

# ETH Lecture

## Industrial Perspectives on Operations Management

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ETH building, Rämistrasse 101, 8092 Zürich  
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**ETH** zürich

*Production and Operations  
Management*



**Schindler**

# 1.

## Introducing Myself Alexandre Baubert

# Alexandre Baubert

## Personal Background



Schlumberger 

BORDERLESS AMBITION, INSPIRATION AND IDEAS



No. 46 | Q3 2022  
www.supplychainmovement.com

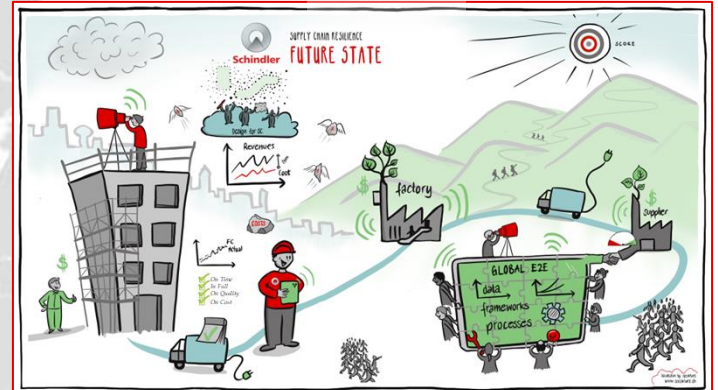
News: **inNOWvate** Supply Chain Event ▶ Working on **Scope 3** emissions ▶ **Storytelling** holds the key to **successful innovation** ▶ Managing disruptions based on **military doctrine** ▶ The Supply Chain Agenda of **Iham Smaali, Estée Lauder**

**Alexandre Baubert**  
Chief Supply Chain Officer, Signify



DIGITAL & GREEN  
SUPPLY CHAINS



# 2

## Schindler introduction

**Swiss precision**  
Value engineered



## Elevators

From small residential buildings to soaring skyscrapers, 100% of Schindler elevators are digitally enabled to provide reliable, energy-efficient, and seamless vertical mobility



## Escalators

Indoor or outdoor, Schindler has a mobility solution for all kinds of commercial and public spaces



## Moving walks

Horizontal or inclined, Schindler moving walks allow people to cover distances comfortably and quickly

# We Elevate...

## Moving 2 billion people daily

Our elevators, escalators, and moving walks transport more than 2 billion people up and down buildings and across transit hubs every day. With our customers, we help organize cities: moving people and goods and connecting transportation systems.


# We Elevate...

## Sustainable, smart urban mobility



Schindler combines over a century of experience with innovative technologies to keep today's and tomorrow's cities moving.

# We believe in long-term business success

 **150+**  
Years experience

 **1,000+**  
Branch offices

 **67,000+**  
Employees

 **100+**  
Countries

**CHF 10.9 billion**  
revenue in 2025



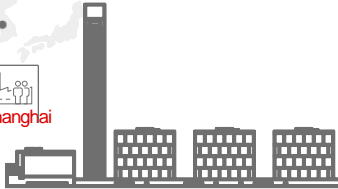
Campus Morristown, USA  
Photovoltaics  
ISO 14001, ISO 9001



Campus and factory,  
Londrina, Brazil,  
ISO 14001, ISO 9001



Campus Ebikon (Lucerne), Switzerland  
Headquarters since 1957, Modernized in 2019  
100% green electricity, carbon-neutral  
Photovoltaics  
ISO 14001, ISO 9001  
LEED Gold certificate



Shanghai  
Schindler City Jiading (Shanghai), China  
325 000 m<sup>2</sup>, 200-m test tower  
Photovoltaics  
ISO 14001, ISO 9001  
LEED Gold certificate



Campus and university Pune, India  
Escalator factory  
4 600 students per year  
Photovoltaics  
ISO 14001, ISO 9001



# Our values

Dedicated to safety and quality, we create value for customers with integrity and trust. We're committed to our people and to sustainability. Our core values, built on foundations laid over five generations, remain at the heart of our organization – now and in the future.

## Safety



More than 69,000 Schindler employees work around the clock to serve 2 billion people using our elevators and escalators every day. Safety for each one of our passengers and employees is foremost.

## Creating value for the customer



Our customers are at the heart of what we do: their success is our success. We design and deliver our products and services according to their needs in order to move people safely and sustainably.

