



Dunia

*The Sustainable Design Company*



BUSINESS PLAN 2019



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# DUNIA - THE SUSTAINABLE DESIGN COMPANY

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## 1. EXECUTIVE SUMMARY

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Dunia Designs seeks to advance our cradle-to-cradle economy, benefiting people and the environment with a range of high-quality home and lifestyle products made from recycled plastic. The enterprise uses reconstituted plastic lumber (Greenwood) made from waste plastic found in the street as a replacement for wood in our furniture, decking and construction materials. In this way, Dunia Designs contribute to: reduction in environmental degradation; increased employment in the green economy; and education to communities and consumers.

To date, the enterprise has relied on Greenwood from suppliers in Mwanza, western Tanzania to supply their workshop in Arusha. Relying on 'in-flow intrusion moulding', this method is dated and slow compared with the newer streamlined extrusion processes. There is a recognition that employing new technology and bringing the process in-house will allow the company to drive forward expansion in a safer, cleaner and more sustainable way.

### 1.1 Mission statement:

To reinvent how people build and furnish their homes, by providing access to environmentally friendly, high-quality, stylish products and promote a circular economy.

The aim of Dunia Designs is to close the loop between production and waste, making consumers active participants in environmental protection by giving a second life to waste plastics. In this way, the enterprise is helping consumers to strike a key balance between lifestyle quality and sustainability. By tapping off waste plastic and feeding it back into the global demand for home and lifestyle products, Dunia Designs contribute to a reduction in both forest depletion and plastic waste.

Dunia Designs is working at the forefront of innovation into plastic recycling and changes in consumer choices. By offering high-quality desirable products, the enterprise is tapping into the burgeoning market of socially responsible consumers. In the four years since its inception, the enterprise has proved the concept of a market-based solution towards environmental protection and genuinely sustainable consumer behaviors.

The enterprise is ideally positioned to take advantage of commitments by the international community and African Governments to establish policies and create programmes that are geared towards a plastic-free continent. The UN 'Beat Plastic Pollution' campaign has for example begun to mobilise the continent to come together and clean up plastics in land and water ecosystems. Africa stands out as a continent where most countries have adopted a total ban on the production and use of plastic bags. In recent weeks, Tanzania became the latest addition to a list of 25 African countries that have banned plastic bags.

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Ultimately, the mission of Dunia Designs is directly aligned with UN Sustainable Development Goal (SDG) 12 to: “ensure sustainable consumption and production patterns”. It addresses the global challenge to integrate environmental sustainability with economic growth and welfare by decoupling environmental degradation from economic development. Specifically, Dunia Designs is guided by SDG Target 12.5 which is: “By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.”

## **1.2 Vision Statement:**

Our vision is to create a world filled with wood-free furniture, where recycled plastic has taken its place.

## 2. OPPORTUNITY

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### 2.1 Problem Definition:

Furniture buyers do not have access to environmentally-friendly alternatives that would allow them to make conscious purchases without sacrificing quality and style.

There is a global commitment to SDG #12 - Sustainable Consumption and Production. Specific Targets/Indicators SDG #12:

- a) Implement the 10-year program framework on sustainable consumption and production globally.
- b) By 2030, substantially reduce waste generated through prevention, reduction, recycling and reuse.
- c) Support developing countries to strengthen their capacity to move towards more sustainable patterns of consumption and production:

However, the problem remains:

#### 1. Resource depletion (forests to lumber):

- Global furniture sales alarmingly account for the equivalent of the total economic output of Norway; 12,000 US dollars every second. All those pieces of furniture require enormous amounts of trees.
- Globally- we cut down 15 billion trees a year, 6 billion of these are used in construction and furniture, just under half this figure felled in Africa.

#### 2. Population growth:

- Globally - The world's population is at crisis point, forecast to rise to 9.7 billion by 2050 (from 7.7 billion currently).
- Sub-Saharan Africa – 1.3 billion with forecast to quadruple in 90 years.

#### 3. Plastic production:

- Globally - 300 million tons of plastic are produced annually, only 9% of total production has been recycled since 1950.

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- 400 million tons of plastic products are produced every year (half of which is for single use only).
- 8 million tons of plastic ends up in oceans annually, polluting water & damaging marine life.
- Sub-Saharan Africa - now one of the fastest growing markets for plastic goods and machinery in the world.
- Downstream, this creates water, land and air pollution. In Sub-Saharan Africa, 80- 90% of waste is either burnt, causing air pollution, or thrown into waterways used for drinking, washing, cooking and bathing. Ultimately, the combined impact is:

Decline in human health.

Increased CO2 emissions.

## 4. Unsustainable consumer practices due to lack of choice.

## 2.2 Value Proposition:

### Solution Summary:

Dunia Designs - The Sustainable Design Co. addresses the challenge of plastic pollution by providing furniture buyers with high-quality, stylish, environmentally-conscious alternatives; eliminating the need for wood-based furniture and making use of the plastic that is polluting our environment.

Dunia (Earth in Swahili) Designs exponentially advances a cradle to cradle economy, benefiting people and the environment by sustainably designing a wide range of home and lifestyle products with 90-100% recycling plastics.

We are an enterprise is passionate about the creation of a circular economy. The enterprise is strongly influenced by its commitment to sustainability through their Four E's.

- **Environment** – cleaning the environment of unwanted plastics captured and collected from marine and land sources.

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- **Employment** – employing and upskilling local people in the entire process of waste management, from collection and processing to production and sales.
- **Education** – providing tours of recycling facilities and educational talks to teach students, consumers and visitors the importance of recycling and the second life of plastic.
- **Enterprise** – leading the industry in the design and production of high-quality products made from recycled materials.

## **Achievements:**

1. Since Dunia's conception, production reports plus cumulative, projected figures show us that, by the end of 2019, we will have collected 560 metric tonnes of plastic waste.
2. We have reduced CO2 emissions of 130,000 Kgs per annum (PA).
3. Simultaneously supporting forest conservation, saving over 7,000 trees PA.
4. We have accomplished this utilizing only one medium capacity Greenwood output machine.
5. In the next 5 years, our vision sees us grow this model, running a minimum of 10 of these machines throughout East African (Kenya, Uganda, Botswana, Southern Ethiopia and Uganda).
6. Our sales figures of over €400,000 in the last 4 years shows a viable business model & therefore improved circular economy (C2C).
7. Invited to the UN Environmental Assembly as an example of a best practice model.

