

Supply Chain Analysis of KFC

SOUTHEAST ASIA AND MALAYSIA - Though faced with many challenges, it is still an inspiring success story. KFC has a strong supply chain network to cater to its increasing demand in Malaysia.

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Abstract

Kentucky Fried Chicken also famously known as KFC is a world renowned chain of fast food restaurant, especially chicken related items. It was founded by Harland Sanders and was incorporated in the year 1955. Today it is headquartered in Louisville, Kentucky in the United States of America. Currently, it ranks as the second largest restaurant chain post McDonald. It is present in approximately 120 countries and has around 19000 outlets globally. The company though was an independent brand initially, but now comes under the Yum! Brand.

Yum! Brand today also has Pizza Hut and Taco Bell chains under its umbrella. KFC is famous for its fried chicken made with herbs and spices. KFC restaurant chain today employs around 16000 employees. It initially started in a motel owned by Harland Sanders (PLATT, 2012). But seeing the popularity and love for his fried chicken, Sanders took his recipe to the roads to make it more famous. He then started franchising with restaurants to include the famous fried chicken in their menu.

Within ten years of incorporation, by 1963 KFC had more than 600 franchised and rising. As the business grew it became too big for Sanders to handle. Thus, Sanders sold his business to investors by 1964 for \$2 million and a per year salary of \$40000 which later rose up to \$200000 later. By the time Sanders sold KFC he was making a \$300000 profit before tax. KFC soon became one of the fastest internationally growing fast food chains and expanded to Canada, Mexico, Britain and Jamaica in the early 1970s. KFC now operates under the “Yum! Brand”. Today, KFC operates across Asia, Africa, North and South America, Europe and Australia. It is like a synonym for fast food and a stiff competitor of McDonald.



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SUPPLY
CHAIN
ANALYSIS OF
KFC

April 8
2015

(SOUTHEAST
ASIA AND
MALAYSIA)

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SUPPLY CHAIN ANALYSIS OF KFC

(SOUTHEAST ASIA AND MALAYSIA)

INTRODUCTION

Kentucky Fried Chicken also famously known as KFC is a world renowned chain of fast food restaurant, especially chicken related items. It was founded by Harland Sanders and was incorporated in the year 1955. Today it is headquartered in Louisville, Kentucky in the United States of America. Currently, it ranks as the second largest restaurant chain post McDonald. It is present in approximately 120 countries and has around 19000 outlets globally. The company though was an independent brand initially, but now comes under the Yum! Brand. Yum! Brand today also has Pizza Hut and Taco Bell chains under its umbrella. KFC is famous for its fried chicken made with herbs and spices. KFC restaurant chain today employs around 16000 employees. It initially started in a motel owned by Harland Sanders (PLATT, 2012). But seeing the popularity and love for his fried chicken, Sanders took his recipe to the roads to make it more famous. He then started franchising with restaurants to include the famous fried chicken in their menu. Within ten years of incorporation, by 1963 KFC had more than 600 franchised and rising. As the business grew it became too big for Sanders to handle. Thus, Sanders sold his business to investors by 1964 for \$2 million and a per year salary of \$40000 which later rose up to \$200000 later. By the time Sanders sold KFC he was making a \$300000 profit before tax. KFC soon became one of the fastest internationally growing fast food chains and expanded to Canada, Mexico, Britain and Jamaica in the early 1970s. KFC now operates under the "Yum! Brand". Today, KFC operates across Asia, Africa, North and South America, Europe and Australia. It is like a synonym for fast food and a stiff competitor of McDonald. In 1986, KFC was officially

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sold to PepsiCo with an approximate value of \$800 million. Later in 1997 PepsiCo spun off its complete restaurant group of business as a public company. The new company was called Tricon Global Restaurants and has an annual revenue generation of \$14 billion today. This company also owns the famous Pizza Hut and Taco Bell. Tricon in 2002 got rebranded with the name Yum! brand. KFC today has the largest number of its restaurants and outlets in China, followed by its home country USA. Most of the outlets are either company owned or under franchise of KFC. KFC also has a strong presence in Asia. After China, KFC also has a strong presence in India and in Southeast Asia in Malaysia. In this report, we will be discussing the supply chain of KFC from a Southeast Asian perspective. However, from Southeast Asia, we will mainly be focusing on Malaysia where it has the strongest presence in the region (kfc.com, 2011). This will also help us in understanding the supply chain of KFC in much depth.

