



Operating Model Canvas

ENTREPRENEURSHIP 4 ENGINEERS

Workbook

Sub-Module 3.3

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Instructions

Students are expected to have their own entrepreneurial project with a well defined solution and business model.

In this module, students will defined the operation strategy for their business, inspired by similar businesses and based on appropriate frameworks with a special focus on the UNITE Operating Model Canvas.

- The following paper about strategy is suggested reading for students. In this paper students get familiarized with strategy frameworks that are useful to define a competitive strategy that, typically, guides the definition of business operations
 - Porter, M. (2001). Strategy and the Internet. Harvard Business Review.
<https://hbr.org/2001/03/strategy-and-the-internet>
- Students are expected to watch Module Video with the content for this sub-module
- BEFORE CLASS, students are suggested to work as a researcher
 - Identify organizations that you can use to benchmark and use to inspire in defining your own operations

The following pages are exactly the same as in the workbook for students. They guide the student into working in the most relevant topics of this sub-module, highlighted throughout the video, applying the respective frameworks to their entrepreneurial project.





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>



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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&D, and innovation for your operations.</i>



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Inspired by those organizations, define your operations strategy

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>



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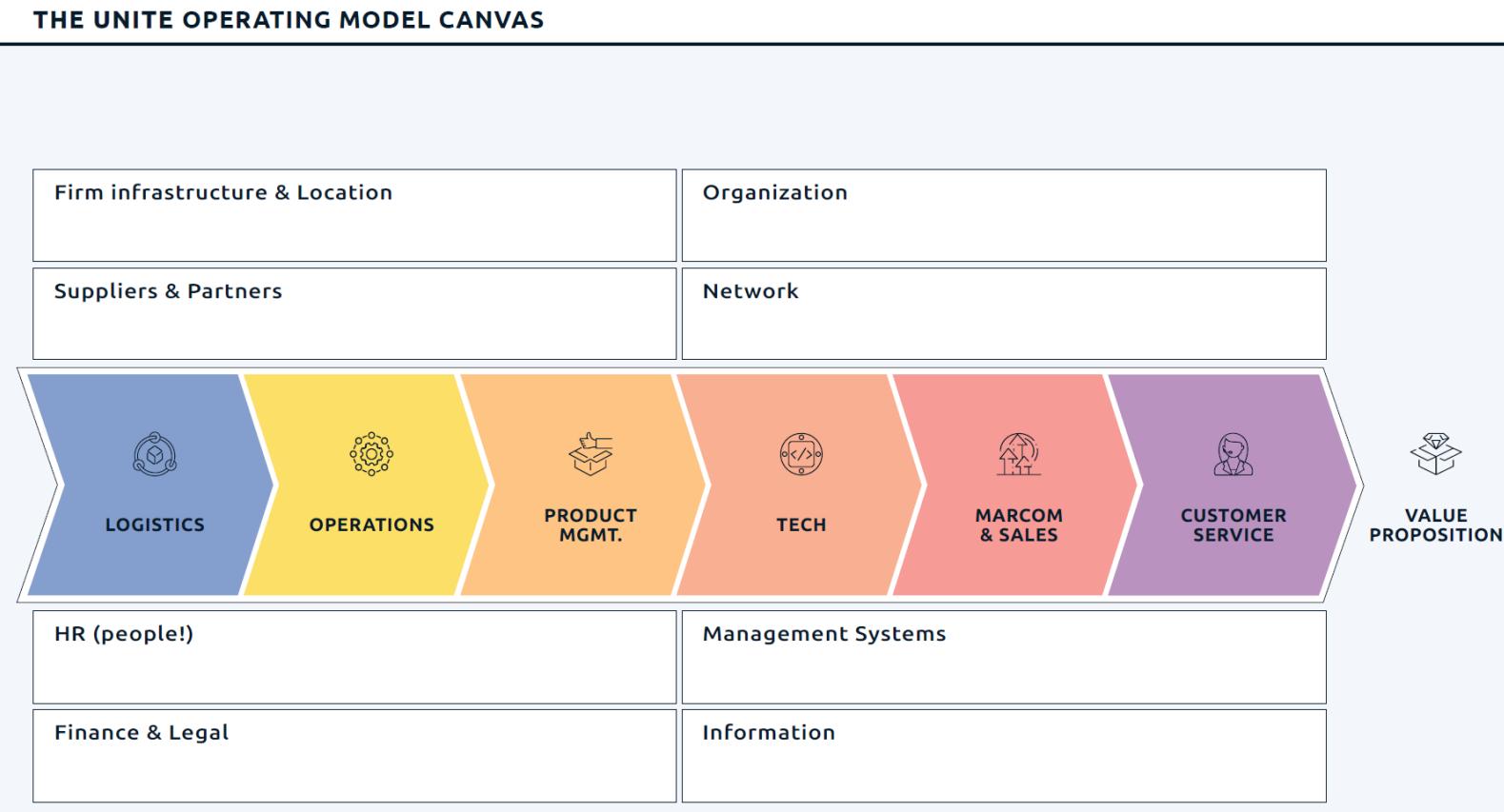
SUPPORT ACTIVITIES

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



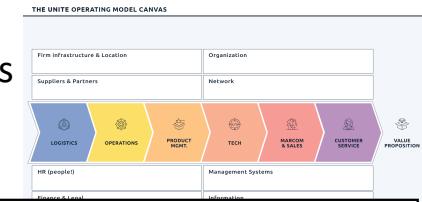


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LOGISTICS

Activities related the logistics of your whole operation



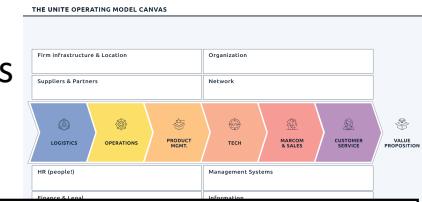


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OPERATIONS

Main operations related with production



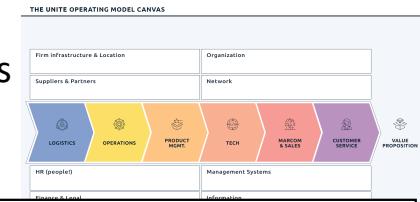


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PRODUCT MANAGEMENT

How you will innovate and do product management?



