

ROOM FOR GROWTH IN WEISSENBURG



Since 2008 the Schnitzer Group has a subsidiary in the Franconian town of Weissenburg which currently has a staff of five.

But this certainly isn't how things are expected to stay: in order to create the space required, the team led by branch manager Klaus Rössler moved into a prestigious office complex on the outskirts of Weissenburg, conveniently situated directly on federal highway 2, on February 1, 2016. A total area of 95 square meters, featuring the Schnitzer Group's new lounge concept design, is now available. ©

AN ORDER AND A BUDGET FOR EVERYTHING

Projects need everyone on board to be able to take swift action. This is particularly important when a project that started out as a regional venture turns into an international initiative. "If, for example, the Schnitzer Group in Germany is awarded a project management order, then we can implement any budget extension measures internally as part of a straightforward process, offering the services on a one-stop basis across the globe, too," explains Christian Locher, project manager at the Schnitzer Group. This spares customers a separate order and budget approval process and means that they can access services in all of the countries that the Schnitzer Group covers at all times. The approach ensures the success of the project and prevents delays. ©



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SCHNITZER GROUP SUPPORTS UP-AND-COMING YOUNG DESIGNERS

At the Formula Student Germany, an international design competition focusing on the formula racing car of tomorrow, students from across the globe come together at the Hockenheimring motor racing circuit every year to show off their talents in front of specialists from industry and business. Christian Meier, an employee of the Schnitzer Group, provides the Mainfranken Racing Team from the Würzburg-Schweinfurt University of Applied Sciences with extensive advice on the static disciplines of the competition, such as the cost analysis, engineering design or the business plan. Whenever he needs to, Meier, who holds a Bachelor of Engineering, can call upon the expertise of the entire Schnitzer Group – ensuring that the company's collective intelligence is also put to the best possible use in its sponsoring endeavors as well. ©



EIGHT DAYS IN CHINA

In February of this year, the Association of German Tool and Mold Makers (VDWF) organized an eight-day fact-finding trip to China. The Schnitzer Group Shanghai made a key contribution to planning, organizing and supporting the tour of the Middle Kingdom.

17 participants, eight days, Beijing, Shanghai, Shenzhen, Thaizhou, Hangzhou, Hong Kong: this year's VDWF trip gave the Association's members the opportunity to gain an all-encompassing overview of the Chinese tool industry and more. In keeping with this

aim, the program was an action-packed one as well. The representatives from Germany not only had the chance to attend company tours and presentations and talk to local tool-makers; an appointment with the China Die and Mould Industry Association (CDMIA)

also allowed them to establish deeper ties with the Far East. In order to ensure that everything ran smoothly, the Association called upon the expertise of Axel Oroszi, CEO of Schnitzer Consulting Shanghai. "The planning of the trip started back in mid-2015, when the VDWF approached the Schnitzer Group," recalls Axel Oroszi. "In order to put together a trip that offers the desired content, contact and opportunities for specialist dialogue, a local network is indispensable – and this is exactly what we were able to offer."

Axel Oroszi used this very network to schedule appointments with companies and officials, to select the travel route, transportation and accommodation. "The aim of the trip was to familiarize the Association's members with the performance of local tool-makers, allowing them to make new contacts and deepen existing ties," says China expert Oroszi, who was delighted to report that: "The feedback from the participants is that the trip was a successful one."

The Association's next trip will take it to the US; the Schnitzer Group Shanghai and local employees of the Schnitzer Group USA will once again be on hand to support the VDWF with the planning and organization of the trip. 





Dear Readers,

Everyone is talking about China these days – about the country’s rapid technological development, rising quality standards and general economic development. The Schnitzer Group has also had a presence in China since as long ago as 2007. February brought major changes at the helm of our Shanghai office: After six years in China, five of which were spent as site manager, Stefan Mangold handed his position over to Robert Fäller and will be returning to Kornwestheim to join the German team, bringing his knowledge of Asia along with him – a win-win situation for all involved. In this latest issue, find out more about the project business in China and also about how the Schnitzer Group implements what are known as “work packages”: When working on these defined-scope projects with a specific objective, we put interdisciplinary teams to work as opposed to relying on a generalist solution, which is the most common approach.

Yours,

Peter Schnitzer



Just in time for Chinese New Year 2016, Stefan Mangold (left) handed the reins over to his colleague Robert Fäller, the new site manager in Shanghai. The old and new site managers have been working closely over the past few months, ensuring a smooth transition.

