

Rolls-royce managing capability essay



**ASSIGN
BUSTER**

Contents

- Bibliography

Aims

Within this assignment I will be explicating, sketching and measuring the capablenesss of Rolls Royce Group PLC. I will besides sketch the defects of scheme and the benefits. Designation of Rolls Royce Group PLC ' s capablenesss with respects to their resources. The application of a assortment of tools and models, which will be used to measure Rolls Royce ' s strategic capablenesss. Finally the development of direction and how it affects the development of the company and its direction of capablenesss.

Introduction

Rolls Royce has had a consistent scheme in topographic point for the past 15 old ages, this has ensured their topographic point within the market and has made them a cardinal participant in the 4 countries that the concern focuses upon. These being civil aerospace, defense mechanism aerospace, Marine and energy. Rolls Royce ' s organic growing over the past 20 old ages is down to identify partnerships within the industry sector such as Norse University of Science and Technology and Marintek. The cardinal focal point of partnerships like this “ to excite research and keep a strong focal point on its application to make a technological lead, thereby keeping the company ' s engineering lead. ” (Rolls Royce Group PLC, 2009) Its forward thought like this which ensures Rolls Royce ' s place in the hereafter.

The development in the commercial air power industry would not be where it is without Rolls Royce 's input into the industry. More than 3 million people fly on commercial aircraft and each twelvemonth there are now more than 18 million flights. The reply to these high figures comes down to the stringent criterions that are required of aeroplane engineering. Thus statistically winging in a jet is by far safer than going by auto, of which the bulk are powered by Rolls Royce jet engines. (Rolls-Royce Group PLC, 1999)

Rolls Royce pride themselves on developing the best solutions and presenting them in the most efficient manner. With 160 defense mechanism clients worldwide, 2000 Marine engineering clients and besides being the universe leader in the supply of power and compaction equipment, with over 120 energy clients worldwide. along with universe category fabrication installations in 20 different states worldwide, this ensures variegation within the company. (Rolls-Royce Group PLC, 2009)

Servicess now accounts for over half the grosss generated for Rolls-Royce Group PLC, it is an built-in portion of the companies makeup, this is reinforced by set uping long term partnerships to assist present to the high demands of the clients. (Rolls-Royce Group PLC, 2009)

Rolls Royce strives to pull and retain the best people globally in order to turn successfully and keep and increase market place. (Rolls-Royce Group PLC, 2009)

Part1.

Capabilities, Strategy, Competitive Advantage and RBV

Strategic capableness within a company is concerned with two cardinal countries, these being resources and competencies. These capablenesss are applied to clients or clients. “ Strategy is likely to be expressed in wide statements both about the way that the administration should be taking and the types of action required to accomplish aims ” . (Johnson, Scholes, & A ; Whittington, 2009)

The construct of strategic control “ involves supervising the extent to which the scheme is accomplishing the aims ” this involves analyzing the companies cardinal schemes over a period of clip to hold success and how to come on and better. (Johnson, Scholes, & A ; Whittington, 2009)

The capablenesss of an organisation “ can non last if directors do non pull off costs expeditiously ” (Johnson, Scholes, & A ; Whittington, 2009) This is a cardinal country that must be overlooked as unneeded outgo or the opposite, non plenty support can do sectors of any administration to neglect.

The value of strategic capablenesss helps to “ seek to construct competency advantage ” (Johnson, Scholes, & A ; Whittington, 2009) but in order to construct on these it must concentrate upon the “ values to its clients ” (Johnson, Scholes, & A ; Whittington, 2009)

Administrations that can seek to accomplish a competency advantage by continuing its successful schemes over clip and much of what is written about competency scheme takes the demand for sustainability as cardinal outlook. (Johnson, Scholes, & A ; Whittington, 2009)

“ The resource-based position of scheme: the competency advantage and superior public presentation of an organisation is explained by the peculiarity of its capablenesss ” (Johnson, Scholes, & A ; Whittington, 2009) This means that the companies cardinal resources that they have which make them able to present efficaciously and better than rivals make it hold the competency advantage. This position focuses upon the unique and threshold, touchable and intangible resources available, every bit good as the threshold & A ; nucleus competencies.

