

Knorr-Bremse Systeme für Schienenfahrzeuge GmbH

Performance Management

Dr. Frank Gropengießer

Performance enhancement and establishment of a Europe-wide aftermarket supply chain operation for Knorr-Bremse SfS GmbH

In the Railtech aftermarket it is strategically vital to provide our customers with spare parts and replacements punctually and rapidly. We have been very successful in setting up the necessary European aftermarket network. Today Knorr-Bremse delivers spare parts across Europe with a delivery reliability of 95%. ZLU has provided key support in the conception, organisation and implementation of organisational structures and processes, as well as for the complex IT-processes.

Knorr-Bremse Systeme für Schienenfahrzeuge GmbH is worldwide the leading supplier in the railway sector for brakes, brake control and other safety relevant railway engineering components and supplies original equipment manufacturers such as Siemens, Alstom, or Bombardier. The components are tailored to meet the specific demands of each end customer, e.g. Deutsche Bahn, SNCF, Russian Railway, and the numbers involved are correspondingly small.

ZLU has the specialist expertise and the highly developed management qualities that enabled it to reach our project goals inside a very ambitious time frame.

Dr. Frank Gropengießer, CEO



The punctual and rapid delivery of replacement parts more than 10 years after the original equipment is a daunting challenge especially if considering an OE quantity of only perhaps 15 – nevertheless a delivery reliability of 65% was regarded as absolutely inadequate. Hence, a project was started in the aftermarket sector with the aim of increasing the delivery reliability to 95%.

We reached the objective in less than a year. Thereby, ZLU has provided extraordinary service in various phases, and has effectively secured the sustainable implementation throughout Europe.

After an initial review of the situation ZLU developed a strategy for the organisation of the aftermarket supply chain which took into account our key locations in Germany, Austria, Hungary and Spain. Processes, IT structure, and the organisational structure were then discussed and agreed on in the regional corporations. In some cases considerable resistance had to be overcome because the demand was that the aftermarket “fast track” should be set up in a cost neutral fashion. OE Resources were therefore shifted into the aftermarket.

ZLU has managed to overcome this local resistance. And today, despite the tense situation on the markets, we are still supplying the aftermarket with more than 95% delivery reliability. The aftermarket organisation is now established and widely accepted and represents the foundation for our aftermarket performance. ZLU has the specialist expertise and the highly developed management qualities that enabled it to reach our project goals inside a very ambitious time frame.