



Business Plan

2022

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TABLE OF CONTENTS

| | |
|--|-------------------------------------|
| Statement of Confidentiality | 0 |
| 1.0 COMPANY OVERVIEW | 3 |
| 1.1 Vision & Mission..... | 3 |
| 1.1.1 Vision towards the client..... | 3 |
| 1.1.2 Our Mission towards clients | 3 |
| 1.1.3 Vision towards the Airline partner..... | 3 |
| 1.1.4 Vision towards the Country | 3 |
| 1.2 Value of the BLUEBERRY VOYAGE LIMITED..... | 4 |
| 1.3 Products and Services | 4 |
| 1.4 Our Network | Error! Bookmark not defined. |
| 1.5 Shareholding Structure..... | 5 |
| 2.0 PROJECT TANZANIA-COUNTRY PROFILE | 5 |
| 3.0 PROJECT CONCEPT | 5 |
| 4.0 SERVICE PROCESS FLOW | 8 |
| 5.0 VALUE ADDED SERVICES | 10 |
| 6.0 BUSINESS STRATEGY | 11 |
| 6.1 The Five Forces..... | 12 |
| 6.2 Players in the industry-Dar Es Salaam..... | 13 |
| 6.3 Customers | 13 |
| 7.0 MARKET ANALYSIS | 14 |
| 7.1 Market Trends..... | 14 |
| 7.2 Our Target Market | 15 |
| 7.3 Our Competitive Advantage | 16 |
| 8.0 SALES AND MARKETING STRATEGY | 17 |
| 8.1 Sources of Income..... | 18 |
| 8.2 Our Pricing Strategy | 19 |
| 8.3 Payment Options..... | 20 |
| 8.4 Publicity and Advertising Strategy | 20 |
| 9.0 MANAGEMENT AND STAFFING | Error! Bookmark not defined. |
| 9.1 Business Structure..... | 21 |
| 9.2 Roles and Responsibilities | 22 |

| | | |
|-------|---|----|
| 9.3 | High Level Blueberry Organogram | 25 |
| 9.4 | Human Resource Strategy..... | 25 |
| 9.4.1 | Core Talents | 25 |
| 9.4.2 | Training..... | 25 |
| 9.4.3 | Supporting Local..... | 25 |
| 10.0 | FINANCIAL PROJECTIONS..... | 26 |
| 10.1 | Pro-forma Profit & Loss Statement | 28 |
| 10.2 | Pro-Forma Balance Sheet..... | 29 |
| | Appendix..... | 31 |
| i. | Milestones..... | 32 |
| ii. | Partners – Hotel Chains & Airlines..... | 33 |

1.0 COMPANY OVERVIEW

BLUEBERRY VOYAGE LIMITED, is a new company incorporated in Tanzania with certificate of incorporation No. 156852961 dated 19th July 2022, the company plans to offer a full range of Travel Management Services in both Corporate and Leisure Travel. The head office of the company will be based in Dar as salaam and will have a satellite office in the cities of Arusha, Mwanza and Zanzibar.

Our Philosophy is to focus on offering a comprehensive and extensive range of services which deliver strategic value, innovative technology and true Travel consulting. With our professionals incited professional state-of-the-art, and state of the art technology, Blueberry Voyage Limited is equipped to address all possible travel needs of both Business and Leisure Travelers.

1.1 Vision & Mission

1.1.1 Vision towards the client

To be the best service provider in the travel management business by providing dedicated services to our clients. We envision to build a travels and tours agency brand that will become the number one choice for both individual clients and corporate clients in the whole of Africa. Our vision reflects our values: integrity, service, excellence and teamwork.

1.1.2 Our Mission towards clients

To Achieve customer satisfaction through excellence & exceeds expectation through continuous improvement.

1.1.3 Vision towards the Airline partner

To be the best seller of Airline products by adopting the most enhanced marketing strategies and be their potential partner

1.1.4 Vision towards the Country

To bring tourists from every corner of the world and promoting attractions worldwide. To provide medical facilities at very reasonable cost to patients

1.2 Value of the BLUEBERRY VOYAGE LIMITED

The agency is going to co-operate with two other businesses. With these two co-operators the agency wants to share a huge success in the Tourism and Service market. The business is looking forward to work together with these companies because they almost have the same philosophy as the agency.

What is important for the agency is that they keep a friendly, work-climate, and that the people stay behind their idea namely to make the world more environment friendly. The agency wants to share their business vision with their clients. The agency promises their clients that the guided tours won't destroy the nature. And the food the hotels will serve is free of any preserving substances and poison substances. The agency wants to bring people and nature closer to each other. The agency's philosophy and slogan is: "You're Travel Companion!"

1.3 Products and Services

- ❖ **Tour Packages:** - Our Passionate team works to suggest to you best holiday destinations.
- ❖ **Flight Tickets:** - Blueberry will offer more than 250 airlines to corporations and traders.
- ❖ **Hotel Bookings:** - Blueberry has a network of 90,000 hotels.
- ❖ **Business Conference:** - Our dynamic team is capable of organizing business events.
- ❖ **Car Rental:** - Various vehicles can be offered to tourists.
- ❖ **Medical Tourism:** - Blueberry will assist patients to get treatment at reasonable costs.
- ❖ **Educational Tourism:** - Our team will assist students to get education from India.
- ❖ **Visa Assistance:** - We can assist travellers for visa and their requirements.

1.4 . Shareholding Structure

| No. | Shareholder Name | Nationality | Percentage Shareholding |
|-----|-----------------------------------|-------------|-------------------------|
| 1. | KAHTAN ABDULLAH KAHTAN | TANZANIAN | 90 % |
| 2. | SAFIYA AHMED OMAR | TANZANIAN | 10 % |

2.0 PROJECT TANZANIA -COUNTRY PROFILE

Tanzania), officially the **United Republic of Tanzania** (Swahili: *Jamhuri ya Muungano wa Tanzania*), is a country in East Africa within the African Great Lakes region. It borders Uganda to the north; Kenya to the northeast; Comoro Islands and the Indian Ocean to the east; Mozambique and Malawi to the south; Zambia to the southwest; and Rwanda, Burundi, and the Democratic Republic of the Congo to the west. Mount Kilimanjaro, Africa's highest mountain, is in northeastern Tanzania.

