



POLITECNICO
MILANO 1863

MODELS FOR OPERATIONS STRATEGY

Operations Strategy
Manufacturing Strategy

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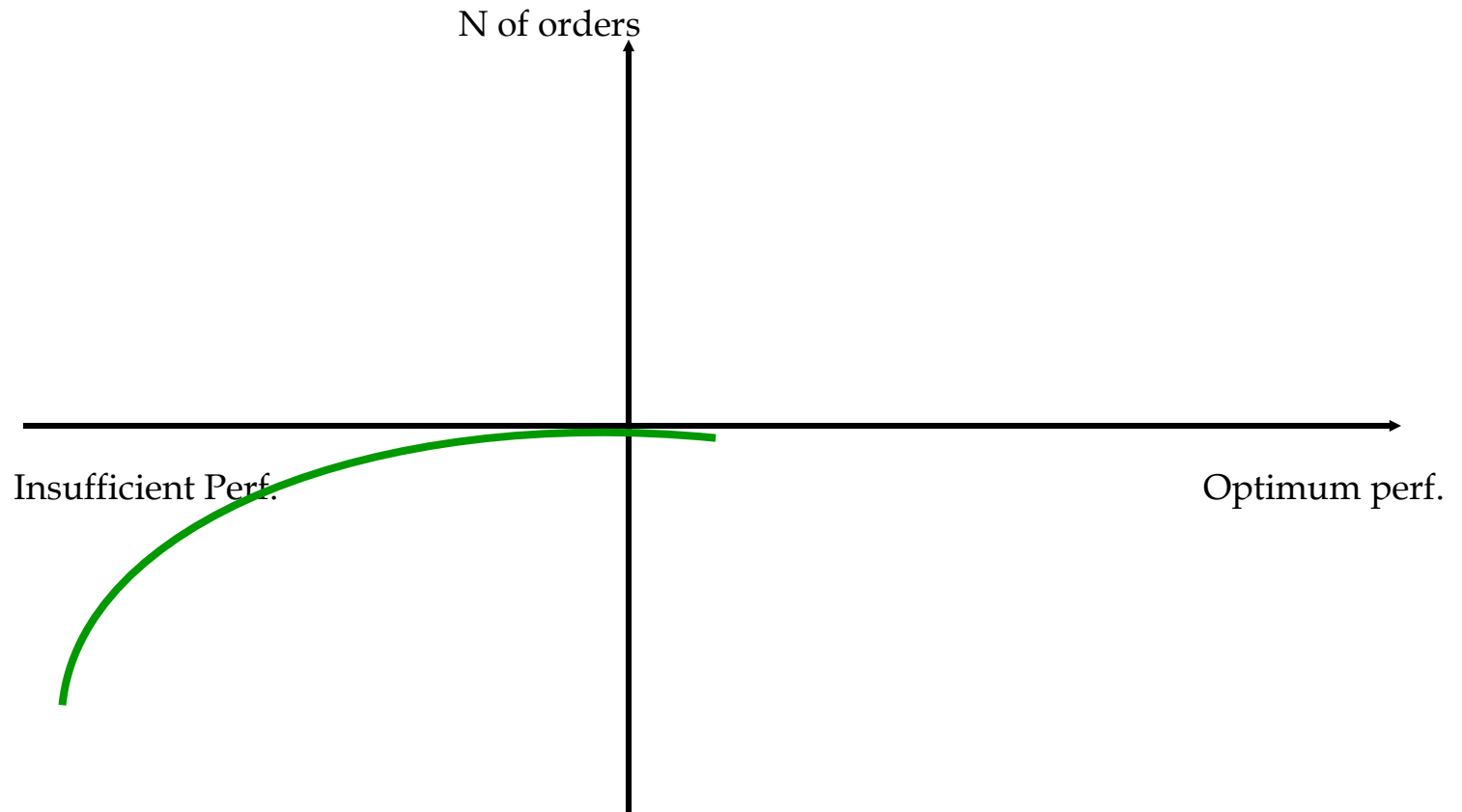
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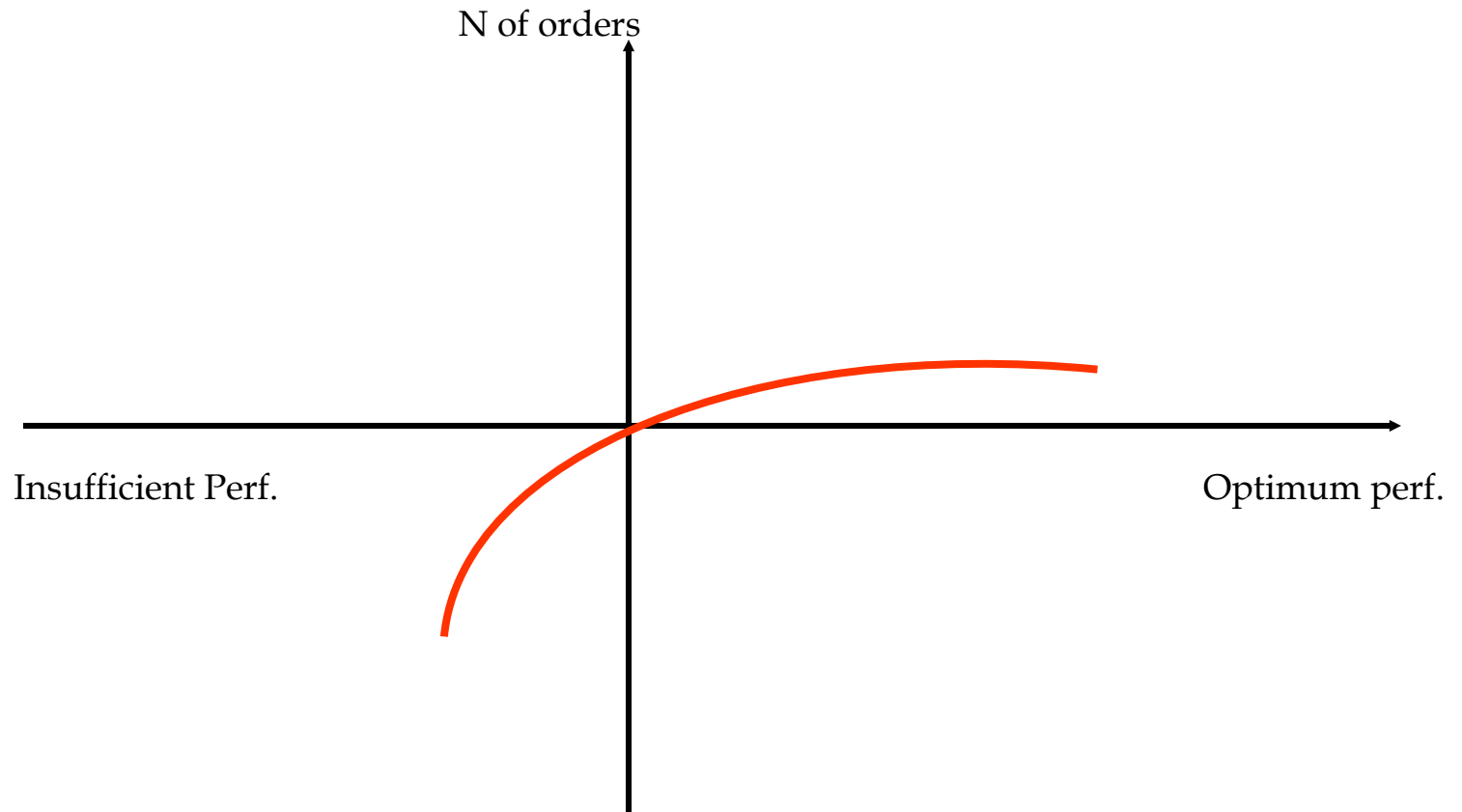
This material and what the Professors say in class are intended for didactical use only and cannot be used outside such context, nor to imply professors' specific beliefs or opinion

- Order Winners (OW)
- Qualifiers (Q, QQ)