Rolls-Royce Group PLC – Competitive Advantage

Within the aerospace divisions of Rolls Royce “ To derive a competency advantage, Rolls-Royce needs to formalize the public presentation of its engines and achieve greater efficiency, peculiarly in countries such as fuel economic system and emanations. ” (Qinetiq, 2009)

Rolls Royce achieved this competency advantage during the mid 1990 ” s entered a pricing “ competition among the big-three aero engine shapers ” (Answers. com, 2009) which “ had slashed that section ‘ s profitableness, Rolls-Royce focused on supplying higher-margin parts and service to the universe ‘ s air hoses, trusting to duplicate that concern by the bend of the twenty-first century. Emphasis on gross revenues to Asiatic air hoses paid off handsomely ; by the mid-1990s, the company had captured tierce of China ‘ s aero engine orders. ” (Answers. com, 2009)

“ Rolls-Royce Group plc announced that it has won an order for Trent 700 engines to power 20 Air China Airbus A330 aircraft. The contract, deserving \$ 1. 5 billion at list monetary values, includes long-run TotalCare service

<https://assignbuster.com/rolls-royce-managing-capability-essay/>

support. The aircraft, to be delivered from 2011, will take Air China ' s Rolls-Royce powered A330 fleet to a sum of 43. In China, the Trent 700 has now been selected 14 times by nine clients to power a sum of 178 A330s in service or on order. " (Reuters, 2009) Rolls Royce have been steadily spread outing into the Asiatic market sector. Wining many cardinal contracts within the commerical aerospace industry amongst the Chinese owned air hoses such as air China, mentioned before in the quotation mark from Reuters.

As figure 1 shows above us, and old subdivisions in the debut of Rolls-Royce Group PLC shows the logical layout of the company, touching upon the exceeding resources available to its employees, investors and spouses. With good deliberated scheme and all the other cardinal constituents shown within the theoretical account above. Rolls Royce has been successful in originative a competitory advantage in a comparatively close competition market.

Rolls-Royce Group PLC – Capabilities

The Rolls Royce partnership strategies in topographic point such as with universities such as Clemson University, will supply unpresided support and resources for the research and development of non merely new engineerings but besides new human resources. " Rolls-Royce has pledged \$ 120, 000 to set up a new, multi-year technology scholarship plan at Clemson. The Rolls-Royce Scholarship Program is designed to back up undergraduate technology instruction and will fund undergraduate scholarships for qualified pupils majoring in four-year technology plans. " (Rolls-Royce, 2009)

Servicing Scheme – Rolls-Royce Total Care Services Limited provides aftercare support services. “ Located near to our clients, they provide spares, service exchange constituents and the best degrees of service. These installations can manage our largest merchandises and are experienced in passing them to tight timescales, frequently acquiring involved in the planning long before the vas docks. ” Rolls Royce is dedicated towards non merely bring forth top quality merchandises, but besides supplying the necessary aftercare required of such high demanding merchandises, such as fanjet and fans. (Rolls-Royce, 2009)

Rolls-Royce Group PLC – Scheme

By following a consistent scheme for the past 20 old ages, Rolls-Royce Group PLC have grown organically into a well balanced company, leting the engineering and system integrating accomplishments to entree planetary growth markets. With all the cardinal people, resources and fiscal resources readily available to take advantage of these chances. (Rolls-Royce Group PLC, 2009) Below is a diagram sketching the 5 key schemes in topographic point at Rolls Royce to guarantee its topographic point in the hereafter as one of the largest suppliers of Marine, aerospace and energy engineering suppliers.

Resource Based View – Capabilities View

The resourced-based position of scheme is “ the competitory advantage and superior public presentation of an administration is explained by the peculiarity of its capablenesss ” . (Johnson, Scholes, & A ; Whittington, 2009) Furthermore ” The resource-based position of the house (RBV) is an <https://assignbuster.com/rolls-royce-managing-capability-essay/>

influential theoretical model for understanding how competitive advantage within houses is achieved and how that advantage might be sustained over clip ” (Eisenhardt & A ; Martin, 2000)

Part 2

Resources

The designation of resources coupled with the analysis is extremely of import as it provides administrations with the capablenesss required. This is broken down into the touchable and intangible resources of Rolls-Royce Group PLC and the human resources of the house.

Rolls Royce Intangible Resources

Rolls-Royce Group PLC ‘ s intangible resources consist of the undermentioned ; as “ such as patents, trade name name, repute and trade secrets. ” (Pandza, Horsburgh, Gorton, & A ; Polajnar, 2003) Rolls Royce ‘ s stigmatization and repute is synnonmous amongst the 4 cardinal countries, these being civil and defense mechanism aerospace aswell as Marine and energy based sectors. This repute entirely is an intangible resource that provides possible clients, spouses and investors with reassurance.

