

OPERATION MANAGEMENT HEIZER 8E Online PDF

Operation Management Heizer 8e: A Comprehensive Guide to Enhancing Business Efficiency

Operation management is a critical component for any organization seeking to optimize its processes, improve productivity, and deliver value to customers. The Heizer 8e edition of "Operations Management" by Jay Heizer and Barry Render is a widely recognized textbook that provides in-depth insights into the principles, strategies, and practical applications of operation management. This guide aims to delve into the key concepts covered in the Heizer 8e edition, offering a structured overview to help students, professionals, and business leaders understand and implement effective operations management practices.

Understanding Operation Management

Definition and Importance

Operation management involves designing, overseeing, and controlling the processes that produce goods and services. Its primary goal is to maximize efficiency, quality, and customer satisfaction while minimizing costs. Effective operation management directly influences an organization's competitiveness and profitability.

Core Objectives of Operation Management

- Improving process efficiency
- Ensuring product and service quality
- Reducing operational costs
- Enhancing flexibility and responsiveness
- Innovating for continuous improvement

Key Topics Covered in Heizer 8e

1. Operations Strategy

This section discusses aligning operational capabilities with overall business strategy to achieve competitive advantage.

- Market-based strategies
- Process selection and design
- Capacity planning
- Supply chain integration

2. Product Design and Process Selection

Designing products and processes that meet customer needs while maintaining efficiency.

- Types of processes (job, batch, line, continuous)
- Design for manufacturability
- Product lifecycle considerations

3. Capacity Planning

Determining the production capacity needed to meet demand efficiently.

- Long-term capacity planning
- Capacity utilization
- Economies of scale

4. Layout Strategies

Arranging physical facilities to optimize workflow and reduce costs.

- Process layout
- Product layout
- Cell layout
- Fixed-position layout

5. Supply Chain Management

Managing the flow of materials, information, and finances across the entire supply chain.

- Supplier selection and evaluation
- Inventory management
- Logistics and distribution

- Just-in-time (JIT) systems

6. Quality Management

Ensuring products and services meet customer expectations through systematic quality control.

- Quality assurance and control tools
- Six Sigma methodology
- Continuous improvement (Kaizen)

7. Scheduling and Project Management

Planning and controlling tasks to ensure timely completion.

- Gantt charts
- Critical Path Method (CPM)
- Program Evaluation and Review Technique (PERT)

8. Inventory Management

Balancing inventory costs with customer service levels.

- Economic Order Quantity (EOQ)
- Safety stock
- Reorder points

Applying Operation Management Principles in Real-World Scenarios

Case Study: Manufacturing Firm Optimization

A manufacturing company aiming to improve throughput and reduce waste might apply the principles from Heizer 8e as follows:

- Assess current process flows and identify bottlenecks
- Redesign layout to facilitate smoother operations
- Implement just-in-time inventory to reduce waste
- Adopt quality control tools like Six Sigma to minimize defects

- Use capacity planning to match production with demand forecasts

Case Study: Service Industry Enhancement

A hotel chain seeking to improve customer satisfaction can utilize concepts from the textbook:

- Streamline service processes to reduce wait times
- Train staff in quality management practices
- Optimize resource allocation through scheduling techniques
- Implement feedback systems for continuous improvement

Strategic Importance of Operation Management in Business Success

Competitive Advantage

Effective operation management enables organizations to outperform competitors by delivering higher quality products and services more efficiently.

Cost Leadership

Streamlining processes reduces operational costs, allowing businesses to offer competitive pricing.

Customer Satisfaction

Consistent quality, timely delivery, and responsive services foster loyalty and positive brand reputation.

Innovation and Growth

Continuous process improvement and adoption of new technologies open avenues for innovation and expansion.

Emerging Trends in Operation Management Based on Heizer 8e

1. Technology Integration

Adoption of automation, robotics, and data analytics for smarter decision-making.

2. Sustainability and Green Operations

Implementing environmentally friendly practices to reduce carbon footprint.

3. Digital Supply Chain

Leveraging cloud computing, IoT, and AI to enhance supply chain visibility and responsiveness.

4. Agile Operations

Fostering flexibility to adapt quickly to market changes and disruptions.

5. Service Operations Innovation

Enhancing customer experiences through digital platforms and personalized services.

