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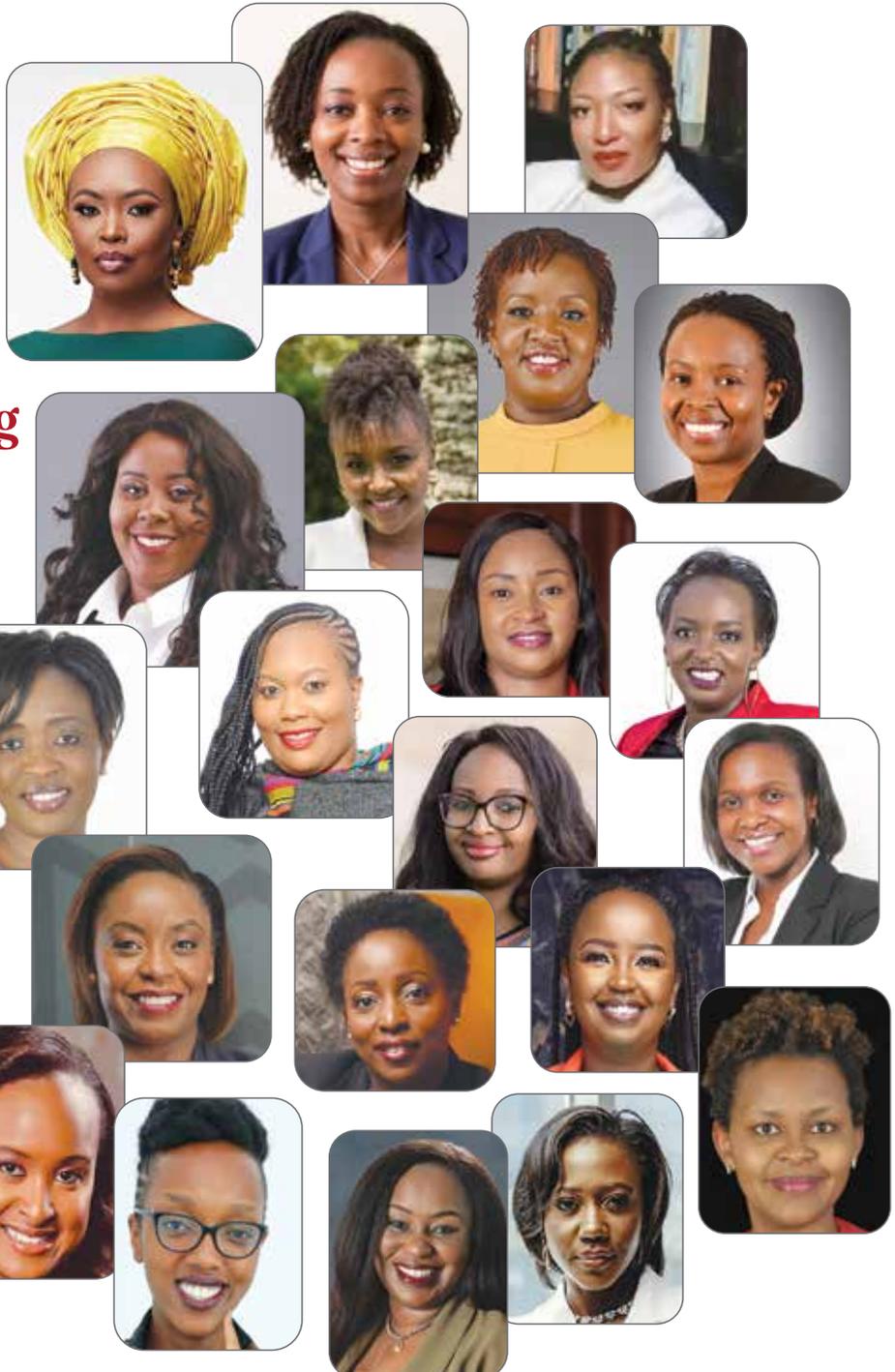
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SOCIAL: 'GUTTER WATER', 'MONKEY TAIL' AND SMOKED FAECES: NEW DANGERS ON NIGERIA'S DRUG SCENE

EDUCATION: SOUTH AFRICAN UNIVERSITIES NEED TO BETTER SUPPORT DOCTORAL SUPERVISORS



Most Influential Women in Marketing Impacting Business in 2022



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I love being African, the people's welcoming nature, the sights and sounds of our diverse cultures and stunningly beautiful geographies.

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Caroline is a passionate strategic communications professional with over 15 years' experience in development and execution of corporate communications, marketing and brand strategies for leading brands in Africa.

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'Gutter water', 'monkey tail' and smoked faeces: new dangers on Nigeria's drug scene

New, unconventional drugs are becoming popular in Nigeria, designed by dealers and users to replicate the effects of illegal substances like cannabis, cocaine, and ecstasy. They affect how the brain works and cause changes in mood, feelings and behaviour. Policymakers have labelled them as "new psychoactive substances" because they're not recognised under international conventions.

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LAST WORD

Kenya has breached its public debt ceiling – how it got there and what that means

Kenya's newly elected president, William Ruto, has earned more legal space to borrow for his grandiose economic plan after parliament recently raised the country's public debt ceiling to KSh10 trillion (US\$100 billion).

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Business Monthly EA Top 25 Most Influential Women in Marketing Impacting Business by Growing Brands 2022



Writing for this coveted list, Caroline Mutoko, the Queen of the Airwaves in this part of the region, has this to say: Marketing isn't simply an important part of business success – it is the business. Everything else in the business depends upon marketing. Caroline quotes Mark Cuban, owner of the Dallas Mavericks and several media and entertainment companies, who puts it as succinctly as possible: "No sales. No company."

In her thesis, Yvonne Tharao sees marketing as a revenue model: 'I believe in new marketing, a marketing that is aligned to a company's bottom line as a revenue generating model, not the old marketing that is always considered as a cost item'.

On the premise set by these two great marketers, Business Monthly EA magazine is glad and excited to introduce the inaugural Top 25 Most Influential Women in Marketing Impacting Business 2022 by Growing Brands, with the first lists and rankings extracted through peer nominations. The list consists of women practitioners both in the mainstream marketing realm and its evolving subsectors, corporate communications and advertising.

