

LAPORAN PENYELIDIKAN

KAJIAN KES

KOD: P(1)/A/2003

ETCS : TOUCH 'n GO

THE ROARING TIGER : RELOCATING ZOO NEGARA

USAHAWAN FRANCAIS : ANTARA MIMPI DAN REALITI

PENYELIDIK

MUHAMAD MUDA
 HANIM MISBAH
 NURSILAH AHMAD
 NOR HAZIAH HASHIM
 FARA MADEHAH AHMAD FARID
 ZURINA KEFELI @ ZULKEFLI
 SUHAILA ABDUL HAMID

PERPUSTAKAAN UNIVERSITI SAINS ISLAM MALAYSIA	
GIFT / DONATION SUMBANGAN IKHLAS WITH BEST COMPLIMENTS	
FROM	pps
DATE	28/10/08
ACC. NO	

KOLEJ UNIVERSITI ISLAM MALAYSIA

APRIL 2005

Perpustakaan USIM



LAPORAN PENYELIDIKAN

KAJIAN KES

KOD: P(1)/A/2003

ETCS : TOUCH ‘n GO

THE ROARING TIGER : RELOCATING ZOO NEGARA

USAHAWAN FRANCAIS : ANTARA MIMPI DAN REALITI

PENYELIDIK

**MUHAMAD MUDA
HANIM MISBAH
NURSILAH AHMAD
NOR HAZIAH HASHIM
FARA MADEHAH AHMAD FARID
ZURINA KEFELI @ ZULKEFLI
SUHAILA ABDUL HAMID**

TEMPOH PENYELIDIKAN: 1 MAC 2003 – 31 MEI 2003

KOLEJ UNIVERSITI ISLAM MALAYSIA

LAPORAN TEKNIKAL

ETCS : TOUCH 'n GO

THE ROARING TIGER : RELOCATING ZOO NEGARA

USAHAWAN FRANCAIS : ANTARA MIMPI DAN REALITI

Kajian ini dilaksanakan atas biaya Dana Penyelidikan, Kolej Universiti Islam Malaysia (Kod:P(1)/A/2003). Penyelidik-penyelidik ingin mengucapkan ribuan terima kasih diatas segala sokongan dan kerjasama yang diberikan oleh Universiti dan juga semua pihak bagi menjayakan kajian ini.

ABSTRACT

This technical report contains cases, namely “ETCS : Touch ‘n Go”; “The Roaring Tiger: Relocating Zoo Negara”; and “Usahawan Francais : Antara Mimpi dan Realiti”. The case “ETCS: Touch ‘n Go” presented an issue relating to the implementation of the government policy on the single electronic toll collection system (ETCS). “The Roaring Tiger: Relocating Zoo Negara” looked at the factors surrounding the discussions to relocate Zoo Negara. While “Usahawan Francais: Antara Mimpi dan Realiti” looked at the challenges facing a small business from a franchisee’s perspective. The cases have valuable learning points and together with teaching guides, they could be useful for teaching-learning purposes. However, it must be noted that the cases are written as case research exercises and they are not meant to evaluate good or bad management practices. Any use of the cases and reference to them must be accompanied with written permission of the author(s) concerned.

ABSTRAK

Laporan teknikal ini memuatkan beberapa kes iaitu “ETCS : Touch ‘n Go”; “The Roaring Tiger: Relocating Zoo Negara”; dan “Usahawan Francais : Antara Mimpi dan Realiti”. Kes “ETCS: Touch ‘n Go” membincangkan isu berkaitan perlaksanaan polisi kerajaan mengenai sistem kutipan toll elektronik bersepadu. “The Roaring Tiger: Relocating Zoo Negara” mengenalpasti faktor-faktor yang mempengaruhi pertimbangan untuk penempatan semula Zoo Negara. Manakala “Usahawan Francais: Antara Mimpi dan Realiti” membincangkan cabaran-cabaran yang perlu dihadapi semasa mengendalikan sesuatu perniagaan francais. Kes-kes yang dijalankan telah mengenalpasti fakta-fakta yang amat bernilai, bersama-sama dengan panduan pengajar, ianya boleh menjadi bahan yang amat berguna untuk tujuan pengajaran-pembelajaran. Kes-kes ini telah ditulis sebagai suatu tugas penyelidikan dan tidak sepatutnya dinilai sebagai suatu amalan pengurusan yang baik atau buruk. Oleh itu sebarang penggunaan atau rujukan mestilah mendapat keizinan bertulis dari pihak pengarang terlebih dahulu.

KAJIAN KES

ETCS: TOUCH 'n GO

MUHAMAD MUDA

HANIM MISBAH

CASE

ETCS : TOUCH 'n GO

Muhamad Muda

Hanim Misbah

Faculty of Economics and Muamalat

On December 17, 2002, the government had once again announced its latest decision regarding the single electronic toll collection system (ETCS). The exercise was postponed until June 2003. Rangkaian Segar Sdn. Bhd. was saddled to implement the single electronic toll collection system. The government appointed the company as the only recognized service provider to operate the collection of toll on all the tolled highways in the country. Although the project for the single ETCS is mooted by the government, the company had faced opposition from the other tolled operators to cooperate.

