



ENGINEERS 4 EUROPE



# Operating Model Canvas

**ENTREPRENEURSHIP 4 ENGINEERS**

**Workbook**

Sub-Module 3.3

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Co-funded by  
the European Union

# Instructions

- Read
  - Porter, M. (2001). Strategy and the Internet. Harvard Business Review.  
<https://hbr.org/2001/03/strategy-and-the-internet>
- Watch Module Video
- BEFORE CLASS, you will need to be a researcher
  - Identify organizations that you can use to benchmark and use to inspire in defining your own operations

# BEFORE CLASS – Conceptualizing your operations strategy

Find some organizations that you will use as benchmark for your operations.  
Inspired by those organizations, define your operations strategy

## RESOURCES

Dimension	<i>Define how many resources do you expect to need for your operations, focusing on the most relevant resources, and detail why you need them.</i>
Timing	<i>Define when do you expect to need to expand or reduce the resources of your operation, and why you need to reduce or expand.</i>
Type	<i>Define the type of resources you need for your operation, and detail why you need them.</i>
Location	<i>Define where you expect to need to locate the resources of your operation, and detail why.</i>

# BEFORE CLASS – Conceptualizing your operations strategy

Find some organizations that you will use as benchmark for your operations.  
Inspired by those organizations, define your operations strategy

## PROCESSES

Supply	<i>Define the activities of your operations related to supply. Clarify what do you expect to outsource and why (remember to keep what is core for your business indoors). Clarify also how do you expect to manage your relationship with suppliers.</i>
Technology	<i>Define activities related with production, options for product or service management, concerns about coordination of activities and Information flow, and the technology that may be required for your operations.</i>
Demand	<i>Define how do you plan to match demand with the available supply, detailing processes related to serving customers and matching production planning with demand.</i>
Innovation	<i>Define activities related with continuous improvement, R&amp;D, and innovation for your operations.</i>

# BEFORE CLASS – Conceptualizing your operations strategy

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## COMPETENCIES

*Inspired by your benchmark(s) and by the Value Disciplines Triangle, define the competencies that you will need to compete, i.e., those competencies where you want to be particularly good at, which will distinguish you from competition, and will emerge naturally from your resources and processes.*

*Define metrics to monitor each competency (include metrics to monitor basic levels of competencies for your operation as a whole).*

# BEFORE CLASS – Conceptualizing your operations strategy

Meet with your team and, based on your individual efforts to conceptualize your resources, processes and competencies, define the Porter's value chain for your business:

## PRIMARY ACTIVITIES

Inbound Logistics	<i>Activities related with receiving, storing and managing inputs for our main operation</i>
Production / Operations	<i>The main activity to create and deliver our solution</i>
Outbound Logistics	<i>Activities related with delivering the solution to customers</i>
Marketing and Sales	<i>Activities related to advertising, pricing the solution, and sell it</i>
Customer Service	<i>Services offered to customers that add value to our solution, such as support for the use of the solution, maintenance, repairs, among others</i>

# BEFORE CLASS – Conceptualizing your operations strategy

Meet with your team and, based on your individual efforts to conceptualize your resources, processes and competencies, define the Porter's value chain for your business:

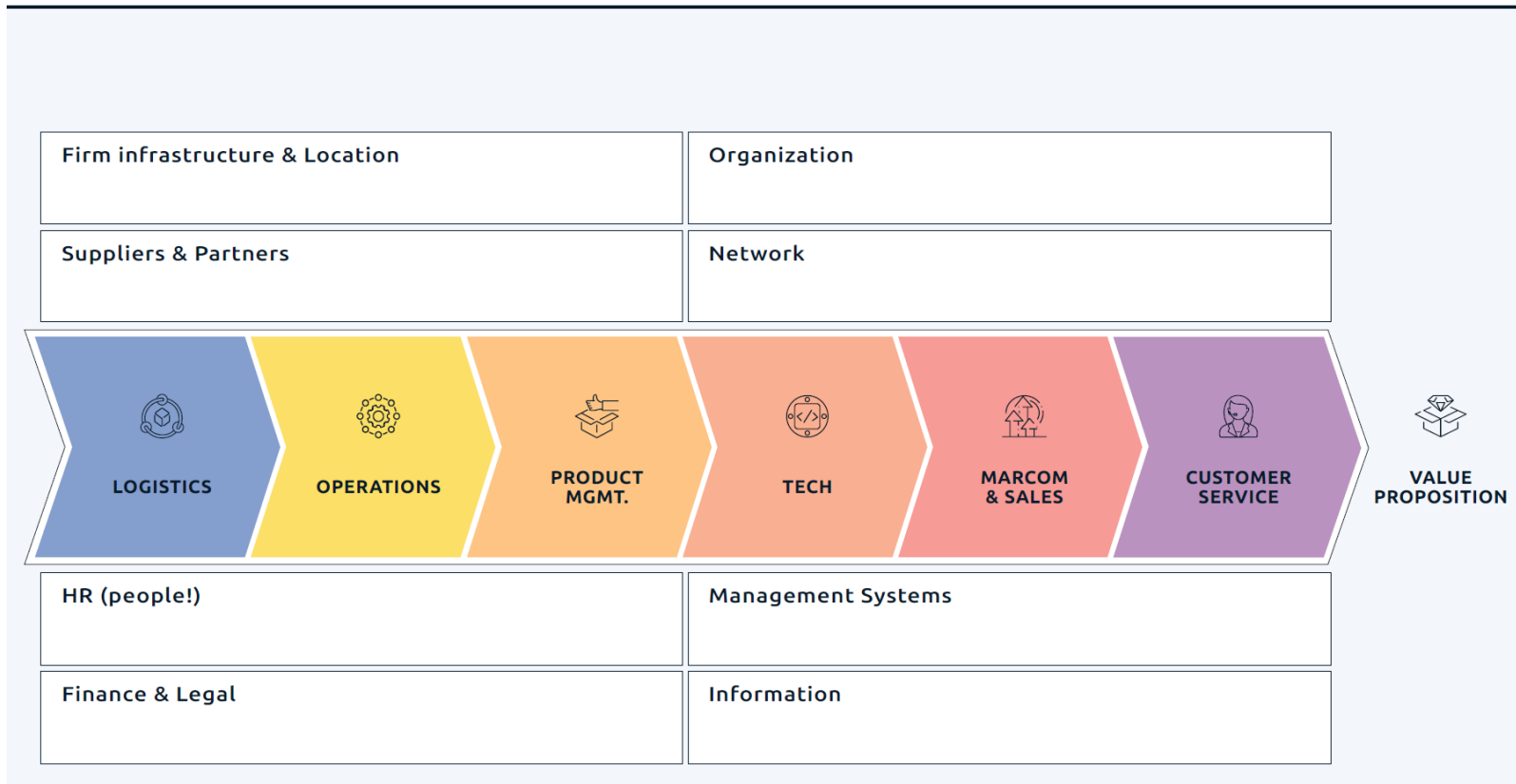
## SUPPORT ACTIVITIES

Infrastructure	<i>Activities related with legal, administrative and accounting</i>
Human Resources	<i>Human resource management activities</i>
Technology	<i>Research and development and other technology related activities</i>
Procurement	<i>Activities related with the acquisition of inputs for your operations</i>

# IN – CLASS – Defining the Operating Model Canvas

Using the planning you made before class, define the operating model canvas for your business

## THE UNITE OPERATING MODEL CANVAS

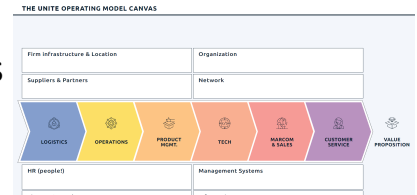




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## LOGISTICS



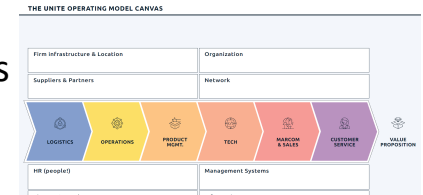
*Activities related the logistics of your whole operation*

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## OPERATIONS

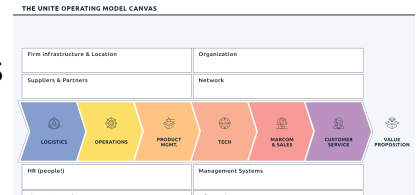
*Main operations related with production*



