Faith, Quality, And Operations: An Appreciative Inquiry on the Operations Management of an Adventist Health Food Business

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ABSTRACT

The Seventh-day Adventist church has long advocated for a healthful lifestyle, emphasizing plant-based diets rooted in biblical principles. Recent trends in health food consumption highlight significant opportunities for Adventist food companies. By exploring best practices in operations management within Adventist health food enterprise, researchers can identify effective strategies that not only improve business outcomes but also contribute to community health education and outreach initiatives. This study utilizes Systems theory and Resource based-view as its framework. This is a qualitative study, conducted within an appreciative inquiry paradigm, the study intends to initiate change to the current operations management practices in an Adventist health food business. The setting of the study is an Adventist health food business under Davao Mission located in the Southern Philippines. The study was participated by the employees and management officers with a minimum of 3 years of work experience in the Adventist health food business. Data was gathered through in-depth interviews and document analysis. In the analysis phase, the research applied Creswell and Poth's spiral data analysis technique and the 4d design model from Cooperrider, Whitney, and Stavros. The findings revealed that the current operations management practices include faith as the foundation of success, tailored strategic operations management, strong operational leadership, systematic continuous improvement culture and contextual adaptability and innovation. The ideal operation strategies include customer-centric workforce empowerment, vision-driven operational alignment and leading operational excellence. To reach the strategies it is needed to have ethically integrated and resilient supply chain, sustainable quality management and transparent data-driven operations. It is recommended to foster collaborations with academic institutions to conduct research on dietary habits and health outcomes among Adventists. This could lead to evidence-based recommendations that further enhance the credibility of Adventist health food products.

Keywords: adventist health, appreciative inquiry, operations management

INTRODUCTION

Operations management is the backbone of any successful business. It encompasses the planning, coordination, and control of the processes required to produce goods and services. The goal of operations management is to maximize efficiency, minimize waste, and ensure that the business is able to meet customer demand (Essien, 2023).

The Adventist health food industry is a significant sector within the Seventh-day Adventist Church, rooted in the church's long-standing emphasis on healthful living and nutrition. This industry has evolved over the years, with numerous companies producing a wide range of vegetarian and plant-based products that align with the church's health principles (Passegi, 2023).

According to Adventist Today.Org (2023), Adventist food companies have a historical advantage, having promoted healthy eating long before it became a mainstream trend. This positions them well to innovate and produce high-quality health food products. The article emphasized a growing consumer focus on health and wellness, particularly among higher-income groups. Trends such as increased demand for plant-based foods, functional foods, and products that promote gut health are driving sales in supermarkets.

LITERATURE REVIEW

The history of Adventist health foods is deeply intertwined with the broader health principles advocated by the Seventh-day Adventist Church, which emerged in the mid-19th century. The church's emphasis on healthful living began in earnest in 1863, when Ellen G. White, one of the church's founders, received a vision that highlighted the importance of diet and lifestyle in promoting health. This vision laid the groundwork for the Adventist health message, which advocates for a vegetarian diet, regular exercise, and other healthful practices (Buettner, 2012).

Throughout the 20th century, the Adventist health food movement continued to grow, with various companies emerging to produce vegetarian and health-oriented products. Notable brands like Loma Linda Foods and Worthington Foods became well-known for their meat substitutes and other health foods. The Adventist Church's commitment to health was further reinforced by scientific research, particularly through the Adventist Health Studies conducted at Loma Linda University, which

demonstrated the health benefits of a vegetarian diet and a healthy lifestyle (Schroeder, 2014).

The Adventist health food industry is a significant sector within the global food market, driven by the principles of the Seventh-day Adventist Church, which emphasizes healthful living and nutrition. This industry has evolved over the years, with numerous companies producing a wide range of vegetarian and plant-based products that align with the church's health principles. The operational management of these companies focuses not only on profitability but also on fulfilling the church's mission of promoting health and wellness (Passegi, 2023).

