

SENTIMA

BUSINESS PLAN 2020



www.thesentima.com



SENTIMA



BUSINESS PLAN

2020

INDEX

PARTICULARS	PAGE NUMBER
1.0 EXECUTIVE SUMMARY	4-5
2.0 MARKET GAP ANALYSIS	6
3.0 BUSINESS	7
4.0 VISION AND MISSION	8
5.0 OBJECTIVES	9
6.0 THE BUSINESS MODEL CANVAS	10
7.0 PRODUCTS AND SERVICES	11-15
8.0 COMPANY STRUCTURE	16
9.0 MARKET ANALYSIS	17– 30
10.0 5C ANALYSIS	31-33
11.0 COMPETITOR ANALYSIS	34-45
12.0 TARGET MARKET SEGMENTATION	46-48
13.0 TARGET AND POSITIONING	49
14.0 TARGET MARKET POTENTIAL	50
15.0 MANAGEMENT SUMMARY	51-52
16.0 SWOT ANALYSIS	53
17.0 OPERATIONAL PLAN	54
18.0 EXPANSION STRATEGY	55-58
19.0 MILESTONES	59
20.0 MARKETING PLAN	60-61
21.0 FINANCIAL PROJECTIONS	62-72
22.0 CORONAVIRUS AND ITS IMPACT	73-74
23.0 RISK ASSESSMENT	75-77
24.0 EXIT STRATEGY	78
25.0 CONCLUSION	79
26.0 APPENDIX	80-81
27.0 REFERENCES	82-83

1.0 EXECUTIVE SUMMARY

The hospitality, travel, and concierge services have played an integral part in the growth of the world economy as a whole. The market for global concierge services is estimated to expand rapidly in the coming years, at a CAGR of 5.5% from 2018 to 2025.^[1]

High Net Worth Individuals (HNWI's) are the major shareholders in the market as they choose concierge services to optimise their time and outsource time-consuming tasks. The Nigerian and Ghanaian areas have seen a tremendous increase in the wealth of its population, nourishing an interest in finer things of life. With its surging wealthy individuals, the demand for luxury products and services continues to grow in Africa. Sentima seeks to provide a window to cater to this opportunity and establish itself as a leading and exclusive luxury concierge service provider catering to clients from Africa, with a focus on the Nigerian and Ghanaian market.



The Company aims to build strong and personal relationships with its clients to provide a high level of personalised services and exceed the expectations of even the most discerning clients. The Company will manage every aspect of entertainment, travel, and commerce for both private clients and corporations. From VIP access at events, luxury travel, unique lifestyle experiences, relocation services, personal shopping experience, event management and even home management options, the company offers a wide range of options to its clients with an annual membership fee. The Company will also provide on-demand customised services to its clients, focussing on getting particular tasks done on a more ad-hoc basis.



1.0 EXECUTIVE SUMMARY

Luxury product consumption is on the rise, and alongside it is the business of luxury services, to be more precise, concierge services in Nigeria. An internal survey by the company concluded that there are potential customers that spend between £10,000 to £30,000 per trip. Furthermore, many of these prospects are not using any concierge service presently and are organising their own trips. Sentima will leverage this opportunity for business development and offer premium lifestyle concierge services to the increasing high net-worth and ultra-high-net-worth individuals in Africa.

The Company will be managed by Farida Raji, who is the founder and the director of the company. She has extensive experience working in the luxury travel and lifestyle industry. With the combination of her experience network and business acumen, a heightened chance of success is very likely.



THE FUNDING

The Company's founder Farida Raji will invest GBP 30 thousand required to fund the operations.



FORECASTS AND EXIT

62 clients will be served at the end of year 5.

Net Revenue GBP 314K | 5.2x
Return on Investment in 5 years

2.0 MARKET GAP ANALYSIS

Requirement of a Personal Service

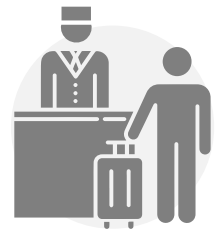
The concierge services demand an extensive understanding of consumer behaviour to understand what are the specific services required by the client. The service relies heavily upon an understanding of what a client needs, and what their interests are. The west African market appears to be bereft of any internationally recognised luxury concierge company that can provide access and highly personalised service to the UHNW clients.



Solution – Sentima will build solid personal relationships with its clients. This will help the company understand the personal preferences of the clients and tailor the service accordingly. The concierge service concept is currently not well developed in the target markets and Sentima will educate the target clientele on how a boutique service is different from bigger corporates. The Company will offer bespoke membership to suit each private individual couple, family or organisation.

Lack of a One-stop Solution

There is a lack of luxury concierge service companies operating at the same level as their international counterparts. Although there are companies that provide a specific service, such as travel, event management, etc., there is no company that provides all these services like a concierge. Clients are, therefore, forced to use various companies for their travel and lifestyle requests.



Solution – Sentima will provide a full travel and lifestyle concierge for clients. Sentima will offer all luxury services under one single ambit to become the one point of contact for its discerning clientele. This, in turn, will allow clients to put their trust in Sentima, thus allowing Sentima to build a loyal client base.

Lack of an Expert's Insider Knowledge and Skills

Majority of the players in the industry lack an expert who has the right knowledge and experience in the luxury industry. It is not enough to have knowledge about the products and services, having the right networks for exclusive services, best prices and authentic products are critical for client satisfaction. The ability to understand the client's taste and budget and accordingly tailor solutions for them is severely lacking in the industry.



Solution – Sentima is managed and controlled by Farida Raji. She has deep domain expertise of the luxury travel and lifestyle market and has worked at American Experience Centurion where she successfully managed relationships with the top hotels and luxury suppliers in the world.

3.0 BUSINESS

Sentima will establish itself as an International concierge based in the UK but with a focus on the African market. Focusing predominantly on High Net Worth Individuals (HNWIs) from Nigeria and Ghana, as well as a few corporate accounts.

Through its extensive global network of international suppliers and contacts, Sentima can fulfil and execute the requests from discerning clients.

The Company will strive to create long-term relationships with clients by providing high-quality and state-of-the-art services to the clients.

The Company is registered and will be headquartered in the UK, but also has a legal entity in Nigeria.

The Company's annual membership program plans to offer the below services to its clients -

- Name of the Entity: **Sentima**
- Owner: **Farida Raji**
- Incorporation Date: **Sep/Oct 2020**
- Location: **Nigeria**
- Target Market: **Wealthy Entities**
 - **Individuals**
 - **Corporates**



Luxury Hotels
and Resorts



Villa/Chalet/Luxury
Home Rental



Airport Services/Meet
and Greet



Private Jet and
Helicopter Charter



Private Yacht
Charter



Personal Shopping and
Sourcing rare items
(bags/watches etc.)



Sporting Events,
Ticketing and VIP Access



Event Management – Birthdays,
Destination Weddings, Parties etc.



Luxury Car Rental
and Chauffeurs



Education



Real Estate –
Buying and Selling

3.0 BUSINESS

In addition to the membership program, the company will also be available for clients as on-demand options with a variety of concierge services.

Sentima will also create Affinity partnerships with Elite clubs and brands in order to have access to their clientele and drive awareness and build a strong brand image. In addition, Sentima will also have partnerships with other luxury travel companies and concierge. Thus supporting them with requests on a commission split basis.



4.0 VISION AND MISSION

VISION



To build an exclusive company providing best-in-class concierge service to our clients- a company that emanates a scent of luxury.

To create a reputed brand in this niche and achieve international recognition.

MISSION



To provide unparalleled services to our clients and achieve continually by delivering excellence, quality, humility, and reliability.

To become a one-stop destination for all our client's concierge needs and build an incessant relationship with the clients by managing the fulfilment of their requests.



5.0 OBJECTIVES

STRATEGIC

To become a finest and a leading service provider for super-exclusive concierge services in the Nigerian and Ghanaian market.

To aim and build a long-lasting relationship with its clients to ensure regularity of business. Creating a strong customer focussed brand image through excellent service with professionalism and dedication as the foundation of the company.

To partner with private membership clubs, affinity brands, and other elite groups to create a strong brand image of the company and create leads.

OPERATIONAL

To increase the number of clients served by a significant percentage per year through superior performance and word-of-mouth referrals.

To aim and ensure delivery of superior quality of service to its clients and exceed their expectations.

To understand the requirements of its clients and aim at adding new services to the company's portfolio to ensure a strong market hold.

To publish the company's offerings in selected publications like Forbes, Condé Nast Traveller etc to promote its presence in the market and leverage these features to showcase excellence and further build network of clients.

OBJECTIVES



FINANCIAL

- To develop a sustainable concierge business, surviving off of its own cash flow.
- To achieve GBP 314K as net revenue by the end of year 5.
- To generate an EBITDA of GBP 189K by the end of Year 5.
- To execute requests of a total number of 62 clients by year 5, including both annual members and clients on-demand at the end of year 5.

6.0 THE BUSINESS MODEL CANVAS

Key Promotional Activities

- Word of Mouth Marketing
- Networking
- Referral Marketing
- Niche Marketing
- Press Releases in Magazines
- E-mail Marketing
- Attending Events
- Organising exclusive events.

Value Proposition

- Highly personalised service tailored to clients.
- Dedicated lifestyle Manager
- Providing Access and remarkable experiences.
- Wide array of travel and lifestyle service
- Strong relationships with clients
- On-demand services

Key Resources

- Experience and expertise of founder
- Key industry relationships and global network of suppliers.
- Effective CRM system to manage clients preferences and tailor services accordingly.
- Partnerships with affinity and luxury brands.
- Collaboration with other travel agencies.

Customer Segmentation

- UHNW and HNW Individuals and Families
- Corporates

Cost Structure

- Outsourcing and Vendor Cost
- Logistics and Travel
- Marketing and Branding Cost
- Customer Relationship Management Software (CRM)

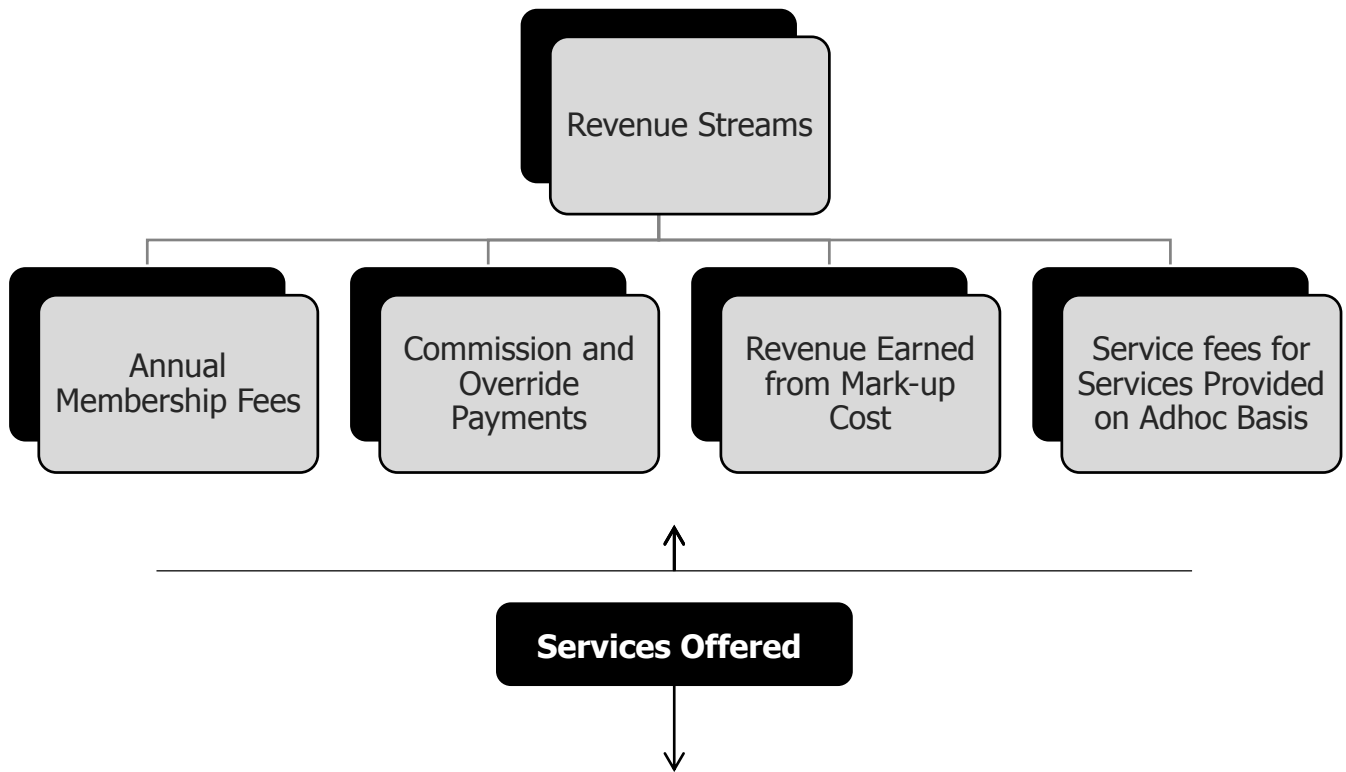
Revenue Streams

- Annual Membership Fees
- Commission and override payments from Suppliers
- Service free from on-demand services (ad-hoc clients)
- Mark-up Cost from the sale of luxury and exclusive items

Expansion Plans

- Expand the current client network to around 28 by the third year
- Introduce Education services and Real Estate services by year 2
- Can look to utilise the opportunity of the growing influence of technology on the industry and can create its own mobile-app service
- Expand its global footprint immensely.

7.0 PRODUCTS AND SERVICES



- Luxury Hotels and Resorts
- Villa/Chalet/Luxury home rental
- Airport Services/Meet and Greet
- Private Jet and Helicopter charter
- Private Yacht Charter
- Personal Shopping and Sourcing rare items (bags/watches etc)
- Sporting events, ticketing and VIP Access
- Event Management – Birthdays, Destination weddings, parties etc
- Luxury Car rental and Chauffeurs
- Education
- Real Estate – International Buying and Selling

7.0 PRODUCTS AND SERVICES



Luxury Hotels and Resorts

The Company has connections with the best hotels and resorts to provide luxurious accommodation experience to its guest. The Company will plan the most amazing experience that befits only the most elite of clientele. The Company will also provide one-off hotel bookings with access to a wide range of VIP benefits at exclusive hotels across the world.

Villa/Chalet/Luxury Home Rental

Sentima will offer villa, chalet, and private residence rental as a service to clients. The company can access villas and homes globally and find the most relevant property based on clients' needs. Sentima can also arrange for butlers, chefs and other personnel to cater to clients during their stay.



Airport Services/Meet and Greet

Concierge services will include airport meet and greet, expedited VIP check-in and security, luxury transportation, and more. The Company will strive its best to provide effortless and flawless travel experience in conjunction with the clients' unique travel needs.

7.0 PRODUCTS AND SERVICES

Private Jet and Helicopter Charter

Sentima will arrange private jet and helicopter for the point-to-point travel of the customers in most cities worldwide. The Company will offer luxurious aircraft, friendly service with timely delivery and safely. Sentima, with its global connections, can provide jets of various sizes and types.



Private Yacht Charter

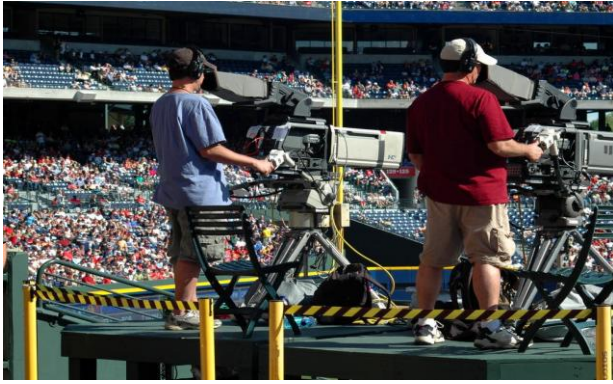
Completely stress-free plans aren't easy to come by these days, but an all-inclusive Sentima delivers. The Company will provide private yacht charter services to its customers to ensure smooth travelling to various coastal and island destinations.

Personal Shopping and Sourcing Rare Items

The Company will take pride in sourcing rare and personal shopping items. The products sourced are desirable goods exclusively for the clients, which includes bags, watches, and more. Sentima is an expert in sourcing even the rarest of items. Clients will also have access to pre-season/release and one-off exclusive items before they are released on the market.



7.0 PRODUCTS AND SERVICES

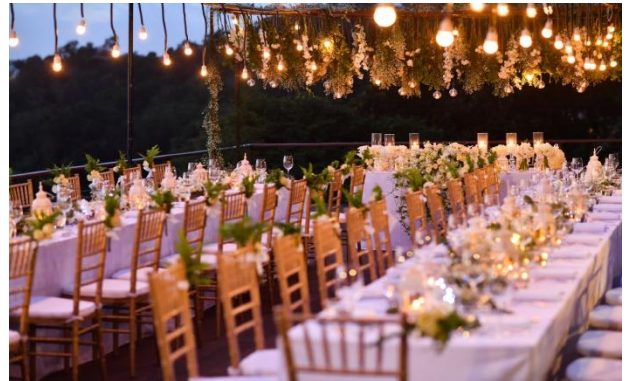


Sporting Events, Ticketing and VIP Access

Sentima will provide access to red carpet premieres, award shows, exclusive events. It will seek to provide access to the best sporting events in the country and arrange VIP passes for the same so that the clients can watch with the best view. Clients will also receive exclusive invitations to the most intimate and exclusive events, and one-off money cannot buy experiences.

