



BUSINESS PROFILE



BWANA BUSINESS INCORPORATED

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📍 Trinidad & Tobago

ABOUT BWANA BUSINESS INCORPORATED

- **Company status:** Incorporated company
- **Year of registration:** 2021
- **Number of employees:** Three women and two men.
- **Business sector:** Agro-processing of frozen root crops, fruits and vegetables



Tamika Taylor,
General Manager

Tamika is responsible for the growth of Bwana Business Incorporated's (Bwana) clientele, research and development, marketing and advertising, analysis of customers' reactions,

and market trends. Tamika's portfolio also includes anticipating product needs, planning product ranges, and general activities of Bwana. With experience in human resource management, procurement and the legal sector, she is skilled in coordination and organisation. Tamika knows how to plan and develop strategies that balance customers' expectations and Bwana's objectives.



Kerwin Craigwell,
Operation Manager

Kerwin leads operations encompassing the full range of production planning, quality control, purchase of raw materials, collaboration with farmers, suppliers, distribution and negotiation of prices, quantities and time-scales, etc. Kerwin started his career in the oil and gas industry, and has over 20 years' experience in logistics and supply chain management. Over the years Kerwin has developed skills that increase the efficiency of Bwana's production.

Mission: Bwana's mission is to manufacture quality food products that lead to memorable experiences for all its customers. The company uses each raw material to its full potential under the motto "Where Eating Healthy, Tastes Great". Bwana's approach is not to find customers for its products, but rather to adapt its products to customers' needs and expectations.

This series of events is organised by IICA and COLEACP.

COLEACP operates within the framework of development cooperation between the Organisation of African, Caribbean and Pacific States (OACPS) and the European Union (European Development Fund – EDF), with the support of the French Development Agency (AFD).



CONTEXT

Background: Kerwin and Tamika created Bwana to share their heritage, and their desire to eat and live healthy, with the national community of Trinidad and Tobago. The innovative and value-driven company manufactures local, preservative-free products without additives or flavouring. These products reduce meal preparation time and waste (e.g. from peelings) when cooking at home, creating dishes to be relished by both the eye and the palate.

Bwana's products go beyond the ordinary with their convenient Ziploc Pouch packaging and the quality and consistency of locally grown root crops.

Position in the market:

Bwana has achieved a competitive edge by:

1. Producing products without preservatives or additives
2. Guaranteeing the accurate weight of products – the weight of peelings, possible damaged pieces, etc is considered when the fresh products are chosen
3. Reducing cooking waste at the end user's home or establishment as the products are peeled and processed
4. Packaging its products in Ziploc Pouches which are easy to open, and can be reused when empty and stored after use

Relationship: Bwana's fresh produce is sourced from registered farmers nationwide and processed within 24 hours of harvesting.

The company's operational style is designed to deliver quality products, as well as to meet needs and exceed expectations. This is achieved through its support system for fresh products suppliers, which includes training, workshops, consultancy, research, marketing and point of sale opportunities from several organisations, including:

- National Agricultural Marketing and Development Corporation ([NAMDEVCO](#))
- Inter-American Institute for Cooperation on Agriculture ([IICA Delegation in Trinidad and Tobago](#))
- Caribbean Industrial Research Institute, Centre for Enterprise Development ([CARIRI-CED](#))
- [exporTT](#)
- National Entrepreneurship Development Co. Ltd ([NEDCO](#))
- International Trade Centre ([ITC](#))

PRODUCTS COVERED AND MARKETS

Main products:

Bwana's products are 100% local, all natural, and celebrate Trinidad's culture. The product range includes:

- Fries/Wedges:
 - Cassava Fries
 - Sweet Potato Fries
- Cubes:
 - Cassava Cubes
 - Sweet Potato Cubes
 - Dasheen Cubes
- Grated
 - Grind Coconut
 - Grind Cassava
 - Grind Sweet Potato
 - Grind Pumpkin
 - Grind Dasheen
- Latest Products:
 - Coconut Milk Cubes
 - Provision Melting Pot



Main markets: Local, including:



Main services: Bwana collects fresh produce, and processes and packages it before distributing to local supermarket chains, gourmet stores, bakeries, hotels, restaurants, etc.

Certifications: Free Sale Certification (pending)

INNOVATIONS: MILESTONES AND EXPANSION PLANS

Milestones: Bwana currently operates through two GAP and HACCP compliant facilities, operated by NAMDEVCO and CARIRI-CED.

Bwana has invested in packaging, acknowledging that packaging determines whether or not consumers will decide to buy the products. Packaging also needs to survive handling, the display environment, and shipping. In October 2019 Bwana shifted to a custom-size pouch package designed by *Market Movers Designs* and printed by *The Pouch Company*. The design of the pouch was very important, with suitable functionality and colours representing Caribbean culture. The new pouch package increased the products' value, durability and overall impact. This resulted in retailers not negotiating the price of the products any more. Bwana aimed to meet global standards of retail packaging, to allow the package to be accepted

in markets worldwide. This was a successful approach: Bwana was selected for the Export Booster Initiative ([EBI](#)) for the manufacturing sector 2021. The Ministry of Trade and Industry, in collaboration with ExporTT and the Trinidad and Tobago Manufacturers' Association ([TTMA](#)), developed the EBI to develop overseas markets and promote exports through local entrepreneurs/manufacturers.

Bwana took advantage of the COVID-19 pandemic to enhance its investment in social media and online presence. It created its online shopping platform, and launched brand awareness campaigns through surveys and information gathered from farmers' markets and pop-up shops. It also worked on the development of value-added products and on product improvement, as well as organising training and workshops.

SUCCESS FACTORS AND LESSONS LEARNED

Since its creation, and especially with the COVID-19 pandemic, Bwana learned how important it is for the business to continue to innovate while staying rooted in its mission, vision and values. Bwana always keeps a focus on the end users, their needs, and problems the company needs to solve.

Bwana acknowledges the necessity for a business model that allows for maximum pivot potential by defining flexible, less fixed overhead operations. It is essential to evaluate marketing strategies to determine return on investment and then allocate the budget according to the results.

Bwana utilised product positioning strategies to help its products stand out by targeting the right audience. For example, the company gathered information over a period of six months to March 2021 through surveys, brand awareness campaigns at farmers' market and pop-up shops, and social media insights.

Since 2019 Bwana is an approved supplier for the National Schools Dietary Services Limited (NSDSL) to provide processed root crops and vegetables to caterers of the School Nutrition Programme (SNP).