**Companies Analysis**

Student's name

Course name and number

Instructor's name

Dates

**Companies Analysis**

**FedEx Corporation**

1. **Background**

FedEx Corporation— founded in 1971 and based in Memphis — offers transportation, business services, and e-commerce globally (Yahoo Finance, 2021). It is the world's largest express transportation company (Rust, 2018). Mr Frederick W. Smith is the founder and Exec. Chairman & CEO (FedEx, 2021) . He presented a paper at Yale University discussing challenges facing the logistics industry and possible solutions in 1965. In Little Rock, Arkansas, he controlled Arkansas Aviation Sales in 1971, changing its name to Federal Express and later FedEx (FedEx, 2021). FedEx Express segment provides express transit, freight transportation services, and small-package ground delivery. Also, this department gives e-commerce transportation solutions, day-specific delivery services, and time-critical transportation services.

FedEx Ground is another division offering day-certain delivery services. FedEx Freight segment provides less-than-truckload freight transit services, while FedEx Services gives sales, back-office function, collection and billing, technical support, customer service, communication, information technology, and marketing services. Other divisions are Elimination, Other, and Corporate, offering customer-retail access, business and document array of services, freight and global ocean forwarding services, and customs brokerage. The company has 324,000 full-time employees, and the real-time stock price is $314.69 (Yahoo Finance, 2021).

1. **Significance of FedEx Location**

Smith gets control of Arkansas Aviation Sales that was located in Little Rock, Arkansas, in August 1971. He discovered how hard it was to acquire airfreight and packages within one to two days, therefore moving the company to Memphis, Tennessee (FedEx, 2021). This new headquarter is ideal because it is a central point within the United States, and Memphis International Airport is reliable, and it rarely closes. Furthermore, the airport had put more effort into enhancing operations, and hangar is readily available. This location facilitates the companies business functions since 186 packages to 25 cities in the United States were delivered in April 1973. The company becomes the high-priority goods premier carrier and established shipping industry.

1. **How FedEx Location Location Strategy Differ from its Competitors**

FedEx utilizes hub strategy; their central point, Memphis, is strategically situated grounded on its operations. The company uses hubs to perform its business functions, e.g., a hub in Toronto that is a central location in Canada, hubs in China, and in Miami for Latin America. These main sites receive tax benefits and receive packages for cities with no direct flights. This technique minimizes competition and makes it hard for competitors to survive to operate in large areas. The strategy provides an advantage to FedEx since it manages flight times to control reroutes and the volume of flights. Additionally, central locations assist in regulating the package across all delivery point processes.

1. **How FedEx has affected the Memphis, TN area**

FedEx has become an economic giant as well-established brand recognition and the second-largest Tennesse's private employer (Rust, 2018). Between 1995 and 1999, FedEx's chief clients were indirectly or directly involved in capital investment of $463 million and offering additional 6,4000 jobs to Memphis and its surroundings. FedEx itself provided over 26,000 job opportunities in Memphis and 30,000 total worldwide (Rust, 2018). FedEx growth has made Memphis receive quick goods deliveries and distributions, expanding from an ordinary hangar to enormous, complex buildings.

Federal Express's Aircraft Maintenance Facility offers most of the company's massive fleet of airplanes, comprising around 60 DC-10s and 160 727s. Memphis is one of the busiest towns and airports in the country due to FedEx's numerous late-night flights. However, due to the pandemic, the company has declined operating results due to the progressive mix shift to lower-yielding services, upsurging costs to extend services deliveries, and unfavorable economic conditions. It has led to fewer functions and losing a large customer base leading to the laying off of employees.

**Arnold Palmer Hospital's Supply Chain**

1. **Overview**

Arnold Palmer Hospital is one of the top U.S. hospitals devoted to serving children and women. It is located in Orlando, Florida, occupying a space of 676,000 square feet, a 431-bed facility, and 2,000 workers (EduStream, 2021). Palmer Hospital© is able to get an avenue via the ranks for the reason of its layout plans, process analysis, and quality culture. In line with its constant concerns for upholding and focusing on its brand, it is amongst the top hospitals in the United States. It is a long-term member of Orlando Regional Healthcare and a prominent buying group member, serving 900 members. Arnold Palmer Hospital has now established a new small supply chain firm collaborating with other hospitals to lower their medical supply costs. Doctors and nurses are members of the Medical Economics Outcome Committee that assesses the available purchasing options for the hospital.