Many important hominid fossils have been found in Tanzania, such as 6-million-year-old Pliocene hominid fossils. The genus *Australopithecus* ranged across Africa between 4 and 2 million years ago, and the oldest remains of the genus *Homo* are found near Lake Olduvai. Following the rise of *Homo erectus* 1.8 million years ago, humanity spread all over the Old World, and later in the New World and Australia under the species *Homo sapiens*. *H. sapiens* also overtook Africa and absorbed the older species of humanity.

Later in the Stone and Bronze Age, prehistoric migrations into Tanzania included Southern Cushitic speakers who moved south from present-day Ethiopia;^[11] Eastern Cushitic people who moved into Tanzania from north of Lake Turkana about 2,000 and 4,000 years ago;^[11] and the Southern Nilotes, including the Datoog, who originated from the present-day South Sudan–Ethiopia border region between 2,900 and 2,400 years ago.^{[11]:page}

¹⁸These movements took place at about the same time as the settlement of the Mashariki

Bantu from West Africa in the Lake Victoria and Lake Tanganyika areas. They subsequently migrated across the rest of Tanzania between 2,300 and 1,700 years ago.^{[11][12]}

German rule began in mainland Tanzania during the late 19th century when Germany formed German East Africa. This was followed by British rule after World War I. The mainland was governed as Tanganyika, with the Zanzibar Archipelago remaining a separate colonial jurisdiction. Following their respective independence in 1961 and 1963, the two entities merged in 1964 to form the United Republic of Tanzania.^[13] The countries had joined the British Commonwealth in 1961 and Tanzania is still a member of the Commonwealth as one republic.^[14]

The United Nations estimated Tanzania's population at 63.59 million, which is slightly smaller than South Africa and makes it the second-most populous country located entirely south of the Equator. The population is composed of about 120 ethnic,^[15] linguistic, and religious groups. The sovereign state of Tanzania is a presidential constitutional republic and since 1996 its official capital city has been Dodoma where the president's office, the National Assembly, and all government ministries are located.^[16] Dar es Salaam, the former capital, retains most government offices and is the country's largest city, principal port, and leading commercial center. Tanzania is a *de facto* one-party state with the democratic socialist Chama Cha Mapinduzi party in power.

Tanzania is mountainous and densely forested in the north-east, where Mount Kilimanjaro is located. Three of Africa's Great Lakes are partly within Tanzania. To the north and west lie Lake Victoria, Africa's largest lake, and Lake Tanganyika, the continent's deepest lake, known for its unique species of fish. To the south lies Lake Malawi. The eastern shore is hot and humid, with the Zanzibar Archipelago just offshore. The Menai Bay Conservation Area is Zanzibar's largest marine protected area. The Kalambo Falls, located on the Kalambo River at the Zambian border, is the second-highest uninterrupted waterfall in Africa.^[19]

Christianity is the largest religion in Tanzania, but there are also substantial Muslim and Animist minorities.^[20] Over 100 different languages are spoken in Tanzania, making it the most linguistically diverse country in East Africa.^[21] The country does not have a *de jure* official language, although the national language is Swahili. Swahili is used in parliamentary debate, in the lower courts, and as a medium of instruction in primary school. English is used in foreign trade, in diplomacy, in higher courts, and as a medium of instruction in secondary and higher education;^[21] although the Tanzanian government is planning to discontinue English as the primary language of instruction, it will be available as an optional course. Approximately 10% of Tanzanians speak Swahili as a first language, and up to 90% speak it as a second language.



PROJECT CONCEPT

The project entails development of a functional one-stop service centre that offers travel and tourism-related services to the public on behalf of suppliers such as activities, airlines, car rentals, cruise lines, hotels, railways, travel insurance, and package tours. In the near future we intend to serve as a GSA for foreign travel, companies in TANZANIA

Blueberry Voyage Limited will function as an agent, selling travel products and services on behalf of suppliers. The concept is that a package holiday or a ticket is not purchased from a supplier unless a customer requests that purchase. The holiday or ticket is supplied to the agency at a discount. The profit is therefore the difference between the advertised price which the customer pays and the discounted price at which it is supplied to the agent. Our scope of work spans from offering travel advice to the customer, as well as coordinating travel details and assisting the customer in booking travel. Embracing the trends in the sector of operations, we intend to adopt "holiday supermarket" concept, in which customers choose their holiday from brochures on racks and then book it from a counter. The hybrid concept will give us leverage on the market as it seems not to be that modern in nature.

Blueberry Voyage Limited is poised to be the best known and largest travel group. With vast experience in the travel industry and a well-established company consisting of the head office and branch companies to rightly stake our claim as the largest travel group in Africa.

Our gage for success will always be the level of customer satisfaction, we achieve, our goal is to provide the best travel services in Africa and we aim to care for our client's travel needs, essentially creating a one stop for any travel related requirements from flights, car hire, accommodation, airport transfers, excursions and Travel insurance.

The project will require **USD 300,000** initial investment and cash generated from business where it is projected in 5th year the value of project to be **US\$ 825,283** and will employ more than **14** full time employees on inception.

