

Hoshin kanri: a strategic approach to maintenance performance management

Peter Chemweno¹; Liliane Pintelon¹; Peter Muchiri²

peterkipruto.chemweno@kuleuven.be; liliane.pintelon@kuleuven.be; peter.muchiri@dkut.ac.ke

¹Centre for Industrial Management, KU Leuven,
Heverlee, Belgium

²Dedan Kimathi University of Technology,
Nyeri, Kenya

Abstract

The *Hoshin kanri* is a popular methodology for strategic policy planning and deployment. The approach is widely used by firms as a tool for aligning organizational objectives at the strategic level with key performance measures at the tactical and operational levels. Moreover, the methodology presents a structured means for translating performance measures into specific performance indicators. Based on the performance indicators, decision makers are able to measure the performance of processes/systems and consequently, implement corrective actions. However, despite its successful implementation in diverse sectors such as finance, banking and quality management, not much work is mentioned regarding its use in maintenance performance management. Yet, recent literature underscores the strategic importance of performance measurement as a means of evaluating the effectiveness of implemented maintenance strategies. This paper adapts the *Hoshin kanri* technique for strategic maintenance performance management. The tool's applicability is demonstrated through the case study of an edible oil processing facility. The technique proposes a structure for; aligning strategic objectives to key performance indicators at the shop floor, setting performance targets and implementing improvement actions. Moreover, the technique is user intuitive and involves personnel at all levels in the organization.

Keywords—Hoshin kanri, policy deployment, asset maintenance.