

# 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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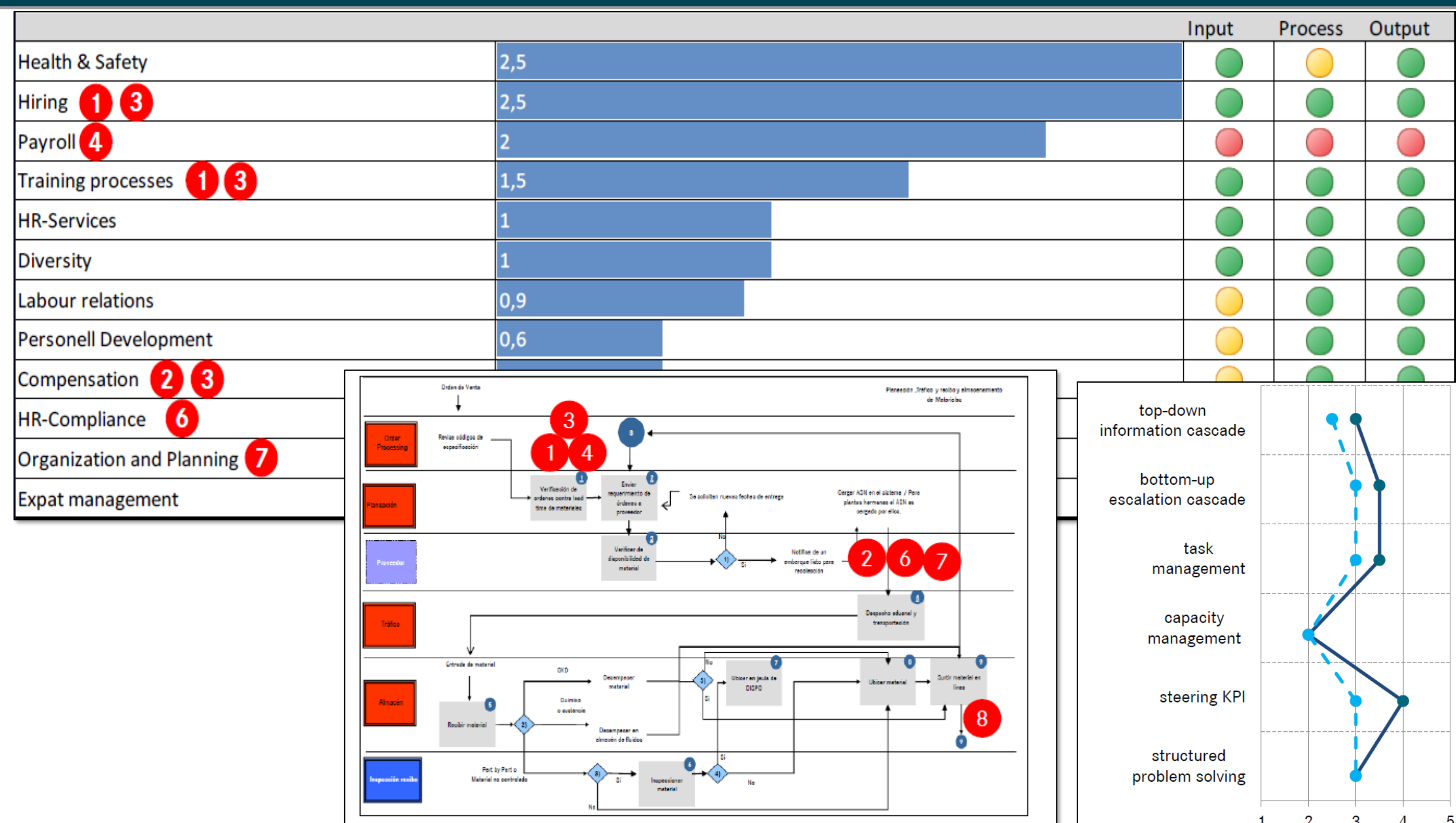


