



Amelia's Safaris

BUSINESS PLAN

CASTLE ROCK

*Amelia's Safaris Limited, Mawalla Road, Mawalla Heritage Park,
Mawalla Law Offices, Plot No 175/20, P.O. Box 6101, Arusha, Tanzania*

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1.0 Executive Summary

Introduction

The project objectives are to concurrently develop a permanent high-end tented camp and a far more geographically wide-ranging exploratory operation. Developers are also planning to develop a Retreat and Team Building Facility at the site to cater for both national and international guests alike. The intention is to use the Castle Rock Camp as the main base for the activities whilst offering numerous options such as expeditions, fly camping, educational opportunities, guide training etc. The initial permanent camp and all permanent structures will be situated at the Castle Rock Site with the expedition operations covering many of the more remote areas of the park such as Mpululu, Magangwe, Usangu, etc.

The Company

Amelia's Safaris Limited is a private limited company registered under the laws of the United Republic of Tanzania, having its registered office at Mawalla Road, Mawalla Heritage Park, Mawalla Law Offices, Plot No 175/20, P.O. Box 6101, Arusha, Tanzania.

Our tour operation and social focus are centered on the following:

- i. Tourism based project catering for upmarket adventure clients with an initial permanent tented camp sited at Castle Rock with plans to acquire and develop second camp elsewhere within Ruaha.
- ii. A company giving visitors the option to fly-camp and explore in the lesser known and underutilized areas of the park i.e. Mpululu, Isukuviola, Ulanga etc. Our strong belief is that we can offer clients enough variety to attract far greater numbers of extended stay clients.

The Market

Ruaha National Park is unique in not only Tanzania but also East Africa for the many reasons. Currently it remains relatively untouched with enormous untapped potential and scope for further sympathetic development and expansion. Sympathetic development will help ensure the preservation of the natural resources whilst simultaneously increasing the tourism and revenue generated not only for our business but also for TANAPA and the local economy.

Amelia's Safaris will supply 50% of the clients to the facility and the rest will come from other tour operators.

1.1 Objectives

1. Open the the camping business by June 2021 with new bookings.
2. Demonstrate a minimum of 30% occupancy averaged throughout year 2021.
3. Increase exposure and market using Internet technology and direct advertising to tourist markets.
4. Through incentives and increased exposure on the Internet, increase occupancy by 10% in the second year of operation.

1.2 Mission

The mission of Castle Rock is to become the best choice in the Ruaha National Park for HNWI clients by expanding its exposure via the Internet (with multiple networks and links). We plan to be more than a great camping facility, adding exploration opportunities that will extend the duration of visitors' stays. We plan to create an environment of pampered luxury that surpasses the standard fare for available facilities.

1.3 Keys to Success

In order to succeed, the company will strive to achieve the following goals:

- Position the camping facilities as the best accommodation in the Ruaha National Park.
- Build strong market position.
- Maintain sound financial management of the venture.

2.0 Company

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- ii. A company giving clients the option to fly-camp and explore in the lesser known and underutilized areas of the park i.e. Mpululu, Isukuviola, Ulanga etc. Our strong belief is that we can offer clients enough variety to attract far greater numbers of extended stay clients

2.1 Company Ownership

Amelia's Safaris Limited shareholders are Ms. Elizabeth Grainger and Mr. Neil Rocher.

Ms. Elizabeth Grainger comes from a successful, stable engineering products business background, and has always mixed this with a passion for global travel and wildlife. She is the Managing Director and majority shareholder of the companies that have ownership of the Interclamp brand of fittings with physical warehousing and distribution operations in both the UK and Australia from where they export worldwide. She has spent prolonged safaris in several-East and Southern African countries but Tanzania in general and the southern parks in particular are where her heart lies. Her business development experience together with her financial capacity, experience of many top lodges, camps and mobile safaris and thirst for a more adventurous bush adventure than the standard fare have given her an understanding of where opportunities are being overlooked and how products can be linked and marketed to succeed and flourish.

Mr. Neil Rocher has a long association with tourism and guiding not only in his native Zambia but also extensively around the African safari circuit. Renowned globally as one of Africa's top guides who during his travels stayed repeatedly in many of the best camp and lodges across the continent, his career path organically grew into architecture and design, where he found himself involved in the design and development of many top camps, lodges and hotels both in the bush and on the coast. While finding that his skills are in demand across the continent, his passion remains in Ruaha which is where he feels most at home. Hence, he has spent time developing a close bond not only with the majestic beauty of Ruaha itself but also

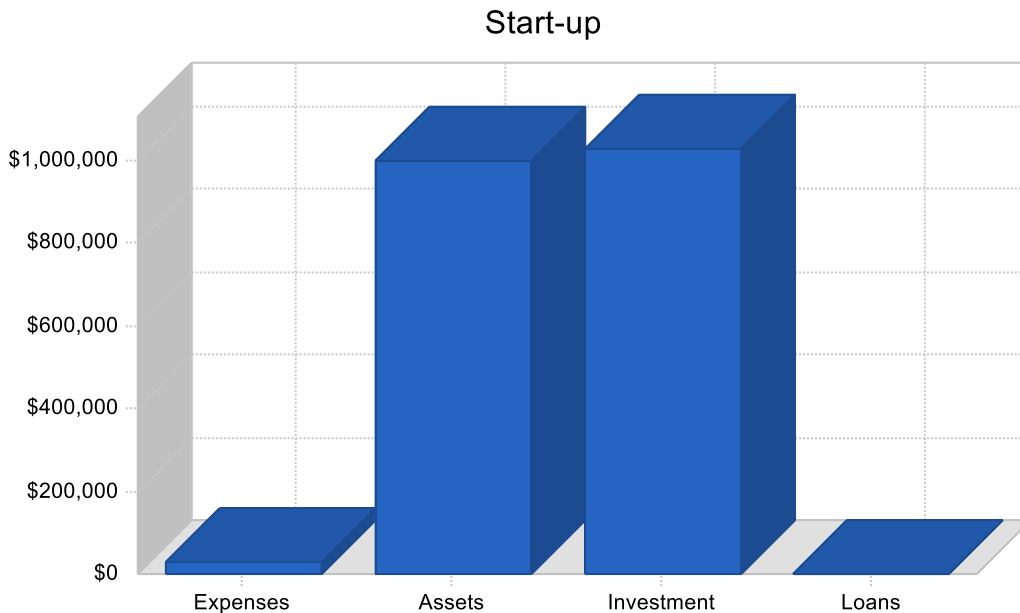
TANAPA employees based at Msembe, as well as the local community near Ruaha National Park. Castle Rock gives Neil the opportunity to develop his favourite site with minimal environmental impact to preserve the inherent beauty of the area. With our pooled resources and capabilities, both financial and personal, we believe we create a formidable team to ensure the financial success of our projects both on the inside and outside of Ruaha.

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2.2 Start-up Summary

The following table and chart show the start-up costs for the project.