## **2.3 Social Impact:**

Dunia Designs enterprise model has widespread positive implications on individuals, communities, and the environment. Since launching our pilot project in Tanzania, we have, at a minimum:

- Employed ten skilled carpenters and upholsterers in Arusha
- Provided income to hundreds of environmental plastic waste collectors, who retrieve plastic waste from local waterways and public, natural places, and deliver to our collection centers for processing
- Entered into waste collection agreements with over 50 schools and businesses

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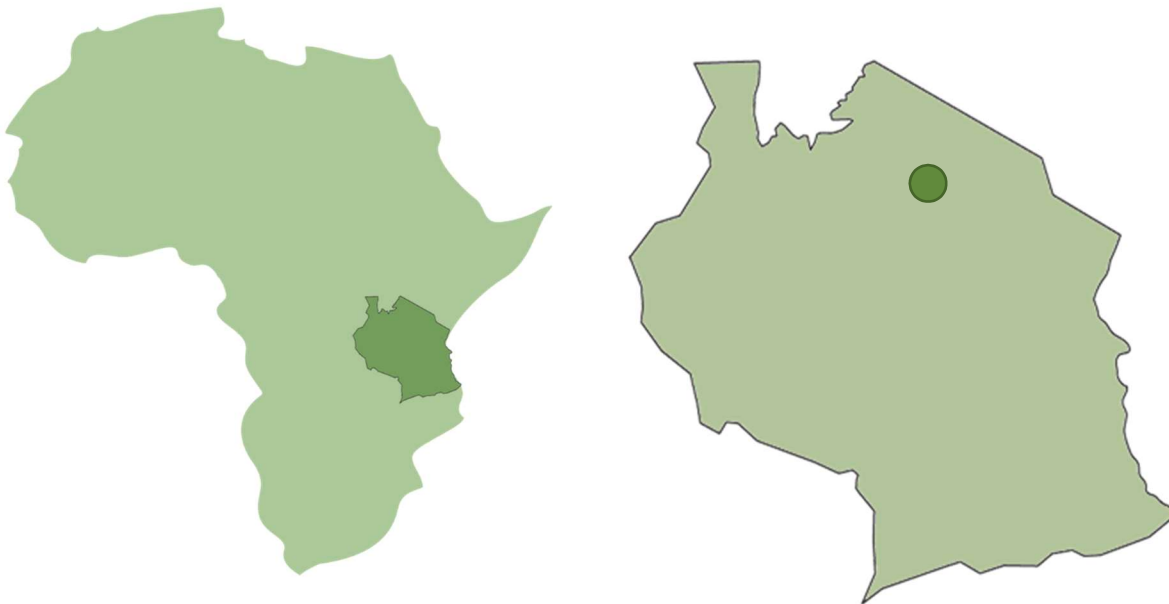
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- Created and sold products giving a second life to more than 400 tonnes of plastic waste, thus conserving a similar weight of forest products
- Conducted over 600 hours of free educational tours to raise environmental awareness for schools and tourists
- Used profits to fund educational fees for 10 children and adults on-going
- Produced over 500 school desks for use in schools in East Africa

These benefits are all related and limited to the local / national scale of implementation currently engaged in Tanzania. However, the Dunia Designs model is globally replicable and operations can be established in countries globally where plastics pollution is a problem, creative and other employment opportunities are needed, and a young population of environmental stewards are in need of education and guidance.

## 2.4 Location:

Dunia is located in Arusha, in the northern section of Tanzania in East Africa. Arusha is situated south of Mount Meru mountain and west of Mount Kilimanjaro. Our Office & workshop is found within SIDO (Small Industrial Development Organisations) in Unga Limited.





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## 3 MARKET & INDUSTRY ANALYSIS

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### The Dunia Advantage:

- There are many furniture companies.
- There are many furniture companies that use recycled materials.
- There are environmental non-governmental organizations working to end plastic pollution.
- There are environmental and educational non-governmental organizations working to provide environmental education to local students.
- There are employment creation operations in developing countries.
- Dunia Designs' truly unique selling proposition is that we combine all of these efforts into one commercial, sustainable, viable social enterprise.

### USP:

- Diversity of product range - we are the first company in the world to produce such a comprehensive product range from handbags to couches to decking from recycled plastic waste.
- Dunia Designs provides a solution towards creating a critical shift in consumerism, striking a key balance between lifestyle quality and sustainability.
- We have a proven ability to function in this market.
- We provide solutions for personal as well as corporate furnishing options.
- We give both private individuals and businesses access to high-quality, stylish, sustainable furniture, while catering to current trends
- Right products, right time.
- Fulfilling need for Tourism industry; businesses and companies to tick ecological footprint regulations.
- Cradle to Cradle meeting UN's SDG #12 - Responsible/Sustainable Consumerism and Production Goal.

## 3.1 Market Overview:

### Market Size:

- The East African furniture market - comprising of Tanzania, Kenya, Uganda, Southern Ethiopia, Rwanda and Burundi - is worth 2 billion US dollars and is growing rapidly.
- We will target East Africa Wide Markets:
  - a) B2B - Lodges and Tourism sector primarily
  - b) B2C - Green-Minded customers and consumers
- Kenya is expected to take the lion's share of this market where there is a burgeoning middle income earning population - 35% of the Kenyan marketplace is comprised of progressive consumers who are increasingly affluent.
- Simultaneously, population growth in Kenya has doubled over the past thirty years, leading to an increased consumer base.
- Added to this, worldwide there exists a market-shift and awareness towards a sustainable, eco savvy, green consumer behavior - (More on Global trends towards Sustainable Consumption:) [http://saipatform.org/uploads/Modules/Library/WBCSD\\_Sustainable\\_Consumption\\_web.pdf](http://saipatform.org/uploads/Modules/Library/WBCSD_Sustainable_Consumption_web.pdf))

### Addressability:

- Dunia Designs is expecting to capture 5% of the East African formal furniture market valuing our market share at approximately \$100,000,000, focusing on Kenya first.
- Our customers like well-designed, mid-priced, functional furniture that is imperceptible from other sought-after conventionally-made furniture.
- They will find our products exciting, new and trendy, made easy by the fact that our products will be made easily available, affordable, prove its value in product performance.

