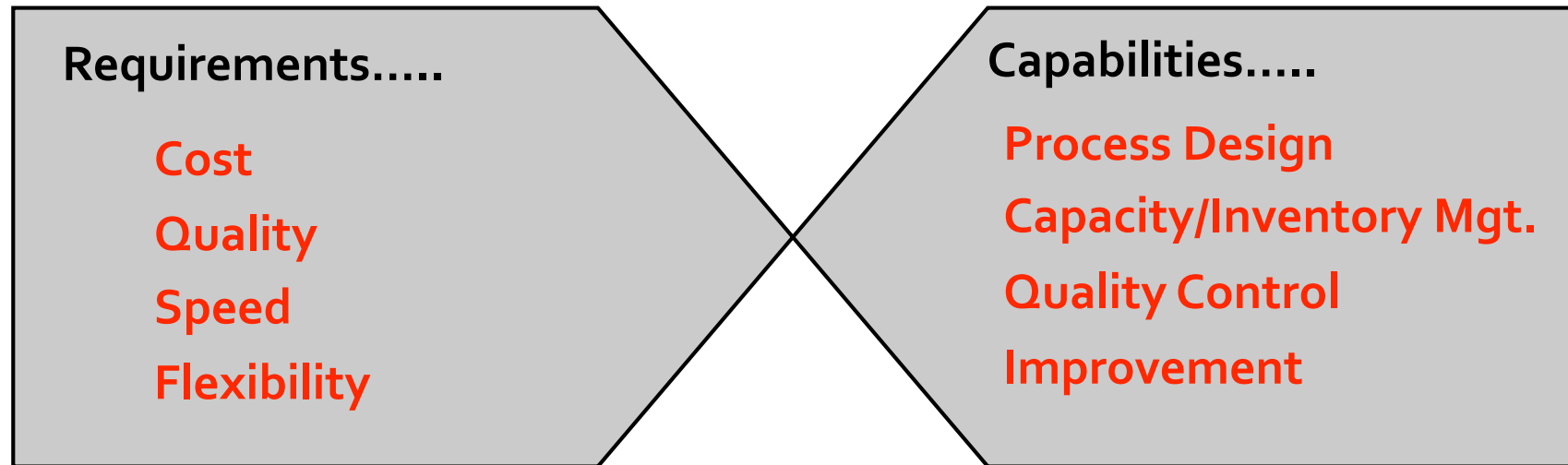


Do We Need Operations Excellence in a World of High Performing Supply Chains?

Michael Lewis

Professor of Operations and Supply Management

Operations Excellence?



Managing Operational Excellence?

Delivering operational excellence requires configuration of:

1. Dispositional traits
 - i.e. self-motivation, sense of humility, affability
2. Systematically employed interpersonal behaviors
 - i.e. create accountability, lead by example, and develop trust
3. Focus on managerial processes
 - i.e. influencing, learning from below, empowering direct reports

