

Strategic variables			Master scheduling approach		
			Make to order	Assemble to order	Make to stock
Markets	Product	Type	Special	→	Standard
		Range	Wide	→	Narrow
	Individual product volume per period		Low	→	High
	Delivery	Speed	Difficult	→	Easy
		Reliability	Difficult	→	Easy
Operations	Process choice		Jobbing or low-volume batch	→	High-volume batch or line
	Managing volume and mix changes		Order backlog	Work-in-progress inventory	Finished goods inventory
	Meeting delivery speed requirements		Reschedule orders	Reduce process lead time	Eliminate process lead time

**EXHIBIT 10.14** Linking the master scheduling approach to operations and market needs