AN INTERESTING PEEK INTO THE CHINESE TOOL INDUSTRY

A trip with the VDWF to various production facilities and dialogue with officials from the Chinese die and mold industry confirmed what everyone suspected: Buying good-quality tools in China at a low price is something that is becoming more and more of a challenge every year.

The large number of companies makes it difficult to maintain an overview and identify real market leaders in an industry that is also very agile. “In the past, the low cost factor was the main source of appeal,” is how Peter Schnitzer sums up the procurement behavior of western manufacturing companies. “Over the past five years, however, the playing field has been leveling out – quality does have its price in China, too.” Nowadays, China’s main allure tends to be the virtually unlimited capacities. This means that even very large projects can be realized within a short space of time.

But realizing projects with Chinese partners is not only a challenge from a linguistic point of view. It is also crucial to ensure that information on the actual content of the

project is conveyed correctly. “Ensuring that the organization of a project is tailored to reflect the local conditions in terms of communication, documentation and also social aspects makes up a large part of project management,” says Peter Schnitzer. Doing business with Chinese companies is not just a matter of signing contracts. Rather, it is about understanding what is essentially a joint project – namely producing high-quality tools for a defined application – in itself. Employees on both the customer’s side and the contractor’s side have to be clear about the advantages of the deal. “Our job is often about networking the two companies to make the coordination process much more straightforward,” is the experience of the Schnitzer Group’s managing director. ☺

STRONG LOCATIONS

China is now one of the world’s most important markets for technology companies. The Schnitzer Group has had a presence in China since as long ago as 2007: Its locations in Shanghai and Shenyang (since 2014) form a hub for the entire Asian market.

From left to right: Fay Oyung, Robert Fäller, Yazhi Yang, Stefan Mangold, Julia Qu, Axel Oroszi, Vicky Yang. Not photographed: Andreas Kohler & Han Lei. ☺



THE WHOLE IS GREATER THAN THE SUM OF ITS PARTS

It's a very familiar situation: A customer approaches the Schnitzer Group with a specific challenge. The objective is clearly defined, but the way to achieve it isn't. These self-contained tasks – also known as “work packages” – form the basis for all of the measures that follow. The Schnitzer Group makes the necessary resources available for these work packages in order to ensure that the objective can be achieved quickly and smoothly – always in close cooperation and with regular reports for the customer. This sort of commissioning allows customers to create additional capacities for other projects.

“We have noticed that the number of work package orders is constantly on the rise,” says Reinhold Scheiffele, project manager at the Schnitzer Group. “This ultimately confirms our strategy of implementing projects using interdisciplinary teams instead of the one-man solution that is common practice in the industry.” This is because the main thing that makes the implementation of a work package different is that the job in hand is no longer the responsibility of an all-rounder – after all, an increasingly complex product world requires specialists for a whole variety of areas, which is exactly what we have here at the Schnitzer Group. There are no limits to the diversity of these jobs: Automotive manufactures and tier 1 suppliers, but also

customers from other industries approach the specialists for systemic project management and commission the coordination of an entire start-up support process, the series production of modular systems or support for a defined number of suppliers –

Group to coordinate the development of a modular system that is compatible with all series with its internal development team. As well as managing communication between the teams, the Schnitzer Group employees are also responsible for the



to name only a few examples. This is where the globally active Schnitzer Group can put its strengths to good use: the teams are networked globally and can call upon the collective intelligence of the entire Schnitzer Group. One customer, for example, commissioned the Schnitzer

transfer of best practice solutions to other series and for actively supporting the customer's project managers with the implementation process. Lessons learned workshops are used to look back on the results and implement them on a cross-divisional basis. ©

THE “GLOBAL” SCHNITZER EMPLOYEE

Europe, Asia, North America and Australia: There are only a handful of continents and countries that Marius Schindler has not traveled to before. After growing up in the idyllic cross-border triangle around Lake Constance, the industrial engineering graduate has always been fascinated by foreign cultures and countries. After a work & travel year in Australia, Schindler joined the headquarters of the Schnitzer Group in Wangen, working as an intern, a temporary student employee and then as a bachelor's student before joining Schnitzer Consulting Shanghai for three years. In Shanghai, the motorbike enthusiast impressed German and Chinese clients alike with his specialist knowledge of plastic injection molding tools and processes while working on international localization and procurement projects. Now based in the German branch in Kornwestheim, Marius Schindler is now continuing his international experience by working on the establishment and expansion of the Schnitzer Group USA. As well as spending time on his motorbike, his leisure pursuits include snowboarding, fitness and improving his Chinese language skills. ©

