

R & A Thalacker GmbH

Management Consulting

Ottokoenigen 20
AT- 4873 Frankenburg am Hausruck
Austria

Phone: +43 664 73888613

Mail: reiner@thalacker.at

Dipl. Ing. Reiner Thalacker, executive partner

The execution of operational restructuring and profit improvement programs in the production and the supply chain were my key tasks for more than 20 years.

I led international production companies through growth and crisis situations.

As engineer and industrial engineer, I always move in the challenging technology environment and have repeatedly achieved excellent results in the implementation of critical programs / projects in the international environment during my professional career.

Due to his operational experience I comprehends the systems as a whole and understands to initiate and realize measures quickly and to bring together diverging interests of stakeholders.

I held positions as CEO, COO and CRO, worked as Project/Program Manager in Group units.



Industry Focus

- Mechanical engineering and plant engineering
- Automotive
- Iron and und Steel Industry
- Machine Tools, Working machinery
- Wind Power

Technical Focus

- Operational restructuring for growth and consolidation
- Profit improvement programs and Supply Chain
- Setup of plants
- Factory relocations
- Production Engineering
- Lean Management
- Quality Management

Professional Background

- INA Wälzlager Schaeffler KG, Herzogenaurach
- Motomak GMBH, Ingolstadt
- INA France, Haguenau
- INA Schaeffler KG, Homburg/ Saar
- FAG Kugelfischer, Schweinfurt
- Schaeffler KG, Schweinfurt
- Schaeffler Romania S.R.L., Brasov, Romania
- Wintersteiger AG, Ried im Innkreis, Austria

Core competencies

Core competence	Relevant projects and responsibilities (Sales, budget, employees, etc.)	Company	Time period
1. Corporate development	<ul style="list-style-type: none"> Setup of the sector management, CP, 300 Mio. € Sales, 1500 Staff Reconstruction of a niche provider, 150 Mio. € Sales, 900 Staff 	FAG Kugelfischer, Schweinfurt	01.2004/ 12.2007
		Wintersteiger AG, Ried i.L., Austria	06.2012/ 09.2015
2. Organisational optimisation	<ul style="list-style-type: none"> Restructuring of production at the headquarter in Herzogenaurach, 1.4 Bn. € Sales, 3.400 Staff Restructuring Business unit Lineartechnik, 250 Mio. € Sales, 1000 Staff (linear bearings) Restructuring of Schaeffler KG, 4 Bn. € Sales, 40.000 Staff 	INA Wälzlager, Herzogenaurach	02.1992/ 10.1992
		INA Lineartechnik, Homburg	12.2000/ 12.2003
		Schaeffler KG Industrie, Herzogenaurach and Schweinfurt	06.2006/ 08.2007
3. Restructuring	<ul style="list-style-type: none"> Rehabilitation of a factory, which produced vendor parts for the automotive industry, 86 Mio. € Sales, 570 Staff Reconstruction of linear bearings plant, 122 Mio. € Sales, 900 Staff 	MOTOMAK GmbH, Ingolstadt	04.1995/ 04.1997
		INA France Linear, Haguenau	02.2000/ 08. 2001
4. Setup of plants/ Extension	<ul style="list-style-type: none"> Optimisation of a production site with 3 plants, 480 Mio. € Sales, 2600 Staff Setup of a production plant in Romania, 650 Mio. € Sales, 3.500 Staff 	INA France, Haguenau	07.2000/ 12.2003
		Schaeffler Romania	11.2009/ 05.2012
5. Company acquisition	<ul style="list-style-type: none"> Performance of due diligence, market analysis, integration of companies 	Schaeffler KG Wintersteiger AG	05.2001/ 05.2012 06.2012/ 09.2015

Project 1: Consistent production planning based on customer deadlines

Company Details

- Plant forming, INA roller bearing in Herzogenaurach with 1000 employees in the production
- Classical structure of the organisation in departments
- Roller bearing for the industry and automotive

Situation and Challenge

- Start date of production of components are not linked to the customer's requested date of delivery
- Large inventory, backorder of delivery occurred despite free capacity of production
- Often changing setups, restless production, dissatisfied customers

Objective and Task

- Production planning based on the customer date of delivery
- Reduction of inventories of individual parts , quiet production, increase of delivery reliability

Measures and Approach

- The supply warehouse steers the production planning of all parts, integration of this warehouse into the assembly department
- The customer day of delivery became the start date of the individual production, the assembly took over the disposition of the entire production chain

Results and Success

- Increase of delivery reliability from 48% to 94%
- Halving the stock of individual parts, quiet production
- Modification and dismantling in assembly department reduced by 80%

