



VL INVESTMENTS (T) LIMITED

BUSINESS PLAN

1.0 EXECUTIVE SUMMARY

VL INVESTMENTS (T) LIMITED is a newly registered business dealing with beverages processing and distribution; it was incorporated on 18th May 2021 with registration No. 151965164 expecting to officially commencing operations towards the end of the year.

The business will be positioned as local and later international through our creative approach to the company's image and detail presentation. The Company will provide a combination of excellent drinks at value pricing, with fun packaging and atmosphere, it is an answer to an increasing demand for liquor, soft drinks and others to be consumed around cities and local bars.

In today's highly competitive environment, it is becoming increasingly difficult to differentiate one product from another. Dar es Salaam is now becoming the model metropolis for Tanzania's new economic boom, with more than 2 million visitors yearly, mainly from neighboring countries (Zambia, Malawi, Congo and Zimbabwe); Dar es Salaam retail sector is the strongest in the region.

Our main priority is to produce quality and competitive beverages, preferably one competitive brand which can introduce our business in the market; later, our effort will be a further development of more products depending with market niche.

This plan is prepared to obtain a location for the initial launch of this concept, additional financing will need to be secured for setting up the best plant which is environmentally friendly and efficient. The financing, in addition to the capital contributions from shareholders, will allow the business to successfully open and expand through year two. The initial capital investment will allow us to provide our customers with a value-driven, entertaining experience through the creativity of its founders.

Our products will entice youngsters to bring their friends and family with our innovative environment, fresh-cut products, and selection of unique tests and flavors.

BUSINESS PLAN

1.1 Business objectives

- To establish a presence as a successful local beverages producer and distributing market share in Tanzania industry.
- To make VL Investments (T) Limited a destination spot for beverages.
- To expand into a number of outlets by year three, and sell the franchise to neighboring metropolitan cities, such as Kigali, Bujumbura, Kinshasa and Lusaka.

1.2 Mission

Our main goal is to be one of the most successful beverages producer in Tanzania, starting with one plant located in Dar es Salaam.

The business will strive to premier beverages brands in the local markets. We want our customers to have the total experience when testing our brands, and website as they will learn about this fascinating new "pop culture." We will sell merchandise from pre-packaged bottles and t-shirts, to potato cutters, all with our official brand attached to them.

Our main focus will be serving high-quality beverages at a great value.

1.3 Keys to success

To succeed in this business, we must:

- Create a unique, innovative, entertaining drinks that will differentiate us from the rest of the competition.
- Control costs at all times, in all areas and implement a conservative approach to growth policy. Although, we provide more than enough fund to open the best plant, we want to be on the safe side of the business.
- Sell the products that are of the highest quality, as well as keeping the customers happy with all of our product categories from drinks to store merchandising.

BUSINESS PLAN

- Provide 100% satisfaction to our customers and maintaining the level of excellent services among other competitors.
- Encourage the two most important values in beverage business: brand and image, as these two ingredients are a couple of main drivers in marketing communications.
- Get access to high-traffic shopping malls near the target market.
- Promote good values of company culture and business philosophy.

2.0 Company summary

VL Investments (T) Limited sells a variety of beverages with a choice, we use the concept of market niche, where the beverages are all made from one plant and distributed around the markets to make sure that quality can easily be controlled. Our outlets also provide excellent and friendly customer service to support the ambience of fun, energetic and youthful lifestyle.

Youthful and fresh surroundings

We will imitate successful establishments, such as Jamba Juice and Starbucks, which represent the majority of our core target market, between 18 to 35 years of age. Our store will feature display of our featured beverages. Our customers will also be able to read our in-house brochures in regards to all knowledge about the beverages we offer. Our store will be decorated with beverages setting, such as a bright counter and display on the wall.

Quality

Each outlet will offer nothing but freshly produced soft drinks, liquor and variety of unique blend cocktails, all served with old-fashioned home-style care.

Open every day

Our outlets are open 24 hours.

