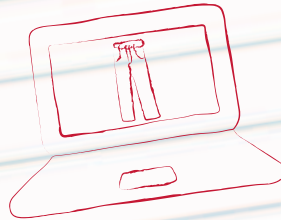


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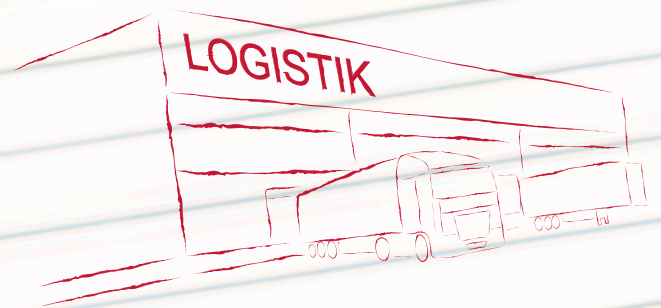
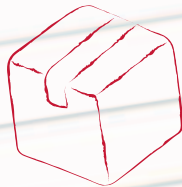
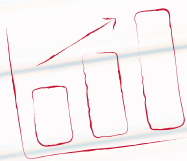
THE FIEGE MAGAZINE

NO. 91 | 2018



FIEGE

KARSTADT



**THE BEST OF BOTH WORLDS:
KARSTADT AND FIEGE FORM
NEW LOGISTICS COMPANY**

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Dear Employees, Dear Partners, Friends and Family, Dear Readers,

An eventful year is coming to a close – a year filled with many exciting projects, stronger partnerships as well as new ones, and amazing experiences. One such special event for us was the Soccer Cup held in Krakow last summer. Over 1,000 Fiege employees from eight different countries met at a single location where they played and celebrated together, making this soccer tournament the biggest ever of its kind in the company's history. Since this year's winner is our

team from system headquarters, we will be next year's organiser and look forward to creating an event here in Greven which will allow us to show the company's home base to many colleagues and families.

The old location in Greven will have been expanded and refurbished even further by then. The first parcels left the new, modern warehouses right on time in September already. Many thanks to everyone involved with the project, but especially to our employees in Greven-Reckenfeld who did an outstanding job under very difficult conditions.

Progress at the Greven-Reckenfeld location will remain exciting in 2019, and there will be many more interesting projects in the year to come. And we are already setting the course for the future: as from 2020, Fiege X Log will be overseeing Karstadt's complete supply chain. The joint venture between Fiege and Karstadt is gathering pace at its Münster-based offices where the new supply chain concept for the commercial enterprise is currently being developed.

As we look to the future, we see ourselves as a leading innovator of logistics – a course of action for which we have already received several awards. We will continue to be bold and pursue new things, knowing that we have a strong team that has our back. We wish to thank our partners, our clients and our employees for their

trust in our company, and an outstanding collaboration.

To all our readers and their families, we extend warm wishes – also on behalf of our fellow board members, Peter Scherbel and Alfred Messink – for a peaceful Advent and restful holiday season, and only the very best for the New Year. ●

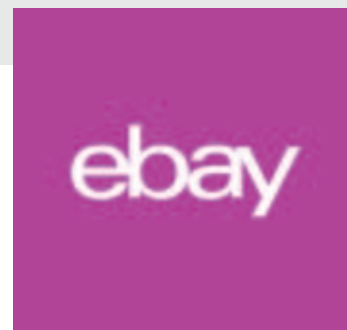
Felix Fiege
Jens Fiege



Jens Fiege.



Felix Fiege.



Logistics for eBay in Apfelstädt

● With eBay Fulfillment and eBay Versand, the global online marketplace eBay is offering new supply chain services in Germany to its commercial sellers in support of scaling their operations across all channels. On behalf of eBay, Fiege will store products and ready shipments for eBay sellers who participate in the offer. eBay sellers who use these supply chain services meet eBay's Plus programme standards which benefit their offer with enhanced visibility by using the eBay Plus logo as well as special seller protection. Both logistics offers are available effective immediately as a beta version for selected eBay sellers. Shutl, an eBay subsidiary, handles the technical implementation of the supply chain services. eBay Fulfillment is a multi-channel fulfilment service which facilitates next-day deliveries for orders placed by customers before 6 pm. Hermes delivers the merchandise stored at the Fiege warehouse in Apfelstädt near Erfurt to the end consumer. "As a leading global commercial enterprise, we believe in the strategic relevance of logistics to improve the buyer's and seller's experience on our platform", says Michael Pasch, Senior Director Loyalty & Logistics at eBay. "Our new supply chain services help us to support our sellers in meeting the ongoing growing requirements of their customers for a fast and reliable delivery."



Technisches Hilfswerk (THW) recognised Fiege as an employer who proactively supports volunteering.

Support for volunteering commitment

● In September of this year, Bundesanstalt Technisches Hilfswerk (THW), Germany's Federal agency that specialises in technical relief services, distinguished Fiege as an employer who proactively supports volunteering commitments. During a festive event held in Bocholt, Germany on 20th September, Fiege and a further eight employers who showed special support for the work of THW, received such a distinction. Dirk Brocks, branch manager at Fiege in Bocholt, accepted the honour. "Volunteering commitment is indispensable for our society", said Dr. Hans-Ingo Schliwienski, the THW representative for the state of North-Rhine Westphalia. Germany's civil protection system is largely based on support provided voluntarily. In this regard, the THW is especially dependent on the understanding of and the co-operation with employers as it operates as a relief organisation that relies primarily on volunteers. The employers honoured during the evening ceremony release their employees from their duties so that they may participate in missions, exercises and seminars. They support local associations with donations or, for example, provide their company premises for training purposes. What makes this distinction so special is that the companies are not selected by the THW, but that employees make the respective suggestions.

Real Estate Development honoured for property management

● *Der Platow Brief*, a German online business newsletter, has bestowed the Platow Real Estate Award on Fiege. *Der Platow Brief* is an information service provided to businesses, capital markets and politics which has been awarding a property prize in the categories of Residential, Commercial Properties, Investments and Special Purpose Properties for the past six years. Kai Alfermann, Managing Director Fiege Real Estate Development, accepted the property award in Frankfurt at the end of September. Platow's managing director, Albrecht F. Schirmacher, presented the copper time capsule to Kai Alfermann. "This acknowledgement honours the development from a transportation company to a globally-operating full-service logistics provider which, in addition to traditional responsibilities, has been increasingly developing integrated customer solutions in areas such as eCommerce, parcel delivery services and especially property management that encompass everything from consultation to the implementation of a supply chain concept", is how *Platow Brief* described the decision on the award for Fiege.



The Real Estate Development team was presented with the Platow Real Estate Award.

NEW'S

Celebrating 40 years: Bridgestone and Fiege

● Premium tires meet premium provider: Bridgestone has been collaborating closely with Fiege ever since the tires maker entered the European market. In Fiege, the world's market leader in the field of tires and rubber has had a reliable partner by its side for 40 years. The anniversary celebrations took place in Bad Homburg on 22nd June with employees from all Germany-based Fiege branches and the Bad Homburg headquarters of Bridgestone Germany joining in. "At the time of entering the European market, we were looking for a supply chain partner whom we could entrust our premium tires with. We found this partner in Fiege, which distinguishes itself through flexibility and service", said Stephan Rensh, Supply Chain Manager Bridgestone Central Region during the anniversary celebrations. "The long-standing partnership is defined by shared growth and joint progress. We are extremely pleased to have had Fiege by our side for 40 years now." Adds Christian Thiemann, member of the management for tire logistics at Fiege: "To us, Bridgestone is a partner with whom we jointly develop sustainable solutions. We cater to their requirements with flexibility, to enjoy the global market leader's trust in our capacity as a supply chain expert. Our 40-year long collaboration is also reflected by our success record." Fiege currently serves Bridgestone in Germany, Austria, Switzerland as well as Poland and Hungary.

Imprint

Logo 91/December 2018
The Fiege Magazine

Publisher:

Fiege Logistik Holding Stiftung & Co. KG
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48268 Greven, Germany

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Günter Benning, IHK Halle-Dessau/Michael Deutsch, Vanessa Dumke, Christian Hicking, Angelika Klausner, Axel Mertens, MIKA-fotografie, MWIDE NRW, Sea Watch, Marcel Schwicklerath, Jeanette Seidelmeyer, Marcin Szablowski, Adobe Stock (p. 29 + 30), IHK Halle-Dessau/Michael Deutsch (p. 48), MWIDE NRW (p. 50)

Layout:

Wietheger Druck, Nordwalde

Print:

Steinbacher Druck GmbH, Osnabrück
The reproduction of excerpts or of the contents of this issue is only permitted by indicating the source and is subject to the prior approval by the editors. Contributions naming the author need not reflect the opinion of the editors. Logo is also published in German.

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AND EXPANSION

Go-live at Fiege's modernised headquarters

The partnership between the Fiege Group and MediaMarktSaturn, a commercial enterprise specialising in electronics, has proven successful for several years now. Fiege is presently converting its Greven-Reckenfeld head office to cater primarily accommodate business with MediaMarktSaturn.



Markus Röser.

Next to the site being modernised, it also received a large expansion: Three new hall bays have been built. Part of today's warehouse had to make way for this. In two of the three warehouses, operations for the 2018 winter sales business are already underway.

Markus Röser, the branch manager on location, explains the changes that have already taken place as well as those yet to come. >

8 • Report



Installing new conveyor equipment for MediaMarktSaturn: The conveyor line that has been set up interconnects the different workstations where small and large items are packed across multiple levels, with the swap bodies of CEP service providers. Employees have been trained to use warehousing software to scan the picked merchandise. A preliminary calculation of the loading equipment proposes certain dispatch boxes which are then used for packaging. After that, the ready-packed parcels are placed onto the conveyor belt and reach the swap bodies via the conveyor line and connected Kaljan belt conveyors.



Since when has MediaMarktSaturn been a client of Fiege?

MediaMarktSaturn has been a client of Fiege in Germany since 2011. Incidentally, I myself oversaw the client's implementation at the time at the Apfelstädt branch near Erfurt. The fact that MediaMarkt is now relocating to our Greven branch – which means that I will be meeting some of the client's employees from back then again – is an even greater pleasure for me.

What was the scope of business previously handled? Which areas did Fiege cover? And what did operations look like?

Fiege has been handling logistics for Saturn's and MediaMarkt's e-tailing operations since 2011, for both merchandise that leaves the warehouse through the parcel transport segment as well as large product groups that are shipped using our company's spe-

cial two-man handling network. At the time, these product groups were all fully integrated in Apfelstädt. Because of the client's extensive growth and the excellent job that our colleagues in Apfelstädt performed, warehousing operations were set up specifically for large appliances of the two brands in Lehrte in 2015 so that these two product groups then left Apfelstädt. Following the client's continued growth, we responded to the grown requirements with a new warehouse in Cologne in 2017, and now with the start of warehousing operations in Greven.

