

BUSINESS PLAN

FOR

THE CECIL RESORT
(PTY)LTD

Confidentiality Agreement

Date: July 2019

The undersigned acknowledges that Cecilia Maphuti Mokumo has furnished to the undersigned parties certain proprietary data (confidential information) relating to the business affairs and operations of Cecil Resort for study and evaluation by an investor for possible investment.

It is acknowledged by(name of potential investor or financial institution) that the information provided by Cecilia M Mokumo is confidential, therefore, the investor agrees not to disclose it, and not to disclose that any discussions or contracts with Cecilia M Mokumo have occurred or are contingent, other than as partly provided for in the following paragraph. It is acknowledged by the undersigned that information to be furnished is in all respects confidential in nature, other than information which is in the public domain through other means and that any disclosure or use of the same information by the investor, except as provided for in this agreement, may cause serious harm or damage to Cecil Resort and its owner and officers. Therefore, the undersigned agrees that the parties will not use the information furnished for any purpose other than as stated above and agrees that the parties will not either directly or indirectly by agent, employee or representative, disclose this information, either in whole or in part, to any third party; provided:

- (a) The information furnished may be disclosed only to those directors, officers and employees of investor-to-investor’s advisors of their representatives who need such information for the purpose of evaluating any possible transaction (it being understood that those directors, officers, employees, advisors and representatives shall be informed by the investor of the confidential nature of such information and shall be directed by the investor to treat such information confidentially)
- (b) Any disclosure of information may be made to which (name of investor or financial institution) consents in writing. At the close of negotiations, the investor will return to Cecil Resort all records, reports, documents and memoranda furnished and will not make or retain any copy thereof.

Signature: Date:

Name:

Table of Contents

Confidentiality Agreement	<i>i</i>
1 BUSINESS OVERVIEW	1
1 Executive summary	1
1.1 Purpose of the Business Plan	2
1.2 Expansion Funding Summary	3
2 BUSINESS DESCRIPTION	3
2.1 Mission	3
2.2 Vision	3
2.3 Objectives	4
2.3.1 Short-term Goals: (less than 1year)	4
2.3.2 Intermediate: (1-5 years)	4
2.3.3 Long term goal: (5year and over)	5
2.4 Guiding Principles	5
2.4.1 Being Mindful of our Customers and Staff	5
2.4.2 Gratitude	5
2.4.3 Our Service	5
2.5 Keys to Success	6
2.5.1 Managing and Developing People	6
2.5.2 Strategic Focus	6
2.5.3 Operations.....	7
2.5.4 Physical & Human Resources	7
2.5.5 Customer Relations	7
2.5.6 Other Key Success Strategies	8
2.6 Core Values	9
3 OWNERSHIP COMPLIANCE AND MANAGEMENT TEAM	10
3.1 Legal Structure	10
3.2 Compliance	11
3.3 Founders	11
3.4 Percentage of Ownership	11

3.5 Management Team	<u>11</u>
3.6 Management Team Gap	12
3.7 Organisational Chart.....	13
3.8 Leadership Philosophy.....	14
3.9 Job Descriptions and Specifications.....	15
3.9.1 Chief Executive Officer	15
3.9.2 Middle Managers	15
3.9.3 Floor Supervisor	17
3.9.5 Truck Drivers	18
3.9.6 Floor workers	18
3.13 Personnel Plan	18
3.13.1 Compensation Package/Reward System.....	18
3.13.2 Finding the Right Human Resource.....	19
3.13.3 Safety & Efficiency.....	20
3.13.4 Consultant	20
4 PRODUCT/ SERVICE OFFERED.....	21
4.1 Daily Operations.....	21
4.2 Products & Services	21
4.2.1 Features of the Current Products.....	22
4.4 Future Products & Services	24
5 MARKET/INDUSTRY ANALYSIS	26
5.1 Target Market	26
5.2 Target Market Valuation.....	26
5.3 Competitive Comparison	26
5.4 INDUSTRIAL ANALYSIS	27
5.5 Suppliers	27
5.6 Management Controls	28
5.6.1 Order Guide.....	28
5.6.2 Weekly inventory	28
5.6.3 Weekly Inventory Tracking.....	28
2.4.3 Daily inventory tracking	28

5.6.4 Administrative Systems	28
6 MARKETING & SALES STRATEGY, & IMPLEMENTATION	30
(I) Brochures	31
(II) Fliers	31
(III) Social Media	32
IV Business Cards	33
(V) Direct Mail	34
(VI) Website Plan	34
6.1 SWOT Analysis	34
6.1.1 Strengths	35
6.1.2 Weaknesses	35
6.1.3 Opportunities	36
6.1.4 Threats	36
6.2 Market Trends	36
6.3 Strategy Pyramid	36
6.4 Unique Selling Proposition	37
6.5 Competitive Edge	37
6.6 Marketing Strategy & Positioning	38
6.7 Pricing Strategy	40
6.8 Marketing programs	41
6.9 Sales Strategy	41
6.10 Ideal Customers	41
6.11 Sales Forecast	42
6.11 Positioning Statement	42
6.12 Strategic Alliance	42
6.13 Milestone	42
6.14 Company Location & Facilities	42
6.14.1 Description of Assets and Expenses Required	43
6.15 Cost Reduction Strategy	43
6.17 Credit Policy	44

7 Capital Required & Milestones 44

8 Financial Data & Forecasts..... 44

 8.1 Ratio Analysis..... 44

 8.2 General Financial Assumptions 45

 8.3 Financial statements 46

9 Appendices 46

1 BUSINESS OVERVIEW

1 Executive summary

The world ~~has is been~~ facing many changes in this 21st century and these changes are seriously affecting the human lifestyle and needs. Years back, touring was ~~a this reserved~~ for a few elite and the rich, and the general population viewed touring as ~~a~~ waste of resources and with ~~disdainment other negativities~~. Thanks to ~~technological breakthroughs the vast improvement in technology, which there has been an~~ enhancement of the media to reveal the beauty of touring by making available some of the magnificent views of ~~the~~ great global tourist destinations. Since the ~~inception of successful excellent~~ marketing initiatives in ~~of the~~ tourism industry globally, the promotion of time shares and use of network marketing, the tourism ~~industry~~ has grown and is ~~still~~ expected to increase ~~to grow~~.

Cecilia noticed the growth in this business; and her ~~entrepreneurial instinct passion~~ for business drove her to desire building a majestic resort which offers 5-star services. There is an interesting observation made by Cecilia. ~~She~~ noticed that everyone is getting exposure in health education issues, leading many individuals ~~in need ing to of~~ travelling to places outside of big towns so as to rest ~~and~~ enjoy ~~ing~~ the relaxed environment. This, combined with population increase, has induced an increase in the demand for BnB and hotel accommodation. Through these opportunities, The Cecil Resort, here after referred to as Cecil Resort, was born as Cecilia's initiative. Cecilia is a passionate, experienced ~~professional~~ holding a Bachelor of Arts ~~Dd~~ degree. Cecilia gained vast experience in management through being a manager at the traffic department for over 4 years. ~~Not only was she but s~~ She was also doing extensive research on the resort business in preparation to build a very successful business.

Cecil resort was established in 2016 as a private company registered under the ~~e~~ Companies ~~a~~ Act no. 71 of 2008, South Africa. It has not yet started operations as it is still working on pre-incorporation activities. It is located in Limpopo, Stozenfells Farm, Ga-Kobi, Raditshaba, Polokwane, 0718. Cecil ~~r~~ Resort intends to launch its business with 8 bedrooms which can accommodate at least 2 individuals at a time with

a plan to change room arrangement to meet different customer needs. Thus, we expect to host at least 240 overnight guests per month.

