

# We live and breathe excellence

The excellence initiatives that Heraeus has systematically implemented at every level and in every role continue to develop and grow. Three employees report on how they drive excellence within the company.



»We provide global support for highly complex production challenges.«

Alexander Kaufmann  
Senior OpEx Manager Heraeus Holding

“Transformation at Heraeus is also reflected in the transformation of the excellence programs, and that applies to Operations Excellence (OpEx), as well. The initial focus was on locations in the Rhine-Main region, and the rollout for the international modules began last year. As the Senior OpEx Manager, I worked together with a variety of operational units in South Africa, the United States and Germany. Other OpEx managers supported facilities in China and Singapore with modernizing their production. Not only did the ‘where’ change in 2017, the ‘what’ did, too. When the Excellence Program began in 2015, the focus was on creating HPS-basics in specific areas. Accordingly, the Holding initiated a number of projects. That changed in 2017. Since then the modules have been concentrating on tasks that are defined by the operating units. This also applies to all projects slated for 2018. And they no longer focus on the fundamentals, but rather on support for complex and highly specific challenges along the value chain.”



Commercial Excellence concentrates on processes that improve marketing and sales activities, including common standards for improving customer satisfaction and uniform market prioritization.



Efforts to modernize the production environment at Heraeus began in 2015 with the goal of boosting competitiveness of production units at every location worldwide.



Procurement strengthens Heraeus' competitiveness in many areas. Since this unit was centralized, it continues to strive for excellence by standardizing processes and automation, improving data transparency and employee qualification.



Innovation remains the basis for Heraeus' success and sustainable growth. The Innovation Excellence Program ensures the essential integration between development, sales and marketing. The fiftyONE innovation center in Hanau that opened in 2017 is a visible symbol of these efforts.



The ongoing development of standardized business processes and procedures in the different units will establish the foundation for additional digitalization projects and help Heraeus achieve the objectives set forth in the Corporate Guiding Principles 2020.



Excellent management, excellent processes and standards: HR management is standardizing all over the world with many projects and initiatives in the areas of talent management, development appraisals and change management to support future growth at Heraeus.

»Networking and sharing help us develop cutting-edge products even faster.«

Michael Klosch-Trageser  
Project Manager Simulation



“Simulations are crucial for turning good ideas into real innovations even faster, and by conducting these computer-aided calculations in advance we can render some time-consuming tests unnecessary. In Additive Manufacturing, we are helping to optimize melting processes and powders as well as using topology optimization to exploit the full potential of additive manufacturing for customer components. Simulation is so essential that we created our own Expertise Area in the fiftyONE innovation center. This area offers entirely new opportunities for networking with colleagues from different areas. Now we can share experience faster and easier than before, learn from each other and find solutions to common challenges. The open office plan and new shared-desk model promote that crucial exchange – even if we are still getting used to the new setup. But I am convinced that we're heading in the right direction.”

»The world is changing faster than ever before. We want to be prepared and profit from it.«

Cornel Ilies  
Finance Manager Heraeus Romania



The Magellan program, which focuses on international business process standardization based on an IT platform, is named after the Portuguese mariner Ferdinand Magellan. Cornel Ilies was the project manager for implementing Magellan in Romania. He is confident in its benefits: “Magellan is a long journey – the launch was just a milestone.” That journey began in October 2016, and the system was operational twelve months later. “It was important to us that the launch didn't impact our customers or daily business,” Ilies explains. Moreover, they achieved this goal thanks to good teamwork across departments. Colleagues worked together to analyze the business processes and requirements, and they simplified the complex issues so that the consequences were clear to everyone, significantly improving the quality of data. That will remain a requirement even after the milestone. Ilies' advice: “Keep things simple. You need a shared understanding for effective change.”