



MAFAO VILLAGE

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MAFAO VILLAGE LIMITED
(MVL)
BUSINESS PLAN

Executive Summary

Business Name: Mafao Village Limited

Location: Old Moshi Road, NSSF MAFAO HOUSE, P.O. Box 14016, Corridor Area,
Uzunguni, Arusha

Nature of Business: Modern Restaurant and Conference Center

Initial Capital: TZS 500,000,000.00

Business Type: Private Limited Company

Target Customers: Tourists, Locals, Government Institutions, Private Institutions, and
NGOs

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1.1 Vision

To become Tanzania's premier destination for fine dining and professional events by offering high-quality service, modern facilities, and a culturally rich ambiance.

1.2 Mission

To provide an exceptional culinary and conferencing experience that blends Tanzanian hospitality with international standards.

1.3 Core Values

In performing our business transactions, we as the Company shall be guided by the following core values statement: Quality and Freshness, Customer Centricity, Integrity and Transparency, Innovation and Excellence, Hospitality and Customer Satisfaction, We are dedicated to delivering value and satisfaction to our clients, customers, and beneficiaries, Reliability and Flexibility, Team Work, We embrace creativity, continuous improvement, and quality in all our products and services, Collaboration and Partnership, while treating each customer as if they were the company's only customers.

1.4 Added Value

Providing unique, excellent services and products in an elegant environment, promoting local economy and reducing local employment pressure.

1.5 Keys to Success

Keep developing new customers, Use Customer-Relationship Management to keep customers, make advertisements to market the services, products and brand, Build the first-class marketing channel, go on promotion, offering items of a high-quality value relationship which are not available everywhere. This will be essential for maintaining the market, continuously reviewing our inventory and adjusting inventory levels accordingly, Employ and train workers to first-class, Establish the first-class learning company and business culture, establish long-term partnership with suppliers, At the mature stage, use expansion strategy and build branches nationally and internationally.

1.6.0 BUSINESS FINANCING

1.6.1 Capital Structure Overview

The business is financed through a combination of owner equity and non-institutional support. This blended structure enables the business to maintain operational flexibility and manage early-stage risks effectively. - Owner's Equity: The primary source of capital, injected to cover startup costs, asset acquisition, and working capital needs. - Strategic Partner Support: Non-loan-based support from developmental partners, Equity Financing through New Shareholders, (Offer remaining shares (44,000) to new investors, business partners, or strategic stakeholders, maintain a share subscription agreement to ensure capital is raised responsibly, can be done gradually as capital is needed (phased issuance)), community-based funds, or angel investors where applicable. Angel investors are wealthy individuals who provide capital to startups or small businesses _usually in exchange for ownership equity or convertible debt. They often invest in the early stages of a business, when the risk is high and banks or traditional lenders are not willing to offer loans.

1.6.2 Sustainability & Growth Focus

The financing model is designed to support a self-sustaining restaurant that contributes to local employment, capacity building, and tax compliance, with long-term plans for formal sector growth. Mafao Village Limited prioritizes local procurement, youth employment, and environmental responsibility _aligning with key national economic objectives. Currently based in Arusha Municipality—recognized for its prominence in tourism and international connectivity—the company aims to strategically expand its footprint to major urban centers such as Dar es Salaam, Dodoma, Morogoro, Mwanza, and other emerging markets across Tanzania.

2.0 COMPANY DESCRIPTION

Mafao Village Limited is a hospitality business based in Arusha, strategically located at NSSF Mafao House along Old Moshi Road, a busy and prominent commercial area. "Mafao Village Limited presently runs a contemporary restaurant establishment with a capacity of 200 guests, complemented by four fully equipped conference halls with a combined capacity of 200 participants and is ambitiously positioning itself for future growth into comprehensive hotel operations. With a strong foundation in modern restaurant services, Mafao Village Limited is poised for an exciting transformation into a full-fledged hospitality hub, envisioning its evolution into hotel operations in the near future. We leverage our image and brand name into an accessible and eco-friendly brand that promotes the conservation of our natural attractions. We will enhance both the wholesale and retail spaces with designs that could easily catch the clients' eyes. We will broaden our customer base by focusing not only on tourists, but also locals.

