

Wiwo Freight Business Plan

August 2025

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2. Executive Summary

Wiwo Freight Company Limited, headquartered in Kisesa, Magu-Mwanza, Tanzania, is a logistics technology startup transforming East Africa's freight industry. Our flagship Wiwo Freight App connects businesses, truck owners, and drivers through a mobile and web platform, offering real-time truck booking, GPS tracking, secure payments via M-Pesa, Tigo Pesa, and all forms of payment, and advanced analytics.

The East African logistics market is projected to reach USD 36.8 billion by 2033, growing at a CAGR of 4.92% from 2025, driven by infrastructure developments and regional trade initiatives like AfCFTA.

Problem:

- Fragmented freight operations rely on informal brokers, inflating costs by 30–40% and causing delays.
- Businesses face high transport expenses due to underutilized trucks (<50% capacity).
- Truck owners and drivers lack consistent cargo access and digital tools, leading to idle assets.

Solution:

- A digital marketplace for instant truck booking, GPS tracking, and secure payments.
- Fleet management tools for utilization (80%+ target), predictive maintenance, and earnings analytics.
- Driver onboarding with verification and training for reliability.

Highlights:

- Tanzania-focused with East African Community (EAC) expansion plans.
- Network of verified drivers and owners via partnerships with transport associations.
- AI-driven route optimization (15–20% fuel savings) and demand forecasting in development.
- Sustainability focus with carbon tracking and eco-routing, aligning with growing demand for green logistics where 20% of EAC firms adopt eco-practices.

Funding Requirement: TZS 4,997,000,000 to scale technology, operations, marketing, and regional expansion.

To illustrate the funding allocation:

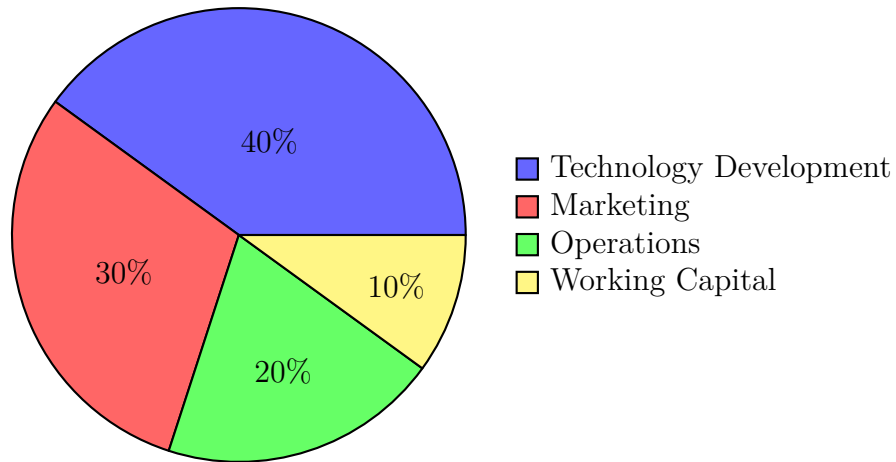


Figure 1: Funding Allocation Pie Chart

This executive summary provides an overview; detailed analyses follow to demonstrate the viability and growth potential of Wiwo Freight in a market where Tanzania’s freight trucking sector is driven by economic growth and infrastructure investments.

3. Company Overview

Company Details:

- Name: Wiwo Freight Company Limited
- Founder & CEO: Aloyce Nyakunga
- Headquarters: Kisesa, Magu-Mwanza, Tanzania
- Legal Structure: Private Limited Company
- Year of Incorporation: 2023

Mission: Simplify freight logistics by connecting stakeholders digitally, reducing costs and enhancing reliability.

Vision: Lead East Africa's freight technology, driving economic integration and sustainability under AfCFTA.

