

MANAGING BUSINESS PROCESS FLOWS

Principles of Operations Management

Second Edition

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Managing Business Process Flows Principles Of Operations Management

Ravi Anupindi



Managing Business Process Flows Principles Of Operations Management:

Managing Business Process Flows Ravi Anupindi, 2006 This unique and comprehensive book presents a unifying paradigm for understanding operations based in the belief that a large part of operations management is the design and management of business processes The overall objective of the book is to demonstrate how managers can control process structure and process drivers to achieve desired business process performance This framework is applied to understand which levels managers have to control cycle time capacity inventory and quality Providing a conceptual and logically rigorous approach *Managing Business Process Flows* discusses the subject in three steps model and understand the process and its flows study causal relationships between process structure and certain performance metrics and formulate implications for managerial actions by filtering out managerial levers process drivers and their impact on process performance The book also identifies managerial levers and establishes a connection between operational and financial measurements An essential resource for all management professionals especially Management Consultants specializing in operations and supply chains Managers and VPs overseeing supply chains and Plant Managers

Managing Business Process Flows Ravi Anupindi, 2012 A process flows approach to operations is used to show students how managers can design and control businesses to achieve desired results

Managing Business Process Flows Ravi Anupindi, Sunil Chopra, Sudhakar D. Deshmukh, Jan A. Van Mieghem, Eitan Zemel, 2013-07-30 For graduate level courses in Operations Management or Business Processes A structured data driven approach to understanding core operations management concepts Anupindi shows how managers can design and manage process structure and process drivers to improve the performance of any business process The third edition retains the general process view paradigm while providing a sharper more streamlined presentation of the development of ideas in each chapter all of which are illustrated with contemporary examples from practice

Managing Business Process Flows Ravi Anupindi, Sunil Chopra, Sudhakar D. Deshmukh, Jan A. Van Mieghem, Eitan Zemel, 2013-08-28 For graduate level courses in Operations Management or Business Processes A structured data driven approach to understanding core operations management concepts Anupindi shows how managers can design and manage process structure and process drivers to improve the performance of any business process The third edition retains the general process view paradigm while providing a sharper more streamlined presentation of the development of ideas in each chapter all of which are illustrated with contemporary examples from practice

Business Process Modeling, Simulation and Design Manuel Laguna, Johan Marklund, 2018-12-07 Business Process Modeling Simulation and Design Third Edition provides students with a comprehensive coverage of a range of analytical tools used to model analyze understand and ultimately design business processes The new edition of this very successful textbook includes a wide range of approaches such as graphical flowcharting tools cycle time and capacity analyses queuing models discrete event simulation simulation optimization and data mining for process analytics While most textbooks on business process management either focus on

the intricacies of computer simulation or managerial aspects of business processes this textbook does both It presents the tools to design business processes and management techniques on operating them efficiently The book focuses on the use of discrete event simulation as the main tool for analyzing modeling and designing effective business processes The integration of graphic user friendly simulation software enables a systematic approach to create optimal designs *Business Process Analytics* Manuel Laguna,Johan Marklund,2025-01-31 The fourth edition of this widely used textbook offers a new perspective Previously titled Business Process Modeling Simulation and Design as the new title suggests this book is about analytical business process modeling and design However this new edition introduces analytics to the title and to the presentation The main objective of this book is to provide students with a comprehensive understanding of the multitude of analytical tools that can be used to model analyze understand and ultimately design business processes The most flexible and powerful of these tools although not always the most appropriate is discrete event simulation The wide range of approaches covered in this book include graphical flowcharting tools deterministic models for cycle time analysis and capacity decisions and analytical queuing methods as well as machine learning The authors focus on business processes as opposed to just manufacturing processes or general operations management problems and emphasize on simulation modeling using state of the art commercial simulation software Business Process Analytics Modeling Simulation and Design can be thought of as a hybrid between traditional books on process management operations management and simulation The growing interest in simulation based tools suggests that an understanding of simulation modeling its potential as well as its limitations for analyzing and designing processes is of key importance to students looking for a future career in operations management Changes from the previous edition include the following New section on data driven process improvement with data visualization Added a subsection of control charts to the 6 sigma section Replaced business process reengineering with business process management Updated all text figures examples and exercises to ExtendSim10 current version More coverage on design of experiments More coverage of machine learning and neural networks *Business Process Modeling, Simulation and Design, Second Edition* Manuel Laguna,Johan Marklund,2013-04-25 Most textbooks on business process management focus on either the nuts and bolts of computer simulation or the managerial aspects of business processes Covering both technical and managerial aspects of business process management Business Process Modeling Simulation and Design Second Edition presents the tools to design effective business processes and the management techniques to operate them efficiently New to the Second Edition Three completely revised chapters that incorporate ExtendSim 8 An introduction to simulation A chapter on business process analytics Developed from the authors many years of teaching process design and simulation courses the text provides students with a thorough understanding of numerous analytical tools that can be used to model analyze design manage and improve business processes It covers a wide range of approaches including discrete event simulation graphical flowcharting tools deterministic models for cycle time analysis and capacity decisions analytical queuing

