To be successful, a company must do the basic tasks well, and nothing is more basic than manufacturing and marketing. The most significant corporate manufacturing decision a firm makes is its investments in manufacturing processes and infrastructure based on the technical and business specifications indicated by the various products produced and markets served. Unfortunately, too often manufacturing’s strategic inputs are not well developed, either alone or in synch with the marketing strategy. For example, the different demands on manufacturing made by customers in the same marketing segment (or across different segments) are not recognized. As a consequence, manufacturing is asked to support the widely different requirements of a company’s markets with the same processes and infrastructure. When companies fail to develop a strategic perspective of manufacturing, they invest in processes and infrastructure which are not necessarily congruent with the requirements of its markets. Approaches are developed that are good in themselves, but not necessarily good for the business.

To grow and prosper as a company, shared partnership in corporate debate and strategic resolution is not only desirable but essential. The proposition *Make what you can sell OR sell what you can make* is based on arguments which are still at the root of the classic views of the marketing and manufacturing functions. The results are strategies reflecting the perspectives of the current dominant function, rather than strategies balanced between these equally important dimensions that address what is best for the business overall. Companies need to change from functional dominance to functional debate as the way to develop corporate strategies. Such debate should result in compromise as well as clear direction for functional initiatives and requirements. Coexistence is not enough! Learning to live with or being sensitive to each other’s perspectives, arguments, and outlook is no longer adequate.

A strategy development framework is presented that is based on integrated functional partnership geared towards meeting customer needs. It consists of defining corporate objectives, developing marketing strategies to meet these objectives, assessing how different products win orders, establishing the most appropriate means to manufacture, and providing the necessary manufacturing infrastructure.