UNIVERSITI SAINS MALAYSIA

Peperiksaan Semester Kedua
Sidang Akademik 2003/2004

Februari/Mac 2004

JTP 441 – PENGURUSAN JUALAN

Masa : 3 jam

Sila pastikan bahawa kertas peperiksaan ini mengandungi **EMPAT** muka surat yang bercetak sebelum anda memulakan peperiksaan ini.

Jawab TIGA (3) soalan sahaja. SOALAN 1 adalah wajib dan pilih DUA (2) soalan lain.

Tuliskan angka giliran di setiap kertas jawapan anda.

Baca arahan dengan teliti sebelum anda menjawab soalan.

...2/-

Soalan Wajib

1. Sila baca keratan akhbar "The Star" bertajuk, "Jusco fights head on to maintain lead" dengan teliti. Andaikan anda bertindak sebagai Encik Soichi Okazaiki, Pengarah Urusan Jaya Jusco Sores Berhad, bagaimanakah konsep "Pengurusan Strategik Pasukan Jualan" dapat digembelingkan untuk menghadapi saingan dari Tesco Malaysia Berhad. Huraikan ?

(50 markah)

Soalan Pilihan (Jawab 2 Soalan Sahaja)

2. Kenalpastikan dan bincangkan tiga pendekatan utama di dalam menilai dan mengawal pasukan jurujual bagi tujuan memantau keberkesanan dan prestasi program jualan.

(25 markah)

3. Kefahaman kita terhadap pengguna/pelanggan adalah berdasarkan kepada sains tingkah laku yang merangkumi aspek psikologi, sosiologi, dan anthropologi. Melalui penggunaan pengetahuan ini, para jurujual dapat mempertingkatkan keupayaan untuk memuaskan keperluan dan kehendak pelanggan. Adakah penyataan ini benar? Bincangkan.

(25 markah)

4. "Model Strategic-Consultative Selling" merupakan asas kepada falsafah penjualan bersemuka bagi mencapai objektif pemasaran hubungan (relationship marketing). Bincangkan bagaimana konsep ini releven dengan pengurusan jualan.

(25 markah)

5. Kebanyakan para pengurus jualan enggan mengubah atau berpindah wilayah jualan atau pun pelan pampasan mereka melainkan ianya satu kemestian yang dikehendaki oleh pihak pengurusan. Kenapakah demikian? Apakah petunjuk-petunjuk yang memerlukan perubahan terhadap sesuatu wilayah? Bincangkan.

(25 markah)

...3/-

Jusco fights head on to maintain lead

BY YAP LIH HUEY

SOICHI Okazaki, managing director of Jaya Jusco Stores Bhd, met Simon Turner, Tesco's chief executive officer, during the official opening of Tesco Malacca hypermarket last October.

Okazaki bluntly asked Turner: "Why did you open your hypermarkets near to our stores?"

"He (Turner) said Tesco is not competing with Jusco because in his view, their target customers are different," Okazaki recalled.

His confrontational approach was understandable. In recent months, he had been surprised and taken aback by Tesco's aggressive expansion strategy to open most of its hypermarkets adjacent to Jusco outlets.

The trend started when Tesco opened its first store in Puchong in May last year, beside IOI Mall where Jusco is the major tenant. This was followed by two other Tesco stores, which were opened in Klang and Malacca. Both stores were also in close proximity to Jusco. Then, about two months ago, Tesco opened another outlet in Mutiara Damansara, barely one kilometre away from Jusco at One Utama shopping mall.

Tesco has recently sealed an agreement with UDA Holdings Bhd to develop its hypermarket in *Bandar Baru UDA* in Johor.

It was reported that Tesco would open a store each in Penang, Perak and Kedah next year. The site in Penang was slated to be in the Gelugor district while the store in Perak would be located near Jusco's outlet at Kinta City. In Kedah, the new store is expected to be located in Sungai Petani.

Okazaki commented: "Actually, we are selling similar food products. Certain customers may go to Jusco and another portion may choose to go to hypermarkets...and yes, our customers may not be similar to theirs but the majority of the customers are overlapping." He sees the overlapping of customers to be more than 50%.

Okazaki told *StarBiz* in an interview in Kuala Lumpur that Jusco intended to fight head-on to maintain its market share.

