

## **MAKASA TANZANIA SAFARIS BUSINESS PLAN**

### **TOURISM AND TRAVEL SERVICES BUSINESS STRATEGY & DEVELOPMENT PLAN**

Makasa Tanzania Safaris (operating under Makasa Limited) is an established, owner-managed tourism and safari company operating in the United Republic of Tanzania. The Company specializes in the planning and execution of tailor-made private safaris for international clients, offering high quality, experience-driven travel across Tanzania's premier wildlife and cultural destinations.

Makasa Limited was established to operate within designated investment zones and priority tourism areas, with the primary objective of developing, managing, and delivering professional safari and tourism services that attract international and regional tourists, promote sustainable tourism, generate foreign exchange earnings, and contribute to national economic development in line with Tanzania Investment and Special Economic Zones Authority (TISEZA) objectives.

The Company is already operational and has been actively providing safari and tourism services for several years. Registration with the Tanzania Investment Centre / TISEZA intended to formalize, strengthen, and scale existing operations. This registration will enable the Company to benefit from investment facilitation, fiscal incentives, and regulatory support available to qualifying tourism investments.

Makasa Tanzania Safaris focuses on high-quality, personalized, and responsible tourism, offering customized itineraries that prioritize in-depth wildlife experiences, comfort, safety, and meaningful engagement with local communities and tourism partners. The Company does not operate mass-market or budget tourism models, but instead targets mid-range to high-end travelers seeking authentic and professionally managed safari experiences.

#### **1. STRATEGIC OBJECTIVES**

The strategic objective of Makasa Tanzania Safaris is to become a reliable and competitive tourism service provider by delivering memorable, safe, and value-driven travel experiences.

Key performance metrics include:

- a.** Customer Satisfaction Customer satisfaction is the core driver of our tourism business. We will measure satisfaction through client feedback, online reviews, repeat bookings,

and referrals. Positive experiences will strengthen our brand reputation and long-term sustainability.

- b.** Employee Satisfaction Motivated tour guides, drivers, and operational staff are essential for service excellence. Regular assessments, fair remuneration, and a supportive working environment will ensure high performance and professionalism.
- c.** Service Quality We will monitor punctuality, safety, professionalism, and consistency in service delivery, including tour guiding, transport, accommodation arrangements, and customer support.
- d.** Pricing Strategy Prices will be competitive while reflecting service quality, operational costs, and targeted profit margins. Flexible packages will cater for budget, mid-range, and luxury tourists.
- e.** Cash Flow Management Effective cash flow management will ensure smooth operations, timely payments to suppliers, staff salaries, vehicle maintenance, and marketing activities.
- f.** Gross Margins Monitoring gross margins per tour package will help evaluate profitability, cost efficiency, and pricing decisions.
- g.** Customer Loyalty Repeat clients, referrals, and long-term partnerships with travel agents will be encouraged through loyalty discounts, referral incentives, and personalized services.
- h.** Advertising and Promotion Marketing will focus on digital platforms, tourism exhibitions, travel websites, social media, partnerships with hotels and airlines, and content that promotes Tanzania's natural and cultural attractions.

## **2. NATURE OF BUSINESS AND SERVICES OFFERED**

Makasa Tanzania Safaris operates as a specialized safari operator and ground handler, providing:

- i.** Design and organization of tailor-made safari itineraries
- ii.** Private guided safaris using licensed Tanzanian driver-guides
- iii.** Ground logistics including transfers, park permits, and accommodation coordination
- iv.** Hotel, lodge, and tented camp bookings
- v.** Safari operations across Tanzania's major tourism circuits
- vi.** Airport transfers, transport, and car hire services
- vii.** Cultural and eco-tourism experiences

All itineraries are custom-built based on client preferences, travel periods, and desired comfort levels. The Company primarily serves international clients seeking personalized experiences rather than standardized group tourism.

### **3. ORGANISATIONAL STRUCTURE AND MANAGEMENT**

Makasa Tanzania Safaris is an owner-managed company, with direct involvement in strategic planning, operational oversight, and quality control.

Key roles include:

- a. Managing Director
- b. Operations Manager
- c. Tour Guides
- d. Drivers
- e. Marketing and Sales Officer
- f. Finance and Administration Officer

The Company prioritizes the employment of licensed Tanzanian guides and local staff, supporting skills development and long-term employment within the tourism sector.

### **4. MANAGEMENT STRATEGY**

Management will emphasize clear communication, planning, supervision, and continuous performance evaluation. Regular staff meetings, customer feedback reviews, and operational audits will help identify risks and opportunities early.

### **5. RISK ANALYSIS AND MITIGATION**

#### **5.1 Strategic Risks**

Changes in tourist preferences Mitigation: Continuous market research and flexible tour package development.

