



TREBING+HIMSTEDT



Endress+Hauser
People for Process Automation

ENDRESS+HAUSER

Region:
Allgäu, Germany
Branch:
Supplier of measuring
instruments
Main topic:
Flexible production

SUCCESS STORY

With an agile "we" to process transparency and system harmonization

When production and IT pull together to replace legacy systems, you are optimally positioned for the dynamic future.

"Never touch a running system" or "When you realize you're riding a dead horse - get off!" The beauty of these sayings is, depending on your needs, you simply choose one or the other.

Endress+Hauser Temperature+System Products realized more than three years ago that the current race-horse of production IT – the MES in-house develop-

ment as a legacy system - was not capable of supporting the company's strategy as a draft horse for the future. Too many resources would have to be put into further development for functions that are already available "off the shelf" in the standard. A "business as usual" was definitely not an option for such a centrally important tool.

SAP ME implementation

A system that is to enable Endress+Hauser Temperature+System Products' ambitious growth path and support it in the long term must definitely tick differently, be networked, standardized and operable in self-service. The decision in favor of SAP Manufacturing Execution (SAP ME) was made. But this is only the beginning of the story. The successful introduction and acceptance were still ahead of them and were the much more difficult part.



The agile way

It quickly became clear how they wanted to go about it. "We could have programmed for two years now, but it was clear to us even then that it wouldn't have worked in the end," says Romana Walk, Squad Lead MES, "We wanted to develop the project together with the production team in an agile way. The concept was to deliver a usable result for the business in a release cycle within two sprints.

"The collaboration with long-time partner Trebing + Himstedt was another success factor in achieving the ambitious goal, as a real 'we-feeling' quickly developed and the agile working methods of both companies harmonized perfectly," Romana continues.

Traceability along the electronics production

Among other things, traceability was a major driver for the project. In order to consistently implement the delivery of results in sprint cycles, this led to the logical decision for the project plan: Stringent along the value chain where the data for traceability originates. If we had started later in the process, for example because the projects were initially simpler, the relevant data would have been missing, and with it the actual benefits. This resulted in the milestones along the value-added stages: Labeling of the printed circuit boards, SMD and THT assembly, painting and extensive test scenarios for quality assurance.



Secret of success “understanding”

Even now, IT has not simply started to implement a project, but the recipe for success is "acceptance" and "mutual understanding". The fact that these are not just empty phrases, but corporate values that are lived and breathed, is immediately apparent in the way IT and manufacturing talk to and deal with each other. It is important to everyone that the other party understands, or would like to understand, why they do not yet understand each other. "For example, with my pro-



duction glasses, some machines are interchangeable because they produce the same production result, but from an IT and process perspective, it can be something completely different," says Robert Weber, Head of Minifactory Electronics. This is where they have been able to go through a number of learning curves together. An important process of insight that welds a team together with a common goal. The results are recorded in process diagrams for everyone to understand. Initially, this Solutions Design only depicts 80 % of the truth, which is all that is needed at the start. Above all, recording all special processes would take too much time. In an agile way of working, these 20 % are solved at the relevant time and not at the beginning. This equalizes and accelerates.

What also speeds up the process is the joint prioritization of what is to be implemented next, always with a view to "what is rollout-relevant" and "what is a necessary bug fix". This increases acceptance of why a special function is not yet available in this or the next release.

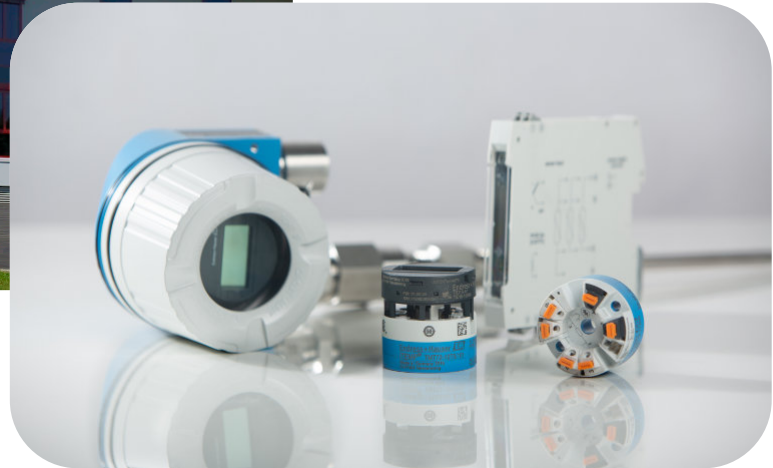
Acceptance

Overall, acceptance is very high, even though a dual-system strategy was used for the transition, meaning that many entries had to be made in two systems. Also, one misses - with a wink of the eye - that it is no longer possible to work "just bypassing" the system and the importance of the master data is assessed differently today. "Until now, incidents had to be solved by changes in the code or in the database. Today, master data can be added to or corrected in standard SAP transactions," says Konstantin Petrich, Head of Division Information Technology.

"These can usually be fixed by our newly implemented key users, even without computer science knowledge," Konstantine continued.

Experienced employees usually need a little longer to understand the meticulous data entry, since production support is less necessary for this group of people. However, as soon as the process interlock has prevented an error, which is then supposed to be rather serious, it is quickly recognized that the consequences of the error have been considerably mitigated by the system. Further work is to be done on this. The next goals from the department's point of view are an even more secure process interlock in order to further minimize internal scrapping costs. In addition, more automated data is to be recorded in the background in order to reduce interactions and further relieve workers. And further up on the wish list is to make even better use of the data in order to achieve greater transparency in terms of machine utilization.

And what does production IT want? "That production is satisfied," says Romana. There it is again, that we-feeling for a wow production.



About Endress+Hauser Temperature+System Products

Endress+Hauser Temperature+System Products is one of the world's leading manufacturers of temperature measuring instruments, temperature engineered solutions and system products. The company employs over 700 people around the world. Over 400 of them work at the headquarters in Nesselwang (Germany). Divisions in Pessano (Italy), Greenwood (USA), Suzhou (China) and Aurangabad (India) ensure customer proximity through local production and services.

About Trebing + Himstedt

Trebing + Himstedt is a consultant for digital transformation to smart factories and digital services. Through an agile approach and pioneering spirit, we jointly create innovations that inspire and generate added value at an early stage. We call it Wow + Now.

To realize smart factories and smart products, we use SAP's Cloud Innovations portfolio for digital manufacturing & IoT based on the SAP Business Technology Platform. With accompanying change management, we ensure the success of the digital transformation. The benefit-oriented applications are complemented by an extensive eco partner network.



Wow + Now.
Your Vision. Our Challenge.

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