

Tactical improvement initiatives														Team				
Strategic objectives	☉	○	☉	○	▲	Reducing reworking hours	☉	☉	☉	○	○	○	○	▲	☉	○	○	○
	☉	☉	☉	○	▲	Reducing scrap	☉	☉	☉	○	○	○	○	▲	○	○	○	☉
	☉	☉	☉	▲	▲	Reducing average lead time	☉	☉	☉	○	○	○	○	▲	☉	○	○	○
	▲	○	○	○	▲	Implementing new ERP	▲	○	○	▲	▲	▲	▲	▲	○	○	☉	○
	☉	○	☉	▲	▲	Reducing inventories	○	○	○	○	○	○	○	▲	☉	○	○	○
	○	○	☉	☉	☉	Zero injuries project	○	○	☉	☉	☉	▲	▲	▲	☉	☉	▲	☉
	○	○	○	☉	☉	Zero pollution project	▲	▲	▲	○	○	☉	▲	▲	○	☉	▲	☉
	▲	▲	▲	○	☉	Charitable contribution campaign	▲	▲	▲	▲	▲	▲	▲	☉	▲	▲	▲	☉
	▲	○	▲	☉	☉	New purifier installation	▲	▲	▲	○	○	☉	▲	▲	▲	☉	▲	○
	Increase EBITDA by 2% each year	Overall Customer satisfaction > 98%	Cost of poor quality/Turnover < 0.01%	Overall employee satisfaction > 95%	Overall community satisfaction > 95%	X	Reworked hours/worked hours < 0.2%	Scrap value/Turnover < 0.004%	Average lead time < 10 days	Zero near misses	Zero injuries	Isocyanates pollution < 0.01 ppm	Charitable contributions > 400,000€					
	☉	○	☉	○	○	Increase stock profitability	☉	☉	☉	▲	○	▲	▲	▲				
	○	☉	☉	○	▲	Create the best value for customers	○	○	☉	▲	▲	▲	▲	▲				
	☉	☉	☉	○	▲	Streamline internal processes removing wastes	☉	☉	☉	○	○	▲	▲	▲				
	▲	▲	▲	☉	☉	Improving community and employee relationship	▲	▲	▲	☉	☉	☉	☉	☉				
<b>Long term goals</b>														<b>Short term indicators</b>				
														Kaizen teams	Engineering and production	Accounting and IT	Quality and HSE	

The X matrix of the hoshin kanri: example from one company

☉ Strong correlation; ○ Correlation; ▲ Weak or no correlation