

Business Plan: F'Joy Couture

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Having a business idea as a step towards being an entrepreneur is a leap, creating an action plan towards implementing the idea is another major leap towards actualizing the business idea. A documented business plan is needed as a guide to every entrepreneur to evaluate every leap taken while running the business. And because of the ever-changing customer's demand and new style inventions almost every season; this project work is needed to help the author (entrepreneur) plan her steps in the fashion industry.

The major goal of this project is to create a business plan that suits the proposed company's model and that can further be used by other intending fashion companies and or Start-ups as template in the future. The core objectives include but not limited to:

1. Launching the new fashion company;
2. Description of the products and services the company is providing the customers;
3. Analysing the fashion industry in Nigeria and the opportunities for Start-ups
4. Value-creation for the target market
5. Marketing and operational plans of the company

The company's product which is high-end fashion is believed to be a success in the market because it will be the highest quality personalized clothing, provided at an affordable and reasonable prices

Both primary and secondary sources were used to gather insights about the industry and customer behaviour in the target region before creating the business plan for F'Joy Couture. An online survey was created with a demographic of at least 100 people, aged 18-60 to gather customer insights in the Northern-region of Nigeria, with more focus on Abuja residents. Other sources were from official information published about the industry by government, individuals and industry competitors.

The business plan has been created using the acquired knowledge from the market research and reliable literature. This has helped in defining the business mission; marketing and organizational plans and the financial plans which will subsequently be further developed.

Recommendations are finally provided for the Nigerian government on how best they can help promote the Fashion industry better and to intending start-up company in the Nigeria fashion industry on how to be sustainable and utilize all the available opportunities provided by the industry.

Keywords
Entrepreneur, Start-up, Business plan, Marketing plan, Operational plan,

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1 Introduction

The purpose of this thesis is to create a business plan for a fashion company. The author of this report chose this topic because of her personal interest for entrepreneurship. The author who is into African fashion plans to incorporate the knowledge acquired from her 'Sales and Marketing' degree programme into her passion; which is fashion entrepreneur.

The term "entrepreneur" derives from the French word "entreprendre", which stands for "to launch". Referring to the business concept, it implies "to set up a business". (Saroj & Mehndiratta 2009, 1).

A business idea is just another idea. But an idea backed by a strong feasibility, a thorough business plan and a smart business team is no longer an idea. It's now a solid business opportunity worth pursuing." – Ajaero Tony Martins (2014)

Every success story is started with a plan, hence, the primary aim is to write a business plan that will create a structure that will accommodate the kind of expected flow, including a marketing, operational and financial plan, for the fashion business at the long-run proposed to start in northern part of Nigeria. To achieve this primary aim, a research question was formulated: 'How to create a feasible business plan for a start-up fashion company in Nigeria?'

In order to answer this research question, both primary and secondary market research were conducted in the target market to gather good insights about the Nigerian Fashion industry and customer's behaviour.

According to Hatte (1997, 246) secondary sources of data are those which already exist, having been gathered for some other purpose. Hatten (1997, 246) suggests that should be checked first because they are less time consuming and cheaper than conducting your own study. The research problem could be solved without an extended primary research (Hatten 1997, 246). Primary data is defined as data collected specifically for the research project being undertaken (Saunders, Lewis & Thornhill, 2009, 598).

Annual fashion industry reports, government web-based publications, competitors' social media and web pages, electronic and print textbooks are the various components of the secondary source. The primary source comprised of a survey sent to the target market

demographic to understand the customers' buying habits and their insights and perceptions about different fashion brands in the market.

Another notable source of primary information about the industry was from the published text by one of the Nigeria Fashion industry pioneers: Ejiro Amos Tafiri (an award-winning fashion designer in Nigeria) titled 'Inspirational woman: to celebrate 6 years in the fashion industry.' The book features the fashion company's journey to becoming an acclaimed fashion brand in Nigeria.

Therefore, this research work has provided the author the benefits of understanding the process of establishing a fashion company in Nigeria and how to professionally construct the business plan which will aid the execution of the plan in future.

Subsequent chapters delved deeper into the business plan proper, discussing the different sections that are involved in a business plan as suggested by the U.S. Small Business Administration:

1. Introduction
2. Market analysis
3. Company description
4. Organization and management
5. Marketing and sales strategies
6. Product or service
7. Funding request
8. Financial information

Although the financial information is still currently vague, but will be subsequently developed and worked on as there were relevant templates provided in the Appendix which were sourced from 'SCORE' to further help with this subsequently.

The author hereby utilized the knowledge and insights gathered from both primary and secondary sources to create her own model of business plan suitable for her target market and which can be used as a template for similar fashion entrepreneurs.

2 Company's description

F-Joy Couture is a manufacturer and retailer of an upscale clothing line targeted at males and females of all ages. F-Joy Couture not only develops the clothing line, but will support it with advertising and promotion campaigns.

F-Joy Couture plans to strengthen partnerships with retailers by hiring an independent placement specialist, thereby creating and developing brand awareness. F-Joy Couture intends to market its line as an alternative to existing upscale clothing lines and differentiate itself by marketing strategies, exclusiveness and high brand awareness.

F-Joy Couture is a company that creates unique and stylish lines of clothing to everyone that loves what they choose to wear and care how they present their image in public. It's a clothing line made exclusively for the fashion forward and bold- young and old people who are not afraid to stand out and break outside the norm.

The key message linked with the F-Joy Couture clothing line is classy, upscale, versatile and high-quality clothing. The company's promotional plan is diverse and includes a range of marketing communications.

2.1 Company's Goal

F'Joy Couture's major goal is to start as an intermediate fashion firm and expand to be a regional brand during year three. In order to accomplish this, sales must significantly increase between year two and three. The management team hopes to start distributing throughout the rest of FCT, as well as surrounding states such as Kogi, Kaduna, and Niger State.

Another venture goal of F'Joy Couture is to be profitable by year three. With current sales forecasts, F'Joy Couture will be making money by the end of year two, and to further develop a successful Internet site, while maintaining strong relationships with retailers.

2.2 Company's objectives

- To establish ourselves as a premier fashionable clothing company, targeting professionals – working professionals and medium to fashion forward working professionals in both academic, entertainment and design industries
- To sell more than #650,000 in annual sales by year two, providing high quality clothing with A-list designs for people with polished and elegant taste

- To reach a break-even point by the end of year one

2.3 Mission/vision statement

F-Joy Couture intends to develop an inventory of unique fashion products that can add value to every potential client's wardrobe. These products, which will be sourced and manufactured in Nigeria and other raw materials dealers abroad, can be added as staple, fashionable exclusive pieces to enhance the image experience to people that hold fashion, quality and high-end design of utmost importance.

F'Joy Ventures (Couture) will be a leader in the couture wholesale and retail sector by offering customers unique and stylish men and women's apparel and accessories at affordable prices with top-notch customer service and benefits

The **vision** of the company is to provide F-Joy Couture for consumers, based on style and quality and to be the most sought-after provider of personalized quality clothing in the North-Central Region of Nigeria and beyond

2.4 Values

F-Joy Couture believes that it has the right fashionable clothing line and the right people desiring it to attract a loyal customer base. But, most importantly, it is F-Joy Couture's business philosophy that will ensure success. The fashion and retail industry demand that products be delivered on time and with high quality execution.

In pursuant of these demands, F-Joy Couture will satisfy this demand by maintaining an acceptable inventory levels that will be delivered on time according to pre-arranged shipping schedules

In addition to offering a complete line of high quality clothing, F-Joy Couture will offer a unique line of products that will encourage fashion specialty distributors to think of this company firsts when looking for original products.

The values that drive us underscore our commitment to: **"Life"**

L	-	Leadership by example
I	-	Integrity and transparency
F	-	Fairness
E	-	Excellence

2.5 Target market

The target market for F'Joy Couture products is active consumers of all ages. The initial target market includes the schools, church choirs, corporate firms, teams/organization and individuals.

These active consumers represent a demographic group of well-educated and successful individuals; they are single or married and raising families. Despite their comfortable incomes, these consumers are price conscious and consistently seek value in their purchases.

