

trailer world

BPW's Customer Magazine

Issue Two 2011



Employee Wanted

Strategies for combating the shortage of qualified, skilled workers in the logistics industry



Dear Readers,

The present economic situation cannot be compared to the second half of 2008, when vehicle manufacturers and the transport industry were still giddy over the full order books and hurtled headlong into the economic crisis. The next potential economic slump – the fall reports from the leading German economic institutes forecasting a reduced growth rate of only 0.8 percent for 2012 – was overshadowed by contradictory news: currency and national debt crises on one hand, good balance sheet figures for German industry on the other, even if those figures had not yet returned to the pre-crisis level.

In addition, I do not believe that we will see an economic trend like the growth years of pre-2008 with the unreal boom year of 2007, at least not in the foreseeable future. It is not an option to just „keep it up“, simply trusting that all will end well. The challenges in the global economy, but also locally, are too complex to take that approach. We have to be prepared for everything, invest in creative people and new, convincing products. And we need to remain more flexible within our structures, so that we are able to adapt quickly to new situations and increasing volatile economic trends, without jeopardising our performance and efficiency or compromising our innovation and quality standards. Finding qualified, skilled employees is but one of the challenges – albeit the one that is the focus of this issue of trailer world.

The excellent examples of many of our loyal customers make me confident that we are on the right track together.

I hope you enjoy reading the insightful and informative articles in this issue of trailer world.

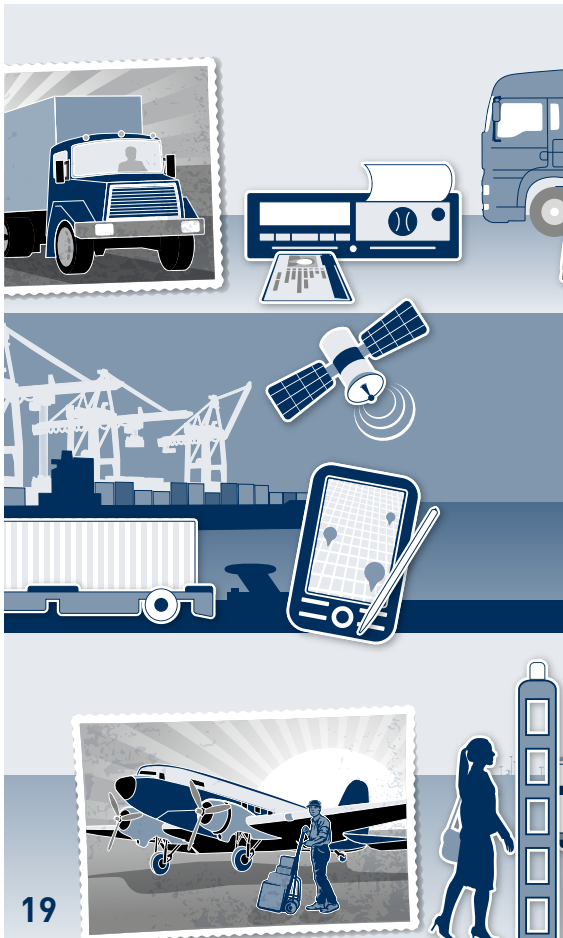
Sincerely yours,

Dr. Bert Brauers, Member of Management Board/Sales

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Ten mountainous kilometres



Challenging race through the Allgäu region: The BPW team participated for the first time and fared very well.

■ The BPW team from Wiehl know steep ascents very well, since they are a common feature in their own home area. But during the 10-kilometre run for the transport and logistics industry in Allgäu, the BPM team really worked up a sweat. During the first three kilometres alone, the runners had to master a 170-meter difference in elevation – straight uphill, naturally. Together with about 100 other participants, they tackled the athletic challenge on 17 September. The run was organised

by the trans aktuell trade journal (published by the ETM publishing house in Stuttgart) and logistics provider ANSORGE. The venue for the event was the town of Biessenhofen, in the Eastern Allgäu region of Bavaria. The BPW running team was on the starting line for the first time. Heinrich Picker, from Industrial Engineering, was the first BPW representative to reach the finish line, coming in with an excellent time of 49:04 minutes – and was quickly followed by his teammates.

Everything from a single source

■ Chassis specialist BPW supplied the Maschinenfabrik Meyer-Lohne engineering works, based in Lower Saxony, with complete, pre-assembled chassis, including auxiliary frames, for four liquid manure tankers. The chassis were individually tailored to the specific

requirements of the company's delivery vehicles. "BPW provided us with exactly what we needed," affirmed Hubert Meyer, General Manager of Meyer-Lohne. Equipped with approximately 200 manufactured vehicles, the company expects a successful business year in 2011.



Handover of the Meyer-Lohne liquid manure tanker to the first customer, the Otten subcontracting company from Schwarmbe.

Awarded as best brand



■ For the fifth time in a row, BPW won the "Best Brands" image award in the "Trailer Axle" category. Readers of the Fernfahrer, lastauto omnibus and trans aktuell commercial vehicle

trade journals voted for their favourite brands in 22 categories. Dr. Bert Brauers, Executive Director/Sales at BPW, accepted the award at the ceremony in Stuttgart. The award distinguishes the prize winner's degree of recognition, excellent product policy and professional management of the brand.

Hidden champion



■ How valuable is a brand? How important is it to the German world leaders in the capital goods sector, and what impact do brands have on the success of a company? That is the subject of the study titled "The Brands of the German Hidden Champions 2011", conducted by the Biesalski & Company consulting firm. BPW Bergische Achsen KG ranked 17th, with a "hidden champion index" of 107.1

VDA cautiously optimistic

■ The Association of the Automotive Industry (VDA) looks into his economic barometer in a positive direction towards 2012. If Europe's real economy continues to prove to be stable, a deserted used commercial vehicle market continues to a high demand for new vehicles. Also the international markets are catching up. However, the U.S. market did not reach again the pre-crisis level, and the registration in China stagnated after a strong growth at a high standard.

350,000

The number of ECO Disc brake callipers fitted at BPW to date.



Truck Grand Prix: Up close and personal with trucks and truckers

■ It is the highlight of the truck race season: The International ADAC Truck Grand Prix at the Nürburgring motorsport complex in the Eifel region of Germany. On 26 July, the event drew in more than 212,000 fans. After a break of six years, BPW was back this year with a stand in the paddock, where truck fans can get closer to



Back at the Truck Grand Prix after six years: the BPW Infomobile.

the vehicles than at any other motor sport event. The Grand Prix is also host to a trade fair and a truck symposium which attracts well-known people from the industry. A show programme between the races and evening musical entertainment featuring Tom Astor and the band Revolverheld rounded up the experience for the fans. The three-day event was an experience for the BPW employees who attended as well. "It was a great event and the BPW stand was very successful. Many decision-makers from the transport and logistics sector visited us," says Ralf Merkelbach, head of BPW End-Customer Care. "We'll definitely be back next year."



■ "Write a song for BPW and present it live at the BPW Students' Day. BPW offered this opportunity to students from the Oberbergischer Kreis district. 110 students from eight schools took part in the contest and really showed their creative side. At the 10th BPW Students' Day, they took to the stage and gave impressive performances. A 7-person jury, comprising members of the BPW management, the Cologne Chamber of Commerce and Industry, the German Federal Employment Agency and the Mayor of Wiehl, selected the best entry, choosing the song "I love Rock'n'Roll" by the Berufsvorbereitende Schule für Technik (Vocational Preparatory School for Engineering) in the town of Wiehl-Bielstein. The prize: 1,000 euros for the winner and an internship position for the school.

Presenters Anna Maria Simon and Nicolas Klockow, both interns at BPW, hosted the programme. The guests were thrilled by the creative event and in the end, everyone was a winner at this BPW Students' Day anniversary celebration: all of the schools took home a cash prize.



Uwe Kotz, Managing Director at BPW, awarded the students for their creative accomplishments.

Battle for Talent

Recruited, courted and much sought after: Qualified, skilled employees are becoming a rare species. If companies want to be able to win the “battle for talent”, they have to showcase everything that makes them attractive as an employer. “Employer branding” is intended to do just that.

The phrase is as awkward as it is unattractive. But it is gradually making its way from the cryptic world of marketing into the consciousness of business leaders, executives and managers. “Employer branding” encompasses any measures a company takes to position itself as an attractive employer. In contrast to product advertising, the aim of employer branding is to turn an employee-oriented personnel policy into a trademark of the company. The features that distinguish a strong brand are also what make successful employers strong: they have appeal, are trusted, and create an emotional attachment.

A check of the demographics shows just how pressing this issue is in Germany. “The whole world is talking about how oil and gas are in short supply in our economy, but we’ll run out of qualified people long before that happens,” warns Hilmar Schneider, Director of Labour Policy at the Institute for the Study of Labour (Forschungsinstitut zur Zukunft der Arbeit / IZA) in Bonn, Germany, a statement that clearly describes where the demographic trend and falling birth rates in our country are leading: to a scarcity of human resources.

Is it estimated that in 2030, there will be 25% fewer children and young people living in Germany as compared to today. The German

Federal Statistical office forecasts that the number of under twenties will drop by about four million, to 12.7 million.

