

PENDEZA SANA COMPANY LIMITED

**BUSINESS PLAN ON MANUFACTURING FOOTWEAR
AND FOOTWEAR PRODUCTS**

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EXECUTIVE SUMMARY

1.1 Introduction

PENDEZA SANA COMPANY LIMITED is privately owned companies incorporated for purposes of establishing a modern factory for the manufacturing of footwear product. The project will manufacture high quality shoes, with the aim of meeting increasing demand of footwear.

The Company is registered under Certificate of Incorporation No. **172981216** dated 13TH March, 2024.

1.2 The Project

The promoters of this project through **PENDEZA SANA COMPANY LIMITED** decided to invest on FOOTWEAR after taking into consideration of the following:

A: Self-assessment in order to understand their capabilities strengths, limitations and preferences of undertaking such a project.

B: Explored possible and suitable opportunities based on environment, current business scene, technology change and linkage related ideas.

C: Assessed the market potentiality available

D: Identified viable project location

E: Considers finances mobilization to suit the project requirement

G: Re assessed their managerial strengths and is in the process of pooling up human resources from local and foreign sources.

The project aims at manufacturing footwear products for domestic purposes which will be over a wide range of products, domestic and other uses. The manufacturing process except to use footwear as its major input. The project will therefore have a positive indirect impact on the environment as it will reduce waste

The macro objectives of establishing the project is to support economic, social and administrative activities in the country .Also , to increase the competitiveness of Tanzania goods in the export markets and improve the manufacturing industry by offering competitive transport rates.

1.3 The Project Location

The Project will be located in Tegeta Wazo Hill, Kinondoni Municipal, Dar es Salaam. The location is well served by all the necessary infrastructures and environmental requirements and hence well suited to the nature of the envisaged project.

1.4 The Project Promoters

The Project is being promoted by **PENDEZA SANA COMPANY LIMITED** based in the Dar es Salaam. The shareholders to this project:

S/No	NAME AND SHAREHOLDER	ADDRESS OF	NATIONALITY	SHAREHOLDING (%)
1	ZHEN ZHANG		CHINESE	50
2	CHAOYUE DING		Chinese	50

1.5 The Market

Recent reforms taking place in economy indicate that there is a continuous increase in demand for footwear products in the local market and in the international market. There is also growth of FOOTWEAR waste which ends up affecting the environment. This has brought about a concern in the market. It is the idea of this project to focus on the external market especially the Asia countries which are in high demand of footwear products and semi-finished products. The Asia market is also growing as well as demand.

1.6 Project Cost and Financing Plan

The total cost of the project is estimated as US Dollars 1,000,000

The following is the summary of the capital investment cost estimated.

COST STRUCTURE	
PARTICULAR	AMOUNT USD
Land and Buildings	104,000
Machinery & Equipment	627,000
Motor Vehicle	105,000
Furniture & Fixtures	4,000
Pre exp	50,000
Others	0
Working Capital	110,000
TOTAL	1,000,000

1.6 Financing

The project's cost will be fully financed by shareholder's equity contribution by Usd 800,000 and a bank loan of Usd 200,000

1.7 Financial Indicators

The following are some of the financial analysis highlights:

1.7.1 Profitability

Profitability after tax over the years in US \$ is as follows:

1 st Year	97,017.00
2 nd Year	137,416.00
3 rd Year	145,282.00
4 th Year	155,266.00
5 th Year	165,024.00

1.7.2 Liquidity

The projected net cash flow over the year shows a health position and demonstrates the ability of the company to meet financial commitments as they fall due. The drop in cash flow is due to the fact that the company will repay the Bank loan of 200,000

The Summary thereof in US \$ is as follows

1 st Year	222,504.00
2 nd Year	245,654.00
3 rd Year	255,544.00
4 th Year	66,769.00
5 th Year	275,005.00

1.7.3 Payback period

The Investment recoups itself in 5 years

1.8 Social and Economic Impact

The proposed project will result into the following social and economic impacts:

- 1.8.1 Increased availability of quality products alongside competitive prices of these products will result in increased healthy competition among all trading and manufacturing companies
- 1.8.2 The proposed project of the fleet of trucks investment in this sector will provide employment for about 80 people.
- 1.8.3 The proposed project will have appositive impact on the environment as it expects to use FOOTWEAR wastes as inputs or raw material to produce good quality FOOTWEAR products.
- 1.8.4 The Government and other agencies will benefit from various taxes, fees and commissions that will be paid to the Treasury

1.9 Conclusion and Recommendations

The Executive Summary highlights indicate that the proposed project will be financially and economically viable. The project will generate significantly to the social and economic benefit by way of increasing the provision of quality FOOTWEAR products and collection of FOOTWEAR waste which reduces level of FOOTWEAR waste in the city. It is recommended that the project be accorded the required institutional and financial support to pave the way for its expeditious establishment and development.

