



TECHNICAL DATA

Electric motor
Power rating:
30 kW (41 hp)
Torque: 120 Nm
Lithium ion battery
with 16.5 kWh capacity
Rear-wheel drive
0-60 km/h in 6.5 s
Top speed: 120 km/h
Range: 135 km

SCHNITZER AND ELECTRO-MOBILITY – WHO’S DRIVING WHO?

The move towards electromobility brings with it huge changes in the entire value added chain of the automotive industry. Manufacturers that have so far specialised in producing combustion engines are now having to rethink. The same applies to suppliers as electric-powered vehicles are built in a fundamentally different way to combustion engine-based cars. Schnitzer now wants to acquire its own experience with electromobility and has, therefore, procured an E-Smart. Over

the next 24 months, each employee should drive the test car for at least two weeks to consider the following questions: How does a pure e-vehicle perform? What are its driving characteristics like? How do other road users react to an E-Smart? Is the car suitable for everyday use? They will document everything that they experience on their journeys between Wangen, Kornwestheim, Weissenburg and Zurich in a standardised report and in a blog on the Schnitzer Web site. ☺

INTERIOR DESIGN ON THE AGENDA AT THE 2ND BUSINESS BREAKFAST

Start the day with pretzels, coffee and concise expert information – this is the concept behind the business breakfast, which Schnitzer is staging for the second time on 25 October. In her keynote speech “interiors in motion – emotional interiors,” Prof. Andrea Lipp, Dean of Studies in the Transportation Interior Design faculty at Reutlingen University, examines how technological developments present designers with completely new opportunities and which social trends must be considered when designing interiors. This will be followed by a discussion and get-together. ☺

The business breakfast takes place at the Schnitzer office in Bahnhofstrasse 82 in Kornwestheim. To request more information and register for this event, please send an e-mail to: ulrike.schnitzer@schnitzer-group.com. www.schnitzer-group.com/downloads



Antonia Gayer, Sebastian Goraczkowski, Dominique Quinger
Transportation Interior Design Students at Reutlingen University

SPORTY: SCHNITZER FAMILY DAY IN STUTTGART

The Family Day has a long-standing tradition at the Schnitzer Group. This time, it brought employees, their partners and children from the various locations together at the Porsche Museum in Stuttgart-Zuffenhausen. The sports cars, both classic and new, gave the employees a welcome opportunity to demonstrate exactly which car components they have worked on. In the afternoon, it was time to get sporty as tennis, boccia and football talents were (re-)discovered at the tennis facilities provided by TC Kornwestheim. The active part of the day concluded with a mini football tournament. ☺



SCHNITZER GROUP

Schnitzer Anlauf- und Projektmanagement 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 Zurich, 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

Editorial team and design: Sympra GmbH (GPRA)

IN TIME

SCHNITZER GROUP NEWSLETTER | ISSUE 02.2013



Systemic
Projectmanagement



WHEN TOOLS NEED TO GET FROM A TO B Schnitzer provides relocation management support

Relocating a production site does not mean that you can simply dismantle plants and machinery here and reassemble them there. The underlying processes are usually too complex and the documentation too incomplete – and the employees too uninformed.

There are many reasons for moving all or part of a production site to another location. For example, suppliers have to produce goods close to their (new) customers, which means relocating machinery and tools. Or a company reallocates the tasks performed by different factories for strategic purposes, which also involves moving parts of the production process. Costs

can also prompt a relocation. Wages and salaries as well as other production costs are considerably lower in certain eastern European and Asian countries than they are in Germany. The logistics involved in transporting raw materials, semi-finished parts and end products are of little significance. But to ensure that relocating a production site generates a (rapid) return

on investment, it must be well prepared. Tools cannot readily be used in a different location with the same peripheral equipment and the same configurations. “A tool has its own history,” explains Peter Schnitzer. “Over the course of time, it undergoes lots of adjustments and is corrected or optimised, but not everything is always documented.” Since a great deal is stored in the employees’ heads, it is important to capture this knowledge and document it in such a way that it can be taken to the new location together with the tool. “To achieve this, we have to acquire a profound understanding of the subject matter and establish a relationship of trust right through to the individual worker,” says Schnitzer. This is a real challenge as not all employees are willing to pass their knowledge on to their colleagues, who are known to be working on more favourable terms. “We need empathy, a communication strategy, diplomatic skills, and often we also have to act as a mediator,” explains Thomas Schuol, head of Schnitzer’s Wangen office. A relocation always involves processes being reviewed and, where possible, optimised. This is where the Schnitzer experts can make full use of their ability to take an impartial view and apply their experience from previous similar projects.

