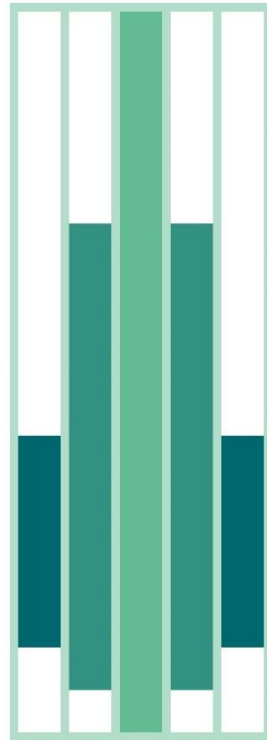
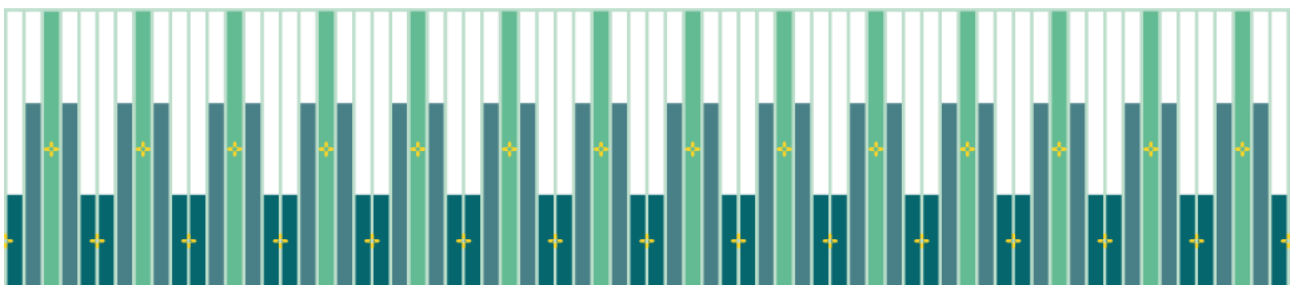


ایرانومد
مجموعه
کسب و کار
اجتماعی



IRANOMAD
SOCIAL
BUSINESS
GROUP

IRANOMAD Business Plan





IRANomad Story

IRANomad's journey started in the year 2017. We were on a personal hike when we came across a nomadic family in the pastures surrounding the Zagros mountain range. Shortly after saying hi to these nomads, we were invited to join them on their transhumance journey, an offer that we accepted with much happiness, since meeting the nomads and having the chance to accompany them in one of their semi-annual migrations wasn't an opportunity that presents itself every day. Little did we know that this simple spontaneous trekking journey with the nomads will be a moment of epiphany that would change the course of our careers.



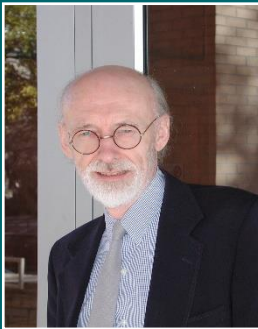
During this trip, we realized with sadness that the nomads are looking for ways to abandon their sustainable lifestyle and move to the city, albeit for a mundane and low-level job. This made us more certain than ever in our mission to come up with a sustainable social business that will **empower the nomads** and teach their minimalist and nature-driven lifestyle to other people who want to learn about this historic heritage.

After consulting with anthropologists from around the world, we reached the conclusion that bringing enthusiastic tourists and adventurers in very small numbers to experience the nomadic lifestyle is the best way to empower nomads. The revenue from these tours gives the nomads the financial incentive to not abandon the nomadic lifestyle and seeing how tourists value their heritage and want to experience their lifestyle boosts their self-confidence and makes them realize that their culture is truly valued by all. Slowly, IRANomad tours started to take shape and our traveler's numbers started to grow.



