

LOGO

THE FIEGE MAGAZINE

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**NEW MEGA CENTER FOR FASHION CUSTOMERS
IN THE HANOVER REGION**

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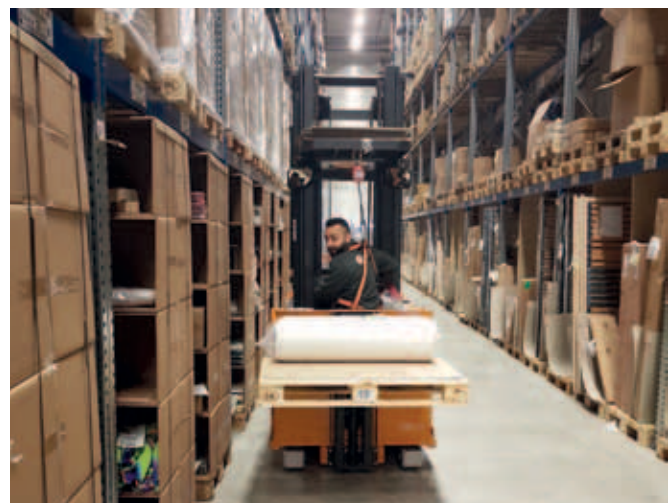
Fiege & Friends in Berlin.

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Fiege celebrates 20 years in Poland.

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Furniture logistics in Switzerland.

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New dimensions in logistics

Fiege in motion! For one, there is the tremendous development at Fiege's head office in Greven. A logistics centre is being built here, whose dimension and logistical focus will spearhead new paths. The Hanover region – Großburgwedel to be precise – witnessed the construction of a new centre for fashion logistics within no time at a central location in Europe. This is a first-ever project, second to none. And once again, the sustainable planning and construction of the entire facility was certified by the German Sustainable Building Council (DGNB).

There have been many new activities within Fiege's eCommerce segment: end-to-end service solutions for marketplace management in relation to Europe's and Asia's most important online marketplaces have been developed, covering all e-tailing aspects for clients.

In Münster, science and information technology have teamed up to form a start-up whose focus pursues never-before seen dimensions in logistics: Westphalia DataLab, called to life by Fiege Logistik and a team of academics. Its self-proclaimed goal is to offer especially to medium-sized enterprises the opportunity to gain knowledge from, and to use, the data available to

them – a common form of everyday data analysis. This, too, is change that will make a mark.

And even Fiege's well-known event which takes place every year in October, has evolved: with a new workshop format, Fast & Forward premiered at the International Supply Chain Conference in Berlin together with customers, friends, and business partners. This day-time event was all about trends and innovation in the logistics sector. On the heels of the success of this first-of-its-kind event, this year will again see an interesting series of lectures, accompanied by a start-up exhibition.

And then there was a celebration of the special kind, an anniversary

which has become a rare thing in our fast-paced time: the 50th service anniversary of Heinz Fiege, the initiator of so many brilliant ideas and actions, to whom the company and its employees owe a lot. Past and present companions, friends and family members had come to a reception held at System Headquarters, staged as a surprise gathering for the guest of honour, during which Jens Fiege reviewed the milestones of a long and extremely successful professional career. And the guest of honour promised to continue to provide support and advice – a commitment that was met with major applause.

Your LOGO Editorial Team



MA students design concepts for living space

● 16 students enrolled in the Masters Course on Real Estate and Facility Management at Münster's University of Applied Sciences presented the results of their project work to Fiege in December 2017. During an optional module titled The Logistics Property, students worked on developing the expansion of the Fiege location in Greven-Reckenfeld and finding an approach to solving the imminent challenges from the demand for additional staff. Before a large plenary setting of roughly 40 Fiege employees from different departments, the students initially presented their different approaches towards improving employee recruitment and retention. How to approach employees from a migrant background and seasonal fluctuations in staffing requirements were especially taken into consideration. The next focus targeted potential solutions on the challenge of additional living space having to be supplied for new employees at the Greven-Reckenfeld location. "Living space is becoming visibly scarcer not only in Münster, but even here in Greven", said the lecturer, Kai Alfermann. "Using a boarding house, a co-operation with a local asparagus farm, or integrating rental platforms like AirBnB were some of the interesting ideas presented on living space concepts."



The students from Münster's University of Applied Sciences presented the results of their projects to Fiege. Kai Alfermann (left), the lecturer, showed himself satisfied with the presentations.

NEWS

Occupational Health Management in Ibbenbüren



● *Fiege fit* was the motto of the first official campaign held at the Fiege Mega Center Ibbenbüren in March 2018 on Occupational Health Management. Employees had the opportunity to have their abdominal and back muscles briefly tested with the help of a back-check device. In addition to a written evaluation of their personal fitness details, they also received expert information and tips on how to prevent back pain. The campaign was supported by employees from AOK health insurance, and three qualified fitness instructors of the TV Jahn sports association in Rheine. The campaign presented a successful start for many follow-up campaigns that focus on the health of Fiege employees. The groundwork for this had already been prepared in mid-2017. At the Fiege Mega Center Ibbenbüren, an eight-member working group titled *Health* had been formed. The group comprised representatives from different areas – from order picking to management. The goal is to lastingly establish Occupational Health Management at the Fiege Mega Center Ibbenbüren.

Fiege transports vegetable oils and fats

Vegetable oils and fats by Sels Öl und Fett will be distributed via Fiege Logistik in Bocholt in the future. The family business Sels has commissioned Fiege to collect the palletized goods directly from its production site in Düsseldorf daily, for direct delivery to wholesalers from there. Fiege took over the logistics for Sels Öl und Fett in mid-March. The Sels oil mill in Neuss produces vegetable oils, fats and wholemeal for use as food, bio fuel and animal feedstuff. With a workforce of 100, the company processes around 900,000 tons of rape each year.

AEO certification for Fiege Forwarding Germany

● Fiege Forwarding Germany GmbH with its locations in Bremen, Greven and Stuttgart was awarded an Authorized Economic Operator – AEO licence at the end of February 2018. The status of an Authorised Economic Operator (AEO) facilitates, for example, a simplified procedure within the entire European Union without renewed comprehensive review of approved customs procedures of economic relevance, as well as other simplified processes. To this extent, the application of uniform standards in awarding this status is highly relevant within the entire European Union. The approval of this status is tied to comprehensive requirements in relation to dependability, solvency, current compliance with relevant legal regulations as well as, if necessary, the fulfilment of certain security standards.

NEWS

New partner: Pernod Ricard Deutschland

● Fiege Logistik is set to become the new logistics partner of Pernod Ricard Deutschland. Starting 1st July 2018, Fiege will take charge of the spirits logistics for the Cologne-based enterprise which markets and distributes familiar brands such as Ramazzotti, Havana Club, or Absolut Vodka. Fiege will process all supply chain activities for the spirits producer from its location in Bocholt. "We believe that Fiege is the right partner over the years to come to further optimise our process flows and service delivery for our customers", says Romain Benoist, Director of Finance and Administration at Pernod Ricard Deutschland. Fiege already caters to multiple spirits producers at its location in Bocholt. "In Pernod Ricard Deutschland we managed to acquire a strategically important client; we look forward to a long-standing partnership", says Michael Lorca, Managing Director Consumer Goods at Fiege.

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Fynch-Hatton puts Fiege in charge of logistics

Fynch-Hatton, a Mönchengladbach-based fashion brand that has been enjoying major growth, has put the Fiege Group in charge of handling almost its entire logistics. Almost 760,000 garments have already been shipped world-wide since November 2017 in three major deliveries departing from the Neuss branch. The particularity in this case: the Neuss location is not typically specialised in fashion.

Originally, the successful fashion brand that exudes a special flair of adventure was to be homed at a different branch of Fiege. However, because of the brand's expansive development, the original location was unable to provide the required capacities. The location in Neuss then seemed an obvious choice – and the client was highly pleased knowing its merchandise in immediate proximity in the future. This proved to be a

major job for the Neuss location as it had to familiarise itself in a few weeks only with typical fashion-related processes while at the same time integrate a completely new client into the location based on the Lower Rhine.

Not only did the cross-location collaboration between Fiege's two branches in Neuss prove itself – the facilities set up a shared interdisciplinary project team for this project – but the collaboration with colleagues from the BU Fashion and Central IT provided

excellent support, offering both good advice and plenty of help.

On around 7,000 square metres, space was created to accommodate a total 10,000 cross-dock parcels and store over 300,000 individual items. Even during the project phase, it was necessary to expand multiple times as Fynch-Hatton, specialised in quality men's leisure wear, is one of Germany's fastest-growing fashion labels. Fynch-Hatton is even in high demand internationally: the Fynch-Hatton brand is available in around 55 countries these days. Its product portfolio includes in addition to jumpers also what have become highly successful dress shirts and polo shirts, as well as down jackets and vests. Trousers, jackets, sports jackets and accessories, plus the more recent addition of footwear and caps, all make up the product range.

Next to offloading containers and cross-docking, Fiege also takes charge of storage and order picking for the 8,600 different items. Value added services like using customised labels or sending out the sample collections are all part of the services portfolio. Add to this the newly set-up online store, whose operational processing was handed to Fiege during the project phase already. Today, all imports and exports are handled for Fynch-Hatton by the Fiege Customs Services team.

A special aspect of the current business transaction was the joint development of a shipping carton for B2C shipments which was to highlight the Fynch-Hatton brand impressively, yet discreetly. Because of its experience, Fiege was able to provide crucial support for this specific project. ●



The Neuss project team: Fynch-Hatton's head of logistics, Heiko Carsjens (4th from right) was highly satisfied with the professional work by the project team surrounding Günali Güngör, head of the Operations part of the project (2nd from right); Mario Görlitz, Key User and Process Design (5th from right) and Tassilo Enderle, Project Management.



FYNCH-HATTON®

Mega Center for fashion client built in nine months

E-tailing continues to grow – and with it the demand for fast and flawless logistical processing. “The speed and quality of delivery are the most crucial distinguishing features in the continually-growing eCommerce business”, says Christoph Mangelmans, Managing Director Fashion & Online Retail at Fiege.

