



## Hoshin Kanri

The Strategic Approach to Continuous Improvement  
David Hutchins

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The results of the quality revolution have been mixed. Global competition has elevated the most successful companies, in terms of providing goods and services, but even then initiatives such as total quality, business process re-engineering and Six Sigma have been heralded as the solution, only to have been replaced with the next 'big thing' when it came along. Hoshin Kanri is not the next big thing in quality, it is a strategic approach to continuous improvement that provides a context for all of the individual elements such as Six Sigma or Lean Manufacturing.

David Hutchins' Hoshin Kanri shows you how to develop a dynamic vision for continuous improvement; to implement effective policies to support it; to link key performance indicators to Six Sigma, Lean Manufacturing and Kaizen and to sustain a strategy-led programme for improving business performance.

### Contents

Preface; Hoshin Kanri an overview; Creating the Vision; Strategy and Tactics; Driver Policies; Driver Measures to KPIs; Benchmarking; Prioritizing KPIs & COPO; Risk Management; The Loose Brick; Hoshin Policy Deployment and Control; The Voice of the Customer; Supply Chain Management; Six Sigma; Lean Manufacturing; Process Reengineering; The Principles of Continual Improvement; Quality Circles; Business Management Systems; Quality Function Deployment; Education; Suggestions for Performance Indicators; Implementation Plan; Index.

### About the Author

David Hutchins has a Masters Degree in Quality and Reliability from Birmingham University UK. He is a Chartered Mechanical and Electrical Engineer, Fellow of the Chartered Quality Institute (CQI), Senior Member of the American Society for Quality and author of several books and many articles. In David's early career he was Chief Production/Industrial Engineer in the Automotive Components Industry before becoming Works Manager followed by 10 years teaching and consulting in Business Management prior to founding David Hutchins International. David Hutchins has over forty years of continuous experience in all aspects of the Quality-related sciences on a world-wide basis. He co-presented with the unchallenged World leading expert, Dr Juran, who died in 2008, on all his annual courses in the UK from 1983 until Dr Juran's retirement from international travel in 1992. He was a personal friend of the late Professor Ishikawa and was the only European to be invited to contribute material for the book which commemorated his life. He has been a key note speaker at conferences all over the world including many seminars organised by the Union of Japanese Scientists and Engineers (JUSE) in Japan and to this day works with the well known specialist in Concept Engineering, Drs Kano.

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