DISHIGO LTD
BUSINESS PLAN & REVIEW

Table of Contents

COMPANY OVERVIEW

COMPANY SUMMARY

Our business aims to cut logistics costs for businesses by 50% while taking all the stress of transportation and bundling in tracking. DishiGo aims to be a ready layer that removes the hustle that every business has of having to set up their own logistics.

Current products in the market ask for too much, from subscription fees, fragmented layera, to transport costs. This makes it impossible for them to be used reliably for businesses. and for small businesses and low-income householdsto even consider. We plan to start with existing working systems. Align them to reduce friction and unnecessary expenses, and ensure it reaches even the most remote areas.

Dishi has of It is currently registered as a Private Limited Liability Company (PLC) with 10,000 shares.

COMPANY HISTORY

DishiGo Ltd was founded in 2025 and registered as a **Private Limited Company (PLC)** under the Companies Act No. 17 of 2015. As a PLC, the company completed the statutory registration and by satisfying the Registrar, the company meets the legal requirements for a private company. The team mainly consists of two founders, Francis Kanyua Kamau (CTO, 7years of Software Engineering experience) and Peninah Wambui Kariu (expertise in law, customer and operations management). Also involves two individuals who act as outside technical advisors with extensive experience in the industry. The first official launch of the company's functions was in 27th January 2024 when Dishi Delivery App was released as an APK. The initial benefiting consumers and merchants were in Egerton University. It was well accepted and integrated into the environs making it profitable from the first delivery.

LOCATION

The question might be why Egerton and Kabarak University? Universities concentrate large numbers of tech-savvy, socially connected students who adopt new apps quickly and amplify reach through peer networks. This creates strong early-adopter momentum and organic word-of-mouth growth, lowering customer acquisition costs while producing rapid feedback loops for product improvement. Campuses also provide a controlled environment for testing features, payment flows, and merchant onboarding at scale. Partnerships

with campus stores, food vendors, and student organizations make it easier to pilot integrations, refine operations, and demonstrate measurable traction to future investors or partners. The academic setting supplies a steady pipeline of talent for internships, technical support, and marketing, helping the company scale operations affordably. Basically, students and generally human beings, being social beings live on making their day to day activities into their way of life. Dishi aims to be a culture and this was easy to develop especially among students.

OPERATIONAL STRUCTURE

A sub-service under Dishi App was developed to manage the super merchants feature, called Viona. This involves delivery of goods from Nakuru town to Egerton and Kabarak University. This set up a gate way for large merchants such as supermarkets to easily join a well developed system in the future.

Dishi Vibes was then birthed into the App as a feature to encourage consumer reviews by interactive posting. This creates a familiar social networking application designed for sharing photos and stories in a visually engaging way. It allows users to create personal or business profiles and interact through likes and comments. The platform emphasizes community building and discovery. This is enhanced by promoting profiles with the most daily likes. Soon, Dishi Vibes will be developed to have often featured algorithm-driven feeds that highlight trending content together with personalized recommendations.

Currently, it functions through the Dishi Delivery App functional in Kabarak and Egerton University. The platform targets small and medium merchants, informal traders, and underserved customer segments, enabling them to transact digitally with minimal friction while preserving trust and transparency. It has on-boarded cyclists and motorcyclist (boda boda riders) as the transport agents. When an order is made, a notification is sent to the rider and they can access the location details through the developed Dishi Rider App. They then pick the order from the merchant themselves, who by then already received the order simultaneously with the rider's app through their own Dishi Merchant App installed into their phones. The delivery is then done within 20 minutes efficiently.

MARKETS, PRODUCTS AND SERVICES

There is a growing demand for digital commerce solutions that serve informal and semi-formal markets where traditional payment and onboarding processes are barriers to adoption. The platform differentiates itself through localized merchant support, lightweight onboarding, and partnerships with payment providers to ensure high uptime and fast settlements. This localized approach, combined with a focus on trust-building and operational simplicity, creates a defensible position against larger, less nimble competitors. Where Dishi is trying to not only be an occasional product but an affordable and daily tool for all people alike.

FINANCIAL PROGRESS

Start-up capital was derived from the founders' pocket cash. Immediately an order Is made, payments are made to the merchants through the company's Daraja System. After every delivery the rider who was in charge of the individual delivery is able to request withdrawal of the payment and is promptly remunerated. After each delivery Gratefully, the business has been able to sustain itself and create a margin of profit. It is unfortunately

not satisfactory to support expansion to newer and vast locations due to financial strain. This comes as an issue in also building the highly profitable parts of Dishi that are crucial to its profit growth.

BUSINESS DESCRIPTION

MARKET OPPORTUNITY

The Kenyan logistics and warehousing market has been valued at around KES 180 billion in 2023, forecasting estimated growth to KES 1.3 trillion by 2032. Warehousing alone is projected at USD 3.4 billion in 2025, rising to USD 4.7 billion by 2030 on demand for expanded storage. This captures all freight, warehousing, and distribution services.

Agriculture contributes roughly 30-33% of Kenya's GDP, and employs 40-65% of the population. Post-harvest loss can be up to 30-40% for perishable produce without efficient transport, cold chain, and storage, highlighting a big need for logistics intervention.

E-commerce remains on a steep growth path across Africa, projected at 75billion market, with the Kenyan market already demanding faster, reliable deliveries, pushing growth in both last-mile and third-party logistics solutions. Logistics costs in Kenya range between 18% to 30% of product value, compared to 8% in developed countries. This shows a clear inefficiency gap. With affordable logistics helping by cutting per-km delivery costs, optimising rural and urban routes, using digital payment and tracking.

PRODUCT OVERVIEW

The product is a secure, user-centric digital commerce platform that connects merchants and customers through mobile and web applications. It streamlines onboarding, order placement, payment processing, and reconciliation into a single, intuitive workflow designed for small and medium merchants, informal traders, and underserved customer segments. The platform supports merchant dashboards, customer profiles, in-app messaging, and analytics so both sides can manage inventory, track performance, and resolve issues quickly. Built for reliability and low friction, it reduces manual reconciliation, shortens settlement times, and improves transaction success rates.

The product also has a long distance layer that ensures goods between people, merchants, and large enterprises to effectively transport goods between towns all over towns and localities. Adding a tracking layer that also creates trust. DishiGo aims to grow to effectively be used as branches for customers to reach their favorite brands without them having to physically expand.

DishiGo also has an advertising layer that allows brands to efficiently target specific regions that may consist of their highest paying customers. Allowing customers to effectively be reached by information on events and goods that are most helpful to them while brands get to reach their most perceptive customers that are most probable to turn into paying.

CORE FEATURES

- Merchant Onboarding and Management: Lightweight verification, profile setup, inventory sync, and commission management.

- Customer Experience: Personalized (location specific) search and discovery, order tracking, and secure checkout.
- Payments and Reconciliation: Integrated payment gateway with automated reconciliation, dispute handling, and settlement reporting.
- Analytics and Reporting: Real-time dashboards for transaction volume, merchant performance and customer behavior.
- Support Tools: In-app messaging, dispute resolution workflows, and merchant help resources.
- Advertising: Localized, connected, effective and multi channel.

