

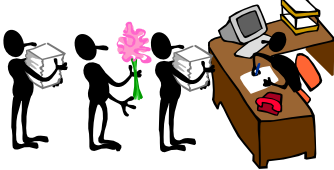


Welkom bij NCOI MBA Bedrijfskundig Procesmanagement


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Session Outline

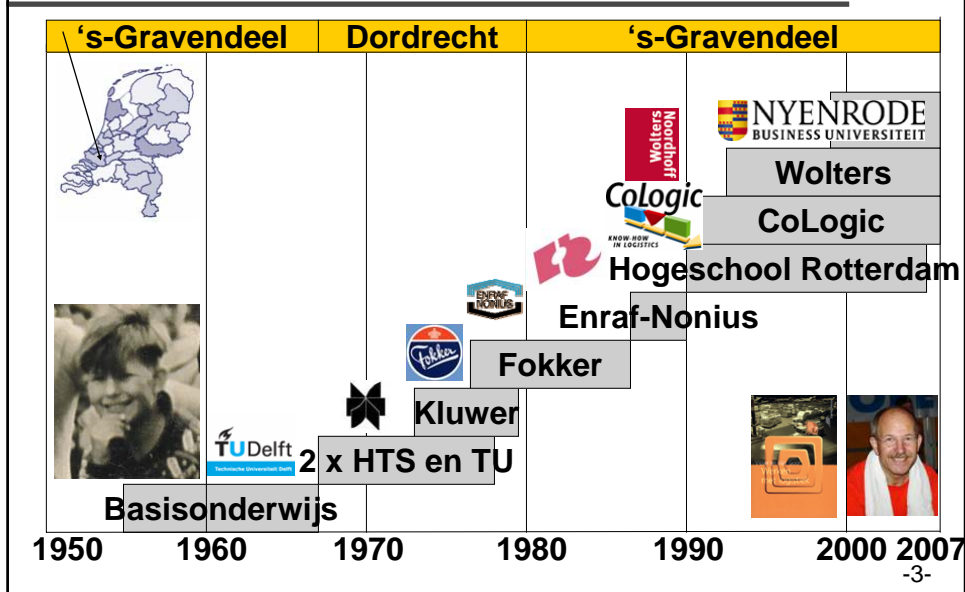


- Introduction
- Bedrijfskundig Procesmanagement
- *Operations Management?*
Why should we all know about OM?
- Course structure



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Good tooling is half the work



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But: Don't be overtooled



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Operations Management

Managing the Transformation Process
in an *effective* and *efficient* way

- **Effective:** Do the right job
 - ← The right products
 - ← To the right customer
 - ← At the right time
 - ← At the right quality
- **Efficient:** Do the job right
 - ← At minimal costs



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Business Processes

- ← Product development process
- ← Order handling process
- ← Transformation process
 - ↗ Production process
 - ↗ NL: Primaire proces



- All these processes should be handled in an *Effective* and *Efficient* manner: Operations Management
Balancing between *Customers* and *Costs*



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Topics in POM



- **Operations Design**

- ← Network Design: Location, Sourcing, Supply Chain Management
- ← Product Design
- ← Process Design: Layout, Flow, Technology, Job design

- **Operations Planning & Control (“Utilization”)**

- ← Capacity planning
- ← Inventory planning
- ← Production planning (JIT, MRP, OPT)

