



THE TGW WORLD AND ITS
FOUNDATION PHILOSOPHY OF
»FOCUSING ON PEOPLE –
LEARNING AND GROWING«

A holistic
entrepreneurial
approach

MARTIN KRAUSS

TGW Future Private Foundation (Editor)



*Due to the Foundation's mission,
TGW Group is not merely a convenient economic community
but a purpose-oriented community of values,
that facilitates human and professional growth
and entrepreneurial success*

Ludwig Szinicz

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Abbreviations

AHS	general high school (German: Allgemeine Höhere Schule)
AI	artificial intelligence
A project	project of great importance and urgency that is particularly complex and requires a high level of expertise on the part of project management
AQAL	all quadrants, all levels: an integral four-quadrant frame of reference - inside / outside and individually / collectively - for conscious development
B.E.L.	Bildung & Entfaltung Linz (Education & Evolution, a private school)
BEST	Baueisen- und Stahlbearbeitungsgesellschaft
BFI	Vocational Training Institute (German: Berufsförderungsinstitut)
CAP.	Capabilities; name of one of the 10 projects of social entrepreneurship
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CSO	Chief Sales Officer
CSR	corporate social responsibility
DNK	German Sustainability Code (German: Deutscher Nachhaltigkeitskodex)
EBIT	earnings before interest and taxes (financial indicator for earnings)
FW	Future Wings
GMC	Group Management Conference
GRI	Global Reporting Initiative
HR	Human Resources

HTL Higher Technical College (German: Höhere Technische Lehranstalt)

L&G learning & growing

LU Ludwig (Szinicz)

MVP minimum viable product

PDI personal development interview

R&D research and development

SRS Social Reporting Standard

TGW Transportation equipment Wels (German: Transport Geräte Wels)

TIZ Technology Information Centre (German: Technik- Informations-Zentrum)

UN United Nations

VUCA volatility, uncertainty, complexity, ambiguity

WU University of Economics (German: Wirtschaftsuniversität; here: the one in Vienna, where Ludwig Szinicz studied)

Foreword by the editor

Make the world a little bit better with “Focusing on people – learning and growing”. Start with the things you can control. And start thinking in new dimensions: Would Ludwig Szinicz give us an approving nod for this brief summary... with his radiant eyes, his mischievous smile he loved to display whenever he got enthusiastic about something?

No longer will the Foundation Board get an answer from Ludwig Szinicz. The co-founder of TGW Logistics, founder of TGW Future Private Foundation and initiator of Future Wings, passed away in 2017. After all, at the age of 78, he was *“something of an elderly gentleman”*, as he liked to quip in the last years of his life. Still, his death caught all of us by surprise, for it came so suddenly. Ludwig Szinicz was “a great human being who still possessed enormous amounts of creative energy and vision”, as Josef Eibel, one of his companions, put it.

The TGW Idea was Ludwig Szinicz’s passion until his death. “Idea TGW” – this is what he liked to call his human-centred future foundation model designed to ensure the company’s stability. Today, it is the epitome of a holistic view of industrial and social entrepreneurship. In other words: “Focusing on people – learning and growing” became the Foundation philosophy. It will always be with us in the TGW World.

This book is intended to help make Ludwig Szinicz’s dream and thus his Foundation philosophy become reality. We are grateful that Martin Krauss, Chairman of the Foundation Board and close confidant of the founder, initiated this book

and made it come to life. It seeks to provide answers to the why and what of the Foundation philosophy, in particular for the employees of our TGW World, as well as shed more light on the how. We seek to heighten awareness of where we come from, where we stand right now - and where we are going. The book provides guidance and limns out a framework that leaves plenty of leeway for your own actions. By no means should the ideas for the future as they are outlined here be seen as prescriptive: They are mere suggestions for a deeper examination of the topics. If we succeed in kindling some enthusiasm for the Foundation philosophy in you, dear reader, we will be delighted.