Adventist health food companies are fundamentally motivated by a desire to share a message of hope and healing rooted in Christian principles. Leaders in these companies often express that their primary goal transcends financial success; they aim to preach the gospel through the production of healthy food options. For instance, José Eliasib Flores Laguna, manager of the Inter-American Health Food Company, stated that their goal is to "preach the gospel through the manufacturing of healthy food options". While the Adventist health food industry is poised for growth, it faces challenges such as inflation and changing consumer preferences. Executives have noted that low-income customers may opt for cheaper brands, while higher-income consumers continue to prioritize health and wellness products. To navigate these challenges, Adventist health food companies must remain agile, adapting their operations and marketing strategies to align with current trends while maintaining their core mission (Passegi, 2023).

According to AdventistToday.Org (2023),Quality is integral to adventist health food companies as it aligns with the health principles, meets market demands, provides competitive advantages, supports sustainability initiatives, and furthers the spiritual mission. This multifaceted approach not only enhances product offerings but also strengthens the overall impact of these businesses within their communities and beyond.

Systems theory supports the understanding that Adventist health food businesses operate within a complex system that includes not only the production and distribution of food products but also the health beliefs, dietary practices, and community engagement associated with the Adventist lifestyle. This holistic perspective allows researchers to examine how different elements—such as supply chain management, marketing strategies, and consumer behavior—interact to influence overall organizational effectiveness and health outcomes.

Resource-Based View theory provides a valuable lens for analyzing the operations and strategic management of Adventist health food businesses. By focusing on their unique resources, core competencies, and stakeholder relationships, these companies can enhance their competitive advantage while remaining true to their mission of promoting healthful living. This approach not only supports business growth but also contributes to the broader goal of improving public health outcomes.

METHODS

Throughout this study, qualitative research methods are applied. McLeod (2019) says that qualitative research is exploratory and tries to figure out "how" and "why" a certain phenomenon or behavior works in a certain setting. "Qualitative researchers try to figure out how people make sense of their experiences, how they build their worlds, and what meaning they give to their personal experience" (Merriam & Tisdell 2016).

This study embraced the principles of appreciative inquiry (AI) as its research framework. AI is a collaborative approach that centers on the strengths and positive attributes of organizations and individuals. The originators of AI, Cooperrider and Srivastva (1987), positioned it as both a theory about organizational dynamics and a methodology for constructive social change. Building on this foundation, Cooperrider, Whitney, and Stavros (2008) elaborated that AI involves stakeholders working in partnership to uncover the factors that enable people and organizations to thrive. They emphasized the importance of identifying the life-giving forces and success factors inherent in a system. Whitney and Bloom (2010) characterized AI as a lens for examining what enables human systems to operate at their optimal level. Berkessel (2010) described AI as an approach that engages people and concentrates on positivity and strengths. The aim is to reveal and amplify the best qualities present in people and organizations. In essence, appreciative inquiry is a research paradigm that focuses on what is working well in a system and how to capitalize on those strengths to achieve even greater success. It is a strengths-based, collaborative process for driving positive change.

4D Phases of Appreciative Inquiry

This research employs the 4D model developed by Cooperrider and Whitney (2005) as its methodological framework. Appreciative Inquiry unfolds through four distinct stages: discovery, dream, design, and destiny.

Discovery Phase. The initial stage of Appreciative Inquiry is the discovery phase, where the focus is on identifying the strengths and positive aspects of both the past and present. This phase emphasizes the positive interactions among participants, as noted by Cooperrider et al.

(2008). It lays the groundwork for the subsequent Dream Phase, providing a context for generative discussions and imaginative exploration of the organization's future.

Dream Phase. The second stage, known as the dream phase, involves envisioning potential futures. Participants collaboratively imagine what could be, drawing inspiration from past successes. This phase encourages collective creativity, allowing stakeholders to visualize the possibilities for the community or organization (Main, 2023).

Design Phase. During the design phase, participants focus on crafting actionable plans. This stage aims to leverage the strengths identified in the discovery phase to create a roadmap for achieving the desired future articulated in the dream phase (Cooperrider et al., 2016). Participants contribute their insights on best practices and collaboratively formulate propositions about their goals.

