

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE

(UGC-AUTONOMOUS)

MBA II Year I Semester (R16) Supplementary End Semester Examinations – MAY 2019**OPERATIONS RESEARCH**

Time: 3Hrs

Max Marks: 50

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

Q.1(A) Discuss the applications and characteristics of operations research. 8 M

OR

Q.1(B) Solve the L.P.P. by Simplex method: $Max.Z = 5x_1 + 3x_2$ 8 M
Subject to $x_1 + x_2 \leq 2$, $5x_1 + 2x_2 \leq 10$, $3x_1 + 8x_2 \leq 12$, $x_1, x_2 \geq 0$

Q.2(A) Use Vogels Approximation's method to obtain an initial basic feasible solution of the Transportation problem and find the optimal solution by MODI method 8 M

	P	Q	R	SUPPLY
A	11	9	6	40
B	12	14	11	50
C	10	8	10	40
DEMAND	55	45	30	

OR

Q.2(B) Explain the Hungarian method of solving Assignment problem. 8 M

Q.3(A) Find the sequencing that minimizes the total elapsed time (hours) required to complete the following jobs on two machines 8 M

Job Number	A	B	C	D	E
Machine-A	5	1	9	3	10
Machine-B	2	6	7	8	4

OR

Q.3(B) Solve the game by method of dominance 8 M

	B1	B2	B3
A1	7	6	3
A2	-2	2	-3
A3	5	9	7

Q.4(A) Discuss the various types of replacement situations. 8 M

OR

Q.4(B) A confectioner sells confectionery items. Past data of demand per week and probability as follows 8 M

Demand	0	5	10	15	20	25
Probability	0.01	0.20	0.15	0.50	0.12	0.02

Generate the demand for next 10 weeks by using the following random numbers 48,78,19,51,56,77,15,14,68,8. . Also find out the average demand per week.

Q.5(A) The following table gives the activities and duration of a construction project: 8 M

Activity :	1-2	1-3	2-3	2-4	3-4	4-5
Duration (days) :	20	25	10	12	6	10

- (i) Draw the network for the project.
(ii) Find the critical path and project duration.

OR

Q.5(B) A tollgate is operated on a freeway where cars arrive according to Poisson distribution with mean frequency of 1.2 cars/ min. The time of completing payment follows an exponential distribution with mean of 20 seconds. Find 8 M

- (i) The idle time of counter
(ii) Average no. of cars in the system
(iii) Average no. of cars in the queue
(iv) Average time that car spends in the system
(v) Average time that car spends in the queue.

Q.6

Case Study

10 M

Solve the following travelling salesman problem:

$$\begin{array}{c} 1 \quad 2 \quad 3 \quad 4 \quad 5 \\ 1 \left[\begin{array}{ccccc} - & 10 & 25 & 25 & 10 \\ 1 & - & 10 & 15 & 2 \\ 8 & 9 & - & 20 & 10 \\ 14 & 10 & 24 & - & 15 \\ 10 & 8 & 25 & 27 & - \end{array} \right] \end{array}$$

END

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)

MBA II Year I Semester (R16) Supplementary End Semester Examinations – MAY 2019
BUSINESS ANALYTICS

Time: 3Hrs

Max Marks: 50

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

Q.1(A) What is Business Analytics? Elucidate evolution and scope of Business Analytics. 8 M

OR

Q.1(B) From the given price data calculate total revenue for different types of Pizza. 8 M
Create three (Worst, Best and Medium) different sales scenarios.
Demand: 1000,500,1500

Mc Cafe Frappes List	Price per Frappe
Regular frappe	\$1.75
Premium Pizza with Hot Fudge	\$2.90
Premium Pizza with Choco Brownie Dessert	\$3.25

Q.2(A) From the given data count number of items such as 'Airframe fasteners', 'Pressure Gauge', and 'Side Panel' using COUNT function. Also find maximum cost associated with each of the items mentioned above 8 M

OR

Q.2(B) What is Hypothesis? Explain the process of Hypothesis Testing. 8 M

Q.3(A) Explain various decomposition models - trend, seasonality and cyclical components in Time Series Analysis. 8 M

