Conquering Complexity In Your Business How Wal Mart Toyota And Other Top Companies Are Breaking Th

This chapter comes from Lean Six Sigma for Service, which provides a service-based approach to Six Sigma, explaining how companies of all types can cost-effectively translate manufacturing-oriented Lean Six Sigma tools into the service delivery process. Six Sigma expert Michael George reveals how easy it is to apply relatively simple statistical and Lean tools that will reduce costs and achieve greater speed in service processes. Here, for the first time, you'll read about how classic Lean tools such as "Pull systems" and "setup reduction" are being used in procurement, call centers, surgical suites, government offices, R&D, and much more.

Shed Revenue-Draining Complexity Costs by Thirty Percent! "This is an ambitious book packed with insight and fresh thinking. Separating good from bad complexity costs is a critical task facing companies today, and the authors provide a compelling roadmap for solving the problem." Michael B. McCallister, President and CEO, Humana Inc. "Waging War on Complexity Costs examines an incredibly important and often overlooked aspect of business and organizations in general—regulators and government officials should read this book and take notice. Complexity dramatically increases costs and risk of failure. It is like a cancer that eats away at efficiency and profitability." Andy Beal, Chairman and CEO, Beal Bank "This is by far the best and most useful explanation of how to address complexity in a business. Waging War on Complexity Costs frames the issue in a way that companies can finally tackle

the problem—this book delivers." Ahmad R. Chatila, CEO, MEMC Electronic Materials Inc. "This is the first book that really targets organizational complexity in a compelling way, making this a must-read for any organization that is looking to distance itself from the competition. After years of cost-cutting, many companies are realizing that they still don't have a discernable cost advantage. This book provides the platform to achieve just that, by attacking the complexity that bogs them down." Tom DiDonato, EVP Human Resources, American Eagle Outfitters, Inc. About the Book: Complexity costs are the single biggest determinant of your company's cost competitiveness. For the past two decades the pursuit of growth has created massive complexity in processes, product portfolios, and organizations, adding costs that companies can ill afford. The only good news is that your competitors may be carrying as much complexity as you are. Learn how to eliminate this complexity, and you can create a tremendous cost advantage over your competition. In Waging War on Complexity Costs, Stephen Wilson and Andrei Perumal deliver a powerful and practical approach for reclaiming your cost advantage. This executive-level resource presents a wealth of insight and new research to definitively answer key questions such as: How can I quantify the cost of complexity without getting lost in a sea of data? Where are the biggest opportunities for reducing product, process, and organizational complexity, and how can I cut through the interdependencies that trap these costs? How can I see results quickly by taking targeted actions against key levers? How do I keep complexity costs at bay? It is not enough to attack bloated product portfolios. Substantive cost improvements require addressing the complexity in the underlying processes and organizational structures. Waging War on Complexity Costs provides a wealth of relevant case studies with examples from Kraft, Tesco, Fiat, and the U.S.

Navy and highlights specific strategies for reducing costs by 15-30% in significant portions of your business. Tomorrow's consumers are emerging as wellinformed customers who know what they want and the price they're willing to pay for it. Complexity not only drives costs; it creates a barrier between you and the customer. Declare a war on complexity costs and prepare for profitable growth.

Surveys by the Economist and many others show that the top of mind issue for most CEO and managers has shifted from cost reduction to revenue growth. As the world economy shifts from one of contraction to expansion, companies know that revenue growth is strictly dependent on their innovation process. For the majority of companies, more than 25% of this yearâ€™s revenue are for products and services that did not exist 3 years ago. Moreover, the life-cycle of offerings is growing ever shorter. Sixty percent of companies report that their growth is hampered because the lead time of their innovation process takes too long and costs too much. Companies understand the causes of long lead time and high cost in manufacturing, and its remedy using the Lean methodology. However, the causes of long lead time and high cost in innovation are not understood, nor is their remedy. This book, for the first time, explains the causes of long lead time and ineffective innovation, and provides a proven solution. Conquering the Growth Challenge explains why it takes so long for innovations to reach the market and why they so often fail; and provides solutions for how to reduce time-to market and increase the success rate. It provides the complete foundation for reducing time-to-market of successful innovative offerings, applicable to any business, and is the first to provide quantitative links such that a thoughtful CEO or manager who implements the Fast Innovation process featured in this book can launch a new innovation, confident that it will meet its

