

Global Supply Chain Management



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TITLE: AN ANALYSIS OF THE SUPPLY CHAIN PRACTICES AT ROLLS ROYCE AEROSPACE UK

INTRODUCTION

Supply chain management is one of the most important and effective process of any organization. In today's globalized world it is quite essential for companies to develop some of the best supply chain management practices in order to maintain their quality as well as customer base. It is the oversight of materials, information and finance as they go through the process from supplier to manufacturer (Larsen, 2007). One of the major goals of an effective supply chain management is to reduce inventory. Companies can easily achieve higher competitive advantage by maintaining proper supply chain management. It requires a commitment of supply chain partners to work closely to coordinate with several activities such as order tracking, order fulfilment etc. Further, this study gives proper description about the supply chain management process under which company can make the availability of their final products to the ultimate customers. It is the best way through which company can satisfy the needs of their customers (Munson, 2013).

The present report is based on the analysis of the supply chain practices at Rolls Royce Aerospace UK. Rolls-Royce is one of the best aerospace companies of UK which serves premium quality of products to all their customers. This study mainly explains the supply chain management process of the company as well as the role of traceability of aerospace components (Blanchard, 2010). The analysis of model and logistic programs provides deep insights about a given subject matter. Moreover, it also gives proper explanation about the various efforts of business for sustainability using the AAA model.

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OVERVIEW OF ORGANIZATION

Rolls Royce is a major manufacturer of aircraft engines developed by two men. Both of them named Rolls and Royce who used their engineering skills as well as sales expertise. Both are from different field and started a high quality car market in the year of 1906. In 1914, Royce who is from engineering background designed his first aircraft engine. Both of them are try to expand their services by maintaining high quality. It is the only way through which they are able to attract more number of customers (Plambeck, 2012). In 1966, the company is merged with other major British car and aero engine manufacturer.

The company employed more than 38,000 workers in their different offices, factories as well as service centre in 50 countries all around the world. Company is increasing their services day by day maintaining proper service standard. In addition to this, Rolls and Royce supplies and services over 600 airlines, 4000 corporate and utility helicopter, but it also supplies components for some of the engines made by its direct competitors. In addition to this, Roll-Royce is now one of the leading power systems for aerospace (Rushton and Walker, 2007). The company has established its strong presence in the market. They are operating in this field for more than 100 years and accounts for 2% of the UK exports. Further, it has been founded from past so many studies that they are somehow responsible for the country's development also. In addition to this, more 650 airlines and 4500 corporate jet and helicopter operate by them and it is the main reason due to which company is enhancing their customer base. Managing supply chain in a more effective manner is quite crucial task for company. By managing it more effectively they can expand their business globally and carefully manage their different complex business needs.

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Role of traceability of aerospace components and how it can help in overcoming the issues related with quality within supply chain

The UK Aerospace industry has their big success story as it supports provides over 100,000 direct jobs and indirectly supports many more across the UK. The overall manufacturing requires automation as well as component traceability in order to remain competitive. In order to monitor supply chain it is guite essential for company to maintain the traceability. This process helps in tracing the good raw material as well as backward and forward process along with supply chain (Signori, Flint and Golicic, 2015). A company needs a fierce competitive economy demand. For this, they can continuously improve the quality of their products as well as services. Traceability plays an important role in order to maintain and develop best brand image in the market. They can deliver the value for their production system and manage their guality standards. Further, it is considered as a most important factor of the Aerospace industry. In addition to this, somehow it is being identified that effective regulation makes the environment more significant (Chen, Crandall and Crandall, 2014). It is the best way through which overall supply chain of the company can be managed. In the overall traceability of the company different processes are taken into consideration such as production monitoring, quality test validation etc. With the help of this factor company can easily overcome with the issue related to the quality as well as supply chain. Traceability plays a most important role as companies can manage their quality standard easily (Larsen, 2007). There are various standards of quality which should be maintained by company such as:

Estimating recalls: In order to maintain the quality standards it is necessary to recall the elimination in the existing process. The quality team need to eliminate the quality failure by keeping eye on the overall process. The overall manufacturing process needs to go through the

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proper techniques and it is essential to have a skilled people. With the help of the traceability quality team can trace the failure under the manufacturing process and minimize the risks of failure. It is the best way through which they can easily reduce the risks of recalls (Plunkett, 2008). Further, it helps the company in improving the overall process of production while maintaining the production standards. In order to estimate the overall problems a detailed outline can be prepared. Further, company can go through the proper solution and manage their product quality standards. In addition to this, it can be stated that proper management is essential for the standards of company.