TECHNOLOGY AND INNOVATION

The platform leverages modern cloud, and local architecture for scalability and high availability, with modular microservices that isolate payment, user management, and analytics functions. It uses secure APIs to integrate with payment providers and third-party services, and employs automated testing and CI/CD pipelines to accelerate safe releases.

SERVICE DELIVERY AND DIFFERENTIATORS

Delivery emphasizes speed, trust, and localization: rapid merchant activation, localized support teams, and partnerships with trusted payment providers to ensure uptime and fast settlements. The platform's standout elements are its lightweight onboarding for informal merchants, transparent fee and reconciliation reporting, and a region-centric rollout model that creates visible, repeatable case studies. These features lower adoption barriers and create defensible advantages versus larger, less nimble competitors.

COMPLIANCE, SECURITY, AND GOVERNANCE

Security is built in at every layer: encrypted data in transit and at rest, role-based access controls, and regular security audits. For regulated deployments, the platform supports configurable compliance modules (data residency, audit logs, consent management) to meet statutory requirements. Corporate governance for the PLC structure is supported by audit trails, financial controls, and reporting features that simplify statutory filings and investor transparency.

IMPACT AND OUTCOMES

Adopting this platform reduces operational overhead for merchants, increases transaction reliability, and accelerates customer acquisition through improved discovery and trust signals. Measurable outcomes include higher merchant activation rates, reduced transaction failures, faster time-to-reconciliation, and improved customer retention—creating a clear path to sustainable revenue growth and stronger exit potential.

MARKET ANALYSIS

INDUSTRY TYPE

Primary industry: Logistics — a transportation company leading by connecting fragmented systems to reduce friction cost through use of technology and tracking. While adding a customer layer to provide market from individual, small merchants, to larger enterprises.

Adjacent industries:

- ✓ Fintech / Payments — integrated payment processing, reconciliation, and settlement services;
- ✓ SaaS for Merchants — dashboards, analytics, and merchant management tools;
- ✓ Logistics and Last-Mile Delivery — transport and long-distance fulfillment services supporting merchant reach.
- ✓ Advertising — effective advertising with analytics allowing for hinger turn over.
- ✓ Data — know what customers need and when they need it before they ask.

Target market segments: small and medium enterprises; informal and campus vendors; students and urban consumers; micro-retailers and regional merchants seeking digital onboarding and reliable payment flows, large merchants looking to have greater reach, reduce waste and reduce logistics costs.

KEY VALUE PROPOSITIONS
lowers merchant onboarding friction; improves payment reliability and reconciliation; provides merchant analytics and customer discovery; enables localized support and rapid pilot deployments (e.g., regional rollouts).Regulatory and compliance considerations: payment service regulations, data protection and privacy laws, consumer protection rules, and corporate governance requirements for a PLC; compliance needs will vary by jurisdiction and may require licensing or partnerships with regulated payment providers; localized advertising connecting brands directly to customers.

Revenue models and monetization: transaction fees and commissions; subscription or tiered SaaS plans for merchant tools; value-added services (promoted listings, analytics, settlement acceleration); partnerships and revenue-share arrangements with payment and logistics providers.

MARKET SEGMENTATION OVERVIEW

The logistics company serves the **digital commerce and last-mile delivery** ecosystem, focusing on merchant pickup/dropoff, long-distance transport, and campus or neighbourhood distribution channels. Segmentation clarifies who will use the service, why they will choose it, and how much of the market is addressable at different scales.

TAM, SAM, SOM — METHOD AND EXAMPLE ESTIMATES

Total Addressable Market (TAM) - the global logistics and logistics-management services market is large and growing, driven by e-commerce expansion and cross-border trade. Use published market reports and industry forecasts to quantify TAM for your planning horizon.

Serviceable Addressable Market (SAM) - narrow TAM to the country or region you can realistically serve (urban and peri-urban corridors, campus clusters, and regional merchant networks). Use local e-commerce penetration, merchant counts, and average order values to size SAM.

Serviceable Obtainable Market (SOM) - the share of SAM you can capture in the near term based on capacity, partnerships, and go-to-market strategy. Calculate SOM from pilot conversion rates, merchant onboarding velocity, and delivery capacity constraints. For methodology and worked examples of TAM/SAM/SOM calculations, follow standard market-sizing frameworks.

SEGMENTATION CRITERIA (HOW WE SPLIT THE MARKET)

- **Customer type:** vendors; small & medium merchants; super-merchants and aggregators.
- **Geography:** campus clusters, city centres, peri-urban corridors, intercity routes.
- **Service need:** same-day delivery; scheduled intercity freight; last-mile consumer deliveries.
- **Price sensitivity and quality tier:** low-cost basic delivery; premium guaranteed-time delivery; value-added services (installation, returns).
- **Operational hours and demand patterns:** daytime regional peaks; evening consumer demand; weekend spikes for events; office hours.

GROWTH OUTLOOK AND TARGET SHARES

- **Market trend:** logistics demand is expanding with e-commerce and formalization of informal trade; many African markets show above-average growth rates for logistics services. Use regional forecasts to set realistic CAGR assumptions.
- **Reach assumptions:** with a focused regional rollout and adjacent neighbourhood expansion, a conservative first-year reach could be **1–3% of SAM** in target cities; with aggressive merchant partnerships and improved reliability, aim for **5–10% of SAM** by year 2–3.
- **2–3 year market share target:** set a realistic SOM target (example: **2–5%** of SAM in year 2; **5–10%** in year 3) tied to capacity increases, merchant incentives, and marketing spend. Anchor these targets to measurable KPIs: merchant activation rate, monthly active merchants, transactions per merchant, and average order value.

HOW TO CONVERT SEGMENTATION INTO ACTIONABLE PLANS

- **Pilot (campus):** validate product-market fit, measure merchant activation and repeat order rates, and refine pricing.
- **Scale (city corridors):** expand to adjacent neighborhoods, add intercity lanes, and formalize logistics partners.
- **Optimize:** use analytics to raise merchant lifetime value, reduce failed deliveries, and improve unit economics.

COMPETITORS

WHO THE COMPETITORS ARE

- **Informal couriers (boda-boda / independent riders)** - widely available, low cost, variable reliability.
- **National postal service** - broad geographic reach, low price for standard parcels, slower and less flexible.
- **E-commerce aggregators with logistics (marketplace couriers)** - integrated ordering and delivery, strong tech stacks, higher fees.
- **Dedicated regional/last-mile startups** - focused on speed and regional relationships, good UX, limited scale.
- **International express couriers** - high reliability for cross-border, expensive for local micro-deliveries.

COMPETITIVE ADVANTAGES (HOW WE BEAT THEM)

- **Localized region focus** - deep relationships with region vendors and local networks create high adoption and visible traction.
- **Lightweight merchant onboarding** - faster activation than marketplace couriers and more formalized than informal riders.
- **Transparent reconciliation and settlements** - clearer merchant payouts than informal couriers and many aggregators.
- **Hybrid pricing and service tiers** - flexible low-cost options plus premium guaranteed delivery to capture multiple segments.
- **Operational reliability** - redundant payment integrations and rider management reduce failed deliveries versus informal networks.
- **Data and analytics for merchants** - actionable dashboards that most informal and postal competitors do not provide.

