



**BUSINESS PLAN**

**TOURISM DIVISION**

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## 1 OUR COMPANY PROFILE

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### 1.1 Who we are

**Senjaro Group Limited** is dedicated to providing comprehensive and accessible travel and tourism services across Tanzania. Our offerings include luxury safaris, mountain climbing expeditions, cultural tours, and specialized experiences that showcase Tanzania's diverse landscapes and rich cultural heritage. Senjaro's focus on delivering high-quality, personalized service ensures that every journey is tailored to meet our clients' unique preferences, resulting in exceptional customer satisfaction.

At the heart of our operations is the **Senjaro mobile app and website**, which serve as vital tools for enhancing accessibility and ease of access to Tanzania's tourism experiences. Through these platforms, we offer customers a seamless, end-to-end booking process, real-time updates, and personalized support. By integrating technology into our service model, Senjaro not only simplifies the travel experience for clients but also expands accessibility, making it easier for both local and international tourists to explore Tanzania.

Our commitment to quality extends to our collaborative approach. We work closely with a network of business stakeholders, using an agency-principal model to leverage the strengths of both internal and external teams. This model enables Senjaro to ensure consistent quality in service delivery, drawing on the expertise of seasoned professionals across all facets of our operations.

Senjaro's board of directors and management team are dedicated to a customer-centric approach, continuously strategizing and implementing business plans that prioritise client satisfaction and company growth. This leadership vision drives the company's commitment to setting new standards in Tanzania's tourism sector by making travel experiences more accessible, engaging, and tailored to the evolving needs of today's travellers.

### 1.2 Legal status

SENJARO GROUP is the privately owned company that has been registered by BRELA with incorporation 151419178 with TIN 151-419-178.

### 1.3 Location and description

Our head office is based in Dar Es Salaam Region as the focal point of all our operations. We positioned our office in Dar es salaam simply because the city is strategically termed as the commercial city in Tanzania

## 1.4 Our Vision

To be a leading provider of seamless, accessible, and memorable tourism experiences in Tanzania, setting the standard for quality, sustainability, and innovation in the travel industry.

## 1.5 Our Mission

Senjaro Group Limited is dedicated to enriching the travel experience by combining world-class service, advanced technology, and sustainable practices. We aim to make Tanzania's unique landscapes, culture, and adventures accessible to all, while fostering strong partnerships and delivering exceptional value to our clients, communities, and stakeholders

## 1.6 Goals and Objectives:

### 1.6.1 Our goal

Senjaro Group Limited is dedicated to transforming the tourism experience in Tanzania by leveraging advanced technology to make travel more accessible, efficient, and sustainable. Through our innovative mobile app and website, we aim to offer seamless booking, personalized recommendations, and real-time updates, creating a modern, user-friendly gateway to Tanzania's top-tier tourism offerings. By combining digital convenience with eco-conscious practices, Senjaro seeks to redefine luxury and adventure tourism, enhancing market position and driving profitability while fostering responsible travel.

### 1.6.2 Strategic Objectives

**Leverage Technology to Enhance Customer Experience and Accessibility:** Expand and enhance the Senjaro mobile app and website to serve as a one-stop portal for booking, reviewing, and managing all your experiences. Introduce features such as personalized recommendations, real-time availability, seasonal promotions, and loyalty rewards.

**Build Strong Strategic Partnerships to Enhance Service Quality and Market Reach:** Continue collaborating with key partners, including Serengeti National Park Lodges, Ngorongoro Conservation Area Authority, international luxury tour operators, and hotels & lodges in Zanzibar. These partnerships will expand our reach, maintain service excellence, and create an exclusive network for Senjaro clients.

**Capture a 10% Market Share of the Travel Market:** Focus on targeted marketing campaigns leveraging digital platforms to appeal to high-end tourists, both domestic and international, through seasonal promotions and exclusive package offerings.

Highlight eco-friendly and exclusive offerings in marketing to attract luxury and eco-conscious travellers, further boosting brand presence in this segment.

**Optimize Seasonal Demand to Maximize Occupancy and Customer Retention:** Use data-driven insights from the app and website to analyze peak and off-peak seasons, creating tailored packages and offers that cater to each season.

Implement loyalty and referral programs within the app to encourage repeat bookings, particularly during off-peak times, boosting revenue consistency.

**Drive Revenue Growth by 120% in 2025 through Strategic Expansion and Resource Optimization:** Generate additional revenue streams through ad space and commission-based bookings within the app, attracting tourism-related businesses like hotels and restaurants.

Optimize resources by using technology to streamline booking and management processes, reduce operational costs, and enhance client satisfaction.

**Introduce Sustainable and Affordable Luxury Accommodations:** Develop eco-friendly accommodation options such as glamping tents, cabins, and lodges that blend exclusivity with environmental responsibility, catering to high-end tourists while supporting sustainable tourism.

Partner with local communities to ensure that accommodation operations align with sustainable practices and benefit the surrounding environment.

### 1.7 Significant operational achievements so far

- a) Successfully completed over 300 safaris across various regions in Tanzania.
- b) Built strong partnerships with luxury hotels and lodges for exclusive customer stays.
- c) Acquired a fleet of safari vehicles optimized for rough terrain and wildlife viewing.
- d) Expanded services to include Zanzibar cultural tours and beach holidays

### 1.8 Significant financial achievements so far

- a) Annual revenue growth of 90% from 2020 to 2023.
- b) Positive cash flow enabling reinvestment into company expansion.
- c) Efficient cost management resulting in a 55% profit margin.
- d) Secured multiple contracts with international tourism companies.

