



The Chartered Institute of Logistics and Transport

CHARTERED INSTITUTE OF LOGISTICS AND TRANSPORT

INTERNATIONAL ADVANCED DIPLOMA IN LOGISTICS AND TRANSPORT

**ADIP 03 -STRATEGIC NETWORK PLANNING
NOVEMBER 2021**

Note to Candidates

The aim of this paper is to establish your in depth understanding of the principles and applications involved in Strategic Network Planning. Candidates are encouraged to make use of relevant examples where applicable.

Instructions to Candidates

Answer Question 1(Compulsory) in Section A and 3 Questions in Section B

Section A

Question 1

Case study

AIRZIM TO RESUME JOHANESBURG – HARARE FLIGHTS

Air Zimbabwe has resumed regional flights after they were grounded for most of last year due to COVID-19 and operational challenges.

A recently acquired Embraer plane will be plying the Harare Johannesburg route. In an advert in today's local newspapers, the airline announced that services between Harare and Johannesburg will resume on 1 September 2021.

Harare - Johannesburg - Harare route will cost from USD 160 one way and from USD 250 return whilst the Johannesburg - Harare - Johannesburg route will cost from ZAR 1880 one way and from ZAR 3150 return. Currently, the domestic services are in full swing with flights from Harare to Victoria Falls, via Bulawayo, four times a week. The airline, which is saddled with huge debts, suspended its domestic flights last year due to COVID-19 travel restrictions. In March, the government launched a vaccination drive in Victoria Falls to create herd immunity and encourage

tourists to come back. Other airlines, like Fastjet and Airlink, have already resumed flights into the resort city.

Extracted from a report by Bulawayo 24 news, 25 August 2021.

Questions:

- a) List and discuss the challenges that made Air Zimbabwe grounded for more than a year (5 marks)
- b) Despite Covid – 19 induced lockdown other airlines have been operating. Explain the measures that can be put in place to make the airline operational in the pandemic? (5 marks)
- c) You have been appointed as Chief Executive officer of Air Zimbabwe; highlight strategies you will put in place to turn around the Airline to become a regional giant in five years. (15 marks)

SECTION B:

Question 2

Evaluate the influence of external forces in crafting organizational strategy. (25 marks)

Question 3

- a. Citing examples, explain why exponential smoothing has an advantage over the moving average? **(10 marks)**
- b. Describe how forecasting affects supply planning and demonstrate its impact on a company's bottom line. **(15 marks)**

Question 4

'There are many unnecessary warehousing activities in supply chains that could be avoided by planning the supply-chain strategy better'. Discuss this statement. **(25 marks)**

Question 5

Explain what is meant by Customer Relationship Management (CRM) and discuss the benefits that would accrue to a company that implements CRM. **(25 marks)**

Question 6

Discuss the importance of cost accounting in maintaining the profitability of a business. (25 marks)