

SET STRATEGY

WHAT IT IS

In order for OpEx be of most value to the business, it needs to answer to one fundamental question: what does the business require of my function in order for it to achieve its primary objectives?

The OpEx strategy should also align with the vision (refer to the toolkit titled “Vision”) and serves as a kind of implementation vehicle for that vision.

WHY IT'S IMPORTANT

Having a set of strategic objectives that are aligned to the requirements of the business is crucial to securing support from key stakeholders.

Without it, OpEx runs the risk that stakeholders will view it as “nice to have” instead of “need to have” or, worse yet, will see it as a distraction to the business.

HOW TO SUCCEED

Start with Corporate Strategy

If possible, connect each OpEx strategic objective directly to a corresponding corporate objective.

Don't Forget the OpEx Vision

If the strategy doesn't progress the function toward it's vision, then one or the other needs to change.

Use the SWOT Analysis

Analyzing Strengths, Weaknesses, Opportunities and Threats helps contextualize factors that affect the function's strategy.

SAMPLE EXECUTION STEPS

- 1 Schedule a working session with the OpEx team to develop the strategy for the coming year.
- 2 Prior to the working session, meet with select key stakeholders from outside of the OpEx team, including operations and business leaders, to get their input on potential strategic objectives for OpEx in the coming year and review the corporate strategy.
- 3 Develop a draft OpEx strategy during the working session. Start with a concise set of strategy objectives grouped by performance category (e.g., productivity, cost, quality, safety, environmental, etc.)

SAMPLE ASSESSMENT

- 1 Have you developed a core set of strategic objectives for OpEx that align with the OpEx vision and larger business strategy?
- 2 Do you have key performance indicators in place for each strategic objective?
- 3 Has the OpEx strategy been socialized with key stakeholders, such as select business and operations leaders, and (if applicable) union leadership?

Ready to start your assessment?

Yes, give me access to the interactive version.

Not yet. I'll explore more content first.