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ILAYS EDUCATIONAL ACADEMY BUSINESS PLAN

- **Plan overview**

At Ilays Educational Academy School, our students' overall best interest would always come first, and everything we do is guided by our values and professional ethics. We will ensure that we hire professional educationist teachers in various subjects who are well experienced and passionate in imparting knowledge to students at various learning ladder.

Ilays Educational Academy School will at all times demonstrate its commitment to sustainability, both individually and as an educational organization, by actively participating in our communities and integrating sustainable business practices wherever possible.

We will ensure that we hold ourselves accountable to the highest standards by meeting our students' needs precisely and completely. We will cultivate a working environment that provides a human, sustainable approach to earning a living, and living in our world, for our partners, employees and for our students.

We have plans to offer learning platforms to people with both learning disability and physical disability. Our overall business goal is to position our private school to become the leading tutorial brand in the educational industry in the whole of Somalia, and also to be amongst the top 5 private schools in Somalia within the first 10 years of operations.

This might look too tall of a dream but we are optimistic that this will surely come to pass because we have done our research and the feasibility study will confirm our initial findings. We are enthusiastic and confident that Kismayo, Jubbaland, Somalia is the right place to open the Finland Educational Model School.

- **Our Product and Services**

Ilays educational Academy School is going to offer varieties of educational services within the scope of the education board in Somalia. Our intention of starting our private school is to soundly educate people in various subjects and of course to make profits from the education cum private schools industry and we will do all that is permitted by the law in Somalia to achieve our aim and business goal in Jubbaland, Somalia.

Our service offerings are listed below;

- Teaching basic literacy and numeracy
- Establishing foundations in science, mathematics, geography, history and other social sciences
- Constantly working hard to meet regulatory accreditation standards
- Administering private funding efforts
- Providing access to extracurricular activities
- Retailing of Educational Books and Materials

Our Vision Statement

Our vision is to build a highly competitive private school that will become the number one choice for both parents and students in the whole of Jubbaland Region in Somalia. Our vision reflects our values: integrity, service, excellence and teamwork.

- **Our Mission Statement**

Our mission is to provide professional and conducive learning environment to students at different level of learning. Our overall business goal is to position Ilays Educational Academy School to become the leading private school brand in the educational cum private school industry in the whole of Jubbaland region, and also to be amongst the top 5 private schools in Somalia within the first 10 years of operations.

- **Our Business Structure**

It is a known fact that, the success of any business is to a larger extent dependent on the business structure of the organization and the people who occupy the available roles in the organization. Ilays Educational Academy School will build a solid business structure that can support the growth of our private school.

We will ensure that we hire competent hands (teaching and non – teaching staff members) to help us build the private school of our dream. The fact that we want to become one of the leading private school brand in the industry in the whole of Somalia makes it highly necessary for our organization to deliberately build a well – structured business from the onset.

We will work hard to ensure that we only attract people with the right mind-set to help us achieve our business goals and objectives in record time. Below is the business structure that we will build Ilays Educational Academy School;

- Head of The Private School
- School Administrator
- Tutors for Various Subjects – Secondary (seventh through 12th grade)
- Tutors for Various Subjects – Primary (kindergarten through sixth grade)
- Accountant / Bursar
- Client Service Executive / Front Desk Officer
- Cleaners
- Security Officers

Roles and Responsibilities

Head of the Tutorial College / School Coordinator:

- Responsible for providing direction for the college
- Creates, communicates, and implements the organization’s vision, mission, and overall direction – i.e. leading the development and implementation of the overall organization’s strategy.
- Responsible for handling high profile clients and deals
- Responsible for fixing fees and signing business deals (partnership)
- Responsible for signing checks and documents on behalf of the tutorial college

- Coordinates all arms of the tutorial school (tutorial centre, adult education, home tutors and special education)
- Evaluates the success of the tutorial college
- Reports to the board of the tutorial college

