

RAWASI TRANSPORTERS LIMITED

BUSINESS PLAN - 2025

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**RAWASI TRANSPORTERS LIMITED
BUSINESS PLAN**

2025

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Executive summary

Rawasi Transporters Limited is a newly established private logistics and transport company, incorporated on 20th November 2025 with an authorized capital of TZS 400,000,000. Operating from Dar es Salaam, the company provides road freight transport, warehousing, cargo handling, and integrated logistics support services. Our mission is to deliver reliable, safe, and efficient transport solutions while contributing to Tanzania's growing logistics sector. The company is owned and managed by Brenda Simon Mwasipu (Director/ Secretary,) and Abdirahman Mohamed (Director).

Added Value

1. Providing timely, tracked, and secure cargo movement.
2. Offering bonded and refrigerated storage solutions.
3. Creating local employment in transport and logistics.
4. Supporting Tanzania's trade and industrial growth through efficient supply chain services.
5. Leveraging technology for fleet management and customer transparency.

Keys to Success

1. Secure anchor clients in manufacturing, retail, and import/export sectors.
2. Implement GPS tracking and fleet management software.
3. Maintain high safety and compliance standards.
4. Develop a strong brand reputation for reliability.
5. Optimize route planning and fuel management.
6. Apply for and utilize TIC investment incentives.
7. Expand service coverage to key regional corridors.

Company Summary

Rawasi Transporters Limited operates under ISIC codes covering: Freight transport by road, Warehousing and storage, Cargo handling, Other transportation support activities, Courier activities. We aim to become a recognized and trusted logistics partner in Tanzania within three years. The company will offer customers with honest care and comfortable enjoyment to make customers to enjoy first-class services and education.

Our team

The company is led by a hands-on management team with complementary skills:

Brenda Simon Mwasipu (Director & Company Secretary) Oversees operations, finance, and compliance.

Abdirahman Mohamed – Director, Leads business development, client relations, and fleet management.

Planned hires for 2025 include: Operations Manager, Accountant, Truck Drivers, Warehouse Assistants, Logistics Coordinator.

Purpose

This business plan provides a roadmap for Rawasi Transporters Limited's launch and first-year operations. It outlines market strategy, financial projections, operational setup, and growth milestones to ensure disciplined execution and stakeholder alignment.

Scope of operations

Initial operations will focus on Dar es Salaam and key routes to: Arusha, Mwanza, Dodoma, Mbeya and other route in other regions will come after company to grow.

Services will include:

- a. Full truckload (FTL) and less-than-truckload (LTL) transportation.
- b. Warehousing (general, bonded, cold storage).
- c. Port cargo handling and container stuffing/stripping.
- d. Customs clearance support.
- e. Courier and express parcel delivery.

Who We Are?

Rawasi Transporters Limited is a private transport and logistics company registered under the Companies Act. We serve businesses requiring reliable movement and storage of goods across Tanzania.

Why We Do It

At Rawasi Transporters Limited we believe efficient logistics is a catalyst for trade and economic growth. By providing professional transport services, we help businesses reduce costs, improve supply chain reliability, and focus on their core operations.. "We believe in doing well by doing good."

Vision

Rawasi Transporters Limited need to be a leading integrated logistics solutions provider in Tanzania, recognized for reliability, innovation, and customer care. Also, To become Tanzania's most trusted and innovative logistics partner, recognized for transforming supply chain efficiency and contributing significantly to regional economic integration and growth by 2030.

Mission

Rawasi Transporters Limited is committed to delivering exceptional logistics solutions through:

- a. Reliability: Ensuring timely and secure movement of goods across Tanzania
- b. Innovation: Leveraging technology to enhance operational efficiency and customer experience
- c. Sustainability: Implementing environmentally responsible practices throughout our operations
- d. Partnership: Building lasting relationships with clients based on trust and mutual success
- e. Excellence: Maintaining the highest standards of service quality and professional integrity"
- f. To deliver safe, on-time, and cost-effective transport and storage services.
- g. To leverage technology for real-time tracking and operational efficiency.
- h. To create sustainable employment and skill development in logistics.
- i. To maintain the highest standards of compliance and safety.

We believe that Rawasi Transporters Limited should align with the shared core values of the company. We will strive to live these values and incorporate them into all that we do.

