Hoshin Kanri at Hewlett-Packard

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Introduction

A need to effectively manage the organisation in its entirety to guide decisions and integrate priorities into daily working is at the heart of general management. Hoshin Kanri is an organising framework that focuses attention organisation-wide on corporate purpose; it aligns priorities with local plans; integrates these in daily management, and ensures organisational learning and adaptation through review. This article is based on a research programme funded by the Economics & Social Research Council to investigate the use of Hoshin Kanri under UK conditions. Interviews with Hewlett-Packard employees were carried out over the period 1996 to 1998.

Hoshin Kanri and General Management

The extent to which top management can influence local decisions is a moot point [1]. A key factor is organisation-wide transparency; when employees understand corporate purpose they can then control their own performances in relation to it, self-manage their own work, and act to correct divergences from corporate goals [2]. The majority of the related literature takes a process view of organisation, it includes seminal work about strategic intent [3] and about leadership in conditioning organisational learning [4]. Hamel and Prahalad's work is particularly important: they argue for a strategic architecture, a combination of stretch and core competence management, to move a company forward to its future [5]. Even so, the mechanism outlined is weak, and the impression is that objectives are exhortative. If delegation and devolvement of authority, which self-management requires, increases general morale (itself debatable), this, even with an efficient production system, will not automatically guarantee good organisational performance [6]. An organising framework is necessary that makes use of corporate policy-based targets and which drives progress through a co-ordinated system of review. Hoshin Kanri is used in this way in most large Japanese-owned companies.

Hoshin Kanri has not been discussed in the general management literature. It is difficult for observers to understand because it is basic to the running of the whole organisation, in practice it is often hard to distinguish the wood from the trees. Some observers see it as a Japanization culture and fail to see the required organising framework that underpin distinct ways of working such as lean production [7]. Few Western companies use Hoshin Kanri and these employ a variety of names: Texas Instruments uses Management by Policy, Xerox Corporation label it Managing for Results, and Lucent Technologies and AT&T know it as Policy Deployment. The translation from the Japanese is policy

management, but 'policy' seems an overly prescriptive description for an approach that encourages participatory management [8]. Etymology suggests a meaning rooted in associations of a compass needle, which reflects light to show the way to go forward. Hoshin Kanri dates back to the 1960s when as an integrative approach to general management, it combined total quality control and management by objectives (MBO), and the translated edition of the seminal Japanese text posited Hoshin Kanri as a necessary approach to sustain total quality management (TQM) in daily management [9].

The defining principle is that everybody in an organisation should make a contribution to a vital whole-company issue, alongside what they expect to be doing anyway. This organisation-effort adds up in its entirety to significant improvement. Hoshin Kanri's organising framework establishes a sense of transparency in daily management that clarifies for people how change activity can be accommodated.

Hewlett-Packard and Hoshin Planning

The most developed Hoshin Kanri for Western conditions is at Hewlett-Packard. The company was founded in 1938. It has quadrupled in size over the last decade and now employs approximately 110,000 people, offering over 20,000 products world-wide; computers and printers account for about three-quarters of its business. It is structured into semi-autonomous world-wide businesses, world-regions and countries. Sales and service are managed at a region and country level, the regions giving corporate direction to the countries. Design and manufacture is managed at a world-wide business level which gives direction to the regions. The size of any given business unit on one geographic site is typically in the range of one to five thousand employees and their work will often extent beyond the regions where they are located; they concentrate on customer segments and business opportunities, ordinarily in software, hardware, and customer support. Reports of sales to country levels are focused on unit profitability and growth, and those to a region level are based on country profitability and growth, but also on issues of general management, the company's HP Way, and cross-functional working. With the current size and complexity of the business, changes are being made to eliminate some of the country and region level structures, with sales and service reporting directly to the word-wide business level. Country level structures remaining in place only for some specific geographic businesses and purposes such as local taxation.

Hoshin Kanri at Hewlett-Packard is called Hoshin Planning and originated with a joint venture in Japan named Yokagawa Hewlett-Packard. This had adopted in 1977 total quality control and it won the Deming Prize, the national Japanese quality award, in 1982. This success stimulated a corporate-wide programme of TQM [10]. Three years later though it became obvious the company was unlikely to meet its corporate goal of a tenfold improvement in quality by 1990. Yokagawa was asked to audit the company's quality to recommend a new way forward, which it duly did by recommending a company-wide adoption of Hoshin Kanri [11], and in 1985 it was made obligatory for all the businesses [12]. At the time, many were doubtful, including the chief executive, John Young.

