

## **VIDEO FOUR**

### **APEX-PAL (Corporate Video)**

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#### **Video Content**

- The video describes Apex-Pal's history, brands, and future.
- Apex-Pal was established in 1996. Its outlets can be seen around the island and are associated with appetizing culinary creations, mouthwatering delights and happy customers.
- The company owns 9 brands: Sakae Sushi, Sakae Teppanyaki, Sakae@Campus, Hei Sushi, Sakae Pizza, Sho-U, Crepes & Cream, Uma Uma Men, and Nouvelle Events.
- Sakae Sushi has an interactive ordering system, self service tap for making tea, conveyor belt sushi, rice enriched with Vitamin E, fresh and high quality food, good variety for children and island wide delivery through its call center.
- Sakae@Campus seeks to bring quality food to schools at affordable prices. Sakae Teppanyaki seeks to provide casual dining. Sho-U seeks to provide fine dining in artistic surroundings and has won many design awards. Crepes & Cream is a western restaurant and dessert house. Nouvelle is the company's catering arm. It provides a conveyor belt experience at catered events, fresh sashimi and sushi prepared by its chef and multi-cuisine abilities.
- Its founder, Douglas Foo, has been conferred the International Management Award in 2007 and many other awards.
- The company has 70 outlets worldwide and is seeking global growth.
- Conclusion: The company has experienced healthy growth in revenue and profits. It is listed on the Singapore Stock Exchange and seeks to be an innovative food producer.

#### **Video Use**

- This video can be used in conjunction with Case 7 "Apex-Pal Expands its Sakae Sushi Empire" (pages 205–207). It can be screened before the case discussion to provide a background of the company. It can also be screened after the case discussion to provide a look into its future.

- This video also can be used to discuss the topics below.

### **Some Possible Video Issues**

- The first topic is Branding. What branding strategy is Apex-Pal using? Answer: It is using the multi-branding strategy. Why does it need so many brands? Answer: So as to cater to the needs of, and communicate more effectively to, different target markets during different occasions.
- The second topic is Competitive Advantages. What are the competitive advantages of Apex-Pal? Answer: The overriding one is innovative ideas. The company was one of the first in Singapore to introduce the conveyor belt for its sushi. It is the first to introduce the interactive ordering system through LCD panels at each table. It is the first to provide a tap at each table so customers can make and replenish their own tea.
- The third topic is Global Marketing. What foreign market entry strategies can the company use to enter foreign markets? This is a question for the case as well. The company can use licensing/franchising, joint venture and wholly owned subsidiaries. As a relatively small company, Apex-Pal can expand more rapidly through franchising as it requires less capital. The company seeks to be the McDonald's of Sushi.
- What are the important considerations in the use of franchising? Answer: One is the brand profile. Apex-Pal must build its brands to a global scale before it can embark on franchising effectively. It is better for the company to focus on one or two of its brand identities such as Sakae Sushi. The second consideration is to screen and select franchisee carefully as poor management and control by franchisees can destroy the company's brand reputation. Apex-Pal has experienced this problem in Indonesia.

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