**How did operations support the success of these two firms?**

* **McDonalds – Operations helped McDonalds succeed by reducing inefficiencies, increasing throughput, quality and volume. This in turn reduced the labor amounts required to produce product. Effectively lowering cost, reducing material waste and decreasing time to customer which increased freshness.**
* **Ford – Operations helped Ford succeed in the same way, by reducing inefficiencies and increasing throughput, quality and volume. This means they were able to produce more cars for a lower cost than ever before, which created a scenario where they dominated the industry.**

**How are they the same? How are they different?**

* **Same – They are the same in the fact that they both had the same goal, reducing inefficiencies and labor costs while increasing throughput, volume and quality.**
* **Different – They are different in the sense of products they handle. McDonalds must worry about food safety, freshness and many other aspects of the manufacturing process that Ford does not. For instance, Ford can manufacture a wheel and stage it for a week, but McDonalds can’t necessarily have lettuce sitting for a week. The other key concept was that Ford had the cars moving to them with machines, whereas McDonalds used humans. This is a similarity and a difference; they both moved the item being manufactured to the next station, but Ford had to utilize machinery where for McDonalds it made sense to utilize humans.**

**How did faster operations add value for each firm?**

* **McDonalds – McDonalds was able to produce a high-quality product with less amounts of labor. This reduced their costs significantly and allowed customers to receive their food faster. This was a major turning point in fast food.**
* **Ford – Ford was able to produce a high-quality with less amounts of labor as well. This made cars significantly more affordable compared to previous cars. They effectively created an entirely new market for their good.**

**How was quality a part of each firm’s operational strategy?**

* **McDonalds – McDonalds was able to increase quality by reducing the time it takes to manufacture items. By reducing this, it created a scenario where a customer could order an item and it be made in that moment. This increased their quality while allowing their costs to be lowered.**
* **Ford – By using an assembly line Ford was able to have individuals specialize in a certain aspect of manufacturing. This created an environment where higher quality goods were being produced at a lower cost.**

**What trade-offs did each firm make in pursuing their operational strategy?**

* **McDonalds – McDonalds was able to eliminate many individuals in the operation by increasing efficiencies, but they still had to make tradeoffs. One of the largest was quality, McDonalds fell to a lower level of quality than had been done before. This was risky but worked out as customers wanted cheap, fast food with okay service.**
* **Ford – Ford made very few trade offs but one was paying a higher price for a higher quality of labor. By paying more and reducing hours, Henry Ford was to operate lines 24 hours a day. This decreases a lot of overhead costs. On top of this, they only offered one color.**