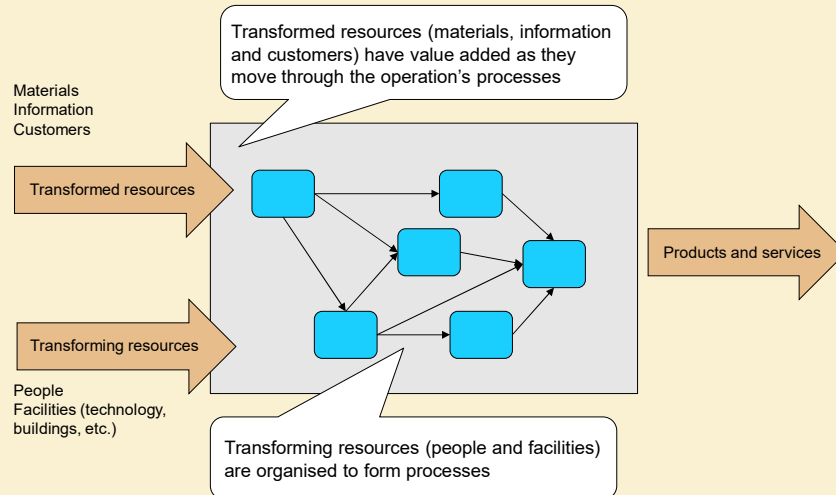


Operations Strategy - Introduction

1

All operations transform input resources into products and services



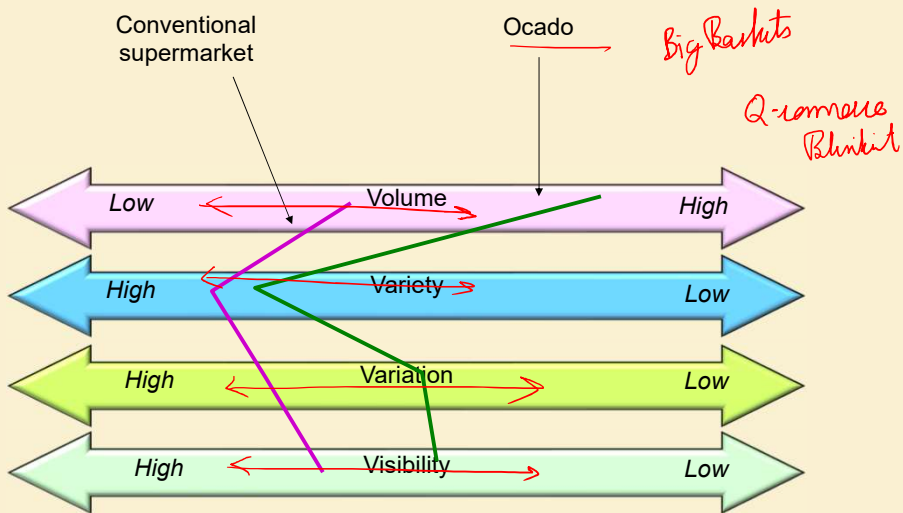
2

Operations strategy is...

- '... the **total pattern** of decisions ...
- ... that shape the **long-term capabilities** ...
- ... of **any type** of operation ...
- ... and their contribution to **overall strategy**...
- ... through the on-going reconciliation of **market requirements** and **operations resources** ...
- ... so as to achieve a **sustainable fit** between the two ...
- ... whilst managing the **risks** of misalignment'.

3

The Four Vs analysis for a conventional supermarket and Ocado



4

The sectoral scope of Operations Strategy

Products or services?

