



Youthalize Development Group



**Youthalize
Development Group
(YDG)
STRATEGY**

STRATEGIC PLAN

2023 - 2027

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1. FORWARD

The goals and strategic axes for Youthalize Development Group's (YDG) five-year strategy (2023-2027) and operational plan (2023-2027) are contained in this paper.

Through the involvement from a number of stakeholders and YDG partners, YDG used its local and regional networks to generate this document in an inclusive and participatory manner.

This paper, called "the five-year strategy (2021-2025)", is a strategic vision that suggests a coordinated approach of YDG interventions in promoting Youth Development giving them the skills, voice, and opportunities to contribute to society. The result of this reflection constitute entry points for an advocacy towards Youth Mobilisation, hence the name Youthalize, as a response to alleviating the negative impacts of the current socio-economic challenges on young people.

This Strategy was validated by the YDG Board.

YDG EXECUTIVE MANAGEMENT TEAM



Youthalize Development Group

2. EXECUTIVE SUMMARY

Traditional economic models have failed to create alternatives that effectively combat the poverty, inequality and underdevelopment that plague the countries of Africa and the Global South. Youth comprise 17% of the world's population and 40% of the world's unemployed according to the International Labour Organization.

Africa has the youngest population in the world, with more than 400 million young people aged between 15 to 35 years. The United Nations defines youth as people aged 15 to 24 years, and in 2015, they constituted 19% of the global youth population. The youth population in Africa is expected to increase by 42% by 2030, and reach nearly a billion by 2050. The large youth population is an opportunity and a challenge for the continent's development

Youth Development is essential to helping the youth of South Africa succeed in life. There are far more prospective workers than there are jobs available for them, and many youth are not able to afford to study further and become more specialised.

YDG has, since its inception, aimed to counter these forces by creating projects and programmes that aim to promote and mobilize Youth Development through people-centred sustainable development, while also serving as a 'think-tank' for progressive alternative models of social and economic transformation.

We believe that YDG's considerable collective experience, track record, and our ability to source relevant skills and expertise, positions our organisation as one with important strategic value and potential as a change agent for progressive social transformation, specifically amongst youth. YDG supports ICT Opportunities for Youth Development in South Africa

For many youth, finding a way to sustain themselves and their current or future families through some kind of employment or livelihood is a top priority. The youth population also tends to be very aware of the potential of ICTs to support them in their own development and search for livelihood as they transition into adulthood.

Youth Unemployment Rate in South Africa decreased to 61.40 percent in the second quarter of 2022 from 63.90 percent in the first quarter of 2022. source: Statistics South Africa 3Y 10Y

The potential for ICTs to support youth development is significant in theory, but many youth around the world still face barriers when it comes to ICT access and effective use of these tools. At YDG we have prioritised Youth Development in the ICT Sector as a Strategic Imperative.

The YDG has two principal objectives; to support young women and men to be:

- (i) productive and economically empowered so as to contribute to the development of their societies; and

(ii) engaged and responsible, in order to embody and embrace leadership.

The YDG has three interlinked strategic pillars, Education, Economic Empowerment and Engagement. These pillars aim to empower youth to take action and responsibility in driving growth and adding value to the economic and social development of their communities.

Strategic Framework 2027

On the foundation of “Youth Development and Mobilization” YDG developed a strategic framework of three key pillars and three cross- cutting issues.



Education: The Strategy recognises the importance of education and training, including technical and entrepreneurial training. This pillar describes how YDG will address youth education through its operations and projects in economic and social infrastructure and inclusive social development.

Economic empowerment: Forward-looking government policies are required to ensure that youth are sufficiently adaptable to benefit from the economic empowerment opportunities offered by technological progress. The ability of South Africa to harness the opportunity of ‘demographic dividend’ depends on their capacity to create jobs, transform their economies, invest in human capital and develop the private sector. This pillar describes how YDG will address youth economic empowerment through its programs in economic and technical infrastructure, and inclusive social development and through the local value chains.

Engagement: Youth in South Africa should be fully engaged in shaping the changes that are affecting them. YDG will look at different strategies towards developing mechanisms to promote an enabling environment for youth engagement.

3. INTRODUCTION

To achieve our strategic objectives, YDG engages in a range of activities that include research on critical issues of economy and society; youth development strategies, social innovation and entrepreneurship, and a number of other strategic projects.

