
3 QUESTIONS

TO HERBERT HOJNICK ON THE MANAGEMENT OF RELOCATION

Herbert, relocating sites is currently a big topic in the Swiss economy. In your opinion what is behind this and what does one have to bear in mind?

Herbert Hojnack: The decision on a location or the relocation of production is usually taken due to economic or strategic reasons. A concept for relocation doesn't normally exist at this time. However, it is the very first steps and decisions that are critical factors when it comes to success. Without accepting that relocation is also an opportunity, the project is bound to fail. As an independent partner we have certain advantages here.

How does such a relocation concept look?

HH: At the beginning, it is all about recognizing the internal situation, showing opportunities and perspectives and getting the project team on board. If you want to be successful globally, you have to know the local conditions and understand the cultures. This is considered completely normal in Sales but how about Supply Chain Management? Are, for example, documents such as sketches and specifications sufficient are they clear and described according to standards? The next thing is training the team – at the existing location and at the new one. Not only are techniques

trained however. Such an intensive training phase serves to transmit a corporate culture. It's all about the spirit and synergies.

How can these synergies be used? HH:

The new location benefits from new technologies and manufacturing processes as well as the modernization of production processes. The best example for this is Lean Manufacturing. Work instructions and process descriptions are adapted to the new location for this. The Schnitzer Group is also involved in the further development, realization and process optimization here. ☺



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