

# Anjarwalla & Khanna Tanzania Limited

## Business Plan (2024–2029)

---

### Table of Contents

1. Executive Summary
2. Company Overview
3. Strategic Objectives
4. Market Analysis
  - 4.1 Industry Overview
  - 4.2 Key Market Trends
  - 4.3 Target Market
5. Organizational Structure and Human Capital Strategy
  - 5.1 Leadership Team
  - 5.2 Human Capital Expansion
  - 5.3 Employment and Development
6. Strategic Initiatives
  - 6.1 Revenue Growth
  - 6.2 Technology Investments
  - 6.3 Corporate Social Responsibility (CSR)
7. Economic Impact
  - 7.1 Employment Creation
  - 7.2 Contribution to the National Agenda
  - 7.3 Broader Economic Influence
8. Financial Plan
  - 8.1 Budget Overview (2024)
  - 8.2 Projected Income Statement for 2025 - 2029
9. Conclusion

---

## 1. Executive Summary

Anjarwalla & Khanna Tanzania Limited (**AKTL**) is a management consultancy firm specialized in providing advisory services on the administration and organization of industry and commerce. Our expertise extends to training and effective utilization of personnel within these sectors. We offer consultancy services in industrial business and personnel management, along with strategic advice on the expansion, development, and enhancement of various businesses and industries in Tanzania. We also second personnel to Anjarwalla & Khanna Tanzania (**AKT**), a registered partnership operating as a law firm in Tanzania, which is part of ALN, an alliance of leading law firms across 14 African countries and the UAE.

In 2024, the business anticipates achieving a revenue of approximately \$2.5 million, with projections to double this to \$5 million by 2029, reflecting the business's commitment to growth and its strengthening presence in the legal consultancy sector within Tanzania and beyond.

The business aims to expand its operations by hiring additional senior level resources at partner and more junior staff levels, investing in cutting-edge technology, and offering new service lines. AKTL's vision is to create dominance in Africa and provide integrated business solutions to its clients.

The business will continue creating economic impact through job creation, tax contributions, and community engagement initiatives. In 2025, the firm plans to invest nearly \$1 million in new hires and upgrades to its Enterprise Resource Planning (**ERP**) system to improve efficiency and service delivery to its clients.

The resultant efficiencies in the business going forward will enable it to make significant contributions to Tanzania's economy through tax payments and partnerships with organizations that focus on impactful Corporate Social Responsibility (**CSR**) initiatives.

## 2. Firm's Overview

- Company Name: Anjarwalla &Khanna Tanzania Limited
- Industry: Legal and Business Advisory Services
- Location: Tanzania
- Revenue: \$2.5 million (2024), projected to grow to \$5 million by 2029
- Staff: 17 employees (14 lawyers/consultants, 3 support staff)
- Vision: To establish a leading business advisory position in Africa by providing integrated business solutions to its clients.

AKTL provides specialized advisory services to companies in key sectors, including manufacturing, agriculture, hospitality, natural resources, and financial services. Through expert guidance on regulatory compliance, sustainable business practices, and market entry, AKTL empowers businesses to navigate Tanzania's evolving economic landscape. The firm's close collaboration within its African network allows it to support clients regionally and internationally, combining deep local knowledge with global standards to drive impactful and sustainable growth across high-potential industries in Tanzania.

### 3. Strategic Objectives

AKTL has outlined the following key strategic objectives to ensure sustainable growth over the next five years:

1. **Double Revenue:** The business aims to grow its revenue from \$2.5 million to \$5 million by 2029 through expansion in Tanzania and increasing client referrals.
2. **Human Capital Investment:** Close to \$1 million will be invested in 2025 to recruit senior resources. The business plans to continuously expand its workforce as resource requirements crystallize with business growth.
3. **Enhance Profit Margins:** AKTL targets maintaining healthy operating margins by leveraging cost management and efficiency to balance growth with profitability.
4. **Technology Investment:** The business will upgrade its ERP and CRM systems to increase operational efficiency, client data management, and service turnaround times.
5. **Economic Impact:** AKTL is committed to creating jobs, paying requisite taxes and levies, and contributing to Tanzania's national agenda.
6. **CSR Initiatives:** In partnership with like-minded organizations, AKTL will continue its commitment to impactful community programs and social responsibility projects that enhance community well-being.

## **4. Market Analysis**

### **4.1 Industry Overview**

Tanzania's economy continues to grow, driven by increased investment in banking, infrastructure, natural resources, and energy sectors. With a rising number of foreign investments and large-scale projects, the demand for advisory services is increasing, particularly in high-growth areas like Forensic, Risk, Compliance, Banking & Finance, Corporate Commercial, Infrastructure, and Tax.

