

BUSINESS PLAN OF WALKAROO TANZANIA LIMITED



Contact Person:

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1: EXECUTIVE SUMMARY

In early 2012, a group of passionate entrepreneurs came together with a vision to revolutionize the footwear industry by democratizing fashion. With a combined legacy of over 25 years in the industry, the founders of **Walkaroo Group** aimed to offer high-quality footwear at an affordable price for all. Today, the Walkaroo Group has established itself as one of the leading manufacturers of Footwear and Shoes in India.

At **Walkaroo Group**, we firmly believe that fashion should not be a luxury for the privileged few, but rather accessible to all. To that end, we endeavor to cater to the diverse needs of the market by offering a wide range of footwear products, including flip flops, EVA, Hawaii, PVC, sports shoes, and PU footwear for Men, Women, and Children.

At **Walkaroo Group**, we prioritize the creation of footwear that is both fashionable and functional. Our range of footwear is designed with meticulous attention to detail, considering the latest trends and styles to ensure that our customers always put their best foot forward.

Whether you're looking for casual wear or sports shoes, our products cater to every need of the modern-day customer.

At **Walkaroo Group**, we provide our customers with the highest quality products and services. We believe in fostering long-term relationships with our customers and strive to exceed their expectations with every product and service that we offer.

Walkaroo Group is more than just a brand. It is a promise to provide the masses with affordable, stylish, and high-quality footwear. We invite you to join us in our mission to democratize fashion in the footwear industry, one step at a time.

TEMBEA NA WALKAROO.....

2. INDUSTRY OVERVIEW

Any human in Tanzania and in any other developing, developed countries and of course the average person you found they put on one form of footwear or the other.

Shoe cum footwear could be pure leather, synthetic leather, fabric, or rubber. This goes to show that there is indeed a very large market for shoes in our world; hence loads of investors cum aspiring entrepreneur are pitching their tent in the shoe & footwear manufacturing industry.

Businesses in the shoe and footwear industry manufacture footwear for men, women, and children. They are involved in manufacturing shoes and footwear in different forms such as rubber and plastic footwear, protective footwear (Safety boots), house slippers, and slipper socks.

Companies in this line of business also manufacture men's or women's footwear specifically designed for casual, formal, and work environments et al. These products also include men's or women's shoes with rubber or plastic soles and leather or vinyl uppers.

Investing in manufacturing shoes is an excellent strategy to get high revenue for a long time. The footwear business is continually evolving, and new technological upgrades and consumer insights give prospects for significant profits and growth.

Manufacturing shoes requires a large amount of labor and the possibility for significant growth at the same time. This implies that the business will need personnel to operate the machines and finish the product manufacturing process. Hence, recruiting personnel experienced in shoe manufacturing capable of handling several designs is critical to ensure excellent quality. This is one of the most challenging aspects of this business.

With the global trend in the footwear industry, the volume in the Footwear market is estimated to reach 14.48 billion pairs by 2028, with a market volume growth of 4% in 2024. The average volume per person in the Footwear market is expected to be 1.82 pairs in 2023. Moreover, Non-Luxury will contribute to 93% of sales in the Footwear market by 2023.

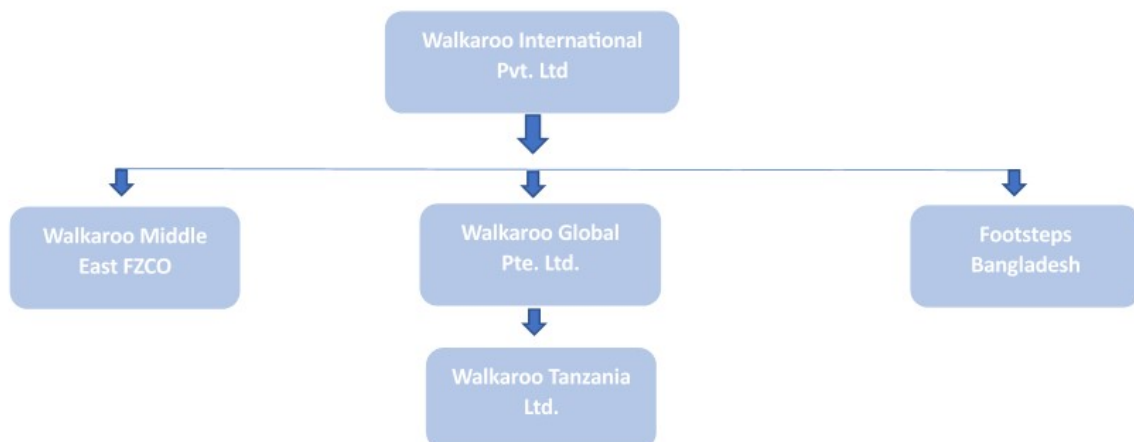
In Tanzanian footwear industry has a production capacity of 300,000 pairs per annum, while the footwear demand is estimated at 46.8 million pairs per annum. The gap between production and demand is filled by imports, mostly from China, Kenya, the United Arab Emirates, South Africa, and India

3:0 COMPANY DESCRIPTION

Based on application, the PU casuals' segment is projected to register the highest Annual Growth Rate during the forecast period. Casual PU footwear is defined as footwear, that is worn daily for comfort and fashion. Such footwear also offers a wide range of performances for outdoor activities. Loafers, sneakers, and flat soles are a few types of casual footwear available commercially. The material selection for the soles is a key factor as the soles play a major role in providing comfort to users. The use of polyurethane in soles offers greater flexibility, durability, and comfort, which is driving the demand in this segment.

PU Sole (Footwear Polyurethane) is a type of sole that is made from polyol and isocyanate. This type of sole is important because it provides durability and comfort for the foot. PU sole offers many benefits over other types of footwear such as being lighter, more durable, and more comfortable. It is also resistant to abrasion and tearing.

Walkaroo Tanzania Limited is a very experienced player in the PU industry, and we can meet the demand of the customers by providing footwear at affordable price. This project planned to establish a factory in Tanzania with a capacity of 7,800 pairs of PU footwear/ per months initially (**Phase -1**).



3:1 OUR VISION

To become the most preferred brand by continuously enhancing customer experience

3:2 MISSION

- Strive continuously to exceed customer expectations in quality, delivery, and service by developing top talent in the company and in its supply chain.
- To become the most trusted footwear atelier for our partners around the world through a culture of inclusivity, innovation, transparency, and agility; and to deliver the highest value to our employees, shareholders, and society.
- To add value to our partners around the world by delivering the finest quality through continuous improvement

3:3 OUR NETWORK

With more than 5 lakh pairs of footwear produced every day, Walkaroo has emerged as the biggest producer of PU footwear in India, boasting 14 manufacturing Units across 7 states and 20 warehouses. These facilities are equipped with best-in-class machines from leading OEMs such as Atom, Autec, Gusbi, Gerber, Gusberty, Tienkang and Kingsteel, giving us an overall manufacturing capacity of 500,000+ pairs of footwear per day. Our workforce of over 7,900 employees directly employs and generates indirect employment for more than 4,000 people.

In 2018, Walkaroo commenced operations in Bangladesh, where the brand has achieved significant success in becoming one of the top manufacturers of PU footwear in the country. Furthermore, our brand has also made an impact beyond the borders of India, with exports to GCC, SAARC, AFRICA, and Southeast Asian countries.

In 2022, to widespread the market activities “Walkaroo” started sales office in Duabi “Walkaroo Middle East FZCO” and Singapore “Walkaroo Global Pte. Ltd.”



3:4 COOPERATE SOCIAL RESPONSIBILITIES

The key focus areas for CSR activities of Walkaroo Group are chosen in such a way that the broad vision of the group is fulfilled. The Group envisions a just and fair society through holistic transformation of the poor and marginalized. This implies addressing critical issues of the needy like education, health, sanitation, environment, and skill development.



Education and Empowerment



Promotion of Sports in Rural Areas



Social upliftment community approach



Health Care & Well Being

Walkaroo Foundation is the CSR arm of Walkaroo Group incorporated solely for carrying out activities aimed at the upliftment of the destitute and the needy.

3:5 OUR OBJECTIVES

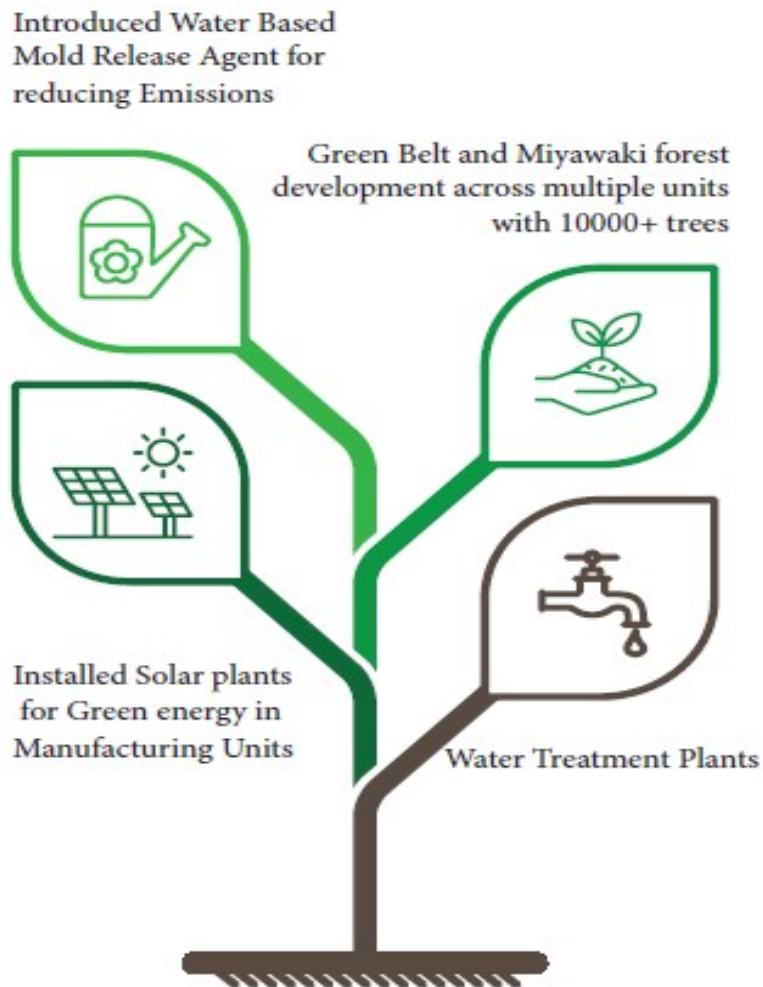
- To ensure that our annual revenue covers at least 30% of the invested capital and Increase Product mix by 25%
- Achieve self-sustaining Revenue by 3rd year.
- Generate efficient profit to become financially sustainable and be able to grow to another level.
- Increase the market share by 20% annually.
- To provide quality products at Affordable Prices.
- Employment Generation & Increase the Standard of Living of People.
- Domestic Women Empowerment.
- Entrepreneurship Creation.
- Introduction & Implementation of Latest Production Technologies.
- Skill Development of Employees by introducing Management Techniques in the business
- Generating of Foreign income by exporting to another region of Africa.
- Contribute to social & welfare progressive activities.
- Contribute to Child Education and other developments.

