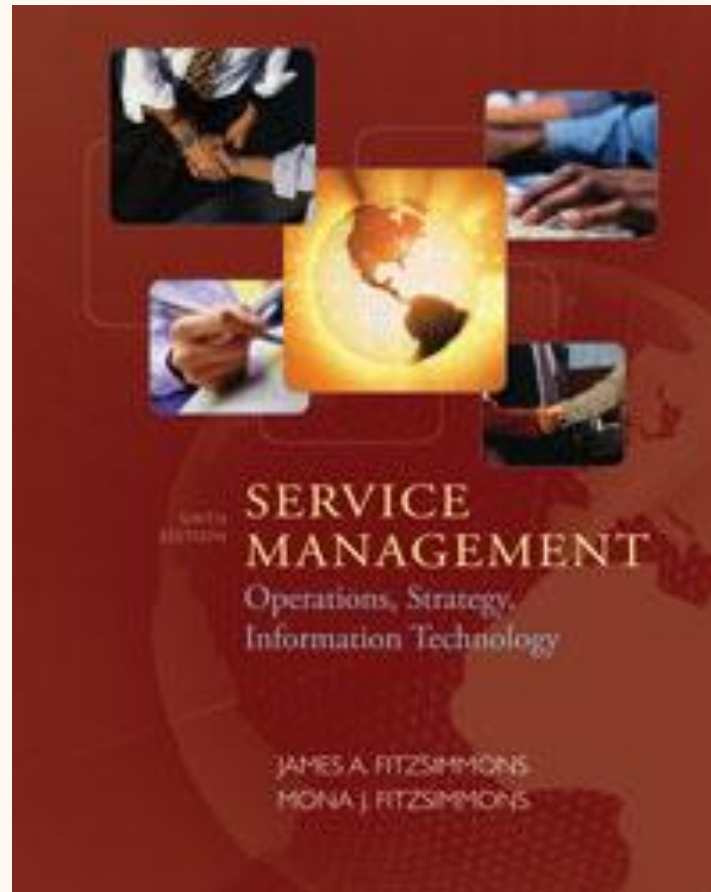


INTRODUCCIÓ AL LLIBRE:



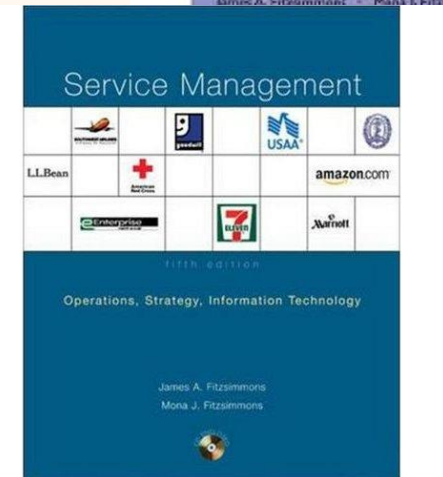
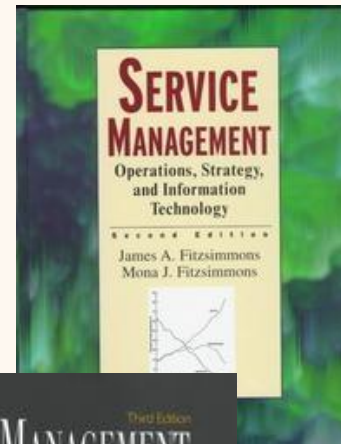
ESSI

RUTH RAVENTÓS



THE BOOK

- 1st edition (1994)
 - 2nd edition (1998)
 - 3rd edition (2001)
 - 4th edition (2004)
 - 5th edition (2006)
 - 6th edition (2008)
-
- 434 cites (google scholar)





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Ph.D in Operations Management (UCLA)
2004 IBM Faculty Award

JAMES A. FITZSIMMONS



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Teacher in public and private schools at
University levels

MONA J. FITZSIMMONS



INDEX GENERAL

1. Entenent els serveis (cc. 1-3)
2. El disseny d'empreses de serveis (cc. 4-10)
3. Gestió de les operacions de serveis (cc. 11-15)
4. Models quantitativs per a la gestió dels serveis (cc.16-18)



1. ENTENTENT ELS SERVEIS

Ch. 1 The role of services in an economy.

Ch. 2 The nature of services

Ch. 3 Service strategy



1. ENTENTENT ELS SERVEIS

SERVICE STRATEGY

Definició de la visió:

- A quins segments de mercat va dirigit
- Concepte del servei
- Operacions estratègiques (avantatges competitiu)
- Trobada amb el client (service delivery system):
 - What are important features of the service delivery system including: role of people, technology, equipment, layout, procedures?
 - What capacity does it provide, normally, at peak levels?
 - To what extent does it, help insure quality standards, differentiate the service from competition, provide barriers to entry by competitors?



