

Corporate objectives	Marketing strategy	How do you qualify and win orders?	Operations strategy	
			Process choice	Infrastructure choice
<ul style="list-style-type: none"> <li>• Sales revenue</li> <li>• Survival</li> <li>• Profit</li> <li>• Return on investment</li> <li>• Other financial measures</li> <li>• Environmental targets</li> </ul>	<ul style="list-style-type: none"> <li>• Product/service markets and segments</li> <li>• Range</li> <li>• Mix</li> <li>• Volumes</li> <li>• Standardization versus customization</li> <li>• Innovation level</li> <li>• Leader versus follower</li> </ul>	<ul style="list-style-type: none"> <li>• Price</li> <li>• Quality conformance</li> <li>• Delivery               <ul style="list-style-type: none"> <li>– Speed</li> <li>– Reliability</li> </ul> </li> <li>• Demand increases</li> <li>• Product/service range</li> <li>• Design leadership</li> <li>• Technical support</li> <li>• Brand name</li> <li>• New products and services – time to market</li> </ul>	<ul style="list-style-type: none"> <li>• Process choice</li> <li>• Trade-offs embodied in these choices</li> <li>• Make or buy</li> <li>• Capacity               <ul style="list-style-type: none"> <li>– Size</li> <li>– Timing</li> <li>– Location</li> </ul> </li> <li>• Role of inventory in the process</li> </ul>	<ul style="list-style-type: none"> <li>• Functional support</li> <li>• Operations planning and control systems</li> <li>• Systems engineering</li> <li>• Clerical procedures</li> <li>• Payment and reward systems</li> <li>• Work structuring</li> <li>• Organizational structure</li> </ul>

#### NOTES

1 Although the steps to be followed are given as finite points in a stated procedure, in reality the process will involve statement and restatement, for several of these aspects will impinge on each other.

2 Column 3 concerns identifying both the relevant order-winners and qualifiers.