A PROPOSED APPROACH TO LINK BETWEEN STRATEGY AND CUSTOMER'S REQUIREMENTS

[1]SEYEDEHFATEMEH GOLRIZGASHTI, [2]NAZANIN SHANEHSAZ

[1,2]Department of Industrial Engineering, South Tehran Branch, Islamic Azad Universit,Tehran.Iran
E-mail: [1]sf_golrizgashti@azad.ac.ir, [2]n.shanehsaz@gmail.com

Abstract- Linking between strategy and customer requirements is very important in competitive market. So managers to apply effective policy in their organization should identify these relationships. Balanced Scorecard is a tool for setting up and achieving the organization strategic goals. In short, it could be said that the Balanced Scorecard is management system which support organization in order to set the path and achieve its key strategic objectives. Quality function development is a effective tools in total quality management to identify customer needs .In this paper by using QFD method, links between different perspectives BSC has been created. Research innovation is using DEMATEL approach in construction of houses of quality. Then by using fuzzy ANP, the required weights using in house of quality are calculated.

Keywords- Quality Function Development, Balanced Scorecard, Fuzzy ANP, Dematel,Strategic Goals

I. INTRODUCTION

Method of quality function development (QFD) in the late of 60 decade and early 70s decade by Professor Yuji Aakaou emerged in Japan. QFD helps to companies to make key compromise between what customers want and what the company can afford to meet it: in the way that by focusing efforts on what is satisfying customers and the company, less time would be spent to redesign and modify products or processes. Pittman stats three key dimensions for QFD including cross-functional teams (multitasking) QFD, QFD process and finally a chart exhibition that guides the process .All obtained data from the interaction of these three dimensions on a line graph called "House of Quality" is the aggregated and summarized. quality home is a assumed map which provides mean for communication and internal performance project which could be continued as needed by multiple quality homes and deeper translation and more operational performances. In the 1990s, Balanced Scorecard model first used as a novel method to evaluate performance and as a tool to help implementation strategy by Robert Kaplan, prestigious professor at the Harvard University and david Norton as outstanding management consultant in America and management experts and organization managers were highly welcomed. They in most organizations, collided with a major problem: Directors of these organizations, their management practices were based solely on financial criteria. It was possible that good economic results achieved in the past and it's result, did their future years planning based on past time period evaluation! In other words, "assessment for organization previous position have taken place" (retrospective evaluation). But this kind of evaluation isn't able to meet this question: Where will organization go? Balanced Scorecard is a system and isn't a mere evaluation. Balanced scorecard is a tool for setting up and achieving the strategic goals of the organization. In short it could be said that the organization's Balanced Scorecard is management system in order to set the path and achieve its key strategic objectives supports.Balanced scorecard creators presented four perspectives or fundamental aspects.

II. BALANCED SCORECARD

These four perspectives aware organization of business success or failure. four perspectives of the four functions listed below:

1-Financial Scorecard: for recognizing the needs and organization financial performance are used. Financial measures are most important component of a balanced scorecard system. Particularly in the profit organizations,these criteria tell us that successful implementation of the goals that have been set in three previous terms, Finally, it would be resulted to what financial results and financial achievements. All attempts to improve customer satisfaction, improve quality and reduce delivery time of our products and services; if it wouldn't lead to tangible financial results, wouldn't have no value.

2-Client privilege card:

In order to know the level of customer satisfaction (through quantitative measures and qualitative goods or services provided by) has been used.

3- Scorecard for internal processes:

In order to assess the required processes in organization is applied. In this regard, organizations should identify processes that excelling in them,value creation for customers and ultimately our shareholders could be continued . Achieving each objective in the perspective of the customer is required to perform a series of efficient and effective operational processes. These processes should be determined in internal processes and also appropriate criteria were developed for control the progress .

4. Knowledge scorecard, learning and development:

This aspect focus on the staff training, knowledge acquirement and how to use it, in order to survive in

the competitive market. When you determine related goals and criteria to the customer's perspective and internal processes. Immediately you can recognize the gap between the required skills and competencies for staff and the current level of skills and capabilities. Therefore, the objectives and criteria in this respect must be determined in order to fill this gap and the appropriate measures to control be recognized. However, Norton and Kaplan with introduction of the performance appraisal system attracted management attention to this fact that it is better that inspect employee performance with a more holistic approach. They introduced their theory with four aspects, Which now has increased to six terms. Another work of Norton and Kaplan called "the strategy map" concentrate on the importance of employee satisfaction and communication (civil and social responsibilities aspect). In order to improve the department's performance sensing systems deficiency based on purely financial measures, Robert Kaplan (Robert S. Kaplan) and David Norton (David P. Norton) in 1992, introduced the idea of a balanced scorecard.

