

Animation 2.5

Consider speed as an order qualifier or order winner. The ability to provide products or services in a timely way is essential in many business environments. Within the category of speed we have identified five main factors:

Quote generation: The time needed to prepare a quotation to the customer once the final concept and specification has been agreed. This can be an order winner in tendering for an important contract if time to market is very important.

Delivery speed: The time taken to deliver the product or service to the customer once an order has been received. In the fast food industry McDonald's used speed as an order winner to gain market share. Nowadays it is more of an order qualifier in this sector.

Delivery frequency: This refers to the number of deliveries per day, week or month that the organisation makes to its customers. This is often a requirement of a just in time delivery system in lean operations such as automotive assembly.

Production speed: The overall time taken to produce a product or service and to be ready for delivery. Lean manufacturing has helped many businesses to achieve competitive advantage in this area.

New product development speed: The time taken to introduce new products to the market from initial concept to final prototype. By having a dedicated research and development department and being open to new ideas will help a firm succeed in this area.