
Pre-Feasibility Study

(BTL MARKETING COMPANY)



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DISCLAIMER

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1 EXECUTIVE SUMMARY

Marketing is a form of communication between company and customers. A key aspect of selling is to communicate the value of product or service to them. This pre-feasibility study is focused on '**BTL Marketing**' which stands for 'Below The Line Marketing'. This kind of marketing targets specific groups of people with focus.

Generally companies, regardless of product sectors working in, are becoming more inclined towards direct consumer contact activities besides other available communication tools. Categorically, BTL is a growing industry in Pakistan relying heavily on the changing companies preferences with respect to communication.

The recommended areas for the proposed business setup will ideally be in middle of the city within the proximity of potential prospects. The main reason is that the firm will be able to easily locate more clients and be logistically better-off. Presence of target market which is nearby and easily accessible is the prerequisites for the success of the BTL marketing company.

Proposed Product Mix include: Event Management, Brand Activation and Direct Marketing.

Total Cost Estimates is **Rs.6.197 million** with fixed investment **Rs.5.585 million** and working capital of **Rs. 0.612 million**.

Given the cost assumptions IRR and payback are **46 %** and **3 years and 9 month** respectively

The most critical considerations or factors for success of the project are:

- Service Mix & Creativity
- Selection of Quality Suppliers & Vendors
- Quality Human Resource (Permanent and Project Based)
- Management Cost (Profit factor) with country wide execution

2 INTRODUCTION TO SMEDA

The Small and Medium Enterprises Development Authority (SMEDA) was established in October 1998 with an objective to provide fresh impetus to the economy through development of Small and Medium Enterprises (SMEs).

With a mission "to assist in employment generation and value addition to the national income, through development of the SME sector, by helping increase the number, scale and competitiveness of SMEs", SMEDA has carried out 'sectoral research' to identify policy, access to finance, business development services, strategic initiatives and institutional collaboration and networking initiatives.

Preparation and dissemination of prefeasibility studies in key areas of investment has been a successful hallmark of SME facilitation by SMEDA.

Concurrent to the prefeasibility studies, a broad spectrum of business development services is also offered to the SMEs by SMEDA. These services include identification of experts and consultants and delivery of need based capacity building programs of different types in addition to business guidance through help desk services.

3 PURPOSE OF THE DOCUMENT

The objective of the pre-feasibility study is primarily to facilitate potential entrepreneurs in project identification for investment. The project pre-feasibility may form the basis of an important investment decision and in order to serve this objective, the document/study covers various aspects of project concept development, start-up, and production, marketing, finance and business management.

The purpose of this document is to facilitate potential investors in **BTL Marketing Company** by providing them with a general understanding of the business with the intention of supporting potential investors in crucial investment decisions.

The need to come up with pre-feasibility reports for undocumented or minimally documented sectors attains greater imminence as the research that precedes such reports reveal certain thumb rules; best practices developed by existing enterprises by trial and error, and certain industrial norms that become a guiding source regarding various aspects of business set-up and it's successful management.

Apart from carefully studying the whole document one must consider critical aspects provided later on, which form basis of any Investment Decision.

4 PROJECT PROFILE

4.1 Project Brief

Marketing is a form of communication between company and customers. A key aspect of selling is to communicate the value of product or service to them.

We may segregate chart of marketing (Four P's: product, price, place and promotional strategy) in ATL, BTL and TTL marketing activities.

'**ATL Marketing**' stands for 'Above The Line Marketing'. This kind of marketing is marketing that has a very broad reach and is largely untargeted. It comprises of communication platforms like electronic, print, radio and outdoor media, in which results are not quantifiable and besides the reach is comparatively higher in a given time period.

'**BTL Marketing**' stands for 'Below The Line Marketing'. This kind of marketing is mostly used for building brand awareness and goodwill. The kind of marketing that targets specific groups of people with focus. For example, direct mailing, distribution of flyers, brochures, point of sale and direct telemarketing campaign targeting specific businesses or certain groups. This kind of marketing is best for conversions and direct response.

'**TTL Marketing**' stands for 'Through The Line Marketing'. This kind of marketing is an integrated approach, where a company would use both BTL and ATL marketing methods to reach their customer base and generate conversions. It might seem obvious, although not all marketing campaigns are like this - some are ATL only and some are BTL only. This kind of marketing delivers both a wide reach and a focus on conversions.

A BTL company services is characterized by creative strategies and ideas with an efficient execution in a given period of time. The services offer from the domain of BTL Company would be:

- Brand Activation
- Event Management
- Direct Marketing

There are various off-shoots of these services which may be used to entail the desired results according to the set objectives. Nowadays, promotion of products and services is mandatory in order to penetrate the market and attract the customers.

A BTL Company may start by providing one service or offer full range of BTL services spectrum. Likewise; many companies operating in the area are only working as event management companies which organize exhibitions, conferences, seminars and other events. There are companies which are working as a direct marketing company and work with services like direct mail shots and delivery of premiums and require less start up investment.

Some companies are working as a brand activation company, a newly coined term that provide creative solutions to brands and turn barriers into triggers. A full fledged BTL marketing company running in a proper fashion should work with the portfolio of brand activation, event management and direct marketing

4.2 Opportunity Rationale

BTL marketing is a growing industry in Pakistan relying heavily on the changing companies' preferences with respect to communication, accessing out-of-reach remote areas, and scattered viewership amongst various channels. The inception of the Digital marketing tools has also resulted in the success of BTL industry. With today's hectic lifestyles, people are over-burdened and do not pay attention to electronic and print advertisements due to time constraints and the frequent bombardment of advertising campaigns.

Increasing awareness widens the vision and people are more brand conscious than ever before. Concurrently, the competition and rate of growth in consumer spending is also increasing, leaving little choice for companies to tap customers by inducing product trial and one-on-one interactions and hence the requirement for a BTL company.

Demand of deep penetration into the target market segment and increasing the loyal customer base while retaining the existing customers is the prime focus of every company (in order to remain competitive in the market place). As a result, companies rely on directly contacting their target customers. Knowing this, BTL service providers are coming up with new ways to market products that make the concerned brands top of the mind brands.

Consumers are also keen to try the products and experience the feel before making a buying decision; therefore, they are also likely to take interest and willing to participate in on-ground interactive activities, hence the need for below-the-line marketing activities is growing.

Moreover, BTL marketing plays a major role in TTL (Through the Line) marketing which is the combination of all marketing methodology. The new terminology in the marketing is "Synchronized Marketing" BTL and Digital marketing plays a vital role as the consumer can experience the product or service through BTL and can provide feedback through digital channel.

