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Hoshin kanri policy deployment for successful tqm pdf

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From AppPMDeveloped by Davide Abstract Sartori The convergence point for this article is to present and explain the "Hoshin Kanri" (or distribution of the criteria) method, presented by Dr. Yoji Akao, one of the leading Japanese author, in Hoshin Kanri: Distribution of criteria for TQM success (1991). Hoshin Kanri is defined as a "form of management at the company level that combines strategic management and operational management by linking the achievement of top management targets with daily operating management [1]. This method is an essential support for TQM [2] and is based on the PDCA cycle. Therefore, at a strategic level, the method can be applied by scanning company context for further understanding as a position on the market. To do this, the exterior and environments needed internal to be studied using L 'Analysis 5 Porter forces and generic strategies of Porter (for the external environment). On the other hand, for the internal environment, which is to understand the resources available to society in order to develop a competitive strategy, a Business Model Canvas, a product / market matrix, a matrix of importance / performance, SWOT analysis or a balanced scorecard is more applicable. Later, during the planning phase , the long and mid-short goals are decided and through X-Matrix, which is the way to implement Hoshin Kanri, operational and organizational objectives are aligned. After implementation, progress must be continuously monitored, keeping track of all activities and improve. Furthermore, the article wants to pay attention to the Catchball process, which is a necessary communication process in order to obtain the correct implementation of Hoshin Kanri during all business levels. Different names of Hoshin Kanri Yoji Akao, was the first Japanese author in 1991, writing an authoritative text about the implementation of Hoshin Kanri [3]. The approach was used in Japan in 1950 and 1960, after the Second World War, as local companies were facing the difficulties of recovering competitiveness. Many years later, in 1980, it was introduced to the Western public, then named "Policy distribution" from Western writers [4]. It is interesting to note that the method is still indicated with various names, even within companies (for example, AT & T and Texas Instruments, we talk about "distribution policy"; at Hewlett-Packard and Procter & Gamble, It is labeled "Hoshin Planning"; in Xerox Corporation is called "Result-oriented Management" and Unilever is called "Management in Action" [1]). Even many writers refer to it differently, this space leaves for the term to be interpreted and used improperly [4]. The Hoshin Kanri figure 1: the seven phases of Hoshin Kanri [5]. Hoshin Kanri, or distribution policy, is a strategic planning tool used to manage complex portfolio management processes in lean companies. It combines strategic management with daily management, linking long-term activities with daily ones [6]. The words Hoshin Kanri can be divided into four words: I have sub-direction means; Shin - refers to the focus; KAN - Refer alignment; Request reason. Thus, the Japanese term Kanri Media Management and Hoshin is translated as a direction, shining needle or considered together as a compass. From this translation, Hoshin Kanri is seen as a compass that employees helps to be concentrated towards vision and objectives of an organization in order to continuously improve their processes [7]. Promote the involvement and alignment of all employees, this method intent on building a strong link between the daily activities carried out at the operational level with the company objectives defined at strategic level, in order to Superior performance in all organization's business objectives [8]. Furthermore, the process of Hoshin Kanri is infinite, being applied as a strategic improvement cycle repeats every year. Hoshin Kanri is the PDCA cycle and can be divided into seven phases: Establish the vision and mission of the organization; Develop a long-term strategic plan (3-5 years); Develop annual goals; Define projects; Realization of projects; Check the progress of the organization (every month or four months); Annual review of projects; Competitive Strategy: scanning process The development of long-term strategy of an organization is part of the scanning process. At this stage, top-managers aim to figure out where to place your business in the market to analyze two fundamental aspects: the external and internal environment. Analysis of the external environment: This can be done by making use of two models by Michael Porter: Porter's 5 forces analysis: the external environment is analyzed by looking at five more potential threats [9]: - The power of the largest customers (at the bottom of the chain): bargaining power of the customer; - The power of the largest suppliers (on top of the supply chain): Bargaining Power of Supplier; - The level of rivalry between organizations in a sector: Industry rivalry; - The threat of substitute products; - The input possibilities in a new industry. Porter's generic strategies: to create a competitive advantage and reduce the threats of the five forces of industry, managers have to choose between two ways to increase the product value of an organization [9]: differentiate the product to increase its value to customers or lower the manufacturing costs of the product. In addition, Porter argues that market managers need to focus on the whole (Broad Target) or in a specific segment (limit Target). Thus, the operator shall have four choices (see figure 2): Figure 2: Porter array of generic strategies [5]. Costs and differentiation must be balanced. internal environment analysis: The internal environment analysis is to understand the resources available to the company in order to develop a competitive strategy. The Business Model Canvas, Blue Ocean Strategy, SWOT analysis, Balanced Scorecard, product / market matrix and the matrix Importance / performance are helping tools that can be used to analyze the internal environment. Blue Ocean: developed by Kim and Mauborgne, is a powerful method for questioning value propositions and business models and explore new customer segments. It develops two oceans: the blue, which is about the creation of a new innovative business value, without threats and the Red, which considers all threats (competition). [10] Business Model