

# LOGO

The **FIEGE** Magazine  
No. 95 | 2022

## HOW WE ARE.

### **GROWING TOGETHER**

How does one create a corporate culture? How important is it? And how does FIEGE handle this? A culture journey.

### **EQUALITY POWER**

Teams with a more diverse line-up make better decisions. The FIEGE Equality Power project centres on this approach.

### **MOJE GRATULACJE**

We are celebrating 25 years of FIEGE in Poland – and look back at a success story which began in a village called Odrzywołek.

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# FIEGE in numbers



**Dear Colleagues,  
dear Partners and Friends of FIEGE,  
dear Readers,**

Many things are very different this year. Unfortunately, not everything has changed for the better. Instead of things going back to normal which we would have wanted so much after two exhausting and strenuous Covid-years, Russia's attack on Ukraine in February of this year has brought a war back to Europe. These are news that still haunt us with much sadness and disbelief. Also because our more than 1,000 Ukrainian colleagues and their families, and in particular our 250 colleagues at our location in Boryspil near Kiev have been directly affected. Now, at Christmas, our thoughts are with them especially. We hope that this cruel war will soon come to an end. We will continue to do everything we can to support our Ukrainian colleagues as best as possible!

We draw courage and hope from the huge help and solidarity demonstrated within the FIEGE family. Many colleagues have shown their support by donating cash and in kind or through relief transports. Especially in Poland and Hungary, our teams were able to shelter and help colleagues and their families fleeing the situation. We were able to witness this for ourselves while visiting Gardno and Hegyeshalom. It was a very moving experience. Yet at the same time, it fills us with pride just how closely we stand by each other in difficult times.

It is this very solidarity which we will also be needing next year. The consequences of the war are already being felt and pressures are running high. In light of rising energy prices, the situation of all is most likely to worsen further.

This regards our colleagues, us as a company, and naturally also our clients and partners. It will therefore be crucial for us to work together as one team, and be there for each other especially throughout this difficult situation. Together, we are strong enough to successfully champion the challenges that await us – which is why we are looking towards 2023 with confidence despite all uncertainties.

For now, however, we would like you to enjoy your read of LOGO. Issue No. 95 of our company magazine is shining in a completely new light this year, just like our new brand design and our website. After all, we wish to show the world how we are: colourful, diverse, approachable, dynamic, and always open to something new.

Wishing you and yours a happy and blissful Christmas and a good start into the New Year!

Best Regards,

**Felix Fiege & Jens Fiege**



# Content

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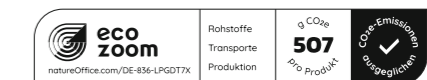
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# WE STAND WITH YOU



Since February, we have been witnessing devastating images coming from Ukraine. This photo taken in August shows most and for all one thing: courage. What you see are our Ukrainian colleagues in Boryspil. Despite the direct impact the war has had on them and their families, our colleagues have upheld warehouse operations to supply supermarkets in faraway Kiev with foodstuffs. You wholeheartedly deserve our express gratitude and unconditional solidarity for your extraordinary commitment! We stand with you!

# RUN FIEGE RUN

# WEKEEPITRUNNING



RUN FIEGE RUN: The first instalment of the FIEGE marathon was a great success. From 6 to 8 May, more than 2,500 of our FIEGE colleagues around the globe set out to move for a good cause. Each kilometre counted, and was recorded in an app. In the end, the tracker's final count showed a proud 34,635 kilometres! From the North Pole to the South Pole and then back again to Gardno in Poland: A charity run organised by ten colleagues from the in-house CPD programme, the

FIEGE International Team (FIT) – a first on this scale in the 150-year history of FIEGE. In the end, the proud total of 77,471 euros had been raised, which will be distributed in equal parts to the Single Mothers House Foundation in Poland, Joshuas Engelreich in Germany, Trentino Tree Agreement in Italy, Életfa Környezetvédő Szövetség in Hungary, and to Boeselager Stiftung Osteuropahilfe e.V. which is currently focusing on aid for Ukraine.

# DIVINE PERFORMANCE



The hand of God evokes the irregular goal that Diego Maradona shot during the World Championship in Mexico in 1986. That things can happen quite regularly with godlike feet was demonstrated by our Italian colleagues at this year's FIEGE Soccer Cup held in Greven-Reckenfeld, Germany. During a thrilling final against the women's team from Service HQ, the Italian Goddesses secured their well-deserved tournament win. A prosecco shower in front of an impressive audience of around 2,500 employees was, of course, a given. An elaborate look back at the biggest event in the history of FIEGE is covered on page 32.

INTES Akademie has distinguished our Co-CEOs, Jens Fiege and Felix Fiege, as Family Entrepreneurs of the Year 2021. The reasons the jury gave for its decision were that FIEGE is considered an innovation leader in the industry and does not shy away from reinventing itself over and over again. "Good governance, an owner-managed family with a highly constructive approach to working together, and the two cousins Jens Fiege and Felix Fiege leading as a strong team are what made a successful generational change possible under dynamic and demanding market conditions", so the explanation of the jury's chairman, Prof. Dr. Peter May (right), who presented the award jointly with Jörg-Uwe Goldbeck (left), award winner in 2019 – due to Covid, only at the turn of 2021/2022. Felix Fiege said: "This success was possible because of the entire FIEGE team. We merely accepted this award on their behalf." And Jens Fiege added: "A big thank you goes to our entire team! We see this prize as an acknowledgement of the path that we are pursuing together – and it motivates us to continue on this path as a team."



# SPECIAL HONOUR

"A big thank you goes to our entire team!"



# In the flow of colour

Businesses need to routinely question whether their brand is still a good fit for them. FIEGE also asked itself that same question this year. But why? We spoke with Sarah Schimmelpfennig, Director Marketing & Communications.

## What is the meaning of a brand?

### And why did FIEGE decide on a brand relaunch?

Our brand – in simple terms – is made up of all colleagues here at FIEGE. It expresses who we are, how we work, and what we do. Our company has progressed tremendously these past years. We have grown fast and have expanded our core operations within logistics with business units such as Digital Services, Real Estate, and Ventures. As a result, our personality has also changed. We have become more modern, more diverse, and more international. We want to, and must, reflect these changes in our communication.

## How should we picture the relaunch process?

One important prerequisite was to know how our brand is actually perceived – from within, but also from the outside. To find out about this, we asked some of our colleagues in a first step. To learn more about how we are perceived by the outside, we referred to the outcome of our customer surveys and the expertise of an agency. Based on this we formed an in-house project team which accompanied this process for over one and a half years.

## What is new about the brand strategy and the design?

We aim to be perceived as we are: a modern, dynamic enterprise that takes a more integrated approach than many others and finds solutions for a number of tasks – not just within logistics, but beyond. As far as the design is concerned, communication within logistics tends to be more on the traditional side and is often also rather reserved. The big strength of FIEGE is that we are more dynamic and approachable than many of our peer competitors. We wanted to highlight this strength and break away from our traditional B2B world. That is also why, in the context of the relaunch, we chose a very modern colour gradient. The well-known red is anchored in the gradient, we simply added blue and green as



**Sarah Schimmelpfennig**  
Director Marketing & Communications

additional tones. The colour gradient represents the diversity within our organisation and, in digital communication, can be seen to be in motion. Everything ties in with the communications framework: “We set everything in motion.” A new typography and visual language were also added. However, our logo will remain as is.

## A further milestone is the new corporate website.

### What was the objective here?

In our digital society, the internet is one of the most important touch points for prospective clients and candidates. For this reason, our new corporate website focuses on user centricity. With the help of the so-called Matchmaker on the landing page, users can indicate their specific need and are presented with matching Use Cases, Customer Stories and Services that showcase what we can do. The Pinboard helps with saving individual pages and sharing them with others. This tool may even be used when talking with clients. The new pages will soon also feature more stories from the World of FIEGE. In the future, we want to use them even more actively to generate leads as well as for our Customer Relationship Management.

# Logistics for man's best friend

FIEGE has expanded its existing partnership with zooplus. An ultra-modern, dedicated warehouse has been built in Hungary for Europe's leading online retailer for pet supplies.



It took only 13 months from breaking ground to completing the new single-user centre. FIEGE has built around 41,000 square metres of logistics space near Budapest for zooplus over two expansion stages. The new centre was officially opened in early May with many representatives from both companies in attendance – including the mandatory cake.

“Next to Italy, this is now the second location for zooplus. We are very pleased to support the growth of our long-standing client with an ultramodern, automated logistics centre”, says Gergely Hepp, Managing Director Central Eastern Europe at FIEGE.

Going forward, FIEGE will be overseeing warehousing plus many value-added services for the award-winning e-tailer near the crucial M0 traffic route. This will include services ranging from incoming goods, quality control and storage to order picking, packaging and readying for shipment to handing over to CEP service providers. “The logistics centre has been fitted with ergonomic conveyor technology and adaptable floor conveyors. Moreover, numerous skylights in the roof and energy-saving LED lighting ensure optimal working conditions”, Hepp explains.

The FIEGE Real Estate team assisted in an advisory capacity with the planning and construction – even in terms of safety. Next to an earthquake-proof racking system and increased high-load-capacity flooring, the building meets the demanding fire load standards established by the National Fire Protection Association (NFPA).

Pet food, pet toys, pet supplies: FIEGE will oversee the warehousing plus comprehensive value-added services for zooplus on around 41,000 square metres.

Christian Neumayer, Vice President Fulfillment & Quality at zooplus SE, is very much looking forward to the collaboration with FIEGE: “By operating the new logistics centre, our partner FIEGE is contributing significantly towards further optimising the buying experience of our customers in Southeast Europe. The logistics centre's key location and its features facilitate an even faster delivery of orders while offering the best possible service.”

The on-site team handling these services currently consists of 220 employees and is to grow further over the next two years. This goes naturally also for the bee colonies that are at home at the location. And that is just how things should be for a pet shop.

# Making life easier

Whether a question for the customer agent, retrieving the shipping status or requesting a ticket – there used to be multiple systems for these services at FIEGE. To make these and other processes more efficient, Group IT developed the digital myFIEGE platform. The platform went live in summer. “We have created a transparent and efficient structure which will allow customers and employees, and in the future even suppliers and partners, to have a contact point which we continue to develop”, says Philipp Holtgreve, Product Manager.

One of the platform’s main features is the ticketing system. “This renders time-consuming email correspondence obsolete. All information is transparently accessible for both sides. Which tickets are used is defined individually”, Holtgreve points out.

**myFIEGE is a modern online portal for clients and employees which offers all relevant information at a single location – and which is optimised and expanded on an ongoing basis.**

Tickets covering everything from inbound to outbound to problem cases for returns can be created and managed. Status updates are directly visible. New features are constantly implemented to render the platform even more user-friendly. “We have created a standard solution which can be adapted to the clients’ individual requirements”, Holtgreve adds.

The portal is also accessible to employees of the FIEGE Group. It integrates proprietary functions like seat reservations, clocking in and out as well as requesting holiday time off. “Feedback from clients and employees is decisive. It is our long-term goal to create a modern, digital, and user-centric experience”, Holtgreve emphasises.



as a Best Practice are supplied as a standardised version for Group-wide roll-out to other stakeholders via a platform.

The subsequent follow-up phase and defined completion is ultimately not an abrupt end point. Kornagel explains: “As a business enabler we see our concept as the starting point to a long-term and trusting collaboration with the business – far beyond the duration of the roadshow.”

# On the road

**FIEGE’s Group IT pushes process optimisation beyond the limitations of the individual business units.**

With its IT Best Practice Facilitation initiative which FIEGE’s Group IT started a year ago, FIEGE Group IT is pushing forward innovation and IT-based optimisation at its operational branches. Part of the methodologic approach is a roadshow concept. Tina Kornagel, IT Business Consultant at FIEGE and her colleagues pursue a very clear structure here.

To begin with, the relevant obstacles are identified. “Input from the different stakeholders is extremely important in this regard – including that of those working on the shopfloor, those in charge of operations, and colleagues working in Lean and IT”, Kornagel points out. During the two-day roadshow, the identified obstacles plus their associated processes and systems are analysed, custom-fit IT standard solutions are recommended and in-site proprietary solutions that have proven themselves



# Tetris level 15

Aircraft as far as the eye can see: For a good two years now, FIEGE has been handling air cargo for Lufthansa at Germany’s largest airport in Frankfurt – and FIEGE Air Cargo Logistics is growing rapidly. A visit.

Air cargo experts: Jörg Schwarzer (left) and Thomas Rudek

“Good-uh morning”, says Thomas Rudek in a strong Hessian accent. He is a founding member and Director Commercial & Performance at FIEGE Air Cargo Logistics which has been in charge of the physical handling of air cargo for Lufthansa Cargo at Frankfurt Airport since 2020. “But everyone here tends to call us simply FACL. And somehow that fits the bill. Our team is on fire to do this job, and do it well”, according to Rudek.

