

EXECUTIVE TOUCH CLEANING SERVICES

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THIS BUSINESS PLAN IS PRESENTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A
BACHELOR OF ARTS DEGREE IN INTERNATIONAL
RELATIONS AND DIPLOMACY AT THE TECHNICAL
UNIVERSITY OF KENYA.

OCTOBER 2021

DECLARATION

Declaration by the Student:

I hereby declare that this business plan is my original work that has not been presented for an academic award in any University

Name: Ms. SEDECIAS NOELLA MUZIRANENGE Sign: _____ Date: _____

Declaration by the Supervisor:

This business plan has been submitted for an examination with my approval as The Technical University of Kenya supervisor.

Name: Mrs. WAMBUI KING'ONG'O Sign: _____ Date: _____

DEDICATION

This business plan is dedicated to my friends and course mates who have been very supportive and instrumental to the accomplishment of this project. I would also like to dedicate it to my family at large and my lecturers at the Technical University of Kenya.

ACKNOWLEDGEMENT

I acknowledge God for good health and providence during the time of coming up with the project. I'd also like to thank my Lecturer Mrs. Wambui King'ong'o for teaching me and polishing my skills in the making of the project.

TABLE OF CONTENTS

COVER PAGE.....	i
DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENTS.....	v
EXECUTIVE SUMMARY.....	vii

1. CHAPTER ONE: BUSINESS DESCRIPTION
 - 1.1 BUSINESS SPONSORS
 - 1.2 BUSINESS NAME
 - 1.3 BUSINESS LOCATION AND ADDRESS
 - 1.4 FORM OF BUSINESSSS LEGAL OWNERSHIP
 - 1.5 TYPE OF BUSINESS
 - 1.6 PRODUCT/SERVICES
 - 1.7 JUSTIFICATION OF BUSINESS OPPORTUNITY
 - 1.8 INDUSTRY
 - 1.9 BUSINESS GOAL
 - 1.10 ENTRY AND GROWTH STRATEGY
- 2 CHAPTER TWO: MARKETING PLAN
 - 2.1 CUSTOMERS
 - 2.2 MARKET SHARE
 - 2.3 COMPETITORS
 - 2.4 METHOD OF PROMOTION
 - 2.5 PRICING STRATEGY
 - 2.6 SALES TACTICS
 - 2.7 DISTRIBUTION STRATEGY
- 3 CHAPTER THREE: ORGANISATION AND MANAGEMENT PLAN
 - 3.1 BUSINESS MANAGER
 - 3.2 OTHER PERSONNEL
 - 3.3 RECRUITMENT, TRAINING AND PROMOTION
 - 3.4 REMUNERATION AND INCENTIVES
 - 3.5 LICENCES, PERMITS AND BYLAWS
 - 3.6 SUPPORT SERVICES
- 4 CHAPTER FOUR: PRODUCTION/OPERATIONAL PLAN
 - 4.1 PRODUCTION/ OPERATIONAL FACILITIES & CAPACITY
 - 4.2 PRODUCTION/ OPERATIONAL STRATEGY
 - 4.3 PRODUCTION/ OPERATIONAL PROCESS
 - 4.4 REGULATIONS AFFECTING OPERATION
- 5 CHAPTER FIVE: FINANCIAL PLAN
 - 5.1 PRE-OPERATIONAL COSTS

- 5.2 WORKING CAPITAL
- 5.3 PROJECTED CASH FLOW STATEMENT
- 5.4 PRO-FORMA INCOME STATEMENT
- 5.5 PRO-FORMA BALANCE SHEET
- 5.6 CALCULATING BREAK-EVEN ANALYSIS
- 5.7 PROFITABILITY RATIOS
- 5.8 DESIRED FINANCING
- 5.9 PROPOSED CAPITALIZATION
- 6 CHAPTER SIX: POTENTIAL RISKS AND MEASURES TO MITIGATE
- 7 APPENDICES
 - Appendix 1
 - Appendix 2

EXECUTIVE SUMMARY

Executive touch cleaning services will be a one stop place for cleaning needs in Kigali Town; it will be based at Kigali, Rwanda though the services will not be restricted to Kigali only. Chapter one introduces the basics and gives a justification of the business. The second chapter looks at the strategies that the company will employ in ensuring that we get many clients for our business. Chapter three will look at the management and how duties and power will be spread across the company, thereafter, production and the process it follows is explained in depth as from when a client requests for the service to delivery. Lastly, chapter 5 will check on the financial plan from sourcing to projections on Money made. Chapter 6 will focus on risks and measures to mitigate them.

1, CHAPTER ONE: BUSINESS DESCRIPTION

1.1 BUSINESS SPONSORS

I have schooled in Nairobi Kenya for my Primary, High school and University. I did my KCSE at The Senior Chief Koinange Girls High School and later on joined The Technical University of Kenya where I pursued a degree in International Relations and Diplomacy. Later on, due to challenges in securing employment, I relocated back to Rwanda which is my home country to explore opportunities. People refer me as a clean freak, I tend to think that I have mild obsessive-compulsive disorder. For a long time, I have had this consuming passion of cleaning up spaces, rooms and at least make the world a cleaner place.

1.2 BUSINESS NAME

Executive Touch Cleaning Services. My focus will be cleaning up spaces of prospective students. It is an inviting name, moreover, it speaks precisely to the agenda of the business without necessarily giving much information about it. It is easy to remember and relate to. It also bears an element of prestige.