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- Dunia Designs will also automatically tap into a market of consumers who understand that their production and consumption behavior can directly impact the ecological balance of the environment directly.

## Geographic Location:

- Focus on Tanzania and Kenya in the next 6 months, further afield in East Africa in 2020.
- Following or simultaneous to this, we plan to expand sales internationally and research other global options for expansion/upscaling/franchising dependent on suppliers, investment, staffing and other resources.

## 3.2 Competition:

### Local Substitutes / Alternatives:

- **Corec, Kenya**

Core difference - they produce largely industrial and outdoor products unlike our own indoor range of designer pieces.

- **EcoAct, Tanzania**

Core difference - they also only produce largely industrial and outdoor products.

- **Ecopost, Kenya**

Core difference - they again also only produce largely industrial and outdoor products.

- Other indirect competition includes conventional furniture providers in East Africa such as **Jumia, Odds and Ends & Royal Furnishers:**

Dunia provides the option to be environmentally friendly and cost effective as a lot of our products don't need to be replaced or treated as often as conventional wood.

## International Alternatives:

- **Van de Sant, Netherlands**

Only do a limited range indoor modular furniture.

- **American Recycled Plastics Inc, USA**

Only produces outdoor product ranges.

- **Evalast, South Africa**

Plastic, sand and wood shaving composite, not pure plastic waste.

Size and range of products are limited.

## 4 BUSINESS MODEL

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### 4.1 Customer Discovery:

- Return customers each year since inception from 2015- 2019. About 45% of our customer base are repeat customers.
- Increase on email and phone/word of mouth enquiries from different companies and customers each year.
- Network of lodges, businesses and individuals have grown incrementally each year including high end Safari Co.'s and internationally known Asilia, Nomad, Grumetti and Lamala Lodges and Four Seasons.
- We market and sell our furniture to safari lodges, hotels, offices, individuals and other commercial enterprises who benefit from the notoriety that comes with publicizing sustainable products and designs.
- The safari lodge business in East Africa specifically is extremely large (83% of our customer base) and our brand recognition is enhanced by telling eco-conscious tourists that the furniture is made with a local workforce and locally-collected plastic waste that has been upcycled into furniture for personal use.
- Greenwood decking at these camps does not have to use precious hardwoods which need to be replaced every few years. It is an economically sound choice for the tourism industry to make.

### 4.2 Customer Segments:

- Tourism Industry - lodges and hotels.
- Individual Customers - looking for a) stylish furnishing options or b) environmentally friendly products.
- Interior Design companies.
- Businesses looking for modular furniture and stylish environmentally-friendly options for kitting out new offices.

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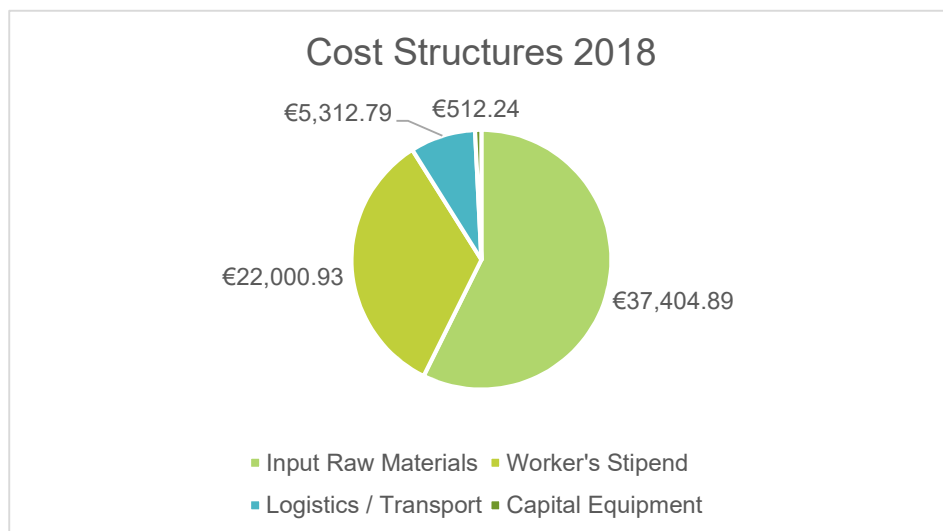
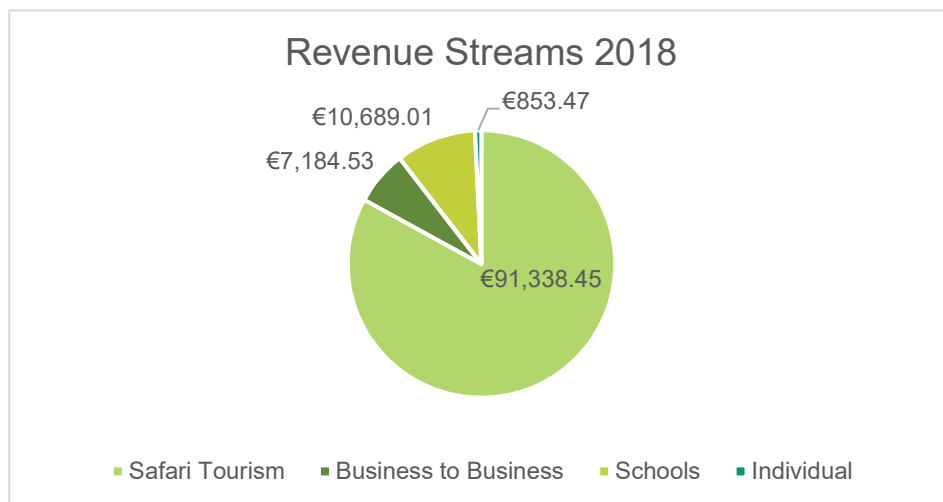
## 4.3 Revenue Model:

### Customer Willingness to Pay:

Our business has been a viable, successful business since we opened our doors showing that there is a market.

### Pricing Strategy:

65% mark-up on our cost in order to get our price.