3.0 SERVICE PROCESS FLOW

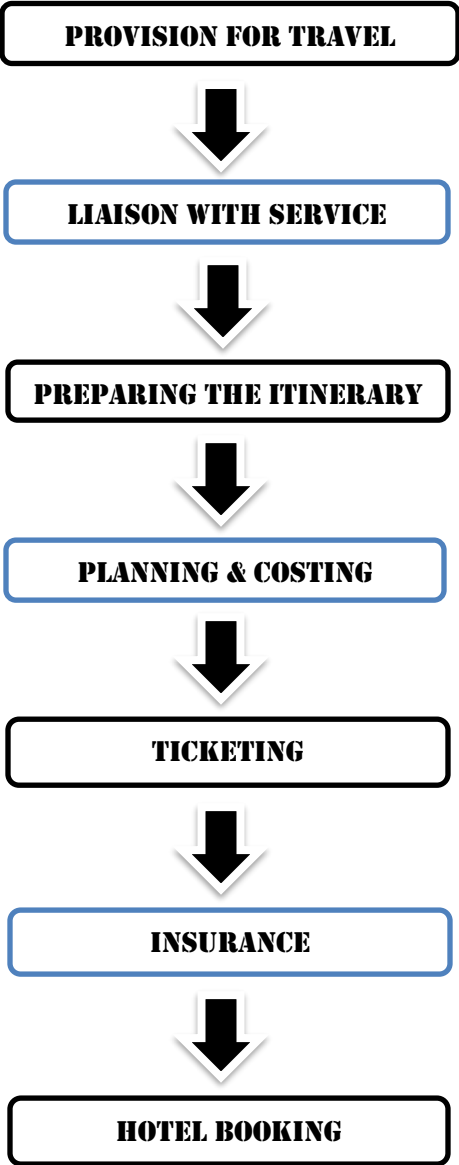
Blueberry Voyage Limited will provide the best deals to customers after a thorough understanding of their requirements. We envision investing a lot in acquiring information about memorable places in the country. Our team of employees will follow a robust a service charter without compromise. We anticipate that our employees will be motivated enough to deliver what Blueberry Voyage Limited promises to the customers. Again, we envision investing in a beautiful working environment for our employees.

It is part of our vision to offer premier customizable online booking tool and expense reporting program. As indicated elsewhere in this document our philosophy is based on cultivating relationships, enabling us to discover with our clients, their needs and how we can meet and surpass them.

It must be mentioned that we will not operate as a reservation center but we build strong relationships with our clients, customizing our service to their specific requirements. The service process workflow includes coordination of group travel for athletic teams, student

groups, corporate retreats, conferences and medical cases. We intend to facilitate air, hotel, ground transportation – including buses/vans, and destination functions. We envision quantifying our savings for our clients including voids, downgrades, online booking, improved seat assignments, and more.

The work process to deliver services includes with providing travel information, liaising with service providers in question, preparing itineraries, planning and costing, ticketing, hotel booking where necessary, provision of foreign currency and insurance.



The process will be closed with clients' feedback as it offers the best way to measure customer satisfaction, actionable insight to create a better customer experience and it also delivers tangible data that can be used to make better business decisions.

4.0 VALUE ADDED SERVICES

- Customizable online booking tool applies corporate policies to help travelers stay in policy/budget. With the option of integrating to various expense reporting programs.
- 24 hour emergency traveler support.
- Through our various partnership arrangements our clients get discounted rates and valuable amenities at various properties.
- Seat & Fare checker automation – searching every 24 hours for improved seat assignments and lower fares.
- Strategic account management and customer service.
- International travel desk.
- No Bias. Our goal is to find RPI employees an airline ticket that has the correct balance between cost & efficiency.
- Specialized groups and meeting department
- Un-used ticket tracker
- Quality Assurance – each reservation is processed through all of our standard quality control checks, in addition we can customize checks specific to your travel policy requirements.
- Travel policy enforcement and assistance in developing and/or updating
- VIP services

5.0 BUSINESS STRATEGY

Blueberry Voyage Limited engaged the services of a core professional in the area of business consulting and structuring to assist the firm in building a well-structured travels and tours agency that can favorably compete in the highly competitive travels and tours industry.

Part of what the team of business consultant did was to work with the management of our organization in conducting a SWOT analysis for Blueberry Voyage Limited. Here is a summary from the result of the SWOT analysis that was conducted on behalf of Blueberry Voyage Limited

Strength:

Our core strength lies in the power of our team; our workforce. We have a team that can go all the way to give our clients value for their money; a team that are trained and equipped to pay attention to details. We are well positioned and we know we will attract loads of clients from the first day we open our doors for business.

Weakness:

As a new travels and tours agency in Tanzania, it might take some time for our organization to break into the market and gain acceptance especially from corporate clients in the already saturated travels and tours industry; that is perhaps our major weakness.

Opportunities:

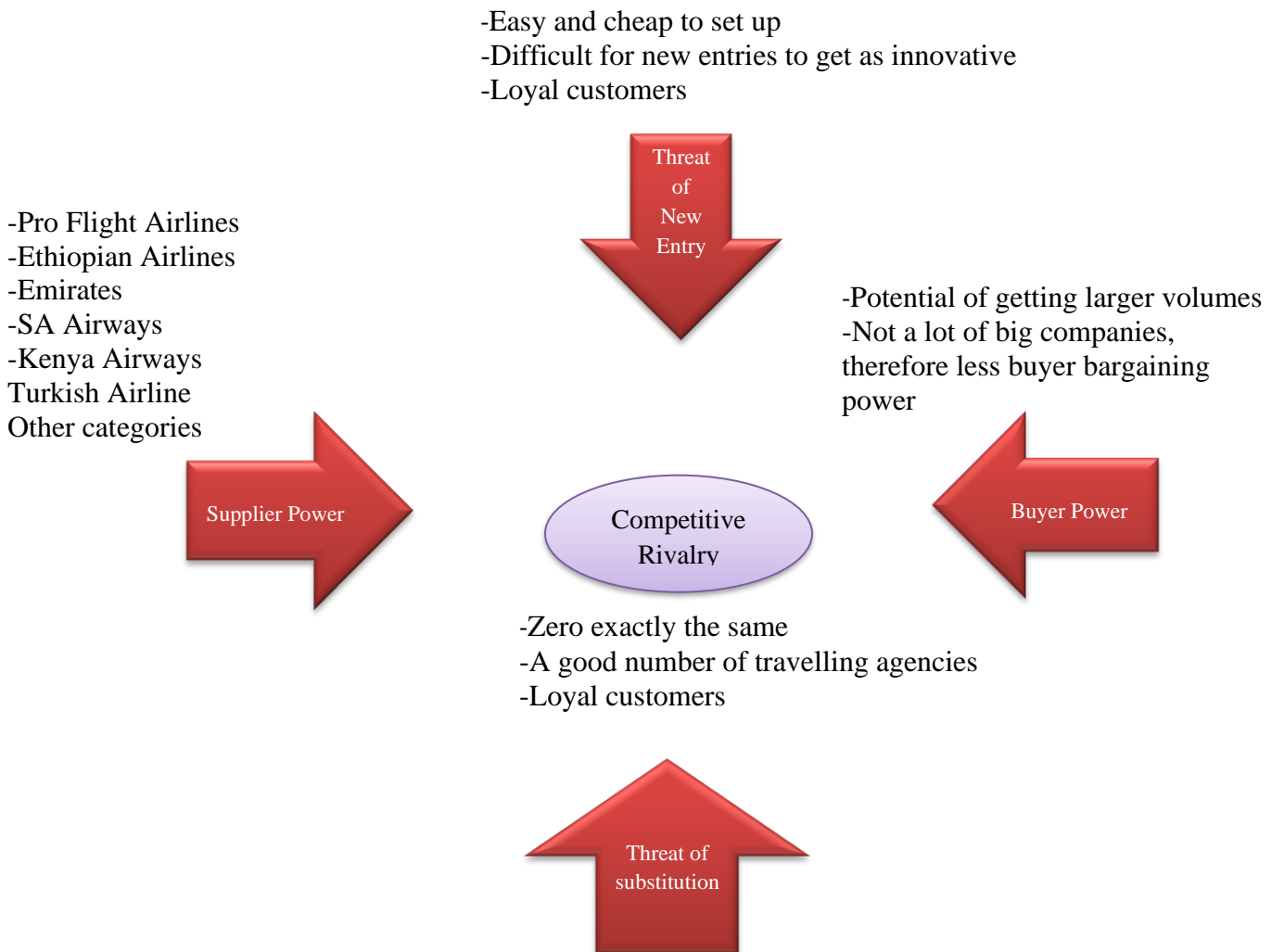
The opportunities in the travels and tours industry is massive considering the number of individuals, families and corporate organizations who travels on a daily basis within the United States and to other parts of the world. As an all-round travels and tours agency, we are ready to take advantage of any opportunity that comes our way.