Over the same time period, the over-65 age group will increase by approximately 40 percent, to more than 22 million people. By 2020, one out of every two employees in Germany will be older than 50.

This makes it high time to come up with smart strategies to win the war for talent. “It is the eleventh hour,” says personnel recruiting expert Edeltraud Dietz-Stang from Norderstedt, Germany. With her DS Media Team agency, she helps companies develop human resource recruiting strategies they can use to win the “war on talent”. However, her assessment of the German small and medium-sized enterprise sector, the country’s largest employer, is not very flattering when it comes to employer branding: “The majority of the companies are hiding their heads in the sand,” Dietz-Stang says on a sober note. Even market leaders are not aware that in the future, their competitive ability will depend on whether they have succeeded in hiring and retaining sufficiently skilled, qualified staff. Dietz-Stang, Managing Director of DS Media, believes that “there are some companies that won’t make it.”

It is already tight in many sectors of the German economy today. According to a study conducted by consulting firm Pricewater- →





house-Coopers (PwC) and the Wifor economic research institute in Darmstadt, there will be a shortage of almost 56,000 doctors and 140,000 nurses and other medical care personnel in Germany by 2020. The Association of German Engineers (VDI) recently posted 76,000 job vacancies for engineers. It is the same story in the logistics industry, where the “Top 100 of Logistics” study, published by the DVZ Deutsche Logistik-Zeitung trade journal and the German Logistics Association (BVL), found that the number of new positions to be filled in that sector will rise by 100,000 by the end of 2012.

The Association of German Chamber of Industry and Commerce pinpointed what this means in actual practice: at present, about 70 % of German companies are having a difficult time finding the right employees to fill their vacancies. According to professional services firm Ernst & Young, these companies will have to therefore absorb revenue losses amounting to about 30 billion euros.

Concepts are urgently needed

Whilst entire departments – from human resources to marketing – in large companies and corporations such as Allianz, Audi and Siemens are working on strategies to position their companies internally and externally as attractive employers, the small and medium-sized sector has been slow to become aware of this strategically key task. “There is a lack of concepts and not enough advisers and consultants,”



»The corporate culture is the pivotal point.«

Dieter Sicking

says personnel recruiter Dietz-Stang, describing the current situation for small and medium sized enterprises (SMEs). In some cases, even small structural changes would have been enough to make a quick impact on the market.

What does it take for a company to make the leap from a wallflower to an attractive employer brand? “Employer branding is a strategic management task that significantly affects the image of the employer brand and thus the corporate image as well,” explains Dieter Sicking, General Manager of KIBO Kommunikation, a human resources marketing agency based in Bremen, Germany. Sicking, an expert in employer branding, is convinced that employers can only increase their attractiveness if they adopt a long-term and consistent employee-centric personnel policy. Sicking says that “the corporate culture is the pivotal point. As long as the staff are seen as an important link in the value chain, then all is well.”

Turning employees into ambassadors

First and foremost, that means internally communicating the company’s values, strategies and philosophy in order to create the much acclaimed sense of community (the “we-feeling”) and turn employees into ambassadors. To accomplish this, management has to adopt an open approach to honest communication. “To be able to effectively communicate something to the outside, you have to practise it on the inside,” Sicking, an employer marketing expert, explains. “Every employee has to be able to find purpose in his or her commitment, have a personal perspective and feel valued through a transparent culture of information.”

The reputation and attractiveness of a company comes from inside. It is essentially shaped by the management style of the top executives, by the culture of values that is exemplified and practised, and by the support for every single employee. In the age of social media, character traits such as openness, honesty and authenticity are especially important, since comments made in online employer rating and review forums paint an unvarnished picture of how employees view their company or boss: an American Express employee posts an anonymous comment on Kununu.com describing the CEO as “somewhat overbearing”, and with just a click, shares his opinion with the entire world. Advisers and consultants know the outcome: people will be attracted to a company because of its interesting jobs, and will be driven away by a bad boss.

Learning how to lead and manage with enthusiasm and passion

“Management comes alive in the day-to-day interactions with the employees,” says Robert Dorandt, CEO at PROAKTIV Management AG. For 15 years the company has been training managers and executives in the fields of management and sales, preparing them for their responsibilities and duties. Dorandt has observed that many companies today are purely production-driven and do not make personnel development the priority it needs to be. To assess the situation in a company with regard to management and leadership talent and corporate culture, Dorandt asks a few simple questions, for example: “Would it make me happy to work with this person?”. In order to make the results as positive as possible, the trainer has developed “Licence to Lead”, a management training course certified by the TÜV Rheinland Group. During the course, executives, managers and supervisors learn to be exemplary role models and help promote the company’s image as a good employer. Executives and managers have to know how to motivate their employees and express and show appreciation,” Dorandt adds.

Of course, the corporate culture shaped by the leadership skills is only a small part of a multifaceted employer branding strategy, but it is a basic prerequisite for an authentic employer image. Attractive framework conditions can also be created by using an array of personnel management tools. Areas of action for employer communication include flexible working hours, training and continuing education opportunities, the work-life balance and comprehensive health management.

Desire for flexible working hours

Contrary to what is often assumed, money is rarely the incentive that ties employees to a company. A study conducted in 2008 by global consulting firm Watson Wyatt Heissmann found that benefits such as flashy company cars or cool company mobile phones are generally not so important to the majority of employees. Instead, three out of four employees would prefer flexible working hours, and 50% of them would like to have the option to work from home. Other favourites that ranked high: consistent career planning, regular employee meetings and specific opportunities for further training or continuing education. →



»Executives and managers have to know how to motivate their employees and express and show appreciation.«

Robert Dorandt





“At our company, employer marketing is very important,” says Melanie Fehrler, head of Human Resources at BPW (see interview on page 10) and describes some long-term company activities that help retain and attract employees. According to Fehrler, however, it will be more important in the future to find the right employee, not necessarily the objectively best one.

But attracting the right employees instead of the objectively best ones requires a new approach. University and college marketing and early analysis of potential students who are still deciding on a career are key here, as is increasing the proportion of women in executive and managerial positions and integrating the “older generation”.

Rediscovering the older generation

With initiatives such as “50+“, more and more companies in Germany are now trying to counteract the skills shortage as well as the imminent loss of knowledge, experience and seniority. The notion

Illustration: Cargo – Getty Images; photos; fun6, DS Media Team

» At our company,
employer marketing
is very important.«

For Melanie Fehrler, identity, image and values are essential criteria for BPW's success as an employer brand. But what steps does the company take to attract excellent employees? trailer world talks to the head of Human Resources.





»The majority of the companies are hiding their heads in the sand. There are some companies that won't make it.« Edeltraud Dietz-Stang

that older people are no longer capable of performing their jobs is outdated and often has little to do with the facts. Germany is the only country that thinks it can afford to employ less than 40% of people over 50 years old. In the USA, more than 60% of this age group is still gainfully employed, and in countries such as Norway and Switzerland, the proportion is even almost 70%.

Experts agree: companies that succeed in clearly communicating their benefits and attractiveness as an employer and emotionalising

them in the sense of a brand image can draw the attention of suitable applicants even when there is a shortage of qualified, skilled workers. Whether through the company's own career portal, corporate portrait on the social web, job postings on XING or ads in the weekend edition of the newspaper, no company that takes employer branding seriously would brag in a job advert about offering vague "standard employee benefits provided by a large corporation." (rp) .

trailer world: *Ms. Fehrler, how important is employer marketing at BPW?*

Melanie Fehrler: Employer marketing is very important at BPW. For BPW, it means positioning the company internally and externally as a credible and attractive employer to the relevant target groups. Such measures are becoming more and more crucial, particularly in view of the demographic shift and the growing shortage of qualified, skilled employees. Employer marketing is the only way to recruit suitable staff and keep them at the company.

From your viewpoint, what is the benefit of being a good employer brand?

A credible and attractive employer brand is the prerequisite for successful human resources marketing. The values and goals of such a brand function as guiding principles, from university marketing and applicant management up to internal communication. **What does BPW stand for as an employer and what makes the company attractive to job seekers?**

The main criteria for the success of our employer brand are the identity, image and values of the company. There is a clearly defined company culture and corporate values that are consistently internalised and practiced. For me, that is a key aspect: managers and staff can only communicate to the outside what they believe and "live" on the inside.

Today, it is just as important for a company to retain its employees. How does BPW do that?

Above all, through consistent internal branding that integrates the employees and keeps them with the company. At BPW, the success of our consistently implemented measures is demonstrated by the low rate of employees who leave the company of their own accord, which is lower than one percent. And in the long period of employment, which averages 17 years.

BPW is a medium-sized company. What role does that play in terms of your employer marketing?

Naturally, we emphasise the benefits and advantages that BPW, as a medium-sized

family-run enterprise, offers: flat hierarchies and consequently less bureaucracy, a shorter chain of command as well as consistent, stable management – all of which provide security and motivation to both our employees and our business partners. Moreover, since BPW is a family-owned business, we are geared towards increasing value in the long-term and are not bound by quarterly figures. BPW stands for quality, security and continuity.

How would you describe your company culture?