Direct Costs	
Start-up Expenses to Fund	\$30,000
Start-up Assets to Fund	\$999,685
Total Funding Required	\$1,029,685
Assets	
Non-cash Assets from Start-up	\$974,685
Cash Requirements from Start-up	\$25,000
Cash Balance on Starting Date	\$25,000
Total Assets	\$999,685
Liabilities and Capital	
Liabilities	
Total Liabilities	\$0
Capital	
Planned Investment	
Owner	\$1,029,685
Total Planned Investment	\$1,029,685
Loss at Start-up (Start-up Expenses)	(\$30,000)
Total Capital	\$999,685
Total Capital and Liabilities	\$999,685
Total Funding	\$1,029,685



2.3 Company Locations and Facilities

The project objectives are to concurrently develop a permanent high-end tented camp and a far more geographically wide-ranging exploratory operation. The intention is to use the Castle Rock Camp as the main base for the activities whilst offering numerous options such as expeditions, fly camping, educational opportunities, guide training etc. The initial permanent camp and all permanent structures will be situated at the Castle Rock Site with the expedition operations covering many of the more remote areas of the park such as Mpululu, Magangwe, Usangu, etc.

Project Size:

The project will be developed in two phases as indicated below:

Phase 1: April 2020 – May 2021

1. Six tents (12 beds)
2. One private house with 4 rooms (8 beds)
3. One Star Room (2 beds)
4. Staff quarters for (28 staff)
5. Workshop
6. Two management houses
7. Four Guides accommodation
8. Pool

Phase 2: May 2022 – May 2023

1. Three tents (6 beds)

2. Retreat and Team Building Facility incorporating an interpretation and education centre (12 beds)
3. Two Private Cottages (8 beds)
4. Purchase of 4 exploration vehicles
5. Staff quarters for additional staff & guides (24 staff)

3.0 Services

The proposal is for developing a permanent high-end tented camp and geographically wide-ranging exploratory operation. The intention is to use the permanent tented camp as the main base for the activities whilst offering numerous options such as expeditions, fly camping, educational opportunities, guide training etc. The initial permanent camp and all permanent structures will be situated at the Castle Rock Site with the expedition operations covering many of the more remote areas of the park such as Mpululu, Magangwe, Usangu, etc. A further permanent site would then be sought for development elsewhere within Ruaha.

We feel passionately that Ruaha National Park is unique in not only Tanzania but also East Africa for the many reasons. Currently it remains relatively untouched with enormous untapped potential and scope for further sympathetic development and expansion. Sympathetic development will help ensure the preservation of the natural resources whilst simultaneously increasing the tourism and revenue generated not only for our business but also for TANAPA and the local economy.

Our overriding initial aim is to greatly extend our capacity beyond the number of permanent bed nights by providing numerous opportunities within the park thus extending the average client length of stay within our operation. This aim brings mutual benefits to all concerned by not only maximizing our own revenue to finance further expansion but also those of all other parties involved including TANAPA and the local community.

We believe our business would stand out as unique for many reasons some of which include utilization of currently untouched areas of the park; the operation of a Retreat and Team Building Facility open not only to tourists but also the local student community so they may better understand the long term benefits that preserving and serving Ruaha will bring them.

Our plans focus not only on tourism, but also the genuine partnership with the local community outside the park with sustainable and much needed coordinated, mutually beneficial projects such as vegetable farming to supply the lodges within the park, bee keeping projects to assist the fight against honey poachers, planting of sustainable charcoaling forests and fish farming etc.

We would also like very much to work closely in conjunction with both the guides and the park to establish a guiding standard within the park to assist Ruaha guides to set the benchmark as leaders within Tanzanian guiding to further enhance the international reputation of the park.

3.1 Service Description

The project objectives are to concurrently develop a permanent high-end tented camp and a far more geographically wide-ranging exploratory operation. The intention is to use the Castle Rock Camp as the main base for the activities whilst offering numerous options such as expeditions, fly camping, educational opportunities, guide training etc. The initial permanent camp and all permanent structures will be situated at the Castle Rock Site with the expedition operations covering many of the more remote areas of the park such as Mpululu, Magangwe, Usangu, etc.

Project Size:

The project will be developed in two phases as indicated below:

Phase 1: April 2020 – May 2021

9. Six tents (12 beds)
10. One private house with 4 rooms (8 beds)
11. One Star Room (2 beds)
12. Staff quarters (28 staff)
13. Workshop
14. Two management houses
15. Four Guides accommodation
16. Pool

Phase 2: 2022 May 2022 – May 2023

1. Three tents (6 beds)
2. Retreat and Team Building Facility incorporating an interpretation and education centre (12 beds)
3. Two Private Cottages (8 beds)
4. Purchase of 4 exploration vehicles
5. Staff quarters for additional staff & guides (24 staff)

3.2 Competitive Comparison

We believe our business would stand out as unique for many reasons some of which include utilization of currently untouched areas of the park; the operation of an educational facility open not only to tourists but also the local community so they may better understand the long term benefits that preserving and serving Ruaha will bring them.

Our plans focus not only on tourism, but also the genuine partnership with the local community outside the park with sustainable and much needed coordinated, mutually beneficial projects such as vegetable farming to supply the lodges within the park, bee keeping projects to assist the fight against honey poachers, planting of sustainable charcoaling forests and fish farming etc.

We would also like very much to work closely in conjunction with both the guides and the park to establish a guiding standard within the park to assist Ruaha guides to set the benchmark as leaders within Tanzanian guiding to further enhance the international reputation of the park.

3.3 Sales Literature

The business will begin with a general corporate brochure establishing the positioning. This brochure will be developed as part of the start-up expenses.

Literature and mailings for the initial market forums will be very important.

3.4 Technology

Amelia's Safaris will maintain the latest Windows capabilities including:

1. Complete e-mail facilities on the Internet, CompuServe, for working with clients directly through e-mail and information.
2. Complete presentation facilities for preparation and delivery of multimedia presentations on Windows machines, in formats including on-disk presentation, live presentation, or video presentation.

3.5 Fulfillment

1. The key fulfillment and delivery will be provided by the principals of the business. The real core value is professional expertise, provided by a combination of experience, hard work, and education (in that order).
2. The company will turn to qualified professionals for freelance back-up in market research and presentation and report development, which are areas that the company can afford to sub-contract without risking the core values provided to the clients.

4.0 Market Analysis

Ruaha National Park is unique in not only Tanzania but also East Africa for the many reasons. Currently it remains relatively untouched with enormous untapped potential and scope for further sympathetic development and expansion. Sympathetic development will help ensure the preservation of the natural resources whilst simultaneously increasing the tourism and revenue generated not only for our business but also for TANAPA and the local economy.

Our initial objectives are to concurrently develop a permanent tented camp and a far more geographically wide-ranging exploratory operation. The intention is to use the Castle Rock Camp and the Retreat and Team Building facility as the main base for the activities whilst offering numerous options such as expeditions, fly camping, educational opportunities, guide training etc. Our overriding initial aim is to greatly extend our capacity beyond the number of permanent bed nights by providing numerous opportunities within the park thus extending the average client length of stay within our operation. This aim brings mutual benefits to all concerned by not only maximising our own revenue to finance further expansion but also those of all other parties involved including TANAPA and the local community.

4.1 Market Segmentation

The proposal is for developing a permanent high-end tented camp and geographically wide-ranging exploratory operation. The intention is to use the permanent tented camp as the main base for the activities whilst offering numerous options such as expeditions, fly camping, educational opportunities, guide training etc. We are also planning to develop a Retreat and Team Building Facility at the site to cater for both locals and visitors. The initial permanent camp and all permanent structures will be situated at the Castle Rock Site with the expedition operations covering many of the more remote areas of the park such as Mpululu, Magangwe, Usangu, etc. A further permanent site would then be sought for development elsewhere within Ruaha.

