

KEMBI BUSINESS VENTURES STRATEGY PLAN 2024 – 2026



KEMBI
BUSINESS
VENTURES



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"Let's grow Zambia's nature foods together ki munati fela"



CHIEF EXECUTIVE OFFICER (CEO)'S STATEMENT

I am happy to present to you the 2024 - 2026 Kembu Business Ventures Strategic Plan, since its inception, Kembu Business Ventures has been devoted to open and support Western province Zambia to attract direct investment, with a high potential developmental impact in the agro processing and manufacturing sectors, to contribute to economic growth, reduce poverty, generate wealth, job creation and sustainable development.

Zambia enjoys an agribusiness comparative advantage over its neighbors in the region; we surely need to fully utilize this potential primary growth sector, which can be moderated as a firm complimentary sectoral base to cushion effects within the domestic economy.

Currently the agro-processing sector contribute about 11 percent to Zambia's GDP and with increased investment, it is hoped that the sector can contribute more to the country's economic wellbeing and bring about good benefits to the people such as employment creation and poverty alleviation.

Agriculture is the backbone of Zambia's economy and remains a major contributor to Zambia's economy contributing about 13% to the country's gross domestic product (GDP) and a major employer of more than half of the total workforce in Zambia with in excess of 3 million smallholder farmers who are mainly women farmers produce about 70% of Zambia's food, playing a very bigger role in addressing food security and Zambia's economy.

Every day, smallholder farmers around the country contribute to the health and wellbeing of our communities by growing nutritious food and are a pillar of food security in Zambia. We all depend on smallholder farmers to produce food for our populations. "When the smallholder farmers succeed, an economy grows, supporting smallholder farmers is not an option for government leaders; it is necessity for the transformation of our food security.

Smallholder farmers face challenges such as linking to modern value chains because of their low volumes of sales, poor market information, contacts and limited ability to meet the high standard requirements of many high value markets, cope with climate change, satisfy consumers' changing tastes and expectations, meet rising demand for more food of higher quality, invest in farm productivity, lower levels of public investment in agriculture, withdrawal of state support to the development of the smallholder sector, adopt and learn new technologies, these are preventing smallholders from becoming the engine for growth that they could be.

The Micro, Small and Medium Enterprises (MSME) sector has been recognized as engine of growth all over the world. Kembu Business Ventures is investing in value addition of agro-processing foods that have the potential of creating jobs for many unemployed youth. Creating the much needed job opportunities largely lies in the investment in agro-processing, value addition to all the local produce as well as scaling up production that meets the local demands and even surplus for export.

The development of the Strategy Plan 2024 - 2026 for Kembu Business Ventures is to support Western province Zambia to attract direct investment, with a high potential developmental impact in the agro processing and manufacturing sectors, to contribute to economic growth, reduce poverty, generate wealth, job creation and sustainable development.



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EXECUTIVE SUMMARY

Kembi Business Ventures is a social agro enterprise business fighting against hunger and food insecurity in Zambia, Kembi Business Ventures is into production, processing, packaging and distributing of nutritious food products made from drought-resistant crops that are grown locally by local smallholder farmers in Zambia.

We had to mobilize funds through selling our personal belongings to purchase a secondhand food and mango drink blender, sealing and bagging machines, driven by the passion to manufacture high quality instant sweet potato porridge and mango drink products.

BUSINESS LOCATION

Off Mongu – Lusaka Road, Kasima Area, Mongu District, Western Province – Zambia. Southern Africa, is closeness to the market, main road, availability of raw materials and labour.

TYPE OF ACTIVITIES

- Climate Resilience: Restore degraded land using agroforestry practices to support agricultural production and help improve water quality, air quality, soil health, and wildlife habitat.
- Food Growth: Help farmers access quality seed and training on regenerative agriculture to increase their yield and income. Triple the growing season and improve nutrition by empowering farmers to produce crops throughout the year using irrigated lands.
- Community Development: Drill water wells; install solar powered pumps for clean drinking water for the community and for irrigation systems for farmers. Organize farmers into agricultural cooperatives to foster shared economic growth.
- Grow buy and sale grain such as Maize, rice, cassava, millet, sorghum, wheat, groundnuts, etc for manufacturing of our agro foods products from drought-resistant crops.

VISION - To have a world where people have access to nutritious foods and are living above poverty and its effect.

MISSION – To unlock the potential of local smallholder subsistence farmers to achieve economic freedom through sustainable permaculture systems and enable higher growth yields through social equality.

