



HAVI LOGISTICS FEEDS

OLYMPIANS WE SERVED THE McDONALD'S
OLYMPIC RESTAURANTS

**CREATING A BETTER
EVERYDAY LIFE** THE CONTRACT WITH IKEA
IBERICA IS SIGNED

**FOR US "GOOD" IS NOT
GOOD ENOUGH** WE WANT TO BE AN
EMPLOYER OF CHOICE!

WHAT DO WE HAVE THAT THE OTHERS DO NOT HAVE?

TODAY THE TUG-OF-WAR TO GET THE BEST STAFF IS WON by the company that can position itself as an attractive employer. For several years now HR officers have given the issue that is still often criminally neglected in many companies a name: employer branding.

It is a very important issue for HAVI Logistics, because the times have changed radically – and you can feel it. Previously a large number of applicants replied to one job advertisement. Nowadays we have to “sell” ourselves as an attractive employer in order to find candidates with the right qualifications, people with whom we want to work in the future, and who are interested in us. Then there is also the increasing globalization of international competition for good, qualified employees. Firms no longer recruit staff solely in their own country, but on the global job market. So a strong and attractive employer brand has become

essential to HAVI Logistics. Yet we want not only to get the best people on board, but also to keep them in our company in the long term. And here not only the salary is important but many other factors besides, to raise the loyalty of our employees to HAVI Logistics even further.

With our employer branding we are not pursuing the goal of just running a PR campaign. Instead we want to build up a talent-oriented managerial culture in our company that is specifically directed at tailoring our personnel requirements to the future and offering our employees genuine prospects within the company. In the future employer branding will be a continuous thread running through HAVI Logistics, and if our authentic brand can score with applicants and employees, we will already be one step ahead.

Inspiring reading!



Hans-Werner Krohn
Vice President Human Resources
and Corporate Communications,
HAVI Global Logistics

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FOR US “GOOD” IS NOT GOOD ENOUGH

Often the first-choice employer is also the customers’ first choice. It would be difficult to find a better reason for taking a thorough look at our own company. Even today employer branding is still often neglected by corporate management. But for HAVI Logistics this tool represents a huge opportunity. As an attractive employer we can draw employees to us and keep them in the company, and our attractiveness is a clear competitive advantage.

OF COURSE we have been working on our own image in order to acquire customers and consumers. But this often gets forgotten in association with attracting applicants and keeping staff. Image is definitely one of the factors to be considered when it comes to finding the best applicants for a vacancy. Is our company attractive? What values does it stand for? Do we promise applicants recognition and prospects for development? Contemporary values are very important here – such as sustainability, respectability, drive for innovation and reliability. Employer branding, that is, sharpening an employer’s profile as a brand, is the tool for putting communication with employees and applicants on a strategic basis.

EVERY EMPLOYER BRAND NEEDS A POSITION AND A FACE! The frequently heard question, “Where do you work?” should be answered with pride and self-confidence simply by naming a well-known and renowned company. Catchy names tell people more quickly who you are. We have provided a good basis for employer branding, for example, by changing the name of our group. By rebranding ourselves as HAVI Logistics we have defined our new brand values and provided orientation for all future communication measures.

At the same time, our brand should benefit all HAVI Logistics target groups: from the customers and the employees, over other stakeholders and suppliers, all the way to the general public including the media. Last but not least, our brand should include the important area of employer branding. The authenticity of our brand is especially important to us. HAVI Logistics’ authentic orientation provides a true reflection of our values and norms, and a way of putting them and our entire corporate culture into practice. HAVI Logistics is sincere and therefore our employees can also identify strongly with their employer.

