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Autore	Muñoz-Seca Beatriz
Titolo	How to Make Things Happen : A blueprint for applying knowledge, solving problems and designing systems that deliver your service strategy // by Beatriz Muñoz-Seca
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Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Chapter1 A scenario and the fascinating world of operations -- Chapter2 Basic ideas behind SPDM -- Chapter3 the mission, essence and flame red -- Chapter4 You have to walk the streets -- Chapter5 Cost-cutting does not lead to efficiency -- Chapter6 The main thing is not knowing what you know -- Chapter7 We work with brainpower, not manpower -- Chapter 8 Industrialization of service in order to unlock brainpower capacity -- Chapter9 Converting blocking factors into value-adding elements -- Chapter10 Making ideas happen -- Chapter11 One thousand \$1,000 improvements -- Chapter12 Quality is a chorus girl cast as a prima donna -- Chapter13 Have you looked to see what is in your refrigerator yet -- Chapter14 Happy people are more productive -- Chapter15 The hallmark of mediocre managers is hiring people worse than they are -- Chapter16 Asking the right question at the right time..-.
Sommario/riassunto	This book offers models and frameworks to analyze your service delivery systems as a whole. It presents the framework to solve customer problems by delivering the right knowledge at the right time

to the right place and take advantage of the efficiency that technology and algorithms offer. Why do so many brilliant plans fail to deliver in practice? Why can't your employees just do what you want them to do? In most cases, because the operations eco-system in which those plans must be deployed fails to fully understand the problem that needs to be solved. The fourth industrial revolution is seeing advances in Artificial Intelligence industrialize the service sector. But, despite the cost-cutting that these advances offer firms are still struggling to stay competitive. That is because they think that cost-cutting delivers increased efficiency whereas it is the other way around: increased efficiency cuts costs. And the heart of efficiency in delivering services is people and their knowledge. As industrialization drives ever more standardized offerings and ever little human contact it is in those rare moments of human interaction where the greatest opportunity to add or destroy value lies. It is human brains and the knowledge they contain that are best suited to problem-solving and individualizing client solutions. The real competitive edge will become the ability to foresee and individualize problem-solving. To do this, firms must start thinking of knowledge as inventory - who knows what, who needs to know what and where and when do they need to know it.