We invited ten top women in media, marketing and corporate communicators to nominate their colleagues that are perceived to be doing great work in their spaces. The 157 shortlisted women were then requested to submit a 750-word arti-



cle on their professional journey, including any SDGs or ESGs initiated or are part of, to form a basis for final shortlisting and ranking. A few did not submit and others submitted out of time.

Based on the available write-ups and a few interviews, the list of the 25 finalists was draw. A ranking through a qualitative

The most important criteria are the ability to effect and manage change and transformation of both the people and organizational culture.

key informants' perception survey was conducted by mobile phone interviews. The Top 25 are those regarded highly by their peers as those who have and continue to achieve brand success for the goods or services under their charge, by providing the overall strategic directions, innovations, creatives, designs and final executions of the campaigns.

Due to the high level of interest, Business Monthly EA will run this recognition annually and develop the series as one of the premier awards for marketers and communicators in their industry calendar. Business Monthly EA magazine looks forward to involving the MSK, PRSK and the local chapter of the CIM in the future. The main objective is to celebrate women whose work often go unnoticed and often

regarded as a cost, not a driver of revenue generation that decides the bottom line.

These 25 women are creating effective and focussed product campaigns, restructuring the architecture of the marketing process and lead the teams from the front while participating in industry, sectoral or community leadership roles, through elaborate planning and execution of varying SDGs, ESGs, Diversity and Inclusion agendas, ending in making real differences in society and contributing to both the top and bottom lines in business.

The 25 women awardees have been selected from an initial nomination list of 157 equally worthy candidates. If you feel you are deserving to be on this inaugural list, take heart. You are likely to be on the list next year. ■



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#1
Caroline
MUTOKO

Marketing isn't simply an important part of business success – it is the business.

Writing for this coveted list, Caroline Mutoko has this to say: Marketing isn't simply an important part of business success – it is the business. Everything else in the business depends upon marketing. Mark Cuban, owner of the Dallas Mavericks and several media and entertainment companies, puts it as succinctly as possible: "No sales. No company."

Who, then, is Caroline Mutoko?

Ms Mutoko is a seasoned media practitioner with over 20 years' experience in the media communications space. She is the most celebrated media personality in Kenya and a distinguished brand influencer across the larger Great Lakes East-African region and one of the most passionate and credible corporate brand ambassador, if there is truly one.

Caroline is widely networked, multi-nationally exposed and a distinguished Public Relations professional. In addition, she is a committed champion of equity, transparent governance, gender and class diversity and equal opportunities for all. In all her work and engagements, she is a passionate advocate for Africa's immense potential for sustainable growth.

Ms Mutoko's professional competencies include superior communications, interpersonal and organisational skills. She is exceptional at brand building and a creative and experienced media guru. She possesses strong entrepreneurial leadership and team liaison skills. If you are looking for a personality with exceptional skills in liaising with media houses across the East African region, Caroline is your top of mind to-go-to person. She has been known to execute creative crisis management solutions to overcome potential brand-damaging situations within record time.

Her over 20 years in the media space has seen her gain experienced in managing agency communication



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briefs, to deliver impactful brand outcomes. And, of course, everybody knows this: Caroline is most proficient in the use of English Language, with a working knowledge of French. Above all, she is a firm, principled, go getter and a very reliable person.

Ms Mutoko has been:

- Recognized among the leading top-40 women-under-40 in Kenya - 2013.
- Acknowledged for demonstrating professionalism and commitment to the media industry, by impressive listener ratings and research.
- Acclaimed by CNN's premiere show "African Voices" as a Firebrand - 2011.

As Philanthropist:

- Caroline gave back to the publication that shone a light on her by sponsoring as a brand and an individual the Top 40 Under 40 Women in 2019, probably the first person in Kenya to do this.
- Lifted the Millennium Torch for the Danish Government, as her commitment to MDG3 to help make a difference in providing sanitary towels and water tanks for girls in disadvantaged schools around Kenya.
- Planned and executed a 24-hour Kenya national emergency campaign in 2009, to raise over 400 metric tons of food for famine-stricken Kenyans.
- Initiated a 12-hour long (5-day | 5-radio station) effort to raise 1 million Kenya shillings every hour in 2011, to support famine relief efforts in Kenya.
- Successively champions the Annual Fashion High-Tea, to support women and children in poor maternity facilities in Nairobi and its environs since 2010.
- Continuously works with Longhorn Publishers to equip libraries in rural schools across Kenya.

How Does Caroline do it? Caroline works on finding the >>



shortest path between the consumer and the brand (SPBCB) by generating true interest and intrigue around product or service, that leads to engagement and ultimately conversion - SALES.

Dream in Action. In the next 5 years, Ms Mutoko hopes to become the marketing force that shifted the needle for no >> less than 1000 businesses. That's why she leverages her platforms and influence to highlight a business (on a pro bono basis) that she encounters in person on digital media or through friends.

According to Caroline, 'It's all very well to be moving product volumes for Johnnie Walker Blue, L'Oreal, Mizani. Selling homes for various developers. Selling out tracks of land...That's fine and good. However, my impact and influence, my true value will be realised in how I affect and effect the Micro, Small and Medium Enterprises (MSMEs) sector,



who create wealth and provide employment for over 85% of the workforce.

As General Manager and Head of Omni Channel Revenue at Radio Africa Group since 2020, Caroline ensures that prime time radio slots own a 40% share of the market per quarter, while design-

It's all very well to be moving product volumes for Johnnie Walker Blue, L'Oreal, Mizani. Selling homes for various developers. Selling out tracks of land... That's fine and good. However, my impact and influence, my true value will be realised in how I affect and effect the Micro, Small and Medium Enterprises (MSMEs) sector, who create wealth and provide employment for over 85% of the workforce.

ing and executing marketing initiatives to keep the 7 radio stations within the group top of mind.

Prior to this, Caroline was the Chief Marketing Officer between 2013-2016 and Head of Digital Development between 2016-2019. She joined Radio Africa in 2002 and was Senior Radio Anchor and Program controller between 2002 and 2013, when she was mobbed by fans as the Queen of FM Radio, growing Kiss 100 as the radio of choice in the country.