## Quality



We aim to deliver genuine Swiss quality, based on leading technology, precision engineering, and innovative, sustainable solutions.

## Committed to people development



Our employees are our most valuable asset. Their passion, ambition, and collaboration are the cornerstones of our culture and success. We foster lifelong learning and empower employees to help shape the future of our company.

## Integrity and trust



We have been a trusted partner for our customers and the communities we serve for more than 150 years. We follow the highest standards of professional and personal conduct in all our relations.

## Sustainability



Together with our customers, we shape the cities of the future by providing sustainable, smart urban mobility. Sustainability is integral to the Schindler way of doing business, defining how we work – creating long-term value for all.

# Building on 150+ years of tradition

**1874**  
Establishment of the joint partnership Schindler & Villiger

**1906**  
First international venture established in Germany

**1937**  
First subsidiary outside of Europe established in Brazil

**1974**  
Joint venture with Jardine Schindler in Asia-Pacific

**1957**  
Move to new headquarters in Ebikon, Switzerland

**1980**  
First industrial joint venture of the People Republic of China with a western company

**1998**  
Schindler India Pvt. begins operations

**1989**  
Acquisition of the Westinghouse elevator business in the USA

**2018**  
Launch of breakthrough Robotics Installation System for Elevators

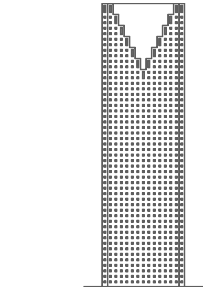
**2014**  
Opening of new factories in China, India and the USA

**2022**  
SBTi-approved targets to become net-zero by 2040

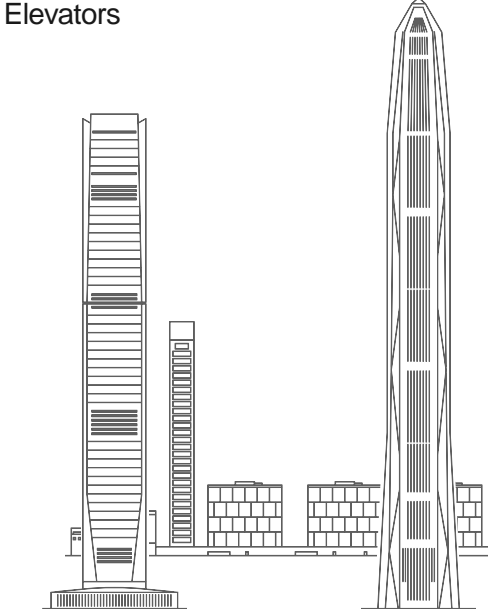
**2019-20**  
Launch of new modular elevator product lines



**1936**  
Installation of the first escalator in Switzerland



**2009**  
Introduction of the Transit Management System, the Schindler PORT Technology



# Our Highlights

## 2025 and latest updates

Organic growth driven by Modernization and Service	<b>9.8%</b> Net profit margin	Modernization solutions successfully launched	Standardized product offering gaining traction	In <b>Forbes'</b> ranking among <b>top 50</b> of the world's best employers <b>3rd place</b> engineering, manufacturing	Piloted first-ever low-carbon-emissions steel elevator
 Rollout of mid-rise elevator in the US	 Climate <b>CDP</b> A List 2025	Cash flow from operating activities <b>CHF 1 490 million</b>	<b>Innovative Schindler X8</b> introduced	EBIT margin increased to <b>12.6%</b>	 PLATINUM <b>Top 1%</b> <b>ecovadis</b> Sustainability Rating JAN 2026



See more: <https://reports.schindler.com/en/2025>



# Business Drivers

## Megatrends shape the world and influence our business

### Climate change



Cities account for around **75%** of global CO<sub>2</sub> emissions. They play an essential role in the fight against climate change.

Schindler offers products with maximum energy efficiency and service solutions with low CO<sub>2</sub> emissions.

TARGET

**Net zero  
by 2040**

### Sustainable cities

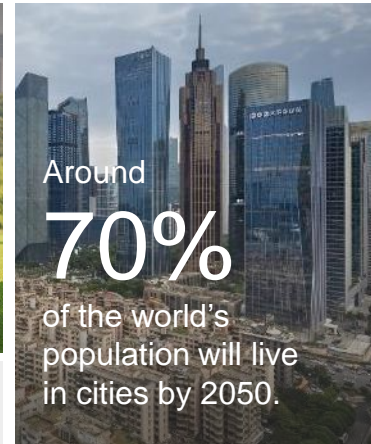


Transportation infrastructure, the lifeline in cities and buildings is undergoing a revolution.