1. ENTENTENT ELS SERVEIS

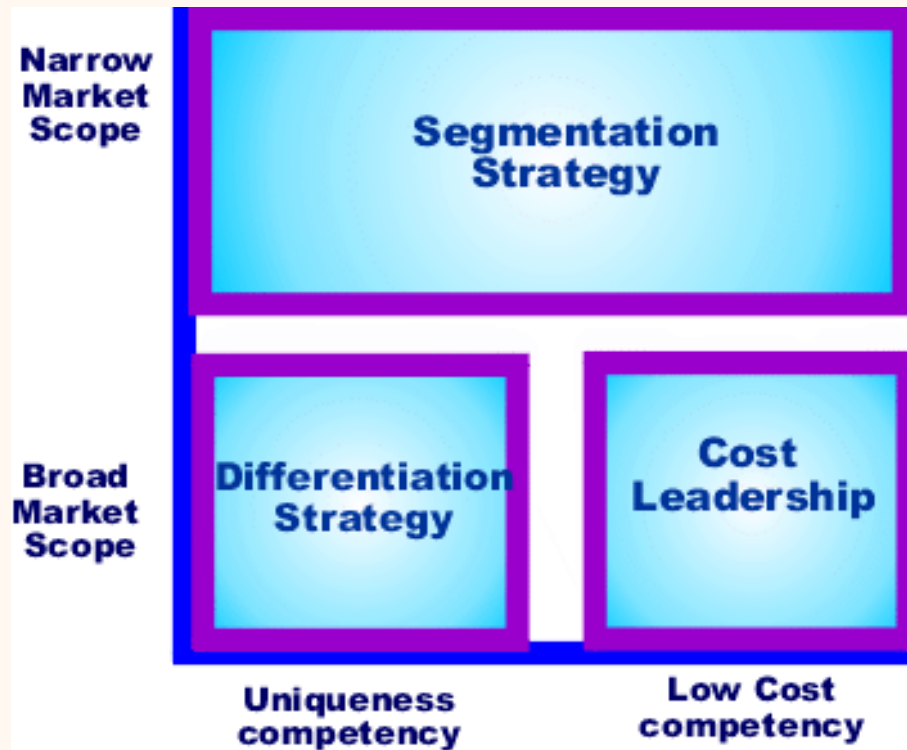
Southwest Airlines Strategic Service Vision

Service Delivery System	Operating Strategy	Service Concept	Target Market Segment
<ul style="list-style-type: none"> • Fun cabin atmosphere to differentiate service • Use only Boeing 737 aircraft to control maintenance and operating costs • Hire cabin crew based on attitude 	<ul style="list-style-type: none"> • Quick turnaround at gate results in high utilization of aircraft • No assigned seating rewards punctuality and promotes on-time performance 	<ul style="list-style-type: none"> • Short flights with frequent departures • Serve peanuts and soft drinks only • Use of inner-city or low traffic airports avoids congestion • Carry-on luggage 	<ul style="list-style-type: none"> • State of Texas residents • Business traveler who drives because of inadequate service • Inexpensive family travel on weekends



1. ENTENTENT ELS SERVEIS

Estratègies competitives de serveis (M. Porter)





1. ENTENTENT ELS SERVEIS

El rol competitiu de la informació en els serveis

Strategic Focus

Competitive Use of Information

On-line
(Real time)

Off-line
(Analysis)

External (Customer)	<u>Creation of barriers to entry:</u> Reservation system Frequent user club Switching costs	<u>Database asset:</u> Selling information Development of services Micro-marketing
Internal (Operations)	<u>Revenue generation:</u> Yield management Point of sale Expert systems	<u>Productivity enhancement:</u> Inventory status Data envelopment analysis (DEA)



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ELEMENTS DE DISSENY DE SERVEIS

Design Elements	Topics	Chapters
Structural		
Delivery system	Process structure, service blueprint , strategic positioning	4
Facility design	Servicescapes, architecture, process flows, layout	9
Location	Geographic demand, site selection, location strategy	10
Capacity planning	Strategic role, queuing models, planning criteria	16