Table: Market Analysis

Market Analysis		2021	2022	2023	2024	2025	
Potential Customers	Growth						CAGR
Amelia's Safaris Clients	10%	100	110	121	133	146	9.92%
Other Tour Operators	5%	100	105	110	116	122	5.10%
Total	7.59%	200	215	231	249	268	7.59%

Chart: Market Analysis (Pie)

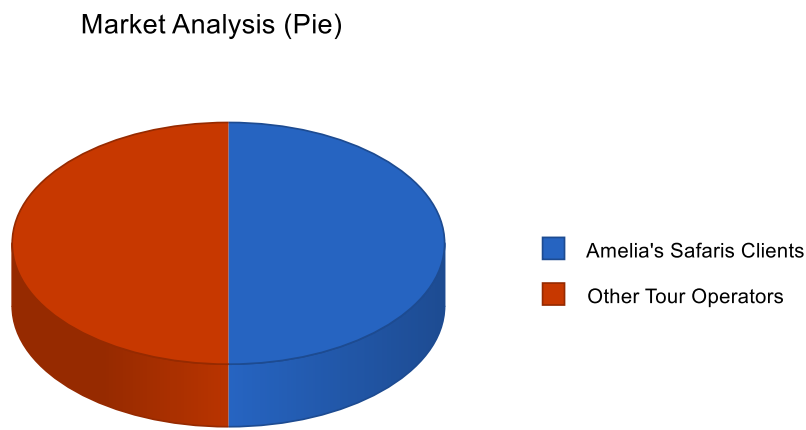
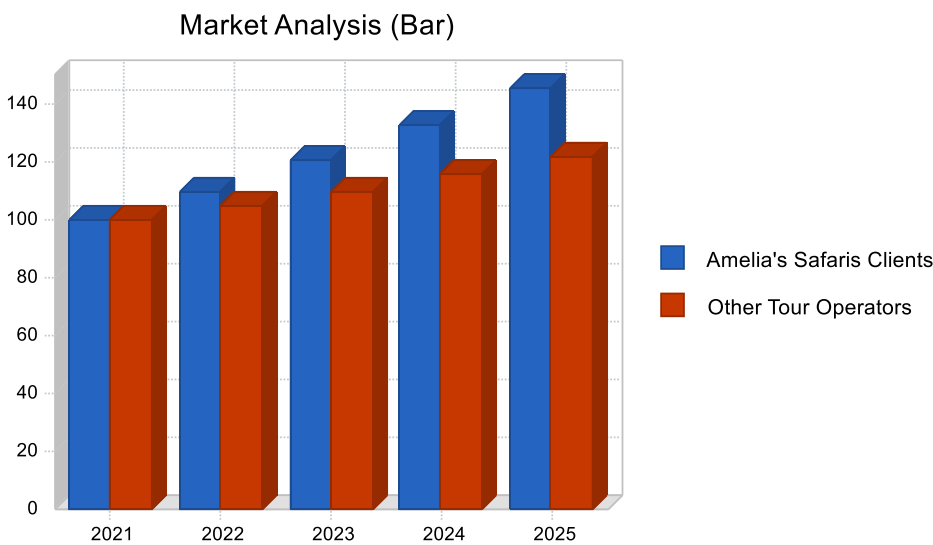


Chart: Market Analysis (Bar)



4.2 Target Market Segment Strategy

History demonstrates that money can be made in this area simply by existing. Tanzania is becoming one of the preferred destinations for holiday makers. Amelia's Safaris plans to aggressively pursue guests from this market segment.

Subscriptions to various Web services will provide international exposure for nominal annual fees.

4.2.1 Market Trends

Tanzania is currently implementing the Tourism Master plan which intends to make Tanzania one of the best tourist location in the world. The core of the Master Plan strategy is to develop an integrated tourism product that can attract a high yield segment of the international tourism market to spend their entire holiday in Tanzania. In other words, Tanzania would be seen as a 'single destination' and tourists would not need to include another country in their holiday plans.

Issues under implementation include the following:

- develop a range of special interest and activity products
- develop a resort product
- develop a cultural/historical tourism product

The international market generally requires a tourism product with several different tourism experiences, forming what is described as a "tourist circuit". Tanzania intends to develop and promote a product in the tourism zones that combines wildlife, nature, culture and relaxation. The implications of this are that several tourist attractions must be drawn together and supported by appropriate facilities and services in order to produce a composite product.

A major issue addressed in the Master Plan is the extent to which the supply of the Tanzanian tourism product could be expanded. Two aspects are of particular significance. The first relates to the availability of suitable facilities and the second to the capacity of existing and potential attractions to absorb greater numbers of tourists.

4.2.2 Market Growth

Over the past five years total number of visitors in the Ruaha National Park has been increasing. With this higher than anticipated growth in visitor arrivals is expected in the coming years.

4.2.3 Market Needs

Customers who patronize wildlife accommodation facilities, apart from wildlife viewing, they also seek relaxation, fun and stress management while on vacation. They prefer comfortable accommodations in a cozy environment. These patrons are more social, they love meeting new people while at the same time require enough privacy to enjoy their vacation. The Castle Rock will provide all the necessary facilities to attract such customers.

4.3 Service Business Analysis

Most of the industry analysis is contained in the Competitive Comparison section to give the reader the idea of the competitive nature of the industry, its opportunities and threats, and the company's flexibility in pricing. The facility will be very competitive in terms of pricing and has a ready market of 50% of its clients from Amelia's Safaris.

4.3.1 Competition and Buying Patterns

The Company will offer a unique accommodation facilities and environment, catering to an ever-increasing group of travelers. It will create a climate of home, where guests become temporary members of a larger family.

4.3.2 Main Competitors

With Amelia's Safaris offering a unique product, employing the best professionals and meeting 50% of the Castle Rock's requirements, it does not expect competition from local facilities, save for competing internationally to attract such clients and agents.

4.3.3 Business Participants

Permanent tented camps along with other short-term lodging in National Parks, have been a substantial part of the country's tourism business. There are several facilities in and around the National Park.

5.0 Web Plan

The company's website, will be an opportunity to offer current information and menu offerings.

5.1 Website Marketing Strategy

The website will be promoted on all the company's menus, and promo pieces. The company will link to hospitality-oriented websites and portals.

5.2 Development Requirements

The website will be initially developed with few technical resources. The company will maintain a simple, classy, yet Internet focused site.

6.0 Strategy and Implementation

The Castle Rocks' target customers are looking for a different experience. The proposed Facility will offer its customers a comfortable, congenial environment that will assure return visits. The camp pricing policy will allow a top-quality experience at an attractive and sustainable level, and offer its customers all the services they need to make their stay memorable.

6.1 SWOT Analysis

The following SWOT analysis captures the key strengths and weaknesses within the company, and describes the opportunities and threats facing the operation.

