



HIGHER, FASTER AND FURTHER: GLOBAL PROJECT MANAGEMENT

In contrast to Nature, technical products, especially those in the automobile industry, experience an explosive growth in species. Even though the basics of a new product or a derivative of it often come from a system that already exists, nevertheless every end product is characterised by a specific structure and composition – and this is what makes each product an individual project. This is because the automobile has to satisfy the individual requirements of the driver and, at the same time, suit the personality of the owner. This is how large model palettes are created which give customers such immense range of choice. For manufacturers this means additional processes in development and product, which often have to run side by side.

Due to this, the complexity of tasks increases in day-to-day work. In addition there is also the challenge of products no longer being just national ones but ones that are supplied and manufactured internationally. The variables of manufacturing have also changed. Whether

300,000 limousines or 40,000 convertibles are produced is irrelevant to the project management before serial production. The final number of units does not play a significant role. And whereas product launches took place at different times years ago, today worldwide market

entry more or less takes place at the same time. This means that the production and the supply chain have to be initiated at the same time.

Developing an automobile with approx. 6,000 single parts in three production locations around the globe becomes a logistic and organisational feat. The Schnitzer Group has been taking on this challenge for the last 20 years. Due to the global alignment of the company, well-organised, international teams and efficient methods are created to deal with interdisciplinary projects. The experts at Schnitzer do not only speak the language of the country, but in particular, they speak the technical language and know the processes of the industry involved. "We see ourselves as an efficient task force which can depict all the functions within a complex technical project," explains Peter Schnitzer. In this way, the customer profits from the knowledge and experience of all the experts at the Schnitzer Group. And this guarantees processes being more efficient and resulting in a better end product.





Dear Readers,

TECHNOLOGY MANAGEMENT WORLDWIDE

Efficient project management is essential for the success of a product or a whole company. We stand for **Systemic Projectmanagement**, which is always directly orientated to the requirements of our customers. Our specialists are well trained with immense experience; this is why they can provide consulting so efficiently and effectively as well as plan, control and supervise processes. We complement project management with change management and personnel development as projects usually have an impact on the organisation, processes and tasks of single employees. Therefore an essential element of our work with a customer is communication with all those involved with the project inside and outside of the company.

We do this to define interfaces and determine areas of responsibility. The divisions: Project Management, Technical Procurement, Quality Management, Technical Simulation, Development Management, Process Management and Consulting complement each other with skills in every stage of a project. This gives our customers the certainty that their projects are running optimally. And there is something else that our team at the Schnitzer Group bring alongside skills and experience – and that is pleasure in what they do. This makes our team rather unique on the market and has also made it an attractive partner over the last 20 years.

Best regards

Your Peter Schnitzer

Realising technical projects up to series maturity is a demanding task on a national and also European level. The Schnitzer Group, however, has been taking on this challenge for over 20 years. As soon as one leaves European borders and is confronted with intercontinental plans, more than a wealth of experience is needed. Project managers, who act in a global environment, need additional capabilities: Diplomatic skills, cultural knowledge and a high degree of social competence – all these facets are imparted to prospective international managers in internal Schnitzer training courses before they begin their projects abroad.



This expertise has been underlined by the Schnitzer Group during a current project in China. A European company plans to build three new factories there – each with the same standards as those in production areas in Europe. At first glance the project looks like a simple “copy & paste” job, however, on closer inspection the task has Sisyphean hurdles. It is imperative that the project managers involved constantly keep track of everything. Many stipulations, such as costs, specific vendor parts and raw materials, which are all well-established with partners and suppliers on a national level have to be redefined and realized in the region. This particularly applies to the selection of Chinese partners when it comes to the planning and realization of manufacturing sites and right up to the choice of local suppliers. The most essential requirement in all con-

