THE BUSINESS INSTITUTE

OPERATIONS AND SERVICE MANAGEMENT

master class

Intro

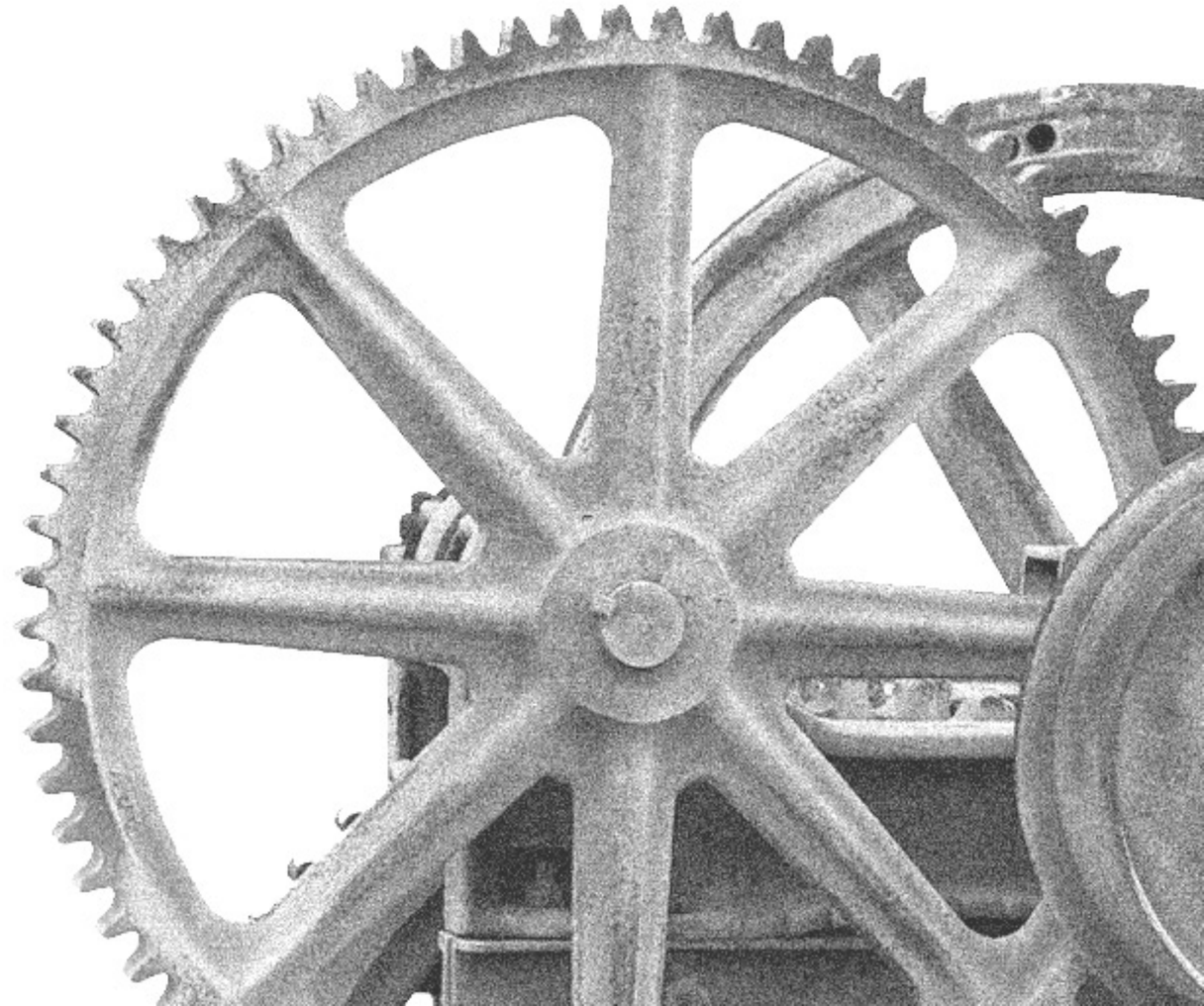
The Business Institute

The Business Institute designs and delivers experience-oriented training solutions. We apply world-class business methodologies, tools and simulations of leading educational institutions covering the whole range of business management areas.

The training and educational approach we apply focuses on action-oriented learning and real-world application to drive changes in knowledge, behaviour and action. This approach challenges the workshop participants to analyse complex information and make decisions to solve holistic business cases.