4.3 The Industry Purview

Below-the-line marketing efforts started in Pakistan from the activity of laundry and detergent category brand 'ARIAL' by Procter & gamble in 1996¹. The industry came across a mix of events carried out on various brands. The result was a well-growing industry with increasing market size and potential. The first direct marketing agency was Ad-Mark, the subsidiary of Aftab Associates, ran a successful project of door-to-door-selling (DDS) of Aerial. Since then, BTL activities start emerging rapidly in Pakistan and received an

¹ Based on discussion with existing players and experts view

overwhelming response from all stakeholders. This boom opened-up many opportunities and the market observed many companies trying to provide innovative and creative brand solutions by using and modifying the available BTL tools. Some advantages that proved BTL as one of the most effective communication marketing techniques were:

- Easily measured response
- Quick achievement of objectives
- Flexible application
- Relatively economical
- Direct support of sales force

There are also some limitations of BTL activities which may curtail the importance of BTL as part of the marketing mix while undertaking brand strategic plan which are presented as under:

- Price discounting and schemes like BOGO (buy one get one free) and bundle offer (offer a complimentary product to supplement core product) can lower brand image
- Observed short-term advantages
- Difficulty in communicating brand message and the unique selling proposition in its completeness

Currently, companies like Contact-Plus, Bulls Eye, Forza Voila, and Macro Management Systems provide innovative brand activation solutions, while E-Commerce Gateway, Pegasus, Forza Voila etc. are working with the product folio which includes exhibitions, seminars and conferences. Some companies like Vision Direct Marketing, Forza Voila, Hayworth Marketing, National Marketing Services, Marketing Works, Federal Marketing and Helium are operating as direct marketing companies, specializing in execution. Other companies like Concept teller and Gulz studio support in fabrication of floats, stalls, kiosk and other promotional stuff. Most of them are large and considered as upscale companies working with MNCs or large established local groups on very high budgets / margins, which are difficult for small brands to afford.

4.3.1 Increasing Number of BTL Marketing Companies

The rapid rate at which the BTL marketing communication continues to add BTL companies is as much a reflection of market demand for cheaper and quantifiable tools to measure the results and take corrective measures to be competitive. This expansion increases accessibility, thus, making it more convenient for companies to choose appropriate BTL communication vehicle for their brands. Especially in recent years, much of the expansion has been in the form of "direct consumer contact activities" including activities like mall intercepts, road shows, float operations and door-to-door-selling with a view to convince, maximize convenience as well as consumer accessibility.

4.3.2 Appeal for Companies / Consumers

BTL marketing activities have become popular in market for several reasons. One is that through economies of scale, these companies can deliver brand solutions to companies by providing relatively cheaper advertising tools. Although some marketing personnel may not be satisfied with their reach, it can be reassuring to a company with low budget or in need of immediate results.

The aforementioned direct consumer contact activities rapidly gained confidence of consumers by generating trial and providing a platform to companies in finding out new ways to interact with their target market. Prior to the rise of the BTL activities, brands generally had tradeoff between ATL tools like electronic media, print media and outdoor media in order to boost up sales and pass on the benefits of their products to the consumers. It might increase the reach but issues like ambiguity of results and cost put a question mark on effectiveness / ROI of such activities and sometimes made it impractical for companies to advertise altogether.

Modern BTL ideas of the activities are to involve customers and create interplay between functional and emotional benefits of a brand to provide a new alternative and appeal to companies, instinct for ideas and brand building. BTL marketing companies have rapidly become the talk-of-the-town that "every brand can capitalize on", with many featuring branded musical events, road shows and whimsical branding campaigns which are designed to give value added services and cater to the need of today's market.

Many companies would consider BTL activities as the means to meet brand marketing communication objectives and hence, spend fairly good amount of marketing budgets in many cities across Pakistan.

4.3.3 Focusing on One-on-One Interaction

BTL marketing companies tend to focus on "providing experience through on-ground activities" which ensures that message is likely to be delivered to the right person. It can possibly mitigate the factors faced in ATL mediums and deliverables are at par while incurring a lower or reasonable amount of financial impact on the marketing budgets.

4.3.4 Increasing Market – The Communication Boom

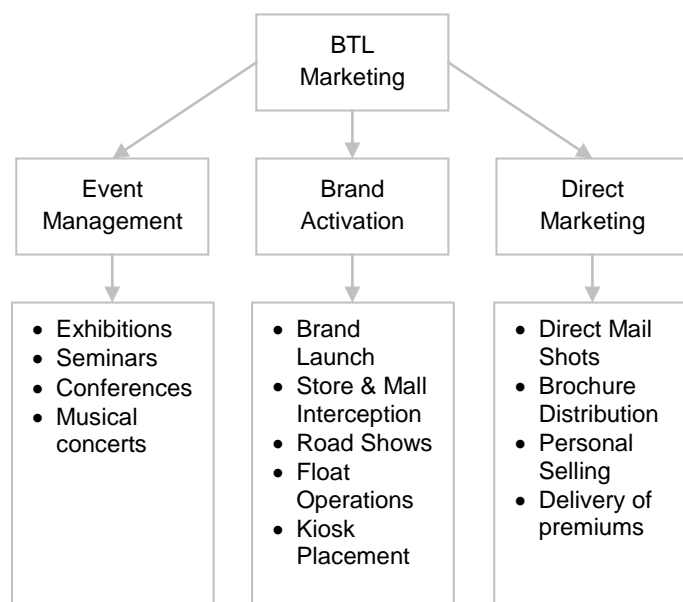
Brand wars increase the competition which translates into the effectiveness of marketing communication with a view to meet the tangible and intangible objectives of brands. In addition, new product realization in this cluttered market necessitates a regular and rigorous message to be communicated to the target market.

The market growth rate is also augmented owing to other reasons. On one hand, companies increase their marketing budgets, while on the other companies would like to work in different sectors in order to explore the opportunities and fetch a larger pie of the market in a short span of time. These changing trends trigger the investment in order to interact directly

with the end consumers and pass-on the incentives to them. One of the major reasons to use BTL activities are that the respondents / public are more aware and it is observed that they would adopt a new brand and subsequently change their consumption patterns.

4.3.5 Services Chart

Presented below is the list of activities which are adopted under the BTL umbrella.



