

Wolfgang Schubert

Dieter Haltmayer  
My Life in Freight

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Special thanks go to my son-in-law Dr. Davyd Melnyk for translating the previously published German version of my book into English.

A handwritten signature in black ink, reading "Dieter Keltmeyer". The signature is written in a cursive style with a large initial 'D'.

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## 42 Years of Quick Cargo Service

Quick Cargo Service is one of the top ten owner-managed IATA forwarders in Germany. Founded in 1974 by Dieter Haltmayer, today the company is represented in Germany by ten branch-offices at key locations, along with international presences in Amsterdam, Rotterdam, London, Basel, Zurich, Copenhagen and Warsaw. In addition to airfreight, seafreight has long been a second mainstay of the business; in Hamburg QCS has its own seafreight terminal. When founding the company Dieter Haltmayer built upon his 15 years of experience as freight-manager for British European Airlines (BEA), British Overseas Airways Corporation (BOAC) and Air Canada. Now the company is run successfully by two generations of the Haltmayer family. The operations of the company have largely been passed onto the founder's children: Stephan (Managing Director), Heidi (Administration) and Dr. Jennifer Melnyk (Finance).

For airfreight QCS is a reliable partner for global shipments. The high departure frequency and firm capacities with carriers ensure consistent quality and high-performance connections around the globe. When it comes to international seafreight Quick Cargo Service offers intelligent, tailor-made logistics solutions. The selection of shipping-lines according to strict criteria secures a continually high level of quality. In the industry QCS is well known for forging alliances. Aptly marking the start of the new millennium, in the year 2000 Dieter Haltmayer initiated the group known as IGLU Air Cargo GmbH: a name based on the German phrase "Interessengemeinschaft Luftfracht", meaning "association of common interests in airfreight". IGLU is an association of 23 medium-sized airfreight forwarders based in Germany, created to pool their collective bargaining power as medium-sized forwarders. Together the IGLU members load 1800 tonnes of airfreight every month to 80 destinations around the world, matching the levels of multinationals. The IGLU founder's son, Stephan, has also shown a talent for alliances, going on to co-found the China Cargo Alliance (CCA), the Aerospace Logistics Group and SSF-Pharma.

The year 2014 saw a notable pair of anniversaries: Dieter Haltmayer's 80<sup>th</sup> birthday and 40 years of Quick Cargo Service.

This book was originally conceived and written in German to mark these anniversaries. At the request of many friends and business partners an English version has now been produced.

The company has also continued to develop. QCS has now entered the perishable goods market and installed a refrigerated warehouse on the ground floor of the company headquarters in the Kurhessenstrasse. And since the beginning of 2016



the main entrance is graced by the showpiece of a tail fin from a Boeing 737. QCS Dusseldorf has also moved into superior new premises off airport: a move that could be replicated at other branch offices as rent costs at the airports are very high and there is often no room for the firm to expand further.

Quick Cargo Service has continued to focus on expansion: the firm currently employs around 200 employees in Germany and Europe.

**The management quartet of Quick Cargo Service: Dieter Haltmayer, Heidi Haltmayer, Dr. Jennifer Melnyk and Stephan Haltmayer**



Dear Dieter,

They always say 'behind every good man (and/or business), is a woman'. In the case of Dieter Haltmayer and Quick Cargo-Service it's been an extraordinary woman and three equally talented children!

I've had the pleasure of knowing Dieter for many years, as an industry colleague, supplier, partner and most importantly a friend. By sheer coincidence our careers followed parallel paths to begin

with in the sense that Dieter and I both worked initially for British Airways and Air Canada, except he was a generation ahead.

Let me highlight how I came to know and respect Dieter. This begins when I was General Manager-Cargo for Air Canada in UK & EMEA all through the 90s. Air Canada at that time had a glut of capacity to fill through frequent operations of 747 combi-aircrafts. Konrad Bossdorf and Freddie Friessem were courting many of the major forwarders as were our key competitors. Dieter managing a modest but efficient forwarding business was always demanding and expecting the courtesy of equality with the multi-nationals and so formed a consortia of like-minded independent forwarders called IGLU. The rationale being that their combined businesses could command equivalent pricing to that of the major multinationals. This creative thinking proved a success and the entity remains so to this day.

Dieter has always been vocal, outspoken when needs to be but always courteous, visible and accessible. His sacrifice to place customers and business partners first and foremost, at the expense of family, is well known but having the family then embrace the industry is quite extraordinary and unique, particularly when you consider that two of his children were daughters in what is still largely a male dominated industry.

Dieter was also known to financially support the air cargo industry over the years through sponsorship at many of the major events. He was always solicited by his contacts within either the media or trade associations and rarely did he say no. He was a regular at the Cargo Airline of the Year at the Royal Lancaster Hotel in London each April and it came as no surprise when he was recognized for his lifetime achievement at the same event in 2009. His many friends span the globe and they still continue to invite him whenever and wherever they opt to host their events.

When at Menzies Aviation at the turn of this century, I wanted to expand the concept of wholesaling in Europe, I looked to Germany and the first people I approached were Dieter and Stephan. Following initial talks they felt there was merit in this enterprise and having gained family approval, the AMI franchise remains part of the Haltmayer Group of businesses under QCS.

Looking at the success of QCS amidst the many challenges the industry has faced particularly over the past decade and a half, you have to admire the energy and the focus that the Haltmayer family have invested. In Stephan, Heidi and Jennifer, Dieter has the perfect Board representation with differing skills and competencies. Stephan as the MD is the commercial guru, frequently travelling the globe cementing relationships with both network partners and customers. Jennifer is the CFO so maintains a tight rein on the purse strings like every good financial institution leaving Heidi to manage the office, the HR elements, communication, marketing and everything else that goes with it.

Latterly while at IATA, I have been advocating the need for the industry to evolve towards a paperless environment through adoption of e-freight and initially the e-AWB. Even here Dieter, Stephan, Heidi and Jennifer have not hesitated to listen to the reasoning and the benefits and agreed to pursue this path. This demonstrates that the character of the company is to always assess where it can improve efficiency and evolve to enhance their own capabilities and value proposition.

To analyse QCS and simply bracket this as a family business would do it a great injustice because its success is built so solidly on a foundation of principles such as hard work, dedication and determination to succeed.

The fact that Dieter can now reflect and celebrate the 40<sup>th</sup> anniversary of QCS is quite extraordinary and I for one am extremely proud to be considered a close partner, colleague and friend of them all. I offer them my heartiest congratulations and I know Gloria and my two sons Desi and Andy who have collaborated with them do the same.

Des Vertannes, previously IATA Global Head of Cargo



For many years Dr. Andreas Otto was a Lufthansa Cargo Board Member for Products and Sales. Since 1st October 2014 he is Chief Commercial Officer for Austrian Airlines in Vienna.

Dear Dieter Haltmayer,  
Dear Quick Cargo Team,

At a time when it seems natural for footballers or actors to publish a (first) biography in their mid twenties, it seems almost remarkable when the first biography of a notable personality appears on their 80<sup>th</sup> birthday. This is particularly remarkable in the case of Dieter Haltmayer, because the success story he wrote with Quick Cargo Service would doubtless have been worth a book many years ago. He hasn't always made it easy for us at Lufthansa Cargo, being demanding, discerning and assertive where his interests are concerned. No-one who knows Dieter Haltmayer would dispute these qualities. And anyone who shies away from tough negotiations would do better to stay out of his way.

But whoever wishes to further his business and values a partner who brings vision and honest dialogue to the common pursuit of the best solutions, he will find what he seeks in Dieter Haltmayer. It is no exaggeration to say that without him Lufthansa Cargo would be different in Germany today and not for the better.

In an industry like airfreight success can only be achieved together through the cooperation of all partners. When one knows that a professional organisation like QCS is one of them this is very reassuring. These days there is hardly any award or quality contest where Quick Cargo Service does not belong amongst the favourites.

With untiring commitment, a pursuit of the highest quality and, not least, the gift to continually reinvent oneself, Dieter Haltmayer has managed to shape his company over these last few decades into one of the most remarkable providers of logistical services in Germany.

QCS is international in nature, yet with its roots firmly in Mörfelden-Walldorf, and remains resolutely a family company. This is a winning combination and a prime example of the successful mid-sized sector in Germany.

Reaching pensionable age is something Dieter Haltmayer has continued to ignore. When one looks back on the development of Quick Cargo Service over



the last 15 years, one can only say “fortunately” ignored! Naturally he has also had foresight enough to already fill the important positions in his company with family members who share his commitment to the long-term success of the firm.

I am convinced that Team Haltmayer, led by their captain Dieter, will continue to win in future. We at Lufthansa Cargo are proud to be allowed to participate.

Yours

Dr. Andreas Otto





The photo shows Dieter Haltmayer in the year 1936. Actually he does not look so very different today.

# Fear of the Hairdresser

## Race to the Air-Raid Shelter

### 100m in 11.0 Seconds

He was never easy-going or one to conform. Even at his birth, at home in the Villa Briede in Dusseldorf-Benrath, Dieter Haltmayer showed his contrary nature. Unlike most other babies, who come into the world head first, he was born feet first: and his first cry was all the louder for it.

From the 31st October 1934, the Haltmayers were five. Along with father Willi, mother Käthe, the older brother Hans, and sister Anneliese, Dieter was now part of the family. Particularly for his sister Anneliese this had been a surprise, as her parents had told her nothing of the joyful event they were awaiting. And while mother Käthe's stomach had grown, the change was too slight to spoil the surprise prematurely. *"My sister came home from kindergarten one day, and there I was!"*, Haltmayer still enjoys telling the story of his "surprise" birth, *"you should have seen the look on her face"*.

Originally Dieter was not supposed to be called Dieter, rather he was to be named after one of his two godfathers Karl and Heinrich. But to avoid hurting the feelings of whichever godfather they would have left out, they finally christened him Karl-Heinrich Dieter, and called him Dieter. According to his passport Haltmayer is called, correctly, Karl-Heinrich Dieter. This has sometimes led to misunderstandings, such as almost four decades later during a holiday in Spain at a hotel bar. Dieter was long married and his wife, Maureen, had gone to bed early one evening. An English couple wanted to share a toast with Dieter and asked him his name. He told them, quite rightly, that it was "Karl-Heinrich Dieter". This was too difficult for the English couple. So since they did not understand, he obligingly translated it into English: Charles Henry Dieter. This they understood. The next morning Dieter was late for breakfast and Maureen sat alone with the English couple. Concerned at his absence they asked her, *"How is Charles Henry?"* Maureen was startled and asked them who Charles Henry was, *"Why, your husband"* they replied with simple conviction.



Dieter Haltmayer was born in the Villa Briede in Dusseldorf-Benrath. During his birth at home he already showed his contrary nature: he came into the world feet first.



This terraced house, number 10 in the Augsburgstrasse, was where Dieter Haltmayer grew up in Dusseldorf-Benrath.

The early years of his life, except for occasional quarrels with his older siblings, were harmonious and sheltered. In 1935 his parents had purchased a terraced house, number 10 in the Augsburgstrasse. Here he had his own bedroom and behind the house was a garden with a sandpit and a swing. He was particularly proud of his attractive, blond curls and did not want to lose them under any circumstances. His elder sister Anneliese recounts that every time Debus the hairdresser came to the house Dieter ran screaming into the garden.

On his second birthday Dieter Haltmayer looked very similar to how he does today: blond curly hair, soft chubby cheeks and a mischievous smile on his face. One photograph, taken on his birthday, illustrates this particularly well. Several other pictures show the boy in typical Alpine costume. The Haltmayers originate from Bavaria where the traditional dress is Lederhosen, so father Willi and mother Käthe dressed him in Lederhosen, topped off with a Tyrolean hat and knee-high stockings. Later, at school, he was teased because of his clothes and called an Alpine hunter.

Dieter's school start in the autumn of 1941 was followed by an early winter with heavy snow. The boys in his class, being cheeky as boys that age will be, used to make fun of their class teacher. Frau Rabe had a slight limp and the first-years called her "*Humpelrabe*" (hop-a-long Rabe). Together with their teacher Fräulein Müller, the pupils cheerfully sang Christmas songs "*Schneeflöckchen, Weißbröckchen, wann kommst du geschneit? Du wohnst in den Wolken, dein Weg ist so weit*" (little snow flakes, little white skirts, when will you fall? You live in the clouds, a long way away). The cheerful songs were soon to fall silent. In the meantime the war had also reached Benrath. An ordinary school day was no longer conceivable. In 1943 and 1944 the lessons took place only sporadically, for the most part they were cancelled entirely. Air-raid warnings became ever more frequent. Squadrons of English and American bombers flew over the Zuiderzee (today the IJsselmeer) towards the Ruhr district, at first mainly at nighttime, later also during the day. Then the residents of the Augsburgstrasse, mainly the elderly and mothers with children, had to run to the air-raid shelter at the end of the street. Dieter, now ten years old, always kept his backpack packed and ready, hanging by the front door of their terraced house. His mother had sewn it herself with green material. It contained enough bread and water for two days as well as a change of socks and underwear.

An air-raid warning was signalled by three short blasts from the siren. Then the boy would grab his rucksack and run as fast as he could. He was always quicker than his big sister but sometimes slower than some of the other boys in

the neighbourhood. This annoyed him. There was a competition amongst the lads as to who could reach the benches in the bunker first. It was a way to play even in the midst of war. Perhaps this was the only possibility for the children to escape from the horrors of war. Other games included collecting and swapping shells and shrapnel after the bombing raids. Behind the estate of terraced houses there was a German army anti-aircraft gun emplacement. From here they would open fire on the bomber squadrons. The exploded shells fell back to earth and became coveted collector's items for the children: "I'll swap you a nice, large shiny piece for two small ones". It would be the same principle later during the 1954 World Cup as the children traded a Helmut Rahn photo for two Toni Turek and Max Morlock, or still later in 1974 when Panini published their World Cup sticker albums. *"As children we did not see the real horror of war"*, says Dieter Haltmayer in hindsight. In 1944, when a four-engined Lancaster was shot down by an anti-aircraft gun, the pilot parachuted to safety, but the plane broke up mid-air and fell as flaming debris between Benrath and neighbouring Himmelgeist. The wreckage site became a favourite playground for the children in no time; the plexiglass windows of the aircraft burned so nicely. The aircraft still smelled strongly of oil and kerosene, and to climb into the pilot's seat was fantastic. Two days later the local paper reported that the pilot had escaped in the ejector seat and later been captured.

Some nights the Haltmayers and other residents of Benrath had to leave their homes as many as five times. Everyone slept fully dressed. When they left the bunker again after the long siren for all-clear, sometimes they would see lights like Christmas-tree illuminations hanging over Dusseldorf or Cologne. Then they knew that bombs would fall there soon. These lights, which slowly floated to earth on parachutes, were thrown out by Pathfinders, target-marking squadrons, who flew ahead of the bomber squadrons. Their function was to clearly identify the target for the bombers that followed soon after them. The local population knew them as "Christmas trees".

As the bombing attacks on the Ruhr district intensified the Haltmayers packed their things in Benrath and moved with mother, sister and son, Dieter, into the countryside at Haus Horst, a farm near Hilden. This was where Grandpa Wilhelm and Grandma Anna lived and worked. Despite the war the family from Benrath lived well there because in the countryside they had enough to eat and drink. On the farm they had cows and chickens, and therefore milk, eggs and meat. They also had grain to grind into flour and bake into bread. One day news reached Haus Horst that the house in Benrath had been hit and heavily damaged



The Haltmayers' paternal ancestors were from Bavaria. That is why his mother Käthe dressed him in lederhosen, a Tyrolean hat and knee-high stockings. Also in the photo is his older brother Hans, sister Anneliese and aunt Franziska.



As the bombing attacks on the Ruhr district intensified the Haltmayers sought sanctuary in the countryside at Haus Horst.

by two shells. The Americans had been firing howitzers from the left side of the river Rhine across to the right side. One shell had hit the roof and tore a hole all the way through to the cellar. A second shot had hit the bathroom and also destroyed the bedroom. Later Dieter's mother said that the shells had hit the house at midday around 12 o'clock, the exact time that she would normally have been making the beds.

It was in Haus Horst that Dieter experienced the end of the war, and for the first time in his life encountered a black man. In April or May of 1945 the eleven year old was on a forest path that led directly to the farm when he saw an unusually large number of vehicles. He had never seen so many cars in rank and file and became afraid. He ran to Grandma Anna, who knew what it must mean. She fetched a white bedsheet and waved it out of the window. The "cars" were actually US Army tanks and on the foremost tank sat a man with dark skin, chewing gum, with a cigarette in the corner of his mouth. As Haus Horst was quite an idyllic spot in the midst of so much greenery, the soldiers halted for an extensive break and unpacked their provisions. This was the first time that Dieter had ever seen a banana or an orange in his life. *"I had no idea how to peel and eat a banana, or an orange either for that matter"*.

The war was over and the Haltmayers had to return to Benrath. The house in the Augsburgerstrasse had only been provisionally renovated, but that was not the chief problem. At home there was neither meat nor eggs as there had been in Haus Horst. Bread, sugar, fat, everything was rationed. There was too little of everything. The German "Reichsmark" was as good as worthless, half a pound of butter cost half a million Reichsmarks.

Sometimes Dieter and his mother would travel 70km by bicycle to the Dämmer forest near Wesel. The railways and trams were no longer running. And there were no longer any bridges left intact over the river Lippe, they had been destroyed. Because Dieter's mother could not swim they had to find a shallow part

of the river in order to cross it, which meant they had to take a further detour. The Dämmer forest was where Uncle Karl worked as a forest ranger, and he also had a small farm, and sometimes something to spare for the Haltmayers. On one occasion Dieter brought a whole hundredweight of potatoes back with him, by bicycle. Afterwards he could never satisfactorily explain just how he had managed it. But he had, because he had to.

In the cellar of their terraced house the clay floor was dug up and a makeshift chicken coop was installed. Then to allow the chickens to go out in the open, they had to knock a hole through the wall of their house. In the garden there was no longer room for a lawn. Instead they planted carrots and runner beans. There were also six rabbit hutches so the family could have a Sunday roast. But without a butcher's help they had to kill the rabbits themselves. This job fell to father Willi who had been released early from captivity. He prepared the rabbits or chickens for the Sunday roast in the cellar. Every time he came back up the cellar steps, his grim task done, he was always white as a sheet and visibly shaken.

Although the war had ended a return to normal schooling was not yet possible. There was a shortage of teachers as many men had fallen in battle or were still prisoners of war. But there was also a lack of books and other material as well as a fuel shortage in the Winter of 1945. The school in the Einsiedelstrasse had a furnace but no coal or wood. So the teacher always implored the pupils to bring at least one piece of wood or coal each morning, two if possible! Dieter had the advantage that his father had found a job soon after the war in the bookkeeping department of a coal merchant. It was also their good fortune that they had some distant relatives in the USA, and every six weeks a parcel arrived with cocoa, coffee and powdered milk. "At the time", recalls Dieter Haltmayer, "that was the height of luxury for us". Otherwise they only had Kathreiner's Malzkaffee, a coffee substitute made from barley, "horrible stuff!"

To come to terms with the day-to-day challenges they faced, every family member had to pull his own weight. In 1948 when Dieter moved on to the Schloss Grammar School in Benrath's Schlossallee the school holidays were no



After the war the bicycle was the primary means of transportation. In the hutches the rabbits were fattened for the Sunday roast.

longer for relaxation. Theo Müller, a neighbour who lived diagonally across from them in the Augsburgstrasse, worked at Henkel-Persil in Dusseldorf as head of the adhesives department, and he arranged a holiday job for the fourteen year old Dieter in his department. It took him a month to earn 180 Deutsch Marks which he invested in a three-gear Achilles bicycle from Fichtel & Sachs, *“The best that they had at the time”*. Another time he worked in the paper factory Jagenberg in Benrath thanks to his sister Anneliese who worked in the bookkeeping department there.

Mother was always the most pleased at any “provisions”. Dieter lugged home kilos of detergent and cleaning products: Ata, Persil or IMI. On one occasion a ship was already loaded with such Henkel products when the Reisholzer harbour was bombed and the cargo barges capsized. But they had not sunk entirely, so the children climbed into the cargo holds and were able to bring back some “booty”.

But Dieter did not stay for very long at the grammar school; he did not get on well with Latin. So he moved to a secondary modern school in Dusseldorf-Bilk’s Clarenbachstrasse. This was where he completed his secondary school education in 1954.

Before finishing school he had often been celebrated by his fellow pupils, not for his performances in Maths or English, but for his prowess as a runner. Dieter was a formidable sprinter over 100m and 200m. In the annual contests between the Dusseldorf secondary modern schools Dieter frequently led the Clarenbachstrasse school to victory as the anchor in relay races. In 1953 the local newspaper reported on their great victory, *“Superb school relay! Over six thrilling laps. Halfway through the Franklinstrasse was clearly ahead. Everyone in the stands who was for the white shorts stood and cheered on their team – with a wall of sound such as only boys can produce. Then another part of the stadium erupted as the Luisenstrasse caught up and took the lead by two, three metres in the final straight, only to lose out to the wiry anchor of the sudden leaders from the Clarenbachstrasse, who propelled them as first over the line”*. That “wiry anchor” was Dieter Haltmayer.

His personal best for 100m was 11.0 seconds and he trained twice a week. But that was not enough for a place on the podium at the North Rhine Cham-

pionships or the Westphalia contests. Two who often stood there were later to achieve international fame: Manfred Germar from ASV Cologne, who won a European Championship in 1958, and Armin Harry of Bayer 04 Leverkusen, the Olympic 100m champion in Rome 1960.



At the annual “Schloss relay race” in Benrath Dieter takes up the baton in the lead for the next 200 metres.



Dieter Haltmayer ended his sprinting career at an early stage. He found the intense training took a toll on his body. His elder brother Hans thought that Dieter lacked the unconditional ambition required. With affectionate provocation, he called his brother an “*audience runner*” who was only interested in “*being seen at big events*”.

In March 1954, Dieter had his school certificate in his hand. His average mark was 2,3 (roughly equivalent to a B or B-). His 4 (or D) for written English and a 3 (or C) for handwriting was easily compensated for by a quartet of 1s (As) in Leadership, Religion, Drawing and Physical Education.



That's what a winner looks like. Dieter leads the Clarenbach secondary modern school to first place at the sprint contest for Dusseldorf secondary moderns. Only Armin Harry and Manfred Germar were faster.

If you want to be a forwarder you can never start learning too early.



He stood on his own two legs very early.



My teddy and I; we are inseparable.



Today is my birthday and I am turning two.





Dieter as a school pupil in 1941 and with his family. Twelve years separate the photo with his brother Hans and older sister Anneliese and the picture of the complete family including "latecomer" Brigitte





It must be love

# Bulk Goods by Ship

## An English Course in London

### A Girl Called Maureen

After finishing school the big question was: what now? Dieter's father would have liked to see him as a cook on a cruise ship, "*there is a future in cruise ships*" reckoned father Willi, which from his viewpoint in 1954 showed some foresight. But the twenty year old had little inclination towards a life on the open seas, or as a cook for that matter. He wasn't yet sure what it was that he did want. And his application for an apprenticeship as a salesman with the oil-multinational Shell at their central office in Dusseldorf failed due to his apparent lack of focus. When the interviewer asked him what was today's date he had to admit that he had no idea. He had been living for the day thus far in his life, without any thought as to what the exact date might be. At Shell this wasn't quite what they were looking for in an apprentice.

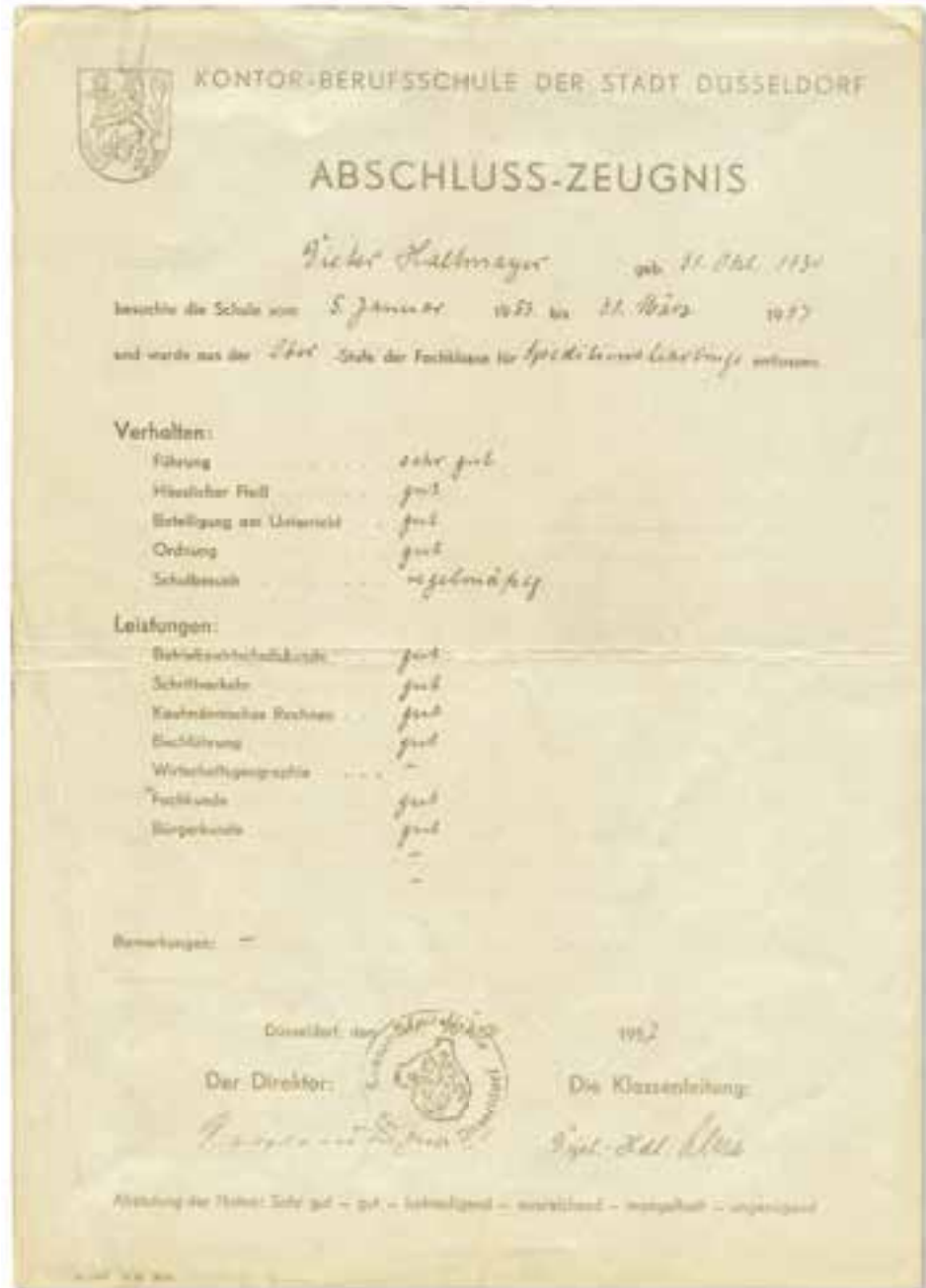
An acquaintance of Dieter's from school was one year into an apprenticeship with Rhenus, a shipping, forwarding and warehousing company. He suggested, "*Come to us, we are looking for people*". For this interview he made sure he knew the date but that was never asked. What they did ask caused him no problems and he was taken on.

"*The apprenticeship was excellent*", recalls Haltmayer still today, "*they didn't just send me to make coffee but gave me a thorough training*". He began in the department for upstream shipping and was astonished at the huge forwarding log, a meter in width, which contained all the details about the customers and their freight on the left side and all the invoicing details on the right. He learned everything about the connecting traffic for overseas in Antwerp and Rotterdam, warehousing, bookkeeping and transportation by HGK. He learned quickly that ships were for bulk goods: 20 tonnes of detergent, 50 tonnes of machine parts or 60 tonnes of steel pipes. Later in the airfreight business, when it was a question of mere pounds and kilos, he would sometimes look back in amazement at his time with Rhenus.



Who is the fairest in the land?

A certificate that speaks volumes. One may notice the mark for leadership (Führung): very good (sehr gut).



Still today Dieter Haltmayer finds his thoughts wandering back involuntarily to Rhenus every time the reference books from Lorenz on the shelves of his office in Mörfelden-Walldorf catch his eye. Volumes 1 and 2 are the standard German work in the forwarding and logistics industries. For over 50 years they have been an indispensable source of information for apprentices, career changers, inexperienced and experienced forwarders alike. The tomes were written in the fifties by Wilhelm Lorenz, Dieter's teacher at the vocational school in Dusseldorf at the time.

On the 31st March 1957 Dieter finished his apprenticeship and was enthusiastically offered a permanent position. Having earned 175 DM per month in the third and final year of his apprenticeship, he now received 240 DM monthly. Back then this amount would have paid for 13 month passes for the Rhine Railway from Benrath to the harbour in Dusseldorf, 1333 glasses of draught Alt bier at the "Uerige" bar in the old town of Dusseldorf, or 4800 bread rolls from the baker. The price of a single bread roll then was five pfennig. But Dieter only stayed for two more months before quitting his job and going to London.

The apprenticeship had waked a long slumbering sense of ambition in the young man. He had found an increasing sense of enjoyment in the forwarding business, but it was clear to him that to further his career he would need to improve his English. Looking back today he says that even in the fifties English was becoming ever more important, and the English he had learned at school was nowhere near sufficient. So Dieter decided to take a six-month English course in London. There was also another argument in favour of London: she was called Maureen and was fifteen years old.

Dieter had already visited London in the summer of 1954. He had hitchhiked to England that August with his friend Kurt Stünzner. It had been an adventure without any concrete plans and little money. The only thing that was certain was that the pair wanted to see London. The rest depended on who would take them in which direction and how far. When they finally arrived in London they first looked for a youth hostel, without the benefit of any guide-books. Luckily they came across two girls who had just left the underground station at King's Cross and these two local teenagers directed the lads from Benrath to Bethnal Green where there was an affordable youth hostel. The young people chatted a little, mostly with gestures due to the limited English of the German pair, but they got as far as exchanging names and addresses. The two young English girls were called June and Maureen. They went their separate ways. The young men explored London and almost forgot those two girls. Almost.



The piano was one of Maureen's great loves. The other one was Dieter, whether in his BEA uniform as a duty-officer or relaxed and casual in his free time.



What would I do without you, Dieter?

Sometimes Dieter thought of the cute little brunette with a pony-tail. Her name was Maureen.

So at the end of September in 1957 Dieter set off for London once more. He had applied for a course at the Davies School of English and he received a letter of acceptance, along with the address of a Mrs. James in Cricklewood who let rooms to students. The school was already paid for leaving Dieter with 450 DM to live on. It was clear that money would be tight: the rent alone at Mrs. James's was two pounds and ten shillings a week, for a room that was freezing cold. There was an electric fire but one of the two bars was broken. So Dieter would often spend the evenings in the living room to warm himself at the fireplace. His landlady would have rather sent him up to his room, "*Mister Dieter, you are burning all my coal*", she would lament. Mornings were spent at the school. From midday on, besides his school work, Dieter had plenty of time to see London, and to think of Maureen.

It took him quite a while to pluck up his courage, take the telephone receiver in hand and finally call Maureen at the Daily Telegraph, where she now worked in the photographic department. It proved to

be a somewhat stilted conversation, "*she didn't really seem all that interested in me*", recounted Dieter later. Her Fleet Street colleagues had told her that a "Jerry" wasn't right for her: amongst the Germans she would be expected to "clean the floor with a toothbrush". This was a reference to the Germans' reputation for fanatical cleanliness. Nevertheless Maureen accepted his invitation to meet the next day, "on the fifth step of St. Martin-in-the-Fields" in Trafalgar square; the church was a popular spot for the poor, hungry and homeless.

Maureen wore a light-blue coat and white gloves, she had powdered her face and tied her hair into a ponytail. She was eighteen now, very attractive and remained somewhat reserved the whole time. They went for tea at the Lions Corner House opposite the church and Dieter made the most of the English he had learned so far. Then after two hours they parted once more, like old school-friends briefly reunited after a long time apart.

At the time Dieter was twenty-two and for a long time there was an "intermission" until Dieter once more seized the initiative and the ice finally began truly to melt. They saw each other more often. They went out together, to the cinema, to dancing and finally Maureen decided to introduce Dieter to her parents. He got the shock of his life one Saturday when he travelled to the Dennets' home in the East End only to discover a baby in the living room, "*I thought it was Maureen's child!*" But it was not, it was her baby sister, a late arrival to the family. Dieter felt comfortable with the Dennets and he very much appreciated the



Sunday roast to which he was regularly invited; it was a welcome change from the salami and black bread, which his mother regularly sent from Benrath to London. On top of that the Dennets even had their own television set, although, with a screen of 15cm square, it was tiny by today's standards.