Caroline holds a Bachelor's degree in Economics and Sociology and a Master of Business Administration (MBA) degree in Strategic Management from the University of Nairobi (UoN), an Advanced degree in Media Management from IESE Business School-New York and a Higher Diploma in Leadership from the Harvard Business School. She also holds Certification in Oil, Gas and Mining from the Kenya Chamber of Mining and The Effective Director Certification from the Strathmore Business School (SBS).

In summary, Caroline likes to say, 'for the avoidance of doubt, I'm Influential, NOT simply an influencer. It makes all the difference in this new age of marketing and in this space in which I thrive.' ■

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#2

Carolyne
KENDI

Carolyne Kendi is passionate about bringing people together to leverage their strengths and to deliver positive outcomes. She is currently the Head of the Segment Marketing Tribe at Safaricom PLC, a role she started 6 months ago after a successful 4 years as the Head of Brand and Marketing Communications at Safaricom PLC.

Her brand building career started 20 years ago, when after graduating from The University of Nairobi, she applied for a graduate trainee program at Unilever. She started her career as a field sales representative, where she was exposed to how business works “kwa ground” by partnering with distributors in the Western and Mt Kenya region to make key household brands – Blue Band, Omo and Royco available, visible and affordable. This would lay a strong foundation for Ms Kendi to learn about commercialization and the importance of customer understanding for any successful marketing strategy.

Ms Kendi’s passion for building, growing and nurturing home-grown world class brands was sparked 5 years later when she joined EABL as Brand Manager for Tusker. One of the highlights was the successfully scale-up of Tusker project fame season which became the most loved and watched branded TV reality show in East Africa after 3 seasons. Being a



Safaricom PLC Head of the Segment Marketing Tribe, Carolyne Kendi being interviewed during Safaricom @ 20 Edition celebration.

Kendi is very passionate about Africa and believes that it indeed our time as Africans to shine and lead into the future. This belief was cemented when she went back to Unilever and worked in several African markets in Southern Africa – Zimbabwe, Zambia, Malawi and as well as West Africa – Nigeria, Ghana and Cote de Ivore, building one of the most iconic regional brands – Blue Band.

woman who is motivated by audacious goals, she found this moment of transition interesting with all the intensity it came with, and learning about beverage as a category, while re-igniting relevance to an iconic Kenyan brand especially to the younger generation. She also worked on building the Diageo portfolio as the Head of Spirits, where she was inspired by the art of storytelling and brand experience as critical growth drivers for brand building.

Kendi is very passionate about Africa and believes that it indeed our time as Africans to shine and lead into the future. This belief was cemented when she went back to Unilever and worked in several African markets in Southern Africa – Zimbabwe, Zambia, Malawi and as well as West Africa – Nigeria, Ghana and Cote de

Ivore, building one of the most iconic regional brands – Blue Band. The one thing that stood out for her is that the similarities across all the different countries and cultures are greater than the differences. The optimistic, hardworking and resilient values are the core of every African irrespective of their country or culture. The exposure to the different markets brought the understanding of the power of technology to drive access and unlock opportunities that could improve the earning potential of millions of Africans across the continent.

It is this passion that led her to Safaricom PLC, a successful home-grown local brand, that is transforming lives by connecting people to people, people to knowledge and people to opportunities. She has had the privilege of >>



>> leading the repositioning of the brand to the current brand promise – Simple, Transparent, Honest For You, powering commercial delivery and brand consideration through impactful proposition campaigns – “Future of Money – MPESA, Mwelekeo Ni Internet and Built for Bigger which was a campaign targeted at small and medium enterprises (SMEs). In addition, driving overall brand affinity and brand love through iconic thematic campaigns such as Nawe Kila, Wakati, Twende Tukiuke and most recently Tuinuane.

Kendi’s strong belief is that driving understanding of customer motivations, lifestyle and habits as a key enabler for growth in any business, is – customer obsession. She believes the secret formula for delivering profitable growth for any business starts with empathy for the customer and building brands around solutions for these needs. This fuels her passion for innovation, and thus she spends so much time with diverse people to understand what their current trends are and how they see and consume technology. This has fueled her love for digital marketing and as a result she spends a lot

Kendi’s strong belief is that driving understanding of customer motivations, lifestyle and habits as a key enabler for growth in any business, is – customer obsession.



of time in the digital and innovation spaces learning, unlearning and relearning.

She is passionate about giving back and participating in the wider marketing industry initiatives. She served on the board of MSK as well as deputy chief judge at MSK Gala Awards for the last 3 years. This year, she has been selected to be Lories co jury president under the segment Shared Value, Service Design and Effective Creativity. Being jury gave her an opportunity to make sure that Kenyan creativity is getting a chance to be seen at a regional level. She also leads the Kenya Chapter of the Unstereotype alliance – which is a movement that encourages marketing professionals to leverage advertising as a force for good – with special focus on reducing negative gender stereotypes in advertising.

Ms Kendi graduated with a Master of Business Administration (MBA) degree in Strategic Management from the United States International University (USIU-A) on September 24, 2022, the deadline for submitting her writeup for this recognition.