Cecil Resort plans to provide excellent services and the best quality products at reasonable and/or competitive prices to its customers. We plan to be the leading resort in Limpopo. We will therefore continue doing our best to reach this goal. With the continuous increase in prices of BnB and hotel accomodation, we plan to be an alternative, providing high quality cheap services. This will be achieved through ensuring that extensive and intensive cost reduction methods are adopted and strictly implemented. Changes in lifestyle also create opportunity as people are moving towards healthy lifestyles, thereby creating opportunity to innovate new products and services for the emerging market. Cecil Resort is committed and dedicated to creativity and innovation; thus, they will ensure they always have an efficient and effective research and development department.

The continuous increase in fuel price, increase in VAT rate, and the increase in other costs, has caused inflationary pressure on the consumer income, thus affecting the consumers' buying behaviour. Cecil Resort will consider these factors in its pricing. We intend to expand our business internally and building more resorts in many other places. We anticipate providing internships for graduates in different fields within our sphere and scope of work and creating job opportunities for many people.

Cecil Resort's current goal is to solicit funds to establish and launch the business. Cecil Resort's long-term goal is to grow and expand the business into new areas.

1.1 Purpose of the Business Plan

The purpose of this business plan is to obtain start-up funding for a tourist resort company in South Africa in the fast-growing city of Polokwane, located in Limpopo Province. The plan is also to create a road map to the success of the business enterprise and all its operations.

Based on my best estimate of sales, revenue is expected to be at least **R.....** in the first year, **R.....** in the second year and **R.....** in the third year. Profits are expected to be approximately **R.....** in year 1, **R.....** in year 2 and **R.....** in year 3. We

do not anticipate any cashflow problems as most of our products are sold on a cash basis.

1.2 Expansion Funding Summary

The business financing will come from borrowed funds. Cecil is seeking financial assistance to the value of R..... from government grants and/or other financial services companies.

START-UP FUNDING

DETAILS	AMOUNT (R)
Start-up Assets to Fund	
Start-up Expenses to Fund	
Total Funding Required	

NB: for detailed start-up requirements please check on the financial plan section 8.

2 BUSINESS DESCRIPTION

Cecil Resort is a private tourism company that was registered in the year 2016 and is planning to launch its full operations in the year 2020. Cecil is in the Limpopo province at Raditshaba, Stozenfells Farm Ga--Kibi. The overall goal is to ensure high quality and excellent services meeting customers' expectations at competitive prices.

2.1 Mission

Our main goal is to be the most successful resort business in Limpopo Province and its surroundings, providing unique experience in the province, serving high quality products and services at great value, meeting the needs of our existing and potential customers, and adding value to all stakeholders, ensuring favourable returns to all stakeholders. Improving our local community and being environmentally friendly will be part of our mission.

2.2 Vision

To be the leading, most efficient, profitable and competitive provider of great quality tourism services in the entire Limpopo Province and beyond.

2.3 Objectives

The Cecil Resort has the following objectives:

2.3.1 Short-term Goals: (less than 1 year)

1. Increase our marketing strategy: we will intensify our advertising to make awareness of our resort's availability for visits. When customers visit our resort, we will make surveys to identify their needs and satisfy them the most.

2. Strengthen our relations with our employees: we will uphold the turnover of our employee to a very low level by providing training, suitable salaries, plus great benefits to maintain an effective workforce.

3. To create a distinct and memorable brand: we will build a strong customer base by providing our clients with high quality, unique, and eco-friendly products and services, and amazing benefits at competitive prices, while maintaining high profitability. The products shall meet or surpass the customer expectations effectively, efficiently and uniquely, at every stage of our operations.

2.3.2 Intermediate: (1-5 years)

1. Foster performance excellence: generate and increase revenue from year to year by at least 10% to reach our long-term goals and generate more and more profits to expand our business and investment.

2. Adjust major changes to meet customers' demands: Within a year of operations, we should be able to learn a lot from customers' desires and adjust changes to meet their demands, and therefore, we can attract more customers into our resort.

3. Provide excellent customer service: Attract and retain 60% customer base of all those who try our products and services.

4. Contribute to our community: create employment in our communities, thereby improving the standard of living. We will support and develop skills in communities we operate in, and encourage self-sustenance.

2.3.3 Long term goal: (5year and over)

1. Increase our investment: we will invest more into our business, which would lead to expansion and concurrently, we will replace some old parts of our operations with new ones.

2. Increase prices by at least 5%: we will increase prices at our resort by 5% because our customers have already known and experienced how good our services are, but we will still maintain reasonable competitive prices. In addition, we also have to increase our profits to cover up the costs.

3. To be a market leader: to hold a leading or significant market share in the Limpopo Tourism industry.

2.4 Guiding Principles

2.4.1 Being Mindful of our Customers and Staff

We shall always treat our customers as kings (with botho) and maintain high morale amongst our staff.

2.4.2 Gratitude

We shall always express appreciation of our customers, employees and retailers, for without their input, service, labour and time; our business would not exist.

2.4.3 Our Service

We will always provide high quality products coupled with warm and friendly services through an informal, comfortable environment which stimulates customer satisfaction and promotes an impression to return, and brand loyalty.

2.5 Keys to Success

Cecil Resort intends to use the following success keys:

- Managing and developing people
- Strategic focus
- Operations
- Physical resources
- Customer relations

2.5.1 Managing and Developing People

Cecil Resort understands that the way to building a strong, effective company is to have good management and well-trained staff. We intend to hire top notch staff who are committed to excellence and offering them training to keep them on top of the game in every aspect of our business. We intend to effectively manage our staff, promoting communication and creating opportunity for them to give input on how we can effectively improve the company. The company hopes to encourage commitment to duty and high morale to provide excellent service.

Should the existing staff contingent be inadequate, Cecil Resort will employ casual workers, mainly from the district that it will be servicing, to supplement its worker force during times of high demand to keep up with market fluctuations and avoid shortages. The casual workers will be employed on merit and no discrimination on any basis will be allowed.

2.5.2 Strategic Focus

Cecil Resort will proceed by focusing their effort on ensuring that all stock and everything that the departments will need are supplied in the right quantities, to the correct quantity level and at the right times to ensure that the work operates without a hitch or delays. We will make sure that all departments are regularly checked to ensure that there is no stock loss and wastages.

The company will prioritize its customers ensuring that they are satisfied by the product and services we provide. We will conduct quarterly surveys to obtain feedback on our products and services. We will also review feedback from our retailers and communities on their thoughts about our products and services.

2.5.3 Operations

Cecil Resort anticipates hiring approximately 20 employees to work 9 hours a day. We will try to create a gender balance in our recruitment. We will have night shifts at times, just to make sure that our services always meet demand. Our employees will have one hour of lunch break in different time frames, to ensure that the services remain effective and efficient throughout each day. The company will function from Sunday to Sunday and our employees will get a chance to choose to work overtime whenever circumstances call for it.

2.5.4 Physical & Human Resources

Our employees will be supplied with all safety equipment such as dust masks, earplugs, hand gloves, and so on, and a medical aid kit will be made available in the factory. The company will regularly service its equipment for effective production. We plan to counter delays by making sure that all spares that are required for fixing the machines are always available in the factory. The company will ensure that our facilities are safe for our employees. The environment within the working area will be tidy continuously to ensure it is hazard-free. We shall constantly hire professional cleaners to clean thoroughly.