For this reason alone, the team needs a lot of experience and open communication. Rudek explains: “There is hardly an area that is as regulated as air cargo. Also, it is quite an international business. When it’s about figures and important terms, we are all multi-lingual here.” We – that refers to the roughly 800 employees that FIEGE Air Cargo Logistics employs by now, a good two years after its formation.

The world of Frankfurt Airport has more abbreviations than people talking Hessian. A tour of the location with Rudek and Jörg Schwarzer, Duty Manager at FACL, offers plenty of proof. Schwarzer tells us: “We clear around ten cargo planes and some forty passenger aircraft that hold so-called belly cargo on a daily basis, on 365 days of the year, 24/7. The airport never sleeps.” He goes on to explain that this is how they clear roughly one million tonnes of air cargo a year. “To manage this, we have large inbound and outbound zones next to some 100,000 square metres of logistics space.” Schwarzer explains that these inbound and outbound zones provide an additional 100,000 square metres of space where inbound and outbound goods are readied and buffered.

The signs in Frankfurt are set for further growth. One special advantage is that FACL can tap the logistical know-how outside of air cargo. “For example, we are currently investing into a generous automation project, to take our service to the next level. For this, we toured the other locations of FIEGE”, says Rudek. “After all, we want to be a long-term, innovative and flexible partner for Lufthansa Cargo.” And that is a good-uh thing.

The job at Germany’s biggest airport seems at times very much like a big adventure. When aircraft land, the team has no idea what to expect. Animals, vintage cars, valuable art, chemicals – everything is possible. “What we do then is we set up the air cargo. Usually on pallets or in ULDs” – so-called unit load devices which are special air cargo containers, says Schwarzer. “The challenge is to stick to the contour of the aircraft’s belly following only your gut feeling when packing things”, Schwarzer explains. “No matter the shape or size, it somehow has to fit. It’s a bit like an advanced level of Tetris. We prepare everything in the warehouse. Loading into the aircraft is then the job of Fraport, the airline’s operating company.”



**FAST & FORWARD Podcast, episode 17**

FACL – A visit to FIEGE Air Cargo Logistics

Corporate culture is a matter of utmost priority at FIEGE. But how exactly is it formed? And how does it evolve in an organisation with 23,000 employees? Who or what defines it? And why is how so much more relevant than what? An interview with Alexander Neudorf, Director People & Culture at FIEGE, and the Leadership & Culture associates, Charlotte Heithoff and Dr. Matthias Teine.

# CULTURE JOURNEY



"A matching culture that reflects who and what we are, from which we can draw joy, energy, and innovation, can only be created together."

**"In future, it will no longer matter what we do, but more importantly, how we are." This phrase was expressed by Jens and Felix Fiege. Just why is the how so relevant and pivotal?**

**Matthias Teine:** Because the how decidedly contributes to how much people identify with a company. Naturally, content also counts, no doubt about it. But the how is what shapes a culture, what brings about an identity. What values does my organisation stand for? How do we as colleagues treat one another? That often plays a more important role when it comes to identifying with a company, than what.

**Charlotte Heithoff:** Nowadays, how is often more pivotal when it comes to choosing one's employer. Often it is no longer about hard factors only, such as salary, but especially about the softer ones. Do I feel comfortable at an organisation? Which development opportunities are given to me? Is my personal attitude and opinion a good fit with those of my employer? This is even more important than ever considering the shortage of skilled labour, and is at the very top when choosing one's employer.

**Alexander Neudorf:** To us, the how is also essential because here at FIEGE – as a service provider – we do not have a singular outstanding product that sits sparkling in a showcase. We are not Apple or BMW. But what we do have is our very own culture, our special spirit and extraordinary solidarity that imbues FIEGE. That is the cement that holds us together here and by now has become more relevant than what. In the end, how is what distinguishes us from other employers – which is why it is so dear to Jens and Felix.

## And how is FIEGE?

**Alexander Neudorf:** There is no straightforward answer to this because the how is always viewed subjectively. Most likely, we all perceive this slightly differently. But what defines the essence of FIEGE to my mind is that it says family business not only on the outside – but that there is also family business on the inside. This means that we are approachable and transparent, that we stick together, that we are always open to new things, that we value our colleagues, that we write sustainability in capital letters, that all of us together, we assume responsibility. Also, that a special team spirit can be felt here because all together, we are burning for being successful as one.



**Alexander Neudorf**  
Director People & Culture



**Charlotte Heithoff**  
Leadership & Culture Partner



**Dr. Matthias Teine**  
Leadership & Culture Partner

## FIEGE Leadership Compass



“Everyone has the right to effective leadership!”

*Jens Fiege & Felix Fiege*

**One very central issue for this success is a good culture within the organisation. Where is FIEGE in relation to this topic – and where is the journey expected to go in the future?**

**Matthias Teine:** I believe that here at FIEGE, we already have a very strong and autonomous culture. That is not to say that we have already reached the finish line. To be clear – that wouldn’t even be possible. The primary focus is to share a never-ending journey together as we will never stop evolving and learning. That applies to each and every one of us, and hence also the company. It is very important to understand this. We know that, for example, within the context of leadership culture or the goal of thinking and working even more strongly in human-centric terms, there is scope for development. And that is precisely what we would like to do.

**Charlotte Heithoff:** The important thing is that, as a company on the whole, we create the space for corporate culture to grow further. Culture is nothing that one can dictate. Culture grows from within. Every single colleague contributes towards this every single day. That’s when we are called upon as one entity. A matching culture that reflects who and what we are, from which we can draw joy, energy, and innovation, can only be created together.

**Alexander Neudorf:** That is the very bottom line. Corporate culture at FIEGE is not something that Charlotte, Matthias and I have come up with together with the Executive Board, projected as a presentation onto the wall and then said: That’s what we’ll do now. If I want to turn Fanta into Cola, it’s no use to me if I just stick a different label on it. As a People & Culture team we can surely assist, just like other teams within our organisation can; but in the end, we are all, that is all of our 23,000 colleagues, responsible for our corporate culture – and here in particular, the leaders.

**“Everyone has the right to effective leadership!” That is written in the FIEGE leadership compass.**

**Matthias Teine:** Our mission should be nothing less than that. Which explains why the leaders are so relevant. On the one hand, because they shape the framework within which corporate culture may evolve. On the other, because they are the beacons that time and again need to send out important signals for orientation. Managers and executives must lead by example, exemplify culture, and authentically embody it. This starts with Jens and Felix as Co-CEOs and runs across the entire organisation – all the way to the team leaders in the warehouse.

**Charlotte Heithoff:** Good leadership is the key element when it comes to the topic of corporate culture, as the leaders are pivotal in defining it. That is why we start off right there. Felix and Jens recognised this at a very early stage and called the Leadership Culture project to life which, amongst other things, developed the leadership compass and a so-called Lead-O-Meter. That is how we want to make the right to effective leadership at FIEGE measurable. After all, if an employee does not feel that it has effective leadership, then in the long run they will not feel comfortable within our company.

“IN FUTURE, IT WILL NO LONGER MATTER WHAT WE DO, BUT MORE IMPORTANTLY, HOW WE ARE.”

Felix and Jens Fiege

**You speak of a never-ending culture journey that we are on and that there is no specific finish line that can be reached. However, what presumably already exists is a distinct target vision whose direction we are aiming for, or not?**

**Alexander Neudorf:** The target vision is relatively easy to describe: We want to become the best possible employer – the best place to work. That is always the generic header. Everything we do is designed to achieve for this. People are supposed to enjoy coming to work – and that applies naturally also to the business as well as industrial segment. This may sound pretentious. However, it is precisely what we strive to achieve. In the end, it is always about the satisfaction of our colleagues. That is the determining measurand. That is why we conducted the first company-wide employee survey a good two years ago. And this year, too, we asked everyone at FIEGE how satisfied they are here and where they see possibilities for improvement. This allows us to gather knowledge and launch measures to become an even better place to work. Of course, we know that we are not perfect in all areas. And we are not that naive to believe that we will ever achieve the full 100 per cent. After all, satisfaction is too much of a personal feeling that is impacted by many different factors. But what we are trying to achieve is to come step by step closer to the 100 per cent and the big goal – and last year's results indicate that we are on a good path.

Corporate culture at its best: the FIEGE Soccer Cup.



**The goal sounds as if it is easy to describe, but hard to achieve. To put it bluntly: How does one manage to come closer to this target vision?**

**Charlotte Heithoff:** It is most and for all important that we bring everyone here at FIEGE on board with us on this journey and incorporate a range of different perspectives. The more perspectives we take into consideration, the rounder and sharper the overall picture will become. For this, we actively tie in our colleagues from operations into our project teams. This is fundamental because without their valuable input from operations, we would never be where we already are today. As Alexander described things above: We do not wish to dictate anything, and we would not be able to even if we wanted to. What we from People & Culture can contribute to this is that we will try to advance this development with the help of the right tools and promote specific projects and give it the necessary space.

**Are there specific examples?**

**Matthias Teine:** One example is the survey conducted amongst our employees that we mentioned before. The Leadership Culture project that was also briefly mentioned is yet another one. The leadership compass resulted from that. And the Lead-O-Meter was also devised under the Leadership Culture project. We will be rolling it out next year, to ascertain every three months how well our colleagues see their right to effective leadership being implemented. The important thing here is: The results are primarily geared towards helping managers to take their own development into their hands, to become active and to continue to grow. That applies equally to the Executive Board as it does to shift supervisors or the team leader at the warehouse.

**Charlotte Heithoff:** We create offers in different areas. The FIEGE Academy is one of these offers through which we advance a learning culture and aim to offer colleagues the opportunity to educate themselves and continue to grow, as is the FIEGE Equality Power project, through which we are advancing equal opportunity and diversity at our company and eliminating bias. We are convinced that teams that are more diverse take better decisions. And naturally, events can also spark culture. Thinking of this summer's FIEGE Soccer Cup alone where around 2,500 participants from the entire World of FIEGE came together to play and celebrate, that is unadulterated corporate culture.



**Alexander Neudorf:** Generally, there is quite a lot in motion and flowing. And another point is important: Even the tools and projects are not only about the what, but also about the how. After all, we devise these tools and projects in workshops with colleagues from within the whole organisation and don't just impose them. This process alone already sparks culture and that was not always the case. So once again: We cannot and do not wish to dictate anything. All we can do is lend a helping hand. We shape and create our corporate culture all together. And we look forward to going on this culture journey with all our colleagues.



"Good leadership is the key element when it comes to corporate culture."

# Leaner, more adaptable, and faster.

## **FIEGE's Order Management System 2.0 is a lean solution which offers eCommerce clients the exact functionalities they genuinely need.**

Anke Sandmann, Business Development Manager at FIEGE in eCommerce Solutions, and her team came to tackle the situation with a pickaxe in hand. The first generation of the Order Management System (OMS) had become obsolete. Even though the all-round solution offered a functionality for just about every service, from omnichannel to set building to document creation, that very choice came with pitfalls since even the smallest change impacted the entire OMS. And that proved to consume unnecessary time and money. This scope became quite the obstacle especially for some businesses that were new to eCommerce: "In the end, the system was a bit sluggish, also because not every client needed every single component of the monolithic system", Sandmann says. That then brought the pickaxe mentioned in the beginning into play.



Plug and play: OMS 2.0 can be connected in no time.

The goal was to create an OMS that was not just leaner, but also more flexible, cheaper, and faster. And to achieve this, the monolith had to be split and standard services had to be developed which could be individually activated by the client. For example, if an online shop operator had no interest in omnichannel sales, their OMS version would not feature that specific component. "The result is a plug-and-play solution that can be added in no time", Sandmann adds. And that is precisely what makes the newly developed system attractive for start-ups and smaller brands as it allows them to implement only those functionalities that they actually need – always with the option to modify them at a later point in time. "This allows us to keep up with the client's growth and adapt to their respective needs at any time", Sandmann explains. In light of the high level of customisation, large enterprises looking to operate with even greater flexibility in the future also benefit from this.

Based on the new OMS, FIEGE developed the Service Network Orchestrator (SNO) with a view to including specific industries in order to, for example, digitalise the co-ordination of installation processes for a heat pump, wallbox, or photovoltaic system. Inspecting the situation on location, preparing a quote or scheduling an appointment are thus conveniently managed by a single system. Says Sandmann: "We are resolutely moving away from a monolithic system towards an orchestrator that co-ordinates the individual modules. The standardised set-up allows us to simplify the system's complexity." Sounds complicated, but it's not. At least not for the client.