required delivery date. The solutions discussed in this book have already been applied in varying degrees by firms such as GE, 3M, Toyota and Microsoft. In short, what you'll get in this book is an answer to the challenge every company faces: how can we increase differentiation and competitive advantage while shortening time-to-market? At first glance, that sounds like an impossible goal because increased differentiation was historically accompanied by increased organisational and offering complexity—which often served to clog development pipelines. George provides the necessary implementation infrastructure and tools to achieve: • Significantly faster and controllable time-to-market • A highly differentiated product, service or experience • Low cost of complexity and low cost operations • Fast operational lead times

New tools for managing complexity Does your organization manage complexity by making things more complicated? If so, you are not alone. According to The Boston Consulting Group's fascinating Complexity Index, business complexity has increased sixfold during the past sixty years. And, all the while, organizational complicatedness—that is, the number of structures, processes, committees, decision-making forums, and systems—has increased by a whopping factor of thirty-five. In their attempt to respond to the increasingly complex performance requirements they face, company leaders have created an organizational labyrinth that makes it more and more difficult to improve productivity and to pursue innovation. It also disengages and demotivates the workforce. Clearly it's time for leaders to stop trying to manage complexity with their traditional tools and instead better leverage employees' intelligence. This book shows you how and explains the implications for designing and leading organizations. The way to manage complexity, the authors argue, is neither with the hard

solutions of another era nor with the soft solutions—such as team building and feel-good "people initiatives"—that often follow in their wake. Based on social sciences (notably economics, game theory, and organizational sociology) and The Boston Consulting Group's work with more than five hundred companies in more than forty countries and in various industries, authors Yves Morieux and Peter Tollman recommend six simple rules to manage complexity without getting complicated. Showing why the rules work and how to put them into practice, Morieux and Tollman give managers a much-needed tool to reinvigorate people in the face of seemingly endless complexity. Included are detailed examples from companies that have achieved a multiplicative effect on performance by using them. It's time to manage complexity better. Employ these six simple rules to foster autonomy and cooperation and to effectively handle business complexity. As a result, you will improve productivity, innovate more, reengage your workforce, and seize opportunities to create competitive advantage.
A Simon & Schuster eBook. Simon & Schuster has a great book for every reader.
Profiles twelve business leaders, including Jeff Bezos, Richard Branson, Carly Fiorina, and Bill Gates, describing their personal lives, career paths, leadership strategies, political influence, critics' charges, and possible future impacts. Includes chronologies and lists of further resources.
This is not a book about how to run a company. It is about how to look at the world differently. Ultimately, this will help the reader to deal with complexity more effectively. The market today is flooded with books which claim to show paths to higher organizational effectiveness. Most of these recommendations are given as "recipes for success" and on pragmatic grounds. This book, however, is targeted at all those who want access to the powerful models of systemic

manageme nt in order to improve their skills in coping with complexity. The contents are of interest to people who deal with organizations – as leaders and mana gers or specialists, or as advanced students. The purpose is to give them conceptual and methodological guidelines by means of which they can. • Increase the "intelligence" of exis ting organizations by introducing or substituting a better design; • Shape new organizations so that they are "intelligent" from the very start. What are the distinctive features of this book? The book is the result of a long term research effort in to the deep seated, invariant features of organizations, ba sed on the Systems Approach, namely, Organizational Cybernetics and System Dynamics. These sciences have specialized in uncovering such basi c properties. They convey a fresh, sophisticated and unorthodox perspective. It is therefore worthwhile acq uiring the capability of looking at the social world in this different way.

Offers an organizational design model for service organizations, covering such topics as funding mechanisms, employee management systems, and customer management systems.