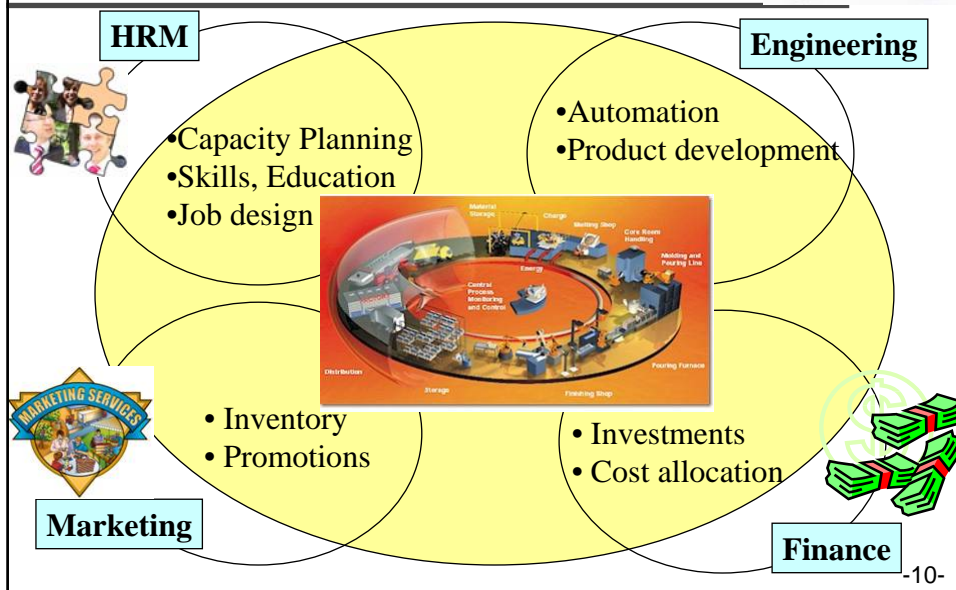


- **Operations Improvement**

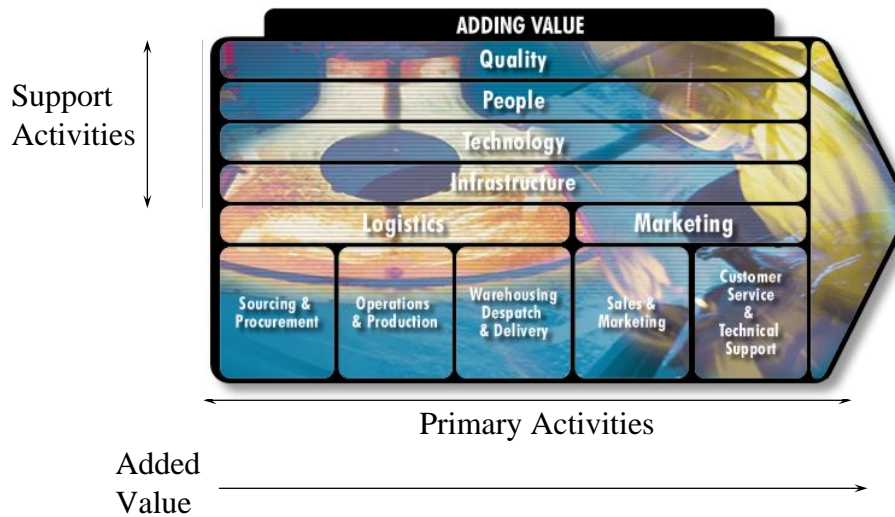
- ← Total Quality Management (TQM)
- ← Business Process Redesign (BPR)
- ← Kaizen, Lean, Six Sigma, Theory Of Constraints (TOC)



Interfaces with other areas



Michael Porter's Value Chain



Source: Michael E. Porter, *Competitive Advantage*. Free Press, 1985

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Objectives

1. To introduce students to **Operations Environments**
2. To show the **Importance** of Operations as well as the need for an **Integrated Vision** on Operations
3. To highlight the **Linkages of Operations** to other functional areas
4. To explain the **Competitive Potential** of Operations strategy
5. To expose students to **Recent Trend**
6. To provide students with an opportunity to identify, analyze and resolve **Typical Problems** which arise in managing Operations



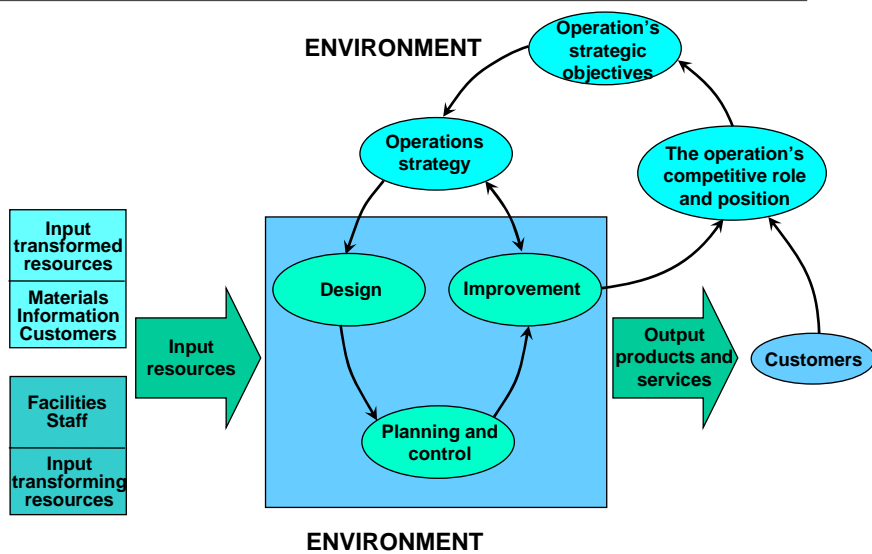
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There are a lot of different operations



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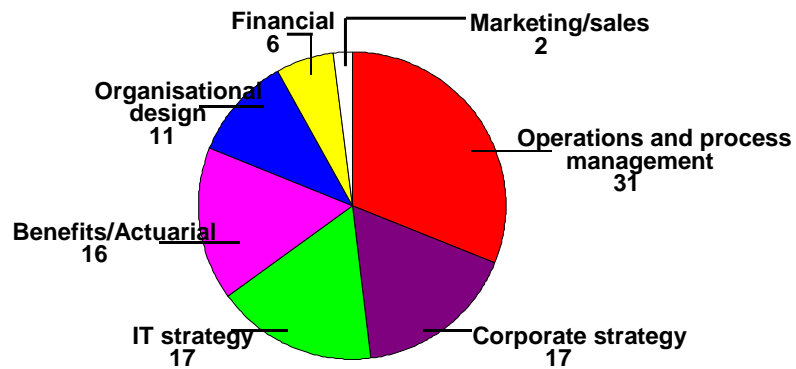
A general model of operations management



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The operations function is fashionable!

