

From Science To Operations Mckinsey

"I had the privilege of working closely with Marvin and McKinsey for many years. This book makes Marvin come to life and perpetuates him as a role model." -Peter F. Drucker "A wonderful book about a wonderful man. In many ways, Marvin's McKinsey framed the hypotheses in our own search for excellence-for example, passion for values, belief in people as the prime resource, and willingness to let people experiment. As well as I thought I knew Marvin, however, this remarkable book, drawing on the collective memories of those who worked most closely with him, taught me a ton about how extraordinary the man really was and what made him that way. Many have called Drucker the man who invented management; I think history will conclude that both he and Marvin Bower share that pedestal." -Bob Waterman, coauthor of *In Search of Excellence* "Marvin Bower became a legend, not just within McKinsey & Company, but within professional services and the business world more broadly. In everything he did and said, he embodied the professional approach and the importance of values. This book sheds remarkable insight on a remarkable man and on the power of constancy of purpose." -Ian Davis, Worldwide Managing Director, McKinsey & Co. "It is as Marvin would have wanted it-simple, honest, fact-based, wonderful stories with a long-term perspective. An insightful read about the father of management consulting." -Lois Juliber, retired COO, Colgate-Palmolive "This book provides fascinating insight into the early days of modern management consulting. It is an extremely enlightening look at the origin of one of America's most important professions and one of America's most innovative leaders." -Thomas H. Lee, founder, Chairman, and President, Thomas H. Lee Partners L.P.

American Interests in South Asia: Building a Grand Strategy in Afghanistan, Pakistan, and India, is the latest in a series of policy books stemming from the Aspen Strategy Group's annual summer workshop. The book contains a collection of commissioned papers that provide an intensive exploration of the interconnected national security challenges posed by the events in Afghanistan, Pakistan, and India. Chapters focus on the lessons from history and balance of power in the region, the current strategy in Afghanistan, the effect of American foreign assistance and private sector development, and the implications for the United States of India-Pakistan relations Together, these chapters seek to further collective understanding of the current issues facing the region and help policymakers find a way to cope with what has become one of America's most pressing security problems.

Beyond Airline Disruptions challenges the traditional approach to disruption management where disruptions are treated mainly as an operational issue, thereby ignoring their multidimensional aspects. The book explains how to recognise system weaknesses, and how to minimise gaps between plans and reality, and strategy and operations. It also describes how to manage disruptions by focusing on things that really matter, revealing their dependences, and pointing out the importance of cross-functional communication.

The Information and Communications for Development series looks in depth at how information and communications technologies are affecting economic growth in developing countries. This new report, the fourth in the series, examines the topic of data-driven development, or how better information makes for better policies. The objective is to assist developing-country firms and governments in unlocking the value of the data they hold for better service delivery and decision making and to empower individuals to take more control of their personal data. We are undoubtedly experiencing a data revolution in which our ability to generate, process, and utilize information has been magnified many times over by the machines that we increasingly rely upon. This report is about how the data revolution is changing the behavior of

governments, individuals, and firms and how these changes affect the nature of development: economic, social, and cultural. How can governments extract value from data to improve service delivery in the same way that private companies have learned to do for profit? Is it feasible for individuals to take ownership of their own data and to use it to improve their livelihoods and quality of life? Can developing-country firms compete with the internet majors on their own turf and be even more innovative in their use of data to serve local customers better? Though the report is aimed primarily at government policy makers, it also has great relevance for individuals concerned about how their personal data is used and how the data revolution might affect their future job prospects. For private sector firms, particularly those in developing countries, the report suggests how they might expand their markets and improve their competitive edge. For development professionals, the report provides guidance on how they might use data more creatively to tackle long-standing global challenges, such as eliminating extreme poverty, promoting shared prosperity, or mitigating the effects of climate change. The report's chapters explore different themes associated with the supply of data, the technology underlying it, and the demand for it. An overview chapter focuses on government use of data and presentation of definitions. Part I of the report then looks at the "supply side" of the data sector, with chapters on data connectivity and capacity (where data comes from, how it is stored, and where it goes) and data technology (specifically big data analytics and artificial intelligence) and how this is contributing to development. Part II looks at the sector's "demand side" with a chapter on people's use of data and another that examines how firms use digital platforms in the data economy and how that contributes to competitiveness. Part III brings together the policy implications for developing-country stakeholders, with a chapter considering government policies for data, including data protection and privacy. A closing Data Notes appendix looks at statistical indicators associated with the use of data and presents the 2018 update of the Digital Adoption Index (DAI), a composite indicator introduced in the 2016 World Development Report: Digital Dividends.