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FIG1. Organizational chart of KFC
Source: (H.I.Lee, 2008)

KFC AND SOUTHEAST ASIA (MALAYSIA)

The presence of China and India, often shadows the strength and importance of the Southeast Asian nations. The six of the biggest nations in this region are Malaysia, Indonesia, Thailand, Philippines, Singapore and Vietnam. All these six nations have huge potential to be an

attractive market for KFC. The increasing per capita of the youth population in these nations provides a great opportunity for KFC.

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COUNTRY	KFC outlets number by 2012
Malaysia	600
Indonesia	470
Thailand	530
Philippines	240
Singapore	83
Vietnam	140

FIG2. KFC outlets in Major Southeast Asian Nations

Source: (kfc.com. 2011)

The first KFC in Malaysia was opened in 1973. Between 2006 and 2010 KFC grew from some 450 to 600+ outlets. It also expanded to other southeast nations like Singapore, Brunei, etc. Today, KFC also has one of the highest KFC outlets per capita ratios. By 2011 KFC's revenue was more than \$100 million. KFC today also has a strong presence in the small towns in Malaysia such as Sabah, the East coast of peninsular Malaysia, etc. KFC focuses heavily to improve its performance in Malaysia starting from operations, marketing to human resource management. To accelerate performance among its employees and franchises KFC adopted the Key Performance Indicator or the KPI system. The KPI system works extremely well for KFC at

the staff level. To measure and thus improve the performance at the restaurant level, KFC makes use of the balanced scorecard method. This helps the Malaysian KFC corporate board not only to monitor the KFC outlets' performance individually but also among each other. The company also keeps on doing a series of discussions and activities to maintain the quality of its product and services. This has also helped the company reduce its expenses. KFC also tries to maintain effective and efficient governance. To keep up with its global brand status, the KFCH also takes its social and ethical responsibilities very seriously. KFC is also very focused on its further expansion in Malaysia in two different types of outlets. In one hand, KFC is trying to increase its number of drive-thru outlets, which are for the customers who need a quick tasty meal in a very short time. On the other hand, KFC is also focusing on expanding as well as improving its restaurant business. KFC is also targeting to improve its customer experience in the restaurants by improving its ambience. Catering to the customers' specific requirement KFC also started the Ayamazz Roti Impit in 2009. Their target customers are the students of college and universities in Malaysia and they are being served cheap and inexpensive chicken dishes using a pushcart. Thus, we can see that KFC is not only growing rapidly in Malaysia, but is also focused on improving its operational performance and strategizing for better management and innovations.

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SUPPLY CHAIN MANAGEMENT OF KFC (GLOBAL & MALAYSIAN)

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KFCH (Kentucky Fried Chicken Holdings) is well-known in Malaysia and worldwide for its fast and efficient services, high quality products, excellent customer service and strong financial position. KFC is a company in the business of selling fast moving consumer goods and

food processing industry (J.S.Bain, 2002). To maintain high quality and its reputed customer service KFC has to maintain a quick, flexible and responsible supply chain.

SUPPLY-CHAIN NETWORK OF KFC

Under the KFC supply chain, restaurants report the branch distribution center. It is the duty of the branch distribution center to assess the complete demand of the region. Now, after assessing the complete demand the distribution center orders the supplier. The supply chain of KFC follows the DRP system. This DRP system includes three output plans and two input files (B.Kaur, 2010). The Distribution requirement planning involves the use of material requirement planning, procurement planning, distribution planning, inventory file and the supply resource file. Manager of the store orders the distribution center all the raw materials required. It includes dry goods, frozen goods and wet goods having a very short shelf life, such as vegetables, breads, etc. Usually dry goods and frozen goods are ordered weekly whereas wet goods are ordered 2-4 times a week depending on the demand. Demand estimation decisions are taken on the basis of:

- Purchase Cycle, safety stock and the lead time
- Past data and forecasting
- Seasonal patterns

All these data are usually used to find out the approximate demand and it is usually done by the store and the distribution center. For maintaining an efficient supply chain the inventory file is thoroughly and regularly maintained by the staff. This data is later used to decide the order quantity. The supply resource file is used to monitor the supply side of the supply chain showing the supply side arrival time. This data depicts the responsiveness of the supplier, the order

processing time and the competence of the distribution centers. The procurement plan is decided after observing the available inventory with the distribution center, the correctness of the demand provided in terms of fluctuations etc., (Bhatnagar, 2012). After confirming and verifying the accuracy of the orders they are forwarded to the suppliers. After the complete verification of order quantities the distribution of the raw materials is done. It is done by, effectively taking into account the capacity sanction, the mode and route of transport, fuel rate, etc. It is ensured that the maximum efficiency and minimum costs is achieved.

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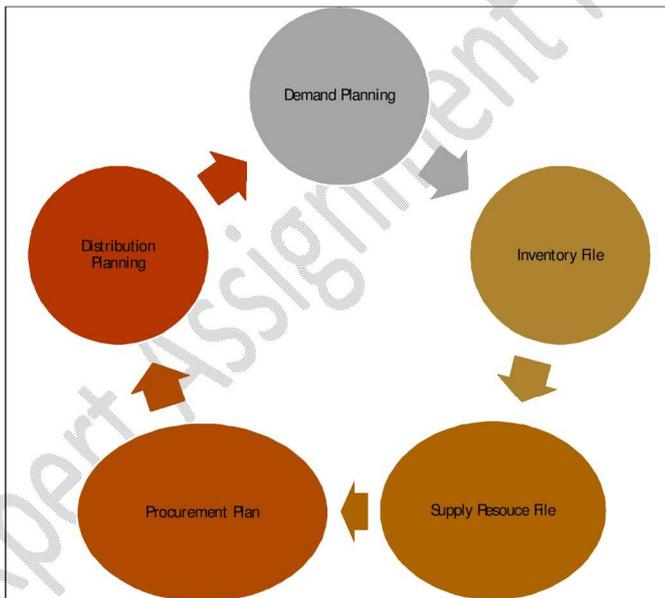


FIG 3. KFC DISTRIBUTION REQUIREMENT PLANNING
Source : (JSBain, 2002)

SUPPLY CHAIN MAP OF KFC(MALAYSIA)

The supply chain of KFCH follows a typical structure as shown in the diagram below. Most of the raw materials are procured both from market as well as self-owned facilities. Chicken is bought from the market as well as self-owned poultry farms. Similar is the case of sauces, sachets, etc. The transportation is done usually by hired transporters. It is primarily the duty of the branch distribution center to coordinate the entire supply chain.

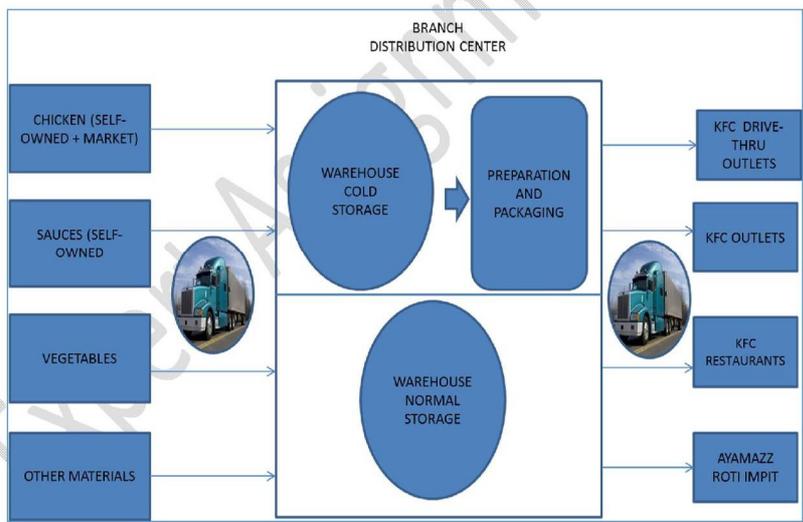


FIG5. Supply Chain Map of KFC(Malaysia)
Source: (Herzi, 2010)