BUSINESS PLAN

2.1 Company ownership

VL Investments (T) Limited is a privately-owned company. It is registered as a limited company which 1,000 shares owned by Veeraswamy Vemula and other 1,000 shares owned by Srinivasa Rao Vemula. Both shareholders have enough experience to take the business to the next level.

2.2 Startup summary

We will have both agency relationship and whole sale mode of selling of the products. We will not go and compete in retail market rather we will sale to whole sellers who will sell to retailers in a prescribed price.

We will market our products in our cost so that we make it easier for wholesalers to meet the market, we will make sure they focus on selling and not looking for markets.

Company location and facilities

The plant will be located around Dar es Salaam in the outskirts of Kinondoni at Tegeta. Kinondoni is the heart of the business around Dar Es Salaam, where we feel fit for the business growth.

Products

We want to concentrate on producing and selling liquor, and later on we will engage on lesser strong drinks like wines, water and other soft beverages. Despite us having to know what to produce and sell, the market will definitely determine which way is best for us to go.

2.3 Competitive comparison

We expect our products to have several leading advantages over our competitors:

- Unique “fusion” concept of different taste of flavors and aroma which has been tested in different markets and proven to be highly customers in demand product.
- We expect a high degree of enthusiasm and offer a fun store with friendly staff, that reflects the company’s youthful and energetic culture.
- Supporting merchandise items that support the company’s brand building.
- Our innovative packaging will be more entertaining than our competitors; a single short will quench once thirsty.

BUSINESS PLAN

Sales literature

The business will use advertising and sales programs to get the word out to customers.

- 10,000 color brochures to be distributed throughout bars, liquor stores, malls, super and mini markets and our stationed outlets.
- Half page magazines reviews in Tanzania lifestyle magazines that advertise the presence of our products.

Sourcing

Beverages will be delivered everyday depending on the demand by our distributors from the factory around the country. We will incorporate more distributors to allow us to reach out to more customers as demand rise up.

2.0 Market analysis summary

Consumer expenditures for beverages rose during the end of the year 2000, followed by the tremendous growth of Tanzania's economy. The increasing number of new establishments such as franchises, fancy restaurants and gourmet bars around Dar es Salaam has shown a significant growth in this sector. Food spending is around 56% of total consumer expenditures in Tanzania, and consumer spending on leisure and recreation made up of 13% of total consumer spending.

A much broader appeal exists for weekend slots because those are the days when most of our core target market enjoys the bars, clubs and restaurants going activities.

- Age - Youngsters, single, currently enrolled in college and high school.
- Family unit - We will also appeal to families (young families) with children.
- Gender - We will target both sexes, with a slight skew for male's due to their lower attention to dietary concerns.
- Income - We will appeal to the medium income individuals and to all in the lower medium income bracket.

BUSINESS PLAN

Our concept will have very broad appeal. It is our goal to be the hip destination for liquor stores.

According to a recent public survey of people 15 - 45 years old, 80% of those interviewed are liquor and beer consumers. 90% of them take alcohol on a regular basis, and 10% of them claimed that they take alcohol "very much," or "love" liquor. The survey also provided the following particular reasons for the increasing popularity of liquor:

- People have 52 weekends and several public holidays a year, Tanzanians weekend start on Thursday and ends Sunday, that make city dwellers especially middle-class income earners spend most of their weekend in bars and restaurants where they most take liquor and beer and other drinks. Ordinary people who don't have defined life style and jobs take liquor on daily basis and these are the majority.

2.1 Market segmentation

We are targeting young customers as our primary market. Streets like Masaki, Oyster bay and Mbezi beach is the place to meet and hang out after school. Due to heavy extra-curricular activities among the youth, it is common for high schoolers to have joints of liquor inside bars and restaurants, and not at home. They tend to flock to joints inside shopping malls around the city.

Our secondary market segment is the "Working Tanzanians." With so many bars and restaurants in the vicinity and around the city attracts revelers to come together for a drink.

