



# Karacel Bakery

Foundation for Inclusive  
Community Help (FICH)

# Our Story

Foundation for Inclusive Community Help (FICH)



WEB Soya  
Flour

WEB Soya  
Flour &  
Cakes

Karacel  
bakery

# Key Changes

1. Name: Karacel Bakery [kar-ah-chel “all together”]
2. Move bakery to Lira: demand and human capital
3. 40% of profits to programs for girls & women: more efficient



# The Problem



## **Her challenges:**

1. Monthly income of 20,000 UGX (\$5.40)
2. High responsibility for family
3. Low education/skills
4. Few employment opportunities

# The Solution

## Karacel Bakery:

1. Buys her soya crop at a competitive price
2. Employs her
3. Gives her job skills
4. Works with the community to advocate for her



# Karacel Bakery

Soya flour, cakes, and bread

40% Profit

programs for women and girls  
through FICH

Bakery

Business Training



Nutritious Product



Employment



Lira

Soya flour



Produce Buyer  
& Employment



Alidi

60% Profit

reinvested in business  
operations, staff  
development, and training  
programs

# Our Products & Services



## **Soya Flour 4,000/kg**

High in protein, amino acids, and fiber  
Used in porridge to combat child malnutrition



## **Soya Bread 3,500/loaf**

High in protein and iron  
Healthier alternative to common white bread



## **Soya Cake 500-2,000/piece**

High in protein and some sugar for energy  
Keeps you satisfied longer than other snacks



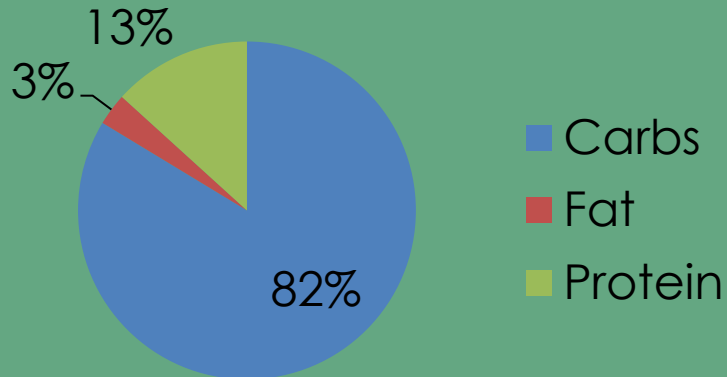
## **Business Training**

Affordable business training for small business owners and entrepreneurs (57% of small businesses don't know their monthly profit)

# Wheat Flour

| Nutrition Facts                              |             |
|--|-------------|
| Serving Size                                 | 100 g       |
| Amount Per Serving                           |             |
| <b>Calories</b>                              | <b>361</b>  |
| % Daily Value                                |             |
| <b>Total Fat</b> 1.7g                        | <b>3 %</b>  |
| Saturated Fat 0.2g                           | <b>1 %</b>  |
| <b>Sodium</b> 2mg                            | <b>0 %</b>  |
| <b>Total Carbohydrate</b> 73g                | <b>24 %</b> |
| Dietary Fiber 2.4g                           | <b>10 %</b> |
| Sugar 0.3g                                   |             |
| <b>Protein</b> 12g                           | <b>24 %</b> |
| Vitamin A 0 % • Vitamin C 0 %                |             |
| Calcium 2 % • Iron 24 %                      |             |
| Daily values are based on 2000 calorie diet. |             |

