

# IN TIME

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## "RED LIGHTS" IMPEDE CONTRACTS

**Technical projects are always unpredictable to a certain degree. In every project, you will run into issues that simply could not have been prevented – not even with impeccable planning and risk minimization. Contracting out to suppliers tends to make the project even more susceptible to mishaps. In fact, quite a few projects already have a "red light" status at that point.**

Take the Berlin Brandenburg airport for example. It's riddled with a laughable number of issues, including problems with control technology, short escalators, a faulty design for the smoke extraction system, a baggage claim area that ended up too small and even a timing plan that has already been through countless overhauls. How could this have happened?


When you look closely, you notice that these kinds of projects often involve minor planning errors that simply accumulate due to time constraints, transfer of duties or

unexpected developments. It is mainly the process of devolving duties out to suppliers and sub-suppliers that is frequently overlooked as a major factor affecting the future course of the project. "The reality is that a large number of technical projects have a 'red light' status after the contracting stage," says Peter Schnitzer, Managing Director of the Schnitzer Group.

Why is the nomination process such a critical point in the project workflow? "At this point in time, there usually isn't enough information available yet for implementing

a successful project workflow. People are often wrong in estimating the impact of their decisions, for example, if tools for Europe are being sourced from Asia," explains Peter Kienzle, another Managing Director of the Schnitzer Group.

The project team selects the partners they believe are the best and ventures into the unknown. Then it suddenly occurs that one supplier is having quality issues and will not be able to provide increased delivery quantities or deal with pending technology modifications. In many cases, not all members of the project team itself have been completely designated yet. And just like that, the project is already on thin ice. In extreme cases, the plug may be pulled on the project prematurely. "Particularly with lighthouse projects in the automotive or electromobility industries, that's crucial," Kienzle continues. "And if it does happen, then ideally the project team ought to know the Schnitzer Group," he adds with a laugh.

In fact, consulting experienced project management experts for companies does more than just pay off – it actually adds value. "We recognize potential fundamental flaws in a project early on and fix them. The customer often ends up saving quite a bit of money thanks to our involvement in the project," says Thomas Schuol, Location Manager Wangen. Peter Schnitzer agrees, adding, "Our 60 'Systemic Projectmanagers' draw upon their technical expertise, 25 years of experience with real-world projects on a global scale as well as their extensive hands-on experience in supplier quality to guide your project towards success." 





Dear Reader,

We present you with another issue of InTime packed with important topics for your everyday projects. This time, we will be taking a closer look at starting a project. Starting a new project involves the tricky process of estimating costs for tooling and component development. Supplier nomination is another factor that is often underestimated in terms of its importance for how the rest of the project goes. The foundation of this is selecting the right suppliers. If mistakes are made here or something unexpected comes up, and if the supplier and project team lack the flexibility required to react to it, the entire project is in trouble. The result is often confusion, a time crunch or even a financial loss. But there is a way to prevent this! The Global Connectors are our answer to the challenges that are on the rise around the globe. This group works tirelessly to improve internal networking and the communication of expert knowledge. In the end, all of our customers benefit from this. We can help you implement your project successfully also. That's a promise!

Sincerely,

Peter Schnitzer



## SUPPLIER DEVELOPMENT IN ELECTROMOBILITY: SCHNITZER GROUP OFFERS TRAINING FOR SUPPLIERS IN CHINA

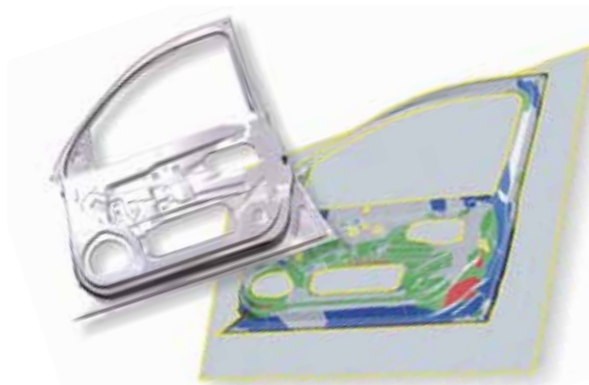
**"The future of electromobility will be decided in China!" (Quote: digital pioneers, 2018-07-15)**

