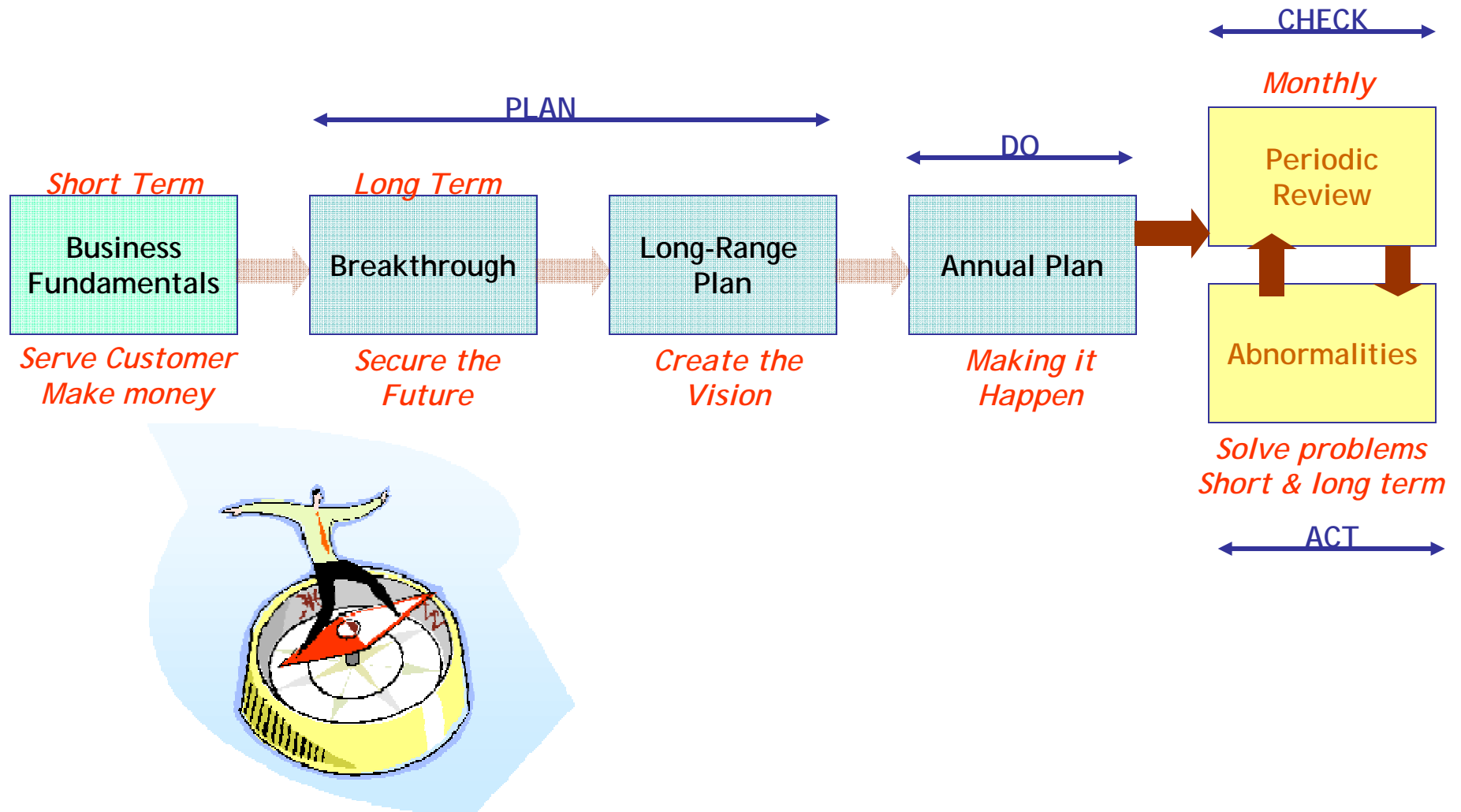
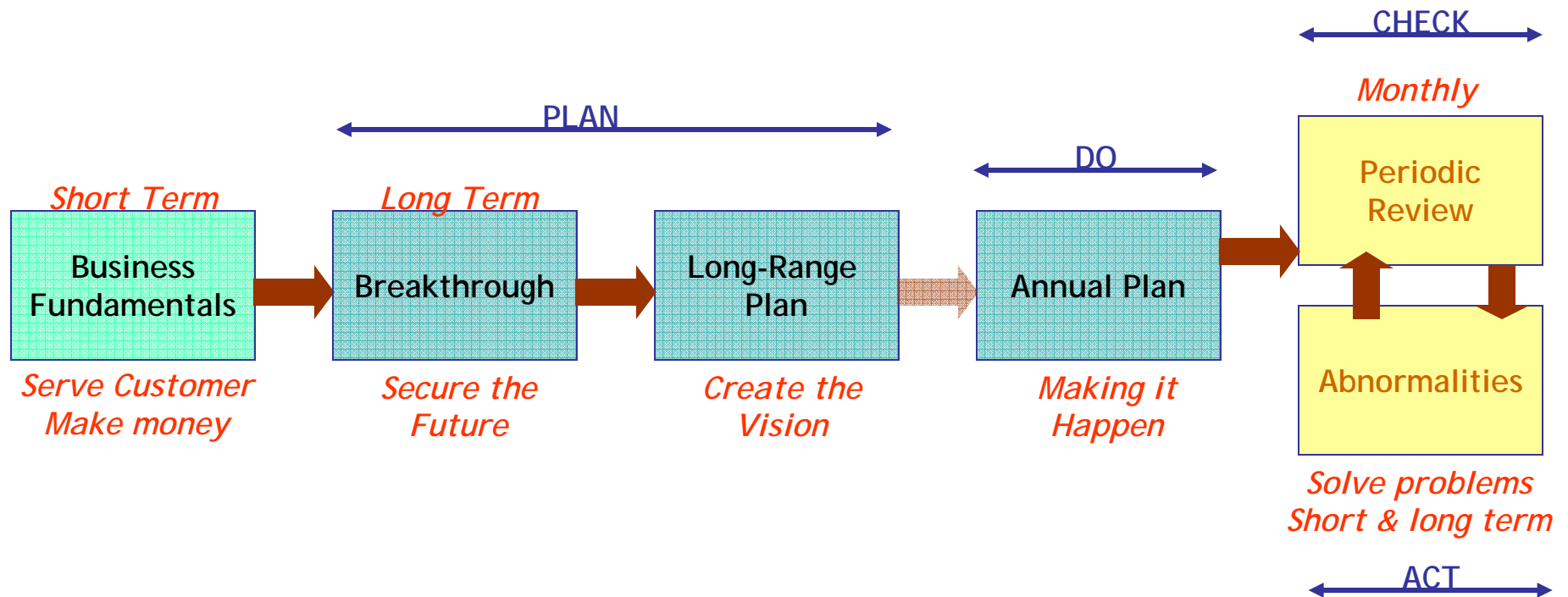


