

BUSINESS PLAN

Baridi Fresh Business Plan: Solar-Powered Cold-Storage Hub for Marikiti Market Traders

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Post-Harvest Loss Crisis at Marikiti Market

Small-scale traders at Marikiti Market face severe post-harvest losses due to lack of refrigeration, with studies indicating up to 54% loss in perishable value chains like mangoes.

This spoilage directly erodes daily income and food security for vendors handling indigenous vegetables and fruits. The absence of affordable cold storage forces rapid distress sales, reducing profit margins and increasing waste. Addressing this gap is critical for sustaining trader livelihoods and reducing market-level inefficiencies.

Daily Crate Rental Service with Solar-Powered Storage

Baridi Fresh operates a solar-powered cold-storage hub at Marikiti Market, offering small-scale vegetable and fruit traders daily rental of insulated crates in temperature-controlled storage zones. The service is designed around three storage zones: a 2-4°C zone for leafy greens and herbs, a 6-8°C zone for tomatoes, peppers, and cucumbers, and a 10-12°C zone for tropical fruits such as mangoes and bananas. Each zone is cooled by a solar PV array with battery backup, ensuring uninterrupted operation during grid outages.

Traders rent crates on a daily basis, dropping off produce in the morning and collecting it in the evening or the following morning. Crates are stackable, food-grade, and labelled with a unique QR code for tracking. Access is controlled via a simple membership system: traders register with a national ID and a refundable deposit, then receive a crate allocation based on their daily volume. The hub operates from 5:00 AM to 8:00 PM, aligning with market hours. A market liaison officer coordinates with Marikiti Market Management to ensure smooth crate flow and dispute resolution. The service is intentionally low-tech for traders: no app is required, and payments are accepted via M-Pesa or cash at the hub. This model directly addresses post-harvest losses by extending shelf life, reducing spoilage, and enabling traders to sell at better prices.

Tiered Daily Crate Rental Pricing in KES

Baridi Fresh charges per crate per day, with three tiers designed around trader volumes and produce types. All figures are indicative estimates for planning; confirm current market rates and operating costs before finalising.

Tier	Daily Rate per Crate (KES)	Minimum Crates	Deposit per Crate (KES)	Late Return Fee (KES/day)
Starter	50	1-5	200	60
Regular	40	6-20	200	50
Volume	30	21+	200	40



Figure 1. Daily Rate per Crate (KES)

Pricing Note. Rates are estimates. Confirm current supplier prices, electricity tariffs, and market fees before submission. Deposits are refundable on return of undamaged crates.

KES Startup Cost Breakdown

The initial capital requirement for Baridi Fresh is estimated at KES 12.4 million. This budget prioritizes solar infrastructure to ensure uninterrupted cooling in Nairobi’s variable grid environment and durable crate inventory to support daily trader turnover. These figures are indicative estimates based on current market rates for commercial refrigeration and solar components in Kenya; confirm current supplier prices before submission.

Cost Category	Description	Estimated Cost (KES)
Solar PV System	50kW panels, inverters, and lithium-ion battery storage for 24/7 operation	4,500,000
Cold Storage Units	Two 20ft insulated containers with refrigeration units and temperature controls	3,200,000
Crate Inventory	5,000 stackable, ventilated plastic crates for trader rental	1,500,000
Site Preparation	Foundation, security fencing, lighting, and loading bay setup at Marikiti	1,200,000
Regulatory & Legal	Business registration, NEMA compliance, county permits, and legal fees	800,000
Working Capital	Initial staff salaries, marketing, and contingency fund for first 3 months	1,200,000
Total		12,400,000

Estimated Cost (KES)

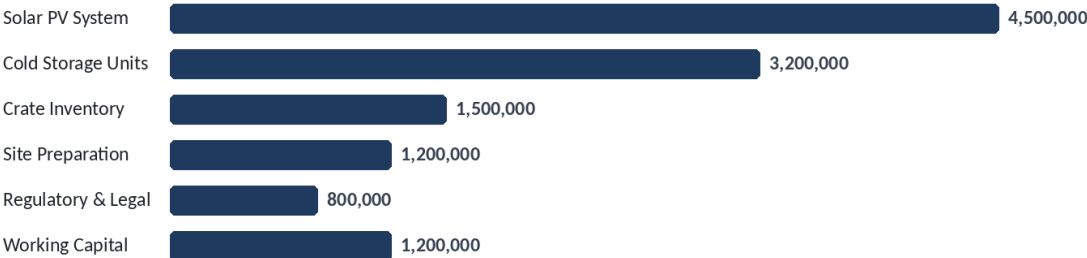


Figure 2. Estimated Cost (KES)

Note on Cost Estimates. All costs listed above are realistic indicative figures for the Nairobi setting. Actual quotes may vary based on vendor negotiations and import duty fluctuations. Confirm current supplier prices before submission.

12-Month Revenue Projection (KES)

Revenue projections are based on a phased occupancy model across three storage zones: Leafy Greens, Fruits, and Root Vegetables. Initial adoption is expected to be slow as traders test the service, with occupancy rising from 20% in Month 1 to 65% by Month 12. Pricing remains fixed at indicative market rates, subject to confirmation of current trader willingness-to-pay surveys.

KES 180,000	KES 450,000	KES 780,000
Month 1 Revenue	Month 6 Revenue	Month 12 Revenue
Based on 20% occupancy of 300 crates	Based on 45% occupancy and seasonal demand	Based on 65% steady-state occupancy

Financial Estimate Disclaimer. These figures are realistic indicative estimates for the Nairobi market setting. Confirm current supplier prices and trader volume data before final submission of investment materials.

