



Industrial Perspectives on Operations Management

Endress+Hauser

Endress+Hauser Flow

Operations Management @ Endress+Hauser Flow

Thank you for having me!



Head of Division Reinach

- Polymechaniker mit eidg. Fähigkeitszeugnis
- Bsc. Business Engineering FHNW / Operations Management
- MBA FHNW
- 15 yrs of service for Endress+Hauser Flow in different roles
 - Project Manager
 - Team Lead
 - Head of Department
 - Head of Main Department
 - Head of Global Operations Management
 - **Head of Divison Reinach**

Interested in project, job or internship opportunities?

Connect with me via LinkedIn or andre.schober@endress.com

What drives us

Our heart beats for measurement technology

- Careful use of resources
- Safe supply of goods
- Protection of our environment

2.9 mil. sensors

Endress+Hauser delivers annually



Part of our lives



The world is full of process engineering

- Many everyday goods are produced with the help of process engineering
- Endress+Hauser products enable safe and reliable supply

5.3 bil. people

come into contact every day with products that are manufactured using our measurement technology

From the region, for the region

Global production network

- Customer-specific manufacturing in major economic regions
- Partnerships with key suppliers
- Efficient transport logistics

36 sites

for production in 11 countries
and on four continents



2024 facts & figures

17,046

employees worldwide

53%

equity ratio

€349

million

investments

€3.74

billion
net sales

1%

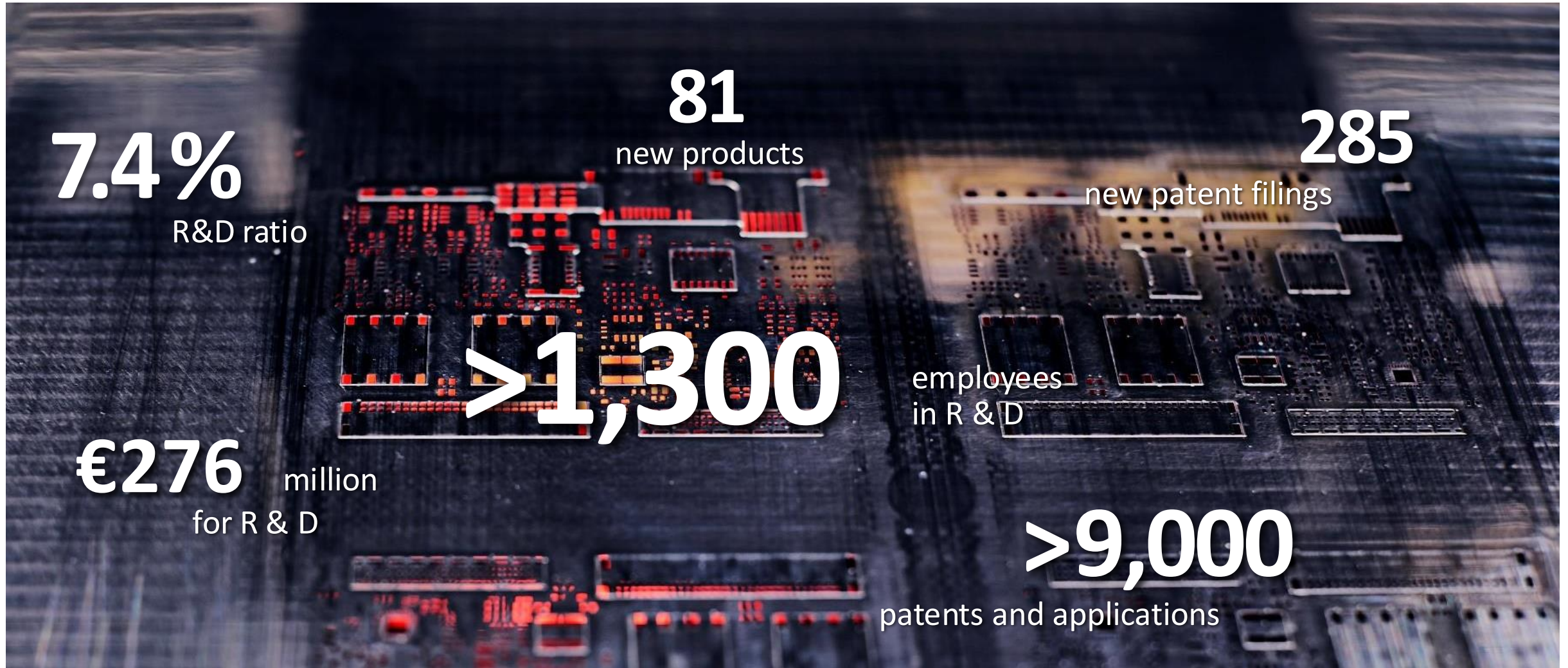
sales growth

€408

million

net income

Innovation in figures 2024



The People for Process Automation



636

apprentices
and students

30%

female workforce

514

new jobs in 2024

10 years

of service on average

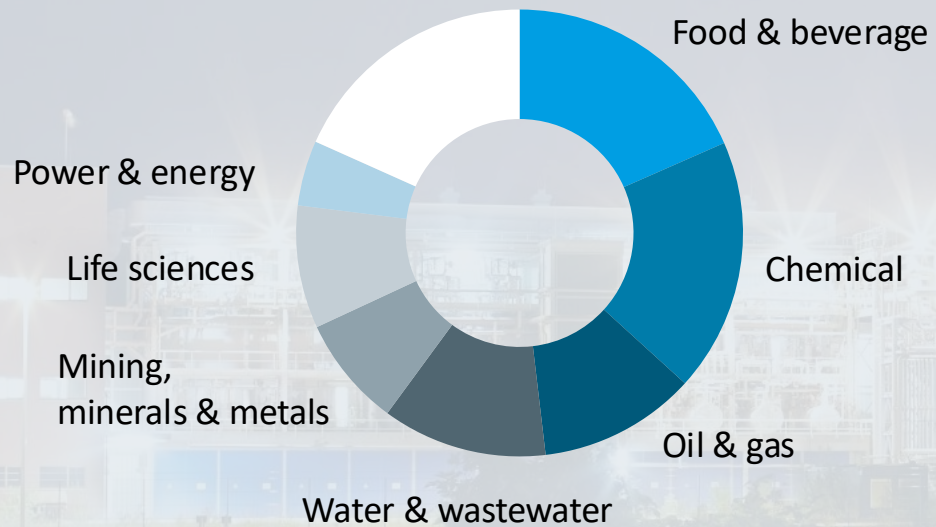
115

nations

Strategic focus on industries

Our business by industry

Our offer covers a wide range of requirements and needs



The family-owned company Endress+Hauser



The Endress family in 2024



Steven Endress, Sandra Genge and Dr Klaus Endress

The Endress+Hauser brand values



Commitment

- Personal
- Customer-oriented
- Competent
- Reliable

Excellence

- Outstanding
- Solution-oriented
- Innovative
- Useful

Sustainability

- Responsible
- Independent
- Value-conscious
- Eco-friendly

Friendliness

- Unmistakable
- Credible
- In partnership
- Discreet



Industrial Perspectives on Operations Management

Endress+Hauser

Endress+Hauser Flow

Operations Management

Welcome to Endress+Hauser Flow



- Competence center for flow
- Founded in 1977
- 2728 employees worldwide

Field of activities – Endress+Hauser Flow

Tasks

- Research & Development
- Strategic marketing
- Sales support
- **Production** of sensors, PCBAs and finished Flow Meters
- **Quality assurance**
- **Logistics**