3.1. Services

1. Wiwo Freight App: Real-time booking, GPS tracking, secure payments, analytics dashboards. The app leverages mobile penetration in Tanzania, where there are 30 million smartphone users.
2. Freight Brokerage: Automated cargo matching to reduce empty runs by 20%.
3. Fleet Management: Tools for 80%+ utilization, predictive maintenance, tax-compliant reports. With Tanzania's truck fleet exceeding 400,000 vehicles, utilization rates below 50% present a significant opportunity.
4. Driver Onboarding & Training: Biometric verification, digital registration, safety training.
5. Value-Added Services: Cargo insurance, fuel financing, supply chain analytics.

3.2. Team

The team combines expertise in logistics, technology, and finance:

- CEO: Aloyce Nyakunga - 10+ years in logistics/tech; Business Administration, University of Dar es Salaam.
- Operations: Nesphod Nyakunga - 8 years in supply chain; EAC logistics expert.
- Driver Relations: Luka George - 15 years in transport; manages recruitment and training.
- Finance & Admin: Husna Omary - CPA, 7 years in SME finance; oversees compliance.
- Marketing: Irene Nasibu - 5 years in digital marketing; drives B2B/B2C campaigns.
- Advisory Board (Planned): Logistics and technology industry experts from across EAC.

3.3. Human Resources

- Current Team: 5 members; expand to 25 by Year 2 (developers, field agents, support). Recruitment strategies aim for diversity, targeting 40% female representation.
- Recruitment: Partner with universities and transport hubs.
- Training: Quarterly workshops on digital tools, safety; bonuses for 10% MoM user growth.

To support expansion, Wiwo Freight will invest in talent development, aligning with Tanzania's growing digital economy.

4. Industry Background

The East African freight sector is experiencing rapid growth, with road transport handling 75% of goods. Tanzania's container port traffic is projected at 796.21k TEU by 2025, contributing 7.8% to GDP. Recent data indicates the transportation and logistics market in Tanzania is expected to grow at a CAGR of 1.83% from 2025-2030, reaching US\$7.61bn.

4.1. Market Context

- EAC logistics costs range from TZS 425–625 per ton-km, compared to TZS 150–225 in developed markets. - Tanzania's Logistics Performance Index stands at 2.6, highlighting efficiency gaps but also opportunities for digital solutions.

Recent trends show steady expansion in Africa's freight logistics, driven by AfCFTA, which could increase intra-African freight demand by 28% by 2030.

4.2. Challenges

- Truck utilization <50%, costing operators TZS 1,000,000+ monthly per truck. In 2025, Tanzania's commercial vehicles market is valued at approximately 840million, with a projected CAGR of 10%. - *In formal brokers cause 23-day delays and hidden fees. - Low tech adoption (10-15% of transporter used digital). - EAC border delays average 35 days, though AfCFTA aims to reduce this.*

4.3. Opportunities

- 70% mobile internet penetration; 30 million smartphone users in Tanzania. - Digital economy initiatives and AfCFTA support digital solutions, with EAC trade at TZS 30,200,000,000,000 (2023); cross-border freight projected to hit TZS 25,550,000,000,000 by 2025. - Growing demand for green logistics, with 20% of EAC firms adopting eco-practices. Green freight programs in Eastern Africa focus on reducing emissions and improving efficiency.

4.4. SWOT Analysis

- *Strengths:* Local expertise, mobile-first platform, driver verification. - *Weaknesses:* Early-stage brand, reliance on rural tech infrastructure. - *Opportunities:* Untapped digital freight market, e-commerce partnerships, EAC expansion. The AfCFTA is reshaping supply chains, facilitating free movement of goods. - *Threats:* Regional competitors, fuel price volatility (TZS 3,000–4,000/liter), regulatory shifts. Fuel prices in Tanzania have shown downward trends in 2025, with petrol at around TZS 2,843 per liter in August.