2.5.5 Customer Relations

To boost our customer relations and our sales, we will offer services of the highest quality as well as keeping our customers happy with all our service offerings. We will ensure that we captivate customers on their first visit or contact to return, and ensure that when they think of resort services, they think Cecil Resort and speak Cecil Resort, thus, making referrals to our company. People prefer to engage with businesses with good reviews and high ratings

. This therefore makes the word-of-mouth marketing a powerful ally.

To communicate with clients, the company will put promotions as a priority through social media, product branding, open market, distribution of flyers and pamphlets. Posting our promotions on social media will be very much effective for the company because we will be able to impact larger markets at once at affordable prices.

We want to create a brand that is affordable to our customers and will always be on our customer's mind that see our services as a need so that they prioritize our services above that of our competitors.

We will have discounts for our customers buying in bulk. The company will provide excellent customer service and maintain the excellent services in spite of competitors. We will ensure that we meet customers demand every time and create more efficient ways to be accessible and make it easy for clients to visit our site e.g. through the website, e-mail, telephone number, and online bookings.

2.5.6 Other Key Success Strategies

- Control cost always, in all areas and implementing a conservative approach to growth policy.
- We shall always be located at convenient places, close to the market or if far, the location should have a good transport network, and easily accessible.
- We shall offer a variety of products and services as per our customer requirements.
- Promote good values of company culture and business philosophy
- Create eye-catching packaging
- Promote environmentally friendly products in order to meet the changes in the market. We will promote "green marketing" to our customers.
- We focus on quality rather than just seeking for profits. Each of our products and services will be of high quality and hygienic. To provide services to customers from the heart is our obligation.

2.6 Core Values

- **Botho** – we promote mutual respect among members of staff towards customers; responsibility and accountability with understanding that we are rational self and that we get empowered by empowering our customers.
- **Hard working and industrious** – we believe that hard work is still a key component to success
- **Smart working** – we believe that hard working should be coupled with smart working to enhance success. Smart working includes having the right and necessary tools to make work easy thereby increasing productivity
- **Integrity and accountability** – we will promote and practice a high standard of ethical behaviour
- **Unity** – we will promote oneness as it sustains teamwork and promotes success. We will treat each other with due care and respect
- **Friendly and customer biased** – we will treat all our customers with due care and strive to meet all their needs
- **Determination** – we will maintain firmness of purpose towards achieving all our goals
- **Safety and quality** – these will be part of our none-negotiables

3 OWNERSHIP, COMPLIANCE AND MANAGEMENT TEAM

The success of every organisation depends more on its management as it is the one that sets the tone to the achievement of organisational goals. Customers expect efficiency and in order to achieve that, it is critical for the organisation to be directed by a capable, willing and committed team. The management will depend on the founder and family to cut personnel cost, as they are willing to work for low salaries during times of low returns. Cecil Resort has no intention to add overheads until it is necessary, meaning that the start-up staff must work extra whenever necessary.

3.1 Legal Structure

Cecil Resort (Pty) Ltd is private company registered under the Companies Act of South Africa no. 71 of 2008. The business has been registered since 2016 and is still working on the pre-operational plans. The registration number for Cecil Resort is: **2016/096064/07**.

Cecil Resort will ensure that it attains patent rights over all its products where necessary, meaning that its products will be protected from copyright infringement. Trademarks will also be used. These are words, names, symbols, characters, slogans or a series of letters that identify the products it offers and distinguishes them from those of competitors.

This will benefit the business as it serves as an identifying function, provides a guarantee of quality and consistency, and serves as an advertising device which will benefit the organisation to lure more customers, and thereby, increasing its sales through increased market share.

3.2 Compliance

Cecil Resort will do its best to ensure compliance with all necessary legislation requirements in its industry. The entity will ensure compliance with all the CIPC regulations and the Companies Act and Companies Regulations requirements.

Cecil Resort complies with the Income Tax Act of 1962, the Value Added Tax Act of 1991, the employees' tax (PAYE as contained within the Income Tax Act 1962), the

Skills Development Levies Act (1999) and the Unemployment Insurance Contribution Act (2002). This compliance is supported by the income tax reference number issued by South African Revenue Services, **9385310181**.

3.3 Founders

Cecil Resort is the brain-child of Mokumo Cecilia Maphuti, who is hardworking, passionate, and has a drive towards entrepreneurship. Cecilia is a holder of a Bachelor of Arts Degree (University of Limpopo) with an excellent management experience. The management roll has granted her the necessary skills for this type of business operation and with the ability to make strategic decisions.

3.4 Percentage of Ownership

Cecil Resort is 50% owned by Cecilia M. Mokumo and 50% owned by Moyahabo M. Mokumo, thus Cecil Resort is a 100% black female owned South African business that will enable the government and other financiers to take the opportunity to promote black economic empowerment.

3.5 Management Team

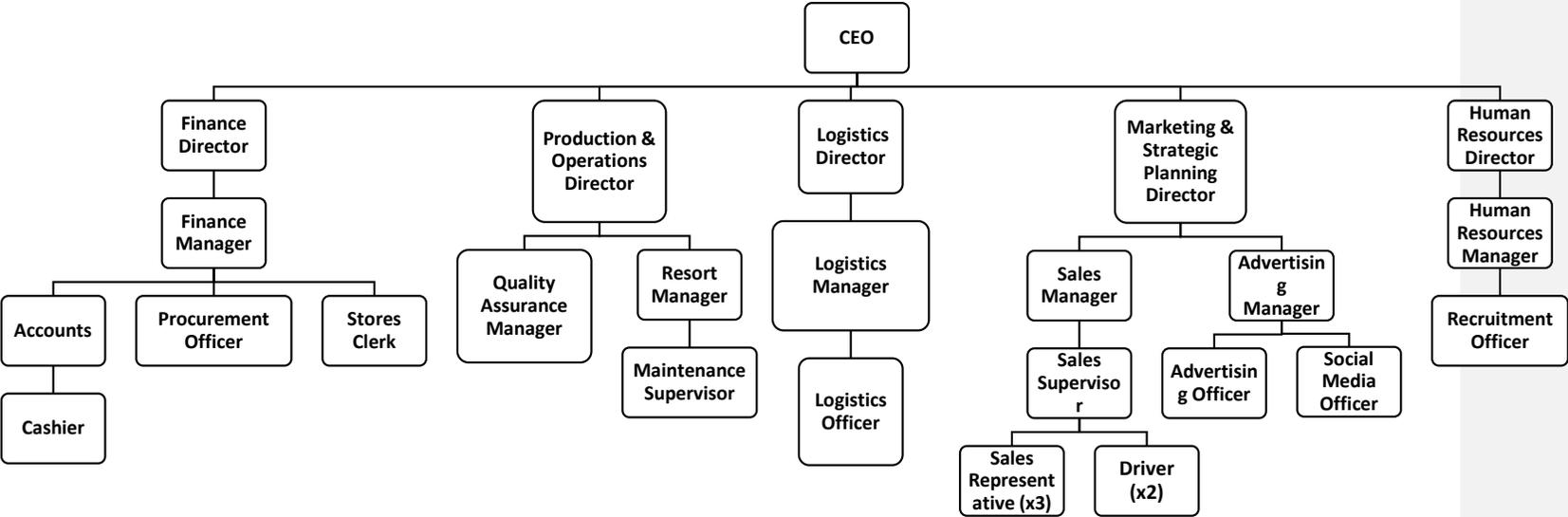
The management of Cecil Resort requires the presence of outstanding individuals to make the venture a success. Methods of compensation such as salaries, employment agreements, stock purchase plans and ownership levels must be determined. Highly educated, skilled and experienced individuals will be targeted to take management positions. The board of directors, advisors and consultants are also part of the management team and their selection should be based on their potential contribution to the business.