Dieter successfully completed his course at the end of February 1958 but because of Maureen he was in no hurry to go back to Germany. At first he tried to keep his head above water with casual jobs. So for a while he worked for a Mr. Miller, an English Jew who sold special driving gloves. Dieter worked in the morning from 9 until 12 o'clock, writing letters in German to potential customers in Germany and Switzerland. He asked for a rise, as the five pounds a week he earned left him little to live on after paying his rent of two pounds and ten shillings to Mrs. James. Mr. Miller was not prepared to increase his wages but offered him the alternative of lodging in the garden shed. Since Dieter did not want to share new quarters with the hedgehogs currently living there, he declined and said goodbye. But as he had no more money Dieter was forced to return to Germany, which Maureen did not like at all.

Back in Dusseldorf at Rhenus they were happy to see Dieter again and offered him his old job back immediately. But he couldn't get Maureen out of his head. That June he was back in London again. He had taken a night train to Calais, which was cheaper, then the ferry to Dover and on to London with the train once more. The journey took a long time and was expensive. For this reason he thought for the first time of switching to an airline. After all he now spoke English well enough to make himself understood in that language and to apply for a job. The decisive tip came from Jürgen Meister, known to Dieter from their apprentice days together, "*apply to British European Airways, they're looking for people to work in freight*".

Dieter wrote an application to the station manager of BEA in Dusseldorf, Mr. McDonald Bailly, included his certificate from the Davies School in London, and asked for an interview. This took place soon after and led to a new job in which he earned 40 DM more than at Rhenus. As a cargo clerk he would start on the lowest rung of the career ladder but that did not concern him. More important was that after three months he would be eligible to fly to London for 10% of the normal ticket price, 29 DM at the time. And the Viscount 700 could get him there in just an hour and a half.

The freight department consisted of six employees but not everyone had their own desk. Customers were received at a high counter where the forwarders wrote the waybills standing up using rickety typewriters. "*Nevertheless*", says Haltmayer, "*I learned the fundamental principles of airfreight*

But if you won't do things my way, I'll have to show you who's in charge.





All roads lead to London.

*from the bottom up*". He also learned with astonishment that the waybills typed on those machines had to be produced in multiple copies simultaneously: red for the consignee, blue for the shipper, green for the invoice, and yellow and white for the transit. "Already in those first few months, I had learned what I would need in later life", recalls the successful businessman looking back after decades.

The BEA team in Dusseldorf at that time also included Alfred Drechsel, Wolfgang Els and Siegfried Sassenroth. Drechsel went on to become Freight Manager for Germany with Air Canada. Els later moved to South African Airlines where he held the same position as Drechsel. And the Australian airline Quantas hired Sassenroth as their chief of freight in Germany. These three along with many others would one day form part of the far-reaching network that would be practically essential for Dieter Haltmayer after setting up his own business in 1974.

For British European Airlines Dusseldorf was the most important German airport along with the hub of Berlin. After the war North-Rhine Westphalia was a British zone, Bonn was the seat of government, and Berlin was the home of the press and of the RIAS (Radio/Broadcasting in the American Sector). Sending photos and emails via mobile phone to an editor like today, or sending

a radio interview electronically from the Rhine to the Spree was unheard of. Pictures, films and recordings had to be physically transported by car, train or aeroplane. The last flight from Dusseldorf to Berlin took off at 8:00 in the evening with the deadline for freight closing an hour before. But often enough reporters would burst in at quarter to eight or even later, *“can’t you make an exception for this story? It’s really urgent!”* Dieter Haltmayer remembers, *“countless times, when I would quickly type up a waybill, take the shipment to the plane and load it myself”*. Today that would be inconceivable but back then security was not the issue it would become in later years.

The same is true of a case that, even then, seemed undignified and irreverent to the young Haltmayer. On the 3rd August 1958 the British Formula 1 driver Peter Collins crashed his Ferrari at the Nuremberg Ring and suffered such serious head injuries that he died that night in a hospital in Bonn. Two days later, Dieter recalls, he came into work and noticed, amidst the usual cargo in the warehouse, the crate in which the racing driver’s corpse was to be flown back to London, *“that was quite a shock to me”*.



Alfred Drechsel (right) was a colleague of Dieter Haltmayer for many years, and his boss for part of that time. Mr. Yamaguchi (centre) was Air Canada’s cargo manager for Japan.

Dieter’s first anniversary in airfreight saw his next change of direction when the office manager McDonald Baily asked his young recruit if he would like to be duty officer for passengers. He accepted and was sent to Berlin Tempelhof for six weeks of training at BEA’s headquarters in Germany. There Dieter learned about the check-in procedures and the compilation of loadsheets, which involved distributing passengers and their luggage around the aircraft in such a way that it would be evenly balanced once in the air. So sometimes passengers had to be given a different seat to achieve the proper “trimming”. Male passengers were

estimated at 95 kilos each and women at 75 kilos in the trim sheet. If there were too many men allocated to the back, some would have to be shifted further forwards and so on.

As Dieter was the youngest of the BEA team in Berlin and, since in training, almost an apprentice, he was the one who opened the doors at 6 o'clock in the morning and locked up again at 10 o'clock in the evening. The first plane to Dusseldorf flew at 7:00 AM and the last flight from Hamburg arrived at around 9:30 PM. While in Berlin Dieter saw very little of the city itself.

On returning to Dusseldorf Dieter was appointed shift supervisor for passengers which made him a liaison for the operations, pilots and station engineers of BEA. In practice he felt more like a punching bag for everyone, but particularly for the passengers. He fully understood that people might get impatient when a plane was once again cancelled due to some defect or didn't even arrive in Dusseldorf. But to be, "shouted at all the time", eventually proved too much for him. He returned to freight having learned the truth of the pilots' saying, "cargo doesn't scream and shout".

The disadvantage was that he often had to be up at 4:00 AM because an hour later BEA had a DC-3 freighter scheduled to arrive from London, usually full of food and other materials for the British Army of the Rhine stationed in North-Rhine Westphalia. At this hour Dieter's BMW Isetta was the only car on



the roads and the airport seemed deserted but in the little bar by the BEA office he could at least get a coffee. And from the tower he could get the current arrival time for the freighter, which close to landing would announce itself with its characteristic "tuck, tuck, tuck" sounds on approach.

The rest of his day followed a familiar routine: making coffee for the captains, ordering rolls for the pilots from catering, taking care that the aircraft were unloaded and, finally, monitoring the load for the next plane until it had been rigged and secured.

The Haltmayers collect aeroplanes – model aeroplanes that is.



But sometimes there were surprising breaks from routine. One morning there was a call from Stuttgart asking if there was room on the DC-3, an aircraft that could transport 2900 kilos of freight, for 600 kilos of machine parts that had to be in London urgently. The capacity was there. The question was whether London would agree to a detour via Stuttgart for a rate of 4-5 DM per kilo. Dieter checked with headquarters in the UK and they gave the go ahead. “*These days*”, Haltmayer observes, after more than 50 years of experience in airfreight, “*no-one would open their door for another 600 kilos!*”

For the passenger sector BEA now introduced the first Vickers Viscount 701s, turboprop aircraft, on their routes to Berlin, London and Birmingham. Although designated as passenger planes they still had space for 1000 kilos of freight. And, because BEA had taken over the handling at Dusseldorf airport for Trans-Canada Airlines, Haltmayer and his team also had to deal with the TCA Super Constellation twice a week. This aircraft flew via Brussels, Gander, Montreal, Toronto and Edmonton before arriving in Vancouver, regularly transporting between ten and twenty-five passengers along with 1000 to 1500 kilos of post and other airfreight.

## Bad News

### The Dawn of the Jet-Age Seemed Ill-Starred.

It was a time when the technology and the practice of aviation were still in their infancy. The jet age had just begun and seemed already ill-starred: plane crashes were a common occurrence. The British Overseas Airways Corporation (BOAC) operated long haul flights from England and in 1952 they were the first airline to introduce the next generation of aircraft. The Comet 1 was powered by four jet engines and brought into service to considerable fanfare. It slashed the flight time from London to Singapore from 60 hours to only 26. This was sensational. But its first year of service saw the first accident on the 26<sup>th</sup> of October. During its take-off in Rome a Comet failed to clear the runway with its tail. The plane's nose, which had already cleared the ground, rebounded violently against the tarmac. Miraculously everyone survived but the plane was a write-off. An investigation into the incident came to the official conclusion that the accident was caused by "pilot error".

It was not long before a comparable accident occurred in Karachi. Once more the pilot failed to get the tail up from the ground and once more the plane was smashed against the runway. But this time the captain and ten passengers died, and the pilot was known to be experienced with this type of aircraft. Then on May the 2nd 1953, the anniversary of the first accident, a third disaster befell the Comet, crashing six minutes after take-off during monsoon rains. All 43 of the passengers and crew died. The cause of the accident was deemed to be bad weather. The following year, on January 10<sup>th</sup> 1954, BOAC flight 781 crashed near Elba, the causes unknown. And not quite three months later, on 8<sup>th</sup> April 1954, yet another Comet fell, crashing into the Tyrrhenian Sea by Naples. Again there were no survivors and again the causes remained mysterious.

When the mystery was solved it meant the end of the Comet 1. Painstaking investigations eventually revealed that the expansion and contraction of the pressurised cabin on take-off and landing had led to severe metal fatigue at the edges of the doors and windows. Over time these hairline cracks at the corners of the almost square windows caused a sudden collapse of the structure. This precipitated an explosive loss of pressure and consequently the destruction of the plane. Things were made worse by the fact that the rivet holes had not been drilled, as had been customary, but had been punched. This method led to the

formation of microscopic hairline cracks even at the time of construction, and under strain they would later expand.

The problem had never manifested itself before with propeller aircraft, despite their common use of pressurised cabins, because they flew lower and therefore with a lower cabin pressure. The investigation into the causes of the accident led to the invention of the flight recorder, an idea conceived by the Australian scientist David Warren, who was involved in the investigation.

Discovering the cause of the crash led to the concept of the smaller, more rounded windows which we see in all commercial aeroplanes still today. Airplane construction has also adopted generally softer alloys which are less brittle and prone to cracking.

The Comet 1 was a particularly handsome aircraft. With its four jet engines it revolutionised aviation, but the plane also made for some notorious headlines.





With the Isetta they went on honeymoon and on many other journeys. The picture shows Maureen and her younger sister.



# Big Planes at Last

## A Wonderful Wedding

### And a Car That Was Much Too Small

In the spring of 1961, at the age of twenty-seven, Dieter Haltmayer moved to the British Overseas Airways Corporation (BOAC) in Dusseldorf. The new job was attractive to the ambitious freight-man because it meant larger planes, longer routes and greater volumes of cargo. At BEA he was just a cargo clerk and would have remained so for a long time, as the prospects for promotion there were not particularly good: other young colleagues were ahead of him in the waiting-line. And Haltmayer was already known to the BOAC management: while still with BEA, he and his Dusseldorf colleagues had done the handling for BOAC on their long haul flights to Sydney via Beirut and Tehran. This was a route that had flown twice a week with the Comet 4, the successor to the ill-starred Comet 1.

At that time containers were not used, freight was stacked loose in the freight hold. *"In London"*, relates Haltmayer, *"they just threw everything in and slammed the hatch shut"*. The cargo team in Dusseldorf would first tidy up and sort the freight, often making space for an extra 300-400 kilos. At a rate of 40 DM per kilo to Sydney, *"we earned a lot more money for BOAC"* remembers Haltmayer.

The BOAC management would later show their gratitude by promoting Dieter to sales manager for North-Rhine Westphalia, giving him his own office for airfreight bookings and the authority to hire an employee. The new manager immediately filled this vacancy with his former BEA colleague Siegfried Sassenroth.

Being with BOAC had also brought Dieter Haltmayer a welcome increase in pay. This came in handy as his private life had also seen several changes. His courtship of Maureen had paid off. Thanks to the cheap tickets from BEA Dieter flew frequently to London, spent holidays with Maureen in Cannes, and introduced his girlfriend to his parents and siblings in Benrath.

For Christmas in 1958 the Haltmayers flew to London to get to know the rest of the Dennetts. It was the first time Dieter's parents had travelled outside

Dieter and Maureen spent one of their first holidays together in Nice, in the south of France.



Dieter, his parents and his sister Brigitte in London. For his parents it was the first journey abroad of their lives.



Christmas in England was an experience for the guests from Germany. There was turkey instead of goose and crowns instead of Nikolaus hats.

Germany and so naturally quite an adventure, not least since neither of them spoke a word of English. Much of London was still damaged from the bombardment by German V1 and V2 rockets but the famous character and style of the place had endured. In the streets of London there were still gentlemen wearing bowler hats and carrying black umbrellas. On some days it was so foggy that one could hardly find the way to the underground; this was mainly because of the soot and smoke which issued from the chimneys of houses with open fires.

Christmas in England was celebrated quite differently from at home and was a new experience for the visitors from Germany, unaccustomed to crackers, party-hats and games. Maureen and Dieter took advantage of the presence of both families and planned for the next party together by announcing their engagement.

Next Christmas they married at the registry office in Benrath with Dieter's brother Hans and brother-in-law Erich as the witnesses. The office in Benrath was actually closed on Christmas Eve, but Dieter's father Willi, had a friend in the bowling team who worked at the town hall and knew the registrar well. He agreed to open the office that Saturday and married the couple.

A church wedding followed in May 1960 at the Altenburg cathedral in the Bergischen Land region and this time the whole Dennett family came over from England; Brigitte and Joy were the bridesmaids.

The whole wedding party had to wait impatiently for some time as the bride and groom were delayed. When they finally arrived, father Willi called to them in a mixture of relief and reproach, "*Where were you? They're already playing Handel's Largo!*" The groom wore top hat and tails, and the bride a beautiful white dress and veil.

The honeymoon trip led along the Mosel river to Luxembourg in a BMW. Not one of the luxury limousines of today but an Isetta with an air-cooled four-stroke engine that could stretch to a modest 13 hp. The Isetta was a bubble car, somewhere between a car and a motorcycle, which BMW called a "Motocoupé". The door opened by swinging it out to the front and the steering wheel swivelled simultaneously forwards and sideways with it, allowing Maureen and Dieter a relatively comfortable entrance and exit. It only became uncomfortable when the petrol ran out, then Maureen had to kneel on her seat and reach into the back of the Isetta to turn a tap; this released enough reserve petrol for a few more kilometres.

A good year after the church wedding the Haltmayers were three. On the 14<sup>th</sup> June 1961 a son, Stephan Dieter, was born in London. Two months before Maureen was due to give birth, Dieter had driven her to her parents' home in London. Maureen

Now there is no going back:  
the rings are exchanged.





could hardly speak German at this point and was concerned that she might not be understood in the Dusseldorf hospital, so she preferred to give birth in London. The expectant parents also had something else at the back of their minds: whoever is born in London is naturally entitled to a British passport. And whoever has a British passport cannot be enlisted in the German military, or, at least, so the father-to-be thought. And the mother who had lived through the German bombing raids in London, would also rather not see her son in a German uniform one day.

Maureen's father, Alex Dennett, picked up the young mother and little Stephan from the hospital – in the side-car of his motorcycle. Then just ten days after the birth Maureen and Stephan flew to Dusseldorf, where a beaming father and husband welcomed them and took them home to their parent's terraced house. There the young family had converted the attic into two rooms: a bedroom and a combined kitchen and living-room.

Heat came from coal and briquettes burned in the kitchen stove, the bedroom remained cold. But there was not much sleeping going on, as Stephan was a noisy baby. Sometimes Maureen had to rock him in her arms the whole night so that Dieter could get enough sleep to go into work the next day.

Nevertheless the little family was soon able to afford a bigger car thanks to Dieter's respectable income. The BMW Isetta was sold and replaced by a Fiat Jagst 770.

It was during his time at BOAC that Dieter Haltmayer experienced his first long trip abroad. For this he had the owner of "Samen Eckers", an animal merchant from Viersen called Claas to thank. He was a good customer of BOAC and the airline had invited him to the maiden flight of their brand new Boeing 707 from London to Hong Kong. But because Claas spoke little English he wanted to have an interpreter with him and asked BOAC more or less discreetly if Dieter Haltmayer could accompany him. The BOAC management thought it was a good idea, allowing them to care for an important customer and give an upcoming salesman an inside view of their flagship product in one stroke.

It proved to be a thrilling journey spanning 22 hours via Rome, Beirut, Tehran, Delhi and Bangkok, before finally arriving in Hong Kong which Haltmayer describes as, "*a city that was completely Asian in character at that time, with no McDonald's, Pizza Hut or Burger King*".

The animal merchant Claas bought birds in Hong Kong and Dieter made the acquaintance of a consolidation forwarder for the first time in his young life. Charly Lee, sales manager with the company Heckny, showed his young German colleague how a lot of money could be earned by combining several small units of freight into big shipments. At that time, according to Haltmayer, freight was charged in tiers: up to 45 kilos, over 100, over 200 and over 500. The heavier the shipment, the cheaper the rate became for the freight. Charly Lee profited well from this by collecting and consolidating freight. "*He showed me all those years ago how to make money from consolidation*", recalls Haltmayer, "*and today it is an absolute must*".

For the, "little sales manager from Benrath", Hong Kong was a shopping paradise and Dieter shopped until his money ran out: a red kimono for Maureen,

A dream wedding, even though the Mercedes was only rented. The wedding cake was impressive with its three layers.



From Charly Lee Dieter Haltmayer learned how to make money by bundling small pieces of freight into big shipments. With Claas the animal merchant he got to know more of the world on his first big overseas trip.

wooden figurines and lamps for the living-room and plenty of toys for Stephan. But because he had bought too much even for excess baggage limits many of his purchases had to follow him to Dusseldorf as freight, free of charge, but on another flight, shipped by M.C.Wong, the perennially busy BOAC freight manager in Hong Kong.

In Singapore the young man from Germany experienced monsoon rains for the first time, something he had never dreamed of, *"I had never seen such an immensity of water"*. Unperturbed by the rain the animal merchant Claas went shopping and bought large quantities of tropical fish. Thanks to the four jet-engines which greatly reduced the journey time, there was finally a realistic chance of such fish surviving the flight from Asia to Europe.

1966 saw the next career step as Dieter quit his post at BOAC and moved to Trans-Canada Airlines. Here the manager for Germany was Alfred Drechsel, known to Haltmayer from their time together at British European Airlines, and he had been looking for a manager for North-West Germany. Drechsel's office was at Frankfurt airport, from which the Canadians now flew DC-8 jets daily non-stop to



With the Boeing 707 the journey from London to Hong Kong via Frankfurt took "only" 22 hours.



In 1970 Air Canada let its customers know that Dieter Haltmayer had been appointed freight sales manager for Germany.

Montreal and Toronto. In order to fill the larger aircraft more freight was required and Dieter was to find it in the North and West of Germany. At the beginning of the jet age the Canadians also changed their name. The trend then was to combine “Air” with a country name: Air India, Air Jamaica or Air China. So Trans-Canada Airlines unsurprisingly became Air Canada, presenting themselves with a new name, new logo and new self-confidence. This also required an appropriate image for their employees. At that time Dieter Haltmayer was still driving his little Fiat Jagst 770 and on business-trips he tended to stay in smaller, cheaper hotels just as he would have done privately. But this was to change soon. “Listen”, his boss told him, “you should get a different car, and, above all, start staying in decent hotels. After all, you are representing us in the eyes of big companies. They must think the company you work for doesn’t have any money!”

Soon after this Dieter Haltmayer bought a Ford Taunus 17 M, and switched to hotels like the Atlantic or the noble “Brehm” when he was in Hamburg. In Hanover he stayed at the Interconti and in Salzuflen at a hotel with a thermal spa. He also had an expenses budget of 10 US dollars a day, and with an exchange rate of 4.20 DM to the dollar this soon mounted up.

But the new car was not just useful as a status symbol for the company: the family needed a bigger car with more space. For some time now the Haltmayers had been four. On 19<sup>th</sup> August 1963 a daughter, Heidi Jacqueline, was born. It was getting cramped in the two-room attic apartment in Benrath, as it had long been in the little Fiat.

The next three years were fairly uneventful professionally but in private life there was something special, as Maureen was expecting a third child to be born in May 1969. This meant that they would no longer be able to stay in the apartment they had created in their parents’ attic. The housing office in Benrath arranged a large flat for the family in the Cremers Weiden estate in Leichlingen near Opladen, which is part of Leverkusen today. Here there was room for three children and the Haltmayers moved there in Autumn 1968.

Their third child was born on 23rd May 1969. Dieter was playing table-tennis with a friend when Maureen’s contractions started. He called the hospital in Opladen and described his wife’s condition only to be astonished by their relaxed reaction, “give your wife a glass of Sekt first and then come here”. The hospital was ten kilometres away and the labour pains were getting worse. Maureen implored her husband to drive faster. But the urgent transport was

further delayed by a level crossing in Leichlingen. At ten o'clock in the evening they finally reached the hospital, with Maureen about to give birth and Dieter beside himself. "Mr. Haltmayer", said the sister, "*the best thing you can do now is go home. We'll give you a call*". Back home the expectant father had just opened a bottle of wine to calm his nerves when the hospital called, "Mr. Haltmayer, *you have a daughter*". Dieter rejoiced, emptied the bottle of wine, and respected his wife's wish to give their second daughter an English name: the child was christened Jennifer Susan.

The name was prophetic: Jennifer proved to have an affinity for English. Like her two siblings she grew up bilingual, but she also studied for a Ph.D. in England at the University of Reading, where she met her future husband, naturally an Englishman. After all, the Haltmayers are half English.

When their son Stephan was born the Fiat Jagst 770 was big enough ...







...but when Dieter Haltmayer was in charge of freight sales for all Germany with Air Canada, the car got bigger.

## Christmas at the Haltmayers

For the Haltmayers Christmas is always a blend of German and English traditions. Instead of a goose, roast turkey is served on Christmas Day. Mainly because of the children, gifts are exchanged on Christmas Eve but everyone wears party hats like at carnival time. The children inspect the names on the gift tags and hand out each present to the appropriate person. Because each gift is opened one at a time while everyone else looks on, this can take several hours with a big family like the Haltmayers. Everyone makes it a point of honour to come, even the now adult grandsons, Nico (25) and Dean (23), have never been absent. By tradition the celebration always takes place in the terraced house of Grandpa Dieter and Grandma Maureen. In one corner stands the Christmas tree, and the family sits in a semi-circle where everyone has a regular place. The early evening Christmas Mass is also a permanent fixture in the programme. Later there is plenty of festive music and singing.

Unlike in England – where Father Christmas comes unnoticed through the chimney on Christmas Eve at night, and leaves the presents at the fireplace – the Haltmayers get to meet him in person, complete with red costume, white beard and a sack of toys for the children. He also has a large book from which he reads an account of the ways in which the children have been naughty and nice that year. Two years ago his granddaughter Hannah, then aged six, noticed that shortly before Father Christmas appeared, Grandpa Dieter always received a mysterious call from the office and had to quickly drive away. When he came home again his granddaughter took him to one side, “Grandpa, we won’t tell anyone else, but we have a secret: you are Father Christmas!”

On Christmas Eve there is no sausage and potato salad, as is common in Germany, instead the Haltmayers traditionally eat smoked salmon. The truly festive meal comes the next day with a large roast turkey. As “ever more English people came into the family”, says Dieter with a chuckle, “that was the end of the goose”. He has long since got used to the turkey which is naturally served with roast potatoes, but also with red cabbage, preserving some German influence. For dessert there is Christmas pudding. An absolute must. This is a sort of cake made of dried fruit, flour, eggs, milk, Christmassy spices and breadcrumbs. The finishing touch consists of pouring rum over the top and serving it flambéed, along with vanilla sauce. Nor would it be a truly English Christmas without tea at the end. “And after all that”, adds Dieter Haltmayer, “everyone is so tired that they could go to bed straight after”.



Sometimes the Haltmayers celebrate Christmas the German way, and sometimes according to English tradition.





The first company vehicle, the orange VW minivan, was on the road night and day and remained Quick Cargo Service's "trademark" for many years. "That van earned us a lot of money", Dieter Haltmayer later said of the VW bus.

# Moving to Frankfurt

## The Risk of Going It Alone

### The Midnight Forwarder

The five Haltmayers had hardly settled into Leichlingen and Jennifer had just learned to walk around her first birthday when they had to make a difficult decision. Air Canada was looking for someone to take over the post of freight sales-manager for Germany, a position that would mean moving to Frankfurt.

The previous incumbent, Haltmayers old friend Alfred Drechsel, was moving to the European headquarters in London, and Dieter was seen as the natural replacement. But he was not sure how he felt about the opportunity. The Haltmayers were happy in Dusseldorf having just moved into a bigger flat a year ago. *“To make matters worse”*, they were having a house built for them in Neersen, between Mönchengladbach and Krefeld, and now this. The young family man weighed the pros and cons. Frankfurt at that time did not have the best image, being seen as a somewhat scruffy metropolis. Dusseldorf by contrast was an elegant, more reputable city. However, Frankfurt was undeniably the place to be in the world of airfreight. It was the home of the biggest airport in Germany by far, where the large airlines had their headquarters. To be the manager for all Germany meant a lot of responsibility, which the thirty-five year old did not shy away from, and it would also bring a considerable pay rise. And all this at a big airline with a bright future ahead. Alfred Drechsel warned his colleague not to take too long with his answer, *“They won’t ask you again, don’t take too long to decide”*.

Yet Dieter Haltmayer was hesitant. It was perhaps his wife Maureen who influenced him the most, *“if you are sure that it is the right thing, then let’s do it. I have a good feeling”*. Later Dieter would often say that his wife, *“had the right instincts, even though she had no experience in the freight business”*. She was always a good adviser in matters of all kinds. *“Without my wife”*, he admits, *“I would have had a lot of difficulties with international business”*; Maureen Haltmayer often took charge of the correspondence when her native language was required.

So the move was decided. But exactly where was not yet clear. The Vorder-taunus and its smart residences were out of the question for Haltmayer because

After a brief "guest appearance" on the fourth floor of an apartment building, the young family decided to buy their own terraced house in 1970. For the down payment required of 35,000 DM they had to scrape together their entire savings.



Naturally everyone had to lend a hand. Dieter and his son Stephan build a wall.

of transport and traffic issues. Air Canada's office was in the city-centre, only 15 to 20 km away from the fashionable Taunus area, but, because the Taunus area is so high up, in winter the route would often be affected by ice and snow. The future manager for Germany couldn't risk being stuck in traffic-jams caused by winter weather in the morning. In Frankfurt itself they found nothing suitable; even then, large flats in a tranquil location were hardly to be found. And when they did find anything that seemed promising at first in terms of size, on visiting the property Haltmayer would discover that it was in need of major renovation. Often these were flats where American soldiers had been living and were now returning to the USA.

Finally the search led to Walldorf, today part of Mörfelden-Walldorf, an upcoming community south of Frankfurt Airport, which was almost literally on the doorstep. The apartment seemed perfect with four rooms offering enough space for the whole family. It was on the fourth floor of a building in which most of the residents also owned their flats, whereas the Haltmayers rented theirs from a local businessman. But even on first moving in the Haltmayers encountered objections from their new neighbours. Many of the residents grimaced when they saw the movers carrying a piano upstairs; Maureen had played piano since childhood, and back in London she had given piano lessons, young as she was.

Soon it came to the first confrontations. In front of the building was a stretch of green, an ideal place for the one-year old Jennifer to play. But she had hardly taken her first step on the lawn when a neighbour came out to complain, "This is a decorative lawn, you're not allowed to play on it!" There was hardly a

week that passed without conflicts and tears. While the cargo manager spent all day, and often evenings too, in the office, the young mother felt victimised by the neighbours. “Maureen”, says Dieter, “*cried there almost every day*”. After a few months she just wanted to leave.

At the time a lot of new houses were being built there. From her balcony on the fourth floor, Maureen had watched the daily progress of the building work on a new estate of terraced houses, one house after another. One day she asked her husband, “*Don’t you think we could buy one of these houses?*” It was more a cry for help than a suggestion and Dieter had understood.

A few days later they had their first meeting with the estate developer. The euphoria of those first few moments were followed by sobering news: in just a few months they would have to raise 35,000 DM of their own money. A second catch was also explained quite professionally by the developer. He only had two houses left for the sale: one was right next to the graveyard and the other was number 13. “*I didn’t want to move to the graveyard so soon*”, joked Dieter, and the 13 did not bother him, “*because I am not superstitious*”.

All told it took two and a half hours of negotiations with the developer until the deal was signed and sealed. Twelve months later the family moved into their new home, on the thirteenth, as a reporter from the magazine “Home building – living in your own home” observed almost gushingly. The publication described the model family’s move in a two page spread, not forgetting to mention that mother Maureen and her son Stephan could now play the piano as loud as they liked in their own home. But the title-story’s headline would prove to be off the mark. The report was introduced by the word “Stopover” in large bold type, clearly implying to the reader that Haltmayer’s career would see him living in many other places in the world. Way off. Dieter Haltmayer still lives today at number 13, where he first moved in 1971. Only the name of the street has changed from its original “Händelstrasse”.

Professionally everything was running smoothly. As sales manager for Germany Haltmayer saw to it that Air Canada had its own sales offices at all the most important airports in the land. Business was booming. Air Canada flew with the new DC-8 jet every day from Frankfurt to Montreal and Toronto. Even the passenger aircraft had space in the belly for around five tonnes of freight. A little later the airline introduced a dedicated freighter version of the DC-8, which transported up to 42 tonnes of freight five times a week from Frankfurt via Paris to Toronto. In Frankfurt, Hamburg, Stuttgart and Dusseldorf, Haltmayer had to hire more staff in order to keep up with demand.

It was at this time that Dieter Haltmayer first started to annoy Lufthansa. Air Canada was the only airline that flew nonstop from Frankfurt to Toronto, whereas airlines such as Lufthansa, KLM or Air France were only permitted to fly to Montreal. This was because the respective governments of the countries involved had negotiated that flag carriers should be allotted just one destination in a foreign country. Air Canada could fly to Paris and Frankfurt, and Lufthansa and Air France had been allocated Montreal. But airlines could fly to whichever airport they wished in their own country. So Air Canada decided to service

Air Canada's European national managers conferring with the firm's top management in Vancouver about the expansion of the sea-air business. Dieter Haltmayer is the third from the left, for anyone who did not recognise him at once.



Montreal and Toronto directly from Frankfurt. This meant a considerable advantage in time for customers with freight to Toronto and a trump card for Air Canada against their competitors.

*“Lufthansa tried to pull a trick”*, recalls Haltmayer, looking back on his first months as freight manager for Germany. He was visiting a customer at Volkswagen in Wolfsburg. The company was sending car parts from Hanover to Montreal via Frankfurt. Haltmayer noticed that Lufthansa was implementing the transportation from Hanover to Montreal, leaving just the short onward flight to Toronto for Air Canada. This meant that the majority of the freight rate was kept by Lufthansa, leaving only a pittance for Air Canada. This irritated the German on behalf of the Canadians and he made his feelings very clear to the appropriate VW manager, Leckel, *“You are selling your cars in Canada but the national carrier Air Canada is making next to no profit on the airfreight to Toronto!”* This made Leckel, who was in charge of forwarding at VW, more than a little suspicious. He had assumed that Lufthansa were only earning on the short trip from Hanover to Frankfurt and that Air Canada was in charge of the transportation from Frankfurt to Toronto. This was what VW had decided and asked for. But after a little research Dieter discovered that the staff at Lufthansa had, *“changed the waybills a little in their interest”*: Lufthansa was responsible for the routing HAJ/YUL and Air Canada for YUL/YYZ. Air Canada had been left with just the short stretch from Montreal to Toronto.

The Canadians asked the clearing house in Winnipeg to intervene, and they decided in favour of Air Canada. Lufthansa had to give Air Canada their income from the route Frankfurt – Montreal even though they were the ones who had flown the freight over the Atlantic.





The combined sea-air service was already offered by Air Canada in the 70s. The company Kalle imported photocopiers from Japan which were brought to Vancouver by sea and then flown on to Frankfurt. Here the shipment is being received by representatives of Kalle along with Dieter Haltmayer and Gudrun Domres.