# No growing pains

**In Switzerland, FIEGE is renewing its location in Bülach and investing into the construction of a 17,000-square-metres-large logistics centre near Zurich Airport.**

In Switzerland, FIEGE is renewing its location in Bülach and investing into the construction of a 17,000-square-metres-large logistics centre near Zurich Airport. Demolition started back in September as one of the existing buildings had to make way for a new, ultramodern multi-user centre which is to be built on the same spot over the course of the next two years. Roughly 17,000 square metres here are dedicated to storage and logistics plus an office wing set up across two floors. This is where FIEGE will be offering even more efficient logistical processes to its roughly 30 clients operating within eCommerce, the retail trade and the industry – but most importantly, the chance to grow.

"With this new building, we will be able to target the various requirements of our clients even more specifically. The fact that Zurich Airport is just a stone's throw away offers optimum access to the Swiss market and increases the location's appeal", says Martin Heinrich, Head of Branch at Bülach. On completion in the summer of 2024, roughly 20 per cent of the available space will be occupied by existing clients.

While the ground floor will be home primarily to pallets in high-bay stores, FIEGE will be fitting an Autostore to the upper floor for an automated process flow. "This remains fully functional even when the air is withdrawn so that, for example, we can store perfume bottles for clients from the cosmetics industry yet are ideally



protected against fire", Heinrich explains. Some 13,000 containers are stored at the facility. That the new logistics centre will be built on the existing plot of land is "an ideal scenario", according to Heinrich. "Suitable areas for new building projects are rare and hard to find in Switzerland. The proximity to the two logistics centres allows us to generate symbiotic effects", he adds.

Sustainability will also be taken into account: The new logistics property has been certified to meet the Gold Standard of the German Sustainable Building Council (DGNB). The developer is a Credit Suisse Asset Management property fund which will be realising the building to meet the requirements of FIEGE. The logistics centre shines not only with its future-forward design, but also its impressive energy efficiency. A large share of these requirements comes from captive energy generated by the photovoltaic system. The demand-actuated LED lighting system and air heating pump contribute to this and on top of this, create optimum working conditions. "We will want our colleagues to enjoy working here. That is why offices infused with light and inviting recreational rooms are a must. An absolute highlight is surely also the large rooftop terrace", says Heinrich.



The new two-storey building in Bülach is home to both a high-bay store and an Autostore. The building is expected to be completed in the summer of 2024.

# The eCommerce way to sip, swirl and swallow

Tannico has what must be the world's largest collection of fine Italian wines. The international e-tailer holds licences for 15,000 wine labels from 2,500 wineries. The logistics was outsourced to FIEGE in 2016. Only five years later, FIEGE opened a fully automated warehouse for Tannico in Castel San Giovanni near Milan.



"Life is too short to drink bad wine!" Sounds like Johann Wolfgang von Goethe, but it is not. Still, it is the perfect start for this story. To be more precise, for Marco Magnocavallo who is mixing things up in the wine market with his Tannico online shop which he founded in 2012. The food tech company shipped over 4.5 million bottles world-wide in 2020, generating a turnover of around 76 million euros (2021). The groundbreaking success has already stirred the interest of renowned investors, including the Italian beverage group, Campari and well-known Moët Hennessy, which is part of the LVMH luxury brand.

High-performance logistics are necessary to store that many bottles and be able to process the roughly 600,000 orders that are recorded every year. Initially, Tannico still handled this itself. However, in 2016 the expansion-driven start-up brought in help from the outside. "Speed, reliability and good customer service are the key to success in eCommerce. With FIEGE we have partnered with someone who knows this business like the inside of their own pocket", says the CEO. Next to warehousing, FIEGE also oversees value-added services such as product photography for the online shop and the customisation of select wine assortments.

## Ideal storage conditions

To properly store wine, the bottles must be kept in a dry, cool and odourless place. FIEGE therefore dedicated a bespoke area to this business at its location in Arese, north of Milan. Amedeo Girometti, Head of the FIEGE Branch in Castel San Giovanni, tells us: "Tannico has grown alongside us. We started out in Arese with around 40,000 bottles. Thanks to the fantastic work of the Branch Manager, Vito Priano and his team, this figure has increased to 600,000 bottles and over 12,000 square metres of logistics space."

## Pioneering together

With growing success in the private customer segment, the B2B market became a stronger focal point. And since wine lovers are found around the world, the e-tailing segment ships to 23 countries today, including USA, South Africa, New Zealand, and South Korea. Says Magnocavallo: "Between 2016 and 2019, we grew on average by around 50 per cent. In 2020, our turnover grew by a phenomenal 80 per cent. To live up to this, we were forced to also expand our logistics."

Magnocavallo was very much on the same wavelength as its logistics provider when it came to this: "Innovation is a central pillar of the business both for us as well as for FIEGE. We therefore made the conscious decision to rely on an automated warehouse solution, which in Italy was a total novelty for e-tailing with wine." Across the whole of Europe, there are few projects that compare to this.

## New spheres of productivity

The choice of location fell to the small commune of Castel San Giovanni, some 50 kilometres from Milan. The FIEGE branch there has 6,000 square metres of additional logistics space available. Says Girometti: "The goal was to create the same storage capacity on half of the space to achieve a shipping volume of three million bottles per annum." At the heart of the facility is the automated rack system which stores up to 45,000 plastic containers holding 15 bottles each. The entire system is temperature-controlled to avoid fluctuations and to ensure the best possible quality of the wine.

At five inbound stations, new merchandise is readied for storage or prepared for shipment at the four picking stations – a fully automated process. "We have increased efficiency and considerably reduced the error rate. Ultimately, that also ensures even greater customer satisfaction", says Magnocavallo. The FIEGE team in Castel San Giovanni comprises young employees that were trained

especially for the Tannico project. Girometti adds: "We can count on an excellently prepared team that knows the ins and outs of the individual processes."

## Scalable set-up

During its planning phase, the system was already set up as such that it can be conveniently expanded if need be. And according to Magnocavallo, that will most likely also be necessary: "We want to grow further. The plan is for us to reach a daily throughput rate of around 25,000 bottles a day by 2024, which would total five million bottles shipped per year", is how the wine pioneer outlines his plans. After all, life is too short to drink bad wine!



Tannico's and FIEGE's automated warehousing has set new standards in online wine trading.



Laying a foundation stone to found success: FIEGE built its first proprietary logistics centre in Poland in 2000.

# The pre-anniversary anniversary

The big 150-year celebration is about to take place in 2023, but this year will already see corks flying: Our colleagues at Central Eastern Europe are celebrating 25 years of FIEGE in Poland.

FIEGE's success story in Poland started with seven employees a quarter of a century ago. One of them who joined early on is Piotr Kohmann. In 2006, he took over the management of the Polish subsidiary. Today, he is the Managing Director of the Central Eastern Europe business unit and looks back at the company's history with great pride: "What we have achieved these past 25 years is quite extraordinary. Without the exemplary motivation of our colleagues here, this would have never been possible."

The growth record is indeed impressive. In the meantime, FIEGE offers next to transportation and logistical services also value-added services, eCommerce solutions and real estate development in Poland. The number of employees has increased more than a thousand-fold, to roughly 7,500. "With over 600,000 square metres of logistics space at 13 locations, we have evolved into one of the most important logistics providers in the region. Our know-how encompasses eCommerce, tyres, fashion, healthcare, and FMCG within the entire supply chain", Kohmann explains.

## It all started on a grassy meadow

Everything began in 1997 with the contract from a multi-national US technology group for which at first an old farming building in a small village named Odrzywołek was repurposed into a temporary warehouse. A few years later, FIEGE built a first modern logistics centre in Mszczonów, to the south-west of Warsaw. "The first nine months proved to be a real challenge. We had to define the standards of our daily operations while simultaneously responding to new developments", Kohmann recalls. But the dedication paid off. To this day, FIEGE still runs operations for its very first client, and many others have joined since. "The decision to offer contract logistics in Poland was a pioneering one", the Managing Director says. "Over the years, we have been opening more and more branches to meet the growing demand and to continuously expand our performance portfolio while simultaneously increasing our efficiency."

More recently, FIEGE Poland landed several large-scale projects. This year saw the addition of two contracts

from a German fashion mail order business. In Bydgoszcz, some 7.5 million shoes, garments, and accessories are being stored on over 100,000 square metres which are destined for the online outlet which ships them out to 14 countries. In Łozienica near Szczecin, around half of the space is available for fulfilment services as well as value-added services.

## Responsible for oneself as well as others

The Managing Director also greatly values that employees feel valued and respected: "That is our promise as a family business and that is what we are gauged by." FIEGE's Leadership Compass launched at all branches in Poland this summer. "Everyone has the right to effective leadership" is the motto of the Group-wide guideline for an open and valuing management culture. People working in the warehouse as well as office staff from different locations all participated in the kick-off workshop. "The decisive aspect for such a project to succeed is that colleagues can contribute their own opinions and ideas", Kohmann tells us.

FIEGE Poland was also one of the leading companies when it came to the first instalment of the Run FIEGE Run charity event (see also Pictures of the Year, page 8). 12 of the 25 longest distances were covered by colleagues from Poland. One fifth of the 77,000 euros that were collected were donated to the Single Mothers House Foundation in Poland, which has also been supporting single women and their children in their search for a new life path for 25 years.



**Piotr Kohmann**  
Managing Director  
Central Eastern Europe

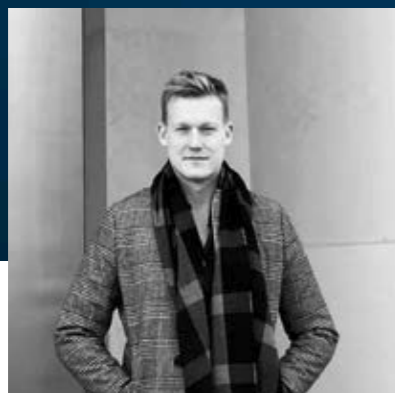
## Multiple awards

For its special commitment towards its employees, FIEGE Poland received the Solid Employer of the Year award, for the fourth consecutive time now since 2018. The award honours the best Polish enterprises for their development of their human resources. The jury focuses on criteria such as transparency of further education offers, motivational measures and corporate social responsibility. Kohmann is pleased: "The repeat award acknowledges our efforts. A good working atmosphere, mutual respect and a strong team spirit establish an important foundation for us to continue our growth in the 25 years to come."



It's better together: Team spirit, appreciation and respect are written with a capital letter at FIEGE in Poland.

# Where wild animals roam



**David Voß**  
Managing Director WERNS

“The entire process is still very fresh, but really picked up speed due to Covid”, Voß says. They first toyed with the idea in 2020, after which the project continually grew. “Things really started to sizzle in 2021. And in December of last year, our online shop went live.”

## From B2B to B2C

The WERNS brand rose from Werner Voß GmbH which has been selling the products wholesale and marketing exclusive design items under their Bring Adventure Home motto. “Strictly speaking, WERNS is the sub-brand”, David Voß explains, “but especially, it is the consumer brand.” Beyond this, WERNS is also something of the “creative playground for Werner Voß GmbH”, according to David Voß, “sort of the lab where we can go wild”.

Going wild seems to have paid off. In the meantime, WERNS has almost 250,000 followers on Instagram alone with its #beyondordinary hashtag. It exudes today’s zeitgeist. And when David Voß says that they are “still at the very beginning” of their B2C drive and “a small light” still, it comes off as almost comical given the bright and shining product range.

**WERNS, ruler of animal kingdom. Since the end of last year, the young designer brand from Münster has been marketing their extravagant products from the animal kingdom via their own online shop to all of Europe – and has been relying on FIEGE NOW logistics for this.**

Stepping into the showroom is like stepping into another universe. It feels a bit like a visit to a zoo with lamps. Monkeys, leopards, giraffes, seals. They’re all lit up and they all have a name: Franz Josef, Lucie, Leopold or Otto.

And right in the middle of the bright animal kingdom is David Voß. The 29-year-old Münster-native is the zoo-keeper, so to speak. In 2020, the Managing Director had the idea and the courage to call the WERNS brand to life together with the Co-managing Director, Alexandra Gördes. Werns is short for Werner, the name of David Voß’ father, whose nickname in fact is: Werns.

“The animal lamps were and are the origin of WERNS”, the Managing Director tells us. “In the meantime, we have added wallpapers, vases, pots, furniture and cushions to our offer.” And, so he thinks, the sky’s the limit even though the product range caters to more of a niche market. “Interest in products with a reference to animals is huge. The universe is infinite. That is why we are constantly expanding our range.”

## First steps, important insights

The trajectory to infinity has been teaching the young team of WERNS ever since its online shop went live last December a lot, every day. “We look at the items that are best-sellers online. We learn so much by doing that”, David Voß says. “Currently, we already have more than 500 orders a month. In perspective, we naturally are aiming to increase this figure many times over. That is why 2022 was and is a super exciting year of learning for us, because we gained new insights almost daily.”

WERNS had to overcome three major challenges with its leap towards B2C. David Voß sums this up as a creative, a marketing, and an organisational step. On a creative level, this was most and for all about topics such as design, wording, or photography. In terms of marketing, it was about the communication with existing customers in wholesale and on the other, about securing the brand’s exclusivity. “And in terms of organisation, we had to decide who we wanted as our partner in logistics and as a payment service provider, and who would build our online shop.”