School Administrator

- Responsible for overseeing the smooth running of HR and administrative tasks for the tutorial school
- Designs job descriptions with KPI(key performance Indicators) to drive performance management for tutors (teachers)
- Regularly hold meetings with key stakeholders (parents and member of the school board) to review the effectiveness of the schools' Policies, Procedures and Processes
- Maintains office supplies by checking stocks; placing and expediting orders; evaluating new products.
- Ensures operation of equipment by completing preventive maintenance requirements; calling for repairs.
- Defines job positions for recruitment and managing interviewing process
- Carries out staff induction for new team members
- Responsible for training, evaluation and assessment of employees
- Responsible for arranging travel, meetings and appointments
- Updates job knowledge by participating in educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations.
- Oversees the smooth running of the daily activities of the private school.

Tutors for Various Subjects – Secondary (seventh through 12th grade)

- Effectively teach subject / subjects as assigned by the school administrator
- Accesses the progress of students under their care
- Ensures that students abide by the rules and regulations of the private school
- Contributes his / her quota towards growing the private school
- Receives complaints from parents and channel it to the appropriate quarters
- Handle any other duty as assigned by the school administrator.

Tutors for Various Subjects – Primary (kindergarten through sixth grade)

- Effectively teach subject / subjects as assigned by the school administrator
- Teaching basic literacy and numeracy
- Establishing foundations in science, mathematics, geography, history and other social sciences
- Accesses the progress of students under their care
- Ensure that students abide by the rules and regulations of the school administrator
- Contributes his / her quota towards growing the private school
- Receives complaints from parents and channel it to the appropriate quarters
- Handles any other duty as assigned by the school administrator.

Marketing Executive

- Identifies, prioritizes, and reaches out to new students, and business opportunities et al
- Identifies development opportunities; follows up on development leads and contacts; participates in the structuring and financing of projects; assures the completion of development projects.
- Writes winning proposal documents, negotiate fees and rates in line with organizations' policy
- Responsible for handling business research, market surveys and feasibility studies for clients
- Responsible for supervising implementation, advocate for the customer's needs, and communicate with clients
- Develops, executes and evaluates new plans for expanding increase sales
- Documents all customer contact and information
- Represents the company in strategic meetings
- Helps to increase sales and growth for the school

School Bursar (Accountant)

- Responsible for preparing financial reports, budgets, and financial statements for the organization
- Provides managements with financial analyses, development budgets, and accounting reports; analyses financial feasibility for the most complex proposed projects; conducts market research to forecast trends and business conditions.
- Responsible for financial forecasting and risks analysis.
- Performs cash management, general ledger accounting, and financial reporting for one or more properties.
- Responsible for developing and managing financial systems and policies
- Responsible for administering payrolls
- Ensures compliance with taxation legislation
- Handles all financial transactions for Ilays Educational Academy School
- Serves as internal auditor for Ilays educational Academy School

Client Service Executive

- Welcomes / receive parents and students by greeting them in person or on the telephone; answering or directing inquiries.
- Ensures that all contacts with parents and students (e-mail, walk-In center, SMS or phone) provides the parents and students with a personalized customer service experience of the highest level
- Through interaction with parents and students on the phone, uses every opportunity to build parent's interest in the schools' products and services
- Manages administrative duties assigned by the HR and Admin Manager in an effective and timely manner
- Consistently stays abreast of any new information on the organizations' products, promotional campaigns etc. to ensure accurate and helpful information is supplied to parents and students when they make enquiries
- Receives parcels / documents for Ilays Educational Academy School
- Distribute mails in the organization
- Handles any other duties as assigned by the School Administrator.

Cleaners:

- Responsible for cleaning the school facility at all times
- Ensures that toiletries and supplies don't run out of stock
- Cleans both the interior and exterior of the schools facility
- Handles any other duty as assigned by the school administrator

Security Officers

- Ensures that the school facility is secured at all time
- Controls traffic and organize parking
- Gives security tips to staff members from time to time
- Patrols around the building on a 24 hours basis
- Submits security reports weekly
- Any other duty as assigned by the school administrator.