1. **How the Supply Chain Differ from that in a Manufacturing Firm**

There are distinguishing features between the supply chain by Arnold Palmer Hospital and that manufacturing firms. Medical Economic Outcomes Committee (MEOC) makes most decisions for the hospital, but manufacturing organizations focus on new product innovation and keeping effectiveness via seller-customer cooperation (EduStream, 2021). The hospital negotiation emphasizes the quality of products and looks for orders with the lowest possible bids. Furthermore, the hospital develops new products for operating rooms in conjunction with manufacturers and contracts, blanket buying orders, more product control, and other benefits, which are necessary.

On the other hand, manufacturing management aims to purchase excellent goods while attaining economic targets. The service industry board factors in indirect spending in supply chain management ensure that the purchased products support and meeting purposes. Also, rather than having seller-buyer collaboration, the MEOC is made of the users: the medical staff and nursing members. Additionally, the service industry purchases the same products because various legislation regulates them. This is different from manufacturing firms since they determine their standards and formulas, hence buying products depending on their needs.

1. **Constraints on Making Decisions based on Economics Alone at the Hospital**

MEOC working at the hospital operates towards attaining medical and economic benefits. If the medical benefits are not evaluated, the healthcare provision functions get compromised. These functions should focus on the effects of the purchased product on healthcare delivery. Correspondingly, the committee should determine the product's value and the healthcare price. The supply chain procedures should emphasize product development progression control, long-term contracts, blanket purchase orders, standardization, and quality (EduStream, 2021). MEOC will be able to focus on the supply chain economic benefits alone because it significantly emphasizes the product quality standards and supplier suitability.

1. **Doctors and Nurses' Roles in Hospitals' Supply Chain Decisions and Handling of Participation**

Medical Economics Outcomes Committee is composed of doctors and nurses as members. This committee has the responsibility of assessing the available purchase options to Arnold Palmer Hospital. This board considers the available purchasing options for the hospital. In this case, the available purchase options signify the suppliers with their corresponding quotations ready to provide their services. In general, the committee ensures that purchased medicines are of the required quality, having the best product bargaining power for their price.

1. **Dr Smith' Process of New Product Introduction**

Doctor Smith should first determine whether the new product meets the patients' requirements. After the assessment, he should inform the hospital's procurement department about the latest development (EduStream, 2021). The doctor should proceed with the idea and informs Medical Economic Outcomes Committee right after the Healthcare Purchasing Alliance approval. The committee will determine the product quality and consider the lowest possible price from various credible manufacturers. When the MEOC approves the product, Healthcare Purchasing Alliance looks for the most suitable manufacturer while considering issues of price changes and their credibility and reliability.

**Amazon**

1. **Brief History of Amazon**

Amazon.com is a huge internet-based business that sells electronics, housewares, movies, music, books, toys, and many other items. The company sells directly to the consumers or act as middlemen between manufacturers or other retailers and millions of clients. Amazon.com has such a robust online presence that in 2012, one per cent of all Cyberspace traffic in Canada, Mexico, and the United States passed through its data centers. Cadabra, as Amazon.com was first known, began as an online bookseller in 1994. The company's headquartered in Seattle, Washington. Awake.com, Browse.com, and Bookmall.com were all quickly registered by Bezos. He also registered and held the domain name Relentless.com. He later gave it the name Amazon. Bezos felt this was especially apt because he saw his online store as the world's largest, just as the Amazon is one of the world's largest rivers. It serves sellers, consumers, enterprise, developers, and content creators. It also provides advertising, fulfilment, publishing, and digital content.

1. **Difference of Amazon with other Huge Retailers**

While Amazon began as an online bookseller, Walmart started to as a physical-location-based big-box retailer and supermarket. As Walmart has built a robust e-commerce presence, the line separating the companies is blurring since Amazon is known for its increased online offerings and pushed into the brick-and-mortar space. Amazon online sites, music and video, and Walmart pharmacy has been added to both companies. The real rivalry began when Amazon bought Whole Food, and Walmart bought Jet.com.

Amazon.com produces and develops media content while other retailers such as Walmart participate in wholesale, retail, and other worldwide units. Amazon.com Inc. Web services sector entails renting computing resources and data storage over the Internet, also known as "cloud computing," while other retailers such as Walmart functions through Sam's Club, Walmart International, and Walmart U.S.

