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ASSESSORS	Dr M Bounds, Prof N Meyer, Prof Z Fields		
MODERATOR	Mr J Davids		
DURATION	Two (2) days	TOTAL MARKS	100
NUMBER OF PAGES OF QUESTION PAPER (Including cover page)			11

INFORMATION/INSTRUCTIONS:

- Answer all the questions:
WRITE DOWN YOUR QUESTION NUMBER and structure your answers by using appropriate headings and subheadings.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

I declare that I am aware of and understand actions that are considered to be committing an offence during an assessment as per UJ Academic Regulations and Assessment Policy. I understand that persons who are not registered for a relevant module and are present in an assessment to take part in the assessment opportunity are guilty of fraud and may face disciplinary procedures or legal action.

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Name and Surname(s):			
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<p>PLAGIARISM DECLARATION: By doing this test, I declare that all the work submitted is my own original work. Where sources have been used, they have been referenced appropriately using the Harvard referencing method. I understand the implications of using information that does not belong to me without attributing the original author and submitting work that does not belong to me as my own. I assume full responsibility for the content of this submission.</p>			
#	QUESTION	TOTAL MARK	MARKS ALLOCATED
1.	Discuss and apply any FIVE elements of a Business Model Canvas for Shoprite Checkers.	20	
2.	List and explain in a table format: <ul style="list-style-type: none"> Internal growth strategies. Three external growth methods that Shoprite Checkers has used over the past few years. Recommend one growth strategy that Shoprite Checkers can pursue in the future and substantiate your recommendation. 	20	
3.1	Describe the various HRM Policies consistent with entrepreneurial behaviour and indicate if Shoprite Checkers used some of these policies. Make recommendations on how Shoprite Checkers can use these policies to build entrepreneurial behaviour.	30	
3.2	Critically explain how Shoprite Checkers managed to build an adaptive and successful retail business by linking entrepreneurial actions and strategic actions. Use experts to support your explanation.	10	
4.	There are several elements entwined in the entrepreneurial culture and Shoprite Checkers exhibits all of them. Discuss AT LEAST FIVE of these elements with proper examples and linkages to the case study.	20	
Total Marks Allocated = Percentage, every mark is a percent. 100%			
Plagiarism Penalty : up to - 100%			
Late Penalty : -10%, -20%, -30% or -100%			
GRAND TOTAL in Percent:			

PLEASE READ THE CASE STUDY OF SHOPRITE CHECKERS BELOW AND THEN ANSWER THE QUESTIONS THAT FOLLOW:

Shoprite Checkers : Its primary business is food retailing but it also includes, as part of its offering, a broad range of goods and services such as household products, furniture, pharmaceuticals and financial services, among others. At the core of its offering is the endeavour to offer the lowest prices to people of all income levels across Africa.

History

The story of the Group started with humble beginnings in November 1979 when Pep Stores purchased a small eight-store Western Cape grocer named Shoprite from the Rogut family. At that stage Shoprite had fewer than 400 staff members and a value of R1 million. It did, however, have a vision to focus on the middle-to-lower income market and to supplement internal growth with the acquisition of promising supermarkets or groups of supermarkets. This vision, which was set soon after the purchase in 1980, became the driving force for the Group's expansion strategy. The relentless pursuit of its vision led to the Group celebrating the opening of its 21st outlet when it expanded beyond the borders of the Western Cape and opened its first branch in Hartswater in the Northern Cape, a mere four years after coming into existence. Its expansion continued two years later with the opening of a store in Bloemfontein in the Free State.

In 2018, the Group climbed to the position of 94th biggest retail group in the world and produced an industry-leading performance with their interim results for the 26 weeks to 31 December with growth in turnover, profit and market share: diluted headline earnings up 14,2% to 525,2 cents a share; trading profit up 5% to R4 104 billion; turnover up 6,3% to R75 823 billion; and a 13,9% higher dividend of 205 cents a share.

Mission

According to the Shoprite Holdings Ltd Integrated Report 2017, its mission is as follows:

Our mission is to deliver low prices in a world-class shopping environment to customers across the African continent. We bring choice, quality products and job creation to communities in all the countries we serve. Our low-cost promise has been the foundation of our business for close to 40 years and we are relentless in our efforts to keep our business efficient and our prices low.

We have become the number one retailer in Africa through a steadfast commitment to the values we hold dear.