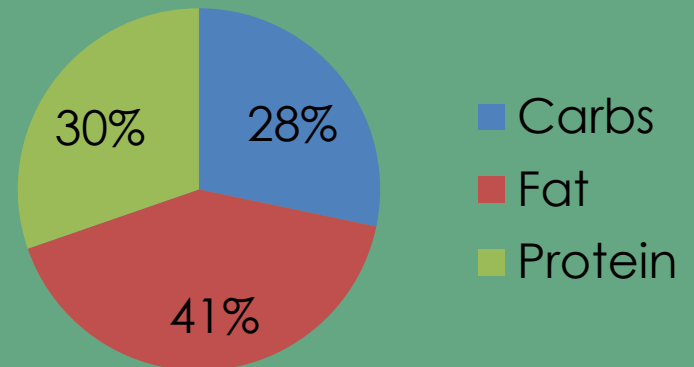
Calories by source



# Soya Flour

| Nutrition Facts                              |             |
|--|-------------|
| Serving Size                                 | 100 g       |
| Amount Per Serving                           |             |
| <b>Calories</b>                              | <b>439</b>  |
| % Daily Value                                |             |
| <b>Total Fat</b> 22g                         | <b>34 %</b> |
| Saturated Fat 3.2g                           | <b>16 %</b> |
| <b>Sodium</b> 12mg                           | <b>1 %</b>  |
| <b>Total Carbohydrate</b> 30g                | <b>10 %</b> |
| Dietary Fiber 9.7g                           | <b>39 %</b> |
| Sugar 7.6g                                   |             |
| <b>Protein</b> 38g                           | <b>76 %</b> |
| Vitamin A 2 % • Vitamin C 0 %                |             |
| Calcium 19 % • Iron 32 %                     |             |
| Daily values are based on 2000 calorie diet. |             |

Calories by source





# Market Analysis

## Target customers

- Supermarkets and shops
- Families
- Individuals
- Schools: 105 PS, 19 SS
- Pop. of Lira Town: 105,000
- Pop. Of Lira District: 403,000
- Pop. Of Oyam District: 383,644

## Competitors:

- Ntake
- Tip Top
- Daily Fresh

\*All offer similar products



# Forecast

|                      | Year 1          | Year 2        | Year 3        |
|----------------------|-----------------|---------------|---------------|
| Units sold           | 164,411         | 197,292       | 226,887       |
| <b>Profit</b>        | <b>\$36,055</b> | <b>43,266</b> | <b>49,755</b> |
| 40%<br>girls & women | \$14,421        | 17,306        | 19,902        |
| 60%<br>Karacel       | \$21,632        | 25,959        | 29,853        |

\* One location

# Social Impact Forecast

## **In three years:**

- At least 15 women employed & trained
- Triple monthly incomes for women employees
- 300 small businesses mentored
- Access to healthy flour/bread/cake for over 700,000 people

# Resources

## **Phase 1 (24 months):**

- Bakery renovation
- Ovens
- Product testing
- Staff onboarding & training
- Initial marketing

= \$140,000 for start up costs + consultants + operation of bakery & training center

\$30,000 Minimum needed to start



Karacel Bakery

**ANNEX**

# Annex 1: Scenario Analysis (Month base – Annual Profit)

## Scenario Analysis

Target: Sell 3000+ to break even

| Best Case                |             |
|--------------------------|-------------|
|                          | Month 1     |
| <b>Sales</b>             |             |
| Soya flour 1kg           | 500         |
| Soya 1carton             | 50          |
| Vanilla cake             | 6,500       |
| Lemon cake               | 6,500       |
| Bread loaf               | 7,000       |
| Party cake (medium)      | 10          |
| Party cake (large)       | 10          |
| Total units              | 20,570      |
| <b>Income Statement</b>  |             |
| Revenue from Sales       | 41,350,000  |
| Direct materials         | 15,169,196  |
| Direct labor             | 1,200,000   |
| Profit margin            | 24,980,804  |
| Indirect cost            | 6,322,000   |
| Net Profit (Loss)        | 18,658,804  |
| Annual Profit (Loss)     | 223,905,653 |
| Annual Profit (Loss) USD | 60,515.04   |
| <b>Production</b>        |             |
| Units per day            | 1,029       |
| <b>Sales</b>             |             |
| Units per day            | 686         |