ROADS IN MALAYSIA

Roads had been recognized as a catalyst for development. With the current rise in economic growth, inadequate infrastructure has caused inconvenience to the road users. To speed the economic growth process and ease up the road users, the Malaysian government and refer as the government (in the remaining of the case) had endeavor to upkeep road networks in good condition through rehabilitation, proper maintenance and development of highway expressways¹. These commitments has lead the government on privatization projects. In 1980s the government began the implementation of its privatization policy, which included the award of concessions and construction contracts to private developers for construction, operating and maintaining infrastructure facilities². Under the Federal Road (private Management) Act 1984, private developers are allowed by the Malaysian government to collect tolls on public roads typically around 30 years³.

This case has been written based on information collected from secondary sources and information given by character (s) in the case. Some events may have been modified to suit some writing conventions. The author (s) had prepared this case solely to provide material for class discussion and had no intention of showing effective or ineffective handling of a management situation. Any use of the case or reference to it is prohibited without a written permission of the author (s)

ELECTRONIC TOLL COLLECTION SYSTEM (ETCS) IN MALAYSIA

The government announced the road privatization policy in February 1983⁴ and the expressways were then designated for private operation in 1986. In conjunction with that, private operators were allowed to construct, operate and maintain new roads. Referring to the Malaysian road network, there were sixteen highways nationwide. Nine expressways located in Klang Valley while the other seven were outside Klang Valley. The government had awarded highways contract to seventeen toll operators. The toll operators had to Built, Operate and Transfer (BOT) the expressways. Based on the privatization policy, the government allowed the toll operators to collect toll to recover their costs. Two toll collection methods are used; cash and electronic payment. (Exhibit 1). Four operators used Touch ‘n Go and SmartTAG, three used Touch ‘n go only, another three used Fastrak and ExpressTag while one operator used Saga Tag.

Exhibit 1: Toll Operators and Their ETCS

Name of Operators	System Used
1.Projek Lebuhraya Utara Selatan (PLUS)	Touch ‘n Go and SmartTAG
2.Expressway Lingkaran Tengah Sdn Bhd (MRRIL)	Touch ‘n Go and SmartTAG
3.Penang Bridge Sdn Bhd (PBSB)	Touch ‘n Go and SmartTAG
4.Project Lintasan Kota Sdn Bhd (Prolintas)	Touch ‘n Go only
5.Linkedua (M) Bhd	Touch ‘n Go only
6.Metacorp Bhd	Touch ‘n Go only
7.Besraya (M) Sdn Bhd	Touch ‘n Go only
8.Kesas Sdn Bhd	Fastrak & Express Tag
9.Lingkaran Trans Kota Sdn Bhd (LITRAK)	Fastrak & Express Tag
10.Sistem Penyuraian Trafik KL-Barat Sdn Bhd	Fastrak & Express Tag
11.Grand Saga Sdn Bhd	Saga Tag

Electronic Toll Collection System (ETCS) is a technology that allows electronic payment of highway tolls whereas cash system involves cash transaction only. The ETCS system was implemented across the world in Australia, Germany, China, the United States, Thailand, the United Kingdom and Hong Kong⁵. ETCS used vehicle-to-road side communication technologies to perform an electronic monetary transaction between a vehicle passing through a toll station and the toll agency. A motorist pays for an electronic toll charges, which are stored in a smart tag, the size of a credit card. The system allows motorist to drive at normal speed while approaching a lane controller at a tollbooth. The controller's antenna sends out a radio signal asking for data. The signal is picked up by the smart tag, which is mounted on the dashboard, where it receives the signals. A transmitter in the tag reacts to the inquiring signal by sending a unique, error-corrected ID code. A laser or video-imaging device scanned the vehicle to determine its size and the type of the vehicle that may affect the amount of the toll. The lane controller instructs the tag to deduct credits from its memory in the amount of the toll. The controller later sent an account of the transaction to a central database⁶.

Current Electronic Toll Collection System

As at November 2002, there were four electronic collection systems in used; Touch 'n Go, SmartTAG, Fastrak & Express Tag and Saga Tag⁷. Each system is compatible within its group but not with the other group⁸. Four different ETCS uses different type of collection mode for example Touch 'n Go uses Touch 'n Go card, SmartTAG requires a Touch 'n Go and SmartTAG device. For Fastrak, ExpressTag and Saga tag only need a tag.

Touch 'n Go

Rangkaian Segar Sdn Bhd is the system provider for the Touch 'n Go system. The system is a prepaid electronic purse whereby the user converted physical cash into electronic cash. It provides a contactless means of fare payment transactions to enhance the convenience and speed of paying for low-value but high frequency transactions. It is considered as low-value and high frequency transactions because it involves low amount of value transactions (toll charge for Cheras Kajang expressways was sixty cents and seventy cents respectively but the number of road user were more than approximately 100,000 daily). The card is similar to a credit card with an embedded antenna and a microchip. It is locally developed compatible to Mifare⁹ standard and was launched in March 1987. No monthly fee is required but users have to pay an initial deposit of RM 15 per card. This is to ensure users take care of both the safekeeping and condition of their cards. The Touch 'n Go card can be purchased at any specific toll plazas, PUTRA - LRT stations and Park May Bus stations or simply visit the Touch 'n Go Customer Service Centre.

The prepaid value is electronically computed into the card in denominations of RM 20 RM 50, RM 100, RM 200 or RM 500 and decreases with each usage. User simply touched the card to a reader at any service providers; highways and bridges; parking, theme park and public transport. Each transaction will be completed in a few seconds with the fare and the card balance on the indicator panel display. For reloading purposes, it can be done manually at 115 sales and service counters along the highways and at more than 300 Automated Teller Machines (ATM s) of some of Malaysia's leading banks. The auto reload feature allows automatic money to be transferred automatically to the Touch 'n Go card.