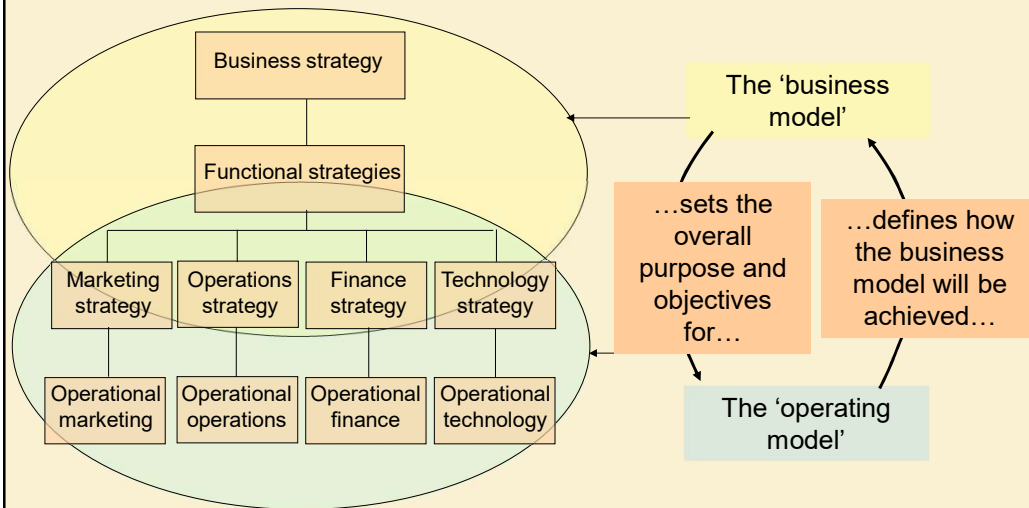
Manufacturing or non-manufacturing?

For profit or not-for-profit?

What is Operations Strategy about?

5

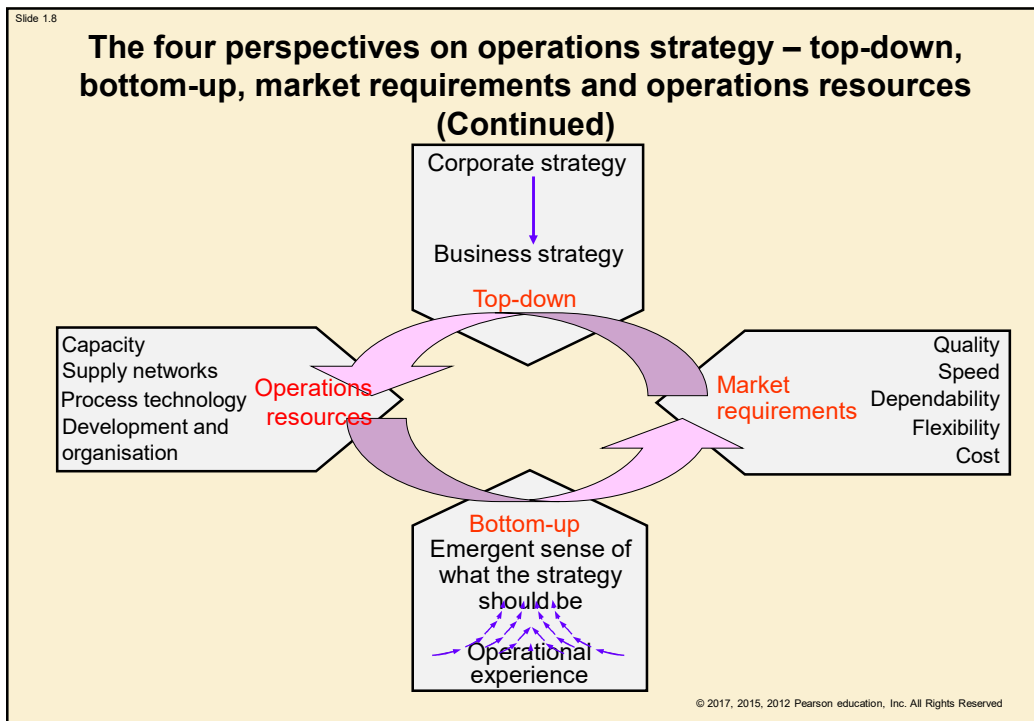
The relationship between the concepts of 'the business model' and the 'operating model'