Addressing youth development issues is an enormous yet essential undertaking. The YDG suggests a focused yet comprehensive approach to making our interventions more impactful and capable of achieving the desired outcomes. If properly implemented, the strategy has the potential to change the lives of many of youth in South Africa through positive and constructive interventions aimed at creating a productive population of future leaders in businesses, communities and economies.

4. BACKGROUND

The lack of employment, a combination of demographic and structural factors have created a demographic ‘bulge’, particularly in less developed countries. Furthermore, youth poverty is a major source of social unrest. Migration is also being prompted by poverty and conflict, with young people moving out of their countries in search of better opportunities. The gaps are most pronounced in young people’s access to education, economic opportunities and engagement.

If countries are to succeed in achieving the Sustainable Development Goals (SDGs), and leave no one behind in the process, governments must seek active, substantive and inclusive engagement of young women and men from diverse backgrounds in the development of their communities and countries. Youth involvement in the new global development agenda will be crucial as sixty-five out of the 169 SDG targets reference young people explicitly or implicitly, with a focus on empowerment, participation and/or wellbeing. There are 20 youth-specific targets spread over six key SDGs. To achieve SDG 8 “promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”, 6 a target was set: “by 2030, to achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value”, and “by 2020, substantially reducing the proportion of youth not in employment, education or training”.

Box 1. SDG indicators of relevance to youth

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

8b. By 2020, develop and operationalize a global strategy for youth employment and implement the ILO Global Jobs Pact. By 2020, substantially reduce the proportion of youth not in employment, education or training.

South Africa appears to be in the grip of multiple crises. The worst of these is the economic crisis: the worst level of unemployment since records were kept; Youth unemployment in South Africa is a serious and persistent problem; several successive years of low growth that has led to deepening poverty and inequality; falling investment; dysfunctional state enterprises that are meant to play a pivotal role in transport, energy and international trade.

YDG's primary purpose is to offer progressive alternatives to social and economic transformation. Towards this objective, YDG primary focus will be the development of youth through skills development and entrepreneurship.

5. Strategic Response

Youth enterprises and youth entrepreneurship in South Africa is very low. One reason for low levels of entrepreneurship is due to apartheid and impeding opportunities for the majority of the population in the past. The ruling government before 1994 appropriated funds unfairly. Black schools received less resources than white schools. The schools were not adequately maintained, infrastructure was not upgraded and the learners did not receive the necessary quality education that was needed. A study conducted by Altman (2007) found that low level of entrepreneurship among Africans are because the youth did not grow up in a home where there were business people who understood market opportunities. Majority of youth in South Africa are Africans, therefore it is critical that the necessary time and resources are allocated to correct the effects of apartheid.

Challenges for youth enterprise development in South Africa are:

Low level of GDP growth — Good sustainable economic growth would insure an increase in demand for labour, more public merit goods and other positive externalities such as more schools, more hospitals and better educated people. Better educated people enhance economic growth by being more effective, productive and contributing to long term aggregate supply. As the economy grows over the years, entrepreneurial activities will increase, especially among the youth.

South Africa's economy has grown at an average rate of around 2% over the last 10 years. This means at the current average, the economy will take 50 years to twofold. Growth is too slow and does not have the necessary effect on job creation, especially among youth. There are many reasons why South Africa's economic growth rate is poorer than other developing countries but the point is that slow economic growth is bad for youth enterprise development and employment.

Low levels of youth economic participation — youth involved in early stage entrepreneurial activity is disappointingly low. 6.3% for the age group 18–24 and 10.9% for the age group 25–34 years. From 2013

to 2015, the number of people involved has decreased. For example, for the age group 25–34, the percentage has decreased from 14.1% to 10.9%. Fewer women were involved in entrepreneurial activities. This is normally the result of lower education levels and lack of critical expertise.

The youth unemployment rate can be seen as a factor explaining why entrepreneurs are not created. Global Entrepreneur Report for South African found that the majority of people who started businesses were employed. Unemployed people do not get the necessary skills and training to empower them to start a business. This is worrying when the persistent high youth unemployment rate is considered. Another reason for the low entrepreneurial activity is due to insufficient allocation of resources over the past few years.