From Science to Operations Questions, Choices, and Strategies for Success in Biopharma Comparative Approaches to Biotechnology Development and Use in Developed and Emerging Nations IGI Global

A definitive reference to the theory and practice of pricing across industries, environments, and methodologies. It covers all major areas of pricing including, pricing fundamentals, pricing tactics, and pricing management.

By any standard, the pharmaceutical industry's history has been a successful one. In addition to its profits and shareholder dividends, it has been seen by investors as relatively low risk and, largely, counter-cyclical to stock market trends. However, that important contribution appears to be petering out, with significant global implications for employees, shareholders, governments and patients. This is not just caused by the economic crisis. Long before this, several distinct but related streams of evidence emerged that now point to the stalling of the pharmaceutical industry. The Future of Pharma examines the causes of the industry's potential decline and offers a convincing and rigorous analysis of the options open to it. What emerges is a landscape defined, on the one hand, by the changing marketplace of mass-market consumers, institutional healthcare systems and wealthy individuals; and on the other by the alternate sources of commercial value - innovative therapies; super-efficient processes, supply chains and operations; and closer customer relations and increasingly tailored health services. The challenges to the pharmaceutical industry now and in the medium and long-term are very significant. Brian Smith's highly readable research findings are a wake-up call and a first step forward for anyone concerned with the future of the industry; whether executive, customer, policymaker or investor.

This new edition focuses on three crucial areas of retail supply chain management: (1) empirical studies of retail supply chain practices, (2)

assortment and inventory planning and (3) integrating price optimization into retail supply chain decisions. The book has been fully updated, expanding on the distinguishing features of the original, while offering three new chapters on recent topics which reflect areas of great interest and relevance to the academic and professional communities alike - inventory management in the presence of data inaccuracies, retail workforce management, and fast fashion retail strategies. The innovations, lessons for practice, and new technological solutions for managing retail supply chains are important not just in retailing, but offer crucial insights and strategies for the ultimate effective management of supply chains in other industries as well. The retail industry has emerged as a fascinating choice for researchers in the field of supply chain management. It presents a vast array of stimulating challenges that have long provided the context of much of the research in the area of operations research and inventory management. However, in recent years, advances in computing capabilities and information technologies, hyper-competition in the retail industry, emergence of multiple retail formats and distribution channels, an ever increasing trend towards a globally dispersed retail network, and a better understanding of the importance of collaboration in the extended supply chain have led to a surge in academic research on topics in retail supply chain management. Many supply chain innovations (e.g., vendor managed inventory) were first conceived and successfully validated in this industry, and have since been adopted in others. Conversely, many retailers have been quick to adopt cutting edge practices that first originated in other industries. Retail Supply Chain Management: Quantitative Models and Empirical Studies, 2nd Ed. is an attempt to summarize the state of the art in this research, as well as offer a perspective on what new applications may lie ahead.

Management in all business and human organization activity is simply the act of getting people together to accomplish desired goals. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization or effort for the purpose of accomplishing a goal. The Principles of Management are the essential, underlying factors that form the foundations of successful management. Essentials of management make the connection between theory and concepts to actual practice by showing how managers and organizations effectively apply the basic principles of management.

"This 10-volume compilation of authoritative, research-based articles contributed by thousands of researchers and experts from all over the world emphasized modern issues and the presentation of potential opportunities, prospective solutions, and future directions in the field of information science and technology"--Provided by publisher.