Event Management – Birthdays, Destination Weddings, Parties, etc

The Company will coordinate with the event management companies to provide best-in-class services to its customers. Sentima will help its clients - arrange a birthday party, an extravagant wedding and other personal and corporate events. The Company will assist with everything from travel arrangements to organise every little detail and will be on the client's service 24*7.



Luxury Car rental and Chauffeurs

The Company has access to the luxury premium, chauffeurs around the country. It will provide its customers with exceptional selection, trusted, and personalised luxurious car services. For clients that prefer to self-drive, Sentima has access to luxury and prestigious cars.

7.0 PRODUCTS AND SERVICES

Education

Once established, the company will extend its portfolio of services and will provide education services. The Company will help with some of the best universities for higher education and private studying.



Real Estate

The Company has contacts to offer the sale and purchase of real estate properties in the international markets.

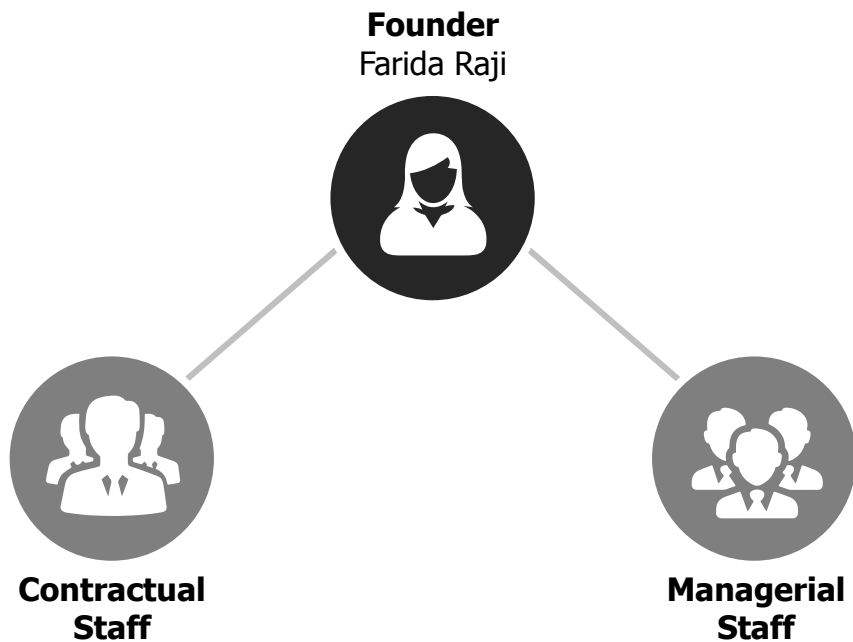


8.0 COMPANY STRUCTURE



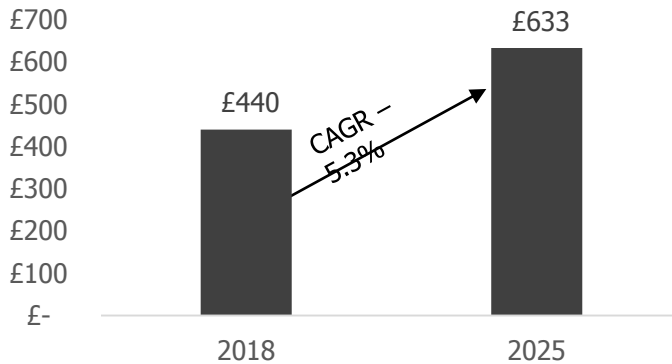
The following diagram provides how the business is organised to accomplish its objectives as it determines the ownership, control, and authority of the organisation. The team will be spearheaded by Farida Raji as the founder and director of Sentima.

The Company will not hire any staff in Year 1, but as the company grows it intends to employ contractual and managerial staff to drive the company towards sustainable growth.



9.0 MARKET ANALYSIS

Global Concierge Market (2017-2025) in GBP Millions ^[2] ^[3]



Global Concierge Industry Overview (2019-2025)

- The global concierge services market size is expected to reach GBP 633 million by 2025, according to a new report by Grand View Research, Inc. It is projected to register a CAGR of 5.3% during the forecast period.^[3]
- Economic development coupled with increasing disposable income is driving the demand for concierge service. High Net Worth Individuals (HNWI's) are boosting demand for personalised services to optimise their time.
- Growing influence of technology and social media is also enhancing the turnaround time of the services.
- On-demand concierge services are gaining traction among consumers as they allow them to pay for only what they are seeking and reduce the burden of annual contracts, fees, and membership.
- Personal segment is estimated to register the fastest CAGR of 6.1% over the forecasted period.^[2] Rising demand from millennials is anticipated to further fuel the segment growth as they are willing to spend money on exploring exotic destinations and luxury hotels and planning culinary travels.
- Corporate segment is estimated to continue its dominance in terms of market share over the forecasted period. The growth is attributed to increasing demand for event planning and organising corporate parties and annual functions. Service providers may have a smaller number of corporate clients, however, the frequent requests and high prices are anticipated to bode well for the growth. Provision of concierge services to onsite staff is also one of the prominent factors driving the growth of the market.^[2]



9.0 MARKET ANALYSIS

Lifestyle:

- Depending on statistics, more than half of Nigeria's population is under 30 years of age. Nigerian culture is often described as 'image-conscious' and increasingly interested in Western luxury brands, as more Nigerian consumers become well travelled.^[4]
- The youth bulge and rapid rate of urbanisation present promising growth opportunities. In addition, middle- and high-income consumers are enjoying rising levels of disposable income, increasing their demand for a wider range of products and services.^[4]



Wealth Statistics (Africa):

- The country in Africa with the highest net worth individual's in South Africa, with over \$1 million net worth, 39,200, followed by Egypt (16,700), Nigeria (9,900), Morocco (4,600) and Kenya (8,600).^[5]
- Africa has one of the fastest regional growth rates for luxury goods, second only to the Middle East – and by 2020, consumer spending is projected to exceed GBP 1 trillion annually, according to McKinsey's Global Institute.^[6] With an optimistic outlook and growing appetite for luxury goods, the continent offers a promising market for luxury retail well into the future.
- The 2019 Wealth Report which is compiled by AfriAsai Bank has ranked African countries according to their wealth on the continent.^[7]
 - On the ranking, South Africa tops the list with its total High Net Worth Individuals (HNWI) where 39,200 people are holding most of the country's wealth at \$649 billion.
 - Egypt follows with 303 billion and 16,700 holding the country's wealth. Nigeria follows in the third position with 225 billion with 9,900 wealthy individuals.
 - Nigeria secures the third position with \$225 billion and 9,900 holding the countries wealth.
- The Wealth Report points toward strong growth in Africa's high net worth (HNW) segment, with the continent's ultra-wealthy population forecast to expand by 59% over the next decade.^[8]
- The nascent middle class aside, recent mineral discoveries have swayed the continent's fortunes. They have given rise to a band of super-wealthy individuals with expensive tastes in countries such as Nigeria, Angola, Ghana, Mozambique and Kenya.^[8]
- Wealth has been growing fastest in Africa, according to the report. There were 29,500 millionaires in Nigeria in 2018 and it is predicted the number of dollar millionaires in oil-rich Nigeria would increase by 16% over the next five years.^[9]

9.0 MARKET ANALYSIS

Wealth Statistics (Africa):

- The following table ranks major African countries by total wealth held. Larger countries obviously have an advantage here due to their higher populations. As reflected, the "Big 5" wealth markets in Africa are South Africa, Egypt, Nigeria, Morocco and Kenya.^[10]

Country	Total wealth (US\$bn)	HNWIs (\$1m+)	Multi-millionaires (\$10m+)	Centi-millionaires (\$100m+)	Billionaires (\$1bn+)
South Africa	649	39 200	2 070	94	5
Egypt, Arab Rep.	303	16 700	870	56	6
Nigeria	225	9 900	500	27	4
Morocco	114	4 600	200	20	3
Kenya	93	8 600	340	16	-
Angola	69	3 100	140	4	1
Ghana	59	2 900	120	4	-
Ethiopia	57	3 200	150	4	-
Tanzania	57	2 400	90	8	1
Cote d'Ivoire	43	2 500	100	2	-
Mauritius	40	4 400	190	6	-
Uganda	36	1 500	60	7	-
Namibia	24	1 700	70	3	-
Mozambique	20	1 100	50	1	-
Botswana	18	2 000	80	2	-
Zambia	16	900	40	3	-
Rwanda	10	600	30	-	-

Note: HNWl numbers rounded to nearest 100. Only includes people living in each country (residents). Figures for Dec 2018.

Source: New World Wealth

9.0 MARKET ANALYSIS

Wealth Statistics (Africa):

Individuals worth over US\$0.5 million in Africa

- Based on Knight Frank's five-year growth forecast of individuals worth over \$500,000, Egyptians in this group are expected to grow by 56% by 2024, putting the country much closer to South Africa (217,247 vs 252,700 individuals, respectively).^[11]
- Trailing in third is Nigeria, which is projected to have just under 130,000 individuals in this grouping by 2024.^[11]

Individuals worth over US\$0.5m in 2019		Five -year forecast growth
South Africa	215,983	17%
Egypt	139,261	56%
Nigeria	90,985	41%
Algeria	68,341	26%
Morocco	33,958	19%
Angola	21,473	37%
Tunisia	19,676	5%
Botswana	15,099	16%
Tanzania	12,254	44%
Ghana	11,522	34%
Kenya	9,600	16%
Ethiopia	4,802	32%
Ivory Coast	3,365	40%
Zambia	1,012	13%

- In 2019, it was revealed that Wealthy Ghanaians have been enjoying the country's economic growth, with around \$56 billion shared among 2,900 high-net-worth individuals. Of those, 120 are multi-millionaires owning more than \$10 million in assets.^[12]

9.0 MARKET ANALYSIS



Consumer Spending Analysis:

- Nigeria, a top oil producer, recently overtook South Africa as the continent's biggest economy and it's common for wealthy Nigerians to enjoy shopping trips overseas for the greater choice.^[13]
- New York and Dubai are popular choices and Nigerian shoppers are also amongst the UK's biggest spenders. According to shopping service global blue Nigerian visitors spend an average of around GBP 500 per UK visit on everything from clothing to perfume.^[13]
- Nigerians tend to be especially keen to spend money on their appearances, and purchases such as clothing and shoes are popular choices for wealthy travellers. South Africans are among the world's biggest spenders on cosmetics.^[13]
- Spending on transportations tends to be disproportionately higher for a high net worth individual in Africa compared to anywhere else in the world. For example, the Mail & Guardian Africa reported that the richest households in Tanzania spend an amazing 77% of their income on transport; in Chad, it's also over 70% transport and in Ethiopia and **Ghana it's around half of the income.**^[13]
- It was found in 2019 that Ghana and Nigeria are among the countries which are expecting to have the most potential for expanding the demand for luxury goods.^[8]
- The countries were chosen due to recent performance in wealth accumulation and a high growth rate in dollar millionaires, which explains the inclusion of a low-income country with long-term potential such as Ethiopia. A rising star as measured by the increase in dollar millionaires was Ghana. The capital city, Accra, was one of the most modern cities on the continent and is experiencing a period of rapid growth.^[8]

9.0 MARKET ANALYSIS

Travel and Tourism in Nigeria:

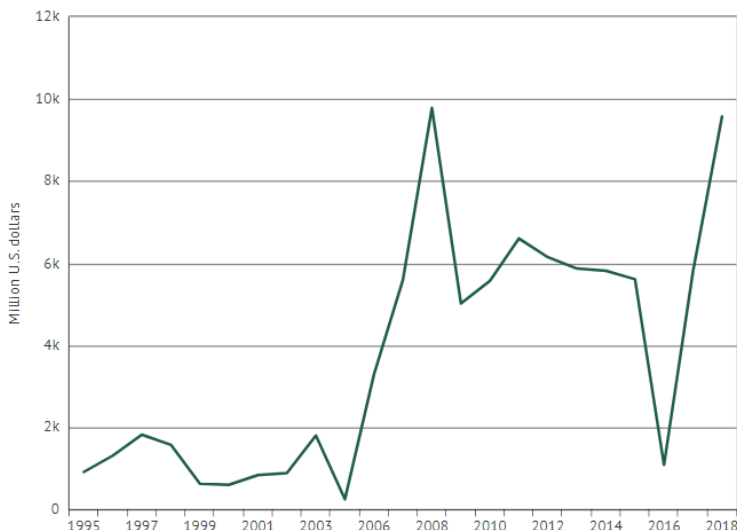
- Travel and tourism in Nigeria experienced an overall positive performance in 2019, supported by the government's continuing efforts to improve infrastructure concerning upgrading airports, road, and railway links to boost tourism flows in major cities such as Abuja and Lagos.^[14]

While many Nigerians remain wary of using the internet to book flights or other travel-related services such as lodging, online travel intermediaries continued to record double-digit current value growth through the latter category in 2019, and overtaking sales value from offline intermediaries mid-review period.^[14]

- Air arrivals continued to dominate transportation into the country compared to other means such as land or water.^[14]
- In 2018, outbound tourism - travel for Nigeria was 9,569 million US dollars. Though Nigeria outbound tourism - travel fluctuated substantially in recent years, it tended to increase through 1998 - 2018 period ending at 9,569 million US dollars in 2018.^[15]



Nigeria Outbound Tourism Statistics ^[15]



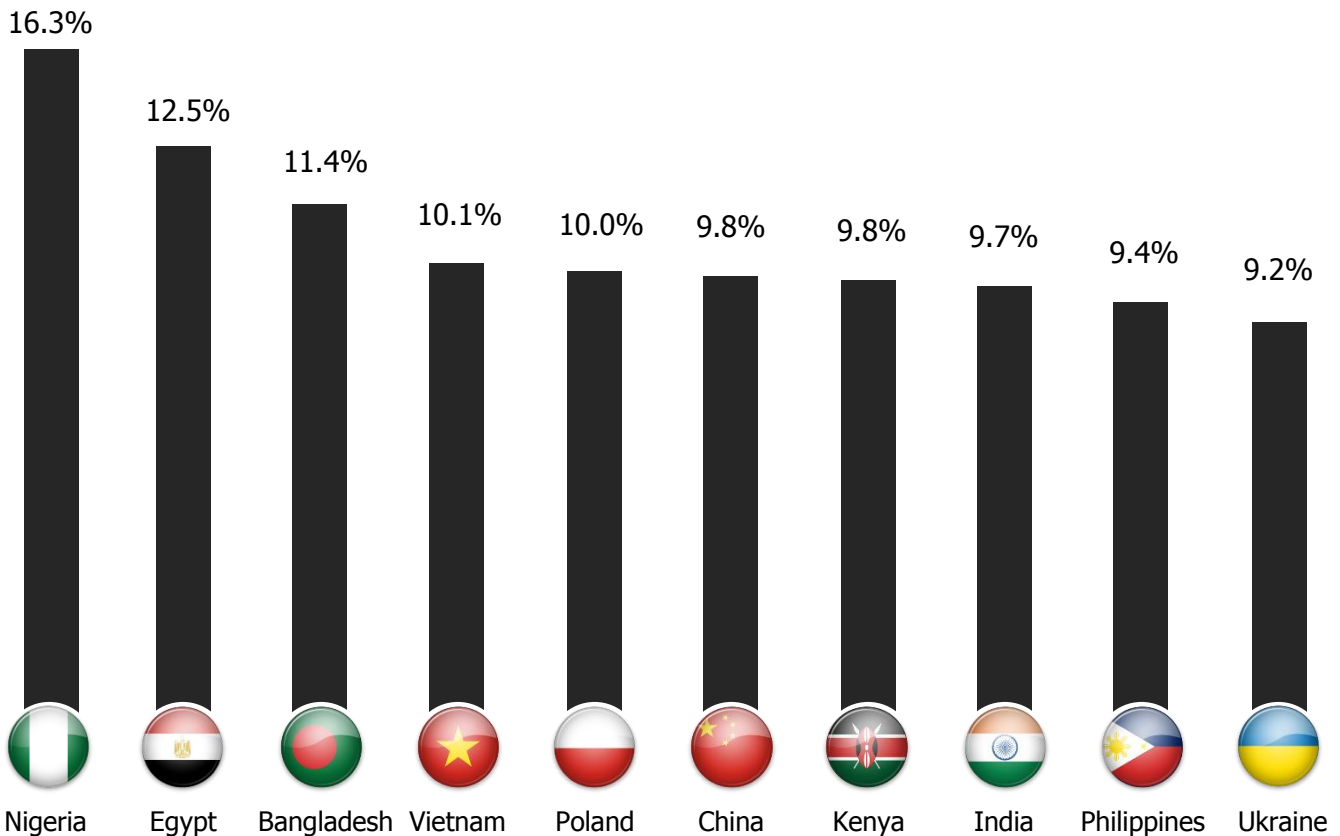
DATE	VALUE	CHANGE, %
2018	9,569	65.07 %
2017	5,797	437.26 %
2016	1,079	-80.75 %
2015	5,605	-3.55 %
2014	5,811	-0.90 %
2013	5,864	-4.51 %
2012	6,141	-6.93 %
2011	6,598	18.54 %
2010	5,566	11.05 %
2009	5,012	-48.74 %
2008	9,777	74.90 %
2007	5,590	

9.0 MARKET ANALYSIS

Growing Wealth of Nigeria:^[14]

- According to a report from the stables of wealth research firm Wealth-X, countries on track for the fastest growth in their wealthy populations in Africa are Nigeria, Egypt, and Kenya alongside other Asian and European economies.

