

Strategic variables			Shop-floor control approach	
			Push	Pull
Markets	Product	Type	Special	Standard
		Range	Wide	Narrow
	Individual product volume per period		Low	High
	Demand variability	Volume	Easy Incremental	Difficult Stepped
		Product mix	High	Low
	Delivery	Speed	Schedule change	Finished goods inventory
		Schedule changes	More difficult	Less difficult
Operations	Process choice		Jobbing or low-volume batch	High-volume batch or line
	Cost reduction sources	Overheads	No	Yes
		Inventory	No	Yes
	Changeover cost		High	Low
	Control	Key feature	Order status	Flow of materials
		Basis	Person or system	System
		Ease of task	Complex	Easy

NOTE: In jobbing, shop-floor control is handled by the skilled operator.

EXHIBIT 10.16 Linking shop-floor control systems to operations and market needs