

LOGO

THE FIEGE MAGAZINE

NO. 86 | 2016



**CAPTAIN'S DINNER FOR THE FIEGE GALA 2015
MOORED AT THE BAR JEDER VERNUNFT**



FIEGE

The World of Logistics

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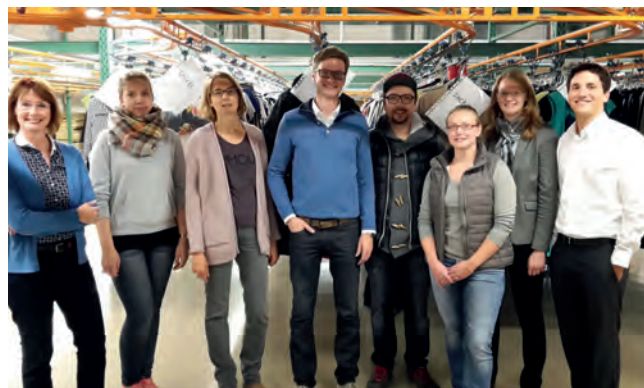
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About us:

Companies have a duty

The integration of refugees is a matter that concerns each and every one of us! Companies – not just politicians – are also called on to a high degree, and have a duty.

Our company has been involved in intensive talks and coordination efforts with those responsible at various levels of the employment agency, because Fiege wishes to employ and integrate people who had to flee their homes, into the many different facilities of the Group as quickly as possible. The path towards this goal, however, is long. Only few of those who fled to Germany have a basic command of the German language and, regardless as to the individual professional job requirements, have a rudimentary set of skills for a successful and lasting integration. Further obstacles include the lack of state-sponsored German lessons, the problematic recognition of foreign qualifications and the protracted clarification of the refugees' residence status.

Together with the German employment agency, Fiege has been trying to find ways to help refugees to prepare for employment by acquiring the necessary language and professional skills. In addition, there are joint efforts that focus on Fiege actively sup-

porting the placement of the refugees at the company. Together, a satisfactory solution should soon be found! Practical aid for refugees has many faces: A considerable amount was collected in donations during the Christmas dinner of the Management which, doubled by the board, was donated to Arbeiter-Samariter-Bund RV Münsterland e.V. for a special bicycle project. The goal is to set up a bicycle workshop which is to be managed by refugees. Fiege employees also volunteered many project proposals that regard the integration of refugees, which the Management greatly welcomed!

Motivated and open-minded employees are and remain the no. 1 success factor of Fiege. An open corporate culture, where employees feel good, quite simply forms part of an attractive employer. Against this background, the Leadership Principles of the Fiege Group were reworded. It is the executives who can directly influence the togetherness at our company. At the same time, it had become necessary to rephrase the principles because our

working environment has changed drastically over the past years. The "We create a healthy balance"-principle would have surely made most readers frown when these guidelines were first put to paper some sixteen years ago. Nowadays, a statement like that has become an indispensable part of our working world.

With the relaunch of our Leadership Principles and the start of the 360° Feedback tool in December 2015, the company took first important steps towards an open corporate culture. Within the meaning of improving communication and flexibility – amongst the departments, but also the Business Units which for the large part are not situated in Greven – quite a few things are about to change this year.

Your LOGO Editorial Team ●

Online shopping for baby products

● Cross-border eCommerce has been evolving extremely fast in China since 2010. The most popular trading segments include infant & maternity, cosmetics as well as fashion, all the way to luxury items. Baby products like, for example, formula and diapers take up a large share of the overall market in Far East. In Germany, windeln.de is the largest online shop that sells everyday baby products. Shoppers not only find diapers, formula and skin care products here, but also a large selection of pushchairs, car seats and clothing. The comprehensive product range includes more than 100,000 items from over 1000 brand makers. Since 2011, Fiege has been in charge of online operations in Germany from its Erfurt facility, which in 2013 were relocated to Großbeeren near Berlin. In China, orders were initially delivered using external distributors, which led to a minimum delivery period of three weeks before reaching the end consumer. Fiege's eCommerce solution for windeln.de has been up and running since summer 2015, cutting the total delivery period to five, at the most to a maximum eight days. Fiege controls the entire process chain, from Pick&Pack in Großbeeren to export customs clearance and air cargo handling, import customs clearance and Last Mile carriers in China, thereby taking charge of the infrastructure as well as consolidation of freight forwarding activities in Germany.

Panel discussion with Felix Fiege

“Outsourcing and Insourcing”, so the topic of BVL's first regional event of the year staged in Osnabrück. An interesting impulse presentation: Contract logistics – added value or value added?, by Ulrich Lorchheim, PwC Düsseldorf, formed the basis for the ensuing panel discussion, which was about successful insourcing and outsourcing. In addition to the board member, Felix Fiege, Rolf Meyer of Meyer & Meyer Holding GmbH & Co. KG, Holger Henning of Ernsting's family GmbH & Co. KG and Frank Münch of Takko Holding GmbH, participated. The attendees agreed that contract logistics are and will remain a dynamic business model. The digitisation demands even greater flexibility from the shipper, emphasised Felix Fiege. To achieve this, the service provider can lend its support.



NEWS

Global Partners Meeting

● The inaugural Global Partners Meeting of the Fiege Group was held in the Netherlands in January of this year. “For sea and air cargo it is crucial that we are represented with reliable partners in those countries where we do not have our own representation – partners who can cover all of our customers' needs in all areas with us, and for us”, emphasised Felix Fiege, who as a member of the board participated in large parts of the meeting. The aim of the international meeting was to intensify the cooperation within the Group and further increase joint sales activities. Also, an additional cooperation with regard to systems and transparency was discussed, as were the advantages of the recently introduced new forwarding software (GFS – Global Freight System) which is used with major success by Fiege agents in Canada, USA, England, South Africa and Japan.

Digitisation: One in two jobs is undergoing change

As every year, Bundesvereinigung Logistik e.V. (BVL) once again compiled its Logistics Indicators, this time for 2015, in cooperation with the Institute for the World Economy (IfW) at Kiel University. The Indicator is based on a quarterly survey amongst experts from Germany's 200 largest companies for which supply chain services play a special role, and on a separate survey of providers and contractors of supply chain services.

Roughly 50 per cent of jobs within Supply Chain Management and logistics are affected by change that is the direct result of digitisation. One major challenge – and task for companies – in the opinion of managers and experts is the rapid and sufficient qualification of employees. According to a survey conducted amongst experts by BVL, a mere 17 per cent of those interviewed presume their job to be at risk due to the

Change through digitisation

technological development. Overall, the economic logistics sector has an optimistic outlook on the future: 94 per cent of those interviewed consider digitisation to produce most and for

all, opportunities. The Chairman of the BVL Board, Prof. Raimund Klinkner, points out that digitisation-induced change quite frequently starts out in logistics or in Supply Chain Management: “The logisticians in the industry, in trade and services assume a leading role when it comes to this topic – even in the shape of a stronger cooperation between the logistics and IT segments.”