Ilays Educational Academy School Business Plan – SWOT Analysis

Ilays educational Academy School engaged the services of a core professional in the area of business consulting and structuring with bias in the education sector to assist us in building a well – structured private school that can favourably compete in the highly competitive education cum private schools industry in Somalia.

Part of what the team of business consultant did was to work with the management of our organization in conducting a SWOT analysis for Ilays educational Academy School. Here is a summary from the result of the SWOT analysis that was conducted on behalf of Ilays educational Academy School;

- **Strength:**

As a private school, our core strength lies in the power of our team; our workforce. We have a team with excellent qualifications and experience in the educational sector. We are well positioned in a community with the right demography and we know we will attract loads of students from the first day we open our doors and welcome students for enrolment.

- **Weakness:**

As a new private school in Kismayo – Jubbaland, it might take some time for our organization to break into the market and gain acceptance via reputation in the already saturated education cum private schools industry; that is perhaps our major weakness; however Ilays is not new to the Educational industry.

- **Opportunities:**

The opportunities in the education cum private schools industry is massive considering the number of parents who would want their children to perform excellently in their education and go ahead to be admitted into leading global universities. As a standard and international private school, Ilays Educational Academy School is ready to take advantage of any opportunity that comes our way.

- **Threat:**

Every business faces a threat or challenge at any part of the life cycle of the business. These threats can be external or internal. This shows the importance of a business plan, because most threats or challenges are to be anticipated and plans put in place to cushion what effect they might bring to the private school.

Some of the threats that we are likely going to face as a private school operating in the Somalia are unfavourable government policies that might affect private schools, the arrival of a competitor within our location of operations and global economic downturn which usually affects spending / purchasing power. There is hardly anything we can do as regards these threats other than to be optimistic that things will continue to work for our good.

Private School Business Plan – MARKET ANALYSIS

- **Market Trends**

The trend in the private school line of business is that the key to attracting students is the educational performance and the pass rate of their students in national exams. Any private school that has good records will always thrive.

The demand for private schools is driven by the fact that most public cum government owned schools cannot accommodate every students or potential students in a given geographical location. In some cases, students with special needs cannot cope in public schools hence the need for private schools.

The economic downturn hasn't really affected this industry, especially in countries that believe in the efficacy of education. The areas you would need to spend heavily on is in ensuring that your school is up to standard, your advertisements, and on insurance policy cover.

Lastly, it is trendier to find private schools engaging in extra – curricular activities and as a matter of fact, a private school that thrives in sports can leverage on that to attract students who are sports inclined.

- **Our Target Market**

As a standard and international private school, Ilays educational Academy School is going to offer varieties of educational services within the scope of the education board in Somalia. Our intention of starting our private school is to soundly educate people in various subjects and of course to make profits from the education cum private schools industry

Our target market as a private school cuts across people (students) of different class and people from different backgrounds. We are coming into the education cum private schools industry with a business concept that will enable us to work with the students at different learning stages residing in and around Kismayo – Jubbaland, Somalia.

- **Our Competitive Advantage**

Indeed the private schools industry is highly competitive and the entry barriers are high. As a matter of fact, the private school industry is an industry in which it is pretty difficult for new entrants to establish themselves. So also, the reputation of the private school is of utmost importance, as private schools that have a good history of getting students into prestigious colleges often have the best reputations hence good enrolments.

With this, it is obvious that a new entrant in to the private school industry in Kismayo cannot offer this. Reputation indeed is imperative to parents' decisions when shopping for private school for their wards. This is so because the quality of education cannot be assessed until well after it is complete. As a major marketing tool, schools need to show parents a track record of admission to elite colleges and universities.

We are quite aware that to be highly competitive in the education cum private schools industry means that you should be able to deliver consistent quality service, your students should be able to experience remarkable difference and improvement and you should be able to meet the expectations of both students and parents alike.