List of Countries with their Current Wealth Level (CAGR)



- The West African Nation of Nigeria, amazingly emerged the front runner in the millionaires' chart forecast. According to the report, the most populous black nation's high net worth is going to balloon by a compound annual rate of 16.3% between now and 2030. Nigeria was closely followed by Egypt at 12.5% while Kenya came seventh with 9.8%.
- As a result of rising stock markets and commodity prices, Africans are supposedly wealthier than a year ago, and collectively so. The 23 billionaires found by Forbes in Africa in 2018 which is 2 more wealthy persons than it was in 2017 are cumulatively worth 27.18 NGN Trillion.
- **Lagos:** Total wealth held in the city amounts to US\$96 billion. The largest city in Africa, in terms of population and GDP (but not in terms of wealth). Affluent parts of Lagos include Ikoyi and Victoria Island. Major sectors in the city include basic materials, oil & gas, transport and financial services.

9.0 MARKET ANALYSIS

Growth in Demand for Luxury Goods

- Demand for luxury goods - everything from handbags and shoes to watches, champagne and beauty accessories is growing in Africa as the continent's big spenders splash out on high-end designer labels. Well-heeled politicians, oil and gas millionaires and other beneficiaries of the continent's economic lift-off are giving rise to a bling-fuelled consumer culture in countries such as Angola, Ghana, Mozambique and Kenya.
- Africa is experiencing the globe's second-fastest economic growth, after the Asia Pacific. African luxury sector generated approximately US \$6.1 billion in revenue in 2018.^[16]
- It includes luxury cars, luxury clothing & accessories, luxury watches, private jets, yachts and luxury hotels and lodges. The largest luxury markets by revenue were: South Africa, Kenya, Nigeria, Morocco and Egypt. Luxury sector revenue is boosted by a large luxury hotel sector in these countries.^[16]

Largest Luxury Markets by Revenue

Country	2008 revenue (US\$ billion)	2018 revenue (US\$ billion)
South Africa	2,0	2,1
Kenya	0,3	0,6
Nigeria	0,5	0,3
Morocco	0,4	0,3
Egypt	0,6	0,3
Other countries	2,0	2,5
Africa Total	5,8	6,1

Source: New World Wealth

- Africa is poised to become the world's second-fastest-growing region for the consumption of luxury goods. In terms of sub-Saharan Africa, its luxury markets are expected to grow by 30% over the next 5 years, making it a future El Dorado for luxury brands.^[16]
- Unsurprisingly, luxury growth is highly concentrated in cities. As such, mature cities will remain critical, given their absolute size. This implies that increasing market share in Western megalopolises should remain high on the priority list for luxury brands.^[16]
- In Africa, there has been a broad trend towards urbanisation, which is expected to support growth in the luxury goods market over the medium to long term. This could see luxury spending in cities such as Accra, Lagos, Addis Ababa, Nairobi, Luanda, Abuja, Lusaka, Kampala, in addition to traditional strongholds of Cape Town and Johannesburg accelerate in coming years as the pace of urbanisation increases and consumers' spending power escalates.^[16]

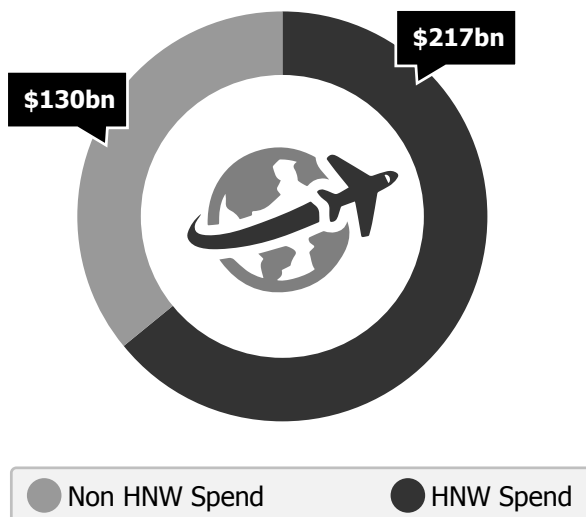
9.0 MARKET ANALYSIS

Growth in Demand for Luxury Goods

- Another important aspect is many of these individuals purchase collectables such as fine art, wine, cognacs, stamps and & coins, timepieces and jewellery. They want an experienced eye to locate these pieces for them and manage the purchase. This is another reason as to why a concierge is important. Knight Frank stated that 4% of the UHNWI have 4% of their wealth allocations portfolio for these collectables.
- There is a demand for service providers in Nigeria to meet the Nigerian luxury shopper's needs, with a taste for elegant, understated luxury, and an eye for fine English, Swiss, Italian and Parisian craftsmanship of the highest quality.
- With its surging middle-class, the demand for luxury products continues to grow in Nigeria. Sentima seeks to engage Nigeria's affluent luxury shoppers by catering to their desire for products of premium luxury brands as well as provide them accordingly.

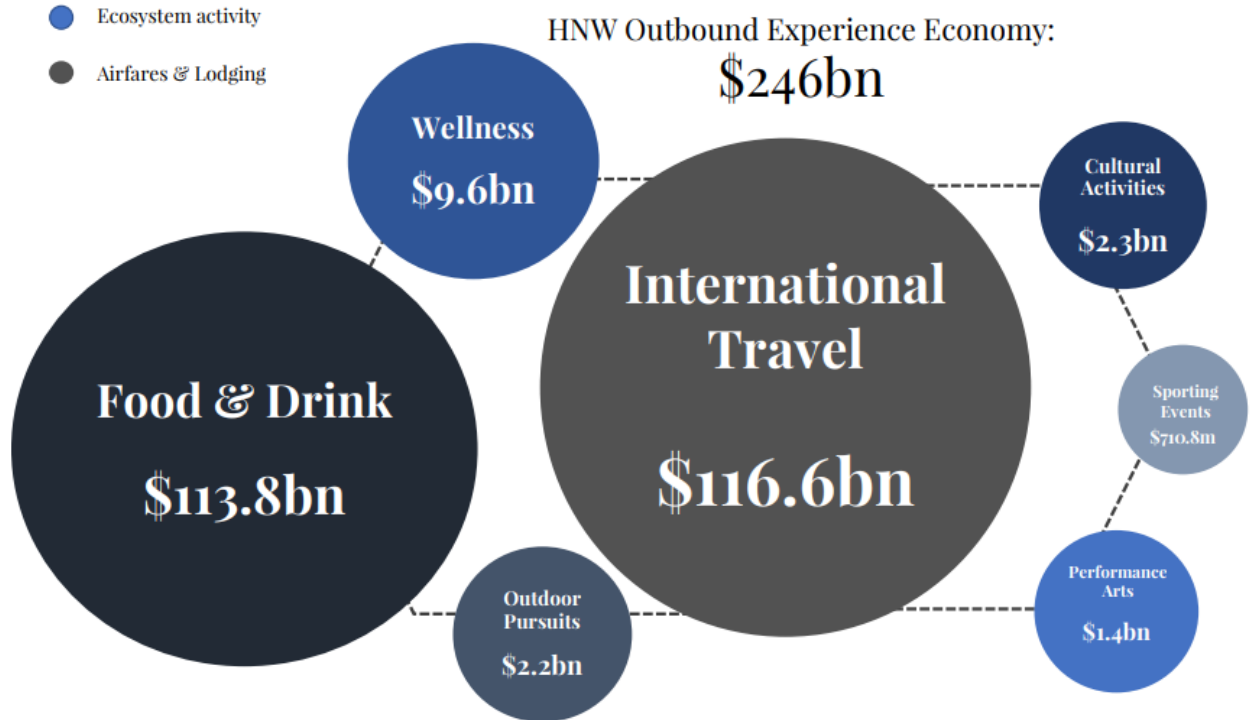
Global Luxury Travel Ecosystem^[17]

- Luxury travel is now at the centre of a Global Luxury Travel Ecosystem of experiences worth \$1.54trn. This \$1.54trn is the total spent on Ecosystem activities and experiences by domestic and international travellers - but exclusive of all lodging and airfares.



9.0 MARKET ANALYSIS

- High Net Worth individuals with more than \$1m in wealth (HNWs) contribute a huge proportion to this. Of the \$347bn spent by all outbound travellers, an estimated \$130bn is spent by HNWs. This means that these wealthy international travellers are contributing around 37% of the value of the Outbound Luxury Travel Ecosystem, despite being only 0.3% of the global population.
- Eating and drinking are one of the most essential, and the largest, part of the Travel Ecosystem. Most luxury travellers seek a wide variety of experiences whenever they go travelling. The most-talked-about trend in luxury travel has been the increased demand and delivery of high-end health, wellness and beauty related experiences.



9.0 MARKET ANALYSIS

The Global Luxury Traveler^[17]

- The huge importance of travel in their lives has given these wealthy travellers experience, but also a sense of responsibility. They are increasingly aware that their volume of travel can have an impact on the places they travel to, and the wider world.
- Minimising the negative impact of their travel experiences, and elevating the positive, has become particularly important. Experts consider that **wealthy individuals are now requiring advisors** and others to seek places to stay and activities to pursue which have a **lower impact on the local and broader environment**, are positive for the local economy and community and which avoid the waste of resources.
- Typically, the HNW traveller (\$1-\$5m) is used to luxury travel, often travelling for business in the premium or luxury properties. They spend around \$10,000 on a 7-10 day travel experience, which increases when they take family and fly long haul. They usually have travel agents from luxury agencies they favour or often use online travel agents and curators.
- The VHNW traveller (\$5m-\$30m) can sometimes be relatively new to luxury travel if they have recently experienced a liquidity event (selling a business), but most of them have raised expectations of travel experiences having pursued luxury travel throughout their wealth-earning period and spend accordingly.
- The UHNW traveller (\$30m+) can often be similar to VHNW travellers. This group are entirely accustomed to luxury, although they are wary about being overcharged and not receiving proper value for money. They typically choose specialist operators when making a trip.

Net worth	Average trip spend	Booking method
\$4m	\$10k	Travel Agent
Airline cabin (short haul)	Airline cabin (long haul)	Unique expectations
Economy	Business	★★★☆☆
Leisure travel motives	Typical room	
Escape	Deluxe	HNW Traveller

Net worth	Average trip spend	Booking method
\$23m	\$18k	Concierge
Airline cabin (short haul)	Airline cabin (long haul)	Unique expectations
Business	First	★★★★☆
Leisure travel motives	Typical room	
Getaway	Jr Suite	VHNW Traveller

Net worth	Average trip spend	Booking method
\$190m	\$60k	Specialist
Airline cabin (short haul)	Airline cabin (long haul)	Unique expectations
Private	First	★★★★★
Leisure travel motives	Typical room	
Impress	Villa	UHNW Traveller

Ghana

- In 2019, it was revealed that Ghana is one of the fastest-growing economies in Africa and now envisions becoming the first developed country in Africa between 2020 and 2029. ^[1]
- Everywhere in and around Accra there are visible signs of this explosive growth. Multiple hotels are under construction to accommodate the rising number of foreign business visitors. Huge, glass office towers have sprung up in the middle of fields and there is business construction everywhere. ^[8]
- Ghana is one of the most rapidly urbanising countries in the world. Half of its 24 million people now live in cities and this population is urbanising at 3.4% a year, triple the rate of population growth. ^[8]
- Ghana has traditionally relied heavily on exporting precious metals and minerals, including aluminium, diamonds and, of course, gold — Ghana is the continent's biggest gold producer, following South Africa. Another economic driver and a big source of income is oil. ^[8]
- Ghana's long-term growth prospects are positive. The growth rate was projected to be 7.9% in 2018. ^[18]
- Ghana's capital Accra is poised to be the fastest growing city in attracting high-net-worth individuals (HNWIs). ^[8]

9.0 MARKET ANALYSIS

As per the survey conducted internally by the company in the Nigerian market, the results were as follows –

- On average, the target market (HNWIs) take three international trips a year.
- When asked about with whom they travel, the majority of the respondents replied family or friends. Sentima can leverage this opportunity to design travel packages as per the clients' requirements.
- According to the survey done by the company, it was found that each HNWI spends on average around \$20,000 per trip and they travel on average 3-4 times a year.
- It was also revealed that accommodation was an important element followed by destination.
- When asked about the booking method, the majority of the HNWI respondents self-booked their trip online. The other prominent method was booking via a concierge such as American Express Centurion.
- Every HNWI demands are bespoke and tailored. They look for different service elements in luxury travel and lifestyle concierge service. Sentima will identify the needs of the individual client and respond accordingly to fulfil their concierge needs.
- HNWI respondents spend on watches, clothing, tech and experiences other than travel. The majority of the respondents answered watches, followed by clothing then tech.
- Another analysis of the survey was established; HNWIs who spend more on travel were also likely to spend more on experiences and prefer booking by a travel agent.



9.0 MARKET ANALYSIS



Why Nigeria First?

The client will leverage the advantage of being from Nigeria to cater to the demand of HNW individuals and corporates to grow the brand in the country. Also, the size and economic power of Nigeria is considered as the Sub-Saharan economic powerhouse. Some of the reasons for choosing the said location are outlined as follows:

- Nigeria is the most populated country in Africa, with a population of over 206 million people.
- Nigeria's high net worth population is predicted to rise by a compound annual rate of 16.3% between 2019 and 2023.^[19] More people are becoming wealthier and need luxury concierge services.
- The list of the rich in Nigeria is snowballing, surprisingly even as it seems the country gets harder economically. Needless to say an IMF report released showed that countries in Sub-Saharan Africa are among the world's fastest-growing economies.
- Luxury products consumption is on the rise and alongside it is the business of luxury services, to be more precise, concierge services.

Sentima will become one of the pioneering leaders in concierge services catering to high-net-worth individuals. The Company will offer bespoke luxurious-lifestyle experiences and personalised concierge services for both private clients and corporations in Nigeria. The Company will also cater to the Ghanaian market. The Company will also target HNW from Ghana also to grow the client base and enter new markets.

10.0 5C ANALYSIS



Company



Customer



Collaborators



Climate



Competitors



Company

- **Name of the Company:** Sentima
- **Year of Incorporation:** 2009
- **Services Offered:**

- Concierge service
- Luxury Travel
- Luxury Shopping
- Car Rentals
- Event Management
- Education
- Real Estate

▪ **Goals:**

- To deliver super-exclusive concierge service for its market in Nigeria and Ghana.
- To aim at building a strong relationship with wealthy individuals and serve their concierge requirements.

▪ **Culture:**

Sentima will be a premium concierge service provider in the Nigerian and the Ghanaian market with a motive of building a strong relationship with its clients by providing excellent and swift service.



10.0 5C ANALYSIS

Customer



Sentima will target both wealthy individuals and provide them with personal concierge services and will also cater to corporate clients.

- **Domestic Users:** The Company will target HNWI's and UHNWI's to provide its superior exclusive services. The Company will strive to provide an intricate network of access to the world's most exclusive brands and experiences to these customers.
- **Corporate Users:** Apart from domestic users, the company will also target corporate users in Nigeria and Ghana. The Company aims to develop partnerships with corporate firms to help and deliver the concierge service. Corporates wish to provide luxury concierge services to its high-end customers.

The Nigerian and the Ghanaian market has numerous wealthy corporate firms. Some of the highly rich firms in the Nigerian market are Aero Contractors, Arik Air, Chanchangi Airlines, Chanchangi Airlines, Ensure, First City Monument Bank, Kakawa Discount House Limited, etc. Further, some firms in the Ghanaian market include Accra Brewery Company, Afra Airlines, Agricultural Development Bank of Ghana, Ayrton Drugs, etc.



Collaborators



- **Partners and Investors:**
 - Sentima is a Limited Liability Company owned by Farida Raji.
 - The founder will invest GBP 30,000 to start the business operations in Nigeria.
 - As the business expands, she will aim at infusing more capital into the business.
- **Partnerships**
 - Sentima will partner with selected publications, and event houses to target high net worth clients.
 - The Company will also aim at developing a partnership with private clubs and affinity brands to build a relationship with high net worth individuals.
- Tie up with local tour and travel companies to provide access to other services. **Corporate Partnerships**
 - The Company will enter into strategic partnerships with other travel companies in the country that offer similar services.
- **Social Community**
 - The Company's main ideology lies in developing a strong relationship with its clients. The Company will be promoting its brand name by communicating with its customers and will try to influence them to use its service.

10.0 5C ANALYSIS



Climate

▪ Laws and Regulations

The business environment in Nigeria and Ghana as a whole is highly regulated with many permits and applications required to carry out business operations. Some of which are:

- **Federal Regulations** - CAC (Corporate Affairs Commission), FIRS (Federal Inland Revenue Service), and other federal government permits
- **State Regulations** – Company registration, business premises permit from the State's Internal Revenue Service, State tax registration and others
- **Local Regulations** – Community welfare registration.

▪ Social and Behavioral Trends

- Fastest growing economies in West Africa.
- Booming luxury market
- Rapid urbanisation
- Rising disposable income
- International tour and travel

▪ Concierge Service Industry

- With the growing urbanisation, change of demographic profiles, technological advancement, a sharp rise in the youthful population is creating a high demand for Concierge service.
- West Africa is becoming the second-fastest developing economies and it has seen an increase in the wealth of its population, nourishing an interest in finer things of life like luxury goods, use of luxury cars, and resorts.

