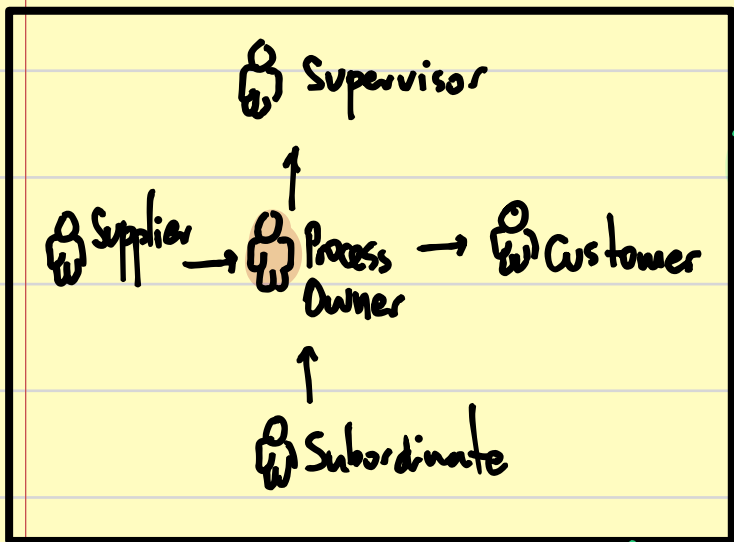## Hoshin Kanri Forest

hoshin. Direction. 方針 ⊙ . This direction is given by the strategic goals.
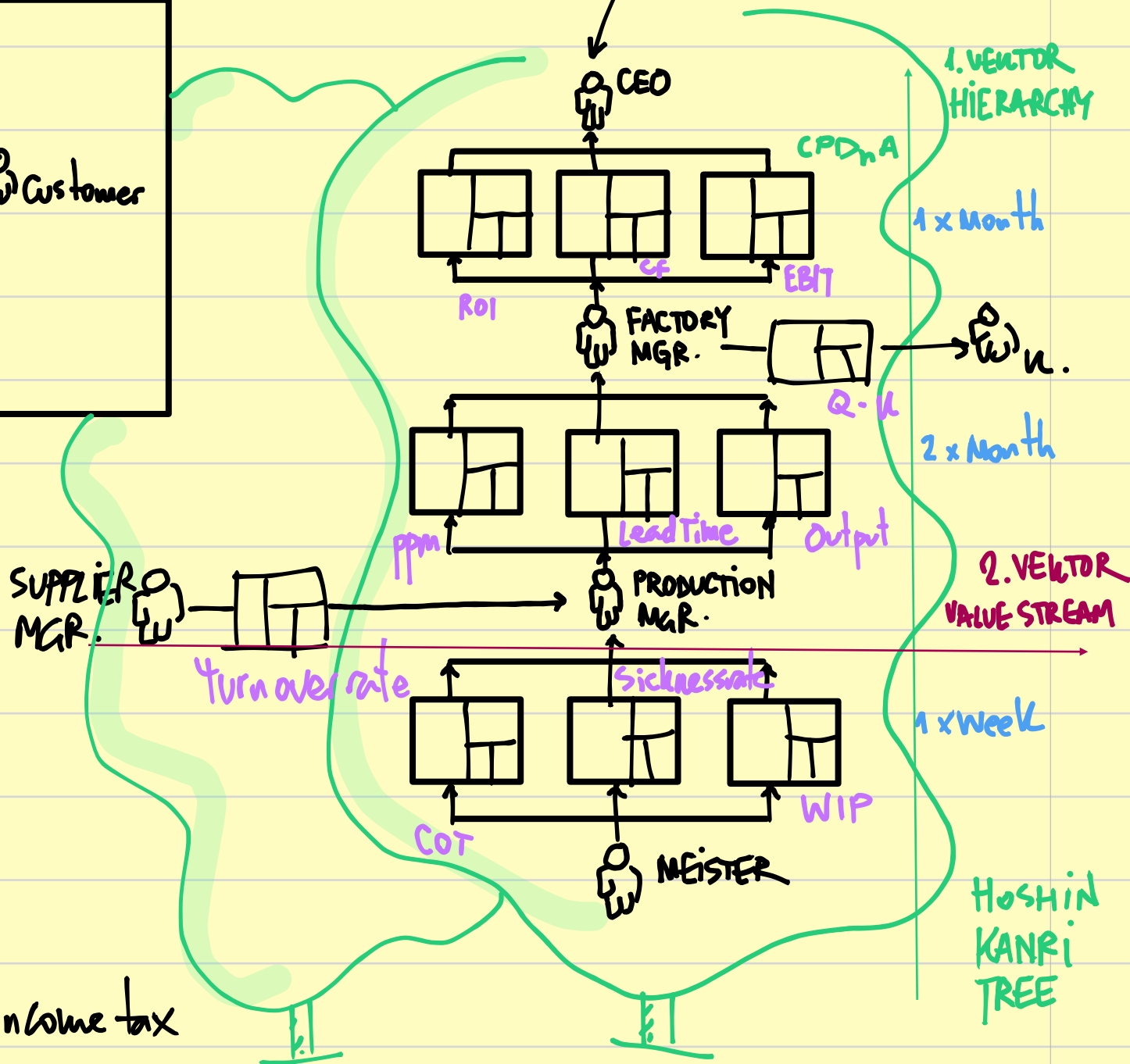
Kanri. Management. 管理

Forest. Mori. Hierarchical Networks. 森



Legend

**Board: Strategic goals**

CEO

1. VEKTOR HIERARCHY

CPD n A

ROI        CF        EBIT

1 x Month

FACTORY MGR.        Q-M

2 x Month

SUPPLIER MGR.        ppm        LeadTime        Output

PRODUCTION MGR.

2. VEKTOR VALUE STREAM

Turn over rate        Sickness rate

1 x Week

COT        MEISTER        WIP

HOSHIN KANRI TREE

ROI. Return on Invest

CF. Cash Flow

EBIT. Earnings b4 Income tax

ppm. Parts per Million

Lead Time. LT

Output.

Change Over time.

Turn over Rate.

WIP. Work in Progress.

**Heatmap**

From a process owner perspective (Production Mgr) we decide what KPIs are relevant in the hierarchy.

ppm / Lead Time / COT

|  | ppm | LT | COT | $\Sigma$ PROCESS |
|---|---|---|---|---|
| ppm | //// | 2 | 0 | 2 |
| LT | 2 | //// | 0 | 2 |
| COT | 1 | 2 | //// | 3 |
|  | 3 | 4 | 0 | |

$\Sigma$ OUTPUT

① Wie beeinflußt $KPi_i$ den $KPi_j$ ?
↳

    0. kein Einfluß.
    1. schwach ..
    2. stark ..

② $\Sigma$ Column
    $\Sigma$ Row

LT↑ → WIP↑ → Takes more time to correct Quality issues → ppm↑

Rule: Output KPIs are usually reported to the boss of the Process Owner.

Process KPIs are usually being reported to the Process Owner.

Output KPIs, I will report.
Process KPIs, will be reported to me.

H4