Conclusion

The Heizer 8e edition of "Operations Management" offers a comprehensive framework for understanding and applying operation management principles across various industries. By mastering topics such as strategy formulation, process design, quality control, and supply chain management, organizations can achieve operational excellence. Emphasizing continuous improvement and embracing emerging technological trends are vital for sustained success in today's dynamic business environment. Whether you are a student, manager, or entrepreneur, leveraging the insights from Heizer 8e can significantly enhance your organization's efficiency, competitiveness, and growth potential.

For further reading and in-depth understanding, exploring the full Heizer 8e textbook and accompanying case studies is highly recommended. Implementing these principles effectively can transform operational challenges into strategic advantages, ensuring long-term business success.

Operation Management Heizer 8e: An In-Depth Review and Analysis

Operation management Heizer 8e stands as a cornerstone in the study and practice of modern operations management. As the eighth edition of the widely acclaimed textbook authored by Jay Heizer and Barry Render, it offers an extensive and detailed exploration of the principles, strategies, and tools that underpin effective management of operations within diverse organizational contexts. This edition continues to build upon its predecessors by integrating contemporary topics such as sustainability, global supply chains, and technological advancements, making it an essential resource for students, educators, and practitioners alike.

Overview of Operation Management Heizer 8e

A Brief Introduction

Operation management is the discipline concerned with designing, overseeing, and improving organizational processes that produce goods and deliver services. The Heizer and Render textbook has long been recognized for its clarity, comprehensive coverage, and practical approach. The 8th edition, in particular, emphasizes real-world applications, case studies, and interactive content to bridge the gap between theory and practice.

Target Audience and Usage

Primarily aimed at undergraduate students studying operations management, this textbook also serves as a valuable resource for MBA students, practitioners, and managers seeking to update their knowledge on contemporary operational strategies. Its modular structure facilitates both classroom instruction and self-guided learning, with chapters designed to build progressively on key concepts.

Core Content and Theoretical Foundations

Principles of Operations Management

At its core, the textbook introduces foundational principles such as:

- Process analysis and design: Understanding how work flows through an organization and optimizing it for efficiency.
- Capacity planning: Ensuring that operations can meet demand without excessive idle time or overextension.
- Quality management: Incorporating Total Quality Management (TQM), Six Sigma, and continuous improvement.
- Supply chain management: Managing the entire flow from raw materials to finished goods, emphasizing coordination and collaboration.

Heizer 8e emphasizes that these principles are interconnected and vital to achieving strategic objectives like cost reduction, customer satisfaction, and agility.

Integration of Contemporary Topics

The eighth edition advances traditional themes by weaving in topics such as:

- Sustainability and green operations: Encouraging environmentally responsible practices.

- Globalization of supply chains: Addressing challenges and opportunities in international sourcing.
- Technology and automation: Examining the impact of Industry 4.0, IoT, and AI on operations.
- Service operations and service quality: Recognizing the growing significance of services in the modern economy.

This holistic approach ensures that readers are not only equipped with theoretical knowledge but also understand its application in rapidly evolving industries.

Structure and Pedagogical Features

Organized and Modular Content

The book is structured into clearly defined chapters, each focusing on specific aspects of operation management:

- Introduction to Operations Management
- Strategy and Competitiveness
- Product Design and Process Selection
- Capacity Planning
- Supply Chain Management
- Location Planning
- Facility Layout and Design
- Scheduling and Project Management
- Inventory Management
- Quality Management
- Lean Operations and Just-in-Time
- Six Sigma and Continuous Improvement
- Managing Service Operations
- Managing Global Operations

This sequence facilitates logical progression from fundamental concepts to advanced topics, allowing learners to build knowledge systematically.

Pedagogical Features

- Case Studies: Real-world examples from companies like Toyota, Amazon, and FedEx elucidate concepts.
- End-of-Chapter Questions: Designed to reinforce understanding and promote critical thinking.

- Visual Aids: Diagrams, process flowcharts, and tables clarify complex ideas.
- Simulations and Interactive Content: Some editions incorporate digital tools to enhance engagement.

Analytical Insights into Key Topics

Operations Strategy and Competitiveness

Heizer 8e emphasizes that operations strategy is crucial for aligning operational capabilities with overall business objectives. It advocates a strategic perspective that considers market positioning, customer needs, and competitive advantages. By integrating frameworks like Porter's Five Forces or SWOT analysis, the textbook guides students in understanding how operational decisions influence a firm's position in the marketplace.

