



Business Decision Making in New Startup

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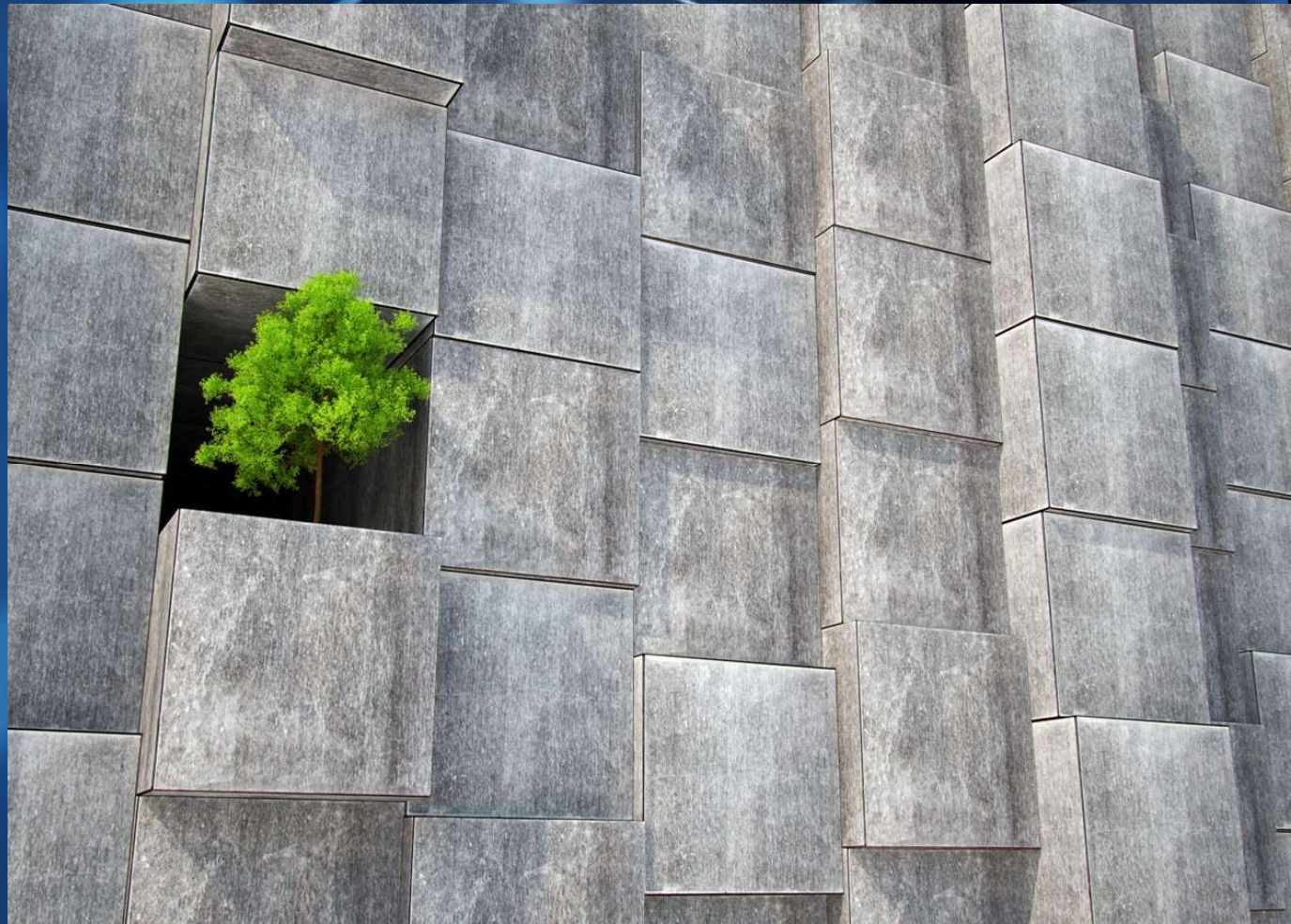
Apr 7, 2023

@CYCU, Taoyuan, Taiwan

Startup Challenges

A unicorn shines!

But how many startups could even survive?



Business Plan

- Research
- Team formation

Funded

- Start operating
- Spending
- Teamwork

Risk/ Opportunity

- Proactive/
Reflective
- Optimistic/
Pessimistic
- Resilience

Success?

- Get more funding?
- Pivot?
- Positive cash flow?
- Negative?
Bankrupt?



Top Reasons Startups fail

CBINSIGHTS: <https://www.cbinsights.com/research-12-reasons-why-startups-fail>

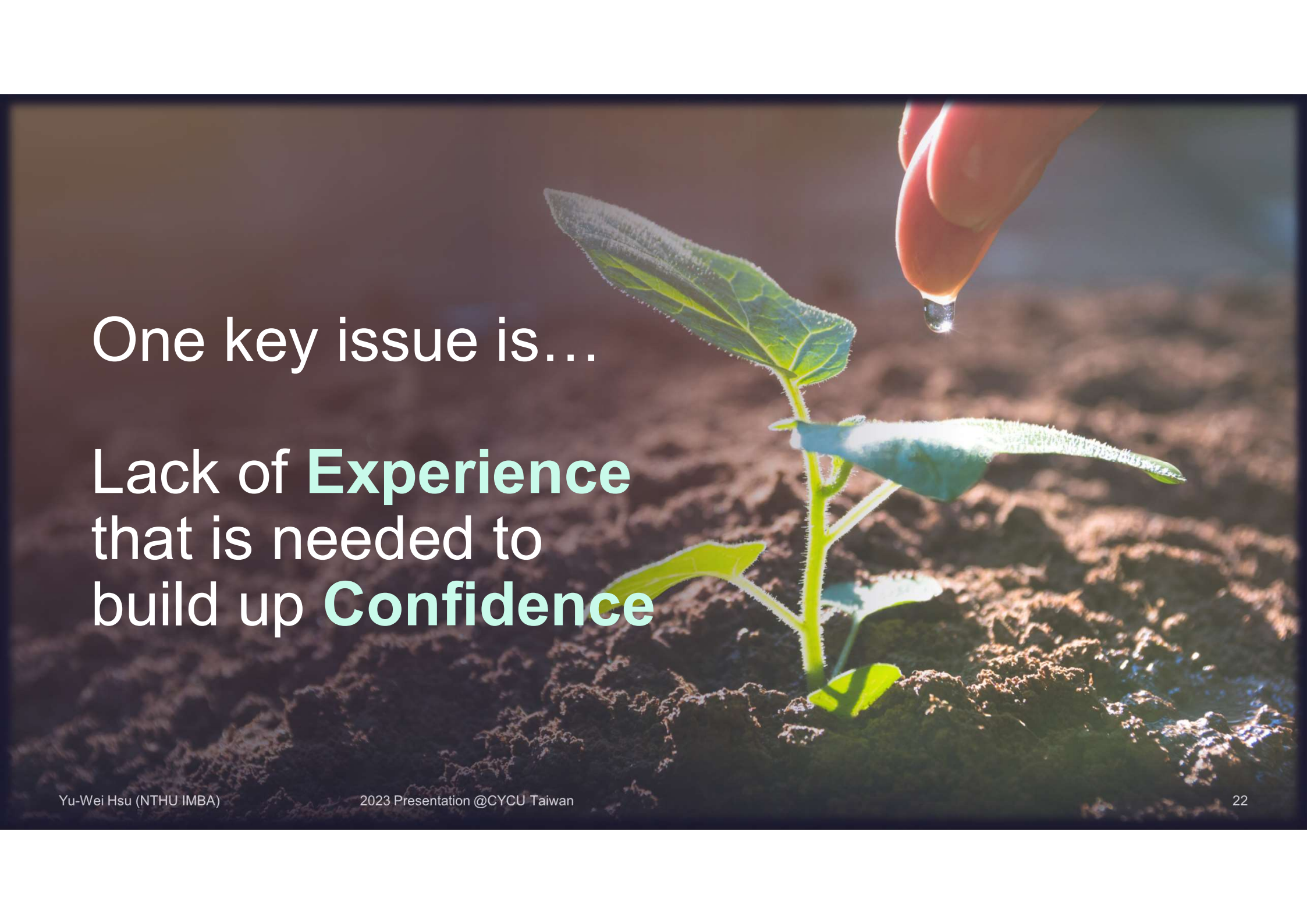
- Ran out of cash/failed to raise new capital
- No market need
- Got outcompeted
- Flawed business model
- Regulatory/legal challenges
- Pricing/cost issues
- Not the right team
- Product mistimed
- Poor product
- Disharmony among teams/investors
- Pivot gone bad
- Burned out/lacked passion

CBINSIGHTS

Top reasons startups fail



Note: Based on an analysis of 111 startup post-mortems since 2018.

A close-up photograph of a hand watering a small green seedling in dark soil. A single drop of water is falling from the tip of a finger onto the plant. The background is blurred, showing more soil and other plants.

One key issue is...