▪ Economic Trends

- Six of the 10 fastest-growing economies in Africa include Ghana and Nigeria.
- Nigeria's high net worth population is predicted to rise by a compound annual rate of 16.3% between 2019 and 2023.^[20]
- Attractive popularity of luxury cars, luxury clothing & accessories, luxury watches, private jets, yachts, and luxury hotels and lodges.
- The Company will be incorporated in the UK, and after the Brexit, the UK will look to collaborate and expand with a lot of other countries outside of the EU, which will hopefully lead to better trade relations with emerging economies like Nigeria. It should be a conducive economic atmosphere, and as such, the concierge activity is not a heavily regulated sector, and we do not foresee a legal or regulatory issue arising.

11.0 COMPETITORS

Competitors

Centurion® Card from American Express/ Amex Black Card



The **American Express Centurion Card**, known informally as the Amex Black Card, is an invitation-only charge card issued by American Express. An invitation is extended to Platinum Cardholders after they meet certain criteria. The Centurion Card comes in personal, business, and corporate variants.

It was released in 1999 and created such a buzz that other card issuers wanted to create their own deluxe credit cards to reward their highest-spending customers.

Services Offered

- Airline and Airport Perks
- Hotel Benefits
- Car Rental
- Dining
- Access to Exclusive Sales and Events
- Shop for the Customer
- Wine and Wine Buying
- Cruises
- Exclusive Lounge Access
- Business Card and Owner Benefits
- Insurance

Strength

- Great value for the frequent traveler.
- Cannot apply for it without being invited. To get an invitation, spending must be \$100,000+ range each year.

Weakness

- Extraordinarily high acquisition fee and subsequent annual fees.
- Do not offer welcome bonus as in the Platinum Card of Amex.



Initiation Fee - \$10,000
Annual Fee - \$5,000

11.0 COMPETITORS

Quintessentially

Quintessentially Group is a British concierge company founded in 2000 by Aaron Simpson, Ben Elliot and Paul Drummond. The company is headquartered in London and operates 60 offices worldwide. Quintessentially is a members-only "luxury lifestyle management service" that provides concierge services including travel bookings, restaurant recommendations, and access to events.



QUINTESSENTIALLY

Services Offered

- Travel
- Education
- Real Estate
- Personal Shopping
- Art
- Private Parties and Celebrations
- Weddings
- Wine
- The Luxury of Time
- Meaningful Experience

Standard Fee -
\$5,500 per year

Elite Level -
\$45,000 per year

Strength

- Winner of the most prestigious travel and concierge awards such as Conde Nast's Best Concierge Company, the Leading Hotels of the World's Top Producing Agent and World Travel Awards' Europe's Leading Luxury Lifestyle Club.
- Well-to-do and in-the-know global fixers provide an all-access pass to the elite looking for preferential treatment and white-glove service in every aspect of entertainment, travel and commerce.

ProvidusBank

ProvidusBank launches the World Elite Mastercard offering in Nigeria, providing affluent consumers and frequent travellers with a range of priceless travel benefits and lifestyle privileges both at home and abroad. This is the first launch of World Elite Mastercard in Sub-Saharan Africa.



PROVIDUSBANK

The World Elite Mastercard platform provides access to an exclusive global network of benefits that satisfies every lifestyle and travel need.

Services Offered

- Access for and one accompanying guest to 900+ airport lounges worldwide.
- Priority check-in, lounge access and much more across Qatar Airways and the one world airline alliance.
- Special saving of 15% on a VIP meet & greet service at over 470 airports globally.
- Apply for travel visa easily and quickly.
- Rent a car hassle-free, get faster returns, discounts and class upgrades with Hertz Gold Plus Rewards.
- 25% off with next rental when booking with Avis.
- Complimentary nights at participating Marriott Bonvoy hotels.

11.0 COMPETITORS

- Complimentary nights at participating Marriott Bonvoy hotels.
- Dining and spa offers.
- Invitation to exclusive events.
- Personalised concierge assistance.
- Travel and medical insurance in case of any medical need or emergencies (up to \$500,000 cover).
- Zero lost card liability guaranteed on purchases made in a store, online or at an ATM.



Strength

- Satisfy lifestyle and travel needs.

Weakness

- Fail to refund money when service is not provided.*

Kahera Travels

Kahera Travels is a Nigerian based travel company providing services in Africa, Asia and the UAE, Australia, Canada, Caribbean, Europe, North America, South America.

Services Offered

- Flights (Local and International)
- Hotel and Villas
- Tours and Experiences
- Car Rentals
- Corporate and Group Bookings
- Visas



Strength

- The company provides luxury tailored packages for its services.

Weaknesses

- Kahera Travels fails to provide services as per the set standard.*

11.0 COMPETITORS

Blaque Concierge

Blaque Concierge is a leading provider of concierge & lifestyle management services. The company offer a variety of bespoke services, global travel solutions all geared towards giving the clients a memorable experience.

Services Offered

- Travel Planning
- Event Access (Business, Sports, Theatre, Concerts)
- Entertainment (Corporate Party)
- Business Support
- Serviced Offices



Strength

- The company focuses on every detail of the customer.

Weaknesses

- Services offered are limited.

Elite Concierge

Elite Concierge is a joint venture between the globally acclaimed Les Concierges Group and Securisk group in Nigeria. The Joint Venture brings to the country for the first time two of the biggest brands in the concierge world: Les Concierges (the employee-friendly concierge program) and Club Concierge (the luxury lifestyle service). Since 1998, the Les Concierges Group has been a laboratory for the development of employee workforce directed services and customer loyalty and retention programs.



Services Offered

- Home Care
- Leisure and entertainment
- Travel
- Health and Beauty
- Shopping
- Food and Dining

Strength

- Best customer service, fair price.

Weaknesses

- Do not do shuttle services at international flights.*

11.0 COMPETITORS

Alice Travel

The company specialises in challenging, urgent individual and group bookings, VIP services as well as selling airline tickets, cruises and any trips all around the world. Alice Travel is a travel agency that has made individual tour organisation into one of its main areas of activity.



Services Offered

- | | |
|----------------------|----------------------------|
| ▪ Travel | Cultural and entertainment |
| ▪ Wedding | International forums |
| ▪ Concierge services | Medical travel |
| ▪ Hotels | |

Strength

- Works on customer expectations.

Weaknesses

- Only provides travel services.

Luxe Regency

Luxe Regency is a Luxury Lifestyle, Management and Concierge Service business operating in Africa with its headquarters in Accra, Ghana.



It offers services that give you the freedom to relax whilst being taken care off. In the world where professional lived a harried and controlled life, Luxe Regency is helping their customers to live a better pleasure of the world.

Services Offered

- | | |
|----------------------|---------------------------------|
| ▪ Luxury Travel | • Kids' Concierge |
| ▪ Personal Concierge | • Corporate/Religious Concierge |

Packages and Pricing

- **Gold Elite:** Travel management, lifestyle management, entertainment and fine dining, home management services, relocation services, luxury accommodations.
- **Diamond Prestige:** Travel management, lifestyle management, home management services.
- **Silver Supreme:** Travel management.
- **White Platinum:** Family travel, kids concierge and home management services.
- **Corporate Elite:** Travel management, deluxe gift concierge, celebrations and events as well as wealth management.
- **Corporate Prestige:** Premium gift concierge and celebrations and events.
- **Corporate Supreme:** Standard gift concierge.

Strength

- Provides relocation, home management

11.0 COMPETITORS

Le Concierge Club

The company headquartered in Accra provides personalised services to its clients. The company offers bespoke services and exclusive privileges to provide an exceptional experience.

Le Concierge Club

Services Offered

- Airport VIP services
- Art acquisition and consultation
- Haute cuisine and dining
- Luxury accommodation
- Luxury branding
- Personal assistant and administrative staff
- Private aircraft charter
- Private parties and celebrations
- Transportation
- Travel arrangements
- Real estate

Strength

- Provides art acquisition and consultation.

Weakness

- Provides airport services within the country.

Le Concierge Club

Fur Alle is an exclusive lifestyle and luxury world-class destination company delivering leading-edge excellent professional services in the areas of Luxury World Class Travel Management, Exclusive Tours Management, VIP concierge services, Logistics, Aviation and CIP around the world.



FURALLE
LIMITED

As one of the best Travel Agency in Nigeria, the company also offer travel-related services such as flight ticket booking, hotel booking, visa support services, vacation travel packages, dual citizenship programme, airport protocol and logistics services, aircraft charter services, best tour packages, pick up and drop off, immigration support services and visa on arrival.

Services Offered

- VIP Concierge
- Flight and Tickets Booking
- Visa Support Services
- Vacation Packages
- Security Escort Services
- Dual Citizenship Service
- Immigration Support Services

Strength

- The company delivers leading-edge professional services in the areas of its field.

Weakness

- Services offered are expensive.*

11.0 COMPETITORS

The Concierge Ghana

The Concierge Ghana offers professional and highly creative business concierge services that will assist businesses, individuals and busy expatriate living aboard and in Ghana in achieving their business and personal goals with ease.

Services Offered

- Performance Analysis
- Business Consultation
- Personal and Corporate Services



Services Packages

- **Corporate Packages (\$250):** Errands, Pick Up and Drop-Off, Car Repairs/Sales, Cleaning Services, Personal Shopping, Gift Buying/Wrapping, Concert/Movie reservations, Event Planning, Travel Arrangement, Relocation Services.
- **Personal Packages (\$100):** Errands, Pick Up and Drop-Off, Car Repairs/Sales, Cleaning Services, Personal Shopping, Gift Buying/Wrapping, Concert/Movie reservations.
- **Custom Packages (\$500):** Errands, Pick Up and Drop-Off, Car Repairs/Sales, Cleaning Services, Personal Shopping, Gift Buying/Wrapping, Concert/Movie reservations, Event Planning, Travel Arrangement, Relocation Services, Legal Accounting Services, Administrative Tasks, Consulting, Advising, Business Planning, Investments.

Strength

- Divided the package on the basis of the requirement of the customer.

Lyne Travel and Lifestyle

The company is a travel concierge service company offering travel packages, which are tailored specifically to the preferences and interests of the customers. The company understand the needs of the customers to provide them with quality services.



Services Offered

- Destination Management
- Concierge Services
- International Student Services
- Bespoke Travel Packages

Strength

- Packages are made on the basis of interests and budget of the customers.
- Also offers services to international students.

Weakness

- Sometimes, timely services are not provided.*

12.0 TARGET MARKET SEGMENTATION



The target customers of Sentima can be divided into two segments: the domestic users, primarily the high net worth business owners as well as the small to medium scale enterprises, referred to as corporate users.

▪ Domestic Users:

In the domestic users' segment, **Sentima** primary focus will be:

- Rich business owners aged between 33-50
- Family members and relatives of business owners
- Individuals having a net worth of more than \$1.00 Million
- High profile jobs



This segment is likely to use the Concierge services since they possess the ability to pay and have an interest in living a luxurious lifestyle. Countries have seen a sharp rise in the demands for these services with the effect of urbanisation and enhancement of the technology.

Corporate Users:

In this segment, Sentima will majorly target-rich corporate houses in the country and expats looking for one-stop support.

The Nigerian and the Ghanaian market is a hub for cement, aviation, heavy construction, and entertainment corporate hubs. The Company will try and build packages for the corporate hubs and will also try and aim to target the expat employees working in these corporate houses.



12.0 TARGET MARKET SEGMENTATION

Marketing Model –STP UHNWIs and HNWIs

S



Segmentation



Psychological Division

through lifestyle and income. The Company plans to target high net worth individuals.

T



Targeting



Differentiated Services

Sentima will retain its clients through its excellent service and effective customer support.

P



Positioning



Word-of-Mouth and Referrals

This will be the most influential marketing strategy initially to attract and retain the target clients.

12.0 TARGET MARKET SEGMENTATION

Marketing Model –STP

Corporates

S



Segmentation

The Company will focus on providing concierge services to corporations, who have large number of clients and employees who would find a concierge service attractive as a part of their service and compensation package respectively.

T



Targeting

Differentiated Services

Sentima will try to retain its clients through providing personalised services for each executive/manager for the corporate and also providing bundled services to them.

P



Positioning

Networking and Business Events

The founder will head to networking and business events to meet corporate clients. It will also use cold calls for corporate clients.

13.0 TARGET AND POSTIONING



Sentima will rely on multiple strategies to grow its market share.



The Company will be making use of both online as well as offline channels to reach its target segments. The Company will be creating a website that aims to portray all the services the company will be offering. The Company will create its brand identity by introducing its services to its target customers and will build in a personal relationship with its clients.



The Company will create brand awareness through the website, word of mouth awareness, magazine publications and affinity partnerships with reputable brands to drive awareness of the brand and services as well as examples of experiences have been able to create for clients.



The Company does not face any direct competition from concierge companies in the country but face competition through other travel agencies and single-service providers. The Company will leverage this opportunity to create a one-stop solution for all the concierge services.



The Company in the near future plans to tie up with local travel agencies and also publish their offerings using Blogs and newsletters to get in touch with the prospective clients.

14.0 TARGET MARKET POTENTIAL



The statistics regarding the target segment of the company are outlined as follows:



The total individual wealth held on the continent amounts to the US \$2.3 trillion and around the US \$920 of this is held by HNWI's (those with US\$1 million or more) of which there are approximately 148,000. There are approximately 320 people in the centi-millionaire wealth band category (defined by net assets of US \$100 million or more). The top 10 wealthiest countries in Africa by total wealth for 2017 are South Africa, Egypt, Nigeria, Morocco, Kenya, Angola, Ghana, Tanzania, Ethiopia & the Ivory Coast in that order. The total individual wealth held in Africa is expected to rise by 34% over the next 10 years, reaching the US \$3.1 trillion by the end of 2028.^[21]



African luxury sector generated approximately US \$6.0 billion in revenue in 2017, the largest luxury markets by revenue were South Africa, Kenya, Nigeria, Morocco and Egypt.^[16] The first Africa Luxury Dialogue event took place in Ghana recently, presented as a forum that explored the luxury landscape in West Africa.



Ghana's strategic and central location within West Africa provides access to the ECOWAS market with an estimated population of 350 million people. The country did not only have an excellent geographic location but also enjoyed geopolitical stability, rule of law, economic steadiness and highly educated population.



The Nigerian upper-middle class is booming, especially people working in the oil and gas sector. It is waving the opportunity for these group of individuals to actively use Concierge service.

15.0 MANAGEMENT SUMMARY

FARIDA RAJI

Founder and Director of Sentima

Farida Raji has extensive experience the luxury travel and lifestyle industry. Having a strong passion and experience in the field of business development and partnerships manager, Farida Raji has successfully been able to hone her appetite in these areas throughout her professional career.

During her career, she has worked with multinational firms like American Experience Centurion, where she was responsible for managing relationships of the top hotels and luxury suppliers in the world.

Starting her career in American Express as a process analyst, she is now serving as a partnership manager in Traveller Made since 2013.

She has a strong professional career profile and is also a professional with a CIM Professional Diploma in Marketing and is a PRINCE2 Registered Practitioner. She is an expert in Relationship Management, Partnership Management, Negotiation, Strategy, Sales, Marketing Strategy and Project Management. She is a passionate traveller and has visited over 60 destinations globally.

Her vital experience will play a significant role in the development of the company. Farida Raji will act as the Founder and Director of Sentima.



15.0 MANAGEMENT SUMMARY

FARIDA RAJI Founder and Director of Sentima



Work Experience

Organisation	Designation	Period
Traveller Made	Senior Partnership Manager	Nov 2017- Present
American Express	Partnership Manager	Jan 2012- March 2013
American Express	Marketing Executive	Mar2011- Dec 2011
American Express	Process Analyst	Sept 2007- Dec 2011



Education

Organisation	Designation	Period
BPP Business School	Professional Diploma in Marketing	2010-2011
University of Sussex	Law and Management Studies	2004-2007

16.0 SWOT ANALYSIS

STRENGTHS

- Knowledge and experience of the founder in the luxury travel
- Variety of luxury services offered
- Sentima has a membership model which will allow the company to build an emotional connection with members and provide highly personalised service.
- Sentima will also provide on-demand service to a limited number of clients which will also drive incremental revenue.
- Has strong relationships and a wide network of suppliers and contacts.

OPPORTUNITIES

- Although there are a few concierge companies in the market, there are no internationally recognised Luxury Concierge brands in Nigeria and Ghana.
- As the company grow the membership and client base, it provides an opportunity to monetise by charging other companies and brands for access to our clients.
- Despite focusing on a niche market (luxury), there is a relatively big segment of target clients
- Based on market research, although the target segment, do not travel as often, there the average spend when they do travel is quite high.
- Based on internal market research, target segment will also spend a huge amount on other Luxury services such as Personal shopping.
- Africa is a relatively untapped market.



WEAKNESSES

- Until the company build its brand, there will be a lack of trust from the target segment in comparison to more established brands e.g. Centurion, Quintessentially.
- It can be challenging initially to tap into the UHNW segment.
- As Sentima targets a niche market, so there is a limit to the target size in comparison to mass market segments.

