

QUALITY & OPERATIONAL EXCELLENCE | COURSE BROCHURE

# Hoshin Kanri Strategy Deployment

5 days | Classroom training | English

**SMART HORIZON**

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# Course content

## Why attend

Hoshin Kanri aligns strategy with daily work by cascading a few breakthrough objectives through the organisation. This course covers strategy deployment: setting breakthrough objectives, X-matrix, catchball, aligning annual plans, bowling charts, monthly reviews and linking strategy to improvement projects.

Strategies fail when they are not translated into focused action. You will learn a proven method to deploy strategy.

## Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

## Course methodology

X-matrix workshops, catchball simulations, review meeting practice and case studies.

## Course objectives

By the end of this course, participants will be able to:
• Explain Hoshin Kanri principles
• Define breakthrough and annual objectives
• Build and use the X-matrix
• Cascade objectives using catchball
• Track progress with bowling charts
• Run monthly strategy reviews

## Target audience

This course is suitable for:
• Strategy and planning managers
• Senior leaders
• Operational excellence leaders
• Department heads
• Continuous improvement managers



# Course content

## Target competencies

Participants will develop competencies in:

- Strategy deployment
- Objective setting
- Alignment
- Progress tracking
- Review facilitation

## Course outline

### Day 1: Strategy Deployment

| | |
|---|---|
| **09:00–10:08** | Why strategies fail |
| **10:08–11:00** | Hoshin principles |
| **11:00–11:30** | **Coffee break** |
| **11:30–11:45** | Hoshin principles (continued) |
| **11:45–12:53** | Case studies |
| **12:53–14:00** | Exercise |

### Day 2: Objectives

| | |
|---|---|
| **09:00–10:08** | Breakthrough objectives |
| **10:08–11:00** | Annual objectives |
| **11:00–11:30** | **Coffee break** |
| **11:30–11:45** | Annual objectives (continued) |
| **11:45–12:53** | Focus |
| **12:53–14:00** | Workshop |

### Day 3: X-Matrix

| | |
|---|---|
| **09:00–10:08** | Building the X-matrix |
| **10:08–11:00** | Correlations |
| **11:00–11:30** | **Coffee break** |



# Course content

| | |
|---|---|
| **11:30–11:45** | Correlations (continued) |
| **11:45–12:53** | Owners |
| **12:53–14:00** | Exercise |

## Day 4: Catchball

| | |
|---|---|
| **09:00–10:08** | Cascading |
| **10:08–11:00** | Negotiating targets |
| **11:00–11:30** | **Coffee break** |
| **11:30–11:45** | Negotiating targets (continued) |
| **11:45–12:53** | Alignment |
| **12:53–14:00** | Simulation |

## Day 5: Reviews

| | |
|---|---|
| **09:00–10:08** | Bowling charts |
| **10:08–11:00** | Monthly reviews |
| **11:00–11:30** | **Coffee break** |
| **11:30–11:45** | Monthly reviews (continued) |
| **11:45–12:53** | Countermeasures |
| **12:53–14:00** | Action plan |

