

1: OUTFITTING - Definition and synonyms of outfitting in the English dictionary

iv Outsourcing and Outfitting Practices sourcing as a method for the shipbuilders to increase the availability of labour. This report provides the results of our examination of.

The Japanese shipbuilding industry is divided among six major shipbuilders and 18 medium-sized shipbuilders. An informative article on Japanese outsourcing practices is Koenig, Narita, and Baba. The medium-sized shipbuilders approach the large shipbuilders in total output and would be considered large shipbuilders in the United Kingdom or the European Union. Also, only the majors build naval warships. The major shipbuilders are substantially vertically integrated, even to the point of producing large components such as main propulsion, low-speed diesel engines. At most, they totally outsource certain parts of the accommodations outfit. They use peak outsourcing to level the demands within their shipyards and to manage their workforce. However, because of their high throughput, flexible labour force, and shop management ability, Japanese shipbuilders experience relatively few in-yard labour demand fluctuations when compared with their overseas counterparts. During peak demand periods, a major Japanese shipbuilder will spread work over its facilities or may outsource blocks to smaller shipyards or specialised companies. In the general course of shipbuilding operations, major shipbuilders rely heavily on in-yard subcontract labour, mostly in production, to provide management with the flexibility that the traditional Japanese labour employment system does not accommodate. Medium-sized Japanese shipbuilders are less vertically integrated than the six majors. They evolved this structure primarily to minimise fixed costs. These medium-sized shipbuilders outsource to a much higher level than their major counterparts, especially in design and research and development functions. At least one of these builders, Shin Kurushima, has established a subsidiary company to handle all pipe work for its multiple shipyards. Typically, 30 to 50 percent of the workforce for this size of shipbuilder will be made up of subcontractors. The South Korean shipbuilders¹¹ are vertically integrated, maintaining more functional capabilities in-house than other leading shipbuilders. They rely little on total outsourcing in their shipbuilding processes. This is partly a result of their very large scale of operations. In addition, there was little existing supplier infrastructure when the Korean shipbuilding industry began its period of high growth in the s. This left the shipbuilders with little choice but to develop and retain in-house the various functions required to build ships. Regarding peak outsourcing, South Korean practice is similar to that of the Japanese shipbuilders. The two dimensions in the figure represent whether a shipbuilder retains in-house capability for a wide range of functions i.

2: Outsourcing and Outfitting Practices: MGMOD : John F. Schank :

Advises how the United Kingdom should best use modern outsourcing and outfitting practices for shipbuilding in the years to come.

Will Google and Amazon enter the outsourcing business? The article says that traditional outsourcing has reached the limit of the savings it can produce. Who invented the e-book? The article, and Hart, are mum on whether Gutenberg will strike future deals with Google. Whatever happened to Google Editions , an e-bookstore that was slated to launch this summer, anyway? The baby jean bright-spot. You may not be able to afford your mortgage payment, but can you afford not to outfit your baby in the latest skinny jeans? As the recession continues to hammer the retail industry, parents are apparently spending lavishly on outfitting their babies. And trendy new items, such skinny jeans for chubby toddlers, are a particular bright spot. Finding the right market for your start-up. Emily Hickey has a post at her blog EarlyStager about the qualities to look for in a market before parking your start-up there via ReadWriteWeb. The key components, according to Hickey, include lots of other start-ups, strong media interest, a healthy investor community, and "big incumbent anxiety. Would you like a fresh-baked brownie with that headstone? The Journal explains this curious trend: To attract more customers, cemetery superintendents say they must lighten up their image. According to the Journal , the success of Townsend St. Not only does Twitter call the neighborhood home, but sites like Yammer, Eventbrite, Shop It To Me, and TechCrunch have all set up shop in Townsend, and are even competing with one another to see who can grow the fastest. The New York Times writes about a turnaround at FreshDirect, an online grocer that makes 45, deliveries a week to customers in the Northeast. The company was extremely successful at attracting first-time buyers through incentives, but about 85 percent of them just placed one or two orders before giving up on the site. We bruised the produced. He weaned the company off of incentives, and focused exclusively on growing revenues by providing good service to return customers.

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Outsourcing and Outfitting Practices: Implications for th and millions of other books are available for Amazon Kindle. Learn more Enter your mobile number or email address below and we'll send you a link to download the free Kindle App.