Project 2: Restructuring of production in continuous production units

Company Details

- Three plants, 3.400 employees at the headquarters at „ INA Wälzlager KG“ in Herzogenaurach
- Roller bearing, ball bearings for industry and automotive

Situation and Challenge

- Classical structure of the plants in departments
- It lacked consistent responsibility, the department thinking dominated
- Lean Production as the keyword and role model at that time

Objective and Task

- Shop fabrication was decided in order to create independent production units called „BIB", from incoming goods to distribution
- Integrating the areas of work preparation, disposition and quality assurance resulted in elimination go them as a central department
- Increase in delivery reliability, improved quality and reaction speed

Measures and Approach

- Create organisational structure in project teams and dissolving of the workshop production without staff reduction
- Complete integration of all machinery and functional units in 8 new product units (BIB's)

Results and Success

- Increase in delivery reliability to 98%
- Improved product quality and reduction of complaints by 47%
- Confirmed cost reduction, for which the figures were not accessible at the time

Project 3: Rehabilitation of a factory, which produced vendor parts for the automotive industry

Company Details

- Special products for small motor series, chain tensioner, belt tensioner, valve lash adjustment elements,
- 570 employees and 86 million sales
- An INA plant in Ingolstadt

Situation and Challenge

- The plant incurred a loss of €6 million annually
- Free production areas were not used
- Missing certification of the quality system QS 9000

Objective and Task

- Analysis and creation of a concept for the rehabilitation as a basis of decision making whether to refurbish or close the site
- Qualification and performance test of appointed executives
- After the decision: Rehabilitation of the site

Measures and Approach

- Implementation of the created rehabilitation concept, replacement of entire management
- Optimised material flows, gained additional production area for new products at the site
- Optimised product design to cut the cost of production, QS 9000 certified

Results and Success

- The project was completed 10 months earlier than planned
- Sales increase by 15% due to new products
- The loss was eliminated after one year (black zero), after two years the company acquired profits of €9 Mio. per year
- Certification has been passed at the first attempt

Project 4: Reconstruction of the linear bearings plant in France

Company Details

- Linear guides, profile rail guides in ball and roller design
- 900 employees, €122 million sales
- Main plant of production in Haguenau for INA Lineartechnik division

Situation and Challenge

- The plant incurred a loss of €5 million annually with an upward trend
- Free production areas were not used
- High levels of inventories and backlogs in supplies

Objective and Task

- Analysis and creation of a concept for the rehabilitation of the site, optimisation of material flows
- Reduction of the product cost due to constructive changes
- Increase delivery liability and optimise quality

Measures and Approach

- Implementation of the created rehabilitation concept, production control according to the customer's day of delivery
- Optimisation of material flows, definition of standard products including demand-controlled pre-production to calm the production
- Optimisation of tolerances of rail and carriages, development of a paring system according to tolerance classes to reduce waste and increase the quality of the product (very special topic of linear technology)

Results and Success

- Increase in delivery reliability from 12% to 78%
- Reduction of complaints by 60%
- Cost reduction by 38%
- Total inventory reduction 56%

Project 5: Product relocation, Increase of volume on the site and variant reduction

Company Details

- Roller bearings, transmission bearings, engine components, for Automotive and Industry, Ina France, Haguenau. 2600 Staff and 480 Mio. Sales.
- 3 plants at one site

Situation and Challenge

- High variant diversity, small number of pieces, production only for the French market
- High production cost, increase number of complaints, high stock
- Low earnings

Objective and Task

- Relocation of products into other plants to increase volume there
- Relocation of products to France to compensate and to increase volume
- Profit improvement

Measures and Approach

- Analysis of the skills of the plant / machinery
- Relocation into other plants to concentrate volume there including machinery
- Reduction of variant diversity without loss of applications
- Relocation of machinery and products from 8 plants to France

Results and Successes

- Cost reduction on the site 18 %
- Reduce of product variety by 60%
- Profit improvement on the site by 70 %

Project 6: Reconstruction of the division Lineartechnik and new product development

Company Details

- Sales, product development, product design, testing
- 1.000 employees, €250 million sales
- INA Lineartechnik OHG based in Homburg/Saar

Situation and Challenge

- The product range was obsolete, no longer competitive
- Resulted in increased costs in construction due to detailed adjustments, enormous diversity of variants, small number of piece, high production cost
- Organisational structure did not fit into the market and customer environment

Objective and Task

- Analysis and creation of a concept to reconstruct the business area with all functions
- Redevelopment and reconstruction of the entire product range
- Cost reduction and reduction of diversity of variants

