

## **BICHWA SPORTSWEAR STRATEGIC TRANSFORMATIONS**

Bichwa Company, founded in 2021, is the Sportswear Company with a headquarter in Dar es Salaam. The company is known for being an official manufacturer and supplier of on-field sportswear for many football teams in East Africa. It is a newly established company which is struggling for transformation from traditional purchasing to relationship purchasing practices through adoption of appropriate relationship models. The transformation has helped the company to improve coordination over supply chain performance which ultimately increased the number of customers demanding services from the company.

One among the challenges encountered by Bichwa Company was fragmentation of its supply chain. Despite of its convincing growth in East Africa, the company`s supply chain was not well controlled and often resulted into additional costs to the company. Bichwa significant growth in East African markets put additional pressures on their Distribution Centres (DCs) hence the speed in which Bichwa supplied products to their customers became slow leading to customers` dissatisfaction. This situation meant an increased supply chain spends leading to unproductive procurement and supply chain. This situation motivated the management to integrate the company`s strategic management with its strategic procurement planning. In order to ensure an effective integration, the company had to improve strategic procurement planning process in order couple with strategic management practices.

As an initial step toward integration, the company managed to put into practice Enterprise Resources Planning (ERP) system connecting almost internal and external stakeholders in the supply chain. After two years of ERP implementation, the company was able to offer services to customers in other African countries. An increased number of customers posed the problem of failure in maintaining the quality of the products as well as delivery problems. Those problems affected the company`s reputation and profit hence losing its customers by 40 percent. In coping with the problem, the company decided to change its name to fit a new strategy. This strategy implied a paradigm shift from being perceived as a company that sells sportswear. The new name Bichwa INC` marked a new beginning for the company which focused on sports related equipments. Bichwa INC also invested on batteries supplies for Stop watch`s producers hence

becoming the primary battery supplier for both KNS and DNS; popularly known as stop watch manufacturers in Nigeria and Egypt respectively.

Natural disaster occurred at Bichwa INC battery factory which brought production to a standstill and therefore no battery was manufactured for KNS and DNS. Facing this supply management crisis, the two companies adopted completely different strategies. KNS decided to wait out the crisis and stall production until Bichwa INC plant was operational again. DNS on the other hand decided to strategically evaluate different batteries` suppliers, purchase batteries from selected suppliers, modified their stop watches to be compatible with the new batteries and establish strong supply chain networks with suppliers for ensuring continue supply of batteries. Those strategies allowed DNS to capitalize on a crisis while KNS`s do nothing strategy ended up costing them a major market