

C-AE24 STRATEGIC BUSINESS ANALYSIS

Module 11: Operational Excellence, Strategy and Innovation

A brilliant strategy means nothing without the operational capability to execute it. Welcome to the module where we bridge the gap between high-level corporate planning and day-to-day execution.

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The Two-Part Journey

This module unfolds in two clear phases — each building on the other to develop a complete operational leader.

Part 1: Operational Stability

Look inward. Master the frameworks that stabilize, optimize, and transform your baseline operations.

Part 2: Strategic Scaling

Look outward. Scan the macro horizon, scale your operations, and build resilient models that last.

Doing Things Right vs. Doing the Right Things

Operational Efficiency

Doing things right — minimizing waste, maximizing throughput, optimizing every step of the process.

Strategic Effectiveness

Doing the right things — as Michael Porter warned, a company can be highly efficient at producing something nobody wants to buy.



Weaponizing Efficiency

Three legendary operational frameworks form the core toolkit for eliminating waste, reducing variation, and breaking bottlenecks.



Lean

Hunt down and eliminate all forms of waste across your processes.



Six Sigma

Reduce process variation using data-driven, statistical methods.



Theory of Constraints

Systematically identify and shatter the bottlenecks limiting your throughput.



Rewriting the Rules

Efficiency optimizes the present — **Process Innovation redefines the entire game.**

Business Process Reengineering (BPR) doesn't just automate a slow, outdated process. It deletes it entirely and builds something radically better from scratch.

❏ Don't improve the old way — design the new way.



The Digital Enablers



Robotic Process Automation (RPA)

Automates repetitive, rule-based tasks — freeing humans for higher-value work.



Predictive AI

Forecasts supply chain demands and operational risks before they materialize.