4.3.6 The Future of the Industry

The communication industry with respect to BTL marketing activities is growing by leaps and bounds and becoming increasingly popular in Pakistan. From its inception, the brands that have adapted accordingly and have offered creative on-ground experience to the customers have been rewarded with strong sales growth and well-built brand equity. In the face of rising competition and brand wars, a nearly insatiable demand to be the most recognizable brand will continue to drive the sales of BTL marketing services. BTL specialists will strive hard to find ways to serve their customers by making their services even more attractive. Many more firms, likely to focus on event management, will try to capture part of this market by offering total arrangement with logistics and fabrication facilities.

The value of money provided by BTL activities consistently augment the demand and will continue to shape the marketing communication industry. BTL activities have become a mandatory part of companies marketing mix and this shift is indispensable to meet the ever-changing dynamics of customer requirements. The future growth of marketing communication industry will be driven in large part by direct consumer activities and their challenge to find new ways to build brands from idea generation till final execution.

4.4 Key Success Factors

Whether you are opening a one-of-a-kind BTL marketing company or trying to grow your existing one by adding new services, there are winning principles that can help shape your company and services and improve its chances of success. Some key success factors or practical tips are presented as under:

i. Conceive the “Winning” Concept

A well-defined concept stands a much better chance of long term success than some vague notion. To start, it is wise to first set specific goals and decide on the framework you will use to measure your company’s success.

ii. Longevity

This can be described as the art of being able to maintain success over time while adjusting to meet the changing periodic market demands according to the brand’s short term objectives and long term goals. To open a BTL marketing company successfully and become profitable is one thing, but to maintain that success over a long period of time is “winning.”

iii. Consistency

The main goal must be to truly develop a winning concept which requires implementing systems and procedures to ensure consistency of quality and operations.

iv. Market Appeal

All companies want to be busy but winning concepts seem to have a broad appeal and well developed “points of difference” which enable them to dominate their market niche. Companies as customers would like to associate themselves with the “winning team”.

v. Expandability

Consistency of quality service, from out of the box ideas till executions can result in further exploring opportunities while strengthening your image in the market place.

vi. Service Costing

The most important factors in the strategic planning of a B2B (business-to-business) like BTL marketing company, are the development of service portfolio and the corresponding cost. It involves designing service mix and selection of quality human

resources. Service costing is a very tricky task because you need to quote project wise prices so that you can operate profitably and, just as important, offer your targeted customers a good price/value relationship. The costing would include the time input of the human resource which would be involved with the client.

vii. Selecting Prime Location

The specific location within your target area is critical. If you are situated in densely populated residential vicinity then it may be logistically difficult which will adversely impact your earning potential. Even if you are located in the suburb and the only BTL marketing company in town, you would not frequently interact with your customers. If the company is right off in the middle of the city area within the proximity of your clients then it is relatively more successful.

viii. Market Research

This is probably the most critical factor for running a successful BTL marketing company. You need to visit BTL service providers; vendors and third party supplier to see how your 'concept' would fit into the sector you are planning to target. Talk to customers to learn about their preferences. Detailed formal and informal meetings with companies / managers facilitate in obtaining best practices and critical information that otherwise could have been overlooked.

The important point to note is that a concept that has worked well in a particular geographical area may or may not work in the other. Services are subject to client preferences and their target markets. Besides this, competition needs to be taken into consideration. If your market is saturated with similar companies and the client base may not be large enough, you may want to rethink your concept.

ix. Learning & Adopting New Methods

This again is a factor which cannot be ignored. Learning and applying the new tools and methods is a key factor. Synchronized and integrated marketing is a concept that is fairly new and vastly being adopted by all the organizations.

Marketing is a phenomenon that will never die but it will keep on adding new techniques and methods. Learning the art of applying these new methods and techniques is fairly the need of the day.

4.5 Proposed Business Legal Status

Although the legal status of business tends to play an important role in any setup, the proposed BTL marketing business is assumed to operate on a sole proprietorship, which may

expand to partnership in case of addition of new services that might add significant business to the existing setup.

5 Opening a Successful BTL Marketing Company

BTL marketing companies are such a unique business venture, people must also enjoy running them. However, there is a price tag attached with everything; likewise, building a BTL marketing company from scratch is not an easy task. It is a difficult and expensive process, and the reality is that many companies fail in their first year of business owing to improper planning and ground work. But rest assured; there are ways to reduce the risk of business closure. Following are some of the useful tips that can help run a successful BTL marketing services establishment.

5.1 How to Start a BTL Marketing Company?

5.1.1 Work In a BTL Marketing Company

One of the best ways to reduce the risk of owning an unsuccessful BTL company is to have some BTL marketing experience before you start-off. Many successful BTL marketing entrepreneurs have said that the best way to prepare for owning a BTL company is by working in a similar company. You'll learn more than just how to meet and greet clients with a smile; you can learn BTL marketing strategies, operational costing, execution, fabrication and other significant components of the BTL marketing world. Working in the BTL marketing communication industry and learning the basics are important steps to becoming an owner.

5.1.2 Know Your Target Market

Some of the questions which you should be able to answer are: Who do you see working with your BTL marketing company? Are you targeting the multinational companies, local concerns or would you like to work on sublet basis? Knowing your target market before you start planning will not only help you solidify your services; it will help determine your location, human resource, the working philosophy and values of your company. A BTL company, which only tries to cater to multinationals and establish brands, may not remain in the lime light for a long period of time. On the other hand, a conservative, traditional BTL company offering stereo-type solutions wouldn't be appealing to companies either.

5.1.3 Select a Service Portfolio and Concept

What type of company would you like to own? Typically, your service domain will either be a strategy based BTL Company, which offers activation based creative solutions to brands; event Management Company, which has expertise to arrange event, or, a fabrication company which puts plan into execution and specialize in execution across Pakistan and / or provide fabrication facilities.

After narrowing your establishment to one of these options, you can also select a mix of services, which comprises a range of activities. One must select the appropriate mix of services. Some of the questions you need to answer are: Would direct consumer contact execution on client brief be enough or a build-on as a brand activation agency? What is the need of time? Choosing your company concept goes hand-in-hand with your choice in service portfolio and style.

5.1.4 Develop a Business Plan

Like any other type of company, a BTL marketing company will need a concise business plan. This plan should include but is not limited to: the overall concept and goal of the company; specific financial information and projections; a description of the target market; services and pricing; office lay out and employee details; business development plan; and a potential exit strategy.

5.1.5 Offer ‘The Service’ and Not ‘A Service’

In services sector, the services offered can make or break a company, and should be in accordance with the overall concept of the company. Re-visit the business plan to make sure the services are in accordance with today’s demand of your target market, with a value added package within the range of the specified budget. However, it must complement the company service design concept. For example, if the company is brand activation company, you will need a strategy department. If it is supposed to be an event management establishment, a lot of thought will require before selecting the proposed events list.