THE SOUTHEAST ASIAN (MALAYSIAN) PERSPECTIVE

The supply chain of Southeast Asia in general and Malaysia in particular follows a similar supply chain framework. However, given the cultural, financial and political factors, there are some key features of a KFC supply chain network of Malaysia. Some of the recent events in this regard are:

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- There is a rapid increase in demand of KFC products which is pretty much expected with the growing per capita income in the nation. To cater to this demand KFCH have been spending in the upstream module of the supply chain to increase its capacity. E.g., in 2012 KFCH invested RM 104 million in its upstream facilities. .
- The availability of fresh chicken and the advantage of the low cost of breeder farm have been inspiring KFCH to invest in breeder farms and hatcheries. As per 2012, the total capacity of KFCH owned hatcheries were four million Day-Old-Chicken (DOC) per month (F.Scherer, 1997). This made KFC in satisfying its own chicken requirement.
- KFC also has been investing heavily in the broiler farms, though its current capacity of self-owned broilers fulfills around 25% of its net demand in the nation. Thus, it still imports rest 75% from contract farms.

- Until the end of 2012 KFC also has a commendable sausage production capacity of 800 metric tons per month. This is the data available at the end of 2012 and it has been increasing constantly.
- KFCH is also targeted to be self-sufficient in sachet production with the capacity being 650 metric tons of sachets at the end of 2012.
- To increase its storage capacity, the company has been investing in making new warehouses such as the investment done for making a new warehouse in Port Klang.

Thus, we could observe that the company has been investing heavily to increase the capacity and efficiency of its supply chain.

ISSUES AND RECOMMENDATION FOR KFCH SUPPLY CHAIN (MALAYSIA)

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Now, as Malaysia is one of the most rapidly developing nations in Southeast Asia, its supply chain network is still underdeveloped and needs improvement. Some of Malaysian supply chain issues that are also prevalent in most of the other Southeast Asian nations are discussed below (Rugaya, 1993). They impact KFCH like any other business.

- Inefficiency in terms of coordination and communication between different sectors like farms and transport companies. These loopholes cause delay in the supply chain.
- Underdeveloped Information Technology in terms of tracking transport vehicles, load testing of vehicles and so on. These factors slow down the supply chain.

- Insufficient trained and skilled manpower to manage and coordinate the supply chain. Most of the people employed in this line have learnt from experience and do not possess any dedicated qualification for the same.
- Inefficiency in terms of data availability of logistics provider, transporters and so on. There is no single place with all this information as the information is disseminated and not centralized.
- Insufficient efforts in terms of research and development to improve the supply chain system.
- No concrete laws and regulation to support the business. In fact, the frequent changes in regulation are quite a hindrance in the efficient performance of the supply chain.

Thus, we could see that like any developing economy, Malaysia struggles with a lot of issues in the supply chain. Now these issues are also prevalent in most Southeast Asian economies (H.I.Lee, 2008). To improve these conditions, both the government and the industry have to play an important role. As KFCH is a food processing company, it requires a quick and hassle free supply chain network. It is so because of the perishable nature of the transported group. One way of achieving it for the short run is either owning the complete supply chain network or at least having a decisive role in it. However to be successful in the long run, the infrastructure, including the legal framework must improve in Malaysia.

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SUPPLIER/CUSTOMER RELATIONSHIP MANAGEMENT OF KFCH

SUPPLIER MANAGEMENT SYSTEM and QUALITY IN KFCH

KFCH products that are bought from suppliers are usually determined by the head office supplier in the branch distribution office. KFC has a “Star System” of selecting and placing order with the suppliers. The star system compares different suppliers based on five qualities as shown. Based on the score obtained from the suppliers the quantity to be ordered for the next period to the supplier is set (Christopher, 1998). These assessments are done by several departments of KFCH such as procurement, technical, etc. This assessment is done every three to six months. In terms of quality, KFCH follows a very strict procedure. KFC procures its raw materials from reputed suppliers like McCain, UBF, Nestle, Kerry Ingredients, etc.