The new Mega Center Burgwedel near Hanover has been designed specifically with fast-paced e-tailing in mind. At the end of February, Fiege took charge of the logistics for a Spanish fashion producer's online division. “We have multiple clients in Burgwedel; our biggest client, however, is the new Spanish fashion label which we have been serving for four years already”, says Martin



Schacht, branch manager in Burgwedel.

Fiege handles the client's European B2C operations from Burgwedel and ships T-shirts, trousers, jackets, coats, etc. to ten countries, including Germany, Scandinavia, and Eastern Europe. “We store some 900,000 garments for this client, both hanging as well as flat textile goods and accessories”, reports Martin Schacht. Fiege also processes the returns. “We provide value added services to the client as well as sufficient space for growth, which is specifically valuable for our location in Burgwedel”, says Schacht further.

Fiege built 41,000 square metres of warehouse space plus 2,000 square metres for offices and recreational areas in Burgwedel. Fiege's Real Estate Department planned and built

the Mega Center. “Our new logistics centre is located centrally within Europe, directly alongside the A7 motorway, making it a perfect choice for eCommerce business”, is how Jan Fiege, Managing Director Fiege Real Estate, outlines the advantages of the logistics centre. The new project was built over a period of nine months only last year.

Since then, the list of clients that have moved into the multi-user facility includes Ricoh and CBR. “It took roughly 200 trips to take 4,500 pallets worth of merchandise to Burgwedel”, says Martin Schacht. In the meantime, everything has been set up and the new location is in full swing, making sure that the fashion maker's online shoppers have their desired order delivered quickly to their doorstep. ●



Convenient online management of loading equipment

In logistics, they are indispensable: loading equipment such as euro pallets or wire mesh containers. They are used to consolidate and transport merchandise as a single loading unit. The online platform Palettenheld.com provides a digital solution which, after going live on 15th January, arranges for empty euro pallets to be at the right location whenever needed.

At the end of October 2017, Fiege relog went live with Palettenheld.com, an Internet portal. The platform helps users to follow and schedule loading equipment movements in real time, enabling retailers, makers, forwarders, and logistics companies to always have an eye on their pallets. Harry Matschulat, Managing Director Fiege relog in Münster, explains this new pallet management platform including its benefits for planning supply chains, during an interview with the Logo editorial team.

Fiege relog, a company of the Fiege Group, specialises in reverse logistics. With Palettenheld.com, the company wants to improve the planning certainty for its clients. How is that possible?

Once the transport has been completed, the empty pallet is not immediately returned to the sender. That would be neither economical nor practical. The pallets are cross-charged, re-booked, released at other locations, or swapped, whereby the quality of the pallets naturally comes into play. We document all loading equipment movements, all swaps and record the quality.



Palettenheld – the brand

Palettenheld.com is a brand of Fiege relog GmbH. As an integrated service provider for reverse logistics the company pursues new paths to complete the value chain for its customers. Comprehensive solutions as well as individual modules cover a broad spectrum from redistribution to waste management logistics, to documentation and monitoring. With its range of services, Fiege relog increases the possibility of improved margins and greater customer satisfaction while achieving maximum cost efficiency and legal certainty.

These data are then pooled, and the respective booking documents are created for the clients. Fiege relog still works with paper, as do the clients ...

That is correct: Lists are manually reconciled and entered by hand into tables. But Palettenheld makes us more flexible and efficient – our own app will enable the mobile use of all functionalities. Our clients can then check their digital account on Palettenheld.com.

You see considerable added value for your customers in the constant availability of the information.

Yes, because we can provide information about the current inventory of loading equipment in real time. And issue warnings just in case a branch is headed for a bottleneck. Because the online platform shares interfaces with standard applications used by forwarding software like Winsped or Websped, it is also possible to embed Palettenheld.com into existing apps or alternative applications. This allows us to create individualised solutions and the system grows with its users' needs.

How cost-efficient and environmentally-friendly is the new concept?

It is our goal to optimise the return and re-use or re-purposing of the loading equipment. This lowers costs and is at the same time eco-friendly. Palettenheld.com gives clients of Fiege relog around-the-clock access to many different types of loading equipment such as euro pallets, flat pallets, half-pallets, or multi-use containers. Palettenheld supplies the required loading equipment from depots in Germany and the rest of Europe and collects them, too. We provide a complete digital footprint of these transactions and create absolute transparency. Palettenheld.com is legally safe to retrieve all data for accounting purposes and for quality management. ●

Fiege refurbishes and expands at its head office

Fiege Logistik has great plans for its former head office in Greven-Reckenfeld: After comprehensive refurbishments and expansions, it will become home to a 90,000 square metres-large logistics hub which is scheduled to be built in record time.



Around 60,000 square metres will be taken up by the German e-tailers, MediaMarktSaturn, with whom Fiege will be further expanding its partnership. The first parcels are to leave the logistics halls that will have been converted into an eCommerce facility in time for this year's Christmas business. The headcount will grow over the years to come by several hundred commercial and industrial employees.

Growing eCommerce business

Fiege has been the logistics partner to MediaMarktSaturn's Germany-based online operations since 2012. In the Netherlands and Austria, the co-operation has even been in place since 2010. For the German market, the Fiege Mega Center Erfurt stores a large share of products traded online by MediaMarkt and Saturn in ready-to-ship sizes, packs them and sends them out through various service providers.

"MediaMarkt and Saturn are growing so vigorously in this segment that we can no longer cover eCommerce

operations from Erfurt alone. For this reason, a new logistics space is being set up in Greven", says Martin Rademaker, Managing Director Online Retail at Fiege. Moreover, Fiege





handles at its locations in Lehrte and Cologne on over 60,000 square metres MediaMarktSaturn's customer orders which require two-man handling, even for large appliances like refrigerators.

Optimisation of delivery times

Next to the sustainable growth in online business, the availability of the merchandise played a major role for MediaMarktSaturn, as did the optimisation of delivery times, when it came to the selection of an additional location: "With this additional logistics site we not only significantly increase the availability of products which MediaMarkt and Saturn market, but in future will be able to deliver customer orders even faster. By expanding the Greven location, we are taking a crucial step in our Supply Chain strategy and are following our mission to persistently orient our services even within logistics towards the needs of

our customers", says Mirko Nägele, COO Purchase, Supply Chain & Digital at MediaMarktSaturn Germany.

New building completed by 2019

Over the next months, three new halls will be built in Greven-Reckenfeld. Part of today's warehouse will have to make way for this. By early 2019, the new complex is to be completed. Two of the three warehouses, however, will already accommodate this year's winter sales. "The expansion of the logistics centre in Greven-Reckenfeld is one of the most complex projects within the Fiege Group to date", says Jan Fiege, Managing Director Real Estate. "On the one hand we handle MediaMarktSaturn there, while at the same time as converting the building we are still running operations for existing clients. Many interfaces need to be considered for this." ●



Values, culture, and courage are the decisive factors

“Innovation is not a guarantee against failure. But without innovation, failure is guaranteed. That is why we want to prepare you for the future – we want to awaken your curiosity for new ideas, offer a platform for making new contacts and allow you to gain a first insight into the start-up scene.”



Fast & Forward welcomes its visitors in the foyer of von Greifswald.

That was the invitation and the start to a new series of events organised by the Fiege Group which premiered during the International Supply Chain Conference in Berlin at the exciting off-location, von Greifswald. Learning from specialists, benefiting from the experiences of other attendees and networking with interesting people: Fast & Forward offered all of this, and more, to those who joined the event. The highly interesting, ex-

citing, and laid-back series of lectures was opened by Felix Fiege using an apt comparison: In Silicon Valley, people always say that new business models must at least have the potential to grow ten-fold each year. “Here in Westphalia, we say two- to four-times also does it nicely!” Germany has all the ingredients that are needed for new start-ups and to develop new ideas. “We should not hide behind Silicon Valley but take things into our own hands”, so the conclusion.

Five successful start-ups got the chance to speak and explain to an audience of experts their business ideas, strategies, and successes: Leonard Diepenbrock of TOX-DÜBEL-Technik GmbH; David Schröder of Zalando SE; Jan Bechler, founder and managing director of Finc3 Commerce, BizMut and upljft; Philip Vospeter of CLAAS KGaA mbH as well as Frederik Brantner of Magazino GmbH.

At the end of the event, Jens Fiege highlighted in his summary the most



Board member Felix Fiege opened the series of lectures.



The speakers: Frederik Brantner of Magazino.



Philip Vospeter of Claas.



Jan Bechler of Finc3, BizMut and uplft.



Leonard Diepenbrock of Tox-Dübel-Technik.



Board member Jens Fiege drew a positive conclusion of the event.

important statements voiced by the different speakers. Leonard Diepenbrock: How can we grow our business ten-fold? By seeking new clients and developing new products, which requires courage. There is always a gatekeeper who shows us that we are on the right path. – David Schröder: Culture beats strategy, which is why at Zalando, values and culture are the primary drivers. – Jan Bechler: 435 is the number of enterprises that no longer exist today; each product becomes

a service. – Philipp Vospeter: Agriculture is extremely advanced digitally speaking. These days, a typical Ger-

Courage is a must

man farm is much more digitalised than a typical factory in Germany. – Frederik Brantner: Success factors

for a culture of innovation include a healthy no-blame culture, freedom, a culture of debate, and food. Globalisation could reverse itself a little. Globalisation is especially the result of differences in labour costs. This could be offset through robotics.

Jens Fiege explicitly emphasised the courage which showed amongst all founders that were introduced: "It is neither the age, the size nor today's market position of a company, but its values, its culture and courage are >

the deciding factors for change and growth.”

The ideas of the start-ups

During a parallel exhibition, six start-ups showcased their businesses at their own booth. Visitors took the unique opportunity to talk to the initiators, to exchange ideas and experiences, and to gain new knowledge.

