Chapter Outline

# Chapter 2: Operations and Supply Chain Strategies

***See pages: 28-58.***

Operations Profile: Pfizer’s Revamped Supply Chain Strategy Saves the Company Millions

Levels of Strategic Planning

Corporate Strategy

Business-Unit Strategies

Functional Strategies

Formulating and Evaluating Operations Strategies

Critical Elements of an Operations Strategy

Maintaining the Fit Among Critical Elements

Strategic Structural and Infrastructural Decisions

Evaluating the Performance of an Operations Strategy

Formulating and Evaluating Strategies for Service Organizations

Strategic Positioning

Formulating the Service Operations Strategy

Tactical Execution

Continuous Service Improvement

Measuring Productivity as Part of Strategic Planning

Types of Productivity Measures and Their Uses

Factors Affecting Productivity

Steps to Improving Productivity

Measuring Productivity in the Service Sector

Operations Profile: Lessons Learned: Bigger Ships, More Cargo, Bigger Headaches!

Strategies for Supply Chains

Formulating Supply Chain Strategies

Evaluating the Performance of a Supply Chain Strategy

Global Strategies

Integrating Operations and Supply Chain Strategies

Risk Management Strategies

Sustainability Issues

Chapter Summary

Key Terms

Discussion and Review Questions

Solved Problems

Problems

Case Study 2.1: Supply Chain Strategies and Disaster Planning

Video Case

Critical Thinking Exercises