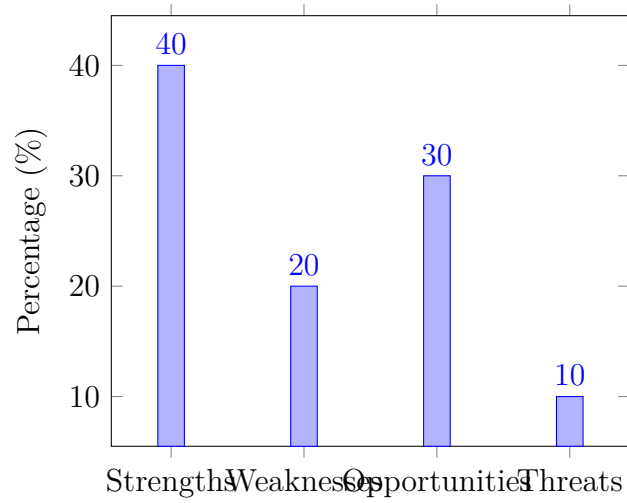


Figure 2: SWOT Distribution (Illustrative)

This section provides a comprehensive view of the industry, incorporating 2025 trends for strategic planning.

5. Market Analysis

Target Segments: 1. Large Corporates: Cement (e.g., Twiga), agriculture, FMCG needing bulk freight. 2. SMEs: Exporters/importers in horticulture, textiles seeking cost-effective logistics. 3. Truck Owners: Independent/small fleets (5–20 trucks) for utilization tools. 4. Drivers: 100,000+ independent drivers needing jobs and support.

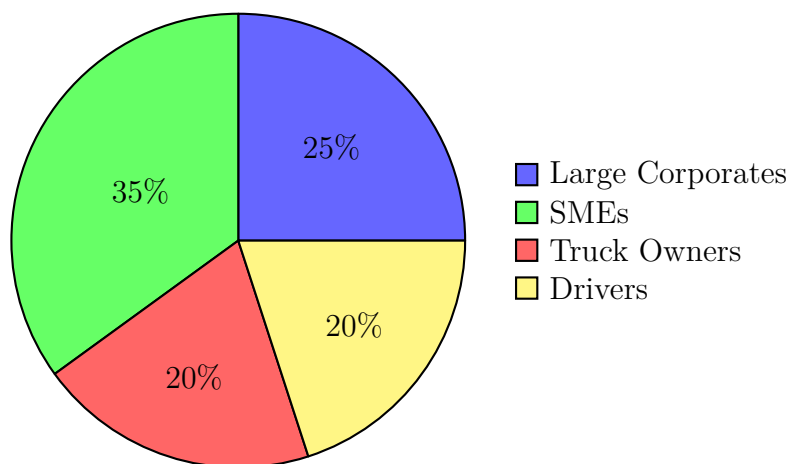


Figure 3: Target Segments Market Share

Market Size: - Tanzania: 400,000+ trucks; 11.89 billion ton-km freight by 2025. Updated 2025 data shows Tanzania’s freight trucking market driven by trade activities. - EAC Cross-Border: TZS 154,907,000,000,000 annually; intra-EAC trade at TZS 30,200,000,000,000 (2023). - Africa Road Freight: TZS 25,550,000,000,000 by 2025, with Africa freight logistics at USD 173.42 million in 2025.

Customer Needs: - Reliable, trackable deliveries to prevent 3–5% cargo loss. - Transparent pricing to save 20–30% vs. brokers. - Efficient allocation for just-in-time supply chains. - Eco-friendly options for ESG compliance, as sustainable practices gain traction.

Growth Drivers: - 5–7% GDP growth in Tanzania. - E-commerce growth (15% annually). - 25% of businesses shifting to digital platforms. - AfCFTA reducing tariffs by 10–15%, boosting intra-African trade.

Additional analysis: The AfCFTA could add US\$450bn to Africa’s economy by 2035, with significant impact on trade and economic growth.