The survey showed that 47 per cent assume that supply chain and logistics-related jobs within their companies will change as a result of digitisation. Executives foresee even further-reaching consequences compared to skilled >



personnel. In spite of the foreseeable change, the spirit is positive. A mere six per cent of those asked predominantly envisage risks resulting from digitisation, and reject any change. 43 per cent stated that digitisation offers mostly opportunities. One in two (51 per cent) see both opportunities as well as risks. This outcome is also a matter of age: Amongst those aged 55+, 19 per cent reject digitisation, which makes the share of pessimists amongst those who are more senior three times higher than amongst the totality of those asked. And even when it comes to job security, logistics experts are optimistic:

Job security in spite of digitisation

84 per cent estimate that digitisation will not jeopardise their employment. 37 per cent even assume that it will become more secure. There is a distinctive difference between managers and operational specialists: whereas amongst managers a mere 14 per cent feared for the security of their position, those in operational positions totalled 22 per cent. One key for successful change is suitable, accurately qualified personnel. 29 per cent of those asked stated to already have a sufficient number of right employees. 51 per cent assume that even though there are suitable colleagues, they were not available in sufficient numbers. Only one in five denied in principle that their business could handle the challenges with the current number of staff.

BVL members considered the most important challenge to lie within qualifications. 78 per cent of those asked said that their employer first had to bring their employees up to par to be ready for digitisation. The inevitability of qualification, how-



ever, also refers to universities and vocational colleges: more than half (54 per cent) of those interviewed were dissatisfied with the level of knowledge that job starters had when joining the company. Ranking second at 63 per cent of the most urgent tasks is the acquisition and development of digital control systems, of software and databases. Right behind, coming in third with 58 per cent is the advancement of innovations and further development from within the departments. ●

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Reserved outlook for the future

Author Prof. Dr.-Ing. Raimund Klinkner, Chairman of the Board at Bundesvereinigung Logistik (BVL)

The survey surrounding the Logistics Indicator for Q4 2015 was conducted in a time of major challenges and uncertainties. The world is moving more intensively than expected during the first half of 2015, so the unanimous tenor during the 32nd German Logistics Congress staged in Berlin in October.



The influx of refugees produced added tasks for politicians, society and business – especially from a humanitarian perspective. At the same time, terror attacks like those in Paris are unsettling for people in Europe. The resulting security-related political debates and decisions in November have an aggravating impact on the global economy. In the middle of the annual rally, logistics users curbed their future outlook on the industry and trade – by the strongest drop in many years – both nationally and interna-

Reserved outlook for the future

tionally. A poorer development of physical resources and a slight decline in personnel planning do not allow

for a strong start into the upcoming year. For the three-months' perspective, the trade and industry are reporting a slight reversal in business trends, whereas logistics providers are counting on minor increases.

In addition to capacities used to sufficiency, their index values remain above the regular level and their climate index remains even moderately upward. This allows to conclude stable business in the long run. Individual factors such as capacity utilisation, demand from at home and abroad and the relative development of prices remains expansive. Has clearer proof ever been needed to indicate that an uncertain economic framework requires significant flexibility and the active creation of change?

BVL's assessment that logistics can and will play a central role in the integration and employment of refugees in Germany is confirmed by answers given to an additional question asked

on the topic of the logistics indicator. Roughly three thirds of logistics providers and a good two thirds of logisticians in trade and industry stated that they intend to employ refugees and consider the influx of people onto the labour market to compensate for the domestic demographic change.

Special challenges here are considered migrants' knowledge of the local language, their need to catch up with their professional qualifications and uncertainty with regard to their right to stay. Minimum wages neither play a role amongst those signalling willingness to employ people nor amongst those who are not considering the employment of refugees. Everything seems to indicate that logistics are living up to their triple function: planning imminent supply chain flows, operational implementation and – last but not least – being an employer for respectively qualified migrants. ●



Central role of logistics for aid to refugees

A World in Motion was the motto of the 32nd German Logistics Congress held in Berlin at the end of October. For three days, a roughly 3,300-strong turnout from the industry, trade, supply chain services and science debated and found information about the latest issues and principal topics on Supply Chain Management and logistics.

At the start of the congress, Prof. Raimund Klinkner, BVL's Chairman of the Board, covered the socio and economic responsibilities which come with the influx of refugees. Generally speaking, so his assessment, logistics can play a vital role when it comes to the integration and employment of refugees in Germany, from a multi-view perspective: for the planning of the imminent supply chain processes; for the operational implementation – and ultimately, as an employer of migrants who have the respective qualifications. A first highlight of the congress was naturally the gala evening of Bundesvereinigung Logistik e.V., where the new winner of the logistics award, BLG Logistics as well as its client, the

Recipients of the 2015 Thesis Awards

90 young junior recruits were nominated this year for their particularly successful final paper for the Thesis Award of Germany's logistics association, Bundesvereinigung Logistik (BVL). Part of the award, next to a certificate, was the invitation to the logistics congress where graduates were able to establish contact with important people in business and gather ideas and impulses for their careers. BVL has been organising this award for young talents for outstanding Bachelor, Master as well as Diploma theses since 2010. Only professors of logistics-related institutions at universities, colleges, technical colleges and vocational academies have the possibility to recognise outstanding final papers and therefore, excellent young logisticians. A total of two of the candidates came from the Fiege Group: Tabea Zieger and Malte Schumacher. Tabea Zieger's Bachelor paper dealt with the successful design of the change process at Fiege Logistik (Schweiz) AG following the restructuring of a Quality Management System. Because of the growing relevance of quality management as well as the increased requirements that quality management must fulfil, Fiege Logistik (Schweiz) AG opted for this restructuring in

2013. Next to organisational and structural changes, the restructuring covered mainly changes with regard to responsibilities, process flows and corporate culture. Within the context of the Bachelor paper a recommendation was worked out which allows for the long-term successful implementation of the change process. Based on the results from an employee survey as well as the implemented restructuring, specific measures could be integrated into the existing project plan. Malte Schumacher completed the practical part of his dual-channel Bachelor studies at Fiege Logistik Stiftung & Co. KG. He concluded his Bachelor course of studies at DHBW Lörrach with excellent success. His paper dealt with a business plan and recommended action for a new unit within the Fiege Group. He pursued the question whether the formation of an independent organisational unit for processing supply chain services for start-ups under the aspect of promoting students and trainees as well as from a financial perspective, is reasonable. His ultimate recommendation was to implement the project titled "Fiege next Generation!".



The Thesis Award was bestowed on Tabea Zieger and Malte Schumacher (l.). They shared their excitement with Prof. Thomas Wimmer and their coach (r.).



The Fiege booth enjoyed a constant flow of visitors at the congress.

trading company engelbertstrauss, received an award for its "logistics at the junction of man and robot". Germa-

Logistics at the junction of man and robot

ny's armed forces, the Federal Agency for Technical Relief (THW) and the German Red Cross received a special award for Humanitarian Logistics.

BVL thus recognised the achievements of these three organisations during the refugee crisis. The publicist, Dr. Auma Obama pleaded as a guest during the awards ceremony for a dialogue at eye level between local residents and migrants. Integration, according to Obama, should not be put on the same level as assimilation. The specialised exhibition during the congress once again attracted plenty of visitors. The booth of the Fiege Group was frequented by many clients, partners and other interested parties. ●

Life without tyres? Unthinkable!

Authors Thomas Stokan, Christian Thiemann and Stephan Wittenbrink, managing directors of the Business Unit Tyres

Tyres! Definitely not the sexiest of products compared to the large portfolio in the World of Fiege and yet, for many years they have been writing one of the most successful stories in Fiege's World of Contract Logistics. After all: What would life be without tyres?