Destiny Phase. The final phase of the 4D cycle is destiny, where the focus shifts to action planning and implementation. Participants collaborate to determine the necessary steps and resources required to bring their innovative ideas to fruition. This phase involves planning programs and investments that will enhance the organization's capacity to realize its vision (Appreciative Inquiry - the 4D Cycle, n.d.). Ultimately, the aim is to create an organization that embodies the aspirations outlined in the dream phase (Cooperrider et al., 2008). This revised text maintains the original meaning while using different phrasing and structure.

Figure 1. 4D Phases Cycle of Appreciative Inquiry

Research Setting

This study was conducted in an Adventist Health Food business in Southern Philippines. The company initially focused on producing soy-based meat alternatives and other plant-based foods, drawing on the church's teachings on healthful eating. Over time,

Davao Mission Foods expanded its product line to include a wider range of health foods, such as nut butters, granola, and dried fruits. The business is a significant player in the Adventist health food industry in the Philippines, offering a range of high-quality, plant-based products that cater to the growing demand for healthful and sustainable food options.

Sample and Sampling procedure

The sampling method used in this study was purposive sampling to collect all of the necessary data about Adventist Health Food business operations management practices. The inclusion of six participants: 2 first level managers, three middle-level managers, and the head of the Adventist Health Foods business. This selection criteria enabled the researchers to conduct a thorough investigation and develop well-informed recommendations for improving the Adventist Health Foods operation management practices.

Data Collection Method

Face to face interviews and document analysis were done. All appreciative interviews were audiotaped to ensure no information was missed or lost.

Appreciative Interview. An appreciative interview centers on exploring positive experiences, strengths, and accomplishments to uncover avenues for growth. Rooted in the principles of Appreciative Inquiry as articulated by David Cooperrider and Diana Whitney, this interview format shifts the focus from identifying problems and deficiencies to highlighting what is functioning effectively within an organization or individual. The aim is to discover how these strengths can be harnessed to reach future objectives. This approach cultivates a collaborative and optimistic atmosphere that promotes innovation and advancement. Each appreciative interview session with participants typically lasted around one hour.

Data analysis. The qualitative data collected in this study is extensive (Creswell, 2007). Ibrahim (2015) defines data analysis as the process of performing calculations and evaluations to extract pertinent information from the collected data. For this appreciative inquiry, the researchers employed the data analysis spiral proposed by Creswell and Poth (2018). This methodology involves several steps to draw meaningful conclusions, including organizing and managing data, reading and noting emerging ideas, describing and categorizing codes into themes, developing interpretations, and representing and visualizing the data. This revised text maintains the original meaning while using different phrasing and structure.
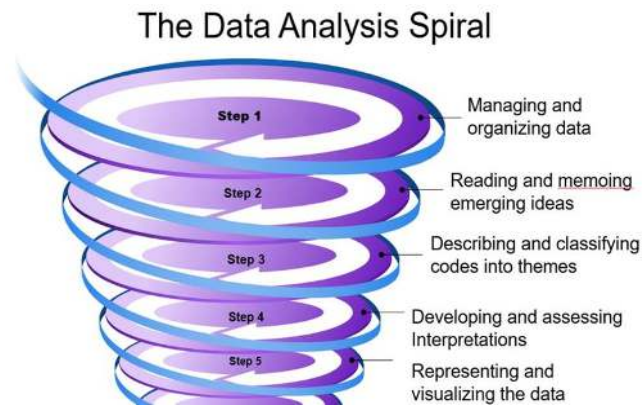
Figure 1 *Data Analysis Spiral by Creswell and Poth, 2018*

Data Analysis Framework

Trustworthiness

The reliability of a study is determined by the reader's belief in the analysis report (Gunawan, 2015). Satu et al. (2014) emphasize the importance of scrutinizing the trustworthiness of every stage of the analysis process, including preparation, organization, and reporting. Lincoln and Guba (1985) proposed four criteria for establishing the trustworthiness of qualitative research: credibility, transferability, dependability, and confirmability.

