

POLICY DEPLOYMENT



POLICY DEPLOYMENT

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Education and Culture DG

Lifelong Learning Programme

Disclaimer:

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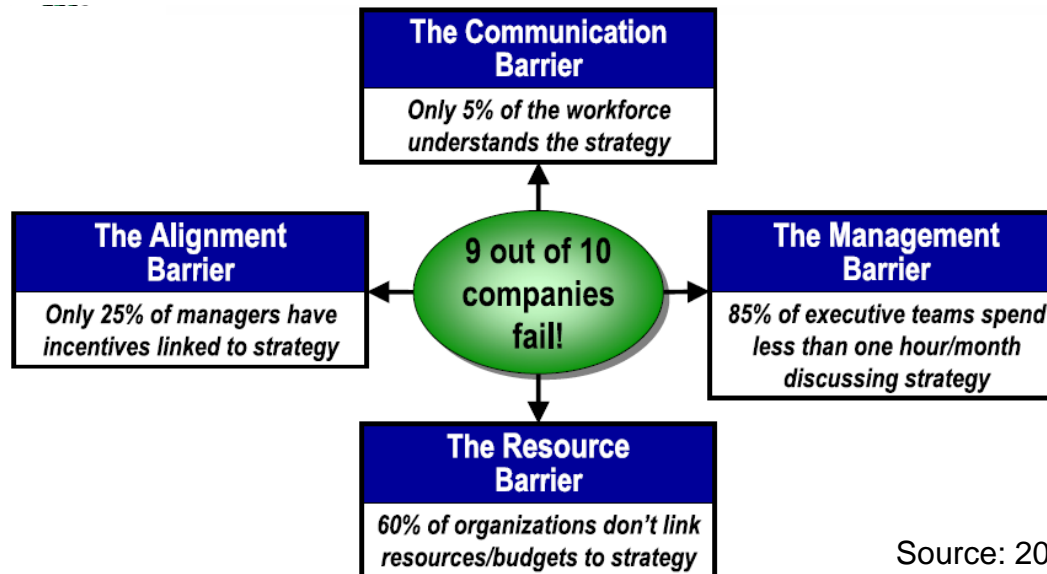
Course content

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1. Problem statement

Two all-too-frequent leadership failures

- Failure #1: not setting truly visionary goals
- Failure #2: failing to execute the strategic plan

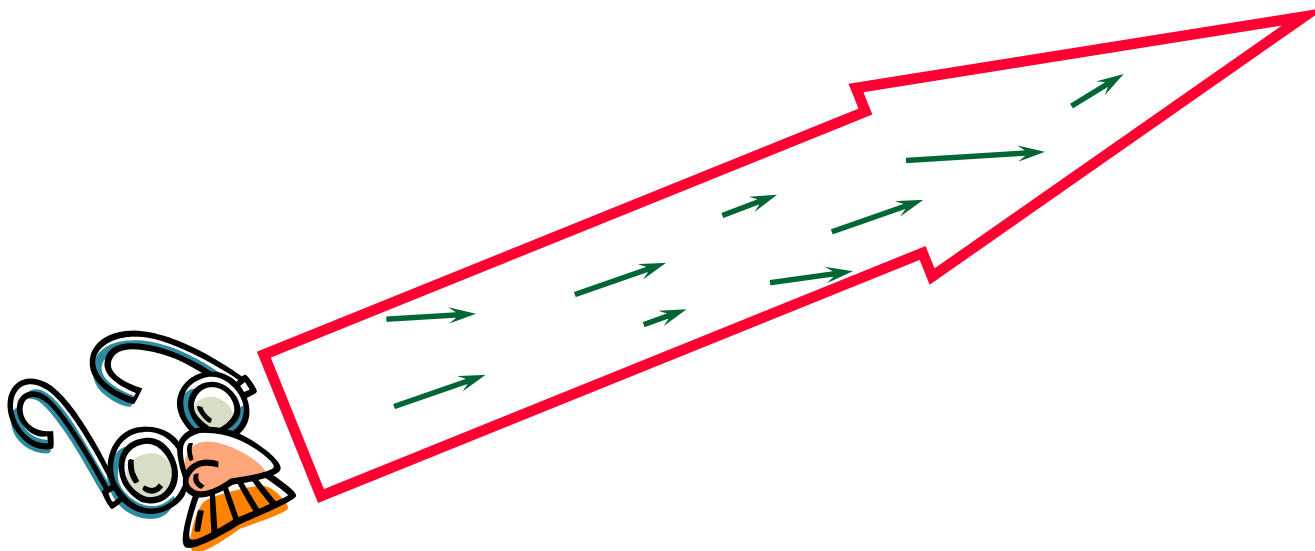


Source: 2007, TBM Consulting Group

2. Definition

What is policy deployment?

Policy deployment (PD) is a structured and visualised planning process aimed at focusing an organisation on her strategic priorities. This process assures that the whole organisation has the noses in the same direction in order to achieve the company's goals.



2. Definition

Hoshin Kanri is Japanese for policy deployment

Hoshin = a compass, direction, course, policy, plan, aim

Kanri = management, administration, control



Hoshin Kanri
=
Policy deployment
=
Strategy deployment
=
Goal deployment

3. How policy deployment works

To ensure successful execution of the policy deployment model:

- Step 1: Create a common understanding
- Step 2: Make a focused SWOT analysis
- Step 3: Develop directional alignment
- Step 4: Outline the strategic plan
- Step 5: Create the policy deployment matrix
- Step 6: Choose the vital few and deselect aggressively
- Step 7: Track and review performance

by Anand Sharma and Gary Hourselt at <http://www.manufacturing.net/Articles-Policy-Deployment.aspx?menuid=90>

3. How policy deployment works

Step 1: Create a common understanding

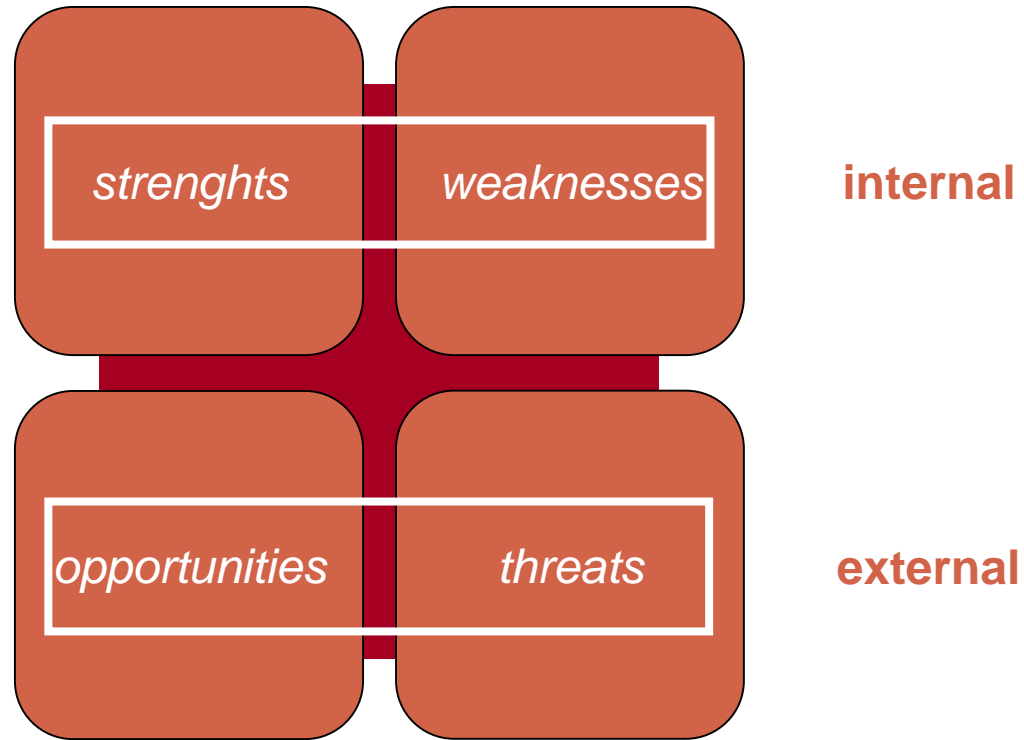
Everyone involved should share the same information:

- Customers' perceptions of quality, delivery, service, and value
- Competitors' strengths and weaknesses
- Current company performance
- Impediments to success
- Operational and financial performance indicators
- Human resource capabilities and challenges
- Supplier capabilities and challenges
- Economic, legal, regulatory, environmental, and other issues
- Emerging technology and its implied impact on the organization's future



3. How policy deployment works

Step 2: Make a focused SWOT analysis

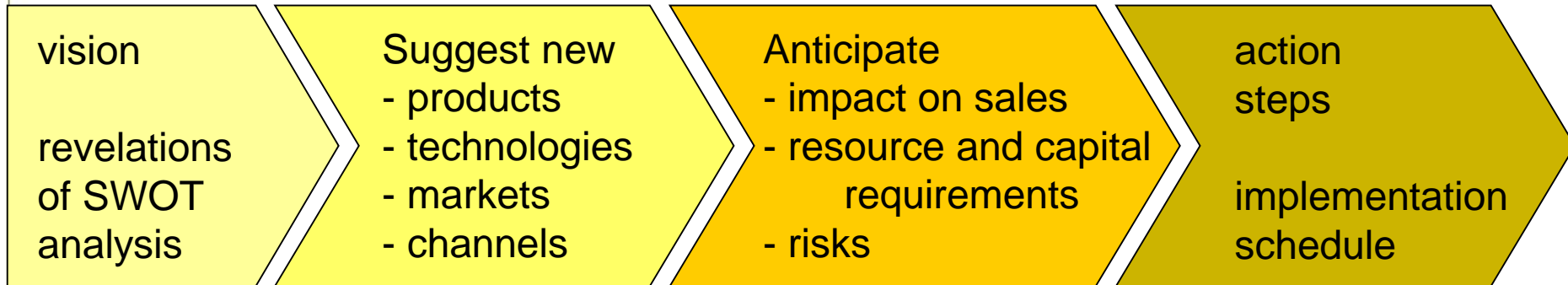


3. How policy deployment works

Step 3: Develop directional alignment

Input:

Output:



3. How policy deployment works

Step 4: Outline the strategic plan

Establish goals in 4 specific areas:

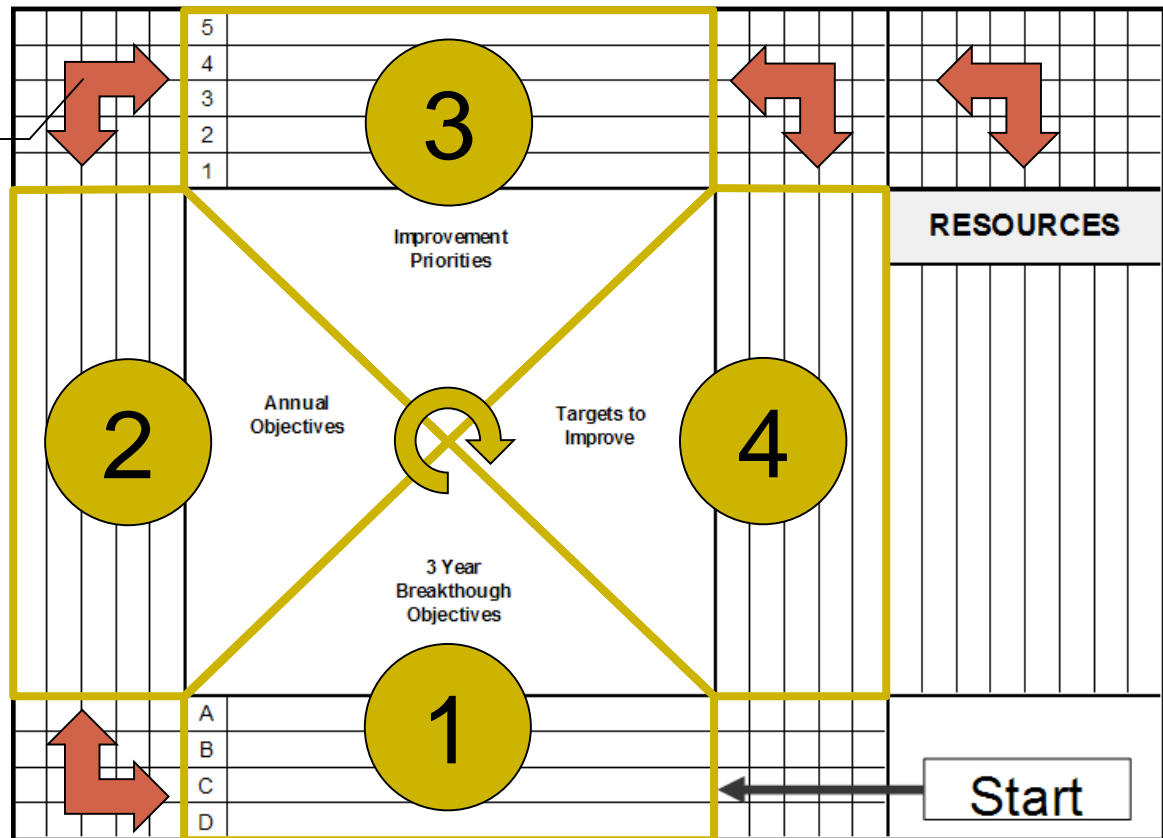
- Quality/customer satisfaction
- Productivity/cost reduction
- Delivery/responsiveness
- Morale/ergonomics/safety



3. How policy deployment works

Step 5: Create the policy deployment matrix

Define correlations using X's, numbers, symbols and/or colours



Source:
www.ProgressivEdge.com

3. How policy deployment works

Step 6: Choose the vital few and deselect aggressively

As a group, put your initiatives in five categories:


- Regulatory, and you have to do them **Keep**
- Mandatory, and your job depends on them **Do they have to be kept?**
- Aligned with the policy deployment matrix **Keep**
- Aligned strategically **Keep**
- Not aligned **Kill**


3. How policy deployment works


Step 7: Track and review performance

Source: Jeff Ruiters, TBM Consulting Group

Annual Project Metrics																
#	Project/ Team	Measure	Current	1	2	3	4	5	6	7	8	9	10	11	12	Target
1	Improve on Time Performance	Fill rate %	82 %	83	85	85	87	88	88	90	91	92	93	94	95	95
				81	86	86	85	84	80							
2																
3																
4																
5																
6																

 On or ahead of schedule

 Less than 5% behind schedule

 More than 5% behind schedule

4. Key success factors

To ensure successful execution of the policy deployment model:

- Capture the true voice of the customer.
- Determine a few breakthrough objectives.
- Keep your focus on these objectives.
- Cascade the strategic objectives to where the work gets done
- Prepare for a culture change with e.g. self-directed teams



5. Case: Volvo Cars

5.1. QCDISME criteria

What results should we try to obtain to realise our vision?

Create satisfaction for

personel

customers

stockholders

society

By maximising results concerning

- job satisfaction

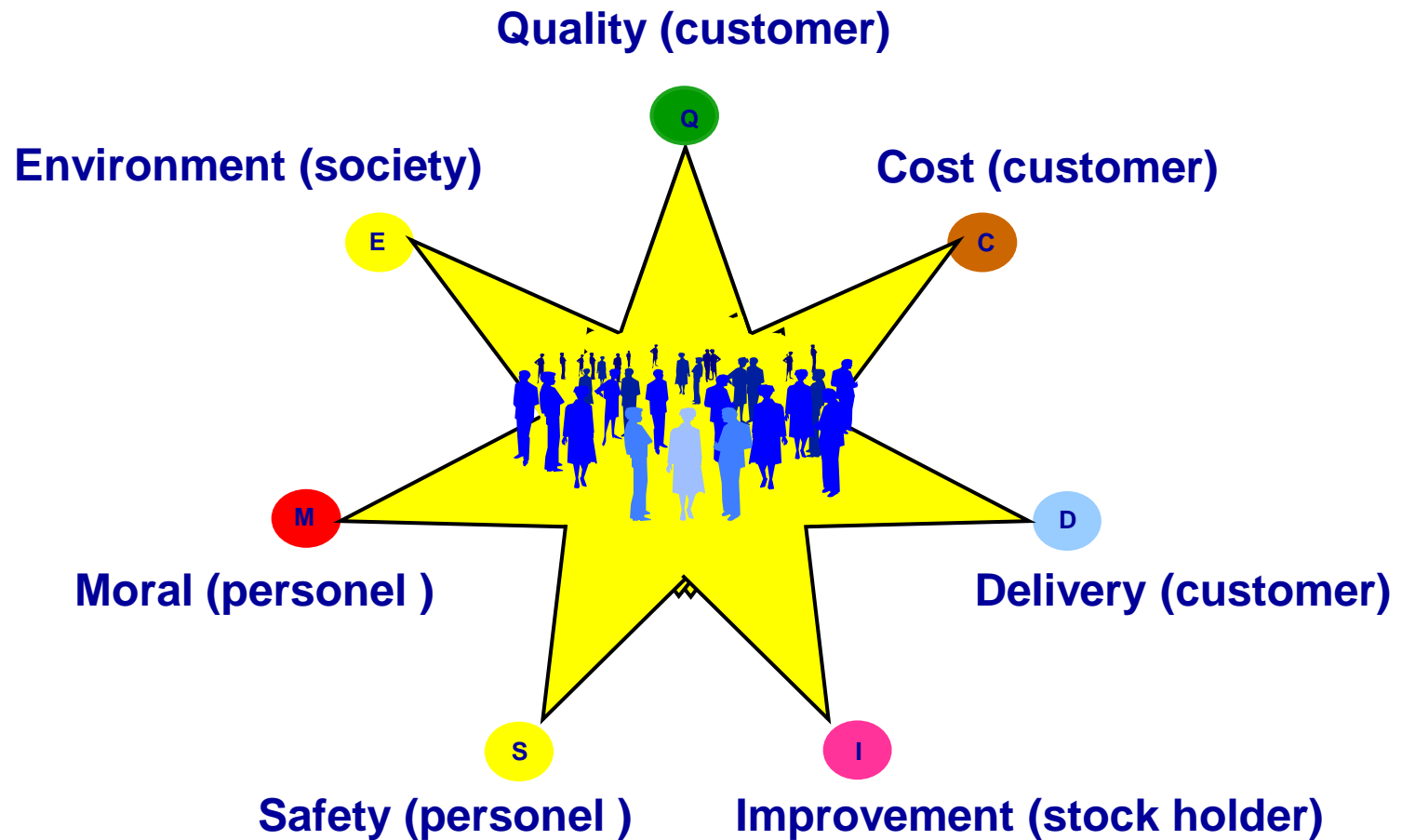
- quality
- cost
- delivery precision

- yield
- competency

- environmental impact
- integration

5. Case: Volvo Cars

5.1. QCDISME criteria



5. Case: Volvo Cars

5.1. QCDISME criteria



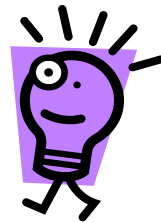
Quality



Cost



Delivery



Improvement



Safety



Moral



Environment

Scorecard



	2008	2009	2010	2011	2012	2013
Quality
Cost
Delivery
Improvement
Safety
Moral
Environment