Five modern flow measurement principles



Coriolis



electro-
magnetic



vortex



ultrasonic



thermal

Fluid management solutions

Worldwide presence with more than 2800 employees



Reinach, Switzerland
1700 employees, 620 in Division Reinach



Cernay, France
500 employees



Chhatrapati Sambhajnagar, India
220 employees



Greenwood, USA
180 employees



Suzhou, China
290 employees



Itatiba, Brazil
40 employees



Industrial Perspectives on Operations Management

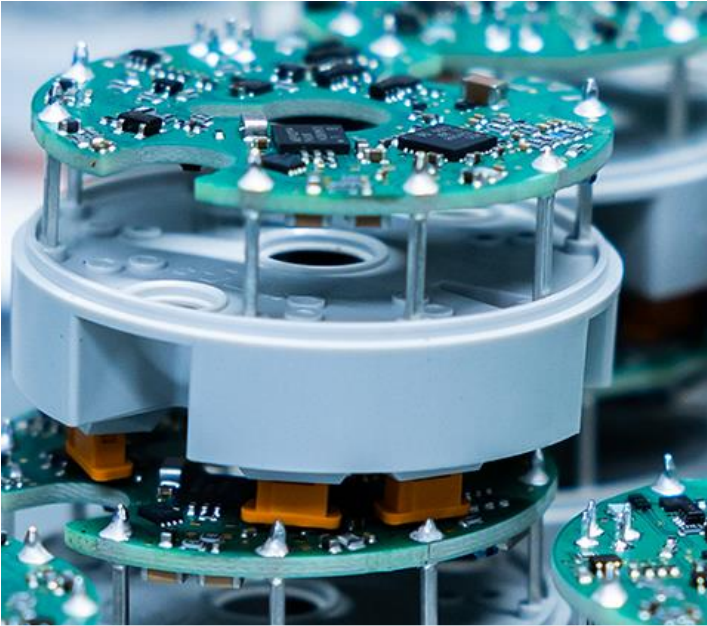
Endress+Hauser

Endress+Hauser Flow

Operations Management at Division Reinach

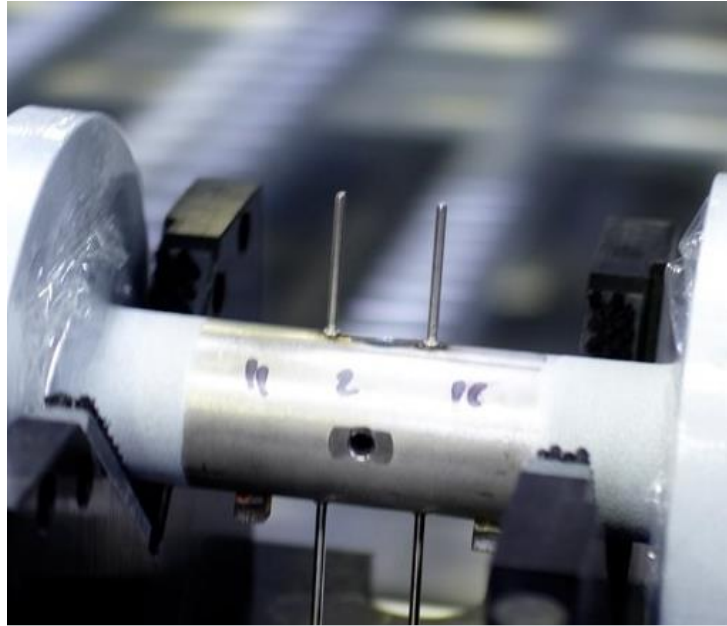
Division Reinach – What we manufacture

- 2 Mio. PCBAs per year