Rolls Royce excell themselves in their gas turbine engineering, making a serious competitive advantage over GE Aircraft Engines “ Civil aerospace is a cyclical industry and the commercial rhythm is unpredictable ; many factors influence the form of new aircraft orders. Civil aero-engine makers make big committednesss to plan and R & A ; D in engine engineering and fabrication procedures. For these grounds makers will hammer

confederations with risk-sharing spouses to join forces on development work and fabrication. In add-on, all makers have extended sub-contract webs. The success of Rolls-Royce as the major challenger to GE Aircraft Engines is attributed to its strengths in gas turbine engineering and its merchandise scope (Rolls-Royce has the largest portfolio of engines and powers more types of civil aircraft than any other maker) . ” (Pandza, Horsburgh, Gorton, & A ; Polajnar, 2003)

With these major progresss in intangible assets dwelling of R & A ; D work every bit good as sole patents and much more, Rolls Royce are able to offer an effectual merchandise to the client, every bit good as supply the touchable aftercare.

Rolls Royce Human Resources

With “ 39, 000 ” employees (DATAMONITOR, 2009) “ Rolls-Royce provides competitory wage and benefits in all its locations and actively encourages portion ownership by offering ShareSave programs to all employees. Our employees have presently committed around & A ; lb ; 105 million to these programs. In the UK, statutory agreements enable employees to have portion of their one-year fillip in portions and to do monthly portion purchases from their wage. ” (Rolls-Royce, 2009)

Rolls Royce ‘ s employees have a positive working construction and environment, with many benefits and resources available to break themselves and supply a better quality of work for the company. These benefits include the ShareSave strategy and other things like bi-annual

reappraisals to guarantee employees are holding their demands met. (Rolls-Royce, 2009)

Rolls Royce Tangible Resources

“ The touchable resources used are fiscal and physical. The fiscal resources involve a fluctuation of internal and external beginnings of support, which enables the companies to put in research undertakings and plans ; to pull the right people ; in installations for preparation and instruction and for proving equipment ; and to join forces and get other companies. Directors in both active houses use either internal or external financers or both. The physical resources required are good substructure such as proving and preparation installations for developing, and proving merchandises and information engineering. ” (Cranfield University, 2009)

In comparing to BAE Systems, Rolls-Royce Group PLC have a net hard currency flow of & A ; lb ; 9, 082m and BAE & A ; lb ; 16, 671m. “ Services gross increased by eight per cent to & A ; lb ; 2, 420m on an implicit in footing. ” And “ Order book increased by & A ; lb ; 2bn to a record & A ; lb ; 57. 5bn (2008 year-end & A ; lb ; 55. 5bn) . ” (Rolls-Royce, 2009)

Competences

“ Core competences are the cardinal accomplishments, features and assets that your company brings to the market place. These competences, on an organisational degree, are a interactive blending of the nucleus competences that your people separately conveying to work every twenty-four hours. ” (Ravenwerks, 2009)

“ Example company nucleus competences:

- Excellent Customer Service
- (State, Nation, Worldwide) Information Networking
- New Product Research and Development
- Market Research
- Relationship Development/Outreach ” (Ravenwerks, 2009)

These illustration competences are really wide, and are non the competences that straight affect Rolls-Royce Group PLC. Below I will be sketching and placing Core Competencies that relate to the company.

Core competences (C. C)

“ Rolls-Royce continues to put in nucleus engineerings, merchandises, people and capablenesss. ” (Rolls-Royce, 2009) This statement from the Rolls Royce web site shows their committedness towards the hereafter and bettering the running of the company and in turn the merchandises produced.

The Rolls Royce trade name is synonymous around the universe, with major contracts in topographic point with commercial and defense mechanism air hoses. This repute that has long existed since the constitution of the company is a cardinal factor for many clients taking Rolls Royce over its rivals.

R & A ; D is a cardinal competence of Rolls-Royce Group PLC with “ Sixty per cent of research and development investing and 40 per cent of new merchandise development disbursement over the past five old ages has

been outside the UK. Research and development is carried out in installations in the UK, Germany, Italy, Singapore, Japan, the US and Scandinavia, with peculiarly strong relationships with the 28 universities where there are Rolls-Royce University Technology Centres. ” (Rolls-Royce, 2009)

Cardinal People, this refers to what was mentioned earlier in the debut, with respects to the dedication Rolls Royce have towards human resources, and procuring cardinal people within the company from and early age.