methods and data mining Unlike other operations management books this one emphasizes user friendly simulation software as well as business processes rather than only manufacturing processes or general operations management problems Taking an analytical modeling approach to process design this book illustrates the power of simulation modeling as a vehicle for analyzing and designing business processes It teaches how to apply process simulation and discusses the managerial implications of redesigning processes The ExtendSim software is available online and ancillaries are available for instructors

Perspectives in Business Informatics Research Andrzej Kobylinski, Andrzej Sobczak, 2013-08-23 This book constitutes a collection of selected contributions from the 12th International Conference on Perspectives in Business Informatics Research BIR 2013 held in Warsaw Poland in September 2013 Overall 54 submissions were rigorously reviewed by 41 members of the Program Committee representing 21 countries As a result 19 full and 5 short papers from 12 countries have been selected for publication in this volume This book also includes the two keynotes by Witold Abramowicz and Bernhard Thalheim The papers cover many aspects of business information research and have been organized in topical sections on business process management enterprise and knowledge architectures organizations and information systems development information systems and services and applications Managing Business Process Flows Prentice Hall PTR, 1999-01 **Computing**

Handbook Heikki Topi, Allen Tucker, 2014-05-14 The second volume of this popular handbook demonstrates the richness and breadth of the IS and IT disciplines The book explores their close links to the practice of using managing and developing IT based solutions to advance the goals of modern organizational environments Established leading experts and influential young researchers present introductions to the current status and future directions of research and give in depth perspectives on the contributions of academic research to the practice of IS and IT development use and management

Executive MBA in IT - City of London College of Economics - 12 months - 100% online / self-paced City of London College of Economics, Overview An MBA in information technology or a Master of Business Administration in Information Technology is a degree that will prepare you to be a leader in the IT industry Content Managing Projects and IT Information Systems and Information Technology IT Manager s Handbook Business Process Management Human Resource Management Principles of Marketing The Leadership Just What Does an IT Manager Do The Strategic Value of the IT Department Developing an IT Strategy Starting Your New Job The First 100 Days etc Managing Operations Cut Over into Operations Agile Scrum Project Management IT Portfolio Management The IT Organization etc Introduction to Project Management The Project Management and Information Technology Context The Project Management Process Groups A Case Study Project Integration Management Project Scope Management Project Time Management Project Cost Management Project Quality Management Project Human Resource Management Project Communications Management Project Risk Management Project Procurement Management Project Stakeholder Management 50 Models for Strategic Thinking English Vocabulary For Computers and Information Technology Duration 12 months Assessment The assessment will take place on

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IT Consultant Diploma - City of London College of Economics - 12 months - 100% online / self-paced City of London College of Economics, Overview This course deals with everything you need to know to become a successful IT Consultant Content Business Process Management Human Resource Management IT Manager s Handbook Principles of Marketing The Leadership Information Systems and Information Technology IT Project Management Duration 12 months Assessment The assessment will take place on the basis of one assignment at the end of the course Tell us when you feel ready to take the exam and we ll send you the assignment questions Study material The study material will be provided in separate files by email download link