OR

Q.3(B) Consider the following time series data: Develop a three-week moving average for this time series. 8 M

Week	1	2	3	4	5	6
Stock Price	18	13	16	11	17	14

Q.4(A) Using given historical data of Bhagadia Colourchem, compute future prices of that share using simulation. 8 M

OR

Q.4(B) Use the given historical prices of L&T InfoTech. Compute mean and standard deviation of the series. 8 M

Q.5(A) Write a brief note on applications of data mining in Business Analytics. 8 M

OR

Q.5(B) What is decision theory approach? Explain the steps involved in decision theory approach. Explain the environment in which decisions are made. 8 M

Food Bazaar wanted to promote its private label brands in groceries. So the retail store manager conducts survey among consumers who visits More store by distributing questionnaire. Now retail manager wants to know which factors are significantly affecting the purchase intention of private label brands from the given data. Use purchase intention as dependent variable. Use Store Image, Quality of the product, Product Risk, and Price of the product as independent variables

1. From the above case identify what type of regression can be analyzed and perform the suitable analysis accordingly?
2. Identify which factor has most significant impact on Purchase intention of private label brands?
3. Explain about R-square and its importance in the given data.

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Hall Ticket No:

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Course Code: 16MBA116

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)

MBA II Year I Semester (R16) Supplementary End Semester Examinations – May 2019
STRATEGIC MANAGEMENT

Time: 3Hrs

Max Marks: 50

Attempt all the questions. All parts of the question must be answered in one place only.

In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

Q.1(A)	Explain in detail the use of SWOT in the analysis of internal strategic assessment.	8M
OR		
Q.1(B)	What is Strategic Management? Elucidate the significance and levels of Strategic Management.	8M
Q.2(A)	Write a short notes on a) TOWS and b) GE Model	8M
OR		
Q.2(B)	Discuss the BCG portfolio matrix with examples.	8M
Q.3(A)	Explain how a strategy can be tailored for fitting to a specific industry and company situation.	8M
OR		
Q.3(B)	Describe the merits and demerits of different kinds of Diversification Strategies.	8M
Q.4(A)	What are the various types of Restructuring Strategies and Strategic Alliance? What are its advantages?	8M
OR		
Q.4(B)	Discuss the factors that threaten the successful implementation of Cost Leadership Strategy.	8M
Q.5(A)	Identify the most appropriate organisational structure for a firm pursuing a Cost Leadership Strategy, and identify the basic responsibilities of the CEO in this type of organization.	8M
OR		
Q.5(B)	Write a short note on a) Strategic Audit and b) Strategic Information System	8M
Q.6	Case Study	10M

The Economic survey for 2011- 12 stated that the Indian aviation sector grew at 18.5 percent in the last seven years. The industry capitalized on the low cost no frill strategy. However the industry also faced multiple challenges due to recession, raising cost especially in form of capital costs and expenses like fuel and salaries. The king fisher airlines one of the troubled airline had tried to reduce costs by cutting back on flights. It had debt to the extent of \$1.3 billion, with refusal for more debt from financial institutions is now seen to be scrambling to raise funds for its day-to-day operations. The cutback in flights has reduced its revenue, leaving the carrier cash stranded to pay staff, airports, tax authorities and lenders.

Kingfisher said it had submitted an interim plan to operate 20 planes on between 110 and 125 domestic routes a day, and halt international flights by April 10. The carrier's fleet, which earlier had 64 planes, now has 47. Cancellations have already disrupted the travel plans of thousands of passengers across the country and pushed up fares. The chairman is reported to have said "We have not submitted an ambitious plan. We have submitted a holding plan".

The company's choice of raising funds domestically is limited and has had talks with potential investors, which depends on change in foreign direct investment policy of India that will allow foreign carriers to own up to 4-9 percent of Indian airlines. Meanwhile there is a possibility that the government would issue a notification allowing foreign airlines to buy up to 49 percent stake in a domestic airliner with the acceptance of the bill, foreign airlines so far barred from investing in local carriers, though overseas investors will be allowed to hold a cumulative 49 percent. The market price of kingfisher which had taken a dip soared with this news.