Taking off new economical activities to diversify the economy would be a big help to preserve this cultural diversity. This activities should start in experimental doses and always maintaining pastoralist as the principle livelihood. Some kinds of tourism related to hiking, alpinism, pony hiking, hunting and fishing can be a good complement for the nomadic lifestyle.

Jean-Pierre Digard, Professor of Anthropology, Sorbonne university, Specialist in Iran

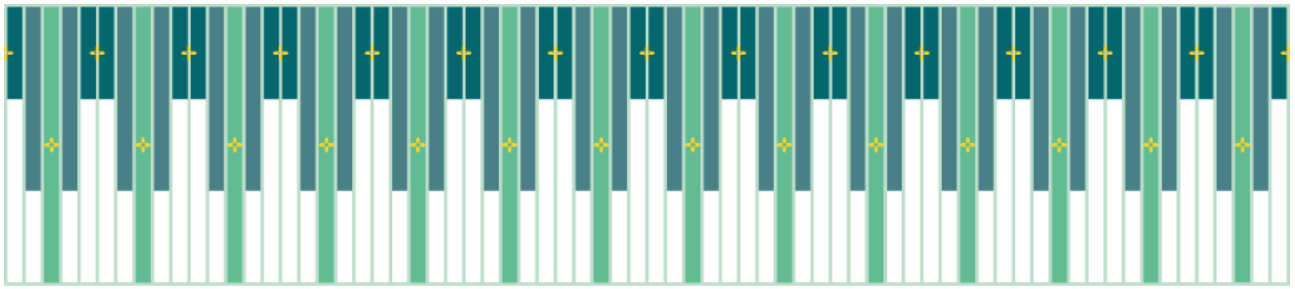


The nomads of Iran has a long history, and it's part of a history that is similar to nomads in Afghanistan, other parts of central Asia, and North Africa. You need to have a very useful introduction before you actually take the travelers into a nomadic group. And you need to talk carefully to the nomadic group and make sure they're interested in this experience.

I remember there was a campaign in the west, especially in America, accusing the nomads of overgrazing and ruining the environment. And I think we managed to prove that it wasn't the case. And we had evidence that the grazing was in fact NOT causing any environmental decline at all.

Brian Spooner, Professor of Anthropology, Undergraduate Chair at Department of Anthropology at the University of Pennsylvania and Curator of Near Eastern Ethnology at the Penn Museum