Regardless of their age (whether they fall at the upper or lower end of the target range), they lead active lifestyles. They are somewhat status oriented but not overly so. They like to be associated with high-quality products but are not willing to pay a premium price for a certain brand.

2.6 Industry competitors

F'Joy Couture offers a very specific, customized product line, our competition is limited to other custom clothing wholesalers and retailers. Our current competitors are other online companies selling embroidered T-shirts and other custom clothing. Based on recent e-commerce research, there are 24 direct competitors.

There are any contemporary's competitors, ranging from clothing to outdoors decoration outfit. The outdoor apparel market has many entries. An example on a large market scale is Tiannah's Place Empire who is a manufacturer, markets its own apparel and accessory and also sell to retail channels. Smaller competitors such as Adam and Eve Boutique which offers unisex clothing also grab some of the market.

2.7 Legal structure: sole proprietorship

F-Joy Couture is managed as a sole proprietorship founded as a Nigerian corporation with principal office located in Maitama, Abuja, owned in total by its founder, Omolara Kemi Odediran. The company's Articles of Incorporation will be filled in 2018. All operations, from the administration to marketing strategies, take place at the same place.

The company's proprietor already has substantial retail experience and will apply her work and educational knowledge to effectively run the business as a sole proprietorship.

2.8 Strategy

The F-Joy Couture strategy is to aggressively develop and market a full range collection to consumers. The company intends to market its line as an alternative to existing clothing lines and differentiate itself through its marketing strategies, exclusiveness, and brand awareness. F-Joy Couture intends to build on its core portfolio of products and overcome any obstacles by using the company's expertise in the clothing industry.

The company's goal in forthcoming business year is to make an overwhelming impact on the fashion industry and create a large consumer demand for the product. The company's goal in the next 5 years is to venture into high-end clothing for all age-range.

2.9 Start-up summary

Total start-up expense (including legal cost, logo design, equipment and related expenses) comes to #2,5million. The table below illustrates a complete breakdown of the needed assets, as total start-up requirements. Currently, F-Joy Couture does not have short-term liabilities.

Start-up requirements
Marketing/Public Relations
Branding/Packaging
Fashion studio Equipment
Office Equipment
Website and E-commerce
Trade Show Expenses
Legal Fees
Photography
Inventory
Fabric and Notions
Total Start-Up Expenses
Start-up Assets
Cash required
Other current assets
Long term assets
Total assets
Total requirements

3 Products and services

F'Joy Couture will offer only high-quality, 100% cotton short- and long-sleeve T-shirts with a retro look on our website. Customers choose the products they want, shirt colors, quantity, and sizes. The shirts are created on demand and shipped within 48 hours. The product appeals to people comfortable buying through the Internet, especially for those who can't make it to our office.

In addition, we plan to employ a graphic designer, who will also assemble our products for customers to create their own unique designs for free online and in the store when it opens. The company's proposed businesses will include but not limited to; production of custom-made dresses; ready-to-wear collection; bridal collection and costumes; and kid's collection.

After start-up funding is secured, we will expand the types of clothing items available and the customization options. Additional items to the F'Joy Couture product line will include fashion T-shirts, and baseball-style T-shirts. Alongside with fashion empowerment programmes for less-privileged in the society, interior decoration and event planning and decoration. The company will add a new product line of high-quality sweatshirts, sweatpants, and athletic shorts.

In the future, the company intends to expand its line of business to fashion empowerment programmes for less-privileged in the society, interior decoration, event planning and decoration and assorted gift store.

3.1 Special benefits

F'Joy Couture will provide a comprehensive set of valued added services that will be specifically catered to our customers through online shopping. The Company will deploy the latest technologies to enable interactive browsing to create a personalized shopping/viewing experience.

Also, Users will be able to drag and drop clothes on their personalized mannequin to mix and match outfits. Buyers will be referred to respective online merchants for purchasing by clicking on selected products featured in our content and programming.

3.2 Unique features

F'Joy Couture's unique features is our position as the only provider of the highest quality personalized clothing at reasonable prices in Abuja. Eventually, the ability for customers to create their own designs through the website at no charge is another USP. We also distinguish ourselves as a socially conscious company that gives back to the community.

Our USPs provides us with the ideal new product model with which to compete. F'Joy Couture meets all four of the keys to successful new retail clothing products:

- *High Perceived Value*: The product must convincingly offer a high level of value and durability for the price, and give consumers confidence that their money is well and wisely spent.
- *Quality and Utility As Well As Fashion*: Fashion remains important, but quality comes first in the minds of many consumers. Products that offer quality, utility, AND fashion have a tremendous competitive advantage over products that offer fashion alone.
- *High Brand Reputation Above Style*: The brand must stand for a company that clearly puts customer satisfaction and value above all else. If the brand also stands for a firm with great styling, high social values, such as eco-consciousness, or other ancillary attributes, that is even better.
- *Cheap Chic Still Has a Place*: If a company wants to win the hearts of fashion-conscious, budget-conscious consumers, it must provide unique styles at affordable prices.

3.3 Limits and liabilities

During the past few years, the Nigeria economy has experienced the worst recession. Most major multi-store retail chains had sales declines in the first part of 2017 in Nigeria.

However, they saw improvements toward the end of that year, and the upward trend has continued into this year. The retail industry continues to show weak, yet positive, signs of growth.

3.4 Pricing

F-Joy Couture products will be priced at the higher end to reflect the quality and exclusiveness associated with the brand. The company will use high-end materials such as silk, wool, blends, cotton, fine woven knits and chiffon.

When a mark-up is placed on F-Joy Couture products, the company foresees customers' willingness to pay the premium because of the perceived value and quality guarantee that comes with all products. The F-Joy Couture line is targeted at both genders of all age range.

3.5 Competitive edge

In a market where consumers are barraged by advertising and marketing campaigns delivering an onslaught of lifestyle and fashion messages, a brand name is a powerful weapon. Brands have become an increasingly significant factor in apparel and footwear.

Many consumers have less time to shop and are spending their disposable income more carefully. Established brand names, with their quality image, make the shopping experience easier and faster for many consumers. For manufacturers, brands build customer loyalty, which translates into repeat business and brand notoriety.

The company's name, F-Joy Couture, is a competitive advantage in itself. The name is not attached to any particular group of customers and it allows entry into different segments of the industry.

Another competitive advantage is the company's marketing strategy. Through the use of celebrities, advertising, promotion, and giveaways, the company will be able to develop its presence in the market. Although the company will use retailers to sell its line, most of the sales will be done online.

Another factor that will make F-Joy Couture clothing so unique is the versatility of each piece. Most of the clothing can be worn during the day at work and in turn be used again in the evening out on the town. The clothing is designed with people's fashion needs in mind, but also on their hectic fast-paced lifestyles. In addition, several of the pieces from the clothing line are designed to be mixed and matched offering 'varieties for your single pay.' People will be more inclined to purchase several pieces from each emerging clothing line for the convenience and style behind this concept.

In addition, free shipping is a big competitive advantage for F'Joy Ventures (Couture).

4 Market analysis

The Nigeria fashion industry has come a long way since pre-colonial times. Fashion in the Nigerian Economy is the largest economy in Africa; Fashion design has changed from being a trade for the uneducated girl who needed some skill to get by in life. Today, the highly educated are involved in the fashion business and Nigerian fashion brands are being showcased in reputable places around the world.

The Fashion industry goes beyond simple clothing to express identity, create wellbeing, embrace creativity and connect global communities. Fashion in Nigeria has always been diverse, reflecting its many ethnic groups, religions, and cultures. Recently, the Nigerian fashion industry has developed more participants, exposure, structure, presence, earnings, and training.

The structure of the fashion industry is centered around the designers, as there will be no fashion industry without them. Everything else like models, modelling agencies, tailors/ clothing stylists, fashion photographers, fashion schools, , fashion retailers, makeup artists, hair stylists, cosmetologists, and fashion journalists & fashion magazines are built around them as Fashion industry brings many benefits to everyday lives across the globe

The Nigerian Fashion Industry is highly fragmented and rich in creative talents. The industry is having huge impact on fashion trends which is having increased middleclass and new rich consumers. The apparel and footwear industries are highly competitive

The key drivers of this industry include:

- World renowned Nigerian fabrics
- Fashion shows
 - Prints and online media

The key local players categorized according to the style and price, in the industry are grouped into:

- Sartorial classic
- Luxury chic
- Haute couture
- Cosmo/Afropolitan &
- Premium

4.1 Market research

Apparel sales are driven by economic conditions, demographic trends and pricing. Fashion, while important for an individual company, plays a limited role in overall market demand.