Threat:

Some of the threats that we are likely going to face as a travels and tours agency operating in the Tanzania and there rest of Africa are unfavorable government policies, the arrival of a competitor within our location of operations and global economic downturn which usually affects purchasing / spending power. There is hardly anything we can do as regards these threats other than to be optimistic that things will continue to work for our good.

5.1 The Five Forces

Our business strategy has been based on the porter’s five-force model. We consider the model to have more practical sense in the nature of our business. Below are elements that have built all other strategies and tactics to be the winner in this industry.



- Not easy to make cheap
- Substitute service providers available for some portfolio
- Differentiated and unique service offerings from Blueberry Voyage Limited Tanzania
- Change of hotels

5.2 Players in the industry-Tanzania

- KARIBU TRAVELS
- SATELLITE TRAVEL
- KEARSLEYS TRAVEL AND TOURS
- JUMBO TRAVEL
- TRAVEL TRACK TRAVEL
- WORLD LINK TRAVEL AND TOURS
- BON VOYAGE TRAVEL AND TOURS

5.3 Customers

We try to reach big African corporations. At the beginning we concentrate more on the Tourism in the Tanzania market for the both small and big ones – but further on our services are open for all African countries. The companies that have used it ones can use it many times more after the first one. By seeing how well organized and useful it is they want to take more and more of their employees to our services. We believe that our services will have repetitive buyer and our client base will increase by referrals.

6.0 MARKET ANALYSIS

6.1 Market Trends

A common trend in the travels and tours industry is that in recent time, with the advent of the internet and the general public accessing the Internet, many airline companies have started selling their tickets directly to their target market via their online portal.

So also, it is now easier for other business in the value chain of travels and tours industry to now directly sell their services via their online portal to their target market. Service providers such as airline companies, car rentals companies, cruise lines companies, hotels, railways, tourist sites managers and perhaps interpreters and security agencies et al. which is why you can't find any airline company paying commissions to travel agents on each ticket they sold.

The travels and tours industry is in a continuous state of evolution and as such, ground breaking strategies and ideas that are once highly successful are no longer as productive as they were in time past. Close observation of the trend in the industry reveals that the past few years have seen the rise and proliferation of social media and new tech tools. The trend also extends to increased attention paid to engagement and new market segments, adopting eco-friendly measures and sustainability when planning travels and tours events.

As a matter of fact, social media has now become one of the most important tools travels and tours agencies leverage on to disseminate information about their travels and tours events, interact with clients, solicit feedback, and create year-round engagement with their target audience. Furthermore, new software apps and emerging technology have made it easier for travel and tours agencies to gather all the needed data and information that will help them plan and project for the future.

People that start travel agency can as a matter of fact start the business from a small office space / shared office space and still make headway in the business. One thing is certain when it comes to travel agency business, you are sure of making profits in form of

commissions when you are able to successfully book flight tickets, hotel reservation, taxi cab reservation and any other travel related services for a client. You are going to get your cut as soon as they make payment.

The truth is that, the cost of running a travel agency can be kept to the barest minimum because there are always ways you can cut operational and overhead cost. As a matter of fact, most people that run travel agencies have abandoned the “brick and mortar” agency for a home-based business just for the sole aim of reducing overhead and maximizing profits.

6.2 Our Target Market

The demographic and psychographics composition of travel agencies cuts across people from all works of life; there is no clear distinction on those that would naturally need the services of travel agencies. Although a travel agency might decide to concentrate on high – income earning clients, and another travel agency might only concentrate on corporate clients. The bottom line is that anyone that can afford to travel from one country to another is a potential client for travel agencies.

Although Blueberry Voyage Limited will initially serve small to medium sized business, from new ventures to well established businesses and individual clients, but that does not in any way stop us from growing to be able to compete with the leading travels and tours agencies in Africa.

As an all – round travels and tours agency, Blueberry Voyage Limited offers a wide range of services hence we are well trained and equipped to services a wide range of clientele base.

Our target market cuts across people of different class and people from all walks of life, local and international organizations as well. We are coming into the industry with a business concept that will enable us work with the highly placed people and companies in the country and at the same with the lowly placed people and smaller businesses.