Lack of managerial, technical and entrepreneurship skills — As a result of apartheid and depreciating levels of education, the youth educational levels in South Africa are very low. Low level of youth entrepreneurship is because young people are not exposed to business activities from a young age.

6. Vision | Mission | Values

6.1. Vision

Our vision is to provide continuous value-added, cost effective and innovative services in the cellphone, laptop, and electronics space in South Africa and Africa.

6.2. Mission

Our mission is to provide fast, reliable, and affordable mobile device repair services to individuals and businesses across the country. We strive to be a trusted and dependable partner to each of our clients, providing personalised services and attention to detail, while delivering the highest quality results.

6.3. Values

Our values include the following:

- S Social entrepreneurship
- P Professional
- R Relationship building
- I Inspiring
- N Nation building
- T Technology driven

7. Value Proposition

Cell phones, laptops and electronics are a vital commodity that nearly virtually everyone owns. These electronic tools enable people to keep in touch with each other, the media, social media, and access to information. This is one of the reasons why there has been increasing emergence of cell phone, laptop, and electronics companies.

These technology development companies are highly innovative and evolving making sure that they come up with the best technology options for all those who buy their brand. There are times when phones, laptops and electronics pose a challenge.

Our value proposition is to train black youth, woman, and persons with disabilities to repair cellphones, laptops, and electronics. We aim to build the township economy by economy by displacing foreign owned shops with locals to economically emancipate our local communities and build thriving local economies.

We aim to establish relevant training workshops and facilities where the youth, women and persons with disabilities can learn these much-needed skills and competencies to become economically independent. We aim to equip each student with the necessary accreditation and certification, supply a basic tool kit, find centres of excellence where they can set up shop and advance their business aspirations.

We will provide basic financial, marketing, business, and other relevant skills to equip the students to be confident in the business environment. We aim to provide an incubation service to extend hand holding during the training to commercialisation phase to develop confidence and nurturing.

4. PRODUCTS AND SERVICES

We offer the following products and services:

4.1. Business Proposition

4.2. Products and Services

We offer a comprehensive Training Course that teaches you how to repair broken smartphones, tablets, laptops, electronics, screen repairs, water damage, battery replacement, cosmetic damage repairs, glass digitisers, LCDs, data ports, headphone jacks, Wi-Fi flex cables and more. It also covers unlocking solutions, network concepts and data recovery methods for smartphones.

4.3. Why Offer These Products and Services

This is a national programme that aims to build citizen-owned cellphone repairers and create jobs in local communities. It is a four-month short skills programme open to South African youth, women, and persons with disabilities, and is accredited with MICT SETA.

4.4. Our Differentiation

4.5. Marketing Our Products and Services

This section provides an overview of the market and how we envisage penetrating the market and gaining market share.

4.6. Industry Overview

Cell phones, laptops and electronics are used for several purposes; basically, people make use of cell phone to keep in touch with their family members and friends and for conducting their businesses et al. Some individuals own more than one cell phone, laptop or electronic device which is used for different purposes, for example business or personal use.

Companies that operate in this industry include physical cell phones repair stores (brick-and-mortar stores) which allow customers to bring in their cell phones for repair and virtual cell phones repair stores (online cell phones repair stores) which allow customers to mail in devices that need repairs.

The Cell Phones, Laptop and Electronics Repair Services industry is an open industry hence a low level of market share concentration. Even though large multiservice agencies operate in the industry, revenue is also spread among thousands of small firms and freelancers.

4.7. Current Statistics

According to Snupit, a website that connects customers with local service providers, there are 82 verified cellphone repair shops in Johannesburg. The top ten cellphone repair shops are listed as follows:

- SUS Repairs
- Cell Wiz Trading Pty Ltd
- Kratos Fone Fix

- En-Tech
- Dadala Group Pty Ltd
- Tech Players Pty Ltd
- Zama Mobile
- Smartlap
- Cell C.

According to WeFix, a company that specializes in repairing smartphones, tablets, laptops, and other gadgets, they have over 480 outlets nationwide, including in Johannesburg. According to Vodacom, a leading mobile network operator in South Africa, they offer repair services for their customers at over 480 points nationwide, including all Vodacom Repairs, Vodacom Shops and Vodacom 4u stores³. You can find the nearest Vodacom repair point to you on their website³.