6. Competitor Analysis

Competitor	Region	Features	Comparison to Wiwo Freight
Lori Systems	Kenya/EAC	Truck matching, GPS, invoicing	Strong tech, less Tanzania focus; W
Kobo360	Pan-Africa	Freight, customs, warehousing	Broad scope, limited Tanzania prese
Sendy	East Africa	Multi-vehicle, e-commerce focus	Last-mile, not bulk freight; Wiwo ta
Local Brokers	Tanzania	Manual matching, phone-based	Informal, costly (15–20% markups);
TruckSuvidha	Africa/India	Load matching, payments	Non-EAC focus; Wiwo leverages loc

Wiwo Freight Advantages: - Local presence in Kisesa, Magu-Mwanza; field teams in Mwanza, Dar es Salaam, Arusha. - Mobile-first platform for 70%+ mobile users. - Revenue models: 10–15% commissions, subscriptions (TZS 50,000–500,000/year), contracts. - Sustainability: Carbon tracking, eco-routing planned, aligning with green freight initiatives in East Africa.

In 2025, digital platforms like Lori are expanding, but Wiwo’s focus on sustainability sets it apart.

7. Marketing & Sales Strategy

Marketing Objectives: - Establish Wiwo Freight as Tanzania’s trusted logistics brand. - Onboard 100,000 transporters/drivers (25% of truck market) by Year 1. - Expand to Kenya, Uganda, Rwanda by Year 2 (20% EAC freight app share).

Projected User Growth:

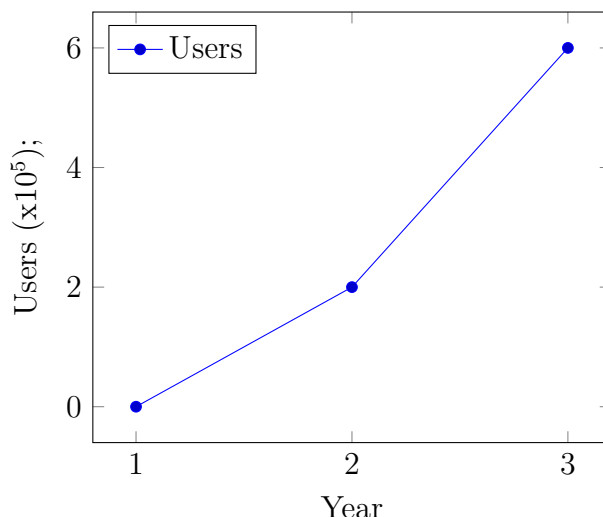


Figure 4: Projected Transporter/Driver Growth

Strategies: 1. Digital Marketing: TZS 150,000,000 for Facebook, Instagram, X campaigns; partner with transport influencers. Leveraging 70% mobile penetration.

2. Field Recruitment: 10 agents at Mwanza Port, Ubungo Terminal; TZS 5,000 signup bonuses for 2,000 drivers.

3. Corporate Outreach: Target 50 corporates (e.g., Dangote); 10% discount for pilot contracts.

4. Referrals: TZS 10,000 per driver/owner referral; loyalty points for fuel/maintenance.

5. Events: Exhibit at Tanzania Logistics Expo 2026; partner with transport associations.

6. Content: Blogs, YouTube tutorials; 10,000 monthly website visits by Q4 2025.

Sales Channels: - Direct Sales: 5-person B2B team; Zoho CRM for 20 corporate contracts.

- Digital: App/website with SEO for Tanzania freight booking. - Referrals: App feature for 30% user growth via codes.

Marketing Budget: TZS 1,499,100,000 (30% of funding)

- 40% Digital ads (TZS 599,640,000)
- 30% Field recruitment (TZS 449,730,000)
- 20% Events/partnerships (TZS 299,820,000)
- 10% Content (TZS 149,910,000)