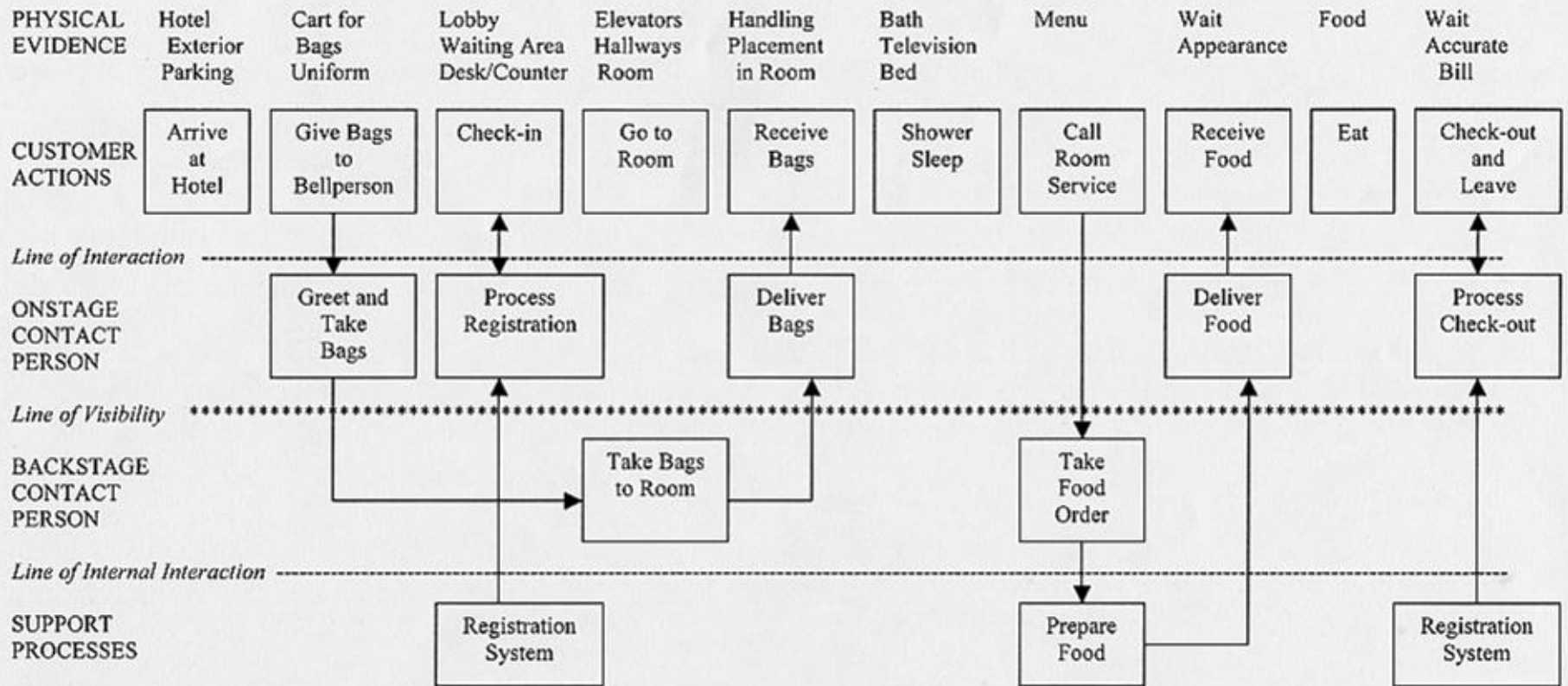


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BLUEPRINT FOR LUXURY HOTEL





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ELEMENTS DE DISSENY DE SERVEIS

Design Elements	Topics	Chapters
Managerial		
Information	Technology, scalability, use of Internet	5
Quality	Measurement, design quality, recovery, tools, six-sigma	6,7
Service encounter	Encounter triad, culture, supply relationships, outsourcing	8,13
Managing and Forecasting Capacity and Demand	Strategies, yield management, queue management	11,12, 17, 18



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TECHNOLOGY IN SERVICES

Service Industry	Human Contact	Machine Assisted	Internet Facilitated
Banking	Teller	ATM	Online banking
Grocery	Checkout clerk	Self-checkout station	Online order/ pickup
Airlines	Ticket agent	Check-in kiosk	Print boarding pass
Restaurants	Wait person	Vending machine	Online order/ delivery
Movie theater	Ticket sale	Kiosk ticketing	Pay-for-view
Book store	Information clerk	Stock-availability terminal	Online shopping
Education	Teacher	Computer tutorial	Distance learning
Gambling	Poker dealer	Computer poker	Online poker



E-BUSINESS MODELS

- Content Provider: Reuters
- Direct-to-Customer: Dell
- Full-Service Provider: GE Supply Co.
- Intermediary: eBay
- Shared Infrastructure: SABRE
- Value Net Integrator: 7-Eleven Japan
- Virtual Community: Monster.com
- Whole-of-Enterprise: Government