Process improvement: Company can meet out with their short term goals with the help of adopting some of the best traceability functions. With the help of this various defects of products and services can be reduced (Li, 2007). Due to this, quality products can be developed. Moreover, somehow it is quite essential to maintain the overall process of manufacturing of the company. Under this process, various aerospace operations are taken into consideration which should be smoothly operated. There are different components of aerospace that are mainly demand for the proper management of the system. Under this a proper traceability should be follow and any type of defects under the complex products can be monitored. It helps in the overall process and contributes towards the monitoring of overall production system. In addition to this, They can provide premium quality services to all their customers (Mentzer, Myers and Stank, 2006).

Competitive advantage: Traceability plays a quite essential role as it helps the company in delivering best quality products without any type of defects. In today's highly competitive advantage it is essential for them to attract huge base of customers and retain them. For this, they need to provide them best services. Company should have effective control over the process in order to create high impact on the availability

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of products. There are some of the most complex components of traceability. In addition to this, there are various ways through which companies can gain higher competitive advantage in the market. Further, different software solutions as well as inventory process create a definite impression in the mindset of customers (Ross, 2013). It is the best way through which Rolls-Royce can manage the integration between their different stakeholders. It proves to be more successful for them and they can easily integrate their services and create indefinite impression.

Tailor made traceability: In order to produce advanced engineered products Aerospace Company Rolls and Royce need to automate all their services. While going through the latest and technological advanced equipments it is essential for company to go through the detailed tracking process. Somehow, it can be stated that companies can easily produce specialized products with high quality standards (Seuring, 2013). Further, Rolls and Royce need to go through the effective integration so that overall production process can be managed. It helps in moving towards the proper delivery of products.

Cost management: It is quite essential for company to maintain their quality standards as well as manage all their tasks more efficiently. It is the best way through which risks can be eliminated. It is quite essential for company to maintain their cost as well as production system. They can easily manage their cost and deliver quality products to all their customers. This also helps the company in reducing the cost of managing and maintaining the complex inventory (Sarkis, Zhu and Lai, 2011).

From the above discussion it has been founded that traceability is one of the major concern of aerospace components. With the help of this overall production as well as manufacturing process can be traced. This process goes through the suppliers to manufacturers and it helps in maintaining overall information related to the materials as well as finance.

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How aerospace business has performed in its efforts for sustainability using the AAA model

In this global value creation AAA Framework mainly offers three generic approaches i.e. adaption, aggregation and arbitrage. In order to maintain their sustainability in the business operations company might adopt this strategy (Mentzer, Myers and Stank, 2006). Rolls and Royce adopted this global strategy framework through which they can easily expand their business operations globally. By going through the AAA framework there are various stages must followed by company such as:

Adaption: It is considered as one of the best generic approach under which seeks to increase the revenues as well as market share of company. In order to suit the local requirements and preferences of company it is essential tailor one or more business models of company. Under this, Rolls and Royce can change any one of the specific element of their company's offer in order to meet the local requirements. It is most widely used global strategy and it helps the company in maintaining their market share. There are different manufacturing and production control process followed by different companies and they also keep their prices different (Rushton and Walker, 2007). There are four major variants if adaption such as: Focus, Externalization, design and innovation. This is one of the most important processes under which company need to focus on reducing the need for adaption as well as its cost. Company should also improve the overall adaptation process in order to improve the existing process. Aerospace business can perform more effectively by focusing on the particular products, process as well as vertical stages of value chain and their market segment. In addition to this, product focus takes various advantages in which there is a broad focus in the product categories as well as degree of the variation. It is the major point which