Core Technologies, this regards the development of new engineering used within merchandises, such as energy systems, for illustration Rolls Royce are the lone company to plan and construct a atomic reactor from the pulling board to the existent universe. Besides all cardinal patents held by Rolls Royce, which grant its advantage over rivals.

Part 3 – Diagnosing Strategic Capability

There are many ways of naming strategic capableness, the following have been chosen for their success is finding strategic capableness. The value concatenation model is particularly good at sketching the cardinal countries when presenting a merchandise to the terminal consumer. Other models and theoretical accounts such as benchmarking, SWOT and balanced scorecards are besides extremely effectual. Ratio analysis provides an easier penetration into the companies fundss. All of these are covered in more item below.

Value Chain (V. C)

The inbound logistics of a company loosely are the receiving, warehouse and the stock list control of input stuffs. The operations are activities that add to the value of the concluding merchandise or service. Outbound logistics are activities that deliver the concluding merchandise to the consumer ; illustrations of this include repositing and order fulfillment. (QuickMBA, 2009)

With respects to Marketing and Gross saless, these activities are to lure possible consumers into buying the terminal product/service, this is done through a assortment of mediums such as advertisement and pricing schemes. Service is a cardinal sector of the value concatenation and particularly with Rolls-Royce group plc as these activities are to guarantee the care of the merchandise. Such as client service and after gross revenues attention are cardinal countries in the Rolls Royce nucleus competences. (QuickMBA, 2009)

Benchmarking

“ Benchmarking can be used as a manner of understanding how an administration ‘ s strategic capableness, in footings of internal procedures, comparison with those of other administrations. ” (Johnson, Scholes, & A ; Whittington, 2009)

The three chief types of benchmarking are ; Historical, Industry/Sector and Best-in-class. Historical benchmarking offers

Rolls Royce Key Ratios – Margin & A ; Management Effectiveness Ratio ‘ s

“ The net net income border ratio is the most normally used net income border ratio.

- A low net income border ratio indicates that low sum of net incomes, required to pay fixed costs and net incomes, are generated from gross.
- A low net income border ratio indicates that the concern is unable to command its production costs.
- The net income border ratio provides hints to the company ' s pricing, cost construction and production efficiency.

The net income border ratio is a good ratio to benchmark against rivals. ”

(BIZWIZ Consulting, 2009)

As you can see from above the ratio analysis shows the direction effectivity that BAE Systems is over dual in footings of return on equity. An efficaciously managed company operates at an increased degree that compliments other financials and cardinal countries around the concern. However Rolls Royce work on a far larger runing border the BAE Systems, this operating border is calculated by seting Operating Income over Net Gross saless, this gives you runing border, and in this instance the higher the ratio the better as it basically denotes more GBP of gross revenues. (Investopedia, 2009)

SWOT Analysis of Rolls-Royce PLC

Balanced Scorecard

“ The balanced scorecard is a strategic planning and direction system that is used extensively in concern and industry, authorities, and non-profit-making organisations worldwide to aline concern activities to the vision and scheme

<https://assignbuster.com/rolls-royce-managing-capability-essay/>

of the organisation, better internal and external communications, and monitor organisation public presentation against strategic ends. ” (Balanced Scorecard Institute, 2009)

Part 4

Rolls-Royce Global capablenesss

Civil Aerospace ; “ More than 600 air hoses rely on Rolls-Royce power, including nine of the universe ‘ s top 10. In the 1980s, Rolls-Royce took a strategic determination to hold an engine available for every bit many new aircraft types as possible. The consequence has seen the company ‘ s portion of the civil-engine market three-base hit during those two decennaries to a current degree of 30 per cent. ” (Rolls-Royce, 2009) This means that Rolls Royce can provide for about all air hoses propulsion demands.

Defence Aerospace ; “ Military operators are accommodating to a challenging and altering environment, with cost force per unit area on budgets and deployment costs, necessitating advanced solutions. Rolls-Royce is reacting to this altering environment with Mission Ready Management Solutions (MRMS & A ; reg ;) ” (Rolls-Royce, 2009) This allows Rolls Royce to supply the best solutions to defence contracts possible, such as the Euro combatant combined undertaking. Rolls Royce have “ builtunparalleled STOVL (short take off and perpendicular landing) experiencewith the Pegasus engine powering the Harrier combatant household ” (Rolls-Royce, 2009)

Rolls Royce ' s Global capabilities span over into Marine and energy, specifically the development and deployment of atomic energy solutions, be it land or sea. (Rolls-Royce, 2009)