6.1.1 Strengths

- **Limited Area Access:** For many travellers, and particularly those at the high end of the market booking destinations such as Amelia's Safaris, privacy is key and a deciding factor in their vacation plans. A sense of seclusion has immeasurable value to a HNWI client – they are searching for destinations that offer both an adventure and a retreat, a sanctuary from the demanding and often hectic nature of their everyday lives. At Amelia's Safaris Castle Rock, guests will be able to enjoy access to untouched areas of the park, offering limited access traversing rights using a carefully designed road network.
- **Knowledge and Understanding of the Operating Environment:** Amelia's Safaris' shareholders have developed a comprehensive and exhaustive operating manual which will serve as an invaluable tool and guiding document for the operation of the Castle Rock.
- **Safety – Guests & Staff:** Safety and security, for both guests and staff, are absolutely pivotal and constitute a nonnegotiable component of the business. Stringent attention will be paid to these elements of the new operations during the roll out plan, in terms of staffing, equipment, and training, understanding the environment, identifying any potential threats and designing strategies to counter these.
- **A Retreat and Team Building Facility:** The operation of a Retreat and Team Building Facility open not only to tourists, but also the local community so they may better understand the long-term benefits that preserving and serving Ruaha will bring them. This will enable the camp to accommodate guests even during low seasons thus positively impacting the cash flow.

6.1.2 Weaknesses

- **Difficulty of Access:** Access into Southern Tanzania remains a challenge in terms of flight connection times and investigative marketing research has revealed that this factor

certainly plays a significant part in traveller destination selection. Amelia's Safaris will investigate potential opportunities to reduce travelling time with various air Operators. This will greatly reduce guest travel time and contribute towards enhancing occupancy figures, which in turn will generate many spin off effects for TANAPA, the Tanzanian government, local businesses, the camp and its staff, and the company.

- *No Flights to the Park in the Months of April and May:* The camp like all other camps in the park will have to close in the months of April and May as all flights to the park are cancelled during this period due to standard airline practice making the camp accessible only by road.
- *Potential Poaching Activity near the Camp Location:* Potential poaching activity near the camp location could have a possibly damaging impact upon the wildlife population and thus wildlife viewing, but this will undoubtedly be alleviated by human activity at the site.

6.1.3 Opportunities

- **Meeting Market Demands:** Market feedback has revealed that today's discerning traveller is searching for a holiday experience that offers exceptional, one-of-a-kind, nature-based encounters which are underpinned by luxury and world class hospitality standards – Castle Rock will do exactly that. A "Greener" Approach: Enhanced use of "green" technology at the new developments will serve multiple purposes: reduced impact upon the pristine environments in which the camp will operate; long term environmental and financial sustainability in terms of reduced dependence upon traditional fuels, and; marketing power in terms of responding to guest feedback which calls for today's premier hospitality operations to set the example and assume greater responsibility for the environment.
- **Recruitment and Development:** The new camp will work towards building a competent, committed, diligent and trustworthy human resource from the very outset through careful management of the recruitment process. Wherever possible, the operation would strive to employ locally however it must be noted at this point that certain job titles may well require skills not available in the Ruaha locality and to ensure the long-term success and sustainability of the business, the company will then look further afield to recruit the "right" individuals who fit the "Amelia's Safaris Way" and who will bring the necessary skills and experience to the team. This critical element of the business is discussed in further detail under Human Resources.
- **Community Outreach:** As a company, Amelia's Safaris is dedicated to the local communities near to our operations and to assisting in generating prosperity and improving lives. Amelia's Safaris will look to identify opportunities for local partnerships in the region and to develop strategies to give effect to those opportunities.

- Enhancing the product range on offer will lead to long-term benefits including visitor stay duration increase.

6.1.4 Threats

- 1. Potential Oversaturation: It is absolutely critical that the pristine nature of the Ruaha National Park be very carefully managed going forward – it is the open space, tranquility and privacy of the area that render it so appealing, particularly to the very top end of the market. These are the qualities that HNWI clients seek when considering various holiday destinations and sadly, very few such destinations remain in the world – those that do are precious and must be protected. Oversaturation such as has occurred in the Maasai Mara would have a hugely detrimental effect, jeopardising not only the natural and wildlife resources resident in the Ruaha National Park but also the “earning potential” of the area – HNWI, high-end travellers do not choose overpopulated, busy destinations and there is no doubt, and indeed a great deal of proof, that ‘low impact, high value’ tourism is of much greater value to a country or region in the long term. This is true for all players including local communities, the wildlife population, lodges and operators, and government branches – most importantly, low impact, high value tourism activity will benefit multiple generations going forward and this concept must form the cornerstone of all management principles employed in the Ruaha National Park going forward. Amelia’s Safaris looks forward to working alongside TANAPA to develop strategies that will carefully manage the influx of camps and operators into the area so that the integrity and splendour of this pristine environment can be preserved – vigilance in this regard cannot be overstated.

6.2 Marketing Strategy

The company’s promotional strategy is targeted to create maximum awareness and repeat business with the most efficient and cost-effective use of funds.

There are several hospitality associations that the facility will join. They offer a relatively inexpensive, effective advertising media. Ranging from very local to international in coverage, most include annual fees, and some require certain standards to be met to qualify membership.

Inclusion in travel guides and hotel directories is indicated as the most effective advertising tool for this industry. Advertising on the Internet is an increasingly effective tool. There are several sites that have a database of listings of accommodations in Tanzania. The new facility will constantly search for and maintain inclusion in these lists. It will also build its own promotional website referenced from these lists as well as register on all the search engines with an effective set of search terms.

Membership in international Web catalogues for the facility will put it in front of millions of computer screens on a daily basis.

Return customers and referrals constitute a valuable source of revenue in the industry. The company will encourage this by offering impeccable service and maintaining a customer database.

6.2.1 Promotion Strategy

The brochure, described earlier in this business plan, plays a pivotal role in getting the word out concerning the camping facility.

6.3 Sales Strategy

Amelia's Safaris commit to creating the best in the Ruaha National Park from the beginning. The owners plan to invest more time and money into the finer things (the extra amenities that go above and beyond those associated with the other facilities).

The facility will be booked by telephone, in person, through agents or via the company's homepage.

6.3.1 Sales Forecast

The sales forecast for the facility is based on the historical tourism industry trend in the Ruaha National Park and the following rates and occupancy assumptions:

January	February	March	April	May	June	July	August	September	October	November	December
30%	30%	30%	Closed	Closed	50%	65%	65%	65%	60%	35%	35%

