KIBABII UNIVERSITY

UNIVERSITY EXAMINATIONS

MAIN EXAMS

2022/2023 ACADEMIC YEAR

THIRD YEAR SECOND SEMESTER

FOR THE DEGREE OF BACHELOR OF COOPERATIVE AND ENTERPRENUERSHIP MANAGEMENT

COURSE CODE: ENT 322

COURSE TITLE: VALUE CHAIN ANALYSIS MANAGEMENT

DATE: 18/04/2023   TIME: 2:00-4:00PM

Case study

Value chain analysis has been influenced by both internal and external forces which help to study each and every aspect of the industry or sectors. The internal forces are production, marketing etc. and external forces such as technological, ecological, economic, new industry trends and regulatory development. The information technology has also play very important role to update the manufacturing process of the industry. Yi-Chan chung et.al (2008) found that there has been a strong relationship between the quality management and performance of business value. He had conducted a study based on 15 National Quality Awards winning enterprises in Taiwan. During his studies he found that awards winning enterprise focused more on quality improvement in their products and those enterprises that have been working on their quality improvement has their great important indication through which, they easily manufacturing the products according to the customers' needs. He tried to understand the importance of value with the help of five tools- issue analysis, clients value system, timeline, functional analysis and RED Ress analysis were helpful for the participant to known or identifying or clarifying the clients requirement describes by (Ann. T.W. Yu 2011). The value chain start from the production systems of the raw material and it will move along the linkages with other enterprise engaged in trading, assembling, processing etc. Porter argued that the source of the competitive advantage cannot be detected by looking at the firm as a whole. Rather the firm should be disaggregated in a series of activities and competitive advantage found in one (or more) of such activities. Porter distinguished between primary activities which have directly contribution to add value to production of the goods (service) and support activities, which instead have indirect effects on the final value of the products. To attain the main objective the study mapping the value chain and analyzing the existing performance in terms of price, cost and profits from the source to the downstream of the value chain was done. 'Customer-centric" approach is a modern value chain approach in which the customers are the first link to all that follow (Slywotzky & Morrison 1999). The task identified by the management is given below. First identify customer needs and priorities, then the channels that can satisfy those needs and priorities, services and products best suited to flow through those channels, inputs and raw material required to create the products and services, Assets and core competencies essential to the inputs and raw materials. The value of any products or services which depends upon its abilities to meet the customer's priorities and priorities of the customer depends on products importance which makes the customer willingness to pay for it. The supply chain have five major business challenges in the organization like cost control, process, process visibility, risk management, increasing customers' demands to competitive advantages. The profitability of a firm depends on how effectively it manages the various activities in value chain; price that the customer is willing to pay for the company products and services exceeds the relative cost of the value chain activities. Value chains encompass the full range of activities and services required to bring a products or services from its conception to sale in its final market whether local, national, international or global. Value chain includes producers, inputs suppliers, operation, processors, retailers and buyers. They are supported by a range of technical, business and financial services providers. (USAID, Briefing Paper.

QUESTION ONE
a) Discuss the components of value chain (10 marks)
b) Discuss six steps how to conduct value chain analysis (6marks)

c) Briefly explain the benefits of value chain management (7 marks)
d) Discuss the difference between value chain and supply chain (7marks)

QUESTION TWO

a) Logistics includes any activity involved in the management of inventory at rest (awaiting production into finished goods or distribution at the final point of sale) or in motion (during transportation). Discuss the role of logistics in supply chain (10marks)
b) Discuss what is supply chain forecasting and its significance (10 marks)

QUESTION THREE

a) A supply chain cannot work without any analysis of possible future events. You need to predict something as there are so many moving parts, and if you don't, there can be a breakdown somewhere, leading to losses. Discuss methods of forecasting in supply chain (10 marks)
b) Discuss types of supply value chains (8 marks)
c) Discuss Supply chain and supply chain management (2 marks)

QUESTION FOUR

a) Discuss the theory of value chain analysis highlighting the advantages and disadvantages (12marks)

b) Supply chain management plays a big role in the business discuss key activities (8 marks)