During the past few years, Nigeria economy has experienced the worst recession. While the economic conditions are not optimal when the recession was at its worst. they are certainly improved over 2017. All economic indicators are moving in a positive direction. Abuja has experienced population growth over that last decade, far ahead of its neighboring states. It is the second fastest growing cities in the country, experiencing a 15.9% growth over the past decade in spite of the economic conditions.

Despite the economic downturn, sales for reasonably priced clothing are still strong especially through online sales. Reasonably priced clothing sales represent the largest portion of overall retail sales.

4.2 Trade area analysis

F'Joy Couture physical trade area will be located at Maitama. We plan to open in the high-traffic neighborhood, which is the heart of the city's shopping district. Within a five-mile radius, there are five colleges (including Nile University) and seven high schools.

Approximately 45,000 people live in the neighborhood. The demographic is young (50% are between 21 and 35), 70% are college educated, and 60% own their own homes. The company believes that the same demographic and target market would appreciate and desire F-Joy Couture's unique, simple and classic design.

4.3 Market Segmentation

F-Joy Couture plans to target potential clients of all age group. Customers within this group, have diverse backgrounds. The F-Joy Couture customer is a versatile person who can fit into any environment and is willing to pay a reasonable price for quality clothing.

F'Joy Couture has several distinct target markets: individuals, schools, and businesses. Our primary target market includes high schools and colleges their student, teams, and individuals. This market is technologically savvy and utilizes the Internet for most information and many purchases. The secondary target market includes area businesses, such as restaurants and corporations that want to expand their brands through cool, retro

clothing. The tertiary target market would include all high schools, colleges, and appropriate businesses.

There are 2 colleges and 41 public and private high schools. These schools are educating over 300,000 students in our target demographic. This accounts for 43 schools, more than 50 school teams, and over 100 coaches.

The company's products and website will appeal to individual of all ages who appreciate high-quality custom clothing. The customers also have a higher degree of social consciousness and are involved in community activities. These potential customers value individualism, creativity and they enjoy wearing clothing reflecting their personal styles. Customized clothing options are important to this demographic, as revealed from the market research outcome.

4.4 Target market segmentation strategy

F-Joy Couture seeks to compete with high-quality clothing lines such as Tiannah's Place empire, Mai Atafo, Kathy Anthony fashion house, Lisa Folawiyo, Style Temple among the rest.

4.5 Industry analysis

According to the research carried out, most major multi-store retail chains had sales declines in the first part of 2016. However, they saw improvements toward the end of that year, and the upward trend has continued into this year. The retail industry continues to show weak, yet positive, signs of growth.

Although the apparel industry is mature and showing much growth, it exists in a dynamic and competitive environment. To improve profitability, many fashion companies are restructuring to create learner organizations and adopt new technologies.

Consolidation has been prevalent in this industry in the past few years, as larger companies gain leverage in market position and cost cutting in the industry, companies can operate as retailers, manufacturers (wholesalers) and or both. For example, a fashion company like Tiannah's Place Empire is a manufacturer, markets its own apparel and accessory and also sell to retail channels (Pay Porte); hereby, doing both.

4.6 SWOT Analysis

The SWOT analysis provides F-Joy Couture with an opportunity to examine the internal strengths and weaknesses the company must address. It also allows to examine the opportunities presented to F-Joy Couture as well as potential threats.

4.6.1 Strengths

- High quality clothing with large attention to detail in the design, the fabrics and the manufacturing.
- Valuable classic pieces that can be used as a 'staple' in anyone's closet year after year
- An excellent alternative and happy medium choice for women that want high-end clothing choices at an affordable and realistic price
- Several items from the clothing line are made to be mixed and matched, offering versatility and purchasing value for consumer
- Couture yet classic clothing at an attainable price

4.6.2 Weaknesses

With the evident growth efforts in making dreams come true in the Nigeria fashion industry, numerous challenges have hindered the startups, industry and Nigeria in general. The Nigerian fashion industry still suffers from some challenges/ barriers that prevent a startup from entering the Fashion market, hence, determine the intensity of competition in the market and industry and determine the attractiveness of a market. Start-ups need to understand the barriers to entry for their business and market for two key reasons:

1. Startups might seek to enter a business with high barriers to entry. Doing so would put the start-up at a significant disadvantage that is difficult to overcome.
2. Startups that become market leaders must understand how to protect their position by building barriers to entry.

Thus, barriers to entry into the fashion market in relation to sustainability include:

- Mediocrity;
- inadequate power supply;
- Lack of resource materials for the production of local textiles and fabrics/ Cost disadvantages independent of scale; Incumbents may have cost advantages that

cannot be replicated by a potential entrant. Factors include the learning or experience curve, proprietary product technology, access to raw materials, favourable locations and government subsidies

- lack of proper research and development base; to help designers ensure standardization and uniqueness of their products to compete better in the global market
- Quality control & insecurity
- Lack of access to good retail culture/ distribution channels; with marketers and merchandisers involved in the marketing of products.
- Lack of finance/ Capital requirements; these are the financial resources required for infrastructure, machinery, R&D and advertising. Startups may get around capital requirements by outsourcing parts of the operation to companies that can leverage existing investments.
- Fashion laws & Government policy; Governments can limit or prevent entry to industries with various controls (for example, licensing requirements, limits to access to raw materials). Startups in highly regulated industries will find that incumbents have fine-tuned their business according to regulation.
- Lack of a sustainable market; locally and capacity to compete at the global level.
- Industry-related education
 - Access to additional operating capital
 - Owner is still climbing the 'retail experience curve'
 - Lack of recognition of the clothing line brand
 - Challenges of the seasonality of the business
 - No physical storefront location in operation, which hinders the visibility of the line

4.6.3 Opportunities

- Growing market with a significant percentage of the target market still not knowing we exist
- Strategic alliances offering sources for referrals and joint marketing activities to extend F-Joy Couture's reach
- Promising activity from high levels of online shopping reported in the last three years
- Changes in the buying trends for high fashion, therefore generating sales
- Increasing sales opportunities beyond a '100-mile' target area by offering sales of the items from a virtual online store

- Creating buzz and attracting consumers by word-of-mouth by offering high end clothing for less cost than the top market competitors

4.6.4 Threats

- The unstable economic climate: even though the industry is still thriving, many people have cut back on what they spend their money on and budget far more.
- The mindset of 'high-end is always expensive.' F-Joy Couture will have to work harder to portray its company image and convince the target market that they can afford F-Joy Couture's clothing pieces and designs.
- Unionization in the Nigeria fashion industry

5 Marketing plan

F'Joy Couture not only develops the clothing line but supports it with advertising and promotion campaigns. The company plans to strengthen its partnership with retailers by developing brand awareness.

The marketing strategy for any product or service is aimed at defining how the market penetration process will be carried out, formulating the marketing mix to establish the most appropriate mixture of product or service characteristics and ways in which these will be supplied and presented in order to maximise the potential value and interest to the target groups of customers that were identified in the market research process; and develop a sales plan to define the range of sales activities that will be used (Butler, 2014, 91).

5.1 Product

F'Joy Couture is taking advantage of the growing interest in all things retro by providing quality, custom T-shirts at reasonable prices through the company's website at production of custom-made dresses; ready-to-wear collection; bridal collection and costumes; kids collection, fashion empowerment programmes for less-privileged in the society, interior decoration and event planning and decoration.

The company will also offer a new athletic product line of high-quality sweatshirts, sweatpants, and athletic shorts with a retro look. T-shirts and custom clothing in general are in the stable, maturity phase of the product life cycle with steady sales.

In order to appeal to a wider market and grow the business, a graphic designer will be hired, there will be over 50 proprietary designs available exclusively through F'Joy Couture. There will also be hundreds of graphic elements available for customers to create their own unique designs for free online and in the store when it launches.