| Likely +                 |            |
|--------------------------|------------|
|                          | Month 1    |
| <b>Sales</b>             |            |
| Soya flour 1kg           | 100        |
| Soya 1carton             | -          |
| Vanilla cake             | 3,500      |
| Lemon cake               | 3,500      |
| Bread loaf               | 4,000      |
| Party cake (medium)      | 10         |
| Party cake (large)       | 10         |
| Total units              | 11,120     |
| <b>Income Statement</b>  |            |
| Revenue from Sales       | 21,530,000 |
| Direct materials         | 7,021,312  |
| Direct labor             | 1,200,000  |
| Profit margin            | 13,308,688 |
| Indirect cost            | 5,106,000  |
| Net Profit (Loss)        | 8,202,688  |
| Annual Profit (Loss)     | 98,432,253 |
| Annual Profit (Loss) USD | 26,603.31  |
| <b>Production</b>        |            |
| Units per day            | 556        |
| <b>Sales</b>             |            |
| Units per day            | 371        |

| Likely -                 |            |
|--------------------------|------------|
|                          | Month 1    |
| <b>Sales</b>             |            |
| Soya flour 1kg           | 50         |
| Soya 1carton             | -          |
| Vanilla cake             | 2,500      |
| Lemon cake               | 2,500      |
| Bread loaf               | 3,000      |
| Party cake (medium)      | 5          |
| Party cake (large)       | 5          |
| Total units              | 8,060      |
| <b>Income Statement</b>  |            |
| Revenue from Sales       | 15,585,000 |
| Direct materials         | 5,032,039  |
| Direct labor             | 1,200,000  |
| Profit margin            | 9,352,961  |
| Indirect cost            | 4,733,500  |
| Net Profit (Loss)        | 4,619,461  |
| Annual Profit (Loss)     | 55,433,527 |
| Annual Profit (Loss) USD | 14,982.03  |
| <b>Production</b>        |            |
| Units per day            | 403        |
| <b>Sales</b>             |            |
| Units per day            | 269        |

| Worst Case               |            |
|--------------------------|------------|
|                          | Month 1    |
| <b>Sales</b>             |            |
| Soya flour 1kg           | 10         |
| Soya 1carton             | -          |
| Vanilla cake             | 1,500      |
| Lemon cake               | 1,500      |
| Bread loaf               | 2,000      |
| Party cake (medium)      | -          |
| Party cake (large)       | -          |
| Total units              | 5,010      |
| <b>Income Statement</b>  |            |
| Revenue from Sales       | 9,677,000  |
| Direct materials         | 3,073,597  |
| Direct labor             | 1,200,000  |
| Profit margin            | 5,403,403  |
| Indirect cost            | 4,362,850  |
| Net Profit (Loss)        | 1,040,553  |
| Annual Profit (Loss)     | 12,486,640 |
| Annual Profit (Loss) USD | 3,374.77   |
| <b>Production</b>        |            |
| Units per day            | 251        |
| <b>Sales</b>             |            |
| Units per day            | 167        |

## Annex 2: Forecast 1-6 months

| Profit/Loss Forecast (UGX) |            |            |            |            |            |            |
|----------------------------|------------|------------|------------|------------|------------|------------|
| Month                      | 1          | 2          | 3          | 4          | 5          | 6          |
| <b>Revenue</b>             | 21,530,000 | 23,720,000 | 25,380,400 | 26,649,420 | 27,182,408 | 27,726,057 |
| <b>Direct materials</b>    | 7,021,312  | 7,754,273  | 8,297,073  | 8,711,926  | 8,886,165  | 9,063,888  |
| <b>Direct labor</b>        | 1,200,000  | 1,200,000  | 1,200,000  | 1,200,000  | 1,200,000  | 1,200,000  |
| <b>Profit margin</b>       | 13,308,688 | 14,765,727 | 15,883,327 | 16,737,494 | 17,096,244 | 17,462,169 |
| <b>Indirect cost</b>       | 5,106,000  | 5,269,050  | 5,416,184  | 5,528,738  | 5,598,376  | 5,672,301  |
| <b>Net Profit (Loss)</b>   | 8,202,688  | 9,496,677  | 10,467,144 | 11,208,756 | 11,497,868 | 11,789,868 |