Three words to describe her: Connector, Optimistic. Purposeful. ■



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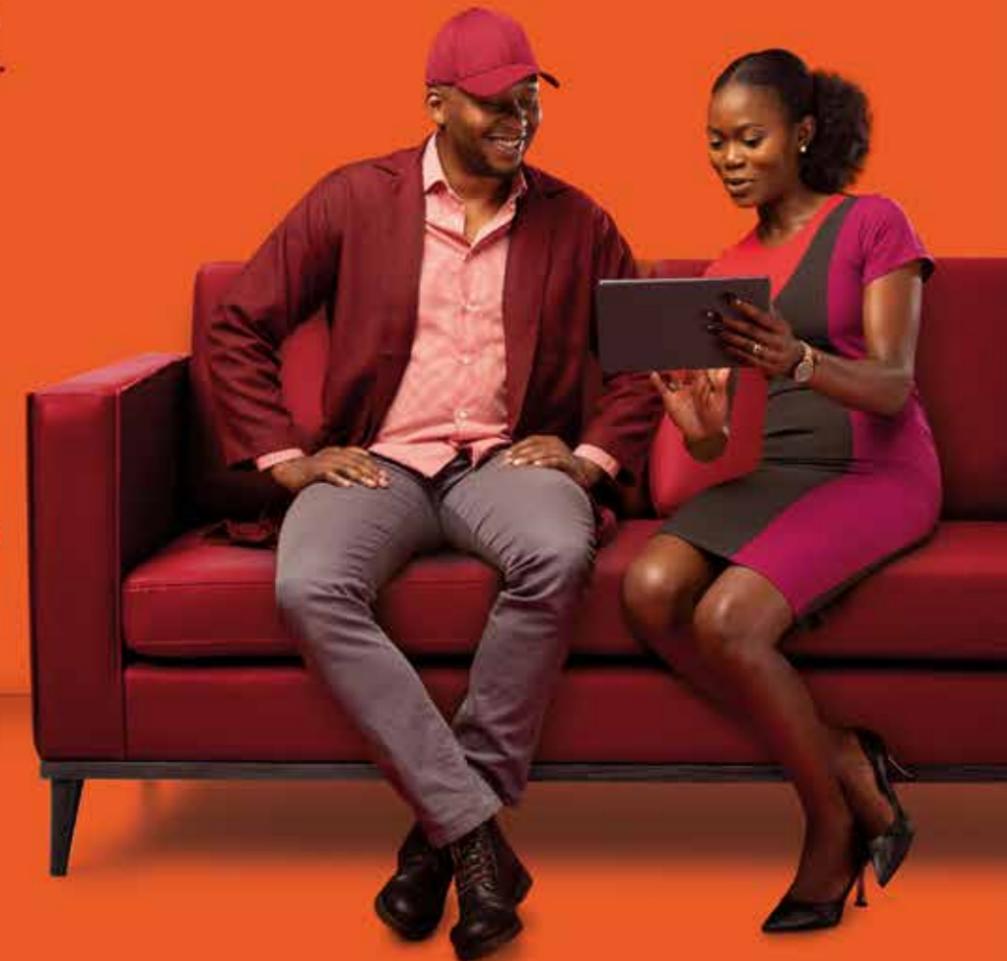


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#3

Yvonne

THARAO

Driving evolution of marketing in modern day insurance sector

Yvonne Tharao's thinking beyond marketing as the cost of sales to a revenue model should catch attention of the insurance industry. According to her, 'marketing is a bigger profession than 'watu wa banner'. I therefore believe in new marketing, a marketing that is aligned to a company's bottom line as a revenue generating model, not the old marketing that is always considered as a cost item'.

Yvonne, who is currently taking Doctoral studies in Business Administration Strategy at the prestigious USIU – Africa, opines that her love for numbers and eagerness to think beyond the data, drove her to try and evolve her role more working at cross function with accounts and boards to plug into new investment strategies.

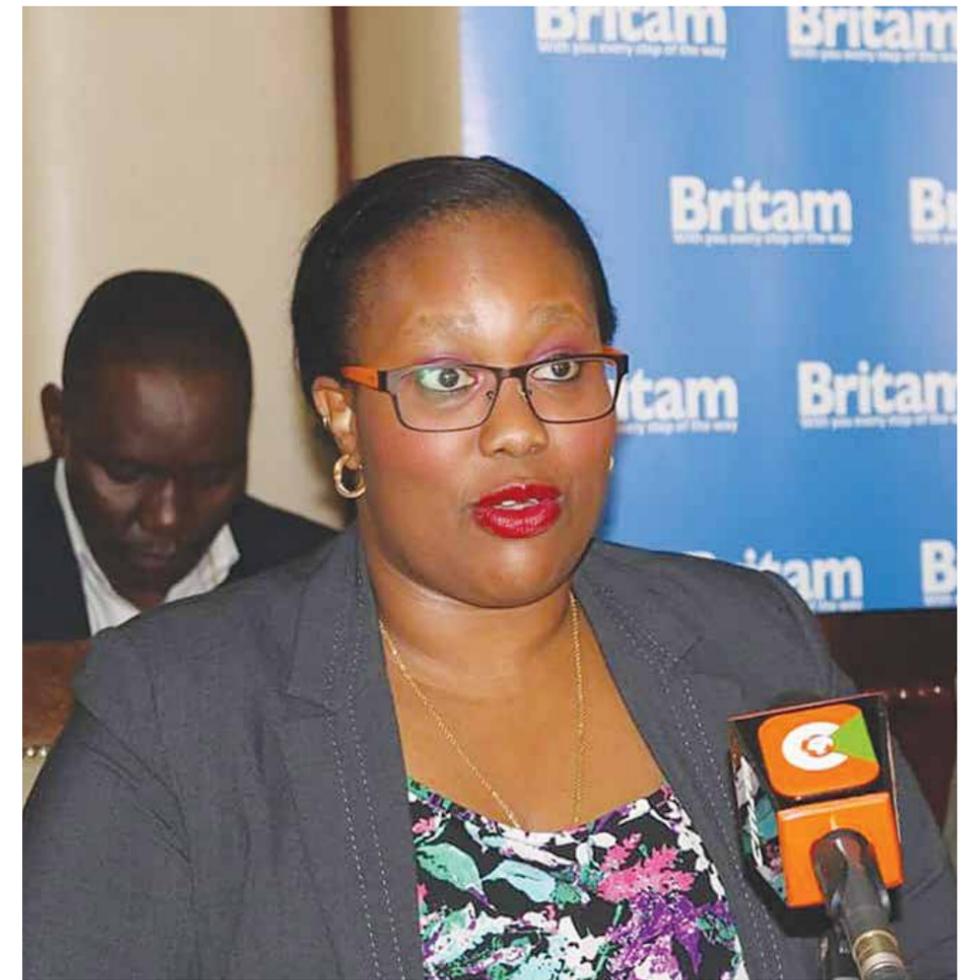
Owing to hard work, strategic thinking, business acumen and outgoing persona, Madison Insurance added three responsibilities of market development, strategic partnerships and client relations to her initial role of Group Head of Marketing Services. She explains, "As marketers, our role is growing beyond watu wa banner and for that to happen, we have to love the numbers, refocus the marketing function and budget to attain a return on investments (ROI) and always demonstrate the strategic value of the marketing activities".