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## 5 OPERATIONAL PLAN

### 5.1 Company at Present

At present we sell the following indoor & outdoor products at medium scale to lodges, businesses, schools and individuals:

The **product ranges** are listed below but have not been limited to these outlined:

Accessories	Indoor	Outdoor
Bowls	Pouffes & Ottomans	Decking
Fruit Dishes	Lazy chairs	Cladding
Plates	Tables	Fencing
Serving Trays	Mirrors	Benches
Signage	Sofas	Dining Furniture
Recycling bins	Beds	Sun-Loungers
Storage Boxes	Couches	Children's Jungle gym
	Armchairs	
	Cupboards	
	Dining Furniture	

### Current Process

At the moment we are receiving orders through quite a simplistic process; internet enquiries and word of mouth marketing, follow up from trade fairs and other forms of networking.

Once an order is received either based on images from the website/social media (our virtual shop) or bespoke ideas or requests from the customer, it can take anywhere between 3-6 weeks depending on supply times and type of product, for the products to reach our customers.

#### Process:

1. A client will contact us through social media – email, whatsapp or phone call either looking for what they have already seen or a new idea that they want to know if we can do (bespoke).

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2. If it's an existing Dunia Product, with varying specs, then we can give a pro-forma costing based on product costings.
3. If a bespoke item is required, then one of our design team will spend time specking up the product before sending a quote/cost estimate to the client for their approval. This is based on previous products and sales made as well as cost of item and mark up.
4. Once a pro forma is issued, if approved, we issue a job card to the production team, and give an estimated start and finish date plus production status.
5. The job does not begin until 65% of the invoice is issued. On receipt of this advance, works can commence updating the job cards as necessary.
6. Once the product or project is nearing completion, the client is let know the status of product and when it may be ready for delivery or sample approval.
7. Upon delivery or collection, balance payment is received. No product or project is allowed leave workshop until final balance is paid.

The customer experiences to date have largely been positive and encouraging. See exhibits or website for testimonials from several repeat customers.

Note: See below, 6.3, our go-to-market strategy for a fresh plan and change to our customer experience from Autumn 2019. We will be streamlining our products into four different comprehensive ranges for cost and time efficacy and customer satisfaction.

## Market Traction

Our market traction is based on the reaction to our product which has been largely enthusiastic and positive, 50% resulting in a sale of some description.

## 5.2 Key Performance Indicators

a) Business & Financial Metrics - meeting goals and targets we set ourselves on quarterly, bi-annual and annual basis in terms of profits and sales.

b) Social Metric Indicators -

- Tonnes of plastic collected per year
- Number of trees saved
- Kg's of CO2 emissions sequestered
- No. of people employed
- No. of school students educated through our social enterprise through talks given, tours facilitated



## 5.3 Key Resources/Partnerships

- Approached by the Tanzanian Government (their environmental agencies and NEMA) regarding all of our initiatives and again, as a solution for capturing plastic waste.
- Irish Aid- The Department of Foreign Aid & Trade have been supporting us consistently over the last 3 years granting us a total of \$70,000.
- Business Umbrella Groups/ Supplier Partnerships -
  - a) SIB (Sustainable Business Initiative) Netherlands
  - b) KEPSA - Kenyan Private Sector Association
  - c) Coca Cola Beverages Africa
  - d) Pee Pee Tanzania Ltd - Plastic Packaging Manufacturers
  - e) Maendeleo Waste Collection Tanzania
  - f) A-One plastics Kenya
  - g) The MEGH Group - Trash Thread Textile - T3 Kenya
  - h) The Design Depot Arusha Tanzania
  - i) Mentor Capital Network (MCN) USA
  - j) Wema Ventures USA/Tanzania
- **Political**

Invited and attended delegates to the UN 2019 Environmental Assembly in Nairobi Kenya. Dunia Designs was showcased as an example of the Private Sector taking it in our own hands to deal with the plastic crisis.

### Other Partnerships:

- **Creative Groups– Innovators, designers, pioneers, trendsetters.**
  - a) The Girls and Boys club Tanzania
  - b) IDFabrics Bagamoyo Tanzania
  - c) Maasai Women's Art Tanzania
  - d) FUNDI Tanzania
  - e) Secondary school curriculum Ireland
  - f) UWC International School Arusha & Moshi campuses Tanzania
  - g) Greenmanjaro Schools Project

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- **Recycling Sector**
  - a) Maendeleo Waste Collection Arusha
  - b) Tupo pamoja
  - c) Letscleanup!
  - d) Mr. Green
  - e) Kilimanjaro Environmental forum
  
- **Conservation Groups**
  - a) The world Land Trust
  - b) Wild Survivors

## 6 MARKETING AND SALES STRATEGY

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In order to move Dunia Designs into the next phase of its growth, there is a need to develop multiple sections of the business concurrently. These strategic objectives provide a roadmap to sustainability of the enterprise across through development of key business functions.

### 6.1 Marketing Strategy:

Dual Mission

- To disrupt the market and tap into the demand that exists for high quality furniture and lifestyle commodities, increasing sales and profit as much as possible.
- Raise awareness as much as possible of the issues at hand in terms of deforestation and the damage plastic in the environment. Producing furniture and products that are environmentally friendly and ultimately lower in cost (plastic lasts longer than wood).

### 6.2 Marketing Objectives:

- To present Dunia Designs as a reliable, high quality producer of stylish furniture, outdoor and indoor products.
- To attract the attention of large corporates and the tourism industry in order to ensure that they improve their choices as far as furnishings go.
- To create a sizeable customer base across the African Continent looking to source furniture in a sustainable way.

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## 6.3 Go-to-Market Strategy:

The following are Dunia's phases to our go-to market strategy.

### **Step 1:** Streamlining product creating ranges:

We plan to have 4 product ranges allowing for a slightly broader range of furniture and interior décor pieces that can be used by a number of different customer needs:

- a) Coastal
- b) Modern
- c) Safari
- d) Home

### **Step 2:** Systematizing how these products are built:

- a) Streamlining our systems of creating furniture.
- b) Making sure each product is modern but simple so that we can build each piece in advance.
- c) Prototyping these pieces to create marketing material based on those pieces and ranges.
- d) training staff to be able to assemble each piece of furniture very efficiently reducing time and cost of producing a piece of furniture.

**Step 3:** Marketing on social media and through some of the other marketing means such as print, brochures, online brochures, expos, trade fairs etc.

