

Essential Operations Management – Case List

Summary of industry coverage

Industry	Companies featured in cases*	
	Number	Percentage of total
Services	29	38
Manufacturing	25	32
Companies working in both services and manufacturing industries	23	30

* These figures take account instances where more than one company is presented within a case.

Full list of case studies

Number	Case title	Services or manufacturing industry	Sector**	Region
1.1	Operations tasks in differing organizations	Services and Manufacturing	Retail / restaurants/ manufacture of garments	--
1.2	Operations management tasks at Portioli's sandwich and coffee bar	Services and Manufacturing	Restaurants	UK
1.3	Operations – a key role in the retail chain (supermarkets and large retail chains)	Services	Retail	UK
1.4	A cup of coffee - product or service?	Services and Manufacturing	Beverages	--
Chapter 1: end of chapter case	Too Short the Day	Services	Entertainment	UK

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Number	Case title	Services or manufacturing industry	Sector**	Region
2.1	Market positioning of bottled water	Manufacturing	Manufacture of paper/ printing	--
2.2	Customer segmentation in the electricity industry	Services	Distribution of electricity	UK
2.3	Integrating marketing and operations at Aldi	Services	Retail	Germany / Europe
2.4	Operations developments at Benetton	Services and Manufacturing	Manufacture of garments	Italy / worldwide
Chapter 2: end of chapter case	Apple	Services and Manufacturing	Manufacture of electrical equipment / IT services	Worldwide
3.1	Services and products at Asahi Breweries	Manufacturing	Manufacture of beverages	Japan
3.2	Product research and development at Microsoft	Manufacturing	Manufacture of software	Worldwide
3.3	Design and development at GlaxoSmithKline	Manufacturing	Pharmaceuticals	Worldwide
3.4	Modular design at Sonoco	Services and Manufacturing	Manufacture of cartons, boxes, cases and other containers / delivery services	US
3.5	Capitalising through volume at Assa Abloy	Services and Manufacturing	Manufacture of locks and hinges / security services	Sweden / Worldwide

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Number	Case title	Services or manufacturing industry	Sector**	Region
3.6	Increasing the freshness of bread in supermarket bakeries	Services and Manufacturing	Retail / manufacture of bread	UK
Chapter 3: end of chapter case	Dyson	Manufacturing	Manufacture of electric appliances	UK
4.1	Tipping as a measure of customer service	Services	Restaurants	--
4.2	Improving service delivery through use of the front and back office - Royal Bank of Canada and Electrical Repair Shop	Services	Banks / repair of electrical household goods	Canada / UK
4.3	Service delivery at the Moscow Scientific Institute for Eye Microsurgery	Services	Private sector hospital activities	Russia
4.4	Service delivery at a local high-street bank	Services	Banks	UK
4.5	Providing personal service online at Garden Escape	Services	e-retail; horticulture	Worldwide
4.6	Self scanning in at supermarkets	Services	Retail	--
Chapter 4: end of chapter case	British Airways	Services	Scheduled passenger air transport	UK
5.1	Old and new car plants (Volkswagon, Toyota, Ford)	Manufacturing	Manufacture of motor vehicles	US
Chapter 5: end of chapter case	Pret A Manger	Services and Manufacturing	Restaurants	UK
6.1	Growth at Software Technology Parks, India	Services	Public administration	India
6.2	Growth at Plastic Omnium	Manufacturing	Manufacture of motor vehicles	France

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Number	Case title	Services or manufacturing industry	Sector**	Region
6.3	HSBC relocates call centre operations	Services	Banks	Worldwide
6.4	Creating space on passenger jets	Services	Scheduled passenger air transport	Worldwide
6.5	Functions at a telecommunications call centre	Services	Telecommunications	--
Chapter 6: end of chapter case	McDonalds and McCafé	Services and Manufacturing	Restaurants	US
7.1	Increasing restaurant capacity	Services	Restaurants	--
7.2	Wal-mart uses scale to compete in the US food market	Services	Retail	US
7.3	Flexible working at BMW	Manufacturing	Manufacture of motor vehicles	Germany / UK
Chapter 7: end of chapter case	Minkies Deli	Services	Retail; Food production and processing	UK
8.1	IT system changes at Dell	Manufacturing	Manufacture of computers	UK
8.2	JIT developments at Nissan	Manufacturing	Manufacture of motor vehicles	Worldwide
Chapter 8: end of chapter case	Ash Electrics	Manufacturing	Manufacture of electrical equipment	--
9.1	Approaches to managing inventory	Services and Manufacturing	--	--
9.2	Using causal analysis to reduce inventory levels	Manufacturing	--	--
Chapter 9: end of chapter case	Dell	Manufacturing	Manufacture of computers	UK