III. RESEARCH BACKGROUND

According to studies, the most important function deployment development (QFD) is as follows

• The combination of QFD and AHP, phase QFD, statistic QFD , dynamic QFD (Mehrjerdi, 2010)

1.1. Combining QFD and BSC:

Some investigations of QFD as a tool to prioritize the employed strategies (S.F. Lee, 2000).In others studies of QFD for ranking SWOT matrix strategies and transform it into a different perspective of BSC is used (YK Ip 2004) (LC Koo, 2007). To gain relation matrix weights ,multiple tool of decision making could be used (Tavana, 2013). Cause- effect connections modeling of strategy mapCharting strategy map with causal connection established caused to cascade understanding of strategy through the organization. Therefore all employees are aware of the strategy destination and the impact of practical activities. If you have the correct map,evaluation would be much easier to do with the content. By selecting and filtering of strategic objectives based on knowledge, experience and preferences of the board, we begin to make a logical connection between goals.In other words, for mining strategy map based on general knowledge and experience from their managers will be asked to communicate between strategic objectives.

1.2. DEMATEL as group decision-making method for strategy mapping:

DEMATEL method was introduced in 1973 and Funtla and Gabus in 1976 as structural modeling approach used in problems.in time of discussing issues associated with its use can be traced causal criteria. DEMATEL get collective knowledge for taking the causal relationship between strategic goals. This model do structure of complex causal connections with matrices and graphs. Matrices and graphs, draw conceptual relations between system and the effect is shown by the numbers. Since the strategy map in a general form could be considered as structural modeling, DEMATEL to form and design of strategy plan could be best(Jassbi, Mohamadnejad, & Nasrollahzadeh, 2011)

IV. RESEARCH METHODOLOGY

Based on the stated materials in the preceding sections to determine the relationship between the different landscapes of QFD is used as balanced Scorecard but for the relationship determination between different landscapes (according to the bilateral relationship landscapes), and then by using the technique Dymtl , first the relationship kind between landscapes and then by using the matrix coefficients in ANP techniques to get quality houses. For doing this work action is done according to below steps.

1. Determine the objectives in each perspective of Balanced Scorecard
2.determine the relationship between different landscapes by Dymtl method
3. determining the relationship weights between every perspective and goals by using ANP method

i. forming Communications network according to the second step

ii. forming Communication matrix

iii. Calculating weight matrix for all the perspectives

4. Construction of the first QFD matrix to determine the impact of the objectives in terms of growth and learning purposes customer perspective and customer perspective goals ratings

1: Obtaining the initial weight in terms of growth and learning objectives using AHP

2: Calculating the weight of the objectives in terms of growth and learning using primary weight of ANP

3. Construction of the first QFD matrix to determine the impact of customer perspective goals in terms of growth and learning goals and ranking targets of customer perspective and calculating customer perspective goals using the initial weight

4. gaining weight by multiplying the weight matrix client goals ANP (in QFD) and the initial weight rating of client goals and objectives of the customer perspective using the final weight

5. Constructing the second QFD matrix to determine the impact of the financial perspective targets on the customer perspective goals and ranking targets customer perspective

1: Construction of the second QFD matrix to determine the impact of the financial perspective targets on the customer perspective goals and ranking targets and measurement of financial perspective, the primary objectives of the financial perspective

2: obtaining a final weight of financial goals by multiplying the weight matrix ANP (in QFD) and the

initial weight rating of financial goals and objectives of the financial perspective with a final weight

6. Construction of the third matrix QFD to determine the impact of the objectives of the internal process perspective on the financial perspective goals and ranking targets financial perspective

1: Construction of the second QFD matrix to determine the impact of the objectives of the internal process perspective on the financial perspective goals and ranking targets and measurement of financial perspective, the primary objectives of the financial perspective

2: To obtain a final weight of internal processes perspective goals by multiplying the weight matrix ANP (in QFD) and the initial weight of internal processes perspective goals and ranking targets in terms of internal processes with a final weight

CONCLUSION

In competitive market to response customer requirements, is very important to link company's strategy and customer's customer requirements to increase customer's satisfaction. So managers to apply effective policy in their organization should identify these relationships. In this paper an approach proposed by using QFD method and BSC. The paper proposed using DEMATEL method to identify relation between BSC perspectives. Then by using fuzzy ANP, required weights are used weights at house of quality.Weights obtained at the end of each type of decision quality can help managers to allocate resources and budget.in addition the critical goals can be defined so it would be possible to help the organization more by controlling the goals. Managers can use the approch of integration of BSC, QFD and fuzzy ANP to identify organization strategies and their customer requirments.

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