OPERATIONS Management

INTRODUCTION

goods: Tangible, physical items produced by firms (e.g., automobiles).

goods-service continuum: The combination of goods and services produced by a firm (e.g., for a restaurant dinner, it includes both the tangible meal and the intangible experience).

operations management (OM): The management of activities and processes that create and deliver goods and services, effectively and efficiently, to customers (production management is specifically used for the manufacturing of goods).

planning and control: The role of operations, that is, to plan the work (planning) and then work the plan (control).

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

services: Intangible acts or experiences produced by firms (e.g., teeth cleaning).

supply chain: The sequence of activities and firms that together produce goods and services and deliver them to the end-users or customers (e.g., mining company, steel mill, automobile manufacturer, auto distributor, car dealership, customer).

transformation: Converting inputs into outputs.

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.

GOODS-SERVICES COMPARISON

- Goods are tangible, but services are intangible.
- Goods are consumed, whereas services are experienced.
- Customers are usually not directly involved in producing or manufacturing goods (low customer contact), whereas they usually participate in creating services (high customer contact).
- Services are produced and consumed at the same time, whereas most goods are manufactured and consumed at a later point in time.
- Goods can be inventoried (stored), whereas most services cannot be inventoried.
- It is usually easier to forecast or predict the demand for goods than it is for services.
- Services are generally produced close to the customer before 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.
- Managing service quality is more challenging than managing quality in manufacturing.

EX: Manufacturing Industry
Automobiles (Ford), aircraft (Boeing), consumer electronics (Samsung), computers (Dell), beverages (Pepsi)

EX: Service Industry
Banking (Bank of America), retail (Wal-Mart), food services (McDonald's), education (University or college), shopping (FedEx), transportation (Southwest Airlines), health care (local hospital), hospitality (Marriott)

OPERATIONS STRATEGY

MISSION, STRATEGY & TACTICS

- The reason for the existence of an organization is its **mission**, detailed in its **goals**.
- Broad policies and plans to achieve the goals are **strategies**.
  - Firms have an overall organizational strategy, as well as specific functional strategies to achieve the goals of various functional areas or business (the three major functions in any business are **operations, marketing,** and **finance**).
- Operations strategy should be aligned with the overall organizational strategy.
- Operations strategy involves developing policies and plans to use the organization's resources to implement the overall organizational strategy.
- Examples of operations strategies include low-cost operations, high quality, flexible operations, excellent service, product innovation and on-time delivery.

COMPETITIVENESS

Core competencies are the special abilities of an organization that give it an advantage against its competitors (i.e., give it a competitive advantage). **Competitive dimensions** are how companies differentiate themselves from competitors in the eyes of consumers.

- **Cost:** Deliver low-cost goods or services (NOTE: Cost and price are not the same; price is what the customer pays, but cost is what it costs the producer to make or deliver the goods or services.)
- **Quality:** Make high-quality products or deliver service excellence.
- **Time:** Develop and launch new products quickly or deliver services in a timely manner.
- **Flexibility/agility:** Produce customized products, rapidly change volume and variety of product offerings, or deal efficiently with changing volume and type of demand.
- **Service:** Provide value-added service to products.
- **Innovation:** Produce new products (goods and services) or create new processes (services or manufacturing).
- **Sustainability:** Run operations that are socially, environmentally, and financially viable (i.e., run operations targeting the triple bottom line).

From the customer's perspective, competitive dimensions are:

- **Order winners:** Characteristics or features of products (goods and services) that customers consider better than those of competitors and so are willing to buy.
  - **Order qualifiers:** Characteristics or features of products (goods and services) that customers consider at the minimum acceptable level and so are willing to consider buying.
- **Order losers:** Characteristics or features of products (goods and services) that customers consider not at the minimum acceptable level and so are not willing to buy.

Due to continuous competition, order winners will eventually become order qualifiers when other competitors have similar product features. When an organization does not deliver on order qualifiers, its products will become order losers.

NEW PRODUCT DEVELOPMENT

DRIVERS FOR NEW GOODS & SERVICES

- **Competition:** To be competitive and first to market with a product or in response to competition launching a new product
- **Customer need:** To meet a customer need that is driven by demographic or social changes or that address a customer problem
- **Technology:** To use a new technology or use an existing technology in a new way
- **Economics:** To reduce the cost of existing products by creating new ones
- **Sustainability:** To achieve the triple bottom line of meeting economic, social, and environmental goals
- **Regulation:** To comply with new regulations, nationally or globally

TYPICAL NEW PRODUCT DEVELOPMENT STAGES

1. **Ideation:** Coming up with ways to meet a customer need or a business opportunity
2. **Feasibility:** Determining whether the idea is economically and technically possible to execute or whether it fits with the mission of the firm
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. **Refining design:** Refining the design from lessons learned in the prototyping stage
6. **Field testing:** Launching the product to limited, select customers, testing the product in use by customers and improving as needed
7. **Product launch:** Ramping up production (for large-volume products) and launching the product based on an appropriate sales plan
8. **Feedback review:** Continuing to review product performance and customer acceptance in order to manage production 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 some expected level of performance. A **project manager**'s duty is to balance these three often competing goals:

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

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

activities: The specific work that needs to be done in any project, a.k.a. tasks; a project is made up of a variety of activities or tasks; **activity time** is the time it takes to get the activity or task done; this is usually estimated in most projects.

crashing: Shortening or completing activity times; this is usually done by using additional resources to complete the project (either those that are scheduled or to catch up when the project is behind schedule). To crash tasks, follow the **"least cost, available, on critical path"** rule:

- Crash activities that are available (i.e., the type of work involved can be expedited).
- Of those, crash the activity on the critical path, since only the path impacts project duration.
- Of those, crash the activity that is the least cost (i.e., way that needs the least resources to expedite for a unit time; e.g., least cost to crash per day).
- Repeat this sequence until the required project duration is achieved; the project cannot be crashed any more, as it is no longer required to crash the project (relative to the benefits of crashing).

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