Customized, flexible, and resource-friendly solutions – that's the future.

Through technology and innovation, Schindler contributes to future-oriented and sustainable building design.

### Urbanization

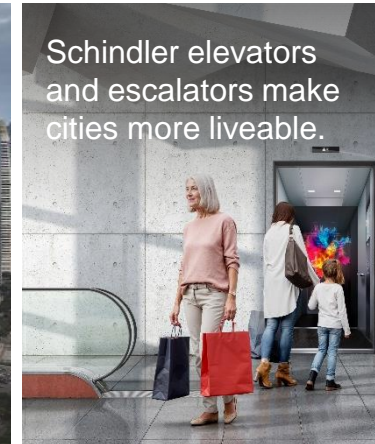


Around **70%** of the world's population will live in cities by 2050.

Cities need to expand vertically to make the most out of the limited space available.

Schindler elevators and escalators are essentials for efficient, vertical transportation in cities.

### Silver society



Schindler elevators and escalators make cities more liveable.

Schindler provides accessibility for an ever-increasing aging population, and with it the opportunity to live independently for longer.

### Connectivity



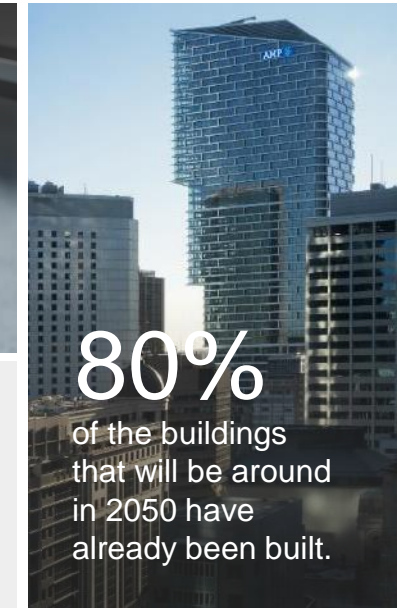
Connected technologies and infrastructure are the cornerstones of smart cities with a better quality of life.

More than **35%** of our installations are already connected to the cloud, providing increased uptime thanks to remote monitoring.

**Schindler PORT** means efficient transit management through buildings.

**Schindler MetaCore** enables flexible transformation to mixed-use structures.

### Circular economy



**80%** of the buildings that will be around in 2050 have already been built.

Schindler's sustainability concept and solutions for the flexible repurposing of buildings contribute to the sustainable use of resources, which is becoming increasingly important in the real estate sector.

# Sustainability Roadmap 2030

## Nine focus areas to improve urban living

### Commitment to Planet



#### Sustainable infrastructure

- Electrify service fleet
- Install renewable energy on sites
- Procure 100% renewable energy



#### Resource efficiency

- Reduce embodied carbon
- Pilot use of low carbon steel
- Test other low carbon materials



#### Health & Safety

- Focus on operational learning
- Cultivate safety rules & processes
- Maintain high product safety standards



#### Energy efficiency of products

- Improve efficiency of hardware
- Optimize efficiency with software
- Sell most efficient products & services



#### Circularity

- Embed circularity by design
- Promote service & modernization
- Expand refurbishment of parts
- Eliminate waste to landfill



#### Inclusion & Diversity

- Ensure equal job opportunities
- Ensure equitable treatment
- Live a respectful workplace



#### Sustainable & resilient supply chain

- Improve & decarbonize logistics
- Move to circular packaging
- Eliminate use of plastics



#### Value chain engagements

- Engage with suppliers upstream
- Promote values downstream
- Collaborate in associations



#### Human Rights

- Raise employee awareness
- Strengthen due diligence
- Ensure grievance mechanism (speak-up)



# 3.

## Supply Chain, at a glance



# Supply Chain – People Focus



**Diversity**  
**26%**  
Female Executive  
in Supply Chain



**Supply Chain Professionals**  
**>4,000**  
( Factories, Logistics,  
Engineering, Planning, Field,  
Parts Distribution)



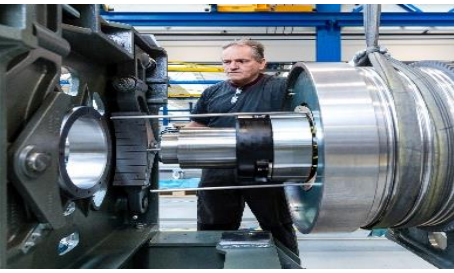
**Attrition**  
**3.4%**  
Voluntary  
attrition  
(critical  
positions)