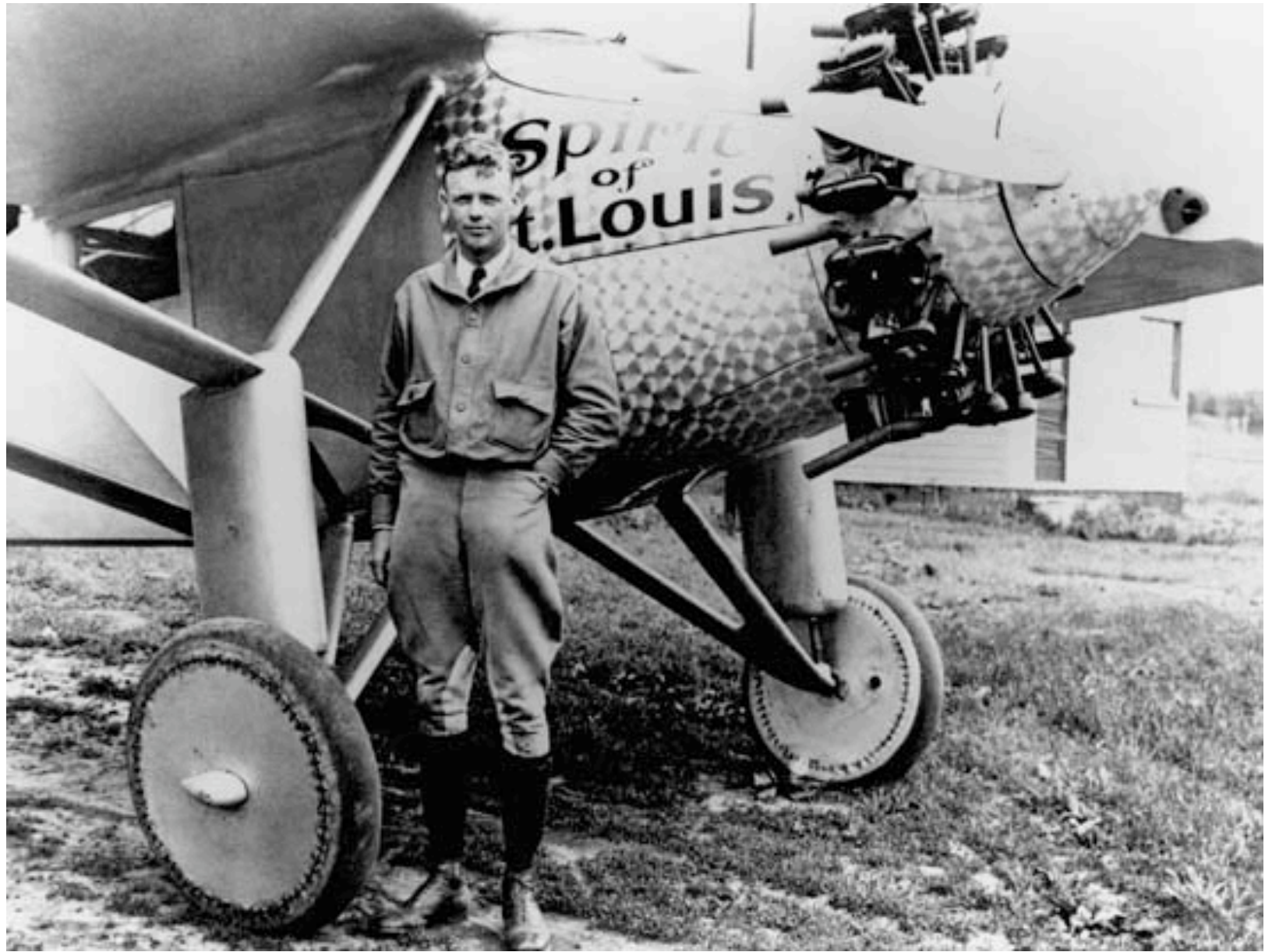
The Real 'Challenge'.....

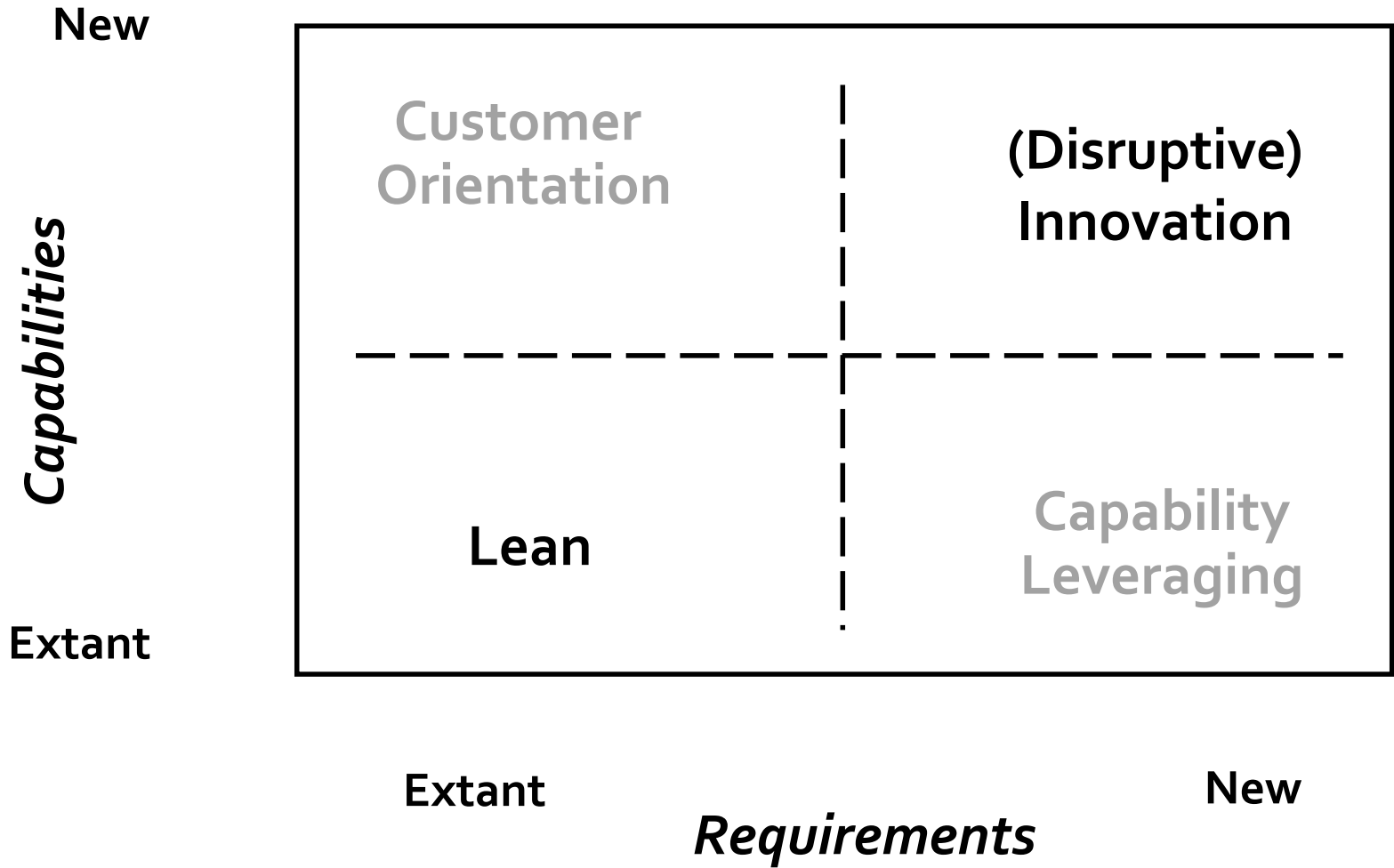
Requirements.....