No one should expect light fare, though. It begins with the rather complex structure of the Foundation and terminology that must first be assimilated to comprehend the broad framework. Important developments, milestones and key documents relating to the Foundation philosophy are presented, put into context and elucidated. The fact that they cannot be shown in strictly chronological order doesn't aid comprehension and requires some concentration. Although the Foundation philosophy has advanced step by step since 2004, progress wasn't always in lockstep and certainly not always linear: Tiny steps alternated with huge strides, and there were steps sideways and backwards as well!

It's all for the good that this book doesn't try to smooth out every wrinkle. The founder's personality was not infallible, and the "Idea TGW" shouldn't be over-hyped, as much as it captivates us all. Readers can sense Martin Krauss' enthusiasm for the subject matter and his respect for the founder's vision - but they will also recognise the author's desire to assume a wide range of perspectives and critically challenge seemingly obvious things. At this point, we want

to express our gratitude to Reglindis Pfeiffer, who supported Mr. Krauss in the conception and development of this book.

No question: Martin Krauss requires unconditional attention on the part of his readers. The complexity of the Foundation philosophy will probably only become clear if you study the entire work and pay heed to the details. Stamina, tenacity and an open mind are essential for proper understanding of the complex subject matter. The book doesn't merely scratch the surface of these subjects - they are deeply explored without any claim to completeness or absolute truth. Instead of presenting diffuse partial messages, Martin Krauss puts the really important topics in the spotlight, as a call and a spur to further reflection.

The editor welcomes this approach, especially since the mixture of formats makes for varied reading. In addition to interviews with players from the TGW World, e.g. Heinz König, co-founder of the company, there are infographics on the hexagon of the Foundation philosophy and stories from the TGW World that help the reader understand the personality of the founder a little better. The book contains specific perspectives and ideas of the Chairman of the Foundation Board, Martin Krauss - but always in the spirit of Ludwig Szinicz himself. In 2016 the founder assigned a special role to Martin Krauss in the development of the Foundation philosophy - and this expedition was to be undertaken under his aegis.

We, the TGW Future Private Foundation, would like to take you along on this journey: around the TGW World and the Foundation philosophy of "Focusing on people - learning and growing" - a holistic approach to entrepreneurial action.

The editor

TGW Future Private Foundation / Foundation Board

GUIDE FOR SUCCESSFUL NAVIGATION THROUGH THE TGW WORLD

TGW Logistics

Industrial entrepreneurship and one of the two divisions of TGW Future Private Foundation; the company, established on 11 December 1969 as Transportgeräte GmbH & Co. KG Wels and operating under the name of TGW Logistics Group GmbH since 2007 (in short: TGW Logistics) is the nucleus of the TGW World with today around 20 subsidiaries worldwide.

Ludwig Szinicz and Heinz König

Founders of Transportgeräte GmbH & Co. KG Wels (TGW).

TGW Future Wings

Social entrepreneurship and one of the two divisions of TGW Future Private Foundation; one of three parts of TGW World.

TGW Future Private Foundation

100 % owner of TGW; founder of Future Wings Private Foundation and "Schule Morgen" Private Foundation; 49 % shareholder of CAP.future GmbH; one of three parts of the TGW World.

TGW World

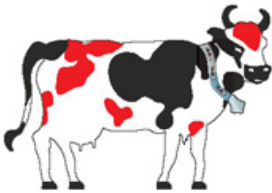
The unity of the three parts → TGW Future Private Foundation → TGW Logistics → TGW Future Wings

Idea TGW

Ludwig Szinicz' term for his human-centred and stability-ensuring future foundation model for TGW Logistics; today, in the TGW World, also the epitome of the integrated view of two types of entrepreneurship that are of equal value (industrial and social).

Founder

Ludwig Szinicz, founder of the TGW Future Private Foundation established by him in 2004.



TGW cow

Metaphor for the advantages of the owner TGW Future Private Foundation integrated into the official description of the Foundation philosophy stated in the Foundation Declaration. Stability in the question of ownership, autonomy and the desired and encouraged participation of employees in the events of the company.

