

به نام خدا



استراتژی عملیات (Operations Strategy)

فرایند استراتژی عملیات و تحلیل محیط درونی و بیرونی

Mostafa Jahangir (PhD)

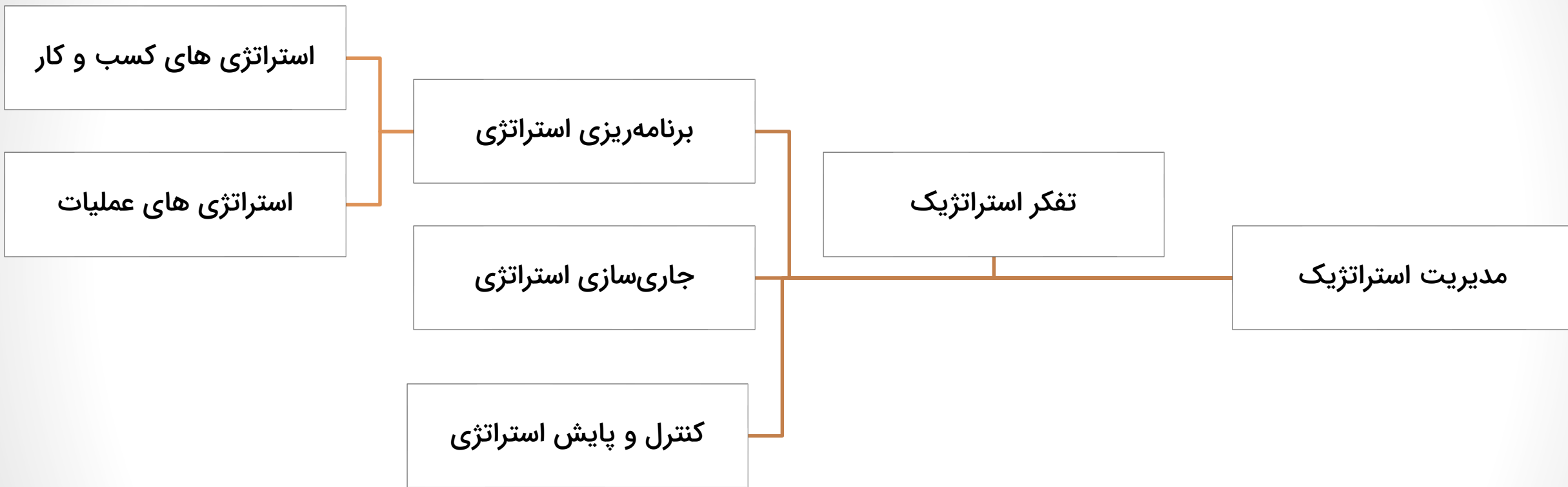
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فرایند استراتژی عملیات

مدیریت استراتژیک عملیات

- استراتژی های کسب و کار Business strategy
- استراتژی های عملیات Operations strategy
- استراتژی های تحقیق و توسعه، فناوری و کیفیت R&D, thechnology & quality strategy
- استراتژی های عملیات دیجیتال Digital operations startegy
- استراتژی های تامین و تدارک Purchasing & supply strategy
- استراتژی های تولید کالا یا ارائه خدمت Goods & services startegy
- استراتژی فضای فیزیکی Physical environment strategy

