ABSTRACT

Telecom sector plays a crucial role in infrastructure development of a country and its economy. The study is set out to review supply chain operations and organisational performance in telecom industry. The study has sought to examine the current supply chain dynamics of Indian telecom industry and to identify key factors of telecom industry’s supply chain competitiveness. Further on study has sought to assess bottlenecks of supply chain performance and to find out the way they impact organisational performance. This study has reviewed all major players of telecom sector supply chain and representative engagement matrix showing relationship among these players is formulated. An effort is made to study the important constituents of Indian telecom supply chain, such as forecasting, purchasing practices, business modeling, manufacturing and import scenario, challenges to indigenisation of telecom input products, inventory management, warehousing and transportation scenario, material demand cycle, and ERP software packages.

Study has brought out that there exists a gap in manufacturing scenario of telecom sector in India as most of equipment is either imported or Indian manufactured by multinational organisations of European or Chinese origin resulting into major outflow of foreign exchange from county. Study has also attempted to bring out reasons of these high imports in spite of efforts from Government of India in form of guidelines and recommendations. Study suggest that a gap exists in important supply chain function of sector such as forecasting, inventory management, material demand cycle, and ERP software packages. Opportunities exist for organisations in sector for software developer to leverage this gap and come out with customized software packages to help wastage getting generated. Study has also attempted to review impact of supply chain operations on operational performance parameters of project performance, financial performance, sales and marketing performance and customer satisfaction. Study has come out with a conclusion that supply chain operations of the sector impact revenue of the organisation more than the cost. In consideration of the same, study propose to establish linkage of supply chain operations with financial performance parameters of
organisation of the sector so that relationship equation can be established by individual organisation and performance can be improved. Study also proposes a list of category of telecom products which should be considered for indigenization and recommends actions needed to be taken by telecom service providers, government, research institutions and software developers.