Foundation Declaration

The "constitution" of every foundation, consisting of the publicly available Foundation Deed and the non-public Supplementary Foundation Deed; at TGW Future Private Foundation, the Declaration is a special key document, also with respect to the detailed description of the Foundation philosophy contained in it.

Hexagon of the Foundation philosophy

The heart of the Foundation philosophy in six dimensions: purpose orientation, conception of human beings, value system, sustainability, holistic education, exemplary entrepreneurship.

Introduction

“I am incredibly happy I can be here today. I would like to tell you about my legacy.” With these words, Ludwig Szinicz began his Christmas speech in December 2016. Everybody in the festively decorated exhibition hall in Wels sensed how important the speech was to him. The founder of the TGW Future Private Foundation usually didn't push himself to the fore. No, the legacy was supposed to be the star of the evening. Ludwig Szinicz wanted to showcase it to the employees in person. He had meticulously prepared himself for this presentation, with the dedicated help of TGW Future Private Foundation Board member Clemens Steiner. Because he'd pledged himself to the idea of learning and growing his entire life, even at the age of 78.

For the founder of a company to concern himself about its future is nothing new, really. But *how* Ludwig Szinicz answered the question at the beginning of the millennium can certainly be described as special and quite visionary. He designed a very specific foundation model for that purpose. Put simply, it was to have a dual function: to ensure the continuation of the company as well as do something substantial towards serving people and society as a whole.

When and how did it all start with Ludwig Szinicz' special “Idea TGW”? Formally, it began in 2004. Four years earlier, he and his partner, Heinz König, had transferred the leadership of TGW to three young, “homegrown” managers. Subsequently, Ludwig Szinicz acquired 50% of the shares in the company from his partner. In 2004, he donated 100% of his shares to the TGW Future Private Foundation. Thus, he assigned future responsibility to external, non-family

Foundation Board members, looking for a constellation on the owner side separate from the family in the long term. It was to outlast the coming generation and apply in perpetuity. He wanted to ensure its sustainable continuation over many generations through the self-renewal principle of the Foundation Board (cf. illustration on p. →). So, Ludwig Szinicz dared to put in motion an experiment in 2000 whose practicability and success would only become apparent in the future.

The foundation model has a deeper meaning. The mission of the Foundation prescribes that TGW be not merely “a convenient economic community” but a “purpose-oriented community of values, that facilitates human and professional growth and entrepreneurial success”. “Focusing on people – learning and growing” was the guiding principle under which Ludwig Szinicz summarised the details of his foundation model. His ideal was: At TGW, the focus would be put on human beings, unlike in any other company. The founder wanted to provide the right framework for this with his TGW World: a company that manages to be economically successful and *at the same time* respects and advances humaneness in the company. Every employee is given the opportunity of working with real purpose in an appreciative environment.

At this point, shouldn't we sit up and ask what makes Ludwig Szinicz' approach so special? Don't many other companies also claim to put human beings before all else? So, what's so special about his foundation model? Answer: the framework conditions, which have even been stipulated in writing. Ludwig Szinicz defined the basic principles of the Foundation philosophy in 10 guidelines in the Foundation Declaration, a constitution, so to speak, for the Foundation. Even the metaphor of the TGW cow, whose milk is to be distributed “fairly and wisely”, was included in it (cf. p. →)

These guidelines, plus the six dimensions of the “hexagon of the Foundation philosophy” - purpose orientation, conception of human beings, value system, sustainability, holistic education, exemplary entrepreneurship - are described in detail in this book. All this applies not only to TGW Logistics but to the non-profit activities as well. These activities were established together with external legal entities in 2007. For the founder, they were no less a matter of the heart than the company was. Today, this social entrepreneurship operates under the name of TGW Future Wings with the focus on “education & innovation” on an equal footing - but not of equal ranking - with the industrial entrepreneurship, i.e. TGW Logistics. In case of doubt, the TGW cow is always given priority because her health is the greatest good for the entire TGW World.

