

Case Study Team Syntegrity

The Client:

Valeo Motoren und Aktuatoren GmbH

The Problem/ The Challenge

Valeo Motoren und Aktuatoren GmbH is a medium-sized component supplier for the automotive industry based in Bietigheim near Stuttgart. The company is part of the French Valeo group with about 140 production sites and more than 70'000 employees worldwide. The company specializes in the development and the production of micro engines for electrical drives in motor vehicles.

Aiming at a sustainable augmentation of its competitiveness and at cutting costs, Valeo initiated a large scale strategy project named Sprint^{plus}. The optimisation of the product development process was a substantial part of this project.

The Syntegration

From June 24 until June 27 2002, a Syntegration was delivered in the context of the Sprint^{plus} project at the Ittingen monastery near Frauenfeld, Switzerland. The goal of the Syntegration was to define realizable und effective measures for the augmentation of competitiveness and the reduction of costs at Valeo. The establishment of a cross-functional communication between the different departments of the company and an intensive involvement of the management in the subject were further aims of the Syntegration. The event started with the following opening question:"

"How can we all make our P1-/P0-projects even more efficient and effective in order to reach our Sprint^{plus} goals?"

The Syntegration involved 41 participants, without exception from the top and upper management level. The participants were from such different departments as controlling, purchasing, human resource development, product development, project and program management, sales and marketing. This secured a full illumination of the opening question from every possible angle. Furthermore, full support for the measures defined by all departments involved was guaranteed.

During the three days of the Syntegration, the participants discussed topics which they had defined themselves at the beginning of the event. There was a wide selection of topics, ranging from *distributors*, *adherence to delivery dates* and *product strategy* to *project prioritisation*, *project work*, *innovation* and *leadership*. Altogether the participants discussed twelve topics. To each topic the responsible group compiled appropriate measures. In sum the identified measures constitute a holistic and integrated answer to the question of how to augment the competitiveness and of how to reduce costs at Valeo.

Results

- The participants of the Syntegration compiled over 100 measures in regard to the opening question. The different perspectives of the participants regarding the structures and processes in the company that have lead to frequent problems in the past between the various departments were systematically analyzed and discussed.
- The barriers to an augmentation of efficiency and effectiveness of the development projects at Valeo were identified and removed.
- The Syntegration allowed for a strong "we-feeling" among the participants and a common understanding of the goals of Sprint^{plus}. These goals were then reached significantly faster and better.

Statements of Participants

- "I was very impressed of the many measures that were developed and I am looking forward to the implementation."
- "It was interesting for me to learn, that listening (as critic and observer) is more difficult than talking."
- "I am impressed how the system worked already in our first Syntegration."
- "The intensity increased more and more during the Syntegration, we had hot discussions and very good results."
- "I like the results because I regard them as concrete and realizable."
- "I am surprised how intensively the team members worked and how good the results are they compiled."
- "I am very happy that we had a strong "we-feeling" for the very first time."
- "I experienced that one can come to good results despite a difficult assignment. I am very happy."
- "The time management during the Syntegration was good. It was fascinating to see how the integration of knowledge was more and more intensive."
- "I am surprised about the good collaboration within the group. I expected a strong exchange of blows and now I am surprised about the good collaboration."
- "The method was very good, I am surprised about the high discipline, we compiled many good measures and now I am looking forward to implementing them."