THREATS

- As the company launches Sentima in the region; they could face a threat from competitors. Competitors not being able to deliver the same level of services and damaging the reputation of concierge businesses within the target market as well as the confidence of the target segment will be a threat to the company.
- The uncertainty around COVID-19 and how it will impact the future for travel but also businesses, in general, remains a big threat.
- Nigeria and Ghana are generally quite volatile markets in comparison to the Western markets. Political tensions, unstable Forex and other external factors can have impacts on businesses as well as for target markets and their ability to spend.
- A big element of our business is relying on third party suppliers. The challenge with this is that if third parties fall short of expectations to clients, it could be detrimental to Sentima's relationship with the client if not manages appropriately.
- There can be significant challenges for the target segment to obtain visas to allow them to travel to certain destinations. This can limit the scope of travel experiences the company can offer to clients.

17.0 OPERATIONAL PLAN



Operational Plan

- Due to the nature of the business, it can be operated virtually anywhere in the world provided, the company have access to the internet and can make calls.
- Sentima is registered both in the UK and Nigeria. The UK will be its main headquarters with frequent travel to Lagos.
- The founder and owner of Sentima will manage the daily operations. As Sentima begins to grow; the company will hire additional staff to assist with admin tasks.



Managing Clients

- Details of all clients will be managed on a CRM system. All client requests, quotes and confirmed bookings will also be logged on the CRM for reporting, payment reconciliation and tracking payments from suppliers and clients.
- Farida will manage the relationship with all clients. Clients can send their requests to Sentima via email, WhatsApp, text or by calling their dedicated Lifestyle manager.
- Sentima will also pro-actively send personalised offers and news to clients to keep them updated on the services and to keep them engaged.



Managing Suppliers

- Third-party suppliers will provide the services provided by Sentima. Farida will also be managing and maintaining the relationship with suppliers to ensure they provide the best services to our clients. In addition, to ensure Sentima are kept updated on news and key information.
- Details of any services obtained via suppliers will be managed on the CRM system to allow for accurate accounting and follow the tracking of payments to/from suppliers.



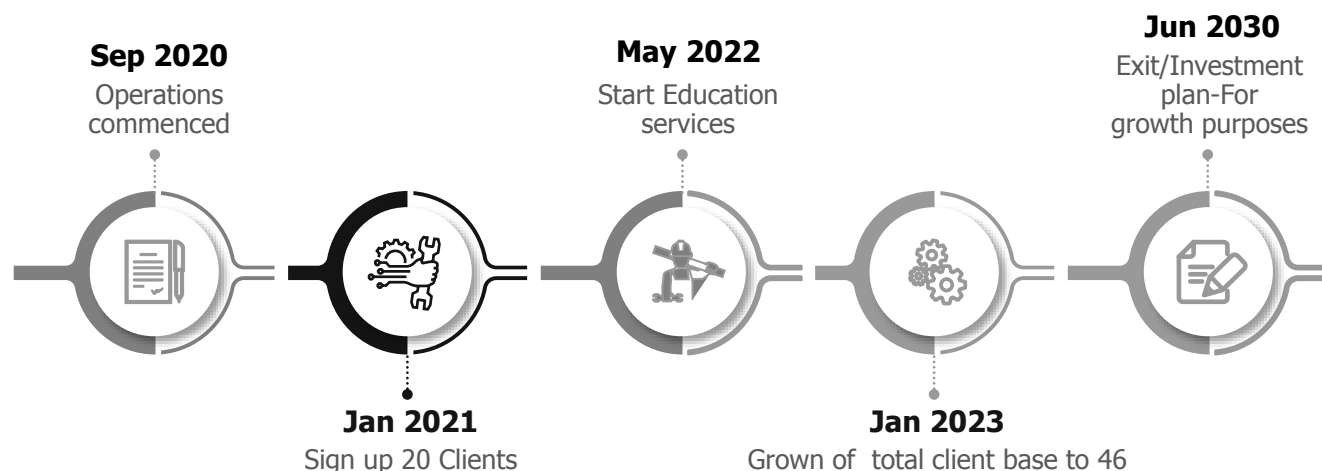
17.0 OPERATIONAL PLAN



Payments and Reconciliation

- Where possible, Sentima will invoice clients using the UK legal entity. The Nigerian legal entity will be used only for clients insisting on paying in either Naira or those wishing to transfer money from their Nigerian bank account.
- Sentima will maintain a Stripe account to facilitate payments made by clients and suppliers and allow payment to be made via Credit/Debit cards.
- Sentima will also manage the day to day bookkeeping and expenses via online accounting software.

OPERATIONAL MILESTONES



18.0 EXPANSION STRATEGY

A tangible business growth plan is key to sustaining business and working towards its long-term success. It is imperative for the business to continuously innovate with the changing times to stay current and up-to-date in the market.

The Company will continue to advance its offerings to re-engage with its customers and expand its market reach. In order to grow its customer base and emerge as the leading concierge services brand, the business has framed the following strategies:



Expansion Through Digitisation: There has been a surge in adoption rates of digitisation, and it has become the fundamental mode for providing an enhanced customer experience. Sentima is planning to launch its website. It will act as a source of medium to attract clients since they will be able to understand the company's offerings.



Enter New African Markets: Sentima will first focus on penetrating the Nigerian and then Ghanaian market. Over time, the company will plan to expand strategically to acquire clients from other African countries.



Enter New Verticals: In the short term, Sentima will introduce education and real estate services to further enhance its service offerings. As it will continue to grow, it will leverage the brand to expand into other sectors such as wealth management and consulting.



Grow the Brand: By growing the brand, the company will hope to build a database of UHNW clients which they can monetise by collaborating with various companies wishing to penetrate the luxury African market.



18.0 EXPANSION STRATEGY

Sentima will further expand to other key luxury markets in Africa in accordance with its vision to develop itself as a pan-African brand within the next 10 years. This is one of the major reasons for setting up its virtual offices across other African markets. The countries identified for this expansion are Egypt, South Africa, Morocco and Kenya, as they are the leading luxury markets and are well-positioned to grow.

South Africa

- South Africa is the economic hub of the African continent.
- The economy of South Africa is the second-largest in Africa, after Nigeria. As a regional manufacturing hub, it is the most industrialised and diversified economy. It has one of the wealthiest people in the country.
- South Africa's advanced economy and strategic location at the tip of the continent makes it a gateway for investors looking to venture into Africa.
- It is ranked among the world's largest emerging economies, which include China, India, Brazil and Russia.



Kenya

- Kenya is the largest and the most advanced economy in East and Central Africa.
- The dominant economy in the East Africa Community, contributing to more than 50% of the region's GDP.
- Kenya has strong growth prospects supported by an emerging, urban middle class and an increasing appetite for high-value goods and services.
- Kenya's membership to regional economic blocs coupled with her strategic geographic position makes the country the gateway to the huge East African Community (EAC) market with over 135 million people and the Common Market for Eastern and Southern Africa (COMESA) market with over 450 million people.[22]
- According to a report by Mauritius based AfrAsia bank, Kenya was listed as the second-largest luxury goods market in Africa by revenue in 2018. Kenya's luxury goods market generated £405.65 million in revenue.[23]



Morocco

- As per a report by the Rand Merchant Bank (RMB), Morocco has emerged as the second most attractive business destination in Africa.^[24]
- Morocco's return to the African Union in January 2017 and the launch of the African Continental Free Trade Area (CFTA) in March 2018 provide Morocco further opportunities to promote foreign investment and trade and accelerate economic development.



18.0 EXPANSION STRATEGY

- In Morocco, human resources have all the ingredients to become the pivots of a competitive investment and value creator: education level, cultural openness, language skills and new technologies, commitment to entrepreneurship, adaptation capacity to change and competitive labour costs.
- Morocco boasts more than 15.000 local wealthy consumers with annual incomes of over EUR 1 million. Of the 7 million foreign visitors who visit Morocco each year, over 30% are luxury wealthy travellers.[25]

Egypt

- Egypt's economy is one of the most developed countries in the Middle East/African region, with a gross domestic product (GDP) of approximately £202 billion in 2018 and approximately £ 2087per capita in 2018.[26]
- Egypt has emerged as a consumer market of significant importance in the region, as witnessed by the arrival of dozens of global brands and the sharp expansion of retail sales in the past two years. This is partly due to the sheer size of Egypt's population that put it as the most populated country in Africa and the Middle East.
- The country is widely considered to be a major frontier market, while it is also a member of Goldman Sachs' Next Eleven (N-11) economies that may have as much potential as countries in the BRIC region to overtake the G-20 nations.
- Egypt's luxury industry has been developing steadily and constantly in the past three years. The Egyptian luxury market caters mostly for its local wealthy people, the majority of them residing in Cairo. According to several reports issued this year, 5% of the 84 million inhabitants are in control of 25% of the country's GDP.[26]



19.0 MILESTONES

YEAR-1

- ✓ Commence operations in Nigeria from Jan 2021
- ✓ Establish relationship with Suppliers
- ✓ Sign up around 5 clients with each paying annual membership fees.

YEAR-2

- ✓ IT development with the omnichannel digital presence
- ✓ Increase to 20 clients(10 annual members and 10 customers taking services on ad-hoc basis).
- ✓ Increase revenue y-o-y from on-demand clients.

YEAR-3

- ✓ Diversify into the education sector and real estate
- ✓ Expand to new markets in Africa
- ✓ Grow client base to between 28 clients.
- ✓ Generate a net revenue of over GBP 142K

YEAR-5

- ✓ Leading market in concierge services.
- ✓ Plan to launch Mobile Application
- ✓ Create a new and larger team for managing clients
- ✓ Expand to other African markets
- ✓ Generate a net revenue of over GBP 314K



20.0 MARKETING PLAN

The sale of luxury items and other concierge services requires a personalised marketing approach. The aim is to connect with high net worth clients and cultivate loyalty. Sentima will utilise the below marketing strategies to drive awareness and promote its service.

Word of Mouth Marketing

WOMM acts as a free form of advertisement or promotion through the actions taken by the company by motivating people to talk about its products and services. Farida Raji will use word of mouth marketing to influence its high net worth clients by spreading awareness about the services that are being offered by the company. In addition, Sentima will rely on referrals and WOMM from existing clients.



Relationship Marketing

The Company will be focusing on bolstering strong relationships with its clients to build loyalty and long-term client engagements. The ultimate goal will be on creating everlasting client connections, stimulating word of mouth promotions, and gathering information from the clients, which can generate leads or opportunities.



Luxury Publications and Blogs

For additional exposure, Sentima may invest in featured posts in luxury publications such as Forbes and Conde Nast Traveller. It will also have their own blog featured on the Sentima website where will regularly post editorial news and content.



Events and Sponsorships

Sentima will also attend or participate in select luxury events and shows in order to meet potential clients in the target segment. Where financial viable, Sentima will also sponsor select events to build credibility drive awareness of their brand/company as well as generate new leads of potential clients. Sentima will also co-host small exclusive events with some of their luxury suppliers and partners for existing and potential clients in an intimate setting. Thus allowing them to build long-lasting relationships and loyalty.



Affiliate Marketing

The Company will seek affiliate marketing partnerships through the travel companies which may promote the company's services and pay a commission on each sale in the process. The basic idea behind this marketing strategy is to increase the customer base and reach.



Strategic Partnerships

Sentima will form strategic partnerships with key businesses and brands to create an Affinity relationship of mutual benefit. E.g. Polo Club.



Such partnerships will provide the opportunity for Sentima to be creative and innovative in meeting and engaging with new and existing clients.

21.0 FINANCIAL PROJECTIONS

IMPORTANT ASSUMPTIONS:

- Revenue contribution has been assumed based on number of clients served per year for different services named below:



Annual
Membership Fee



Commission and
Override Payments



Revenue Earned
from Mark-up Cost



Service Fee for
Services provided
on Adhoc Basis

- Direct cost for all the services has been assumed based on a percentage of revenue from each segment.
- The average salary increment is taken to be 5%. Also, an annual bonus of 3% has been considered.
- Service fee for services provided on an ad-hoc basis is taken to be 10% of the number of services rendered.
- It is assumed that there is a 10% mark-up on the cost price of selected products.

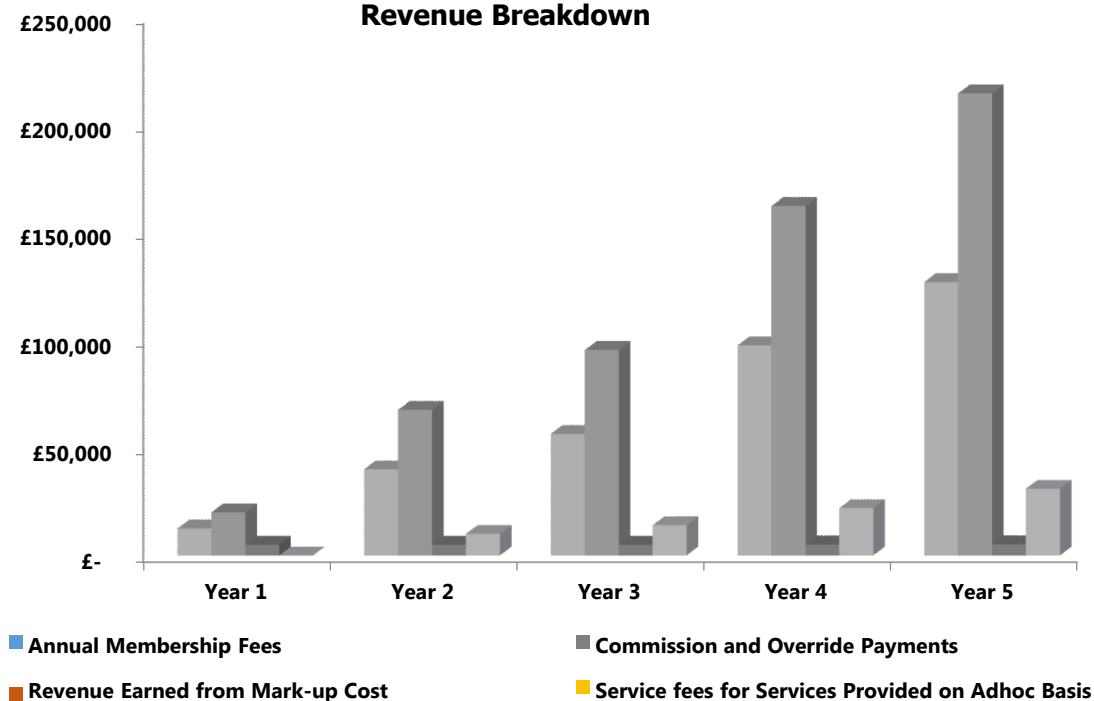


21.0 FINANCIAL PROJECTIONS

Revenue Generated

Revenue Model					
Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
Annual Membership Fees	£ 12,500	£ 40,000	£ 56,448	£ 97,542	£ 127,000
Commission and Override Payments	£ 20,000	£ 67,600	£ 95,397	£ 162,286	£ 214,630
Revenue Earned from Mark-up Cost	£ 5,000	£ 5,040	£ 5,080	£ 5,121	£ 5,162
Service fees for Services Provided on Adhoc Basis	£ -	£ 10,000	£ 14,000	£ 22,000	£ 31,000
Gross Revenue	£ 37,500	£ 122,640	£ 170,925	£ 286,949	£ 377,792
Less: VAT	£ 6,250	£ 20,440	£ 28,488	£ 47,825	£ 62,965
Net Revenue	£ 31,250	£ 102,200	£ 142,438	£ 239,124	£ 314,826

Revenue Breakdown



21.0 FINANCIAL PROJECTIONS

Projected Profit And Loss Account

Sentima expects to draw a net profit of GBP 16K in the first year and GBP 156K in the fifth year.