If you look at his foundation model and the Foundation philosophy from today’s perspective, it’s clear that Ludwig Szinicz had quite a definite idea about a “purpose-driven economy” - highly touted nowadays - at the beginning of the millennium. He was enormously intrigued by the new way of thinking about how we do business. And the holistic entrepreneurial approach, implemented through the Foundation philosophy of “Focusing on people - learning and growing”, is just such an attempt to do business in a different and novel manner: more human-centred and more sustainable!

You’ll understand Ludwig Szinicz’ intentions even better if you look at current economic theories that address the shortcomings of 100% capitalist or 100% socialist models. There’s no doubt that a healthy society needs an economic order that optimally supports human development. This means that much, much more is involved than just material aspects. Simply put: Social concerns, values of care, the environment and human development must be given

greater priority, be ascertained by appropriate indicators and lead to changes in the way we act.

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So, if you take a closer look at Ludwig Szinicz' interpretation of entrepreneurship, you need to pay attention not only to the sober facts of his Foundation philosophy; his considerations regarding a new way of doing business are quite fundamental. "Nothing is more practical than a good theory": These wise words from well-known social psychologist Kurt Lewin encourage the concrete application of theoretical building blocks familiar from academic and professional discourse to the TGW World. This is why we deal in one of the final chapters with the holistic view of its impact on society.

This book presents the TGW World in all its various features. Rough edges are not left out, and neither are statements that might irritate or lead to arguments - or, as Ludwig Szinicz preferred to say, "encourage debate". Because what could be more valuable and provide more crucial stimuli for a constructive and productive dialogue than the critical examination of the Foundation philosophy?

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This book that is addressed to the TGW World in particular is also a reference system, so to speak. It can counteract uncertainty about what the Foundation philosophy means today and provide clarity.

Anecdotes, stories, theoretical models, history, the present day and future, things that are immutable and things that are transient, facts, classifications and interpretations, documentation and reference work, getting closer to the founder, understanding the foundation model: All this awaits the reader on this journey through the past, present and

future of the TGW World. Some readers might stumble over or be irritated by the three digressions into practice-oriented scholarly theories, but this opportunity to immerse yourself in these topics was provided on purpose; besides, the graphic underscoring allows you to simply skip over them.

All the different building blocks in the book are related to the subject of the Foundation philosophy. But don't worry: You can also pick and choose only the individual aspects that are of special interest to you. There are key documents and speeches by Ludwig Szinicz that speak for themselves. But here, too, it is helpful to put them in a more comprehensive context by means of classification, explanation or even elaboration.

Everything is in flux when it comes to the implementation of the Foundation philosophy - "learning and growing", that's for sure. This is why this book can only provide a snapshot. The subjects outlined go beyond the here and now and peer into the future. The texts seek to invite the reader to think about how the guidelines or the six dimensions of the hexagon can be implemented, for instance. Giving orientation and inspiration while providing multiple perspectives and possibilities. All the things that *can* be subsumed are shown under "Focusing on people - learning and growing" - without excluding new ideas.

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Keep the founder's great dream in mind while reading; it will help. Before we begin with [Chapter I](#), which is dedicated to the showcasing of the TGW World and provides insights aplenty into its roots, we want to quote Ludwig Szinicz' Christmas speech on 16 December 2016 (see the full text of the speech in [APPENDIX](#) p. → et seq.).

An audience of over 1,500 experienced his very personal summary of what's at stake. So much wit and positive energy filled the hall! Nobody imagined it would be his last big speech. What we especially remember today is the emotional conclusion:



Christmas speech / Video Ludwig Szinicz (2016)

I told you that I set down my legacy in 2004 and that there will be no changes to it.

I would like to make one small but - for me - important additional request: When I am peering down on TGW in 10 or 20 years' time, I would like to see that my idea for the future of TGW has been implemented.

That would make me incredibly happy.

CHAPTER I

**Presentation of the TGW World,
insights into its origins and the
dream
of its founder, Ludwig Szinicz**

1. The basis: presentation of the foundation model and its protagonists

1.1 Overview of the TGW World

What does “TGW World” mean? Who belongs to that world? How is everything linked together? The structure is complex. If you want to understand the following chapters and contextualise the contents, you ought to address in greater depth the foundation model, the role of the various organisational units and the most significant historical milestones.