We aspire to become the global leader in customer service, putting the customer first in all things we do. Our mantra is that all customers leave our stores happy and our employees are empowered and have the full authority to do what is necessary to ensure our customers are satisfied.

We are a business with heart, always reminding ourselves that we are part of a broader community and demonstrating to ourselves and our customers that we "Act For Change". Whether it is through job creation, ensuring the most affordable products available, lending a helping hand to those in need or feeding the most vulnerable in our society, we ensure that we remain relevant to and trusted by the communities we serve.

Finally, we believe in treating all people, be it our colleagues or our customers, with respect and integrity, keeping our promises and acting fairly in all our dealings.

The Group's business model



Figure 1.10 Overview of the business model

Source: Figure compiled from information contained in the Shoprite Holdings Integrated Report (2017)

Key strategic aspects of their business model

The following are key strategic aspects of the Group's business model, which is responsible for driving its long-term success:

- *Delivering the lowest prices through increased efficiency*

Efficiency and the pursuit thereof is an important focus area for the Group. In order for it to continue delivering the lowest prices in a First World shopping environment to consumers across Africa, it strives for efficiency in everything it does, including streamlining its supply chain and upgrading its operations while continuing to keep costs down.

- *Advanced supply chain*

Shoprite improved its competitive advantage and sustainability by taking control of its supply chain in line with international best practices in retail. As a result, it currently commands a leadership position in the industry and has also become the African continent's largest distributor of grocery products. Greater control over inventories across 15 African countries is possible owing to state-of-the-art distribution centres and supply line infrastructure. This has enabled the Group to introduce a number of cost-saving efficiencies without decreasing margins or compromising on quality.

- *Fully-owned fleet*

The Group has a large fleet of trucks and trailers operating 24 hours a day, seven days a week to guarantee the maximum availability of goods delivered on a strict time schedule. In order to achieve this, the Group relies on sophisticated transport route planning and scheduling software to optimise store deliveries and reduce the number of trucks on the road, thereby reducing congestion, lowering its carbon footprint and saving costs.

This efficient supply chain infrastructure also empowers small to medium-sized suppliers to deliver merchandise directly to their centres. These suppliers therefore do not have to invest in either warehousing or vehicles. The Shoprite Group regards its trading partners as a vital link in its supply chain and it is thus important to work closely with these partners to create mutually beneficial relationships that go beyond simple supply and demand management.

Reverse logistics initiatives pioneered by the Group enhance its sustainability and environmental position and brings it in line with international best practices. The Group also focuses on "re-use, recycle and the reduction of waste to landfill".

- *Retail storage, availability and information technology*

The Group's advanced supply chain has also enabled it to re-engineer its retail stores and optimise the use of retail space by dedicating the minimum area to storage and the maximum area to trading space.

Technological developments force the Group to continually update its technological platforms to keep abreast of these developments. A new ERP (enterprise resource planning) system and investments in digital transformation have led to increased efficiencies, more collaboration and better innovation across its businesses. Continuous investment in customer science and big data allows for improved decision making in terms of promotions, products, store layouts and pricing.

- *Centralised distribution*

The Group is able to seamlessly manage the supply of products to its stores across the African continent as a result of its investment in an extended centralised distribution network.

The Group was the first South African retailer to receive the renowned ISO 9001 accreditation for import and export handling and thus strives to keep pursuing its strategic lead in supply chain management. It has an international trade department responsible for sourcing products from anywhere in the world with extreme efficiency. This enables it to provide its customers with the assurance of choice, availability of products and value for money. A significant investment has gone into the creation of advanced distribution centres. The accompanying transport operations are supported by sophisticated information management systems. A substantial portion of the investment in information technology and logistics infrastructure has been devoted to upgrading and expanding the Group's distribution network.

- *Stakeholder focus*

Shoprite maintains relationships with a range of interested parties to continuously improve the alignment of interests between the company and its key stakeholders. The stakeholder groups listed in Table 1.5 have been identified based on the extent to which they can influence the financial and operational performance and the strategic direction of the Group. A summary of Shoprite's key stakeholders and their issues, and its response to these issues, is provided in Table 1.5.

Operating context and strategy

Long-term drivers of the marketplace

- A large and growing population on the African continent requiring food and staple Products

The population of the African continent is set to double to 2,4 billion people by 2050. Thus, Africa continues to be an attractive long-term investment opportunity due to its large-scale and rapid urbanisation, strong population growth and economic growth that is persistently higher than that of developed economies.