The management of the Business Unit Tyres
Christian Thiemann, Thomas Stokan
and Stephan Wittenbrink (from left).



From a global perspective, there are markets that enjoy much higher growth rates.

Having said that, the tremendous volatility amongst the players offers great opportunities for development and growth.

Our client's in-demand services for supply chains are about much more than just storing, handling and distributing a product. Today, we are able to refine our branches with a comprehensive portfolio of services. The roof of a tyre facility nowadays houses, for example, modern e-commerce solutions, complex logistics for making complete wheels and preci-

sion-sequenced transport networks specifically for tyres destined for all European markets.

All of this is reflected in the exciting, highly-motivating and never boring Business Unit Tyres. Our BU is proud that its unique customer portfolio has helped it to become Europe's leading tyre logistics company.

We did it! Together with our client, Pirelli we managed to consolidate the logistics at the newly-built, 90,000 square-metres large Mega Center in Dieburg. Both companies strengthened their partnership with a timely extension of the contract. This also includes the logistics at the

Factory Warehouse in Breuberg. **Tervetuloa, the Finns have arrived!** Since April 2015 we have been running the pan-European logistics for Scandinavia's largest tyre maker, Nokian Tyres from our multi-user facility in Otzberg.

Gooooood morning! Cooper Tires opts for an RDC / EDC solution at our Mega Center Hamburg for its new supply chain concept.

10 years! With a renewed contract extension Toyo underlines the trust in, and the will towards a long-standing cooperation. We already look forward to our 10-year anniversary celebrations this year. ●

Clear structures and improved processes

It took only ten months of construction:

The new logistics centre for suppliers, or Lieferanten-Logistikzentrum (LLZ), in Marklkofen (Germany) took up operations in September 2015.

With numerous guests of honour from business and politics attending, the centre was officially opened on 10th September 2015. The 14-metres high warehouses store all buy parts and semi-finished products for production at the Mann+Hummel filter factory in Marklkofen on around 33,000 square metres of warehouse and logistics space. The Fiege Group is responsible for all supply chain flows.

“The constant change – meaning the constant striving for improvement – had become a crucial part of our rou-

time work. And to improve means, in relation to the new LLZ, to create clear structures and flows in order to generate improved supply chain processes with less input and consequently, fewer costs”, explained the plant manager Bernhard Wimmer in his address to guests. He particularly emphasised the high degree of professionalism of their partner, Fiege, which already showed itself by implementing the project in such a short period of time. The LLZ is connected to the Mann+Hummel grounds with an external shuttle that transports the materials into the factory, as well as

the driverless transport system (DTS) which facilitates the transport of the materials regardless of the weather conditions, via a roughly 350-metres long concrete route. Closing the external warehouses reduces traffic for truck deliveries in the region by more than 40,000 kilometres per year. ●



Plant manager Bernhard Wimmer highlighted the successful partnership between Mann+Hummel and Fiege during his address.



They were visibly excited about the successful commissioning of the new suppliers' logistics centre: Marklkofen's mayor, Peter Eisgruber-Rauscher, Felix Fiege, Executive Board Fiege Group, Bernhard Wimmer, Plant Manager Mann+Hummel, Michael Volmer, Director LHI Leasing Stuttgart and the District Administrator, Heinrich Trapp (from right).

The difference is in the food

Whether a newbie or seasoned pet holder: the right pet food is a concern for every animal lover. With tested quality products and competent advice, the pets Premium online shop for pet food offers support when it comes to this sensitive topic.

And what do you feed your furry friend?" When pet owners discuss this question, long conversations are a given. Because there is no such thing as the best pet food that is ideal for every single dog or cat. Instead, the choice has to be an individual one – depending on the age of the animal, its level of activity and other particularities, such as allergies, ailments or preferences of taste buds. Competent help when it comes to making a decision on this difficult question of the best individual pet food for one's beloved animal is now available at the pets Premium online shop: with a quality-tested product



Managing director, Marco Hierling knows from his own experience how important it is to feed a balanced diet to maintain the health of his dog.

Fiege handles the logistics

The Fiege Group has been in charge of all logistical process flows of the online pet food store, pets Premium, at its Greven-Reckenfeld facility since January of this year. Incoming orders reach the service provider directly, order picking and packing and Europe-wide shipping are also part of the responsibilities of the specifically trained employees on site. Value Added Services at the request of the client include, for example, sets comprising different types of food, or flyers, vouchers and toys for the pet, which are added to the shipment. And even the returns are handled by Fiege. The current order volume totals around one million sales units per annum, and the trend is strongly rising.

range and free food advice from experts.

One look, one wag of the tail, one decision: He's is mine. When choosing a new pet, your gut feeling is most likely your best advisor. When it comes to what goes into the food bowl, however, spontaneity is not the best advice. The needs of your dog, cat or horse are simply too specific, and too large is the variety available on the market. Pet owners can find the answers to these questions and more at pets Premium, an online shop that only sells quality pet food. The company provides personalised, free advice by phone with a team of experts, which also includes a vet. "During consulta-

tions about pet food, holders can ask general questions or clarify individual issues", explains the managing director, Marco Hierling. A broad selection of quality brand products paired with expert knowledge allow the pet holder to find the very best food choice for its pet. Just how significant the right diet is for our four-legged friends, Marco Hierling knows from his own bitter experience when looking for the right food. This led to the idea to form an online shop that sells only premium, quality-tested pet food. "Although there are many online shops for pet food, there is a lack regarding the consistency of initial choices for quality pet food and

genuinely competent advice. Any selection customers make from our product range is therefore already good and a right one, by itself. We then help them to find the very best food that is available for their specific animal."

When it comes to adding a pet food to the product portfolio of pets Premium, the vet, Dr. Gregor Berg advises the team. Before dog, cat, horse or fish food goes on sale, it is carefully tested for its quality without compromise. It is because of this strict evaluation that pets Premium offers its customers a selection of quality, healthy food which covers the animals' specific needs. ●



pets Premium products are stored at the Greven-Reckenfeld facility and picked for Europe-wide distribution.

New logistics centre opened in Obertshausen

A new Fiege HealthCare Logistics GmbH facility opened in Obertshausen: the new Agaplesion Logistics Center.



The centre is run jointly by Agaplesion, a non-profit company and the subsidiary of the Fiege Group which is specialised in, amongst others, hospital logistics. The new logistics centre was built in a favourable strategic lo-

Sophisticated transport concept

cation – to the south east of Frankfurt – placing it centrally within Germany, with a convenient transport connection near the A3/A5/A45/A66

motorways. 2,500 medical technology items will be stored on 4,300 square metres in the mid-run and, with the help of a sophisticated transport concept, supplied from Obertshausen to hospitals throughout the whole of Germany. The goal of this cooperation at the logistics centre is to achieve cost savings through synergy effects in addition to increasing the supply security for the affiliated hospitals.

Agaplesion gemeinnützige AG was established in Frankfurt am Main



in 2002 and is one of the largest health groups in Germany. Fiege HealthCare, next to hospital logistics, also serves leading companies from the pharmaceuticals and medical technology segment. With the implementation of the logistics centre, Agaplesion gAG and Fiege have set a milestone for their future cooperation. ●



Germany-wide supply of flu vaccine

The Fiege Group, headquartered in Germany's Westphalia region, completed the supply of flu vaccines for its portfolio client, Novartis, for the entire Federal Republic as a first from its Münster-based facility for pharmaceutical logistics within two weeks.

