SWOT ANALYSIS

1. What is the background and the purpose of this study?
A: The main background of this study is the Indian Software Industry. The main purpose of this SWOT analysis is to give a complete picture of the Strengths, Opportunities, Threats and Weakness the Indian Software Industry is facing. It helps to know where the industry is lagging behind and there by to improve the industry.

2. Explain how SWOT analysis is done?
A: SWOT analysis is basically a business tool that deals with the internal and external factors of the business. It can be done by a single person or a group of people. Both cases involve performing only a few steps.
1. Synthesis of the internal data to list the weaknesses and the strengths of the firm.
2. Collect the external data to identify the possible threats and opportunities. The true value of this analysis is to bring all these information together. It helps to assess the most promising situations and the most vital issues.

3. What according to the analysts, are the strengths of the Indian Software Industry?
A: According to the analysts the following are the strengths of the Indian Software Industry:
a) Having great support from the Government is the biggest strength the industry. The government is making policies and conducting workshops in India as well as abroad so as to attract the foreign companies to establish their software companies in India. Also, the government is providing exemption from income tax as well as export/import taxes.
b) The government has also come forward to establish IT/Software parks and give funds for the investment.
c) Another important strength is that the cost of labour is very cheap when compared to the other countries.
d) The most important strength of Indian Software Industry is that it has English-speaking technical talent which is ranked second in the world.

4. List the factors that are considered to be the weaknesses of the industry. Do you agree with the analysis?
A: One of the main weaknesses of the industry is that it lacks domestic support. It is making great progress in the outsourcing direction but failing to meet the domestic demand. Another important weakness is that it has to import all the hardware from other countries as there are no good hardware companies in India.

5. Why do the writers consider that 'India has lots of opportunities' in spite of its inherent weakness?
A: In spite of the inherent weaknesses the Indian Software Industry has India has lots of opportunities because:
Here in India, software is understood as a treasure in the knowledge. The industry is the backbone of the national economy. India has a huge amount of English-speaking technical talent and here the cost of employing people is also less when compared to the developed countries.

6. What are the treats the Indian software industry is likely to encounter?
A: Though the industry has lots of strengths and opportunities it has some threats. The instable Indian Political environment is one of the treats the industry is to face. The increase in the competition from other countries like Israel, Ireland, Korea, Taiwan and Philippines stand as a challenge to the industry. Most important threat is that the environment of science and technology is fast changing and that Indian industry has to keep itself updated. And most of the software products of Indian software industry still belong to American companies rather than domestic companies. So, all the intellectual property of the Indian industry is being exported to the foreign countries.

7. Why are the analysts optimistic about China's software industry compared to India?
A: The analysts are optimistic about China's software industry because already it has got 6000 software industries and that it is giving a good competition to Indian software Industry. China has also got huge potential. It is no wonder that it is seizing opportunities and moving ahead in the software industry.

8. Has the prediction of the analysts come true? This analysis is based on the figures from 2001-2002.

A: No, the prediction has not come true. India is by far the world's leading exporter of software services and has grown very rapidly. The Chinese software industry is equally as large and fast growing but not export oriented.

9. What would you suggest India should do to retain its supremacy in the software Industry?

A: In order to retain its supremacy in the software industry it has to seize all the opportunities and convert the weaknesses in to strengths and threats into opportunities.

10. Find out about the current scenario of Indian software industry. Does India continue to dominate the industry?

A: The Indian software industry epitomizes all that market forces and liberalization can bring to a rather

insulated economy. Expanding market opportunities, exponential growth prospects, access to the latest technology, increased income levels, better corporate governance etc have been some of the key benefits that this industry has witnessed over the years. Thus, the current scenario of the Indian software industry looks good.

HOW TO DO SWOT ANALYSIS OF A PERSON

You are most likely to succeed in life if you use your talents to their fullest extent. Similarly, you'll suffer fewer problems if you know what your weaknesses are, and if you manage these weaknesses so that they don't matter in the work you do.

So how you go about identifying these strengths and weaknesses, and analyzing the opportunities and threats that flow from them? SWOT Analysis is a useful technique that helps you do this.

What makes SWOT especially powerful is that, with a little thought, it can help you uncover opportunities that you would not otherwise have spotted. And by understanding your weaknesses, you can manage and eliminate threats that might otherwise hurt your ability to move forward.

If you look at yourself using the SWOT framework, you can start to separate yourself from your peers, and further develop the specialized talents and abilities you need to advance your career and help you achieve your personal goals.

How to Use the Tool

To perform a personal SWOT analysis, write down answers to the following questions.

