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Title

**QUALITY IDENTIFIED OF A MANUFACTURING
ORGANIZATION FROM SUPPLY CHAIN PERSPECTIVES:
A CASE STUDY**

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ABSTRACT:

In Today Scenario , new generation has brought new challenges for industries. Success in such times is demanding new perspectives on competitiveness. There is need of Analysis of competitiveness related problems of manufacturing firms in India which identifies weaknesses in understanding about the concept and its implementation. literature Review of competitiveness, by classifying it at three levels, clearly indicated the importance of the firm level. The focus of this work is on review of literature at the firm level and study of competitiveness-related frameworks and models. The studies are further classified on the Strength Weakness Opportunity Threats (SWOT) framework Key criteria. Select frameworks and models of competitiveness were reviewed and categorized. A SWOT analysis is used for the competitive measurement.

Key words: SCM, Competitiveness, SWOT, Quality

INTRODUCTION:

Supply chains are becoming more efficient and more responsive to the needs of increasingly demanding customers, driven by developments in information technology (IT).It plays a major role in integrating supply chains and managing them more effectively. Panos Kouvelis, (2002) Almost every industrial company is now considering the implementation of an advanced system to manage their supply chain more efficiently. Improve customer service dramatically, and reduce costs as well, these systems are advanced planning and scheduling systems. In real life, rains are not good every year, machines and men do not perform the same every day, could breakdown or go on strike, raw material prices could be unstable, customer demand forecast. It is in such a tough and rough environment that supply chains have not just work but perform purchase and production department of the company has to plan the optimum inventory level to be maintain such as the production line impacts least, when the supplies for raw materials fluctuate at what quantity should an order be placed to a supplier? When supplies don't arrive on time, how inventories allow the production to be continued without disruption? When 2 raw materials come from 2 suppliers and 1 of them is delayed. What action must be taken? These are some of the key questions to be addressed. Else, it would lead to lost production time and

underutilized labor and machinery adversely impact on the rest of supply chain. Vinay bhandari (2000).

Research Objectives:

This framework is be used for analysis of strategy formulation in supply chain. Any manufacturing company under this study can be analyzed and evaluated on the basis of various key items of framework. Therefore this study is aimed to

- SWOT Analysis for analyzing performance measurement system.
- Analysis of performance measurement indicators in supply chain.

Company Profile:

ABC Ltd was founded to cater to the growing demand for quality OEM automotive industry. The company has grown from strength to strength, with many milestones to the credit. The company has strived to better its own performance always and this sets us apart in the automation ancillary industry. ABC Ltd. have a full-fledged team of professional experts to take care of production, purchase, vender development, quality assurance and all other parameters that ensure quality products for the customers. As the coming of construction equipments company like jcb ltd, action construction equipments, reva, herculics, indofarm etc and two wheeler company like hero Honda, tvs, Bajaj etc. A unit of escort's ltd, Mahindra, metso minerals group etc, there was a strong need of good quality parts suppliers. The company becomes an automatic choice for this company due to its commitment towards quality and on time delivery. We are an ISO/TS-16949 certified company and manufacturers of polyurethane foam, seat assembly and also diversified into manufacturing of other automobile components, which include air cleaners, clutch assembly, steering knuckle assembly components, ram cylinders, front axles, three point linkages, heavy fabrication, drums for each moving equipments, axle pins, industrial heaters etc. we have the latest Machinery in our seat project, which has been imported from Germany. The rexine cloth is being bought very by us from customers approved sources and is checked for consistent quality for its critical parameters before being used. ABC Ltd has an engineering setup which is capable

to design and manufacturer seats as per customer's specification. This assists using offering a cost effective solution to the customers. The total manpower employed is 250, which includes qualified engineers having expertise in quality control, process control, product development etc.

Supply chain of ABC Ltd:

Performance measurement is the process of quantifying the efficiency of manufacturing system. Performance of a company is often measured as a ratio of output to input. Performance Analysis confidence and trust are the two enduring values associated with ABC Ltd. These values define the bond that ABC Ltd establishes with customers cutting across geographic locations, income levels, and market segments. ABC Ltd has maintained its leadership in the construction equipments manufacturing market by continuously improving its competitiveness. Competitiveness of a firm can be assessed on multiple parameters: Market Results, Financial Results and Comparisons with competitors, Product Results, Process Results, and Customer Results etc.