The SmartTAG

SmartTAG device is the vehicle on-board unit works in combination with the Touch 'n Go smart card. The SmartTAG unit enabled toll to be paid automatically without the car having to stop at the tollbooth by receiving and transmitting information between the Touch 'n Go card and the tolling system at the toll plaza using infrared as its communication medium¹⁰. SmartTAG system allows flexibility of usage. Users can take the Touch n' Go card from the SmartTAG device and placed the card on the reader at the Touch 'n Go lane. It uses a 9 volt battery and it is replaceable. The cost of the SmartTAG device is RM 220 per unit.

Fastrak and ExpressTAG

Fastrak and ExpressTAG are battery operated. The tag enabled toll to be paid automatically without the car having to stop at the tollbooth by receiving and transmitting information between the tag and the tolling system at the toll plaza. It is used at the drive-through lane system namely Shah Alam Expressways, Damansara Puchong highway, and Western KL Traffic Dispersal Scheme¹¹. Both used microwave technology as its communication medium. Users are required to buy the tag (which the smart card was embedded together). Smart card cannot be separated from the tag. For safety reason, if the tag was stolen, it would be invalid and the amount left would not be accounted. For reloading purposes, user will need to take the tag to the participating outlets and reload it manually. For ExpressTAG users, reloading can be done manually at Kesas Toll Plaza while Fastrak tag users, at sales and service counters at Puchong, Penchala, SS17 and Sunway. For credit card users, they can request automatic reloading. Both will be auto reloaded once the balance drops below a predetermined amount. The Express Tag and Fastrak cost at RM 100 per unit.

SagaTAG

SagaTAG, a battery operated tag provided by Grand Saga is used at Cheras Kajang Expressways drive-through lane system. It enabled toll to be paid automatically without the car having to stop at the tollbooth by receiving and transmitting information between the tag and the tolling system at the toll plaza. It can be used at Cheras Kajang highway only. Users will be required to buy the tag at Grand Saga Toll Plaza. A unit price for the tag is RM 180.

NATIONAL INFORMATION TECHNOLOGY AGENDA (NITA)

The government introduced a single ETCS mainly because the system is part of the National Information Technology Agenda. NITA was launched in December 1996 by the NITC¹². Chaired by the Prime Minister, the NITC members comprises from the public, private and community-interest sectors of the entire country. Armed with the theme of "*Turning Ripples into Tidal Waves*", NITA focuses on the development of people, infrastructure and applications to create value, to provide equity and access to all Malaysians, and to qualitatively transform the society into a value-based knowledge society by the year 2020.

The government, using e-purse in money transactions and information technology (IT) agenda, wanted to create a value-based knowledge society in various areas; E-Economy, E-Public Services and E-Community that have a direct bearing on the E-Payment scheme. The underlining approach of introducing ETCS is in line with the implementation of multi-application smart card system. The smart card technology should not be for tolling applications only but also be used for fare payment on complementary Integrated Ticketing System (ITS) sectors like parking, petrol stations, taxis, vending machines, public payphones, national railway, theme parks and general retail environments¹³. As in the year 2002, there were 30 percent, of road users used ETCS and 70 percent were cash users¹⁴.

References.

- Aida Ahmad. 2003. "Touch 'n Go Switch: No More Extensions". *New Straits Times*. 6 May.
- A.Letchumanan. 2002. "Single Toil Card Deferred.Firms Need More Time To Iron Out Their Problems". *The Star*. 17 December.
- Chow EE-Tan.2003. "Grand Saga Can't Meet Deadline". *Malay Mail*. 30 May.
- Khairul Anuwar. 2003. "ETCS: Touch 'n Go". *Interview*. 7 April.
- n.a. 2002. "Samy Vellu: Cashless Toll Collection In Five Years". *The Star*. 18 December.
- n.a. 2003. "Touch 'N Go From Sunday. Other Toll Collection Cards Won't Be Recognized". *The Star*. 28 May.
- n.a. 2002. "MHA: Touch 'n Go Is Most Efficient". *New Sunday Times*. 17.May.
- n.a. 2002. "Full Implementation Of Touch 'N Go Postponed". *The Sun*. 17 December.
- n.a. 1998. "Touch N Go Smart Card For Toll Convenience". *New Straits Times*. 7 May.
- Salina Khalid. 2003. "Two More Highway Concessionaires Agree To Use Touch 'N Go". *The Star*. 27 May.

