



## Operations Strategy

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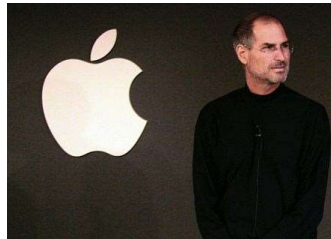
# Operations Strategy





## Discussione

- Quali sono le strategie di produzione di queste aziende?



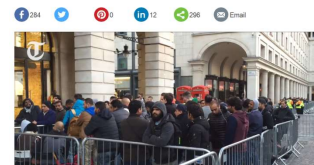
## Apple

### Business Strategy

- Highly Innovative Products
- Fast Product Life-cycles
- Spectacular Promotions & Introductions
- High Quality
- Premium Pricing

HOME • TECHNOLOGY • APPLE • IPHONE  
Hundreds of Apple fans queue outside stores for new iPhone 6s

The new iPhone 6s and iPhone 6s Plus have gone on sale, with queues snaking around the Apple store in London's Covent Garden and in other countries



What about Apple's Operations Strategy and key performance?





## Apple suppliers expect iPhone 6s orders to be cut by 30% this quarter - report

By Neil Hughes  
Tuesday, January 05, 2016, 11:18 am PT (02:18 pm ET)

Apple suppliers are preparing for slower-than-expected sales of the iPhone 6s and 6s Plus in the current March quarter, with orders said to be some 30 percent lower than originally expected, according to Japanese business newspaper Nikkei.



<http://appleinsider.com/articles/16/01/05/apple-suppliers-expect-iphone-6s-orders-to-be-cut-by-30-this-quarter---report>



# Apple

## Flexibility


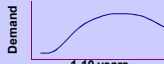
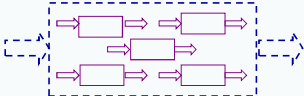
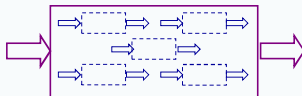
- More than anything else, Apple's operations strategy requires flexibility in manufacturing. This flexibility comes in several forms
  - New Product Flexibility
  - Volume Flexibility
  - Product Mix Flexibility

# Operations strategy



*'... the decisions which shape the long-term capabilities of the company's operations and their contribution to overall strategy through the on-going reconciliation of market requirements and operations resources ...'*

Operations strategy is different from operations management!

	Operations management	Operations strategy
Time scale	<b>Short-term</b> 	<b>Long-term</b> 
Level of analysis	<b>Micro level of the process</b> 	<b>Macro level of the total operation</b> 
Level of aggregation	<b>Detailed</b> For example <i>"Can we give tax services to the small business market in Belfast?"</i>	<b>Aggregated</b> For example <i>"What is our overall business advice capability compared with other capabilities?"</i>
Level of abstraction	<b>Concrete</b> For example <i>"How do we improve our purchasing procedures?"</i>	<b>Philosophical</b> For example <i>"Should we develop strategic alliances with suppliers?"</i>