Find out how accurate forecasting and analysis can prevent costly mistakes! Management Science Applications in Tourism and Hospitality examines innovative tools for evaluating performance and productivity in tourism offices, hotels, and restaurants. This collection of recent studies focuses on two important topics of management science: forecasting and a relatively new analytical methodology called data envelopment analysis (DEA). This book will show you how tourism forecasting accuracy can be enhanced and how DEA can be used to benchmark productivity and improve advertisement efficiency. Management Science Applications in Tourism and Hospitality provides you with a useful blend of analysis from both theory and real-data perspectives. This book uses case studies, application techniques, and expert advice to review various productivity measurement methods and compare them to DEA, revealing DEA's strengths, weaknesses, and its potential in the operating environment. With Management Science Applications in Tourism and Hospitality, you'll be able to: utilize destination benchmarking perform multiunit restaurant productivity assessments using DEA conduct hotel labor productivity assessments using DEA measure and benchmark productivity in the hotel sector using DEA model tourism demand use an improved extrapolative hotel room occupancy rate forecasting technique forecast short-term planning and management for a casino buffet restaurant apply city perception

analysis (CPA) for destination positioning decisions This book is generously enhanced with tables and figures to substantiate the research. Management Science Applications in Tourism and Hospitality is valuable for hospitality and tourism educators and graduate students learning and doing research in operation analysis. Savvy executives and professionals who want to improve efficiency in their industry will also benefit from the techniques illustrated in this timely guide.

New Scientist magazine was launched in 1956 "for all those men and women who are interested in scientific discovery, and in its industrial, commercial and social consequences". The brand's mission is no different today - for its consumers, New Scientist reports, explores and interprets the results of human endeavour set in the context of society and culture.

Digital technology opens up extraordinary fields for applications that will deeply change the nature of jobs and trade, the very concept of work and the expectations of user–producers. The “masters of algorithms” have disrupted production and services, and this trend will continue for as long as electric energy and the elements of Industry 4.0 are in continued development. Beyond data control, a power struggle is working its way through the links in the value chain: intermediation, control of resources and command over human and physical networks, as well as partnerships, creativity and the political system. Industry 4.0: Paradoxes and Conflicts examines the need for a serious and technological review, as well as for research and training regarding citizenship and politics. This is a new situation in terms of relationships of competence and authority, which must be the subject of scientific as well as political reflections for the whole social body, which needs to be educated about choices. Throughout the book, the author poses the following question: instead of submitting to choices, would it not be better to exercise foresight?

The development of biotechnological innovations is quickly becoming a globalized phenomenon as emerging nations are making major strides to compete with more developed economies. Though efforts to bridge the gap between emerging and developed nations have been successful, there are still many barriers that need to be overcome. Comparative Approaches to Biotechnology Development and Use in Developed and Emerging Nations evaluates the importance of manufacturing biotechnological products around the world. Highlighting a comparative analysis of public policies, technological policies, innovations, and marketing capabilities of developed and emerging nations, this publication is a pivotal reference source for government officers, policy makers, academics, and practitioners.

Arising from the urgent operational issues of World War II, the philosophy and methodology of Operations Research (OR) has permeated the resolution of decision problems in business, industry, and government. This work recounts the evolution of OR as the science of decision making. It chronicles the history of OR in the form of expository entries.

Fashion has been steadily moving from the brick and mortar to the digital market. As such, it is increasingly vital to research new methods that will help businesses to grow and succeed in this new sphere. Advanced Fashion Technology and Operations Management is a pivotal reference source for the latest development management strategies, fashion marketing, international business, and fashion entrepreneurship. Featuring extensive coverage across a range of relevant perspectives and topics, such as online shopping behavior, digital fashion, and e-commerce, this book is ideally designed for professionals, entrepreneurs, students, and researchers.

