

RATIONALE

The ARVs contribute almost 40% of the revenue incurred by the company. The top products that are delivered mostly to African countries by participation in the tenders are AL, ALP, DTG 50, LPVR, LPVRP, TLE, and TLD. Factors contributing for the success of tenders – FOB, lead time (delivery time), freight cost, past performance in the tender participation and current financial performance in the market.

RESEARCH QUESTION

What factors caused the APL to lose the country tenders from 2016-17 till 2018-19?

SPECIFIC OBJECTIVES

To find out the factors that caused APL to lose the country tenders from 2016-17 till 2018-19.

SAMPLE SIZE

183

SAMPLING TECHNIQUE

Non – probability purposive sampling method

DATA COLLECTION METHOD

Primary and secondary data

TOOL FOR ANALYSIS

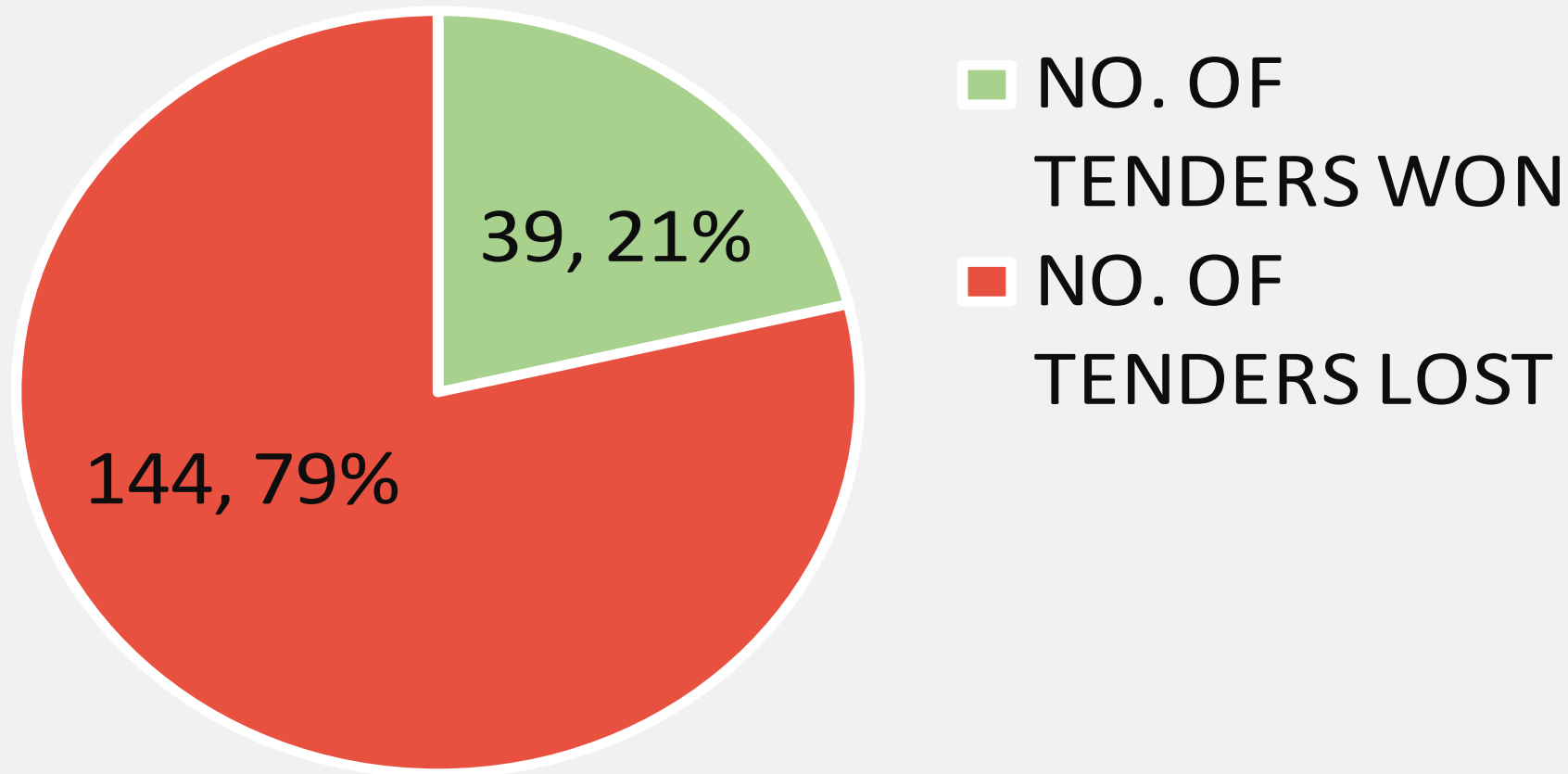
Microsoft excel

STUDY TIME

From April 8th to May 20th

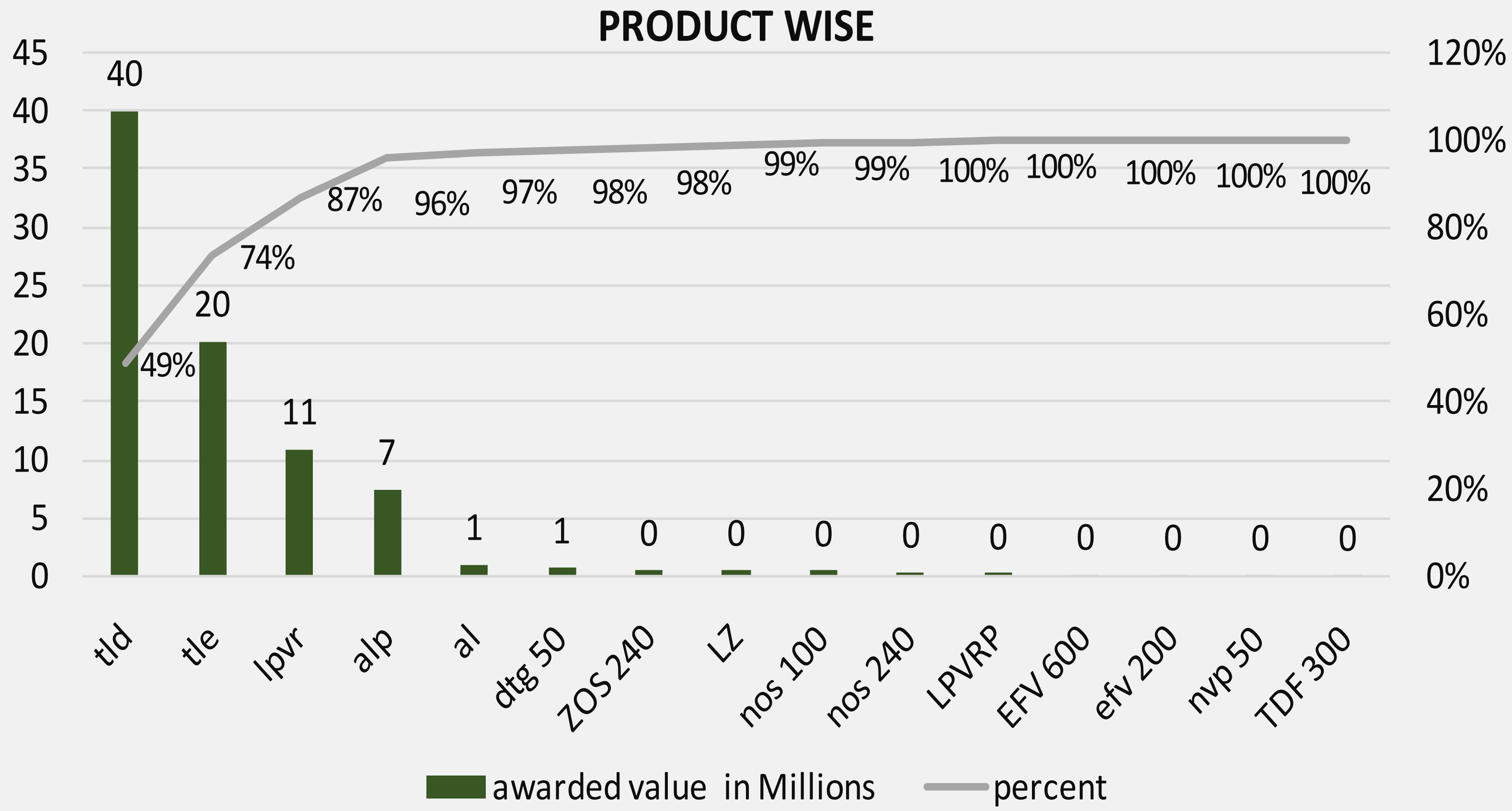
DATA ANALYSIS

NO. OF TENDERS (LINES) WON & LOST

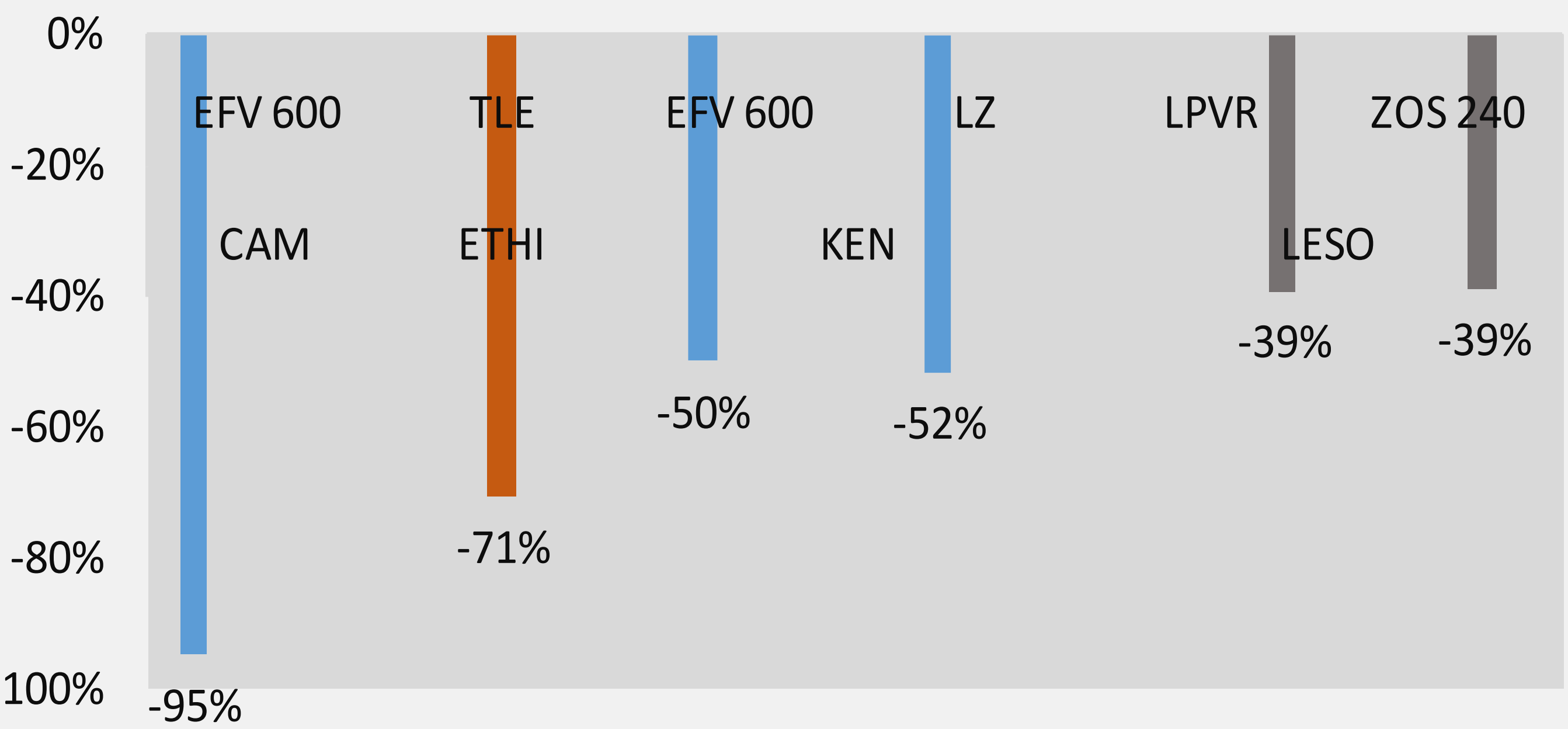


COUNTRY	2016-17	2017-18	2018-19
CAMEROON	45%	25%	
ETHIOPIA	10%	19%	40%
KENYA	21%	40%	0%
LESOTHO	18%	7%	0%
ZIMBABWE	0%	55%	0%