As the largest retailer in Africa, with almost 40 years of experience in South Africa and more than 26 years in the rest of Africa, Shoprite is in an ideal position to participate significantly in this growth.

The Group is constantly aware of possible hindrances that might slow down its growth plans. In 2017 it was low commodity prices, weak currencies and pervasive drought conditions that momentarily slowed down its game plan for Africa. It is, however, still convinced of the long-term opportunities offered by the continent and will thus remain committed to this drive. The 15 markets that Shoprite operates in have a combined population of 500 million people and a collective gross domestic product (GDP) of R15 trillion.

Table 1.5 Key stakeholder groups, their issues and the Group's response

Stakeholder group	Key issues raised and the Group's response
Shareholders and debt funders	<p>Africa growth opportunities and disclosure:</p> <ul style="list-style-type: none"> • Provided more information on the investment case and economic outlook for Africa. <p>Access to management:</p> <ul style="list-style-type: none"> • Access to management was improved in 2017 by increasing the number of meetings with investors and by attending investor conferences locally and abroad. <p>Understanding Shoprite's strategy:</p> <ul style="list-style-type: none"> • In-depth strategy discussions have been incorporated in investor presentations and included in the Integrated Report. <p>Management succession:</p> <ul style="list-style-type: none"> • CEO succession was well flagged and the new team has made itself available to meet with investors. Succession seems to have been well received.
Employees and trade unions	<p>Career development and growth, education and training, health and safety, transformation and empowerment, remuneration and incentives, study assistance:</p> <ul style="list-style-type: none"> • The Group maintains regular and consistent interaction with the people in the business to ensure that they are adequately challenged, continue to grow and develop and are rewarded based on key performance indicators. The Group has a sound human capital strategy in place. The following excerpt illustrates their commitment to their employees as human capital: <p>"We work hard to attract and retain talented people and to provide skills training and support to enable them to reach their potential. We focus on ensuring that recruitment and skills development align with our goals of empowering women, enabling access to the South African economy and supporting transformation aligned with the Broad-Based Black Economic Empowerment (B-BBEE) Codes of Good Practice."</p>
Communities	<p>Focus on food security:</p> <ul style="list-style-type: none"> • Shoprite fights hunger through a variety of feeding programmes, food gardens and food donations. <p>Empowerment:</p> <ul style="list-style-type: none"> • The Group recognises the significant role of women in its business – women are part of its customers, employees and suppliers. It therefore partners and assists with various initiatives to support this group. The Group also supports a large number of small suppliers and growers. <p>Job creation:</p> <ul style="list-style-type: none"> • Shoprite prides itself that it not only provides a substantial number of direct employment opportunities related to its stores, but that it also develops skills among the unemployed to create a pipeline for future job creation. <p>Community development:</p> <ul style="list-style-type: none"> • Shoprite is committed to growing and developing the communities it serves and has a variety of initiatives in place to facilitate this. While its initial focus is on meeting immediate needs, its longer-term objective is always to put in place sustainable initiatives that will ultimately ameliorate the need. It often works in partnership with other organisations to deepen the impact of its interventions.
Customers	<p>Affordability:</p> <ul style="list-style-type: none"> • "Everyday low prices" has always been the overarching objective and its entire business model is structured and geared to deliver this on a consistent basis.

Table 1.5 (Continued)