FEATURE COMPARISON MATRIX

Competitor	Coverage	Speed / Reliability	Onboarding & Merchant Support	Pricing & Monetization
Informal couriers	Local neighborhoods; ad hoc	Fast locally; inconsistent reliability	Minimal; informal agreements	Low per-order fees; cash common
National postal service	Nationwide; rural reach	Slow; predictable schedules	Formal but slow processes	Low flat fees; limited value services
Marketplace couriers	Urban centers; integrated	High reliability; tech enabled	Formal onboarding; platform dependent	Commission + delivery fees
Campus logistics startups	Campus clusters; nearby areas	Very fast on campus; reliable	Fast onboarding; campus partnerships	Tiered pricing; campus promos
International express	Global lanes	Very high reliability; trackable	Formal contracts; enterprise focus	High fixed fees; premium services

HOW OUR VOICE WILL BE HEARD (GO-TO-MARKET DIFFERENTIATION)

- **Visible regional presence:** branded rider uniforms, campus ambassadors, and vendor kiosks create social proof and organic referrals.
- **Merchant success program:** onboarding incentives, fast payouts, and analytics-driven growth plans make merchants advocates.
- **Transparent pricing and SLA:** clear delivery SLAs and reconciliation reports reduce merchant churn and build trust.
- **Targeted marketing:** student referral programs, event sponsorships, and WhatsApp campaigns amplify reach cost-effectively.
- **Operational excellence:** focus on low failed-delivery rates and fast dispute resolution to build a reputation for reliability.

RISKS AND DEFENSIVE MOVES

- **Risk:** larger aggregators undercut prices or bundle logistics. **Defense:** deepen regional exclusivity through partnerships and superior merchant economics.
- **Risk:** informal networks copy lightweight onboarding. **Defense:** lock in merchants with analytics, settlement speed, and loyalty incentives.
- **Risk:** postal or express players expand last-mile offerings. **Defense:** maintain agility, local knowledge, and differentiated service tiers.

STRENGTHS

- Localized regional focus
- Lightweight merchant onboarding.
- Transparent reconciliation and fast settlements.
- Hybrid service tiers.
- Data and analytics for merchants.
- Operational redundancy and reliability.

OPPORTUNITIES

- Expand campus pilots to adjacent neighbourhoods
- Increase Average Order Value through bundles and upsells.
- Diversify monetization.
- Partnerships with payment and logistics providers.
- Enterprise and institutional contracts
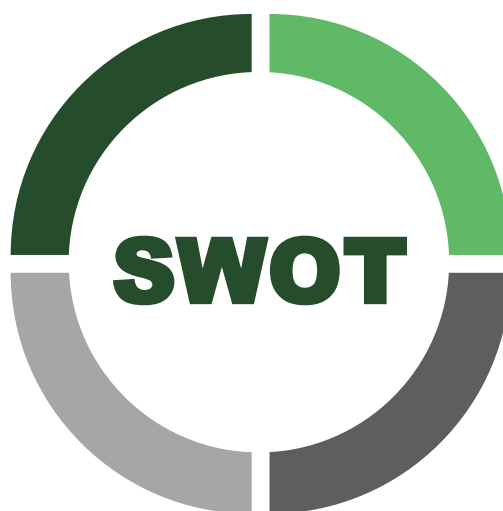
WEAKNESSES

- Revenue concentration on adverts
- Limited scale and capacity.
- Thin margins on core deliveries
- Brand and trust outside campus
- Founder compensation gap.

THREATS

- Large aggregators entering last mile
- Informal networks undercutting prices
- Regulatory changes in payments or transport
- Ad market volatility.
- Operational disruptions

OPERATING PLAN

SOURCING AND ORDER FULFILLMENT

This logistics company **does not buy finished retail products** as a core activity. Instead it **sources services, materials, and capacity** required to move goods reliably: rider and driver capacity, long-distance transport slots, packaging and consumables, hub space, and technology integrations. The company's value is delivered through coordinated pickup, secure handling, and timely last-mile and intercity delivery for merchants, hotels, and campus vendors.

WHAT WE SOURCE AND FROM WHOM

- **Transport capacity** - contracted riders, drivers, and third-party carriers for intercity lanes.
- **Vehicle and fleet services** - leased motorbikes, vans, and maintenance contracts.
- **Packaging and consumables** - branded bags, thermal packaging, labels, and protective materials from local suppliers.
- **Hub and storage space** - short-term warehousing at micro-hubs or partner storage facilities.
- **Technology and integrations** - payment gateway, SMS/WhatsApp messaging provider, GPS telematics, and barcode scanning hardware.
- **Professional services** - insurance, legal, and accounting support; occasional temporary staffing for peak periods.

Contract types in place/progress

- **Service Level Agreements (SLAs)** with carriers and riders covering pickup windows, delivery SLAs, claims handling, and penalties for missed SLAs.
- **Master Service Agreements (MSAs)** with long-distance carriers defining lane rates, capacity guarantees, and force-majeure terms.
- **Supply contracts** for packaging and consumables with fixed pricing bands and reorder points.
- **Partnership agreements** with universities, hotels, and event organizers for exclusive campus lanes or transport packages.
- **Data and confidentiality agreements** with technology vendors to protect merchant and customer data.

ORDER INTAKE AND FULFILLMENT WORKFLOW

1. **Order capture**
   - Orders arrive via merchant dashboard, mobile app, or WhatsApp integration.
   - System validates payment status and merchant profile; assigns an order ID and expected pickup window.
2. **Routing and assignment**
   - Automated routing engine assigns the nearest available rider or schedules a long-distance slot based on capacity and SLA.
   - For campus pickups, priority routing uses campus micro-hubs to batch nearby orders.
3. **Pickup and consolidation**
   - Rider scans merchant barcode or QR to confirm pickup; system updates order status in real time.
   - Multiple campus orders may be consolidated into a single run to optimize cost per delivery.
4. **In-transit handling**
   - GPS tracking and ETA updates are pushed to customers and merchants.
   - For long-distance trips, handoffs between carriers are logged with timestamps and condition checks.
5. **Delivery and proof of delivery**
   - Delivery confirmation via recipient signature, photo, or OTP.
   - Failed delivery attempts trigger automated retry workflows and customer notifications.

6. **Reconciliation and settlement**
   - o Daily reconciliation aggregates completed orders, ad revenue, and long-distance fees.
   - o Rider payouts and carrier invoices are generated per contract terms; merchant settlements follow the agreed cadence.
7. **Returns and claims**
   - o Returns are routed back to merchant or to a returns hub; claims are logged and resolved per SLA timelines.

INVENTORY, STORAGE, AND HUB MANAGEMENT

- **Inventory role**: The company typically handles **transit inventory** (parcels in motion) rather than long-term stock, but short-term hub storage is critical for batching and returns.
- **Hub design and controls**
  - o **Micro-hubs** near campuses for same-day batching; **regional hubs** for intercity consolidation.
  - o **Storage tracking** via barcode scanning and WMS modules; each parcel has a unique tracking ID and status history.
  - o **Security controls**: CCTV, access logs, and insured storage for high-value items.
  - o **Capacity planning**: defined maximum throughput per hub and surge plans for peak days.
- **Handling special items**
  - o Temperature-sensitive or fragile items require designated packaging and handling SOPs.
  - o Hazardous goods are excluded or handled under strict regulatory protocols.