The benefit of these new product and graphic choices is the ability to tap into the user's creativity and desire to express their individuality through custom clothing options. There will literally be an infinite number of ways to customize clothing items through F'Joy Couture.

5.2 Pricing

F'Joy Couture's pricing objectives are twofold (cost and value-based). Prior to the company's mission statement, pricing must remain reasonable and, competitive. So the

company will focus on maximizing sales through volume pricing and continue to maximize return on sales (ROS). F'Joy Couture will use a cost-value based pricing strategy. The costs of raw materials are discounted when company purchase in bulk, because vendor tend to discount wholesale/volume purchases.

F'Joy Couture's pricing techniques include odd pricing and bundling some groups of items to convey value. F'Joy Couture's value proposition is to provide the highest-quality clothing/products for the best prices both online and eventually through a hip storefront. With competitive pricing and free shipping, our value proposition is clear to the target market.

Quality control is extremely important. Any items that are not perfect are being saved to sell as seconds for 50% of the individual retail price in the storefront. As an online retailer, it is critical to build customer trust with quality products and exceed order expectations through excellent customer service. A "contact us" e-mail are available for customers with questions prior to ordering or for customer service after receiving the orders.

F'Joy Couture promises a 100% customer satisfaction guarantee, and the company will take its merchandise back for any reason. If the order was received, the customer must pay for return shipping, but will never be charged a restocking fee.

5.3 Promotions

The company will make sales calls and distribute marketing brochures with discount coupons to all the area schools and local intramural teams. The company also offering a limited-time 10% discount incentive for the first order placed that is over \$100,000.

In addition to the direct sales efforts, five apparel agents will be hired on a commission basis to wear and promote F'Joy Couture by handing out discount coupons while wearing the F'Joy Couture branded shirts at major events in the area to promote business. Such events can include back-to-school weeks; college freshman orientations; high school, college, and professional sporting events; concerts; restaurant openings; and other venues where our target demographics are gathered.

As referenced earlier, F'Joy Couture Advisory Council is a critical component of our indirect sales and promotional efforts. It will be composed of 10 to 15 area high school and college students and recent graduates representing the target demographic. The advisory council will provide product input and promote products through their own social

media activities, and also help the company expand its brand directly into their schools and intramural teams as well as help define the social consciousness of the company.

All Advisory Council members will receive several different F'Joy Couture branded shirts to test and wear and a 25% discount on any other purchases as compensation for their time and effort.

The company have a limited marketing budget; therefore, initial promotional activities will take advantage of free social media, including Facebook, Twitter, LinkedIn, etc., to drive customers to the website through messages and special offers. Information about our social networking activities, offers, and event sponsorships appear both on the website home page and on blog. Our socially conscious efforts and projects are perfect messages to relay via electronic media.

The company also plan towardss e-mail campaigns to school administrators, coaches, and the Chamber of Commerce member list. Locally, the company will be offering initial discounts to all area high schools and colleges as well as targeting all intramural sports teams and appropriate businesses. In addition, the company will purchase banner ads on schools and college websites

The F'Joy brand will further defined through the quality/value relationship and the products, which are shown to their best advantage. The website will also explain the company's commitment to social responsibility and highlight environmental reasons to wear F'Joy Couture's line.

Another notable leap towards promotion will be using paid search engine optimization marketing tools, such as Google AdWords and AdSense. The company will further utilize Google Analytics to track the effectiveness of the brand promotional efforts and expenditures.

Finally, F'Joy couture will be looking up to the Advisory Council to give tthe company good socially conscious projects to sponsor that are relevant to area students. These projects will be the basis of ongoing publicity campaigns. When the storefront opens, the company propose to hold a month-long Grand Opening event and party to raise funds for our charitable projects.

5.4 Human resource

As the sole proprietor, the company's CEO will manage all human resources functions. The company's first contract employees will be five rotating part-time apparel agents who

will work on a commission basis to promote F'Joy Couture branded clothing. These employees will talk up the company's products and hand out discount coupons at area major events to promote business and increase sales. They will earn 12% of any sales generated—their coupons will have discount codes tied directly to them for tracking purposes. Commission checks will be cut on a monthly basis. Each agent will also receive a free T-shirt. I will use a temporary staffing agency to find young people willing to do this work on an as-needed basis.

The company anticipate hiring its first full-time employee in year two at the latest. This employee will serve as the company's graphic designer and production assistant. He or she will have a degree in Graphic Design or the equivalent of that in graphic design work experience. The graphic designer will create our own unique, proprietary designs. He or she will also assemble several hundred digital graphic elements for customers to choose from when creating their own designs on our website. This person will also help with producing the products to fulfill orders. I will also use my networking connections to find the best person to fill the position. This position will be considered contract and not eligible for benefits until it becomes a full-time position. However, the standard three-week paid time off will be given. A yearly merit raise and possible bonus, depending on performance and sales, will be available.

After year three, the company will hire more production and sales staff to manage the store's sales and increase production output to meet increased sales. At this point, the company will research what types of health insurance and other benefits F'Joy Ventures (Couture) will offer. The company's involvement with the Abuja Incubators Program will help me make those decisions and provide me with the appropriate resources. The company would like to be able to offer employees a benefits package by year four at the latest.

5.5 Risk management evaluation

Avoiding, reducing, and transferring risk is important to the success of the business and the basis of our risk management plan. F'Joy Couture will not be assuming any risk directly. There are several laws that apply to F'Joy Couture, for which I already comply—or plan to comply with when employees are hired. These include the following.

- Online security laws: all customer information is fully protected by our secure shopping cart for purchases. No information will be gathered from children under the age of 13.

- Labor relations laws, compensation and equal opportunity employment laws: we will follow all laws when hiring contract and full-time employees.
- Consumer protection and environmental safety laws: F'Joy Ventures (Couture) offers no products that will in any way harm consumers or create a harmful environment.

The company is dedicated to the protection of its intellectual property. When F'Joy Couture creates our own proprietary designs, we will register the artwork with the Patent and Trademark Office to protect the designs from unauthorized use. Our logo will also trade marked for protection.

Insurance is necessary to protect the business from unforeseen events that could cost the business money. The following insurances will be purchased upon receipt of funding:

- commercial general liability insurance to protect the business against lawsuits due to tort allegations and unforeseen property damage;
- auto insurance to cover any accidents while conducting business; and
- life insurance to cover any expenses incurred by the business in the event of the death of the owner.

The CEO currently provide her own personal medical insurance, but as the business grows and additional employees and equipment are added, it will be necessary to add:

- worker's compensation insurance;
- group health insurance;
- renters insurance; and
- product liability insurance.

F'Joy Couture accepts bank and credit cards through our secure online shopping cart that automatically verifies all card information.

5.6 Marketing communications

The key message associated the F-Joy Couture line is classy, upscale, versatile and not the most expensive clothing. The company's promotional plan is diverse and includes a range of marketing communications:

- Public relations: press releases are issued to both technical trade journals and major business publications such as THIS DAY STYLE.
- Trade shows: F-Joy Couture will attend and participate in several trade shows such as Abuja Fashion Week, GTBank Fashion show, Africa fashion show Nigeria, among others.

- Internet: F-Joy Couture plans to establish a presence on the internet by developing a website. Plans are underway to develop a professional and effective site that will be interactive and from which sales will be generated worldwide. Social media platforms such as Facebook, Instagram, Pinterest, Twitter and Fashion blogs will be used to promote and drive traffic to the website. This is expected to be one of the company's primary marketing channels in the future.
- Others: the company also plans to use various other marketing channels, such as billboards, print advertising and attending target market events and trade fairs as part of the marketing communications.