### How can operations help a company compete?



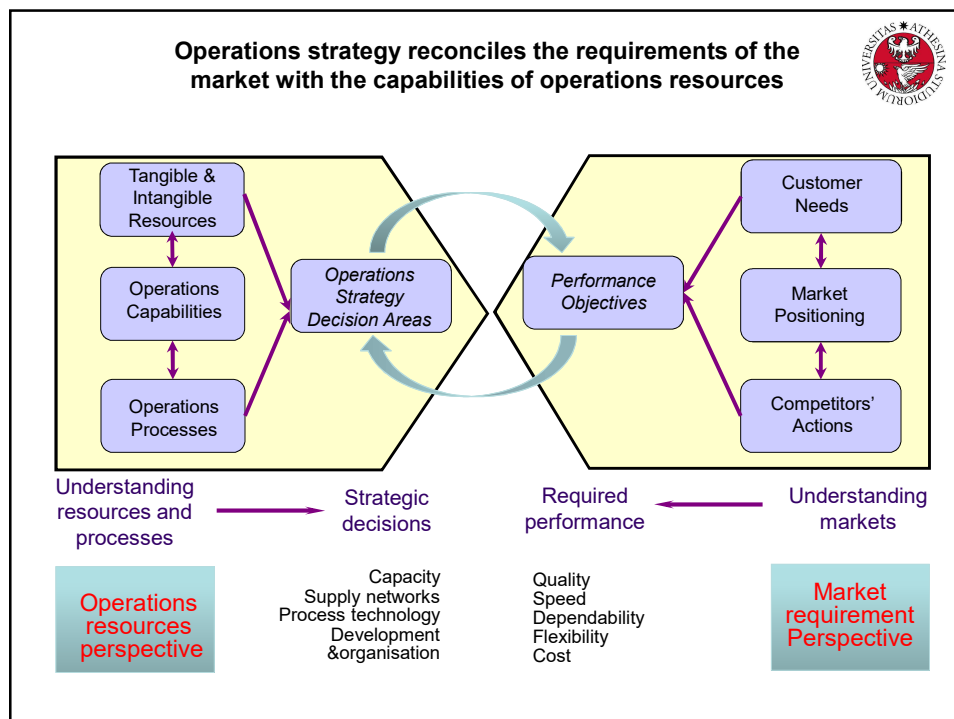
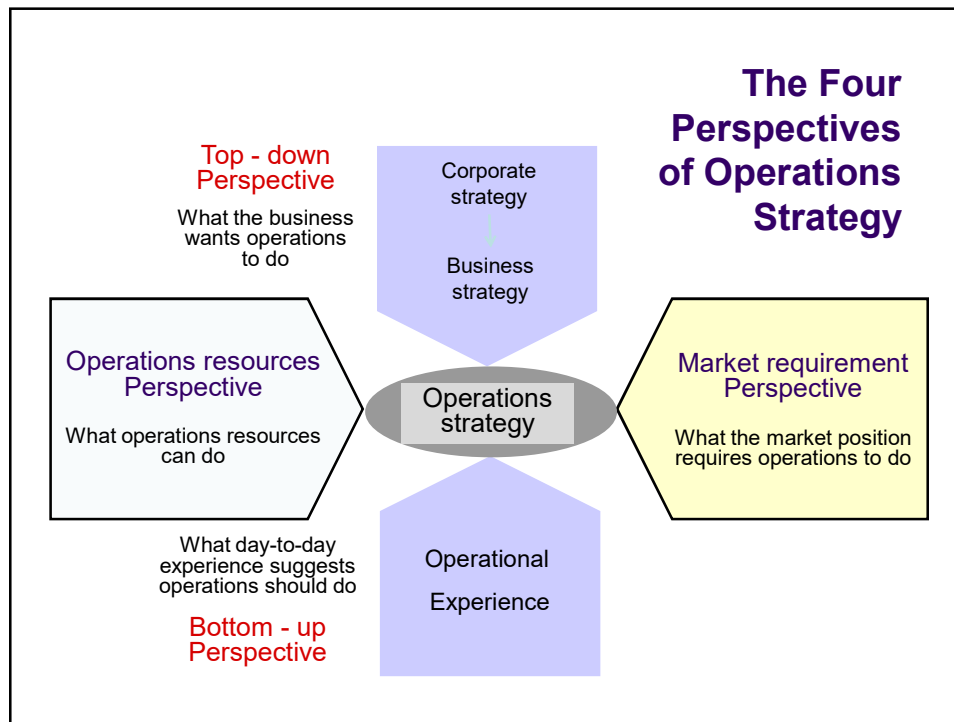
- The changing sources of competitive advantage
  - Low cost & scale economies (< 1960s)  
*You can have any color you want as long as it is black*
  - Flexible factories and product variety (1970s)  
*A car for every purse and purpose (Alfred Sloan, 1924)*
  - Quality (1980s)  
*Quality is free*
  - Time (late 1980s-1990s)  
*We love your product but where is it?*  
*Don't sell what you produce. produce what sells.*