Strengths

- What advantages do you have that others don't have (for example, skills, certifications, education, or connections)?
- What do you do better than anyone else?
- What personal resources can you access?
- What do other people (and your boss, in particular) see as your strengths?
- Which of your achievements are you most proud of?
- What values do you believe in that others fail to exhibit?
- Are you part of a network that no one else is involved in? If so, what connections do you have with influential people?

Consider this from your own perspective, and from the point of view of the people around you. And don't be modest or shy – be as objective as you can. Knowing and using your strengths can make you happier and more fulfilled at work.

And if you still have any difficulty identifying your strengths, write down a list of your personal characteristics. Some of these will hopefully be strengths!

Think about your strengths in relation to the people around you. For example, if you're a great mathematician and the people around you are also great at math, then this is not likely to be strength in your current role – it may be a necessity.

Weaknesses

- What tasks do you usually avoid because you don't feel confident doing them?
- What will the people around you see as your weaknesses?
- Are you completely confident in your education and skills training? If not, where are you weakest?
- What are your negative work habits (for example, are you often late, are you disorganized, do you have a short temper, or are you poor at handling stress)?
- Do you have personality traits that hold you back in your field? For instance, if you have to conduct meetings on a regular basis, a fear of public speaking would be a major weakness.

Again, consider this from a personal/internal perspective and an external perspective. Do other people see weaknesses that you don't see? Do co-workers consistently outperform you in key areas? Be realistic – it's best to face any unpleasant truths as soon as possible.

Opportunities

- What new technology can help you? Or can you get help from others or from people via the Internet?
- Is your industry growing? If so, how can you take advantage of the current market?
- Do you have a network of strategic contacts to help you, or offer good advice?
- What trends (management or otherwise) do you see in your company, and how can you take advantage of them?
- Are any of your competitors failing to do something important? If so, can you take advantage of their mistakes?
- Is there a need in your company or industry that no one is filling?
- Do your customers or vendors complain about something in your company? If so, could you create an opportunity by offering a solution?

You might find useful opportunities in the following:

- Networking events, educational classes, or conferences.
- A colleague going on an extended leave. Could you take on some of this person's projects to gain experience?
- A new role or project that forces you to learn new skills, like public speaking or international relations.
- A company expansion or acquisition. Do you have specific skills (like a second language) that could help with the process?

Also, importantly, look at your strengths, and ask yourself whether these open up any opportunities – and look at your weaknesses, and ask yourself whether you could open up opportunities by eliminating those weaknesses.

Threats

- What obstacles do you currently face at work?
- Are any of your colleagues competing with you for projects or roles?
- Is your job (or the demand for the things you do) changing?
- Does changing technology threaten your position?
- Could any of your weaknesses lead to threats?

Performing this analysis will often provide key information – it can point out what needs to be done and put problems into perspective.

A Personal SWOT Example
What would a personal SWOT assessment look like? Review this SWOT analysis for Carol, an advertising manager.
Strengths
- I'm very creative. I often impress clients with a new perspective on their brands.
- I communicate well with my clients and team.
- I have the ability to ask key questions to find just the right marketing angle.
- I'm completely committed to the success of a client's brand.

Weaknesses
- I have a strong, compulsive need to do things quickly and remove them from my "to do" list, and sometimes the quality of my work suffers as a result.
- This same need to get things done also causes me stress when I have too many tasks.
- I get nervous when presenting ideas to clients, and this fear of public speaking often takes the passion out of my presentations.

Opportunities

- One of our major competitors has developed a reputation for treating their smaller clients poorly.
- I'm attending a major marketing conference next month. This will allow for strategic networking, and also offer some great training seminars.
- Our art director will go on maternity leave soon. Covering her duties while she's away would be a great career development opportunity for me.

Threats

- Simon, one of my colleagues, is a much stronger speaker than I am, and he's competing with me for the art director position.
- Due to recent staff shortages, I'm often overworked, and this negatively impacts my creativity.
- The current economic climate has resulted in slow growth for the marketing industry. Many firms have laid off staff members, and our company is considering further cutbacks.

As a result of performing this analysis, Carol takes the bold step of approaching her colleague Simon about the art director's maternity leave. Carol proposes that both she and Simon cover the job's duties, working together and each using his or her strengths. To her surprise, Simon likes the idea. He knows he presents very well, but he admits that he's usually impressed by Carol's creative ideas, which he feels are far better than most of his.

By working as a team, they have a chance to make their smaller clients feel even better about the service they're getting. This takes advantage of their competitor's weakness in this area.

HOW TO WRITE A COMPANY PROFILE?