Handbook on Business Information Systems A. Gunasekaran, Maqsood Sandhu, 2010 Pt I Health care information systems ch 1 Healthcare supply chain information systems VIA service oriented architecture Sultan N Turhan and zalp Vayvay ch 2 The role of the CIO in the development of interoperable information systems in healthcare organizations Ant nio Grilo und weitere ch 3 Information systems for handling patients complaints in health organizations Zvi Stern Elie Mersel and Nahum Gedalia ch 4 How to develop quality management system in a hospital Ville Tuomi pt II Business process information systems ch 5 Modeling and managing business processes Mohammad El Mekawy Khurram Shahzad and Nabeel Ahmed ch 6 Business process reengineering and measuring of company operations efficiency Natas a Vujica Herzog ch 7 Value chain re engineering by the application of advanced planning and scheduling Yohanes Kristianto Petri Helo and Ajmal Mian ch 8 Cultural auditing in the age of business multicultural logistics management and information systems Alberto G Canen and Ana Canen ch 9 Efficiency as criterion for typification of the dairy industry in Minas Gerais state Luiz Antonio Abrantes und weitere ch 10 A neurocybernetic theory of social management systems Masudul Alam Choudhury ch 11 Systematization approach for exploring business information systems management dimensions Albena Antonova ch 12 A structure for knowledge management systems assessment and audit Joao Pedro Albino Nicolau Reinhard and Silvina Santana ch 13 Risk management in enterprise resource planning systems introduction Davide Aloini Riccardo Dulmin and Valeria Mininno pt III Industrial data and management systems ch 14 Asset integrity management operationalizing sustainability concerns R M Chandima Ratnayake ch 15 How to boost innovation culture and innovators Andrea Bikfalvi und weitere ch 16 A decision support system for assembly and production line balancing A S Simaria und weitere ch 17 An innovation applied to the simulation of RFID environments as used in the logistics Marcelo Cunha De Azambuja und weitere ch 18 Customers acceptance of new service technologies the case of RFID Alessandra Vecchi Louis Brennan and Aristeidis Theotokis ch 19 Operational efficiency management tool placing resources in intangible assets Claudelino Martins Dias Junior Osmar Possamai and Ricardo Goncalves ch 20 Interactive technology maps for strategic planning and research directions based on textual and citation analysis of patents Elisabetta Sani Emanuele Ruffaldi and

Massimo Bergamasco ch 21 Determining key performance indicators an analytical network approach Daniela Carlucci and Giovanni Schiuma pt IV Strategic business information systems ch 22 The use of information technology in small industrial companies in Latin America the case of the interior of Sao Paulo Brazil Ot vio Jos De Oliveira and Guilherme Fontana ch 23 Technology information business marketing and CRM management Fernando M Serson ch 24 Transfer of business and information management systems issues and challenges R Nat Natarajan ch 25 Toward digital business ecosystem analysis Aurelian Mihai Stanescu und weitere ch 26 The dynamics of the informational contents of accounting numbers Akinloye Akindayomi pt V Information systems in supply chain management ch 27 Supply chain enabling technologies management challenges and opportunities Damien Power ch 28 Supply chain management Avninder Gill and M Ishaq Bhatti ch 29 Measuring supply chain performance in SMES Maria Argyropoulou und weitere ch 30 Information sharing in service supply chain Sari Uusipaavalniemi Jari Juga and Maqsood Sandhu ch 31 RFID applications in the supply chain an evaluation framework Valerio Elia Maria Grazia Gnoni and Alessandra Rollo pt VI Tools for the evaluation of business information systems ch 32 Tools for the decision making process in the management information system of the organization Carmen De Pablos Heredero and M nica De Pablos Heredero ch 33 Preliminaries of mathematics in business and information management Mohammed Salem Elmusrati ch 34 Herding does not exist or just a measurement problem A meta analysis Nizar Hachicha Amina Amirat and Abdelfettah Bouri ch 35 Object oriented metacomputing with exertions Michael Sobolewski ch 36 A new B2B architecture using ontology and web services technology Youcef Aklouf ch 37 The roles of computer simulation in supply chain management Jia Hongyu and Zuo Peng

