

The Application of OGSM and PDCA Management Cycle to formulate effective strategies -A Case Study of Frozen Food Manufacturing Company improved the quality.

Student: CHIEN, CHIN-HSIN

Advisor: Dr. Chi-Yang

Institute of Industrial Engineering and Management Yuan-Ze University

ABSTRACT

COVID-19 has affected the original consumption pattern of human beings, resulting in crises such as demand imbalance of supply chain and global instability of berth. The industrial structure has been severely impacted and changed rapidly, testing managers to take immediate measures to deal with the crisis. The ability to take measures, re-plan and think about the strategic positioning and direction of the enterprise. In order to seize the opportunity of the general environmental trend and create a competitive advantage, it is necessary to adjust the established strategies and policies in a timely manner, in response to the highly dynamic nature of the epidemic and the environment, thereby highlighting the importance of strategy formation and execution.

Study the frozen food case Company A is to explore the use of this PDCA cycle combined with OGSM (Objectives-Goals-Strategies) management tools to help enterprises to think logically and establish effective strategies, and uses SWOT to analyze the internal and external environment of the enterprise to lay Follow-up strategy development foundation. Utilize the unique features of OGSM management tools as the construction of PDCA cycle-planning (Plan) structure, follow the four steps of PDCA cycle, improve the primary problems and achieve the set goals, and in -depth interviews with relevant personnel involved in the plan to understand the method implementation operation Ideas and suggestions. Introduce theoretical methods into practical cases, follow the method operation procedures and explain the process, and clearly demonstrate the combination of methods. The obvious advantage of the OGSM method is that it has the characteristics of improving all aspects of the enterprise.

Expanding the scope of each cycle of improvement not only improves the overall enterprise, but also

continues the context from top to bottom, allowing it to focus on formulating accurate response strategies. Set up plan forms through personnel communication, configure plan schedules and responsible personnel, and clearly define the division of responsibilities and task deadlines, which greatly improves the efficiency of employees. Pay attention to the smooth communication channels of the team, and apply to related types of industries such as case companies that require long-term communication and coordination, or continuous changes, cater to the rapid changes in the environment and the market, and lead the team to promote the company to the ideal destination through strategic methods.

Keyword: PDCA cycle 、 OGSM 、 ISO22000 、 SWOT analysis 、 In-depth interview