


2018

# 75 YEARS METROHM



**An unconventional story  
A look back at 75 years of  
Metrohm**

**From the idea to the product**  
How Metrohm develops new analysis  
equipment

**The Metrohm Foundation**  
36 years of security, continuity, and social  
commitment

# Dear Metrohm customers, Metrohm employees and friends of Metrohm,

Being asked to write the editorial for our magazine celebrating 75 years of Metrohm is something I regard as a great honor. In reviews of this nature, it's become somewhat customary to focus on important people and milestones. But as both of these will be covered in more detail in other texts, I've made a conscious decision not to talk about these aspects.

In my opinion, the main factors which have made our Metrohm what it is today, and which continue to shape the company, are tradition, a high level of continuity, and a deep commitment to our location—values which might today be termed «sustainability». Thus, over the course of our 75-year history, the company has had only three CEOs, two CFOs, three Heads of Development, and—up until our geographic restructuring in 2015—just two Sales Managers. This fact

alone shows how important continuity has been with respect to our employees. Given that expertise is not just facts on paper but also knowledge stored in the brain, long-term employees play a significant role in the success of any company.

«*Above all, it's a high level of continuity and tradition which have made our Metrohm what it is today, and which continue to shape the company.*»

Another factor which has shaped our success to an equal degree is the way our development and production divisions work hand in hand. We've always taken the view that the ideal conditions for developing new measuring devices involve having development, production, and application on the same site. Thanks to the continual improvement of our production processes, we've been able to keep our production here in Herisau, even during crisis years. Naturally, this is totally in line with the vision of our founder, who was always committed to creating local workplaces.

Before you launch into reading this magazine, I'd like to say a very big thank you to all our customers who have made this anniversary possible, and to all our current and former employees around the globe who have played their part in meeting and exceeding customer expectations and wishes.



Yours sincerely, Christoph Fässler  
CEO of the Metrohm Group





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# Totally different yet still the same

**Metrohm turns 75**



## Companionship and team spirit: The decisive human success factor

75 years ago, on April 1, 1943, Metrohm commenced operations with a handful of employees in the Swiss town of Herisau. Heading the team: the two friends Bertold Suhner and Willi Studer. Together with their team, they planned to manufacture measuring devices for high-frequency engineering and telecommunications.

The two friends did not choose an easy moment in history to found their company; the Second World War was raging, and money and materials were scarce. But the employees supported the company, and were eager to join forces and create something meaningful. Perhaps it was this test of stamina during the initial difficult years which laid the foundation stone for the later success of the company.

Bertold Suhner responded to the trust demonstrated by his employees by holding them in exceptionally high esteem: right from the start, he regarded them as more than mere employees. In 1968, when the company celebrated its 25th anniversary, Suhner wrote a text which summarized how he viewed his team: «A single person can never take full credit for making a company successful. It is always teamwork that leads to success.»



Metrohm began working in this building in 1943.



Company founder Bertold Suhner

## Loyalty: «Metrohmers» remain faithful—through thick and thin

«Metrohmers» know they enjoy a special position—not necessarily to be found in every company. The exceptional level of loyalty which they demonstrate to the company is their response to the high level of esteem in which they are held. Even in times of difficulty, employees remain loyal to Metrohm.

This was true right from the start, during the first difficult years after the company was founded. On the 25th anniversary of the company, Suhner looked back over the initial years. «Back then, I learned what it meant to work together with a small team of people who were all dedicated to a common cause, even if the result was uncertain.»

This bonded the team. During their free time, the employees often engaged in leisure activities together, particularly sports— from table tennis and football tournaments to winter sports including ski races and hikes up to the 8,200 ft high summit of Säntis, a landmark in the region, the team did everything together. And in actual fact, the skiing race which Bertold Suhner inaugurated in 1957 remains a fixture to this day.

Most recently, the loyalty of the Metrohm employees was tested in the global recession of 2007 and 2008. Once again, they remained loyal to the company: despite pay cuts due to short time and unpaid holidays, they continued to believe in the company and stayed put rather than looking for alternative employment.



**Deepa Naik**  
Lupin Limited



Dear Team Metrohm,

Greetings and heartiest congratulations on completing 75 years. Lupin Goa has been using Metrohm instruments right from its inception in the years 2004–2005. Metrohm Instruments are known for their rugged and reliable performance. Equipped with best service and support and an outstanding sales team, this makes them the world leaders. The technical support team and training personnel are a great help in understanding the features and the functionality of the instruments. I am very happy to be working with Metrohm and wish that Metrohm will continue to move ahead on the path of excellence.

## Moderation as a survival strategy

When the company debts exceeded the share capital by multiple times in 1947, Suhner decided to take steps to rationalize the company. Despite the difficult situation, he refused to take out further loans; the company would have to sink or swim on its own merits. As a matter of principle, Suhner refused to be dependent on banks. Willi Studer was of a different opinion—and left the company after just four years.

Bertold Suhner, however, continued to believe that the company had a chance of succeeding. He took over the management of the company on his own, and shaped it according to his own vision. From the start, the company focussed on organic growth rather than quick profits. Business strategies were never aligned to peak periods; instead, the company endeavored to grow slowly but surely. «My aim was always to keep the size of the company manageable, and create a solid base rather than just growing regardless of cost,» Suhner said. Over the course of its 75-year history, this strategy is what has helped Metrohm to survive three recession periods.