Software has long been perceived as complex, at least within Software Engineering circles. We have been living in a recognised state of crisis since the first NATO Software Engineering conference in 1968. Time and again we have been proven unable to engineer reliable software as easily/cheaply as we imagined. Cost overruns and expensive failures are the norm. The problem is fundamentally one of complexity: software is fundamentally complex because it must be precise. Problems that appear to be specified quite easily in plain language become far more complex when written in a

more formal notation, such as computer code. Comparisons with other engineering disciplines are deceptive. One cannot easily increase the factor of safety of software in the same way that one could in building a steel structure, for example. Software is typically built assuming perfection, often without adequate safety nets in case the unthinkable happens. In such circumstances it should not be surprising to find out that (seemingly) minor errors have the potential to cause entire software systems to collapse. The goal of this book is to uncover techniques that will aid in overcoming complexity and enable us to produce reliable, dependable computer systems that will operate as intended, and yet are produced on-time, in budget, and are evolvable, both over time and at run time. We hope that the contributions in this book will aid in understanding the nature of software complexity and provide guidance for the control or avoidance of complexity in the engineering of complex software systems. Effective Operations and Performance Management is a multi-author volume, written by practitioners and academics in their respective fields of expertise including Andrew Mayo, Subir Chowdhur, Andrew Cox and Leslie L. Kossoff providing coverage in all aspects of operations and performance within a company. The book addresses measuring and managing operational issues, providing you with a solid platform from which to develop strategies and grow your business. It includes over 30 chapters covering the management of operations and performance. It offers you a rich vein of thought leadership and best practice and practical step-by-step guides on methods to

improve operational robustness and measure performance. There are a range of Checklists including Performing a Skills Gap Analysis, The Triple Bottom Line, Using and Understanding Financial Ratios for Analysis, Applying Stress-Testing to Business Continuity Management plus much more...

The fourth title in the Quercus Ideas You Really Need to Know series demystifies the management concepts that any budding entrepreneur would want to grasp. The 50 bite-sized topics expound the wisdom of the well-known business gurus (from Peters and Porter to Welch and Gates), explain helpful theories and tools (Ansoff's Product/Market grid, the 4Ps, Boston Matrix), expand on management ideas (branding, outsourcing, supply and demand) and cover the latest commercial concepts from the online world.

The complex task of defence equipment acquisition has probably never been more challenging, given developments in defence technologies and the increasing pressures to minimise expenditure and improve best value for money. This publication considers how to address these challenges by applying the philosophy and techniques of defence systems engineering. Topics covered include: an overview of the UK defence environment; aspects of acquisition including Smart Acquisition, research and technology, public-private partnerships and the private finance initiative; operational and financial analysis; supplier issues; test processes and evaluation; effective management procedures; and future developments in defence systems acquisition and engineering in the 21st century.

This book puts forward a carefully crafted theoretical framework that makes a substantial contribution to the field of organizational resilience. It is a framework that goes far beyond the traditional crisis management perspective (accidents, scandals, etc) to an investigation of the characteristics and factors that make organizations viable over time. The book creates a much-needed link between human resource management and organizational development on the one hand, and the literature about risk and crises management and resilience engineering on the other. The book assembles several robust social science theories such as evolutionary theory, complexity theory, and institutional theory, as well as concepts from management theory such as followership, organizational trust, open innovation, and serendipity management into a coherent framework. It also integrates important models from the field of resilience engineering that have not previously been included in the research on organizational resilience. Several new models are used to present the theoretical framework, models that have relevance for researchers as well as practitioners. In addition to the theoretical framework, all chapters are set in various practical environments that both illustrate the use of resilience resources and align with the framework itself.

This management book presents value-driven business process management as a successful discipline to turn strategy into people- and technology-based execution, quickly and at minimal risk. It shows how to achieve high performance successfully in a

digital business environment. Static business models do not keep pace with the dynamic changes in our digital world. Organizations need a management approach that fits this environment and capitalizes on its opportunities while minimizing the related risks. They need to execute their business strategy fast and reliably. In effect, they have to know how and when to modify or enhance their business processes, which processes are the best candidates for intervention, and how to move rapidly from strategy to execution. This means organizations need to establish business process management as a real management discipline. The importance of process innovation, digital technology and people aspects, process governance, internationalization, emerging processes and the unique situation in mid-market organizations are some of the key topics discussed in this book. It ends with a comprehensive case study and a discussion about what process engineers can learn from jazz musicians.
By looking at the three most recent economic crises, the S&L crisis, the dot-com bubble, and the recent subprime mortgage disaster, the author explains why and how corporate managers led their organizations toward disasters in the long-run.
In an increasingly uncertain world, the pace of change is swift and quickening. Risk management is more important than ever before, and adaptability is key. Not every negative event can be mitigated, but the right approaches will allow a company to respond effectively and even to thrive in crisis situations. This approachable book features the advice of expert practitioner and academic authors, benefiting companies

