



REFORMED CHURCH UNIVERSITY

FACULTY OF COMMERCE

**BACHELOR OF COMMERCE HONOURS IN LOGISTICS & SUPPLY
CHAIN MANAGEMENT**

VENTURE CREATION

HLSM 424

PART 4 SEMESTER 1

Total Marks [100]

DATE: JUNE 2024

Time: 3 Hours

INSTRUCTIONS

- 1) This paper has *six (6)* questions
- 2) Answer question *one (1)* and *any* other **three (3)**
- 3) Each question carries *25 marks*
- 4) Start each question on a new page

QUESTION 1: Case study

ZimCraft Brews is a craft brewery founded by Nomsa and Tawanda Sibanda in the bustling city of Harare, Zimbabwe. The brewery was established in 2018 with a vision to celebrate Zimbabwean culture and flavors through artisanal beers brewed using locally sourced ingredients and traditional methods. Nomsa and Tawanda Sibanda, a husband-and-wife team with a passion for craft brewing, founded ZimCraft Brews after noticing a gap in the market for unique and locally-inspired beers in Zimbabwe. Drawing inspiration from their Zimbabwean heritage, they decided to create a range of artisanal beers that pay homage to the country's diverse flavours and traditions. ZimCraft Brews sources high-quality ingredients such as indigenous grains, fruits, and herbs from local farmers and suppliers to ensure authenticity and support the local economy. The brewery's commitment to sustainability is reflected in their efforts to minimize waste and energy usage throughout the brewing process.

Their flagship products include:

- **Zambezi Wheat Ale:** A refreshing wheat beer brewed with Zambezi River water and hints of citrus fruits.
- **Savanna Spice Stout:** A rich and bold stout infused with traditional Zimbabwean spices like cinnamon and cloves.
- **Great Zimbabwe Golden Lager:** A smooth and crisp lager named after the iconic Great Zimbabwe ruins, featuring a blend of local malt and hops.

ZimCraft Brews has garnered a loyal following among beer enthusiasts, tourists, and locals alike since its inception. The brewery's unique approach to crafting beers that reflect Zimbabwean culture has set them apart in the competitive brewing industry.

Required:

- 1 a. Analyze the competitive advantages of ZimCraft Brews in the craft brewing market in Zimbabwe. (8)
b. Assess the marketing strategies employed by ZimCraft Brews to build a loyal customer base. (7)
c. Propose recommendations for expanding ZimCraft Brews' market presence beyond Harare and into international markets. (10)
2. Discuss the challenges associated with scaling a start-up, emphasising strategies that founders can use to manage growth effectively while maintaining the company's vision and culture. (25)
3. Discuss any 5 causes for the challenges of small businesses to effectively manage people and provide solutions for each cause. (25)
4. Evaluate any 5 building blocks of an entrepreneur for which you should possess in order to be successful in your new venture. (25)
5. Citing relevant examples, analyse the role of digital marketing in start-up growth. (25)
6. Discuss, how start-ups may integrate social impact initiatives into their business models. (25)

END OF PAPER