## FIEGE NOW as the “perfect solution”

When it came to choosing the logistics partner, the decision was made in favour of the family business, FIEGE, which has been targeting small and mid-sized online shops through FIEGE NOW since 2021. “That was the perfect solution for us because we could simply get started – the ideal entry-level programme”, says David Voß. “This gave us a fast, budget-friendly start. FIEGE was able to ideally cater to our needs in terms of logistics and interface linking. And theoretically, we could have gotten out fast because of the short contract term in case our online shop would not have made it. The risk for us was very low. The flexibility and agility of FIEGE, in the end, were the central advantages in our decision-making.”

The young entrepreneur has not regretted his decision. “I have nothing but praise for FIEGE”, David Voß explains. “Working together is a breeze because both sides are very agile. The exchange is close and trustful, the mutual understanding is there. And more importantly, we are always solution-minded since, at the end of the day, the end customer is always our focal point.”

And just like that, WERNS is shipping their zoo of lamps by now from FIEGE’s logistics centre in Apfelstädt, Thuringia to all 27 EU countries – for Franz Josef, Lucie, Leopold, Otto and their companions to make the world a brighter place.

It doesn’t get much wilder: WERNS animal lamps, vases, and furniture are truly eye-catching. To market their exotic products to the world, the Münster-based design brand counts on FIEGE NOW.



# FOOTBALL'S COMING HOME



The 16th FIEGE Soccer Cup has become the biggest in the history of FIEGE to date. The women's cup is going to Italy, and the men's cup is on its way to Lengerich in Tecklenburger Land, but the memory of this tournament is about so much more than just the cup and the many goals.



Short trip: The cup for the best men's team went from Reckenfeld to Lengerich, which is right next door.

In the end, there was no stopping them – and after a long tournament day, it was impossible to not hear azure blue setting the tone. Campioni, Campioni! Here and there a quick prosecco shower, and then back to the Campioni! Campioni! chant. The title for the best women's team of the FIEGE Soccer Cup 2022 went to Italy. The Italian Goddesses team not only played divine football, securing the cup in a gripping final against the women's team from FIEGE HQ with a hard fought 1:0, it also celebrated as if the god of football himself had personally let Italy win the football world championship for the fifth time.

It was a wonderful and worthy end to a football tournament that celebrated nothing but winners. That also included the team of LSL Lengerich, the men's team that was allowed to hold high the much-coveted cup in an equally nail-biting final against Essen, winning by penalty shootout only. What followed was a big party – and that was expressly for all participants of the 16th FIEGE Soccer Cup, the biggest in the history of FIEGE to date.

## A tournament of superlatives

Around 2,500 people, just under 100 teams from seven countries, eleven pitches, 27 referees and roughly 1,200 hotel beds taken in the Münsterland with more than 30 busses carrying the teams: The sports facility of SC Reckenfeld, this year's venue, became FIEGE's football mecca for one day – and it was literally palpable just how much everyone involved had yearned for this event, which had had to be cancelled these past two years because of the Covid-19 pandemic.

## Perfect organisation

"To begin with, a huge compliment and thank you to the organisational team at our location in Greven-Reckenfeld that set up everything and made this possible – and naturally congratulations to Italy and to Lengerich", said Jens Fiege. "It is quite simply beautiful to meet and welcome this many colleagues here, as it was very painful for us that we were not able to hold this tournament these past two years. It makes it just that extra special to see how people are celebrating together, playing football together, and how they come together because of this event. And that is precisely how it should be and that is what makes us."

Felix Fiege added: "I even saw the odd jersey being exchanged. Those are great moments and memories that you cherish – and I believe that when the DJ played Football Is Coming Home as the first song of the day, he scored so much better than Jens and I did on the pitch. It really felt a bit as if football came home today to FIEGE. A great thank you on my part to all those who participated. That was FIEGE at its best."

# Logistics with a tight grip

Falken Tyre Europe and FIEGE have been revving up the tyres business for 13 years. The opening of the new FIEGE logistics centre in Gengenbach launches the tyre maker's European expansion drive.



The collaboration between Falken Tyre Europe and FIEGE started at the Mega Center in Dortmund in 2009 – with the storing and distribution of tyres. Following years of a successful collaboration, Falken moved into the new multi-user centre in Gengenbach last year, which presents a milestone in the shared business interest. “With this new location, we are strategically situated in an ideal region to serve the entire European market. It forms the basis for our expansion drive”, says Stephan Stenger, Senior Manager Supply Chain at Falken Tyre Europe GmbH. Falken occupies over 30,000 square metres of space dedicated to logistics in Gengenbach.

## No overheating

From car tyres to original equipment truck tyres to the entire European aftermarket: Falken Tyre Europe is one of the big players when it comes to tyres. The subsidiary of the Japanese tyres maker Sumitomo Rubber Industries, Ltd. was looking for a logistics partner that could fulfil these dimensions – and found the right fit in FIEGE. In the meantime, clearing the tyres through customs has

also become part of the tasks handled. “Mutual understanding and trust have contributed to this highly positive partnership”, Stenger adds.

FIEGE stores and moves up to 1.5 million tyres for Falken on a logistics area of some 90,000 square metres spread across up to seven of its locations across Europe, including Poland and Hungary. “FIEGE convinces us time and again with its know-how of tyres and wide-ranging European line-up”, Stephan Stenger points out. After all, managing the tyres' age as well as fulfilling customers' wishes, the distribution network and the cross-border flow of materials are some of the biggest challenges in logistics for tyres.

## Keep it rollin'

Add to this regional growth, new distribution strategies as well as the availability of tyres and the product portfolio. “The decisive thing is to remain flexible and to adapt the logistics concepts to changed circumstances. FIEGE implements our wishes to perfection and is not only a flexible, but also a reliable partner”, Stenger emphasises.

Thanks to the scalable logistics concept of FIEGE, Falken never loses its grip on things. “Today's customers can have ambitious requirements. This includes, for example, 24-hour delivery or same-day delivery service. With FIEGE by our side, we will always live up to our customers' wishes”, Stenger concludes. Hence, the business with tyres is good to roll.



# The whole pallet

The online platform Palettenheld.com traces the journey of unit load devices in real time. FIEGE thus creates a more efficient pallet management with short routes that saves time, money, and effort.

Since 2018, Palettenheld.com by FIEGE relog GmbH has been on the market, offering modern systems solutions for unit load devices as well as digital services for a plus in planning certainty. And with much success: This system moved some 3.1 million pallets in 2021 alone. In the meantime, more than 50 clients from many different industries rely on this innovation. FIEGE relog GmbH's Palettenheld is the responsibility of Bernd Albers, Head of Operations, Klara Knösels, Head of Business Development, and Felix Hettlage, Managing Director at FIEGE relog as well as Managing Director of the Last Mile

business unit. “Palettenheld is a Germany-wide network composed of over 95 depots. It is also available in neighbouring countries. It facilitates a fast return and release of pallets. This means we buy and sell unit load devices and offer a tried and tested exchange and clearing concept which clearly reduces tied capital”, says Klara Knösels.

## Adding digital value for clients

Yet this service offering provides for much more than management only. Pallets can be provided, upgraded, repaired, or even recycled using this system. All unit load device movements, balances, account balances and exchanges as well as the quality are recorded digitally and merged in the client's account. Bernd Albers explains: “This gives our clients an instant overview to prevent backlogs, missing quantities and quality differences and ensure the smooth flow within the supply chain.”

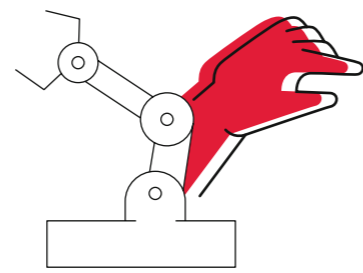
## Growing demand of pallets

Especially when times are challenging, and a scarcity of resources prevails paired with the price of raw materials growing substantially, swift action in planning the wood-based delivery units is the be-all and end-all of the transportation industry. This is compounded by pallet debts that the transport industry can incur. For example, when a shipper cannot exchange pallets and is forced instead to buy these in at a costly rate. The platform provides a solution for this. “We transport unit load devices on demand and to do this, we refer to pallet stock located near the buyer and offset debts through rebooking – or the client collects the pallets from one of our depots. This helps to prevent empty runs, which is good for the environment and reduces the cost of transportation”, says Knösels. Palettenheld also offers good conditions to handle the current challenges as found in the market so that pallets are always where they are needed, at the right quantity and preferred quality category.



Palettenheld: The online platform enables on-demand unit load device management.

# Automaton logistics



The signs are set for automation. Wherever possible and reasonable, automated assistance – from the conveyor belt to collaborative robots – is being employed across the World of FIEGE. In Apfelstädt, FIEGE has been turning out a special flagship project.

Following the launch of assembly-line production at his Detroit automotive factory in 1914, Henry Ford revolutionised the production industry. The division of labour meant that workers only had to perform very few movements, which accelerated the production process enormously. As a result, Ford produced cheaper and faster than the competition – and was able to offer his automobiles at a lower price.

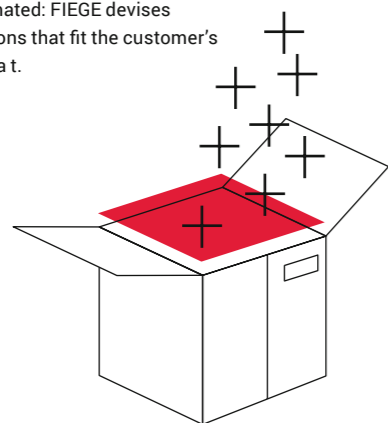
In logistics too, technical progress opens up new possibilities. Today's warehouses and transshipment points are highly automated. FIEGE has been using modern conveyor technology, autonomous transport systems and Artificial Intelligence in many places. And the trend is clearly rising. Rolf Beckmann, Director Engineering at FIEGE tells us: "We are investing strongly into automating our logistics centres. The goal is always to work out modular automation concepts which we apply on a project basis, to offer the best possible service to our clients."

## Levelling up omnichannel business

For example, at the location in Apfelstädt near Erfurt which is part of the Fashion & Lifestyle business unit, FIEGE is currently realising a special project for its long-standing client, SportScheck. Since 2014, the comprehensive range of services provided there includes warehousing, store distribution, eCommerce fulfilment, returns management and B2C parcel freight for the sports shop retailer. "To further increase product availability and warrant even shorter lead times, we will have installed one of the largest Autostores in Germany on an area of 10,000 square metres by the end of the year", says Stephan Wittenbrink, Managing Director of the Fashion & Lifestyle business unit.



From manual to fully automated: FIEGE devises modular automation solutions that fit the customer's individual requirements to a t.



**The signs are set for automation. Wherever possible and reasonable, automated assistance – from the conveyor belt to collaborative robots – is being employed across the World of FIEGE. In Apfelstädt, FIEGE has been turning out a special flagship project.**



The integrative warehouse system promises greater storage capacities on a distinctly smaller area. Also, it reduces manual order picking to an absolute minimum because in the future, these tasks will be carried out by 160 robots. They will be storing and removing the roughly 270,000 containers of the Autostore – up to 3,700 per hour. "This allows us to save valuable time and deploy our employees for tasks that add value to process flows which, in light of a shortage of skilled labour, is becoming increasingly important", Wittenbrink explains.

The scalable Autostore replaces the pouch sorter that has been in use to date in Apfelstädt. There will be an on-the-fly change to avoid productivity downtimes or a relocation of SportScheck. The pouch sorter will then be made available to other clients following the complete launch of operations at the Autostore in summer 2023. The investment for this automation project including the roughly 2.5 kilometres long conveyor technology totals around 40 million euros.

## Automatic efficiency

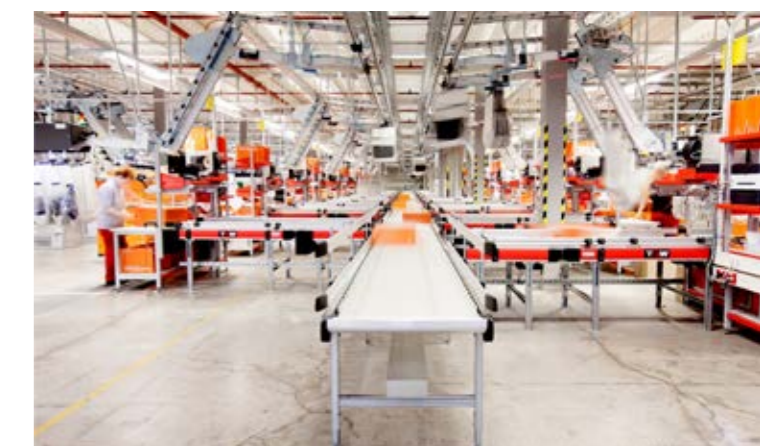
It is one of many investments into the core business of contract logistics. In total, around 100 million euros went to automation and warehouse technology alone over the past two years. "We want to be innovation leaders in logistics", says Jens Fiege, Co-CEO of the FIEGE Group. "Our locations are our hallmark, which is why we are resolutely moving automation forward at our warehouses."