The basis for cooperation and interaction at BPW is a management philosophy that is founded on performance, fairness and trust. We are proud to have a company culture in which everyone is given the opportunity to develop and advance according to his or her skills and abilities. An essential factor here is personal responsibility, which begins with the organisation of work schedules and goes far beyond active participation in designing processes.

And how do you succeed in recruiting good employees?

»There is no substitute for personal contact.«

Melanie Fehrler, HR Manager at BPW

At BPW, supporting and developing young talent and junior staff is a high priority. Due to our ongoing public relations work and close cooperations with schools and other organisations, BPW enjoys an excellent reputation for its training and continuing education opportunities. A variety of activities such as events for students, job application training, Girls Day, internships and projects increases the degree of recognition and enhances our image as an attractive employer. Furthermore, through its scholarship programme, established in 1991, BPW has been very fortunate in being able to integrate well-qualified graduates into the company on a regular basis for several years now. In addition, BPW has close partnerships with universities and higher education institutions both locally here in the region and throughout Germany. Activities in this area range from ads, participation in university fairs, specialised lectures and presentations and field trips up to joint implementation of projects, internships, academic theses and doctorate dissertations. The aim of all these activities is to attract and recruit sufficiently qualified and motivated young talent and junior staff to BPW.

What role does social media play in human resources (HR) recruiting?

HR recruitment via social media channels is still a relatively new topic. Certain target groups can be more precisely identified and addressed more directly via these media. This advantage should be utilised more frequently in the future. However, this type of approach should not replace personal contact, which in my view still has a decisive impact on success during the personnel selection process.



As supplementary measures, we place ads on online platforms and actively look for suitable applicants via the social networks.

How are you dealing with the spectre of the demographic shift?

To successfully deal with the demographic shift, BPW not only relies on recruiting and grooming junior staff and young talent, as I already mentioned, but older applicants have excellent job opportunities at BPW as well. We value their experience, consider them for new roles and assign them to the right positions according to their experience.

The issue of the proportion of women in companies comes up again and again ...

... Right, women are being much talked about in connection with demographic developments. In the future, they will play an increasingly more important role in terms of personnel development. BPW already offers women engineers excellent job opportunities and career development. In addition, we also focus on people from different cultures. They are employed in all departments, especially in those in which international experience is important.

Once the right employee has been found, the topic of personnel development comes into play. What does BPW do to promote and advance talent?

Continuous on-the-job training and further education for employees of all ages is “business as usual” for us. Promoting health in the workplace and ensuring a safe and healthy work environment also play a significant role in personnel development. In this area, BPW is the pioneer in the region with the company’s own “Aktiv-Treff” (“Active Club”) programme, in which colleagues can do something good for their health under the guidance and direction of a trainer. Regular health check-ups by our company doctor are also par for the course, as are the healthy, varied and nutritional meals offered at our own on-site restaurant.

As the head of Human Resources at BPW, what do you think will be the biggest challenges in the future?

In general, it will become more and more essential to find the right employees (“right potentials”) versus the objectively best ones (“high potentials”). Rather than recruiting top graduates, it is more important to focus on candidates and “lateral hires” who are also a very good fit for the company and have the potential for development. In addition, I think that developing the company’s own young talent and junior staff – interns, trainees and university graduates, for example – is and remains a crucial aspect of personnel management.(rp) ○

→ **Personal Details** Melanie Fehrler (40) has been the head of Human Resources at BPW since February, 2011. After her initial training as a banker, Ms. Fehrler, who comes from the Sauerland region in Germany, earned her degree in business management, majoring in human resources management, marketing and industrial/organisational psychology. After completing her studies, she was first employed in a business consulting firm. Following that, she worked for six and a half years in the human resources, organisational development and basic policies departments of a large family-owned company in the electric industry based in the Ostwestfalen-Lippe region

Self-initiative is required

For many logistics companies, the shortage of skilled, qualified workers is a major problem. The Horst Mosolf logistics services company is turning to innovative concepts to acquire new employees and keep the current ones there for the long haul.

The scarcity of qualified, skilled employees is becoming a question of survival in more and more industry sectors. According to Oldenburg University's recent survey of about 670 companies in the German state of Lower Saxony, however, many businesses continue to underestimate the problem. For example, the ageing of employees is a big challenge for many companies. In mid-September, Jörg Bode, member of the FDP political party and Minister of Economics of the State of Lower Saxony, called on companies to better train older colleagues and improve their skills and professional qualifications. Wolfgang Müskens, an educational researcher at Oldenburg University, warned about the consequences of trivialising the impending, and in many places already manifest, shortage of well-educated and skilled workers. In 2007, 9.8 percent of the companies questioned in the survey rated the ageing of the staff as a challenge; this year, more than double the number of respondents, 21.9 percent, answered the same. Awareness of the issue is increasing, particularly in the construction industry and logistics sector.

Shortage of drivers is the most pressing problem today. This is also the case at Horst Mosolf GmbH & Co. KG, an international logistics provider based in Kirchheim/Teck. "At present, the driver shortage is certainly the most noticeable problem →



→ **Personal Details** Dr. Jörg Mosolf Ph.D. (55), son of company founder Horst Mosolf, has been the Managing Partner, CEO and spokesperson of the Managing Board at Horst Mosolf GmbH & Co. KG (Mosolf Group), based in Kirchheim/Teck, since 2005. Prior to that, in his capacity as a member of the Managing Board, he was responsible for various areas of the company, including logistics, engineering and technology, strategic alliances and freight shipping/transport. He began his career in 1979 at Interbritannia (London) as the manager in charge of the department.



At Mosolf, new employees can expect a broadly diverse and varied range of duties.

at our company, but the fact that logistics companies and logistics professions are generally not well-known or popular among the target group aggravates the problem of not having enough skilled and qualified workers,” explains Dr. Jörg Mosolf, Managing Partner and CEO of Mosolf. “Even greater efforts have to be made to make people more aware of the attractiveness of our industry.” Because unfortunately, young people still know very little about logistics and have absolutely no idea of the wide range of jobs and options that the sector offers.”

»Even greater efforts have to be made to make people more aware of the attractiveness of our industry.« Dr. Jörg Mosolf

His own company has been affected by recruiting difficulties as well. “For example, we recently had a very hard time finding experienced schedulers for our rail traffic,” Mosolf says. “And it is also difficult to fill a job va-

cancy in the Transport Damage Claims department because employees with the desired skills and qualifications are a rarity and there are hardly any training courses in this area offered on the market. And a solicitor specialised in transport law would be over-qualified for the job.”

The prospects have to be right. That is why Mosolf has developed its own targeted strategies for finding new employees and retaining the existing ones in the long run. “In terms of employee retention, we have been

broadening our education and training offers, for example in cooperation with the German Foreign Trade and Transport Academy (DAV) in Bremen, a master’s degree course, the ECG Academy¹, internal train-

ing courses in compliance with BKrFQG², and the Mosolf Leadership Development programme geared towards junior staff,” Mosolf says, adding, “Furthermore, we strive to fill executive and managerial positions with our own high-potential employees and are emphasising long-term prospects even more strongly than before.”

As far as recruiting and attracting new employees in the future, the company intends to further increase the public’s awareness of Mosolf as an employer, for instance through partnerships with educational organisations, participation in the “Logistics Day” event and job and career fairs as well as through targeted sponsoring activities. At Mosolf, new employees can expect a broadly diverse and varied range of duties, and a company in which they are encouraged to quickly assume responsible positions and

¹ECG Academy is a joint educational programme of the BVL Campus, European Business School in Oestrich-Winkel and the ECG (European Car Transport Group of Interest) in Brussels, Belgium.
²BKrFQG = German “Professional Driver’s Qualification Act” governing the basic qualification and further training for drivers of certain vehicles for road haulage or passenger transportation.



Horst Mosolf is a leading systems service provider for the logistics industry.

are afforded the freedom to make independent decisions. “That also includes interesting professional development opportunities in both Germany and abroad as well as promising prospects that a dynamic company can offer,” Dr. Jörg Mosolf tells trailer world.

Systematically build up specific practical knowledge for international markets.

With regard to recruiting employees, along with intensified training and educational activities to develop and retain junior staff, the provision of additional internship, training and integrated degree positions will be a focal point in the future as well. Mosolf first and foremost expects its employees to show a high degree of motivation and ambition, a certain amount of independence in their work, as well as mobility and the willingness and ability to change. Communication and social skills, the readiness to take on responsibility, and the ability to develop suitable strategies and concepts geared towards the development of the company play a key role during the selection process as well.

“In my opinion, to ensure the quality of training in a company, it is very important for management to have a high degree of personal commitment and self-initiative as well,” Mosolf says. “For example, I always have an assistant who works closely with me, gaining experience for one to two years with the goal of subsequently taking on a management position within the company.”

The international factor is becoming increasingly important. Mosolf illustrates this point: “For instance, three of our integrated degree students are currently completing the integrated degree programme at DHBW Lörrach Cooperative State University with the aim of attaining a specialised or management position at our joint venture company in China. One of these students is in the third semester, the other two started their first practical training phase in September. These students initially become thoroughly familiar with the Mosolf Group and its fields of business at different locations in Germany and spend their first theory semester at the university in Lörrach. In the further course of the study programme, they complete practical training phases at various Mosolf Group sites around the world (including China) along with a theory-based phase at Beijing Wuzi University in China.

