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Scheduled maintenance, sometimes called preventive maintenance, consists in regularly cleaning and small repairs of the equipment, rather than waiting for the equipment to fail. The advantages of planned maintenance are multiple and can be divided into a handful of distinct groups. No matter how you approach the idea, the lower line is more productivity with greater potential profits for the company. By performing proactive maintenance instead of reactive, you can reduce machine downtime and the number of important repairs. A scheduled maintenance system allows super-line supervisors and executives to devote more time to production management and less time to the consequences of system failures. Maintenance sessions planning also allows production facilities to avoid expensive time losses in the event of interruptions of cleaning operations and routine maintenance. Managers may include reassignments in daily work programs so that production is not affected while the crews perform maintenance. It is much cheaper to use minimum supplies to maintain a system in optimal operating conditions rather than investing in substitute equipment or in long lists of components, given that lower entity failures are translated into serious malfunctions. Save money on parts or equipment replacements can be a huge savings for the company, increasing profits. Without preventive maintenance, the equipment works at an increasingly low rate of efficiency until it fails completely. When that pause comes, the production of the company stops and time employees suddenly become a loss of profit on the company. Preventive maintenance avoids these unexpected failures of the machine and helps maintain the company according to unjustified interruptions. A well-maintained equipment will last longer, whether it is to clean the brushes of a floor cleaner, to change the oil of a forklift or tighten the zipper screws on a high traffic door. Compared to the cost of replacing a zipper, the time taken to tighten the loose screws is negligible and the final advantage consists in not having to replace the hinge for many years, if not even completely. The conservation of the lifespan of the equipment is one of the numerous advantages of scheduled maintenance. In preventive maintenance principles, a training course for high-end digital equipment, Scott Couzens and Scott Hiroshige stress that planned maintenance offers excellent training opportunities and an adequate method to keep employees in light service in productive applications. Because scheduled maintenance does not involve the complete with the equipment, it can offer students or basic employees the opportunity to familiarize themselves with the equipment that will later assume full responsibility for their operation. Find out what Head Start expects regarding program planning and service system design Learn the skills you need to drive teams in planning and design processes. Strategic planning is the key to successful programming. InUpdated version of foundations par excellence, explore new information and resources for program planning and informed decision-making on data. Learn more about head starter systems. Find out how they can work together to create a predictable planning process. Learn how the Foundations for Excellence, the 2nd edition supports strategic program planning and decision-making informed about data. Explore the main messages of the Guide and discover ways to use it as a training tool. Use this tool to determine the availability of your program for planning and implementation of an early start or an early initial child partnership program. Policy and Regulation A global planning process is essential to assess the needs, strengths and resources of a Community. Explore this standard to know how programs should use this process. Read more: Program planning program Program planning systems Program planning system Last update: 21 January 2021 In this sequel to their well-received previous collaboration for HBR, "Strategic planning in diversified companies" (January - February 1975), Peter Lorrange and Richard F. Vancil takes the reader through the necessary measures to implement and carry out a formal strategic planning effort. They identify six problems that top management must face along the way: communication of business objectives, the process of setting objectives, environmental scanning, the focus of subordinate directors, the role of the company Planner and the role of Planner and Budgeting. The authors take these problems separately, in each case analyzing how they can be satisfied both in small enterprises and in large - the main distinguishing factor whether the company does business in a single industry or more than one. Each activity carried out on strategic planning, although the formality of that process varies greatly from one company to another. Conceptually, the process is simple: managers at all levels of a hierarchy must ultimately agree on a detailed and integrated action plan for the next year; They come in agreement through a series of steps that begin with the outline of the business objectives and ending with the preparation of a profit plan of one or two years. However, the design of that process - decide who does what, when "can be complex, and is vital for the success of the planning effort. A strategic planning system is nothing but a structured process (i.e., designed) that organizes and coordinates the activities of managers who make planning. No universal planning system, off-the-scaffal exists for reasonable and obviousthat societies differ in size, diversity of operations, the way they are organized, and executives style and philosophy