CHAPTER 1.2

THE ROLE AND CAREER OF THE INDUSTRIAL ENGINEER IN THE MODERN ORGANIZATION

Who are IE

Perception

- Stopwatch-and-clipboard-bound supervisors

In Fact

- Troubleshooters
- Productivity improvement experts
- Systems analysts
- Continuous process improvement engineers
- Vice presidents of operations

Canadian Retailing…

Profile
- Loblaw Companies
- $18 billion sales

Roles of IE
- Retail
- Distribution
- Transport
- Finance
- Procurement

Industrial engineers have been present in the Loblaw organization for almost 20 years

Canadian Retailing

The department has become involved in every aspect of the business

- Manufacturing
- Transport
- Distribution
- Logistics
- Retail
- Information flow design
- Procurement
- Supply chain management
- Performance measurement

Projects Where Industrial Engineers are a Key Asset

- *Warehouse management system design and implementation*

- *Distribution network design*

- *Labor management system design and implementation*

- *Store design and process improvement*

Walt Disney World

Profile
- 4 theme parks
- 3 water parks
- 16 resort hotels
- Over 80 attractions
- Over 250 restaurants and retail shops
- 5 golf courses
- 2 cruise ships
- 1 sports complex.
- Over 55,000 employees

Spread among 30,000 acres

Industrial engineering at Walt Disney World

- Facilities maintenance

- Central shops

- Downtime analysis

- Job shop planning and scheduling

Major project at WDW

- **Productivity Improvement**

- **Guest Flow Analysis**

- **Capacity Sizing**

- **Labor Forecasting and Scheduling**

Key Success Factors

- Be Flexible, but Focused
- Apply Industrial Engineering Concepts to Real-World Problems
- Understand the "Big Picture"—How Change Initiatives Impact the Overall Organization
- Understand and Analyze the Current Processes Accurately
- Follow Through on Implementation

Reading Assignment

- Key threats to the profession
- Key success factors (Before Conclusion)

"Diversity of tools leads to diversity of opportunities yields diversity of experiences, learnings, and fulfillment."