Core values

Are the guiding principles that dictate behavior and action. Core values will help us to know what is right from wrong; they will help our company to determine if we are on the right path and fulfilling our business goals; and they create an unwavering and unchanging guide. They are defined as the ideals and principles that guide how we act.

It is a summary of the beliefs our company holds in regard to customer interaction, responsibility to the community and employee satisfaction. Our company's core values become the objectives necessary to create a positive corporate culture.

Integrity

Our mission is to provide Transparent business practices in all dealings, Honest communication with stakeholders, Compliance with legal and regulatory requirements, Zero tolerance for corruption or unethical behavior.

Quality of services

We believe that our clients deserve fair and efficient transportation services. We will provide these services to them in a convenient, participatory and timely manner as possible.

Transparency

We shall give our clients complete and accurate information and educate them about the terms of transportation services offered by us in a manner that is understandable by them.

Fair practices

We are committed to ensure that our services to our clients are not unethical and deceptive. In providing transportation services including cargo transport, we are committed to fair practices to our clients.

Privacy of client information

We will safely guard personal information of clients, only allowing disclosure and exchange of such information to others who are authorized to see it with the knowledge and consent of client.

Integrating social values into operations

We believe that high standard of governance, participation, management and reporting are critical to our mission to serve our clients and to upload to core values.

Feedback mechanism

We shall provide our clients formal and informal channels for their feedback and suggestions to build our competences to serve our clients better.

BUSINESS SECTOR

Rawasi operates in the Transport, Logistics & Warehousing sector, which is growing due to:

- a. Expansion of Dar es Salaam Port.
- b. Increased regional trade.
- c. Growth in e-commerce and retail distribution.

Management Summary

	YEAR 2025	YEAR 2026	YEAR 2027
PERSONNEL COUNT			
EXECUTIVES	2	2	2
OPERATIONS	52	52	52
TOTAL PERSONNEL	54	54	54
PERSONNEL WAGES			
CEO	90,000,000	90,000,000	90,000,000
OPERATIONS	398,573,569.5	398,573,569.5	398,573,569.5
PERSONNEL COSTS			
EXECUTIVES	90,000,000	90,000,000	90,000,000
OPERATIONS	398,573,569.5	398,573,569.5	398,573,569.5
TOTAL PAYROLL	488,573,569.5	488,573,569.5	488,573,569.5

THE MARKET

Tanzania's logistics sector is expanding with GDP growth and infrastructure investments. Demand for road freight is driven by:

- a. Manufacturing and mining sectors.
- b. Agricultural exports.
- c. Retail and FMCG distribution.
- d. Construction material movement.

Market Opportunity:

Dar es Salaam road freight corridor handles over 60% of Tanzania's containerized cargo. Rawasi aims to capture a niche in dedicated freight and value-added logistics.

The Customers

- a. Importers/Exporters using Dar es Salaam Port.
- b. Manufacturers and wholesalers.
- c. Agricultural cooperatives.
- d. Construction companies.
- e. Retail chains and distributors.

Competitive Advantage and Profitability

Rawasi Transporters Limited embodies a profitable business model with five major components:

- a. Modern Fleet: Investment in well-maintained trucks (flatbeds, reefers).
- b. Technology Use: GPS tracking, digital documentation.
- c. Multi-Service Offering: Transport, storage and handling.
- d. TIC Incentives: Expected duty exemptions on imported trucks and equipment.
- e. Owner-Driven Management: Direct oversight by directors.

Marketing Strategy:

- a. Branded fleet and professional uniforms.
- b. Basic website and social media presence (LinkedIn, Instagram).
- c. Networking at trade fairs, chamber events, and port operator meetings.
- d. Referral program for existing clients.

Sales Strategy:

- a. Direct B2B sales targeting 50 companies in first year.
- b. Partnership with clearing & forwarding agents.
- c. Offer competitive pilot rates to first 10 clients.

Key Milestones

FY2025

- Raise Tsh 1,200,000,000 capital
- Make 20 customers per month
- Report on new location for central office
- Complete company setup, obtain licenses (SUMATRA, TFS, etc.), acquire 5 trucks.
- Begin operations, secure 5 anchor clients, implement tracking system.
- Apply for TIC Certificate of Incentives, add 3 more trucks.