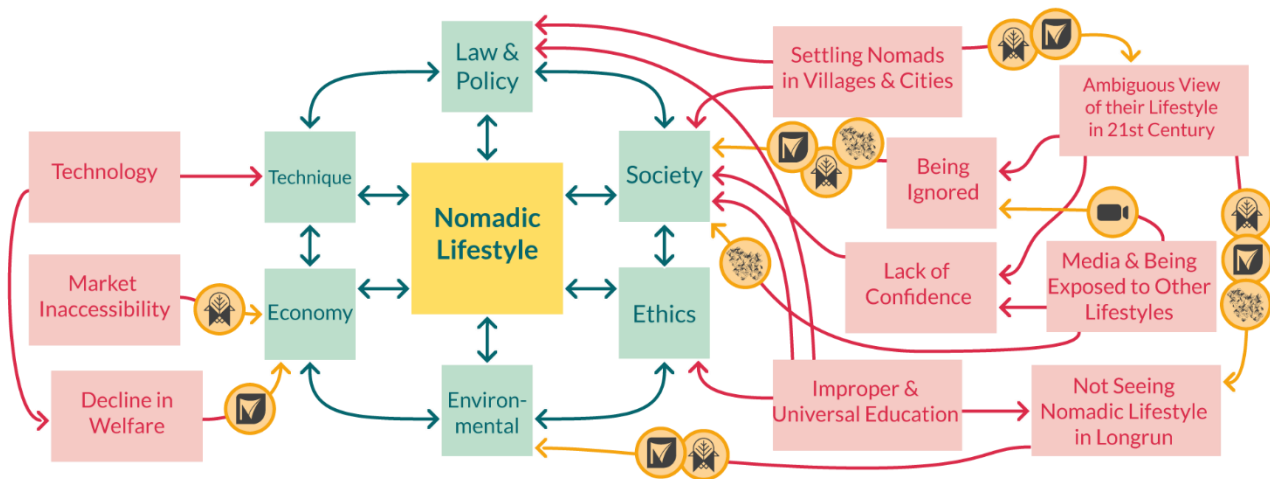
IRANomad Social Business

IRANomad is comprised of three divisions, all of which focus on the nomadic communities in Iran (or the Ashayer). The goal of this organisation is to help preserve and empower nomadic micro-cultures across Iran. In order to reach this goal, IRANomad seeks to become financially sustainable, which is why we have established the three main branches of our organisation:

- ✦ IRANomad Tours
- ✦ IRANomad Market
- ✦ IRANomad House

IRANomad plans to pursue other social development projects alongside the aforementioned activities.





IRANomad's Approach to Sustainable Development

IRANomad is a social enterprise which has oriented its financial activities towards its social goal of preserving the endangered nomadic culture and lifestyles in Iran. Hence, IRANomad's interactions in nomadic communities are carefully planned to take social norms into account, these interactions take place after discussions with community leaders.

One interaction is assisting nomadic communities with **complimentary income** by conducting migration tours during their annual migration across Zagros mountains. IRANomad promotes **eco-tourism and slow travel**. Slow travel, as a concept, is projected to gain more popularity during post pandemic era.

Another interaction is providing pastoralist nomadic community with access to urban customers through the online platform of Nomad Market.

IRANomad's interactions are part of a larger vision to preserve this ancient culture, this requires continuous communication with related governmental, non-governmental and civil bodies such as the ministry of education and health and universities to ensure the continued benefit of IRANomad's interactions, which is one of the purposes of Nomad Houses.

IRANomad's activities, although seemingly different, ultimately seek to create a socially, environmentally, and financially **sustainable ecosystem**, where our interactions are led by constant discussion with nomadic communities and are in harmony with nomadic culture and values, as we attempt to preserve their lifestyle.

Nomad Market helps ensure the financial sustainability of the nomadic lifestyle and encourages customers to purchase a tour. Simultaneously, the Cultural Houses allow for direct communication between settled and nomadic communities.

All IRANomad's divisions work together to implement sustainable interactions in the community and support each other's activities, serving the ultimate goal of cultural preservation.



IRANomad Tours

Environmentally and culturally sustainable tours based in Iran with a focus on nomads and nomadic culture. In these tours, travelers and adventurers can enjoy an authentic and unfiltered, rarely-witnessed side of Iran that focuses on Iran's indigenous people: *The Nomads*. Travelers will have the chance to submerge themselves in this historic culture and lifestyle and learn to live like a nomad and become a part of a [nomadic family](#) during their tours.

[Nomad Tours](#) is the primary and most developed division of the social business, which began operating in 2017. Nomad Tours are unique because of their close collaboration with the nomadic community and minimal disruption of the nomadic lifestyle during the tours. This helps create an authentic experience for our customers as well as maintaining respect and good faith between IRANomad and nomadic communities. Nomad Tours offers over 10 tours, ranging from one to two weeks. Our most popular tour is the one-week nomadic transhumance ([Nomad Odyssey](#)) tour which follows the Bakhtiari nomads on their annual migration across the Zagros mountain ranges, in southwest Iran, on foot. This tour is particularly popular with our European customers. Nomad Tours plans to invest more in European tourists, as they make up the majority of the customer base of Nomad-centric tours in other countries such as Morocco and Mongolia.



