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# HOSHIN PLANNING

## The Flyover to Strategic Planning

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### Abstract—"Who Fails to Plan, Plans to fail"

This old adage insists on the importance of planning. The business scenario of today's is more complex in nature. In the yester years the world of business is not so competitive. But today in the pace of fast growing technology, everything has become neural and cumbersome. To release the cumbersome knots one has to plan meticulously and implement some methodology and stick on to that. This way, Hoshin Planning is a strategic planning tool which starts at the strategic level by scanning the business environment in a broad spectrum to the operational level of daily management plan to a shop floor individual in a narrow spectrum. This article explains how Hoshin Planning System works at strategic level and at operational level. It clearly shows way to map operational goals in line with organizational goals. On a whole it brings out a juice of MBO, TQM (PDCA), the Product life cycle theory, Porter's Diamond model and BCG matrix. It provides a link from organizational strategies to daily control activities. The potential benefits from Hoshin Planning can only be gained by continuously applying it in a progressive environment.

**Key Words:** Hoshin Planning, Hoshin Kanri, Product Life Cycle Theory, Porter's Diamond Model, BCG Matrix, SWOT, TOWS Matrix

**Note:** The words Hoshin, Hoshin Planning and Hoshin Kanri are used interchangeably throughout this article.

### I. INTRODUCTION

Hoshin Planning is a strategic planning tool developed by Dr. Yoji Akao, which is based on a PDCA cycle which has its roots in TQM. For a strategic planning, the most often used effective methodology is MBO. Peter Drucker introduced the concept of MBO in 1950's and has written about it in his book, "The Practice of Management", in 1954. Hoshin planning is a system of planning and deployment which evolved in Japan from MBO concept and is now widely used in many leading organizations.

Hoshin planning has become a critical tool for bridging the gap between corporate goals and their successful organization wide deployment.

### II. ORIGIN AND BACKGROUND

In the phase of Post-World War II, Japan was faced with the herculean task of rebuilding just about everything. Juran, a management consultant, pointed out that it was the management's responsibility to lead quality improvement efforts. A key element

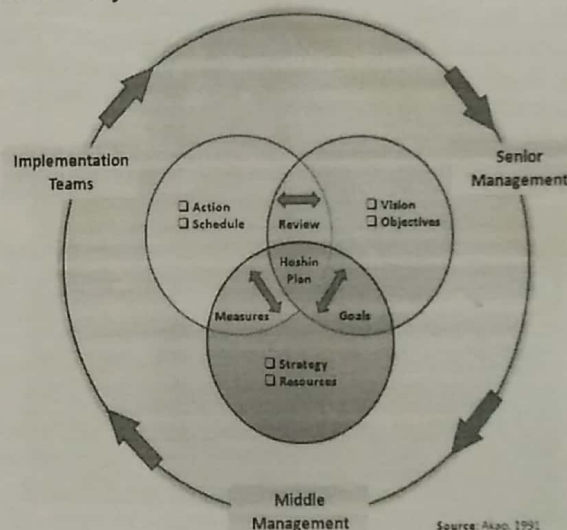


Fig: Hoshin Planning

of that responsibility was to define the quality policy and assure that everyone understood and supported it. Management saw the company's planning process as a vehicle to fulfill their responsibility for quality management. At about the same time as Juran's visit, Peter Drucker's book, "The Practice of Management, which described the concepts of MBO, was published in Japanese language. The Japanese blended Deming's PDCA concept and Juran's teachings with the concepts of MBO and began their first attempt at strategic quality planning.

In 1950's, the Japanese Union of scientists and Engineers (JUSE) initially introduced the quality management principles and practices within the Japanese industry. This has gained a huge momentum in the use of Plan-Do-Check-Act (PDCA) cycle. In 1957, Kaoru Ishikawa published a