→ Make to stock of 200 options



- High automation level
- Standard processes
- 3 shifts with 120 FTE

- 100k sensors per year
→ Make to stock of 250 options



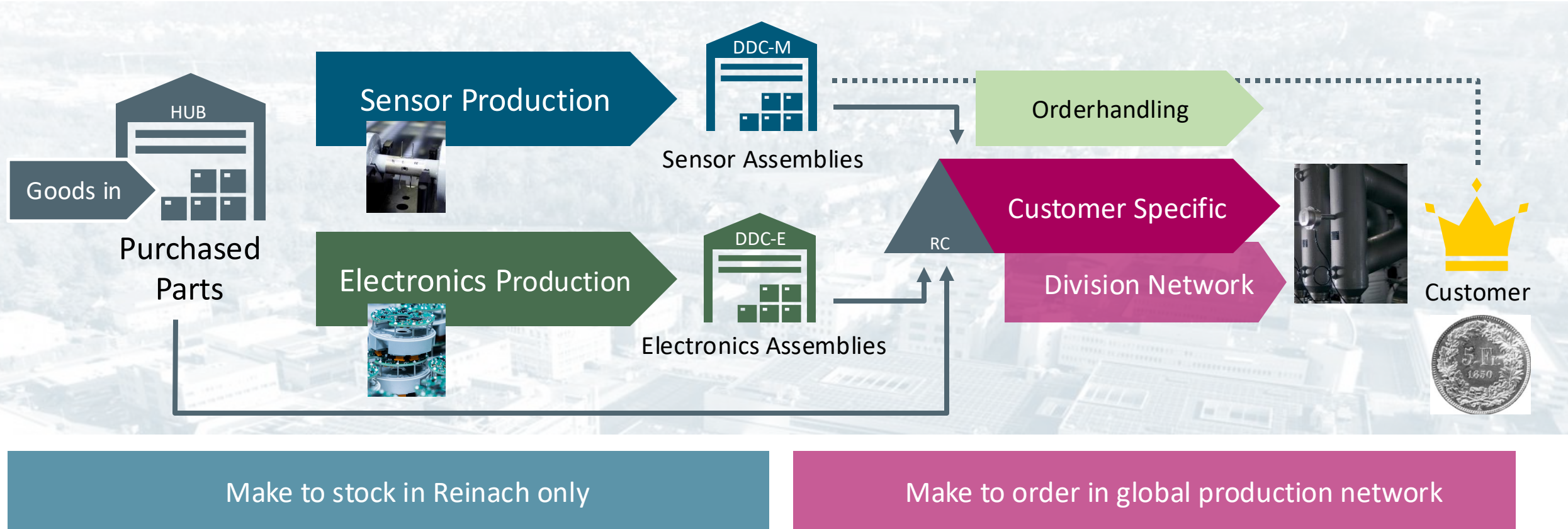
- Manual assembly stations
- Robot welding
- 2 shifts with 200 FTE

- 60k flow meters per year
→ Make to order of n options



- High mix / low volume
- Customer specific orders
- 2 shifts with 100 FTE

Division Reinach – Process organization



Endress+Hauser Flow – Competition and challenges

How to achieve and preserve:
Sustainable competitive advantage



Global conflicts

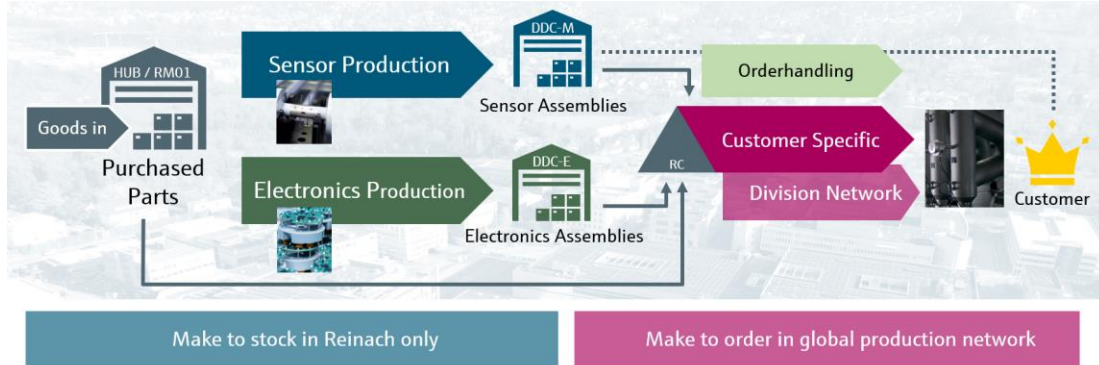
- Delay of infrastructure investments
- Transportation & energy costs
- Overrated CHF