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should be taken into consideration as it helps the company in achieving higher competitive advantage. In addition to this, a vertical focus strategy is highly focused with the limiting a company's direct involvement in the supply chain process. It somehow restricts the process of the supply chain of company (Plambeck, 2012). On the very next step, externalization strategies are mainly focuses with the transfer, strategic alliances, user adaption as well as franchising. Under this, RR can easily reduce the risk and eliminate the failure in their overall process. Further, it can be stated that RR can easily eliminate and reduce the risks among all their business operations as well as manufacturing process. In the last process adaption strategy focuses on design and helps in reducing the cost. RR Company can design flexibility in their manufacturing process under which cost can be vary. It is the best way through which company can easily overcome with the supply differences and introduce standard production.

Aggregation: It helps the company in dealing with the differences. It is all about creating the economies of scale into the global business mode without compromising local responsiveness. In addition to this, there are mainly 4 factors in which overall aggregation strategies are focused i.e. cultural, administrative, geographic, and economic. RR is leading manufacturer of aircraft engines and they are facing several challenges associated with globalized business model (Blanchard, 2012). With the help of adopting this approach they can successfully refocused with the number of key functions to its global approach. It somehow helps them in manufacturing best quality products as well as providing high quality to their customers. In addition to this, the global focus of company helps them in reducing the number of regional manufacturing platforms worldwide. Development of truly global platforms there are various products which might share the common parts and technologies. It helps the company in providing high quality as well as standardized products by

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offering unique and innovative features and designs that appeal to regional consumer preferences (Carter, 2015). It also helps in grouping together development as well as production process.

Arbitrage: It is third and most important generic strategy through which company can maintain their global presence. It is all about exploiting the differences between the national or regional markets. It can be possibly done by locating the separate parts of the supply chain in the different places. According to this, RR can buy one in low market and sell high in another. It is the most effective and important strategy through which company can gain higher competitive advantage. There are some of the most common strategies such as cultural arbitrage, administrative arbitrage geographic arbitrage (Chicksand and et. al, 2012). Under this, different associations can also easily come with the RR Company and make their business expansion more effective. It helps in overcoming with the issue of cultural as well as geographical differences.

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Role of information sharing in Rolls and Royals using the CPFR model

A collaborative planning, forecasting and replenishment is a business model which directly focuses in the effective immigration of all the business practices so that all the needs and demands of consumer in the market can be achieved in most appropriate manner. It will also help the company to create a high impact on the systems that company uses to work from. This company allows business organization to develop business practices in such manner that it could improve all the management of company in most appropriate manner. This CPFR model provides basic framework in terms of the flow of information of goods and services (Larsen, 2007). The four phases that will have direct impact on the business operations are-

Strategy and Planning- It allows the company the company to plan for the scope of operations, business goals, responsibilities and strategies. It will allow Rolls Royce to make their product more technologically advanced which will allow them to create good values for company.

Demand and supply management- This particular information flow will allow the company to analyze the demand of products within market which will allow company to forecast their market condition, inventory planning and managing the resources (Melnyk, Narasimhan and DeCampos, 2014).

Execution- This is called as the process of meeting all the demands of the company by acting on same and achieving all the targets of company in most appropriate manner. Company will be able to develop highly advanced systems for all its processes.

Analysis- It is one of the most crucial parts in which organization try to find the results in terms of the feedback and performance management. It will allow the company to deliver the highly

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advanced products and services to all its consumers which will help them to improve image.

Above described model will assist company in making improvement in commercial activities. Description of advantages of this model is as follows-

- 1. **Satisfactory services** By considering information in an effective manner company will be able to enhance their understanding of demand of customers (Plunkett, 2008). By this approach they will be able to deliver qualitative services to the customers in order to enhance their level of satisfaction. By considering needs and requirements of customers business had developed customized means of business operations.
- Reduction in stock in order to generate high profits- With the appropriate information system company able to evaluate demand in a better manner. By the help of this information they are able to manage stock by reducing excessive storage. With the efficient techniques Rolls-Royce is able to make reduction in their production costs.
- 3. **Higher return through technological investment**: With the proper flow of information management is able to make appropriate allocation of resource in order to enhance profitability of business (Rushton and Walker, 2007). This information also assists in making valuable changes in operational techniques in order to enhance productivity of business.

