the Year



Left to right: Representing their companies, Managing Directors Rolf Lorenz (Schmidt-Gevelsberg), Oliver Schwarz (Wackler) and Heinrich Koch (Koch International) received the trophies for the “Partner of the Year”.

▶ At the last minute, Wackler Spedition & Logistik (Göppingen) crept ahead of last year’s winner Schmidt-Gevelsberg (Schwelm) in the CargoLine quality ranking 2011. Third place was taken by Koch International (Osnabrück). The three companies owe their top positions to their consistent excellent results in the categories quality, commitment and consignment volume. In addition, their exemplary partnership with other CargoLiners – the clearest reflection of the cooperative ethic – attracted positive attention.

Of the other CargoLiners, Spedition Kiesel (Stockstadt) was pleased to make the greatest leap forward into the Top Ten. This year’s No. 6 in the

ranking – last year No. 19 – did so well due to the immense expansion of its international business.

CargoLine determines its “Partners of the Year” on the basis of annual performance statistics such as the proportion of deliveries completed in the specified quality and time, the percentage increase in consignment volume compared to the same period in the previous year as well as participation in the alliance’s working parties and executive committees.

For the first time, the alliance also presented an award for the “International Partners of the Year”. For more information on this, see page 14 of this issue. ◀

## CargoLine and Leman cooperate in Denmark

▶ On 1 January 2013, Denmark’s No. 1 medium-sized general cargo freight forwarder, Leman International System Transport based in Greve (Copenhagen), stands to become a new CargoLine partner. This step was preceded by the takeover of the country’s No. 2, Otto Hansen & Co., which has been cooperating with CargoLine since 2005. The sale took place in the wake of the succession plan. Customers will hardly notice

the change as Otto Hansen will continue to operate at its Vejle site under the existing management as a subsidiary of Leman. Moreover, both companies have similar cultures. The increased consignment volume from Leman will strengthen the CargoLine network, which in turn will provide the Danish transport and logistics service provider with the benefits of a stronger presence in Germany. ◀

# And the winner is ...

In order to underpin its international course, CargoLine distinguished the “International Partner of the Year” for the first time this year. First place went to Interfracht in Switzerland.



Roland Furer (centre), Co-Managing Director of Interfracht, “International partner of the year”, with runner-up Markus Weber, Branch Manager of Lebert Kreuzlingen (right), and third-ranked Jens Hansen, Managing Director of Otto Hansen.

► Growing slowly but steadily with CargoLine is Interfracht’s declared goal. In the past few years the company did so “successfully by tapping our own resources and becoming part of the network,” says Co-Managing Director Roland Furer. Interfracht mainly focuses on its traditional areas of operation, the large industrial centres in Germany, which the company serves via direct traffic, but also on destinations in Belgium, the Netherlands and the British Isles. Moreover, thanks to CargoLine, Interfracht can also serve any destination in Europe via hubs and gateway solutions.

## Benefitting from experience

It was 13 years ago that the Swiss company, which was founded in 1965, became the first international member to be admitted into the network. With a staff of 125, Interfracht constitutes not only an important link with the Europe-wide CargoLine association in its home country. Having had offices in Vietnam for eight and in China for four years with another 50 employees altogether, the company also serves the market in the Far East – not only for its own

customers. For example, Osnabrück-based CargoLiner Koch International avails itself of Interfracht’s Asian outposts using a joint consolidated container.

“This kind of collaboration between partners is the result of our integration in the network,” stresses Furer. He always sees to it that he and his staff are actively involved in the work of the association. “We can make valuable contacts there, bring in our experiences and benefit from the experiences of others.” This commitment was one of the reasons why the company was the first one to be distinguished as the “International Partner of the Year”.

## Winning the laurels

It was as much of a surprise for Roland Furer as it was for all other CargoLiners: until the official announcement, only a small circle around CargoLine’s Managing Director Jörn Peter Struck knew that such a distinction was going to be awarded. “For this reason we could not specifically work towards getting this award,” he says. “It pleased us all the more.”

National “Partners of the Year” have been elected for many years in the quality ranking (see page 13). In 2012, the criteria for them were for the first time also applied to the international partners and supplemented. Interfracht especially got praise for its number of shipments, their percentage increase as well as its type of contracts and the connection to the hubs. “However, we are carefully looking at the points where we didn’t do so well and look to make improvements in these areas,” says Roland Furer. As for the criteria for which they received especially high marks, he and his staff want to maintain the excellent level of quality.