Nomad Tour Customer Base

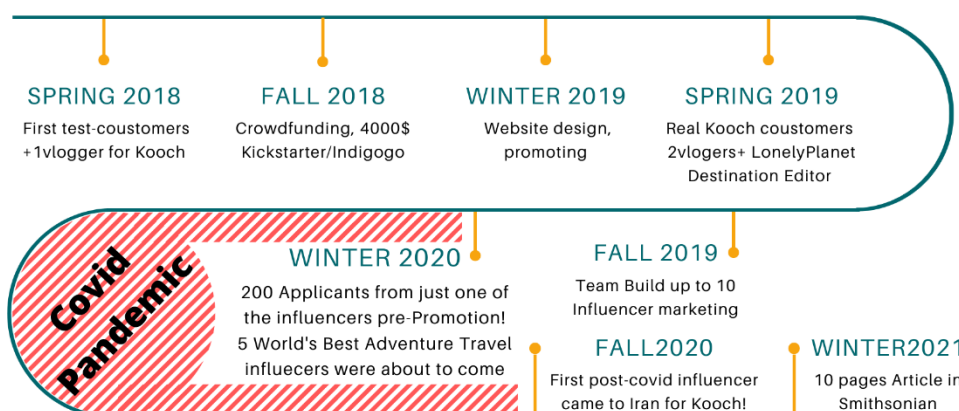
Over 250 thousand international tourists visited Iran in 2019. Cultural tourists comprised most of this number. Nomadic centric tours are fairly unexplored in Iran which presents Nomad Tours with little competition in the field.



As expected, the global Covid-19 pandemic has greatly impacted Iran's tourism industry. However, given the mass immunization in process, the industry is expected to flourish and surpass its previous numbers by 2023. At IRANomad, we expect to cater to 2000 tourists annually by 2023.

This prediction is reasonable given the exponential rise of our international guests before the pandemic. Nomad Tours experienced a 300% increase in the number of international customers from 2018 to 2019.

IRANomad tours Milestones Timeline



World's Best Responsible Travel Influencers & Kooch Experience

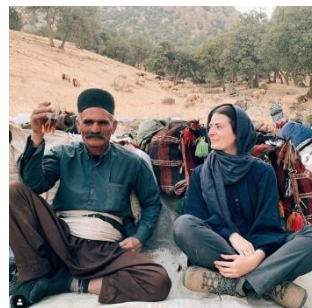
World's best influencers on responsible travel and adventure are looking forward to do Kooch on foot.

One of the main international successes of IRANomad tour company 2 years after its birth is bringing international recognition to nomadic culture, so much so that right now world-class influencers and travel enthusiasts are vying to be the first ones that experience this cultural phenomenon and capture the unadulterated beauty and simplicity of nomadic life for their audiences. The most important factor that decides whether an influencer agrees to participate in a tour is its uniqueness and singularity, because most of their followers also seek to go on off-the-beaten-track adventures. The fact that so many of these influencers have agreed to go on this tour shows the great marketing potential of these tours.



Lauren Keith
Guidebook Author &
Travel Writer

An article ready to be published in *Lonely Planet*, on hold because of the political issues between IR & UK.



Emily Garthwaite
Leica Ambassador

Publishing a 10-Page article in Smithsonian Magazine about Kooch, Promoting IRANomad in news agencies, Instagram & etc.



Eva Zu Beck
Youtuber, with more than
500K subscribers

Her trip postponed from Spring 2019 to Spring 2020, but even before her trip we had 200 Applications after a short introduction on her Instagram.

The price of running a one-page ad in the Smithsonian magazine is one hundred thousand dollars. This magazine, with the circulation of 2 million copies, is the second most prominent magazine after *National Geographic* in the travel industry. In the case of deep meaningful traveling destinations, the Smithsonian magazine might even be better than *National Geographic*. Emily Garthwaite's report on the Kooch experience with Bakhtiari nomads is going to run in 10 pages in the Smithsonian magazine, to give an estimate of the worth of this report.



