BMW(Bayerische Motoren Werke AG) is a Multinational corporation of Germany. This company manufactures different types of cars and motorbikes. Its headquarters are in Munich, Germany. Currently, this company is trying to expand its manufacturing firm in Asia. They choose the country India for this purpose. There are different models in India that the company is set to launch. There are 18 models of cars in India, which includes 7 cars in SUV categories, 6 cars in Sedan, 4 in Coupe category and the last one is in Convertible category. This report is analysing the new project plan of the firm as well as the strategy for expanding the business in India.

**New project plan for BMW 1000 / 200**

**Type of operation and layout of the operation**

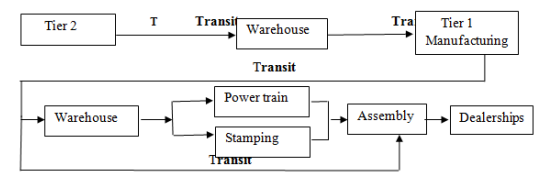


Image 1: supply chain of automobile

Source: (Supply chain of automobile, 2021)

The vehicle is a product itself and above this picture, it has been shown how the supply system works. There are so many automaker brands available but what makes BMW the supper supplier? Well BMW has spent millions of dollars on making their supply facility no.1 and also BMW follows the JIT system. JIT’s full form is just in time, it explains that BMW is always on the way to delivering its product with the fastest technology. BMW takes orders from two of its local dealers and also from across the world. It has large investments in the international market. In the picture it has been shown that first vehicles are manufactured and then they have to be transferred to a warehouse. After that, the products have to be delivered to the dealers. So this is the way BMW follows including modern technology and these vehicles are produced to distribute. There are three crucial aspects of the supply chain these are understanding consumer’s needs, creating alternative steps, and understanding the supply chain capacity

**Process concept and theories**

BMW has a large supply network across the world, behind the success of BMW there is a huge contribution of the best supply network. Innovation, value creation, and quality is the big reason behind the well-maintained supply chain of BMW. The supply chain process of BMW starts and ends with customers. This super supply chain is connected with the customer requirement and with the strategy of mass customisation. Always a customer’s request is captured in the central database. The main criterion is better quality transportation of products for developing the supply chain (Muzylyov, Shramenko, and Shramenko, 2020). In BMW the increment and risks both are carefully measured because it is a vital part of every supply department of an automaker

company.

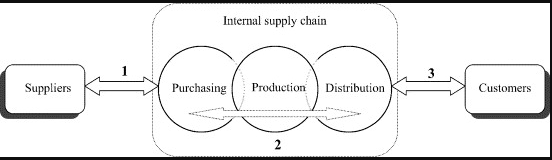


Image 2: Theory of supply chain

Source: (THEORY OF SUPPLY CHAIN, 2021)

Now the question is what is supply chain theory, supply chain theory is the process of balancing between the product and market-related factors. Product-related factors are product customisation and product design. Market-related factors are setting delivery time, and product range. The above picture explains that production is connected with the distribution and purchasing level. Concentrating on the demands of consumers is important for manufacturing and also for the supply chain (Hendalianpour, 2019). The supply chain of automobile companies must be flexible in the line of production. Because the production department is also involved with the supply network. BMW delivers its cars to the customer within committed time and there is no chance to delay.

**Critical discussion on management**

The BMW firm has a large wide supply network of over twelve thousand suppliers in seventy countries. The maximum purchasing percentage is from western Europe and Germany. Few things are responsible for maximum firm purchasing. These reasons are validation, selection, evaluation, the austerity of services, and supply of goods quality. The company trains its employees for better work and keeps maintaining a good supply chain. In Munich, the company has headquarters for central purchasing purposes. The tradition of the supply market is based on the thought of competition, under an order of disciplines of a market. It promotes a healthy, good supply base that secures the commitment of proper-time delivery and low price (Wilhelm and Sydow, 2018). There is a link between the trust of manufacturing and the orientation of the supply market. A supply chain is a source of skill and resources and this system approach is derived from market orientation (Foerstl et al.,2020). The BMW firm operates IPOs, they validate, evaluate and locate local suppliers for the needed purpose of international production and local production networks. The company firm only concentrates on that particular firm for two areas, 1st is minimising and reducing risk across the supply chain and 2nd is continuing the practices for developing better supply management and utilizing every opportunity.