Below is a list of the people and organizations that we have specifically design our products and services for;

- Mining companies
- Corporate Organizations
- Religious Organizations (Pilgrimage journeys et al)
- Political Parties / Politicians
- Households / Families
- Medical Patients
- The Government (Public Sector)
- Schools (High Schools, Colleges and Universities)
- Sport Organizations
- Entrepreneurs and Start – Ups
- Embassies
- NGO

6.3 Our Competitive Advantage

The level of competitions in the travel agency line of business depends largely on the location of the business and of course the niche of your travel agency. If you can successfully create a unique brand identity for your travel agency or carve out a unique market, you are likely going to experience less competition.

For instance, if you are one of the few travel agencies in your country or state that handles pilgrimage travels, you are show going to be making constant mega box year after year. This is so because religious faithful are always traveling for pilgrimage journey annually.

Although the competition in the travel agency line of business is not just within travel agencies but also other travel related service providers. For example, it is now easier for you a traveler to book his or her hotel accommodation, book flight ticket, reserve taxi cab or rent car ahead of his journey from the comfort of his or her home with the aid of the

internet simply because most of the service provider are by – passing travel agencies and taking their services directly to their target market.

We are quite aware that to be highly competitive in the travels and tours industry means that we should be able to deliver consistent quality service, our clients should be able to experience remarkable difference cum improvement and we should be able to meet the expectations of both travelers/tourists and our partners (services providers).

Blueberry Voyage Limited might be a new entrant into the travels and tours industry in Tanzania , but the management staffs and owners of the business are considered gurus . They are people who are core professionals and licensed and highly qualified travels and tours experts in many parts of Africa. These are part of what will count as a competitive advantage for us.

Lastly, our employees will be well taken care of, and their welfare package will be among the best within our category (startups travels and tours agencies) in the industry meaning that they will be more than willing to build the business with us and help deliver our set goals and achieve all our aims and objectives.

7.0 SALES AND MARKETING STRATEGY

We are mindful of the fact that there are stiffer competition amongst travels and tours agencies and other related service providers in Tanzania, hence we have been able to hire some of the best business developer to handle our sales and marketing.

Our sales and marketing team will be recruited base on their vast experience in the industry and they will be trained on a regular basis so as to be well equipped to meet their targets and the overall goal of the organization. We will also ensure that our excellent job deliveries speak for us in the market place; we want to build a standard travels and tours business that will leverage on word of mouth advertisement from satisfied clients (both individuals and corporate organizations).

Our goal is to grow our travels and tours agency to become one of the top 3 travels and tours agencies in Tanzania which is why we have mapped out strategy that will help us take advantage of the available market and grow to become a major force to reckon with not only in the Tanzania but also in the major cities in African countries.

Blueberry Voyage Limited is set to make use of the following marketing and sales strategies to attract clients;

- Introduce our business by sending introductory letters alongside our brochure to corporate organizations, schools, households and key stake holders in Tanzania and beyond
- Promptness in bidding for travels and tours contracts from the government, religious organizations and other cooperate organizations
- Advertise our business in relevant travels and tours magazines, newspapers, TV stations, and radio station.
- List our business on yellow pages ads (local directories)
- Attend relevant international and local travel and tours expos, seminars, and business fairs et al
- Create different packages for different category of clients in order to work with their budgets and still deliver quality services to them
- Leverage on the internet to promote our business
- Engage direct marketing approach
- Encourage word of mouth marketing from loyal and satisfied clients

7.1 Sources of Income

Blueberry Voyage Limited is established with the aim of maximizing profits in the travels and tours industry and we are going to go all the way to ensure that we do all it takes to attract clients on a regular basis and sign retainer – ship with most of our clients.

Blueberry Voyage Limited will generate income by offering the following travels and tours services for individuals and for corporate organizations;

- Travels and Tours consulting and advisory services for individuals and corporate clients
- Selling of traveling related insurance policy cover, sale of travel guide books and through the sale of foreign currencies.
- Booking for flight tickets
- Securing transit visas
- Booking for shuttle buses / taxi cabs
- Car rental services
- Hotel bookings

One thing is certain; there would always be individuals, families and corporate organizations that would travel on a daily basis within the United States and to other parts of the world.

We are well positioned to take on the available market in Tanzania and we are quite optimistic that we will meet our set target of generating enough income / profits from the first six month of operations and grow the business and our clientele base beyond Tanzania.

7.2 Our Pricing Strategy

The norm in this industry is that, travel agencies make their money via commission they get by offering traveling related services such as booking for flight tickets, securing transit visas, booking for shuttle buses / taxi cabs, car rentals, hotel bookings and cruise line bookings amongst many other services.

Travel agencies also generate incomes from selling of traveling related insurance policy cover, sale of travel guide books and through the sale of foreign currencies.

At Blueberry Voyage Limited Tanzania we will keep our fees below the average market rate for all of our clients by keeping our overhead low and by collecting payment in advance. In addition, we will also offer special discounted rates to start – ups, nonprofits, cooperatives, and small social enterprises.

We are aware that there are some clients that would need regular access to travels and tours consultancy and advisory services and assistance, we will offer flat rate for such services that will be tailored to take care of such clients' needs.

7.3 Payment Options

At Blueberry Voyage Limited, our payment policy will be all inclusive because we are quite aware that different people prefer different payment options as it suits them. Here are the payment options that we will make available to our clients;

- Payment by via bank transfer
- Payment via online bank transfer
- Payment via check
- Payment via bank draft
- Payment with cash

In view of the above, we have chosen banking platforms that will help us achieve our plans with little or no itches.

7.4 Publicity and Advertising Strategy

We have been able to work with our brand and publicity consultants to help us map out publicity and advertising strategies that will help us walk our way into the heart of our target market. We are set to take the travels and tours industry by storm which is why we have made provisions for effective publicity and advertisement of our travels and tours agencies.

Below are the platforms we intend to leverage on to promote and advertise BLUEBERRY VOYAGE LIMITED;

- Place adverts on both print (community-based newspapers and magazines) and electronic media platforms
- Sponsor relevant community-based events / programs

- Leverage on the internet and social media platforms like; Instagram, Facebook, twitter, YouTube, Google + et al to promote our brand
- Install our Bill Boards on strategic locations all around Tanzania
- Distribute our fliers and handbills in target areas
- Ensure that all our workers wear our branded shirts and all our vehicles are well branded with our company's logo et al.