Was the conversion and the expansion in Reckenfeld implemented primarily for MediaMarktSaturn? What is the scale of current business transactions? And what is planned for the future?

Last year, we oversaw a warehouse space of 32,500 square metres at the Greven location. In the meantime, we had to lease and manage an external warehouse while the conversion was taking place as the overall project required the demolition of 12,500 square metres which then had to be completely rebuilt. In total, 65,000 square metres have been built from scratch. We are also erecting a multi-storey platform system so that, starting April 2019, we will be managing somewhere around 90,000 square metres of warehouse space, of which 50,000 square metres are dedicated exclusively to MediaMarkt. Consequently, the clients housed temporarily at the external warehouse will be returning to our location as from the beginning of 2019.

When did MediaMarktSaturn go live in Reckenfeld? Which areas



and which range of operations does Fiege cover at present? Is the Christmas season already in full swing?

We started right on time and as scheduled on 3rd September and have already sent out some 50,000 orders during the first month. Each day, all shipments were handed over to the transport service provider. We are tasked with supply chain processes like incoming goods inspection, inventory management, value added services, order picking and packing shipments plus handing over to the transport service provider. We are currently in the middle of preparing for the Christmas season which comes with a higher flow of incoming goods, to build up stocks for Christmas sales. In terms of outbound shipments, Christmas sales will kick off on what is known as Singles Day, on

11th November, and keep us busy until Christmas Eve. A major challenge here will be the weekend from 23rd to 26th November, which spans Black Friday and Cyber Monday, for which we anticipate somewhere around 60,000 orders over the weekend alone. But that is also what we really look forward to.

What will happen next year?

During the first six months, fitting the three-storey shelving system while operations are ongoing, and integrating the clients currently handled at the external warehouse will be our top priorities. Simultaneously, we will add other product groups for MediaMarkt which will result in an additional increase of our workload and consequently, headcount. Once these items have been completed, we have a small time window during which we can

finetune and optimise our newly implemented process flows, in order to then prepare for the 2019 Christmas season during which we expect to handle a projected 435,000 orders in November, and 455,000 in December for MediaMarkt.

What proved to be the biggest challenges of this project?

The new building in combination with demolishing and refurbishing the existing warehouses created a degree of complexity for the project which I had not previously experienced in my professional career. Although this project has not yet been fully completed, things could not have progressed any better and we have met all milestones. I therefore wish to express my gratitude to the project teams at headquarters and the teams and employees right here on location. ●

‘Tremendous compliment’ for the team

Jens and Felix Fiege belong to the fifth generation at Fiege at the helm of the international logistics group in Greven. They are part of the Group’s four-member managing board. Our editorial team member, Günter Benning spoke with them about the development of the Fiege locations in Greven and Reckenfeld.

AUTHOR: Günter Benning

SOURCE: Westfälische Nachrichten, 6th October 2018

Business at the new building in Reckenfeld started even while construction was still ongoing?

Jens Fiege: Yes, the first two hall bays have already been completed. That was crucial for November’s Black Friday business, but also for Christmas. MediaMarkt can already use the hall bays which eases volumes at other locations.

How many parcels are handled there?

Jens Fiege: On average around 25,000 a day. And that number is expected to increase by Christmas. During the final expansion phase, there will be up to 90,000 parcels daily. That is the limit.

To continue working while construction is still ongoing was surely not an easy task, was it?

Jens Fiege: Operations never really came to a standstill, which was a crazy challenge. During the conversion, part of the section was demolished so that some departments had to relocate multiple times. The old building was moderately refurbished, while some parts moved to the new building. We have to give

the team a tremendous compliment in this regard because they achieved an almost superhuman performance during the construction phase.

Initially there were doubts whether you would have sufficient staff to run the new operation. The talk is of 500 jobs. How is that going?

Felix Fiege: Very well so far. Up to now, we have employed around 100 new people. But it is indeed the biggest challenge for us at most locations. Quality offers and attractive working conditions are very important when recruiting.

Yet it is key to have a pool of manpower to fall back on. How do you source your people?

Felix Fiege: The exciting thing is that a number of those who started here are former employees. Reckenfeld has experienced some difficult times. A few years back, we closed parts of the forwarding segment and had to let go of some employees. That was not easy for us, but we managed to do this in a fair manner. And now, many of them have touched base with us and said that they would be happy to join us again. Although some have already found another job elsewhere! They like to work for Fiege, which we were pleased to learn. Otherwise, our employees scout out their friends, fellow sportsmen and relatives. That helps a lot.

Greven’s local politics often lament that the logistics industry does not pay well. Especially here at the Airport Park, the last thing people want is a low-wage sector. Is your pay really that bad? And do you compete with other logistics companies in Greven for employees?

Jens Fiege: Our pay is good and fair. The logistics sector does not advocate wage dumping – instead, it is a sector organised under collective agreements. But the industry is often portrayed as a villain. Fact is, there are indeed black sheep, many who lead a hand-to-mouth existence. But larger businesses – even DHL or Hermes – pay good, fair wages. There is actually a certain competition between the businesses. But that is not so much about wages and more about the working climate, career opportunities and CPD options.

Felix und Jens Fiege (from left)
at the open-plan office at FMO.
Photo: Günter Benning



The Ibbenbüren colliery is about to be closed. Will you be able to source employees from there?

Jens Fiege: We maintain one of our larger locations in Ibbenbüren. Some people there are seeking new professional fields following structural changes. Things are different in Greven. Greven is growing because the economy is doing well. And that attracts people. We are hoping that we will be able to continue to grow here in Greven.

Felix Fiege: As a family business, we surely have an advantage over many others, due to the values that a family business stands for: reliability, security, and a family-like atmosphere for all. Our corporate culture intentionally aims to achieve that. Family is something that we greatly value, it is important to us. Fiege will remain a family business, even in future.

Do you play soccer internationally with your employees?

Felix Fiege: Very important. Our Soccer Cup is a huge topic for all. Each branch has its own team. The winner always organises the upcoming tournament which is why the last three years we travelled to Poland for the event. Last time, we managed to take the cup home. Next year, we will be organising the tournament for more than 40 teams in Greven.

Where do you train?

Felix Fiege: On 09's field.

And do the bosses themselves play?

Jens Fiege: Of course, I scored two goals, and Felix one. But if you believe there is a special bonus for being the boss, well, forget that. I believe that for the opponents it was the most severe penalty to have the boss score a goal. They made life harder for us than for anyone else.

Outside the entrance hall is a mock-up from the Fiege headquarters. Next to the tower is an administration building with three wings. Are there still plans for this?

Jens Fiege: It is an option. But really, our company is organised in a highly decentralised structure. We try to keep what we do here in FMO as lean as possible. Operations, even sales, are handled at the locations. That's where the action is. That's where our clients' business happens. Certain things like finances need to be centralised, things like engineering and new technology such as robotics are pooled here.

Next door at the Airport Park, there is land for a logistics research centre.

Felix Fiege: Indeed, a research lab with business operations. We want to trial new and innovative technology there such as robots and optical head-mounted displays.

Jens Fiege: We are now thinking about using the drones for the first time inside the warehouse, for stock-taking and to identify what is in stock. Equipped with a camera, they hover through the warehouses and make life easier for those who normally check stock levels.

And you intend to do that here?

Felix Fiege: We want to pool that here so that we can test multiple technological approaches. It is about the logistics of the future.

When is that supposed to happen?

Jens Fiege: We are setting up a relatively large space in Reckenfeld. There is still potential for existing business to grow. As soon as Reckenfeld is full, this will become a concrete option. But even in that case, we tend to be family-minded and conservative. If there is need, we will build it. Maybe in two, three years from now.

Will Greven continue to be important to you?

Felix Fiege: Of course, it's our home. This is where we will stay. ●

Fiege X Log joint venture unites Karstadt and Fiege

Karstadt and the logistics provider Fiege are forming a new logistics company: the joint venture named Fiege X Log will handle all logistics for Karstadt starting 2020. In future, Fiege X Log will be able to provide its expertise and services even to other businesses in the market.

Karstadt CEO Dr. Stephan Fanderl explains: "Karstadt is evolving successfully into an interconnected marketplace with multiple partners. Through our network of stores, we have 79 supply chain locations based in the very centre of cities, plus a central warehouse. Our new partner, Fiege is a highly-experienced logistics provider with comprehensive omnichannel and fulfilment expertise. With this joint venture, we will be combining the best of both worlds from retail and supply chain services. As a result of this, we will have not only tailored high-efficiency logistics for Karstadt, but in addition we will be able to offer this unique experience to the market in future."

"Our joint venture will support Karstadt in taking charge of their supply chain again and positively surprising their customers with new services", explains Jens Fiege. "Customers expect a smooth buying experience across all channels, which is why we will connect eCommerce, brick-and-mortar retailers and marketplace operations via an omnichannel approach and beyond this, will offer additional innovative services to the end



customer. We look forward to setting new standards in retail logistics together with Karstadt."

The new supply chain structure is already being designed for Karstadt. Measures already implemented following modernisation activities – such as the separation of functionalities at the stores into categories like logistics, check-out and sales – are key premises for this. "It was especially important for us to reclaim our logistics which has been outsourced since 2005", explains Miguel Müllenbach, Chief Finance Officer and Personnel Director of Karstadt. "Managing the logistics for our own locations is a core competency for any retailer which we must and want to master by ourselves."

The added clout for the new joint venture generated by the large number of inner-city supply chain hubs following the planned merger between Karstadt and Kaufhof would equally benefit non-Karstadt customers. ●



Creating new standards in retail logistics



Hendric Fiege, the brother of Jens Fiege, is the latest member to join the family business this year. In this interview, the Director New Ventures explains which responsibilities and goals he intends to focus on in the years to come.

Hendric Fiege, you joined the family business in 2018. Would you share your first impression with us?

It goes without saying that Fiege has been a part of my life all my life, so I am happy to be fully involved after all this time. At Fiege, it is the team in particular, the helpful and dynamic colleagues, but also the great topics that inspire us.

For one, I oversee the development and advancement of innovative, often data-driven business models at Fiege. But my core task is setting up and managing our joint venture with Karstadt – Fiege X Log – together with my fellow director, Werner Linnemann from Karstadt. This is a fantastic and exciting role. I also wish to express my gratitude to Martin Rademaker and his Fashion & Online Retail team. Martin was the one to convince Karstadt of Fiege's vision as a multi-channel fulfilment service provider and sealed the deal. I am thrilled for us to be working together on implementing this vision.