**Discussion over process capacity**

BMW has a developed capacity process, which increases its net income (Shi, Li, and Liu 2020). BMW has faced lots of changes in the automobile industry, and now it is the most demanded automobile across the world. The firm is always looking for exporting its products, the department of material steering controls inbound transportation which is always connected with purchasing, supply department, and BMW facilities. BMW should reduce its transportation cost which is included with the fixed price of distribution (Fakhrzad and Goodarzian, 2021). The key to success is to understand conure with on-time delivery. BMW has a vast number of networks for distributing products. The capacity for exporting and production has to be more strong. It requires more exporting networks in Asian countries. The firm consumes around six million parts every day as a super-moving supply chain. BMW has various directional chains and now it has a capacity of producing four lakh fifty thousand units every day. BMW also makes a comparative example for other automobile brands with fast logistic supports. There is one challenge for BMW and that is they collect fourteen thousand containers with six hundred suppliers. BMW should manage this problem and also improve its supply capacity.

**Discussion on inventory management system**

The logistic process and the vehicle tracking process of BMW are dependent on arrival point and VNs manual scan. BMW has started to gain more success with new changes and innovations in its technology. In the innovation list, there is a hybrid technology, better management systems for databases, and electric cars. The plant decides to reduce the distribution cost and also collaborate with new approaches with the supply department (Thakre, 2021). BMW follows the JIT inventory method, which reduces the risk in the distribution field. JIT method covers all the time, distance, production, and planning and it is highly effective. BMW is known for its fastest distribution and also plans to make some changes in this. Innovation in supply management, this topic is now very important and also key off product launching and product life cycle. The life cycle of production and product must be connected with a systematic process (Bechtsis et al., 2018). BMW brings new technologies and highly logistic services to make it the most rushed supply network.

Analysis on stakeholders of the company 200

|  |  |  |
| --- | --- | --- |
| Stakeholders | Character | Strategy to statics (recommendation) |
| Customer | The customers are very much excited about the vehicle that the company offers. They also expect there should be a reasonable price for the product. | Customers provide profit to the firm, which encourages the company to expand its firms. This helps the company to open many stores worldwide. |
| employee | They are interested in this business because they will get employment from that. | Employees always provide profit to the company by treating the customers nicely. They managed to expand the business in a vast way with their manpower. So, more employees equal more growth. |
| Government | The government is interested because it gives opportunities to the people for jobs. This makes it very valuable for their governmental purpose also. | The interest of the public should be ignored. In this way, they are ensuring the company that they are convincing the public to work for their firms. |
| Suppliers | Suppliers are to make profits as they supply tons of raw products to the company.  It helps the supplier to get regular orders such that they can also make a profit. | This makes a profit for both the suppliers and the customers as well. They supply their raw materials to the market to make a profit. |

PESTLE analysis 200(India)

The analysis examines various factors like political, social, economic, technological, and many more. That impacts the business along with the legal impact of the environmental factors. It highlights the various extrinsic issues of the business brands.

POLITICAL FACTORS: BMW is one of the leading brands and now it is spreading its business all over the world as in India. There are some factors: firstly, the trade wars between the countries can affect the transportation of this company(Bani-ata 2021). Secondly, the high demand for the product leads other companies to increase the prices of their products also.

SOCIAL FACTORS: More than 140 nations have business with the BMW company. BMW has three segments, motorbikes, financial ones, and lastly the automobile. They also provide a lot of extra services which makes them one of the best companies.

ECONOMIC FACTORS: As the company is expanding its business it leads to the economic growth of the firm as well. The company is setting a higher level of taxes on their vehicles when purchased so that from there they are getting economic growth.

TECHNOLOGICAL FACTORS: As this company invests a lot of money in their technology upgrading that is the reason it is much more expensive. India is the country where the demand for BMW is highly increasing and technology is one of the main reasons.

SWOT Discussion

|  |  |
| --- | --- |
| **Strength** | **Weakness** |
| * Amongst all the foreign companies which came to India, BMW is one of the most profitable businesses that is set up here(Boldizsár  & Lelkes 2019). * The brand image also plays an important role in this, as this BMW in India is making a lot of profit. * With the continuous practices of many companies, they are at this level of competition. | * BMW’s costs of repairing any system are far higher than the other companies. * Many parts of the vehicles such as the motors and engines are imported from foreign to India for manufacturing which increases the cost. * The company is unable to meet the customer demand due to the higher prices of the products. |
| **Opportunity** | **Threat** |
| * This is also a good opportunity for the firms of India to start their business in this field. * However, the company is looking for companies in India that are able to provide the parts of the vehicles and the raw products to the company at a cheaper rate. | * Due to its best suppliers, the cost of the vehicles is also increasing this leads the company into some troubles as well * Moreover, some methods of SWOT can lead to stimulation tools, practical measurement, experimental testing, and many other things(Bec et al., 2020). |

