
Contents

Part I Introduction to Global Operations Strategy

1 Basic Concepts of Global Operations Strategy	3
1.1 Strategy, Operations Strategy, Global Operations Strategy	3
1.1.1 From Strategy to Manufacturing Strategy	3
1.1.2 From Manufacturing Strategy to Service Operations Strategy	5
1.1.3 From Operations Strategy to Global Operations Strategy	11
1.2 International Operations Management and Global Operations Strategy	17
1.2.1 Introduction to International Operations Management	17
1.2.2 The Difference Between IOM and Global Operations Strategy	19
1.3 Basic Principles in Global Operations Strategy	20
1.3.1 Global Integration Principle	20
1.3.2 Global Coordination Principle	21
1.3.3 Global Trade-off Principle	22
1.3.4 Global Focus Principle	23
1.4 Basic Decisions in Global Operations Strategy	26
1.4.1 Structure Decisions	26
1.4.2 Infrastructure Decisions	28
1.5 Content Framework and Book Structure	31
1.5.1 Content Framework of Global Operations Strategy	31
References	40
2 Globalization of Operations	43
2.1 Globalization of a Firm	43
2.1.1 Globalization Approaches	43
2.1.2 Globalization Stages	44
2.1.3 Globalization Components	45
2.1.4 Globalization Directions	45

2.2	Globalization of Operational Competencies, Resources, and Processes	48
2.2.1	Globalization of Operational Competencies	48
2.2.2	Globalization of Operational Resources	49
2.2.3	Globalization of Operational Process	50
2.3	Globalization of Manufacturing Operations	53
2.3.1	Globalized Manufacturing and Key Operational Elements	53
2.3.2	Basic Manufacturing Globalization Modes	55
2.4	Globalization of Service Operations	58
2.4.1	Global Services and Key Operational Elements	58
2.4.2	Basic Service Globalization Modes	60
	References	67
3	Rationale Behind Operational Globalization	69
3.1	Basic Theories	69
3.2	Basic Frameworks	74
3.2.1	Dunning's OLI Framework	74
3.2.2	Porter's Five Forces Framework	75
3.2.3	Kogut's Comparative and Competitive Advantage Framework	76
3.2.4	Porter's Configuration-Coordination Framework	76
3.2.5	Ghoshal's Means-Ends Framework	78
3.2.6	Prahalad and Doz's Integration-Responsiveness Framework	78
3.2.7	Bartlett and Ghoshal's Globalization-Localization Framework	79
3.2.8	Porter's Diamond Framework of Nation Advantage	80
3.3	Drivers	83
3.3.1	Drivers for Global Manufacturing	83
3.3.2	Drivers for Global Service	85
3.3.3	Drivers for Sustainable Global Operations	86
3.4	Benefits	88
3.4.1	Growth	88
3.4.2	Cost Reduction	89
3.4.3	Knowledge Generation and Acquisition	89
3.4.4	Competitive Leverage	89
3.4.5	Customer Satisfaction	89
3.4.6	Social and Environmental Value Creation	90
3.5	Risks	92
3.5.1	Natural Risks	92
3.5.2	Economic Risks	92
3.5.3	Political Risks	93
3.5.4	Social, Ethical, and Environmental Risks	93
	References	96

Part II Fundamentals of Global Operations Strategy

4 Competency-Based Fundamentals	101
4.1 Introduction to Operational Competencies	101
4.2 Cost Competency	105
4.2.1 Concept of Cost Competency	105
4.2.2 Approaches to the Achievement of Cost Competence	106
4.3 Flexibility Competency	108
4.3.1 Concepts of Flexibility and Flexibility Competency	108
4.3.2 Framework of Flexibility Competency	110
4.3.3 Delivering Flexibility	112
4.4 Quality Competency	115
4.4.1 Concepts of Quality and Quality Competency	115
4.4.2 Evolution of Quality Management	117
4.4.3 Quality Competence in a Global Environment	118
4.4.4 Quality-Based Global Operations Strategy	119
4.5 Time Competency	124
4.5.1 Concept of Time Competency	124
4.5.2 Time-Based Global Operations Strategy	124
4.6 Value-Based Competency	128
4.6.1 Concept of Value-Based Competency	128
4.6.2 Approaches to Achieve Value-Based Competency	129
4.7 Other Competencies	131
4.7.1 Revenue	131
4.7.2 Scalability	132
4.7.3 Ubiquity	132
References	138
5 Resource-Based Fundamentals	141
5.1 Introduction to Resource-Based Global Operations Strategy	141
5.1.1 Introduction to Resources of a Firm	141
5.1.2 Resource and Competitive Advantage	142
5.1.3 RBV of Strategic Management	144
5.1.4 Resource-Based Global Operations Strategy	145
5.2 Global Resource Size Management	147
5.2.1 Introduction to Resource Size Problems	147
5.2.2 Capacity Size Problem in a Global Environment	148
5.3 Global Resource Type Management	151
5.3.1 Introduction to Resource Type Problems	151
5.3.2 Resource Flexibility in Production Input	152
5.3.3 Resource Flexibility in Production Capacity: Single Facility	152
5.3.4 Resource Flexibility in Production Capacity: Networks	153
5.3.5 Product Flexibility	154

