

1. P&G's adaptation of a business process oriented perspective in the mid-1990's in the form of Streamlined Logistics provided the customers with one face for various P&G business sectors. This initiative gave customers efficiencies in procurement, accounts payable, pricing discounts, inbound delivery receiving, and customer service. Prior to the implementation of the Streamlined Logistics initiative, each of the businesses at P&G focused on themselves and had their own logistics and sales policies; thus, they were blind to the policies of the other business groups and problems faced by the external customers. The P&G Logistics team's shifting the focus from internal to external resulted in the necessary changes and improved the - profitability for both P&G and its customers.
2. An example where focusing on cycle time might hurt other important measures of performance is a fast food restaurant buying more fryers and having them constantly running to ensure food is always ready for the customer. This could eliminate cycle time of waiting for food to be prepared or finish cooking, but the cost of more, constantly running fryers is considerable and the quality of the food sitting after it leaves the fryer is less than optimal as well.
3. The course registration at most universities would be considered a mass customization process. This is because there is controlled variation in the classes that students may choose, based on their degree programs.

**4.**

	<b>QUALITY</b>	<b>COST</b>	<b>TIME</b>	<b>FLEXIBILITY</b>
Productivity	+/-	+	+	+/-
Efficiency	+/-	+/-	+	+/-
Cycle time	+/-	+/-	+	+/-

Using performance measures to evaluate processes is a great way to identify potential strengths and weaknesses in manufacturing processes. By using the performance measures of productivity, efficiency, and cycle time, a company should be able to identify great and poor levels of performance and use these measures as ways to develop employees and make important management decisions. However, by just following the aforementioned measures, the company can miss other important factors within processes.