**Step 4:** Targeting the following businesses concentrating on doing bulk large-scale orders and sales to improve profit and reduce cost from one sale. Concentrating on volume/mass-scale sales rather than individual sales.

- a) Tourism and Lodges
- b) Interior Design Companies
- c) Large-scale Pan-African and International companies that we can partner with to distribute our product.

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## 6.4 Promotional Activities:

- Referrals - we will continue to use referrals particularly within the tourism industry which is quite a tight network.
- Email shots - mailing news updates of new product ranges and social projects completed or partnerships joined.
- Updated impact metrics sent out if we have reached certain milestones.
- Updating social media.
- Offline marketing will include compiling our ranges into a brochure which will depict all of our products to be distributed at the likes of tourism headquarters, Trade fairs, environmental conferences around East Africa.
- There is a need to tap into those people who are looking at social media sites from an environmental perspective as well as interior design companies.

## 6.5 Marketing Metrics:

In order to ascertain this, this year we have begun to look at our:

- Customer Acquisition Costs - on average, how much marketing investment we need to make, in order to get one sale.
- Customer Lifetime Value - How much money we expect to get from one customer over their lifetime.

These stats will give us a good idea about what our worth can be in terms of cost and energy needed in order to scale up.

## 7 FINANCING

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### 7.1 Cost Model

We have also begun to work out what kind of costs we have in place in order to put a product out into the market. Such as our:

Direct costs - VAT

Cap ex costs/Operating Expenses:

- Research and Development
- Acquisition of new material
- Cost of Machinery
- Salaries
- Worker's Trainings
- Marketing and Sales

### 7.2 Financial Assumptions

Since inception, Dunia Designs has experimented with a range of products and income streams in order to test the market and to push the brand into a wide range of sectors. Though this was also beneficial in testing the capabilities of Greenwood as a material, there is now a need to narrow down to a standard portfolio of furniture and lifestyle products.

Sales of low value addition boards for decking, cladding, fencing and screening will be increased as a percentage of income portfolio to a standard 70%. This is to ensure sustainable turnover within the business and to ensure that baseline costs are covered. Rather than the current 40%, bespoke furniture design will then be reduced as a percentage of the income portfolio year-on-year to eventually take up only 5% of the business.

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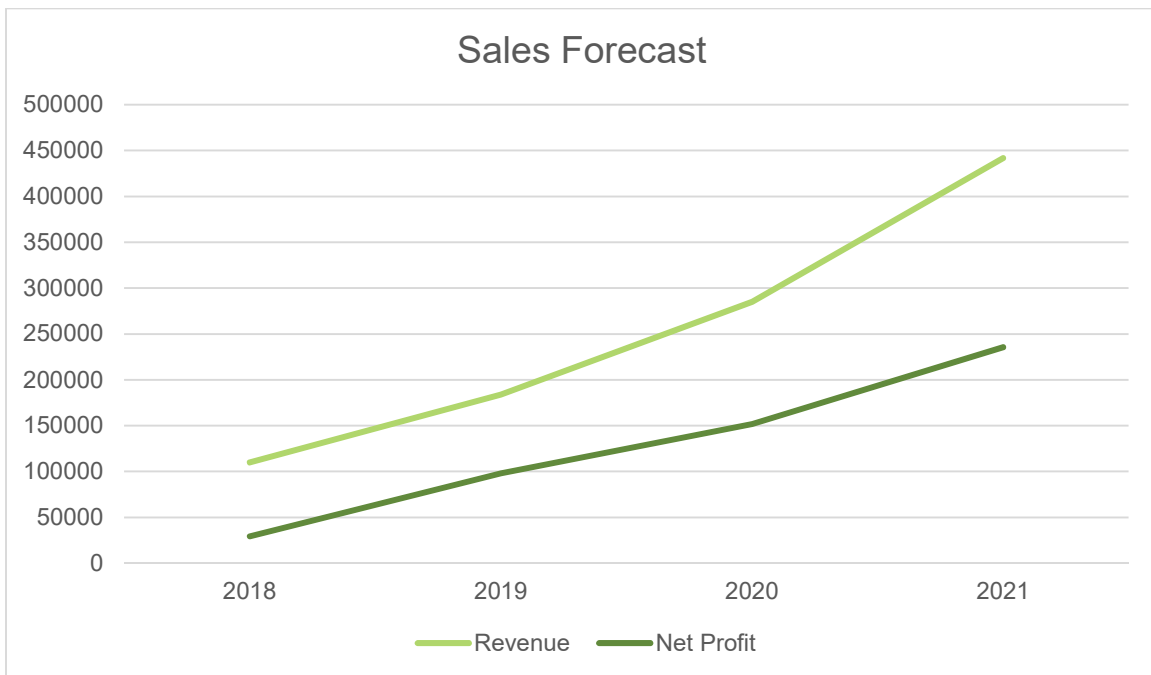
Concurrently, from 2020 the enterprise will focus on consolidation of the furniture into a single catalogue of lines or ranges of the shelf (OTS) furniture. Rather than relying on repeat custom on popular products, these OTS furniture items will be marketed accordingly through a designated showroom in Arusha.

Clients will be able to use this as a one-stop-shop to revamp their entire premises. Lodges, schools, hotels and homes will all be catered for in 2019-2020 catalogue, covering living room, bedroom and bathroom products in Modern, coastal, safari and home styles.

The standardized product range will enable the enterprise to reduce design time, increase efficiency in production and generate greater turnover in the business. This will allow for 5% of business to continue to create bespoke products, but with a greater focus on research and development for new sectors within Tanzania.

Dunia Designs intends to use this agile section of the business to explore in particular opportunities to market Greenwood products to the burgeoning construction industry. The final 5% of the business will ultimately be generated by tours of the Dunia Designs facility. Already gathering interest from local and international NGOs, this involves offering school children tours of the facility so that they can learn about plastic and recycling. Though this is only ever expected to be a minor income stream, it is one which helps Dunia Designs to fulfil its core commitment to education and wider awareness around plastic waste.