Our main priority goal is to become a world-class hub, leading in coffee and restaurants, gem museum and jewelries, souvenir, and tour operations that would make tourists and other customers more often remember the lovely and indeed comfort experience they enjoyed when they last visited.

2.1 Location

Capitalizing on Arusha's status as a gateway for tourism and international activity, the company has established its roots in the municipality, with bold plans to extend its innovative services to other dynamic regions including Dar es Salaam, Dodoma, Morogoro, Mwanza, and beyond. Arusha Municipality is host to a number of international organizations including the International Crime Tribunal for Rwanda until 2015, the Regional Secretariat of the World Health Organization, Pan African Postal Union, the Secretariat of the East African Cooperation, Eastern and Southern African Management Institute, African Court. Recent developments show that Arusha municipality is gradually becoming an economic hub, destined for growing businesses and it is thus becoming a fast-expanding city.

2.2 Location Convenience

On daily basis, the road portion between Clock Tower and Mafao House (where this establishment is to be operationalized), is one area so far navigated to have mass group tourist movements on walking safaris. Tourist groups, by way of mass movement direction exchanges are commonly sighted at various points along this road. For instance; as one group/s could be heading to arusha town along this road, other groups are often seen going past Mafao house in the opposite direction. Henceforth this trend manifesting an economic location advantage for this centre because to a greater extent, target clientele are international and to a lesser extent the local customers. This location has a convenient traffic system and it is only ten minutes from the downtown area. Besides, it is next to the wealthiest areas of Arusha city and there are many famous tourist hotels, lodges and lounges around there. Additionally, Mafao house is just adjacent to the commonly visited Themis Living Garden where many tourists still love to go. This opportunity will also be at full capacity exploited in the interest of the centre's business growth and prosperity.

3.0 SERVICES AND PRODUCTS DESCRIPTION

A modern restaurant and conference center for **(MVL)**, is designed to reflect professionalism, cultural identity, comfort, and functionality:

3.1 Modern Restaurant

- Seating capacity of 200 pax
- Fusion menu: local, continental, and international cuisine
- Café and lounge area

- Takeaway and delivery options
- Catering services for external events

3.2 Conference Facilities

- 3 halls with a total capacity of 200 pax
- Modern AV equipment, air conditioning, Wi-Fi
- Packages for half-day, full-day, and multi-day events
- On-site catering and refreshments
- Ideal for seminars, corporate training, press conferences, and private functions

4.0 MARKET ANALYSIS

4.1 Industry Overview

Arusha is a key tourist hub and diplomatic center in Tanzania, hosting numerous international NGOs, government delegations, and private sector events. The hospitality sector is expanding, with rising demand for modern, high-capacity venues that offer both dining and conferencing services.

4.2 Target Market Segments

3.0 Tourists: Both local and international travelers seeking quality dining experiences.

4.0 Corporate Clients: Businesses in need of professional venues for meetings, workshops, and seminars.

5.0 Government and NGOs: Regular organizers of training, forums, and policy-related conferences.

6.0 Local Residents: Middle to high-income earners seeking modern dining and event spaces.

7.0 Event Planners: Wedding receptions, graduations, anniversaries, and cultural events.

4.3 Competitive Advantage

- Prime location in a commercial and accessible part of Arusha.
- High-capacity and well-designed restaurant and conference facilities.
- Focus on quality service and customer experience.
- Blending traditional Tanzanian culture with modern hospitality.

5.0 MARKETING ANALYSIS AND SALES STRATEGY

Tanzania's Tourism potential for growth is characterized by special attractions represented by the extraordinary extent and diversity of wildlife which is unsurpassed by any other country in the world.

The aspect of diversity is of the highest importance in marketing as it forms the basis for securing a competitive advantage in the international market. It is clearly evident here that, with appropriate marketing strategies Tanzania can attract more tourists than other sub-Saharan African countries.

"According to the Tanzania National Business Council (TNBC), Tanzania's incredibly rich natural tourism offer earned it the title of "Africa's Leading Destination" in 2021. Tanzania's travel receipts almost doubled to USD 2,560.7 million in 2022 from USD 1,310.3 million in 2021, consistent with the rise in the number of tourist arrivals. Given the going fast recovery of the sector, Tanzania National Business Council (TNBC) forecasts that the share of tourism in the country's GDP will reach 19.5% in 2025/26."