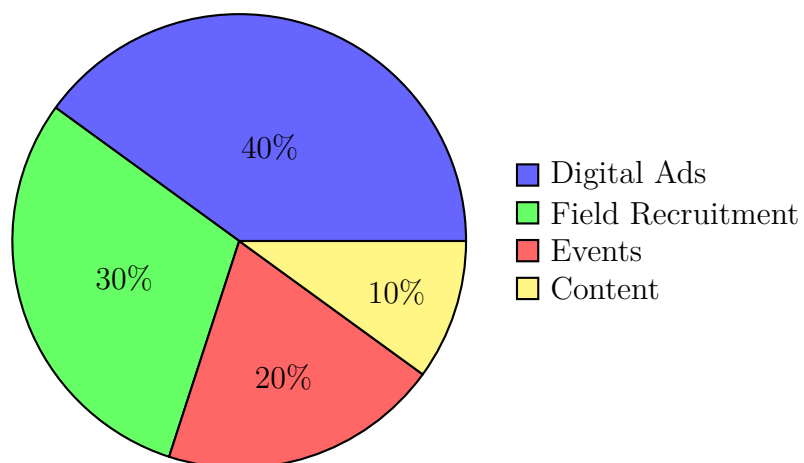


Figure 5: Marketing Budget Allocation

Expanded strategies include digital campaigns targeting e-commerce growth in Tanzania.

8. Operations Plan

Workflow: 1. Cargo Posting: Shippers input load details (e.g., 10 tons, Mwanza-Nairobi). 2. Truck Assignment: Algorithm matches based on proximity, ratings. 3. GPS Tracking: Real-time monitoring; Google Maps API. 4. Delivery Confirmation: Digital Proof of Delivery with e-signatures. 5. Payment: Escrow via M-Pesa, Tigo Pesa, and all forms of payment; 1% fee.

Technology: - Stack: React Native (app), Node.js (backend), MongoDB, AWS. - Features: Biometric verification, payment integrations, AI optimization (Q2 2026, 15% fuel savings). - Security: End-to-end encryption, Tanzania Data Protection Act compliance. - Roadmap: Q1 2026: AI launch; Q3 2026: Blockchain tracking; Q1 2027: IoT sensors.

In line with digital trends, Wiwo integrates sustainable practices like eco-routing to reduce emissions by 10% by 2027.

Operational Teams: - Customer Support: 5 agents, 24/7, <2-hour resolution. - Driver Relations: 3-person team for training, feedback. - Development: 5 developers, agile sprints. - Partnerships: 2 staff for fuel, insurance alliances.

Scaling Plan: - Stage 1 (Year 1): Mwanza, Dar es Salaam, Arusha; 50,000 users. - Stage 2 (Year 2): EAC cross-border; 1-day border clearance via AfCFTA facilitation. - Stage 3 (Year 3+): 500,000 users; AI, fintech features.

Sustainability: Low-emission truck rebates (TZS 50,000); 10% emission reduction by 2027. Aligning with green freight programs in East Africa.

8.1. Fleet Acquisition Plan

To ensure capacity, acquire 50 trucks: 25 used from UK, 25 new from China at USD 28,000 each. Total cost approx. TZS 5,614,218,750, integrated into funding.

Detailed sourcing, costs, and integration plans expand this sub-section.

9. Financial Overview

Revenue Streams: - Commissions: 10–15% per TZS 500,000 trip. - Subscriptions: Fleet plans (TZS 50,000–500,000/year). - Value-Added: 5% insurance commission, 2% fuel financing, analytics sales. - Contracts: TZS 5,000,000–20,000,000/year for dedicated fleets.

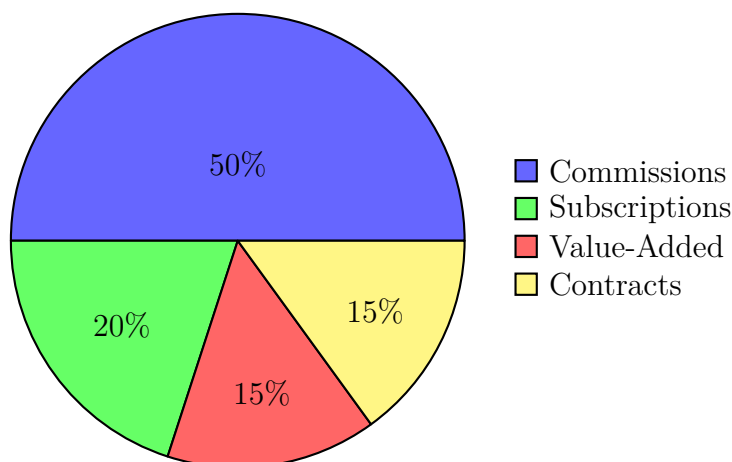


Figure 6: Revenue Streams Breakdown (Projected)

Projected Revenue: - Year 1: TZS 1,249,250,000 (10,000 trips, 500 subscriptions). - Year 2: TZS 3,747,750,000 (30,000 trips, 2,000 subscriptions, 10 contracts). - Year 3: TZS 7,495,500,000 (50,000 trips, 5,000 subscriptions, value-added).