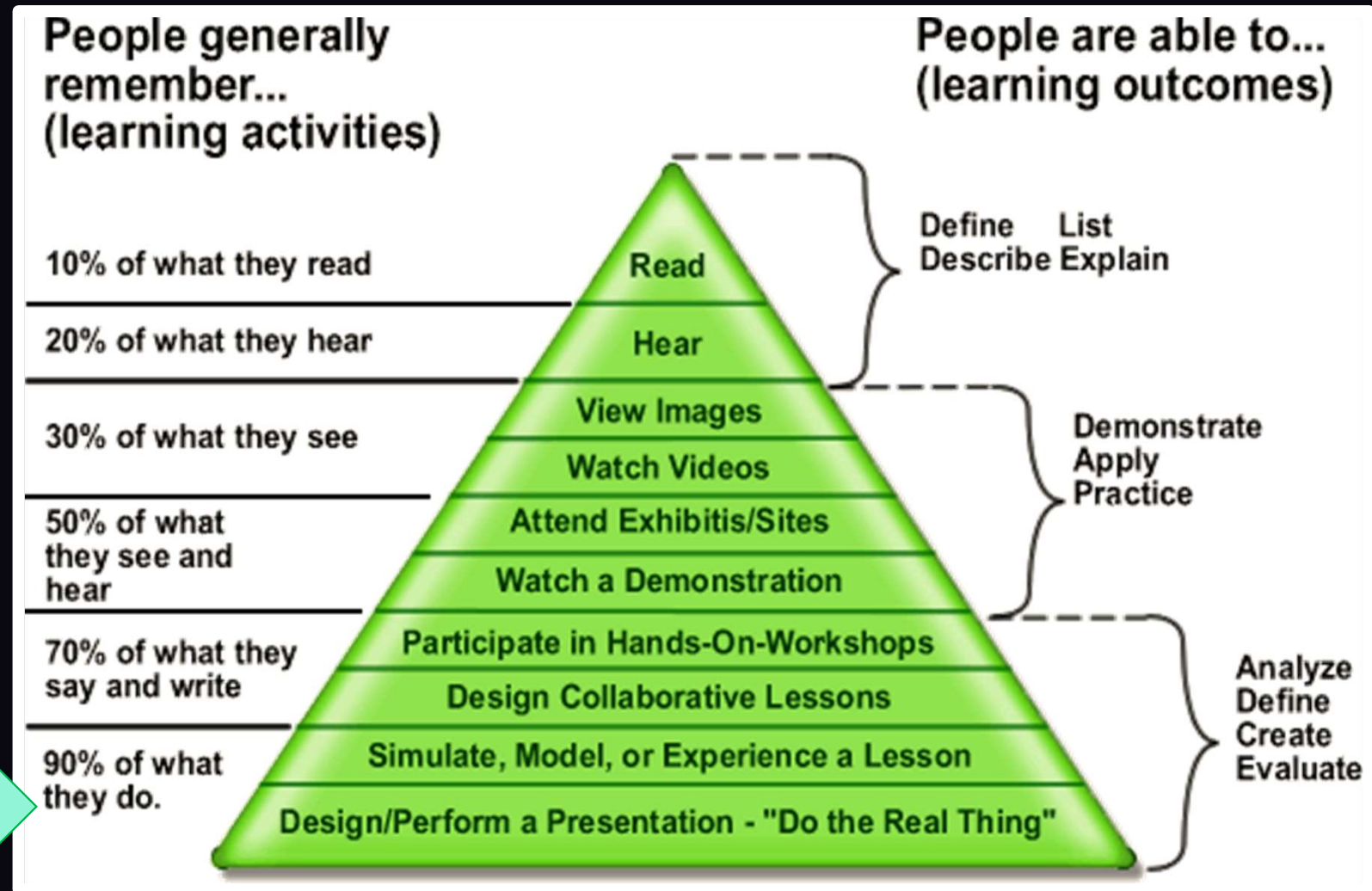
Lack of **Experience**
that is needed to
build up **Confidence**

Why Simulation?

We want to experience failures and learn from them. But it's better to fail and learn in the simulation than in the real world!



Learning Pyramid

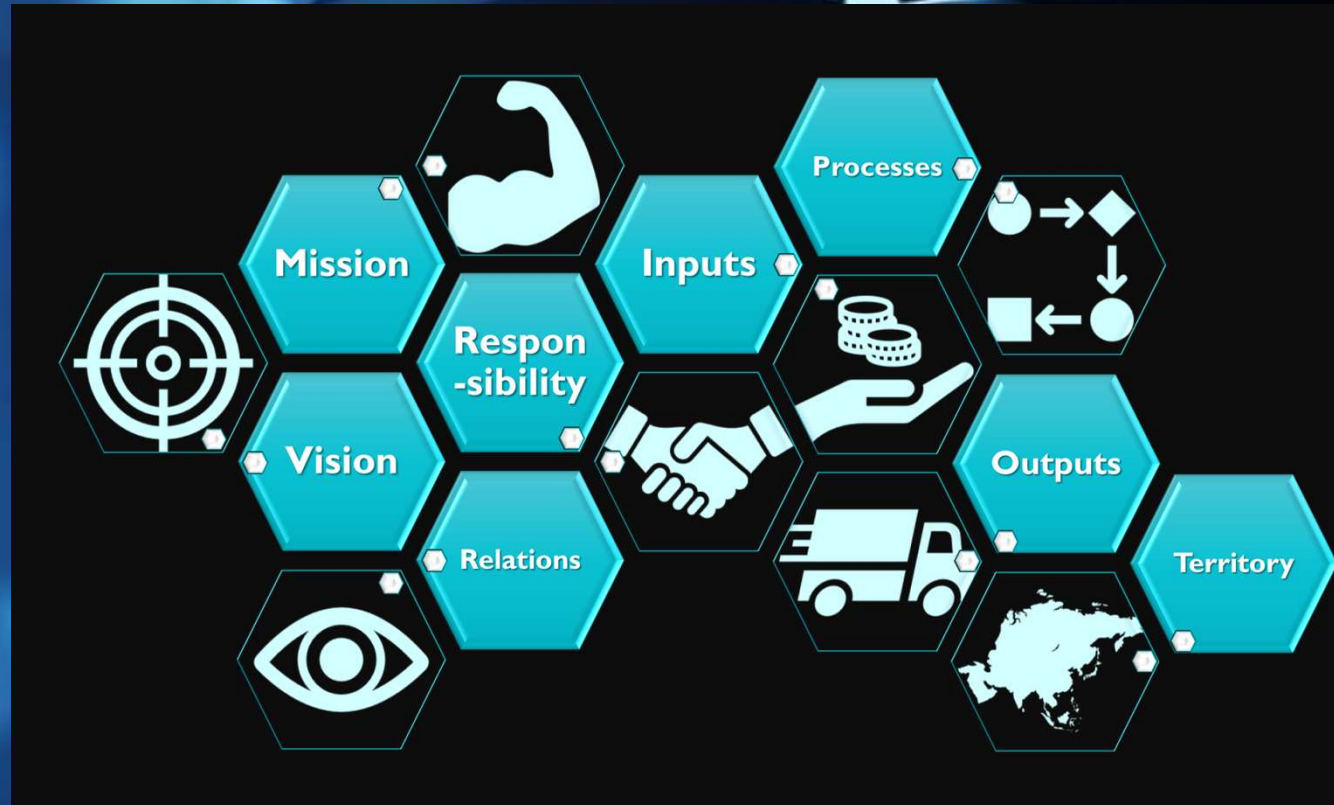


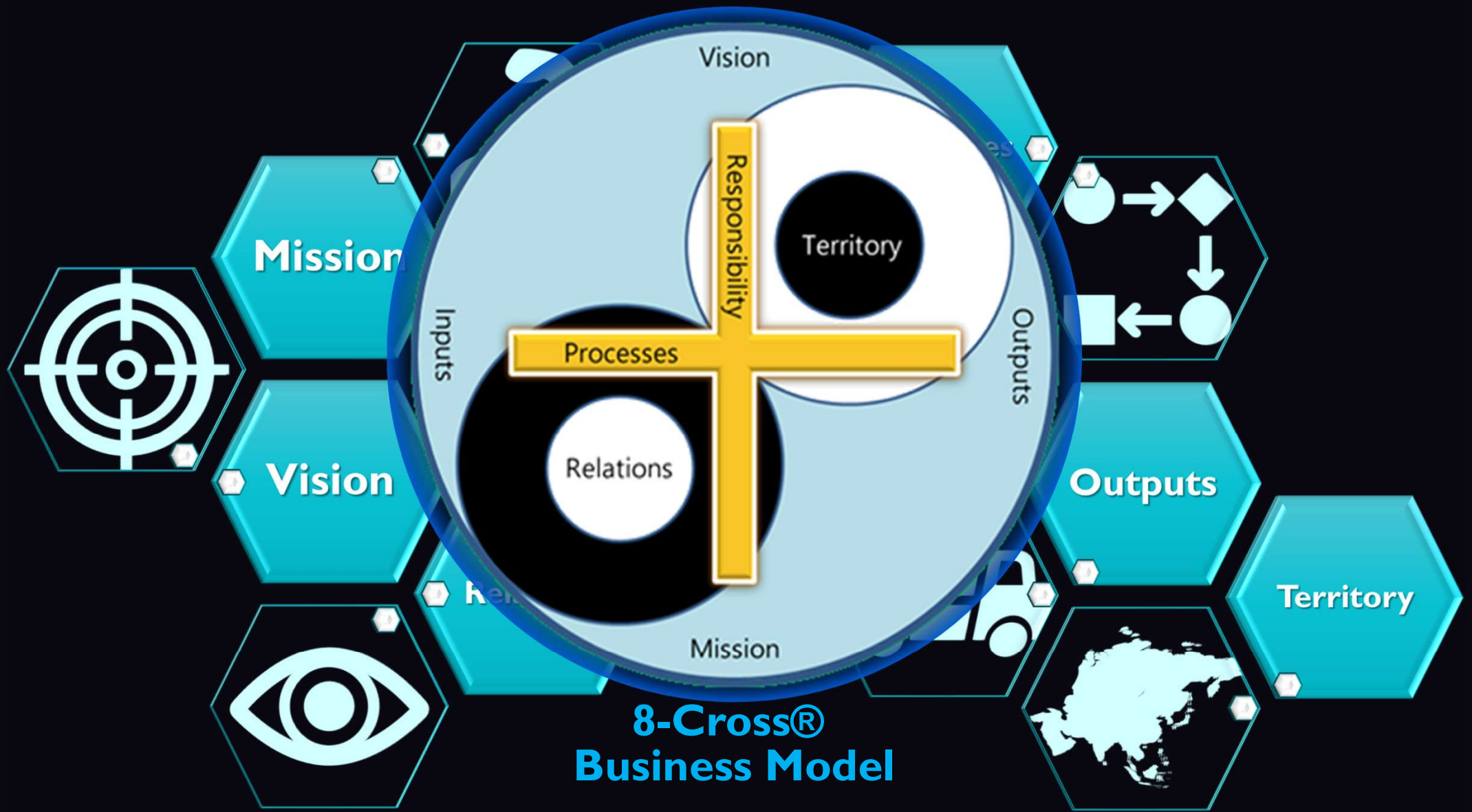
Simulation with Presentation

https://upload.wikimedia.org/wikipedia/commons/3/3d/Edgar_Dale%27s_cone_of_learning.png

