



**A Review of Tactics to Strengthen Kijani's Supply Chain Integration  
and Social Mission in Uganda**

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## **A Review of Tactics to Strengthen Kijani's Supply Chain Integration and Social Mission in Uganda**

### **Question 1**

I identified 10 LEED-certified buildings in Richardson, Texas, based on the information provided. The buildings are Moody Performance Hall, Sabine Hall Science Building, Dallas Fire Station No. 6, DART Police – Monroe Shops, Prairie Creek Branch Library, Perot Museum of Nature and Science, Kay Bailey Hutchison Convention Center, Love Field Airport, and DFW Airport. These buildings were evaluated based on criteria across various categories such as energy utilization and type of energy used, reduce-reuse-recycle strategies, transportation access, indoor environmental quality, sustainable site development, water efficiency, and more (United States Green Building Council, 2019). Some additional factors that could be included in assessing sustainability metrics are carbon emissions monitoring, usage of sustainable materials, waste management processes, adoption of green business practices, and community engagement initiatives.

### **Question 2**

There are several direct ways that I contribute to my carbon footprint. In terms of transportation, as I do not own a vehicle, I rely on public transportation, which has a lower carbon impact than personal vehicles. However, air travel is a significant carbon emission activity for leisure or to visit family living abroad (Carbon Trust, 2021). At home, using appliances and electronic devices that consume electricity also indirectly contributes to carbon emissions since the power source where I live includes some fossil fuel generation. Cooking meals at home and my food shopping habits also play a role, as meat-heavy diets generally have a larger carbon footprint than plant-rich choices. Transitioning to more sustainable options like biking or walking for shorter commutes and reducing air travel could help lower my transportation footprint.

My carbon footprint is also impacted by indirect emissions from the items I purchase and consume. Online shopping dependence requires packaging, usually plastic, and freight shipping, which release emissions. The fast fashion industry is also very carbon-intensive, so minimizing impulse purchases and extending the lifespan of my wardrobe through careful cleaning and mending can help (Carbon Trust, 2021). Electronics

like phones, laptops, and TVs have carbon-intensive production processes as well, so keeping devices for as long as practical before upgrading reduces embodied emissions. Overall, my largest opportunities to lower my indirect carbon contributions involve considering the full lifecycles and supply chains of all consumer goods and prioritizing sustainably sourced, durable items when possible.

### **Question 3**

Kijani faces some important economic, operational, and supply chain challenges as it works to expand its business in Uganda. From an economic perspective, generating sufficient demand for its sustainable products and changing consumer preferences away from cheaper single-use plastics presents a hurdle. Partnering with organizations experienced in awareness campaigns focused on environmental and social issues could help educate more Ugandans and tourists on Kijani's mission. Improving communication with current customers on product availability and optimizing delivery logistics to reduce time and costs would also aid their operations on the ground (Li et al., 2023). Conducting route planning and adjusting frequencies based on sales trends can help maximize operational efficiency.

Ensuring a reliable supply of raw materials like bagasse poses a key challenge for Kijani. Importing from India leaves them exposed to risks from international shipping delays or disruptions. To better secure their supply chain, Kijani should explore opportunities to procure bagasse and other inputs from local Ugandan suppliers whenever feasible. Building relationships with domestic farmers and manufacturers through multi-year contracts can promote sustainable agricultural practices while supporting Uganda's economy (Li et al., 2023). Overcoming the economic challenge of shifting mindsets may take time but strengthening community partnerships and the supply base within Uganda will make Kijani's business more resilient to external factors in the long run.

### **Question 4**

Kijani is considering two alternative supply chain options - continuing imports from India (Option 1) or importing only the raw material of bagasse from India and establishing local manufacturing in Uganda (Option 2). Option 1 of merely importing the finished goods provides Kijani with an outsourced manufacturing model that reduces setup and operational costs associated with establishing local production

facilities. However, this option keeps the entire supply chain overseas and leaves Kijani vulnerable to risks in international logistics like delays, damage during transportation, and changing trade policies or partnerships abroad (Bańka et al., 2023). Relying solely on imports also means missing opportunities for job creation and skills development within Uganda.

Option 2 of importing only the raw material of bagasse but producing locally offers Kijani several advantages over the first option. It helps mitigate risks in the international supply chain by relocating manufacturing closer to the point of consumption. This could significantly reduce lead times for Kijani's products and improve responsiveness in meeting customer demands. Having a local manufacturing base would also generate employment within Uganda and promote skills transfer over time. Setting up production facilities domestically provides greater control over quality assurance and customization of products based on local needs and preferences (Bańka et al., 2023). While this option requires higher initial investment than Option 1, it strengthens Kijani's relationship with the Ugandan market in the long run and potentially places the organization in a strategic position to expand product categories and serve neighboring East African countries as well.