Company founder Bertold Suhner



The Metrohm workforce in 1943



The first Metrohm workshop

## Innovation: The key to breakthrough— and long-term success

There was little hope for Metrohm on the high frequency and telecommunications market. But the young company was flexible enough to turn to another idea: in 1946, three years after the company was founded, Metrohm began working on an electronic pH meter—its first step into developing precision measuring devices. For Metrohm, this was an escape route from the crisis: the new market proved to be profitable, and by 1953, the company had paid off all its debts.

In the second half of the 1950s, the company made its ultimate breakthrough. Metrohm developed the first shockproof combined glass electrode and the first electrically powered piston burette. To this day, all commercial titrators and liquid dosing systems are based on this development. In 1959, Metrohm launched its first registering titrator, the «Potentiograph». The extended product portfolio paved the way for the international success of the company: by 1960, the company was supplying customers in 40 different countries around the world.

In 1987, Metrohm began working on ion chromatography. Here it encountered the market leader Dionex—a mighty

competitor for Metrohm, which was new to the world of IC. Dionex, moreover, was in possession of the patent for chemical suppression, which facilitates more precise conductivity detection. But thanks to innovation, the newcomer was able to establish itself: Metrohm reinvented chemical suppression, and launched the Metrohm Suppressor Module in 1995. In 1999, Metrohm constructed the first compact ion chromatograph. This intuitive instrument not only generates powerful IC analyses despite requiring only the smallest floorspace, but it is also highly user-friendly. Thanks to this innovation, the company managed to secure second place on the IC market.

In the field of titration, Metrohm has been setting new global standards since the turn of the millennium with its Titrand and its tiamo software. In pursuit of its goal to offer customers more than «just» the best on the market, a Titrand successor was born in 2016—although successor is hardly the right word: OMNIS. With OMNIS, Metrohm began to follow a completely new titration concept, taking a great risk in the process: Metrohm jumped off the proverbial winning horse—convinced that genuine innovation, something that really keeps pace with the times, is more than just optimizing existing instruments.

**Rhonda Koch**

Dr Pepper Snapple Group



Metrohm has been a technical resource to the Dr Pepper Snapple Group (DPS) for more than a decade. Whether working with Metrohm National Accounts to develop programs that deliver value to our business or with the Field Engineering team who support the instrumentation at our manufacturing sites and central lab, the DPS Quality group knows we can rely on the team at Metrohm. Their demonstrated interest in our success has made them great partners.



Congratulations

## Quality along the entire value chain: The key to winning the trust of customers



The Titriskop, the first Metrohm titrator (1949)

In 1978, Bertold Suhner stepped down from his position as CEO of Metrohm. When he retired completely from Metrohm in 1982, he founded the «Metrohm Foundation», to which he transferred ownership of the Metrohm Group. Independent from profit-hungry shareholders and the pressure they exert, this enabled Metrohm to focus on its values and high quality standards—particularly with regard to the way in which people are treated. «The best way to promote our company and our products is to ensure top quality in innovation, products, service, and the way we treat people—whether employees, suppliers, or customers,» says Adrian Déteindre, who was CEO from 1982 to 2005. The trust which Metrohm customers place in the company is founded on this special definition of quality.



Bertold Suhner with Lorenz Kuhn, co-founder of the Metrohm Foundation

## Humanity and solidarity: Beyond the borders of Metrohm

Metrohm's focus on people extends beyond the day-to-day business of the company: from the start, the management and the workforce have had a heart for the community. For example, in the early days of the company, employees helped by collecting donations for charitable causes.

When the non-profit Metrohm Foundation was created, supporting cultural and community projects became a fixture in the company: as sole shareholder of the Metrohm Group, the Metrohm Foundation is able to invest dividends in community projects. The choice of projects supported by the Foundation reflects the strong roots of the company in Eastern Switzerland. Today, the Foundation is one of the most important funding institutions for educational, cultural, and community projects. Amongst other things, it funds a chair for «New Materials» at Zurich University for Applied Sciences, and also supports the Association of Swiss Science Olympiads.

However, the company is also aware of areas of need outside of the region and donated generously after the tsunami of December 2004, which claimed more than 10,000 lives in India and laid waste to large areas of land. Amongst other things, the money was used to build 146 sturdy concrete houses in a fishing village on the east coast of India, each with its own electricity and water supply, as well as a large community hall. The fishermen were also provided with new motorized fiberglass boats, equipped with nets, rods, and life jackets.

## Congratulations

**Peter Walz**  
Schlötter Galvanotechnik



### **Congratulations from Schlötter!**

Long before my time as a group leader in service analytics, Metrohm devices were already being used for titration in our company in the 1970s. Both the devices at the time and the current devices are characterized, in particular, by their flexibility, ease of use, and longevity. Due to the local proximity to the Filderstadt site and the personal contact to the employees of the field service and in the application laboratories, perfect support for equipment maintenance and the development of new analysis methods for our galvanic procedures is always provided. The supply of spare parts and consumables, which are usually on my desk within 24 hours after the order is placed, is absolutely outstanding.

There's only one thing left for me to say: Keep it up and Happy Birthday, Metrohm!



## Environmentalism: In line with Bertold Suhner's values

From the start, Metrohm has regarded environmental protection as a natural part of its obligation to society. In 1989, the company was one of the founding members of the Swiss Association for Ecological Company Management. This was completely in line with the values held by Bertold Suhner: after stepping down as CEO of Metrohm, Suhner dedicated his energies to the protection of the environment.

