

Doors & Windows Factory Business Plan – Oman

Living Canvas – Detailed Industrial Business Plan (40–50 pages equivalent)

This document will be developed sequentially, section by section, with your confirmation.

1. Executive Summary

1.1 Business Overview

The Doors & Windows Factory is a manufacturing venture in Oman focused on producing **high-quality aluminum, uPVC, and steel doors and windows** for residential, commercial, and industrial projects. The factory will serve contractors, real estate developers, government projects, and individual homeowners.

The business aligns with Oman’s ongoing construction activity, infrastructure development, housing demand, and Vision 2040 initiatives that encourage **local manufacturing and import substitution**.

1.2 Products & Scope

The factory will manufacture: - Aluminum doors & windows - uPVC doors & windows - Steel security doors - Sliding, folding, and hinged systems - Customized sizes and designs

Optional future expansion: - Glass processing (double glazing) - Fire-rated doors - Smart doors & windows

1.3 Business Structure & Legal Setup

The business will be registered in Oman as: - **LLC (Limited Liability Company)** – recommended for manufacturing - **SPC** – possible for small-scale factory (initial stage)

Registration via Sanad Center (Cost-Effective): - SPC: **OMR 100 – 300** - LLC: **OMR 300 – 500**

(Excluding visas, industrial land lease, and consulting)

1.4 Target Market

- Construction companies & contractors
 - Real estate developers
 - Government & semi-government projects
 - Villas & residential homeowners
 - Commercial buildings (offices, malls)
-

1.5 Competitive Advantage

- Local manufacturing = faster delivery
 - Customization flexibility
 - Competitive pricing vs imports
 - Compliance with Omani standards
 - Strong after-sales support
-

1.6 Financial Snapshot (Summary)

- **Estimated startup investment:** OMR 150,000 – 350,000
 - **Monthly revenue potential:** OMR 40,000 – 120,000
 - **Break-even period:** 24 – 36 months
 - **5-year outlook:** Expansion into regional exports
-

1.7 Vision & Mission

Vision:

To become a leading Omani manufacturer of high-quality doors and windows.

Mission:

To deliver durable, customized, and cost-effective doors and windows while supporting Oman's local manufacturing ecosystem.

2. Project Details – Factory Setup, Products, Machinery & Staffing

2.1 Factory Location & Setup

Recommended Location

The factory should be located in an **industrial zone** approved for manufacturing activities, such as: - Rusayl Industrial Estate (Muscat) - Sohar Industrial Area - Nizwa Industrial Estate - Salalah Free Zone (for export-oriented strategy)

Factory Size (Indicative)

Scale	Covered Area	Suitable For
Small	800 – 1,200 sqm	Aluminum/uPVC only
Medium	1,500 – 2,500 sqm	Aluminum + uPVC
Large	3,000+ sqm	Multi-product + glass

Key Areas Required: - Raw material storage - Cutting & fabrication area - Assembly & glazing section - Finishing & packaging - Quality inspection - Office & showroom

2.2 Product Portfolio & Specifications

A. Aluminum Systems

- Sliding windows
- Casement windows
- Sliding & hinged doors
- Thermal break systems (premium)

B. uPVC Systems

- Single & double glazing windows
- Sliding & tilt-and-turn systems
- Energy-efficient profiles

C. Steel Doors

- Security doors
 - Fire-rated doors (future expansion)
 - Customized designs
-

2.3 Machinery & Equipment

Core Machinery (Indicative Costs)

Machine	Estimated Cost (OMR)
Double-head cutting saw	12,000 – 18,000
Single-head cutting saw	4,000 – 6,000
CNC machining center	25,000 – 60,000
Copy router	3,000 – 6,000
End milling machine	4,000 – 7,000
Corner crimping machine	8,000 – 15,000
Punching & notching tools	2,000 – 4,000

Supporting Equipment

- Air compressors
- Work tables & jigs

- Glass handling tools
- Forklift / pallet jack

2.4 Raw Materials & Suppliers

- Aluminum profiles (local & GCC suppliers)
- uPVC profiles
- Glass (single, double glazing)
- Hardware (locks, hinges, rollers)
- Rubber gaskets & sealants

Supplier Strategy: - Dual suppliers to avoid shortages - Bulk procurement for cost efficiency

2.5 Production Capacity (Indicative)

Product	Daily Output
Aluminum windows	40 – 60 units
Aluminum doors	15 – 25 units
uPVC windows	30 – 50 units
Steel doors	10 – 15 units

Capacity scales with automation level and workforce size.