Amazon.com is basically an online retailer, but other giant retailers such as Walmart operate warehouse clubs, hypermarkets, supermarkets, supercenters, discount stores, carry and cash stores, and membership-only warehouse clubs. Other areas it runs include samsclub.com, a mobile commerce application, e-commerce websites, e.g., Walmart.ca and Walmart.com, and flipkart.com. Amazon hardly sells perishable items such as groceries. Still, physical retailers such as Walmart provide grocery items such as dry grocery, alcoholic and nonalcoholic beverages, frozen foods, bakery and deli, produce, meat, snacks, and consumables like baby products, paper goods, household chemicals, pet supplies, beauty, and health aids. Having physical shops, Walmart offers wellness and health products, over the counter medical items and drugs, clinical and optical services. It has tobacco and gasoline, jewellery, apparel, furniture, gardening, outdoor living, power and tool improvements, housewares, mattresses, seasonal items, toys, and battery and tire centers.

1. **Plans to Improve Management and Distribution**

Amazon has transformed the retail industry by deploying cutting-edge technology and implementing bold supply chain plans. The experience of the online retailer is one of rapid expansion and constant renovation. It's changing the supply chain, and rivals are struggling to keep up. Amazon.com plans to insource Logistics and outsource inventory management, improving customers' delivery options such as providing warehouses for different types of consumer needs and goods, e.g., free super-saver delivery, first-class, and one-day delivery. Amazon has plans to acquire a provider of robotic and automated warehouse solutions.

Classes and zones, push-pull strategies for the success of the supply chain, and minimizing supply chain costs are other major plans of Amazon.com.

1. **Global Strategies for Managing Inventories**

To conquer new markets, Amazon has followed a clear strategy: enter countries where e-commerce adoption as a percentage of full retail is rapidly increasing. Amazon's launch strategy in many countries over the last three years has been focused on its Kindle market. Amazon usually begins by negotiating with local publishers. After the parties reach an agreement, Amazon begins selling Kindles and eBooks as a means of breaking into the market. Amazon has been able to keep its average per unit procurement expense to a bare minimum by reaping massive economies of scale and a slew of industry-leading supply chain strategies. This advantage would not be the case if Amazon.com were a small firm with smaller markets. The company provides database, storage, compute, machine learning, and analytics.

**Toyota Motor Corporation**

1. **Overview**

The company was founded in 1933 and operates in Japan, Africa, Oceania, South America, Central America, Asia, Europe, North America, and the Middle East. Its headquarters are in Toyota, Japan. Toyota Motor Corporation assembles, manufactures, designs, and sells commercial vehicles, minivans, and passenger vehicles, and related accessories and parts. The company operates in financial services and automotive, among other segments. It provides conventional engine vehicles, fuel cell vehicles, and hybrid cars. The company also provides auto parts under Toyota's name, luxury cars, mid-size cars, mini-vehicles, recreational and sport-utility vehicles, and sports cars. The company, still under Tundra and Tacoma names, offers pickup trucks; Semi-bonnet wagon, Cab-wagons, Minivans, Trucks, and buses. In addition, Toyota offers financial services, e.g., credit cards, wholesale financing, retail financing, and leasing; and manufactures, sells, and designs prefabricated housing.

1. **Compare and Contrast the two Lean techniques leveraged by Toyota.**

Lean manufacturing/operations is a philosophy that emphasizes performance. It is based on the Toyota concept of identifying value from the customer's perspective and continuously improving the way value is provided by removing any inefficient resource usage or does not contribute to the value target. Lean is more about preserving value while doing less work. This strategy is accomplished by enabling each employee to reach his or her full potential and thereby contribute to the greatest extent possible. The aim is to show respect for people, which may include vendors, staff, and society in addition to the end customer—lean aims to optimize value delivery to the end-user while minimizing waste. Perfection, pull, flow, value, and value stream are the five principles of lean.

**Kaizen Lean Manufacturing**

Kaizen is a constructive approach in which workers work together to strengthen the production process on a daily basis. This approach works because it concentrates the company's collective skills and resources on building a community that is constantly looking for ways to reduce waste in manufacturing processes. Toyota ensures continuous improvement, a technique in which workers at all levels of the organization collaborate proactively to enhance daily manufacturing. In a sense, it brings together the company's collective talents to build a powerful engine for growth. Kaizen became popular in Japanese companies, influenced by quality-management instructors and American businesses, and most notably as part of The Toyota Way. In Toyota Company lean manufacturing, Kaizen seeks to eliminate duplication and redundancies by improving streamlined programs and processes.