GOALS

- Not just profit maximization but also to address social issues like poverty, unemployment, or environmental degradation within the agricultural sector.
- To build a high quality and affordable healthy organic agro nutritious products brands for both local and international markets.

OUR CORE VALUES

- We value and respect our consumers.
- We are ardent to be supreme in the industry.
- We are committed to winning.
- We continually integrate latest technology in our work making us reach our zenith.
- We believe in teamwork providing quality at its best.

OBJECTIVES

- To add value chain to drought-resistant crops that goes to waste every year in Western province, Zambia.
- To transform the rural based local smallholder farmers into sustainable and prosperous farmers with oriented potential that will contribute to job creation, poverty alleviation and improve food security and economic growth.
- To create a sustainable source of income for local smallholder farmers, especially women and youth in producing quality crops.

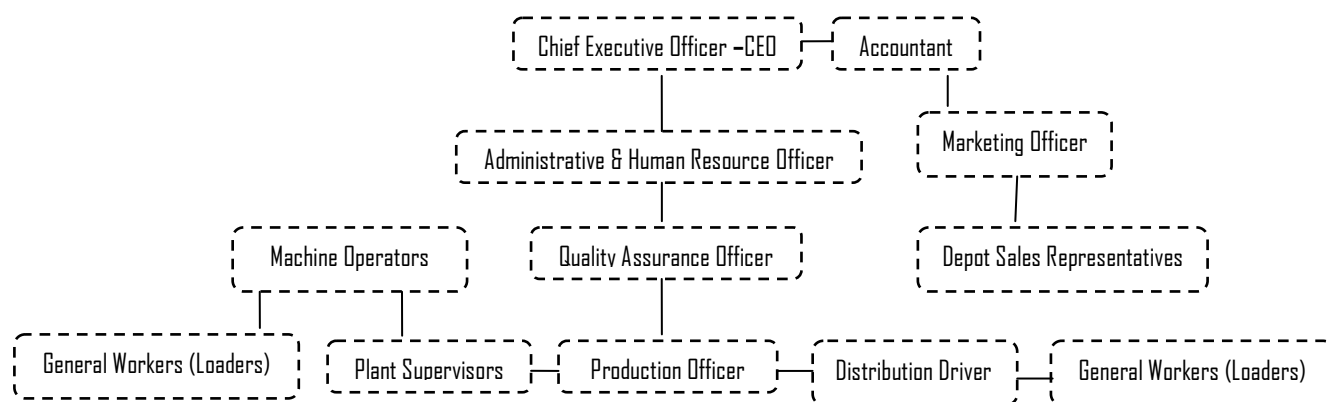
OPERATIONAL MODEL

Kembi Business Ventures business model that combines agricultural activities with a strong social mission, aiming to create positive social impact alongside generating profits, often by focusing on supporting marginalized farmers, promoting sustainable practices, or addressing food insecurity in a community.

Kembi Business Ventures and smallholder farmers, grows and buys its raw materials directly from smallholder farmers. We grow and buy from collecting from personal trees and farms at negotiable prices, we also plant and buy other raw materials at the markets such as sweet potatoes, bananas, ginger, lemon, bananas, rice, guavas, chili, tomato, groundnuts, cassava, millet, sorghum and mangoes from our local farmers within Western province and other parts of Zambia, this create value from millions of fruits that goes to waste every year, this also promote conservation farming in the consumption of nutritious organic foods in strengthen ability of smallholder farmers to make a sustainable living.

BUSINESS STRUCTURE

In view of hiring experts, we have decided to hire qualified and competent hands to occupy the following positions:



SWOT ANALYSIS

- Our intention of starting sweet potatoes, bananas, ginger, lemon, bananas, rice, guavas, chili, tomato, groundnuts and mangoes that are grown locally by local smallholder farmers.
- We are quite aware that there are several large scale, medium and small agro-processing business all over Africa and even in the same location where we intend locating ours, which is why we are following the due process of establishing a business.
- We know that if a proper SWOT analysis is conducted for our business, we will be able to position our business to maximize our strength, leverage on the opportunities that will be available to us, mitigate our risks and be well equipped to confront our threats.