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



# Course content

## Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Barcelona<br>Confirmed dates | 16 Nov 2026 | 20 Nov 2026 | **€2,840.–** |
| Online<br>Confirmed dates | 16 Nov 2026 | 20 Nov 2026 | **€1,250.–** |
| Dubai<br>Confirmed dates | 7 Dec 2026 | 11 Dec 2026 | **€3,150.–** |
| Online<br>Confirmed dates | 7 Dec 2026 | 11 Dec 2026 | **€1,250.–** |
| London<br>Confirmed dates | 11 Jan 2027 | 15 Jan 2027 | **€2,450.–** |
| Online<br>Confirmed dates | 11 Jan 2027 | 15 Jan 2027 | **€1,250.–** |
| Cape Town<br>Confirmed dates | 1 Feb 2027 | 5 Feb 2027 | **€1,890.–** |
| Online<br>Confirmed dates | 1 Feb 2027 | 5 Feb 2027 | **€1,250.–** |
| Barcelona<br>Confirmed dates | 15 Feb 2027 | 19 Feb 2027 | **€2,840.–** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Online<br>Confirmed dates | 15 Feb 2027 | 19 Feb 2027 | **€1,250.–** |
| Kuala Lumpur<br>Confirmed dates | 8 Mar 2027 | 12 Mar 2027 | **€1,450.–** |
| Online<br>Confirmed dates | 8 Mar 2027 | 12 Mar 2027 | **€1,250.–** |
| Cape Town<br>Confirmed dates | 29 Mar 2027 | 2 Apr 2027 | **€1,890.–** |
| Online<br>Confirmed dates | 29 Mar 2027 | 2 Apr 2027 | **€1,250.–** |
| Amsterdam<br>Confirmed dates | 19 Apr 2027 | 23 Apr 2027 | **€2,540.–** |
| Online<br>Confirmed dates | 19 Apr 2027 | 23 Apr 2027 | **€1,250.–** |
| Rome<br>Confirmed dates | 10 May 2027 | 14 May 2027 | **€2,450.–** |
| Online<br>Confirmed dates | 10 May 2027 | 14 May 2027 | **€1,250.–** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Vienna<br>Confirmed dates | 24 May 2027 | 28 May 2027 | **€2,940.-** |
| Online<br>Confirmed dates | 24 May 2027 | 28 May 2027 | **€1,250.-** |
| Dubai<br>Confirmed dates | 14 Jun 2027 | 18 Jun 2027 | **€3,150.-** |
| Online<br>Confirmed dates | 14 Jun 2027 | 18 Jun 2027 | **€1,250.-** |
| Vienna<br>Confirmed dates | 5 Jul 2027 | 9 Jul 2027 | **€2,940.-** |
| Online<br>Confirmed dates | 5 Jul 2027 | 9 Jul 2027 | **€1,250.-** |
| Dubai<br>Confirmed dates | 26 Jul 2027 | 30 Jul 2027 | **€3,150.-** |
| Online<br>Confirmed dates | 26 Jul 2027 | 30 Jul 2027 | **€1,250.-** |
| Istanbul<br>Confirmed dates | 16 Aug 2027 | 20 Aug 2027 | **€2,650.-** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Online<br>Confirmed dates | 16 Aug 2027 | 20 Aug 2027 | **€1,250.-** |
| Rome<br>Confirmed dates | 30 Aug 2027 | 3 Sept 2027 | **€2,450.-** |
| Online<br>Confirmed dates | 30 Aug 2027 | 3 Sept 2027 | **€1,250.-** |
| Paris<br>Confirmed dates | 20 Sept 2027 | 24 Sept 2027 | **€2,860.-** |
| Online<br>Confirmed dates | 20 Sept 2027 | 24 Sept 2027 | **€1,250.-** |
| Cape Town<br>Confirmed dates | 11 Oct 2027 | 15 Oct 2027 | **€1,890.-** |
| Online<br>Confirmed dates | 11 Oct 2027 | 15 Oct 2027 | **€1,250.-** |
| Frankfurt<br>Confirmed dates | 1 Nov 2027 | 5 Nov 2027 | **€2,650.-** |
| Online<br>Confirmed dates | 1 Nov 2027 | 5 Nov 2027 | **€1,250.-** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| London<br>Confirmed dates | 22 Nov 2027 | 26 Nov 2027 | **€2,450.-** |
| Online<br>Confirmed dates | 22 Nov 2027 | 26 Nov 2027 | **€1,250.-** |
| Rome<br>Confirmed dates | 6 Dec 2027 | 10 Dec 2027 | **€2,450.-** |
| Online<br>Confirmed dates | 6 Dec 2027 | 10 Dec 2027 | **€1,250.-** |

## Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

## Contact Smart Horizon

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