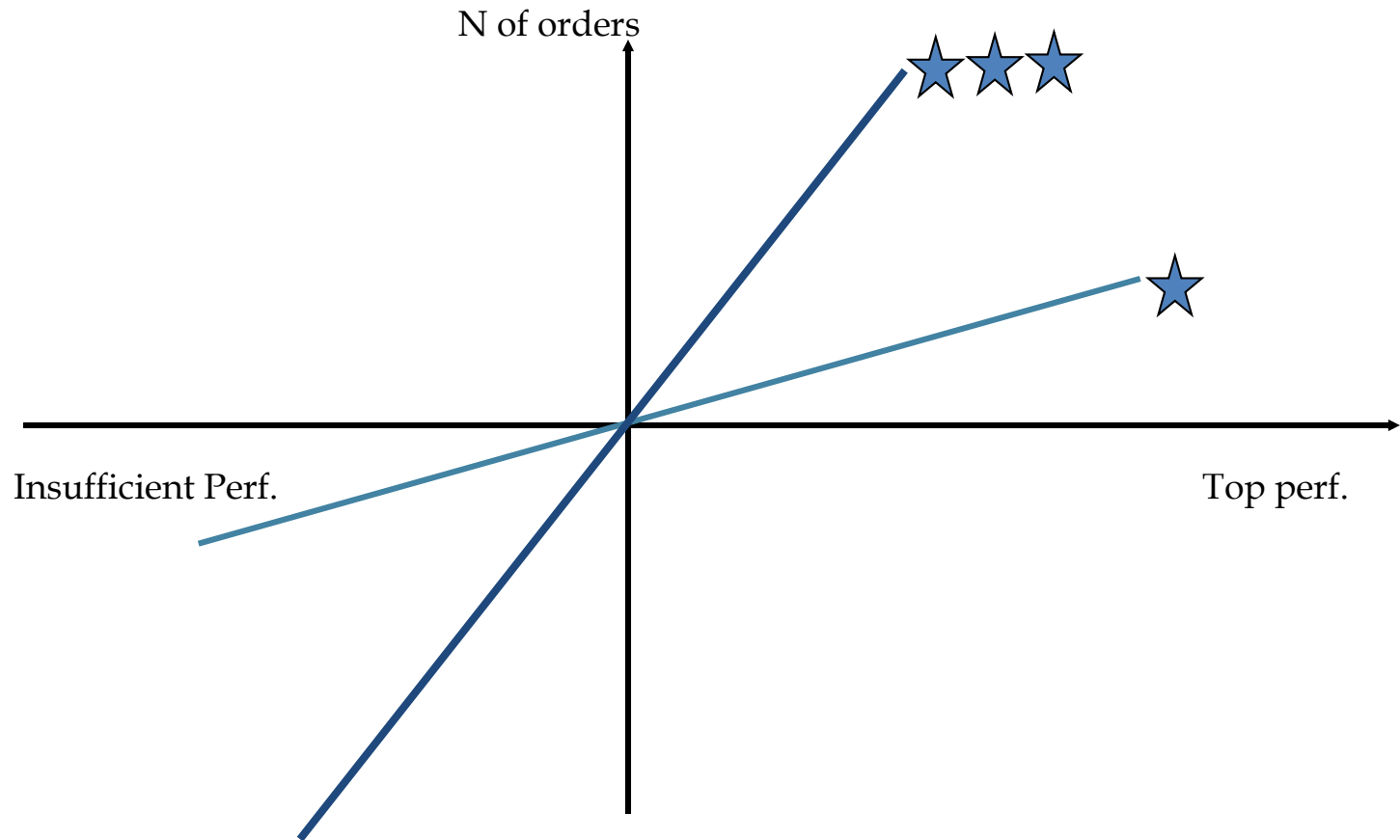
Qualifiers (Q)



Order losers (QQ)



Order Winners (OW)



How to define them

- Set of representative customers
- Set of significant orders (behaviour)
 - When you start to quantify, there are always surprises!
- Interview
- Ranking
- Distribute 100 points

Market segmentation

- which market's segments?

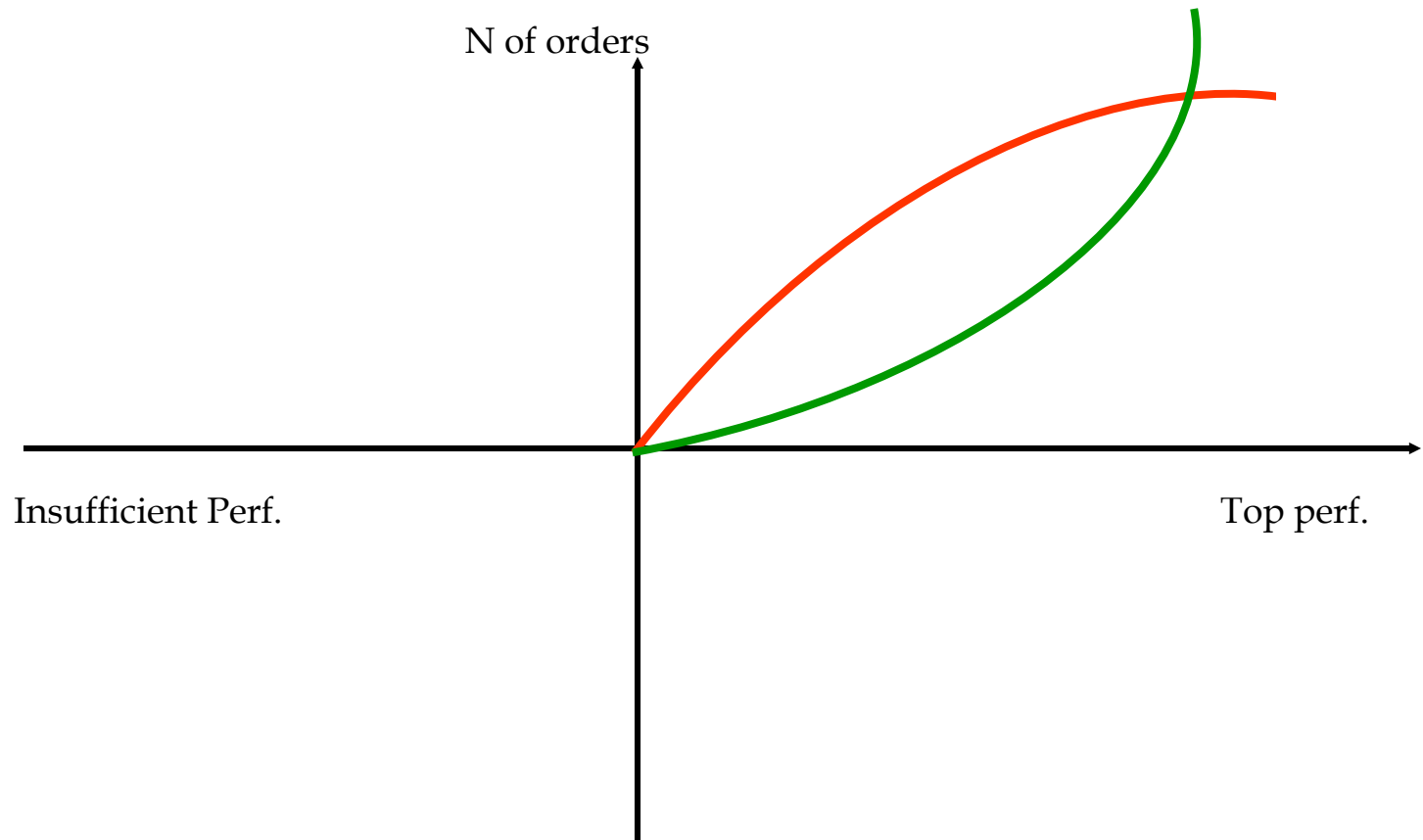
- Search and underline differences
- Group of homogeneous needs
- A customer can be part of different groups (promotional Vs standard packing)
- Operations Point of View

Evolution in time

Perform.	1 year	3 years	5 years
Time			
-Speed	35		Q
-Reliab.	Q		Q
Price <small>(cost)</small>	10		30
Quality C.	35		30
Flexibility	20		Q
Service	Q		40

