

Service Operations Themes

Service Operations requires business model design, operations system design & execution (*e.g., Walmart, 7-11, Li & Fung, Benihana, Shouldice etc.*)

Supply chain design & integration (*e.g., Wal-mart, 7-11, Li & Fung, etc.*)

Process engineering (**Benihana, CVS**)

Role of people management (**Ritz, SWA, IBM/Dillard's, Mercadona**)

Employee empowerment to deal with complex situation (**SWA**)

Process / customer segmentation (**IRS**)

Balance process discipline and creativity (**McD**)

Use of Information Technology (**Zipcar, 7-11, Walmart, Citibank**)

Use of multi-sided platforms (**Li & Fung, Housing**)

Innovation Dynamics (**McD, Auto History, Progressive**)

Internet Dynamics (**Amazon, Citibank, Schwab, Auto History**)

Service includes Social Responsibility (**Walmart-Katrina, IKEA**)

Manufacturing Industries may be “servicized” (**Autos-Zipcar, Better Place**)

Operations Capability as enabler of evolution (**McD vs Starbucks**)

Need coherent service offering (e.g., Benihana, Zipcar, Ritz, etc.)

Fit Business Strat & Ops Strategy (Auto History)

System Integrality as core to operations excellence (Walmart, SWA, Shouldice)

Fit Business Strat & Ops Strategy (SWA)

Connect Employee value to customer value (Ritz, SWA)

Operations Innovation as source of Advantage

McDonald's, Home Building

Requires leadership and talent

Processes embody distinctive and core capabilities (e.g., CVS, Shouldice)

"Any process is better than no process." -- M. Hammer

You are never done -- continuous improvement/innov is mandatory

McD, (RFP <----> CI)

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