If someone joins, good for them. If they can keep up & walk with us, good for them. We like some company. We are walking kooch'. But there is no aspiration to move to the West. And this is what I love. We see a lot of people have lost their cultural identity for this global vision of the west. The nomads couldn't care less (about globalization), and this is so exciting because they are retaining their culture and cultural identity. There is no rejection of that background that I've seen within the people we've been interviewing, and I think that was very different as we see in a lot of communities. And the Bakhtiari haven't done that, and I just adore them for that, because they are right. They should be keeping that alive. It is merely a privilege to be in that space and I think it's amazing that 'IRANomad' have been able to work within community development & form these relationships with these families which are really sensitive. It's a very very complicated setup, and I feel like it's less for the nomads and more for foreigners & Iranians, and the Bakhtiaris know they are fanatics, and it's about bringing other people into the space to learn from them.

Emily Garthwaite, an award-winning photojournalist, Forbes 30 Under 30 and Leica Ambassador focusing on humanitarian and environmental issues

Nomad Tours Marketing strategy

+ Digital Marketing

Nomad Tours has an extensive social media presence via Instagram and Facebook accounts. Additionally, we are in the process of producing short videos of the tours to upload on our YouTube channel.

+ Network-Based Marketing

Nomad Tours has hosted multiple internationally known travel bloggers, influencers and photojournalists, such as Emily Garthwaite.



IRANomad Market

An online shop focused on selling organic nomadic products such as the dairy products and wild herbs that are collected by the nomads. In **IRANomad Market** the nomads get a much better value for their products because they no longer have to sell their valuable organic products to middlemen and with a little bit of help from us, they can sell their products straight to customers who value truly organic and medicinal food. We also tell each family's story so every customer knows where his purchase comes from. The nomad families also love to be recognized for their work and seeing how IRANomad Market introduces their family to people all over Iran makes them even more proud in their legacy.



Iranian Nomads earn their livelihoods as pastoralists; however, they have increasingly limited access to settled markets to sell their products; this issue threatens the sustainability of their lifestyle in the coming decades. This is where Nomad market comes in. Nomad Market eliminates intermediaries from the sale process and provides a reliable platform for Nomads to reach out to the wider settled customer base with fair prices. Nomad Market's online platform was established in the early months of 2020. However, since the conception of Nomad Tours, we had aspired to facilitate selling nomadic produce to settled communities. We do not just offer products; each product is accompanied by an excerpt about the family from whom the product comes from, to establish a more personal bond between the costumers and the nomads.

Marketing Efforts

What makes Nomad Market's products unique is that they are truly organic. We have emphasized this in our marketing strategy by including stories and family profiles alongside all our products. Additionally, we have produced short videos of the production process of each product, which we hope to share soon.

Nomad Market Future Plans

We plan to expand our international customer base by including more handicrafts, such as rugs, in the market inventory. As well as adding more universally appreciated products such as organic honey. Additionally, we are developing an infrastructure for transferring products from nomadic communities to IRANomad's base in Tehran, from where they can be sent around the world.





IRANomad Cultural Houses

IRANomad Cultural Houses are the newest divisions to the social business. We aim to open our first cultural house in Spring of 2021. These houses will include museums, cafes and physical branches of IRANomad Market stores. These cultural centers will serve as contact points between different nomadic and settled communities with the goal of increasing cultural exchange and providing an autonomous platform for nomadic communities to communicate and advocate their heritage.



IRANomad Future Plans

Once IRANomad achieves financial sustainability, we plan to expand our cultural preservation efforts through implementing the following projects.