“Naturally, next year we want to be right up there again,” he says. The other international partners, however, have already announced that they will challenge Furer and his staff in the contest for the distinction. The group of challengers is headed by the second-ranked Lebert – also from Switzerland – and third-ranked Otto Hansen from Denmark. Interfracht is pleased to accept the challenge: “If every single company gets better, the network will improve as a whole, from which our customers can only profit.”

For the Swiss logistician, customer satisfaction is the main focus of his work. This and determining where there is room for improvement are subjects that are discussed not only during regular meetings with the customers. Special opportunities are created for this particular purpose as well, such as tennis and golf tournaments. In September, for example, the Interfracht golf tournament was held for the third time already, with 30 customers and staff members. Especially the less experienced players benefited from the valuable tips and pieces of advice which the golf pro and Interfracht employee Carl Williams was able to give them (see page 15). ◀

# Between golf course and warehouse

In the summer, Carl Williams plays professional golf and works as a golf teacher. Since only very few tournaments are held in the winter months and the students prefer to pursue other hobbies, he bolsters his income during that period by working for the CargoLine partner Interfracht.

► Carl Williams has already played golf for 40 years. It was his father who had prodded him to do so. When the former football pro at FC Liverpool was forced to end his career after suffering a serious injury, he took his family, including his then three month old son, to South Africa. Jointly with his brother and three cousins, Carl learned how to handle the little ball at an early age. His path led him from being a member of the South African national amateur team to becoming a golf professional – with the South African Sunshine Tour and the European Tour marking some of the stops along the way.

## Being relaxed, dynamic and totally focused

Even though his skills as a player (for golf experts: handicap +4.7) are impressive and he has often achieved excellent rankings – for example, number four in the Royal Swaziland Open and a top 30 ranking in the Sunshine Tour Order of Merit – it is difficult to make enough money as a professional. Only the 50 top players of a tour can live just on golf, is Williams' guess. And even this is only possible if they concentrate exclusively on their sport, spend many hours every day on the green and can sign lucrative advertising contracts.

When you have to support a family, it is nearly impossible. And when you have to deal with a serious injury on top, this puts the sport on hold for some months. It took a very long time for his injured ankle joint to heal completely. "As a good golf player you

always have to be physically and mentally strong," he summarises his personal philosophy of the sport. Not even world class players like Tiger Woods or Martin Kaymer can maintain mental strength permanently, though – even when they are absolutely fit. They win one tournament and lose the next one far behind, "because they are experiencing an inner blockage at the crucial moment and cannot find the necessary measure of concentration, relaxation and energy."

## "A super company"

Like a great many golf professionals, Carl Williams also teaches the sport. He has undergone the appropriate training with the Professional Golfers Association (PGA), Germany and achieved the second-highest status as a golf teacher by participating in regular advanced training seminars. He has the opportunity to pass on his skills in the "Drei Thermen Golfresort" between Freiburg, Lörrach, the Black Forest and the Rhine in the Markgräflerland region. Four totally different golf courses invite players to magnificent golf experiences. One of them is the best golf course on which he has ever played, says Williams.

This is the resort where he met Roland FÜRER. The co-managing director of the CargoLine partner Interfracht wanted to improve his handicap on the golf course, which is located a mere 25 kilometres from the place of business of the logistics company in Pratteln, Switzerland. "He could hit the ball nicely in the direction of Ham-

burg," remembers Carl Williams, laughing. By now Roland FÜRER masters club and ball considerably better, thanks to his golf teacher.

On the green you always learn one thing or the other by talking to people. When you like each other, you also talk about personal things. "I told Roland FÜRER that I needed work for the winter months," says Carl Williams. Spontaneously and unconventionally, the co-managing director of Interfracht offered him a job in contract logistics for the months of November through February. And so the past winter was his third year with the forwarding company – and it was not his last one, either.

"This is a super company with wonderful people," says the likeable golfer with his pronounced English accent. He has no problem replacing the golf course with the warehouse: "The physical work is fun and keeps me fit during the winter months." He plans to demonstrate just this in future on the golf course with the golf bag sponsored by Interfracht. ◀



# New partner structure

Twenty years after its founding, CargoLine is reorganising itself, adopting a new partner structure. Managing Director Jörn Peter Struck explains why – and the changes this entails for the CargoLine partners as well as the network's customers.



► **Mr Struck, a new partner structure sounds like a lot of formalities to deal with. Why has CargoLine gone ahead with it?**

Jörn Peter Struck: That's true, but for us it is not a strictly formal discussion, even though the legal form of the company and contracts need to be changed. We did well with our previous structures for all these years. However, CargoLine's growth has pushed us to our limits in this respect. That's what we responded to. We discussed it intensively and extensively at the appropriate time, and with the new partner structure we have now set a new strategic course.