5.7 Marketing strategy

F-Joy Couture will focus its marketing efforts through the following key medium:

- Exclusive Fashion show venues: the company will attend and exhibit in large pre-collection fashion shows in addition to annual industry fashion shows (i.e. fashion week). F-Joy Couture will also exhibit the lines at many other fashion trade fairs to introduce the brand and the designs to potential retail and boutique buyers.
- Celebrity representation: F-Joy Couture will propose the use of a few key pieces to the likes of celebrity stylists and handlers to further promote the company's quality and exclusive image.
- Fashion Look book: is an excellent way for designers to connect with potential clients on a personal level. This allows for the clothing to be presented to the would-be customers on a personal basis via the internet (which is the most used channel of shopping now). Many do not live in big urban centres where fashion has larger presence, so this would reach those who are looking for original high-end designs. This will also keep people in the loop when it comes to the debut of new lines being presented by F-Joy Couture.
- Marketing and public relations. The company will hire a professional individual or firm to be in contact with fashion magazines such as This Day Style, FAB, Complete Fashion, and WOW to announce the debut of new collections and increase visibility amongst F-Joy Couture's target market.
- Word of mouth. The greatest compliment a business can get is referral from the present partners. And this the clothing line is aimed towards quality and exclusive products, there will naturally be widespread of word about a great product used by someone.

5.8 Sales and distribution strategy

F-Joy Couture intends to build a sales team that will be tasked with generating sales leads on a regional and national basis. They will also be responsible for establishing connections with other retail outlets. A key factor in the success of F-Joy Couture will be by its distribution. The company plans to use the following retail distribution channels:

- Departmental stores
- Apparel specialty stores
- Internet stores

Catalogs are another important method of shipping. Consumers have lesser time to shop, and for some, catalog shopping offers a more convenient and pleasant alternative.

The distribution channel that has received the most attention recently is the Internet. Consumers like the convenience of being able to shop from anywhere and at any time they wish. Manufacturers with internet sites use them for marketing and awareness purposes. With further technological advances in hardware, software and data pipelines, shopping for fashions continues to gain popularity.

6 Operations and organization

The initial run of operation will be provided by the owner herself, Omolara Kemi Odediran. Her experience has been drawn from her involvement and passion in design and in retail; starting from when she was a Fashion trainee in Nigeria for 2 years and later an intern at 'Kuosit patterns' in Espoo Finland for 2016 summer.

There she learnt the ropes of business, including pattern making, and sewing. She will handle outsourcing manufacturing, accounting, trade show assistance, couriers and sales. The appropriate personnel will be hired accordingly as the demand for the product and service grows.

F'Joy Couture as a sole proprietorship offers the following advantages: a low entry cost; and complete control over how the business is been run.

6.1 Business location

The primary way customers can find F'Joy Ventures (Couture) is through our office at Maitama and website. All the production will be done in the shop at Maitama. To expand the business, low-cost commercial silk-screening and embroidery equipment for garments will later be purchased. This is a good time to buy this equipment because the inventory is high and vendors are cutting prices to move their products quickly. The vendors also supply free training for all the equipment. The company will later buy a commercial-grade screen printing equipment package, a digital garment printer, and one embroidery machine. This new equipment will initially fit in the company's basement for production.

In year three, the company plan to expand the shop to an 800 to 1,000 square foot. Maitama is the perfect location for many reasons. It is close to our primary individual, school, and business target markets. It is also a well-known shopping and dining destination for our target customers. The area has a good look, which is good for our brand. Parking is free and foot traffic is high.

The office space will have room for a dedicated private production area in the back and increased inventory storage. The new storefront will also give F'Joy Couture a physical image and a place to hold Advisory Council meetings and social events. We will be looking for a location in one of the older buildings or bungalows to support the F'Joy Couture brand.

6.2 Management team

The proprietor's experience as logistics management in tailoring and decoration firm for two years gives her needed management experience. The CEO currently assume all functions within the business and make all decisions. Fashion college mentors will be sought after and utilized for advice.

In addition, the company will also be taking advantage of the Abuja Incubators Program, which gives new companies advice, mentoring, and management training during the start-up phase to reduce the risk of failure.

The company is in the process of forming F'Joy Couture Advisory Council, to be composed of 10 to 15 area high school and college students and recent graduates representing the student target market. The Advisory Council will meet quarterly. The function of the Advisory Council is to provide product input and help promote F'Joy Couture and our special events through their own social media activities. They will also help us expand the brand directly into the schools and advise us on appropriate socially consciousness activities for the company to support.

The company anticipate hiring its next key employee in year two at the latest. He or she will have a degree in Graphic Design or the equivalent of that in graphic design work experience. This person will serve as the company's graphic designer and production assistant. The graphic designer will create our own unique, designs. The designer will also help expand the business into also offering customer-created designs through our website. The graphic designer will work closely with the CEO and the Advisory Council members to determine the best designs to appeal to F'Joy target markets. After year three, the company will hire more production and sales staff as needed.

The company's philosophy is based on mutual respect, responsibility and excellence. F-Joy Couture will have an environment and structure that encourages productivity and respect for customers and fellow employees.

6.3 Personnel plan

The personnel plan chronicles the growth of the organization to approximately 3 employees in the 2nd year. Each year may require a few additional people besides those indicated, based on the growth of the company in accordance with the business plan.

	Year 1	Year 2
--	--------	--------

Omolara Odediran	#0	#150,000
Administration	#0	#80,000
Total people	1	4
Total payroll	#0	#230,000

7 Financial plan and capitalization

F-Joy Couture is seeking a substantial long-term business investment for the purpose of developing and marketing the clothing line. This funding will cover operating expenses and product development that will lead to the formal launching in 2018.

F'Joy Couture will have a quarterly fiscal period, and the fiscal year is the calendar year. To manage cash flow, the company plan to create a quarterly budget that is compared to actual income and expenses for that fiscal period as F'Joy Couture financial statements and other financial documents.

7.1 Start-up expenses

Our personal initial investment was #200,000. The initial target market includes the schools, church choirs, corporate firms, teams/organization and individuals. We will distinguish ourselves as a socially conscious company that gives back to the community through our empowerment programmes for less-privileged in the society.

The company predict the first full year of sales to approach #2,000,000,000. In year two, it plan for a 20% sales growth and the need to add a full-time graphic designer/production assistant to begin producing our full line of custom clothing. In year three, the company will have a storefront in the high-traffic neighborhood of Maitama.

F'Joy Couture's initial expanded inventory will be purchased through our supplier. Inventory storage is minimal but will increase when the storefront opens and we have expanded our product lines. Several apparel agents will be hired on a commission basis in order to promote the line at high-profile events; establishing and maintaining good working relationships and lower-pricing contractual agreements with local vendors in order to reduce materials and shipping costs, saves interest charges, and helps manage cash flow; and taking advantage of free social media.

Based on the initial budget, the company plan to keep enough money in interest-bearing accounts to cover any economic swings. F'Joy Couture will create an Internet based brand that clothing and decoration industries that will be recognize as a leader in the promotion, marketing and sale of its product in the online retail marketplace.

Company's revenue will be generated from three specific sources: (1) ecommerce commission fees paid by product sponsors (2) integrated content and banner advertising

on the web site (3) personal savings. The Company will develop and market its own branded storefront service.

7.2 Break-even analysis

With a high gross margin, and estimated fixed monthly expenses, the required monthly break-even sales volume is revealed in the table below. Also, the table also contains important assumptions which the company will use to ensure its success, and the primary assumption is that the economy will develop much better than its current state.

BREAK EVEN ANALYSIS

Monthly Revenue Break-even

#801,725

Assumptions:

Average percent variable cost

65%

Estimated monthly fixed cost

#284,393

7.3 Projected profit & loss

F-Joy Couture is in the early stage of development, thus initial projections have only been made on accounts that are believed to most drive the income statement.

7.4 Sales forecast

The company expects that sales will start off a bit conservatively and will steadily increase over the course of the first year. Sales are forecasted to increase rapidly, with an average annual growth rate of approximately 5%.

N.B. the company's financial statement is currently still vague. The cash-flow projection; balance sheet projection projected; profit and loss and sales forecast will be further planned and developed. Hence, a template from

8 Discussion

Entrepreneurship as defined by Stevenson, is the pursuit of opportunity beyond resources controlled; hence, it is seen as a lifestyle and one of its major principle is risk-taking. So as a good entrepreneur, accepting the risky journey and working strictly towards achieving the business goals (both short and long-term) becomes priority.

The aim of this research was to create a business manual for F-Joy couture. The main goals and objectives which are company's description, value creation, product description and operational planning has been well-sorted out, using the entrepreneurial approach and information gathered from secondary sources. The author of this thesis (who is also the founder of the proposed Fashion company) now has a clear understanding of what is involved in setting up a fashion company in Nigeria- the opportunities and strengths. This has subsequently helped the author in structuring the necessary details needed in the business plan of the company which serves as a good starting point for F-Joy couture.