Process and Capacity Design

The book delves into process analysis tools such as process mapping, value stream mapping, and process flowcharts. It underscores the importance of designing flexible processes that can adapt to changing demand patterns. Capacity planning is examined through models like the capacity cushion and the decision between lead and lag strategies, highlighting trade-offs between responsiveness and cost-efficiency.

Quality Management and Continuous Improvement

A significant portion is dedicated to quality philosophies, including TQM, Six Sigma, and Kaizen. The textbook stresses that quality is a strategic asset, not merely a cost factor. Case examples illustrate how companies have leveraged quality initiatives to improve customer satisfaction and reduce costs, emphasizing that quality management must be embedded in organizational culture.

Supply Chain and Global Operations

In light of globalization, Heizer 8e explores the complexities of managing international supply chains, including risks like geopolitical instability and currency fluctuations. The book advocates for strategic sourcing, supplier relationships, and supply chain resilience. It also discusses emerging trends like supply chain visibility and blockchain technology.

Technology and Automation

The edition emphasizes the transformative impact of automation, robotics, and data analytics. It discusses Industry 4.0 concepts, including the Internet of Things (IoT), cyber-physical systems, and artificial intelligence, highlighting how these innovations drive efficiency, customization, and real-time

decision-making.

Critical Evaluation and Industry Relevance

Strengths

- **Comprehensiveness:** The textbook covers a broad spectrum of topics, ensuring that readers gain a holistic view.
- **Practical Orientation:** Case studies and real-world examples foster application-oriented learning.
- **Updated Content:** Inclusion of current trends like sustainability, global sourcing, and Industry 4.0 make it relevant.
- **Pedagogical Tools:** Effective features like questions and visual aids enhance understanding.

Limitations

- **Complexity for Beginners:** The depth and breadth might be overwhelming for absolute beginners without prior background.
- **Rapid Technological Changes:** The fast pace of technological innovation means some content may require supplementary updates or contemporary case studies.
- **Global Focus:** While global perspectives are integrated, regional or industry-specific nuances might be underrepresented.

Industry and Academic Impact

Heizer 8e has significantly influenced both academia and industry practices. Its frameworks and tools are frequently adopted in university courses and corporate training programs. The emphasis on integrating sustainability and technology aligns with industry trends, making it a valuable reference for strategic decision-making.

Conclusion

Operation management Heizer 8e stands as a definitive resource that captures the evolving landscape of operations management. Its comprehensive coverage, combined with practical insights and modern topics, makes it an indispensable guide for students, educators, and industry professionals seeking to understand and excel in managing complex operational systems. As organizations worldwide grapple with rapid technological change, globalization, and sustainability challenges, this edition provides the analytical foundation and strategic frameworks necessary to navigate the future of operations management successfully.

In essence, Heizer's 8th edition not only educates but also inspires innovative thinking and continuous improvement ? vital attributes for thriving in today's competitive and dynamic business environment.

QuestionAnswer What are the key concepts of operation management covered in Heizer 8e? Heizer 8e covers fundamental concepts such as process design, capacity planning, supply chain management, quality control, and project management to optimize operational efficiency. How does Heizer 8e address the integration of sustainability in operations? The textbook emphasizes sustainable operations by discussing eco-friendly process design, waste reduction, and sustainable supply chain practices to promote environmentally responsible management. What are the latest trends in operation management discussed in Heizer 8e? Heizer 8e discusses current trends such as automation, Industry 4.0, data analytics, lean operations, and digital transformation to enhance productivity and competitiveness. How does Heizer 8e approach the topic of service operations management? The book explores service process design, service quality, customer satisfaction, and service delivery systems to improve efficiency and customer experience in service industries. What tools and techniques are emphasized in Heizer 8e for decision-making in operations? Heizer 8e highlights tools like forecasting, process analysis, queuing theory, and simulation modeling to support effective decision-making in operations management. In what ways does Heizer 8e incorporate global operations management strategies? The textbook discusses global supply chains, international logistics, cross-cultural considerations, and strategies for managing operations across multiple countries to succeed in a globalized market.