Lufthansa was not amused. *“Siegfried Köhler”,* then freight manager at Lufthansa, *“held it against me for many years that we had got involved”,* says Haltmayer with a faint smile of triumph. But many years later he and Köhler became, *“really good friends”*. And Dieter has long since made his peace with Lufthansa, after years of criticising them publicly and vigorously, and after tackling them head-on with his alliance of medium-sized partners. *“I am happy that Lufthansa still has its own freighter fleet”,* emphasises the Quick Cargo chief. The recent trend to abandon dedicated freighters in favour of ever larger passenger aircraft with correspondingly bigger freight holds is counter-productive for forwarders, *“With dedicated freighters you are always on the safe side with your calculations. You know that around 90 tonnes of freight fit into a MD 11 or 100 tonnes in a new Boeing 777”*. The freight capacity of passenger planes is always dependent on the number of passengers and their luggage, *“if there are more passengers than originally planned, freight will be offloaded”* says Haltmayer. It is also not uncommon that the captain has to take on more fuel than first calculated, due to unexpected bad weather and the threat of detours to an alternative airport. This too can lead to freight being offloaded. As Haltmayer concludes, *“we forwarders find dedicated freighters easier to live with”*.

At the start of the seventies business was going very well. Air Canada flew electrical appliances from Siemens in Munich and medical equipment from Erlangen to Canada. They also exported Fichtel & Sachs products from Schweinfurt, circular knitting machines from Stuttgart, clothing from Windsor in Bielefeld and chemical products from BASF, Bayer and Hoechst. In the opposite direction they flew lobster from Newfoundland to Europe, horsemeat from the mid-west to the big market in Paris and various textiles and machines. A speciality of Air



For a long time Siegfried Köhler was not on good terms with Dieter Haltmayer. Later the two became good friends.



Air Canada's offer to move to the European headquarters in London was tempting. But Dieter Haltmayer was torn. Even the head of Air Canada Baldwin could not convince him in the end. Haltmayer stayed in Frankfurt and went into business for himself.

Canada at the time was their combined sea-air service. This involved freight being sent by ship from Japan or Korea to Vancouver or Seattle and then transferred to an aircraft for the remainder of the journey to Europe. Transportation by this combined method took ten days, compared to four or five weeks by seafreight, and the thus reduced distance covered by airfreight cost only a third of the price for an airfreight shipment all the way from Japan or Korea to Europe.

Sea-air service is one of the popular options offered by Quick Cargo Service today. Many container ships from the Asian region sail to the large harbours in Dubai and Abu Dhabi, to be loaded further onto aircraft for the rest of their journey.

In 1974 Dieter Haltmayer marked his fifth year as freight sales manager for Germany. He had known this day would come, as it was customary for top managers to change posts every five years. There

was a call from London: top management explained to their man on the Main that they saw his future in London. This was clearly to be seen as an attractive promotion but it meant the necessity of finding a new home once more. And to move to another location in Germany would have been a demotion. The only other alternative was to set up his own business. But that would mean exchanging a secure, well-paid job for an uncertain future with considerable risks and uncertainties.

Dieter Haltmayer weighed up the possibilities, drawing on his past experience and trying to imagine his future. At times he would be inclined to move to London after all only to have a change of heart the next day. He travelled to London and then also to Montreal for talks at the Air Canada headquarters. Later he would regretfully admit having long given them the impression that he would take the London job.

Haltmayer decided against Air Canada. A crucial factor was that his secretary at the time, Gudrun Domres, agreed to follow him, *"together we can do this"*. For five years Domres was much more than a secretary for Dieter Haltmayer: she was an office-manager, an assistant, a marketing expert and a cargo specialist of the highest grade. She knew the business, she knew all the most important people, she knew quite simply how freight works.

So Dieter resigned from his post at Air Canada and, together with Gudrun Domres, founded his own forwarding company for air and seafreight. Domres invested 5000 DM in the new company and received a stake of 25 percent, the remaining 75 percent being held by Dieter. On the 8<sup>th</sup> May 1974 the new company was officially registered under the name Quick Cargo Service.

The choice of name had been a long process. It had to be a name that was not already in use by any existing company. Ideally it should be a name that stood

for speed: Rapid Air was already taken and there was a Jet Trans on every corner. Finally Haltmayer and Domres hit on Quick Cargo. But they also wanted to emphasise the service aspect they would provide, so they added the word “Service” to Quick Cargo.

Hans-Jürgen Fischer was the cargo manager of the Frankfurt airport operator FAG at the time, and affectionately known as “Whisky Fischer”. He was also well known to Haltmayer, which helped Quick Cargo Service to obtain a small office in freight yard 1. The first six months were even rent free. It was an office of 25 square metres, right next to the freight office of Israel’s El Al; the fledgling company could at least be assured of good security in their area.

The office had been ready for several days with the first day of business scheduled for 1st July 1974, a Monday. But there was a surprise in store. At the time Germany was hosting the World Cup and the land was gripped by football fever. On Sunday Germany were playing Sweden at the Rheinstadion in Dusseldorf for a place in the semi-final. And on Friday the local amateur footballers in Walldorf were playing their own dress rehearsal of that match. It was a colourful group of young and old who played on the SKG pitch every Friday for a bit of early weekend fun. This time there was to be an abrupt end to the game, as the teacher Reinhardt and soon-to-be independent forwarder Haltmayer clashed over the ball. Dieter was attempting a bicycle kick when Reinhardt managed to kick the ball but also took his opponent’s right leg with it. Instead of spending the evening in the bar for a customary beer with his teammates, Dieter spent that night and several weeks to come in hospital.

His right leg was covered in a plaster cast from hip to foot, and seemed reluctant to heal. Professor Wolfgang Heipertz, the internationally renowned orthopaedist and head of the Frankfurt university hospital at the time, diagnosed an insufficient formation of bone tissue and recommended patience to a rather impatient patient, *“these things take time”*. Haltmayer spent almost ten weeks in the clinic. He was on the phone almost every day to Gudrun Domres who did everything she could to keep the new firm running. Later he would sometimes risk a car trip into the office. Luckily the car was an automatic and he could at least brake and accelerate with his *“wrong leg”*; the right leg was still in plaster.

For ten months he had to walk on crutches and for ten months he was on sick leave. The family had to live on 90 DM a day of sickness benefits. As freight manager at Air Canada he would have had a wage of over 6000 DM a month. Consequently, *“we had to severely limit what we spent”*. But his wife Maureen, as Dieter emphasises 40 years later, *“was always at my side and supported me in the difficult times as well”*.



Hans-Jürgen Fischer offered Dieter Haltmayer an office in the old Frachthof 1. The first six months were even free of charge.



A football game and its unexpected result. Dieter Haltmayer was taken to hospital with a broken leg and had to spend the next ten months on crutches. The accident happened exactly two days before the planned start of the forwarding company Quick Cargo Service.

At first the new company, with a boss who had spent so many weeks in hospital, did not make much money. There was just enough to keep the firm in business. Still today Dieter Haltmayer freely admits, *“it was my colleague Gudrun Domres who kept the company going the first year”*. The two directors were happy to have the support of Jürgen Habicht, an aeromechanic who helped out as a driver in his spare time, collecting freight from customers or making deliveries.

The first months were much tougher than expected. Many potential customers, some of them major corporations known to Dieter from his Air Canada days, had encouraged him to go it alone, *“you can count on our freight”*, but now he heard no more from them.

So Haltmayer was all the more grateful for Rowenta in Offenbach and the Scotsman Don Cameron. Dieter Schanuel, the Rowenta buying manager, kept his promise and entrusted Dieter with the customs clearance and delivery of cigarette lighters from

Sunbeam in Japan, as well as toasters and hairdryers from Hong Kong. And Don Cameron, the head of London-based forwarder Forwardair Ltd, was also as good as his word, letting Quick Cargo Service take care of his consolidations. Cameron sent freight daily from London to Frankfurt, *“without Don Cameron we probably would not have survived that first year”*, recalls Haltmayer. Back then QCS profited above all from the currency gains. Customers paid QCS according to the relatively high IATA exchange rate, whereas the company could later settle the invoice at the bank’s usually cheaper spot rate. Many forwarders profited at the time from currency gains in this way.

The first company car was a decommissioned VW minibus from the building company Hochtief. Thanks to a neighbour who worked there Dieter was able to get the vehicle for a good price. The VW was resprayed orange, the QCS colour, and ran practically 24 hours a day.

During the day freight was collected and delivered in the greater Frankfurt area. Towards 5 PM it was time to take the autobahn to Hanover. The goal was Rinteln in Weserbergland, where QCS had a customer who received 900 kilos of textiles daily. As the 900 kilos would not fit into the bus it was fitted with a roof rack. It was often around midnight when the transporter arrived at the consignee’s garage, which earned Quick Cargo Service the affectionate nickname, *“the midnight forwarder”*. Usually it was Haltmayer himself behind the wheel putting in extra hours. It was a huge difference from his comparatively insulated existence as cargo manager Germany at Air Canada. The seasoned forwarder had to, *“go back to the roots of the freight business, and deal with the odds and ends”*. He picked up and delivered shipments himself, wrote the waybills and took care of the customs clearance for goods.

*“I had to adapt and learn again: from a well-paid top manager to a small, grafting independent forwarder”, explains Haltmayer. “That I was my own boss was little comfort; it was a difficult time”.*

The young man was particularly annoyed by frequent friction with customs. The men in green, *“always found fault with something”*. Sometimes the wrong customs tariff for the goods had been applied, sometimes the shipment had not been declared properly. Often Haltmayer would speak to the airport chief Luther to complain about the harassment by the customs officers. Yet nothing much ever changed. The fault probably often lay with Dieter himself: his slightly problematic motto at the time was, *“first action, then discussion”*. But the unpleasant experiences with customs did lead to a positive, defiant reaction on the part of the young entrepreneur, *“we need to grow, the company must get bigger, then I will never need to go there again!”*

Spurred into action by this frustration, and through a lot of hard work and energy, things got better, step by step. Gudrun Domres had now left the company but new workers had come, bringing new momentum. The old office with its meagre 25 square metres had long become too small. So in mid 1976 Quick Cargo Service moved to larger offices in Frachthof 1, now with four rooms and a staff of four.

New business came their way thanks to a contact of Haltmayer’s at Air India. The Indian airline flew a big shipment of brochures every two to three weeks from New Delhi to Frankfurt. The consignee was the Indian tourism office in Frankfurt’s Kaiserstrasse. Haltmayer had called them to arrange an appointment, drove to see them and quickly secured a contract to receive the advertising material at the airport, to store it there temporarily and to deliver it to the Kaiserstrasse when required.

The big breakthrough came with 450,000 suitcases. In October 1976 the oil-rich country Nigeria placed this order, securing the biggest single contract so far for the local leather industry, and subsequently for Quick Cargo Service. The driving force had been the leather factory Petra in Offenbach. They had a contract from the African country to provide 450,000 cases in the national colours of green and white for pilgrims to Mecca: all within six weeks. As the order was more than Petra could manage alone, its manager Erich Heun, had found numerous partners across Germany. And because Dieter Haltmayer was well known to Heun, Quick Cargo Service received the biggest contract so far in its young history. On the 11<sup>th</sup> December 1976 a Boeing 707 freighter took off from Frankfurt to Lagos, the fifteenth and last chartered flight, completing the order. The rest of the contract had been shipped with DC-8s and Boeing 707s, the largest freighters available at the time. The next day the spectacular deal was widely reported: in the Handelsblatt, the Frankfurter Rundschau and the Deutsche Luftverkehrs-Zeitung among



Quick Cargo expanded. In mid-1976 the company moved to new rooms in Frachthof 1. They were now four colleagues in four rooms.

others. The German leather industry earned 7.5 Million Deutschmarks from the contract, the airlines took in 1.5 Million DM, and Dieter Haltmayer could celebrate a profit of 100,000 DM.

That Saturday evening saw hearty celebrations in the cellar of a restaurant in Kelsterbach. As the music played and the drinks flowed, representatives of the airport, the Dutch charter-flight company Transavia, the Petra leather factory in Offenbach and, of course, Dieter Haltmayer and his team thought of the arduous pilgrimage of 450,000 Nigerians to Mecca. One member of that team was Wolfgang Patzke, a consummate forwarder recently recruited by Haltmayer from the forwarder Kögel, who was to be of great service to the company.

The suitcase deal and the 100,000 DM profit was a tonic for the young company's self-confidence and a useful marketing tool. Dieter's interest in

advertising and marketing increased. He had leaflets printed on pink A4 paper with the headline "Achievements that speak for themselves", celebrating the spectacular suitcase contract over two pages of words and images. Customers could read in black and pink, *"In Frachthof 1, First Floor, Rooms 2042-46 sit the gentlemen of QUICK CARGO SERVICE GmbH. They are always ready to find the best value for you and your airfreight, whether piece goods, machines etc. shipped anywhere in the world"*.

On pages three and four the reader could discover more about how QCS was a globally active, networked company with representation all over the world. Companies were listed that cooperated internationally with QCS, from Africa to Australia, Canada, France, Holland, Hong Kong, Japan, Thailand, the United Kingdom and the USA.

The second part of the marketing offensive was a smaller flier but this time printed on premium quality paper, announcing, "Air Service Group – Your Partner in Germany".

*"This was the first network that I founded"*, explains Dieter Haltmayer four decades later. He had found a partner at every German airport, true to the motto *"I am represented at every German airport"*.

But before the Air Service Group could make a name for itself in the market they ran into legal difficulties. The network had also prefaced their full name "Air Service Group" with the abbreviation ASG, unfortunately overlooking the fact that there was already a company called ASG in Scandinavia. This ASG sued the German network for 100,000 DM in damages and were partially successful: the Germans had to pay 10,000 DM.



It was the biggest deal in the still young company's history. QCS organised the transportation of 450,000 suitcases to Nigeria. Daughter Heidi also lends a hand. Dieter Haltmayer (right) has everything under control.



Otherwise the cooperation went well and Dieter Haltmayer developed an appetite for more. He had long recognised that as a forwarder he could only become bigger and truly successful if he was established internationally. The young boss of QCS knew that many small forwarders, *“lived from the customers in their immediate vicinity”*. That was too little for him. Already then it was clear to him that the markets of the future were in Asia and the USA.

So the boss took business trips abroad. This was possible only because Wolfgang Patzke, who had become the Frankfurt branch manager in the meantime, could keep a watchful eye on the company while Dieter was away.

*“Patzke”*, said Dieter Haltmayer in 2014, *“certainly played a large part in the success of Quick Cargo Service”*. This “consummate forwarder” had moved to QCS partly because his new boss gave him a free hand after finishing time. This was very important to Patzke because his father had a flourishing drinks business in Frankfurt Niederrad, a stone’s throw away from the QCS office in Frachthof 1. In the evening Wolfgang Patzke would set off in his VW Transporter, lugging cases of beer and cola, sometimes to customers on the seventh floor of an apartment building.

Nevertheless Patzke would always be there on time the next morning. *“I could always rely on him 100 per cent”*, says Haltmayer. Not only did Patzke have an, “unparalleled knowledge” of the freight business, he also distinguished



**Your Partner  
in Germany**



**AIR CARGO WORLDWIDE**



himself by his absolute loyalty to the firm, *“I always knew that I could vouch for Patzke’s integrity”*. So Haltmayer had no qualms about leaving Patzke in charge for three and a half weeks as he travelled the world. The trip took him to forwarders and agents in Tokyo, Seoul, Hong Kong, Manila, Sydney, Melbourne and Bangkok.

Since the fledgling company Quick Cargo Service had to watch every penny back in 1976, Dieter Haltmayer bought the cheapest possible ticket for his business trip from his former employer Air Canada: a round-the-world ticket with a fixed route. Therefore he had to first fly via Amsterdam, Toronto and Montreal before reaching Asia. He remembers with a shudder the three and a half week “horror trip”, filled with seemingly countless changes of time-zone, temperature and climate. *“On Doctor’s orders, I never did anything like that again”*. During the journey he twice suffered from a circulatory collapse; in Korea he spent three days in the hospital.

Yet he saw the journey as a great success. Haltmayer had made many new contacts through personal meetings and sealed numerous contracts for future cooperation with new partners. Numerous partnerships forged at this first hour are still in place today. At the time Asia was, *“the market”*, says Haltmayer, *“a target at the top of every forwarder’s list”*. The first highlight of this business development trip was Tokyo. Dieter Haltmayer had it in mind to do business with Yusen Logistics, a big player in the industry even then. His aim was to take on their sea-air business, something he had learned at Air Canada. The man from Germany knew that this kind of strategic decision would not be made by just any departmental manager, but by the President himself, Mr. Yoshida, whose office commanded a spectacular view of the Emperor’s palace in Tokyo. But before the door of the President’s office would open for him, Dieter Haltmayer had to work his way up the ranks at Yusen. He spent hour after hour, for almost two whole days, in meetings with dozens of managers, speaking about his business, about himself, always to be put off until the next meeting. But on the third day Mr. Yoshida finally found time for his young visitor. The President of Yusen began by offering him a Davidoff cigar, having been informed by his employees that Haltmayer liked to smoke cigars and wanting to offer him something special.

As he took his first puff of the cigar and his thoughts turned to business, it occurred to him that he should return the favour, *“when you’re back in Germany”*, he thought, *“you should buy a whole box of these cigars and send them to Mr. Yoshida”*. As Dieter was generous by nature with gifts, when he went into a cigar store on his return he asked to see a box of 25 Davidoffs – on closer inspection

Air Service Group was the first network that Dieter Haltmayer founded. He looked for partners at every airport in Germany. The idea was to make Quick Cargo Service look like a gigantic company.



Wolfgang Patzke was a man who was there at the dawn of QCS. Even at the age of 75 he was still in the office every day. At the company’s 40<sup>th</sup> anniversary party his eventual retirement was marked by rousing applause and a generous parting gift.

he decided to opt for the smaller box of 10 instead. The cigars were 19 DM each, making the princely sum of 475 DM for a box of 25! That was definitely more than he wanted to spend. Even the smaller sum of 190 DM hurt the pocket of a young man of modest means. But then it was for the President of Yusen.

Unfortunately the gift was of little help. There were rumours circulating in Tokyo that Quick Cargo Service would not get the sea-air business and the definitive rejection came soon after. The only consolation was that QCS would in future be taking care of the transportation of Sunbeam cigarette lighters from Tokyo to Rowenta in Offenbach.

In Korea Haltmayer didn't let his enforced stay in hospital slow him down too much, sealing three contracts with new agents before jetting on to Hong Kong. The doctors at the hospital had advised him to break off the strenuous journey and return to Germany but that was practically impossible. He would have needed to buy a new ticket, as the next stages for his round-the-world ticket were Australia and Bangkok, not Frankfurt. And he simply did not have enough money to buy a new ticket.

While in Hong Kong Haltmayer co-founded a new company, Quick Cargo Far East, with "Hamlet" Pui Leung, an agent he had known for many years. Haltmayer particularly wanted, "to be in business in Hong Kong", and was convinced, "*that this could only work by having a branch-office there*". After all, the heavyweights of the industry, like Schenker, Panalpina or Yusen, had all long established a presence there. And the young entrepreneur was not unduly concerned that Quick Cargo Service Far East consisted of nothing more than the lone governor "Hamlet" Leung, "*the important thing was having our own address in Hong Kong*".

Business was not bad for Quick Cargo Service Far East but there seemed to be little profit left over. Dieter Haltmayer took a closer look, examined invoices and made a few plausibility checks. It was soon clear, "*he had been swindling me the whole time*". Leung had diverted most of the business to his own company, keeping the earnings for himself. But the mutual costs for both companies – rent, telephone bills, correspondence and travel costs – had been billed to Quick Cargo Far East. Yet despite this breach of trust, Dieter Haltmayer did not completely break off his relationship with the Hong Kong businessman, although it was interrupted for a while. It was not untypical of Dieter Haltmayer to show such moderation. And afterwards they did work together again, exporting textile shipments to Germany for many years.

The next stop was Sydney, where one of the many points on the itinerary was a visit to the forwarder IFS. This renowned and established company was considerably larger than Quick Cargo Service but they had been seeking a reliable partner in Germany for some time. And Dieter Haltmayer had never been one to shy away from going after big fish. Returning to his hotel after the meeting, he had a contract in his pocket that was to form the basis of a productive cooperation for almost a decade. "*Australia*", says Dieter Haltmayer looking back, "*was a buying country, for us it became a real race track*". But some eight years later the partnership with IFS came to an abrupt end after severe bad weather in Lisbon. Hailstones the size and weight of large eggs fell on the IFS warehouse,

completely destroying both the warehouse roof and the shipments stored beneath it. Unfortunately IFS were not insured against freak weather of this kind and the incident bankrupted them. Yet Australia remained a significant market over the years for QCS; today they work with several reliable partners down under.

Quick Cargo Service's first global business trip had cost around 6000 DM. In 1976 that was, *"a lot of money"*, for Dieter Haltmayer. And the company's fortunes would vary from month to month. The company's typical monthly revenue was between 60,000 DM and 80,000 DM. After the salaries of Dieter Haltmayer, branch manager Wolfgang Patzke and two further employees had been paid, there was not much in the way of profit. *"Back then we were not much more than an overgrown hot-dog stand"*, says Dieter with typical humour. In Germany it was very difficult, *"to get new business"*. For this reason he considered the expense of their first major business trip to have been clearly justified. *"We were the first small forwarder that operated Germany-wide and invested in overseas business trips. That was important and the right thing to do because the air freight business was, and is today, based on personal contacts"*. In the years to come Haltmayer would continue to make overseas business trips, three or four times a year. But although the journeys were long distance, they never again involved so many different time-zones and climates as on that inaugural trip. The destinations were South-East Asia, Australia and New Zealand or North America. Even journeys to the USA were often split into separate visits to the East or West Coast.

As the QCS team expanded the world was split up amongst its members for sales purposes. Today Quick Cargo Service has six route managers who make at least one trip annually to customers overseas. And the overseas partners of QCS return the compliment by visiting its headquarters in Mörfelden-Walldorf once a year.

Perhaps the biggest disappointment of the company's first two years was the relative lack of success in Canada, a market for which Haltmayer had high hopes because of his wealth of contacts there. In over five years as freight manager for Air Canada he had built up business relationships with industry, forwarders and agents, and formed his own network. But even back then competition was very hard. When he flirted with trying to land the business of transporting circular knitting machines to Toronto he came away with a bloody nose. The Stuttgart-based forwarder EMO-TRANS, founded nine years before



In Hong Kong Dieter Haltmayer founded Quick Cargo Far East together with "Hamlet" Pui Leung. He wanted to be represented locally in the important Hong Kong market.

Quick Cargo Service, had been shipping these machines to Canada several times a month for a long time. *"It was the ideal freight"*, says Dieter Haltmayer, with three tonnes to a pallet, *"I would have loved to take it off their hands!"* But it was not to be. According to Dieter Haltmayer, the EMO-TRANS boss, Eckart Moltmann, put pressure on Alfred Drechsel, Haltmayer's successor as Air Canada's manager for Germany. *"He threatened Air Canada would never get another kilo of freight from him"*. Drechsel bowed to this pressure and forbade his staff, *"to speak to me in particular and Quick Cargo in general"*.

But there were two other pieces of business that went very well. For many years a Mr. Browdy, the director of Canadian Draperie in Toronto, ordered an LD-3 container of top quality curtains and curtain material every week. And one day Joe Bieling, a German from Gelsenkirchen-Buer who had emigrated to Canada years ago, came to the QCS office asking to speak to Mr. Haltmayer. He had the sole rights of representation for a completely new, automatic lubrication system, developed by a company from Euerdorf near Schweinfurt. The product – still produced on the same spot today and distributed by the company perma-tec – became a global sales sensation. For fifteen years QCS shipped around ten tonnes of lubricants every month, at first just to Toronto, later also to Chicago and Australia.

Bieling and Haltmayer soon became good friends. Dieter regularly visited his friend and business partner every year in Canada. Bieling lived in Duncan on Vancouver Island on the waterfront. The last stretch of the journey was always a scenic delight: thirty wonderful minutes in a seaplane. Only the first time did Dieter feel more inclined to get out again. As he was the only guest on board, the pilot invited Haltmayer to sit next to him, *"the view is better"*. As the captain started the engine with a loud bang and a huge cloud of smoke, then took off with a sharp curve over to the right, the German passenger held onto his seat belt like grim death. The pilot couldn't help noticing and tried to comfort Haltmayer, *"There's no need to be afraid. If there's a problem, we can land any time; as you can see, there's plenty of water"*.



Vancouver is on the waterfront and, in Canada, where there is water there are seaplanes. When Dieter Haltmayer visited his friend and partner Joe Bieling he had to finish the last stretch of the journey, to Duncan B.C. on Vancouver Island, in a seaplane.

## Emergency Landing in New Lisbon



It was supposed to be a dream holiday to South Africa. Dieter Haltmayer, his wife Maureen, their eight-year old son Stephan and six-year old Heidi were onboard a Boeing 707 with the South African airline SAA. From Frankfurt they flew first to Lisbon where the aircraft was completely refuelled. Because of apartheid in South Africa SAA were not permitted to fly the most direct route over African mainland but were forced to take the long way avoiding Africa and flying over the sea. For this reason there was a stopover scheduled in Luanda (Angola) to allow them to refuel once more. Ten hours after having taken off from Lisbon the pilot had still not begun to make his approach to land at the stopover destination and Dieter Haltmayer was getting worried, so he asked a stewardess what was happening, "We have fog and cannot land. The captain is looking for an alternative airport".

That was easier said than done. Alternative airports in Africa did not have instrument landing systems and New Lisbon was no exception. Landing was done by sight which was not possible at the moment: it was still night and pitch-dark. So the captain had to stay in the air but unfortunately the fuel was running out. "It was damn close", says Dieter Haltmayer. With the first rays of sunshine and the last drops of kerosene the plane began the approach to a runway that was actually too short and which had more in common with a rollercoaster track than a traditional runway. But the landing was successful and the passengers breathed a collective sigh of relief. As Dieter Haltmayer saw the chest-high grass on both sides of the runway he said teasingly to his son, "Look out, Stephan, in a moment the lions are coming out".



Because the fuel was running out the SAA Boeing 707 had to make an emergency landing in New Lisbon. An old DC-3 brought food and drinks for the 189 passengers. And, because the airport did not have a refuelling system, the tanks of the 707 had to be filled with kerosene by the litre using hand pumps.

No lions came out of the grass but the natives did. More and more came, as Dieter supposed, "because they had never seen such a big aircraft". The passengers and crew had to exit the plane using normal household ladders. Three hours later a DC-3 landed at the nearby military airport of the city, which is known as Huambo today, bringing cocoa for the children, water for the adults and plenty of food.

It was unclear how long the stopover would last. Above all the 707 needed kerosene but the airport did not have a refuelling system. The only alternative was to use hand pumps with which the airport staff slowly filled the 707 with fuel by the litre. After four or five hours the captain thought there was at least enough fuel to reach Windhoek in neighbouring Namibia. The next problem was the engines as the airport also lacked starter units. "Keep your fingers crossed that I can get one engine started", joked the pilot, "if one runs, then I can get all them running". The passengers struggled to see the funny side.

But everything went well in the end. After the stopover in Windhoek the aircraft reached Johannesburg a few hours later without further problems. In the terminal newspaper boys were already selling copies of the daily newspaper hot off the press, "189 Passengers in Brush with Death. Boeing 707 Makes Emergency Landing in New Lisbon". It was a day for lives being saved. It was the exact same day that Dr. Christian Barnard achieved the first successful heart transplant, for his patient Philip Bleiberg in the Groote Schuur Hospital in Cape Town.



On the apron at Frankfurt airport Stephan Haltmayer personally supervises the loading of urgent airfreight to Shanghai. Also present is former Lufthansa Cargo salesman Christopher Biaesch.



# Expansion in Germany

## A Foot in Munich

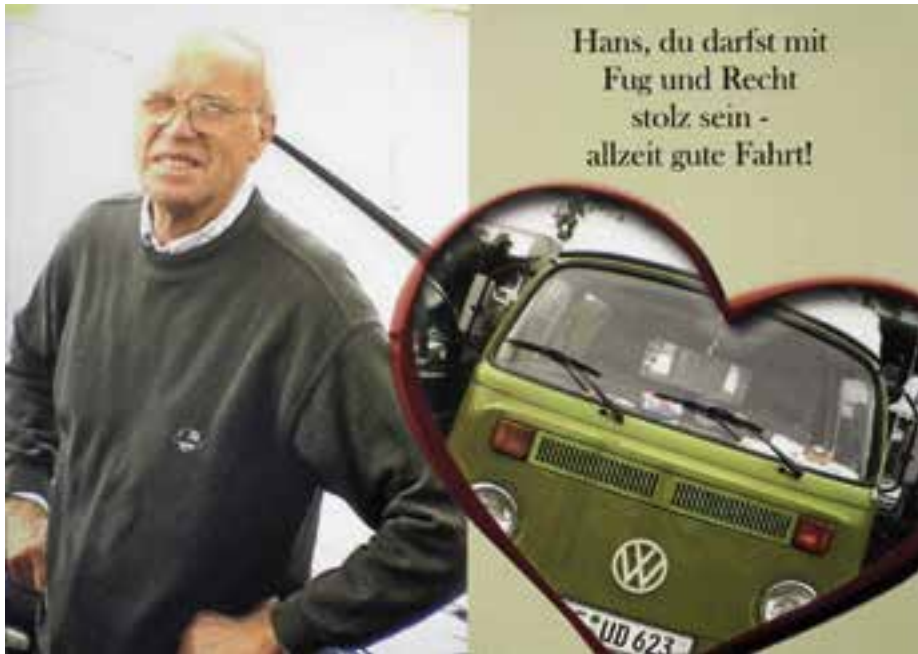
### Whose Driving Licence Is More Important?

In 1979 Haltmayer opened his first offices outside of Frankfurt. The young entrepreneur certainly had ambitions of expansion, but at the time the step towards Baden-Württemberg was mainly due to coincidence. In Stuttgart Paul von Maur ran an established forwarding company that was doing well enough on its own terms until an ill-judged investment, in an incredibly expensive computer, overburdened it to the point of bankruptcy. Von Maur hoped that he could at least save the jobs of his staff and so he called Dieter Haltmayer, “*Mr. Haltmayer, we are bankrupt. Would you be interested in buying our airfreight division?*”

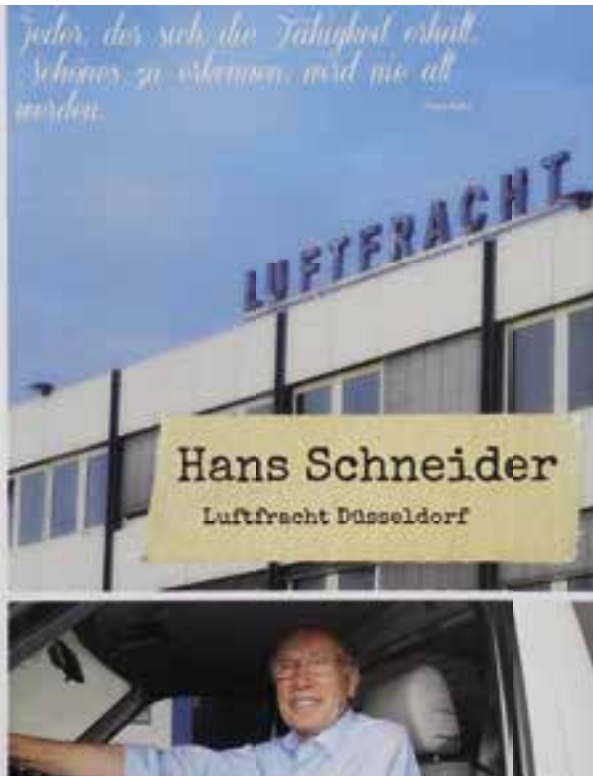
Haltmayer deliberated, closely researching the business region of Stuttgart and Baden-Württemberg, inspecting the books of the insolvent company and conferring with Wolfgang Patzke. He made von Maur an offer, “*We could perhaps offer up to 30,000 DM but no more*”. Von Maur accepted and Haltmayer reduced the existing staff of nine to six, of which one, Otto Zeller, was appointed branch manager. The Stuttgart office, drawing on the local metal and electronics industries, was soon back in the black. Today the Stuttgart region is the strongest airfreight market outside of the Rhine-Main region.

However, QCS in Stuttgart did at first seem to have fate against it. The new staff in the regional capital of Baden-Württemberg urgently needed a vehicle for collecting and delivering shipments. As QCS did not have much spare capital Dieter Haltmayer looked for another used VW minibus. He found one at Frankfurt airport with 80,000 kilometres on the clock.