5.4	Global Location Strategy	156
5.4.1	Introduction to Global Location Strategy	156
5.4.2	OLI Framework and Dunning's Location Theory	157
5.4.3	Location Strategy in Global Manufacturing	157
5.4.4	Location Strategy in Global Service Operations	160
5.4.5	Location Strategy in Global R&D	161
5.4.6	Location Strategy in Sustainable Global Operations	162
5.5	Global Dynamic Capacity Management	164
5.5.1	Introduction to Global Dynamic Capacity Management	164
5.5.2	Dynamic Capacity and Capability Lifecycles	165
5.5.3	Dynamic Capacity Models	166
	References	170
6	Process-Based Fundamentals	173
6.1	Introduction to Process-Based Global Operations Strategy	173
6.1.1	Introduction to Global Business Processes	173
6.1.2	Business Process Design	174
6.1.3	Business Process Reengineering	176
6.1.4	Business Process Management	176
6.1.5	Global Business Processes and Competencies	177
6.2	Global Supply Chain Strategy	179
6.2.1	Introduction to Global Supply Chain Strategy	179
6.2.2	Global Sourcing Strategies	181
6.2.3	Global Internal Supply Chain Strategy	182
6.2.4	Global Distribution Strategies	184
6.2.5	Global Supply Chain Coordination	185
6.2.6	Global Supply Chain Strategic Alliances	186
6.2.7	Global Sustainable Supply Chain Strategy	187
6.3	Global Revenue Management Strategy	190
6.3.1	Introduction to Global Revenue Management Strategy	190
6.3.2	Strategies for Global Revenue Management	194
6.4	Global Technology Strategy	199
6.4.1	Introduction to Global Technology Strategy	199
6.4.2	Global Product Development (GPD) Strategies	201
6.4.3	R&D Internationalization Modes	203
6.4.4	Global R&D Coordination and Communication	203
6.4.5	Global R&D Sourcing Strategies	205
6.4.6	Technology Strategies for Global Sustainable Operations	206
6.5	Global Operational Risk Management Strategy	208
6.5.1	Introduction to Global Operational Risks	208
6.5.2	Basic Operational Strategies to Address Global Risks	209

6.5.3	Basic Approaches for Global Operational Risk Management	209
6.5.4	Kleindorfer's Operational Risk Management Framework	211
	References	215

Part III Practice of Global Operations Strategy

7	Cross-Border Global Operational Practice	221
7.1	Global Operations Strategy Across Political Separation	221
7.1.1	Introduction to Political Separation	221
7.1.2	Political Separation in Global Supply Chain	222
7.1.3	Strategies for Political Separation	223
7.2	Global Operations Strategy Across Cultural Separation	226
7.2.1	Introduction to Cultural Separation	226
7.2.2	Influence of National Cultural Separation	227
7.2.3	Strategies for Cultural Separations	228
7.3	Global Operations Strategy Across Physical Separation	231
7.3.1	Introduction to Physical Separation	231
7.3.2	Influence of Physical Separation on Global Operations	232
7.4	Global Operations Strategy Across Developmental Separation	235
7.5	Global Operations Strategy Across Relational Separation	238
7.5.1	Introduction to Relational Separation	238
7.5.2	Relational Separation and Global Operations	238
	References	242
8	Cross-Function Global Operational Practice	243
8.1	Introduction to Cross-Functional Integration	243
8.1.1	Cross-Functional Integration Mechanisms	243
8.1.2	Cross-Functional Practice and Performance Management	244
8.1.3	Strategic Linkage Models and Balanced Scorecard	245
8.1.4	Challenges to Cross-Functional Integration	247
8.2	Global Operations Strategy and Marketing	250
8.2.1	Global Marketing Strategy and Its Links to Operations	250
8.2.2	Integration Practice Across GOS and Marketing	251
8.3	Global Operations Strategy and Finance	255
8.3.1	A Framework to Integrate Global Operations Strategy and Finance	255
8.3.2	Cross-Functional Practice Between GOS and Finance	256
8.4	Global Operations Strategy and Taxation	260
8.4.1	Global Taxation Strategy and Its Links to Operations	260

8.4.2	Approaches to Integrating GOS and Taxation	261
8.4.3	Tax Aligned Global Supply Chain Framework	263
8.4.4	“Double Irish Dutch Sandwich” Structure	263
8.5	Global Operations Strategy and Human Resource	265
8.5.1	Global Human Resources and Its Links to Operations . . .	266
8.5.2	Integration Practice Between GOS and Human Resource	266
8.6	Global Operations Strategy and Information Management	271
8.6.1	Global Information Management Strategy and Operations	271
8.6.2	Global Information Management and Competitive Advantages	272
8.6.3	Cross-Functional Practice Between GOS and Information	272
	References	279
9	Cross-Value Global Operational Practice	283
9.1	Introduction to Practice Across Values	283
9.2	Environmentally Friendly Global Operations	286
9.2.1	Introduction to Environmentally Friendly Global Operations Strategy	286
9.2.2	Environmentally Friendly Practice	290
9.3	Socially Responsible Global Operations	294
9.3.1	Introduction to Socially Responsible Operations	294
9.3.2	Socially Responsible Operational Practice	297
9.4	Sustainable Global Operations	300
9.4.1	Sustainability: Beyond Greening	300
9.4.2	Globalization and Sustainable Development	302
9.4.3	Global Sustainable Operational Strategies	304
	References	309
	Index	311



<http://www.springer.com/978-3-642-36707-6>

Global Operations Strategy
Fundamentals and Practice
Gong, Y.
2013, XVI, 320 p., Hardcover
ISBN: 978-3-642-36707-6