This business plan is meant to serve as a template to other fashion start-ups and or related establishments, which can be amended or altered to suit the business set-up. Even though some of the financial projections of the company might be unclear, the right template and source has been found to fix the projections. On the other hand, the author of this thesis assumes that the project-based research work has been successfully completed and the goals and objectives achieved.

Furthermore, the author have some recommendations that will help create a sustainable atmosphere in the Nigeria fashion industry. These include:

- Adoption of indigenous fabrics; for both corporate and cultural wears would be innovative and economical. "It will be a welcome development for the country at large, hence cheaper, modest and affordable.
- Provision of critical infrastructure; For the sector to be internationally competitive, government must, encourage local patronage, reduce smuggling, provide access to low funds and capacity building.
- Provision of textile machinery/equipment; for smooth and efficient production
- Putting up trade barriers to some extent against the foreign importers so our locals can prosper; More organizations must work with African countries' respective law centers and organizations like the African Cotton and Textile Industries Federation to build more institutional capacity in the region, identify key trade policy

issues that limit exports of textiles and apparel, and to advocate for reforms that liberalize trade within and outside the region

- Establishment of fashion courses/ program in the universities; if the government sees a need for the fashion industry locally, fashion industry becomes easy and marketable to convince the international market of our existence
- Supply chains and distribution networks; fashion industry needs to have various promotional efforts — traditional as well as digital, strategic initiatives of mutual benefit to stakeholders, and supply chains and distribution networks that connect and inspire creativity and innovation in order to develop

Startups in the Nigeria fashion industry need to understand these challenges and tackle them because if the gains are properly harnessed, the industry can become a major sector in the nation's economy; as GDP figures for Nigeria showed that the Fashion, Garment and Footwear industry contributed 0.47% (about N380bl), which is certainly a viable sub-sector that needs to be fully harnessed.

Nigerian government needs to collaborate more with the private sector in investments in the industry, e.g. provide financial incentives that encourage institutions to give credit for the purchase of new machineries, specialised fashion training, etc. Besides, the government needs to help by providing a proper technical and marketing infrastructure, and taking effective measures to enforce the ban on the importation of certain textile products, which is already in place. Finally, the government needs to create an enabling environment for the branding of Nigerian cotton and other textiles like multinational companies are doing for their own products.

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Appendices

Appendix 1. Memorandum of Association

FEDERAL REPUBLIC OF NIGERIA
COMPANIES AND ALLIED MATTERS ACT, 1990

COMPANY LIMITED BY SHARES

MEMORANDUM OF ASSOCIATION

OF

-
1. The name of the Company is:
 2. The Registered office of the Company will be situated in Nigeria.
 3. The Objects for which the Company is established are:
 - a.
 - b.
 - c.
 - d.
 - e.
 - f. To do all such other things as may be considered incidental or conducive to the attainment of the above objects or any of them.
 4. The Company is a private company.
 5. The liability of the members is limited by shares.
 6. The nominal share capital of the Company is ₦ _____ divided into _____ ordinary shares of ₦ _____ k each.

We, the several persons whose names and addresses are subscribed hereunder, are desirous of being formed into a Company in pursuance of this Memorandum of Association, and we respectively agree to take the number of shares in the capital of the Company set opposite our respective names.

NAMES, ADDRESSES AND DESCRIPTIONS OF SUBSCRIBERS	NO. OF SHARES TAKEN BY EACH SUBSCRIBER	SIGNATURES OF SUBSCRIBERS

Dated this _____ day of _____ 20 ____

Particulars of witness to the above signatures: -

Name of witness: _____

Address of witness: _____

Occupation of witness: _____

FEDERAL REPUBLIC OF NIGERIA
COMPANIES AND ALLIED MATTERS ACT, 1990

COMPANY LIMITED BY SHARES

ARTICLES OF ASSOCIATION

OF

.....

(PURSUANT TO SECTIONS 33 AND 34 OF THE COMPANIES AND ALLIED MATTERS ACT NO. 1, 1990)

The form and content of the Articles of Association of this company is in accordance with:

Part I (Public Company Limited by shares)

Part II (Private Company Limited by shares)

Part IV (Unlimited Company)

Respectively of Table "A" in schedule 1 of this Act, with additions, omissions or alteration as may be required in the circumstances.

NAMES, ADDRESSES AND DESCRIPTIONS OF SUBSCRIBERS	SIGNATURES OF SUBSCRIBERS

Dated this _____ day of _____, 20 _____

Particulars of witness to the above signatures: -

Name of Witness: _____

Address of witness: _____

Occupation of witness: _____

Appendix 2. Survey Questions used for gathering customer's insight

1 Gender:	▼
2 Please confirm your age range:	▼
3 What is your employment status?	▼
4 In which Nigerian state are you resident?	▼
5 What is your average level of income?	▼
6 How often do you shop for new clothes monthly?	▼
7 Why do you often buy new clothes?	▼
8 What do you look for when buying clothes? (choose according to preference from 1-5)	▼
9 What is your usual clothing size?	▼
10 How much do you spend on clothing per month?	▼
11 What is your favourite colour to wear?	▼
12 What is your favourite pattern to wear?	▼
13 Do you follow current fashion trends?	▼
14 What kind of fashion interests you most? (select all that is applicable)	▼
15 How important are the following features of a shopping experience to you?	▼
16 Indicate the frequency of where you shop for cloth at the following places.	▼
17 Do you mind making your cloth purchase outside your state of residence?	▼
18 How relevant are the following factors to you when choosing a clothing brand?	▼
19 From which channel did you always get fashion/brand info from?	▼
20 What type of buyer are you when it comes to brand products?	▼
21 Please nominate your favorite clothing brand in Nigeria below	▼

Appendix 3. Curriculum Vitae of the CEO: Omolara Odediran

Curriculum Vitae

Personal information

Name	OEDIRAN, Omolara Kemi
Address	Maininkitie 1 A 8
Postal Address	02320, Espoo. Finland.
Telephone	+358456*****
Email	omolarakemio@gmail.com
Nationality	Nigeria
Date of birth	23 June
Gender	Female
Marital status	Single

Work experience

Date	May 2016 – July 2016
Position held	Fashion Trainee- Digital marketer
Main activities and responsibilities	<ul style="list-style-type: none">- pattern making production for the Helsinki Pride week Collections- creatively designed some marketing materials suitable for social media post to pull traffic on social media platforms
Name and address of employer	AB Barevitch Oy Elosalamantie 4A 11, 02100 Espoo, Finland. 358 (0) 407692344
.....
Date	November 2014 – February 2015.
Position held	Awareness Personnel
Main activities and responsibilities	<ul style="list-style-type: none">-Carry out promotional voluntary work as part of work experience in marketing-Take active part in the English language and drama classes

Name and address of employer
 DRAMAWORKS Theatre Company
 1133, Hegedus Gyula Utca 50. 3/5
 Budapest, Hungary.
 Tel: (1) 339-4404, +36 (20) 316-7268

Date
 March- October 2014

Position held
 Stylist

Main activities and responsibilities
 - Dress making
 - Sewing and Confectionery

Name and address of employer
 Divine Rose Fashion Designs
 Ile-ife, Osun State
 Nigeria
 +2348063090930

Date
 January 2013- June 2013

Position held
 Production Assistant

Main activities and responsibilities
 - Making of Adire (African Fabrics)
 - Production of Tie and Dye

Name and address of employer
 My African Fabrics
 National Youth Service Corps
 Ogun State, Nigeria

Date
 December 2009- April 2012

Position held
 Receptionist

Main activities and responsibilities
 - prepares financial spreadsheet of the hostel
 - perform light bookkeeping tasks
 - verifying the hostel's occupants and observing (reporting) any unusual activities

Name and address of employer
 Fine Touch Hostel
 Obafemi Awolowo University, Ile-ife
 Off Ede Road, Osun State
 Nigeria.