Only last year Fiege had upped its cooling capacities to meet higher demand from the pharmaceuticals sector to create roughly 1,000 available pallet spaces. The enlarged cold store provided ideal conditions for securing a flawless quality of the particularly-sensitive pharma products. Flu vaccines were first stored here at temperatures ranging between two and eight degrees Celsius, and then picked and packed. "To ensure the timely supply of the influenza products at the start of this year's flu season, extensive preparations under enormous time pressure were necessary", explains Carina Haverstreng, branch manager Fiege HealthCare in Münster. To supply the market on time with flu vaccines, the orders placed by pharmacies and wholesalers were obtained in advance already. In totality, Fiege delivered 200,000 vaccine doses.

Fiege has been offering international transport and supply chain services in the healthcare and pharmaceuticals sector since 1993. For the pharmaceuticals giant Novartis, the Greven-based family business Fiege has been successfully working in Germany since 2012, and the cooperation in Switzerland has been in place for over ten years.



● The extended cold store provides ideal conditions for sensitive pharmaceutical products.

Gas is filled directly into the tanks on vehicles from the large Linde gas tank.



Year-round supply

Linde Gas Therapeutics GmbH, a subsidiary of Linde Group headquartered in Oberschleißheim near Munich, and Fiege HealthCare Logistics GmbH have entered into a multi-year partnership to supply HomeCare patients with oxygen products and medical aids.

Since the start of December 2015, homecare patients in the Bergkamen region are being supplied around the clock on 365 days of the year by special vehicles from Fiege HealthCare Logistics GmbH with liquid oxygen. For each and every supply run for Linde Gas clients, Fiege HealthCare pays particular attention to compliance with the relevant hazardous goods regulations and ensures that Good Distribution Practices (GDP) are

implemented and observed for human medicines. The aim of this partnership is on the one hand to increase supply security for Linde Gas patients and on the other, to improve the efficiency by exploiting synergies with other homecare activities of the Fiege Group. Linde Gas Therapeutics is the leading supplier of gaseous medical products and associated medical products and offers Germany-wide services for the individual supply of patients. ●

International shipments for pharmaceuticals consolidated

Just in time for the start of the year 2016, Fiege consolidated its international pharmaceutical transports in the successful subsidiary, Fiege HealthCare Logistics GmbH which is centrally headquartered in Münster. Operations for pharmaceutical transports will continue to be managed from the Rangsdorf near Berlin location of Fiege Eastern Europe GmbH. Fiege HealthCare Logistics GmbH runs several facilities in Germany that have been issued with an AMG wholesale permit which the district government issues for the transport of medicines. The authorities check and monitor, amongst others, the implementation of the GDP directive. Clients of Fiege HealthCare GmbH benefit for their international pharma transports not only from the integration of their shipments into the Service Operation Process (SOP)-controlled, comprehensive quality management system, but also as a result of the expansion from warehousing services for mandatory temperature-controlled articles that require storage between 2 and 8 degrees Celsius, and 15 to 25 degrees Celsius.

No eCommerce without logistics

A growing number of online retailers are guaranteeing Swiss consumers a market experience just like at home with the help of sophisticated, cross-border supply chain solutions.

Unexpected customs invoices that reach the home when jeans are already being worn, collecting parcels at a border post or standing in long queues at the customs office – that is all a thing of the past, or simply is no longer the case. More and more online retailers are cooperating with Swiss logistics companies and offer duty-free deliveries from abroad to Swiss customers. The shopping experience becomes comparable to that with Swiss online retailers – only that prices tend to be lower, and the offer is larger. Also, a 2-3-day delivery is no longer a problem for cross-border online shopping.



Supply chain as a whole

Roughly 6.5 billion francs are already spent every year on online shopping. The business success of eCommerce providers depends decidedly on the supply chain as a whole: availability of merchandise at wholesale level, the delivery time to the buyer, flexibility of delivery and the price incl. value added tax and customs. The requirements of shoppers vary depending on the category of the product (electronics, fashion, food, etc.). What happens when the customer is not at home at the time of delivery? Does he have to go to the post office? Are there collection points? Will the parcel service come by again the next day?

When cooperating with a logistics provider, it is important to check whether they can handle the shipping volumes even during peak times (e.g. before

Christmas); whether comfort functions like electronic tracking of shipments are included in the offer. Even without an independent corporate head office in Switzerland, foreign online retailers have access to the market if they opt for a competent partner who can also organise their fiscal representation. The fiscal agent then opens a customs account with Swiss customs onto which import duties and possible export refunds are directly allocated. Also, the fiscal agent takes care of the registration with Switzerland's Inland Revenue and generates periodic VAT statements.

Obstacle: customs

Still, customs and cross-border returns logistics remain market entry obstacles that should not be underestimated for

foreign eCommerce providers. They require a competency structure and managerial capacities or the cooperation with a well-versed Swiss logistics provider. Especially when it comes to returns, there are often problems. Negative experiences with consumers often have an unfavourable effect on repeat buys.

“For an online shop to succeed, logistics are a decisive factor. The processes around customs, transport and returns processing must run smoothly and efficiently in order to create the consumer's shopping experience so that they are totally satisfied”, says Eric Malitzke, CEO Fiege Logistik (Schweiz) AG. “When it comes to choosing a logistics provider, the online retailer should pay attention to the contractor having many years of experience in all areas relating to cross-border eCommerce.” ●

Fiege accompanies Zalando's internationalisation

Since December 2015, Fiege has been running the first international logistics centre in Italy for its client, Zalando.

In Stradella in Pavia province, a 20,000-square metres large facility was jointly developed and shipments are already being turned out. Next to warehousing and distribution, Fiege is also in charge of returns management for the Italian market.

On an area of 20,000 square metres, Fiege has been in charge of the logistical handling for Zalando in Italy since December 2015. A new warehouse was built for this in Stradella near Milan.



With what is still a relatively small share in the market, yet considered to be a high growth rate at 17.5 per cent, Italy is considered not without good reason, the sleeping giant of Europe's eCommerce scene. To move closer to Italian consumers and be able to cover the growing demand fast and efficiently, Zalando has started a pilot aimed at the internationalisation of its supply chain network.

"By investing into the international expansion of our logistics network we check the additional added value of being even closer to our buyers", explains Christoph Stark, Vice President Logistics at Zalando. To date, all shipments at home and abroad were sent out from proprietary logistics

centres in Germany. After entering the logistics market in Italy, Zalando is entrusting an external service provider – its long-term partner, Fiege – for the first time with the distribution of online orders abroad.

Progressing internationalisation

Since 2010, Fiege has been accompanying the path of Zalando from a Berlin start-up (formed in 2008) to a big European player with sales that reached 2.2 billion in 2014. At the beginning of the partnership, Fiege's supply chain expertise in the core market, Germany, was the priority. With the progressing internationalisation of Zalando the service focus of

the Greven-based logistics company has changed. Today, Zalando supplies online shoppers in 15 European countries and benefits from Fiege's logistical experience in other European countries. Fiege currently handles returns at three locations in two countries for the Berlin business and carries out other value added services. A fourth location will be added this spring.

