

IN TIME

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PREVENTIVE RECOGNITION AND MINIMIZATION OF PROJECT RISKS

Conventional risk analysis before and during a project tends to involve only “hard”, measurable parameters, such as resources, deadlines, qualitative and technical aspects. The Schnitzer Group’s experience has shown that this sort of project evaluation only covers some of the project risks. Like an iceberg lurking below the surface of the water, the social components of a project play a much bigger role. In order to identify all of the potential challenges associated with a project, the Schnitzer Group has developed the “Systemic Projectmanagement” system. This system minimizes conventional risk factors and optimizes social aspects within the project team and those relating to the supply chain.

The human factor increasingly plays a key role, particularly in cases involving complex technical development projects with a multicultural supply chain. Even the most stringent contractual framework cannot cover aspects such as the motivation and sensitivities of the individuals involved in the project. The Schnitzer Group’s “Systemic Projectmanagement” system involves consulting the management team, the project team and those working in the supply chain to set realistic project objectives to achieve the required milestones. The jointly developed and accepted “common ground” forms the basis for successful collaboration.

The product development process and the people involved in shaping a project constantly targets new challenges that pose a risk to targets being achieved. Rigid hierarchies and processes stand in the way of flexible and interdisciplinary project teams comprising collaborators who trust each other, find a common basis for communication and create a good working atmosphere. Problems in these areas tend to come to the fore when unexpected difficulties arise calling for swift adjustments to be made to the course of the project.

This is why “Systemic Projectmanagement” not only looks at the visible factors in a project but also never loses sight of the social

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Dear Readers,

It is usually impossible to trace project successes and failures back to one specific parameter. As with an iceberg, 90 percent of the parameters responsible are "lurking below the surface of the water". One key thing to bear in mind is that the other 10 percent of the project that we can, in fact, control gives us a false sense of security. "Systemic Projectmanagement" makes the crucial part of the project visible, i.e. that which is hidden below the surface. Our current issue also gives you an insight into our central location in Wangen. We also look a little further afield to China, where we still have a lot of work to do: two German employees have joined the Schnitzer Group team in Shanghai, where they can keep a close eye on the Asian market.

Yours

Peter Schnitzer

CHINA CALLS!

Things are really happening at the Schnitzer Group in Shanghai. Andreas Kohler moved out to Shanghai at the beginning of the year to help the Schnitzer Group forge ahead with its activities on the Asian market as a whole. The industrial engineering graduate became fascinated with the country and its culture back in his student days, when he completed an internship semester in Shanghai as part of his degree course at the Baden-Wuerttemberg Cooperative State University (DHBW). Andreas Kohler is now a fully-fledged project engineer and has not only been able to attain further project experience with OEMs and their suppliers in China, but also to familiarize himself with working methods and companies across the Asian continent.

Marc Preissler is looking into the potential that the region offers and what this means for the medium and long-term activities of the Schnitzer Group in China as part of his



Marc Preissler (left) and Andreas Kohler

bachelor thesis. Marc is studying international industrial engineering at Esslingen University of Applied Sciences and is currently taking part in a double degree program at Tongji University in Shanghai that will lead to a Bachelor of Engineering. The Schnitzer Group offers Marc the opportunity to complete his dissertation in Shanghai and also put his theoretical and intercultural knowledge into practice directly as part of his internship. ☺

KNOWLEDGE TRANSFER AT WORKSHOPS AND TRAINING SESSIONS

All of the projects supported by the Schnitzer Group also involve familiarizing employees with new technology, standards and methods as well as providing them with targeted training and networking opportunities. The range of topics on offer is as varied as the pro-

jects themselves. Training courses are available on technical topics in addition to workshops aimed at knowledge transfer or team development. Experienced trainers and practitioners from the Schnitzer Group team are available for all further training formats. ☺



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components, i.e. the part of the iceberg below the surface of the water. During the course of the project, the Schnitzer Group concentrates on the issues that could pose a risk to the "common ground" that was identified at the outset of the project. This means that the project team is provided with support with time-consuming tasks outside of the standard process and

that potential for conflict that could pose a risk to the overall mood is neutralized. The earlier this happens, the smoother and the more straightforward the collaboration between all collaborators can be, and the more transparent and calculable the project becomes. Nowadays, technical development projects are very complex and are under immense time pressure; conventional

corporate structures based on standardized processes soon reach their limits in this respect. "Systemic Projectmanagement" offers a framework for providing flexible, technically sound and empathic support to the project team as and when required. This not only makes a project more effective, it also makes project collaboration more fun for all those involved! ☺

WCE: BEARING THE HUMAN FACTOR IN MIND!