FIEGE is setting up a further Autostore at the location in Reckenfeld. Moreover, two autonomous mobile robots (AMR) have been in operation here for some time. Artificial Intelligence helpers are also found at the branches in Emmerich, where pallets are automatically transported by AMR. The same will soon be the case in Burgwedel, Lower Saxony. Starting next summer, some 100 AMR (Locus Robotics) will assist with the order picking of garments. By 2027, this number is expected to have increased to 170 robots.

At the single-user centre in Budapest, the highly automated technology for packaging and outbound goods secures optimised fulfilment processes for zooplus. In Unna, Germany, FIEGE has set up both a shuttle warehouse as well as a pouch sorter plus the respective conveyor technology. In Łozienica, Poland, three sorting plants with a total capacity of 57 million items annually are circling away. Just about everywhere in the World of FIEGE, automation is the name of the game. Beckmann summarises things as follows: "We are constantly modernising ourselves to offer our clients pivotal added value and be the best possible as well as right service provider for them."



In Apfelstädt, FIEGE is adding one of Germany's largest Autostores to its on-site conveyor technology.



# ADAM & EVE



**At the FIEGE location in Greven-Reckenfeld, two Autonomous Mobile Robots assist with the storing of small items. We took a closer look at these little helpers.**

One can be forgiven for thinking that Segways have made themselves at home at the FIEGE Mega Center in Reckenfeld. On closer inspection, however, it becomes clear that the two cobots are robotic helpers of the TUGBOT model developed by RoboSavvy using the MOV.AI Robotics Engine Platform. The two little helpers handle the automated transportation between two disposal points of picked electronic items. Following a successful four-week pilot, FIEGE has now added two TUGBOTs to the team.

## **Difficult beginnings**

Initially, however, things did not necessarily look as if it would work out. “We first met RoboSavvy and MOV.AI a good two years ago via WAKU Robotics, one of our partners on automation projects”, as Jens Veltel from FIEGE Engineering recalls. Even though interest in the TUGBOT was considerable from the very start, a first pilot failed to materialise. “Back then we realised that the technology was not quite up to being efficiently integrated into our warehouse operations”, Veltel says.

One of the reasons for this was that FIEGE requires tests like these to work completely self-sufficiently with its own systems and without any ties to the manufacturer’s systems. “Our goal is to gather experience and develop an ever-greater feel for robotics. That explains why we not only analyse the technology, but most and for all if and how it would work within the World of FIEGE”, Veltel points out.

## **Flagged for follow up**

Although the first test was not crowned by success, FIEGE did not take this as a reason to break off contact with RoboSavvy and MOV.AI. Rika Voß, FIEGE Engineering, explains: “Once we believe in a certain technology, we do not let setbacks discourage us. We simply give the entrepreneurs more time to improve their developments.” The robotics experts were thus invited to a further Proof of Concept (PoC).

And this time, the TUGBOT and MOV.AI met expectations. It reliably manoeuvred the picking trolleys moving in alternating directions on a roughly 100 metres-long stretch. This stretch is located on the upper level of the two-storey building in Reckenfeld where the little helpers interact with pallet jacks and humans. “The coupling was specifically printed using a 3D printer so in principle, any system can be hauled”, says Voß.

## **Integration into standard operations**

Since processes ran smoothly, FIEGE decided to buy the two AMR and also gave them nicknames, as the key user in charge at the Greven-Reckenfeld location, Kevin Stulert tells us: “We call them Adam and Eve as they are the first of their kind here. By now they have covered some 1,000 kilometres each.” For now, the TUGBOTs receive their orders manually but it is conceivable that in the long run, they will be integrated into the on-site Warehouse Management System. The project team keeps an eye on all activities of Adam and Eve via the fleet dashboard.

The ROS-based MOV.AI Robotics Engine Platform feeds the TUGBOT with its robot navigation and fleet management systems that facilitate an autonomous operation. “The system updates the map of their area of operation which they use to independently find their way. As soon as a TUGBOT detects an obstacle, it stops and waits until the lane is free again”, Stulert says.

## **Man and machine**

On principle, automation is an ongoing process at FIEGE. In close co-operation with the Lean Management team, it is currently analysing how processes can be designed more efficiently – for example by avoiding unnecessary itineraries.

It is never about replacing humans, says Florian Greve, the operations manager in charge of the area where the autonomous robots are employed: “By providing this transport equipment the TUGBOTs handle trite and recurring tasks. This then frees our employees and instead allows them to add value to those process flows where human skills are indispensable.”

## **About FIEGE Engineering:**

The central Engineering team of the FIEGE Group deals with everything that touches on intra-logistics at existing facilities as well as new designs. Its activities cover all fields from cross-sector logistical consultation to conceptual and material flow planning, to technical sourcing through to the implementation of intra-logistical trades. Depending on what the clients need, the team based in Greven analyses and designs various warehousing systems, floor conveyor applications, automation solutions as well as technical innovation.



# Welcome to the Culture Club



**FIEGE extended an invitation for the fifth instalment of its FAST & FORWARD event held in Berlin. The goal of the annual networking event: Bringing companies and start-ups together to engage in a shared exchange and generate fresh stimuli. An expectation which once again was more than fulfilled.**

250 attendees from ten different countries, inspirational speakers from long-established companies and brand-new start-ups – they were all on fire for the same topic: Culture. The fifth instalment of the FAST & FORWARD event held in Berlin was more than just a lively exchange – it was also a resounding success.

“The future is human – welcome to the Culture Club”. That was the motto. And by the time the afternoon came, just about everyone felt part of this Culture Club. “Today was so much fun and showed us: Culture and working on culture are fundamental topics for every organisation! The colourful blend of attendees from different sectors, company forms and countries resulted in highly inspirational discussions. That is what makes FAST & FORWARD. We are taking plenty of new ideas and approaches with us, but also thought-provoking impulses”, Jens Fiege, FIEGE Co-CEO said during the concluding remarks which he drew together with Sarah Schimmelpfennig, Director Marketing & Communications at FIEGE.

### Culture as the basis for success

But let’s start from the beginning: After a laid-back get-together, Felix Fiege started the official programme jointly with Kati Wilmsmeier, Director Marketing & Communications at FIEGE. “Is culture the right topic for our current times? Does it fit well into the context while we are talking about a war in Europe and dealing with an energy crisis?”, the FIEGE Co-CEO asked, while also offering an answer: “Most definitely, the answer to this is a clear yes. Good culture forms the basis for mastering the challenges that lie ahead of us. For this reason, we must not put off this subject. On the contrary: We need to advance and drive it forward.” The dynamics and the changes continue to increase, so Felix Fiege. “How do we as an enterprise keep up with this, or, in an ideal scenario, even stay a step ahead? The goal is to find the right answers to this.”



One of the four impulse speakers: Laura Bornmann, Managing Director STARTUP TEENS & GenZ Talents.



Felix Fiege, Co-CEO of the FIEGE Group, welcomed the guests together with Kati Wilmsmeier, Director Marketing & Communications, to the fifth instalment of FAST & FORWARD.

### Wind of change

His speech was followed by four keynote presentations, notably from Bianca Lammers from the Culture Change 4.0 team of OTTO Group; from Jens Diekmann, Chief Business Development Officer at GALERIA; from Laura Bornmann, Managing Director of STARTUP TEENS & GenZ Talents; and from Dr. Reza Moussavian, Vice President People Products at Zalando. The common denominator: Change starts in the mind and takes a lot of courage. It is also always about dealing with unpleasant questions and truths. Bornmann summed things up in her presentation like this: "If there is no new mindset, no radical change that makes us more attractive as an employer, we will not be able to cope with the challenges that the future has in store for us. That is the reality. And we need to face this fact head on."

After that, the discussions took off. David Middelbeck, founder and Managing Director Edyoucated; Benedikt Weitz, founder and CEO of Loxonet, as well as Carolin Obernolte, Management Consultant Objektives & Key Results (OKR) Transformation, debated during the so-called Couch Talks with the presenter, Katharina Krentz and co-presenter, Martin Rademaker, Member of the Executive Board FIEGE Group, about how as a company one can live up to the individual needs of employees and ideally reach all employees through transparent communication and thus, ultimately, achieve the common goals. The audience also took the opportunity to contribute questions and stimuli.

### Hands-on sessions

To wrap things up, participants could then choose from four different hands-on sessions. The respective topics were Purpose, Culture, Leadership and People. The central questions were: Is purpose a necessary compass in constantly changing market environments, or merely a means to an end? And must leadership nowadays be participatory, appreciative, and personalised, or should it remain centralised? Now at the latest things became interactive. On a numerical chart from one to ten, participants were to rate their personal opinion of the two opposites.

### It is not only about producing sound, but about making music together

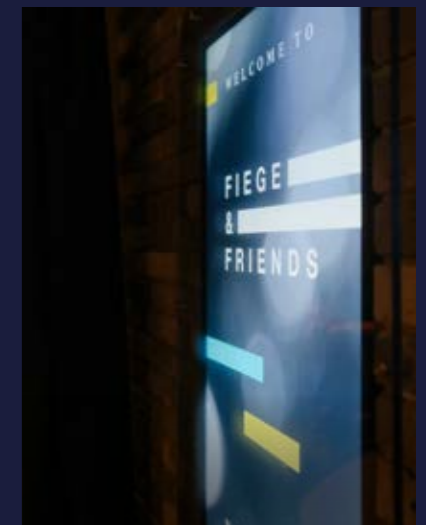
In search of these answers, guests could expect, as always, an exciting programme in the special ambiance of Von Greifswald in Berlin. To begin with, Dr. Raphael von Hoensbroech, Conductor and Chief Executive of Konzerthaus Dortmund, held the keynote. What at first sight may have seemed like a rather unusual choice as keynote speaker turned out to be the perfect match. What does an orchestra have in common with corporate culture? Spoiler alert: quite a lot. Just like a conductor who guides the musicians in tutti to harmonise their instruments, good team leadership ultimately thrives especially on uniting all employees with their many different talents, values, and opinions to achieve a common goal.

"To think in multi-dimensional spheres, to listen ahead, pay attention, create trust, and give constructive feedback. All of this without putting oneself into the spotlight", is how Hoensbroech described his recipe for success. He adds: "You can only win as a team. If you wish to bring about change, you will need to create a culture in which change is possible. It is vital that we as an orchestra, that is, as a team, not only play the right notes, but create music together."



### FIEGE & FRIENDS

The final wrap-up that took place at the plenum again was followed by a change of location this year. For the evening event, guests of FAST & FORWARD were invited to take in Berlin's night air. At the hip Bricks-Club on Gendarmenmarkt, FIEGE & FRIENDS came together for dinner and an after party and let the evening come to an end. After all, a good party can also be something that encourages culture.



"The future is human."

Top: Dr. Raphael von Hoensbroech hit the right notes with his keynote address.

Left: The entertaining presentations of the speakers made the audience laugh more than once.



# READY, SET, GO: EQUALITY AT FIEGE

## FIEGE's Equality Power project creates even greater awareness for equal opportunity and works out measures that help to advance employees at FIEGE in more ways than one.

FIEGE Equality Power is an international project that stands for equal opportunity across the entire Group. One particular focus here is currently the advancement of women. The male-dominated logistics industry has quite some catching up to do in this regard. At FIEGE as such, 41 per cent of employees are female – more than two per cent above the industry's average. But especially at managerial level, there are still too few women even at FIEGE. There are currently no women on the Executive Board; at senior management level, the share of women reaches 18 per cent. "We aim to do one better here. That is why we have worked out a range of different ideas that will not only move more women to join FIEGE, but at the same time offer them the opportunity to advance their professional career", says Klara Knösels, who heads the FIEGE Equality Power together with Claudia Scheins.

Jens Fiege, CEO of the FIEGE Group, explains: "FIEGE Equality Power is decisive for us in doing away with old patterns, becoming more diverse and promoting an even better culture at our organisation. The logic behind this is simple: When teams are more diverse, they make better decisions which also opens up a much bigger market of skilled managers for us. That is why I am thrilled that we have been pushing equal opportunity as consistently as we have. In the end, everything we do pays towards becoming the best possible employer – and that is precisely our goal. We are on a good path already, but we also realise that this is a never-ending journey."

### Sharing managerial responsibilities: FIEGE's tandem model

One specific measure here could be the tandem programme which was called to life in 2021. This programme has two people share the same managerial position, usually as a part-time constellation. Claudia Scheins explains: "This is how we enable colleagues to being promoted, and applicants to join us where before, this would not have been possible for them due to time constraints." But even for existing managers who do not wish to give up their position, the tandem model affords the opportunity to slightly reduce working hours to cater to capacity issues. As a transitional phase before going into retirement, the programme is also ideal to facilitate a thorough onboarding process to successors.

