

《运营管理精要》

图书基本信息

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内容概要

《运营管理精要(英文版)》在系统地介绍了运营管理的基本概念、基本理论和方法的同时，力图全面反映这一学科的新进展，强调运营管理能够对提高企业整体竞争力的贡献。通过穿插一些制造业和服务业中的简短案例，突出运营管理的实用性，并使用了大量图表以加强读者的直观理解。每章最后均配有本章小结、思考题，以便提高学生分析和解决实际问题的能力。《运营管理精要(英文版)》非常适合目前MBA运营管理40个学时的课程。

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章节摘录

版权页：插图： Finding, purchasing and developing the sites for its retail stores is a major (and controversial) part of Tesco ' s activities. In its UK market, the main issue is obtaining permission from local government authorities. The UK ' s planning regime, once relatively relaxed to encourage retail development and stimulate economic growth, is now far stricter, more complicated and takes longer. Frequently there are local objections to supermarket development. Some are from smaller retailers who fear loss of business, some are from residents wary of traffic congestion, and some from people who dislike the dominance of firms like Tesco. To go through all this effort, Tesco must be convinced that any potential location represents a sound business investment. Location (or, more accurately, layout) within their stores is equally important. Successful supermarkets like Tesco also know that the design of their stores has a huge impact on profitability. They must maximize their revenue per square metre and minimize the costs of operating the store, while keeping customers happy. At a basic level, supermarkets have to get the amount of space allocated to the different areas right. Tesco ' s ' One in front ' campaign, for example, tries to avoid long waiting times by opening additional tills if more than one customer is waiting at a checkout. Tesco also uses technology to understand exactly how customers flow through their stores. The ' Smartlane ' system from Irisys, a specialist in intelligent infrared technologies, counts the number and type of customers entering the store (in family or other groups known as ' shopping units '), tracks their movement using infrared sensors, and predicts the likely demand at the checkouts up to an hour in advance. The circulation of customers through the store must be right and the right layout can make customers buy more. Some supermarkets put their entrance on the left-hand side of a building with a layout designed to take customers in a clockwise direction around the store. Aisles are made wide to ensure a relatively slow flow of trolleys so that customers pay more attention to the products on display (and buy more) . However, wide aisles can come at the expense of reduced shelf space that would allow a wider range of products to be stocked. The actual location of all the products is a critical decision, directly affecting the convenience to customers, their level of spontaneous purchase and the cost of filling the shelves. Although the majority of supermarket sales are packaged, tinned or frozen goods, the displays of fruit and vegetables are usually located adjacent to the main entrance, as a signal of freshness and wholesomeness, providing an attractive and welcoming point of entry. Basic products that figure on most people ' s shopping lists, such as flour, sugar and bread, may be located at the back of the store and apart from each other so that customers have to pass higher-margin items as they search. High-margin items are usually put at eye level on shelves (where they are more likely to be seen) and low-margin products lower down or higher up. Some customers also go a few paces up an aisle before they start looking for what they need. Some supermarkets call the shelves occupying the first metre of an aisle ' dead space ' -not a place to put impulse-bought goods. The prime site in a supermarket is the ' gondola-end ' , the shelves at the end of the aisle. Moving products to this location can increase sales 200 or 300 per cent. It ' s not surprising that suppliers are willing to pay for their products to be located here. The supermarkets themselves are keen to point out that, although they obviously lay out their stores with customers ' buying behaviour in mind, it is counterproductive to be too manipulative. Some commonly held beliefs about supermarket layout are not always true. They deny that they periodically change the location of foodstuffs in order to jolt

customers out of their habitual shopping patterns so that they are more attentive to other products and end up buying more. Occasionally layouts are changed, they say mainly to accommodate changing tastes and new ranges. At a more micro-level, Tesco will be concerned to make its checkout areas safe and convenient for its staff and customers. Similarly the design of self checkout equipment must be conveniently designed. So positioning, whether it is location, store layout, or workstation design, will have an impact on Tesco ' s performance.

编辑推荐

《运营管理精要(英文版)》结构清晰，围绕指挥、设计、传递、开发等运营活动模型展开，总计13章的内容，包括运营战略、服务与产品设计、流程设计、供应网络管理、产能管理、库存管理、精益生产、质量管理、运营改进等运营管理的核心内容，各章内容紧密衔接、环环相扣，清晰地阐释了运营管理活动与驱动竞争优势间的逻辑路径。此外，《运营管理精要(英文版)》实例与例题丰富，总计55个，通过实例与短案例来阐释真实运营活动所面临的一些问题；通过例题来阐明定性与定量方法的结合应用。对于每章开始提出的关键性问题会有一些概要性的解答；章后有一些学习性练习，用于检查对于各章所阐述概念的理解程度；每章后附有进一步的阅读材料及其说明以及可进一步浏览的网站，以进一步拓展相关内容的学习。正如《运营管理精要(英文版)》前言中所言，其战略性、概念性、广泛性、实践性、国际性、平衡性等诸多特点均有所体现。

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