Stakeholder group	Key issues raised and the Group's response
	<p>Availability of products:</p> <ul style="list-style-type: none"> • The Group engages continuously with a broad and diversified range of suppliers to ensure on-shelf availability of products in all the stores. More than 23 000 suppliers in 43 countries are used to provide customers with the greatest choice and consistent availability. <p>Quality complaints and safety concerns:</p> <ul style="list-style-type: none"> • Shoprite maintains extensive quality control programmes to ensure product quality and safety and an efficient compliance and recall system. In 2017, it had an enhanced rollout of training on issues of food safety and hygiene. It also empowers its staff to resolve all complaints and ensure maximum customer satisfaction. <p>Healthy options:</p> <ul style="list-style-type: none"> • It added more than 100 lines to its Fresh Convenience Foods in 2017 and launched an industry-leading Gordon Ramsay endorsed kids' meal range, which sold more than 200 000 meals in three months. <p>Environmental sustainability:</p> <ul style="list-style-type: none"> • Shoprite focuses strongly on the use of recycled materials, as well as reducing packaging and waste and minimising its carbon footprint. Its leading innovation in the form of the recyclable Checkers shopping bag has significantly reduced landfill and will be rolled out to its other brands next year.
Regulators	<p>Ongoing compliance with regulatory frameworks:</p> <ul style="list-style-type: none"> • The Group diligently ensures that Shoprite complies with all applicable regulations in all the countries it operates in. <p>Job creation:</p> <ul style="list-style-type: none"> • In all the countries it operates the concern of government is the same, namely job creation. Shoprite is a people-intensive business; it therefore has a broad range of initiatives in place to attract, recruit and train large numbers of staff.
Suppliers	<p>Opportunities to supply to Shoprite:</p> <ul style="list-style-type: none"> • Shoprite maintains a large and diverse group of suppliers. Its focus is thus on building long-lasting relationships with these suppliers through direct interaction and communication. Shoprite works with over 1000 growers and sources more than 90% of all products locally, in support of the communities it serves. <p>Transformation:</p> <ul style="list-style-type: none"> • A high percentage of Shoprite's fresh produce suppliers are small and medium enterprises and in South Africa more than half of the suppliers deliver on contracts worth less than R500 000 a year. <p>Growth and development:</p> <ul style="list-style-type: none"> • Shoprite maintains a number of small enterprise development initiatives to develop and grow suppliers in local communities. It has a continued significant investment in supply chain infrastructure that also assists these suppliers by reducing their travel time and costs.

- Significant levels of unemployment and food insecurity in parts of the African continent

Climate change is another factor that might exacerbate the challenges by potentially disrupting production patterns and increasing production costs. The Group continues to diversify its sources and portfolio of suppliers to ensure availability of products on a consistent basis.

It works diligently to provide customers with products that are affordable and accessible. In 2017, it subsidised over 44 million loaves of bread. It also rolled out its R5-meal project to specifically address these challenges. It has also ensured a readily available range of staple foods for under R10.

- Muted economic growth outlook

Limited macro-economic support and low consumer and business confidence characterise current trading conditions. The defensive nature of the Shoprite brand and its “best value” proposition have become clearer under these trading conditions. The lower income groups continue with their shopping for staples and basic foodstuffs throughout the economic cycle. In addition, an increase in value-seeking behaviour is beneficial to its brands and adds to its market share in middle-income groups. Its recent successes at the opposite end of the scale, namely, its increased penetration of the upper LSM groups, provide the Group with robust growth opportunities despite the current economic challenges. The Group therefore has significantly more competitive levers to withstand current conditions because of its differentiated portfolio.

- Increase in regulation and standards

The growing compliance requirements in every jurisdiction the Group operates in require diligence and strong systems to oversee them. The Group’s view is that over-regulation hinders entrepreneurship, and adds significant complexity and cost to doing business for small suppliers. It therefore provides ongoing support and guidance to small and medium enterprises, as part of its commitment to helping overcome the challenges of complying with the required standards. These actions are inspired by its belief that you raise people out of poverty by creating free market conditions and ease of doing business.

- Online shopping trends

Online shopping is growing rapidly on a global scale. The limitations in the logistics infrastructure in Africa have meant that this trend is still in its infancy in this part of the globe. It is Shoprite’s intention to participate in this trend as it grows and matures on the continent. The Group is currently finalising an e-commerce project in this regard.

- Changing trends in customer preferences and consumption behaviours

Healthier food choices, opting for organic, low-fat, or low-carb options, or eliminating ingredients based on food sensitivities, allergies or personal convictions are now directing consumers’ choices in this regard. There is a growing trend towards fresh food, healthy options and convenience. This trend is specifically observable in the more affluent communities that have a wider choice of lifestyles.

The Shoprite Group strongly participates in this trend through its Checkers brand and its rollout of a wide range of fresh and ready-made options; and investment in the cold chain, quality specifications and quality management. It has also expanded its ranges to include healthier alternatives like gluten free, sugar free, banting and carbohydrate substitutes. A range of healthy children’s foods with a “no junk” promise has also been launched.

When faced with tough economic times, customers tend to compromise on quantity but, to the extent possible, not on quality. They will generally continue to seek the premium quality product but will buy in smaller quantities. Customers want to stay within budget but still want a value exchange of great quality at an affordable price. Shoprite has therefore started selling single serving offerings of premium products, smaller sized options and “loose served” products at counters that accommodate this trend by allowing customers to select the quantity they can afford.

