

Q 1. List down the competencies needed for an efficient global Operations and Supply Chain. Which competency would you highly prioritize if you are a producer of a semiconductor, which has a global demand in today's scenario. Justify. **(10 Marks)**

Answer:

Competencies needed for an efficient global Operations and Supply Chain include:

Strategic thinking and planning: To have an efficient global Operations and Supply Chain, it is essential to have a long-term strategy that aligns with the organization's goals and objectives. Strategic thinking and planning involve the ability to understand the organization's strengths and weaknesses, market trends, and competitive landscape to develop a plan that can help achieve sustainable growth. This competency requires strong analytical skills, problem-solving ability, and business acumen.

Cross-functional collaboration: Global operations and supply chain management involves working with different teams, departments, and stakeholders across different regions. Effective cross-functional collaboration requires strong communication skills, relationship building, and the ability to influence others. Collaboration is crucial for aligning business objectives, sharing information, and coordinating activities across the organization.

Global business acumen: Global business acumen involves understanding the cultural, political, and regulatory differences in different regions and countries. It also involves keeping up to date with the latest market trends, technologies, and industry best practices. This competency requires a deep understanding of the organization's industry, customers, and competitors.

Operational excellence: Operational excellence is a competency that focuses on continuously improving processes, reducing costs, and improving quality while maintaining customer satisfaction. It involves using lean principles, six sigma methodologies, and other process improvement tools to optimize processes, eliminate waste, and reduce cycle times. Operational excellence requires a strong focus on data analysis, continuous improvement, and collaboration.

Technology and data management: Technology and data management involve leveraging technology and data to improve efficiency, reduce costs, and improve quality. This competency requires a deep understanding of the latest technologies, such as automation, artificial intelligence, and machine learning, and the ability to use data to make data-driven decisions. It also involves ensuring that data is accurate, secure, and accessible to those who need it.

Risk management: Risk management is a competency that involves identifying, assessing, and mitigating risks in the global supply chain. It involves creating a risk management plan that addresses potential disruptions, geopolitical risks, and supplier risks. Effective risk management requires strong analytical skills, risk assessment, and the ability to develop contingency plans.

If I were a semiconductor manufacturer with a need for my product on a global scale, I would place a high priority on technology and data management skills. Because it is so competitive, the semiconductor business needs cutting-edge technology and innovation to stay ahead. Recent years have seen a sharp increase in the demand for semiconductors, driven by new technologies like 5G, artificial intelligence, and the internet of things. Utilizing technology and data is essential to streamline production processes, lower costs, and raise quality. The semiconductor sector can benefit from the use of cutting-edge technologies like automation, artificial intelligence, and machine learning to achieve operational excellence. Additionally, data analytics can be used to forecast demand, spot market trends, and optimize inventory levels. Therefore, having a strong understanding of technology and data management is essential for the semiconductor industry's global operations and supply chain to run smoothly.

Q 2. Online fashion retailer Zalando to lay off hundreds of employees. Google fires 450 staff, Twitter shuts 2 offices; Meta confirms 11000 layoffs etc. If you are one of the founders of service industry which steps, you will take with respected to industry life cycle. **(10 Marks)**

Answer:

Every organization's main issue is how it will continue to exist and grow in the future. An organization needs to establish its strategy, which is a long-term direction of operations to ensure success, to withstand the fierce competition and grow in the future.

To outperform the competition and maintain an advantage, every organization requires a plan. In an organization, a strategy is used at three separate levels.

As a founder of a service industry, if I were to face a situation where there are layoffs and signs of decline in the industry, I would take the following steps with respect to the industry life cycle:

Corporate-level Strategy

Focus on innovation: Innovation is key to staying ahead of the competition and catering to the changing needs of customers. This could involve developing new services or products, improving existing offerings, or implementing new technologies. By continuously innovating, I can keep my business relevant and maintain a competitive edge

Diversify the business: Diversifying the business involves expanding into new markets and offering new services or products. This could involve targeting new customer segments, entering new geographic markets, or developing new product lines. By diversifying the business, I can reduce the risk of relying on a single market and make the business more resilient to market changes.

Business-level Strategy

Analyze the market trends and competition: Analyzing the market trends and competition would involve looking at key indicators such as sales figures, customer demographics, and pricing strategies. By understanding the current state of the industry, I can identify areas where my business is falling short and develop strategies to address them. Additionally, analyzing the competition would help me identify gaps in the market and develop unique value propositions to differentiate my business.