3.6 CONTRIBUTION TO THE LOCAL ECONOMY

Walkaroo Tanzania Limited after its establishment will be beneficial to the individuals and the country at large. The business will contribute in several ways to the economy as follows.

- ❖ Will assure the market of some of the Raw materials in Tanzania for farmers.
- ❖ Employment to citizens; the operation of the industries will require much manpower to be employed, which will provide jobs to many people. The business intends to employ several skilled and semi-skilled personnel for the operation of the company apart from the Directors.
- ❖ Contribution to GDP -The establishment of **Walkaroo Tanzania Limited** will result in growth in Gross Domestic Product. Likewise, there will be the contribution of revenues to the country through income tax and other lawful contributions.

3:7 GREEN INITIATIVES



3:8 OUR ORGANIZATION STRUCTURE

Walkaroo Tanzania limited Main decisions and duties will be divided among Three levels as Shareholders (owners), Directors, Departmental Managers, the management team (officers) and other employees. They will focus on maintaining high quality and cohesive business entity. (Directors) will be given responsibilities on decisions making and strategy building. The business will be completely departmentalized. The main departments are marketing, management, finance, production, materials, and research development. The Business will make all decisions in accordance with the Company's Mission. Employees and management team are delegated tasks based upon their special

After every quarter, the shareholders will assess the results of these tasks and the personality of the management team, and the employees involved to determine promotion and salary.

✓ **Directors**

This is the position of maximum hierarchical position in the company. It is responsible for managing, coordinating, and supervising that all tasks in the company are being carried out efficiently, and that the established production policies are complied with.

Among its functions is also to represent the company before any type of authority. In addition, it also helps us to solve problems that have any of the departments.

The Plant manager will be the reporting officer for each department.

✓ **Administrative manager**

Its main function is to manage the company's files, carry out all internal and external procedures, and carry out exhaustive control of each process carried out.

✓ **Sales or commercial manager**

This is characterized by being the one who prepares sales plans and sales budgets. In addition, it establishes the goals of the objectives in the market. It also calculates the demand for the products and makes sales estimates in the future.

✓ **Materials/Sourcing Manager**

The person who plans and procures the materials for the production. Through this department every purchase from the company must be processed with approvals.

✓ **Production manager**

For an industrial company this is one of the most important departments. This is because it supervises the production process in each of the phases. Establish quality controls. In addition, it ensures that the process of shoemaking is being carried out in accordance with the planning.

✓ **Finance manager**

It is responsible for the financial structure of the company. Supervises that assets, liabilities and company capital are with the stipulated figures. The finance manager also oversees the financial statements, to determine if the company is being profitable.

✓ **Responsible for the management of human talent**

This is in a lower rank than the managers and is supervised by one of these. It carries out the recruitment of personnel and payroll tasks.

✓ **Sales representative**

It is also supervised by a manager. Its function is based on offering footwear manufactured by the company.

✓ **Plant supervisor**

It oversees monitoring that all manufacturing processes are being carried out without problems. This supervisor must report to the manager.

✓ **Accountant**

His work is based on carrying out financial statements, keeping taxes up to date and performing internal audits in the company. In the last range are those who perform the basic tasks for the efficient operation of the company, such as the design of footwear, quality control, clothing, storage of raw materials and the warehouse of finished products. This organization chart may vary from organization to organization. For example, sports footwear brands devote great effort to design and innovation in terms of materials. On the other hand, the brands that make casual shoes in general focus on achieving greater comfort, so they invest in a strong ergonomic research department.

3:9 PERSONAL PLAN

Walkaroo Tanzania Limited our focus will be on building a lean and efficient team. In the initial stages, The core team will consist of experienced professionals with expertise in e commerce, marketing, and customer service. We will hire employees based on their ability to take ownership of their roles and work independently while aligned with our mission and values.

Compensation will be competitive and based on skills and experience. We will offer benefits such as health insurance, retirement plan, and paid time off to attract and retain top talent. Employees will fit into business operations by working collaboratively to ensure we meet customer expectations while remaining true to our values of sustainability and ethical practices.

Here is a potential list of positions that will be required to run the business effectively.

	Skilled	Semi-Skilled	Unskilled	Total
Phase I	14	80	148	242
Phase II	10	70	160	240
Phase III-VI	12	70	160	242
	36	220	468	724

4:0 PRODUCTS OVERVIEW

Walkaroo Tanzania Limited offers a unique direct to consumers e-commerce model for customizable, sustainable, and ethically made shoes and slippers. Our shoes are made with high quality sustainable materials and are Manufactured by ethical Partners, meeting the demand of today's environmentally conscious customers. The shoes are customizable to each customer's liking providing a unique and personalized experience that will drive customer loyalty. Our goal is to offer a high-quality product that benefits both the customer and the environment, Making it a win situation for All.

- **Slippers Shoes**



- **Woman Shoes**



4:1 BUSINESS PRICING STRATEGY

The selling price will be calculated based on cost of production, where by all the costs will be considered including Direct Cost of raw materials, Direct cost of Labour, Manufacture Overheads, delivery costs, marketing costs, costs composition, market forces, competitions, terms of sales and other costs in arriving at the price per unit.

However, in setting the selling price the government controls that may limit the high price charged for our products and the prices charged by our competitors will be considered.

The selling prices will be fixed for the short term however they will be variable to reflect the changes regarding the factors (internal and external) that may have impacts on overfat costs. The selling price will range differently depending with the package of the product. Also the business intends to offer credit period of one week to customers who buy in bulk.

The prices are not constant for the whole planned period. They always vary from time to time due to the number of factors including The enterprise however determines prices, which are competitive giving good returns as possible.

4:2 SALES PLAN

Based on the market research conducted, we estimated that our e-commerce store, direct outlet, and sales through the dealer network will receive around 100000+ customers in the initial stage and it expected to increase more than 10M Plus.

In terms of capacity, we plan (on phase I) to manufacture **448,500** pairs of shoes, in Phase II **2,324,400** pairs, Phase III **4,742,400** Pairs, Phase IV **5,304,000** Pairs, phase V **7,566,000** Pairs .

We will leverage digital Marketing and social media to increase brand awareness and drive traffic to our website. We will also offer limited -time promotions and discounts to incentivize purchases and generate repeat business.

4:3 LOCATION AND FACILITIES

As a direct-to-consumer e-commerce model, Walkaroo Tanzania Limited will not require a physical retail location. However, our headquarters will be in Mbagara Rangi Tatu area in Temeke districts, Mbagara rangi tatu is known for its large population.

Our raw materials manufacturing Partner will be in different countries. We will partner with these manufacturers to ensure that our shoes are produced with the highest quality and meet our sustainability standards.

In terms of costs of operation, our primary expenses will be business administration and manufacturing costs by utilizing e-commerce as our main sales channel, we will be able to minimize cost associated with traditional retail operations such as rent and utilizes, similarly our strategic partnership with sustainable and ethical manufacturers. Will ensure that production costs are kept at a minimum while maintain high quality standards.

4:4 TECHNOLOGY

Our business innovates by implementing technological advancements to create customized sustainable and ethically- made shoe. We will incorporate a shoe design tool on our website that allows customers to personalize their shoes by choosing colors, styles, and materials. This tool also enables customers to preview their designs in 3D before finalizing their purchase using AI technology is our business model in future.