How is Fiege X Log positioned and what is its goal?

Fiege X Log is a 50/50 joint venture between Karstadt and Fiege. The two companies complement one another to perfection: Karstadt persistently

pursues an omnichannel strategy, and Fiege is a leading omnichannel logistics company. Fiege X Log will handle all logistics for Karstadt starting 2020. Our goal is firstly, to ensure a smooth transition of the logistics, and secondly, we want to advance and optimise Karstadt's logistics. Ultimately, we want to turn logistics into a differentiating factor and enabler for Karstadt's new customer services. Beyond this, we intend to market these services to third parties in the future.

Fiege X Log will handle the logistics for Karstadt starting 2020. What is currently on the agenda? Has the work already started?

We only just moved into our new offices in Münster. This is where the company is headquartered and it is here that we get together with colleagues from Karstadt and prepare for the business transition in 2020. Also, we have already initiated the development of new innovative business models. For example, we launched our Angel delivery services at ten branches in Dresden and Berlin already. Angel enables Karstadt customers to have their purchases made at the store delivered directly to their home on the same day within a preferred time frame.

You lived in Berlin for a long time where you worked for Deutsche

Bahn. What is it like to move from a big city back home again, to quaint little Greven?

Changing from a state-owned company to a medium-sized family-run business is a significantly bigger change than moving from the capital back to Greven. Here at Fiege, we are much more agile and faster in our decision-making. We are more customer-centric and not so much defined by internal politics. And I believe that decisions at Fiege are always made with sustainability in mind, rather than short-lived activism.

For me and my family, returning to Greven was easy: We were welcomed with open arms by family and friends. The only thing I really miss is the culinary diversity that you find in Berlin.

What do you wish for in the future?

For one, I would like to create new standards in retail logistics together with Karstadt. In relation to Fiege, I would like to draw on the opportunities presented by the digital revolution so as to hand over a future-forward and solid company to the next Fiege generation. And if after all this, I had one more wish I could make, I would wish for a great sushi place in Greven. ●

Fiege & Friends at Spiegelpalast

“Networking. Entertainment. Dinner.” – It has become something of a tradition, the Fiege & Friends evening event held after the Fast & Forward get-together staged at the Bar jeder Vernunft – an evening filled with interesting conversations in a relaxed atmosphere with clients, partners, friends and colleagues. And this year marked the event’s 25th anniversary at Spiegelpalast.

Jens and Felix Fiege highlighted the surprisingly large turnout at this year’s event: “We are full to capacity at the Spiegelpalast!” That in fact so many of the invitees had cared to join Fiege in Berlin was gratifying not only for the Managing Board, but also for the many employees organising the event who welcomed the response from visitors

as a sign of recognition for their hard work. Guests could seduce their taste buds with fine culinary delicacies at the cooking stations and enjoy a selection of beverages at the two bars. The musical accompaniment was provided by the Walk-a-Tones, a walking band composed of highly-professional musicians and singers who have shared the stage with many internationally

renowned artistes before. They thrilled the audience with well-known tunes from the past as well as the latest chart toppers.

And then, Live-on-Loops hit the stage: the three musicians – percussions, vocals and saxophone – knew how to win over the audience, who danced the night away to the sounds of rock, pop and soul inside the *Spiegel*-tent. ●



Jens and Felix Fiege welcomed the high number of invitees who had arrived to join them for the evening event.



The Walk-a-Tones put on their show right in front of the invitees.



Percussions, vocals and saxophone is all the three artists from Live-on-Loops needed to drive the crowd wild.



The team organising the event received much positive praise.

Focus on Artificial Intelligence

‘From big data to smart business’, so the motto of this year’s Fast & Forward event held in Berlin for the second time now by the Fiege Group in October of this year. The event held at Von Greifswald in Berlin’s Tiergarten district attracted over 100 interested listeners, clients, partners, employees and friends of the company. They arrived to find out more about Data Analytics, Blockchain and Artificial Intelligence (AI), to discuss these current topics and learn about new approaches.



Felix Fiege emphasised the relevance of networking in his address.

of the flock’ are topics that are all dear to his heart.

This was followed by a presentation from Prof. Dr. Marc Jansen, whose research focus within the field of software technology zooms in on the development of distributed and mobile applications. He addressed the Use Cases of blockchain technology in logistics. Prof. Dr. Marc Jansen has been the head of the Laboratory for the Architecture of Distributed Systems at Ruhr West University of Applied Sciences since February 2011. His re-



The audience visibly enjoyed the laid-back presentation format of Prof. Dueck.

The day lived up to its previously given promise: the event was all about the presentations, an exchange through networking and getting to know the latest innovations. The first speaker – Prof. Dr. Gunter Dueck, an academic maverick who is known for his involvement, his comments and questions – gave a relaxed presentation of his view on ‘Intelligence as a Service’. New education, innovation, the promotion of digital infrastructures and the fight against ‘stupidity





Prof. Dr. Marc Jansen



Prof. Dr. Gunter Dueck



Iskender Dirik

SPEAKERS



During the exciting panel discussion Kevin Ückert, Christian Junger and Felix Hettlage, moderated by Prof. Dr. Reiner Kurzahls (left), detailed their respective experiences from the specific sectors.

search is focused on software technology as well as Blockchain technology and crypto currencies. Within this field, he supports many companies from the logistics sector.

“AI will eventually do away with repetitive jobs and tasks, but at the same time it will create new human positions”, Iskender Dirik explains, who held the third key presentation of the highly informative day, titled ‘The Future of AI Driven Market-

ing’. He explained what Artificial Intelligence means for marketing and thus indirectly for supply chain management and sees AI as an op-

AI as a chance

portunity for logistics. Iskender Dirik is the managing director and CEO of Microsoft ScaleUp, the most exclusive start-up programme at Micro-

soft worldwide. “Are humans fully replaceable in the future? And will marketing be fully automated as a result of this?” This presentation also touched on upcoming topics such as automated CRM, advertising and self-driving vehicles, chatbots and image recognition as well as AI solutions that have already been implemented within marketing. The panel discussion, moderated by Prof. Dr. Reiner Kurzahls, Professor >

of Statistics at Münster University of Applied Sciences, also proved to be exciting. In 2017, Prof. Kurzahls

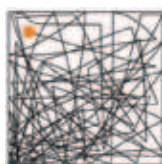
Targeting specific new customers

formed the data start-up Westphalia DataLab which offers cross-sector data analysis via an online plat-

form in an on-demand subscription format that can be cancelled on a monthly basis. The platform enables businesses to increase sales and save costs based on data, for example by targeting certain new clients or through the smart allocation of working capital. Together with Kevin Ückert, Data Scientist at CLAAS since 2016, Christian Junger of MADANA and Felix Hettlage, Direc-



START-UPS



tor Supply Chain at Peek & Cloppenburg, the specialists outlined their experiences from their specific sector and gave an elaborate response to questions asked by the interested audience. The summation of their exchange: "If you don't get started, you will never arrive!"

Just like the year before, a simultaneous exhibition showcased young start-ups introducing their ideas and potential application within logistics.



Many visitors immersed themselves in interesting conversations and exchanges.

First achievements in no time

Founded in October 2017, Westphalia DataLab can boast first major achievements after a year of operation only. A growing number of businesses recognise the potential of their data. Westphalia DataLab plays a crucial role in utilising these data.



Data Analytics as a service – i.e. offering the automated analysis of data as an on-demand service – this was the intention when the team composed of scientists from Münster University of Applied Sciences in collaboration with Fiege Logistik Stiftung formed Westphalia DataLab in October 2017. In our last issue, we introduced the company and its objective of enabling especially medium-sized enterprises to derive information from their data without having to independently employ specialists such as programmers or statisticians.

Fast forward to today and it can be said that the DataLab concept is working. More than 100 projects have been implemented, resulting in crucial findings from the data for over 25 clients from the region and world-wide. Additionally, the company's concept can be successfully implemented on a cross-sector scale. Sectors for which projects have been implemented include the waste disposal, recycling, utilities, finance, logistics, agricultural technology, construction and food industry. State-of-the-art machine learning and enrichment models that merge first-party data with third-party data promise measurable success in no time. Significant increases in sales can be achieved, for example by identifying clients likely to churn or by upping next-best offers. In terms of cost, predicting future sales or the early recognition of machine downtimes

present an enormous potential for savings.

In close collaboration with the customer, possible cases of application are identified whose potential for savings is then proven by a Proof of Concept. During these initial projects, the data provided are analysed within the context of the previously identified Use Case over a project phase that lasts a maximum six weeks. Following this, Westphalia DataLab gives its clients the option to translate the findings from the first phase into an individualised analysis dashboard. By using constantly optimised and self-learning algorithms the monthly updated analysis results are then intelligently integrated into the client's day-to-day business.

In Fiege, Westphalia DataLab has not only found a strong strategy partner, but also a predestined client by its side who recognises the potential of its data and gradually turns individual business units into data-driven divisions. One point worth mentioning is the automated warehouse allocation for individual items.

Westphalia DataLab's current best-seller is its Forecasting. Using machine learning methods, historical data are analysed so as to, for example, predict future sales volumes.

This results in a large-scale savings potential in relation to production, personnel and warehousing costs in addition to creating higher planning certainty and is achieved especially by



Cornelius Brosche, Reiner Kurzhals and Felix Fiege (from left) introduced Westphalia DataLab during Fiege's Fast & Forward event in Berlin.

adding an above-average amount of third-party data to enrich the models. Past projects uncovered the potential to save up to 28 million euros. Westphalia DataLab looks back at a highly successful financial year without losing sight of its future. The goal is to have become the largest cross-industry provider for data analysis in Germany by the end of 2018, and within Europe in the year after. ●

Fiege Innovation Challenge – a successful concept

The first Innovation Challenge by the Fiege Group in 2017 proved such a success that it was destined to become a long-term item in the field of Inside-Out-Innovation. That was after all the wish of those in charge of organising this year's second challenge.



An attentive audience heard the presentations of the finalists together with the jurors.



Fabian Groß, Mareike Vogt and Marc Borgmann from Fiege's Energy Management department were the winning team with their concept for intelligent warehouse lighting.

The goal is not only to strengthen a culture of innovation and encourage employees to adopt a business mindset. We take this seriously and actually put things into practice", emphasises Andreas Pott, Director Corporate Development.