TECHNOLOGY AND TRACKING

- **Order management system (OMS)** integrates merchant portal, rider app, and customer notifications.
- **Real-time tracking** using GPS telematics and rider mobile apps; APIs push status updates to merchants.
- **Barcode/QR scanning** at pickup, hub intake, handoffs, and delivery for an auditable chain of custody.
- **Dashboard and analytics** for reconciliation, rider performance, delivery success rates, and claims.
- **Payment reconciliation** integrated with payment gateways to match transactions to orders automatically.

QUALITY CONTROLS AND KPIS

Operational KPIs

- On-time pickup rate
- On-time delivery rate
- First-attempt delivery success
- Average delivery time
- Claims per 1,000 deliveries
- Hub dwell time **(time parcels spend in storage)**
- Rider utilization and cost per delivery

Controls

- SLA monitoring with automated alerts for breaches.
- Random audits of POD (proof of delivery) and photo verification.
- Weekly reconciliation of rider pay and long-distance trip payouts against completed orders.
- Monthly supplier performance reviews and renegotiation triggers.

FINANCIAL AND OPERATIONAL SAFEGUARDS

- **Insurance** covering cargo loss, theft, and third-party liability.
- **Escrow or holdback** for disputed merchant settlements until claims are resolved.
- **Contingency capacity** agreements with third-party carriers for peak periods.
- **Fuel and maintenance pass-throughs** or indexed pricing clauses in carrier contracts to manage cost volatility.

COMPLIANCE AND DATA PROTECTION

- **Data protection**: encrypted storage, role-based access, and retention policies to meet local privacy laws.
- **Regulatory compliance**: transport licensing, permits for commercial riders, and adherence to payment regulations via licensed payment partners.
- **Health and safety**: rider training, PPE provision, and incident reporting procedures.

RISKS AND MITIGATION

- **Capacity shortfalls** — mitigate with standby carrier agreements and dynamic surge pricing.
- **High claims or shrinkage** — tighten hub security, improve packaging standards, and enforce rider accountability.
- **Adverse contract terms** — use short renewal cycles and performance-based clauses.
- **Overreliance on ad revenue** — prioritize monetization pilots that grow order revenue and AOV.

PRACTICAL CHECKLIST FOR IMMEDIATE IMPLEMENTATION

- **Finalize SLAs** with riders and long-distance carriers.
- **Deploy barcode scanning** at all pickup and hub points.
- **Integrate payment gateway** with automated reconciliation.
- **Set up hub capacity thresholds** and surge partner list.
- **Implement KPI dashboard** for daily operational monitoring.
- **Purchase insurance** covering transit and storage.
- **Document SOPs** for pickup, handoff, delivery, returns, and claims.

PAYMENT

This section describes **standard payment terms**, accepted **payment methods**, **pricing plans**, and the **cash-flow implications** for the logistics business.

STANDARD PAYMENT TERMS

Invoice and settlement cadence

- **Merchant settlements:** Net **settlement** by default after order completion.
- **Rider/driver payouts:** Daily reconciliation; instant withdrawal after successful delivery.
- **Long-distance carrier invoices:** Net **30** with milestone invoicing for multi-leg trips.
- **Advertising and marketing invoices:** Prepaid for ad campaigns; daily and monthly billing for recurring packages.

Payment triggers and conditions

- Settlement is triggered by **confirmed delivery** (POD: OTP) and successful payment capture. Merchant after successful order. Rider after successful delivery.
- **Holdback / escrow:** 5–10% holdback on merchant settlements for 7–14 days to cover disputes and chargebacks.
- **Dispute window:** Merchants and customers have **7 days** to raise claims; disputed amounts are held until resolution.

Late payments and penalties

- **Late fee:** 2% monthly on overdue invoices for enterprise customers.
- **Service suspension:** Repeated late payers may be placed on prepaid-only terms.

ACCEPTED PAYMENT METHODS

Customer-facing

- **Mobile money** (e.g., M-Pesa) — primary channel for consumer payments.

Targets

- **Card payments** — Visa/Mastercard via integrated gateway for web and app.
- **Bank transfers** — for larger B2B or hotel packages.
- **Cash on delivery (COD)** — limited use; higher commission and verification requirements.

Merchant and supplier payments

- **M-Pesa transfer** for regular settlements.
- **Mobile money** for rider payouts and small vendor disbursements.
- **Instant payout rails** (third-party providers) for same-day rider pay at a fee.

Security and compliance

- All electronic payments are processed through **PCI-compliant** gateways and logged for reconciliation.
- Sensitive payment data is tokenized; merchant bank details stored with encryption.

PRICING PLANS AND REVENUE MODELS

1. Transactional (per-order) fees

- **Commission per order:** percentage of order value (e.g., **10–15%**) or fixed fee per order (e.g., **Ksh 20–50**).
- **Rider fee pass-through:** rider pay per order is deducted from gross and reconciled separately.

2. Subscription / SaaS for merchants

- **Basic (free):** access to platform, standard payouts limited analytics.
- **Pro (monthly):** priority onboarding, faster payouts, advanced analytics **for subscribed transport fee**.
- **Enterprise:** custom pricing for universities, hotels, and large merchants (volume discounts, SLAs).

3. Advertising and promotional packages

- **Daily ads:** fixed daily price (**Ksh 1,000/day**).
- **Top placement packages:** premium fixed price (**Ksh 1,200 for 3 days**).
- **Campaign bundles:** multi-day or multi-channel packages billed upfront.

4. Long-distance and special services

- **Flat trip fees** for intercity lanes (e.g., **Ksh 1,200–2,000** per trip) or per-kg pricing for freight.
- **Premium delivery surcharges** for guaranteed time windows.

5. Mixed and add-on charges

- **Instant payout fee** for riders or merchants who request same-day settlement.
- **COD handling fee** to cover cash collection risk.
- **Returns handling fee** for reverse logistics.

IMPACT ON CASH FLOW

Receivables and timing

- **Ad revenue (prepaid)** improves short-term cash flow.
- **Merchant receivables** create a working capital outflow because the platform must pay riders and carriers before collecting some merchant funds (if merchant payments are delayed or COD is used).
- **Long-distance carrier terms (Net 30)** can create timing mismatches with daily rider payouts.

Payables and outflows

- **Daily rider payouts** and weekly payroll are recurring cash outflows that require predictable liquidity.
- **Holdbacks** reduce immediate cash outflow but increase merchant dissatisfaction if overused.

Cash-flow risks

- Heavy reliance on **ad revenue** (which can be seasonal) creates volatility.
- **High COD volumes** increase cash handling costs and float risk.
- **Slow merchant payments** or high dispute rates increase DSO and strain liquidity.

Mitigation strategies

- **Shorten merchant settlement windows** for high-trust merchants (offer T+1 for Pro subscribers).
- **Require prepayment** for ad campaigns and enterprise packages.
- **Use payment factoring** or short-term lines to smooth payroll during growth.
- **Dynamic holdback policy** tied to merchant risk score to minimize unnecessary cash retention.