**What is to be improved with the new structure?**

Our improved financial situation is a very important reason for the new partner

structure. You must keep in mind that in contrast to other cooperation networks, we have no financially strong corporate partner who can jump in when someone else is experiencing a financial crisis. As a medium-sized network we don't want that, either. While financial problems occur very rarely among our members, in the interest of the joint network we must be prepared to be in a position to support them in emergency situations. Therefore some partners will take over more limited partnership shares in future and provide larger loans for our risk pool in situations of this kind.

**Is your European orientation another reason?**

Definitely. Our progressive Europeanisation during the past years is bringing about crucial changes. So far our international mem-

bers have been system partners with fewer rights and duties. They can now become partners and will therefore be more heavily involved. At the same time we want to give our international partners more room for assuming responsibility in this manner.

**So far the principle that applied was: one member, one vote. Do things stay this way?**

Our members are involved in many different activities of the advisory board, the workshops and other committees. Some invest a great deal of time and energy in the joint cause, others not so much, or they only use the network. There are good reasons for this and it is perfectly okay that way, too. But since every member had the same influence in the different committees, when it came to decisions, this did lead to compromises on the lowest common denominator at times. In future, those who invest more, and are more actively involved are also those to have more of a say.

**What do you expect from the new structure?**

More efficient processes, among other things. This is always an issue. So the new partner structure is supposed to help us speed up the decision-making processes regarding new products or customer wishes and the implementation of the decisions.

**What does this partner structure actually look like?**

In future, we'll have two types of partners instead of franchisees with or without partner status. Level II partners are going to shoulder a greater financial burden and have more votes in decisions than level I partners. Moreover, there will be national and international contractual partners, so-called system partners, who are firmly





integrated into the CargoLine network. This does not touch upon the principle of the franchise system.

#### **What are the criteria according to which the status is determined?**

The same transparent criteria apply to everybody. The most important aspects are the business fields, for instance a company's general cargo volume as core competency, its power in the market and its economic or financial situation. The decisive criterion is the point score a company achieves. Level I partners must achieve at least 312 points, and level II partners at least 378 points. No one has achieved the maximum number of 445 points so far. Therefore the criteria also constitute a sort of catalogue of targets which can and should serve as a guideline for all those who are interested in the network.

#### **Do you also expect to gain new members for the network from this?**

It certainly makes us more attractive to our existing medium-sized companies, and especially also to new and strong medium-sized companies. Incidentally, during the preparation phase we looked at a number of very different cooperation models – of other logistics companies, too – but did not find one that offers more opportuni-

ties for becoming involved and getting more influence based on one's financial and personal commitment. No individual company or corporation may dominate CargoLine. There is a high degree of equality, and all members can decide for themselves to what extent they want to get involved.

#### **How do CargoLine's customers benefit from the changes in the partner structure?**

Having more capital, we can sustain locations that are unstable. Greater integration of our international partners also means greater security for and within the network. And the faster decision-making processes which I have mentioned will result in our being able to address their wishes more quickly and efficiently.

#### **Where are we currently with respect to the restructuring?**

It was a drawn-out and intensive discussion process which we kicked off in September 2010 and one in which all CargoLine partners were involved. We have changed the legal form of our company, and the new contracts – including the catalogue of criteria – are now ready to be signed. Our partners must now decide about their future status based on their point score. For

example, a candidate for the status of a level II partner may also merely wish to become a level I partner, or a potential level I partner may want to become a system partner. We, in turn, must think about which partners we want on a national and international level. In this context, it is not just a strategically important position for the network that we are interested in. It goes without saying that a company must also meet the criteria we have established in order to be a good CargoLiner.

#### **What is it that makes a good CargoLiner?**

Meeting the criteria (*laughs*). You can also define it on the basis of our values, about which we had intense discussions last year: a good CargoLiner works as a partner within our network, feels responsible for the whole, performs well and is reliable, thinks and acts in an innovative way and works for the network with passion. ◀

# Effective customer relationship management

**The customer is king, he or she is the focus, there is no profit without customers. So far, so good. But what do companies really do to let themselves be guided by the customers?**

► Often customer relationship management is more of a set phrase than lived corporate culture. Everyone handles “his” or “her” customer the best they know how to, but that does not mean he is really at the centre, the king. As a consequence, he often uses his power to choose freely which company is right for him, and churns. A company then spends a great deal of money and effort to try and advance its business from new customers so as to balance out the loss. The sales pressure increases. This in turn leaves less time for the existing customers and the profitable business with them. CRM software can show a way out of this vicious circle.



