



WOMEN IN GAMING & HOSPITALITY
INTRUST SUPER SCHOLARSHIP

LEADING OPERATIONAL EXCELLENCE



COMPLETED BY DAISY BROWN
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In an industry that is constantly evolving and adapting to the ever-changing world around us, leading operational excellence in our workplaces has never been so challenging. There is an increased need to understand the philosophy that embraces both strong leadership and problem-solving that is the key to facilitating continuous improvement, and then implement this in a business successfully, all whilst juggling the impact of a global pandemic that is so greatly affecting the industry.

LEAD | OPERATIONALISE | EXCEL

“Organisations that are most effective at aligning their operational capabilities to their customer value propositions, win their respective markets.” This course has taught me the three languages of operations - process, innovation and improvement, and money, and how to effectively balance these for operational success within the business. A key component of this success is knowing how to balance creativity and discipline, and being able to adapt and differentiate in our industry, which I believe to be so vital now more than ever in the challenging times we face.

Over the 6-week course, a number of modules were covered including balancing creativity and discipline, process analysis, analysis of capacity, service quality, capacity, demand and profit, and operational leadership. Below I have outlined my top 3 takeaways from MIT's Leading Operational Excellence, which I believe have provided me with invaluable knowledge to be able to take back into the workplace.

THE STRATEGIC ROLE OF OPERATIONS

- Operations is not just about tactics, reducing costs or manufacturing. When used with the right balance of creativity and discipline, operations can create competitive advantage for a company.
- However, there have to be trade-offs as you can't always have the best product for the lowest price.
- Therefore, you want to identify your strengths, and keep these as your focus.
- Additionally, respect people within the business and incentivise innovation and improvements by investing back in those people, as this is key to success.
- Ultimately, you have to continuously improve! Differentiate your business and be able to adapt.

UNDERSTANDING AND IMPROVING PROCESSES

- The four steps to getting capacity just right within the business - demand and capacity analysis, understanding and displaying the data, and connecting data to key performance indicators and decision making.
- How to analyse capacity, efficiency, effectiveness, utilisation, flexibility and quality to ensure processes are effective and that you can achieve the perfect capacity.
- The importance of identifying bottlenecks in processes, how you can present these to fellow managers in terms that anyone can understand, and how to rectify these.

A DIFFERENT PERSPECTIVE

Perhaps the most important experience and knowledge I gained from this course is how to look at the business and our processes from a different perspective.

In my application for this scholarship, I was asked to indicate my future leadership aspirations within the industry. The key to my answer was this: "I want to excel in a role where I can influence and mentor others to assist them in achieving their own aspirations, whilst implementing a strategy and vision to continue diversifying our industry... I want to achieve my goal to become an inspirational leader within the gaming and hospitality industry."

“ *Being an Operation's Manager is a privilege, and a big responsibility, because the types of decisions you make effect people's lives, not just company profits.* ”

The above quote was read to us in the final module of the course, and this truly resonated with me. We are in an industry where we have the opportunity to change lives, and I believe all businesses should be looking at their operations with this perspective in mind. By doing so, I believe every business has the ability to be at the forefront of our industry, thus diversifying gaming and hospitality with the right balance of creativity and discipline.

I would like to once again thank Women in Gaming & Hospitality and Intrust Super for providing me with this opportunity to learn and grow as a leader in our industry. I look forward to being able to put in to practice what I have learnt from this course, and continue to lead, and excel to drive success in my workplace.



MASSACHUSETTS INSTITUTE OF TECHNOLOGY SLOAN SCHOOL OF MANAGEMENT

THIS IS TO CERTIFY THAT

Lucinda Daisy Brown

HAS SUCCESSFULLY COMPLETED THE EXECUTIVE PROGRAM

Leading Operational Excellence

August 2021

A handwritten signature in black ink, appearing to read 'Peter Hirst'.

PETER HIRST
Senior Associate Dean, Executive Education

A handwritten signature in black ink, appearing to read 'Charlie Fine'.

CHARLIE FINE
Faculty Director

A handwritten signature in black ink, appearing to read 'Stephen Bailey'.

STEPHEN BAILEY
Founder and CEO ExecOnline, Inc.

ISSUED DATE
August 22, 2021

CERTIFICATE ID
1-86889-173032-1629605825