STRENGTH	WEAKNESS
Our location, the business model we will be operating on (robust distribution network), varieties of payment options, different sizes of well – packaged sachets products and our excellent customer service culture will definitely count a strong strength for Kembi Business Ventures products. So also, we have a management team that has what it takes to grow startup business from survival to profitability within the shortest time – frame.	We don't have the financial capacity to compete with multi – million dollars products production companies who are already determining the direction of the market as it relates to the sale and supply of products all across the globe.
OPPORTUNITIES	THREAT

<ul style="list-style-type: none"> □ We are operating our instant sweet potato porridge and mango juice products in one of the largest residential areas, provides us with unlimited opportunities to sell our well – packaged products to a large number of people. □ We have been able to conduct thorough feasibility studies and market survey and we are well positioned to take on the opportunities that will come our way. 	<p>Just like any other business, one of the major threats that we are likely going to face is economic downturn. It is a fact that economic downturn affects purchasing/spending power. Another threat that may likely confront us is the arrival of a new production company in same location where ours is located.</p>
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CHALLENGES

- Having started out as a pilot scheme, I relied on the small garden to provide the sweet potatoes and a mango fruit as raw material and it was enough for the first six months. However, with increased demand for the products, I had to tap into a network of sweet potato and mango fruit farmers in Mongu and Kaoma district, Western, Zambia.
- Apart from the burden of transporting the sweet potatoes to the mini factory in Mongu district, I incur losses because mango fruits and sweet potatoes ferment quickly and rot away. It would require specialized vehicles to transport them from long distances but I cannot afford them at the moment. I ended up buying from Kaoma - Kaoma market in Mongu district from where the cost of the sweet potatoes and transport is very high.
- Lack of a tractor (Distribution Van) to transport raw materials from production areas to the processing facility
- Lack of protective equipment, such as face masks, safety shoes, and gloves, for workers.
- Lack of factory structure to accommodate processing equipment
- Lack of warehouse to improve storage conditions of our produce. Spoilage will be reduced, increasing quantity and hygienic storage conditions will improve produce's quality (increasing sales price).
- Lack of offices and toilets
- Lack of mango fruit and sweet potato porridge machines to improve on the quantity of products produced
- Lack of training of mango fruit & sweet potato farmers to improve the quantity of mango fruit & sweet potato.
- Lack of training of factory staff in good quality mango fruit and sweet potato products production.
- Lack of training of factory staff in waste management, PPE, Food handling, machine operation, pest control, etc.
- Lack of training of factory staff in products marketing strategic planning
- Lack of market linkage and advertising opportunities will help in the growth of Pama Foods business, which will in turn create sustainable employment opportunities and also a way potential customers/buyers will know where we are and easily access our project business activity.
- The enterprise will also erect bill boards and print flares for distribution.

CUSTOMERS TARGET MARKETS/ DISTRIBUTIONS

Through the marketing strategies, all the identified market institutions will get products through the developed distribution networks across the country. The distribution routes will be arranged as follows:

- Positioned our depots to supply supermarkets, grocery stores and other outlets all across Zambia.
- Free deliver to buyers in the ranges of 5 kilometers.
- Agency i.e. contract with distributors.
- Local retail shops, supermarkets, wholesaler shops and distributors.
- Head office (Lewanika General Hospital Area).
- Kasima Processing Factory (Manufacturing).
- Mongu Depot (Mongu, Kalabo, Sikongo, Nalolo, Luampa and Limulunga districts).
- Senanga Depot (Senanga, Shangombo and Sioma districts).
- Kaoma Depot (Kaoma, Nkeyema, Lukulu and Mitete districts).
- Sesheke Depot (Sesheke, Mwandu, Livingstone, Mulobezi and Kazungula districts).
- Lusaka Depot (Lusaka, Kitwe, Ndola, Chingola, Chilambwe, Kafue, etc).

- Zambia, Angola, Namibia, Botswana, Zimbabwe, DRC, Tanzania and Malawi.
- **CUSTOMER TO PLACE AN ORDER** – Availability of product inquired and specific quantities are ordered.
- **BUSINESS PREPARES PRODUCT** - Specific quantities are packed on the customer order and ready for dispatch.
- **CUSTOMER CALLED TO ARRANGE DELIVERY** - Customer is informed of the product is ready for collection/delivery on agreed dates.
- **PRODUCT IS DELIVERED** - Product is delivered and collected based on arrangement made.
- **PRODUCT IS INSPECTED** – Product is checked based on specifications, Good Received Note (GRN) is raised and issued to us, product is not in good condition is returned.
- **INVOICING** – Invoice prepared and delivered.
- **DEAL CLOSED** – Customer makes payment, receipt raised and issued.

COMPETITIVE ADVANTAGE

- A close study of the as mango touch and instant sweet potato porridge products reveals that market don't have the products in 2g, 7g, 70g, 100ml and 100g become much less competitive.
- Kembu Business Ventures will remain competitive in the food manufacturing sector in Zambia by offering high quality and affordable brand products for both local and international markets.
- We are aware of the stiffer competition from other African countries and we are well prepared to compete favorably with other products production companies in Africa.

MARKETING STRATEGY AND SALES STRATEGY

- Before choosing a location for launching Kembu Business Ventures we conduct a thorough market survey and feasibility studies in order for us to be able to be able to penetrate the available market and become the preferred choice for residence and businesses in Western province – Zambia. We have detailed information and data that we were able to utilize to structure our business to attract the numbers of customers we want to attract per time.
- Discounts will be given to appointed agents, supermarkets and wholesalers to create a customer relationship, manage our cash flow, as a competitive tool and for market penetration and sustenance.
- In other to continue to be in business and grow, we must continue to sell and supply our products which is why we will go all out to empower or sales and marketing team to deliver.
- Introduce our agro-processing enterprise business products by sending introductory letters alongside our brochure to supermarkets, grocery stores, schools, event planners, households and key stake holders.
- Engage on road shows within our neighborhood to create awareness for our products

PUBLICITY AND ADVERTISING STRATEGY

As a matter of fact, our publicity and advertising strategy is not solely for winning customers over but to effectively communicate our brand. Here are the platforms we intend leveraging on to promote and advertise Kembu Business Ventures.

- Place adverts on community based newspapers, radio stations and TV stations.
- Leverage on the internet and social media platforms like; YouTube, Instagram, Facebook, Twitter, LinkedIn, Snapchat, Google+ and other platforms to promote our business.
- Ensure that we position our banners and billboards in strategic positions all around Western province – Zambia.
- Distribute our fliers and handbills in target areas in and around our neighborhood
- Contact supermarkets, grocery stores, corporate organizations, households, religious centers, schools and event planners et al by calling them up and informing them of Kembu Business Ventures and the product we sell
- Advertise Kembu Business Ventures business on our official website will help us pull traffic to the site

- Brand all our official cars and delivery vans and ensure that all our staff members and management staff wears our branded shirt or cap at regular intervals.

PRICING STRATEGY

- Pricing is one of the key factors that gives leverage to products such sweet potatoes, bananas, avocados, groundnuts and mangoes that are grown locally by local smallholder farmers, it is normal for consumers to go to places where they can purchase/order products at a cheaper price which is why big players in the food production industry will continue to attract loads of consumers.
- We know we don't have the capacity to compete with bigger and well – established chains of food production companies, but we will ensure that the prices of our well – packaged products are competitive with what is obtainable in Zambian and other World markets.

PAYMENT OPTIONS

Here are the payment options that Kembi Business Ventures will make available to her clients:

- Payment via bank transfer, with cash, via credit cards/Point of Sale Machines (POS Machines), via online bank transfer, via check, via mobile money transfer and via bank draft.
- Our bank account numbers will be made available on our website and promotional materials to clients who may want to deposit cash or make online transfer for our agro-processing products.

STARTUP EXPENDITURE (BUDGET)

- In setting up this business, the amount or cost will depend on the approach and scale we want to undertake. We intend to go big by buying land and build a place, then we would need a good amount of capital as we would need to ensure that our employees are well taken care of, and that our facility is conducive enough for workers to be creative and productive.
- We need an estimate of US\$ 200,000 to successfully set up our agro-processing enterprise business.

GROWTH

- We conducted our market research and we have ideas of what our target customers would be expecting from us, this enables Kembi Business Ventures to expand our flagship brand “**KI MUNATI**” products packaged into different quantities and sizes to meet different needs and capabilities of the people.

FUTURE PLANS

- 2027 – 2031 (5 years) Kembi Business Ventures will introduce other products such as: - mungu sugar, ginger drink, onion powder, mealie meal porridge mix, barotse biscuits, groundnuts cooking oil etc on the market.

SUSTAINABILITY AND EXPANSION STRATEGY

- Kembi Business Ventures is in business to operate a standard agro-processing business in Zambia. We are in the food production industry to maximize profits and going to go all the way out to ensure that we achieve our business goals and objectives.
- The future of a business lies in the numbers of our customers that we have the capacity and competence of the employees, our investment strategy and the business structure. If all of these factors are missing from a business, then it won't be too long before the business close down.
- One of our major goals of starting Kembi Business Ventures is to build a business that will survive off its own cash flow without the need for injecting finance from external sources once the business is officially running.



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