China already has more than 60 local brands for electric vehicles. However, they are not always produced by traditional automakers. The suppliers often come from industries without any automotive background. Despite this, the cars must be built in compliance with automotive standards. This situation increases the need for sustainable supplier development and the need to communicate the requirements to production. This calls for process knowledge and technological expertise relating to all phases of the production process as well as the necessary qualification, approval and sampling processes used in the automotive industry. The Schnitzer Group and its affiliated national subsidiaries have this knowledge thanks to their 25 years of experience. And we do more than just make this knowledge available – we pass it on to our project partners. This approach



recently allowed the Schnitzer Group to implement processes and methods in alignment with VDA for ensuring European standards at a Tier-1 automotive supplier in China. Another compact workshop was held at the Shanghai location and featured a training session for potential suppliers based on VDA Volume 6.3 "Process Auditing". The Schnitzer Group employee in charge of this, Fay Oyung, has many years of auditing experience in the automotive industry. She recently renewed her process certification in accordance with VDA Volume 6.3 (2016 Edition).

## PRECISE COST ANALYSES AS A COMPETITIVE ADVANTAGE



With the kind approval of AutoForm

How is it possible to accurately estimate tooling or component costs as early as the planning and nomination phase? What methods are worth considering from a technological standpoint? What parameters are included in the analyses? And what effect do they have on implementation, quality, function and the level of innovation? Answering these questions is a way for purchasers and cost analysts to lay out a path for the project before it begins. Doing so creates a clear advantage. For this reason, the Schnitzer Group

uses AutoForm R7 Cost Estimator for its customers. The software makes it possible to use CAD component geometry to derive tool or component costs. Drawing upon AutoForm R7 data, not to mention a tremendous amount of expert knowledge, the "Systemic Projectmanagers" at the Schnitzer Group support OEMs and suppliers in their analyses. These analyses

focus on aspects such as production feasibility, cost-optimization and target supplier selection. Investing early on in project management from the Schnitzer Group, including the application of AutoForm R7, always pays dividends. "Our independent analyses for the respective tools will occasionally identify significant areas of potential savings. The competitive advantage provided by such analyses is clear to see," says Dipl.-Ing. (University of Applied Sciences) Stefan Mangold of the Schnitzer Group.

# IF YOU HAVE TO RELOCATE, MAKE SURE YOU DO IT RIGHT!

Imagine that you are in the middle of a turnkey project and imagine this project is of paramount importance to your company. At the same time, the production must be moved to the location of one of your suppliers for profitability reasons. The move is required as the result of restructuring in an effort to merge production processes together that have a similar scope. The problem is that moving everything to another location – including all the processes – causes problems and questions to abound that could quickly turn out to be project killers. Is it feasible to relocate an entire production line? Who is going to train the new employees? Does the new plant have sufficient capacity? What effects will this change have on your entire supply chain? How smoothly is quality management operating at the new location? And above

all: Are you going to get approval for validation and relocation in the first place? The “Systemic Projectmanagers” of the Schnitzer Group are experienced experts in relocation. On average, the Schnitzer Group is involved in between 8 and 10 relocation projects per year around the world, including Europe. For example, between 2016 and 2018, four Schnitzer Group employees oversaw Tier-1 location moves in Germany. “It takes international relocation expertise, a knack for diplomacy, extensive competence, an in-depth knowledge of the equipment, hands-on methodical and technological expertise as well as the support and skills of the entire team around them in order to securely relocate all processes. It’s not something anyone can just do off the cuff,” says Christian Locher, Mechanical Engineer at the Schnitzer Group.



“The customer has spoken and said that the fact that the Schnitzer Group changed the persons in charge of the team multiple times never had any tangible negative effects. Doing this requires hand-overs to be carried out and hands-on experience to be passed on,” says Locher. If you have a complicated relocation on the horizon as well, you can turn to the project and technology leaders at the Schnitzer Group! ☎

## GLOBAL CONNECTORS: "SOCIAL CATALYSTS" FOR HANDS-ON EXPERIENCE



The need to adapt quickly to changing market situations calls for a new concept in the area of knowledge management. The Schnitzer Group's ability to utilize its swarm intelligence for customer projects whenever the need arises requires strong social connections and constant communication between the international location teams as well as the internal network of “Global Connectors”. We had a chat with Christian Locher, Marius Schindler and Stefan Graf, who were speaking on behalf of the group.

**InTime Editorial Staff:** How long have the Global Connectors been around? And what do you do as a Global Connector, exactly?

**Global Connectors:** Global Connectors have existed since May of 2017. We work as a type of catalyst to promote more active global networking within Schnitzer Group as a whole. We help employees to break the ice, get them in contact with each other and ensure that our project experience is shared with others. We also encourage regular communication about project capacities, the success status of our acquisitions or personnel-related topics.