KAJIAN KES

THE ROARING TIGER: RELOCATING ZOO NEGARA

NURSILAH AHMAD

NOR HAZIAH HASHIM

FARA MADEHAH AHMAD FARID

Case:

THE ROARING TIGER: RELOCATING ZOO NEGARA MALAYSIA

Nursilah Ahmad

Nor Haziah Hashim

Fara Madehah Ahmad Farid

Faculty of Economics and Muamalat

On 15th September 2001, Dato' Ismail Hutson, the Acting Chairman of Zoological Society of Malaysia took his own personal time to accompany Master S.Sivamohan during the recent *Zoorama*. Sivamohan, a 12-year-old kid with a benevolent heart, sponsored a little Kancil (mousedeer) to the zoo out of his own pocket money.¹ The rest of the Zoorama's audiences were mostly kids from World Wildlife Federation (WWF) Rangers and they were delighted with the performance of the artists involved². The star performers were selected from the animal kingdoms. Mayputra and Mayputri, a pair of tigers donated by Malayan Banking Berhad (Maybank)³ made their first stage appearance. Lady D, the Bornean Orang Utan cycled around the stage with her boisterous one-year-old daughter K.T. The show ended with a standing ovation to the performance of Siti the elephant, through her elegant *elephantwak*. The Zoorama main message was '*Recreation, Education, Conservation and Research*' – the four pillars of Zoo Negara Malaysia. The cheering of the crowd and genuine laughter from the kids were seemed to be as the things that money couldn't buy.

Dato' Ismail was disturbed by the recent meeting with the government officials, discussing about relocating the National Zoo. The issue was first raised in 1995 and died down but now resurfaced again. He could feel this time the pressure to relocate the zoo was getting stronger in magnitude each day. He decided that the relocation issue should be given top priority during the next Council Meeting that would be held two days from now. He sighed heavily, waved goodbye to the last kid leaving the zoo and managed a smile to the parents. He made some mental notes to be presented at the Council Meeting, mostly regarding the management of the zoo.

The History of Zoo Negara Malaysia

The first miniature zoo organized by Malayan Agri-Horticultural Association (M.A.H.A.) in 1957 as a part of their annual exhibition sparked public interest towards having a permanent zoo in Kuala Lumpur. Consequently, the Malayan Zoological Society (later known as Malaysian Zoological Society in 1975) was officially formed on 2nd January 1962. The main function of the Society was to establish and manage a national zoo. Tun Abdul Razak Dato' Hussein, the then Deputy Prime Minister was elected the first President of the Society. Between 1957 and 1963, the animals that were exhibited at the annual M.A.H.A. shows were kept in Tan Sri V.M. Hutson five acre garden at Bangsar Estate. The late Tan Sri V.M. Hutson was the founder of Zoo Negara and the adopted father of Dato' Ismail.⁴

This case has been written based on information collected from secondary sources. Some events may have been modified to suit some writing conventions. The author(s) had prepared this case solely to provide material for class discussion. The author(s) do not intend to illustrate either effective or ineffective handling of a management situation. Any use of the case or reference to it is prohibited without a written permission of the author(s).

The search for the ideal location of the zoo began. Some 26 acres of secondary jungle in Ulu Klang, about 13 km from Kuala Lumpur was finally selected (refer Exhibit 1 for the zoo's location). With the allocation of RM1.25 million grant from the Federal Government, Malaysia finally owned a national zoo. On 14th November 1963, Tunku Abdul Rahman, Malaysia's first Prime Minister officiated the opening of Zoo Negara Malaysia. The public called it "Zoo in the Jungle." Refer to Exhibit 2 for the chronological history of the National Zoo.

Zoo Negara started off with a small collection of an Indo-Chinese tiger named Nikky, three Orang Utans called Jacko, Suzan and Jane, six Estuarine crocodiles and a few species of birds. The entrance fees charged were RM0.30 per adult and RM0.10 per child. Although initially there were complaints from the public claiming the zoo was too far, within less than three years, Zoo Negara received more than 1 million visitors.

Major development of Zoo Negara took place in 1970. With a new grant of RM1 million from the government, the Council acquired an additional 22 acres of land and built the now famous Aquarium Tunku Abdul Rahman. The aquarium comprises of various fresh water and marine fishes. A 5-acre drive-in Safari Lion Park was also developed but later abandoned due to small acreage. The project continued recently and renamed as Savannah Walk. The Reptile Park, located in the heart of Zoo Negara, covered an area of around 22 acres. The First Phase of building crocodile pools was completed in 1985. In December 1987, Phase II of building the Reptile House began. The Reptile House was officially opened on July 1998.

The Ape Center, the habitat for Orang Utans and chimpanzees was completed in May 1993. The breeding programs for Orang Utans were successfully done locally for the past 37 years. Mammal Kingdom, a haven for carnivores, was the latest addition to the landscape. This area housed 10 types of small cats and civets, 17 larger cats, capybaras, otters and many others. The project commenced in early 1998 and was opened to the public in September 1999. Zoo Negara owned two amphitheatres used for the Elephant and Sea Lion Shows. A few years ago, the zoo clinic (now a hospital) was enlarged and equipped with sophisticated equipment. The hospital facilities included wards, treatment areas, and surgery room and autopsy room. The Balai Sang Kancil was renovated in 1998 to provide an attractive educational environment. The new features added included one library, one Kids Activity room, one Display Hall, two storerooms and a volunteer working area.

15.25 million people have visited Zoo Negara in the past 25 years with annual attendance of more than 1 million people since 1986.⁵ Zoo Negara houses an impressive collection of 3,929 animal species in 2001.⁶ Refer to Exhibit 3 for the Map of the Zoo and Exhibit 4 for the Animal Inventory.

Organizational Structure

Malaysian Zoological Society is a non-governmental organization and has been self-supporting financially since its inception. The organizational structure consists of President, Vice-Presidents, The Management Council (The Council) and The Committees.⁷ The organizational structure of the Society is available in Exhibit 5.