Additionally, we will use virtual reality technology in our marketing strategy to create an interactive experience for our customers. By using VR, customers can visualize how their customized shoes will look and feel on their feet. Providing them with an immersive shopping experience like no other. This technology will be a crucial selling point that will set us apart from competitors and attract a more tech savvy customer base

4:5 MACHINERY AND EQUIPMENTS

Our direct to customer e-commerce model for customizable, sustainable, and ethically made shoes and slippers requires the right Machinery And Equipments to ensure the quality and efficiency of our manufacturing process. Below is an outline of the required Machinery and equipment and the associated costs of purchasing.

s/n	Machine	GROUP	Section	Country of Origin	Vendor	Total Cost	Currency
1	PIPE CUTTING MACHINE	MACHINERY	CLICKER	KOREA	TAEWOO	9,634	USD
2	ANGLE CUTTING MACHINE WITH HOT & COLD	MACHINERY	CLICKER	TAIWAN	STAR INTERNATIONAL	25,543	USD
3	MANUAL CLICKING MACHINE	MACHINERY	CLICKER	ITALY	ATOM	228,017	USD
4	ATOM AUTOMATIC CLICKING MACHINE	MACHINERY	CLICKER	ITALY	ATOM	100,808	USD
5	CLCIKER TEFLON BOARD	FURNITURE	CLICKER	INDIA	UN TRADERS	1,569	USD
6	HEAVY STAPLER	UTILITY + FA	CLICKER	INDIA	EASWARA AGRO	127	USD
7	SLITTING MACHINE	MACHINERY	FALZONI	CHINA	QUANZHOU	14,093	USD
8	MINI SLITTER	MACHINERY	FALZONI	INDIA	HARMAN	776	USD
9	BOSTIK PASTING MACHINE	MACHINERY	FALZONI	ITALY	FALZONI	18,361	USD
10	Folding Machine	MACHINERY	FALZONI	ITALY	FALZONI	17,821	USD
11	HEATING CHAMBER	MACHINERY	FALZONI	ITALY	FALZONI	9,811	USD
12	POST BED SINGLE NEEDLE MACHINE	MACHINERY	STITCHING	INDIA	HARSH VLH	43,765	USD
13	POST BED DOUBLE NEEDLE MACHINE	MACHINERY	STITCHING	INDIA	HARSH VLH	3,331	USD
14	FLAT BED SINGLE NEEDLE MACHINE	MACHINERY	STITCHING	INDIA	HARSH VLH	908	USD
15	FLAT BED DOUBLE NEEDLE MACHINE	MACHINERY	STITCHING	INDIA	HARSH VLH	1,613	USD
16	ZIG ZAG MACHINE	MACHINERY	STITCHING	INDIA	HARSH VLH	884	USD
17	LIGHT TRIMMING MACHINE	MACHINERY	STITCHING	INDIA	HARSH VLH	1,164	USD
18	BINDING MACHINE	MACHINERY	STITCHING	INDIA	HARSH VLH	1,569	USD
19	PRESSINGMACHINE	MACHINERY	STITCHING	INDIA	PRE-MACHINES	3,193	USD
20	HOT WIRE	MACHINERY	STITCHING	INDIA	JAYA BHARATH	78	USD
21	HOT MELT PASTING MACHINE	MACHINERY	STITCHING	INDIA	HARSH VLH	4,955	USD
22	EDGE FOLDING MACHINE	MACHINERY	STITCHING	INDIA	HARSH VLH	9,248	USD
23	ELECTRICAL DUCT	UTILITY + FA	STITCHING	INDIA	INTERNAL	625	USD
24	COMPERSOR 20HP	ELECTRICAL	FACTORY	INDIA	IR/ELGI	8,464	USD

s/n	Machine	GROUP	Section	Country of Origin	Vendor	Total Cost	Currency
25	HEAT PRESS MACHINE	MACHINERY	PRINTING	INDIA	STAR INDUSTRIES	413	USD
26	HEAVY EMBOSSING MACHINE	MACHINERY	PRINTING	TAIWAN	WELDEC	7,267	USD
27	CONVEYOR	MACHINERY					
28	TRIMMING MACHINE	MACHINERY	CONVEYOR	ITALY	GUSBI	17,557	USD
29	THREAD BURNER	MACHINERY	CONVEYOR	INDIA	EASWARA	69	USD
30	SOLE STITCHING MACHINE	MACHINERY	CONVEYOR	INDIA	HARSH VLH	1,053	USD
31	BELT MACHINE	MACHINERY	CONVEYOR	INDIA	VENTURA/ V PACK	10,460	USD
32	TAPING MACHINE	MACHINERY	CONVEYOR	INDIA	VENTURA/ V PACK	10,460	USD
33	UTM	MACHINERY	QUALITY	INDIA	PROIFIC	4,418	USD
34	BELT FLEX TEST MACHINE	MACHINERY	QUALITY	INDIA	PROFILIC	2,656	USD
35	COMPRESSION TESTING MACHINE	MACHINERY	QUALITY	INDIA	PROFILIC	8,340	USD
36	MOULD PREHEATER	MACHINERY	PU MACHINE	INDIA	INTERNAL	2,753	USD
37	CHILLER	MACHINERY	PU MACHINE	INDIA	VERNER FINLEY/PRASAD	6,400	USD
38	DRYER	MACHINERY	PU MACHINE	INDIA	INDUSTRIAL AIR SOLUTIONS	2,340	USD
39	DRILLING MACHINE	MACHINERY	MOULD ROOM	INDIA	EASWARA	33	USD
40	BENCH GRINDER	UTILITY + FA	MOULD ROOM	INDIA	EASWARA	103	USD
41	PNUEMATIC GRINDER	UTILITY + FA	MOULD ROOM	INDIA	EASWARA	96	USD
42	HAND GRINDER	UTILITY + FA	MOULD ROOM	INDIA	EASWARA	36	USD
43	HAND DRILLING MACHINE	UTILITY + FA	MOULD ROOM	INDIA	EASWARA	193	USD
44	STRAIGHT GRINDER	UTILITY + FA	MOULD ROOM	INDIA	EASWARA	131	USD
45	FLEXIBLE SHAFT GRINDER	UTILITY + FA	MOULD ROOM	INDIA	EASWARA	205	USD
46	GUSBI 80	MACHINERY	PU MACHINE	ITALY	GUSBI	760,857	USD
47	GUSBI 60	MACHINERY	PU MACHINE	INDIA	WIV	126,263	USD
48	COMPUTER(SHOPFLOOR)	IT	IT	INDIA	BATS TECHNOLOGIES	8,767	USD
49	COMPUTER(OFFICE)	IT	IT	INDIA	CMOS	11,271	USD
50	PAIR/ CASE STICKER PRINTER (CITIZEN CLS703)	IT	IT	INDIA	AISWARYA POLYFLEX/BARCODE SOLUTION	1,307	USD

s/n	Machine	GROUP	Section	Country of Origin	Vendor	Total Cost	Currency
51	Multifunction Printer BW (PRINT, SCAN, & COPY)	IT	IT	INDIA	BATS/CMOS	317	USD
52	BARCODE PRINTING	IT	IT	INDIA	BATS/AISWARYA	3,386	USD
53	Barcode Scanner ZEBRA DS9308 (USED IN CONVEYOR)	IT	IT	INDIA	AISWARYA/STALLION	487	USD
54	Barcode Scanner HONEYWELL 1470G (USED IN BELT MACHINE)	IT	IT	INDIA	AISWARYA/STALLION	206	USD
55	WIRELESS SCANNER (DESPATCH)	IT	IT	INDIA	AISWARYA/STALLION	83	USD
56	FIREWALL 40F	IT	IT	INDIA	V SECURE/DIGITAL TRACKERS	1,376	USD
57	NETWORK ACCESS STORAGE	IT	IT	INDIA	V SECURE/DIGITAL TRACKERS	1,101	USD
58	MOULD	MOULDS	PU MACHINE	CHINA	KAMHAN	118,908	USD
59	Office Cabin + Con Room	FURNITURE		TANZANIA		11,000	USD
60	Industrial Constructions	FURNITURE		TANZANIA		37,500	USD
61	Trolley	FURNITURE		TANZANIA		1,250	USD
62	Pallets	FURNITURE		TANZANIA		2,500	USD
63	Transformer 200KVA +200KVA	ELECTRICAL		TANZANIA		37,500	USD
64	Generator 180KVA	ELECTRICAL		INDIA		35,000	USD
65	Fire System	ELECTRICAL		TANZANIA		250,000	USD
66	HT Yard + Cabling	ELECTRICAL		TANZANIA		12,500	USD
67	Electrical Installation	ELECTRICAL		TANZANIA		2,500	USD
68	Control Pannel	ELECTRICAL		INDIA		22,500	USD
69	FACTORY BUILDING	BUILDING		TANZANIA		1,862,500	USD
70	DELIVERY VEHICLE	VEHICLES		TANZANIA		10,000	USD

Above Machinery costs include cost of installation,

4:6 MATERIALS SELECTION

In most of our shoes and Slippers, we will use the following materials: The materials selected can bring the design of attractive and fashionable style of shoes and slippers for our customers.

	MATERIALS TYPE	ITEM DESCRIPTION
1	Narrow woven fabrics	5806.10.00 - Woven pile fabrics (including terry toweling and similar terry fabrics) and chenille fabrics
2	Textile Fabrics	5903.10.00 - With poly(vinyl chloride) kg 10%
3	Coated Plastic Labels	3926.90.90 --- Other kg 25%
4	Buckle Iron/Steel	7326.90.90 --- Other kg 25%
5	Pigments	3204.17.00 -- Pigments and preparations based thereon kg 0%
6	Polyol	3907.29.00 -- Other kg 0%
7	Isocyanate	3909.50.00 - Polyurethanes kg 10%
8	PVC Pipe	3917.23.00 -- Of polymers of vinyl chloride kg 25%
9	Laminated Sheets	3920.49.00 -- Other kg 25%
10	Eva Sheet	3920.49.00 -- Other kg 25%
11	Plastic Buckle	3926.90.90 --- Other kg 25%
12	Cartons	4819.10.00 - Cartons, boxes and cases, of corrugated paper or paperboard kg 35%
13	Printed Label	908.10.00 - Transfers (decalcomanias), vitrifiable kg 10%
14	Thread	5401.10.00 - of synthetic filaments kg 25%
15	Non-woven Leather	5603.14.00 -- Weighing more than 150 g/m ² kg 10%
16	Hook /Lace	5806.10.00 - Woven pile fabrics (including terry towelling and similar terry fabrics) and chenille fabrics
17	Nylon Tape	5806.10.00 - Woven pile fabrics (including terry towelling and similar terry fabrics) and chenille fabrics
18	Laminated Rexine	5903.10.00 - With poly(vinyl chloride) kg 10%
19	Stretchable Rexine	5903.20.00 - With polyurethane kg 10%
20	Skin fit/ Lacara	5903.90.00 - Other kg 10%
21	Iron Buckle	8308.90.00 - Other, including parts kg 10%

4. SWOT ANALYSIS

Knowing the strength and weakness of any business is one of the right steps to take in business. No doubt starting a Industrial is indeed capital intensive especially for aspiring entrepreneurs who may not have huge sum of money saved up in a bank.