Protectionism

- Local content regulations
- Local requirements & approvals
- Subsidies for domestic companies

Endress+Hauser Flow – Competition and challenges

How to achieve and preserve:
Sustainable competitive advantage



Short term: Best services to our customers

- Competitive sales structure & pricing
 - Competitive supply chain & material costs
 - **Competitive production network**
- Short, reliable deliveries with competitive production costs

Competitive = effective, efficient+robust

We compete as one supply chain

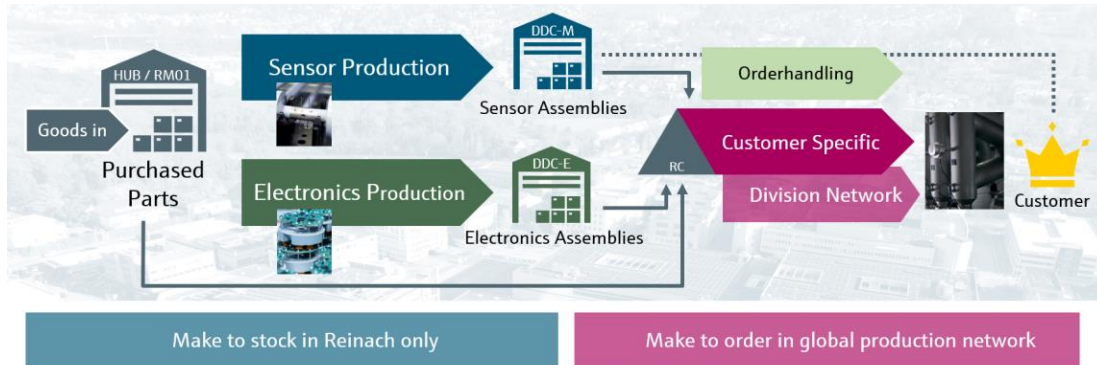
Mid- and long term: Ensure best solutions for our customer needs

- Competitive portfolio & products
- Close collaboration for innovation
- Fit to market needs
- Design for manufacturing

Innovation is key to long term success

Endress+Hauser Flow – Competition and challenges

How to achieve and preserve:
Sustainable competitive advantage

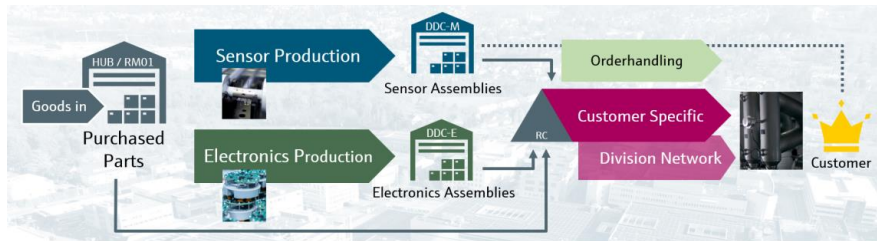


→ Short, reliable deliveries with competitive production costs

- Factory design and segmentation
- Operational Excellence & Digitalization
- Leadership