"This positive trend over the past years not only reflects a solid partnership with customers, but also the efficiency and the expertise of the Fiege Group. Our flexibility and experience within eCommerce and fashion logistics allows us to always provide added value to this extremely dynamic client", emphasises Philipp Schwagmeier, Strategic Account Manager for Zalando at Fiege.

Preparations for the awakening of the giant

Zalando is not the only client to recognise the great potential of the Italian market. Fiege is equally preparing for the awakening of the giant and has set the course for this inside its organisation. At the start of the year, the national Italian company was integrated into the Business Unit Fashion / Online Retail (F/OR).

"By integrating the Italian locations, clients in Italy can benefit even more strongly from our expertise in eCommerce. Also, we can offer even more efficient international solutions for our portfolio clients because Zalando is no longer the sole multi-national client of Fiege in Italy", so Martin Rademaker, Managing Director Fashion/Online Retail, about this strategic step.

The expertise referred to is already something to be reckoned with: at its 20 facilities spread across Europe and Asia, Fiege F/OR sends over 100,000 online orders daily and processes an additional 100,000 returns every day. ●



At a press conference Zalando announced the expansion of its logistical network in Italy and presented together with Fiege the new warehouse. Giuseppe Tamola, Country Manager Zalando Italy, Alberto Birolini, Business Development Manager Fiege Italy, Christoph Stark, Vice President Logistics Zalando (from left).

Fiege branch for Husqvarna opened in China

Changzhou in Jiangsu province is where innovative supply chain solutions have been managing the products of the Swedish power tool maker, Husqvarna, for several months now.



These also include the processing of incoming and outgoing raw materials and finished products, repackaging raw materials, Just-in-Time delivery or Just-in-Sequence production, inventory management for internal and external warehouses and a shuttle transport between the internal and external warehouses.

Husqvarna AB is a Swedish maker of forest and gardening outdoor pow-

er tools including chainsaws, lawn mowers and trimmers as well as diamond tools for construction and stone industries.

Facility no. nine in Far East

Fiege operates 17,000 square metres of external storage space and 3,500 square metres of internal warehouse

areas and uses wireless Radio Frequency to guarantee the transparency of goods movements in real time. "The Husqvarna project is a milestone for Fiege Far East in China," explains Hannes Streeck, CEO Fiege Far East. "We take our knowledge to Jiangsu Changzhou and build branch number nine in the Far East. Our goal is to create added value for Husqvarna by offering outstanding quality of service paired with quality efficiency." ●



As a milestone of logistics for Fiege is how Hannes Streeck described the Husqvarna project during the inauguration.



New impulses for the port of Tianjin

Author Prof. Dr. Armin Schwolgin

The port of the direct-controlled Chinese municipality of Tianjin came to terrible fame in 2015. The accidental explosion cost the lives of many, homes were destroyed and the soil was contaminated. People and the port's economy are still suffering. Still, the port, located in Bohai Bay to the country's north-west, will recover from this setback.

The port of Tianjin has always been considered the home port of the capital Beijing, located roughly 120 km away. Measured by the volume of containerised turnover, Tianjin ranks 6th in China. In a worldwide ranking, it comes in before Rotterdam, at no. 11. Due to the Free Trade Zone which was opened in Tianjin, the continued growth of the port and the region is pre-programmed.

With a total area of 336 sqkm and land area of 131 sqkm as well as 159 quays, Tianjin is the largest port in China's North that serves different economic areas with four port

districts. The turnover of goods rose from 477 million tons in 2012 to 540 million tons in 2014. The number of containers turned over rose from 12.3 million to 14 million TEU. According to plans of the port company this figure is to reach the 600 million tons or 20 million TEU mark by 2017 already.

According to research by the UN Conference on Trade and Development (Unctad), Tianjin leads the list of the world's most productive ports. Measured by container movement per ship and hour, Tianjin reached an absolute top ranking with 130 in 2013. Compared to 2012, an increase of 51 per cent was even reached. >





Particulars

Prof. Dr. Armin F. Schwolgin has been at the Baden-Wuerttemberg Cooperative State University Lörrach since 2002 where he heads the course of studies dedicated to business administration in forwarding, transport & logistics. From 2007 to 2010 he was the dean of the business faculty. Beijing Wuzi University appointed him Adjunct Professor in 2012. This focus includes finance and controlling in logistics as well as logistics in emergent countries, and here in particular, Brazil and China.



One country – two systems

Even though the People's Republic of China is a centralised state which has had various special economic zones since 1980, Binhai New Area located east of Tianjin was initiated in 1994 by the Central Committee in order to develop Tianjin into becoming the most important economic centre of China's north. The heart was the port as well as the Tianjin Economic and Technological Development Area (TEDA), established in 1984. In the meantime, over 3,000 foreign companies have set up base there.

A new Free Trade Zone was inaugurated in Shanghai on 30th September 2013, which advocates termed a "milestone for the economic development of China". The goal was to create a positive framework by implementing lower taxes and duties and reducing bureaucracy. On 12th December 2014 the State Council gave the green light for the Shanghai FTZ and for the establishment of a further three new FTZ in Guangdong, Fujian and Tianjin. These were officially opened on 21st April 2015. Ever since, China has had four FTZ covering an area of roughly 480 square kilometres in total.

List of negatives slowly decreasing

The main element of the FTZ, in addition to liberalizing trade, is a standard list of negatives which largely specifies which activities foreigners must not pursue even within the FTZ. Originally, the Shanghai list featured 190 no-go business activities, which

drew criticism even in China. Its version of 30th June 2014 reduced the list to 139 activities that are excluded for foreigners or at least, are reduced to a minority participation. The new, consolidated list of negatives for all FTZ still specifies 122 prohibited or restricted activities. A translation is not available as yet.

The 2014 relaxation for the transport segment included the construction and operation of local railway lines and the related construction of bridges, tunnels, ferries and train stations. The operation of railway subsidiaries remains limited to joint ventures. Foreign companies may now offer railway-based transports. And even when it comes to the development and the construction of E-buses and vehicles for rail passenger traffic, foreigners now have the permission to become active. Moreover, this applies to the production and the maintenance of parts for aircraft engines. Loading and offloading of international sea cargo, storage as well as managing container depots is now also possible. International seaborne traffic is still only feasible with a Chinese participation of a minimum 51 per cent. For air cargo, there must be at least one Chinese majority shareholder and no shareholder must hold more than 25 per cent of shares.

First Free Trade Zone of the north

The FTZ in Tianjin is a particularity insofar as this is the first Free Trade Zone in China's north. Within the context of responsibilities as requested by the State Council, Tianjin is to generate growth impulses especially in the conurbations of Beijing and Tianjin as well as the surrounding province, Hebei. Moreover, trade with Japan is to be intensified.

