

The 4Vs : The Dimensions of Operations

High / Low Implications

IMPLICATIONS

- Low Repeatability
- Each staff member performs more of the job
- Less Systemization
- High Unit Costs

- Well Defined
- Routine
- Standardized
- Regular
- Low Unit Costs

- Stable
- Routine
- Predictable
- High Utilization
- Low Unit Costs

- Time Lag Between Production and Consumption
- Standardized
- Low Contact Skills
- High Staff Utilization
- Centralization
- Low Unit Costs



Low

High



IMPLICATIONS

- High Repeatability
- Specialization
- Systemization
- Capital Intensive
- Low unit cost

- Flexible
- Complex
- Match Customer Needs
- High Unit Cost

- Changing Capacity
- Anticipation
- Flexibility
- In Touch with Demand
- High Unit Cost

- Short Waiting Tolerance
- Satisfaction Governed by Customer Perception
- Customer Contact Skills Needed
- Received Variety is High
- High Unit Cost

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Examples



LOW EXAMPLES

HIGH EXAMPLES

Low

High

- ✓ Home Brewery
- ✓ Niche Book Publisher
- ✓ Custom Wedding Dress Designer

- ✓ Water Bottling Factory
- ✓ Oil Refinery
- ✓ Fast Food Restaurant

VOLUME
(quantity produced)

- ✓ Water Bottling Plant
- ✓ Oil Refinery
- ✓ Cotton Cloth Factory

- ✓ Antiques Repair Shop
- ✓ Event Organizer
- ✓ Emergency Hospital Dept.

VARIETY
(of products/services)

- ✓ Nuclear Power Plant
- ✓ Paper Factory
- ✓ Grocery Store

- ✓ Fashion Retailer
- ✓ Fire & Rescue Department
- ✓ Winter Tourism Operator

VARIATION
(of demand)

- ✓ Pharmaceutical Factory
- ✓ City Rubbish Recycling
- ✓ Tinned Food Factory

- ✓ Primary Care Doctors' Practice
- ✓ Hairdresser Shop
- ✓ Private Chef

VISIBILITY
(of customer to/from the process)



**ROWTONS
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