Romancing with Inventory Management Dr. Indira Prakash, Aroon Prakash & Hareen Prakash, 2018-10-31 This book will help individuals and organizations institutions who are highly committed tenacious and resilient self starter and are able to quickly understand a client s needs to enable and organize resources to satisfy the requirements in a easy and prompt way On a personal level this book is open to any situations that is challenging and which tests abilities with work colleagues The reader could develop a reputation as being a fast learner who is independent organized still a computer savvy While doing my Ph D on the subject of Inventory Management I had to run from post to pillar to get reference books on the Inventory Management at the front desk of any book shop Online shopping of books on the subject matter were so dearer while the activities covered under the basic thumb rule of this topic was very indispensable for any organization or for any group of people to do any activity having some purpose to achieve While going through the learning phase of my updating of knowledge I felt a very hard necessity to bring upon some simple way of explaining the hardest subject which though we do but does not know the importance and reasoning of why and what of our duties and responsibilities Through this book I share with you my take on INVENTORY MANAGEMENT is not only a cup of tea of any big Multi National Industry but also is a need for a House wife There is nothing like Inventory is GOOD or BAD Keeping Inventory is a commitment for uninterrupted activity while it can be GOOD

when it fulfill your work flow continuity while it can be BAD when it requires you to go of and work to get it rid To express the hardcore of INVENTORY MANAGEMENT ONE HAS TO ROMANCE WITH INVENTORY So having an INVENTORY STOCK CAN BE DIVIDED AS FOLLOWS Intelligent Software Methodologies, Tools and Techniques Hamido Fujita, Ali Selamat, 2015-05-06 This book constitutes the best papers selection from the proceedings of the 13th International Conference on Intelligent Software Methodologies Tools and Techniques SoMeT 2014 held in Langkawi Malaysia in September 2014 The 27 full papers presented were carefully reviewed thoroughly revised or enlarged and selected as best papers from the 79 published proceedings papers which had originally been selected from 192 submissions The papers are organized in topical sections on artificial intelligence techniques in software engineering requirement engineering high assurance system intelligent software systems design creative and arts in interactive software design software methodologies for reliable software design software quality and assessment for business enterprise software analysis and performance model software applications systems *Leadership and Organisational Effectiveness Post-COVID-19* Okechukwu E. Amah, Marvel Ogah, 2023-06-10 This book considers the idea that existing leadership theories have arisen as a result of significant disruption in work structure The authors argue that the Covid 19 pandemic provided such a disruption and an opportunity to reconceptualise leadership In order to capture this opportunity and conceptualise new leadership theories it is first necessary to understand what happened in the past during the pandemic and examine the future of work Addressing three critical issues in leadership the authors firstly present a framework that helps us understand and enact leadership in the new normal Parts 1 and 2 of the book address the past and current forms of leadership in the context of COVID 19 The book goes on to consider the lessons learned from COVID 19 in the context of the U N Sustainability Development Goals SDGs The targets of SDGs 7 17 refer to the need for organisations to operate responsibly they call for organisations to review their operations processes and to define effective performance using triple bottom line measures comprising economic social and environmental measures Since leadership plays a significant role in achieving these goals the book includes chapters on efficiency in process design and operation definition and implementation of the triple bottom line measures and ethical behaviours Finally the book explores how the current process of leadership development falls short in today s context and calls for the need to develop effective leadership mindsets **Managing Business Process Flow** Ravi Anupindi, 1998-10

Global Operations Strategy Yeming Gong, 2013-07-01 While many business schools are teaching Global Operations Strategy with self made teaching materials there are no such textbooks Combining practical approaches with detailed theoretical underpinnings this book provides theories tools frameworks and techniques for global operations strategy and brings real world perspectives to students and managers Each chapter includes definition of key terms introduction of fundamental theories several short case examples one long new case to explain the associated theories and recommended further reading *Agile Network Businesses* Vivek Kale, 2017-07-20 A highly readable and yet comprehensive book on

