

Target definition

Project Manager
Responsible

Accountable
Who provides the resources

Date

THOMAS HARM Management
Consultant

OVERALL CONDITIONS

- + What is the overall situation in the company?
- + Why do we want to change something?
- + How is the environment / market developing?
- + Who are the key stakeholders?

STARTING POSITION

- + What is the current situation in the area?
- + What are we particularly good at?
- + What difficulties do we see?
- + What changes have been done?

TARGET CONDITION

- + Leave room for creativity and flexibility
- + What do we want (instead of what do we not want)?
- + Which aspects do we want to change, which characteristics do we want to achieve?
- + What do we want to achieve as a result (e.g. competitiveness instead of cost reduction)?
- + How might the various stakeholders perceive the target state?

MEASURES

- + What specific actions do we take?
- + When does what take place?
- + Who takes part?

KPI

- + Quality parameters
- + KPIs that can be directly influenced
- + How do we recognize success?
- + When are we not satisfied?

EXPENSES

- + What expenses does this mean for your company?
- + What investments are required?
- + External support

BENEFIT

Expected benefit

- + **Directly measurable** (EBIT, turnover, cash flow)
- + **Indirectly measurable** (satisfied employees, new processes and products, ...)