“With this approach, we offer a unique opportunity to systematically prepare for the future position on a step-by-step basis and become acquainted with the Chinese culture and the way of life in the Asian country,” Mosolf says. “Thanks to a cooperation with Beijing Wuzi University in China, the Lörrach Cooperative State University offers the ideal framework for the programme.”

Combination of detailed knowledge and strategic know-how At present, the entire industry is concerned with the topic of the skills shortage.

»Corporate management must also show personal commitment.«

Dr. Jörg Mosolf

“In the future, one of the key issues will be teaming up employees with in-depth knowledge and staff members who are able to master complex strategic challenges,” said Professor Dr. Ludger Brüll, Vice President at Bayer Technology Services GmbH, illustrating a common viewpoint, at the Zukunftskongress (“Future Conference”) held in Dortmund, Germany in early September. “These employees have to assume an increasing amount of cross-sectoral functions and integrate and reconcile the interests of all the stakeholders of the company. These new logisticians will need to be flexible, open-minded, adaptable and process-oriented.

However, it will also be essential to ensure that employees on the lower and middle qualification levels of a company are also included. “For these groups in particular, even more specific qualification and training concepts have to be developed if the German logistics industry wants to maintain its leading role in the international competition,” asserted Professor Dr. Rolf Dobischat, Chair of the Institute for Vocational and Further Education and Training at the University of Duisburg-Essen in Germany, in his speech at the same conference. “In this area, I think we have a lot of catching up to do.” (tw)



It's not just about finding personnel,
you also have to keep them.

Finding employees is hard enough. But it is just as important, and even more difficult sometimes, to keep them as well. Ewals Cargo Care, one of BPW's longstanding customers, has established its own unique method that helps the company retain its employees and their knowledge.

With a fleet of more than 3,000 trailers that are primarily used for high volume transport, Ewals, which predominantly handles charter jobs, is an important player in the European logistics industry. One-third of the company's 1,500 employees work as lorry drivers; Ewals' own fleet also includes about 350 trucks: "Our experience has shown that this gives us maximum flexibility," says Bart van Rens, Fleet Control Manager at Ewals. van Rens works closely together with Michaël Verbeek, head of Corporate Human Resources. Verbeek has a lot of experience in personnel recruiting, or rather in "finding the right person for the right position in the right conditions". And that includes both drivers as well as the planning and scheduling staff: "Because it is those colleagues who ultimately decide how efficiently a trailer will be used."

Verbeek is convinced that the public and social image of the company is the key factor when it comes to finding good employees. "We are not as large as the big players in the European logistics industry, and yet we are still important. And our customers treat us the same way: as important partners." That's why it is also essential to implement fair social policies. For example: The current situation is that drivers from Eastern Europe are reportedly underpaid by western European transport and logistics companies. "We do not assign these drivers to lorries that are registered in and scheduled for destinations in the Netherlands," van Rens clarifies. "But we do have employees from Eastern European countries who are also registered there and drive to destinations in western Europe. We have representatives all throughout Europe, so that is part of our ordinary business operations."

Training programmes, performance reviews and employee meetings

The second factor in effective human resources management is the question of putting the right employee in the right position. Training programmes are an effective tool in this regard. For example, Ewals is strongly committed to training employees further in the area of scheduling, since the company uses its own internal software and own planning system specially tailored to jobs that are performed for key accounts, such as those from the automotive industry.

Furthermore, every employee in the company has to attend an annual review meeting in which his or her performance is assessed, and in a second meeting, is given the opportunity to discuss his or her level of satisfaction with the position.

"During the meetings – insofar as possible – new goals and targets are set and challenges are agreed upon," the human resources manager explains. "No matter what is said about the baby boom, retirement age or personnel recruitment, the greatest challenge for me is keeping the current, right employee in the right position in the company."

Photos: Tim de Jong

The employees make the difference

Sometimes, however, employees develop much faster and acquire new skills very quickly, and therefore "outgrow" the tools mentioned above. That is when the third factor of human resources management comes into play: The aim here is to identify what skills are already available in the company and then advance them. "From my perspective, an employee's performance in a company is always more important than its material assets. The staff determines the strengths and versatility of an organisation, they make the difference," Verbeek says. The logistic service provider's own in-house academy offers a "Young Potential Programme": a group of 15 to 20 young men and women from all departments meet together four to six times a year to discuss questions and issues and develop independent projects and initiatives. They are guided and supported by experienced colleagues. Verbeek emphasises that this programme is not comparable to traineeships offered by multinational →



A first step in combating the shortage of skilled and qualified workers: retaining the company's own employees.



»For me, the greatest challenge is keeping the right employee in the right position in the company.« Michaël Verbeek, Head of Corporate Human Resources

Commitment is required, but caution is also advised

Van Rens also conducts training programmes in the area of fleet management – both for the employees that work in other areas at Ewals and rotate through his department as well as for newly designated fleet technicians. “In the past, we didn’t provide any special training to a fleet technician which would teach him or her which part or axle has to be purchased.” He has established a training programme that begins in the garage pit, “where you still get your hands dirty.” The programme lasts six months. After that, van Rens gradually lets his new technicians make independent decisions regarding the fleet vehicles.

Verbeek summarises that Ewals is as cautious as it is committed when a new employee joins the company. “We use assessments and other methods to make sure that we select candidates who are the best fit for our company.” Particularly in the first six months, a lot of time and effort is spent in order to ensure that the employee is really suitable, and conversely, that the company meets the expectations and goals of the new hire. Michaël Verbeek stresses that “it is very important to select the right candidates before starting the training and assessment programmes.” (tdj) ○

»Our e-learning-programme has reduced the amount of damage to our trailers.«

Bart van Rens, Ewals Fleet Control Manager



corporations like Shell or Unilever: The young employees keep their jobs at Ewals and their participation in the Academy programme lasts a maximum of three years.”

Learning from anywhere

The latest development, and for Ewal HR another tool for securing a competitive edge, is an e-learning project: The programme is currently being offered to recently hired lorry drivers, and also to drivers of suppliers if they need to visit one of Ewal’s customers. In the e-learning project, courses are taught online in digital form. Employees can learn from home, from within the company, or from anywhere in the world where he or she can access one of the Ewal e-learning sites.

“With this tool, our employees know more precisely what has to be done and what is not required. For example, I have noticed that our trailers have suffered less damage since the drivers have been working with e-learning,” van Rens says. Once a driver completes an online course, he or she must take an exam at Ewals, which, van Rens explains, is “another method for ensuring the employee’s skills and expertise.”

In addition, employees in managerial or executive positions at Ewal go through a phase in which they become familiar with every one of the company’s departments. Michaël Verbeek: “This approach prevents the formation of isolated, strong “cash cows” in the company, while Ewals remains behind the competition.



Ewals Cargo Care

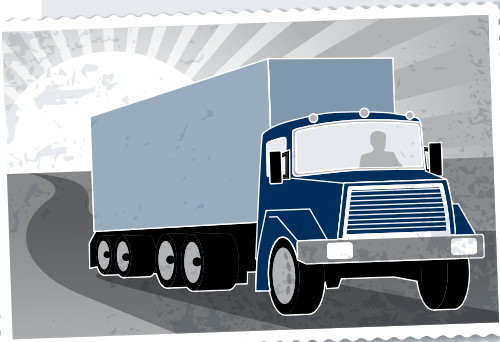
■ The family-run transport and logistics company, founded in 1906, is based in Tegelen, Netherlands, and has more than 50 branches throughout the EU region as well as in Asia. In 2009, the company recorded a total turnover of 395 million euros. Ewals Cargo Care realised early on that specialists were in demand in the transport business, and made a name for itself, especially as a high-volume shipping company.

Logisticians yesterday and today

The transport industry has undergone a massive transformation over recent decades. And that has also brought a lot of changes for the people who work in it. A look at the new occupational profiles on the road, at the port and at the airport.

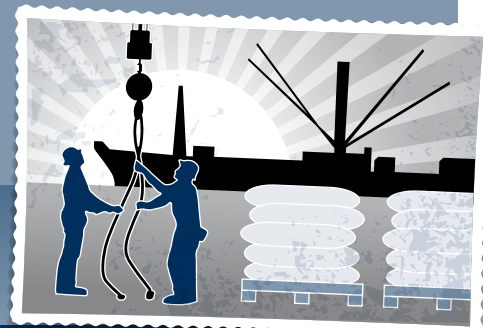
From trucker to trip manager

A state-accredited education and more skills and expertise are giving lorry drivers a new sense of self-confidence. With more technical equipment to operate, they have more responsibility, but also more pressure.



Higher and higher, faster and faster

The ships travel far away, and the port workers go up high. There is no vertigo allowed when you have to direct containers from a height of several metres. Cargo is stacked higher and higher, and productivity has to keep up with the increasing pace.



Fully automatic cargo handling

Technology has been revolutionised at the airport as well. Air transport is flexible and fast, and thus heavily used. Modern cargo handling is fully automated, and the people behind the technology even more challenged.