- Fast pace of change in technology

The interface between retailers and consumers is changing at a rapid pace. The key drivers for success in a changing landscape are technology and big data.

Shoprite is utilising the power of “basket data” and advanced customer analytics to guide all customer-centric decision making, from product ranges per store, to pricing, timing, products to promote, and layout of stores.

- Strategic focus areas

Shoprite’s strategic intent is to continue to strengthen and extend its leadership position as the foremost FMCG retail operation on the African continent. The delivery of low prices and a world-

class shopping environment in every region it enters is therefore its focus. The Group is confident in the belief that the unique aspects of its chosen business model, as well as the strategies implemented to exploit key drivers of growth, will keep on delivering the necessary sustainable value creation for all stakeholders for the next 40 years. The growth vectors are spread across various dimensions, ensuring that there are multiple opportunities to be seized.

Conclusion

The case study will now conclude with the foreword by the Chairman of the Board and the Chief Executive Officer's report, directly quoted from the Integrated Report of 2017.

Chief Executive's Report: Pieter Engelbrecht

At the Shoprite Group, we no longer consider poor trading environments as exceptional, and accept that volatile and difficult trading conditions are, in fact, the prevailing milieu.

We choose to focus on serving our customers, remaining resilient, advancing our business, and creating growth opportunities.

The Group's financial and operational performance for the year to 2 July 2017 illustrates how our unique positioning and drive for excellence has enabled us to produce an industry-leading performance, notwithstanding economic headwinds. We have gained market share in a contracting economic environment, indicating growing customer trust in our products and services; and our multi-brand strategy and geographic diversity has enabled us to achieve sales growth of 8,4% to R141 billion.

Our resilience is built on the energy, commitment, focus and determination of our 143 802 colleagues across all our businesses and 2 689 stores in 15 countries. We remain convinced that through customer service excellence, focusing on and being committed to our employees, working hard for our shareholders, and serving our communities, we will continue to grow.

Customers

Everything that we do is, first and foremost, geared towards improving our service to our customers. This focus has made us Africa's most trusted retailer.

Off a high base of regular customers, which is more than double our nearest competitor, we were still able to grow market share in South Africa by 0,45 percentage points to 31,9%. Over the past year 2,4% more customers voted with their feet and wallets to buy at our stores and we processed over 1 billion transactions, or 100 per second. This proves that we are giving our customers what they need at prices they can afford.

Our efforts over many years have ensured that they trust us to provide for their households. Initiatives including our bread and food subsidies, R5 Deli meals and unflagging efforts to keep prices low are helping financially stretched customers to survive.

Various fresh and convenience food initiatives and store upgrades have resulted in a significant increase in LSM 8–10 shoppers. We have more upmarket customers than ever before putting their trust in Checkers, and we have worked hard to gain that trust.

Employees

We are South Africa's largest private employer and one of only a few institutions that are still creating jobs in a recessionary environment with an unacceptable level of unemployment.

We created over 6 000 new jobs in the financial year and provided various job opportunities through an investment of over R130 million in bursaries since 1995.

We ensure that team members are given every opportunity to progress through training interventions in-house and at academic institutions, and implemented 713 103 training interventions over the year.

We are striving for racial and gender equality; 65% of our employees are women and 97% of our employees are from designated groups. We are doing everything we can to bring promising black and female colleagues up through the ranks.

Shareholders

We truly appreciate the support from our loyal shareholders and we have worked hard to achieve relatively strong top line growth across regions. We are particularly pleased with our trading margin which is exceptional, relative to the industry, both nationally and globally. We have delivered margin improvement consistently over many years through strict cost control, improved planning, supply line efficiencies and increased innovation.

These and other achievements highlighted in the financial review have been acknowledged in the share price, which has increased 20% in the financial year against an almost flat performance of the JSE All Share index. We remain a high growth company and continue to look for growth opportunities in the markets where we operate and further afield.

We are considering the next leap we need to make to continue our growth trajectory.

Society

Our extensive work in and commitment to the communities in which we operate is a critical element in sustaining our business. We strive to be a respected corporate citizen, to serve communities and plant a legacy.

Under the banner #ActForChange, we aim to help to alleviate hunger through a number of initiatives. These include our Mobile Soup Kitchens, subsidised bread and food and R5 Deli meals. We donated R310 million of surplus food over the past three years to hundreds of verified non-profit organisations for distribution to the underprivileged.