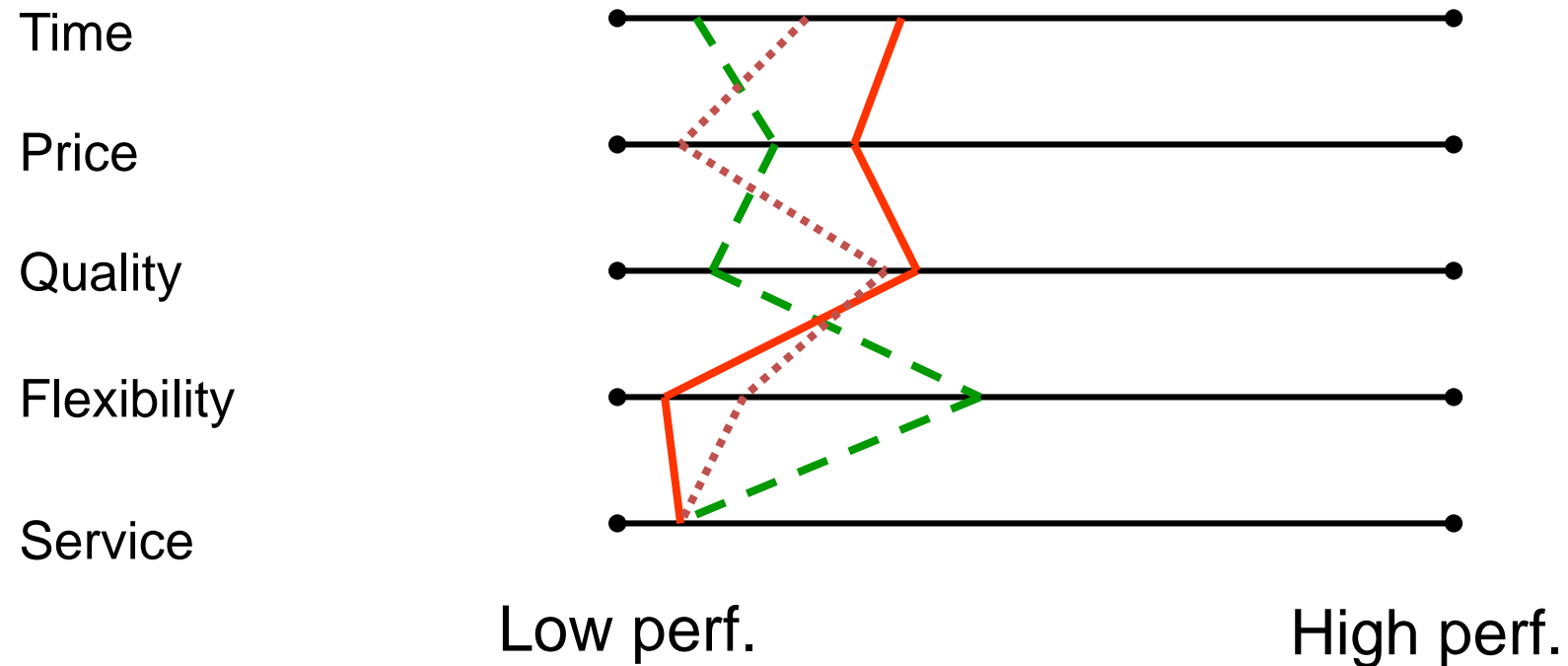
Market driven or company driven?