5.1 Branding and Positioning

- Emphasize modernity, convenience, and cultural flair.
- Position as a one-stop venue for food and functions in Arusha.

5.2 Promotion Channels

- Website with online booking and menu
- Social media (Instagram, Facebook, TikTok, LinkedIn)
- Collaboration with tour operators and hotels
- Print and radio advertising
- Participation in tourism and business expos
- Discount packages for institutions and repeat clients

5.3 Pricing Strategy

When finding a price that works for us, there shall be a few important things to think about, such as quality, customer prices, and profit.

Not limited to the following, are some pointers to get us started:

- Check to see if supplier can provide high-quality supplies at a reasonable price.
- profit. Great supplies not cheap, but shouldn't break the bank either.

It may take the company some time to develop the correct menu pricing strategy for its supplies however, the simplest approach to understanding the price standards in its sector shall be to detail the competition study. Price setting is a critical decision in ensuring the business achieves its objectives. Our price setting shall be aimed to achieve the following objectives:

- Maximum profit
- Flexibility depending on circumstances

- Sustain competition
 - Resonate for company clientele and containing a relative profit margin
 - Our pricing policy will also be based on the possibility of using pricing as a marketing tool. Powerful competitors with strong capital base are in a better position to cut down their operating expenses, hence their ability to be more competitive in the market. Mafao Village Limited will use price discrimination whenever necessary, (not as a policy principle) to penetrate new markets/market segments and for the sake of competitiveness in the market. Every detail shall follow the general concept to create a feeling of completeness, and if MVL manages to achieve this goal, its customers will definitely always come back and recommend its services and products to their friends.
 - Competitive pricing with value-added services
 - Discounted packages for NGOs and large bookings
 - Loyalty programs and event referrals

6.0 OPERATIONS PLAN

6.1 Business Strategy

This shall outline how the company will compete in terms of unique value proposition it offers to potential customers. The MVL's strategy will be to offer low-cost, quality service and product to its customers. There shall be continuous revision of business strategies after their formulation. This will be achieved by assurance of a system to monitor changes in the environment and responding to them accordingly.

6.2 Location and Facilities

- **Restaurant:** Fully furnished dining area, kitchen, restrooms, and outdoor sitting.
- **Conference Halls:** Flexible partitions for combining/separating spaces, equipped with PA systems, projectors, and office facilities.
- **Catering and events facilities and equipment:** Will meet both operational efficiency and client satisfaction standards. Whether for weddings, conferences, corporate events, or social gatherings, our setup shall support professional service delivery, food safety, comfort, and ambiance.

6.3 Human Resource Plan

Mafao Village Limited will be responsible for all its employees. It will train employees to improve upon their abilities, stimulate their potential, and enhance their cohesion to make them better serve customers. We will adopt the idea of employee-centered management; we will arrange the most appropriate work to them based on their skills, competence, expertise and interests etc.

We will take the characteristics and values of employees into account, using scientific training and motivational management approaches through a comprehensive employee development and business culture to fully mobilize employees and scale up their enthusiasm. Expected staff requirements include and not limited to the following:

- General Manager
- Head Chef and Kitchen Staff
- Waitstaff and Baristas
- Event Coordinator
- Sales & Marketing Officer
- Administrative and Finance Officer
- Maintenance and Security

6.4 Suppliers and Vendors

- Local farms and food distributors
- Beverage suppliers
- Event equipment vendors
- IT and security systems providers

7.0 FINANCIAL PLAN

7.1 Initial Capital Investment: TZS 500,000,000.00

Table 1: Financial Breakdown Suggestion

S/N	CATEGORY	BUDGET (TZS)
1.	Kitchen Equipment & Restaurant Fit-out	150,000,000.00
2.	Interior, Furniture, Conference Equipment & Furnishing	100,000,000.00
3.	Premise Setup (Rent, Utilities Deposit and Renovations)	130,000,000.00
4.	Working Capital (Initial Inventory)	50,000,000.00
5.	Contingency, Licensing & Legal Fees	5,000,000.00
6.	Staff Hiring & Training	26,000,000.00
7.	Marketing & Launch	30,000,000.00
8.	Working Capital Reserve	9,000,000.00
TOTAL INITIAL CAPITAL INVESTMENT		500,000,000.00