فرایند استراتژی عملیات



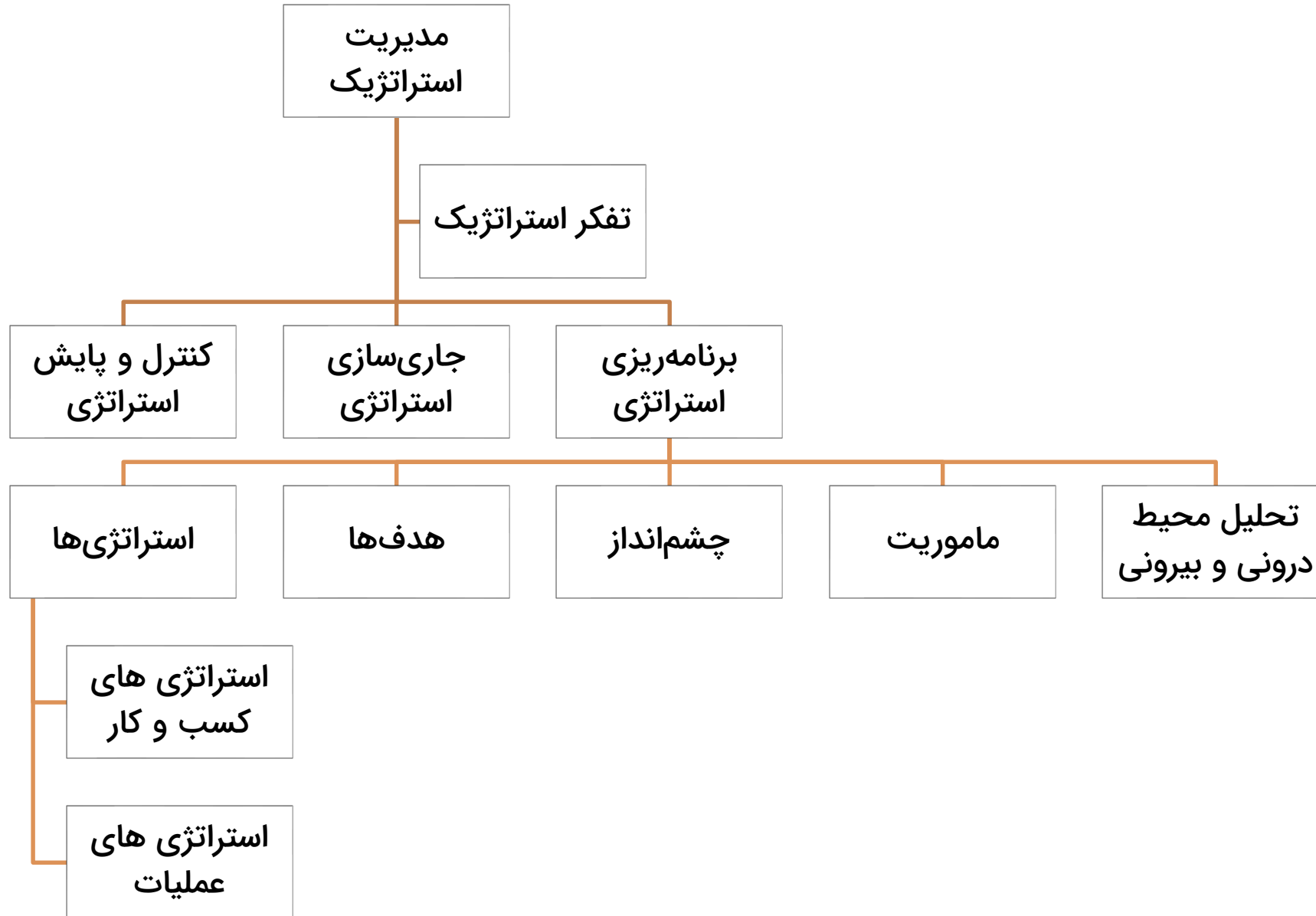
تفکر استراتژیک مانند چتری بخش های دیگر را پوشش می دهد. مدیریت استراتژیک بدون تفکر استراتژیک تبدیل می شود به یک کالبد بدون روح و یک قالب بدون محتوا.

اهداف استراتژی عملیات

- اینکه چه فرایندها، کارها، پروژه ها و فعالیت هایی در بخش‌های عملیاتی سازمان انجام دهیم تا به اهداف برسیم.
- تعیین اولویت ها و نقاط تمرکز در عملیات سازمان
- جهت دهی به عملیات سازمان
- حرکت از دغدغه های روزمره به اهداف و گزینه های وسیعتر در حوزه عملیات سازمان
- متمرکز شدن تلاش ها و تضمین این که همه بخش های عملیاتی به سمت اهداف در حال حرکتند.