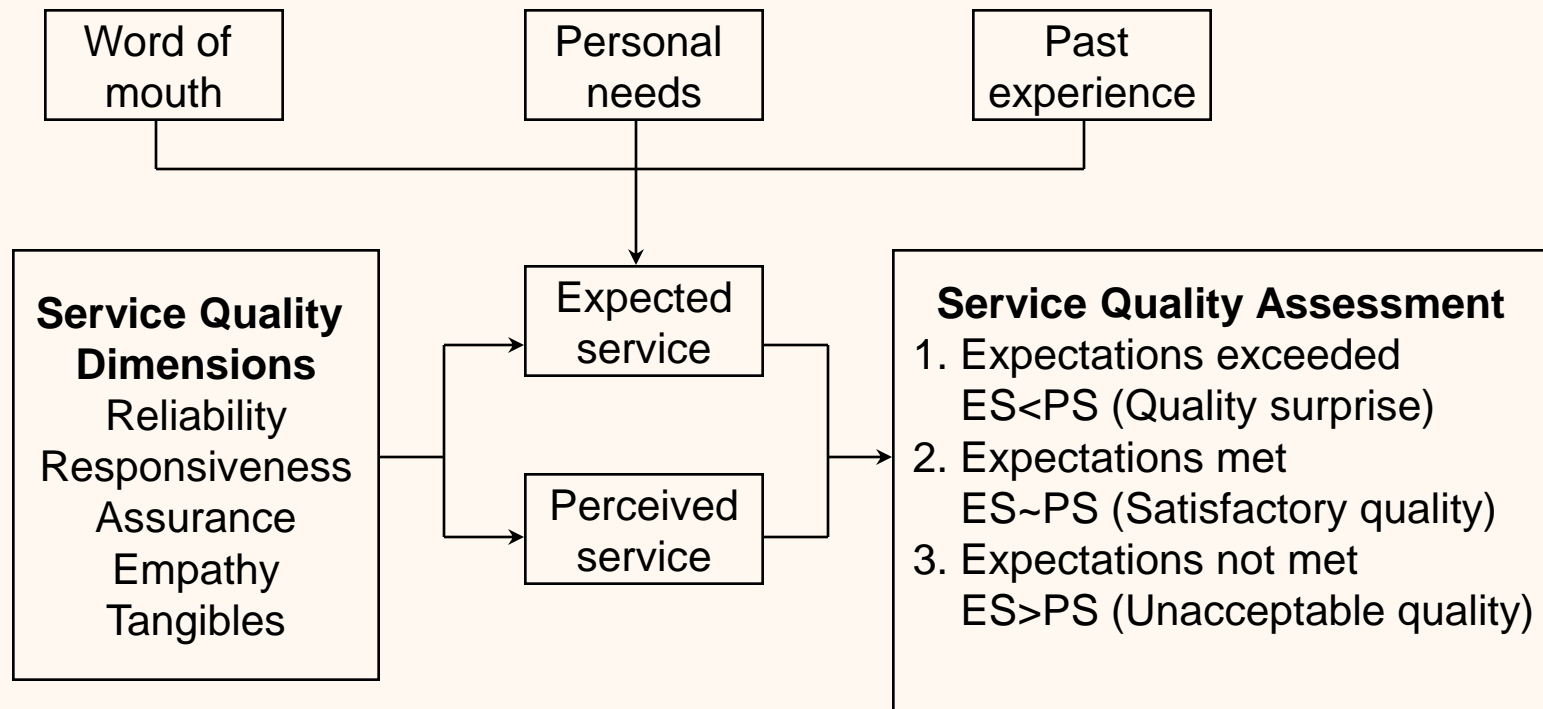
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ELEMENTS DE DISSENY DE SERVEIS

QUALITY MEASUREMENT





ELEMENTS DE DISSENY DE SERVEIS

QUALITY IMPROVEMENT

Quality Tools for Analysis and Problem Solving

- Check Sheet
- Run Chart
- Histogram
- Pareto Chart
- Flowchart
- Cause-and-Effect Diagram
- Scatter Diagram
- Control Chart
- Benchmarking

Quality Improvement Programs

- Personnel Programs for Quality Assurance
- Deming's 14 Point Program
- Baldrige National Quality Award
- ISO 9000
- Six-Sigma