FIG5. STARSYSTEM FOR SUPPLIERS IN KFC (MALAYSIA)
Source: (Bhatnagar, 2012)

CUSTOMER RELATIONSHIP MANAGEMENT IN KFCH

KFCH have always flawlessly focused on improving the customer relationship management in its outlets. They also have invested heavily in their restaurants across the nation to improve the ambience and customer experience. The idea here is to make KFC restaurants a place to relax for families. Similarly, the drive-thru outlets have been also improved to provide a quick and hassle free experience to customers. These outlets aim to provide busy customers quick but tasty food. KFCH also invests a lot in terms of time and money to ensure an excellent experience to its customers. However, to provide praiseworthy customer service, the company needs efficient and trained employees. To ensure the availability of such staffs KFCH also acquired the Paramount International College and is aiming to transform it into KFCH International College (D.J.Bowersox, 1996). KFCH in April 2012 also started the "So Good" campaign, which aims to provide an experience to customers, so loved by them that they describe it as "So Good". The whole idea behind such initiatives is to constantly improve the customer relationship management of the company and to set new and better standards every time.

CONCLUSION

Thus we could see that KFC has travelled a long way in the Southeast Asian countries. Though faced with many challenges, it is still an inspiring success story. KFC has a strong supply chain network to cater to its increasing demand in Malaysia. KFCH is also investing heavily to further improve its supply chain, supplier relationships and customer relationship management. KFCH has still a long way to travel, especially in Asian nations such as India

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where the opportunities are huge. The Southeast Asian nations' business of KFCH can provide as a base for such expansion. Also the further growth pattern of KFC in Southeast Asian nations like Malaysia, Singapore, etc. will be pretty interesting to observe.

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Commented [A11]: Detailed references

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Criterion	Levels of achievement		
	Exemplary	Good	Poor
Writing style and presentation are clear			
• Title	Title is concise and informative so readers can anticipate the contents of the contribution and interested people look forward to reading it.	The title gives a general indication of the material covered in the contribution, but have to read the document to fully appreciate what is covered. Some potential readers may be lost because they can't clearly anticipate the material covered by reading the title.	The linkage between the title and the text is not clear. Reader may skip the contribution because they don't appreciate its relevance.
• Introduction	Introductory statement clearly indicates the main purpose of the contribution and suggests the plan of organization, so the reader can anticipate the text that will follow.	Introductory statement indicates the main purpose of the contribution in general terms, so the reader has some idea of what will follow.	The introduction does not give an overview of the contribution so the readers are not sure what to expect as they read the text.
• Main Body	Main body of contribution makes connected points that clearly build the argument so the text flows from introduction to conclusion in a logical manner, thereby helping the reader to follow the thinking behind the text.	The main body presents a number of points that allow the reader to understand the argument, but lapses in the writing may force the reader to make some connections between the parts.	The text is not well structured so the reader must stop reading at times to try to makes sense of the text.
• Conclusion	The main point of the contribution is clearly indicated and reinforced so the reader can clearly remember it.	The main point of the contribution is indicated, but may be stated in an unconvincing manner.	The concluding section does not reinforce or revisit the main point so the reader is unsure about it and likely to misinterpret or forget it.
• Written expression	Sentences and paragraphs are well structured and clear so the reader can focus on what is written. Each paragraph has a topic sentence that indicates the subject matter.	Minor lapses in sentence structure, such as run-on sentences and unnecessarily complex sentence structures, force the reader to pause and reflect on the meaning of the text. Paragraphs present a complete argument, but may not flow so well.	Many sentences are poorly structured so the reader must stop often to reflect on the meaning of the text. Many paragraphs lack topic sentences or have poor flow so the main points and linkages among explanatory text are not clear.
• Grammar, punctuation and spelling	Grammar, spelling and punctuation are flawless, which	Some minor errors in grammar, spelling and/or punctuation detract from the	Many errors in grammar, spelling and/or punctuation make reading

