Operations and non-Operations leaders, alike, must ensure that their organization’s products and services meet or exceed their customer’s expectations and that their business has the best working environment and processes. In Leading Operational Excellence, senior faculty from the MIT Sloan School of Management guide you through proven processes for innovating and systematizing product development, business procedures, and service design—from ideation and development to commercialization and ongoing product/service leadership. This high-impact program is highly applicable to a broad range of industries such as IT, Healthcare, Financial Services, Consumer Products, and Industrials. Transform your business.

GAIN PERSPECTIVE ON YOUR COMPANY’S VALUE CHAIN

- Align operations to your company’s business model
- Understand value chain dynamics
- Balance creativity and discipline

OPTIMIZE OPERATIONS FOR CUSTOMER VALUE

- Reengineer processes to better serve your customer
- Eliminate costly bottlenecks
- Reduce costs by optimizing human capital allocation and inventory

INNOVATE TO IMPROVE OPERATIONAL PERFORMANCE

- Accurately measure operational performance
- Create a culture of performance improvement
- Effectively lead change

LEADERSHIP

- Driving cross-functional collaboration and perspective

Charles Fine
Vivek Farias
Zeynep Ton
LEADING OPERATIONAL EXCELLENCE

Key Conceptual Models

✓ **The Star Model**: Jay Galbraith’s framework for analyzing the key attributes of an organization in order to ensure compatibility with proposed operational improvements: Strategy, Structure, Processes, Rewards, People.

✓ **Process Flow Diagramming**: Schematic tools for visualizing and analyzing operational processes.

✓ **Business Process Physics**: Professor Vivek Farias provides tools and techniques for analyzing process capacity, throughput, and wait times, as well as strategies for predicting performance and contending with unpredictable variability.

✓ **Newsvendor Model**: An essential tool for optimizing capacity when future demand is uncertain.

✓ **The Good Jobs Strategy**: Professor Zeynep Ton’s leading-edge approach to work design that focuses on striking the optimal balance between Standardization and Empowerment and where appropriate, supporting those choices with Cross-Training and staffing with “Slack.”

Additional Program Features

✓ **Self-checks**: Interactive exercises provide practice in and confirm understanding of key concepts, including: measuring capacity, computing throughput, build-up diagrams, process flow analysis, applying the Newsvendor model.

✓ **Case Studies**: Analyses of leading companies (e.g. IDEO, Toyota, Genentech) in a variety of industries provide illustrative examples of operations concept and process re-engineering approaches.
# LEADING OPERATIONAL EXCELLENCE

## Curriculum: Week by Week

<table>
<thead>
<tr>
<th>MODULE*</th>
<th>LECTURES [VIDEOS]</th>
<th>OVERVIEW</th>
</tr>
</thead>
</table>
| One: Balancing Creativity and Discipline | • The Languages of Operations  
• Balancing Creativity and Discipline  
• The IDEO Process  
• Creativity and Discipline at McDonalds | Professor Charles Fine will introduce participants to the different languages of operations. They will examine their organization’s characteristics and approach to designing operations. |
| Two: Process Analysis | • Process Flow Diagrams  
• Order Fulfillment and Production Control  
• Capacity Utilization  
• Process Diagnosis, Engineering and Principles | Participants will review an existing process and use a process flow diagram to accurately depict the structure and flows. This diagram will be used to promote shared understanding and provide a foundation for process optimization and improvement. |
| Three: Analysis of Capacity | • Getting Capacity Right  
• Business Process Physics  
• Unpredictable Variability  
• Non-Linear Magic | This week’s module enables participants to develop a quantitative understanding of input rates, processing rates, throughput, and capacity, as well as the capability to display this information graphically. |
| Four: Service Quality | • PATA Overview and Process  
• Predicting Performance  
• Evaluating Possible Solutions  
• PATA Solution | Applying the learnings from previous modules, participants will focus on diagnosing bottlenecks and other process pain points, pinpointing root causes, and developing remedies. |
| Five: Capacity, Demand, and Profit | • Decision Time: Genentech  
• Taking a Closer Look at Demand  
• A Tool for Managing Uncertainty  
• Applying the Newsvendor Model | Participants will learn how to optimize capacity decisions based on financial considerations. They will also develop a plan for operational improvements within their organization. |
| Six: Operational Leadership | • Toyota Production System  
• Excellence through Design and People  
• The Good Jobs Strategy  
• Just-In-Time Operations | The module experience concludes with best practices for quality management. Participants will understand how to implement a high-performance work design and invest in people to support an optimized system. |

*Module = 1 Week

NOTE: Orientation Pre-Requisite Work (90 minutes) and Final Presentation at end of program (90 minutes).
Creating Lasting Financial Impact

During the six-week program, executives develop a project that is designed to solve an internal business challenge bringing real impact to the business and ultimately to financial results.

The data to the right represents the return on investment created after the completion of the program.

Types of Impact

Impact also takes multiple forms across the business, helping companies to improve in specific areas.

The data to the right represents the reported % improvement in each area, following the completion of the program.

All Companies*

<table>
<thead>
<tr>
<th>Impact Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased Employee Productivity</td>
<td>38%</td>
</tr>
<tr>
<td>Increased Quality</td>
<td>33%</td>
</tr>
<tr>
<td>Increased Efficiency</td>
<td>28%</td>
</tr>
</tbody>
</table>

*Across all ExecOnline programs
### Project Examples: All Companies

<table>
<thead>
<tr>
<th>NAME</th>
<th>DESCRIPTION</th>
<th>BUSINESS IMPACT</th>
<th>FINANCIAL IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Quality Improvement</td>
<td>A Director of Maintenance Planning for a consumer products company improved the companies data quality issues by establishing a baseline for what a quality incident and work order look like. As a result they expect $1.4 million dollars in cost savings.</td>
<td>Increased Quality 15%</td>
<td>$1,400,000</td>
</tr>
<tr>
<td>Parts Return Process</td>
<td>Instead of relying on field engineers to manage and return their own parts, a Director of Service Operations for an industrials company implemented a new process whereby employees receive a list of parts that they must return each month to maintain inventory. They expect a $4 million reduction in costs.</td>
<td>Increased Efficiency 29%</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Sales Compensation Audit Process</td>
<td>By implementing an explicit audit dispute process where there was not one present in the past, a Managing Director of Global Risk Management for a financial institution was able to reduce overall processing times. This resulted in a $350,000 reduction in costs.</td>
<td>Increased Employee Productivity 15%</td>
<td>$350,000</td>
</tr>
<tr>
<td>Support Case Escalation</td>
<td>By increasing the knowledge base available to their support team, a Director of Technical Solutions from a semiconductor company improved their case escalation process, resulting in a $500,000 decrease in costs.</td>
<td>Increased Efficiency 70%</td>
<td>$500,000</td>
</tr>
<tr>
<td>Trouble Ticket Improvement Process</td>
<td>A Director of Engineering Operations from a large technology company improved the communications of known outage situations to the customer care organization, resulting in a $750,000 increase in revenue.</td>
<td>Increased Customer Loyalty/Satisfaction 20%</td>
<td>$750,000</td>
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