





Project Management for Tomorrow

Schaeffler Greater China

Sep. 24, 2017 Shanghai

- Price reduction
- ► High quality requirements
- ► Flexibility (time, changes)

"Safer, Smarter, Cleaner" products

- Increasing product complexity
- ► Change management capability

Increasing competitions

- Local competitors in high-tech products
- Efficiency and effectiveness in innovation

Project management for tomorrow

Industry 4.0 + digitalization

- Customized products and service
- Replacement of traditional products
- Changing business model





Project complexity

- High requirements for functionality: more comfort, more features, more safety
- Large variety of project types: Mechanic, mechatronic, components, and systems or only services





Price reduction

- Less willingness to pay more money for more functionality from customer
- More new competitors



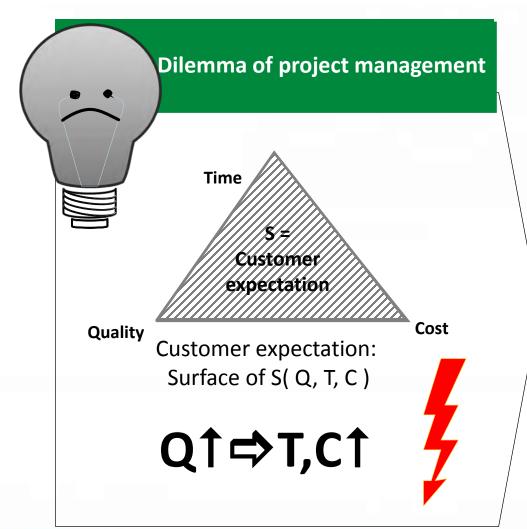
Short innovation life cycle

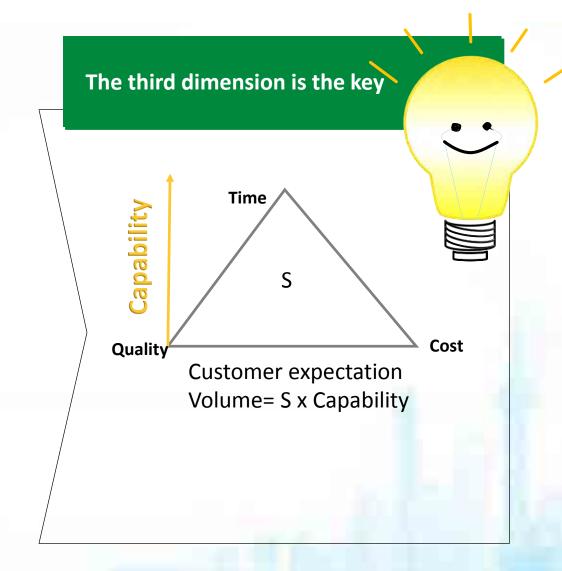
- Requirements for rapid technology improvement
- Lots of changes in product and project



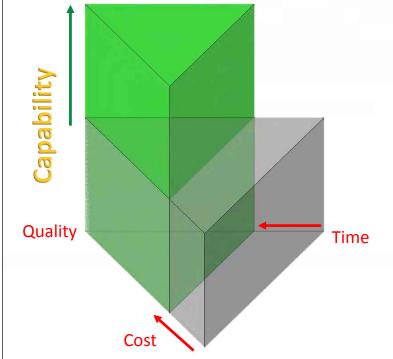


The dilemma of classic project management triangle





To full fill customer expectation with reduced time and financial resource, higher capability is needed



T ↓, C ↓, Capability ↑=> Project output ↑

The way to get out of the dilemma is to improve the capability **Improve** project management capability

Capability house SCHAEFFLER

Capability

MPM3

Organizational

Personnel qualification

Methods

ASPICE

Process

Tool

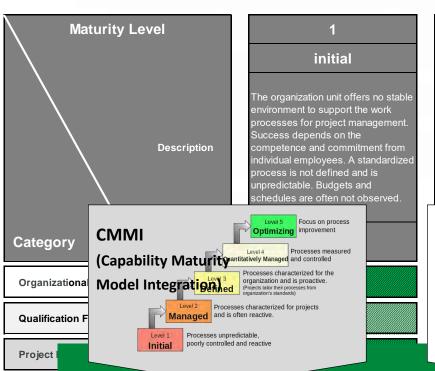
MOVE

Lean management



Resourc

Project



Managed

The organization unit has ensured tha the valid procedure is implemented. Projects and operations are monitored, controlled and checked. Specialists are set in projects with sufficient capacity to produce controlled results.