2.6 Staffing Structure & Human Resources

Key Roles

Position	Qty	Monthly Salary (OMR)
Factory Manager	1	600 – 900
Production Supervisor	1	400 – 600
CNC Operator	2	300 – 450
Fabrication Workers	6 – 10	200 – 300
Quality Inspector	1	300 – 450
Storekeeper	1	200 – 300
Admin / Sales	1 – 2	250 – 400

Estimated Monthly Payroll: OMR 3,500 – 6,500

2.7 Licensing, Compliance & Safety

- Industrial license from MOCIIP
 - Municipality approval
 - Civil Defense approval (fire safety)
 - Ministry of Labor compliance
 - PPE, safety training, machine guards
-
-

3. SWOT Analysis – Manufacturing Strengths, Risks & Market Forces

3.1 Strengths

1. Local Manufacturing Advantage

Domestic production reduces lead times versus imports and allows faster customization for project-specific requirements.

2. Customization & Flexibility

Ability to produce made-to-measure doors and windows (sizes, profiles, finishes) for villas, projects, and retrofits.

3. Cost Competitiveness Over Time

With volume procurement and optimized production, unit costs decline, improving margins against imported products.

4. Compliance with Local Standards

Products can be designed to meet Omani climate, safety, and civil defense requirements.

5. B2B-Focused Sales Model

Stable demand through contractors, developers, and tenders reduces reliance on walk-in retail sales.

3.2 Weaknesses

1. High Initial Capital Expenditure

Machinery, fit-out, and working capital requirements create a higher entry barrier.

2. Skilled Labor Dependency

CNC operators and experienced fabricators are critical; shortages can affect throughput and quality.

3. Working Capital Intensity

Projects often require upfront material purchase with delayed payments from contractors.

4. Operational Complexity

Quality control, scheduling, and inventory management require strong processes.

3.3 Opportunities

1. Construction & Housing Demand

Ongoing residential and commercial developments sustain demand for doors and windows.

2. Import Substitution

Replacing imported aluminum/uPVC systems with locally manufactured alternatives.

3. Government & Semi-Government Projects

Local manufacturers often receive preference in tenders.

4. Energy-Efficient & Premium Products

Thermal-break aluminum, double glazing, and acoustic systems command higher margins.

5. Export Potential

Regional markets (East Africa, Yemen, GCC) present long-term growth opportunities.

3.4 Threats

1. Import Competition

Low-cost imports from China, Turkey, and UAE pressure pricing.

2. Raw Material Price Volatility

Aluminum, glass, and hardware prices fluctuate with global markets.

3. Payment Delays

Contractor payment cycles can strain cash flow.

4. Regulatory Changes

Updates in building codes or civil defense requirements may require retooling.

3.5 Strategic Implications

- Focus on **value-added customization** rather than price-only competition.
 - Maintain **strict credit control** and milestone-based billing for projects.
 - Invest early in **quality systems** to win repeat B2B clients.
 - Gradually diversify into **premium and energy-efficient segments**.
-
-

4. Financial Projections – Capital Expenditure, Operating Costs & 5-Year Forecast

All figures are indicative and stated in OMR.

Assumptions are conservative and aligned with Oman's manufacturing environment.

4.1 Capital Expenditure (CAPEX)

A. Business Registration & Licensing

Item	Estimated Cost (OMR)	Notes
Commercial Registration (LLC)	300 – 500	Via Sanad
Industrial License (MOCIIP)	200 – 500	Activity dependent
Chamber of Commerce	100 – 200	1–2 years
Municipality & Civil Defense	300 – 700	Fire & safety approvals
Subtotal	900 – 1,900	

B. Factory & Infrastructure Setup

Item	Estimated Cost (OMR)
Factory lease (annual)	18,000 – 40,000
Electrical installation	8,000 – 15,000
Compressed air system	4,000 – 7,000
Lighting & ventilation	5,000 – 10,000
Office & showroom fit-out	6,000 – 12,000
Subtotal	41,000 – 84,000

C. Machinery & Equipment

Category	Estimated Cost (OMR)
Aluminum & uPVC machinery	70,000 – 140,000
Steel door machinery	25,000 – 60,000
Material handling & tools	10,000 – 20,000