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Number	Case title	Services or manufacturing industry	Sector**	Region
10.1	The importance of managing quality – Anstruther Fish Bar and RBS	Services and Manufacturing	Take-away food shops / banks	UK
10.2	Changing the quality of the offering - Hampton Hotels and UPS	Services	Hotels / delivery services	US / Worldwide
10.3	Regaining customer confidence at Coca-Cola and Perrier	Manufacturing	Manufacture of beverages	France / US / Worldwide
10.4	On-time passenger flights: Improving quality	Services	Scheduled passenger air transport	US
10.5	Nashua: Having the right tools to do the job	Services and Manufacturing	--	US
10.6	General Electric: Six Sigma Quality	Manufacturing	Manufacture of electrical equipment	US
10.7	3M: Committing to quality improvement	Services and Manufacturing	Various	US
Chapter 10: end of chapter case	Crown hotel	Services	Hotels	--
11.1	Capital One and Delta: strategic outsourcing decisions	Services	Banks / credit granting	US
11.2	Fender International: creating a positive retail experience	Services and Manufacturing	Manufacture of musical instruments / retail	Worldwide
11.3	Land Rover: single sourcing policy	Manufacturing	Manufacture of motor vehicles	Worldwide
11.4	Chiquita: relocates from Cincinnati to Costa Rica	Manufacturing	Agriculture / wholesale of fruit	South America
11.5	Apple's iTunes: digital supply chain	Services	Electronics manufacturing / Software supply / e-services	Worldwide

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11.6	Reinhold Messner: the direct alpine approach to mountain climbing	Services and Manufacturing	--	Italy
11.7	Japanese companies: approach to suppliers	Manufacturing	Electronics manufacturing / photographic equipment	Japan
11.8	IT developments at Caterpillar and Gap	Services and Manufacturing	Clothing retail / garment production	US
11.9	Dell: supply chain integration	Services and Manufacturing	IT services / computer manufacturing	Worldwide
11.10	Calyx and Corolla: synchronising the supply chain	Services and Manufacturing	Nursery products / delivery services	US
Chapter 11: end of chapter case	Zara	Services and Manufacturing	Retail / garment manufacturing	Europe
12.1	Improving processes – Steinway & Sons, Massachusetts General Hospital	Services and Manufacturing	Manufacture of musical instruments / hospital activities	US
12.2	Breakthrough versus incremental improvement: Gold-mining in South Africa and Metro	Services	Mining / retail	South Africa / Germany
12.3	Porsche: Continuously improving operations	Manufacturing	Manufacture of motor vehicles	Germany
12.4	Continuously driving improvement: Volvo and Ricoh	Manufacturing	Manufacture of motor vehicles; manufacture of electrical equipment	Sweden / China
12.5	Ford - benchmarking accounts payable against Mazda	Manufacturing	Manufacture of motor vehicles	US
12.6	IDEO: Rules for brainstorming improvement ideas	Services	Activities of professional organisations	US

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Number	Case title	Services or manufacturing industry	Sector**	Region
12.7	Re-engineering business processes at Mutual Benefit Life and Jet Blue Airlines	Services	Insurance; Scheduled passenger air transport	
12.8	Closed vs. open innovation at Apple and Google	Services and Manufacturing	Electronics manufacturing / Software supply / e-services	Worldwide
12.9	Unipart	Services and Manufacturing	Manufacturing and logistics	UK
12.10	Apple iPod: Using suppliers to reduce lead times	Manufacturing	Electrical manufacturing / software supply	Worldwide
12.11	Using suppliers to develop new products and services: TED and Apple's App Store	Services	Activities of professional organisations / e-services	Worldwide
12.12	Using customers to improve operations - Threadless and Wikipedia	Services and Manufacturing	Design / garment manufacturing / e-retail / e-services	US / Worldwide
Chapter 12: end of chapter case	Harley Davidson	Manufacturing	Manufacture of motorcycles	US
Total number of cases: 74				

* Based on the UK Standard Industrial Classification of Economic Activities (UK SIC (92)); http://www.statistics.gov.uk/methods_quality/sic/contents.asp