Magazino GmbH, Year of foundation: 2014, Employees: 75. Business concept: Precision-handling of individual items using perception-controlled robots. The start-up develops and builds perception-controlled mobile robots for intra-logistics. The TORU picking robot is Magazino's latest development. Whereas to-date, only complete load carriers like pal-

lets or boxes could be collected by an automated system, TORU is capable of precision-picking individual items. Magazino's approach uses 2D and 3D cameras to identify and locate individual items on the shelf, to grasp them securely and to precision-place them at their destination. The intelligent robot works alongside humans and takes the required parts at the right time directly to the workbench or to the shipping station. Magazino thus provides perfect Industry 4.0-compatible logistics.

InstaFreight GmbH, Year of foundation: 2016, Employees: 33. Business concept: To set up a logistical solution for road transportation which meets the requirements of an increasingly interconnected supply chain. Creation of a digital standard in road transportation and development towards becoming the leading forwarder for the transportation of

everything from a single pallet to a complete truck load within the EU. InstaFreight is a digital forwarder for commercial clients, which enables them to make fast and convenient booking from an individual pallet to a complete truck.

adnymics GmbH, Year of foundation: 2014, Employees: 35. Business concept: The design of smart package inserts which turn unpacking a parcel into something to look forward to because of its custom-fit product recommendations and individualised content. An idea became a product, and a product a company. The Munich-based start-up adnymics offers a system which compiles intelligent package inserts for online mail orders. The all-in-one system comprised of software and digital printer, analyses the surfing and buying behaviour of online shoppers and generates personalised product recommendations



During the parallel exhibition, participants obtained information about the projects.



There were also many opportunities to try things first hand.

and editorial content which are added to the shipped parcels as quality, personalised package inserts. The inserts are produced just in time during the logistics of the e-tailers. Advertisers may book targeted, intelligent parcel advertisements within the package inserts.

Franka Emika GmbH, Year of foundation: 2016, Employees: 80. Business concept: To develop budget-friendly, interconnected and intuitive robot systems that assist humans and to make them accessible to a much larger circle of customers than before. Robots shall on the one hand become generally-accessible multi-functional tools whose development always places the human being at its centre. The intelligent robot system for everyone that assists humans – FRANKA EMIKA – was presented to the public for the first time during the Hanover Fair in 2016.



“ We should not hide behind Silicon Valley but take things into our own hands ”

Westphalia DataLab, Year of foundation: 2017, Employees: 30. Business concept: Automating data analyses and providing these as a service and, in future, making them accessible for everyone.

Simplinlic GmbH, Year of foundation: 2016, Employees: 12. Business concept: Live data are to facilitate significant process improvements within healthcare logistics: Operational Excellence at the hospital. ●



Listeners followed the five presentations made during the series of lectures with great interest.

Fiege & Friends celebrate at the Spiegelpalast

The FIEGE dinner event has been held for over 25 years in Berlin. At the end of October, roughly 180 guests had accepted an invitation to join Fiege at the stylish location of Bar jeder Vernunft at the Spiegelpalast. It is, and

remains, a very special evening in unusual surroundings with extraordinary musical and culinary delights. Starting this year, it is called Fiege & Friends, because that is precisely what this event wishes to offer: a space for a personal exchange with interesting

individuals. The evening was rounded off by a select choice of fine food – prepared at several cooking stations in front of the eyes of the visitors. The sensational Miss Kavila & Band provided outstanding musical entertainment into the late night hours. ●





At Zamoyski Palace in Warsaw is where Fiege held a gala celebrating 20 years in the business in Poland. Jens Fiege (left) and Piotr Kohmann (right) spoke in front of the 120 invitees of the remarkable development the logistics company had undergone in the neighbouring country.

Fiege in Poland

The Fiege Group has been present in the Polish market since 1997 and employs over 1,600 people. The company delivers far-reaching services for a variety of sectors (eCommerce; Fashion; Healthcare; Tires; Consumer Goods) on 350,000 square metres of space dedicated to logistics. The branch comprises eight local branches and seven transshipment points.

Fiege celebrates 20 years in Poland

“When I look at today’s business operations, it is difficult to imagine where and how it all started. I admire the vision, the passion and the dedication, as well as the patience shown by the company founders and by my colleagues!”

These words of praise came easy to Piotr Kohmann, CEO Fiege CEE during the celebrations held on 23rd November 2017 marking 20 years of the Fiege Group in the Polish market. Today, Fiege Poland offers services for eight different branches and seven transshipment points. The services for Fiege clients are rendered on around 350,000 square metres of cutting-edge warehouse space. “Each day, over 1,600 employees fulfil the vision of the Fiege Group”, explains Kohmann.

“Our company, initially based in an old-fashioned warehouse in Odrzywołek near Grójec, started out with a headcount of seven people. Over the years, many things have changed: the buildings, the equipment, the process flows. We are now able to stand by our clients’ side with cutting-edge solutions, which guarantee quality, speed and flexibility”, says board member Jens Fiege.

Fiege Poland successfully developed its business vision and has become one of Poland’s leading logistics com-



Felix Fiege (l) and Piotr Kohmann cutting the birthday cake.

panies and a crucial player to eCommerce, Tires, Fashion, Pharma and Consumer Goods. The company will advance its development in Poland and will soon open a new branch in Zielona Góra, Lower Silesia. With an employee count of roughly 300, the location will process returns for eCommerce accounts. The gala was held at Zamoyski Palace in Warsaw with 120 guests: employees and customers including those who placed their trust in Fiege Poland 20 years ago already and who are still co-operation partners, all came. ●

Vienna is new logistics hub for Palmers

Underwear, fine lingerie, and hosiery have moved in with Fiege in Vienna: Austria's largest textile enterprise, Palmers Textil AG, has entrusted the contract logistics provider Fiege with its entire warehousing operations.



chain processes that back online and offline operations in fashion create a further step towards making the company even more efficient and flexible", so the pleased reply from Luca Wieser. "We are very proud to have such a well-known traditional company place its trust in us and allow Fiege in Vienna to handle its logistics. In this context, we will optimise the supply chain lastingly together with the client", says Christoph Mangelmans, Managing Director Fashion & Online Retail at Fiege. ●

In mid-October of 2017, around one million items together with the décor warehouse plus shop fittings migrated to the logistics centre in Vienna over a four-day relocation period. To accommodate this, two entire warehouses were freed of their pallet racks and a multi-storey, modern shelving system was set up. "By partnering with the Fiege Group, we consider Palmers' logistics to be well prepared for what is expected from a modern commercial enterprise", says Luca Wieser, Executive Partner and CTO at Palmers.

Fiege will soon be supplying Palmers' European online shop clientele from Vienna's south, in addition to the roughly 300 Palmers branches and sales partners of the tradition-steeped Viennese enterprise – at times even multiple times a week. "The obvious advantages from merging supply





Palmers has over 300 locations in Europe, either as its own outlets or as franchises.

Facts & Figures

Palmers Textil AG

Locations: >300

Employees: >750

Locations in Austria, Germany, Croatia, Bosnia and Herzegovina, Bulgaria, Estonia, Georgia, Greece, Italy, Kenya, Liechtenstein, Moldavia, Nigeria, Qatar, Slovakia, Slovenia, Czech Republic, Turkmenistan, and Cyprus.

Quality and brand aesthetic

In 1914, Ludwig Palmers laid the foundation for an enterprise of the special kind which bases its success to this very day on an extraordinary product, proximity to the customer, and sales advice.

Palmers is seen as an innovation leader in the lingerie segment. As the clear market leader in Austria it has over 300 locations, half of which are independently-run franchises. Internationally, Palmers is present in 20 countries including Germany as the second most relevant market, as well as Croatia, the Czech Republic, Slovakia, Bulgaria, Greece, and Slovenia.

Beyond Austria's borders, the brand Palmers enjoys an outstanding reputation. And thanks to its legendary billboard campaigns, brand awareness is above average. Palmers is seen as an innovation leader in the lingerie segment. In 2018, it will once again inspire with a comprehensive range of extraordinary dessous, swimwear, nightwear, loungewear, hosiery, and special styles for today's man. Thanks to its entrepreneurial spirit and open-

ness to new developments, Palmers has not only remained a contemporary company, but also a likeable, true-to-life and extremely popular brand. Palmers was able to set new marks and standards time and again, leading to it becoming a top international brand. Even within franchising, Palmers' pioneering nature has manifested itself, where first Palmers shops opened in 1936 already.

Today, Palmers has a 300-shop presence in 20 countries, either as its own locations, shop-in-shop or franchised spaces across the whole of Europe. Since 1995, Palmers has been present in almost all conurbations in Germany, Europe's most significant market, giving Palmers a considerable network of representative outlets. Thanks to its extraordinary image, the Palmers brand managed to achieve respectable brand awareness in no time even here.

In addition to expanding with its own shops in Germany, sales outlets and shop-in-shop partnerships have been continuously increased with different partners since 2008. The company is expanding with the help of franchise partners mainly in EEC and CIS countries. Today, Palmers can be found in Bosnia and Herzegovina, Bulgaria, Germany, Estonia, Georgia, Greece, Italy, Kenya, Croatia, Liechtenstein, Moldavia, Nigeria, Austria, Poland, Qatar, Slovakia, Slovenia, Turkmenistan, United Arab Emirates and Cyprus.

The high quality and aesthetic of its lingerie paired with a truly personal, competent, and outstanding customer service is what makes Palmers. This is confirmed by the renowned consumer survey, Best of Retail Check, where Palmers once again came first in the personnel index (Friendliness, Competence and Dedication of Personnel) and in terms of service delivery. According to Wirtschaftsblatt, the Austrian tradition-steeped company also scores as a Top Company with its outward appearance, shopping atmosphere, the quality of the products and the competence of staff as well as its service. Palmers has always been appreciative of the major contribution its employees have in the company's success and has developed training and continued development programmes which are seen as state-of-the-art by the industry. ●

Stadtverband Greven had organised the meeting of medium-sized enterprises, freelancers and other invitees who share an interest in economic issues held at the conference centre at Münster/Osnabrück airport. The main topic of the event held in mid-November 2017 was the regional politics in the Land of North Rhine-Westphalia, and the prospects held in the Münsterland region.