**Succession**  
**79%**  
Leadership Succession  
Readiness



**Managers Upgrades**  
**35%**  
(Changes in 2025)



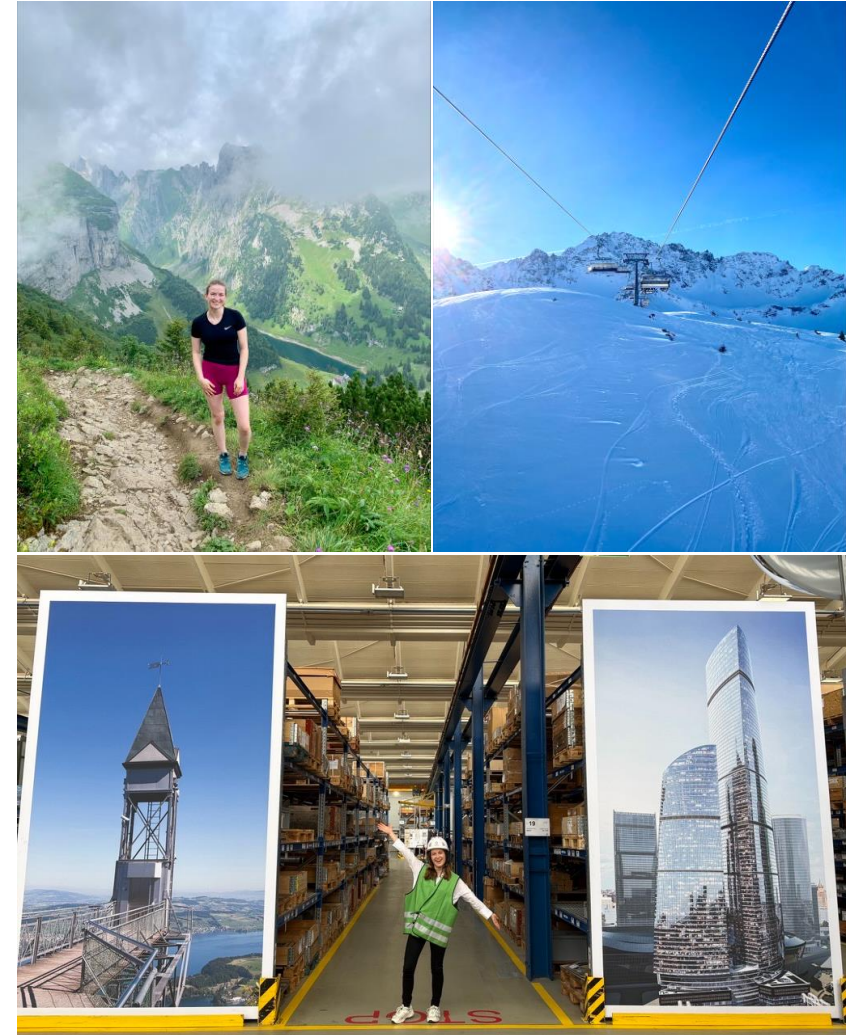
# 4.