As the boss at that time was responsible for everything he intended to drive the car himself from Frankfurt to Stuttgart. He arranged for the Frankfurt manager Wolfgang Patzke to pick him up later that day with his car in Stuttgart, after the minibus had been delivered, and drive him back to Frankfurt. Just as Haltmayer was passing the Hockenheim Ring on the A6 he noticed that many of



When Quick Cargo Service took over the airfreight office of Steffes & Co. at Dusseldorf airport they also took on Hans Schneider. Even at 75 he was still a full-time member of the Dusseldorf team. When he finally did retire on 30th June 2015 his colleagues presented him with a magnificent and lovingly assembled photo album of his long career. The front cover was inscribed with a quotation from Franz Kafka, "Whoever retains the ability to recognise beauty will never grow old". On the back cover the entire team said farewell to him, "Hans Schneider, you really are one of a kind – this is our thanks to you for everything".




the cars who overtook him waved to him. Being a friendly person Dieter waved back and was amused by the cheerfulness of his fellow drivers on the A6.

Soon he realised that the people were not just waving for fun. The accelerator of the VW stopped responding and the bus became ever slower. Then Haltmayer noticed clouds of smoke in the rear-view mirror. The engine was on fire. But he thanked his lucky stars that the service station Am Hockenheim Ring West was just ahead of him. Although his heart was racing he kept a clear enough head to think, "*just don't stop near the petrol pumps or this could be a disaster*". And indeed the minibus did have just enough momentum to come to a stop by the toilets, some distance away from the petrol pumps.

As he got out he saw that the fire had spread from the engine to both rear tyres. Haltmayer swears to this day that he and two service station employees emptied all ten of the station's fire extinguishers on the blaze and still it burned. Only when the local volunteer fire brigade from Hockenheim arrived, with lights and sirens blazing, was it finally possible to put out the fire.

In the meantime Wolfgang Patzke had been waiting two hours for his boss, not knowing that Dieter Haltmayer's thoughts were elsewhere. To contact



DUPLICATE

**INTERNATIONAL AIR TRANSPORT ASSOCIATION**  
**Cargo Agency Agreement No 23-4 7655**  
 (Incorporating 1st, 2nd, 3rd and 4th amendments)

AN AGREEMENT made this FIRST day of NOVEMBER 1977  
 BETWEEN certain IATA Members as described in Subparagraph (1)(a) below, represented by the Director General of  
 IATA or his authorized representative acting as Agent for such IATA Members

AND \_\_\_\_\_  
 having its principal office at \_\_\_\_\_

**QUICK CARGO SERVICE OWEN**  
**INTERNATIONALE SPEDITION**  
**Flughafen - Frachthof I**  
**6000 Frankfurt/Main 1**  
**GERMANY**

(hereinafter called the IATA Cargo Agent with respect to the promotion and sale of international air cargo  
 transportation (hereinafter referred to as air cargo transportation) within GERMANY  
 (Specify country of the Agent))

(hereinafter called the Specified Country) and the handling and delivery to Members of Cargo consignments within the  
 Specified Country and at the following airport(s) (or location(s)) (or country(ies)) immediately adjacent to the  
 Specified Country: None

**WHEREBY IT IS AGREED AS FOLLOWS:**

**(1) APPOINTMENT AND REGISTRATION**

him was not so easy as there were no mobile phones back then. Eventually Haltmayer was able to telephone from a nearby garage. The vehicle had been towed there and the mechanic had delivered the feared verdict: nothing could be done, it was a write-off. Yet even this misfortune had a silver lining for the young businessman: the insurer paid out comfortably more than he had actually invested in the vehicle. The write-off proved a salutary experience in that Haltmayer resolved, “*never to buy a used vehicle again*”. It became a consistent principle also for Dieter’s children, Stephan, Heidi and Jennifer, who have long since joined the management team. Nor are any company cars leased but rather purchased outright, “*we can only really afford what we can actually pay for*”, is another motto of Quick Cargo Service. The same philosophy applies for Dieter Haltmayer in his private life, “*live within your means*”. This has also been his attitude and his wife Maureen’s also, and it is something they have instilled in their children, Stephan, Heidi and Jennifer.

Two years before the opening of the Stuttgart office the young company had seen another important event. It was officially recognised as an IATA agent. To be issued with a licence by the International Air Transport Association meant that QCS, although still young, had been accepted as an established forwarder. Representatives of two airlines had spent several days examining the company’s solvency, credit rating, quality and reliability. “*The IATA agent status was very important for our public image*”, says Haltmayer. For customers it meant certified

In 1977 Quick Cargo Service was officially recognised as an IATA agent. The still young firm had been welcomed into the circle of established forwarders.



QCS is represented at the biggest airports in Germany with its own offices and teams in Stuttgart, Dusseldorf, Munich ...

proof that whoever did business with Quick Cargo Service could feel they were on the safe side. For the company itself agent status also meant financial security. Being an IATA agent guaranteed QCS an income of 5% of the freight rate charged. Previously they had to haggle for every penny.

1980 saw the next step in terms of expansion: Quick Cargo Service opened its second German branch office, in Dusseldorf. It was another lucky coincidence, or unlucky, depending on the point of view. The forwarder Steffes & Co. based in Viersen (North-Rhine Westphalia) had declared itself bankrupt. Part of the company was an airfreight office at Dusseldorf airport. A nine-man team was employed there including manager Hans Kollmann. He wanted to save his and his colleagues' jobs and so, in a parallel to Stuttgart two years earlier, he called Dieter, "Mr. Haltmayer, do you want to have the airfreight department?" For the relatively inexpensive price of 32,000 DM, he acquired the Dusseldorf airfreight business. One member of staff taken on at that time was the courier driver and customs declarer, Hans Schneider. Even aged 75 he was still part of the furniture at QCS Dusseldorf. He was in the office every day and was the one who locked up in the evening. Last year he did, however, finally retire.

Eight years after Dusseldorf followed Munich as a further milestone on the road to expansion. Munich was also a springboard for the career of Stephan Haltmayer. The son of the company founder had joined the firm in 1984 after completing his apprenticeship as a forwarder at Schenker. But the path to Quick Cargo had not been a compulsory one and by no means marked out. After completing his technical diploma at school and his further education at a commercial college, Stephan knew only that, "*he would do something in the business world*", but was not sure exactly what. "*I had no idea about how forwarding actually worked*", he says. All he knew about his father's job was, "*that he travelled a lot and was never there*". Then he read in the DVZ, a specialist newspaper on German transport, that the forwarder Pracht was offering apprenticeships. He applied for one, perhaps partly out of curiosity as to just what exactly forwarding involved. After Stephan had been for half

a year with Pracht the company went out of business but fortunately Schenker agreed to continue his apprenticeship. It was all the more fortunate because his new instructor, Jung, was the one who really managed to interest the young man in the business. *“From inland shipping via heavy goods vehicles to airfreight, I learned all the methods of transportation from scratch”*, says Stephan Haltmayer looking back. He had enjoyed above all learning about sea and airfreight, and with those preferences it was no longer a long way to a place in his father’s company.

So Stephan Haltmayer joined Quick Cargo Service where he spent his first year in the department for consolidation import and export. Although he was not given any privileges or treated differently from any of his colleagues, he had to struggle against the prejudice that, “the little Haltmayer”, was just a spoiled son of the boss. He wanted to prove the opposite not just to his colleagues but to his father as well, *“I’m not just his son, I can do this too”*. And to reach his goal he was prepared to go through the school of hard knocks.

Nevertheless, Stephan Haltmayer was always conscious of being in his father’s overpowering shadow. He was allowed to accompany “the boss” but not to determine what was done. When Dieter Haltmayer took his son Stephan on an overseas business trip for the first time, visiting Hong Kong, Sydney and Bangkok, he bought him a suit. It was a grey suit and the father was the one who chose the colour.

The company philosophy at that time was to initiate a new project every year, a philosophy that has endured. In 1986 the project under discussion was Munich. It was also Stephan’s chance to step out from his father’s shadow. So he championed the creation of a branch office close to Munich airport which at that time was in Riem. Munich was his chance to cut the cord, to put some distance between himself and headquarters, and set up something on his own, *“for me, Munich was a challenge”*. And the son proved to share his father’s instincts for the way things were developing. A new airport had long been under construction in Erdinger Moos. Munich II, to be christened the Franz-Josef-Strauß airport on its completion in 1992, was a project of the future. Munich II would



... Hamburg, Cologne, Hanover



In June 1992 QCS threw a big party to celebrate moving into the new Munich office in Halbermoos-Goldach. Branch manager Willi Racz was delighted to receive the symbolic key to his new office and Stephan Haltmayer welcomed the guests.

Haltmayer was born in London and therefore under English law automatically a British citizen, but he was still called up for military service in the German army. After all he also had a German name and a German father but Stephan was not keen to serve in the army. So he wrote back in English, *"I don't know what you want"*. But the army were not so easily deterred and replied by sending him his draft card. Stephan Haltmayer was to join the paratroopers on 1st April 1985 and it was not meant as an April Fools' joke. But instead of donning a uniform he packed his bags and wrote back, *"I am not coming. I go to England"*.

In England Haltmayer attended a business school, improved his business English and, after three-quarters of a year, decided to return to Germany. Now the German state had its "revenge". Stephan Haltmayer held only a British passport and was therefore a foreigner. Dusseldorf, his paternal grandparents' home, was where he was pro forma registered, and so he had to visit the office for foreign residents there and join the endless queue for a residency permit. He received a five-year permit and never heard from the army again. Later, to be on the safe side, Stephan applied for a German passport. He wanted to avoid the sort of situation that had spread fear amongst many young Englishmen in 1982. During the war with Argentina over the Falkland Islands they had been put on alert as reserves. If something like that happened again, the "Englishman" Haltmayer could rely on his German passport. *"It's true that back then I went whichever way the wind was blowing"*, says the 54 year old today, *"but I was not prepared to go to war because of politics"*.

Stephan Haltmayer returned to Quick Cargo Service, relocated to Munich and, as decided before his stay in England, built up the new branch. He started off in a tiny office without any heating, sub-let from the forwarder World Freight in Aschheim-Dornach near Riem. The greatest attraction was the address: Grenzstrasse 1 (Border Street). Despite the rather unfavourable conditions, *"it was*

become more important and better positioned internationally than Riem airport, that was clear to Stephan Haltmayer. But Quick Cargo Service could not wait for the airport to be complete, it needed a presence in Munich now.

There were two further considerations. The Munich of that time was the, "little Silicon Valley" of Germany: it was the home of the computer industry. Huge computers in cabinet form were consigned from there and forwarders could earn well. As computers later became smaller and the chips became tiny the airport quickly grew to reach the number two slot in Germany after Frankfurt, bringing other types of business too. Furthermore, and this was the second consideration, Munich could be a spring board to Austria and to Eastern Europe in the direction of Hungary.

But before the moving van could get things under way the German army intervened. Stephan

there that the forwarding spark was first really kindled in me". He could act on his own initiative, develop concepts and find fulfilment in his job, "It was really fun".

For almost a whole year the Munich branch lived almost exclusively from one customer. This was a specialist in helping Americans to move house, mainly Army personnel who were returning to the USA. Stephan Haltmayer did everything. He drove the truck, collected and handled freight, organised the office, and made any necessary purchases. In time he was able to win over more customers and the business gained momentum. Stephan was also able to head-hunt Willi Racz from World Freight where he worked with QCS Munich's landlord Willi Fichtel, partly because the two partners had fallen out. There was a stopover when they moved office to Heimkirchen before reaching Halbergmoos-Goldach when the Franz-Josef-Strauß airport finally opened in 1992.

A farmer known to Haltmayer's son was one of the landholders around the new airport who had become millionaires by selling plots after the value of their land had soared. He had a tempting offer, "I can build you whatever you want, and let it to you at a reasonable price". The plot was "off airport" and QCS was the only forwarder at that location but the choice of site once again showed the Haltmayers' vision and instincts. As computerisation became more and more part of the business world it was foreseeable that a location directly at the airport and the short distances would be less significant in future. Furthermore, the rents for offices directly at the airport rose quickly and quite severely, whereas in Halbergmoos increases were much slower and more moderate. With an office in Halbergmoos QCS Munich also had its own warehouse for the first time. Willi Racz had been appointed branch manager and Stephan Haltmayer took care of sales primarily, with a sideline in marketing.

The opening of the new office naturally called for a party with hearty Bavarian snacks and a brass band. Schorsch, who drove the HGV for Quick Cargo in Munich, had arranged a trial-tasting at a local butcher, before deciding on the catering arrangements. Haltmayer Sr. was already in town for the party, and unsurprisingly also wanted to attend the tasting. The tasting, however, turned primarily into drinking, and both Haltmayers had probably drunk too much to drive home. The question was: who was to drive? Dieter Haltmayer solved the problem in a way that he saw as most pragmatic, "you drive, of course, because my driving licence is more important than yours!" But they got home safely, and the party was to be a great success. It was the first time that the local press took



To save money Quick Cargo Service produced the invitation cards themselves.



How times change: the former bunch of rascals now lead one of the top ten owner-run IATA agents in Germany.

notice of Quick Cargo Service, with the headline, “*From Goldach into the big, wide world*”, reporting in detail on the, “*new off airport freight terminal*” in Halbergmoos. A photograph showed a beaming mayor together with Dieter and Stephan Haltmayer. The QCS founder gave the local politicians an appetite for more; he assumed that the new airport would attract numerous carriers and that Halbergmoos would thus develop into the second mainstay of the company. And so it proved to be. The new branch office ran profitably and Stephan Haltmayer made himself at home in Southern Germany. In the meantime he had married and had two children; he was established, both socially and in the business world. He had an authentically Bavarian-sounding name – for his ancestors were from the Kempten region – and, as a beer-drinker and BMW driver, he could almost have been taken for one of the locals, although he sometimes had difficulty understanding their dialect. At least one thing has remains with him to this day from his time in Munich: when he answers the phone, he still uses the Bavarian greeting he acquired there, “*Grüß Gott*”.

Stephan Haltmayer had actually wanted, “*to just go to Munich for a year or two, build up the branch office, and then return to Frankfurt*”. He wanted to prove to himself and to his father that he could make it on his own. But things changed. His children Nico and Dean were born in Munich and the family was happy there. They had established their own circle of friends and the headquarters in Frankfurt seemed far away. And QCS Munich was running very well as Stephan had been successful in his important sales work overseas.

The young Haltmayer had secretly always wanted to travel abroad; he was fascinated by the foreign and the unknown. Travel abroad also meant, “*to meet like-minded individuals, to establish contacts with local forwarders who were seeking a partner in Germany, to have friends in every corner of the Earth*”. His mother Maureen had recognised this early on. When her son first joined the company, it was not long before she told her husband, “*If you take him with you to Sydney, he’ll never want to come back*”.

Sydney had indeed fascinated Stephan Haltmayer from the moment of his first visit, “*I fell in love with the city immediately*”. As a young man, he thought that Australia in general was wonderful, “*You are at the other end of the world, it can be quite a sentimental experience*”. How many young men would have had the chance back then to fly so far at such an age? For a good 15 years, he jetted once or twice a year to Australia, mixing business and pleasure ideally as Australia was one of the strongest routes for QCS. His love for



Sydney and Australia has endured to this day, witnessed by the name of his youngest son: Sydney.

He had seriously considered working in Sydney and building up an office for Quick Cargo there. But his conscience bothered him, *“Can I do that to my father? I’m his only son, and he is counting on me”*. In the same way Dieter Haltmayer would later count on his daughters Heidi and Jennifer. As Stephan emphasises, *“He gave us all opportunities, he invested in us”*. With a wide grin on his face, the son recounts, *“My father did everything to make his company palatable. He drew us all in, whether we really wanted to or not”*. All three of them, *“would not have ended up in forwarding if our father hadn’t steered things that way”*. Although he, *“maintained the appearance of letting us all do whatever we wanted, in the end he always found a way to lure us in”*.

Dieter Haltmayer has made sure of his successors. He did it single-mindedly but still leaving his children respectable scope to make their own decisions. And it took a little longer before Jennifer joined the company.

All three children are thoroughly proud to lead one of the top ten owner-run IATA agents in Germany. With around 200 employees in Germany and other parts of Europe QCS has long been a genuine force in the industry.

*“In Germany there aren’t many owner-run forwarders anymore”*, says Stephan Haltmayer, *“most of those who started at the same time as our father, like*





Whether in Germany or abroad the Quick Cargo Service teams distinguish themselves by their competence and willingness to perform: Nuremberg, Zurich, Copenhagen ...

*Birkart, Bachmann or Südkraft, have long since been sold or have fused with much bigger companies because they had no successor.* That is one thing that Dieter Haltmayer had the wisdom and foresight to arrange differently.

But the head of the family did not always make things easy for his children; Stephan Haltmayer experienced this at a very young age. In 1995 when the Munich office was long established and running well, his father telephoned him, *“It would be good if you came back to Frankfurt. I’m gradually getting older and I need to slow down a little. It’s all getting too much for me, I need your support”*. These were more or less his exact words, according to Stephan Haltmayer at least.

So the son packed his bags in Munich and returned with his family to Frankfurt. But instead of an exhausted father who was easing into retirement, Stephan encountered a vigorous company boss, still full of entrepreneurial spirit. Dieter Haltmayer surprised his son with the news that he had commissioned the building of a new headquarters in Mörfelden-Walldorf. Stephan was almost lost for words, *“I don’t believe it: You tell me you need to slow down, and then you start with a new building here!”* Stephan Haltmayer describes the following months thus, *“He spent half his time on the construction site, and half his time moaning in the office”*. Things did go wrong on the building site. No-one denied that. But what was wrong, and how important that was, is still a matter of perspective. Stephan Haltmayer relates to this day that his father was advised by a construction supervisor long known to him but also long retired, who had, *“driven my father completely crazy”*. The supervisor had found, *“thousands of faults and completely overdramatised things”*. Dieter Haltmayer, *“allowed himself to be infected by this attitude, and took everything to heart”*. Today Haltmayer Sr. admits that, *“I did get a little crazy. Because of the construction faults he complained of, he withheld 435,000 DM in payments. Later a court ordered him to pay 400,000 DM plus 80,000 DM interest on arrears. This was not really good business even though Dieter Haltmayer somewhat stubbornly maintains, “the court did abate the other 35,000 DM”*.

The company founder and patriarch often wanted to withdraw from business, or, at least, announced that he wanted to. On at least one occasion he gave his daughter Jennifer, “*quite a bad conscience*”. Dieter Haltmayer wanted to recruit his youngest daughter but Jennifer went her own way and after her M.A. in Philosophy she completed a Ph.D. in England. Her father was not at all happy about this and tried to put his daughter under pressure, “*as long as you are studying*”, so he claimed, “*I cannot retire*”. That was fifteen years ago. Today there is no more talk of retirement. “*My father just wanted to make me feel guilty*”, his daughter observes now.

A local proverb says, “a lot of water flows down the Main”: equivalent to the English saying, “a lot of water has flown under the bridge”. With time Stephan has also become older and more mature. Today he says that the decision for the new building was a milestone in the company’s history, “*Today we have an impressive headquarters that represents who we are*”. Previously visitors from Japan or China had been received on the fourth floor of an anonymous freight building at the airport. The move to Mörfelden was a decision that essentially stretched over years. The south of the airport had been the site of the US Army’s Rhine Main airbase for decades until they moved to Spangdahlem and Rammstein in Rheinland-Pfalz. Now the airport operating company FAG had earmarked this area for freight: the so called Cargo City Süd (South). The FAG wanted to move all freight facilities, with the exception of Lufthansa’s, from their current home in the north of the airport to the Cargo City Süd. This was to free up urgently needed space for the passenger segment in the north.

Dieter Haltmayer considered moving to Cargo City Süd where there was no shortage of space. But the businessman did not like the terms offered. He was supposed to sign a 66 year leasehold contract and also accept pre-agreed rent rises for the coming years. Dieter Haltmayer wanted no part in this. He was annoyed at the monopoly enjoyed by the FAG. “*I was not prepared to accept conditions like that and it would never have even been my property*”.

Was it coincidence? At exactly this time Gunther Diehl telephoned him. In 1990 Diehl was the



... Berlin, Hamburg, London.



In 1996 QCS moved into the new, imposing company headquarters in Mörfelden-Walldorf near Frankfurt. On the ground floor there is a large warehouse and in the three floors above are modern office rooms for around 80 employees.

manager of the Volksbank in Walldorf, the bank used by Quick Cargo Service. “Mr. Haltmayer”, enquired Diehl, “I have a customer looking for a buyer for 3000 square metres of prospective building-land in Mörfelden, would you be interested?” Spontaneously he answered, “Yes, it’s not uninteresting, but I don’t have the money”. The price per square metre was about 300 DM, and it was only prospective building-land.

As their bank manager Herr Diehl was familiar with the balance sheets of Quick Cargo Service and made, “an offer you can’t refuse”. The selling price of 800,000 DM would be lent to them with nothing to pay back for the first two years, and after this grace period 3000 DM would be due each quarter. For Dieter Haltmayer, 800,000 DM was, “an insane amount”, but he, “decided to risk it” and took out the loan.

He also had another offer, from Kelsterbach. The conditions were fairly similar but a glance at the atlas made the decision easier. From Mörfelden to the airport’s Tor 31 was just 4.4 kilometres, but from Kelsterbach it was 14 kilometres. Haltmayer bought the land in Mörfelden and his first experience as owner was something of a crash landing. Of the 3000 square metres land that he owned he had to sacrifice 800 for basic site development alone. At the time he had invested in the future industrial park, there was only one other investor besides him, “there was only arable land here”. But as the local authority also stipulated that developers had to have a minimum of 3000 square metres to build on, Haltmayer was obliged to buy another 800 square metres.

It was not easy. A group of joint heirs to some land offered a neighbouring parcel of 750 square metres on the condition that they participate in the building of the offices and warehouse. Haltmayer accepted but there were later disagreements that eventually led to court. It was presumably not a bad deal. His opponent brought three lawyers with him, *“because I don’t want to be cheated by you again”*, and his son, while shaking Dieter’s hand before the hearing, said, *“Mr. Haltmayer, should I be born again, next time I will be a forwarder”*. The back-handed compliment did not change the fact that Haltmayer was still 50 square metres short of the 3000 he needed. The land he needed belonged to the local authority. According to building regulations it was still just agricultural land. But in the town hall they knew that Haltmayer desperately needed the 50 square metres and inflated the price. Dieter Haltmayer grudgingly accepted and hoped to return the favour.

Bernhard Brehl, then mayor of the upcoming community south of Frankfurt, wanted the area where Haltmayer had invested to be developed into an industrial park but he did not welcome forwarders and, above all, HGV traffic, because he feared the additional lorries would have a negative impact on the local community.

Dieter Haltmayer reassured the mayor, *“we only have small vans”*, yet designed the new headquarters so that there was room for 18 metre long trucks to dock.

The development of the industrial park has long ceased to be an issue. Since the most direct route for a driver is via the A5 autobahn HGVs would only drive through Mörfelden-Walldorf if the drivers had lost their way.

The Quick Cargo Team had cause to celebrate even a year before moving into the new headquarters in Mörfelden-Walldorf’s Kurhessenstrasse. In Cologne they opened the fifth branch office in Germany. This project had been a sort of self-defence against the so-called “Cologne Clique”. It was less than 40 kilometres as the crow flies to the Dusseldorf office. *“Normally you cannot open a branch office so close to an existing one; you end up competing against yourself”*, says Dieter Haltmayer. But in Cologne things are a little different, *“People from Cologne and Dusseldorf don’t get along well with each other, and not just at carnival time”*. *“When the customer was based in Cologne”*, recalls the company founder, *“you could hardly consign from Dusseldorf. Cologne folk wanted to ship from Cologne, they would have rather accepted a detour via Frankfurt than to ship from Dusseldorf”*. When the Dusseldorf branch of Quick Cargo Service tried to drum up new business in Cologne they were usually rejected on the grounds that, *“you’re Dusseldorfers, you’re not Cologne folk”*. So, as Haltmayer reflects, *“there was no alternative but to open a Cologne office”*.

So it was somewhat convenient when Klaus-Peter Philipp, an employee at the Frankfurt headquarters, quit his job because his girlfriend lived in Cologne



Bernhard Brehl then mayor of Mörfelden-Walldorf praised the move made by the company as an investment in the future of the town.

and did not care for Frankfurt. At first it irritated Dieter Haltmayer to lose a man just because he was following after a woman, particularly since Philipp was such a good forwarder. But on closer inspection he saw how the situation could be turned to his advantage, *“I could ask him to organise the new office in Cologne”*. His offer was accepted and Quick Cargo began by renting two rooms at the airport in Cologne, thus securing the status of “Cologne folk”. By the second year the Cologne office was already turning a profit. The Rhinelander Dieter Haltmayer had once again shown that he had a good nose for business.

The opening of the sixth branch office was due to a big event and a glance at the map. From June to October of the millennial year Hanover was hosting the World’s Fair, Expo 2000. This had been general knowledge since 1990. From around 1998 Quick Cargo Service was able to secure numerous contracts from companies who were erecting the pavilions of the nations involved on the Expo grounds. The motto of this World’s Fair was, *“Humanity, Nature, Technology – A New World Emerges”*. *“If a new world is emerging there”*, said the Haltmayers with a grin, *“we can make our contribution to it with a new office”*. Father and son had actually

Visiting Lufthansa Cargo at Frankfurt's Rhine-Main airport.



been toying with the idea for some time. A glance at the map showed that Lower Saxony and its regional capital, Hanover, were a blank spot in forwarding terms. *“The region was fairly large with industrial areas spreading from Göttingen in the south via Salzgitter, Braunschweig and Wolfsburg, up to Celle in the north”*, says Dieter Haltmayer, *“but we had been covering this area from Hamburg. And it had long been clear to us that this wasn’t the best solution”*. The Expo and the boost it was expected to bring for business in Lower Saxony were the spark that finally ignited the next expansion. On 1st October 1999, comfortably before the Expo, Quick Cargo opened its new office at the airport Hannover-Langenhagen.

There was a similar background to the opening of a branch office in Nuremberg in 2005. At the time this location was covered from Munich, fully

180 kilometres away by road. And there were still large companies based in the region then: Quelle, Triumph Adler and Grundig. Adidas and Puma were producing on a large scale in Herzogenaurach and Siemens were very active in Erlangen with their division for medical technology. Thus many forwarders had branch offices in or around Nuremberg, almost all the big players were present. After a thorough market analysis the Haltmayers decided to open their own office in 2005 at the airport in Nuremberg. The team there in the Steinfeldstrasse has since grown to number five colleagues.

The newest German office to date is the branch in Berlin which opened its doors in 2011. Berlin was Stephan Haltmayer's idea. To some extent it was a matter of prestige: to nail Quick Cargo's colours to the mast with its own office in the German capital. Business in Berlin had changed radically after the seat of government moved there from Bonn. For a long time it was predominately courier firms who did good business there, mainly thanks to the government district. Later there was more development in the industrial sector through manufacturing and processing companies. But Quick Cargo management soon learned the painful lesson, *"that Berlin had a similar clique mentality to Cologne. It was very difficult to gain a foothold as a non-Berliner"*. So Stephan Haltmayer decided QCS should open its own office at Tegel airport, not least since network partners from abroad often asked Quick Cargo to handle shipments to and from Berlin. The four man team in Berlin also includes Stephan's eldest son Nico. Just like his father, twenty-five years ago in Munich, he wanted to cut the cord from his own patriarch and stand on his own two feet. One could also call it Quick Cargo's idea of investing in the future of its own youth.



After Hessen's economics minister Lothar Klemm had welcomed the guests to the new company headquarters, Uwe Panzer from the construction company Halle und Bürobau presented Dieter Haltmayer with the key for the project they had completed.

## A Philosopher as CFO



It was not a planned procession to the top floor of company management. Jennifer Melnyk, in the days when she was still called Jennifer Haltmayer, had nothing to do with the forwarding business. It was of no interest to her. She was more artistically inclined, playing the piano and later the violin. In fact the very word “forwarding” primarily called to mind the fact that she, at least in her childhood, had seen so little of her father, “He was always away”. Even when he was not in Hong Kong or Sydney and could have watched the news in the evening or played with the children, he was taking care of company business at home. “That was the way I had always known it”, says Dr. Jennifer Melnyk.

Today the Doctor of Philosophy is part of the family business where she is in charge of finances. The mother-of-two confidently emphasises that it is not necessary to have studied economics or business management to do the job. To order the finances of a company with 200 employ-

ees, “is not black magic”, but rather, “lots and lots of hard work”. If one, “learns the basic principles and reads up on certain aspects”, says the finance chief, “then there are no problems with the level required here”. It was perhaps also useful that she took Business Studies and English for her Abitur (equivalent to A-Levels) at the Frankfurt Klinger grammar school.

On finishing school her father wanted her to join the company. But Jennifer refused. She wanted to study Theology at the Jesuit University St. Georgen in Frankfurt, “It was something that just interested me because it was completely different”. Dieter Haltmayer was shocked, “What’s the point? Nothing will come of that!” But his daughter saw things differently. Although Haltmayer was not a regular churchgoer he identified unequivocally as Christian, with a certain respect for the church, and so he gave up his resistance.



So father and daughter went, more or less, their separate ways. The first semester at St. Georgen was devoted to philosophy. This subject fascinated the young woman so much that she changed allegiances after graduating, studying for her M.A. in Philosophy at Munich University. When this course was complete she was 23 years old and confronted with the usual graduate question, "What do I do now?" Her father saw the chance for his next attack, "Philosophy! There's no money in that, you've learned a little thinking but it's not a career. Do a forwarding apprenticeship, then later at least you can say you learned something decent".

Jennifer agreed. Not out of any interest in forwarding: she would have done the same if her father had owned a pencil factory, "I didn't know at the time what else I should do". But she did not do her apprenticeship in Walldorf, where her overpowering father had everything under control, choosing the Munich office instead. And she did everything at turbo speed. At the vocational college she dropped half the subjects, ones in which she was already overqualified: English, Religion and German. Then, after just one and a half years, she graduated from the course with the top grade of 1. The head of the school said admiringly that he had never seen anything like it in his career.

Then Jennifer decided she had had enough of Quick Cargo. The college had reminded her, if only vaguely, of her earlier studies. And she was still fascinated by the deeper issues of life, such as metaphysics, epistemology and ethics. "I did not feel that the vocational certificate was the end of my education and so I looked for a new challenge", she said, and decided to research for a Ph.D. She began at the University of Frankfurt but moved partway through her studies to Reading University in England, where her doctoral supervisor was Hanjo Glock, today a Professor in Zurich. It was also in Reading that she met her future husband, Davyd Melnyk.

In the year 2000, doctoral bonnet in hand, she was once again faced with choosing what she would do in future. Dieter Haltmayer saw his chance, "Come to us". Jennifer wavered, "feeling a certain responsibility to the family I was born into", and eventually agreed to join QCS. So it was to be Keynes instead of Kierkegaard after all. As she had been away from the business for five years, she spent a couple of months reacquainting herself with the business in the Dusseldorf office and then four months in the Hamburg seafreight office.

In Hamburg she liked both the city and its inhabitants very much. She also found seafreight fascinating, "They don't have 5 kilo packages, but rather 40 foot containers being shipped to South America". She was so enthusiastic that she would have preferred to stay in Hamburg. She suggested, "and meant it completely seriously", that she should continue to specialise in seafreight there with a view to one day leading the seafreight division, while her brother Stephan would take care of the airfreight. But her father did not approve, "He had other ideas", says Jennifer Melnyk, "he put me in charge of finances". The patriarch made the decisions and the children had to accept them.

In the meantime she is settled in her role and satisfied with the distribution of management responsibilities. "We siblings are very different", she says, "but that is exactly why we make a good team". She is, "not a talker, like my brother. I prefer to read and delve into the statistics". Her brother is the, "perfect salesman, he can talk until the cows come home. He is the ideal representative for the company". Stephan, his sister says, "is a visionary, who brings lots of new ideas from his trips abroad. He is a flyer who hardly ever touches the ground, whereas my sister and I are more like the ground crew". Her sister Heidi has the administrative side of things under control. Making rental agreements, drawing up employment contracts, or keeping the personnel files, these are all things Jennifer says she could not do, adding in the same breath, "I wouldn't want to either".

Jennifer Melnyk is convinced that in spite of tough competition Quick Cargo Service has a bright future, "We will remain an owner-led forwarding company". If the company was sold or taken over, she would, "leave the company at once". Today the CFO, who long had no interest in forwarding, could even imagine her children Hannah (10) and Dylan (6) one day joining the company as part of a still younger generation at QCS. "It is a possibility. But that is something that the children will decide for themselves".