Christina Schulze-Föcking, Minister of the Land NRW for the Protection of the Environment, Agriculture, Nature and Consumers, emphasised in her speech the importance of businesses and of the farming sector in the rural regions of NRW. Felix Fiege focused especially on the diverse prospects and challenges for the rural regions and the domestic economy. The following reproduces select excerpts from his talk:

“Fiege wants to be an attractive employer”

“As an enterprise located in a rural region, it is immensely important for Fiege to be an attractive employer. Since we are located in the Münsterland, the preconditions for this are not bad, considering our immediate proximity to attractive cities like Münster and Osnabrück. But the location alone does not make an employer attractive. We set ourselves the goal to remain innovative and flexible and to recognise and create the latest developments as early as possible.

Between 1873, the year in which our company was founded, and today, there have been many development stages: from buying a first motorised truck, to the invention of contract logistics, to internationalisation. We went to China at a very early point in time, which has proved to be highly

beneficial in the more recent past. In a world which is becoming increasingly smaller, where global trade is flourishing, we can already show for decades of experience gained in the ever-so-important Chinese market. Today, cross-border trading has become an exciting line of business and especially the interest of Chinese

end consumers in European products presents a large growth market for us. We enable our European partners to offer their merchandise on a variety of online platforms in China and handle all supply-chain processes that lie between the products in Europe and the handing over of a parcel to the consumer in China.

Developing solutions, together

Felix Fiege, member of the board of Fiege Logistik Stiftung, focused in his presentation on the current and future relevance and dynamic of digital business processes such as eCommerce and its potential for logistics during the 13th Greven Forum for Medium-sized Enterprises.





They gave a paper at the 13th Greven Forum: Joachim Brendel, IHK, Christoph Kösters, Chairman MIT Greven, Minister Christina Schulze Föcking, Felix Fiege, Managing Board Fiege Stiftung & Co. KG, Elke Steimann, MIT Greven and Deputy MIT Regional Chairwoman (from left).



Facts & Figures

Stadtverband Greven, an association of medium-sized enterprises and business associations of the CDU party (MIT Greven) was founded in May 2005 by committed citizens from the city of Greven as an organised union of mid-sized enterprises, freelancers, and economically-minded individuals as well as service performers. MIT Greven takes a stand and contributes to crucial issues that concern Greven as a business location. MIT Greven also informs its members first-hand about important business and socio-political topics which impact Greven as a business location. One example of this is Greven's annual Mittelstands-Forum, an event held during the month of November that is dedicated to medium-sized enterprises, where top notch speakers hold a paper and dialogue with the members of MIT Greven as well as other leading representatives from political and economic sectors.

Our current projects in Greven-Reckenfeld for MediaMarkt/Saturn – the conversion and new construction of our company's nucleus as well as the implementation of a two-storey, cut-

It is one significant development stage that has made this type of business model possible: digitisation. New technology radically modernises, if not eliminates, process flows and business models. This brings opportunities, but also risks. We started at a very early point in time with new technologies, digitisation, start-ups, and innova-

tions. Especially when it comes to the eCommerce industry, this approach has proven itself and the sector continues to record the highest growth rates. E-tailing can be operated and run from almost anywhere, and for us this means: Clients, and their customers, come to us here in Westphalia from all around the world.

“Customers from around the world come to Westphalia”

ting-edge eCommerce centre – can be an excellent example of how a business' development can have a very specific impact on our locations in the rural areas through online trading.”●

A supply chain concept that convinces

AUTHOR Johannes Hertle

The co-operation between the Fiege Group as the responsible logistics provider and the market leader in filter technology, MANN+HUMMEL, has been underway at the Marklkofen facility for three years now.

Particulars

Johannes Hertle was involved in the Marklkofen project from the very beginning and in charge of recruiting employees, as well as defining process flows at the LLZ. The region and the people here made it an easy decision for him, so he says, to move with his family from Augsburg to Lower Bavaria. Johannes Hertle now works as the Fiege branch manager at the Marklkofen facility and for over two years has been actively shaping the development of logistics in this exciting era of digitisation.



Fiege convinced with its comprehensive logistics concept, so that the contract was signed in early 2015. All parties involved agreed, and still agree: Two companies have come together here that share the same values and goals. As soon as the ink had dried, the new co-operation was marked by transparency of communication and clearly-assigned responsibilities. The course was set for continued success.

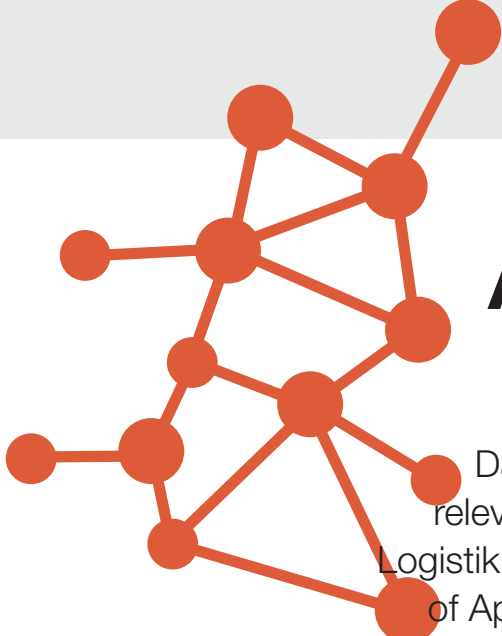
Many ideas implemented

The intensive and constructive collaboration with colleagues at MANN+HUMMEL enabled the responsible team to realise many ideas during the construction phase. Some of these labour-intensive trades are clearly visible today, if only because of their size. This includes, next to the Suppliers' Logistics Centre (LLZ – Lieferanten-Logistik-Zentrum) also the rainwater reservoir for the controlled discharge of rainwater; the centre's roof surfaces as well as the large water reservoir which secures the pressurisation of the water required for the sprinkler sys-

tem. The Suppliers' Logistics Centre is connected to MANN+HUMMEL's production site via the marked-out route for the driverless transport

High degree of flexibility

system. This connection offers many advantages, apart from the exciting technical development per se. One such advantage is the decrease of transport costs and the sustained reduction of environmental pollution. But even in the event of a potential failure of the independent driving system, transportation is always ensured via an alternative route. The immediate proximity thus ensures the supply of production at any time. This affords us a high degree of flexibility so that here at the logistics centre we can respond to order fluctuations at short notice. In view of future projects and also, in order to exploit synergy effects, it was decided to build a third warehouse in addition to the two which were actually needed. This guarantees that, even a few years down the line, there will be plenty of space for MANN+HUMMEL product parts, which secures the long-term growth of the location. ●



Automated data analysis: Westphalia DataLab

Data are valuable when you know how to evaluate them. The relevance of data analysis is therefore growing by the day. Fiege Logistik and a team comprising scientists from Münster's University of Applied Sciences have therefore formed Westphalia DataLab.

The start-up provides automated data analyses as an on-demand service for companies. "Big Data and data analyses present a highly complex content. We want to make it as easy as possible for medium-sized enterprises to draw insights from their data with-

out having to employ programmers, statisticians, or other specialists", explains Professor Reiner Kurzahls. The data scientist from Münster University heads the Westphalia DataLab together with the doctoral students Cornelius Brosche and Marcus Gropp from Fiege's Münster-based eCom-

merce department. Yet it is possible to generate so much knowledge about one's clientele and their internal flows from this in order to derive measures for marketing activities, improvements of proprietary methods or even entirely new business models."

Westphalia DataLab offers, for example, Predictive Maintenance as one data application option. "Imagine your doorbell rings one day and a technician says: 'Your dishwasher will break down in two days, so I am here today to repair it'. We can make things like this happen", says Gropp. The data analysts at Westphalia DataLab offer this kind of assistance using automated technology. "We want to show that these days, it is neither a costly affair nor does it need to be a complicated one to make a business data-driven", says Kurzahls. The data scientists are already serving many clients from their Münster-based office.

Employees are university graduates

The Münster head office already has a headcount of over three dozen people, usually university graduates from Münster.

During a press interview held at the end of January in Münster, the scientists explained the many advantages connected to the Westphalia DataLab. And even the Managing Board member Felix Fiege sees the value of data analysis in the development of proprietary information, as well as that of many other medium-sized enterprises as customers.

"New technologies, digitisation and a growing complexity of supply chain systems create huge data volumes. So far, they are only rarely used or analysed. We intend to change this together with Westphalia DataLab, both for ourselves as well as for our clients or companies from totally different sectors", explains Felix Fiege. Markus Gropp adds: "Companies record volumes of data which so far tend to be



Prof. Reiner Kurzahls (right) and Felix Fiege explain the basic idea of their new business during the press interview.



The employees working at Westphalia DataLab are highly qualified and dedicated to their daily work.



Renewable energy from a Tetra Pak now in China



Energy wrapped in a Tetra Pak is now also available in China: Within a few weeks only, Greenforce – maker of an innovative food supplement – has entered the world's biggest end-consumer market, with the support of Fiege.

Fiege thus recently went live with Greenforce as brand number eleven of its flagship store on China's JD Worldwide platform. Greenforce has developed a vegan regeneration drink

High-speed development of markets

made of peas and cocoa. "Here at Greenforce, we want people to switch to renewable energy – even when it comes to what they eat", is how Günter Kern, the owner and founder of Greenforce, explains the mission of his young company.

The Bavarian company has now set its eyes on the Chinese market. Fiege is making this possible through its subsidiary, European eCommerce Services (EeCS). In mid-December 2017, Fiege opened a flagship on JD Worldwide. This online platform is already home to ten European brands, which cover everything from exclusive wines and healthcare products, to foods and household items. In Greenforce, another brand will access the Chinese end-consumer e-market

with its purely plant-based products. "We are delighted about having found a partner in Fiege who facilitates our high-speed entry into the Chinese end-consumer market", says Günter Kern. "German products are in high demand on Chinese marketplaces and with Greenforce we offer an exciting, innovative product to Chinese consumers which is exclusively available from our flagship store", says Christoph Karg, Business Developer at Fiege.