Currently, management roles are held by the founders of the organisation to cost cut and to ensure commitment as they do not mind working for low salaries until the business starts to generate enough revenues. Cecilia is the CEO of Cecil Resort. The experience she gained working as manager at Polokwane Municipality has equipped her with crucial skills and experience for the role of CEO.

3.6 Management Team Gap

Due to current lack of resources, the organisation will maintain the founders as manager and may involve willing and able family members. They will be covering all the management gaps, meaning they must work extra hard and always be acquiring necessary knowledge and skills. As the organisation grows and expands, more members will be enrolled into the management team according to the proposed organisational chart on 3.6. This organisation chart is subject to adjustment to suit changes in the environment to keep up with competition.

3.7 Organisational Chart



Cecil Resort is a micro-business with the intention to expand into a large corporation; therefore, it will require a comprehensive and effective organisational structure. The current plan is to outsource finance (accounting and bookkeeping services). The organisation intend to launch its operations with approximately 10 employees including its management and the numbers will increase at each stage of growth with a minimum of approximately 100 employees expected at maturity stage. The recruitment of the team will be based on pre-set standards for each position. To enhance its vision, mission and objectives, the organisation will have the following positions and composition of staff:

- **Chief Executive Officer**
- **Middle Management**
 - Production and Operations Manager
 - Marketing Manager
 - Finance Manager
 - Human Resource Manager
- **Floor Supervisor**
- **Sales and Marketing Executives**
- **Truck Drivers**
- **Floor workers**

NB: Circumstances will determine the actual number of employees recruited at any time.

3.8 Leadership Philosophy

The decision-making will take place only in the ~~upper hierarchies~~ ~~higher authorities~~ of the business, which constitutes the CEO and all the first-line managers. Employees and other subordinates will ~~be involved~~ in the decision-making through the ~~representation~~ of their managers; thus, they can bring out their subordinates' concerns. This would be done to curb the difficulty in having all the employees coming together for decision making all at once, plus to avoid challenges which would come with ~~the~~ growth of our organization including its staff.

3.9 Job Descriptions and Specifications

3.9.1 Chief Executive Officer

- Monitoring the overall performances of the business as well as the effectiveness of each manager's performance contribution to the business.
- Provides a clear strategic direction for the organization and communicate these strategies to appropriate channels.
- Has to report to its investors the company's operation performance such as the progress, financial transactions, marketing, business operations compared to its competitors.
- Has experience with budgets as well as allocating resources appropriately
- Ensures that the right professionals are hired into the management team.
- To use all their strategies and skills such as decision-making skill, conceptual skill, technical skill, human relations skill and time-management skills to enhance the success of the business, thereby maximizing the company revenues while minimizing the costs and getting ahead of its competitors.
- Builds corporate culture that would influence employees' attitude and decision.

3.9.2 Middle Managers

The middle management or functional management positions on the proposed organisational structure are all vacant. These include; production manager, human resources manager, and marketing manager. These positions should be filled by individuals who possess the necessary skills and qualifications for the organisation's activities to flow well.

3.9.2.1 Marketing Manager

The position must be filled with one who has got any one of the following; a degree in marketing management or business management with a marketing major or any other diploma or professional qualification in marketing. Cecil Resort will also consider those with exceptional experience and reputation in marketing besides their academic achievements. The individuals should possess at least five years of experience.

Responsibilities

- Their role includes research and development, market segmentation, advertising and promotion, and analysis of the market.
- Carries out promotional activities that will project the image of the company as well as bring in revenue
- Devises marketing and sales strategy for Cecil Resort
- Manages campaigns on all the company's social media platforms
- Plans and organizes product and service exhibitions for the company
- Monitors performance and changes weak strategies.

3.9.2.2 Finance Manager

Will be responsible for the cashflow of the organisation, its management, and drawing up of necessary accounting records. This will help the organisation to be able to study the fluctuations in its profits and sales and make necessary recordings and plans for improvements. Thus, the organisation will keep track of the available funds, thereby assessing its liquidity and to check if there are any potentials for expansion.

Will be responsible for all financial transactions and also monitor his/her subordinates, in the above-mentioned performances. Will be responsible for the deposit of money into the bank, withdraw for use if necessary and interact closely with the bank for the financial records together with the contract agreements of the business with regards to profit-and-risk shared among partners.

This position will be held by someone who holds a degree in accounting, any professional qualification in accounting such as CIMA, ACCA or any accounting equivalence.

3.9.2.3 Human Resource Manager

Employees are one of the most crucial resources in an organisation as they drive the flow of organisational activities. Therefore, there must be a personnel manager who will focus his attention mainly on the employees, that is their upkeep in terms of salaries and necessary cost of living adjustments. This will allow the employees to air their grievances openly and freely as they will have a representative in the middle management rather than going directly to top management whom they might not be open to. This may enhance or improve labour efficiency and productivity.

The HR manager will monitor staff performance and will retain face-to-face discussions with those employees who face difficulties in performing their jobs and those with unethical conduct.

Reports the training, quality assurance, and management of human resources progression to the CEO. The position will be filled by those who possess such qualifications as a degree in human resource management.

3.9.2.4 Operations Manager

The operations manager is going to be responsible for the purchasing of necessary stock and the monitoring of inventory turnover. S/he will determine the standard of quality of the products and services and the types of products and services to be offered. The individual must have extensive experience in monitoring the services of the organisation and detecting whether it is meeting the standard or not. This will also help the organisation on planning when to buy and how much to buy, which helps in decreasing the cost of overstocking and understocking. Reports the business' overall daily operations to the CEO. The individual must possess a degree in hospitality or equivalent.

Responsibilities

- Organizes the daily operations of Cecil Resort.
- Oversees the entire resort operations and assign sections to floor operators.
- Participates in the hiring of new employees for the resort and creates and keeps work and operation schedules.
- Carries out constant monitoring of equipment to ensure that it is in working order
- Authorizes the replacement of machine parts when due.
- Ensure that all the service demands are made and provided in time for the customers.

3.9.3 Floor Supervisor

Responsibilities

- Responsible for all the work carried out on the assigned floor

- Works with plan manager to ensure that all rules are complied with
- Understands the workflow in the assigned floor
- Understands how to operate machines and carry out light maintenance tasks
- Supervises workers in carrying out their assigned tasks

3.9.5 Truck Drivers

- Ensures that cargoes are loaded and unloaded at the appropriate times
- Ensures that all traffic laws are followed
- Inspects truck before and after every trip, and report any major defects found to the appropriate department
- Carries out light repairs and maintenance on trucks when due
- Ensures that clients get their products on time

3.9.6 Floor workers

Responsibilities

- Ensure the resort is always clean
- Carry out all assigned work with efficiency and effectiveness.
- Ensure that they respect fellow workers, promote teamwork and follow all the rules and regulations

3.13 Personnel Plan

3.13.1 Compensation Package/Reward System

Compensation refers to a certain package that one is entitled to in order to cater for what they have offered in exchange. The reward for Cecil Resort will vary depending on each individual's responsibility in the organisation. Employees are to be paid based on their qualifications, experience and contribution benefiting the organisation, meaning the better the knowledge and skill for a job or position held, the higher the salary. Salary administration will depend on job evaluation, which is a measurement

of the relative worth of different jobs. Job evaluation rates will be set for each grade to ensure that there are senior jobs, and promotions are rewarded by worth, while different earnings and promotions become something one aims for.