The consultancy services market
% of world revenues of 40 largest firms



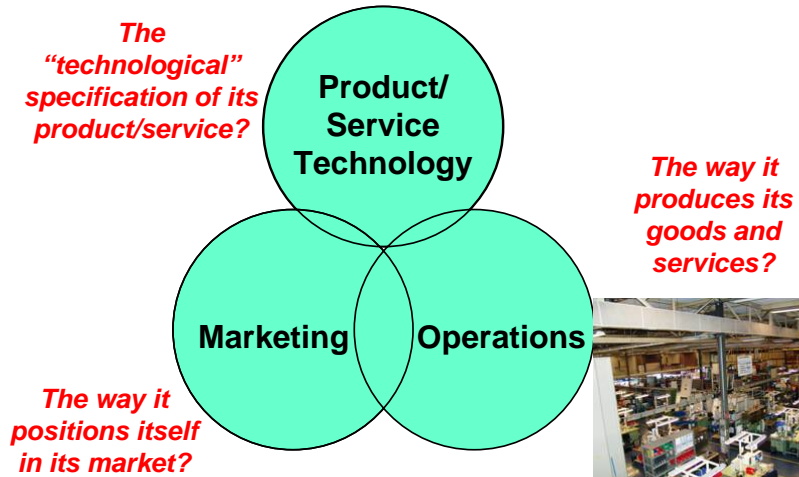
Preface vii

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Where does the business get its competitive advantage?



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The position of the operations function

	Marketing	Accounting and finance	Product development	Operations
Church	Call on newcomers	Manage appeals	Retranslate scriptures	Conduct weddings
Fast food chain	Advertise on television	Pay suppliers	Design hamburgers	Make hamburgers
Furniture manufacturer	Sell to stores	Pay staff	Design new furniture	Assemble furniture
Process perspective	Identify needs	Raise capital	Develop product	Make and distribute

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What are operations?

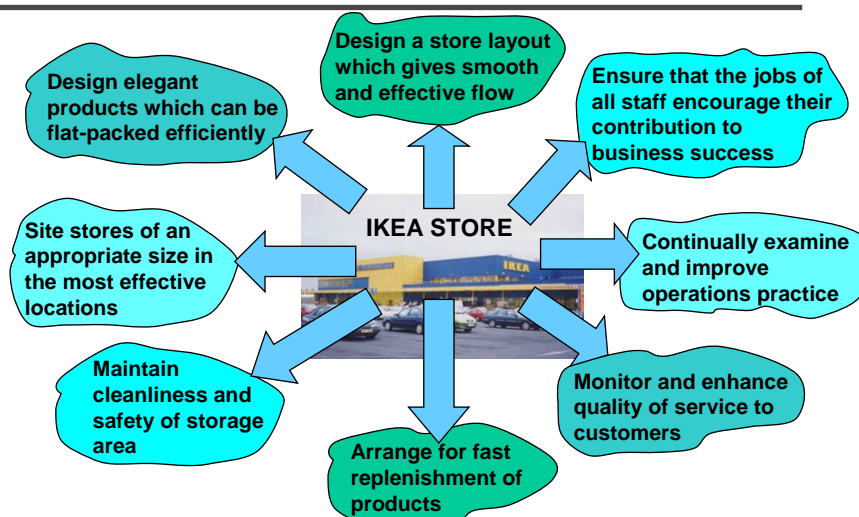
- The best way to start understanding the nature of “**Operations**” is to look around you
- Everything you can see around you (except the flesh and blood) has been **processed** by an **operation**
- Every service you consumed today (radio station, bus service, lecture, etc.) has also been **produced** by an **operation**
- Operations Managers **create** everything you buy, sit on, wear, eat, throw at people, and throw away

We will start by examining a “high street” operation

But before we will show you an example of a bad delivery

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Some operations management activities at IKEA