	allows the reader to focus on the message.	quality of the text, but do not impair the communication.	the text difficult and communication is impaired.
Concepts and arguments are well developed			
• Accuracy	All information is accurately reported using appropriate terminology so the information is reliable.	The information is largely accurate but imprecise language could lead a reader to misinterpret aspects of the text.	Although the gist of the information is correct, there are problems with the interpretation of it. A reader can be misled by the text.
• Relevance	Connections between the contribution and the main topic of the discussion are clearly indicated.	Connections between the contribution and the main topic of the discussion are indicated or implied, but the reader needs to pause to clarify those connections.	Although the text is relevant, this is not clearly indicated, so the reader must guess how the text relates to the main topic.
• Significance	The reason why the contribution is important to the overall discussion is clearly described and discussed so the reader takes the contribution seriously.	The reason why the contribution is important is touched on but not elucidated, so the reader must make some interpretations about the author's view of the contribution's significance.	The contribution may include significant material but this is not indicated, so the reader must guess it.
• Clarity	The main points and new technical terms are clearly described and/or explained so the reader is left with no ambiguity about what was written.	Although the text is clear to informed audiences, unexplained points may leave room for alternative interpretations of the text.	Key points and new technical terms are not explained so the reader is confused.
• Independence	The contribution is completely self-contained so the reader does not have to read other contributions or published materials to understand what was written about.	The text is sufficiently clear that the reader can understand the main point without further reading, but some parts of the text are not clear without consulting earlier contributions or other sources of information.	The text is written in a manner that presumes considerable prior knowledge, so the reader must have a thorough knowledge of what has been written about the subject in order to understand the main point of the contribution.
Contribution is responsive to another contribution	The writer links ideas submitted by others to their own contribution in a manner that substantially strengthens the group's efforts to resolve the main problem. This linkage can include elaboration of what was previously written, a critique or questioning of it, demonstration of linkages among	The writer makes references to earlier works that are a starting point for new ideas but, apart from the reference to the earlier work, not much information is incorporated	The text mentions other contributions but neither explains the reference nor substantially adds to it, so there is no clear benefit to the resolution of the main problem from citing the earlier contribution.

	two or more earlier contributions, and/or utilization of an earlier contribution as a foundation to build your own.		
Text is supported by references			
<ul style="list-style-type: none"> • Sources indicated 	All information and ideas that are not commonly known are supported with references to sources, so the reader has confidence that the information is not based on hearsay or the writer's opinion or assumptions alone.	Most sources are indicated, but in only a few cases the sources are not given or are ambiguous, so the reader has to check some of the sources.	Sources are cited for some specific parts of the contribution, but no references are supplied for information and ideas that are clearly not the author's, so the reader has no idea of the validity and authority of the information.
<ul style="list-style-type: none"> • Relevant references 	Information, concepts and opinions are supported with references to published literature, especially primary (original) sources of information, rather than review articles or textbooks. This allows the reader to independently review the cited sources. More than one reference is cited to support key points, which adds strength and authority to the argument.	One or a few references are used to support the text. Thus the contribution is supported but this may be an idiosyncratic source. Some general references to textbooks are made that could have been replaced by primary references which are more thorough and authoritative.	Information comes from Web sites or other sources that have no recognized authority, so the validity or strength of the source is unknown.
<ul style="list-style-type: none"> • Citation style 	References cited appropriately in the text, and the correct format is used in the text when citing information, so the reader clearly knows which information is attributable to which source.	Minor lapses in citation format do not prevent the reader from finding the sources in the reference list at the end of the contribution.	Citation format incorrect or poorly placed in the text, so citations distract from reading.
<ul style="list-style-type: none"> • Bibliographic information 	The reference list contains complete bibliographic information (author's name(s), publication date, title, source, date web page accessed), so a reader can easily find the references for their own research. The authority of sources can be evaluated by checking them.	Bibliographic information largely complete, but some information missing so the reader may have difficulty finding some references. Most sources can still be easily checked.	Not all references are listed, information in the reference list is incorrect, or important information is missing from the reference list, so the reader is unable to find the same sources of information and the authority of sources is almost entirely unknown.

Comments: Well-articulated work and nicely referenced. The use of simple English helps linking the reader to situation.

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