Master Class Concept

The Business Institute's Master Class series are hands-on, case-based advanced training courses designed to challenge practitioners to master core concepts by applying them to real-world business cases. The master classes are presented and discussed by proven practitioners and experts in their professional field.



About

Master Class Experience

Companies without the means to improve rarely can keep up with competition. Improvement requires a deep understanding of underlying operating processes and an ability to assess their performance. In recent years, businesses have strived to improve productivity and quality, reduce costs and delivery times, and embrace flexibility and innovation. These strategies are part of the operations management activities that both service and manufacturing companies engage in.

Operations and Service Management Master Class (OSMMC) helps you to understand the role of operations management in a company and to develop abilities to structure and solve operations related problems. This master class will empower you with skills to address important aspects of business operations including capacity, productivity, quality, and supply chain.

You will understand how operations in an organization are configured and factors that can potentially drive the complexity of managing such operations. We will also introduce concepts like estimating capacity, identifying bottlenecks, and de-bottlenecking. Throughout the master class, you will join us in discussions on productivity improvement methods, development of quality assurance systems and configuration of supply chains.

In this context, major topics to be covered include: designing, managing and improving operations, process analysis, managing quality, supply chain management, lean management and operations strategy. Both topical and practical, this master class will equip you with the right tools, techniques and skills to estimate, compute, analyse and configure key elements of operations management.

Real Experiential Learning

The Business Institute believes that stimulating managers to think and act both operationally and strategically off the battlefield is the best way to boost performance on it. Mirroring real-world decision-making experiences in a competitive environment help to create emotionally-charged environment leading to real experiential learning.

The applied Harvard Business Publishing business simulations challenge the OSMMC participants to analyse available information and make critical decisions to solve various operations cases and challenges. They are playing a role, not just reading and analysing. They make decisions and see the results of their decisions in the response of other players and the outcome of the simulation. Through a comprehensive debrief sessions they will analyse and discuss the achieved results — assumptions, pros and cons of the applied decisions, and most importantly — the real business life implications.

What You Will Learn

- Understand different process types, their characteristics, and the key management challenges associated with each.
- Make an assessment of the complexity of an operations system — initiate process and productivity improvement.
- Understand the various components of a supply chain and the need to configure them appropriately.
- Monitor a process using control charts, use specific tools and Understand and relate the concept of Lean Management to one's own business situation.
- Understand the importance of operations strategy to ensure strategic alignment between a company's strategy and operations activities.

OSMMC Differentiators

- World-class content — each module equipes the participants with Harvard Business School Core Curriculum Readings covering the fundamental concepts, theories, and frameworks enhanced with videos and interactive illustrations;
- Experiential learning based on Harvard Business Publishing online simulation software — offering the opportunity to exercise various models, outcomes and scenarios;
- Interactive and engaging side-by-side learning with hands-on facilitators and experienced operations, procurement and supply chain professionals as guest speakers;
- Strong links to the business reality and applicability in Bulgaria — practical discussions and Q&A sessions with experienced practitioners;
- An integrated, holistic approach — understanding how operations decisions influence company performance and competitive position, and vice versa.

Who Should Enroll

- Operations managers, procurement, supply chain, demand planning, team leaders at service companies and lean management professionals who aim to advance their expertise and practice in the field of applied operations and service management through hands-on and interactive learning experience;
- Decision makers in other functions — such as sales, finance, product management, product development, or general management — who want to work more effectively with their company's operations team and seek to better understand how to design, manage and to improve their operations;
- Managers who are practicing the operations and service management role but are lacking formal operations education;
- Entrepreneurs and company owners who engage in designing, managing, and improving operations for their growing business.

Team

Tsvetoslava Kyoseva
facilitator

A professional with deep knowledge and experience in innovation management, new product development and business process analysis with more than 11 years practical experience.

Currently Tsvetoslava is a Vice President at Methodia, a software development company, responsible for the business analyses, project and process managementy.

Previously: Starting as a Local and International Projects Manager at Mtel, subsequently she led the development of long-term strategies for the implementation of various technologies and innovative products at Mtel. Holds MBA in Entrepreneurship and Innovation from WU Vienna, Austria. Currently – a PhD candidate in the field of disruptive telecom innovations at the Technical University of Sofia.