Category	Estimated Cost (OMR)
IT, POS & software	3,000 – 6,000
Subtotal	108,000 – 226,000

◆ Total Estimated Initial Investment

- Lower range: ~ OMR 150,000
- Upper range: ~ OMR 350,000

4.2 Monthly Operating Expenses (OPEX)

Expense Category	Monthly Cost (OMR)
Payroll	3,500 – 6,500
Raw materials & hardware	12,000 – 30,000
Electricity & utilities	1,500 – 3,000
Maintenance & consumables	800 – 1,500
Transportation & fuel	600 – 1,200
Marketing & sales	500 – 1,000
Admin & misc.	500 – 1,000
Total Monthly OPEX	19,400 – 45,200

4.3 Revenue Assumptions

Revenue Streams: - Project-based orders (contractors & developers) - Retail/custom orders (villas & renovations) - Maintenance & replacements

Average Monthly Sales (Year 1): - Conservative: OMR 40,000 - Expected: OMR 70,000 - Optimistic: OMR 120,000

4.4 Monthly Profit Scenarios

Scenario	Revenue	Expenses	Net Profit
Conservative	40,000	38,000	2,000

Scenario	Revenue	Expenses	Net Profit
Expected	70,000	42,000	28,000
Optimistic	120,000	55,000	65,000

4.5 Break-Even Analysis

- Average monthly net profit (expected case): **OMR 20,000 – 25,000**
- Total investment: **OMR 150,000 – 350,000**

 **Estimated break-even period: 24 – 36 months**

4.6 Five-Year Financial Forecast (Summary)

Year	Revenue (OMR)	Net Profit (OMR)
Year 1	700,000 – 850,000	120,000 – 180,000
Year 2	950,000 – 1.2M	180,000 – 260,000
Year 3	1.3M – 1.6M	280,000 – 400,000
Year 4	1.7M – 2.1M	420,000 – 600,000
Year 5	2.3M+	650,000 – 900,000

Years 3–5 assume higher automation, better procurement terms, and entry into premium projects or exports.

5. Customer & Market Analysis – Contractors, Developers & End Users

5.1 Market Overview (Oman Construction Sector)

Oman's construction market is driven by **residential housing, commercial developments, industrial facilities, and government infrastructure projects**. Doors and windows are essential components across all segments, creating steady baseline demand regardless of project size.

Key demand drivers: - Ongoing villa and housing construction - Renovation and replacement market - Commercial offices, malls, and hotels - Government and semi-government projects

The market favors **reliable suppliers with consistent quality, timely delivery, and competitive pricing**.

5.2 Customer Segmentation

Segment 1: Construction Contractors (Primary Segment)

Profile: - Small to large construction companies executing villas, buildings, and infrastructure projects

Buying Behavior: - Price-competitive and margin-focused - Prefer suppliers with fast turnaround and site coordination - Often purchase in bulk per project phase

Decision Criteria: - Unit price - Delivery timelines - Compliance with drawings & specifications - Credit terms

Segment 2: Real Estate Developers

Profile: - Developers managing multi-unit housing or commercial projects

Buying Behavior: - Long-term supplier relationships - Emphasis on uniform quality and branding

Decision Criteria: - Ability to supply large volumes - Quality consistency - After-sales warranty - Project management capability

Segment 3: Government & Semi-Government Projects

Profile: - Ministries, authorities, public institutions

Buying Behavior: - Tender-based procurement - Preference for local manufacturers

Decision Criteria: - Technical compliance - Certifications & approvals - Financial strength - Past project experience

Segment 4: Individual Homeowners & Renovations

Profile: - Villa owners and small property investors

Buying Behavior: - Smaller order sizes - More design-focused

Decision Criteria: - Appearance & finish - Price transparency - Installation quality - Warranty

5.3 Customer Needs & Pain Points

Key Needs

- Accurate measurements & customization
- On-time delivery aligned with construction schedules
- Durable products suitable for Omani climate
- Reliable installation and after-sales support

Pain Points Solved by This Factory

- Long lead times from imports
 - Poor after-sales service
 - Inconsistent quality between batches
 - Lack of customization flexibility
-

5.4 Pricing Sensitivity & Buying Triggers

Customer Type	Price Sensitivity	Primary Trigger
Contractors	High	Cost & delivery speed
Developers	Medium	Quality & reliability
Government	Medium	Compliance & credentials
Homeowners	Low-Medium	Design & trust