WHAT DOES THIS MEAN for our employer branding strategy? To implement our employer branding strategy, we initially analyzed our own strengths and weaknesses and got very valid feedback from our employees located all over Europe. We used the results to formulate our goals. This is the responsibility of Human Resources and Corporate Communications. Our defined goals are supported by HAVI Logistics’ top-level management. For us the topic of personnel marketing represents an extremely important aspect of employer branding where we pursue a proactive strategy, i.e. we anticipate and take action in advance, before the need for staff arises. In

this way we can make the best use of the potential talent on the market, because today the talent no longer necessarily comes to the company, but the company has to go to the talent. This applies to our existing employees and the next generation just as much as it does to finding highly qualified external experts. What HAVI Logistics does is e.g. to cooperate with universities and technical colleges to get young, talented people really interested in our company. To do this we present HAVI Logistics’ unique qualities as an employer – our “Big Six Fits” (read more about this in the article on page 05).

To get the attention of applicants we focus on the overall positioning of HAVI Logistics as an employer, with which we sharpen our profile on the job markets and vis-à-vis our existing employees. We will concentrate on potential new employees and their workplaces. To do this we have developed a series of new, professional “help wanted” ads using various motifs. The eye-catcher is always one of our employees as the central visual element of our corporate culture. This is intended to reach applicants who are especially suited to HAVI Logistics: highly focused, reliable and competent visionaries, problem-solvers and

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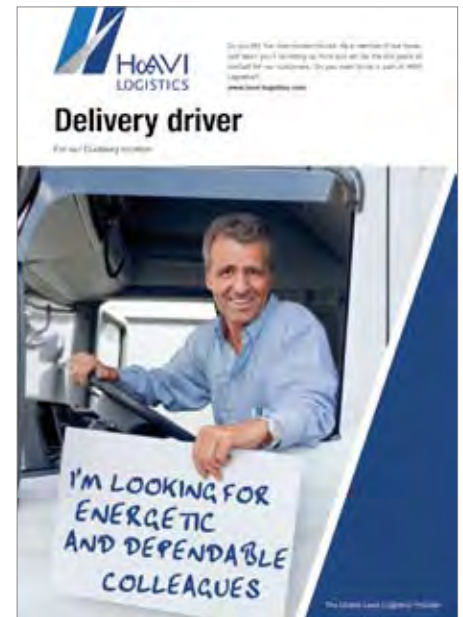
people who get on with the job. The strategy and the campaign described above for our new employer brand form a Europe-wide process at HAVI Logistics. We are developing our employer brand with support from professional, external HR service providers. When new employees come on board at HAVI Logistics, they undergo an intensive program of introduction into the company, they receive the appropriate training, and their talents are encouraged and developed.

WE HAVE INVESTIGATED MANY CORNERS IN OUR COMPANY and found that of course we can always do more to become more attractive as an employer. But we have also discovered that we already do a lot not only to gain new members of staff, but also to offer a wide range of benefits to our existing employees, in order to create good jobs and the best working conditions for them. Corporate events, Christmas parties and summer parties are all used alongside occupational development opportunities. Our many internal communication channels – such as our intranet A-lex and employee newspapers, staff



surveys and ratings of work by supervisors – are just a few examples of how we strive to be a great employer.

HAVI LOGISTICS IS WELL ON THE WAY. But “good” is not good enough for us. We want to be better than the competition and deve-



lop our quality and culture as an employer based on clear employer positioning. After all, we want to position ourselves not only on the external job market, but also as the employer of choice for our staff.

HAVI LOGISTICS: YOUR RELIABLE FELLOW!

Better job applicants and loyal employees – just two of the many advantages of employer branding. Many companies lack a suitable strategy for building up a good employer brand. HAVI Logistics has already clearly defined its path to successful employer branding. We've now covered part of this distance, but we still have quite a few steps ahead of us before we reach our final goal.

TO POSITION OUR COMPANY AS THE “EMPLOYER OF CHOICE”, we need not only to keep a high profile on the market but also to continue developing our quality as an employer. Employer branding demands a strategy that merges brand buildup and brand management with personnel and organizational development. But what approach has proven its worth in actual practice? This is what the personnel and communication experts at HAVI Logistics asked themselves. The German Employer Branding



Academy (DEBA) has developed tailor-made Guidelines for this purpose; these Guidelines are now used by HAVI Logistics as guideposts for the development of an attractive employer brand. To achieve this we work closely with specialists at DEBA.