Related keywords: operations management, heizer operations, production management, supply chain management, process analysis, quality management, capacity planning, inventory control, lean manufacturing, service operations

JAY HEIZER AND

Jay Heizer and his influential contributions to the field of operations management and supply chain management have established him as a prominent figure among academics and industry professionals alike. With a career spanning several decades, Jay Heizer's work has significantly shaped modern approaches to business process optimization, strategic planning, and managerial decision-making. His extensive research, textbooks, and consulting engagements have made him a trusted authority in the realm of operations, enabling organizations worldwide to improve efficiency, reduce costs, and enhance customer satisfaction.

Who Is Jay Heizer?

Jay Heizer is a distinguished professor, author, and expert in operations management. His academic career has been primarily associated with the University of Texas at Austin, where he has contributed to the development of curriculum and research in operations and supply chain management. Over the years, Heizer has authored and co-authored numerous textbooks that are widely used in business schools globally, making complex concepts accessible to students and practitioners alike.

Academic Background and Career Highlights

- Educational Qualifications: Jay Heizer holds advanced degrees in business administration and management, with a focus on operations.
- Teaching Career: He has served as a professor at top universities, sharing his expertise with generations of students.
- Research Contributions: His research areas include process analysis, quality management, inventory control, and strategic operations planning.
- Industry Engagement: Beyond academia, Heizer has worked with various corporations, offering consultancy and strategic advice.

Key Contributions of Jay Heizer to Operations Management

Jay Heizer's work has been instrumental in shaping modern operations management practices. His research and publications provide foundational knowledge that bridges theory and real-world application.

Development of Core Concepts

Heizer has helped popularize and develop fundamental concepts such as:

- Process analysis and redesign
- Supply chain integration
- Inventory and quality management
- Capacity planning and forecasting
- Lean manufacturing and Six Sigma methodologies

Authoring Influential Textbooks

Some of the most notable books authored or co-authored by Jay Heizer include:

- Operations Management (with Barry Render and Chuck Munson): A comprehensive textbook covering all facets of operations.
- Principles of Operations Management: Focuses on the fundamental principles guiding efficient operations.
- Supply Chain Management: Strategy, Planning, and Operation: Addresses modern supply chain strategies and digital integration.

These textbooks are considered standard references in academic institutions and are also used by industry professionals for training and reference.

Research and Publications

Heizer's research articles have been published in leading journals such as Management Science, Operations Research, and Production and Operations Management. His studies often focus on:

- Enhancing process efficiency
- Improving supply chain responsiveness
- Implementing technological innovations in operations

Impact of Jay Heizer's Work on Business Practices

The practical implications of Jay Heizer's research and teachings have been profound, influencing how organizations approach operational excellence.

Implementation of Lean and Six Sigma

Heizer's work has been pivotal in promoting lean manufacturing and Six Sigma initiatives, which aim to eliminate waste and reduce variation in processes. Many companies have adopted these methodologies based on principles detailed in his textbooks and research articles.

Supply Chain Optimization

His insights into supply chain management have helped organizations develop strategies that improve product flow, reduce costs, and increase responsiveness to market changes.

Enhancing Customer Satisfaction

By applying Heizer's principles of efficient operations, companies can deliver higher quality products and services faster, boosting customer satisfaction and loyalty.

Jay Heizer's Influence in Education and Training

As an educator, Jay Heizer has influenced countless students and professionals worldwide.

Curriculum Development

His textbooks are mainstays in business school curricula, often serving as the primary resource for courses in operations management, supply chain management, and production systems.

Workshops and Seminars

Heizer frequently conducts workshops, seminars, and executive training sessions, sharing his expertise on topics such as process improvement, strategic operations, and technological integration.

Online Resources and Publications

In addition to traditional teaching, Heizer's work extends to online platforms, where he provides additional learning materials, case studies, and research summaries that benefit a global audience.

Jay Heizer's Recognition and Awards

His contributions have earned him numerous accolades, including:

- Awards from academic associations for excellence in research
- Recognition from industry bodies for practical impact
- Honorary mentions in publications for his leadership in operations management education

Future Trends and the Relevance of Jay Heizer's Work

As technology continues to evolve, the principles pioneered by Jay Heizer remain highly relevant. His focus on process efficiency, supply chain resilience, and strategic planning provides a foundation for navigating future challenges such as digital transformation, Industry 4.0, and sustainability.