Ludwig Szinicz (1939–2017)
Founder of TGW



Heinz König* (born 1939)
Founder of TGW

***on the right in photo*

Although the basic features of the TGW World emerged and took shape only in 2004 and 2007 – i.e. with the establishment of the TGW Future Private Foundation and the

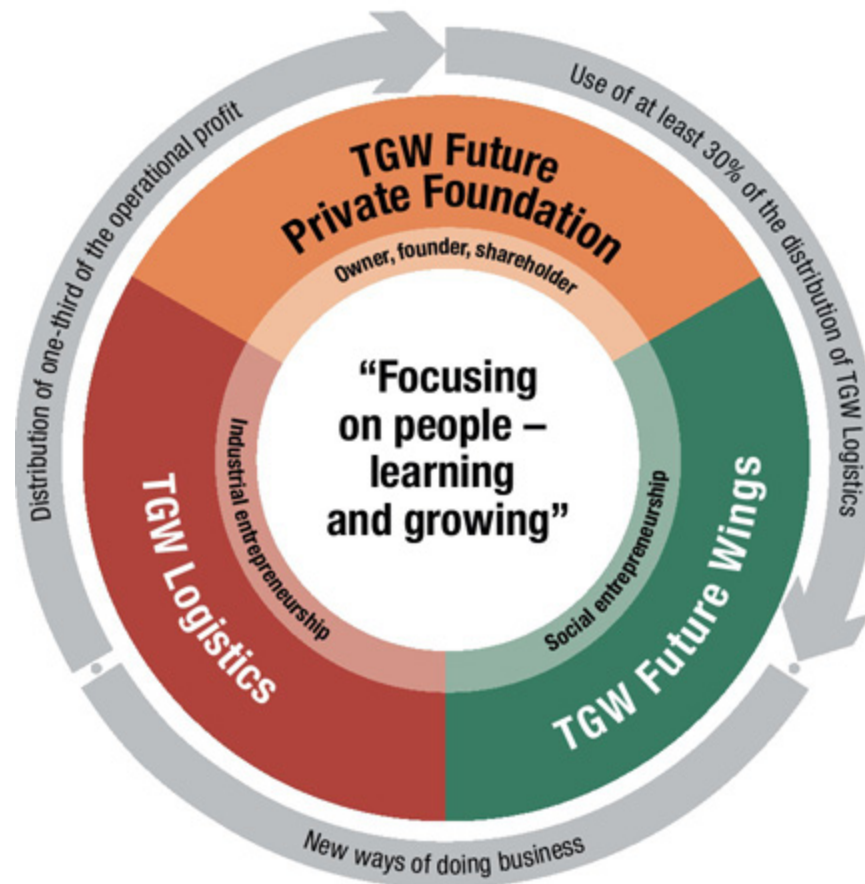
start of non-profit activities – it needs to be said: Without Ludwig Szinicz and Heinz König, the two founders of TGW, there would be no TGW World. The two dyed-in-the-wool entrepreneurs and close friends founded **T**ransport**g**eräte & Co KG GmbH **W**els and developed the company from a metalworking shop into an intralogistics company over the first 30 years. If you speak with friends and companions of both, the two seem to have been a congenial team: You have the calm, brilliant tech enthusiast and strategist Ludwig Szinicz. Then you have the exuberant, ingenious Gyro Gearloose, namely Heinz König.

We will later elaborate on how fundamentally vital trust is for the conception of human beings within the foundation model and the essential roles played by diversity and the holistic principle in our exemplary entrepreneurship. We will certainly think of the two founders in this context. Ludwig Szinicz and Heinz König are the best examples of how very different personalities perfectly augment each other. They demonstrated to us all how to collaborate and jointly create something that one person alone could never do.

The TGW World has three parts: industrial entrepreneurship (TGW Logistics), social entrepreneurship (TGW Future Wings) and the TGW Future Private Foundation.