We are aware that it will require loads of cash to set up a standard Industrial in Tanzania which is why we decided to do all that is required to build a profitable business; we don't intend to invest our hard earn money in a business that we know we are not truly cut out for. One of the tools that is required to position us in building a successful Industrial business is SWOT Analysis.

We hired the services of Business Consultants, who is based in area where the company will launch the Industrial at Mbagala rangi tatu to help us conduct SWOT analysis for our Industries and he did a pretty good job for us. Here is a preview of the result we got from the SWOT analysis that was conducted on behalf of **Walkaroo Tanzania Limited** .

I. STRENGTH:

- ❖ Existence of more than sufficient productive capacity in tanning.
- ❖ Easy availability of low cost of Labour.
- ❖ Exposure to export markets.
- ❖ Management with business background become quality and environment conscious.
- ❖ Presence of qualified leather technologists in the field.
- ❖ Comfortable availability of raw materials and other inputs.
- ❖ Massive institutional support for technical services, designing, manpower development and marketing.
- ❖ Exporter-friendly government policies.
- ❖ Tax incentives on machinery by Government.
- ❖ Expertise in the PU footwear manufacturing.

II. WEAKNESS:

- Low level of modernization and upgradation of technology, and the integration of developed technology is very slow.
- Low level of Labour productivity due to inadequate formal training / unskilled Labour.
- Horizontal growth of tanneries.
- Less number of organized product manufacturers.
- Lack of modern finishing facilities for leather.
- Highly unhygienic environment.
- Difficulties in accessing to testing, designing and technical services.
- Non availability of quality footwear components
- Lack of fresh investment in the sector.
- Uneconomical size of manufacturing Pairs .
- Competition among Pairs vying for export orders leading to undercutting.
- Little brand image.

- Poor labour productivity. Lack of awareness about consistent in plant training and retraining- Inconsistent quality high rejection rate
- Low machine and material productivity.
Lack of quality job work Pairs
- Delayed deliveries

III. OPPORTUNITIES:

- Abundant scope to supply finished leather to multinationals setting up shop in Tanzania.
- Growing fashion consciousness globally.
- The use of information technology and decision support software to help eliminate the length of the production cycle for different products.
- Product diversification - There is lot of scope for diversification into other products, namely, leather garments, goods etc.
- Growing international and domestic markets.
- Exposure to newer markets through Fairs/ BSMs
- Retain customers through quality supplies and timely deliveries.
- Aim to present the customer with new designs, infrastructure, country & company profiles.
- Use of modern technology
- Exhibit strengths in manufacturing, for example, strengths in classic shoe manufacturing, hand crafting etc.
- De-reservation of the footwear sector.
- Providing shoes that suit the customers here.

IV. THREAT:

- ✓ entry of multinationals in domestic market.
- ✓ Stiff competition from other countries. (The performance of global competitors in leather and leather products indicates that there are at least 5 countries viz, China, South Africa Kenya, which are more competitive than India.)
- ✓ Non- tariff barriers - Developing countries are resorting to more and more non – tariff barriers indirectly.
- ✓ Improving quality to adapt to the stricter international standards.
- ✓ Fast changing fashion trends are difficult to adapt for the Indian leather industries.
- ✓ Limited scope for mobilizing funds through private placements and public issues, as many businesses are family-owned.

6:0 MARKET TREND ANALYSIS

6:1 Market Trends

There is hardly anyone who doesn't have a need for shoes or slippers, this is why it is vital that one keys into this industry. One of the trends in the Industrial industry is that, in the bid to stay afloat in the highly competitive Industrial, **Walkaroo Tanzania Limited** will ensure increase the supply quality Shoes & slipper products to cover the demand around Mbagala rangi tatu area and in a whole nation and across Africa.

6:2 Our Target Market

Before choosing a location for our Industrial business, we conducted our feasibility studies and market survey and we were able to identify the location that will benefit greatly from our products and service offerings which is why we decided to establish new Industrial in Mbagala, The target market for **Walkaroo Tanzania Limited** Is Environmentally conscious consumers who prioritize sustainable and ethical practices in the products they Purchase. These customers are looking for a unique and personalized shoe buying experience and willing to pay a premium for high-quality, long-lasting footwear. Our direct to customer e-commerce model provides easy access to our products are allows us to offer customization options that appeal to our target markets' desires. Additionally, our location in Mbagara rangi tatu allows us to tap into a customer base that value sustainability and ethical Manufacturing practices, further strengthening our position in the market.

6:3 Competition

As a sustainable and ethically focused shoes and slippers manufacturing start up. Walkaroo Tanzania Limited will be competing against several established and emerging players in the footwear market. While there are many alternatives and substitutes available to consumers, we believe that our unique value proposition of customizable, sustainable, and ethically made shoes & slippers will differentiate us in the market.

Walkaroo Tanzania Limited primary competition will come from other direct to customer footwear brands, **Walkaroo Tanzania Limited** focus on customization and unique customer experience will allow us to differentiate ourselves in the market.

In Addition to direct to customer brands, **Walkaroo Tanzania Limited** will also be competing against traditional shoes & slippers manufacturers and retailers, who are not focused on sustainability or ethical manufacturing Practices. While these companies may offer a wider variety of styles and designs, our commitment to sustainability and ethical production will resonate with consumers who are increasingly conscious of the environmental and social impacts of their Purchases.

Overall, **Walkaroo Tanzania Limited** commitment to sustainability, ethical manufacturing, and customization will position us as a leader in the footwear industry and allow us to stand out in a competitive market.

7:0 SALES AND MARKETING STRATEGYIES

7:1 Marketing Strategy and Sales Strategy

The marketing strategy for **Walkaroo Tanzania Limited** is going to be driven basically by making available standard product online to customer. We will work hard to build a loyal customer base; customers that will always patronize us over and over again and also help us use word of mouth publicity to get their friends and acquaintances to patronize us.

In view of that, we are going to adopt the following strategies to ensure that we do not only attract customers but ensure that they become loyal customers. Part of the marketing and sales strategies that we will adopt are.

- Open our Industrial with a party to capture the attention of residents who are our first targets.
- Advertise our product on national dailies, local TV stations and local radio stations.
- Promote our product online via our official website and all available social media platforms.
- Continuously Improving the performance of our brands
- Make use of attractive hand bills to create awareness and to give direction to our products.
- Adopt direct mailing coupon marketing approach.
- Position our signage / flexi banners at strategic places.
- Create a loyalty plan that will enable us to reward our regular customers.
- Introduce one celebrity as our brand ambassador who is familiar with the EAC region to enhance the brand image of our product.

8:0 PROJECT PHASES /MILESTONE

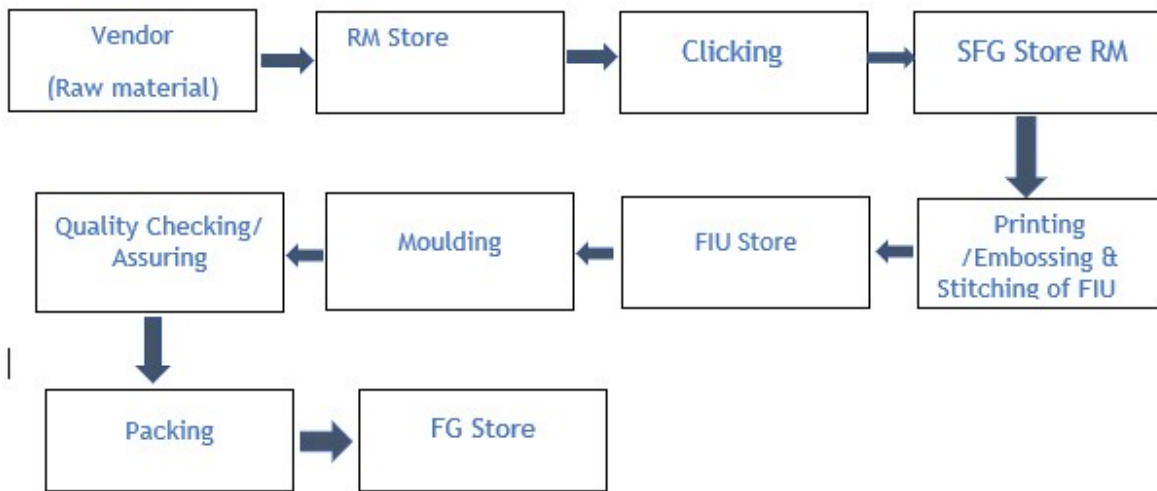
Walkaroo Tanzania Limited we have a clear roadmap for achieving our business goals here is a summary of where we currently stand and the specific milestone we plan to hit:

PROJECT PHASE	YEAR	PROJECT TASKS/ ACTIVITIES	TOTAL FUNDS TO BE UTILIZED	SOURCE OF FUND
Phase I -II	2023-2024	<ul style="list-style-type: none"> ➤ Payments Establishments costs i.e. companies preliminary expenses, work permits, registrations permits, and other statutory requirements ➤ Applying incentive certificate from TIC ➤ Lease building for production activities at Mbagara Rangi Tatu in Dar es salaam Town ➤ Purchasing of initial Required plants and Machinery for production ➤ To install Plant and Machinery ➤ Employing Personnel labors ➤ Purchases of initial Raw materials for producing total 448,500 Pairs in 2023 and 2,324,400 Pairs in 2024 ➤ Starting Productions ➤ Applying Entry Marketing strategies for product distributions 	\$ 635,237	Fund to be paid by Shareholders
			1,483,568,276/= Tsh Equivalent	Fund to be paid by Shareholders
Phase III-IV	2025-2026	<ul style="list-style-type: none"> ➤ Purchasing of additional Machinery and Equipments ➤ To increase average produced unit per month compared to previous phase. ➤ Increasing social media advertisements ➤ Expand Market size by export product in east and central Africa ➤ Increasing Quality of product produced ➤ Build Factory at area which have conducive environment for production activities 	\$ 2793,971 6,933,145,851/= Tshs Equivalent	Fund to be paid by Shareholders
Phase IV-VI	2027-2028	<ul style="list-style-type: none"> ➤ Purchasing of additional Machinery and Equipments ➤ To increase average produced unit per month compared 	\$ 470,581	Fund to be paid by Shareholders

		<p>to previous phase.</p> <ul style="list-style-type: none"> ➤ Increasing social media advertisements ➤ Expand Market size by export worldwide. ➤ Issue Bulk sales credits to our Large Wholesaler buyers ➤ Increase the number of Pairs produce up to 7,566,000 pairs/Year ➤ Product diversification ➤ Applying more Advance technology ➤ Increase product value. ➤ To increase investment Financed by company Retained Earnings by 2028 	<p>1,181,234,553 Tshs Equivalent</p>	
		TOTAL Fund	<p>\$ 3,899,790</p> <p>Tshs 9,518,565,771</p>	

9:0 PRODUCTION PROCESS

There is Main 4 stage of production Process in manufacturing shoes & Slippers



9:1 Clicking of Synthetic Leather.

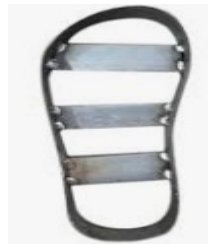
This is the first production process after the procurement of material from the Vendor. The Synthetic Leather (Rexine) will be clicked as per the desired pattern and plan. "Synthetic Leather" one of the main components of footwear which is very durable and cheap compared to the Traditional Leather. This material is environmentally safer and comfortable than that of Leather. Synthetic leather is available by applying synthetic resin to natural fabric and making the surface look like natural leather. Polyvinyl chloride and polyurethane resins are often available as synthetic rexins.



This material will be received in rolls and that will be clicked into components in clicking machine. The Hydraulic clicking press works on hydraulic pressure. It consists of hydraulic drive and press tool namely die and punch. The hydraulic drive consists of a double-acting hydraulic cylinder in which the piston moves up and down. The piston is connected to the ram through the piston rod. The ram slides vertically. The predesigned punch/dies will be placed at the bottom of the ram and in each press the clicked synthetic Lather components will be formed. This component will be moved to SFG store.



Clicking Head



Clicking Die

9:2 Printing, Embossing & Stitching.

This process will make the upper and footwear insole more attractive. This 3 are Line Process activity. One has to be done by the completion of other. In this first process will be the screen printing of design and logo in upper/insole.



Screen (The predesigned pattern will be printed on the footwear parts)

The second process is embossing of insole/upper using the embossing machine. Embossing is the process of creating raised designs, and text on materials. An embossing machine makes this easy to do, by using a combination of rollers and cutting plates to push your design through the rexin create a raised version with precise outlines.

9:2:1 Embossing Machine



Embossed Footwear

The next process is stitching of this component to get the finished upper. In this the stitching operator will perform the stitching operations to the Synthetic upper/insole components of the footwear as per the design instructions given. The maximum accuracy and perfection is expected from the worker during this work. Different type of machine like Flat Bed Machine, Double Needle Machine, Pasting Machine, Strobing Machine etc... will be using as per the requirement of the product. The major material along with rexin for making footwear uppers are Tread, Buckle, Gum, Rivet etc..



Stitching Line.

The Finished upper will be inspected for quality checking and will transfer the quality certified product to the store.

9:3 Molding of Footwear



GUSBI – PU Rotary Machine 90 Station

This is the very important process in making of footwear. The PU will be poured and moulded with finished uppers. PU is the result of the reaction between the liquid components polyol and isocyanate. These components are pumped into a mixing chamber and mixed by a rotating screw. A chemical reaction takes place, and the PU is injected directly into the footwear mould. Color will be added to the PU in between this process. The moulds are placed on the rotary machine with multiple mould stations. By an exothermic reaction the sole stabilizes, and de-moulding becomes possible.

We are planned to install Gusbi 60 station machine which generate an output of 8,000 pairs /day. The vendor of the Machine Gusbi Officina Meccanica S.P. A is an Italian Company having in this field since 1946. We can produce wide varieties of Gents, Ladies and Kids articles using this machine.

Capacity Day/Month.

Pu Rotary Machine	8000 Pairs/Day	28,000 Pairs/Months
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**26 Days taken as working days in a month*

9:4 Quality Assurance & Packing.

Once moulding is completed the footwear will go through quality inspection. In that process the QC team will check if there is any complaint in sole, upper and fitting for the products.

Once the quality criteria matches then it goes for packaging. First the product will be put in small carton and then to master carton. The packaged goods will be moved to the FG storage area for dispatch to market.



Packaging of Footwear

10: SALES FORECAST, COST FORECAST & FUND REQUIREMENTS

Our marketing and advertising strategy will focus on social media platforms such as Instagram and Facebook to showcase our customizable, sustainable, and ethically- made shoes and slippers. We will collaborate with influencers who align with our brand values to spread awareness about our products. We will also participate in online events and exhibitions related to sustainable fashion.

Our advertising costs will primarily be invested in social media advertising and influencer collaborations.

10:1 SELING PRICE & REVENUE FORECAST IN EACH YEAR

The sales forecast is a consecutive prediction from phase I to V in each year. In forecasting sales and revenue, we based on the following Assumptions for incoming 5 Years

- Additional Plant and Machinery in each phase will increase productions
- Advertisement and sales Promotion will Stimulated demand in each Phase
- Exchange Rate Increased by 2% Per phase

The Following is Sales Forecast breakdown of each phase from Phase I-V Breakdown analyzed per day to per months (30 working days considered) and per year also sales expected to be increasing for incoming 5 years from **2023 to 2028** as clearly described below.

PRODUCTION PLAN					
	2023-24	2024-25	2025-26	2026-27	2027-28
	Production	Production	Production	Production	Production
Shoes-1	149,500	774,800	1,580,800	1,768,000	2,522,000
Shoes-2	149,500	774,800	1,580,800	1,768,000	2,522,000
Shoes-2	149,500	774,800	1,580,800	1,768,000	2,522,000
	448,500	2,324,400	4,742,400	5,304,000	7,566,000

SELLING PRICE FORECAST					
	2023-24	2024-25	2025-26	2026-27	2027-28
Products Details	SP	SP	SP	SP	SP
Shoes-1	6,456	6,356	6,780	6,780	7,627
Shoes-2	5,608	5,508	5,932	5,932	6,780
Shoes-2	6,780	6,780	7,627	7,627	8,475
	18,844	18,644	20,339	20,339	22,881

REVENUE FORECAST					
	2023-24	2024-25	2025-26	2026-27	2027-28
Products Details	Total Revenue	Total Revenue	Total Revenue	Total Revenue	Total Revenue
	Tshs	Tshs	Tshs	Tshs	Tshs
Shoes-1	965,161,864	4,924,576,271	10,717,288,136	11,986,440,678	19,235,593,220
Shoes-2	838,466,949	4,267,966,102	9,377,627,119	10,488,135,593	17,098,305,085
Shoes-2	1,013,559,322	5,252,881,356	12,056,949,153	13,484,745,763	21,372,881,356
	2,817,188,136	14,445,423,729	32,151,864,407	35,959,322,034	57,706,779,661

10:2 COSTS OF RAW MATERIALS

The initial Cost of production expected to 448,500 which will be financed working Capital, however cost of production in other phases will be financed by revenue generated in each phase. The cost of Raw Materials Per unit apart from phase one expected to be increased at rate (5%-7%), the increase of unit production in each phase will be caused by expected purchases of additional plant and machinery in each phase, increase in demand due to use advertisements strategies in social medial in each phase

PRODUCTION PLAN					
	2023-24	2024-25	2025-26	2026-27	2027-28
	Production	Production	Production	Production	Production
Shoes-1	149,500	774,800	1,580,800	1,768,000	2,522,000
Shoes-2	149,500	774,800	1,580,800	1,768,000	2,522,000
Shoes-2	149,500	774,800	1,580,800	1,768,000	2,522,000
	448,500	2,324,400	4,742,400	5,304,000	7,566,000

COST PER UNIT OF RAW MATERIALS					
	2023-24	2024-25	2025-26	2026-27	2027-28
	Pair Cost	Pair Cost	Pair Cost	Pair Cost	Pair Cost
	Tshs	Tshs	Tshs	Tshs	Tshs
		5%	5%	7%	7%
Shoes-1	3,045	3,512	3,688	3,946	4,222
Shoes-2	2,854	3,102	3,257	3,485	3,729
Shoes-2	3,120	3,591	3,771	4,034	4,317
	9,019	10,205	10,715	11,465	12,268

TOTAL COSTS OF RAW MATERIALS					
	2023-24	2024-25	2025-26	2026-27	2027-28
	Pair Cost	Pair Cost	Pair Cost	Pair Cost	Pair Cost
	Tshs	Tshs	Tshs	Tshs	Tshs
		5%	5%	7%	7%
Shoes-1	455,182,650	2,721,047,238	5,829,250,190	6,975,925,063	10,647,518,564
Shoes-2	426,687,950	2,403,278,514	5,148,500,011	6,161,264,158	9,404,082,455
Shoes-2	466,440,000	2,782,306,800	5,960,485,440	7,132,975,668	10,887,228,597
	1,348,310,600	7,906,632,552	16,938,235,642	20,270,164,890	30,938,829,616