whatever their culture and operating environment. Worked examples and case studies span the operational aspects of risk management, reputation risk, and risks outside the control of any organization, forming a comprehensive guide. Detailed coverage includes: * Risk, metrics, and complexity * Countering supply chain risk * Business continuity management * Reputation risk and financial performance * Moving beyond compliance * Integrating catastrophe management * Human risk and rogues * Strategic risk management * Crisis management strategies * Exposure to country, political, and interest rate risks

Conquering the complexity in products and services can generate larger contributions to profits and growth than nearly any other business strategy Here's a guarantee: Somewhere in your business, there is too much complexity. You may also be losing out by having too little complexity where it counts - in the products, services and options you offer to customers. Either way, the impact of complexity is enormous in terms of lost profit and missed growth opportunities. Conquering Complexity in Your Business shows how to break through the ceiling on profits and growth by implementing the three rules for conquering complexity: Eliminating complexity that customers will not pay for Exploiting the complexity that customers will pay for Minimizing the costs of the complexity you offer You'll find methods and tools you need to: Identify the offering and process complexity in your business Quantify the impact of that complexity Decide which complexity you want to keep and which to eliminate Select specific approaches

to eliminate different kinds of complexity This knowledge will significantly improve your ability to grow profit, revenue, and shareholder value.

Two research analysts describe how companies can truly understand the real needs of their customers by seeing a business through their eyes and enforcing the concept of "customer service" through every facet of the company, from finance to legal to marketing.

Service Operations Management, Second Edition provides a global perspective on service operations, with expanded coverage of service operations for not-for-profit agencies, charities, NGOs and utilities, alongside commercial companies. With new, updated case studies and original research embracing big-data analytics and neurolinguistics in building customer service systems, this book will be an invaluable tool for postgraduate and MBA students of service operations and undergraduates specialising in hospitality, tourism and public sector management.

Complexity is slowing companies down, costing them on average 10% of their profits. Based on cutting-edge research, this practical 'how to' guide will show businesses how to remove complexity to boost profits and morale.

For decades, Alan Siegel and Irene Etzkorn have championed simplicity as a competitive advantage and a consumer right. Consulting with businesses and organizations around the world to streamline products, services, processes and communications, they have achieved dramatic results. In SIMPLE, the culmination of

their work together, Siegel and Etzkorn show us how having empathy, striving for clarity, and distilling your message can reduce the distance between company and customer, hospital and patient, government and citizen-and increase your bottom line. Examining the best and worst practices of an array of organizations big and small-including the IRS, Google, Philips, Trader Joe's, Chubb Insurance, and ING Direct, and many more-Siegel and Etzkorn recast simplicity as a mindset, a design aesthetic, and a writing technique. In these illuminating pages you will discover, among other things: Why the Flip camera became roadkill in the wake of the iPhone What SIMPLE idea allowed the Cleveland Clinic to improve care and increase revenue How OXO designed a measuring cup that sold a million units in its first 18 months on the market Where Target got the idea for their "ClearRX" prescription system How New York City simplified its unwieldy bureaucracy with three simple numbers By exposing the overly complex things we encounter every day, SIMPLE reveals the reasons we allow confusion to persist, inspires us to seek clarity, and explores how social media is empowering consumers to demand simplicity. The next big idea in business is SIMPLE. A new lens on growth and a critical set of strategies for navigating a complex world Growth is rarely in a straight line. It is tempting to think otherwise, particularly when looking in the rear view mirror, but anyone faced with plotting the coordinates for a company's growth knows the fallacy of this notion. As much as we like to think of corporate leaders executing sure-fire growth strategies, the

