ABSTRACT

In general, the four basic capabilities in manufacturing strategy are quality, delivery, flexibility, and cost efficiency. These four capabilities are often used to analyze their trade-offs against each other in manufacturing productivity. Another view is that these four capabilities are cumulative in the above order and not necessarily in conflict with one another. Based on this concept, Ferdows and De Meyer proposed the sand cone model about 20 years ago. In this study, we revisit the model and discuss how sustainability can be an emerging competitive capability to measure manufacturing performance.

Keywords: manufacturing productivity, competitive capability, sustainability, sand cone model.