



## INTRODUCTION

**goods** Tangible objects (e.g. produced by firms) that are intended for a firm (e.g. for a restaurant dinner), a customer (e.g. the tangible meat and the intangible experience).

**operations management** The management of activities and processes that create and deliver goods and services, efficiently and effectively, for customers (products and processes) to specifically meet for the manufacturing of products, producing and serving. The role of operations is to plan the work (planning) and then make the plan (executing).

**process** A sequence of activities that transform inputs into outputs (the goods and services).

**services** Intangible acts or experiences produced by firms (e.g., health cleaning, repair, advice). The execution of activities and firms that together produce goods and services and deliver them to the end user or customer (e.g., creating intangible experiences, food with a meaning, staycations, customer relationships, meeting, sales, distribution, and distribution, entertainment).

**transformation** Converting inputs (e.g., raw materials) into outputs (e.g., components).

**value added** The difference between the cost of the inputs and the price of the outputs, the value that is added to goods and services through a transformation.

## GOALS OF OPERATIONS

• Create an efficient, fast, accurate, and inexpensive

• Goods are consumed when services are experienced.

• Operations are usually not directly involved in producing or manufacturing products that customers purchase, although they usually contribute to creating services that customers purchase.

• Services are produced and presented at the same time, whereas goods are manufactured and presented at a later point in time.

• Goods can be inventoried (stored), whereas most services cannot be inventoried.

• Services are generally produced closer to the customer (where they are consumed), whereas goods are produced further away from the customer.

• Services are usually more labor intensive, whereas goods production has relatively low labor content.

• Productivity is easier to measure in manufacturing than it is in services.

• Improving service quality is more challenging than improving quality in manufacturing.

## PKG. Manufacturing Services

Manufacturing (Mfg.), control, storage, customer service (distrib.), company (firm) management (firm).

## PKG. Service Services

Marketing (firm), sales (firm), distribution (firm), sales (firm), customer service (customer), delivery (firm), shipping (firm), transportation (firm), delivery (firm), sales (firm), marketing (firm).

## OPERATIONS STRATEGY

## MISSION, STRATEGY &amp; TACTICS

- The mission for the existence of an organization is to be delivered in its goals
- Head policy and plan to achieve the goals are strategies
  - There are an overall competitive strategy, as well as specific internal strategies to achieve the goals of various functional areas (e.g., there may be different strategies in marketing, operations, marketing, and finance).
- Operations strategy should be aligned with the overall organizational strategy
- Operations strategy involves developing policies and plans to set the organization's resources to implement the overall organizational strategy
- Examples of operations strategies include low cost operations, high quality, flexible operations, consistent service, product innovation, and new delivery.

## COMPETITIVENESS

• New technologies are the special abilities of an organization that give it an advantage against its competitors (i.e., give it a competitive advantage). Competitive advantages are often competitive differentiation through some competitive edge in the form of resources.

• Price (value) is how goods or services (products) are used and delivered to the customer price is what it costs to create the product or make or deliver the product or service (e.g., materials).

• Quality: What people perceive products to deliver based on quality standards.

• Flexibility: Ability to quickly produce products quickly or deliver services in variety quantities.

• Standardization: Process, component, product, design, delivery, and delivery of products (e.g., car), or that uniformly when changing volume and type of demand.

• Service: Products are added services to products.

• Innovation: New products that are socially acceptable with low economic effects of the environment respecting the environment.

• Cost reduction: A perspective to competitive differentiation.

• Other resources: Characteristics or features of products (goods) and services that customers consider as the most acceptable (good) and are willing to purchase (value).

• Other factors: Characteristics or features of products (goods) and services that customers consider not as the most acceptable (good) and are not willing to buy.

• Other factors: Characteristics or features of products (goods) and services that customers consider not as the most acceptable (good) and are not willing to buy.

## NEW PRODUCT DEVELOPMENT

## PLAYERS FOR NEW GOODS &amp; SERVICES

- Developers: To be competitive and fast to market with a product or in response to competitive (existing) company products
- Customers: Want to receive a product that is able to satisfy their needs or want changes in their existing products
- Technology: To find a new technology or an existing technology in a new way
- Engineers: To reduce the costs of producing products by creating new ones
- Marketing: To reduce the implementation time of introducing innovative, useful, and unconventional products
- Regulation: To comply with new regulations, nationally or globally

## TOPICAL NEW PRODUCT DEVELOPMENT TOPICS

1. **Market**: Competing with every or most a company need in a business opportunity.
2. **Feasibility**: Determining whether the idea is commercially and technically possible to convert or develop in the initial stages of the idea.
3. **Design**: Defining specifications of the product in detail (product specifications) and how to make it (process specifications).
4. **Prototyping**: Building a sample of the product to see if it works as expected.
5. **Marketing**: Optimizing the design from business (market) in the prototyping stage.
6. **First testing**: Launching the product or limited, initial customers testing the product or use by customers and improving it.
7. **Product launch**: Starting the production (or large-volume production) and launching the product and use by potential end users.
8. **Postmarket analysis**: Examining the product's product performance and customer acceptance in order to improve product capacity, as well as design of the next version of the product.

## PROJECT MANAGEMENT

Projects are unique undertakings that have to be completed by a certain date, for a certain amount of money within an expected level of performance. A project manager's duty is to fulfill these three main competing goals:

- **Scope goals**: What is the project trying to accomplish?
- **Time goals**: How long should it take to accomplish?
- **Cost goals**: What should it cost?

Project managers are responsible for the planning, scheduling, and controlling of the project to fulfill these goals.

**activities**: The specific tasks that needs to be done in any project. It is a tasks, a project consists of a variety of activities or tasks, usually done in the form of tasks to get the activity or task done, that is usually undertaken in project.

**planning**: Planning of completing activity tasks, this is usually done by using additional resources to complete the project within the scheduled or set dates (or when the project is behind schedule), tasks, like the "lead task", available, or critical path" rule.

• **Lead activity**: Lead any available task, the type of tasks involved can be specified.

• **Critical path**: The path on the critical path, since only this path projects project duration.

• **Lead time**: The activity that is the most time (e.g., any that needs the least resources to complete for a unit time), used time for lead per day.

• **Project**: This represents until the required project duration is achieved, the project cannot be created any more, or it's more important to reach the project deadline for the benefits of creating and resources under focus.

# Operation Specialist 3 Study Guide

**Patrick Vollmar**

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