The outcome from the first challenge speaks for itself: The founders, Jan Trulley and Göran Thälker of Opticert are in the process of technically executing their platform and are hence about to go live. A further idea from the Healthcare segment has already become a fixed element at Fiege's Healthcare business unit when dealing with customers: stock financing within healthcare logistics.

This year, the number of applications had increased by around 50 per cent compared to the previous year, especially in relation to the share of external applications since students from partnering universities had also submitted strong ideas. Many of the new, future-forward fields of innovation within logistics were covered by incoming ideas, such as Blockchain, 3D printing, energy efficiency, warehouse automation and the lack of skilled personnel, at present one of the most urgent topics in logistics.

The final shortlist saw six groups of applications, four internal groups and

The winning business model

Fiege invites all students and employees to let the exciting possibilities of these times inspire them. A jury comprising the owners of Fiege and members from the senior management review the ideas that have been submitted. The most promising business models will make it to the light pitch. They are then given the opportunity to introduce their novel ideas in person. Those who manage to make a case for themselves during the light pitch will be given the opportunity to convince the jury and the audience of their idea during the final pitch event. The most convincing business model will ultimately win the Fiege Innovation Challenge. The winner or the winning team can expect € 5,000 in prize money plus the opportunity to advance the business model together with Fiege.

two from the outside (students from Münster University of Applied Sciences studying for a Master's degree in logistics), face off. Amongst the audience were not only employees, but also clients and further guests like professors and staff from Technologieförderung Münster. The pitches from the finalists were captivating and to the point. In individual ten-minute presentations the finalists presented their ideas and laid out what Fiege could

gain from this. The subsequent round of questions equally limited to ten-minute stints focused on potential weaknesses or figures mentioned in relation to the concepts. Details were critically screened. The audience and the jurors also voiced their thoughts on how to advance the ideas further. Mareike Vogt, Fabian Groß and Marc Borgmann from Fiege's Energy Management department were the winning team. They introduced a concept

for smart warehouse lighting which convinced both the jury and the audience.

The runners-up from Fiege's Healthcare team made up of Moritz Hüwe, Christian Bockholt and Marcel Wegmann presented an idea on how to increase efficiency for the supply of hospitals and medical warehouses. Students from Münster University, notably Hannes Hatesohl, Bastian Engelking, Niklas Hoffmann, Eike Werther and Kristina Dumbeck shared the third place for a solution dedicated to the lack of parking spaces for trucks with Felix Jeschke and his platform that supports automotive workshops. Jeschke is currently a student trainee at Fiege and registered with Münster's University of Applied Sciences.

The ideas will be pursued further in different ways: The light compass remains an idea that is ready to be implemented in close coordination with a possible partner. The concept is being specified and its technological implementation is being explored. The concept and validation of the other ideas are also undergoing detailed examination. ●



The finalists welcome the applause from the audience together with Felix Fiege, Prof. Dr. Reiner Kurzhals and Jens Fiege.

The many benefits of the freight assignment tool

The all-new 'Freight connect 2 FIEGE' freight assignment tool is a Fiege in-house development and offers significant advantages for day-to-day operations of connected freight operators. In May 2018, Fiege's Consumer Goods locations in Bocholt, Rangsdorf, Grafschaft and Bremen were added, and the Tires Business Unit with its locations in Dortmund, Hamburg, Dieburg and Lahr will be connected in the next few weeks. Sabrina Purwin, Team Transport Management BU CG, outlined the tool's positives for the freight operators in the following interview.



Sabrina Purwin.

Why did Fiege decide to develop its own freight assignment tool?

We wanted to pursue a new path in relation to freight assignment and found that portals already established in the market were good but more often than not did not meet our requirements and needs. We wanted to implement our ideas

without having to compromise or make concessions. This is how the collaboration with our very own Transport Management Team and the Information Management Team came about, resulting in the idea to develop our own freight assignment tool.

What is the difference between Freight Connect 2 FIEGE (FC2F) and other portals?

For starters, FC2F is not a public portal that any freight operator can connect to. It was important for us to dedicate more relevance to the topic of security in today's times. It is only possible to join our freight assignment tool following a personal invitation. Freight operators must register beforehand with their documents which are checked in terms of content and validity, before they can actively partake as a freight operator. Moreover, the FC2F is connected to the Transport Management System so that no freight is entered manually. The entire award process is digitalised. Using the FC2F tool allows us to interconnect and view our branches in terms of transport from a comprehensive perspective. FC2F helps us to create the basis for handling future operations-related

topics such as processing, invoicing and status feedback to a centralised point.

What advantages can freight operators expect from registering with the portal?

We help freight operators save time. Freight operators are faced with the same challenges that we face, which is a lack of time and personnel. The opinion of freight operators was one of the project's central issues right from the start! For this purpose, we conducted a survey at a very early stage amongst our top freight operators to be able to take their wishes regarding the process into account. The FC2F tool offers many advantages to freight operators such as economy of time, more efficient planning and access to all Fiege branches. Freight operators need not expend an excessive amount of time to source cargo but automatically receive an email when a branch has a tour to offer that fits their profile. This dispenses with waiting unnecessarily for a response and instead, 30 minutes after the deadline for the tender has expired the latest, the freight operator's offer is either declined or he is awarded the transport contract. ●

New smart glasses for Worms and Großbeeren

Fiege sets standards even when it comes to Pick-by-Vision:

For its Worms location where the company already picks orders using the Picavi solution, a further 40 optical head-mounted displays – or smart glasses – have been ordered.

Fiege's branch in Großbeeren is about to be outfitted with all-new smart glasses. Fiege has now equipped the logistics centre situated near Berlin with a dozen smart glasses by Picavi.

For Picavi, these projects are milestones in their company's development. "The new order for the Großbeeren warehouse and tripling the number of glasses used at the location in Worms means a huge step for our company", is how Carsten Funke rates the latest developments. The Chief Sales Officer at Picavi adds: "The best thing that could happen to us is that a satisfied

customer places a repeat order or extends the Pick-by-Vision solution to additional locations. It is a clear indication that our product works as it should in day-to-day operations, because it optimises supply chain processes."

Fiege started roughly one and a half years ago to order pick power tools

and gardening tools for its clients there using the head-mounted display. Most recently, 20 Picavi smart glasses were in use at this location. "The efficiency gains to be achieved using the Pick-by-Vision solution convinced us. For this reason, we will be fitting an even higher number of warehouse workers with smart glasses", comments Michael Suden, Managing Director Fiege Industry Logistics in Worms.

And even Fiege's Großbeeren branch will now be using the hands-free approach for order picking. "We intend to lower picking times with the help of smart glasses and reduce error rates by visually guiding warehouse workers", says Martin Schacht, branch manager at Fiege in Großbeeren. "Following the good experience by our colleagues in Worms we consider these goals to be realistic. We are excited about becoming the second location in the world of Fiege where the optical head-mounted displays will be used."



Smart glasses lower potential error rates

Over 80 per cent of a person's sensory impressions are perceived through their eyes. Picavi's Pick-by-Vision uses this fact for its order picking application. At two Fiege locations, optical head-mounted displays from the company based near the city of Aachen are used to pick orders. This is faster and minimises mistakes.





Where am I currently and where do I go next?" Smartphones that have become constant companions in people's lives can answer this need for orientation – for example when travelling on business into an unknown city – in no time. Warehouse staff are often confronted with similar questions and want to know what to pick next on their daily tours between often metres-high racking systems.

For three years now, Picavi's market-ready Pick-by-Vision solution has been helping workers perform operations in intra-logistics. With strict visual process-guidance the company and its optical head-mounted displays bank on the eye being the very sensory organ via which humans perceive most impressions from their environment. Roughly 80 per cent of one's surroundings are perceived via one's eyes each day – i.e. far more from the sense of feel, smell or

taste. "Our application uses this fact to guide the warehouse worker with his daily duties by projecting the picking tasks onto the display. The glasses are light in weight and ergonomically convenient to wear. But most and for all, the worker can keep his hands free to take up or deposit items", is how Johanna Bellenberg, Director Marketing and Communications at Picavi, highlights one of the decisive advantages compared to other systems. "That speeds up picking. The display even tells the picker that he has taken the wrong product or the wrong amount of the right product. This means that next to saving time, the system also lowers the error rate of the actual picking."

For Picavi, which started developing this visual approach as early as 2013 before the first clients used the so-called 'Eco-system' hardware and software in 2015, it was important to make it as easy as possible to connect the system IT-wise with their individual client's existing warehouse management system. Standard interfaces have already been programmed for the roughly 450 different WMS models. To guarantee a fast go-live for the respective project, they ensure the transmission of the relevant information in real time between the optical head-mounted display and the warehouse management system.

Since products are stored (temporarily) in many different locations on shelves or on pallets and people with a variety of technical socialisa-

tion apply the Pick-by-Vision solution, Picavi offers more than a single-entry option for the individual worker: Depending on the task at hand or the personal preferences, either the touchpad on the glasses, the Picavi Power Control which doubles as a rechargeable battery, the newly added voice control option or the Bluetooth ring scanner which is quite frequently used together with the glasses are all available options for the input of orders. ●



Facts & Figures

Picavi GmbH	
Year of formation:	2013
Employees:	35
Company headquarters:	Herzogenrath
CEO:	Jens Harig
Client count:	over 50

Social media bolster communication with employees

Fiege officially joined Facebook and Instagram this year. Its Marketing & Communications unit shares contributions from around the world via the company's account: corporate news, impressions from trade fairs and events as well as stories from the locations. Before, Fiege's social media presence as an employer was limited to LinkedIn and Xing.




We intend to use social media platforms increasingly to communicate with our employees, to inform them about everything happening in the world of Fiege", says Julian Mester who is in charge of corporate communications. "At the same time, we want to give all business units and locations the possibility to use these channels for themselves and share content with us." The effort is worth it as the potential reach is enormous. 3.2 billion people pro-actively used social media in 2018. And each second, this figure grows by a further eleven users. In Germany, 32 million people use Facebook at least once a month, and over 15 million are active on Instagram.

"Our employees use Facebook & co, as do our partners and our clients. We want to present Fiege as a modern enterprise with interesting stories and good pictures", says Julian Mester. Whereas 94 per cent of all companies are on Facebook by now, only two thirds are on Instagram. "In the B2B segment, there are surely fewer. Within logistics we are amongst the first trying this channel", says Julian Mester. Instagram is particularly popular amongst the younger generation and lets people share photos and hashtag them. Instagram stories share photo galleries which are deleted after 24 hours.

