Editorial

Strategy

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"In our strategic planning meeting every year, whenever a division or business unit manager presents a project, we always make sure that Operations Research has gone through the proposal." *The San Miguel Corporation, Philippines*

What contribution can an Operations Research group offer that makes the President of such an organisation insist on their input to the strategic planning process of his organisation? Looking at what constitutes an organisation's strategic development and the decisions associated with it provide some insight.

Strategic development is fundamentally concerned with organisational development over the longer term, moving an organisation in the direction of a desirable goal or objective. Thus deciding where you want to go, examining what may lie ahead, choosing between options, setting targets, planning how to move in the direction you want to and checking progress along the way are all important components of any process designed to support strategic development.

Strategic decisions, such as launching a new product or choosing between sites for a new building programme are characterised by their difficulty to reverse since they often have enduring consequences. Helping managers to understand the nature of the issues they face and to have confidence that decisions made have been supported by appropriate analysis of knowledge, information and data, are some of the contributions that OR can make to strategic development.

Given the overall aims of OR Insight, the editors particularly welcome contributions which identify, clarify and discuss the contribution that Operational Research, in its broadest sense, has to make to an organisation's strategic development. The following areas are suggestions for contributions:

- The integration of Operational Research within an organisation's strategic development process.
- The role of OR personnel in contributing to strategic development.
- The current practice of strategic development within organisations.
- Case studies describing the application of specific models / methods to support any aspect of the strategic process within an organisation.

When submitting your paper, please remember to address the general aims of OR Insight, which can be found on the back page, together with formatting instructions.

Please send any electronic papers on OR and Strategy to Frances O'Brien or Maureen Meadows, via

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We look forward to receiving your contributions.