truth is far messier: it's more an act of exploration and discovery than a step-by-step process. In Growth in the Age of Complexity, the authors describe in detail how complexity has impacted businesses and the markets in which they compete, and the strategies, mindsets and skillsets required to grow profitably! New strategies are required to navigate the "Sirens of Growth": the growth plans borne of Industrial Age mindsets that too frequently lead to complexity vs. scale. In addition, companies need to develop an Explorer's Mindset and a Navigator's Skillset to sustain performance. You'll discover how to: •Assess where you're truly making money •Reignite your core products and services to drive growth •Incorporate experimentation as a key way to discover new opportunities •Create an operating model for scale, location, and replication •Identify new markets where you are positioned to win •Understand the fundamentals for executing in a distributed organization This book is an invaluable tool for achieving growth and maintaining a competitive advantage in virtually any business.

"This remarkable book combines practical advice, ready-to-use techniques, and a deep understanding of why this is the right way to develop software. I have seen software teams transformed by the ideas in this book." --Mike Cohn, author of Agile Estimating and Planning "As a lean practitioner myself, I have loved and

used their first book for years.When this second book came out, I was delighted that it was even better. If youare interested in how lean principles can be useful for software developmentorganizations, this is the book you are looking for. The Poppendiecks offer abeautiful blend of history, theory, and practice." --Alan Shalloway, coauthor of Design Patterns Explained "I've enjoyed reading the book very much. I feel it might even be better than thefirst lean book by Tom and Mary, while that one was already exceptionallygood! Mary especially has a lot of knowledge related to lean techniques inproduct development and manufacturing. It's rare that these techniques areactually translated to software. This is something no other book does well(except their first book)." --Bas Vodde "The new book by Mary and Tom Poppendieck provides a well-written andcomprehensive introduction to lean principles and selected practices for softwaremanagers and engineers. It illustrates the application of the values andpractices with well-suited success stories. I enjoyed reading it." --Roman Pichler "In Implementing Lean Software Development, the Poppendiecks explore moredeeply the themes they introduced in Lean Software Development. They beginwith a compelling history of lean thinking, then move to key areas such asvalue, waste, and people. Each chapter includes exercises to help you apply keypoints. If you want a better understanding of how lean ideas can work

withsoftware, this book is for you." --Bill Wake, independent consultant In 2003, Mary and Tom Poppendieck's Lean Software Development introduced breakthrough development techniques that leverage Lean principles to deliver unprecedented agility and value. Now their widely anticipated sequel and companion guide shows exactly how to implement Lean software development, hands-on. This new book draws on the Poppendiecks' unparalleled experience helping development organizations optimize the entire software value stream. You'll discover the right questions to ask, the key issues to focus on, and techniques proven to work. The authors present case studies from leading-edge software organizations, and offer practical exercises for jumpstarting your own Lean initiatives. Managing to extend, nourish, and leverage agile practices Building true development teams, not just groups Driving quality through rapid feedback and detailed discipline Making decisions Just-in-Time, but no later Delivering fast: How PatientKeeper delivers 45 rock-solid releases per year Making tradeoffs that really satisfy customers Implementing Lean Software Development is indispensable to anyone who wants more effective development processes--managers, project leaders, senior developers, and architects in enterprise IT and software companies alike.

This book examines volatility, uncertainty, complexity and ambiguity (VUCA) and

addresses the need for broader knowledge and application of new concepts and frameworks to deal with unpredictable and rapid changing situations. The premises of VUCA can shape all aspects of an organization. To cover all areas, the book is divided into six sections. Section 1 acts as an introduction to VUCA and complexity. It reviews ways to manage complexity, while providing examples for tools and approaches that can be applied. The main focus of Section 2 is on leadership, strategy and planning. The chapters in this section create new approaches to handle VUCA environments pertaining to these areas including using the Tetralemma logics, tools from systemic structural constellation (SySt) approach of psychotherapy and organizational development, to provide new ideas for the management of large strategic programs in organizations. Section 3 considers how marketing and sales are affected by VUCA, from social media's influence to customer value management. Operations and cost management are highlighted in Section 4. This section covers VUCA challenges within global supply chains and decision-oriented controlling. In Section 5 organizational structure and process management are showcased, while Section 6 is dedicated to addressing the effects of VUCA in IT, technology and data management. The VUCA forces present businesses with the need to move from linear modes of thought to problem solving with synthetic and simultaneous thinking. This book