"We have already covered a variety of events in the stories. The first one was the Fiege Soccer Cup which allowed users at home to follow the action a little, to see which team made it how far and check in on everything else that happened





at the Wisla Krakow stadium", says Social Media Manager, Genevieve Wiehe. She joined Fiege at the beginning of the year and oversees the Fiege channels. "We wish to offer a look behind the scenes of Fiege and

show that logistics are an exciting and diverse field", says Wiehe. Feedback has been highly positive so far, as has the participation in the prize draws. "For our photo competition with the Fiege truck we received quite a few really great pictures which makes it >



SOCIAL MEDIA NETIQUETTE FOR FIEGE EMPLOYEES

May I follow and share content from the FIEGE social media accounts?
 Yes – FIEGE has official accounts on Facebook, Instagram, LinkedIn and Xing. Posts can be liked, shared or commented on. Here are the official corporate accounts:

	facebook	FIEGE1873
	Instagram	FIEGE1873
	LinkedIn	FIEGE
	Xing	FIEGE

Can I create content myself?
 Yes – each FIEGE employee may participate and create content for FIEGE's social media accounts. However, only administrators have the rights to publish these. Possible content like great pictures or a story about a visit to a branch can be sent to socialmedia@fiege.com.

Can I mention that FIEGE is my employer?
 Yes – to do so, always name FIEGE (without any further addendum) as your employer. The job title includes the position plus the business unit as is mentioned in your employment contract. But please be mindful of the fact that every time you mention FIEGE as your employer, you simultaneously represent the company. Therefore, when using social platforms, just like in real life, be sure to mind the law and do not publish any insulting or otherwise illegal content.

May I share my opinion about FIEGE posts?
 Yes – social media networks are communication platforms where your opinion is always welcome. But please be professional and to the point at all times. And as always: Think before you post.

Is there anything special I need to take into consideration?
 Be sure to cruise social networks just like you do life per se. This means do not share confidential company information. This applies specifically also to pictures taken on and of the company's premises. Look out for any copyrights and the rights to your own picture – but also of colleagues, visitors and clients.

extremely difficult to pick five finalists”, Wiehe adds. Roughly 50 trucks joined Fiege’s Facebook followers on their summer holidays. They staged the truck on the beach, in the mountains or under water and sent their pictures from many different locations around the world to Fiege’s social media team. In the end, the Facebook community voted on the winner.

The Fiege accounts thrive on stories that are shared, commented on and

liked. All Fiege employees can participate. “We appreciate each and every follower that likes our posts or com-

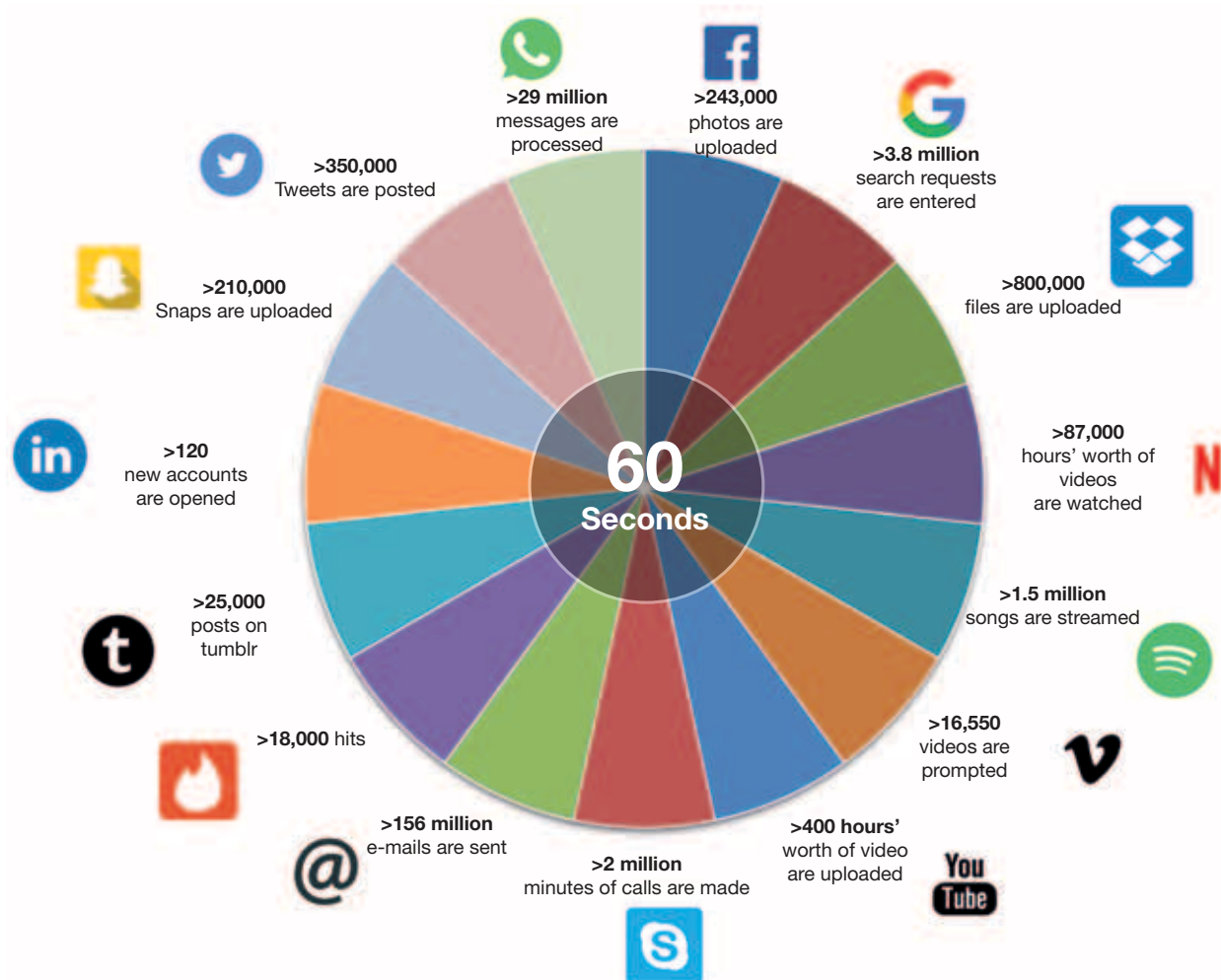
Respect basic netiquette

ments on them”, says Wiehe. However, certain basic rules need to be respected. And to make this easier, Marketing & Communications have

put together a social media netiquette with eleven dos and don’ts for its employees.

The Fiege International Team contributed decidedly to Fiege’s social media strategy. The 2018 headline for the CPD programme dedicated to junior Fiege personnel was ‘Fiege goes Social’. “In close collaboration with us, the FIT developed Fiege’s social media netiquette which has become a crucial element in our social media strategy”, says Julian Mester. ●

2017 Everything that happens in one minute on the Internet





Lean Management to ensure future success

Fiege has always been striving to achieve sustained success. To make this happen, portfolio clients need to be retained, current business operations must be expanded and new accounts have to be acquired. This, in turn, calls for contemporary, efficient and quality internal structures and process flows. That is precisely where Lean Management sets in.

The head of Lean Management at Fiege, Christian Wierling, explains the system and its impact in the following interview.

Mr Wierling, how would you describe Lean Management?

There is no definition of Lean Management per se. In principle, Lean Management is a system which serves to continually improve our value chain.

On the one hand, Lean Management offers several methods and tools which help us to improve our supply chain processes in terms of productivity, quality and processing time. Centring strongly on customer satisfaction, any form of waste is gradually eliminated from our processes, which continuously improves the value creation.

On the other hand, Fiege's Lean Management – next to methods and tools – focuses on the managerial philosophy, meaning the attitude and the conduct of our employees and managers. The lasting success of any Lean Management system builds predominantly on Lean Knowledge, the skills, the conduct and the mindset of all managers combined.

But why is Lean Management important for Fiege?

We are in constant competition with other logistics companies. To be successful, we need to not just meet

market and especially our client's requirements, but exceed them. As they undergo constant change, it is vital to remain flexible. With a view to the market, this means keeping up with digitalisation and exploiting advancements in technology. For clients, we need to align our service offer with their needs. Ideally, we will manage to not only respond to changes, but to co-create them. The leaner the structures and inherent processes are, the easier it is to modify them. Whenever we adopt a rigid mindset, this will not be feasible. On the contrary, it will ultimately lead to a standstill and therefore to regression in relation to our competitors.

Fiege takes a highly strategic approach to Lean Management. Can you please tell us more about this?

Lean Management has been a notion at Fiege for many years now. Following a new strategic orientation, Lean Management is now becoming more focused, to achieve a higher level in the long run. To become a leading, lean thinking and acting company, four activity fields have been defined in the context of our corporate strategy: Number one - our supply chain processes are to be made even safer, more efficient and measurable. Number two – we need to redirect our Lead Leadership philosophy. Number three – we must involve all employ-

ees to create a Lean Culture based on continuous process improvement. And number four – we require a strong internal Lean Expert Organisation that supports the respective implementation.

These fields of activities are broken down to the special structures and processes that exist at the individual business units and branches. The Lean Management idea is then expressed through different campaigns, actions and projects. From our perspective, the active involvement of all employees and managers is indispensable. ●



Christian Wierling.



Knowledge sharing leads to success

Introducing Lean Management at the individual branches of the Group is not a sprint, but an ongoing path that is more like a marathon. Fiege is training ten selected employees to become Lean Management experts who will support Fiege managers in implementing this method.

These future experts undergo intense training comprised of different modules. At the Lean Campus, they learn the theoretical principles. This encompasses an online learning portal with subsequent exams, the content of which Fiege developed in co-operation with Münster's Chamber of Industry and Commerce. The lesson plan includes, for example, subjects



Participants in a workshop on Change / Lean Management Initial.

such as 5S, Lean Leadership, Change Management and problem-solving skills.

In a further module, the future Lean Experts apply the acquired knowledge to optimise projects at their respective locations. In doing so they are faced with individual problem definitions which are tailored to the respective challenges the branches have to deal with. At the Graftschaft location, for example, exporting capacities were increased in the context of this project as one client required additional time windows for containerisation. An experienced project manager supports the participants throughout the entire training period.