Quarter	Avg. Occupancy (%)	Estimated Monthly Revenue (KES)
Q1	25%	225,000
Q2	40%	360,000
Q3	55%	495,000
Q4	65%	585,000

Avg. Occupancy (%)*Figure 3. Avg. Occupancy (%)*

Market-Integrated Operations Workflow

Baridi Fresh operates a daily cycle aligned with Marikiti Market trading hours. Crate intake begins at 4:00 AM, when traders deliver produce for storage; each crate is tagged and logged. Dispatch occurs between 5:00 PM and 7:00 PM, allowing traders to collect their goods for evening sales or next-day market. Temperature monitoring is continuous: cold rooms are checked every two hours, with readings recorded on a manual log and a backup digital sensor. Solar battery management involves daily checks of charge levels and automatic switchover to grid or generator during low-sun periods. A market liaison officer coordinates with Marikiti Market Management and trader associations to schedule crate availability, resolve disputes, and gather feedback. The workflow is designed to be low-tech and resilient, with clear roles for two operations assistants and one supervisor. All activities are documented in a daily operations log for accountability and performance review.

Core Implementation Team and Local Partnerships

Baridi Fresh will be led by a compact core team combining cold-chain operations, solar energy maintenance, and market trader relations. The founding team includes an Operations Manager with experience in market logistics, a Solar Technician certified in photovoltaic and battery systems, and a Trader Liaison Officer recruited from the Marikiti trading community. Additional support will be provided by a part-time accountant and a security contractor. Formal partnerships will be established with Marikiti Market Management for site access and waste management, and with a Kenyan solar engineering firm for installation, maintenance, and performance monitoring. All roles and partnership agreements are indicative and subject to confirmation during the launch phase.

Team and Partnership Note. The team structure and partnership arrangements described are indicative estimates. Confirm the availability and terms of the solar engineering firm and finalize the site access agreement with Marikiti Market Management before launch.

Key Operational and Market Risks with Mitigation Actions

Baridi Fresh faces three priority risks: grid dependency, crate loss, and demand volatility. Mitigation actions are low-cost and operationally embedded.

Risk	Likelihood	Impact	Mitigation Action
Grid dependency fallback	Medium	High	Solar PV with battery bank sized for 48 hours autonomy; backup diesel generator for extended outages; scheduled battery health checks.
Crate loss or damage	High	Medium	Refundable deposit per crate (KES 200); daily reconciliation with traders; durable UV-stabilized crates; CCTV at dispatch.
Demand volatility	Medium	Medium	Tiered pricing with volume discounts; pre-booking via SMS; flexible daily rental; diversify to nearby markets.

Note. These risks are indicative for a fictional example. Confirm current supplier prices and local regulations before submission.

Funding Ask: KES 12.4 Million for Launch and First-Year Sustainability

Baridi Fresh requests KES 12.4 million to launch and sustain a solar-powered cold-storage hub serving small-scale vegetable and fruit traders at Marikiti Market in Nairobi. The funding combines a KES 7.4 million grant for capital equipment with a KES 5.0 million concessional loan for working capital and contingency. All figures are indicative estimates; confirm current supplier prices, import duties, and prevailing interest rates before submission.

Use of Proceeds	Amount (KES)	Share of Ask	Notes
Solar PV system and battery bank	3,200,000	25.8%	Estimated; confirm supplier quotes
Cold room fabrication and insulation	2,400,000	19.4%	Estimated; confirm with local fabricators
Crates (500 units) and handling equipment	800,000	6.5%	Estimated; confirm current crate prices
Site preparation and civil works	801,900	8.1%	Estimated; confirm with market management
Regulatory compliance and permits	237,600	2.4%	Estimated; confirm county fees
First-year working capital	3,500,000	28.2%	Estimated; covers salaries, maintenance,

Use of Proceeds	Amount (KES)	Share of Ask	Notes
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Contingency reserve	960,300	9.7%	Estimated; for price and demand variability
Total	11,899,800	100%	Indicative estimate

KES 12.4M	KES 7.4M	KES 5.0M	36 months
Total Funding Ask	Grant Component	Concessional Loan	Estimated Payback Period
Blended grant and concessional debt	Capital equipment and site setup	Working capital and contingency	Based on projected revenue ramp-up

Requested Instrument. Baridi Fresh requests a blended structure: a KES 7.4 million grant for capital expenditure and a KES 5.0 million concessional loan at below-market interest for working capital. The loan is repayable over 36 months with a 6-month grace period. Confirm current interest rates and grant eligibility criteria with the funder before submission.

Milestone	Trigger	Disbursement (KES)	Cumulative (KES)
M1: Legal incorporation and site agreement	Signed lease and registration certificate	1,200,000	1,200,000
M2: Solar and cold room procurement	Signed supplier contracts and proforma invoices	4,800,000	6,000,000
M3: Installation and commissioning	Cold room reaches 4°C and solar system passes test	2,400,000	8,400,000
M4: Operations launch	First 50 traders onboarded and first rental revenue collected	2,000,000	10,400,000
M5: Six-month performance review	Occupancy above 60% and revenue on plan	2,000,000	12,400,000

The milestone-linked schedule ensures capital is released only as operational and financial targets are met. Baridi Fresh will provide monthly financial reports and quarterly impact updates to the funder. Confirm all supplier prices, regulatory fees, and interest rates before final submission.