برنامه ریزی استراتژی

برنامه ریزی استراتژیک



استراتژی چیست؟ استراتژی عملیات چیست؟

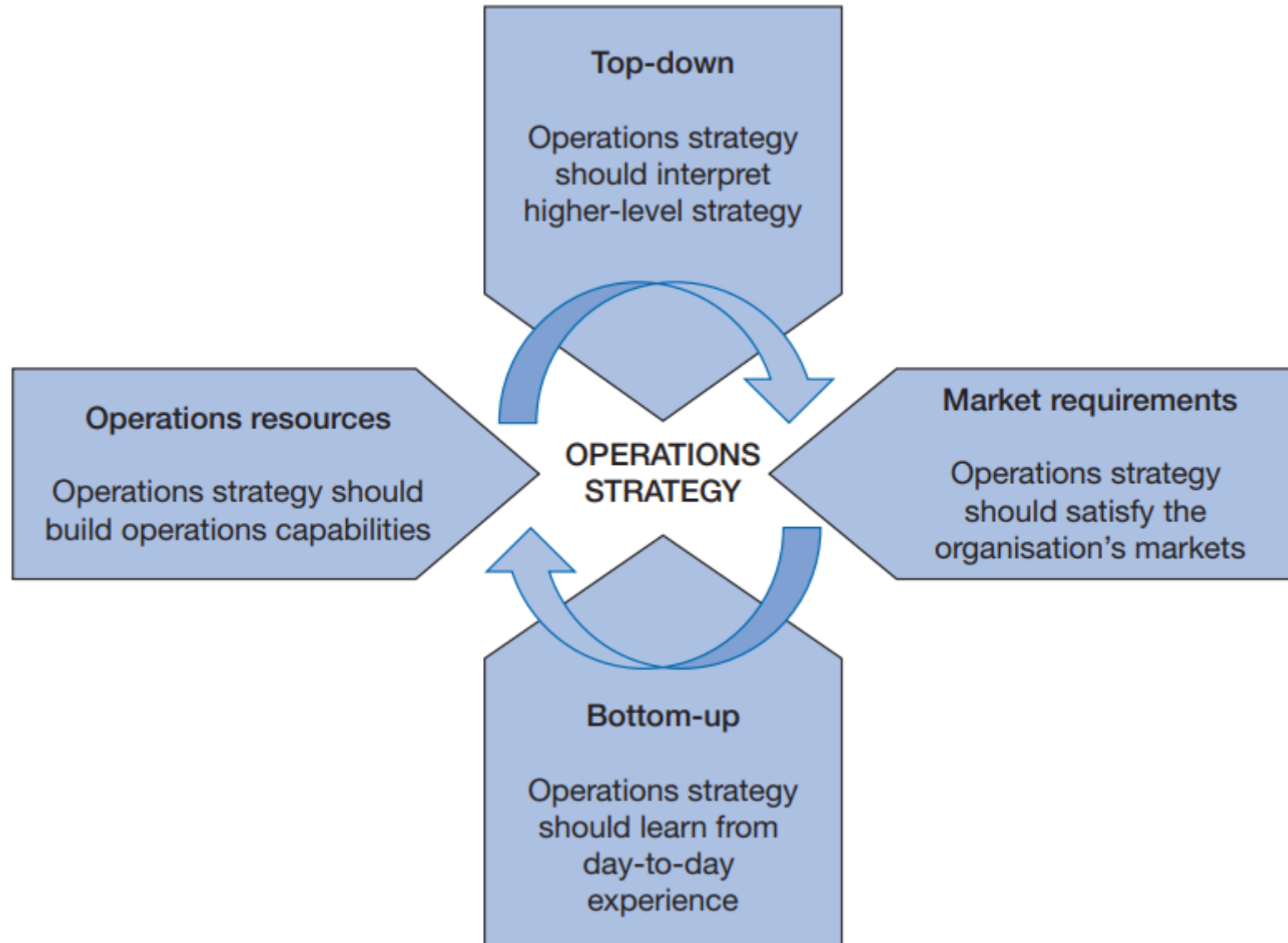
What is strategy?