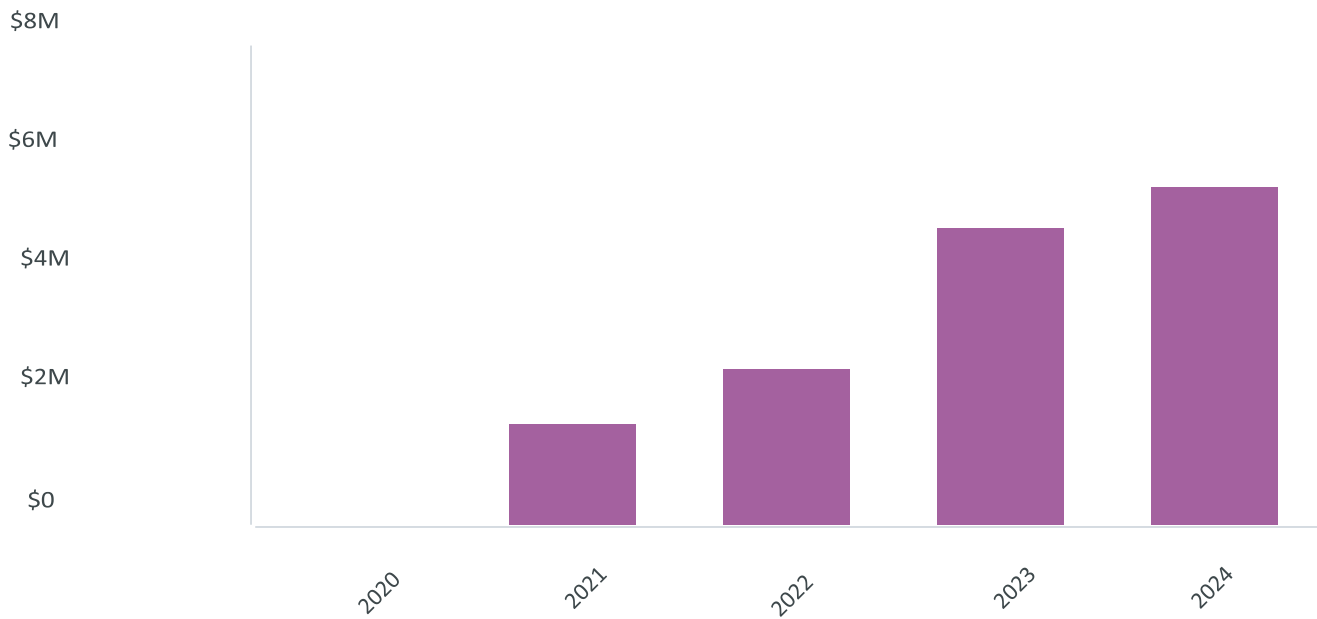
The rates to be charged will be full board per person per day and has been forecast at US\$800 per person per night. Beds in the Retreat and Team Building Facility will be charged at \$200 per night.

Projected Park Fees

	2020	2021	2022	2023	2024
Park Fees		\$78,564	\$121,269	\$210,361	\$223,602

Table: Sales Forecast

Revenue	2020	2021	2022	2023	2024
Beds		\$1,745,867	\$2,694,868	\$4,674,686	\$4,968,933
Retreat & Team Building				\$246,808	\$516,183
Exploration				\$136,960	\$234,240
Totals		\$1,745,867	\$2,694,868	\$5,058,454	\$5,719,356



6.4 Competitive Edge

The major competitive edge that The Camping Facility will emphasize is the high quality of its customer service. The company will differentiate itself through the courteousness and good people skills of the tour guides and drivers, on time pickups and drop offs, and drivers who are highly knowledgeable of the local areas. These efforts will generate good word of mouth among the targeted customer group. As the company grows, special efforts will be devoted to the customer service training of the new employees. 'The customer is always right' will be the core underlying concept of the customer philosophy of The Camping Facility.

We believe our business would stand out as unique for many reasons some of which include utilisation of currently untouched areas of the park; the operation of an educational facility open not only to tourists but also the local community so they may better understand the long term benefits that preserving and serving Ruaha will bring them.

Our plans focus not only on tourism but also the genuine partnership with the local community outside the park with sustainable and much needed coordinated projects such as vegetable farming to supply the lodges within the park, bee keeping projects to assist the fight against honey poachers, planting of sustainable charcoaling forests and fish farming etc.

6.5 Milestones

Our detailed milestones are shown in the following table and chart. The related budgets are included with the expenses shown in the projected Profit and Loss statement, which is in the financial analysis that comes in Chapter 7 of this plan.

Table: Milestones

<i>Milestones</i>					
Milestone	Start Date	End Date	Budget	Manager	Department
Project Approval	10/1/2019	1/31/2020	\$0	Admin	Admin
Construction Documents	2/1/2020	4/30/2020	\$0	Admin	Admin
Phase 1 Construction	4/1/2020	4/30/2021	\$0	Admin	Admin
Phase 2 Construction	5/1/2022	5/31/2023	\$0	Admin	Admin

7.0 Management Summary

The company intends to provide a superior synthesis of guest satisfaction and efficient operation. This synthesis will be a result of a unique operating philosophy, one that focuses on values and standards rather than rigid procedures. The owners of the facility believe that the consumer's perception of the camping product is driven by process and experience, not solely by tents, chairs and physical amenities.

Ultimately, the cornerstone of the company's approach to product delivery is an emphasis on the selection of superior individuals who, through extensive training and acculturation, become the essence of the product. In a camp, the product is inseparable from its delivery, and from the individuals who affect that delivery. Consequently, the company will devote an unparalleled amount of time and resources to the selection process, in order to assure that each individual that joins the company's team has the skills, background, and, perhaps even more importantly, the attitude, values, commitment and integrity that is reflective of the company's product.

Ultimately, the best guarantee of quality is not found in volume after volume of detailed procedures, but in individuals who understand the standard of guest interaction and product delivery that is an inextricable part of the organization, and to which they will be held accountable. It is through the internalization of values by intelligent, motivated, caring employees that consistent quality will be achieved.

7.1 Organizational Structure

DIVISION 1 OPERATIONS

P&L, budgeting, statistics, cost controls, problem resolution, bank deposits, staff meeting, desk top publishing and Website maintenance

DIVISION 2 FINANCIAL

Bookkeeper, office supplies, health benefits, word processing and data entry, weekly graphs and charts, bookkeeping accounts receivable, A/R calls at 30 days, accounts payable, daily reconciliation, employee check disbursement merchant bank card services, checking account, Telecheck, company credit card, expense account, procuring currency and coin, making change, refunds, credits, balance sheet, purchasing, income statement, word processing and data entry for all financial database & spreadsheet applications, weekly financial graphs & charts, expenditure reports and cost % reports

DIVISION 3 HUMAN RESOURCES

Personnel first interviews, final interviews, hiring, job descriptions, employee handbooks, orientation, ethics & mediation, notices/reprimands, incident reports, timecards and terminations.

DIVISION 4 SALES

Marketing goals, new telephone contacts, new personal contacts, appointments, personal follow up, contract transcripts, other sales and marketing, sales leads for group promotions, banquets and mailing lists

DIVISION 5 KITCHEN

Customer satisfaction, setting goals, cooking; food quality, plate presentation, pantry operations, menus, merchandising, small wares, new recipes, inventory, maintenance, dishwashing, laundry, purchase requests, banquet scheduling, set up & tear down, decorating and off-premise catering.

Food (quality, presentation, handling, storage); Sanitation, safety, chemical storage and handling. FIXES all quality shortcomings.

DIVISION 6 BEVERAGE OPERATIONS

Liquor bureau compliance, wine seminars, beer, wine, spirits, mixers and peripherals, glassware, recipes, inventory, entertainment, bartenders and security,

DIVISION 7 QUALITY CONTROL

Dining room, employee scheduling, MSDS & Hazcom binders, lockout tag-out, blood borne pathogens, statistics, continuing education, customer service, inventory, repairs, safety binders, first aid and daily log

DIVISION 8 ADVERTISING

Promotions, trade shows, signage, public relations, community relations, charitable donations, press releases, purchasing requests, barter/trade-out, dissemination of printed materials, direct mail, newsletter, copy for print, radio and television spots, vintner dinners and chef exhibitions

7.2 Personnel Plan

Customer service is paramount in the tour business and the business plan for the proposed camping facility. The management team will accomplish this goal by targeting employees

who are willing to be trained and by providing encouragement and employee incentive programs.