## Annex 3: Forecast 3 years

|                          | Year 1      | Year 2      | Year 3      | TOTAL  |
|--------------------------|-------------|-------------|-------------|--------|
| <b>Units Sold</b>        | 164,411     | 197,293     | 226,887     |        |
| <b>Revenue</b>           | 318,544,624 | 382,253,549 | 458,704,259 |        |
| <b>Direct materials</b>  | 104,117,965 | 124,941,559 | 149,929,870 |        |
| <b>Direct labor</b>      | 14,400,000  | 17,280,000  | 20,736,000  |        |
| <b>Profit margin</b>     | 200,026,659 | 240,031,991 | 288,038,389 |        |
| <b>Indirect cost</b>     | 66,624,451  | 79,949,342  | 95,939,210  |        |
| <b>Net Profit (Loss)</b> | 133,402,208 | 160,082,649 | 192,099,179 |        |
| <b>USD</b>               | 36,055      | 43,266      | 49,755      |        |
| <b>40% Programs</b>      | 14,422      | 17,306      | 19,902      | 51,630 |
| <b>60% Business</b>      | 21,633      | 25,959      | 29,853      | 77,445 |

## Annex 4: Phase 1 Work Plan & Cost

| Karacel Bakery      |  |   |             | USD     | UGX  |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
|---------------------|--|---|-------------|---------|------|-------|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|--|
|                     |  |   |             | 1       | 3700 |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
|                     |  |   |             |         |      | Month |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| No                  | Activity                                       | Who   | UGX         | USD     | 1    | 2     | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |  |
| PHASE 1 (24 months) |  |   |             |         |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 1                   | Develop brand and website                      | Haley, Natalie  | 5,310,000   | 1,435   |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 2                   | Hiring, Onboarding, and Training of management | Emmy, Haley, Consultant                                   | 112,240,000 | 30,335  |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 3                   | Renovation of location                         | Emmy, Haley, Baker  | 23,000,000  | 6,216   |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 4                   | Secure ovens & basic materials                 | Emmy, Haley, Baker  | 37,209,000  | 10,056  |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 5                   | Soya bean purchase and flour production        | Emmy, Haley, Eunice Ak, Eunice Ac                         | 2,183,000   | 590     |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 6                   | Recipe testing, sampling, and selection        | Baker, University students (local and abroad), Consultant | 33,750,000  | 9,122   |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 7                   | Approval by UNBS                               | Baker, Emmy, Haley, UNBS                                  | 3,000,000   | 811     |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 8                   | Develop branded packaging & materials          | Emmy, Business Manager, Baker                             | 8,740,000   | 2,362   |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 9                   | Purchase other materials for baking/office     | Emmy, Haley   | 1,900,000   | 514     |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 10                  | Hire staff (bakery & sales)                    | Emmy, Haley   | 2,100,000   | 568     |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 11                  | Staff training and refining                    | Emmy, Haley, Baker, Business Manager                      | 4,800,000   | 1,297   |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 12                  | Official Launch: Karacel Bakery                | Emmy, Haley, Baker, Business Manager, staff               | 1,200,000   | 324     |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 13                  | Regular Operations (19 months)                 | Emmy, Haley, Baker, Business Manager, staff               | 211,071,000 | 57,046  |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 14                  | Intensive marketing                            | Emmy, Business Manager, Consultant                        | 26,000,000  | 7,027   |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 15                  | Develop curriculum for business training       | Haley, Emmy, Consultant, Mango Tree                       | 3,390,000   | 916     |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 16                  | Hire business trainers                         | Haley, Emmy   | 1,040,000   | 281     |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 17                  | Train business trainers                        | Haley, Emmy   | 3,000,000   | 811     |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 18                  | Business management training (13 months)       | Business trainers   | 13,000,000  | 3,514   |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| Total Cost Phase 1  |  |   | 492,933,000 | 133,225 |      |       |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |



## Annex 5: Minimum Budget

| No | Activity                                       | Item            | Total Cost UGX | Total Cost USD |
|----|--|-----------------|----------------|----------------|
| 1  | Develop brand and website                      |                 |                |                |
|    |  | <i>Subtotal</i> | -              | -              |
| 2  | Hiring, onboarding, and training of management |                 |                |                |
|    |  | <i>Subtotal</i> | 1,240,000      | 335            |
| 3  | Renovation of location                         |                 |                |                |
|    |  | <i>Subtotal</i> | 23,880,000     | 6,454          |
| 4  | Secure ovens & basic materials                 |                 |                |                |
|    |  | <i>Subtotal</i> | 37,909,000     | 10,246         |
| 5  | Soya bean purchase and flour production        |                 |                |                |
|    |  | <i>Subtotal</i> | 2,183,000      | 590            |
| 6  | Recipe testing, sampling, and selection        |                 |                |                |
|    |  | <i>Subtotal</i> | 4,990,000      | 1,349          |
| 7  | Approval by UNBS                               |                 |                |                |
|    |  | <i>Subtotal</i> | 3,000,000      | 811            |
| 8  | Develop branded packaging & materials          |                 |                |                |
|    |  | <i>Subtotal</i> | 8,740,000      | 2,362          |
| 9  | Purchase other materials for baking/office     |                 |                |                |
|    |  | <i>Subtotal</i> | -              | -              |
| 10 | Hire staff (bakery & sales)                    |                 |                |                |
|    |  | <i>Subtotal</i> | 2,100,000      | 568            |

|                   |  |                 |             |
|-------------------|--|-----------------|-------------|
| 11                | Staff training and refining              |                 |             |
|                   |  | <i>Subtotal</i> | 2,400,000   |
| 12                | Official Launch: Karacel Bakery          |                 |             |
|                   |  | <i>Subtotal</i> | 1,200,000   |
| 13                | Regular Operations (2 months)            |                 |             |
|                   |  | <i>Subtotal</i> | 16,048,000  |
| 14                | Intensive marketing                      |                 |             |
|                   |  | <i>Subtotal</i> | 9,350,000   |
| 15                | Develop curriculum for business training |                 |             |
|                   |  | <i>Subtotal</i> | -           |
| 16                | Hire business trainers                   |                 |             |
|                   |  | <i>Subtotal</i> | 1,040,000   |
| 17                | Train business trainers                  |                 |             |
|                   |  | <i>Subtotal</i> | 1,000,000   |
| 18                | Business management training (13 months) |                 |             |
|                   |  | <i>Subtotal</i> | -           |
|                   |  |                 |             |
| TOTAL             |  |                 | 115,080,000 |
| TOTAL CONSULTANCY |  |                 | -           |
| TOTAL OPERATIONS  |  |                 | 115,080,000 |

## Annex 6: Product Profit Margin Analysis

| Product/Service     | Unit production cost | Wholesale Price per Unit | Profit per Unit | Store Price per Unit | Profit per Unit | Profit Margin per Unit |
|---------------------|----------------------|--------------------------|-----------------|----------------------|-----------------|------------------------|
| Soya flour 1kg      | 3,083                | 3,500                    | 417             | 4,000                | 917             | 30%                    |
| Soya 1carton        | 32,583               | 42,000                   | 9,417           | 50,000               | 17,417          | 53%                    |
| Vanilla cake        | 481                  | 1,000                    | 519             | 1,200                | 719             | 150%                   |
| Lemon cake          | 481                  | 1,000                    | 519             | 1,200                | 719             | 149%                   |
| Bread loaf          | 900                  | 3,000                    | 2,100           | 3,500                | 2,600           | 289%                   |
| Party cake (medium) | 14,656               |                          |                 | 30,000               | 15,344          | 105%                   |
| Party cake (large)  | 21,984               |                          |                 | 50,000               | 28,017          | 127%                   |