



**The Chartered
Institute of Logistics
and Transport**

**CHARTERED INSTITUTE OF LOGISTICS AND TRANSPORT
INTERNATIONAL ADVANCED DIPLOMA IN LOGISTICS AND TRANSPORT
ADIP-04 DELIVERING STRATEGIC PERFORMANCE**

November 2021

Note to Candidates

The aim of this paper is to establish a learner's understanding of the general principles and applications involved in Delivering Strategic Performance. Candidates are encouraged to write critically and make use of relevant examples where applicable.

Duration 3 HOURS

Instructions to Candidates

Answer Question 1 in Section A and 3 Questions in Section B

SECTION A

QUESTION 1 (Compulsory Question)

Case study: Green Empire

Green Empire has been established for more than 40 years and has the following mission statement: "Green Empire belongs to the nation. Our mission is to increase knowledge and appreciation of plants, their importance and their conservation, by managing and displaying living and preserved collections and through botanical and horticultural research." Located towards the edge of the capital city, the gardens are visited regularly throughout the year by many local families and are an internationally well-known tourist attraction. Despite charging admission, it is one of the top five visitor attractions in the country. Every year it answers many thousands of inquiries from Colleges and research establishments, including pharmaceutical companies from all over the world and charges for advice and access to its collection. Inquiries include requests for access to the plant collection for horticultural work, seeds for propagation or samples for chemical analysis to seek novel pharmaceutical compounds for commercial

exploitation. It receives an annual grant in aid from Central Government, which is fixed once every five years. The grant is due for review in three years' time. The finance director has decided that, in order to strengthen its case when meeting the government representatives to negotiate the grant, the management board should be able to present a balanced scorecard demonstrating the performance of the gardens. He has asked you, the senior management executive, to help him. Many members of the board, which consists of eminent scientists, are unfamiliar with the concept of a balanced scorecard.

Required:

- (a) Describe the benefit of the Balanced Scorecards [10]
- (b) Discuss the process you would employ to develop a suitable balanced scorecard for the Green Empire and give examples of measures that would be incorporated within it [15]

SECTION B

Total 75 marks

Question 2

Discuss the FOUR major fundamental objectives of performance measurement systems you are familiar with. [25]

Question 3

A key requirement in today's business environment is the ability to communicate more effectively with external trading partners and customers. Effective communication can be undertaken through an Extranet network. Define Extranet and explore its merits and drawbacks. [25]

Question 4

Change management is a process which every organisation will go through. The transition is smoother in some organisations than is the case in others. Identify and discuss barriers to strategic change. [25]

Question 5

An organisation's overall competitive advantage is derived from the difference between value offered to customers and cost of creating that customer value. Explain the comparative analysis of these forms with examples. [25]