5.1.6 Choose a Location and Layout

It is important to find a location that has an ample space including briefing and meeting rooms, convenient parking, and is in proximity to prospective client businesses. It is necessary to revisit the business plan to make sure you are close to your target market. If you are opening a BTL marketing company, it may not be the best idea to open it in the proximity of flats but preferably in the vicinity of upscale homes or commercial centers. In addition, make sure that the monthly rent is in-line with the business plan's projected cash flows.

Once you find your location, the layout and design of the interior should be taken into account. You should already have a concept of your company in your business plan; bring this concept into the design of the service mix. Ensure that proportionate space is allocated to the various departments owing to their importance to the business.

5.1.7 Getting the Appropriate Funding

The business plan will help you recognize how much money you will need to start your BTL Company. If you are unsure about how much money you will need upfront, talking to other company owners can help you project your expected start-up costs. There are numerous ways in which entrepreneurs raise capital to start their business, including taking advantage of

government programs that cater to upstart small business owners; liquidating assets or using them as collateral for a loan; or encouraging a family or friend to become a creditor.

5.1.8 Be Familiar with Government Rules

BTL marketing services are regulated by the government. For example, there are government imposed road and other taxes, different SRO's on the limitations of conducting life saving drugs and tobacco BTL activities. Failing compliance with the government regulations could be detrimental both to the brand and company. Therefore, it is necessary to consult with relevant professionals and provide knowledge to the clients and become familiar with the necessary legal requirements.

5.1.9 Hiring Employees

One of the biggest challenges in services industry is to place the right person at the right place at the right time. In order to get and retain qualified employees, make sure your pay scales relate clearly to the job's duties and responsibilities. In addition, find out what other companies are paying their employees so that you can be competitive in the job market, without spending too much on payroll.

5.1.10 Advertise and Market

Every business needs a comprehensive marketing plan, and BTL marketing companies are no exception. After determining your marketing budget, start telemarketing, pay solicited visits to prospective clients, digital marketing, local place teasers / advertisements on cable and participate in e-marketing. Enquire from your customers as to how they found out about you, so that you can record the effectiveness of the adopted advertising mode. Try to indulge in the activities which may provide you an edge and can be an inexpensive way to achieve positive word-of-mouth publicity.

5.2 Choosing a Location

Not every BTL marketing services operation needs to be in a city center, but for those that do depend on to be in the proximity of other businesses like brand activation companies, here are some factors to consider when deciding on a location:

- **Anticipated operations:** How will the location contribute to your operational activities?
- **Accessibility to potential customers:** Consider how easy it will be for customers to locate your office. If you are relying on companies located in Karachi, consider how many offices are nearby?
- **The rent-paying capacity of your business:** If you've done a sales-and-profit projection for your first year of operation, you will know approximately how much

revenue you can expect to generate, and you can use that information to decide how much rent you can afford to pay.

- **Potential client density:** With careful examination of markets, you can determine the approximate sales potential of market and the distribution of clients among each BTL marketing company. Two factors are especially important in this analysis: total companies and the percentage of their BTL marketing budget that is likely to patronize your service mix.
- **Visibility is a location's ability to be seen and recognized:** Good visibility can create opportunities as company would become talk of the town and customers will not encounter any problem to locate the premises.
- **Customer parking facilities:** Nowadays, this is a thankless, but absolutely essential facility that one needs to provide to customers and staff alike. The problem of parking seems to be ever growing with time and increased number of cars on the road.
- **Proximity to other businesses:** Neighboring businesses may affect your business ambiance, and their presence may work for or against you.
- **History of the site:** Find out the recent history of each site under consideration before you make a final selection. Who were the previous tenants, and why are they no longer there?
- **Terms of the lease:** Be sure you understand all the details of the lease, because it's possible that an excellent site may have unacceptable leasing terms.
- **Future development:** Check with the local planning board to see if anything is planned for the future that could affect your business, such as additional buildings nearby or road construction.

5.3 Maximum Utilization – Deciding on the Layout

Proper layout and design of office according to the work requirement may maximize the utilization. You'll need to take into account the size and layout of the departments, client's meetings room, store space and reception. Typically, companies allot 50 percent of space to their employees, 20 percent for the conference room, approximately 20 percent to the Clients waiting area and reception, and the remainder to storage space.

- **Main office area (For Employees):** This is where you'll be making the bulk of your money, so don't cut corners when designing the area to be occupied by employees.

Visit same companies in your city and analyze the décor. Watch the culture; do they react positively to the décor? Is it comfortable or are people shifting in their seats throughout their work? Note what works well and what doesn't.

Much of your office design will depend on your concept. It will help you to know that almost 80 percent of all in-house employees are desperate to have calm environment with a reasonable level of comfort.

To accommodate the different departments of your organization, use cubicles for each department in a way that can integrate all business function staff working in different departments. This gives you flexibility in accommodating all staff members (business and support function) of the company with the proper utilization of office space.

- **Conference Room:** Too often, companies ignore the key area where you meet your prospective customers and conduct internal meetings as well as trainings. This should be carefully designed by using the best of your aesthetic sense. The room space depends on the forecasted number of visitors.
- **Storage Area:** The storage area in a company should be designed efficiently to avoid a poorly organized store and hodge-podge inventory management system. Keep your services and work load in mind while designing the storage area. You'll need to include space for receiving, storage, trash storage, employee facilities and an area for a small office where store in charge can perform daily routine duties and record keeping.

5.4 Creating a Service Mix

Variety of service has increased over the years and customers have more choice. Brand communication message conveyed through these marketing and promotional activities also support sales staff of the customer companies. Therefore, companies are conscious while selecting services and providers, because BTL marketing company is working like an extension of their own company / department down the hall. Your proposed services should have flexibility to meet the challenges of changing market scenarios and build a win-win situation. Keep your service domain as wide as possible and try to give 'one window solution' according to customers and market requirements. Solution should be un-biased after evaluating the real need of brand with the consensus of brand team and guide them according to your experience.

5.5 Company Size

That depends to some extent on how you answered the questions mentioned above. For the sake of discussion, a company can be understood in two parts; the business function and the support function. The support functions areas include the finance, human resources,

administration and storage area. The business or front-line functions are typically creative, IT, designing, strategy, client services, operations and execution. Innovative ideas and the flawless execution are the key drivers of BTL marketing company. The factors which determine the space required for the company are the size of the business, a casual or formal atmosphere, and services portfolio. The main goal is to try to serve the maximum number of clients in an effective and efficient manner.