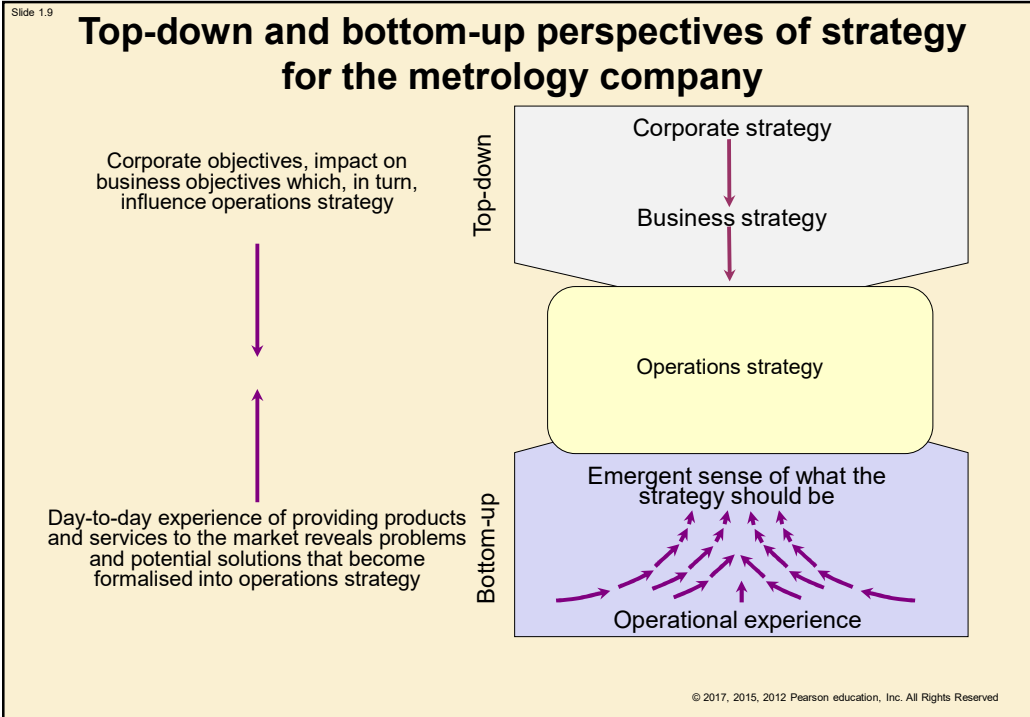
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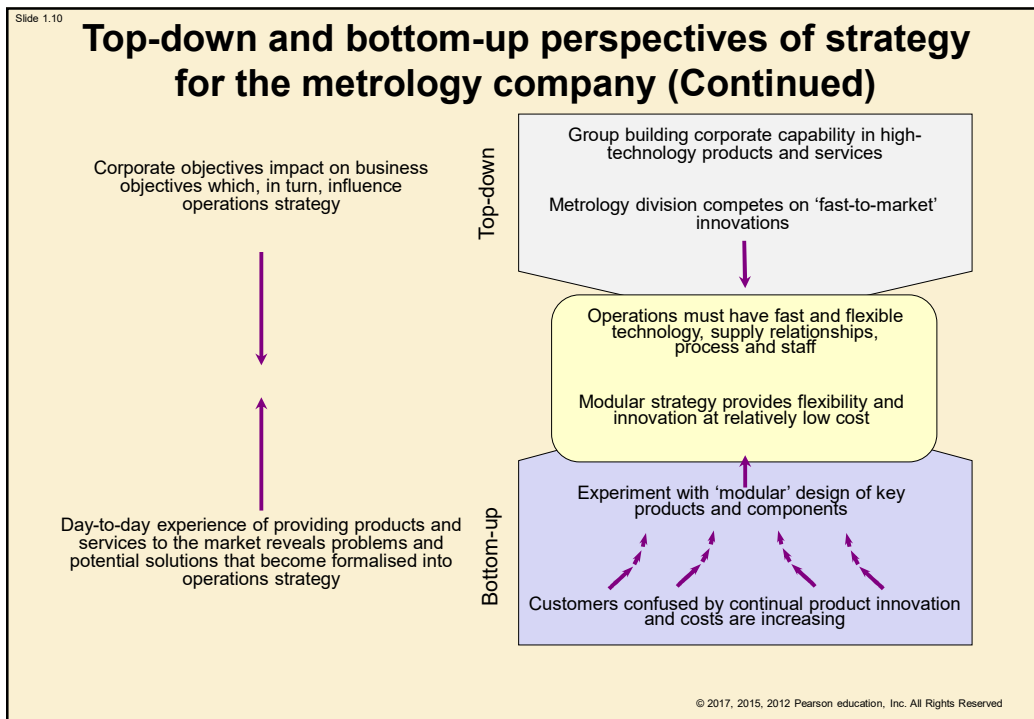
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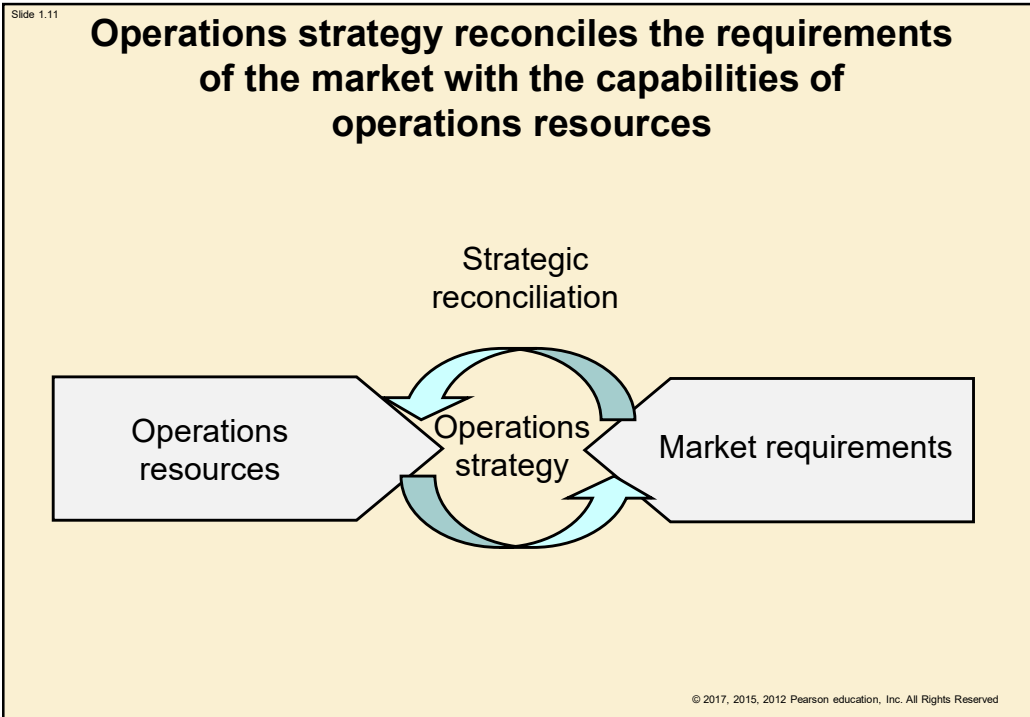