Dynamic
Heterogeneous
Ambiguous
Regulated

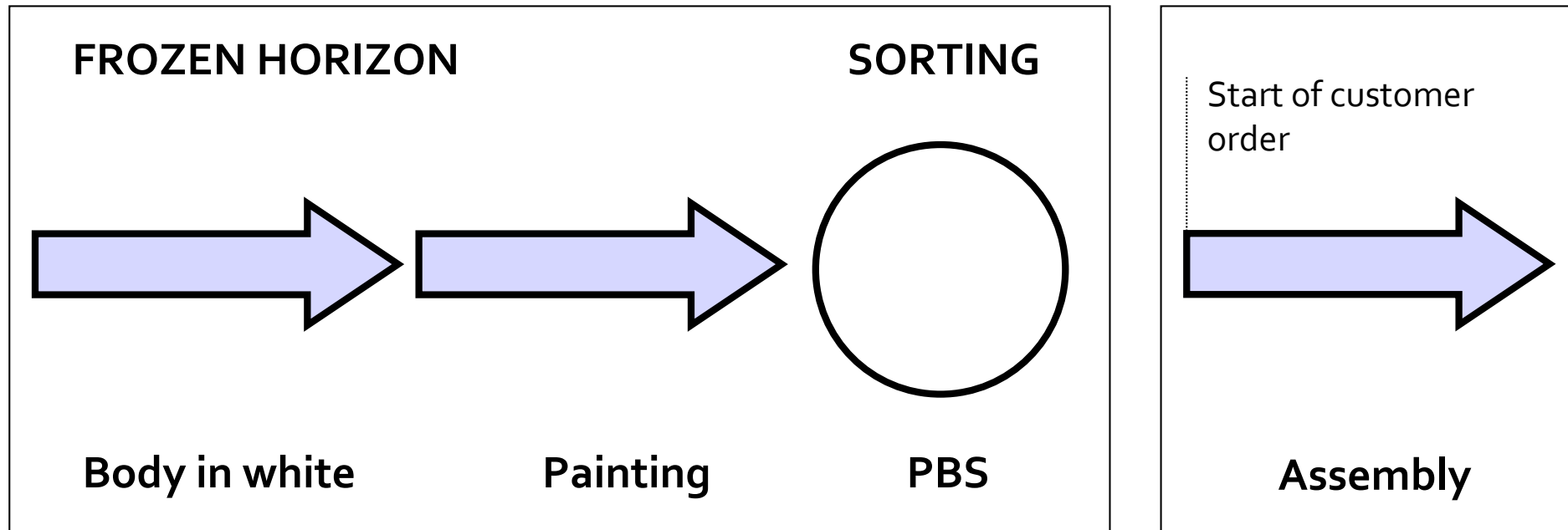
Capabilities.....

Complex
Technically Constrained
Difficult to Change
Capital and Cash Flow





BMW KOVP Process



- Other examples of *postponement* include Dell, HP, etc.
- Still very market specific (e.g. US auto supermarkets)
- Still scope for 'demand creation' (e.g. Dell special offers)

Example Slides

Placeholder slides with pictures illustrating:

1. McDonalds
 - Rigid capability system – supplier innovations
2. Apple
 - Key innovation pinch points – strategic control over supply chain

Do We Need Operations Excellence in a World of High Performing Supply Chains?

YES

...but we probably need a different
view of operations leadership?