## 7.3 Sales Forecast



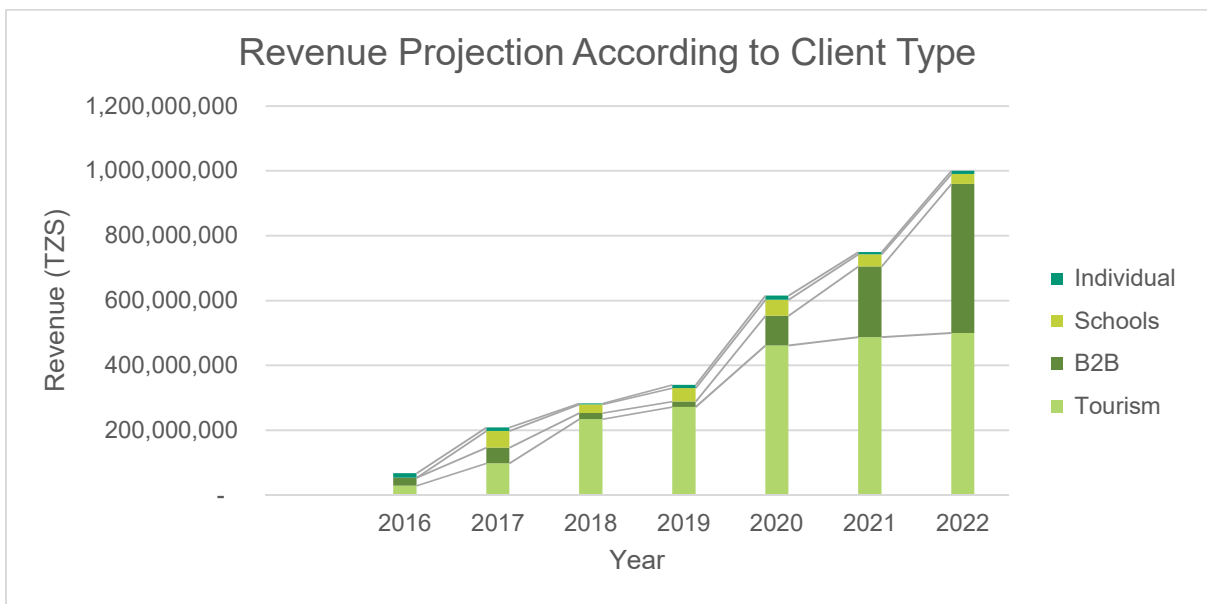
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## 7.4 Projected Financial Statements

At inception, Dunia Designs initially captured the interest of businesses with sustainability at the core of their operating models. This resulted in multiple orders from solar companies, NGOs and other small businesses in and around Arusha.

Though this business to business market quickly became saturated, the enterprise quickly diversified into the tourism sector. As one of the largest segments of the Tanzanian economy, Dunia Designs managed to tap into this market and is now supplying safari lodges and hotels across the country. This is now the largest proportion of the business, accounting for over 80% of sales in 2018. Cursory analysis indicates that this will remain a large segment of the income portfolio over the coming years, but products sold may move from decking to off the shelf furniture as the market becomes more saturated. In an additional measure to maintain the viability of the business, Dunia Designs also intends to explore the construction industry in Tanzania.



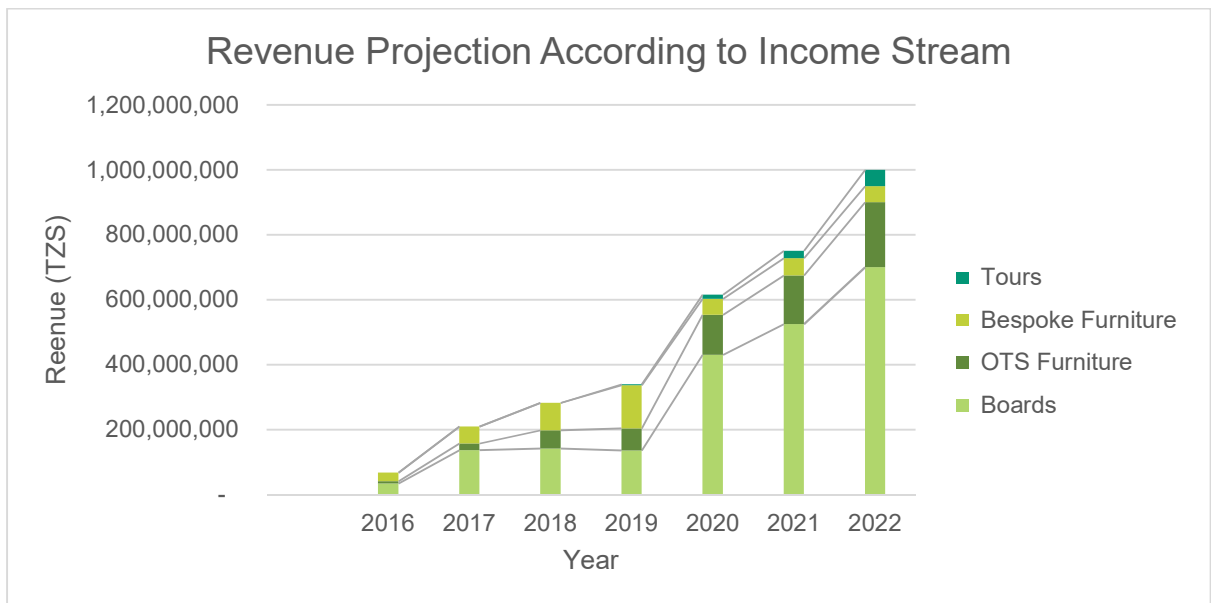
By supplying basic low value addition products to the industry in high volume, it is expected that this will reinvigorate business-to-business (B2B) sales from 2020. Supplementing this, Dunia Designs will continue to supply products to schools including desks, decking and cladding. Though this will be maintained as a minor income stream, it is again one which helps Dunia Designs to fulfil its core commitment to education around plastic waste by making plastic products familiar to children of all ages. Individuals will represent an increasingly receding section of the portfolio as the enterprise moves forward with higher turnover.