## **5.2 Compliance Risks**

Changes in tourism regulations and licensing requirements Mitigation: Regular compliance checks and engagement with tourism authorities.

## **5.3 Financial Risks**

Seasonal fluctuations in tourism demand Mitigation: Diversification of services and cost control measures.

## **5.4 Operational Risks**

Vehicle breakdowns and supplier failures Mitigation: Regular vehicle maintenance and multiple supplier arrangements.

## **5.5 Reputation Risks**

Poor service delivery or safety incidents Mitigation: Staff training, safety protocols, and quality assurance systems.

## **6. PEOPLE STRATEGY**

The Company will invest in skilled and motivated staff through:

- i. Open communication
- ii. Clear understanding of company vision
- iii. Positive working environment
- iv. Recognition and reward systems
- v. Continuous training in customer service, safety, and tour guiding

## **7. MARKETING STRATEGY**

Makasa Tanzania Safaris is positioned in the mid-range to high-end safari market, serving clients from Europe, North America, and other international source markets and its target market are;

- i. International tourists
- ii. Local and regional tourists
- iii. Corporate and group travelers

- iv. Customer Retention Strategies
- v. Personalized services
- vi. Regular communication
- vii. Excellent customer care
- viii. Feedback collection and service improvement
- ix. Customer Attraction Strategies
- x. Digital marketing and social media
- xi. Partnerships with hotels, lodges, and travel agents
- xii. Participation in tourism fairs
- xiii. Strong online presence with testimonials and visuals

## **8. OPERATIONAL AREAS**

Makasa Tanzania Safaris operates primarily within Tanzania's Northern and key safari circuits, including:

- i. Serengeti National Park
- ii. Ngorongoro Conservation Area
- iii. Tarangire National Park
- iv. Lake Manyara National Park
- v. Other designated wildlife and cultural tourism areas

All operations are conducted in full compliance with Tanzanian tourism laws, licensing requirements, and park authority regulations.

## **9. SALES STRATEGY**

Sales growth will be achieved through:

- i. **Online bookings and inquiries;**

This strategy focuses on making it easy for customers to find, contact, and book services digitally. The business will use a professional website, social media platforms, and online travel platforms to allow clients to submit inquiries and confirm bookings at any time. Online booking systems reduce response time, improve customer convenience, and

increase conversion rates by allowing instant confirmations. Prompt email and WhatsApp responses will build trust and professionalism, especially for international clients who rely heavily on online communication.

**ii. Strategic partnerships;**

The business will form partnerships with hotels, lodges, travel agents, airlines, transport providers, and local tour guides. These partnerships will enable cross-referrals, bundled service offerings, and discounted rates, which enhance value for customers. Strategic partners help expand market reach without heavy marketing costs, while also ensuring service reliability and quality. Collaboration with reputable partners strengthens credibility and allows the business to handle larger and more diverse client needs.

**iii. Competitive and flexible pricing;**

Pricing will be set after careful market analysis to remain competitive while ensuring profitability. The business will offer flexible pricing options such as seasonal rates, group discounts, customized packages, and long-stay discounts. This approach attracts a wider customer base, including budget travelers, families, and corporate clients. Flexible pricing also allows quick adjustment in response to market demand, competition, and operating costs.

**iv. High service standards leading to referrals and repeat business;**

The business will prioritize excellent customer service by ensuring timely communication, professional conduct, safety, and personalized experiences. Well-trained staff and consistent service delivery will create positive customer experiences. Satisfied clients are more likely to provide referrals, online reviews, and repeat bookings, reducing long-term marketing costs. Maintaining high service standards builds a strong brand reputation and long-term customer loyalty.

## **10. SUSTAINABILITY, CONSERVATION AND COMMUNITY ENGAGEMENT**

Makasa Tanzania Safaris is committed to responsible and sustainable tourism in line with national conservation and tourism policies.

Key principles include:

- i. Promotion of low-impact safari travel
- ii. Respect for wildlife and conservation regulations
- iii. Employment and training of local staff
- iv. Collaboration with locally owned lodges and service providers
- v. Encouragement of longer stays and efficient travel routes

The Company contributes to conservation awareness, community income generation, and sustainable tourism development.

## **11. SYSTEM STRATEGY**

The Company uses booking management systems, accounting software, customer databases, and digital communication tools to enhance efficiency, accuracy, and service quality.

Operations are supported by owned and/or leased safari vehicles maintained to required safety and tourism standards, and a vetted network of accommodation and service partners.

## **12. FINANCE AND RESOURCE MANAGEMENT**

### **12.1 Financial Model**

The business is structured to meet TISEZA investment threshold requirements through adequate capitalization, sustainable cash flow generation, and reinvestment of profits. Initial capital will be deployed towards safari vehicles, tourism equipment, marketing infrastructure, licensing, and operational systems.