The coach is always on board

Individual training and coaching – even up to nutritional advice – shape up professional drivers for their day-to-day work. The mission: to reach the destination not only healthily and safely, but economically as well

Mario Ueffing is a typical “lateral hire” in the freight forwarding industry: After pursuing a career in the retail sector, he has been driving lorries all across Europe since 2006 – usually carrying valuable, but always time-critical cargo. Behind the wheel, he is his own master, however one whose job performance and way of driving are made transparent and analysed. A cause for concern? Not for Ueffing – quite on the contrary: “Our driving coaches never fail to give good tips, helping us reach our destinations economically and safely.”


There is strong mutual trust between the coach, drivers and scheduler in charge – something which visitors to the Duvenbeck logistics company, based in the Westphalian city of Bocholt, will immediately notice. One definite reason for this foundation of trust is close and frequent communication. “We are fully aware that we can only reach our goals if we work together,” explains scheduler Hans-Peter Borchardt. “Each person contributes his or her own share to fulfilling the customer’s order.” The scheduler includes the driving coaches in this: The logistics company has twelve permanent employees in these positions.

With its own in-house coaching team, the globally operating freight forwarder ensures continuous and consistent training and support. The drivers not only meet their coach when entering the profession or brushing up on the various modules, but also maintain regular contact with him or her. Ueffing sums it up: “Coaches and drivers see each more frequently and build up mutual trust.” After all, coaching is about regular repetition, so that actions, workflows and routines become second nature. Practising economic and safe driving is therefore a regular item on the drivers’ “timetables”,

and goes beyond the mandatory programme required by the German Professional Driver’s Qualification Act. And it does not end as soon as the seminar is over: The coaches maintain contact with the drivers during the hectic day-to-day routine, for instance analysing average petrol consumption trends and providing tips on how and where drivers can improve their performance.

The family-run logistics company, which employs well over 1,300 drivers, started its coaching programme with the five modules stipulated by the law. But those in charge quickly realised that more could be done. The result is the company’s academy, which today lets the drivers use a flexible training and coaching programme comprising defined measures and courses that are repeated on a regular basis. “We have determined that this further training and education concept has a quantifiable, positive effect on our bottom line and have therefore continuously expanded our programme,” reports fleet manager Bernd Reining. Reaching a destination on time, without accidents, and with less petrol consumption and fewer emissions is an objective that corresponds to the logistics company’s quality concept. “The issue of CO₂ will become an even stronger focus in the entire industry than it already is today. We want to be prepared for future challenges with our drivers,” Reining says.

Drivers primarily see the practical advantages of the academy programme: High-quality content is offered in-house, at no charge and without requiring any additional effort on their part. “When talking to colleagues, I often hear that in many other logistics companies, employees have to take care of the required modules themselves. In this regard, I’m at a clear advantage here,” Mario Ueffing says. “At our company, I know that I can basically attend a train- →

A man with a short haircut, wearing a light blue button-down shirt and blue jeans, is standing outdoors. He is focused on adjusting a metal coupling on the side of a green truck. The truck has a large red and white 'D' logo on its side. The background is slightly blurred, showing an industrial or parking area.

»Our driving coaches never fail to give good tips.«

Mario Ueffing



Eco training pays off: Fleet manager Bernd Reinig (left) intends to further expand the training courses offered by the company's own in-house academy.



Hands-on training from hands-on experts: Local firefighters prepare the drivers for dangerous situations.



Arriving safely and economically: the further training and education modules are just as useful to the schedulers as they are for the drivers.

ing course virtually any Saturday, right here at our company, without needing to travel far. Of course, that's very practical and convenient for us drivers." Ueffing also thinks that the five modules, each lasting seven hours, are well-designed: "It's important that the modules alternate between theory and practice, for example when it comes to loading safety." And eco training without actually sitting behind the wheel of course inconceivable.

Despite repeated training, monotony is not an issue. "We strive to continuously offer new material and fresh input, for example by inviting external guest lecturers," explains Marcel Gigengack from the Duvenbeck Academy in Bocholt.

An example of this is bringing in the firefighters from the local fire brigade to help us practise the right way to use a fire extinguisher – an unusual and helpful experience for the drivers: "We were really surprised. I

»We strive to continuously offer new material and fresh input.«

Bernd Reinig

learned a lot from the practical training – if worse comes to worst, I would now feel more confident in properly using a fire extinguisher in order to help others," says Mario Ueffing. Another example: Motorway patrol officers were invited to a course



Training ensures safety: The drivers also practice how to use a fire extinguisher – to be well-prepared if worse comes to worst.

Five modules to ensure consistent quality

In accordance with the provisions specified by the German Professional Driver's Qualification Act (BKrFQG), the Duvenbeck Academy offers five standard modules, each designed as a full day training session:

- Module 1: Eco training
- Module 2: (Social) legislation for goods transport
- Module 3: Safety technology and driving safety
- Module 4: The driver's central role: service provider, image ambassador, professional
- Module 5: Loading safety

The regular continuing education programme for drivers is supplemented by additional courses in economic and safe driving.

to share their practical experience on the topic of loading safety. The training courses have long since been renowned for their quality – and drivers from other companies can attend them as well, explains Marcel Gigengack. “If there is available space, people from outside the company are also welcome to utilise the training offered by our academy.”

»We are a team with the drivers and we should all have the same level of knowledge.«

Hans-Peter Borchardt

The drivers even listen to what a nutritionist tells them: After a long day behind the wheel, does it really have to be fish and chips, or would a fresh salad with slices of turkey breast be the better choice? Contrary to what some might believe, such questions are not ridiculed, but rather discussed seriously. “What the expert had to say about the health effects of a wrong diet definitely got me thinking,” Mario Ueffing says. Seasoned drivers do not take well to rules, anyway –

but many had second thoughts after a training course. “I know of several colleagues who completely changed their ways after listening to the nutritionist and actually lost a few kilos,” recalls scheduler Hans-Peter Borchardt. His office job does not require mandatory attendance to the five driver training modules – but attending them is a matter of course for him anyway. “We are a team with the drivers and we should all have the same level of knowledge.” And so drivers and schedulers come together in the seminar rooms at Duvenbeck and learn about social legislation, loading safety and other topics.

Fleet manager Bernd Reining is convinced that the academy, which was established in 2009, needs to be further expanded. “We are still far from reaching 100 percent and we can continuously improve the detail in many areas of the programme. Whenever possible and useful, ideas and results from the academy's activities are directly incorporated into the fleet management, which at Duvenbeck includes, for example, providing all drivers with uniform work clothes aligned with our corporate identity and logo.” (os) ○



Africa's largest dam will bank the Omo River in this gorge.

Coffeepots and stones travel through the country

Africa's tallest dam is being built in Ethiopia. The mega construction site, located deep in the interior of the country, is busy 24 hours a day.

Supply vehicles travel daily along the dusty roads. They have driven for at least six hours – provided the weather is good. This construction site is located deep in Ethiopia's interior: here, on the Omo River, Africa's tallest dam, with a 250-metre high retaining wall, is being built. A hydroelectric power plant is scheduled to be put into operation on this site in five to six years, supplying about 1,870 megawatts of power.

It is a unique mega-project: literally everything that is used at the construction site has to be brought there – from the coffeepots to the stones. If something is needed, you cannot simply go to the nearest hardware store. Everything comes from Addis Ababa, the capital city of Ethiopia, which is 470 kilometres away and is internationally connected by aeroplane and ship. The lorries transport building materi-



The concrete mixing plant was built on the high plateau.

als, tools and replacement parts, as well as food, utensils, toiletries and medicine for the workers. There is a small airport for emergencies, but otherwise everything is shipped in by road transport. Many vehicles travel around the construction site itself as well. Concrete is mixed on-site, for example – but the cement for it has to be brought in.

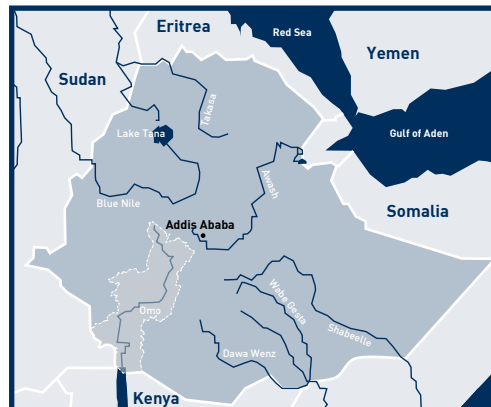
Preparation and development of the construction site

Three thousand people work at the construction site. Keeping the work going continuously and supplying the personnel at the same time requires considerable logistical costs and arrangements. In addition to the time and expense it takes to keep the construction site up and running on a daily basis, the preparations were also extensive: the land and area first had to be developed, prepared and made habitable. Amongst other jobs, power generators had to be set up. The project started in 2007. Finally now – four years later – you can slowly start to see the

dam getting higher. The Gibe III project is estimated to cost about 2 million dollars.

The dam is expected to take eight years to complete. Salini Costruttori, the Italy-

based general contractor company commissioned for the job, has experience with these types of projects, including the dams it has built in Jordan, Malawi and Zimbabwe. →



The Gibe Dam Project

■ Ethiopia's government wants to steadily increase the amount of energy generation in the country over the coming years. The Gilgel Gibe Project will provide five highly-efficient dams, the Gilgel Gibe III is the largest of them.





