Operations Strategy Framework Update

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Abstract

Based on qualitative research in market leading companies, it is proposed to update the classic Operations Strategy model by Horte, Lindberg, Tunalv (1987). Data were obtained through bibliographic research, semi-structured interviews, document consultation and systematic observations. The results point to include: (a) “Corporate Objectives”: in addition to *growth* and *profitability*, add *Sustainability*; (b) “Competitive Analysis”: in addition to *market niches* and *competitor trends*, add *business model*, *legislation*, *position in the supply chain* and *stackholder trends*; (c) “Competitive Strategy”: in addition to *Leadership in Cost, Differentiation and Focus*, add *Creating Shared Value, Sustainability (Triple Bottom Line, Environmental, Social and Governance and Sustainable Development Goals of the United Nations)* and also the generic strategies by Hayes et al (2005) *Low Cost and High Volume, Product Innovation and Unique Features and Customized Service in Select Niches*; (d) “Manufacturing Objectives”, now called “Competitive Operations Priorities”: in addition to *Cost, Flexibility, Quality and Delivery*, add *Environmental Factor, Innovation and Service*; (e) "Decision Areas" of "Infrastructure": maintains *Quality and Organization*, includes *New Product Development, Environmental Management and Supply Chain Management*, and changes the mention *PICS for PCP and WorkForce for People / HR Management*.

Keywords

Biography

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