**Advanced Supply Chain Management**

**NMIMS Centre for Distance and Online Education (NCDOE)**

**Internal Assignment Applicable for April 2025 Examination**

**Q1. Frito-Lay has over three dozen brands of snacks and chips, 15 of which sell more than $100 million annually each, and 7 of which sell over $1 billion each. Its brands include Fritos, Lay's, Doritos, Sun Chips, Cheetos, Tostitos, Flat Earth, and Ruffles. Frito-Lay relies on effective AGGREGATE PLANNING to match fluctuating multi- billion-dollar demand to capacity in its 36 North American plants. Planning for the intermediate term (3 to 18 months) is the heart of aggregate planning.**

**a) Explain the two (2) Generic Aggregate Planning Strategies and the Pros & Cons of each of these strategies.**

**Answer:**

**Introduction:**

Aggregate planning is a crucial process for balancing production capacity and demand over an intermediate timeframe (3 to 18 months). Frito-Lay employs aggregate planning to efficiently manage fluctuating multi-billion-dollar demand across its diverse product range. This process involves two main strategies: **Chase Strategy** and **Level Strategy**, each with distinct advantages and disadvantages.

Let me elaborate on the two strategies and their pros and cons as below:

**This is partially solved sample answer**

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**b) Explain the key steps in Aggregate Capacity Planning.**

**Answer:**

**Introduction:**

Key steps in this process enable effective resource utilization and timely fulfillment of customer needs:

* Forecast Demand: Estimate product demand for the planning horizon.
* Determine Capacity: Assess current production capabilities and resource availability.
* Identify Gaps: Compare demand forecasts with capacity to identify shortfalls or excesses.
* Develop Plans: Formulate strategies (e.g., workforce changes, inventory adjustments) to address gaps.
* Implement and Monitor: Execute plans and continuously monitor for adjustments.

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**Q2. Aeolus Wind Energy, an international wind turbine manufacturer is facing ongoing challenges with timely supply of crucial components for its production, causing frequent disruptions. Despite extensive internal efforts to address the issue, production delays and cost escalations keep occurring due to last-minute rescheduling and procurement. The lack of delivery reliability is leading to dissatisfied customers and contractual penalties, significantly impacting the company.**

**Willem van Hoff, the COO has undertaken a major review and revamp of the company’s Global Supply Chain. Discuss the factors that the COO needs to consider while redesigning the company’s global supply chain network.**

**Answer:**

**Introduction:**

Redesigning the global supply chain network for Aeolus Wind Energy requires addressing the root causes of supply chain disruptions and ensuring it becomes resilient, agile, and cost-effective. Willem van Hoff, the COO, should consider the following factors:

1. Supplier Selection and Management

Supplier Reliability: Assess the track record of suppliers regarding quality, on-time delivery, and adherence to agreements.

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**Q.3. Clothes Horse Fashions specializes in the manufacture and sale of ready-made clothing, primarily focusing on designer dresses and sportswear. With a global network of sales agents responsible for their respective geographic regions, the company is experiencing explosive growth. However, the company is currently facing intense pressure to continually enhance its supply chain performance in order to maintain its competitive edge.**

**To address this challenge, Jack Wilcox the COO is now keen to restructure their supply chain to optimize its operations and is trying to decide between implementing VMI or CPRF. While David Rakich, the SVP of Operations is in favor of adopting CPRF, the CIO, Ann Rosenthal, is leaning towards adopting VMI.**

**a. What is VMI? What arguments can Ann use to make the case for VMI and against CPRF?**

**Answer:**

**Introduction:**

VMI is a supply chain management practice where the vendor (supplier) is responsible for managing and replenishing the inventory at the retailer's or buyer’s location. The vendor monitors inventory levels and determines replenishment needs, often using shared data such as sales forecasts and real-time inventory levels.

**Arguments in Favor of VMI (Ann’s Perspective):**

**1. Streamlined Inventory Management:**

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**b. What s CPRF? What arguments can David use to make the case for CPRF and against VMI.**

**Answer:**

**Introduction:**

CPFR is a supply chain management approach where trading partners (suppliers, manufacturers, and retailers) collaborate to plan and forecast demand and coordinate replenishment activities. The goal is to align supply with demand by sharing data, making joint decisions, and improving supply chain efficiency.

**Arguments in Favor of CPFR (David’s Perspective):**

**1. Demand Forecast Accuracy:**

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