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Make-to-order manufacturing - new approach to management of manufacturing processes

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Abstract

Strategic management must now be closely linked to the management at the operational level, because only in such a situation the company can be flexible and can quickly respond to emerging opportunities and pursue ever-changing strategic objectives. In these conditions industrial enterprises seek constantly new methods, tools and solutions which help to achieve competitive advantage. They are beginning to pay more attention to cost management, economic effectiveness and performance of business processes. In the article characteristics of make-to-order systems (MTO) and needs associated with managing such systems is identified based on the literature analysis. The main aim of this article is to present the results of research related to the development of a new solution dedicated to small and medium enterprises manufacturing products solely on the basis of production orders (make-to-order systems). A set of indicators to enable continuous monitoring and control of key strategic areas this type of company is proposed.

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A presented solution includes the main assumptions of the following concepts: the Performance Management (PM), the Balanced Scorecard (BSC) and a combination of strategic management

with the implementation of operational management. The main benefits of proposed solution are to increase effectiveness of MTO manufacturing company management.

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