8-Cross® Business Model

A locally developed
Business Model in Taiwan

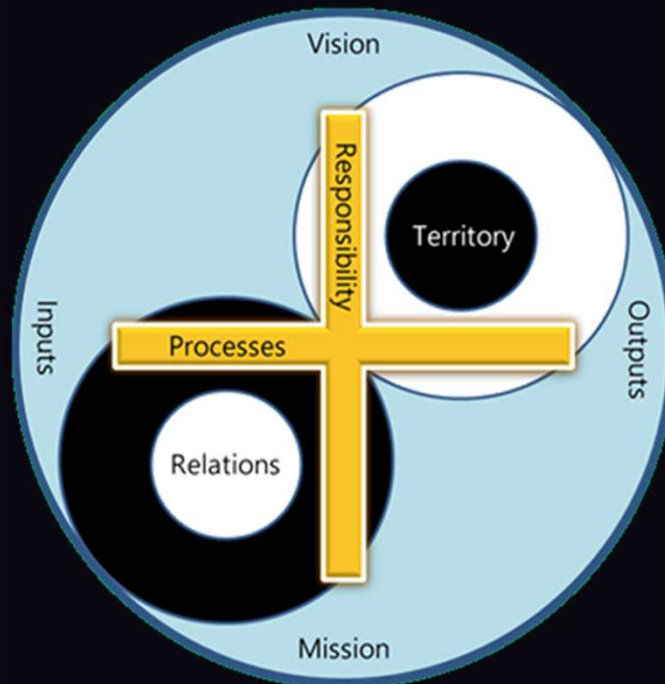




八十事業法則®

8-Cross® Business Model

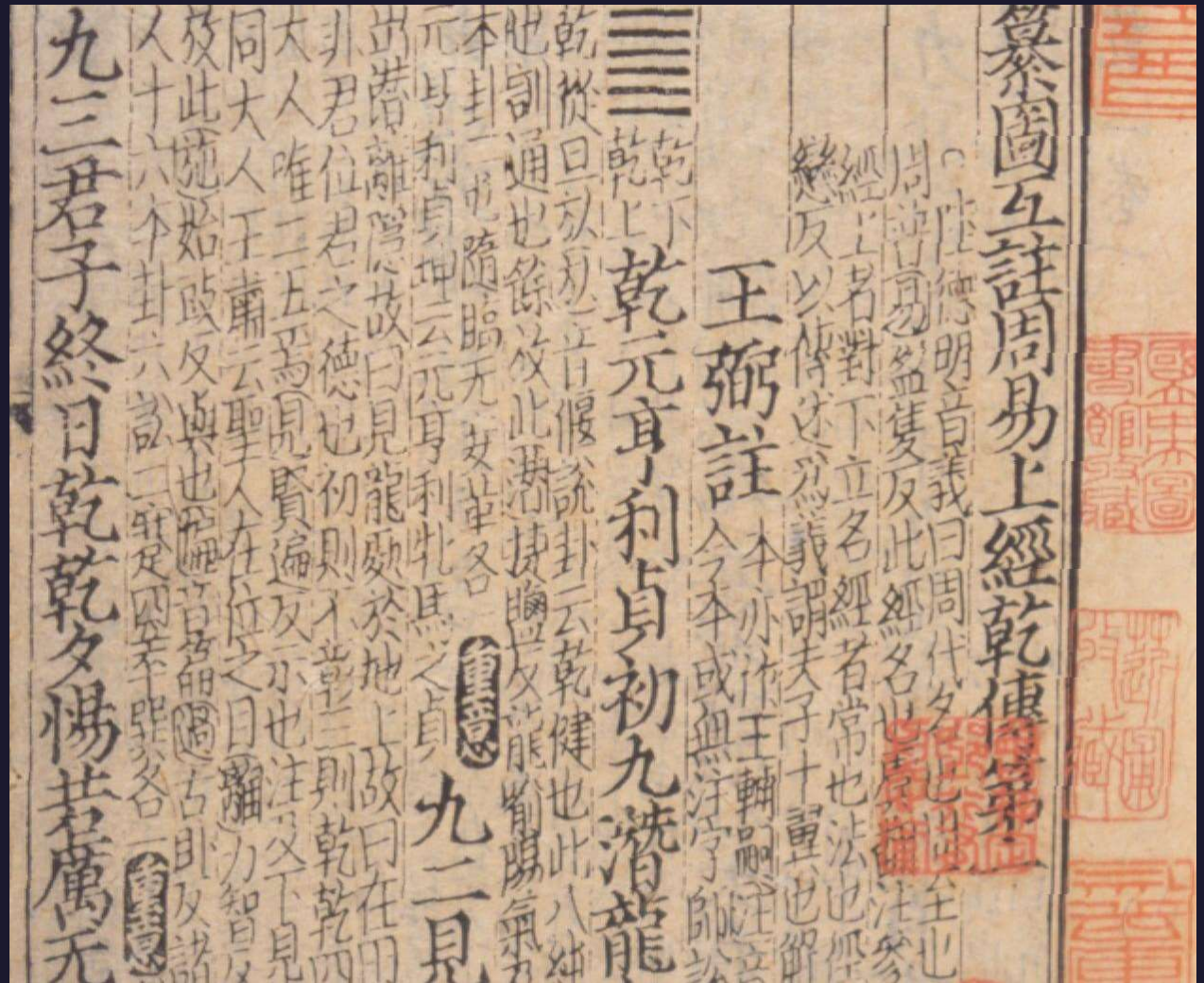
To check and balance how the organization grows both **vertically** and **horizontally** directions:



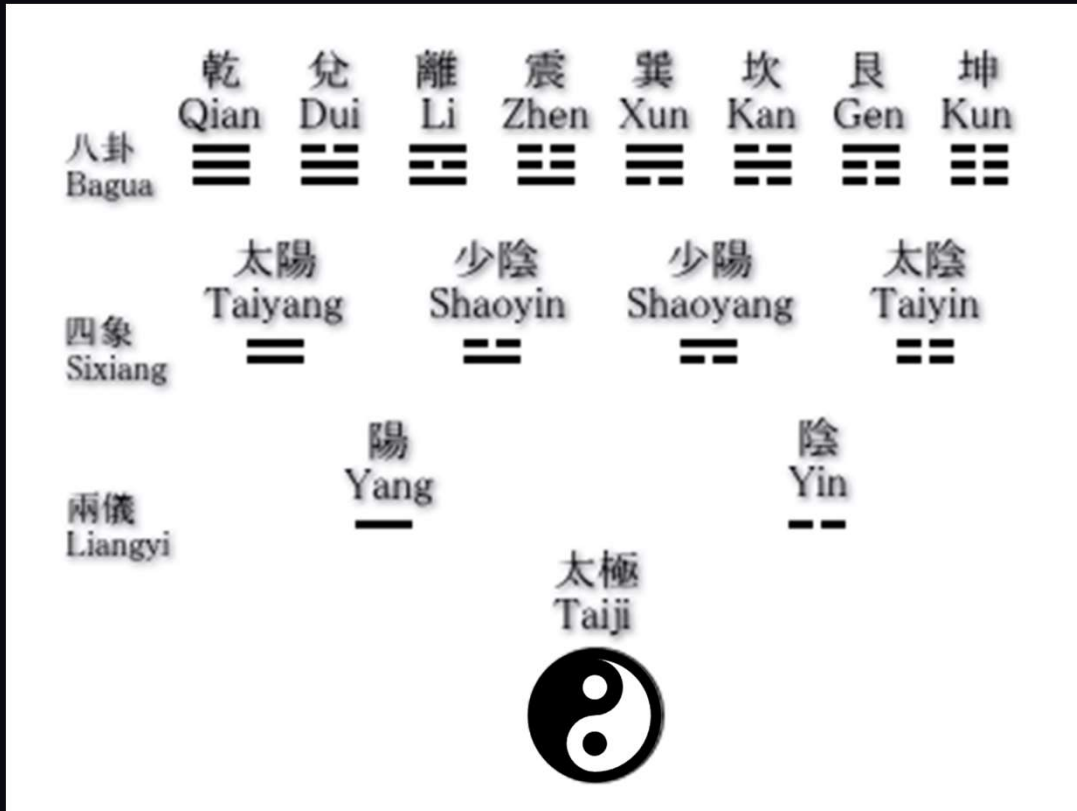
The whole **Decision Making** is a **continuous** and **dynamic** process. It goes on and on, such that when new problems arise from solved problems, new adjustments will be needed.

Book of Changes “I-Ching”

易經



https://commons.wikimedia.org/wiki/File:I_Ching_Song_Dynasty_print.jpg



Prehistory

- Through the history, human decisions are guided by interpretations of entrails, smoke, dreams, and the like;
- Hundreds of Chinese rely on poetic wisdom and divination instructions compiled in the I Ching.
- The Greeks consult the Oracle of Delphi.
- Prophets and seers of all kinds peer into the future.

- *A brief history of decision making (HBR)*

易經 Book of Changes “I-Ching”

TAIJI YIN YAN

Opportunity <> Risk
Risk <> Opportunity



THE WORLD KEEPS CHANGING NATURALLY

■ Fluctuating from Yin to Yan. And then from Yan to Yin.

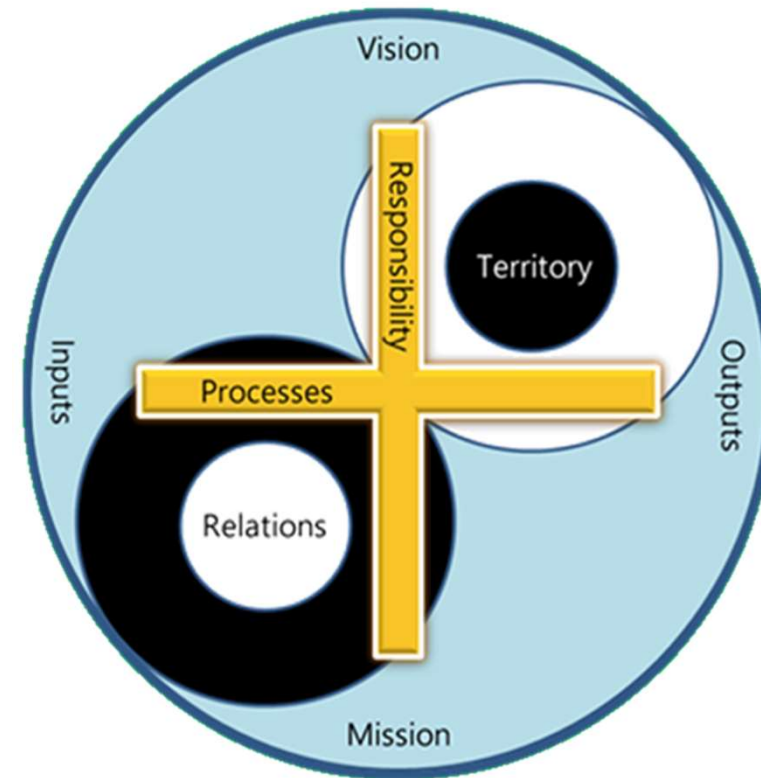
(The sun falls, then night or moon comes up. Then the daylight coming up...)