1. **Producing IRANomad Documentary:** This documentary will be produced with the help of anthropologists specializing in Iranian Nomads cultures.
2. **Publishing a comprehensive book on the contemporary lives of Iranian Nomads:** We have accumulated hundreds of photographs during our tours, we hope to curate these photographs alongside their unique stories in a high-quality book.
3. **Organic Village Project:** Organic villages produce completely Organic, GMO-free and chemical-free produce, using traditional farming methods. They serve as a tool for both environmental and cultural preservation. IRANomad hopes to bring this internationally praised concept to Iranian villages.
4. **Expanding Smart Tourism Capabilities:** We hope to invest in creating a virtual Bakhtiari migration tour in order to capture this unique phenomenon and share them with potential customers.
5. **Improving Education and Public Health:** We plan to advocate for better implemented public education and health facilities for the Bakhtiari nomads and help the community overcome serious deficits in both these areas.
6. **Nature Biking Tours:** There is an unexplored market for cycling tours in Iran, which, given Iran's unique rural scenery, can be very attractive for international customers.
7. **Sponsoring Annual Nomadic Cultural Festivals:** The nomadic festivals can pave the way for the better recognition of Iran's nomadic tourism. It also improves the IRANomad's market share as one of the organizers and sponsors of this festival. To support the festival, the initial interactions have been taken place with the Ministry of Tourism, and we hope with the help of the ministry, we will be able to perform this festival at the end of 2021, when the Dubai Expo will also be held in the region.
8. **Environmental Schools for Settled Children:** Environmental schools will provide a great opportunity for urban children to connect with nature, learn survival skills, and become motivated to help preserve the environment.



Financial Plan and Investment Options

Table-1: Cash assets & expected profit sharing between 2021-2023 in thousands of euros.

Fundraising Options	Fundraising 100K€			Fundraising 150K€		
Year	2021	2022	2023	2021	2022	2023
Cash Assets at the End of the Year	95	156	846	125	209	879
Expected Profit Sharing	0	150	700	0	200	800
Valuation*	[0.9-1.35]M€			[1-1.5]M€		

* Valuation has been done with three different approaches and the estimated range is the output of these various valuation methods.

Table-2: Capital raising and Prioritizing budget allocation in IRANomad

Investment Options*		Capital Raising 100K€			Capital Raising 150K€			Cost per Unit (€K)
Year		2021	2022	2023	2021	2022	2023	
1	Influencer marketing for Kooch Tour	10	12	12	12	13	14	1
2	Payment of a financial-legal employee	1	2	2	1	2	2	2
3	Cost of equipment to improve tour services	3	4	7	3	4	7	5
4	Payment to the executive team	3.5	14	18	4	15	20	2
5	Development of IRANomad's marketing team	3	6	7	3	6	7	2.5

6	Payment to the management team	1	2	3	1.5	3	4	5
7	Other advertising costs (Google-Facebook, etc.)	15	25	25	17	25	25	1
Net income targeting (K€)		95	240	900	125	300	1000	IRANomad Tours
Total non-operating expenses (sum of the above), (K€)		58	114	145	65	122	155	
Annual gross profit** (K€)		37	126	755	60	178	845	

General explanation: In this table, we have assumed the salary rate to be constant. Although we know that the exchange rate of salaries in Iran will increase next year, but the increase in salaries is accompanied by changes in prices and both adjust.

*

** Total cumulative profit represents cash assets. Of course, in this table, we have not deducted the amount of profit sharing between shareholders

Investment Options*		Capital Raising 100K€			Capital Raising 150K€			Cost per Unit (€K)
Year		2021	2022	2023	2021	2022	2023	
1	Product purchase investment (cumulative working capital)	3	4	6	3	4	6	2
2	Recruiting executive and marketing staff	3	6	7	3	6	7	2
3	Paying to international sales employees	1	2	2	1	2	2	4
Net income targeting (sales minus product purchase cost) (K€)		7	30	45	7	35	50	IRANomad Market
Total non-operating costs (total of the above) (K€)		16	22	26	16	22	26	
Gross profit (K€)		-9	8	19	-9	13	24	