network businesses that have become governable with the advent of cloud and big data computing Vivek Kale is a master of simplifying the complex world of network theory and its relevance to business Jagdish N Sheth Charles H Kellstadt Professor of Marketing Emory University Agile Network Businesses Collaboration Coordination and Competitive Advantage reflects the shift from traditional networks to virtual and agile networks that enable businesses to operate dynamically thereby representing markets more closely This book enables IT managers and business decision makers to understand clearly what network businesses and enterprises are what they can do for them and how to realize them Customers in geographically dispersed markets are demanding higher quality products in a greater variety at lower cost and in a shorter time Thus enterprises have moved from a few centralized and vertically integrated facilities to geographically dispersed networks of capabilities competencies and resources which are the core of network businesses Enterprises are now constructing more fluid network businesses in which each member facility focuses on differentiation and relies increasingly on its partners suppliers and customers to provide the rest Network businesses have emerged as an organizational paradigm for collaboration and coordination across loosely connected individual organizations This pragmatic book Introduces network solutions and distributed systems that are a first step towards enabling a network enterprise It also gives a detailed description of networks and agent system that have paved the road to network enterprises Describes the basics of service oriented architecture SOA cloud computing and big data that are essential to network enterprises Details the distinguishing aspects of network enterprises which include virtual enterprises management of network enterprises and collaborative network enterprises Covers such major application areas as supply manufacturing e business platform social and wireless sensor networks Introduces decision networks in the context of supply chain networks This book reinterprets the traditional supply chain in terms of the flow of decisions information and materials which leads to reconfiguring the traditional supply chain network into mutually separate decision networks e g fourth party logistics or 4PL information networks e g wireless sensor networks and logistics networks e g third party logistics or 3PL Remanufacturing Initiation for Original Equipment Manufacturers Johan Vogt Duberg, 2024-04-29 Remanufacturing is an industrial process in which a core a used discarded or broken product is transformed into a product with a like new specification and condition However to this date remanufacturing activities on the market are few compared to manufacturing There are several types of remanufacturers the least common type is the original equipment remanufacturer an original equipment manufacturer that not only manufactures new products but also remanufactures cores of its own products Remanufacturing is potentially becoming a more widely used industrial process for original equipment manufacturers and increased remanufacturing activities can positively contribute to the environment The contribution comes from a reduction of raw material and energy consumption compared to manufacturing Therefore remanufacturing has the potential to decouple environmental impact from economic growth thus contributing to more sustainable societies However assessing the benefits of remanufacturing does not directly correlate to

growth within the remanufacturing industry To encapsulate the environmental social and economic benefits of remanufacturing manufacturers need to be aware of how remanufacturing can be initiated and implemented in practice Therefore the objective of this dissertation is to develop support measures for original equipment manufacturers to initiate profitable remanufacturing This research takes a stand in case study and transdisciplinary research where the initiation of profitable remanufacturing is studied at two original equipment manufacturers The research study developed knowledge of how remanufacturing could be incorporated into existing operations at original equipment manufacturers In parallel financial assessments based on cost benefit analysis were built to measure how well the case companies could perform remanufacturing For the case study research seven remanufacturing scenarios were developed ranging from centralised remanufacturing performed by the original equipment manufacturer to decentralised performed at multiple locations using a retail network Which scenario is preferable depends on for example risk consciousness cooperation between actors and volume targets However given ideal circumstances remanufacturing in house in a centralised scenario was shown to be the most beneficial for the investigated original equipment manufacturer since the fewer middle hands and economies of scale also potentially enable lower costs For the transdisciplinary research the remanufacturing initiation was business model centric meaning that the remanufacturing system was a consequence of a decision for a specific business model Here a scenario based analysis was developed to understand under which circumstances the business model with remanufacturing was more lucrative for the provider the original equipment manufacturer and less costly for the users the customers For this a systematic assessment approach was developed consisting of three steps 1 provide a cost overview for each business model 2 create scenarios by modifying the cost drivers and 3 combine scenarios to reach synergetic effects Based on the case study two sets of four prerequisites for initiating remanufacturing were derived These are divided into essential and supporting prerequisites and illustrated through a framework called the Remanufacturing Rocket The essential prerequisites highlight fundamental requirements to perform remanufacturing Should one of these four factors be missing remanufacturing cannot be successfully initiated The supporting prerequisites are valuable to enhance the effectiveness and efficiency of the process such as through streamlined operations organisational change or information exchange Hence to reach the fullest potential of remanufacturing both the essential and the supporting prerequisites are needed Furthermore the area of financial assessments was explored in a systematic literature review to identify insights for developing such assessments tailored for individual original equipment manufacturers in initiating remanufacturing For this six perspectives for framing financial assessments are proposed These cover the system boundaries for the assessments as well as the individual needs and visions of original equipment manufacturers Additionally a framework was developed to select financial assessment models for remanufacturing initiations based on ease of use and capability to handle complex datasets Conclusively it is proposed to apply the prerequisites for initiating remanufacturing together with a financial assessment in an iterative manner to