**InTime Editorial Staff:** What qualifies someone to be a Global Connector at the Schnitzer Group?

**Global Connectors:** Global Connectors are team members who have the intention of maintaining internal cohesion and communication. Most of us already have an extensive number of close connections to other employees at various locations, simply because we've been with the company for so long and have had so many experiences.

**InTime Editorial Staff:** Why are the Global Connectors important to the Schnitzer Group?

**Global Connectors:** Our Systemic Project Management approach absolutely requires

everything to click on an interpersonal level. Smooth interpersonal communication makes it possible for the Schnitzer Group to get the most out of its swarm intelligence. It also optimizes the way in which expertise, technical developments and innovations are shared and helps to flatten the usually strict hierarchical structures within projects. As contact people, we encourage employees to establish internal networks with each other quickly, which makes us one giant family – from the very first day we start working together.

**InTime Editorial Staff:** Do customers of the Schnitzer Group also benefit from the activities of the Global Connectors?

**Global Connectors:** They sure do! We help to make sure that information about customer projects reaches our teams around the globe and that global synergies can be used more efficiently by everyone.

**InTime Editorial Staff:** What are you hoping for as a Global Connector? Do you have any further developments in mind that are related to technology or content?

**Global Connectors:** A global project database would be ideal. It would stay up to date and map tasks, networks, problems, solutions and employee capacities around the world and archive this information later. You would simply provide a key word and the database would give you a contact and preferably even dial the contact's number.

**InTime Editorial Staff:** Thanks for having this chat! ☎



# MANGOLD, OUR VERSATILE TOOL SPECIALIST FOR GLOBAL TOOLING CONTRACTS

Stefan Mangold, Dipl.-Ing (University of Applied Sciences), is a tool mechanic through and through. He works with punching and forming tools. He is the Schnitzer Group's resident specialist for tooling method planning, manufacturing and tool cost analysis, tool scheduling management and buy-off. For five years, Mangold directed Schnitzer

Consulting Shanghai Co. Ltd. and was in charge of global tooling management for numerous Schnitzer Group projects in Asia and Europe. These days, he stays put at the location in Kornwestheim, Germany and serves as our go-to guy for sheet metal forming. "Our customers benefit directly from the fact that we have Stefan Mangold on our

side. He's a versatile specialist in the area of special tools and cost analysis for a variety of tooling methods. He's able to provide clear recommendations relating to best practice concepts and global tooling contracts," says Peter Kienzle, Managing Director of the Schnitzer Group. ☺

## LONGTIME EMPLOYEES ENJOY "WORKING WITH FRIENDS" AT THE SCHNITZER GROUP



Flat hierarchies, respectful communication and a corporate culture that practices trust – these are the basic pillars of the multi-cultural style of collaboration found within this global company. The company, based in Wangen, Germany, provides technical services in the mobility industry and combines technology and management. Quite a few of its employees have recently celebrated important anniversaries. Ulrike Schnitzer from HR awarded certificates and prizes to Thomas Schuol (Location Manager Wangen, 15 Years), Ingrid Bartsch (Wangen, 10 Years), Gernot Tutsch (Weißenburg, 10 Years), Eckehard Hochholzer (Switzerland, 5 Years), Andreas Helfenberger (Weißenburg, 5 Years) and Martin Schlitt (Kornwestheim, 5 Years). ☺



### 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 for Industry and Trade Shanghai  
88 Keyuan Road, Office 613, Tower 1  
Zhangjiang High-Tech Park, Pudong  
201203 Shanghai, China  
Phone +86 21 2898-6184

Schnitzer Group USA, Inc.  
121 West Trade Street, Suite 2900  
Charlotte, NC 28202, USA

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

## OFFICE OF THE FUTURE – MORE INNOVATION BRINGS LIFE BACK INTO HISTORIC SPACES

The existing office space at the original Wangen building from the year 1635 has been further renovated. The goal of the renovation was to create a smart office featuring multi-functional spaces that meet individual requirements and support streamlined communication. This is why the design included special conference rooms, open relaxation spaces with sofas, armchairs and beanbag chairs, while at the same time providing isolated areas that you can retreat to if you need to concentrate on your work and phone conferences. There's even an eat-in kitchen. The new office perfectly matches the corporate culture and the spirit of the Schnitzer Group. "Everything is a little different and just slightly out of the ordinary, which just fits so well with the 'Working with friends' idea," says Ulrike Schnitzer. ☺