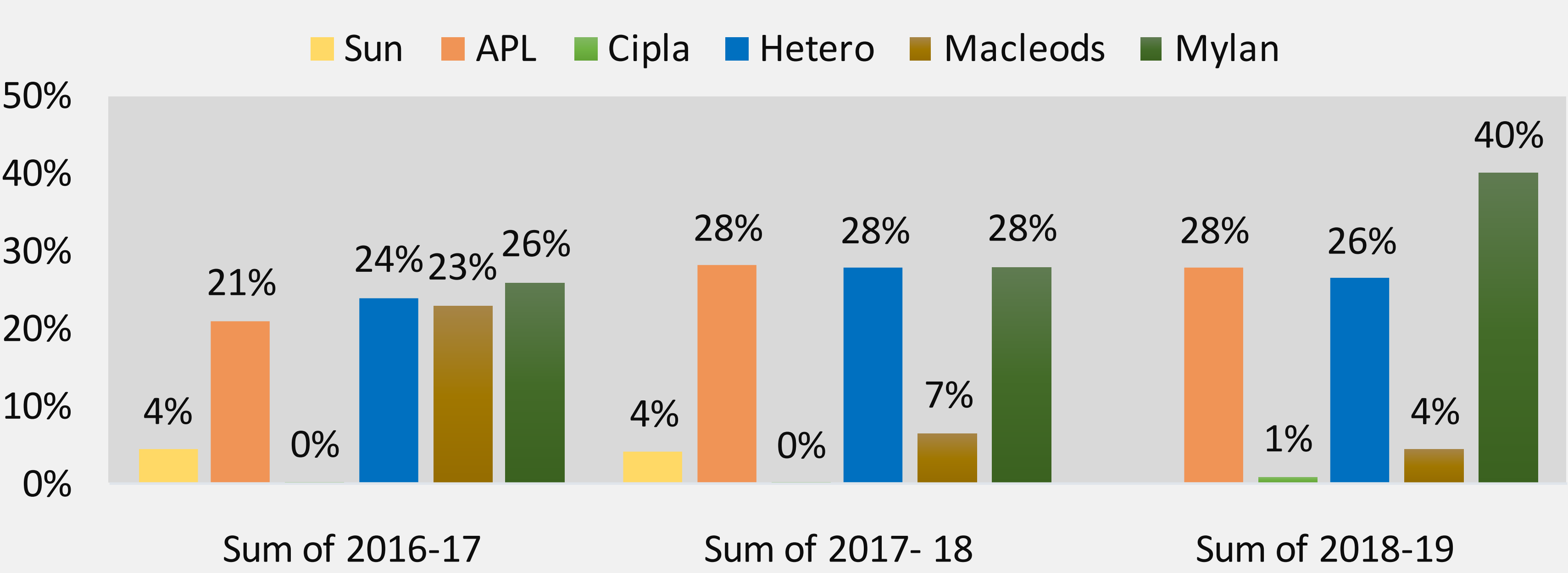
REASONS FOR THE LOSS	COMPETITOR LT < REQUESTED LT	APL LT > REQUESTED LT	REGISTRATION ISSUES	HIGH APL FOB
NO. OF LINES	14	20	2	92
LOSS	\$8,26,569	\$19,300750	\$1,11,876	\$223,481428
TOP PRODUCTS	AL, EFV 600, LPVR, TLE	DTG 50, LPVR, LPVRP, AL, TLE, EFV 600, ALP	ALP (LESOTHO)	AL, ALP, LPVR, LPVRP, DTG 50, EFV 600, TLE, TLD



% INCREASE OR DECREASE IN THE CURRENT FREIGHT/PACK



% OF AWARDED VALUE - YEAR WISE



INTERPRETATIONS

APL has won most of the tenders in CAMEROON in 2016-17, ZIMBABWE in 2017-18, ETHIOPIA in 2018-19.

In 4% of the lines (6 lines), APL lost the tenders worth of \$6884213 due to high freight charges (Avg % difference in price is 3%)

In 13% of the lines (19 lines), current freight decreased, indicating there is scope for further decrease.

In 64% of the lines (92 lines), APL lost due to longer lead time, high APL FOB and registration issue (Avg % difference in price is 14%)

In 19% of the lines (27 lines), APL lost the tenders with FOB incoterms due to high APL FOB (Avg % difference in price is 20%)

Reasons for winning the top products by the competitors were due to decreased price, shorter lead time.

RECOMMENDATIONS

To win the tenders,

- The price (APL FOB) has to be projected efficiently.
- APL Lead time should match with the one requested by the customer.
- Freight charges should be negotiated efficiently with the freight forwarders for the best price.

SHWETHA.T
MBA PM 10
ENROLMENT NO. 0151
Guided by: ASHOK PEEPLIWAL