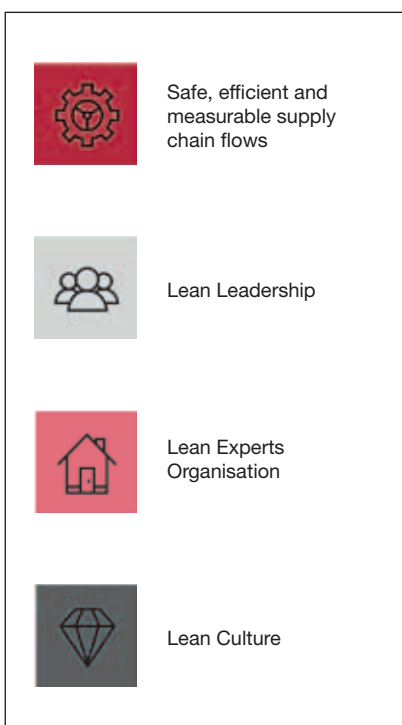
Approximately once a month, Fiege's future Lean Experts also attend multi-day seminars at various branches. "To

become acquainted with other locations is not just extremely exciting, but it is also a great opportunity to exchange experiences", says Eva Di Francesco, Project Expert and Lean Expert at the Graftschaft facility. After training to become a Lean Expert, she

Internal sharing of knowledge

is now sharing her knowledge with personnel as well as managers on location in the form of intra-company seminars and workshops. Sharing knowledge is to help anchor lean expertise with the corporate philosophy and implement it within operations.

"It is about implementing a change in culture. Pressure due to competition is growing, and contract terms are becoming shorter. Retaining clients is of utmost relevance for our day-to-day work. We therefore need to routinely question our processes and, if necessary, turn them upside down so as to continuously improve quality and productivity", explains Di Francesco. Fiege can only succeed if the entire team supports Lean Management activities that optimise process flows. Each individual at the company – be it a warehouse worker, team leader, branch manager or managing director – has the possibility to make a big difference. "Just like the flapping of a butterfly's wings, the smallest of ideas can have a major impact and save time and money." ●



Fields of activity.



Future Lean Experts of the Fiege Group.

Fiege relies increasingly on innovation

“Warehouse and transport are our bread and butter business”

AUTHOR: Christine Schönfeld

SOURCE: Neue Reifenzeitung 9/2018



39 years of age, married with two children. Is this a basic requirement to become a manager of tire logistics at Fiege? Surely not, but these very attributes apply to the two Managing Directors, Christian Thiemann and Stephan Wittenbrink who oversee Tire Logistics at Fiege, as well as their Business Development Manager, Carsten Syndikus. Neue Reifenzeitung met with Stephan Wittenbrink and Carsten Syndikus at the Dortmund warehouse. The two agree: “Of course, you need not meet these attributes to a t, but we are a company steeped in tradition with a young face. Literally, a family business operating in the fifth generation by now.” They have been in business since 1873. Turnover exceeds the EUR 1.5 billion-mark with a workforce of 13,000. The company started its tire logistics division in 1978 and moves over 35 million tires annually these days. 360,000 square metres from a total 2.9 million square metres of warehouse space are available for this; 800 of the company’s headcount at 14 locations throughout Europe handle its tire logistics alone. Some things have changed over the past years: whereas Fiege used to handle transportation from A to B, it offers supply chain concepts nowadays that are tailored to its individual clients. And the list of clients reads like a “Who

is Who” of tire makers: Bridgestone, Pirelli, Hankook, Yokohama, Falken, Toyo, Nokian, Apollo-Vredestein, Continental, Giti and many more. In the meantime, even wholesalers from Germany and Benelux process their logistics or transports through Fiege only. Stephan Wittenbrink: “Many of our partnerships with tire makers have been in place for many years. The partnerships with wholesalers tend to be more recent. I am sure that we will acquire further clients from within this field. After all, the market is currently changing.”

Loose tires, ready for storage

Every day, Fiege employees move thousands of tires. This includes precision storage inclusive of automated EDI feedback to clients; full-service order processing; FIFO or FEFO (First In First Out / First Expired First Out); specific DOT management as well as quality and quantity controls. Matching services such as labelling of the tires, complete wheel assembly, returns handling or full customs clearance can be booked. Within tire distribution, there is a “Fiege-controlled network”. “The end customer receives the loose tires from us. This means they are not shrink-wrapped, packed in boxes or on pallets. The



advantage here is that they are ready for instant storage”, says Wittenbrink. On occasion, Fiege’s own trucks are used for this. However, they make up a relatively small share. “We market-source our required capacities according to need. To do so, we committed to long-standing partnerships”, says Wittenbrink.

Connecting markets, with clients

The company has many years of experience setting up pan-European supply chain distribution networks and has a 24-hour delivery service for national and cross-border deliveries from, for example, Germany to Switzerland and Benelux. Regionally, tires are supplied on the same day even. And overnight, for example to the Netherlands and Switzerland. The large share of tire manufacturers that are handled creates synergies for clients. “If, for example, Hankook, Falken, Yokohama and Toyo



Stephan Wittenbrink (r) and Carsten Syndikus at the Dortmund warehouse.

tires leave our Dortmund warehouse, they will at some point meet Pirelli tires from Dieburg as well as Bridgestone tires from Hamburg. The tires are pooled and the tire dealer, in the best-case scenario, receive one delivery on that day”, says Wittenbrink. Operating warehouses and transports are “the bread and butter business” of a logistics provider these days. Wittenbrink: “Today, we no longer invest in trucks, but in innovation. We want to invest in more than logistics; we want to comprehend the markets and change the markets together with our clients. One particularly fruitful aspect is that we can mutually benefit from our six core industries (next to tires they are Fashion, Industry, Healthcare, Consumer Goods and Media). What has been working well and for a long time for Fashion like B2C operations, we will also want to implement for our Tires BU. That will be the future. Our tire partners are used to handling clients on a scale of multiple thousands and not millions, as is common in Fashion. Yet we are

already highly experienced in this field and can contribute or provide the necessary know-how.”

New joint venture to procure information from data

The joint venture with the Münster University of Applied Sciences is a novelty. Westphalia DataLab, a start-up, was formed at the end of 2017. In the meantime, it has a headcount of 60 people. The company provides automated data analyses as an on-demand service for companies. Big Data and data analysis are highly complex topics and Westphalia DataLab is to make it easier for medium-sized enterprises to obtain findings from their proprietary data without having to employ a programmer, statistician or other expert personnel. “It is possible to generate a lot of knowledge from data about one’s clientele and

their internal flows in order to derive measures for marketing activities, improvements of proprietary methods or even entirely new business models”, says Wittenbrink. And Fiege also has a pilot in the pipeline for tire logistics. Wittenbrink: “We combine client data with data about external influencing factors such as the weather, holiday periods, public holidays and possible marketing campaigns of manufacturers. The result at the beginning of the year was a long flat wave. I was surprised. But that is exactly what happened in the end. We had a continuous season.”

Other innovations at the company include: Since 2016, three order picking robots have been in operation at a Fiege warehouse for footwear. A further 30 have been commissioned in the meantime. Thanks to numerous sensors and safety technology, the robots work alongside on-site staff. The picking of individual order items plays one of the most decisive roles in the supply chain, especially for the booming online industry since end customers expect flawless, ever faster deliveries. At the same time, staff shortages and peak periods challenge service providers more and more.

By now, Fiege has its own experts who build warehouses. “We offer support in locating the site, develop properties and monitor construction work. We can build any warehouse, whether for tire makers or for wholesalers. That is precisely what we are currently doing for a car maker for whom we are building a logistics centre in Germany’s north”, says Wittenbrink. ●





Fiege Soccer Cup in Krakow – biggest event in company history

Over 1,000 employees participated in this year's Fiege Soccer Cup in Krakow. 54 teams – mixed teams, men-only teams but also women-only teams – played off at the home stadium of Poland's first league team, Wisla Krakow, cheered on by hundreds of fans. The football tournament thus scored as the biggest event ever in Fiege's company history.





Enthusiastic fans cheered the competing footballers on at the Henryk Reyman Stadium in Krakow.



And even mixed and genuine women-only teams participated in the Soccer Cup and showed off their skills.

Never before have this many Fiege employees come together – this is literally a historic event”, said Jens Fiege during the opening of the tournament in Poland. Before this, his Management Board colleague, Felix Fiege, had welcomed participants in English, while Piotr Kohmann greeted everyone in Polish. Kohmann directs the fate for Fiege in Eastern Europe and therefore hosted this year’s tournament – for the third consecutive time already. It is tradition for the winning team to organise next year’s tournament.



The matches thrilled with exciting moments ...



... and the cheers amongst the audience did the rest.

137 matches with teams from eight countries

That is in and by itself a logistical challenge – the journey there, the accommodation, the catering and the tournament all needed to be planned and organised. Teams arrived in Krakow from eight different countries either by plane or by bus, to represent their locations. There were mixed teams, men-only teams, but also women-only teams.

“Our colleagues from Belgium, from our location in Puurs had the longest journey getting here”, announced Felix Fiege, who just like his cousin, Jens Fiege, was himself one to don football boots. The distance between the community of Puurs near Antwerp and the Henryk Reyman Stadium in Krakow is roughly 1,300 km.

Highly-coveted title went to Greven

And the journey into the final was just as demanding for the teams. From 10 am in the morning, to 6 pm in the evening, 106 group matches plus 31 knock-out rounds were played on the pitch at Wilsa Stadium which had been divided into six playing fields. The two teams to make it into the finals in the end were the Austrian team of Fiege Austria, and Team Headquarters III from Greven in Germany. With a winning score of 2:0 for the Greven team, Team Headquarters III brought home the cup. “After three years in Poland, it was not a moment too soon”, said Christoph Mangelmans who had coached the Headquarters team together with Holger Wertschulte. The title of the tournament’s 13th edition therefore went for the first time ever to Greven. ●

Soccer Cup 2019 to premiere a tournament for women teams

The kick-off is in Greven on 29 June 2019. Once again, all branches are invited to enter a team and to vie for the coveted trophy. For the first time ever, a tournament will be organised for women teams. In Krakow, five women teams already played against the mixed and men-only teams.



The winning teams showed off their medals and of course, the golden Soccer Cup, with pride.

Opticert for safety on the job

Fire safety, safety instructions, data and privacy protection and more – these are all issues that any company has to deal with yet which, more often than not, are neglected. After all, legislative literature tends to be long and complicated.

This often results in documents gathering dust in filing cabinets, never to see daylight again. Quite often, neither the senior management nor employees are aware of legal requirements in detail or know how to implement them. Göran Thaelker and Jan Trulley from Team Quality at

Fiege have addressed this issue and developed a solution together with Opticert.

Opticert stands for Optimal Certification. It represents Germany's first portal for a fast and free self-check to see whether a company complies with the respective legal requirements. Using checklists, Opticert offers short

and concise information on which legal provisions need to be complied with and uncovers where the company needs to catch up. Moreover, Opticert mediates the right service providers who can help businesses meet these requirements in no time. A database of experts is available for companies to choose the respective

How Opticert works

Access to the web-based platform is available from any Internet browser and offers four different approaches:

Self-check: Businesses of any size can check free of charge with the help of a checklist whether they meet the basic requirements. And especially the basic legal requirements. This includes topics such as data and privacy protection, system security and building security as well as ISO certifications.

