



What is Hoshin Kanri?

The hoshin kanri methodology employs a structured planning and deployment cycle during which goals are determined, plans to achieve the goals are established, and measures are created to ensure progress toward these goals.

This planning process is designed to ensure that the mission, vision, goals, and annual objectives are communicated throughout an organization, and implemented by everyone from top management to the shop floor level. In this strategic planning process, the organization develops multiple vision statements to encourage breakthrough thinking about its future direction. Then goals and work plans are developed, based on the collectively chosen vision statement; and progress towards them is periodically monitored through performance audits. This is also called hoshin planning or policy deployment.

It is a strategic business planning method to achieve break-through improvements through goal alignment and visual communication.

Hoshin Kanri is a Japanese phrase and word meaning is given below:

Hoshin = Shining needle pointing direction, as in compass

Kanri = Control or Management

This method has been practiced successfully by many companies worldwide. Key proponents/practitioners of Hoshin Kanri include:

- Toyota
- Bank of America
- Bridgestone Tire
- Amul
- Sega
- Nissan
- Barry-Wehmiller