DETAILS	YEAR 1	YEAR 2	YEAR 3
CEO			
Managers			
Supervisors			
Drivers			
Floor workers			
TOTAL			

NOTE: The personnel amounts are for each month and they are an estimate which will only be implemented as and when the organisation grows and improves its revenues. **The salaries for managers will always depend on the availability of funds.**

3.13.2 Finding the Right Human Resource

The success of every organization is highly dependent on its human resources. The CEO and or human resources manager for Cecil Resort will be responsible for the recruitment and selection based on the objectives of the organisation. Cecil Resort will hire qualified employees with good quality skills, who are highly motivated. Meritocracy shall be the most used criteria for choosing employees to fill any vacancy which might come up in the organisation. This will help to ensure the best candidates are chosen for certain positions, which will improve labour and production efficiency due to reduced waste and full or maximum utilisation of resources at least cost, increasing the profitability of the business.

The following methods will be used to hire employees:

- Referral
- Classified advertising
- Newsletters

- Advertisements on our website and on our social media platforms.

3.13.3 Safety & Efficiency

Cecil Resort will always ensure employee safety by always supplying safety equipment such as dust masks, earplugs, hand gloves, and so on, and medical aid kits will be available at the resort. The environment within the working area will be continuously tidy with no hazards to avoid health issues affecting our employees. We shall constantly hire professional cleaners to clean our workspace. The company will regularly service its machinery and equipment to ensure effective and efficient services.

3.13.4 Consultant

Cecil Resort will consider engaging a consultant during the introductory stage for at least a year, who will play a role in monitoring its operation and offer advisory services.

4 PRODUCT/ SERVICE OFFERED

4.1 Daily Operations

Cecil Resort operates seven days a week for 24 hours a day and will use a shift system to ensure it meets its demand and provide the best quality services to its customers. Due to increased demand, overtime may be required, and the overtime will be planned as and when necessary. Recommendation is made to draft the shift schedule in a manner that will allow the ability to increase or decrease hourly labour according to sales volume in order to maintain a consistent labour cost control as the resort business is seasonal. This means that management should take time to study the buying pattern of their customers to always supply the right amount of labour force at any given time. To deal with seasonal demand, casual and part-time workers will be engaged whenever necessary.

During off-peak hours, management should capitalise on replenishment and on-going preparation. Proper labelling and rotation techniques accompanied by ample storage facilities will ensure that high quality prepared products will be sufficiently available to meet the high demand during peak business hours.

Management shall ensure the ordering, receipt and maintaining of enough inventory to meet production demands. Ordering demands shall be staggered according to a predetermined schedule and storage capacity.

Management shall prepare operational checklists and shall use them to verify that each work period is properly prepared for and to ensure the operational standards are always followed before, during and after work hours.

4.2 Products & Services

Our products and services are designed to cater for all classes of people and their diverse needs. The resort will provide the customers/guests with an alternative to the impersonal, large five-star properties, away from the city. Strategically located, our property will enable our guests to be away from the busy noisy

environment and yet in an environment of calm, relaxation and professionalism sphere. We seek to differentiate our product and services in the following areas:

- Personal recognition of our frequent visitors
- Luxurious rooms that offer a sense of doing business from 'home'
- Staff that have a strong customer-service ethic
- Business and relaxing facilities to pamper customers' loyalty

4.2.1 Features of the Current Products

The Cecil Resort will provide a full range of services that consumers are able to experience with numerous categories. When customers visit our resort, they will enjoy a 5-star experience and amazing views, themes and atmosphere. Our resort will have a BnB, provide large dining halls, conference rooms and hall, swimming pool, spa, gym, steam, sauna, Jacuzzi, souvenir shops and cultural theater. We will ensure that all the equipment and materials to be used throughout the resort are of high quality in order to guarantee the customers' satisfaction. Additionally, we plan to have more than one restaurant in our resort so as to meet different customer needs. Therefore, customers can experience different food specialty with respect to different environments they are in.

We will provide both tangible and intangible benefits to our customers. For tangible benefits, they are able to experience the first international standards resort in Dendron plus a full range of services that have not been found here yet. For intangible benefits, customers will experience a relaxation and entertainment environment at our resort after full periods of work and stress.

We will be flexible, innovative and efficient in creating room to customize our products and services according to the needs and specifications of each client. Our prices will be highly competitive so as to lure more customers to our resort.

A strong focus of our business will be placed on the development of new unique products and services, continuous improvement of current products and services, innovative marketing strategies and excellent service to satisfy and meet the clients' needs.

We understand the need for local businesses to invest in local communities through job creation, skills development and empowerment. Therefore, we will do our best to contribute in those aspects.

4.2.1.1 City Weekend Escape

The Cecil Resort will be designed to meet the needs of Limpopo residence living in the city who like to get away from the city on weekends and holidays. The Lodge will be located approximately an hour's drive from the city of Polokwane.

The attractions include swimming pools with warm water during cold seasons, the spa, recreation park, and the opportunity to relax and unwind in a beautiful rural setting.

4.2.1.2 Bird Watchers

Limpopo Province has several nesting areas for birds which include the Limpopo Valley and the Soutpansberg Mountains which host over 540 bird species. The area supports a high number of resident species, resulting in an abundance of birds throughout the year. Limpopo province will always award its visitors productively anytime of the year. Several different biomes including riverine forest along the Limpopo River, wetlands, sandstone cliffs and mopane bushveld support an impressive diversity of birds.

Guests to The Cecil Resort can visit the famous Mapungubwe National park which is considered an Important Birding Area (IBA) by Birdlife International for its protection of globally threatened species such as the White-backed Vulture and the Kori Bustard. The riverine forest habitat allows for the secretive, subtropical, river-dependent Pel's Fishing Owl to nest here. 387 bird species have been officially recorded within the IBA and an excess of more than 400 species occur in the Limpopo Valley region.

4.2.1.3 Honeymoon Market

This is one of the large and very lucrative markets in South Africa as honeymoons are a norm after a wedding. The lodge will be designed to cater for this market in terms of food, rooms, and services allocation

4.2.1.4 Meetings and Retreats

A small, flexible meeting facility will be built at the lodge capable of accommodating groups of up to 30 people. A large conference hall will be built in the future as an expansion plan to cater for weddings and large events. Target markets include community development NGOs, government agencies, and churches.

Our initial target is 20 meetings per year, with an average group size of 18 people (including some spouses), with average length of stay of 2 nights.

4.4 Future Products & Services

In order to boost competitiveness, Cecil Resort has future plans to provide catering services for family reunions, weddings and other events befitting our product and service offerings. Some of the services will be provided instore, for example, birthday celebrations and other anniversary services with limited guests.

Due to changes in lifestyle, Cecil Resort restaurant has to consider providing classic home meals as people no longer have e time to cook in their homes, but are still attached to their favourite cultural meals due to a, but not limited to taste buds, and the time it takes to acquire new taste. The Cecil Resort restaurant should be developed to meet the concept of a traditional home style restaurant providing family style food and services in a modernised environment so as to attract high class customers who still enjoy classic cultural foods. The idea is to bring the home dining experience to our resort.

According to FNB Business, health centric companies (e.g. Kauai are penetrating the market. Therefore, management of Cecil should consider adding more health products to its offerings so as to protect and increase its market share. This should be treated with urgency as customers are increasingly being health conscious, thus, they are being mindful of what they eat as well.

As Cecil Resort expands its operations more products and services will be introduced to increase competitiveness.

