

CASE STUDY

NORTHCUTT BIKES: THE SERVICE DEPARTMENT



Introduction

Several years ago, Jan Northcutt, owner of Northcutt Bikes, recognized the need to organize a separate department to deal with service parts for the bikes her company made. Because the competitive strength of her company was developed around customer responsiveness and flexibility, she felt a separate department focused exclusively on aftermarket service was critical in meeting that mission.

When she established the department, she named Ann Hill, one of her best clerical workers at the time, to establish and manage the department. At first, it occupied only a corner of the production warehouse, but now it has grown to occupy its own 100,000 square-foot warehouse. The service business has also grown significantly, in that it now represents over 15% of the total revenue of Northcutt Bikes. The exclusive mission of the service department is to provide parts (tires, seats, chains, etc.) to the many retail businesses that sell and service Northcutt bikes.

While Ann has turned out to be a very effective manager (and now has the title of Director of Aftermarket Service), she still lacks a basic understanding of materials management. To help her develop a more effective materials management program, she hired Mike Alexander, a recent graduate of an outstanding business management program at North Carolina

State University, to fill the newly created position of Materials Manager of Aftermarket Service.

The Current Situation

During the interview process, Mike got the impression that there was a lot of opportunity for improvement. It was only after he selected his starting date and requested some information that he started to see the full extent of the challenges that lay ahead. His first day on the job really opened his eyes. One of the first items he had requested was a status report on inventory history and shipped orders. In response, the following note was on his desk the first day from the warehouse supervisor, Art Denning:

We could not compile the history you requested, as we keep no such records. There's just too much stuff in here to keep a close eye on it all. Best assured, however, that we think the inventory positions on file are accurate, as we just completed our physical count of inventory last week. I was able to track down a demand history for a couple of our items, and that is attached to this memo. Welcome to the job!

When Mike learned this, he decided to investigate further. Although the records were indeed difficult to track,

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S Ben Porath



Northcutt Bikes Case Solution The Service Department:

Eventually, you will entirely discover a further experience and achievement by spending more cash. nevertheless when? complete you assume that you require to get those all needs gone having significantly cash? Why dont you attempt to get something basic in the beginning? Thats something that will guide you to comprehend even more approximately the globe, experience, some places, subsequent to history, amusement, and a lot more?

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