7.2 Assumptions & Structure

Specific Assumptions

- **Startup Capital: TZS 500 million**
- Business started operations at phased or gradual launch, will then expand overtime, that is to say; started lean, observes demand, and shall **scale responsively**.
- Monthly/Annual revenue grows at 15% in year 2

- A "good" profit margin = 15–30% net profit annually

Table 2: Revenue Projection Summary (Year 1)

S/N	Revenue Stream	Estimated Monthly (TZS)	Annual Total (TZS)
1.	Restaurant	40,000,000.00	480,000,000.00
2.	Conference Bookings	25,000,000.00	300,000,000.00
3.	Catering & Events	10,000,000.00	120,000,000.00
	TOTAL REVENUE	75,000,000.00	900,000,000.00

Cost Assumptions (*Industry typical ranges*):

- Cost of Goods Sold (COGS): ~35% of revenue
- Operating Expenses:
 - Salaries: 20%
 - Rent, Utilities & Maintenance: 10%
 - Marketing: 5%
 - Miscellaneous/Admin: 5%
- Total Expenses (excl. COGS): ~40%
- Total Operating Costs: ~75% (COGS + Expenses)

7.3 Table 3: Year 1 Projections

S/N	Description	Amount (TZS)
1.	Total Revenue	900,000,000.00
2.	COGS (35%)	(315,000,000.00)
3.	Operating Expenses (40%)	(360,000,000.00)
4.	Total Expenses	675,000,000.00
5.	Net Profit (Before Tax)	225,000,000.00
6.	Profit Margin	25%

7.4 Table 4: Year 2 Projections (Assuming 15% Growth)

S/N	Description	Amount (TZS)
1.	Total Revenue	1,035,000,000.00
2.	COGS (35%)	(362,250,000.00)
3.	Operating Expenses (40%)	(414,000,000.00)
4.	Total Expenses	776,250,000.00
5.	Net Profit (Before Tax)	258,750,000.00
6.	Profit Margin	25%

Special Notes:

- The business is projected to achieve profitability in the first year with a 25% profit margin.
- Year 2 sees a moderate 15% revenue growth and sustains profitability at 25% profit margin.
- The startup capital is adequate for a solid setup and operational buffer, with reserves for cash flow support.

8.0 RISK MANAGEMENT AND MITIGATION

Table 5: Below shows a demonstration example of a risk management criteria mechanism to be adopted by the company.

S/N	RISK	MITIGATION
1.0	Fire	Ensure an appealing state of protective equipment like having adequate fire extinguishers and many more fire protective tools. In addition, staff shall be trained in quick reaction to minor fires like on a stove, gas cylinder or fryer because usually panic takes over, and common sense is forgotten.
2.0	Staff behavior	Better training and access to instruction manuals will be necessarily held up.
3.0	Equipment	Maintenance and updates shall be essential to guard against unexpected failure simply because preventive maintenance is less expensive in the off-season (eg refrigeration checked in winter), and sometimes the cheaper option is to replace something with a new item. On this note therefore, the company's enhancement of a good relationship with repair services will be useful, especially for out of work hours.
4.0	Soft Skills	Regular consultation with staff will help to improve 'softer' systems, like customer service, sales activity, reputation management and staff turnover because problems in such performance spheres can lead to increased costs or reduced income.
5.0	Food spoilage problems	Freezers and refrigerators shall be checked regularly since many food spoilage problems occur because of inadequate refrigeration. Digital monitoring systems will be very inexpensive to protect freezers and refrigerators 24/7.
6.0	Inventory	Regular stock checks will help to catch thieves, and camera monitoring will be a good investment.
7.0	Insurance	Insurance policy will be available; we shall want to balance the premium against the likely cost of loss and interruption. The Importance of, Insurance has always been a solution for sharing risk with a third party, in return for paying a premium.

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| 8.0 | Health & Safety | <ul style="list-style-type: none"> ✓ Train all staff in food hygiene and safety (e.g., Hazard Analysis and Critical Control Points (HACCP) standards) |
| | <ul style="list-style-type: none"> ➤ Food poisoning | |
| | <ul style="list-style-type: none"> ➤ Kitchen accidents (burns, cuts, fires) | <ul style="list-style-type: none"> ✓ Maintain strict kitchen cleanliness and hand-washing routines ✓ Install fire suppression systems, fire extinguishers, and first aid kits |
| | <ul style="list-style-type: none"> ➤ Sanitation violations | <ul style="list-style-type: none"> ✓ Conduct regular health inspections and drills |

Safety will be upheld all times. No injuries or fatalities will be accepted.

