

Value Chain Analysis

2. X is a leading toy manufacturing firm. Having commenced its commercial operations in the year 1990, the firm has a state-of-the-art manufacturing facility in India. It sells toys through retail outlets and the firm's website. X has been pioneering the concepts of quality and safety in toys and has been instrumental in raising the quality standards of toys in the Indian Market.

X's mission is to influence parents to spend on toys that enable every child to grow with quality toys that contributes to his/ her wholesome development.

X procures the materials from a number of different suppliers. All of the purchased material are dispatched to its warehouse located at its factory and are held there unless they are moved to production. After production is completed, finished toys are moved to X's retail outlets by its own vehicles. Each week, the vehicles follow the same time schedule regardless of the weight they are carrying. Finished toys that are sold through the X's website are dispatched to its distribution centre.

X has recently got the contract to manufacture a new toy that is 'Ty-Z', a mini cartoon based on a character from a famous international animated film. X has not been given any target price, hence is free to set the selling price of 'Ty-Z', however, must pay a royalty of 10% of the selling price to the film director. X is also planning to sell 'Ty-Z' through its retail outlets.

X has decided to follow a target costing technique for 'Ty-Z'. Marketing manager has determined the selling price to be around ₹1,750 per 'Ty-Z'. X needs a margin of 26% of the selling price of 'Ty-Z'.

For the estimated costs per 'Ty-Z' refer Annexure.

Required

DISCUSS three primary activities of value chain through which X can minimise gap if any.

Annexure
Estimated Costs per 'Ty-Z'

	₹
Material C	150.50
Material D	122.50
Other Material	see note below
Labour (0.4 hours at ₹1,050 per hour)	420.00
'Ty-Z'- specific production overhead cost	132.30
'Ty-Z'- specific selling and distribution cost	166.60
Note- Each 'Ty-Z' requires 0.70 kg of 'other materials'. These 'other materials' are procured from a supplier at a cost of ₹280 per kg and around 5% of all purchased materials are found to be downgraded.	

Bulk purchase of components for Mobile A and Z gives Wireless the advantage of negotiating for discounts on purchases. It could also negotiate for favorable delivery terms, like just in time purchasing agreements. This would reduce the inventory holding costs for Wireless.

All this contributes towards lowering the costs of production of Mobile A. This will help Wireless sustain its low-cost advantage.

2. In case of X, there is a **cost gap of ₹78.22**. Where a gap exists between the *current estimated cost levels* and the *target cost*, it is essential that this gap be closed. Cost gap can be removed by **reducing the cost over all the Value Chain** through the development of the spirit co-operation and understanding among all members of organizations associated with the product from suppliers, producers, customers, agents and service providers.

In Xs Value Chain, three primary activities are:-

Inbound logistics

These are activities concerned with receiving, storing and distributing the inputs (raw material) to the production process. The *relationship with supplier* is a key component in this process. Currently, X procures materials from multiple suppliers and stores these materials in its store. **Shifting to a just-in-time (JIT) system technique** in procurement of materials could possibly save substantial storage costs provided the JIT supplier must agree to take the responsibility for the good quality of materials supplied. This will also become a source of savings because downgraded items will be removed. However, X might have to pay additional payout to a supplier for JIT purchasing to work.

Outbound logistics

These activities involve collecting, storing and distributing the products to the customers. At X, scheduled transportation of toys to retail outlets is outbound logistics activity. Potentially, the scheduled transportation of toys to retail outlets every week is not an efficient way. Such deliveries do not consider whether toy is required at retail outlets or not, hence X may possibly deliver toys to retail outlets those do not need toys and suffer unnecessary transportation costs.

X should plan to **implement EDI system** that will help it to improve warehousing and logistics by automatically tracking inbound shipments as well as outbound products. Adopting EDI, X can not only improve processes but also streamline inventory management across many channels. However, it will require setup time and a learning curve to implement the same.

Marketing and sales

Marketing and sales provide the means by which the customers are made aware of the product. At X, the sales of toys via its retail outlets and website are marketing and sales activities.

X is planning to sell 'Ty-Z' via retailers. If X sales 'Ty-Z' through its website rather than through retail outlet, significant cost could easily be avoided. Simultaneously, X will be able to expose itself to **attract international customers** to buy 'Ty-Z' as product is based on character from a famous international animated film.

Overall, X may create a *cost advantage* by **reconfiguring** the Value Chain. Reconfiguration means structural changes such a new production process, new distribution channels or a different sales approach as discussed above.

Workings

Statement Showing Computation of Cost GAP

	₹
Sales Price	1,750.00
Less: Royalty @10%	175.00
Less: Profit @26%	455.00
Target Cost 'Ty-Z'	1,120.00
Material C	150.50
Material D	122.50
Labour (0.40 hours at ₹1,050 per hour)	420.00
Other Material (0.70 kg × ₹280 per kg) / 0.95	206.32
Production Overheads Cost	132.30
Distribution and Sales Cost	166.60
Estimated Cost 'Ty-Z'	1,198.22
Cost Gap	78.22



CS → 1-4, 22