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UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
(TAKE HOME)
SEMESTER II
SESSION 2019/2020**

COURSE NAME : OPERATION STRATEGY
COURSE CODE : BPC 41303
PROGRAMME CODE : BPB
EXAMINATION DATE : JULY 2020
DURATION : 24 HOURS
INSTRUCTION : ANSWER ALL QUESTIONS
OPEN BOOK EXAMINATION

THIS QUESTION PAPER CONSISTS OF **THREE (3)** PAGES

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TERBUKA

Q1 Beryl's Chocolate and Confectionary Sdn. Bhd.

Beryl's Chocolate and Confectionary Sdn Bhd (Beryl's) was created with one aim in mind-excellence. Since Beryl's establishment in 1995, they have focused on ensuring the creation, supply and maintenance of the very best chocolates for both the Malaysian and international market. Beryl's first factory, in the small town of Desa Serdang located at the southern zone of Kuala Lumpur, was set up in 1995. Beryl's started out with manufacturing consumer-packed chocolates that were sold mainly to duty-free shops and supermarkets across the country. They have since established Beryl's as a major regional chocolatier.

In 1998, Beryl's relocated to their new factory in the Seri Kembangan Industrial Area where they increased their production lines to provide a diverse range of chocolate products to fulfil their promise to offer high quality chocolates to their customers. In 2008 and 2013, they opened two more factories to keep up with the growing demands from their customers and to further develop new treats that Beryl's customers would love. The new factories helped expand their capabilities to produce more than just consumer-packed chocolates. Beryl's now also produce chocolate for the food service industries and manufacture cookies and other confectionery products.

With a vision of being a leading international brand that is synonymous with the highest quality chocolate products, Beryl's has focused on a simple set of values at every step of their journey. Quality, innovation and the very highest levels of service, these are what Beryl's promise their customers and partners alike. The reason for this dedication is a simple one as Beryl's aim to keep their customers happy. Every Beryl's product carries this implied promise of the very best in chocolate products and they believe that the Beryl's brand is now synonymous with that expectation.

Beryl's is after all more than just another manufacturer. They commit a substantial amount of time, effort and resources towards the development of unique chocolate combinations. Many of these use local and regional ingredients including durians, mangoes and even chilies to create chocolate blends like no other. This development process starts however with the finest raw materials including some of the world's best cocoa beans from Ghana. The use of the best raw material is, Beryl's believe important in ensuring the finest finished products.

Throughout this development and manufacturing process, Beryl's maintain a devotion to the highest quality and production standards. This rigor is backed up by a group of creative and innovative employees who ensure that they keep an eye on what their customers want. The end result produces high quality, safe and consistently excellent chocolate products. From their humble beginnings, Beryl's Chocolate has now become a well-loved consumer brand throughout the country and beyond. Their products have gained the recognition of discerning customers both locally and overseas. Beryl's Chocolates can now be found in over 15 countries around the world.

(Source: Researchwork.net, 2019)

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- (a) Name sustainability strategy implemented by Beryl's based on scenario above.
(2 marks)
- (b) Explain **THREE (3)** reasons why you choose that strategy based on your answer in **Q1(a)**.
(6 marks)
- (c) Prepare operation strategy formulation analysis for Beryl's in order for them to achieve their mission
(25 marks)
- (d) Analyse the potential direction of alignment used by Beryl's when they use local and regional ingredients including durians, mangoes and chilies to create chocolate.
(8 marks)
- (e) Discuss **THREE (3)** controlling risk strategies that can avoid any operations from the failure in the first place, or if it does happen, the company still can survive.
(6 marks)
- (f) Propose to Beryl's **ONE (1)** best controlling risk strategy based on answer from **Q1(e)** because Beryl's has committed a substantial amount of time, effort and resources towards the development of unique chocolate combinations.
(3 marks)

- END OF QUESTIONS -