## CRM – what is it?

CRM is the acronym for customer relationship management. A dispassionate definition is that it is software for managing and documenting customer relationships. In fact, however, it is a highly suitable tool to impress customers by making them feel comfortable! The reason is that they base

their purchase decision not only on the product or the service but also on whether they believe that their service provider or supplier understands them. All processes in the CRM system are geared towards improving customer relationships. Every piece of information from all sorts of telephone calls, emails and personal meetings is collected, neatly documented and displayed in a way that is transparent to everyone. As a result, not only the person handling amendments to contracts, for instance, is aware of them – so are the salesperson, the support team and the service staff.

## Finding the right provider

But how do you find the one CRM provider among many that best fits your own company? If the software company possesses some knowledge pertaining to your particular industry, this can be an advantage. The software company Eikona for example developed a CRM system in close cooperation with logistics companies, which fully, and above all, transparently covers the industry-specific requirements. Connecting the system to a company’s in-house inventory control programme always keeps all key figures up to date and at hand. The modules and functions are adjusted to the requirements of the transport and logistics industry in acquisition and customer man-



agement. With Eikona’s CRM, the salespeople benefit from clear processes and policy guidelines. They can design their own business processes to align them with those of their customers, they have a grip on transport jobs at all times and can react right away when problems occur. The alert function immediately shows changes in quantities. If a customer, for instance, reduces his or her order from 20 to ten pallets, the service provider or supplier can follow up and take countermeasures, if necessary, by optimising in-house processes or eliminating other occurrences which have had a negative impact on the business relationship. The software can be adjusted to the individual procedures by complementing or expanding modules according to the wishes of the individual company. ♦

**EIKONA is a Volkach-based software company which has dealt closely with the transport and logistics industry and develops suitable solutions for its requirements, from order entry to disposition and route planning through to tracking and tracing. The company generates highly specialised solutions such as software for the control of container movements in real time and industry-specific customer relationship management software.**



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01723 Wilsdruff  
Phone +49 35204 285-0

Spedition Balter und Zimmermann  
GmbH

07554 Korbußen  
Phone +49 36602 591-0

Finsterwalder Transport und  
Logistik GmbH  
06112 Halle/Saale  
Phone +49 345 1228-0

## ► 1....

SPETRA Spedition & Logistik GmbH  
Berlin

14979 Großbeeren  
Phone +49 33701 31-0

Hans Sander GmbH & Co. KG  
18146 Rostock  
Phone +49 381 66772-0

## ► 2....

KG Bursped Speditions-GmbH & Co.  
22113 Hamburg  
Phone +49 40 73123-0

Jeschke Spedition GmbH  
21129 Hamburg  
Phone +49 40 73354-0

Gaston Petersen Spedition GmbH  
24145 Kiel  
Phone +49 431 696097-0 + 69267

BHS Spedition und Logistik GmbH  
28197 Bremen  
Phone +49 421 5952-0

## ► 3....

Carl Köster & Louis Hapke  
GmbH & Co. KG  
31319 Sehnde  
Phone +49 5132 822-0

Spedition Kunze GmbH  
33602 Bielefeld  
Phone +49 521 58305-0

John Spedition GmbH  
36124 Eichenzell  
Phone +49 6659 972-0

Friedrich Zufall GmbH & Co. KG  
Internationale Spedition  
37079 Göttingen  
Phone +49 551 607-0

herotrans Speditions GmbH  
39167 Hohe Börde  
Phone +49 39204 879-0

## ► 4....

Nellen & Quack Logistik GmbH  
41066 Mönchengladbach  
Phone +49 2161 669-0

BTG Feldberg & Sohn GmbH  
& Co. KG  
46395 Bocholt  
Phone +49 2871 9970-0

Heinrich Koch Internationale  
Spedition GmbH & Co. KG  
49076 Osnabrück  
Phone +49 541 12168-0

## ► 5....

CargoLine Köln  
c/o CargoLine GmbH & Co. KG  
Phone +49 69 951550-0

Hellmann Worldwide Logistics  
GmbH & Co. KG  
55268 Nieder-Olm  
Phone +49 6136 7662-5

Gustav Helmrath GmbH & Co. KG  
55543 Bad Kreuznach  
Phone +49 671 8808-0

Spedition Balter GmbH & Co. KG  
56218 Mülheim-Kärlich  
Phone +49 2630 9861-0

Leopold Schäfer GmbH, Spedition  
57290 Neunkirchen  
Phone +49 2735 789-0

Schmidt-Gevelsberg GmbH  
Internationale Spedition  
58332 Schwelm  
Phone +49 2336 499-0