Emerging Areas Influenced by Heizer's Work

- Digital Supply Chains: Incorporating IoT, AI, and blockchain for transparency and agility.
- Sustainable Operations: Applying lean principles to reduce environmental impact.

- Automation and Robotics: Streamlining manufacturing and service processes.

By continuously adapting his core principles to new technological contexts, Jay Heizer's work will likely continue to shape the future of operations management.

Conclusion

Jay Heizer's extensive research, authoritative textbooks, and practical insights have made him a cornerstone of operations management and supply chain education. His work not only enhances academic understanding but also provides tangible strategies for organizations seeking operational excellence. Whether through promoting lean methodologies, advancing supply chain strategies, or educating future leaders, Jay Heizer's influence remains vital in the evolving landscape of business operations.

Key Takeaways About Jay Heizer

- Pioneered essential concepts in operations and supply chain management.
- Author of widely used textbooks shaping academic curricula.
- Consults and trains organizations worldwide on operational strategies.
- Continually adapting his principles to emerging technological trends.
- Recognized for bridging theory and practice to improve business performance.

To stay ahead in the competitive world of operations management, understanding Jay Heizer's contributions offers invaluable insights into creating efficient, resilient, and innovative business processes.

Jay Heizer is a renowned name in the field of operations management and business education, recognized for his extensive contributions to the understanding and teaching of supply chain management, operations strategy, and process analysis. His works have significantly influenced both academic curricula and practical applications in various industries worldwide. With a career spanning several decades, Jay Heizer has established himself as a leading authority whose insights continue to shape the way organizations optimize their operations and improve efficiency.

Introduction to Jay Heizer's Contributions

Jay Heizer's influence in the realm of operations management is multifaceted. As an academic, author, and consultant, his work bridges theory and practice, providing valuable frameworks that organizations can adopt to streamline processes, reduce costs, and enhance service delivery. His collaborative works with other scholars, notably Barry Render, have resulted in textbooks that are widely used in universities, making complex concepts accessible to students and practitioners alike.

Academic Background and Career Highlights

Jay Heizer holds advanced degrees in business and management, and his academic tenure includes professorships at various reputable institutions. His research often focuses on the integration of operations strategy with overall business objectives, emphasizing the importance of aligning supply chain activities with competitive priorities.

Publications and Textbooks

Heizer is perhaps best known for co-authoring several influential textbooks, such as Operations Management, which has been adopted globally as a primary resource for teaching the subject. These books are praised for their clarity, comprehensive coverage, and real-world examples that help students grasp the intricacies of operations.

Core Areas of Expertise

Jay Heizer's expertise spans multiple critical aspects of operations management, which include:

Supply Chain Management

Heizer's work in supply chain management emphasizes the importance of integrated processes, effective logistics, and strategic sourcing. His insights help organizations develop resilient supply chains capable of adapting to disruptions and market changes.

Operations Strategy and Process Design

Heizer advocates for aligning operational processes with business strategy, ensuring that organizations not only optimize efficiency but also support long-term competitive advantages. His emphasis on process analysis and redesign has helped many firms innovate and improve their workflows.

Quality and Continuous Improvement

A recurring theme in Heizer's work is the pursuit of quality and continuous improvement through methodologies like Six Sigma and Lean. His teachings encourage organizations to foster a culture of ongoing enhancement.

Features and Strengths of Jay Heizer's Work

His contributions are characterized by several key features that have made his work particularly impactful:

- Comprehensive Coverage: His textbooks and research encompass all fundamental aspects of operations management, making them ideal for both beginners and advanced learners.
- Practical Focus: Incorporation of real-world case studies, industry examples, and application-based exercises helps bridge the gap between theory and practice.
- Clarity and Accessibility: Complex concepts are explained in a straightforward manner, facilitating understanding across diverse audiences.
- Innovative Frameworks: Heizer introduces innovative models and frameworks that aid in decision-making and strategic planning.
- Global Perspective: His work considers international supply chains and global business environments, preparing students and managers for the complexities of modern operations.

Pros and Cons of Jay Heizer's Approaches

While Jay Heizer's work has been widely praised, it's important to consider the advantages and limitations:

Pros

- Educational Excellence: His textbooks are considered standard references in many universities worldwide.
- Practical Relevance: The inclusion of real-world examples makes his teachings highly applicable to actual business scenarios.
- Updated Content: Regular revisions ensure that his materials stay current with evolving industry practices and technological advances.
- Holistic Perspective: Heizer's approach integrates various aspects of operations, including sustainability and ethics.