1.3 BUSINESS LOCATION AND ADDRESS

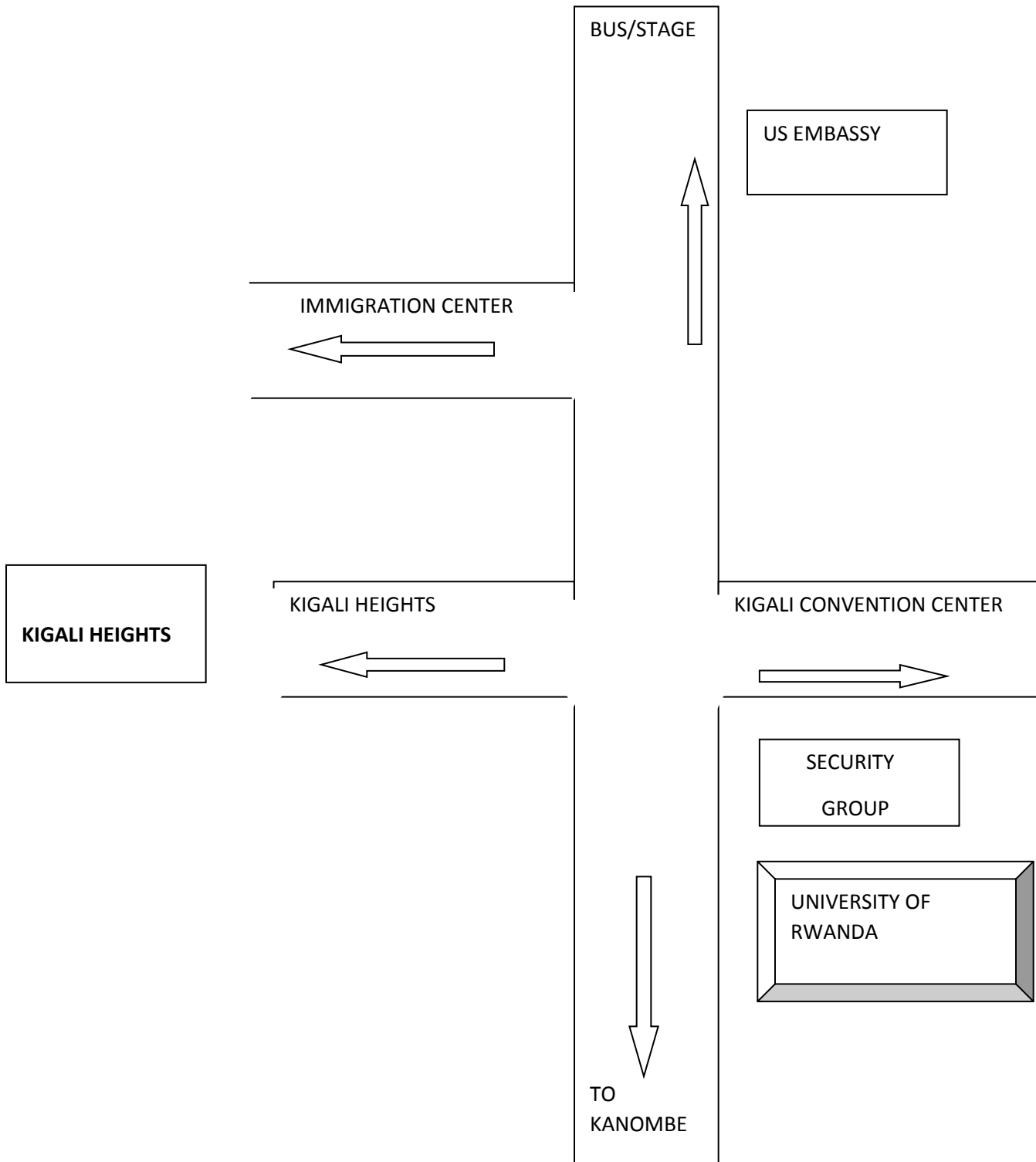
Name: Executive Touch Cleaning Services

Address: 4619-00100 Kigali

Email: execlean2021.co.rw

The business will be located at Kigali Heights Center, Kacyiru- Kigali Rwanda. Offices will be on the fifth floor of the building. Room Number K301. The building is located directly opposite Kigali Convention Center and Radisson Blue Hotel as well as University of Rwanda. The choice of location was motivated by the following factors.

1. **Accessibility**-there is improved infrastructure i.e. Kacyiru road and adequate supply s of electricity for our automated machines.
2. **Adequate security**-there is an office of KK security group that makes the place secure to start and run the business.
3. **Ready market**. the location serves an instant access to potential clients such as United States Embassy, Immigration offices, MTN Rwanda, Radisson Blue Hotel and Rwanda Convention Center



1.4 FORM OF BUSINESS LEGAL OWNERSHIP

The business is intended to be a sole proprietorship. A sole proprietorship business has the following advantages;

1. **Profits**- the owner receives and enjoys all the profits of the business.
2. **Decision making**-decision making is very fast since the owner does not consult anybody on what to do or not to.
3. **Job security**-the owner job a sole proprietorship enjoys the benefit of being the boss and therefore he cannot be sacked thus he is confident about his place of work.
I will be in charge of hiring and sacking employees as well as coordinating the daily activities and also keeping records and books. I'll be the manager and overseer.

1.5 TYPE OF BUSINESS

Start-up business set to begin on January 2022 Mid-month. It will be a new establishment, new equipment, and new clients.

1.6 PRODUCT/SERVICES

Cleaning services that will involve

Glass cleaning

Floor cleaning

Floor polishing.

Dusting and cleaning furniture.

Three groups will benefit from the services offered;

- i. *To the customers*
- ii. *To the society*
- iii. *To the economy*

TO THE CUSTOMERS

a) Quality services- Executive Touch Cleaning Services will ensure that we provide quality services to our customers to meet their daily needs.

b) affordable prices- We will ensure affordability of our services to our customers.

TO THE SOCIETY

We will engage in supporting welfare and programmes for the aged handicapped and those in children's homes. As a form of corporate social responsibility, we will be offering cleaning services to such groups once in a while.

TO THE ECONOMY

Executive Touch Cleaning Services will benefit the economy through;

1. **Creation of employment**-by employing both the skilled and the unskilled people in the cleaning services this will reduce the number of unemployed people in Rwanda hence raising the living standards of the people.
2. **Sources of revenue for the country**- though paying of taxes thus earning the country revenue hence improving other sectors of the economy.

There exists adverse competition due to other recognized business offering the same identical services.

The three main competitors include;

- Smart cleaning services
- 2. Tenade cleaning services
- 3. Safi cleaning services

1.7 JUSTIFICATION OF BUSINESS OPPORTUNITY

Kacyiru is a business area that boasts hosting of various businesses, it is definite that the places will need cleaning from time to time to have a clean and fresh look to preserve their image to prospective clients.

Moreover, the services are not restricted to just Kacyiru but also to its environs that is Missions and embassies, they are actually our top market.

Cleaning is more of a hobby to me, doing it with passion and love will translate to better delivery, having a hobby that pays is generally a good idea.

The new country laws have clearly stipulated that business premises as well as households will from time to time be inspected by public officers to gauge their hygiene, this business could not operate at any other better time. The rules are timely.

Rwanda has also recently cut by a huge margin tax on cleaning products and equipment's, as an effort to encourage its population and especially the youth to venture in to this vocation, to mean that operational costs will not be too heavy for me.

1.8 INDUSTRY

Hospitality Industry.

The cleaning services business is a fairly new industry in the country. It is only in 2014 that the first company was established, surprisingly, in the whole country, there are only ten of such businesses whereby five of them are located in Kigali. This is mostly attributed to the fact that Rwandese people have been very careful with who they open their doors to, it seems like there has been a challenge of developing trust between the client and the service provider, however,

with the onset of COVID-19 pandemic last year, the businesses seem to have gained traction as cleanliness was emphasized as a measure to contain the virus.

It is predicted that in the next 3 years, the industry will be well established and for those companies that will be well equipped and established will be reaping big. The projected growth as of 2024 will be 40%.