- Linguistically, the word derives from the Greek word
 - Strategos: leading an army.
- **Strategy**
 - direct an enterprise
 - Planning the path that will achieve goals
 - Stressing long-term rather than short-term objectives
 - Dealing with the total picture rather than stressing individual activities
 - Being above of day-to-day activities

Operations strategy

- **Operations**
 - is the part of the organisation that creates and/or delivers its products.
 - Is each step organization take toward manufacturing or delivering a product.
- **Operations strategy**
 - is a set of decisions an organization makes regarding the production and delivery of its products.

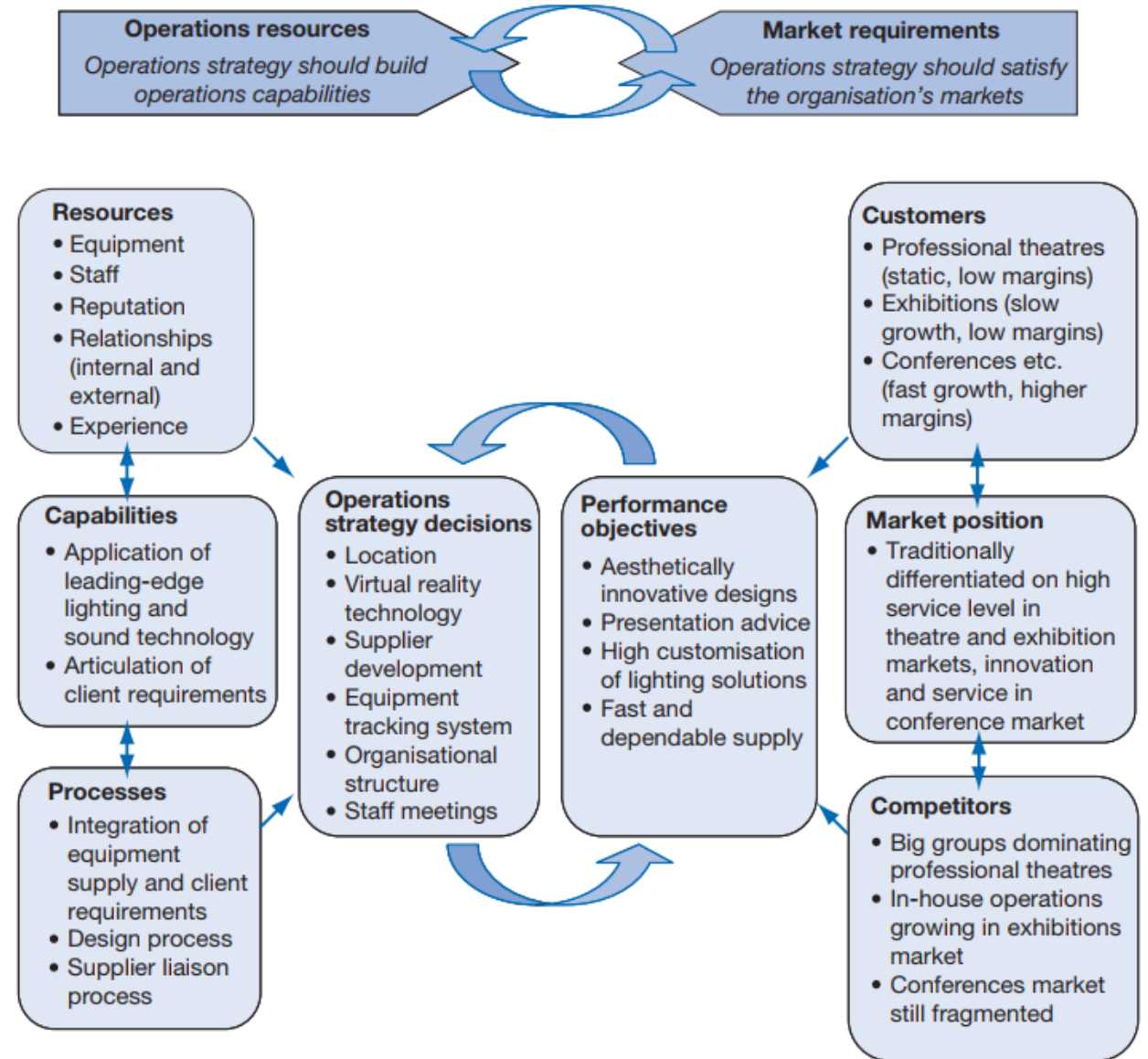
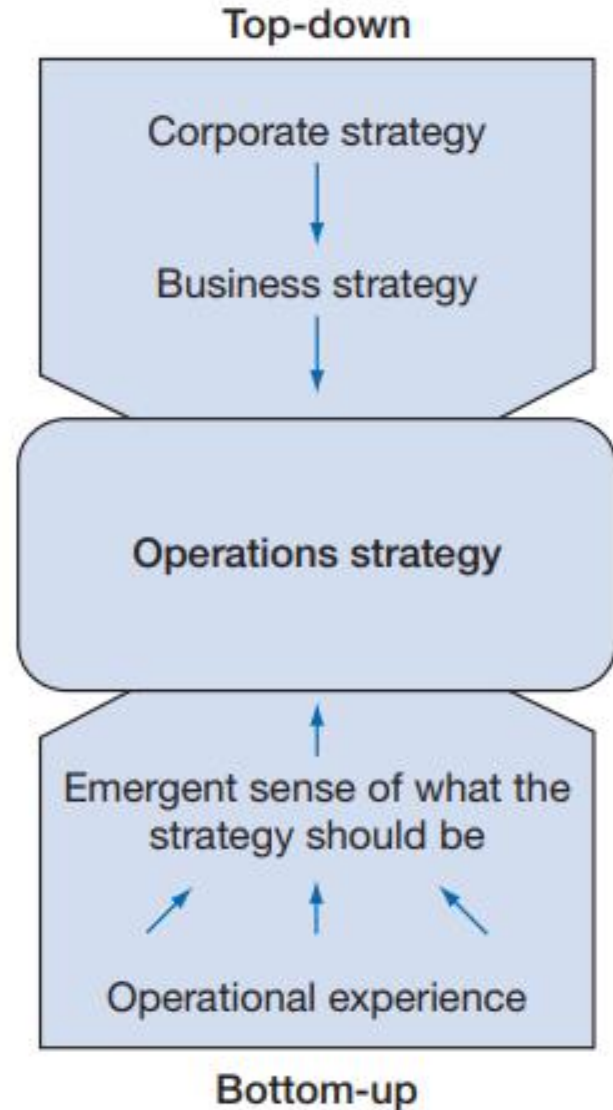
Four perspectives on operations strategy



