



## COLLECTIVE INTELLIGENCE

### Systemic Projectmanagement at the Schnitzer Group

At the Schnitzer Group we live by the old adage: "You can do everything but you don't have to." This means anything or any model is possible: From a single specialist who complements resources up to a whole team handling complete projects. Our staff can always rely on a great deal of collective know-how. Collective intelligence is in demand.

The Schnitzer Group supports or undertakes project management in all phases of a project – from design sketches to the start of serial production. Independent of the scope of work, it is imperative to determine the status quo at the beginning and plan the project on this basis with all those involved. Risks in not reaching milestones are assessed and preventive

measures defined. "With many projects we can immediately see that the milestones cannot be reached or only reached with substantial risks or specialized measures, even in theory", explains Thomas Schuol, Schnitzer Project Manager and Head of the Schnitzer branch in Wangen. "When out of the ordinary measures are required, the art of persuasion is needed –

with customers, their suppliers and at all levels of hierarchy."

#### **Communication is crucial**

Communication therefore becomes a crucial factor for success in project management. It is only when all those involved in the project, including management, have the goals of the project, the status of the project and the next steps of the project clearly in front of them at all times, can resources be planned optimally. Intensive discussions and also the use of software-based tools for project management and reporting can be of help. Thomas Schuol tells us: "We can either undertake a project completely or fall back on the specialized knowledge of our experts. It really depends on the needs of the customer. The Schnitzer Group has a broad portfolio of expertise from technician to project manager. And if required, the complete project can also be undertaken by an interdisciplinary team." These teams are in a position to organize themselves and utilize the knowledge of the whole Schnitzer Group, worldwide. Managing Director, Peter Schnitzer, explains: "We rely on the principle of collective intelligence: The Group knows more than the individual.



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Dear Readers,

The term Collective Intelligence is a modern one and we come across it in many fields with varying meanings – in computer science, sociology and on the Internet. However, at the Schnitzer Group, we principally use this term when describing our strategy of project management. A group, that is a collective, always knows more than a single expert. This is why the Schnitzer Group has always relied on the principle of “team work” when required. The benefit for the customer is clear: They only have to define the scope and goals. We take care of the rest. You can find out how this works in this edition of the newsletter.

Your

Peter Schnitzer

### 3. BUSINESS BREAKFAST: 14TH NOVEMBER 2014 CHARACTERISED BY LIGHTWEIGHT CONSTRUCTION

*The next Schnitzer Business Breakfast is on its starting blocks and will be held on Friday 14th November 2014 in Kornwestheim. Joachim Völkner, Head of Production at Nanotec-Industries in Neu-Ulm, focuses on lightweight construction, fibre-oriented construction, joinings from composite construction, and cost-benefit analysis of fibre composites in his talk. Participants are welcome to network and chat in the get-together following the talk. ☺*

## POTENTIAL IN THE HOME OF SALAMANDER SHOES



Kornwestheim, the modern town with over 30,000 inhabitants, approx. 15 km north of Stuttgart, is always associated with the shoe emporium “Salamander.” The Schnitzer Group team headed by Managing Director, Peter Kienzle, a Kornwestheimer in body and soul, has been in the former Salamander building since 2010. The office space encompasses approx. 200sqm on the light-flooded 5th floor, which used to be the directors’ own and includes a panorama view of the whole town. There are also two large conference rooms in which the team meets, trains customers or holds internal training sessions. This location in Kornwestheim also mirrors the development

of the Schnitzer Group as the number of employees is also growing: There are presently twelve colleagues onsite and more to come. As the Schnitzer Group places particular emphasis on delivering all known services from one source, all those employed in Kornwestheim have different areas of expertise. These range from specialists in Quality Management, Industrial- and Mechanical Engineering to Technicians and Project Assistants. “Motorway connections, proximity to Stuttgart Airport and accessibility by train make this location an ideal place from which to work with well-known car manufacturers and suppliers in the area”, sums up Peter Kienzle. ☺

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So when our whole team completely supports a customer project, we offer a hub of experience and expertise. At the same time, the customer can rest assured that the whole team works together excellently. The customers that we have worked for using this model are enthusiastic!” One of these is an automobile manufacturer for whom Schnitzer managed the start of production for a new series. The assignment included assuring the reliable availability of compo-

nents for the single milestones with consideration of costs, quality, punctuality as well as the early detection of time-critical structural elements, the identification of disturbance variables and risk potential as well as the definition of suitable measures. The manufacturer gave the Schnitzer Group the complete responsibility for the supervision of approx. 900 components at the construction site: from the buttons to the sidewalls. The team visited over 200