Retain key talent: Retaining key talent involves providing employees with growth opportunities, incentives, and a positive work environment. This could include offering training and development programs, implementing flexible work arrangements, and providing competitive compensation packages. By retaining key talent, I can maintain a skilled workforce and avoid layoffs as much as possible.

Functional-level Strategy

Optimize operations: Optimizing operations involves streamlining processes, reducing waste, and improving efficiency. This could include reducing overhead costs, improving supply chain management, and investing in automation technologies. By optimizing operations, I can improve the profitability of the business and reduce the need for layoffs.

Stay agile: Staying agile involves being opened to change and adapting quickly to new circumstances. This could involve implementing new technologies, developing new business models, or pivoting the business to address changing market needs. By staying agile, I can quickly respond to changes in the market and stay competitive.

By taking these steps, I believe that I can mitigate the impact of the industry life cycle and ensure the long-term success of the business.

Q 3. The Landmark Group owned "Home Centre" has grown into one of the largest retail and hospitality conglomerates in India. They have presence in India, North Africa and Dubai operating over 630 stores across 145 cities with over 9.4 million square feet of retail space. The company is planning for an aggressive growth in the next 5 years and as part of this is planning to expand to business to many countries in South America and Far East. The biggest challenge they face is of shipping the heavy furniture and maintaining the huge inventory, which adds on to a lot of costs.

a. You are appointed as business consultant in the organization. Suggest some different level of strategies that ultimately helps them. **(5 Marks)**

Answer:

Here are some tactics I would recommend as a business consultant to The Landmark Group-owned "Home Centre" to help them get over the difficulties of transporting heavy furniture and keeping a sizable inventory while growing their business:

Improve Supply Chain: The business should concentrate on improving its supply chain to cut down on shipping expenses and inventory carrying costs. This can be accomplished by putting advanced logistics software to use and applying lean inventory management practices to control the flow of items across their supply chain. They can lower the price of delivering bulky furniture and cut inventory carrying expenses by streamlining the supply chain.

Concentrate on Localization: The business might concentrate on localizing its operations in the new nations it intends to grow into. Understanding the customs, tastes, and laws of the area is necessary for this. They can cut transportation costs, lessen inventory carrying expenses, and provide goods that are catered to regional preferences by adjusting local demands.

Accept digitization: The business should accept digitization to lessen its reliance on physical warehouses and stores. They can save the costs of maintaining a sizable inventory and shipping bulky furnishings by utilizing e-commerce platforms and virtual stores. They can contact more customers outside of physical stores and open up new markets by embracing digitalization.

Collaboration with Local Partners: To create a local presence in the new markets, the business can work with regional partners. They may be able to minimize inventory carrying expenses and cut back on transportation costs as a result. They may access local expertise and information by collaborating with local businesses, which can be helpful when entering new markets.

Adopt Sustainable Practices: The business should use sustainable practices to lessen its impact on the environment and cut costs. Utilizing eco-friendly products, streamlining transportation routes, and cutting waste are ways to do this. By implementing sustainable practices, they can also win over customers who are becoming more concerned about the effects their purchases have on the environment.

b. Explain different expansion strategies with respect to "Home Centre" **(5 Marks)**

Answer:

The "Home Centre" owned by The Landmark Group can develop their business through several different methods. Several of the typical tactics include

Franchising: The company has the option of franchising its business model, enabling independent business owners to run their own Home Centre stores in new markets using the company's brand and operational framework. Given that the franchisees oversee financing and running their businesses' operations, this may be a financially advantageous method of growth.

Joint ventures: To take advantage of their partners' local knowledge and skills while sharing the risks and expenses of expansion, the corporation can enter joint ventures with local partners in new areas. This can speed up their entry into new markets and assist companies in overcoming cultural and legal obstacles.

Greenfield Investment: The business has the option to invest in constructing brand-new shops and storage facilities in untapped regions. Although this method can be capital-intensive, it gives the business total operational control and the flexibility to adjust as necessary to local conditions.

Acquisitions: The corporation may think about mergers and acquisitions as a rapid approach to enter new markets. The organization may be able to use well-established client and distribution networks as well as other beneficial resources like technology and expertise.

E-commerce: The business can grow its e-commerce operations, enabling it to reach customers in new markets without the use of physical locations by selling its items online. By using this tactic, the business can reach more clients while spending less on maintaining a large inventory and shipping heavy furniture.

Licensing: To allow them to produce and market Home Centre items under the company's brand, the company may decide to license its brand to other businesses in new markets. This tactic may be a practical way to enter new markets while lowering the risks and expenses associated with starting a brand-new business from scratch.

The business must carefully weigh the advantages and disadvantages of each expansion strategy before deciding which one best fits its long-term goals and objectives.