

Operations Examples & Case Studies

Role of Operations Management

- *Strategic role of Operations Management – cost leadership, good/service differentiation*

Cost leadership = Displayed by **Apple**. Reduced operating costs by outsourcing the majority of its operations to manufacturers in China (Foxconn). Cheaper labour, less money spent on expenses.

Also displayed by **Ikea**. Sources good from low-wage countries (ethical issue) and only offers a basic level of surface. Does not assemble the furniture in-store. Allows Ikea to offer lower prices.

Influences

- *Globalisation*

Apple outsources its operations process to other countries, i.e. Foxconn in China. Most of the materials and electronics are developed in other countries.

Aldi was created in Germany in 1948. It moved around the world, opening a store in Sydney in 2001. Currently there are over 200 stores across Australia. Global opportunities enticed Aldi to open stores overseas.

- *Technology*

Microsoft: The market for PC-related tech (hardware/software) is always expanding and changing, and Microsoft must continue to innovate their products to entice customers, also to differentiate products.

- *Quality Expectations*

Mountain H2O: Customers expect the same tasting water and quality from every purchase. Certified as organic.

DICE/EA: Because of previously released products, customers expect high quality products, with a high degree of customer support and community support from the company. This company has continually tried to raise the quality of products by conducting surveys and trial periods (BETAS)

- *Cost-based competition*

Virgin airlines, tiger airways and Qantas: Competing against each other to supply a low-cost product to attract customers.

Operations Management Case Studies With Answers

David B. Grant



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