1.9 BUSINESS GOAL

The company has set the following goals

A. SHORT TERM GOALS

- To make profits
- Improving human resource and employees' relations by creating measurable goals by determining what type of improvements are desired

Medium Term Goals

In 2-3 years, to increase the number of customers by 50% as soon as the business starts

B. LONG TERM GOALS

- Creating a long-term trusting relationship between clients and employees
- Expand the business to international market and base all its sub branches in and out Africa.
- To sell shares to profitable shareholders
- To adopt the new technology in the production of high-quality services within 3 years.
- To have partnerships with top companies in the international system

Trends that signal the growth

- ✓ Increase in the number of customers

1.10 ENTRY AND GROWTH STRATEGY

The most convenient means of advertising our service will be carefully to give complete information about our services. This will guarantee the business popularity and more so clients and customers.

The business will be conveyed via business cars, branches and posters.

The information conveyed will be: -

- i. Name of the business

- ii. Contacts details
- iii. All services offered
- iv. Business logo

The logo will be used on uniforms and company vehicles that will be purchased as the business grows.

However, before the business is advertised, it will have a website developed with the same logo, same color will be used on both the advertising as well as website.

Internet advertising

This will come in handy when being used as a medium of communication. Being in the digital era, prospective clients will turn first to find more about the business. Having a website will tell clients that the business is serious and allows the clients to do extensive research and range of services offered at their own. The business intends to start a Facebook fan page, through the clients will be encouraged to visit page and participate in competitions quizzes as well as leave reviews

The use of social media influencers who have a huge following to advertise the business.

Flyers/posters

The business intends to invest in some professional's flyers and posters. This will be handed out at hairdressers, restaurants, bakeries and groceries, we will also pitch tents at prospective places that attract traffic to attract customers.

Business card

The business card will be distributed to friends and families' members and also to the local businesses such as drycleaners, daycare centers and supermarkets.

This will be set to create the business image, by use of referral programs and business intends to use this not only to obtain new clients but also as a way of offering existing clients a discount will be totally dependent on the number of clients one has referred as well as the number of times the client has used the service

Growth Strategy:

Internet

We will use the internet and social media platforms to advertise our services to new customers and increase the growth of the business.

Market research

We will carry out market research in other cities to better understand the market so that we can have a successful and profitable expansion.

Training

The employees will also receive training on how to handle equipment frequently as technology keeps on advancing to make sure they are effective in service production. The employees will also be trained on management so that they can manage the new branches in the future.

2 CHAPTER TWO: MARKETING PLAN

2.1 CUSTOMERS

1. Private companies

2. Government

3. Individuals

Private customers

There are several existing and upcoming companies in Kigali town as a result of industrialization therefore more structures are constructed proving the opportunity for the need of having a cleaning department.

Individuals

Since Kigali is growing at a very high rate and individuals have ventured into construction industries, bringing up quite a number and other types of houses therefore all the activities are aimed at high quality hygiene that shall please the individuals and help maintain their houses hence Executive Touch Cleaning Company shall be in a position to get tenders

Government

There is an upcoming county government hence the need for more structures such as government offices which include: police stations, sub county offices and other related projects whereby Executive Touch Cleaning Company will be in a position to tender competitively since it has all the necessary skill to do the works as per the client's requirements

2.2 MARKET SHARE

The sponsor will use a process to concentrate the business resources at optimal opportunities with the goals of increasing tenders and achieving a sustainable competitive advantage. This will be achieved through various methods as follows.

Interviews

The sponsor carried out some interviews and found out that the customers within Kigali County are not comfortable with the already existing business sales persons in the county since the services offered by the competitors are not satisfying the customers' needs. As a result of my close contact with the target customers, they positively responded to me and promised to be my clients once the business kicks off.

Observation

The sponsor took time to go round several areas within Kigali County observing quite a good number of buildings need to be cleaned thoroughly since most floors are stained and glass have never been attended to. the drainage systems have been neglected to. All these problems are aimed to be terminated by the Executive Touch Cleaning Company who shall factor in all the weakness from the competitors.

Questionnaires

The sponsor will set up several questions and send them to some of the targeted customers, to enable gain of relevant information that can assist in his upcoming business to grow. They

confirmed my business to be of excellent performance since they show that they were fed up with non performing contractors whom they have been giving their tenders, therefore they promised to frequent customers Executive Touch Cleaning Company due to the high-quality services they offer.

Number of questioners sent =300

Number of questioners returned = 250

$$\text{Market share} = \frac{\text{return}}{\text{Total number of questioners}} \times 100\%$$

$$= \frac{250}{300} \times 100\%$$

$$= 83.33 \%$$

TENADE

P O BOX 10400

KIGALI

LOCATED IN KIGALI CBD

SAFI SANA

P.O BOX 400

KIGALI

LOCATED KIGALI CBD

SMART CLEANERS

P.O BOX 4213

KIGALI

LOCATION:ALONG KAGAME STREET

ANALYSIS TABLE

ITEMS	SAFI CLEANING	TENADE CLEANING	SMART CLEANING	EXECUTIVE T&C SERVICES
Product	5	2	3	4
Equipmnt	4	3	2	5
Price	4	3	2	5

Service	4	2	3	4
Promotion	3	2	2	4

KEY 5 - Excelent

4 - V. Good

3 - Good

2 - Fair

1 – Poor

COMPETITOR	STRENGTH	WEAKNESS
SMART CLEANING SERVICES	<ul style="list-style-type: none"> -adverse knowledge about the market -wide range of experience hence many customers 	<ul style="list-style-type: none"> -lack strategic place to locate the business -poor management skill
TENADE CLEANING SERVICES	<ul style="list-style-type: none"> -well equipped cleaning equipment -more capital hence growth in business expansion 	<ul style="list-style-type: none"> -are arrogant to their customers -mismanagement of capital
SAFI CLEANING SERVICES	<ul style="list-style-type: none"> -Affordable prices to their services' -well equipped cleaning equipment -centralized business operating location -experienced cleaning personnel 	<ul style="list-style-type: none"> -Charge high prices to their customer -less discount facilities to the customers

Executive Touch Cleaning services will be a one stop place where quality, efficiency and affordability meet.

COPING UP WITH COMPETITION

In any business competition is inevitable and therefore prime cleaning technologies will identify and analyze its competitors, and come up with the strategies to help cope with competition, these methods include

Training of manpower

The business will institute training programs for every working individual in the company to make them all rounded, in that a cleaner can be equipped with the knowledge on how to operate the cleaning machinery as well as to see the cleaning products in order to help our building last longer and have a beautiful new look.

Employee's motivation

Employees shall be motivated through giving them a discount of 10% of their basic salary after every four months; the company will offer medical allowances, transport allowances and lunch to its employees. Through the above motivation methods, the employees will be expected to work hard hence assisting the company to achieve its goals.

Employment of technology

As a result of current technology changes in cleaning in terms of machinery and equipment's, there is need to cope with those changes for the company to be competitive. Since Executive Touch Cleaning Company shall employ skilled personnel the aspect of technology will be excellently employed with the aim of offering high quality services to satisfy client's needs.