Advanced Outfitting Practicesâ€”Electrical Power 2. Advanced Outfitting Practicesâ€”Electrical Power 3. Advanced Outfitting Practicesâ€”Painting and Insulation, 3. UK Workforce Distribution by Age 36 3. The research effort finds that the shipbuilders in the United Kingdom should continue to use their current outsourcing practices as they build the new warships. However, these builders also should consider expanding these efforts by having subcontractors build crew cabins, meeting rooms, dining facilities, galleys, and other portions of the ship that could be supplied and installed as modules. The anticipated size of the CVF makes it unlikely that any single UK shipyard will be able to produce the vessel, given current production capacities. Earlier RAND research noted that the nearsimultaneous demands from several MOD programmes might seriously strain the available capacity of the UK shipbuilding industrial base. It focused on the costs and utility of using outsourcing i. Summary xv struction to reduce the total workload demand of the programme. We reviewed past studies and related literature on outsourcing and outfitting, and created and conducted two surveysâ€”one on outsourcing, the other on outfittingâ€”of selected shipbuilders in the United Kingdom, United States, European Union, and Asia. In addition, our research team conducted follow-up interviews with managers of the shipbuilders who had been surveyed as well as other industry experts. The survey on outsourcing practices requested both quantitative and qualitative data. We asked for data on outsourcing of functions associated with constructing the hull and other large structures sand blasting, priming, painting, or fabricating and with preparing and installing subsections of ships e. The survey of outfitting practices was similar to its outsourcing survey. We asked various shipbuilders in the United Kingdom, United States, and European Union to provide quantitative and qualitative data on the level of advanced outfitting they typically use to accomplish various functional tasks at different stages of construction. The survey asked about how much outfitting the shipbuilders perform at each stage and the cost or time outfitting tasks take at the unit or block, grand block, and assembled ship stages of construction. We also posed questions about factors that limit the ability to do more advanced outfitting. Upon receiving the completed surveys, we conducted on-site visits and interviews with managers at each shipyard to ensure that we had completely understood their responses. Outsourcing Practices The survey found that shipyards employ two types of outsourcing: Total outsourcing involves a shipbuilder subcontracting a complete functional task, such as electrical, HVAC, or painting, to an outside firm. In this case, the shipbuilder retains no in-house labour capability to perform the function, although the shipyard may provide facilities e. Peak outsourcing occurs when a shipbuilder uses a subcontractor or temporary labour to augment in-house capabilities during times of peak demands. This is done to reduce the shipyard workforce when demands decrease if faced with strict national labour policies limiting the ability to terminate workers, or to accelerate operations when schedules start to slip. Parte 1 de 5.

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The United Kingdom's Ministry of Defense (MOD) tasked the RAND Corporation to assess the outsourcing and outfitting practices of various countries' shipbuilders in an effort to provide recommendations for the ministry to better manage the production of two new aircraft carriers, as well as other new ships for the Royal Navy.

Numerous research reports have been published characterizing cost growth resulting from poor planning and design practices. The following are a few of the key statistics contained in documents abstracted for this study: Total project engineering costs average 20 percent of TPC in addition to design costs discussed above, includes planning, development, and project management costs TBR, Project rework costs average Eighty percent of this rework results from errors and omissions in the design documents. The remaining 20 percent results from poor construction practices CII, a. Fifty percent of construction change orders result from errors in the design documents directly related to improper interfaces between design disciplines civil, structural, architectural, electrical, and mechanical. These change order costs contribute anywhere from 0. Comprehensive review of project document development during the design phase of acquisition should cost from 0. To evaluate the value of thorough concept definition, a CII-led review of 62 projects compared final TPC against the estimated TPC at time of project approval for construction. The 21 projects with the highest degree of definition averaged 4 percent cost underrun. The middle 21 projects averaged 2 percent cost underrun. The 21 projects with the lowest definition averaged 16 percent cost overrun CII, Indirect costs, the business impact costs discussed above, are highly variable and very difficult to estimate, but are potentially huge. The implication of these statistics is that opportunity exists to significantly reduce TPC by conducting an effective design review process. The potential savings range from a minimum of 3 percent to as much as 20 percent, and even higher when indirect savings are taken into account. Intuitively, good design review practices result in the preparation of more comprehensive and accurate construction documents, which in turn result in lower project construction costs. Areas of savings include less rework on the part of the construction contractor, fewer change orders to the owner for correction of design errors or omissions, and the cost of belatedly adding project upgrade features that should have been addressed in the original design. By reducing changes that are required during the construction phase, good design review practices also generate significant indirect cost savings by avoiding costs associated with loss of productivity during construction-delayed facility start-up, and litigation. Adding Value to the Facility Acquisition Process: Best Practices for Reviewing Facility Designs. The National Academies Press. This process of comparison is called benchmarking. The real value of benchmarking results from follow-up activities: Identifying the similarities and differences in competing process practices. Understanding which practices in the best process produce such good results. Several organizations have conducted benchmarking activities within the construction industry, including IPA of Reston, Virginia. The CII benchmarking program uses the following definitions and objectives: A quantifiable, simple, and understandable measure, which can be used to compare and improve performance. The principles of benchmarking are appropriate for those organizations interested in measuring and improving the relative performance of their facility acquisition and design review processes. The information age is all about calculating, validating, documenting, and communicating information. It has already caused a profound transformation of the facility acquisition process, with that transformation continuing to accelerate. Slide rules have given way to calculators and computers. Drafting tables, T-squares, and triangles have been replaced with computer-based automated design and engineering. Construction documents are now stored, published, and distributed electronically rather than through massive paper trails. Today it is common to use computers to construct and display three-dimensional models of projects in order to check for interference fits and visualize architectural and structural features. Audio conferencing, video conferencing, and Internet connectivity allow design reviews to occur in real time as virtual meetings without the need to assemble teams and documents at designated locations. Indeed, the problem becomes one of information overload "with so much data so easily available, reviewers must become proficient at managing this data flow in order to exploit the opportunity it presents. This marriage of architecture, engineering, and computer sciences is relatively new,