## **1.9 What do we offer**

At Senjaro Group Limited, we are committed to delivering exceptional travel and tourism services, blending personalized customer care with advanced technology to enhance convenience and satisfaction. Through our Senjaro mobile app and website, customers enjoy seamless access to our range of services, making travel planning and booking easier than ever. Here are some of our key offerings:

### **1.9.1 Trip Planning and Consultation**

Our dedicated team, accessible via the Senjaro app, provides personalized trip planning and consultation services based on each client's schedule, preferences, budget, and interests. The app offers direct chat and consultation features, allowing customers to craft itineraries that meet their unique travel needs with ease.

### **1.9.2 Booking Services**

Senjaro partners with airlines, hotels, car rentals and other service providers to manage reservations for flights, hotels, car rentals, and additional travel-related services. Through the app, customers can book and modify their reservations, receive real-time updates, and manage all aspects of their trip from a single platform, ensuring a hassle-free experience.

### **1.9.3 Corporate Travel**

We specialize in providing tailored travel solutions for corporate clients, including business trips, team retreats, and corporate events. The Senjaro app allows companies to manage their travel needs efficiently, offering centralized booking, custom itinerary planning, and expense tracking, making corporate travel easier and more organized.

### **1.9.4 Specialized Travel Experiences**

Senjaro provides specialized travel options, such as luxury safaris, eco-tourism packages, and adventure experiences. For premium travelers, we are adding three luxury-branded Land Cruisers to our fleet, exclusively bookable through the app. These vehicles cater to high-end tourists seeking exclusive, personalized safari experiences in Tanzania's iconic destinations.

### **1.9.5 Group Travel Coordination**

Our app facilitates group travel planning, making it easy for customers to coordinate corporate retreats, family reunions, and destination weddings. The app's integrated scheduling and itinerary-sharing features allow group members to stay informed and manage logistics effortlessly.

### 1.9.6 Destination Insights and Local Expertise

Through the Senjaro app, customers have access to valuable destination insights, including information on local customs, local events, top attractions, dining options, and activities at various locations in Tanzania. The app provides curated recommendations and insider tips, helping travellers fully engage with the local culture and make the most of their visit.

## INDUSTRY & MARKET ANALYSIS

The number of international visitors increased by 57.7 percent to 1,454,920 in 2022, from 922,692 recorded in 2021 and in 2023, increased by 24.3% to a record-breaking 1,808,205, from 1,454,920 tourists in 2022, 922,692 in 2021, and 616,491 in 2020.

According to the 2022 international visitors' exit survey report, international tourism earnings increased to USD 2,527.8 million in 2022, from USD 1,310.3 million in 2021 with a record-high USD 3,368.7 million in 2023, compared to USD 2,527.8 million in 2022 (USD 1,310.3 million in 2021). This increase is consistent with the rise in the number of tourist arrivals. In 2020, revenues were down to USD 1 billion as it was severely affected by the Covid-19 pandemic and its impact on international travel, from a peak of USD 2.6 billion in revenues and 1.5 million arrivals in 2019. The sector's contribution to GDP fell from 10.6% in 2019 to 5.3% in 2020 and climbed to 5.7% in 2021. However, given the ongoing fast recovery of the sector, the Tanzania National Business Council (TNBC) forecast that the share of tourism in the country's GDP will reach 19.5% in 2025/26. Europe traditionally accounts for the largest share of arrivals, followed by Asia and the Pacific, the Americas, Africa, and the Middle East.

In 2022, the United States of America recorded the highest number of arrivals from the rest of the world at 100,600 followed by France (100,371), Germany (67,718), the United Kingdom (60,116) and Poland (46,431). Meanwhile, arrivals from Africa were from Kenya (166,324) Burundi (100,851), Zambia (46,787), Malawi (44,438) and Rwanda (44,288). Tourist arrivals from the top 10 countries out of 214 account for 53.2% of all arrivals.

### 1.9.1 Government concerns toward the sector

The increase in tourist arrivals in 2023 was attributed by the continued efforts of the Tanzanian government to promote tourism attractions within and outside the country. "The Royal Tour" Documentary in April 2022 Tanzania's President Samia Suluhu Hassan unveiled the "The Royal Tour" documentary. Additionally, launching the Festival of Black Arts and Culture (FESTAC) 2022 at Verde Hotel in May 2022, aiming at boosting intra-Africa trade, arts, culture, tourism and travel, literature and poets, music, food, and fashion, as well as other businesses across the continent. But

also, hosting of a mega cruise ship carrying 573 crew members and 1,400 tourists that docked at Dar es Salaam and Zanzibar Ports for a four days' tour in November 2022. While in Tanzania, tourists visited Nyerere National Park, Bagamoyo, Mikumi and Dar es Salaam City in Tanzania Mainland and Stone Town, Spice Tours, Jozani Forest and Nakupenda Tours in Zanzibar.

The Minister for Information, Communication, and Information Technology, Honourable Nape Nnauye (MP) on 16th August 2022, led hundreds of tourists to launch high-speed broadband internet at the top of Mount Kilimanjaro, the highest peak in Africa, in order to enable tourists to communicate worldwide. The launching slogan, 'Data Kileleni' intends to further promote Tanzania's iconic Mt. Kilimanjaro visibility globally, as the visitors will be able to keep in touch with the rest of the world on the site.

