

Hoshin plan 2027 — X-matrix and deployment review

All records

PLAN COMPLETENESS

4 of 4 legs

12 entries across all four legs

BREAKTHROUGH OBJECTIVES

2

within your limit of 3 · 3 annual objectives

PRIORITIES AT RISK

1

of 4 improvement priorities

MEASURES ON TARGET

0%

0 of 3 scored measures

UNLINKED ENTRIES

1

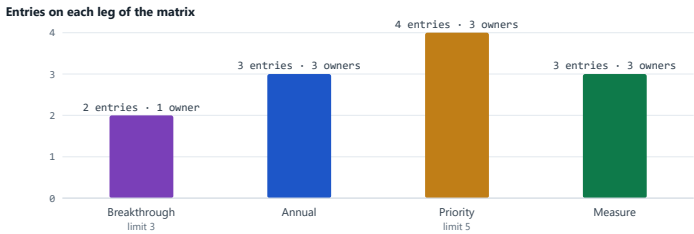
connected to nothing on the adjacent leg

UNRESOURCED PRIORITIES

1

of 2 agreed or active priorities with no resources

12 of 12 record(s) included. All records. Amounts in USD.



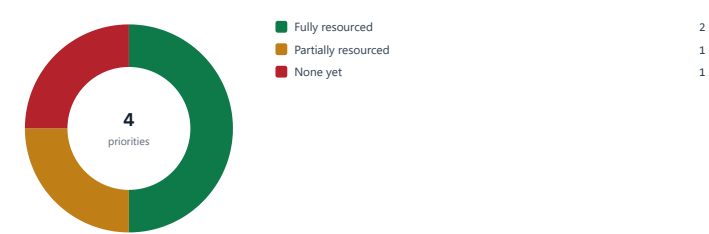
A healthy plan narrows: a few breakthroughs, a few annual objectives, the work that delivers them, and a measure for each objective. A tall priority bar next to an empty measure bar means you have a work list nobody can score. A healthy plan narrows: a few breakthroughs, a few annual objectives, the work that delivers them, and a measure for each objective. A tall priority bar next to an empty measure bar means you have a work list nobody can score.



A plan sitting in draft across every leg has not been through catchball. A plan where the priority leg is agreed but not active has been negotiated and never started. A plan sitting in draft across every leg has not been through catchball. A plan where the priority leg is agreed but not active has been negotiated and never started.



The bar is attainment against the target; the figure beside it is the reading itself, current against target in the measure's own unit. Green is at or above 100, amber is 90 to 100, red is below 90. A measure with no target or a current value of zero cannot be scored and is drawn at zero with the reason beside it. The bar is attainment against the target; the figure beside it is the reading itself, current against target in the measure's own unit. Green is at or above 100, amber is 90 to 100, red is below 90. A measure with no target or a current value of zero cannot be scored and is drawn at zero with the reason beside it.



Priorities only. A plan whose priorities are mostly unresourced will produce the same result as no plan at all, several months later. Priorities only. A plan whose priorities are mostly unresourced will produce the same result as no plan at all, several months later.

The X-matrix

LEG	ITEM	LINKS TO	OWNER	CURRENT / TARGET	ATTAINMENT %	RESOURCES	STATUS
Breakthrough	Halve the cost of quality	Cut external failure cost by 40%, Remove single points of failure in skills	Managing director	—	—	—	Active
Breakthrough	Regional first choice for complex assemblies	Win four complex-assembly accounts, Remove single points of failure in skills	Managing director	—	—	—	Active
Annual	Cut external failure cost by 40%	Halve the cost of quality	Quality manager	—	—	—	Active
Annual	Remove single points of failure in skills	Regional first choice for complex assemblies, Halve the cost of quality	Operations manager	—	—	—	Agreed
Annual	Win four complex-assembly accounts	Regional first choice for complex assemblies	Sales director	—	—	—	Active
Priority	First-article inspection discipline	Cut external failure cost by 40%	Quality manager	—	—	Full	Active
Priority	Quote turnaround under 48 hours	Win four complex-assembly accounts	Sales office manager	—	—	Full	At risk
Priority	Skills matrix and cross-training plan	Remove single points of failure in skills	Operations manager	—	—	None yet	Agreed
Priority	Supplier quality audits	— NOT LINKED —	Quality manager	—	—	Partial	Draft
Measure	Complex-assembly revenue share	Win four complex-assembly accounts	Sales director	14.00 / 25.00 %	56.0	—	Active
Measure	External failure cost	Cut external failure cost by 40%	Quality manager	96,000.00 / 60,000.00 per year	62.5	—	Active
Measure	Quote turnaround	Win four complex-assembly accounts	Sales office manager	4.50 / 2.00 days	44.4	—	Active

