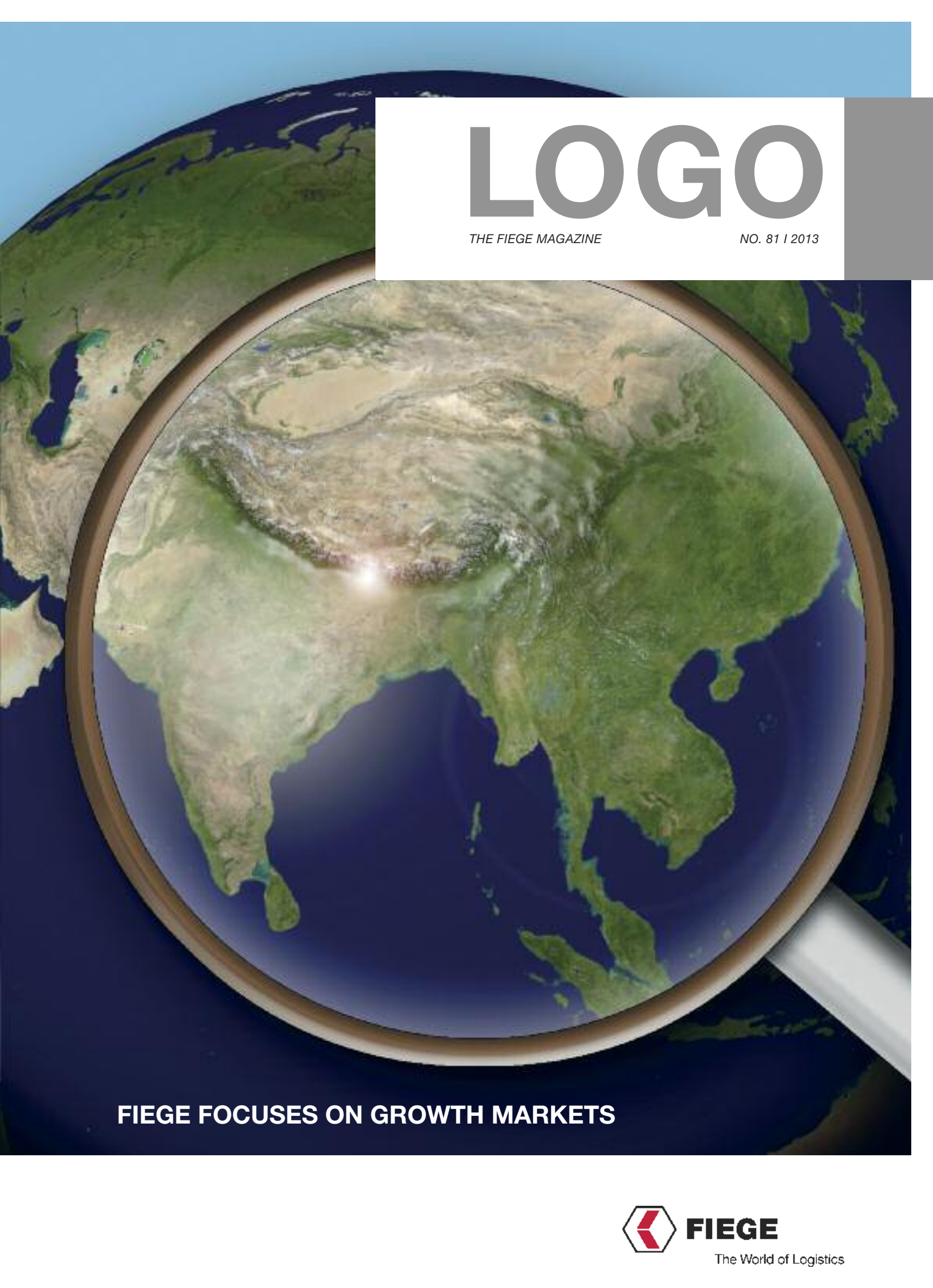


The background of the cover is a satellite image of the Earth. A large magnifying glass is positioned over the Asian continent, specifically highlighting the Himalayan region and surrounding areas. The magnifying glass has a brown frame and a white handle. The text is overlaid on a white rectangular area in the upper right corner.

LOGO

THE FIEGE MAGAZINE

NO. 81 | 2013

FIEGE FOCUSES ON GROWTH MARKETS



FIEGE

The World of Logistics

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About us:

Strategic focus on growth markets

According to the IMF, the International Monetary Fund, global trade is currently increasing at a rate of 3.2 per cent, and further growth is forecast. At between four and eight per cent per annum, growth in the BRIC states – Brazil, Russia, India and China – is multiple times higher than growth in the established national economies. And that is good news for the logistics industry.

India, in spite of its economic growth falling to five per cent, remains one of the strongest expanding national economies in the world (rated tenth world-wide). With a current population of 1.2 billion people, US statistics project that by 2025 it will be the world's most populous country whose gross domestic product will rank third, right behind China and USA.

By focusing on growth markets, the Fiege Group is fully in line with the current trend of avoiding being labelled as a jack of all trades, and instead targeting those markets whose logistics industry is expanding, i.e. the rapidly evolving markets in Eastern Europe, China and India. The expansion of our network to the Indian subcontinent and our continued drive in China thus form the logical advancement of the strategy of taking up new markets with strong partners as well as jointly with our customers. Our joint venture in India will invest over ten million US dollars in the country over the next two to three years, after which it will be possible to draw on an India-wide network of warehouses. The goal is to become one of India's top 5 providers for integrated supply chain services. And



even in China we have stepped up our activities to include end-to-end solutions to European as well as Asian customers.

To achieve these goals jointly with our partners, committed, motivated employees are a must. But even here the Fiege Group has achieved an excellent position: for many of our employees, personal commitment is a top priority. This could be seen most recently during a voluntary social project that involved youths undergoing prevocational training organised by government institutes, who were supported by young employees of the Fiege Group with much vigour for several months. And the project was crowned by a major success: a young woman was given a vocational training opportunity with Fiege in Bocholt as a result of her active participation in this project.

Your LOGO editorial team



Space and flexibility for Lufthansa Technik AG

● Fiege is further expanding its position and competence within its core sector, industrial logistics: For just about a year now the logistics provider has been supporting Lufthansa Technik AG with supply chain services, ensuring even greater flexibility and efficiency of the maintenance, repair and overhaul services of Lufthansa Technik AG for civil aviation at its Hamburg location. Fiege's range of services includes the interim storage, the intra-company transport and the handling of exchange and spare parts such as aircraft seats, all the way to entire kitchen modules, at the Fiege Mega Center Hamburg. Fiege's process flows comply with the strict guidelines of Lufthansa Technik as well as aviation law policies based on which employees and infrastructures of the logistics provider were audited prior to the start of the co-operation. "We are particularly pleased to be able to contribute our experience and expertise in industrial logistics for such a renowned company as Lufthansa Technik AG and thus prove yet again our know-how in this sector", so the reply of Felix Fiege, CEO Germany North & Northwest Europe of the Fiege Group, about the co-operation of the two companies.

Air + Ocean now in France

● Since April 15, 2013 the Fiege Group has been running an Air + Ocean segment in Surveilliers. Air cargo is loaded directly via Paris while sea cargo is handled in co-operation with Fiege Antwerp. Operations focus on transport, with two new agents in Brazil, and a further expansion of the volume is planned through Fiege's branches in China, Apollo Fiege in India as well as the world-wide Fiege network. Only six weeks after the "go ahead" the first transports were processed using Fiege Antwerp's IT software.

NEWS

In good form were Wolfgang Bosbach (centre), here with Dr. Hugo Fiege and Dieter Jasper (r.) during a visit to system headquarters.



Wolfgang Bosbach visits Fiege

● Relaxed and in great form is how the member of the Bundestag and Chairman of the Committee on Internal Affairs, Wolfgang Bosbach, came across during a visit to Fiege's system headquarters in July. Bosbach had come to visit the Christian Democratic Party's Council of Economic Advisers in the district of Steinfurt. The host, Dr. Hugo Fiege and the member of the Bundestag, Dieter Jasper (CDU), who is also the chairman of the Council of Economic Advisers in the district of Steinfurt, both welcomed the guest. Bosbach commented on the surveillance practices of the American secret service, NSA and pointed to a "fundamentally different legal situation" between Germany and USA. To safeguard German interests, negotiations – such as during the scheduled Free Trade Agreement – constitute a much more advantageous solution than confrontation. Naturally, Bosbach also directed the attention to the upcoming election in Germany. After a good two-hour presentation and debate, the politician said goodbye under major applause from his audience.

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Supply Chain Conference showcases current trends and strategies

Inspiration, Ideas, Innovation – so the motto of the 30th German Supply Chain Conference held from 23 – 25 October of this year. The congress offers a platform for an international exchange of knowledge and experience, where experts provide inspiration based on successfully implemented projects. Some 200 companies present their ideas and solutions during the accompanying trade exhibition. Top national and international contributors cover innovations within supply chain services. The conference's focal points include the most current trends and strategies in logistics. Results from the latest international BVL survey are also comprehensively presented and discussed. 1,700 experts and managers from industry, trade and services supplied their assessment.

Get-together of district administrators at Fiege

● It was a highly diverse group that came together at the rooftop of Fiege's system headquarters near Greven airport in July. All district administrators, the Lord Mayor of the City of Münster, the District President and the Land Director demonstrated unity on this day when the aim was to be heard during the contest of European Regions vying for EU subsidies in the millions. "We will only be given funds if we present a uniform and confident front", said the Warendorf district administrator, Olaf Gericke. One has to talk about strengths, is what the Land ministers, Michael Groschek and Garrelt Duin recently demanded from the region. And the district administrator followed this request extensively on this evening, high above the airport.



District administrators, Lord Mayor, District President and Land directors came together at Fiege

Day of Logistics in Erfurt

● From the online store to the door step and if necessary, back again – Fiege wraps a complete package for online trading. The many visitors who came to the "Day of Logistics" held at the Mega Center Erfurt in April could see for themselves during the event. On the "Day of Logistics", called to life and organised by Bundesvereinigung Logistik e.V., Germany's Federal Logistics Association, the Fiege branch in Apfelstädt also opened its doors. In total some 171 pupils, students, master-class students, educational providers, personnel services agencies, representatives of the neighbouring communities, applicants and other interested persons took advantage of the offer. At the start of the event, a brief clip was shown about the company and the training opportunities it offers. Visitors gained in-depth insight after a tour of a special operation: How does the internal supply chain process – from incoming goods, order picking and packaging, to outgoing goods – work; how to operate a clamp fork lift and just how high is a high-bay warehouse? In a separate area a test stretch had been set up for the pupils using products from the various customer segments. A competition was then staged during which pupils could pick and pack for themselves.