The bridge across the Omo River was built specifically for the construction site traffic.



Construction lorries from Mammut wait to be put to use.



The foundation for the dam is being erected at the bottom of the gorge.



This illustration shows the dimension of the dam project.



»Together with our customers Mammut and Gorica we decided how the vehicles should be configured.« Rainer Kretschmer, BPW Customer Service

In Ethiopia, Salini Costruttori is the contractor for the construction of the five dams in the Gibe Project.

BPW provides training right on site

Rainer Kretschmer is a technician in the Customer Service department at BPW and is in charge of the technical training at the construction site in Ethiopia. He recently went there for the first time in order to show the employees at the site what they needed to know for maintaining, servicing and repairing the vehicles. "As a rule, repairs are performed on site. I demonstrate the relevant manipulations and give them some handy tips," Kretschmer explains.

The construction site is busy 24 hours a day. The workers have hardly any free time when they are at the camp. There is a lot of pressure, as everything has to run on schedule. "These are conditions that we Europeans are not familiar with," Rainer Kretschmer adds. Accordingly, vehicles have to be low-maintenance and very durable. BPW was included in the planning early on: "Together with our customers Mammut and Gorica we decided how the vehicles should be configured," so Kretschmer. Along with other vehicles, flatbed trailers from Mammut with 12-ton BPW axles and VB units are being used in the Ethiopia project. Cement tanker semi-trailers from Gorica,

equipped with BPW running gears, are also put to work there.

Europeans have a completely wrong image of Ethiopia

For Rainer Kretschmer, it is also something special to see how the vehicles equipped with running gear systems from Wiehl are actually utilised: He has already made business trips to several countries and conducted training courses at many construction sites. Ethiopia fascinates him: "I think that Europe has a completely wrong image of this country."

Rainer Kretschmer discovered that Ethiopia is a green, fertile country. One that undeniably has to fight against an array of problems such as hunger and poverty, but which has many impressive, beautiful and interesting sides to it. Kretschmer says his heart started pounding the minute he stepped out of the aeroplane – not from excitement, but because of the climate. Addis Ababa is 2,500 meters above sea level. "The air is thin, and your circulatory system immediately notices the contrast."

That also takes its toll on the international team working at the dam. You have to get used to the climate first. Aside from this, there is a high rate of turnover among the workers: "Due to problems with visas or if they find more attractive jobs, workers sometimes do not show up at the con-




Young people from the Karo tribe along the banks of the Omo River in Southern Ethiopia.

struction site from one day to the next. In some cases, the very different mentalities clash with one another,” Kretschmer says. You need strong nerves, but you also have to accept that it is how it is, which also goes for other countries.” At the same time, the technician, who comes from the “Oberbergisches Land” region in Germany, was very impressed by how professionally the construction site was run and how committed everyone involved is.

The project is controversial

Ethiopia is the most altitudinous country in Africa, about three times as big as Germany – and it is also one of the poorest nations in the world. The dam will bring in energy. However, the project is also controversial because its construction will have an adverse impact on the environment and the local population, since it will interfere with the natural flow of the Omo River. International human rights and environmental protection

organisations fear that the tribal people who live from the river will lose their livelihood. Rainer Kretschmer knows that “the majority of the people who live directly in this region will unfortunately not benefit from the dam in any way, and it remains to be seen whether the indigenous people will be able to live with it today or in the future.

While about half of the electricity generated in the power plant will be used in the country itself, the other half will be sold to other countries such as Kenya and the Sudan. That means genuine prospects for Ethiopia’s future. And that is what men and machines are working together for here – with full power. (jg) 

BPW Customers in the United Arab Emirates

■ Mammüt, headquartered in Dubai, is the largest vehicle manufacturer and contracting company in the Middle East. Founded in 1995, Mammüt’s product range includes customised trailers and pre-fabricated steel constructions and buildings. The company employs more than 10,000 employees in the Middle East, Africa and in different regions of the Indian subcontinent and Europe. www.mammüt.ae

■ Gorica manufactures trailers and transport equipment for its customers in the Middle East, North Africa and South Asia. The enterprise was established in 1990 and is based in Dubai. The company employs more than 500 skilled workers and technicians, and at Gorica, providing excellent customer service is a top priority. www.goricagroup.com



Safe tanker transports

Safety plays an essential part in the corporate philosophy of tanker manufacturer Spitzer. The models designed for transporting hazardous goods are a prime example of that.

The right combination of practical handling and optimal safety determines the road capability of a vehicle," says Udo Spitzer, Managing Director of Spitzer Silo-Fahrzeugwerke GmbH. „To achieve best-in-class standards in this area, we utilise the experiences of our customers and integrate them into the development of our vehicles.“ However, the technical safety of the vehicles is just one aspect. Today, the certainty that the customer has invested in the right product is a crucial factor in ensuring good customer relationships.

Spitzer manufactures a wide range of vehicles – in close cooperation with its customers and precisely aligned to the respective intended use and the logistics environment. This high degree of customisation requires trusting partnerships with strategic suppliers as well as highly flexible production and logistics processes. The majority of the Spitzer vehicles are equipped with BPW axles. „As a system supplier, BPW has been our partner from the very start," Spitzer adds. And Spitzer directly integrates BPW's expertise

into its product development, for example in the electronic brake control system ECO Tronic EBS in the new ADR semi-trailer.

Transports of hazardous goods have to be reliable Because along with standard vehicles, tankers for hazardous goods are becoming increasingly important. With its SF2754/4ADR, Spitzer offers a semi-trailer that not only meets the German GGVS ordinance on road transports of hazardous goods, the vehicle also has a range of additional features that can make this critical transport segment safer. The safe transport of hazardous goods in tankers is very demanding in terms of vehicle technology. The self-supporting tank rests on an air-suspended 3-axle chassis equipped with a disc brake system and an EBS (2S/2M-EBS) as a standard feature. The RSS electronic stabilisation system is another standard feature of the ADR semi-trailer.

Safe transportation of food will continue to play an important role in Spitzer's corporate strategy in the future as well. For example, the vehicle manufacturer, which is based in Elztal, is currently developing a new discharge system that no longer requires an aeration pad. The system only needs air to function and significantly reduces cleaning and drying times. „An innovation such as this results in direct cost advantages for our customers," Managing Director Udo Spitzer explains.

Product range expansion Spitzer Eurovrac achieved a major development milestone in tanker technology. The Spitzer

Group company, headquartered in Fegersheim, France, says that it has set new standards in tank technology. Instead of aluminium, the new „Composite Line“ uses a fibre composite material that is manufactured from carbon and GRP fibres using a specially developed production technology. Composite tanks are more lightweight, virtually free of condensation and suitable for a broad spectrum of bulk goods – including goods that previously could only be transported in stainless steel tanks. The extremely smooth gel coat lining on the inside enables quicker discharge at the unloading point and makes the subsequent cleaning process easier. More than 90 vehicles are already on the road all across Europe and several more will be delivered soon. „This composite-based semi-trailer exemplifies the technology leadership role we have assumed right from the start," Udo Spitzer elaborates. The innovation is helping many customers make their transportation services even more efficient. ➔



The new ADR trailer makes the transport of hazardous goods safer.



Carbon composites make tankers more lightweight.

Innovation is a top level task

At Spitzer, the sixth generation is already in the driver's seat, ensuring the continued success of the family-owned business.

■ The Spitzer Silo-Fahrzeugwerke company is not only steeped in tradition, but has paved the way to the future as well. With Eirik Spitzer, the sixth generation of the entrepreneurial family is on board, ensuring that the company, which has been family-owned for 139 years, will continue to be managed and run in the same way that has guaranteed its success up to now.

■ Spitzer's current product range for the international market covers virtually any requirement for transporting pulverised, powdered and liquid goods, and demonstrates the high flexibility of the company, which is based in Elztal-Dallau in the German state of Baden-Württemberg. Different requirements at the loading and unloading points necessitate different vehicle solutions. And different types of cargo also call for a variety of handling technologies.

■ It is no coincidence that Spitzer ranks among the leading manufacturers in this sector. Going back a few years in the corporate history shows how the company acquired its expertise: back in 1951, Spitzer already developed and manufactured its first bulk tanker. Industrialisation made it necessary to be able to transport large volumes of bulk goods without having to package them. As early as 1964, the rapid increase in this segment prompted management to focus exclusively on tankers and become the driving force in this sector.

■ Looking at the photos from the Spitzer family archive, it is easy to see just how many steps tanker technology had to take to reach today's state-of-the-art. It all started with hopper vehicles, initially only mounted on lorries and trailer chassis, soon followed by the non-tipping container tanker. Even at this early stage, it became obvious that aluminium-based designs offered the most benefits for the customers in this vehicle segment. During the years that followed and up until today, Spitzer has continued using this technology, consistently advancing it towards the high quality standard that is greatly valued in the market.

■ Spitzer more or less defined the philosophy behind bulk tanker transport. The company found itself in a pioneering role, generating ideas and concepts, testing solutions and thus gradually paving the

way towards modern tanker transport technology. In the process, the company developed numerous vehicle designs and detail solutions that have become the standard in the entire sector.

