

Session 1. Aligning Resources with Strategic Plans.

Objectives :

- Recognize the integration of the manufacturing process with the overall company strategy.
- Identify strategy components and selection.
- Explain how resources can be aligned with strategic market objectives.
- Determine the importance of customer requirements in product design and development.
- Describe the strategic importance of JIT and TQM.

1. The Need for a company strategy

- Professor G. F. Gause
"No two species can coexist that make their living in the identical way."
- For business, this means that some companies will become extinct, while others will adapt and survive.
- This survival is dependent on
 - The organization's ability to external industry factors and
 - Its skillfulness in managing the internal organization of the firm.
- Without the creation of a well-thought-out set of strategies, companies will never survive.

• Definition of Strategy

- Definition of Strategy : Peter W. Stonebraker and G. Keong Leong in *Operation Strategy*(1994)
"The current domain and pattern of resource commitments to transformation processes and planned improvements as a means to achieve the distinctive competence and goals of the firm."
- Important components of an organization's strategy.
 - Development of time horizons.
 - Identification and evaluation of key events.
 - Development of a plan to create, hasten, or compound a distinctive competence.
 - Creation of a competitive advantage.
 - Flexibility of decision patterns.
 - Transformation of inputs into value-added outputs.
 - Commitment of necessary resources.

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