According to Samsung, a global leader in consumer electronics, they have over 100 authorised support centres across South Africa that can help you with your Samsung devices. You can find the nearest Samsung support centre to you on their website. Based on these results, it seems that there are hundreds of cellphone repair shops in South Africa and Johannesburg.

However, this is not an exact number, as there may be other cellphone repair shops that are not listed on these websites. However, these repair shops are rarely located in townships. Customers therefore must travel great distances to seek repair services.

5. MARKETING PLAN

The marketing plan outlines how the business will promote the Cellphone Repair Training Business to our target audience. It covers our goals, strategies, tactics, budget, and metrics.

Strategy

- Communicate with our customers through direct messaging which essentially yield better results than targeting a multiple client base via social media.
- The township economy can be done hand in glove with Gauteng Propeller and Gauteng Economic Development Department. Customers can be addressed directly, which provide a more human touch to the conversation, personalise the experience for them, and one can always check back in with them through it.

- Deliver compelling emails and text messages to your customers to pull them back through your doors. One of the benefits of using email and text messaging is that it makes retargeting more effective.
- Improving our business' online presence has a significant impact on your business.
- Marketing automation helps to schedule follow-up messages, inform our customers of any changes to their repairs, and promote your business better for a sizable audience.
- Announce contests, give them discounts, and insert keywords into our messages to create more impact.
- Create polls on LinkedIn to survey their needs and aspirations of young entrepreneurs to entice them to the training programme.

5.1. Market Size

According to a report by Research and Markets, the South African mobile phone market is expected to grow at a compound annual growth rate (CAGR) of 4.1% from 2020 to 2025. It is predicted that the demand for mobile phone repair services will sharply increase given the high cost of new cellphone devices. The regular occurrence of damage and malfunction, along with the lack of warranty coverage for many users, contributes to this rise in demand. The mobile phone repair service market in South Africa was valued at USD 285.71 million in 2019 and is projected to reach USD 360.71 million by 2025.

Key players in the mobile phone repair service market in South Africa, such as Cell C, MTN Group, Vodacom Group, Telkom SA, Cell Phone Tech, Nishe Institute, etc. according to Statista, the number of smartphone users in South Africa was 25.51 million in 2019 and is expected to increase to 29.91 million by 2023. The current smartphone penetration rate in South Africa was 44.6% in 2019 and is expected to increase to 51.6% by 2023.

5.2. Target Market

The target market for our business will be black woman, youth, and persons with disabilities. A special focus will be placed on school leaving individuals who cannot find jobs in the formal economy and lack further training and skills development, to enable them to become self-sufficient entrepreneurs.

Our target market will comprise the following:

- Black women, youth, and persons with disabilities who are school leavers that cannot be absorbed into the formal economy.
- Mobile device distributors and repairers who want to join a professional training provider that provides them with training, accreditation, support, and networking opportunities.

- Mobile device users who want to access reliable and affordable repair services from SAMDDRA members.
- Mobile device manufacturers and network operators who want to partner with SAMDDRA to improve the quality and sustainability of the mobile device industry in South Africa.

5.3. Target Market Commonality

The target market players generally have the following in common:

- They are interested in learning how to fix various types of cellphones, such as smartphones, feature phones, tablets, etc.
- They have a basic understanding of the GSM network and basic electronics, such as electronic components, circuitry, test equipment, etc.
- They have access to the proper tools and equipment for repairing cellphones, such as screwdrivers, tweezers, pliers, multi-meter, battery booster, hot-air station, soldering iron, microscope, magnifying glass, computer, flasher box, etc.
- They are enrolled in a cellphone repair training course or programme that is accredited by MICT SETA (Media, Information and Communication Technologies Sector Education and Training Authority) or a similar authority.
- They can start their own cellphone repair business or work as a cellphone repair technician in an existing business after completing their training.

5.4. Target Market Size

Table 1 below lists the current number of cellphone repair students enrolled throughout the country. According to a report by SAMDDRA (South African Mobile Devices Distributors and Repairers Association), their national cellphone repair training programme is open to 10,000 South African youth and runs for a period of 4 months annually. Given that offer one programme per year, it implies they train 10,000 students per year in South Africa. The number of cellphone repair students in Gauteng is 0.26% of the total number of students in the province, which is 6,760 students.