Canvas: The Business Model Canvas integrates Blue Ocean, providing a "framework" visual, through nine building blocks, which helps us to understand how changing one part of a business model impacts of the other components [9]. SWOT analysis: is a powerful tool to identify possible external threats and opportunities and internal weaknesses and strengths of an organization [9]. Balanced Scorecard: It 'a strategic tool based on four main areas: financial, customer, internal business processes and learning and growth. [11] Product / Market Matrix: Also known as matrix Ansoff, is a tool that provides information on the risk of a growth / expansion in others [5] markets. matrix Importance / Performance: Slack also called the matrix is a tool that ranks a list of competitive factors (ie the quality, cost ...) and their performance in order to define the real importance of each factor define a number of strategic steps [12]. From the X-A3s Toyota Matrix was the first company that uses the A3 to develop the X-matrix. The A3, whose name derives from the paper size (about 11x17 inches), is a status report that helps managers to gather information in a visual form Understanding when communicated with others and, therefore, the application efficiently in the PDCA activities [3] [13]. A A3 develops around 8 key points (see figure 3): Figure 3: The 8 key points of an A3 A3 In Hoshin Kanri six points A3 are described in order to manage the process. A3-i: Competitive Information report The result of the scanning process (necessary to set long-term goals) is represented by the A3-i (intelligent relationship), which are "used to build a consensus on the changes in supply and demand conditions offer before building the A3-X" [3]. The purpose of the A3-i is to collect all the information that managers and then later, share it. Delivery conditions: change in the price of materials, advances in technology, innovations in management methods, new products introduced to the market in competition that may require action to develop new skills. demand conditions: the change in the availability of customers to buy products or services. Figure 4: Structure of an A3-i [5]. Observation: In this space are asked to report any changes of supply and demand which could affect the strategy, changing as well. Analysis: In this area, the observations are explained by means of the instruments used in the external environment and interior. Implications for business: In this area, the specific implications are shown because of the change in supply and demand. Therefore, it is necessary to explain that changes in the market, which may have impact on the demand for products and services in the period long-term and short-term. Figure 5: Example of A3-i [3]. A3-X: X-Matrix A3-X represent the X-Matrix, described as part of the implementation of the Hoshin Kanri. The X-Matrix supports the model Kanri Hoshin planning process in which the medium-term strategies are set (T-A3) and distributed across all organizations. And 'useful for aligning the organizational structure with its strategic objectives, helping top-managers in the difficult process of priority targets and monitor the organization's performance through different indicators (ie KPI) in order to continuously improve all processes of the organization around the PDCA cycle. Figure 6: Structure of X-Matrix [3]. It all starts with the strategies (on the left side of the matrix), as previously defined, A3-i. For each of them, the tactics are set (upper side of the matrix), which explains how to pursue the strategies over a period of 6-18 months. The tactics are analyzed as indicators and some employees are responsible to keep them on track (right side of the matrix). Finally, the results are shown in the lower part of the matrix. The four main aspects of the X-matrix (strategies, tactics, process and results) are connected two by two using the symbols in the Legend box (see Figure 7), and then analyzing the level of correlation / contribution between the two. Figure 7: Example of X-Matrix used by Rona Consulting Group [10]. A3-T: team A3-Ts card supports the Hoshin planning process Kanri, which appears as "tactics" in the X-matrix, because © are the medium-term proposals on how to implement long-term strategies (A3 i) use the PDCA cycle. Figure 8: Structure of an A3-T [3]. A3-SR: The Status Report Being SR-A3 or A3 Report on the state of the verification of the Hoshin Kanri process, its purpose is to report monthly to managers regarding the progress made on an individual project, along with a A3-T or an A3-P, which lists all of the difficulties encountered and how to solve them. Figure 9: Structure of an A3-EL [5]. A3-SSR: The State Summary Report The A3-SSR is a summary report for the managers made less frequently than the A3-SR report, which provides information regarding the status of more Hoshin projects defined as the tactics in A3 -X. The report on the synthesis has been part of the verification process of Hoshin Kanri. Figure 10: Structure an A3-SSR [5]. A3-P: The problem report A3-P or reports a problem highlights an unexpected problem in the annual Hoshin that teamwork is unable to solve. This belongs to the process of verifying the Hoshin Kanri. Figure 11: structure of an A3-P [5]. Catchball: the process release the catchball or o The process represents the core of the Hoshin Kanri. It is a top-down and bottom-up communication process that aims to coordinate the objectives at the lowest levels of the organization and functional departments [14]. Being an interactive process that goes back and forth through the organization's hierarchy, authorizes not only managers but also the subordinates to launch ideas to help mangents to achieve organizational goals, improving a higher level of understanding combined with a higher level than Commitment to achieve organizational goals [15]. Figure 12: Catchball communication process [14]. The PDCA cycle The PDCA cycle, developed by Walter Shewhart, is not only used to develop and implement organization strategies through all levels of the company, but it is also used as a method of troubleshooting in order to iron problems that problems could arise during the necessary processes, concluding an increase in the quality of them [8]. The PDCA cycle can be seen as a process of improvement in progress that never ends; This is due to its nature to be a method of troubleshooting [3]. The four steps are: Plan: Establishing objectives and processes to obtain specific results; Do: Implement processes; Verification: processes are monitored and evaluated against the specifications; ACT: To satisfy the actions of the specifications are taken. Figure 13: Example of a road map of Hoshin Kanri applied by Bmgi India [16]. Advantages: Hoshin Kanri, a tool that makes the difference according to the project management institute, a portfolio is "a collection of projects or programs and other jobs grouped together to facilitate effective management of that work to meet strategic objectives". As regards the connection between portfolio management and operations management has been stated that "the achievement of the portfolio objectives can affect functional groups within an organization in their daily operations" [17]. The high efficacy of the Hoshin Kanri, is due to the synergy between the implementation process, (called catchball) and the PDCA cycle (applied to all levels of the organization) and leaves no doubts about consistency to apply this tool with a process Portfolio Management, then improving the link between strategic objectives and daily operations. The early result is a single organization in which business strategies are well understood by the workforce as a whole, so improving a better achievement of the organization's objectives [3]. The companies that use Hoshin Kanri generally move towards a sign of self-control manager, in which the managers of all departments and teams are authorized to self-monitor their performance goals within the daily work, in order to achieve the objectives of strategies [18]. The main difference between a company and a company that use Hoshin Kanri, is that it can be seen in how the PDCA cycle is applied, then how the objectives of the portfolio impact daily operations. Specifically, from the image below, the left side shows how figure 14: from a "normal" PDCA cycle to its evolution in a Hoshin Kanri application [3]. The "normal" organizations use the PDCA cycle: the top managers distribute strategies without involving lower level managers and time workforce. Having been said only what they need to do, the consequence is a reduction in the understanding of the goals that cause a poor success in the stoneware phase of the PDCA cycle [3]. Instead, on the right side of the image, the effect of a slender organization using Hoshin Kanri is depicted. In this, there is a cogeneration of cycles PDCA: enhancement of employees with an implementation process, they get the ability to change the strategic course of planned activities because they can act according to the new information (due to the top-down / bottom background flow), resulting in changes in all other cycles that translate into a Continuous organizational improvement. The main references Hoshin Kanri for the Lean Enterprise: develop competitive capabilities and profit management, Thomas L. Jackson This book is written by Thomas L. Jackson, one of the founding members of Taktx, a Lean Management consulting company based in Portland , Oregon. The book is useful to all those who aim to have a deep advantages of Hoshin Kanri are briefly summarized summaries - Help the planning process must be continuously improved; - authorize and integrates the workforce, encouraging cross-functional cooperation to achieving innovation objectives; - Create alignment and involvement towards organizational goals. Limitations: Western culture vs Hoshin Kanri Hoshin Kanri is indicated with different names (as reported at the beginning of the text) giving space for any incorrect interpretations of it. The incorrect interpretation / misunderstanding is about the purpose of Hoshin Kanri: for western societies it was seen only as a lean tool to obtain a result; While for Japanize societies, it is a leadership system, in which attention is based on how innovation processes are made in order to achieve organizational goals (attention to quality, productivity and teamwork) [14]. The reason why there are two versions of Hoshin Kanri is because the Japanese literature comes from local experiences in Japan (professionals), but the Western one due to the know-how advice [6]. Another factor of Hoshin Kanri who strives to be implemented in the right way is the catchball process, or rather, the fundamental step in which the distribution of strategic objectives corresponds to daily operations gaining consensus from the world of work. This process finds great difficulties to be adopted in western societies, as is highly time and requires complete involvement and top-manager commitment to successfully implement throughout the organization [15]. The limitations of Hoshin Kanri are briefly summarized here: - cultural barriers; - You must be taken as a slender system and world as a tool; - the complete involvement and the commitment of all employees is required; - The catchball process is much in terms of time. Conclusion The main purpose of the concept gives a project management [19], this is the same as Hoshin Kanri is doing in a macroscale context. It is described as a compass that helps employees concentrate towards a common goal, guaranteeing the alignment and giving reason. This is highly related to the purpose perspective, since the purpose perspective acts as a guide for a similar approach to fire, vision and alignment in a project process. What is clear so far is the ability of this strategic tool to link long-term strategies with daily ones, offering through the catchball, a clear scope: improvement of processes in order to have better organization results. Better performance can be achieved when all parties involved are committed to give their best, the willingness of top-managers play a catchball process, as well as from the point of view of the labor force to commit to the daily tasks, support Management with A3S feedback as part of a continuous improvement process. Using Hoshin Kanri to improve the flow of value, Elizabeth A. Cudney 2009 by Taylor & Francis Group, LLC in this book, describes Cudney Chapter for Chapter The crucial role of Hoshin Kanri to improve the supply of value throughout the organization up to Final Customers. This is explained in a case study with Carjo Manufacturing Co. The fundamental principles of Hoshin Kanri, Randy K. Kesterson the book uses a story format to simplify the explanation of the Hoshin Giving information on how this method can significantly improve the planning process in an organization. Subsequently, the author reports the opinions of manufacturing managers who use this method to manage their activities.

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