SAMPLE PAYMENT TERMS TEMPLATE

Effective date: [Date] **Settlement:** Platform settles merchant funds **T+3** after confirmed delivery. **Holdback: 7%** holdback for **10 days** to cover disputes. **Payout method:** Bank transfer or mobile money; instant payout available at **1.5%** fee. **Disputes:** Raise within **7 days**; disputed funds held pending resolution. **Late payment: 2%** monthly interest on overdue enterprise invoices. **Termination:** Outstanding balances due within **14 days** of contract termination.

CASH FLOW KPIS TO MONITOR

- **Daily cash balance**
- **Days Sales Outstanding (DSO)** — target < 7 days for merchant receivables.
- **Days Payable Outstanding (DPO)** — manage carrier terms without harming relationships.
- **Cash Conversion Cycle (CCC)** — minimize by aligning DSO and DPO.
- **Gross margin per order** and **contribution margin** after rider pay.
- **Ad revenue share** of total revenue — target diversification to < 50% over 12 months.

RECOMMENDATIONS

- **Prioritize recurring revenue:** grow Pro subscriptions and enterprise contracts to stabilize cash flow.
- **Prepay ad inventory:** require upfront payment for ad packages to lock in cash.
- **Tiered settlement options:** offer faster payouts for a fee to monetize working capital.
- **Automate reconciliation:** reduce disputes and shorten DSO with daily automated matching of payments to orders.
- **Maintain a 30–60 day cash buffer** to cover payroll and carrier obligations during growth or ad slowdowns.

TECHNOLOGY

The platform is built on a cloud-native, containerized microservices architecture that powers an order management system, rider and driver mobile apps with GPS and barcode scanning, a routing and dispatch engine, a payments and reconciliation layer, and real-time analytics dashboards; proprietary components include the dispatch optimization logic, the reconciliation engine that matches multi-rail payments and ad revenue, and an internal merchant risk-scoring model that drives settlement cadence and holdbacks. Security is enforced with TLS in transit, AES-256 at rest, tokenization for payment credentials, role-based access controls, immutable audit logs for pickups and settlements, and vendor security assessments; privacy is preserved through minimized PII in analytics and clear retention policies. Resilience is achieved with multi-AZ deployments, automated daily backups with geo-redundant storage, documented runbooks, quarterly disaster-recovery drills, and contingency carrier agreements to maintain service during outages. Operational security practices include quarterly vulnerability scans, annual penetration tests, 24/7 monitoring and alerting, and strict incident escalation procedures to meet defined RTO/RPO targets.

BACKUP AND DISASTER RECOVERY

- **Automated backups** — daily snapshots of databases with geo-redundant storage.
- **Failover architecture** — multi-AZ deployment and health checks that trigger automated failover for critical services.
- **Runbooks and drills** — documented incident playbooks and quarterly DR tests to validate RTO/RPO targets.
- **Business continuity** — contingency carrier agreements and manual fallback workflows for order capture during outages.

OPERATIONAL SECURITY PRACTICES

- **Regular security testing** — quarterly vulnerability scans and annual penetration tests.
- **Third-party risk management** — vendor security assessments and contractual SLAs for uptime and data handling.
- **Monitoring and alerting** — 24/7 observability with anomaly detection and incident escalation.

KEY CUSTOMERS

Universities and campus administrations Large public and private universities where you run campus pilots or provide exclusive campus logistics. They matter for volume (many daily orders), credibility (case studies), and access to student networks that accelerate adoption.

Campus vendors and student merchants Food stalls, kiosks, and small retailers on campus that generate frequent, repeat orders. They are critical for daily transaction volume and for validating product-market fit.

Hotels and hospitality groups Hotels that buy transport packages and top-placement ads; they provide recurring, higher-value contracts (packages and event logistics) and can be a steady revenue stream outside peak campus hours.

Advertising clients and promoters Daily ad buyers and top-placement advertisers currently account for the majority of short-term revenue. These customers are important for cash flow and can represent more than 10% of revenue individually if a few large advertisers buy premium packages.

Large merchants and aggregators Established restaurants, supermarkets, or marketplace sellers that can drive high order volumes and reduce unit costs through scale. They are a pathway to city-wide expansion beyond campus clusters.

Event organizers and institutional partners Universities, conference organizers, and hotels that require scheduled logistics for events; these contracts are high-margin, predictable, and useful for demonstrating enterprise capability.

Third-party carriers and long-distance partners Not customers in the traditional sense but essential commercial partners whose capacity and reliability directly affect service quality and customer retention.

WHY EACH IS IMPORTANT AND RISKS TO MONITOR

- **Volume and growth:** Universities, campus vendors, and large merchants supply recurring orders that improve unit economics.
- **Cash flow:** Advertising clients provide prepaid or short-term revenue that stabilizes cash flow but creates concentration risk.
- **Pathway to new markets:** Hotels and enterprise contracts open adjacent urban and intercity lanes.
- **Operational dependency:** Heavy reliance on a small number of advertisers or a single large hotel client creates revenue concentration risk and negotiating leverage for the counterparty.

RECOMMENDED ACTIONS FOR CUSTOMER MANAGEMENT

- **Identify customers likely to exceed 10% of revenue** (e.g., major advertisers, a flagship hotel) and negotiate multi-month contracts with minimum spend or notice periods.
- **Diversify revenue mix** by converting high-volume merchants to subscription or Pro plans and expanding promoted listings to more merchants.
- **Create SLAs and performance dashboards** for enterprise customers to lock in retention and justify premium pricing.
- **Build a pipeline** of 6–10 target enterprise customers (hotels, universities, aggregators) and prioritize outreach by revenue potential and ease of conversion.
- **Monitor concentration monthly** and set a target to reduce any single customer's share below 20% within 12 months.

KEY EMPLOYEES AND ORGANIZATION

The organization is built to deliver fast, auditable last-mile and intercity logistics with tight merchant relationships and campus penetration. The structure balances **operations**, **technology**, **merchant growth**, and **finance/compliance** so that execution at scale is reliable and measurable. In the moment, The team mainly consists of two founders, Francis Kanyua Kamau (CTO, 7years of Software Engineering experience) and Peninah Wambui Kariu (expertise in law, customer and operations management). Also involves two individuals who act as outside technical advisors with extensive experience in the industry.

CORE ROLES AND WHY THEY MATTER

- **Founder / CEO** — **strategic leadership, fundraising, and enterprise partnerships**; must combine operator experience with investor-facing storytelling and deep knowledge of campus and hospitality channels.
- **Head of Operations** — **logistics planning, rider network management, and SLA enforcement**; requires experience running field teams, route optimization, and supplier contracting.
- **Head of Technology / CTO** — **product roadmap, dispatch optimization, and platform reliability**; needs full-stack product experience, cloud architecture, and ML familiarity for routing and reconciliation models.
- **Head of Growth and Merchant Success** — **merchant acquisition, retention, and ad sales**; strong sales background, campus outreach experience, and analytics to run promotions and WhatsApp campaigns.
- **Head of Finance and Compliance** — **cash flow management, reconciliations, payroll, and regulatory compliance**; requires payments experience and tight controls for holdbacks and settlements.
- **Customer Experience and Claims Manager** — **dispute resolution, returns, and SLA remediation**; operational empathy and process discipline to protect merchant trust.
- **Fleet and Rider Manager** — **recruitment, training, and performance management of riders/drivers**; field recruiting skills and safety/compliance knowledge.
- **Data Analyst / ML Engineer** — **dashboards, merchant risk scoring, and dispatch model tuning**; strong SQL, Python, and experimentation skills.