10: MANUFACTURE OVERHEADS AND OPERATION COSTS

The Manufacture overheads and operation costs is budgeted as follows, The Manufacture cost and operation cost will be financed by revenue generated in each phase

MANUFACTURE OVERHEADS COSTS	April 2023- March 2024	April 2024- March 2025	April 2025- March 2026	April 2026- March 2027	April 2027- March 2028
	Tshs	Tshs	Tshs	Tshs	Tshs
	Phase I	Phase II	Phase III	Phase IV	Phase V
	000'	000'	000'	000'	000'
Plant & Machinery Repairs & Maintenance	5,654	82,832	184,364	206,196	330,900
Factory Electricity Expenses	24,532	359,400	499,933	594,661	735,735
EWURA & Rea Levy	736	10,782	23,998	26,839	43,072
Gas Expenses	5,454	79,902	177,843	198,902	319,195
Water Expenses	6,433	94,245	209,766	234,606	376,491
Agency Fee	3,234	47,379	105,453	117,94	189,270
R/M Excise & Import Duty	22,430	328,605	731,391	818,003	1,312,715
Handing & Storage	6,546	95,900	213,450	238,727	383,105
Clearing and forwarding	4,539	66,497	448,007	565,533	965,645
Factory Inspection Fees	1,234	18,078	40,238	45,002	72,220
Wharfage Charges	2,483	36,377	80,965	90,552	145,318
Corridor Levy Charges	4,543	66,556	148,137	165,679	265,879
Materials Transportation	6,241	91,432	203,505	227,604	365,254
Packing materials	4,543	66,556	148,137	165,679	265,879
Total	98,602	1,444,542	3,215,186	3,595,932	5,770,678

Operation Costs						
	Administration Expenses	2023-24	2024-25	2025-26	2026-27	2027-28
		Tshs	Tshs	Tshs	Tshs	Tshs
		000'	000'	000'	000'	000'
1	Salaries & Wages	56,542	62,197	68,416	75,258	82,784
2	Administration Electricity	34,252	38,363	42,966	48,122	53,897
3	Statutory Compliance Expenses	14,233	15,940	17,534	19,288	21,217
4	Office Rent	369,827	417,420	417,420	-	-
5	General Administration Expenses	14,232	15,940	17,534	19,287	21,216
6	Advertising & Sales Promotion	84,516	433,363	964,556	1,078,780	1,731,203
7	Product Distribution Expenses	14,086	115,563	257,215	287,675	461,654
8	Other Selling & Distributions	8,452	130,009	289,367	323,634	519,361
9	Total Expenses (Tshs)	596,139	1,228,794	2,075,008	1,852,043	2,891,332

10:4 FUND REQUIREMENT

Company Expect to start with initial capital of **950,393,372 TZS/=** however as company continue to operate and maximizing productions volume company expected to add additional capital to purchase additional machinery and Equipments in each phase as shown below. By 2028, the company will reach a total capital **9,518,565,771 TZS**.

TOTAL FUND REQUIRED FROM 2023-2028								
S/N	DETAILS	INITIAL	ADDITIONAL				TOTAL	Source of Capital
		Phase I (Costs)	Phase II	Phase III	Phase IV	Phase V		
		USD	USD	USD	USD	USD	USD	
3	Purchases of Assets (installation cost Inclusive)							- Fund From Shareholders
	<i>Machinery</i>	249,456	184,941	440,436	114,623	467,452	1,456,908	Fund From Shareholders
	<i>Furniture's</i>	20,319	-	13,750	19,125	625	53,819	Fund From Shareholders
	<i>Utilities +FA</i>	848	42	-	-	-	890	Fund From Shareholders
	<i>Electricity</i>	69,714	-	-	298,750	-	368,464	Fund From Shareholders
	<i>IT</i>	19,857	789	2,505	2,647	2,505	28,301	Fund From Shareholders
	<i>Moulds</i>	39,636	39,636	-	39,636	-	118,908	Fund From Shareholders
	<i>Building (factory)</i>	-	-	-	1,862,500	-	1,862,500	Fund From Shareholders
	<i>Vehicles</i>	10,000	-	-	-	-	10,000	Fund From Shareholders
	Total Iniat Costs (USD)	409,829	225,408	456,691	2,337,281	470,581	3,899,790	
	Exchange Rate	2,319	2,365	2,413	2,461	2,510		
	TZS Equivalent	950,393,372	533,174,904	1,101,851,645	5,751,911,297	1,181,234,553	9,518,565,771	

11. THE MARKET ANALYSIS AND MARKET SEGMENTATION

11:1 Market Segmentation

Our market analysis indicates that our primary customer segment will be eco-conscious customers who are willing to pay a premium for sustainable and ethically made shoes and slippers. Additionally, we anticipate moderate demand from customization seekers who value uniqueness and individuality in their footwear. The market potential for these segments is high and moderate, respectively. Although there is a small segment of ethical fashion advocates, we recognize the importance of catering to this group and strive to build loyalty within this segment.

11.2 Target market Segment Strategy

Our ideal customer is environmentally conscious and value sustainability and ethically-made products. They are willing to spend a little extra for quality and appreciate the ability to customize their footwear. They are likely to be millennials and Gen Z consumers who are passionate about supporting brands that align with their value. We will also target customers who have specific foot needs and have difficulty finding shoes that fit comfortably. By offering customizable options, we can cater to their unique foot shapes and requirements. Our target market segment strategy will focus on building brand awareness through social media and influencer marketing.

11: 3 Key Customers

Our ideal customer archetype is someone who values sustainability, ethical manufacturing, and customization in their footwear. They are conscious consumers who are willing to pay a premium price for high quality shoes that align with their values.

This customer is likely between the ages of 25-45 and has a higher income level. They are environmentally aware and try to reduce their carbon footprint in all areas of their life, including fashion. They value uniqueness and self-expression, and our customizable options allow them to create a personalized shoe that fits their style and preferences.

By targeting this specific customer group, we believe that they will become the main advocates for our business. They will appreciate the transparency and authenticity of our sustainable and ethical manufacturing practices and will spread the word about our brand to others who share their values.

Future Markets

Our direct to customer e-commerce model for customizable, sustainable, and ethically made shoes has the potential to tap into a growing consumer market that values sustainability and ethical manufacturing practices.

Our business strategy aligns with growing consumer trends by offering customizable, sustainable and ethically made shoes that prioritize both social and environmental responsibility. Through our e-commerce platform, we can reach a wider audience and educate them about the importance of sustainable and ethical manufacturing practices, ultimately creating a loyal customer base that values these values and supports our brand.

12. FINANCIAL RISK

With our Industrial there are several financial risks which may be a threat to the development of successful and profitable business to some extent. These financial risks are:

➤ **Change in competitor Price.**

The sudden change in our competitor's price will result in a loss of market for our service mainly because the clients will shift to other hiring firms who offer the best and relatively low price that they think they can afford.

➤ **Failure to meet expected goals.**

The operation of the business is based on the projection that the management suit to achieve to run a more profitable business. For instance, t. Fail to meet the expectation will results to lose of expected revenue which in turn the firm will fail to meet their costs and turn into liquidation.

➤ **Change in Interest rate risk.**

The operation of business activities depends on contributions from members but in large circumstances it depends on loans provided by different financial institution to form an operating capital. Loans granted by these financial institutions are attached with some conditions. Interest rate is one of the conditions that the borrower is required to repay the principal loan plus interest charges which vary from one institution to another. Interest on loan form an expense to the borrower, an increase in this rate, will increase the cost of loans which in turn increase the burden to the firm (borrower).

General Assumptions

	2023-2024	2025-2026	2027-2028
Current Interest Rate	10%	10%	10%
Long-term Interest Rate	10%	10%	10%
Tax Rate	30%	30%	30%

13:0 DESCRIPTIVE FINANCIAL PLAN

Assumptions on determining the amount of depreciation on fixed asset is derived from other segment of this business plan. The equipment are to be depreciated by using the straight-line method as follows;

Computer & printer	37.5% with 3 years useful life
Buildings	5% with 20 years useful life
Furniture & Fittings	12.5% with 5 years useful life
Motor vehicle	25% with 6 years useful life

14:0 BUSINESS OWNERSHIP, AUTHORIZED SHARE CAPITAL, PAID UP CAPITAL AND DIRECTORS' PROFILE

14:1 LEGAL FORM OF BUSINESS OWNERSHIP

The business' form of ownership is through 2 shareholders one is **Adithya Satish Kumar** who is Tanzanian own shares 720,000 and **Walkaroo Global Private Limited** own 228,0000 Shares, we have selected this form for easy management and supervision and financing of the business.

14:2 Authorized share Capital Registered

The Authorized capital of the company at the date of registered is Tanzania Shillings Ten Billion only (Tshs 10,000,000,000) divided into Ten Million ordinary shares of Tanzania shilling one Thousand (Tshs 1,000) each.

14: 3 Initial Paid up Capital and additional capital during the operations.

Company Expect to start with initial capital of **TZS 950,393,372/=** as analyzed below **Table no 14:3:1**. However company Expect to add additional capital to purchase machinery and Equipments in each phase to Increase productions volume. The Total additional capital expected to be **8,568,172,399** Tanzania Shilling as depicted in **Table no 14:3:2** below.

By 2028, the company Capital will reach **9,518,565,771** Tanzania shillings (initial capital **950,393,372** plus **8,568,172,399** additional capital)

14:3:1 INITIALS PAID UP CAPITAL TO BE INVESTED.

