Scope	Owner	Year	Version
custom fabrication business	general manager	illustrative	example

A3: raise on-time delivery from 82% to 92%	A2: cut shop lead time from 12 days to 9	A1: cut quoting time from 5 days to 2		M1: days from inquiry to quote	M2: shop lead time in days	M3: on-time delivery %	M4: average press changeover in minutes	Sales manager	Production manager	Purchasing lead	Planner
		●	P1: a standard quoting template with fewer approvals	●				●			
	●		P2: SMED on the press line		●		●		●		
	○		P3: kanban for purchased parts			●				●	
	●		P4: daily planning instead of a weekly run			●					●
	●	●	B1: halve the lead time for custom orders, from 20 days to 10								
		●	B2: make custom work the larger half of revenue								

Improvement priorities
how we will get there

Annual
objectives

Metrics
and targets

Breakthrough objectives
3 to 5 years

● Strong link ○ Weak link

Right corner: the metric that measures each priority, and its owner.

Illustrative example: the business and numbers are made up.

X-matrix template from lean-stack.io/guides/hoshin-kanri-x-matrix-guide