SWOT Analysis of ABC Ltd:

Supply chain coordination can be achieved by joint efforts of dependent members of supply chain. It requires efforts at individual level, organizational level, and at inter - Organizational level. SWOT is very effective tool to analyze the case study to explore the present situation in ABC Ltd. This tool will also help in consolidating various perspectives and efforts required to coordinate by various actors of supply chain, and different processes, which enhances coordination, at intra- organizational and at inter-organizational level. The impact of these proposed actions on the performance is visualized in the context of ABC Ltd. are given below

Strengths:

- Strong manufacturing base.
- In house manufacturing of all the components.

- Committed manpower and team spirit.
- High level of commitment from top management.
- Excellent IT resources.
- Stable financial support.
- Leader in construction equipment market.
- QS 9000, ISO 14000, TS 16949 certified.

Weakness

- Partially implemented supply chain.
- Low response to customer
- Under utilization of available resources.
- Inflexible manufacturing assembly lines.

Opportunities

- Growing urban and rural market.
- Rising Indian economy.
- Rising paying capacity of national

Threats

- Severe price competition from various firms in existing markets.
- High expectation of Indian customers.
- Reduced profit margins due to competition

1.1 Competitiveness Analysis of ABC Ltd.

On the basis of Cleveland et al. (1989) model, competitiveness index is given as

$$C_j = \{w_i \log K_i\}$$

Where C_j = Competitiveness index for company

i = Competitiveness issue, R = Rank of competitiveness issue, K = Inverse Rank (If $R=1$, $K=7$, when $i=7$, if $R=2$, $K=6$)

W = Weight assigned to particular competitiveness issue.

For assigning weight to different issues of competitiveness, the highest and lowest values of four point Likert scale i.e. 4 and 1 are mapped 100% and 0% respectively. For each of the seven issues of competitiveness a weight is assigned. The criteria for weight (W_i) are as under:

$W_i = +1$ (Strength), when percentage score $> 60\%$ (Mean value > 3).

$= 0$ (Neutral), when percentage score is between 40 – 60 %
(Mean value between 2 and 3).

$= -1$ (Weakness), when percentage score $< 40\%$ (Mean value < 2)

For illustration, an example of computation of weight is given below. Say, the mean score for processes = 3.2 on a scale of 1 to 4. Using two-point equation percentage may be calculated. It comes out to be $3.2/4=0.80$; therefore it is assigned weight of +1. Gunasekaran, A.C (2001).

Sum of entries of last column ($W \log k$) will give competitiveness index i.e. 2.03.

3.4 Measuring the competitiveness index

S. No.	Performance Measurement Factors	Mean	Rank (R)	Inverse Rank (Ki)	Log (Ki)	Wi	Log Ki \times Wi
1	Operation Process	2.07	2	6	0.78	+1	+0.78
2	Production programming	2.47	1	7	0.85	+1	+0.85
3	Material follow up and procurement	2.00	3	5	0.70	+1	+0.70

4	Transportation	1.831	5	3	0.40	0	0.00
5	Delivery	1.915	4	4	0.60	0	0.00
6	Customer satisfaction	1.470	7	1	0.00	-1	0.00
7	Capacity utilization	1.632	6	2	0.30	-1	-0.30
Sum of (Log $k_i \times W_i$)					= 2.03		

Table 3.4 a Measuring the competitiveness index

Competitiveness index (C_j) = $\sum (\text{Log } K_i \times W_i) = 2.03$

3.5 Results & Conclusions:

In this study it found the competitive index of ABC Ltd., based on response from management. Competitive index have been calculated to be 2.03. Competitive index of ABC Ltd. shows that presently it is not very high as maximum value can reach up to +3.71. On the basis of this analysis, it is observed that most of sub attributes of competitive in supply chain have good score except Transportation, delivery, customer satisfaction, Capacity utilization. Therefore this manufacturing organization should focus on weak factors like Transportation, delivery, customer satisfaction, capacity utilization. On the basis of SWOT analysis, organizations can develop their supply chain strategies to improve the Competitive among different members of supply chain thereby improving the competitiveness in global market. The current information flow is observed and new information flow is proposed from system point of view. This will improve the information flow in supply chain thus making the supply chain faster, effective and responsive. When the information is shared along the chain the order variation up the chain reduces. Effective information and coordinated activity between the level result in more refined decision-making.

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