Due to the global health crisis, economies had to adapt to combat pandemic situations. In the present pandemic crisis, new legislation, methods, labor approaches, values, and social behaviors have emerged with a huge impact in all organizations. However, countries have applied different solutions, procedures, and rules to deal with crises. Therefore, the impact has been

different per country. Organizations need to understand their customers and businesses not only to increase operational efficiency but also to increase stakeholder's satisfaction and their competitiveness in a sustainable way. Customers are becoming more exigent and markets more complex, calling for the need for higher differentiation. This was enhanced in this pandemic situation, and to survive, organizations needed to change and adapt to the new normal. The Handbook of Research on Reinventing Economies and Organizations Following a Global Health Crisis deals with management and economic issues, particularly with the reinvention of businesses and economies due to the pandemic situation and the relevance of entrepreneurship, innovation, and intensive knowledge used to deal with these changes. This book emphasizes the challenges, difficulties, and opportunities for the success of businesses and economies in periods of crisis and provides information for dealing with entrepreneurship and innovation, networks, and complementarities to recover businesses. The chapters also point out possible opportunities, challenges, and risks in the process of recovery highlighting innovation, internationalization, technology, and intensive knowledge in promoting economies and companies' competitiveness. This book is ideal for entrepreneurs, managers, economists, directors, shareholders, researchers, academicians, and students interested in how businesses reinvent and recover following a global health crisis.

A comprehensive review of behavioral operations management that puts the focus on new and trending research in the field The Handbook of Behavioral Operations offers a comprehensive resource that fills the gap in the behavioral operations management literature. This vital text highlights best practices in behavioral operations research and identifies the most current research directions and their applications. A volume in the Wiley Series in Operations Research and Management Science, this book contains contributions from an international panel of scholars from a wide variety of backgrounds who are conducting behavioral research. The handbook provides succinct tutorials on common methods used to conduct behavioral research, serves as a resource for current topics in behavioral operations research, and as a guide to the use of new research methods. The authors review the fundamental theories and offer frameworks from a psychological, systems dynamics, and behavioral economic standpoint. They provide a crucial grounding for behavioral operations as well as an entry point for new areas of behavioral research. The handbook also presents a variety of behavioral operations applications that focus on specific areas of study and includes a survey of current and future research needs. This important resource: Contains a summary of the methodological foundations and in-depth treatment of research best practices in behavioral research. Provides a comprehensive review of the research conducted over the past two decades in behavioral operations, including such classic topics as inventory management, supply chain contracting, forecasting, and competitive sourcing. Covers a wide-range of current topics and applications including supply chain risk, responsible and sustainable supply chain, health care operations, culture and trust. Connects existing bodies of behavioral operations literature with related fields, including psychology and economics. Provides a vision for future behavioral research in operations. Written for academicians within the operations management community as well as for behavioral researchers, The Handbook of Behavioral Operations offers a comprehensive resource for the study of how individuals make

decisions in an operational context with contributions from experts in the field.

Information systems (IS)/Information technology(IT) has become an essential part and a major resource of the organization. IS/IT is a major resource that can radically affect the structure of an organisation, the way it serves customers, and the way it helps people in organisations to communicate both internally and externally, and the way an organisation runs its business. Managing information and information systems effectively and efficiently have become an essential part of the life of 21st century managers. This book is about Managing information and information systems and focuses on relationships between information, information systems/information technology, people and business. The impacts, roles, risks, challenges as well as emerging trends of information systems will be an important element of the book. At the same time, many strategic and contemporary uses of information systems such as implementing enterprise planning systems for improving internal operation, adopting customer relationship management systems and supply chain management systems to enhance relations with customers and suppliers/partners respectively, and establishing knowledge management systems for better managing organizational knowledge resources as well as using different information systems for supporting managers' decision making in all levels will be an integral part of the book. In addition, essential and critical information systems management skills including using information systems for competitive advantages, planning and evaluating information systems, system development & implementing information systems, and managing information systems operations will be a critical part of the book.

Global production and purchasing operations create a platform for entry into new markets. However, it takes considerable effort to plan and implement a sustainable globalization strategy; this book will help in that task. The wealth of experience and analysis featured in this book is the result of an extensive survey among leading manufacturing companies as well as countless discussions with executives who have personally wrestled with the issues of "going global." The book treats the whole range of management challenges. In breadth and depth, the insights it offers surpass what a manager or most individual companies could acquire on their own.