THE FIRST STEP WAS THE “COCKPIT CHECK”. Employer branding had to be closely coordinated with corporate and personnel strategies. The following pillars served as the foundation for employer branding: management support for the project, an unambiguous definition of employer branding, the commitment of all levels of management, and a

time schedule. On top of this supporting structure, an effective project management superstructure was put in place with clear-cut delineation of responsibilities and task areas.

THE NEXT STEP WAS “THE GLANCE IN THE MIRROR”. This step kicked off the analysis of the situation at HAVI Logistics. The first thing the company realized was that it was still largely an unknown quantity on the job market. Existing staff and potential new employees were obviously not sufficiently informed of the excellent opportunities for continuing professional development offered by HAVI Logistics. The company's management will place even



more emphasis on in-house career advancement, and personnel marketing activities.

Now the goal was to develop a single systematic concept for an employer branding strategy at HAVI Logistics. We analyzed our own employer characteristics and used the results to formulate our so called unique employer proposition (UEP) - or unique employer quality. The crucial questions in this context were: What makes a real difference? What is at the core of our success? What is unique about HAVI Logistics? Figuratively speaking, where is the most brilliant diamond? We have condensed them in our "Big Six Fits":

- **self-confident as well as humorous**
- **ambitious as well as big-hearted**
- **hands-on as well as open-minded**

Not only do these attributes make us a good employer; they also clearly set us apart from other companies. On the basis of this definition of HAVI Logistics as an employer brand, we were also able to formulate a central message for our employees and job applicants. With the catchy slogan – "HAVI Logistics: Your Reliable Fellow" – we have summed up all the factors that make us a unique employer.

THE STRATEGY WE ARE NOW PROCLAIMING

is that we have to make use of this potential. And we have to publicize this on the job market and among our employees by proactively "going door to door" with these attributes and our slogan. With the support of our Human Resources and Corporate Communications departments at HAVI Global Logistics, the HR departments in the individual HAVI Logistics countries will have to make a truly outstan-

ding pitch through the right channels in order to recruit highly qualified new employees. Furthermore, they will have personally contact to e.g. recruiters, universities, schools, politicians, etc. Moreover, they will have to use the support-package with many proven HAVI Logistics standards which is prepared by Human Resources and Corporate Communications and can be found among other places on our A-lex intranet. The company's entire management is aware that we have to pro-

and convey the values and core messages of HAVI Logistics as an employer if they are to be credible to applicants.

OUR HAVI LOGISTICS EMPLOYER BRANDING

STRATEGY was presented to all the HR managers in the HAVI Logistics countries in October. By imparting this knowledge, we are taking the next – and perhaps most important – step toward successful employer branding. Our HR managers will bring all of their marketing and recruiting activities into line with the definition of our new employer brand - **Big Six Fits** - and our slogan: **Your Reliable Fellow**. Our HR managers, moreover, will paint a uniform picture of our company with a high recognition factor and to create an employer image – as part of the corporate image – with harmonized contents, language and graphics. Our brochures, website, our "help wanted" ads and our new booth at the "Graduate Congress" (see page 20) will have a unified design, for example. To make sure that our employer image is persuasive down to all employer branding measures, Human Resources and Corporate Communications at HAVI Global Logistics will walk down the path to successful employer branding hand in hand with all employees responsible for employer branding at HAVI Logistics. With every step they take, they will stretch out a helping hand to ensure that we continuing get the best people aboard to support our customers day by day.

DEBA



DEBA is the first consulting company in Germany specializing in employer branding and offering advisory services, support, options for obtaining qualifications, and benchmarking from one source.

DEBA combines brand know-how with HR expertise and stands for an extended and deepened understanding of employer branding.

DEBA conducts fundamental research and development and cooperates with academic departments at various universities.

DEBA cooperates with 'best practice' partners and employer branding experts with practical experience.

note our image as an employer – wherever and whenever we come into contact with employees, regardless of whether they are job applicants, members of the present workforce or former employees. Finally, all of our recruiting measures must be free of ambiguity