Advertisements

The business will be advertised using radios since it is the commonly used and available medium of communication to most individuals. a face book page will be created where literate individualism gets information about our company.

Cooperation

The business will cooperate with other cleaning services and divide market in case there is still unmet demand.

2.3 METHOD OF PROMOTION

This will be set to create the business image, by use of referral programs, the business intends to use this only to obtain new clients but also as a way to offer existing clients a discount when they refer a friend.

Advertising strategy

The most convenient means of advertising our services will be carefully chosen to give complete information about our services. this will guarantee the business popularity and more so clients.

Personal selling

The sponsor will directly interact with the customers and explain to them more about the company and the services he offers whereby he shall allow for interactions through asking and answering of questions.

The targeted cost of this method of advertisement per year is ksh.50,000, which shall facilitate the transport and other expenses.

Bill boards

Photographs of completed and ongoing cleaned building will be captured and displayed in billboards along main roads whereby majority of the targeted customers will be able to see the quality of works done by the company as they travel. Targeted cost for billboards advertisement is 45,000 per year.

Flyers and posters

The business_intends to invest in some professional flyers and posters. this will hang on hairdressers, restaurants, bakeries, and groceries. they will be put on car windows door hangers will be also used when offering door to door advertisements. this target cost of flyers posters advertisement is kshs 15000 per year.

Internet advertising

_The business intends to start a face book fun page and Google + through this the clients will be encouraged to visit the website and participate in competitors, quizzes as well and leave testimonies. The target cost is kshs 10,000 per year.

Promotion strategy

The company shall print t-shirts bearing the name of the company and distributed where there are social publics gathering. This will ensure that the company is familiar to many people within the country. The targeted cost of printing and distribution of t-shirts is kiss 5,000 per year.

2.4 PRICING STRATEGY

The company will set its price selling through market skimming price method. this will help the products to skim maximum revenues layer by layer from the segments will to pay the high prices, the company will make fewer but more profitable sales. The following factors will be considered before setting the product charges;

Cost of production

The business has included the expenses on the production of products on the arrival of the best arrival of the best value for the products in order to evade losses.

Government policy

The government policies include the licenses and the taxes that the business company has to pay in orders to operate smoothly. If the taxes to be paid is 15% the company has to include it in the product price.

Market demand

It is an important factor to consider as the demand may be very low and only the price can sooth the few customers to buy the product and get services.

Competitor's price

When price of the competitor's product if are low, many businesses will regulate its products price hence maintain potential customers and attract other more.

After sale services

The customers will be provided with transport based on the quality and distance determining on the customers interest parking also will be provided to them freely

Method of pricing calculation shall be;

$$SP = B.P + C. P + P.M + V.$$

Where: SP –selling price.

BP – buying price

CP –Cost of production

PM – profit margin

V.A.T – value added tax

Cost of production =cost of labor =cost of materials =overheads

2.5 SALES TACTICS

Personal selling

Personal selling shall be giving the customers firsthand information hence this shall facilitate the company to gaining much popularity. this is aimed at increasing customers thus raising profit margin as a result of increase in tenders acquired from customers raising profit margin as a result of increase in tenders acquired from customers

Advertising and promotion

this media is targeting the key customers and this shall be affected frequently at convenient times to the customer hence shall increase the sales volume of the company.

Sales force

competitive tendering shall facilitate the customers to go for those tenders that are competitive to their quotation hence this proves to the customers that the contractor who tenders competitively have experience and are experts in the field of cleaning building The business will conduct offers from time to time, depending on how well the business does, we can give discounts to our clients and involve them in giveaways whereby winners might get a full cleaning service. H

2.6 DISTRIBUTION STRATEGY

The company intends deliver cleaning services directly to their clients this method has been chosen because the contractor will interact directly without any intermediaries though visits, email or online and have complete control over presentation of offers and pricing

ADVANTAGES OF DIRECT METHOD

There will be a good relation between the customer and the contractor as a result of direct contact.

In case of any complaints from the customers the contractor will be in a position to solve them immediately and effectively.

It is time saving time since no long process is involved in delivering of the services.

Enables the contractor to persuade the customers to prefer his products and services since they are of high quality than other contractors within the region.

Means of transport

Our services will be transported to our customers through the use of motor vehicles.

The anticipated and solution include

Expected transport difficulties and methods to address them

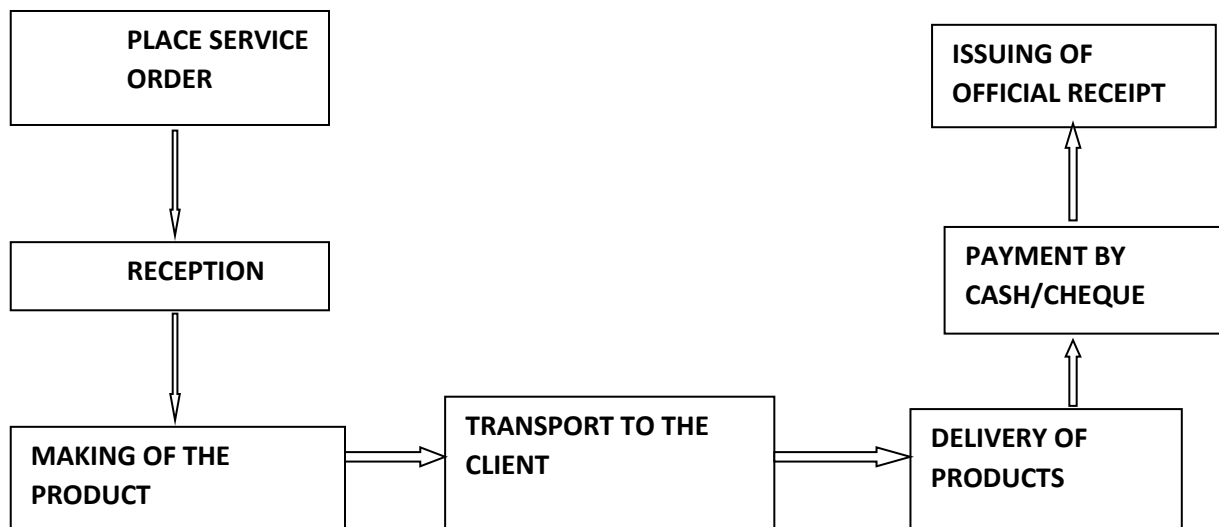
Problem	Solution
Delay due to poor maintenance of roads	Use routes that do not have potholes
Slow movement of roads during rainy season	Avoid delivering services during rainy season since it will cause delays
Traffic jam around Kigali	Start delivering services at around mid-morning when the jam is not much
More violent in accident due to careless driving	Put traffic rules into consideration and employ qualified drivers

Action Plan

ITEM	TOPIC	ACTION	WHO WILL DO IT	DEAD LINE
1	Competition	Producing high quality products which met the customer's needs	Business manager	As the business starts
2	Pricing	Affordable and competitive	Business manager	Each month

		prices		
3	Sales	Quality , good and services	Sales manager	Each month
4	distribution	Effective and efficient distribution	Sales manager	After every 3months

Process of delivering the product



3 CHAPTER THREE: ORGANISATION AND MANAGEMENT PLAN

3.1 BUSINESS MANAGER

Qualifications of the managing director

Should have at least a degree in business management and administration.

