

Schindler China – Analysis of the VFO's



«The CPCN project provided a great opportunity and experience for the students to gain a deep insight in the company and discover the unique culture in different countries.»

«Cultural differences make life colourful.»

Project Team

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Coach

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Company

Schindler China, located in Shanghai is an Affiliate Operation of the Schindler Group which is the number one manufacturer of escalators and number two supplier of elevators worldwide. The main products include elevators, escalators, moving walks, freight elevators and special elevators. Schindler China develops advanced techniques and new concepts in the design of new products and pays attention to safety, comfort and power saving.

Initial position

Schindler established the first industrial joint venture in China in 1980. For nearly ten years Schindler China has adopted the Balance Scorecard as the company's strategic management system. Both, the Chinese and the Swiss managers at Schindler China are very satisfied with this system. Furthermore, Schindler China enables students of Tongji University and FHS St. Gallen to the first consulting project between Universities from China and Switzerland. The team who works on the project includes two students from Tongji University and three from the FHS St. Gallen.



« Comments from business »

Goals and Tasks

The consulting project involves an analysis about the currently used targets in different departments of Schindler China within the field operation sector. The project team's objective is to analyze if the employees' objectives are in alignment with the company strategy and give recommendations on how the company can optimize the usage of the management tool. The Vital Few Objectives are based on the Balanced Score Card from Kaplan/Norton. To reach this target the project team carried out a survey with 37 managers from the middle management in the head quarter of Schindler China in Shanghai.

Results

The results of the survey show that about 97 % of the interviewees are satisfied with the VFO system, as shown in the figure below. Another very positive finding is that almost all of the managers are convinced that they will achieve their targets in the VFO in 2008. Moreover, 73 % of the indicators were assessed with an «A» by the project team. Therefore is the project team convinced that the employees' objectives can support the company strategy. Though, there is a potential for improvement according to the efficiency of the system.



Ming Yao



Peter Müller

«The Sino-Swiss team has presented an excellent strategic analysis in a systematic research manner by conducting an internal interview in China and working efficiently across the board. The findings of the VFO analysis and the recommendations via a SWOT analysis reveal the applicable value of this project and fulfill the consulting target.»



Urs Scheidegger

«The Swiss and Chinese students have achieved an excellent result with a well-structured, very analytical and also very practical consulting report. The recommendations given by the project-team will undoubtedly help Schindler China improve the efficiency of the BSC-System. Congratulations!»