However, Azlam Shah Alias, Tesco's head of corporate affairs, argued: "We definitely do not have a deliberate strategy (to fight Jusco) but we probably got similar reasons for going into those areas. The criteria for an ideal spot for a store aren't quite different among the competitors. We are looking at transport networks, where people live and where people want to shop. If a particular area satisfy our criteria, we will put a store there."

"While we do take notice of what our competitors are doing, we do not constantly look over our shoulders. We believe that the pie is big enough for both companies, as well as other retailers, no matter what their sizes are," he told *StarBiz* in a separate interview in Kuala Lumpur.

"On another note, we believe that the close proximity of both Tesco and Jusco actually acts as a catalyst for commercial growth in their respective areas. It will cause small businesses to sprout around the area and encourage population growth, which will ultimately result in better development for all," he added.

Okazaki is certainly not resting on his laurels. Although Jusco has not seen any effect from Tesco's expansion strategy yet, he has in place a multi-million ringgit long-term counter-action measures for its supermarket business and has already executed some of them.

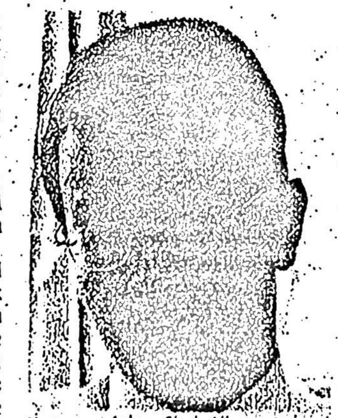
Among others, he is prepared to slash prices on certain food products. Although this move might cause price wars among the retailers, he does not see Jusco's profits plummeting.

"We had opted for this strategy before and it was a proven strategy. And yes, we will see a reduction on our profit margins but from our experiences (when implementing this strategy), we actually saw on average a 40% increase in sales revenue," he explained.

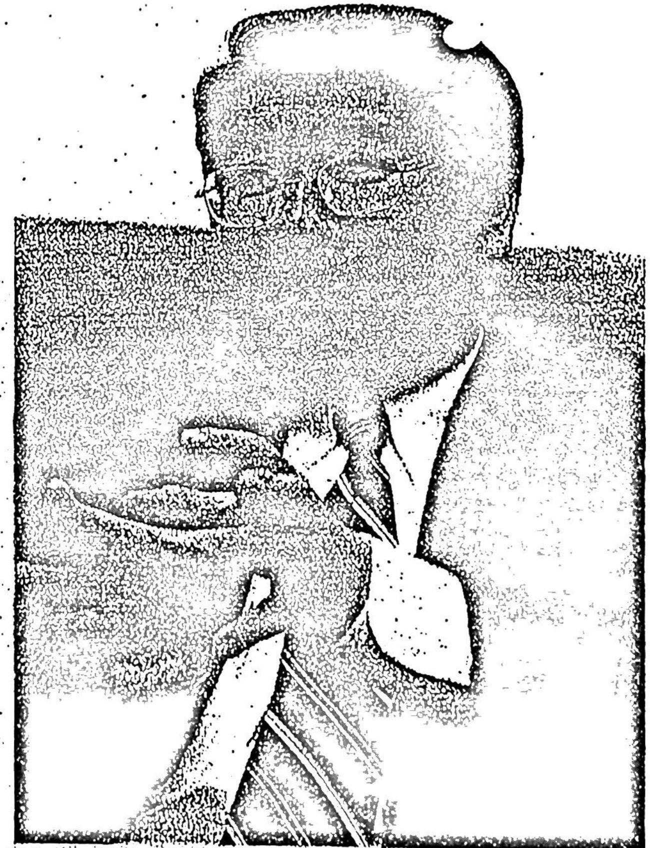
He thinks Jusco's other business segments – fashion merchandise and household items – can balance out its overall revenue, if there is a drop in its supermarket sales.

"One would not go to a hypermarket to shop for fashion items," he reckoned. To date, its fashion merchandise business accounted for 50% of total sales revenue, household items made up 20% and the remain-

Turn to P3



Azlam Shah Alias



Soichi Okazaki

Types of Stores in Peninsular Malaysia (2002 Census)*

*Based on the total number of 32,623 stores

Source: ACNielsen

Total Retail Market Size–Malaysia

	Retail sales (US$ bil)	Growth (%)
1996	11.2	9.4
1997	12.2	7.0
1998	9.8	–20.0
1999	10.5	7.4
2000	11.6	10.4
2001	11.7	1.7
2002(e)	12.4	4.0–5.0
2003(f)	13.4	8.0

Source: Retail Group Malaysia

One of the Jaya Jusco supermarket stores in the Klang Valley

ON average, Jaya Jusco Stores Bhd experiences 20% increase in sales volume year-on-year. Managing director Soichi Okazaki expects that trend to remain the same for this year despite the outbreak of the Severe Acute Respiratory Syndrome (SARS).

