

2. Operations Strategy

2.1 What is Strategy?

Strategic decisions can be classified as those decisions which make major long term changes to the resource base of the organisation in response to external factors such as markets, customers and competitors. Thus strategic decisions occur as a result of an evaluation of the external and internal environment. The external evaluation may reveal market opportunities or threats from competitors. The evaluation of the internal environment may reveal limitations in capabilities relative to competitors. Strategy is seen as complex in nature due to a high degree of uncertainty in future consequences arriving from decisions, integration is required of all aspects and functional areas of business and major change may have to be implemented as a consequence of strategic choices made.

2.2 Levels of Strategy

Strategy can be seen to exist at three main levels within the organisation. At the highest or corporate level the strategy provides very general long-range guidance for the whole organisation, often expressed as a statement of its mission. The mission statement describes in general terms what key decision-makers want the company to accomplish and what kind of company they want it to become. Thus the mission focuses the organisation on specific market areas and the basis on which it must compete.

The second level of strategy is termed a business strategy and may be for the organisation or at the strategic business unit level in larger diversified companies. There the concern is with the products and services that should be offered in the market defined at the corporate level. The third level of strategy is termed the operational or functional strategy where the functions of the business (e.g. operations, marketing, finance) make long-range plans which support the business strategy. Since the operations function is responsible in large part for the delivery of the product/service it has a major responsibility for business strategy formulation and implementation. This model implies a 'top-down' approach to strategy formulation in which corporate goals are communicated down to business and then functional areas. Although there has always been interaction within this hierarchy in both directions in this model the role of functional areas such as operations in setting the framework for how a company can compete is being recognised. The increasing importance of operations strategy development is discussed in the following section.

2.3 The Role of Operations in Strategy Development

The operations/manufacturing function plays an important role in the formulation and delivery of the organisation's strategy. Market conditions have changed from a mass production era with an emphasis on high volume, low cost production to an environment demanding performance on measures such as quality and speed of delivery as well as cost. In addition the rapid pace of change in markets means the basis of how the organisation will compete may change quickly over time.

Strategic Spares And The Economics Of Operations

M Woodhall



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