Endress+Hauser Flow – Competition and challenges

How to achieve and preserve: Sustainable competitive advantage



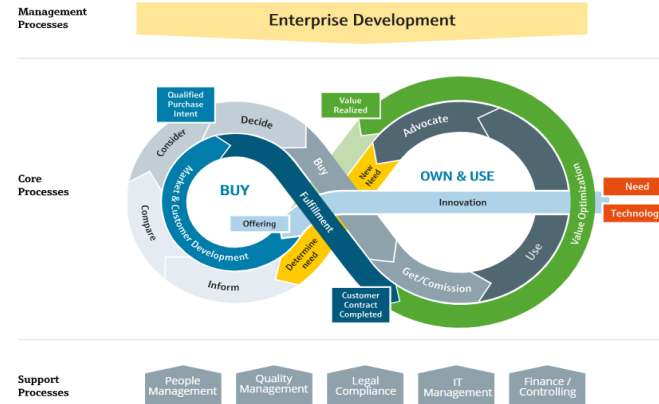
Make to stock in Reinach only

Make to order in global production network

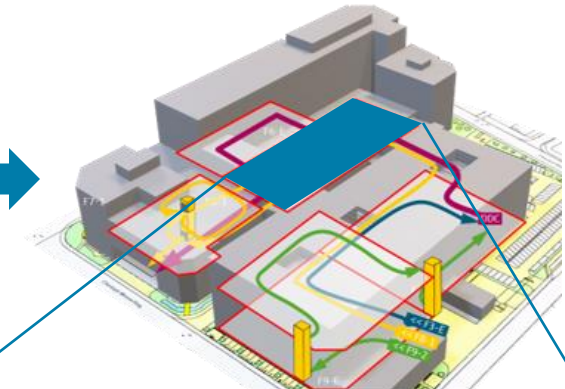
→ Short, reliable deliveries with competitive production costs

- **Factory design and segmentation**
- **Operational Excellence & Digitalization**
- **Leadership**

From process design



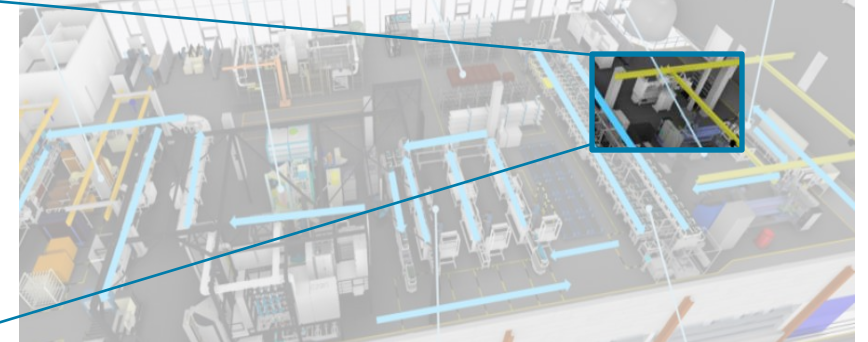
to ideal factory segmentation and layout



to workstation design

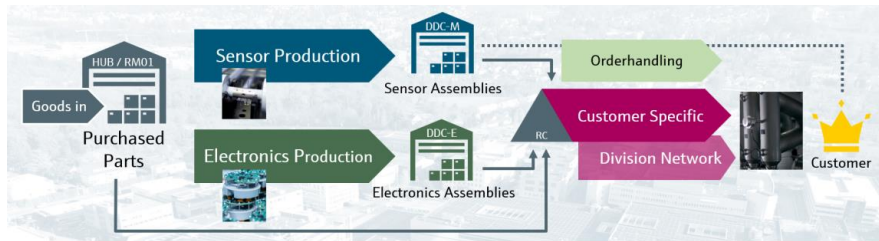


to shop floor production flow



Endress+Hauser Flow – Competition and challenges

How to achieve and preserve:
Sustainable competitive advantage



Make to stock in Reinach only

Make to order in global production network

→ Short, reliable deliveries with competitive production costs

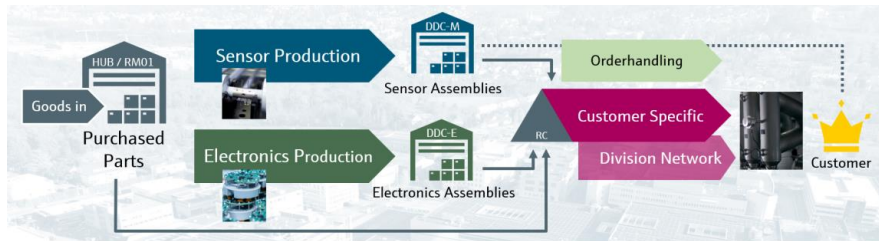
- Factory design and segmentation
- **Operational Excellence & Digitalization**
- Leadership