The Personnel Plan reflects how the company intends to utilize its peoples' assets. Most of them will be cross trained and the management team of Amelia's Safaris believes that an employee who is happy at work will enjoy working. It is always easier to please customers with a staff that cares, a facility that is clean and equipment that is kept in proper working order.

Personnel	2020	2021	2022	2023	2024
Head Count	0	32	32	63	63
Personnel Expenses		\$77,056	\$105,312	\$163,508	\$208,273
Salaries and Wages		\$67,005	\$91,576	\$142,181	\$181,107
2 x Chef		\$5,130	\$7,011	\$7,186	\$7,366
2 x Sous Chef		\$2,790	\$3,813	\$3,908	\$4,006
5 x Butler/Bar Attendants		\$7,875	\$10,763	\$11,032	\$11,307
4 x Room Attendants		\$4,860	\$6,642	\$6,808	\$6,978
4 x Kitchen Hands/General Workers		\$4,860	\$6,642	\$6,808	\$6,978
4 x Security Guards		\$4,860	\$6,642	\$6,808	\$6,978
2 x Driver/Mechanic		\$3,600	\$4,920	\$5,043	\$5,169
2 x General Maintenance		\$1,215	\$1,661	\$1,702	\$1,745
1 x Administration Assistant		\$3,555	\$4,859	\$4,980	\$5,104
1 x Camp Manager		\$7,875	\$10,763	\$11,032	\$11,307
1 x Camp Assistant Manager		\$4,725	\$6,458	\$6,619	\$6,784
4 x Guides		\$15,660	\$21,402	\$21,937	\$22,485
Phase 2: 2 x Chef				\$4,192	\$7,366
Phase 2: 2 x Sous Chef				\$2,280	\$4,006
Phase 2: 5 x Butler/Bar Attendants				\$6,435	\$11,307
Phase 2: 4 x Room Attendants				\$3,971	\$6,978
Phase 2: 4 x Kitchen Hands/General Workers				\$3,971	\$6,978
Phase 2: 4 x Security Guards				\$3,971	\$6,978
Phase 2: 2 x Driver/Mechanic				\$2,942	\$5,169
Phase 2: 2 x General Maintenance				\$993	\$1,745
Phase 2: 1 x Administrative Assistant				\$2,905	\$5,104
Phase 2: 4 x Guides				\$12,797	\$22,485
Employee-Related Expenses		\$10,051	\$13,736	\$21,327	\$27,166
Totals		\$77,056	\$105,312	\$163,508	\$208,273

8.0 Financial Plan

The following sections will outline the Financial Plan of the project.

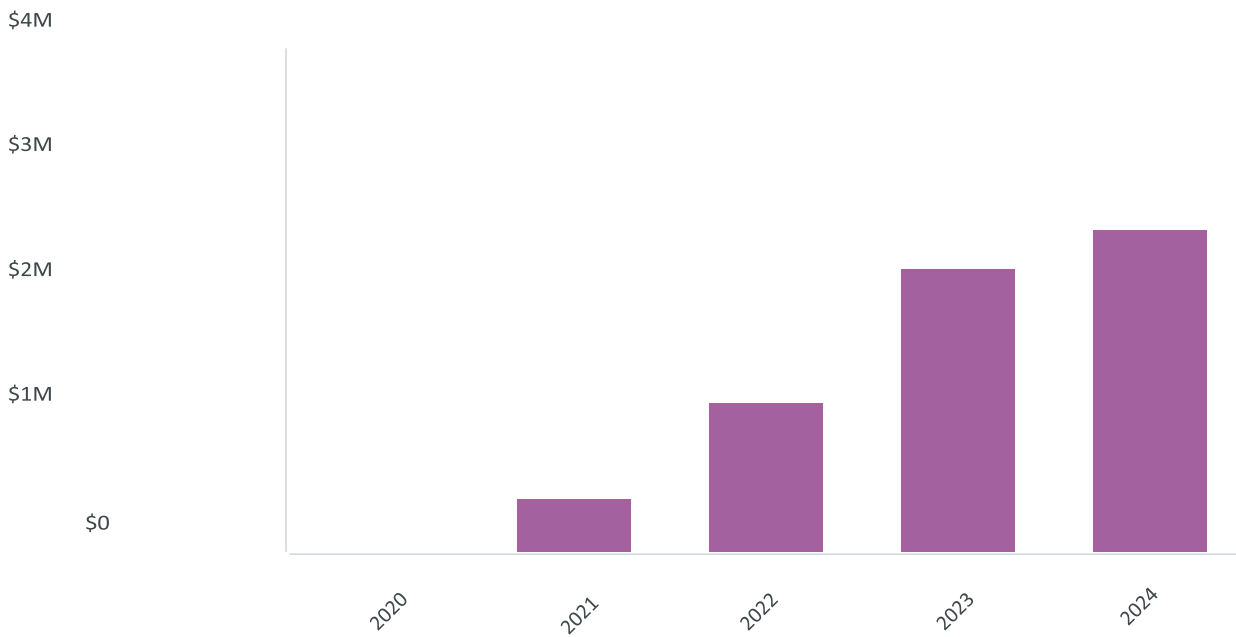
8.1 Start-up Funding

Total start-up expenses and assets required will be funded as shown in the Start-up Funding table, below.

Direct Costs	
Start-up Expenses to Fund	\$30,000
Start-up Assets to Fund	\$999,685
Total Funding Required	\$1,029,685
Assets	
Non-cash Assets from Start-up	\$974,685
Cash Requirements from Start-up	\$25,000
Cash Balance on Starting Date	\$25,000
Total Assets	\$999,685
Liabilities and Capital	
Liabilities	
Total Liabilities	\$0
Capital	
Planned Investment	
Owner	\$1,029,685
Total Planned Investment	\$1,029,685
Loss at Start-up (Start-up Expenses)	(\$30,000)
Total Capital	\$999,685
Total Capital and Liabilities	\$999,685
Total Funding	\$1,029,685

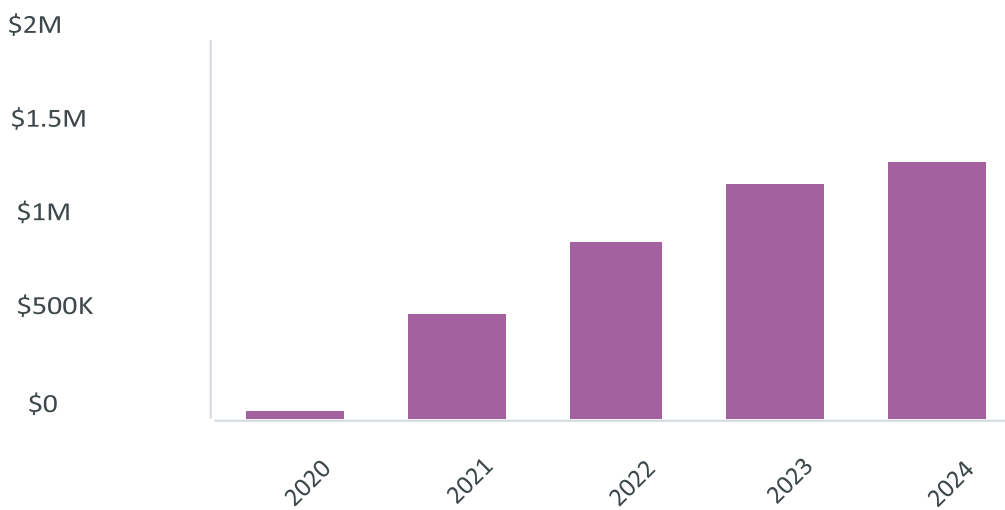
8.2 Direct Costs

Direct Costs	2020	2021	2022	2023	2024
Guest Expenses		\$254,606	\$673,717	\$1,264,613	\$1,429,839
Agency Fees		\$203,684	\$538,974	\$1,011,691	\$1,143,871
Totals		\$458,290	\$1,212,691	\$2,276,304	\$2,573,710



