



## INTERVIEW MED INSTRUKTØR PÅ CPIM SMR

# Strategic Management of Resources helps you grow the business

The fifth of five modules in CPIM is SMR, Strategic Management of Resources, comes up at DRF Academy in April and May. Beneath our CPIM instructor Mikael Thulin describes the challenges in the area of SMR.

### *What potential value can be brought back from SMR?*

SMR finds solutions to the business challenges of the enterprise. Given the business situation and the strategic intent of the enterprise: What strategic choices should you make to become successful in the marketplace? How do you configure and align the company and the supply chain, and how do you pursue successful change.

SMR is considered as the capstone module in the CPIM program, meaning that you put the knowledge in a context, "tie the bits and pieces together". SMR rather focus on how to apply the principles and tools learnt in the other modules in different business contexts.

For the participant working in the manufacturing production planning and control area, SMR gives you an understanding of how my piece fits in the big picture. For the consultant, how to help clients with the right solution to their business challenges. And for upper management, how to build a competitive edge through operations.

### *Which challenges do you currently see for SMR?*

One central theme in SMR is that your customers either let you be part of the game, to be qualified, and that only one company can win the order.

In sports, it's not enough to have the best players. You need to have an idea about how to play the game, to work as a team, and be able to respond to different situations. With increased focus on the customer, increased and global competition, and faster changes in the marketplace, your strategy becomes your lever to respond to those challenges.

### *Are there different challenges depending on position and area?*

Many challenges are common for all players, but each customer or market segment has their own preferences in terms of e.g. order-winning criteria. Also the product offerings can span from one-of-a-kind to one-size-fits-all, can include both goods and services, and be at different stages of the product life cycle. And typically, the closer you are to the ultimate end user, or after the customer order decoupling point, the tendency to responsiveness increases.

### *Where are the future challenges to be found related to SMR?*

The challenges of the future derives from the changes in the marketplace in terms of increased pace and complexity.

Traditionally, strategy has been an issue about formulating the right strategy in terms of positioning in the marketplace, to decide upon the right product offerings, and to have a sound operational strategy by making the right choices in terms of location, processes, layouts, organization, information systems etc.

The future will be more about forming the strategy, i.e. how to let strategy become an integral part of the daily work and the whole organization, and the whole demand or supply chain. This will increase the focus on soft issues, such as people, leadership, information systems, and managing change.

### *What makes the area exciting right now in year 2007?*

For most enterprises, the strategy will be the difference between winning the order, or loosing it. Customers can always be lost, products can be copied or become obsolete, but the way in which the enterprise operates is a much more serious decision, takes more time to build up, and is much more difficult to copy.

### **SMR in brief**

The CPIM module SMR, Strategic Management of Resources, has the enterprise, its environment and business strategy as focal point. The course covers strategic alignment between business strategy, functional strategies, with focus on operational strategies and configuring information systems, and collaboration with suppliers. SMR begins with how strategies are formulated, and continues with how to form the strategy through e.g. change management and performance management.

The days of education in SMR with Mikael Thulin will be April 26 and May 24-25 2007.

### **Mikael Thulin**

Mikael Thulin, CFPIM, CIRM, is running his own consultancy, Mikado-konsult that focuses on business and operational development. His consultancy includes strategy, lean thinking, operations management, product development, and change, and focuses on process facilitation. He is member of PLAN, the Swedish APICS membership affiliate organization, is active as instructor, and has previously been active in the board for approx. 15 years. He has a production engineering and financial background, and has worked with planning, logistics, operational development, product management, and strategy, in companies like Siemens, Electrolux, and Ericsson.