## 2 COMPETITOR ANALYSIS

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### 2.1 Existing competition

It is true that our company operates in the open economy where any one with enough funds can venture and run business in the country. Currently, the competition in the tourism sector especially at our location is stiff as most of the giant companies have enough capital and customer base. The following are some of the competitors available in our business radius;

- Zara Tanzania Adventures: A prominent tour operator offering safaris, mountain treks, and cultural tours.
- Rede Tours and Safaris: Specializes in safari tours, Kilimanjaro climbs, and Zanzibar holidays.
- Mazingira Safari: Provides authentic and custom-built safari experiences led by native guides.
- Zaituni Safaris: Offers a range of safari tours and travel services in Tanzania.

Our competitive edge is based on provision of services by utilizing high level of technology, implementation of best practices for customer relationship management.

- Advanced Technology Integration: Senjaro's proprietary mobile app and website enhance service delivery by providing a seamless booking platform, real-time updates, and personalized customer experiences. This technological approach offers clients convenience and accessibility, setting Senjaro apart from competitors.
- Sustainable and Unique Accommodations: Senjaro's commitment to introducing eco-friendly accommodations, such as glamping tents and eco-lodges, appeals to eco-conscious travelers seeking unique and sustainable experiences. This focus on sustainability differentiates Senjaro from competitors who may not prioritize eco-friendly practices.
- Comprehensive Service Offerings: Beyond traditional safari tours, Senjaro provides a wide array of services, including trip planning, booking services, travel insurance assistance, specialized travel experiences, group travel coordination, and destination insights. This holistic approach ensures that clients receive end-to-end support, enhancing their overall travel experience.

## 3 MARKETING PLAN

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### 3.1 Marketing Strategy

Market being a place where buyers and sellers meet for business transactions and being clients/customers who use the presented products/services at the market at agreed terms. Thus, any failure to meet the expectations of the market will lead to failure of such business and exceeding the market's desire and need lead to stable sustainability. The company strategies are focusing on exceeding all market's demand and always our strategies are market-driven.

#### 3.1.1 Our Target Market

SENJARO Group is well enough informed on the nature of customers found in the tourism sector from segmentation point of view to the nature of business transitions. The company play a major role in linking all our stakeholders through provision of personalized services timely at competitive rate, thus our customers are grouped into the following classes;

##### 3.1.1.1 Luxury Travelers

- Profile: High-income individuals, often international tourists, looking for exclusive, premium experiences that provide comfort, privacy, and top-tier service. This group includes seasoned travelers, affluent families, and honeymooners.
- Interests: Luxury safaris, private excursions, eco-friendly accommodations, and personalized services. They value convenience, exclusivity, and sustainable travel options.
- Marketing Approach: Digital advertising through Senjaro's app, partnerships with international travel agencies, and targeted social media campaigns showcasing our high-end fleet, luxury accommodations, and tailored travel packages.

##### 3.1.1.2 Adventure and Eco-Tourists

- Profile: Individuals aged 25-45, often from environmentally conscious backgrounds, interested in unique, sustainable, and immersive experiences. This group includes solo travellers, small groups, and eco-minded tourists.
- Interests: Mountain climbing, adventure safaris, eco-lodges, water sports, and cultural immersion. They seek meaningful connections with nature and local communities.
- Marketing Approach: Highlight eco-friendly accommodations and activities on the Senjaro app and website, promoting adventure packages through platforms like Instagram, travel blogs, and eco-tourism forums.

### 3.1.1.3 Digital Natives and Tech-Savvy Travelers

- Profile: Younger travelers aged 18-35 who prioritize convenience and accessibility through digital channels. These travelers often research and book experiences online and appreciate user-friendly apps.
- Interests: Seamless travel planning, real-time updates, customizable itineraries, and quick access to services like booking and customer support.
- Marketing Approach: Focus on digital convenience, promoting app-exclusive features such as booking discounts, destination information, and real-time trip updates. Leverage social media platforms (e.g., Instagram, Twitter) and influencer partnerships to drive app downloads and usage.

### 3.1.1.4 Corporate Clients and Group Travelers

- Profile: Corporate entities and large groups, including companies organizing team retreats, families planning reunions, and wedding parties. They seek efficient and well-coordinated group travel options.
- Interests: Organized itineraries, group discounts, travel insurance, and multi-service packages.
- Marketing Approach: Emphasize Senjaro's group travel planning and corporate packages, leveraging LinkedIn, corporate networks, and the Senjaro app's streamlined booking and management features for large groups.

### 3.1.1.5 Local Tourists and Expatriates

- Profile: Tanzanian residents and expatriates seeking to explore Tanzania's attractions. This segment includes families, professionals, and expatriates who value affordable yet high-quality local travel experiences.
- Interests: Accessible safari packages, cultural tours, weekend getaways, and adventure activities within Tanzania.

## 3.1.2 Advertising and promotion

It is agreed that, different advertisement and promotion strategies are to be implemented at the company with the aim of creating awareness for existence while creating a customer base and loyal customers.

The business marketing concept is currently shifting from production marketing era (*where producers or services providers used to produce/ offer their product/services with the assurance that customers will come to buy*) to the marketing era where business owner shall do a market research for the market demand and produce or sell what the market need at right quantity, time, place and to customer.