INITIAL CAPITAL 2023

S/ N	DETAILS	Phase I (Costs) USD	Year to be Bought	Source of Capital
	Purchases of Assets (installation cost Inclusive)		2023	Shareholders or Investors
	<i>Machinery</i>	249,456	2023	Shareholders or Investors
	<i>Furniture's</i>	20,319	2023	Shareholders or Investors
	<i>Utilities +FA</i>	848	2023	Shareholders or Investors
	<i>Electricity</i>	69,714	2023	Shareholders or Investors
	<i>IT</i>	19,857	2023	Shareholders or Investors
	<i>Moulds</i>	39,636	2023	Shareholders or Investors
	<i>Building (factory)</i>	-	2023	Shareholders or Investors
	<i>Vehicles</i>	10,000	2023	Shareholders or Investors
	Total Initial capital Costs (USD)	409,829		
	<i>Exchange Rate</i>	2,319		
	TZS Equivalent	950,393,372		

14:3:2 ADDITIONAL CAPITAL PER PHASE 2024 TO 2028

S/N	DETAILS	Phase II	Phase III	Phase IV	Phase V	Total Budgeted Additional Capital
		2024-2025	2025-2026	2026-2027	2027-2028	2024-2028
	<i>*Installation Costs Inclusive"</i>	USD	USD	USD	USD	USD
1	Machinery	184,940.83	440,435.78	114,623.40	467,451.57	1,207,451.59
2	Furniture	-	13,750.00	19,125.00	625.00	33,500.00
3	Utility + FA	42.29	-	-	-	42.29
4	Electrical -Equipments	-	-	298,750.00	-	298,750.00
5	IT- Equipments	788.59	2,504.78	2,646.53	2,504.78	8,444.67
6	Moulds	39,636.00	-	39,636.00	-	79,272.00
7	Factory Building	-	-	1,862,500.00	-	1,862,500.00
		225,408	456,691	2,337,281	470,581	3,489,961
	Exchange rate	2365	2412	2460	2510	
	TZS Equivalent	533,174,904	1,101,851,645	5,751,911,297	1,181,234,553	8,568,172,399
		<i>* Exchange rate assumed to be increase at 2% Per annum</i>				

14:4 DIRECTORS' PROFILES**I. PROFILE OF MR. V. NOUSHAD**

Mr.V. Noushad, born to the illustrious father Sri. V.K.C Mammad Koya in 1970.

He had his schooling at Feroke Ganapath High School and completed his B.Tech in Chemical Engineering from Govt. Engineering College, Thrissur and obtained his Master in Polymer Science and Rubber Technology from Cochin University of Science and Technology.

He joined his family business of footwear industry during his academic days itself. His technical skill and acumen to tap the opportunities beneficial to the industry and to introduce up to date technology accelerated the growth. He foresaw changing trend and fashion in footwear industry and started consistently upgrading technology and product launches with lot of perseverance and meticulous planning.

Following are the remarkable positions held by Mr. V. Noushad

- Vice President of **Confederation Of Indian Footwear Industries (CIFI)**
- State Council Member of **Confederation Of Indian Industries. (CII)**
- Jt. Secretary, **Malabar Chamber Of Commerce. (MCC)**
- Managing Committee member in **Calicut Management Association (CMA)**
- Chart Member, **TIE KERALA.**
- State Committee Member, **KSSIA.**
- President of the **Kerala State Small Industries Association (KSSIA) Kozhikode District unit**

- President of Footwear Design and Development Centre, Calicut, a Charitable Society approved and financially supported by the **Central Leather Research Institute**, Chennai.

AWARD'S

- The Industries Department of Kerala bestowed the **Best Entrepreneur Award** on him in the year 2004.
- The SB College Changa Nassery awarded the best professional award as **Benchamens Professional Award** to Mr. Noushad in Dec. 2013.
- TIECON an international Conference group (**The Indus Entrepreneurs Conference**) awarded the best entrepreneur award in Dec.2013 at Cochin to Mr. Noushad.
- Department of Commerce and Management, University of Calicut, DCMS Entrepreneur of the year Award 2013
- Best Manager of the year 2013. Award given by Calicut Management Association, Kozhikode.
- Awarded as **The Outstanding Entrepreneur Of The Year 2014 By Cosidici**.

II. PROFILE OF MR. V ABDUL RASHEED

He is a core member and part of the Director Board of **Walkaroo Group** taking care of New product Development, Sourcing and Export . He is a Graduate in **Commerce** and holds Post Graduate Diploma in **Computer Application**. He has completed his executive education program from IIM Ahmadabad also. He has got more than 15 years' experience in the footwear business profile. He is the Executive Director of the company and holding Directorship in more than 10 companies engaged in Footwear manufacturing Sector.

III. PROFILE OF MR. BINU RAJENDRAN

He is a core member and part of the Director Board of Walkaroo Group taking care of IT, HR and CSR function of entire group . He is a B.Tech in **Mechanical Engineering from Govt. Engineering College, Trivandrum** and also took PGDBM from IIM. He is having around 10 years of experience in PU footwear manufacturing industry.

IV. ADITHYA S. KUMAR – PROFILE

Adithya is a self-starter, with bags of energy, who is always leading the team from the front and who is not frightened to take the initiative. **Adithya** has the ability to work independently in an environment of change, challenge, multiple deadlines and priorities. He is passionate about supporting individuals and businesses to excel. He is an outstanding individual, eager to deliver excellence at every opportunity. He is a dual degree holder in International Business and Marketing from University of West of England, Bristol, and Taylors University, Malaysia. He holds an Entrepreneurship in Emerging Markets certification from Harvard University. Being a marketing graduate, Adithya focuses on increasing brand value and equity.

Adithya is a marketer with a proven track record of service delivery. He drives growth by focusing on strategy by putting emphasis on the core values of the organization. Adithya has over 10 years of experience in the top management of various industries and different segments. His experience in Marketing and Operations has seen him contribute towards the positive growth of the companies he is associated with.

Adithya S. Kumar is the Director and Chief Operating Officer of Petro Group and Borderlink Group. Petro Group consists of Petrofuel (T) Limited, Petro Logistics Limited, and Petropak Limited. Petrofuel is Tanzania's largest retail distributor of Automotive Gas Oil. Petrofuel is one of the most reputable names in the oil marketing sector focusing on the retail and bulk distribution of petroleum products. Petro Logistics Limited is a transportation and logistics service provider with an ultramodern fleet of trucks hauling both dry and liquid cargo across East, Central and Southern Africa. Petropak Limited is a market leader in the manufacturing and distribution of 210 metal drums servicing the petroleum, specifically lubricant, industry in Tanzania.

Borderlink Group consists of Borderlink General Trading Limited, Borderlink Logistics Limited, Borderlink Clearing House Limited and The Medical House Limited. Borderlink General Trading is a trading firm that imports, stores, supplies and services petroleum equipment as well as vehicle spares and tyres. Borderlink Logistics is a relatively new entrant in the transportation sector focusing on both dry and liquid cargo operating a fully owned fleet of brand-new TATA and FAW make vehicles. Borderlink Clearing House is a customised logistics service provider focusing on clearing, forwarding, freight, logistics and warehousing services. The Medical House is a complete healthcare solution provider dealing with quality products of pharmaceuticals, medical supplies, medical equipment, hospital supplies, laboratory supplies and FMCG.

In addition to this, he is also a Director and Shareholder of Walkaroo Tanzania Limited. It is a joint venture with Walkaroo, India's best-selling and most preferred footwear brand with products ranging from sandals, slippers and shoes for people of all genders and ages.

Adithya is a marketer with a proven track record of service delivery. In this role, Adithya drives growth by focusing on the group's strategy by putting emphasis on the core values of the organization. Adithya has over 10 years of experience in the top management of Oil and Gas industries among others. His experience in Marketing and Operations has seen him contribute towards the positive growth of Petro Group and its affiliates.

15:0 SUPPORTIVE ANNEX

15:1 PROJECTED STATEMENT OF PROFIT OR LOSS FOR FIVE YEARS 2023- 2028

	April 2023- March 2024	April 2024- March 2025	April 2025- March 2026	April 2026- March 2027	April 2027- March 2028
	Tshs	Tshs	Tshs	Tshs	Tshs
	Phase I	Phase II	Phase III	Phase IV	Phase V
	"000'	"000'	"000'	"000'	"000'
Revenue	2,817,188	14,445,424	32,151,864	35,959,322	57,706,780
Cost of Production					
Direct Raw Materials	1,348,311	7,906,633	16,938,236	20,270,165	30,938,830
Direct Labour Costs	112,688	722,271	1,607,593	1,797,966	2,885,339
Manufacture Overheads	84,516	1,444,542	3,215,186	3,595,932	5,770,678
Total cost of Production	1,545,514	10,073,446	21,761,015	25,664,063	39,594,847
Gross Profit /(loss)	1,271,674	4,371,978	10,390,849	10,295,259	18,111,933
Administration Expenses					
Salaries & Wages	56,542	62,197	68,416	75,258	82,784
Administration Electricity	34,252	38,363	42,966	48,122	53,897
Statutory Compliance Expenses	14,233	15,940	17,534	19,288	21,217
Factory Rent	369,827	417,420	417,420	-	-
Fixed Assets Depreciations	121,698	172,408	288,045	626,884	713,057
General Administration Expenses	14,232	15,940	17,534	19,287	21,216
Selling & Distribution					
Advertising & Sales Promotion	84,516	433,363	964,556	1,078,780	1,731,203
Product Distribution Expenses	14,086	115,563	257,215	287,675	461,654
Other Selling & Distributions	8,452	130,009	289,367	323,634	519,361
Total Expenses	717,837	1,401,202	2,363,053	2,478,927	3,604,388
Profit/ (Loss) before tax	553,837	2,970,775	8,027,796	7,816,332	14,507,545
Corporate Tax 30%	(166,151)	(891,233)	(2,408,339)	(2,344,900)	(4,352,263)
Net profit/ (Loss) for the year	387,686	2,079,543	5,619,457	5,471,433	10,155,281