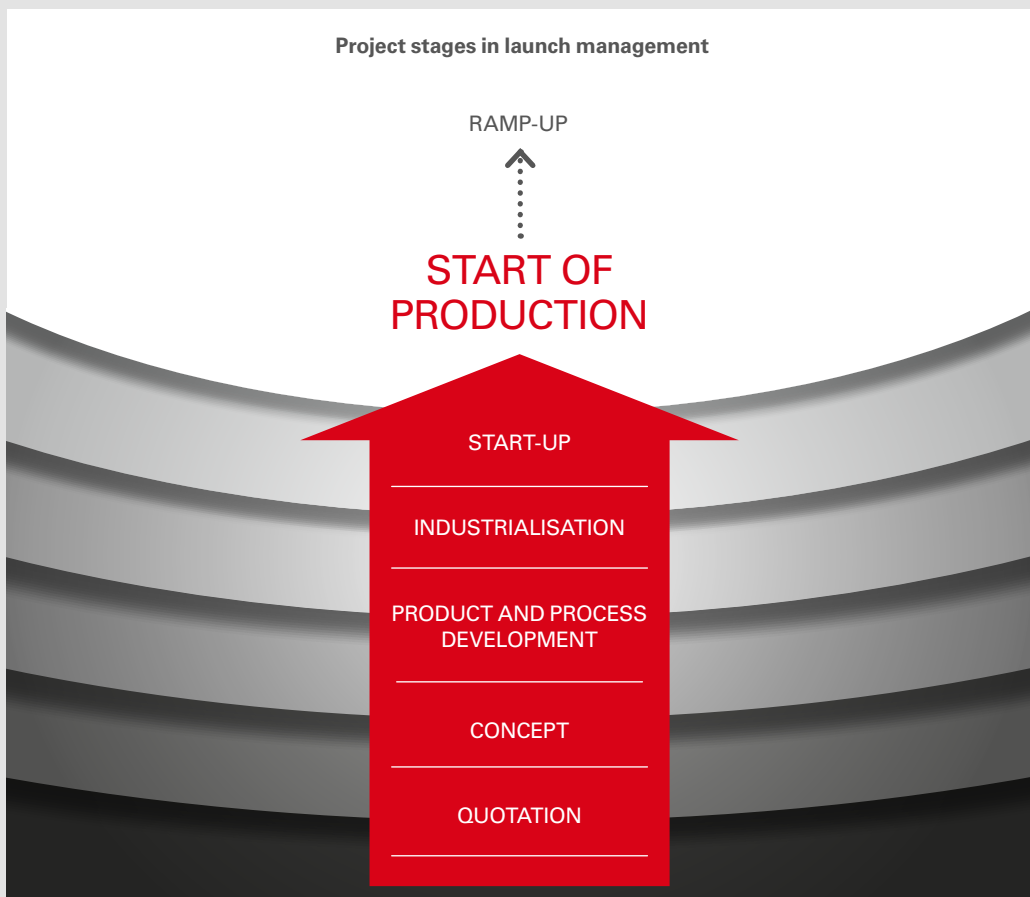
siderations and planning is to adhere to the date of serial production and ensuring the exact same quality of production. Schnitzer rises to this challenge by implementing an intercultural and experienced team. Our experts tackled the task in two steps: Firstly they analysed the status quo in production in Europe. Knowledge gained from this analysis served as a basis to determine the stipulations necessary for securing the same product quality in the new production plants. Results and requirements are noted, prioritized and documented in many languages. In a second step, the Schnitzer team developed a new supply chain right up to the production plant for the locations planned. The team did not only employ technical skills here but also organisational ones so that the customer could find ideal conditions in their new subsidiaries.

New suppliers, who never played a role until now, are needed for alternative drive concepts. Processes that have been established and practiced over many years are now no longer relevant. And what makes this even more difficult is the fact that the development times for innovation have become not only shorter but also more international with market launches happening at practically the same time around the world. The length of time that products actually stay on the market has also become shorter. Whereas the lifecycle for a car was four to five years in the past, it is now usually around two. In order to account for this increased speed, more resources have to be made available and coordinated in a shorter time. In other words: Classic project management and classic development work is no longer possible – both have to be fundamentally redefined.

The Schnitzer Group has specialised in precisely the processes involved in projects of such scope and complexity and guarantees the speedy flow and exchange of information. Our experts can make a valuable contribution in speeding up processes especially when it comes to new technologies and production methods or even design-relevant and technically demanding technical components. "We define the essential requirements of the product therefore ensuring an optimal running of project processes," explains Mike Blum, head of the Project Management division at the Schnitzer Group. "By implementing flexible coordination, using technical expertise and ensuring the fast flow of information, we can guarantee the successful running of a project." And at the end of the day everyone benefits from this – in particular, the customer and the product.

PROJECT MANAGEMENT RELOADED

New products mean new challenges. Manufacturing processes are becoming increasingly complex and the classic pearl chain of suppliers is coming undone in many branches of industry.