Ilays Educational Academy School might be a new entrant into the education cum private schools industry in Jubbaland, but the management staffs and owners of the private school are considered gurus. They are people who are core professionals, licensed and highly qualified educationist / teachers at various levels of learning in Somalia. These are part of what will count as a competitive advantage for us.

Lastly, our employees (teaching and non – teaching staff members) will be well taken care of, and their welfare package will be among the best within our category (startups private school in Somalia) in the industry meaning that they will be more than willing to build the business with us and help deliver our set goals and achieve all our business aims and objectives.

Private School Business Plan – SALES AND MARKETING STRATEGY

We are mindful of the fact that there is stiffer competition amongst private schools in Somalia; hence we have been able to hire some of the best marketing experts to handle our sales and marketing concerns.

Our sales and marketing team will be recruited base on their vast experience in the industry and they will be trained on a regular basis so as to be well equipped to meet their targets and the overall goal of the private school. We will also ensure that our students' excellent results from national exams and other exams speaks for us in the market place; we want to build a standard and first – class private school that will leverage on word of mouth advertisement from satisfied clients (both individuals and corporate organizations).

Our goal is to grow our private school to become one of the top 10 private schools in Somalia which is why we have mapped out strategy that will help us take advantage of the available market and grow to become a major force to reckon with not only in Kismayo – Jubbaland but also in other cities in Somalia.

Ilays educational Academy School is set to make use of the following marketing and sales strategies to attract clients;

- Introduce our private school by sending introductory letters alongside our brochure to schools, parents / household and key stake holders in Kismayo – Jubbaland, Somalia.

- Print out fliers and business cards and strategically drop them in schools, libraries and even student organizations.
- Creating a website, allows parents to be able to look you up, and also allows you to post general study tips, giving you an added advantage.
- Use friends and family to spread word about our private school
- Introduce Ilays educational Academy School to learning specialists, school coaches, school administrators, teachers, guidance counsellors especially as they are with students everyday
- Post information about Ilays Educational Academy School on bulletin boards in places like schools, libraries, and local coffee shops.
- Placing a small or classified advertisement in the newspaper, or local publication about Ilays educational Academy School
- Using tutorial referral networks such as agencies that will help match students with Ilays Educational Academy School
- Joining relevant association or body that will enable you network and meet others in same industry.
- Advertising online by using an advertising platform such as Google AdWords, that will allow us place text advertisements alongside on websites with related contents, and along results from search engines.
- Advertise our private school in relevant educational magazines, newspapers, TV stations, and radio station.
- Attend relevant educational expos, seminars, and business fairs et al
- Engage direct marketing approach
- Encourage word of mouth marketing from loyal and satisfied clients

Sources of Income

Ilays Educational Academy School is established with the aim of maximizing profits in the education cum private schools industry and we are going to go all the way to ensure that we do all it takes to attract students on a regular basis.

Ilays Educational Academy School will generate income by offering the following tutorial services;

- Teaching High school students various subjects in our private school
- Teaching basic literacy and numeracy
- Establishing foundations in science, mathematics, geography, history and other social sciences
- Constantly working hard to meet regulatory accreditation standards
- Administering private funding efforts
- Providing access to extracurricular activities
- Retailing of Educational Books and Materials

Sales Forecast

One thing is certain, there would always be parents and students who would need the services of private schools to be able to achieve their educational goals and as such the services of private schools will always be needed.

We are well positioned to take on the available market in Kismayo –Jubbaland, Somalia, and we are quite optimistic that we will meet our set target of generating enough income / profits from the first six month of operations and grow the private school and our student base.

We have been able to critically examine the private schools cum education market in the Somalia and we have analysed our chances in the industry and we have been able to come up with the following sales forecast. The sales projection is based on information gathered on the field and some assumptions that are peculiar to similar start-ups in Hargeisa, Somalia.