Zoo Negara has contributed to the economy by providing jobs not only to the veterinarian graduates but also to the people in Klang Valley. To date, the Society has employed about 137 staffs to run its daily operations. Some members of the Council and the staff have been with the zoo since 1963. There are also some volunteers from various organizations that work on a part-time basis. The Council is elected annually among Society members and the staff force. The Royal Patron in Chief was His Highness the late Sultan of Selangor Darul Ehsan, Sultan Salahuddin Abdul Aziz Shah. The Society is planning to invite the currently reigning Sultan of Selangor to continue the tradition. While still maintaining the traditional role of public recreation, Zoo Negara has become the centers for conservation, education and study to help stem the extinction of endangered species. Zoo Negara is also providing invaluable experiences to those studying zoological sciences under Veterinary Work Experience Placement.⁸

In May 2001, the Society restructured the organization based upon the recommendation of a hired consultant. The emphasis of the management is now shifted towards human resources, with a competitive salary schemes and attractive fringe benefits. A lot of additional staffs are hired, among them are veterinarians, Assistant Curators and a few more members of marketing and Public Relations Department. Some of the people sitting in the Management Council work voluntarily without receiving any allowances.

Financial Status

Zoo Negara's statistical data⁹ for the year of 2001 is available in Exhibit 6.

Gate collections at almost RM 5 million continues to be the main source of income for Zoo Negara and contributed 80.7% of their total income of almost RM 6.2 million. Other incomes were from rental of car park and food and beverages. In the future, Zoo Negara hopes to further increase their non-gate revenue. Fast food outlet, KFC left the park after 15 years of operation in 2001, opening doors for the zoo to operate their own F & B outlet under the MARRY BROWN franchise. Other F & B around the Zoo are also making significant contributions as they moved away from fixed rentals to profit sharing arrangements.

Staff costs increased were due to recruitment to fill a number of senior vacancies while the train ride costs were incurred to provide free train rides to all visitors everyday. According to Dato' Ismail, the Zoo's staff costs are expected to escalate further as the full impact of their new recruitments of senior staffs takes effect. Personnel costs are expected to increase by a further RM 0.5 million in the year ahead. The Zoo

Management has also recruited a full time Marketing Manager in hope of increasing sponsorship income substantially.

Grant

Zoo Negara received annual subvention of RM6,000 from the Federal Government since 1963. Selangor State Government awarded a grant of RM10,000 annually beginning in 1981 and the grant has been increased to RM20,000 in 1987. The Society received a total of over RM10 million as development grants from the Federal Government for the past 25 years. The nature of government support includes tangibles, i.e. financial, wildlife and approvals and intangibles such as collaboration, joint ventures and consultation.

On 20th August 2001, the Council presented future plans of the zoo to the government representatives from the Ministry of Science, Technology and Environment, the Economic Planning Unit and the Department of Wildlife and National Parks. The Council, which has been self-financing itself for the past 40 years through prudent yet pro-active strategic management, has a vision of turning Zoo Negara into a *World-Class Zoo*. During the presentation, critical factors needed to achieve the vision were outlined. Henceforth, the Society was rewarded with RM 8.15 million grants under the 8th Malaysia Plan. The following are projects identified under the grants:

No.	Name of Project	Amount (RM million)
1.	Lake Improvements	2.750
2.	Flood & Sewage Mitigation	2.750
3.	Public Facilities Upgrade	1.000
4.	<u>Staff Housing</u>	<u>1.650</u>
	Total Grant	8.150

Marketing Activities

To ensure return visits to Zoo Negara, the Council has taken utmost care in preserving the green lung, the zoo, to provide an established, affordable and easily accessible weekend retreat for people in Klang Valley. Their return visits to the zoo symbolized the success of the marketing strategy. The Zoo Management has managed to keep the entrance fees low over the years. According to Mr. Peter Yeoh,¹⁰ the Marketing Public Relation Officer, the fees charged are among the lowest compared to other amusement parks around Selangor. Zoo Negara is opened daily from 9am to 5pm. The current entrance fees are as follows:

Adults	Weekdays and Saturdays	RM7
(Above 12 years)	Sundays and Public Holidays	RM9

- iii) Incremental model – a model stating that managers make the smallest response possible that will reduce the problem to at least a tolerable level.
- iv) Garbage-can – a model stating that managers behave in virtually a random pattern in making nonprogrammed decisions

This case can opt to the satisficing model and the rational model. However, the Government has the final say but data are still needed in order to establish the Zoo and further improve in the future.

References

1. Pearce, II, John A. & Robinson, Jr., Richard B., 2000 *Strategic Management: Formulation, Implementation and Control*. United States: Mc Graw Hill.
2. Bartol, Kathryn M & David, Martin C., 1998. *Management*. United States: Mc
a. Graw Hill

KAJIAN KES

USAHAWAN FRANCAIS: ANTARA MIMPI DAN REALITI

ZURINA KEFELI@ZULKEFLI

SUHAILA ABDUL HAMID

Kes:

USAHAWAN FRANCAIS: ANTARA MIMPI DAN REALITI¹

Zurina Kefeli @ Zulkefli

Suhaila Abdul Hamid

Fakulti Ekonomi dan Muamalat

Zamri termenung memikirkan kata-kata Khairil ketika pertemuan di restoran Nelayan tengahari tadi. Harga yang ditawarkan oleh Khairil boleh diberi pertimbangan memandangkan bukan mudah untuk mendapatkan pembeli berpotensi seperti Khairil dalam keadaan kegawatan ekonomi seperti sekarang. Walau bagaimanapun, Zamri merasa berat hati untuk melepaskan kedua-dua restoran Yummy Sandwichnya itu kepada orang lain. Hampir dua tahun Zamri bekerja keras untuk memastikan kejayaan Yummy Sandwich tetapi sejak kebelakangan ini, Zamri sering tidak cukup tidur memikirkan masalah yang dihadapi dengan perniagaannya. Entah di mana silapnya, Yummy Sandwich di bawah pengurusannya semakin merosot dari hari ke hari. Zamri perlu mencari cara bagaimana untuk menyelamatkan perniagaannya itu kerana jika dia tidak dapat mencari jalan penyelesaian, kedua-dua restoran Yummy Sandwich yang dibuka di pusat membeli-belah Ampang Point dan Subang Parade terpaksa ditutup atau dijual kepada Khairil. Memikirkan hal ini hati Zamri menjadi sebak.

Latar Belakang Zamri

Minat Nik Zamri Nik Abdullah, 31, untuk menceburi bidang perniagaan telah bermula sejak kecil lagi. Dilahirkan di Kota Bharu, Kelantan pada 7 Mei 1970, beliau banyak dipengaruhi oleh ahli keluarga yang kebanyakannya adalah usahawan. Disebabkan minatnya yang mendalam terhadap bidang perniagaan, sejak awal lagi perjalanan akademik Zamri menjurus ke arah bidang tersebut. Ketika berusia 18 tahun, Zamri mengambil diploma di Institut Teknologi Mara (ITM) dalam bidang Pentadbiran Perniagaan. Manakala di peringkat ijazah, Zamri telah memilih

This case has been written based on information collected from secondary sources. Some events may have been modified to suit some writing conventions. The author(s) had prepared this case solely to provide material for class discussion. The author(s) do not intend to illustrate either effective or ineffective handling of a management situation. Any use of the case or reference to it is prohibited without a written permission of the author(s).

untuk melanjutkan pelajaran dalam jurusan Perakaunan di University of East Anglia, United Kingdom selama tiga tahun. Setelah pulang ke tanahair pada tahun 1993, Zamri ditawarkan bekerja sebagai seorang Eksekutif di KUB Malaysia Berhad, Jalan Pahang Barat, Kuala Lumpur. Bagi menimba pengalaman bagaimana untuk menguruskan sebuah syarikat dan berpeluang untuk mengumpul modal, Zamri dengan senang hati menerima tawaran tersebut. Namun, hasratnya untuk membuka perniagaan sendiri tidak pernah dilupakan.

Setelah hampir tujuh tahun bekerja dengan bersungguh-sungguh di KUB sehingga menjawat jawatan Eksekutif Kanan dan telah mengumpul modal yang mencukupi hasil perkongsian dengan empat orang rakan, wang simpanan dan bantuan keluarga berjumlah RM150 000, Zamri mengambil risiko dengan memberanikan diri untuk menceburi bidang perniagaan. Setelah menghadiri Kursus Keusahawanan Bumiputera yang dianjurkan oleh Kementerian Pembangunan Usahawan bagi menambah pengetahuan dalam bidang perniagaan, pada tahun 1999 Zamri bersama rakan-rakannya berkongsi modal dan sepakat meletakkan jawatan di tempat kerja masing-masing. Zamri bertambah yakin apabila mendapat nasihat dan dorongan yang kuat daripada keluarga dan majikan yang sentiasa ingin membantu orang Melayu menceburi bidang perniagaan. Inspirasi daripada kejayaan rakan-rakannya yang menceburi bidang perniagaan turut menguatkan azam Zamri untuk bergelar seorang usahawan yang berjaya.

Setelah berbincang dan menganalisis peluang pasaran dan jenis produk, Zamri menyertai rakannya dengan mengambil keputusan untuk mengusahakan francais Yummy Sandwich iaitu satu jenama makanan segera yang sedang berkembang di Asia Tenggara. Yummy Sandwich dipilih kerana pasaran Malaysia masih belum diterokai oleh Yummy Sandwich Inc. selain menawarkan yuran permulaan dan keperluan modal yang rendah. Antara kos yang perlu ditanggung ialah seperti yuran francais, pembelian peralatan, pengambilan pekerja, royalti sebanyak lapan peratus kepada syarikat setiap minggu dan sewa kedai.² Pengusaha Yummy Sandwich tidak perlu mengeluarkan belanja yang besar untuk pengubahsuaian restoran kerana Yummy Sandwich memerlukan hiasan dalaman yang ringkas sahaja. Tapak kedai yang kecil sudah memadai bagi membuka sebuah cawangan Yummy Sandwich. Secara tidak langsung ini dapat mengurangkan kos overhead dan kos peralatan di Yummy Sandwich. Peralatan restoran pula boleh dibeli terus daripada kilang yang diiktiraf oleh ibu pejabat Yummy Sandwich dengan harga yang lebih rendah.

Dengan bantuan seorang peguam, mereka menandatangani kontrak perjanjian sebaik sahaja berpuas hati dengan syarat-syarat yang terkandung di dalam kontrak perniagaan francais tersebut. Dalam dua tahun pertama beroperasi, mereka membuka lima buah francais Yummy Sandwich iaitu di pusat membeli-belah Subang Parade, Ampang Point, Lapangan Terbang Antarabangsa Kuala Lumpur (KLIA), USJ dan Jalan Raja Chulan.