Summary of Hoshin Policy Deployment



The Starting Point: Business Fundamentals

*"First, they must assure the business is healthy today.
Second, they must assure the business will remain healthy in the
future."* Peter Drucker



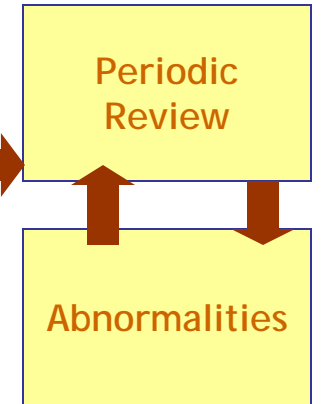
ACT	PLAN
CHECK	DO

Hoshin Policy Deployment

← CHECK →
Monthly

← PLAN →

← DO →



Solve problems
Short & long term

← ACT →

PERIODIC REVIEW

- Review each strategy from the annual plan

Periodic Review Table

Monthly Bowling Chart

Abnormality Report

Implementation standardized by moving into Business Fundamentals

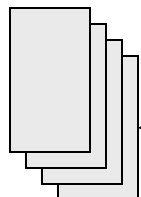
Short Term
Business Fundamentals

Serve Customer
Make money

PLANNING TABLE

- Situation
- Mission
- Key activities
 - Describe
 - Owner
 - Metrics
 - Action limits

Planning table for each key activities



Drill down to every value stream, process & department

Long Term
Breakthrough

Secure the Future

VISION

- Metaphor, model, picture
- Emotions & purpose
- Inspiration

CURRENT SITUATION

- Sale & sales trends
- Customer satisfaction
- Competitors
- Technology trends
- Suppliers
- Core competencies

S	W
O	T

Long-Range Plan

Create the Vision

LONG RANGE PLAN

- 3-5 years
- Quantify vision
- Limited deployment
- Wide communication
- Changes slowly

LONG RANGE PLANNING TABLE

- Situation
- Objectives
 - Owner & metrics
- Strategies
 - Owner
 - Metrics

Usually just a single level

Annual Plan

Making it Happen

ANNUAL PLANNING

- Specify actions this year to achieve long range plan
- Deploy in all critical areas
- Changes from year to year

DETAILED IMPLEMENTATION

- Situation
- Task
- Owner
- Deliverables
- Dates

Locations not in long range plan decide their own breakthrough changes