Effective immediately, the Fiege subsidiary EeCS will take charge of processing end-consumer transactions as a full-service provider for Greenforce. In addition to product placement and marketing, EeCS will handle the logistical processing, including customs clearance, for partners like Greenforce. This solution makes it possible to bring European-branded products to the Chinese end customer in five to ten days. ●

Greenforce – a unique procedure

Contrary to conventional energy drinks, Greenforce helps the body to build up new energy without the human organism having to tap other energy reserves. This is achieved by removing all 20 structure-forming amino acids – the energy revivers of life – from the peas by using a unique technological procedure. Thanks

to special processing, they reach the bloodstream directly through the gastric mucosa and intestinal mucosa and boost strength, endurance, concentration, and well-being. As cocoa with a green soul, the drink and the powder taste like cocoa only, and not like peas.

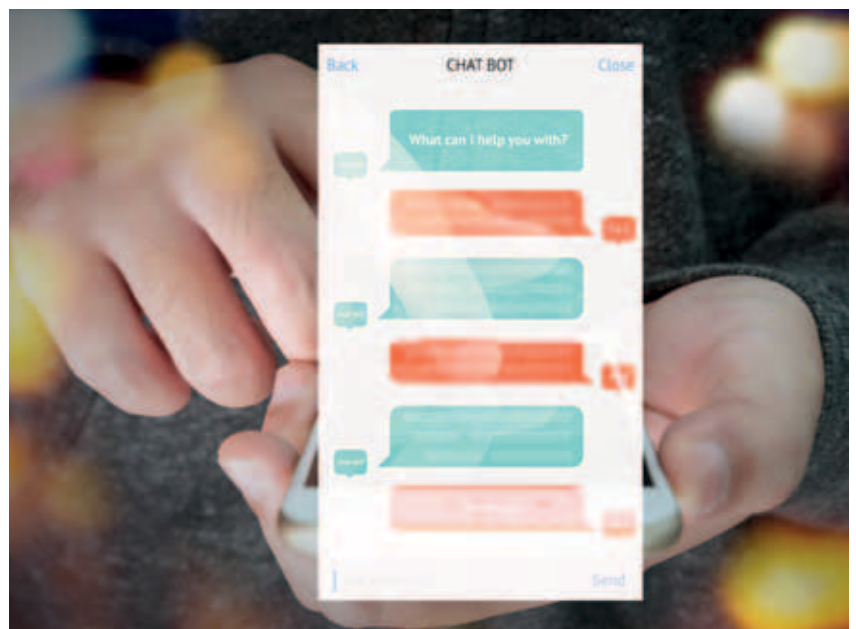
The revolution of customer service

Automating human work performance is the defining topic when it comes to the social and societal aspects covered by technical developments debated under the generic term digitisation.

For some time now, this topic has also reached the customer services segment: chatbots are to take over the work of a call centre agent in the future. They are to offer comprehensive advice, support, and satisfaction to customers. The revolution of customer service. The chatbot principle per se is nothing new: IKEA's Anna, for example, came to life in 2005 already, and recorded enquiries using natural language.

So what justifies the renewed enthusiasm for this type of communication? On the one hand, technology has scientifically advanced. AI-based Natural Language Processing/Understanding (NLU/NLP) has progressed tremendously, especially in relation to neural networks. Whereas the early bots still relied on recognising individual key words from the user's input and replied with pre-defined answers, modern language processors are able not only to establish the content of naturally-spoken sentences, but to bring these into the context of the entire conversation and therefore, to find suitable answers. Self-learning algorithms help to continually improve this 'understanding' by way of the customer's feedback having a direct impact on future enquiries.

Next to technology, however, the communication behaviour has also verifiably changed. The acceptance to communicate with artificial counterparts has clearly risen, not only because of the success of digital language assistants such as, for example, Apple's Siri, Amazon's Alexa, or



Google's Assistant. The initial gimmickry has given way to a more demand-oriented use of the service. Accordingly, the chat channel is a fixed part of the scope of services for FIEGE eCommerce as a customer services provider – typically conducted by human agents. And this is precisely where chatbot technology sets in, to support the call centre agent. That stretches from relatively easy implementations like dynamic FAQ pages, to conversation bots which, in theory, can hold a full sales pitch.

The full potential of chatbot technology unfolds its complete effect only in the interaction between artificial and human intelligence and experience. Whereas simple, standard questions are answered automatically, AI assists the human agent with more complex

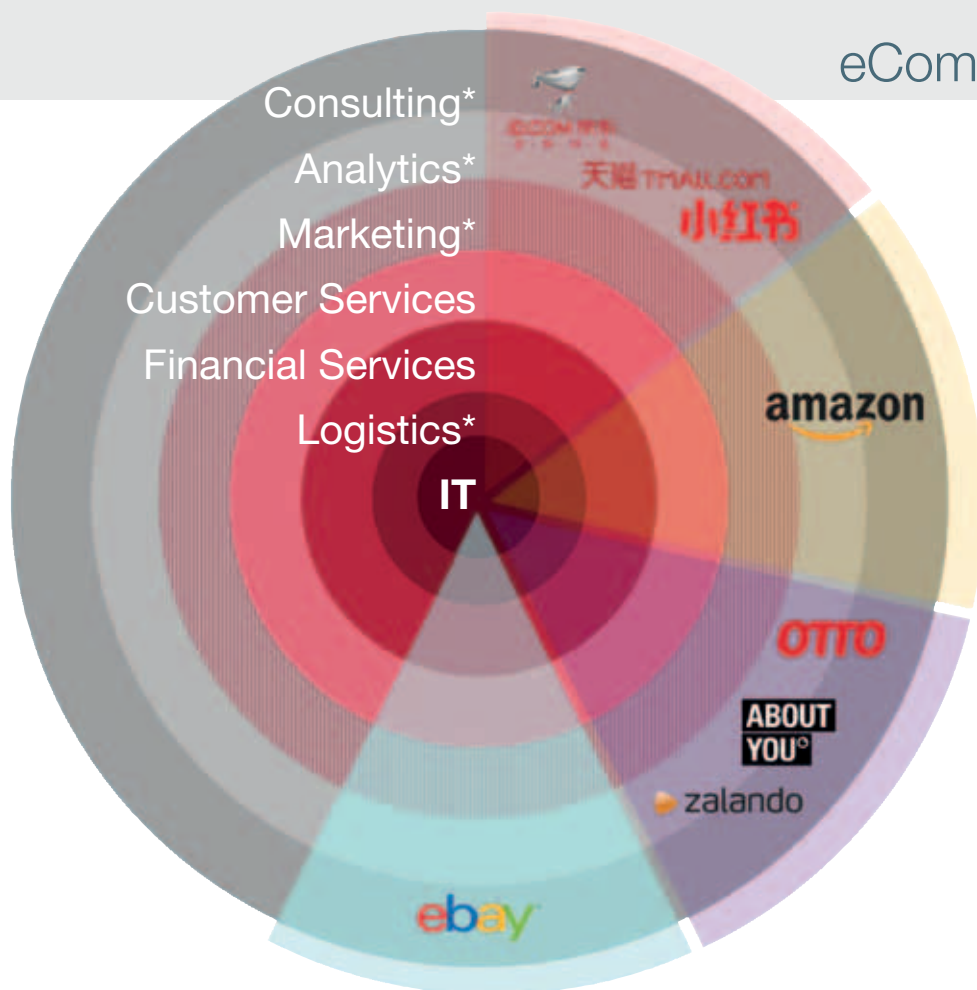
issues. For this, answer options are suggested in response to customer enquiries, or are helpfully enriched with information from operational data sources like logistics, accounting, or production information systems. By confirming or overriding these suggestions, the agent teaches the AI with each individual reply.

As a customer services provider, FIEGE eCommerce has a decisive lead here. Comprehensive historical chat flows are valuable data foundations for teaching AI more specifically. Being used by experienced call centre agents for a number of clients ensures further continuous improvement. For new clients, this means clearly shorter start-up periods, higher service quality and scalability paired with lower costs. ●

Online marketplaces for e-tailing

eCommerce has been recording significant growth rates not only in Germany, but world-wide. Today, the share of eCommerce in the world's total retail trade already takes up 10.1 per cent and is likely to rise by a further 15.5 per cent by 2021





order and inventory management, storage, shipping, invoicing, payments processing, co-ordination of marketplace statements, reporting and analysis.

Fiege provides end-to-end service solutions

More and more domestic and foreign manufacturers and retailers try to sell their productions internationally. Cross-border trading comes with numerous challenges. Those who bank on the right sales channels and adjust to the specific national requirements can benefit from international trade and clearly increase their share of potential buyers. Especially when it comes to reachability, marketplaces play a crucial role in international e-tailing. For end consumers, they are very convenient as a number of different products can be purchased from a single central location.

Marketplaces as an add-on to current sales channels

Many customers no longer source their products via classic search engines like Google, but directly on familiar online marketplaces like Ama-

zon. Marketplaces are therefore an interesting add-on for classic bricks-and-mortar as well as clicks-and-mortar sales channels and facilitate an easy way in to international e-tailing. Amazon and eBay are represented in many countries already and this creates cross-border access to customers via one platform. Marketplaces generate traffic (number of unique visits) and reach with high conversion rates (number of orders per unique visit). Online marketplaces create new opportunities for customers, retailers, and wholesalers. Large online marketplaces like Amazon, eBay, Zalando, Etsy and JD spotted these developments years ago already and offer different possibilities geared to the individual demand.

FIEGE eCommerce has expanded its portfolio of services in the context of changed market requirements and offers in addition to classic fulfilment services, active marketplace management for its customers. Marketplace management is tasked, amongst others, with marketplace strategy and administration, pricing management,

FIEGE eCommerce provides end-to-end service solutions for marketplace management in relation to Europe's and Asia's most important online market places. Each marketplace is a different world, which is why it is difficult for the e-tailer to understand how they can best position themselves in each of these marketplaces. FIEGE eCommerce has therefore created a solution which enables e-tailers to start selling conveniently and simultaneously on multiple online marketplaces in different countries.