### 3.1.2.1 Digital Marketing

#### Website and Search Engine Optimization (SEO)

- Senjaro’s website serves as the primary information hub for all our services, offering detailed descriptions of trip packages, accommodations, group travel options, and more. The website integrates SEO best practices to ensure high visibility on Google and other search engines, making it easy for customers to find us when searching for Tanzania safari experiences, eco-friendly accommodations, or luxury travel options.
- We regularly update the site with fresh, keyword-optimized content, including travel blogs, destination guides, and client testimonials. This content not only improves search rankings but also provides valuable insights for visitors considering a trip to Tanzania.
- Links to the website are shared across social media platforms, influencer channels, and industry publications to attract targeted traffic. The site’s user-friendly design ensures a seamless browsing experience, encouraging visitors to explore services and book directly through the Senjaro app or website.

#### Email Marketing

- Senjaro’s email marketing campaigns target a high-profile audience, including diplomats, corporate clients, politicians, and executives seeking private, high-end travel services. Emails include personalized recommendations, company news, special offers, and travel insights tailored to the recipient’s interests.
- Our email list is curated from leads collected at industry exhibitions, networking events, high-profile meetings, and collaborations with partner organizations. We also partner with international universities and corporate clients to reach alumni networks and employee groups.
- Campaigns are segmented by customer type, such as luxury travelers, corporate clients, and eco-conscious tourists, ensuring that each group receives relevant content and incentives aligned with their travel needs.

#### Social Media Marketing

- Senjaro actively engages audiences on Instagram, X (formerly Twitter), TikTok, and Facebook, using visually compelling content, such as high-resolution photos, immersive videos, and customer stories. These posts highlight our luxury safari experiences, eco-lodge

accommodations, and adventure packages, offering a glimpse into the unique experiences we provide.

- Social media platforms also feature app-exclusive promotions, booking discounts, and flash sales to drive direct engagement and downloads of the Senjaro app. Each platform is tailored to specific demographics—TikTok for younger, adventure-seeking audiences, Instagram for lifestyle and luxury travelers, and X for corporate clients and industry updates.
- By regularly posting valuable content and engaging with followers through comments, Q&As, and live sessions, Senjaro builds a community of travel enthusiasts and keeps potential customers informed of new services.

### **Strategic Partnerships**

- **Travel Agencies:** Senjaro collaborates closely with travel agencies, both locally and internationally, to broaden its reach. Using a commission-based approach, agencies are incentivized to recommend Senjaro's services, promoting our tours, accommodations, and specialized experiences to their clients. Clear terms and conditions ensure a mutually beneficial relationship, increasing our exposure to international tourists planning visits to Tanzania.
- **Tour Operators and Lodging Partners:** Partnerships with key operators, such as Serengeti National Park Lodges and Ngorongoro Conservation Area, enable us to offer exclusive, all-inclusive packages and seamless travel experiences. Senjaro shares promotional content with these partners, utilizing their networks to reach a broader audience.

### **Influencers and Brand Ambassadors**

- **Influencers:** Senjaro partners with both local and international influencers who align with our brand values, especially those in the luxury, adventure, and eco-tourism sectors. Influencers use their platforms to showcase Senjaro's experiences, from wildlife safaris to eco-lodge stays, generating organic interest and attracting their followers to explore our offerings.
- **Brand Ambassadors:** High-profile ambassadors from various industries endorse Senjaro as trusted voices in travel, appearing in promotional content and events. By collaborating with influential figures in Tanzania and abroad, we build brand credibility and access different market segments. Ambassadors also benefit from exclusive travel perks and discounts, creating a win-win relationship.

## **App-Based Advertising and Exclusive Offers**

- The **Senjaro mobile app** is designed to engage users with personalized offers, ad space for tourism-related businesses, and app-exclusive promotions. Customers receive tailored recommendations based on their browsing history, seasonal offers, and flash sales on safari packages, accommodations, and activities.
- App-exclusive deals, including early booking discounts and package bundles, are promoted across all digital channels to drive app downloads and encourage users to explore our offerings directly.

### **3.1.2.2 Printed Marketing**

#### **Brochures and flyers**

The company shall also design brochures and flyers detailing on the services offered by the company where they shall be distributed to different people at different locations whether in vehicles, churches, public meetings or in private and public offices with the intention of making the public most of the time think about the company's services.

#### **Staffing**

Not only that but also the company shall ensure all staff wear our branded uniforms (t-shirts, shirts and trousers) during service provision and all must appear in allowed uniforms and by so doing, they shall be advertising our services and company to the public at ease manner and minimal cost.

### **3.1.3 Pricing**

Our pricing strategy is based on trips, location and distance to be covered. The Price Per Trip Per Tourist is TShs 12,500,000 (Luxury packages). While the normal package, the price per tourist per trip is TShs 4,500,000

**Table 4 Proposed prices**

### **3.1.4 Distribution strategy and channels**

We are in the service industry where service providers and customers must meet to complete the sales cycle. Our business is two way-traffic in the sense that when the company closes deals with tourists, It means the company must ensure that service is delivered at the agreed time and place which is likely to take place when a tourist subscribes to our services.

### **3.1.5 Physical evidence**

Physical structure of the buildings shall be designed and coloured in company official colours in a way that they reflect the company brand for easy identification and differentiation.

Road Sign boards are placed in all strategic areas to inform the public on where we are located and what we offer to make sure that SENJARO Group and hosted services are known to the public.

### **3.1.6 Our services**

Our main services are travel and tourism

### **3.1.7 Professional staffs**

All staff at SENJARO GROUP are assigned for specific activities at the company where employment opportunities are fair in employing competent and experienced management team to supervise and monitor the daily activities.

The company has 8 staff and 3 as management team.