should help to provide some starting points and ideas to deal with the next era. It should not be understood as the end of the road, but as the beginning of a journey exploring and developing new concepts for a new way of management. QFINANCE: The Ultimate Resource (5th edition) is the first-step reference for the finance professional or student of finance. Its coverage and author quality reflect a fine blend of practitioner and academic expertise, whilst providing the reader with a thorough education in the may facets of finance. This book gathers the proceedings of the 14th International Conference on Management Science and Engineering Management (ICMSEM 2020). Held at the Academy of Studies of Moldova from July 30 to August 2, 2020, the conference provided a platform for researchers and practitioners in the field to share their ideas and experiences. Covering a wide range of topics, including hot management issues in engineering science, the book presents novel ideas and the latest research advances in the area of management science and engineering management. It includes both theoretical and practical studies of management science applied in computing methodology, highlighting advanced management concepts, and computing technologies for decision-making problems involving large, uncertain and unstructured data. The book also describes the changes and challenges relating to decision-making procedures at

the dawn of the big data era, and discusses new technologies for analysis, capture, search, sharing, storage, transfer and visualization, as well as advances in the integration of optimization, statistics and data mining. Given its scope, it will appeal to a wide readership, particularly those looking for new ideas and research directions.

"An insider's guide to translating the creative techniques of jazz to the business world." Scott Berkun, author of The Myths of Innovation What Can Your Team Learn From Jazz Musicians? Experienced jazz musicians apply specific principles to collaborate, execute, and manage change in real time--delivering extraordinary innovation in the face of non-stop pressure and risk. Now, jazz musician and collaboration expert Adrian Cho shows how you can use the same principles to dramatically improve any team's performance. Cho systematically introduces the Jazz Process and demonstrates how it can help cross-functional teams improve teamwork, innovation, and execution. You'll learn new ways to encourage and integrate strong individual contributions from passionate and committed practitioners, and give them maximum autonomy while making sure your project's "music" never degenerates into chaotic "noise." Through multiple case studies, Cho shows you how high-performance teams achieve their success. • Master five core principles of working in teams: use just enough rules,

employ top talent, put the team first, build trust and respect, and commit with passion • Establish a realistic framework for effective, continuous execution • Collaborate more effectively with team members, consumers, customers, partners, and suppliers • Master the essentials of team execution: listening for change, leading on demand, acting transparently, and making every contribution count • Reduce the "friction" associated with collaboration--and increase the synergy • Use form, tempo, pulse, and groove to maintain constructive momentum • Learn about the importance of healthy projects and teams • Innovate by exchanging ideas and taking the right measured risks • For every practitioner, leader, and manager interested in getting better results Reflections of You is a powerful anointed dynamic book with a deep insight. Its unique uncompromising style of writing will engage and impact every believer. With thought-provoking truths, this book will encourage and challenge every believer who has a deep desire to have an encounter with the God of the Word. Airlines willing to develop insight from foresight relating to the expected 'step phase changes' will eventually improve their margins. However, the backward-looking airline, managed using old strategic levers and short-term metrics, will cease to exist, merge, shrink, become more dependent on government support, or become irrelevant. 'Management innovations' are not going to deliver the

required improvements; innovation within management is essential for airlines' survival. In Flying Ahead of the Airplane, Nawal Taneja analyzes global changes and thought-provoking scenarios to help airline executives adjust and adapt to the chaotic world. Drawing on his experience of real airline situations worldwide, the author concludes that there is a gulf between what executives are doing now and what they need to do to stay ahead of the curve. To close this gap, the author suggests that airline executives focus on just three relevant initiatives: a) aligning business and technology strategies, b) redesigning organization structures to centralize the role of the scheduling function, and c) developing relevant brands that integrate social networking technology. To support this third initiative, the book provides insights on branding from 20 fascinating non-aviation case studies from around the world. Flying Ahead of the Airplane will assist practitioners in airlines of every size to integrate future trends into their mainstream thinking and launch flexible business models to manage risk and compete effectively in the 'flattening world'.