Decisions and Recommendations

The direction effectivity ratios shown supra are hapless in comparing to that of BAE Systems. Recommendations to better on the Return on Equity ratio can be done by bettering plus direction, which as shown in fig. 6 increased stock list is a cardinal issue for Rolls Royce and will necessitate action. On top of this the ratio besides shows directions effectivity in the instance of equilibrating profitableness, plus direction and fiscal purchase. (The Motley Fool, 2009)

Besides betterments in Strategic confederations and investings are cardinal to Rolls Royce ' s future success. Procuring and securing high value orders and overall enlargement and growing in planetary aerospace and defence market " (DATAMONITOR, 2009) Will see Rolls Royce topographic point secure in the hereafter.

Bibliography

- Answers. com. (2009) . Answers. com – The Worlds Leading Q & A ; A Site. Retrieved December 14, 2009 from Answers. com: hypertext transfer protocol: //www. answers. com/topic/rolls-royce-corp
- BAE Systems. (2008) . Amalgamate Income Statement. Retrieved 12 19, 2009 from BAE Systems Annual Report 2008: hypertext transfer protocol: //www. annualreport08. baesystems. com/en/financial-statements/income-statement. aspx

- Balanced Scorecard Institute. (2009) . What is the Balanced Scorecard? Retrieved December 18, 2009 from Balanced Scorecard: [hypertext transfer protocol: //www. balancedscorecard. org/BSCResources/AbouttheBalancedScorecard/tabid/55/Default. aspx](http://www.balancedscorecard.org/BSCResources/AbouttheBalancedScorecard/tabid/55/Default.aspx)
- BIZWIZ Consulting. (2009) . Net income Margin Ratios. Retrieved December 16, 2009 from Bizwiz Consulting: [hypertext transfer protocol: //www. bizwiz. ca/profit_margin_ratio. html](http://www.bizwiz.ca/profit_margin_ratio.html)
- Campbell, D. , Stonehouse, G. , & A ; Houston, B. (2004) . Business scheme: an debut (Vol. 2) . Oxford: Butterworth-Heinemann.
- Cranfield University. (2009) . The Procedure of Making Dynamic Capabilities. Retrieved December 22, 2009 from Cranfield University – School of Management: [hypertext transfer protocol: //www. som. cranfield. ac. uk/som/dinamic-content/research/documents/theprocessofcreatingdynamiccapabilitiesbjmsubmission30thseptember. pdf](http://www.som.cranfield.ac.uk/som/dinamic-content/research/documents/theprocessofcreatingdynamiccapabilitiesbjmsubmission30thseptember.pdf)
- DATAMONITOR. (2009) . Marketline. Retrieved 12 18, 2009 from Rolls-Royce Group plc Overview: [hypertext transfer protocol: //www. marketlineinfo. com/library/DisplayContent. aspx? R= C4DFE20F-9E15-4C09-94AD-BAE1A95E1288 & A ; N= 4294835659](http://www.marketlineinfo.com/library/DisplayContent.aspx?R=C4DFE20F-9E15-4C09-94AD-BAE1A95E1288&A;N=4294835659)
- Eisenhardt, K. M. , & A ; Martin, J. A. (2000) . Dynamic Capabilities: What Are They? . Strategic Management Journal, 21 (The Development of Firm Capabilities) , 1105-1121.
- Griffin, R. W. , & A ; Pustay, M. W. (2009) . International Business (6th Edition ed.) . New Jersey: Pearson.

- Investopedia. (2009) . Operating Margin. Retrieved December 15, 2009 from Investopedia – A Forbes Digital Company: hypertext transfer protocol: [//www.investopedia.com/terms/o/operatingmargin.asp](http://www.investopedia.com/terms/o/operatingmargin.asp)
- Johnson, G. , Scholes, K. , & A ; Whittington, R. (2009) . Fundamentals Of Strategy. Essex: Pearson Education Limited.
- Nano Web Tech Ltd. . (2009) . Nano Web Tech Ltd. . Retrieved December 20, 2009 from hypertext transfer protocol: [//www.nanowebtechltd.com/images/offshore_dev_model.jpg](http://www.nanowebtechltd.com/images/offshore_dev_model.jpg)
- Pandza, K. , Horsburgh, S. , Gorton, K. , & A ; Polajnar, A. (2003) . A existent options approach to pull offing resources and capablenesss. 23.
- Qinetiq. (2009) . Rolls-Royce – World ‘ s first in-engine trial gives Rolls-Royce the competitory border. Retrieved December 16, 2009 from hypertext transfer protocol: [//www.qinetiq.com/home/case_studies/energy/inengine_test.html](http://www.qinetiq.com/home/case_studies/energy/inengine_test.html)
- QuickMBA. (2009) . Strategic Managment. Retrieved 12 14, 2009 from The Value Chain: hypertext transfer protocol: [//www.quickmba.com/strategy/value-chain/](http://www.quickmba.com/strategy/value-chain/)
- Ravenwerks. (2009) . Core Competencies – Working Smarter, Not Harder! . Retrieved December 12, 2009 from Ravenwerks – Global Ethical motives, Etiquette and Effectiveness Advice for Americans that travel or do concern internationally: hypertext transfer protocol: [//www.ravenwerks.com/?page_id=436](http://www.ravenwerks.com/?page_id=436)
- Reuters. (2009) . Cardinal Developments: ROLLS-ROYCE GROUP PLC (RR. L) . Retrieved December 14, 2009 from Reuters: hypertext

