

DETERMINE SCOPE

WHAT IT IS

Any organization that's committed to OpEx needs to consider both:

1. Where it plans to apply OpEx methods and tools (i.e., enterprise scope)
2. The overall maturity level that it's committed to achieve through this effort (i.e., maturity scope)

WHY IT'S IMPORTANT

Scope affects the OpEx function in three ways:

1. Vision and strategy - What outcomes OpEx needs to help the organization achieve
2. Resourcing – The size of the OpEx team needs to scale to match the scope
3. Competencies – Specific capabilities may be needed to apply the right methods across different functions

HOW TO SUCCEED

Consider the Current and Eventual Scope

It's important to consider the question of enterprise scope from two perspectives – current scope (i.e., where in the organization to start) and eventual scope (i.e., how OpEx's reach should expand across time). Both should be informed by and aligned with the OpEx vision and strategy.

Don't Bite Off More Than Can Be Chewed

It's easy to get overly ambitious in projecting what the OpEx function can take on. But this spreads teams too thin, hindering overall impact on the business in the process. It's better to start by driving sustainable impact with a manageable scope to build a compelling business case for investing in an expanded scope.

SAMPLE EXECUTION STEPS

- 1 Review the OpEx vision and strategy to understand what they imply about the current and eventual scope for the work of the OpEx function.
- 2 Seek answers to the above questions related to enterprise and maturity scope. Use those answers in concert with the OpEx vision and strategy (execution step 1) to define some clear parameters for both current and eventual scope
- 3 Review decisions made on OpEx scope with appropriate key stakeholders for their review, feedback and approval

SAMPLE ASSESSMENT

- 1 Has the organization made decisions as to the enterprise (i.e., operations, supply chain, corporate functions) and maturity (competitive performance, differentiated performance, world class performance) scope for OpEx?
- 2 Has the organization clearly defined both current and eventual scope for OpEx?
- 3 Does the defined scope for OpEx align with the OpEx vision and strategy?

Ready to start your assessment?

Yes, give me access to the interactive version.

Not yet. I'll explore more content first.