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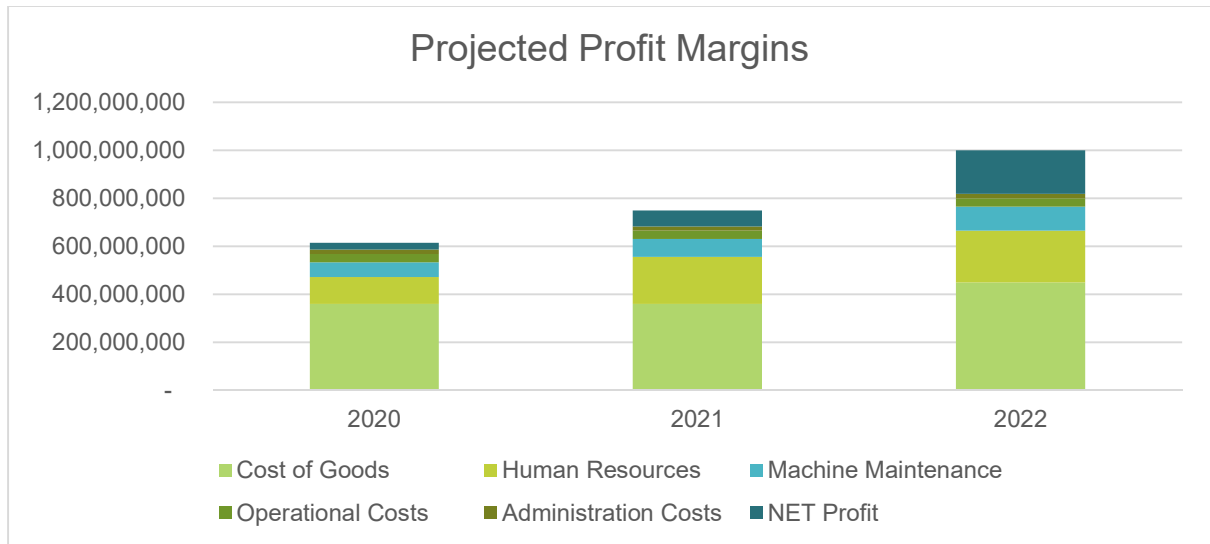
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Projected changes to the business model are expected to generate incremental increases in revenue year on year. Bringing production of Greenwood in house is projected to drive down costs and enable greater profit margins to be achieved. In 2020 this is expected to be a modest 5% of overall revenue at just under TZS 30M. By 2022 the enterprises targets 30% profit margin on revenue of TZS1Bn. This will be achieved through increased economies of scale on production and increased value addition on off the shelf furniture. Of this final targeted, 20% of revenue is expected to be used in supporting a team of up to 18 staff. The Dunia Designs is a globally replicable model, capable of being implemented in any country, especially in the Global South. Having attained truly national reach in Tanzania by 2022, the enterprise will then seek to launch into other East African markets.



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## 7.5 Funding Needs

Imminent investment is needed to scale-up for:

- Marketing; production of materials such as brochures and advertising
- Salary for marketing manager
- R & D looking at new technologies and methodologies emerging in the market
- HR - invest in bigger and more capable team

Real estate and machinery - a place to showcase and produce our products.

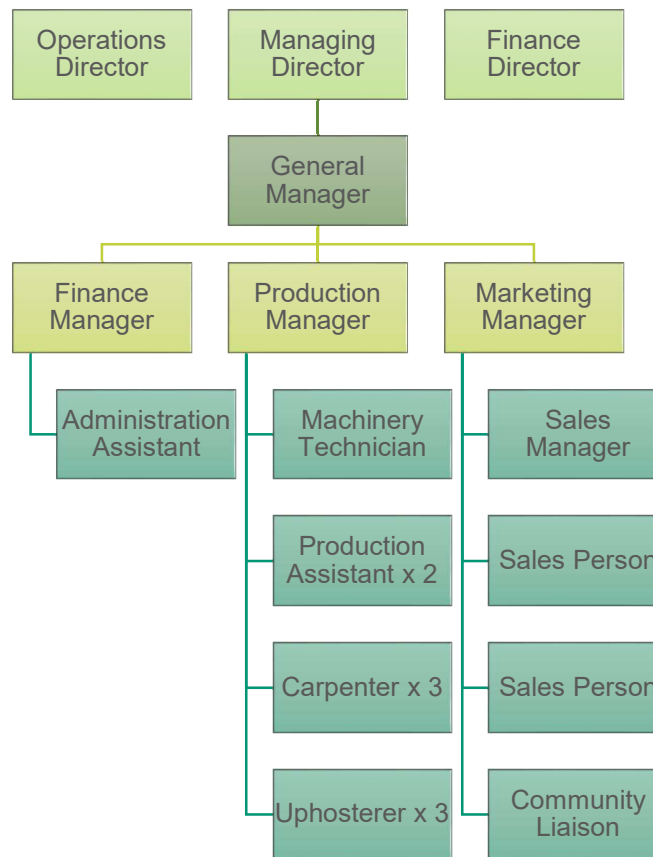
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## 8 TEAM

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### 8.1 Organogram



### 8.2 Company Structure

Dunia Designs - The Sustainable Designs co. is a limited company & social enterprise embedded in a local economy and culture. Co-founders – Alexis Cronin & Evanna Lyons

Since day one, Dunia has continued with the same fantastic core team of local skilled and unskilled workers who have grown with us to learn and understand our product implicitly. Without the local knowledge, support, ingenuity of our loyal team, we could not possibly have toughed out the storms of starting a business in a developing country.

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Their hard work, engagement and willingness to break boundaries and try new designs & ways of working has allowed us to be successful. Equally, our experience in leadership prior to starting the business has paid off in terms of our ability to empower, influence and inspire others.