■ In addition to safety, cost-effectiveness has always played a key role. A tanker truck with an optimised aerodynamic shape, developed together with industry designer Luigi Colani, impressively underscores Spitzer's power to innovate. "Our standard range benefitted from this," says Udo Spitzer, commenting on the innovative vehicle design study that attracted a lot of interest from the entire transportation sector. "Today, the series-production vehicles from Spitzer feature many of the detail solutions that arose from this study."

■ This includes non-tipping type semi-trailers up to 64 m³, tipping type semi-trailers up to 89 m³, full trailers up to 33 m³ in swivel wheel or centre axle models, truck mounted units up to 35 m³, as well as a BDF and a proprietary Spitzer swap system. For the ADR sector, the product assortment offers hazardous goods vehicles up to 59 m³. Tipping chassis are available for 20, 30 and 40 ft land containers. In addition to its series-production vehicles, Spitzer also supplies tailored solutions for individual customer requirements.

■ "After sales is before sales." Spitzer has designed and expanded its range of services in line with this motto. Quick assistance, professional solutions, on-site training at the customer's premises and expert advice by experienced and skilled employees are all part of the package. The Europe-wide service network is yet another essential service asset of the Spitzer Group. The network supports customers in their daily work. The Spitzer plants also have highly efficient repair centres, each with its own spare parts warehouse. A tightly organised service division and an extensive supply of in-stock spare parts ensure that every customer receives immediate assistance. This service-minded approach has been cultivated by Spitzer all along its way to becoming the European market leader and has greatly contributed to the company's success on the international markets. (tw)

→ Info For additional information about Spitzer Silo-Fahrzeugwerke GmbH, please visit www.spitzer-silo.com



Three generations work together under one roof: Spitzer General Managers Eirik (left, standing), Udo (right, standing) and Karl Heinz Spitzer (sitting).



The cool chain has absolute priority

French logistics group STEF-TFE uses state-of-the-art computer and satellite technology to monitor its refrigerated transports.



A critical phase in the cool chain: loading the cargo from the refrigerated warehouse into the insulated box trailer.

For French transport and logistics group STEF-TFE, which specialises in refrigerated and frozen food, the word “cool chain” is almost sacred. It has the highest priority in the company and not only because it is subject to stringent legal regulations, inspections and controls. The company’s corporate customers in the food, retail and catering and hospitality industries expect the highest quality from the delivered products and consumers want to be certain that the food not only tastes good, but is appealing and safe to eat as well.

Seamless monitoring and control

Any interruption in the cool chain shortens the shelf life and reduces the quality of the product, but it can also become a health hazard if illness- or disease-causing germs and bacteria grow during the accelerated natural ageing or even decaying process. Frozen food that has been partially thawed and then refrozen again is particularly dangerous. Often, you cannot even tell that the food you are eating is actually no longer safe to consume. That is precisely why legislation requires monitoring and verified documentation of the entire cool chain, from the manufacturer and

processing company to the carrier and warehouse and right through to delivery to the supermarket or restaurant. If health issues occur at the end of the chain, it must be possible to retrace each step of the product’s journey.

Evaluation in real-time

That means that all of the regularly recorded monitoring data has to be documented and stored and be easily accessible if needed. Up until about two years ago at STEF-TFE, the temperature measured inside the refrigerated lorries was logged by the electronic control module of the cooling unit and then read and saved by computer every few days. “Now, the data is monitored, transmitted and logged in real time via satellite”, explains Jean-Charles Fromage, Delegated General Director of STEF-TFE. “This gives us a better overview of what is happening on board our refrigerated lorries, and we can immediately provide our customers with real time, up-to-date information. This system, called “Masternaut”, consists of temperature sensors in the vehicle’s cooling chambers and a radio buoy that automatically transmits the measurements and other data via

satellite. On the display screen, the department that is monitoring the vehicle can see the location, track the route, check the fuel consumption and ensure that the driver is complying with the legally required breaks, and moreover, can also see when and how long the doors of the refrigerated lorry were open and above all, how cold the it was in the individual cooling chambers at any given time.

Almost all of the nearly 4,000 refrigerated vehicles used by STEF-TFE – 2,000 of its own and 2,000 operated by subcontractors – have a moveable partition that is usually kept under the roof and if required, can be folded down and locked into the floor at virtually any place inside the cargo bay. It divides the vehicle into two separate sections, and the respective cooling units can establish and maintain specific individual temperature conditions. For example, the company can transport frozen food at minus 18 to minus 25 degrees Celsius in the front section of the trailer, i.e. right behind the truck, and at the same time, use the rear section to keep fresh fish, meat or dairy products cold at plus 2 to plus 8 degrees Celsius. However, the partition is only used if it is required for the vehicle’s delivery run. Naturally, it is more →



»Now, the data is monitored,
transmitted and logged in real time
via satellite.« Jean-Charles Fromage

cost-efficient if the vehicle is loaded and driven with goods that require the same temperature, since it saves valuable time during the loading and unloading process if the sections do not have to be separated. The front cooling unit can then easily refrigerate the entire interior area as its fan circulates up to 60 cubic metres an hour.

Using space »double decker style«

Up to 33 euro pallets can fit inside a refrigerated trailer. The pallets are allowed to have a total weight of 25 tonnes, so that the total weight of the truck and trailer together does not exceed the permitted maximum weight of 44 tonnes. This regulation has been in effect since July 2011, and only applies to agricultural goods and food. Previously, the permissible total weight of a truck and trailer combination was 40 tonnes, which meant a total weight of 22 tonnes for the pallets. However, the loads are rarely that heavy. Particularly in the case of distribution runs, the vehicles are often loaded with relatively flatly packed pallets due to the variety of the goods and the recipients. In order

to use the space as optimally as possible during such transports, mobile panels are increasingly being used. The mobile panels, which are suspended in the brackets of the side walls, create an “intermediate floor” and the pallets travel “double-decker style”. However, since the mobile intermediate floor has to be mounted and dismantled, the unloading and loading process involves more work and time, and this loading method also necessitates special skills on the part of the forklift operator.

If frozen goods have to be transported, the inside of the vehicle must have already been



A collapsible moveable partition enables different temperature zones.

cooled down to the required temperature. Then there is a maximum one-hour time window within which the warehouse must place the goods in a temperature lock chamber at the loading hatch. Everything has to be done quickly, so that the temperature stays as constant as possible. Frozen food has to be at a temperature of minus 18 degrees Celsius, and the law permits brief deviations of three degrees.

Quality assurance during the handover

The driver checks the temperature of the loaded goods by inserting a thermometer between two packs on the pallet and documents the measured temperature. This is an important step in the quality assurance process. As one very experienced driver knows, “If the cargo is not cold enough at this point, it cannot be brought down to the right temperature during the transport, even if the cooling unit is running at full power.” The specified temperature for the vehicle interior is set via the buttons on the control unit mounted on the front end of the trailer and can be read and monitored



A thermometer is used for quality control during the handover of the cargo: "If the cargo is not cold enough at this point, it cannot be brought down to the right temperature during the transport, even if the cooling unit is running at full power."

on the display there. This unit automatically controls the cooling unit which is powered by a diesel generator. It draws in the air inside the cargo bay, cools it through condensation and then blows it back into the interior under the vehicle's roofs. The cold air "rinses" the cargo from all sides, slightly warming up in the process, and is then drawn in again, thus creating a continuous cycle.

The »transparent refrigerated trailer«

The main cooling unit at the front end of the trailer and the second unit for the rear cooling chamber, which is located under the roof of the vehicle and is powered by the main cooling unit, have their own diesel tank and thus function completely independently. The trailer can thus be further cooled as specified by the regulations, without putting the cargo at risk, when the truck is uncoupled and is parked somewhere. If it is parked on the premises of a logistics location, the cooling unit can also be connected to the local three phase power supply, which means that it runs quieter, and most im-



Information about all vehicles can be easily accessed in the control centre.

portantly, produces zero emissions, since the diesel generator does not need to run. The GPS supported management system used in the STEF-TFE department operating the vehicle, remotely tracks and monitors it down to the last detail. The dispatcher has a map of Europe on his or her screen, and can zoom in on France as a whole or a certain region of the country, and in addition, all of the vehicles monitored by the dispatcher's department are displayed on the map with coloured icons. Green indicates that the lorry is moving and red indicates that it has stopped. Consequently, the dispatcher has an immediate overview of which vehicles

are located where, right from the start. If he or she clicks on one of the icons, a window pops up containing more detailed information, such as the location, load status, type of cargo and bill of lading number, the current temperature, whether the door is open or closed, whether the cooling unit is switched on and what cooling level is set, etc. For each bill of lading number, the dispatcher can display the entire "history" of the transport at any time during the trip, including the place of loading, stops en route, and of course the temperature in the interior. All of this data is saved electronically and stored for at least one year, and therefore can be retrieved even months later in the event of customer complaints or if it is required for investigations by the authorities. Moreover, the customer waiting for the delivery can access the information about the vehicle transporting his or her shipment by entering the code associated with the order on the STEF-TFE Internet portal. In essence, the company has thus created the "transparent refrigerated trailer", so to speak. (rkl)

→ Info For additional information about the STEF-TFE Group, visit www.stef-tfe.fr



Mechanics and Minutes



Who can set a new record time for changing a trailer brake disc – under 9 minutes, 28 seconds? In the BPW ECO Disc Challenge, speed and teamwork are just as important as skill and know-how. Ten repair shop teams competed to win the prize as the fastest disc brake changers in Germany.