Mila Kusheva
facilitator

With more than 12 years' experience in telecommunications being part of marketing team of Globul and afterwards Telenor. Her core role throughout the years is concentrated in end-to-end product design, customer journey development and go-to-market delivery both for consumer and corporate customers.

After conducting Master degree in International Relations in unwe Bulgaria Mila started her professional development as media planner in Zenith Optimedia agency. Her professional experience has been enriched by postgraduate in unwe on Marketing, Advertising and pr subject, SixSigma Black Belt training with ums+ and Advanced Marketing Design in London Business School.

Asen Tarandzhiyski
guest-speaker

Asen Tarandzhiyski has a vast and focused experience — more than 15 years — in all operations management related fields: procurement, business process analysis, quality management, supply chain, production planning and information management. Currently at Actavis (now Allergan) as a Procurement, Quality & Information Director, Asen is responsible for a broad operation management functions — procurement, quality management, process management and information management.

Previously Asen has held a series of top operations management positions as Operations Director at Higia, Supply Chain Director at Aroma, Customer Service & Logistics Manager and Supply Chain Manager at Mondelez.

Although Asen is an outstanding guest-speaker in all operations management related areas his specialty is supply chain information management for decision-making purposes.

Milka Marmarova
guest-speaker

A professional with proven experience in lean management, packaging and quality management. Highly skilled practitioner in analyzing and elimination of losses in managing and production processes, planning, organization and realization of production schedules, team training and motivation. Currently Milka is QHSE Manager in Carlsberg Bulgaria, responsible for the development and maintenance of the company quality, health, safety and environment management system.

Emil Lechev
guest-speaker

Emil Lechev has an extensive experience in procurement, logistics and operations management. Currently Emil is a Procurement Services Manager at Heineken. He was Technical and Services Buyer at Danone; Commerce, Logistics and Professional Services Buyer at Heineken Zagorka; GPCo Transition Manager at Heineken.

A special "niche" of his valuable experience as a guest-speaker is the practical illustration of different methodologies, approaches and tools for procurement analyses and decision-making purposes. Emil has proved to be one of the most valuable guest-speaker at various The Business Institute workshops for the last three years.

Vasil Petrov
guest-speaker

Management consultant with experience and sound knowledge in project management and operational excellence. Passionate about provoking thoughts, creating concepts, managing change and delivering results through utilization of different business models and improvement techniques. Main interests and specialties in the field of lean, six sigma, innovation, leveraging technology and steering change. Worked with leading companies across various industries in Europe, Asia and USA.

Module 1: Supply Chain Management

This module, based on a highly interactive online simulation, allows participants to try their hands at managing the complexities of a global supply chain by putting them in the shoes of the supply chain manager of a mobile phone manufacturer. Participants become responsible for the rollout of two models of mobile phones. The module illustrates key concepts of supply chain management, such as: creating a balanced supply chain across suppliers with different lead times, building flexibility into the supply chain to avoid stock-outs and excess inventory, and evaluating and using demand forecasts. Participants' success is measured by company profits as well as through a dynamic evaluation process in which participants answer probing questions from the company's board members.

Learning objective:

- Understand the different types of supply chains and how those types fit into varied product market requirements.
- Understand the tradeoffs between two major types of supply chains: physically efficient and market responsive.
- How to coordinate supply chains to deliver greater value for all stakeholders.
- Determine the appropriate footprint for an organization's supply chain.
- Understanding demand forecasting, required lead times, and the effects of batch ordering.
- Illustrate strategies to manage supply chain risk.

HARVARD BUSINESS PUBLISHING

This module is based on the Harvard Business Publishing's online simulation "Global Supply Chain Management Simulation" and the Harvard Business School Core Curriculum Operations Management Reading "Supply Chain Management".

Module 2: Lean Management

A common misperception about Lean is that it focuses mainly on process redesign. In fact, although the ideas underpinning Lean ultimately originated in manufacturing, they encompass far more. Fundamentally, Lean seeks to refine a company's basic systems to meet changing customer needs more effectively.

In this interactive simulations-based module, the participants will work in a small "production line", experiencing the problems and applying Lean practices to overcome them. The participants, divided in small teams, will learn the different Lean tools and will experience the effects of applying them. Throughout this module we will also compare the production line scenario with different sectors' applications and relevancies – analysing their similarities and differences.