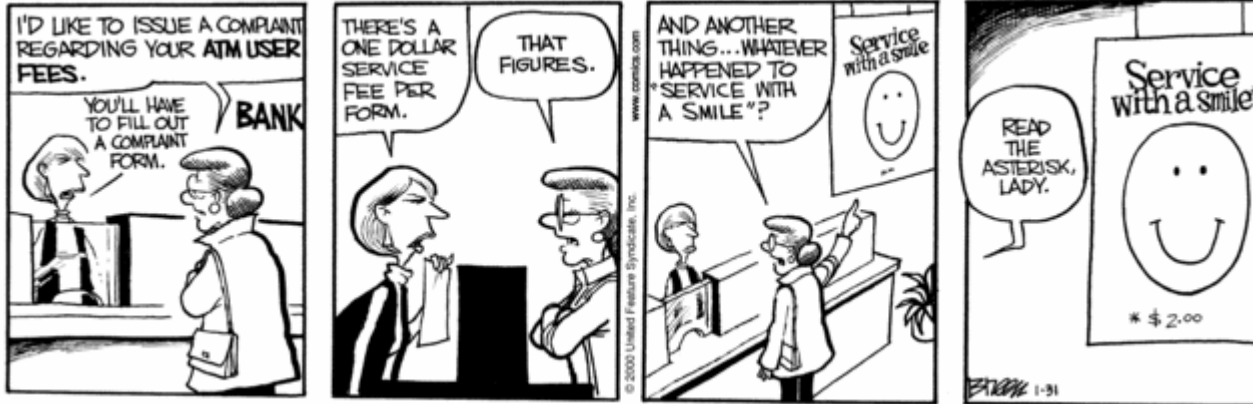


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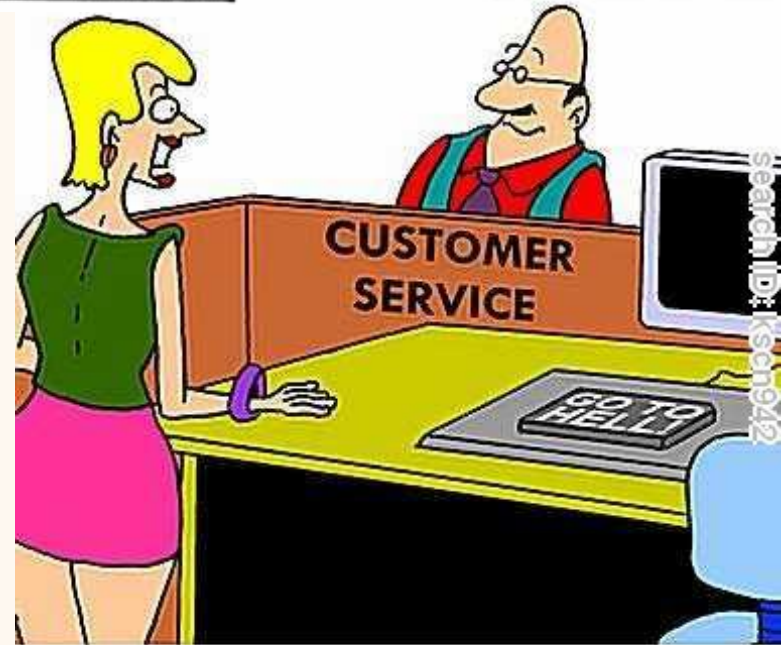