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Dear Readers,

Factories are real estate and not originally intended to be moved. For various reasons, however, it sometimes becomes necessary to relocate production facilities. Newly industrialised countries and low-cost countries in particular are high on the list of preferred new sites. Machines can be quickly dismantled, transported and reassembled in a different location. But a plant is much more than just a collection of tools and equipment. A relocation can only be carried out successfully when all processes have been reviewed and optimised and the machine operators have been well trained and familiarised before manufacturing lines or entire new production plants are set up. Over the past years, we have overseen many such projects. As an external partner, therefore, we know just how important it is to critically scrutinise and improve processes, involve employees at the old and new locations, and – if necessary – act as a mediator. In this edition, you can read all about Schnitzer relocation management. ☺

Wishing you all the best,



Preassembly Area for Drives Generator Circuit Breaker at the New ABB Plant in Sevlievo, Bulgaria

BRINGING THE ABB SPIRIT TO BULGARIA

“The biggest challenge in a relocation project is not only setting up the machinery and tools at the new location, but also recreating the team spirit.”

Herbert Hojnick, CEO of Schnitzer International Swiss GmbH

Herbert Hojnick knows what he is talking about as he has just concluded a project in which he succeeded in achieving just that. On behalf of ABB in Oerlikon, Switzerland, the Schnitzer expert relocated five preassembly component groups to a plant in Sevlievo, Bulgaria. As project manager, Hojnick was responsible for working with the ABB team to set up the assembly lines on site and to define and implement the processes and workflows for the supply chain, incoming materials inspection, assembly and quality inspection. Part of the relocation involved reviewing

the internal processes. Are the construction documents and drawings of an acceptable quality? Have the requirements for suppliers been correctly defined? Can sampling and approval processes be optimised for individual parts? Because ABB locations in Switzerland and Germany were involved in constructing the new plant in Sevlievo, Hojnick also had to standardise the processes and forms for the various plants. “As a neutral partner, I was able to use my expertise to introduce certain standards”, he reports. The new employees came to Switzerland for several weeks of training and instruction. Although this required considerable financial outlay, it had the significant advantage that they could also get to know the ABB working practices and corporate culture. Hojnick explains: “My aim was to set up an assembly line in Sevlievo that would fulfil the modern requirements of the Swiss recipient of the ‘Best Factory in Europe 2010’ award.” ☺

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Then it comes to light, for example, that drawings are not up to date, mandatory inspections have never been carried out or are not even possible because the relevant measuring equipment is not available. In such cases, new processes need to be defined and documented before tools, machines, production lines or even entire factories can be relocated. A relocation must also be carried out within a predefined time frame during series production. To bridge this period, the company must produce and correctly store goods ahead of schedule. If it is unable to observe the schedule, this generally means that the OEM’s production lines come to a standstill. Schnitzer’s services, therefore, include not only planning and preparation, but also project management on site. “For example, when we set up an entire new plant abroad, our responsibilities naturally also involve ensuring staff are suitably qualified as well as finding and – if necessary – developing the right suppliers”, reports Peter Schnitzer. “We need to get everyone familiar with the technology and procedures and, most important of all, the corporate culture.” The successful relocation projects supervised by Schnitzer in the past are a clear indication that this team has exactly what it takes to get everyone on board. For the customer, this preparatory phase is crucial to the success of a company relocation as mistakes can compromise the projected cost benefits. ☺

NEW DATES: SUPPLIER AUDITOR IN ACCORDANCE WITH DIN/EN 9100:2009 (AVIATION)

The aviation industry is outsourcing more and more tasks and responsibilities to tier-1 suppliers, who now face new requirements in terms of their quality management. Participants at a four-day training event on supplier auditing in accordance with DIN/EN 9100:2009 (aviation) at Schnitzer in Wangen and Kornwestheim will find out what is important to ensure that the supply chain functions flawlessly. The training itself lasts three days and concludes with the awarding of a TÜV certificate as a supplier auditor. An additional day comprising lessons learned and various practical tips is provided free of charge by Schnitzer. The next training days will take place on 4–7 November 2013 and 20–23 January 2014. Private seminars are also possible on request. ☺

LÁ VAMOS NÓS! SCHNITZER START-UP IN PORTUGAL

The Schnitzer Group has another location in Europe. The newly established Schnitzer Portugal LDA commenced its business activities on 1 August 2013 in Marinha Grande at the Portuguese toolmaker’s centre 130 kilometres north of Lisbon. The subsidiary will be managed by the long-standing Schnitzer employee, Gernot Haas, whose areas of responsibility include **Systemic Project management**, supplier development, process acceptance and technical tool management. As the locations are closely networked, he is also able to offer the Schnitzer Group’s entire portfolio of services. ☺



KARL DOBELMANN – ALLGÄU-BORN WITH A PENCHANT FOR CARS

Karl Dobelmann has two roots. The first – the geographical one – is the Allgäu region. He was born in Leutkirch, where he also studied and worked. And this is where he has worked since spring 2009, at Schnitzer in Wangen. Dobelmann maintains close ties with the region in his spare time, hiking and biking its many trails, and keeps its carnival traditions alive as a flag-waver in the drum group “Allgäu Drumheads Vogt”. The second root – the professional one – is the automotive industry. Dobelmann is a trained car and lorry mechanic and worked in quality management at BOS, Atera and Angell-Deffel, where his most recent position was Deputy Quality Manager for aluminium overlays. At Schnitzer, he manages projects such as aluminium trim start-up management, interior colour matching, tool relocation and the complaints process. He is an ISO TS 16949 auditor and is currently being trained in Six Sigma Green Belt. ☺