Concrete examples of problems  
you have solved or are working  
on

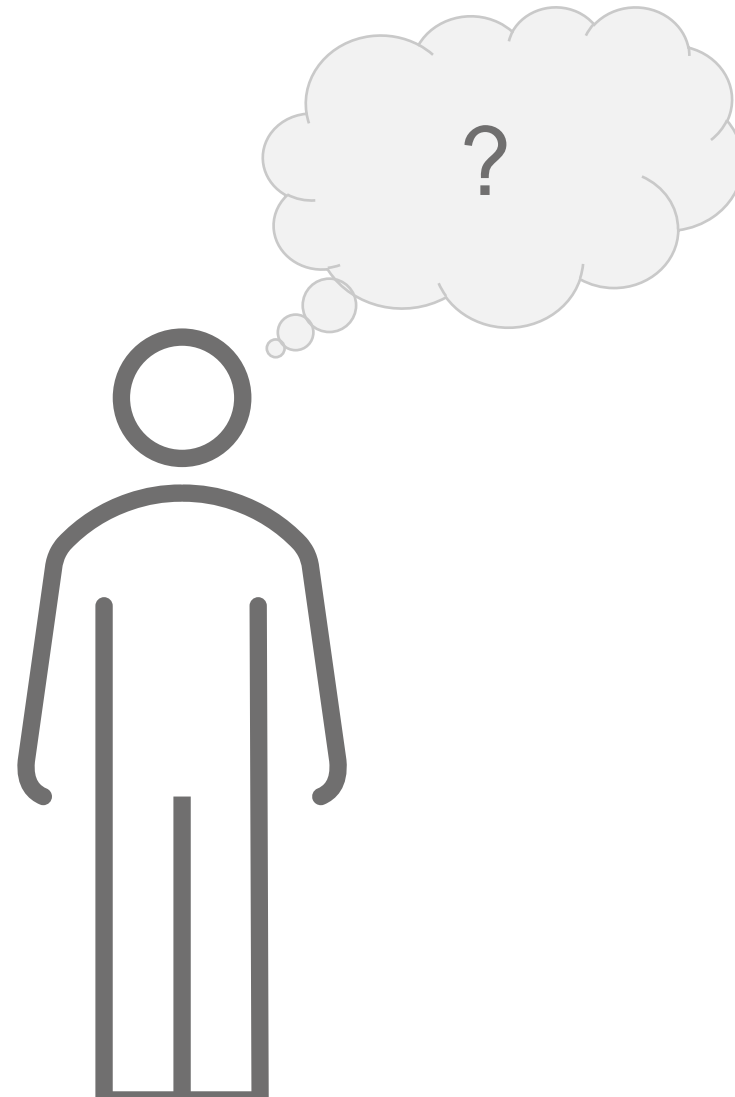
# Ricarda Lex

## Personal Background

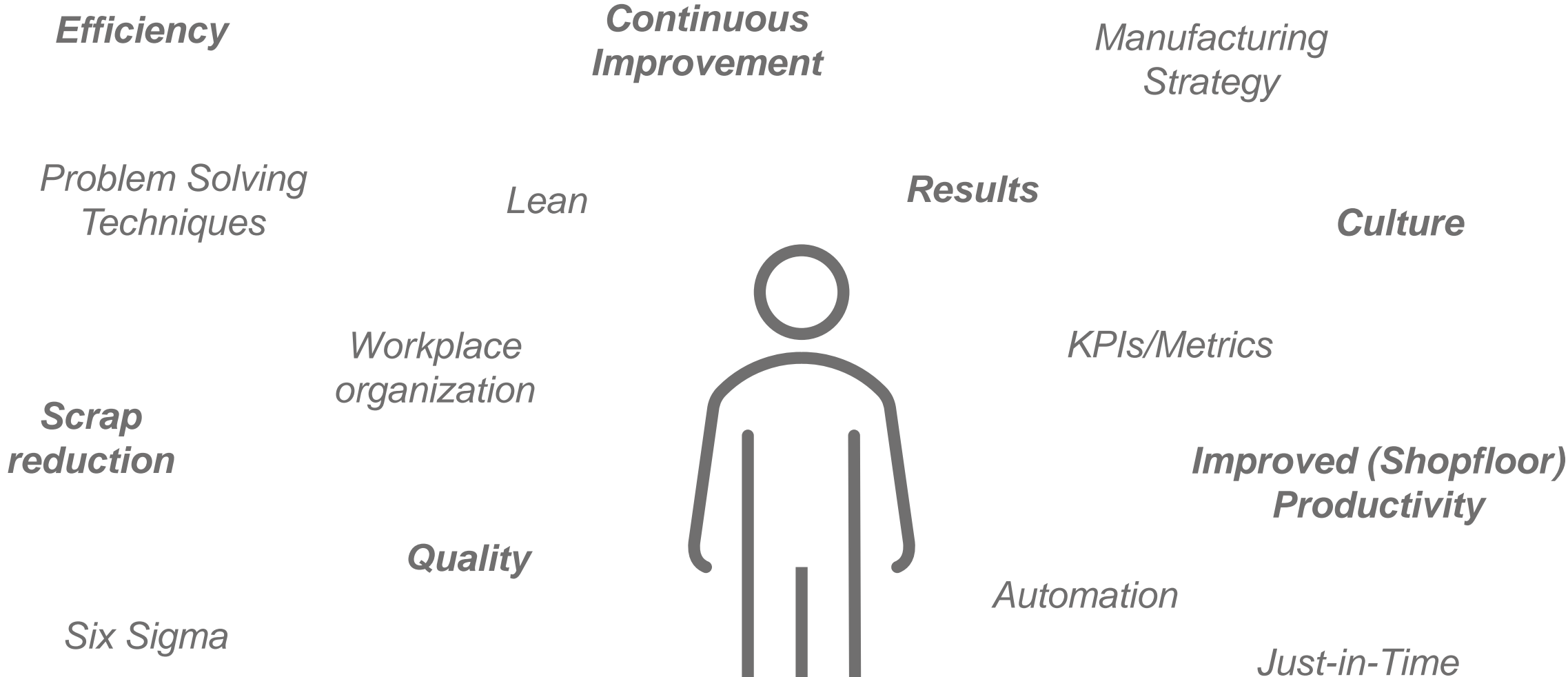
- 25 years old
- Austrian
- B.Sc. Environmental Sciences
- M.Sc. MTEC
- Started at Schindler in Oct. 2025