investigate the profitability for original equipment manufacturers to initiate remanufacturing. The essential prerequisites influence the first iteration of the financial assessment which then contributes to refinements of how the essential prerequisites should be aligned in an economically preferable way. Once satisfactory, another iterative process could be initiated between the supporting prerequisites and the financial assessment. By using the proposed approach, the prospects of profitable remanufacturing could be thoroughly investigated before attempting to initiate a process in practice, thus reducing the number of resources spent in vain. Additionally, the iterative process was integrated into a 5-step Approach For Initiating Remanufacturing (5AFIR) to guide original equipment manufacturers towards initiating profitable remanufacturing.

Refabrikation oder Wiederaufbereitung (engl. Remanufacturing) ist ein industrieller Prozess, bei dem ein Altteil ein gebrauchtes, ausrangiertes, verschlissenes oder defektes Produkt gemäß den Herstellerspezifikationen in einen neuwertigen Zustand gebracht wird. Heutzutage macht Refabrikation allerdings nur einen kleinen Teil der Fertigungsindustrie aus. Verschiedene Arten von Unternehmen betreiben Refabrikation, wobei Originalgerätehersteller sogenannte OEMs (engl. für Original Equipment Manufacturer) am seltensten sind. Solche OEMs betreiben neben Produktion auch eine Wiederaufbereitung ihrer eigenen Produkte. Refabrikation kann sowohl ökologische als auch ökonomische Vorteile bringen und hat somit grundsätzlich ein hohes Marktpotential. Der geringere Rohstoff- und Energieverbrauch von Refabrikation im Vergleich zu Neuproduktion ist ein Beispiel für ökologischen Vorteil. Refabrikation ermöglicht außerdem negative Umweltauswirkungen durch Produktion und Wirtschaftswachstum voneinander unabhängig zu machen und trägt somit zu nachhaltigem Wachstum bei. Allerdings hängt der Nutzen von Refabrikation nicht direkt mit dem Wachstum innerhalb der Refabrikationsbranche zusammen. Um die ökologischen, sozialen und ökonomischen Vorteile nutzen zu können, müssen Hersteller Kompetenz zur praktischen Umsetzung von Refabrikation aufbauen. Ziel dieser Dissertation ist daher die Entwicklung von Unterstützungsmassnahmen und Konzepten für OEMs, die zu profitabler Refabrikation führen. Diese Arbeit basiert auf einer Fallstudie und auf transdisziplinärer Forschung, bei der die Einführung von profitabler Refabrikation bei zwei OEMs untersucht wurde. Die Fallstudie lieferte Erkenntnisse darüber, wie Refabrikation in bestehende Abläufe bei OEMs integriert werden kann. Außerdem wurden finanzielle Bewertungskriterien auf der Grundlage einer Kosten-Nutzen-Analyse erstellt, um messen zu können, wie erfolgreich die untersuchten Unternehmen Refabrikation implementieren könnten. Für die Fallstudie wurden sieben Refabrikationsszenarien entwickelt, die von zentraler Refabrikation durch das OEM bis zu dezentraler Refabrikation an mehreren Standorten durch ein Netzwerk von Niederlassungen reichen. Welches der Szenarien vorzuziehen ist, hängt beispielsweise vom Risikobewusstsein der Zusammenarbeit der Akteure und den angestrebten Stückzahlen ab. Unter idealen Umständen erwies sich die unternehmensinterne Refabrikation mit zentralisierter Struktur als das vorteilhafteste Szenario. Für die untersuchten OEMs führten weniger Zwischenhändler und Grenvorteile zu geringeren Kosten. In der transdisziplinären Forschung dieser Dissertation wurde davon ausgegangen, dass das Refabrikationssystem aus der Entscheidung für ein bestimmtes Gesch