### **Question 5**

There are several other everyday eco-friendly products that Kijani could consider adding to their portfolio, expanding their contribution to sustainability goals. Recyclable paper towels made from recycled content would provide an environmentally friendly alternative to single-use plastic paper towels currently dominating the market. Producing paper towels from recycled material aligns with Kijani's mission of reducing plastic waste. Compostable and reusable bags could also replace traditional plastic shopping bags (Ritchie & Roser, 2023). Reusable bags require fewer resources than single-use plastic bags and eventually break down without harming the environment. Making compostable bags available throughout Uganda would help promote the reduce-reuse-recycle mentality.

Sustainable packaging alternatives for products like coffee pods represent another opportunity for Kijani. Coffee pod packaging currently relies heavily on non-recyclable materials. Developing pod packaging from compostable or recycled content would allow consumers to enjoy their coffee pods while minimizing environmental impact. Kijani could also consider offering compostable straws, cups, and napkins to

provide plastic-free options for on-the-go consumption. As awareness of plastic pollution grows, the demand for such items is likely to increase (Arslan et al., 2023). Producing straws, cups, and cutlery that can be composted at home or as part of commercial composting systems would position Kijani as an innovator in the sustainability space. Their expanded product range would further the company's mission and provide diverse, eco-friendly solutions.

### Question 6

Option 1 (Import from India):

#### Figure 1:

Procurement: 1 week

Ocean freight: 2 weeks

Customs clearance: 1 week

Optimistic lead time =  $1 + 2 + 1 = 4$  weeks

Pessimistic lead time (with 1-week delay in procurement and customs) =  $1 + 1 + 2 + 1 + 1 = 6$  weeks

Option 2 (Import raw materials from India, local manufacturing):

#### Figure 2:

Bagasse procurement: 1 week

Ocean freight: 2 weeks

Local manufacturing: 1 week

Delivery: 1 week

Optimistic lead time =  $1 + 2 + 1 + 1 = 5$  weeks

Pessimistic lead time (with 1 week delays in procurement and manufacturing) =  $1 + 1 + 2 + 1 + 1 + 1 = 7$  weeks

Option 3 (Locally source raw materials, local manufacturing):

#### Figure 3:

Local bagasse procurement: 2 weeks

Local manufacturing: 1 week

Delivery: 1 week

Optimistic lead time =  $2 + 1 + 1 = 4$  weeks

Pessimistic lead time (with a potential 4 weeks for local procurement) =  $4 + 1 + 1 = 7$  weeks

In summary, Option 1 has the lowest optimistic lead time of 4 weeks but the highest pessimistic time of 6 weeks. Option 3 offers advantages with domestic sourcing but it depends on raw material availability locally.

### Question 7

Revised calculations for Kijani's landed cost, profit per unit, and gross profit margin based on the new import policies:

Revised import tax: 15%

Revised VAT: 12%

Revised KCC levy: 1%

S. No	Product	Total Cost (USD)	Insurance (USD)	Import Duty 15% (USD)	VAT 12% (USD)	KCC Levy 1% (USD)	Transportation (USD)	Landed Cost (USD)	Landed Cost (UGX)
1	Medium Container Bowl	120	8.46	19.41	15.84	1.32	45.3	210.03	765,958.47
2	Shallow Salad Bowl	400	28.2	65.88	52.16	4.07	151	701.31	2,569,936.09
3	Fork	280	19.74	44.32	35.44	2.93	105.7	488.11	1,790,017.29
4	Butter knife	500	35.25	82.5	65.92	5.1	188.75	877.52	3,220,288.28
5	1.2 oz Bowl	200	14.1	31.5	25.12	2.08	75.5	348.22	1,279,441.98
6	Spoon	350	24.67	55.15	43.92	3.65	132.12	609.51	2,241,674.09
7	Bowl Container	500	35.25	82.5	65.92	5.1	188.75	877.52	3,220,288.28
8	9 X 6 X 3" Clamshell	650	45.82	103.62	82.88	6.65	245.37	1,113.34	4,163,824.26
9	8" Clamshell	800	56.39	127.2	101.44	8.32	302	1,403.35	5,146,521.65

10	6"Round Plate	150	10.57	23.82	19.02	1.57	56.62	261.6	960,353.44
11	10" Round Plate	60	4.23	9.5	7.6	0.63	22.65	94.61	346,947.19
12	3 Comapartment tray	370	26.08	58.62	46.86	3.85	139.67	650.08	2,383,125.92
13	4 Compartm ent	560	39.47	39.47	70.78	5.8	211.4	1,01.43	3,724,550.77
14	3 Compartm ent	60	4.23	9.5	7.6	0.63	22.65	94.61	346,947.19
15	9" Oval Plate	60	4.23	9.5	7.6	0.63	22.65	94.61	346,947.19
16	8"3 Compartm ent	214	15.08	33.84	27.1	2.24	80.78	364.04	1,336,231.76
17	9"3 Compartm ent	236	16.64	37.36	29.92	2.48	89.09	421.49	1,547,024.11

The revised landed costs are lower than before since import duties, VAT and KCC levy have been reduced. This will increase Kijani's profitability under the new policies.

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