Having a well-written corporate profile can serve several purposes for an organization or a business. It can be used as a marketing tool, to attract investors and clients who might be interested in the product or service provided by the company. It can also be used to distribute to the media, the community and any other stakeholders who might be interested in understanding a company's mission and what it does. Write a corporate profile that is concise, creative and attention grabbing by focusing on pertinent information and presenting it in a way that readers will find interesting and engaging.

Keep your corporate profile concise. It should not take too long to read.

- Remember that many readers will simply scan the profile, digesting key phrases and concepts. Few people will read every word of the profile, so do not waste time writing 20 pages.

Aim to present the main elements of the corporation's operations and objectives with a positive spin.

- The profile should make the company look good.

Get creative with the corporate profile. It should be professional and businesslike, but it also needs to grab the reader's attention.

- Use compelling words and phrases to make your text stand out.
- Consider graphics and diagrams to break up some of the text or longer paragraphs.

Stay flexible. Be sure to keep your corporate profile up to date, especially as the business grows and changes over time.

- Review the profile every 6 months or so, and any time a major change affects the leadership or operations of the company.

Keep the corporate profile honest and accurate. Consumers, analysts and members of the media will likely do a little research to confirm what they read.

Company Profile Example

A company profile can be used as part of a business plan you develop to launch your business or as part of a business plan you provide a banker or investors to gain funding for your business.

A company profile is essentially a resume for your company that you use to establish your credibility with the market you serve.

Your company profile helps potential customers to understand your business as well as to understand your company's approach, unique strengths, and experience.

Your company profile demonstrates your company's ability to effectively meet customer needs.

Company Profile Checklist

Use this checklist of questions to help you gather information needed to develop an effective company profile:

1. When did you start your company?
2. Why did you start your company?
3. What is the contact information for the company including address, phone, fax, e-mail, and web site information?
4. What products or services do you provide?
5. Are the products or services standard offering, custom, or both?
6. What are your top selling products or services and/or your particular specialties?
7. What industries or market segments do you serve?
8. Is there a particular company size you serve?
9. Is there a particular geography you serve?
10. Do you have any "big name" customers that you can reference in promotional material?
11. If you've served a large number of customers, please state the approximate number you've worked with to date.
12. Do you serve a particular customer type, i.e. homeowners, school administrators, IT Managers, etc?
13. Are there particular tools like software applications or other technology that you use to meet customer needs?
14. Does the company hold any patents?
15. Are there any business partnerships or alliances that you leverage to meet customer needs?
16. Do key members of the company have particular experience, educational backgrounds or certifications that represent a strategic advantage for your company?
17. Does the company have any certifications or belong to any professional associations?
18. What do you see as your top 3 competitive advantages over your competitors?
19. What are the top 3 successes the company has had?

Here is an sample company profile that will give you an example to use when developing your company profile.

Arvind Mills
Company Profile Example

SekeLAssociates,LLC

With headquarters in Minnesota, Sekel Associates, LLC provides superior consulting services for managing the implementation of Warehouse Management Systems in the retail industry, serving both the domestic and international sectors. Sekel Associates, LLC brings a fresh and innovative approach to consulting services, acting as liaison between the end-user and the software provider. Our goal is to exceed the expectations of every client by offering outstanding customer service, increased flexibility, and greater value, thus optimizing system functionality and improving operation efficiency. Our associates are distinguished by their functional and technical expertise combined with their hands-on experience, thereby ensuring

that our clients receive the most effective and professional service.

As experts in automated retail management systems and distribution, Sekel Associates, LLC is involved in every stage upon client selection of Warehouse Management Systems software from implementation to completion offering continual functional and technical support. Our extensive skills encompass all aspects of implementation and operation, including business requirements definition, development of functional specifications for client approval, system design, and overseeing development teams customizing software to fit specific client needs. Typically, we are on-site at the retailer's locations handling client contact, providing functional and technical training and support, and resolving any and all troubleshooting issues that arise when the client initiates software usage in a live setting.

Unlike other consulting firms, at Sekel Associates, LLC we possess operations experience in a distribution center at the GM-level. Our associates are well versed in all aspects of multiple location management, from budgeting to productivity to establishing and maintaining business partnerships. We pride ourselves on our proven track record for effectively administering multiple implementations. This is due to effectively directing team members in the development of software modifications to ensure that all business requirements are met within budget restraints and time schedules. In addition, Sekel Associates, LLC has experience with large distribution centers, having been responsible for the successful implementation of a 1.2 million square-foot retail distribution center.