Integrity and risk

ITEM	LEG	ISSUE				OWNER	STATUS	
Supplier quality audits	Priority	Not linked — connects to nothing on the adjacent leg				Quality manager	Draft	
Skills matrix and cross-training plan	Priority	Agreed or active with no resources committed				Operations manager	Agreed	
Quote turnaround under 48 hours	Priority	Flagged at risk — needs a decision at the next review				Sales office manager	At risk	
Complex-assembly revenue share	Measure	Measure at 56.0% of target				Sales director	Active	
External failure cost	Measure	Measure at 62.5% of target (lower is better)				Quality manager	Active	
Quote turnaround	Measure	Measure at 44.4% of target (lower is better)				Sales office manager	Active	

X-matrix entries

YEAR	LEG	ITEM	LINKS TO	OWNER	TARGET	CURRENT	UNIT	DIRECTION	RESOURCES	STATUS	REVIEW	ATTAINMENT %	LINK	RE sourcing
2027	Breakthrough	Regional first choice for complex assemblies	Win four complex-assembly accounts, Remove single points of failure in skills	Managing director	0.00	0.00	—	Higher	Partial	Active	2027-12-31	—	—	—
2027	Breakthrough	Halve the cost of quality	Cut external failure cost by 40%, Remove single points of failure in skills	Managing director	0.00	0.00	—	Lower	Partial	Active	2027-12-31	—	—	—
2027	Annual	Win four complex-assembly accounts	Regional first choice for complex assemblies	Sales director	0.00	0.00	—	Higher	Full	Active	2027-06-30	—	—	—
2027	Annual	Cut external failure cost by 40%	Halve the cost of quality	Quality manager	0.00	0.00	—	Lower	Partial	Active	2027-06-30	—	—	—
2027	Annual	Remove single points of failure in skills	Regional first choice for complex assemblies, Halve the cost of quality	Operations manager	0.00	0.00	—	Higher	Partial	Agreed	2027-06-30	—	—	—
2027	Priority	First-article inspection discipline	Cut external failure cost by 40%	Quality manager	0.00	0.00	—	Higher	Full	Active	2027-03-31	—	—	—
2027	Priority	Skills matrix and cross-training plan	Remove single points of failure in skills	Operations manager	0.00	0.00	—	Higher	None	Agreed	2027-03-31	—	—	Unresourced
2027	Priority	Supplier quality audits	—	Quality manager	0.00	0.00	—	Higher	Partial	Draft	2027-03-31	—	Not linked	—
2027	Priority	Quote turnaround under 48 hours	Win four complex-assembly accounts	Sales office manager	0.00	0.00	—	Higher	Full	At risk	2027-03-31	—	—	—
2027	Measure	Complex-assembly revenue share	Win four complex-assembly accounts	Sales director	25.00	14.00	%	Higher	Full	Active	2027-01-31	56.0	—	—
2027	Measure	External failure cost	Cut external failure cost by 40%	Quality manager	60,000.00	96,000.00	per year	Lower	Full	Active	2027-01-31	62.5	—	—
2027	Measure	Quote turnaround	Win four complex-assembly accounts	Sales office manager	2.00	4.50	days	Lower	Partial	Active	2027-01-31	44.4	—	—

Notes

Sample plan for a mid-sized manufacturer. Two findings are deliberate and left in: one improvement priority connects to no annual objective, and one priority agreed in catchball has no resources behind it. Replace every entry with your own before relying on this or circulating it.

This tool records the plan and the links between its parts. It cannot tell you whether the breakthrough objectives are the right ones, whether an annual objective is a genuine step towards them, or whether the links entered are real rather than asserted. The catchball conversations that turn a draft into commitments, and the monthly reviews that catch a priority before it fails, happen outside this file — the matrix only makes their absence visible. Attainment arithmetic is meaningless where a target or a current value is zero or missing, and the tool shows “—” there rather than a confident wrong number. This is a planning and review aid, not strategic, financial or investment advice.