Credibility. As defined by Lincoln and Guba (1985), pertains to how convincing and pertinent a study's findings are, emphasizing the extent of agreement between participants and researchers.

Transferability. Another crucial aspect of trustworthiness is the extent to which the findings and conclusions are applicable beyond the specific context or investigation. "Transferability concerns the aspect of applicability" (Korstjen & Moser, 2017). Lincoln and Guba (1985) equate transferability with the naturalistic inquirer's approach to external validity in positivism.

Dependability. Lincoln and Guba (1985) define thick description as a method for obtaining external legitimacy. By thoroughly describing a phenomenon, one can assess the degree to which the assumptions made apply to other times, settings, circumstances, and individuals.

Confirmability. Finally, to ensure confirmability, the researchers engaged in various peer debriefing sessions. The analysis should not be influenced by the researchers' interests or opinions but rather by the data itself. The emphasis here is on the audit process, which is an integral part of the research process. An audit trail is a technique used to guarantee confirmability. This revised text maintains the original meaning while using different phrasing and structure.

Ethical Consideration

Research ethics are essential for ensuring responsible research practices that safeguard the rights, welfare, and privacy of participants (Enago Academy, 2023). Prioritizing the confidentiality and security of participant data is a fundamental responsibility for all researchers (Tankala, 2023). Adhering to ethical standards is crucial for upholding the integrity and accuracy of the research process while fostering trust between participants and researchers.

RESULTS AND DISCUSSION

Systems theory and resource-based view theory supports the result of study that the growth of Adventist health food companies is driven by a combination of consumer demand for health-oriented products, sustainability efforts, historical advocacy for healthy living, global market strategies, and a commitment to spiritual outreach.

Best Practices of an Adventist Health Foods in Operations Management

Adventist health food business excels in operations management through a combination of strategic practices. They optimize their supply chain by adopting lean manufacturing principles and automation. Consistent quality is ensured through process standardization and continuous improvement efforts. Mission Foods also adapts to contextual factors, considering regional variations, customer demands, and regulatory compliance. Cost management, sustainability practices, and a focus on innovation complete their holistic approach (Solaimani et al., 2019).

Theme 1: Faith as a Foundation for Success

Faith as a foundation for success is deeply embedded in adventist health food businesses. It shapes their mission, encourages quality and innovation, and fosters spiritual growth among employees. This holistic approach not only aims for financial success but also seeks to fulfill a divine purpose through their work (Paseggi, 2023).

Category 1: Prioritizing Prayer in Daily Operations. According Adventist World (2023), incorporating prayer into daily operations allows leaders and employees to seek

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divine guidance in their decision-making processes. This practice helps ensure that business strategies align with the values of the Seventh-day Adventist Church, promoting a mission-driven approach focused on health and wellness.

Category 2: Seeking Divine Guidance in Decision-Making. As noted in Proverbs 3:5-6, trusting in the Lord leads to straight paths, which is crucial for navigating complex business challenges.

Theme 2: Tailored Strategic Operations Management

Strategic management integrates strategic planning with operational activities to ensure alignment with an organization's overarching goals. Strategic planning involves setting clear objectives, defining strategies to achieve these goals, and creating detailed action plans (Gable, 2020). This process ensures that all operational functions are not only efficient but also strategically aligned to support the company's long-term vision and competitive positioning.

Category 3: Effective practices. According to Wright, Kroll, and Parnell (1997), strategy is a series of plans developed by top management to accomplish results compatible with the organization's goals and objectives. Strategic planning is an essential technique that entails establishing long-term goals and devising tactics to attain them. It establishes direction and a road map for the organization's future. It enables firms to recognize opportunities and challenges, allocate resources more efficiently, and connect organizational actions with the overarching goal and vision. Effective strategy planning necessitates ongoing assessment and adaptation to changing market conditions and competitive landscapes (David, 2011).