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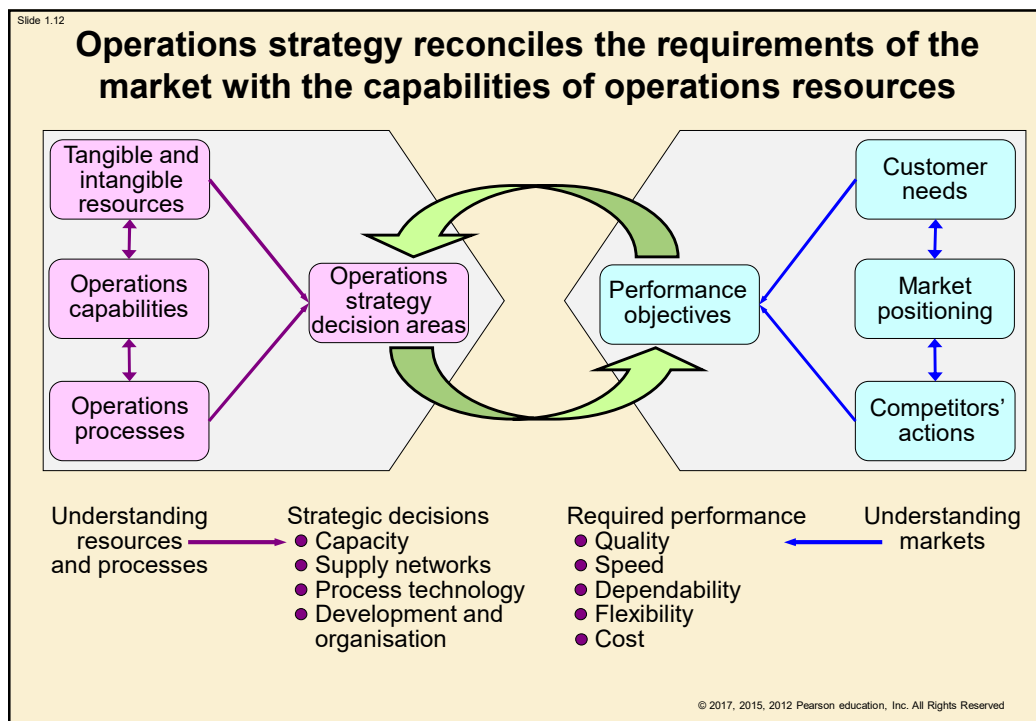
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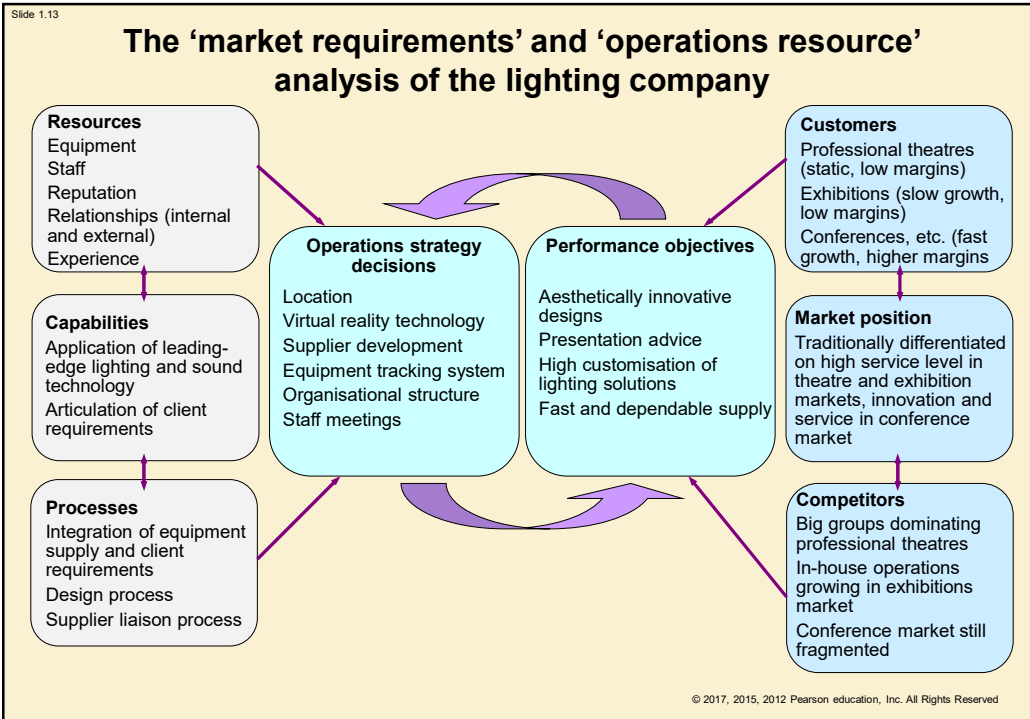
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11