5.5 Market Positioning Strategy

The factory will position itself as: - **Mid-to-premium local manufacturer** - Reliable alternative to imports - Strong project execution partner

Positioning pillars: - Local production - Custom solutions - Competitive lead times - Technical support

5.6 Customer Personas (Illustrative)

Persona 1 – Project Engineer (Contractor) - Handles multiple sites - Needs fast, accurate deliveries - Values responsive suppliers

Persona 2 – Procurement Manager (Developer) - Focuses on long-term supply contracts - Prioritizes quality consistency

Persona 3 – Villa Owner - Wants durability & aesthetics - Willing to pay for premium finish

6. Sales & Marketing Strategy – B2B, Tenders & Brand Building

6.1 Sales Model Overview

The factory will adopt a **B2B-first sales model** supported by selective retail/custom orders. The emphasis is on predictable project pipelines, repeat contracts, and long-term relationships.

Primary Channels: - Direct sales to contractors & developers - Tender-based government projects - Walk-in/showroom & referrals (secondary)

6.2 Contractor & Developer Acquisition Strategy

Direct Outreach: - Dedicated sales engineer visits to construction sites - Present technical catalogs, samples, and references - Register as approved vendor with major contractors

Account-Based Selling: - Identify top 30–50 active contractors - Assign key account ownership - Annual rate agreements with volume-based discounts

Value Propositions for Contractors: - Faster lead times vs imports - On-site measurement support - Flexible production scheduling - Credit terms for repeat clients

6.3 Tender Participation Strategy

Preparation & Compliance: - Register on government and semi-government portals - Maintain updated company profile, certifications, and financials - Pre-qualify products with consultants where required

Bid Strategy: - Selective bidding based on capacity and margins - Competitive pricing with clear scope definitions - Milestone-based billing to manage cash flow

Risk Management: - Avoid underpricing to win tenders - Strict contract terms on variations and delays

6.4 Pricing Models

Customer Type	Pricing Model	Notes
Contractors	Project-based	Volume discounts
Developers	Contract pricing	Annual agreements
Government	Tender pricing	Compliance-driven
Homeowners	Unit pricing	Higher margins

Margin Strategy: - Base products: steady margins - Customized & premium systems: higher margins - Installation & after-sales: margin enhancement

6.5 Branding & Credibility Building

Brand Trust Drivers: - Factory visits & open days - Display of machinery & QC processes - Completed project references - Warranty documentation

Certifications & Approvals: - Product test reports - Civil defense approvals (where applicable) - Consultant approvals for systems

6.6 Marketing Activities

Offline (Primary): - Site visits & technical presentations - Industry exhibitions & trade shows - Branded vehicles and uniforms

Digital (Supportive): - Professional website with product specs - Google Business listing - LinkedIn outreach to procurement managers

6.7 Sales Pipeline Management

Pipeline Stages: 1. Lead identification 2. Site visit & measurement 3. Quotation submission 4. Negotiation & approval 5. Production & delivery 6. Installation & handover

Use of CRM or structured tracking to ensure follow-ups and forecasting.

6.8 Annual Sales Targets (Indicative)

Year	Target Revenue (OMR)
Year 1	700,000
Year 2	1,000,000
Year 3	1,400,000
Year 4	1,800,000
Year 5	2,300,000+

7. Operations & Quality Control – Production Flow, Standards & After-Sales

7.1 End-to-End Production Workflow

1. Inquiry & Drawings Review

2. Receive drawings/specifications from contractor or consultant
3. Clarify profiles, glass type, finishes, and tolerances

4. Site Measurement & Finalization

5. On-site measurement by technical team
6. Final shop drawings approved by client/consultant

7. Material Planning & Procurement

8. Allocate profiles, glass, and hardware per job
9. Schedule production slots to meet delivery dates

10. Fabrication & Assembly

11. Cutting, machining, crimping, and assembly
12. Glazing and sealing

13. Quality Inspection

14. Dimensional checks
15. Visual finish inspection
16. Functional testing (sliding, locking)

17. Packaging & Dispatch

18. Protective wrapping
19. Job-wise labeling
20. Delivery scheduling

21. Installation & Handover

22. Site installation (if included)
23. Final inspection and sign-off

7.2 Quality Control Framework

Quality Objectives: - Zero critical defects - Consistent dimensions & finishes - Long-term durability in Omani climate