5 MARKET/INDUSTRY ANALYSIS

5.1 Target Market

Our target market is constituting two main groups that is:

1. customers who directly target our accommodation and meals.
2. Customers who target our conferencing facilities and other services offered at our resort.

5.2 Target Market Valuation

With our yearly target facility size on our plan, we anticipate our year sales to be as follows:

Product/service	Quantity	Unit Cost	Total
Accommodation			
Amusement park			
Meals			
Conference Hall			
Birthdays and Weddings			
TOTAL			

Formatted: Centered

Total forecasted sales are therefore R.....

5.3 Competitive Comparison

We have Limpopo Wildlife Resort, Zororo Lodge, Parara Lodge, Boilchustong Lodge, Zulani Safaris Game Farm, Vivo Bed and Breakfast, Bakonemathekga Lodge, Bochum Lodge, Nyala Lodge and Blouberg Nature Reserve are some of our competitors.

5.4 INDUSTRIAL ANALYSIS

According to PWC, South Africa's tourism industry is experiencing growth with a moderate increase from 12.2% in 2016 to 4.6% in 2017. The increase has been due to a smaller increase in international tourist arrivals and slower growth in room rate. The gaining of the rand's value also contributed to the increase.

There is great fear that the South African immigration laws will affect the tourism industry in a negative way, however, so far there hasn't been any serious or tangible impact of the immigration laws on tourism. South Africa remains one of the best and competitive tourist destinations in Africa, with Cape Town being ranked the best business tourism city in Africa by The International Congress and Convention Association, and Euromonitor ranked Johannesburg among the top 100 city destinations in the world.

Due to favorable economic trends and faster expected growth in the real global GDP in the next five years, the number of overnight foreign visitors to South Africa is expected to increase at an average of 3.6% compound annual rate to 12.3 million in 2022 from 10.29 million in 2017.

The domestic market seems to be growing at an increasing rate with a largest increase of 4.2% since 2014. This coupled with expected healthier economic growth will impact domestic tourism positively. PWC projects domestic tourism to average 4.7% compounded annually over the next five years, rising to an estimate of 7.2 million in 2022 from 5.71 million in 2017. Total number of travelers in South Africa is projected to increase to at least 19.5 million by 2022, thus, a 4% compound annual increase from 16 million in 2017.

All the above reflects an anticipated positive growth of the tourism industry in the next five years, making it very lucrative to invest in this industry.

5.5 Suppliers

Management shall establish good relationships with qualified suppliers who are efficient and effective, providing high quality products at reasonable prices and

delivering according to schedule. We will always try to source better quality raw materials than competitors.

5.6 Management Controls

Management shall develop and strictly implement sound management procedures in order to control costs, ensure quality of products and provide friendly customer service. The following are some of the controls which shall be used by management;

5.6.1 Order Guide

To maintain designated levels of inventory and track order history, management will use an item specific order guide.

5.6.2 Weekly inventory

Management will conduct an inventory count weekly to ensure that proper inventory levels are kept, to meet demand and to determine valuation for use in preparation of weekly profit or loss reports.

5.6.3 Weekly Inventory Tracking

Weekly inventory counts shall be taken on specific items. Movement will be compared to sales data to ensure designated products have been properly accounted for.

2.4.3 Daily inventory tracking

Daily inventory counts shall be taken on specific items. Movement will be compared to sales data to ensure designated products have been properly accounted for.

5.6.4 Administrative Systems

To broaden our success probability, we will also incorporate the following in our strategies:

(I) Daily Cash Control

Sales and receipts recorded on the point of sale (POS) system will be compared to actual cash and credit card deposits daily. Acceptable over or short amounts will be limited to R50 per day. Discrepancies greater than R100 will prompt the management to conduct an immediate audit to account for the difference. Monthly totals will be compared to the actual profit and loss statement for accuracy. Cash, debit card and credit card sales will be deposited.

(II) Purchasing Record/Payables

An outsourced bookkeeper will process and record invoices and credits daily. Reports detailing cash expenditure and accounts payable will be readily available.

(III) Payroll Processing

Payroll cheques will be issued every last day of the month. Management will run reports from the time and attendance system, make necessary adjustments, and prepare for transfer to the payroll system.

6 MARKETING & SALES STRATEGY, & IMPLEMENTATION

There is a continuous growth of the tourism industry both from a domestic tourist and international tourist perspective. There is anticipated greater growth in the next 5 years due to many factors including forecasted positive economic growth for South Africa, and increased awareness of the health benefits of taking holidays to rest from work.

Cecil is positioned as a hospitality resort to meet the needs of the African market with the South African market being the primary focus. We shall ensure provision of high-quality products and services while maintaining reasonable prices. We will initially position our operations in Dendron, Limpopo. Limpopo Province is one of the major tourist attractions in South Africa, thereby making it one of the best places s for a tourist business which includes resort business.

Our main marketing goal involves reaching our target customer's needs while limiting our business expenses. Cecil Resort will follow the industry marketing trend but will however have additional trends, like a website with our products and services, picture of our shop, map, contact details and driving directions. The website will also contain the company philosophy, history and news. We will make use of social media platforms such as, but not limited to Facebook, Twitter and YouTube. We will offer loyalty rewards.

Other marketing tools to be used in order to attract more customers and retain the current customer base are:

1. Google search optimisation (Cecil Resort is to be search-engine optimised to be the first hit when one Google-searches tissue resorts in Limpopo).
2. Branding of company vehicles and staff uniform
3. Advertisement in the local and national newspapers
4. Brochures
5. Flyers
6. Business cards
7. Direct Mail

Below is an explanation of some of the above marketing strategies:

(I) Brochures

Our brochure will offer a visual reminder of our business and customers can take our brochure home. The brochure will have colourful pictures of our services and content of each service, presented in an engaging format. We will include informative graphs and charts, for example maps, to our business office. We will also feature our promotions and coupons on the brochure.

(II) Fliers

Though it is an old-fashioned way to advertise, fliers still bring great marketing results due to their ability to:

(a) To meet the human desire to have something in their hands they can feel, touch, and save for future reference.

(b) It gives you distribution control; that is your area of distribution, the time of distribution and your target individual. This will help in targeting potential customers.

Fliers will offer a cost-effective marketing solution for reaching our target customers as we will avoid mass distribution, but distribute fliers in a more personal way, which will help our potential customers to put value in the flyer.

We will add colourful images to attract attention and appeal to the mind. We will also make the fliers appear like a personally written letter to the mind of the recipient.

Key elements to our flyer

(a) **Good headline** – we will briefly explain who we are and how we are going to benefit our customers

(b) **Clean layout** – we will make our flyer eye-appealing, catchy, and easy to understand

(c) Description of our service – we will use a bullet point format coupled with estimated prices

(d) Contain incentive programs – to lure customers, we will include some incentive coupons or offer a discount on the flyer

(f) Contain contact information – we will include all our contact platforms to make it easy for clients to access us

(III) Social Media

(a) Facebook Page

We will frequently update our account by ensuring we post quality and engaging information once a week to make our customers feel like they know our business and relate to our business. This account will also give our customers the chance to learn about our business and respond to our team.

We will promote our page through the following illustrative but not an exhaustive list; our emails, other social media platforms, flyers and brochures. We will also make use of Facebook ads. We will strive to provide responses to any questions posted on our Facebook page.

(b) WhatsApp

WhatsApp creates the opportunity to communicate through four basic ways; messaging, pictures, audios and videos. We will create a WhatsApp business account, which will be used for digital marketing, for example, sending electronic flyers, brochures, and posters just to mention a few.

We will use one-on-one chat, group chat and broadcast chat.