### The organisation behind FIEGE Equality Power

FIEGE Equality Power operates in three areas: Attraction and Recruiting is about strengthening the public persona of FIEGE as a solid employer for all genders and attracting new employees; Development and Retention is about supporting everyone at the company with their personal professional career, spotting potential and promoting them; and then there is Mindset, Bias and Transparency. This is where the project team works out concepts to change people's mindset and deal with possible bias. "To further strengthen this change and implement it across the whole of FIEGE, we devise, amongst other things, an anti-bias training because it is our aim to prevent bias and injustices. The goal is to introduce this anti-bias training as a mandatory programme for all executives by 2023", says Scheins.

### Empower and support

One big advantage: Many colleagues in the World of FIEGE are already familiar with FIEGE Equality Power, which is largely owed to a former initiative, FIEGE Female Force which created the groundwork for this. "In October of last year, a Group-wide project was then created. We are excited to see the readiness and interest regarding this topic and are thrilled that so many colleagues have voiced their willingness to co-develop concepts that promote equal opportunity at FIEGE and thus offer sustainable career opportunities to all", says Knösels.

Currently, the project team is comprised of 35 women and men who are dealing with concepts on alternative working models, the promotion of colleagues and Mindset Change. Moreover, they are supported by a further 50 so-called supporters and associates that fuel the topic at FIEGE as a voice within the organisation. Overall, it can be said that Everyone is in the same FIEGE Equality Power boat because more equal opportunity and diversity is best achieved together.

# From the Bosphorus to Down Under

**FIEGE has taken over World Fashion Logistics – and is strengthening and expanding its contract logistics operations in the Asia region. An overview.**

## Turkey

FIEGE offers cross-border logistics for B2B and B2C clients from the Fashion and Lifestyle sector from four Istanbul-based locations which combined provide around 10,000 square metres dedicated to logistics. Around 100 Turkish colleagues provide fulfilment solutions and in addition handle quality inspections.



## China

Since 2006, FIEGE has been offering flexible fulfilment solutions for clients from the Industry, Consumer Products, and Fashion Lifestyle segments. The seven locations are all located in Greater Shanghai, China's most dynamic economic zone. The team consists of around 400 colleagues and manages a logistics space that measures 100,000 square metres in size.



## Hong Kong

FIEGE's location in Hong Kong is in Tuen Mun (New Territories) which is lined by green mountains to the left and right. The team – comprised 100 per cent of women that originate from four different nations – specialises in cross-docking services, B2B, and B2C logistics.



## Singapore

In Singapore, FIEGE is at home in the district of Jurong East. The roughly 100-member team oversees warehousing, eCommerce fulfilment and store replenishment for clients operating within Consumer Goods and Fashion Lifestyle on around 13,000 square metres.



## Australia

On the Red Continent, FIEGE is represented at two locations in Sydney and assists businesses operating in the B2B and B2C segment with reaching their clients across the whole of country fast. Around 5,000 square metres dedicated to logistics are available in the Australian industry, finance, and trading hub.



China often describes itself as the Middle Kingdom. That sounds quite fitting, because even for FIEGE the most populous country on earth is right in the middle of its Asian business activities. In spring, the takeover of the textiles logistics company, World Fashion Logistics (WFL) proved to be yet another, and an important step. "This further strengthens our operations in the Asian market – which is an important market for us – and allows us to expand our expertise within textile quality inspection", says Alfred Messink, member of the Executive Board of the FIEGE Group.

However, in Asia, FIEGE is not only at home in the greater Shanghai area. The constantly growing Far East business unit maintains further branches in Hong Kong, Singapore, Turkey and even in Australia. "Following the takeover of WFL as a key strategic addition, we are now able to assist our clients in Far East even more strongly from the point of production onwards and direct our focus even more on fashion and eCommerce", says Messink about the plans. Below, we are introducing the Far East business unit.

To achieve ongoing success, one must dare to take risks and always remain open to fresh ideas that are good. FIEGE has been demonstrating this – now with its fifth generation – for almost 150 years. Ever more often, we seek to bring in fresh momentum from outside of our central organisation. We keep looking for disruptive business models to co-shape tomorrow's logistics. For this, we have called to life a new pillar of business called Ventures. How exactly does this pillar work? And how is it structured? Here are some answers to the most important questions.

# On the pulse of times

## What is the structure of Ventures at FIEGE?

FIEGE Ventures is comprised of three independent subdivisions: the Company Builder, XPRESS Ventures; the venture capital fund, F-LOG Ventures; and the subdivision, Strategic Ventures.

## Why do these three subdivisions exist?

These three self-sufficient vehicles speak to start-ups at different phases of their growth. While XPRESS Ventures supports start-ups as early as their formation phase, F-LOG Ventures provides the venture capital that already established enterprises need during their Seed or Series-A funding stage. Grown-ups or young enterprises with the potential to accelerate the implementation of our Group strategy have a dedicated partner in Strategic Ventures. This is how FIEGE assists across the entire start-up lifecycle.

## What are the goals that FIEGE is pursuing by building this segment?

In essence, it is always about staying on the pulse of times for FIEGE – i.e., to quickly spot crucial trends and business models which may lastingly change the logistics industry early, to ideally always be one step ahead of the competition. By cooperating with start-ups, FIEGE makes sure it has early access to innovations – allowing it to benefit both strategically as well as financially. Strategically, because as a provider of logistical services this may mean becoming a little bit better. Financially, because every investment simultaneously also targets a successful exit, meaning that the investment in the respective enterprise will be sold at a profit after a certain time.

## What is the respective strategy?

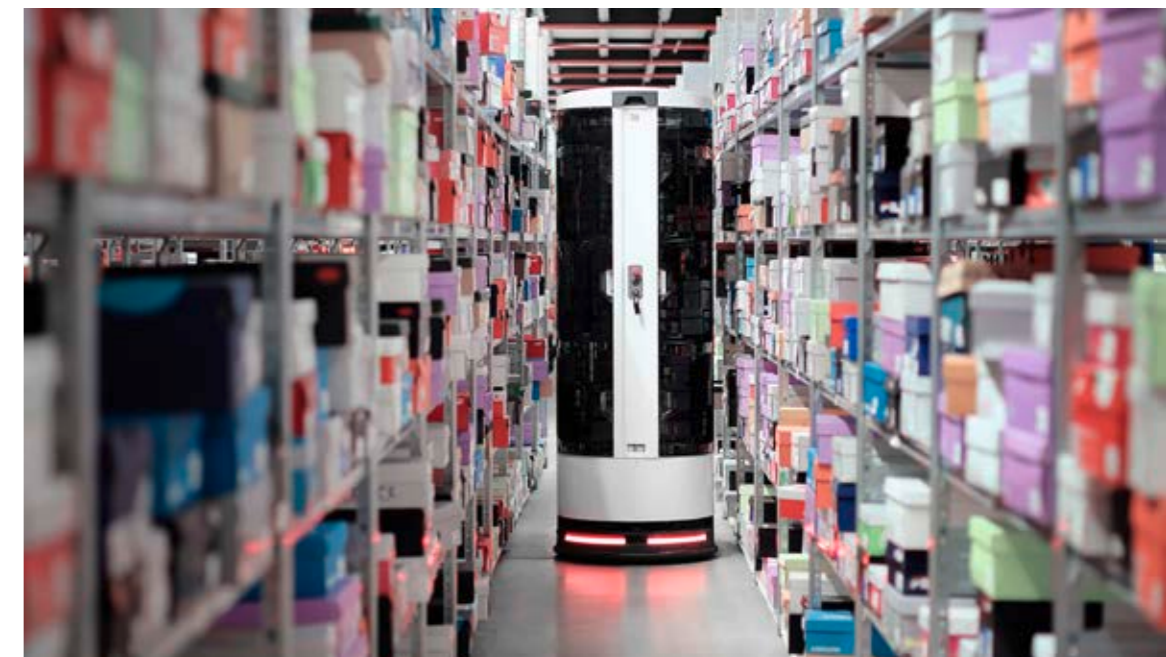
### And what are the differences between Strategic Ventures, XPRESS Ventures, and F-LOG Ventures?

As a rule, the focus centres on start-ups that tend to boost the corporate strategy of FIEGE. However, in certain cases, they may also compete with the core business. As for Ventures, there are various approaches at FIEGE.

**Andreas Pott**, Director Venture Capital at FIEGE, describes the approach of Strategic Ventures like this: "Strategic Ventures focus on the strategically added value which the start-up and we as a long-established family business can mutually offer one another. For this, we rely on a particularly close interconnection between FIEGE Ventures and the individual business units or departments to jointly work out a participation. This is not always compellingly a take-over since here, too, we are prepared to exit in the medium run."

**Matthias Friese**, Managing Partner at XPRESS Ventures says: "We aim to participate as early as possible in ideas that promise potential and that back founders with start-up funding, specific know-how and operational input from FIEGE in order to create unfair advantages together. This increases the start-up's chances of succeeding while FIEGE benefits from access to high-end technology which may tremendously boost the advancement of the core business. At the same time, we autonomously replicate business models and pursue our own company formations. Our proximity to the real pain points in logistics in this case is our initial advantage."

How everything started: The investment into the robotics start-up, Magazino was sort of the start to the Ventures pillar at FIEGE.



And **Tanja Rosendahl**, Managing Partner at F-LOG Ventures explains: “As F-LOG Ventures, we are the perfect partner for start-ups going through their Seed and Series-A stage which, next to venture capital, also wish to tap the know-how and networks in logistics. Our USP is any kind of support that goes beyond genuine funding. This is how we pave the way to expedite the growth of our start-ups and create positive effects through the possible collaboration with FIEGE, with clients, as well as with partners of FIEGE and other start-ups from our portfolio. However, this approach of ours is always exit-driven. Together with entrepreneurs and co-investors we target the mid-term sale of our shareholding in the start-up through which we wish to generate a return.”

**How long has Ventures been a part of FIEGE? And how has it evolved since?**

FIEGE Ventures was called to life with the FIEGE Innovation Strategy. The first spin-off here was Strategic Ventures in 2017. At the end of 2019 and in early 2020 we started setting up XPRESS Ventures and F-LOG Ventures. The Company Builder was institutionalised in 2021 as an independent vehicle. F-LOG Ventures was also formed in 2021.

**Andreas Pott** explains about Strategic Ventures: “One of our first cooperations was with the robotics start-up, Magazino. Since then, we have invested in a further seven businesses and have in part helped to build these up. Amongst the most renowned is the digital freight forwarder, Sennder which has already reached a value of more than one billion US dollar, meaning it has achieved Unicorn status.”



**Matthias Friese** gives details: “The XPRESS Ventures team by now is composed of seven venture builders. To this day, we have participated in two new start-ups and oversee in total five different ventures – and further participations will be added.”

**Tanja Rosendahl** of F-LOG Ventures adds: “Next to building the fund’s structures, the first challenge was to build an efficient team. At the end of 2020, even before the fund was founded, we had signed our first investment. That was a so-called warehouse deal, before the final closing by F-LOG Ventures followed in February 2021. F-LOG is currently invested in six enterprises that each have a different focus. In parallel, our five-ember team manages our portfolio that consists of 13 active start-ups of the Next Logistics Accelerator (NLA) in which FIEGE has also invested.”

**What are the current fields of investment and focal topics?**

**Andreas Pott**, Strategic Ventures explains: “We intentionally pursue a very broad line-up and invest in all areas that reconcile with the strategy of the FIEGE Group. We are very drawn to businesses that advance us in terms of digitalisation, or which can make our operational units even more successful. Also, we are interested in business models that could revolutionise our core business fields.”

**Matthias Friese**, XPRESS Ventures says: “We toy with ideas that provide a technological solution to logistical issues while promising a disruptive effect. This applies specifically to topics such as sustainability, warehouse automation and robotics, fulfilment and returns management, Last Mile logistics as well as the optimisation of supply chains.”

**Tanja Rosendahl** of F-LOG Ventures describes it like this: “The list of possible fields of investment is long and is routinely adjusted to reflect the latest market trends. In this moment, we are especially interested in Supply Chain Resilience and Transparency, Last Mile, City Logistics and Smart Warehousing. At the same time, beyond traditional logistics, we are keeping our eyes open for business models that look to optimise process flows or reduce costs. Sustainability always plays a central role in this regard.”

The XPRESS Ventures team: Newton Davis, Aleksandra Drixler, Philipp Tessmann, Adrian Graf, Sama Marshahvalad, Matthias Friese and Ole Poppinga (left to right).



The F-LOG Ventures team: Daniel Granados, Tim Gudelj, Andreas Pott, Tanja Rosendahl and Michael Geers (left to right).