"Young says he 'doesn't assign any big activity to it.' He says back in the early 1980s, 'before we discovered the word hoshin, I always had my list of ten things we needed to work on this year. Frankly, I don't think it makes a whole hell of a lot of difference how you signal to the organisation what's important. What matters is that you do it.' He enlarges on his scepticism by saying of hoshin planning, 'Bureaucratic is one word for it but data-driven is another word for it.' But in the end he does agree that 'it's a rigorous planning tool to assure that you do get results,' and he says that at the operating level it is a useful tool for making sure that the right things get done." [13]

"CEO didn't like Hoshin Kanri, but wanted everybody else to use it. He put out an edict that everyone was to use it. It spurred others on to use Hoshin, though every business unit is autonomous and is responsible for its own survival - they are also responsible for their hoshins." [14]

Management by Objectives

The adoption of Hoshin Kanri was a natural extension for the company of its existing MBO philosophy which had been written explicitly into the 'H-P Way', a series of statements dating from 1957, when Hewlett and Packard had met with senior managers and formulated a set of corporate objectives and values [15]. Later, Dave Packard praised MBO and how his company had used it [16]:

*"No operating policy has contributed more to Hewlett-Packard's success than the policy of management by objective...a fundamental part of HP's operating philosophy since the very early days of the company...the antithesis of management by control...a tightly controlled system of management...where (*people*) are assigned - and expected to do - specific jobs, precisely as they are told and without the need to know much about the overall objectives of the organisation. Management by objective, on the other hand, refers to a system in which overall objectives are clearly stated and agreed upon, and which gives people the flexibility to work toward those goals in ways they determine best for their own areas of responsibility. It is the philosophy of decentralisation in management and the very essence of free enterprise."*

However, to many, MBO is "management by control". MBO began earlier in the century at DuPont and was called later on at General Motors 'MBO and self-control'. Peter Drucker is its most famous proponent and he saw it as a means for managers to agree with their superiors annual objectives where the means are left to the individual managers [17]. In reality, however, a stress is placed on using objectives to control the individual performance of subordinates, where numerical goals are set for managers and they are held responsible for achieving them. Its drawbacks have been listed at length in the literature, from a promotion of individualism, vested interest and functionalism, to inertia and short-termism [18]. In Japan MBO did develop as Drucker and others had seen it, as an important component of Hoshin Kanri, and this how Hewlett-Packard used Hoshin Kanri to enhance its use of MBO as a policy driven management capability.

"Our experience with TQC and process management had shown that the processes which we use to manage the strategies and tactics that achieve results, have not always been deployed as systematically as have our objective... Hoshin provided us with a participatory vehicle for applying process management to our current system of MBO." [19]

The "processes" referred to here concern Hewlett-Packard's hoshin planning's annual planning. This has eight distinct elements, and these are: (1) medium-term objectives; (2) critical business issues; (3) business fundamentals; (4) hoshin plans; (5) structured business plans; (6) an annual planning session; (7) catchball; and (8) review.

(1) Medium-Term Objectives

These are worked out for typically three years, or less in the fast-moving computer markets, and are used to help determine the annual hoshins (statements of annual policy) and business fundamentals (targets for operations) at the annual planning session (see below). The medium-term objectives are reviewed and updated separately, twice a year, when they are sometimes changed depending on what is happening in the business environment. The progress of the hoshins and business fundamentals targets are also taken into consideration and, importantly, the status of critical business issues.

(2) Critical Business Issues

These are potential obstacles that must be overcome to reach a medium-term objective. They are identified by annual surveys of business unit and functional managers. The results are collated by senior management. Those issues that receive priority are then assigned an owner whom develops a strategy to assess the issue's likely impact for an objective. If they turn out to be significant then they are used to update the medium-term objectives. Critical business issues are usually related to Hewlett-Packard's five critical organisation-wide processes (see the next section), and if very significant and the timing is right, can be developed into a hoshin.