of managers. An effective planning system requires â€ œStitual ... It must take into account the situation of the part of society, especially along the size of the size and diversity. During the delivery of this article some guidelines for the design of strategic planning systems, we will notice theto recognize that, for the reasons indicated above, such generalizations may be betrayal. we do not aspire to prescribe a planning system for your organization; it is necessary to make tailoring. but some useful generalizations are possible, in particular in distinguishing between large companies and small ones and between highly diversified and less diversified companies. the size and diversity of operations generally go hand in hand, although exceptions to this rule are common. Many of the major airlines, for example, are in one business, and a number of mini-conglomerates with sales of less than $100 million have divisions in diverse sectors. for convenience here, we will talk about the companies as "small" or "big", defining those labels in terms of the typical characteristics shown in the Exhibition i. challenge the characteristics of the "Small" and "Large" companies even if your company can absolutely not match or set of features, an understanding of why an effective strategic planning system is different in these two types of companies can allow you to design a system that fits your situation. We must note that the characteristics of small companies also describe a "typical" division in a large and diversified enterprise. Therefore, the leaders of the divisions in such companies can follow our discussion at two levels at the same time: (1) in their role as part of the business planning process, and (2) in their role of strategic planning for their "small" enterprises. There are six issues on which you have to make a choice while planning a strategic planning system. with every problem the correct choice for large companies will be different in most cases from that for small companies. the issues are: communication of the corporate performance goals, the process of development of goals, environmental scanning, the attention of subordinate managers, the role of the company planner, and the connection of planning and budgeting. we will describe each of these problems in turn and discuss briefly why the choice of design differs in the two business settings. communication of business objectives a common road block in the design of a formal planning system occurs when second-level managers ask the headquarters of guidelines to focus the preparation of their strategic plans. These managers, uncertain how to deal with the assignment, can ask, implicitly or explicitly, "Tell us where you want us to go and the performance you expect from us, and we will give you a plan of how to achieve it." These issues are not unreasonable, but membership can violate the very purpose of taking strategic planning. to determine how goals shouldCommunications and specifics should be an important issue in the design of the system. When the president of a small company (or the general manager of a division of a diversified company) initiates the strategic planning process, he shares with his subordinate functional his thoughts on the goals and strategy of the business. Insituations, however, does not express its performance goals. Instead, he asks his functional managers to design a series of action programs that will implement the business strategy in a manner consistent with his goals. In a pharmaceutical company we have observed, R&D, production and marketing functions have jointly proposed a series of possible programs for the development of various new drugs and the modification of existing ones. But often, of course, this process of "programming" involves only one department. Usually, the managers concerned realize that there is no need to anticipate the results of their planning efforts, trying to establish goals before establishing and evaluating programs. This would be expensive and expensive, and could also create false expectations among the functional managers. The programming process is much more oriented towards the analysis of alternative actions than towards the establishment of business objectives, mainly because the functional managers involved in programming tend (properly) to have a parish viewpoint. They have a somewhat shorter time horizon than the president and focus their attention on their business areas. The president is the one who selects action programs to achieve the goals he has set for the business. Functional managers don't need to know the president's performance goals, only they want managers to recommend the best set of programs. Due to its orientation of action, the programming process usually lacks continuity from year to year. The goals and strategy of the business can remain the same, but every year it is necessary to review all existing programs and try to process new ones. As a result, although the programming activity commonly uses a three-five-year time horizon, management pays little attention to the attempts set out in the previous year. Instead, the focus is on the current situation, the best set of action programs now, and the development of a feasible goal for next year. The diversity of the portfolio of companies in large companies is often so large that it limits the superior management ability for a thorough perception and familiarity with each business. As a result, management must rely on relatively untied inputs of divisions. Division managers are responsible for a company leader in the form of general objectives, but as a rule the maximum management should delay the development of a statement of performance objectives