Operations Strategy
Principles and Practice

Second Edition

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Professor Allon teaches courses in operations management and operations strategy in MBA and executive programs. Professor Allon won the 2009 Outstanding Professor of the Year Award at Kellogg, the 2014 Alumni Professor of the year, and was recently named among the Worlds Top 40 B-School professors under the age of 40. Professor Allon regularly consults firms both on service strategy and operations strategy.
This book explains the principles of operations strategy and describes how companies can apply these principles in practice to increase value. Designing and implementing a successful operations strategy require judgment, experience, creativity, and luck, all of which cannot be taught. What can be taught, however, are the concepts, principles, and tools to help you in that process—and therein lies the purpose of this book.

“Principles and practice” is my guiding motto throughout this book. Going beyond telling war-stories, my goal is thus to describe the practice of operations strategy while revealing its driving principles in a structured manner. I am writing under the assumption that we—which in this book means you, the reader and I, the writer—seek to build sound intuition for designing, assessing, and improving operations strategies. I believe that sound intuition results from a journey of logical analysis that culminates in a theory. Good theory gives you intuition into the familiar, and beyond.

Each chapter opens with a description of how a real company practices some aspect of operations strategy and then reviews the concepts behind that practice. Tools are provided to analyze the concepts, distill their principles, and suggest guidelines for implementation and improvement. When appropriate, state-of-the-art research findings are integrated in the discussion. Each chapter closes with a mini-case that asks you to explore how you would apply the principles and tools in practice. The last part of the book contains a set of “full-blown” cases to integrate the chapters and emphasize the relevance of our topic to practice.

To increase accessibility, most analysis is described in words and is exhibited with minimal notation and mathematics. For example, equations are stated only if they capture a relationship better than words alone can. To increase usefulness and illustrate implementation, a particular example of each analysis is worked out in a spreadsheet (all spreadsheets can be downloaded from www.vannieghehm.us). More advanced analysis or spreadsheet implementations are relegated to appendices for those who are interested.

Though we are interested in designing good operations strategies, strategy evaluation is as much art as it is science. We will adopt a dual perspective that combines qualitative analysis with a financial evaluation of the value created by the operations strategy. Throughout this book, value will thus be our yardstick and our guide to assess and improve operations strategy. Merging the strategic and financial perspective should be natural to the intended reader:

I have written this book with a specific focus on MBA and engineering management students, and on their instructors. I hope that the structured approach
of using analysis to build intuition and reveal improvement levers within a coherent framework facilitates learning and instruction. While the book naturally follows a core course in operations and supply chain management and adopts basic financial evaluation, all concepts are explained “from scratch” to make the book accessible to every business or engineering management student. The book should also be of interest to consultants and practitioners as a reference for concepts, principles, and tools.

According to Francis Bacon, “writing makes an exact man.” While a valiant goal, operations strategy is not an exact science. Nor is there an agreed-upon paradigm for its study, let alone agreement on what exactly “is part” of operations strategy. Given these constraints, this book reflects my best effort to structure concepts and principles in a unified framework for operations strategy. Like any good operation, however, this really is a process of continuous improvement. It never ends, as better ways always exist. If you have any suggestions for improvement, I welcome hearing about them.

Jan Van Mieghem (Jan@VanMieghem.us)
July 13, 2007

Changes in the Second Edition

This second edition contains changes along various dimensions. First, Professor Allon has joined this ongoing book project as second author. In 2010, Gad started teaching the MBA elective course, Operations Strategy, that Jan began designing and teaching in 1998. Second, while the first edition followed a “leading strategy,” in the sense that it contained material that hadn’t been taught yet, this second edition reflects how our MBA elective course has evolved over the last 7 years. It thus contains “class-room tested content.” These two changes led to a new chapter 2; majorly revised chapters 1, 3, 4, 5, 6, and 7 and appendix A; and minor revisions of the remaining chapters.

While we believe significant progress has been made, this book project remains a process of continuous improvement. It never ends, as better ways always exist. If you have any suggestions for improvement, we welcome hearing about them.

Jan Van Mieghem and Gad Allon
July 11, 2014
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This book results from the MBA elective course, *Operations Strategy*, that I began designing and teaching in 1998. It reflects the experience and knowledge of the colleagues, teachers, and managers that I have worked with. I have also benefited greatly from the experience, suggestions, and questions of the many MBA and executive students that I have interacted with; while I was teaching, I was learning even more.

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What are the operational strategies? By definition, an operational strategy is a map that helps companies to reach their targets and objectives. Enterprises develop operational strategies to identify their business flaws, evaluate the quality and strength of their resources, assess their workflow, create effective plans, and implement them in their business ventures. Operations Strategy also enables entrepreneurs to connect long-term goals with the short-term ones and execute the plans efficiently. Operations Strategy Examples. An operations strategy is the structure upon which an organization determines how it arranges and uses its resources in order to maintain a competitive advantage. It is a formulated framework consisting of two elements. The structural element contains components like location and size of Operations strategies drive a company’s operations, the part of the business that produces and distributes goods and services. Operations strategy underlies overall business strategy, and both are critical for a company to compete in an ever-changing market. With an effective ops strategy, operations management professionals can optimize the use of resources, people, processes, and technology. In the book Operations Strategy, authors Nigel Slack and Michael Lewis define the term.