(3) Business Fundamentals

Business fundamentals concern those basic processes that directly contribute to the creation of value; they are those things underpinning competitive success and viability. They must be done well and continuously worked on for their improvement. The change this involves is incremental, and done in ways that keep the processes under control in daily management. They are called the five critical organisation-wide processes.

- *Customers: such as major customer dissatisfaction that must be addressed.*
- *People: such as issues of employee management and development.*
- *Products/services: such as development and competition.*
- *Internal process/systems: such as order generation and fulfilment.*
- *Internal/external partners: such as collaboration.*

These form the basis for the business fundamentals table, which is a set of annual operating targets used as the key process performance measures in daily management. The targets are modified annually at the annual planning session to stretch performance to act as drivers for continuous improvement. It is a Japanese total quality control idea, where the business fundamentals are known as QCDE: Q is quality (customer related targets), C is cost (accounting, financially-measured targets), D is delivery (logistics, systems, and innovation, targets), and E is education (employee-related targets) [20].

(4) Hoshin Plan

A hoshin is an annually determined corporate objective and can be virtually anything considered important enough for a company-wide breakthrough. It can concern one of the critical processes such as a new customer demand, a need to beat a particular competitor, or a concern to substantially improve the rate of return on assets. The hoshin is expressed in a documented form as a hoshin plan. Its format is the same company-wide and it has been much copied by other Hoshin Kanri practitioners in Western countries. This is shown by figure 1 and has sections for situation, objective, strategy, goals and measures.

Figure 1 around here

Situation: This sets out the reasoning behind the choice of objective. It may outline a threat that has to be addressed quickly, or an opportunity that must be seized now to take the company forward. It should communicate an unambiguous sense of urgency, that action is required because of the risks the company faces.
Objective: A hoshin objective must be linked to the Situation. It should be difficult and habit breaking so that people should seek a different way of doing things. This makes a hoshin objective different fundamentally to a business fundamental target, though the measures used in a hoshin strategy (below) are likely to involve some modifications of related targets. The hoshin Objective must not be too easy for then people will stay with existing behaviour. A balance is needed as people soon give up if the Objective is too difficult. The Objective should not include any element of strategy - it is only about <u>what</u> has to be done.
Strategy: Strategy concerns <u>how</u> the Objective can be achieved and is made up of several sub-strategies. These must be kept to a minimum and while designed to require some stretch, they must be manageable to be achievable. Overall, a test of a good Strategy is that it meets only the Objective's needs.
Goal and Measure: Goal measures the progress of the Objective overall. Measure is about the progress of a sub-strategy which can be progressing successfully, but all the strategies together may not be achieving the Goal. Measures include dates and targets that link to facts, and show that if a strategy is being achieved then so is the Objective.

(5) Structured Business Plan

A recent innovation is the structured business plan; it is assembled alongside, and uses the same format as a hoshin plan, but it is about business fundamentals. A distinction is

thus made between the hoshins, and operationally-based objectives that also require breakthroughs. The aim is to focus everybody's attention on a vital few business fundamentals to give the stretch they would otherwise lack, if they are submerged as part of the business fundamental table. The hoshin and structured business plans are developed in a draft form at the annual planning session.

(6) Annual Planning Session

Each division and business holds an annual planning session at the beginning of the company's planning year. It aims to document draft plans that are well understood and cover every part of a business, have clear ownerships and appropriate reporting procedures, and are aligned with other plans. This depends on getting the prerequisites and a logical order to the session right, as well as checks to see if session objectives are being achieved (the prerequisites and checks are summarised in the appendix to this article).

The session concentrates on drafting the outlines of the hoshin and structured business plans. It covers objectives, strategies and measures, with priority given to creating a common understanding of the cross-functional and cross-unit objectives, and the ownerships of the strategies. Dependencies and involvements with other levels and units are identified and those likely to lead to conflict are put aside for discussions outside the session. In fact, the annual planning session is the start of wider communication activity called catchball.

