

- Added a case on Lil Me, a manufacturer of customized dolls that look like their owner.
- Additional discussion questions and problems.

Chapter 3 and 3S: Managing Processes and Capacity

- Included a better focus on the notion of process thinking.
- Additional discussion questions and problems.

Chapter 4: Product/Process Innovation

- Introduced new concepts including product service platforms, servitization, and augmented/virtual reality (VR).
- Added new example for modular design.
- New Get Real describing Lockheed's application of VR.

Chapter 5: Manufacturing and Service Process Structures

- Revised Table 5-1 to show inputs, transformation, outputs, and examples.
- New Get Real explaining how Adidas uses digital technologies to customize shoes.
- Moved service blueprinting to Chapter 3S.
- Added figure to illustrate market orientation.
- Updated the section Capability Enabling Technologies to reflect advances in digital technologies.
- New Get Real on Amazon Go explaining how digital technologies are changing retailing..
- Updated and added a discussion question.

Chapter 6: Managing Quality

- Updated the Hyundai story to include awards and changes within the last 3 years.
- Updated Get Real on food safety.
- Dropped discussion of Malcolm Baldrige award.
- Additional problems.

Chapter 6 Supplement: Quality Improvement Tools

- Additional discussion questions and problems.

Chapter 7: Managing Inventories

- Added discussion of customization and customer service aspects of inventory location decisions.
- Additional problems applying square root law.
- Added discussion of IoT and inventory visibility in the supply chain.
- Added fuller discussion of choice between using P and Q inventory models.
- New Case: Dexter's Chicken

Chapter 8: Lean Systems

- Additional discussion questions and problems.

Chapter 9: Customer Service Management

- New opening vignette on the "Amazon Effect."
- New discussion of digital enhancement of customer service including omnichannel service, product platforms, and crowdsourcing service.
- New discussion of social (millennials) and global impacts on customers' service expectations.
- New Get Real on service delivery failures.
- New section on service information.

Chapter 10: Sourcing and Supply Management

- Updated the opening vignette on sourcing and supply management at Chipotle to reflect challenges with food safety.
- New Get Real on Resilinc and supply chain risk management.
- Updated the Get Real box on Takata airbags.

- New Get Real showing how Boeing is doing more insourcing.
- Added a section on Supply Category Management.
- Revised the Examining the Sourcing Process.
- New Get Real showing the importance of supplier innovation in self-driving vehicles.
- Updated the discussion of information sharing to reflect new digital technologies such as blockchain.
- Additional discussion questions.
- Added new sourcing case.

Chapter 11: Logistics Management

- Updated opening vignette about Amazon’s innovations in delivery.
- Moved cost management discussion to Logistics Network Design.
- Changed Warehouse Management to Distribution and Fulfillment Management.
- New Get Real on Walmart’s delivery policy.
- Added discussion of electronic logging devices (ELDS).
- Added discussion of last mile delivery.
- New Get Real explaining how logistics network design caused a chicken shortage for KFC.
- Updated and added discussion questions.

Chapter 12: Demand Planning: Forecasting and Demand Management

- New opening vignette on how Walmart uses weather, social media, and other data to forecast sales.
- Get Real on how Lennox uses artificial intelligence to improve demand planning.
- Enhanced discussion of artificial intelligence.
- New discussions of social media and dynamic pricing in demand management.

Chapter 13: Sales and Operations Planning

- Additional discussion questions and problems.

Chapter 14: Materials and Resource Requirements Planning

- Updated opening vignette on Blue Apron, a home meal delivery service.
- Updated the Advances in Planning Systems to reflect digital technologies.
- New Get Real showing how MOD Pizza using a cloud-based ERP system for planning.

Chapter 15 and 15S: Project Management

- Updated opening Pixar vignette.
- More in-depth discussion of stages in project life cycle.
- New discussion of agile project management.
- New Get Real on Spray-N-Wash project.
- Deeper discussion of project management software.
- New example of a business case for a proposed project.

Chapter 16: Sustainable Operations Management—Preparing for the Future

- Updated Unilever vignette with achievements of zero landfill waste.
- New Get Real on Patagonia’s sustainability efforts.
- Discussion of Starbucks Reserve, a new experiential coffee store in Seattle aimed at making the experience of brewing and enjoying a unique cup of coffee critical and attractive.
- Discussion of how the Internet of Things (IoT) is affecting not only the supply chain but also the business model.
- New case: “Sourcing Outside the Cage.”