

Daniel Materu,
P.O Box 1160,
Dar Es Salaam,
Tanzania.
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Country Coordinator.
ESAMI Tanzania,
P.O.Box 22290,
Dar Es Salaam,
Tanzania.

**RE: REFERENCE FOR KASSIM RASHID KASSIM FOR APPLICATION FOR
MASTERS IN BUSINESS ADMINISTRATION (MBA)**

I am writing with regard to Kassim Rashid Kassim's application to the ESAMI MBA program. I have had a close relationship with Kassim and his family for over 6 years, as a brother-in-law and confidant, and can vouch for his character and abilities without hesitation. Kassim runs and oversees the operations of a successful family business that deals in imported and locally made furniture alongside his father. He has played a key role in helping JR Furniture grow to become a leading furniture retailer in the Morogoro and Dodoma Regions in Tanzania. Kassim is an ambitious, self-motivated young man, with the focus and discipline to put in the hard work required to drive results. He is passionate about learning and gaining the skills needed to run a successful business.

I have watched Kassim graduate from university excited to jump into the family business and take on the challenge to help transform a one-man run business into an organization with standardized, repeatable processes and systems key to scaling and sustaining healthy performance. Three years down the line, he is still just as energized, and continuously seeks to expand his knowledge and skills through short courses, reading books and networking.

During this period, Kassim led the company's play further into the value chain through the establishment of a carpentry workshop with modern equipment and machinery for manufacturing furniture. The workshop is the largest of its kind in Morogoro, with manufactured furniture now making up over 50% of the business' sales, with the remaining being supplied through imported products.

Within a year of joining the company, Kassim saw opportunities in neighboring regions and spearheaded the expansion beyond Morogoro, into the country's capital, Dodoma. He was able to identify a prime location for the business and oversaw the project to design and construct the

new outlet. He now fully runs the Dodoma branch which contributes to approximately 40% of the business sales, while also working as the Director of Operations. His role means constant travelling between Dodoma and Morogoro which has further challenged him to look for ways to enable and empower employees to be able to conduct day-to-day operations. He is responsible for managing over 15 employees including coaching and monitoring their performance.

Based on his passion for learning, self-discipline and dynamic business experience over the last three years, I believe Kassim will be a good fit for your MBA program. This will be a great opportunity for him to build on the foundation that he has established over the last three years, and gain the knowledge and tools to help bring him closer to his dream of running a business with operations across Tanzania and the region.

Best regards,

Daniel Materu

Digital Lead | Deloitte East Africa

+255762581447

dmateru@gmail.com