### **3.1.8 Place for service delivery**

The management of SENJARO GROUP considered different criteria in choosing the site and the following are factors considered;

- Proximity to large regions
- Proximity to main roads
- Parking availability.
- High visibility.
- Constant supply of electricity and water
- Accessible by tarmac road in all weather in the year

## **3.2 Business strategy**

Business sustainability and profitability needs all shareholders to venture into all business environments to explore the reality of each environment aspect that in one way or another might affect the business progress at some point.

All stakeholders are required to see how each of the environmental aspects might affect the business and by knowing the contribution of the environment in the science field. SENJARO GROUP shall consider the impact of **Political, Economic, Social and Technology (PEST)** during services provision.

SENJARO GROUP measures its stability in service delivery by looking for both internal and external environments through SWOT Analysis.

### **3.2.1 SWOT Analysis**

#### **4.2.1.1 Strengths**

1. Established Mobile App (Senjaro Tourism App): Streamlines bookings, enhances customer experience, and provides direct access to tourism services.

2. Available Trained Personnel: Skilled workforce, including experienced tour guides and drivers, ensuring excellent service quality.
3. Experienced Management Team: Leadership with extensive knowledge in tourism, hospitality, and logistics.
4. Strong Brand Reputation: Recognized for reliability, customer satisfaction, and quality experiences in the tourism sector.
5. Diverse Service Offerings: Beyond safaris, Senjaro offers water sports, cultural tours, and various transportation services.
6. Strategic Location: Proximity to major tourist destinations, cities, and ports, allowing easy access and logistics management.

#### **4.2.1.2 Weaknesses**

1. Funding Limitations: Insufficient funds to acquire necessary assets like additional safari vehicles, limiting growth potential.
2. Dependence on Economic Conditions: The tourism sector is highly susceptible to economic downturns, impacting tourist numbers.
3. Lack of Own Safari Fleet: Heavy reliance on rented vehicles, increasing operational costs and limiting control over service quality.
4. Limited Marketing Resources: Restricted budget for international marketing efforts, impacting brand visibility in foreign markets.

##### **4.2.1.2.1 Measures to Counteract Weaknesses**

- Solicit Funds from Investors: Seek investments or partnerships to acquire three new Land Cruisers and expand fleet ownership.
- Optimize App for Marketing: Leverage the Senjaro Tourism App for digital marketing, targeted offers, and customer engagement to reduce traditional advertising costs.
- Diversify Revenue Streams: Increase focus on unique experiences like water sports and cultural tours to attract different market segments and mitigate economic impacts.
- Increase Financial Reserves: Build up reserves during peak seasons to cushion against periods of economic instability.

#### **4.2.1.3 Opportunities**

1. Growing Demand for Luxury and Customized Safaris: Rising interest in exclusive, high-end safaris and personalized travel experiences among international and local tourists.
2. Expansion of Digital Tourism Platforms: Increasing trend of tourists using apps for travel bookings; Senjaro's mobile app positions the company as a convenient option for tech-savvy travellers.
3. Availability of Corporate Partnerships: Opportunities to partner with hotels, airlines, and corporate clients seeking reliable transport and safari services.
4. Emerging Market Segments: Growing interest in ecotourism, adventure tourism, and cultural tourism presents chances to diversify offerings and attract niche markets.
5. Proximity to Major Tourist Hubs and Ports: Easy access to strategic locations such as Dar es Salaam and Zanzibar enables streamlined operations and efficient logistics for tourist transfers and rentals.

#### **4.2.1.4 Threats**

1. High Competition from Well-Funded Investors: The tourism sector is increasingly attracting large investors with significant capital, intensifying competition.
2. Government Policy Changes: Potential fee harmonization or additional regulations without consideration of operational costs can impact profitability.
3. Environmental and Seasonal Challenges: Adverse weather conditions, seasonal demand fluctuations, and environmental regulations may affect operations and revenue.
4. Economic Uncertainty and Exchange Rate Fluctuations: Foreign exchange volatility can increase costs for services paid in foreign currencies, impacting profit margins.
5. Global Health or Political Crises: Events like pandemics or political instability could restrict tourism inflows, affecting revenue.

##### **4.2.1.4.1 Measures to Mitigate Threats**

- Strategic Partnerships: Form alliances with corporate stakeholders, local businesses, and international tour agencies to build a robust support network and remain competitive.
- Government Compliance and Advocacy: Ensure full compliance with legal requirements and actively participate in industry associations to advocate for fair policies.
- Product and Service Diversification: Expand beyond traditional safaris to include water sports, eco-tourism, and cultural experiences, reducing reliance on single revenue streams.
- Risk Management and Contingency Planning: Develop contingency plans for events like currency fluctuations or health crises to ensure business continuity and resilience.

## 4 OPERATION PLAN

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### 4.1 Operation strategy

Operation plan describes the ‘how’ in service delivery where all the methodologies and company activities are elaborated in this plan. This plan allows both internal and external stakeholders of this company to know exactly how the company operates and how other company activities are managed in all levels. This plan in most cases shall be used in guiding different activities and describe the flow of activities at the company. SENJARO GROUP is strategically planning to make sure that;

- Services are relevant to the current market demand
- There is relevant and reliable human resources in service delivery
- There is stable and reliable financial resources

### 5.2 Service Relevance and Market Adaptability

Senjaro is dedicated to offering services that align with current market demands. We regularly assess customer preferences and industry trends to keep our offerings relevant, focusing on luxury safari experiences, eco-tourism, cultural tours, and unique travel options.