Tier-1 suppliers, their sub suppliers and toolmakers in twelve countries, and examined their ability to supply. When it came to specific problems, they brought in the expertise of colleagues at various Schnitzer locations. The Schnitzer project team also took on the responsibility of heading meetings and regular project updates with the customer and suppliers with the desired result: Production started punctually – Mission successful. ☺

# SCHNITZER GOES AMERICA



Charlotte is the largest and most populated town in the US state of North Carolina and will soon be the new location of the Schnitzer Group USA. The founding of the subsidiary on the other side of the Atlantic should be completed by December 2014. In fact, the choice of location is a logical one as the first project activities for the Group have already started here and are to be expanded and intensified with the team onsite. "We expect an additional thrust for the Schnitzer Group with this new incorporation and will also be bridging the service gap in the USA," says Managing Director, Peter Schnitzer. ☺

## IZB: PLATFORM FOR GLOBAL PLAYER: C.F. GOMMA

2014 was a significant year for C.F. Gomma Italy. The restructuring program "World Class Manufacturing – WCM" had a positive effect on the development of the whole Group. With the start of the new series for key customers, important milestones were achieved in Europe and Brazil. In Brazil the company expanded considerably and set a further global foot-

print in Lagoa Santa. The IZB offered a platform to present the branch as a global player. "We strategically developed and realised C.F. Gomma's appearance at the trade fair," reported Reinhold Scheiffle, Head of Customer Management at the Schnitzer Group. Their appearance at the fair certainly left a positive impression. ☺



## SUCCESSFUL PREMIER AT THE IZB

The IZB in Wolfsburg without the Schnitzer Group? That's a thing of the past. The company attended this year's International Suppliers Fair as an exhibitor for the first time. The positive feedback at the booth confirmed the impression to those responsible: Customers and other interested

visitors gathered at the booth as did other exhibitors. They took the opportunity to talk to the team about core subjects such as relocation management, product readiness support and supply chain management. "The IZB is an important platform for us with its 800 exhibitors

and over 45,000 professional visitors," explained Peter Schnitzer. "We have now become aware that we can present our range of services much better to automobile manufacturers and suppliers with our own stand." ☺



# WHERE'S THE NEAREST SOCKET?

Charging infrastructure can be strongly improved!



*Experiencing electromobility – the team at the Schnitzer Group have been able to do this for over a year with either an e-smart or the new BMW i3. Unanimous opinion: They're great cars, great fun and they attract attention! The availability of suitable charging infrastructure in the city and countryside, however, dampens enthusiasm for the car significantly, simply because there aren't enough electric charging stations. The Schnitzer team reports on their experiences on their own Smart Blog on the company webpage ([www.schnitzer-gmbh.com/german/blog](http://www.schnitzer-gmbh.com/german/blog))*

## SYSTEMIC PROJECTMANAGEMENT FOR LOWER FAIL RATES

The Schnitzer Group was currently working on a project for an international Tier-1 supplier of control units, displays and electronic connectors. External know-how was required at the headquarters of a subcontractor in Tokyo when the fail rate of tools in the injection molding process reached between 25 and 50 percent. Symptoms included deposits, visible flow lines, shadows and ejector marks. Under the project management of Robert Fäller from Schnitzer in Shanghai, various tests were carried out on the injection molding tools. The result: Additional ventilation

systems were brought in, the flow lines shifted by changing the injection points. "Quality control following this showed that the measures were the correct ones to reduce failure rates", reports Fäller. However, the Schnitzer Group's job continued: "We devised concepts for new tools as well as on how to stabilize the part quality. At the same time we provided our customer with a cost calculation illustrating how much the production of new injection molding tools would cost on the Asian and European markets."



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## MECHANICAL ENGINEERING LEARNED FROM SCRATCH: MICHA GROPP

When Micha Gropp joined the team at the Schnitzer Group in January 2012, he already had substantial experience under his belt: As a trained toolmaker and certified mechanical technician, he had worked in the area of project management and production scheduling in a mid-sized mechanical engineering company. The Bretton-born technician impressed the Schnitzer Group with this extensive experience and specialized knowledge. From our branch in Kornwestheim, his skills are currently deployed at a large light manufacturer. When Micha Gropp isn't managing projects, he can be found on his bike or taking pictures or even hiking. He also enjoys working with young people by organizing and supervising trips.