Table 1: Number of Cellphone Repair Students Countrywide

Province	Number of Students
KwaZulu-Natal	2.8 million

Gauteng	2.6 million
Eastern Cape	1.8 million
Western Cape	1.1 million
Limpopo	1.6 million
Mpumalanga	1 million
Northwest	0.8 million
Free State	0.7 million
Northern Cape	0.2 million

5.5. Customer Base

- Who are your current customers?
- Where did they come from (i.e., referrals)?
- How can their experience with your cell phone repair business help make them repeat customers, consumers, visitors, subscribers, or advocates for other people in their network or industry who might also benefit from using this service, product, or brand?

5.6. Product and Services Description

- How does it work, what features does it have, and what are its benefits?
- Can anyone use this product or service regardless of age or gender?
- Can anyone visually see themselves using this product or service?
- How will they feel when they do so? If so, how long will the feeling last after purchasing (or trying) the product/service for the first time?

5.7. Competitor Analysis

- Which companies are competing with yours today (and why)?
- Which ones may enter competition with yours tomorrow if they find out about it now through word-of-mouth advertising; social media networks; friends' recommendations; etc.)

- What specific advantages does each competitor offer over yours currently?

Samsung has the largest market share in cellphone repairs in South Africa, followed by Apple and Huawei. According to Statista, Samsung leads the mobile device market in South Africa with a market share of around 48% as of April 2023. Apple ranked second with a share of around 19%, closely followed by Huawei in third position. According to GITNEX, cell phone repair businesses are expected to generate \$1.3 billion in wages in 2022, with a market growth rate of 0.9%. The most common types of repairs are screen replacement, battery replacement, and button and jack replacement.

According to GII Research, the global smartphone repair market is bifurcated into screen repair and replacement, battery repair and replacement, button and jack repair and replacement, camera and sensor repair and replacement, and others. Currently, the screen repair and replacement segment dominate the market, with more than 65% share.

5.8. Marketing Channels

- Which marketing channel do you intend to leverage to attract new customers?
- What is your estimated marketing budget needed?
- What is the projected cost to acquire a new customer?
- How many of your customers do you instead will return?

5.9. Marketing Segmentation

- Demographic Segmentation – based on gender, age, occupation, marital status, income, etc.
- Geographic Segmentation – based on country, state, or city of residence. Local businesses may even segment by specific towns or counties.
- Technographic Segmentation – based on preferred technologies, software, and mobile devices.
- Psychographic Segmentation – based on personal attitudes, values, interests, or personality traits.
- Behavioural Segmentation – based on actions or inactions, spending/consumption habits, feature use, session frequency, browsing history, average order value, etc.

6. OPERATIONAL PLAN

The operational plan set out here describes the type of business we envisage running, and includes the steps involved in our operations.

6.1. Buildings and Equipment

The business will require facilities and equipment. Buildings will be needed to provide training services. Workspaces, benches, and seating will need for students. Ablution facilities for male and females would be needed. Electricity and running water will be required for human and equipment needs.

The following equipment will be necessary:

- A laptop or desktop computer to diagnose and repair cell phones.
- Specialized tools such as screwdrivers, soldering iron, pliers, etc.
- Replacement parts for cell phones such as screens, batteries, and speakers.
- Cell Phone Repair manuals and technical reference materials.
- A multi-meter, a battery booster and other test equipment for measuring and diagnosing electrical components and circuits.
- A hot-air station, a soldering iron and other soldering tools for repairing and replacing faulty or damaged parts on the motherboard.
- A microscope, a magnifying glass and other optical tools for inspecting and identifying small or delicate components.
- A computer, a flasher box and other software tools for unlocking, flashing, formatting and recovering data from cellphones.
- A LCD separator machine, a UV glue remover and other specialized tools for repairing broken glass digitizers and LCD screens.
- A cleaning kit, a dust blower and other hygiene tools for removing dust, dirt and liquid from cellphones.
- Consumables such as spare parts, batteries, chargers, cables, SIM cards, memory cards, etc. depending on the type and model of cellphones repairing.