The toughest Lean journeys are those taken in organizations that have achieved long-term success. Processes and people become fixed in their ways and exhibit a natural resistance to change. But, regardless of how well your organization is performing, unless you have a sustainable competitive advantage, you are at

risk.Examining the performance gap

This book integrates key tools and processes into a comprehensive program for developing more robust and reliable technology-based products. Drawing on their extensive product development experience, the authors present a complete process for ensuring product performance throughout the entire lifecycle, from understanding customers' needs through manufacturing and post-launch support. The authors begin by presenting broad insights and high-level strategies for improving product quality. Next, they demonstrate how to implement robustness and reliability strategies that complement existing governance and decision processes. A section on tools and methods shows how to institutionalize best practices and apply them consistently. Finally, they tie strategies, decisions, and methods together through a case study project. Product developers will learn how to Understand critical drivers of value in technology products, including reliability and durability Implement a process model and roadmap for improving reliability and robustness Increase robustness early in development, leading to shorter cycle times in later phases Improve the stability of production performance under stress conditions Assess both organizational and process capabilities for delivering robust and reliable products Understand and manage customer-driven requirements Use tools including descriptive and inferential

statistics and DOE-based empirical models Managers will understand expectations for Design concepts supported by rigorous analyses of alternatives Products and processes delivering higher value to customers Products with higher reliability and longer useful lives Product processes with lower costs and higher capabilities Development projects having shorter, more predictable cycle times Readers are introduced to many thought leaders whose writings can be sources of further learning. This book is a valuable resource for anyone responsible for delivering reliable, profitable technology products, including general managers, program managers, engineers, scientists, and reliability and quality professionals.

Das Buch analysiert, weshalb chinesische Technologienormen von internationalen Normen abweichen. Die Basis der Analyse lieferten vier Feldforschungsaufenthalte in Peking, bei denen insgesamt 70 Experteninterviews durchgeführt wurden. Daraus resultierte eine detaillierte Case-Study zum chinesischen Normungssystem und speziell dem Bereich der Elektromobilität. Die Anwendung der Komplexitätstheorie zeigt, dass die Entstehung abweichender Normen einen wesentlichen Bestandteil in der Weiterentwicklung des chinesischen Normungssystems einnimmt und beschreibt diese Entwicklung anhand eines 3-Phasen Konzeptes. Das Buch schließt eine

Lücke in der bisherigen Forschung, insbesondere da der Fokus auf einem Entwicklungsland liegt, dessen Normungssystem sich im Wandel befindet. Sabrina Weithmann fokussiert sich weiterhin auf regenerative Energietechnik und untersucht den Einfluss entsprechender Geschäftsmodelle auf die Normung und Regulierung in der Energiewirtschaft.

InfoWorld is targeted to Senior IT professionals. Content is segmented into Channels and Topic Centers. InfoWorld also celebrates people, companies, and projects.

Continuously changing customer and market requirements as well as new developments in information technology have become a dominating factor in today's business environment. To be successful enterprises have to adapt quickly to new opportunities and threats. They have to take smart decision and execute fast. Innovation and agility become important success factors. The Management of Process Excellence (MPE) is the main enabler. It helps achieving immediate benefits while building lasting process management capabilities. MPE links strategy with people and technology based execution. Service Oriented Architectures (SOA), Web 2.0 or "cloud computing" support this approach. The right process governance, including centers of excellence, and knowledge assets in form of reference models increase the delivered value

again. The resulting next generation enterprise is ready for long term success. The book discusses how business process management delivers real value in private and public sector organizations around the world. It addresses executives and managers as well as educators and students.

This is a substantial new edition of a successful textbook which continues to have a sensible and 'easy to read' style. Each Chapter has a past/present/future theme with a real strategic approach. Strategic Operations Managment shows operations as combining products and services into a complete offer for the customer. Services are therefore seen as key and are integrated throughout the material in each chapter. Manufacturing, service supply and other key factors are all shown to be in place. In an era where companies are fond of talking about core competences but still struggle to understand their operations, this is an important for academics and practitioners alike. Only when managers understand their operations will they be able to leverage them into any sort of capabilities that will lead to competitive advantage. Online tutor resource materials accompany the book.

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