Below is the sales projection for Ilays Educational Academy School, it is based on the location of our tutorial center and of course the wide range of tutorial services that we will be offering;

- **First Fiscal Year-**: \$250,000
- **Second Fiscal Year-**: \$450,000
- **Third Fiscal Year-**: \$650,000

N.B: This projection is done based on what is obtainable in the industry and with the assumption that there won't be any major economic meltdown and natural disasters within the period stated above. So, there won't be any major competitor (private school) offering same additional services as we do within same location. Please note that the above projection might be lower and at the same time it might be higher.

- **Our Pricing Strategy**

Private schools in Somalia and of course in all the parts of the world charge students per term / per session and students have the options of either paying their tuitions before resumption or during the school session. Private schools generally charge students based on loads of factors, locations, services offerings and extra – curricular activities.

At Ilays educational Academy School we will keep our fees below the average market rate for all of our students by keeping our overhead low and by collecting payment in advance. In addition, we will also offer special discounted rates to all our students at regular intervals.

We are aware that there are some students that would need special assistance, we will offer flat rate for such services that will be tailored to take care of such students' needs.

- **Payment Options**

At Ilays Educational Academy School, our payment policy will be all inclusive because we are quite aware that different people prefer different payment options as it suits them. Here are the payment options that we will make available to our clients;

- Payment by via bank transfer
- Payment via online bank transfer
- Payment via bank draft
- Payment via mobile money
- Payment with cash

In view of the above, we have chosen banking platforms that will help us achieve our plans with little or no itches.

Private School Business Plan – Publicity and Advertising Strategy

We are aware of the potency of a good publicity strategy hence we have been able to work with our brand and publicity consultants to help us map out publicity and advertising strategies that will help us walk our way into the heart of our target market.

We are set to become the number one choice for both parents and students in the whole of Kismayo – Jubbaland, Somalia which is why we have made provisions for effective publicity and advertisement of our private school. Below are the platforms we intend to leverage on to promote and advertise Ilays Educational Academy School;

- Place adverts on both print (community based newspapers and magazines) and electronic media platforms
- Sponsor relevant community based events / programs
- Leverage on the internet and social media platforms like; Instagram, Facebook , twitter, YouTube, Google + et al to promote our brand
- Install our Bill Boards on strategic locations all around Kismayo, Somalia.
- Engage in road show from time to time in targeted neighbourhoods in and around Kismayo – Jubbaland, Somalia.
- Distribute our fliers and handbills in target areas in and around Kismayo – Jubbaland.
- Passing general information via our school's social media handles like twitter, Facebook, Google hangouts etc.
- Ensure that all our teaching and non – teaching staff members wear our branded shirts and all our vehicles are well branded with our schools' logo.

Private School Business Plan – Financial Projections and Costing

In setting up a private school business, the amount or cost will depend on the approach and scale we want to undertake. We intend to go big since we acquired a large piece of land in the outskirts of Kismayo, this requires a higher amount of capital as we would need to ensure that our employees are taken care of, and that our private school's environment is conducive enough for the students to learn.

This means that the start-up can either be low or high depending on our goals, vision and aspirations for our business.

The materials and equipment that will be used are nearly the same cost everywhere, and any difference in prices would be minimal and can be overlooked. As for the detailed cost analysis for starting a private school business; it might differ in other countries due to the value of their money.

However, this is what it would cost us to start Ilays educational Academy Private School in Kismayo Somalia;

- Business incorporating fees in Jubbaland Region will cost – **\$400.**
- Clearing out **40 Acres** of land that will accommodate the school, playing fields, staff offices, parking lots and the school buildings will cost – **\$750,000.**
- Equipping the classes and office (computers, printers, projectors, markers, pens and pencils, furniture, telephones, filing cabinets, and electronics) will cost – **\$50,000**
- Launching an official Website will cost – **\$500-already paid**
- The budget for the payment of salaries for the first three months of operations: **\$120,000, this is for 80 staff members with an average salary of \$500.00 per person per month for 3 months.**

- Additional Expenditure such as Business cards, Signage, Adverts and Promotions will cost – **\$15,000**

Going by the market survey without the feasibility studies we need conducted, we came to the conclusion that we will need an average of **\$9350000** to start a school that will consist from year one through year twelve.