## The Woman for Everything

She finally did it. Since June 2014 Heidi Haltmayer is a real Haltmayer again, now the name fits once more. For 15 long years she answered to Mrs. Gramm. That was the way she had wanted it. When she married a Mr. Gramm in the Wiesbaden registrar office in 1997 she had taken her husband's name. He would actually have been quite happy to change his name to Haltmayer. But Heidi turned the offer down, asking him, "are you crazy?" For her it was, "completely normal at the time that a woman took her husband's name after the wedding". Today she would think twice before parting with her name again. After her divorce in 2005 she initially decided to keep the name. But it became annoying at business events and parties when people would look at her name badge and ask, "Who are you, Mrs. Gramm, where are you from?" When she replied that she was Dieter

Haltmayer's daughter, then they knew she was with Quick Cargo Service; her father's name was well known in the industry. At some point she decided, "I've had enough". She went to the local town hall in Langen, enquired what she needed to do and was astonished that changing her name back was so much cheaper than the registry wedding had been.

Heidi's route to eventually joining QCS management was less circuitous than her sister's but not exactly straightforward either. There is a photo of her aged twelve working hard to load a frog-green suitcase with a white stripe into a plane. She wore a striped pullover that her mother Maureen had knitted, matching striped socks and a denim skirt. At 12 she was already in the midst of the family business. Her father may have already hoped that he could count on her joining the firm. But when she was 17 or 18 she dreamed

rather of going into business herself as a florist. To Heidi at the time floristry seemed the epitome of creativity. On finishing school at 19 the pendulum swung back in the direction of airfreight forwarding. It was also the favourite amongst the other girls in her class. But the applications were all sent back, "Either they had no apprentice positions available, or something else did not fit".

Then along came Willy Korf, head of the Association for Freight and Logistics in Hessen at the time, who happened to be visiting Heidi's father while she was at the office, "I say, Heidi, your father has a great business here, this is your chance to be a part of it". She answered with a question, "My father and I, do you think that would work?" Korf answered slightly evasively, "You can try. See if you like it. If not, you can always do something else instead".

She says that back then she had no idea about how forwarding works. But she enjoyed it after all. There was also something of a reward for her decision; Heidi was allowed to borrow her mother's brown VW Polo. She thought the colour was terrible but at least it meant she could drive herself to work at Frankfurt airport.

Heidi was still living at home, and continued to do so until she was 25. Life at home was good and practical, "my mother cooked for me and did my laundry". Her mother's cooking was the main attraction. Maureen had learned German cooking from Heidi's grandmother in Dusseldorf: roast pork with carrots and peas or veal escalope with roast potatoes, "eventually she cooked better than my grandmother". But this had serious consequences. To this day, as Heidi admits, she cannot really cook, "I always had my mother or a partner who cooked for me". Her partner today, Graham – an Englishman, of course – is also a keen and capable cook and was very impressed with Heidi's luxurious SieMatic kitchen – nothing but the best. But in nine years, estimates Heidi, the oven probably hadn't been on more than ten times. "I was always working, never had children, and was not home much". For lunch she usually gets a takeaway pizza or has lasagne delivered from a local Italian restaurant. In the evening she usually does not eat again, to be kind to her figure.

After finishing her apprenticeship she became something like her father's secretary. She took care of his correspondence having perfected her typing and shorthand skills. Heidi also got involved with the operations side, writing invoices and helping out in the import and export departments. She had completed a three year apprenticeship and now knew how forwarding was done.

“Now”, she frankly admits, “I don’t know how to do it anymore. I am out of touch with the new regulations and computer software”. But she has gone on to specialise in other things.

It all began one day, around 25 years ago when her father thought that they needed a company brochure. “I designed it”, she says, “because I have creative ideas”. In those days she had begun by cutting out images of aeroplanes and ships with scissors and glueing them onto a sheet of paper. Heidi’s imagination has been responsible for all of the company’s promotional gifts: inflatable aeroplanes with a Quick Cargo Service logo, German flags for the last football World Cup in Brazil, a special-edition wine from Majorca, and even a USB stick in the shape of a Frankfurter Apfelwein “Bembel” (the traditional stone jug for the local cider). For a long time she had the regular occupation of designing each year’s three monthly calendar. This changed when the seafreight division asked her to redesign it in future to display four months at a time, reflecting the needs of seafreight’s longer journey times of up to six weeks. She was happy to oblige.

Heidi opens the post in the morning, manages all the contracts that Quick Cargo makes, and authorises the various flights of QCS employees, “because these are charged directly to the company credit card”. She also has to take care of the lock system at headquarters. Two years ago, the German Federal Aviation Authority decreed that forwarders in general must have an electronic access system. Since then no-one can enter the building without scanning their security chip at the door or otherwise identifying themselves. Unfortunately the chips often stop working after being kept too close to a mobile phone or other electronic device in a pocket.

The company, says Heidi Haltmayer, “runs very well, very harmoniously”. Even though their father, “sometimes get on our nerves. In the end, he is the one who holds the company together”. “I think”, says the woman for everything, “we are one of the few family-run companies, and we have a very good team on which we can rely”. Heidi Haltmayer has no worries about the future, “If we three siblings in management continue to pull together, the success story is sure to continue”.



To establish trust with costumers and business partners is an absolute priority for Dieter and Stephan Haltmayer. Whenever possible they travel to visit their friends and partners in business.

# When is An Igloo Not an Igloo?

## Alliance after Alliance

### Sights Set on Moscow

It was an article in the DVZ (German Transportation Magazine) that once again caused a sensation. In May 1999 Wilhelm Althen, the influential chairman of Lufthansa Cargo, had prophesied a less than rosy future for small forwarders at the annual conference of Cargo Network Services, the US arm of the airlines' umbrella organisation IATA. Althen predicted that half of the 3600 IATA agents then in business would have disappeared within five years. The small players were not capable of surviving according to the Lufthansa chief who would continue in his post until 2007. He claimed the future belonged to the bigger players in the industry and increasingly to the multinationals. The takeover game had only just begun. Althen forecast that in, "*three to five years*", between five and seven large groups would control 70-80 percent of international airfreight.

Dieter Haltmayer was seething once again, while his son Stephan was less upset; he was used to this talk from the likes of Schenker, Kühne & Nagel or DHL, "*the big boys would have liked to see the back of us*".

But it was too much for his father. "*We medium-sized businesses*", his credo went, "*need to combine our strengths more than ever*". Haltmayer Sr. drummed up support amongst like-minded individuals. In August 1999 he suggested a meeting, which took place in the rooms of the airport operating authority FAG, attended by representatives from Agotrans, Alpha Trans, Jas Airfreight, Quick Cargo Service and Südkraft. Also in attendance were Willy Korf from the Association for Freight and Logistics in Hessen and Florian Pfaff from Lufthansa. After an analysis of the market situation for medium-sized companies the five companies came to the conclusion that what counted now, "*in the age of globalisation, and increasing reports of mergers and cooperations, is to combine our*

forces and to bring together companies willing to cooperate in an association of common interests”.

The Interessengemeinschaft Luftfracht (German for, “association of common interests in airfreight“, the source of the name “Iglu“, which is German for, “igloo“) was also supposed to work against the growing tendency of some airlines to offer preferential treatment to certain business partners. “Iglu“, said Haltmayer in an interview with the DVZ at the time, “*should increase the competitiveness of its members and simultaneously help to improve the carriers’ service*“. Seven perspectives for the future were outlined in writing:

- 1.) We are competitive in the market again with the same starting point as the major shippers.
- 2.) Guaranteed access to capacity giving our customers confidence.
- 3.) Strengthening of our negotiating position with fixed rate agreements.
- 4.) Securing improved service standards – through pallet mostly runs smoothly, guaranteed departure and arrival times.
- 5.) Improvement of our income through better buying rates.
- 6.) Increased productivity through a more reliable service.
- 7.) Development of a future-oriented IT system – computer connectivity is essential.

On the 17<sup>th</sup> November that year the initiators of the alliance invited all interested forwarders to the Holiday Inn hotel in Bad Soden. The response was overwhelming with 69 companies registering to attend. In his opening address Dieter Haltmayer emphasised that it was time to create a neutral association of shippers and put the airlines under pressure, “*our job as forwarders is to advise customers and to choose the best and most affordable transport route, independently of the interests of individual airlines*“.

But above all back then it was the national carrier Lufthansa Cargo, remembers Haltmayer Jr, “*who wanted to go another way*“. Reading between the lines of what Althen was saying, he meant: at Lufthansa we are only interested in the top ten forwarders. They fill 60 percent of our aircraft, and the other 40 percent, handled by 300 forwarders or more, is too much of a headache with all the work it causes.

“*It cost them too much in terms of manpower*“, says Stephan Haltmayer, “*they wanted to cut costs and thought the smaller players could load via their larger competitors*“. But very few were prepared to accept this. The medium-sized sector’s answer was cooperation. IGLU along with the Future Group and the Challenge Group were three alliances that resisted the strategy pursued by Lufthansa Cargo.

However, the individual groups had different approaches. Future and Challenge were cooperations consisting of friendly agents, forwarders on good terms with each other who loaded freight with each other. This concept, as Stephan Haltmayer explains, “*was transparent. Every forwarder knew who the customers behind the freight were, the shipper and the consignee. Each member of the alliance was revealing his customer base to everyone else in the group*“. And it is, “*fatal when the competition knows who my customers are*“.





Iglu had been built on another idea. Iglu was neutral. It was founded as a purchasing cooperative for volume. The principle was, *“to make volume contracts with the airlines. Instead of 10 tonnes to Hong Kong, Iglu suddenly had 100 tonnes, a much larger amount. And naturally these amounts made it possible for us to buy at substantially cheaper freight rates”*.

The Iglu principle was to make volume contracts with selected airlines, *“We buy like a multinational concern, because together we have the same volume as the big players. Then these prices are passed on to our members strictly net”*.

With the Future Group and the Challenge Group freight was loaded onto the pallet for all to see, *“a transparent system”*. One of the agents might be, for example, the masterloader for Singapore, another for Los Angeles, and a third for Sydney or Taiwan. Everyone who has freight for Singapore brings their freight to the master loader for Singapore, he loads everything onto the appropriate pallet and, of course, can see exactly, *“that the label is from Siemens, from VW, or there is freight from BASF, from God knows which customer”*. The same is true of the forwarder receiving the shipment. He has to distribute the freight amongst the various customers and sees who his partners' customers are.

However, Iglu, as an association of forwarders, makes a contract with the airline but then each member of that association delivers his own freight to the airline separately. So no-one discovers, *“which customer is behind the freight”*. For the biggest concern of a forwarder is, *“that the others find out who your customers are, and what rate they are paying”*. With Iglu it is also clear that everyone has the same rate.

The founding members of Iglu met for the first general meeting in 2001 at the Hotel zum Löwen in Mörfelden-Walldorf. Today the market without Iglu would be unimaginable.

# IGLU

## Air Cargo

Founding Iglu was one of the highlights of Dieter Haltmayer's career. Iglu was medium-sized businesses' answer to the airlines' focus on business with big forwarders.

For a long time Future and Challenge only worked because they were alliances of forwarders on friendly terms: they knew and trusted each other. However, several of them soon left again because they no longer saw the point. They were big enough on their own and could take care of handling and buy at good rates themselves. Iglu, on the other hand, was more a concept for medium-sized businesses and offered neutrality and security that other groups did not.

None of this meant that there was no competition within Iglu. Stephan Haltmayer, *"There are always competitors at the table. They sit together in a room and all speak with one voice. But as soon as they go out of the door they are all at war with each other again"*. In the market everyone is in competition with everyone else, but they are all united when it comes to the airlines.

Back in 1999 it was difficult for the initiators of Iglu to bring forwarders together around a table and get them talking. Everyone mistrusted everyone else. The great merit of the Iglu founders was to plant this thought in the head of medium-sized forwarders, *"we need to compete against the big boys, who are ruining the prices for us"*. For the medium-sized forwarders to compete meant acting in unison.

This was understood by the 19 founder members who signed a membership agreement on the 4<sup>th</sup> October 2000. These original members included: Alpha-Trans in Frankfurt, B & A Luft & Seefrachtspedition in Nuremberg, DACO Air Transport in Dusseldorf, Damco Maritime in Hamburg, Ege Trans in Marbach, Fastsped in Hamburg, FMS MonFracht in Frankfurt, IAS Interfracht Air Service in Bremen, J. Dahmen & Co. in Solingen, JAS Forwarding in Mörfelden-Walldorf, M.G. International Transport in Siegen, Mairon Cargo Systems in Dusseldorf, Pantra Spedition und Consulting in Pforzheim, Quick Cargo Service in Mörfelden-Walldorf, Südkraft Logistik in Munich, TCA Globe Freight Logistic in Hamburg, World Freight in Aschheim Dornach, and Zell and Mohr Luftfracht in Hamburg. Today Iglu has 23 members.

Many a forwarder, says Stephan Haltmayer, would be happy to join Iglu. But the association is not interested in unlimited expansion. But Haltmayer rejects the criticism that Iglu is an elitist club that seals itself off from others, *"No, the people who are in now are people who we get along with, people you can talk to. But there are others who are trouble-makers, difficult people who would like to exert an influence. For now we are steering by feeling so that everything continues to work. Too many voices spoil the broth"*.

There have been Iglu board members, the 54 year-old recalls, who had ideas to take Iglu in different directions. Instead of just buying freight in bulk, why not products such as waybills, paper, stamps, and courier services? There was even a suggestion to also use Iglu for import, *"that was going too far for us, we didn't want that. And it was for the best. If we dedicate everything to Iglu, then we become too dependent on it"*. Iglu is a good concept just the way it is.

Stephan Haltmayer relates that there had been similar ideas to Iglu as early as 1994: the Airtruck GmbH Rhein-Main. Here the starting-point had been the question, “*Why do we all need our own HGVs? We should replace them with a common pool of, say, 20 HGVs and together cover the route to Mannheim, to Gießen, or Karlsruhe and load all our freight onto the same HGV, the imports and the exports. We will all save a lot of money. And for a long time we successfully did just that. Every member was a shareholder. But the eventual problem proved to be flexibility. As a medium-sized company we distinguish ourselves from the lumbering giants of the industry through being one step ahead, quicker and more flexible. This was getting lost. We were becoming more like a big forwarder. When a customer called at 3 PM with another 20 or 100 kilos, then Airtruck Rhein-Main said, ‘Oh, sorry, we’ve already passed you, that route is done for the day’. This meant that we had lost a great deal of flexibility. The result from our point of view was that we were less competitive in the market. We couldn’t dispatch vehicles ourselves, we had to ask Airtruck Rhein-Main to pick up or deliver something. Previously we could direct our HGV as we wished, we could decide on the importance for our customers ourselves. Now we were dependent on someone else. It could not work in the long run; at the start we had not recognised how big a problem this would be. After some three years we left Airtruck and re-established our own flexibility. Even today we don’t send 50 kilos on a 7.5 ton truck to Gießen just because we have a customer there. We commission local firms that cover a star-shape around Frankfurt, for us and lots of other forwarders. We throw the shipment on their truck and save a lot of money.*”

“*The strength of Iglu*”, says Stephan Haltmayer, “*is in the association, the strength of each member is in the focus on medium-sized business: our customers are usually not big multinationals, our customers are predominately medium-sized businesses. We understand their philosophy much better than the multinational forwarders, who work better with firms of their own size like VW, Bosch or BMW. It’s like the difference between Champions League football and Bundesliga football. The multinational firms with offices worldwide play in the Champions League. We medium-sized forwarders play in the Bundesliga. Quick Cargo itself is in the top half of the league, as one of the top ten owner-run IATA forwarders. This is the area where we are active, and these are the kind of customers that we serve.*”

This certainly does not mean though that Quick Cargo never takes a place at the top table. Around Christmastime 2013 the company shipped windshields to Mexico when VW was threatened with an assembly line standstill. In such cases this kind of freight needs to be flown because a halt in production would be hugely expensive.



If it says Iglu on it, then there is Iglu in it. The members of the association profit from the cheaper buying rates.

“But”, as Stephan Haltmayer stresses, “*you are only ever as strong as the rates you can offer*”. Quick Cargo alone naturally cannot match the freight volumes of a Schenker or Kühne & Nagel. But when all 23 Iglu members are taken together, they can boast of a comparable volume to Schenker. Iglu belongs to the top ten of the “Bundesliga” and is one of the ten strongest IATA agents in Germany.

It is, “*the same principle as with the electronics retailer around the corner, like Expert, Electronics or Red Zac. This is a chance for small shops of this kind to compete with market giants like Media Markt and Saturn. They don’t have big volumes for purchasing power so they buy via an association they belong to like Expert. This is exactly what we medium-sized forwarders did with Iglu. Whether you are selling a television or a freight rate, you will naturally be judged on price. But for many customers the service is even more important; we have to get that right too*”.

A forwarder only really gets to show his service standards when something goes wrong, “*and there is always something that can go wrong: a plane has a damaged engine, customs stipulates certain conditions and then the customer needs a reliable contact person. But when he calls the multinational forwarder to be greeted by voicemail, or asked to press a sequence of buttons by the voice of a computer to be directed further, then the customer soon says, ‘My God, what kind of service is this?’*” With the medium-sized forwarder, emphasises Stephan Haltmayer, there is a real human being answering the telephone and able to give the customer information. Someone who can help. That is the difference.

According to Haltmayer the Iglu members benefit from a discount on freight rates of between five and ten percent, depending on the details of what is flown, “*the investment in Iglu has definitely paid off*”. The organisation is financed through a monthly membership fee of around 1000 Euros, varying according to the number of branches a member has. Each additional branch office costs 50 Euros on top of the basic fee. Iglu’s monthly income of 23,000 Euros covers the salaries of its four staff and other costs. It is a non-profit organisation. The members do not want Iglu to make a profit but to help them make a profit.

Asked whether medium-sized forwarders need Iglu to survive, Haltmayer answers slightly evasively, “*there are many who survive without Iglu*”. But in the long run the purchasing cooperative is certainly important. Profit depends on the buying rate. If one can earn more, then one can also invest more and consequently grow further. For this reason Iglu makes a difference and is very helpful.

Quick Cargo has benefited from Iglu tremendously. Since Iglu’s foundation in 2000, Quick Cargo has, “*really taken off*”, say both Haltmayers in unison. But it was certainly not Iglu alone, there were other factors too. Stephan brought new momentum into the company as a young entrepreneur, and he also, “*learned from me how to be a salesman*”, adds Haltmayer Sr. This led to many new contacts abroad. The Euro also replaced national currencies in many parts of Europe, making payment transactions much simpler. They are both in agreement, “*that we also already had a team that was much better than the average in the industry*”.



Stephan Haltmayer sees Quick Cargo Service as well established and looks to the future with confidence.

They also had ever more helpful networks; Stephan and his father are great forgers of alliances. Iglu is not a network; it is a purchasing cooperative for obtaining better freight rates. The networks are the extended arm of Quick Cargo abroad. *“A multinational concern”, explains Stephan Haltmayer, “has its own offices throughout the world. That is something we do not have. What we have are partners abroad, agents who work together with us”.*

If Quick Cargo has a carriage paid shipment to Chicago, then we need a partner there who works just like QCS, who receives the freight, takes care of customs clearance, and delivers it to the customer. All the costs involved are paid by the shipper. Equally, the forwarder in Chicago also needs a partner in Frankfurt. He might have a customer whose freight must be collected in Buxtehude, and so he says, *“Haltmayer, fly it to Chicago for me and I’ll pick it up”.*

Because Germany is a very strong exporting country, it is important for Quick Cargo to have good partners abroad. For a significant part of the freight business is won abroad. Countries like the United Arab Emirates, South Africa, Australia or the countries of South America are buying markets, who consume what Germany produces: cars, machines and electronic equipment. Such products travel in that direction but what comes back are generally products that Quick Cargo did not handle until recently, *“We never used to handle perishables, such as fruit, vegetables and flowers. That is a specialised business for which we were not equipped”,* Haltmayer underlines, *“You need refrigerated warehouses and there is always trouble with customers when planes can’t take off and goods perish”.* There are a few forwarders who have specialised in this business and enjoy a near monopoly status. But recently QCS has made the leap into the perishables market.

Such considerations can also lead to imbalances in the airfreight business: when the aeroplanes are full in one direction and partially empty when they return. This causes constant fluctuation in the freight rates. When the aeroplane will be full, then it is expensive, but when it will be nearly empty, then

the prices are lower. Haltmayer adds, *“We have a lot of exports; Germany is an exporting country, we live from trade and exports. So we need strong partners abroad with customers on hand who import from Germany. In this way we get the orders from our partners which makes our network abroad very important. Through this network I know that I have someone in every part of the world with whom I can work. We are all medium-sized companies; they are in the same position as us. We specialise in the German market and they all specialise in their own markets.”*

Is this the answer to the big, global market players? *“Unambiguously so”,* replies Stephan Haltmayer, *“and I also have the advantage that I can choose my partner abroad freely. Schenker or Kühne & Nagel have to use their local office, whether it works well or not, whether there is a good team there or not. We can cherry-pick throughout the world and choose the best forwarder to fit our needs.”*

In this way Quick Cargo has a partner everywhere on Earth. Once a year the partners all get together at a “Network Meeting” somewhere in the world: a different country each year. The network has an administrator who leads the group and takes care of correspondence and other organisational aspects. One important task for the administrator is to keep track of payments owed by members of the network. As Haltmayer explains, *“If I make a contract with Lufthansa, we buy the freight rates via Iglu. For example, 1 euro for a kilo to Shanghai, including fuel and security surcharges, and perhaps a volume of 1:6. If I then load 10 tonnes, this costs me 10,000 euros. I have to pay this to Lufthansa here up front, and finally the transport must be paid for by the consignee, the customer who bought the goods. So I send our partner in Shanghai an invoice so that he can collect payment from the customer. However, if my partner is a crook and does not pay, perhaps even disappears with the money, then I have little or no chance to get the money back. Trying to take someone to court in China is effectively pointless. So it is important deciding who to trust with my money”.*

The outstanding debts that Quick Cargo Service is waiting to be repaid usually total between three and eight million euros. There is nothing exceptional about this, Stephan Haltmayer observes. As a rule the money is paid back within the time frame expected. Although, as the QCS director has learned from years of experience, from time to time a partner defaults, whether in Pakistan, India or Bangladesh. That’s just how it is. But it is nevertheless frustrating, *“that we as forwarders are directly debited via CASS to pay the airlines, whether a customer defaults or not. We forwarders have become the airlines’ bank. We guarantee that they get their money. We collect money for them without receiving any processing fee from the airlines. Then if the customer does not pay, we are the idiots”.*

His sister Jennifer, who is responsible for the finances, takes a similarly relaxed view. But there are always some problems. *“We make a partner agreement stipulating payment within 30 days, but if they do not pay, we do not always have so much leverage”,* says the CFO. Of course, she could try to hire a lawyer in Brazil, China or Korea, but they wouldn’t lift a finger for cases involving less than 100,000 euros, or they are just simply too expensive. Jennifer Melnyk describes a recent case in Korea over an outstanding payment of 12,000 euros. She had contacted a lawyer in Seoul and even received an answer: that he would



The headquarters of Quick Cargo Service are in Mörfelden-Walldorf. The entire team consists of many more colleagues than shown in this picture. In the bookkeeping department alone there are eight women employed.

take the case at an hourly rate of 250 US dollars. *“It is no longer proportionate”,* says the finance chief, *“especially since I don’t even know if I will ever get my 12,000 euros back”*. In South Africa she once engaged a lawyer and saw the case through but in the end it was a zero-sum game. Although she received the payment, the legal fees and other costs had wiped it out again. It usually makes no sense to rush to court, *“So we keep writing to them”,* says Jennifer, *“there are some who we have to write to twenty times before they finally pay”*. No wonder that the bookkeeping department at Quick Cargo Service is eight people strong.

Stephan Haltmayer stresses that the networks are an excellent instrument to contain such excesses. In the networks there is an alarm system when someone does not pay. Haltmayer explains, *“The partner who is not paid makes a report which goes to all members of the network. The consequence is that the party in default is immediately barred from working with the rest of the network. He might find it difficult to get credit from anyone in the world after this. It’s a warning signal. Or if others in the group also have cargo from him, they can insist that he pays Quick Cargo before they release his freight”*.

This is one reason why personal relationships are so extremely important in this industry. But because they are so important, they must be all the more carefully chosen and built up: a partner needs to be someone who can be trusted and believed in. *“Naturally, we make further recommendations to each other”,* says Stephan Haltmayer, *“If my partner in Italy has a good partner in Bogota, he might tell him, ‘join the group, you can benefit from it’. So you establish a world-wide network. As a group we can rely on the fact that the Italian has worked with the man from Bogota for ten years and known him to be trustworthy. So good*



The founding of Aerospace Logistics Group, specialising in the transportation of aircraft spare parts, was based on an initiative by Stephan Haltmayer. Today he is president of the alliance. Singapore was the venue of the most recent annual meeting in November 2015.



*partners are passed along in this way. It is important because, to a large extent, we depend on these customers. I've said it before: the decisions on 65 to 70 per cent of our freight are determined abroad."*

It is also important to meet with these agents regularly, Stephan Haltmayer emphasises, *"We go with them to Network Meetings, take them on sales visits, fly to Rio or Sao Paulo, and try to acquire new business there. We take our partners to potential customers and present our achievements. We work out for the customer: we can collect the freight with an HGV, that costs so much, we take care of export handling, that costs so much. And so on. We have to convince them that we can do it better, that we are quicker, that we have more frequent flights, that we use a different airline which is cheaper or better".* If you can offer the customer a package with better service, and perhaps even undercut his current freight rate, then the chances are good that he will switch to you.

These networks are designed for general freight, according to Haltmayer. Beyond this there are networks that are more specific: such as China Cargo Alliance.

*"We founded CCA 15 years ago",* says Haltmayer, *"because the slumbering dragon that was China was gradually awakening. China was a black hole, no-one knew exactly how freight worked. Forwarding and logistics, that was all new. It was very difficult to find the right partners. I had a partner in Hong Kong, Daniel Wong, who said, 'I know the Chinese market, I will look everywhere and find you the best agents in the country. So he travelled through China and nominated 20 forwarders saying, "these are partners that you can work with". Then the idea occurred to me: I have 20 international firms around the world who do not know how to deal with China. If Daniel Wong brings 20 Chinese companies to the table, then I will bring 20 international agents to the same table, and we can all be of benefit to each other"*.

Just one year later, in the year 2000, Haltmayer and his Hong Kong partner organised a meeting in Shenzhen, today's boomtown in the Pearl River Delta.



Stephan Haltmayer founded the China Cargo Alliance with Daniel Wong. The Chinese members of the alliance were recruited by Wong; Haltmayer selected the members from the rest of the world.

It was the beginning of a fertile cooperation. *“Despite many obstacles, we decided to work together with Chinese partners and to build up the market in China”.*

It was a bumpy, difficult start. *“Most of the Chinese could hardly speak English, and most of them could not travel because they had no visa”,* recalls Stephan Haltmayer. Often the Chinese did not even understand why they would need a network. But everyone wanted to be part of this gigantic market that had just begun to open.

Gradually things improved. Through the China Cargo Alliance, Stephan Haltmayer recounts, *“We were always introduced to new partners. Every year we held a meeting somewhere in this vast country. The Chinese could not leave their land. But now they could meet the whole world without doing so. There were three long days of hard work; it was comparable to speed-dating. You sit at a table and talk for 30 minutes to someone from Shanghai, then comes the next one from Peking, then a third from Guangzhou, one from Shenzhen, another from Shandong and so on. In this way we got to speak to everyone individually and could make further appointments between ourselves. And so we worked our way into the market”.*

Now a China Alliance in this form is no longer absolutely necessary. Today the market is established. Haltmayer adds, *“China is now a country like any other. In the meantime the Chinese have learned good English, they can travel the world and visit us here. It was important to build up the alliance in order to build up the market. It took an organised group to accomplish this. These days*

To mark its tenth anniversary the Global Freight Forwarders Group met in Bangkok. As his central position in the photograph hints, Stephan Haltmayer was one of the co-founders.





*the Chinese are cosmopolitan in their outlook. Most of them have made their own contacts outside of the group”.*

There are also some very specialised networks; Quick Cargo is a member of two of them. One is the Aerospace Logistics Group which concentrates on aircraft spare parts. The other is SFS-Pharma. As the name suggests, this group focuses on pharmaceutical products. They are not general cargo: bulk products are general cargo. The logistics services of Aerospace Logistics are aimed at the special demands of airlines, maintenance companies and engine manufacturers. They offer service 24 hours a day, 365 days a year. That is the absolute precondition of this market, in which every minute counts. Stephan Haltmayer offers an example, *“At the airport in Karachi, Pakistan’s biggest city, an Airbus is grounded with a defective brake caliper. The airline urgently needs a replacement because there is nothing worse for them than an aircraft on ground (AOG). So we collect the brake caliper from Airbus and fly it to Karachi, regardless of cost, it just has to be quick. The goal is always to use the first plane that will land closest to the destination. If we can no longer get the spare part loaded as freight, then someone has to travel with it as luggage, an onboard courier”.*

To make all this possible, says Haltmayer, *“we need a particular framework. At the other end of the world, you naturally need someone who can be there on a Sunday to meet the courier at the baggage carousel, clear the shipment through customs, and bring it to the stricken aircraft. You also need someone working 24 hours a day, 7 days a week. And, if possible, you additionally need someone at the destination with an access permit for the apron, to bring the part directly to the*

**The World Freight Alliance is one association where Stephan Haltmayer, by way of exception, is neither president nor vice president but an ordinary member.**



*plane. It might also be necessary that the onboard courier has an appropriate visa, for destinations such as China, Russia or India“.*

To facilitate this kind of transportation the Haltmayers founded another company in 2008: Qualified Cargo Solutions gmbH. This company works with around 40 partners including agents specialising in round-the-clock service and who, in Stephan Haltmayer’s words, *“also know what this kind of service involves”*. This means things like ensuring that the HGV that collects a replacement engine and brings it to the airport has an appropriate chassis: with an air-suspension to absorb potential vibrations. *“But as soon as the engine is on the aeroplane”,* continues Haltmayer, *“the shock-absorbers must be rigid. The engine must on no account wobble around in the plane”*. If this regulation is not adhered to the airline will not accept the engine and send it back for a complete overhaul.

Naturally Quick Cargo had sometimes flown aircraft spare parts before the founding of the Aerospace Logistics Group, adds Haltmayer. But it became apparent during a Network Meeting once, *“that we were eight forwarders who were active in this specialised branch, all facing the same problem: that there were not enough specialised partners around the world for this business. So we said to ourselves, why don’t we recommend each other mutually and join forces as a cooperation?”*

This was more or less the birth of Aerospace Logistics. The group exhibits at four different trade fairs where aircraft spare parts, among other things,



The China Cargo Alliance has grown into an imposing group. It was originally formed to allow the Chinese to meet the whole world at home without traveling abroad. Stephan Haltmayer first put them in contact with forwarders from around the world at a time when they could not leave their country.

are marketed. *“We have our own exhibition stand”*, says Haltmayer, *“Where the customers sell their spare parts, we sell the logistics to go with them, in Singapore, Dubai, London and Phoenix”*. Presence at these trade fairs is one thing that distinguishes the Aerospace Group from regular forwarders.

SFS is another group targeted at very specialised products. According to Stephan Haltmayer SFS, *“is a network of pharma-forwarders, who have to meet very specific demands”*. For the transport of blood plasma, clinical trials, sperm, vaccines or even radioactive material a continuous cold chain has to be maintained within specific, guaranteed temperature limits. To attain this high level of quality and reliability, special equipment is needed: refrigerators, dry ice cool boxes, and data-loggers. This latter item is a sensor packed with the transport boxes which records the exact sequence of temperatures from the initial hand-over of the freight to eventual delivery.

Aviation and pharma, Haltmayer explains, *are niche markets as opposed to the general cargo which we deal with every day: general cargo represents 90 percent of our freight”*. This includes all those things produced by German industry or whatever is “made in China”, or, latterly, ever more often “made in Vietnam”.

Nevertheless, general cargo often includes things which are not exactly everyday. Who knows that the MCM handbag bought in New York was flown from the manufacturing location in Munich to the US metropolis by Quick Cargo? QCS once flew a special shipment of door locks and fittings for the German premium



After their inaugural meeting in St. Petersburg the members of the new network for Russia and the CIS nations pose for a group photograph.



Stephan Haltmayer is the forger of alliances. In many of these associations he is the president or vice-president. He is not short of visiting cards.

manufacturer Häfele from Nagold to New Zealand. The firm has shipped car spare parts from Magnetti Monelli in Italy to Sao Paulo, and there are many tropical fish swimming in German aquariums that the Walldorfer forwarder has flown from Singapore and Manaus to Frankfurt. And there was once a wealthy Russian who was overjoyed when Quick Cargo completed the transport of a Bugatti Veyron, with its superlative 1000 hp, from Hanover to St. Petersburg.