In 2011, the company moved into its new headquarters in the industrial area of Herisau. The new premises offered sufficient space for the 450 employees at the Herisau site—the sales, marketing, development, and production divisions of the Metrohm Group are currently all located here. The new premises are extremely energy efficient. In 2016, a photovoltaic system was installed on the roof of the headquarters. Spread over a surface area of 11,867 square feet, the solar panels generate sufficient power to cover a quarter of the company's electricity requirements. The remaining 75% is also procured from renewable sources and is CO<sub>2</sub> neutral.

## Metrohm today: Traditional values and modernity

Over the last 75 years, Metrohm—the Herisau-based manufacturer of high frequency and telecommunications technology with just a handful of employees—has metamorphosed into an international manufacturer of precision analysis instruments. Although the transformation has been immense, founder Bertold Suhner's special corporate culture, shaped by his strong focus on values, has always remained intact. Goodwill and solidarity, both internally and externally, prudent business dealings and safeguarding the company's financial independence, a strong focus on innovation, and the importance of quality products and services are values which have outlived Bertold Suhner.

**Luciana Pavan**  
Colgate Brazil—  
Global Technology Center



Metrohm,  
Happy anniversary ... I want to congratulate you warmly!!! It is a pleasure to do business with you, thank you for all the work and good relationship during the past years. Your staff has always demonstrated highly professional behavior and expertise to help us find the best solutions for our business. A pleasant relationship with a company such as Metrohm is one of the things that makes our business so enjoyable and easy.

We look forward to many more years together. I wish you every success as you continue to grow.



Conratulations



**How Metrohm develops new analysis equipment**

# Everything begins and ends with the customer

**Before a new piece of Metrohm equipment arrives in your laboratory, it has to complete a long journey. Many people from all departments at Metrohm are involved, not only at the development and production site in Herisau, but also in the subsidiaries around the world.**

## **Metrohm field service: Keeping pace with customer requirements**

The goal of all developments is to offer customers more analytical options and overcome the challenges of everyday life in laboratories. By focussing exclusively on direct sales, Metrohm field reps are able to forge close contacts with customers, frequently resulting in long-term partnerships. Marc Candreia, sales rep for Metrohm Switzerland, explains how these are formed: «I regularly ask my customers whether everything is running smoothly in their analyses, and where I can be of assistance. As a result, they know they can turn to me for help whenever they need to.» Staff in sales and service know the challenges their customers face in day to day work in laboratories.



# Equipment

Marc regards Metrohm's customer support and service as one of the company's major strengths. And it's the direct sales policy which makes it possible. «Metrohm customers have a contact person who they know personally and who is always responsible for their concerns. They don't get forwarded from pillar to post and wait days or even weeks—as is often the case with manufacturers who sell their products via retailers. I'm always contactable for my customers. In an emergency, I can bring the customer a replacement product the same day and solve the problem in question.» Thanks to the fact that he is able to liaise closely with his customers, Marc also hears about problems in the laboratories which call for new or better instruments.



**Marc Candreia**  
Sales representative for Metrohm  
Switzerland



**David Witmer**

Product manager for spectroscopy and process analytics at Metrohm Switzerland

**The mainstay of product innovations: Product management**

Sales staff work hand in hand with local product managers from the respective country subsidiaries. One of these is David Witmer, product manager for spectroscopy and process analytics at Metrohm Switzerland. With his technological expertise, David supports sales advisors for Metrohm Switzerland—by demonstrating products and conducting feasibility studies, for example. He is also responsible for implementing strategies from the parent company on the Swiss market. «My work involves liaising closely with product managers in other countries. We regularly discuss ideas and experiences. I also liaise particularly closely with the Competence Centers for spectroscopy and process analytics,» David explains.

Thanks to close contact with customers and sales staff on the one hand, and close contact with the competence centers on the other, David plays a key role when it comes to forming new ideas for development. «Often, customers want new product features. I pass these requests on to the central product management in the Competence Centers. For example, a major Swiss pharmaceutical customer wanted an attachment for the Mira Raman spectrometer so that they could analyze tablets. Within three or four months, we had a tablet holder ready.»

Congratulations

**Professor Andreas Seubert, PhD**  
Marburg University



While I was studying chemistry in the 1980s, my later PhD supervisor Gerold Wunsch treated himself to a huge box full of Metrohm titrators, electrodes, and other wet-chemical equipment when he was appointed to a chair in Hannover. He said, «Metrohm—that's quality equipment, it lasts a lifetime, even in a university.»

We also use numerous Metrohm IC systems, titrators, and voltammetry devices, and are always stunned by the high quality and durability of the equipment.

But I've also enjoyed a long-standing and most fruitful collaboration with Metrohm in the field of separation column development; numerous Metrohm customers have been able to test the results of this collaboration.

I'd like to say a very big thank you to the Swiss and German Metrohm teams for the many years of successful teamwork which have blossomed into long-standing friendships and enriched my life.

I'd like to wish Metrohm all the best for the next 75 years!



Heike Risse is product manager for Automation in the Competence Center Titration at Metrohm International Headquarters in Herisau. «With regard to new developments, my task is to evaluate the market to find out how our instruments score and where new developments are possible,» Heike explains. «To this end, I am in constant contact with our subsidiaries, who provide direct feedback from our customers. I conduct surveys to actively collect information regarding customer wishes. Naturally, product managers from the various subsidiaries are also able to contact me at any time with ideas or problems concerning automation products.»