Education and training

Dates
 January 2016 – December 2017

Degree awarded	Business Administration (in-view)
Principal subjects/skills	International Sales and Marketing
Name and type of organization providing education	Haaga- Helia University of Applied Sciences, Porvoo Campus. Finland.
.....
Dates	April 2015
Degree awarded	Entrepreneurship Appreciation
Principal subjects/skills	Business Basics and E-Commerce
Name and type of organization providing education	International Centre for Entrepreneurship McDaniel College, Bethlen Gabor 2 Budapest, Hungary.
.....
Dates	July 2013- October 2014
Degree awarded	Stylist
Principal subjects/skills	Dress Making, Sewing and Confectionery
Name and type of organization providing education	Divine Rose Fashion Designs Osun State, Nigeria
.....
Dates	July 2012- June 2013
Degree awarded	Skill Acquisition and Entrepreneurship Training
Principal subjects/skills	Adire, Tie and Dye
Name and type of organization providing education	My African Fabrics National Youth Service Corps Ogun State, Nigeria
.....
Dates	December 2007- October 2009
Degree awarded	Distinction
Principal subjects/skills	Computer Proficiency/Appreciation
Name and type of organization providing education	Ultra-Brains IT Professional Osun State, Nigeria
.....
Dates	September 2001- June 2007
Degree awarded	Secondary School Leaving Certificate
Principal subjects/skills	Social Science
Name and type of organization providing education	Holy Mountain College, Moniya, Ibadan, Oyo State National Examination Council, Nigeria

Other Certificate(s)	
Date	December 2014
Degree Awarded	Good and Competent User
Principal Subjects/Skills	English Language Proficiency
Name and type of organization providing education	Academic Module International English Language Testing System (IELTS)
Personal skills and competencies	
Principal language	English Language
Other language	Yoruba Language
understand/speak	Mother Tongue
/write	Finnish Language Beginner's level
Social skills	Good
Organizational skills	Excellent
Technical skills	Good
Computer skills	Good (MS Office Application)
Artistic skills	Good
Other skills	Strong and Hard working
Referees	
	Ali Roseline (Ms) Director of Training Divine Rose Fashion Designs, Ile-ife, Osun state, Nigeria. +2348063090930
	Sadiq Omowumi (Mrs) Instructor/ Trainer Skill Acquisition and Entrepreneurship Training My African Fabrics +2347066174769

Appendix 4. Business model canvas



Appendix 5. 12-month cash flow template

12 Month Cash Flow

Cash Flow (12 months)		Enter Company Name Here												Fiscal Year Begins: Jan-17	
	Pre-Startup EST	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Total Item EST	
Cash on Hand (beginning of month)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CASH RECEIPTS															
Cash Sales															
Collections fm CR accounts															
Loan/ other cash inj.															
TOTAL CASH RECEIPTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Cash Available (before cash out)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CASH PAID OUT															
Purchases (merchandise)															
Purchases (specify)															
Purchases (specify)															
Gross wages (exact withdrawal)															
Payroll expenses (taxes, etc.)															
Outside services															
Supplies (office & oper.)															
Repairs & maintenance															
Advertising															
Car, delivery & travel															
Accounting & legal															
Rent															
Telephone															
Utilities															
Insurance															
Taxes (real estate, etc.)															
Interest															
Other expenses (specify)															
Other (specify)															
Other (specify)															
Miscellaneous															
SUBTOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Loan principal payment															
Capital purchase (specify)															
Other startup costs															
Reserve and/or Escrow															
Owners' Withdrawal															
TOTAL CASH PAID OUT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Cash Position (end of month)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
ESSENTIAL OPERATING DATA (non cash flow information)															
Sales Volume (dollars)															
Accounts Receivable															
Bad Debt (end of month)															
Inventory on hand (eom)															
Accounts Payable (eom)															
Depreciation															

Notes on Preparation

Note: You may want to print this information to use as reference later. To delete these instructions, click the border of this text box and then press the DELETE key.

Refer back to your Profit & Loss Projection. Line-by-line ask yourself when you should expect cash to come and go. You have already done a sales projection, now you must predict when you will actually collect from customers. On the expense side, you have previously projected expenses; now predict when you will actually have to write the check to pay those bills. Most items will be the same as on the Profit & Loss Projection. Rent and utility bills, for instance, are usually paid in the month they are incurred. Other items will differ from the Profit & Loss view. Insurance and some types of taxes, for example, may actually be payable quarterly or semiannually, even though you recognize them as monthly expenses. Just try to make the Cash Flow as realistic as you can line by line. The payoff for you will be an ability to manage and forecast working capital needs. Change the category labels in the left column as needed to fit your accounting system.

Note that lines for "Loan principal payment" through "Owners' Withdrawal" are for items that always are different on the Cash Flow than on the Profit & Loss. Loan Principal Payment, Capital Purchases, and Owner's Draw simply do not, by the rules of accounting, show up on the Profit & Loss Projection. They do, however, definitely take cash out of the business, and so need to be included in your Cash plan. On the other hand, you will not find Depreciation on the Cash Flow because you never write a check for Depreciation. Cash from Loans Received and Owners' Injections go in the "Loan/ other cash inj." row. The "Pre-Startup" column is for cash outlays prior to the time covered by the Cash Flow. It is intended primarily for new business startups or major expansion projects where a great deal of cash must go out before operations commence. The bottom section, "ESSENTIAL OPERATING DATA", is not actually part of the Cash model, but it allows you to track items which have a heavy impact on cash. The Cash Flow Projection is the best way to forecast working capital needs. Begin with the amount of Cash on Hand you expect to have. Project all the Receipts and Paid Outs for the year. If CASH POSITION gets dangerously low or negative, you will need to pump in more cash to keep the operation afloat. Many profitable businesses have gone under because they could not pay the bills while waiting for money to flow in. Your creditors do not care about profit; they want to be paid with cash. Cash is the financial lifeblood of your business.

Appendix 6. Profit & loss projection

Profit and Loss Projection 1 yr

Profit and Loss Projection (12 Months)
 Enter your Company Name here

Fiscal Year Begins
 Jan-08

	IND. %	Jan-08	% B/A	Feb-08	%	Mar-08	%	Apr-08	%	May-08	%	Jun-08	%	Jul-08	%	Aug-08	%	Sep-08	%	Oct-08	%	Nov-08	%	Dec-08	%	YE ARL Y	%	
Revenue (Sales)																												
Category 1			-		-		-		-		-		-		-		-		-		-		-		-		0	-
Category 2			-		-		-		-		-		-		-		-		-		-		-		-		0	-
Category 3			-		-		-		-		-		-		-		-		-		-		-		-		0	-
Category 4			-		-		-		-		-		-		-		-		-		-		-		-		0	-
Category 5			-		-		-		-		-		-		-		-		-		-		-		-		0	-
Category 6			-		-		-		-		-		-		-		-		-		-		-		-		0	-
Category 7			-		-		-		-		-		-		-		-		-		-		-		-		0	-
Total Revenue (Sales)			0	0.0		0	0.0		0	0.0		0	0.0		0	0.0		0	0.0		0	0.0		0	0.0		0	0.0
Cost of Sales																												
Category 1			-		-		-		-		-		-		-		-		-		-		-		-		0	-
Category 2			-		-		-		-		-		-		-		-		-		-		-		-		0	-
Category 3			-		-		-		-		-		-		-		-		-		-		-		-		0	-
Category 4			-		-		-		-		-		-		-		-		-		-		-		-		0	-
Category 5			-		-		-		-		-		-		-		-		-		-		-		-		0	-
Category 6			-		-		-		-		-		-		-		-		-		-		-		-		0	-
Category 7			-		-		-		-		-		-		-		-		-		-		-		-		0	-
Total Cost of Sales			0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Gross Profit			0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-

Notes on Preparation

You may want to print this information to use as reference later. To delete these instructions, click the border of this text box and then press the DELETE key.

You should change "category 1, category 2", etc. labels to the actual names of your sales categories. Enter sales for each category for each month. The spreadsheet will add up total annual sales. In the "%" columns, the spreadsheet will show the % of total sales contributed by each category.