ELEMENTS DE DISSENY DE SERVEIS



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SERVICE ENCOUNTER

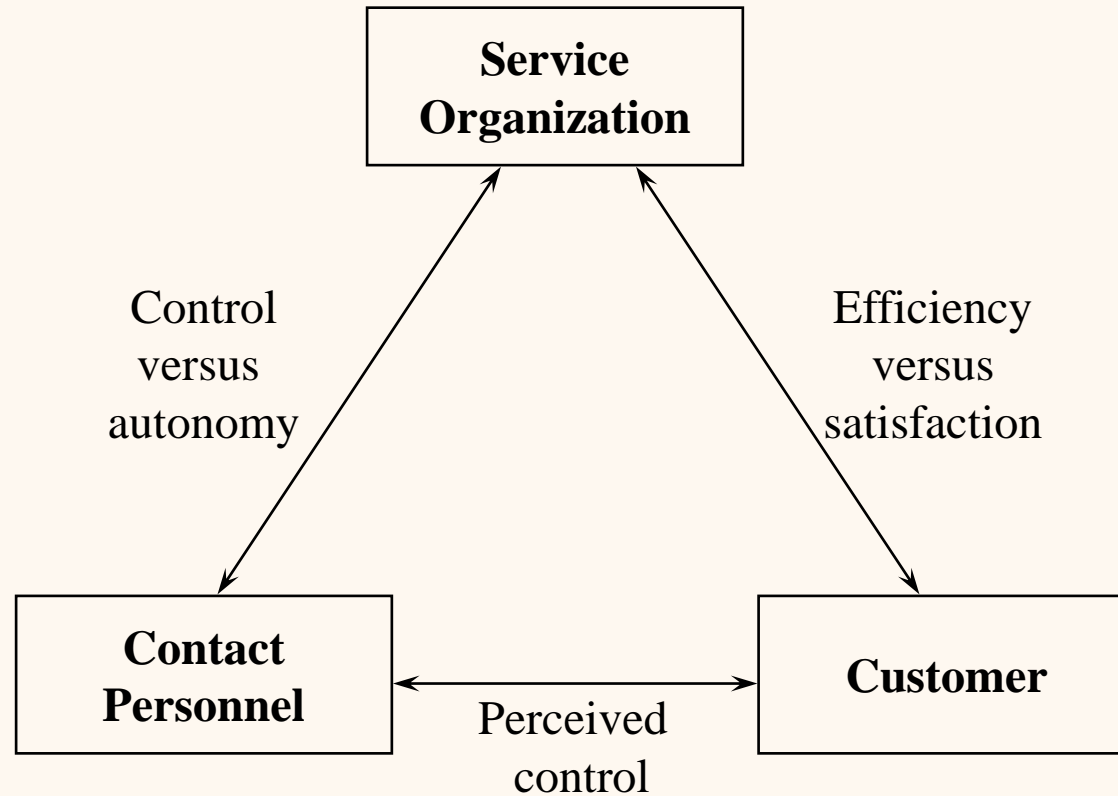


MY NEW KEYBOARD? THANK YOU, SIR, IT'S VERY USEFUL!



2. ELEMENTS DE DISSENY DE SERVEIS

SERVICE ENCOUNTER TRIAD





2. ELEMENTS DE DISSENY DE SERVEIS

THE SATISFACTION MIRROR

***Higher
Customer
Satisfaction***

More repeat
purchases

Stronger tendency
to complain about
service errors

Lower costs

Better results



More familiarity with
customer needs and ways
of meeting them

Greater opportunity for
recovery
from errors

Higher
productivity

Improved quality
of service

***Higher Employee
Satisfaction***



ELEMENTS DE DISSENY DE SERVEIS

SERVICE SUPPLY RELATIONSHIP

<i>Service Category</i>	<i>Customer -Supplier</i>	<i>>Input Output></i>	<i>Service Provider</i>
Minds	Student	> <u>Mind</u> Knowledge>	Professor
Bodies	Patient	> <u>Tooth</u> Filling>	Dentist
Belongings	Investor	> <u>Money</u> Interest>	Bank
Information	Client	> <u>Documents</u> 1040>	Tax Preparer



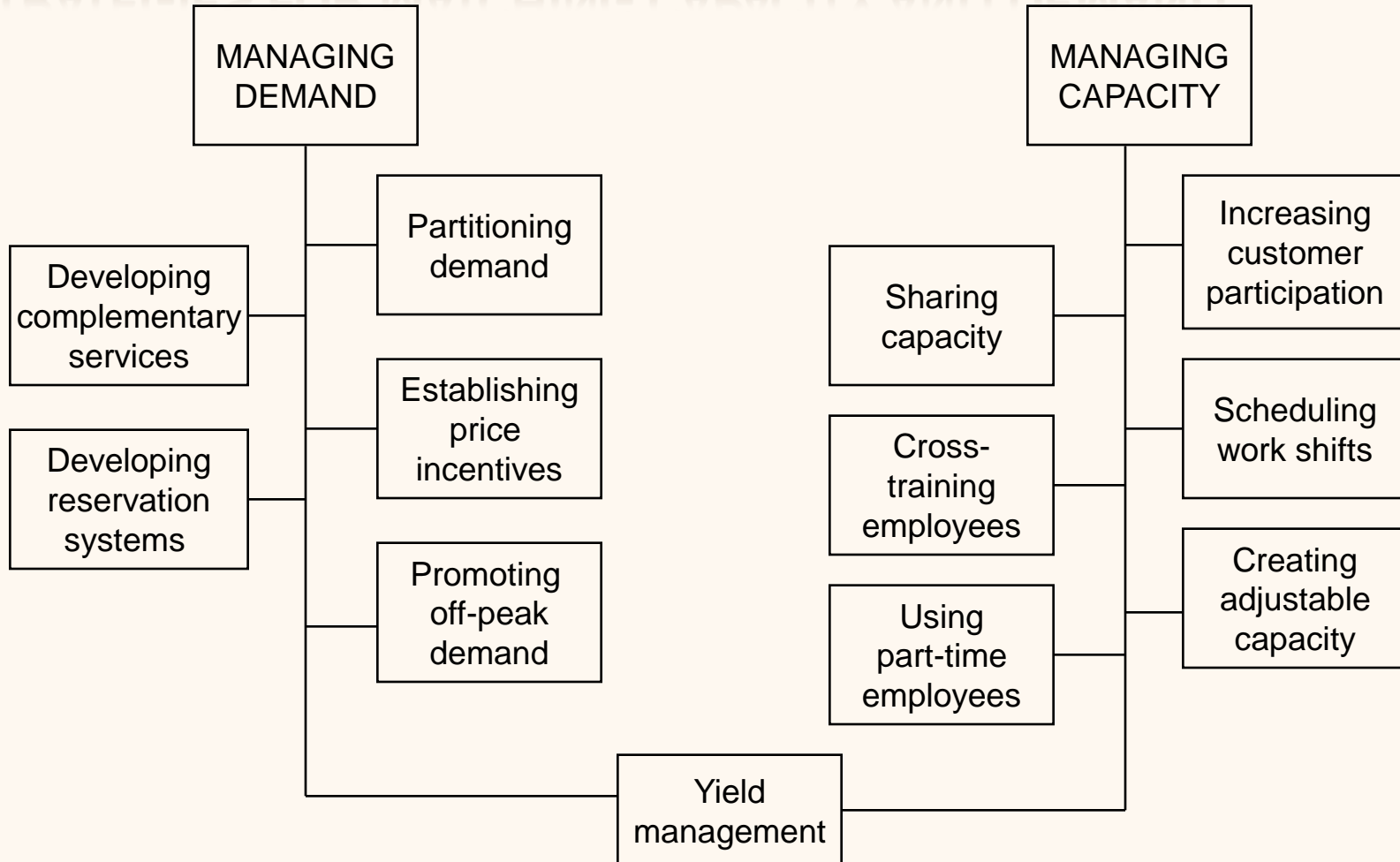
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ELEMENTS DE DISSENY DE SERVEIS