■ Within such dynamic cycle, when it looks to be totally Yan (YAN), there is always a minor part of Yin (yin). And it's the same in the opposite case.

8 Decisions (Crossroads)

Vision
Responsibility
Mission
Relations

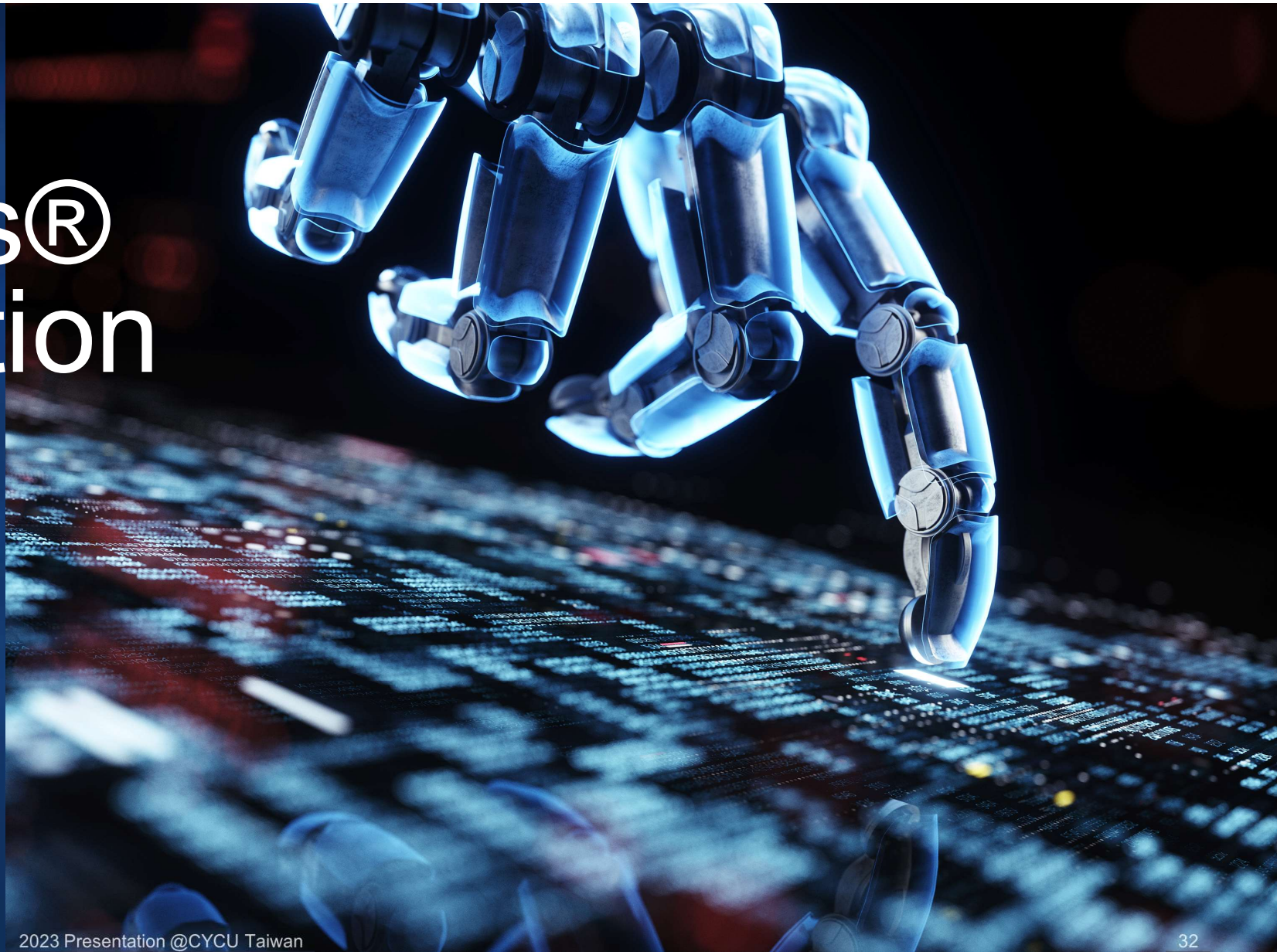
Inputs
Processes
Outputs
Territory



The Changing dynamics -
especially in Territory & Relations

8-Cross® Simulation System

How is it structured?



Business Simulation System

8-Cross® Business Decision Making Simulation System

8-Cross® Decision Making System (Game 26)

CEO AMP Demo Home Decision Delegation Decision Records KPI Business Intelligence Ranking Exit

Bulletin Board

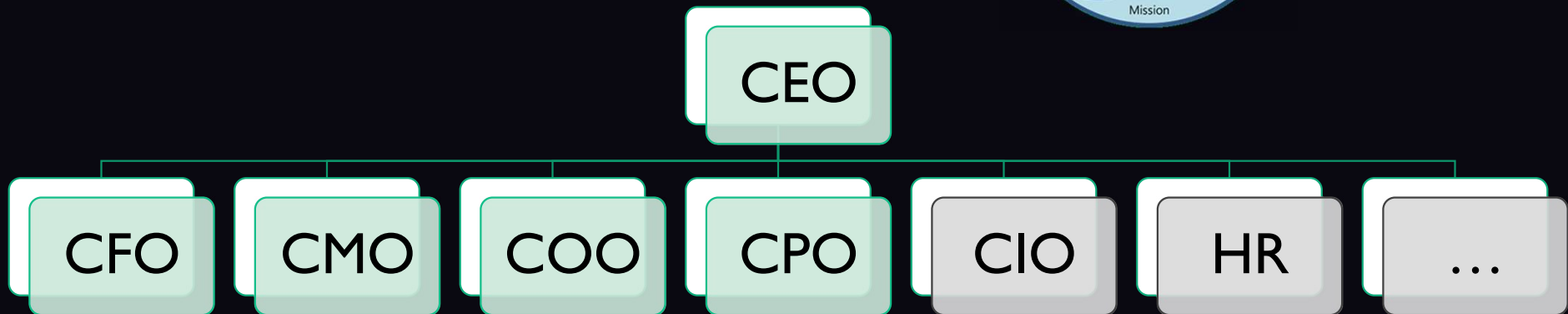
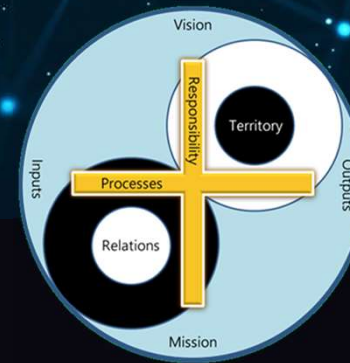
The Competition - till the end of M18 (Yr2 M6)

2022 Summer Business Simulation - Simulation code : B

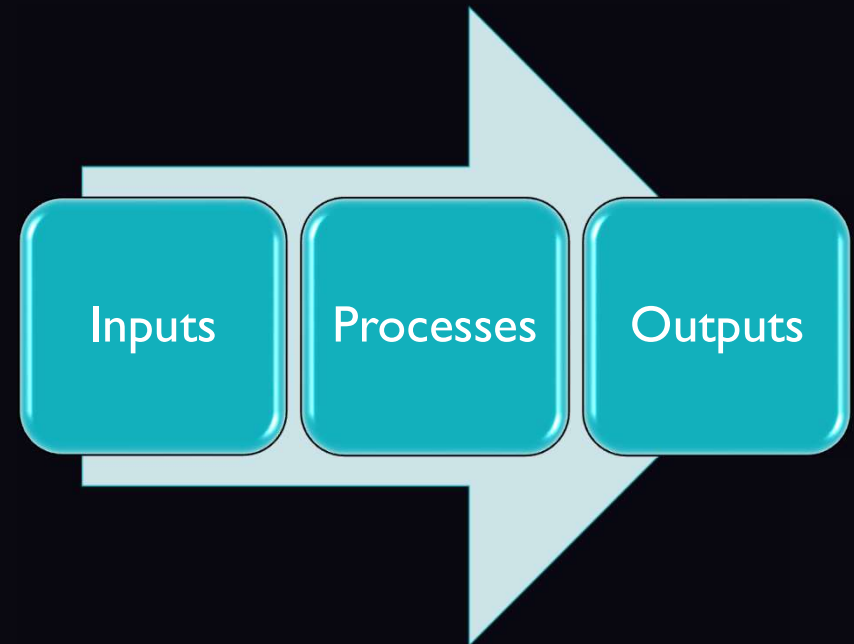
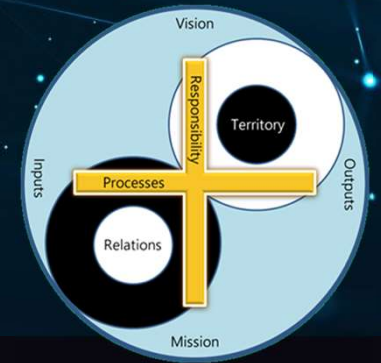
Company name : C01 Code : B-26-2101-2801-C

