



## Case Study: Kale Kilit

Using the right keys for a smooth transition

Kale Kilit is the leading lock manufacturing company in Turkey (ranking among Turkey's top 500 companies), and is part of the Kale Endüstri Holding Group of companies. This Group encompasses manufacturing of tilt & turn door and window systems; steel doors; safes; and safety deposit boxes in several factories in or near Istanbul. They are also engaged in trading, real estate, construction, and insurance services.

"We got the result that we wanted."

**Mehmet Çevik**

**Executive Board Member**

### PROJECT APPROACH

The Project scope, in a 10-week engagement, was to co-ordinate and create a detailed Master Project Plan to effectively and efficiently prepare the Kale Kilit management team to move the existing manufacturing facility to a 300,000 m<sup>2</sup> green-field location, approximately 100 kilometres away. The challenge was to consult with all of the management stakeholders, and bring a common approach to the management of the transfer. Beyond this, it was necessary to build a governance structure with supporting measurement indicators to manage the plan through to conclusion.

Renoir's Project Governance structure was employed as the model to drive the Project forward. Eight separate Management Action Teams (MATs) were set up, comprised of all of the major business functions, each bringing their own individual knowledge and requirements. This was then integrated through a Project Management Office (PMO), with weekly meetings to discuss and resolve issues of cross-functional relevance. A further escalation level was made available on a less frequent basis, comprised of Executive Board members, to resolve issues and make decisions that could not be made further down the structure.

### PROJECT ACTIVITIES

A number of tools were developed and introduced to give formality to the approach. These included an Escalation Matrix, defining who should get involved and when; a Risk Matrix, listing all issues that could potentially have a significant impact on the delivery of the plan, and weighted numerically by degree of likelihood of occurrence and severity of risk; an Action Planning culture whereby definable and short-term issues were allocated to an individual for resolution by a specific date; and a Communications Plan for both internal and external parties to keep them abreast of intentions and progress.

The various departments were at different stages of progress at the outset, but the introduction of a simple traffic-light system in the early stages of the programme proved very effective in bringing all MAT's along in parallel. The Master Plan itself was created using the individual teams, and then integrated through a Workshop where all parties assessed the plans of others, together with thorough discussions in the Weekly PMO meetings.

### Key Results

Master Project Plan detailing all activities to be performed

Timescales and Interdependencies incorporated

Management governance structure and KPI's implemented

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A number of Key Performance Indicators were established and put into place to manage both the performance of the individual MATs, and their progress in keeping on-track with the delivery of the Master Plan – all reviewed on a weekly basis.

Having gained the buy-in of management by working closely with them through the entirety of the assignment, along with focussed attention to remove roadblocks and keeping on-schedule, a senior client manager was seconded and trained to perform the Renoir role into the future - maintaining the on-schedule status through use of the governance structure and indicators which had been put in place. This will ensure a successful Plant Transfer over the coming months.