Non linearity

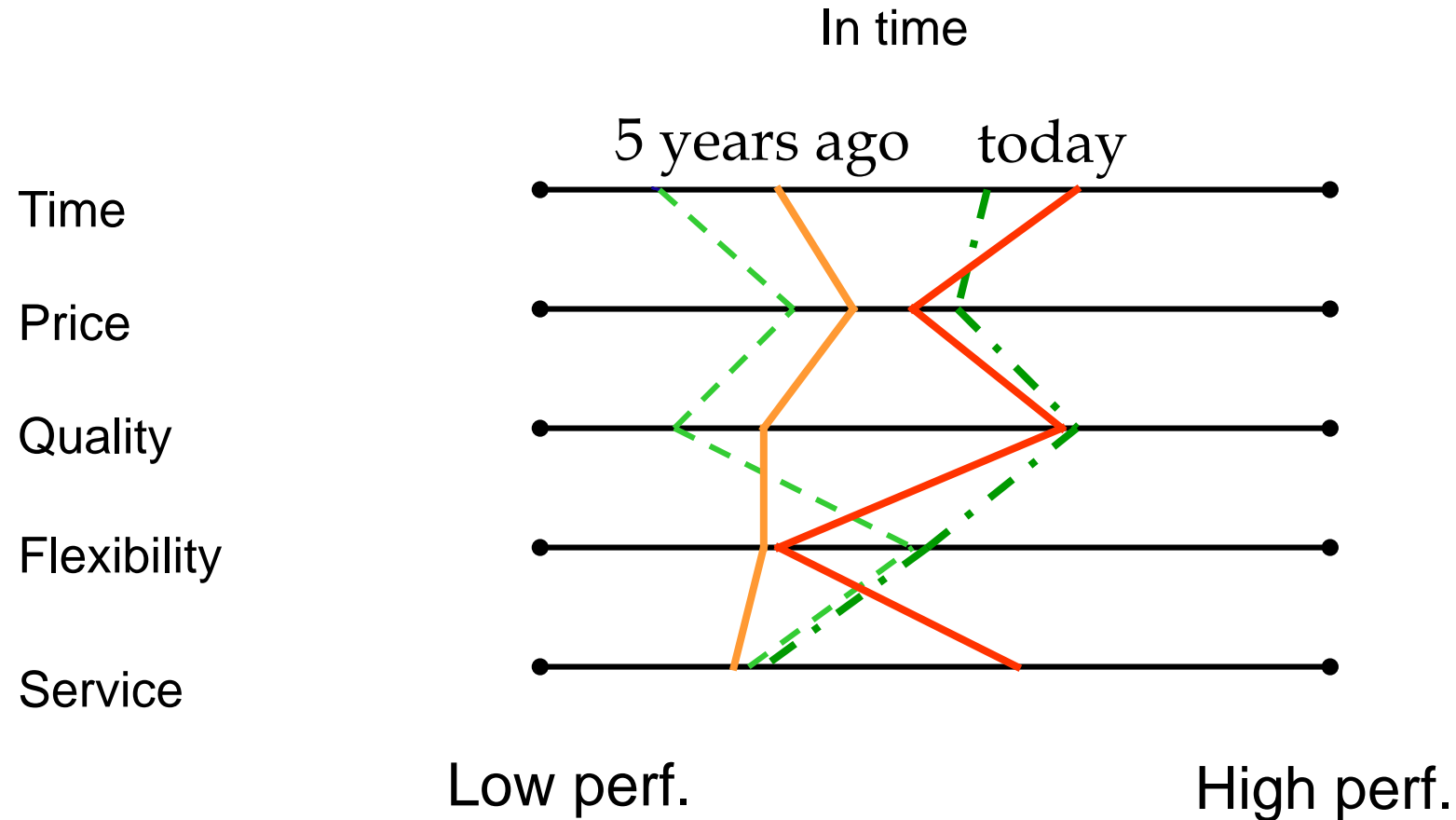


Map of performances

In relation to Market and competitors



Map of performances



Interventions priority

1. Importance
2. Distance
3. Competitors
4. Difficulties

Project selection matrix

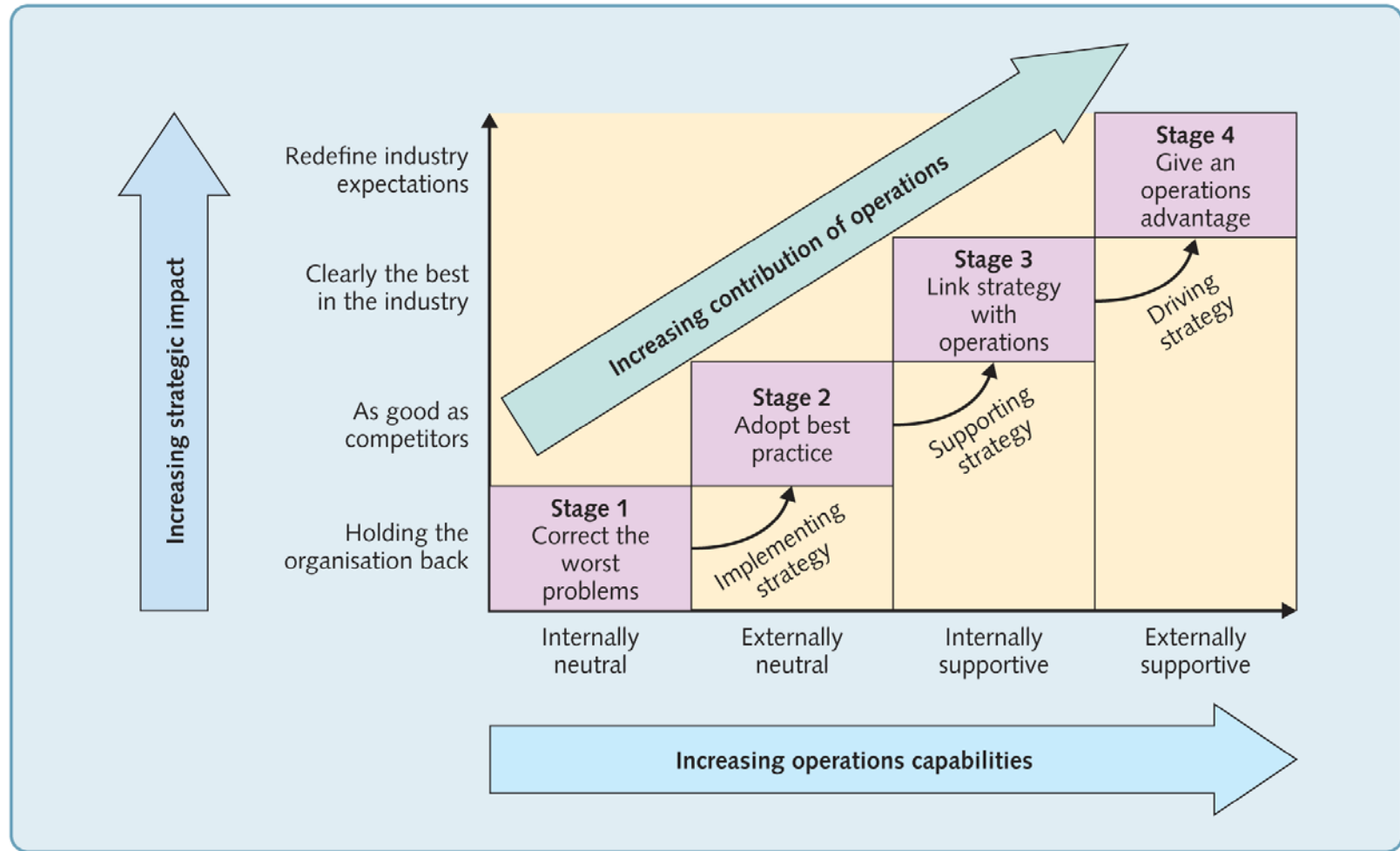
I
M
P
A
C
T

High		
Low		
	Low	High

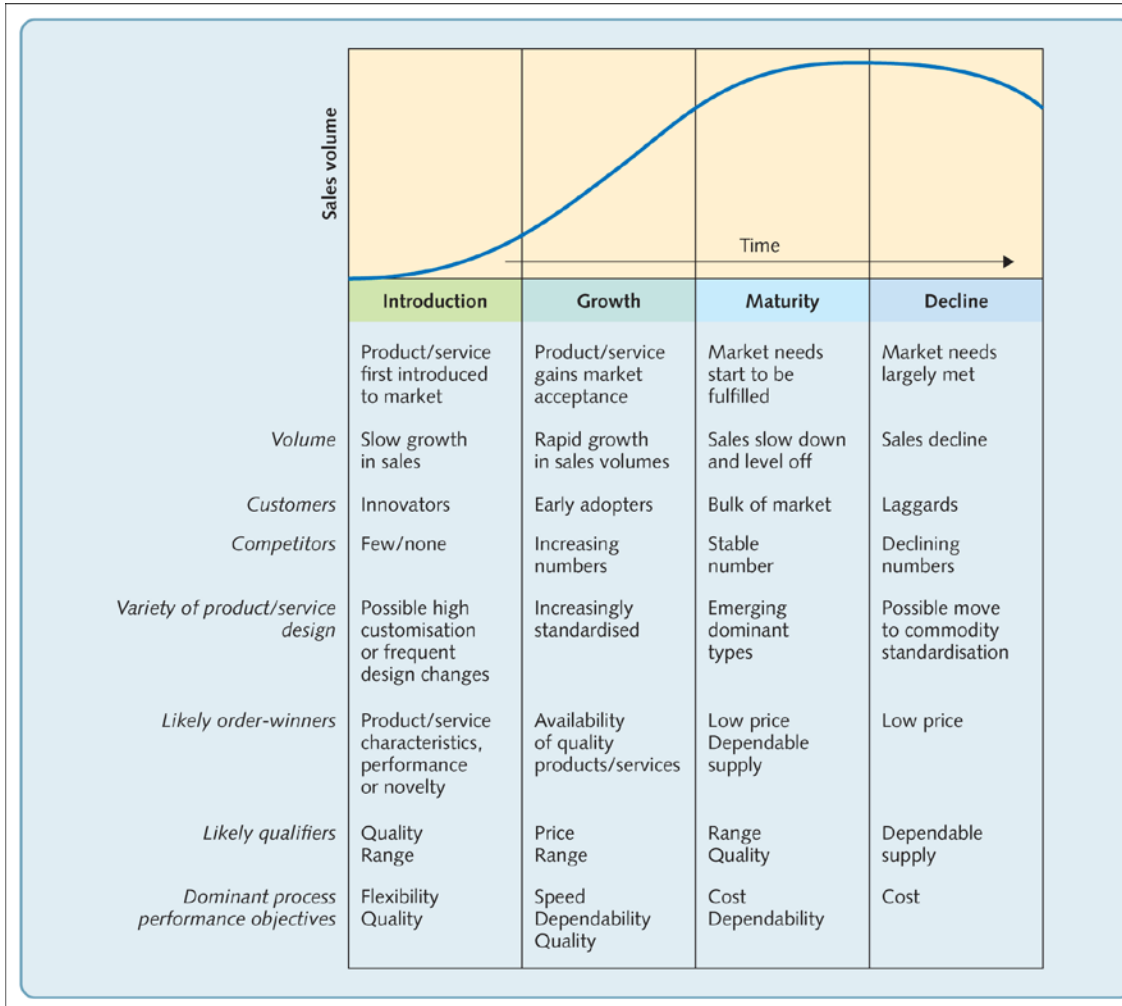
E
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OPS Strategy Maturity