Cons

- Complexity for Beginners: Some concepts may be challenging for newcomers without prior background in operations.
- Overemphasis on Traditional Models: Critics argue that some frameworks may need further adaptation to rapidly changing digital environments.
- Cost of Textbooks: As with many academic publications, the cost can be a barrier for some students.

Impact on Education and Industry

Jay Heizer's influence extends beyond academia into industry practices. His textbooks are used by

countless universities, shaping the education of future operations managers, supply chain professionals, and business leaders. Many practitioners cite his frameworks and methodologies as foundational tools in their operational improvements and strategic initiatives.

In Academia

His work has helped standardize the teaching of operations management, ensuring consistency and quality across programs worldwide. Professors leverage his materials to introduce students to essential concepts, often supplementing with case studies and industry visits.

In Industry

Organizations adopt his principles to optimize processes, implement lean initiatives, and develop resilient supply chains. His emphasis on strategic alignment and continuous improvement resonates with companies seeking competitive advantage through operational excellence.

Future Directions and Relevance

As the business landscape continues to evolve with technological advancements such as Industry 4.0, artificial intelligence, and digital supply chains, the relevance of Jay Heizer's work remains strong but also calls for adaptation. His foundational principles serve as a springboard for exploring innovative practices like data-driven decision-making, automation, and sustainability initiatives.

Challenges and Opportunities

- Digital Transformation: Integrating digital tools into traditional operations models.
- Sustainability: Emphasizing environmentally responsible practices within supply chain and operations.
- Globalization: Navigating complex international markets and diverse regulatory environments.

Heizer's frameworks provide a solid foundation upon which these modern trends can be integrated, ensuring that his contributions remain pertinent for future generations.

Conclusion

Jay Heizer stands out as a towering figure in the field of operations management, whose work continues to influence both academic thought and practical application. His comprehensive, accessible, and industry-relevant approach has helped shape the education of countless students and the strategic decisions of organizations worldwide. While some may find certain concepts challenging or in need of adaptation to rapid technological changes, the core principles he

advocates efficiency, strategic alignment, continuous improvement—are timeless. As industries evolve and new challenges emerge, the foundational insights provided by Jay Heizer will undoubtedly serve as guiding principles for operational excellence.

In summary, Jay Heizer's legacy is characterized by his dedication to advancing understanding in operations management, his ability to translate complex ideas into practical frameworks, and his influence on both academia and industry. His work exemplifies the intersection of rigorous research and real-world application, making him a pivotal figure for anyone interested in optimizing business operations and building resilient, efficient organizations.

Question Who is Jay Heizer and what is he known for? Jay Heizer is a renowned academic and author, primarily known for his contributions to operations management and supply chain management education. What are some popular books authored by Jay Heizer? Jay Heizer is best known for co-authoring the widely used textbooks 'Operations Management' and 'Principles of Operations Management' alongside Barry Render. How has Jay Heizer influenced the field of operations management? Through his research, teaching, and influential textbooks, Jay Heizer has significantly shaped the way operations management is taught and understood in academia and industry. What is the focus of Jay Heizer's research work? His research primarily focuses on operations management, process analysis, supply chain management, and production systems. Has Jay Heizer received any notable awards in his field? Yes, Jay Heizer has been recognized with several awards for his contributions to education and research in operations management. Is Jay Heizer involved in any academic institutions or organizations? He has been affiliated with multiple universities as a faculty member and often participates in professional organizations related to operations and supply chain management. How do students and professionals benefit from Jay Heizer's work? Students and professionals benefit from his clear explanations, comprehensive textbooks, and insights into efficient operations and process improvement techniques. Are there recent updates or editions of Jay Heizer's textbooks? Yes, his textbooks are regularly updated to incorporate the latest trends and practices in operations management, with recent editions reflecting current industry developments. Where can I find more information about Jay Heizer's publications and contributions? You can find more about his work on academic publisher websites, university faculty pages, and through online platforms like Google Scholar and LinkedIn.

Related keywords: customer service, management, operations, supply chain, business strategy, leadership, organizational behavior, marketing, human resources, entrepreneurship

Read the full article online: [JAY HEIZER AND](#)