The pupils showed off their self-made parcels with much pride on the Day of Logistics in Erfurt.

The Fiege Group focuses on growth markets

“It is our intention to advance our corporate strategy by focusing on defined industries as well as on growing supply chain markets in Central Europe, Eastern Europe as well as China”, explains Dr. Stefan Kurrle, spokesman of the Board of the Fiege Group.

A photograph of four men in business suits standing on a rooftop terrace. Behind them is a large, white, curved wall featuring a prominent black geometric logo consisting of a hexagon with internal lines forming a stylized 'F'. The men are standing in a line, smiling at the camera. The background shows a clear blue sky and a distant landscape with trees and buildings.

The expansion of the Fiege network to include the Indian subcontinent manifested itself in the formation of a joint venture, Apollo Fiege Integrated Logistics. On this occasion Dr. Hugo Fiege, Jens Fiege as well as Jan Fiege (l.) as board members of the joint venture welcomed Rajaa Kanwar, CEO Apollo Fiege (2nd from right) to Greven.



The warehouses of Apollo Fiege Integrated Logistics in Gurgoan have a modern and functional set-up.

For this reason companies in Spain and Portugal as well as parts of Italian enterprises, had been sold earlier this year. In line with the strategy of focusing on industries in which the Fiege Group as a whole enjoys a strong market position and can achieve major international synergy effects, Fiege continues to run the Italian locations Origgio and Arese near Milan which are geared mainly towards operations within eCommerce, high tech/consumer electronics and fashion, itself. Also, Fiege will continue to operate international transport solutions from and in these countries as well as Air & Ocean activities.

Structures in contract logistics with strong national emphasis

“Our operations in South Europe are highly successful, however, they are growing at a slow pace only since these countries tend to have already established structures within contract logistics. Moreover, the structures in Italy, Spain and Portugal tend to have a regional or national emphasis with-

in contract logistics without offering any major synergy effects in relation to our activities in Central Europe, or our solutions in China and India. Consequently, within the framework of a viable future growth strategy, we made this decision”, is how Dr. Hugo Fiege, Chairman of the Supervisory Board of Fiege Logistik Holding Stiftung & Co. KG commented on the reasons for taking this step.

The Fiege Group uses the capital released from the sale for the further expansion in the defined growth markets. The Fiege Group currently already generates 45 per cent of its sales outside of Germany. By forming the joint venture, Apollo Fiege Integrated Logistics, in India, the Fiege Group underlined the significance of its expansion efforts at the end of 2012 as well as its concentration on rapidly evolving markets. As Apollo Fiege Integrated Logistics Pvt. Ltd., the joint venture offers integrated supply chain solutions on a global scale. The expansion of the Fiege network on the Indian subcontinent thus constitutes the logical progress in the strategy of accessing new markets jointly with strong partners as well as with customers. Since the beginning of the year, employee figures at Apollo Fiege have doubled and the

number of locations has risen from seven to 22.

Stronger focus on growth markets

Fiege has also stepped up its activities in China so as to offer to its Asian as well as European clients logistical end-to-end solutions: This is where two new multi-user locations were recently opened. Fiege has established itself in various industries in China as a specialist and offers, for example, to its customers from the fashion industry the merging of products from different producers on the one hand, and the performance of value added services, inclusive of quality tests, labelling, pre-order picking and dispatch to the sales markets, on the other hand.

“We are convinced that our stronger focus on the growing markets of China, India as well as Eastern Europe is the right path for us to take. We thus continue to build on what is also a growing foundation in Central Europe and in future we shall assume an even stronger position as a contract logistics specialist”, so the comment of Dr. Stefan Kurrle on the development. ●



The medical order center Bochum showcases a future-oriented model for healthcare logistics.

Second medical order center in Bochum

St. Franziskus-Stiftung Münster, one of Germany's largest denominational hospital groups, officially opened in co-operation with the Fiege Group a second medical order center in Bochum this year.

The ceremony held in the "medicalORDERcenter II" (mOc II) building on March 20 on the former Nokia grounds, was witnessed by around 100 participants. "The concept realised here is pioneering as it relieves hospitals of their supply chain processes and allows them to focus on their core medical healthcare competences", emphasised Dr. Klaus Goedereis, Chairman of the Board of Franziskus Stiftung, in his welcoming address.

Some ten years ago the first mOc was installed in Ahlen in Germany's Münsterland, at the time a unique model both nationally and interna-

tionally. Since the centre has been running for a longer period of time now with great success "at full capacity", the time was right to set up the mOc II.

Customers also include external clinics

Starting from Bochum, hospitals and other healthcare facilities in the Ruhr region as well as the Rhineland are supplied with medicines and other hospital supplies, mainly medical

products. At a centralised sterilisation unit examination and surgery instruments from the affiliated clinics are cleaned and sterilised.

The list of customers includes in addition to many hospitals of the Franziskus Stiftung also external clinics, such as denominational hospitals in Essen and Gelsenkirchen, as well as the Düsseldorf-based facilities of Sana Kliniken AG.

"We are proud to contribute to the mOc II", emphasised Dr. Hugo Fiege. Jointly with the Franziskus Stiftung they set out to explore healthcare logistics many years ago already. There, the competencies of the Franziskus Stiftung and those of the Fiege Group



complemented each another optimally. “Even more so: Healthcare logistics will continue to evolve over the years to come and we bank on a long and continuous partnership”, so Dr. Hugo Fiege. The fact that the Fiege Group is run as a family-owned enterprise is an asset.

Bochum’s mayor, Erika Stahl highlighted the contribution of the mOc II to the city’s structural economic change. Bochum is one of Germany’s largest hospital locations. The city has a good infrastructure and offers a co-operation with universities. “Bochum banks on the healthcare industry and

success of this concept, emphasised the head of the centre and chief apothecary, Georg Rosenbaum. The triad of a hospital dispensary, a centralised sterilisation unit and goods management has demonstrated its worth – add to this a fully functional supply chain management, as guar-

anteed by Fiege, and success is certain. During the presentation that followed, Dr.-Ing. Sebastian Wibbeling of the Fraunhofer-IML Dortmund, explained trends and perspectives within healthcare logistics. Afterwards, visitors had the opportunity to gain an impression of the mOc II. ●

“Bochum banks on the healthcare industry”

the Franziskus Stiftung banks on Bochum”, is how the mayor underlined the situation. “Centralisation of supply chain management – decentralisation of product know-how” – The mOc’s motto best describes the



During his address at the opening, Dr. Hugo Fiege emphasised the long-standing and continuous partnership.



Supply chain management is the tool to improve a hospital's economic efficiency and quality

BY Dr. Sebastian Wibbeling on the opening of the mOc II Bochum

Healthcare logistics includes the planning, design, management and control of material, personnel and information flows for pre- and post-hospital stages.

A number of supply chain flows must be considered (Illustration 1) to facilitate supply certainty from the “supplying areas” or “service areas” and vouch for the optimum care of patients. The focus within healthcare logistics, in addition to optimising the individual segments, rests in particu-

lar on the optimal design of the interfaces used for the process flows and IT systems between the respective segments.

Healthcare logistics influences in particular the visible quality for the patients. For example, supply chain processes influence pre- and post-treatment waiting times as well as the

quality of the supply of food. The aim of the logistical operating concept is to build up a continuous process for the optimised spaces with matching technical support. Hereby the entire process chain with the respective areas, employees, technologies, IT systems and inter-relations are viewed from an integrated perspective.



Illustration 2 shows how the operational supply chain concept is implemented. In a first step, the starting point for the planning data is approved. Based on the analysis and assessment of supply chain flows and targets, co-ordinated target processes are created. The technical systems are selected and rated in parallel with this. The focal point here is to scale the space requirements and specify the rules for setting up the spaces.

Only with the respective spaces can process flows and technology be optimally applied. When it comes to planning the space for the warehouse, preparatory and other areas, standard planning stages and experience values are applied. However, this is insufficient. The approach must be as such that the process flows >

