

LIPOR'S Value Chain

Inês Inácio (ines.inacio@lipor.pt)
Portuguese

Abstract

Purpose Consolidate the positive differentiation regarding quality management promoting internal and external recognition that the organization meets its customers' needs and comply with legal and regulatory requirements in all its activities, is the commitment of LIPOR.

The normative extension ISO 9001:2008 and the quality management system certification of the entire organization emerged with the integration of this standard in all LIPOR activity and answered the need to standardize management practices and optimization of different processes.

Approach LIPOR used strategies that involved all the areas; in particular, an internal multidisciplinary working group was created, consisting of a member of each unit regarded as a link with the quality area.

Based on the value chain version designed in 2009 and drafted according to the concept introduced by Michael Porter in 1985, an internal reflection about the LIPOR's core business and about all activities developed within the organization was carried out.

Findings Due to the positioning of LIPOR with its stakeholders, the value chain has been revised into a value chain that shows the macro processes in management processes and business processes.

This project resulted in quality increase in the organizational culture of the LIPOR through the involvement of team work in the redefinition of the value chain and in process documentation.

Value Consequently, with the resetting of the value chain as a basic tool of management by process, it was possible to carry out a systematic analysis of LIPOR's activities.

Keywords: LIPOR, ISO 9001, Value Chain, Process, Competitive Advantage

Article Classification: Case study