

Thunderbird Consulting Group Project Synopsis

Client Organization

Rwanda Dimension Technology (RDTech)

Location

Kigali, Rwanda

Project

Value Chain Investment Analysis

Project Guidance

Jules Munyampeta: CEO

Preston Winter: Major shareholder

Nathanael Brice: Major shareholder

Contact Information

Jules Munyampeta +-----

Preston Winter -----

Nathanael Brice -----

Overview

A refurbished computer retailer in Rwanda (with partner operations in Burundi and Congo), RDTech purchases refurbished computers (desktops) from vendors in the US, ships them to Rwanda, and sells them to schools (60%), businesses, individuals, and government customers while also providing technical support and installation services. Management has recognized that collecting computers directly from companies and individuals and refurbishing the computers in Rwanda would improve the company's vertical integration and profit margins. However, we have not had the time or resources to fully investigate this opportunity and make it a core part of our business.

Synopsis

Map out the supply chain starting from Dar es Salaam where the computers arrive from the US. What is the most efficient way to perform refurbishment of the computers in Africa and what will the costs associated with that be? What are the staffing requirements of such an operation? Where should the refurbishment center be located in order to be the most cost efficient? Determine ease of purchasing spare parts that are most commonly needed to refurbish computers.

Computers will then go to Rwanda, Burundi, Congo, Uganda and Tanzania. What is the most cost efficient way to get product to those countries, taking into account issues such as taxes and emerging free trade zones?

Deliverables

We would like the following deliverables in a report by March 5, 2010:

- Analysis of costs & efficiency of setting up collection & refurbishing facilities (DCF analysis if possible).
- Recommendation on whether setting up these operations is a good business decision.

- Key steps to setting up the business.
- Necessary equipment & technical staff needed to set up operations in Rwanda.
- Supply Chain map from Dar es Salaam to destination countries, including estimated costs.

Special Considerations

- All deliverables mentioned are preliminary and will be subject to revision after initial project organizational meetings.
- We will provide access to necessary internal resources, financial estimates/statements, and guidance in the research process.
- This project has two parts, one in Africa and one in the US. A consulting practicum (campus based) team could tackle the US operations or another TEM-Lab team could do that. The Africa part (and this TEM-Lab project) will be concerned with operations from Dar es Salaam onward and will be based on RDTech's estimates of the volume and the cost of computers arriving in Dar.
- Project work may require some travel to Uganda and/or Tanzania.