for the company. Usually, a division manager is in a better position to assess the potential of his business if he is unbiased by corporate expectations. Delay also allows managers to change their approach to the task. Inof a formal strategic planning process, superior management may have developed explicit objectives for itself; but it cannot be sure of the adequacy of objectives if observed in the context of a series ofdivision objectives. Division Recommendations stimulate a better job of setting corporate goals. Objectives setting process From the point of view of the division director, whether he or the company management set the objectives of the division? This problem is sometimes launched as a choice between "top-down" and "bottom-up" objective setting. In fact, of course, management at both levels must agree on divisional objectives. It remains an important problem: What level in the hierarchy should the process begin? In a homogeneous society, the same problem arises regarding the general manager and functional managers. The planning system design can strongly influence how this problem is solved. The objectives emerging from the programming process in a small company are linked to an approved set of action programmes. As long as the president has not decided on the programs, no functional manager can set goals for his sphere of activity. The selection of a set of action programs, therefore, determines more or less automatically the performance objectives for each functional unit. In many small companies – such as the pharmaceutical concern we have mentioned – a "package" of action programs defines the functional objectives for each department, due to the interdependence of all departments. In a way, then, the functional setting of the goal is a top-down process. Functional managers propose action programmes, but the president with his business perspective determines programs and objectives for his functional subordinates. In a large company with a relatively diversified group of companies, "capacity limits" at company level dictate a more or less bottom-up approach. Divisions start most of the target setting, as it requires an intimate knowledge of the sector-specific business conditions set. The creation of an effective corporate-divisional lens setting climate in a large company is not easy. For the first year or two of a formal planning effort, the best approach in most situations is to allow the initiative to recommend divisional objectives to rest with the division manager. This approach gives him support in managing his business and encourages strategic thinking at a divisional level. Later, after corporate and divisional leaders have gained experience in hammering a mutual set of divisional objectives, the annual proposal of the division director for divisional objectives will become more bound than in the early years. In a division, consumer goods manufacturer we know, the first years of carrying out the planning process were seen frankly as a learning experience for thedivisional in making operational plans and for superior management in learning to appreciate the strategic issues of each business of the company. The cumulative experience of negotiating the goal setting over the years enhances the effectiveness of the process. Business management can help nurture this development by creating a system that maintains a Balance up / down. A way to achieve this balance is to maintain an explicit statement of the company objectives for the first year or two, while requesting the division director to recommend the objectives for the division of him. Environmental scan A strategic planning system has two main functions: develop an integrated, coordinated and coherent long-term action plan, and facilitate the adaptation of society to environmental change. When introducing and develops such a system, companies commonly concentrate on its supplementary aspects. The system project, however, must also include the environmental scan function to make sure that the planning effort also meets its adaptive mission. The business management, of course, provides the subordinates a series of forecasts and assumptions about the future corporate environment. Since each manager, initially at least, traces the strategic plans for his ball of responsibility more or less regardless of his counterparts, all managers must have access to the same series of economic and environmental forecasts. Environmental scan in small companies is a strategically oriented task that can go far beyond the simple collection of data on markets, competitors and technological changes. A company that, for example, enjoys a large market share for a product used by medium-high income teenagers and young adults can devote considerable efforts in the analysis of demographic trends and per capita income changes. A fairly accurate forecast of the five-year market size so it is possible to do and would be useful for assessing the potential for the growth of the company. The task of monitoring detailed environmental changes in large companies is too difficult to perform alone. The management of the division, therefore, should study the external environment that can be relevant to their particular companies. In these circumstances, the headquarters generally provides only some environmental hypotheses, mainly economic forecasts. Environmental scan can play another important role in large companies that are interested in diversification through acquisitions. In a diversified and high-tech electronics company that determined to decrease its dependence on defense contracts, the vice-president responsible for planning has spent most of its time looking for acquisition opportunities. After