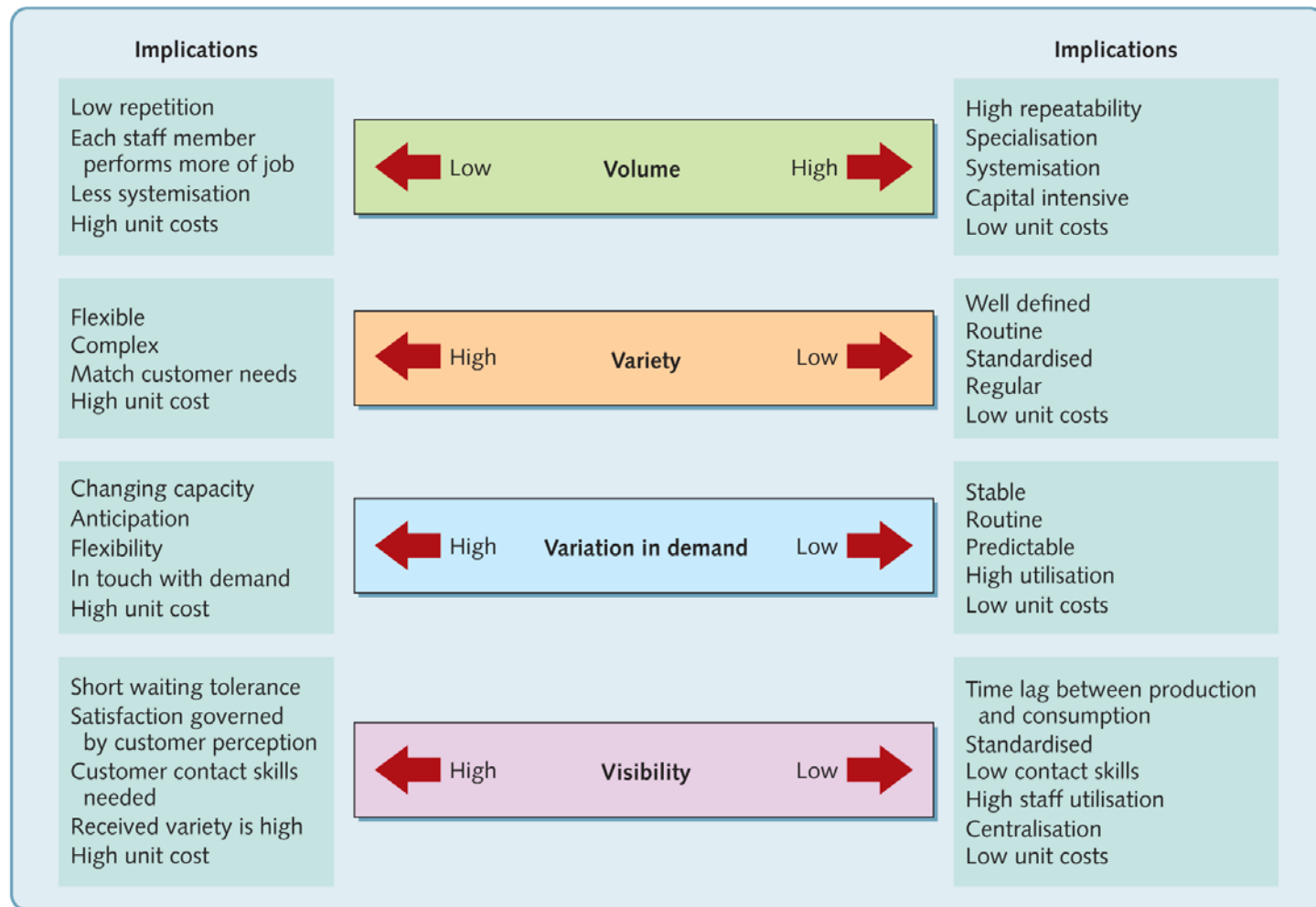
OPS Strategy Evolution



Lifecycle S curve



A typology of operations



Four V analysys for some retail banking Processes

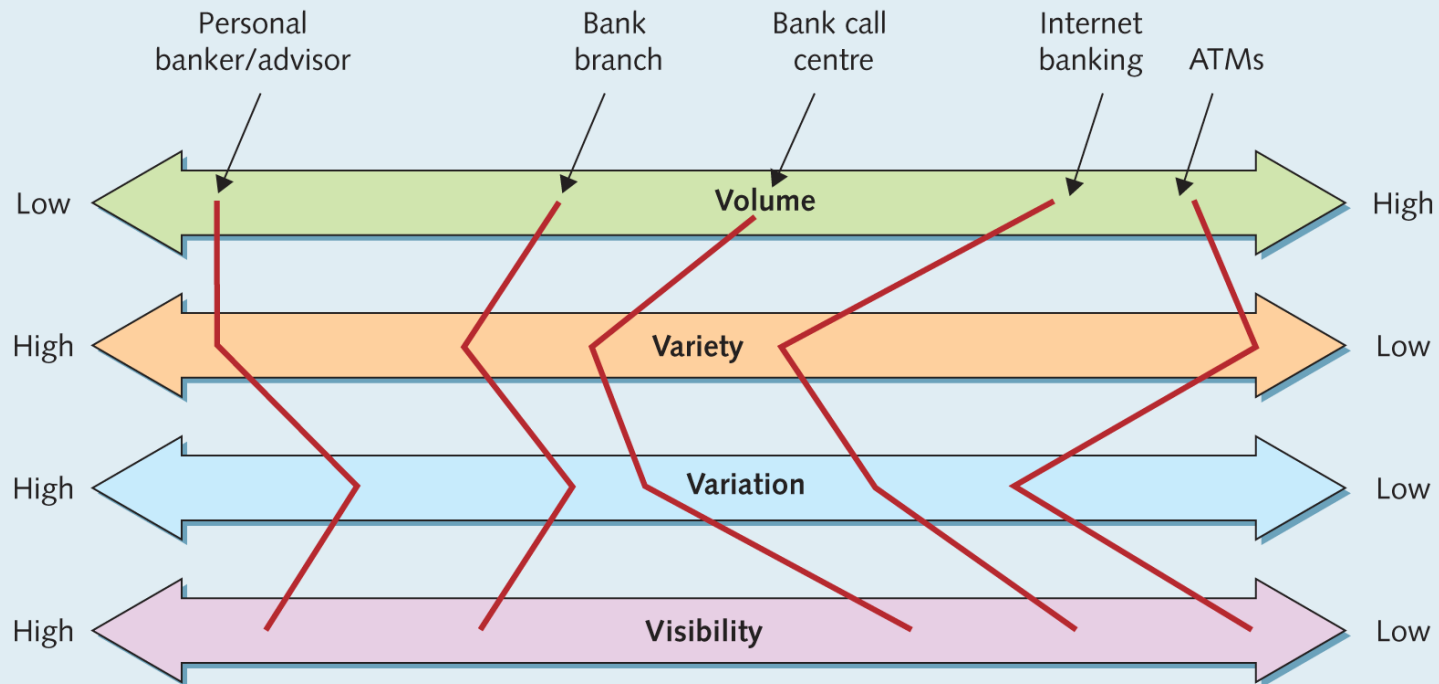
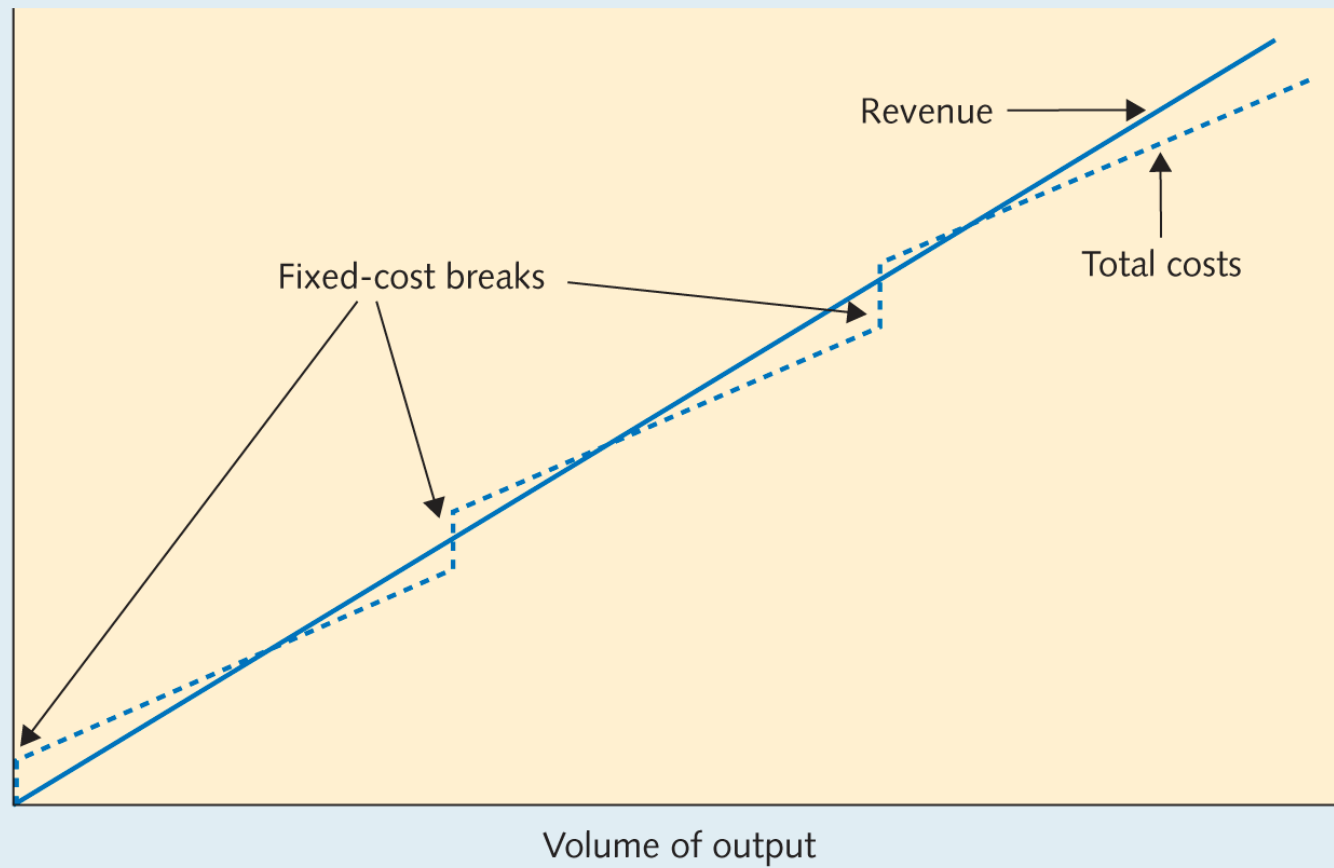
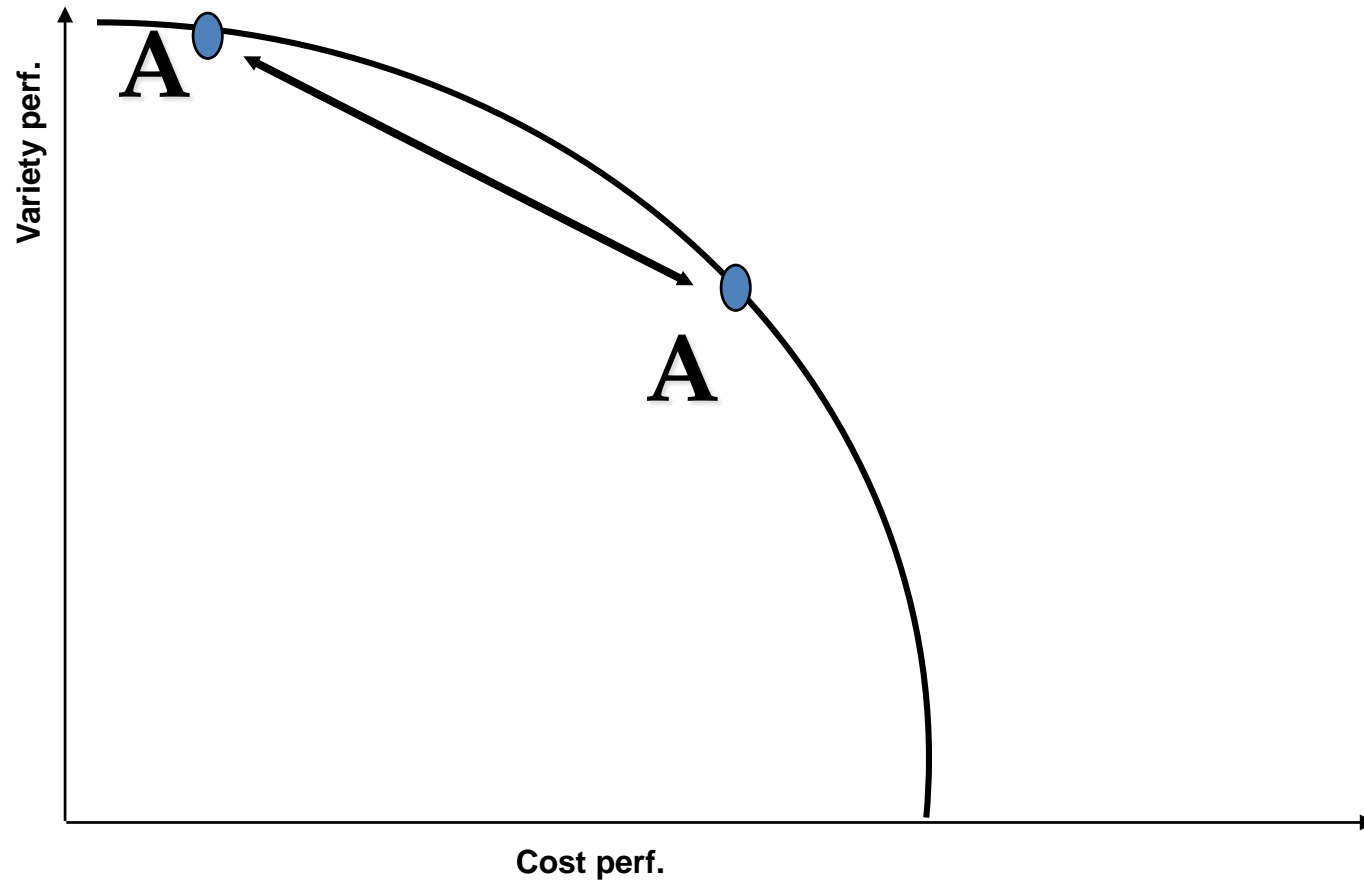