Issues regarding quality management

Quality issues may be defects, deficiencies in vehicle parts, or some serious issues which are related to the low performance of the vehicles. The BMW brand uses the smart analyser cluster to analyse the important data and the defective parts are discarded. This helps the company to make genuine products and this leads to the high demand for vehicles in India as well. Results from analyzing the products lead the company to improve the quality of the material which are used in the vehicles(Sovacoo et al., 2019). And thus, it increases the productivity of that particular product as well as the whole BMW company. There are many methods of quality management such as Six Sigma, quality circle, BPR, ISO, and top and bottom down approaches that help the company to investigate the product more accurately.

There are three levels of acceptable quality, In this quality, the company accepts the quality and tries to manage the defects of the products. Appropriate quality, in this the company assures that the quality of the product should be appropriate. Such that there is no issue in this(Longhurs et al., 2020). The last one is Aspirational quality, this quality ensures that the product may or may not be satisfied by the customer, and thus, it results in low productivity.

Delivery issues

There are delivery issues in this company as this company operates from out of the country. Regardless, the company does not say about this but it is said that it has some major problems in delivering the vehicles(Chen et al., 2019). BMW has now announced that it is pushing the production and delivery company throughout the world so that this makes life easy. In March 2022, the company said that delivery issues should be minimized. So, the time is not wasted that much to deliver the raw products of the items also to deliver in India. They also said that they are sharing the tracking system so that the customers should track their products genuinely(Min et al., 2020). According to a recent report, it is shown that the company is going through a shortage of semiconductor chips by 2020, causing the BMW firm to delay the delivery of their products. The BMW assistant system has an excellent tracking system that can track the order within a short period of time. There is also a system in these cars and motorbikes that you can send emergency notices to the police stations through the BMW Assist response center.

**Coordination and collaboration issues**

Keeping up smart strategic relationships with the provider is significant for any automotive manufacturer. It's even a lot evident for supercar makers like BMW that the provision chain of BMW is essentially dependent on the responsiveness and worth management of their providers (Karayel, 2017). The corporation uses ‘Just-in-time’ and ‘Just-in-sequence’ work policies. Correct and timely data could be a key facet of managing and dominating a provider chain. This data gets distorted as you progress across the chain, upstream from client or distributor to the supply of raw materials that cause the bullwhip result. This may be either thanks to conflicting views on the target or thanks to delays owing to the sheer quality of the network. BMW negates this by group action advanced technologies and IT systems like EDI (for larger suppliers) and mySAP whereas guaranteeing that it's developed aboard its suppliers ( in some cases tier a pair of suppliers ) and distributors). BMW’s stress on collaboration has turned in-house production into a strategic learning method to explore boundaries on the far side of its direct experience (Gandhi, 2017). The provider network in North America is tied along by its method development center that works along with suppliers. The cluster plays a vital role in the development of its suppliers. Even in newer markets like Bharat and China, the firm enjoys a private reference to its native suppliers, an incredible quality. The firm advantages from understanding the native demand a lot more comprehensively and building appropriate strategic changes within the decision-making method.

**Planning and timings of the project**

The corporate philosophy that's followed within the organization was created by the workers themselves, called "customer-oriented action" or abbreviated as "KDH" in German (Fuzi, Habidin, and Ong, 2018). This philosophy anchors the goals of achieving excellent results and optimum quality right from the start stage of the assembly cycle together with implementing continuous improvement practices throughout the chain. The firm’s vision to attain property and competitive advantage revolves around four core principles of growth, shaping the longer term, profitableness, and access to new technologies and customers as shown in figure three. The objective of its provide chain activities is to deliver these goals and come through competitive advantage.