7.5 LOCAL STAFF AND TOTAL TEAM FOR BLUEBERRY VOYAGE TANZANIA

- WE WILL HAVE 3 SALES TEAM FRONT OFFICE FOR RESERVATION
- WE WILL HAVE 2 MEMBERS FOR TOURISM
- WILL HAVE 2 COMPANY DRIVERS
- WILL HAVE 2 MEMBERS FOR MARKETING
- WILL HAVE COUNTRY MANAGER (EXPERT)
- WILL HAVE BRANCH MANAGER (EXPERT)
- WILL HAVE HEAD AND LOCAL ACCOUNTANT

7.6 Business Structure

Blueberry Voyage Limited will build a solid business structure that can support the growth of our business. We will ensure that we hire competent hands to help us build the business of our dream. The fact that we want to become one of the leading travels and tours agencies in the United States makes it highly necessary to deliberately build a well – structured business from the onset. On inception Blueberry Voyage Limited will employ more than 08 people on inception.

Below is the business structure that we will build Blueberry Voyage Limited

- Branch Manager
- Travels and Tours Consultant
- Marketing and Sales Executive
- Accountant
- Customer Care Executive / Front Desk Officer

7.7 Roles and Responsibilities

Branch Manager

- Responsible for providing direction for the firm;
- Creating, communicating, and implementing the organization's vision, mission, and overall direction – i.e. leading the development and implementation of the overall organization's strategy.
- Responsible for handling high profile clients and deals
- Responsible for fixing prices and signing business deals
- Responsible for signing checks and documents on behalf of the company
- Evaluates the success of the organization
- Reports to the board

Travels and Tours Consultant

- Responsible for booking for flight tickets, securing transit visas, booking for shuttle buses / taxi cabs, car rentals, hotel bookings and cruise line bookings amongst many other travels and tours related services for clients
- Plan, design and produce events while managing all project delivery elements within time limit
- Liaise with clients to identify their needs and to ensure customer satisfaction
- Conduct market research, gather information and negotiate contracts prior to closing any deals
- Provide feedback and periodic reports to stakeholders

- Propose ideas to improve provided services and tourism quality
- Ensure compliance with insurance, legal, health and safety obligations
- Cooperate with marketing and PR to promote and publicize travels and tours events
- Conduct pre- and post – travels and tours events evaluations and report on outcomes
- Research market, identify travels and tours opportunities and generate interest

Marketing and Sales Executive

- Responsible for selling of traveling related insurance policy cover, sale of travel guide books and through the sale of foreign currencies.
- Identify, prioritize, and reach out to new partners, and business opportunities et al
- Identifies development opportunities; follows up on development leads and contacts; participates in the structuring and financing of projects; assures the completion of development projects.
- Writing winning proposal documents, negotiate fees and rates in line with company policy
- Responsible for handling business research, marker surveys and feasibility studies for clients
- Responsible for supervising implementation, advocate for the customer’s needs, and communicate with clients
- Develop, execute and evaluate new plans for expanding increase sales
- Document all customer contact and information
- Represent the company in strategic meetings
- Help increase sales and growth for the company

Accountant

- Responsible for preparing financial reports, budgets, and financial statements for the organization

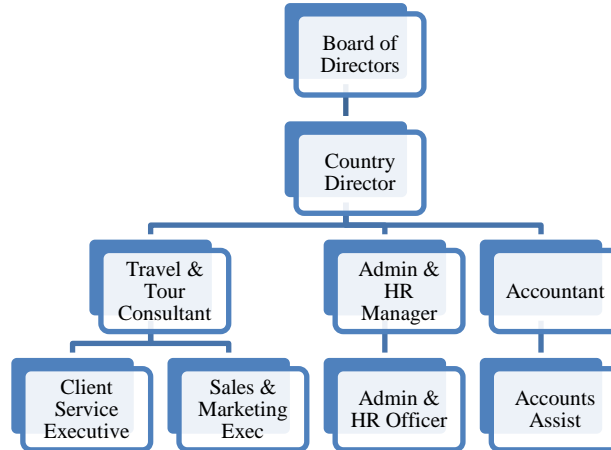
- Provides managements with financial analyses, development budgets, and accounting reports; analyzes financial feasibility for the most complex proposed projects; conducts market research to forecast trends and business conditions.
- Responsible for financial forecasting and risks analysis.
- Performs cash management, general ledger accounting, and financial reporting for one or more properties.
- Responsible for developing and managing financial systems and policies
- Responsible for administering payrolls
- Ensuring compliance with taxation legislation
- Handles all financial transactions for the company
- Serves as internal auditor for the company

Client Service Executive / Front Desk Officer

- Welcomes guests and clients by greeting them in person or on the telephone; answering or directing inquiries.
- Ensures that all contacts with clients (e-mail, walk-In center, SMS or phone) provides the client with a personalized customer service experience of the highest level
- Through interaction with clients on the phone, uses every opportunity to build client's interest in the company's products and services
- Manages administrative duties assigned by the manager in an effective and timely manner
- Consistently stays abreast of any new information on the company's products, promotional campaigns etc. to ensure accurate and helpful information is supplied to clients
- Receives parcels / documents for the company
- Distribute mails in the organization
- Handles any other duties as assigned my the line manager

Below in the organization structure for Blueberry Voyage Limited

7.8 High Level Blueberry Organogram



7.9 Human Resource Strategy

7.9.1 Core Talents

We invest in core talents that benefit across all properties, so the individual units won't have to. Our best and most creative pool are shared across the group, empowering every unit with the best service and hospitality minds in the industry.

7.9.2 Training

We believe in constant and continual on the job training so that all members of staff are aware of the ever evolving measures of standards and are sharp to react to all of our guests needs, consistently.

7.9.3 Supporting Local

We hire locally to empower and provide economic advancements to the local areas in which we operate. We integrate seamlessly into the fabric of the community.