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### Success Factors

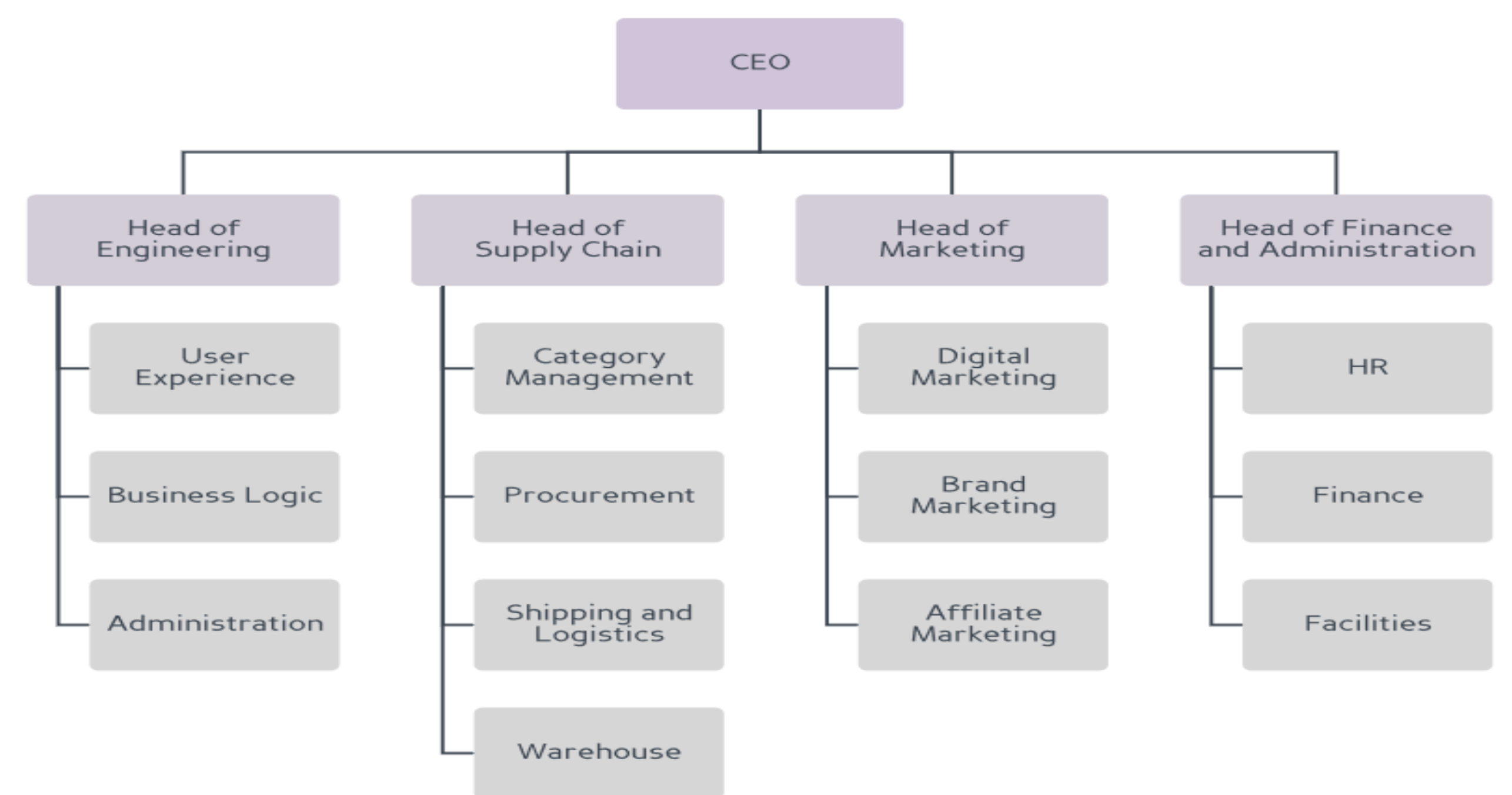


#### Transparency of Status-Quo



- 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