2.2 Target market segment strategy

The business intends to cater to the bulk of teenagers and youngsters in Tanzania. We have chosen this group for several important reasons. It is our goal to be "the extraordinary upcoming working class because the majority of Tanzanians are teenagers and we believe that the age group from 15 to 25 is the primary age where brand building efforts could take place. They are on limited or fixed incomes and seek a value/price relationship that will not stretch their budgets.

Our secondary target is between the ages of 25 and 37, which are a heavy lounge/restaurant user group. They are more flexible in budgets and seek more than a value/price relationship. As people increase their income, spending on luxury goes higher as well.

BUSINESS PLAN

2.3 Market needs

VL Investments (T) Limited sees the targeted market group as having many locals who love to drink locally produced liquors. A recent Consumer Trend and Analysis by Euro monitor identified the following needs among target markets around the globe. Our core group:

- Wants variety and flavor in liquor.
- Looks for speed of service.
- Wants an entertaining and fun experience.
- Insists upon a clean, friendly, and attractive environment.
- Adopts a global lifestyle.
- Is computer literate.
- Enjoys eating and drinking out.
- Has an active lifestyle.
- Comes from various ethnic backgrounds.

According to unofficial reports, liquor and other beverages are the second largest commodity imported in the country, valuing almost USD \$13 million per annum. This is caused by the increasingly younger demographic and rising incomes throughout Tanzania that have led to lifestyle changes that are influencing consumer purchases, liquor, and entertainment choices. Some changes taking place include a larger professional class with more working women, which means greater disposable incomes.

2.4 Market trends

In the past, Tanzanians preferred western chain restaurants and bars. This was the time when Elements, George and Dragons, Maison were dominating most of the chains. But the trend seems to have shifted in the last decade, with the success of the locally grown brands, such as Samaki Samaki and Breakpoint bars. Many of these local brands grew to become giants that dominate the city of Dar es Salaam.

The key to success for these foreign chains was mainly due to the popularity of Tanzania as tourist destination for these countries. Tourists are the strongest "buzzer." Usually after they went back from vacationing in Tanzania, they told friends and families about new things in Tanzania, including new shopping malls, new boutiques, new restaurants, and new fast food joints.

BUSINESS PLAN

The fascination of Europeans tourists coming to Tanzania has positioned the city itself as an aspiration to modern life in the city.

Many local entrepreneurs camouflaged their retail stores as an international brand in accordance to what they sell. For instance, there is a local entrepreneur who created a Tanzanian name to sell Tanzania liquor brands, this helps to fasten our local brands sales.

2.5 Industry analysis

Despite the prolonged effects of the African Economic sluggish growth followed by political turmoil around our neighbors like Kenya, Rwanda, Burundi and Congo, Tanzania produce witnessed growth over 2000/2015 at 4 - 5% in terms of units and transaction. Much of this growth was contributed by the political and social stability of our country, cafes/bars, fast food, and liquor retail sectors, whose wide appeal amongst a young population, for whom time is of a premium, led to high levels of growth. This growth is underpinned by market demand and lifestyle changes, such as seeing drinking out as part of trendy lifestyle.

Entry of major multi-national liquor service operators into major shopping destination in the late 1990s until the 2000s led to growth in competition in the marketplace, mainly from local products. This stimulated the rise in the number of liquor producers, both of international and local, that started in the early 2000s. Although there was a slowdown during the economic crisis in 1998, the beverage service industry recovered faster than others, particularly during 2000 and 2001. Recent bombing tragedies have also proven that negative effects on this sector are moderately short-term.

Franchising became popular in the liquor production industry through the introduction and entry of multi-national brands, primarily South Africans owned brands and some of the European brands.

2.6 Competition and buying patterns

The competition in this arena is the fiercest in all other metropolitan areas in Tanzania, the real competition is paused by illegal entrance of counterfeited products from neighboring countries through our borders. This makes the business less competitive because the prices are compromised to the not up standards products entering our markets. Dar es Salaam is less compact city, but has a lot to offer.

BUSINESS PLAN

Usually there are a minimum of two of the same outlets within a radius of less than a kilometer. It is quite common for retailers to implement this kind of strategy, due to the high volume of people strolling around the main area of Masaki.