6.2. Operations Team

The following operational team will enable the effective and efficient running of the day-to-day operations. The team members will typically include the following skills:

- Manager
- Marketing officer
- Training Facilitators
- Safety officer
- HR and Administration
- SETA Accreditation facilitator.

6.3. Location

6.4. Financial Requirements

6.5. Key Performance Indicators

6.6. Permits

6.7. Supplies

Supplies needed to run a Cell Phone Repair business include the following:

- Protective gear such as safety glasses and gloves
- Protective cases for customers' devices
- Isopropyl alcohol and cleaning cloths

7. MANAGEMENT AND TEAM STRUCTURE

The second part of your cell phone repair business plan is to develop a management and organization section. This section will cover all of the following:

- How many employees you need to run your cell phone repair business. This should include the roles they will play (for example, one person may be responsible for managing administrative duties while another might oversee customer service).
- The structure of your management team. The higher-ups like yourself should be able to delegate tasks through lower-level managers who are directly responsible for their given department (inventory and sales, etc.).
- How you're going to make sure that everyone on board is doing their job well. You'll want check-ins with employees regularly, so they have time to ask questions or voice concerns if needed; this also gives you time to offer support where necessary while staying informed on how things are going within individual departments too!

Figure 1: Group and Subsidiary Structure

8. FINANCIAL COSTS

This section should be broken down by month and year. If you are still in the planning stage of your business, it may be helpful to estimate how much money will be needed each month until you reach profitability.

Typically, expenses for your business can be broken into a few basic categories:

8.1. Startup Cost

Startup costs are typically the first expenses you will incur when beginning an enterprise. These include legal fees, accounting expenses, and other costs associated with getting your business off the ground. The amount of money needed to start a cell phone repair business varies based on many different variables, but below are a few different types of startup costs for a cell phone repair business.

8.2. Operating Costs

Running costs refer to ongoing expenses related directly with operating your business over time like electricity bills or salaries paid out each month. These types of expenses will vary greatly depending on multiple variables such as location, team size, utility costs, etc.

8.3. Marketing Costs

You should include any costs associated with marketing and sales, such as advertising and promotions, website design or maintenance. Also, consider any additional expenses that may be incurred if you decide to launch a new product or service line. For example, if your cell phone repair business has an existing website that needs an upgrade to sell more products or services, then this should be listed here.

8.4. Training Costs

This is a four-week intermediate course that covers topics such as GSM network, basic electronics, mobile phone schematic diagrams, physical and liquid damage detection, data transfer and recovery, etc. The course costs R12 500 (Incl. VAT) and is accredited with MICT SETA.

9. FINANCIAL PLAN AND PROJECTIONS

A financial plan is an important part of any business plan, as it outlines how the business will generate revenue and profit, and how it will use that profit to grow and sustain itself. To devise a financial plan for your cell phone repair business, you will need to consider a number of factors, including your start-up costs, operating costs, projected revenue, and expenses.

Here are some steps you can follow to devise a financial plan for your cell phone repair business plan:

- **Determine your start-up costs:** This will include the cost of purchasing or leasing the space where you will operate your business, as well as the cost of buying or leasing any equipment or supplies that you need to start the business.
- **Estimate your operating costs:** Operating costs will include utilities, such as electricity, gas, and water, as well as labour costs for employees, if any, and the cost of purchasing any materials or supplies that you will need to run your business.
- **Project your revenue:** To project your revenue, you will need to consider the number of customers you expect to have and the average amount they will spend on each visit. You can use this information to estimate how much money you will make from selling your products or services.
- **Estimate your expenses:** In addition to your operating costs, you will need to consider other expenses, such as insurance, marketing, and maintenance. You will also need to set aside money for taxes and other fees.
- **Create a budget:** Once you have estimated your start-up costs, operating costs, revenue, and expenses, you can use this information to create a budget for your business. This will help you to see how much money you will need to start the business, and how much profit you can expect to make.

- Develop a plan for using your profit: Finally, you will need to decide how you will use your profit to grow and sustain your business. This might include investing in new equipment, expanding the business, or saving for a rainy day.

10. APPENDIX

The following appendices are attached:

- Appendix Advertising material
- Blueprints and plans, as well as maps and photos of locations
- A list of equipment you already have or still need to buy.
- Letters of support from customers who have already tested your product/service
- Detailed financial calculations and projections