Along with the above described benefits management will also be able to make reduction in their costing structures by eliminating non-beneficial costs.

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How can RR Aerospace benefit from improving its reverse logistics processes

Reverse logistic process is one of the best function through which company can find out all their hidden profits and minimize the liabilities. It is considered as a most effective function of any organization through which overall customer satisfaction can be improved. In addition to this, it can be stated that it is a most important component for the Rolls Royce as it helps them in completing the profitable supply chain (Ross, 2013). Under this company, reverse logistic process encompasses all its business operations related to the manufacturing and production. It can be explained as think your supply chain process as a reverse supply chain process. From the several past studies it has been founded that annual volume of returns to be between \$150 billion and \$200 billion at cost. In today's globalized world many companies like to outsource the reverse logistic function to any of the third party. It is the best way through which customer satisfactions can be gain by company.

By improving their reverse logistic process RR Aerospace can get several benefits as it helps them in minimizing all their liabilities. They can reduce and eliminate the waste through this process and also recycle some of them. With the help of this process company can remanufacture their supply chain (Seuring, 2013). In this highly competitive and growing generation there are two issues faced by Rolls Royce i.e.:

To keep ensue that they get the right material returned to remanufacture and improve the process to receive their CORE inventory in the ERP system as quickly as possible. These are two major issues faced by RR and it is quite essential for them to overcome with this issue. Further, six sigma process is considered as a most important process under which five basic steps should be followed i.e. define, measure, analyze, improve and control. It is the best and most common steps through which overall production process can be improved. In addition to

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this, Rolls can design, develop, manufacture and support gas turbine engines for use on land, sea and air (Ross, 2013). There are various benefits through which cost can be reduced and they can also improve their efficiency. They can utilize a centralized receiving and distribution model such as:

Getting the right stuff

It is one of the most important steps through which company can define their problem statement and go through the overall inspection of their process. Under this step, it is necessary to measure, analyze and improve. With the help of following all these steps they can easily get the right stuff and implement the better shipment plan. There should be a proper analysis of hand inventories. In order to remove any type of Scrap Company can easily develop packaged form of products (Mentzer, Myers and Stank, 2006). Under this an overall process is stored, packaged, stored and shipped. In case if any part is repairable than it might go under the repairing process. Further, it has been identified from past several studies that approximately \$950K annual savings are there in logistics and handling costs.

Moving the right stuff with the "speed of light"

It is another most important step under which Rolls-Royce can face growing cost reduction demands. There is an increasing focused on the utilization of remanufactured parts. It can be stated that RR Company is using right stuff as a material and they can easily implement and develop better quality products. It is quite essential for project team to focus on the logistics of CORE receiving and induction (Blanchard, 2010). Under this, company can define, measure as well as measure, induction and analyze. It is the best way through which company can develop and identify the accountabilities that can be easily attained and communicated for compliance.

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Further, from the above discussion it can be stated that RR has adopted the measure in order to create and effective impact on the manufacturing process. It is the best way through which company can manage their quality standards and easily gain higher customer satisfaction. Moreover, it also helps in gaining long term sustainability to company as well as effective utilization of resources (Larsen, 2007). Moreover, it is the best way through which company can manage their supply chain management and easily achieve higher competitive edge.

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CONCLUSION

From the above report it has been founded that by maintaining their supply chain management practices Rolls Royce can easily improve their efficiency as well as high quality standards. It is the best process which is maintained by them more effectively. Further, traceability plays an important role in order to maintain and develop best brand image in the market. It has been concluded that Rolls and Royce has adopted AAA framework which is a global strategy framework. With the help of this they can easily expand their business operations globally. It has also been identified that with the help of the reverse logistic process company can easily gain more efficiency and eliminates the waste. It helps them in maintaining overall supply chain process in a more effective manner.

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