The Fiege solution covers all aspects of e-tailing. It includes, amongst others, product listings and placement, order and payments processing, the logistical handling, transportation, and processing returns. Moreover, Fiege has been offering customer services in multiple languages for several years. Following a comprehensive product analysis, Fiege integrates the selected products into all requested marketplaces, even beyond national borders and provides support in correctly placing and marketing the merchandise. Comprehensive reporting allows customers to monitor their activities on the marketplaces. ●

Furniture logistics, Swiss-precision style

Fiege's furniture logistics experts prove at the location in Oftringen with Swiss precision and passion that seasonality and special product features can be easily championed with custom-fit processes, a broad range of value added services, customer-oriented inventory management and tailored customer connections.

Fiege's leverage structure benefits the furniture trade with transportation and supply chain solutions from a single source. Greater China in particular is considered one of the most important exporters for European markets. Fiege locations situated at the most important production sites around the world means that the respective warehouse capacities can be made available, in addition to world-wide

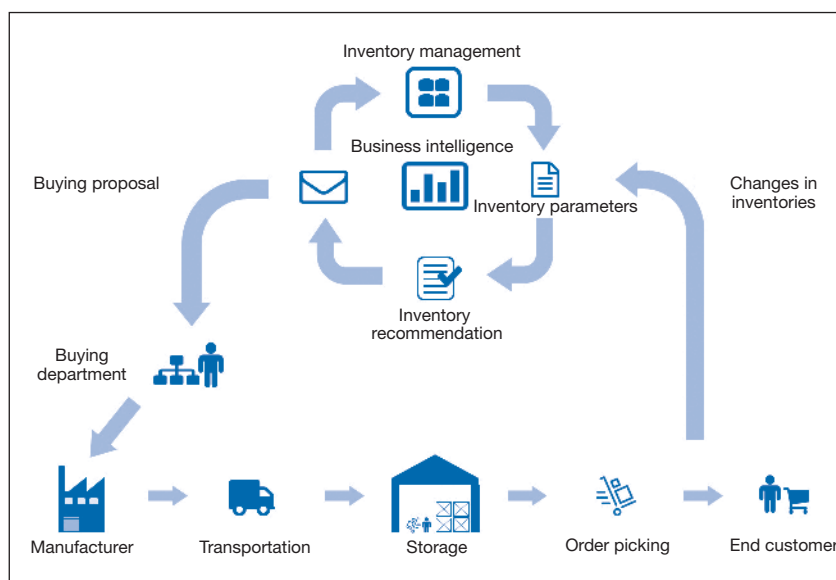
full load transport services. This is one of the reasons why Swiss clients rely on the expertise and the LCL service of Fiege Switzerland. Fiege's consolidated containers minimise the transshipment effort and increase delivery certainty, which offers greater transparency for clients with continuous tracking & tracing. Additionally, Fiege Switzerland proactively places a web-based Vendor Managed Inventory (VMI) at the disposal of its clients.

One step ahead

VMI encompasses synergetic data linking which in turn guarantees increased efficiency and offers buying and selling organisations a consolidated overview of their product inventory, storage and sales. The focus lies on a flexible, high-performance supply chain. For this reason, Fiege offers a co-ordinated delivery and assembly service in addition to classic supply chain and trans-

The furniture logistics location of Oftringen in Switzerland has existed for ten years now.





Roll cages are frequently used in furniture logistics.

portation solutions. The requirements driven by customer requests are growing. The service offering is adjusted accordingly. One of the most burning topics in furniture logistics is two-man handling inclusive or exclusive of assembly. This approach guarantees a high level of quality and service inclusive of assembly at a private home or showroom by two experienced furniture logisticians, plus the disposal of packaging materials. Kit building, the compilation of multiple interior decoration items which are required as an ensemble on location, or re-labelling the products are only a few of the elements of Fiege Switzerland's services portfolio.

More efficient control through data

The Fiege Management System (FMS) supplies the data which the VMI requires for customised reports. In addition to standard KPIs it is possible to determine ABC category items, define deficiencies, analyse product rotations, calculate the safety coefficient for minimum storage volumes or the average re-procurement times and much more. These transparency and control options make it possible to optimise the inventory, avoid out-of-stock levels and improve product transparency at the point of

sale. Additionally, the data may help to exploit the customer's Enterprise Resource Planning systems.

Precision-fitted tool

Not only technically does Fiege provide customised solutions. Even when it comes to handling the products, Fiege pays attention to making sure that the merchandise is handled expertly. Especially furniture, even when dismantled, can barely be stacked onto a pallet. To ease the product-preserving and efficient transshipment, specially-trained personnel are called for, as are the indispensable roll cages as used by Fiege-Oftringen in furniture logistics.

Access to Swiss market

Fiege Switzerland is defined especially by its strong expertise within cross-border transactions and customs clearance. Clients are fully supported with everything from the formation of a legal entity for fiscal representation, to payments processing for the online shop, to customs clearance in import as well as returns handling and the actual implementation. When implementing a new client, work is carried out in full project teams comprising employees from the

different special departments. They guarantee that the client's needs are complied with while designing the supply chain. A regular exchange and data transparency geared to the respective requirements promotes the continuous improvement. Especially in the furniture industry, where demand and supply must be adapted to trend-based or seasonal changes, this is crucially important. This secures the timely processing and satisfaction of clients.

In central Switzerland

Fiege's location in Oftringen in central Switzerland is celebrating its ten-year anniversary this October. It is characterised by a good connection to Europe's north and south and strong expert competences in furniture logistics and in the consumer goods segment. One specialism is the sterilisation of medical devices which Fiege delivers to nearby hospitals and which are collected for sterilisation after having been used. Over 100 employees at the location work day in, day out at the four warehouse segments and in the offices in fulfilling a variety of demands. No matter how large or how small a product is, how simple or complex the customer's wish – with Swiss dependability and quality, the right solution is always found. ●



Heinz Fiege celebrates his service anniversary

50 years Fiege

The surprise was a success – around 100 former companions, current colleagues and friends greeted Heinz Fiege on 1st December 2017 during a festive reception in Greven. Precisely 50 years before, the unsuspecting guest of honour had taken the reins of the family business. “You mastered many challenges and together with your brother Hugo, you achieved so many things. You turned Fiege from

a small forwarding company into a leading logistics player in Europe”, said Jens Fiege during his address, and highlighted: “Despite all your success and your milestones, which included meeting many interesting persons, you always remained interested in those near and dear to you. Your first question was always: How is your family? And that is why so many companions of yours are here today.”

In a video message, many recalled their special moments with the jubilarian or cited memorable aphorisms of Heinz Fiege. And even the personnel from many branches around the world sent their best wishes. Over 100 video messages showed many holding up signs into the camera on which they described Heinz Fiege in a single word, with the most frequent ones being: visionary, pioneer, or doer. ●



Felix Fiege and Jens Fiege handed a gift to Heinz Fiege.



Visibly touched and happy: Heinz Fiege during his anniversary celebrations.



Cheers! The first shock following the surprise visit has passed. Heinz Fiege toasts with his guests after his arrival.



Heinz Fiege surrounded by some of his companions, Kai Alfermann (left) and Karl-Heinz Kersting.



A family picture in front of system headquarters: Jens Fiege, Dr. Hugo Fiege, Heinz Fiege and Felix Fiege.



Dr. Hugo Fiege (left) and Peter Scherbel.



Ina van Goer (left) and Birgit Vossiek.



Heinz Fiege with Michael Lorca (left) and Hannes Streeck (left).



Highlights of a moving professional life: Renate Schindler-Tiedemann presented a special edition of the Logo magazine to Heinz Fiege.



Jens Fiege held an emotional speech and thanked his father: "You are my big role model!"



The guests, together with the jubilarian enjoyed the elaborate accounts of the many milestones during the long professional career of Heinz Fiege.



Ulli Wolf (left) and Dr. Stefan Kurrle.



Heinz Gräber.



Herbert Stockmann.



Lothar Petzold.

Round two of the Innovation Challenge

Fiege's Innovation Challenge is going into the second round. Once again, all Fiege employees and students of universities partnering with Fiege are called upon to give the future of logistics some thought.

We are looking for exciting ideas again which can revive or complement Fiege's business segments", says Felix Fiege, member of the board. Last year saw the competition be held for the first time. "We intend to take this start-up spirit

which was clear to see during the pitch, into the company", added Felix Fiege, "we want to develop a culture of innovation. Our employees are to be encouraged to dare to try new things."

Those wishing to participate in the Fiege Innovation Challenge are re-

quired to complete and submit a questionnaire. "This is to help us structure and show the most important thoughts surrounding the business idea", explains Andreas Pott, Corporate Development Fiege. To ensure a successful acceptance to the Innovation Challenge, participants are to have dealt with potential clients, the market, and the most important figures.

"We know that our employees have many great ideas and with the Innovation Challenge we want to offer a platform to them where they can showcase their business idea and even themselves to Fiege's top management", says Andreas Pott about the objective of this pitch. "We want to tease out these great new ideas from our employees and naturally, implement these together with them", says Felix Fiege.

First talks will be held during light pitches with Fiege's experts who rate the idea. The best ideas can then be pitched during a special event held on 20th June of this year. A jury and the audience decide on the winner. ●



Last year's winner, Julius Wegmann presented his idea during the pitch.

Compelling experience, competence, and expertise

“What a great idea this invitation is!” Such was the unanimous opinion of all those who had come to the system headquarters at the end of January, to be a part of the event celebrating 2017’s long-service anniversaries.