Four perspectives on operations strategy

- **Top-down**
 - reflection of what the whole group or business wants to do.
- **Bottom-up**
 - where operations improvements cumulatively build strategy.
- **Market requirements**
 - involves translating 'market requirements' into operations decisions.
- **Operations resources**
 - involves exploiting the capabilities of 'operations resources' in chosen markets.

Four perspectives on operations strategy



Case study: sometimes any plan is better than no plan

- There is a famous story that illustrates the importance of having some kind of plan, even if hindsight proves it to be the wrong plan.
- During manoeuvres in the Alps, a detachment of Hungarian soldiers got lost.
- The weather was severe and the snow was deep.
- In these freezing conditions, after two days of wandering, the soldiers gave up hope and became reconciled to a frozen death on the mountains.
- Then, one of the soldiers discovered a map in his pocket.
- Much cheered by this discovery, the soldiers were able to escape from the mountains.

Case study: sometimes any plan is better than no plan

- When they were safe back at their headquarters, they discovered that the map was not of the Alps at all, but of the Pyrenees.
- The moral of the story?
- A plan (or a map) may not be perfect but it gives a sense of purpose and a sense of direction.
- If the soldiers had waited for the right map they would have frozen to death.
- Yet, their renewed confidence motivated them to get up and create opportunities.