Masterplan

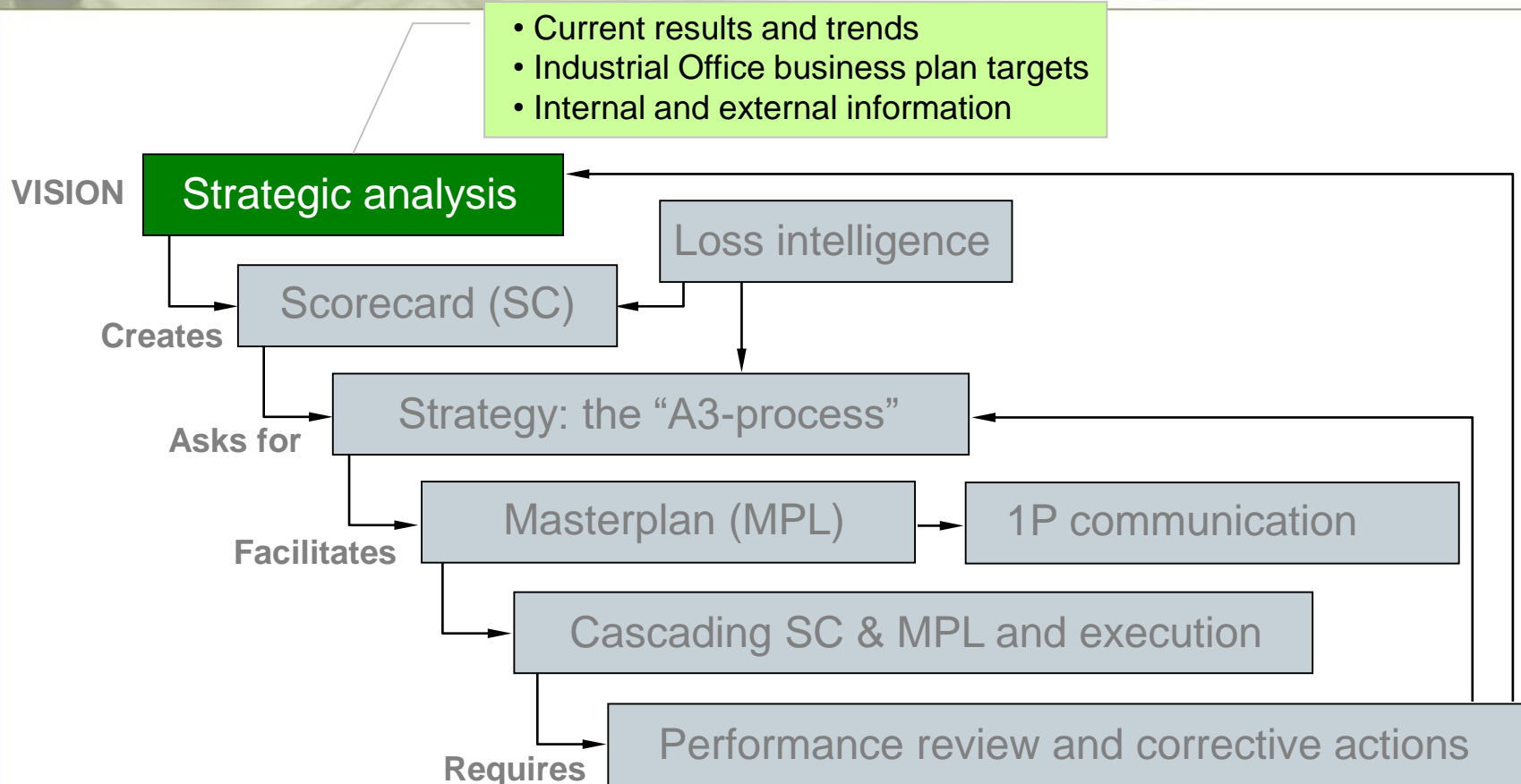
	2008	2009	2010	2011	2012	2013
Quality
Cost
Delivery
Improvement
Safety
Moral
Environment

Teambord

	Quality Q	Cost C	Delivery D	Improvement I	Safety S	Moral M	Environment E
Team Identity
Team Mission
Team Responsibility
Team Measures & KPIs
Shift result	Shift result	Shift result	Shift result	Shift result	Shift result	Shift result	Shift result
Analyse Actions	Analyse Actions	Analyse Actions	Analyse Actions	Analyse Actions	Analyse Actions	Analyse Actions	Analyse Actions

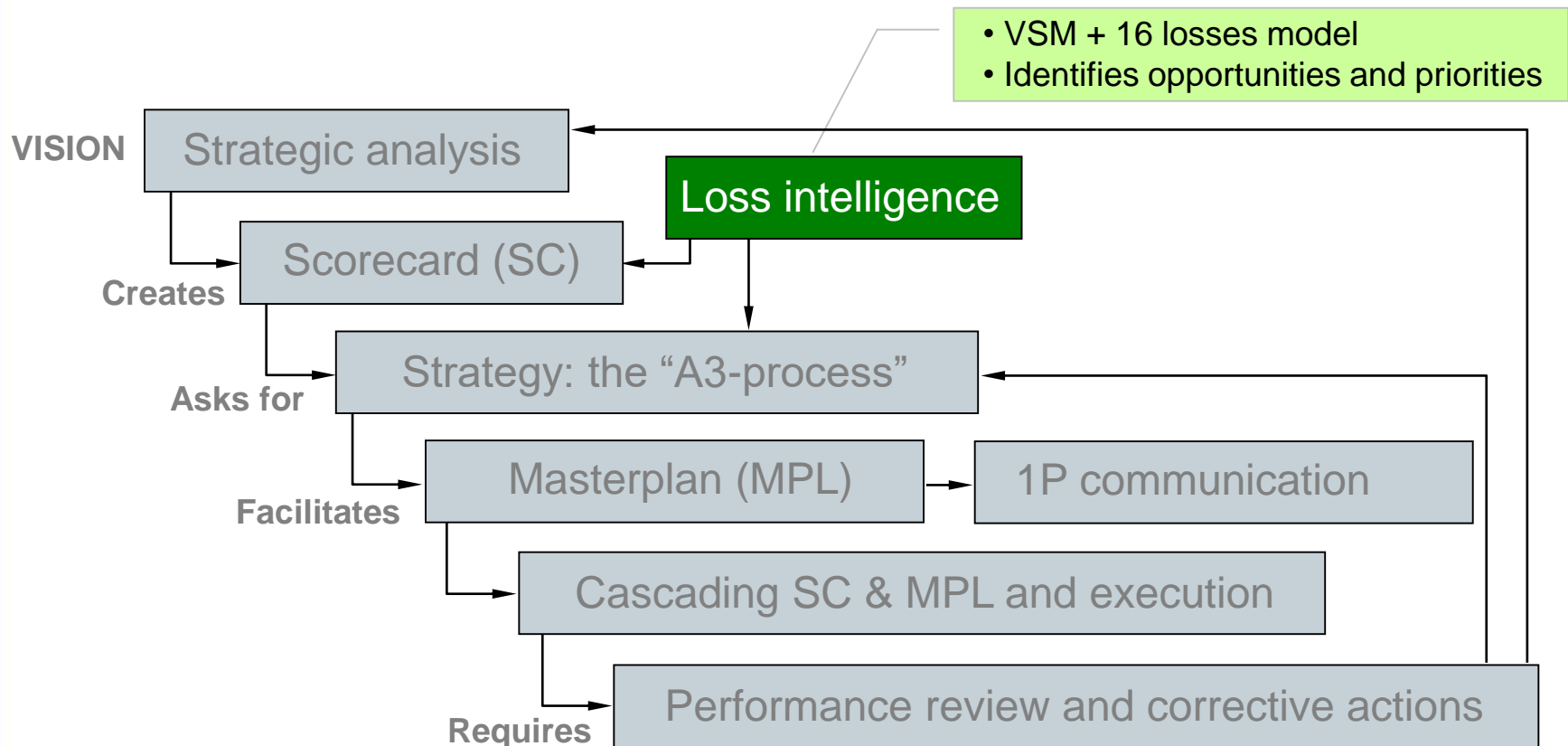
5. Case: Volvo Cars

5.2. Major steps in the PD process



5. Case: Volvo Cars

5.2. Major steps in the PD process



5. Case: Volvo Cars

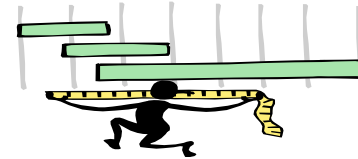
5.2. Major steps in the PD process

Shared objectives = formulate challenging targets in such a way that they motivate everyone to fully use his/her capabilities and competences.

