**A3 Hoshin Kanri Template**

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| Author | Name |
| Last Revised | MM/DD/YY |

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| ACTUAL PERFORMANCE vs. TARGETS |
| Insert image(s)Insert image(s) |
| PREVIOUS YEAR | CURRENT YEAR |
|  |  |
| CURRENT BUSINESS CONDITIONS |
|  |
| ANALYSIS / RATIONALE FOR ACTION PLAN |
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| CURRENT YEAR PLAN |
| GOALS | ACTIVITIES | TIMELINE |
| Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| Goal  | Activity |  |  |  |  |  |  |  |  |  |  |  |  |
| Goal  | Activity |  |  |  |  |  |  |  |  |  |  |  |  |
| Goal  | Activity |  |  |  |  |  |  |  |  |  |  |  |  |
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| FOLLOW-UP PLAN / PENDING ISSUES FOR ACTION PLAN |
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