COST OF GOODS SOLD (also called Cost of Sales or COGS): COGS are those expenses directly related to producing or buying your products or services. For example, purchases of inventory or raw materials, as well as the wages (and payroll taxes) of employees directly involved in producing your products/services, are included in COGS. These expenses usually go up and down along with the volume of production or sales. Study your records to determine COGS for each sales category. Control of COGS is the key to profitability for most businesses, so approach this part of your forecast with great care. For each category of product/service, analyze the elements of COGS: how much for labor, for materials, for packing, for shipping, for sales commissions, etc.? Compare the Cost of Goods Sold and Gross Profit of your various sales categories. Which are most profitable, and which are least - and why? Underestimating COGS can lead to under pricing, which can destroy your ability to earn a profit. Research carefully and be realistic. Enter the COGS for each category of sales for each month. In the "%" columns, the spreadsheet will show the COGS as a % of sales dollars for that category.

GROSS PROFIT: Gross Profit is Total Sales minus Total COGS. In the "%" columns, the spreadsheet will show Gross Profit as a % of Total Sales.

OPERATING EXPENSES (also called Overhead): These are necessary expenses which, however, are not directly related to making or buying your products/services. Rent, utilities, telephone, interest, and the salaries (and payroll taxes) of office and management employees are examples. Change the names of the Expense categories to suit your type of business and your accounting system. You may need to combine some categories, however, to stay within the 20 line limit of the spreadsheet. Most operating expenses remain reasonably fixed regardless of changes in sales volume. Some, like sales commissions, may vary with sales. Some, like utilities, may vary with the time of year. Your projections should reflect these fluctuations. The only rule is that the projections should simulate your financial reality as nearly as possible. In the "%" columns, the spreadsheet will show Operating Expenses as a % of Total Sales.

NET PROFIT: The spreadsheet will subtract Total Operating Expenses from Gross Profit to calculate Net Profit. In the "%" columns, it will show Net Profit as a % of Total Sales.

INDUSTRY AVERAGES: The first column, labeled "IND. %" is for posting average cost factors for firms of your size in your industry. Industry average data is commonly available from industry associations, major manufacturers who are suppliers to your industry, and local colleges, Chambers of Commerce, and public libraries. One common source is the book Statement Studies published annually by Robert Morris Associates. It can be found in major libraries, and your banker almost surely has a copy. It is unlikely that your expenses will be exactly in line with industry averages, but they can be helpful in areas in which expenses may be out of line.

Appendix 7. Balance sheet projection

Balance Sheet (Projected)																			
Enter your Company Name here																			
		Beginning		Projected															
		as of mm/dd/yyyy		as of mm/dd/yyyy															
Assets																			
Current Assets																			
Cash in bank		\$ -		\$ -															
Accounts receivable		-		-															
Inventory		-		-															
Prepaid expenses		-		-															
Other current assets		-		-															
Total Current Assets		\$ -		\$ -															
Fixed Assets																			
Machinery & equipment		\$ -		\$ -															
Furniture & fixtures		-		-															
Leasehold improvements		-		-															
Land & buildings		-		-															
Other fixed assets		-		-															
(LESS accumulated depreciation)		-		-															
Total Fixed Assets (net of depreciation)		\$ -		\$ -															
Other Assets																			
Intangibles		\$ -		\$ -															
Deposits		-		-															
Goodwill		-		-															
Other		-		-															
Total Other Assets		\$ -		\$ -															
TOTAL Assets		\$ -		\$ -															
Liabilities and Equity																			
Current Liabilities																			
Accounts payable		\$ -		\$ -															
Interest payable		-		-															
Taxes payable		-		-															
Notes, short-term (due within 12 months)		-		-															
Current part, long-term debt		-		-															
Other current liabilities		-		-															
Total Current Liabilities		\$ -		\$ -															
Long-term Debt																			
Bank loans payable		\$ -		\$ -															
Notes payable to stockholders		-		-															
LESS: Short-term portion		-		-															
Other long term debt		-		-															
Total Long-term Debt		\$ -		\$ -															
Total Liabilities		\$ -		\$ -															
Owners' Equity																			
Invested capital		\$ -		\$ -															
Retained earnings - beginning		-		-															
Retained earnings - current		-		-															
Total Owners' Equity		\$ -		\$ -															
Total Liabilities & Equity		\$ -		\$ -															

Notes on Preparation

You may want to print this information to use as reference later. To delete these instructions, click the border of this text box and then press the DELETE key.

Projecting your balance sheet can be quite a complex accounting problem, but that does not mean you need to be a professional accountant to do it or to benefit from the exercise. The desired result is not a perfect forecast, but rather a thoughtful plan detailing what additional resources will be needed by the company, where they will be needed, and how they will be financed. Using your last historical balance sheet as a starting point, project what your balance sheet will look like at the end of the 12 month period covered in your Profit & Loss and Cash Flow forecasts. How will the year's operations affect assets, debts and owners' equity? For example, if you are planning significant sales growth in the coming year, go through the balance sheet item by item and think about the probable effects of assets.

Ex. ASSETS: Inventory and Accounts Receivable will have to grow. New equipment may be needed for increased production. You may draw down on cash to finance some of this.

Now, since a balance must balance, you need to consider the effects on the other half of the statement, liabilities and equity.

Ex. LIABILITIES & EQUITY: Some of the growth may be financed by profits retained in the business as Retained Earnings. Your Profit & Loss Projection will tell you how much might be available from that source. Funds may be contributed by the owners through contributions of more Invested Capital or loans to the company (Notes Payable to Stockholders). Suppliers may provide some of the financing via increased Accounts Payable. The rest will have to be financed by borrowing, which can be: Short term loans (due within 12 months) such as a line of credit or by Long Term Debt (maturity greater than 12 months).

Technical Tips:

1. Your firm's balance sheet no doubt has more lines than this template. For clarity and ease of analysis, we recommend you combine categories to fit into this compressed format.
2. As always for projections, we recommend that you condense your numbers. Most people find it useful to express the values in thousands, rounding to the nearest hundred dollars; for example, \$11,459 would be entered as 11.5.
3. In the Fixed Assets section, the "LESS accumulated depreciation" figure is the total of all depreciation accrued over the years on all fixed assets still owned by the company. Be sure to enter it as a negative number so the spreadsheet will subtract it from Total Fixed Assets.
4. In Owners' Equity, "Retained Earnings-Beginning" is retained earnings as of the last historical balance sheet or the end of the last fiscal year. "Retained Earnings-Current" is net profit for the period of the projections, less any owner's draw (for partnerships and proprietorships) or dividends paid (for corporations).

Appendix 8. 12-month Sales Forecast



Sales Forecast (12 Months)

Enter your Company Name here

	12-month Sales Forecast												Sales History				
	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Annual Totals	Current Month Ending m/myy	2015	2014	2013
Cat 1 units sold													0				
Sale price @ unit																	
Cat 1 TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cat 2 units sold													0				
Sale price @ unit																	
Cat 2 TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cat 3 units sold													0				
Sale price @ unit																	
Cat 3 TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cat 4 units sold													0				
Sale price @ unit																	
Cat 4 TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cat 5 units sold													0				
Sale price @ unit																	
Cat 5 TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cat 6 units sold													0				
Sale price @ unit																	
Cat 6 TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cat 7 units sold													0				
Sale price @ unit																	
Cat 7 TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Monthly totals:	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Notes on Preparation

You may want to print this information to use as reference later. To delete these instructions, click the border of this text box and then press the DELETE key.

Forecasting sales of your product or service is the starting point for the financial projections. The sales forecast is the key to the whole financial plan, so it is important to use realistic estimates. Divide your projected monthly sales into "Categories", which are natural divisions that make sense for your type of business. Typical categories might be: product lines, departments, branch locations, customer groups, geographical territories, or contracts. Enter the actual category names in the first column, replacing the existing "cat.1, cat.2", etc. Enter annual sales, by category, in the four "Sales History" columns on the right side of the sheet. (Startup businesses may delete this section.) Study your past sales records in detail. Note seasonal or other periodic fluctuations; determine what caused them and when they are expected to recur. Be sure to build these fluctuations into your projections for the coming year. You may forecast sales in dollars using the rows labeled "Total". Or, if you prefer, you may enter sales in units, then indicate the sales price per (@) unit, and the spreadsheet will automatically calculate the dollar sales volume.

Appendix 9. Sample F'Joy designs