- (a) What impresses you most about this company? Why?
- (b) What weaknesses or problems do you see at kingfisher Airlines?
- (c) What strategy has the management been following? What is it that you like or dislike about the strategy? Do you think it should be changed? Does it have a winning strategy?

*****END*****

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
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MBA II Year I Semester (R16) Supplementary End Semester Examinations – MAY 2019
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Time: 3Hrs

Max Marks: 50

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

Q.1(A) Define Investment and distinguish Investment from Speculation. 8 M

OR

Q.1(B) 'Stock Market Indices are the barometers of the stock Market' – Discuss. 8 M

Q.2(A) What is technical analysis and explain Dow theory. 8 M

OR

Q.2(B) "Industry Life Cycle exhibits the status of the industry and gives the clue to entry and exit to investors"?

Q.3(A) How does systematic risk affect the individual stock return? 8 M

OR

Q.3(B) R.D Gupta recently purchased a bond with a Rs. 1000 face value, a 10% coupon rate, and 4 years to Maturity. The bond makes annual interest payments, the first to be received one year from today. Mr. Gupta paid Rs. 1,032.40 for the bond.

1. What is the bond's yield –to- maturity?
2. If the bond can be called two years from now at a price of Rs. 1,100, what is its yield to –call?

Q.4(A) Examine the capital asset pricing theory. 8 M

OR

Q.4(B) Define efficient market hypothesis and empirical tests of the hypothesis into three sub-hypothesis. 8 M

Q.5(A) What is Portfolio Management strategy? Discuss various strategies of Portfolio Management. 8 M

OR

Q.5(B) XYZ and ABC are the two Mutual Funds. XYZ has a sample mean of success. 13 and fund ABC has a sample mean of success.18, with the riskier fund ABC having double the beta at 2.0 as fund XYZ. The respective standards derivatives are 15% of ABC and 19% of XYZ. The mean return for market index is. 12, while the risk free rate is 8%.

- a) Compute the Jensen index for each of funds. What does it indicate?
- b) Compute the treynor index for the funds. Interpret the results and compare it to the Jensen index.
- c) Compute the Sharpe Index for the funds and the market.

Q.6

Case Study

10 M

The Probabilities and associated outcomes of modern foods Ltd. are given below:

Return	12	15	18	20	24	26	30
Probability	0.05	0.10	0.24	0.26	0.18	0.12	0.05

Calculate the risk and return.

END

Hall Ticket No:

Course Code: 16MBA403

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)

MBA II Year I Semester (R16) Supplementary End Semester Examinations – MAY 2019
FINANCIAL INSTITUTIONS MARKETS & SERVICES

Time: 3Hrs

Max Marks: 50

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

Q.1(A)	Financial services can be helpful in the development of a country. Explain about Global Financial Services.	8M
OR		
Q.1(B)	States the causes for Financial Service Sector.	8M
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Q.2(A)	Write about Monetary Policy in detail.	8M
OR		
Q.2(B)	Explain about bank rate, REPO rate and reverse REPO rate.	8M
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Q.3(A)	Comment on the Functions and working of SEBI.	8M
OR		
Q.3(B)	Explain about Private Placement and Book Building.	8M
<hr/>		
Q.4(A)	What is mutual fund? What are the regulations of SEBI on Mutual Funds?	8M
OR		
Q.4(B)	Describe in details the functions of a Stock Exchange	8M
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Q.5(A)	Describe the various steps involved in Venture Capital Investment Process.	8M
OR		
Q.5(B)	Explain the methodology followed by CRISIL in rating credit instruments.	8M
<hr/>		
Q.6	Case Study	10M