Category 4: Resolution strategies. Effective conflict resolution solutions are critical to creating a harmonious and productive workplace environment. Organizations that resolve disagreements proactively can reduce disruptions and foster a culture of collaboration and mutual respect among employees (Folger, Poole, & Stutman, 2017). Clear and open communication is essential for conflict resolution, with an emphasis on active listening, empathy, and clear issue articulation (Bolton, 1986).

Theme 3: Strong Operational Leadership

Effective leadership is crucial in creating a productive working environment. It involves influential leaders who foster trust and inspire employees. Effective communication ensures that everyone understands the vision and their roles. Regularly measuring performance against key indicators allows leaders to assess progress and make informed decisions (Frank & Mohamed, 2024).

Category 5: Effective leadership. Northouse (2016) points out that communication skills are essential for leaders because they allow them to express their vision, develop trust, and eliminate ambiguity. Decision- making and problem-solving abilities are also important characteristics of good leaders, and the situational leadership model established by Hersey and Blanchard (1982) emphasizes the significance of tailoring leadership styles to the preparedness and development level of followers.

Theme 4: Systematic Continuous Improvement Culture

Organizations must adapt to changing environments. Encouraging creativity and experimentation helps them stay agile. Identifying risks (e.g., market shifts, technological disruptions) and having contingency plans ensures resilience. Engaged employees contribute to adaptability. Their feedback and insights drive positive change (Garrido-Moreno et al., 2024). One of the best practices that the participants shared is implementing effective policies that will benefit them. These policies will make the work process smooth and more accessible for the workers. Participants shared that having a happy work experience would reflect on their performance (Nagy et al., 2023).

Category 6: Ensuring effectiveness. Effective operations management encompasses all critical aspects of work, including the supply chain, and ensures that the organization meets key performance indicators (KPIs). Managers utilize operations management KPIs to make informed decisions and coordinate efforts across the supply chain and the entire enterprise (Luther, 2024). One participant shared that, to ensure the effectiveness of their operations, they measure their efficiency through key performance indicators (KPI).

Category 7: Issue resolution. According to Lee et al. (2016), employing problem-solving techniques such as root cause analysis and fishbone diagrams can help businesses systematically address issues and prevent recurrence.

Theme 5: Contextual Adaptability and Innovation

Organizations should address challenges systematically. Data-driven analysis helps identify root causes and implement solutions. Comparing performance against industry standards provides insights for improvement. Regularly evaluating practices and seeking employee input fosters a learning and growth culture (Chatterjee et al., 2024).

Category 8: Innovation. Innovation is the realization of original new ideas by creating a new product or product features, furthermore, we can also consider the creation of a new business model or production process as innovation. The essence of innovation is to create value for the customer with these new methods (Schmuck & Benke, 2020).

Category 9: Risk Management. Risk management enables organizations to proactively identify and assess potential risks. According to ISO 31000 (2018), risk management entails a systematic strategy to detecting hazards, analyzing their potential impact, and determining the chance of occurrence. By doing so, firms can devise methods to manage or prevent these risks, reducing possible disruptions and losses.

Ideal Operations Management Practices of an Adventist Health Food Business

In an organization or company, schemes are implemented and considered adequate. That is why, with the performance of the mission of having quality foods, it is best to note their ideal operations management practices (Sheppard, 2016). Out of the responses from the participants, three essential themes emerged from the transcripts: Customer-centric Workforce Empowerment, Vision-driven Operational Alignment And Leading Operational Excellence.

Theme 1: Customer-Centric Workforce Empowerment

Usually, employees demand a better life situation while working in the company. Moreover, it is also necessary that the company must be fair with the benefits gained by the employees while working. However, other factors are also considered for the employees to be happier doing their tasks. Usually, answering their concerns would help them be more effective at work (Varma, 2018).

Category 1. Customer service enrichment. In today's highly competitive corporate environment, improving customer service is critical to success. Enriching customer service is going beyond simple satisfaction to create unique and positive experiences that generate loyalty and advocacy. For the past two decades, consumer happiness has served as the foundation for businesses seeking to play a leadership position in the present financial situation throughout the world. The goal of a firm is to initially satisfy customers with its products or services, resulting in a delighted customer (Boshoff and Gray, 2004).