OPM3 (Organizational Project Management Maturity Model)

Quantitatively Managed

The organization unit provides a inified approach to managing rojects safely. The set multi-project management tool is used consistently. Standards, practices, process descriptions and procedures are defined and adjuste for the organisation unit.

2.75

3

Defined

Quantitative objectives for quality and process performance are established and used as criteria for the management of processes. Measurements are available as a basis for decisions. Statistical process control is performed to ensure greater predictability of process performance

Optimizing

The organization unit establishes continuousl, the improved, standardized and supervised multi project management. The objectives of the quantitative process mprovement for the organization unit are established, will be continuously updated to reflect changing business objectives and are used as criteria or the management of process

* PMO Maturity Cube®

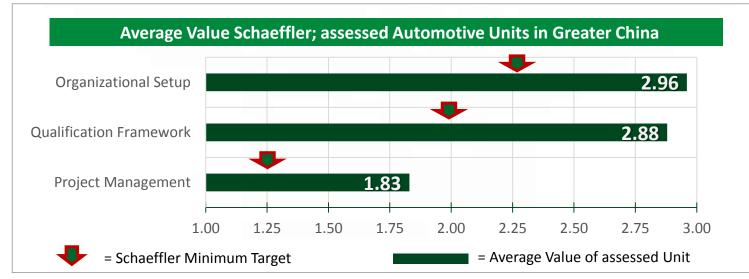
Schaeffler MPM3

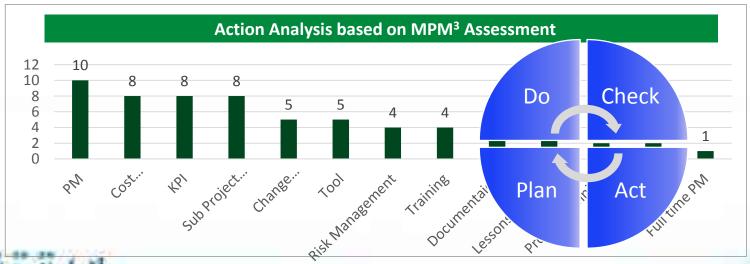
- = Target Profile MPM-Level 3
- = Target-Performance Comparison

*Pinto, A., Cota, M., & Levin, G. (2010).

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China MPM3 achievements





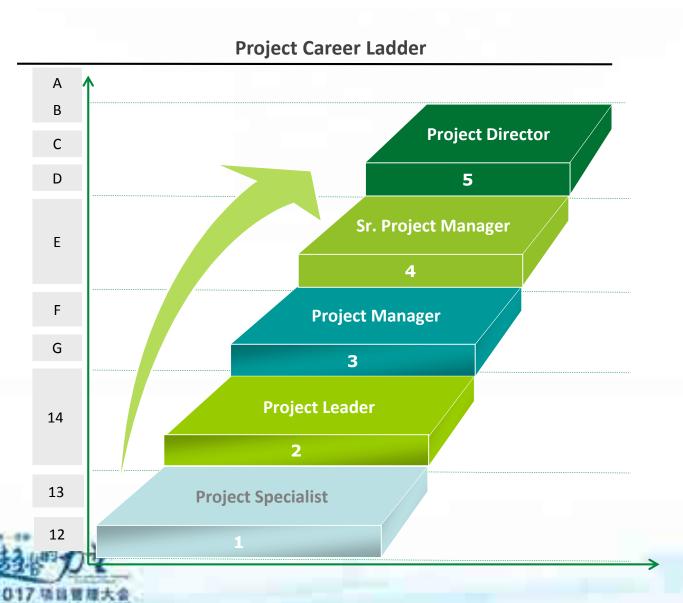
Achievements:

- Schaeffler Greater China have the highest MPM3 level globally.
- MPM3 results improvement from 2012 to 2016
 - Organizational setup: 2,31-> 2,96
 - Qualification framework 1,88-> 2,88
 - ▶ Project management 1,13-> 1,83
- China is the only region which has the capability of self-assessment.