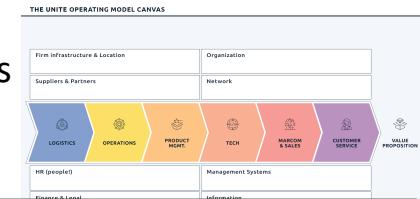


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TECHNOLOGY

What technology will you need to support your activities?



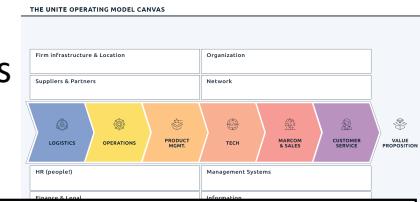


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MARKETING & SALES

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



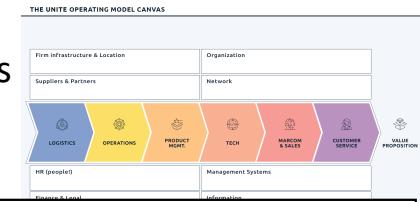


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CUSTOMER SERVICE

What customer service activities should you include in your operations?



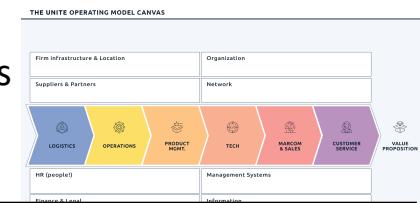


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FIRM INFRASTRUCTURE & LOCATION

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



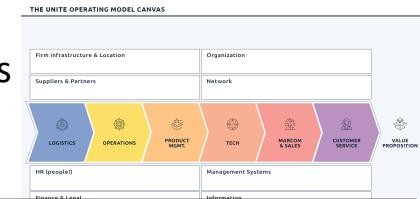


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ORGANIZATION

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



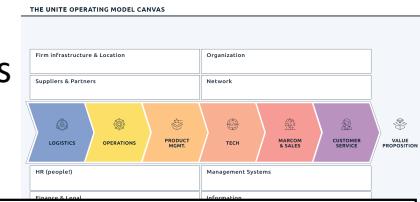


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SUPPLIERS & PARTNERS

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



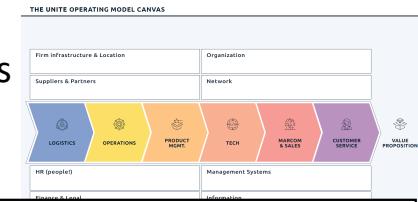


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NETWORK

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



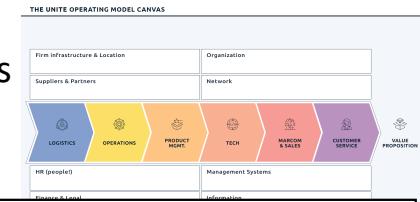


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HUMAN RESOURCES

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



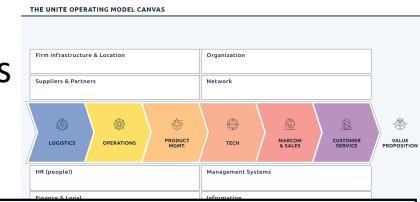


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MANAGEMENT SYSTEMS

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



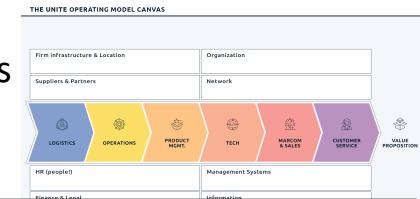


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FINANCE & LEGAL

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



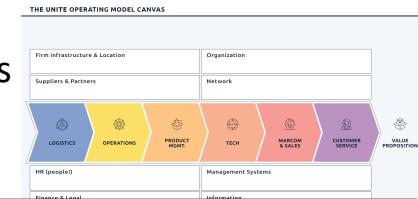


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INFORMATION

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	(Students should define the resources required for their operations using the 4 dimension suggested in the video)
Processes defined	(Students should define the processes required for their operations using the 4 dimension suggested in the video)
Competencies defined	(Students should define the competencies they aim to be particularly good at with their operations, according to the Value Disciplines Triangle and the 4 types of competencies suggested in the video)
Resources and Processes aligned with competencies	(Students should ensure that their resources and processes are defined according to the competencies defined for the operations, leading to the competitive advantage defined as the differentiation strategy for their business)
Metrics to monitor competencies defined	(Students should define metrics to monitor the competencies of their operations, including metrics that will allow them to monitor basic levels of competencies of their operations)
Basic level of competencies defined	(Students should define the basic level of competencies expected for their operations in every dimension of the Value Disciplines Triangle)
Operating Model Canvas defined	(Students should define the Operating Model Canvas according to the structure proposed by UNITE and based on the definitions in the previous frameworks)