2.0 THE PROJECT

PENDEZA SANA COMPANY LIMITED have invested on footwear after taking the following into consideration

- A. Self-assessment in order to understand their capabilities strengths, limitations and preferences of undertaking such a project
- B. Explored possible and suitable opportunities based on environment, current business scene, technology change an linkage related ideas.
- C. Assessed the market potentiality available
- D. Identified viable project location
- E. Considers finances mobilization to suit the project requirement
- F. Re assessed their managerial strengths and is in the process of pooling up human resources from local and foreign sources.

3.1 Machines technology capacity utilities

The project will need the following machineries:

- Stone crush machine
- P.E crush machine
- P.E pelleter
- FOOTWEAR grinder
- Blank – pressing machine
- Boller
- Behydrator
- Wrapped machine
- Measurement machine
- FOOTWEAR crusher
- Baler
- Vibrator
- Measurement machine

3.2 Source of technology & Capacity

The machines will be Import from China. The annual production capacity will be 2 million pieces annually. The pieces will be of various designs as per production schedules and demand.

3.3 Other inputs

These will include cars necessary for administration purpose and distribution:

- Civil works will include renovation of the existing workshop in and office buildings at the project site on the premises owned by the shareholders at Temeke, Dar es Salaam.
The site has the entire necessary infrastructure required for the business, including a workshop
- Importation of office equipment namely, telephones, facsimile machines, personal computers and air conditioners at company's head office.

3.4 The Project time table

The plant should be in fully operational with two production lines and a diversified product range by August of the year 2025

3.5 Sales revenue forecast and direct& indirect cost estimates

3.5.1 Sales Forecast

First year operation is schedules to begin December 2025 after completion of machinery installation and pre-production activites. The sales generation will be as of

3.5.2 OPERATING COSTS

Since the production will be done for the last quarter in the first operating year the cost will be less to being with and will substantially rise to reflect normal production in the following years

3.6 Environmental Aspects

Generally, Tanzania has environmental regulations governing the operation of garages and workshops. Nevertheless each operator takes basic precautions to ensure that during operations and in case of an accidental spillage or fire, damage to environment is limited to the minimum possible level. The company has taken into consideration environmental aspect in the factory and will put all necessary required facilities.

3.0 CAPITAL INVESTMENT AND FINANCING PLAN

4.1 Investment Plan

The total capital investment of the project is Usd 1,000,000. The promoters will contribute Usd 0.8 million and Usd 0.2 million will be financed by loan. The capital investment breakdown is as indicated below:

COST STRUCTURE

PARTICULAR	AMOUNT USD
Land and Buildings	104,000
Machinery & Equipment	627,000
Motor Vehicles	105,000
Furniture & Fixtures	4,000
Pre exp	50,000
Working Capital	110,000
TOTAL	1,000,000

4.2 Financing Plan

It is estimated that a total of US\$ 890,000 will required price to the first year of the project to acquire the various assets as shown in the Table above

The bulk of the capital cost will be raised by the company itself through equity contribution. The other major source of funding will be internally generated revenue from operations which will be ploughed back.

Taking into account acceptable financial rations will be financed through the following sources of finance:

Financing Source	USD
Equity	800,000
Long term loans	200,000
Total	1,000,000

Interest rates for the loan are assumed to be at 8% with a grace period of 5 years and will be paid back in the fifth year of operation.

4.0 MARKET AND MARKETING ASPECTS

5.1 General Overview

There is a wide market for footwear products in Tanzania. Likewise, there is external market and the demand is increasing. Hence, it can be expected that the sponsors would not face marketing and operational problems in managing the proposed project.

The existing market is supplied by importation of the products from overseas. Based on the nature of the products and its users; the company's product has a good market in Tanzania.

The ports of Dar es Salaam have undergone major rehabilitation, modernization and expansion so as not only to be able to compete with South Africa ports in handling of the cargo and this will substantially enhance cargo handling in all phases of the project. The port would also provide the proposed freight haulage project necessary condition for its soft establishment and expansion of its future operations.

PENDEZA SANA COMPANY LIMITED will endeavor to achieve the projected sales for both domestic and transits business in the neighboring eastern Africa countries and Asia.

5.2 Key Success Factors

Following are Key Success Factors of the manufacturing industry:

- Financial Resources
- Working Capital
- Use of Technology
- Proper logistics to meet demand

The importance of having huge funds to finance the use of latest technology which will yield a quality product which is important in project success operation.

Further with a quality product there must be proper delivery of the product to the customers to meet their demand. All this depends on financial resources which the owner has to achieve desired result.

5.3 **Long Term Relationships**

Established transport firms enjoy the advantage of long- term relationships with corporate clients. Such corporate firms include among others, armies, huge mining companies using thermal power, etc, clearing and forwarding companies, just to mention a few. Again the proposed project would use its Synergy of its relation with parent companies in securing huge cargo.

