

Assessment & Strategy Deployment

Example: Hoshin Kanri @ Subsidiary company

Initial Condition

- Heterogeneous strategy and **target conflicts** lead to problems along the **interdisciplinary interfaces**
- **Significant budget reduction** targets to be achieved
- Only **limited self-driven improvement** activities

Results

- **Holistic strategy** & optimization roadmap guide the company
- **Significant savings** realized
- The organization is enabled to conduct **self-driven CI**

Approach

“DESIGN FIRST – ADAPTION NEXT”



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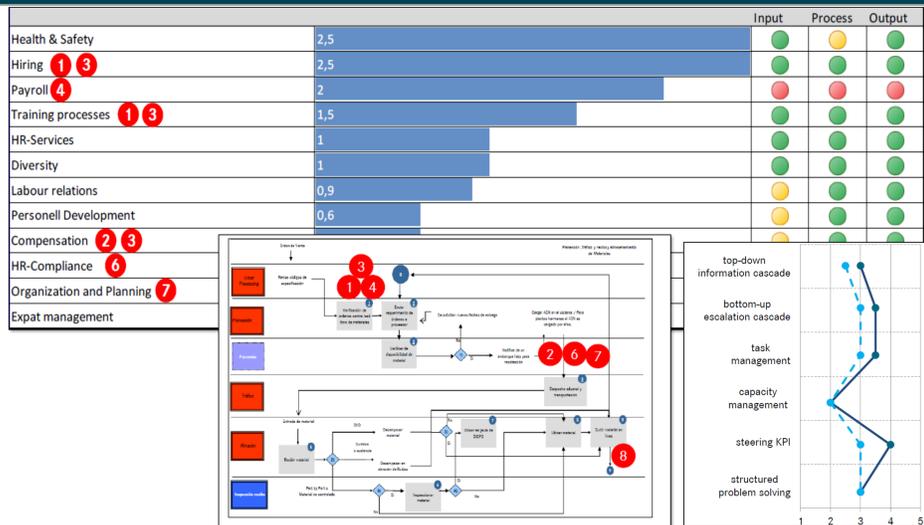


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Success Factors

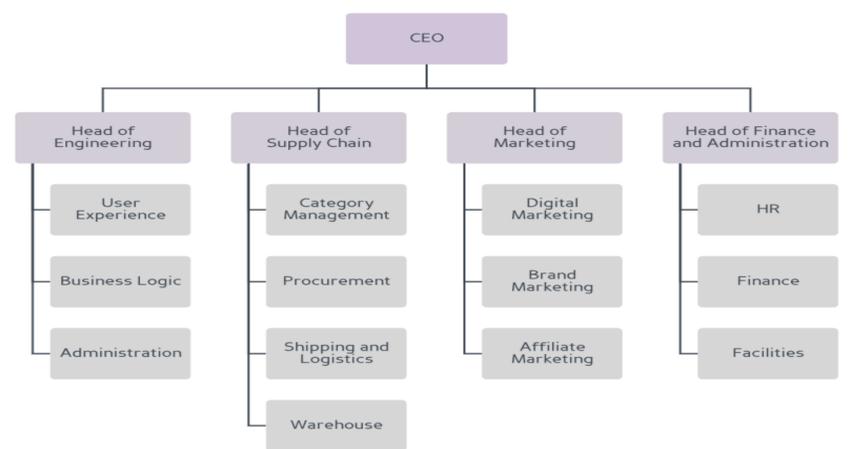


Transparency of Status-Quo



- Start strategy process with an intensive analysis of current situation
- Identify and focus on crucial weak spots along overall company value chain

Harmonization along all Company Functions



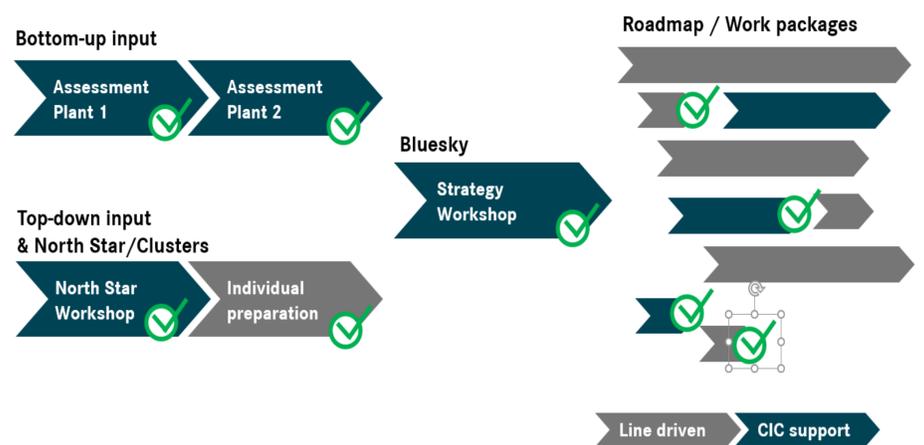
- Involve all relevant company functions
- Cascade strategy and targets
- Generate awareness on needs and problems of partners

Empowerment & Enabling



- Involvement of all hierarchy levels
- Training of multipliers
- Focus on fast, effective improvement as well as on long-term goals

Focus on Operationalization



- Creation and design of a roadmap with clear responsibilities and targets
- Implementation of steering routines (Reviews, KPI...)

