

Birmingham City Business School
BUS6012 Business Operations and Systems
Assignment 2018

NTUC FairPrice in Singapore

You may find the information for NTUC FairPrice (NTUC), in Keynotes in the Library, Company reports, cases online, and the financial press. **The literature sources should be books, journals, refereed papers and appropriate online sources.** You should find the sources of information that you will use to deliver the three assessment parts. Your submission should address the following 3 Parts:

Part 1

Using the specific operations performance objectives, it can be argued that NTUC is focused on satisfying its customers' requirements for flexible and dependable services at a reasonable market price. Specifically you should:

- Outline the essential components for 'effective business operations management' (creating value for the customer) for NTUC's operation within Singapore.
- Use a soft systems methodology to evaluate the issues NTUC might face if they decide to introduce hybrid facilities to allow their customers to continue 'order goods online and have these delivered to the door. Support your discussion with appropriate business operations models (i.e. operation strategy performance (priorities) model, customer value, the service gap model, four v's profile etc.).

TIPS:

1. *You should start with what NTUC are doing well compare to the sector (why customers shop online at NTUC).*
 2. *Research the problems they may face changing their business model (going hybrid - the change) using Soft Systems Methodology (critical analysis of need/problem to be solved).*
 3. *Support your discussions with appropriate operations models (quality/depth).*
- You should **compare and contrast** different models used by the sector in which NTUC operates and recommend appropriate solutions to continue being competitive in the market, make easier for customers to select and buy their products (issues to consider centralised/decentralised inventory and delivery chain, customer value chain, cost implications, sustainability etc.).

- With reference to the parcel conundrum (<http://www.bbc.co.uk/news/magazine-18709348>) recommend how NTUC should respond to this conundrum (keeping in mind the possible technological and environmental (CO₂) impact).

TIPS:

4. Your academic enquiry should lead to synthesis of important issues around the problem and solution.
5. Critical analysis and evaluation of customer's digital experience, how the new model will enhance the customer's experience.
6. Innovative ways to serve their customers better.
7. Consider the services which are unique and benefits to NTUC.
8. Consider customer value for shopping online and in store (which market sector are they chasing by changing the business model).
9. Comparison of different solution with costing and choose one solution to take forward with reasoning.
10. ~~Following models not to be included in here Porter or SWOT you may use these for your own research.~~
11. Writing should be essay style (Synthesize) no bullet points, no graphs, no tables or pictures
12. Appendix no allowed.

Part 2

For the new system you should include Root Definition, CATWOE and produce a detailed "Rich Picture" (hand drawn) to fully illustrate your answer. Your rich picture must indicate the problems well as the solution. *(Not included in the word count).*

By means of a business process plan illustrate the changes including "AS IS" and "TO BE". Detailed explanations of both plans are required and support your discussions with relevant literature. *(Business process plans not included in the wordcount).*

Tips: Structure for part two:

13. Rich picture (fully illustrating part one).
14. Root Definition (based on your chosen solution).
15. Table for CATWOE (this is to test the Root Definition).
16. "AS IS" process plan (include brief summer of the process plan).
17. "TO BE" process plan (include summery to explain the process plan)
18. Include these in the body of the assignment (follow the assignment structure)

Part 3

Discuss how the managers would turn performance objectives into operations priorities and the resources that would be necessary for effective implementation of the new process *(about six hundred words).*

Tips:

19. This part should concentrate on the new solution only as discussed in part one and two.
20. Analyse the resources required and costs for implementing the new process ("TO BE" Business Process Plan).
21. Support your discussions with Performance Model, management of change etc. (not Maslow).

Using a Balanced Scorecard, discuss how the business performance can be measured post implementation (refer to the last three years of company annual reports and any other relevant data for improvement and target trends for NTUC). *(Balanced scorecard charts are not included in word count but discussion on each prospective is included, about hundred words for each prospective).*

Tips:

22. Balanced Scorecard is to measure the post implementation performance for the new process only.
23. Create Table for each prospective.
24. Under each table use the words to support your data, reference for the sources etc.

Your work should be referenced including in text referencing with appropriate literature and form a logical and concise discussion.