8.3 Expenses

Expenses	2020	2021	2022	2023	2024
Concession Fees		\$78,564	\$121,269	\$210,361	\$223,602
Insurance & Professional Fees		\$26,255	\$44,366	\$51,571	\$54,745
Reserve for Replacement		\$80,784	\$136,512	\$158,680	\$168,446
Administrative & General		\$155,509	\$262,786	\$305,459	\$324,259
Marketing		\$10,184	\$26,949	\$50,584	\$57,194
Property & Vehicle Operation & Maintenance		\$151,470	\$255,960	\$297,525	\$315,837
Management		\$60,588	\$102,384	\$119,010	\$126,335
Exploration Tours Running Costs	\$0			\$54,784	\$93,696
Initial Legal & Consultancy Fees	\$25,000				
Application & EIA Fees	\$25,000				
Rent	\$6,400	\$9,600	\$9,600	\$9,600	\$9,600
Totals	\$56,400	\$572,954	\$959,826	\$1,257,574	\$1,373,714



8.4 Assets

Excluding cash, accounts receivable, etc.

Assets	2020	2021	2022	2023	2024
Long-term assets	\$427,750	\$829,685	\$793,685	\$1,442,018	\$1,374,352
Phase 1: Tents x 6	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000
Phase 1: Family House with 4 Rooms	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000
Phase 1: One Star Room		\$15,000	\$15,000	\$15,000	\$15,000
Phase 1: Main Area	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Phase 1: Pool Area		\$36,000	\$36,000	\$36,000	\$36,000
Phase 1: Kitchen & Stores		\$51,935	\$51,935	\$51,935	\$51,935
Phase 1: Staff Quarters	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
Phase 1: Workshops	\$24,750	\$24,750	\$24,750	\$24,750	\$24,750
Phase 1: Supply Truck x 1	\$27,000	\$24,000	\$21,000	\$18,000	\$15,000
Phase 1: Staff Vehicle x 1	\$27,000	\$24,000	\$21,000	\$18,000	\$15,000
Phase 1: Tour Vehicles x 4		\$220,000	\$196,000	\$172,000	\$148,000
Phase 1: Furniture & Equipment		\$56,667	\$52,667	\$48,667	\$44,667
Phase 1: Soft Furnishing		\$28,333	\$26,333	\$24,333	\$22,333
Phase 2: Retreat & Team Building Facility				\$100,000	\$100,000
Phase 2: Staff Quarters				\$85,000	\$85,000
Phase 2: Tents x 3				\$84,000	\$84,000
Phase 2: Private Cottages				\$112,000	\$112,000
Phase 2: Exploration Vehicles x 2				\$180,000	\$160,000
Phase 2: General Support Vehicles x 2				\$72,000	\$64,000
Phase 2: Furniture & Equipment				\$28,000	\$26,000
Phase 2: Soft Furnishings				\$23,333	\$21,667

8.5 Financing

Financing	2020	2021	2022	2023	2024
Amount received	\$1,029,685			\$636,000	
Start-up Cost	\$55,000				
Phase 1: 6 Double Rooms	\$168,000				
Phase 1: One Star Room	\$15,000				
Phase 1: Family House with 4 Rooms	\$84,000				
Phase 1: Main Area	\$120,000				
Phase 1: Pool Area	\$36,000				
Phase 1: Kitchen Stores	\$51,935				
Phase 1: Staff Quarter	\$85,000				
Phase 1: Workshops	\$24,750				
Phase 1: Supply Truck x 1	\$30,000				
Phase 1: Staff Vehicle x 1	\$30,000				
Phase 1: Tour Vehicles x 4	\$240,000				
Phase 1: Soft Furnishings	\$30,000				
Phase 1: Furniture & Equipment	\$60,000				
Phase 2: Retreat & Team Building Facility x 2				\$100,000	
Phase 2: Staff Quarters				\$85,000	
Phase 2: Tents x 3				\$84,000	
Phase 2: Private Cottages x 2				\$112,000	
Phase 2: Exploration Vehicles				\$200,000	
Phase 2: Furniture & Equipment				\$30,000	
Phase 2: Soft Furnishings				\$25,000	

8.6 Projected Profit & Loss

As the Profit and Loss table shows, the company expects to continue its steady growth in profitability over the next three years of operations.

Projected Profit & Loss	2020	2021	2022	2023	2024
Revenue		\$1,745,867	\$2,694,868	\$5,058,454	\$5,719,356
Beds		\$1,745,867	\$2,694,868	\$4,674,686	\$4,968,933
Retreat & Team Building				\$246,808	\$516,183
Exploration				\$136,960	\$234,240
Direct Costs		\$458,290	\$1,212,691	\$2,276,304	\$2,573,710
Guest Expenses		\$254,606	\$673,717	\$1,264,613	\$1,429,839
Agency Fees		\$203,684	\$538,974	\$1,011,691	\$1,143,871
Gross Margin		\$1,287,577	\$1,482,177	\$2,782,150	\$3,145,646
Gross Margin %		74%	55%	55%	55%
Operating Expenses	\$56,400	\$650,010	\$1,065,138	\$1,421,083	\$1,581,986
Salaries & Wages		\$67,005	\$91,576	\$142,181	\$181,107
2 x Chef		\$5,130	\$7,011	\$7,186	\$7,366
2 x Sous Chef		\$2,790	\$3,813	\$3,908	\$4,006
5 x Butler/Bar Attendants		\$7,875	\$10,763	\$11,032	\$11,307
4 x Room Attendants		\$4,860	\$6,642	\$6,808	\$6,978
4 x Kitchen Hands/General Workers		\$4,860	\$6,642	\$6,808	\$6,978
4 x Security Guards		\$4,860	\$6,642	\$6,808	\$6,978
2 x Driver/Mechanic		\$3,600	\$4,920	\$5,043	\$5,169
2 x General Maintenance		\$1,215	\$1,661	\$1,702	\$1,745
1 x Administration Assistant		\$3,555	\$4,859	\$4,980	\$5,104
1 x Camp Manager		\$7,875	\$10,763	\$11,032	\$11,307
1 x Camp Assistant Manager		\$4,725	\$6,458	\$6,619	\$6,784
4 x Guides		\$15,660	\$21,402	\$21,937	\$22,485