5.6 Hiring the Right Employees

Choosing employees who will do a good job is not only important to the success of your business, but will also contribute to the image of your establishment, provided they are experienced and adequately trained.

There are several categories of personnel in the BTL marketing business: manager, assistant managers, supervisors, project coordinators and office assistants. The support functions including store man, IT personnel as well as HR and administration person if required. When your office is still new, some employees' duties may cross over from one category to another. For example, office assistants may also work as telemarketers. Be sure to hire people who are willing to be flexible in their duties. A brief description for some of the positions is presented in the following paragraphs:

- **Group Account Manager:** The most important employee in most ATL/BTL/DIGITAL marketing companies is the group account manager. The best candidate is an expert person who has already managed the same department in the same capacity and will be familiar with services and BTL methodology, local working environment, suppliers and costing. The manager should have leadership skills and the ability to supervise personnel while reflecting the style and image of the company.
- **Account Managers:** Customers will become regulars only if they find your company a customer-centric company and consistent in your deliverables. To provide that, you'll need above average assistant managers or account managers to work as a team with the client and those who can provide out-of-the-box ideas.
- **Creative Director:** This person must be a highly creative and should be able to come up with out of the box ideas on regular basis. The creative director must also be able to bring these ideas in the presentable form and can present these to the client.
- **Supervisor and Project Coordinator:** When you start out, you'll probably need two supervisor and project coordinator - full time. Project coordinator will be responsible for the project reporting and ensure that project is running according to the set modalities. Supervisor will lead the team on ground and encounter the daily structured problems, find the opportunity areas and communicate to the project coordinator.

Existing companies' employees or people enjoying FMCG (Fast Moving Consumer Goods) working experience would be the best option.

- **Office Assistants:** The office assistants will compile the data of various projects coming from project coordinators and supervisors. They are supposed to do the calls as and when required according to the requirements.

5.7 A Strategy BTL Marketing Company

Based on some surveys conducted with top-of-the-line BTL companies' management, following are some of the factors that would contribute to determine how you will position your company in the market place:

- Services Mix
- Creativity
- Quality Human Resource (Permanent and Project Based)
- Quality Fabricator including Body Maker, Carpenter and Printers.
- Pakistan wide execution.
- Management cost (Profit factor).

Measuring good service is subjective, but generally what is expected from a BTL marketing company when choosing as a strategic partner is presented as follows:

- The BTL marketing company should give creative solutions to the brands.
- The BTL marketing company must present unbiased suggestions when deciding about the tools/activities.
- The BTL marketing company selects the right team for the project.
- The project team should know the modalities and be able to address clients issues as and when raised.
- The BTL marketing company should give one-window solution to brands.
- The project progress report should be submitted periodically.
- Any unusual happenings must be posted to clients and keep them updated with the project progress and problems which are encountered.
- The BTL marketing company should present the report on the basis of primary data, incorporate suggestions for the brand to be competitive in the market place, present recommendations with a view to guide the route to the client to be top-of-the-mind brand and manage their brand as per the customer's expectations.

- The invoice must present all items and must be billed periodically.

5.8 Legal Requirements

All general rules and regulations applicable on a service provider are also applied on a BTL marketing company, but there is no specific policy devised by the government to regulate this industry as yet. Taxes can be imposed on the vehicle(s) moving on the roads and the permission charges will be incurred while advertising brand message in different verbal and non-verbal forms.

5.9 Project Investment

This section will provide the total cost of the project.

DESCRIPTION	AMOUNT (Rs.)
Capital Cost	
Furniture & Fixtures	514,000
Office Vehicles	2,800,000
Office Equipment	1,111,000
Rent in advance	960,000
Pre-operating Costs (Administration Expense)	200,000
Total Capital Cost	5,585,000
Working Capital	
Utilities	150,000
Salaries	312,000
Misc. Expenses	150,000
Total Working Capital	612,000
TOTAL PROJECT COST	6,197,000

5.10 Proposed Service Mix

Now-a-days companies would expect that their BTL marketing company will provide them any kind of service which is required to activate brand in the mind of customers/consumers. A BTL marketing company can give an ideal service mix keeping in mind the need of the brand.

All the services mention in Services chart (please refer to 4.3.5) would be preferable and present a proposed mix of services.

It's desirable to have a vast variety of services to capture a larger target audience but initially the entrepreneur needs to be careful in choosing the right service mix that has the greatest acceptability so that the business volumes generated are able to cover the initial setup costs and to achieve the desired profit margins. Once the BTL marketing company has a strong client base and achieves steady growth pattern further services like fabrication/production can

be added. With the passage of time entrepreneur should add some new services to follow the same growth trends.

One important factor to consider here is that the entrepreneur must have the requisite skills to decide whether to hire a new vendor or add a new service to the existing portfolio, both of which might require additional investment. Hence, the experience of the entrepreneur will play an important role in determining the course of action.

5.11 Recommended Project Parameters

The capacity utilization during year one is worked out at **60%** with **5%** increase in subsequent years up to the maximum capacity utilization of **80%**.

The following table shows internal rate of return, payback period, net present value and other important summaries of the proposed business:

No. of Projects / Year	Human Resource (Direct Employees)	Service Mix	
60	15	Direct Consumer/ Contact Activities / Event Management	
Financial Summary			
Project Cost	IRR	NPV	Payback Period
Rs. 6.197 Million	46%	Rs. 10,763,088	3 years 9Month

5.12 Proposed Location

The recommended areas for the proposed business setup should be the major urban cities such as Karachi, Lahore, Islamabad, Peshawar, Quetta etc. The location should ideally be in middle of the city and are within the proximity of potential prospects. The main reason is that you will be able to easily locate more clients and be logistically better-off as well. Presence of target market which is nearby and easily accessible is the prerequisites for the success of the BTL marketing company.

6 Selection of Supplier and Vendors

Understanding the brand's individual needs and the capability to satisfy these completely is a vital part of the BTL marketing company's success. This in turn depends on the suppliers and

vendors which are required to provide quality goods and services. Vendors are easily available in the market, wherein, the owner has to choose between expensive supplier and cheaper ones depending on how much s/he would squeeze their profit based on the project modalities. Selection of vendors has to be taken very carefully and ensure that project will not further outsourced / sub-contracted to any other supplier.

Vendors or suppliers are especially needed when the client would like to expand the activity to remote areas where such arrangements are not in place. At such times, the supplier plays a very important role in fabrication. Fabrication is the part in which vehicles, stalls and kiosks and other objects are built according to the project requirements.