**What does working with a start-up look like?**

All things considered, every time we work with a start-up, it is something uniquely different. But still, there are certain guardrails within which we navigate.

**Andreas Pott** describes Strategic Ventures like this: “Strategic cooperations follow a clear plan. During the investment phase, we specify concrete milestones and goals which are then implemented step by step.”

**Matthias Friese** answers XPRESS Ventures: “We invest at a very early stage in those start-ups. The exchange is therefore very diverse and intense. Our advice touches on matters such as new additions to the team or the legal structure of the company. We also assist with advancing the product and setting up the organisation and provide support with carrying out funding rounds, plus we contribute operational input from FIEGE.”

**Tanja Rosendahl** of F-LOG Ventures adds: “During the first talks we already define the areas, for example, product development or sales, for which we can offer support through specific know-how and access to our or to FIEGE’s network. What that may look like depends on the individual needs of the start-up and does not follow any standardised model. It naturally takes place in agreement with the respective start-up.”

**Profile Strategic Ventures**

Launch: 2017  
 Team: Andreas Pott (CEO)  
 Investments: Westphalia DataLab, Magazino, heyconnect, Retromotion (Asellerate), Spacefill, Sennder, Nomagic, GoKarla  
 Vision: “We leverage FIEGE’s true assets to accelerate strategic achievements and gain financial returns.”

**Profile XPRESS Ventures**

Launch: 2019  
 Team: Matthias Friese (Managing Partner), Adrian Graf (Partner), Newton Davis (Senior Venture Architect), Ole Poppinga (Venture Architect), Sama Marshahvalad (Venture Architect), Philipp Tessmann (Venture Architect), Aleksandra Drixler (Venture Architect)  
 Investments: Zenfulfillment, Apothera (MYA), PaketConcierge, Angel bringt’s, Opticert  
 Vision: “We are building the logistics champion of tomorrow”

**F-LOG Ventures**

Launch: 2020  
 Team: Andreas Pott (CEO), Tanja Rosendahl (Managing Partner), Tim Gudelj (Managing Partner), Michael Geers (Investment Manager), Daniel Granados (Investment Analyst)  
 Investments: Talpasolutions, Smartlane, Natif, Speiz AS, Yababa, retraced (NLA Portfolio)  
 Vision: “We help tomorrow’s champions disrupt logistics markets.”

# A new route towards green logistics

Climate neutrality is not achieved overnight – but FIEGE is definitely on its way. Climate neutrality has been laid out clearly and established as a goal. But how does an enterprise change into becoming a sustainable business? It needs determination, focus, conviction – and a good plan.

Action speaks louder than words. That is how it has always been. In this case, the words are loud and clear. “We want to hand not only a financially sound company to the next generation, but also one that is climate neutral”, says Felix Fiege. Of course, he knows and is fully aware that the path to climate neutrality is long and difficult. However, as FIEGE CEO who manages the company together with his cousin Jens Fiege in the fifth generation, he tells us that “we are determined to pursue this path and reach our goal – also in light of the fact that there is absolutely no alternative to this.”

Therefore, now is the time for action. The activities are managed and coordinated by the Corporate Sustainability division. This is where everything comes together. The idea is to anchor the topic of sustainability even more strongly in FIEGE’s DNA than in the past. And it is also about advancing the development of the entire company even faster towards becoming more sustainable and to integrate this into the respective business processes.

## Integrated approach towards sustainability

Sandra Achternbusch, Director Corporate Sustainability at FIEGE, describes this approach as follows: “We have ambitious goals. For this reason, we are working on sustainability becoming a fixed element of our processes and incorporating the idea of sustainability in a structured manner into every decision.” That is how FIEGE will transform into an even more efficient and resilient enterprise, Achternbusch adds. “And we will benefit from an integrated approach of business activities towards sustainability.”

But business comes before pleasure. Before the first set of measures was tied, the status quo had to be analysed. Where is the company today? Are there possibly any negative effects? And what are the possible solutions with a view to environment and society? “While developing our sustainability strategy we conducted a materiality

1 responsible Corporate Governance			2 Protection of our environment and our climate		3 Responsibility for our employees	
Sustainable Corporate Governance	Innovation & Cooperation	Social Commitment	Climate Protection & Environmental Protection	Resource Efficiency	Conditions of Employment	Employee Development & Training
We are and uphold a healthy organisation by means of sustainable measures and activities.	We sustainably revolutionise the sector through Innovation & Cooperation.	By supporting regional projects in cooperation with municipalities and residents, we provide for a liveable and safe environment.	We reduce all emissions by sustainably transforming our business activities and ensure the preservation of our environment.	We heed the economical and careful use of natural resources, identify potential savings, and adapt our processes accordingly.	We consider the advancement of our employees to be an essential element of our corporate success.	To us, equitable working conditions are the basis for a long-term and successful collaboration with our employees.

analysis which identified issues that are possibly relevant to FIEGE. We then analysed them from the perspective of inside and outside stakeholders”, Achternbusch points out. This resulted in a comprehensive picture of what is expected in terms of sustainability from an organisation like FIEGE.

## Sustainability at FIEGE: More than climate and environmental protection

The result: In collaboration with the Executive Board and employees as well as through talks held with clients, persons working in science, with non-governmental organisations, with suppliers, but also after holding interviews with fellow competitors, three fields of action with in total seven focal topics were defined for the strategic advancement of the company. “It is important”, says Achternbusch, “that we understand sustainability not just as the protection of our climate and environment, regardless of the topic’s justified priority, but on a more integrated scale. That is why our seven focal topics, next to climate protection and resource efficiency, also include sustainable corporate governance, innovation and cooperation, social commitment, the development of our employees and our working conditions.”

There is no lack of specific projects and action. For example, FIEGE has been building its logistics properties in line with the highest standards established by the German Sustainable Building Council (DGNB) by using photovoltaics. These systems already produce over 30,000 megawatt hours of solar energy on an area of more than 350,000 square metres on the rooftops of its logistics centres. Moreover, FIEGE has been buying in CO<sub>2</sub>-neutral energy which results in a reduction of several thousand tonnes of CO<sub>2</sub> annually. Electric mobility also plays a major role and first pilots with electric trucks

are already up and running. In addition, the Josef Fiege Foundation supports national and sustainable organisations and projects that assume responsibility for young children and the youth who have not always had it easy in life. “In the end, it is an interplay between different factors, experts and business units”, says Achternbusch, adding that “we will only reach our goal when we work together resolutely as an entire company towards this.”

## Next step: CO<sub>2</sub> footprint

A further important step towards climate neutrality is about to be reached. In the first quarter of 2023, FIEGE will publish its first sustainability report and generate a national carbon balance sheet that focuses on its own consumption. In the year after, emissions from, for example, forwarding partners and thus a carbon balance sheet for the entire Fiege Group is to be added to the sustainability report. “If you know exactly where emissions come from”, Achternbusch explains, “you can specifically target this to reduce them, if not avoid them altogether – and this is the very challenge we are taking on. Because what we want is not to offset, but to sustainably reduce or prevent emissions.”



**Sandra Achternbusch**  
Director Corporate Sustainability

# Electrified

**When it comes to sustainable transportation, FIEGE has been driving an integrated strategy, taking the fast lane for climate neutral electric vehicles and the tracking of its CO<sub>2</sub> footprint in all logistical areas.**

Sustainability has been a part of FIEGE's DNA for decades. This year, emissions tracking was launched as one of many steps taken towards climate neutral road haulage. Sustainable Transportation is a Fast Moving Consumer Goods (FMCG) project which is the responsibility of Heinrich Schorn, Head of Transport and Hendrik Janke, Project Head Transport. "To us, sustainable logistics is one of our highest priorities. With this project we aim to reduce CO<sub>2</sub> emissions across the board at FIEGE as well as for our clients, and accompany them on their journey towards green logistics", Schorn explains.

## First step: emissions tracking

A crucial element of the project is emissions tracking which has been devised in collaboration with the Business Intelligence team. The project went live in September. Via a cloud-based telematics platform, service providers' consumption data are fed to warrant precise,

cross-process tracking for the future. These data are to be merged for clients and employees and made available on the digital myFIEGE portal. "This allows us to keep an eye on our clients' CO<sub>2</sub> footprint and implement measures to reduce emissions along the supply chain", says Hendrik Janke. CO<sub>2</sub> emissions that cannot be prevented can be offset by climate protection projects. Emissions tracking is to be certified according to the Global Logistics Emissions Council (GLEC) standards.

## Electric and on the road as of 2023

Next year, climate neutral transportation will gain even stronger momentum. In a pilot, four electric trucks will hit the road as a cooperation with one client based respectively in Biblis, Bocholt, Bremen and Münster. The project will be overseen by FIEGE tec in terms of servicing, maintenance, and operation. "Our first fleet of electric trucks will be tested in those four regions to gain information on different traffic infrastructures and their impact along our supply chain which we will then be taken into consideration for our e-mobility strategy", Schorn adds. The all-electric tractor-trailers will be used on set routes within a 130-kilometre radius. The trucks, according to the manufacturer and depending on their load, are expected to cover a distance of anywhere between 250 and 400 kilometres. To ensure sufficient power, fast charging stations with a charging capacity of 150 kilowatt hours are already being tested and installed at FIEGE locations.



# Sustainable growth

**As one of Germany's leading logistics property developers, FIEGE rolled out many new construction projects in addition to expanding already existing ones in 2022. Below, an overview.**

## Zaandam (near Amsterdam)

In the province of Noord-Holland near our current location, we built a new building featuring four warehouse sections and a mezzanine floor plus modern offices and communal rooms. The key tenant of this facility which can accommodate multiple users, will be our Dutch subsidiary, FIEGE B.V., which will consolidate and further grow a large share of its clients' operations at the site while using the offices as its new headquarters. The nearby container terminals of the Port of Amsterdam as well as Schiphol airport make this location an ideal hub within one of Europe's strongest economic regions.



Size of land:	55,550 square metres
Warehouse space:	43,000 square metres
Start of construction:	October 2021
Completion:	August 2022
Launch of operations:	End of 2022

## Peine (near Hanover)

After only ten months of construction, we completed our new multi-user centre in the industrial estate in Peine in December 2021. The logistics property features three warehouse segments, one mezzanine floor as well as two annexed office ensembles. With this new distribution hub in the metropolitan region of Hanover-Braunschweig-Göttingen-Wolfsburg we fulfil our growth strategy for Consumer Products and create around 150 new jobs. The outstanding access to the key transit routes, the A2 and A7 motorways, makes this logistics centre predestined for omnichannel logistics and international procurement.



Size of land:	65,000 square metres
Warehouse space:	31,000 square metres
Start of construction:	August 2021
Completion:	May 2022
Launch of operations:	June 2022

### Barleben (near Magdeburg)

With our ultramodern logistics centre in Barleben to the north of Magdeburg, we are setting new standards. This is the first FIEGE site of its kind which achieves both the WELL Building Standard from the International Well Building Institute as well as the Platinum certificate by the German Sustainable Building Council (DGNB). The four-hall multi-user centre which Salutas Pharma will be moving into as the key tenant is a further flagship of our Healthcare business unit. The location – favourably accessing local traffic infrastructures – caters to the handling of sensitive medicines thanks to a permanently temperature-controlled warehouse and a storage for prescription drugs. Its efficient building control system, a non-gas-powered heating unit as well as two PV systems make the building one of the most sustainable pharmaceuticals logistics centres in Germany.



Size of land: **90,000 square metres**  
 Warehouse space: **42,000 square metres**  
 Start of construction: **January 2022**  
 Completion: **October 2022**  
 Launch of operations: **Early 2023**

### Emmerich (Lower Rhine)

Since April, we have been expanding our multi-user location in Emmerich whose first expansion phase was completed back in autumn of 2019. The addition, which has its own mezzanine floor and a green office wing, doubles capacities on the Lower Rhine and creates around 80 new jobs. The energy concept, comprised of cutting-edge building control technology, heat exchangers and a permanent LED lighting system, makes this location especially sustainable. The key tenant will be a maker of household products, Wenko from Hilden. Located in between the A3 motorway and the Emmerich Container Port, the logistics centre has been awarded the Gold certificate by the German Sustainable Building Council (DGNB) and boasts optimal accessibility to crucial transport routes.



Size of land: **12.5 hectares**  
 Additional logistics areas: **32,000 square metres**  
 Start of construction: **April 2022**  
 Completion: **January 2023**  
 Launch of operations: **Q1 2023**

### Hamburg

Last year we sold the Spectrum logistics property to DWS and tied this sale to a long-term leaseback. This results in the location maintaining its crucial strategic relevance for us which it also has due to its proximity to Germany's largest seaport and the vital north-south route, the A1 motorway. The building was recently expanded by a second building section which allows us to extend additional flexibility to our clients operating within the Tires as well as FMCG sectors.