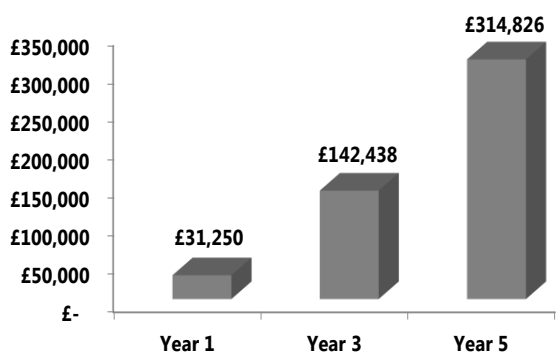
Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue					
Annual Membership Fees	£ 12,500	£ 40,000	£ 56,448	£ 97,542	£ 127,000
Commission and Override Payments	£ 20,000	£ 67,600	£ 95,397	£ 162,286	£ 214,630
Revenue Earned from Mark-up Cost	£ 5,000	£ 5,040	£ 5,080	£ 5,121	£ 5,162
Service fees for Services Provided on Adhoc Basis	£ -	£ 10,000	£ 14,000	£ 22,000	£ 31,000
Gross Revenue	£ 37,500	£ 122,640	£ 170,925	£ 286,949	£ 377,792
Less: VAT	£ 6,250	£ 20,440	£ 28,488	£ 47,825	£ 62,965
Net Revenue	£ 31,250	£ 102,200	£ 142,438	£ 239,124	£ 314,826
Direct Cost					
Outsourcing and Vendor Cost	£ 3,125	£ 10,220	£ 14,244	£ 23,912	£ 31,483
Logistics and Travel	£ 3,125	£ 10,220	£ 14,244	£ 23,912	£ 31,483
Marketing and Branding Cost	£ 1,563	£ 5,110	£ 7,122	£ 11,956	£ 15,741
Miscellaneous Expenses	£ 625	£ 2,044	£ 2,849	£ 4,782	£ 6,297
Total Cost	£ 8,438	£ 27,594	£ 38,458	£ 64,563	£ 85,003
Gross Profit	£ 22,813	£ 74,606	£ 103,980	£ 174,561	£ 229,823
Gross Profit Margin	73%	73%	73%	73%	73%
Operating Expenses					
Virtual Office in Nigeria	£ 92	£ 93	£ 93	£ 94	£ 95
Website Hosting and Maintenance Expenses	£ 40	£ 40	£ 41	£ 41	£ 41
CRM	£ 240	£ 242	£ 244	£ 246	£ 248
Accountancy	£ 1,260	£ 1,270	£ 1,280	£ 1,290	£ 1,301
Telephone and Internet	£ 410	£ 413	£ 416	£ 419	£ 423
Bank Charges	£ 313	£ 1,022	£ 1,424	£ 2,391	£ 3,148
Salary Expenses					
Founder and Director	£ -	£ 17,728	£ 18,615	£ 19,545	£ 20,523
Contractual Staff	£ -	£ 1,874	£ 3,936	£ 4,133	£ 6,509
Managerial Staff	£ -	£ -	£ -	£ 6,321	£ 6,637
Bonus paid					
Founder and Director	£ -	£ 532	£ 558	£ 586	£ 616
Contractual Staff	£ -	£ 56	£ 118	£ 124	£ 195
Managerial Staff	£ -	£ -	£ -	£ 190	£ 199
Total Operating Expenses	£ 2,354	£ 23,270	£ 26,726	£ 35,381	£ 39,934

21.0 FINANCIAL PROJECTIONS

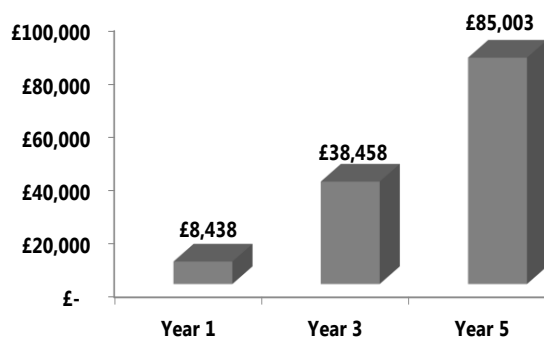
Projected Profit And Loss Account

Earning Before Interest, Depreciation, Tax, and Amortisation	£ 20,459	£ 51,336	£ 77,254	£ 139,180	£ 189,889
EBITDA %	65%	50%	54%	58%	60%
Amortisation of Startup Expenditure	£ 1,174	£ 1,174	£ 1,174	£ 1,174	£ 1,174
Earning Before Tax	£ 19,285	£ 50,162	£ 76,080	£ 138,006	£ 188,715
EBT %	62%	49%	53%	58%	60%
Less Tax	£ 3,278	£ 8,527	£ 12,934	£ 23,461	£ 32,082
Earning After Tax	£ 16,006	£ 41,634	£ 63,146	£ 114,545	£ 156,633
EAT %	51%	41%	44%	48%	50%

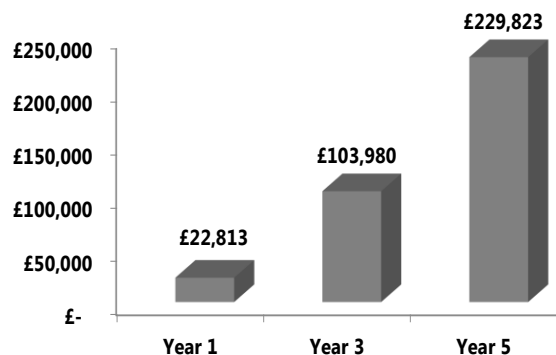
Net Revenue



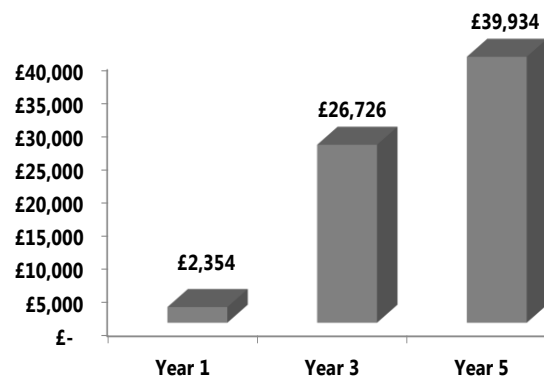
Direct Cost



Gross Profit



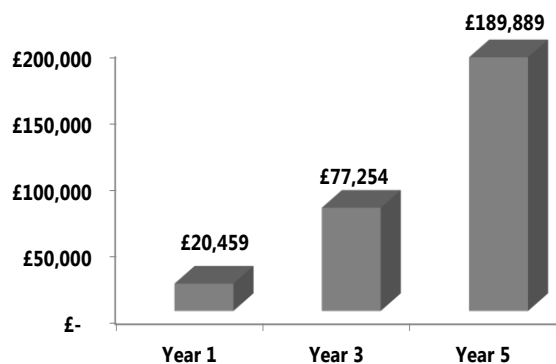
Operating Expenses



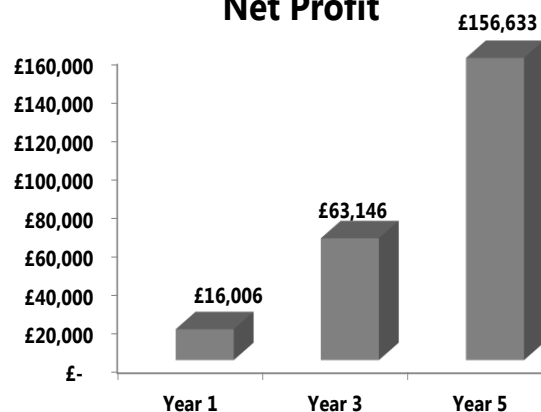
21.0 FINANCIAL PROJECTIONS

Projected Profit And Loss Account

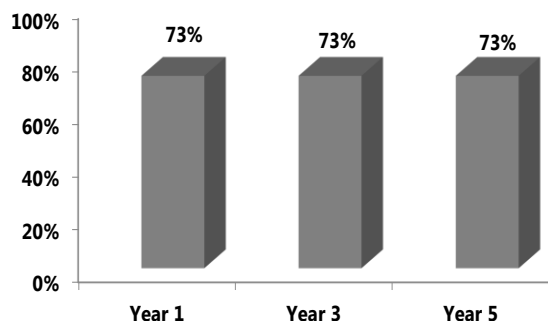
EBITDA



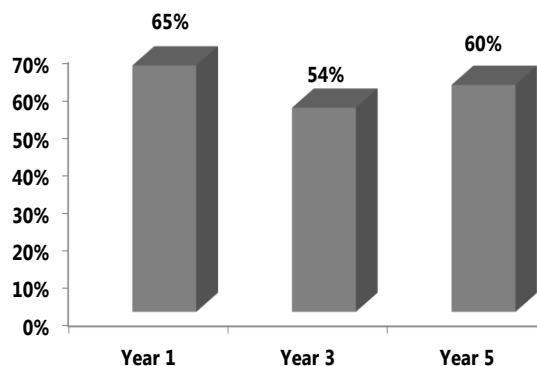
Net Profit



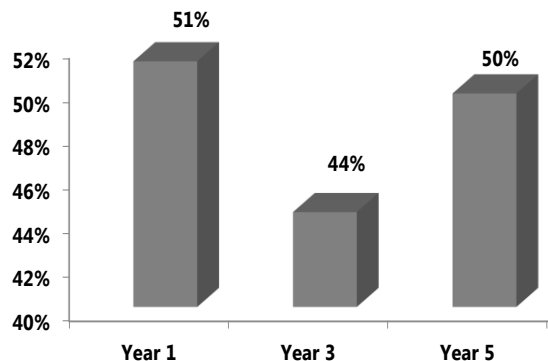
Gross Margin (%)



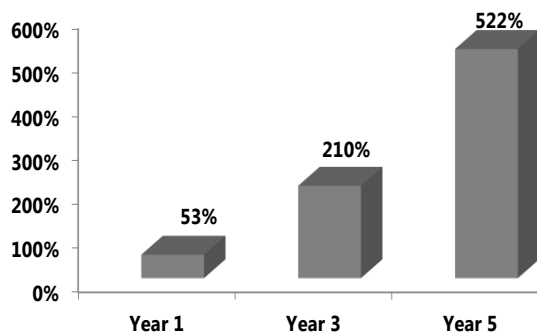
EBITDA Margin (%)



Net Margin (%)



Return on Share Capital (%)



21.0 FINANCIAL PROJECTIONS

Projected Cash Flow Statement

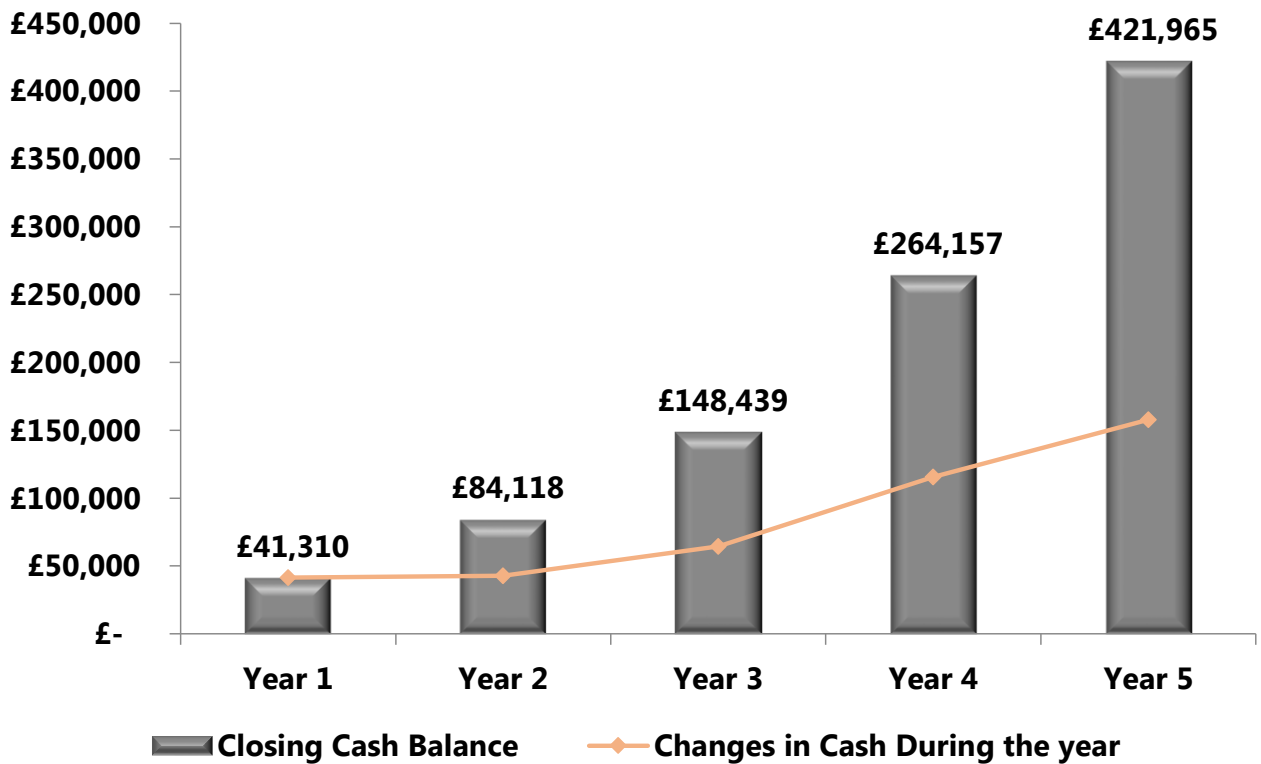
Sentima expects to build up a cash balance of GBP 421K by the end of the fifth year.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
Opening Cash in Hand	£ -	£ 41,310	£ 84,118	£ 148,439	£ 264,157
Cash Flow from Operating activities					
<u>Inflows</u>					
Revenue	£ 31,250	£ 102,200	£ 142,438	£ 239,124	£ 314,826
Total Revenue	£ 31,250	£ 102,200	£ 142,438	£ 239,124	£ 314,826
<u>Outflows</u>					
Cost of Sales	£ 8,438	£ 27,594	£ 38,458	£ 64,563	£ 85,003
Virtual Office in Nigeria	£ 92	£ 93	£ 93	£ 94	£ 95
Website Hosting and Maintenance Expenses	£ 40	£ 40	£ 41	£ 41	£ 41
CRM	£ 240	£ 242	£ 244	£ 246	£ 248
Accountancy	£ 1,260	£ 1,270	£ 1,280	£ 1,290	£ 1,301
Telephone and Internet	£ 410	£ 413	£ 416	£ 419	£ 423
Bank Charges	£ 313	£ 1,022	£ 1,424	£ 2,391	£ 3,148
Tax	£ 3,278	£ 8,527	£ 12,934	£ 23,461	£ 32,082
Start-up Expense	£ 5,870	£ -	£ -	£ -	£ -
<u>Salary Expenses</u>					
Founder and Director	£ -	£ 17,728	£ 18,615	£ 19,545	£ 20,523
Contractual Staff	£ -	£ 1,874	£ 3,936	£ 4,133	£ 6,509
Managerial Staff	£ -	£ -	£ -	£ 6,321	£ 6,637
<u>Bonus paid</u>					
Founder and Director	£ -	£ 532	£ 558	£ 586	£ 616
Contractual Staff	£ -	£ 56	£ 118	£ 124	£ 195
Managerial Staff	£ -	£ -	£ -	£ 190	£ 199
Net Cash From Operating Activities	£ 11,310	£ 42,808	£ 64,320	£ 115,719	£ 157,807
Cash From Investing Activities					
<u>Inflows</u>	£ -	£ -	£ -	£ -	£ -
<u>Outflows</u>					
Purchase of Fixed Assets	£ -	£ -	£ -	£ -	£ -
Net Cash From Investing Activities	£ -	£ -	£ -	£ -	£ -
Cash From Financing Activities					
Owner's Funds	£ 30,000	£ -	£ -	£ -	£ -
Borrowings	£ -	£ -	£ -	£ -	£ -
<u>Outflows</u>	£ -	£ -	£ -	£ -	£ -
Net Cash From Financing Activities	£ 30,000	£ -	£ -	£ -	£ -
Changes in Cash During the year	£ 41,310	£ 42,808	£ 64,320	£ 115,719	£ 157,807
Closing Cash Balance	£ 41,310	£ 84,118	£ 148,439	£ 264,157	£ 421,965

21.0 FINANCIAL PROJECTIONS

Projected Cash Flow Statement

Cash Flow Analysis



21.0 FINANCIAL PROJECTIONS

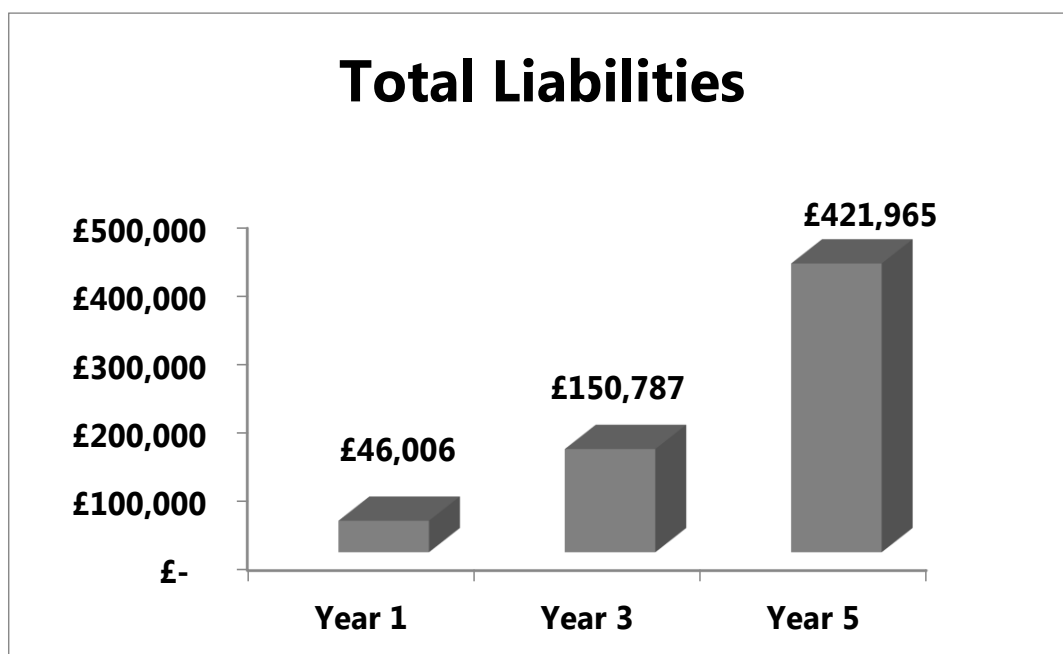
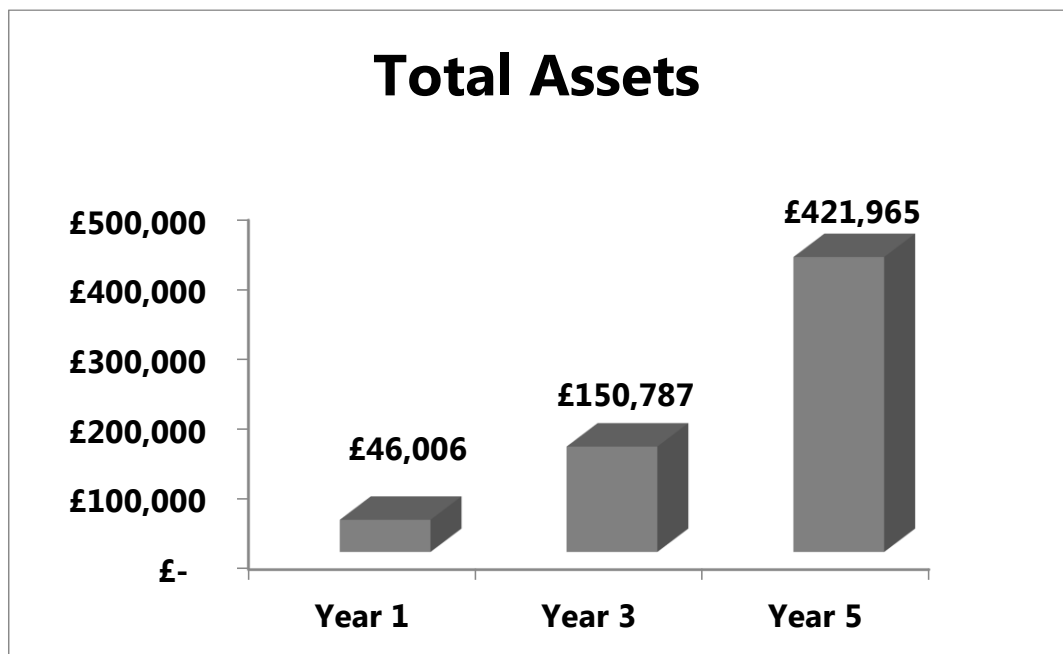
Projected Balance Sheet

Sentima expects to achieve a net worth of GBP 421K by the end of the fifth year.

