

**From:** [Dave Thibodeau](#)  
**To:** [Huggins, Eric](#)  
**Subject:** Re: Homework!  
**Date:** Monday, January 27, 2020 3:59:25 PM

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Well, you opened a can of worms! I've been discussing this with our COO, Steve Breezley, and we're thinking we should take it to our Executive Team. We frequently focus on all of these to some degree, yet we try to approach our operations management fairly holistically and that results in a certain degree of overlap between these 10 areas. That said, analyzing their importance as individual OM decisions is super interesting, but I'm finding it really difficult to narrow down to 3 that would be most important. Question for you; would you like me to bring it to the team and give you a more broad report on our discussion (we meet a week from Wednesday)? I think we'll go through the exercise regardless. Or, just answer the question you gave me and get it back to you right away?  
--Dave

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**From:** "Huggins, Eric" <[huggins\\_e@fortlewis.edu](mailto:huggins_e@fortlewis.edu)>  
**Date:** Tuesday, January 21, 2020 at 3:20 PM  
**To:** David Thibodeau <[dave@skabrewing.com](mailto:dave@skabrewing.com)>  
**Subject:** Homework!!

Hi Dave.

Every term, one of my homework questions in my Operations Management class is:

On the course webpage you will find "Ten OM Decisions;" for a detailed description, google it. Assume that you are either the owner of Ska Brewing Company, The Olde Schoolhouse Pizza Restaurant, or Bubba's Boards (pick one). As the owner one of these fine local establishments, list the three (out of ten) OM decisions that would be most important to you. Justify your choices.

The list of Ten OM Decisions is:

- Service and Product Design
- Quality
- Process and Capacity Design
- Location
- Layout Design
- Human Resources
- Supply Chain Management
- Inventory
- Scheduling
- Maintenance

The class is curious how you would actually answer this. I imagine all of these are important to some degree, but which three would *you* say are most important?

Thanks,

Eric Huggins