Should be computer literate

Should have working experience of about 3 years in management.

Should have good communication skills

Should be aged between 30 – 35 years.

Duties of the managing director

1. Planning

- Prepares the budget of the company. Ensure proper staff employment according to the requirements of section

2. Organizing

- Ensure that the work is done according to the time frame
- Assemble required resources for production

3. Directing

- Ensures that the goods and services offered to the company and customers are out of required quantity and quality.

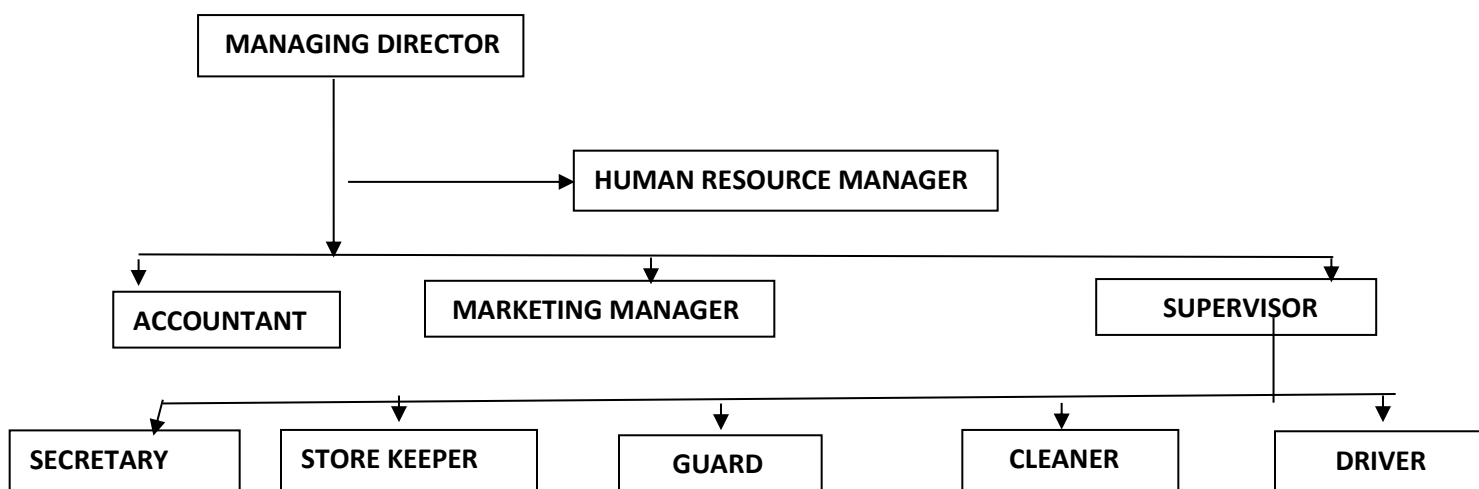
4. Staffing

- Ensuring that the employees in different departments have all the quantities required and also the number required is obtained.

5. Coordination

- The business by monitoring the performance and apply the correct measures in case of deviation
- Also limiting the wastage of raw materials
- Ensuring there is good relationship among department by ensuring correct appropriate and timely information effective

Human Resource Manager will assist in hiring and firing of workers.



3.2 OTHER PERSONNEL

PERSONEL	NO.	QUALIFICATION	DUTIES
Secretary	1	1. Should have a diploma is secretarial studies from Kigali Institute of Management Studies 2. Should be computer literate 3. Should be able to speak both English and Swahili.	1. recieves and makes calls for managing director 2. mantains records of the company 3. ensures that meetings are effectively organized and conducted
Marketing manager		1. 2-year experience of marketing and logistics firm 2. Minimum grade of B-in Level 3. Diploma in business	1. Identification of potential markets 2. Oversee new service introduction 3. Develop pricing strategy for services being offered

		<p>management and administration from any accredited Institution.</p> <p>4. Computer literate</p>	<p>4. Develop the company brand</p> <p>5. Represent the company in the media</p>
Human resource manager	1	<p>1. Should have a diploma in human resource management</p> <p>2. Should at least have a working experience of at least 2years.</p> <p>3. Should be computer literate</p> <p>4. Should have good communication skills</p>	<p>1.he is responsible for advertisements and recruitment for new employees</p> <p>2.he handles the disciplinary actions within the company</p> <p>3.ensures compliance with all healthy and safety regulations</p> <p>4. Ensures that all the employees follow the set rules.</p>
Accountant	1	<p>1.should have a diploma in accountancy</p> <p>2.should be computer literate</p> <p>3.should be of sound mind</p> <p>4.should at least have 2years working experience</p>	<p>1.conducting and maintaining all the financial data in the company</p> <p>2. Prepares the financial report of the company monthly and yearly.</p> <p>3. Keeps the books of accounts of the company.</p>
Drivers	2	<p>1.must have a valid driving license</p> <p>2.should have at least 4 years working experience</p> <p>3.should be of sound mind</p> <p>4. Should be fluent in Kinyarwanda.</p>	<p>1. transporting cleaners to their clients</p> <p>2.maintaining business cars</p>
Watchmen	1	<p>1.RCSE certificate with at least D plain</p> <p>2.healthy and strong</p> <p>3. can speak both English and Swahili</p> <p>4. Aged between 25-35 years.</p>	<p>1. Maintaining security of the premises at all time.</p> <p>2. Control parking of the vehicles.</p> <p>3. Directing visitors to the offices.</p>
Store keeper	1	<p>1. At least 3 years in housekeeping</p> <p>2. Should have basic</p>	<p>1. Keeping records of the business</p> <p>2. Updating the records of the</p>

		financial skills. 3. Experienced in cleaning tools and equipment's	materials 3. Receiving goods 4. In charge of inspection and dispatching season
Supervisor	2	1. 2 years of experience as a supervisor 2. Should diploma in business administration 3. Must have a minimum grade of C in O level 4. Computer literate 5. Fluent in English and oral communication skills	1. Maintaining a state / secure productive environment 2. Safeguard employee's confidentiality 3. Surprise the cleaners and ensure all work is done as per the set standards
Cleaners	6	1. At least one year experience in cleaning agencies 2. Should be hardworking 3. A certificate holder in arts and craft 4. Aged between 18+ years	1. Ensuring that cleaning is done to quality level 2. Giving reports on what customers need to be improved

3.3 RECRUITMENT, TRAINING AND PROMOTION

RECRUITMENT

The task will be handled by human resource manager and the managing director

Recruitment of a job involves various stages for one to be employed and the stages include;

1. Advertisement

A vacant position will be published on the newspaper and posters placed in strategic position where people would see

2. Application

Interested applicant should write a letter with it attach their qualifications and academic credentials and send it through postal provided to the managing director

3. Short listing

After the letters have been received the managing director will choose the qualified candidates and they are contacted after their names have been listed in the notice board

4. Interview

The qualified candidates are contacted and interviewed by the board of management and the best candidate given the chance

5. Selection

The interviewed candidate is selected and contacted later by the managing director

6. Appointment

The selected candidate is brought to the business board and appointed upon commandment of the job

7. Acceptance

After he or she has been accepted by committee he /she is given an acceptance letter to show his job specifications

8. Employment

The final candidate reports to the job and starts to excite his/her responsibility as specified.