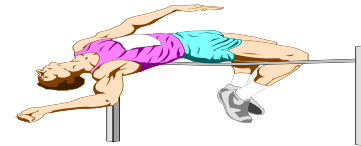
Specific →



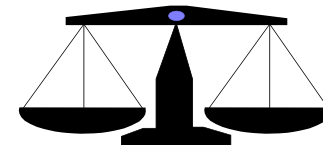
Measurable →



Atttractive →



Realistic →

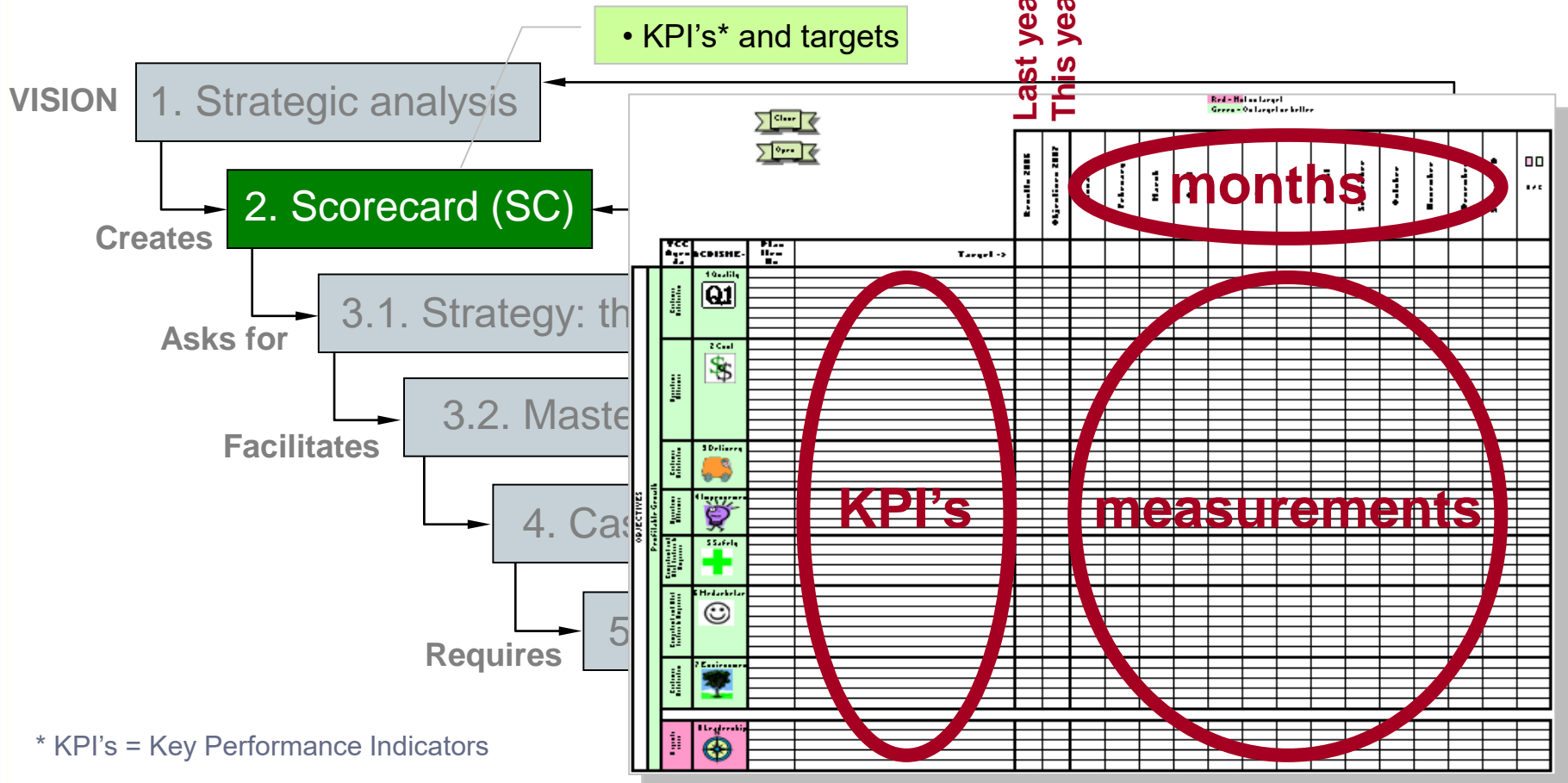


Time →



5. Case: Volvo Cars

5.2. Major steps in the PD process



* KPI's = Key Performance Indicators

5. Case: Volvo Cars

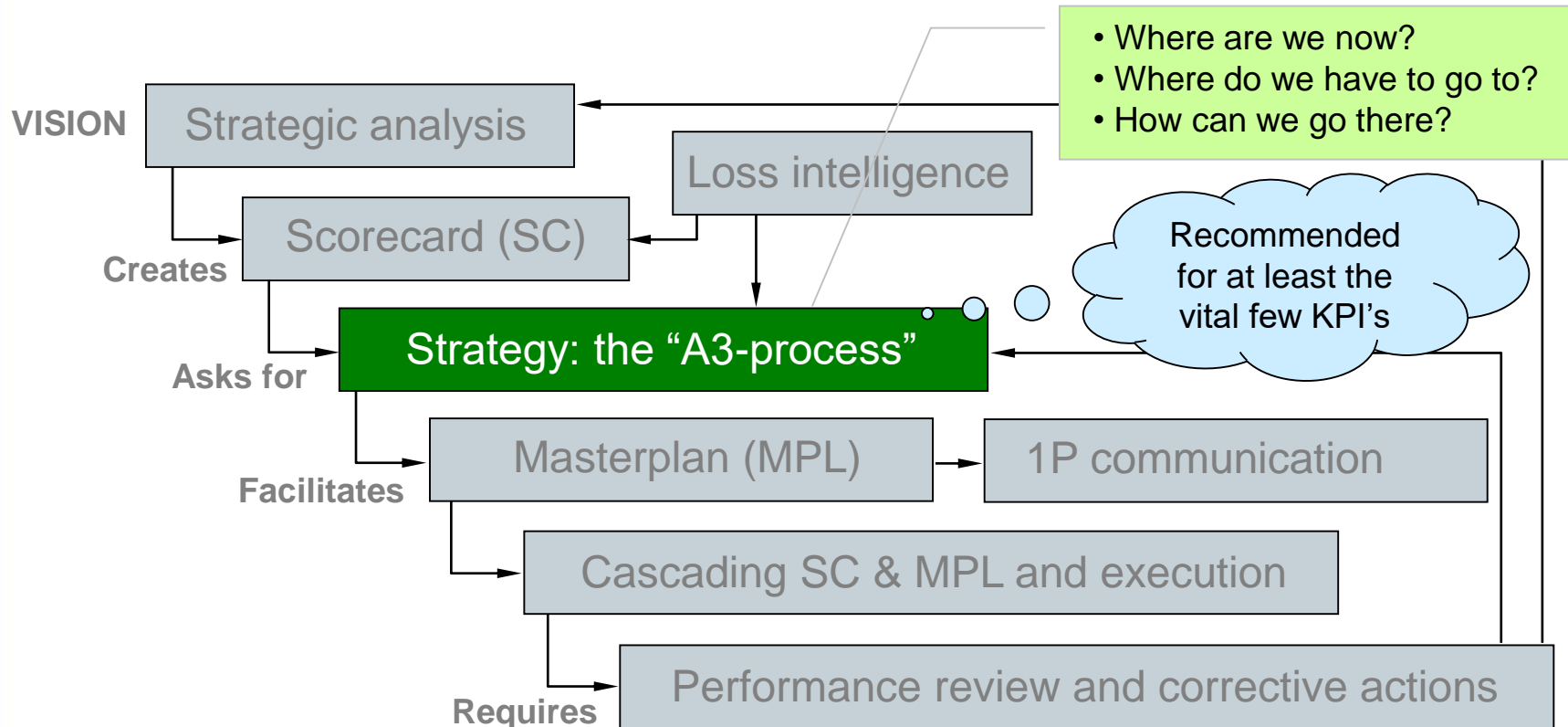
5.2. Major steps in the PD process

Scorecard:

VCC Agenda			Actual 2008	Target 2009	January	February	March	April	May	June	July	August	September	Oktober	November	December		
Customer Satisfaction	Quality	1.4	GQRS TGW Global 3 MIS total (MY metric)	1777	1390	na	na	na	1539	na	na	1586	na	na	1606	na	1065	
		1.4	Warranty 3MIS all markets R/1000 total (MY metric)	147	153	146	152	163	165	167	162	161	159	158	172	165	157	
		1.4	Warranty < 1MIS all markets / Car Plant R/1000 (MY metric)	68	65	35	37	45	52	56	64	73	79	80	na	na	na	
		1.1	FTT Car Plant	33,27	60	26,12	29,33	33,85	33,24	24,85	34,78	38,05	35,33	39,66	40,57	39,06	42,66	
		1.1	GFCPA Total DP S/A/B/C per car	213,2	180	193,2	210,52	179,01	216,59	202,06	222,5	225,56	193,5	180,4	165,43	175,19	192,05	
		1.1	GFCPA B40+ calls/car	3,19	3	3,25	3,65	3,09	3,6	3,44	3,66	3,64	3,26	3,07	2,87	2,91	3,46	
		2,2/2,5	Labour & Overhead (Eur / Car)	1205	1120	1277,2	1139,9	1306,1	1311,1	1780,6	1024,9	1865,3	1269,9	995,6	976,8	1162,6	1304	
Operational Efficiency	Cost	2,2,1	Hours per car	23,9	20,26	25,5	23,5	25,5	24,1	32,3	22,8	24,3	24,7	21,7	21,5	22,4	21,6	
		2,2	BC FTE's (RTO incl. Launch)	3198	3104	3142	3125	3106	3086	3081	3088	3113	3118	3125	3115	3106	3092	
		2,5	Maintenance cost (MEur)	16,824	13,929	0,5346	0,6001	1,6878	0,8988	0,9553	1,33	1,318	1,57	1,4201	1,668	1,3232	2,1588	
		2,2	WC active perm.contracts (incl. Launch)	195	180	192	192	188	185	183	182	182	179	180	178	177	177	
		2,6	Inventory (MEur)	42,4	38,29	59,422	65,06	56,13	52,54	56,697	57,126	45,752	67,18	64,88	57,267	56,323	44,419	
			Total cost ECG (Meur)	13,226	13,5801	1,0957	1,0244	1,0613	1,0294	0,783	1,34	0,7657	1,0976	1,6578	1,479	1,1076	1,3626	
		2,7	Bulk Material (MEur)	22,459	24,7542	1,8514	1,7362	1,7061	1,8377	1,0767	2,47	0,974	1,687	2,8069	2,5961	2,0656	2,027	
		2,5	Scrap (MEur)	1,8961	1,92872	0,16	0,1852	0,2053	0,1356	0,1331	0,1648	0,0838	0,005	0,3037	0,1906	0,2196	0,194	
		2,8	Total cost VCG (MEur)	318,39	317,583	25,7	25,324	25,932	25,822	21,429	34,3	20,117	26,3	33,384	29,466	29,146	29,459	
		2,9	Major comments received	2	0	0	0	0	0	0	0	0	0	0	0	0	0	
Customer Satisfaction	Delivery	3,1	Delivery precision Factory Complete (%)	90	95	74,3	91,3	84,7	85,7	58,8	66,7	88	85,3	92,5	95,1	94,3	96,5	
		3,2	Production precision (%)	95	95	95,8	92	70,2	72,5	58,9	84,8	91,5	89,8	91,7	91,4	90,5	93,3	
		3,3	Work in Process GC (# cars between COL and FC)	1023	780	894	1369	942	840	653	1085	959	1063	1423	1319	1330	864	
Operational Efficiency	Improv.	4,1	Teams reached step 1	73,6	100	76,7	76,7	82,2	86,3	90,4	91,8	91,8	91,8	91,8	91,8	93,1	94,4	
		4,2	Teams reached step 2	23,2	100	24,7	26	28,8	30,1	31,5	39,7	41,1	41,1	42,5	43,8	55,6	59,7	
		4,3	Teams reached step 3	8,1	100	8,1	8,1	8,2	8,2	9,6	9,6	9,6	9,6	11	12,3	13,9	19,4	
		4,4	# of Kaizen Workshops executed versus plan	0	150	16	35	56	78	103	129	153	187	250	250	250	263	
		4,5	Number of Improvement (VV) by team	0	20	13,77	16,98	20,84	26	29,41	34	35	38	43	46	49	49	
		4,6	Number of improvements realised	0	15	4,2	6,93	10,05	14	18,03	23	24	26	30	33	36	36	
		4,7	Number of finished 6-sigma projects	0	125	0	22	29	55	70	105	105	105	106	106	123	141	
Competent and Skilled Leaders	Safety	5,1	Accidents with lost days	0	18	1	1	3	4	5	7	8	9	12	14	15	16	
		5,2	Amount of injuries (medical)	0	540	75	145	214	287	337	424	466	519	646	727	793	860	
		5,3	Near misses	0	5400	633	1382	2089	3120	4018	5094	6156	6570	7657	8503	9048	9589	
Competent and Skilled Leaders and Employees	ledarbeter	6,1,1	Run Performance Workbook Process	61,64	100	0	0	21,40	65,81	88,321	93	0	17,153	65,693	91,971	94	95	
		6,4	Sick absent.(short and long term) WESTERBERG	7,825	5,2	7,6	8,2	7,5	7,6	7,1	8,2	7,1	7,2	9,7	11	10,2	8,8	
		6,4	Sick absenteeism Short term	4,55	3,7	4,16	4,66	3,74	3,98	2,69	3,96	na	3,6	5,33	6,55	5,6	4,67	
		6,6	Female representation LL6+	0	16	13,3	13,3	13,3	13,3	13,3	13,3	13,3	13,3	13,3	13,3	13,3	13,3	
		7,4	ENERGY - Gas & electricity usage	312003	267000	37309	32240	28435	20388	15527	23495	9488	16862	23837	27178	26658	33122	
All agenda areas	Leadership	7,3	Environmental compliance - CAP-e index	new	0	1	0	0	0	1	1	0	0	0	0	0		
		8,1	C&A actionist progress	0	0	59	24	44	55,65	67,17	69	na	na	11,3	19,9	52,3	na	
		8,2	Confirmationproces VCG according to planning	new	0	2	5	9	12	14	17	18	22	25	28	31	35	
8,3	VCMS level (measured by C&A system)	0	6	1,2	1	1	1	1	1	1	1,7	1,7	1,7	1,7	1,7	3,4		

5. Case: Volvo Cars

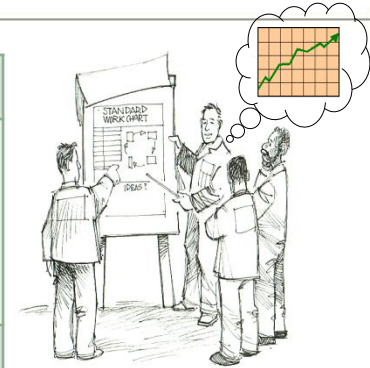
5.2. Major steps in the PD process



5. Case: Volvo Cars

5.2. Major steps in the PD process

<p>Aims</p>	<p>Method/analysis</p>
<p>Formulate your goals in one sentence.</p> 	<p>training - standards - tools - controls</p> 
<p>Current state</p>	<p>Plan</p>
<p>Where are we today? Data, trends, description of important issues</p>	
<p>Future state</p>	<p>Expected results</p>
<p>What situation do we want to achieve? Use SMART!</p>	



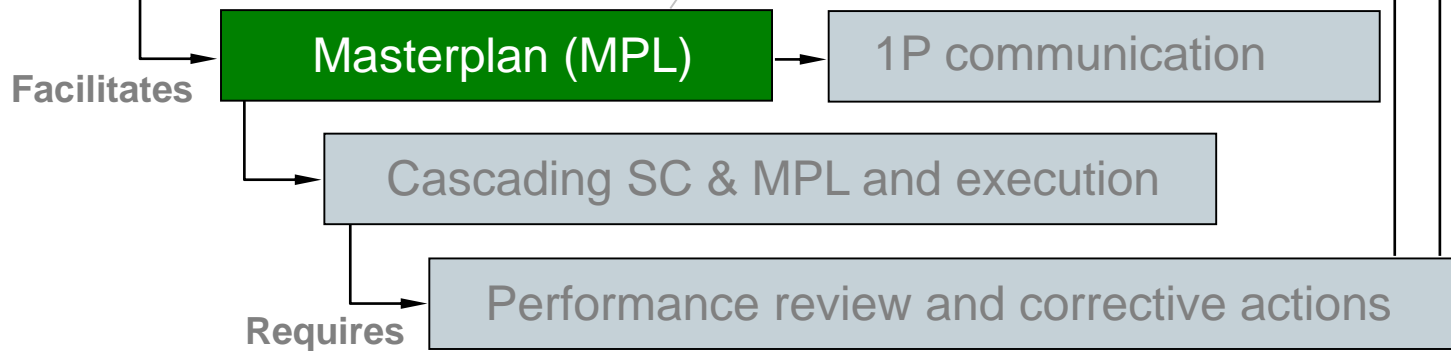
- Brainstorm-activities
- Beware your plan stays practicable!
- Make sure your plan is **SMART**

- S** - Specific
- M** - Measurable
- A** - Attractive
- R** - Realistic
- T** - Time based

5. Case: Volvo Cars

2. Major steps in the PD process

• Main actions and timing



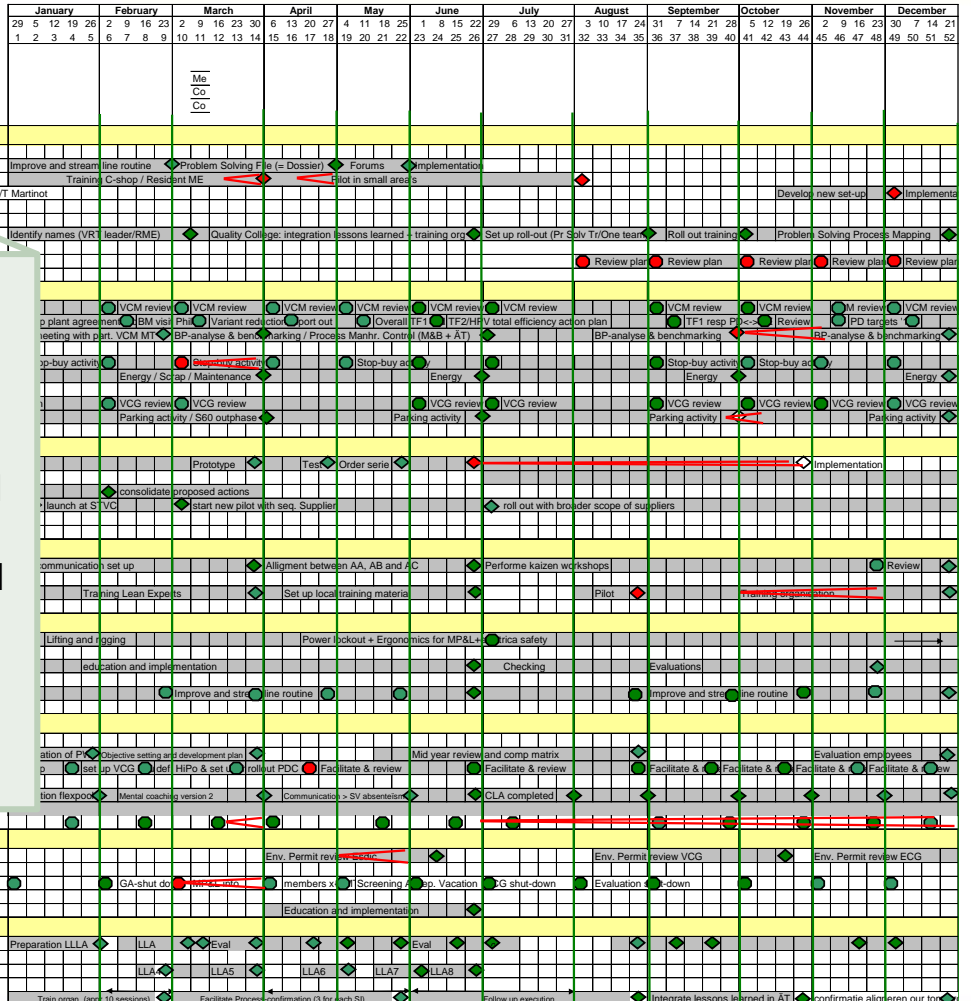
5. Case: Volvo Cars

5.2. Major steps in the PD process

Masterplan:

Symbols for meetings and periodical activities can be added as usual.
W/C WEEK MILESTONES REVIEWS

Symbol	Item	Activity	Ref.	Metric	Champion	Resp.
	1	QUALITY			J. Vercaemst	
	1.1	Maintain & improve Current Model Plant Quality Operating				
	1.1.1	Improve Quality Containment Mapping (standardisation PI)	FTT/G-FCPA		J. Vercaemst	J. Smet
	1.1.2	Process Quality Assessment tool (PQA)	FTT/G-FCPA		J. Vercaemst	J. Smet
	1.1.3	Review and implement set-up of the daily POR	FTT/G-FCPA		J. Vercaemst	B Demeunynck/T Martinot
	1.4	New VRT setup (BSAQ)				
	1.4.1	Follow up :7 VRT's / Lean Problem Solving	VCMS	GFCPA/FTT	J. Vercaemst	K. De Schrijver



- Meeting/review scheduled
- Meeting/review conducted
- Periodical activity/milestone scheduled
- Periodical activity/milestone conducted
- Backspike: behind schedule
- Frontspike: ahead of schedule

	6.6	Diversityplan VCG		VCG SC	LVDB	A. Jansen
	7. Environment					L. Van den Bergh
	7.3	Review Environmental Permit	Processes	Legal Compliance	LVDB	VD
	7.4	ENERGY : Decrease consumption mainly during non-prod	Processes	Cost/CO2 compl.	DJ	FS
	7.5	Implementation E-checklist in production and management	Processes	Legal compliance	DJ	FS/VD
	8. LEADERSHIP					L. Van den Bergh
All aspects areas	8.1	Local Lean Learning Academy for SV local	VCMS		LVDB	PB
	8.2	Lean Learning Academy for production manager & superi	VCMS		LVDB	PB
	8.3	Improve performance of the confirmation proces	VCMS	VCG SC	LVDB	PB

5. Case: Volvo Cars

5.2. Major steps in the PD process

Company scorecard



Company masterplan

One-Pager: Vital Few Priorities en A3 proces VCG 2009

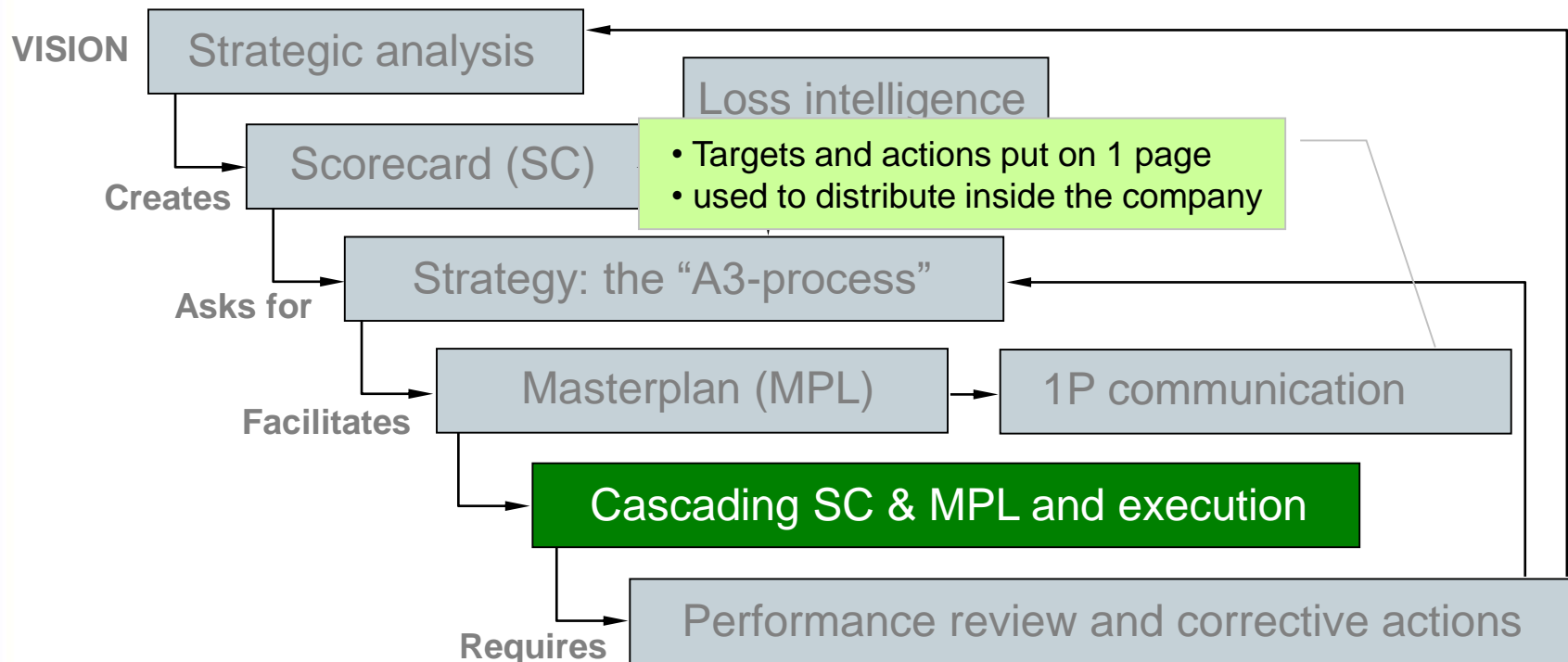
Kwaliteit <ul style="list-style-type: none"> BSAQ voor grotere klantentevredenheid en minder garantiekosten First Time Through (FTT) Gestandaardiseerde processen (ISPC, 5S, QPS, ...) <p>Doelstellingen:</p> <ul style="list-style-type: none"> GQRS (3 Months in Service): <ul style="list-style-type: none"> US: 1000 TGW/1000 cars EU: 1700 TGW/1000 cars FTT: 60% 	Kost <ul style="list-style-type: none"> Efficiëntie-activiteiten (lean materials, kaizen, workload & pace, ...) Overheadkosten verminderen. Cash-uitgaven beperken (minder aankopen, lagere voorraadniveaus, ...) <p>Doelstellingen:</p> <ul style="list-style-type: none"> Manuren : van 23 (2008) naar 20,27 manuren/auto. Van 1205 naar 1116 €/auto (arbeidskost + overheads). 	Delivery <ul style="list-style-type: none"> Factory Complete Precision: auto's afleveren op het afgesproken tijdstip. <p>Doelstellingen:</p> <ul style="list-style-type: none"> FC-precisie ≥ 95%. Productieprecisie ≥ 95%. Work in progress (onderhanden werk) en voorraden zo laag mogelijk; Mellanstadium: nul of negatief. 	Improvement <ul style="list-style-type: none"> Teamontwikkeling: verdere groei in 7-stappensplan. 6-Sigma-competentie benutten. Kaizen-workshops als ondersteuning voor continu verbeteren op weg naar Best in Class. <p>Doelstellingen:</p> <ul style="list-style-type: none"> Niveau behaalde stappen behouden; stap 3 bereikt in alle arbeidersteams. Aantal Kaizen workshops: 150.
Safety <ul style="list-style-type: none"> Safety Leadership: veiligheidsrondgangen en acties opvolgen Veiligheidsattitude bij iedereen en toepassen in de teams. Risicoanalyse van werkstations. Leren uit schierongevallen. Hoge risicodomains: implementatie lockout, heffen/hijsen en elektrische veiligheid. <p>Doelstellingen:</p> <ul style="list-style-type: none"> < 18 arbeidsongevallen met en < 946 zonder werkverlet. 	Medewerker <ul style="list-style-type: none"> Aanwezigheidsbeleid (Perfect Attendance). Classificatie van alle bediendenfuncties. Talent Management (high potentials kiezen; PDC-proces: ontwikkelingsgesprekken en individuele performance reviews. Diversiteit benutten in alle teams. <p>Doelstellingen:</p> <ul style="list-style-type: none"> Development Talks: 100% score *Perfekte Aanwezigheid*: 96,3% 	Milieu <ul style="list-style-type: none"> Daling energieverbruik op niet-productiedagen. <p>Doelstellingen:</p> <ul style="list-style-type: none"> Energieverbruik ≤ 267 GWh (Productie). Nullastverbruik elektriciteit < 15%. Nullastverbruik perslucht < 20%. 	Leadership <ul style="list-style-type: none"> Process Confirmation. Lean Learning Academy voor leidinggevenden. Coaching & Assessment. "Lead for Best in Class." Communicatie 'Our Tomorrow/VCMS-principes. <p>Doelstellingen:</p> <ul style="list-style-type: none"> VCMS level (Coaching & Assessment index level 6).