Another reason is because many retailers do not want to lose sales opportunity, as the competitors are offering substitutions and similar product categories. This phenomenon has made Dar es Salaam the best place for liquor joints

3.0 Strategy and implementation summary

At first, we will sell to whole sellers around the city, we will market in most bars, clubs and restaurants to make customers aware of our products. This will become our "market testing area," and as we go further, we are planning to open a sell point to discourage customers coming to a production area. We will definitely supply directly to whole sellers and establish a sales point at the same time so that for those who couldn't reach out, they can come themselves and buy. In attracting customers to try our liquor, we will provide an on-sale testing place, so that people will see how we are committed to save them with best and competitive products.

3.1 Competitive edge

- Our unique brands with local and international taste into one fusion.
- Enthusiastic and friendly staff.
- Supporting merchandise items that support company's brand building.
- Our beverages are made 100% local.
- Innovative packaging will position us at the same level with foreign brands.

3.2 Marketing strategy

Our strategy is based on serving our markets well. We will start our first outlet as a "market tester" that could become a model of the expanding number of outlets in the future. Concentration will be on maintaining quality and establishing a strong identity in the local market.

A combination of local media and local store marketing programs will be utilized at each location. Local store marketing is most effective, followed by print ad.

BUSINESS PLAN

As soon as a concentration of stores is established in a market, then broader media will be explored. We believe, however, that the best form of advertising is still "buzz." By providing a fun and energetic environment, with unbeatable quality at an acceptable price in a clean and friendly outlet, we will be the talk of the town. Therefore, the execution of our concept is the most critical element of our plan. We will actively build our brand, through the selling of supporting materials, such as merchandise, promotional items and other marketing gimmicks similar to those of other.

3.3 Brand challenges

VL Investments (T) Limited establish a distinct brand to stand out from the other western-style. Our logo is distinct as fresh, energetic and playful with color elements that are eye catching.

- Product names are geared toward the target market (teens), with items such as "Frenzy S3" and "Uber S3" which are fun and easy to remember.

3.4 Marketing programs

We will deploy three different marketing tactics to increase customer awareness of liquor. Our most important tactic will be "word-of-mouth" and in-store marketing. This will be by far the cheapest and most effective of our marketing programs because of the high traffic in targeted shopping locations.

The second tactic will be local store marketing. These will be low-budget plans that will provide community support and awareness of our facility. The last marketing effort will be utilizing local media. Although, this will be the costliest, this tactic will be used sparingly as a supplement where necessary.

- **In-Store Marketing**
 - In-store brochures containing our concept and philosophy.
 - Wall posters.
 - Design concept.
 - In-store viewing of making fries process from cutting to frying.
 - Standing signage inside malls' lobby/aisle.
 - Outdoor signage (if possible).
 - Grand opening promotion.

BUSINESS PLAN

- Party catering.
- Merchandising items.

- **Local Store Marketing**
 - Brochures.
 - Free occasional t-shirts at local stores events.

- **Local Media**
 - Direct mail piece – containing brochures sent to surrounding addresses.
 - Web page – containing company philosophy, history and news.
 - Local magazines that target our core customers, such as Free! Magazine.
 - Newspaper campaign – placing several large ads throughout the month to explain our concept to the local area.

3.5 Positioning statement

Our main focus in marketing will be to increase customer awareness in the surrounding community. We will direct all of our tactics and programs toward the goal of explaining who we are and what we are all about. We will price our products fairly, keep our standards high, and execute the concept so that “word-of-mouth” will be our main marketing force.

3.6 Sales strategy

The sales strategy is to build and open new locations in order to increase revenue. However, this plan will be implemented when the one "market tester" outlet showed potential growth. As each individual location will continue to build its local customer base over the first three years of operation, the goal of each store is S\$104,250 in annual sales, with the original flagship store expected to earn almost \$200,000 per year.

BUSINESS PLAN

3.7 Sales forecast

We anticipate the highest peak on the months of November and December in our sales forecast, due to the holiday seasons.