Network based communication linked by PEP







Target Group:

Refer to the definition of Project Management Role (PM):

- Minimum <u>80%</u> of all tasks are exclusively leading projects.
- <u>Project type</u> mainly include the followings.
- Advance development projects (VEP)
- ② Product development projects (PEP)
- ③ Special machine design and construction projects (S)
- 4 Tool shop projects (T)
- ⑤ IT projects (E)
- ⑥ Displacement projects (V)
- (7) Investment projects (I)
- Rationalization projects (R)
- Other projects like organization, communication, etc. (X)

MPM3- Qualification frame work: Project Career Path

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STEP 5

- 1. Final approval to nomination of Project Mgr. and Sr. Project Mgr. level
- 2. Director level or above nomination need final review by global committee

STEP 7

Announcement for Management level in corresponding area, handover the appointment letter

7. Appointment **Process**

6. Personal development plan and actions

STEP 3

China Screening Coordinators check the criteria in nomination forms to assure the proposed candidates are fit for basic qualification requirements

4. Screening Panel Meeting

China Project Career Path Screening Committee

5. Nomination **Approval**

Relative CMB Member

STEP 6

- 1. If decision is positive, apply for appointment process and follow up IDP, PM Program, Promotion etc.)
- 2. If decision is negative, superior to provide feedback to candidate

STEP 1

Identify employee's career path potential and motivation for project career in EDD and approved in GTR

3. Pre-Screening

China Screening Coordinator

STEP 4

- 1. Screen and Filter the nominations from department
- Make acceptance or rejection decisions to nominees with clear reasons
- 3. Suggest the action plan and development plan

Superior/ HR BP

2. Application

1. EDD & GTR

STEP 2

- 1. HR BP consults superior prior to the nomination on future development plan and organization needs etc.
- 2. Line manager fill the nomination form before the Cut-off and send to HR BP



Project Career Path



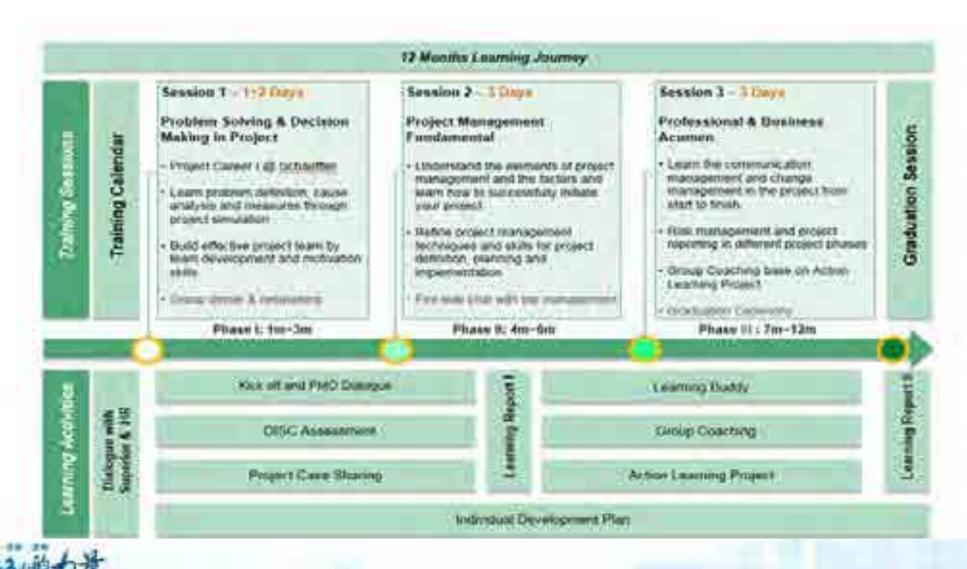


2016

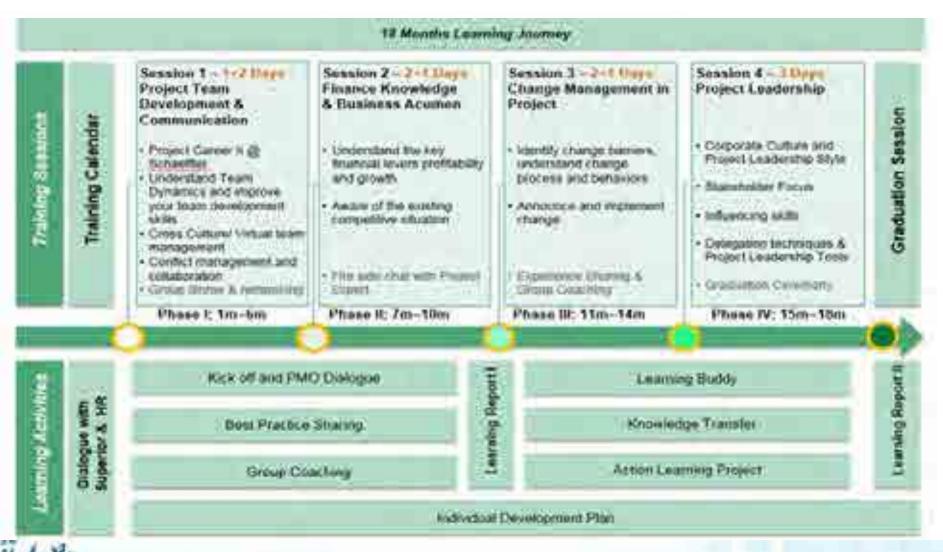
MPM3- Qualification frame work: Development Plan for PM