FY2026

- Grow to Tsh 2,000,000,000 monthly
- Make 50 customers per month
- Expand Dar es Salaam offices
- Achieve monthly revenue of TZS 25M, review annual performance.

FY2027

- Grow to Tsh 2,500,000,000 monthly
- Make 100 customers per month
- Open another offices
- Lay groundwork for operations in 16 regions

FY2028

- Grow Tsh 3,000,000,000 per month
- Make 200 customers monthly
- Open 8 zonal offices and 12 branches in Tanzania main land

Key strategies

The key strategic pillars are fundamental business drivers that the RAWASI TRANSPORTERS LIMITED must focus on to maximize returns to its members and to meet the expectations of its stakeholders. The strategies, organized by group are:

Financial Performance Strategy

- To increase company's revenue by 25 percent annually
- To increase benefits from services we provide.
- To enhance cost-effective management programs.
- To review the minimum monthly deposit contribution and shares every two years

- To develop an operational efficiency strategy
- To ensure a fully computerized operation by 2025
- To enhance ICT competence among all committees/staff
- To mobilize resources to facilitate full computerization
- To develop/enhance Membership Growth and Management Strategy
- To recruit new and retain existing customers
- To mobilize and assess current levels of customers' satisfaction
- To ensure a committed board, supervisory committee and executives who will assist the company in achieving its vision and mission.

Products and Services Strategy

- **Five Core Service Lines:** Launch and scale road freight (general and specialized), warehousing (including bonded and cold storage), cargo handling, logistics support (freight forwarding/customs), and last-mile courier delivery.
- **Technology Integration:** Implement real-time GPS tracking, a digital customer platform, and automated SMS/email notifications for shipment updates.
- **Phased New Services:** Introduce document courier, bonded warehousing, and refrigerated transport to diversify offerings.
- **Competitive & Flexible Pricing:** Apply market-based pricing with discount structures (5-10%) for medium to long-term contracts.
- **Key Performance Targets:** Aim for 95% on-time delivery, under 0.5% cargo damage, 80% fleet utilization, and 24-hour complaint resolution.
- **Technology Investment:** Allocate TZS 14 million for fleet management software, warehouse systems, GPS devices, and a customer mobile app.
- **Staff Training & Certification:** Train drivers in defensive driving and hazardous goods handling; certify client-facing staff in customer service and basic customs procedures.

Marketing and Development of the New Products Strategy

- Digital-First Brand Launch & Visibility
- Strategic B2B Partnerships & Referral Networks
- Fleet Branding & Mobile Advertising
- Customer Retention & Loyalty Program

Leadership and Governance Strategy

- Ethical Governance and Regulatory Compliance
- Performance-Based Leadership Development
- Transparent Financial and Operational Oversight
- Stakeholder Engagement and Strategic Decision-Making

Funding Goals

Funding Source for RAWASI TRANSPORTERS LIMITED:

Shareholder equity – TZS 400,000,000 fully paid. Use of Funds (Categorized by Wards/ Areas):

1. Fleet & Mobility Ward – TZS 350,000,000

This covers the purchase of 5 trucks (3 flatbeds and 2 refrigerated), including vehicle registration, comprehensive insurance, and initial maintenance setup.

2. Facility & Infrastructure Ward – TZS 30,000,000

Allocated for warehouse setup (racking, security, lighting, and signage) and six months' advance rent for a warehouse facility in Sinza, Dar es Salaam.

3. Licensing & Compliance Ward – TZS 15,000,000

Funds required for business licenses and permits, including SUMATRA operating license, TIN/ VAT registration, local government business license, TRA compliance costs, and annual insurance premiums.

4. Technology & Systems Ward – TZS 5,000,000

Investment in essential technology: fleet tracking software, computers, printers, accounting software, communication tools, and initial IT setup.

Total Initial Investment: TZS 400,000,000

Use of Funds

RAWASI TRANSPORTERS LIMITED seeks to expand its current successful model. The funds will be used to give new qualified borrowers and leverage the operations in order to expand the loan portfolio.

Products offered

1. Road Freight Services :General and specialized (refrigerated, bulk, oversized).
2. Warehousing : Dry, cold, and bonded storage.
3. Cargo Handling : Loading/unloading, container devanning.
4. Logistics Support : Customs documentation, freight forwarding.
5. Courier/Distribution :Last-mile delivery within Dar es Salaam.