Ms Tharao is through and through a visionary marketing, corporate affairs and consumer behaviour leader with over 15 years industry experience. Her tour of duty started in advertising, with Scanad Kenya, a journey that would later see her serve in C-Suites at Jubilee, Britam and now Madison Group.

She has cut her teeth in driving organizational profits through developing strategic marketing campaigns, enhancing customer acquisition, running brand loyalty programmes and industry lobbying that sets her apart in the industry.

Yvonne was part of the top management team that built Britam's transformative brand equity and introducing a micro insurance product "linda Jamii", then viewed as a more inclusive insurance product for lower to middle class income households. She has gone on to be part of the top management team that oversaw the launch of the MSME medical product at Madison Group. This has seen the uninsured MSEM's get medical insurance for their staff at affordable rates and with great benefits. "I am committed to keep driving financial inclusion through innovative products that bring insurance closer to the people and increase the hitherto very low insurance penetration in Kenya.

Ms Tharao believes it is such innovative and targeted products that will address the needs of the lower income groups in Kenya,



including provisions of flexible premium payment terms that holds the key at growing the country's low penetration insurance sector.

Kenya has the third lowest insurance penetration rate in sub-Saharan Africa, representing a paltry 2.17 percent compared to South Africa's 17 per cent, a perplexingly low and disturbing figure, according to Ms Tharao. "Something needs to be done at the regulatory level to have a holistic look at cash and carry in the kadogo economy where the numbers are. Requiring an MSME to use up their cash flow to buy an annual insurance upfront rather than in small staggered payments, leaves very many micro and small businesses uninsured," she laments with disdain. >>



>> In her career journey, Yvonne has done numerous marketing and brand building modelling that have worked to build brands she has handled, strangely including, as examples, targeting jockeys and stable men in horse races, branding dense-population low-income residential areas and sponsoring Mathare United, a slum-boys football team that rose to the top tier of the Kenyan football league. In these marketing activities, Yvonne quips, “you cannot buy a fan but you can drive and build brand love and usage by supporting their sport”.

As a guru in the field, Yvonne has also been involved in project rebrands at NIC, UAP, Jubilee and Britam. In project rebrands, she has a knack for bringing people together and giving direction in groups, as the overall team lead, through her well documented diligence, courteousness and respect for all team members, old and young.

A people’s person and team



Yvonne maintains her sanity by holding dear to heart her life’s mantra, “Life is not designed to hand us success or satisfaction but rather to present us with challenges that make us grow.”

player, Yvonne is diligent, courteous and has respect for everyone; older or younger. She has respect for diversity and can work with anyone or anywhere.

Yvonne maintains her sanity by holding dear to heart her life’s mantra, “Life is not designed to hand us success or satisfaction but rather to present us with challenges that make us grow.”. With this in mind, she successfully manages to juggle between assignments in class, her work and her role as a mother of school going kids: Not always easy.

She gets most of her inspiration from the former CEO and chair of PepsiCo- Indra Nooyi, who brings work and motherhood together, a living proof that one can excel in the corporate world on strong valued support of family, friends and mentors who have their back. Yvonne, therefore, values and cultivates relations, as this kind of social capital is a very crucial ingredient to success.

Ms Tharao avers that her mother always quoted a Kikuyu proverb that, ‘you can read from some one’s else’s book to avoid their errors’, a lesson she carries to date. Ms Tharao goes further in reading other people’s books, not only to avoid errors but to learn new ways of executing her roles, from these people. “

‘I also believe you cannot lead without reading. So, for a reading list, Yvonne recommends, ‘On Becoming a Leader by Warren Bennis; The Road to Character by David Brooks; Unbowed



I also believe you cannot lead without reading. So, for a reading list, Yvonne recommends, ‘On Becoming a Leader by Warren Bennis; The Road to Character by David Brooks; Unbowed by Kenyan heroine Wangari Maathai and My life in full by Indra Nooyi.’

by Kenyan heroine Wangari Maathai and My life in full by Indra Nooyi.’

Yvonne gives charity a corporate edge. Instead of handing out alms, she prefers building sustainable interventions like fundraising for a feeding program that benefits and impacts many. An example is her involvement with Hope of Compassion School in Mathare and working with Homeless of Nairobi’s Shule Mtaani project, a project that takes the school to the street children in the streets and slums. She is more at home when she finds herself at the centre of looking for long term and sustainable solutions to the perennial problem of vulnerable communities.

Ms Tharao’s advice to upcoming women marketers is, ‘grow networks with professional colleagues and a spiritual community to build a tribe or a critical mass of people who can help you grow and on occasions, act as a sounding board for the important life choices’ ■