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|-----|---|---|
| 9.0 | Financial | <ul style="list-style-type: none"> • Prepare a realistic budget and monitor daily sales vs. expenses |
| | <ul style="list-style-type: none"> • Uncontrolled costs | <ul style="list-style-type: none"> • Use POS (Point of Sale) and inventory software to track usage |
| | <ul style="list-style-type: none"> • Cash flow shortages | <ul style="list-style-type: none"> • Maintain emergency reserves or lines of credit |
| | <ul style="list-style-type: none"> • Poor pricing strategy | <ul style="list-style-type: none"> • Adjust menu pricing based on cost analysis and market trends |

Company costs will always remain within allocated budget

10.0	Media Exposure	Company reputation will be protected from negative media exposure
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11.0	Timing	Tasks will be completed within contractual timeframe
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12.0	Staff Management	Company will always utilize existing staff skills, where a particular skill is not available, sub-contracting may be considered
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13.0	Environment	This company will operate within requirements of the National Environment Management Council (NEMC) legislations
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14.0	Compliance	The operations of this company will comply to all National Authorities' requirements like; Tanzania Revenue Authority (TRA) for all Taxes, such as; Corporate 30% of Net Earnings / Income, Skills Development Levy (SDL), Pay as You Earn (PAYE) on Payroll and Value Added Tax (VAT).
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Workers Compensation Fund (WCF) 0.5% of total employees' gross monthly payroll earnings , Social Security Fund (10% for each permanent staff shall be a cost borne by employer, 10% deductible from employee gross salary, export and Import permits from various state Departments, Certificate for Completion of Fire Preventive Training Course from Ministry of Home Affairs, Tanzania Food and Drugs Authority (TFDA) for coffee shop and restaurant License, Occupational Safety and Health Authority (OSHA), and the Arusha Municipal trading License.

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|--|--|
| <p>15.0 Technology & System Risks</p> <ul style="list-style-type: none"> • System failures • Data loss or theft | <ul style="list-style-type: none"> • Use secure POS systems with backup and support • Regularly update software and antivirus • Store sensitive data in cloud or encrypted formats • Train staff on data privacy policies |
| <p>16.0 Supply Chain Disruption</p> <ul style="list-style-type: none"> • Delay or shortage of ingredients • Price fluctuations in food commodities | <ul style="list-style-type: none"> • Establish multiple suppliers for key ingredients • Negotiate long-term pricing contracts • Maintain safety stock of essential items • Regularly review supplier performance |
| <p>17.0 Staffing & HR</p> <ul style="list-style-type: none"> • High staff turnover • Poor service due to untrained staff • Theft or mismanagement | <ul style="list-style-type: none"> • Implement clear recruitment, training, and retention strategies • Create staff manuals and SOPs (Standard Operating Procedures) • Offer fair pay, bonuses, and team-building incentives • Rotate duties and install surveillance systems to prevent theft |

9.0 LEGAL AND REGULATORY COMPLIANCE

All businesses are required to be compliant with a range of legislations and non-compliance results into serious consequences. Henceforth, Mafao Village Limited's compliance shall include and not limited to its;

- Registration under the Companies Act of Tanzania
- Operating licenses from TRA, TBS, TFDA, OSHA, and Local Authorities
- Compliance with health, safety, and labor laws
- In a nut shell, the company will frequently monitor the likely risks and review the effectiveness of the risk treatment plan, strategies and management systems which will be set up to manage the risks effectively. Since circumstances are continually changing, and to ensure these changing circumstances, the company will not alter the risk priorities but risks will be monitored and controlling proactive measures taken regularly. In short, Directors and management of this company shall always comply with applicable statutory Risk management requirements in all countries of its operation.

10.0 MANAGEMENT

A. CEO (Executive Leadership)

The CEO position is found below the board of directors' threshold in the organizational chart of a company. The Chief Executive Officer provides leadership for all aspects of the company's operations with an emphasis on both short-term and long-term goals, growth, profit, and return on investment.