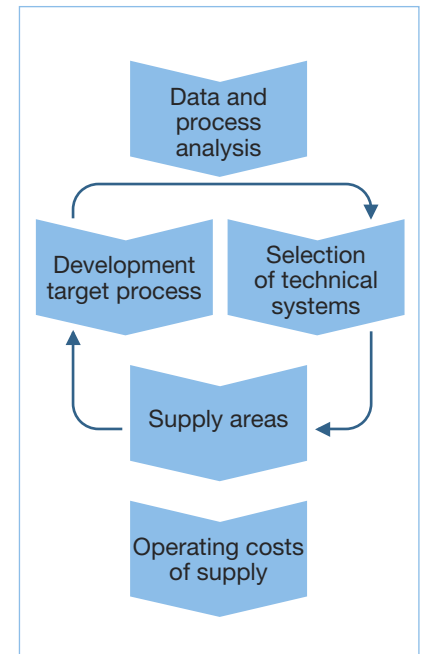


Illustration 2: The logistical operating concept

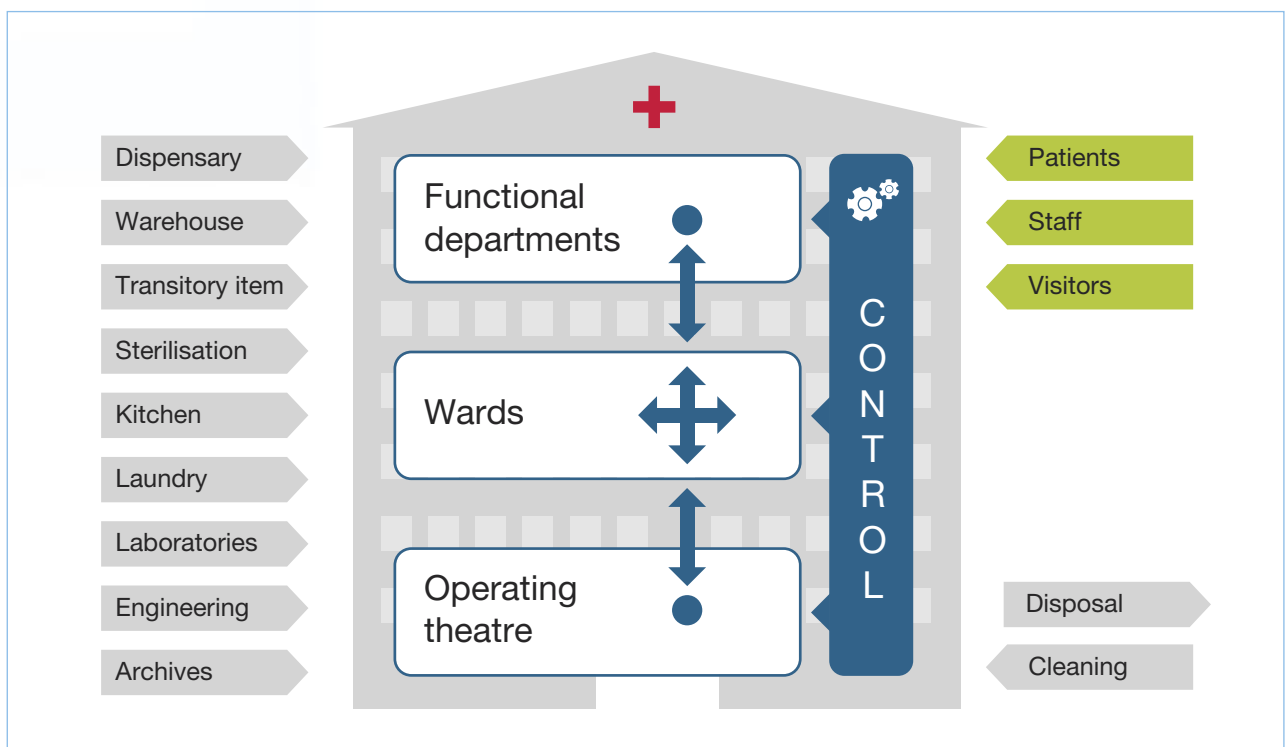


Illustration 1: Supply chain flows inside a hospital

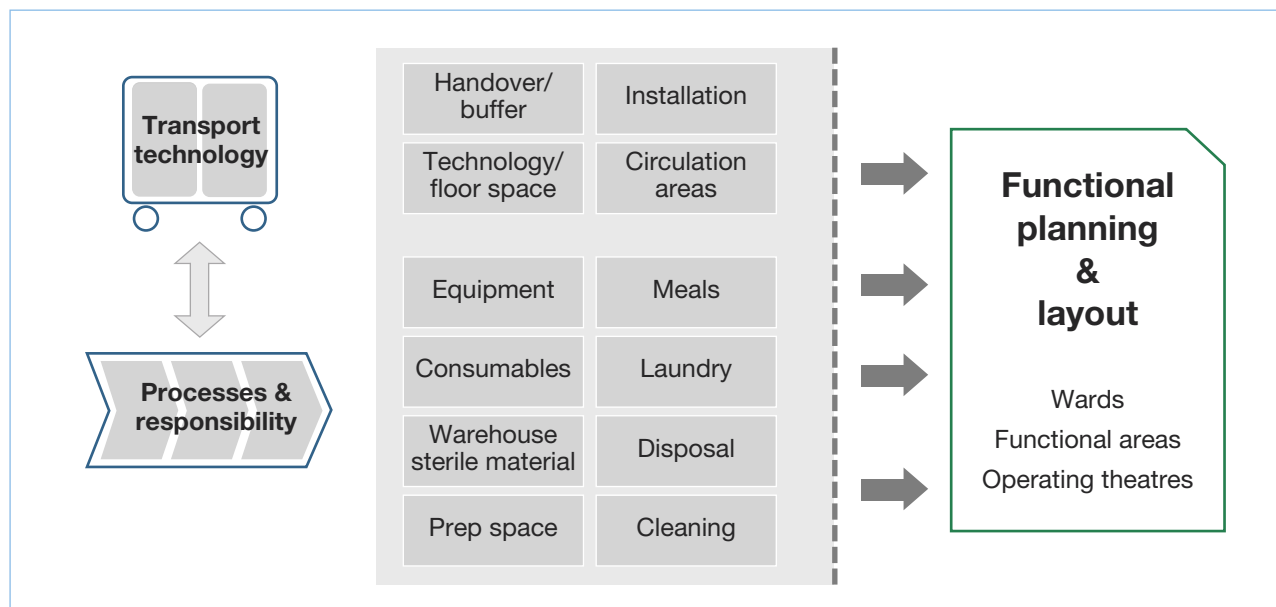


Illustration 3: Scaling the space according to the overall concept

and the technology applied co-determine the layout of the building instead of process flows being integrated into an already existing space plan. The steps to achieve an optimal space layout, according to this understanding, are shown in Illustration 3. Only once the transport technology, process flows and responsibilities are known and their areas of application have been established it is possible to measure individual spaces. Internal logistical tasks (supply of food, cleaning, etc.) must be taken into consideration just as much as the purpose of the space (handover, buffer, etc.) must be distinguished. These spaces must be viewed separately for every functional operating theatre area and for the wards. This produces a layout which optimises the quality of the areas as well as process flows.

Optimisation of ward supply

A central task of the logistical operating concept is to optimise the supply of the wards. The supply of the wards

starts with establishing demand and the required quantities, is followed by placing the respective order so that order picking and the transport to the wards is triggered, followed by shelving and in the last step, by being dispensed. To solve any procurement issues (small, costly special orders or order status that is not clear respect. responsibility) a transparent, continuous process must be implemented. Optimal stock and order volumes must be calculated and regular order intervals and frequencies must be set up. The process is supported by the respective technology and IT systems working hand-in-hand with qualified personnel. The aim of a ward-based order system is to assist in the performance of orders of dispensaries and warehouses as well as of other items. The main point is a uniform order surface for all. In terms of the material categories it is important to combine various supply systems for the dispensary cabinets (modular supply, dispensary-related supply, free storage). To alleviate the nursing staff, logistical and non-care activities should rest completely with the sup-

ply assistant. Merely orders for special articles remain the responsibility of the ward personnel due to the required expert knowledge. Additionally, inventories must be optimised at the central warehouse. The inventory volume is paired with storage costs in order to determine cost savings. The actual procurement processes are recorded, the consumption and inventories are determined and optimal order volumes and intervals are established. Regularly used articles can be stocked differently than articles that are used only rarely. Vital here are transitory items which are not stored at the central warehouse but only at the respective cost centre. Centralising the inventories has the advantage of levelling fluctuations in demand.

Consideration of internal transport logistics

Also a part of the logistical operating concept is the consideration of internal transport logistics (material, patient, personnel and visitor flows).

Particulars

Dr. Sebastian Wibbeling has been working as a research assistant at the Fraunhofer Institute for Material Flow and Logistics since 2000. In 2007 he formed the department for Health Care Logistics. His fields of expertise include the planning and optimisation of process flows and structures at hospitals and the pharmaceutical industry. Focal points for hospitals include designing the supply to the wards, the transport and warehouse planning as well as a comprehensive process design all the way to an integrated operating concept.



The advantages of such a form of optimisation include shorter distances, less time needed by the employees and shorter waiting times. From the manual transport of patients and material carts to the use of driverless transport systems (DTS), several options are possible. A DTS is used, for example, for the automated delivery and disposal of meals, laundry and waste. The system passes freely through the corridors and elevators without jeopardising the safety of in-

dividuals. One possibility to improve the use of elevator capacities is to balance the transport flows during peak hours. Balancing the transport units enhances resources and fewer capacities are required. When it comes to smoothing out transport volumes a differentiation is made between time-critical and non-time-critical material flows. Time-critical flows can be scheduled for a specific time to a limited degree only (supplying food or sterile goods, etc.), whereas non-time-critical transports can be co-ordinated with the nursing staff and, with optimised process planning, can take place either earlier or later so that transport units can be used continuously.

Use of a central control station

In order to optimise the transport management throughout the entire hospital segment, a central control station is favoured. A central control station facilitates a real-time oriented and efficient planning and manage-

ment of transport personnel and of the material flows. Regular runs are supplemented by spontaneous or special transports of patients and material. The control station distributes on the basis of rules and priorities the individual transports to the available resources and thus secures the optimal use of capacities.

Logistics constitutes a crucial tool to improve the economic efficiency and quality of a hospital and to save costs. This includes the supply of the wards, efficient transport logistics, optimisation of the required floor space and a logistical operating concept which reflects what are currently the most important areas of responsibilities that assist in optimising the operation of a hospital. Especially the design of a logistical operating concept is necessary for existing supply structures and when planning from scratch, in order to really be able to realise optimisations. The new concept must span all segments so as to exploit existing potentials. Well-organised logistics allow the nursing staff to concentrate on the main tasks of their work with their patients. ●



A resuscitator marks a milestone in emergency care services

Ambu engineers, produces and markets professional equipment for diagnostics and resuscitation as well as training equipment for hospitals and emergency care services.

Co-operation in healthcare logistics

The Danish manufacturer of equipment for emergency care services and training equipment, is known around the world as the inventor of the resuscitator bag or Ambu bag. At its new healthcare location in Münster the Fiege Group is responsible for a large share of Ambu's European logistics.



The engineer Holger Hesse founded Testa Laboratory, which would later be known as Ambu, in 1937. Hesse designed products which marked a major progress for patients and physicians alike. The Sicca haemometer is the first of its kind which allows resident physicians to record the haemoglobin content of blood without having to send a blood sample to an external lab.

The actual breakthrough came in 1956 when the Ambu resuscitator bag – developed jointly with the anaesthetist, Henning Ruben – was launched. The world's first self-inflating resuscitator which supports patients' breathing also marks a milestone in the development of equipment for emergency care services. The Ambu bag became a permanent feature at hospitals and in emergency care.

By the late 70s, the demand for Ambu products was overwhelming. A global distribution network as well as sales companies strengthen Ambu's position in the global medical care and training scene. Products are now categorised into two groups: resuscitation and training products.

In 1986, Testa Laboratory became Ambu International, and only six years later, a long-awaited stock exchange listing officially defines Ambu as an international company. In 2001 Ambu acquires Medicotest, Europe's largest manufacturer of electrodes. With this acquisition comes a large portfolio of quality electrodes called Blue Sensor. Also, first steps are taken to gradually move Ambu's production from Denmark to Malaysia and China. At this stage Ambu starts to focus more on advancing single-use devices. The medical community and many markets are in need of products

that are suitable for single-use application, and this concept gradually evolves into an integral part of Ambu's strategy.