establishing close links with the Investment Community and some consultants, he has spread the word of his company's intentions. Focus of subordinate managers in a strategic planning effort, where should they direct their attention the second-level managers? Which roles play the director of the division, the director And top management? We believe that these questions are in terms of the possibility of more quantitative or more qualitative plans, more concerned than financial details or strategic analysis. Preparation of a coordinated functional set of action programs for a small small may require a large amount of cross-reference. Much of this interchange is expressed more efficiently in dollars or other quantitative terms, such as employee numbers, product units and square feet of the plant space. The use of financial or quantitative data is appropriate for two reasons: (1) Helps each functional manager to understand the size of a proposed program and forces him to think through the implications of performing it; (2) It allows the President to select more securely the set of programs to be implemented. The pharmaceutical company previously indicated, for example, focuses on the flows of funds that could be foreseen by the various strategic programs suggested by the functional departments. In practice, the financial and quantitative aspects of functional planning become progressively detailed as the programming process continues, culminating in very specific plans that constitute the operating budget. In a wider diversified society, the top management wants each division to adopt a timely management of strategic perspectives and divisions to focus mainly on achieving this perspective. In particular during the first years of the planning programme, the division managers should be allowed to develop the greater number of financial details in support of their proposals as they think desirable. As a result, they can generate more financial details than necessary for business strategic planning. After a year or two, therefore, the business requirements for financial details in support of the division proposals should be explicit ... and should be explicitly minimal. Division managers should be invited to move the focus of their efforts to identify and analyze strategic alternatives, using their experience to quickly estimate financial implications. This focus has been a goal from the beginning, of course, but it is difficult to achieve at first. Not being able to move attention is an even greater danger; The planning activity becomes a game â€ œnumbers "and never reaches its purpose. Considering that the Division Manager may have never seen, much less prepared, long-range financial projections for its activity, drawing them should be a useful activity. Such projections help him to extend the horizon of the time of his thought; They force him to make his intuitive business model more explicit, which in turn allows him to predict changes in financial performance. As a result, the initial planning efforts of a Manager division tend to be financially oriented and, in many respects, similar to a long-range budget. Business management should design system requirementsmitigate the pressures that the start of formal planning pose for a division manager. An important warning for the managing director of a large company: should never afford to be involved in the development of business plans taking on the planning work of Division Managers. A situation we studied was about the newPresident of a multinational company in the field of consumer products, whose experience was primarily in marketing. He couldn't resist â€œhelpingâ€ one of his divisions develop a detailed and more aggressive marketing plan. Such interference often inhibits the division from coming up with a realistic plan to which it can commit. In this case, the silent resistance effectively overwhelmed the President's ideas. The Role of Corporate Planner An important problem in planning system design is where the business planner fits. Strategic planning is a line management function; a safe path to disaster is to have plans produced by staff planners and then released to line managers. Strategic planning is essentially an interactive process, and the planner is only one in the cast of the characters involved. If the process is to work effectively, it must clearly understand its proper role. The role of the business planner in small and large companies is very different. In a small company (or a product division of a large company,) the planner acts as a staff planning assistant to the president (or the general manager). While coordinating the planning activities of the functional managers, he is concerned with the president's problem of selecting the best set of action plans. Only the president – and his planning assistant – has a company-wide perspective of choices, and the assistant has to do most of the analysis. In this role, the planner can become a very influential member of the executive team of the president (or CEO). If you use your power sensibly, you must not lose effectiveness with your peers running functional departments. They may appreciate the need for cross-functional analysis of program alternatives. Managing the planning process is an almost incidental role for the assistant, since it simply formalizes the analysis leading to a coordinated set of action programmes. In a large company, the organizational status of business planners can have significant symbolic value in conveying to divisional managers the importance of formal strategic planning and the difference between it and conventional budgeting. The role of the planner is initially that of a catalyst, encouraging line