2023 Jan Mar May Jul Sep Nov 2024 Jan Mar May Jul Sep Nov 2025 Jan Mar M

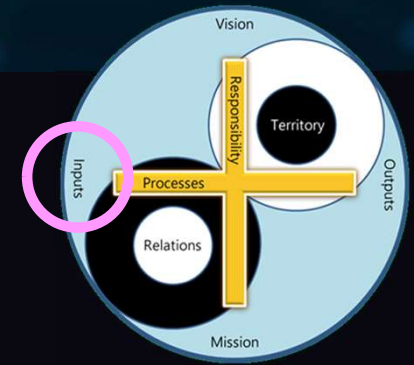
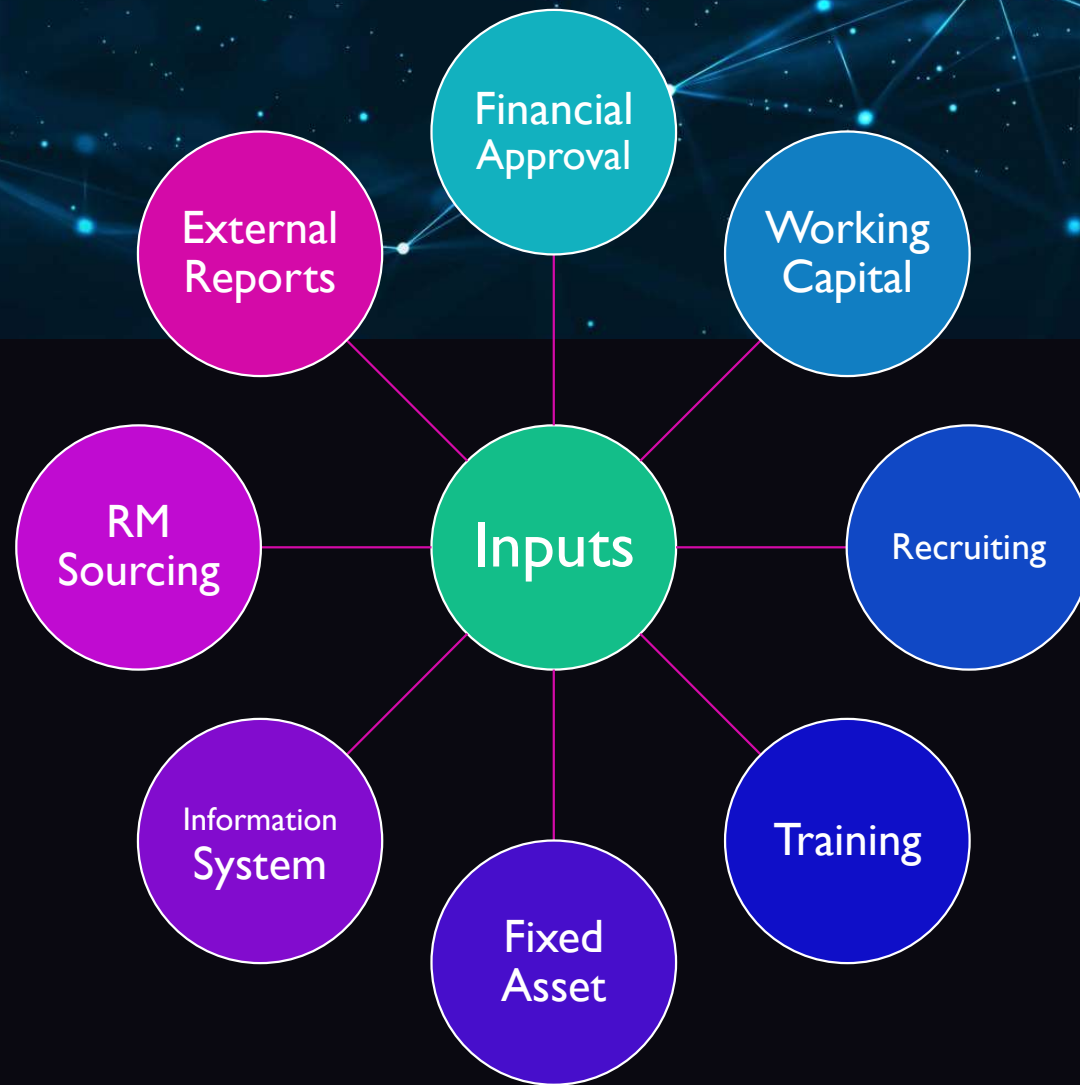
Organization

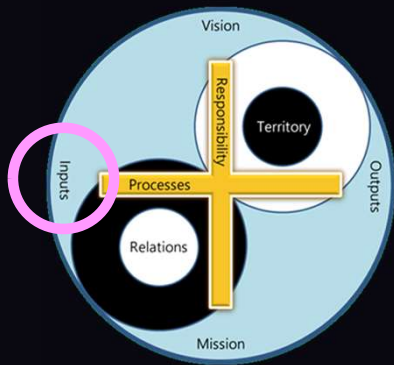
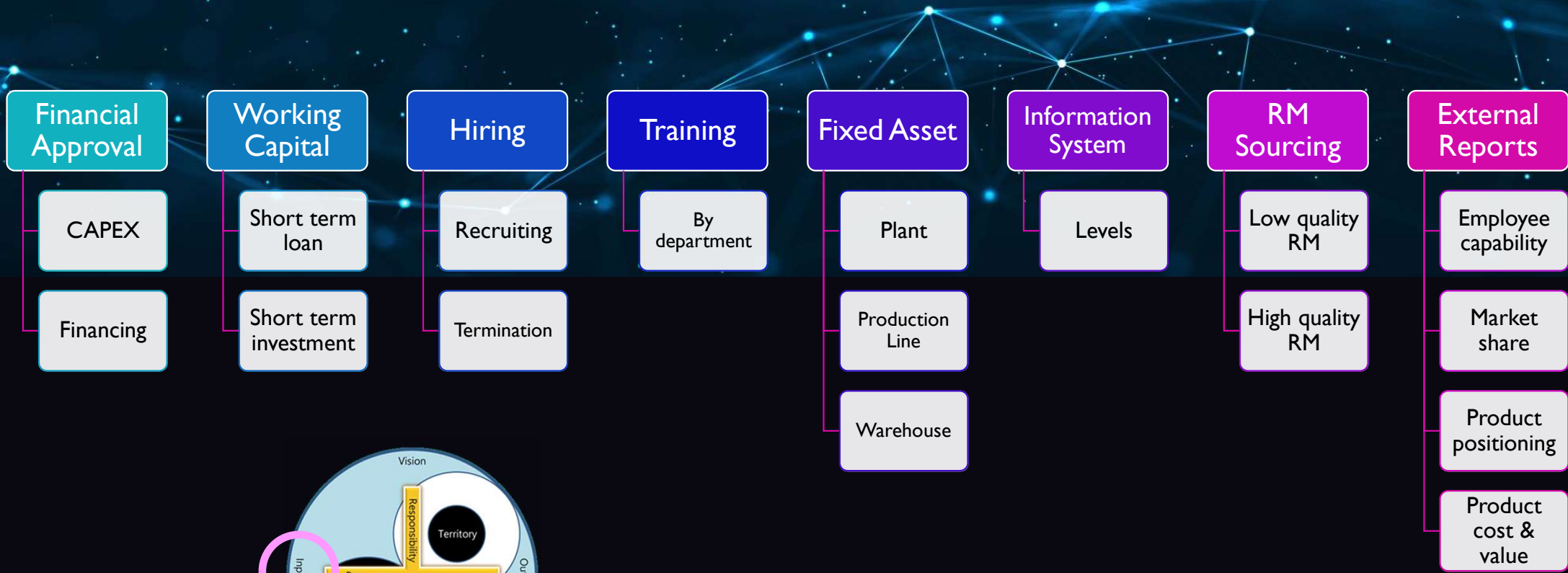


The **vertical** responsibility setup & The **horizontal** value creation



Inputs

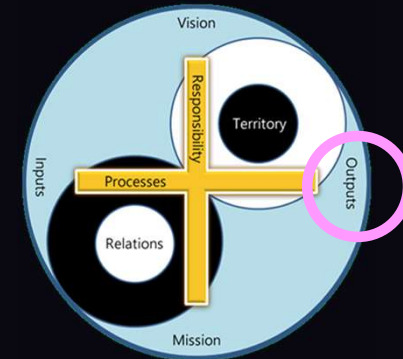
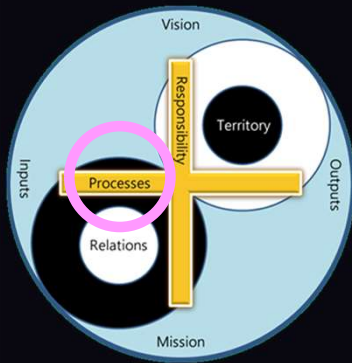
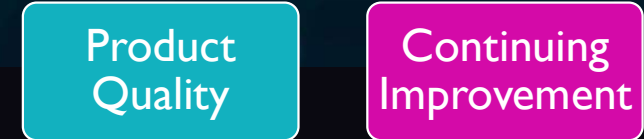
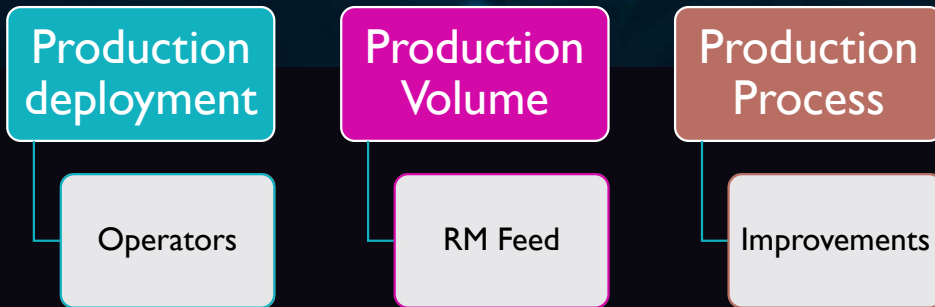