#### **Customisation (1990's, 2000s)**

*Market of one at near mass-production efficiency*

### Reconciling different perspectives of OM

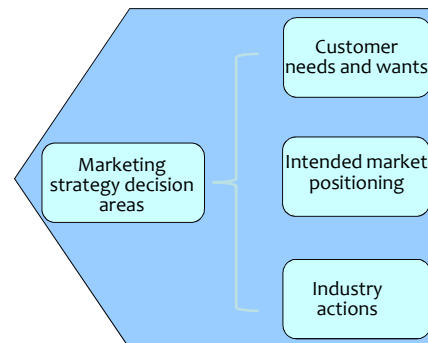




## Reconciling different perspectives of OM



The marketing-side  
of the equation

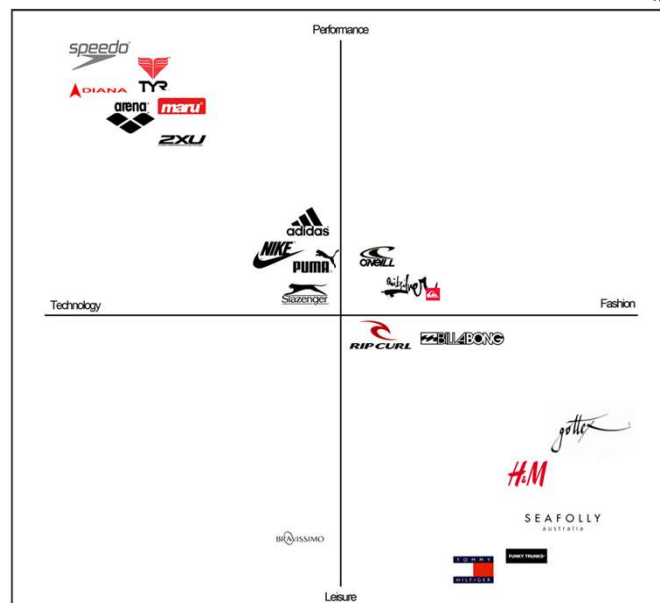
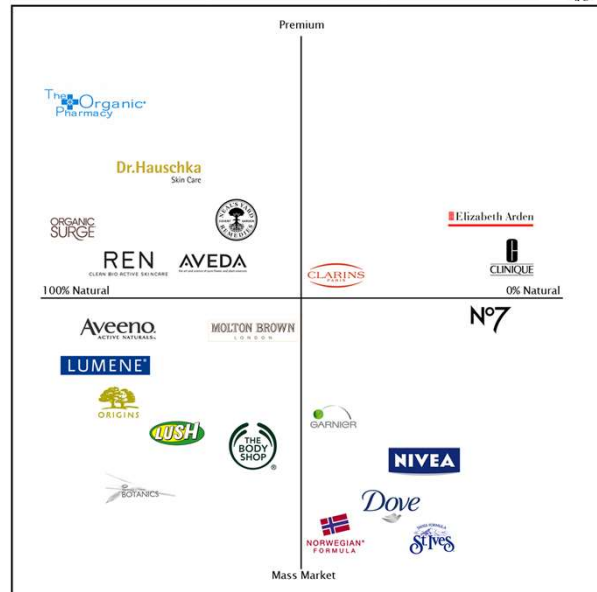


What do your  
customers need  
and want?

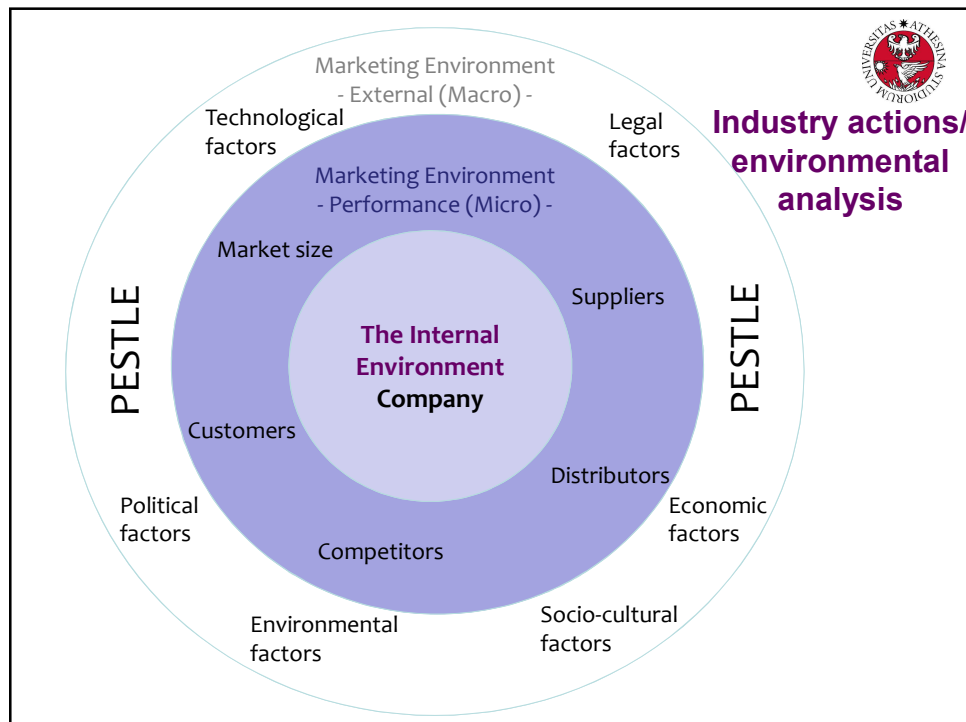


## Positioning...

...or the means by which products/services (and brands) can be differentiated







Recognise that market requirements (customer demand) is not static!		Stage in the Lifecycle		
	Introduction into market	Growth in market acceptance	Maturity of market, sales level off	Decline as market become saturated
<b>Customers</b>	Innovators	Early adopters	Bulk of market	Laggard
<b>Competitors</b>	Few /none	Increasing numbers	Stable numbers	Declining numbers
<b>Likely order winners</b>	Product/service specification	Availability	Low price Dependable supply	Low price
<b>Likely order qualifiers</b>	Quality Range	Price Range	Range Quality	Dependable supply
<b>Dominant operations performance objectives</b>	Flexibility Quality	Speed Dependability Quality	Cost Dependability	Cost