We will know the correct figures once we carry out the feasibility study, this just an estimate.

Generating Funding / Startup Capital for Ilays Educational Academy

Ilays educational Academy is a private business that will be owned and managed by the founders, governing Body and will be advised by the partners in Finland. They are the sole financiers of Ilays Educational Academy which is why they decided to restrict the sourcing of the start – up capital for Ilays educational Academy to just three major sources.

These are the areas we intend generating our start – up capital;

- Generate part of the start – up capital from personal savings.
- Generate part of the start – up capital from our partners in Finland.
- Generate a larger chunk of the start-up capital from the bank (loan facility).

N.B: We have been able to generate about **\$250,000** to purchase the land which is in total **640 Acres or 1 square mile** we allocated 40 acres for the school and the other 600 acres will be for future expansions and agricultural and livestock land to supplement the schools income. We are at the early stages of obtaining a loan facility of **\$200,000** from our bank. All the papers and document will be completed soon and submitted. We are positive about the outcome of the loan and hoping to obtain it.

PRIVATE SCHOOL BUSINESS GROWTH: Sustainability and Expansion Strategy

It is a known fact that the future of any business lies in the numbers of loyal customers that they have, the capacity and competence of the employees, their investment strategy and of course the business structure. If all of these factors are missing from a business (company), then it won't be too long before the business shuts down. Our strength lies within this since we have been operating a private school since 2004 and continually increased customer base and profits.

One of our major goals of starting Ilays educational Academy in Kismayo Jubbaland is to build a business that will survive off its own cash flow without the need for injecting finance from external sources once the business is officially running.

We know that one of the ways of gaining approval and winning customers (students and parents alike) over is to ensure that we offer nothing less than the best, to offer quality education to all our students so much so that they can favourably compete with students all over the World and gain admission to top universities in the world.

Ilays Educational Academy will make sure that the right foundation, structures and processes are put in place to ensure that our staff welfare are well taken care of. Our company's corporate culture is designed to drive our business to greater heights and training and re – training of our workforce is at the top burner of our business strategy.

As a matter of fact, profit-sharing arrangement will be made available to all our management staff and it will be based on their performance for a period of three years or more as determined by the board of the organization. We know that if that is put in place, we will be able to successfully hire and retain the best hands we can get in the industry; they will be more committed to help us build the business of our dreams.

Our dream is to build and maintain the best schools in Africa and use the Finland Model schools as a bench mark for measuring success.

Check List / Milestone

- Business Name Availability Check: **Completed**
- Business Incorporation: **Completed**
- Opening of Corporate Bank Accounts various banks in Somalia: **Completed**
- Opening Online Payment Platforms: **Completed**
- Application and Obtaining Department of education ID: **Completed**
- Application for business license and permit: **Completed**
- Securing a land large enough to accommodate our School: **Completed**
- Conducting Feasibility Studies: **in progress**
- Generating part of the start – up capital from the founders: **Completed**
- Writing of Business Plan: **Completed**
- Drafting of Employee’s Handbook: **Completed**
- Drafting of Contract Documents: **Completed**
- Design of The Tutorial Schools’ Logo: **Completed**
- Graphic Designs and Printing of Packaging Marketing / Promotional Materials: **In Progress**
- Recruitment of employees: **In Progress**
- Purchase of the Needed furniture, office equipment, electronic appliances and : **In Progress**
- Creating Official Website for the Tutorial School: **in Progress**
- Creating Awareness for the tutorial school in Kismayo – Jubbaland: **In Progress**
- Health and Safety and Fire Safety Arrangement: **In Progress**
- Establishing business relationship with vendors and key players in the education industry: **In Progress**