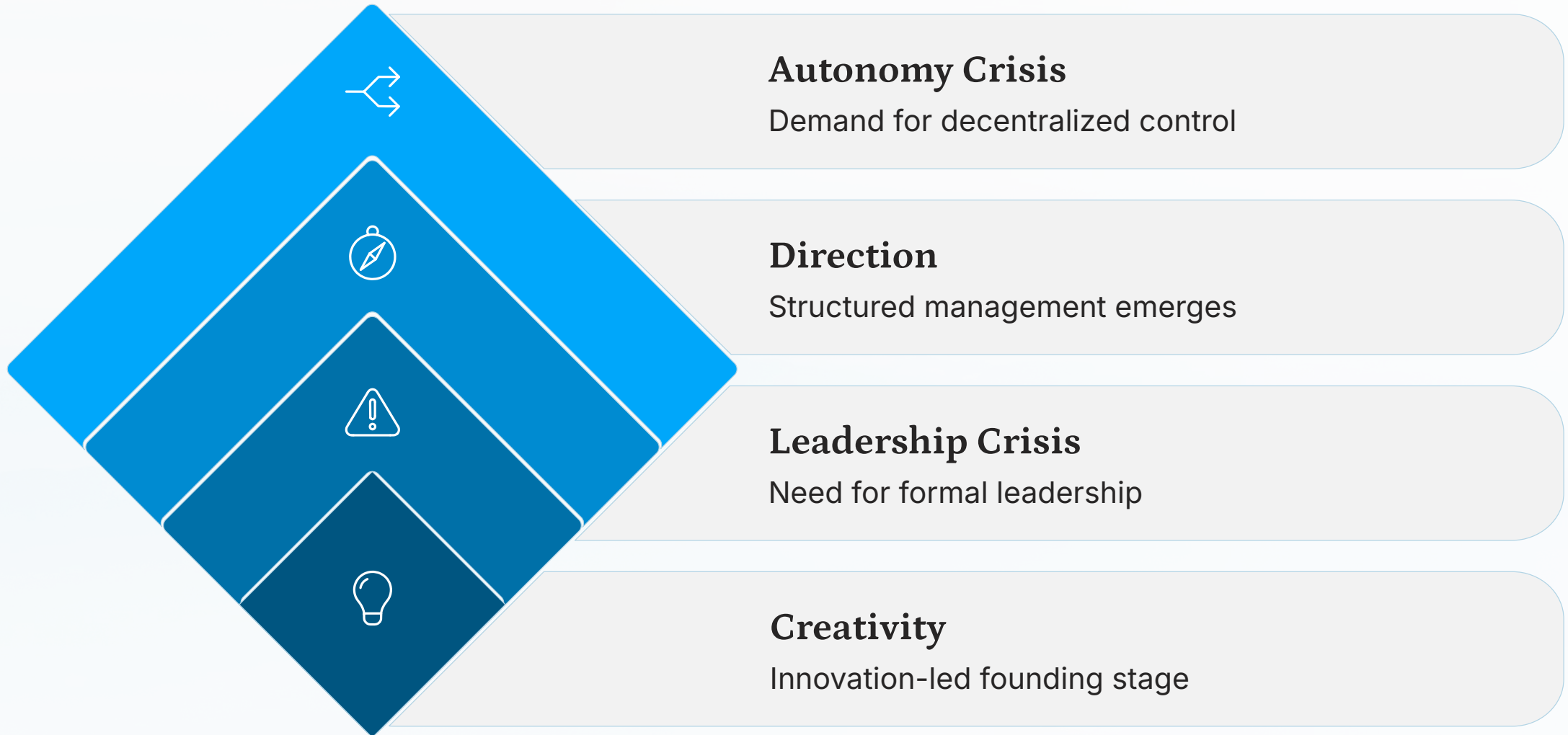


Industry 5.0

Human intellect working side-by-side with cognitive computing for superior outcomes.

Surviving Organizational Evolution

No operational model stays effective forever. As organizations grow, they encounter predictable lifecycle crises — and leaders must be ready.

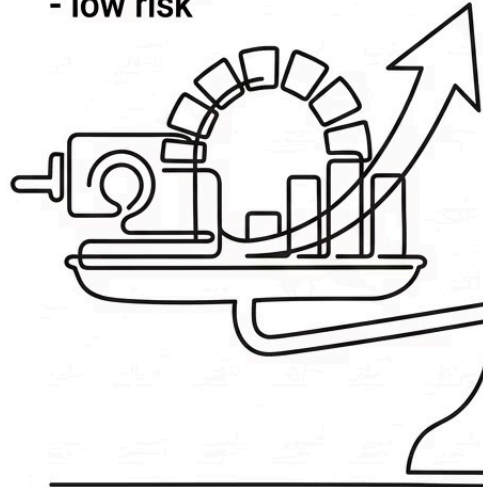


Greiner's Growth Model lets us anticipate these roadblocks before they derail momentum — transforming predictable crises into planned transitions.

Organizational Ambidexterity

EXPLOITATION

- refine current products
- steady revenue
- efficiency focus
- low risk



EXPLORATION

- pursue new innovations
- future growth
- creativity focus
- high risk

The Ambidextrous Leader

Long-term growth demands **structural agility** — the rare capacity to operate in two modes simultaneously.

- **Exploit** your current business lines for consistent, reliable revenue
- **Explore** high-risk, game-changing innovations for tomorrow's competitive edge

The leaders who master both sides define the future of their industries.

Future-Proofing via Sustainability

The Old Way: Linear Pipeline

Take → Make → Waste. A model that depletes the very resources operations depend on — unsustainable by design.

The New Way: Circular Supply Chain

Resources are recovered, regenerated, and reused. True operational excellence cannot exist if it destroys its own foundation.





Module 11 Takeaway

Build a Resilient Enterprise

By the end of this module, you'll see operations not as a cost center — but as a **powerful strategic weapon**. Lower costs. Drive innovation. Build an enterprise that lasts.



Lower Costs

Lean, Six Sigma, and ToC eliminate inefficiency at every level.



Drive Innovation

BPR and digital enablers redefine what's operationally possible.



Ensure Longevity

Ambidexterity and sustainability future-proof the enterprise.