#4

Mimi
MAVUTI

HEAD, CORPORATE AFFAIRS

BAT KENYA & EAST AFRICAN MARKETS

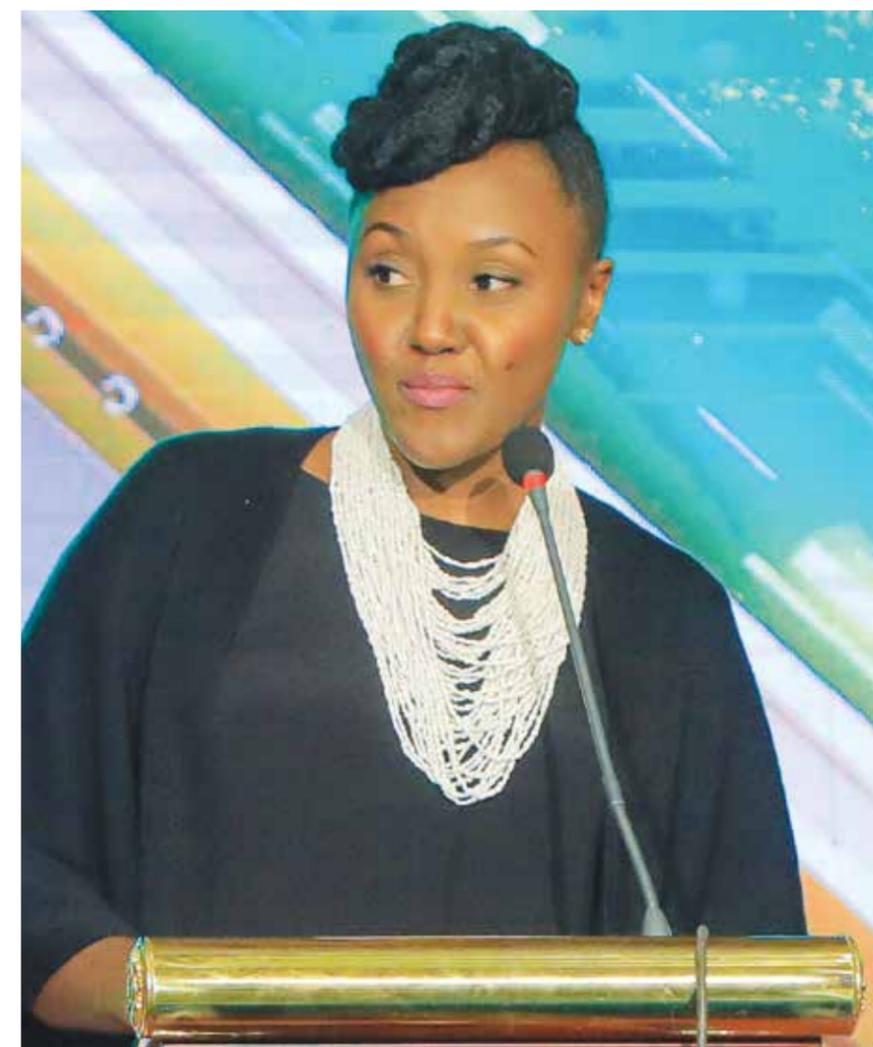
Millennial leaders. They've been described, among other things, as bold, nimble and gritsome. That is Mimi.

During her career spanning over 10 years across various sectors, Mimi has built vast experience and expertise within strategic communication and Sustainability/ESG. Her critical skills include strategy development, reputation and brand management, insights and foresights, stakeholder relations, media management as well as leading conscientious and agile teams.

She is a published writer, having by-lined lifestyle and opinion pieces in local and regional print media.

"I kicked-off my career in Kampala, Uganda, within the advertising and PR agency realm. This was immediately after my undergraduate studies in communication, which was actually accidental. I had enrolled to study Law, but switched upon realising my creative side was stronger. These early years were significant in shaping who I am today, having been mentored by Leadership who helped me build a solid foundation.

"After that debut into the world of work, I found my way back home to Nairobi where I joined a leading oil marketing company. They called me about 8 months after I'd submitted my (one of many) application, so I was thoroughly bemused and I think I asked them if they were sure it was me they were looking for! I rose through the ranks from a PR officer, holding various positions including Fuel Card Assistant Sales Manager. This was a defining point in my career. When I was offered that role, I declined and opted to resign as I didn't think I could do it. I was advised to take a few days off and think about it. After deep introspection, I realised that my general fear of failure, exacerbated by a then aversion to direct sales, underpinned my self-doubt. I decided to give it a try, and my all. I exceeded expect-



After that debut into the world of work, I found my way back home to Nairobi where I joined a leading oil marketing company. They called me about eight months after I'd submitted my (one of many) application. I was thoroughly bemused and I asked them if they were sure, it was me, they were looking for! I rose through the ranks from a PR officer, holding various positions including Fuel Card Assistant Sales Manager.

tations and was recognised as employee of the year in the Marketing department.

During this time, Mimi was recognised as a finalist for the Oil Industry, in the 2014 Rising Star awards and participated as a judge for the same awards in 2015.

After about five years in the oil industry, Mimi embarked on an upskilling journey, earning a Global Executive MBA from the United States International University-Africa (USIU-A). Shortly after, she left to pursue a Master of Science degree in Corporate Communication and Public Policy at the Robert Gordon University - UK. Subsequently, she joined a leading public affairs consultancy in London, working on policy research.

Mimi joined BAT in 2017, >>

Top 25 Most Influential Women in Marketing Impacting Business 2022

>> responsible for corporate communication for the then East and Central Africa Area. She has steadily grown within the organisation to her current role.

“In the last few years, I have immersed myself in delivering BAT’s transformation agenda, anchored on our purpose to build A Better Tomorrow™ by reducing the health impact of our business. Sustainability is at the front and center of everything we do, which also includes driving excellence in environmental management, delivering a positive social impact and driving robust corporate governance across the business. Some key targets include achieving carbon neutrality for scopes 1 and 2 by 2030 and scope 3 by 2050, 50/50 gender balance and 5% representation of people with disabilities in the organisation by 2030.

By combining existing and new capabilities, BAT is radically redefining itself. And this transformation is being driven by its people.

“We as leaders empower our teams to take charge of their career within the organisation. Thanks to our people-focused approach, BAT has been certified five consecutive times (2018 to 2022) as a Top Employer in Kenya and Africa, by the global Top Employers Institute. From a business standpoint, one of my priorities is positioning BAT to drive strategic public discourse and contribute to national dialogue, aimed at facilitating a sustainable fiscal and regulatory environment. Another is driving ESG best practise and compliance, with a focus on business and regulatory reporting.

Looking back, Mimi says she never really had a set compass for her career journey.

“I leveraged opportunities as they unfolded, to the degree that it felt right for me. I attribute my progress to a dedicated support



// I leveraged opportunities as they unfolded, to the degree that it felt right for me. I attribute my progress to a dedicated support system of family, friends and colleagues, leaders who allow/ed me to fail and learn (quickly) from my mistakes, my belief that the world does not owe me anything and therefore I must put in the work, and divine intervention.



system of family, friends and colleagues, leaders who allow/ed me to fail and learn (quickly) from my mistakes, my belief that the world does not owe me anything and therefore I must put in the work, and divine intervention.