We help set up sustainable food gardens for schools, are active in disaster relief and respond to the needs of our communities, including recruiting staff from the communities where we establish stores. We work to empower women in small business and identify opportunities for them to become suppliers.

We continue to reduce energy consumption at our stores, reduced food waste by R250 million over two years, actively recycle at all of our distribution centres, and aim for zero waste to landfill. We are determined to reduce plastic waste and aim to have all shopping bags made from 100% recycled materials within a year. Checkers, which introduced the recyclable bag in 2013, has diverted an estimated 7 350 tonnes of plastic waste from landfill.

The Group has embarked on a sustainable seafood programme, joined regulatory bodies monitoring sustainable supply of product, and disclosed our carbon emission. We believe that reporting transparently and responsibly increases consumer and community trust in us as responsible corporate citizens.

Suppliers

We continue to enjoy a professional relationship with our more than 23 000 suppliers and supplier satisfaction remains at high levels as we continue to deliver positive volume growth in a weak market.

We are tough, but professional, and do everything we can to ensure the success of our suppliers, to the extent that we work with over 1000 growers, encourage empowerment of women and promote entrepreneurial businesses and SMEs in our quest to deliver our ultimate promise of sustainable prices to the consumer.

We are sharing more statistical customer data with suppliers to the benefit of customers frequenting our stores.

We source products from 43 countries to supplement choice, but prioritise local procurement and source 90% of all products locally. Imports are, as much as possible, skewed towards African suppliers, from whom we source flowers, fish, fruit and vegetables.

Innovation

We run an efficient business but continue to modernise and have invested in a new technology platform to improve our agility. In this process we expect better collaboration, information sharing and productivity increases.

Our selected product suite will give us world-class functionality, lower costs, reduce risk, and improve security and disaster recovery.

Continued investment in our central distribution network, including the R1,6 billion, 123 000 square metre Cilmor facility adjacent to our home office in Cape Town, enables us to further improve stock availability and bring additional benefits to small suppliers.

We continue to innovate with new private label products, convenience food, fresh food and healthy ranges. The Group's diversified portfolio enables us to maximise business performance during bad times. We believe that no matter the environment, our unique structure and strategy means there is always more than one lever to pull.

There is no doubt, however, that momentum in the rest of Africa has slowed as economies, including the fast-growing Nigeria and Angola, have come under some strain. Currencies in the countries in which we operate devalued sharply against the rand.

We stand firm on our investment in Africa, with a population which is expected to double by 2050 and become increasingly urbanised, and we continue to invest where others won't.

We are not restricting internationalisation to Africa alone, and other emerging markets outside the continent are under investigation.

The implementation of our six drivers of growth – a customer first culture, growing LSM 8–10 share of wallet, developing private label, a stronger franchise offering, strategic footprint expansion and leveraging our African advantage – is gaining momentum.

Within six months we have seen palpable progress on all fronts, proving that with effort and innovation, there is still significant room for growth.

QUESTION 1

[20 MARKS]

The Business Model Canvas is used to assist managers in crafting strategy in a more effective way than traditional methods. It breaks up the business into nine elements, each of which can be evaluated separately in order to focus on value-adding activities.

- Discuss and apply any **FIVE elements** of a Business Model Canvas for Shoprite Checkers. Use experts to support your explanation.

(Please note: you must discuss the canvas NOT draw a canvas)

QUESTION 2

[20 MARKS]

List and explain in a table format the following: Use experts to support your explanation.

- Internal growth strategies.
- Three external growth **methods** that Shoprite Checkers has used over the past few years.
- Recommend one growth strategy that Shoprite Checkers can pursue in the future and substantiate your recommendation.

QUESTION 3

[40 MARKS]

- 3.1 Critically explain how Shoprite Checkers managed to build an adaptive and successful retail business by linking entrepreneurial actions and strategic actions. Use experts to support your explanation. (30 marks)
- 3.2 Describe the various HRM Policies consistent with entrepreneurial behaviour and indicate if Shoprite Checkers used some of these policies. Make recommendations on how Shoprite Checkers can use these policies to build entrepreneurial behaviour. (10 marks)

QUESTION 4

[20 MARKS]

There are several elements entwined in the entrepreneurial culture and Shoprite Checkers exhibits all of them. Discuss AT LEAST FIVE of these elements with proper examples and linkages to the case study.

End of question paper