Learning objective:

- Understand the Lean definition of waste, why it is important and how to apply the concept of monitoring and controlling of waste.
- Experience the benefits and applicability of systems thinking push vs. pull systems.
- Illustrate the different integrated perspectives of Lean Management—from "delivering value efficiently to the customer" to "discovering better ways of working".
- Understand how an organization could adapt and implement the Lean Management tools that aligns performance targets and redesigns processes to be more efficient from end to end.

Module 3: Managing Quality

The long-term success of an organization depends on the methods used to deliberately shape a firm's approach to maintaining quality standards. While a systematic approach to managing and improving quality using statistical tools can be very effective, attaining high levels of quality often depends on organizational culture and the quality of executive leadership.

This module begins with an explanation of the dimensions of quality, focusing on the distinctions between performance quality and conformance quality. Next it explores the issues connected with the cost of quality by exploring the question: How should organizations think about the cost and value of different levels of conformance quality? It concludes with the topic of problem-solving in an operations setting. Fast and effective problem-solving is essential for preventing problems from getting worse over time.

Learning objective:

- Understand conformance quality and its importance in operations management.
- Explore and understand the trade-offs between encouraging creativity in operations and maintaining high quality in repetitive production.
- Learn about the management methods that are necessary for maintaining quality in operations.
- How to use statistical process control in real time to make go/no go decisions about a process.
- The difference between a process that is in control and a process that is capable, through post hoc analysis of a control chart.

HARVARD BUSINESS PUBLISHING

This module is based on the Harvard Business Publishing's online simulation "Operations Management Simulation: Quality Analytics".

Module 4: Process Analysis

In this module participants observe an operating process and consider the data that needs to be collected so that they are able to answer key questions. How can a process be described as "doing" well? The answer depends on what the customer promise is and how the firm seeks to create and capture value for its stakeholders.

The participants explores concepts in process analysis via a series of problems sets that are paired with simulation models, allowing participants to increase their intuition and understanding of core operations concepts, including: cycle time, yield, use of inventory in processes, capacity management, bottlenecks and constraints, throughput time and rates, machine and labor utilization rates, line and batch processes, parallel sub-assembly processes, cross trained worker processes (multiple variations).

Learning objective:

- To expose participants to the fundamentals of core concepts in process analysis in a dynamic, experiential manner.
- To discuss core topics in process analysis including bottlenecks, cycle time, capacity analysis, and Little's Law.
- To increase participant intuition regarding the interplay between the various elements of process analytics by providing them with detailed questions and toolkit-style exercises .
- To give participant the tools by which to further their understanding of process analysis via experimentation through the proactive creation and editing of simulation models.

HARVARD BUSINESS PUBLISHING

This module is based on the Harvard Business Publishing's online simulation "Operations Management Simulation: Process Analytics" and the Harvard Business School Core Curriculum Operations Management Reading "Process Analysis".

Module 5: Designing, Managing, and Improving Operations

This module expands on the concepts of Process Analysis. It begins with illustrations of generic types of processes: the job shop, the worker-paced line, cellular manufacturing, the machine-pace assembly link, and the continuous flow process. Each process type has different characteristics and key management challenges associated with it. The module continues with an introduction to the impact of variability (in this case, in processing times) on process performance. At the end it covers process improvement with a focus on quality and learning.

Learning objective:

- Understand different process types, their characteristics, and the key management challenges associated with each.
- Understand the impact of processing time variability on process performance.
- Analyse capacity, demand rates, cycle time, and throughput in a service operation.
- Understand how batching strategies improve throughput and how increasing capacity improves bottlenecks.
- Optimize capacity in an operation and minimize or eliminate demand variability (cyclical, stochastic, batch size, and service time).
- Optimize multiple variables in an operation and ensure consistency in the overall strategy.
- Explore the link between process improvement and learning.

HARVARD BUSINESS PUBLISHING

This module is based on the Harvard Business Publishing's online simulation "Operations Management Simulation: Benihana v2" and the Harvard Business School Core Curriculum Operations Management Reading "Designing, Managing, and Improving Operations".

Enrollment

The program includes five modules of two sessions each module.
The training sessions are two times per week — Friday (from 16:00 to 21:00) and Saturday (from 9:30 to 14:30).

The OSMMC price is BGN 3400 per participant.
Price discounts are available for early enrollment or for more than two participants from one organization.