STRATEGIES FOR MATCHING CAPACITY AND DEMAND

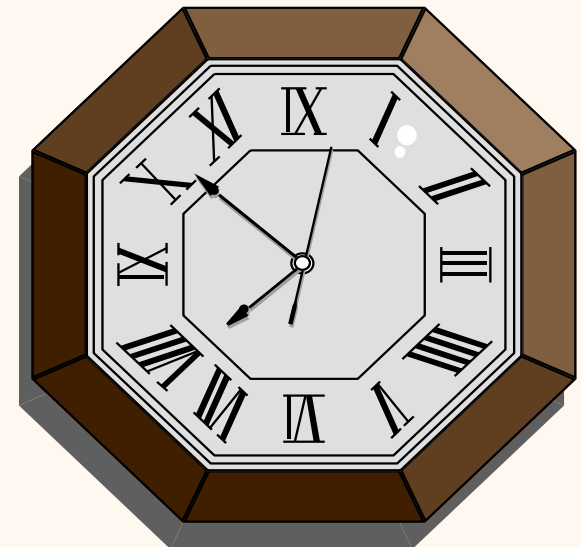
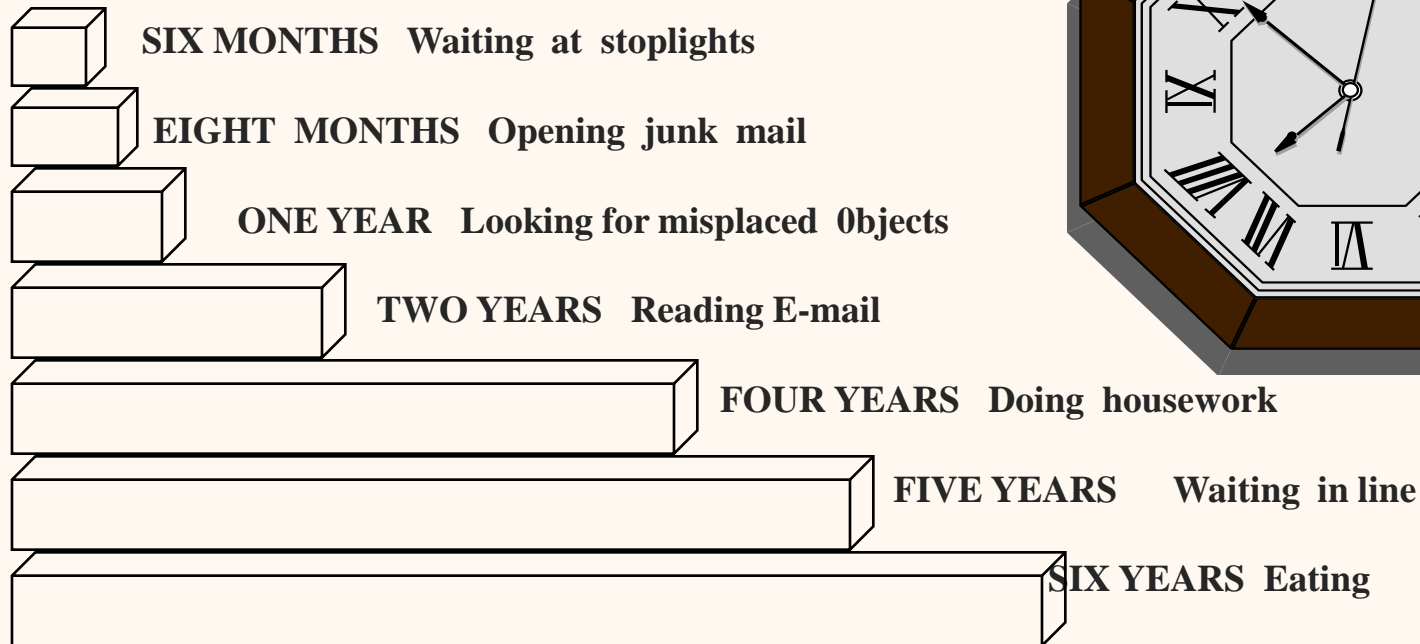