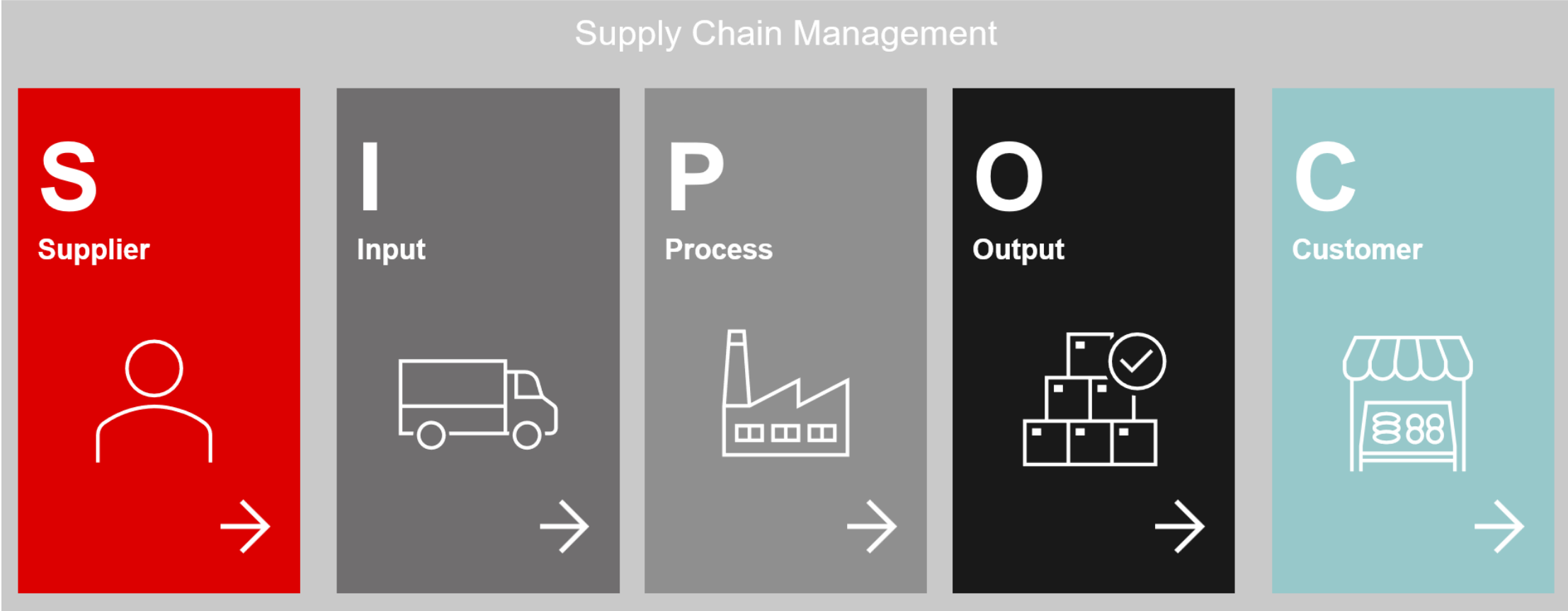
# What does operational excellence mean to you?



