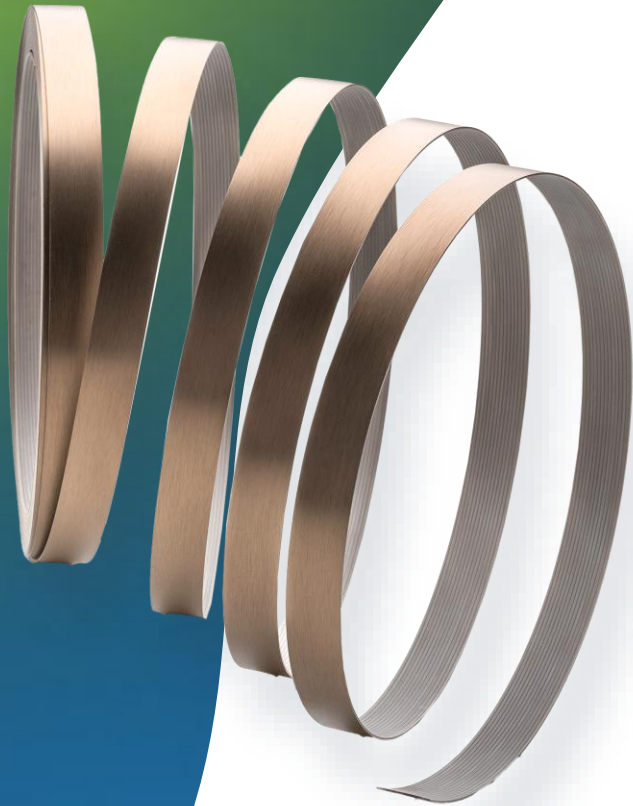




Féron 2030+: Implementation of the growth strategy

Success with the help of Hoshin Kanri and a KPI-based management approach



Transparency and Focus for Sustainable Growth

Aluminium Féron GmbH & Co. KG has set ambitious growth targets and planned to increase revenue by 50% within five years while maintaining high profitability.

To effectively manage the large number of cross-functional improvement projects and consistently align them with the company's goals, the company needed a centralized planning and management system.

Rothbaum Consulting supported Féron in implementing a Hoshin Kanri-based management approach featuring an X-matrix, a key performance indicator system, and continuous monitoring. This created a transparent foundation for making strategic goals measurable and managing their implementation in a sustainable manner.

Strategic Project Management for Sustainable Growth

Challenge

Féron is pursuing an ambitious growth strategy with the goal of increasing revenue by 50% within five years. However, the large number of concurrent improvement projects, combined with limited human resources, made transparent management difficult. The company therefore sought a centralized solution to efficiently prioritize projects and align them with corporate goals.

Implementation

Our team supported management in operationalizing the key breakthrough goals. Through one-on-one interviews with the functional departments, we identified relevant improvement projects and their connection to the business objectives. Finally, we defined specific key performance indicators and a management model for the Féron project portfolio.

Results

In collaboration with Féron, more than 80 improvement projects were identified and aligned with the company's goals. In addition, a metrics system comprising 14 KPIs was developed to manage the project portfolio, along with a Balanced Scorecard to ensure transparent goal tracking. The project team also oversaw the implementation of the defined measures.

44

Measures Identified to Improve Efficiency

> 80

Improvement Projects

14

Key Metrics for Managing the Project Portfolio

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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



Detailed Results

- 44 identified measures to measurably increase efficiency in all direct and indirect areas
- Recording the most important Féron 3-5 annual targets using a balanced scorecard and breaking them down into measurable targets by the end of the financial year
- Collection of more than 80 improvement projects and alignment with the defined business objectives
- Development of a key performance indicator (KPI) system consisting of 14 individual KPIs for managing the project portfolio. Today: Use of the X-Matrix in conjunction with the KPI dashboard as a central management tool
- A Clear Strategic Framework for Activities Through Methodological Expertise
- More transparent decisions by management and consistent alignment of the entire team toward achieving breakthrough goals
- Greater acceptance of many projects—a crucial step for Féron toward the future

Transparent project management establishes clear priorities and consistently aligns all activities with the company's goals.



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