### **4.2 Key Market Trends**

- **Infrastructure and Development:** Government and private sector investments in infrastructure are driving demand for legal expertise in regulatory and project management, particularly in Public-Private Partnerships (PPP).
- **Growth in Banking and Finance:** The banking sector is expanding rapidly, creating opportunities for legal services in mergers and acquisitions, loan syndications, and financial regulations.
- **Rising Demand for Tax and Advisory Services:** Increased scrutiny on tax compliance and governance reforms has spurred demand for tax advisory services.

### **4.3 Target Market**

AKTL's target clientele includes:

- Multinational Corporations seeking corporate advisory support for investments and operations.
- Financial Institutions involved in mergers, loan syndications, and structured financing.
- Government Agencies engaged in infrastructure projects and public service delivery.
- International Professional Service Firms needing reliable in-country expertise for local and regional investment matters.

## **5. Organizational Structure and Human Capital Strategy**

### **5.1 Leadership Team**

- Country Head: Responsible for overall firm strategy and leading the Corporate Commercial practice with a particular focus on FDI.
- Partner (Banking & Finance): Focuses on expanding the business's portfolio in financial, projects, and infrastructure law.

### **5.2 Human Capital Expansion**

To support revenue growth and service expansion, AKTL plans to make significant investments in human capital. In 2025, the business will invest close to \$1 million in new hires. This includes the addition of two senior resources and supporting staff to meet client demand across various sectors such as Forensics, Tax Advisory, and Corporate Law.

### **5.3 Employment and Development**

- Continuous Learning: The business will invest in professional development programs for lawyers and consultants to ensure they remain up to date with industry standards and legal developments.
- Strategic Recruitment: AKTL will continue to hire specialized talent in line with emerging client needs and market opportunities.

## **6. Strategic Initiatives**

### **6.1 Revenue Growth**

AKTL has a clear plan to drive revenue growth through client diversification, new service offerings, and regional expansion. By increasing its presence in manufacturing, agriculture, hospitality, natural resources, and financial services, the business aims to tap into high-growth industries and attract more clients.

- **Client Referrals and Networks:** AKTL jointly with AKT will capitalize on its relationships with international law firms and members of its pan-African network to source referral work and expand its client base.

### **6.2 Technology Investments**

AKTL's commitment to technology is a key enabler of its strategy. A major part of this investment will be the ERP upgrade, which includes a CRM module to enhance client data management and improve operational efficiency. The ERP system will streamline internal processes, allowing the business to handle more complex projects with shorter turnaround times.

- **Technology Costs:** IT investments are expected to grow by 10% annually, driven by upgrades in software and infrastructure.

### **6.3 Corporate Social Responsibility (CSR)**

AKTL is committed to engaging in CSR activities by partnering with like-minded organizations to create impactful programs that benefit the communities around them. The business's focus will be on legal education, access to justice, and social empowerment projects, helping to uplift underprivileged groups and foster sustainable development.

## **7. Economic Impact**

### **7.1 Employment Creation**

AKTL's growth will lead to new job creation within the professional services sector, particularly in legal and advisory roles. As AKTL expands its client base across high-growth industries such as manufacturing, agriculture, hospitality, natural resources, and financial services, it will provide competitive employment opportunities for Tanzanian professionals. Additionally, AKTL's commitment to skill development will help build local expertise, reducing unemployment rates and advancing the skillset within Tanzania's advisory and legal sectors.

### **7.2 Contribution to the National Agenda**

AKTL is dedicated to supporting Tanzania's development agenda by facilitating responsible growth and investment in key sectors of the economy. Through the taxes and levies paid by its own operations, AKTL contributes directly to the funding of national initiatives in infrastructure, healthcare, and education. More importantly, by advising companies on sustainable business practices and regulatory compliance, AKTL helps foreign and domestic firms establish and expand in Tanzania in a way that aligns with national priorities, thereby fostering long-term economic stability and growth.

### **7.3 Broader Economic Influence**

As a business advisory firm, AKTL's work in critical sectors like infrastructure, mining, energy, and financial services has a multiplier effect on Tanzania's economy. By guiding clients through regulatory frameworks, structuring project financing, and ensuring compliance with Tanzanian laws, AKTL attracts Foreign Direct Investment (FDI) and supports the growth of domestic businesses. This advisory support empowers companies to operate more effectively and sustainably, which in turn boosts economic activity, strengthens sectoral resilience, and fosters a more robust private sector that can contribute to Tanzania's economic stability.