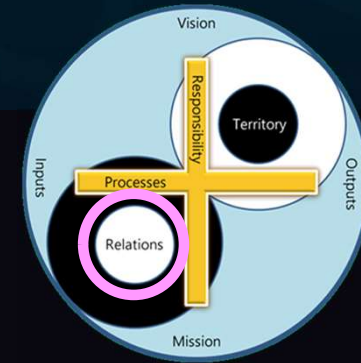
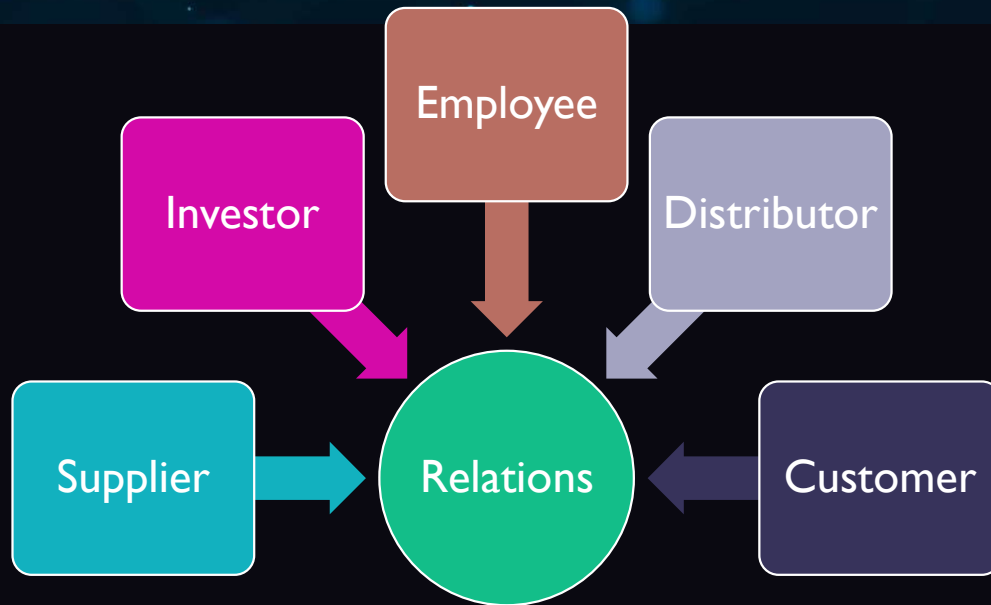
Inputs – drill down

Processes

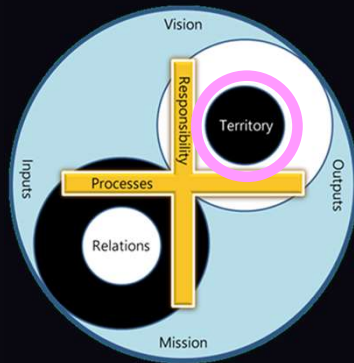
Outputs



Relations



Territory



Let's do it!

Let's work on the business decision simulation for a few "months" in different simulated companies!

System status
Risk Time out check
2 year 7 month
20 weeks

Cash balance(USD) : 33,445,281
Exchange rate(NTD/USD) : 31.742

2022 Summer Business Simulation - Simulation code : B-26-2101-2801 Level : 1
Company name : C01 Code : B-26-2101-2801-C01

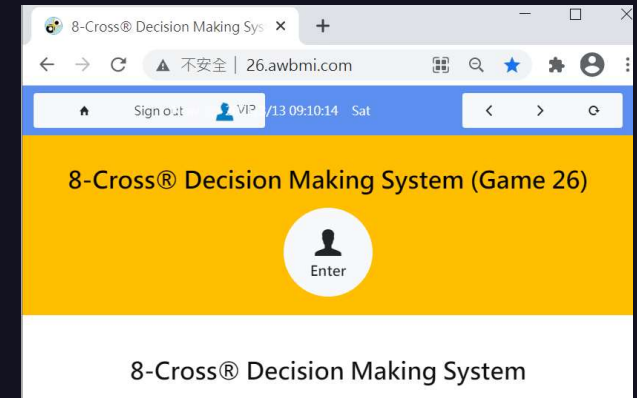
Taiwan Straits becomes peaceful again. Demand is back to normal.

Management team

- CEO C0101
- CFO C0102
 - Working Capital Management
 - Approval of CAPEX & Financing Decisions
 - Capital Structure
 - Investor Relations Management
 - Distributor Relations Management
 - Continuing Improvement of Product Lines
 - Service Management
 - Product Pricing
 - Commercial Activities
 - Sales Force Allocation
- COO C0104
 - Product Research & Development
 - Employee Recruiting & Termination
 - Deployment of Production Line Labor
 - Production Volume Planning
 - Production Process Management
 - Product Quality Management
- CMO C0103
 - Investor Relations Management
 - Service Management
 - Product Pricing
 - Commercial Activities
 - Sales Force Allocation
- CPO C0105
 - Employee Relations Management
 - Risk Material Sourcing
 - Acquisition & Disposal of Fixed Assets
 - Investment of Information System
 - Supplier Relations Management
 - Risk Reports of Research Study
 - Employee Training

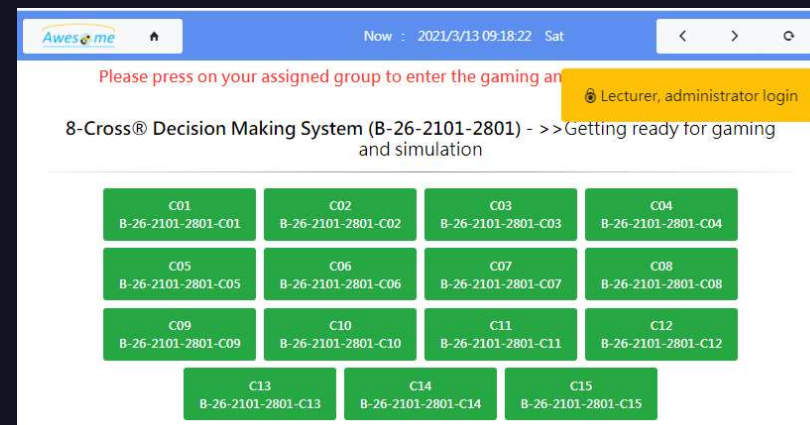
8-Cross® Business Decision Making

- Website: <http://28.awbmi.com/>



- Press “Enter”

- Select your company



Log in to your role

- Make sure it's your company
- Key in the password relative to your role.

Awesome

8-Cross® Decision Making System - C01

Please enter the assigned password for your role (only one role) and press "OK" to enter the Simulation.

Company code : B-26-2101-2801-C01

CEO	Password	Last name	First name
CFO	Password	Last name	First name
COO	Password	Last name	First name
CMO	Password	Last name	First name
CPO	Password	Last name	First name

(* If you have entered your name before, then just enter the password.)

OK Cancel

“Ready to start” - CEO’s role

- After making sure that all the members have logged in successfully to the company, the CEO needs to press “Ready to start”

Now : 2021/3/13 09:25:02 Sat

8-Cross® Decision Making System (Game 26)

CEO Hsu YW

Home Decision Delegation Decision Records KPI Business Intelligence Ranking Exit

Ready to start

(*) If a company's CEO fails to press the above "Ready to start" before the Game is started, his/her Company will be excluded from this gaming!

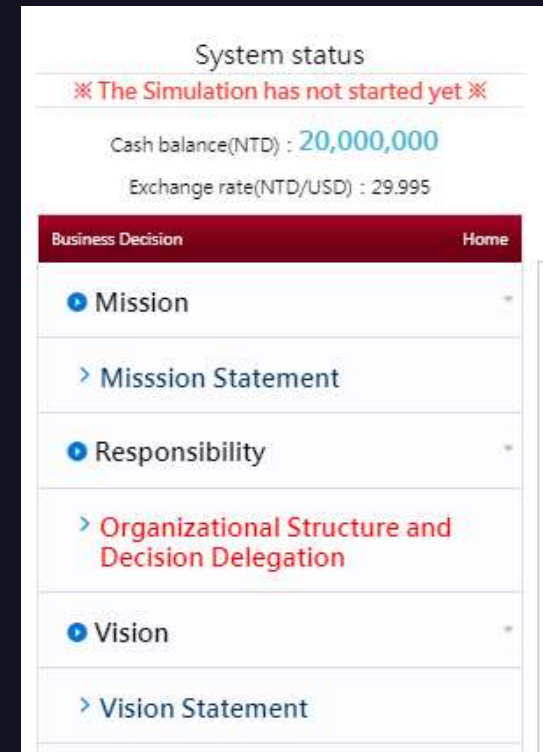
Participating companies are listed below. (Those in green have confirmed "Ready to start". Please wait for others.)

C01 B-26-2101-2801-C01	C02 B-26-2101-2801-C02	C03 B-26-2101-2801-C03	C04 B-26-2101-2801-C04	C05 B-26-2101-2801-C05	C06 B-26-2101-2801-C06	C07 B-26-2101-2801-C07
C08 B-26-2101-2801-C08	C09 B-26-2101-2801-C09	C10 B-26-2101-2801-C10	C11 B-26-2101-2801-C11	C12 B-26-2101-2801-C12	C13 B-26-2101-2801-C13	C14 B-26-2101-2801-C14
C15 B-26-2101-2801-C15						

- Then wait for the other companies.

Vision & Mission

- Spend some time to discuss your Vision and Mission of your team.
- You can enter these two statements respectively.
- For Responsibility, don't change any decision rights at this moment.
(Retain as Default setup)





Y1M1 (Year 1 Month 1)

Suggested decisions

- Initiate Prod-A R&D with 1 month expediting (COO)
 - Expected to be ready in M3.
- Build 1 Plant (CPO)
- Build 1 Warehouse (CPO)
- Approve CAPEX of the above 3 items (CFO)

- Initiate Prod-A R&D with 1 month expediting (COO)
 - Expected to be ready in M3.
- Build 1 Plant (CPO)
- Build 1 Warehouse (CPO)
- Approve CAPEX of the above 3 items (CFO)

Initiate Prod-A R&D + expediting (COO)

Outputs>Product Research & Development

- Initiate Prod-A R&D with 1 month expediting (COO)
 - Expected to be ready in M3.
- Build 1 Plant (CPO)
- Build 1 Warehouse (CPO)
- Approve CAPEX of the above 3 items (CFO)

- Prod A
 - 2 RM to make 1 Prod A
 - Basic R&D cost:
 - \$1,000,000
 - Duration:
 - 3 months
 - Example: initiated M1, ready at M4
 - Expedite cost:
 - Another \$500,000
 - Expedite 1 month => Ready at M3
 - To be initiated along with basic R&D investment

Product	R&D expenses	Development time (month)	Technical requirement	Start R&D time	Status
Product-A	1,000,000	3 Months	Low		

Product-A

R&D expenses of new product	1,000,000
R&D duration	3 Months
R&D technical requirement	Low

Product-A Expedite 1 month, Expenses : 500,000

- Action (by COO):
- Initiate Prod A R&D
 - Initiate Expedite Expenses

“Decisions pending list”

Action (by COO):
- Initiate Prod A R&D
- Initiate Expedite Expenses

• Initiate Prod-A R&D with 1 month expediting (COO)
• Expected to be ready in M3.
• Build 1 Plant (CPO)
• Build 1 Warehouse (CPO)
• Approve CAPEX of the above 3 items (CFO)

Decisions pending list			
Pending	Initiate Product-A R&D at \$1,000,000, with duration of 3 months	2021-03-14 09:24	YW Hsu ×
Pending	Expedite Product-A R&D 1 month at \$500,000	2021-03-14 09:24	YW Hsu ×

- In the Decisions pending list, the initiated action should be listed.

