



INDIVIDUAL ASSIGNMENT

PORTFOLIO OF EVIDENCE

QUESTION 5

You are requested to read through the text and to answer the questions that follow.
Please number correctly and load your title page and typed response on efundi.

Opening date: 15 May

Closing date: 30 June

Strategy Regal Marine

Regal Marine, one of the U.S.'s 10 largest power-boat manufacturers, achieves its mission—providing luxury performance boats to customers worldwide—using the strategy of differentiation. It differentiates its products through constant innovation, unique features, and high quality. Increasing sales at the Orlando, Florida, family-owned firm suggest that the strategy is working. As a quality boat manufacturer, Regal Marine starts with continuous innovation, as reflected in computer-aided design (CAD), high-quality moulds, and close tolerances that are controlled through both defect charts and rigorous visual inspection. In-house quality is not enough, however. Because a product is only as good as the parts put into it, Regal has established close ties with a large number of its suppliers to ensure both flexibility and perfect parts. With the help of these suppliers, Regal can profitably produce a product line of 22 boats, ranging from the \$14,000 19-foot boat to the \$500,000 44-foot Commodore yacht.



“We build boats,” says VP Tim Kuck, “but we’re really in the ‘fun’ business. Our competition includes not only 300 other boat, canoe, and yacht manufacturers in our \$17 billion industry, but home theatre’s, the Internet, and all kinds of alternative family entertainment.” Fortunately Regal has been paying down debt and increasing market share. Regal has also joined with scores of other independent boat makers in the American Boat Builders Association. Through economies of scale in procurement, Regal is able to navigate against billion-dollar competitor Brunswick (makers of the Sea Ray and Bayliner brands).

Questions *

1. How would each of the 10 operations management decisions apply to operations decision making at Regal Marine?

(15)

2. Identify the type of productivity measurement that Regal Marine can use and give an explanation on why did you choose this method.

(6)

3. On what bases do Regal Marine achieve their competitive advantage (Differentiation, Cost or Responsiveness). Give reasons for your choice by supporting it out of the case study.

(6)

4. Describe how the quality is managed in the Regal Marine family owned firm?

(4)

5. Name any 8 other methods or strategies that Regal marine can use to improve and manage quality.

(8)

6. Which types of inventory will Regal Marine use in their production process. Give two examples of each type.

(12)

7. The Covid 19 pandemic brought a lot of challenges for Regal Marine. Explain by using the three types of forecasting and indicate the types of problems that Regal Marine may experience during this difficult period.

(9)

GRAND TOTAL 60