**Just-in-time delivery Lean Technique**

This lean is unique to the Toyota Company. At any point in manufacturing, Just-in-Time Lean manufacturing means producing just what is required when needed. That means consistent quality, no waste, and a smooth flow of output. It necessitates that the production line is supplied with all of the necessary components in the proper order before production begins. When parts are depleted, new stock is supplied on schedule and in the correct amount, ensuring that the manufacturing process is not slowed or disrupted. The Kanban system is essential to the just-in-time operation. It provides an automated, real-time method of replenishing parts at the line side while keeping inventory to a minimum.

Kaizen focuses on ensuring continuous improvements since it concentrates Toyota's collective skills and resources on building a community that is constantly looking for ways to reduce waste in manufacturing processes. In contrast, Just-in-Time concentrates on minimizing wastage and input labor yet maximizing outputs.

1. **Toyota in San Antonio**

Toyota brands produced in San Antoni are Toyota Sequoia, Toyota Tacoma, and Toyota Tundra. Toyota Manufacturing Texas Inc., on November 17, rolled off a 2007 Tundra full-size pickup; TTMX. The new Tundra marked the official grand opening of the San Antonio plant in Texas. The $1.28 billion San Antonio plant will operate with the one-shift operation and another in 2007's spring. With 2000 team workers operating in two shifts, TTMX will be producing 200 000 Tundra each year. The TMMTX plant is on the 2,000-acre site of the former Walsh-Small Ranch, Texas. Access to the state's transportation infrastructure, both highway and rail, is a key feature of the San Antonio location. To carry in materials and parts and ship out finished Tundra, the plant needs two-way transportation. This allows Toyota to link to each of these lines and constructs loading docks such that numerous rail cars could be packed simultaneously. This Tundra plant has a wide pool of eligible employees available.

San Antonio has ideal topography, and Toyota was able to secure significant land hence its ability to start work on the project once the transportation and workforce issues were resolved, the land requirements were met, and the city was chosen. Tundra is a meticulously choreographed operation. To order parts and tell plants what to make, Toyota Motor Sales (TMS) places orders first, then creates long-range forecasts. To ensure that parts are delivered to the line in time to fit the vehicles, a sophisticated parts-delivery system is required. As a result, you'll know what pieces to make and how to put them together. The completed seats are delivered to the plant and loaded onto the assembly line in the correct sequence. Members of the team double-check that the seat is in the right position.

This plant has different issues unique to the other Toyota Plants. In reality, water is a major concern in this part of Texas, and TMMTX has implemented a range of water conservation initiatives. The plant was created with the aim of using as little energy as possible. For all of its operations, TMMTX purchases reclaimed water from the San Antonio Water System. The plant's kitchen and restrooms are the only places where freshwater is used, which may not be the case in other plants.

1. **Three TPS components and their importance**

The Toyota Production System (TPS) was developed based on Jodka or human touch automation and Just-in-Time. Jodka signifies that when a problem occurs, the apparatus stops, avoiding defective products from being manufactured. When it stops, one worker monitors the control machine efficiently, thereby applying suitable solutions to prevent the entire production line from stopping. Just-in-line only produces what is required. Toyota manufactures high-quality products effectively using just-in-time that eliminates waste. Components to TPS include levelling (heijunka), pull via kanban, flow production, and takt time.

Takt time ensures that products are produced in the specified number of minutes and seconds. This technique eliminates wastage of time and provides excellent traceable patterns. Continuous low processing eliminates the parts congestion between or within a process and attaining flow production sequence. Pull via kanban gives a visual signal or sign that conveys instruction set to either produce a specific product or withdraw parts.

1. **Effects of Lean Manufacturing on Toyota in the Automotive Industry Competition**

The fundamental significance of lean manufacturing is enhancing effectiveness, increasing productivity, and reducing waste (Skhmot, 2021). Toyota gains a competitive advantage by increasing efficiency that frees up workers and resources for quality control and innovation that would be wasted or not utilized. Toyota achieves streamlined business that responds to demand fluctuation and various market variables resulting in better lead times. Workers at Toyota are satisfied because they know their daily routine and evade unnecessary tasks. Lean manufacturing provides Toyota with better adaptability and less waste, increasing their profits due to high productivity, less waste, satisfied workers who increase their engagement, and high-quality products attractive to customers (Skhmot, 2021).

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