TRAINING

The training of cleaners will be done mainly through apprentice in which the cleaner will be trained to operate electric cleaning equipment and safety procedure of the equipment which include vacuum cleaners. The successful applicant will be given a test time of two moths and during this period the cleaner will be under close observation and supervision before being handled the sole responsibility.

PROMOTION

Promotion in the company will be done following the procedure below.

1. Experience: Employees who will work in the company for five years will qualify for promotion to higher level
2. Rewarding: The best performing employee in the company shall be rewarded through increasing his or her salary.

3.4 REMUNERATION AND INCENTIVES

Remuneration refers to the process of paying g the employees in return of the work they have done for the company.

Personnel	Number	Salary per month	Salary per year
Director	1	10,000	100000
Human resource manager	1	15000	160000
Marketing manager	1	9500	114000
Chief accountant	1	10000	120000
Supervisor	1	10000	120000
Cleaner	4	20000	240000
Driver	2	4500	54000
Secretary	1	5000	60000
Watch guard	1	4500	54000
Totals		88500	1,062,000

3.5 INCENTIVES

This entails rewarding and motivating the employees' performance.

They are normally done to motivate and reward employees after achieving a certain goal in the company. Some of the incentive includes the following.

1. Providing breakfast and lunch to the employees
2. Providing transport allowance to the employees
3. Providing medicine cover to the employees
4. Providing workers with uniforms
5. subsidized canteen and leisure facilities e.g., swimming pool

3.5 LICENCES, PERMITS AND BYLAWS

For business to operate effectively it must comply with the governments requirements that govern the practice to be performed.

These include:

License act; mainly entails registration of the business by Rwanda Businesses and Trade Agency located in Kigali, registrar of company and will cost 4500 and will be renewed annually.

Trading permit this is worth 10,000 per year and should be obtained from licensing department of Kigali County government.

The company should be registered with housing department according to class and given a certificate.

3.6 SUPPORT SERVICES

These are services which are offered by other institutions and are needed by the company to operate the business effectively.

They include

1. **Banking services:** the company will use Coge Bank to keep their money and enabling the company to get interest after sometime.
2. **Postal services.** Located at Kigali Downtown Chic building. Postal institutions will be used to receive letters to and from different clients who the company need to communicate to.
3. **Medical services:** Since the workers are exposed to tools and equipment's which can cause accidents there is need of medical services from medical institutions which will be offered by Kigali west hospital.
4. **Internet services:** the company will be in need of internet network to enable sending and receiving of emails to and from different people.
5. **Insurance** the company need to get insurance to safeguard the properties in case of theft. Located in Chic building -Kigali Downtown is Lap trust Insurance Company will be offering the service.

4 CHAPTER FOUR: PRODUCTION/OPERATIONAL PLAN

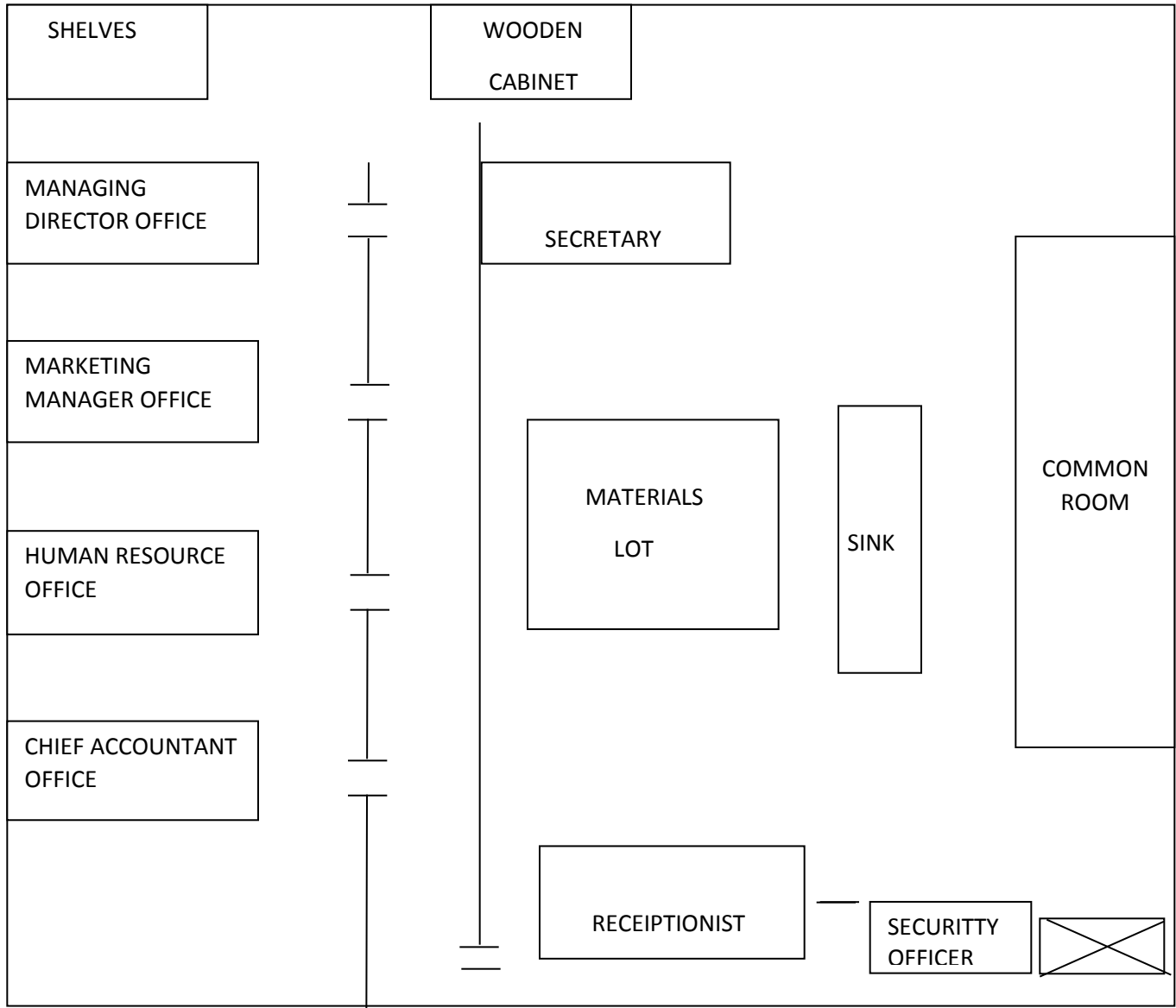
4.1 PRODUCTION/ OPERATIONAL FACILITIES & CAPACITY

The business will require the following facilities to ensure quality service to our clients and customers.