6.1 Raw Material – For Fabrication

Major primary raw materials are:

- Metal.
- Wood
- Fiber

Whereas, the secondary raw materials are:

- Acrylic
- Vinyl
- Flex
- Paper (Flyers/Broachers)
- Paint, etc.

There are two ways of fabrication of vehicle, stalls or stage that are used in any event or to make venue ambiance as per the brand requirement. Contract of the complete project may be given on one hand, while on the other you can purchase raw materials to ensure the quality parameters and also work very closely with the fabricator.

Out sourcing is the buzz word in today's global market and the companies take advantage by saving their time that can help them to take-up more projects and earn larger revenue. You may break project into parts, sublet the part on which you do not have the required expertise. Close monitoring of the above must be taken to safeguard against the pitfalls of outsourcing while ensuring quality parameters and reducing cost.

6.2 Furniture and Fixtures

Details of the furniture and fixture required for the project are given below:

DESCRIPTION	QUANTITY	UNIT COST	TOTAL COST
-------------	----------	-----------	------------

		(Rs.)	(Rs.)
Office Tables and Chairs	12	15,000	180,000
Conference Table and Chairs	01	150,000	150,000
Waiting Area Chairs	08	3,000	24,000
Air conditioners (1.5 ton)	02	80,000	160,000
TOTAL			514,000

6.3 Office Equipment Requirement

Following office equipment will be required for the project:

DESCRIPTION	QUANTITY	UNIT COST (Rs.)	TOTAL COST (Rs.)
Laptops	09	70,000	630,000
Laptops (High End)	03	125,000	375,000
Printer	01	30,000	30,000
Printer (Color)	01	50,000	50,000
Telephones	02	3,000	6,000
Fax Machine	01	20,000	20,000
TOTAL			1,111,000

6.4 Office Vehicle Requirement

Following office vehicle will be required for Name of Pre-feasibility Study:

DESCRIPTION	QUANTITY	UNIT COST (Rs.)	TOTAL COST (Rs.)
Pick Up	01	900,000	900,000
Motor Bike	02	50,000	100,000
Truck	01	1,800,000	1,800,000
TOTAL			2,800,000

7 Land and Building Requirement

7.1 Land Requirement

The estimated office requirement is 1,000 sq feet in areas where prospect client's offices are in close proximity and all utilities and facilities are adequately available. It is recommended that the BTL marketing company be established in an already built house where free space is available which may be utilized. Close proximity of the company in relation to the commercial area(s) and the main road is better for the overall business potential.

7.2 Recommended Mode

The proposed premises will be acquired on a rental basis with 6 months deposit and 6 months advance rent after which rent will be payable on a monthly basis. The monthly rent is approximately Rs. 80/ sq feet which would amount to about Rs. 80,000/- per month for the proposed BTL marketing company of 1,000 sq ft.

8 Human Resource Requirement

The human resource requirement for the general and management staff along with their proposed monthly salary are provided in the table below:

DESCRIPTION	NO. OF EMPLOYEES	MONTHLY SALARY PER PERSON (Rs.)	MONTHLY SALARY (Rs.)
Sr. Account Manager	02	100,000	200,000
Project Coordinator	04	80,000	320,000
Creative Head	01	70,000	70,000
Graphic Designer (2D)	01	40,000	40,000
Graphic Designer (3D)	01	40,000	40,000
I.T.	01	30,000	30,000
Office Assistant	01	20,000	20,000
Driver	02	18,000	36,000
Peon	01	18,000	18,000
TOTAL	14		774,000

Considering the size of the proposed establishment, it is assumed that the owner would be managing the overall affairs of the proposed setup. He will be required to work on new business development, client handling, making standard operating procedures, financial and other matters with respective employees.

The Accounts and Finance employee will only be responsible for receiving and recording of transactions being made in due course while owner would be managing the cash in and out flows for control purposes. It is important to note that many BTL marketing companies tend to lose out owing to inadequate cash control by the owners especially during peak project time.

9 Financial Analysis and Key Assumptions

The project cost estimates for the proposed BTL marketing company have been formulated on the basis of discussions with existing players, relevant stakeholders and experts. The cost projections cover the cost of land, building, human resources and office furniture, etc. The specific assumptions relating to individual cost components are described as follows:

9.1 Revenue and Projections

The business is expected to increase by 10% every year while the cost of elements (including human resource) is assumed to increase by 08%. The 10% annual increase in revenue is expected to result from a part increase in client base and part increase in service cost.

The costs used to calculate the gross revenue earned are based on the billing rate at which the entrepreneur will charge the customer. The prices are also inclusive of the General Sales Tax.

Furthermore, it is assumed that the following sales breakup will form the revenue streams for the BTL marketing company.

Revenue Stream	% of Total Sales
Direct Consumer Contact Activities	70%
Event Management	20%
Other Activities	10%
Total Revenue	100%

Prime consideration must be given to the direct consumer contact activities and event management related activities with a view to serve customers in a profitable manner.

9.2 Rent Cost

The rent for the assumed premises will be Rs. 80,000/- per month. It is assumed that Rs. 960,000 will be given in advance before possession of premises. This will include 6 months deposit and 6 month advance rent. The rent would be payable on a monthly basis and is expected to increase at the rate of 10% per annum for the projected period.

9.3 Utilities Requirement

The following table presents the assumed breakup of utilities on a monthly basis:

Utility	Monthly Charges (Rs.)
Electricity	30,000

Water	5,000
Telephones/Internet	5,000
Petrol / CNG for Vehicle	10,000
Total	50,000

As presented in the above table, most of the BTL marketing companies require considerable fixed and mobile phone lines during the project owing to the nature of work. It is assumed that utilities expenses will increase by 10% every year.

9.4 Depreciation Charges

Depreciation on Building, Office Furniture, Equipment and Fixtures is assumed to be at the rate of 10% per annum based on the diminishing balance method for the projected period. The 10% per annum rate of diminishing balance would be considered for vehicles owned by the company for the projected period of project.

9.5 Account Receivable

Payment should be made by the customers on pre-determined / periodical time frame and the proposed time frame is presented as under:

Proposed Payment Time Structure	% age of Total Amount
At the time of approval of proposal	25%
During the project	25%
Within 2-week after the project end	50%

It is not advisable to operate a BTL marketing company on full credit basis.

9.6 Taxation

The tax rate applicable to sole proprietorship is the rates of tax imposed on the taxable income of every individual. Therefore, we are assuming that the tax rate would be the same for the proposed BTL marketing setup.