ELEMENTS DE DISSENY DE SERVEIS

MANAGING WAITING LINES

In a life time, the average person will spend:





ELEMENTS DE DISSENY DE SERVEIS

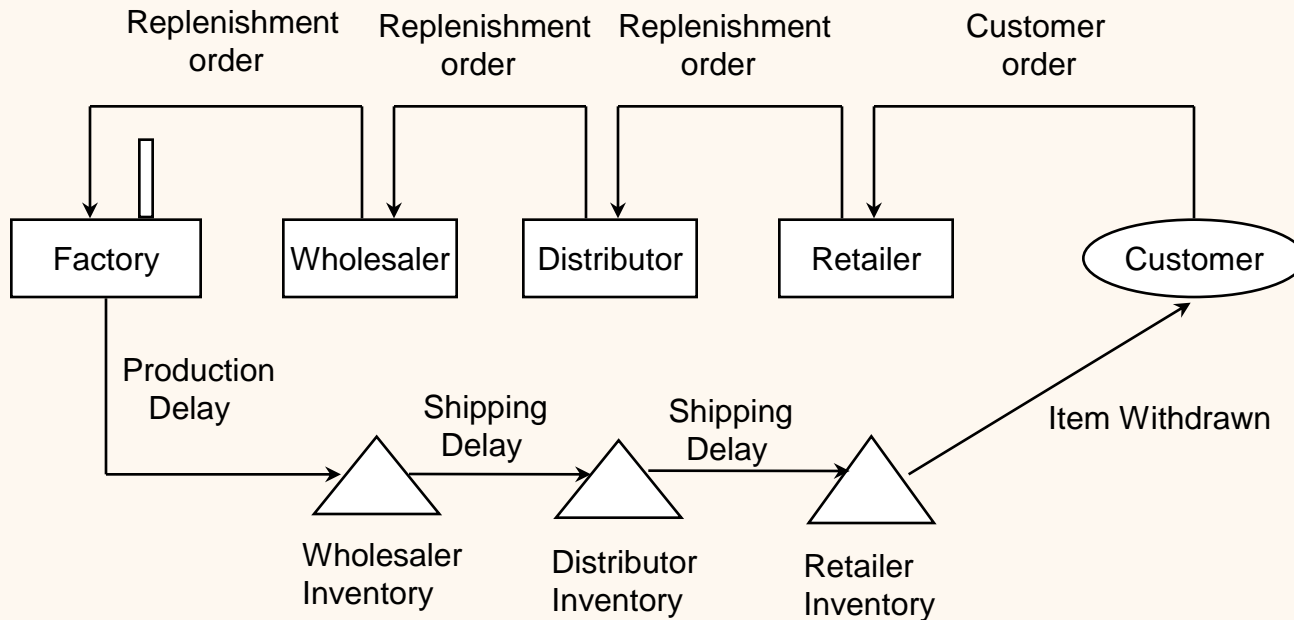
FORECASTING DEMAND FOR SERVICES

Method	Data Required	Relative Cost	Forecast Horizon	Application
Subjective models:				
Delphi method	Surveys results	High	Long term	Technological forecasting
Cross-impact analysis	Correlations between events	High	Long term	Technological forecasting
Historical analogy	Several years of data for similar situation	High	Medium to long term	Life cycle demand projection
Causal models:				
Regression	All past data for all variables	Moderate	Medium term	Demand forecasting
Econometric	All past data for all variables	Moderate to high	Medium to long term	Economic conditions
Time series models:				
Moving average	N most recent observations	Very low	Short term	Demand forecasting
Exponential smoothing	Previous smoothed value and most recent observation	Very low	Short term	Demand forecasting



ELEMENTS DE DISSENY DE SERVEIS

MANAGING FACILITATING GOODS





MOLTES GRÀCIES