Looking ahead, Mimi is working to enhance her ESG expertise.

“I am enrolled in a Business Sustainability Management course with the Institute for Sustainability Leadership at the University of Cambridge, UK.

“On a personal front, I am keen on making more time for community activities. I’ve previously mentored young professionals and girls, however, I’d like to pursue other areas, especially environmental conservation. Afterall, we don’t make it on our own; it really does take a village!” ■



#5
Jacquie
MUHATI

Jacquie Muhati is an all-rounded marketer with a wealth of experience from both private and public sector spanning over 20 years. She has been successful in developing and implementing strategies, combining years of hands-on experience in different market sectors in the UK, USA, and Africa. She is currently the Deputy Director Marketing, and Head of Brands at NCBA Group.

As Group Head of Brands, Jacquie is responsible for brand marketing communications across the Group. This is a challenging but rewarding leadership role that entails developing and implementing the bank's core marketing strategies. As one of the key decision makers in NCBA's marketing department, Jacquie plays a critical role in advancing NCBA's brand purpose which is inspiring Greatness.

Jacquie joined NCBA in November 2021, taking responsibility for a young but dynamic brand following the historic 2019 merger that led to the formation of NCBA Group. NCBA Group as an entity started operations in October 2019 following the merger of NIC Group PLC and Commercial Bank of Africa Limited, two homegrown Kenyan banks with world-class service, strong and respected brands, and a combined 110 years of experience in the Kenyan and East African banking industry.

NCBA has in the less than three years following the merger built on the strengths of its predecessor brands and established itself as a market leader in terms of financial performance, product penetration, customer satisfaction, brand perception, and corporate citizenship. All these have contributed to building a formidable brand identity for the lender. Tellingly, NCBA Bank was feted as the Best Banking Group in Kenya and the Best Commercial Bank in Kenya at the International Banker Awards 2022. It also continues to enjoy widespread recognition for being best-in-class in asset finance and digital banking.

Jacquie has the task of ensuring the NCBA brand lives up to its promise and acts as a source of competitive advantage for the lender in a banking industry marked by fierce competition and digital disruption. She notes that the bank's strategic plan does a great job of providing leaders like her with the direction and clarity she needs to do her job well. Launched in 2020, NCBA Bank's 5-year strategic plan calls for investments in initiatives that, among other things, contribute to a distinguished brand known for great customer experience.



Ms Muhati joined NCBA from Kenya Airways PLC, where she was Head of Marketing, Brand and Sustainability across the network, overseeing over 40 countries. Jacquie worked for the airline in different leadership roles in the Commercial, Marketing and Communications departments. (Head of Sustainability and Partnerships, Head of Marketing and Customer Experience and several other senior roles at the airline).

Jacquie has also held various senior leadership positions in leading corporations in the private sector in Europe, USA and South Africa.

At Brand Kenya, she was part of the team that developed the first national brand strategy that promoted Kenya as a favorable place to live, visit and invest. During that time, she also collaborated with Vision 2030 to drive private sector participation in ready to invest >>



>> vision 2030 projects. Notably participating in organizing a PPP delegation to NYC to present these to investors. In her position as International Brand Manager at Brand Kenya Board, she was instrumental in developing a framework to guide the country's integrated participation at major national image building initiatives that positively positioned the Country as top of mind. This led to the first ever PPP execution of "Kenya House Concept" execution during the 2012 London Olympics graced by H.E President Mwai Kibaki.

At Kenya Airways Jacquie led some of the Airlines remarkable and memorable campaigns. The key ones to mentions include KQ's 40-year celebrations in 2017 and the Intra Africa growth. These were elaborate international campaigns that reached millions across the globe and bagged prestigious marketing accolades. These campaigns were executed in over 50 countries in English, French, Amharic, Arabic



and Swahili simultaneously, featuring in amongst other channels, CNN. Another of her most noticeable assignment at Kenya Airways was her leading role in the marketing and execution of the New York Direct route launch. Jacquie championed stakeholder involvement in the full year execution that culminated in the launch of "the maiden route" in October 2018. This much-acclaimed New York-Nairobi launch, repositioned Kenya as an aviation hub not only in Africa but also on the global platform. The campaign won the much-acclaimed Sabre Award first two SABRE awards for the airline. (Consumer Product and Services (Winner) and Superior Achievement in Brand Building (Certificate of Excellence) categories. Thanks to the Nonstop Nairobi-New York City and New York City -Nairobi route, the US has recently surpassed Uganda as the top importer of Kenyan goods.

Ms Muhati's other key achievement while at KQ was the inte-

gration of the marketing, brand, and sustainability functions into one department in line with the airline's ambition to deliver a strong triple bottom line. The triple bottom line is a sustainability framework that measures a business's success in three key areas: profit, people, and the planet. "Shared value is an important and strategic lever for any organization. It's increasingly moved from being a concern of giving back to society, to strategically engaging communities to create shared value," she notes. Jacquie provided the transformative leadership in development and implementation of the sustainability strategy and set up the institution as a Global Impact member and an IATA 25 by 2025 pioneer Airlines signatory. This earned Jacquie a nomination onto the global IATA Sustainability and Environmental Committee.

In Europe she honed her strategic focus on growing brand and while at Africa Investor SA, she managed to position the business and brand favorably within a very short period.

With both public and private sector experience, she has found an interesting balance that drives robust stakeholder



engagement framework in her strategic approach to implementations /executions that promote drives inclusion, involvement and collaboration that drives satisfaction. Jacquie opines that this unique experi-

ence and progress has only been possible because she has had an opportunity to work with brilliant teams and leaders that stretched, challenged and grew her. That positions her well as she strives to position NCBA brand for greatness, a brand Ms Muhati is so passionate about because of the Visionary Purpose, "To Inspire Greatness".

Jacquie sits on various committees and boards, including Shared Value Africa, CSR International and CMO Council Africa Advisory Board. She has an interest in mentoring and coaching young upcoming marketing professionals.

In her free time, Ms Muhati participates in mentoring sessions with Leader to mentor in Kenya. Her vision is to see the marketing profession in Africa recognized as key strategic contributor and driver in the competitive environment that institutions operate in.