Search function: Key words allow for the specific search for services or even CPD options for one's own employees.

Self-presentation: Opticert gives service providers the possibility to present themselves to a large audience of companies. They are given the following options: creating a profile, uploading available services, listing USPs, listing own USPs, standardised service offers.

Network: The unique network helps companies and service providers get together. Three principles form the focal point here: to accurately present requirements, a reputable presentation and meaningful information content as well as a simple, straightforward comparison.

Opticert's evaluation functionality offers added value. Companies can leave feedback on contracted service providers. Next to a financial overview, this also produces a quality overview. Opticert will thus not only be a crucial tool for companies to rate risks that concern security, but also contributes to creating transparency in a niche market. This benefits all and constitutes a contribution on the part of Fiege towards its commitment to help all employees throughout the whole of Germany to have a safe working environment.

opti✓cert



provider subject to total market and price transparency.

Opticert thus offers small to medium-sized services companies the possibility to present themselves in the market professionally and strengthen their pan-regional prominence. The result is an exchange between companies and service providers which so far is unique for the market and presents a win-win for both sides. *"Mit Sicherheit richtig."* – Safety rules. – is a slogan that not only reflects that requirements are fulfilled, but that Opticert also helps to locate the right service provider.

The idea about Opticert arose during the first Innovation Challenge which Fiege called to life in 2016. During the competition, ideas were sought for new process flows, products or

business models.

Six of the many concepts managed to make it to the finals, where Opticert turned out to be one of the winners receiving the okay to implement their idea. And even representatives from Technologieförderung Münster who were present showed their immediate excitement about the platform, so that the initiators were able to secure support from

Opticert one of the winners

the start-up incubator, Gründergarage.

The road to implementation had been cleared of all obstacles. Gründergarage gave the Opticert team of

Göran Thälker, Head of Quality, and Jan Trulley, Manager Quality, nine months of complimentary on-the-job time. "That was an intensive, but mostly exciting time for us. Gründergarage not only gave us the space to advance Opticert, but also helped us with conceptualising everything", says Göran Thälker.

And once the concept was rock solid, the implementation of the project and the acquisition of customers took off in January 2018. In collaboration with IT specialists from 21st Digital GmbH, the portal received a clearer visual profile so that a test phase is planned to start in December of this year. Opticert will officially start most likely in January 2019. The list of prospective parties interested is long: almost everyone they talked to is interested in the solution. External companies would have even invested in the idea but for the team it was clear that sharing this path with Fiege was the best option. ●



Fiege

JOSEF FIEGE STIFTUNG

Doing the best is a driver and a mission

“Doing the best you can wherever you are will make the world a better place.” This saying by the German social reformer, Adolf Kolping is both the driver and the mission statement of the Josef Fiege Stiftung, a foundation affiliated with Fiege.

Its two founding members, Heinz and Hugo Fiege, brought the foundation to life in honour of their father – Josef – who died at an early age.

In 1998, precisely 20 years ago, the Josef Fiege Stiftung was called to life. It has made it its mission to identify and lastingly support select projects with a clear regional relevance for the company. The focus targets projects tied to such fields as social affairs and the environment, as well as initiatives from employees of the Fiege Group.

Formed 125 years after the contract logistics provider was established with an initial capital of DM 100,000, the foundation primarily holds a consulting capacity for the Fiege Group and operates within the Corporate Social Responsibility segment on a cross-sector scale. The executive bodies of the foundation include the family council and the executive committee. The family council is represented by the founders, Heinz and Hugo Fiege and their spouses, Ursula and Elisabeth. The foundation's governing board comprises Alfred Messink (Managing Board Fiege),



Two of the many projects which benefitted from the support of the Josef Fiege Stiftung over the past 20 years include *Rock Your Life*, and *Weitblick*; both are Münster-based initiatives which see students engaging in support for deprived children and youths. *Weitblick* promotes and supports the school as well as vocational education in over 20 states, especially in developing countries, like Ghana in this case. *Rock Your Life* is a network of 51 associations comprised of student volunteers, motivated pupils and responsible companies that are committed to achieving greater educational equality and equal opportunity for young people.



Martin Rademaker (member of the Management Fashion & Online Retail) and Holger Werthschulte (Director Finance).

This year, the Josef Fiege Stiftung celebrated its 20th anniversary. The foundation board can look back on many successful donations. One project by the Greven-based Gymnasium

20 years Josef Fiege Stiftung

Augustinianum grammar school titled 'Social Learning' is dedicated to bringing pupils of all age groups closer together on such topics as integration and anti-mobbing – especially on social media platforms – and receives support in the shape of a long-standing partnership.

Regional donations were granted, for example, to student projects of Westfälische Wilhelms Univer-

sity Münster, or the Reckenfelder Bürgerverein, a local citizens' club. Projects based at the sites where Fiege branches are located, as well as at the company's head office received support. The social and ecological commitment of Fiege employees allows representatives of the Josef Fiege Stiftung to recognise projects and qualify them for a possible regional donation.

Next to regional organisations, clubs and schools, the foundation supports projects around the world that lastingly improve life: bringing a smile to children's faces and enabling a better life for them is a matter dear to the heart of the Fiege family. Pan-regional donations also went to wellcome, a social enterprise under the patronage of Angela Merkel which assists families after the birth of a child. The foundation also donated to the children's relief organisation, Unicef. The foundation board donated EUR 42,809 to Unicef in 2001.

Next to monetary donations, the Josef Fiege Stiftung was able to support individual projects with donations in kind. By donating 1,400 school desks and 550 blackboards, an educational facility in Haiti that had been destroyed following a natural disaster was rebuilt again. Over the past years, a campaign by the Josef Fiege Stiftung together with Fiege's system headquarters in Greven made children's Christmas wishes come true. A Christmas tree has been put up inside the foyer of the Fiege Tower since 2016 to which the wish lists of deprived children have been attached. Fiege employees from Greven as well as other locations and countries independently source the gifts. This has become a tradition by now which will see a continuation this year, too. In the years to come, the Josef Fiege Stiftung will continue to support regional social and ecological projects as well as initiatives of Fiege employees.

Honorary award for social commitment of employees

Social and ecological commitment are firmly anchored in Fiege's philosophy. The company supports not only many facilities and projects financially but encourages its employees to show commitment.

A leading role within the group's Corporate Social Responsibility structure is taken on by the Josef Fiege Stiftung which this year, for the first time ever, announced an honorary award for Fiege employees. Anybody who is personally engaged in a good cause – be it helping children or young people or with integration, environmental or neighbourhood projects – could apply. "We know that many of our employees work towards the needs of others. With this award we wish to thank them for their commitment and show that we appreciate this and support it", says Dr. Holger Werthschulte from the governing board of the Josef Fiege Stiftung.

20 employees from the whole of Germany followed the call and submitted their projects for consideration. "From a commitment in holiday recreation camps or sports clubs to helping pupils or emergency services, everything was submitted", says Julian Mester from the CSR steering committee. He came up with the idea for the Fiege Honorary Award. "We were deeply impressed with how many employees dedicate their free time in many different ways as volunteers", says Mester. It therefore was not an easy task to select the award winners. Ultimately, the decision was made in favour of Marcus Berger from Ibbenbüren, and Tomasz Morelowski from Mönchengladbach.

Berger and Morelowski were honoured on the occasion of the festivities held for the 20th anniversary of the Josef Fiege Stiftung in Greven on 28th November 2018. The Josef Fiege Stiftung supports the projects of the two award winners with the amount of EUR 1,000 respectively, who each were given one day of special leave as a personal bonus. "The plan is to award this honorary prize regularly and we already look forward to the next round which will take place in 2020 the latest", announced Dr. Holger Werthschulte.

The award winners, Marcus Berger and Tomasz Morelowski

It is with a sense of heartfelt pain that Marcus Berger speaks of a photo in which a mother holds a dead infant in her hands – the picture of two refugees from Libya in which the youngest of the two died on the long journey across the Mediterranean. Tragedies like these deeply affect the 43-year old. He lives with his wife and his two adolescent children in Rheine and as an IT administrator at the Ibbenbüren location of Fiege makes sure that system and hardware run flawlessly. "The only thing I am currently short of is free time", says Berger, who is grateful that he does not have any major issues happening in this life. >





Marcus Berger from the Ibbenbüren location is pro-actively involved in rescuing refugees at sea.



The emotional bond that Marcus Berger has built with many of the refugees is clear to see.

He frequently ponders the fate of people whose life is much more difficult than his. What triggered this was the picture two years ago of an African mother with her infant. "I saw the picture and asked myself how bad one's life has to be to leave your country and intentionally expose yourself to the risk of potentially dying while fleeing?" The answer to this changed his life. Once he understood that people simply do not have a perspective in their home country, he wanted to help. As a member of Sea Watch, he now actively participates each year for a period of four weeks in the rescue of refugees in the Mediterranean Sea. He is more than happy to give up his personal holidays for this. Together with 22 crew he rescues children, women and men from rubber dinghies onto the rescue ship and takes care of them once they are on board and journeyed to a safe harbour in Italy. During his first mission alone, the Sea Rescue saved 1,200 lives. He calls these people guests and often bonds on an emotional level with them. What they show him and what they tell him has also sharpened his political opinion. Before, he was rather apolitical. Now, he takes a stance against criminalising sea rescue mis-

sions and supports an EU mission in the Mediterranean. "You cannot help but become political when you see all these images and hear these stories that engrave themselves in your mind", he says.

Creating his own foundation

Tomasz Morelowski also has everything he needs, as the administrator working at Customs Incoming Goods at Fiege in Mönchengladbach says himself. But that was not always the case. As a child, he arrived from Poland in Germany together with his mother and his sister with very few possessions. "My mother had to work three jobs at the same time to make ends meet", the 37-year old recalls. He now lives with his partner and their dog in his own flat in Neuss. Buying a home allowed Morelowski to fulfil his big dream. "My life is just great. But not everyone can say the same for themselves. Which is why I have been donating money for good causes for a long time now." However, at some point the question popped up whether those funds

actually reached their intended destination. In the wake of a scandal that rocked a major organisation which Morelowski had been supporting for many years, he had doubts which ultimately made him form his own foundation in 2014: The Tomasz Morelowski Foundation which benefits the *Regenbogen* children's hospice in Düsseldorf. From donations given during sales events and charity events, specific projects receive support twice a year. For example, building a playground or the adolescent hospice's new building which was erected in 2017. The foundation's Internet pages document where the money comes from



and how it is spent. This transparency is crucial for Morelowski. The worst thing to happen in his opinion would be for people to mistrust him the way he mistrusted the big organisations. Morelowski explains why he committed his support specifically to a children's hospice with strong words: "Children, to me, are the most important thing that we have." The less time they have to live, the less time they have to enjoy life. Every time he visits the hospice, he brings a large teddy bear in addition to a donation cheque. "It is about so much more than money alone – even if, naturally, this is necessary to make projects happen." ●



Tomasz Morelowski formed a foundation which benefits the *Regenbogen* children's hospice in Düsseldorf.



