

BINDURA UNIVERSITY OF SCIENCE EDUCATION**FACULTY OF SCIENCE AND ENGINEERING****DEPARTMENT: SPORTS SCIENCE****BACHELOR OF SCIENCE HONOURS IN SPORTS SCIENCE AND MANAGEMENT****SM 510: SUPPLY CHAIN MANAGEMENT IN SPORT**

DURATION: 3 HOURS
(Plus 15 Minutes for Case Reading)

TOTAL MARKS: 100

INSTRUCTIONS TO CANDIDATES

Section A is **Compulsory**.
Answer **three (3)** questions from Section B.

JUN 2023

Section A**Question 1: CASE STUDY****Global Supply Chain Management Case Study: Sport Shoes Pty Ltd., Europe Nigeria and South Africa**

Sport Shoes, Pty Ltd., (SS) is a well-established Nigerian sport shoe retailer. It sells a complete line of sports shoes for all major sports as well as a top-of-the-line sport shoe that has become a fashion symbol with young professionals.

All of Sport Shoe's shoes are manufactured in Europe and are transported to Nigeria in containers by water carriers. The containers arrive at the harbor in Lagos where they are transferred to a train for movement to its distribution center outside of Lagos. From its distribution center Sport Shoe ships direct to its 250 stores in Nigeria and other stores in Africa including its main market, outside of Nigeria, sixty stores in South Africa. The total cycle time from Europe manufacturers to Nigerian stores is four weeks, and to South African stores it is seven weeks. Sport Shoe has been doing business in South Africa since 2010. It started with three stores and has expanded the business to a current total of sixty stores in Johannesburg, Cape Town and Durban. This area contains most of South Africa's population.

The logistics of shoes in South Africa reached a critical stage during the period of 2010 to 2012. Considerable growth in the South African economy, partially linked to the Football World Cup, coupled with the increased importation of other goods, caused an explosion in the demand for SS sport shoes. As

Sport Shoe increased the number of retail outlets in South Africa, it continued to logistically support these stores from its Lagos distribution center. With the increased flow of goods into South Africa, from overseas, the congestion at the ports created longer cycle times and increased stockouts.

The growth in the South African economy was not matched by an equal growth in its logistics infrastructure. The ports became very congested, with two to three days being the normal customs clearance time during peak periods. The South African highway system consists mostly of (congested) primary roads in major cities, and linking major cities, and secondary roads in non-urban areas. The South African trucking system is dominated by many small, local companies. No Nigerian trucking companies operate in South Africa. Some Nigerian trucking companies have developed strategic alliances with South African trucking companies, and this has helped.

Given the growing demand for SS shoes in South Africa top management has made a strategic commitment to remain in South Africa. Also, top management has made it a high priority to solve the long cycle time for shoes going to the stores in South Africa.

Required

- a) As a sport practitioner, analyse global supply chain logistic issues being faced by Sport Shoe shoes highlighting lessons for Zimbabwean companies **[20 Marks]**
- b) As a sport consultant, recommend supply chain logistics changes recommend to the management of Sport Shoe in the South African and other potential markets. **[20 Marks]**

Section B

Question 2:

You have been recently hired by Zimbabwe Cricket as a consultant to assist the organisation in demand planning. Prepare a draft presentation highlighting the role of collaborative planning and forecasting and replenishment (CPFR) for efficient execution of the cricket supply chain.

[20 Marks]

Question 3:

As a sport management consultant, advise the Sport and Recreation Commission on the importance of Talent Identification and development in sports supply chains.

[20 Marks]

Question 4:

Assume you are the manager of a popular football team and you have been approached by the Board of Directors with suggestions on how your team could minimize wastage of resources.

Task: Prepare a draft presentation on how they can use coordinating its supply chain to reduce wastage.

[20 Marks]

Question 5:

As a sport manager of a sports academy, advise the academy Directors on the significance of managing inventory in the company.

[20 Marks]

Question 6:

‘The Zimbabwe sports industry seems not to care when it comes to quality issues in equipment and products.’ As a sport practitioner, advise the Ministry of Sport on the importance of managing quality in the supply chain

Task: Prepare a draft of your presentation

[20 Marks]

END OF PAPER