operators to adopt a strategic orientation. It helps business management to do a better job of allocating resources between divisions, in part by helping division executives plan strategically for their businesses. But it must not succumb to the temptation to become more involved in formulating plans, or it may lose its effectiveness. Maintenance and coordination of the system is the function of the planner as the mature planning effort; monitors its evolution and maintains consistency. Its tasks differ greatly from the mainly analytical role of the planner in the small company. Planning and budget links The steps in a typical planning system represent an orderly and gradual gradual process to certain strategic alternatives. Every step is, at least theoretically, linked to previous ones. In financial terms, this link can be quite explicit; For example, the profit forecasts of a division prepared in the first planning cycle can become the profit commitment to the next year's operating budget. Although a few companies expect to achieve this financial link in restricting the choices, all the parties involved in the process should include the expected relationship between cycles. How quickly this narrowing should be a demand of a situational design that depends on the particular business setting. A close link between planning and budget indicates that more strategic commitments have been made at a previous phase. A loose connection, on the other hand, implies that the narrowing process is more slow and will occur mainly late, in the process balance sheet. Exposure II shows examples of slow and quick shrinking profiles. Note that a society that makes a little shrinkage in the early stages addresses the task of considering a large number of strategic issues in the budgetary phase. This implies that the company is equipped with an adequate organization to develop a workload of immense budget and â € â € â € â € â € ™ or will neglect some choices completely, with the probable result that the quality of its decisions of allocation suffer. Rapid extraction profiles of the exhibition planning process II Slow versus A small company with little diversity in its operations can want to adopt a process of early or rapid shrinkage, since the functional and business executives involved are deeply familiar to the strategy of the few Businesses in question. Then functional managers can proceed directly to the development of action programs to continue the implementation of this strategy. The financial connection quantitative between the selected programs and the resulting budgets is feasible, and the â € œType of this type link is common practice. In a large company, the connection is usually more loose and the most gradual shrinkage process. During the start-up phase, maximum management should give division executives a lot of time to dedicate oneself to strategic thinking about their businesses, but lower level managers must remember to differentiate this activity from long-range budgeting, with the relative requirement requirement of divisional performance. Because the mature system, however, the management can gradually accelerate the narrowing process without compromising the creative aspect of the planning. A natural result of this progress is a more precise definition of the link between the planning cycle and the budget cycle. A large manufacturer of heavy equipment we know, for It has â € œAraffredatoâ € the link between planning and budgeting. The first managers believe that this development is a natural consequence of their strategic points of view more and more cohesive. Synthesis rotation systems, there are significant differences between planning planning procedures In the two types of companies we examined. The problems that the management must face and our attempt to outline what is a good practice in small and large companies, are summarized in Exposure III. Exposure III approaches the planning of system design problems in companies that are not very diversified and are functionally organized - as well as product unit of diversified companies - top management brings the strategic thinking of the future of the business. In such societies, a formal process to help organize that reflexive activity is frequently useless, in consideration of the few managers involved. Instead, formal strategic planning focuses on the development and revision of innovative action programs to implement the strategy. The planning system reflects this focus: the setting of the objectives is top-down, the connection to the budget is tight and the personnel planning manager plays an important role as an analyst of the cross-functional program and environmental scanner. In companies operating in different industrial sectors and are organized in product divisions, start a formal strategic planning process is an important task. The first year or two of these efforts must be considered investments in promoting a planning competence among division managers; The payoff in better decisions at the company level must wait for the mature system. If the planning system is to survive as more than one exercise in pressing the numbers in the empty spaces on well-designed modules, it must evolve rapidly along different sizes. A mature system, however, can be invaluable, helping corporate and divisional executives to make better strategic decisions and better coordinates. Any company - indeed, any organization - is a dynamic evolution entity whose situational setting is subject to change. As a result, to remain effective, the planning process design is a continuous task that requires the supervision and intuition on the part of the management. 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