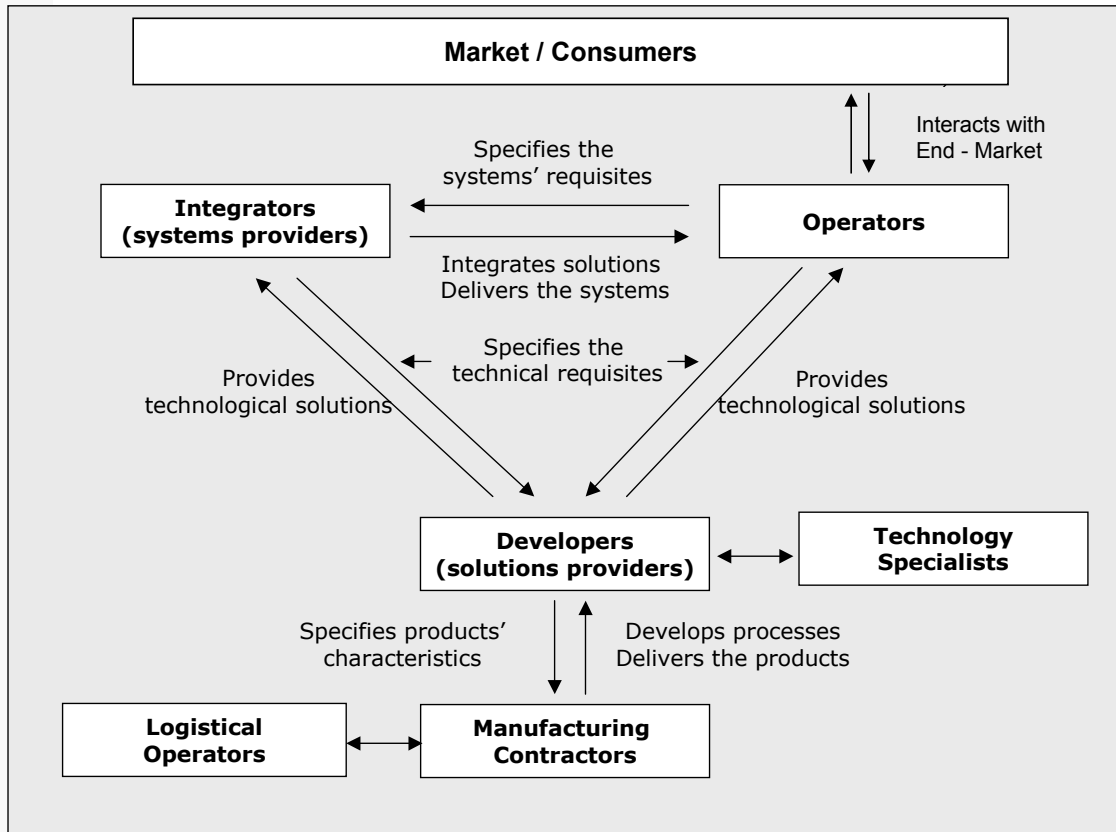



A NEW MODEL FOR THE ORGANISATION OF INDUSTRY (Fleury and Fleury, 2006)



	NETWORK OPERATORS	INTEGRATORS	DEVELOPERS	MANUFACTURERS 
Main feature	Service providers to the final customer, direct interaction with end markets, B2C	Systems providers (system = HWs plus SWs plus Oper. System)	Innovative solution providers (solution = HW plus SW)	Parts, components and ancillary services providers
Core competence	Customer relationships, Marketing	Customer driven systems design, complex projects management	R & D Complex products design and assembling	Standard production processes
Markets and products	Mass, Differentiated and Professional services	Projects made to order	Differentiated systems and products	Low cost Global reach
Organisational processes	Service conception Service development Service implementation Service operation	Tech monitoring Systems devpt Systems assembling and implementation	Tech monitoring Product innovation (HW plus SW)	Processes conception and development Process operation
Examples	Telefonica/Vivo, EMBRATEL, ...	Promon, Ericsson, NEC, Scopus	Cisco Motorola, Samsung,	Celestica, Solectron, Flextronics