(6) Catchball

When managers leave the annual planning session they confer with their teams. This will have occurred to some extent already as part of the preparations for the session, but this activity is expanded as teams review the draft plans, harden up possibilities and discuss with affected parties how to modify strategies and measures. This activity is called catchball and its direction is shown in figure 2. Like throwing a ball back and forth, it is a consultative and iterative activity of largely informal contacts and meetings. It starts with senior management where activity is developmental, and goes to lower levels where it is more about detailing action plans, where a team leader agrees and allocate specific tasks with individuals working on a shopfloor process. After the strategies and measures are agreed at each level, the main responsibilities and actions are summarised in an implementation plan. This takes a Gantt format, shown in figure 3, and is used to check workloads, and to give an overall picture of resource deployment for review.

Figures 2 and 3 around here

The catchball activity typically lasts about a month. In its final stages senior management checks to ensure the draft plans are relevant to other hoshins in other divisions and businesses, and are consistent with the objectives of partner companies. Senior management also reconcile the agreed hoshins with business fundamental tables and any related improvement and development projects. Finally, a summary of all these,

and the main learning points derived from the annual planning session, is sent to the wider organisation. Information about the hoshins is communicated in several ways, including presentations, newsletters, and notice boards, the internet now being the major communication media.

(8) Review

Review aims to capture progress, good and bad deviations, and modifications of the plans. It provides an audit trail of how the organisation is performing and essential feedback for learning. There are four types of review: there is on-going review in process management that uses the PDCA cycle [21] and the business fundamental targets; a middle management monthly review that tracks the progress of the hoshins and business fundamentals; a quarterly (more formal) review of just the hoshins by senior management; and an annual review carried out in preparation for the annual planning session. The monthly and quarterly reviews use a standard form, this is shown in figure 4 and aims to capture the main priorities for actions. It is critical that periodic reviews keep to a time-table and are managed consistently (the guidelines are summarised in the appendix). Review always includes hoshin strategy owners, but it is necessary to keep people involved generally, to
make sure that everyone is satisfied with review and can trust the review participants.

Figure 4 around here

Effective planning is whether the organisation achieves its objectives and has the maturity to take corrective action if progress towards hoshin objectives begin to give concern. While corrective actions may first require emergency countermeasures, or even a short-term fix, follow-up action must effect a permanent solution. This often requires project work to gather more information, provide solutions and implement them, and later check they are continuing to work. A project team typically changes as the nature of work takes different, often unexpected, turns and brings in new people and processes. It is review which makes Hoshin Kanri an organic and responsive organising form of general management.

The basis for corporate management's check on the annual planning cycle is the third quarter review. This doubles up as a divisional and a business unit's annual review and includes forecasts for the fourth quarter based the year's experience to date. Data from these reviews are rolled up company-wide and used to analyse company performance and the implications for the overall management of the company in the coming planning year. Corporate management takes the final quarter of the year to decide its own hoshin plan, and this will take into account the corporate objectives expressed in the H-P Way. The corporate hoshin plan is then used by the rest of the company at the annual planning sessions to draw up new draft hoshin plans, and the planning cycle starts over again.

Hoshin Planning Issues

The research found several issues at Hewlett-Packard that had given rise to problems. Five had proved particularly important. These were a weak link between resource planning and hoshin development, a tendency to want to have too many hoshins, the unforeseen event, ownership of strategies and measures, and a difficulty associated with working in a new way. The following observations illustrate these.

"One of the problems of H-P, a big weakness, is that financial targeting is done before hoshin planning. The two should be done together otherwise this acts as a constraint and the optimum plan is not arrived at. Hoshin is seen as something which takes resources. The problem is that there will always be a constraint on resources, but if the two are tied together there will be more flexibility - this will affect priorities. This has been the traditional way of doing things in the West in the past - financially based constraints are placed upon planning capabilities, rather than determining what should be done ideally to address a problem." [22].

This refers to the overall boundaries of resource setting. The annual planning sessions, and catchball, take place within the constraints of local budgets. It can mean the direction of work will sometimes take a functional rather than a task centred direction. Where this happens it may create inertia and limit radical change in either setting hoshins or their development at lower levels. Pressures on time and resources mounts if too many hoshins and strategies are attempted. Catchball in particular becomes less manageable for its participants.