Everyone within the Fiege Group in Germany who celebrated an anniversary last year was invited. The result was the presence of “compelling experience, competence and expertise” in the company’s conference room, as board member Jens Fiege formulated things in his welcome address. “25, 40, 45, 50 and even one 60-year ser-

Tremendous loyalty, professional experience, and motivation

vice anniversary with the Fiege Group reflect tremendous professional experience, loyalty and motivation. To all of you, we thank you on behalf of the Fiege families and the managing board.” The following presentation of the company’s latest projects by Felix and Jens Fiege – “... so that you know



Those celebrating an anniversary in 2017 at the many different locations had come to the Greven system headquarters in January.

what to expect over the next 25 years ...” – was met with great interest by the guests.

Roughly 45 jubilarians from various Germany-based locations of the Fiege

Group had accepted the invitation. Following the afternoon reception held at system headquarters, they shared a festive evening with an attractive fringe programme at Landhotel Beverland near Münster. Peter Scherbel and Alfred Messink held a brief address and the company’s entire managing board was present on this evening – as were the chairpersons of the works council.

A show segment mysteriously titled *The Magic of the Occident* (Der Zauber des Okzidents) took its audience on a trip from the Occident to the Orient. After this, there was plenty of time and opportunity to talk and engage in an exchange with one’s colleagues. Overall, a highly successful day which is to be repeated next year for those celebrating an anniversary in 2018. ●

Sports badge for sporty employees

Martina Schlottbom, head of personnel at system headquarters and in charge of Strategic HR, handed the German Sports Badge [Deutsches Sportabzeichen] to 19 employees predominantly from system headquarters in Greven and Münster, at the end of January. Fiege macht das Sportabzeichen was the name of a campaign organised by Strategic HR, which attracted the participation of 44 employees.



Personalising the continued professional development of employees

Ten years Fiege CPD programmes – this anniversary is cause for a retrospective and a progress report from the Fiege Group's Human Resources.

AUTHOR Bettina Pick

A good ten years ago, in 2007, there was only the Fiege International Team at the Fiege Group – none of the other programmes had been thought of at the time. It was my mission to re-design the German programme for our employees' Continued Professional Development. Two programmes were to be created: one for experienced managers, and one for young potential candidates. The search for the right coaches was exciting because by all means, I wanted to design a tailored solution for Fiege. The team comprised of the coaches Barbara Meyer and Bernd Kappeller was the one that managed to convey this programme most convincingly.

As a communications pro, Hermann Dickschat was recruited for the German language programmes. The programmes started in April 2008 with the two German-language programmes. In 2010, the international programme was added. Since then, three CPD programmes are carried out every year: the Fiege Junior Programme; the Fiege Professional Programme; and the Fiege International Team Programme. All three programmes are attended by up to twelve participants from within the Fiege organisation who, ideally, do not know each other. This implies that the first module focuses strongly on team building and first impressions. The final day is reserved to the

attendees giving and receiving feedback as well as for the individual reviews from the coaches. For two years now, a final development appraisal is created for each candidate which the candidate is free to discuss with their superior if they so desire. This pro-

Better footing for decision making

vides us with feedback that has been approved by, and co-ordinated with the programme attendee which reflects the latest development status at the time of the last module.



Fiege Junior Programme 2017.



Fiege Professional Programme 2015.

The Fiege Junior Programme is the one that has undergone the most change over the past years. Whereas the very first version of the programme focused on project management, business administration and communication, the programme has evolved and its primary motto now is "Preparing the next CPD step". We address young potential candidates who are to be prepared for further responsibilities. The attendees are to be given the opportunity to try their skills in a variety of exercises within the three modules. These experiences and the resulting feedback from the attendees and coaches creates a better understanding on how to decide which career is to be pursued: specialist or specialised career path; project career path; or management career path. We want attendees to realise that there are many different careers for them to choose and that having a career does not necessarily mean becoming a manager!

Each year, the topic of the Fiege Professional Programmes takes up the issue that prevails within the Fiege Group at the time. It addresses experienced executives, specialists and project managers who are reflecting on their role and want to test their boundaries. The four modules are all about communication, enhancing profiles, improved self-reflection, change management and leadership. Programme attendees can self-test their abilities in a variety of exercises and may even use this platform to step outside of their comfort zone. Topics that prevail within the Fiege Group are included each year. The workshop on leadership principles, for example, has been a fixed programme element since its 2015 relaunch. Particularly interesting are the exercises on how to advise colleagues which, due to the different problem definition of the attendees always directly impact their day to day operations.

The Fiege International Team is an English-language programme com-

prising potential candidates working internationally. The focus encompasses international project work under the supervision of a coach.

Social responsibility

Quite often in the past the focus was social projects, e.g. for relief organisations in Romania, Hungary or Spain. But we have also dealt with a cultural project and by now three intra-Fiege projects. Currently, the Fiege International Team is figuring out how to make Fiege more vis-

ible on social media platforms. The team is developing in co-ordination with Fiege's marketing team, a social media strategy to strengthen Fiege's presence in a variety of media and to create orientation on how to use these platforms to the branches and countries.

With the help of the project work, topics like communication, leadership, decision-finding, remote project work and natural team work are reflected and processed. Once a project has been completed, there is a comprehensive analysis of the project's processes so that the attendees, next to dedicated feedback, take with them plenty of new experiences for their daily work routine. ●

What programme attendees had to say

"An exciting programme which offers many possibilities to transfer its content to one's daily working routine. Also, networking both during as well as after the programme is very important in order to discuss challenges with third parties and to manage them." "Thanks to the excellent organisation and outstanding support from those in charge, it was possible to focus completely on the seminar content. Diverse contents paired with a balanced mix of theory and practice creates a pleasant working climate." "The special added value is the systematic approach which is conveyed. Both self-reflection as well as expanding one's vision for superordinate things in day-to-day operations and putting oneself into the position of one's counterpart are shown in a competent and poignant manner."

What programme coaches had to say

"The close co-operation within the team enables us to target the special requirements of the individual attendees and of the company, and to build on the individual development. Consequently, the programmes advance continuously year after year. Over the years, this has resulted in a successful model that has created a snowball effect. Fiege employees not only talk about this and engage in an active exchange, they even express recommendations for further optimisation." "A particularly positive effect to be seen is how the participants at Fiege evolve further and later help their own employees advance their skills set and talent using the programmes."

Developing and retaining talent

After ten years of CPD programmes at the Fiege Group, the Logo editorial team holds an interview about the possibilities, the contents as well as the goals of Strategic HR with its two main protagonists, Martina Schlottbom, head of Strategic HR, and Bettina Pick, advisor HR.

Three successful programmes for employees have been developed within the Fiege Group over the past ten years. What is the primary goal for this type of support?

Martina Schlottbom: We need centralised platforms at our decentralised

organisation where talent can present itself. We make sure that we qualify and advance employees beyond the professional scope. Naturally, one of the goals we aim to achieve with this is to be able to fill important positions within the company from within. Many participants of the programmes only realise when they are in the programmes just how many possibilities they have at Fiege. This allows us to indicate prospects to them and to retain talent at Fiege. We here at Strategic Human Resources want to keep things together and facilitate development even beyond the boundaries of the individual business units.

How does tying someone to the company work?

Bettina Pick: Any programme thrives on the strong trust between the attendees and the coaches. Because I provide input, act as an observer and feedback giver for all modules, I know the participants very well. I co-ordinate

Martina Schlottbom (left) and Bettina Pick talking about the opportunities and goals of the three programmes.





Fiege Professional Programme 2017.



The Fiege International Team Programme 2015.

with each and every one of them their individual development appraisal and know their goals, their wishes and possibilities. Many have a fixed plan and intensively boost their career following the programmes. We support them by drawing the participants' attention to exciting vacancies posted on the Intranet. We were able to fill many vacancies with highly trained employees.

And what does Fiege have to offer to its prospective candidates?

Martina Schlottbom: We developed an Employer Branding strategy, meaning we described an employer's positioning with the aim of an optimal employee recruitment, retention, and motivation, to secure the success of our business. This naturally not only has an impact on the outside, but also on the inside. Our potential candidates appreciate being given the opportunity to assume responsibility at an early stage, to welcome the many tasks at Fiege and naturally, the

room for their personal, individual development. We do not have prescribed career plans. Everyone who is committed and open to trying new things has the possibility to co-create their path. The programmes and the intensive exchange amongst the participants that comes with them conveys these benefits, too. The participants also give each other valuable ideas so that during the follow-up to a programme, many of them create networks and an ongoing transfer of knowledge takes place.

Where do you see the added value of these programmes for employees and for the company?

Bettina Pick: The participants experience tremendous appreciation through the programmes. With exercises we take them through situations where their behaviour becomes apparent. At the same time, we work with feedback from the very first day and reflect their shown behav-

iour from different perspectives. This describes strengths and often only makes them aware of how they act. The participants experience a development push merely through feedback from their peers. The added value for the company can be clearly quantified: Each vacancy that is filled from within saves recruitment costs. Over the past five years, roughly 24 people from the growing group of development programme participants assumed a new task at Fiege.

What is your plan for the next years?

Martina Schlottbom: We will look at the programmes' content this year again, like we do every year, and make specific adjustments in response to current changes and requirements. Our expectations for the new leadership programme are as such that we especially hope it will impact the Fiege Professional Programme, which we will redesign accordingly when necessary. ●

A new opportunity for displaced persons in Germany

A growing number of German entrepreneurs have the courage to offer a new opportunity to displaced persons. 215 of them, including the Fiege Group, have joined forces in an initiative that goes by the name *Wir zusammen*, or: Together.

“SeeForYourself-Tour” in Worms

The most important question for any school graduate is: What do I want to do after school? Finding an answer to that question is very difficult for many German youngsters. So imagine how people must feel who came to Germany after fleeing their home? An initiative for young refugees started by the city of Worms is to remedy this. For the first time, there was a so-called SchauSelbstTour, which was voluntarily taken by twelve boys and girls from four different nations. The goal of the new project aimed at providing professional orientation was to give the youngsters insight into the German integrated training system, into different professional fields and to provide contacts with important institutions and contact persons to help mediate possible internships. The Fiege Group was greatly committed to this campaign, which in any event is to be repeated.