He is not worried that consumer spending may shrink; instead, he believes it would increase this year.

This year, he said, Jusco would focus on expanding its presence in the Klang Valley and Johor. There are already plans to develop another outlet in Johor Baru, but Okazaki is not letting the cat out of the bag yet.

Jusco spent RM36mil to acquire a land in Kepong with developmental cost of about RM60mil, which was financed through internally generated cash.

Work on the mall foundation has already started and it is expected to be open to the public before the end of Jusco's financial year ending February 2004.

Already, Jusco has more than 100 tenant lots signed up at the new mall, achieving 100% occupancy. Analysts polled by *StarBiz* said that if the fear of SARS were prolonged, they would downgrade Jusco's profitability outlook.

An analyst from a local research house who tracks the retail sector said that "from the way things are at the moment", she foresaw that the fear would continue into the third quarter and even the fourth.

Jusco recorded a total turnover of retail and rental of 16% quarter on quarter (Sept-Nov 2002 quarter to Dec-Feb 2003 period). Retail sales for 2002/2003 dropped from 32.9% to 17.4% on for the same period.

She said growth in sales was definitely slowing down and she doubted that Jusco could achieve more than its projected 10% year-on-year growth in sales revenue.

"Because of the fierce competition and I foresee that its profits would definitely be affected," she commented.

She added that Jusco's pre-tax margin plummeted from 11.2% to 10.6% year-on-year.

On the competition between Jusco and Tesco, she commented that the Mutiara Damansara area was expanding rapidly and the population could support such expansion in the retail industry.

"Jusco in Mid Valley shopping mall is one of Jusco's best money-spinning outlets despite the fact that Carrefour is just around the corner. It is still difficult to say how Jusco would fare with Tesco."

She sees the accessibility to the booming Mutiara Damansara area is not great at present.

She said that although initially sales would be affected, Jusco was quick to react in terms of pricing strategy and was operating at full capacity to cater to more customers.

She commented that Jusco's move to open another mall in Kepong was seen as a good business strategy as there is no one significant shopping mall in Kepong.

She expects consumer spending

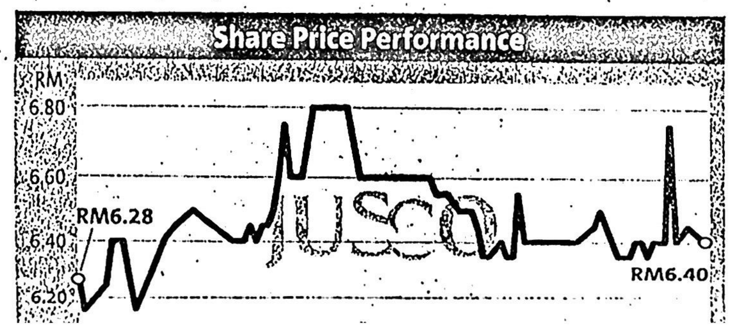
Another retail analyst at Mayban Securities said the setting up of Tesco outlets adjacent to Jaya Jusco stores proved to be a good strategy for Tesco. These areas are populated with middle-income earners and newlyweds, which she sees can contribute to Tesco's sales revenue.

For now, she does not foresee Tesco outlets adjacent to Jusco stores affecting Jusco's sales revenue. However, she cautioned that the upcoming shopping mall in Mutiara Damansara,

The Curve, would certainly pose a challenge to Jusco's business. *The Curve* is due to open its doors to the public early next year. In the long run, she feels The Curve may affect Jusco's sales revenue.

"The 1 Utama shopping mall outlet has the biggest value (in terms of sales revenue) to Jusco; however, The Curve may steal Jusco's limelight."

On the other hand, she said, Jusco's decision to open a mall in Kepong was seen as a defensive strategy as it could in some way redirect traffic and curb the Kepong residents from venturing to the Mutiara Damansara area, where Jusco can further lose its potential clientele to The Curve or Tesco.



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