Sandcone Model: We need to improve our structures and processes at same time

Endress+Hauser Flow – Competition and challenges

How to achieve and preserve: Sustainable competitive advantage

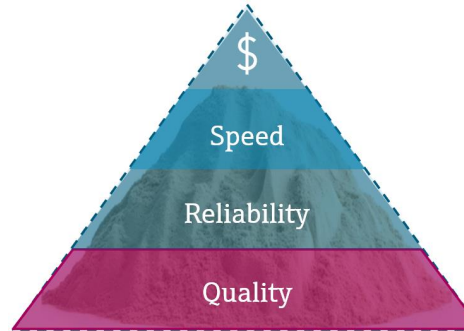


Make to stock in Reinach only

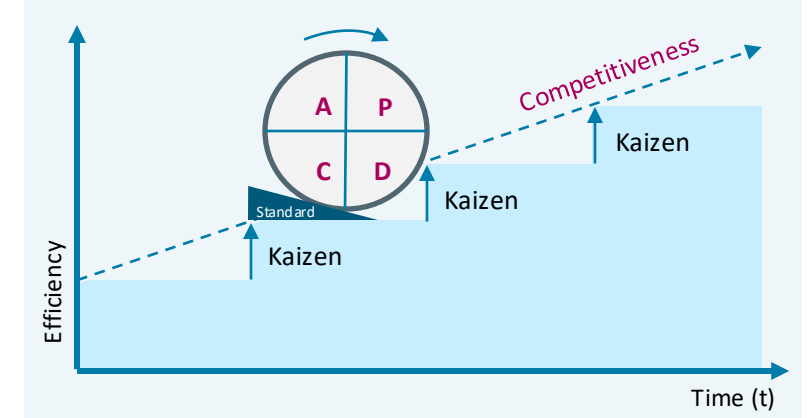
Make to order in global production network

→ Short, reliable deliveries with competitive production costs

- Factory design and segmentation
- **Operational Excellence & Digitalization**
- Leadership



Sandcone Model: We need to improve our structures and processes at same time



5S (Standardize)

- Sort
- Set in Order
- Shine
- Standardize
- Sustain
- Clear, standardised guidelines for every area of work - including collaboration
- Suitable, standardised systems, buffers, markings, etc.
- Enabling our employees to be efficient!

Shop Floor Management

- Daily communication with defined content and clear rules
- Definition of KPI and limits of Intervention
- Consistently defining and pursuing of measures
- Leading hygiene, cascading up to plant management
- **Enabling our organisation to be efficient!**

TPM

- Autonomous Maintenance
- Planned Maintenance
- Quality Maintenance
- We serve our processes
- We are responsible for safety, quality and efficiency
- **Enabling efficiency in our processes!**