In Heike's experience, customer requests for new product features differ widely: Chinese customers want very different features to those requested by German and American customers. As product manager, she has to decide which features automation in titration should offer, and thus help as many customers as possible to master their daily analysis challenges. «Naturally, we have to set priorities. Particularly in the field of automation, speed and sample throughput are at the top of the list,» Heike says. «But developments which concern the safety of the user take top priority. With regard to all other developments, we confer with our subsidiaries to find out how important the desired feature is for the customer, and how many users would benefit.»



**Heike Risse**  
Product manager for Automation in the  
Competence Center Titration



*Ideas are frequently born out of dialog with the customer or with our sales representatives, who are in close contact with the customers and hence understand their problems.*



**Dieter Strohm**  
CTO of the Metrohm Group

### **Innovation is more than just meeting market needs**

Gaining an awareness of customer problems is an important part of product development. But it's not sufficient when it comes to creating products which really keep pace with the times. As a high-end manufacturer, Metrohm has set itself the task of predicting and solving tomorrow's problems. For this reason, Metrohm distinguishes between «evolutionary development»—which basically means perfecting existing products—and «innovative development». An «innovation» refers solely to a feature which has never before been offered by Metrohm or any other company working in the field of chemical analysis.

Dieter Strohm is CTO of the Metrohm Group. As such, he is responsible for innovation projects in the company. Since January 1, 2018, he's also been setting up a new innovation and technology management structure to create better preconditions for innovations. Teamwork, he says, is one of the basic preconditions for innovation: «Ideas are frequently born out of dialog with the customer or with our sales representatives, who are in close contact with the customers and hence understand their problems.» An innovation created by a lone person—the sudden proverbial flash of inspiration—is not how it actually works in practice. One good example is the Liquid Adapter in the OMNIS system, which makes safe reagent exchange possible. «During the Pittcon, we were sitting together one evening drinking beer. The group consisted of colleagues from different companies, including Sigma-Aldrich, with whom we developed the adapter. That was the hour in which the Liquid Adapter was born.»

In the quest for new ideas, Dieter also takes a look at other industries—the automotive and telecommunication industries, for example. For this purpose, he attends trade fairs; sometimes, however, ideas come to him in everyday life. The idea for the Touch Control panel, for example, which allows users to operate the Titrande via a touchscreen, came to Dieter when he went to buy a sewing machine with his wife. They found a model with a very similar system. Dieter immediately bought a sewing machine for the Metrohm R&D department so that they could investigate the technology involved. «It wasn't long before Adrian Déteindre, who was managing director at the time, rang me up to ask whether I'd gone mad, buying a sewing machine for the R&D department!»

Innovations can only flourish in the right conditions. «You have to accept that mistakes will be made, and you have to be willing to take certain risks,» Dieter says. «Some pessimists claim that nine out of ten innovation projects are doomed to failure. And it's true that some innovation projects fail, and all the money invested is lost. That's part of the game. The important thing is knowing that the management still has your back.»



**Michael Edelmann**

Titration project manager in the R&D department

**Interdisciplinary teamwork in research and development**

Michael Edelmann, titration project manager in Metrohm's Development Division, agrees. «Here at Metrohm we're given the freedom we need to work on innovations.» This is Metrohm's bread and butter—because the high wage costs resulting from development in Switzerland also impact the prices of the analysis equipment. «Costs in Switzerland are high, but we have lots of highly qualified professionals. This enables us to maintain a cutting edge over our competitors,» Michael explains. Amongst the company's most important capital are the long-standing employees who, over the years, have amassed a wealth of experience in the field of research and development at Metrohm. «Experienced employees know the products inside out. They know their strengths and weaknesses, and they know the market. They're excellent at deciding which ideas are worth following.»

Metrohm employs around 150 people in its R&D department. The various departments deploy engineers and chemists, designers, electronics technicians, software developers, editors, and lab technicians. An interdisciplinary project team is formed for each R&D project, «borrowing» the employees it needs from the respective departments. «At any given time, employees are assigned to one single project team. They stay with the project from start to finish. This enables them to focus on a single goal,» Michael explains.



One distinguishing feature of Metrohm's R&D department is the fact that it boasts its own chemistry department. Michael regards this as particularly important in the development of user-friendly products. «The developers virtually have the customers in the building. The staff in the chemistry department—most of them are laboratory technicians—work with the new equipment just like future customers. As a result, the developers quickly become aware of needs and problems in everyday use with the equipment, and can respond to these needs as they continue to develop the product.»

Congratulations

**Professor Rajiv Prakash**  
Indian Institute of  
Technology Varanasi



My best wishes: I congratulate Metrohm on 75 successful years. Having used Metrohm trace analysis for the last 20 years and later a PGSTAT and an ion chromatograph, I can say with confidence that the key to success is the dedication of Metrohm team members and their commitment to service. These alone have made it possible to develop excellent technology with robust instrumentation and strong bonds with users.



**Fredy Bleiker**  
Head of the Design Transfer Department

### The interface between development and production

Before a new product can progress to serial production, the manufacturing steps have to be designed as efficiently as possible. This is where the Design Transfer department comes into play. Fredy Bleiker is head of this department. «We coordinate the production concept,» he explains. «Liaising closely with the various production departments, we transfer new developments into the supply chain—from the choice of suppliers for the individual components through to delivery to the end customer.»

This process begins while the development process is still in full swing. In each R&D project, an employee from the Design Transfer department ensures that production and logistics concerns are taken into consideration. They advise the developers with regard to production and assembly processes, and coordinate the drafting of all necessary concepts in preparation for manufacture. This ensures that the new product can be manufactured as efficiently and cost-effectively as possible. «These employees are generalists. Besides a degree in engineering, they have experience in project management, and they understand production processes. As a result, they are able to perform this important hinge function in an expert manner,» Fredy says.

**Robert M. Pierceall**  
Archer Daniels Midland  
Company



We have Metrohm instruments in our laboratories across the globe. When I think of Metrohm, I think of Class. Accuracy and precision are First-Class. Customer/Field service is Best-in-Class. Quality, ruggedness and reliability are World-Class. Congratulations on 75 well-done years Metrohm!

The «Design Transfer Mechanics» and «Design Transfer Electronics» teams also play key roles. The «Design Transfer Mechanics» team creates functional models and prototypes, thus providing the constructors with feedback at an early stage so that they can optimize parts when it later comes to serial production. The team is also involved in building workplaces and providing resources for assembling the finished product. Workplaces are designed for each product so that assembly can be optimized—also with regard to ergonomics. The «Design Transfer Electronics» team develops tests for electronic switches and modules, as well as for the finished product. It's also responsible for creating the necessary testing equipment and software. R&D and Design Transfer work hand in hand to ensure continual feedback and optimization. Once this iterative process has been completed, serial production can begin.



**Herbert Müller**  
Head of Production

### Serial production begins

To this day, our analysis equipment is manufactured at our headquarters in Herisau. Around 100 employees are responsible for producing Metrohm devices. According to Herbert Müller, head of production, manufacturing on site has numerous advantages: «We have full control over the quality of our products.» On-site production also makes Metrohm more flexible. It enables swifter responses—if batch quantities change, or alterations need to be made to the products themselves. «When products need to be altered, communication with the R&D division plays a key role,» explains Herbert. «Which, of course, is considerably easier thanks to the spatial vicinity. The same is true when it comes to introducing new products.»

When a new product is due to be introduced, the employees who will later be working in assembly are involved in the proceedings at an early stage. As a result, they can discuss processes and assembly with the Design Transfer department, and at the same time familiarize themselves with the assembly procedure for the new product. Each employee in the Assembly department is responsible for just one product group—for example, titration or ion chromatography. This enables them to develop expertise in the respective field.

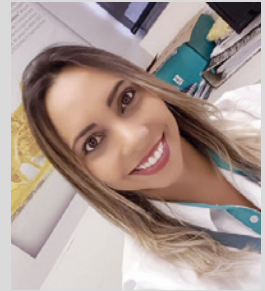


*We have full control over the quality of our products.*

## Congratulations

**Sabrina Fernanda  
Thais Alves**

Petronas Lubrificantes Brasil S.A.



It is with great pleasure that I talk about the partnership that we have with Metrohm. The success of our partnership lies in the interaction we have together.

Metrohm indisputably offers quality equipment, but the great difference to competitor that we see is the quality of the technical staff. Together, we have been able to solve the problems encountered in our day-to-day life and develop the necessary methodologies. In addition, we've received accurate support during the evaluation of investments in new technologies. This way we can optimize time and costs in the laboratory. Therefore, we hope that this partnership will be maintained so that we both can achieve our goals.



**Lucia Meier**

Application chemist in the Competence Center Titration

**Dr. Shaikh M. Mobin**

Indian Institute of Technology Indore



I congratulate Metrohm for successful 75 years. Having used the Autolab PGSTAT 204 for the last 5 years, I appreciate the service provided by the Metrohm team members. I found this mini electrochemical workstation to be extremely robust and useful in our research. The results from this system can be witnessed in some high-profile journals. I wish the Metrohm team many more years of success in this field.

Keep it up.

### **A product is not a solution**

There at last! Metrohm finally has a new product which can enter serial production. But the product alone is not sufficient to solve the customer's analytical task. It needs to be coupled with the respective application—the «recipe», so to speak, which is used in conjunction with the new equipment in order to conduct the analysis. Applications are created in Metrohm's application laboratories—in the headquarters and in the subsidiaries around the globe. Metrohm offers around 2,000 applications in the form of Application Notes and Bulletins, which customers can access freely. But the number of applications which have been designed and documented internally is much higher.

Lucia Meier is an application chemist in the Competence Center Titration, where she is responsible for application management. «Here in the headquarters, we generally design applications on our own initiative. For example, we cater to new norms, or improve existing applications to achieve better detection limits or replace toxic reagents with harmless ones.» The subsidiaries across the globe take a different approach. «In general, the subsidiaries work on customer requirements. If they don't have the necessary infrastructure or experience, we offer support.»

When Lucia starts working on an application, her first job is to research the respective literature. «I try to find out whether a similar analysis has ever been done before,» she explains. After a few practical considerations on the sample matrix and the reagents, she inches her way towards the optimum analysis. The challenges she encounters on her way range from interfering ions in the matrix to achieving the desired detection limit to transferring the application to real samples. «I couldn't complete the task without support from colleagues in the Competence Center and around the world,» Lucia says, «Particularly when it comes to complex applications.»



**Dieter Bossmann**  
Bernd Kraft



I've been working with Metrohm in titration and ion chromatography for more than 20 years. I love the sturdiness and user-friendly nature of the systems. But it's not just the durability of the equipment which we love about Metrohm—it's also the excellent customer support. Local reps and staff in the headquarters' application laboratories are always able to answer our questions swiftly and professionally. That's just how a close working relationship with our suppliers should be! I wish Metrohm every success for the future.

### **Coming full circle with the customer**

The new analysis instrument has made it into the warehouse at the headquarters in Herisau. Field reps are now trained on the instrument by the Metrohm Academy so that they can deliver the final product to the customer. Always aware of customer needs, the field reps know which customers will benefit from the new features and can demonstrate the new instrument to the respective target group. As competent sales consultants, they can help their customers choose the right model and offer support throughout the entire lifecycle of the equipment.

# Security, continu



# ity, and social commitment

## The Metrohm Foundation

**When the founder of Metrohm, Bertold Suhner, set up the Metrohm Foundation together with his business partners Lorenz Kuhn and Hans Winzeler, his primary goal was to ensure that the company in which he had invested so much of his time, passion, and energy remained financially independent. But taking this step achieved a whole lot more; today, the Metrohm Foundation is one of the foremost non-profit organizations in all Eastern Switzerland.**

### **How can independence be maintained?**

When Bertold Suhner stepped down as CEO of Metrohm in 1982, he was loathe to leave his company to the whims of the free economy. Instead, he wanted to ensure that the company continued to exist in line with his vision; Metrohm was to remain an Appenzell-based company, and never lose its innovative spirit by merging or being sold off to a large corporation. As Suhner had no children, he needed to find another way to safeguard the future of the company.

After considering various options, he finally came down in favor of an unconventional solution: Metrohm was to become the property of a non-profit foundation, set up especially for the purpose. Rather than being ruled by shareholders, the company would now be governed by the statutes of the Foundation. So before Suhner finally handed over the management of the company to his successor Adrian Déteindre, he established the Metrohm Foundation. In doing so, he achieved two of his most important goals: to this day, the Foundation safeguards Metrohm's independence; and to this day, it benefits Bertold Suhner's home—Eastern Switzerland and the Appenzell region.

## A gift to the Foundation

At the time the Foundation was set up, the Metrohm Group had three shareholders: Bertold Suhner himself, and his business partners Hans Winzeler and Lorenz Kuhn. Years previously, Suhner had come to an agreement with the other two that they would hand over their shares without payment as soon as a solution was found for the succession.

This solution was finally found in the Foundation. Suhner, Winzeler, and Kuhn handed over their shares in the Metrohm Group to the Metrohm Foundation. As a result, the company became the property of the Foundation, and the foundation board became the representative of the shareholder base. In this function, the foundation board has the same rights and obligations as shareholders, in accordance with the Swiss Code of Obligations. The foundation board also performs its duties in accordance with the foundation deed. Primarily, this concerns handling incoming requests for funding and implementing projects approved by the foundation board. The board does not influence the operative or strategic decisions of the Metrohm Group. In this sense, there is a clear and legally regulated division between the Foundation and the Metrohm Group. For example, it would be virtually impossible for the Foundation to sell Metrohm.

When electing members for the board, great importance is attached to a close relationship with Metrohm or the economy in Eastern Switzerland. Willy Hartmann for example, who has been President of the foundation board since the year 2000, was a self-employed entrepreneur in Eastern Switzerland and served for five years on the administrative board of the Metrohm Group before being appointed to his current position. In the summer of 2018, he will be making way for his successor, Bruno Winterhalter, who is currently CFO of the Metrohm Group.

## A contribution to society

As shareholder of the Metrohm Group, the Metrohm Foundation receives dividends. It invests these dividends in non-profit work. The primary goal of the Foundation is to promote the economy and education in the Appenzell region, with a strong focus on sciences and modern technology. The Metrohm Foundation is also committed to community projects in the Appenzell region and surrounding area. In certain cases, it also funds cultural projects and youth organizations in the region. The restriction of the Foundation's work to Eastern Switzerland reflects Bertold Suhner's love for his homeland.

**Professor Dirk Flottmann, PhD**  
Aalen University



As dean of the Chemistry Department at Aalen University, I'd like to thank Metrohm for their unparalleled support over a number of decades! Thanks to swift and efficient telephone support, we're always able to solve practical problems quickly. The staff in customer support at Metrohm are right there in the laboratories with the equipment, which is extremely useful. When training staff, 70–80% of the sessions are spent working on the equipment in the laboratories; the theory part is almost incidental. We really appreciate this! Thanks to the modular design of the instruments, many of the parts are interchangeable and it's also relatively easy to combine instruments. Numerous bachelor and master theses have been written, where our students benefited greatly from this. I'd like to wish Metrohm in Herisau and Filderstadt a very happy birthday. Many thanks for the great support—and I look forward to working together in the future!

## Congratulations

One major educational project was the introduction of IT lessons in Trogen high school in Suhner's home canton of Appenzell Ausserrhoden. Over a number of years, the school received a total of 3.6 million Swiss Francs. The money was used to buy computers with internet access, to train staff, and to appoint two project managers. For around ten years, the Foundation has been running an extensive project named «Promoting Science for Interested and Gifted Students», based on the conviction that Switzerland urgently needs qualified scientists of all levels in the up and coming generation if the economy is to prosper. Here, the Foundation collaborates with universities, the Swiss Foundation «Jugend forscht» («Youth Researches») and other educational institutions. Since 2014, the Metrohm Foundation has been funding a chair for «New Materials» at Zurich University for Applied Sciences.

In honor of its founder, the Metrohm Foundation also supports various community projects. For example, it has repeatedly helped to fund major investments in retirement homes and homes for the disabled.

It also funds meaningful pursuits for young people, such as football clubs or music societies—clubs, in other words, which help keep teenagers off the streets. However, Willy Hartmann, President of the foundation board, emphasizes that the Metrohm Foundation is not a cultural foundation; even in such projects, the focus is more on the community aspect. «For example, we don't buy uniforms for music societies; but we do buy instruments.»

### Safety and continuity for employees

As one of the largest non-profit organizations in Eastern Switzerland, the Metrohm Foundation makes a major contribution to society with its projects. But the Foundation also plays an important role for Metrohm employees, albeit in the background: the stability of the ownership offers security and continuity. «This doesn't mean our employees can just lie back and do nothing—at the end of the day, Metrohm is still a joint stock company which aims to make a profit,» says Bruno Winterhalter, CFO of the Metrohm Group, who is soon to take over as President of the foundation board.

However, Metrohm is under no pressure to achieve quick profits. Instead, it can focus completely on long-term success—unlike companies which are subject to the fluctuations of the stock market. Furthermore, when it comes to dividends, the Foundation is an undemanding shareholder.

### Wedson Barros Andrade

ALS Global



Metrohm is an ALS partner company that offers state-of-the-art equipment, providing us with greater accuracy and precision in the chemical analyses that we offer to environmental and food markets in Brazil. The partnership with Metrohm has always kept us updated with the most modern and accurate analyses, which we use in our laboratories, and the constant updating allows us to be pioneers in different technologies. The technical and commercial assistance offered by Metrohm maintains the company as a leading partner for ALS.

Most of the profits remain in the company, where they can be used to fund further developments. This enables Metrohm to remain true to Bertold Suhner's principle of funding all investments without external loans.

In the long term, both the Metrohm Group and the Metrohm Foundation benefit from this approach. «Thanks to the stability of the ownership, we don't have to accept second best for the company's future,» Bruno Winterhalter says. «Metrohm's success has made us a role model for others. Various companies in the region have modeled themselves on the idea and now set up their own foundations.»



### DOCTORATE AT 74

After stepping down as CEO of Metrohm, Bertold Suhner began to study mineralogy. At the age of 74, he completed his doctoral thesis on infrared spectroscopy in mineralogy.

# Of Men and Machines



### FOCUS ON DEVELOPMENT

150 employees—a third of the workforce in Herisau—work in R&D.

# 150

### VOCATIONAL TRAINING

# 10%

of the employees in Herisau are trainees.



### THE NO. 1 FROM METROHM

Metrohm's top-selling instrument is the liquid-handling multi-talent 800 Dosino.



### SKI RACE

For more than 60 years, employees at Metrohm have been racing each other down the slopes. In the early years, Bertold Suhner—the founder of the company—frequently won the skiing races.



## A PASSION FOR TINKERING

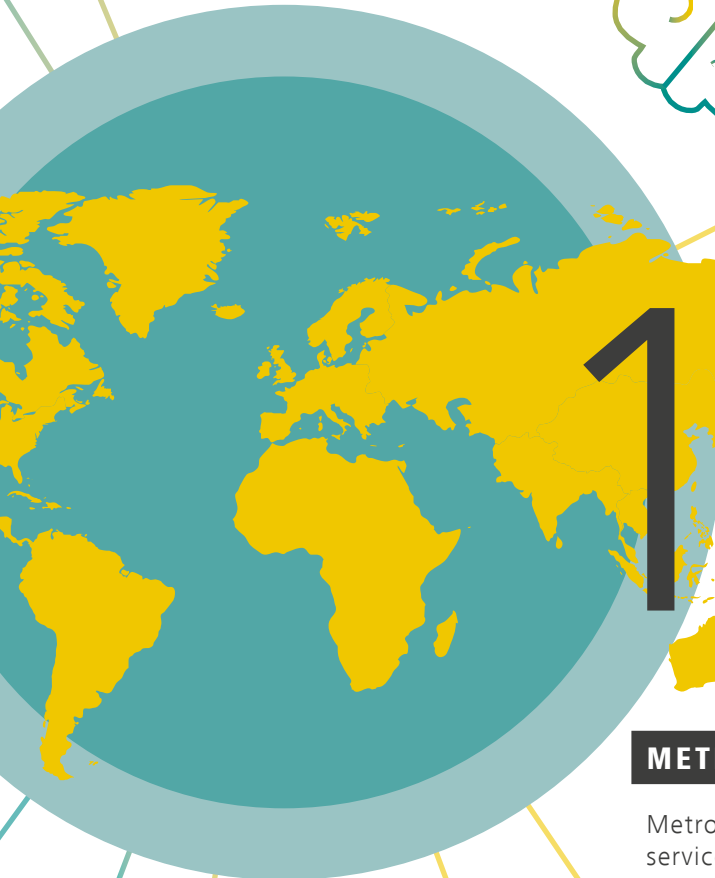
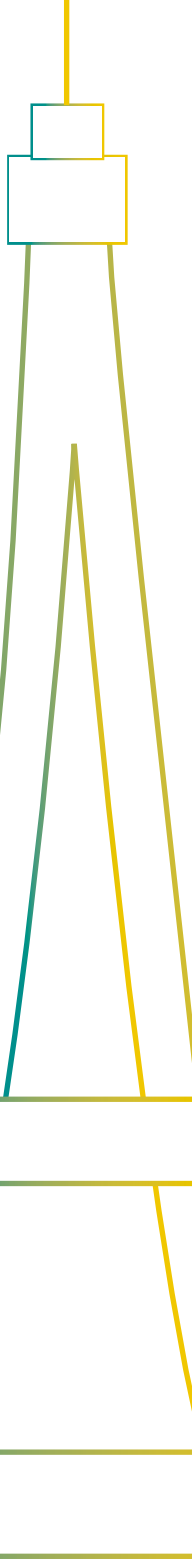
In the early days, Metrohm employees enjoyed puzzling over electronic projects in their free time. In 1967, guidelines were introduced to regulate working in free time, as orders for material and machine running costs were leading to considerable expense for Metrohm.