Ikea is more than a shop. They even build houses. See: www.boklok.com

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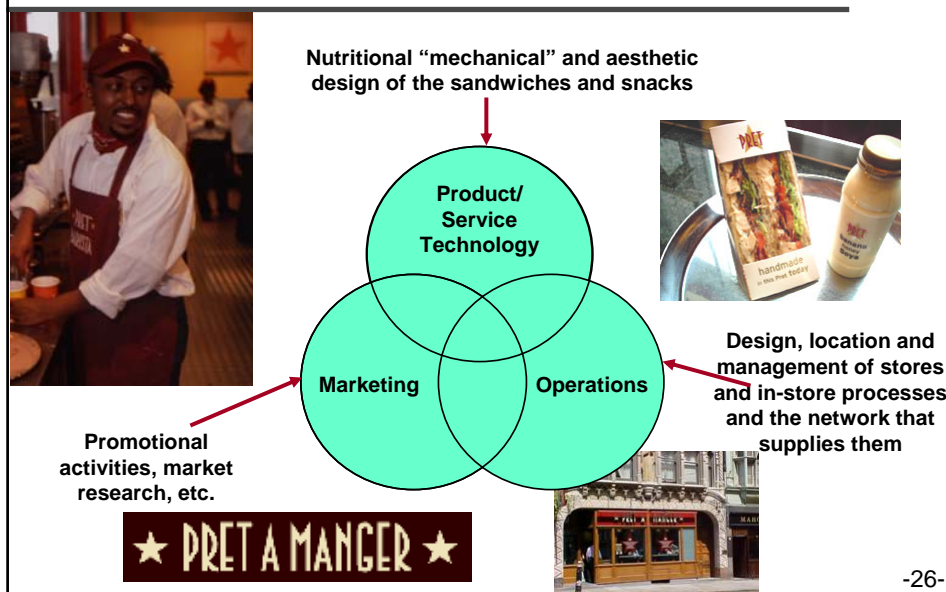
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About Pret see also www.pret.com

- Pret opened in London in 1986. College friends, Sinclair and Julian, made proper sandwiches using natural, preservative-free ingredients. The two of them had woefully little experience in the world of business. They created the sort of food they craved but couldn't find anywhere else.
- Because Pret is private we don't face the same pressure to grow that a public company does. We will develop slowly, one shop at a time. There are about 150 Pret shops at the moment. Most of them are in the UK. We turn over roughly 150 million pounds a year and would like to make 9% profit but haven't yet. One day we will.
- In addition to the original (and unique) Pret take-away concept, there is our new Pret delivery service and Local Pret to look forward to. We must go one step at a time, no rush.
- Pret A Manger has over 160 shops in England and Scotland and is looking to open an additional 25 new shops in 2007. These can be from 600sqft (if it is a busy area and we have a large shop nearby) to 3000sqft. Our planning use is A1 and we are mainly looking for prime shops in important towns and shopping centres.
In addition to the original (and unique) Pret take-away concept, we are looking for sites for the new Local Prets.
- (september 2007)

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The three basic functions at Pret a Manger