The focal points of the FTZ in Tianjin according to the intentions of the State Council, are to include the following sectors: for the port – shipping and logistics, quality production industries such as aviation, machine engineering and IT, research & development as well as design; for the airport – aviation and logistics. In the Binhai Central Business District new innovative financial services (factoring, leasing, ship and aircraft insurance) are to be made available. The current decline in economic growth could be absorbed at least in Tianjin with its new status as a Free Trade Zone (FTZ). The Free Trade Zones, according to Prime Minister Li Keqiang, should have the "courage to pursue bold reforms" and evolve into "power hubs" for the entire country. ●



A Captain's Dinner at the Spiegelpalast

It is surely no easy task for the band to liven up a room filled with logisticians, so Felix Fiege in his humorous brief address when welcoming jointly with Jens Fiege – as hosts at the Bar jeder Vernunft – the many invitees that had come. But for the top-class musicians and singers of the Walk-a-Tones, who played songs that everybody knows, likes and loves to hear over and again, it was a piece of cake. During a short retrospective, Jens Fiege emphasised the company's strong ties with its clients and long-term partners. "We

set a great many things into motion and together with you and our strong team, we achieved a lot", he stressed. Fiege Gala no. 21 held at Berlin's Spiegelpalast was, as to be expected, a huge success! A maritime-themed Captain's Dinner spoilt friends, clients and partners of the Fiege Group with culinary treats, while Abigail – three outstanding singers and an amazing pianist – and their perfect sound proved to be just the right condiment and ideal visual as well as acoustic delight on the small stage at the Bar jeder Vernunft. ●



Captain's Dinner





A relaxed atmosphere amongst both the hosts and the invitees defined the Gala 2015.



Jens Fiege and Felix Fiege welcomed the invitees.



Christoph Mangelmans, Johannes Wagner, Sascha Peljhan, Ariane Peljhan, Jan Fiege.



Heimo Robosch, Alfred Messink, Christian Grabner, Thomas Stokan, Elke Dallmann, Prof. Werner Dallmann.



Prof. Michael Schenk, Klaus Hamm, Margarete Hamm, Dr. Hugo Fiege, Lisa Fiege, Sabine Schenk.



Jürgen Baldowerin, Dr. Regine Fischer, Werner Fischer, Peter Scherbel, Peter Amberg, Hendrik Koehler.



Culinary treats were served at the food stations.



Bernhard Eckl, Martin Weber, Thomas Schachner, Mathias Thomas, Thomas Ruthekolck, Felix Fiege.



Jens Fiege, Eric Malitzke, Annika Fiege, Oliver Detje, Marcus Schönhart, Dr. Karl-Rudolf Rupprecht.



Ralf Jahncke, Uschi Fiege, Heinz Fiege, Stefan Sorce, Tanja Sorce, Karsten Schütt.



Best quality services

Team Quality is the heart of the Fiege Group's integrated management system and reports in this function via Kai Alfermann, Director Real Estate & Quality, directly to the Board. The following article mirrors the complexity of the team's work and responsibilities.

We consider it our job to ensure that services are provided at the best possible quality while protecting our employees and guaranteeing security at all our facilities for all ongoing operations. The basis of this work is to reconcile the service with the client's requirements as well as statutory, normative and personal principles of the Fiege Group", so the explanation of Göran Thälker, Head of Quality at the Fiege Group, about the diverse and complex range of responsibilities of Team Quality.

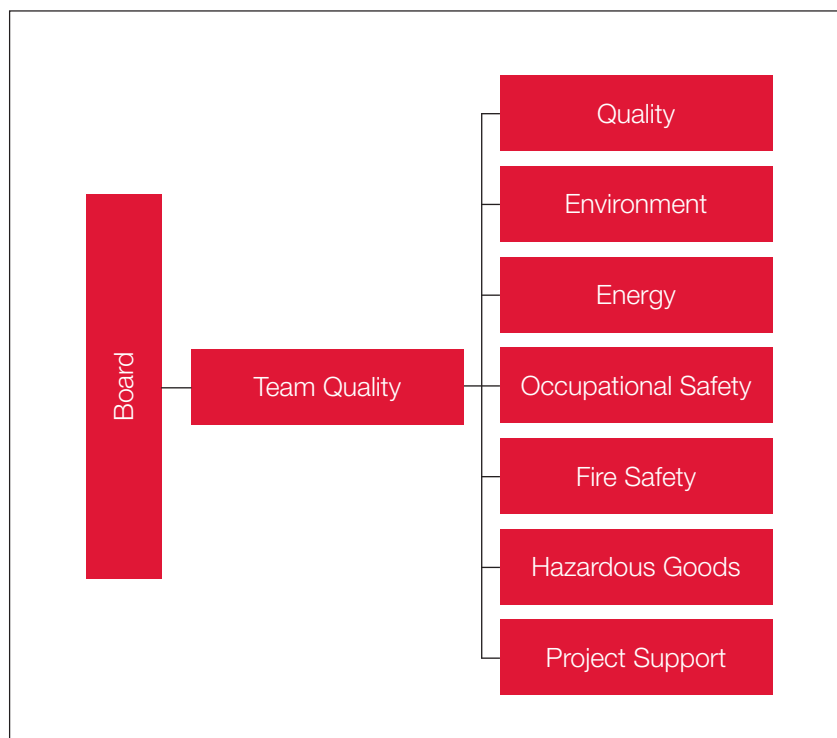
Reporting and composition

Because of the diversity of the activities, the Team, however, is closely dovetailed with many other departments such as, e.g. Security Management, Lean Management and Internal Revision. To show this diversity, the Team aims at a high level of standardisation within the Fiege Group in order to unify activities and procedures. For the integration of the central guidelines, experts have been trained at all locations (e.g. Management Repre-

sentatives) who pursue a constant exchange with the team members.

Team responsibilities

To guarantee the company's systematic success, the Fiege Group has pursued certifications since 1994, starting with the Mega Center Ibbenbüren, based on the standards of Quality and Environmental Management Systems, ISO 9001 (quality) and ISO 14001 (environment). The standards form a structured approach for corporate management and for this reason



Certifications

Based on the EN ISO 9001 standard which lays down the requirements for a fundamental quality management system, there are a number of other standards. Fiege offers services in various Business Units, all of which are certified accordingly. The Fiege Group currently holds the following certifications:

DIN EN ISO 9001:2008, DIN EN ISO 14001:2004, Waste Management Facility IFS 2.1 Logistics, Bio Certificates BS OHSAS 18001, AEO Certificate (Authorized Economic Operator) BRC Storage and Distribution Issue II VDA 6.2, SCC / SCP (Security Certificate Contractors/Personnel Agency).

are part of the Leadership Principles of the Fiege Group. In the course of the company's further development, all locations have in the meantime been recorded under a matrix certification. The management systems that are set up and maintained for a specific facility must be checked and gradually certified. Team Quality takes care of this through annually recurrent internal audits which look into the effectiveness of the management systems. One element of the internal audits, next to a review of the documents and of certificates and organisational structures, is the process audits, in order to examine supply chain flows and if necessary, optimise them. Within said context, improvement proposals are presented and potential deficits are indicated to ensure the system's continuation and persistent advancement. The management structures are set up according to centralised structures and follow guidelines made by the Team which represents Fiege's central quality management. At times the respective facilities have integrated custom-

er-specific standards in the systems: the Business Unit Consumer Goods & Retail is one example here for an IFS Logistics certification.

Specific advice for projects

Next to the existing guideline that all facilities operate in accordance with ISO 9001 and 14001 standards, the overall management system will be extended in 2016 by ISO 50001 in order to meet the goal for sustainability, in addition to legal requirements. As the Fiege Group's leading institution for occupational safety and fire safety the Team provides support through specific advice on projects and during day-to-day operations, thereby participating in the company's prevention culture. The core responsibilities of these activities includes advice given in line with, and to point out, existing laws and orders as well as EU directives. The goal of assisting those in charge at the Fiege Group in an advisory capacity so as to remove any possible existing risks for

employees, sees the Team regularly visit the facilities and advise employees and employers alike.

