



Féron 2030+: Implementation of the growth strategy

Achieving success with Hoshin Kanri and a key performance indicator-based management approach



At a glance

Féron has set ambitious goals for the next five years: 50% sales growth with high profitability.

To achieve this, there are numerous technical and organizational improvement projects, often involving cross-functional teams. To ensure that the strategic goals can be effectively pursued at all levels, a powerful planning and control tool was needed.

— Aluminium Féron GmbH & Co. KG —

- A family-owned company with a history dating back to the 1930s.
- Its three plants in Düren produce world-leading coatings for the print, protect, decor, and solar sectors.
- The broad product portfolio includes coatings on various materials, from coffee capsules to labels for luggage handling at airports.
- With 250 employees, Féron generates sales in the high double-digit millions.

— Services —

- Analysis of the current situation and derivation of measures in a detailed catalog of measures
- Use of the Hoshin Kanri X-Matrix for holistic strategy development at all company levels
- Supplementing the X-Matrix with a key performance indicator system
- Definition of a modus operandi for continuous monitoring of strategy implementation

— Results —

- 44 measures identified to increase efficiency in all direct and indirect areas
- Recording of the most important Féron 3-5 year targets using a balanced scorecard and breaking them down into measurable targets by the end of the fiscal year
- Collection of more than 80 improvement projects and alignment with the defined business objectives
- Development of a key performance indicator system consisting of 14 individual indicators for managing the project landscape
- Support for implementation



Project description

The ambitious growth strategy poses major challenges for the entire organization and creates considerable pressure to act. Numerous improvement projects are running in parallel, but limited human resources make it difficult to manage all projects effectively.

A central tool is needed to maintain an overview and ensure that all projects are in line with the overarching goals. This tool should create transparency through a clear process, support the strategic orientation, and ensure that no key goals are lost sight of.

— Procedure

Rothbaum initially supported the management team in operationalizing the key breakthrough goals for the next 3-5 years. Subsequently, individual interviews with the specialist departments were conducted to identify relevant improvement projects and their connection to the business objectives. Finally, specific key performance indicators and a control model for the Féron project landscape were defined.

— Results

Thanks to Rothbaum's methodological expertise, a clear strategic framework was established for the activities. This made management decisions more transparent and helped to consistently align the entire team with the achievement of breakthrough goals.

In addition to a measurable increase in efficiency through targeted measures, the acceptance of many projects also increased—a decisive step for Féron into the future.

Today, the company uses the X-Matrix together with the key performance indicator dashboard as its central management tool.

„With this project, we have made our strategy tangible - clear goals, measurable successes, and concrete measures for greater efficiency and sustainable growth.“



Jean-Marc Vesselle, CEO
Aluminium Féron GmbH & Co. KG

Exemplary insights

Catalog of measures based on actual analysis



Identification of weaknesses and potential, and development of a catalog of measures comprising 44 measures. These are evaluated according to efficiency gains, classified according to time horizon, and prioritized according to their maximum benefit.

Hoshin Kanri X-Matrix



Application of the Hoshin Kanri X Matrix, known from Japanese lean management, to FÉRON. Recording of breakthrough targets for 3-5 years as well as annual targets, improvement projects, and the associated project teams - taking into account dependencies and corresponding prioritization.

Key figures dashboard



Definition of key performance indicators for finances, processes, employees, and customers, as well as their quarterly collection and clear presentation using a traffic light system.

> 40 measures

with > 2.000 hours of working time saved and > 2.500 hours of machine capacity gained

> 80 improvement projects

to achieve the breakthrough targets defined by FÉRON for 2030

14 key figures

for managing the FÉRON project landscape

I look forward to your questions!



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