

## 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.

# Apics Cpim Study Notes Smr

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