TGW WORLD

An impact network of three complementary parts



It was Ludwig Szinicz' goal to ensure that the interdependencies between the two Foundation divisions and their targeted interaction with the TGW Future Private Foundation help to unlock the potential of the entire organisation. Not only the diversity *within* the Foundation divisions should be beneficial - the interaction *between* them should also strengthen collaboration.

His approach to holistic entrepreneurial activities in the TGW World was to be much more than the sum of its subdivisions - 1 + 1 + 1 are more than 3.

THE TWO DIVISIONS OF THE FOUNDATION AT A GLANCE

Foundation company TGW Logistics

▸ industrial entrepreneurship

Portfolio: Intralogistics solutions, Next-Generation Fulfillment Center

Sectors: Fashion & Apparel (e.g. Urban Outfitters, Puma, Zalando), Grocery (e.g. Picnic, Ocado, Coop Group), Industrial & Consumer goods (e.g. Amazon, Conrad, Hoffmann Group)

Foundation: 1969 by Ludwig Szinicz and Heinz König

Owner (since 2004):

TGW Future Private Foundation (100%)

Employees: 4,000 (as at 31 March 2022)

Revenue: > EUR 800 million (2021 fiscal year, 1 July 2020–30 June 2021)

Non-profit projects of TGW Future Wings

▸ social entrepreneurship

Thematic focus: Education & innovation with respect to the holistic and technology-based evolution of young people

Projects: (status: March 2022): Sueniños, CAP, B.E.L., Monkey Motion, GRAND GARAGE, CODERS.BAY, Learning Circle, SOS-Herzkiste, Future Wings Challenge, NOVA ZONE

Promoters: Future Wings Private Foundation, "Schule Morgen" Private Foundation, CAP.future GmbH (also cooperation partners)

Employees: 120 (as at 31 March 2022)

Allocations: EUR 24 million (since the launch in 2007)

Where do we stand today? We're still at the beginning, although many wonderful things have been implemented to realise the idea over the last few years. The potential is enormous, though. The conditions for tapping it more and more are perfect.

The hexagon of the Foundation philosophy (cf. p. → et seq.) helps to better understand the legacy of Ludwig Szinicz and to cluster it in six dimensions: purpose orientation, conception of human beings, value system, sustainability, holistic education, exemplary entrepreneurship. These concepts accompany the entire TGW world continuously, virtually daily, and become more and more its very heart.

LEADERS IN THE TGW WORLD

Foundation Board of the TGW Future Private Foundation



Martin Krauss Chairman	Dr. Ernst Chalupsky Deputy Chairman	Johannes Feldmayer Member	Christian Lutz Member	Dr. Clemens Steiner Member
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Supervisory Board of TGW Logistics Foundation Board



Martin Krauss Chairman	Dr. Ernst Chalupsky Deputy Chairman	Johannes Feldmayer Member	Christian Lutz Member	Dr. Clemens Steiner Member
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Employee representatives at TGW Logistics



Klaus Bachmair	Saša Gortva	Wilhelm Kloiber
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Management teams of the Foundation divisions TGW Logistics



Dr. Harald Schröpf CEO	Jörg Scheithauer CFO	Christoph Wolkerstorfer CSO
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TGW Future Wings*



Christian Szinicz Chairman of the Board of Future Wings Private Foundation / "Schule Morgen" Private Foundation	Dr. Maximilian Gumpoldsberger Deputy Chairman of the Board of Future Wings Private Foundation / "Schule Morgen" Private Foundation	Dr. Harald Schröpf Member of the Board of Future Wings Private Foundation / "Schule Morgen" Private Foundation	Ruth Arrich Chairman Managing Director / shareholder of CAP.future GmbH (25.5 %)	Werner Arrich Managing Director / shareholder of CAP.future GmbH (25.5 %)
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TGW FUTURE
PRIVATSTIFTUNG

represented by:
Martin Krauss
Shareholder of
CAP.future GmbH
(49 %)

*for the evolution of the term of social entrepreneurship, see page 42 et seq.