In a very understandable, practical, and accessible manner, this book applies recent groundbreaking findings from behavioral neuroscience to the most complex and vexing challenges in organizations today. In particular, it addresses managing large-scale organizational changes, such as mergers and acquisitions, providing lessons and tactics that can be usefully applied to in many different settings. In addition to discussing successful practices, it also identifies the reasons that most past comprehensive, long-term change projects have failed and unmask the counterproductive effects of the typical evolutionary or emotion-based attempts to change group and individual behavior, using neuroscience as its principal tool.

As the service sector expands into the global economy, a new science of service is emerging, one that is dedicated to encouraging service innovation by applying scientific understanding, engineering discipline, and management practice to designing, improving, and scaling service systems. Handbook of Service Science takes the first major steps to clarifying the definition, role, and future of this nascent field. Incorporating work by scholars from across the spectrum of service research, the volume presents

multidisciplinary perspectives on the nature and theory of service, on current research and practice in design, operations, delivery, and innovation of service, and on future opportunities and potential of service research. Handbook of Service Science provides a comprehensive reference suitable for a wide-reaching audience including researchers, practitioners, managers, and students who aspire to learn about or to create a deeper scientific foundation for service design and engineering, service experience and marketing, and service management and innovation.

This book examines issues related to the alignment of business strategies and analytics. Vast amounts of data are being generated, collected, stored, processed, analyzed, distributed and used at an ever-increasing rate by organizations. Simultaneously, managers must rapidly and thoroughly understand the factors driving their business. Business Analytics is an interactive process of analyzing and exploring enterprise data to find valuable insights that can be exploited for competitive advantage. However, to gain this advantage, organizations need to create a sophisticated analytical climate within which strategic decisions are made. As a result, there is a growing awareness that alignment among business strategies, business structures, and analytics are critical to effectively develop and deploy techniques to enhance an organization's decision-making capability. In the past, the relevance and usefulness of academic research in the area of alignment is often questioned by practitioners, but this book seeks to bridge this gap. *Aligning Business Strategies and Analytics: Bridging Between Theory and Practice* is comprised of twelve chapters, divided into three sections. The book begins by introducing business analytics and the current gap between academic training and the needs within the business community. Chapters 2 - 5 examines how the use of cognitive computing improves financial advice, how technology is accelerating the growth of the financial advising industry, explores the application of advanced analytics to various facets of the industry and provides the context for analytics in practice. Chapters 6 - 9 offers real-world examples of how project management professionals tackle big-data challenges, explores the application of agile methodologies, discusses the operational benefits that can be gained by implementing real-time, and a case study on human capital analytics. Chapters 10 - 11 reviews the opportunities and potential shortfall and highlights how new media marketing and analytics fostered new insights. Finally the book concludes with a look at how data and analytics are playing a revolutionary role in strategy development in the chemical industry.

Defining Management charts the expansion of management as an idea and practice from a time when it was limited to churches and households to its current ubiquity, focusing in particular on the role of business schools, consultants, and business media in this process. How did an entire industry develop around business schools, consultants, and business media who are now widely considered the authorities regarding best management practice? This book shows how these actors – on their own and in interaction – became taken-for-granted and gained such definitional power over management and managers, expanded across the globe from often modest and not always respected origins, and impacted, and continue to impact businesses and, increasingly, the broader economic and social context. Building on extant and some new research, the book is unique in bringing together issues and actors that have been examined elsewhere separately. Any student or professional of management interested in the

evolution of their field or the rise of business schools, consultants and business media will find this book both novel and thought-provoking.

Data Science and Big Data Analytics is about harnessing the power of data for new insights. The book covers the breadth of activities and methods and tools that Data Scientists use. The content focuses on concepts, principles and practical applications that are applicable to any industry and technology environment, and the learning is supported and explained with examples that you can replicate using open-source software. This book will help you: Become a contributor on a data science team Deploy a structured lifecycle approach to data analytics problems Apply appropriate analytic techniques and tools to analyzing big data Learn how to tell a compelling story with data to drive business action Prepare for EMC Proven Professional Data Science Certification Corresponding data sets are available at www.wiley.com/go/9781118876138. Get started discovering, analyzing, visualizing, and presenting data in a meaningful way today!