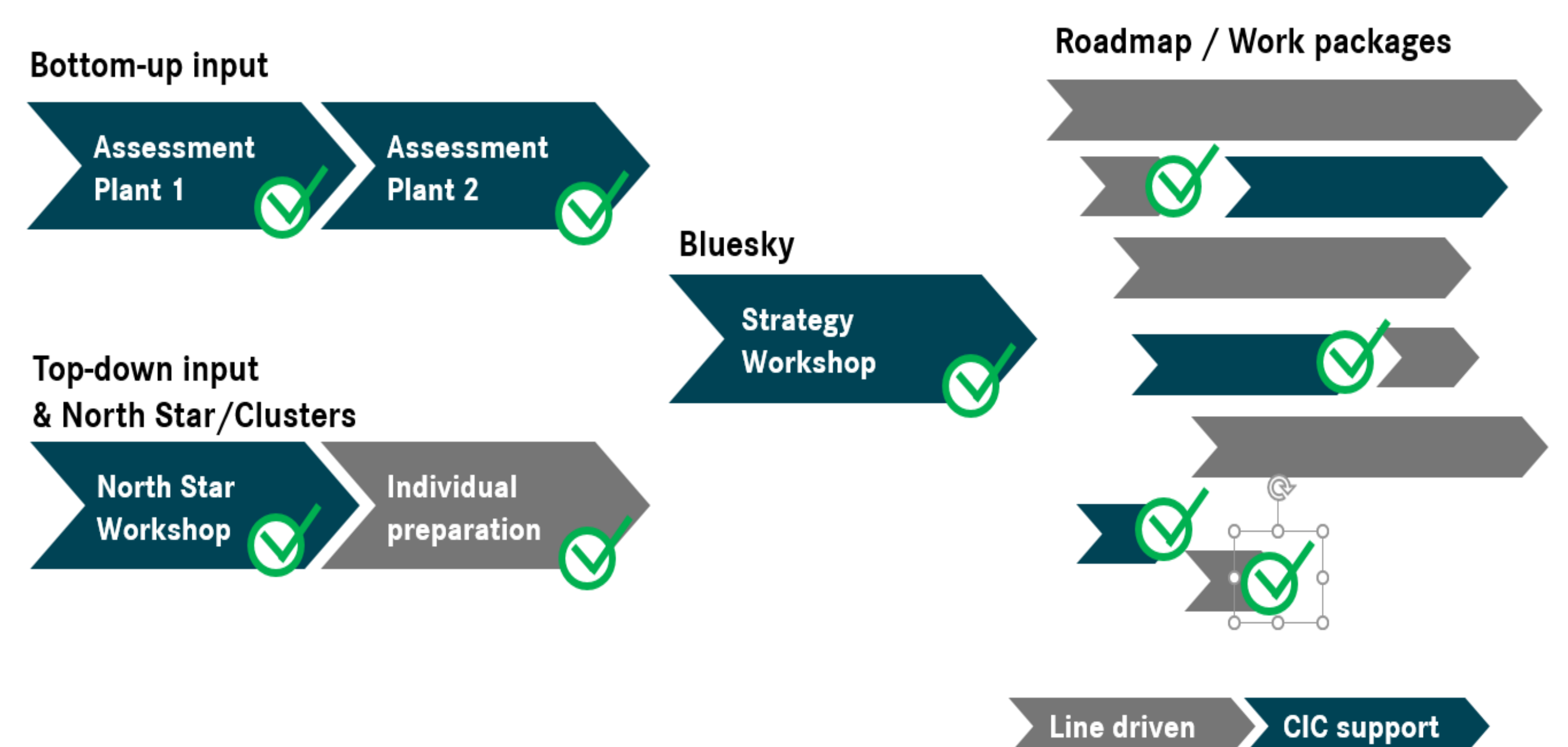
- Involve all relevant company functions
- Cascade strategy and targets
- Generate awareness on needs and problems of partners

#### 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...)