In the year 2000 their exploits even attracted the interest of the German television station WDR. The channel reported on a spectacular transport to Indonesia carried out in cooperation with Lufthansa Cargo. Quick Cargo Service had organised and handled a shipment of medical equipment for the Borneo

Orangutan Survival Foundation to Balikpapan in the east of the island. The most important piece of equipment was an oxygen concentrator for the orangutan breeding station in the Bornean rain forest. The transport went from Dusseldorf in a container to Singapore and then on to East Borneo. The Dusseldorf QCS branch organised the transportation free of charge to support the German arm of the World Society for the Protection of Animals (WSPA).

Another contract was no less exciting, one that could not be handled as general cargo because of the value of the goods, but as high value freight. Even the German trade paper, the DVZ, was present when Quick Cargo sent the Treasures of the Tsars on a remarkable journey. The priceless jewels were sent from their usual home in Moscow's Kremlin Museum to the museum in St. Petersburg, for a unique exhibition. But air transportation was required in this case because it was the St. Petersburg in the US state of Florida. The responsibility for the ten tonne airfreight shipment was shared by Quick Cargo Service and their US partner Lynden Airfreight. Because of the high insurance sum of 600 million US dollars, the shipment from Moscow via Frankfurt to Miami had to be shared between two aircraft. The DVZ later reported that, *"QCS Junior Chief Stephan Haltmayer spent around 48 hours at Frankfurt airport to take care of the shipment in concert with security officials, museum directors and their own additional security personnel that they had flown in from Florida"*.

Niche markets are goods like cars, ship spare parts, aircraft spare parts and anything which is "time-definite". *"Here you need a partner in every location abroad, who knows what the service involves and who can handle it for you"*, says Stephan Haltmayer. *"To survive it is important to have these agents abroad. We are in Germany, our business is abroad; all our transportation involves third countries. In Europe almost everything is transported by road, everything over 1000 kilometres is airfreight"*.

This is the reason, *"why we are always on the lookout for the right partners around the world"*. As a rule Quick Cargo also uses the Network Meetings to seek partners, *"this way we save a lot of time and money"*.

Since the end of 2014 Quick Cargo Service has also built up a flourishing consolidation business to Egypt and Nigeria. Although it still remains in relatively modest dimensions, an integral part of these new markets has been perishable goods. *"We deliver food products by aircraft to Cairo and Lagos"*, says Stephan Haltmayer. For this reason QCS has installed a refrigerated warehouse at their headquarters in Mörfelden-Walldorf. *"Not everyone can handle fresh goods"*,



Qualified Cargo Solutions gmbH was founded in 2008 and has offices in Mörfelden-Walldorf and Shanghai. One of its specialities is the urgent transportation of aircraft spare parts around the world.

the freight specialist knows, *“that is why we wanted to develop this segment as a further niche market alongside pharma and aircraft spare parts”*.

Stephan Haltmayer is the forger of alliances in the forwarding industry. Des Vertannes, many years the cargo chief of IATA, was pleased to call him the, “commercial guru”, who was constantly underway, making new agreements with customers and network partners. Stephan Haltmayer was the organiser of the Air-cargo Group and is also its president. And the China Cargo Alliance was another organisation he helped to create, reflected in his status as vice-president. But the youngest of their alliances is the ACEX-Alliance for Russia and the CIS countries. Associated Cargo Experts, as ACEX is known in full, was founded in Petersburg in September 2015.

The 54 year old explicitly emphasises that these alliances are all non-profit organisations with the sole aim of organising and transporting freight by plane or ship. For the most part these alliances are administrated, *“Generally we have an administrator who does the work and whose salary is funded by the membership fees. I can’t just do it in my spare time”*.

The world, according to Haltmayer, is constantly moving. So it is particularly the medium-sized forwarders who must unceasingly look for possibilities to build up new markets: *“China was 15 years ago. Now it is the turn of others. The emerging markets are South Africa, South America, India and Russia. It is not easy to get a foothold there. There are very, very difficult underlying conditions. Customs clearance is incredibly complicated. Before freight is flown to Russia, you must send the details to the receiving forwarder, who must contact the consignee and gather information about the kind of customs clearance. And then there is still a lot of corruption there. Lots of people hold out their hand”*.

One very interesting market is Central Africa, where there are a lot of natural resources. The Chinese have already invested billions in this market, Europe is still lagging behind. But as soon as these countries become prosperous Haltmayer is sure that, *“they will buy our products: cars, machines, European high-quality products in general. That is how it was with China. For forwarders China was always an import market. China was cheap, ‘made in China’ was low cost. Today China has become an incredibly strong export market for us. People there want to drive Mercedes, Audi or BMW. The same thing will happen in Africa, but we do not yet have the necessary contacts there”*.

Despite the embargo against Russia introduced in 2013 and the financial problems resulting from the sharp drop in oil prices at the time, Russia and the states of the former Soviet Union remain a market of great interest, particularly with an eye on the foreseeable end of both the embargo and the oil crisis.

For these reasons Stephan Haltmayer was in Moscow in September 2014. He knew someone there with his own forwarding company and had a vision of his own. Haltmayer dreamed of, *“setting up something similar to the China Cargo Alliance”*. His strategy: *“He should build up the Russian market and I bring the international contacts. I would try and motivate the international agents to come to Moscow”*. Because one thing was clear to Stephan Haltmayer, *“Once they have sat round a table together and seen that it bears fruit they will keep coming back.*





*It is like a snowball effect that soon grows in the interests of all concerned, just as it did in China". This was Haltmayer's perspective before his trip to Moscow, also adding, "It is difficult to find suitable partners".*

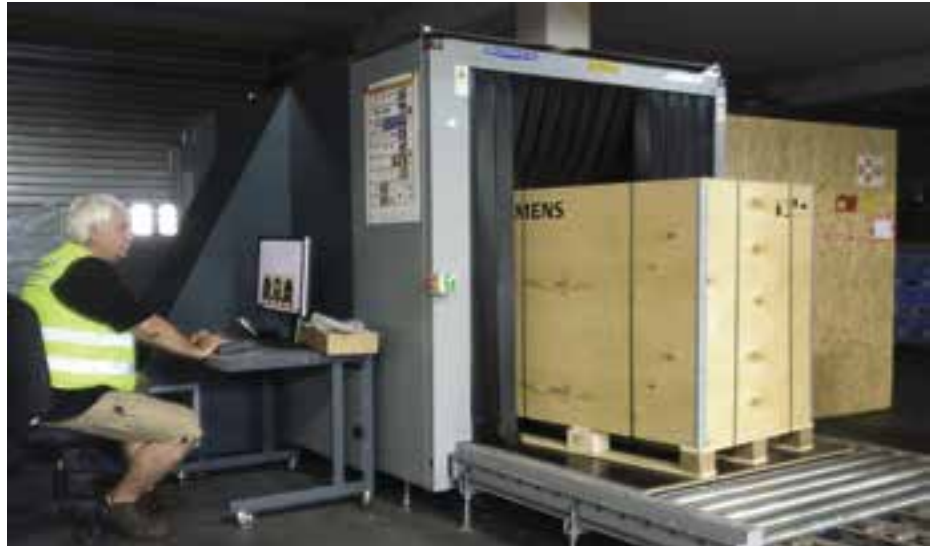
Just one year later a group has emerged from the plan: Associated Cargo Experts (ACEX) is the network for states of the former Soviet Union and the CIS countries. The inaugural meeting took place in St. Petersburg in September 2015 and saw 46 men and women, forwarders and agents, posing for a group photograph to mark the auspicious occasion. The aim of the ACEX-Alliance is to establish important preconditions for these countries, *"We need good partners who work reliably according to our standards, who pay their bills punctually, can communicate in English effectively and have a good knowledge of the air and seafreight business".* The initial plan is to meet once annually.

Meanwhile the network is well established in the former Soviet Union and CIS states. Stephan Haltmayer has also reacted to the developments thus far, appointing Karoline Klunk from the head office in Mörfelden-Walldorf to focus on the business with Russia and the CIS states. She was born in Russia and speaks the language of the country as well as being in touch with the culture and mentality of the partners there, which can often be decisive in business. Haltmayer was with her in Russia and she will continue to develop the market and sales for the region.

There is also an agent in Baku who regularly brings Quick Cargo very good business, *"These are emerging markets, there is a lot of money to be made there",* Stephan Haltmayer knows, *"and the people there want Western products. So we continue to foster our contacts through the ACEX group. Russia has plenty*

Worldwide Cargo Marketing is another of Stephan Haltmayer's "babies". Here they are pictured at a members meeting in Hong Kong in May 2014.

Security regulations are constantly being tightened and forwarders have to invest in new security. In 2013 QCS started leasing an X-ray machine to screen freight prior to loading.



*of oil and gas to export, but they need the equipment for extraction and production. We want to be at the starting-line when the situation in Russia and the CIS states has calmed down”*

*“We are like a chameleon”, observes Stephan Haltmayer with a laugh, “we always adapt to the direction in which the market is moving. We are much more adaptable than a big forwarder. They present themselves well in their glossy brochures, but when they have to move, they move slowly. We are like a snake, we are quick. We do not need to finance our own huge fleet of trucks, we have no ships of our own, no aircraft and no gigantic warehouse. The medium-sized forwarder works from his desk, he is capable of everything but needs nothing. I can sub-contract HGVs, sub-contract the aircraft and the warehouse, I can contract out the customs clearance. The big players are mostly very rigid in their structure; we can always wind our way through. The financial crisis of 2008 suddenly brought many of the industry giants to their knees, and they had to lay off blue-collar workers in large numbers. We coped with this period much better because we are more flexible. Large-scale industry was hit much harder than the medium-sized sector”. This was also the moment when he realised the importance of betting on pharma, “Pharma was the only area to grow during the crisis, moving continually upwards. It was similar with aircraft spare parts. Commercial freight, by contrast, took a heavy beating during the crisis”.*

*He also recognised at the time, “that more aircraft spare parts were needed during the crisis than in times of economic boom. The airlines have their planes serviced when there is less freight in the market and there is less for them to earn. Then the aircraft remain on the ground and can be serviced and repaired, In this respect the airlines work anti-cyclically”.*

*In any case the business is a different one from 30 or 40 years ago; there is no comparison. “When my father began”, the son notes, “there were still propeller aeroplanes. We got into the business when it was in its infancy. 50 years ago my father was loading crates into a Viscount with his own hands. IATA in*

*those days determined mandatory freight rates for everyone, and the rates were high. The airlines had it good. They could afford to throw parties and let their employees fly for free with their whole families. Freight to Australia back then cost 40 DM per kilo, a hell of a lot!"*

In those days flying was a luxury of the rich as reflected in the ticket prices. This was also proportionately true of freight. *"When we flew as children to Barbados or Canada",* Stephan Haltmayer remembers well, *"it was a privilege".* Flying today, not least due to the low-cost carriers, has become almost like taking the bus, *"It is cheap now, anyone can afford a flight".* In the meantime that has also become true of airfreight, *"To some extent we fly freight at zero rates. This is because there is some anti-cyclical freight: the plane is full in one direction but empty on its return. So the airlines are happy if they can load any freight at all on the return flights. There are zero rates to India, for example, where you only have to pay the fuel and security surcharges."*

Much has changed. The structure of freight rates has changed and the entire aspect of security has altered greatly, *"It has become very complicated. A forwarder used to simply arrange transportation. Today he must be computer literate and needs detailed knowledge of aeroplanes and the security requirements. The knowledge required in the operations now is much more extensive than in the days of my father at Air Canada. And the security demanded today also comes at a price."* The airlines have long levied an additional surcharge for security based on weight and volume, recently varying between 11 and 25 cents. The forwarders themselves have also long been forced to heavily invest in security. Since April 2013 the Quick Cargo warehouse has its own X-ray machine through which almost all shipments must pass. The X-ray inspection is the consequence of the EU's tightened security directives, which only allow freight to be loaded onto a plane if it has been classified as safe. Through X-ray inspection Quick Cargo can guarantee that the freight is "safe" and, as a "regulated agent", directly deliver the freight to the airport with its HGV without the requirement for further stringent security checks. Only oversize freight, wider than 140 cm or higher than 160 cm, and complete pallets will not fit through the X-ray machine – the length is not an issue. Quick Cargo leases the X-ray device along with a qualified machine operative. *"It facilitates our working process immensely",* says Stephan Haltmayer, *"and allows us to adapt our capabilities in the face of cut-throat competition".*

Today adaptability is the name of the game more than ever, emphasises Stephan Haltmayer. But that is exactly where the airfreight industry has been caught napping, *"We are not thoroughly interconnected, our industry still works like the dinosaurs. There are too many interfaces in a door to door transportation. If I send a shipment from Frankfurt to Bangladesh, I have a sub-contractor who collects it for me in Fulda. That is already another party who wants to earn money on the deal. Then the shipment arrives at a sub-warehouse at the airport. Here I have to pay again for warehousing. I write the waybill and also expect to get paid. Then there is the airline wanting to make money. At the destination there is also my partner. He has a customs clearance forwarder who handles the shipment. And then finally there is the HGV, or rickshaw, delivering the shipment to the consign-*

ee. *That makes seven companies who all need to earn money on the deal*". For this reason the total duration of airfreight shipments is too long: a door-to-door airfreight shipment typically takes three to five days.

This is where the large courier services like UPS and FedEx score points, *"They collect the shipment with their own vehicle and everything remains in their hands. They are completely interconnected and everyone always knows exactly where the freight is. Meanwhile we too are one step further thanks to Traxon, a computer program for tracking airfreight"*. Despite involving more stages, Haltmayer underlines, *"our rates are cheaper than UPS or FedEx and we are also faster. For example, we can get a shipment that is ready to leave Hamburg on a Friday afternoon to its destination in Mexico, or other parts of the world, by midday on Sunday. This is because we pick up the shipment individually, also in the afternoon, whereas FedEx and UPS follow a rigid timetable for customer pick-ups. Once the van has gone by, that's it for the day"*.

There is also a further possibility for improved shipment tracking on the market. *"We have Track and Trace, a web-based system"*, says Stephan Haltmayer. QCS is connected to the airline via SITA, the air transport IT and communications technology specialist. Airlines that are members of IATA pass on information such as: shipment was received in Frankfurt yesterday and has now arrived here in Dacca, Bangladesh. *"I can make this available to my customer"*, adds Haltmayer.

The UPS driver certainly has things easier. He has the customer sign for receipt on a scanner, and, more or less immediately, the information, *"Goods delivered to customer"*, is in the system, available to all concerned. Haltmayer

Lufthansa Cargo is currently testing a new method for tracking shipments. Realtime tracking, as the name suggests, allows for continually up-to-date tracking from one second to the next. Here a transmitter is being directly attached to the freight shipment.



outlines the difference, *“We are individual companies. That makes this aspect more difficult for us, and not only for us. Some big forwarders have the same problem. There is only the attempted solution via the website, in that we say, you must connect your system to ours. Beyond that we do inform our customers proactively about the location of their shipments in the case of irregularities, such as a plane being grounded due to a technical defect”*

Asked whether seeing UPS as a model in the discipline of shipment tracking could ultimately lead to a loss of independence, whether he must reckon on being bought up, Stephan Haltmayer answers firmly in the negative, *“The offers have always been there. I can look ahead realistically for the next five years; it is usual for companies to make a five-year plan. And we will still be around for the next five years. What comes after that, I do not know. It could be that the big companies will increasingly take over the small ones. That is what the medium-sized forwarders feared 15 years ago, when my father founded Iglu. But 15 years on Quick Cargo and many others are still enjoying the best of health”*.

*“There is also much that is changing to our advantage”,* reveals Stephan Haltmayer. *“Soon there should be a reliable chip that I can attach to the package. The process is called real-time tracking and functions using GPS. At any time the customer can see that his package is in the English Channel right now, or in Peking, Chicago, wherever in the world it might be. Then we would have solved the problem of shipment tracking. There is always something new. I believe that as long as there is a medium-sized sector, there will be a Quick Cargo. Two-thirds of all jobs in Germany are created by medium-sized businesses. That is why I would appeal to the government to support medium-sized businesses in Germany instead of fleecing them. There is the innovation. There is the continued survival of Germany. That is why I believe that we will also be there in the future”*.

However, Haltmayer sees the future of many companies to be a generation problem. *“The decisive factor”,* he stresses, *“is whether the next generation has the interest and the ability to continue leading the company. If so, it will go on. But if not, then it may come to an end. We know the old saying: the first generation builds up the business, the second keeps it going, and the third ruins it.”* The 54 year old is nevertheless optimistic and sees companies such as Dachser and Hellmann as role models, *“They are family companies of many generations. I like to tell my sons: you have a well-feathered nest here, you just have to take care of it. The hardest part has been done”*.



Willy Korf was the managing director of the Forwarding and Logistics Association for Hessen and Rhineland-Pfalz.

### The Ambitious One

Dieter Haltmayer is a man who always has his goal in view and pursues it. He is a fighter who has never given up, above all when he left his post as cargo manager at Air Canada to found his own sea and airfreight forwarding company: Quick Cargo Service. It was not an easy time to start a business. The first oil-crisis was just coming to an end and Germany, Europe and the rest of the world were in the grip of recession. Dieter Haltmayer is an achiever who always looks ahead: ambitious, industrious and good-natured. He nevertheless was, and still is, capable of acting thoroughly provocatively at times.

His heart has always been in the right place. But he is not one to shy away from confrontation. Airfreight is his great passion. He learned everything about it from the bottom up, down to the smallest detail, and achieved everything he had set out to as though it were a matter of course.

He was taught in person by his great role model Wilhelm Lorenz, his teacher at the vocational college in Dusseldorf during his time as an apprentice for Rhenus Shipping and Warehousing at the harbour in Dusseldorf.

In the year 2000 he had the vision to found the association of common interests Iglu, at a time when Lufthansa held out little hope for the future of small and medium-sized forwarders. Together with his children Stephan, Heidi and Jennifer he has set up a company that remains firmly established in the market after 40 years. Dieter Haltmayer is also a member of the forwarders' association where we pursued our common goals together.

I wish Dieter Haltmayer all the best and congratulate him on his success.



Dieter Haltmayer has two sisters:  
Brigitte Krämer and Anneliese Krohn.

### The German Ghandi

Our parents called our brother “Dieterlein” (little Dieter). A cute boy with blond curls who was always cheerful, seldom contradicted others, and rather sought diplomatic solutions for problems. His wife Maureen called him “Ghandi” because he was as skinny as a runner bean and lived almost exclusively on porridge and muesli with oats.

When the family moved to Frankfurt Dieter called his parents every Sunday, keeping contact with his family and keeping them up to date.

His generosity treated us to superlative holidays that we could never have afforded ourselves and for this we are very grateful.

He gave my son Nils first an apprenticeship, and then later the chance to show what he was capable of doing. Dieter was not just a good teacher but also a role model. Thus Nils used QCS as a spring board to go into business himself, something of which Dieter can be proud.

Dieter also gave Brigitte’s daughter Anna a job in Cologne. Later she married David whom she had met in the company; so the bonds of family are tied at QCS. And Dieter’s nephew Patrick, the grandson of our deceased brother Hans, is another relative who found an apprenticeship at Quick Cargo.

Patrick has always been rather quiet but his time at QCS gave him the courage to go out into the wide world. Today he works in Sydney for one of Quick Cargo’s agents. Today these apprentices from our family circle have all found their own paths and are grateful to have had Dieter as a friend and patron.



Erwin Maruhn is the editor of the Deutsche Verkehrszeitung (German Transport Magazine) or DVZ in Hamburg.

### The Rhineland

To sum up Dieter Haltmayer in a few words is difficult even for a confessed journalist. For 40 years now Dieter has been an enormously successful businessman, since his great leap from the cargo manager's desk at Air Canada into entrepreneurial independence.

He is a convinced forwarder with a circle of friends spanning the globe. At the same time he is a caring father (and has long been also a grandfather, many times over) and an anglophile Rheinlander – this latter not least due to his English wife Maureen. He is quite simply a great person.

And, for journalists at least, he has always had something up his sleeve. This was why he was first warmly recommended to me as a contact back in the mid-eighties. And we have stayed in contact ever since. I have never regretted it for an instant. My first impression of Dieter is inseparably bound up with the comfortable leather sofa that he had in his office back then in the north of Frankfurt airport. Later when he built his own forwarding terminal in Mörfelden he parted with this piece of furniture on the advice of his children.

They have long been leading the operative business of Quick Cargo Service, a figure head for the forwarding landscape in Germany. Thank you, Dieter. And all the best for Quick Cargo Service.





Ram Menem was the chief of freight for the airline Emirates Sky Cargo in Dubai.

### The visionary

I want to start by congratulating Dieter Haltmayer for his amazing and distinguished career spanning nearly six decades. Having worked in the airline and forwarding parts of our industry and with the experience gained, he has truly been able to contribute to the positive changes, not only to his own company over the last forty years, but to the whole industry in Germany and elsewhere. A lot has happened in the last sixty years. The industry has in itself seen major structural changes. Clearly Dieter can say that he has seen the guts of the evolutionary process in the industry and best of all has been quite instrumental, and influencing, in some of the changes effected. He is a visionary who saw a niche which brought personalized and customized services to his customer with the startup of Quick Cargo Service. It is great to see that QCS has been a very successful family owned venture, expanding to new horizons year on year and now celebrating its forty years of existence. His creation of IGLU, which is an association of common interests in airfreight, was also a master piece of an initiative where he saw the benefits of working together with other small to medium sized companies and being able to create volumes and thereby enhancing the negotiating power in competing with the larger multi-national global players. This benefited not only his own company but the others in the industry. This shows his ability to realizing the changing needs to the time, his customers and partners. I have always admired his passion and commitment to the industry and I am proud to call him a friend. It is amazing to see that as he celebrates his 80<sup>th</sup> birthday, he still continues to be as active as he was several decades back! He is very fortunate that the next generation of the Haltmayers – Heidi, Stephan and Jennifer are all with him in his venture.



Stan Wraight is the executive director of Strategic Aviation Solutions International in Hong Kong.

### The Gentleman

For more years than I remember I have known Dieter Haltmayer and his devoted and brilliant children who work with him, as true pioneers in the air cargo industry. What draws you immediately to Dieter is his charm, wit and sheer presence in any room he is in. It's only when you have the chance to sit down one to one and discuss the history and current state of your industry do you really get the chance to feel the depth of his knowledge, his total understanding of the market and his wisdom displayed in full force. It's often said that former airline people usually cannot move into forwarding and be successful, well Dieter has proven that is not true. Another issue for a lot of people is how to successfully run a family business keeping everyone on the right track, and again here Dieter has given the industry a model of how that can be an overwhelming success.

The air cargo industry has a very bad habit of not giving the small and medium sized forwarder the respect they deserve. Many years ago I recognized that it is only through the personal service and dedication to customer satisfaction that forwarders like QCS bring to their clients that air cargo did not completely move to the integrators. It will always be true, that scheduled airlines owe a lot to people like Dieter and companies like QCS for having any chance to remain viable and credible with shippers and consignees.

Dieter is leader, entrepreneur and always a gentleman. He fights not just for the good of QCS, but also for the good of the forwarding industry. For that he deserves the respect he always gets when we meet. The industry as a whole owes him a lot, and on the occasion of his 80<sup>th</sup> birthday and the 40<sup>th</sup> anniversary of the founding of QCS, I want to say congratulation and job well done. You are a successful businessman, a leader and innovator in the forwarding business and most of all an inspiration to your children and your team, all of whom will benefit from your guidance. Well done Dieter, and I know there is no use telling you to slow down at 80, so enjoy the coming decades as much as you have the past eight.



Nils Haupt was Lufthansa Cargo's chief communications officer for many years. He is now Director of Corporate Communications at Hapag-Lloyd AG in Hamburg.

### The German Oak

You can't help but like Dieter Haltmayer. A textbook forwarder, a German oak, a fox, straightforward, dependable, humorous. He also has the necessary portion of shrewdness and a great deal of business sense that distinguish the true professional from the merely good forwarder. He holds true to his promises and he expects the same from others. He has the memory of an elephant and never forgets anyone who wished him ill. But he can also be large-hearted in forgiving. His criticism: razor-sharp, like his mind. His laughter: infectious. The same is true of his love for his career and for people. If he can be heaven for his customers, he can also be hell for his suppliers. He relentlessly demands peak performance. Bad quality, tardiness, unreliability and indiscipline are anathema to him. How often has he held up the mirror to us when something went wrong.

Some may have laughed when he founded Quick Cargo Service. But no-one is laughing now. Today he is accorded respect and recognition everywhere. QCS today is a premium brand, a globally active firm admired on all sides, and Dieter is a top forwarder with a fantastic reputation in the industry. Hard to believe that this all-rounder, this perpetuum mobile, this icon of our business turned 80 years old in October 2014.

Hats off, dear Dieter!



Florian Pfaff is vice-president of area management Germany for Lufthansa Cargo.

### The Partner

I was just eleven years old when Dieter Haltmayer founded his company Quick Cargo Service in 1974. Before reaching this milestone Dieter already had many years of professional experience in forwarding, gathered at several different airlines. His life was shaped by his work with the airlines as well as in forwarding. His understanding of both sides was surely an advantage, not just for Dieter and his firm, but also for the airlines who worked together with QCS for so many years. Cooperative partnership between airline and forwarder were an essential part of their work for Dieter, his family and his team. In 2010 the Aircargo News rightly celebrated him for his life's work with the Lifetime Achievement Award for "Outstanding Contribution to the Air Cargo Industry". A further milestone that he reached, as the old millennium gave way to a new one, was the founding of Iglu. To this day Dieter remains the chairman of what has become the largest association of agents in Germany.

Relations between Lufthansa Cargo and Quick Cargo Service over these many years have developed very positively. In the meantime both Iglu and QCS itself are to be found amongst the top 30 Lufthansa Cargo customers in Germany. And in addition to the positive commercial cooperation QCS has consistently distinguished itself as one of our best quality customers. At the yearly awards we present for input, quality and digitalisation, QCS regularly takes a place on the podium. In their jubilee year 2014 they even managed to secure overall first place by winning both the Q- Award and the e-Award. Many congratulations, Dieter.

My family and I are connected to Dieter and his family by more than just business; I am proud to count Dieter Haltmayer as a friend. Together with Stephan, Jennifer, Heidi and the rest of our families we have spent many pleasant hours and I look forward to many more. I would like to thank you all for the good and trusting cooperation and wish you all the best for the future with Quick Cargo Service.



Nico Haltmayer is Dieter Haltmayer's eldest grandson.

### The Humorous One

It's funny. When I was young my grandad was just grandad. He always gathered his family around him, gladly invited us all to meals and played Father Christmas for his grandchildren at Christmastime. It was only later that I understood the paths he once had to tread and the obstacles he had to surmount to become the grandad that he is today.

Loving, protective, with a well-developed sense of humour – so I see him through a grandson's eyes. Whoever has the good fortune to go on holiday with him is sure to have fun. It's quite a sight to see the usually so well-dressed gentleman in a Hawaiian shirt and sunglasses, constantly armed with his video camera. By doing this he certainly tends to draw attention to himself, which does not bother him at all: no, it is more like his trademark.

That is why people also remember him. That is why everyone knows him. Whether at the airport, in the local football team or even in Asia – the name Haltmayer is well known. That is also how it was in 2010 when I decided to follow in his footsteps and began studying to be a forwarder at the Julius-Leber School in Frankfurt. I did not need to introduce myself to a good half of the teachers there; they knew Dieter Haltmayer as the founder of Quick Cargo Service and the innovator of the Iglu group.

In certain circles it seems that he is regarded as a sort of popstar. His great success casts a long shadow. What makes him so successful? What distinguishes him? There are many qualities I can cite: his single-mindedness, his flair for sales, his strong will. What fills me with enthusiasm the most is his incredible vitality. He amazes and surprises every day anew. And he continually reinvents himself within his old patterns.

Who is my grandad? I year ago I would have answered the question like this, "A man who has reached his goals in life". Today I would answer somewhat differently, "A man who reaches his goals in life". He has taken off once again. He inspires me.



Dean Haltmayer is Dieter Haltmayer's second eldest grandson

### Father Christmas

The first prominent memory I have of my grandad is of a self-sacrificing man who, even on Christmas Eve, regularly had to suddenly drive away to the airport for inexplicable reasons. But the disappearance of my grandad was followed every year by the arrival of a large, terrifying man in a red coat with a white beard and a big book, in which, apparently by magic, all the terrible misdeeds of the grandchildren in the foregoing year had been documented. There was always a happy end. I vowed to amend my ways and was showered with gifts by a man who resembled my grandad Dieter more with each passing year.

In conversation he would tell funny stories about his youth with a sly wink. Such as the time when he had two girlfriends at the same time in Benrath, who lived at either side of a large frozen lake. Clearly my grandad had also had his wild, young years.

For me it is always an event to go for a meal with grandad. Over the years I have been treated to some of the most exquisite cuisine: my grandad is quite simply a gourmet.

I have come to know my grandad as a man who does not mince his words and usually speaks his mind when something does not meet his expectations. Even if he does not always strike the right note, I highly credit his frankness and authenticity. And his lust for life remains undiminished. I know my grandad as someone who loves to joke and often does so, regularly infecting others with his laughter and vitality. Even at an advanced age he continues to go through life with great energy. He also certainly knows how to throw a party and how to bring the whole family together.

One topic of conversation that never runs dry, even at the family dining table, is naturally the company. The question my grandad asks me most often on this subject is, "So, Dean, when are you finally going to join the company?"



Wolfgang Patzke worked together with Dieter Haltmayer for 41 years, latterly as an authorised signatory, and left QCS in 2015 at the age of 76.

### The Globetrotter

As a boss and as a friend, the happy-go-lucky Rhinelander is easy to like. Dieter was, and is, a role model for me and my colleagues in terms of creativity, business attitude and the will to succeed. I have known Dieter since the beginning of the seventies, first as a business partner, later as a colleague. I have always enjoyed working with him. We have always got on very well and pursued common goals with confidence in each other. When Dieter came to me in 1974 with the idea to found a forwarding company together, I hesitated at first, because I had a good, well-paid job with another company. In founding a new company we would at first have practically nothing. We both had families to provide for and could not afford to make bad decisions.

What made me agree in the end was his ability to motivate others and convince them of his ideas. The early days were difficult. We had a few storms to weather. Some rivals laughed at us, there was no closing time for us, no weekends, no Sundays. All this was only possible because we got on so well, because we had the same goal in view and because we appreciated and accepted one another. Dieter was the driving force, I was the one who carried things out: a good blend of airliner and forwarder.

Dieter travelled the world to make our name known and have people trust in it, while I was in the office responsible for the professional handling of operations. We were not just bound by business interests but also by a friendship, which in time grew between our families and endures to this day. Sadly life played a trick on us, as my wife Bärbel swiftly and unexpectedly passed away two years ago and Maureen became seriously ill.

QCS is the life's work of Dieter Haltmayer. I have done what I could to contribute my part. I thank Dieter for 40 years of cooperation based on trust, in good times and bad.



Whoever offers airfreight  
must also offer seafreight.  
QCS has successfully put  
that principle into practice.



# The Ship As a Second Mainstay

## A Big Seafreight Terminal

### Everything Under One Roof

Whoever has airfreight also has seafreight. That is a truism of the forwarding industry; they are siblings that belong together. Valuable, expensive products, fashion items increasingly and electronic devices are transported by air. Whereas bulk goods, raw materials, heavy machines, whole factories, as well as shoes and cheap goods end up on container ships. At Quick Cargo things were a little different.

*“It was in 1991 that we first entered the seafreight business in earnest”,* say the Haltmayers, father and son in unison. After the branch offices in Stuttgart, Dusseldorf and Munich, at this time they opened a further office in Hamburg. It was located at the airport but, as they were by the sea anyway, they established a seafreight office at the same time as the airfreight one. They also had the benefit of an office manager, headhunted from Frankfurt, who was equally adept at the airfreight and seafreight businesses.

*“To do airfreight you need to be close to the airport”,* says Stephan Haltmayer, *“but you can do seafreight from anywhere. It is not absolutely necessary to be based at a harbour. Our advantage, as an airfreight forwarder was that we already had an infrastructure in Germany. Seafreight forwarders do not usually have that. They sit in Bremen or Hamburg but they have no offices further inland. We were already in Dusseldorf, Stuttgart and Munich, and could visit customers there to sell shipments. The seafreight forwarders could not do that.*

Seafreight is actually the origin of all transportation, *“Every other big forwarder had begun with seafreight and then added on airfreight”,* the Quick Cargo director knows from experience. *“With us it was the other way round. That is why our headquarters are in Frankfurt and not in Hamburg where so many other forwarders have their base. Fundamentally we were always airfreight people”.*

Although company founder Dieter Haltmayer had once learned inland shipping, he admitted seafreight was, *“always something foreign to me”.* He had moved to the airlines at an early stage and remained for his whole life in airfreight. Originally any seafreight shipments offered to Quick Cargo had been handled by Kleefeld & Pohl in Hamburg, later the company Navis.

