



AN EXTERNAL VIEW PROVIDES GREATER TRANSPARENCY

The development period for technical products, that is, from the design sketch to series production, has nearly halved over the past ten years. At the same time, however, these products, their manufacturing and the materials they are made with, have become more complex. This is a trend which often leads to differences between those involved in production projects.

The challenge in today's product development projects is simply to develop technically advanced products in high quality at low costs and get them to market maturity in the shortest time possible.

This trend puts enormous pressure on the specialist divisions involved in the project. Specific departmental interests, which every department naturally pursues, come to the fore. The common goal of the

project and the balance necessary between economic profitability, technical functionality and the qualitative demands, are often lost in the process. These conflicts of interests almost unavoidably lead to a dilemma. To get out of this corner, there is usually a higher deployment of resources than calculated at the beginning of the project.



As a technical service provider focusing on *Systemic Projectmanagement*, the Schnitzer Group combines project management with detailed technical knowledge and also considers projects as social systems. The teams are specially trained in this area with technical and social expertise. This enables them to recognize, in each stage of the technical developmental project, whether the project is healthy or in which areas action is required. The specialists focus on the project goal that has been defined. In order to achieve this, the Schnitzer team acts with diplomatic and technical ease, free of departmental thinking. The result is a balanced and positive atmosphere for the project – the basis for successful project work. 



Dear Readers,

Shortly before the end of a project a catastrophic mistake came to light. The consequences can hardly be predicted and endanger the series production. The cause of this is potentially down to suboptimum coordination of the requirement of the customer, who wants to purchase cheaply, not to mention the possible weak spots of the services provided by the supplier. If a project ends up in such trouble, panic ensues, blame is apportioned – neither of which helps the situation. The only thing that could help here is an external perspective, from those not involved as well as the use of neutral methods. And intervention by an expert, who deals with the situation neutrally.

Just let us know if this sounds familiar and you need our help here.

Your

Peter Schnitzer

OBJECTIVITY GUARANTEES SERIES PRODUCTION

The time pressure was huge: the supplier was about to develop four essential components for four different types of cars and to prepare them for serial production. The last tests were being conducted for customer approval and then it happened! The components were unable to carry out their functions and the project seemed to have collapsed. All this a mere few weeks before the start of production!



How could this happen when theoretically everything was fine with the project management? There were actually numerous changes by the customer during the development stage and although they were realized, they were carried out hectically and not documented systematically. The following discussions between the supplier teams and their subcontractors didn't help as the critical situation was too advanced. The task facing the four members of the Schnitzer team was an obvious one: They had to quickly get the project running again so that series production could begin. "The first thing we did was to closely question all those involved so that we had a uniform level of information", explains Peter Schnitzer. "We used our

Systemic Projectmanagement method for this process which is independent of existing systems employed by manufacturers, component suppliers and their subcontractors." This "neutral" basis allowed the Schnitzer team to determine the current status of each component and also define who has to deliver what at which time. This showed clearly the project could be salvaged. Above all, the supplier could transparently show the customer where the weak points were and how they could remedy them together. Whilst the pressure was continually eased in this urgent project, the supplier was in a position to subsequently update his own documentation. And he rapidly received leeway to deal with three other urgent projects in the pipeline. ☺



4TH SCHNITZER BUSINESS BREAKFAST "ADDITIVE MANUFACTURING AND 3-D PRINTING"

13th November 2015, 8.30 – 11.00 am

How do additive manufacturing and 3-D printing change the product development process? That's the subject of our 4th Business Breakfast hosted in our subsidiary in Kornwestheim. There will be a discussion following this with a speaker and talks by the Schnitzer team. We look forward to your registering with Ingrid Bartsch (ingrid.bartsch@schnitzer-group.com). See you then! ☺

A RECIPE FOR SUCCESS IN CHINA?

Andreas Kohler will be strengthening the team at the Schnitzer Group in Shanghai as from November 2015. Preparations for his time abroad could not have been better: His bachelor thesis dealt with concepts on the strategic market positioning of automobile companies in China. Factors such as cultural understanding, a sustainable network, bonus systems to motivate staff as well as comprehensive training in tools and methods play a pivotal role, as his studies show. In order to develop a sustainable network, the industrial engineer, Andreas Kohler, surveyed companies in Germany and China and thereby discovered relevant processes. 



ECKEHARD HOCHHOLZER ALWAYS FINDS A WAY

On a mountain bike through rough terrain? Not an issue for Eckehard Hochholzer. Orienteering with the scouts? He always finds the right path. So it's only natural that he works in a results-driven way in his daily project work. The trained model builder and certified plastics engineer in thermoplastics and elastomers has been working for the Schnitzer International Swiss GmbH in Zurich since 2013. With his additional training as an auditor for aerospace according to DIN EN 9100, projects in Hamburg for a renowned Airbus supplier could be realized successfully.

Currently, Eckehard Hochholzer is supervising a project for a Swiss concern, which is relocating a production line to Bulgaria. He brings to this task 15 years of experience working in the automotive industry where he managed relocation projects from Germany to Poland and from England back to Germany. And on a personal level, his wife and three children keep him on the right path! 

TURNAROUND TIMES OPTIMIZED FOR CFK COMPONENTS

As a material, carbon-fiber reinforced plastic (CFK) has become very trendy with automobile manufacturers. This also applies to the interiors in cars, for example, with trims. These special CFK parts are galvanically coated for design reasons. This coating is undertaken several times and has to undergo long processes. Numerous factors that could impact the success of the process are subject to high levels of quality. In a particular case, there was a lack of standard processes and binding

production planning, which meant the output planned couldn't be achieved and the battle lines between OEM, Tier 1 and Tier 2 were drawn. The Schnitzer Group therefore began with a mediation between those involved and the building of factual communication. The setting up of a standard process supported the fact that turnaround times were shortened from three months to two weeks. In this newly installed process, production planning and project management went hand in hand. 



Sascha Plate (left), Schnitzer Group, in talks.

NO HOLES AT ALL: SYSTEMIC PROJECTMANAGEMENT IN SWITZERLAND



(f.l.t.r.) Herbert Hojnack, Ulrike Schnitzer and Eckehard Hochholzer.

The Schnitzer International Swiss GmbH has made a name for itself since its founding in 2008. It is considered to be a competent partner in technical project management for concerns and SMEs in Switzerland. The individually selected teams and their Managing Director, Herbert Hojnack, and the expert Eckehard Hochholzer, rely on the established approach of *Systemic Projectmanagement*. From Zurich, the Schnitzer International Swiss GmbH offers the complete portfolio of Schnitzer Group services to companies from the automotive and aerospace industry, the machine and plant construction field in the areas of plastics, molding and forming technology and production and process technology. "Even though we are known for our short distances, direct contact at any time on site is still the best thing", explains Herbert Hojnack talking about the benefits of the office location in Switzerland. ☺

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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