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
<u>Current Assets</u>					
Cash	£ 41,310	£ 84,118	£ 148,439	£ 264,157	£ 421,965
Total Current Assets	£ 41,310	£ 84,118	£ 148,439	£ 264,157	£ 421,965
Start-up Expenses	£ 5,870	£ 4,696	£ 3,522	£ 2,348	£ 1,174
Less: Amortisation	£ 1,174	£ 1,174	£ 1,174	£ 1,174	£ 1,174
Balance	£ 4,696	£ 3,522	£ 2,348	£ 1,174	£ -
Total Assets	£ 46,006	£ 87,640	£ 150,787	£ 265,331	£ 421,965
Liabilities					
<u>Long Term Liability</u>					
Owner's Funds	£ 30,000	£ 30,000	£ 30,000	£ 30,000	£ 30,000
Retained earnings	£ -	£ 16,006	£ 57,640	£ 120,787	£ 235,331
Profit and Loss	£ 16,006	£ 41,634	£ 63,146	£ 114,545	£ 156,633
Borrowings	£ -	£ -	£ -	£ -	£ -
Total Capital	£ 46,006	£ 87,640	£ 150,787	£ 265,331	£ 421,965
Total Liabilities	£ 46,006	£ 87,640	£ 150,787	£ 265,331	£ 421,965

21.0 FINANCIAL PROJECTIONS

Projected Balance Sheet

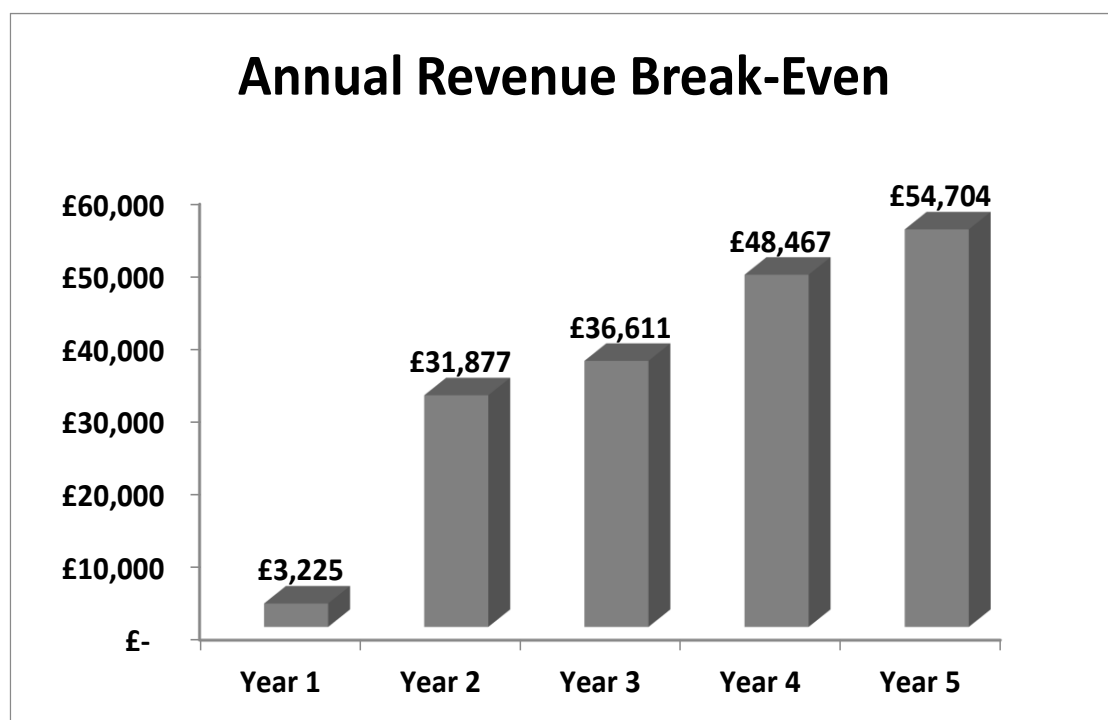


21.0 FINANCIAL PROJECTIONS

Break-Even Analysis

This analysis provides an estimate of the minimum volume of revenue required to cover the fixed cost of business. Below this point, the business will take a financial loss. The fixed cost has been adjusted based on the contribution of each product to the total revenue of the company. Below is provided break-even analysis summary for revenue. The analysis provided an annual break-even revenue of GBP 3.2K in year 1 & GBP 54.7K for year 5.

Particular	Year 1	Year 2	Year 3	Year 4	Year 5
Average Revenue Per Year	£ 31,250	£ 102,200	£ 142,438	£ 239,124	£ 314,826
Average Variable Cost Per Year	£ 8,438	£ 27,594	£ 38,458	£ 64,563	£ 85,003
Contribution Per Year	£ 22,813	£ 74,606	£ 103,980	£ 174,561	£ 229,823
Estimate Annual Fixed Cost	£ 2,354	£ 23,270	£ 26,726	£ 35,381	£ 39,934
Contribution Margin	73%	73%	73%	73%	73%
Annual Revenue Break-Even	£ 3,225	£ 31,877	£ 36,611	£ 48,467	£ 54,704

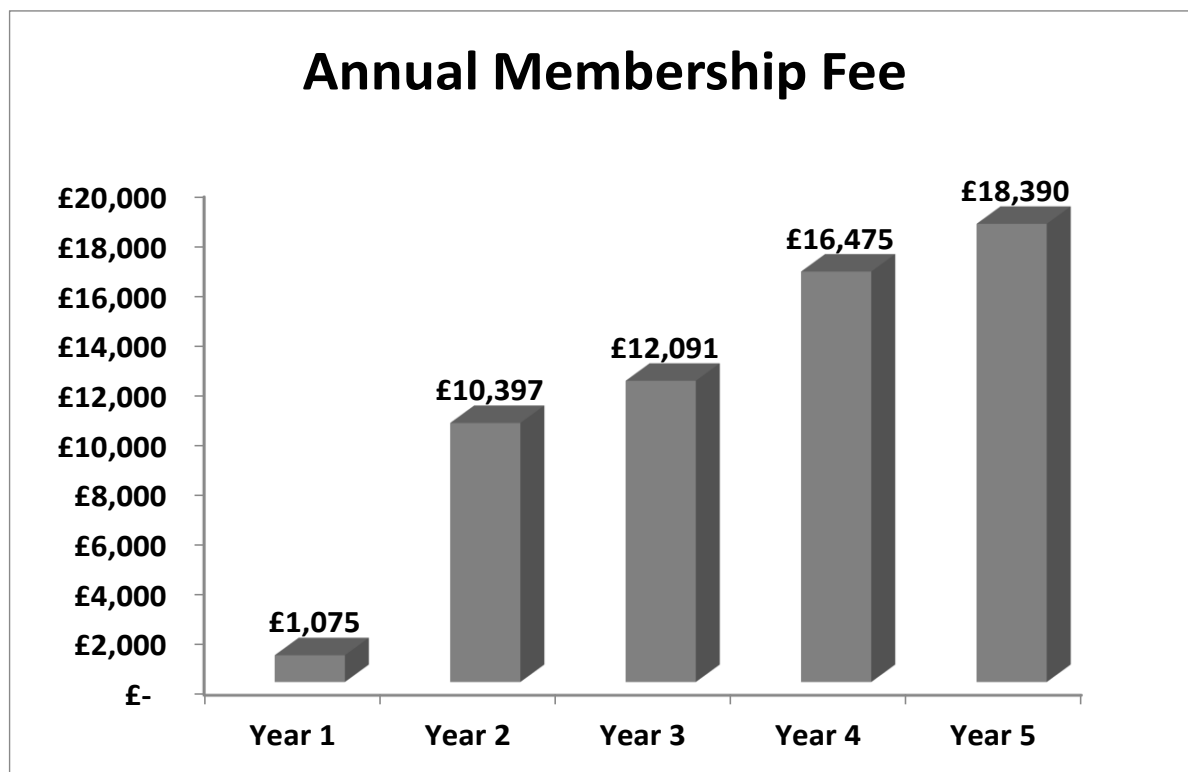


21.0 FINANCIAL PROJECTIONS

Break-Even Analysis

Below is provided break-even analysis summary for revenue from Annual Membership Fees. The analysis provided an annual break-even revenue of GBP 1K in year 1 & GBP 18K for year 5.

Annual Membership Fees	Year 1	Year 2	Year 3	Year 4	Year 5
Average Revenue Per Year	£ 10,417	£ 33,333	£ 47,040	£ 81,285	£ 105,833
Average Variable Cost Per Year	£ 2,813	£ 9,000	£ 12,701	£ 21,947	£ 28,575
Contribution Per Year	£ 7,604	£ 24,333	£ 34,339	£ 59,338	£ 77,258
Estimate Annual Fixed Cost	£ 785	£ 7,590	£ 8,826	£ 12,027	£ 13,424
Contribution Margin	73%	73%	73%	73%	73%
Annual Revenue Break-Even	£ 1,075	£ 10,397	£ 12,091	£ 16,475	£ 18,390



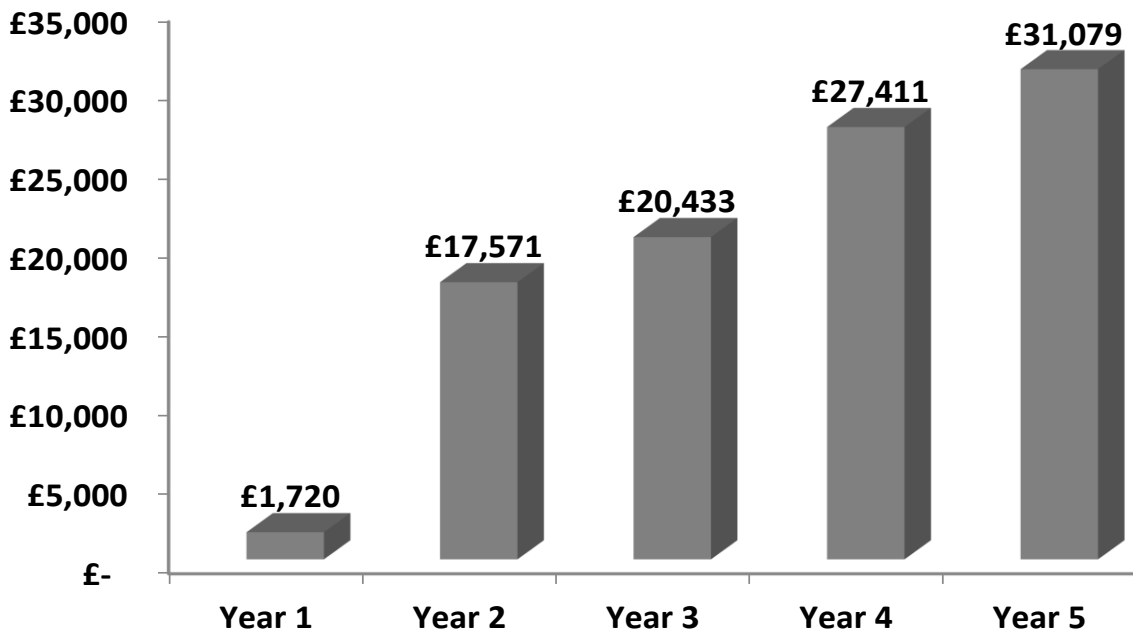
21.0 FINANCIAL PROJECTIONS

Break-Even Analysis

Below is provided break-even analysis summary for revenue from Commission and Override Payments. The analysis provided an annual break-even revenue of GBP 1.7K in year 1 & GBP 31K for year 5.

Commission and Override Payments	Year 1	Year 2	Year 3	Year 4	Year 5
Average Revenue Per Year	£16,667	£56,333	£79,498	£135,238	£178,858
Average Variable Cost Per Year	£4,500	£15,210	£21,464	£36,514	£48,292
Contribution Per Year	£12,167	£41,123	£58,033	£98,724	£130,566
Estimate Annual Fixed Cost	£1,255	£12,827	£14,916	£20,010	£22,687
Contribution Margin	73%	73%	73%	73%	73%
Annual Revenue Break-Even	£1,720	£17,571	£20,433	£27,411	£31,079

Commission and Override Payments

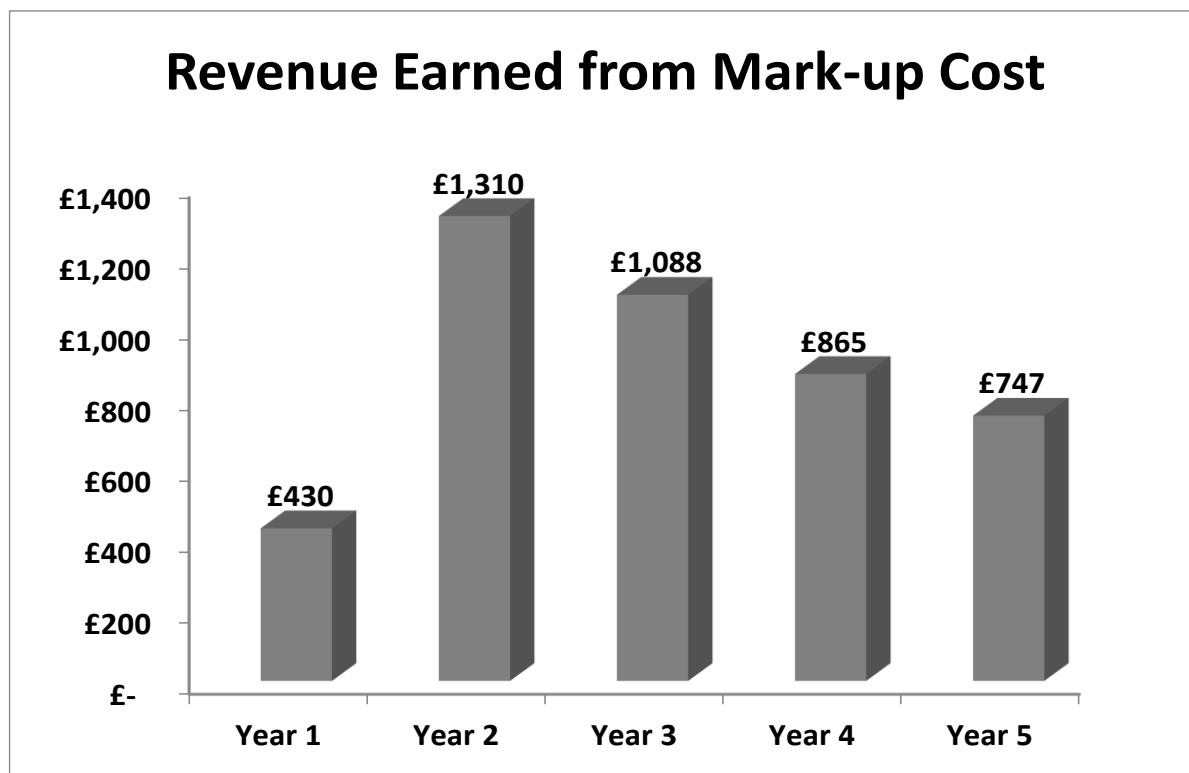


21.0 FINANCIAL PROJECTIONS

Break-Even Analysis

Below is provided break-even analysis summary for revenue from Revenue Earned from Mark-up Cost. The analysis provided an annual break-even revenue of GBP 430 in year 1 & GBP 747 for year 5.