In connection with all responsibilities that relate to quality, occupational safety as well as fire safety, the Team also provides the central hazardous goods coordinator and organises symposiums on the topic of hazardous goods, in order to provide the trained hazardous goods officers as best as possible with information about changes to the laws.

Standardised systems

Moreover, the Team is available for the entire Fiege Group as something of a superordinate office when issues arise that concern quality, occupational safety, fire safety and hazardous goods. The overriding goal is "service with a plus in quality", so that all employees of the Fiege Group internalise the aim for safe, compliant processes. Quality does not equal document management, but achieving clients' expectations. ●

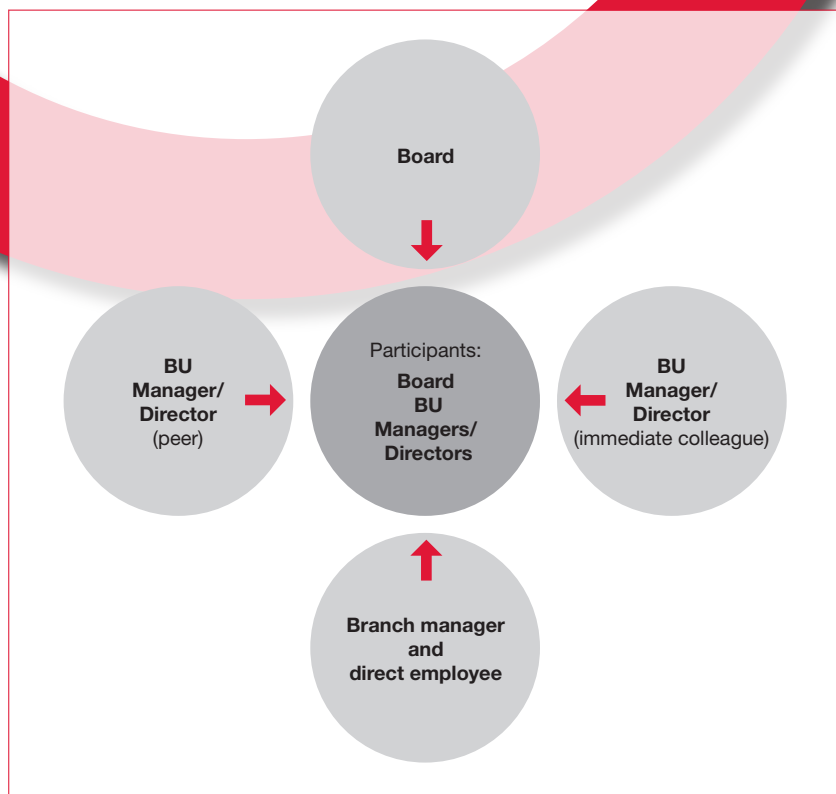


Team Quality comprises Göran Thälker, Jan Trulley, Barbara Wauligmann and Guido Rogée (from right).

Promoting a feedback culture

Fiege's new feedback system strives to advance an open feedback culture. The main aim is to acknowledge and promote good performance and to indicate the potential for developments. Simultaneously, constructive criticism is endorsed, to achieve continuous improvement.

The integrated tools currently refer to the Leadership Principles and 360° Feedback programme. The 360° Feedback questionnaire has been designed on the basis of the Leadership Principles: Each participant submits a self-appraisal on the basis of the principles and receives feedback from their respective peers. This creates a complete 360° Feedback perspective for each participant. The new annual appraisal and an employee survey will follow.



11.

We create a healthy balance

- We accept responsibility for our own well-being as well as for that of our employees.
- We are mindful of the privacy of our employees and colleagues.
- Success and efficiency of the individual are tied directly to the company's efficiency.

- Health, friends and family, job and performance, personal development. Those are the four pillars of our identity. Each of these pillars, if solid, provide for the support and resources needed to overcome even difficult situations. To keep these pillars in balance and steady is a priority for each and every one of us.
- As executives at Fiege, we realise that only a solid work-life balance facilitates the contentment and motivation of the individual.
- Mindfulness towards ourselves and our employees allows us to live up to our shared responsibility regarding the health of our employees as well as workplace safety within our sphere of responsibility.
- We are mindful of the privacy of our employees and colleagues and their right to rest and recreation. This secures the success and the efficiency of the individual as well as of the company.

Notes: _____



28 | Leadership Principles

Leadership Principles

In December, Martina Schlottbom, Head of Strategic Human Resources, introduced the revised Leadership Principles with their new layout during the International Management Meeting. "Fiege issued Leadership Principles to itself for the first time in the 90s. Our working environment has changed drastically in the meantime, which is why the time had come to revise the principles and give them a fresh anchor", commented Jens Fiege.

The Leadership Principles are to provide orientation in an ever more complex environment. Modern, contemporary leadership allows us to identify and advance the potential of our employees.

"The revamped Leadership Principles directly address executives. We placed great value on a sense of commitment and a concrete formulation", says Bettina Pick, who has been the Manager for Personnel Development at Fiege for many years and who was intensively involved in the revision of the principles. "Because Fiege is very football-savvy and we as executives operate like sports coaches, the new orientation of the Leadership Principles was a given. Football is not only a strategic game, but depends significantly on the coach's ability to lead and motivate. A positive and motivating leadership style is decisive for the sustained success and long-term loyalty of talent. This can easily be translated to our company."

Challenge and encourage employees

Executives have the important task of challenging, but also of encouraging employees and helping them to become a good team. The eleven principles are defined in the Fiege Workbook. Each principle is summarised by three core statements and then described in greater detail. The Workbook, to supplement the principles, also contains a decision-making guideline and instructions on leadership values.

"We are fully aware that there are conflicting priorities between the >

mission of the Leadership Principles and the daily leadership routine. For this very reason it should be an incentive for us to create a climate where we focus jointly on topics in an open and honest fashion", says Jens Fiege. To publicise the Leadership Principles, they will be integrated in internal leadership training, introduced through numerous workshops and their content will be transferred to day-to-day business.

360° Feedback

To bring the Leadership Principles to life and anchor them with renewed strength, they also form the basis for the first 360° Feedback tool. The Board members, the heads of the Business Units and the Directors are the first Feedback receivers to use this tool. Next year will then see branch managers and central department heads have the opportunity to participate in the 360° Feedback programme.

Six to seven questions were developed in a questionnaire for every one of these principles which reflect the described conduct and facilitate feedback. To guarantee absolute anonymity, the 360° Feedback will be conducted by an external provider. "Our Managers took up the Leadership Principles and the respective 360° Feedback with much positivity and welcome in particular the fact that they themselves are given feedback from their employees", so the pleased reply from Martina Schlottbom.

The results reports are sent to the participants and the directors and the ensuing measures are coordinated

between the participants and the Board. Following this, each participant decides how to implement the respective changes in their individual area. ●

"If you're not sure what to do with the ball, just pop it in the net and we'll discuss your options afterwards."

Bill Shankly to Ian St John

Leadership Principles

How to score with great leadership skills or: what makes a good coach ...