In order to meet the individual needs of clients, Sekel Associates, LLC maintains a wide range of qualifications. We excel in Oracle databases, forms, and reports. Our extensive knowledge base entails host systems interfacing with the Warehouse Management System, including merchandising, purchase order, and planning and allocation systems. Moreover, our functional and technical experience extends to interfacing with third-party conveyers and various unit sorters. At Sekel Associates, LLC we are continually expanding upon our knowledge and services to assist clients with successfully implementing Warehouse Management Systems in multiple distribution centers throughout various locations.

Exceptional functional and technical expertise coupled with extensive industry knowledge makes Sekel Associates, LLC the ideal choice for a consulting firm to manage the implementation of your Warehouse Management System.

SekelAssociates,LLC
8749KilbirnieTerrace
BrooklynPark,MN55443
(763)315-3755
www.sekelassociates.com

TOYOTA PRODUCTION SYSTEM

1. **What is the philosophy behind Toyota Production System?**
A. **Genchi Genbutsu**
   Means go and see for yourself. Go see the problem. This is the belief that practical experience is valued over theoretical knowledge. You must see the problem to know the problem.*Get your boots on; common phrase used at TMMK.

   Kaizen
   Kaizen refers to the series of activities whereby instances of Muda are eliminated one by one at minimal cost, by workers pooling their wisdom and increasing efficiency in a timely manner. Kaizen activities typically emphasize manual work operations rather than equipment. Also, Kaizen is not an activity to be performed by a specialist, but can be – in fact should be – performed by all employees at each job site.

   Challenge
   They form a long term vision meeting challenges with courage and creativity to realize our dreams.

   Team Work
   They stimulate personal and professional growth, share the opportunities of development and maximize individual and team performance.

   Respect
   They respect others, make every effort to understand each other, take responsibility and do their best to build mutual trust.

2. **Explain the significance of waste reduction or elimination in the TPS.**

A. Waste elimination is one of the most effective ways to increase the profitability of any business. Processes either add value or waste to the production of a good or service. The seven wastes originated in Japan, where waste is known as "muda." "The seven wastes" is a tool to further categorize "muda" and was originally developed by Toyota's Chief Engineer Taiichi Ohno as the core of the Toyota Production System, also known as Lean Manufacturing. To eliminate waste, it is important to understand exactly what waste is and where it exists. While products significantly differ between factories, the typical wastes found in manufacturing environments are quite similar. For each waste, there is a strategy to reduce or eliminate its effect on a company, thereby improving overall performance and quality.

   Following are the seven wastes, as categorized by Taiichi Ohno:

   - **Overproduction** -- Manufacture of products in advance or in excess of demand wastes money, time and space.
   - **Waiting** -- Processes are ineffective and time is wasted when one process waits to begin while another finishes. Instead, the flow of operations should be smooth and continuous. According to some estimates, as much as 99 percent of a product's time in manufacture is actually spent waiting.
   - **Transportation** -- Moving a product between manufacturing processes adds no value, is expensive and can cause damage or product deterioration.
   - **Inappropriate processing** -- Overly elaborate and expensive equipment is wasteful if simpler machinery would work as well.
   - **Excessive inventory** wastes resources through costs of storage and maintenance.
   - **Unnecessary motion** -- Resources are wasted when workers have to bend, reach or walk distances to do their jobs. Workplace ergonomics assessment should be conducted to design a more efficient environment.
   - **Defects** -- Inspecting and quarantining inventory takes time and costs money.

3. **How was the delegation's visit to Piggly Wiggly important for the evolution of the TPS?**

A. The story is that the Toyota Production System, originally called "Just-in-Time Production," builds on the approach created by the founder of Toyota, Sakichi Toyoda, his son Kiichiro Toyoda, and the engineer Taiichi Ohno. The founders of Toyota drew heavily on the work of W. Edwards Deming and the writings of Henry Ford.

- When these men came to the United States to observe the assembly line and mass production that had made Ford rich, they were unimpressed. While shopping in a supermarket they observed the simple idea of an automatic drink resupplier; when the customer wants a drink, he takes one, and another replaces it. The principles underlying the TPS are embodied in The Toyota Way. The supermarket was Piggly Wiggly.

On a subsequent visit to a Piggly Wiggly, the delegation was inspired by how the supermarket only reordered and restocked goods once they had been bought by customers.