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At Pret a Manger



TRANSFORMED RESOURCES
Food ingredients
Packaging
Customers

ENVIRONMENT



INPUT

TRANSFORMATION PROCESS

OUTPUT

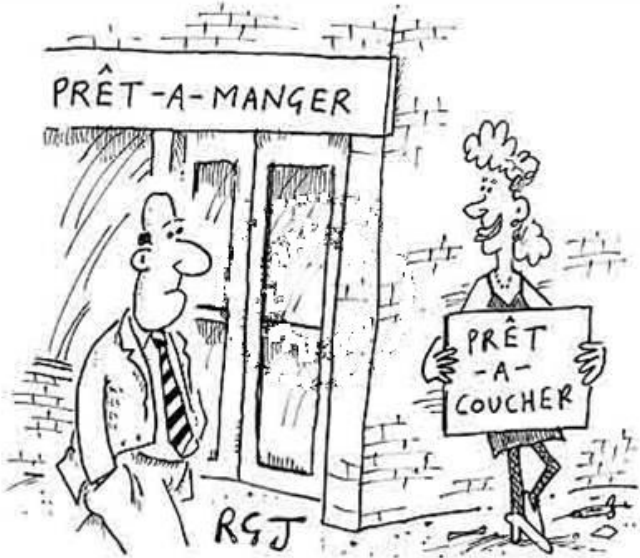
CUSTOMERS
"ASSEMBLED"
TO SNACKS

Kitchen equipment
Shop fittings
Staff

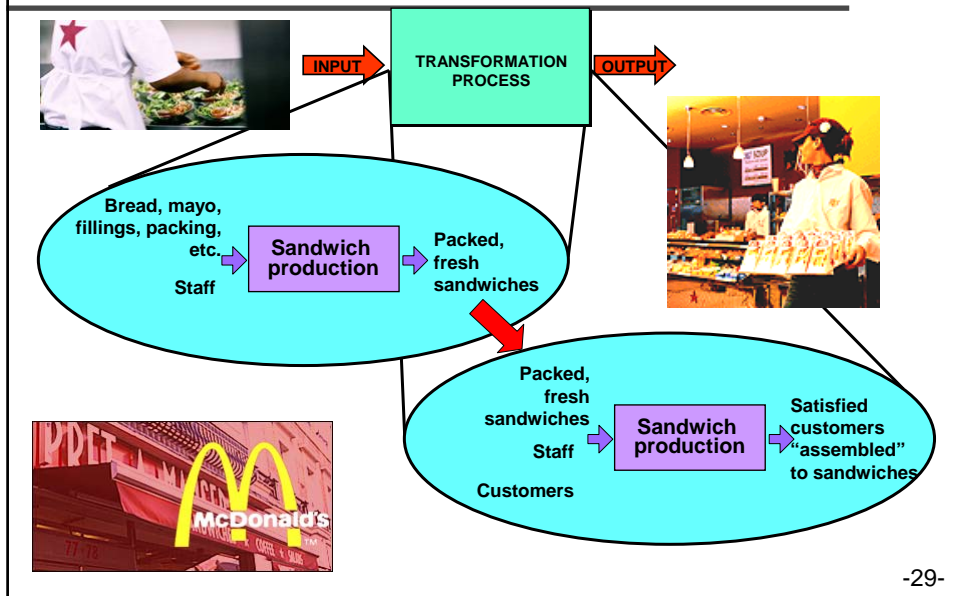
TRANSFORMING RESOURCES



Trying to imitate

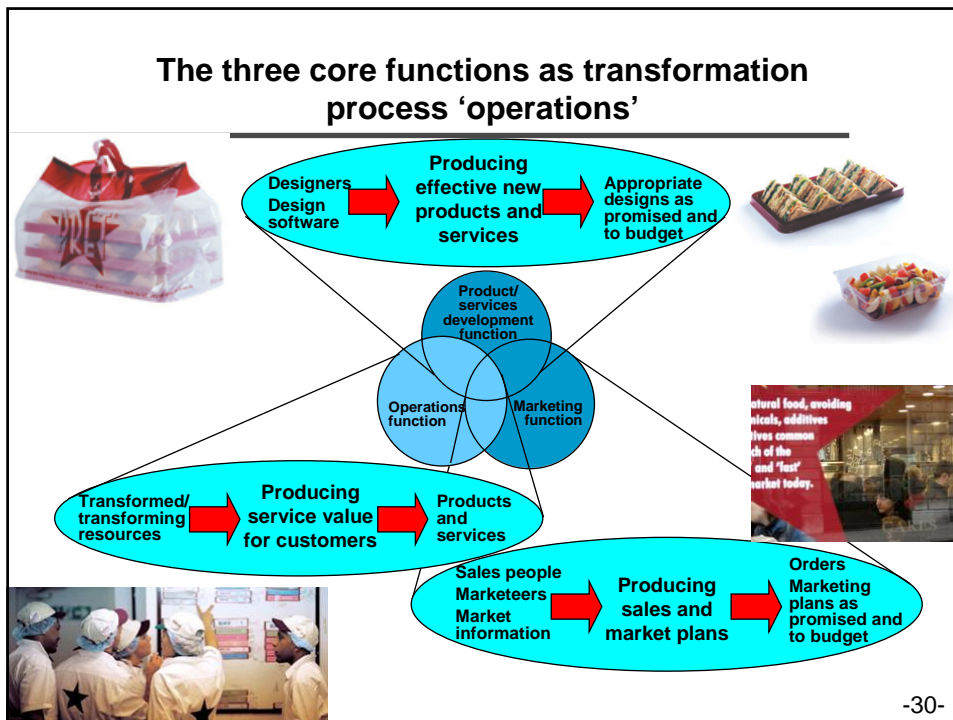


The two main processes at a Pret a Manger store



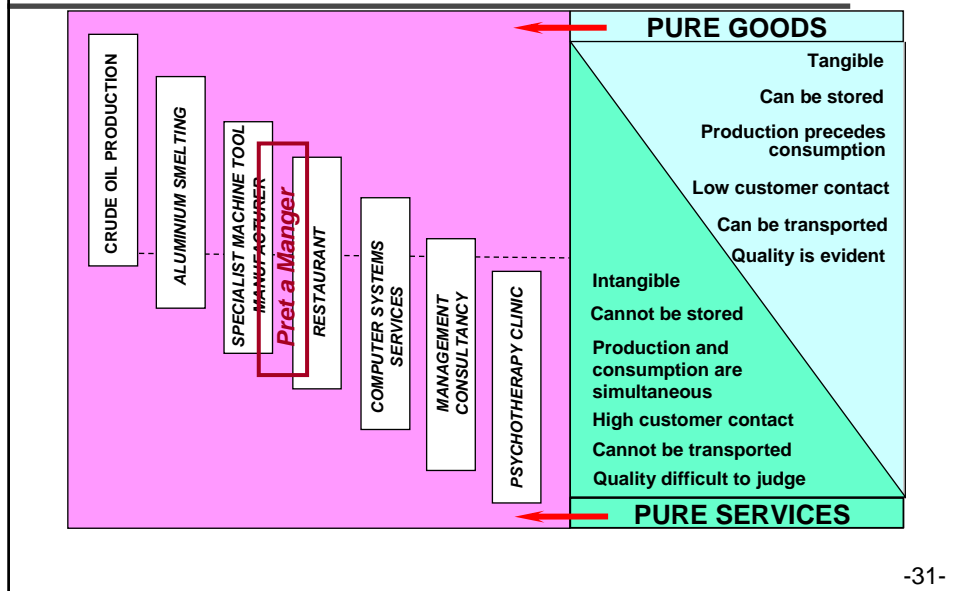
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The three core functions as transformation process 'operations'