Figure 1.10 Four Vs analysis for some retail banking processes

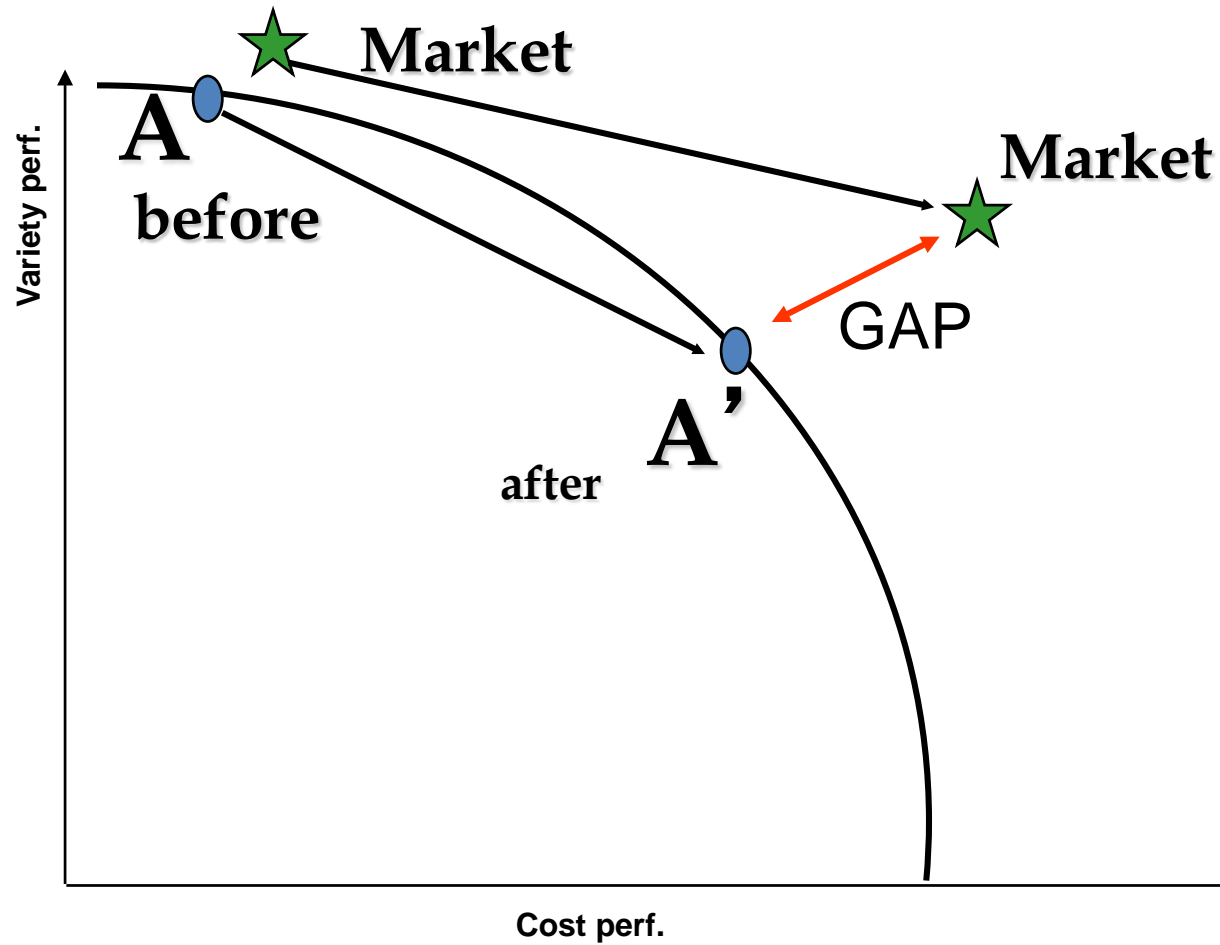
Break Even Curve



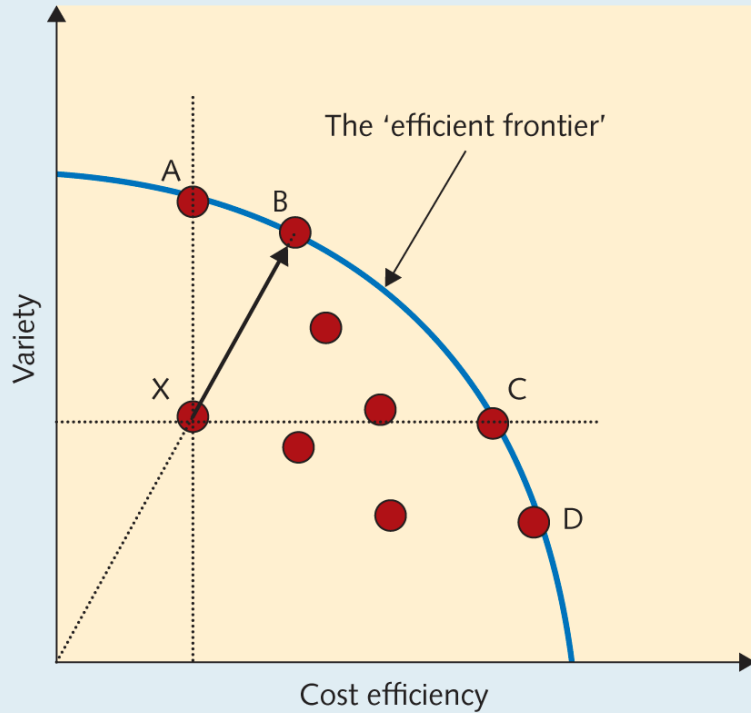
Trade Off (no change curve)