4. What is the governing principle of the Toyota Way in relation to employees?

A. All newly hired Toyota employees in North America attend a five day orientation during the first week of employment. The training consists of classroom training and exercises covering such subjects as the team concept, production system, kanban, kaizen, quality principles, attendance policies, safety policies, labor-management relations, housekeeping, and competitive conditions the auto industry. The orientation training is followed by OJT(, in which each trainee works side by- side with a Toyota trainer or a group leader on the assembly line. The same methodology is used for office employees. Each new employee is assigned a trainer responsible not only for teaching the job elements and job content, but also for explaining how to perform the job in accordance with TPS rules and policies. OJT lasts from six to eight weeks. All employees are expected to follow their jobs as defined. No variation is tolerated. At the end of the initial OJT, most of the new employees have a fundamental knowledge of the basic TPS principles.

Three rules of JIT(JUST IN TIME)

1. Produce only what the customer needs

2. In the right quantity

3. At the right time

By giving every employee this foundation of TPS knowledge, Toyota creates a very uniform Work force. The result is that everybody knows how to perform their jobs, what the standards are, What is expected and how to deal with abnormal situations.

Add value to the organization by developing your people and partners

1**.** Grow leaders who thoroughly understand the work, live the philosophy, and teach it to others.

2. Develop exceptional people and teams who follow your company's philosophy.

3. Respect your extended network of partners and suppliers by challenging them and helping them improve.

5. Discuss the significance of the process involved in the Toyota Way to get desired results.

A. The significance of the process involved in the Toyota Way to get desired results:

1. Create continuous process flow to bring problems to the surface.

2. Use the pull system to avoid overproduction.

3. Level out the workload. (Work like the tortoise, not the hare)

4. Build a culture of shopping to fix problems, to get quality right from the first.

5. Standardize tasks are the foundation for continuous improvement and employee empowerment.

6. Use visual control so on problems are hidden.

7. Use only reliable, thoroughly tested technology that serves your people and processes.

6. Why is the Toyota Production System compared to 'squeezing water from a dry towel'?

A. The Toyota Production System is compared to squeezing water from a dry towel. This means that it is a system for thorough waste elimination. Here, waste refers to anything which does not advance the process , everything that does not increase added value.

Toyota Production System

A production system which is steeped in the philosophy of "the complete elimination of all waste" imbuing all aspects of production in pursuit of the most efficient methods."

Toyota Motor Corporation's vehicle production system is a way of "making things" that is sometimes referred to as a "lean manufacturing system" or a "Just-in-Time (JIT) system," and has come to be well known and studied worldwide.
This production control system has been established based on many years of continuous improvements, with the objective of "making the vehicles ordered by customers in the quickest and most efficient way, in order to deliver the vehicles as quickly as possible."
The Toyota Production System (TPS) was established based on two concepts: The first is called "jidoka" (which can be loosely translated as "automation with a human touch") which means that when a problem occurs, the equipment stops immediately, preventing defective products from being produced; The second is the concept of "Just-in-Time," in which each process produces only what is needed by the next process in a continuous flow.

Based on the basic philosophies of jidoka and Just-in-Time, the TPS can efficiently and quickly produce vehicles of sound quality, one at a time, that fully satisfy customer requirements.

TPS Concept

Jidoka
Highlighting/visualization of problems

-Quality must be built in during the manufacturing process!-

If equipment malfunction or a defective part is discovered, the affected machine automatically stops, and operators cease production and correct the problem.
For the Just-in-Time system to function, all of the parts that are made and supplied must meet predetermined quality standards. This is achieved through jidoka.

1. Jidoka means that a machine safely stops when the normal processing is completed. It also means that, should a quality / equipment problem arise, the machine detects the problem on its own and stops, preventing defective products from being produced. As a result, only products satisfying quality standards will be passed on to the following processes on the production line.
2. Since a machine automatically stops when processing is completed or when a problem arises and is communicated via the "andon" (problem display board), operators can confidently continue performing work at another machine, as well as easily identify the problem's cause to prevent its recurrence. This means that each operator can be in charge of many machines, resulting in higher productivity, while continuous improvements lead to greater processing capacity.

Just-in-Time
Productivity improvement

- Making only "what is needed, when it is needed, and in the amount needed!"

Producing quality products efficiently through the complete elimination of waste, inconsistencies, and unreasonable requirements on the production line.
In order to deliver a vehicle ordered by a customer as quickly as possible, the vehicle is efficiently built within the shortest possible period of time by adhering to the following:

1. When a vehicle order is received, a production instruction must be issued to the beginning of the vehicle production line as soon as possible.
2. The assembly line must be stocked with required number of all needed parts so that any type of ordered vehicle can be assembled.
3. The assembly line must replace the parts used by retrieving the same number of parts from the parts-producing process (the preceding process).
4. The preceding process must be stocked with small numbers of all types of parts and produce only the numbers of parts that were retrieved by an operator from the next process.