Investment Options*		Capital Raising 100K€			Capital Raising 150K€			Cost per Unit (€K)
Year		2021	2022	2023	2021	2022	2023	
1	Obtaining license for a gallery cafe	1	1	1	1	1	1	1
2	Hiring staff for housekeeping	2.5	3	6	2.5	6	9	2
3	Reconstruction and making a long-term contract for <i>Tehran Cultural House</i>	0.5	1	1	1	1	1	15
4	Purchasing of equipment, books and related elements (Tehran)	0.5	1	1	1	1	1	15
5	Expanding of the cultural houses in other cities	-	-	1	-	1	2	20
6	Purchasing of property (non-depreciable physical capital) ***	0	0	0.25	0	0	0.25	100
Gross profit targeting		10	21	30	12	25	40	IRANomad Houses
Total non-operating costs (total of the above) (K€)		21	21	58	36	33	68	
Gross profit (annual) (K€)		-11	0	-38	-24	-8	-28	
Non-cash assets starting from 6 ***		13.5	21	56	21	31	66	

*** Physical capital is property and equipment. To calculate it, we assume that the rate of some non-depreciable assets remains constant but the value of assets halves. With this account, the current amount of assets in this section is 6.

Cost of other projects (K€)	22	52	156	52	99	171	IRANomad
Total cash assets= Total cash assets + Capital raising-cost of projects (K€)	95	156	844	125	209	879	

Table-3: Budget allocation model for other projects

Projects (minimum amount of capital to start the projects, K€)		Budget Allocation for the Projects (cumulative) (K€)						Estimating the positive effect of the implementation of each project on other businesses (%)		
		Capital Raising 100K€			Capital Raising 150K€					
Year		2021	2022	2023	2021	2022	2023	Tours	Market	Houses
1	Definition of cooperation for documentary production (20)	0	20	25	20	20	20	5	2	1
2	Writing and publishing books about nomads (5)	5	7	15	5	10	15	1	1	1
3	Organic Villages (13)	0	0	13	•	13	13	2	2	4
4	Adding smart tourism feature (5)	3	5	15	3	5	15	1	1	0
5	Education (1)	2	3	10	5	7	15	0.2	0.2	1
6	Healthcare (1)	1	2	8	2	7	6	0.2	0.2	1
7	Modular tour platform (10)	10	10	30	10	10	30	1	1	2
8	Cycling tours in Iran (5)	0	0	10	5	5	15	0.2	0.2	1
9	Sponsorship of the nomadic festival project (15)	0	0	15	0	15	30	2	2	4
10	Nomadic nature school (1)	1	5	15	2	7	12	2	1	2
Total (K€)		22	52	156	52	99	171	15	11	17

IRANomad Co-founders:



Mohammad Malekshahi

- Rural development facilitator & researcher in 'Sharif Research Institute' & former journalist in 'Donya-e-Eqtasad'
- Current member of 'Nomadic Tourism Group'; a sub-heading of the deputy of tourism & a member of the tourism group in the 'Chamber of Commerce'.
- Marketing management experiences in IRANomad.
- International tourist guide.



Sara Shokouhinia

- English content production manager.
- Master of English translation & literature (Allameh Tabataba'i University).
- English translator and guide in more than ten nomadic tours in IRANomad.

Further Links:

IRANomad Tours Website (other social networks: Instagram, YouTube, Facebook and Twitter are available on the bottom of the website's home page)	www.nomad.tours
Travelers' Feedbacks & Reviews	www.tripadvisor/IRANomad
IRANomad Market Website	www.nomad.market/
Emily's video report (this report is not yet public, and you need a password to view it. After the article is published in Smithsonian Magazine, it will be made public and in addition other reports will be published in reputable news agencies such as Al Jazeera and The Times)	https://www.emilygarthwaite.com/guardians-of-the-zagros
Kooch's promotional film (many investments have been made in the production of text and video content. This one example is made by a French couple)	https://www.youtube.com/watch?v=O7VZodDC·ik

Consultants: You can talk to both consultants for further investigation.

Pouria took part in one of the tours two years ago and is well-aware of our social business. He has also accompanied us in business meetings. In order to compile a book on social businesses in Iran, Hamoon has conducted detailed interviews with IRANomad. He already knows the ins and outs of the work. We have benefited from the advice of both of them in advancing the work.

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