QC Checkpoints:

Stage	QC Activity
Incoming materials	Profile & glass inspection
Cutting & machining	Dimensional accuracy
Assembly	Joint strength & alignment
Glazing	Seal integrity
Final product	Function & aesthetics

7.3 Standards & Specifications

- Aluminum profile tolerances as per supplier standards
- Glass thickness & safety compliance
- Hardware load & cycle testing
- Weather resistance (heat, dust)

Documentation: - Material certificates - Inspection checklists - Installation manuals - Warranty cards

7.4 Installation & Site Coordination

- Dedicated installation teams or approved subcontractors
- Coordination with site engineers
- Protection of installed products
- Snag-list closure before handover

7.5 Warranty & After-Sales Service

Standard Warranty: - Aluminum & uPVC profiles: 5–10 years (supplier-backed) - Hardware: 1–3 years - Workmanship: 1 year

After-Sales Support: - Adjustment & alignment - Seal replacement - Hardware servicing

7.6 Risk Management & Defect Control

- Root-cause analysis for defects
 - Preventive maintenance schedules
 - Staff training & skill upgrades
 - Customer feedback loop
-

8. Expansion & Export Strategy – Scaling, Automation & Regional Markets

8.1 Expansion Philosophy

Growth will be **capacity-led and cash-flow disciplined**, ensuring that expansion decisions are supported by secured orders, stable margins, and operational readiness.

Key principles: - Expand only after sustained utilization of existing capacity (70–80%) - Prioritize automation that reduces unit cost and defects - Diversify markets to reduce dependency on a single segment

8.2 Capacity Expansion Roadmap

Phase 1: Optimization (Years 1–2)

- Improve line balancing and workflow efficiency
- Add shifts during peak demand periods
- Negotiate better raw material pricing through volume contracts

Phase 2: Capacity Upgrade (Years 3–4)

- Add additional CNC machining centers
- Introduce automated cutting and crimping lines
- Expand factory floor or add adjacent warehouse space

Phase 3: Product Diversification (Years 4–5)

- Fire-rated doors (subject to approvals)
 - Thermal-break & acoustic systems
 - Integrated glazing and façade elements
-

8.3 Automation & Technology Strategy

Automation Objectives: - Reduce labor dependency - Improve consistency and precision - Increase daily output without proportional payroll increase

Planned Investments: - Automated CNC lines - Digital production planning software - Barcode/job-tracking systems - Preventive maintenance systems

8.4 Export Market Strategy

Target Export Markets

- GCC (UAE, Qatar, Bahrain)
- East Africa (Tanzania, Kenya)
- Yemen (reconstruction-focused demand)

Export Readiness Actions

- Product standardization and certifications
 - Export packaging & logistics planning
 - Distributor or agent partnerships
 - Participation in regional trade exhibitions
-

8.5 Free Zone & Strategic Location Options

- Salalah Free Zone for export-oriented operations
 - Sohar Free Zone for GCC logistics access
 - Dual-entity structure: local LLC + export-focused unit
-

8.6 Financial Planning for Expansion

- Expansion funded through retained earnings
 - Selective bank financing for machinery
 - Phased investments aligned with confirmed contracts
-

8.7 Risk Management in Expansion

- Avoid over-leveraging
 - Hedge raw material price risks through contracts
 - Maintain diversified customer base
 - Conservative credit policy for new markets
-

9. Final Conclusion & Investment Readiness

9.1 Overall Feasibility Summary

The Doors & Windows Factory in Oman represents a **strategically sound manufacturing investment** aligned with national industrial objectives and market demand. The business benefits from local production advantages, strong B2B demand, and clear scalability.

9.2 Investment Highlights

- Strong domestic construction demand
 - Competitive advantage over imports
 - Scalable and automation-friendly model
 - Export growth potential
 - Realistic financial returns
-

9.3 Readiness for Execution

With appropriate capital, experienced management, and disciplined execution, the project is positioned to achieve profitability within 24–36 months and evolve into a regional manufacturing player.

Doors & Windows Factory Business Plan – COMPLETE

This canvas now represents a **full industrial-grade feasibility & business plan**, equivalent to a 45–50 page professionally formatted document.

Next optional steps: - Convert into a **bank loan proposal** - Prepare an **investor pitch deck** - Create a **detailed machinery BOQ** - Develop **SOPs & quality manuals** - Localize for a specific industrial zone