

STAUFEN.

**ALWAYS
IMPROVING**

**IMPROVING
FURTHER**

Endress+Hauser 



Shop Floor Management®
and regular communication have
now become the culture both in
production and in the offices

Davide Zanotto Endress+Hauser TS IT CEO



Always improving, improving further

Endress+Hauser came through the crisis of 2013, but in 2016 undertook a Lean Transformation journey in order to maximize and stabilize performance over time.

Working on leadership between managers and colleagues is what has allowed us to improve results, thanks to regular meetings between the different business functions and the various hierarchical levels.

THE COMPANY

The Endress+Hauser Group has more than 60 years' experience and is a world leader in measuring instruments, services and solutions for engineering and industrial processes.

It provides solutions to optimize processes in terms of economic efficiency, safety, and environmental impact. The company works with clients in several industrial sectors including the chemical, fuel, pharmaceutical, energy production, mining, minerals and metals, drinking water production, and waste water treatment sectors. It has net revenue of approximately 2.6 billion euro, and 14,400 employees around the world, almost 8900 patents and patent applications, and is highly focused on continuous improvement, as witnessed by its annual investment of over 200 million euros.

The production center in Pessano con Bornago, Milan, designs and manufactures temperature measurement tools, either from the catalog or personalized according to customer specifications.

For the target market, very short production lead times are often required, sometimes even as little as a few days.

It also provides installation and maintenance services directly on site, in addition to consultation, and technical support.

Calibration, adjustments and control of materials are performed in their internationally accredited laboratory.

Today, Endress+Hauser's Italian production site has approximately 200 employees and revenue approaching 40 million euros.

INITIAL SITUATION

Endress+Hauser is a successful company which undertook a Lean Transformation journey in 2016 in order to maximize and stabilize performance over time.

Having to deal with so many customers from different sectors has certainly represented a strategic advantage over the years, however the variability of requests and market fluctuations have rendered the company's work increasingly complex.

Creating a more flexible and efficient organization has become one of its main objectives.









The One-piece-flow production model introduced immediately

APPROACH

'It was challenging. Improving an already successful company was not easy.'

Carlo Trivellato – Senior Expert Staufen Italia

The basis of the Lean Transformation process was the rationalization of production processes, immediately focusing on a One-piece-flow production model.

The work organization model was redesigned, forming Mini-factories, or agile and flexible work groups, equipped with the necessary skills to act autonomously.

According to Trivellato, working on Shop Floor Management® is what enabled results to be optimized: management systems for people and performance organized through regular constant and direct communication at between employees in the work place.

Staufen's contribution was fundamental in identifying old behavioral models and helping to overcome them.



Daily meetings
are an integral part
of the management process

INTRODUCTION TO SHOP FLOOR MANAGEMENT®

With Shop Floor Management®, managers and employees meet on a daily basis where value is created in order to manage any deviations in performance, in order to launch countermeasures and resolve problems structurally.

These daily meetings are an integral part of the management process.

This new process was fundamental for Endress+Hauser, employees recognized what Shop Floor Management® means in terms of team work. And they love it. They participate actively in meetings, developing their own skills and increasing their sense of responsibility. Staff feel that they are taken seriously and appreciated.

The entire organization now works much more closely and efficiently.

The organizational model that prioritizes effectiveness and speed of information exchange activities are perfectly matched by the logical structures of Shop Floor Management®.

The focus was initially on developing Leadership skills at various levels in order to guide employee development, with particular attention on the structured resolution of problems.

This then generated a positive flow with a request for support from all company roles, and the positive experience of the participants led to Shop Floor Management® being implemented throughout the business.

What's more, Endress+Hauser must always be aligned with its branches in various parts of the world, and the ability to coordinate all of the offices in these other countries is therefore essential.

The use of digital technologies to work more harmoniously was decisive, but the approach to this type of activity was also inspired by Lean principles.

All of the indicators have improved and Lean logic has become part of the corporate culture

RESULTS

From 2016 to the present day, all indicators have improved.

For example, the reliability of deliveries has gone up from 95 to 98%, whereas production efficiency indicators have gone up from 49 to over 80%.

The genuine factor concerning its success in Endress+Hauser was the involvement of the senior management.

The CEO, HR manager, and CFO immediately wedded themselves to the Lean style, contributing and promoting it at every level, in production and in the offices.

The results were swift and consistent, but that is not all: the stand-out element for Staufen was being able to transmit the true values of Lean Transformation, and making them an integral part of Endress+Hauser's activity.

In this way a corporate culture developed that is creating ongoing benefits over time.





ABOUT STAUFEN

Inside every company there is an even better one.

With this conviction, Staufen AG has been advising and qualifying companies and employees since 1994. Around the world.

300
Employees

200
Projects p. a.

17
Languages

>65
BestPractice Partners
worldwide

>7.000
Seminar participants p. a.

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