- **Enterprise Sales Lead** — targets universities, hotels, and events; negotiates MSAs and secures recurring packages.

UNIQUE SKILLS AND EXPERIENCES REQUIRED

- **Field logistics expertise** — experience with last-mile operations in emerging markets, rider incentives, and micro-hub design.
- **Payments and reconciliation knowledge** — familiarity with mobile money rails, tokenization, and dispute workflows.
- **Product and ML fluency** — ability to translate routing and reconciliation models into operational improvements.
- **Campus and hospitality channel experience** — existing relationships or proven playbooks for campus ambassador programs and hotel partnerships.
- **Contract negotiation and vendor management** — for carrier MSAs, packaging suppliers, and contingency capacity.
- **People leadership in high-churn environments** — hiring, training, and retaining riders and merchant success reps.

PROPRIETARY RECRUITING AND TRAINING PROCESSES

- **Targeted campus ambassador pipeline** — recruit student ambassadors through campus partnerships and referral incentives; ambassadors feed merchant leads and rider candidates.
- **Rider bootcamp** — a two-day practical onboarding covering safety, scanning SOPs, customer service scripts, and app usage; includes a field ride-along and competency sign-off.
- **Merchant onboarding sprint** — 48-hour activation process with templated contracts, quick analytics setup, and a first-30-day growth plan.
- **Performance scorecards** — weekly KPIs for riders and merchants (on-time rate, first-attempt success, claims) tied to incentives and retraining triggers.
- **Continuous learning loop** — monthly operational reviews, recorded coaching sessions, and a knowledge base for common claims and exceptions.

KEY EMPLOYEES FOR IMMEDIATE SUCCESS

- **Founder / CEO** — Peninah (assumed founder role) or named founder.
- **Head of Operations** — experienced logistics manager with campus rollout experience.
- **CTO** — senior engineer with dispatch and payments integrations background.
- **Head of Growth** — sales leader with campus and ad sales track record.
- **Finance Lead** — accountant or finance manager experienced with mobile money reconciliation.
- **Rider Manager** — field leader responsible for recruitment and daily operations.

SIMPLE ORGANIZATION CHART

- **Founder / CEO**

- o **Head of Operations**
  - Fleet and Rider Manager
  - Customer Experience and Claims Manager
- o **Head of Technology**
  - Data Analyst / ML Engineer
  - Product Engineer(s)
- o **Head of Growth and Merchant Success**
  - Merchant Onboarding Team
  - Ad Sales Team
- o **Head of Finance and Compliance**
  - Accounts and Reconciliation
  - Payroll and Payments

HOW ROLES TRANSLATE TO KPIS AND HIRING PRIORITIES

- **Immediate hires:** Head of Operations, CTO, Head of Growth, Finance Lead.
- **KPIs tied to roles:** merchant activation rate, daily active merchants, on-time delivery rate, claims per 1,000, gross margin per order and days payable/receivable.
- **Succession and redundancy:** cross-train Head of Operations and Rider Manager for peak periods; ensure CTO has a senior engineer backup.

FACILITIES OVERVIEW

MICRO HUBS NEAR CAMPUSES

- **Purpose:** Short-term consolidation, batching of same-day campus orders, rider check-in and small parcel storage.
- **Current status:** Leased small rooms or kiosks located within walking distance of high-volume vendor clusters; capacity sized for peak campus hours.
- **Future plan:** Standardize micro-hub layout, add barcode intake stations and replicate 3–5 additional micro-hubs per city as order volume grows.

REGIONAL HUB / CONSOLIDATION WAREHOUSE

- **Purpose:** Intercity consolidation, sorting for long-distance lanes, temporary storage for returns and bulk hotel packages.
- **Current status:** Shared or short-term leased space used for batching long-distance trips and overflow.
- **Future plan:** Secure a dedicated leased warehouse (small industrial unit) with racking, CCTV, and a basic WMS once monthly throughput justifies fixed costs.

OPERATIONS AND ADMIN OFFICE

- **Purpose:** Core team workspace for operations planning, merchant onboarding, finance, and customer support.
- **Current status:** Shared coworking or small leased office near the city center to minimize commute for key staff.
- **Future plan:** Move to a modest owned or longer-term leased office with meeting rooms and a small training area when headcount and enterprise sales require a stable client-facing location.

RIDER STAGING AND MAINTENANCE AREAS

- **Purpose:** Rider sign-on/off, vehicle parking, basic maintenance, PPE distribution, and rider training bootcamps.
- **Current status:** Informal arrangements with local garages or partner lots; periodic use of university parking for campus shifts.
- **Future plan:** Negotiate dedicated rider staging agreements with parking providers and a preferred maintenance partner to reduce downtime and improve safety compliance.

PICKUP KIOSKS AND MERCHANT TOUCHPOINTS

- **Purpose:** Branded pickup points for merchants and customers, ad placement surfaces and merchant onboarding kiosks.
- **Current status:** Temporary branded stalls and merchant tablets at high-traffic campus locations under short agreements.
- **Future plan:** Formalize kiosk agreements with universities and hotels, introduce modular branded kiosks that double as ad inventory and merchant support centres.

PARTNER STORAGE AND THIRD-PARTY CARRIER NODES

- **Purpose:** Contingency capacity for peak periods and overflow storage for long-distance handoffs.
- **Current status:** Contracts with third-party carriers and partner hotels for temporary storage and handoff points.
- **Future plan:** Expand partner network with SLAs for guaranteed surge capacity and integrate partner nodes into routing logic.

FACILITY CONTROLS AND OPERATIONAL NOTES

- **Security and compliance:** All hubs and storage locations use CCTV, access logs, and insured storage for high-value items.
- **Capacity planning:** Each micro-hub has defined throughput limits and surge triggers; regional hub sizing follows monthly order forecasts.
- **Cost management:** Favor short leases or shared spaces until throughput justifies fixed overhead; renegotiate terms annually.

- **Sustainability:** Prioritize locations that reduce average rider kilometers to lower fuel costs and improve delivery times.

MARKETING AND SALES PLAN

PROMOTION OPTIONS COMPARISON

Channel	Reach	Cost	Lead Quality	Speed to Results
Digital marketing (social, email, SEO, WhatsApp)	High; targeted	Low–medium	High for merchants and students	Fast
Word of mouth and fixed signage	Localized	Very low	Medium–high	Fast for campus adoption
Joint advertising with partners	Medium	Medium	High for enterprise leads	Medium
Seminars and conferences	Narrow	Medium–high	High for enterprise contracts	Medium–slow
Media advertising (radio, print, TV)	Broad	High	Low–medium	Medium
Direct mail / Telephone solicitation	Narrow	Medium	Low	Slow
Free initial offers	Localized	Low–medium	High conversion short term	Fast

RECOMMENDED MIX FOR A CAMPUS-FOCUSED LOGISTICS COMPANY

1. **Primary: Digital marketing (WhatsApp + social + email + local SEO)** — Use WhatsApp for merchant onboarding, student promos, and order reminders; run targeted social ads to students and nearby neighborhoods; optimize local SEO so merchants and customers find you. Digital channels are cost-efficient, measurable, and scale quickly.