*“My father had worked in airfreight. Our business was always predominately airfreight”,* emphasises Stephan Haltmayer. *“But it was, and still is, completely*



Even these large containers can be reloaded in no time at all.

*normal that every customer who sent airfreight also had some seafreight. Because large volumes that are not time-critical are sent by ship. Transport by plane is for expensive, valuable goods, or parts that are urgently needed somewhere. It could be gears for the BMW factory in Starkenburg in the USA or windscreens for VW in Mexico.*

Despite the late start, Stephan Haltmayer recounts, it was relatively easy to convey the message to customers that Quick Cargo, “*will be doing seafreight too from now on*”. For this reason the new seafreight business, “*was very quickly up and running*”. The seafreight move had also been necessary to keep competitors at a distance. “*If you have a customer abroad who gives you airfreight business, but is forced to use another forwarder for seafreight, you have another forwarder onboard, who naturally will angle for the airfreight too. Now we wanted to angle for the seafreight which we had previously not done*”. Father Dieter knew exactly that, “*it was impossible to expect that the partner abroad would be content with our saying, ‘sorry, you need someone else for seafreight’*”. Ultimately it was clear to him, “*that there is a huge risk that you will lose the airfreight business too because customers prefer to get everything under one roof rather than splitting up their business*”. This is why, “*seafreight was the only alternative, in order to offer the customer a 100 percent service. So we had to open a seafreight office*”. Stephan Haltmayer calls the offer, “*one-stop shopping*”; the customer gets all the services he needs offered under the same roof. One goes to the customer

Container after container as far as the eye can see.



and offers him airfreight, seafreight, HGV, courier, and rail. In the wake of Quick Cargo's expansion, the move to seafreight was, "a natural development", for Stephan Haltmayer.

Quick Cargo's seafreight business was built up by Regina Sunkel. She had switched from EMO TRANS in Frankfurt to Quick Cargo. "She knew her way around sea and airfreight", relates Dieter Haltmayer from his large store of memories, "she put the Hamburg office on its feet and took care of sales and offers for seafreight in Hamburg". The rest of Quick Cargo also, "really flew the flag for seafreight, spreading the word in all of our advertising and marketing material, because for a long time we were notorious for being 'just' an airfreight forwarder". Today the ratio of seafreight to airfreight in the company, according to Stephan Haltmayer, is 40:60, in terms of income, "Today we could no longer imagine the company without seafreight". In view of the importance seafreight has assumed, in March 2012 the Haltmayers, "decided on a big step". QCS rented a new building complex in Hamburg with 7700 square metres of warehousing space and ten ramps. Stephan Haltmayer explains, "We wanted to define ourselves more clearly and demonstrate that we are not just airfreight forwarders who do seafreight on the side from an airfreight office". The Hamburg project is an investment in growth for the long term; currently a third of the space is rented to another company, an importer of tea and coffee.

Although the number of employees on the payroll who work exclusively in seafreight has grown to 47, Haltmayer Jr. thinks Quick Cargo, "is still not a big forwarder in the seafreight industry. It is certainly difficult but we always find shipments and freight that we can reel in, even if we are not the cheapest. QCS was never, 'the budget forwarder'", says Stephan Haltmayer. "We saw ourselves more as being the Rolls Royce among forwarders". Nor can Quick Cargo compete on price alone with the mass forwarders. "Our customers know this. They are happy to sometimes pay a little more because they know that they are in good hands with us". Many customers who have entrusted the Walldorf-based forwarder with airfreight and were very satisfied with the service will say, "good, then I will give you my seafreight business too". "They see our services as a package", adds Stephan Haltmayer.

"In seafreight we live from our quality of service above all", emphasises the 54 year old, "because we are quicker and better, we collect the shipments, drop them off at the quay, and offer our customers the best in communication. Before a shipment is completed between 10 and 20 emails will go back and forth". Yet company founder Dieter Haltmayer also says, "We need to sell seafreight better. We want to get at the rates that our competition offers. The seafreight business is running very well but the exports alone would not be enough. It is predominately imports that make up our seafreight business. In exports we aim for a 50:50 balance between sea and airfreight. Previously import constituted three-quarters



Since 2012 QCS has a seafreight terminal in Hamburg with a warehouse of 7700 square metres and ten ramps. The seafreight division has grown into a team of 47 colleagues.

*of the seafreight business. But I think we are on the right path. Our projected revenue for 2014 is 15% above the previous year". Nevertheless, his successor Stephan Haltmayer has concerns as to whether the company can continue to make money with seafreight at the rates currently obtaining, "right now seafreight is at rock bottom". Money can be made in this business, "only through the services around seafreight: collection, order-picking, customs clearance, basically the value-added services". Increasingly the shipping lines also work directly with customers, making it even harder to turn a profit.*

*In spite of everything Quick Cargo still manages to make money with its seafreight division. Success lies in improvisation and in new fields of business. "So we collect freight not just from Germany but from throughout Europe, by train, HGV or inland vessel and load them into a container shared by several customers", explains Stephan Haltmayer. "Today we send consolidation containers to Brazil, Hong Kong, Dubai or Mexico. We now pack the containers ourselves. Before, when we operated from the airport, we used to outsource this. Now we have long had our own joinery. This offers our customers everything from optimised, seaworthy packaging to special transport crates. Furthermore our colleagues produce the classic type of wood cuttings, used to secure cargo and prevent pieces of freight from slipping inside the containers during the journey, even when the sea is rough. Another variation for container cargo securing is the use of airbags: these bags are placed between pieces of freight and inflated by a compressor in the container. They then fix the sensitive goods in place under pressure. We take features like this for granted, seeing them as part of our customer service. In Hamburg we naturally also have a container packing station, for export as well as for import. When goods arrive, we empty the consolidation or complete container, divide the shipments according to customer and delivery instructions, and then take care that they are transferred further".*

*According to Haltmayer the majority of seafreight consolidated in Germany and Europe passes along the Rhine to Rotterdam. "The Rhine is still an enormously important transportation route, because the preliminary transport with a feeder ship is much cheaper than by rail or HGV. The journey by ship does take longer but seafreight is not urgent, above all it must be cheap".*

*Rotterdam and its harbour are only so big because they are on the Rhine. Seafreight from western Germany is almost exclusively handled via Rotterdam. "A large section of German industry uses the Rhine as a feeder line for ship transportation from Rotterdam", states Stephan Haltmayer. "One reason why we opened an office in Rotterdam was to confront our competitors in Holland and simultaneously signal to our German customers - we are your German forwarder who can deal with your freight from Rotterdam".*

*The big pharmaceutical companies - Novartis and Roche in Basel, BASF in Ludwigshafen, Sanofi-Aventis in Höchst am Main or Bayer in Leverkusen - are based near to the Rhine and all use the river. This is equally true of the metal industry: spare parts, machine parts, production lines, almost everything that German industry produces and exports as seafreight, travels along the Rhine to Rotterdam. It is mainly raw materials that travel in the opposite direction.*

“We have around 160 employees in Germany, together with Europe around 200”, says Stephan Haltmayer. “Every office is involved with seafreight, every branch says to its customers that we also do seafreight. But the actual offers and the handling are taken care of in the Hamburg hub. That is where, with one exception, all of our seafreight personnel are based. We do also have a seafreight saleswoman here in Frankfurt for inland shipping. She takes care of seafreight sales exclusively in the Frankfurt area”.



This business has also become more complicated, says Stephan Haltmayer. Ingo Schmich, branch manager for seafreight at QCS Hamburg adds, “It is becoming ever faster and more difficult”. Competition for business and on prices is not just increasing between the big forwarders and the medium-sized ones but also between the shipping lines.

The two leading shipping lines in the global market, Maersk and MSC, battle every year over the number one position. To achieve this prestigious goal they knowingly and calculatedly accept losing millions on the actual rates.

According to seafreight expert Schmich, on the payroll at QCS since 1996, the rates are primarily dependent on customer needs, “As a rule customers expect to be offered A and B solutions, quick and direct at a higher price, or a slower service at a lower price”. In the world of seafreight, “quick”, means something like

Seafreight has continued to grow in recent years. With 47 employees this is the largest branch office in Germany.



The sun sets on Hamburg harbour: a beautiful view.

Hamburg to Hong Kong in 28 to 30 days; “slower” might see the transit time stretch to 35 or even 40 days.

In the jargon of the trade the so-called “A-loop” is the direct service but “direct” does not mean nonstop by any means. *“The ship does not sail straight from Hamburg to Hong Kong”*, explains Ingo Schmich, *“that would mean rates that no-one could pay”*. Instead several major harbours are visited on the way to Asia. Only in this way can the enterprise be financially feasible. *“They take containers from Hamburg that will be unloaded at England’s Felixstowe, there they load new containers that might be unloaded later in Dubai, again making room for new containers going from Dubai to destination harbours in Asia”*. Even on an A-loop, 7 to 9 stops are normal. With B- and C-loops, Schmich elaborates, the containers mostly go into transshipment and transit. On the way to Australia freight is unloaded at Singapore and then placed on the next feeder ship to Australia. So it is entirely possible that a container might be left standing for a week, or even 14 days, before the next opportunity to load it further onto a feeder ship arises. But customers are clearly informed about this in advance. On average ships on B- and C-loops will make at least ten stops and the containers will have to wait in a main transit harbour to be loaded again for further transportation.

*“The ‘slow’ ships,”* says Schmich, *“are popular for seasonal articles such as summer and winter clothing or Christmas merchandise, mass-produced goods generally”*. Already in summer mass goods related to Christmas are being sent out from Asia. *“The customers are even prepared to accept the extra warehousing costs in Germany, England, France, Holland or Belgium”*, Schmich knows from years of experience.

In the cut-price clothing sector, where discount stores such as Kik, Aldi or Lidl fight out such a tough price war, transportation by ship is the preferred method. *“When mass-produced goods have to be as cheap as possible for the consumer, then money has to be saved on logistics”,* observes Ingo Schmich, *“Logistics burns money”*. Even more fragile goods such as televisions and other home electronics, or expensive industrial machines, are transported ever more frequently from Asia to Europe by sea. Schmich adds, *“Our customers are also faced with tough competition on price and always make new demands of their forwarder, who has to find appropriate solutions”*. The big discount stores stock up on goods well in advance, says Schmich. *“I know half a year ahead what offers Aldi is going to have or what promotions Metro is planning”*. Mostly the customer wants *“in-time solutions”* to avoid additional warehousing costs, even though these are often inevitable in the mass-produced goods business.

Faster, scheduled services are generally booked by customers only for sensitive goods like fruit and meat from South America, notes seafreight specialist Schmich. Although fruit is transported in special containers with temperature control and, in part, also frozen, such products are nevertheless sent by the quicker service.

Although Quick Cargo covers the whole world by ship, its main export business is currently on the routes to South America, Asia, the USA and Canada. This is where they send containers full of the variety of products made by German industry: chiefly machines, machine parts, electrical technology, cable, chemicals and medical technology.

Even at night time the lights stay on at Hamburg harbour.



## A Little Hop with the Super Connie and New York by Concorde

My time in aviation from 1954-2016

It was a long, often difficult road from the world's first civil aviation jet – the British Comet – to today's Airbus A 380. It has been my good fortune, sometimes one might rather say my ill fortune, to have lived through the exciting and often turbulent developments in aviation.

I flew with many aircraft. Sometimes it was just a little hop as on the Super Constellation from Dusseldorf to Brussels with Trans-Canada Airlines, my employer at the time. Or there was the test flight with the Vickers VC 10 to Africa and back, which was only performed to achieve the required goal of 1000 flight hours and receive the Certificate of Airworthiness for civil aviation. That was a flight on which I held my breath or prayed more than once during several engine failures on the way to an eventual emergency landing in Accra instead of the planned landing in Lagos.

There have been many flights where the tires burst on starting or landing, such as the flight from Amsterdam to Miami with a DC 10 from National Airlines, or on board a Canadian Pacific aircraft at the start in Edmonton on the way to Amsterdam. We had to return to the terminal, where all the freight was off-loaded to reduce the take-off weight: the plane was in actual fact overloaded. Another time the tires of an Alitalia DC 9 burst on landing in Dusseldorf. There is no end of incidents like this that I could recount.

Yet I also associate many fond memories with the times when jet-travel was still in its infancy. On Barbados our Air Canada DC 8 was greeted on landing by a steel band playing "Island in the Sun". My first flight over the North Pole, with a Japan Airlines DC 8 in 1969, was ceremoniously recorded as each passenger received a personal certificate. I found it similarly exciting to cross the equator for the first time, on a Qantas flight from Singapore to Sydney. This occasion





was not marked by any certificate, just by an announcement from the captain. Nevertheless I found it fascinating: the equator was something I had only known abstractly from school-lessons and atlases. Here it was real for me at last. In 1962 I experienced the maiden flight of the BOAC 707 from London to Hong Kong. The flight took in Frankfurt, Rome, Beirut, Tehran and a final stop in Bangkok before reaching the destination in Hong Kong. That flight lasted for 22 hours. Today aircraft fly from London to Hong Kong in just 10 hours. So the times have changed.

But the highlight of my many flights was surely the flight by Concorde from Paris to New York with my wife Maureen; the tickets were a gift from my children for my 65<sup>th</sup> birthday. The flight was, as one says these days, "an event". It was something special from the very beginning. We arrived in Paris the day before the flight and stayed in a very comfortable Air France hotel, where we were invited to a wonderful dinner that evening. In the morning my wife and I were picked up with a limousine and our baggage was sealed in cling-film, so that nothing could be scratched or get dirty. The flight was to depart at 11:00 local time. When I entered the aircraft at Charles de Gaulle airport I had to lower my head considerably, even though I am no taller than 5' 10". The Concorde plane was very long, low and narrow. On each side next to the centre-aisle were two relatively narrow seats with high headrests. These were necessary because at take-off one's whole body is pressed into the seat. The stewardesses served champagne and caviar but could only do so one row at a time. The majority of the other passengers were from Africa, apparently mainly government officials and their wives.

Once over the Atlantic the pilot really speeded things up. The display behind the cockpit soon showed Mach 2.4, which is 2.4 times faster than the speed of sound. At 9:40 we landed in La Guardia, a good three and a half hours after take-off, with the whole day at our disposal. When we returned to Frankfurt we flew for nine hours with a Lufthansa 747.

That Concorde was incidentally the same aircraft that crashed on take-off in Paris on the 25<sup>th</sup> July 2000. A piece of metal which had broken off from the engine of a DC 10 that had just taken off damaged a tyre on the Concorde. This led to a chain of unfortunate accidents culminating in the Concorde's fuel tank on the left wing panel catching fire. Within a minute the AF 4590 had crashed into a hotel annex. All 109 people on board died as well as 4 hotel guests. This was the beginning of the end for the legendary aircraft. In 2003 British Airways and Air France took the Concorde out of service, bringing the age of civil supersonic aviation to an at least temporary end.

A not insignificant field of business for Quick Cargo is sea-air transportation. A shipment might be sent from Asia to Dubai or Abu Dhabi by ship and then further loaded onto a plane. The rule of thumb is: it takes half the time of transportation by sea alone, and costs only half as much as using airfreight alone. It is an alternative popular in the run-up to Christmas when capacity on aeroplanes is often harder to come by.

Asked whether the future belongs to the ship or to the aeroplane, QCS director Stephan Haltmayer does not commit himself. Fuel prices for both methods of transportation have risen enormously in recent years, so both share the same difficult point of departure. Ships are experimenting with sails and wind power technology. Planes are mixing traditional kerosene with biomass fuel. Nevertheless, he doubts that aeroplanes will be able to cope without kerosene in the foreseeable future. *“Commercial aviation will not be using planes powered by solar energy or hydrogen in my lifetime”*, the forwarder is convinced. For Haltmayer does not believe that he will live to see the last oil well run dry either. Oil and its derivatives, in view of continual new discoveries and alternative extraction methods (such as fracking, for example), will remain available for decades. And then, says Haltmayer, the motto is, *“The last drop of fuel will be used in an aircraft”*. As far as Quick Cargo is concerned, he can look at least five years ahead and say with reasonable confidence, *“We will still be there in the market”*.

On the other hand Ingo Schmich in Hamburg is betting without a doubt on seafreight. In future the price will be increasingly decisive, *“and that is where seafreight has the advantage”*, emphasises the manager. Seafreight continues to develop, scheduled services are being cut back ever more, and rates are artificially altered. *“The bottom line is that sea freight is the engine of global trade”*, stresses Ingo Schmich. *“The constant demand for mass-produced goods and raw materials will only increase. The ships could travel faster if the shipping lines wanted it. And the ships are getting ever bigger”*. To prevent rate fluctuations from developing to their disadvantage, the shipping lines alter the cargo holds accordingly. There are already ships today that can load around 18,000 containers. In the meantime ships used on intercontinental routes are so big that they can no longer call at Hamburg because of their enormous draught. Even harbours which are designated as “deep-sea harbours” can only let these leviathans call at port and secure them if they are only half, or even a quarter, full.

As with airfreight, in Ingo Schmich’s opinion, the seafreight business is primarily shaped by personal contacts. *“I visit new customers generally, and visit existing customers that I am looking after several times a year”*. This is, *“extremely important, in fact decisive for business. The chemistry has to be right”*. Many business connections at home and abroad have also grown into friendships; the same is true of the cooperations.

*“The customer is king”* is a phrase that may sound somewhat hackneyed this days, *“but in our field of business close contact to customers and cooperation partners is indispensable”*, emphasises the seafreight expert. *“Our media and communications landscape is constantly changing, at enormous speed. It is*

*only through direct contact that you can stay close to the market, perceive change happening and present our customers with quick logistical solutions”.*

Stephan Haltmayer's concerns are not limited to the future; he has just as many about the present, *“We forwarders have an image problem”*. For many people forwarding is synonymous with driving lorries. Haltmayer recounts, *“When I have told people I am a forwarder, they often ask, ‘Do you have to push barrows around?’. Most people have no idea what a forwarder is. The work is not*



*essentially different from that of a banker or an insurance salesman: it is white-collar desk work. I need not even go near an aeroplane in person; I have an office job. But if I go to the bank and want to obtain credit, the attitude is, ‘What? Forwarding? Not a good industry’”.*

*“Our industry”, laments Stephan Haltmayer, “is usually seen very negatively at a first glance. Many outsiders think a forwarder is just someone who buys an HGV and offers transportation. Certainly there are more than a few sole traders who own two or three HGVs and drive from A to B. And when they have no more contracts then they declare bankruptcy. There are many who go out of business; usually it is the piece goods entrepreneur and the small fleet entrepreneur. They certainly do not have it easy and face a lot of competition, because it is simple to buy an HGV and start driving with it. Yet they shape the image of our industry to a great extent”.*

**Stephan Haltmayer is annoyed by prejudices. Forwarders have an image problem compared to bankers or insurance brokers, even though all three work behind a desk.**

As an international forwarder Quick Cargo represents, *“the more respectable kind of forwarding company. Our office does not have a crate of beer under the desk or an ashtray full of smoking cigarette ends on the table as in the old days of forwarding. We work with highly complex computer software using sophisticated processes to organise our transportation. Stephan Haltmayer shows in his gestures and in his tone of voice how frustrated he is at the bad image of his job, “When someone says that they are a salesman, or a banker, or an insurance broker, then they are more respected than someone who says that he is a forwarder”.*

Yet the job profile has changed considerably and that is a good thing. Also positive is how this once male-dominated industry has witnessed the rise of women in recent years. *“We fulfilled the women’s quota long ago: I have two sisters here in the company management”,* he says with a laugh. But there is much more to it than that. The branch offices in Cologne and Hamburg are both led by women. And the bookkeeping department at headquarters in Mörfelden consists exclusively of women. Stephan Haltmayer explains this from his male standpoint, *“Women are simply more accurate in their way of working, they are preciser and more fastidious, even if they are not always easier to work with”.*

Stephan Haltmayer repeats that he cannot predict where the company will be in 10 or 20 years, *“I have to leave that to the next generation”.* But he would

The bookkeeping department can boast a women’s quota of 100%. Heike Maus (centre) is the head of the department, surrounded by her team of Veronika Tschich, Angelika Gimbel, Birgit Webster, Gisa Bohlen and Carola Baumgartl.



like to lay the foundations for the future himself, “I can imagine Quick Cargo developing into a European forwarder. What today is one of the top ten owner-led IATA forwarders in Germany could become one of the top ten owner-led IATA forwarders in Europe: that is my goal”. Haltmayer is sure that these aims, “will not harm any of our customers. We do not ship by HGV, that is not our business. Our business is airfreight, everything that goes over 1000 kilometres”.

If Quick Cargo, “would open an office tomorrow in Paris, Milan or Brussels, then I do not hurt my partner because I have no partner there with whom I regularly handle airfreight. If I were to open an office in Hong Kong, that would be quite different. Vienna, Paris, Milan and Madrid are interesting hubs for air and seafreight. But what is still missing is the strategy. For me, it is not about just having an office in Paris. The important thing is knowing where to find the right person whom I can trust and allow to use our name. It must be someone honest and hard-working, who has the interest and the know-how to adequately represent Quick Cargo and someone we can get along with”.

One example of this type of decision-making process at QCS is the franchise office which opened in Copenhagen in 2010, “We got involved in Denmark even though the country is not necessarily the strongest of markets: that would probably have been Paris or Milan. But in Copenhagen we had someone on hand about whom I had a good feeling. So I just said: let’s do it”. This is exactly how the Basel office came into being. The area around Basel is, “not the most exciting of markets”, but in 2008 Stephan Haltmayer also had the feeling, “that we had found the right man in Basel”.

With Amsterdam and Rotterdam in 2004 things were somewhat different. “There was already a strategy in place because many of our German customers had seafreight to go via Rotterdam. In this case it was good to have a presence in Rotterdam. Amsterdam and its airport were all very well, except that we did not actually want to be in Amsterdam but in Rotterdam. However, the person we had met, and who was to run the Quick Cargo office, was an airfreight person. He said he would take care of Rotterdam as the next step. So we said, fine, begin in Amsterdam with airfreight and we will build up the seafreight alongside it from there. The Dutch are forwarders by nature and they ship a lot out of Germany. They have no production, we have the goods, and they fly them out cheaply. That is competition, so it is good to have your own presence there”.

At the moment Haltmayer is looking towards the East. In September 2014 he was in Moscow and a year later in St. Petersburg, together with a Russian-speaking colleague from the QCS headquarters, where he co-founded the ACEX Alliance.



No end of space: the really big ships can accommodate up to 18,000 containers.

He sees, *“prospects in Eastern Europe with Vienna and everything beyond it. Serbia, Croatia, Bosnia-Herzegovina and all states east of Austria are upcoming markets from which I expect a lot in future, even if they are still small right now compared to other European markets. And a gateway via Vienna is an interesting proposition”*.

Stephan Haltmayer freely admits that these plans for expansion, *“have occupied his thoughts for some time. But the Viennese are a close-knit bunch, another clique, it is difficult to get inside. They keep to themselves and it is hard for an outsider to get established”*.

Another difficult question about future prospects for the Quick Cargo manager to answer is: how is the company to grow? *“So far”*, says Stephan Haltmayer, *“we have always grown organically. We have never bought another company, we have always built up an office with our own people. The one exception was recently in London where we acquired an interest in Quick Cargo London Ltd”*.

The similarity of names was, of course, no coincidence and had its origins in the seventies. At the time Dieter Haltmayer was working together with Concorde in Vancouver. Concorde had specialised in the combined sea-air service and its European representative was Trevor Evans, well known to Haltmayer Sr. Trevor's son Dean was about to start his own business in London and liked the name Quick Cargo very much. So Trevor Evans asked Dieter Haltmayer if his son could use the name and logo of Quick Cargo for his London enterprise. Haltmayer Sr. saw no problem, *“not least because I never dreamed then that my little firm might grow so much that we would need to be represented in London”*. So he agreed on one condition: his son had to alter the logo. This he did and for many years Dieter Haltmayer and Dean Evans enjoyed a friendly cooperation to their mutual benefit. When Dean Evans turned 60 he wanted to retire from the business but neither of his two daughters wanted to follow in his footsteps. So he continued running the company for a while with his wife Pat who did the bookkeeping. But after disagreements between them arose the firm was ultimately sold to an investor. This investor bought the company for his daughter Rachel. But as a somewhat inexperienced forwarder she struggled to reach the envisaged targets for the firm. Eventually she contacted Stephan Haltmayer to offer him an interest in the company. Stephan Haltmayer saw the opportunity to get a foothold in London, an extremely difficult market, and to take on the customers of their namesake in London. Quick Cargo London would also benefit from being brought together with the German company's partners throughout the world. Stephan Haltmayer agreed on the condition that Quick Cargo London gave up its name and independence, becoming a foreign representative of Quick Cargo Service GmbH. In this way Stephan Haltmayer was able to manage the cross channel leap without too much effort.

Naturally there is sometimes deliberation, says Stephan Haltmayer, *“whether we should buy up smaller firms in future and integrate them into Quick Cargo Service. That would be the simplest option. All the licences are in place, there is an existing customer base and a team of staff. But it has to be the right fit and*

*the trust must be there. More than 30 years ago, with Stuttgart and Dusseldorf, my father took over more or less existing structures and led them to success. But he also knew the previous owners and had a good idea of what he could expect”.*

Today, however, the general conditions for opening a new office are better in many respects. *“If I decide to open a new office in Paris and write under every email we send out that from 1st July QCS will have an office in Paris, then every day at least 2000 people will receive this information because we send so many emails. You could hardly have better advertising. That is why I believe that this kind of project can be up and running very quickly. But it will always stand and fall with the people who run the office. There is no way around that”.*

Stephan Haltmayer remains convinced, *“We have growth prospects. We must have them because to stand still is to go backwards. But I believe if we are to expand further, the company must have a completely new structure. We need to have one central bookkeeping department, we need to be more European in our outlook, we are still very German”.* Despite this he does not see a danger that the company might lose its balance by growing further, or that Quick Cargo might be threatened by the lack of flexibility that he criticises in the industry giants: *“No, not at all. Our company extends across ten offices in Germany. We are not one of the big forwarders. Naturally we have a headquarters in Frankfurt, and the sea-freight office in Hamburg is not exactly small. All in all we surely are already fairly big. But our branch offices all have between 6 and 16 employees. That is a manageable size. And with further growth we would still be able to offer medium-sized businesses the individual service they require”.*

Not only do the ships keep getting bigger but the loading stations also consume ever more space.





Rainer Wissig, a tax consultant from Usingen, has been advising Dieter Haltmayer for almost 40 years.

Of course, the management also has to adapt, says Stephan Haltmayer, *“Earlier there was just a chief and a few Indians. Now there is a firm led by a management team. The management’s guidelines are the pivotal point for the company. And a well-functioning bookkeeping department is vital”*. *“We have been fortunate”*, adds Dieter Haltmayer, *“to have the company Wissig & Wissig at our side for 38 years, as tax experts and advisors. Having prompt, up-to-date financial statistics allows us to react appropriately at any time”*.

*“A salesteam provides revenue”*, says Stephan Haltmayer, *“although every single colleague shares responsibility for that revenue. For it is their service that is later reflected in the revenue. These days almost everything we do involves computers, so the head of IT and his team also have a great responsibility. Today decisions are made as a team, and I believe we have to adapt to this structure”*.

For certain routes, Haltmayer elaborates, *“you also need the appropriate manager. If we want to build up our European business, we need to create new positions to handle increased growth”*. *“Changes are part of the agenda”*, is the philosophy of Dieter Haltmayer, *“You come into the office in the morning and think it will be a quiet day but then everything turns out differently”*.

The building in Walldorf is, already in its current size, prepared for expansion. In mid-2014 the bookkeeping department moved from the top floor to the second floor. Since then the sales management, marketing and quality departments have been concentrated on the top floor. The quality team is concerned, amongst other things, with the ISO and AEO certification. ISO (International Organisation for Standardisation) with the ISO 9001 determines the minimum requirements for qualification management, and AEO (Authorised Economic Operator) is a sort of inspection tag from customs, attesting to the trustworthiness of a company.

*“We will place the company on a secure footing and make it future-proof”*, says Stephan Haltmayer. This also involves a flexible approach to the office locations. QCS is increasingly focussing on sites that are not necessarily directly at the airport and therefore available for more attractive rent rates. Nevertheless they are still well connected to the airport by road and offer sufficient room for future expansion.

All this came to pass in Dusseldorf where Quick Cargo had an office in the old freight centre. Stephan Haltmayer came across a commercial property in Ratingen on the internet which had everything: relative proximity to the airport, acceptable rent costs and plenty of space with 1000 square metres spread over two floors. The size offers plenty of room for future growth, and Stephan Haltmayer sees North-Rhine Westphalia as the strongest growth market in Germany after Baden-Württemberg. After the renovation of the building the Dusseldorf team moved into their new offices at the end of 2015. This move particularly pleased Haltmayer Sr. as a born Dusseldorfer. *“The move in Dusseldorf was a good decision”*, sums up Haltmayer Jr. looking back at the end of the year.

Dusseldorf is meant to be just the latest milestone of more to come. Although it is difficult to find suitable properties in the vicinity of airports, *“we continue to search”*, says Stephan Haltmayer outlining their future plans. *“Stuttgart*





The Dusseldorf branch has moved into a new building in Ratingen nearby. The team has now grown to a total of 14 members: Kathrin Krimm, Markus Klein, Sabine Manzke, Tobias Lopez, Ariane Rosin, Cevahir Yildirim, Veronika Boxhorn, Nadine Farber, Carsten Jörges, Jitong Ohletz-Wang, Patrick Kreft, Fabia Bischoff, Sascha Schuhmacher and Wolfgang vom Hagen.

is at the top of the list but Cologne and Nuremburg could be of interest too”.

In future not only the addresses but also the very structure of the company will change too. Sales management and the marketing experts, explains Stephan Haltmayer, *“decide together with management which markets to develop, where to plan business trips, which products we are to sell, what we want to promote, what relationships we are to have, with which airlines, and generally determine the road ahead to follow”*. For this reason there is a distinct business developer within the marketing team.

All this makes clear how much forwarding has changed in the last 20 to 30 years. Haltmayer, *“Previously there was less differentiation. There was airfreight and that was it. Today there is airfreight for general cargo, for automobiles, for flowers, for aircraft spare parts, for ship spare parts, ever more specialisation. It used to be all mixed together. We constantly look at the inventory and check to see what we can improve. If there are certain conspicuous features, such as an extraordinarily high increase in freight to Taiwan, then we investigate whether we could perhaps use another carrier. We examine where the freight is coming from, to see whether we should perhaps consolidate the freight. We look for opportunities to optimise the transportation”*.

*“We also need to think about our vehicle fleet”, says Haltmayer, “What do we do with them in the future? Quick Cargo has several HGVs which are operated by sub-contractors and come at a considerable cost: the HGV, the driver, the tax and the diesel are all included in a flat rate. It would be conceivable to use a company that charges only according to the actual pick-ups done, instead of picking up 50 kilos ourselves in Fulda and then 100 kilos in Heidelberg. Then I would pay only for the distance driven”*.



## Escaped from Death's Door

He does not look 80 years old. At a check-up he could easily pass for 70. Yet Dieter Haltmayer has had two close brushes with death. He puts it less dramatically, saying that he was, "very lucky twice". The first time was at age 10. He was in Benrath and the war was still on. Dieter had stomach pains. It could have had many causes: insufficient nutrition, lack of hygiene, or simply anxiety about the next bombing raid. His mother's first reaction was to wait and see how things developed as there was no doctor nearby. It was wartime and the closest doctor was in Dusseldorf, many kilometres away. So his mother Käthe hoped that her child would get better on his own. But his symptoms only got worse and he began to cry out in pain. The mother took her 10 year old son to the hospital in a pram because he could not walk on account of the pain; there were no ambulances in service at the time for security reasons. She already suspected that it was his appendix.

Because of the bombing raids a state of emergency had been declared in the hospital. Operations were performed more or less provisionally in the cellar in an emergency operating room. The scar from the appendectomy operation is still clearly visible today. "A couple of hours later", said the doctor to Dieter's mother at the time, "and it really would have been too late".