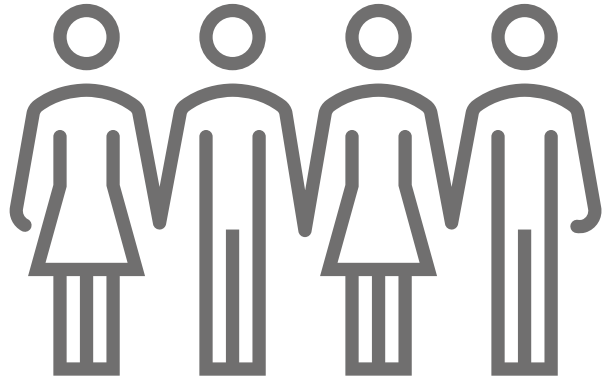
# What does operational excellence mean to you?









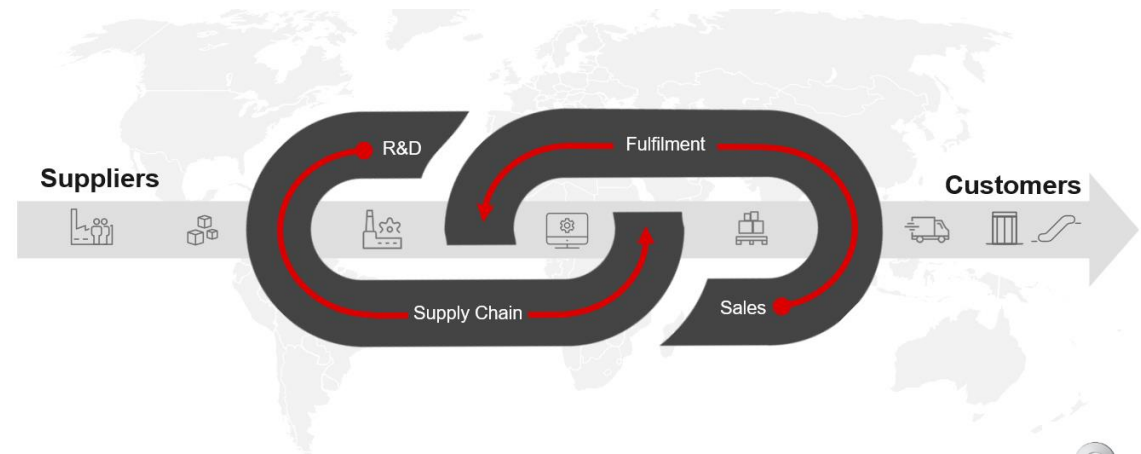
# It looks simple...

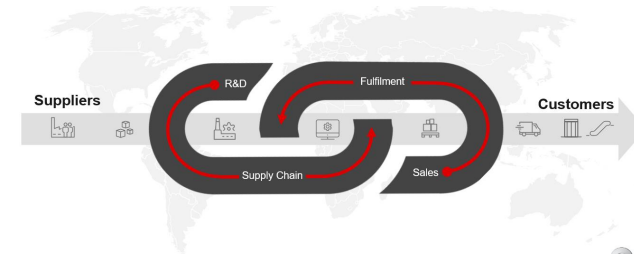
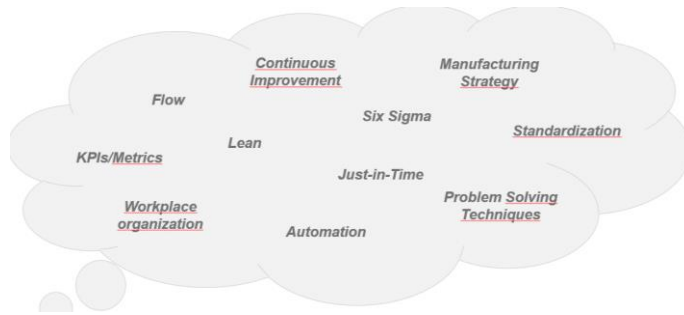


# But in reality...



<p><b>Safety</b> </p> <p>More than 69,000 Schindler employees work around the clock to serve 2 billion people using our elevators and escalators every day. Safety for each one of our passengers and employees is foremost.</p>	<p><b>Creating value for the customer</b> </p> <p>Our customers are at the heart of what we do: their success is our success. We design and deliver our products and services according to their needs in order to move people safely and sustainably.</p>	<p><b>Quality</b> </p> <p>We aim to deliver genuine Swiss quality, based on leading technology, precision engineering, and innovative, sustainable solutions.</p>
<p><b>Committed to people development</b> </p> <p>Our employees are our most valuable asset. Their passion, ambition, and collaboration are the cornerstones of our culture and success. We foster lifelong learning and empower employees to help shape the future of our company.</p>	<p><b>Integrity and trust</b> </p> <p>We have been a trusted partner for our customers and the communities we serve for more than 150 years. We follow the highest standards of professional and personal conduct in all our relations.</p>	<p><b>Sustainability</b> </p> <p>Together with our customers, we shape the cities of the future by providing sustainable, smart urban mobility. Sustainability is integral to the Schindler way of doing business, defining how we work – creating long-term value for all.</p>