The foundation supports specific projects, such as building a playground for the *Regenbogen* children's hospice.



Documenting the skillset of untrained staff

The Fiege branch in Halle an der Saale participated in the ValiKom pilot initiated by the Halle-Dessau Chamber of Industry and Commerce. Six Fiege employees without professional qualifications in logistics now have proof of their skillset as a warehouse specialist and specialist for warehouse logistics and received the respective certificate from the Chamber of Industry and Commerce.

The Fiege employees Marcus Gelhard, Mario Mertens, Michael Petri, Denis Wöhl, Mathias Schmidt and Reik Kühne were amongst the first 26 graduates whose skills acquired through professional experience the Halle-Dessau Chamber of Industry and Commerce officially certified. “We have a few unqualified employees working for us who do a great job. We consider it to be justified if they receive some form of official acknowledgement for this from an independent facility”, says Sandra Günther, in charge of HR at the Fiege branch in Halle an der Saale. She had encouraged participants who had all been working for Fiege for several years to participate in the project that was sponsored by the Federal Ministry for Education and Research.



All project participants underwent detailed scrutiny in the warehouse segment.

Third-party evaluation for the practical part

In a job-related self-assessment, the participants initially reflected on the skillset they had acquired either on-the-job or otherwise. In a next step, they met with vocational experts who prepared them for the so-called third-party evaluation, the actual assessment of their skills. For this, the participants had to solve different action-based tasks, such as creating work samples, case studies, role plays, presentations or technical talks. During lifelike working situations, they then demonstrated their skills. Vocational experts observed and rated their approach and the result of their work. In the end, the Chamber of Industry and Commerce issued a certificate to the participants, depending on the level of skills shown. During the pilot, the Halle-Dessau Chamber of Industry and Commerce was thus able to acknowledge the full equivalence of their skillset with the referenced profession to a total 19 individuals, and partial equivalence to seven persons.

Project to be repeated at Fiege

“ValiKom is a highly individualised procedure. The participants learn a lot about their profession and themselves. This certificate from an independent body gives them a hard-copy document that helps them to improve their chances in the labour market and pursue their professional goals”, says Dr. Kathrin Rheinländer from the Halle-Dessau Chamber of Industry and Commerce. And companies equally benefit: “By enabling employees to partake in ValiKom we were able to express our appreciation of good people and tie them to our company. Also, we recognise the potential for qualification measures”, so the summary by the branch manager, Markus Kindermann.

Because of the positive feedback the Fiege branch in Halle an der Saale was selected to introduce the ValiKom project to selected employees of the Ministry for Labour, Social Affairs and Integration of Saxony-Anhalt. ●

Participants and those in charge of the project were highly satisfied with the outcome of the ValiKom procedure.





The Fiege team at the presentation of the Digital Transformation award for its exemplary handling of the subject.

High award for co-operation with start-ups

The German Ministry of Economics, Innovation, Digitalisation and Energy has presented Fiege with the Digitale Wirtschaft 2018 award in the category of large enterprises. Prof. Dr. Andreas Pinkwart, Minister of Economic and Digital Affairs, presented the award during a festive ceremony held during the RuhrSummit in Bochum, Germany.

Fiege shared the top spot with envelio GmbH from Cologne and Hermann Ullrich GmbH & Co. KG from Solingen for how they handle and deal with digital transformation. Minister Pinkwart: “The jury has named three winners who truly merit the award as they refused to be driven by digitalisation, and instead have themselves become drivers of digitalisation. They demonstrate how dynamic and digital the land of North Rhine-Westphalia has

already become and are an impressive role model for other start-ups, medium-sized enterprises and large corporations.”

Fiege won over the jury because of its close and trustworthy approach to partnering with start-ups, so the communication from the Ministry. “Together with the young enterprise, Magazino, Fiege designed robots that are used in logistics. Additionally, the jury was swayed by how deeply the Open Innovation approach is already

anchored in Fiege’s corporate culture.”

The *Digitale Wirtschaft* award of the land of North Rhine-Westphalia was presented during the RuhrSummit which was staged inside the Jahrhunderhalle in Bochum. Managing Board members Jens Fiege and Felix Fiege accepted the award on behalf of the family business. “We are thrilled about this award. It is a wonderful acknowledgement of our approach to boldly pursue new paths and to pro-actively create the developments that will define the logistics sector of tomorrow”, said Jens Fiege. Innovation is one of the focal topics behind the strategy of the 145-year old company. “We promote a corporate culture where thinking outside of the box and trialling new things is lived throughout all areas and on all levels of hierarchy”, Jens Fiege continued.

However, it is especially their employees to whom they owe gratitude, says Felix Fiege: “We represent a large team that advances innovation at Fiege.” Felix Fiege expressly thanked the innovation partners that Fiege collaborates with: “We learn so much from those start-ups and founders. Each conversation takes us a step further – as a business, but also as an entrepreneur or a manager.” ●

An authentic and attractive employer

The starting point for the employer branding concept by Fiege's Human Resources team was the realisation that it is becoming increasingly difficult to source personnel. Almost all German states as well as Eastern Europe record full employment figures. Add to this that logistics is generally not viewed as an exciting industry and that Fiege, as a Hidden Champion, tends to be rather unknown even locally, it becomes clear why it is even more difficult to attract suitable and motivated employees for the individual locations.

Fiege needed a standardised recruiting strategy to actively make itself known on local markets. The goal was to form a brand that convinces both internally as well as externally that positions Fiege as an authentic and attractive employer.

"At the beginning of our considerations was a workshop with ten different employees that had to bring different attributes to the table", is how Martina Schlottbom, head of Strategic Personnel Management and the responsible initiator of the project, details the approach. "We needed someone who knows Fiege very well, someone who is new to Fiege, someone from IT, a Digital Native and someone who had already gathered many different experiences in their long professional life. In short: we needed a representative cross section of our workforce."

Analysing the strengths and weaknesses

This pool then analysed the strengths and weaknesses of Fiege as an employer. Attributes were mapped out that are considered a given for an attractive employer as applicants – the customers – call them in and are also on offer by the competition. At the

same time, exclusive criteria were worked out of which those in charge at HR are convinced that their customers require them, but the competition does not have. These findings formed the basis for the next steps. What followed was an analysis of the career pages of competitors and a survey amongst employees who at the time had been with Fiege for twelve months or less. >

"I love the diversity of my job. You can rely on everyone here whenever there is a problem. Everybody is very helpful. FIEGE is flexible and always finds a solution."

Katja Jansen, driver at FIEGE.



“All doors are always open at FIEGE. You are always given new opportunities and a helping hand. In FIEGE, I have found an amazing employer.”

Lewis Helget is training to become a specialist for warehouse logistics and works today as a team leader at FIEGE in Reckenfeld.



Fiege braces for a change in perspective

With this change in perspective comes a totally different narrative in image advertisements. Employees talk about what they need to be satisfied working for a company – only to discover: Fiege. That’s me. This allows Fiege as a company to approach employees and customers/applicants in a different manner.

The workshop and the interview helped to crystallise six exclusive qualities which covered both the needs of customers or of applicants and which the competition did not expressly refer to on their career pages. Analysing and compacting these results led to formulating the new employer positioning and to creating the new claim: “Fiege. That’s me”.

› FIEGE. THAT’S ME. ‹

“By choosing this particular slogan Fiege deliberately changed its positioning as an employer. Our offers are now formulated from the perspective of our ‘customers’, the applicants, and no longer from the company’s view. Fiege avoids saying: ‘Come and join us, we need your..., we can give you...’, and instead sees things from the customer’s perception who sees things from their viewpoint: ‘I am..., I wish..., I need..., I want...’, emphasises Martina Schlottbom.

› FIEGE. THAT’S ME. ‹



AN EMPLOYER TO MY LIKING

We move the world.

With our passion for our customers we have grown to become a globally-operating full-service logistics company.

Innovative power, flat hierarchies and shared action define our values. Our language speaks to all: friendly, appreciative and dependable.

FIEGE affords me the freedom and strong backing for a direct career path.

If you are curious, flexible and looking for an exciting job in an international environment, you will discover fascinating prospects at FIEGE.

Employees as brand ambassadors

To exemplify the change in perspective, employees were asked to formulate what they share with Fiege. Interviews were held with many different colleagues from different branches and regions. The important thing was that colleagues came from both the industrial as well as the commercial segment. "This makes our employees brand ambassadors – externally, and internally. They talk about their needs and wishes and explain why Fiege is a great match for them. They recount their individual professional careers, why they enjoy working with Fiege and what they share with Fiege", says Martina Schlottbom. This gives Fiege a face, if not many faces.

The boss applies for a job

The market of applicants has changed enormously over the last years. Applicants can choose their positions in many cases. In the meantime, it seems almost as if it is the company, and not the applicant, that is applying. This is precisely where Fiege starts its new recruiting strategy. "We are redesigning our company's careers pages, there will be new vacancy ads that reflect the change in perspective. To convey the culture in our company, we have recorded employer videos, have joined social

"FIEGE goes hand in hand with offering opportunity because you are given many different paths to realising your true self in your work"

Daniel van der Linde, operations manager in Oitzberg, where he organises Tire Logistics together with his team.



networks and use these measures also for our internal retention efforts", explains Martina Schlottbom. "We are sure that we will thrill our customers, applicants and also our employees with this new perspec-

tive. Especially our employees can now actively co-create and tell their stories. This projects an authentic, sustained image to the outside while inviting outsiders to get to know Fiege better." ●

Employer Branding

Employer Branding is the identity-based, internal and external development and positioning of a company as a credible and attractive employer. The essence of Employer Branding is always an employer's brand strategy that specifies or adapts the company's brand. The development, implementation and measurement of this strategy directly focuses on the sustained optimisation of recruiting employees, employee retention, commitment and corporate culture as well as the improvement of the company's image. Indirectly, Employer Branding also serves to increase the business result and brand value.

German Employer Branding Academy