Rakesh Agarwal, was the Managing Director of ABS Industries Ltd. (ABS), was involved in negotiations with Bayer A.G regarding their intentions to takeover ABS. It was alleged by SEBI that prior to the announcement of the acquisition, Rakesh Agarwal, through his brother in law, Mr. I.P. Kedia had purchased shares of ABS from the market and tendered the said shares in the open offer made by Bayer thereby making a substantial profit. The investigations of SEBI affirmed these allegations. He was an insider as far as ABS is concerned. By dealing in the shares of ABS through his brother-in-law while the information regarding the acquisition of 51% stake by Bayer was not public, the appellant had acted in violation of Regulation 3 and 4 of the Insider Trading Regulations. Rakesh Agarwal contended that he did this in the interests of the company. He desperately wanted this deal to click and pursuant to Bayer's condition to acquire at least 51% shares of ABS, he tried his best at his personal level to supply them with the requisite number of shares, thus, resulting in him asking his brother-in-law to buy the aforesaid shares

and later sell them to Bayer. The SEBI directed Rakesh Agarwal to “deposit Rs. 34, 00,000 with Investor Education & Protection Funds of Stock Exchange, Mumbai and NSE (in equal proportion i.e. Rs. 17, 00,000 in each exchange) to compensate any investor which may make any claim subsequently.” On an appeal to the Securities Appellate Tribunal (SAT), Mumbai, the Tribunal, however, held that the part of the order of the SEBI directing Rakesh Agarwal to pay Rs. 34,00,000 couldn't be sustained, on the grounds that Rakesh Agarwal did that in the interests of the company (ABS) to help Bayer A. G acquire his company.

Question

- 1. Analyse the case and comment on the role of Rakesh Agarwal.**

*****END*****

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)
MBA II Year I Semester (R16) Supplementary End Semester Examinations –May 2019
DIGITAL MARKETING

Time: 3Hrs

Max Marks: 50

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

Q.1(A) Discuss in different types of the Search Engines with suitable examples. 8 M

OR

Q.1(B) What are the steps involved in the creation of a blog? Explain the advantages by using a blog? 8 M

Q.2(A) How does the Google display the results of the search? What are the search engine ranking methods? Explain. 8 M

OR

Q.2(B) Elucidate the general principles by using social media. How does the effectiveness be measured? 8 M

Q.3(A) Explain different characteristics of social media. What are the fundamental benefits of the public derives by the social media? 8 M

OR

Q.3(B) Discuss the functioning of Online advertisements? What are the types? 8 M

Q.4(A) Describe Hierarchy of Effects Models. What is conversion optimization? 8 M

OR

Q.4(B) How can Twitter be managed for promoting business? Explain. 8 M

Q.5(A) How design a digital marketing plan for an IT company to growth and present the same in the form of a report. 8 M

OR

Q.5(B) Explain various tools used to monitor online brand reputation. Write a note on any one of them. 8 M

Q.6 **Case Study** 10 M

Advertising is an art of making sure the target market receives advertising message and responds in kind. Horlicks has been traditionally targeted at elders. However, about 5 years ago, communication was changed with the introduction of different flavors. The TV commercial had children going around the town, cheering "Epang Opang Jhapang"-a chat without any meaning. However, the TVC showed their mothers deciding on the choice of health drink. Horlicks competitor Complain promised to make the kids taller. Now, Horlicks has gone a step further in promising not only height but a stronger body and a sharper mind. The new campaign for Horlicks gives the kids a motto: Badlo apne bachpan ka size. The new TVC has Darshel Safary, the child protagonist of Taare Zameen Par, in the lead. Safary and his friends are on a mission to change things they dont like and

question age old practices. Is Horlicks taking kids on a rebellious path? The TVC will be supported by print, radio and on ground activities and extended to Horlicks school programs, Whiz Kids Contest. In the late 2008, a legal battle broke out between Glaxo Smith Kline Consumer Healthcare (GSK) and Heinz India over the advertisements of their respective drinks Horlicks & Complain. The advertisements talked about how their respective brand was better than the other. Glaxo Smith Kline (GSK) has re-launched its Horlicks brand in three new flavors on the Indian market, according to reports in the Indian press. GSK has about 75% market share of India's health drink market with Boost, Viva and Maltova, according to a report from Press Trust of India.

Questions:

- a) What positioning strategies are adopted by Horlicks?
- b) What alternative positioning strategies would you suggest for the sustained market share?