MPM3- Qualification frame work: Development Plan for PM



MPM3- Qualification frame work: Development Plan for PM



MPM3- Qualification frame work: External Training& Certification Encouragement







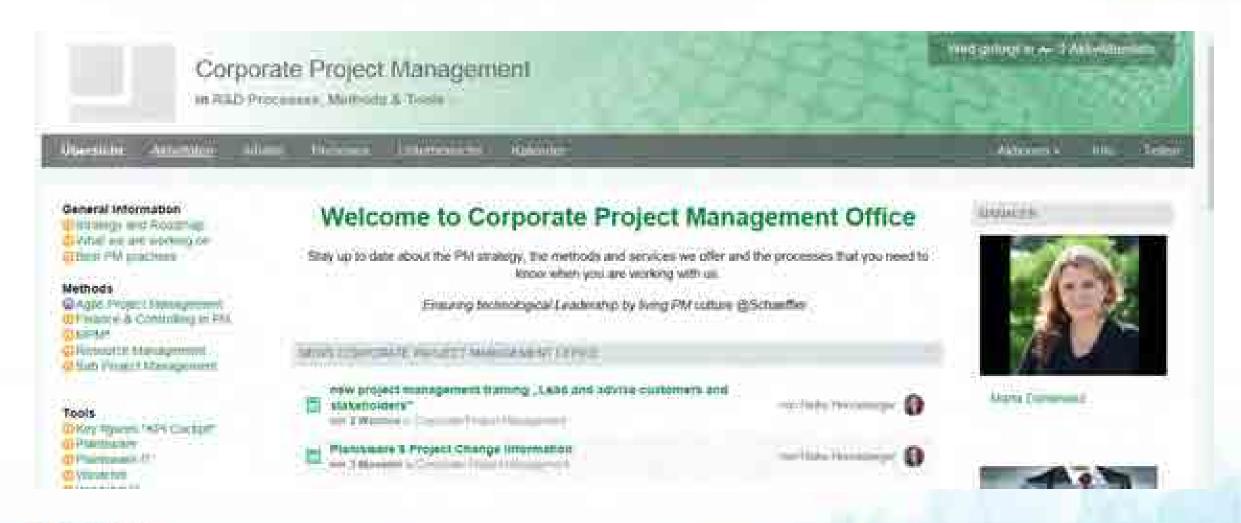




Certified Project Management Associate



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MPM3- Project management Network

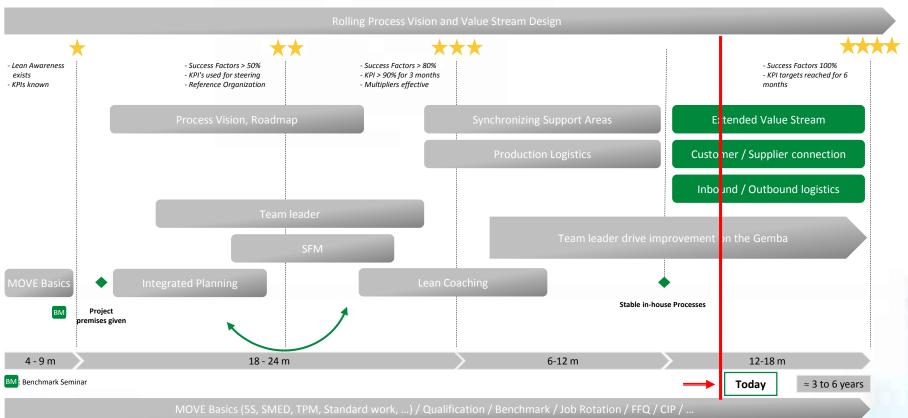






- MOVE= Mehr Ohne Verschwendung (German)
 More without waste (English)
- MOVE is our way to transform Schaeffler into a lean company.





MOVE- Implementation





MOVE- 3 Stars Update

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its reserved to Schaeffler Technologies AG & Co. KG, in particular in

Thank you