4.0 Management summary

The initial management team depends on the founders themselves, with little back-up. As we grow, we will take on additional help in certain key areas. Part of our basic philosophy will be able to run our executive management as a "knowledge sharing" fellowship. We will not add additional overhead until absolutely necessary. This will mean that the initial staff support team will have to work extra. By doing this, we will keep our overhead as low as possible, allowing us to adequately staff our outlets. This will also allow us and future business partners to recoup investments as quickly as possible and enjoy a higher return.

At present time, the business is being owned by its 2 founders. Others that have helped on the development of this business venture will be offered an opportunity to grow together with the company at the appropriate time, and when the time comes, the 2 founders' share will be consolidated as one entity.

4.1 Management team

VL Investments (T) Limited is currently the creative idea of its two founders. As the company is small in nature, it only requires a simple organizational structure. Implementation of this organization form calls for all four individuals to make all major management decisions in addition to monitoring all other business activities. As we expand into multiple locations, each location will have a primary site manager.

4.5 Organization structure

Future organizational structure will include a director of store operations when the store locations exceed four units. We hope that this individual will come out of the ranks of our stores' management. This will provide a supervisory level between the executive level and the store management level.

BUSINESS PLAN

4.6 Financial plan

4.6.1 Sales forecast

The company is now privately held by VenkataReddy Thanuboddi and Indu Kayyara Krishnakutty. Future shares will be offered after two consecutive years of operating in Tanzania. Currently, the company is owned by the original 2 founders as mentioned here above, who each will contribute Tshs 90,000,000 for amount of share equal to 90% and the later will contribute Tshs 10,000,000 for 10% shares. This will more than cover start-up requirements, and provide the business with a cash cushion to use for expansion over the first three years.

Our sales forecast has been established based on the nature of the market for this type of business and capital invested by the shareholders. We expect our sales to be 240 million in the first year of operations and rise up to 564 million in the fifth year (*consider the attachment for projected cash flows*). Thereafter, we expect to have a stable and steady growth depending on the market competition and economic growth in the country.

Net cash inflows are expected to be 319 million in the first year of operations regardless of cash inflows to be 240 million only, there was also effect of capital induction sum of 249 in the first year which total 449 million cash inflows in the first year and 275 million in the fifth year of operations, we have considered global economic growth which is going to affect directly and indirectly our cash flows.

4.6.2 Expenses budget

Most of the outflows in the first year of operations will be investment, the company has already spent a sum of 70 million on machinery and 12 million on premises to put machines. We expect to spent 96 million in the first year on raw materials and another 20 million on marketing; at the same time, we will spend 60 million on other administrative expenses like insurance expenses, rent, salaries and wages, stationery and postage, repair and maintenance etc.

BUSINESS PLAN

4.6.3 Income projections

We expect an average profit growth of 15% from the first year to the second and likewise to the other years to come. Our net profit is expected to be 60 million in the first year and 200 million in the fifth year, while we expect to cut down variable cost by 3 to 5 percent in the first five years.

4.6.4 Break-even analysis

Our break-even analysis shows that we need unit sales over Tshs 20 million per month to break even. We expect the business to break even in the third year of operations, this will be achieved when we manage to maintain fixed costs and cut down variable costs to the lowest possible. We expect our assets to be able to operate without breakdown for at least ten years consecutively.

4.7 investment plan

Any business venture is associated with investment, an investment concerns a long-term commitment of financial funds in material and immaterial assets. As we have indicated here above, initial capital is around 150 million by which we have already spent 70 million on machinery, we will also add 80 million from the shareholders as operating costs.

In the first three years, we don't expect to draw anything from the business as it is in an infant stage. We will retain most of the income to refinance the business until we are comfortable that the business is stable enough to take care of itself.

5.0 Conclusion

This is a plan which will have to be implemented in a really business environment, it is our expectation that if this plan is diligently implemented with high commitment then we expect results to be the way portrayed and even more. Likewise, we are flexible when encountering challenges, we adapt new challenges, that will include going against the written plan.