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The output from most operations is a mixture of goods and services



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T-Ford



Henry Ford: You can get any color as long as it is black

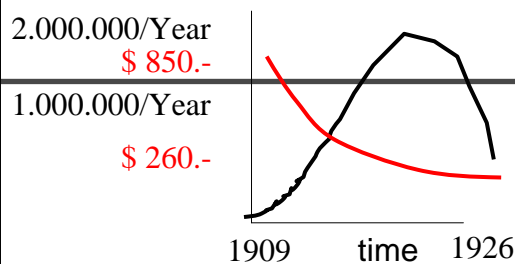
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In October of 1913, mass production of the automobile began. Ford had previously organized workers and components to enhance the production of the Model T, but the moving assembly line quickly improved the speed of chassis assembly from:

12 hours and 8 minutes to
1 hour and 33 minutes.



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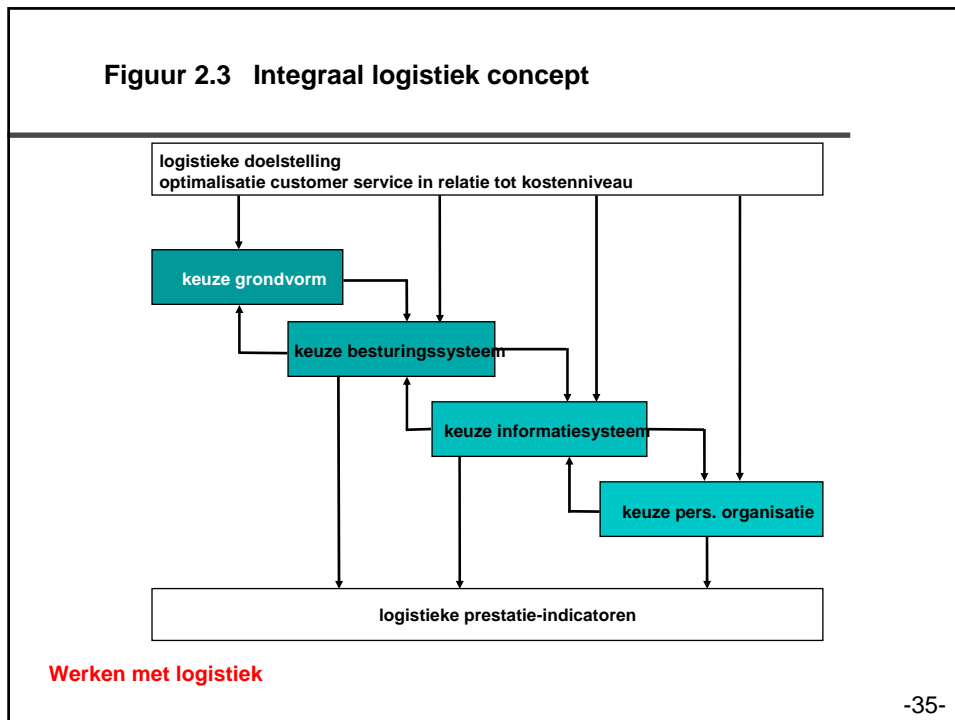


Mass production did allow for flexibility in the price tag. Henry Ford introduced the Model T at \$850 for the Touring Car, but by October of 1924, he was able to offer the Runabout for as low as \$260. Few things other than the price ever changed on the Model T