A scene reminiscent of a Formula 1 pit stop: Four mechanics rush to tackle a vehicle axle. Adam's heavy hammer pounds down on the wheel bolts, while his colleague Marc loosens the clamps and removes the brake pads with a steady hand in order to release the disc brake from the caliper. A few quick turns of the ratchet wrench make the hub come loose. To score a "touchdown", the disc has to briefly touch the shop floor. On the other end of the axle, Lukas and Johann are doing the same thing. After dismantling it, the specialists from the Stegmaier team in Crailsheim, expertly remount the BPW disc brake – all in a race against time. The digital stopwatch shows 2 minutes, 42 seconds. At this point, the mechanics still have to wait and see whether this result will win first place and a BPW-sponsored company event worth 7,500 euros. BPW invited the repair shops from companies throughout Germany to participate in a very special competition this year, the BPW ECO Disc Challenge, and presented them with both a simple and challenging mission: to change a disc brake as fast as possible – in less than 9 minutes, 28 seconds.

BPW customer service employee BPW customer service employees Uwe Theis and Udo Nölling (25 and 39 years respectively with the company), privy to the only imaginable secrets of axles, brakes and suspension systems, set this benchmark time together. The idea for this unusual challenge came from Bernhard Rossenbach, head of Product Management at BPW. From the numerous applications, ten teams entered the elimination process.

Only the usual tools are allowed

The contestants were allowed to use the usual set of mechanical tools that suffice for a routine change of the BPW ECO Disc: aluminium and copper hammers, ratchet wrenches, pliers and hub cap spanners. Specialist tools, like a torque wrench, are not necessary for the normal ECO disc service. The teams had to submit a creative and convincing team presentation to qualify to take part in the contest.

Daily changing record times for the two rounds that each team was allowed, made the competition extremely exciting all the way up to the final contest in Hamburg. The repair specialists prac-



Andreas Wischnewski and Lothar König from Büteführ & Sohn loosen the bolts.



The team from the AL Luible logistics company relied mainly on sheer strength.

tised the same procedure over and over again: hitting the stopwatch buzzer started the race for the four high-speed mechanics. One sharp blow with the aluminium hammer sends the wheel bolts flying from their holes, the pads and disc are removed and put down, and then everything is reassembled again. Even if the teams were working on a clean specimen and not on an axle used in actual trailer operation, and taking into account that during the daily routine there are hardly ever four mechanics working on one axle, it becomes clear that the BPW system is designed to make maintenance particularly easy and that a disc replacement is indeed a remarkably hassle-free and fast procedure. For example, with the ECO Disc, the brake calliper stays on the axle during the change. Andreas Frank from the Frank Fahrzeugbau vehicle manufacturing company in Markranstaedt explains: "This lets us significantly reduce repair times for our customers. And shorter idle times are always an advantage for the customers, since they only earn money with vehicles that are running."

Frank's team went all-in for victory as well, and after a last →



The teams had two attempts, with the fastest time from the two rounds being counted. Each team was delighted with their Table Football prize.

round of flying hammers and furiously rotating ratchet wrenches it finally happened: with an amazing time of 2:23.95, the team was the absolute fastest. Heiko Braun, Tobias Ranscht, Ronny Schlosser and Steve Bachmann were totally thrilled. Ronny Schlosser says: "Everything went really well, we're a top team." He and his colleagues can now start planning for the "company party".

Everyone was a winner

Coming in next just 2.7 seconds later, the quartet from the Jens Reupke company, based in Flechtingen, Managing Director Jens Reupke, Dirk Reupke, Axel Tawara and Den-

nis Weis, won the silver medal. And finishing only a mere second behind, third place went to the team comprising Jürgen Klapdor, Vladimir Asmus, Eugen Taller and Bent Jöhnk. The Stegmaier team finally landed in sixth place.

Each of the ten teams clearly beat the benchmark time set by BPW and was awarded a 100-euro event gift certificate from action event organiser Josche Schweizer as well as a high-quality table football game. The contestants were motivated down to their gloved fingertips. And all of teams plan to be on board whenever the ECO Disc Challenge takes place again. (owi/jg/br)

→ Info For more Information, photos und movies from the ECO Disc Challenge go to www.bpw.de/challenge



The winning team from Frank Fahrzeugbau GmbH, Markranstädt.

Rankings

- **First place in 02:23,95 minutes:**
Frank Fahrzeugbau GmbH, Markranstädt;
Steve Bachmann, Heiko Braun,
Tobias Ranscht, Ronny Schlosser
- **Second place in 02:26,63 minutes:**
Jens Reupke e.K. Transporte & Logistik,
Flechtingen; Dirk Reupke, Jens Reupke,
Axel Tawara, Dennis Weiss
- **Third place in 02:27,55 minutes:**
Paul Günther Rental GmbH, Seevetal;
Vladimir Asmus, Bent Jöhnk,
Jürgen Klapdor, Eugen Taller
- **Fourth place in 2:30,05 minutes:**
Al Luible Speditions GmbH, Günzburg;
Ralph Fuhrmann, Robert Maier,
Dennis Mraovic, Eugen Obgolz,
- **Fifth place in 2:36,22 minutes:**
Dachser GmbH & Co. KG, Memmingen;
Walter Brey, Christian Kiechle, Werner
Kracht, Manfred Strobel
- **Sixth place in 2:42,34 minutes:**
Stegmaier Nutzfahrzeuge GmbH, Crailsheim;
Johann Brück, Adam Macinkiewicz,
Lukas Martaler, Mark Stegmaier
- **Seventh place in 2:48,44 minutes:**
TIP Services GmbH, Köln/TIP Services
Branch, Hamburg; Peter Holz, Mathias
Kehden, Daniel Küsgen, Marcel Rexin
- **Eighth place in 2:48,74 minutes:**
Büteführ & Sohn GmbH & Co. KG, Duisburg;
Elvis Dizdarevic, Pierre Heckt, Lothar König,
Andreas Wischniewski
- **Ninth place in 3:18,93 minutes:**
Werner Ruploh KG, Beckum; Jan Beverungen,
Hans-Jürgen Mermeier, Tobias Ruploh,
Helmut Schmidt
- **Tenth place in 3:26,29 minutes:**
Alfred Talke GmbH & Co. KG, Hürth;
Patrick Cremer, Josef Falterbaum, Detlev
Lamm, Jahn Rehse

Preview

Heavy duty

Anything is possible. Nothing is too big or too heavy to be transported in some way. It just takes the right equipment and good planning.



MOVING TOPICS

BPW listens to its customers and pays attention to the challenges of the industry. We want to hear from you: What does 2012 have in store for us? Currency and debt crises, EuroCombi field trials, personnel shortages,... What issues will you be dealing with next year? What topic will be most important to you in 2012? Let us have your thoughts here:

As a thank you for your participation, we are holding a competition to win an exquisite, limited edition Longhill watch. The watch is water-resistant, has a blue, genuine leather strap and blue watch face, and comes in a high quality case in a stainless steel look, velvet cushion and velvet lining.

Company:

First name and surname:

Position:

Address, town, postal code and country:

E-mail:

The deadline for entering the contest is 31 December, 2011. Please complete and return this coupon by post to BPW Bergische Achsen KG, Postfach 1280, D-51656 Wiehl, Germany, fax to +49 2262 78-4909, or enter online at www.trailerworld.de.

The winner of the contest in August was Mr. Michael Bammel from Memmingen. He completed the sentence presented in the last issue as follows: **"In the future, electronics in the trailer will..."** guide us on the right course, provide more information about wear and tear, and help cut operating costs."

Imprint

ISSN: 1619-3784

Publisher:

BPW Bergische Achsen KG
Ohlerhammer
D-51674 Wiehl

Publishing Personnel:

Werner Fohrmann,
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BPW Bergische Achsen KG
Redaktion „trailer world“
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Ohlerhammer
D-51674 Wiehl
Phone +49 / (0) 22 62 / 78 – 19 09
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Publishing House:

DVW Kundenmagazine GmbH
Nordkanalstraße 36
D-20097 Hamburg
Tel.: +49 / (0) 40 / 237 14-01
Internet: www.dvw-kundenmagazine.de

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(rp), Oliver Schönfeld (os), Oliver Willms
(owi), Thomas Wöhrle (tw)

Photos and Illustrations: Credits on Page

Print:

v. Stern'sche Druckerei, Lüneburg



trailer world was printed carbon compensated on FSC™ certified paper
BVS matt and LuxoSamtoffset.

trailer world appears twice a year with a total circulation of 20,000 copies in German and English. The publication, its contributions and illustrations are proprietary. Any reproduction or distribution must be authorised by the publishing house or the publisher. This also applies to the electronic utilisation, such as the transfer to databases, online media (internet), intranets or other electronic storage media. Publisher and publishing house exclude the responsibility for photographs, scripts or other data carriers that are sent without request.