*Operational  
Excellence*



*Cultural  
Excellence*



*Production System*

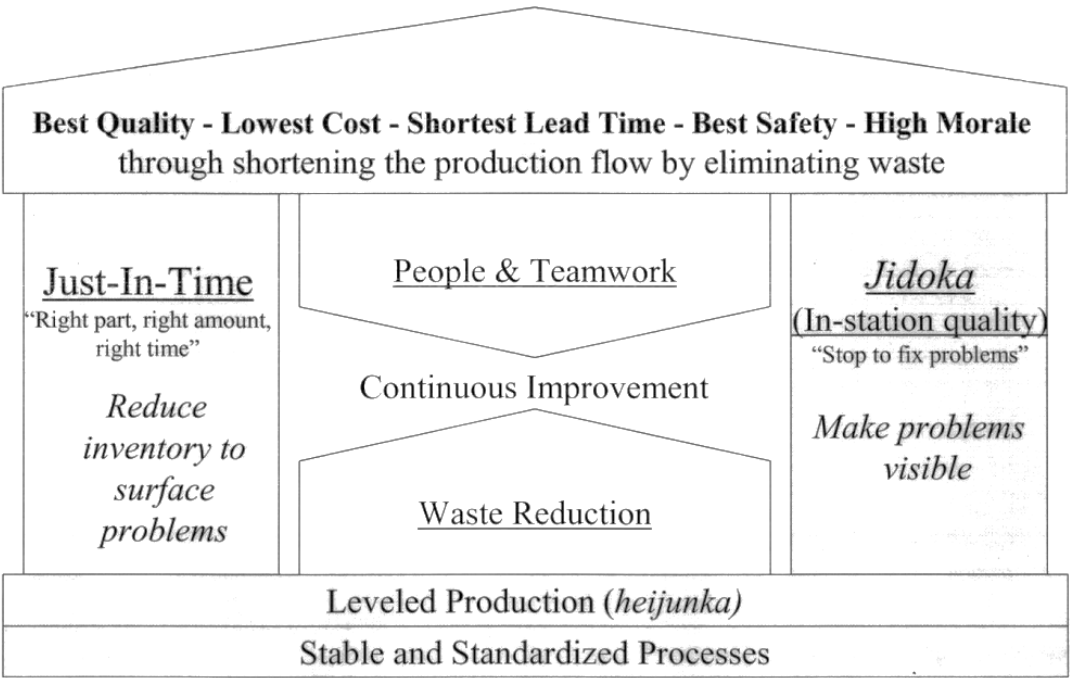
# How can Schindler design a company-specific production system that aligns global operating principles with locally driven supply chain and manufacturing decisions?



# Building the Schindler Production System Insights



## Existing Knowledge



Source: Liker, J. K., & Morgan, J. M. (2006). The Toyota way in services: the case of lean product development. *Academy of management perspectives*, 20(2), 5-20.

# Building the Schindler Production System Insights

## Important considerations

- What should it do for us?
- High product and component variability
- Product is not done after leaving the factory
- Different maturity levels across zones



# Building the Schindler Production System Insights



## Opportunities

- Strengthening the global identity
- Modern integrative lean supply chain
- Tools outside lean
- Industry 4.0

# Building the Schindler Production System Insights



## Schindler Production System



# Building the Schindler Production System Next Steps

Master Thesis  
(hopefully)

## Workshop and Interviews

Understand strengths and pain points of zones. Define joint ambition, key elements, and priorities.

## Design and Roll-Out Preparation

Create a detailed assessment of the current situation and best practices across zones.

Define roll out plan and governance across Schindler network.

## Implementation Phase

Comprehensive documentation, checklists and clear governance in place.

## Evolving stage

Allow for evolution of the production system – don't stop at status-quo.



# 5.

## Key Take-Aways / Summary

# Key Take-Aways – Q&A

- SC Strategy = Business Strategy
- Delivering Performance
- Developing Excellence (Production System)
- It is all about People
- It is fun !



# Thank you

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