### 5.3 Skilled and Reliable Human Resources

Our team consists of trained professionals dedicated to providing exceptional customer experiences. We emphasize ongoing training, skill development, and retention strategies to ensure the delivery of high-quality, memorable experiences.

### 5.4 Financial Stability and Resource Management

Senjaro Group ensures reliable financial resources to support our expansion, maintain service quality, and provide stability for future investments. We aim to strategically manage funds to facilitate growth while maintaining efficient daily operations.

### 5.5 Fleet Expansion and Vehicle Operations

Senjaro plans to expand its safari fleet significantly by acquiring 20 new Land Cruiser vehicles over the next five years, with each vehicle budgeted at approximately TSh 120,000,000. This expansion will support the increasing demand for high-quality safari tours, especially in the luxury market.

#### Vehicle Operations and Management:

- Vehicle Tracking and Fleet Management: Our fleet is equipped with GPS tracking technology to enable real-time location tracking, ensuring each vehicle is monitored closely for optimal performance and timely maintenance.
- Driving Behavior and Safety Monitoring: To promote road safety and efficiency, Senjaro evaluates driver behavior based on driving habits, fuel consumption, and adherence to safety protocols. Drivers are assessed regularly, and feedback is provided to maintain safe driving practices and reduce the risk of accidents.
- Fuel Management: Efficient fuel management is a priority. Drivers are required to ensure vehicles are fully fueled before each trip, reducing the likelihood of delays. Fuel consumption is also tracked and analyzed to identify any patterns that could lead to improved efficiency, such as minimizing idling and optimizing driving speeds.
- Route Monitoring and Optimization: Fleet managers plan routes strategically to improve operational efficiency. Real-time updates are provided to drivers through the mobile app, ensuring any adjustments are quickly communicated and implemented for smoother logistics.

### **5.6 Technology Integration through Mobile App and Website**

Senjaro leverages its proprietary mobile app and website to provide a seamless customer experience, from booking and reservations to real-time updates and personalized service. This digital platform allows users to explore tour options, make bookings, and access support services, making the customer journey efficient and enjoyable. The app also plays a crucial role in operational efficiency, providing real-time updates and supporting logistics.

### **5.7 Risk and Liability Management**

The company adopts a proactive approach to risk by securing comprehensive insurance coverage for all new vehicles. This coverage ensures our assets are protected against unforeseen events and provides a safeguard for both the company and its customers.

### **5.8 Utility and Maintenance Cost Management**

Senjaro relies on TANESCO for electricity and DAWASCO for water services, with an on-site generator available to ensure uninterrupted power during outages. Utility bills are managed by the accounting department to ensure timely payments and service continuity.

## **5.9 Marketing Investment**

Senjaro invests in marketing to raise awareness and promote our services across various channels. These marketing efforts include digital advertising, social media campaigns, traditional media such as radio and television ads, and promotional materials like flyers and brochures. All marketing expenses are carefully managed to ensure they effectively reach our target audience.

## **6.0 Salaries and Wage Payment**

Senjaro offers competitive salaries to retain talented staff and ensure high motivation and productivity. All contracted employees receive monthly salaries according to agreed terms, contributing to employee satisfaction and long-term retention.

## **6.1 Compliance with Mandatory Fees**

Senjaro is fully compliant with regulatory requirements, paying all mandatory fees to relevant government bodies, including BRELA filing fees, corporate taxes, SDL, and PAYE. Compliance with these obligations supports our credibility and reputation in the industry.

## **6.2 Working Hours**

Senjaro Group operates from Monday to Friday, 08:00 AM to 05:00 PM, ensuring consistent service availability and enabling efficient operational planning and customer support.

## 5 MANAGEMENT PLAN

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### 5.1 Board of Directors

The board of directors' key purpose is to ensure the company's prosperity by collectively directing the company's affairs, whilst meeting the appropriate interests of the owners of the company. The board of directors is headed by the Board Chairman who determines the company's vision and mission to guide and set the pace for its current operations and future development. The working team possess business managerial skills that enable easy overseeing and management of the operations as per unit daily working schemes.

In getting the board of directors well informed with what the company is doing, MD and Company Secretary are directly responsible for that in all the time when required to do.

### 5.2 Management

The management team at SENJARO GROUP is composed of 4 People, Managing Director, ALLY JUMANNE KISHIMBA who are directly responsible for overseeing day to day activities at SENJARO GROUP where they are working closely with other line staff.

## 5.2.1 Qualifications/Expertise

Table 5 Management team qualifications

### 1. ALLY KISHIMBA (CEO)

- Strategic Vision and Leadership: responsible for defining the company’s overall vision, mission, and long-term strategic goals. They provide leadership and direction to the entire organization, aligning all departments with the company’s objectives.
- Decision-Making and Resource Allocation: makes high-level decisions about resource allocation, partnerships, and major projects. They ensure resources are directed towards initiatives that align with the company’s strategy and maximize growth.

### 2. HARUNA ABDALLAH (CFO)

- Overseeing Day-to-Day Operations: The COO manages the daily operations of the company, ensuring that all business activities are efficient, meet quality standards, and are aligned with strategic goals.
- Implementing Business Strategies: The COO translates the CEO’s vision into actionable plans, managing processes and teams to achieve business objectives. They focus on optimizing processes, improving productivity, and streamlining operations.

### 3. YEKIN MCHUKA (COO)

- Financial Planning and Analysis: The CFO is responsible for overseeing the company’s financial health. This includes budgeting, forecasting, and analyzing financial performance to support strategic decision-making.
- Risk Management and Compliance: The CFO ensures that the company adheres to legal and regulatory requirements, manages financial risks, and develops policies to safeguard the company’s assets and maintain financial integrity.