The project will be a 10-15 year-long project. The scheme of the expansion project with estimated time duration is given as under:

|  |  |
| --- | --- |
| **Event** | **Estimated time duration** |
| Formulating a blueprint of the entire project | 6 months |
| Acquiring legal rights, grants, access, and permissions from the local and central government | 2 weeks |
| Expanding its current assembly plant in Chennai and recruiting engineers and  workers | 4-6 months depending on how the work progresses. |
| Setting up an office for its board of directors. | Maximum 1 week |
| Design of optimal models for the Indian market and rolling them out in the market as a first step to get a hold in India. | 2 years |
| Building up showrooms in very prospective cities and towns in India with proper analysis and an effective cost-saving policy. | 2 years |
| Dynamically changing policies and framing models to get a significant position | 5-7 years depending on other factors such as competitor’s actions and customers’ response. |

**Discussion on budget**

|  |  |
| --- | --- |
| **Factors** | **Estimated cost (in million €)** |
| Acquiring legal rights, grants, access, and permissions from the local and central government | negligible |
| Expanding its current assembly plant in Chennai | 45.781 |
| Setting up an office for its board of directors. | 0.114 |
| Salaries of engineers and workers per year | 0.114 |
| Building up showrooms in very prospective cities and towns in India with proper analysis and an effective cost-saving policy. | 291.546 |
| Taxation per year | 500.987 |
| **Total** | **838. 542** |

**Implementation of project management techniques and tools**

When it comes to a company of international fame, expanding its business in other countries poses some major challenges. It requires proper formulation of a work plan and its timely execution to its best standard to make a name outside one’s native country. Fortunately, management science has provided some tools and techniques to accomplish the same. These are as follows:

* Classic Technique: History has proven that traditional ways of doing business are enough to set up a new business (Muriana and Vizzini, 2017). In the planning period of BMW, keeping in mind the activities that it has to cover will be the first step. Allocating proper resources to teams assigned with specific tasks, monitoring the quality of work, and receiving feedback from the workers will subsequently be fruitful for the company.
* Waterfall Technique: It is true that BMW follows ‘Just-in-time’ and ‘Just-in-sequence’. Considering this fact, the waterfall technique will work just fine. The technique is self-explanatory when setting up manufacturing units (Bhavsar Shah and Gopalan, 2020). The assembly unit cannot be built without the completion of the manufacturing unit and the painting section can’t be set up until the assembly unit is up and running.
* Program Evaluation and Review Technique: This methodology is particularly useful when it comes to sales and product design (Calp and Akcayol, 2018). BMW mainly sells its E-class cars in India. These cars have a fairly high price and much lower performance compared to their competitors in India. An effective analysis of the customer's expectations and the performance and costs of other vehicles will help in optimising the vehicle design for the Indian market. The result will be an increase in sales. The company must also keep in mind not losing its premium tagline which, to some extent, is the case of British Airways.

The sales of BMW in India have seen more downs than ups over the past decade. Being an internationally acclaimed brand, investors from around the world will be looking at BMW’s progress in India. The company’s performance in India will depend on the following factors:

* Bringing up new models fast: The people of India are obsessed with trying new stuff (Sharma and Sharma, 2018). The enormous variety of products in the Indian Market is indeed a threat to the company. Bringing out new models each year will plausibly attract Indian customers.
* Giving out rewards: Announcing huge discounts, gift vouchers, and other rewards have played a very important role in the success of Flipkart, Amazon, and almost every big brand in India (Chung, Brewster and Bozkurt, 2020). A similar policy will work just fine for BMW.
* Lowering cost: The lower the costs, the better the deal for Indian customers (Kedia and Vashisht, 2019). Even if the quality of a product is compromised a bit to lower the costs, Indian customers will grab it with their hands wide open.
* Gaining local political support: Reliance Jio has grown out to be the largest telecom service provider all over India. The prime reason behind this is the open support of Prime Minister Narendra Modi in the expansion policy of Jio.On the other hand, Tata was unable to set up its manufacturing unit in Singur simply because of radical opposition from the current ruling party in West Bengal (Boudet, 2019). Political support, will, therefore, be a major factor for the survival of BMW in India.
* Advertising: Very few Indian people are interested in quality checks of a product. Whatever in India is made visible to the people, is sold (Subramanian, 2017). Henry Ford once remarked, “Stopping advertising to save money is like stopping your watch to save time”. BMW must invest more in advertising to make its product visible to customers.

**Conclusion**

India is a hub for global entrepreneurs to expand and grow their businesses. The major challenge for BMW to expand therefore remains to surpass its competitors. The dynamic Indian market which is filled with general quality products is bound to hinder the performance of the premium automobile manufacturer. However, by anticipating the demography and psychology of Indian customers, BMW will be successful in creating a milestone. It is a long project with a good deal of investment. However, the Indian market, with its huge number of customers is worth every penny. Indian customers will, over time, welcome the decision of BMW.

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