8.0 FINANCIAL PROJECTIONS

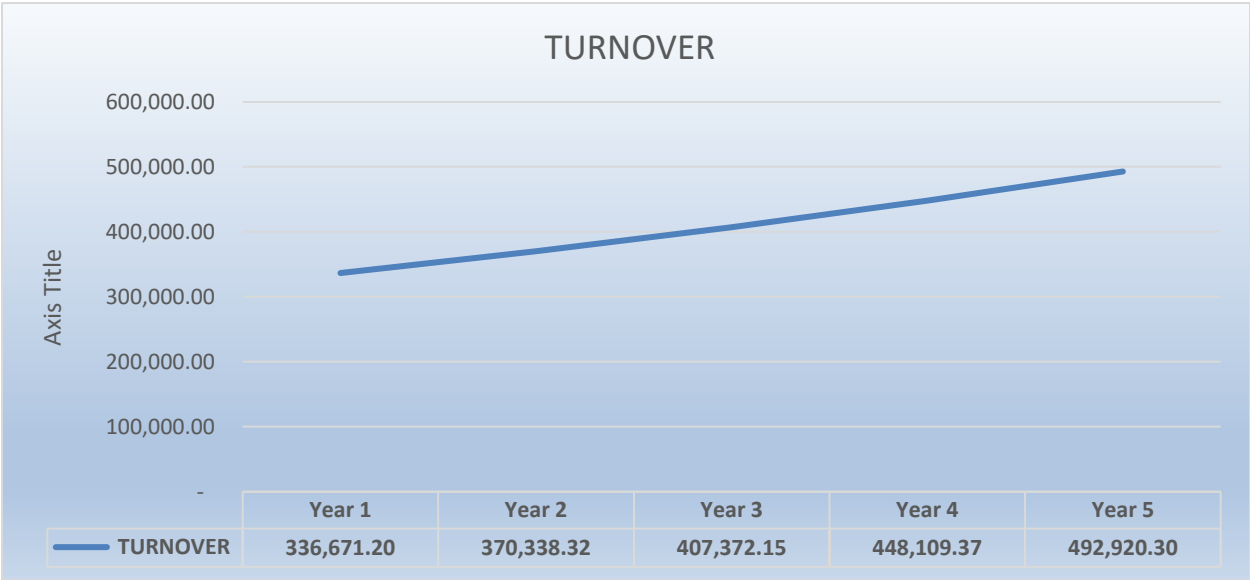
These projections have been done based on what is obtainable in the industry and with the assumption that there won't be any major economic meltdown and natural disasters within the period stated above. There will not be any major competitor offering same additional services. Please note that the below projections might be lower and at the same time it might be higher.

| Assumptions | | Source |
|---------------------|---------|--------------------|
| Average Clients | 6117 | World Bank |
| Sales Per Person | 1983.55 | World Tourism Data |
| Growth Rate | 4% | RBM |
| Inflation Rate | 3% | RBM |
| Service Capacity | 20% | Estimate |
| Management Capacity | 15% | Estimate |
| PSA-Capacity | 2% | Estimate |
| Commission | from | Obtained from |
| Sales | 5% | Industry |

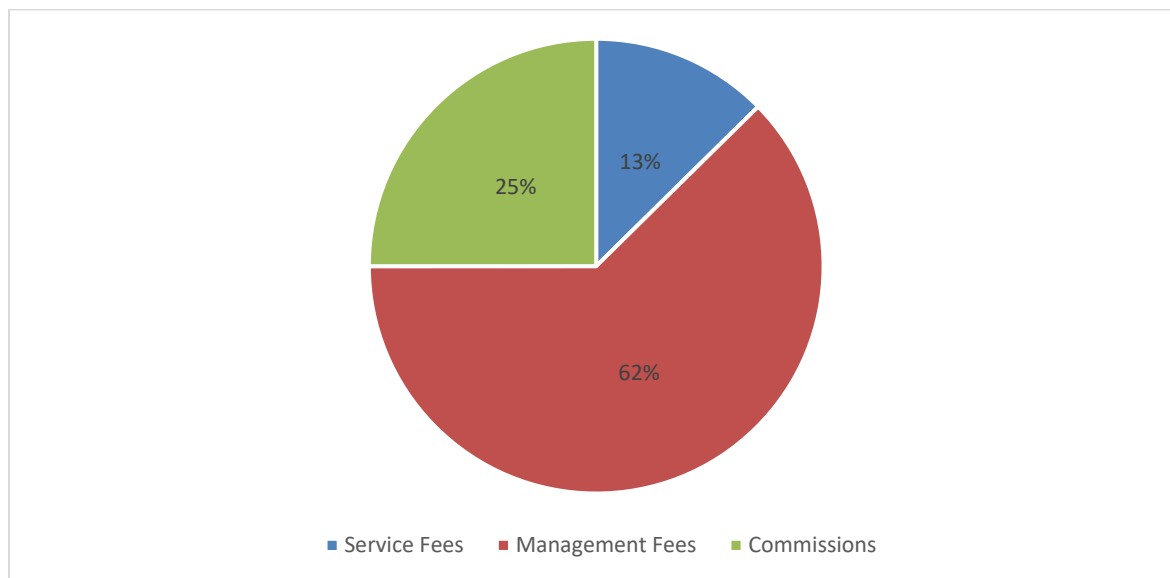
This is the financial projection and costing for starting Blueberry Voyage Limited in Tanzania

SALES

| | Service Fees | Management Fees | Commissions | TOTAL TR |
|----------|--------------|-----------------|-------------|------------|
| Capacity | 3058 | 3058 | 6117 | |
| | 1% | 5% | 2% | |
| Year 1 | 42,493.17 | 210,000.88 | 84,177.15 | 336,671.20 |
| Year 2 | 46,742.49 | 231,000.97 | 92,594.87 | 370,338.32 |
| Year 3 | 51,416.74 | 254,101.06 | 101,854.35 | 407,372.15 |
| Year 4 | 56,558.41 | 279,511.17 | 112,039.79 | 448,109.37 |
| Year 5 | 62,214.25 | 307,462.29 | 123,243.77 | 492,920.30 |