## 5.3 Supporting Team

SENJARO GROUP employed qualified staff to implement and take through the management decisions in daily operation, marketing, Supervision of works and strategic works all the time. Recruitment of staff is managed by Human Resource Policy. The table below summarizes the position and number of supporting staffs to be employed;

Table 6 Supporting staff qualifications

S/ N	TITLE/POSITION	Available staff
1	MARKETING DEPARTMENT	1
2	OPERATIONS DEPARTMENT	2
3	CUSTOMER SERVICE	1

## 6 FINANCIAL PLAN

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### 6.1 Current Investment

For the period of 3 years being in business operations, the company managed to accumulate the total wealth amount to TShs **320,000,000** being both recurrent costs and capital expenditure as summarized below;

S/n	Type of Asset/Investment	Quantity/size	Value
1	Mobile App and Web Platform		100,000,000
2	Office Space and Equipment		30,000,000
3	Office Real Estate / Houses		70,000,000

### 6.2 Project Financing

#### 6.2.1 Proposed investment plan

The proposed total investment cost for the whole project in a period of 5 years is Tshs 4,000,000,000 where we plan to invest in 5 phases, 1 Year 1 Phase Model

##### 6.2.1.1 Project operation costs

The current operation costs for all existing business units are summarized in table number 7 while upon addition of 5 vehicles, the recurrent costs will be as shown on table 7 under which the company will be covering all operation costs as currently doing to the existing business ventures.

**Table 7 : Current Operation Costs**

Outflows	Monthly
Rent	2,500,000
Salaries	8,000,000
Electricity bills	300,000
Water Bills	100,000
Security guard	50,000
Purchases	300,000
Internet	250,000
Vehicles Insurance	300,000
Vehicles Fuel	1,500,000
Vehicles repair and maintenances	500,000
<b>TOTAL (TShs)</b>	<b>13,800,000</b>

## 6.2.2 Timeframe for project completion and launching

Year	Objective	Details	Expected Completion
Year 1 (Feb 2025 - Jan 2026)	Acquisition of Safari Vehicles	Purchase 6 safari vehicles to expand service offerings in the Northern Circuit (e.g., Serengeti, Ngorongoro). This fleet will cater to luxury and adventure tourism, enhancing service reliability and capacity.	January 2026
Year 2 (Feb 2026 - Jan 2027)	Investment in Accommodations	Begin investments in safari accommodations, such as luxury safari tents, eco-friendly cabins, and glamping facilities. Locations will be strategically placed within Northern Circuit sites and areas that offer scenic, immersive experiences.	January 2027
Year 3 (Feb 2027 - Jan 2028)	Fleet Expansion and Zanzibar Market Entry	Acquire additional safari vehicles to meet growing demand, and launch operations in Zanzibar. Introduce water sports activities (e.g., snorkelling, jet skiing, sunset cruises) to diversify offerings and attract adventure tourists.	January 2028
Year 4 (Feb 2028 - Jan 2029)	Launch of Cultural Tourism Experiences and Expansion of Mobile App Capabilities	Establish cultural tourism packages, including guided visits to Maasai villages, Swahili cooking classes, and traditional Tanzanian music/dance workshops. Enhance the Senjaro mobile app with new features for booking, local experiences, and real-time support.	January 2029

Year 5 (Feb 2029 - Jan 2030)	Eco-Tourism and Sustainability Initiatives	Introduce eco-tourism programs focusing on conservation efforts, guided wildlife photography tours, and partnerships with local conservation organizations. Launch a "Green Tourism" initiative to promote sustainable practices across all operations, including vehicle fleet upgrades to eco-friendly options and waste reduction measures.	January 2030
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## 6.3 Revenue Projections

### 6.3.1 Source of revenue

S/N	Name of Business Unit	Source of Revenue
1	Safari Tours and Safaris	Revenue from guided safari tours, including Northern Circuit safaris and Zanzibar tour packages tailored for luxury and adventure tourists.
2	Car Rentals and Transfers	Revenue from safari vehicle rentals, airport transfers, and transportation services in tourist hubs like Zanzibar and Arusha.
3	Accommodations	Revenue from safari tents, eco-lodges, cabins, and glamping facilities aimed at high-end and eco-conscious tourists.
4	Water Sports and Activities	Revenue from activities in Zanzibar, including snorkelling, scuba diving, dhow cruises, and other water-based adventures.
5	App and Website Commissions	Commissions from bookings and services processed through the Senjaro mobile app and website, including tours, rentals, and packages.
6	Ad Space on App and Website	Revenue from selling ad space to tourism-related businesses, including hotels, restaurants, and other service providers targeting the tourism market.

## 6.4 Financial Projections

### 6.4.1 Cash flow projections for 5 years

Period	Safari Tours	Car Rentals & Transfers	Accommodations	Water Sports & Activities	App & Website Commissions	Ad Space	TOTAL
Y2024-25	USD 12,000	USD 36,000	USD 18,000	USD 8,500	USD 7,000	USD 2500	USD 84,000
Y2025-26	USD 72,000	USD 216,000	USD 108,000	USD 12,000	USD 15,000	USD 3700	USD 426,700
Y2026-27	USD 108,000	USD 288,000	USD 144,000	USD 18,000	USD 19,000	USD 4500	USD 581,500
Y2027-28	USD 144,000	USD 360,000	USD 180,000	USD 26,000	USD 24,000	USD 5600	USD 739,600
Y2028-29	USD 154,000	USD 432,000	USD 216,000	USD 32,000	USD 30,000	USD 7800	USD 871,800

## 6.5 Financial Analysis

### 7.5.1 Revenue Growth Analysis

The cash flow projections illustrate steady growth across each revenue category. Here's a breakdown of the percentage growth from one year to the next:

**Year 1 (Y2024-25):** Initial revenue of USD 84,000, primarily driven by car rentals and transfers.

**Year 2 (Y2025-26):** Total revenue rises to USD 426,700, marking a 408% increase due to expanded services in tours, accommodations, and app/website commissions.