Concentration on products for single use

Ambu has three business areas: Emergency Care, Patient Monitoring & Diagnostics and Anaesthesia. Ambu is specialised in single-use products, giving the company a very unique position in the market. In one of its latest advances, the acquisition of a large American company (King Systems) is a highly significant step since it propels products related to anaesthesia within the company's >



Emergency care



Patient monitoring and diagnostics



Anaesthesia and ventilation products



Production needle robot



Ambu headquarters in Ballerup, Denmark

Ambu Facts & Figures

1937	Dr. Holger Hesse forms Ambu
1956	The first resuscitator bag, the "Ambu Resuscitator" is available
1992	Ambu is listed at the Copenhagen stock exchange
2000	Part of the production is relocated to China
2001	Medicotest, a company that produces electrodes, merges with Ambu
2004	Ambu reaches its highest share price of the past ten years
2005	New production site in Penang, Malaysia is opened
2007	Ambu celebrates its 70 th anniversary
2009	Ambu launches the first flexible single-use endoscope, the Ambu aScope
2010	Ambu training equipment is available as a wireless version
2012	Ambu concludes the takeover of Unomedical's electrode and diathermal segment
2013	Ambu acquires King Systems, a leading global airway management company

overall portfolio. In particular the video laryngoscope – King Vision – is interesting to Ambu. "Our complete product portfolio in anaesthesia consequently offers exactly what the anaesthetist needs", says Ambu's Steen Hesthaven, Director Business Unit Anaesthesia.

Efficient healthcare solutions

"We have always built on our important heritage by pushing breakthrough ideas forward, with the aim of turning them into efficient healthcare solutions. It has brought us to where we are today – one of the world's most recognised medical device companies", explains Ambu's President and CEO, Lars Marcher. ●



daheim.de relies on Fiege eCommerce

The Fiege Group will handle the full eCommerce fulfilment chain for the online store of daheim.de. Fiege thus further consolidates its position as a contract logistics and eCommerce specialist.

With Segmüller, Fiege was able to acquire a highly-recognised, traditional furniture retailer as a customer which, as one of the first large furniture stores is developing the online market with a professional and continuous eCommerce concept. Rapid availability, ease of ordering and a constantly growing product offer are to support Segmüller and Fiege in achieving high customer satisfaction.

The assortment of some 3,600 articles that are available to start with covers everything from a salt shaker to upholstered furniture and all items are available immediately. The product range of daheim.de is divided into "Interior Design" (furniture, upholstered furniture, lights, etc.), "Decoration" and "Household" (chinaware, glassware, etc.). Fiege assumes the full spectrum of eCommerce services, from order management to payments processing, customer account management, customer services, to supply chain fulfilment.

By choosing Fiege as its eCommerce fulfilment partner Segmüller benefits from the many years of experience which the Fiege Group gained from its mail order house operations with, for example, Neckermann, in addition to a flexible and highly-integrated eCommerce solution from a single source. eCommerce and supply chain processes thus perfectly complement each other.

At the Fiege Mega Center in Ibbenbüren, which already caters to eCom-



merce clients from other industry sectors, Fiege ensures smooth supply chain flows on an area of over 12,000 square metres. The respective product is either stored as a trading unit, in a block warehouse or in a shelving system. The demands on the e-fulfilment partner, due to the partially high value of the goods and a typically bulky design of products, are very challenging. In addition to the multi-carrier concept which includes two-man handling and an assembly service for the delivery, an excellent customer service, convenient payment options, a high-performance customer account management as well as maximum care in terms of storage and transport are paramount to keeping customers satisfied, to avoid returns. Fiege thus manages

the entire eCommerce fulfilment to ensure an outstanding shopping experience.

"For Segmüller, Fiege was able to combine its knowledge and experience gained from mail order supply chain services and high-performance eCommerce process flows. We are very pleased that jointly with Segmüller, we will be practically pursuing pioneering work for the industry. Thanks to our industry-wide supply chain competence and our focus on eCommerce solutions we are a particularly interesting partner for retailers from a variety of sectors operating specifically within eCommerce", is how Felix Fiege, member of the board of the Fiege Group, explains the success of the business model.



Successful internationalisation within eCommerce – a matter of the right supply chain

For years, online and mail order retailing has been one of Europe's strongest growth channels for retailers offering a variety of products.

Whereas only a few years ago, fashion and electronics ranked top for eCommerce transactions, more and more industries are discovering online trading for themselves as a profitable sales channel which by far exceeds the possibilities offered from genuine catalogue-based business, partially due to its convenience of access via the Internet, its multi-media product presentation and the possible development of an international clientele. Yet the international positioning of an online shop also bears many downfalls. In addition to the many technical demands on an international shop system, many legal, logistical and cultural particularities must be taken into

consideration that decide on the success of the internationalisation strategy. Although an international orientation with EU member countries has become much simpler as a result of EU-wide regulations, when wanting to include countries outside of the EU and the Euro-zone – such as Germany's neighbour, Switzerland, a non-EU member – the complexity of operations clearly increases due to customs regulations or even local legal structures that apply within the B2C segment for the national online store. Therefore an adjustment of a company's general terms and conditions, to comply with national law, is necessary since the end consumer will refer to his respective national privileges.

Instead of what are without a doubt highly attractive volumes of new customers from the neighbouring countries to lead to taking such a step too quickly, the decision-makers for online trading should accurately analyse the situation in the respective countries and when establishing their internationalisation strategy should also look into the capabilities of existing or potential partners and service providers. Especially supply chain services companies have broadened their portfolios over the past years in order to meet eCommerce demands and create genuine added values for their customers through multi-channel, cross-channel and cross-border solutions. A supply chain provider who, like Fiege, is specialised in these industries can be a highly valuable partner even far beyond logistical issues when it comes to implementing an international approach.

What has to be taken into consideration and which possible solutions apply for such an internationalisation drive is demonstrated in the following using Switzerland as an example. Since Switzerland, due to its geographic, linguistic and cultural proximity and its good economic situation is perceived as a lucrative market by many German companies, yet is not an EU member country and in relation to the remaining neighbours enjoys a special status, the challenges of internationalisation are easily demonstrated based on this case.

Challenges of internationalisation

The technical, legal and logistical particularities often overlap and condition each other. The focal point of the considerations will be the logistical challenges that present themselves without ignoring the central challenges at other levels.

The crux of the matter for end customers is the actual online shop. Some changes will be necessary here

when planning to take steps towards internationalisation.

There are two possibilities. The retailer can offer in addition to the German-language version an English-language shop, or he opts for a version in the respective native tongue. In the case of Switzerland, the retailer must be aware of the fact that there are three languages (German, Italian, French). These local particularities must be reflected when preparing the online shop. Taking these cultural criteria into consideration can have a positive impact on the acceptance of the shop and its rating. And even when it comes to organising Customer Care services, the respective national language situation must be taken into account.

A further important item is frequently forgotten as a result of the Euro: The shop system must support different currencies! In terms of Switzerland, it is vital to offer Swiss Francs as a payment option. The multiple-currency option must not limit itself to genuinely indicating the respective national currency on the homepage. The system must, for example, be able to calculate the respective local VAT rates and by using middleware keep a respective interface ready for the overall process (e.g. for payments or debtor management). The middleware enables the exchange of data >



between otherwise separate software modules.

Whereas there are only relatively few different currencies in Europe as a result of the Euro, the situation is rather heterogeneous when it comes to the available payment methods in the Euro-zone. Those who do not offer the respective methods quickly lose potential customers. In addition to the various established credit cards,

Different local services for electronic payments

there are a variety of local services available – such as in France, Austria and Great Britain – that are extremely popular forms of electronic payment (see table below, Types of Payment in Europe).

The crucial point when it comes to the internationalisation of business and the core competence of logistics providers remains the following question: How does the merchandise reach the customer fast, reliably and affordably? And, if not to the customer's liking, is it quickly returned without difficulties to the sender and is the customer refunded the money? While the functionality of the online shop also decides on whether a potential customer becomes a first-time buyer, smooth and fast logistics decide on whether a customer will place another order and allows for a positive assessment of his shopping experience.

Especially when it comes to the cross-border transport to non-EU countries like Switzerland, logistics specialists and their supply chain systems can hold the decisive competitive advantage for the customer. This is where, for example, customs come into play, which can quickly cause a delay in

the delivery. Ideally, a competent logistics provider will handle the entire control of the process flows and partners and will thereby reduce the number of contact points for the client.

At Fiege, for example, the full customs clearance process is carried out by its own and experienced customs clearance officers using the respective software modules. Master data regarding the articles (incl. German and Swiss customs tariff codes as well as customer master data) related to the orders and the customers are gathered, supplemented and consolidated and then processed. This simplifies customs handling and the reduced input helps to lower costs.

Collective customs clearance for all Swiss customers

If customs clearance for Switzerland is handled at the level of the consignment (end consumer customs clearance), i.e. if the duties of the German shop operator are payable by the Swiss end customer, this would produce a lot of work and very high costs. This is the reason why the shop operator should have his own shop in Switzerland, so that collective customs clearance can be handled for all purchases of Swiss customers during the dispatch respect. The returns process of the German shop operator can be handled via his Swiss branch. The Swiss branch acts consequently as the seller and sends the customer's individual orders inclusive of individual invoices, to the Swiss end customer.

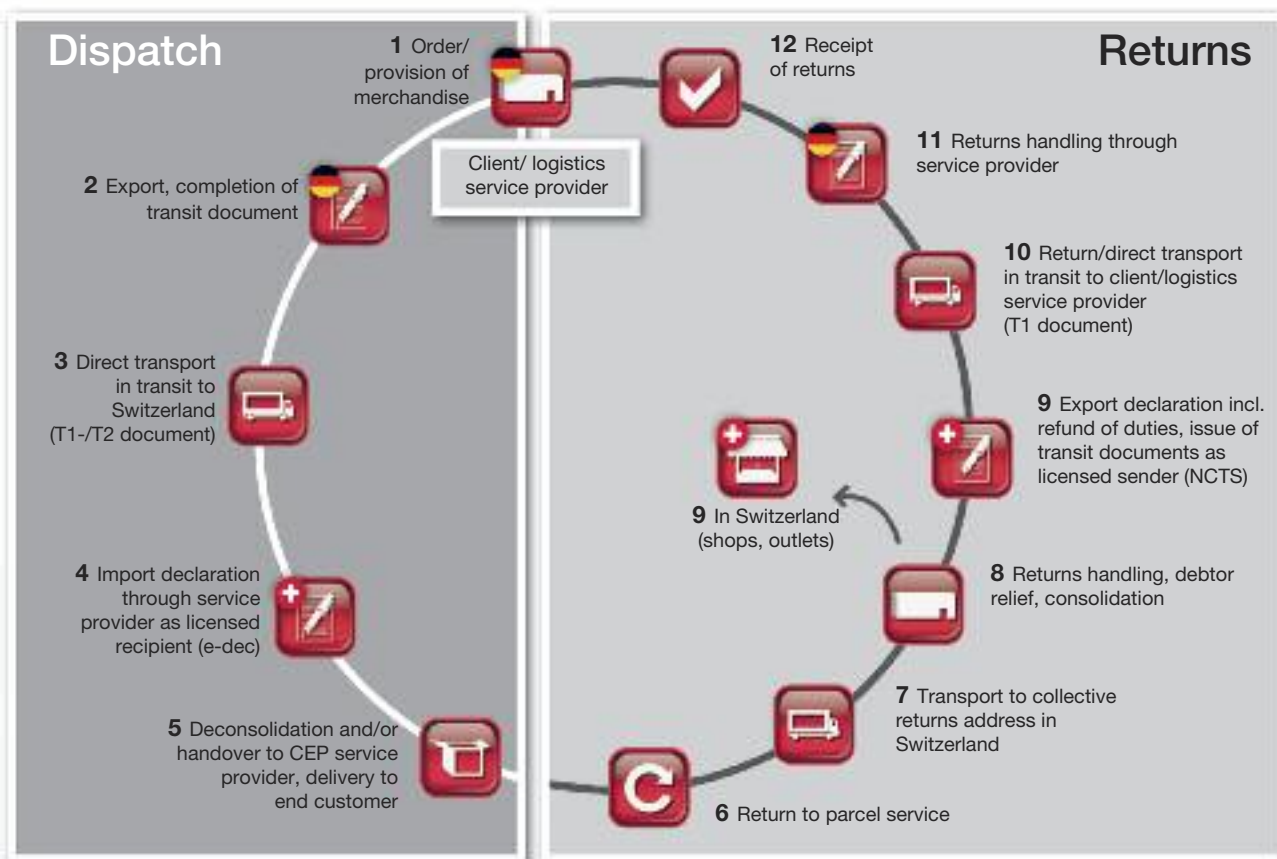
A further advantage of organising the purchases via an independent Swiss branch lies in the value added tax.