- They are in the “pending list”:

Awaiting CAPEX approval

- Awaiting CAPEX approval (by CFO)
- Can be canceled if found submitted wrongly by clicking the respective “x” at the right.

Build 1 Plant (CPO)

Build 1 Warehouse (CPO)

Inputs > Acquisition & Disposal of Fixed Assets

- Initiate Prod-A R&D with 1 month expediting (COO)
 - Expected to be ready in M3.
- Build 1 Plant (CPO)
- Build 1 Warehouse (CPO)
- Approve CAPEX of the above 3 items (CFO)

Acquisition & Disposal of Fixed Assets

Acquisition Disposal

Asset type	Number	Add/Expansion
Plants	0 units	Unit cost: 1,000,000 Monthly maintenance expenses: 20,000 /units <input style="width: 40px; text-align: center;" type="text" value="1"/> units
Product-A Production lines	0 lines	Unit cost: 400,000 Monthly maintenance expenses: 40,000 /lines <input style="width: 40px;" type="text"/> lines
Warehouses	0 units	cost: 1,000,000 /units Monthly maintenance expenses: 20,000 /units <input style="width: 40px; text-align: center;" type="text" value="1"/> units

✔ Submit
⏻ Cancel

Decisions pending list				
Pending	Add Number of Plants : 1 units, Cost: 1,000,000	2021-03-14 09:35	YW Hsu	✕
Pending	Add Number of Warehouses : 1 units, Cost: 1,000,000	2021-03-14 09:35	YW Hsu	✕

Awaiting CAPEX approval

Action (by CPO):

- Key in "1" for Plants
- Key in "1" for Warehouses

Approve planned Capital Expenditure (CFO) → Inputs > Approval of CAPEX & Financing Decisions

- Initiate Prod-A R&D with 1 month expediting (COO)
 - Expected to be ready in M3.
- Build 1 Plant (CPO)
- Build 1 Warehouse (CPO)
- Approve CAPEX of the above 3 items (CFO)

Awaiting CAPEX approval

Approval of CAPEX & Financing Decisions

Decisions Pending list

✓	✗	Initiate Product-A R&D at \$1,000,000, with duration of 3 months	2021-03-14 09:24	YW Hsu
✓	✗	Expedite Product-A R&D 1 month at \$500,000	2021-03-14 09:24	YW Hsu
✓	✗	Add Number of Plants : 1 units, Cost: 1,000,000	2021-03-14 09:35	YW Hsu
✓	✗	Add Number of Warehouses : 1 units, Cost: 1,000,000	2021-03-14 09:35	YW Hsu

Action (by CFO):

- Click on the ✓ to approve listed CAPEX (should have 4 items here)

- CAPEX and Financing decisions (loans, shares,..) need further approval here otherwise the Decisions listed **will NOT be executed!**
(In other words, CFO needs to check on this at least before going into next month)

Y1M1 (Year 1 Month 1) Suggested Decisions Completed

- Initiate Prod-A R&D with 1 month expediting (COO)
 - Expected to be ready in M3.
- Build 1 Plant (CPO)
- Build 1 Warehouse (CPO)
- Approve CAPEX of the above 3 items (CFO)

- A few other things to highlight before going into M2...



Take a look on decisions made

Decision Records



Decision item	Name	Summary	Decision maker
Vision	Product Research & Development	Initiate Product-A R&D at \$1,000,000, with duration of 3 months	P380723857
Vision	Product Research & Development	Expedite Product-A R&D 1 month at \$500,000	P380723857
Inputs	Acquisition & Disposal of Fixed Assets	Add Plants 1 units · Expenditure increase : 1,000,000	P380723857
Inputs	Acquisition & Disposal of Fixed Assets	Add Warehouses 1 units · Expenditure increase : 1,000,000	P380723857

- You may look at other information under BI (Business Intelligence), such as Financial reports

Y1M2 Decisions suggested

- Build 3 Prod A Production Lines (CPO)
- Approve CAPEX of the above (CFO)
- Recruit people (COO)
- Raw Materials Sourcing (CPO)

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- Build 3 Prod A Production Lines (CPO)
- Approve CAPEX of the above (CFO)
- Recruit people (COO)
- Raw Materials Sourcing (CPO)

Build 3 Prod A Production Line (CPO)

Inputs > Acquisition & Disposal of Fixed Assets

Acquisition & Disposal of Fixed Assets		
	Acquisition	Disposal
Asset type	Number	Add/Expansion
Plants	1 units	Unit cost : 1,000,000 Monthly maintenance expenses : 20,000 /units [] units
Product-A Production lines	0 lines	Unit cost : 400,000 Monthly maintenance expenses : 40,000 /lines 3 lines
Warehouses	1 units	cost : 1,000,000 /units Monthly maintenance expenses : 20,000 /units [] units

Maximum 10 Lines can be installed in a Plant. But here please use 3 for subsequent illustration!

Action (by CPO):
- Build 3 Prod A Production Lines

Approve planned Capital Expenditure (CFO)

Inputs > Approval of CAPEX & Financing Decisions

- Build 3 Prod A Production Lines (CPO)
- Approve CAPEX of the above (CFO)
- Recruit people (COO)
- Raw Materials Sourcing (CPO)

Awaiting CAPEX approval

Approval of CAPEX & Financing Decisions

Decisions Pending list

<input checked="" type="checkbox"/>	Expansion Number of Product-A Lines : 1 lines, Cost: 400,000	2021-03-14 10:38	YW Hsu
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Action (by CFO):

- Click on the ✓ to approve listed CAPEX (should have 1 item here)

- CAPEX and Financing decisions (loans, shares,..) need further approval here otherwise the Decisions listed **will NOT be executed!**

Recruit employees (COO)

Inputs > Employee Recruiting & Termination

- Build 3 Prod A Production Lines (CPO)
- Approve CAPEX of the above (CFO)
- Recruit people (COO)
- Raw Materials Sourcing (CPO)

《 Recruiting 》

Department / Salary level	Level 1	Level 2
Production department	Salary: 25,000 Current: 0 32	Salary: 31,250 Current: 0 <input type="text"/>
Marketing department	Salary: 25,000 Current: 0 6	Salary: 31,250 Current: 0 <input type="text"/>
Finance department	Salary: 28,000 Current: 0 3	Salary: 35,000 Current: 0 <input type="text"/>
Management Department	Salary: 25,000 Current: 0 5	Salary: 31,250 Current: 0 <input type="text"/>
Technical department	Salary: 30,000 Current: 0 5	Salary: 37,500 Current: 0 <input type="text"/>
Total salary: 0	Total: 1,472,000 元	

Submit Cancel

Action (by COO):

- Decide to recruit new employees

- However, new employees onboard may not be 100% as planned!!
- Production people affect production volume
- The others affect sales capability.

Buy Raw Materials (CPO)

Inputs > Raw Materials Sourcing

- Build 3 Prod A Production Lines (CPO)
- Approve CAPEX of the above (CFO)
- Recruit people (COO)
- Raw Materials Sourcing (CPO)

By product	Raw material - (Low Quality)	Raw material - (High Quality)
Product-A	Cost of raw materials : 1,000 Available quantity : 2,094 A01 : 1500 Opening inventory : 0	Cost of raw materials : 1,200 Available quantity : 2,094 A02 : 1500 Opening inventory : 0

Might be constrained by Available quantity!

- Prod A unit consumption: 2 RM/Prod.
- Buy 1500 for Low Quality and another 1500 for High Quality

- Action (by CPO):
- Buy 1500 Low Quality RM
 - Buy 1500 High Quality RM

Y1M2

Suggested Decisions Completed

- Build 3 Prod A Production Lines (CPO)
- Approve CAPEX of the above (CFO)
- Recruit people (COO)
- Raw Materials Sourcing (CPO)

- A few other things to highlight before going into M3...

Sales Supporting Capability

(see pg 49 in Handbook)

- Actual sales that can be achieved is capped by the Sales Supporting Capability.
- It is the **Minimum** of Departmental Sales Supporting Capability (Production department not included).
- Departmental Sales Supporting Capability =
Base Capability x Number of employees x Average employee ability index₁
- Base Capability:
 - Marketing: \$1680K; Finance: \$4200K; Management: \$2520K; Technical: \$2016K

** index₁ for untrained, non-incentive provided employees will start from lower rates depending on the recruited employee levels: Level1 from 0.5, Level2 from 0.6 and Level3 from 0.7. Their maximum achievable levels will be capped differently.*

Sales Supporting Capability

- Departmental Sales Supporting Capability =
Base Capability x Number of employees x Average employee ability index

Department	Base Capability (NT\$/head)	Number of Employees	Average employee ability index*	Departmental Sales Supporting Capability
Marketing	NT\$1,680,000	7	0.50	NT\$5,880,000
Finance	NT\$4,200,000	3	0.50	NT\$6,300,000
Management	NT\$2,520,000	5	0.50	NT\$6,300,000
Technical	NT\$2,016,000	6	0.50	NT\$6,048,000
Sales Supporting Capability (defined by the lowest department)				NT\$5,880,000

Lowest

- Minimum of the four Departmental Sales Supporting Capability is at \$5,880k.
- This sets the overall Sales Supporting Capability of the company.
 - Reminder: This is in NTD basis while Sales Revenue in USD basis!

Please use your actual “Number of Employees” to evaluate!