# 300

## EIFFEL TOWER

300 meters up in the air, on the uppermost platform of the Eiffel tower, a Metrohm instrument was installed at the end of the 1960s to analyze the quality of the air.



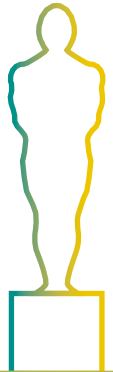
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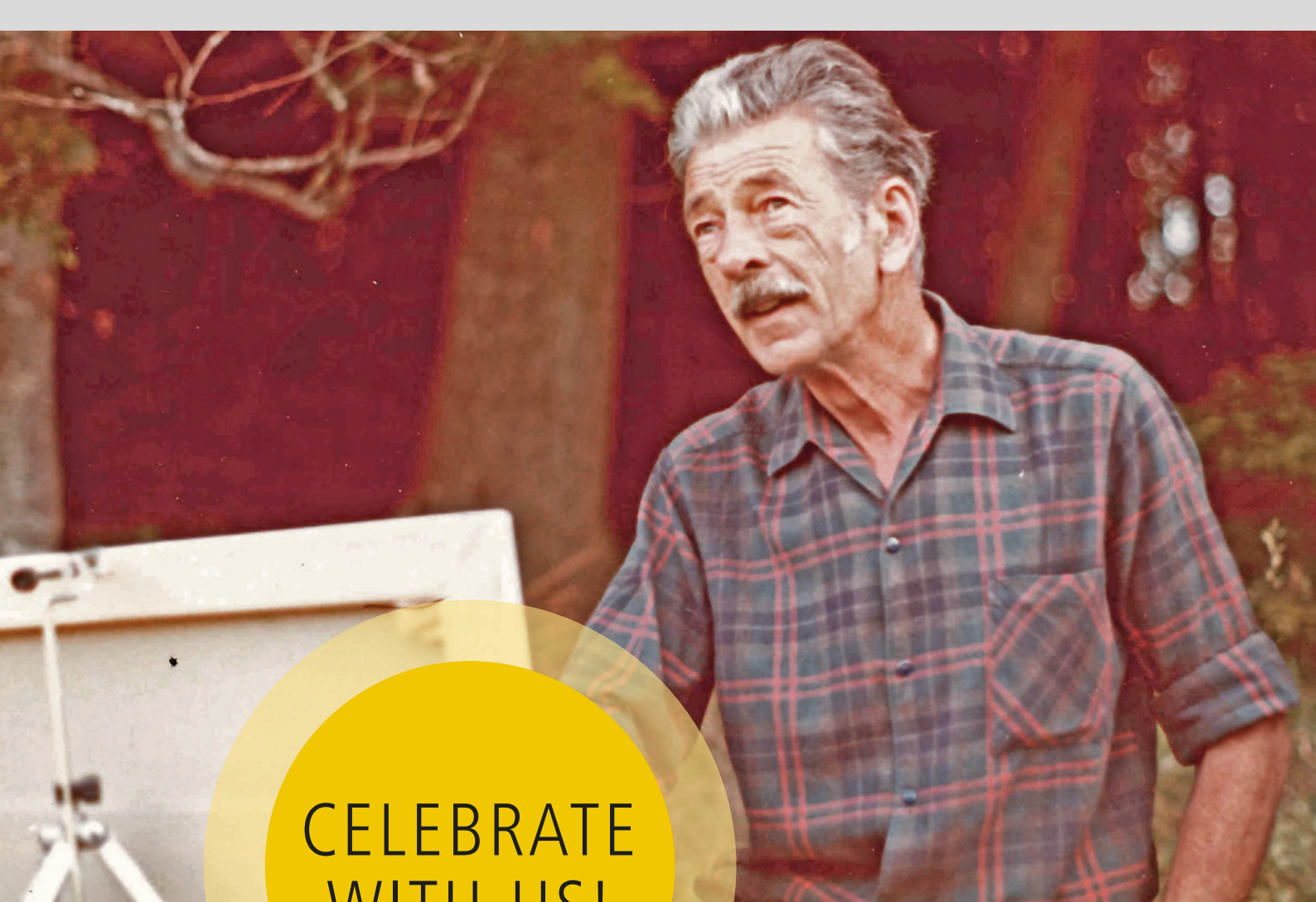
## METROHM WORLDWIDE

Metrohm products, support, and service are now available in 120 countries around the globe. Metrohm subsidiaries are based in 45 countries.

## METROHM INSTRUMENTS ARE FILM STARS

Metrohm instruments were used in the high-tech labs of blockbusters such as «Avatar» and «I Am Legend» as well as in forensics series such as «CSI» and «Bones».





CELEBRATE  
WITH US!

## MORE THAN AN ENTREPRENEUR

Bertold Suhner was a scientist, a sportsman, a painter, a pilot, a philanthropist—and the founder of Metrohm. We owe him a great company, and we are proud to serve the world with our legendary Swiss made instruments and application know-how—then and now.

Find out more about Bertold Suhner  
and follow our anniversary blog:  
[blog.metrohm.com](https://blog.metrohm.com)



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