However, it should be clearly understood that as time changes some industry forces have tended to re- modify these key success factors, Hence, generally it is the ability of a transport company to design and implement its business strategies that may suit building of a company's success in this sector.

5.0 **MANAGEMENT AND ORGANIZATION STRUCTURE**

6.1 **Management**

The Company policy is to have adequate manpower to manage its operations efficiently. **PENDEZA SANA COMPANY LIMITED** believes in keeping on board only the very essential manpower strength, to develop them into highly motivated and sincere company team for the best and efficient operations of the company.

The company will have a team of qualified and experienced functional managers in the areas of Operations/Marketing, Workshop Operations and Finance & Administration. Other senior and middle level staff will be available for the startup and subsequent operations of the company. The personnel will be qualified, well-seasoned and most possessing considerable industrial experience.

6.2 **Management Policy**

The day to day operations will be managed by the General Manager, to be assisted by the Operations Manager who will be the overall in charge of the fleet, a Sales & Marketing Manager whose major responsibility will be marketing and a Finance & Administrative Manager who will manage finance and administrative issues. The Company's fleet pool will therefore be professionally managed.

6.3 **Organization Structure**

Once the company has well established the market its organizational structure will have to change so as to give it a corporate structure of freight Haulage Company. Therefore, the shareholders will have to embark on a meticulous manpower planning and recruitment, which will be preceded by a manpower consultant's report.

It is proposed that the company's operations then be headed by the General Manager under whom there will be functional managers, that is : Personnel & Administration Manager, Sales & Marketing Manager, Finance & Administration manager, and Production manager.

The Marketing Manager will be responsible for both the countrywide and regional wide sales and marketing for the service .The job responsibilities will include market planning and development, sales promotion and sales co- ordination.

6.4 Manpower requirement and emoluments

SCHEDULE 5

SALARIES & WAGES

No	DEPARTMENTS/DESIGNATION	N O	SALARY MONTH	PER	SUBTOTAL MONTHLY SALARY	ANNUAL GROSS SALARY
1	Managing Director	1	750		750	9,000
2	General Manager	1	700		700	8,400
3	Personnel Administration Department	10	150		1500	18,000
4	Finance Department	5	150		750	9,000
5	Marketing Department	10	150		1500	18,000
6	Laboratory	4	150		600	7,200
7	Production Department	49	100		4900	58,800
	TOTAL USD \$	80	2,150		10,700	128,400

6.0 FINANCIAL ANALYSIS

7.1 Financial Viability

The analysis of the proposed **PENDEZA SANA COMPANY LIMITED** transport project shows that the project can generate a fairly good profit and that it generates sufficient cash to meet its financial obligations

7.2 Fundamental Assumptions:

The preparation of the financial projections took into account the following main assumptions:

7.2.1 The operation period under which the viability of the project is being evaluated is 5 years

7.2.2 The capital of the proposed project is US\$ 1,000,000

7.2.3 All the calculations throughout the economic lifetime of the project are constant with September 2008 being the base date.

7.2.4 The projected operational costs are shown

7.2.5 Capital Expenditure has been assumed to be incurred for a period of 1 year

7.2.6 The financial plan is for the shareholders to finance the project from own sources by ploughing back profits

7.3 Working Capital Requirements

Ideally, working capital requirements are directed by the volume and business tempo

7.4 Projected Profitability

The projected profit and loss account is shown in the *Financial Analysis Schedule*. On the basis of the operating assumptions and cost the proposed investment is expected to be profitable throughout the project period of five years. The after tax profits (US\$) are as follows:

1 st Year	97,017
2 nd Year	137,416
3 rd Year	145,282
4 th Year	155,266
5 th Year	185,024

7.5 Cash Flow Projection

The liquidity performance of the project is shown in the Financial Analysis Schedules. The projections take into account the assumed sources and applications of funds over the planned period and show the ability of the project to meet financial obligations and capital expenditure requirements.

Cash flow on the 5th year will be used to pay back the loan and this reflects the small balance at the end of the year but the activities will be performed as usual

7.6 Financial Review

The financial review of the proposed **PENDEZA SANA COMPANY LIMITED** shows that:

7.6.1 The project is profitable

7.6.2 The liquidity position is sound and that it should be able to meet its financial commitments without any undue difficulty.

7.6.3 The operations are financially viable

7.6.4 The key ratios are acceptable with Internal Rate of Return (IRR) of 20%, Net Present Value of US\$ 199,476 and a Payback Period of 5 years.

7.7 Development Aspects

The following are the major economic and social benefits, which will be generated by the proposed project.