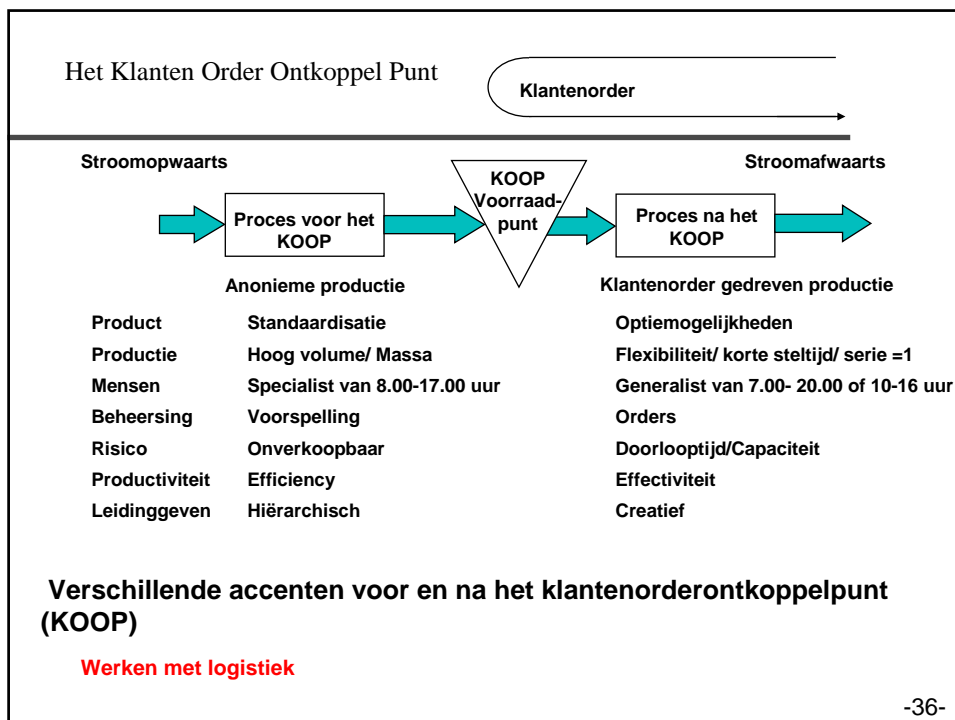
Ford
Factory

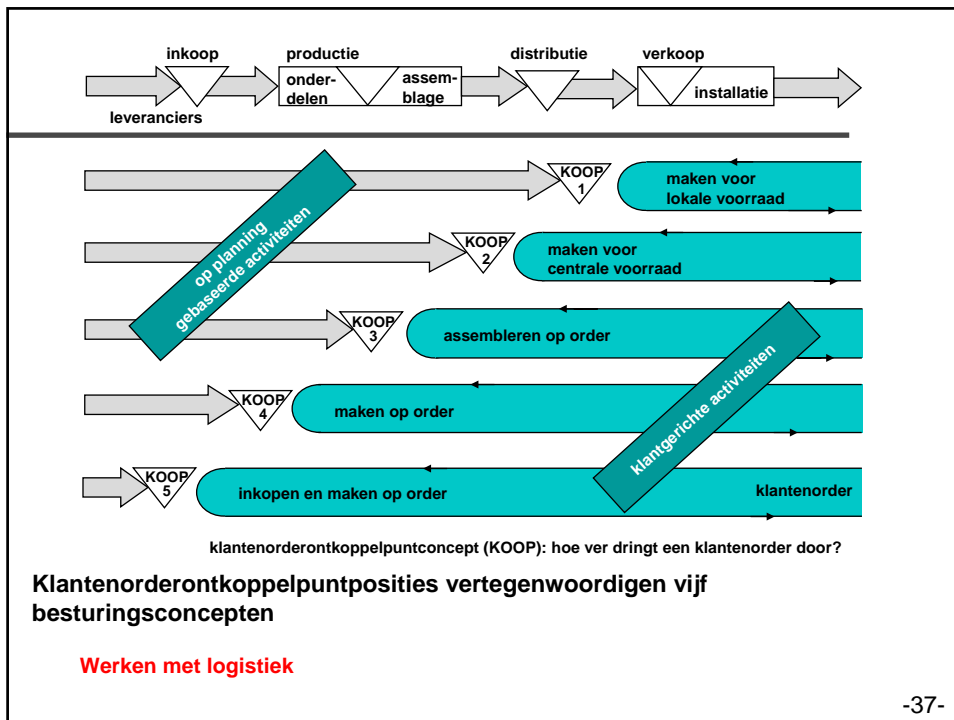
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Figuur 2.3 Integraal logistiek concept