MARKETING PLAN

Primary Tools:

1. Vehicle branding.
2. Digital marketing (Google Business, social media).
3. Printed brochures for B2B distribution.
4. Word-of-mouth and referral incentives.

Target Areas:

Industrial zones in Dar es Salaam (Ubungo, Mandela, Kurasini).

COMPETITION ANALYSIS

Direct Competitors:

1. Large transport firms (Bakhresa, Mohamed Enterprises).
2. Regional truck owners.
3. International logistics companies (DHL, DSV).

Rawasi's Edge:

1. Agility and personalized service.
2. Multi-service capability.
3. Lower overhead costs.

Swot analysis

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is a tool used to provide a general or detailed snapshot of a RAWASI TRANSPORTERS LIMITED. Normally, every business needs a periodic check-up to diagnose and fix what has worn, what is on the verge of breaking down or what is already broken and needs replacement to keep the business robust. The transporters SWOT analysis sought to identify key underlying issues:

Table 1. SWOT Analysis

Strengths	Weaknesses
Strong capital base	New market entrant
Multi-service capability	Limited brand awareness
Owner-operated oversight	Dependence on key personnel

Opportunities	Threats
Port expansion projects	Fuel price volatility
Growth in regional trade	Regulatory changes
TIC incentives for investment	High competition
E-commerce logistics demand	Road infrastructure challenges

BARRIERS TO ENTRY

Entering Tanzania's transport and logistics sector involves significant challenges that require careful planning and resource allocation. The primary barriers can be summarized as follows:

1. **High Capital Investment:** Significant upfront costs are needed to purchase a reliable fleet of trucks and establish warehousing facilities. Ongoing maintenance, insurance, and technology integration further increase financial requirements.
2. **Complex Regulatory Compliance:** Multiple licenses and permits from agencies like SUMATRA, TRA, and local governments are mandatory. The process is time-consuming and requires strict adherence to safety, environmental, and operational regulations.
3. **Established Market Competition:** Long-standing relationships between existing logistics providers and their clients create loyalty that is difficult to break. Large competitors benefit from economies of scale and integrated service offerings that new entrants cannot immediately match.
4. **Shortage of Skilled Drivers:** There is a national deficit of professionally trained heavy goods vehicle drivers. Retention is challenging due to demanding job conditions, and many drivers lack specialized skills needed for modern logistics operations.
5. **Additional Operational Challenges:** Fluctuating fuel prices, poor road infrastructure, limited access to financing, and the need to adopt digital technologies add further layers of difficulty for new companies.

Rawasi's Strategic Response:

The company plans to overcome these barriers through phased fleet expansion, leveraging TIC incentives, focusing on niche SME markets, investing in driver training, and utilizing cost-effective technology platforms to enhance competitiveness from the outset.

FINANCIAL PROJECTIONS FOR 2025

Based on our operational plan and market analysis, Rawasi Transporters Limited expects to generate Total Revenue of TZS 300,000,000 in our first full year of operation. Below is a simple and clear breakdown of how we expect to earn this revenue and what our main costs will be.

REVENUE FORECAST – WHERE THE MONEY COMES FROM

We plan to earn revenue from four main service areas:

1. Freight Services – TZS 180,000,000

This is our main business. It is the income from transporting goods by road for our clients. We plan to operate 5-8 trucks, making trips to major cities like Arusha, Mwanza, and Dodoma. This amount assumes we successfully secure contracts with several anchor clients in manufacturing and retail.

2. Warehousing – TZS 40,000,000

This is the income from renting out storage space to our clients. We will offer secure storage in Dar es Salaam, including special services like cold storage for perishable goods and bonded storage for goods awaiting customs clearance.

3. Cargo Handling – TZS 30,000,000

This is the income from the physical loading and unloading of goods at ports, warehouses, and client locations. It includes services like container stuffing and de-stuffing, which are in high demand near the Dar es Salaam port.

4. Other Services – TZS 50,000,000

This includes income from our other planned services, such as:

- a. Logistics Support: Helping clients with customs documentation and freight forwarding.
- b. Courier & Last-Mile Delivery: Fast delivery of smaller parcels within Dar es Salaam.
- c. Any other value-added services: our clients may need.