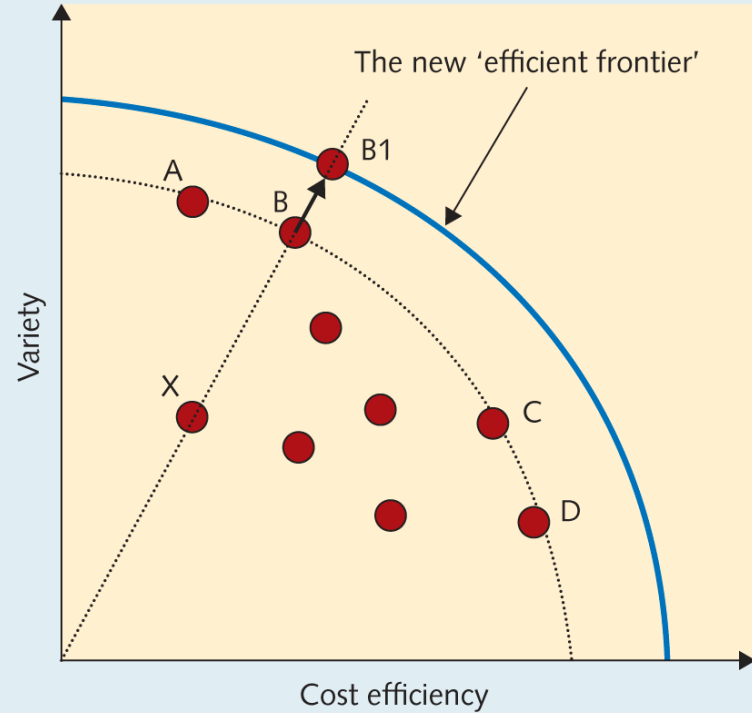
Targeting



The efficient frontier

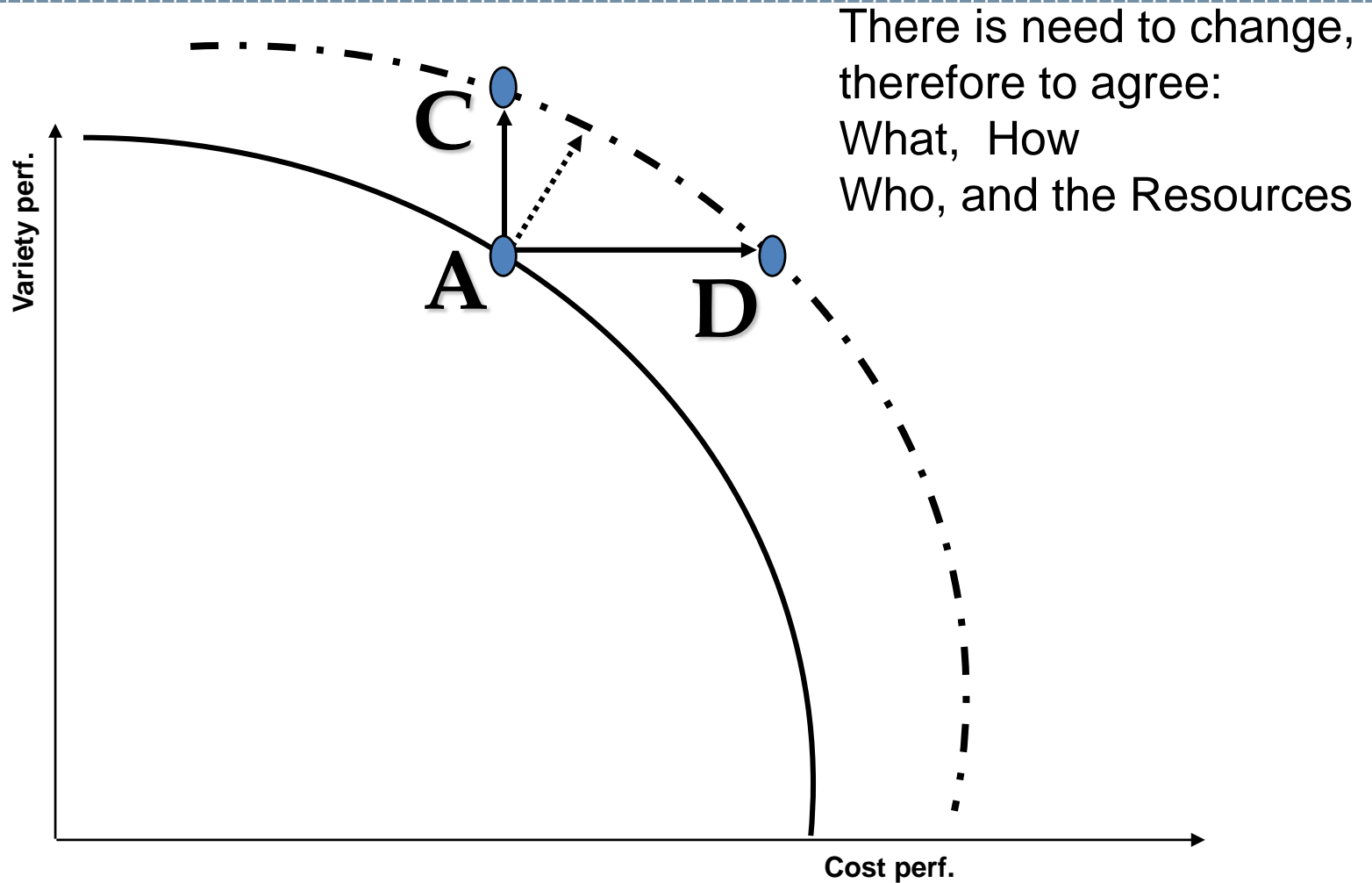


(a)

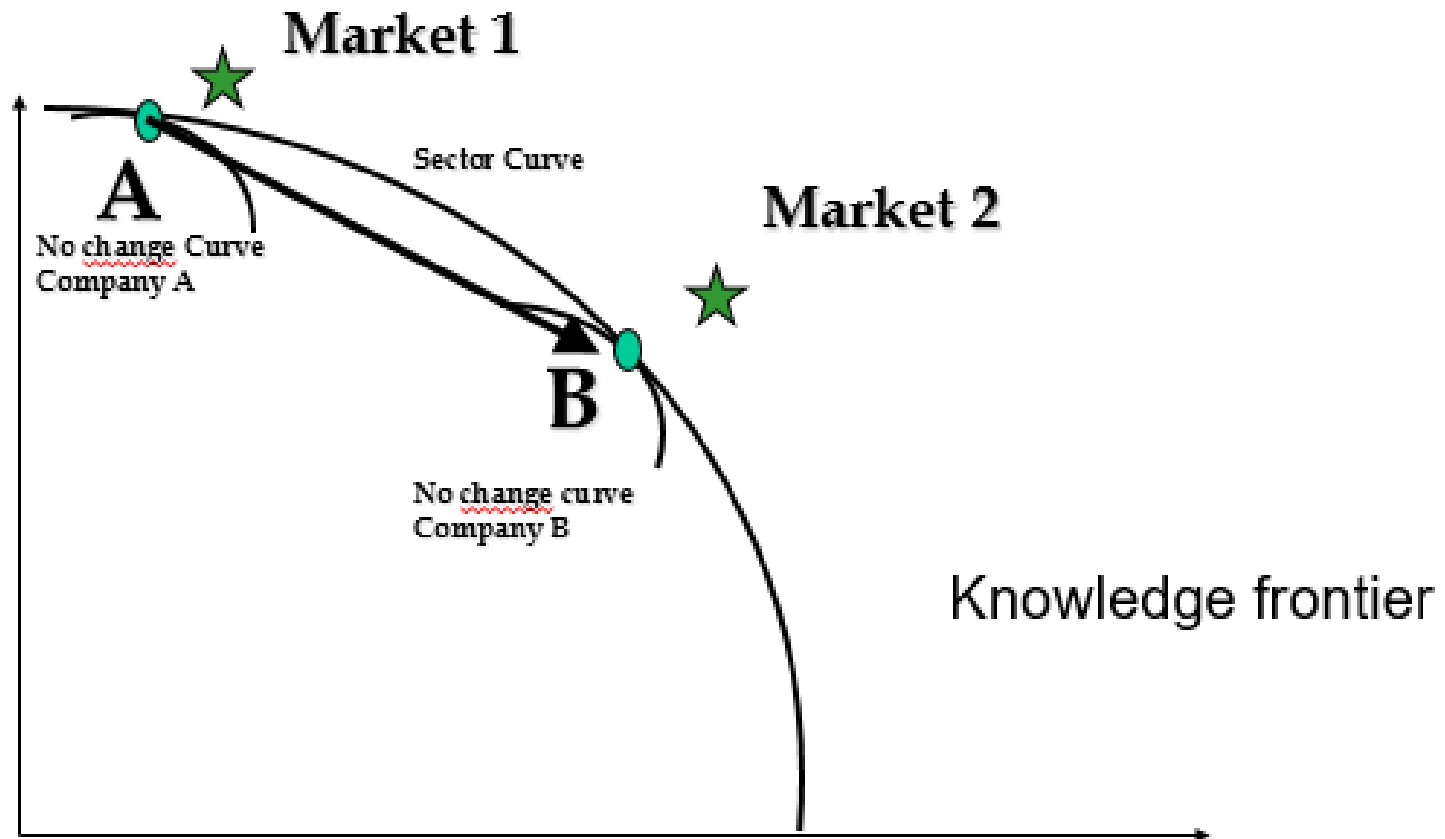


(b)