7.7.1 Revenue to the government Treasury and other organs in the form of taxes, fees and levies.

7.7.2 Increase in employment opportunities

7.7.3 Savings/earnings of foreign exchange because of the project's active engagement in the transit trade

7.7.4 Facilitate in increased improvement and availability of the freight Haulage services especially in the transportation of raw materials, crops, building, materials and finished products to and from markets.

With the liberalization of the economy in full swing the resultant industrial growth is expected to push up the demand for the transportation of industrial and consumer goods services considerably.

7.0 CONCLUSION AND RECOMMENDATIONS

The foregoing discussion highlights on the social, economic and financial dimensions which the envisaged project is set to generate in this country. The brief financial analysis indicates that the project will be financially viable. Therefore, it is strongly recommended that the sponsors, **PENDEZA SANA COMPANY LIMITED** be availed with the required institutional assistance so as to enable them establish the proposed project.

FINANCIAL PROJECTIONS FOR PENDEZA SANA COMPANY LIMITED

COST STRUCTURE

PARTICULAR	AMOUNT USD
Land and Buildings	104,000
Machinery & Equipment	627,000
Motor Vehicles	105,000
Furniture & Fixtures	4,000
Pre exp	50,000
Working Capital	110,000
TOTAL	1,000,000

REVENUE PROJECTION

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Sales Revenue	282,500	610,600	641,130	673,187	706,846

**SCHEDULE 2
OTHER OPERATING COSTS**

OTHER OPERATING COST		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Motor Vehicle running expenses		7,800	31,200	32,760	34,398	36,118
Salaries and wages		32,100	128,400	134,820	141,561	148,639
Pension Contribution		3,210	12,840	13,482	14,156	14,864
Depreciation		7,105	28,420	28,420	28,420	28,420
Administrative Overhead Costs		8,655	34,620	36,351	38,169	40,077
Marketing Costs		3,525	7,050	7,403	7,032	6,681
Utility Costs		5,881	23,525	24,710	25,936	27,233
Insurance		5,250	21,000	22,050	22,050	22,050
Communications		2,963	11,850	12,443	12,443	12,443
Total Costs		76,489	298,905	312,429	324,165	336,524

CASH FLOW PROJECTION

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
CASH FLOW AT THE	222,504	245,654	255,544	66,769	275,005
END OF THE YEAR					

PROJECTED INCOME& EXPENDITURE STATEMENT

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Sales Revenue		282,500	610,600	641,130	673,187	706,846
Cost of Sales		70,625	128,226	134,637	141,369	148,438
Gross Profit		211,875	482,374	506,493	531,817	558,408
Operating Expenses						
Administrative Overhead						
Costs		8,655	34,620	36,351	38,169	40,077
Motor Vehicle running expense		7,800	31,200	32,760	34,398	36,116
Salaries and wages		32,100	128,400	134,820	141,561	148,639
Depreciation		7,105	28,420	28,420	28,420	28,420
Mrketing Costs		3,525	7,050	7,403	7,032	6,681
Utility Costs		5,881	23,525	24,701	25,936	27,233
Insurance		5,250	21,000	22,050	22,050	22,050
Communication		2,963	11,850	12,443	12,443	13,443
Total Expense		73,279	286,065	298,947	310,009	322,660
Profit before Tax		138,596	196,309	207,545	221,809	235,748
Tax (30%)		41,579	58,893	62,264	66,543	70,724
Profit After Tax		97,017	137,416	145,282	155,266	165,024

PROJECTED BALANCE SHEET

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YAER 5
Fixed Assets						
Long Term Assets		890,000	861,580	747,900	634,220	520,540
Depreciaton		28,420	113,680	113,680	113,680	113,680
Total Long term Asset		861,580	747,900	634,220	520,540	406,860
Current Assets						
Cash		222,504	468,158	723,702	790,471	1,065,477
Accounts Receivable		32,363	39,689	41,673	43,757	45,945
Inventory		34,950	36,636	38,468	40,391	42,411
Total Current Assets		289,817	544,483	803,843	874,620	1,153,833
Total Assets		1,151,397	1,292,383	1,438,063	1,395,160	1,560,693
Current Liabilities						
Accounts Payable		2,119	3,847	4,039	5,655	5,938
Other Current Liabilities		2,260	4,103	4,308	4,524	4,750
Subtotal Current		4,379	7,950	8,348	10,179	10,688
Liabilites						
Long - term Liabilities						
Long term Liabilities		200,000	200,000	200,000		
Total Liabilities		204,379	207,950	208,348	10,179	10,688
Net Assets		947,018	1,084,433	1,229,716	1,384,981	1,550,005
Capital and Reserves						
Owners Contribution		850,000	850,000	850,000	850,000	850,000
Retained Earnings		97,017	234,434	379,715	534,982	700,005
Total Capital		947,017	1,084,434	1,229,715	1,384,982	1,550,005