11 Rules of good leadership

1. We lead by example
2. We appreciate – and show appreciation
3. We encourage open, focused communication
4. We bear responsibility
5. We are ready for change and support new ideas
6. We are sincere and fair towards each other
7. We systematically further the strengths of our employees
8. We agree, in unison, on the goals to be achieved
9. We stimulate enthusiasm and recognise potential
10. We expect achievement
11. We create a healthy balance



FIEGE

The World of Logistics

BasisKom – advancing basic competence on the job

The competence of each and every employee that is required for them to perform their daily work constitutes a valuable asset, which can also aid in advancing the company.

Fiege, in cooperation with the consultancy Arbeit & Leben gGmbH, carried out the “BasisKom – Basiskompetenz am Arbeitsplatz stärken!” project for the production in Worms. The project focuses on strengthening basic skills on the job and is subsidised by the Federal Ministry of Education and Research.

At the Fiege site in Worms located on Mittelrheinstrasse is where currently a workforce of more than 900 handle the complete scope of logistics for the power tools segment of Robert Bosch GmbH in shifts. The activities require a good command of the German language and experience in logistics.

The project started in April 2014 with an introduction to picking/packing and included regular staff only. Following this, voluntary, anonymised individual interviews were held with each participant including the executives, on previously selected areas of their day-to-day work. The focal points included the workplace, employee development, training within the field of work, executives and difficulties in fulfilling the work.

The interviews were evaluated by the consultancy Arbeit & Leben gGmbH and pre-defined the weaknesses and wishes of the employees. As a result of the interviews, executive train-



Received certificates: Marc Beer, tutor for job-related linguistic promotion; Ursula Apostel, Fiege employee; Michael Suden, Managing Director Industry Logistics; Khaled Aioune, Fiege employee; Nevin Urunc, project support work – life balance (from left).

ing and seminars on teaching competence were carried out and a job-related further training relative to the

Anonymised individual interviews on day-to-day work

linguistic and communication competence amongst production employees was made available. To conclude the project, a filmed documentation took place in August which Fiege participated in as a project partner. Due to the good feedback new efforts are already being introduced to extend this to a further area at the Worms facility.

Managing Director Michael Suden also accompanied the project throughout the entire period. “It is important to receive the opinions and feedback of employees which is not always an easy thing to achieve for the employer”, he explained. Also, the A to Z of such a project is to integrate employees and managers from the very start. “And we achieved this together with Arbeit & Leben gGmbH with great success.”

The necessity of the project also showed itself in the large participation in the language and communication seminar. It is gratifying to see the commitment and enthusiasm of employees, to take up this opportunity for better integration on the job, or to better understand process flows, emphasised Suden. ●

Day of Health with generous programme

Back pain, which is a widespread affliction in Germany, was the focus on the first Day of Health organised in January by Fiege Logistik Mönchengladbach GmbH for its employees.



Supported the Day of Health: Andreas Kant, Sebastian Leverenz and Marc Konkol (from left).

Since roughly a quarter of all sick leave certificates are issued because of or as the result of back problems, this day was dedicated to back-friendly lifting and carrying. The aim of the event was to increase the health rate in the long run and to sensitise employees about how to handle heavy loads. With a local fitness studio and the facility's company doctor, an interesting programme was worked out that focused on this specific aspect. Employees were given the opportunity to choose between various areas. The offer included an eye test, an info presentation about in-company integration management, helping em-

ployees after a long-term illness or multiple periods of sick leave due to a chronic disease, as well as workshops on a body analysis and a presentation and workshop titled "Back-friendly lifting and carrying".

The highlight of the Day of Health was the prize draw for three 6-months'

Fitness membership

memberships amongst all participants who showed major interest in all offers. Conclusion: the first Day of Health was a huge success. ●



Fiege employees removed the labels from roughly 1,800 garments in order to donate them to the Tafel and other social facilities.

Quality clothes donated to Greven Tafel

Thanks to the donation from a major women's fashion label, Greven's clothes bank – Kleiderkammer der Tafel, a social establishment of the Caritas – was thrilled to receive more than 400 new garments in January. A Corporate Volunteering project at the beginning of the year led to employees of Fiege Logistik Stiftung headquartered in Greven hand over the garments to the management of the Tafel. Before this, in a first step of the campaign, nine Fiege employees from both

System Headquarters in Greven as well as the Münster branches had removed the labels from the roughly 1,800 donated garments, at the manufacturer's request, to prevent any commercial resale. Following this, the first 400 items – a colourful blend of clothes of all sizes – were wrapped in film and loaded for transportation to the Tafel. The remaining clothes will be handed to other social establishments in the course of the year.

“FIT a Home for Bobby”

In June 2015, ten young, motivated Fiege employees came together for their first three-day module of the personnel development programme named “Fiege International Team” (FIT) in the Münsterland. The goal of this programme, based on an international project, is to trial methodological and leadership competencies and develop these further with the help of an accompanying coaching.

Bettina Pick, Fiege Personnel Development, Barbara Meyer and Bernd Kappeler, external coaches, supported the team during the entire programme.

During the first get-together it became clear just how diverse the composition of the team is. With members originating from five different countries of origin – the Netherlands, Belgium, Switzerland, the Czech Republic and Germany – it not only boasts an international line-up but also a wide range of functional areas: general management, project management, account management, business development, HR, Air&Ocean, project controlling and assistance to the management board.

In September 2015 the FIT met for the second time to establish the project. The outcome of this decision-making process is the current FIT project, “FIT a Home for Bobby”. In cooperation with the Dutch animal welfare organisation, S.O.S. Strays and the Spanish animal protection organisation, El Trasgu the living conditions of disadvantaged and neglected animals are to be improved. For this, the team had set itself the goal to organise the renovation of an animal shelter in Serín in the north of Spain and, with the help of donations, to obtain the necessary funds and resources required for running the shelter. In November 2015, the FIT team came together for the third time – this time at the Dutch Fiege branch in Tiel – in order to jointly initiate the next project steps.



For Bobby and many of his peers, the young Fiege employees wanted to create a better shelter.



The animal shelter was also thrilled to receive the first donations in kind in November. A FIT member had convinced one of its clients to make a generous donation in kind for the project. With the call for donations which went out in December 2015 within and outside of the Fiege Group, the team wanted to collect funds for financing the constructions as well as medical supplies for the animal.

In early March, the team received bad news from Spain: the local council in Serín did not issue the permit for the renovation to El Trasgu and as a result, El Trasgu will now manage the shelter in Serín only until 30th June 2016. Therefore, the FIT project could not be implemented. Fortunately, the Dutch organisation S.O.S. Strays came forward on the same day with a new project proposal and comprehensive information. The new project centres on an animal shelter to be built be-

tween Oviedo and Gijón (near Serín) on the grounds and in the buildings of a former canine breeding station. The grounds and the buildings have already been cleared and cleaned out. Next steps include the renovation of the stables with the kennels as well as setting up a quarantine wing with storage room. “These projects sometimes take unforeseeable turns – this is part of the programme and naturally, is analysed so that participants learn as much as possible from the FIT”, is how Bettina Pick explains the situation.

The FIT Team will go on to deal with the plans and work out a new project plan including priorities in order to commission the renovations in coordination with La Protectora. The donations received to-date will be used for the new project and continue to serve the improvement of the living conditions of the animals living at the shelter. ●