## ► 6....

KISSEL Spedition GmbH  
63811 Stockstadt/Main  
Phone +49 6027 4038-0

Robert Müller GmbH  
66740 Saarlouis  
Phone +49 6831 899-0

Mannheimer Transport-Gesellschaft  
Bayer GmbH  
68169 Mannheim  
Phone +49 621 3221-0

## ► 7....

L. Wackler Wwe. Nachf. GmbH  
73037 Göppingen  
Phone +49 7161 806-0

Fritz GmbH & Co. KG  
74078 Heilbronn  
Phone +49 7131 1573-0

Spedition Kunze GmbH  
76689 Karlsdorf-Neuthard  
Phone +49 7251 9292-0

Klumpp + Müller  
GmbH & Co. KG  
77694 Kehl  
Phone +49 7851 8700-0

Maier Spedition GmbH  
78224 Singen  
Phone +49 7731 828-0

CargoLine Aldingen  
c/o CargoLine GmbH & Co. KG  
Phone +49 69 951550-0

Streck Transportges. mbH  
79108 Freiburg  
Phone +49 761 1305-0

## ► 8....

Hinterberger GmbH & Co. KG  
Spedition u. Logistik  
84503 Altötting  
Phone +49 8671 5064-0

Kochtrans Patrick G. Koch GmbH  
85375 Neufahrn  
Phone +49 8165 40381-0

Honold International GmbH  
& Co. KG  
86156 Augsburg  
Phone +49 821 71006-0

Lebert & Co. GmbH, Intern. Spedi-  
tion  
88255 Baienfurt  
Phone +49 751 4001-0

Franz Lebert & Co., Intern. Spedition  
GmbH & Co. KG  
87437 Kempten  
Phone +49 831 702-0

Franz Lebert & Co., Intern. Spedition  
GmbH & Co. KG  
89155 Erbach  
Phone +49 7305 174-0

## ► 9....

Amm GmbH & Co KG Spedition  
90451 Nürnberg  
Phone +49 911 64258-0

Streit cargo systems GmbH  
93083 Obertraubling  
Phone +49 9401 9629-0

Spedition Georg Graßl GmbH  
94447 Plattling  
Phone +49 9931 9157-0

amm logistics GmbH  
95176 Konradsreuth  
Phone +49 9292 958-0

Schäflein Spedition GmbH  
97520 Rötthlein  
Phone +49 9723 9069-0

## ► International partners connected to the hub

G. Englmayer Spedition GmbH  
A-2333 Leopoldsdorf/Vienna  
Phone +43 2235 73073-0

G. Englmayer Spedition GmbH  
A-4600 Wels  
Phone +43 7242 487-0

Jöbstl Gesellschaft m.b.H.  
A-8142 Wundschuh  
Phone +43 3135 501-0

Transport GILLEMOT N. V.  
B-1910 Kampenhout  
Phone +3216 66 47 00

M&M Militzer & Münch  
BG Co. Ltd.  
BG-1336 Sofia  
Phone +359 2 984 57 10

Interfracht Speditions AG  
CH-4133 Pratteln  
Phone +41 61 378 18 18

Lebert AG  
CH-8280 Kreuzlingen  
Phone +41 71 67722-00

Spedition Maier AG  
CH-8262 Ramsen  
Phone +41 52 7428-100

Raben Logistics Czech a.s.  
CZ-251 01 Říčany Jazlovce  
Phone +42 02 22 80 22 22

Raben Logistics Czech a.s.  
CZ-627 00 Brno  
Phone +42 0515 905 553

Otto Hansen & Co. a/s  
DK-7100 Vejle  
Phone +45 7942 9999

Englmayer Hungária Kft.  
H-2051 Biatorbágy  
Phone +36 23 530870

Brigl Spedition  
I-39100 Bozen  
Phone +39 0471 246 111

GRUBER Logistics SpA  
I-37139 Verona  
Phone +39 045 85 15 500

Larioexpress Forwarding & Logistics Srl  
I-22070 Montano Lucino (CO)  
Phone +39 031 3389111

Stante srl  
I-00040 Pomezia (RM)  
Phone +39 06 91 85 72 60

Rotra Forwarding BV  
NL-6984 AA Doesburg  
Phone +31313 480199

Lazar Logistik Sp. z o.o.  
PL-43-187 Orzesze  
Phone +48 32 32 41 940

Geodis UK Ltd.  
High Wycombe,  
Buckshire HP12 3TW, UK  
Phone +44 1494 446541



**CargoLine**  
Logistics Network

CargoLine GmbH & Co. KG  
Lyoner Str. 15  
D-60528 Frankfurt  
Phone +49 69 951550-0  
Fax +49 69 951550-30  
info@cargoline.de  
www.cargoline.de