THE CAMBODIA TIMES

A Business Plan

1. NAME OF FIRM

The business will be known as "the Cambodia Times."

2. OWNERSHIP

The business is to be formed as a partnership consisting of several partners: Michael G. Hayes as to an undivided 60%, Kathleen Hayes as to an undivided 5%, Jack Hayes as to an undivided 5%. The remaining 30% of the shares will be sold to a number of interested investors who have expressed their interest participating in this venture. These include:

Mr. James Pringle, freelance journalist residing in Phnom Penh

Mr. Kim DeRidder, NGO staff person residing in Bangkok

Mr. Sam Arsenio, manufacturer residing in Bangkok

Mr. Richard Lane, shipping executive living in Phnom Penh

3. INFORMATION ON THE BUSINESS

a. Type of business and product or service

The proposed business venture is an English-language newspaper to be published in Phnom Penh, Cambodia targeting those individuals and institutions in Cambodia and abroad who have an interest in keeping abreast of political, economic, social and cultural events in Cambodia.

Mission Statements:

* To provide in depth coverage of current events in Cambodia to interested individuals and institutions, both within Cambodia and abroad.

* To provide an effective vehicle for English-language advertising in Cambodia for entrepreneurs, traders, manufacturers, importers, service industries, government agencies and UN-related endeavors during the period of UN-led administration of cambodia.

* To encourage the field of independent journalism in Cambodia.

b. History

This business is a start-up business venture and as such has no history of previous operation to relate. However, the majority owner (Michael Hayes) who will serve as publisher and editor-in-chief has more than 20 years experience in international affairs, which includes extensive involvement in editing, writing and producing publications. Additionally, the services of Ms. Sara Colm have been secured who will be the paper's managing editor. Ms. Colm was formerly the editor of the Tenderloin Times,

a monthly publication produced in San Francisco whose primary audience was the Indochinese refugee community in the Bay Area. The paper was printed in four languages - English, Lao, Khmer and Vietnamese - and was nominated for a Pulitzer Prize. Both of these people have demonstrated progressive success in their respective areas of expertise and feel that combining their talents within this sphere of market demand, a successful product can be realized.

c. Economic/Accounting

The business will generate revenue through two sources: advertising and subscriptions.

Income from advertising will provide the bulk of the revenues generated. It will target a growing international and local business community interested in providing goods and services and importing/exporting in an expanding new economic market.

Prices will be determined by the publisher in consultation with the marketing director and will initially be determined by estimate using industry standards within the region; and later, once a history has been obtained, by experience.

Full accounting records will be kept by the office manager/accountant for all supplies purchased as well as labor and overhead costs. This complete recording system will be implemented as a computerized system of accounting.

d. Inventory, Supplies, Suppliers, and Equipment

Inventory will consist primarily of consumable office supplies. Printing of the paper will be contracted to a third party who is responsible for maintaining paper, ink and other related supplies.

f. Legal

The business is to be formed as a limited liability corporation.

g. Future Plans

The company will develop in stages, growing with the expanding economic market as corporate resources allow. The publication will eventually grow from a weekly tabloid to a daily broadsheet and will provide additional related services such as advertising layout, translation, publications and international information distribution systems. Each phase of development will require additional human, capital and time resources.

4. MARKET ANALYSIS

The economic marketplace is undergoing rapid changes as Cambodia embarks upon a reconstruction effort which will stabilize the political, economic and social structures of the country.

A critical component of the reconstruction process is an open and efficient system of information distribution for those directly and indirectly involved. English will prevail as the common international language within the foreign community and is rapidly emerging as the international language of choice among the Khmers. In addition, English-speaking audiences in foreign countries will require comprehensive coverage of developments in Cambodia. The Cambodia Times is the only English-language newspaper which can provide indepth analysis of Cambodia. Other foreign publications provide a cursory description of major developments as they relate to the foreign market.

Khmers and foreigners are developing new business ventures throughout the country. International businessmen, recognizing Cambodia as a new untapped market, are engaging in deals to provide goods and services in areas including construction, communications, import/export, shipping & transportation, tourism and other service industries. These businesses require a vehicle for advertising and gathering of information as well as an analysis of economic and political developments.

The Cambodia Times, by virtue of its scope of reportage and distributions will uniquely serve these markets.

5. PRODUCT/SERVICE MIX AND COMPETITION

a. Products and Services

The Cambodia Times will be distributed to local and international markets.

Within Cambodia, readership will initially comprise a majority of foreigners and minority of Khmers. The expanding foreign community includes over 20,000 U.N. personnel and individuals and institutions working with non-governmental agencies, diplomatic services and engaged in private business ventures. Khmer readers will comprise the upper esculin of educated English-speakers.

Internationally, distribution is targeted at individuals and institutions with professional and personal interests in Cambodia. It will comprise an established market of educational institutions, think-tanks, diplomatic missions, government agencies, non-governmental organizations, chambers of commerce and private businesses.

b. Comparison to Competitors' Products

At present, there is no English-language newspaper published in Cambodia. The Bangkok Post and Nation, the two English-language newspapers published in Thailand are available but only in limited numbers. They cover news on Cambodia but not in any great detail.

There are two Hun Sen government-sponsored newspapers serve as government mouthpieces. In addition, one of the non-communist factions publishes a partisan paper and a second faction reportedly has plans to publish its own paper.