Operations take place in all kinds of settings – manufacturing and services, private and public sectors. Operations management is vitally important to any organization because, ultimately:

Organisasi dinilai dari performa operasi bukan oleh tentang apa yang akan dikerjakan.

Operations management is very wide in scope of responsibilities and will draw upon a range of functions within the organization, not be limited to a specific department.
Defining Operations Management

Manajemen operasi berkaitan dengan kegiatan yang memampukan organisasi mentransformasi sejumlah input (materials, energy, customers' requirements, information, skills, finance, etc.) menjadi output yang akan digunakan oleh konsumen.

The Basic Operations System

Transformation Inputs
- Capital
- Technology
- Energy
- Know-how
- Experience

Inputs:
- Materials
- Customer Information

Transformation of Inputs, adding value throughout the entire process from basic inputs to finished goods and services

The final, completed product/service offering for the customer. Tangibles and intangible elements, combining physical & psychological effects & benefits for the customer are in place for in the final transaction. Services & production operations have become linked.

This basic model can be expanded

The combination of manufacturing and service operations for the customer
Infrastuktur Manajemen Operasi dari Input Dasar menjadi Produk Akhir.

Bidang Kunci dari Tanggungjawab Manajemen Operasi

- Management of value
- Capacity management
- Location decisions - the range and locations of facilities
- Process management - technology investment to support process and product developments
- Managing technology
- Human resources management
- Formation of strategic buyer-supplier relationships as part of the organization’s ‘extended enterprise’
- The rate of new product or service introduction

Porter’s Value Chain (adapted from Brown (1996))
Keputusan Strategic Manajemen Operasi

- What business is the firm really in?
- What does the firm do best (and so what)?
- Should it outsource some of its activities, and if so why, where and how?
- How can opportunities become quickly exploited and how can the firm's capabilities help to ward off external threats from new and existing players?

The Manufacturing/Service Interface in the Offer to the Customer

- The combined manufacturing and service operations provide an overall offer to the customer

Constant dialogue needs to take place between operations and marketing. Cohesion needs to be in place in terms of:
- Forecasts - volume versus capacity constraints, delivery promises versus scheduling constraints,
- Design specifications, product assembly configurations, and supplier involvement and capabilities are all important issues.
Transisi dari Rancangan ke Operasi Stratejik.

Warnings about the problems of neglecting manufacturing operations had been offered by a number of academics over a number of years and Garvin (1992) describes how:

‘All too often, top managers regard manufacturing as a necessary evil. In their eyes, it adds little to a company’s competitive advantage. Manufacturing, after all, merely ‘makes stuff’; its primary role is the transformation of parts and materials into finished products. To do so it follows the dictates of other departments.’ (pxiv)

Former Harvard Professor, Wickham Skinner, whose contribution to our understanding of the role of operations within a strategic context has been seminal, perfectly captured the problem for US and many European nations years ago when he stated:

“manufaktur umumnya disalahpersepsikan oleh manajemen puncak, dikelola dengan cara yang salah, dan diajarkan dengan cara yang salah pada sekolah’s” (Skinner 1985, p55).
Business Week provided further insights into job losses due to the decline in manufacturing:

Since the manufacturing sector tipped into recession in mid-2000, it has shed 2.1 million jobs, leaving fewer industrial workers in the U.S. than at any time since the early 1960s.

“The Flexible Factory”. Business Week, 5th May 2003

In the Harvard Business Review, Pisano and Shih (2009, p114) stated:

As the United States strives to recover from the current economic crisis, it’s going to discover an unpleasant fact: The competitiveness problem of the 1980s and early 1990s didn’t really go away. It was just hidden during the bubble years behind a mirage of prosperity, and all the while the country’s industrial base continued to erode. Now, the U.S. will finally have to take the problem seriously. Rebuilding its wealth-generating machine – that is, restoring the ability of enterprises to develop and manufacture high-technology products in America – is the only way the country can hope to pay down its enormous deficits and maintain, let alone raise, its citizens’ standard of living.

Source: Fortune - 22nd March 2010, p82

The ease with which firms downsized the workforce – and, sometimes, the stupidity of such actions - was featured in Fortune:

Hay’s new research shows that champion companies focus particularly on making sure employees feel engaged by their work. These firms are much more likely to have specified what employee engagement means, to measure it, to hold line managers accountable for it, and to connect it to business objectives such as productivity, say, or efficiency. Companies that do these things are not only more admired but also much more profitable than others.... So why are many managers still clueless? Often they believe that Wall Street will massacre their stock if they don’t thin the herd.

Yet research by... the Bain consulting firm shows that this simply isn’t true. Companies that whack employees as a means of cutting costs (rather than for strategic reasons such as a merger integration) lose more shareholder value over the course of the following year than companies that keep good workers....... Which brings us to a deeper lesson from the Most Admired: The industry leaders didn’t launch their enlightened human capital philosophy when the recession hit, they’d followed it for years. Once a recession starts, it’s too late. Champions know what their most valuable asset really is, and they give it the investment it deserves–through good times and bad.
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Source: Fortune - 22nd March 2010, p82

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Oin Kunci

Manajemen operasi mempunyai tanggungjawab sangat luas dan akan berada pada setiap fungsi pada satu organisasi, dan tidak dibatasi kepada satu departemen.

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Key Points

Manajemen operasi berkaitan dengan kegiatan yang memampukan organisasi (bukan hanya sebahagian) mentranformasi input menjadi output final kepada konsumen.
Key Points

Kaitan antara manajemen operasi dengan pemasaran adalah kritis. Adanya dialog terus dilakukan untuk tetap menciptakan kepuasan pelanggan.

Poin Kunci

Selain melihat manufaktur dari sisi pabrikasi dan jasa, kita harus melihat bahwa dalam kegiatan manufaktur membutuhkan “interface” untuk memahami proses manufaktur secara utuh.