Item	Qty	Capacities	Unit prices (ksh)	Total prices	Suppliers
COMPUTERS	5	500GB	35,000	175,000	Saruk technologies
DOUBLE CABIN	1	-	800000	800000	Dt dobie
PRINTERS	1		12500	12500	Saruk technologies
FURNITURE	10	PIECES	600	6000	Fair deal
VACUUM CLEANER	2		4000	8000	Fair deal
CLEANING BUCKETS	5		96	480	Fair deal
MICROFIBER CLOTH	4		250	1000	Fair deal
LONG HANDBRUSH	2		190	380	Fair deal
CARPET EXTRACTOR	2		3500	7000	Fair deal
FLOOR POLISHER	3		1500	4500	Fair deal
MOBS	2		160	320	Fair deal
SPEED BRUSH	3		2500	7500	Fair deal
SELF-PROPELLED BRUSH	5		4000	20000	Fair deal
TOTALS	-	-	864,296	1042680	-

Inquiries will be made at the reception whereby the secretary will be sitted; letters will also be dropped there.

The business rooms will be on the third floor of Kigali Heights building.



4.2 PRODUCTION/ OPERATIONAL STRATEGY

Production strategy is the value incurred during **production** of the company. A business must have the exact value of the production so that it includes it in the determination of selling price of the production to avoid operating at a loss

Cost of Materials per Month

Item	Total Prices (Ksh)
Cashbooks	2000

Stationery	
Detergents	10000
Totals	14000

COST OF LABOUR PER MONTH

Personnel	Number	Salary per month	Salary per year
Director	1	20,000	240000
Human resource manager	1	15,000	180000
Marketing manager	1	9500	114000
Chief accountant	1	10000	12000
Supervisor	1	10000	12000
Cleaner	4	40,000	480000
Driver	2	10000	120000
Secretary	1	5000	60000
Watch guard	1	4500	54000
direct labor	-	124000	1272000

OVERHEAD COSTS

ITEM	AMOUNT
Rent	180000
Telephone bill	20400
Electricity	48020
Water	22970
Transport	189771
Advertising	15000
Premium Insurance	38400
Miscellaneous	143245
Totals	657806

TOTAL COST OF PRODUCTION

ITEM	AMOUNT
Cost of materials	14000
Cost of labor	124000
Overhead costs	657,806
TOTALS	795806

4.3 PRODUCTION/ OPERATIONAL PROCESS

Service process

A client will have to book in advance i.e. Early by a day to be most clients in estates. For bigger companies the client will have to make a contract with the company.

Reception

The client will make an order through the reception, this could be through a call or a mainwheel the client has put up to a list and it's time to attendee to order.

Loading equipment to personnel

The cleaning equipment as well as the personally will be loaded to the company vehicle.

Transport of cleaners to the clients

After loading the equipment and to the company vehicle, they will be transported to the client where the cleaning services will take place.

Delivery of services

The cleaners will first study the type of cleaning that the client has ordered for and make a checklist. The checklists will help them to manage time and do all the cleaning needed leaving non-unattended.

Payment

After delivery of the service the supervisor will comment on the work done, if it is done well, the client should pay the amount for the service through a cherub to the supervisor.

Issuing of official payment

The client will be used with the official receipts for the purpose of record keeping.

4.4 REGULATIONS AFFECTING OPERATION

The factor that affects production of the business is its production and its location. The company should adhere to these factors or acts as they set to guide the business to regulated within the right operations that is, not to affect the environment negatively. The regulations include;

Healthy and safety act.

This ensures that each and every employee is working in a safe environment and do not get harsh treatment from clients. Also, around the office these regulations ensure that the premises have fire extinguishers, first aid kit as well as fire exists. These ensure also that the rooms are well ventilated.

Labor act

In this act the company is expected to treat its employees according to set rules and regulations and this include paying the employees basic salaries as well as their allowances also honoring terms and services and observing working hours

Working compensation act

The act clearly defines the circumstances under which the employees will be compensated when she /he has encountered an accident in the course of his/her duty. However, in this ac t it requires that the injured employees to provide evidence that she/he is injured and could have the right to sue the employer if necessary.

THE GOVERNMENT POLICY REGULATION

The government requires that the business to be registered and conforms to the services offered. The license will cost ksh20000 annually. The business will also pay taxes to the local government and the rate will be included in the license and will be paid annually.

5 CHAPTER FIVE: FINANCIAL PLAN

5.1 PRE-OPERATIONAL COSTS

Item	costs
Business registration	10,000
Trading licenses and permits	5,000
Rent + rent deposit	180,000
Insurance policy	38,400
Machines, equipment and tools	1042680
Stock	14000
Installation of electricity	15,000
Water installation	22,970
Telephone installation	20,400
Internet installation	3,000
Total cost	1,351,450

5.2 WORKING CAPITAL

This is the money required for the running of the business.

Working capital = current assets - current liabilities

ITEMS	Amount
CURRENT ASSETS	
Cash at hand	1000000
Cash at bank	400000
Debtors	100000
Stock purchases	168000
Sub total	1668000
CURRENT LIABILITIES	
Creditors	68000
Total liabilities	68000
TOTAL WORKING CAPITAL	1600000