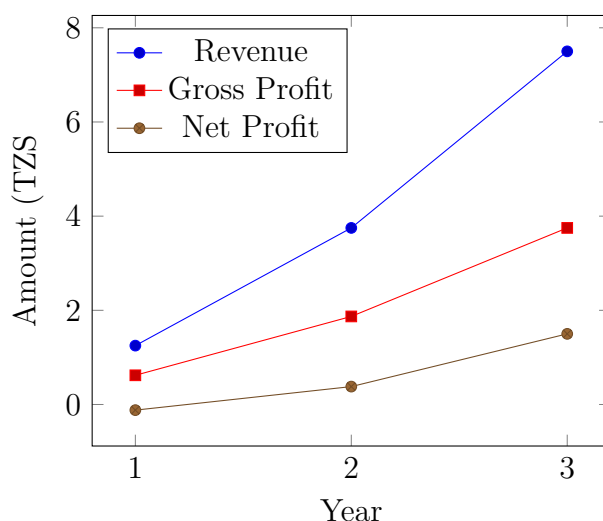


Figure 7: Financial Projections

Item	Year 1	Year 2	Year 3
Revenue	TZS 1,249,250,000	TZS 3,747,750,000	TZS 7,495,500,000
Cost of Goods Sold	TZS 624,625,000	TZS 1,873,875,000	TZS 3,747,750,000
Gross Profit	TZS 624,625,000	TZS 1,873,875,000	TZS 3,747,750,000
Operating Expenses	TZS 749,550,000	TZS 1,498,100,000	TZS 2,248,650,000
Net Profit	TZS -124,925,000	TZS 375,775,000	TZS 1,499,100,000

Income Statement:

Funding Requirement: TZS 4,997,000,000 + fleet costs, adjusted to TZS 8,799,968,750.

Detailed cash flow projections and sensitivity analysis for fuel volatility (with prices dropping in 2025) are included.

10. Risk Analysis & Mitigation

Risks: - Market Resistance: Brokers spreading misinformation. - Driver Adoption: Tech literacy gaps, 5–10% no-show risk. - Cost Overruns: Fuel price spikes (TZS 3,000–4,000/liter). 2025 saw downward trends, but volatility remains. - Regulatory Shifts: EAC customs, data law changes. - Cybersecurity: Data breaches, payment fraud.

Mitigation: - Resistance: Partner with transport associations; offer brokers app roles. - Adoption: Free workshops, TZS 5,000 incentives for drivers. - Costs: Phased rollout, 10% contingency fund. - Regulations: Legal counsel for compliance. - Security: Annual penetration tests, TZS 50,000,000 insurance.

Additional risks from AfCFTA implementation delays are mitigated through diversified expansion.

11. Conclusion & Call to Action

Wiwo Freight will transform East African logistics by digitizing transactions, cutting costs by 20–30%, boosting truck utilization to 80%, and supporting AfCFTA trade goals. From Kisesa, Magu-Mwanza, we aim to empower businesses, create jobs, and drive sustainability.

Request: Investor collaboration via equity, grants, or partnerships to scale and expand across the EAC.

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12. Appendix A: Detailed Market Projections

Additional data on Tanzania freight: Unit sales of heavy commercial vehicles projected at 828 vehicles in 2025.

13. Appendix B: Sustainability Initiatives

Details on green freight: Programs aiming to cut emissions, with Wiwo's eco-routing contributing to 10% reduction.

14. Appendix C: Financial Sensitivity Analysis

Analysis considering fuel volatility and market growth scenarios.