15:2 PROJECTED STATEMENT OF FINANCIAL POSITION FOR FROM 2023-2028

	April 2023- March 2024	April 2024- March 2025	April 2025- March 2026	April 2026- March 2027	April 2027- March 2028
	Tshs	Tshs	Tshs	Tshs	Tshs
Assets	Phase I	Phase II	Phase III	Phase IV	Phase V
Non Current Assets					
Property, Plants and Equipment	828,695	1,189,463	2,003,270	7,128,401	7,596,578
Total Non Current Assets	828,695	1,189,463	2,003,270	7,128,401	7,596,578
Current Assets					
Inventory	360,221	597,562	966,626	1,771,370	2,614,995
Cash & Cash Equivalent	450,633	2,465,243	8,003,681	13,436,290	23,461,003
Prepaid Rent	139,140	139,140	139,140	-	-
Total Current assets	949,994	3,201,945	9,109,447	15,207,660	26,075,998
Total Assets	1,778,689	4,391,407	11,112,716	22,336,060	33,672,576
Equity and Liabilities					
Equity					
Share Capital	1,391,003	1,924,179	3,026,030	8,777,942	9,959,176
Retained Earnings	387,686	2,467,229	8,086,686	13,558,118	23,713,400
Total Equity	1,778,689	4,391,407	11,112,716	22,336,060	33,672,576
Liabilities					
Current Liabilities					
Trade and Other Payables	-	-	-	-	-
Tax Payable	-	-	-	-	-
Total Current liabilities	-	-	-	-	-
Total Equity and Liabilities	1,778,689	4,391,407	11,112,716	22,336,060	33,672,576

Statement of financial position Assumptions From 2023-2028

- ❖ Statement of Financial position are prepared under cash Basis, Full collections from customers (no Receivable During the Year), And Suppliers are Paid in Full
- ❖ Depreciation is Calculates full Year
- ❖ Cash And Cash Equivalent Include collections from customers
- ❖ Equity include Paid up share capital, Additional Capital and Retained earning
- ❖ Dividend policy not yet prepared
- ❖ Corporate tax, and other Taxes are paid in Full in each year
- ❖ Statutory Compliances are Paid in full within a year

- ❖ Factory rent is paid in advance in each year up to phase IV, where company expect own a factory Building
- ❖ Depreciation method used is Reducing balance method, and Rate applied is according to TRA Rate

15:3 PROJECTED STATEMENT OF CHANGES OF OWNERS EQUITY FROM 2023 -2028

	April 2023- March 2024	April 2024- March 2025	April 2025- March 2026	April 2026- March 2027	April 2027- March 2028
	Tshs	Tshs	Tshs	Tshs	Tshs
	Phase I	Phase II	Phase III	Phase IV	Phase V
Share Capital					
Balance at the Beginning	1,391,003	1,391,003	1,924,179	3,026,030	8,777,942
Additional Capital	-	533,175	1,101,852	5,751,911	1,181,235
Balance at Close	1,391,003	1,924,179	3,026,030	8,777,942	9,959,176
Retained Earnings					
Balance at the Beginning	-	387,686	2,467,229	8,086,686	13,558,118
Profit or (Loss) After tax	387,686	2,079,543	5,619,457	5,471,433	10,155,281
Balance at Close	387,686	2,467,229	8,086,686	13,558,118	23,713,400

15:4 PROJECTED STATEMENT OF CASH FLOWS FOR FIVE YEARS FROM 2023- 2028

	April 2023- March 2024	April 2024- March 2025	April 2025- March 2026	April 2026- March 2027	April 2027- March 2028
	Tshs	Tshs	Tshs	Tshs	Tshs
	Phase I	Phase II	Phase III	Phase IV	Phase V
CASHFLOW FROM OPERATING ACTIVITIES					
Profit/Loss before tax	553,837	2,970,775	8,027,796	7,816,332	14,507,545
Add: Depreciation	121,698	172,408	288,045	626,884	713,057
Adjusted profit before tax	675,535	3,143,183	8,315,841	8,443,216	15,220,602
Change in Working Capital					
Decrease/(Increase) in Inventory	(360,221)	(237,341)	(369,064)	(804,744)	(843,625)
Decrease/(Increase) in Receivables	(139,140)	-	-	139,140	-
(Decrease)/Increase in Payables and accruals	-	-	-	-	-
Cash Generated From Operating Activities	176,174	2,905,842	7,946,777	7,777,612	14,376,976
Tax Paid	(166,151)	(891,233)	(2,408,339)	(2,344,900)	(4,352,263)
Net cash Generated From Operating Activites	10,023	2,014,610	5,538,438	5,432,712	10,024,713
CASHFLOW FROM INVESTING ACTIVITIES					
Purchase of Property, Plant & Equipment	(950,393)	(533,175)	(1,101,852)	(5,752,014)	(1,181,235)
Net cash provided/used by investing activities	(950,393)	(533,175)	(1,101,852)	(5,752,014)	(1,181,235)
CASHFLOW FROM FINANCING ACTIVITIES					
Additional Capital	1,391,003	533,175	1,101,852	5,751,911	1,181,235
Net cash provided/used by Financing activities	1,391,003	533,175	1,101,852	5,751,911	1,181,235
Net increase(decrease) in cash and cash	450,633	2,014,610	5,538,438	5,432,609	10,024,713
At start of the Year	-	450,633	2,465,243	8,003,681	13,436,290
Cash and cash equivalent at the end of the year	450,633	2,465,243	8,003,681	13,436,290	23,461,003

15:5 PLANT, PROPERTY AND EQUIPMENT AND DEPRECIATION

Details	Land & Building	Furniture & Fittings	IT, Utilities & Electrical Equipments	Plant & Machinery	Motor Vehicle & cycle	Total
	Tshs 5% '000'	Tshs 12.5% '000'	Tshs 12.5% '000'	12.5% '000'	25.0% '000'	Tshs '000'
Phase I						
NBV1.4.2023	-		-			-
Additions	-	47,120	209,679	670,404	23,190	950,393
Disposal	-	-	-			
Carrying Value as at 31.03.2024	-	47,120	209,679	670,404	23,190	950,393
Depreciation						
Charge	-	5,890	26,210	83,801	5,798	121,698
Disposal	-	-	-			
Depreciation as at 31.03.2024	-	5,890	26,210	83,801	5,798	121,698
NBV 31.03.2024	-	41,230	183,470	586,604	17,393	828,695
Phase II						
NBV1.4.2024		41,230	183,470	586,604	17,393	828,695
Additions	-	-	1,965	531,210		533,175
Disposal	-	-	-			-
Carrying Value as at 31.03.2025	-	41,230	185,435	1,117,814	17,393	1,361,871
Depreciation						
as at 1.1.2024	-	5,890	26,210	83,801	5,798	32,100
Charge	-	5,154	23,179	139,727	4,348	172,408
Disposal	-	-	-			
Depreciation as at 31.03.2025	-	11,044	49,389	223,527	10,146	294,106
NBV 31.03.2025	-	36,076	162,256	978,087	13,044	1,189,463

15:5 PLANT, PROPERTY AND EQUIPMENT AND DEPRECIATION

Details	Land & Building Tshs 5% '000'	Furniture & Fittings Tshs 12.5% '000'	IT, Utilities & Electrical Equipments Tshs 12.5% '000'	Plant & Machinery 12.5% '000'	Motor Vehicle & cycle 25.0% '000'	Total Tshs '000'
Phase III						
NBV1.4.2025	-	36,076	162,256	978,087	13,044	1,189,463
Additions	-	33,174	6,043	1,062,634	-	1,101,852
Disposal	-	-	-	-	-	-
Carrying Value as at 31.03.2026	-	69,250	168,299	2,040,721	13,044	2,291,314
Depreciation						
Charge	-	8,656	21,037	255,090	3,261	288,045
Disposal	-	-	-	-	-	-
Depreciation as at 31.03.2026	-	8,656	21,037	255,090	3,261	288,045
NBV 31.03.2026	-	60,594	147,261	1,785,631	9,783	2,003,270
Phase IV						
NBV1.4.2027	-	60,594	147,261	1,785,631	9,783	2,003,270
Additions	4,583,503	47,066	741,719	379,623	103	5,752,014
Disposal	-	-	-	-	-	-
Carrying Value as at 31.03.2028	4,583,503	107,660	888,981	2,165,254	9,886	7,755,284
Depreciation						
Charge	229,175	13,457	111,123	270,657	2,472	626,884
Disposal	-	-	-	-	-	-
Depreciation as at 31.03.2028	229,175	13,457	111,123	270,657	2,472	626,884
NBV 31.03.2028	4,354,328	94,202	777,858	1,894,597	7,415	7,128,401

15:5 PLANT, PROPERTY AND EQUIPMENT AND DEPRECIATION

Details	Land & Building	Furniture & Fittings	IT, Utilities & Electrical Equipments	Plant & Machinery	Motor Vehicle & cycle	Total
	Tshs	Tshs	Tshs			Tshs
	5%	12.5%	12.5%	12.5%	25.0%	
	'000'	'000'	'000'	'000'	'000'	'000'
Phase V						
NBV1.4.2028	4,354,328	94,202	777,858	1,894,597	7,415	7,128,401
Additions	-	1,568.85	6,287	1,173,378	-	1,181,235
Disposal	-	-	-	-	-	-
Carrying Value as at 31.03.2029	4,354,328	95,771	784,145	3,067,976	7,415	8,309,635
Depreciation						
Charge	217,716	11,971	98,018	383,497	1,854	713,057
Disposal	-	-	-	-	-	-
Depreciation as at 31.03.2029	217,716	11,971	98,018	383,497	1,854	713,057
NBV 31.03.2029	4,136,612	83,800	686,127	2,684,479	5,561	7,596,578