

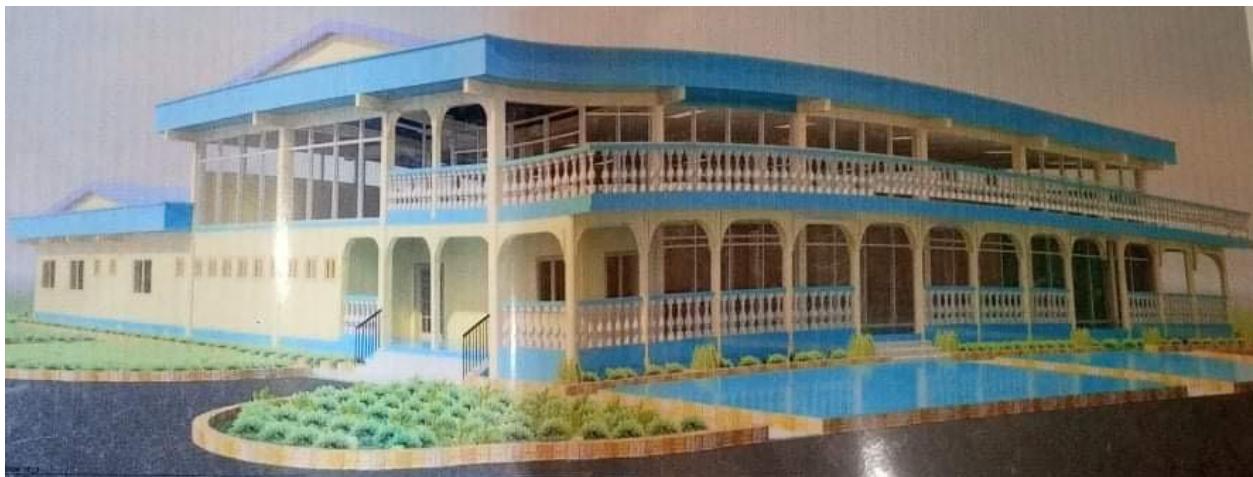
The Episcopal Church of Liberia

A member of the CHURCH OF THE PROVIDENCE OF WEST AFRICA (CPWA)

Episcopal Church Women of Liberia Conference Center

Business Plan

Submitted For Trinity Wall Street Grant Project



Developed by

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A. Business Details

1. Name of Diocese/Province:

The Episcopal Church of Liberia

2. Name of income generating project/business:

The Episcopal Church Women of Liberia Conference Center

3. Nature of the business:

Hospitality/Conference Center (Service Sector)

4. Version Number of Business Plan:

Second version/date of Business Plan is December 2020

A. Introduction

The Episcopal Church Women of Liberia (ECWL) is an autonomous organization within the Episcopal Church of Liberia with a mission of raising funds to (1) support the social, educational and community services of the Church, (2) recruit, train and retain indigenous women within the church, (3) renovate blighted churches, (4) research, develop, implement and participate in programs that improve the lives of women such as the prevention and limitation of sex trafficking within the country and (5) inclusion of activities for diabetes and coronavirus screening.

The original ECWL Conference Center was built in the 1980s prior to the Liberian Civil war of 1989 by a group of dedicated sisters. The building was completed, furnished and used for various activities such as, conventions, meetings, workshops and related activities during the administration of the late Bishop George D. Browne and Bishop Edward W. Neufville. Unfortunately, during the Liberian Civil War, the building was destroyed.

During several regularly secheduled ECWL's meetings, as well as, related meetings with members of the Board of Trustees and Bishop Hart, it was discussed and agreed to rebuild the conference center in order to contribute economic and financial assistance from income generated from center rental and through the administration and facilitation of the aforementioned social, educational and community service programs. It was further decided that the new building would be a two-story building with several halls, classrooms and offices for multi- purpose use.

The current ongoing conference Center Project of the ECWL is being entirely financed through program rallies and taxation of its membership. The requested grant funds will assist the ECWL and ECL to successfully complete the conference center. The grant application has the full support of (1) the Episcopal Church of Liberia, (2) the Church of the Providence of West Africa, (3) the Board of Trustees of the Episcopal church of Liberia and (4) the Liberian Episcopal Community of the United States.



B. Vision

The Episcopal Church Women Conference Center is a sustainable, welcoming, and inclusive Christian facility that serves the social, educational and community needs of communities and contributes to the sustainable development of the Episcopal Church of Liberia.

1. BUSINESS GOALS - B 1

List your business goals.

- **Goal 1:** Serve an ambassador for the Conference Center

Objectives:

- Support and promote the community-wide use of the facility.
- Attend and monitor events at the facility.
- Establish and maintain a connection with other community organizations.
- Solicit and report feedback from the community.

- **Goal 2:** Encourage community-wide education in health and human services, social and community services, criminal justice training and religious studies, etc.

Objectives:

- Encourage educational opportunities for people of all ages.
- Utilize Radio and TV to educate the public about the Conference Center.
- Promote the use of the facility to all levels of academia.

- **Goal 3:** Serve as a public steward of the Conference Center.

Objectives:

- Attend regularly held meetings.
- Review financial performance of the facility.
- Review the use and evaluations of the users of the facility.
- Maximize usage of the facility.

- **Goal 4:** Advocate the continued financial investment for improving and enhancing the Conference Center.

Objectives:

- Annually review the budget of the Conference Center.
- Review annual needs assessments as presented by management.
- Proactively communicate needs to Episcopal Church women and staff.

- **Goal 5:** Complement the social, economic and financial needs of the Episcopal Church of Liberia.

Objectives:

- Serve the social needs of the conference center community such as, trade shows, educational conferences, sporting awards and wedding ceremonies.



- Market to increase community-based activities, such as pre-school for children, educational seminars and internet hot spots.

B-2 Where will the business be in 3-5 years?

The prospects of this center are enormous as suggested by a survey conducted by our team. This facility will be used extensively for large and small convention and educational activities, health and human services, social and community services, criminal justice training and religious studies. The center will also provide services for parties and banquets as part of key events in life (birthdays, weddings, engagements, bridal and baby showers, retirement parties, holiday or end-of-year parties, honoree galas, product launches, press events, trade shows, church conferences, presentations, lectures, fundraising, corporate meetings and summits). As services are refined and promotions on TV and Radio take hold the center will be able to host the Diocesan National Convention, Episcopal Church Men Convention, Episcopal Women Convention, Episcopal Youth Convention, Diocesan Synod, provincial Synod, as well as, church activities sponsored by the West African churches such as Sierra Leone, Ghana, Gambia and Guinea.

The Conference Center management and Promotions Team will continue to improve their advertising strategies through TV, Radio and word of mouth thereby Penetrating and getting a good share of the rental market. This is attainable and feasible as there exists three Episcopal churches within the locality of the center. Total membership of these churches is approximately 400 members. LISGIS estimates the total population of Caldwell to be over 15,000 inhabitants and the Greater Monrovia area, 1,089,686 as of 2014¹. Notwithstanding the availability of other church-run facilities in the vicinity of the center the ECWL facility is expected to break even during the first year, accumulating an over 13% profit assuming a 50% occupancy rate of the facilities. This is due to the affordability of our Halls with pricing significantly below existing market price for a wider range of higher quality services in the new facility. Thereafter, from attracting more clients and building on customer loyalty, a higher profit is expected in forthcoming years as we gradually increase prices. Our assumption is based on the capacity of the hall, the services to be offered, the number of Episcopalians residing in the vicinity and the possible increased use of the Center by the Diocese as a captive client base.

The service sector is the largest contributor to GDP (Growth Domestic Product) growth in Liberia, accounting for 46 percent of monetary value of all goods and services produced in Liberia in 2015. This shows an increase from previous level of 2.3 percent recorded in 2014 because of the sharp fall in the sector productivity during the Ebola virus disease. Over the course of 2015, the service sector was estimated to have grown at 5 percent, showing an improvement compared to an

¹ Republic of Liberia, Liberia Institute of Statistics and Geo-Information Services (2014) *Population 2008, 2014 by County, District, Clan and Households, Liberia 260914*



estimated 2.3 percent of real growth recorded in 2014. The largest contributor of output in the sector were trade and hotel, at about 32 percent with Government service in second place, at about 15 percent.

The primary increase in the use of the convention center will consist of (1) the nineteen thousand (19,000) members and the one hundred six (106) preaching stations within the Diocese of Liberia, (2) as a member of the church of the province of West Africa including the Episcopal churches in Sierra Leone, Ghana, Gambia, Guinea...will be given preferences to use the center, which will greatly increase the utilization of the center.

Currently, the Catholic Church owns and runs a conference center a few miles from the proposed ECWL center. However, based on the feasibility, and the further anticipations seen in clients as to what sort of services will really satisfy them, the first year will see an aggressive marketing and advertising of the Center. After a full year of building a solid brand and having several satisfactory notes from our clients, the following years should see a consistent pool of loyal clients that would have been secured.

2. Management Team

B-3 Who are the congregation members participating in the project?

The list of the members in the organization who have the professional and practical experience of managing the various aspects of the income generating project are as follows:

Mrs. Joycelyn Brown is the President of the Episcopal Church Women of Liberia and in the Past has served as Secretary and Vice President for the ECWL. She is an experienced Administrator, Financier, and a registered Nurse. She served as Administrator for the Curney Barnes Hospital in Sierra Leone and worked as a Senior Clerk at Barclays Bank in Sierra Leone. She served as Director for Personnel of the Vice President of the National Transitional Government of Liberia, and later served as Director of Finance in the office of the Vice President of the National Transitional Government of Liberia.

Mrs. Julia Holder is the Vice President of the Episcopal Church Women of Liberia, a seasoned administrator and the current Chief Dietician at the Temple of Justice which houses the Supreme Court, the Commercial Court and all other courts. As chief dietician, she supervises preparation of refreshments for banquets and other special occasions, manages the diet of the Chief Justice, and supervises preparation of meals for the jurors. She also served as a Program and Payroll Supervisor, for the John F. Kennedy Memorial Hospital, the biggest referral hospital in the country. She has a bachelor's degree in Sociology from the University of Liberia, and a Diploma in Hospitality and Hotel Management.

Mrs. Musu F. Perry is the Treasurer of the Episcopal Church Women of Liberia, and a current member of the St. Stephen's Episcopal Church. She has over 28 years of experience working for the Liberia Produce Marketing Corporation service as Production Manager, Finance Assistant, and Executive Secretary to the Managing Director. She retired in 2009 and has been running her personal catering business for over 10 years. She is the former President of the Usher's Guild of



the St. Stephen's Episcopal Church. She is computer literate and has a High School Diploma.

Mrs. **Comfort Decker** is the President of the Advisory Council of the Episcopal Church Women Of Liberia and works with the United National Development Fund(UNDP) as an Executive Associate in the Office of the Resident Representative. She has a wealth of experience in Office administration, operations and procurement.

Atty **Tonieh A. Talary-Wiles**, is an Attorney at Law and serves as the ECWL UTO Treasurer and a member of the Standing Committee, Episcopal Church of Liberia. She is a former member of the Planning Committee and the Episcopal Relief and Development Board. Has over 20 years of experience in managing donor funded projects and programs in Gender and community development and diversity with very strong networking skills. Has served on several Boards of Directors. Presently works with the Human Rights Commission of Liberia.

Mrs. **Joana Hill** is Member of the Board of Trustees of the Episcopal Church of Liberia and former President to the Episcopal Church Women of Liberia (ECWL). She worked as Personnel Manager and Procurement Manager of the National Port Authority for over 15 years. She is Board Member of the Episcopal Church Women of Liberia.

Mrs. **Sheba Brown**, Treasurer of the Episcopal Diocese of Liberia and Chairperson of the Conference Center of the Episcopal Church women of Liberia.

Basic Roles and Responsibilities of the Conference Center staff

- Conference/Event Coordinator – Oversee meeting booking, cancellation, and postponement orders from clients. Plan and coordinate all activities to successfully execute meetings and conferences. Obtain meeting request orders, book meeting rooms and send confirmations to clients.
- Business Development/Sales Manager – Performs professional sales support activities to generate and convert business events (meetings, conventions, incentives and exhibitions) sales leads for the benefit of the center. In addition, performs professional sales management activities to generate and convert corporate meetings and incentive sales leads. Directs the sales effort, follows booking procedures and executes contracts for convention center and meeting activity.
- Operations Manager – oversee all services to ensure that business needs are being met. You are responsible for the overall accountability of a company's business requirements; supervise multi-disciplinary teams of staff including cleaning, maintenance, grounds and security.
- Maintenance/Janitorial – ensure cleanliness of facilities and ensure that basic facilities, such as water and heating, are well-maintained.
- Security – monitors camera, radios, respond to calls, designate and adding security personnel for security services, contact emergency responders and provides information to individual seeking inquires, patrols assigned areas, investigates and/or reports hazards and



suspicious circumstances, prepare incident reports, and perform a wide range of administrative duties related to security.

- Accounting/Finance – Produces accurate and timely financial statements; leads the process of budgeting, forecasting, and fiscal reporting; plans and monitors capital expenditures and fixed assets; maintains awareness of changes and trends in operations, regulations and audit practices.

3. BUSINESS PLAN DEVELOPMENT SUPPORT

The management team of the ECWL was extremely cooperative in the development of the Business Plan. They timely provided and assisted in gathering information needed to prepare the Business Plan. This included the blueprint and cost estimates made available by them. They willingly took part in the SWOT analysis of their organization.

C. Market Research

1. MARKET ANALYSIS

What are the social and economic trends related to your specific business? Is it a growing market, by how much? What is the evidence and where/how was this obtained?

Liberia, Africa's oldest republic, covers an area of 111,370 km² (43,000 mi²) and has a population of over 4.8 million people according to the World Bank. 71.0% of its population is under age 35 and nearly 50% under age 15. However, low education and technical skills keep Liberia from realizing a demographic dividend and increasing savings. In terms of contributions to the Gross Domestic Product (GDP) and overall economy, the three main sectors are Agriculture which contributes 36% of GDP, Manufacturing 13.8%, and although Liberia has fertile land for agriculture, the Services sector is about 53.4% of GDP. The Hospitality and Event Planning sub-sector falls within the large Services sector.

40% of market share of the hospitality industry is attributed to activities and services rendered towards to Conferences, meetings, trade shows, workshops, hotels, lodging, weddings, funerals etc., most of which takes place on a daily basis. noteworthy observation during conversation with hotel and conference center owners have indicated that on a daily basis, events, weddings, funerals, workshops, revivals, conferences take place around the city and notably around the Caldwell area. A special niche that this conference center has includes (1) a clergy store for Episcopal priests' gowns, shirts, collars, college graduation gowns, (2) radio station and studio, (3) internet hotspot, (4) educational classrooms for pre-school and workshops, and (5) diabetes screening, criminal justice and religious studies/training.

Every weekend in Liberia, especially in the capital Monrovia, there is a Wedding and funeral. Most of these events take place in environments that have a very good event size and space to take hundreds of people. Very few conference centers in and around Monrovia have that capacity to take as many persons while providing them the comfort and convenience that comes with it. With the increasing needs for institutions and the Government to decentralize her activity to impact



communities, then places like Caldwell where the ECWL Center has been constructed are hot zones for hosting events such as weddings, funerals, workshops, conferences.

In Africa, and in many places around the world, Hotels are used for major conferences as it provides room for lodging conference participants and a close proximity to the conference sessions.

The demand for hall rental is related to the overall economic condition. By this is meant that the tighter the economy, and the circulation of money, the lower the demand is for hall rental. The converse is true when the economy is booming and as a result there is much money in circulation. Now with this general basis laid, it is observed that most persons or organizations desiring the use of rental halls as venues for their events are likely to patronize their church-owned and operated facilities. Not only that, but it is also observed that church-owned rental halls are invariably cheaper compared to those owned and operated by secular institutions.

In the light of the aforementioned and considering the large membership of the Episcopal Churches in Monrovia and its environs, coupled with the high population density of Caldwell and its diverse income strata, one can safely conclude that the hall rental facility under construction has a high income-generating potential. More than ever before an increasing number of individuals and organizations are beginning to realize the benefits of hosting programs away from their homes and offices and at sites that are farther away from the city center to avoid distractions and for safety reasons.

Institutions with very large membership are also beginning to consider moving most their activities in and around the Caldwell area, noting that it easily connects to the residence of its members through the roads leading to the neighboring communities which are mostly residential.

Starting a conference hall rental business is indeed a capital-intensive venture, the reason being that the cost of securing or building a standard and well-equipped conference hall is exorbitant. In recent years, the Caldwell area has seen an increase in the number of recreational and festive events, which has been characterized by an increasing population in the hundreds every year. Research has also shown that due to the strategic location and urban expansion currently taking place, Caldwell is attracting high profile corporate and individual clients for events ranging from sporting, to religious events, to marriages etc. Investing in a conference center especially during this current time of urban expansion is a very positive move by the ECWL and it will yield the necessary financial returns with time.

Conference halls are rented for the purpose of hosting events such as professional seminars, corporate award ceremonies, weddings, family reunions, church programs, funeral repasts, political rallies, and any other events. Aside from rentals of event halls, most of them also engage in other complimentary services like event planning. There is no doubt that the conference hall rental industry is a profitable venture despite the high capital investment entry barrier. The truth is that, if a conference hall is well positioned, equipped and managed, with prices that reflect the current economic situation, they will attract regular clients with reasonable occupancy rates throughout the year.



Some factors that encourage entrepreneurs, institutions, organizations, and other businesses to start their own conference hall rental business could be that the business is easy to set up despite the high start-up capital and that running costs can be kept at a minimum level. This prompted the ECWL to take the risk to invest in a top-notch events facility to continuously attract and keep clients throughout the year.

1. CUSTOMERS

- a. Describe your customers. Are they Organizations/Individuals; Local/International; Income level, religious context, age, and any other relevant characteristics?

The ECWL plans to target three main groups: ecumenical organizations, government and non-government organizations, and individuals. Ecumenical organizations comprise Episcopal Church organizations, other church denominations, and other Christian organizations. Church members' ages range from 18 to 75 plus, many of whom are also members or employed with organizations that do frequent hall rentals. Regarding government, we are looking at ministries, agencies, and commissions, while non-government organizations are UN agencies, international organizations, development institutions, youth organizations, women organizations, political institutions, entertainment institutions, schools, etc. Many of these institutions have funding in their budgets for hall rentals and workshops venues.

For individuals, we are looking at people interested in having wedding ceremonies, birthdays, and funeral repasts. These are mostly middle-class people earning income or people receiving remittances from family members abroad to enable them to afford renting such facilities.

- b. *What do your customers want? List what your customers are looking for in your product/service. Describe the research done to obtain this information.*

A survey conducted by our team with several institutions and organizations engaged in hall rental services revealed the following preferences:

- spacious, well equipped, comfortable, and quiet environment to host their events such as conferences, workshops, meetings, annual gatherings, etc.
- reasonable and flexible pricing arrangements
- space with a restaurant where breakfast, and lunch can be served, and small rooms for mini executive sessions and sub-committee meetings.

A survey of some government ministries and agencies, international organizations, church organizations, youth organizations, as well as individuals in securing spaces for different purposes mentioned the above service attributes when seeking to rent conference halls or rooms for events.

**2. MARKET****COMPETITION**

- a. *List a full profile of your close competitors, focusing on: Who, where, what they offer and how might they react to your business*

Competitor Name	Location	What do they offer?	What will their reaction be to your business?
1. Lutheran Church Conference Hall Services and Guest House	13 th Street, Sinkor Near Central City (Sinkor, Monrovia)	Conference Hall, Commercial Accommodation, Wifi-Internet, Air-Conditioned rooms	Reduce Prices of Hall Rental Increased Marketing and Awareness on Services
2. Holy Family Catholic Church	Outside City, Near New ECWL Center (Caldwell)	Conference Hall, no Air Conditioners, No Wifi	Reduce price of Hall Rental Make special offers
3. St. Nagbe United Methodist Church	13 th Street, Sinkor, Near Central City (Sinkor, Monrovia)	Conference Hall, No Air Conditioners, No Wifi	Reaction will be minimal due to the distance away from our center. Their members will continuously patronize the usage of their Hall
4. Monrovia City Hall	Central City (Sinkor, Monrovia)	Conference Hall, Air conditioned, Food Prep/service areas, No Wifi	Run by the City Corporation of Monrovia. Government functions are prioritized, Will have special offers,
5. Paynesville City Hall	Out sketch Central City (AB Tolbert Road, Paynesville)	Conference Hall, Air Conditioned, No wifi Food Prep/service area	Will have special offers
6. Brewerville Town Hall	Brewerville Township, Virginia	Conference Hall, No Air Conditioners, No Wifi, Food Prep/service area	Will have special offers

b. Explain how you obtained this data

Our research team visited the business centers of the perceived competitors and held key-informant interviews with the management teams of those centers. Most of them also provide similar hospitality services like hall rental with other complimentary services. A careful analysis and review of their pricing was done which helped to provide the aforementioned analysis of the services they provide and their reaction to the market should the Multipurpose center be completed and opened to the public for use.

In the following table, list in a detailed manner the strengths and weaknesses of each competitor.

Competitor name	Strengths	Weaknesses
1. Lutheran Church Conference Hall Services and Guest House	Has a prime city centre location with a long history in business. It is well known in the region and has continuous offers.	Rooms are not maintained and have plumbing problems constantly. Limited parking space.
2. Holy Family Catholic Church Conference Hall	Is one of the only two existing conference Halls in the lower Caldwell area	No Accommodation, not very equipped, used by mostly members of the catholic church in the Caldwell area
3. St. Nagbe United Methodist Church Conference Hall	Has a large congregation and mostly all Methodist related important events are held there	Location is adjacent the Lutheran church conference hall and such proximity has always made the Lutheran hall the preferred venue due to better services
4. Monrovia City Hall	Run by the city corporation, Have continuous offers, and is centrally located in Monrovia, directly opposite the building that houses all UN agencies in the country	No Marketing; do not provide complimentary services. No Wifi connectivity even though centrally located
5. Paynesville City Hall	Run by the City Corporation of Paynesville, Have continuous offers, and is centrally located in Paynesville and always used as an alternative to the Monrovia City Hall	No Marketing; do not provide complimentary services. No Wifi connectivity even though centrally located
6. Brewerville Town Hall	Closer to Kaiser and Brewerville Cemeteries	No Marketing; do not provide complimentary services. No Wifi connectivity



In the following table, list what are your strengths and weaknesses compared to your competition?

Strengths	Weaknesses
Good subsidy element of Trinity Church grant will enable lower, competitive pricing over the first two years to attract/ retain customers for higher occupancy.	New in the market and will take time to win over more customers.
State-of-the art, spacious, fully equipped conference structure with capacity to host several events with over 1000 persons in the largest hall, 250 in each of the two smaller rooms, own kitchen for food service during events	Low income levels due to prolonged economic decline from COVID-19 could affect occupancy and revenue potential.
ECWL leadership are highly experienced managers with hospitality and catering expertise	Still new even though in the same Caldwell area; will require more marketing.
Captive market of Episcopal Church members, organizations, and affiliates	Distance from Central Monrovia institutional market.
Strategic location away from Monrovia's noise and distractions. Ideal for large conferences and gatherings of more than 500 persons.	Bushrod Island traffic patterns can affect access from certain parts of Monrovia at times.

How is your product/service unique or different compared with the competition?

In an environment that is becoming increasingly competitive, we are ensuring that our Hall rental services are positioned in a way that we offer well equipped halls with enough parking space and security. We will initially offer lower prices to attract customers to our brand of services. The ECWL Conference Center will strive to deliver consistent quality service that meets the expectations of both participants and organizers of events. Interestingly, within the ECWL, there are individuals who have worked with most of the institutions listed as our competitors and will be providing us expert advice and strategies on how to appropriately position ourselves in the market.

The ECWL will also establish loyalty or specialized offerings to meet needs based on customer feedback, this focus will not be on lowering prices but with time, emerging competition will lower prices to meet or beat ECWL pricing strategy.



Over and above, with the invention of event apps, it is now compulsory for event planners and venue owners (banquet halls) to offer Wi-Fi throughout the event, in all meeting rooms. The truth is that it will no longer be acceptable to not have Wi-Fi accessible at events; people will hardly rent halls without Wi-Fi facility.

The ECWL in the long run intends to have collaboration technology in the conference center to enhance and improve customer experience and necessitate the need to use the ECWL Center over Hotels with similar but not very sophisticated technologies. With this, the ECWL will ensure that meeting experience (and attendee expectations) will become more interactive, both during the meeting as well as before and after. This means that incorporating distance learning and virtual or remote participation not only allows a meeting to achieve a broader reach in participation, but also to create a more engaging experience. The ECWL will try to have the following in her facilities to help increase customer experience and attract more clients to its conference center:

- Video conferencing systems
- Large screen monitors/projectors
- Screen sharing
- Interactive white boards
- Touch-screens
- Virtual reality systems
- Lead capture devices
- Audience interaction/participation
- Social media displays
- Trade show or conference apps (mobile)

- Clergy store

- Radio station and studio

- Internet hotspot

- Diabetes screening and education

- Pre-school, criminal justice and religious studies

- Corporate offices



C. Assessment & Business Strategy

1. RISKS

An honest assessment of the risks involved in your business is essential to the planning process. Think about all possible outcomes so that you can plan and deal with them.

Consider Political, Economic, Social, and Technological risks; weaknesses of your business, your staff, your product or service or your business processes, policies, and procedures; and threats from competition.

Risk	Impact	What Recurring checks/practices/requirements will you implement to prevent it affecting your business.
Slow economic growth due to COVID-19 pandemic	Declining demand for conference and events management services due to lower income levels.	Keep our prices at a flexible or minimal level and allow smooth negotiable deals with members of our client pool.
Policy Review of Land Tenure and Property Tax regime by the Government	Could lead to increase in cost of services provided, hence possibly reducing our clientele	Register the Business as co-functionary of the church to help receive tax exemption and protect the business from such shocks
Political Rallies held with violent outcomes	Could lead to damage of property if violence erupts	Maintain property insurance and consider requiring a special refundable fee to cover property damage.

2. HUMAN RESOURCE REQUIREMENTS

In the following table, describe the staff structure of the proposed business and their monthly cost. Please draw a management chart of your business and upload as an attachment.

N	Position	Tasks	Monthly salary	Total
1	Business Manager/ Caretaker	• Responsible for providing direction for the business	\$100.00	\$ 100.00



		<ul style="list-style-type: none">● Serves as the administrative supervisor of the affairs and business activities of the ECWL Multipurpose Complex.● Responsible for preparing financial reports, budgets, and financial statements for the business● Provides management with financial analyses, development budgets, and accounting reports;		
2	Janitor/Custodian	<ul style="list-style-type: none">● Works with other support staffs to be hired on an events basis (see Maintenance Costs in Cash Flow), to ensure the continued decency of the Center and readiness for use before, during and after events	\$50.00	\$50.00
3	Security***		\$50.00	\$50.00
Total cost per month				\$200.00

***Represents a proposed \$50 monthly cost sharing contribution on Security between the ECWL and the St. Peter's Episcopal Church which is adjacent to the Complex.

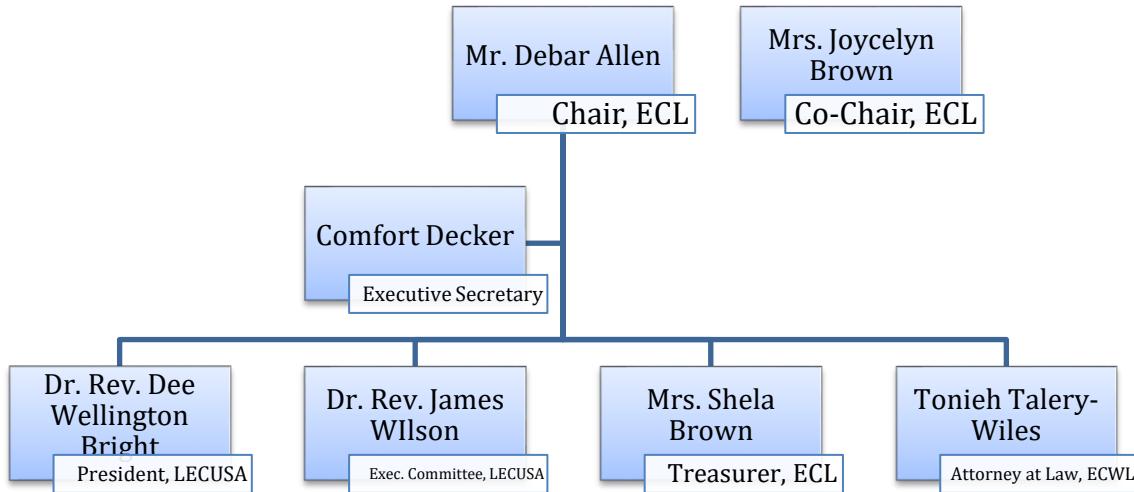
In the future, the Management Team might consider a business development / sales manager to explore continued market share assessments; as well as, build and execute strategic marketing and sales plans.

3. BUSINESS GOVERNANCE & MANAGEMENT FRAMEWORK

Describe the governance structure of the proposed business. Please explain how this committee would relate to the synod or other structures of governance of the church.

The Executive Management Team will consist of members of the Episcopal Church of Liberia, members of the Liberian Episcopal Community USA and members of the Episcopal Church Women of Liberia as follows:

- A. Mr. Debar Allen, Chairman of the Board of Trustees, ECL Chair
- B. Mrs. Joycelyn Brown, President of ECWL Co-Chair
- C. Mrs. Shela Brown, Treasurer of ECL Treasurer
- D. Tonieh Talery-Wiles, Attorney-at-Law, ECWL Member
- E. Dr./ Rev. Dee Wellington Bright, President of LECUSA Member
- F. Dr./Rev James Wilson, Executive Committee Member LECUSA Member
- G. Comfort Decker, ECWL Executive Secretary



This Executive Management Team shall be the governing body of the Conference Center with the overall responsibility and accountability to Trinity Wall Street for Grant Funds management and administration. All administrative and financial reports will be provided to Trinity Wall Street by this Management Team (see organizational chart).

The Executive Management Team will also ensure that preferences and discounts are accorded to the various organizations within the Episcopal Church of Liberia. Church organizations will be charged a minimum fee for the use of the facility as a means of maintaining the loyalty of this captive customer base.

The Executive management Team Chair or Co-Chair will provide periodic quarterly reports to the Board of Trustees of the Episcopal Church of Liberia, the Episcopal Church Women of Liberia and LECUSA. The reports will focus attention on the highlights, achievements, challenges and recommendations for improvements. It will also provide financial updates on the performance of sales and strategies needed to be employed to improve presence. The management Team leadership will also make annual reports to the Episcopal Church of Liberia at its convention on the performance of the Conference Center.

4. PROMOTION & ADVERTISING

Describe in a detailed manner your promotion and advertising plan. How will you approach each group of your target market? How, where, and when will you promote your product or service.

Prior to the full launch of the business by the ECWL leadership, a detailed strategy will be developed to reach out to potential clients and customers.

Understanding the nature of the competition amongst organizations in Liberia engaged in Hall rental services, the business will be consulting with some of the best business developers to handle



our sales and marketing. Interestingly, most of them are Episcopalians and have agreed to offer their services on a No extra cost fee to improve our overall sales and marketing strategy.

Our sales and marketing team will be recruited based on their vast experience in the industry. Our goal is to grow our hall rental services to become one of the top hall rental services in Liberia.

The Management Team is set to make use of the following marketing and sales strategies to attract and retain clients and customers:

- Introduce our business by sending introductory letters alongside our brochure to various congregations, churches, corporate organizations, government institutions, schools, and key institutions in Monrovia and Paynesville.
- Visiting various congregations in the ECL to talk about the Hall rental services being provided
- Advertise our services in relevant newspapers, TV stations, and radio station, and local directories
- Tailor make packages for different categories of clients to work within their budgets while delivering quality hall rental services to them
- Leverage the internet to promote our business by using social media outlets
- Engage direct marketing approach
- Encourage word of mouth marketing from loyal and satisfied clients

Please list the costs of each of these marketing strategies

Promotion and advertising strategy	Where will it be implemented	When will it be marketed	Cost of marketing strategy per month
Printing of Flyers and Brochure	Church	Sundays during service	\$100.00
Printing and placing of bumper stickers on Vehicles	Church	Sundays after service to members of the church who are vehicle owners	\$50.00
Create Facebook pages and advertise services. Weekly boost of page	Facebook	Monthly	\$53.00
Do announcements and share	Radio and TV	Monthly	\$50.00
Total cost per month			\$253.00



5. PRICING POLICY & BUSINESS STRATEGY

Why is your price higher or lower than your competitors? Please explain in the following table.

Product/service	Your price	Competitor price	Reason for difference
Main Conference Hall (along with complementary services negotiable – 4,692 ft ²)	US\$600.00	US\$ 900.00	To attract clients while providing complimentary services like the P. A. system, additional chairs & tables, usage of air conditioners or fans, as well as time, and hrs of usage, provision of internet service, etc.
Secondary Conference Hall (along with complementary services negotiable -1,225 ft ²)	US\$ 300.00	US\$ 600.00	To attract clients while providing complimentary services
Mini Banquet Room (Cafeteria along with complementary services negotiable - 828 ft ²)	US\$ 175.00	US\$ 370.00	To attract clients while providing complimentary services

*** **Note:** Catering services will be provided when requested. A list of caterers in the Church will be compiled and called upon to provide quotations for catering. When contracted, a caterer will be required to pay 10% of the profit to the ECWL.

There is a tradition in the hall rental industry for businesses to do hourly billing. However, for some other businesses in the Market, the flat rate fees make more sense because it allows customers to better predict the overall service charges that will be provided to them. Hence, the ECWL Conference Center will charge its customers both flat fee and hourly billing based on negotiation and preference of the customer.

As can be seen in the above analysis, ECWL fees will be kept below the average market rate for all its customers. Also, special discounted rates will be offered to other churches, youth organizations, and non-profit organizations.

Regarding payment options to use the facilities, a payment policy will be developed. Such policy will be tailored to the needs of the customers. Below are the payment options that will be made available to our clients.

- Check payments



- Bank Transfers
- Cash payments
- Mobile Money

Hence, we will be choosing banking platforms to help us implement our plans with minimum or no complications.

Explain how you obtained the data

During the conduct of the market research, a team was dedicated to the task of collecting information on different prices of the various services offered by our competitors. After this information was collated, a detailed analysis was made to compare our proposed prices and the prices of our competitors. This provided the data generated in the above comparison between the prices of our services compared to those of our competitors and reasons for the disparity.

However, the overall Business pricing strategy was informed by the following:

- All rentals include use and set-up of tables, padded chairs, house A/V (Audio Visual) equipment
- Our standard rate will allow the use of the premises and facility for 1 to 3-hour events. This rate includes use of tables, chairs, and standard A/V. An ECWL staff, a custodian, a security guard, and we set-up the venue for you.
- Our Daily rates will be applicable for events that occur Monday - Friday between the hours of 9 am to 3 pm. This rate will also include the use of tables, chairs, and standard A/V, and will also have an ECWL staff, a custodian, a security guard, and we set-up the venue for you.
- For events with a specific period of event time, specific hours for customers, and at the conclusion of the event for removal of personal items and clean up, will occur between 9:00 a.m. – 11:00 p.m. Mondays through Friday or from 8:00 a.m. to 11:00 p.m. on Saturdays. Such packages are going to be negotiable.
- Our business will require that 25% of the total due is paid at the time of booking and an approved proposal is required to confirm the hold on the event date. The remaining 75% balance is due in full on the day of the event.
- Extending event, set-up, or event run-throughs are subject to additional hourly rate.
- One janitor is included at no extra charge as part of your rental agreement. However, customers will pay for an additional Janitor at a ratio of one Janitor per 100 guests at a rate of \$20 per custodian per hour for a minimum of 4 hours.
- One security guard is included at no extra charge as part of your rental agreement. Renter will pay for an additional guard at a ratio of one guard per 100 guests at a rate of \$20 per guard per hour for a minimum of 4 hours.



The Executive Management Team Organizational Chart