Size of land: **160,000 square metres**  
 Additional logistics areas: **20,000 square metres**  
 Start of construction: **December 2021**  
 Completion: **October 2022**  
 Launch of operations: **End of 2022**

### Budapest

In June, we launched operations at a new single-user centre which is situated near the capital of Hungary. 41,000 square metres of logistics space were built over two expansion phases for zooplus SE. The highly automated, modern logistics centre is located directly near the most important transport route, the M0. The logistics centre thus offers ideal conditions for Europe's leading online retailer for pet supplies. Numerous skylights in the roof and energy-saving LED lighting create a solid energy footprint and optimal working conditions. FIEGE Real Estate assisted with this project in an advisory capacity.



Size of land: **67,000 square metres**  
 Logistics space: **41,000 square metres**  
 Start of construction: **November 2020**  
 Completion: **March 2022**  
 Launch of operations: **June 2022**

## New room for ideas

### Münster

In August, we laid the foundation stone for the new office building at Münster's Stadthafen district. The new site at the city's Kreativkai is to merge our business segments and digital units under one roof and provides space for around 550 employees across six floors. Moreover, the spacious offices are infused with light and offer a great workplace environment for our spin-offs and partner-like start-ups. Other highlights include an in-house catering offer, a large workshop space and a rooftop terrace overlooking Münster.



Size of land: **4,743 square metres**  
 Office space: **10,000 square metres**  
 Start of construction: **June 2022**  
 Completion: **Early 2024**  
 Launch of operations: **Mid-2024**

# “WE ARE ON THE PATH TO BECOMING A LEANTASTIC COMPANY.”

**FIEGE has set itself the goal of becoming a little bit better every day. The magic word here is: Lean Management. Maj-Britt Pohlmann, Director Operational Excellence, talks about challenges and goals.**

**You have been with FIEGE since 2020 and today are its Director for Operational Excellence. What has happened these past two years within Lean Management at FIEGE?**

When I joined FIEGE, we were still at the beginning. The team was comprised of 20 colleagues back then who had only just wrapped up some of our initial projects. Today, we have over 70 allies and have implemented Lean Management at 92 locations and further professionalised our methods. Last year, we rolled out over 100 optimisation projects with our clients. Whenever we trigger something, its success becomes measurable. The topic resonated with FIEGE and is on the path to being anchored in everyone’s mind. This year, we staged a first in the history of FIEGE with a three-day Leantastic event which was attended by all Lean Managers at our headquarters in Greven. The vibes and the enthusiasm for the subject of Lean Management within our Group was unbelievable!



**Maj-Britt Pohlmann**  
Director Operational Excellence



**For anyone who is not yet that familiar with the term Lean Management: What are your tasks within the company? And what are your goals?**

Lean Management is the philosophy of continuous improvement. It is about optimising all process flows within an organisation. And this requires the right mindset, a special understanding of leadership, a module set with different methods and Best Practice Sharing. We want to shape FIEGE into becoming a Leantastic enterprise. It is our goal to empower all employees to question our processes and structures, to spot any potential for optimisation and to initiate change. That is why we motivate our colleagues to ask themselves the question every morning: What can I improve today?

It is always possible to make some sort of improvement. Does a lean management approach ever end? Definitely not! One Lean principle is to strive for perfection – and that implies that there is always potential for optimisation. This does not require the perfect solution from the very start. Instead, the goal is to apply the art of small steps. Better to improve by one per cent today than never to reach the 100 per cent we are aiming for. Since the market

and the technological environment are changing faster with new requirements, we need to be agile and respond with process changes. This is where Lean impacts all processes at our company – from warehousing to transportation to key administrative practices.

**And do you sometimes have to overcome obstacles?**

One of the biggest obstacles is this sentence: “We have always been doing this like that.” Because here at FIEGE, we have many employees who have been working with us for a very long time and offer an incredible wealth of process expertise, this angle is completely understandable. It is therefore even more important to involve each and every one on this route to constant improvement. Especially those colleagues who work daily on the process, they often have the best ideas about how we can do things even better. And we tap this knowledge to define new standards. Trial and error are expressly permitted for this process. If at first we don’t succeed, we just try again.

**Which role does innovation and automation play in this regard?**

A very big one! Operational Excellence is the umbrella under which we merge process-relevant areas like Engineering, IT, Quality and Lean Management with representatives from the operational business units. We work on strategic fields of activities within automation, digital process solutions and process excellence for which we create solutions that we roll out with a structured organisation. For this, our Engineering and IT teams constantly screen the market for new technologies that boost our process goals. All of this is paid forward towards our corporate-wide roadmap for our 2027 Process Vision which we will use to create competitive advantages for our clients and an inviting, organised working environment for our employees. We make our processes Fit for the Future!

**FAST & FORWARD Podcast, episode 6**



Lean-Management: Streamlined processes in logistics.

# KEEP COOL

**FIEGE has built one of Germany's most sustainable locations for pharmaceuticals in Barleben. Sensitive medicines and prescription drugs are just some of the pharmaceuticals stored on an area of 42,000 square metres located to the north of Magdeburg.**

For Tobias Barth, this was a very special project. Shortly after construction of the new multi-user centre in Barleben had started, he became the project lead. With optimal transport accessibility in direct proximity to the A2 and A14 motorways, the pharmaceuticals property which meets the highest sustainability standards that FIEGE has realised to date was built within a few months only. This provides the Healthcare business unit with 42,000 square metres of additional logistics space. The project was implemented by FIEGE Real Estate.

"The decisive issue for healthcare logistics is to uphold the cold chain. Thanks to various temperature zones, we are able to store even sensitive medicines in Barleben", Barth explains. For its key tenant Salutas Pharma GmbH, which is part of Sandoz Deutschland, FIEGE will oversee all warehouse logistics operations, from incoming goods to order picking to outbound logistics, in the future.

Dirk Berlemann, Managing Director Healthcare, adds: "The highlight of this location is hands down its handling of prescription drugs. This is where we meet the highest requirements in terms of security and documentation." The separate warehouse for prescription drugs has its own, strictly monitored access. The ventilation systems are fitted with mesh and the use of ultrasound sensors helps to record vibrations and irregularities. "This is the Champions League in pharmaceutical logistics", Berlemann adds.

And even when it comes to sustainability, FIEGE plays in the top league in Barleben. The building has been awarded a Platinum Certificate by the German Sustainable Building Council (DGNB). Thanks to its air-source heat pumps, it is fitted with a non-gas-powered heating unit while two photovoltaic systems have been installed on the roof which produce electricity for both captive use and grid feed-in. Also, the multi-user centre is FIEGE's first location that has been rated according to the WELL Building Standard. To qualify, the International WELL Building Institute reviews parameters that promote the health of employees. This includes, for example, the use of eco-conscious construction materials, the quality of water and ambient air, heat and acoustics in addition to inviting meeting spaces that strengthen a community feeling.

Barth is thrilled about the special status of the branch which he will be in charge of in the future: "We focus on the human being and invest clearly more in this segment than German law requires from us. After all, we aim to warrant that not only the pharmaceuticals are securely stored here with us, but also that our employees stay fit and healthy."



The Champions League of Healthcare Logistics: The ultramodern multi-user centre in Barleben is one of Germany's most sustainable pharma locations.



# NEWS

## Power under the sun

The rooftops at our locations in Gengenbach in the Black Forrest and Zülpich near Cologne are fitted with large photovoltaics which produce solar energy for captive use. The PV systems form a key element in becoming a climate neutral enterprise as fast as possible. Roughly 350,000 square metres of our rooftop surfaces have already been fitted with photovoltaic panels. Currently, the new multi-user centre in Barleben as well as the extension to our existing branch in Emmerich are both having PV systems installed.

## Largest shareholder of heyconnect

We have increased our shareholding in heyconnect GmbH to over 90 per cent. With this step we are setting the course for the further growth and successful future of the Hamburg-based specialist for online marketplaces. "In light of the growing relevance of online seller platforms for both the B2C and the B2B segment, we will continue to significantly invest in heyconnect to become Europe's leading omnichannel provider", says Christoph Mangelmans, Managing Director of FIEGE Digital Services.





## Beam Suntory relies on FIEGE

In July, we took over Beam Suntory's warehousing, value-added services, and parts of its transport logistics. The global beverage manufacturer is known for brands like Jim Beam, Maker's Mark, Courvoisier, Yamazaki, Laphroaig and Bowmore. We handle these operations on around 10,000 square metres in Bocholt, Münsterland. Due to one of Europe's largest excise warehouses, the location is ideal for business with spirits.

## Good wine, good logistics

We are the new logistics partner for the maker of good wine, Lobenbergs Gute Weine. The Bremen-based business, which is one of the leading wine e-tailers, is optimising its logistical set-up in line with its strong growth. Since mid-2021, FIEGE has been overseeing warehouse and distribution logistics for the B2B and B2C segment as well as far-reaching value-added services for Lobenbergs Gute Weine.

## Sharing a path with Digitec Galaxus

In spring, we took over parts of the logistics for the top Swiss eCommerce player in Oftringen, Switzerland. The store distributes a range of merchandise via the Digitec and Galaxus online platforms and sells everything from IT to fashion, from interior décor to food. At our location in the canton of Aargau, we store some 50,000 maxi products on around 12,000 pallet places in a high-bay store in addition to taking on inbound goods and readying them for shipment.

## Intelligent charging park for EVs

Visitors and employees at our service HQ in Greven may now charge their vehicles with even more efficient electricity. The intelligent charging park which we have tested in collaboration with E.ON and which in the meantime has gone live, taps smart xSite technology. The key feature: Dynamic load management which automatically taps more energy to charge the EVs as soon as the building's power consumption drops. At the same time, bi-directional charging points also provide for the opportunity to use the electric vehicles to store power. The energy can thus be drawn from the batteries of the electric vehicles when the EV is expected to remain at the charging point for a long time, so that the electricity is then put to better use when tapped by the building.



## F.A.Z. and FIEGE restructure delivery services

Jointly with Frankfurter Allgemeine Zeitung (F.A.Z.) we have formed Boxit GmbH. The new company, in which F.A.Z. holds 49 per cent and FIEGE 51 per cent, will take over the Germany-wide delivery of periodicals in the future which previously was in the hands of the current joint venture, Medienservice GmbH & Co. KG. This step aims to further expand the business segment for letterbox-sized merchandise shipments in addition to the already existing and rapidly growing periodicals operations.

## Gripping helper

Since June, so-called Power Suits by German Bionic have been supporting our employees at the FIEGE Mega Center in Ibbenbüren. The exoskeleton, which is as convenient to wear as a backpack, actively assists with lifting anywhere up to 30 kilograms. This relieves our employees when executing physically demanding and repetitive tasks while at the same time warning them as soon as the strain is too much. To analyse and constantly optimise the working processes, the innovative devices are completely interconnected with each other via a systems platform.





70 years old and still going strong: FIEGE's vintage Büssing 8000 was recently restored and is looking as fresh as ever.

## 150 years in motion

**FIEGE will be celebrating its 150th anniversary in 2023. Many special events are planned for the anniversary year, all with a view to saying: Thank you!**

In 1873, Joan Joseph Fiege founded a small haulage business in Greven in Westphalia. Today, almost 150 years onwards, the brand of FIEGE stands for cross-sector services in Logistics, Digital Services, Real Estate and Ventures in both Europe and Asia. "Next year, we will be celebrating a very special milestone with our 150th anniversary. We wish to take this as an opportunity to focus on our employees – meaning those who helped our family business to become what it is today", says Jens Fiege, CEO of the FIEGE Group.

More than 23,000 colleagues are working at over 130 locations in 16 countries for FIEGE by now. "In summer we will be organising regional festivities for the FIEGE Family which we, as members of the family business, will be attending together with members of the Executive Board in the format of a roadshow. And even the legendary FIEGE Soccer Cup will be given a special touch in our anniversary year", Jens Fiege tells us about the plans.

Always tagging along: The Büssing 8000, an articulated truck which was built in 1951 and which has been meticulously restored in the original FIEGE livery. "The historical truck is one of only three roadworthy models in Germany. Some of our former colleagues – above all, many former ones now in their well-earned retirement – very well recall the time when this model was used by FIEGE. They get this sparkle in their eyes when they see the Büssing for the first time. It symbolises that we have been in motion for quite some time now", Jens Fiege says.

Felix Fiege adds: "Our relationships with our clients are more like partnerships, many of which will have existed for decades now. They likewise form an indispensable part of our success story – and that is what we wish to say thank you for." For this, FIEGE will be organising several regional customer events to engage in an exchange and to network in the upcoming year. Moreover, there will be a specially-designed anniversary logo, a new image film and a special edition of the LOGO magazine. "We wish to look back at our moving past while at the same time look forward to the future", Felix Fiege says. "We are especially looking forward to celebrating our anniversary with the entire FIEGE family and all friends of our company!"

150  
TOGETHER  
IN MOTION



**We set everything  
in motion.**

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[www.fiege.com](http://www.fiege.com)