#### **Expected Growth Areas:**

AKTL anticipates growing demand for advisory services related to project finance, public-private partnerships (PPPs), and construction law, as well as corporate governance and compliance. To address this need, AKTL is strategically investing in skill development within these areas, equipping Tanzanian professionals with the expertise required to manage high-value, complex projects. This aligns with emerging opportunities and allows AKTL to better support clients who are navigating cross-border agreements, industry-specific regulations, and sophisticated contract arrangements.

#### **Government Reforms and Policy Changes:**

With recent government reforms aimed at enhancing the business environment—such as updates to tax laws, investment policies, and the digitalization of public services—businesses operating in Tanzania face evolving regulatory landscapes. AKTL provides essential advisory support on compliance, governance, taxation, and business registration, enabling its clients to adapt to these changes. In doing so, AKTL not only strengthens the resilience and growth of individual businesses but also contributes to a more transparent and compliant business ecosystem that aligns with Tanzania's broader development objectives.

## 8. Financial Plan

### 8.1 An Overview of the 2024 Budget

| Budgeted Income Statement (2024) | Total (USD) | % of Revenue |
|----------------------------------|-------------|--------------|
| Total Revenue                    | \$2,515,546 | 100.0%       |
| Operating Expenses               | \$1,069,544 | 39.0%        |
| Operating Income                 | \$1,696,002 | 67.0%        |

### 8.2 Projected Income Statement for 2025 (with an investment of about \$1M in employment and IT costs)

| Income Statement                | 2024             | 2025             | 2026             | 2027             | 2028             | 2029             |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Total Revenue</b>            | <b>2,515,546</b> | <b>2,886,023</b> | <b>3,311,062</b> | <b>3,798,699</b> | <b>4,358,153</b> | <b>5,000,000</b> |
| <b>Operating Expenses</b>       |                  |                  |                  |                  |                  |                  |
| Employment Costs                | 589,328          | 1,439,328        | 1,467,115        | 1,495,477        | 1,527,426        | 1,615,826        |
| IT                              | 45,507           | 50,058           | 52,561           | 55,189           | 57,948           | 60,845           |
| Firmwide Expenses               | 179,171          | 182,754          | 186,409          | 190,137          | 193,940          | 197,819          |
| Business Development            | 75,700           | 77,214           | 78,758           | 80,333           | 81,940           | 83,579           |
| Knowledge Management            | 6,920            | 7,058            | 7,199            | 7,343            | 7,490            | 7,640            |
| Training                        | 9,300            | 9,486            | 9,676            | 9,870            | 10,067           | 10,268           |
| People & Culture                | 59,543           | 60,734           | 61,949           | 63,188           | 64,452           | 65,741           |
| Finance                         | 33,275           | 33,940           | 34,619           | 35,311           | 36,017           | 36,737           |
| Strategy and Risk               | 70,800           | 72,216           | 73,660           | 75,133           | 76,636           | 78,169           |
| <b>Total Operating Expenses</b> | <b>1,069,544</b> | <b>1,932,788</b> | <b>1,941,656</b> | <b>1,981,991</b> | <b>2,023,208</b> | <b>2,065,327</b> |
| <b>Operating Income</b>         | <b>1,446,002</b> | <b>953,235</b>   | <b>1,369,406</b> | <b>1,816,708</b> | <b>2,334,945</b> | <b>2,934,673</b> |

## 9. Conclusion

AKTL provides specialized advisory services to companies in pivotal sectors, including manufacturing, agriculture, hospitality, natural resources, and financial services. Through expert guidance on regulatory compliance, sustainable business practices, and market entry, AKTL empowers businesses to navigate Tanzania's dynamic economic landscape. As Foreign Direct Investment (FDI) in Tanzania continues to rise, investors increasingly require top-tier advisory support that meets global standards. AKTL is poised to fill this critical gap, offering unmatched expertise and positioning itself as a preferred partner for both international and local clients seeking high-quality advisory services.

With substantial growth anticipated over the next five years, AKTL's strategic investments in people and technology will enhance its ability to meet complex client needs. As part of this commitment, AKTL will source specialized talent both within and outside Tanzania, creating a strong competitive edge while fostering skills transfer to local professionals. This approach is central to AKTL's vision of building a sustainable, highly skilled workforce capable of handling intricate transactions in Tanzania and across the African continent. By consistently delivering high standards of advisory services and maintaining its focus on social and economic impact, AKTL will continue to thrive, advancing both its clients' success and Tanzania's growth trajectory.