*****END*****

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MBA II Year I Semester (R16) Supplementary End Semester Examinations – MAY 2019

CORPORATE TAX PLANNING

Time: 3Hrs

Max Marks: 50

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

- Q.1(A) Write short note on: 8 M
1. Deemed Income
 2. Person
 3. Assessment
 4. Previous Year

OR

- Q.1(B) Give ten items of income which are totally exempt from income tax. 8 M

-
- Q.2(A) From the following calculate income from other sources: 8 M
1. Interest on tax free Govt. Securities Rs. 15000(Net)
 2. Interest on tax Free listed company debentures RS. 17,940 (net)
 3. Dividends from Indian companies Rs. 24,000 (Net)
 4. Dividends from foreign companies Rs. 36,000 (Net)
 5. Royalty on publications of books Rs. 38,000 (gross)
 6. Rent from lifting of plant, machinery, buildings, furniture RS.68,000
(repairs 6,000 insurance Rs. 4000 collection charges Rs.1200)
 7. Lottery winnings RS. 51,825 (net)
 8. Commission from LIC of India on an agent Rs. 19200.
 9. Collection charges of Interest and dividends Rs. 1500.

OR

- Q.2(B) Compute total income of Mrs. Srilatha, an Indian residents 30 years age for the 8 M
current assessment year:
- Gross salary Rs. 86,000
Income from house property (complete) Rs. 20000
Short term capital loan Rs. 10000
Long term capital loan (buildings) Rs. 12000
Income from Profession Rs. 5000
Interest on securities (gross) Rs. 4000
Interest on Govt Securities (gross) RS. 16,750.
She donated Rs. 5000 to the P.M National relief fund and Rs. 2000 rice to the prime
minister drought relief fund.

-
- Q.3(A) Illustrate briefly the provision of set-off and carry forward losses. 8 M

OR

Q.3(B) The following are incomes and losses of Mr. Y under different heads of income. Set 8 M
of Losses and find his gross total income for the assessment year 2018-29019.
Income from salary Rs. 1,20,000
Income from house property Rs. 10,000
Loss from self –occupied business RS. 50,000
Profits from speculation business Rs. 20,000
Loss from cloths business Rs. 10,000
Interest on bank deposits Rs. 30,000
Loss from capital gain on building Rs. 20,000
Short term capital & losses on shares Rs. 8,000.

Q.4(A) Critically analyze the tax benefits giving under income tax the newly established 8 M
industrial undertakings.

OR

Q.4(B) Comment on the implication of Tax with respect to personnel compensation plans. 8 M

Q.5(A) Compare and contrast tax planning tax Avoidanc and tax evasion. 8 M

OR

Q.5(B) Elaborate your views on the corporate tax planning strategies in repeat of 8 M
employees remuneration.

Q.6 **Case Study** 10 M

Compute income from other sources:

1. Interest on tax free bonds of Govt. of A.P Rs. 15000
2. Interest on 'A' Ltd debentures RS. 12,000 (net)(unlisted)
3. Interest on 'B' Ltd tax free debentures (net) Rs. 26910 (Listed)
4. Dividends from UTI Rs. 15000 (Net)
5. Dividends from foreign companies Rs. 48,000 (gross)
6. Rent from lifting of plant, machinery, furniture etc. RS. 78,000
(repairs rs. 2000. Insurance Rs. 6000).
7. Directors for received RS. 62,000
8. Royalty from surplus mines Rs. 64,000.
9. Interest on bank deposits Rs. 4400.