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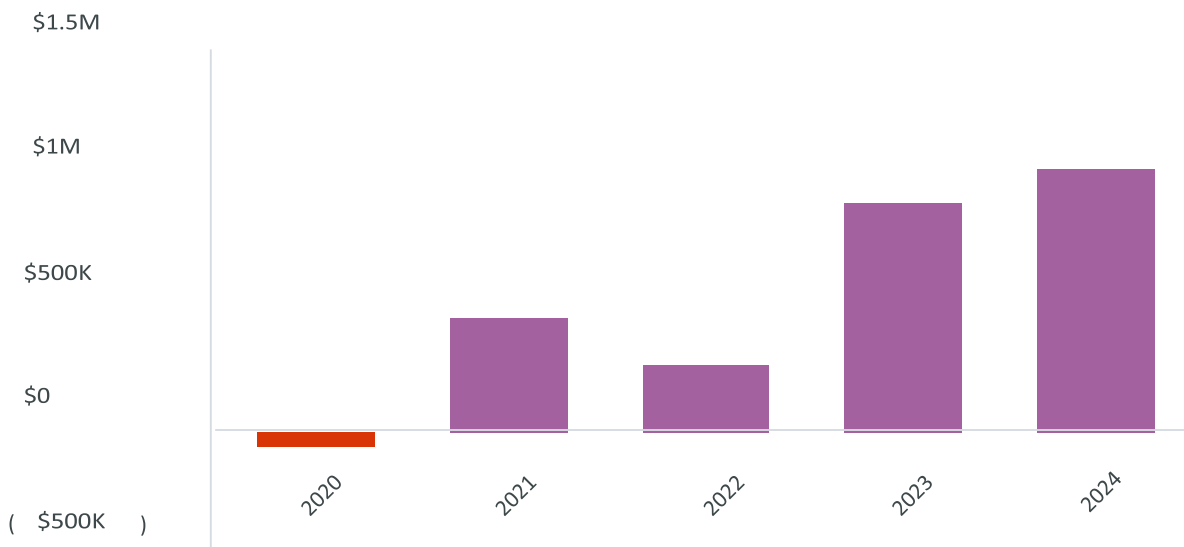
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Projected Profit & Loss	2020	2021	2022	2023	2024
Phase 2: 2 x Chef				\$4,192	\$7,366
Phase 2: 2 x Sous Chef				\$2,280	\$4,006
Phase 2: 5 x Butler/Bar Attendants				\$6,435	\$11,307
Phase 2: 4 x Room Attendants				\$3,971	\$6,978
Phase 2: 4 x Kitchen Hands/General Workers				\$3,971	\$6,978
Phase 2: 4 x Security Guards				\$3,971	\$6,978
Phase 2: 2 x Driver/Mechanic				\$2,942	\$5,169
Phase 2: 2 x General Maintenance				\$993	\$1,745
Phase 2: 1 x Administrative Assistant				\$2,905	\$5,104
Phase 2: 1 x Camp Assistant Manager				\$3,861	\$6,784
Phase 2: 4 x Guides				\$12,797	\$22,485
Employee Related Expenses		\$10,051	\$13,736	\$21,327	\$27,166
Concession Fees		\$78,564	\$121,269	\$210,361	\$223,602
Insurance		\$26,255	\$44,366	\$51,571	\$54,745
Reserve for Replacement		\$80,784	\$136,512	\$158,680	\$168,446
Administrative & General		\$155,509	\$262,786	\$305,459	\$324,259
Marketing		\$10,184	\$26,949	\$50,584	\$57,194
Property & Vehicle Operation & Maintenance		\$151,470	\$255,960	\$297,525	\$315,837
Management		\$60,588	\$102,384	\$119,010	\$126,335

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Projected Profit & Loss	2020	2021	2022	2023	2024
Exploration Tours Running Costs	\$0			\$54,784	\$93,696
Legal & Consultancy Fees	\$25,000				
Application & EIA Fees	\$25,000				
Rent	\$6,400	\$9,600	\$9,600	\$9,600	\$9,600
Operating Income	(\$56,400)	\$637,567	\$417,039	\$1,361,067	\$1,563,660
Income Taxes	\$0	\$163,250	\$114,312	\$388,020	\$448,798
Depreciation and Amortization	\$6,000	\$31,000	\$36,000	\$67,667	\$67,666
Total Expenses	\$62,400	\$1,302,550	\$2,428,141	\$4,153,073	\$4,672,162
Net Profit	(\$62,400)	\$443,317	\$266,727	\$905,381	\$1,047,194
Net Profit %		25%	10%	18%	18%



8.7 Projected Balance Sheet

The balance sheet shows healthy growth of net worth, and strong financial position.

Projected Balance Sheet	2020	2021	2022	2023	2024
Assets	\$967,285	\$1,454,884	\$1,746,326	\$3,391,587	\$4,463,888
Current Assets	\$539,535	\$625,199	\$952,641	\$1,949,568	\$3,089,537
Cash	\$539,535	\$625,199	\$952,641	\$1,949,568	\$3,089,537
Accounts Receivable		\$0	\$0	\$0	\$0
Long-Term Assets	\$427,750	\$829,685	\$793,685	\$1,442,018	\$1,374,352
Long-Term Assets	\$433,750	\$866,685	\$866,685	\$1,582,685	\$1,582,685
Accumulated Depreciation	(\$6,000)	(\$37,000)	(\$73,000)	(\$140,667)	(\$208,333)
Liabilities & Equity	\$967,285	\$1,454,884	\$1,746,326	\$3,391,587	\$4,463,888
Liabilities	\$0	\$44,282	\$68,997	\$172,877	\$197,984
Current Liabilities	\$0	\$44,282	\$68,997	\$172,877	\$197,984
Accounts Payable	\$0	\$0	\$0	\$0	\$0
Income Taxes Payable	\$0	\$18,094	\$28,574	\$97,000	\$112,194
Sales Taxes Payable		\$26,188	\$40,423	\$75,877	\$85,790
Equity	\$967,285	\$1,410,602	\$1,677,329	\$3,218,710	\$4,265,904
Paid-In Capital	\$1,029,685	\$1,029,685	\$1,029,685	\$1,665,685	\$1,665,685
Retained Earnings		(\$62,400)	\$380,917	\$647,644	\$1,553,025
Earnings	(\$62,400)	\$443,317	\$266,727	\$905,380	\$1,047,195

8.8 Projected Cash Flow

The cash flow projection shows that provisions for ongoing expenses are adequate to meet the needs of the company as the business generates sufficient cash flow to support operations.

Projected Cash Flow	2020	2021	2022	2023	2024
Net Cash from Operations	(\$56,400)	\$518,599	\$327,442	\$1,076,927	\$1,139,968
Net Profit	(\$62,400)	\$443,317	\$266,727	\$905,381	\$1,047,194
Depreciation and Amortization	\$6,000	\$31,000	\$36,000	\$67,667	\$67,667
Change in Accounts Receivable		\$0	\$0	\$0	\$0
Change in Accounts Payable	\$0	\$0	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$18,094	\$10,480	\$68,426	\$15,194
Change in Sales Tax Payable		\$26,188	\$14,235	\$35,454	\$9,913
Net Cash from Investing	(\$433,750)	(\$432,935)		(\$716,000)	
Assets Purchased or Sold	(\$433,750)	(\$432,935)		(\$716,000)	
Net Cash from Financing	\$1,029,685			\$636,000	
Investments Received	\$1,029,685			\$636,000	
Cash at Beginning of Period	\$0	\$539,535	\$625,199	\$952,641	\$1,949,568
Net Change in Cash	\$539,535	\$85,664	\$327,442	\$996,927	\$1,139,968
Cash at End of Period	\$539,535	\$625,199	\$952,641	\$1,949,568	\$3,089,537