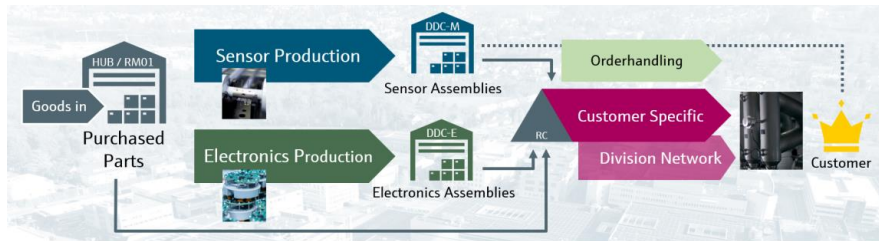
LEAN in Flow

KAIZEN + LEAN Workshops

ProExpertise

Endress+Hauser Flow – Competition and challenges

How to achieve and preserve: Sustainable competitive advantage



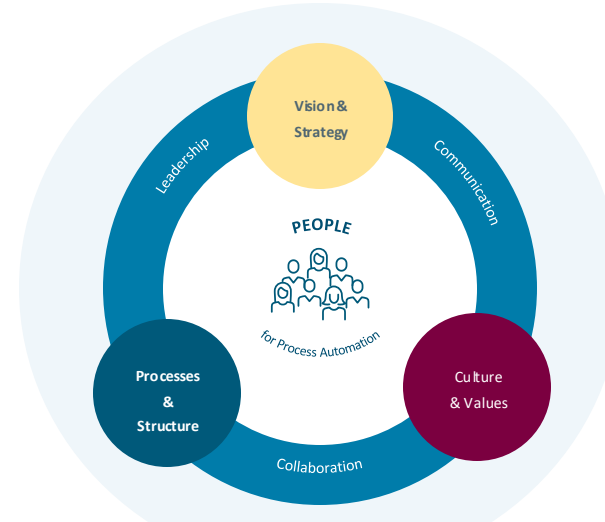
Make to stock in Reinach only

Make to order in global production network

→ Short, reliable deliveries with competitive production costs

- Factory design and segmentation
- Operational Excellence & Digitalization
- **Leadership**

Leadership is the key ingredient



Working in 3 shifts 24/7

With a team of 600 people from all around the world

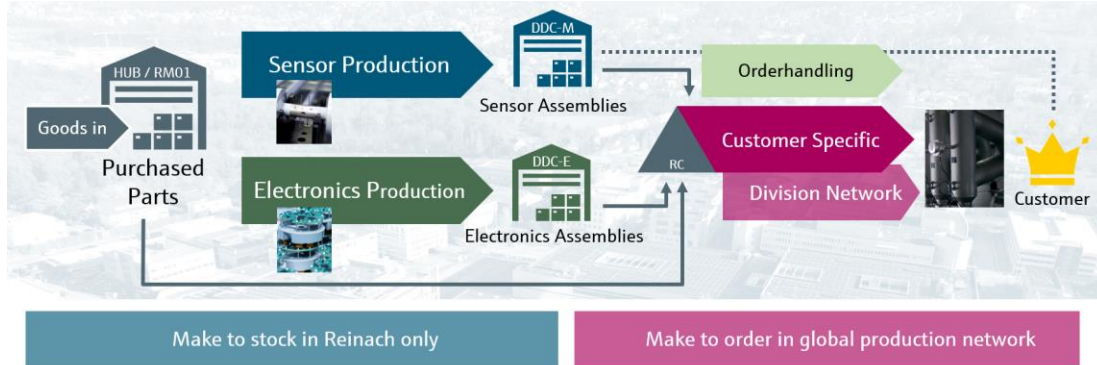
Over 6 hierarchical levels

Interdisciplinary with sales, R&D and Engineering

Carrying responsibility to deliver on time

Endress+Hauser Flow – Competition and challenges

How to achieve and preserve: Sustainable competitive advantage



- Factory design and segmentation
- Operational Excellence & Digitalization
- Leadership

Any questions?

Short term: Best services to our customers

- Competitive sales structure & pricing
 - Competitive supply chain & material costs
 - **Competitive production network**
- Short, reliable deliveries with competitive production costs

Competitive = effective, efficient+robust

We compete as one supply chain

Mid- and long term: Ensure best solutions for our customer needs

- Competitive portfolio & products
- Close collaboration for innovation
- Fit to market needs
- Design for manufacturing

Innovation is key to long term success




One more thing


POMUNITY

Factory Visit + Lunch

get insights into a world leader
in measurement technology:

- sensor production
- electronics production
- final assembly

 FRI, 2. OCT, 09:30-14:30

 Reinach (near Basel)

 transportation tbd





Are you interested in Industrial Engineering?

Do you wanna travel around Europe?





This could be you!

Send us your application!

Join our WhatsApp
Community!



Meet us in our office:

-  Fridays 14.30
-  WEV H311

Insta:

@pomunity_estiem_zurich



/2026



Apply for club
membership:

