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**KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR**  
**FIRST YEAR, SECOND SEMESTER EXAMINATION**  
**FOR THE DIPLOMA IN HOSPITALITY MANAGEMENT**  
**DBA 1107 BUSINESS PLAN**

Date: 13<sup>th</sup> August 2024  
Time: 2.30pm-4.30pm

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**QUESTION ONE (30 MARKS)**

**CASE STUDY:**  
**BUSINESS PLAN FOR ECOTECH SOLUTIONS**

EcoTech solutions is a startup focused on developing and marketing eco-friendly technology products. The company's flagship product is a solar-powered portable charger designed for outdoor enthusiasts and individuals in regions with limited access to electricity. The charger is compact, durable, and can charge multiple devices simultaneously. EcoTech Solutions aims to capitalize on the growing demand for sustainable and renewable energy solutions. The company aims to provide innovative and sustainable technology solutions that empower people and protect the planet, to achieve a market penetration of 5% in the first year, to expand product line within two years, and to become a recognized brand in eco-friendly technology within five years. Business Objectives are to achieve a market penetration of 5% in the first year, expand product line within two years, and become a recognized brand in eco-friendly technology within five years. The target market includes outdoor enthusiasts, environmentally conscious consumers, and individuals in developing regions and the market size is estimated at \$1.2 billion, growing at 10% annually. Competitors include other portable charger manufacturers and renewable energy solution providers.

EcoTech's unique selling point is its focus on sustainability and superior product durability with its current product being Solar-powered portable charger and future products are solar-powered lanterns, eco-friendly power banks, and renewable energy kits for home use. The marketing strategy is to position the current brand as eco-friendly, reliable, and innovative, using promotion channels such as social media, eco-lifestyle blogs, outdoor magazines, and partnerships with environmental NGOs. The sales Strategy is to use online sales through an e-commerce platform, collaborations with outdoor gear retailers, and presence at eco-friendly trade shows. Operations Plan includes outsourcing a certified manufacturer to do production for EcoTech with a focus on sustainable practices and quality Control involves rigorous testing to ensure product durability and efficiency. The company's supply chain includes partnerships with suppliers of high-quality, eco-friendly materials. The financial plan has initial funding of Kshs 5,000,000 from angel investors and a crowdfunding campaign with revenue Projections: of Kshs 1.5 million in the first year, with a break-even point in the second year. Cost Structure is projected to be 60% production costs, 20% marketing, 10% R&D, and 10% operational expenses.

- a) Write an executive summary which outlines five aims of EcoTech (5 marks)
- b) Explain three objectives of EcoTech which were included in the business plan (5 marks)
- c) Summarize the details of EcoTech's market analysis information that was included in the business plan in terms of target market and market size (5 marks)
- d) Identify EcoTech's product line including the current and future products (5 marks)
- e) Discuss the marketing strategy for EcoTech's business plan including brand positioning, promotion channels and sales strategy (5 marks)
- f) Outline the financial plan for EcoTech solutions' business plan (5 marks)

### **QUESTION TWO (20 MARKS)**

- a) Explain five skills required for effective implementation of business plans (5 marks)
- b) Outline any five problems encountered when implementing business plan (5 marks)
- c) Discuss five factors to consider when selecting a business location (5 marks)
- d) Describe four main marketing mix elements which should be included in a business plan (2 marks)
- e) Explain three purposes of a business plan (3 marks).

### **QUESTION THREE (20 MARKS)**

- a) Discuss five contents of a comprehensive risk management plan which should be included as part of a business plan, (5 marks)
- b) Explain five key qualities of a business plan which guide the organization toward its goals and attracting support from stakeholders (5 marks)
- c) Describe five business models which can be included in a business plan to demonstrate an understanding of market trends, and industry dynamics (5 marks)
- d) Marketing plays a crucial role in the success and growth of any business. Outline five advantages of marketing to a business (5 marks)

### **QUESTION FOUR (20 MARKS)**

- a) The development of business plans and operations of business organisations are normally affected by various emerging trends in their operating environment. Describe five emerging trends in business planning (5 marks)
- b) In the environment that a business operates in, it is faced by several risks which can potentially affect its operations and survival. Explain any five risk mitigation strategies (5 marks)
- c) In order to fund its operations and grow its business an organization requires financial resources. Discuss five sources of funding (5 marks)
- d) To improving the skills and work performance of its employees, an organization conducts training and development programs. Explain any five methods used in training and development of workers (5 marks)

### **QUESTION FIVE (20 MARKS)**

- a) SWOT analysis is a strategic planning tool used by businesses and organisations to assess their internal strengths and weaknesses and external threats. Describe the process of conducting a SWOT analysis (5 marks)
- b) Recruitment and retention are critical components of an organisation's human resource management plan. Discuss the various retention strategies that a human resource manager should use towards employees (7 marks)
- c) A well defined organizational structure helps to establish clear and efficient framework for decision making, coordination and collaboration. Explain the key elements of an organizational structure (8 Marks)