"It has taken three months to write a hoshin plan for the following year. Too many objectives, ten objectives, results in non-achievement, plans that are unwieldy. There is possible success with two or three key objectives. Hoshin is about breakthrough objectives, not just daily operations, just keeping the ship on track, but changing the course of the ship. Have reduced this to five, three, two, and this year there is one specific key objective. It's quite specific and concerns a competitor. Sometimes the objective can be more fluid such as the development of a market segment." [23]

Once plans have been implemented the issue then is to keep progress on track. However, there is the unforeseen, the shocks to the system that can occur at any time during the annual cycle, when resources and management time have to be diverted to deal with a special situation.

"*But things come along, so say, for example, the company makes an acquisition and in personnel you then have one hundred people to integrate into the company, pensions to sort out etc. There are always things that come along which try to push you away from your focus. The idea is not to drop the ball at the slightest provocation. I have worked in part of the business where instability was present - the hoshin was to make a profit. In times of instability there is a greater need for focus and the hoshin process does help in identifying what is really important.*" [24]

The hoshin documentation is simple and consistent across businesses. This enables information to be rolled up quickly so that management can quickly appraise any changes

for other parts of the organisation. Specifically an issue is picked up in the hoshin review table as a deviation from plan, and further action is summarised. It is rare to find a strategy that is not made to work since the owner who has written it, even if they do not follow it exactly, will find ways to make it work. It took the company time to acquire the experience to understand the importance of ownership. The choice of owners and their strategies depends on what has to be done to achieve a hoshin's objective.

"*Ownership is the key. We have found that joint ownership doesn't work and if ownership is not assigned, it won't get done. If too much detail is placed within a strategy, it kills it for implementation actions from below. Jobs for the boys is a classic trap to fall into. So say if you have five people on the management team, five strategies are written, so it is driven from the premise that everybody needs to have something to do rather than those issues which are critical to address.*" [25]

Getting used to hoshin planning as the way of working was not easy. This extended comment illustrates some of the key problems here.

"(Hoshin planning - in this business) *used to be controlled and administered by a quality manager, you need someone to look after the whole thing. Currently it's being done by the general manager's secretary who is administering it, keeping it up to date, seeing to the reviews etc. She identifies any problems with holding reviews. That depends upon how well the general manager and his team are capable of handling hoshin planning. It's not easy to use, it is a **** to use, because most managers in the West operate in a fire fighting way and have gained their positions because they have been successful in this in the past. Managers that have grown up in that system are not necessarily good team players, and hoshin planning requires good teamwork.* (It is) *A skilled consensus management thing, teams have to write hoshin plans themselves and discover the best strategies. So it depends upon how comfortable the management team are as a whole with the concept of hoshin planning. That will effect things like how often they review it, how carefully they update it and whether they fall back to flying by the seat of their pants. Fire fighting results in lack of time for hoshin review and management. There is a danger that creativity and spontaneity will be lost.*" [26]

However, hoshin planning in itself provides a context for learning how to take decisions. It is a more intense learning experience than would be possible in more directive forms of planning. It helps build teamworking and structures problem solving.

"*To actually get them to sit together and organise their thinking about prioritising some strategies and performance measures, which they think might help them achieve objectives, in this sense it provides a framework. They need a systematic approach to learn to define what learning is, and what you are learning, this has something to do with organisational creativity.*" [27]

A Core Capability

Hoshin planning was introduced to help Hewlett-Packard's achieve its quality goals. This it succeeded in doing, and since then it has developed along with the company's TQM. Good quality management provides the quality tools and cross-functional management that facilitate self-management and review. It provides a common language and approach to work, that gives a unique transparency to general management and daily work. TQM though is not a competitive-based corporate strategy; this is based on a competitive difference which is too difficult for a competitor to imitate: because TQM can be copied it is primarily about operational effectiveness [28]. Hoshin Kanri takes TQM further as a competitive weapon however. It can be used to provide the necessary external focus for breakthrough change, and makes internal processes across the organisation respond quickly and in a concerted way. The separation of breakthrough and continuous improvement in Hoshin Kanri at Hewlett-Packard turns TQM into an effective core capability [29]. This facilitates the choice and content of the strategy itself, as it provides feedback and knowledge from the management of hoshins in daily working. Of course, a capability must be used properly if it is to be effective.