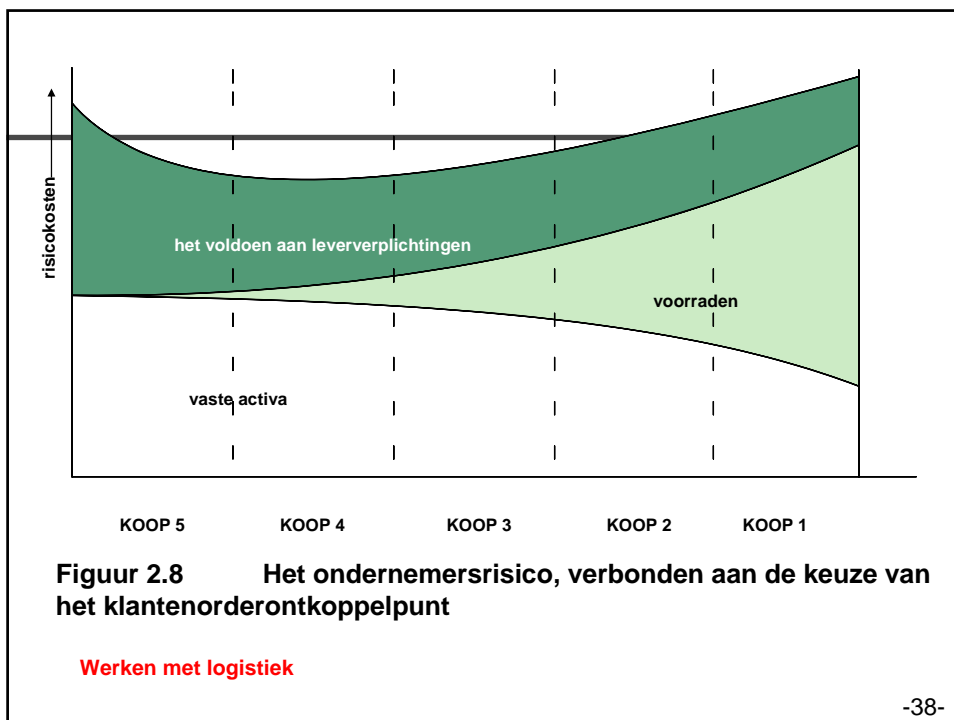


Het Klanten Order Ontkoppel Punt





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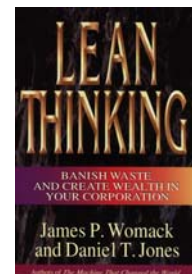
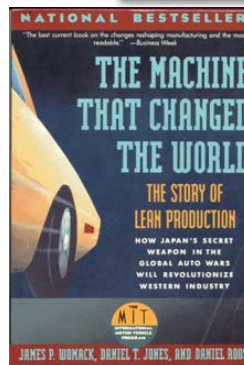
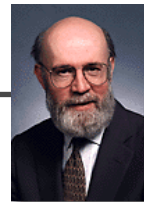
Damen shipyards Gorinchem



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Twee zeer populaire boeken zijn geschreven door:

James Womack,
Daniel Jones

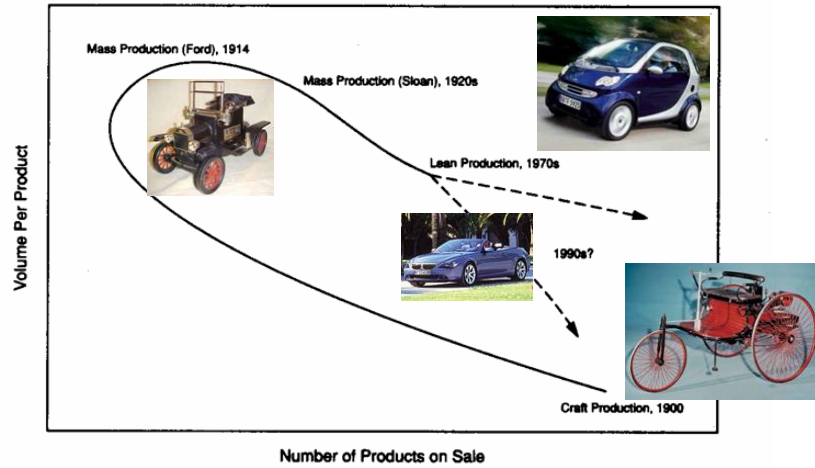


The Vision of “Lean” in the USA

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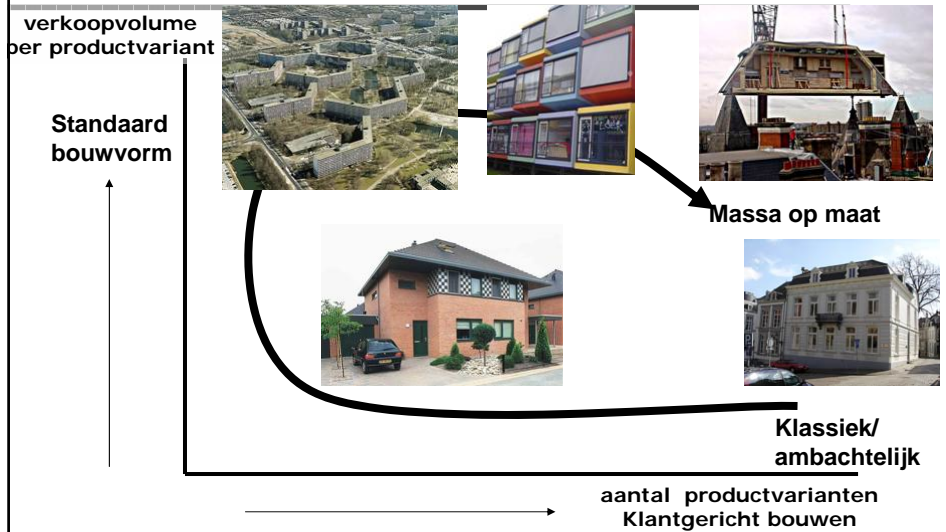
FIGURE 5.7

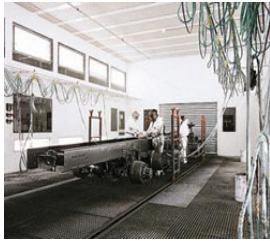
The Progression of Product Variety and Production Volume in the Auto Industry



What has been changed in car industry?

En hoe zit dat bij de bouw?





Productiebedrijven

DAF Trucks heeft productiebedrijven in Eindhoven, Nederland, en in Westerlo, België. In beide fabrieken zijn de laatste jaren aanzienlijke investeringen gedaan om het productieproces verder te stroomlijnen en een verlaging van de productiekosten en verbetering van de flexibiliteit te bewerkstelligen.

Build to Order: processchema