IV Business Cards

We will hand out business cards regularly to increase our business exposure. We will distribute them to our customers when they visit the store and to all potential customers we meet. The business cards will provide our location and hours of operation.

We will design our business card as a marketing tool with the following features or concepts:

- (a)** At least two testimonials at the back, since potential customers prefer to hear thoughts of previous customers about the product.
- (b)** create a multi-functional business card that can be used as a note pad, memory pad, sticker, bookmark or key holder. This will help in creating more interaction with the card thereby creating a memory of the business.
- (c)** To create familiarity with our business, we will put our directors faces on our business card.
- (d)** Our business card will have a link to our website and all our social media platforms
- (e)** Some of our business cards will include our support for environmental conservation, for example, going green, use of biodegradable material, and our support for the fight against global warming and climate change
- (f)** Include some fun facts on the business cards that will amuse the clients
- (g)** We will make our business card a special offer, or promotional tool, where we will have a section to put a signature every time a customer brings business to us and will offer free services on the tenth visit. The free service, however, should not exceed 50% of the business the client brings.
- (h)** We will make business cards of great quality to avoid a situation where they end up in the dust bin

(V) Direct Mail

Bulk mailing either directly to potential customers or by including a postcard in a value-pack-type mailing will be implemented. The design will include all the important information about Cecil Resort, that is, our product range, prices, place of operation, and a locator map.

(VI) Website Plan

Our website will contain gift card offers and promotions, our web visitors will have to print the promotion tickets and claim them when they visit the shop. This will keep up interaction between us and our customers.

(a) Website Strategy

We leverage the web visits for none-competitors in our target area by forming alliances to put links on each other's website.

(b) Development Requirements

The front-end strategy of our website should be parallel with our corporate colour and theme in order to serve our audience to achieve our goals.

6.1 SWOT Analysis

Having a SWOT analysis is very important as this would help us know what our chances of succeeding in this market are and how well we can improve on our weaknesses while eliminating totally or reducing threats to a minimum. In carrying out a thorough SWOT analysis, we took time in doing local research.

The aim of the SWOT analysis has also helped us determine if this is a viable business to pursue. We are glad to realize that our strengths and opportunities outweigh the threats posed to our business. We will continuously work on our weaknesses, and we have already tested the market and it gave a positive response.

Below is the SWOT analysis carried out by Cecil Resort:

6.1.1 Strengths

- Exceptional, dedicated, committed and passionate staff willing to go an extra mile in making the company a success. This is due to the hand-selection of staff. We will strive to offer unsurpassed service when compared to our larger competitors.
- Excellent services and security
- Prime location
- Modern and classy facilities with a clean atmosphere
- Reasonable prices and numerous activities offered
- Continued service and product improvement through client involvement and suggestion boxes.
- Cutting edge technologies and machineries deployed to restaurant and other facilities requiring equipment.
- Excellent customer service that is dedicated to ensuring that customers' complaints are promptly taken care of without excessive delays.
- We also have a Chief Executive Officer who does not only believe in having passionate employees in the right positions, but also has a robust and vast experience in the field that would ensure that Cecil Resort operates effectively and efficiently.

6.1.2 Weaknesses

- Need for huge capital
- Recruiting and retaining quality employees due to competition
- Access to machinery and equipment is not easy due to high prices.
- The hospitality industry in South Africa already has well established players who can do all they can to protect their market share. However, we shall not allow this deter us as we have strategies in place to ensure we become a competitive market player.

6.1.3 Opportunities

- Job opportunities
- There are few resorts in Dendron, Limpopo
- More profit earning
- Increase the country's GDP
- More visitors

6.1.4 Threats

- The stiff competition from well-established market giants.
- Trash from construction
- Building and maintaining sales volumes
- Government mandates (resort operation, food safety, workers protection, sanitation, health, safety and fire)
- Increase in health awareness and the belief that home meals are better than those prepared in restaurants
- Rising operating costs
- Too-demanding customers

6.2 Market Trends

Resorts must sometimes come up with strategies that would differentiate them from their competitors. This will help boost the market

Another survival and competitive strategy is ensuring provision of a wide range of services including self-catering accommodation, food, and event hosting. Cecil Resort will create avenues for our customers to be aware of our new products.

6.3 Strategy Pyramid

Strategy: Be the leading Resort in Dendron Limpopo in customer satisfaction.

Tactics: We will ensure that there is clear awareness of Cecil Resort. We will intensify our advertising to broaden our market base. We will make sure that our signage on the front is visible and captivating, to lure customers into the factory. We will acknowledge customers with the warmest and most sincere welcome to instil in them a sense of belonging and motivate their return and referrals.

Programs: We shall provide employee training on customer service and retention and offer on-going training programs for employees, keeping them updated on current industry trends, food and general safety . We will also keep track of our employees' progress through performance reviews and offer employees incentives for attracting and retaining customers. Employ the use of surveys amongst our clients and online.

6.4 Unique Selling Proposition

We will keep our products reasonably priced by:

- (1) always ordering from the cheapest qualified suppliers
- (2) meticulously monitoring our controllable expenses to cost cut

6.5 Competitive Edge

We believe that the success of every organisation rests on the quality of its human resources amongst other things, therefore, our competitive edge is in our people. We believe, your business is not only as good as your products, but the quality of your staff as well. Our leanness gives us the advantage to be proactive in meeting economic challenges, unlike our corporate competitors, who must adhere to their company policies, thus impeding their reaction time.

Another part of our competitive advantage is to ensure that our resort provide unique experience for our guests in which we will focus on reasonable prices, comfortable

atmosphere, excellent services, special foods and promotions. There will be a restaurant in our resort which will provide different types of foods to meet different customer needs. For our special promotions, we will have packages for families and couples, and kids clubs that take good care of children so their parents will not need to worry about them and they get to spend good time as a couple. Our resort will also be a good place for couples to create unforgettable memories including honeymoon memories. Cecil Resort also has many kinds of rooms, which includes club suites; junior suites, executive suites, and deluxe suites that will be available with beautiful environments s to satisfy our guests' demands.

6.6 Marketing Strategy & Positioning

This refers to different ways in which different market segments will be pulled to the business. The success of every resort is in doing far more than just offering great products and providing friendly services. Cecil Resort will therefore utilize a marketing plan to build customer traffic. Market research marks the first step in an effective marketing strategy; therefore, we will be more proactive than reactive in our marketing approach and stay current with popular industry trends. Various methods will be implemented in order to come up with the information necessary for Cecil Resort's survival and profitability. Different mediums will be used to channel suggestions and complains in order to help Cecil Resort to become fully aware of its reputation. The customers may highlight their complaints relating to quality, quantity or poor customer services, and other possible solutions or suggestions of how best to combat the problems. Cecil Resort will ensure continuous monitoring and evaluation of the enterprise to identify gaps, barriers and customer needs.

The research process will also help the business to be innovative and come up with new product ideas and services through product development. Therefore, after identifying customer interest, the business can come up with new products or develop their current products to meet customer preferences and increase its market share. The risk management section will also depend on the research to assess and curb risks faced by the organization.

The following will be utilized to achieve the above goals:

Database: We will create, keep and continually update our customer database.

Affordability of our products and services: In these harsh economic conditions, customers tend to favour providers of cheaper products and services on the market. Therefore, Cecil Resort will implement cost-reduction methods, at the same time maintaining high-quality services, thereby creating favourable prices for customers. This will be done through, inter alia, the bulk-purchase of raw materials to benefit from economies of scale, like discounts.