ftsmodell fölgt Basierend auf verschiedenen Szenarien wurde analysiert under welchen Umst nden das Gesch ftsmodell inklusive Refabrikation f r den Anbieter OEM lukrativer und f r die Anwender Kunden kosteng nstiger var Hierzu wurde ein systematisches Bewertungsschema entwickelt das aus drei Schritten besteht 1 Bereitstellung einer Kosten bersicht f r jedes Gesch ftsmodell 2 Erstellung von Szenarien durch Modifikation der Kostentreiber und 3 Kombination von Szenarien um Synergieeffekte zu erzielen Anforderungen f r die Einf hrung von Refabrikation wurden auf Basis der Fallstudie abgeleitet Diese sind in vier essentielle und vier underst tztende Anforderungen eingeteilt und werden durch ein Modell namens Refabrikationsrakete veranschaulicht Die essentiellen Anforderungen sind grundlegend f r die Durchf hrung von Refabrikation Ist eine dieser vier Anforderungen nicht erf llt kann Refabrikation nicht erfolgreich umgesetzt werden Die underst tztenden Anforderungen steigern die Effektivit t und Effizienz des Einf hrungsprozesses beispielsweise durch optimierte Abl ufe organisatorische nderungen oder Informationsaustausch Um das volle Potenzial von Refabrikation auszusch pfen m ssen sowohl die essentiellen als auch die underst tztenden Anforderungen erf llt werden Wirtschaftliche Bewertungskriterien wurden im Rahmen einer systematischen Literaturrecherche betrachtet Ziel der Recherche var es Erkenntnisse f r die Entwicklung solcher Bewertungskriterien zu erlangen Die Kriterien sollen dabei auf einzelne OEMs und die Einf hrung von Refabrikation zugeschnitten sein In dieser Arbeit werden sechs Ans tze f r die Entwicklung wirtschaftlicher Bewertungskriterien vorgeschlagen Diese Ans tze behandeln sowohl Systemgrenzen f r die Bewertungskriterien als auch individuelle Bed rfnisse und Ziele der OEM Dar ber hinaus wurde ein Rahmenwerk entwickelt um wirtschaftliche Bewertungskriterien auf Basis ihrer Benutzerfreundlichkeit und ihrer F higkeit zur Bew ltigung komplexer Datenmengen auszuw hlen Abschlie end wird vorgeschlagen die Anforderungen f r die Einf hrung von Refabrikation zusammen mit einer wirtschaftlichen Bewertung iterativ zu pr fen um die Rentabilit t von Refabrikation f r OEMs zu analysieren Die essentiellen Anforderungen beeinflussen die erste Iterationsschleife der wirtschaftlichen Bewertung In dieser ersten Schleife wird verfeinert wie die Grundanforderungen wirtschaftlich sinnvoll kombiniert werden k nnen Es folgt eine zweite Iterationsschleife zwischen den underst tztenden Anforderungen und der finanziellen Bewertung Mit diesem Vorgehen kann das Potential einer rentablen Refabrikation gr ndlich untersucht werden bevor mit der Realisierung begonnen wird Dadurch k nnen eventuell erfolglose Einf hrungsversuche vermieden und vergeblich aufgewendete Ressourcen reduziert werden Der iterative Prozess wurde in einen 5 stufigen Modell zur Einf hrung von Refabrikation 5AFIR zusammengefasst

tertillverkning r en industriell process d r en stomme en anv nd uttj nt eller trasig produkt omformas till en produkt vars specifikation och kvalitet motsvarar nyskick Idag utg r tertillverkning endast en liten del av den totala tillverkningsindustrin Det finns flera typer av tertillverkare den ovanligaste r originaltillverkande tertillverkare det vill s ga ett tillverkande f retag som ven tertillverkar sina egna produkter Genom den l ga grad av tertillverkning bland originaltillverkare idag finns det utrymme f r att verka f r en kning En s dan kning kan bidra till milj m ssiga f rdelar genom