De doelstellingen en actieplannen staan beschreven in de A3's.

A Company 1P-Communication document describes the main KPI's and activities for the next year.

5. Case: Volvo Cars

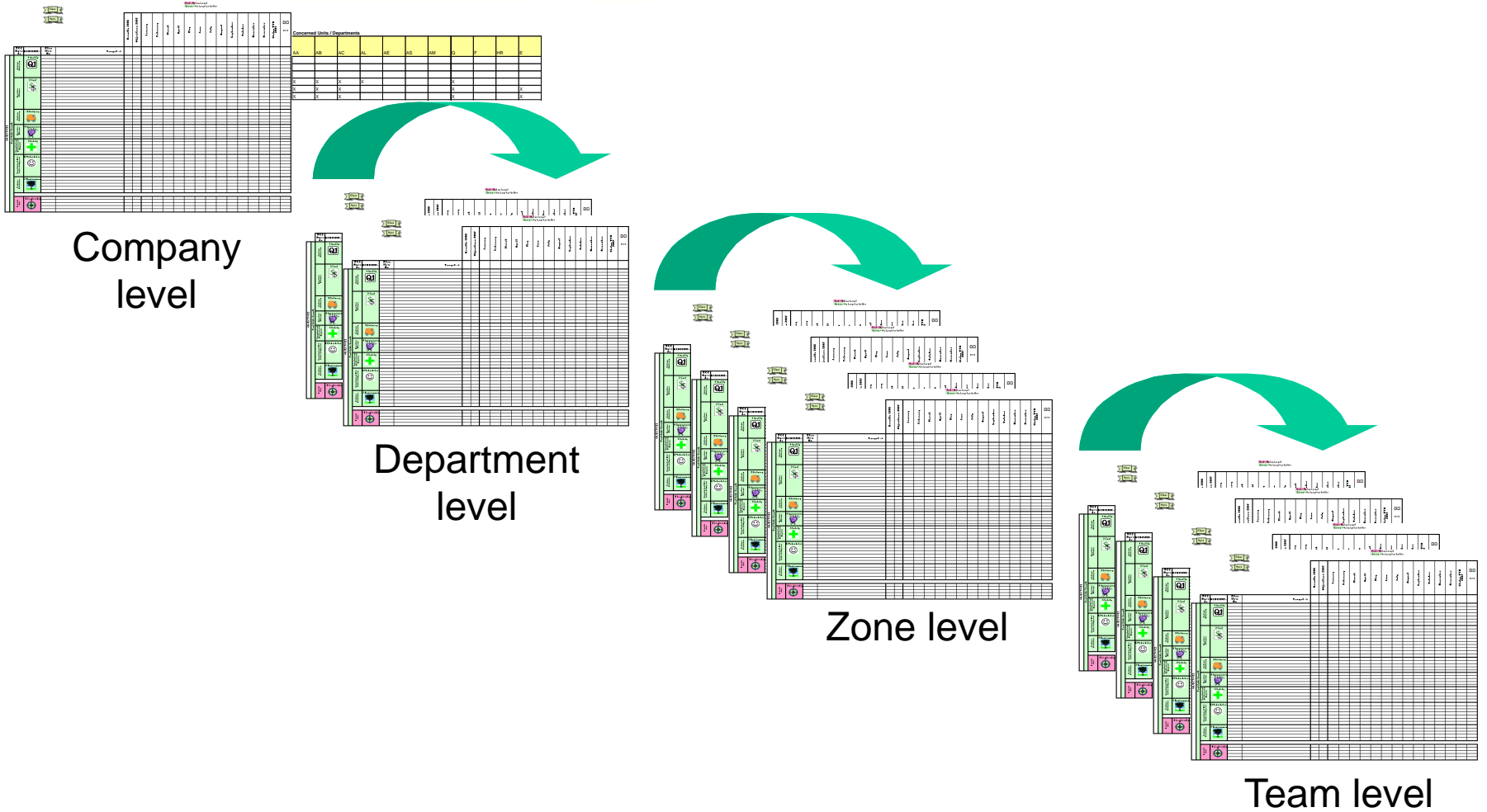
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5. Case: Volvo Cars

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Scorecard:



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5.2. Major steps in the PD process

Masterplan:

The company level masterplan consists of a large Gantt chart on the left and a summary table on the right. The table has columns for departments: AA, AB, AC, AD, AE, AF, AG, AH, AI, AJ, AK, AL, AM, AN, AO, AP, AQ, AR, AS, AT, AU, AV, AW, AX, AY, AZ, BA, BB, BC, BD, BE, BF, BG, BH, BI, BJ, BK, BL, BM, BN, BO, BP, BQ, BR, BS, BT, BU, BV, BW, BX, BY, BZ, CA, CB, CC, CD, CE, CF, CG, CH, CI, CJ, CK, CL, CM, CN, CO, CP, CQ, CR, CS, CT, CU, CV, CW, CX, CY, CZ, DA, DB, DC, DD, DE, DF, DG, DH, DI, DJ, DK, DL, DM, DN, DO, DP, DQ, DR, DS, DT, DU, DV, DW, DX, DY, DZ, EA, EB, EC, ED, EE, EF, EG, EH, EI, EJ, EK, EL, EM, EN, EO, EP, EQ, ER, ES, ET, EU, EV, EW, EX, EY, EZ, FA, FB, FC, FD, FE, FF, FG, FH, FI, FJ, FK, FL, FM, FN, FO, FP, FQ, FR, FS, FT, FU, FV, FW, FX, FY, FZ, GA, GB, GC, GD, GE, GF, GG, GH, GI, GJ, GK, GL, GM, GN, GO, GP, GQ, GR, GS, GT, GU, GV, GW, GX, GY, GZ, HA, HB, HC, HD, HE, HF, HG, HH, HI, HJ, HK, HL, HM, HN, HO, HP, HQ, HR, HS, HT, HU, HV, HW, HX, HY, HZ, IA, IB, IC, ID, IE, IF, IG, IH, II, IJ, IK, IL, IM, IN, IO, IP, IQ, IR, IS, IT, IU, IV, IW, IX, IY, IZ, JA, JB, JC, JD, JE, JF, JG, JH, JI, JJ, JK, JL, JM, JN, JO, JP, JQ, JR, JS, JT, JU, JV, JW, JX, JY, JZ, KA, KB, KC, KD, KE, KF, KG, KH, KI, KJ, KK, KL, KM, KN, KO, KP, KQ, KR, KS, KT, KU, KV, KW, KX, KY, KZ, LA, LB, LC, LD, LE, LF, LG, LH, LI, LJ, LK, LL, LM, LN, LO, LP, LQ, LR, LS, LT, LU, LV, LW, LX, LY, LZ, MA, MB, MC, MD, ME, MF, MG, MH, MI, MJ, MK, ML, MM, MN, MO, MP, MQ, MR, MS, MT, MU, MV, MW, MX, MY, MZ, NA, NB, NC, ND, NE, NF, NG, NH, NI, NJ, NK, NL, NM, NN, NO, NP, NQ, NR, NS, NT, NU, NV, NW, NX, NY, NZ, OA, OB, OC, OD, OE, OF, OG, OH, OI, OJ, OK, OL, OM, ON, OO, OP, OQ, OR, OS, OT, OU, OV, OW, OX, OY, OZ, PA, PB, PC, PD, PE, PF, PG, PH, PI, PJ, PK, PL, PM, PN, PO, PP, PQ, PR, PS, PT, PU, PV, PW, PX, PY, PZ, QA, QB, QC, QD, QE, QF, QG, QH, QI, QJ, QK, QL, QM, QN, QO, QP, QQ, QR, QS, QT, QU, QV, QW, QX, QY, QZ, RA, RB, RC, RD, RE, RF, RG, RH, RI, RJ, RK, RL, RM, RN, RO, RP, RQ, RR, RS, RT, RU, RV, RW, RX, RY, RZ, SA, SB, SC, SD, SE, SF, SG, SH, SI, SJ, SK, SL, SM, SN, SO, SP, SQ, SR, SS, ST, SU, SV, SW, SX, SY, SZ, TA, TB, TC, TD, TE, TF, TG, TH, TI, TJ, TK, TL, TM, TN, TO, TP, TQ, TR, TS, TT, TU, TV, TW, TX, TY, TZ, UA, UB, UC, UD, UE, UF, UG, UH, UI, UJ, UK, UL, UM, UN, UO, UP, UQ, UR, US, UT, UY, UZ, VA, VB, VC, VD, VE, VF, VG, VH, VI, VJ, VK, VL, VM, VN, VO, VP, VQ, VR, VS, VT, VU, VV, VW, VX, VY, VZ, WA, WB, WC, WD, WE, WF, WG, WH, WI, WJ, WK, WL, WM, WN, WO, WP, WQ, WR, WS, WT, WU, WV, WW, WX, WY, WZ, XA, XB, XC, XD, XE, XF, XG, XH, XI, XJ, XK, XL, XM, XN, XO, XP, XQ, XR, XS, XT, XU, XV, XW, XX, XY, XZ, YA, YB, YC, YD, YE, YF, YG, YH, YI, YJ, YK, YL, YM, YN, YO, YP, YQ, YR, YS, YT, YU, YV, YW, YX, YY, YZ, ZA, ZB, ZC, ZD, ZE, ZF, ZG, ZH, ZI, ZJ, ZK, ZL, ZM, ZN, ZO, ZP, ZQ, ZR, ZS, ZT, ZU, ZV, ZW, ZX, ZY, ZZ.

Company level



Department level masterplan showing multiple Gantt charts for different departments, each with a summary table to its right.