There is much about Hoshin Kanri to suggest that some its principles are in opposition to much present day thinking about management. Its MBO flavour makes the approach looks hierarchical and centralised to an outsider. At Hewlett-Packard corporate management does no more in its hoshins than specify those vital few concerns that must be addressed organisation-wide. Local management has only to incorporate these into their hoshin plans as hoshin objectives. There is no accompanying detailed explanation or intent that local management has to follow. Units and local management develop their own hoshin objectives, strategies and measures, and fit these alongside their local needs and daily management. Hoshin Kanri is not a tool of management but is an organising framework. The management of hoshins alongside business fundamentals forms a propinquity relationship where the very closeness of the hoshin plan to daily management provides a multi-perspective, that Prahalad and Hamel have called a core competence, a distinctive way of doing business which underpins long-term corporate competitive advantage [30].

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Figure 1

Figure : A Hoshin Plan

Prepared by: Barry Witcher	Entity: UEA	Department: MGT

SITUATION : Despite growing revenues by 12% in our PL44 target market, the overall market growth was greater by 18%. We are under threat from new direct operators using low cost structures to redefine customer value perceptions

OBJECTIVE	NO.	STRATEGY/OWNER	MEASURE
With existing resources, increase PL44 market share to 25% from 20%	1	**Turn around major account perception of us from high cost to high value. (KF)**	**Quarterly survey question on competitive value:** **Q2: 3.0, Q4: 3.5**
GOAL **Q4: $29m** **Q3: $20m** **Q2: $12m** **Q1: $6m**	2	**Build direct PL44 sales organisation. (LP)**	**Q1: Organisation design done** **Q2: Reorganisation** **Q3: 10% of revenue** **Q4: 20% of revenue**

Figure 2:

Catchball Activity

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┌──────────────────────────────────────┐
│  Annual Planning Session               │
└──────────────────────────────────────┘
                    │
                    ▼
┌──────────┐  Objective   Strategies/Measures
│ TEAM 1   │
│          │              ↕
├──────────┤     Objective   Strategies/Measures
│ TEAM 2   │
│          │                 ↕
├──────────┤         Objective   Strategies/Measures
│ TEAM 3   │
│          │                     ↕
├──────────┤             Objective
│ TEAM 4   │             Strategies/Measures
│          │
└──────────┘

┌──────────────────────────────────────┐
│  Implementation Plans (all levels)     │
└──────────────────────────────────────┘
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Figure 3:

Figure : Building Implementation Plans

				Implementation plan													
Owner: Kate																	
No.	Strategy	No.	Tactics	Who	N	D	J	F	M	A	M	J	J	A	S	O	
1	Do This	1.1	Find this	BW		X	X	X	X								
		1.2	And thus	KF			X										
		1.3	Done by	SW						14							
	Metrics																
	A by B																

Side table:

1	Do this (BW)	A by B
2	Do that	by Y

Figure 4:

Figure : Hoshin Review Table

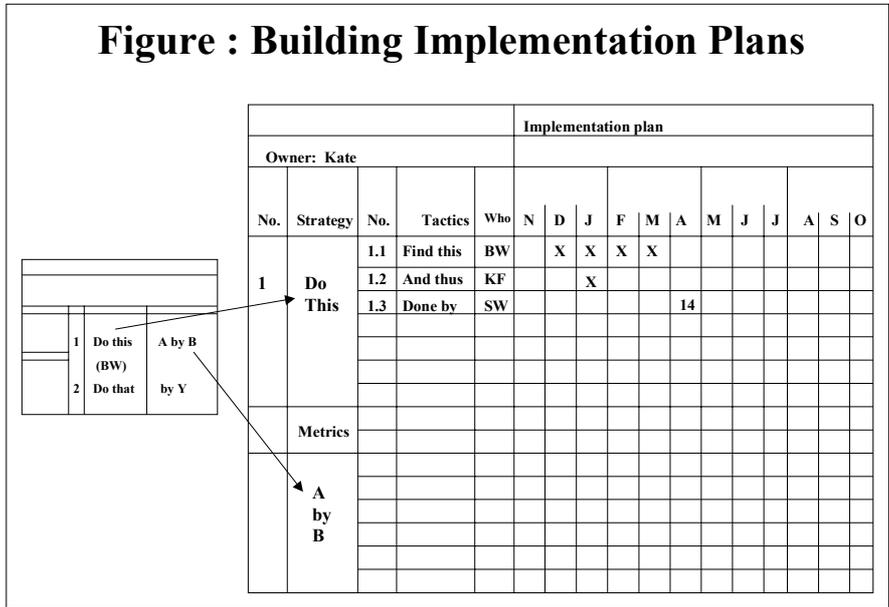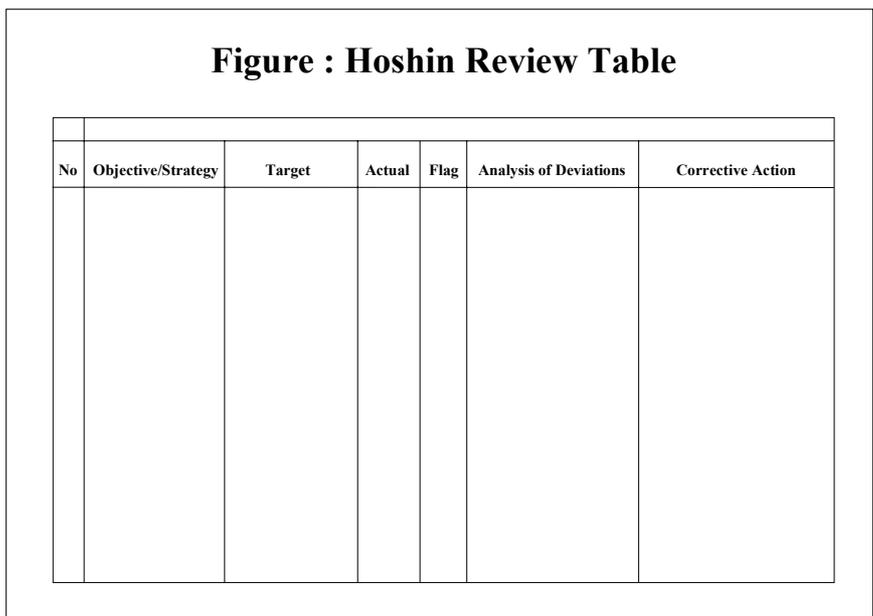| No	Objective/Strategy	Target	Actual	Flag	Analysis of Deviations	Corrective Action

Appendix

Prerequisites for the Annual Planning Session

1. Distribute latest copies of other level hoshin & structured business plans tot managers.
2. Distribute preliminary ownerships of unit hoshin strategies, indicated to focus managers to specific key parts.
3. Ask managers to provide summaries of lessons & actions (or projects) that need to be carried over from the previous year; to perform initial reviews of any other plans that are relevant to their activities, and poll their management teams for critical business issues that may have to be addressed over the next year.
4. Review feedback from employees, including employees' surveys, communication events (e.g. roadshows) and from any other source.
5. Develop any items for presentation: draft calendars; summaries of customer, employee feedback and recommendations; summaries of pooled critical business issues, drafts of business fundamental tables for the next year

Checklist for the Annual Planning Session

1. Are the overall measures in the hoshin & structured business plans clear and understood?
2. Does each strategy have an owner?
3. Have the critical business issues been addressed?
4. Have the carry-over activities been picked up?
5. Have the lessons learned been picked up?
6. Have the employee and customer satisfaction issues been picked up?
7. Are there any related strategies that it would make sense to merge into a single strategy?
8. Any measures that should have specific targets over several quarters or several years?

Guidelines for Managing Review Meetings

1. Ensure that performance is consistently communicated throughout the organisation.
2. That deviations from plans are recognised and actioned.
3. That there is an opportunity and encouragement of everyone to make suggestions for improvements.
4. Travel and unplanned meetings are kept to a minimum.
5. Ensure that people are given time for the preparation of data about the background to deviations from plans (normally this includes five days to collect data on progress, and another five to research into the background of deviations).
6. That business units should use same hoshin review tables to review strategies.
7. That all business unit activities should be captured in the reviews, as they relate to specific hoshin strategy, to a business fundamental table activity, or to an improvement project.
8. That all business unit managers have access to a library of common templates for slides and reports.