Logic and the Modalities in the Twentieth Century is an indispensable research tool for anyone interested in the development of logic, including researchers, graduate and senior undergraduate students in logic, history of logic, mathematics, history of mathematics, computer science and artificial intelligence, linguistics, cognitive science, argumentation theory, philosophy, and the history of ideas. This volume is number seven in the eleven volume Handbook of the History of Logic. It concentrates on the development of modal logic in the 20th century, one of the most important undertakings in logic's long history. Written by the leading researchers and scholars in the field, the volume explores the logics of necessity and possibility, knowledge and belief, obligation and permission, time, tense and change, relevance, and more. Both this volume and the Handbook as a whole are definitive reference tools for students and researchers in the history of logic, the history of philosophy, and any discipline, such as mathematics, computer science, artificial intelligence, for whom the historical background of his or her work is a salient consideration. · Detailed and comprehensive chapters covering the entire range of modal logic. · Contains the latest scholarly discoveries and interpretative insights that answer many questions in the field of logic.

Describes the key concepts of operations management, covering such topics as planning and control, the role of technology, and "just-in-time" techniques.

This handbook surveys important stochastic problems and models in manufacturing system operations and their stochastic analysis. Using analytical models to design and control manufacturing systems and their operations entail critical stochastic performance analysis as well as integrated optimization models of these systems. Topics deal with the areas of facilities planning, transportation, and material handling systems, logistics and supply chain management, and

integrated productivity and quality models covering: • Stochastic modeling and analysis of manufacturing systems • Design, analysis, and optimization of manufacturing systems • Facilities planning, transportation, and material handling systems analysis • Production planning, scheduling systems, management, and control • Analytical approaches to logistics and supply chain management • Integrated productivity and quality models, and their analysis • Literature surveys of issues relevant in manufacturing systems • Case studies of manufacturing system operations and analysis

Today's manufacturing system operations are becoming increasingly complex. Advanced knowledge of best practices for treating these problems is not always well known. The purpose of the book is to create a foundation for the development of stochastic models and their analysis in manufacturing system operations. Given the handbook nature of the volume, introducing basic principles, concepts, and algorithms for treating these problems and their solutions is the main intent of this handbook. Readers unfamiliar with these research areas will be able to find a research foundation for studying these problems and systems.

Written by a global team of top managers and senior McKinsey experts, this expanded and completely revised second edition provides a wide-ranging manual on the subject of value creation in the chemical industry. Drawing on extensive first-hand management experience, several hundred consulting engagements, and in-depth research projects, the authors outline the key ingredients for managing chemical companies successfully. The book addresses in detail key issues of strategy and industry structure, describes best practice in the core functions of the chemical business system, looks at the state of the art in organization and post-merger management, and covers a selection of the most important current topics such as industrial biotechnology, the role of private equity, and the chemical landscape in China. Although mainly directed at executives and managers in the chemical industry, the knowledge contained in this comprehensive overview will also benefit scientists, engineers, investors, students, and anyone else dealing with management issues in this sector.

An urgent case for climate change action that forcefully sets out, in economic, ethical, and political terms, the dangers of delay and the benefits of action. The risks of climate change are potentially immense. The benefits of taking action are also clear: we can see that economic development, reduced emissions, and creative adaptation go hand in hand. A committed and strong low-carbon transition could trigger a new wave of economic and technological transformation and investment, a new era of global and sustainable prosperity. Why, then, are we waiting? In this book, Nicholas Stern explains why, notwithstanding the great attractions of a new path, it has been so difficult to tackle climate change effectively. He makes a compelling case for climate action now and sets out the forms that action should take. Stern argues that the risks and costs of climate change are worse than estimated in the landmark Stern Review in 2006—and