END

Hall Ticket No:

Course Code: 16MBA431

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)
MBA II Year I Semester (R16) Supplementary End Semester Examinations – MAY 2019
CUSTOMER RELATIONSHIP MANAGEMENT

Time: 3Hrs

Max Marks: 50

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

- Q.1(A) What is Customer Relationship Management? Explain the significance of CRM. 8 M
- OR**
- Q.1(B) Elaborate on Economics of Customer Relationship Management. 8 M
-
- Q.2(A) Discuss the role of CRM in developing Customer Satisfaction and Loyalty. 8 M
- OR**
- Q.2(B) Write down the different perspectives of Customer Service. 8 M
-
- Q.3(A) Write a Short Notes on 8 M
i) Sales force automation
ii) Customer acquisition
- OR**
- Q.3(B) Discuss the strategies for Customer acquisition, retention and development. 8 M
-
- Q.4(A) What are the functions and technical requirements for CRM solutions? Explain. 8 M
- OR**
- Q.4(B) Discuss the main features of people soft in enhancing functioning of CRM. 8 M
-
- Q.5(A) Discuss the Technological and Operational issues in implementation of CRM Project. 8 M
- OR**
- Q.5(B) Explain the steps involved in Planning and designing of effective relationship management system. 8 M
-
- Q.6 **Case Study** 10 M
- Sri Ram Tech CRM wishes to offer a full suite of customer relationship management software specially made for public transport organizations dealing directly with travelers. They are aimed at increasing revenue, travel, customer satisfaction and operational efficiency. State and explain the top five CRM modules which are essential to be implemented by Sri Ram Tech CRM.
- ***END*****

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
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MBA II Year I Semester (R16) Supplementary End Semester Examinations – May 2019
LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Time: 3Hrs

Max Marks: 50

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

Q.1(A) Define logistics Management? Discuss various types of Logistics. 8 M

OR

Q.1(B) What is meant by Physical Distribution? Explain various components of Physical Distribution. 8 M

Q.2(A) What is Demand Forecasting? Explain various techniques of Demand Forecasting. 8 M

OR

Q.2(B) What do you understand by Distribution Resource Planning. How is it having edge over Distribution Requirement Planning. 8 M

Q.3(A) What is Supply Chain Management? Explain the necessity of Supply Chain. 8 M

OR

Q.3(B) Elaborate on Supply Chain Performance drivers. Explain the key enablers for improvement of Supply Chain. 8 M

Q.4(A) Write a Short Notes on 8 M
i) Vertical Marketing System
ii) Horizontal Marketing System
iii) Hybrid Channel System

OR

Q.4(B) Elaborate on the role of Channel Distribution in Marketing 8 M

Q.5(A) Elucidate SCOR Model with a neat diagram 8 M

OR

Q.5(B) What is Bull Whip Effect in supply Chain and how it is measured? Describe the major Bullwhip effect in supply chain. 8 M

Q.6 Case Study 10 M

Accenture is helping Siemens forecast and plan for high performance.

As a leader in one of the world's most competitive and cost-intensive industries, Siemens Networks is under constant pressure to keep costs down while enhancing service. A proven way to reach these twin goals is with high-quality forecasting. In fact, Accenture research shows that companies committed to high performance are usually the biggest and smartest investors in technology that helps them align supply with demand, and maximize enterprise-wide visibility of forecast data.

Strongly committed to the above goals, Siemens Networks has invested heavily in planning and forecasting tools, and is constantly measuring the value that these applications provide. However, the company recently determined that its traditional approach—combining homegrown, Web-based tools with a best-of-breed demand planning solution—was not producing the functional fit or user acceptance that the organization needed. The core weakness was low forecast accuracy that, in Siemens' build-to-order environment, was causing component-supply problems, delaying deliveries and upsetting customers. Clearly, the company's forecasting technologies and processes needed an overhaul. Accenture was selected to help Siemens Networks achieve high performance through improved planning and forecasting. Figuring most prominently in the choice was the supply chain planning expertise Accenture demonstrated during an initial blueprint phase, and its ability to leverage cost optimized local and remote resources, split evenly between Germany and its Supply Chain Center of Excellence in Barcelona. Another factor was Accenture's Global Delivery Network—large-scale, multi-purpose facilities in diverse locations, complemented by specialized centers such as the Supply Chain Center of Excellence in Barcelona. Use of Accenture Delivery Centers have been shown to reduce service-delivery costs by up to 25 percent, while increasing overall quality and reducing risk.

- 1) Analyze the firm's strategies?
- 2) What future plans should the firm to take performance next level?

*****END*****