



Business Operations: Delivering Value

Summing up case studies

Narrator

Operations management is clearly a complex and difficult task. All the factors must be juggled to ensure that stakeholders get what they increasingly demand.

Operations Managers must strive to keep within budget, meet regulatory requirements, provide return to shareholders or value for money to sponsors, look after staff so that they can look after customers and always deliver the goods.

Operations management is mix of doing things right and doing the right things.

No matter how good the cinema, it is still the films that customers come to see. Saving costs in one department is futile if it causes costs to escalate elsewhere so someone, usually the operations manager, needs to consider the system as a whole. Right first time, remains the objective of good operations design. But there will always be changes to consider, new technology, increased competition, more regulation. All are part of the day-to-day challenge that is operations management.

The scope of the task is enormous ranging from day to day fluctuations in supply and demand at one end of the scale to large capital investment decisions in new capacity or advanced technology at the other. In between, there is the continual re-engineering of existing processes, the development of employee capabilities through training and development, the fostering of a culture supportive of continuous improvement and the building of effective working relationships with suppliers. While these are challenging demands, the recognition of this expanded, more strategic role for operations management is essential if organisations are to compete in the new millennium by creating superior value for their stakeholders.

So whatever the nature of the business, be it large or small, public or private, goods or services, operations matters.