Walau bagaimanapun, setelah beberapa lama beroperasi, Zamri dan rakan-rakannya mula menyedari bahawa adalah sukar untuk menguruskan perniagaan secara perkongsian kerana sebarang keputusan yang perlu dibuat memerlukan persetujuan mereka berlima. Oleh itu, pada tahun 1999 mereka membuat keputusan untuk mengusahakan Yummy Sandwich secara persendirian. Zamri memilih untuk

menguruskan francais Yummy Sandwich di Subang Parade dan Ampang Point. Manakala cawangan di KLIA, USJ dan Jalan Raja Chulan dikendalikan oleh rakannya yang lain. Maka, pada akhir tahun 1999 bermulalah kehidupan Zamri sebagai seorang pengusaha francais secara perseorangan.

Konsep Perniagaan Francais

Perniagaan francais adalah salah satu sistem yang efektif dalam pengedaran barangan dan perkhidmatan. Antara kebbaikannya, perniagaan francais menggabungkan semangat dan cita-cita usahawan kecil dengan pengalaman dan kepakaran syarikat yang lebih besar. Bentuk perniagaan ini akan menguntungkan kedua-dua pihak yang terlibat. Pengusaha francais atau franciasi, akan menjual produk yang sudah lama berada dan telah diterima di pasaran dan jenama tersebut juga telah dikenali ramai. Pengurusan operasi dan kawalan perniagaan adalah di bawah seliaan francais pusat atau francisor yang berpengalaman. Apabila rangkaian syarikat francais berkembang, setiap cawangan francais akan mendapat pulangan ekuiti yang lebih besar. Ini kerana franciasi bekerja sebagai sebuah pasukan. Statistik juga menunjukkan bahawa kadar kegagalan sebuah perniagaan francais adalah lebih rendah berbanding bentuk perniagaan lain. Antara contoh francais makanan segera yang berjaya di negara ini adalah seperti Mc Donalds, Kentucky Fried Chicken, 1901 Hotdogs dan Burger King.

Latar Belakang Yummy Sandwich³

Yummy Sandwich diasaskan oleh Alexander Milano seorang lepasan kolej berbangsa Itali dan dibantu oleh Dr. Patrick White seorang saintis dan kenalan kepada keluarga Milano pada tahun 1965. Pada ketika itu, Milano baru berumur 17 tahun dan beliau memulakan perniagaan dengan pinjaman sebanyak US1000 daripada keluarganya. Yummy Sandwich bermula sebagai sebuah kedai kecil menjual sandwich di Bridgeport, Connecticut, Amerika Syarikat. Pada peringkat permulaan, Milano merancang untuk membuka 32 cawangan dalam tempoh 10 tahun beroperasi. Tetapi 10 tahun kemudian Milano hanya berjaya membuka 16 buah cawangan. Bagi mencapai matlamatnya, Milano mula membuka francais. Francais yang pertama beroperasi di Wallingford, Connecticut diuruskan oleh sahabat baik Milano sendiri bernama John Smith. Bermula dari sini, pengurusan Yummy Sandwich berubah daripada sebuah kedai sandwich kepada sebuah restoran francais.

Pada tahun 2003, Yummy Sandwich telah genap beroperasi selama 38 tahun dan adalah rangkaian restoran francais yang terbesar di dunia dengan 19,958 restoran di 71 buah negara.⁴ Malahan operasi Yummy Sandwich adalah yang terbesar di Amerika Syarikat dan Kanada mengatasi McDonald's.

Produk

Yummy Sandwich menyediakan pelbagai jenis menu sandwich yang segar dan berkhasiat (mengandungi kurang dari 6 gram lemak) yang dibuat daripada roti Itali atau roti berserat diisi dengan daging, keju, sayuran dan ramuan lain. Roti sandwich diadun dan dibakar dalam dapur setiap cawangan Yummy Sandwich pada setiap hari bagi menjamin kesegarannya. Sandwich dijual dengan ukuran panjang setengah kaki (6 inci) dan satu kaki (12 inci) terpulang kepada selera pelanggan dan disajikan secara sejuk atau panas. Walau bagaimanapun, Yummy Sandwich lebih popular dengan sandwich sejuk.

Nilai kalori yang rendah berbanding produk lain adalah antara keistimewaan Yummy Sandwich yang menjaga dan mementingkan diet pemakanan pelanggan.⁵ Sandwich Yummy Sandwich dijual dengan harga antara RM6 hingga RM7 bagi ukuran setengah kaki dan RM13 hingga RM14 bagi sandwich sepanjang satu kaki. Antara menu yang sering menjadi pilihan pelanggan ialah *Tuna Sandwich*, *Turkey Breast Sandwich* dan *Beef Sandwich*. Pelanggan boleh memilih jenis roti, daging dan hiasan sandwich yang disukai secara percuma seperti bawang, salad, buah zaitun, tomato, jeruk timun, lada hitam, keju, mayonis dan mustard. Menu yang dihidangkan bergantung kepada musim, promosi, lokasi dan budaya penduduk setempat. Contohnya, di negara-negara Islam daging khinzir diganti dengan ayam, lembu, biri-biri dan ayam belanda.

