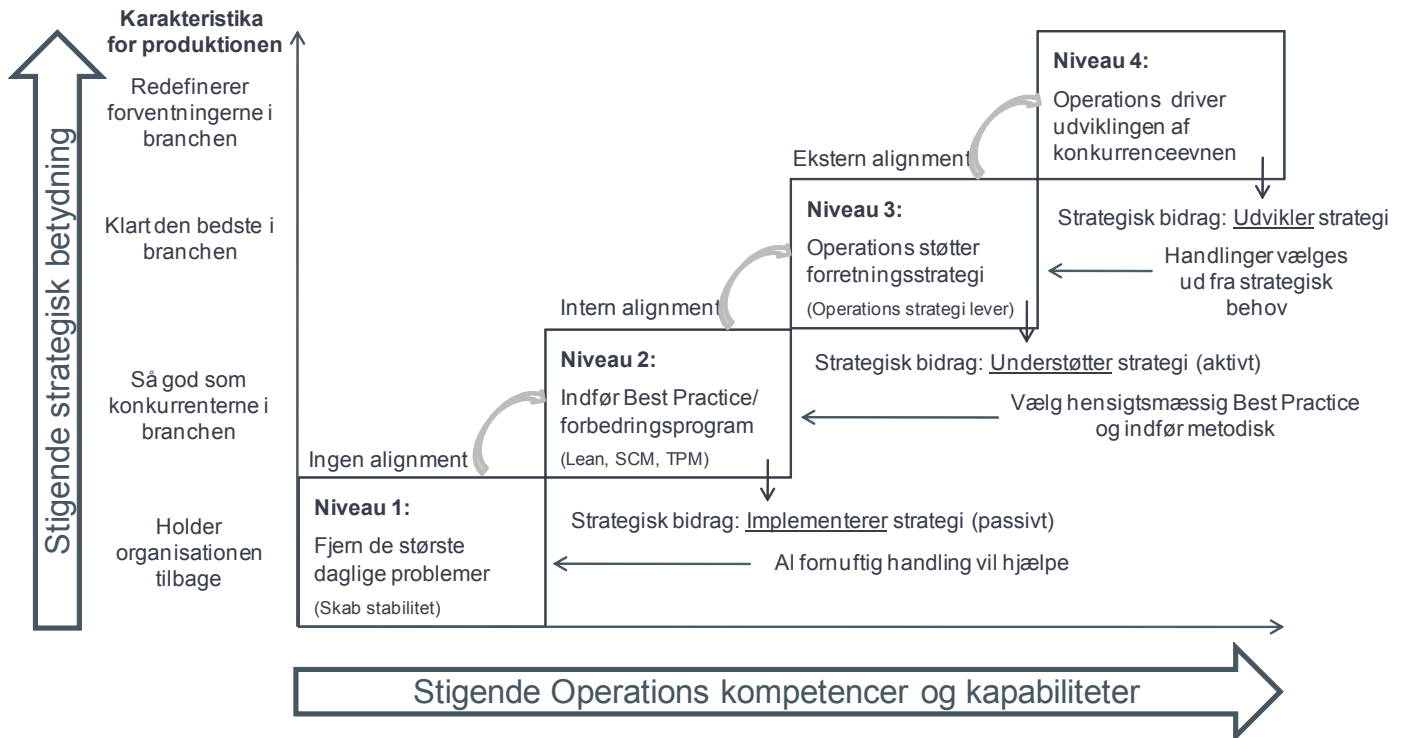


## H&Ws 4 niveau model for en produktions strategiske rolle



Figur 2: De fire strategiske roller en produktion kan have (videreudviklet efter Slack, et.al., 2008).

## Hayes & Wheelwrights fire niveau-model for produktionens rolle i en virksomhed

### Stage 1 – Minimize manufacturing's negative potential ("Internally neutral")

External experts are used in making decisions about strategy manufacturing issues. Internal management control systems are the primary means for monitoring manufacturing performance. Manufacturing is kept flexible and reactive.

### Stage 2 – Achieve parity (neutrality) with competitors ("Externally neutral")

"Industry practice" is followed. The planning horizon for manufacturing investment decisions is extended to incorporate a single business cycle. Capital investments is regarded as the primary means for catching up to competition or achieving competitive edge.

### Stage 3 – Provide credible support to the business strategy ("Internally supportive")

Manufacturing investments are screened for consistency with the business strategy. Changes in business strategy are automatically translated into manufacturing implications. Longer-term manufacturing developments and trends are systematically addressed.

### Stage 4 – Pursue a manufacturing based competitive advantage ("Externally supportive")

Efforts are made to anticipate the potential of new manufacturing practices and technologies. Manufacturing is centrally involved in major marketing and engineering decisions. Long-range programs are pursued in order to acquire capabilities in advance of needs.