Department level



Zone level masterplan showing multiple Gantt charts for different zones, each with a summary table to its right.

Zone level

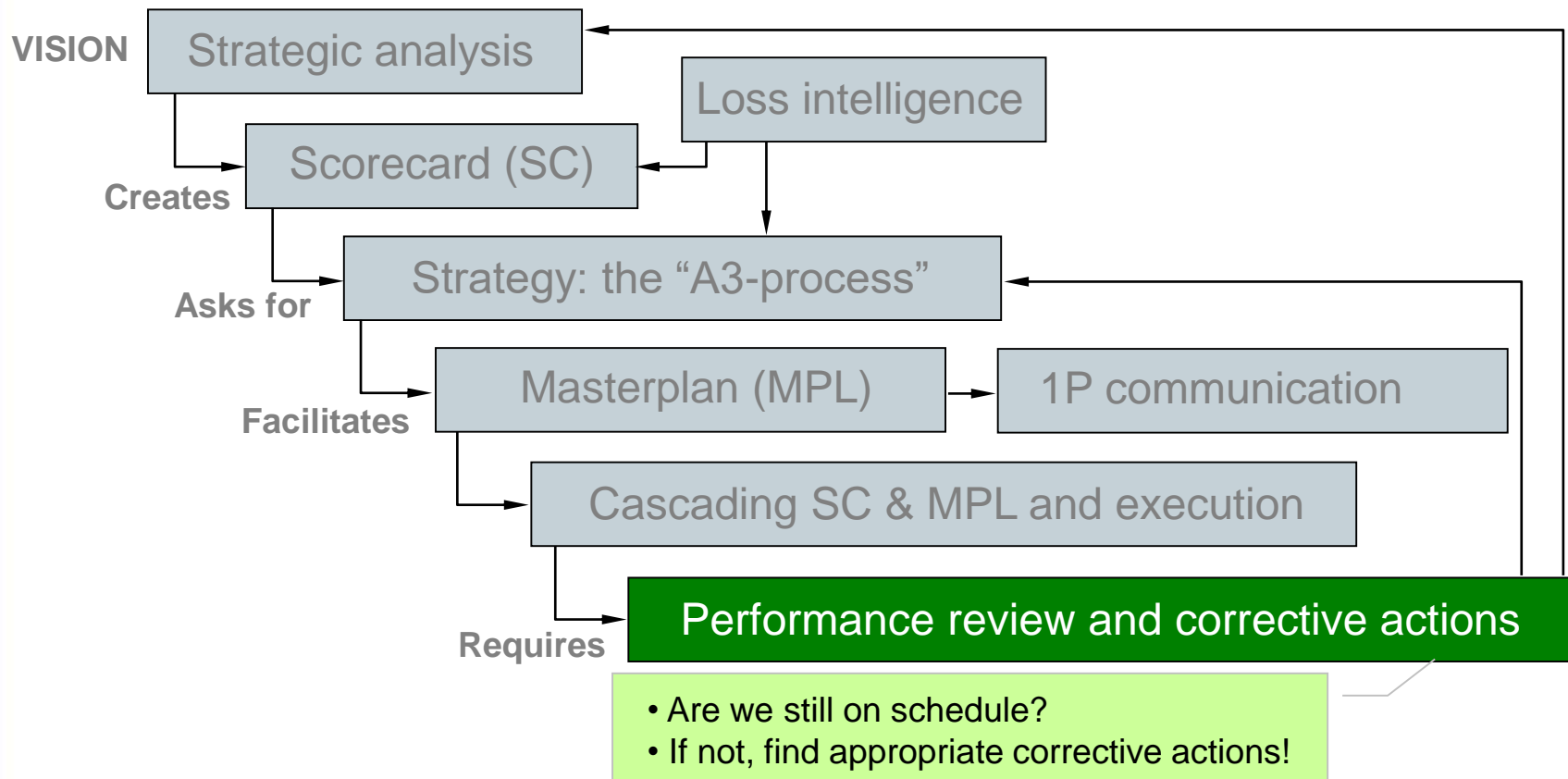


Team level masterplan showing multiple 'Action Plan: Team XX' tables. Each table has columns: Number, Problem description, Priority, Target date, Start date, Activity (Ref. to Problem Solving), Activity owner, Progress, and End date.

Team level

5. Case: Volvo Cars

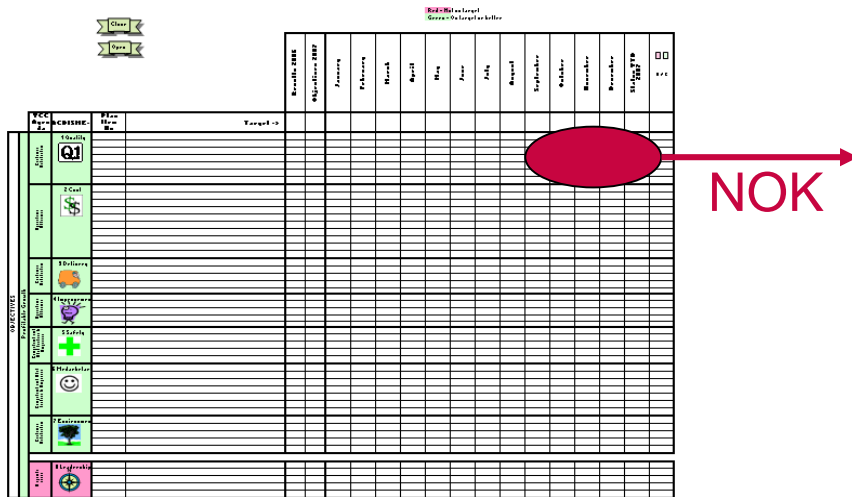
5.2. Major steps in the PD process



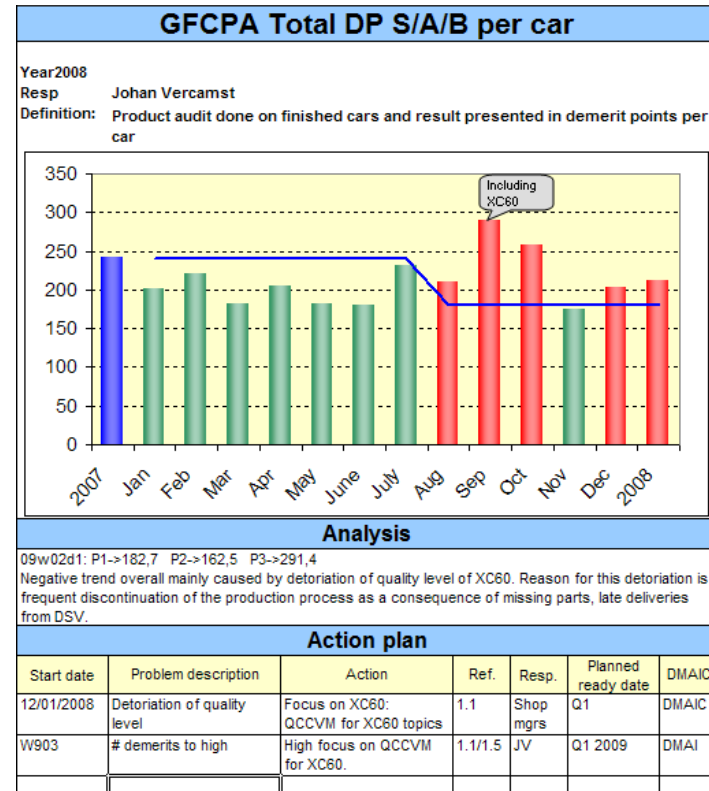
5. Case: Volvo Cars

5.3. Monitoring and visualisation

Scorecard



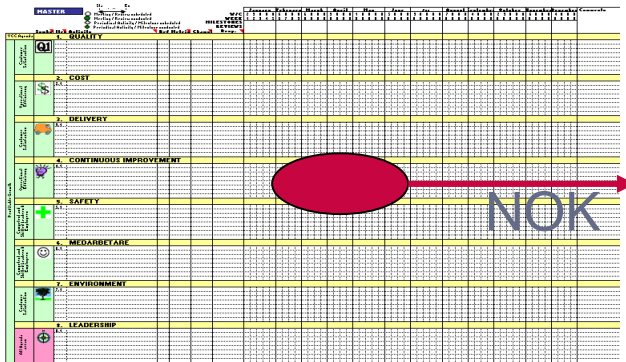
Corrective Action Report



5. Case: Volvo Cars

5.3. Monitoring and visualisation

Masterplan



Corrective Action Plan

Corrective Action Plan : **2008**

Q1

Item	Date	Problem Description	Corrective Action	Target date	Responsible	DMAIC-Status
1.3	1/10/2008	Use of Form 4 in combination with ECB is not fully implemented yet	1. Kick off meeting for ECB / Form 4 2. Recovery plan decided - started	W840/5 W847	JV CKN	DMAIC DMAIC

5. Case: Volvo Cars

5.3. Monitoring and visualisation



Info area

Scorecard and Masterplan

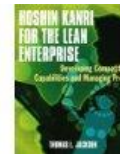
Teambord supporting teams and management teams

Team identity	Target deployment	Information	Quality	Cost	Delivery	Improvement	Safety	Medarbetare	Environment
	Scorecard Masterplan								

6. References

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- Akao, Yoji, 'Hoshin Kanri: Policy Deployment for Successful TQM', Productivity Press, Portland, Oregon, 2004.
- Babich, Pete, 'Hoshin Handbook', Third Edition
- Jackson, Thomas L., 'Hoshin Kanri for the Lean Enterprise: Developing Competitive Capabilities and Managing Profit'



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