The projected monthly cash flow for the first year is estimated between TZS 2,000,000,000 to TZS 2,500,000,000, with steady growth expected as international bookings increase and long-term partnerships are established.

### **12.2 Funding Sources**

Funding for the project will be sourced from:

- i. **Shareholders' equity contributions;**

This source of funding consists of capital injected by the company's shareholders at the start of the business and, where necessary, during expansion phases. Shareholders contribute funds in exchange for ownership shares in the company. These contributions are used to cover initial setup costs such as licensing, marketing, equipment, and operational expenses. Equity financing strengthens the company's financial base without creating repayment obligations, allowing the business to operate with lower financial risk.

**ii. Reinvested operational profits;**

As the business becomes operational, a portion of the profits generated from tourism services will be retained and reinvested into the company. These funds will support business growth by financing fleet expansion, service improvement, staff training, marketing, and technology upgrades. Reinvesting profits reduces reliance on external financing and demonstrates financial sustainability and long-term commitment to business growth.

**iii. Strategic partnerships and tourism service contracts;**

Additional funding and financial support will be generated through strategic partnerships and long-term service contracts with hotels, lodges, corporate clients, travel agencies, and tour operators. These arrangements may involve advance payments, guaranteed bookings, revenue-sharing models, or contract-based service fees. Such partnerships provide predictable cash flow, reduce market uncertainty, and improve the company's ability to plan and scale operations effectively.

The Company confirms that sufficient financial capital is available to implement the project as required by TISEZA regulations.

### 13. ESTIMATED INVESTMENT COST

#### COST STRUCTURE (TZS)

##### Summary Table

<b>Cost Category</b>	<b>Amount (TZS)</b>	<b>What It Covers</b>
i. Vehicles & Transport	<b>950,000,000</b>	Safari 4x4, gear
ii. Office Setup & Equipment	<b>100,000,000</b>	Office base, computers
iii. Marketing & Branding	<b>100,000,000</b>	Website, ads, branding
iv. Licensing & Permits	<b>45,000,000</b>	Legal compliance
v. Pre-Operational Expenses	<b>275,000,000</b>	Training, insurance, prep
vi. Working Capital	<b>850,000,000</b>	Salaries, fuel, utilities
<b>Total</b>	<b>2,320,000,000</b>	—

### 14. ECONOMIC AND SOCIAL BENEFITS

#### i. **Employment creation;**

The tourism business will create both direct and indirect employment opportunities. Direct jobs will include tour guides, drivers, office administrators, marketing staff, and management personnel. Indirect employment will be generated through engagement with hotels, lodges, restaurants, local transport providers, artisans, and community tour guides. This contributes to skills development, income generation, and improved livelihoods, particularly for youth and local communities in tourism-dependent regions.

#### ii. **Promotion of Tanzania's tourism sector;**

By offering high-quality tourism services and professionally packaged experiences, the business will actively promote Tanzania as a preferred tourism destination. The company will market Tanzania's national parks, cultural heritage, beaches, and adventure tourism products to both local and international markets through digital

platforms and strategic partnerships. Positive visitor experiences lead to favorable reviews and word-of-mouth promotion, strengthening the country's global tourism image and competitiveness.

**iii. Increased government revenue through taxes and levies;**

The operation of the tourism business will contribute to government revenue through payment of various taxes and statutory charges, including corporate income tax, value added tax (VAT), pay-as-you-earn (PAYE) for employees, and tourism-related levies and license fees. In addition, park fees, conservation fees, and local authority charges collected from tourists' further support public finances and conservation efforts. This enhances government capacity to invest in infrastructure, social services, and sustainable tourism development.

**iv. Foreign exchange earnings from international tourism**

This refers to the inflow of foreign currency into Tanzania generated by spending from international visitors on safari packages, accommodation, transport, park fees, and related tourism services. For Makasa Tanzania Safaris, payments made by overseas clients in foreign currencies such as USD or EUR bring new foreign exchange into the country, strengthening national reserves, supporting the balance of payments, and stimulating local economic activity as the funds circulate through banks, employees, suppliers, conservation authorities, and government revenue systems.

## **15. CONCLUSION AND RECOMMENDATION**

Makasa Limited is a viable, sustainable, and investment-ready tourism project that aligns with national development priorities, tourism sector growth strategies, and TISEZA objectives. The project is technically feasible, financially sound, environmentally responsible, and socially beneficial.

The Company therefore respectfully applies for registration and approval by the Tanzania Investment and Special Economic Zones Authority (TISEZA) and recommends that the project be granted the necessary support, incentives, and facilitation to enable successful implementation and long-term contribution to Tanzania's tourism economy.