**Year 3 (Y2026-27):** Total revenue increases to USD 581,500, a 36% growth from the previous year. This growth is influenced by additional vehicle acquisitions and continued market expansion.

**Year 4 (Y2027-28):** Revenue climbs to USD 739,600, representing a 27% growth. Factors include expanded water sports activities and higher app engagement.

**Year 5 (Y2028-29):** Revenue reaches USD 871,800, a 17.9% increase due to maturity in service offerings and heightened ad space revenue.

### 7.5.2 Contribution Analysis by Revenue Stream

- Tours: Steady growth from USD 12,000 in Year 1 to USD 154,000 in Year 5. As Senjaro expands its safari offerings, the tours segment becomes a critical revenue driver, contributing 17.7% of total revenue in Year 5.

- Car Rentals & Transfers: Starting at USD 36,000, this segment grows to USD 432,000 by Year 5, maintaining a consistent and substantial share (approx. 50%) of annual revenue, especially in tourism hubs.

- Accommodations: Expected to grow from USD 18,000 in Year 1 to USD 216,000 in Year

5. Investments in eco-lodges, glamping tents, and unique stays support a steady increase in occupancy rates.

- Water Sports & Activities: Revenue starts at USD 8,500 and grows to USD 32,000 in Year 5, accounting for 3.7% of total revenue by Year 5. Growth is driven by increased demand for unique experiences in Zanzibar, especially among adventure tourists.

- App & Website Commissions: Beginning at USD 7,000, this revenue source reaches USD 30,000 in Year 5, bolstered by increased booking volumes and new digital features.

- Ad Space: Starting at USD 2,500, ad space revenue grows to USD 7,800 in Year 5 as the app and website gain popularity among tourism-related advertisers.

### **7.5.3 Cost Analysis**

To support this growth, several cost factors need consideration:

- Operating Costs: Increase proportionally as services expand. These include vehicle maintenance, staffing, marketing, utility payments, and digital infrastructure costs.

- Marketing and Ad Spend: Initial investments in branding, social media, and advertising will be high, particularly in Years 1-3, to build brand awareness and drive app engagement.

- App and Website Maintenance: Upgrades to app functionality, security, and user experience will require a steady investment, which is essential for supporting both booking commissions and ad revenue.

### **7.5.4 Profitability Analysis**

With a projected revenue of USD 2,703,600 over five years, Senjaro's profitability will depend on the company's ability to manage costs effectively. Profitability is expected to increase significantly starting in Year 3 as initial investments begin to yield higher returns.

- Net Profit Margins are anticipated to be low in Years 1 and 2 due to high capital expenditures (vehicle acquisition, accommodations, and app development). However, by Years 3-5, with stabilized operational costs and increased service demand, margins should improve.

- Break-even Point is likely to occur midway through Year 2, as accumulated revenue surpasses initial capital expenditures.

### **7.5.5 Profitability Analysis**

Given the significant capital outlay in early years, ROI projections look favorable by Year 5, as revenue streams are diversified and well-established. By analyzing both cumulative revenue and

anticipated operating costs, Senjaro is on track for a substantial ROI within five years, particularly with strong growth in high-margin areas like app commissions and ad space.

#### **7.5.6 Risks and Mitigation**

**Market Risks:** Competitive pricing and growing market entrants could impact revenue. Mitigation includes differentiation through unique accommodations and exclusive experiences in Zanzibar.

**Operational Risks:** Maintenance costs for an expanding fleet and increased staffing requirements are anticipated. Regularly upgrading fleet management systems and establishing strong maintenance protocols can offset these expenses.

**Regulatory Risks:** Potential changes in government policies on tourism could affect operations. Staying compliant with TIC and maintaining active membership in industry associations will help mitigate regulatory risks.

## 6.6 Milestones and Attachments

S/N	Planned Milestone	Accomplishment Time	Status
1	Complete acquisition of 6 safari vehicles for Northern Circuit	January 2026	In Progress
2	Launch and market Senjaro mobile app and website	March 2025	Completed
3	Start operations with expanded fleet in Northern Circuit	February 2026	Planned
4	Begin investment in accommodations (safari tents, cabins)	November 2026	Planned
5	Expand operations into Zanzibar, introducing water sports and other Activities	July 2027	Planned
6	Acquire additional vehicles to meet increased demand	September 2027	Planned
7	Launch cultural tourism packages and app feature upgrades	September 2028	Planned
8	Implement eco-tourism and sustainability initiatives	December 2029	Planned

## 7 APPENDICES

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### 7.1 Appendices

- [www.tanzaniatourism.go.tz](http://www.tanzaniatourism.go.tz)
- [www.nbs.go.tz](http://www.nbs.go.tz)
- [www.wttc.org](http://www.wttc.org)
- [www.unwto.org](http://www.unwto.org)
- [www.mnrt.go.tz](http://www.mnrt.go.tz)