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## PRODUCT MANAGEMENT

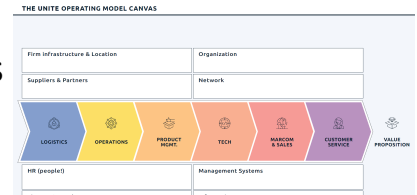


*How you will innovate and do product management?*

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## TECHNOLOGY

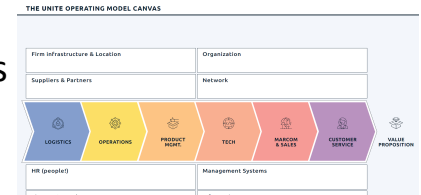


*What technology will you need to support your activities?*

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## MARKETING & SALES

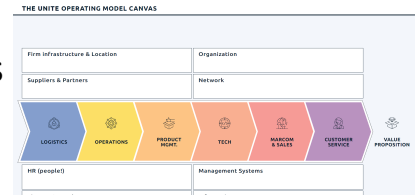


*What marketing and sales activities should you include in your operations?*

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## CUSTOMER SERVICE

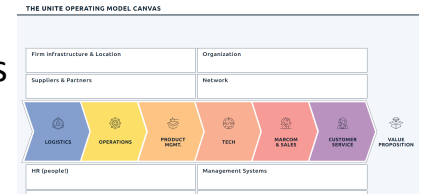


*What customer service activities should you include in your operations?*

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## FIRM INFRASTRUCTURE & LOCATION

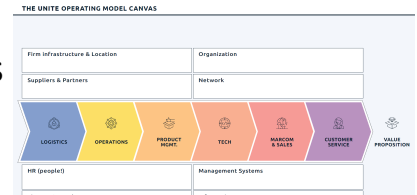


*What kind of infrastructure will you need for your operations?  
And where will you locate those premises?*

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## ORGANIZATION



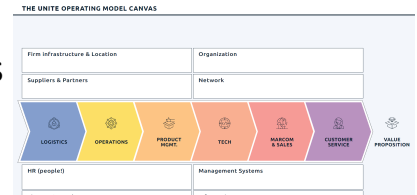
*How will you organize your business or what kind of organizational structure do you need for your business to work?*



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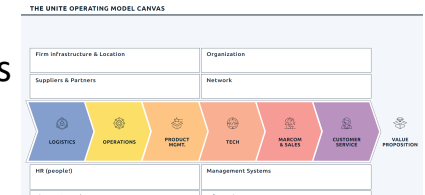
## SUPPLIERS & PARTNERS



*What type of suppliers and partners will you need for your business?  
How will you manage the relationship with them?*

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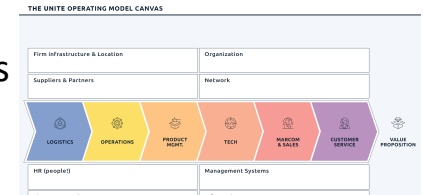
## NETWORK

*What type of other networks will you need for your business to work?  
How will you manage those networks?*

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## HUMAN RESOURCES

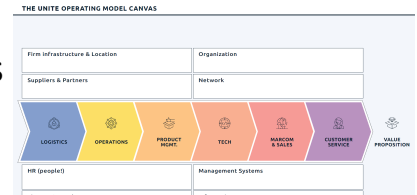


*How many and what type of resources do you need for your operations?  
How will you manage them?*

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## MANAGEMENT SYSTEMS

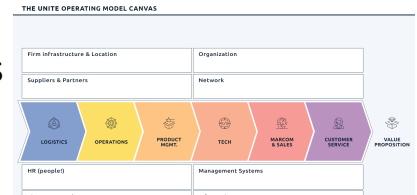


*What management systems and principles will need to use in your operations?*

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## FINANCE & LEGAL

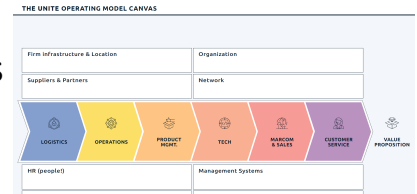


*What kind of financial and legal activities and resources will you need to support your operations?*

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## INFORMATION



*What management systems and principles of managing and coordinating information will need to use in your operations?*

# Self Assessment

Indicator/Topic	Self Assessment (achievement compared with the expected)
Resources defined	
Processes defined	
Competencies defined	
Resources and Processes aligned with competencies	
Metrics to monitor competencies defined	
Basic level of competencies defined	
Operating Model Canvas defined	

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