Y1M3 Decisions suggested

- Deploy Production Manpower (COO)
- Production Planning (feed Raw Materials) (COO)
- Price setting (CMO)
- Sales Force allocation (CMO)
- Raw Materials sourcing (CPO)

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Deploy Production Manpower (COO) Processes > Deployment of Production Line Labor

- Deploy Production Manpower (COO)
- Production Planning (feed Raw Materials) (COO)
- Price setting (CMO)
- Sales Force allocation (CMO)
- Raw Materials sourcing (CPO)

Deployment of Production Line Labor		
Property List		
Asset type	Number	Capacity
Plants	1 units	Max production lines per plant: 10 lines Upper limit: 10 lines
Product-A Production lines	1 lines	Basic productivity per month: 500 Max number of manpower per line: 10 Upper limit: 10
Warehouses	1 units	Inventory space per w/h/units: 5,000 Upper limit: 5,000 Inventory Finished goods: 0 Raw materials: 792 Total: 792

Total number of manpower: 9 · Number of manpower idled: 9

Deploy/Level of employees	Level 1	Level 2	Total
Idle	9	0	9
Deploy	0	0	0

Product-A : 0 · Product-B : 0 · Product-C : 0

✕ Reset deployment

※ Reminder: Need to deploy manpower each month (even it is the same against prior month) ※

Prod/Operators	Level 1	Level 2	Total
Product-A	Deploy: 9	Deploy: 0	Deploy: 0

Deployment Cancel

Maximum 10 manpower per Line can be deployed. We planned to recruit 32 production employees (Operators) in M2. But actual onboard could be less!

Action (by COO):
- Deploy Production Manpower

Production Planning (Feed RM) (COO) Processes > Production Volume Planning

- Deploy Production Manpower (COO)
- Production Planning (feed Raw Materials) (COO)
- Price setting (CMO)
- Sales Force allocation (CMO)
- Raw Materials sourcing (CPO)

Production Volume Planning

Property List		
Asset type	Number	Description
Plants	1 units	Max production lines per plant: 1
Product-A Production lines	1 lines	Basic productivity per month: 500 Max number of manpower per line: 10 Upper limit: 10
Warehouses	1 units	Inventory space per w/h/units: 5,000 Upper limit: 5,000 Inventory Finished goods: 0 Raw materials: 792 Total: 792

※ Warning! Deploy manpower BEFORE implementing Volume Planning here ※
※ No estimation is provided unless relevant raw materials feed is entered below. ※

Raw materials	Raw materials-(high quality)	Estimations
	(Opening inventory : 792) A02 : <input style="width: 50px;" type="text"/>	FP inventory : 0 EOL : 0 EOM : 0 EOM/EOL : Estimated outputs : 0

EOL : Estimated outputs based on manpower deployment
EOM : Estimated outputs based on material consumption
EOM/EOL : Low/High Quality feed ratio

Refer to actual display from demonstrated screen!

Prod A consumes 2 units of RM per product. This decision needs to be made each month. Here, we should feed 1500/1500 for Low/High Quality Raw Materials.

Action (by COO):
 - Feed RM for Prod A Production

Selling Price Setting (CMO) Territory > Product Pricing

- Deploy Production Manpower (COO)
- Production Planning (feed Raw Materials) (COO)
- Price setting (CMO)
- Sales Force allocation (CMO)
- Raw Materials sourcing (CPO)

Product Pricing

(Currency : USD)

Supply market	Emerging market	Developed market
Product-A	<p style="text-align: center; color: red;">200 ↔ 375</p> <p style="text-align: center;">Pricing</p> <div style="border: 1px solid black; background-color: yellow; padding: 5px; text-align: center; width: 50px; margin: auto;">300</div>	<p style="text-align: center; color: red;">242 ↔ 454.2945</p> <p style="text-align: center;">Pricing</p> <div style="border: 1px solid black; background-color: yellow; padding: 5px; text-align: center; width: 50px; margin: auto;">360</div>

✔ Submit

⏻ Cancel

Pricing range is set and capped by the System

Action (by CMO):

- Pricing: Emerging mkt \$300
- Pricing: Developed mkt \$360

Or somewhere near the maximum price~

Sales Force allocation (CMO)

Territory > Sales Force Allocation

- Deploy Production Manpower (COO)
- Production Planning (feed Raw Materials) (COO)
- Price setting (CMO)
- Sales Force allocation (CMO)
- Raw Materials sourcing (CPO)

Action (by CMO):
 Allocate:
 - Prod A: 100%
 - Emerging mkt 50%
 - Developed mkt 50%

If not adjusted, it will retain the same allocation as prior month from subsequent months forward

Sales Force Allocation			
By product	Prod sales capability allocation	market	Mkt sales capability allocation / Prod-Mkt sales capability allocation
Product-A	%	Emerging market	% / %
		Developed market	% / %
By product		market	Mkt sales capability allocation
Product-A	100 %	Emerging market	50 %
		Developed market	50 %

✖ Reset sales allocation

% within the sales of Prod A

% among the different Products (Prod A, B and C) in higher Level

Submit Cancel

Raw Material Sourcing (CPO)

Inputs > Raw Material Sourcing

- Deploy Production Manpower (COO)
- Production Planning (feed Raw Materials) (COO)
- Price setting (CMO)
- Sales Force allocation (CMO)
- Raw Materials sourcing (CPO)

Raw Material Sourcing		
By product	Raw material - (Low Quality)	Raw material - (High Quality)
Product-A	Cost of raw materials : 1,000 Available quantity : 2,094 A01 : <input type="text"/> Opening inventory : 750	Cost of raw materials : 1,200 Available quantity : 2,094 A02 : <input type="text"/> Opening inventory : 1,312

Capped by Available quantity!
 Need to buy each month!!
 But also beware of potential
 high inventory!

Action (by CPO):
 Buy each Low Quality and High Quality RM of
 1500 or the capped Available quantity

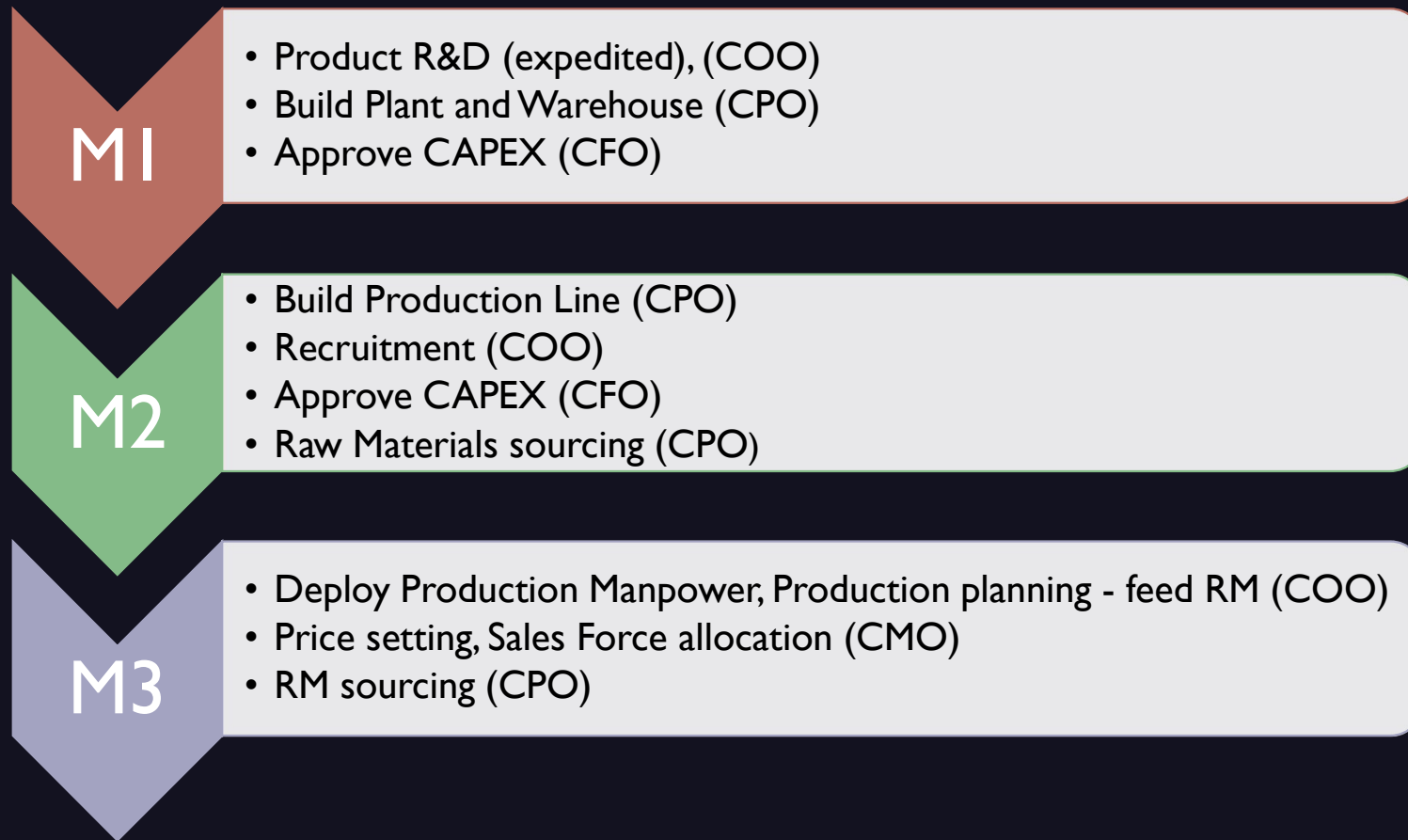
Y1M3

Suggested Decisions Completed

- Deploy Production Manpower (COO)
- Production Planning (feed Raw Materials) (COO)
- Price setting (CMO)
- Sales Force allocation (CMO)
- Raw Materials sourcing (CPO)

- A few other things to highlight before going into M4

Summary – Basic steps needed to reach making sales of Prod A in 3 months





Y1M4 Onwards

- You are free to make your decisions
- Reminder: Some Decision items need to be made every month onwards:
 - Raw Materials sourcing – to get RM delivered next month
 - Deploy Production Manpower - to enable production current month
 - Production Planning – to enable products made current month
- And of course, there are other decisions to be made...

Thank You

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