B. Accountant

Accounting tasks and responsibilities include and not limited to: Ensuring the accuracy of financial documents, Preparing and maintaining financial reports, preparing tax returns, evaluating financial operations, offering guidance on financial decisions, financial performance (P&L accountability) and Conducting risk analysis assessments.

C. Restaurant General Manager (GM)

- In charge of day-to-day operations.
- Responsibilities include:
 - Staffing and training
 - Guest experience
 - Inventory and supplier management

D. Departmental Heads (On-site)

- **Chef:** Menu development, kitchen operations, sourcing ingredients.
- **Supervisor:** Front-of-house operations, customer service, reservations and arranging corporate events.
- **Waiter / waitress:** Manage service provision to customers.

10.1 Goal Setting and Development Plans

Incorporating goal setting and development plans can significantly enhance employee performance, improve customer satisfaction, and drive overall success. Here are some crucial factors we are to consider when implementing these strategies:

1. **Specificity:** It is important to define goals in a precise and detailed manner, clearly outlining the desired outcome. For instance, instead of having a general goal like “*improve customer service,*” it would be more effective to set a specific goal such as “*reduce customer complaints by 20% within three months.*”
2. **Measurability:** Goals should be measurable so that progress can be tracked and success can be determined. This can be accomplished by utilizing objective criteria, such as analyzing sales figures, customer feedback scores, or performance metrics.
3. **Achievability:** Goals should be challenging enough to motivate employees, but also attainable. Setting unrealistic goals can demotivate employees, while goals that are easily achievable may not drive growth and improvement effectively.
4. **Relevance:** It is crucial to ensure that the goals align with the overall objectives of the restaurant and contribute to its success. Each employee’s goals should directly support the mission and values of the restaurant.
5. **Timeline:** Establishing a timeframe for achieving goals creates a sense of urgency and helps employees prioritize their actions. Breaking long-term goals into smaller milestones makes them more manageable and increases the likelihood of success.
6. **Development plans:** In addition to goal setting, it is beneficial to create development plans that support employees in reaching their goals. These plans can include providing training opportunities, mentorship programs, or regular feedback sessions.

To effectively implement these strategies, Mafao Village Limited shall consider and not limited to the following suggestions:

1. Regularly communicate goals and progress to keep employees engaged and motivated. This can be done through team meetings, one-on-one discussions, or progress reports.
2. Provide the necessary resources and support to help employees achieve their goals. This can include offering training programs, coaching sessions, or access to relevant materials and tools.
3. Recognize and reward employees who successfully meet or exceed their goals. This fosters a culture of achievement and continuous improvement, motivating employees to strive for success.

4. Regularly review and update goals and development plans as needed to stay aligned with changing business needs and individual employee growth. This ensures that the goals remain relevant and effective in driving overall success.

Incorporating effective goal setting and development plans in a restaurant setting will significantly contribute to employee growth and success, ultimately leading to improved customer satisfaction and overall business success.

11.0 CONCLUSION

Mafao Village Limited is well-positioned to capitalize on Arusha's growing hospitality, catering, events and conferencing market. With a solid capital foundation, strategic location, and dual-service offering, the business is expected to break even within its first year and generate substantial returns. Mafao Village Limited stands at the forefront of a dynamic and evolving hospitality industry in Tanzania. With its well-established modern restaurant in Arusha and a clear vision for expansion into full hotel operations, the company is strategically positioned to capitalize on the country's growing tourism, business travel, and urban hospitality demand.

By combining exceptional culinary services, a strong customer-centric approach, and a phased growth strategy targeting key urban markets like Dar es Salaam, Dodoma, Morogoro, and Mwanza, Mafao Village Limited is not only building a business—it is shaping a brand of excellence in the Tanzanian hospitality space.

Backed by sound financial projections, a professional team, and a commitment to quality and innovation, the company offers a compelling investment and partnership opportunity. Mafao Village Limited is ready to translate its vision into tangible impact—creating jobs, promoting local value chains, enhancing guest experiences, and contributing meaningfully to national economic development. Now is the time to invest in a vision that's bold, sustainable, and built to grow. Mafao Village Limited is not just planning for the future—it is preparing to lead it.



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