Category 2. Employee empowerment. Recently, employee empowerment has become a part of the global business philosophy (Rehman et al., 2015) empowered employee have become more proactive and enthusiastic to provide excellent service quality for creating customer satisfaction (Shahril et al., 2013).

Theme 2: Vision-Driven Operational Alignment

When a leader once said that each employee must focus on improving performance, the participants shared that they are motivated to aim for improvement and development and not only to be who they are now. Because the company's success relies on the employees'

performance, it is the company that will meet the needs of employees to improve (Zhenjing et al., 2022).

Category 3. Vision Excitement. According to Kotter (1996), a clear and appealing vision is essential for successful organizational transformation because it inspires people to overcome obstacles and embrace new ways of working.

Theme 3: Innovation Leadership and Operational Excellence

Innovation leadership is defined as leaders' ability to encourage and support innovation within a company, resulting in advances in goods, processes, and services (Tidd & Bessant, 2020). Effective innovation leaders foster a climate that encourages creativity and experimentation, allowing teams to generate novel ideas and techniques that can lead to operational improvements (Denti & Hemlin, 2012).

Category 4. Innovation Culture, Innovation is the application of creative thoughts is a vital procedure for firms who want to compete on a global platform in this twenty-first century (Kremer et al. 2018). An organization that uses innovation in connected areas Operations can boost organizational efficiency and productivity and competitiveness (Manafi and Subramaniam 2015).

Category 5. Center of Influence. Leaders in the organization encourage each member to find a place and avenue to improve themselves. The motivation must start from within and then emerge in their performance. Employees are encouraged to find ways to improve their skills from the specific task assigned (Ilagan et al., 2014).

Suggested Plans for Developing Operations Management Practices of an Adventist Health Foods

Theme 1: Ethically Integrated and Resilient Supply Chain

An essential internal link in the supply chain is between supply managers and internal customers. These individuals must collaborate to develop buying specifications design sourcing strategies, and ensure supplier performance manage and maintain effective supplier relationships (Hartley et al., 2014).

Category 1. Streamlined Supply Chain Management. A workforce that is up to date on the newest supply chain trends and technology can greatly improve the efficiency and effectiveness of supply chain operations (Wilkins, 2024).

Category 2. Risk Mitigation. The first step in risk mitigation is to conduct a thorough risk assessment to identify potential threats and evaluate their likelihood and impact. This process helps organizations gain a clear understanding of the risks they face.

Theme 2: Sustainable Quality Management

There should be strict enforcement of the company's rules and regulations. Others violate the rules, and others forget to exercise the necessary tasks. With the potent reminders by the authorities to the employees, participants believed they were always guided on what they needed to do and avoid (Dwivedi et al., 2022).

Category 3. Quality Control and Quality Assurance. Effective quality control techniques include regular inspections, testing at all stages of production, and keeping detailed records of problems and corrective actions. This data-driven strategy enables firms to make educated process improvement decisions while also ensuring that quality standards are continuously maintained (Hinton, 2021).

Category 4. Sustainability Practices. Sustainability has become an important aspect of operations management as regulatory pressures, customer awareness, and the need for long-term economic efficiency have increased (Porter & Kramer, 2011).

Theme 3: Transparent Data-Driven Operations

Transparency in data operations fosters accountability within organizations. When data practices are open and accessible, employees are more likely to take ownership of their roles and responsibilities, leading to improved performance and a culture of accountability.

Category 5. Data-Driven Decision Making. In today's competitive business environment, firms are increasingly depending on data to make sound decisions that create operational excellence (Provost & Fawcett, 2013). Companies can get insights into operational efficiencies, discover patterns, anticipate future results, and make strategic modifications based on the data acquired from numerous processes.

Category 6. Data Transparency. Data transparency refers to an organization's data being open and accessible, allowing stakeholders to see data processes, sources, and decision-making criteria. Data transparency is critical in operations management for building trust, increasing collaboration, and improving decision-making at all levels of the company (Bernstein, 2017).