For Cecil Resort to gain competitive advantage in the market, it should adopt the market penetration pricing policy (charging lower prices than competitors and increasing the prices as customers gain confidence in our products) to make sure that it will not eliminate some of the customers through charging higher prices than those of competitors in the market. However, to maintain its market share, the products should be both cheap and of good quality.

Quality of service: Cecil Resort will source the best quality raw materials amongst available suppliers on all the range of products and services it offers. We will ensure that whatever we order is of better quality than competitors. We also use the best quality machinery and equipment, ensuring the best quality services to our clients. Thorough research will be carried out on an on-going basis, to identify customer needs and preferences. This is to ensure products meet customer requirements and expectations. This will give Cecil Resort a competitive advantage in the market through customer needs satisfaction, thereby allowing it to sustain its survival in the market.

Corporate Governance: We will contribute to corporate social responsibility by participating in our community by, but not limited to the following; donating to and sponsoring the homeless, orphans, sports clubs, or teams in our market. We will get involved in charities by for example inviting orphans' teams to perform their special talents, such as tradition dance and music, and the revenues from those performances will directly be given to orphans rather than our resort. This will perhaps make our customers feel like they are also engaging in those charity programs.

6.7 Pricing Strategy

Pricing strategy will encompass how the business is going to come up with prices for its products. The main objective of Cecil Resort is to have a large market share and maximise its profits. Penetration pricing strategy will be used meaning the firm will start by charging low prices and as it gains market share, it will increase its prices accordingly. However, it will maintain its prices lower than competitors to increase competitiveness.

The company will use the mark-up pricing policy and will use the following formula for its pricing:

Selling price = Input cost + Expense Incurred + Projected mark-up not exceeding 60%.

Cecil Resort will consider other factors when determining the price to be charged, and they include:

1. Competitors prices
2. The image of the company
3. Profit expectations
4. Legal factors
5. Supply (price of raw materials) and demand
6. Environmental factors
7. Cost of inputs (operating expenditure)
8. The type of product and service

The following questions will provide guidance to pricing:

- Is the pricing strategy set to increase or maximise profits?
- Is it to increase market share?
- Or is it to increase sales volume?

6.8 Marketing programs

- We will meticulously keep our database up-to-date and use it to communicate our specials and other important information.

- Loyalty and birthday club members will be notified of the upcoming special menu items and to alert them of our catering service.

6.9 Sales Strategy

It is our desire to provide wonderful accommodation combined with meals and superior customer service compared to our competitors. To attain this, we will create training programs that will teach our employees about service attitudes, customer perception and how to handle complaints. Management will regularly have meetings to create strategies to curb complains, thereby meeting customer satisfaction.

Holiday and seasonal peaks will be taken advantage of as many households generally visit restaurants during this period. Management will ensure that it aligns its promotions with this period so as to maximise revenue.

The company will loyalty through loyalty points, classification of customers according to frequency in resort visit and giving benefits according gradings.

6.10 Ideal Customers

Our ideal customers will be high-class and middle-class groups. Customers will come to spend their vacations at our resort, and they will be impressed with their unique experiences and amazing atmosphere during their stay, together with excellent services on offer. We will also have special packages available for families and couples.

6.11 Sales Forecast

We are expecting our sales to increase by 20% over the next three years, as we implement the stated strategies.

6.11 Positioning Statement

Our major focus in marketing during the introduction stage will be to create customer awareness in the Limpopo community. Our tactics, programs and resources will be directed towards the goal of explaining who we are and why we exist to the surrounding community. We will price our products reasonably, maintain high standards, and execute the concept, so that the word-of-mouth will be our main marketing force.

6.12 Strategic Alliance

To benefit from quality supplies and reasonable prices from suppliers, Cecil Resort will build long term relationships with suppliers of raw materials (business bonding).

6.13 Milestone

This section contains the roadmap for the implementation, review and revision of this introduction and growth strategy. Management will be responsible for all the three and this will take at least three years.

6.14 Company Location & Facilities

We are located in Limpopo at Dendron, Stozenfells Farm, Ga-Kibi, and Raditshaba. We will equip the resort with modern furniture and aim towards cleanliness and an open feeling.

Our location has the following advantages:

- Tourist destination with Tzaneen Dam, Magoebaskloof, Haenertsburg, Wolkberg and is situated close to a number of game reserves and Polokwane serves as a thoroughfare for tourists on their way to other tourist destinations in the province, for example, Kruger National Park.
- Easy access with much parking lots for the mall

- Large population of young people
- Prime location

6.14.1 Description of Assets and Expenses Required

DESCRIPTION	QUANTITY	UNIT COST	VALUE
Building			
Vehicles			
15000 Kva generator	1	R125 000	R125 000
Salaries, Wages & Overheads			
Initial Stock			
Training			
Consulting Fees			
TOTAL			

Formatted: Centered

Formatted: Right

6.15 Cost Reduction Strategy

Strict financial discipline is a necessity if the organisation is to ~~embark on~~ offer lower prices in its marketing plan. There should be segregation of business and personal funds. The same should apply for business property and private property; for example, trucks, if any, would be saved from avoidable wear and tear, and since fuel is now costly, it would not be prudent for one to divert routes using the business' fuel, as it ~~would~~ lead to unnecessary costs. Cecil Resort will come up with an efficient logistics management system to monitor its vehicle use.

6.17 Credit Policy

These are policies set by the business to offer credit facilities to the customers. We will offer credit to well-established companies and organizations. Cecil will also

consider the customers' credit rating when issuing credit. During the introductory stage, an allowance of one month will be given to debtors to settle their amount of credit. It is recommended for Cecil Resort to minimise their debtors' collection with time, to reduce the chances of losses and have a fluid working capital cycle. An interest of 10% will be charged to debtors who exceed the agreed period, and they will have to settle their debts at current prices. These credit facilities are therefore beneficial to the business as its stock turnover will be more efficient than when capital is tied up in inventories since debtors are more liquid than stock. However, we will emphasise the offering of credit facilities to those with a clean credit record to avoid the risk of bad debts.

7 Capital Required & Milestones

Cecil Resort is expected to raise R..... of its own capital through borrowed funds. This provides the bulk of the current financing required. The money will be used to cover the cost as per section 6 of this business plan.

8 Financial Data & Forecasts

8.1 Ratio Analysis

DETAILS	YEAR 1	YEAR 2	YEAR 3	INDUSTRY PROFILE
Sales Growth				
Percentage of Total Assets				
Total Current Assets				
Long-term Assets				
TOTAL ASSETS	100%	100%	100%	100%
Current Liabilities				
Long-term Liabilities				
Total Liabilities				

Formatted: Centered

Percent of Sales				
Sales	100%	100%	100%	100%
Gross Margin				
Selling, Distribution & Administrative Expenses				
Advertising Expenses				
Profit Before Interest & Taxes				
Main Ratios				
Current				
Quick				
Total Debt to Assets				
Pre-tax Return on Assets				
Additional Ratios				
Net Profit Margin				
Return on Equity				
Interest Coverage				

8.2 General Financial Assumptions

Income Statement

Details	Assumptions
Cost of goods sold	At least 19% of sales
Annual increase in salaries	3%
Maintenance expenses	0.2% of production
Annual increase in expenses	2-8%
Increase in rentals	10% annually
Average loss on production	10%

Formatted: Centered

Balance Sheet

Details	Assumption
Accounts receivable	3 months
Inventories	10% of the total cost of goods sold

Accounts payable	1 month
Expenses payable	20% of general expenses

8.3 Financial statements

See Attached Excel documents of Financial Statements

9 Appendices

- Support of information provided in previous sections
- CVs of Directors
- Production Plan