9.7 Source of Capital

The source of capital is presented in the following table:

Particulars	Rate
Debt	0 %
Equity	100 %

9.8 Revenue Generation

BTL Marketing Company, revenue during the first year of operations is estimated as under:

BTL Services	No of Activities / Year	Revenue Activity	Total Revenue
Mobile Billboard/Float Operations	22	367,900	8,093,800
Stall Operations	20	412,750	8,255,000
Event Management	12	757,900	9,094,800
Other Activities	6	191,935	1,151,610
Grand Annual Revenue	60		26,595,210

9.9 Owner's Withdrawal

It is assumed that the owner will withdraw from the business once the desired profitability is attained. The amount would depend on business sustainability and availability of funds for future growth.

10 ANNEXURES

10.1 Income Statement

BTL MARKETING COMPANY										
Projected Income Statement (Rs.)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Gross Revenue	29,216,010	32,137,611	35,351,372	38,886,509	42,775,160	47,052,676	51,757,944	56,933,738	62,627,112	68,889,823
Sales on Credit	7,304,003	8,034,403	8,837,843	9,721,627	10,693,790	11,763,169	12,939,486	14,233,435	15,656,778	17,222,456
Sales on Cash	21,912,008	24,103,208	26,513,529	29,164,882	32,081,370	35,289,507	38,818,458	42,700,304	46,970,334	51,667,367
Bed Debt Expenses	146,080	160,688	176,757	194,433	213,876	235,263	258,790	284,669	313,136	344,449
Net (Adjusted Sales)	29,069,930	31,976,923	35,174,615	38,692,077	42,561,284	46,817,413	51,499,154	56,649,070	62,313,977	68,545,374
Cost of Sales	24,389,400	26,376,552	28,526,276	30,851,938	33,368,009	36,090,158	39,035,349	42,221,953	45,669,863	49,400,621
Project Cost	22,589,400	24,396,552	26,348,276	28,456,138	30,732,629	33,191,240	35,846,539	38,714,262	41,811,403	45,156,315
Other Utilities	1,800,000	1,980,000	2,178,000	2,395,800	2,635,380	2,898,918	3,188,810	3,507,691	3,858,460	4,244,306
Gross Profit	4,680,530	5,600,371	6,648,339	7,840,139	9,193,275	10,727,255	12,463,806	14,427,117	16,644,114	19,144,753
Gross Profit Margin	16%	18%	19%	20%	22%	23%	24%	25%	27%	28%
General Administrative & Selling Expenses										
Salaries	1,248,000	1,372,800	1,510,080	1,661,088	1,827,197	2,009,916	2,210,908	2,431,999	2,675,199	2,942,719
Office Miscellaneous Expenses	120,000	132,000	145,200	159,720	175,692	193,261	212,587	233,846	257,231	282,954
Amortization of Preliminary Expenses	40,000	40,000	40,000	40,000	40,000	-	-	-	-	-
Depreciation Expense	442,500	398,250	358,425	322,583	290,324	261,292	235,163	211,646	190,482	171,434
Rent Expense	1,800,000	1,980,000	2,178,000	2,395,800	2,635,380	2,898,918	3,188,810	3,507,691	3,858,460	4,244,306
Subtotal	3,650,500	3,923,050	4,231,705	4,579,191	4,968,593	5,363,388	5,847,468	6,385,182	6,981,371	7,641,412
Operating Income	1,030,030	1,677,321	2,416,634	3,260,948	4,224,682	5,363,868	6,616,338	8,041,935	9,662,743	11,503,341
Earnings Before Taxes	1,030,030	1,677,321	2,416,634	3,260,948	4,224,682	5,363,868	6,616,338	8,041,935	9,662,743	11,503,341
Tax	51,501	83,866	120,832	163,047	211,234	268,193	330,817	402,097	483,137	575,167
Net Profit	978,528	1,593,455	2,295,802	3,097,901	4,013,448	5,095,674	6,285,521	7,639,838	9,179,606	10,928,174
Monthly Profit After Tax	81,544	132,788	191,317	258,158	334,454	424,640	523,793	636,653	764,967	910,681

10.2 Balance Sheet

BTL MARKETING COMPANY											
Projected Balance Sheet (Rs.)	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Assets											
Current Assets											
Cash & Bank Balance	612,000	855,695	2,765,666	5,325,987	8,639,173	12,820,918	17,999,654	24,324,285	31,960,111	41,092,974	51,931,636
Accounts Receivable	0	1,217,334	1,339,067	1,472,974	1,620,271	1,782,298	1,960,528	2,156,581	2,372,239	2,609,463	2,870,409
Rent in advance	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000
Total Current Assets	1,572,000	3,033,028	5,064,733	7,758,961	11,219,444	15,563,216	20,920,182	27,440,866	35,292,350	44,662,437	55,762,045
Fixed Assets											
Office Equipment	1,111,000	999,900	899,910	809,919	728,927	656,034	590,431	531,388	478,249	430,424	387,382
Furniture & Fixtures	514,000	462,600	416,340	374,706	337,235	303,512	273,161	245,845	221,260	199,134	179,221
Vehicle	2,800,000	2,520,000	2,268,000	2,041,200	1,837,080	1,653,372	1,488,035	1,339,231	1,205,308	1,084,777	976,300
Total Fixed Assets	4,425,000	3,982,500	3,584,250	3,225,825	2,903,243	2,612,918	2,351,626	2,116,464	1,904,817	1,714,336	1,542,902
Intangible Assets											
Preliminary Expenses	200,000	160,000	120,000	80,000	40,000	-	-	-	-	-	-
Total Assets	6,197,000	7,175,528	8,768,983	11,064,786	14,162,686	18,176,134	23,271,809	29,557,329	37,197,167	46,376,773	57,304,947
Owner's Equity	6,197,000	7,175,528	8,768,983	11,064,786	14,162,686	18,176,134	23,271,809	29,557,329	37,197,167	46,376,773	57,304,947
Long Term Liability	0	0	0	0	0	0	0	0	0	0	0
Total Equity & Liabilities	6,197,000	7,175,528	8,768,983	11,064,786	14,162,686	18,176,134	23,271,809	29,557,329	37,197,167	46,376,773	57,304,947