Pengurusan

Berbeza dengan syarikat francais makanan segera yang lain, Yummy Sandwich diuruskan dengan cara yang tersendiri. Jika syarikat francais yang agak popular di Malaysia seperti Kentucky Fried Chicken (KFC) dan McDonald's mempunyai sebuah 'master francais' atau francais pusat di Malaysia yang akan menguruskan operasi mereka, pengusaha Yummy Sandwich pula berhubung terus dengan francaisor di Amerika Syarikat iaitu Yummy Associates Inc. Setiap pengusaha Yummy Sandwich perlu melaporkan perkembangan francais ke Yummy Associates Inc. pada tiap-tiap hujung minggu bagi tujuan pengurusan dan kawalan.⁶ Namun, bentuk kawalan dari jauh ini telah menyebabkan francais di negara-negara selain Amerika Syarikat mengalami kesukaran untuk mendapatkan khidmat nasihat franchisor apabila menghadapi masalah.

Yummy Sandwich beroperasi setiap hari dari pukul 10 pagi hingga 10 malam. Bagi melancarkan urusan perniagaan, taklimat akan diadakan kepada pekerja pada setiap pagi. Lapan orang pekerja ditugaskan di setiap cawangan Yummy Sandwich di Malaysia. Harga produk Yummy Sandwich adalah mengikut standard di semua cawangan Yummy Sandwich yang mana penetapan dan analisis harga dilakukan secara bersama dengan francais Yummy Sandwich yang lain dan francaisor di Amerika Syarikat. Bekalan harian pula diperolehi daripada beberapa pembekal berlainan yang diiktiraf oleh Yummy Associates Inc. Sementara yuran francais adalah ditetapkan dengan kadar lapan peratus daripada jumlah jualan (jualan kasar tolak cukai jualan) yang diperolehi pada setiap bulan.

Nota

¹ Maklumat kes ini adalah berdasarkan kepada temubual bersama Encik Nik Zamri Nik Abdullah, Bekas Pengurus Subway, Cawangan Ampang Point dan Subang Parade, Kuala Lumpur pada 17 Mei 2003.

² Sila lihat Lampiran 1.

³ n.a. 20 Mei 2003. "Franchise Opportunities". <<http://www.subway.com>> .

⁴ Sila lihat Lampiran 2.

⁵ Sila lihat Lampiran 3.

⁶ Sila lihat bentuk Laporan Jualan di Lampiran 4.

⁷ Sila lihat Lampiran 5.

LAMPIRAN 1

Keperluan Modal Antarabangsa Francais Yummy Sandwich*
Dolar Amerika Pada Bulan April 2003

Pecahan am bagi	Kos Bagi Stor Kecil	Kos Bagi Stor Sederhana	Kos Bagi Stor Besar
Yuran awal francais	\$10,000	\$10,000	\$10,000
Harta tanah *	4,000	12,000	24,000
Pembaikan pajakan	28,000	47,500	75,000
Peralatan (harga pembelian)	25,000	40,000	65,000
Sistem POS	-	-	-
Deposit keselamatan peralatan dipajak**	-	-	-
Sistem keselamatan (tidak termasuk kos penjagaan)	1,500	3,500	5,000
Caj angkutan (pelbagai mengikut lokasi)	2,500	3,000	5,000
Papan tanda di luar	2,000	4,000	6,500
Inventori awal	2,500	4,500	6,000
Insuran	1,500	2,000	2,500
Bekalan	1,000	2,000	3,000
Belanja latihan (termasuk perjalanan dan tempat tinggal)	3,000	5,000	7,000
Yuran perundangan dan belanja perakaunan	500	1,000	1,500
Belanja iklan untuk pembukaan	2,000	4,000	6,000
Modal	-	-	-
Belanja pelbagai (Lesen pemiagaan, Deposit Utiliti, Peralatan-peralatan kecil dan lebih modal)	2,000	6,000	10,000
Dana tambahan - 3 bulan	9,000	18,000	25,000
Jumlah pelaburan**	\$ 94,500	\$ 162,500	\$ 251,500

* Amaun ini adalah anggaran deposit sewa belum bayar bagi 2 bulan sebaik menandatangani Niat untuk Pajakan (tidak termasuk duit "kunci")

** Jika tidak memilih program pajakan peralatan atau program itu tidak ada, anda perlu menggantinya dengan kos keselamatan peralatan dipajak. Deposit di antara dolar Kanada \$57,700 ke \$70,300/dolar Australia di antara \$62,700 ke \$76,500 (termasuk 15% penampungan bagi Kanada/5% penampungan bagi Australia). Amaun dana tambahan bagi belanja operasi untuk 3 bulan juga akan diselaraskan bagi menggambarkan tiada bayaran bulanan pajakan peralatan perlu dibuat untuk tempoh 3 bulan. Ini menyebabkan jumlah keseluruhan pelaburan awal akan menjadi lebih tinggi (sila rujuk graf di bawah)

Kos, termasuk apa-apa dan semua cukai, juga cukai jualan/cukai perkhidmatan kerajaan, dianggarkan pada:

Negara	Kos Lebih Rendah	Kos Sederhana	Kos Lebih Tinggi
Kanada	\$ 121,800	\$ 189,000	\$ 257,100
Australia	\$ 131,800	\$ 200,700	\$ 276,100

Semua kos adalah anggaran bagi pelaburan yang lengkap untuk membangunkan sebuah restoran SUBWAY dan menjalankan operasi bagi tempoh 3 bulan.