Types of payment in Europe

International/generally:	Credit card (VISA, Mastercard, Amex), PayPal
Austria:	EPS (online transfer system), Maestro (debit card), direct debit, invoice
Switzerland:	PostFinance Card (debit card), PostFinance E-Finance (online transfer system), invoice
France:	Carte Bleue/Carte Bancaire (debit card), cheques
Great Britain:	Maestro (debit card)
Benelux:	iDEAL (online transfer system)
Germany:	Direct debit, invoice, instant remittance/giropay (online transfer system)
Poland:	Przelewy24 (online transfer system), COD
Russia:	Webmoney (eWallet), Yandex (eWallet)
Scandinavia:	Dankort (debit card), Nordea (online transfer system), invoice
Italy:	Carta Si (debit card), COD
Eastern Europe:	COD

Mail order and returns supply chain

FIEGE services spectrum



Organisation, processing and monitoring of transports through Fiege or a partner.
Option: fiscal representation can be organised through Fiege if necessary

Switzerland's value added tax of eight per cent, and its reduced rate of 2.5 per cent only (e.g. for books) must be itemised on the invoice and reimbursed by the Swiss Inland Revenue (returns) if the German sender (i.e. operator of the shop) has a Swiss tax code. To obtain this, it is necessary to have a branch in Switzerland. Switzerland, next to Russia, is also the only country in Europe where duties are not based on the value of the merchandise. The decisive point for duties in Switzerland is the weight of the product. Therefore retailers must have master data on the items

available which enable a statement about the weight. Since this way of rating customs duties is untypical for Europe, many retailers often do not have this information available.

If the retailer does not want to set up his own branch in Switzerland, the operator of the shop can opt for a fiscal representative to benefit from the above advantages. Fiege also assumes such fiscal representation. Based on the customer's accounting, the fiscal representative creates quarterly value added tax calculations and assumes the VAT-based representation towards the Swiss Federal Tax Authority.

ty. The fiscal representative is not liable for the payment of due tax debts but he is responsible for the correct accounting and administration of the value added tax.

The advantages of a fiscal representation are thus obvious: >



Particulars

Vinko Castrogiovanni is a member of the management of Fiege Logistik (Switzerland) AG and Head of Business Development Switzerland and Far East.



1. Collective customs clearance possible instead of duties levied to the end customer.
→ Costs of customs clearance are due per export/import and this is regardless of the number of packages.
2. With the fiscal representative the customer imports goods into Switzerland in his own name, pays import duties to customs and invoices the Swiss value added tax to the Swiss customer.
→ The Swiss end customer shops as if having bought the merchandise from a Swiss supplier: the end customer need not pay customs duties and the VAT rate on the invoice is either 8 per cent or 2.5 per cent.

In general, a retailer who wants to supply the Swiss market should make a point of obtaining the necessary fiscal advice.

In addition to the rapid delivery, the fast and convenient handling of returns is vital in view of the high rate of returns (for the fashion industry, this rate is partially above 50 per cent). There are two reasons for this: Firstly, the retailer must quickly have the returned item (ready for sale) as available stock following a careful inspection in order to resell it. And secondly, he does not want to irritate the customer by letting him wait unnecessarily for the refund of his return.

When it comes to returns, a retailer can opt, for example, for the distribution through a central distribution warehouse, yet rely on regional warehouses for returns. Alternatively, he could run both stages through a central warehouse or organise the distribution as well as returns through regional warehouses. The organisation through regional returns warehouses brings several advantages for the retailer: First of all, local employees who speak the native tongue can understand the reason for the return more easily and thus can categorise it. This is, for example, valu-

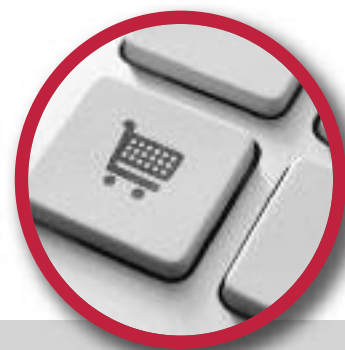
Returns are sent to a Swiss warehouse

able when comes to analysing the returns data. If, in our example, the returns are sent to a Swiss warehouse, the inspection of the goods and entry into the system can be handled in Switzerland already, thus enabling the quick charge-back for the end customer. Moreover, the goods can be prepared in Switzerland again.

This is where the retailer's swift response respect. that of the logistics provider can equally decide on whether an end customer places a second order at the shop, or not. Depending on the positioning of the on-line trader it is possible, in the follow-up, to send the merged export to the central warehouse in the EU (with the already named advantages related to customs clearance) or to resell the goods via a regional warehouse in Switzerland or through other sales channels (shops, outlets, etc.).

This is where it becomes clear that logistics providers not only organise material flows, but also information flows, and why it makes sense for logistics providers operating in eCommerce to preferably offer integrated solutions. The supply chain systems must offer interfaces with the customer's ERP systems, which possibly allow data to be copied in real-time. As soon as the logistics provider has checked the return that was collected, the online shop system must be informed accordingly to update the inventory and the system must relieve the debtors.

With the help of experienced partners, the successful step of the internationalisation of an online shop is, amongst others, a matter of precision planning and using the knowledge of one's own strategy. To organise the process flows, sufficient time should be scheduled in order to find the best solution. Any belated changes to the systems, although feasible, tend to incur high costs and a major loss of time. ●





With a great team Fiege commands the logistical process flows at the Erfurt location for all online shops of Media-Saturn.



Dramatic development of eCommerce business

From storage cards and USB sticks, to tablets and smartphones, to large 3D flat screen TVs as well as white goods – over 30,000 different articles from the colourful world of electronics and technology are sold by Media Markt and Saturn through their online shops and are supplied from the Fiege location in Apfelstädt near Erfurt to end customers throughout the whole of Germany.

The co-operation between Fiege and the electronics retailer, Media-Saturn for eCommerce logistics started in 2010 already in the Netherlands and Austria. Since 2011, the Fiege Group has been organising the B2C supply chain of Media-Saturn in Germany and this year, this co-operation was extended to include Belgium. Fiege is responsible for the entire product range including entertainment electronics, telecommunications, entertainment, new media and household appliances and is experiencing a dramatic development in this eCommerce field.

Media-Saturn has been the number one in Germany for years now when

it comes to electronics retailing. The company generated sales worth Euro 9.6 billion in Germany in 2012. With its Media Markt and Saturn brands, the national German company is present at over 400 locations and employs some 23,300 employees.

The stationary operations of the specialist electronics retailer for both brands are tied closely to the individual online business. For example, if an item is in stock, a customer can collect a purchase made via the Internet on the very same day from a market, exchange it or even have it repaired.

“Our eCommerce business has been growing dramatically since QIV and

this year has already exceeded last year’s sales volumes manifold”, says Michael Schirmaier, Erfurt branch manager.

“Due to our geographic location in Germany’s centre and unbeatable cut-off times we have the best requirements in Erfurt for such business. And with the recently signed contract extension for Media Markt and Saturn, further important investments have now been approved for warehouse, packaging and conveyor technology as well as IT developments at the locations. These new facilities and processes will already go live in September in order to successfully handle further growth and the Christmas business.” ●

eCommerce solutions for the fashion industry in China

China's most dynamic met, a number of fashion exhibitors, numerous visitors and one logistics provider: This year's "Novomania" held in Shanghai in July offered all of this. Fiege Far East participated with an appealing concept and an international team of logistics experts.



Full Service eCom for China

- Order management
- System quality inspection
- Pick, pack and dispatch
- Store and channel management
- Financial and customer service

Following the opening of two dedicated consolidation centres in Shanghai and Shenzhen last year, Fiege successfully entered into the Chinese logistics market for textiles. "Our strategic focus rested on the development of national solutions for the fashion industry", said Hannes Streeck, CEO of Fiege Far East, about the ambitious undertaking. In this context eCommerce plays a decisive role: The online fashion business grows by over 30 per cent annually.

Today already, China and its population of 145 million people is the country with the highest rate of on-line shoppers, after USA.

Fiege shows major understanding of local particularities

Fiege Far East has created an attractive product for the Chinese fashion market, ranging from eCommerce

services to storage and the handling for B2B and B2C customers, to sea and air cargo. The combination of European textiles and eCommerce expertise with a Chinese network that shows a comprehensive understanding of local particularities results in an efficient solution for the challenges of this exciting market. To present to the fashion world the new portfolio of services and current trends in Chinese textiles logistics, Fiege participated as an exclusive logistics provider in the Novomania fashion fair from 17

to 19 July of this year. Since 2010 this trade fair has been staged in Shanghai every year and has evolved into one of the leading fashion fairs in China, offering a common platform for urban fashion brands, buyers, department stores and real estate agents with the aim of bringing international brands and concepts to China. Mango, River Woods, Dickies and many more – over 100 companies exhibited and showcased their latest collections and sales channels. Visitors – including wholesalers, franchisees, department store chains and other buyers –

were attracted and thrilled by the latest trends from the world of fashion. And one trend was offered exclusively by Fiege this year: textiles and eCommerce logistics for one of the world's fastest-paced markets.