Case study: everyday low prices at aldi

- Aldi has become one of the fastest growing retailers in Europe.
- It is an international supermarket specialising in food products.
- The firm has carefully focused its service concept and delivery system to attract customers in a highly competitive market.
- The company believe that their unique approach to operations management make it impossible for competitors to match our combination of price and quality.
- How have they done this?

Case study: everyday low prices at aldi

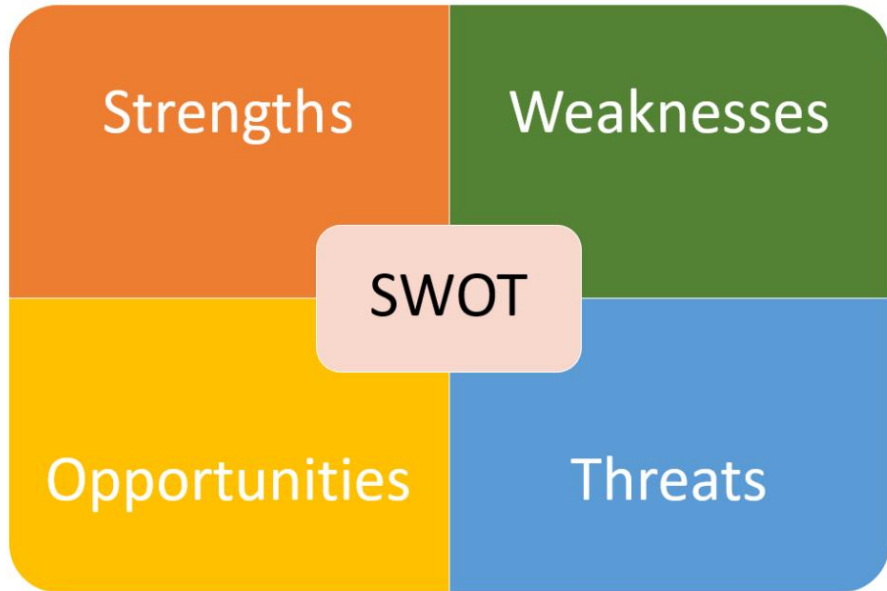
- By challenging the norms of how they organise their retail operations.
- They keep their in-store and supply operations deliberately simple, using basic facilities to keep down overheads.
- Most stores stock only a limited range of goods (typically around 700, compared with 25,000 to 30,000 stocked by conventional supermarket chains).
- Their private label approach means that the products have been produced according to Aldi-quality specifications and are only sold in Aldi stores.
- Without the high costs of brand marketing and advertising and with Aldi's formidable purchasing power, prices can be 30 per cent below their branded equivalents.

Case study: everyday low prices at aldi

- **Other cost-saving practices include:**
 - open carton displays, which eliminate the need for special shelving,
 - no grocery bags to encourage recycling as well as saving costs,
 - multiple bar codes on packages (to speed up scanning)
 - and using a 'cart rental' system, which requires customers to return the cart to the store to get their coin deposit back

تحليل محیط درونی و بیرونی

تحليل محیط درونی و بیرونی



- تحلیل محیط بیرونی

- بررسی فرصت ها و تهدیدات

- تحلیل محیط درونی

- بررسی نقاط قوت و ضعف

- در بخش های عملیات سازمان

- تحقیق و توسعه، فناوری و کیفیت R&D, thechnology & quality strategy

- عملیات دیجیتال Digital operations startegy

- تامین و تدارک Purchasing & supply strategy

- تولید کالا یا ارائه خدمت Goods & services startegy

- فضای فیزیکی Physical environment

تمرین: تحلیل محیط درونی و بیرونی سه سازمان

- تاپ کیدز: شرکت تولید کننده محصولات بازی، آموزشی و فرهنگی ویژه کودکان و نوجوانان
- مدیا استودیو: ارائه دهنده خدمات بازاریابی و کسب و کار دیجیتال
- دانشگاه فردوسی مشهد

منابع

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