far worse than implied by standard economic models. He reminds us that we have a choice. We can rely on past technologies, methods, and institutions—or we can embrace change, innovation, and international collaboration. The first might bring us some short-term growth but would lead eventually to chaos, conflict, and destruction. The second could bring about better lives for all and growth that is sustainable over the long term, and help win the battle against worldwide poverty. The science warns of the dangers of neglect; the economics and technology show what we can do and the great benefits that will follow; an examination of the ethics points strongly to a moral imperative for action. Why are we waiting? This remarkable volume highlights the importance of Production and Operations Management (POM) as a field of study and research contributing to substantial business and social growth. The editors emphasize how POM works with a range of systems—agriculture, disaster management, e-commerce, healthcare, hospitality, military systems, not-for-profit, retail, sports, sustainability, telecommunications, and transport—and how it contributes to the growth of each. Martin K. Starr and Sushil K. Gupta gather an international team of experts to provide researchers and students with a panoramic vision of the field. Divided into eight parts, the book presents the history of POM, and establishes the foundation upon which POM has been built while also revisiting and revitalizing topics that have long been essential. It examines the significance of processes and projects to the fundamental growth of the POM field. Critical emerging themes and new research are examined with open minds and this is followed by opportunities to interface with other business functions. Finally, the next era is discussed in ways that combine practical skill with philosophy in its analysis of POM, including traditional and nontraditional applications, before concluding with the editors' thoughts on the future of the discipline. Students of POM will find this a comprehensive, definitive resource on the state of the discipline and its future directions. 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. Marketers have long been talking about delivering personalized experiences across channels. All marketers want to deliver happiness. In reality most marketers still practice one-size-fits-all marketing. Predictive analytics can finally make personalized marketing a reality – by making it easy and automated. Predictive marketing is for the first time accessible to all marketers, not just to those at large corporations. In fact, many smaller organizations are leap-frogging their larger counterparts with innovative programs. This book will offer marketers in organizations large and small a great primer of “predictive analytics for marketers” as well as practical tips and strategies to get started immediately. The book will feature many success stories from across the

customer lifecycle: how to use machine-learning technologies to improve customer acquisition, customer growth and how to identify and re-engage customers at risk or lapsed customers.

Hayes is a founder of the Operations Strategy field, and all four authors are on the Harvard Business School faculty. In *Operations, Strategy, and Technology: Pursuing the Competitive Edge*--the long-awaited follow-up to the highly successful classic, *Restoring Our Competitive Edge*--Bob Hayes, Gary Pisano, Dave Upton, and Steve Wheelwright take a fresh look at the foundations of corporate success. This book addresses the basic principles that guide the development of a powerful operations organization, and describes how a company's operating and technological resources can be applied to create a sustainable competitive advantage in today's "new" (global and IT-intensive) economy. Achieving a competitive advantage through superior operations is what the authors refer to as the "operations edge."

The Handbook brings together leading scholars in international business as well as other disciplines to contribute state-of-the-art thinking on emerging markets. The volume extends theoretical and conceptual thinking, looks at operational practices and their implications and provides a research agenda to move the field forward. Contributors include a mix of new and established authors from around the world, for a diverse and current set of scholarly perspectives on emerging markets. Combining academic and operationally focused chapters, they offer a multifaceted, in-depth look at specific geographies and functional areas to enrich our understanding of emerging markets. This energetic and varied look at a burgeoning field will be an invaluable resource for academics and for students at the post-doctoral, PhD and MBA levels.

Many tasks in operations management require the solution of complex optimization problems. Problems in which decisions are taken sequentially over time can be modeled and solved by dynamic programming. Real-world dynamic programming problems, however, exhibit complexity that cannot be handled by conventional solution techniques. This complexity may stem from large state and solution spaces, huge sets of possible actions, non-convexities in the objective function, and uncertainty. In this book, three highly complex real-world problems from the domain of operations management are modeled and solved by newly developed solution techniques based on stochastic dynamic programming. First, the problem of optimally scheduling participating demand units in an energy transmission network is considered. These units are scheduled such that total cost of supplying demand for electric energy is minimized under uncertainty in demand and generation. Second, the integrated problem of investment in and optimal operations of a network of battery swap stations under uncertain demand and energy prices is modeled and solved. Third, the inventory control problem of a multi-channel retailer selling through independent sales channels is modeled and optimality conditions for replenishment policies of simple structure are proven. This book introduces efficient approximation techniques based on approximate dynamic programming (ADP) and extends existing proximal point algorithms to the stochastic case. The methods are applicable to a wide variety of dynamic programming problems of high dimension.

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