## 8.3 Core Team

- Julia Pierre-Nina MBA- Strategic Manager - Business and Partnership Development Consultant
- Deborah Makando – Operations Manager
- Gideon Narda - Workshop Manager
- Joseph Ndaskoy Mollel - Head Upholsterer
- Willbady Temba - Head of Carpentry
- Evanna Lyons – CEO, Co-Founder, Business Development
- Alexis Cronin, COO, Co-Founder, Lead Designer and Product Developer
- Elaine Mahon, CFO, Design & Sales

Directors/owners- Alexis Cronin (Architect/Designer) 65% & Elaine Mahon (Designer 35%)

### **Core Competencies:**

- With over €400,000 in revenue in sales since its conception, Dunia Designs exhibits the core competencies of buying power, logistics and supply chain management to keep prices low while maintaining a high availability and originality of products.
- Architecture and Design/Conceptual thinking - 15 years' experience Interior and Furniture Design
- Excellent brand & name (Brand Equity); customer loyalty from clients all over Tanzania and interest from the rest of Europe, E. Africa and the USA
- Ability to create a shift in recycling and consumer norms - forward thinking
- Empowering/Influencing others
- Managing Change & Adversities
- Fostering teamwork & loyalty
- Building lasting partners and collaborative relationships (schools, safari lodges, collection agencies, design companies, TED X, Government agencies, tourism & the UN).
- Environmental education
- Initiative & innovation

## 9 RISKS, UNCERTAINTIES & MITIGATION

### 9.1 SWOT Analysis

#### STRENGTHS

- Clear knowledge of market we are working in
- Extensive existing network in the market - well connect
- Production- we know how to use this unique material and turn it into high quality process
- Access to raw material
- Figured out supply chain

#### OPPORTUNITIES

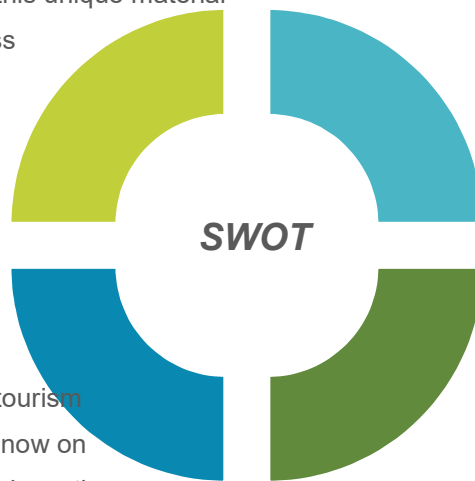
- Opportunity for growth within the tourism market - people are very focused now on responsible travel e.g eco tourism is on the up now - people are starting to take ethical decisions when travelling - if they have outfitted their hotel with our sustainable furniture, there is a huge sales plus for them in targeting this new wave of tourists.
- Targeting interior design companies

#### WEAKNESSES

- Marketing gaps reaching a new customer base
- Too small a team
- Unable to expand to date
- No showroom

#### THREATS

- Bureaucracy and law change in Africa
- Bans on plastic
- Competition



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## 9.2 Health & Safety

We have recently travelled to Ireland where we are having our product independently tested for conformity with health, safety, and environmental protection as per the UL rating stamp across the US and Canada.

There is an independent testing service for both indoor products and outdoor/construction products. The testing is currently underway and pending results. We are confident we will get certified as the product is already circulated in public amenity spaces all over Ireland.

## 9.3 Risk Assessment

	<u>Business Process</u> Risk	<u>Issue</u>	<u>Impact</u>	<u>Probability</u>	<u>Risk</u> <u>Rating</u>	<u>Strategy</u>
	<b>Develop/Acquire Product</b>					
1.1	Collections	Inconsistent supply of processed plastic waste	Medium	Medium	Medium	Sign agreements with local recycling facilities
1.2	Production	Under production of Greenwood to provide for turnover of stock	High	High	High	Obtain in-house machinery and partner with larger supplier
	<b>Produce &amp; Deliver Product</b>					
2.1	Order Filling	Inefficient, expensive, disruptive piecemeal consignments causing delayed final payment from client	High	High	High	Obtain in-house machinery to increase capacity and dispatch orders in one consignment
2.2	Distribution Network	Logistical delays and disruptions from ad hoc transport network	Medium	Medium	Medium	Engage with selected transport providers through TARA
	<b>Market &amp; Sell Product</b>					
3.1	Marketing Strategy	Lack of strategically linked marketing strategy causing inefficient methodologies	Low	High	Medium	Develop researched marketing strategy to generate roadmap

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3.2	Product Range	Lack of fixed product range leading to inefficiency in creating bespoke products	Medium	High	High	Currently creating new catalogue with standardised products
	<b>ICT Management</b>					
4.1	Manage and Leverage Information Resources	Lack of Customer Relationship Management (CRM) System to track clients and orders	Low	Low	Low	Develop CRM database when volume of clients requires it
4.2	Manage Security	Security of sensitive data from suppliers, clients and partners	Low	Low	Low	Currently using cloud- based system so little risk given current protocols
	<b>Financial &amp; Physical Resources</b>					
5.1	Human Resources	Instability of start-up enterprise leading to turnover in staff	Medium	High	High	Implement training schedule and performance related bonus scheme
5.2	Internal Audit	Lack of Certified Professional Accountant (CPA) to conduct internal financial control and audits	Medium	Medium	Medium	Develop clear financial policies and consider employing CPA moving forward
	<b>Corporate Management</b>					
6.1	Corporate Governance	Cursory corporate governance policy with ambiguous decision-making structures	Medium	Low	Low	Develop new corporate governance policy documentation to clarify policies and procure
6.2	Government intervention	Shifting government policy and regulations leading to changes in operational requirements and compliance	High	Low	Medium	Form partnerships with government departments and parastatals such as SIDO

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## 10 EXHIBITS

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Top (L & R): Rubondo Island, Tanzania

- Decking and outdoor furniture

Middle: Lemala Lodge, Ngorongoro,

Tanzania - Upholstered Armchairs, Couch,

Bench and Pouffes

Bottom (L&R): Showhouse Fumba Town,

Zanzibar – Armchair, Sofas, Coffee table

and Pouffes



Follow link to online brochure: [issuu.com/duniadesigns/docs/dunia\\_designs\\_june\\_2018\\_booklet\\_low](https://issuu.com/duniadesigns/docs/dunia_designs_june_2018_booklet_low)



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ISM School, Tanzania - 2018 Dunia talk and presentation on 'Plastics and the Environment',



Dunia Sido Workshop – 2019 Carpentry workshop with local school woodworking class

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Dunia Workshop & Design Competition with International School Arusha Tanzania – 2019



Dunia facilitating a TEDx think tank on plastic recycling Arusha, Tanzania – 2018

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CEO, Evanna Lyons, representing Dunia Designs at TEDx Arusha 2018



Invited delegates at the UN Environmental Assembly, Nairobi 2019



CEO, Evanna Lyons Invited speaker at Bank of Ireland Conference 'The Planet Calls', on the plastic crisis, Dublin 2019