Overcoming Trade Offs

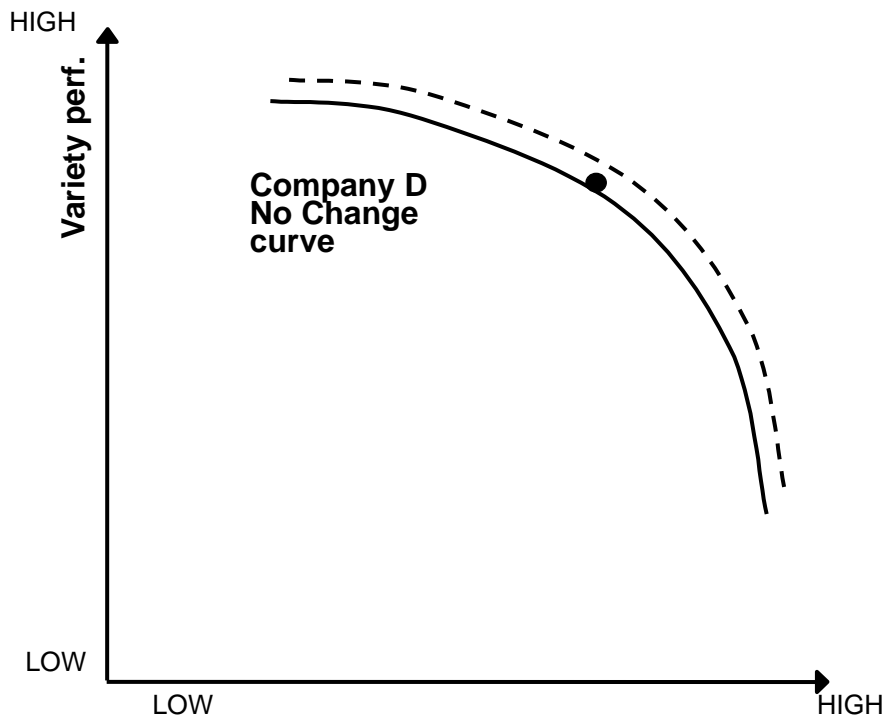


Sector curve trade off

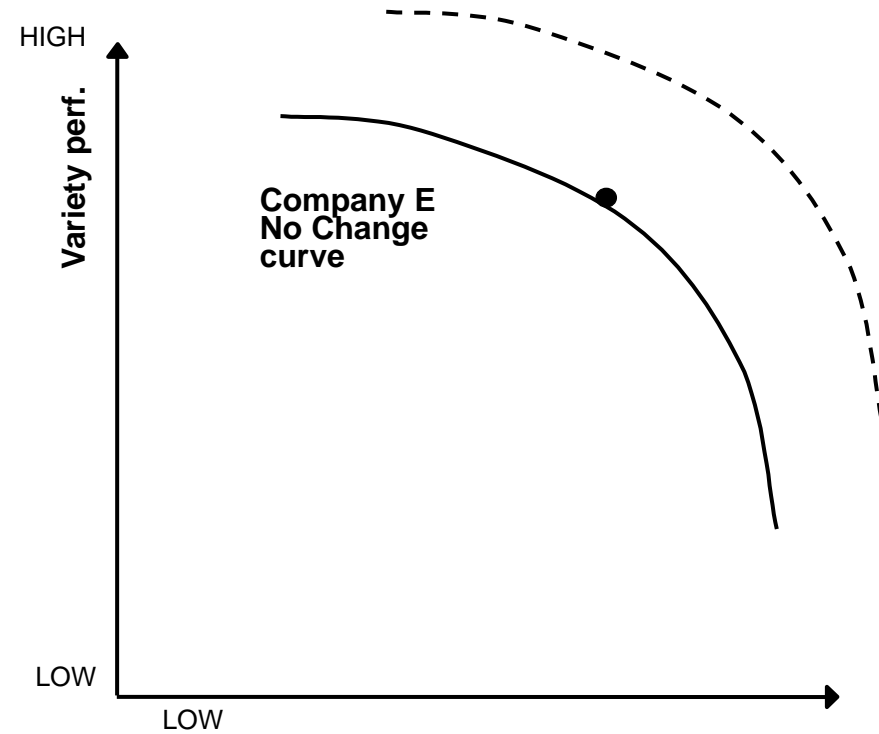


POTENTIAL curve

Company D

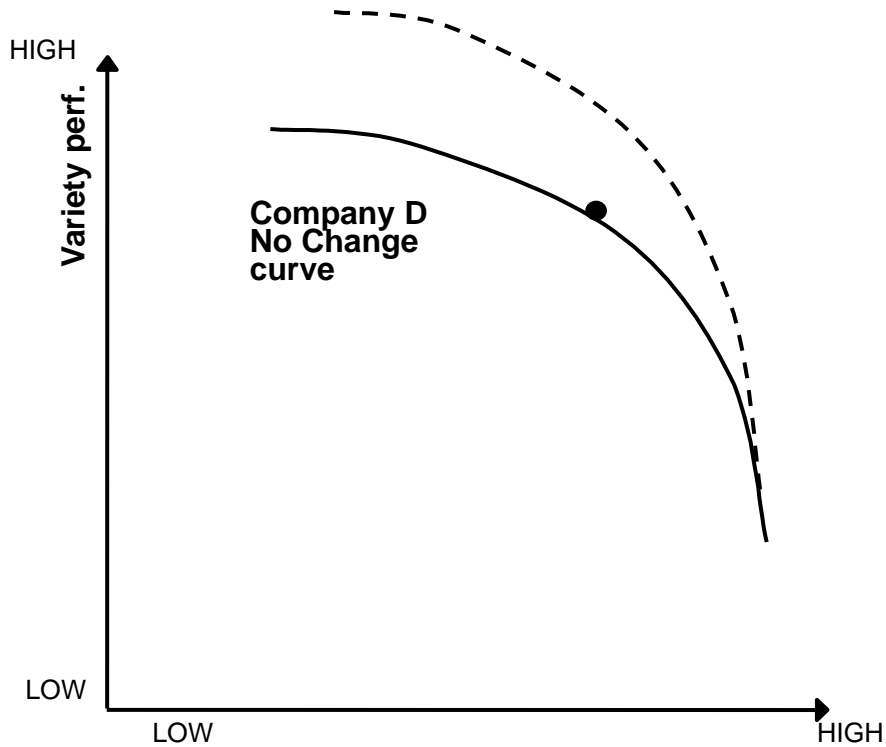


Company E

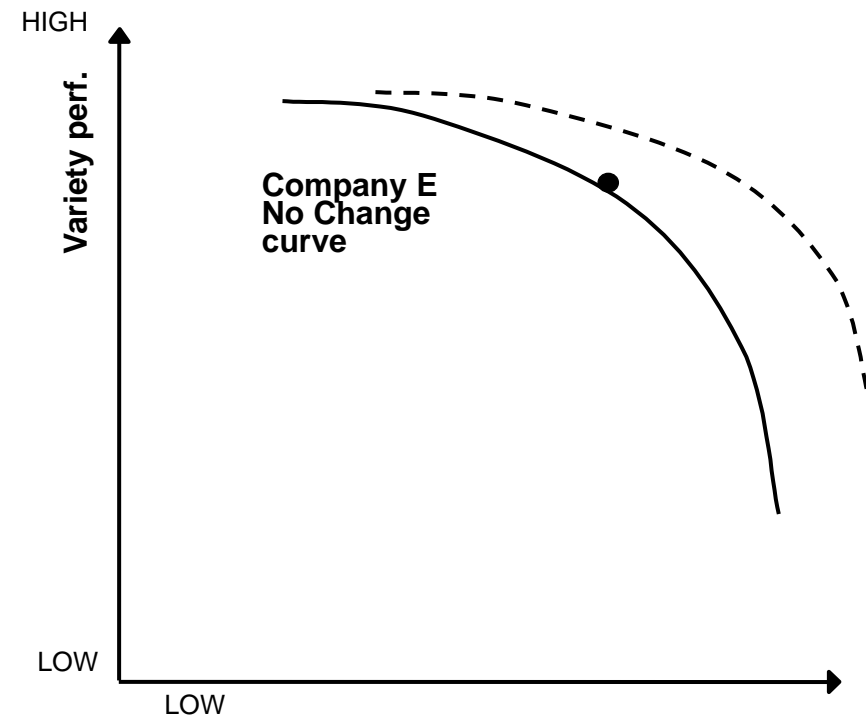


POTENTIAL curve

Company F



Company G





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