Fiege thrills with eye-catching fashion and innovative concepts

With an international team headed by Elisabeth Bröring, Key Account Manager Fashion & E-Commerce in China, and an exciting marketing concept, Fiege was able to attract attention and make many interesting new contacts.

During the entire exhibition a professional photographer accompanied by three models wearing dresses made of cardboard toured the premises. With the motto "Logistics must fit", photos of visitors and exhibitors posing with the models were taken and sent directly to the Fiege booth, with the invitation to pass by to have the pic-

tures printed out, sent off or even have them posted. At the booth, they were welcomed by our team and many interesting discussions about the challenges inherent in the fashion industry in China, were sparked. "We became acquainted with many interested persons and noticed that our approach and our new solution hit a nerve with European and Chinese businesses. The values that mark us in Europe, we would also like to establish in China: speed, quality and reliability", is how Martin Rademaker, sector manager Fashion of the Fiege Group, summarises the three days.

With its successful blend of logistics and fashion, Fiege left a lasting impression. The models wearing Fiege-branded frocks were genuine eye catchers at the fair. Over 4000 photos were taken, hundreds of business cards were exchanged and one impression was lasting: that Fiege Far East has understood the concerns and wishes of the national and international fashion industry in China and offers attractive solutions. ●



Fiege's models were real eye-catchers at the trade fair

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A perfect Fiege team was available to answer all questions from the many visitors who came to the Novomania.



Struik Foods co-operates with Fiege in Rangsdorf

Some 10,000 to 12,000 pallets charged with tinned soup, sauces and ready-made meals in tins by the Dutch company Struik Foods take up part of the large Fiege warehouse in Rangsdorf

More than 60,000 pallets with Struik Foods are distributed from here every year as collective,

partial and complete consignments to the whole of Germany. After taking over supply chain operations for Struik Foods Deutschland GmbH in March 2013, Fiege was able to use the existing supply chain structures in Rangsdorf from the FMCG sector of its existing customers Nestlé, Underberg/Hardenberg and Mondeléz and expand them further. The products are stored in existing storage areas which were supplemented by additional racks as well as automated storage. The most well-known brand names of Struik Foods include Sonnen Bassermann, Struik and Ye Olde Oak.

Struik Foods Deutschland is based in Brandenburg's Beelitz and thus in the immediate vicinity of the logistics centre in Rangsdorf. "That is naturally a major advantage for our customers since long transport times from and to the logistics centre are

waived", says Susanne Pauli, branch manager in Rangsdorf.

Fiege as such uses the synergies created during transport resulting from

Added transport synergies

utilising all available transport capacities and inbounds. Also, referring to the existing warehouse infrastructure has a positive impact on the new customer relationship.

A particularly pleasant outcome of this new business and also a concern on behalf of the management of Struik Foods Berlin was the integration of in total 16 employees from the former Brieseland branch, who now make up a specially trained and proven logistics team for the Rangsdorf branch. ●



Sonnen Bassermann is one of the most well-known brands of Struik Foods.

Fiege drives Foster's excellence in sound

The Fiege Group has clearly strengthened its position in one of its focal sectors for supply chain solutions, electronics/high-tech. Since the end of last year Fiege has been co-operating with Foster Electric (Europe) GmbH, the subsidiary of the Japanese group of companies Foster Electric Company Ltd., to supply production sites of Foster customers in Europe.

Foster is, amongst others, a maker of innovative speaker systems of superior quality used by the automotive industry. For the current series of renowned manufacturers, Foster awarded the handling of its international supply chain and the distribution of its products to the Fiege Group. Fiege manages all material movements, starting with the containers at the Hamburg port.

"Foster decidedly opted for Fiege as its supply chain services provider because smooth logistical flows and an uninterrupted distribution, next to the high quality of our technologies, in the end are decisive for the success of our customers", says Sven Ericke, head of logistics at Foster Electric (Europe) GmbH. "We were looking for a globally-operating, dependable partner who lives up to the high demands required

from suppliers serving automotive manufacturers. We have found such a preferred partner in Fiege."

The Fiege Mega Center Hamburg is ideally suited as the supply chain hub for products imported from Asia and North America. Initially, the products

arriving at the logistics centre are checked for completeness, quality and functionality. Only then are the speakers individually repackaged into the manufacturer's specific mini-load bins and distributed just-in-time to the individual production sites. ●

FOSTER Electric Company Ltd.

Since its formation in 1949 FOSTER Electric Company, headquartered in Tokyo, Japan, a specialist for excellence in sound, has created a wide range of innovations centring around acoustic transducers. Over the past years, a huge selection of globally-produced FOSTER products has sub-

stantially driven the advancement of new technologies for digitalising sound. Foster Electric Company Ltd. generated global sales worth Euro 1 billion in 2012 with a workforce of around 67,000..



At the Mega Center Hamburg is where the material flows are controlled.



Growth and expansion fill vacant space

What had originally been planned and built as a goods distribution centre for a single customer is today a multi-user centre that serves over a dozen customers within eCommerce, fashion and wallpaper: the Fiege Mega Center Ibbenbüren.

Officially inaugurated in 1992, the warehouse – at the time still designated as a ‘goods distribution centre’ – set a milestone in the history of the Fiege Group. And the concept received the German Logistics Award from Germany’s logistics association, the Bundesvereinigung Logistik e.V., only one year after its successful implementation. Everything had started with department store logistics for Karstadt: On 135,000 square metres of logistical floor space, promotional goods were processed for up to 700 individual campaigns annually. The scope of operations included planning of the campaigns, incoming goods, incoming goods inspection, storage, price labelling, order picking, packaging and securing the transport, interim storage until dispatch as well as load-

ing inspection and loading the railway wagons at the roofed station, or alternatively the trucks, for all of the group’s branches. 60 to 70 per cent of the outgoing goods at the time were transported by train.

“Unfortunately, these days we can hardly work with the Bundesbahn anymore, railway transport is simply not sufficiently flexible and fast”, explains Christoph Mangelmans, branch manager at the Ibbenbüren location. Fiege’s own railway siding, at the time described as exemplary, proved to be of little use in later practice. “In the meantime we have become a location that relies heavily on textiles and the throughput times of the merchandise are very short. The fashion business turns around very fast, the right items have to be at the shop at the right time. If, for example, T-shirts are delivered too late, they

can be sold only at major discounts in a sale. That is why the time between production and delivery is crucial.” And that is why road transport is a much more efficient form of transport, offering much shorter and flexible run times. These days, the railway sleepers at the Mega Center are cov-

eCommerce as an added focal point

ered, creating an additional 8,000 square metres of space – and it is possible to restore the former condition at any time.

For the world-renowned fashion brand Esprit Fiege has been handling large parts of the company’s supply chain since 2002. After completing



A large screen located in the warehouse area shows the performance indicators.

the Esprit warehouse in Mönchengladbach, the relocation commences: bit by bit all Esprit divisions will have moved to Mönchengladbach by the end of the year. But there is absolutely no talk of a vacant spaces. "The opposite is the case", says Christoph Mangelmans, "we banked at the right time on the eCommerce trade as a further focal point, as well as on the growth and the expansion of our existing customers." The Mega Center caters to four large sectors these days: textiles, furniture, spare parts and wallpaper.

The B2C business, the direct supply of Internet end consumers, is becoming

more and more important. The Fiege Group recognised this change at the right time and adapted accordingly. Today, Fiege organises at the Ibbenbüren site the processing of the online shop of Segmüller, one of Germany's largest furniture store chains. Other eCommerce customers are in fashion and spare parts, such as for example, Grohe. For existing customers like Mexx, Liebeskind and Naketano – all fashion clients – logistics were extended to include B2C operations.

"80 per cent of all customer enquiries today are within eCommerce and Internet shops which for us means few-

er deliveries to the trade, more direct deliveries to the end consumer ordering via the Internet", explains Mangelmans. And the volume of outgoing goods from all B2C transactions in the meantime reaches up to 25,000 orders (boxes) that are sent out daily from Ibbenbüren. A screen has been installed in the storage segment which visualises for all employees the performance indicators. The data from the warehouse management system is updated every fifteen minutes so as to graphically show employees the progress of their work. This change, which guarantees the

Solid team work

lasting success of the Mega Center Ibbenbüren, was possible with the help of an outstanding workforce. "Our team supported the change, including the mental changeover. That was solid team work that we greatly value", so the praise of the branch manager. ●



Up to 25,000 orders are processed for B2C business in Ibbenbüren on a daily basis.

Professional attire from the Internet

By assuming all eCommerce fulfilment services for the workwear specialist Bierbaum-Proenen GmbH & Co. KG, Fiege emphasises on its growth ambitions for the electronic trade.



With an automated sorter solution that uses hanging bags and which was designed specifically for Bierbaum-Proenen, the Fiege Group also demonstrates its expertise and innovativeness in its core sector, fashion logistics.

In addition to assuming all fulfilment services including returns processing for the online shop of Bierbaum-Proenen, Fiege and its integrated eCommerce solution is also in charge of the order management, debtor management and payment processes as well as customer management. Thanks to the modular structure of Fiege's eCommerce system, customers are free to choose the very modules they need. The business ex-

pansion also includes B2B as well as B2C processing of online business. In a first step, the online shop will go live for Germany and Austria. In 2014, other countries will follow. Pri-

Competence in fashion logistics and in eCommerce

vate as well as commercial customers can both reach the new shop at <http://www.bp-online.de>.

In co-operation with Dürkopp and Erhardt & Partner an exclusive sorting solution was engineered for flat goods at the Fiege location in Greven, where Bierbaum-Proenen has been a

customer since 1998. The solution is fitted to perfection to support supply chain flows of the manufacturer of professional attire. Thanks to the innovative bag sorting solution, B2B and B2C orders can be processed. Some 650 consignments are currently dispatched on average for the B2B segment alone every day, amounting to an average 10,500 picks. "During the project with our customer Bierbaum-Proenen we were able to ideally combine our capabilities within fashion logistics and in eCommerce in an innovative solution", explains Felix Fiege, board member of the Fiege Group. An adjusted version of such a sorting solution is currently in the pipeline for another customer of the textile shop. ●

Professional customs clearance for satisfied customers

Since August 01 of this year, the Fiege Group has its own customs company, Fiege Customs Services GmbH. The first branch added to the customs company is in Neuss. Other competence centres like Ibbenbüren, Bocholt and Hamburg will follow in the weeks to come, until all relevant locations in Germany have been integrated.