2. **Primary: Word of mouth and fixed signage with campus ambassadors** — Branded riders, kiosks, and student ambassadors create trust and rapid organic growth on campus; this channel converts at low cost and sustains daily order volume.
3. **Secondary: Joint advertising and enterprise outreach** — Partner with universities, hotels, and event organizers for co-branded campaigns and exclusive lanes; these produce high-value, recurring contracts and reduce revenue concentration risk.
4. **Tertiary: Targeted media and seminars for credibility** — Use radio spots or campus newspaper ads sparingly to boost brand awareness around launches or major promotions; attend industry or university events to win institutional contracts.

TACTICAL EXECUTION NOTES

- **WhatsApp playbook:** segmented broadcast lists for merchants, students, and hotels; templated onboarding flows; track CTR and conversion.
- **Ambassador program:** recruit student ambassadors with referral incentives; equip them with merchant sign-up kits and branded rider photos for social proof.
- **Joint campaigns:** negotiate revenue or lead-share with universities and hotels in exchange for exclusive micro-hub access.
- **Ad spend allocation:** prioritize paid social and WhatsApp ads for short-term growth; reserve radio/print for major seasonal pushes.
- **Low-cost experiments:** A/B test bundle offers and premium delivery surcharges to measure AOV (Average Order Value) lift before scaling.

KPIS AND MEASUREMENT

- **Qualified merchant leads per week**
- **Merchant activation rate (within 48 hours)**
- **Daily active merchants and orders**
- **Cost per activated merchant**
- **Ad CTR and conversion to orders**
- **Referral rate from ambassadors**

RISKS AND MITIGATIONS

- **Risk:** Overreliance on ads for revenue. **Mitigation:** Prioritize transaction growth and enterprise contracts to diversify income.
- **Risk:** Ambassador churn. **Mitigation:** Short, paid sprints with clear KPIs and rapid onboarding.
- **Risk:** Poor measurement. **Mitigation:** Instrument every campaign with UTM/WhatsApp tags and a simple CRM to track lead sources.

SALES APPROACH

Use a **hybrid sales model** that combines **inside sales and digital self-serve** for merchant activation and student/customer acquisition, **a small team of full-time commissioned salespeople** for enterprise accounts (universities, hotels, events), and **contract agents or campus ambassadors** for rapid campus merchant signups. This balances cost, control, and relationship depth while enabling fast scaling on campus and focused pursuit of high-value contracts.

HOW THE HYBRID MODEL WORKS

- **Inside sales + digital self-serve**: a lean SDR team handles inbound leads, WhatsApp flows, and merchant onboarding via a 48-hour activation playbook; digital funnels (ads, SEO, WhatsApp) feed the pipeline.
- **Full-time commissioned sales**: 1–3 senior account executives focus on enterprise deals, MSAs, and hotel/university partnerships; paid with base + commission + milestone bonuses.
- **Contract sales and campus ambassadors**: paid per activation or on short sprints; they drive merchant signups, rider referrals, and grassroots awareness on campus.
- **Channel partners**: negotiate co-marketing and revenue-share deals with universities, hotel groups, and event organizers to secure exclusive lanes or kiosks.

COMPENSATION AND INCENTIVES

- **Inside SDRs**: modest base + performance bonus tied to merchant activations and time-to-activation.
- **Full-time Account Executives (AEs)**: competitive base (to retain enterprise sales skill) + tiered commission on contract value + bonus for multi-month prepayments.
- **Contract agents / ambassadors**: pay per verified activation or per referral that converts to paying merchant; short guaranteed stipend for top performers during onboarding sprints.
- **Retention levers**: accelerate payouts for Pro subscriptions and multi-month enterprise deals; offer equity or long-term incentives for senior AEs.

ONBOARDING, TRAINING, AND ENABLEMENT

- **Sales playbooks**: scripts for merchant objections, demo flows, pricing sheets, and Service Level Agreements (SLA) commitments.
- **Two-day bootcamp** for ambassadors and contract agents covering app use, merchant pitch, and scanning SOPs.
- **Enterprise enablement**: negotiation templates, legal playbook, and case studies for AEs.
- **CRM and tracking**: use a simple CRM to track lead source, activation status, contract terms, and commission calculations.

KPIS AND TIMELINE

- **KPIs**: merchant activations/week, activation conversion rate, enterprise pipeline value, average contract size, CAC per activated merchant, time to first order, churn rate.
- **90-day rollout**: hire 1 AE and 2 Sales Development Representatives (SDRs); launch ambassador pilot on 2 campuses; set up CRM and commission rules; measure CAC and activation velocity; iterate compensation after month 2.

FINANCIAL PLAN

PROJECTED START-UP COSTS

Below is a practical, bankable start-up cost projection for a campus-focused logistics company. Figures are **in Ksh** and split into **one-time** (setup) and **recurring monthly** items.

ONE-TIME STARTUP COSTS

Item	Estimated cost (KES)	Equivalent (USD)
MVP platform, company registration, integrations (OMS, payments, rider app)	600,000	**USD 4,650**
Dispatch optimization & reconciliation modules	400,000	**USD 3,100**
Branding, launch marketing, collateral, kiosks	150,000	**USD 1,163**
Legal, permits, contracts, MSA templates	50,000	**USD 388**

Item	Estimated cost (KES)	Equivalent (USD)
Micro-hub setup (2 hubs: shelving, CCTV, intake station)	200,000	USD 1,550
Hardware (tablets, barcode scanners, printers)	120,000	USD 930
Office setup and furniture	150,000	USD 1,163
Initial packaging and consumables stock	50,000	USD 388
Insurance (first-year premium)	80,000	USD 620
Contingency (10–15%)	150,000	USD 1,163
Total One-time	1,950,000	USD 15,112

RECURRING MONTHLY OPERATING COSTS

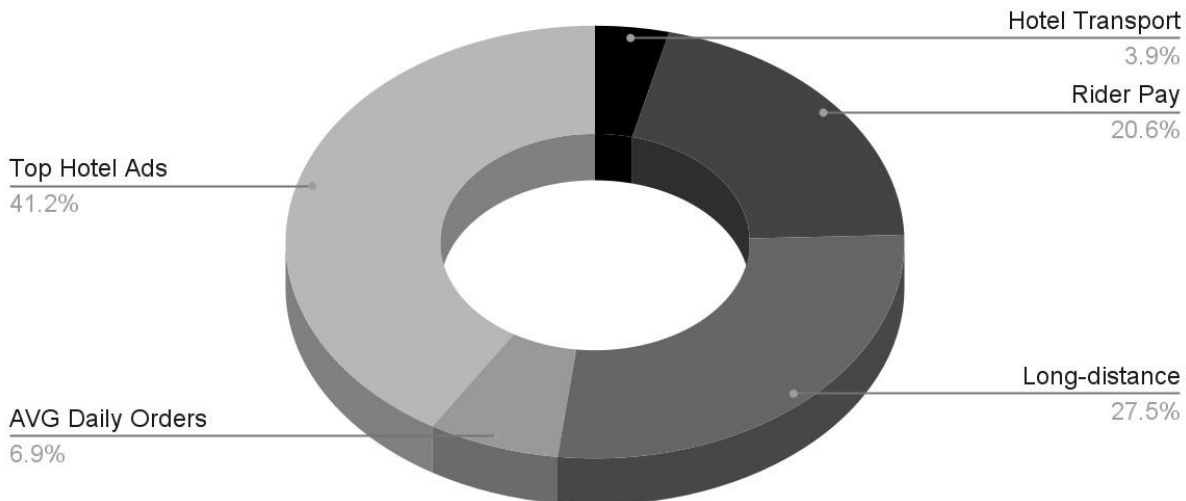| Item	Estimated monthly cost (KES)	Equivalent (USD)
Core team salaries (founder stipend + 4 staff)	300,000	USD 2,325
Rider payouts and variable delivery costs	300,000	USD 2,325
Micro-hub and regional hub rent	80,000	USD 620
Vehicle leases, fuel, maintenance	120,000	USD 930
Marketing and merchant acquisition	60,000	USD 465
Software, hosting, SMS/WhatsApp, payment fees	30,000	USD 233
Insurance, bank charges, miscellaneous	20,000	USD 155
Operational contingency / sundries	40,000	USD 310
Total Monthly	950,000	USD 7,363

