



FACULTY OF BUSINESS

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Course Code & Name : **RTL1133 RETAIL STORE MANAGEMENT**
 Semester & Year : January - April 2020
 Lecturer/Examiner : Chang Sheau Huey
 Duration : 2 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 3 parts:

PART A (10 marks) : Answer all TEN (10) multiple choice questions. Answers are to be shaded in the Multiple Choice Answer Sheet provided.

PART B (30 marks) : Answer all THREE (3) case study questions. Answers are to be written in the Answer Booklet provided.

PART C (60 marks) : Answer FOUR (4) out of six structured-type questions. Answers are to be written in the Answer Booklet provided.
2. Candidates are not allowed to bring any unauthorised materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
4. Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.

WARNING: The University Examination Board (UEB) of BERJAYA University College regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College.

Total Number of pages = 4 (Including the cover page)

PART B**: CASE STUDY QUESTIONS (30 MARKS)****INSTRUCTION(S)**

: Answer all **THREE (3)** questions. Write your answers in the Answer Booklet(s) provided.

Synopsis: Build-A-Bear Workshop is a unique chain of over a 100 stores where customers can build their own teddy bears and, in general, obtain a novel and fun experience. The case highlights the strategy and operations of a typical store and types of experiences enjoyed by customers.



Modern consumers want good value, low prices and convenience, but they also appreciate a great shopping experience. Build-A-Bear Workshop usually locates its more than 425 stores in the mall worldwide. It generates more than \$390 million in annual sales by offering customers the opportunity to make their own stuffed animals, complete with clothing and accessories.

In 1997, Maxine Clark came up with the idea for Build-A-Bear Workshop and opened a storefront in St. Louis. She had plenty of experience in the corporate side of retailing, having worked for Payless ShoeSource and May Department Stores. Clark left corporate America on a mission to bring the fun back to retailing. Currently, the company has sold more than 70 million furry friends (bears).

The bear-making process consists of eight steps, Choose Me, Hear Me, Stuff Me, Stitch Me, Fluff Me, Dress Me, Name Me and Take Me Home. The stores mirror the chains name: Customers, or builders, choose an unstuffed animal and, working with the retailer's staff, move through eight "creation stations" to build their own bear (or other animal). At the first station, the Stuffateria, children can pick fluff from bins marked "Love", "Hugs and Kisses", "Friendship", and "Kindness". The stuffing is sent through a long, clear tube and into a stuffing machine. A sales associate holds the bear to a small tube while the builder pumps a foot peddle. In seconds, the bear takes its form. Before the stitching, builders must insert a heart. The builders follow the sales associates' instructions and rub the heart between their hands to make it warm. They then close their eyes, make a wish, and kiss the heart before putting it inside the bear. After selecting a name and having it stitched on their animal, builders take their bears on a "bathtub" that features an air blower. Finally, they are moved to a computer station to create a birth certificate.

Bears go home in Cub Condo carrying cases, which act as mini-house complete with windows and doors. In addition to serving the playhouses, the boxes advertise Build-A-Bear Workshop to the child's friends. "[You] could buy a bear anywhere", says Clark, Chief Executive Bear. "It's the experience that customers

are looking for." The experience isn't limited to the stores themselves. The retailer's website, buildabear.com, embraces the same theme. Build-A-Bearville (buildabearville.com) is its online virtual world where users can play with each other and play games. The bears that they bought at the store have a unique code that allows the user to redeem gifts while playing games in Build-A-Bearville.

Customers pay about \$25 for the basic bear, but they can also buy music, clothing, and accessories. To keep the experience fresh, Build-A-Bear Workshop regularly introduces new and limited-edition animals. Clothes and accessories are also updated to reflect current fashion trends. Outfits for the bears complement the owner's interest and personalities with themes such as sports, colleges, hobbies and careers. Some children and their parents hold in-store birthday parties, with music playing from the store's office CD. To ensure customers enjoy a great experience every time they visit, all sales associates attend a three-week training program at "Bear University", and the firm offers incentive programs and bonuses. The inventory in the stores changes frequently, with different bear styles arriving weekly. Build-A-Bear Workshops also feature limited edition and seasonal merchandise, such as Beary Businesslike Curly Teddy for Father's Day; mummy, wizard, and witch bears for Halloween; and a Sweet Hugs and Kisses Teddy for Valentine's Day.

In 2013, responding to the changing interests of children, Build-A-Bear announced a sweeping upgrade to its retail stores. Clark noted that developments in digital technology have changed how kids play: "[In 1997] children were playing board games. Now they're playing games online ... Kids are being bombarded with the next new shiny objects. But they've always loved teddy bears and that's not going to change".

Source:

Case written by Barton Weitz, University of Florida; and Scott Motyka, Babson College. Sandy Smith, "Integration Specialists," Stores, January 2013, www.buildabear.com

Questions:

1. "Is the Build-A-Bear concept a fad, or does it have staying power?" Based on this question, explain **TWO (2)** reasons to support your answers. Your answers should be based on the case study above. **[Total: 10 marks]**
2. Based on the case study above, identify **TWO (2)** ways to generate repeat visits to Build-A-Bear's store. **[Total: 10 marks]**
3. Referring to the case study above, describe **TWO (2)** types of target market for Build-A-Bear. **[Total: 10 marks]**

END OF PART B

PART C : STRUCTURAL TYPE QUESTIONS (60 MARKS)
INSTRUCTION(S) : Answer FOUR (4) out of 6 questions. Write your answers in the Answer Booklet(s) provided.

1. Compare the difference between traditional format (physical store) of retail industry and technology format (multi-channel retailer/ e-tailing) of retail industry. Provide **FIVE (5)** examples to support your explanations.

[Total: 15 marks]

2. Describe **FIVE (5)** steps of customer's decision making process.

[Total: 15 marks]

3. a) Illustrate information flow in a supply chain.

[1 mark]

- b) Describe **SEVEN (7)** steps of information flow in a supply chain system.

[14 marks]

[Total: 15 marks]

4. Discuss the entire hiring factors that should be practiced by human resource manager in a retail store.

[Total: 15 marks]

5. Discuss **FIVE (5)** types of retail communication mix in a retail store. Provide examples for each to support your answers.

[Total: 15 marks]

6. Explain **FIVE (5)** types of visual merchandising display that can draw customer's attention.

[Total: 15 marks]

END OF EXAM PAPER