att mängden material och energi reduceras jämfört med nytillverkning. Det finns därför en möjlighet för tillverkning att bidra till en frikoppling av miljöns påverkan från ekonomisk tillväxt vilket i sin tur bidrar till ett mer hållbart samhälle. Fast att endast värdera nyttan av tillverkning leder inte direkt till en tillväxt inom tillverkningsindustrin. För att omfamna de miljö- och ekonomiska nyttor som tillverkning kan bidra med måste originaltillverkare vara medvetna om hur tillverkning kan initieras och implementeras i praktiken på ett ekonomiskt länsamt sätt. Denna doktorsavhandlings syfte är därför att utveckla stöd för originaltillverkare att initiera länsamt tillverkning. Forskningen utgår från en fallstudie och transdisciplinär forskningsmetodik där initieringen av länsamt tillverkning studeras vid två originaltillverkare. Den utförda forskningen utvecklade kunskap om hur tillverkning kan integreras i en originaltillverkares befintliga verksamhet. Parallellt med detta utvecklades ekonomiska utvärderingsmetoder för att tillhandahålla ett mötte på hur väl fallfretagen skulle kunna utföra tillverkning. För fallstudien utvecklades det sju tillverkningsscenarion som sträcker sig från centraliserad tillverkning som utförs av originaltillverkaren till decentraliserad som utförs vid flertalet platser inom ett territorium. Vilket scenario som var mest fördelaktigt berodde exempelvis på riskmedvetenhet, samarbete mellan aktörer och tillverkningsvolym. Men givet ideala förhållanden visades det att centraliserad tillverkning vore potentiellt mest fördelaktigt för fallfretaget eftersom förre mellanhanden och stordriftsfördelar möjliggör lägre kostnader. För det andra fallfretagets initieringen av tillverkning vid tillämpning av den transdisciplinära forskningsmetodiken var det ett affärsmodellsfokus vilket innebär att tillverkningsystemet var en konsekvens av ett beslut för en viss affärsmodell. I denna del av forskningen utvecklades en scenariobaserad analysmetod för att förstå under vilka förhållanden som affärsmodellen tillsammans med tillverkning vore mer lukrativ för företaget, originaltillverkaren och mindre kostsamt för användaren, kunden. För detta utvecklades en systematisk ansats för ekonomiska utvärderingar bestående av tre steg: 1. tillhandahålla en kostnadsverblick för varje affärsmodell, 2. skapa scenarion genom att modifiera kostnadsdrivarna och 3. kombinera scenarion för att uppnå synergieffekter. Med utgångspunkt i fallstudien utvecklades även faktorer för att forma krav för hur originaltillverkare kan initiera tillverkning. Dessa faktorer delas upp i grundläggande och stödjande kravställningar och de bygger tillsammans upp ett ramverk benämnt tillverkningsraketen. De grundläggande kravställningarna lyfter fram elementära krav vid utförandet av tillverkning och om en av de fyra skulle saknas kan tillverkning inte utföras på ett framgångsrikt sätt. De stödjande kravställningarna är av värdefull för att förbättra tillverknings effektiviteten genom exempelvis bekymmersfritt utförande av processer, organisationsförändringar eller informationsutbytet. Därigenom för att nå den fulla potentialen av tillverkning behövs både de grundläggande och de stödjande kravställningarna. Dessutom utforskades om det för ekonomiska utvärderingsmetoder i en systematisk litteraturgenomgång för att identifiera insikter för att utveckla sådana metoder skräddarsydda för individuella originaltillverkare som initierar tillverkning. För nämligen letades sex perspektiv för att forma ekonomiska utvärderingsmetoder. Dessa täcker såväl systemgränserna för utvärderingarna som individuella behov och visioner hos

originaltillverkare. För att vidare stödja företagen utvecklades ett ramverk för att välja ekonomiska utvärderingsmetoder för initieringar av tertillverkning baserat på användarvänlighet och förmåga att hantera komplexa datamängder. Slutligen föreslås det att tillämpa de framtagna kravställningarna tillsammans med ekonomisk utvärdering genom att iterativt undersöka möjligheterna för hur tertillverkning kan initieras för originaltillverkare. De grundläggande kravställningarna influerar upplägget för den första iterationen av den ekonomiska utvärderingen vilken i sin tur nyttjas för att förfinas hur de grundläggande kravställningarna kan ligga samman på ett ekonomiskt fördelaktigt sätt. När en godtagbar nivå uppnåtts kan ytterligare en iterativ process utföras mellan de stödjande kravställningarna och den ekonomiska utvärderingen. Genom att tillämpa det föreslagna tillvägagångssättet kan möjligheterna för tertillverkning undersökas på en detaljerad nivå innan initieringsförsök i praktiken och således kan möjligheten för släde resurser minskas. Utöver detta integrerades den iterativa tillvägagångssättet med en 5 stegsansats för initiering av tertillverkning 5AFIR.

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