Implementation and Sustainability of Ideal Operation Management Practices

Theme 1: Incentivized Quality Excellence

Motivating employees involves creating an environment where individuals feel inspired, engaged, and committed. Compelling motivation enhances productivity, job satisfaction, and overall organizational performance (Ali & Anwar, 2021). Strategies include recognition, career growth opportunities, meaningful work, and a positive workplace culture.

Category 1. Quality Management. Quality management is critical for attaining operational excellence because it enables firms to provide products and services that meet or exceed consumer expectations. It entails continuously monitoring and improving processes in order to increase efficiency, decrease waste, and assure customer satisfaction (Juran, 1999). Effective quality management not only increases product quality but also strengthens the organization's reputation, resulting in improved customer loyalty and market share (Goetsch & Davis, 2014).

Category 2. Rewards and Incentives. Rewards and incentives are mechanisms used to recognize and reinforce desired behaviors. They can be financial (such as bonuses or commissions), non-financial (like public recognition), or intrinsic (such as personal fulfillment). Well-designed reward systems align with organizational goals and encourage high performance (Onavwie et al., 2023).

Theme 2: Proactive Process Optimization

Internal control is defined by the Committee of Sponsoring Organizations (COSO) as "a process designed to provide reasonable assurance regarding the achievement of an organization's objectives in the following categories: effectiveness and efficiency of operations, reliability of financial reporting, and compliance with applicable laws and regulations" (COSO, 2013).

Category 3. Risk Mitigation. Effective risk mitigation techniques are critical for ensuring a company's financial stability and reputation. Organizations can avoid costly interruptions and maintain customer trust by proactively addressing risks using detailed assessments and personalized tactics (Atlassian, 2024; SolveXia, 2024). Furthermore, cultivating a culture of risk awareness and continuous improvement enables firms to respond to challenges and capitalize on opportunities in an increasingly complicated world (Lutkevich, 2024)

Category 4. Process Design and Improvement. Process design and improvement are critical components of operations management, with an emphasis on designing efficient workflows and improving current processes to increase productivity and quality. Effective process design ensures that workflows are simplified and in line with corporate goals,

whereas continuous improvement seeks to improve these processes over time (Hammer & Champy, 1993).

Theme 3: Strategic Workforce Allocation

Strategic workforce allocation is an important procedure that allows firms to connect their people resources with long-term business goals. It entails carefully analyzing workforce supply and demand, identifying skill shortages, and ensuring that the correct personnel is available to fulfill current and future requirements. Effective strategic workforce planning ensures that workforce plans are tightly related to the overall corporate strategy. This alignment enables enterprises to fulfill their strategic goals more efficiently (Van Vulpen, 2024). Strategic workforce allocation helps firms minimize the expenses of overstaffing or understaffing by maximizing worker utilization. This results in significant cost reductions and better resource allocation.

Category 5. Capacity Planning. Capacity planning is an important aspect of operations management that entails evaluating the appropriate level of resources required to satisfy current and future demands. Effective capacity planning guarantees that a company can produce and distribute products or services efficiently, without overburdening its resources or sacrificing quality (Stevenson, 2020).

Category 6. Human Resource Management. Human Resource Management (HRM) is critical to the success of any organization because it manages and optimizes the human resources required to achieve organizational objectives. Effective human resource management entails hiring, developing, and retaining personnel, as well as fostering a supportive work environment that promotes productivity and engagement (Armstrong, 2020).

CONCLUSION

Current operations management practices include faith as the foundation of success, tailored strategic operations management, strong operational leadership, systematic continuous improvement culture and contextual adaptability and innovation. The ideal operation strategies include customer-centric workforce empowerment, vision-driven operational alignment and leading operational excellence. To reach the strategies it is needed to have ethically integrated and resilient supply chain, sustainable quality management and transparent data-driven operations. It is recommended to foster collaborations with academic institutions to conduct research on dietary habits and health outcomes among Adventists.

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