Measures and Approach

- Implementation of the created concept to reconstruct the business area
- Comparing competitor's products to generate benchmarks for the company before the development of a new product range
- Development and construction of the product range, verification of new products by product testing

Results and Success

- Variant diversity was reduced by 70% without a loss of customer application
- Reduction of customer complaints by 60%
- Cost reduction by 18% and yearly earnings improved by 400%
- Increase of delivery reliability from 78% to 94%

Project 7: Setup of the sector management Consumer Products, FAG Schweinfurt

Company Details

- Ball bearings, needle bearing, special applications for household appliances, power tools, electric motors, motorcycles, medical technology, sports equipment
- 1.500 employees, €300 million sales
- FAG Kugelfischer, Schweinfurt

Situation and Challenge

- Sectors did not get technical and marketing supervision, sales were random
- The organisation did not want to actively edit these sectors because of low technological requirements on the product
- Market and customers were unknown

Objective and Task

- Analysis of the markets with regard to size, requirements, market behaviour, and product performance
- Setup of market development strategies and product requirements
- Creating the needed product range

Measures and Approach

- Implementation of the created strategies for every individual sector, allocation of related plants in Korea, China, Brazil, USA
- Adjusted product development and shifting to China, definition of simplified distribution channels without technical support
- Founding a new plant in Vietnam for these markets

Results and Success

- Sales increase from €150 million to €300 million yearly after two years
- Stable result, no earnings did erode
- After four years sales amounted to €450 million

Project 8: Reconstruction of Schaeffler KG into business units

Company Details

- INA Schaeffler KG and FAG Kugelfischer, Industry unit
- 40.000 employees, approximately €4 billion sales

Situation and Challenge

- Two identical organisations were facing each other after the acquisition of FAG by Schaeffler
- Both organisations were supposed to form one powerful new, united organisational structure
- Two project teams (Automotive und Industry) were assigned, including an allocation of 180 production plants

Objective and Task

- Development of 14 divisions and definition of all necessary functions (7 automotive divisions 7 industry divisions)
- Definition of central functions which are not integrated
- Allocation of plants and definition of central plants if useful

Measures and Approach

- The 60 supervised sectors were grouped into 14 useful industry groups. Some of the criteria were, product requirements, market and customer behavior, size and complexity of the products
- Functional areas of sales, product design and development, production, quality management, purchasing and controlling were assigned to the divisions
- Central areas like central purchasing, central controlling and finances, central quality assurance and quality management were defined

Results and Success

- Quicker Reaction to the assigned industry requirements were now possible
- Customer loyalty to Schaeffler was noticeably better, development partnerships with customers developed further
- The Group's growth increased from 7% to 9% per annum

Project 9: Setup of a production plant for large size bearings with an annual growth of 45%

Company Details

- Cylinder roller bearings, slewing rings, tapered roller bearings from 1 m diameter up to 12 m diameter
- New plant in Romania with 900 Staff at the project start
- Production, purchasing, logistics centre

Situation and Challenge

- Strong, annual growth for transmission bearings, main bearings and slewing rings for wind power
- Low product and production knowledge
- Structure of the organisation couldn't handle the strong growth

Objective and Task

- Annual growth goals of 45% on average
- High volume of investments of approximately 120 Mio. € annually in buildings and machinery
- Further development of the organisation by recruitment and qualification of new employees

Measures and Approach

- Inter-site project teams for all tasks, regular project reviews, verifying the effectiveness of the activities
- Increase of production depth with brass foundry, forge for rings
- structural adjustments of the factory according to the growth at the site

Results and Successes

- Staff increase from 900 to 3500
- Sales increase to 380 Mio. € after 2,5 years, 270.000 sq. m production area, most modern production site in Europe
- Stable organisation and employee structure

Project 10: Reconstruction of a niche provider with three completely different sectors of the industry

Company Details

- Wintersteiger AG based in Ried im Innkreis, Upper Austria
- 950 employees, approximately €150 million sales
- Business fields: thin cutting of wood, field testing, machinery and equipment for the ski service

Situation and Challenge

- Wintersteiger AG did not grow for three years
- The result shrank every year, shrank to 2,8% in 2012
- No measures and strategies were defined

Objective and Task

- Analysis of the causes and definition of measure to increase sales growth and earnings
- Measures to increase sales growth even in non-growing markets

Measures and Approach

- Analysis of different functional patterns and market characteristics and definition of three niche specific strategies
- Product revision, new product development inducing acquisition of companies with matching products for the niches
- Aligning of internal organisation and expansion of customer service worldwide

Results and Success

- Increase of sales by 25% in three years
- Earnings improvement from 2.8% to 9 % in three years
- The customer service department of the three niches became the USP of the respective niches

creating success together