One of Germany’s largest business magazines, *Das Handelsblatt*, supports this initiative brought to life by the entrepreneur, Ralph Dommermuth. It was introduced in January during the award and induction into the Hall of Fame of Family Businesses of successful individuals from medium-sized family businesses and family-managed groups. For the tenth time already, the *Handelsblatt* honoured pioneers of Germany’s economy, with the support of KPMG, and the Foundation for Family Businesses (*Stiftung Familienunternehmen*).

Since the Fiege Group has espoused major commitment for the *Wir zusammen* campaign, it was also invited to Munich on this evening to talk about the experience and successes of their refugee initiative at the event staged by *Handelsblatt*. Hannes Streeck, head of Consumer Goods joined the employee, Ahmed Hamou on stage for an interview held by Judith Rakers. The young architect from Syria, who has been working at Fiege since May 2017, talked about his escape, his reasons for fleeing and the many obstacles he had to overcome to find a job in Germany. Even the language proved difficult but with great dedication and application, he managed that, too.

Ahmad Hamou works as one of 120 refugees at Fiege. The company, which employs roughly 13,000 people world-wide, offers a six-month traineeship following a short trial period, with the possibility for permanent employment. “Many of our new employees are highly motivated”, recounts Hannes Streeck. Tandems with colleagues speaking the same mother tongue have proven themselves. 120 jobs for refugees is to mark the beginning only. Streeck explains further: “We have 2,000 unfilled vacancies, 1,000 are in Germany alone.” After this, the young manager directly addressed the entrepreneurs in the room to commit themselves vigorously to this initiative: “It is not that difficult. You do not need big systems, only common sense.”

The following press review publishes extracts from an article authored by Lazar Backovic and Frank Specht taken from *Handelsblatt* no. 19 of 26th January 2018, page 50, weekend edition.

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Work mania

When asking Ahmad Hamou about how he came to Germany, he replies:

Ahmad Hamou (centre), together with Hannes Streeck answered questions presented by Judith Rakers on the refugee initiative of the Fiege Group.

Press Review

“Like you do.” In 2013, the Syrian fled his war-torn home town near Damascus, first to Lebanon, then to Turkey where he worked for a good year. Later, he went to Greece on a rubber dinghy, walked through Macedonia, and then onwards by train and bus. In 2015, he set off for Germany. At the time, pictures showing endless lines of people walking along rural roads made the news around the world - featuring people with a photo of Angela Merkel hanging from their neck.

Hamou, too, wanted to reach the country governed by the refugee chancellor: “I thought you could quickly find a job in Germany.” It is people like the young Syrian that the head of Daimler, Dieter Zetsche, must have had in mind when in 2015, he raved that refugees could form the foundation of a new economic miracle: young, smart, well trained. The 28-year old studied architecture in his home country and, next to his first job in an architectural office in the Münsterland area, studied German non-stop after work with the help of YouTube videos.

In May 2017, Hamou joined Fiege in Greven, initially as what is known as a mini jobber. Since the beginning of the year, he works full-time, designs, plans and draws warehouses for the family business together with three colleagues.

Hamou is the exception, not the rule. 95 per cent of refugees come to Germany without any knowledge of the language; a mere 16 per cent have

completed their university studies or professional training. Which would give them a certificate without which very little is possible in this country. Provided that such a certificate is recognised here.

Integration requires a long breath. “In principle, we must be patient when it comes to the mediation of refugees. This is equally reflected by the experience gained from earlier migratory movements”, says the head of Bundesagentur für Arbeit, Germany’s employment agency, Detlef Scheele. For this reason, Scheele already considers it a success that by now, over 202,000 refugees have already found a job that secures their social security status.

“We assume that a good 20 per cent of the refugees who have arrived since early 2015 work in some form or manner, and that is not that bad”, says even Herbert Brücker of the Nuremberg Institute for Employment Research (Institut für Arbeitsmarkt- und Berufsforschung, IAB). That coincides with the expectation that around half will have found work after five years. On the other hand, roughly 485,000 were reportedly seeking a job in December 2017. That is 14 per cent more than last year. Roughly two thirds of them are not recorded in the unemployment

statistics because they are still participating in language training or qualifying programmes. Around 593,000 employable refugees draw on Hartz IV benefits. An economic miracle has a different MO.

Even if this is a tedious task, some companies are trying to raise the dormant potential here. Fiege with world-wide around 13,000 employees, currently employs 120 refugees. Usually, a one-to-four-day onboarding is followed by a six-month internship with the prospect of being offered full-term employment. “Especially those who are very young are highly motivated and learn extremely fast”, says Hannes Streeck, who heads the Consumer Goods division at Fiege. Naturally, there are those refugees who did not turn up for work on day two already.

But a lack of motivation is surely not the biggest problem that companies are battling. More often than not, it is the bureaucratic obstacles and legal uncertainty which make integration a difficult undertaking. ●



Handelsblatt

Sustainability and social responsibility as elements of corporate activity

Sustainability and social responsibility have become a staple in public discussions about corporate activity in our social market economy and, consequently, are crucial to attracting and retaining customers and employees alike.

It is therefore the task, if not the obligation of each company to fill these general, rather abstract terms with life and specific action. Fiege recognised this challenge early on and in 1998, with Heinz Fiege and Dr. Hugo Fiege forming the Josef Fiege Stiftung, created an institution whose sole task it was to fund social as well as ecological projects and to co-ordinate the donor activity of the Fiege Group. Next to funding selected projects, the commitment of the Josef Fiege Stiftung has initiated a number of additional activities on the topics of sustainability and social responsibility, both at operational level as well as at the company's system headquarters, from within the group over the past years.

Spectrum of initiatives is diverse

The spectrum of these initiatives extends from Christmas gifting campaigns for children of deprived families which are organised and financed by Fiege employees, to specific projects aimed at integrating refugees

into the professional life, to ecological projects on the topic of energy efficiency and climate protection. Even when it comes to the intra-company training of new recruits, sponsoring socially responsible action and thinking is especially important: For example, it has become a living practice that each year, the so-called FIT (Fiege International Team) executes a project at the end of the programme that has a specific reference to its mission, whereby the individual topics can be very diverse.

Steering committee co-ordinates activities

The Fiege Management considers the co-ordination of these diverse activities a major future challenge, in order to sponsor these even more specifically and publicise them even beyond the group as such. For this purpose, a steering committee was created in January 2018, comprising representatives from the different departments of the Fiege Group, which under the auspices of the Josef Fiege

Foundation is dedicated exclusively to the specific co-ordination of all actions in the context of sustainability and social responsibility.

"It is our goal as a family-managed enterprise to live up to our social and ecological responsibility, even in the future. We are particularly proud of the significant and anything but obvious commitment displayed by our employees in a number of projects", adds Alfred Messink, as CFO of the Fiege Group in charge of HR and also a board member of the Josef Fiege Stiftung. "Through their commitment, our employees present a critical pillar of our sustainability management and act as ambassadors of our company, as a link to society."

Euro 10,000 for social projects

Last year, the Josef Fiege Stiftung awarded grants in the amount of Euro 10,000 to social projects. The beneficiary institutions are: the Gymnasium Augustinianum grammar school from Greven; Bunter Kreis e.V. Münsterland from Coesfeld; and three Münster-based or-



Fiege

JOSEF FIEGE STIFTUNG

Introduced their social projects in Greven: Gudrun Bruns, Krebsberatung Münster (2nd from left), Jörg Gattenlöhner, Kinderherzen (4th from left), Anja Schlarb, Kinderherzen (3rd from right), Klara Reckers, Boxzentrum Münster (2nd from right), Alfred Messink (left), Holger Werthschulte (right) and Anne Bittorf (3rd from left) of the Josef Fiege Stiftung met with representatives of social organisations.

organisations, notably Kinderherzen e.V., Krebsberatung Tumor-Netzwerk im Münsterland (TiM) e.V., and Boxzentrum Münster.

Boxzentrum Münster is dedicated to the prevention of crime and reconciles competitive sports with education for young people. "Before you are allowed to start boxing with us, your grades must add up. We ask for the certificates", explains Klara Recker from Boxzentrum.

Help for young people from in and around Münster

This project is implemented by various teachers, coaches and volunteer employees for many children and youngers from in and around Münster and was awarded the Deutsche Bürgerpreis and the Deutsche Förderpreis Kriminalprävention, two prizes that recognise the commitment of citizens in Germany. The Josef Fiege Stiftung supports the project with Euro 4,000.

The Gymnasium Augustinianum grammar school was given the

amount of Euro 3,000 for its social learning programmes. Multiple campaigns were staged which brought pupils of all age groups closer on such topics as integration and anti-mobbing – especially on social media platforms.

Bunter Kreis e.V. Münsterland provides psychological counselling for parents of critically-ill and chronically-ill children. Krebsberatung TiM offers help to cancer patients and their dependents, especially children and young people. The Josef Fiege Stiftung supported each one of these projects with Euro 1,000.

Kinderherzen e.V. from Münster also received Euro 1,000. The association has set itself the goal to improve the conditions of children's heart surgery. Each day, 17 children are born in Germany with a heart defect. These children are treated during the first weeks and months of their lives. "As they are still very small, music therapy to improve their vegetative state and emotional well-being is extremely helpful", explained Jörg Gattenlöhner of Kinderherzen. "Music has a very soothing effect – on the children, but also on the parents."

Euro 3,000 donation from Erfurt

Fiege employees in Apfelstädt near Erfurt donated Euro 3,000 to Elterninitiative leukämie- und tumor-erkrankter Kinder Suhl/Erfurt e.V., an initiative that supports children afflicted by leukaemia or tumours. Nancy Triebel, Assistant to the Branch Management, and Holger Feicht, works council, handed the symbolic cheque to Karin Allstädt from the initiative. "We thank all colleagues who supported us."

The parent initiative not only supports children affected by leukaemia or malicious tumours but accompanies the entire family through these difficult times. "Families learn how to handle the diagnosis and the fears, how to give hope, be brave and have the strength to support their child during the long period of therapy and after", says Nancy Triebel.



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