FUNDING REQUIRED FOR LAUNCH AND RUNWAY

Scenario	Amount (USD)
One-time setup	USD 15,112
3 months operating runway	USD 22,088
Total funding needed (one-time + 3 months)	USD 37,200
6 months operating runway	USD 44,175
Total funding needed (one-time + 6 months)	**USD 59,288**

ASSUMPTIONS AND CASH-FLOW TIMING

- **Revenue ramp:** assume pilot revenue begins in month 1 at **50%** of target run-rate, month 2 at **80%**, month 3 at **100%**.
- **Reference run-rate:** earlier reported daily revenue **Ksh 15,850** → monthly ≈ **Ksh 475,500** at full run-rate.
- **Break-even check:** with monthly operating cost ≈ **Ksh 950,000**, roughly **Ksh 474,500 more** per month than current run-rate needed to break even.
- **Orders required to cover monthly costs:** using platform per-order capture ≈ **Ksh 67.78**, required orders ≈ 950,00067.78
- 14,020 orders/month = 467 orders/day.

If the current reported revenue is reached immediately, there is still need to scale orders or raise AOV to reach break-even.

Revenue Share

Hotel Transport
3.9%

Rider Pay
20.6%

Top Hotel Ads
41.2%

AVG Daily Orders
6.9%

Long-distance
27.5%

Profitability Share

Delivery Ads
19.1%

WhatsApp Messaging
12.7%

WhatsApp Events
12.7%

WhatsApp Food
5.1%

AVG Daily Orders
12.7%

Long Distance
9.5%

Hotel Transport
2.0%

Daily ads
22.9%

Top Hotel Ads
3.1%
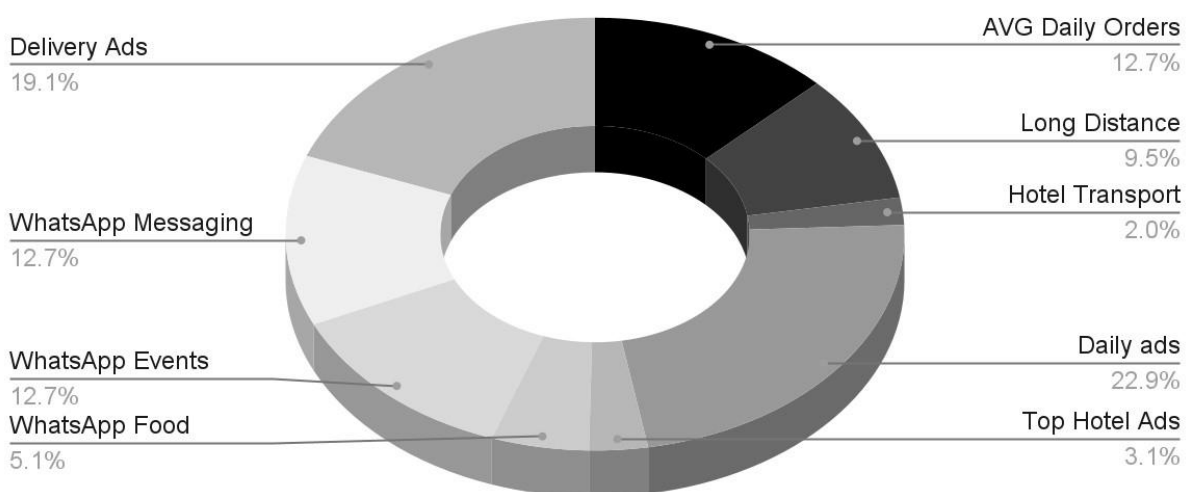
Path to Profitability

AVG Daily Orders	2000*
AVG Order value (Ksh)	100
Rider Pay per order (Ksh)	40
Long-distance trip pay (Ksh)	2,000*
Long-distance orders	100*
Hotels on transport package	16
Hotel transport package price	200
Daily Ads	30*
Ad price(Ksh)	1,200*
Top Hotel Ads (Ksh)	4,800
WhatsApp Food	40*
WhatsApp post cost (Ksh)	200*
WhatsApp Events	20*
WhatsApp Events cost(Ksh)	1000*
WhatsApp messaging	10*
WhatsApp messaging cost (Ksh)	2,000*
Delivery ads	10
Delivery ads cost	3,000
Founder Salary Threshold (Ksh)	400,000
Founder Salary (Ksh)	50,000
Total (Ksh)	**75,000**

(*) represents a figure that's precarious to the new model.

STARTUP COSTS DISHI

COST ITEMS	DATE DUE	BUDGET	ACTUAL	UNDER/UNDER
ADMINISTRATIVE/GENERAL				
Licenses/Registration		15,000Ksh	25,000Ksh	+10,000
Permits		20,000		
Insurance		120,000		
Legal		40,000		
Business Consultant		50,000		
Training		30,000		
Software (General)		250,000		
Miscellaneous		25,000		
LOCATION/OFFICE				
Space Rental/Lease		80,000		
Utility Costs		15,000		
Telephone Set up & Annual Cost		18,000		
Furniture		70,000		
Hardware		400,000		
Software		60,000		
Installation Fees		25,000		
Startup inventory		50,000		
Miscellaneous		30,000		
MARKETING				
Logo, branding, website		90,000		
Advertising/listing fees		40,000		
Printed Marketing materials		25,000		
Internet/Web marketing		50,000		
Trade Shows		70,000		
Networking events		30,000		
Miscellaneous		20,000		
LABOR EXPENSES				
Payroll		250,000		
Training		40,000		

Miscellaneous		25,000		
OTHER				
Miscellaneous (Contingency reserve/launch party/etc.)		200,000		
ESTIMATED START-UP BUDGET				

Funding Request

We respectfully seek an investment of **USD 30,700** in exchange of **4% equity** to support the establishment and operational rollout of the business. The funds will be applied toward essential startup and working capital requirements necessary to commence and sustain operations. A formal investment agreement outlining the terms, conditions and obligations of both parties has been prepared and will be provided for the investor's review and execution.