Sales Contribution



8.1 Pro-forma Profit & Loss Statement

| Pro Forma Profit & Loss | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|-------------------------------------|------------|------------|------------|------------|------------|
| Income | USD | USD | USD | USD | USD |
| Sales | 336,671.20 | 370,338.32 | 407,372.15 | 448,109.37 | 492,920.30 |
| Expenses | | | | | |
| Salaries | 70,000.00 | 75,600.00 | 81,648.00 | 88,179.84 | 95,234.23 |
| Utilities | 3,600.00 | 3,888.00 | 4,199.04 | 4,534.96 | 4,897.76 |
| Insurance of Property & Vehicles | 10,000.00 | 10,800.00 | 11,664.00 | 12,597.12 | 13,604.88 |

| | | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Fuel Transport | 8,000.00 | 86,40.00 | 93,31.20 | 10,077.69 | 10,883.91 |
| Business Fees | 6,000.00 | 64,80.00 | 6,998.40 | 7,558.27 | 8,162.94 |
| Legal Fees | 8,000.00 | 8,640.00 | 9,331.20 | 10,077.69 | 10,883.91 |
| Advertising & Marketing | 25,000.00 | 27,000.00 | 29,160.00 | 31,492.80 | 34,012.22 |
| Depreciation | 25,000.00 | 27,000.00 | 29,160.00 | 31,492.80 | 34,012.22 |
| Rent | 20,000.00 | 21,600.00 | 23,328.00 | 25,194.24 | 27,209.78 |
| Office Supplies | 3,891.84 | 4,203.19 | 4,539.44 | 4,902.60 | 5,294.81 |
| Postal & courier Services | 1,216.22 | 1,313.51 | 1,418.59 | 1,532.08 | 1,654.65 |
| Pension | 7,000.00 | 7,560.00 | 8,164.80 | 8,817.98 | 9,523.42 |
| Total Operating Expenses | 187,708.06 | 187,604.70 | 209,611.47 | 236,458.07 | 255,374.73 |
| Profit Before Tax | 148,963.14 | 182,733.62 | 197,760.68 | 211,651.30 | 237,545.57 |
| Tax (30 %) | 44,688.94 | 54,820.09 | 59,328.20 | 63,495.39 | 71,263.67 |
| Net Profit | 104,274.20 | 127,913.53 | 138,432.48 | 148,155.91 | 166,281.90 |

8.2 Pro-Forma Balance Sheet

| Pro Forma Balance Sheet | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Current Assets | | | | | |
| Cash & Bank | 40,000.00 | 44,000.00 | 48,400.00 | 53,240.00 | 58,564.00 |
| Account Receivables | 500,000.00 | 550,000.00 | 605,000.00 | 665,500.00 | 732,050.00 |
| Other Current Assets | 10,000.00 | 11,000.00 | 12,100.00 | 13,310.00 | 14,641.00 |
| Total Current Assets | 550,000.00 | 605,000.00 | 665,500.00 | 732,050.00 | 805,255.00 |
| Long Term Assets | | | | | |
| Long Term Assets | 68,600.00 | 78,416.66 | 89,638.08 | 102,465.29 | 117,128.08 |

| | | | | | |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Accumulated | | | | | |
| Depreciation | 19,420.00 | 38,840.00 | 58,260.00 | 77,680.00 | 97,100.00 |
| Total Long Term Assets | 49,180.00 | 39,576.66 | 31,378.08 | 24,785.29 | 20,028.08 |
| Total Assets | 599,180.00 | 644,576.66 | 696,878.08 | 756,835.29 | 825,283.08 |
| Liabilities & Capital | | | | | |
| Current Liabilities | | | | | |
| Accounts Payable | 338,861.00 | 358,948.09 | 383,430.65 | 412,809.44 | 447,643.95 |
| Current Borrowing | - | - | - | - | - |
| Other Current Liabilities | 10,319.00 | 10,628.57 | 10,947.43 | 11,275.85 | 11,614.13 |
| Subtotal Current Liabilities | 349,180.00 | 369,576.66 | 394,378.08 | 424,085.29 | 459,258.08 |
| Long Term Liabilities | | | | | |
| | - | - | - | - | - |
| Total Liabilities | - | - | - | - | - |
| Paid In/Invested Capital | | | | | |
| Total Capital | 250,000.00 | 275,000.00 | 302,500.00 | 332,750.00 | 366,025.00 |
| Total Liabilities and Capital | 599,180.00 | 644,576.66 | 696,878.08 | 756,835.29 | 825,283.08 |
| Net Worth | 250,000.00 | 275,000.00 | 302,500.00 | 332,750.00 | 366,025.00 |

Notes

Use Estimates

The preparation of combined financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect

the reported amounts of assets and liabilities and disclosure of contingent liabilities at the reported amounts amount of revenues and expenses during the reporting period. Ultimate results could differ from those estimates.

Revenue Recognition

The company recognizes revenue primarily through travel products, service fees, management fees, markup revenue on travel products sold, supplier income (commissions from air and land travel, overrides, credit card rebates and global distribution (GDS revenue))

Travel Products

Revenue from travel products (air, hotel, car etc.) is generally recognized at the time of booking, subject to a reserve for a potential cancellation. Published car and published hotel are recognized after customer has travelled and payment has been received from the hotel property or car vendor. This is due to the uncertainty of travel and payment associated with these types of transactions. Cruise and tour commissions are recognized at the point in which the supplier is obligated to pay.

Service Fees

Service fees may be collected related to the booking of a transaction, whether made via call center or online. Revenue relating to these service fees is recognized at the point of sale.

Management Fees

Management fees may be charged to the client for services rendered by the Company.

Appendix

i. Milestones

| Activity | Status |
|--|---------------|
| Business Name Availability Check: | Completed |
| Business Incorporation: | Completed |
| Application for business license and permit | Completed |
| Opening of Corporate Bank Accounts | Completed |
| Opening Online Payment Platforms | Completed |
| Application and Obtaining Tax Payer's ID: | Completed |
| Conducting Feasibility Studies: | Completed |
| Generating part of the start – up capital from the founder: | Completed |
| Writing of Business Plan: | Completed |
| Recruitment of employees: | Completed |
| Purchase software applications, furniture, office equipment, electronic appliances and facility facelift | Completed |
| Establishing business relationship with vendors and key players in the industry: | Completed |

ii. Partners – Hotel Chains & Airlines