OPERATING EXPENSES

To run our business, we will have several major costs:

1. Fuel & Vehicle Maintenance – TZS 90,000,000

This is our single biggest cost. It covers diesel for our trucks and regular maintenance to keep them safe and reliable. Careful route planning and vehicle upkeep are essential to control this expense.

2. Salaries & Wages – TZS 60,000,000

This pays our team, including drivers, warehouse staff, an operations manager, and an accountant. A skilled and motivated team is key to providing excellent service.

3. Warehouse Costs – TZS 20,000,000

This includes the rent for our storage facility, utilities (electricity and water), security, and insurance for the goods stored inside.

4. Admin & Marketing – TZS 25,000,000

- a. Administration: Covers office rent, utilities, communication, licenses, legal fees, and bank charges.
- b. Marketing: The budget for promoting our business through vehicle branding, a simple website, networking events, and promotional materials to attract our first clients.

PROFIT PROJECTION

After paying all our business costs, what remains is our profit.

- a. Total Revenue: TZS 300,000,000
- b. Total Expenses: TZS 195,000,000
- c. Projected Gross Profit: TZS 105,000,000

This gross profit is the money earned before paying corporate tax.

Corporate Tax (30%): TZS 31,500,000

By law, companies in Tanzania pay 30% of their profit as income tax.

Projected Net Profit After Tax: TZS 73,500,000

This projection shows a clear path to profitability within the first year, demonstrating that Rawasi Transporters Limited is a viable and promising business venture.

OPERATIONS & MANAGEMENT STRUCTURE

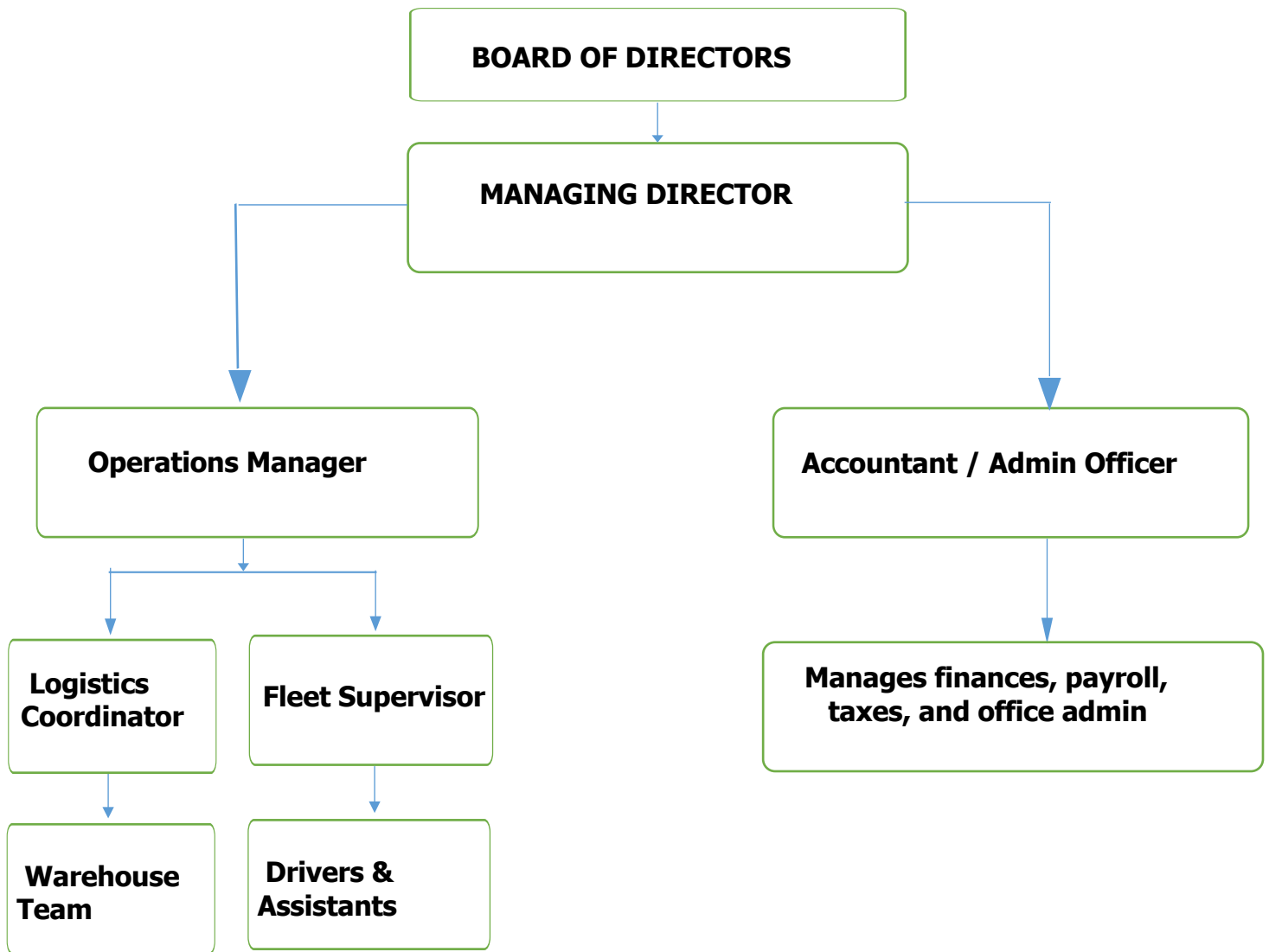
The success of Rawasi Transporters Limited depends on a clear organizational structure and efficient management processes. Our structure is designed to ensure strong leadership, smooth day-to-day operations, and accountability across all levels of the company. We combine experienced leadership with skilled operational staff to deliver reliable, safe, and professional logistics services.