but widely recognized. They must also become information managers, conversant and comfortable with the newest tools by which information is documented and distributed. CONCLUSIONS As the foregoing discussion indicates, during the s and s, a number of business practice studies were conducted by construction trade associations, professional societies, and academic groups to better understand which practices produced better results in terms of facility performance, quality, cost, and schedule. These studies concluded that quality design yields buildings that perform well throughout their service lives NRC, These business practice studies also found that decisions made during the conceptual planning phase will establish initial constraints limiting future design flexibility. Those parties involved should focus upon ensuring that the evolving facility design incorporates high standards of professional engineering practice with regard to architectural, civil, structural, electrical, and mechanical systems and their interfaces. Such structured formality helps ensure the widest possible participation of interested parties during the review, including specialists and consultants who bring expertise in such areas as value engineering, constructability 3 , biddability 4 , operability, maintainability, and environmental compliance. During the procurement phase, the review of designs can continue to contribute to overall project success by monitoring progress made in ordering the various items of long-lead-time equipment. It is not unusual for suppliers to detect errors in the ordering specifications, or to make substitution recommendations for either greater economy or performance enhancement. The review team should evaluate the impact of these changes on facility performance, quality, cost, and schedule. It is almost inevitable during the construction phase that scope of work changes by the owner, errors and omissions in the plans, unknown or changed site conditions, and creative initiatives on the part of construction staff will result in recommended changes to the facility design. Design reviews in this phase should focus on assessing the impact and advisability of changes on facility performance, quality, cost, and schedule. Design reviews should continue into the start-up phase. At this juncture it is important to document the results achieved by conducting what is commonly referred to as a postoccupancy evaluation, whose purpose is to record 3 In constructability reviews, experienced construction managers look for such items as inappropriate materials, physical barriers, and complex interfaces that will unnecessarily complicate the construction phase. Page 23 Share Cite Suggested Citation: Lessons learned during the five facility acquisition phases concerning design strengths and weaknesses should be recorded for use in improving future similar project activities. Is the approach taken in each of the specialty areas architectural, civil, mechanical, and electrical commensurate with professional standards? Does the design comply with all applicable codes such as fire protection, life safety, and access? Is the overall presentation representative of established architectural standards? Are there any less expensive methods or materials that could be used in the design without impacting project quality or performance? Are the construction documents sufficiently clear and comprehensive so construction contractors will have no difficulty developing an accurate bid with minimal allowance for contingency? Does the design impose any unnecessarily difficult or impossible demands on the construction contractor? Does the facility design allow for easy and cost-effective maintenance and repair over the useful life of the facility? Based on a review of the construction, start-up, and ongoing functioning of the facility, could any unexpected difficulty have been avoided by a different design approach?

5: Naval Shipbuilding in the United Kingdom

Advises how the United Kingdom should best use modern outsourcing and outfitting practices for shipbuilding in the years to come. The United Kingdom's Ministry of Defence (MOD) is preparing for the construction of the Royal Navy's two new Future Aircraft Carriers (CVFs), slated to enter service in and , respectively.

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