Revenue Earned from Mark-up Cost	Year 1	Year 2	Year 3	Year 4	Year 5
Average Revenue Per Year	£ 4,167	£ 4,200	£ 4,234	£ 4,267	£ 4,302
Average Variable Cost Per Year	£ 1,125	£ 1,134	£ 1,143	£ 1,152	£ 1,161
Contribution Per Year	£ 3,042	£ 3,066	£ 3,091	£ 3,115	£ 3,140
Estimate Annual Fixed Cost	£ 314	£ 956	£ 794	£ 631	£ 546
Contribution Margin		73%	73%	73%	73%
Annual Revenue Break-Even	£ 430	£ 1,310	£ 1,088	£ 865	£ 747



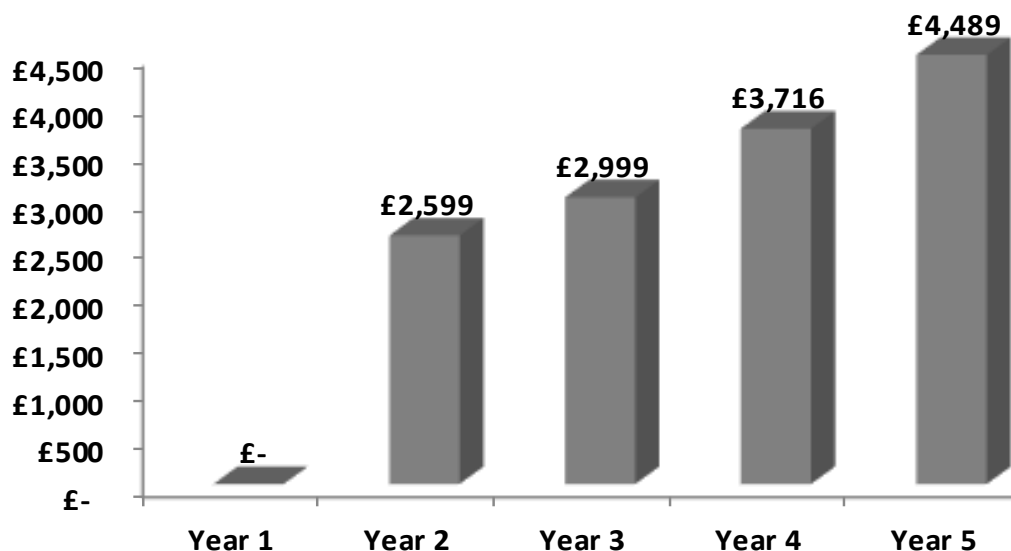
21.0 FINANCIAL PROJECTIONS

Break-Even Analysis

Below is provided break-even analysis summary for revenue from Services Fees for Services Provided on Adhoc Basis. The analysis provided an annual break-even revenue of GBP 4.4K for year 5.

Service fees for Services Provided on Adhoc Basis	Year 1	Year 2	Year 3	Year 4	Year 5
Average Revenue Per Year	£	£ 8,333	£ 11,667	£ 18,333	£ 25,833
Average Variable Cost Per Year	£	£ 2,250	£ 3,150	£ 4,950	£ 6,975
Contribution Per Year	£	£ 6,083	£ 8,517	£ 13,383	£ 18,858
Estimate Annual Fixed Cost	£	£ 1,897	£ 2,189	£ 2,713	£ 3,277
Contribution Margin		0%	73%	73%	73%
Annual Revenue Break-Even	£	£ 2,599	£ 2,999	£ 3,716	£ 4,489

Service Fees for Services Provided on Adhoc Basis



21.0 FINANCIAL PROJECTIONS

Key Financial Ratios

The key Financial ratios are presented below:

Particular	Year 1	Year 2	Year 3	Year 4	Year 5	Average
EBITDA Margin	65%	50%	54%	58%	60%	58%
EBIT Margin	62%	49%	53%	58%	60%	56%
Net Profit Ratio	51%	41%	44%	48%	50%	47%
Return on Invested Capital	53%	139%	210%	382%	522%	261%
Operating Leverage	1.12	1.45	1.35	1.25	1.21	1.28
Capital Employed Turnover Ratio	0.68	1.17	0.94	0.90	0.75	0.89

IRR (Internal Rate of Return) for Investors= 159%
Payback period: 1.50 Years

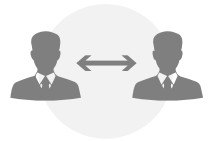
22.0 CORONAVIRUS AND ITS IMPACT

The 2019 novel Coronavirus (COVID-19) is attacking the health, financial welfare, social order, and political stability of nations across the globe. At a time when millions are fighting to survive the illness, financial hardship, political upheaval, and other existential threats, the business has to find ways of looking beyond the economic impact. In the face of the new economic order of things, Sentima needs to re-focus, be well-prepared and protect the bottom line, while preparing for a new framework of carrying out business.

Challenges and Risk Mitigation Strategies -

▪ **Social Distancing and Lockdowns All Over the World**

The impact of social distancing and lockdowns is being felt around the world, especially by businesses in the retail and the hospitality sector. The hospitality industry, for the time being, has come to a halt with the government imposing strict restrictions on people's movement and locking them down at their homes to break the pandemic growth chain.



Mitigation Strategy - As people across the globe are forced into self-isolation in a bid to prevent the spread of Coronavirus, the business will undoubtedly be affected due to a halt in trade activity. At this time, it can direct its focus on evolving into the virtual world. Sentima can display all the products and services offered on the website and the clients can book now and avail the services or get the products delivered later. Buyers have gravitated to buying online and Sentima can offer its services to provide a curated online buying experience.



▪ **Decline in Movement of Goods**

As travel restrictions from the Coronavirus have spread across the world, it's evident that the movement of goods will also be impacted significantly with certain relaxations meant only for certain essential items.



Mitigation Strategy –Due to the on-going lockdowns around the world, the movement of goods will certainly be impacted. So, at this time, the company can try to build relationships with a wider array of suppliers. This will help the company to increase its current offerings and will be able to offer new suppliers with tailored offerings.



23.0 RISK ASSESSMENT



In order to succeed in the marketplace, any business needs to identify the key risks that might cause a hindrance in meeting their business objectives. The business needs to assess the amount of risks that might be faced by the company and the ecosystem in which the business operates. While evaluating and managing risk, the missed opportunities and sub-optimised results should be resolved.

The businesses need to assess and analyse the risks that might be essential to be addressed and take necessary preventive measures to reduce the adverse effects of these risks. These risks can be internal or external to the organisation.

Risks Internal to the Organisation

Internal risks are those which are within the organisation and could threaten its success. These risks can be easily forecasted; hence there stands a good chance of reducing these risks.

Stability – The ability of the business to manage its finances, meet its debt obligations and return capital to its owners is integral to its success. A financially stable company can grow its profits more quickly than one which is not. Furthermore, investors, lenders and employees are more willing to engage with and invest in a financially stable company.

Also, management and branding stability contribute to the Company's overall impression of being a sound and stable venture. The reverse is true for unstable businesses; instability can quickly lead to decreasing profits and, ultimately, bankruptcy.

Reputation – The reputation of a business such as this is built on various factors including the credentials of the founders, as well as the quality of the services offered. Sentima relies heavily on third-party suppliers and partners to deliver services to clients. As such if any of them fail to meet expectations to the company or their clients, it could have an impact on their reputation as well as the relationship with their clients. It mitigates this risk to ensure that they are only working with long term trusted and reputed suppliers.



23.0 RISK ASSESSMENT

- **Operational** – We cannot predict the impact of the rapidly changing market, the concierge service industry may experience.



External Business Risks

- **Macro-Economic** – The business risks are both inherent and perceived. The Covid-19 has led to a severe contraction in demand for luxury services and this can continue for the short term. Hospitality and events industry is expected to be hard hit because of social distancing norms and cross border travel may also see a decline due to the same.
- **The Economy** - The impact of the economy on the business shouldn't be ruled out. While one may not have control over the economy at large, but understanding what drives it can help in managing threats and maximising opportunities.



Drop-in crude and commodity prices will have a major impact in demand as it represents a major part of the economy and export revenue.

- **Political and Legal factors** – Changes in the government or government policies and legislation can impact the business that is why business owners need to keep them abreast with the latest developments as such economic disruptions may have a huge impact on the target segment and their wealth.
- **Technology** – The technological developments in the field and in the wider business sphere need to be monitored accordingly to keep the business in the competition. However, there are already plans within the business to include technology that will enhance the customer experience.



23.0 RISK ASSESSMENT

Contingency

At any point in time, if the business fails to prevail in the market due to any foreseen or unforeseen circumstances, a contingency plan will be formulated will include:

- Limiting the operations to a few valuable clients only. If in any case, that fails, the company shall go for
 - Necessary legal procedures for winding up the company.
 - Selling off the brand and assets to other companies.



24.0 EXIT STRATEGY

The following exit strategies can be deployed by the company:

Merger and Acquisition

Merger and Acquisition is the most sought out option of exiting the market. The company can join forces with a company running on similar business lines. This can be a win-win situation when bordering companies have similar or complementary skills and can save resources by combining. For bigger companies, it is a more efficient and quicker way to grow their revenue than growing organically.



Selling-off the Company

This is another way out which can be adopted by the company to exit the market. This is not a merger and acquisition as since there is no combining of two entities. This involves a simple sell-off to a friendly individual and cashes out so that one can pay the investors, oneself and take some time to get back with some another great business idea to disrupt the market.



The ideal buyer for the business can be a strategic buyer who has a bigger war chest on the operational side of the business and can scale it to greater heights.



25.0 CONCLUSION

SENTIMA is financially viable and will drive growth in the concierge service sector in the Nigerian, and Ghanaian markets. The founder of the company has extensive experience in Ghana and is well-positioned to drive the company to generate ever higher-profits. The Company and its further expansion is planned to leverage the market gap and respond to the future needs of the industry and has been devised following extensive consultation with key industry players and market research. The planned expansion of the venture can be expected to generate further long-term growth for the company. The initial investment of £30,000 for running the business will be enough to manage the business operations.

Further additional workforce and new service offering in due course will help further expansion to new untapped areas in Africa.

The Company is differentiated from its competitors and is well-positioned to reach its target clientele and capture a significant market share. The projections indicate that Sentima is a commercially attractive proposition and will be able to generate strong growth and profitability.

Sentima will deliver significant economic benefits by creating jobs and training workforce. It will provide a hub for fostering creativity within these sectors and provide opportunities for the development of skills and innovation, which are critical to the competitiveness of the business and long-term future of the Concierge Service Industry.



26.0 APPENDIX

Survey Results –

Q.1 On average, how many International leisure trips do they take each year? And how do you decide where to go and where to stay on holiday.

Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Survey 6	Survey 7	Survey 8	Survey 9
2	3	3	3	3	4	3	3	3

Q.2 Whom do you travel with?

Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Survey 6	Survey 7	Survey 8	Survey 9
Family	Family/Friend	Family/Friend	Family/Friend	Family	Family/Friend	Family/Friend	Family/Friend	Family/Friend

Q.3 How much do you spend on average on travel each year? (Include hotel, experiences, chauffeur etc)

Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Survey 6	Survey 7	Survey 8	Survey 9
US\$15,000	US\$10,000	US\$10,000	US\$8,000	US\$12,000	US\$37,692.45	US\$25,128.30	US\$25,128.30	US\$25,128.30

Q.4 Which is the most important element of your trip?

Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Survey 6	Survey 7	Survey 8	Survey 9
General Consensus = Destination - Hotel & Accommodation - Itinerary - Mode of Travel								

Q.5 How do you usually book their travel trips? And which company is used to make the booking?

Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Survey 6	Survey 7	Survey 8	Survey 9
Self Booking Online/Offline	Self Booking Online/Travel Agent	Self Booking Online/PA		Self Booking Online/Offline	Self Booking Online/Travel Agent	Self Booking Online/Travel Agent	Self Booking Online/Travel Agent	Self Booking Online/Travel Agent

26.0 APPENDIX

Survey Results –

Q.6 What Service elements would you value and/or use most in a luxury travel and lifestyle concierge?

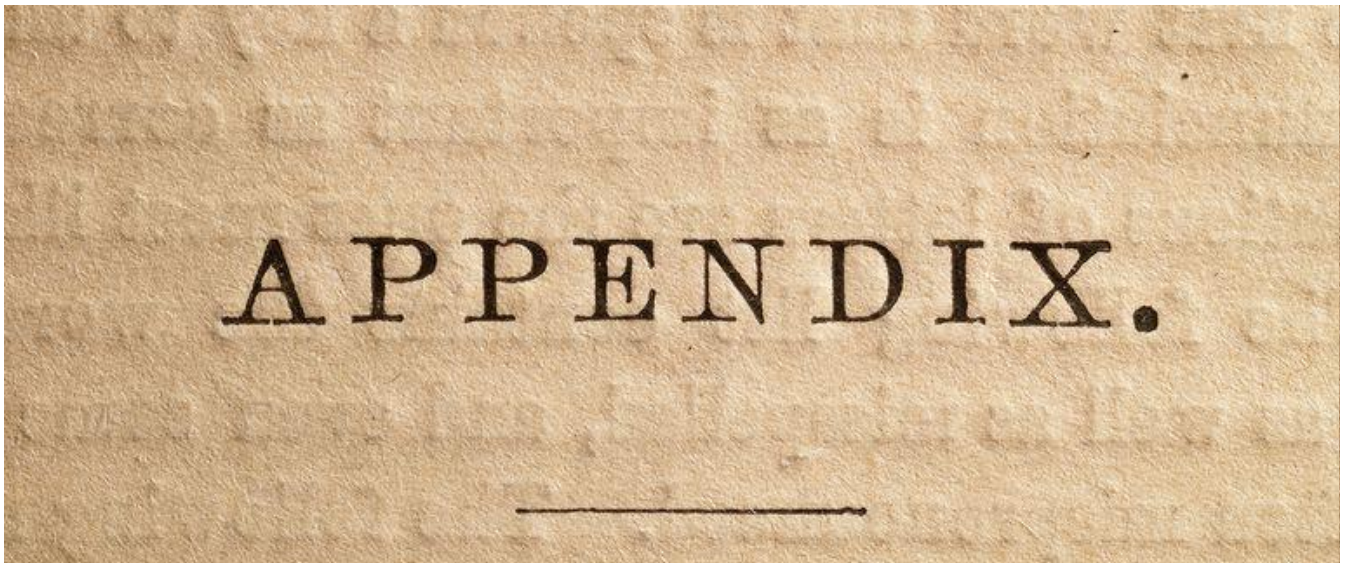
Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Survey 6	Survey 7	Survey 8	Survey 9
Check in Service	Fairly Priced	N/A						

Q.7 Are you already members or part of any Travel or concierge club? (E.g. Quintessentially? Centurion? Coutts?)

Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Survey 6	Survey 7	Survey 8	Survey 9
Yes	No	No	No	No	Yes	Yes	Yes (Based in London)	Yes

Q.8 Other than Travel, what luxury items or things do you spend on?

Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Survey 6	Survey 7	Survey 8	Survey 9
Watches/Tech/ Clothing	Watches/Tech	Tech	Tech/Clothing	Watches/Tech/ Clothing/ Experiences	Watches/Tech/ Clothing/ Experiences	Watches/Tech/ Clothing/ Experiences	Watches/Tech/ Clothing/ Experiences	Watches/Tech/ Clothing/ Experiences



27.0 REFERENCES

S.NO.	LINKS
1	https://www.veraciousstatisticsresearch.com/research-study/concierge-services-market/
2	https://www.grandviewresearch.com/industry-analysis/concierge-services-market
3	https://www.grandviewresearch.com/press-release/global-concierge-service-market
4	https://www.luxurysociety.com/en/articles/2014/04/is-nigeria-the-luxury-industrys-next-big-opportunity/
5	https://africanbusinessmagazine.com/sectors/business/big-spenders-africas-luxury-goods-market/
6	https://www.bizcommunity.africa/Article/410/731/199548.html
7	https://www.msn.com/en-xl/africa/top-stories/top-9-richest-african-countries-in-2019-see-nigerias-position/ar-AAHr3v7
8	http://hayemnews.com/luxury-sector-growing-in-ghana-and-west-africa/
9	https://www.theguardian.com/news/2019/jan/16/kerching-400000-new-dollar-millionaires-created-in-2018
10	https://issuu.com/newworldwealth/docs/africa_2019
11	https://afrikanheroes.com/2020/03/05/south-africa-egypt-nigeria-have-the-highest-number-of-dollar-millionaires-in-africa%E2%80%8A-new-%E2%80%8Areport/
12	https://moguldom.com/231502/10-african-countries-with-the-most-super-rich-residents/
13	https://www.translatemedia.com/translation-blog/how-are-africas-wealthy-consumers-spending-their-money/
14	https://www.euromonitor.com/travel-in-nigeria/report
15	https://knoema.com/atlas/Nigeria/topics/Tourism/Outbound-Tourism-Indicators/Outbound-tourism-travel
16	https://cpp-luxury.com/africa-the-luxury-market-of-the-future/
17	https://view.ilm.com/wp-content/uploads/2019/11/The-Global-Luxury-Travel-Ecosystem-FINAL.pdf
18	https://tradingeconomics.com/ghana/gdp-growth-annual
19	https://www.internationalinvestment.net/news/4003065/west-africa-drives-wealth-growth-continent
20	https://www.heritage.org/index/country/nigeria
21	https://www.heritage.org/index/country/nigeria
22	http://www.invest.go.ke/why-invest-in-kenya-2/wide-market-access/
23	https://kenyanwallstreet.com/kenya-ranked-2nd-largest-luxury-market-in-africa-after-south-africa/
24	https://www.moroccoworldnews.com/2019/09/283172/morocco-attractive-investment-africa-south-africa/
25	https://cpp-luxury.com/morocco-a-growing-luxury-market/
26	https://www.thebalance.com/a-guide-to-investing-in-egypt-1979021