FLOURISHING WITH NEW CHALLENGES: MIKE BLUM



Mike Blum is the head of the Project Management division at Schnitzer. He joined the team in summer 2012 after working for several years with a tier 1 and a short stop at an OEM. The 36-year old has insider knowledge of process optimisation, especially when it comes to injection moulding-, joining-, adhesive- and measurement technology as well as of the validation of interior components. His experience in pre-series development benefits his customers and their projects on a daily basis. Blum also demonstrates competence on the

commercial side as he has substantial experience in cost negotiations with customers and suppliers.

Mike Blum was born and raised at the Kaiserstuhl, near Freiburg, and now works at the Schnitzer office in Kornwestheim. The change from one federal state to another was never a problem for the mechanical technician. This is partly due to the great colleagues, of course, but also to the Langes Feld in Kornwestheim, where Blum enjoys inline-skating in good weather.

WE INTERVIEWED...

... **Wolfgang Strotmann,**
head of the Quality Management
division at the Schnitzer Group



Mr Strotmann, you have just completed a relocation project for a large automobile manufacturer. Was this business as usual for a project manager?

No one problem is the same as another. But this is where our strength lies as we are always clearly and directly oriented to the needs of our customers. In this case, the project started with a delay of six months. However, we still managed to relocate a complete injection moulding factory, consisting of 140 tools, appliances and machinery plant, by the desired date. We therefore saved our customer costs as well as downtime.

That sounds like a lot of work in a very short amount of time. Can you let us know the secret to your success – how can you work successfully despite adverse circumstances?

It is all about communication. The shift of manufacturing of an OEM to five tier 2 suppliers in Germany and Italy was characterised by intensive communication between all those involved. Coordinating all the actors in the process and ensuring the flow of information was one of the main tasks. In this way, formal and informal disturbances can be detected early and eliminated effectively.

Schnitzer certainly benefits from the fact that we have a great deal of know-how and experience at our fingertips. We can therefore quickly attune ourselves to the requirements of our customers. In this case, the well-harmonised Schnitzer team for "Relocation Management", consisting of Markus Prokop, Nico Haag, Micha Gropp and myself, once again proved itself.

In your opinion, what are the key issues in relocation management?

A further insight gained in this project was that the selection of suppliers is a key issue. The team working on the relocation should be aware of the background and motives for the choice of suppliers. This allows the scope of the customer support to be managed specifically in advance. Another important element is the con-

tinual dialogue with the customer. This ensures that erroneous developments can be identified early on meaning that the time spent correcting these is minimised. And this guarantees our most important parameter: a satisfied customer.



Wolfgang Strotmann manages large-scale projects in the automobile industry.



SCHNITZER GROUP

**Schnitzer
Anlauf- und Projekt-
management GmbH**
Paradiesstrasse 4
88239 Wangen im Allgäu
Germany
Phone +49 7522 7079 69-0
Fax +49 7522 7079 69-18

**Schnitzer
International Swiss GmbH**
c/o OBT AG
Hardturmstrasse 120
8005 Zürich, Switzerland
Phone +41 43 818-2536
Fax +41 43 818-2537

**Schnitzer
Consulting Shanghai Co. Ltd.**
c/o German Centre for Industry
and Trade Shanghai
88 Keyuan Road
Tower 2 Office 626
Zhangjiang High-Tech Park
Pudong
201203 Shanghai, China
Phone +86 21 2898-6184
Fax +86 21 2898-6252

info@schnitzer-group.com
www.schnitzer-group.com

FIT FOR THE FUTURE

Practice-based training has great significance in all areas of the Schnitzer Group. In order to remain up-to-speed on the latest developments in tools and the injection moulding process, ten members of the team took part in a specially tailor-made seminar at the Krauss-Maffei technology centre in Munich. A Schnitzer expert participated in two further seminars on injection moulding technology at the plastic institutes in Lüdenscheid and Villingen-Schwenningen. In total six members of the team successfully completed a TÜV Saarland Quality Management course and received a certificate following a final exam. As internal auditors according to the automobile standard ISO/TS 16949, they are now officially authorised to carry out supplier and quality audits for our customers. As the further education courses are practice-based, the new skills and knowledge the participants bring home is extensive. And at the end of the day, this is what our customers benefit from.