38 years later, in 1982, Dieter Haltmayer nearly died of malaria. On the way back from South Africa he made a two day stop in Kenya's Tsavo National Park. With hindsight he was sure that this was where a mosquito must have bitten him by the pool at sunset. But at the time he did not notice and did not know. Back home in Walldorf he developed a fever, and his GP treated him for 'flu. Instead of getting better, he only got worse. After ten days Dieter Haltmayer saw, "great oceans in red, green and blue". That weekend his wife Maureen brought him into Frankfurt's University Hospital with a fever of 41°C. A blood test revealed that it was an advanced case of malaria. The doctor in charge said to Maureen quite frankly, "It does not look good. But if he gets through the night, then he will make it". A Korean nurse stayed at his bedside all night and continually made new cold compresses to bring the fever down.

He made it. The same doctor later said to Dieter Haltmayer, "You can count yourself lucky that you have such a strong heart". The malaria infection cost Dieter Haltmayer ten kilos. When he was released he weighed 82 kilos and felt, "as though he were on springs".



Vital as ever. But Dieter Haltmayer has already been at death's door twice and lived to tell the tale.



QCS management has invited the whole team to a raft ride on the Isar several times. It is always a fun-filled trip.

# Messing About on the River

## A Brazilian Samba Troupe

### and "The German Sprinters"

Haltmayers know how to roll up their sleeves and graft. Dieter Haltmayer did it in the early years after founding the company, when he worked through many a night, and it is something he passed onto his children. But the Haltmayers also know how to throw a party. The parties celebrating the "round number" birthdays of the company and its founder are legendary. The dress code is black tie and evening wear but the events are never stiff and boring. That was true of the 5 year anniversary's medieval-style knights' banquet, at Burg Hayn in Dreieichenhain, for a relatively modest party of 30 guests. And it was equally true of the 25<sup>th</sup> anniversary at Frankfurt's Tigerpalast. Over two evenings Quick Cargo booked out the entirety of Frankfurt's renowned variety theatre and its accompanying gourmet restaurant, inviting their entire team at the time of 65 colleagues, representatives from airlines and shipping lines, agents from abroad, other forwarders and many friends of the family. One event that has no doubt long remained in the memory of the guests to this day was the 30<sup>th</sup> anniversary of QCS and the 70<sup>th</sup> birthday of Dieter Haltmayer in the Kempinski Hotel at Gravenbruch, just outside Frankfurt. Entertained by a band and a troupe of Brazilian samba dancers, the guests partied, danced and sang into the early hours of the next morning. And at midnight the host himself cut the three-tiered cake. But even more unforgettable was the return to Gravenbruch ten years later for the 40<sup>th</sup> anniversary of QCS and Dieter's 80<sup>th</sup> birthday. Some 300 guests were delighted by culinary treats and entertained by such luminaries as "Marilyn Monroe", "Chancellor Merkel" and the Crossed Swords Pipe Band with their stirring bagpipe renditions of Gaelic classics. Once again the last guests burned the midnight oil well into the hours of early morning.

Whenever the economic situation has allowed, the Haltmayers have always tried to invite the complete Quick Cargo team to a thank you weekend,



At the celebration of the company's 30<sup>th</sup> anniversary and his 70<sup>th</sup> birthday, Dieter Haltmayer was one of many having lots of fun with the samba dancers.



Professor Dr. Wilhelm Bender, for many years the chairman of the board at Frankfurt airport, is always a welcome guest at the Haltmayers' parties.

mixing business with pleasure. Twice there has been a fun-filled raft ride on the river Isar with music and refreshments. In Hamburg a seafreight seminar was combined with a harbour tour and a ride on a Louisiana paddle steamer. And in Amsterdam a visit to the new office was rounded off by a boat trip on the canals.

As a rule the management, sales team and branch managers meet once a year for a working lunch followed by leisure activities in the wine region of the Rheingau. The usual venues are Geisenheim's Burg Schwarzenstein in the Rheingau, commanding breathtaking views of the Rhine Valley,

Schloss Reinhartshausen amongst the vineyards of Eltville, or Schloss Johannisberg. An occasional break from the Rheingau is provided by Hotel Siegfriedsbrunnen in the Odenwald. The QCS Christmas parties alternate between a location near to the headquarters in Mörfelden-Walldorf and one close to a branch office, and they provide an opportunity to celebrate together, looking back at the business year that has come to an end and forwards to the coming year. When the company is doing well, say Dieter and Stephan Haltmayer in agreement, "we want to give something back to our team and celebrate with them". Celebrate properly. When it comes to parties, Dieter Haltmayer's motto is, "Don't do things by half measures". A party has to be, "so good that you will always remember it. That won't happen if you just barbecue a few sausages".

Travelling is part of Dieter Haltmayer's job description. But travelling can be exhausting. This is something that his son Stephan has also learned. Nevertheless the Haltmayers have often flown to the other side of the world, also in their own time. In 1976 Dieter Haltmayer flew on holiday alone with his wife Maureen for the first time since having children: and round the world at that. For three whole weeks Maureen's aunt Lucy and uncle Harry volunteered to look after the three children and stayed in the terraced house in Walldorf. After the three weeks they were at the end of their tether and very happy to see the parents safely back at home. Aunt Lucy let her niece know, "she would never do that again", the high spirits of the three Haltmayer children had been a bit too much for her. While Lucy and Harry were expending blood, sweat and tears, Dieter and Maureen had been living it up: in Toronto, Los Angeles, Honolulu, Tokyo, Hong Kong, Manila, Sydney and finally Singapore.

The travelling costs stayed within reasonable limits. Dieter Haltmayer profited from his 15 years as an employee of the airlines, where he still had plenty of good contacts. Many of the tickets had been for free and others were heavily discounted.

Travelling the world together for the first time was the beginning of a love affair with Hawaii. Dieter Haltmayer and his wife spent many holidays on Oahu and Maui. "Hawaii", says Dieter Haltmayer still today, "was like a convalescence treatment for me". He assumed the health insurance company must have

been happiest of all, “because they never once had to pay for a convalescence trip in my whole life”.

Every morning in Maui there was an hour of water gymnastics on the program, and Dieter Haltmayer was informally in charge of entertainment. For some time they had known two American couples who holidayed there at the same time as them each year: Dick and Debbie from Chicago, Joe and Sadie from Pennsylvania, and Byron and Irene from Texas. They had fun every morning in the pool as Dieter guided the group and Debbie once again laughed, “Dieter, with you this is fun, otherwise who would make us laugh?”

Then there were screams of delight one evening as the wonderful limousine drove up. Maureen and Dieter wanted to go to the Ocean View Restaurant with Debbie and Dick but it was a bit too far to walk. When Dick said that his car was unfortunately too small for four persons, Dieter answered quick as a shot, “No problem, we can take my car”. Two minutes later Dieter was at the hotel reception, calling a local car rental firm to order a stretch limousine with driver, bar and television. At 8:00 PM the interminably long carriage drove up as arranged. Both couples had been standing by the hotel entrance for a while and Dick was becoming impatient, “What’s going on, are you going to get your car now?“, he asked Dieter. “It’s already there”, he replied, then went to the limousine, opened the door, took a bow and invited them to enter. “How they laughed”, remembers Dieter Haltmayer 15 years later and still laughs himself at the successful surprise. He and the couple from Chicago still write to each other to this day.



**If he wants to make an impression, Dieter Haltmayer knows no limits, not even with the length of a car.**

A photo camera, a cine camera, and later a camcorder were inseparable companions on his travels. When the prevailing technology was still analogue, Dieter Haltmayer was a big consumer of 35mm film, Super 8 cartridges and video cassettes. While he was en route with Maureen he usually had the photo camera around his neck and the film camera in his hand. Nothing was safe from his lens: not the flowers of an alpine pasture in Nesselwang in the Allgäu, not the Champs-Elysses in Paris, not the Papaya trees of Hawaii, nor the sea-creatures sighted while whale watching from a boat. He had caught the filming bug on his first overseas trip to Hong Kong in 1960. At the time his brother-in-law had lent him a cine camera. Soon after this Dieter Haltmayer bought his own cine camera for the first time. In the mid-sixties he bought his first Super 8 camera. Many other models followed in the years to come, according to the technological developments of the camera market. He cut the films, added sound, and at some point had to start stacking the multitude of films. “I must have made thousands of films”, he says looking back, surely exaggerating a little. But in the study on the top floor



Filming has long been Dieter Haltmayer's hobby. On a holiday in the Bahamas the family showed their sporting credentials: in the running contest on the beach everyone won in their category and received a bottle of "champagne".

denied that this was just because of the champagne bottle that every winner would receive, regardless of age. The Haltmayers being a thoroughly sporty family, they lined up resolutely and all won, each in their category. So everyone won a bottle of champagne plus an extra bottle for being the most successful family. In the next few days the other hotel guests referred to the Haltmayers respectfully as "the German sprinters". Unfortunately the champagne, as Dieter Haltmayer had feared, turned out to be, *"what Americans mean by 'champagne': a sparkling wine like Asti-Spumante"*.

In recent years the Middle East has become the new favourite destination of the Haltmayers. For Dieter's 70<sup>th</sup> birthday the entire Haltmayer clan, and therefore

of his terraced house in Mörfelden-Walldorf there is indeed a cupboard containing a great deal of films. *"Filming and photographing was and is my hobby"*, he says almost apologetically, *"it's the only thing I have known outside of work"*. Still to this day he never goes on holiday without his camcorder and camera. But Dieter Haltmayer has not quite got used to the new digital devices and does not really want to.

Dieter Haltmayer and Maureen enjoyed the days away from everyday stress. The couple had found happiness. She would smile when he embraced her and once more say, full of pride, *"Behind every successful man there is a shrewd, intelligent woman"*. Maureen raised the children, played piano wonderfully, but she mostly did not get involved in the work of her husband, nor later that of her son. *"Nevertheless"*, emphasises Dieter Haltmayer, *"she was always at my side with her common sense and something like a sixth sense for business decisions"*. Without Maureen he, *"could not have successfully built up Quick Cargo"*.

When Dieter Haltmayer was still cargo manager at Air Canada the whole family could fly for very little money. Popular family destinations included Barbados, Saint Lucia, Jamaica and Miami, but also more exotic places like Nairobi, South Africa and Kuwait. The family holiday in the Bahamas in 1979 is one that the whole family can look back on with amusement. Dieter, Maureen, Stephan, Heidi and Jennifer spent wonderful days at a hotel in Nassau. On one occasion the hotel's entertainment program featured a running contest on the beach. There were competitions for men and for women in different age categories. Dieter insisted that they should all compete, whether they wanted to or not; he later



the entire Quick Cargo management team, including children and grandchildren flew to Dubai. Remembering the turbulences of air travel at the start of the sixties, Dieter decided to play it safe and made sure the family was split between two different planes on safety grounds, as they flew from Frankfurt to the United Arab Emirates.

Individual wishes also played a part. Jennifer Melnyk preferred to fly at night so that her two children could sleep on the flight. Whereas Heidi Haltmayer preferred to fly during the day. She likes to be spoiled a little onboard, to enjoy the meal and a nice wine to go with it. *“If I sleep”, she says with a grin, “then I miss out on all the pleasant aspects of flying”.*

Dieter and Stephan Haltmayer were very pleased when Quick Cargo won the Lufthansa Cargo Quality Award in 2011. It was an acknowledgement of the many, continuous improvements to their processes that the QCS team had accomplished through great attention to detail. Lufthansa presents this award to the partner distinguished by the highest delivery quality. This is decided by judging who adheres to the shipment instructions most precisely and delivers the



A distinction that only a few receive. In 2011 Quick Cargo Service won Lufthansa Cargo's Quality Award. Florian Pfaff, vice president for area management Germany, presents the award to Dieter and Stephan Haltmayer.

shipment punctually with all the necessary documentation. In the course of the annual meeting of the German Forwarding and Logistics Association (DSLV) in Frankfurt, Lufthansa Cargo's head of area management Germany, Florian Pfaff, presented the award to Dieter and Stephan Haltmayer. Pfaff attested that the forwarder from Mörfelden-Walldorf had won the contest through their convincing performance of the highest delivery quality. Stephan Haltmayer stressed in his acceptance speech, *“that this quality prize is an award for every single one of our colleagues at QCS. Together with our partners we are engaged every day in providing the highest standards of quality. This award shows us that we are on the right track, and it motivates us to continue to work hard in this endeavour and*

*keep on following our goals*". In the anniversary year of 2014 Quick Cargo was even able to secure first place with the combined awards from Lufthansa Cargo of the Q-Award and the e-Award. "That", says Stephan Haltmayer, "was also a recognition of our ability to innovate".

The receipt of the quality certificate ISO 9001 in 2008 is also something that Stephan Haltmayer would not underestimate, "because it demonstrates that we offer certified quality that fulfils our customers' expectations and official regulations on the highest level".

The award "Best China Focused Foreign Handling Agent for Europe" in 2011 also gave the company an additional boost for its global image. The "Advancement Award 1996 for Innovative Medium-Sized Businesses" was won by

Quick Cargo back in 1996. This was presented by the "Federation of Cooperative Banks – Hessen/Rhineland-Pfalz/Thüringen", and was celebrated primarily in the bookkeeping department. "I assume that, unlike other companies, we paid back our loans on time", is Dieter Haltmayer's comment on this prize.

A particular source of pride for Dieter Haltmayer is the "Lifetime Achievement Award" that he was awarded in 2010 at London's Lancaster Hotel in front of 400 guests invited from around the world by the Aircargo News. This award from the London based trade journal is something like a knighthood for deserving candidates in logistics, forwarding and the airlines. In previous years the award, which is given to just one person each year, had been given to many other well-known names in the industry: Siggi Köhler, Günter Rohrmann, Geoff Bridges, Issa Baluch, Philip Wie, Stan Wraight, Chris Chapman, Ram Menem and Des Vertannes.

Ray Crane, the founder and long-standing editor-in-chief of the journal, praised Haltmayer as a man of particular vision and instinct. Shortly after the founding of Quick Cargo he had recognised the opportunities that the global market offered and had engaged with all five continents, with a focus on the

USA, the Far East, Australia, South Africa, the Middle East, Israel and South America. This concept was the key to the successful expansion of the company. Crane also attested to the senior QCS man's pronounced, "instinct for the choice of qualified colleagues", and praised the company for its engagement in the training of young apprentice forwarders. This also applies to his own children. Dieter Haltmayer knew how to interest his son and two daughters in the company and to prepare them for positions of responsibility in the company.

The Aircargo News editor explicitly mentioned the outstanding importance of the Iglu alliance which Dieter Haltmayer had initiated in the year 2000.



First Dieter Haltmayer gave a laudatory speech for the airline Emirates Sky Cargo, then he received his Lifetime Achievement Award from Ray Crane, editor-in-chief of the cargo trade journal Aircargo News.



His wife Maureen and daughter Heidi were also delighted at the award.

Haltmayer had, “*recognised the sign of the times in the nineties*”, that medium-sized businesses were endangered by the endeavours of many airlines who wanted to work only with big forwarders in future. Quick Cargo had shown similar instincts with the founding of China Cargo Alliance (CCA) and recognised the future potential of the Chinese market at an early stage. With 140 employees today Quick Cargo was one of the most successful medium-sized forwarding companies in Germany, enjoying an excellent reputation at home and abroad, said Ray Crane in 2010.

A glance at 2010 shows how swiftly time goes by. While Ray Crane spoke with approval of the 140 QCS employees, just four years later it has already grown to 200. Also new is the branch office in Berlin, as well as offices abroad in Copenhagen and Warsaw. And that the company would attain ISO 9001 certification in 2012 is something else that Ray Crane could not have known then.

Last but not least, the Englishman Ray Crane acknowledged the close ties of the Haltmayer family to England. Half a century ago Dieter had married an Englishwoman. His son Stephan was born in England, his daughter Jennifer is married to an Englishman and his daughter Heidi also has an Englishman as a partner. And then there are the Christmases that the Haltmayers celebrate with a healthy dose of English tradition.

## A Dedication for My Wife.

My dear wife Maureen Linda Haltmayer was born on the 25<sup>th</sup> of November in 1938 in London. She was the eldest child of a working-class family. The father was a bricklayer and the mother was a dancer in a variety theatre and a housewife at the same time. Although the family did not belong to the educated classes they had musical and artistic leanings. Maureen's grandfather had a shop that sold musical instruments, one aunt played the clarinet, another played the trumpet and both were dancers in the variety theatre. Maureen had to earn her keep from a young age as her family was of modest means. They lived in Hackney, part of London's East End, an area without any large houses or wealthy residents.

At the age of fifteen Maureen found a job at the Daily Telegraph in the photographic department. Amongst other things, she compiled the pictures that were to appear in the newspaper. She was also responsible for the Daily Telegraph's display windows in Fleet Street.

Inspired by her mother Maureen learned the piano. She particularly liked pieces by Chopin and Beethoven: her favourites included Beethoven's Moonlight Sonata and Chopin's Raindrop Prelude. In 1959 she won a local Bach competition; she had not told anyone that she was taking part in the competition. As she then proudly brought the trophy home one Sunday afternoon, everyone was astonished but naturally also delighted. Later she earned some additional money as a piano teacher. She was also a member of a choir where she sang soprano.

I can still remember the Messiah concert very well that we attended in London's Royal Westminster Hall at Christmastime. It was performed with 250 young voices and gave me goose bumps. When Maureen was 19 and we were officially a couple we visited many a concert of the Royal Philharmonic Orchestra at the Royal Albert Hall. Particularly stirring was the "Last Night of the Proms", the legendary closing concert of the traditional series of concerts they give each summer. Alongside popular classics, they play a lot of patriotic works in the second half of the concert. When it came to the most famous piece, "Rule Britannia, Britannia rules the waves", everyone sang along, some people shouted out comical phrases in between and English flags were flying everywhere. At the grand finale the entire hall intoned the national anthem "God Save the Queen" and all the English people there were over the moon. Maureen and I enjoyed it very much too. It was a carefree time for the two of us; we lived for the day and tomorrow would take care of itself.

We got engaged in 1959 at Christmastime. It was a kind of family unification and not entirely easy for our parents. Maureen's father had fought in the war with the English marines and my father had fought on the Russian Front. Now everything was supposed to go ahead in the spirit of peace and love. It was not an easy step for these two men: past enemies were supposed to suddenly become friends for the future. We travelled by train in a sleeping car from Cologne via Ostend to London. It was winter and ice-cold but we got to know Piccadilly Circus, Regent Street, Trafalgar Square, St. Paul's Cathedral, Buckingham Palace and Tower Bridge. The journey provided my parents with stories to tell for many years to come. They were unforgettable times for us all. In 1960 we were married at the cathedral in Altenburg in the Bergischen Land region. At first we lived in Dusseldorf-Benrath with my parents. The pattering of little feet followed soon; Stephan Dieter was born on 14<sup>th</sup> June 1961. It was not long before he was joined by our two daughters: Heidi Jacqueline and Jennifer Susan. The family was complete and lived together for many years, and held together.

Maureen has always stood by my side and represented me as a First Lady at many business functions and events. She was beautiful and intelligent, spoke a very clear English and always accompanied me when we had visitors. Abroad and with friends she always made an excellent impression on those she met, of which I was very proud. We have now been married for 55 years.

For our Golden Wedding Anniversary we returned once more to the cathedral in Altenburg, although Maureen's illness was by then already apparent. Maureen had suffered increasingly from amnesia. What we had feared also came to be: the doctors diagnosed Alzheimer's disease. Maureen was incurably ill and her condition deteriorated ever more. For a long time we tried to care for her at home but eventually a difficult decision had to be made. Maureen lives today well cared for in a nursing home in Frankfurt. My children and I visit her regularly. But we have had to accept that sometimes there is no road to recovery.

Maureen always held the family together and played an essential part in all the successes we have known. God bless Maureen.

Dieter Haltmayer



At a piano competition in London Maureen received the winner's trophy. For a long time Hawaii was the Haltmayer couple's favourite destination. Maureen and Dieter pose for a photograph at the Cargo Airline of the Year party in London's Lancaster Hotel. A happy couple on Maureen's 60<sup>th</sup> birthday (bottom right).



A kiss on Dieter's 70<sup>th</sup> birthday. A loving couple five years later on Dieter's 75<sup>th</sup> birthday at Schloss Reinhartshausen in Eltville. Dieter and Maureen enjoy themselves at the Jumeirah Beach Hotel in Dubai.



## The Tail Fin of a Boeing 737 Is the New Attraction at QCS Headquarters

Robert Weckwerth was instantly excited by the call to QCS Berlin early in 2015. Quick Cargo was to dispose of the original tail fin from a Boeing 737-700. The order came from the airline Germania also based in Berlin. They had actually wanted to display the fin in front of their hangar at the new Berlin airport. For this project they had already sent it to Dublin to be recoated in white and then engaged QCS to bring it to Berlin on a special transporter. But then they failed to obtain permission to exhibit the eye-catching aircraft part. The airport authorities had safety concerns because of the frequently turbulent winds there and ultimately said no.

The office manager of QCS Berlin, Robert Weckwerth, was now tasked with disposing of a piece of refuse which was 8 metres high and weighed 1500 kilos. The experienced forwarder saw it as a terrible waste. He had spent a good ten years of his career with Qualified Cargo Solutions in Frankfurt and was familiar with the impressive sight of a similar tail fin placed by Lufthansa at the entrance to Tor 21 at Frankfurt Airport. "It's a real eye-catcher", said Weckwerth to himself, musing confidently, "Whatever Lufthansa can do, so can Quick Cargo!"

Weckwerth phoned Stephan Haltmayer and did not need to work hard to convince him, "We'll do it", was the brief comment from the boss. Stephan







As of January 2016 everyone in Mörfelden-Walldorf knows that the Quick Cargo Service headquarters are to be found where a huge aircraft tail-fin stands. This eye-catching piece from a Boeing 737 has graced Kurhessenstrasse 3 since the beginning of the year. It was a gargantuan task to transport an aircraft part which is eight metres high and weighs 1500 kilos from Berlin to Walldorf, where it was mounted on a concrete slab four metres long, three metres wide and one metre in depth, and mounted securely enough to withstand the stormiest weather. The photograph shows clearly just how small people appear next to the eight metre high tail-fin.



Haltmayer also saw at once, “It’s the best kind of advertising for us”. After all, the medium-sized logistics company earns around ten percent of its revenue from aircraft spare parts, flown around the world to wherever they are needed.

It proved a wise decision not to scrap the tail fin. After a little internet research Stephan Haltmayer discovered that the fin had belonged to a very special aircraft: a record-breaking jet. The machine with the registration number D-AGEM had set off from the Boeing factory grounds in Seattle on the 11<sup>th</sup> March 1998 at 16:26 and after travelling 8,117 kilometres it landed the next day in Berlin Tegel at 10:53. A machine in the weight class between 60 and 80 tonnes had never flown so far before, and all in a time of just 9 hours and 27 minutes.

D-AGEM was the first Boeing 737-700 to be delivered in the world; Germania had ordered twelve of these next generation 737s in 1995. Although D-AGEM is still flying today, the tail fin was apparently replaced after a major inspection.

Stephan Haltmayer had said yes quite spontaneously on the phone to Robert Weckwerth. But then the problems began. There was nothing simple about putting it on display. Such a gigantic aircraft part, eight metres in height, could equally be buffeted by stormy weather in Mörfelden-Walldorf and perhaps endanger people. So they too had to apply for permission to “exhibit an advertising structure”. At least the department for building regulations and housing in the Gross-Gerau region had no objections in principle, requiring only that “recognised technical rules and, in particular, the structural stability should be

observed". But first it was necessary to create a photo montage and to present a structural analysis for the foundation.

Nothing was possible without the right foundation. For the foundation was supposed to first accommodate a custom-made frame and then the tail fin of the Boeing 737 itself. This all cost a great deal of time and even more money. The quickest part was the transportation. An HGV brought the new exhibit from Berlin to Mörfelden-Walldorf in a single day in November 2015.

The moment of truth came on the 22nd December 2015: an early Christmas present for QCS. Jürgen Berger from the metal engineering company Wulf & Berger hoisted the 1500 kilo tail fin onto a crane and had to struggle more with the boisterous winds than with the weight of the tail fin; the placement of the steel colossus required precision to the nearest millimetre and wind was the worst enemy. The mounting holes of the tail fin had to be exactly aligned with the corresponding holes of the steel framework. According to the calculations of the structural engineer the frame itself was mounted on a concrete slab which measured four by two metres and was one metre in depth. It was secured to this slab with special screws which were two centimetres wide and an imposing thirty-four centimetres in length.

After a good hour the worst was done. The tail fin was standing, the pitch elevator was in place and the next hours belonged to the men from Wulf & Berger who had to tighten dozens of screws and nuts with special ratchets.

The finishing touch came in January 2016 with the addition of the Quick Cargo Service lettering and the company's own distinctive colours in orange and grey. Since then everyone in Mörfelden-Walldorf knows that QCS is to be found where the tail fin of the quickest ever 737 stands.





# Guest Appearance by Chancellor Merkel

## Selfies with Marilyn Monroe

### A Hint of Brazil

It was an entertaining evening for the 360 invited guests who were united in their verdict: perfect organisation, a colourful program of music and comedy, a delicious five-course meal and fun that lasted until well past midnight. Heidi Haltmayer who organised the whole event, relates with satisfaction, “I never thought that the guests would have reacted so enthusiastically to the performers”. The conga that romped through the ballroom after the fiery performance by the Mulatas Brazil Dance Group was an impressive sign of just how the guests were taken with this whirlwind from South America.

In the festively decorated ballroom of the Kempinski hotel in Gravenbruch Dr. Jennifer Melnyk, CFO of Quick Cargo Service, cordially welcomed the guests from around the world, set the mood for the program to come and promised “an unforgettable evening”. Company founder Dieter Haltmayer gave thanks for the many gifts and congratulations on the occasion of the company’s 40<sup>th</sup> anniversary and his 80<sup>th</sup> birthday. “Your presence today”, said Dieter Haltmayer to the assembled guests from all over the world, “is a confirmation for us of our solid, honest and reliable work over four decades”.

Haltmayer’s contribution to the whole cargo industry was honoured by Des Vertannes, his fellow traveller for many years and until recently the IATA Global Head of Cargo. Vertannes also recalled Haltmayer’s founding of IGLU and the path to today’s management team at Quick Cargo Service, where Dieter Haltmayer has been joined by his children Stephan, Heidi and Jennifer, “It is the most perfect board that one could imagine”. The former IATA chief also paid tribute to Haltmayer’s wife, Maureen, without whom the company in its present form could never have existed, “every good manager also needs a good and understanding wife”.

A film was presented showing the company history in time-lapse and Stephan Haltmayer invited long-serving and exemplary QCS employees and branch managers onto the stage. Irmgard Olenberg was thanked for her 33 years of loyalty



to the firm as head of the bookkeeping department, and Frank Weichelt was honoured for his 34 years with the company that saw him develop into the head of I.T. Another veteran of 34 years was Hans Schneider, the cornerstone of the Dusseldorf office, whose retirement was marked with a gigantic bouquet of flowers. Last, but by no means least, Wolfgang Patzke's eventual retirement was also marked after 38 years. After the honours were complete the entire Haltmayer family assembled on stage to pose for the photographer Ina Martella.

Judith Noll from Rhein-Main TV presented the remainder of the evening which belonged to a variety of performance artists. The Stan Glogow Band from Wiesbaden provided music throughout the night, including the German national anthem to triumphantly welcome "Chancellor Angela Merkel", aka Antonia von Romatowski, an actress, impressionist and comedienne known from German television programmes such as Sat 1's Talk im Turn and RTL's Comedy Nacht. She also had to do a little overtime to accommodate the numerous requests for a photograph with her. Then there was the Crossed Swords Pipeband who demonstrated that mastery of the bagpipe and drums is not confined to Scotland but can even come from the Lower Rhine. The music soon became even more intense with "the devil's violinist" Manni Neumann raising the crowd's collective pulse in concert with his guitarist Ulli Brand. That was followed by the acrobats and dancers of the Mulatas Brazil Dance Group whose contortions would have given any orthopedists in the ballroom nightmares. But what could be more unforgettable than "Marilyn Monroe"? Not dressed as originally planned in an elegant white dress but in a breathtaking pink outfit. Doris Dee, the musical performer and entertainer from Cologne, grabbed the birthday-boy Dieter Haltmayer and sang "Happy Birthday Mr. President" with such breathy perfection that Marilyn Monroe herself could not have done better.

See you later. Perhaps in 2024. Then Quick Cargo Service will be 50 and Dieter Haltmayer 90.





Even at the reception most guests sensed that this was going to be a special evening.





















Impressions from the festively decorated ballroom at the Kempinski Hotel in Gravenbruch near Frankfurt.















Three generations of the Haltmayer family cordially welcome their guests.









**139** years. That is how long Irmgard Olenberg, Wolfgang Patzke, Hans Schneider and Frank Weichelt have stayed loyal to Quick Cargo Service. Many, many thanks.









Hollywood comes to Frankfurt, "Chancellor Merkel" honours the party with her presence and the guests are over the moon.











A conga around the ballroom, a standing ovation for "the devil's violinist" and the sound of bagpipes and drum rhythms from the Crossed Swords Pipeband.

















## Our History

1974	Foundation of the company in Frankfurt
1977	Received IATA agent status
1979	Branch office in Stuttgart
1980	Branch office in Dusseldorf
1987	Branch office in Munich
1991	Sea-and airfreight office in Hamburg
1995	Branch office in Cologne
1996	QCS Headquarters moved into the new office and warehousing complex in Mörfelden-Walldorf, near Frankfurt
1999	Branch office in Hanover at the time of Expo 2000
2000	Foundation of IGLU Air Cargo Association of Common Interests in Airfreight
2004	Foundation of QCS-Quick Cargo Service NL B.V. in Amsterdam and Rotterdam
2005	Branch office Nuremberg
2008	Foundation of QCS-Quick Cargo Service AG in Basle
2010	Branch office in Zurich
2010	Foundation of QCS-Quick Cargo Service A/S in Copenhagen
2010	Foundation of QCS-Quick Cargo Service Sp. Z o. o. in Warsaw
2011	Branch office Berlin
2012	Winner of Lufthansa Quality Award
2012	ISO 9001 certified
2012	Opening Sea-Freight-Terminal Hamburg
2013	QCS-Quick Cargo Service Ltd in London
2015	Relocation of the Dusseldorf branch office off airport
2016	Installation of the Boeing 737 tail fin outside company headquarters in Mörfelden-Walldorf

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## Acknowledgement

I first got to know Dieter Haltmayer in 2011. Lufthansa Cargo had asked me as a journalist to interview so-called airfreight legends.

2011 was a significant year for freight. It marked 100 years since the first time freight had been transported in an aircraft. On the 19<sup>th</sup> August 1911 the “Berliner Morgenpost” had chartered a plane to transport their newspapers from Berlin to Frankfurt (Oder). Back then this meant a time-saving of one hour in comparison with the usual method of transportation by rail. It was the beginning of a revolutionary development: urgent and valuable freight would be flown. Today this is something we take for granted. For the book “Airfreight is my Life”, I portrayed many people, with the exceptions of Ulrike Schlosser and Maria Muller, all of them were men. One of these men was Dieter Haltmayer. He was different from all the others. When I called him and said that I would like to speak with him but that he would need to plan for three or four hours of time, his spontaneous response was, “Four hours, for a single story, can’t it go quicker?” It could not go quicker; it took six or seven hours. But the result was a really good story: four pages long and fascinating from beginning to end.

When his daughter Heidi Haltmayer later asked me if I could imagine writing a book about her father and the upcoming 40<sup>th</sup> anniversary of Quick Cargo Service, my spontaneous response was yes ... and no. I had reservations as to whether Dieter Haltmayer would have the patience to devote so many hours to recounting and listening.

I was wrong. Dieter Haltmayer devoted endless hours to the undertaking. We sat together over days, weeks and months. Every day was a highlight in its own way. He prepared thoroughly for our every meeting. He composed texts, presented documents and dusted off photos and pictures. I must have gained at least three kilos, because he always served me tea with the British butter biscuits that his wife Maureen so loved. I thank Dieter for his patience in answering my sometimes probing questions. Some of the things which he “confessed” to me I have not written down. And that is a good thing.

I thank his daughter Heidi Haltmayer, without whose efforts certain pictures and texts would never have been found. I also thank Dieter’s daughter Jennifer, from whom I have “stolen” certain texts which she had written for the “round number” birthdays of her parents. And I thank Stephan Haltmayer, who had the patience to initiate me in the mysteries of the forwarding business over many hours of conversation. I am sure that with this basic knowledge I could have passed the IHK’s exam to become a forwarder myself.

Frankfurt am Main, February 2016

Wolfgang Schubert