Organizational Chart

Below is the visual structure of our team. This chart shows the reporting lines and areas of responsibility within the company:

MANAGEMENT AND ORGANIZATION STRUCTURE

Organization Structure



Detailed Roles and Responsibilities

1. Board of Directors

Role: Provides strategic direction, approves major investments, ensures legal and regulatory compliance, and oversees the overall health of the company.

Key Duties:

- a. Set long-term business goals and company policies.
- b. Approve annual budgets and major expenditures (e.g., truck purchases).
- c. Monitor financial performance and risk management.
- d. Represent the company to investors, partners, and key stakeholders.

2. Managing Director

Role: this position is responsible for day-to-day leadership and implementing the board's strategy.

Key Duties:

- a. Overall responsibility for company performance and profitability.
- b. Final decision-maker on operational and client matters.
- c. Main point of contact for high-level client relationships and partnership agreements.
- d. Ensures all departments are aligned and working towards common goals.

3. Operations Manager

Role: The core of daily activities, this manager ensures all transport and logistics services run smoothly, safely, and on time.

Key Duties:

- a. Plans and schedules all truck movements and driver assignments.
- b. Manages the warehouse, ensuring efficient storage and handling of goods.
- c. Ensures strict adherence to safety regulations and vehicle maintenance schedules.
- d. Supervises the Fleet Supervisor and Logistics Coordinator.
- e. Solves daily operational problems and reports directly to the Managing Director.

4. Accountant / Admin Officer

Role: Manages the company's financial health and administrative functions.

Key Duties:

- a. Handles bookkeeping, invoicing, payroll, and tax filings (TRA).
- b. Prepares monthly financial reports and tracks expenses against the budget.
- c. Manages office supplies, utilities, and administrative staff.
- d. Ensures all business licenses and insurance policies are up to date.

5. Logistics Coordinator

Role: Acts as the primary link between the company and its clients, coordinating orders and ensuring customer satisfaction.

Key Duties:

- a. Receives and processes client orders and requests.
- b. Coordinates with the Operations Manager to allocate resources for each job.
- c. Communicates delivery schedules and tracking information to clients.
- d. Handles customer inquiries and resolves service issues promptly.

6. Fleet Supervisor

Role: Directly responsible for the company's trucks and drivers, ensuring the fleet is roadworthy and drivers are performing well.

Key Duties:

- a. Conducts daily vehicle checks and organizes routine maintenance and repairs.
- b. Manages driver schedules, logbooks, and compliance with traffic laws.
- c. Implements driver safety training and performance reviews.
- d. Monitors fuel consumption and optimizes routes for efficiency.

7. Drivers & Warehouse Staff

Drivers: Responsible for the safe and timely delivery of goods. They are the face of the company on the road.

Warehouse Staff: Responsible for loading/unloading trucks, organizing storage, and maintaining warehouse cleanliness and security.



RAWASI TRANSPORTERS LIMITED