12



13

Slide 1.14

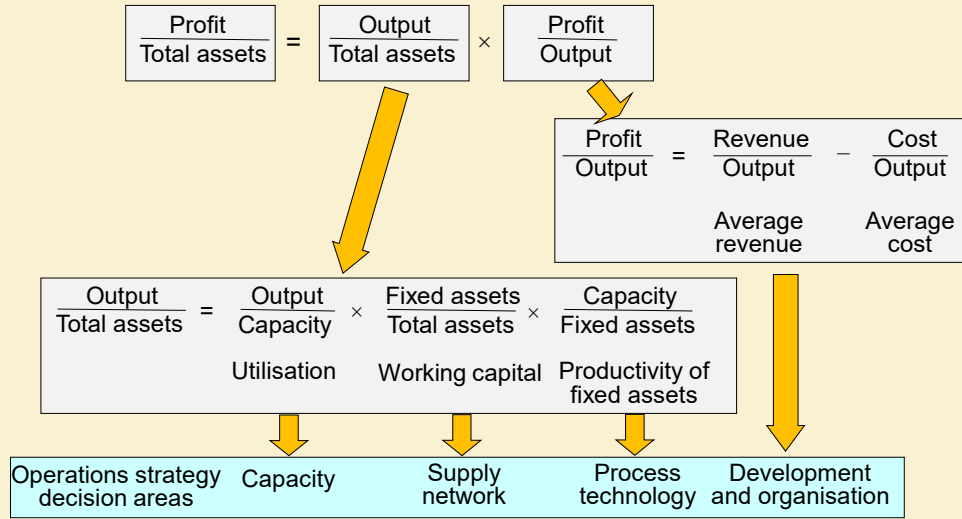
Operations strategy...

'... 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 ...'

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14

Decomposing the ratio profit/total assets to derive the four strategic decision areas of operations strategy



The operations strategy matrix

