

Operations Strategy Framework Update

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Framework of Operations Strategy

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 Botton 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

Operations Strategy, Operations Strategy Framework, Competitive Priorities, Sustainability.

Biography

José Roberto Soares Ribeiro - *PhD* in Production Engineering at *Federal University of São Carlos - UFSCar*, Associate Professor at *Methodist University of Piracicaba - Unimep*, Master in Business Administration (*Pontifical Catholic University of São Paulo – PUC-SP*) and graduate in Production Engineer (*University of São Paulo - USP*). He is currently in the Administration Department of *Unimep*, where he coordinates curricular internship, guides theoretical-practical research and teaches Operations Management, Operations Strategy, Business Simulation, Environmental Management and Entrepreneurship.