Although the movement of goods within the European Union has become easier since customs controls have been eliminated, trading partners often are domiciled beyond the outer borders of the European Union. This includes not only USA, China, Japan and India, but also Switzerland and Norway. To vouch for a smooth exchange of goods with these countries, professional customs clearance services are indispensable. Naturally, this requires the exact knowledge of specific regulations since German authorities are very demanding when it comes to customs. And to be able to provide such expertise, the knowl-

edge from already available competencies was and is merged, consolidated and expanded in Fiege Customs Services GmbH. During the risk assessment for becoming an Authorised

Professional customs clearance is indispensable

Economic Operator (AEO) it was established just how important such an approach is.

"Over the past two years we managed to bring together our customs-related

knowledge and expand capabilities, which has even helped external customers, allowing them to be added", explains Walter Johne, managing director. For example, at the pilot facility in Neuss, customers such as NU3, Spoon, Euromate, ICC, Vorwerk, Ambu, Sixt, More & More, Emuco, CBR and the customs warehouse client, Imation were added and successfully supported with their customs processing.

"We offer to our customers the discerning handling of their imports and the creation of all export documents and transport papers that meet all requirements. This could be anything from import customs clearance for the free transport to the creation of an export accompanying document with the requisite certificate of origin", details Walter Johne the scope of tasks of the customs operations. "Also, due to our experience from the many different industries, we can provide professional support on all questions related to customs. In parallel with this a compliance check assists in achieving a more convenient processing of consignments."

With the introduction of Competence Centers Germany-wide and the merging of knowledge within customs, Fiege Customs Services GmbH is able to offer and handle professional, adequate and efficient customs clearance to existing as well as new customers alike beyond the individual locations. ●



The first branch added to the Fiege Customs Services GmbH was the facility in Neuss.



Corporate Charta of Diversity

The Charta of Diversity is a German corporate initiative dedicated to the promotion and appreciation of all employees. The diversity of the workforce – the diversity in regard to their origin, gender, age and physical well-being as well as their sexual preference, worldview and religious orientation and diverse lifestyle is to be made an aspect of the personnel strategy and organisational development, to benefit the individual, the company and society as a whole.

The Charta of Diversity was initiated in December 2006 by Daimler AG, Deutsche BP, Deutsche Bahn and Deutsche Telekom. The essence of the initiative is the commitment to create a working environment free of prejudice. This self-commitment has been signed to-date by over 1300 companies and institutions, including Fiege's IDC in Worms. In addition to Fiege, the Charta of Diversity was also signed by the city of Worms and a further five Worms-based companies.

Appreciation for employees comes first

Fiege's IDC in Worms made a commitment to this crucial obligation at the end of 2010 already and signed the Charta of Diversity. "We consider it a major advantage of our company that a working culture prevails here that is based on mutual respect and that recognises and promotes the many different talents in the team – this is highly beneficial to the image of the employer, but also the company's economic success", explains Michael Suden, Executive Director Germany South.

COACHING GOALS SPECIALISTS
 QUALIFICATIONS MOTIVATION
 HR- FURTHER EDUCATION
 DEVELOPMENT INCENTIVE PROGRAMMES
 TRAINING TEAM CONCEPT
 PLANNING STAFF TRAINING

By signing the Charta Fiege commits itself to creating a corporate culture that is free of prejudice. All employees shall be equally respected. Only those who manage to integrate the capabilities and competencies of people from other countries will enjoy success in the future. Other advantages of the Charta of Diversity include:

- Loyalty of employees
- Increased efficiency
- Recruiting
- Image building
- Acquisition of new customers in national market

- Development of new international markets

An important requirement for fulfilling these criteria calls for superiors, but also employees to recognise, share and live these values. Employees were informed of the Charta being signed and were included in implementing its values. Through the in-house employee magazine “logo local” all parties involved were informed of the projects at their location as well as at other locations. Fiege also provides support in finding a home and helps with visits to authorities and official agencies.

The Charta of Diversity is an important part of the leadership principles/business principles at Fiege, where they are firmly anchored. Promoting a healthy work-life balance is an important indicator in Worms for the appreciation of staff. For example, working hours are flexible; and if necessary, home offices are installed or children can accompany their parents to the office if need be. Young mothers are given the opportunity to return to work under a part-time working model and even men are increasingly referring to parental leave. >



At the Fiege location in Worms many people of various nationality have found a permanent job.

The female quota at the IDC Worms currently reaches 37 per cent. The branch located on the Rhine strongly supports promoting women in management and is not focused on the payment of gender-based salaries, but is oriented exclusively towards performance. The vast wealth of experi-

Promoting women in management

ence of the more mature female employees is gladly referred to and integrated into daily routines. With the intense help of the Lebenshilfe Worms support group, even differently-abled persons or persons with a severe disability find a job at Fiege. People who are severely disabled perform their work at workstations designed to suit their needs and in the event of difficulties they can address the elected representative of the severely disabled.

Health is written with a capital letter in Worms. Special discounted admission fees for swimming pools and leisure parks have been negotiated and low-cost memberships with local fitness studios and co-operations with health insurances have been arranged. Health management was successfully introduced at the IDC many years ago and since then has evolved continuously – even strictly taking into consideration the requirements of the Charta of Diversity.

The campaign “50+” is a further vital item in the specific employment and promotion of more mature employees. Employees aged 50 and over have the possibility here to be a mentor and share their professional experience and knowledge with younger colleagues. Moreover, all workstations have been set up for the individual age group so that employees are given the opportunity to continue with their employment even beyond their retirement age – against the background of keeping the existing

knowledge in the company. Within the scope of an information event for Worms-based companies and institutions held at the Worms town hall, Michael Suden reported in April of this year on the “new paths in corporate culture” at Fiege. This is where Suden showed with the help of examples taken from practice, the new paths in corporate culture which are based on recognition, fairness and appreciation. The presentation was also about companies in the region around Worms opening up to intercultural ways. “Especially in view of the lack of qualified employees and the many candidates for traineeships with a migrant history, a company’s

Integration aid for employees with a migrant background

sensitivity to cultural orientation presents itself”, explains Suden.

More than 60 trainees are currently being trained in six different professions in Worms. 20 per cent of the trainees have a migrant background. In total the share of foreigners amongst all employees is 23 per cent. Employees who have a migrant background receive support through German lessons and are given assistance with their integration efforts. During religious festivities, shift hours are adapted and even the food available at the canteen is changed. Daily work routines are made easier with multilingual working instructions as well as notices on the boards and special language recognition of the pick-by-voice devices. During talks held with employees, selected interpreters help out and assist employees and managers alike. As a certified vocational facility Fiege offers qualifications for the integration of job seekers and employees on the German market. ●

COACHING SPECIALISTS
QUALIFICATIONS GOALS MOTIVATION
HR- FURTHER EDUCATION
DEVELOPMENT INCENTIVE PROGRAMMES
TRAINING CONCEPT
PLANNING TEAM TRAINING
STAFF

Fiege International Team supports relief organisation in Rumania

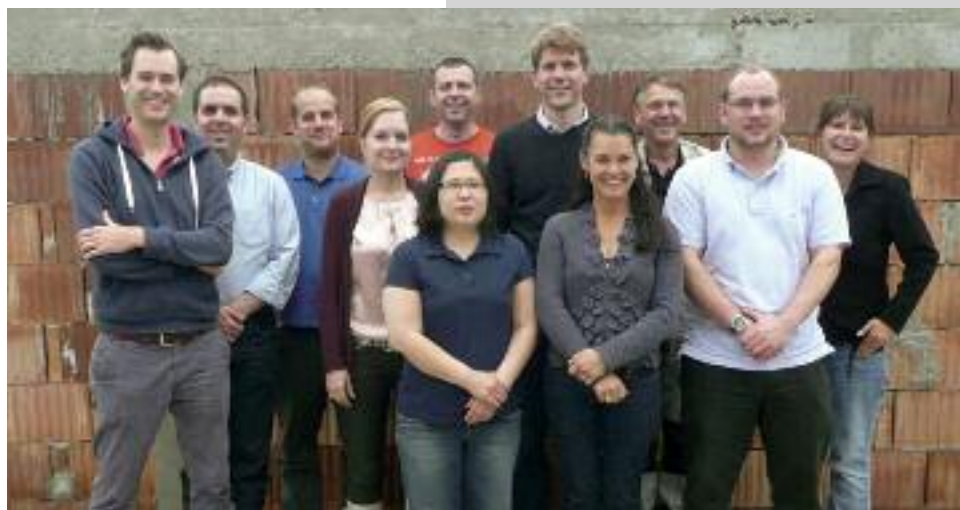
Thanks to a stream of donations, the warehouse of Papageno in Sibiu, Rumania holding relief supplies had become too small. An annex was therefore urgently needed.



The annex covers 180 square metres

The Fiege International Team (FIT), the Fiege Group's development programme for junior managers with an international orientation, was faced with this challenge this year. Papageno was formed in Switzerland in 1992 with the aim of helping Rumania's population in need. Several times a year, the association transports relief supplies from Switzerland and supports, amongst others, a makeshift kitchen as well as schools, hospitals and homes in Sibiu and the surrounding area.

Following first theoretical project plans in May 2012, the eleven participants travelled to Rumania in October of that year to create space on which to build the warehouse. It was not only the work per se, but mainly the impressions that the team gathered during this time that made for a decisive and exciting change from their day-to-day working routine. Marked by the impressions gained in Rumania, Fiege's junior managers dedicated the winter months totally to the collection of donations. Various donation campaigns staged at corporate events, contacting customers, suppliers and employees but also collecting donations from their personal environment resulted in raising al-



The commitment on behalf of the FIT members in Rumania was also praised by the board member, Felix Fiege (centre) during the opening of the storage space.

most Euro 16,000 which could be used towards building the warehouse. Thus almost 75 per cent of the 180 square metres-large warehouse could be financed.

Supported by local Rumanian companies, the new warehouse of the Papageno Foundation was inaugurated on 23 May of this year with the team as well as Felix Fiege on site. "In the name of Papageno Switzerland and Papageno Rumania I would like to thank Fiege for the huge support", said Robert Jacquaroud, president of the relief organisation Papageno in

Rumania. "A dream has now come true." Felix Fiege was equally enthusiastic of this "dream": "I was ever so impressed to see with how much heart and passion Papageno tries to help jointly with its partners in lastingly improving life in Sibiu." "The commitment by the FIT team to this project fits perfectly with our culture and our values as a family-run company."



