

CHAPTER 5

Conclusions and Recommendations

Torita's inner tube business performance is interdependent with the Product Life Cycle of inner tubes. Beside the Product Life Cycle, the other managerial and non managerial factors such as the natural rubber prices, the company's productivity and its sales volume are also important components for Torita's business performance.

5.1 Recommendations To Torita Future Directions

The process of turning around and transforming Torita into a leading rubber producer is no ordinary challenge. It demands an utmost conviction, courage, innovation and creativity. It calls for the ultimate dedication, drive and determination. In order to compete efficiently in the market, Torita should integrate a number of strategies, on-going diversification in to the IRG sector like the Rubber Profile and the Radiator Hose, the GRG sector like the Printing Roller and forming strategic alliances or joint venture.

Meanwhile, Torita should continue its existing inner tube product life cycle extension approach by modernizing their existing facilities. This could help to eliminate the labor intensive processes and to improve further its productivity in order to strengthen its competitiveness. All such strategies should be viewed as they are inter-related. Such integrated strategies would help to create synergy for Torita in realising its vision and challenges in the years ahead.

5.3 The Strategy Implementation Plans

Strategic analysis and choices are of little value to Torita unless the strategies are capable of being implemented. The successful implementation will invariably require some degree of change in Torita 's resource profile. The resource planning process needs to be understood in the context of how the resource allocations being done in order to support the implementation of strategies.

(1) Preparing Resource Plans

Torita should adopt and implement the cultural approach which would include lower levels of the organization by matching and allocating its resources, capabilities and core competencies. In this approach, the management should provide guidance by communicating and instilling the overall mission for the organization through Torita's management information system. Torita should allow its employees to design their own work activities and strategies in accordance with the Torita's mission. Thus it will create a new informal organization in which an employee could design their own work. This situation would encourage ownership, enable Torita to be flexible innovative, and creative in implementing its diversification strategies.

(2) Strategic Control

Torita should adopt an open communication in which information should flow within the organization free flow of information within the organization without any distortion. This free flow of information and timely feedback would help executives to make and implement effective decision.

(3) Management Systems and Control

From time to time, Torita management should evaluate the performance of various strategies against set goals and objectives which are being implemented either through qualitative or quantitative approach. This will enable Torita management to take timely rectification measures.