5.3 PROJECTED CASH FLOW STATEMENT

Item	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov
Cash inflow /receipts											
Opening		21315	42229	647462	876596	110677	134193	15650	17902	2023386	22466

balance		4	8			0	4	78	52		
Cash sales	418,000	420,000	417,000	418,000	423,000	421,000	416,000	419,000	420,000	417,000	418,000
Other cash inflow (Own contribution)	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000
Total cash inflow	428,000	643154	849298	1075462	1309596	1537770	1767934	1994078	2220252	2450386	2674640
Cash outflow											
Cost of purchases	14000	14000	14000	14000	14000	14000	14000	14000	14000	14000	14000
Payment to creditors	5666	5666	5666	5666	5666	5666	5666	5666	5666	5666	5666
Wages/salaries	124000	124000	124000	124000	124000	124000	124000	124000	124000	124000	124000
Rent	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Water (standard)	1,914.16	1,924.16	1,904.16	1,934.16	1,894.16	1,904.16	1,924.16	1,894.16	1,934.16	1,814.16	2,014.16
Telephone	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
Electricity	4,001.66	4,001.66	4,001.66	4,001.66	4,001.66	4,001.66	4,001.66	4,001.66	4,001.66	4,001.66	4,001.66
Transport	14,814.25	15,814.25	16,814.25	13,814.25	17,814.25	10,814.25	17,814.25	18,814.25	11,814.25	18,814.25	16,814.25
Stationery	11,937	11,937	11,937	11,937	11,937	11,937	11,937	11,937	11,937	11,937	11,937
Loan repayment	0	0	0	0	0	0	0	0	0	0	0
Interest	0	0	0	0	0	0	0	0	0	0	0
Repairs	0	0	0	0	0	0	0	0	0	0	0
Advertising	15,000										
Taxes	20,813.36	20,813.36	20,813.36	20,813.36	20,813.36	20,813.36	20,813.36	20,813.36	20,813.36	20,813.36	20,813.36
Total cash outflow	214846.43	200856.43	201836.43	198866.43	202826.43	195836.43	202856.43	203826.43	196866.43	203746.43	201946.43
Net cash											
Cumulative cash flow	213154	422298	647462	876596	1106770	1341934	1565078	1790252	2023386	2246640	2472640

5.4 PRO-FORMA INCOME STATEMENT

ITEM	Year 1	Year 2	Year 3
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Sales	5,031,000	6,000,000	7,000,000
Purchases	168000	268000	368000
Gross profit	4,863,000	5,732,000	6,632,000
Expenses			
Salaries	1,272,000	1,372,000	1,572,000
Creditors	68,000	00.00	0.00
Rent	180,000	180,000	180,000
Electricity	48,020	60,000	70,000
Water	23,170	30,000	40,000
Advertisement	15,000	10,000	10,000
Transport	189,771	200,000	250,000
Telephone	20,400	21,000	23,000
Miscellaneous	143,254	143,254	143,254
Insurance	38,400	38,400	38,400
Total expense	2,251,424	1,782,654	2,054,654
Net profit before tax	2,611,576	3,949,346	4,577,346
Vat 16%	249,760.32	578,775.36	647,255.36
Net profit after tax	2,361,815.68	3,370,570.64	3,930,090.64

5.5 PRO-FORMA BALANCE SHEET

ITEM	AMOUNT IN KSH.
FIXED ASSETS	
Tools and equipment	861,680
Car	800,000
Furniture	6,000
laptops	175,000

TOTAL FIXED ASSETS	1,842,680
CURRENT ASSETS	
Cash at hand	1,000,000
Cash at bank	400,000
debtors	100,000
Stock purchases	168,000
TOTAL CURRENT ASSETS	1,668,000
TOTAL ASSETS	3,510,680
LONG TERM LIABILITIES	
Owners' equity	3,442,680
Bank loan	0
TOTAL LONG-TERM LIABILITIES	
CURRENT LIABILITIES	
creditor	68,000
TOTAL CURRENT LIABILITIES	68,000
TOTAL LIABILITIES	3,510,680

5.6 CALCULATING BREAK EVEN ANALYSIS

CONTRIBUTION MARGIN

Contribution margin = Total sales - Total variable costs

Variable costs table

Item	Amount
Water	23,170
Transport	189,771
Advertising	15,000
Total	227,941

= 5,031,000-227,941

=ksh 4,903,059

CONTRIBUTION MARGIN PERCENTAGE

$$\begin{aligned}\text{Contribution margin percentage} &= \frac{\text{Contribution margin}}{\text{Total sales}} \times 100\% \\ &= \frac{4903059}{5031000} \times 100 \\ &= 97.46\%\end{aligned}$$

CONTRIBUTION BREAK EVEN POINT

Breakeven level= Fixed costs/contribution margin percentage

Fixed costs table

Item	Amount
Purchases	168000
Creditors	68000
Wages	1488000
Rent	180000
Telephone	20400
Electricity	48020
Stationery	143254
Taxes	249,760.32
Total	2365434.32

$$= \frac{2365434.32}{97.46}$$

$$= 24270.82$$

5.7 PROFITABILITY RATIOS

Gross Profit ratio = gross profit x 100

$$\begin{aligned}
 & \text{Sales} \\
 & = 4863000 \times 100 / 5031000 \\
 & = 96.66
 \end{aligned}$$

Net profit ratio:

$$\text{Net profit ratio} = \frac{\text{Net profit after tax}}{\text{Total sales}} \times 100$$

$$= \frac{2361815.68}{5031000} \times 100$$

$$= 46.95$$

$$\text{Return on equity} = \frac{\text{Net profit after tax}}{\text{Owner's equity}} \times 100\%$$

$$= \frac{2361815.68}{3442680} \times 100$$

$$= 68.6$$

$$\text{Return on investment} = \frac{\text{Net profit after tax}}{\text{Total investment}} \times 100\%$$

$$= \frac{2361815.68}{3500000} \times 100$$

$$= 67.48\%$$

5.8 DESIRED FINANCING

This refers to the funds required for starting up the business.

Item	Amount (kshs)
Pre-operational costs	1,351,450
Working capital	1600000
Total desired (start-up) financing	2,951,450

5.9 PROPOSED CAPITALIZATION

Source	Amount(kshs)
Personal savings	2,000,000
Friends/ relatives contribution	1,500,000
Bank loan	0
Total Investment	3,500,000

6 CHAPTER SIX: POTENTIAL RISKS AND MEASURES TO MITIGATE

Covid 19 Pandemic

The Pandemic is a major obstacle in providing our services, whereby potential clients might be skeptical of allowing us to enter their premises. The covid 19 regulations also prevent us from interacting with our customers which is almost inevitable in our line of work. We will therefore equip the business with tools required for sanitation in the event there is a new variant. The employees will be provided with protection clothing such as masks and gloves as well as sanitizers when providing the cleaning services. This will protect our employees and our clients too.

Economic threats

Economic causes such fluctuations in market prices. We will foster good relations with our clients. In an event prices rise due to inflation, they will be used to our great services and for that they will trust us with their money. Moreover, our prices will steadily increase regarding market forces of demand and supply making it affordable for our esteemed clients.

Political Stability

Political causes such as the General elections expected in 2022, the political environment is key in smooth running of the business. We can only hope for peaceful, free and fair elections as well do our best in participating and voting in leaders who will advance the economic needs that the country has. We will provide our employees with cell phones to call emergency numbers in case they face any security threat when providing the services.

APPENDICES

Appendix 1

Rwandan currency is called The Rwandan Franc; however, as per the guidelines given, the quoted figures should be indicated in Kenyan Shillings.

1Ksh=9.13 Rw. Franc as by 30/10/2021

Appendix 2