“New from old” with much creativity and sustainability

The project’s strong sense of creativity and sustainability were decisive: The first prize went to the youngsters from Lüdinghausen, but all four teams had reason to be proud, as they all came second.

The project turned out to be such a close tie that any further differentiation would not have been fair, so Jens Fiege.

At the premises of the Kreishandwerkerschaft Coesfeld is where the prize was awarded in May of this year for the volunteer project named “New from old”. Since the end of 2012 Fiege employees had been working voluntarily with youths of the age of 15 and up who are participating in programmes with social partners from the Münsterland region. A total

of five teams of youths from Kreishandwerkerschaft (KH) Coesfeld (based in Dülmen, Lüdinghausen and Coesfeld), the Akademie Überlingen (AKÜ) in Münster as well as the Handwerkskammer Bildungszentrum (HBZ) Münster, all participated. The “New from old” project was organised as a contest. It was the task of the youths to independently create something new from used items. The

youths are undergoing preparatory vocational training with the social partners, which is to improve their prospects for an apprenticeship. The creative design process thus proved a crucial element of the project with the Fiege employees so that participants could apply what they had learned until then.

A jury which even included Jens Fiege, had the youths explain the

projects to them on 16 May and was visibly impressed by the creativity and finish. From the construction of a BBQ using scrap metal (KH Coesfeld) or the detailed restoration of a historical handcart (KH Dülmen) to building a bar made of old bicycles (HBZ Münster) or the construction of a mosaic table made of old indoor fountains and tile leftovers (AKÜ Münster) to the complete restoration of an old mobile home from the inside and outside into a recreational room for the youths (KH Lüdinghausen), the youngsters were able to prove their manual dexterity, their team spirit and their ability to work project-related.

And even the managing director of the Kreishandwerkerskammer Coesfeld, Dr. Michael Oelck was enthusiastic about how the project went: "The example which Fiege sets with this project is unique and pioneering at the same time and demonstrates how important today the commit-

ment of businesses is to train youths." In spite of Fiege lending its support to the project, Jens Fiege made it very clear that the "New from old" project

"An independent project organised by our employees"

was not an official Fiege project: "This is an independent project organised by our employees who chose this project, made the contacts, created the plans, helped to organise the youths and supported them whenever necessary. We give them our recognition and respect for their high level of social responsibility", so Jens Fiege. In the end the jury's close decision was made in favour of the group from KH Lüdinghausen. The group from

Lüdinghausen had requested as their winner's prize a day for all at the go-kart track. The youngsters were also extremely happy about the great interest in their work. The ambition made some of those who were not in the winning group a little sad, but not for long: Jens Fiege announced that the Greven logistics provider will donate a barbecue event to all participating groups, so there was no time to be sad! ●



Five teams of youths from the Kreishandwerkerschaft Coesfeld, the Akademie Überlingen in Münster and the Handwerkskammer Bildungszentrum Münster participated with much enthusiasm in the "New from old" project

The jury with Jens Fiege (l.) checked every project.



Learning and boxing with the pros

“A really great project!” The enthusiasm of Dr. Hugo Fiege becomes clear when the former professional boxer, Dr. Farid Vatanparast explains what is behind his ‘Farid’s QualiFighting’: A sports and learning concept that rewards children and youths for their additional learning efforts with professional boxing exercises after school.



The Josef Fiege Foundation gave a donation to this special social project this year, which Dr. Hugo Fiege personally handed over in July. The idea for a “QualiFighting” came to Farid

A boxing and learning institution for girls and boys

Vatanparast when he had to give up his own boxing career because of an eye disease. “This boxing and learning institution is for boys and girls, there are no issues with religion or nationality”, says the native Persian with justified pride, “we are all the same here!”

38 children and youths are currently supported by teachers and coaches; up to a further 90 children and youths have registered for boxing training. Between eight and 25 years of age, they have at times a difficult social background. The successful combination of afternoon learning and boxing training allows them to receive schooling as well as PE support.

The new hall on Schiffahrter Damm in Münster has a perfect boxing ring at its centre and sufficient rooms for training and learning and has been open since June of this year. A national sports base will open here before the year is over. “Unfortunately, this must be borne without any financial support from the outside”, says Farid Vatanparast, and that is no easy task considering the many expenses for maintenance, professional coaches and teachers. Consequently, donations are welcome any time be-

cause now, due to the generous premises, there is plenty of space for many more children at the facility, “but that will have to wait a little longer ...” the initiator regretfully says. But he looks into the future with much hope: “Our concept reaches the youngsters. The coaches and the more mature youths are models for the younger ones, whose performance in the boxing ring as well as at school or during their traineeship they wish to achieve – after all, learning with boxers is real cool!” ●



Dr. Hugo Fiege (centre) personally handed over the cheque by the Josef Fiege Foundation.

Friendly recruitment a top priority

Fiege Poland joined the “Coalition for Friendly Recruitment”, a project that aims to promote proven practices and improve existing standards when it comes to the recruitment of personnel.



The project is an initiative by “eRecruitment Solutions” as well as companies in Poland wishing to fulfil the principles laid down in the Code of Good Practice: a friendly recruitment, which consists of the professional, reliable provision of information, involvement in the recruitment process, taking care of the security and confidentiality of data, and concern for the continuous improvement of competence in the management of recruitment. “Joining the Coalition for Friendly Recruitment acknowledges the high standards of recruitment at Fiege”, says Piotr Kohmann, CEO Poland and Ukraine. The communication with candidates, ensuring the safety of personal data and the proper information flow is of great importance during our recruitment processes. “All our activities are intended to show the full image of Fiege as a company – focused not only on the development of business”, explains Kohmann. “I believe that this will allow us to find and hire experienced, motivated employees.” ●

Fiege organises children's day in Bor

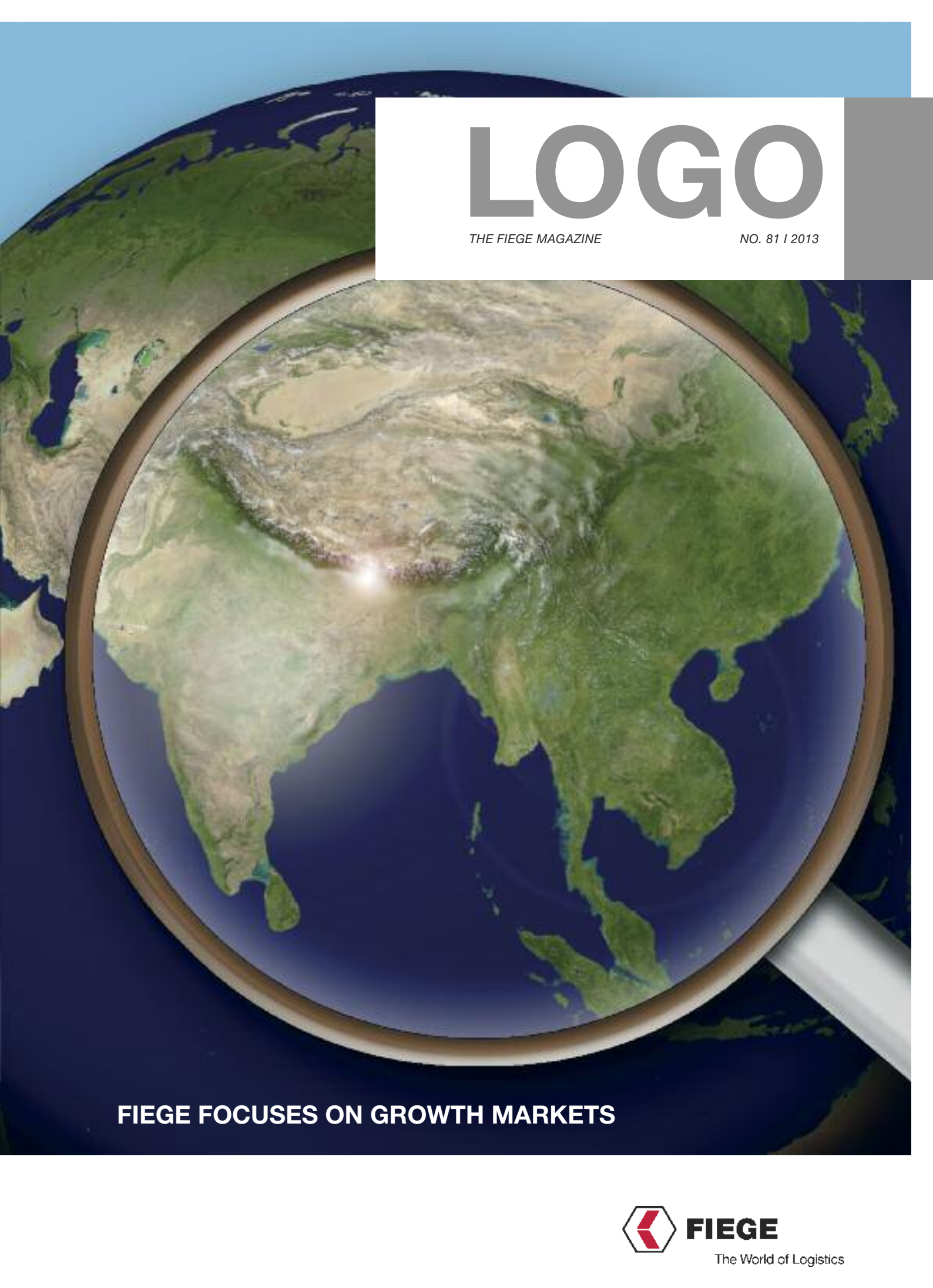
A fun-filled day packed with exciting attractions is what Fiege offered to the children of its employees in the Czech Republic. Jointly with other logistics companies that are based at the CT-Park in Bor u Tachova, Fiege organised an event in June 2013 which was greatly welcomed by children and grown-ups alike. The Fiege warehouse in Bor took up operations as a tyre warehouse for Bridgestone in 2006. So an obstacle course that children had to run through had been set up with tyres. Other activities included painting tyres, and the youngest ones had the chance to drive a fork lift. Further attractions included a trip in a luxury vehicle, a Ferrari, a motorcycle show, carousel trips, a puppet theatre, and riding an electronic scooter and much more. A fire fighter demonstrated how to rescue someone trapped, and a raffle was held at the end of the day with lots of fabulous prizes wait-

ing to be won by the children who participated in the tasks.



Even the little ones had lots of fun on the Children's Day at Fiege



The background of the cover is a satellite image of the Earth. A large magnifying glass is positioned over the Asian continent, specifically highlighting the Himalayan region and surrounding areas. The magnifying glass has a brown frame and a white handle. The text is overlaid on a white rectangular area in the upper right corner.

LOGO

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