

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 GBP, excluding unconfirmed taxes.

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



Course content

Dates, venues and fees (continued)

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



Course content

Dates, venues and fees (continued)

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



Course content

Dates, venues and fees (continued)

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



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
London Confirmed dates	22 Nov 2027	26 Nov 2027	**£2,450.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**£1,250.-**
Rome Confirmed dates	6 Dec 2027	10 Dec 2027	**£2,450.-**
Online 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 UK 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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View the latest course details online