OEMs and suppliers are accelerating their development processes using the Toyota Development System (TDS) and Lean Product Development (LPD). Schnitzer Group has already managed a large number of projects within this context. World Class Engineering (WCE) holds the prospect of making further process-related improvements. This means that a manufacturer is able to prevail, in the product development process, over all other manufacturers within a selected market. Raising system integration and module development also mean, however, that product scopes are becoming increasingly complex not only with regard to their function, but also due to the networking of different production technologies. Consequently, the development teams of today and tomorrow are faced with the challenge of keeping their own technologies as standardized as possible and as flexible as necessary at the same time. Perfect interplay between the individual teams is crucial to the success of WCE. Teams have to be seen as social systems pursuing the same goal, coordinated by empathic managers. The Schnitzer Group is aware of the demands that WCE places on employees and knows how to handle them. This makes it a valuable partner for technical aspects, organization, networking and team-building. ©



PREMIERE: ACTION!



“This is Mr. Schmidt” - this is how the new Schnitzer Group film begins, before providing a clear and succinct description of the challenges that can arise in project business and how these can be resolved using “Systemic Projectmanagement!”



The explanatory film can be accessed in German and English using the QR code or at www.schnitzer-group.com. ©

CHRISTIAN LOCHER – A MAN FOR THOSE TRICKY SITUATIONS!

Taskforce projects at the Schnitzer Group or a fire alarm: Christian Locher is always there when you need him most. The trained industrial mechanic joined the Schnitzer Group in 2007 when he was studying towards his undergraduate degree in mechanical engineering (University of Applied Sciences). The keen mountain biker spent 12 months with the Schnitzer Group in Shanghai, not only to learn about a different culture but also to broaden his horizons and find out more about new methods of working outside of Europe. The varied work and good working atmosphere, with a pronounced culture of trust, motivated Christian Locher to return to the headquarters in Wangen after spending two years working for another company. The expert for “Systemic Projectmanagement” relishes the prospect of projects that call for fast decision-making, in particular. Christian Locher’s activity as a fireman also requires him to do the right thing instinctively: just like in the numerous projects he is involved in, this is another area in which he faces unforeseeable challenges and manages to nevertheless keep a cool head. ©





Our colleagues Leo Palma and Michael Maier were out of the office working on customer projects on the day of the photo shoot.

HIGHTECH IN A HISTORICAL SETTING

The Schnitzer Group has had its headquarters in Wangen, in Germany's Allgäu region, since 1998. The town of 27,000 inhabitants boasts a flourishing economy and offers a high recreational value. Managing director Peter Schnitzer describes himself as a "Wangen aborigine". After studying in Nürtingen and setting the company up in Bietigheim-Bissingen, near Stuttgart, he moved back to his place of birth, to the place where the Schnitzer family has been living for 500 years now. The wish to combine tradition and modernity is also reflected in the Schnitzer Group premises on Paradiesstrasse: the two buildings located on Paradiesstrasse 4 and 5 are listed buildings that have undergone extensive renovation and boast a modern design. In theory, the 17-strong team could even shout the latest news across the street. Thomas Schuol, a senior executive with signing authority (Prokurist) who has been with Schnitzer since 2003, manages the Wangen site. With close links to the Schnitzer Group in Kornwestheim and Weissenburg, and in China and Switzerland, the Allgäu site is home to the data center, marketing and HR departments. ☎

Commitment to the Formula Student extended

In the 2016/2017 racing season, the Schnitzer Group will once again be lending its support to the Mainfranken Racing Team from the University of Schweinfurt in the Formula Student Combustion racing series. The motivation, enthusiasm and technical skills of the young student team really won the company over last season, which is why the racing team will continue to benefit from the services offered by the "Systemic Projectmanagement" specialists in the future, too. ☎



SCHNITZER GROUP

Schnitzer Group GmbH & Co. KG

Paradiesstrasse 4
88239 Wangen im Allgäu
Germany
Phone +49 7522 7079 69-0

Schnitzer

International Swiss GmbH

c/o OBT AG
Hardturmstrasse 120
8005 Zurich, Switzerland
Phone + 41 43 818-2536

Schnitzer

Consulting Shanghai Co. Ltd

c/o German Centre, Pudong
88 Keyuan Road,
Room 626 – Tower 2
Zhangjiang High-Tech Park
201203 Shanghai, China
Phone + 86 21 2898-6184

Schnitzer Group USA, Inc.

4341 Triple Crown Dr. SW
Concord, NC 28027 (Charlotte)

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