10.3 Cash Flow Statement

BTL MARKETING COMPANY											
Projected Statement of Cash Flows (Rs.)	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Cash Flow From Operating Activities											
Net Profit	0	978,528	1,593,455	2,295,802	3,097,901	4,013,448	5,095,674	6,285,521	7,639,838	9,179,606	10,928,174
Add: Depreciation Expense	0	442,500	398,250	358,425	322,583	290,324	261,292	235,163	211,646	190,482	171,434
Amortization Expense	0	40,000	40,000	40,000	40,000	40,000	-	-	-	-	-
(Increase) / decrease in Receivables	-	(1,217,334)	(121,733)	(133,907)	(147,297)	(162,027)	(178,230)	(196,053)	(215,658)	(237,224)	(260,946)
Net Cash Flow From Operations	0	243,695	1,909,972	2,560,321	3,313,186	4,181,745	5,178,736	6,324,631	7,635,826	9,132,863	10,838,662
Cash Flow From Financing Activities											
Owner's Equity	6,197,000										
Net Cash Flow From Financing Activities	6,197,000	0	0	0	0	0	0	0	0	0	0
Cash Flow From Investing Activities											
Office Equipment	(1,111,000)					0					0
Office Furniture	(514,000)										
Vehicle	(2,800,000)										
Preliminary Operating Expenses	(200,000)										
	(960,000)										
Net Cash Flow From Investing Activities	(5,585,000)	0	0	0	0	0	0	0	0	0	0
NET CASH FLOW	612,000	243,695	1,909,972	2,560,321	3,313,186	4,181,745	5,178,736	6,324,631	7,635,826	9,132,863	10,838,662
Cash at the Beginning of the Period	0	612,000	855,695	2,765,666	5,325,987	8,639,173	12,820,918	17,999,654	24,324,285	31,960,111	41,092,974
Cash at the End of the Period	612,000	855,695	2,765,666	5,325,987	8,639,173	12,820,918	17,999,654	24,324,285	31,960,111	41,092,974	51,931,636

10.4 Cost and Revenue Calculations

BTL MARKETING COMPANY			
COST AND REVENUE SHEET			
1. REVENUE CALCULATION			
BTL Services	No of Activities / Year	Revenue / Activity	Total Revenue
Mobile Billboard/Float Operations	22	430,300	9,466,600
Stall Operations	20	475,150	9,503,000
Event Management	12	757,900	9,094,800
Other Activities	6	191,935	1,151,610
Grand Annual Revenue	60		29,216,010 Rs.
Total Annual Sales			29,216,010 Rs.
BTL Services	No of Activities / Year	Cost / Activity	Total Cost
Float Operations	22	331,000	7,282,000
Stall Operations	20	365,500	7,310,000
Event Management	12	583,000	6,996,000
Other Activities	6	166,900	1,001,400
Grand Annual Cost	60		22,589,400
TOTAL ANNUAL COST OF SERVICES			22,589,400 Rs./annum
Total Annual Services Revenue			29,216,010 Difference
Total Annual Services Cost			22,589,400 6,626,610

11 KEY ASSUMPTIONS

PROJECT RETURNS AND OTHER FINANCIAL		
IRR		46%
NPV		10,763,088
Payback Period (Years)		3 Years 9 Months
Debt Equity Ratio		0:100
Weighted Average Cost of capital		17.50%
OTHER ASSUMPTIONS		
Depreciation		10%
INCREASE IN PRICE AND GROWTH		
Increase in Rent		10%
Management Fee		30%
Factory Operations and Capacity Utilisation Assumptions		
Business/Sales Increase		10%
Increase in Cost of Elements		8%
Operational Hrs./day		10%
Operational Days / Month		26
Operational Months		12
Annual Operational Days		312
Economy related assumptions		
Increase in Utilities (Electricity / Water / Gas)		10%
Increase in Staff Salaries		10%
Increase in Office Expense		10%
Income Tax Rate		5%
Cash Flow Assumptions		
Sales on Credit - as %age of total		25%
Sales on Cash - as %age of total		75%
Accounts Receivable period (months) - only for 25% credit sales		2
Provision for bad debts (only on 25% credit sales)		2%

12 CONTACT DETAILS

In order to facilitate potential investors, contact details of private sector Service Providers relevant to the proposed project are given below:

12.1 Technical Experts / Consultants

Technical Experts / Consultants - 1

Name of Consultant / Organization	Fahad Ali / Forza Voila
Address	16-C, 1 st Shahbaz Commercial Lane, Phase VI, DHA, Karachi, Pakistan.
Phone	+92 300 2246202
E-mail	fahad@forza-voila.com
Website	http://www.forzavoila.com/

Technical Experts / Consultants - 2

Name of Consultant / Organization	Nadish Hussain / Bridge Developers
Address	309, Technocity Office Tower, I.I. Chundrigarh Road Karachi, Pakistan
Phone	+92 3473585412
E-mail	n4nadish@gmail.com

Technical Experts / Consultants - 3

Name of Consultant / Organization	Safdar Abbas / BrandEdge
Address	Banglow 350, Street 20, Block-3, Sharfabad, Karachi, Pakistan.
Phone	0333-1950003
E-mail	safdar@brandedge.com.pk
Website	https://brandedge.com.pk/

13 USEFUL WEB LINKS

Websites	
Small & Medium Enterprises Development Authority (SMEDA)	www.smeda.org.pk
Government of Pakistan	www.pakistan.gov.pk
Ministry of Industries & Production	www.moip.gov.pk
Ministry of Education, Training & Standards in Higher Education	http://moptt.gov.pk
Government of Punjab	www.punjab.gov.pk
Government of Sindh	www.sindh.gov.pk
Government of Khyber Pakhtunkhwa	www.khyberpakhtunkhwa.gov.pk
Government of Balochistan	www.balochistan.gov.pk
Government of Gilgit Baltistan	www.gilgitbaltistan.gov.pk
Government of Azad Jamu Kashmir	www.ajk.gov.pk
Trade Development Authority of Pakistan (TDAP)	www.tdap.gov.pk
Security Commission of Pakistan (SECP)	www.secp.gov.pk
Federation of Pakistan Chambers of Commerce and Industry (FPCCI)	www.fpcci.com.pk
State Bank of Pakistan (SBP)	www.sbp.org.pk
Punjab Small Industries Corporation	www.psic.gop.pk
Sindh Small Industries Corporation	www.ssic.gos.pk
Pakistan Horticulture Development and Export Company (PHDEC)	www.phdec.org.pk
Punjab Vocational Training Council (PVTC)	www.pvtc.gop.pk
Technical Education and Vocational Training Authority (TEVTA)	www.tevta.org
Pakistan Readymade Garment Technical Training Institute	www.prgmea.org/prgtti/
Livestock & Dairy Development Department, Government of Punjab.	www.livestockpunjab.gov.pk
Punjab Industrial Estates (PIE)	www.pie.com.pk
Faisalabad Industrial Estate Development and Management Company (FIEDMC)	www.fiedmc.com.pk