transfer protocol: //www. reuters.

com/finance/stocks/keyDevelopments? symbol= RR. L

- Rolls Royce Group PLC. (2009) . Rolls Royce, In-Depth Issue 8. Retrieved December 18, 2009 from hypertext transfer protocol: //www1. rolls-royce. com/marine/downloads/article/id8_UTC. pdf
- Rolls-Royce. (2009) . Company Overview. Retrieved 12 16, 2009 from Rolls-Royce: hypertext transfer protocol: //www. rolls-royce. com/investors/company_profile/company_overview/
- Rolls-Royce. (2009) . Defence Aerospace services. Retrieved December 21, 2009 from Rolls-Royce: hypertext transfer protocol: //www. rolls-royce. com/defence/services/
- Rolls-Royce. (2009) . Prosecuting employees. Retrieved 12 17, 2009 from Rolls-Royce – Corporate Responsibility: hypertext transfer protocol: //www. rolls-royce. com/cr/employees/engaging_employees. jsp
- Rolls-Royce. (2009) . Global Support Network. Retrieved December 16, 2009 from Rolls-Royce: hypertext transfer protocol: //www. rolls-royce. com/marine/services/global_support_network/
- Rolls-Royce Group plc Overview. (2009) . Retrieved December 16, 2009 from MarketLine: hypertext transfer protocol: //www. marketlineinfo. com/library/DisplayContent. aspx? R= C4DFE20F-9E15-4C09-94AD-BAE1A95E1288 & A ; N= 4294835659
- Rolls-Royce Group PLC. (2009, December 16) . Rolls Royce Group Story.
- Rolls-Royce Group PLC. (2008) . Rolls-Royce: Annual Report and Accounts 2008. Retrieved December 19, 2009 from hypertext transfer

protocol: [//www. rolls-royce. com/reports/2008/financial-statements. html](http://www.rolls-royce.com/reports/2008/financial-statements.html)

- Rolls-Royce Group PLC. (1999) . The Power Of Partnerships. Retrieved December 17, 2009 from hypertext transfer protocol: [//www. rolls-royce. com/Images/partnerships_tcm92-11186. pdf](http://www.rolls-royce.com/Images/partnerships_tcm92-11186.pdf)
- Rolls-Royce. (2009) . Market Sectors. Retrieved December 21, 2009 from Rolls-Royce: hypertext transfer protocol: [//www. rolls-royce. com/civil/about/market_sectors/index. jsp](http://www.rolls-royce.com/civil/about/market_sectors/index.jsp)
- Rolls-Royce. (2009, July 30) . Rolls-Royce Group plc 2009 half-year consequences. Retrieved December 12, 2009 from Rolls-Royce: hypertext transfer protocol: [//www. rolls-royce. com/investors/news/2009/300709_2009_half_year_results. jsp](http://www.rolls-royce.com/investors/news/2009/300709_2009_half_year_results.jsp)
- Rolls-Royce. (2009) . University Partnerships. Retrieved December 18, 2009 from Rolls-Royce: hypertext transfer protocol: [//www. rolls-royce. com/northamerica/na/community/university_partnerships. jsp](http://www.rolls-royce.com/northamerica/na/community/university_partnerships.jsp)
- The Motley Fool. (2009) . Return on Equity: An Introduction. Retrieved December 23, 2009 from The Motley Fool: hypertext transfer protocol: [//www. fool. com/investing/beginning/return-on-equity-an-introduction. aspx](http://www.fool.com/investing/beginning/return-on-equity-an-introduction.aspx)