Jacquie holds a BSc degree from the University of Plymouth, UK, a Post Graduate Diploma in Marketing from the UK based Chartered Institute of Marketing (CIM) and a Master's degree in international marketing management from the University of Westminster, UK. ■



#6

Isabelle Kariuki
ROSTOM

Isabelle is the Marketing Director for the East and Central Africa Franchise at The Coca-Cola Company. She is responsible for leading marketing operations in the 16 countries of the region.

Through her 15-year career, she has built extensive experience in innovation, marketing strategy, brand management and commercial operations from various roles that she's undertaken in FMCG and other sectors. Isabelle has worked with and led cross-functional teams across Africa and Europe to deliver successful product innovations and marketing initiatives that have driven transformational business growth.

In her current role at Coca-Cola, Isabelle is responsible for the company's full portfolio of brands across several beverage categories - sparkling soft drinks, juice, water and dairy, ensuring that these brands remain competitive and relevant to consumers in the different markets is exciting and challenging.

"Every day, I learn something new. The role requires dynamism and strong commercial acumen while ensuring we keep a pulse on the ever-changing consumer trends and realities," Isabelle opines. She adds, 'Fortunately, I have a high-performing team across the multi-country cluster that delivers strong performance'.

Ms Rostom's journey at Coca-Cola started 7 years ago when she joined as Product Design and Innovation Manager in 2015. In this role, she was responsible for leading the development of new products for the business unit - working closely with R and D teams based in Belgium and France to develop great and commercially



viable products that would meet consumer needs. She also managed the end-to-end innovation processes ensuring that robust governance structures were in place to reduce risk and maximize impact of new products. During her 18 months in this role, Isabelle delivered over 30 products which were successfully commercialized across various markets – several of which enabled the company to expand into new beverage categories such as ready to drink tea, fortified juice and value-added dairy.

In 2017, Isabelle moved into the brand marketing team where she was the Marketing Lead for DRC, Congo Brazzaville, Rwanda and Burundi. As the lead for the cluster, she delivered iconic brand campaigns and innovations which drove volume growth and market share leadership. She was then promoted to Regional Marketing Manager for Central Africa and Islands – a region of 12 markets which included DRC, Angola, Mauritius and Madagascar among others. In this role, she had the responsibility of leading brand building excellence and identifying growth opportunities. She developed strategic partnerships with stakeholders in the various markets and delivered a 3-year growth transformation plan with them which led to a step-change in the growth trajectory for the region.

In 2020, Isabelle led the Open Like Never Before initiative; a \$10M initiative which sought to support small business owners keep their businesses afloat during the COVID-19 pandemic, as well as providing hospitals and communities with protective equipment, food and water during the period.

Prior to joining Coca-Cola, she spent 4 years at Diageo, first at EABL where she was part of the innovations team before moving to work at Diageo in London as



In 2020, Isabelle led the Open Like Never Before initiative; a \$10M initiative which sought to support small business owners keep their businesses afloat during the COVID-19 pandemic, as well as providing hospitals and communities with protective equipment, food and water during the period.

Innovation Brand Manager. There, she was responsible for the development and delivery of strategic innovations across sub-Saharan Africa.

Outside of FMCG, Isabelle has worked at Middlesex University in London and Radio Africa Group in Nairobi in the earlier part of her career. At Middlesex, she was offered a job after completing her master's degree at the same university, in a new function within the marketing department focused

on developing a recruitment and retention strategy to enable the university to stand out in what had become a highly competitive sector. "Working at a university was not part of my plan... but it was an incredibly fulfilling experience. Being open to new experiences is one of my life philosophies, I'm always willing to try new things if I can learn something from it or have fun while doing it." During her 2 year tenure at the university, >>



>> she was part of a team that worked on a £80M project to build a new creative industries and art campus, collaborating with architects and various departments in the university to deliver the project on time, within the budget and to specifications.

Isabelle holds a BA Marketing degree from the University of Northampton, UK and a Master's Degree in Marketing Management from Middlesex University London.

"I am privileged to have worked on some of the world's most iconic brands. This has given me a fulfilling career. I have also been fortunate to have great leaders coaching me and taking bets on me. As a result, I am committed to playing my part in building future leaders through mentorship, coaching and providing meaningful career experiences," she adds.



Isabelle's career philosophy is anchored on the following premises:

i. Giving 100% to your current role. A proven track record of high performance is a key step to getting you to your career ambition. Often people are obsessed with getting promoted instead of focusing on what they need to do in their roles today – that will then propel them to future success.

ii. Taking leaps of faith. 'A few times in my career, I've had to jump into the unknown and fortunately for me it's paid off! Once, I took a role which felt like a step back in my career – I was surprised at how much there was to learn. That role built the foundation that enabled me to accelerate my career in the right direction. I've also taken on roles that felt like a stretch, where I wasn't sure that I would succeed. Those are the roles where I learnt and grew the most. I'm a firm believer in taking leaps of faith, and if you don't land on your feet, at least you'll learn from the experience' she opines.

iii. Being open to new experiences. 'Whenever I'm considering career opportunities, I think about the experience that I can get from it – What can I learn? What can I shape? Will I enjoy it? I don't prioritize money or titles,' she adds with a chuckle.

iv. Building a strong support network. 'Mentorship, coaching and networking has had the most significant impact on my career growth. They don't always have to be formal... take advantage of the regular interactions that you have with people. I always seek to learn from others – whether it's leaders in my field, women in leadership, people in similar life-stages, mums and so on, and on...' she concludes. ■



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#7

Anne Joy

MICHIRA

MARKETING AND INNOVATIONS DIRECTOR

EAST AFRICA, EABL | DIAGEO

I love being African, the people's welcoming nature, the sights and sounds of our diverse cultures and stunningly beautiful geographies.

Africa is home to great leaders but is also known for less than admirable poverty indices; the quality of life for most Africans requires urgent resolution. Superb leadership is critical to building equitable societies and diversity - gender, ethnicity or thought, transforms quality of life. I am passionate about propelling young people to action, enabling them to leverage their purpose and exercise transformational leadership. My desire is to share my joy of innovation, enthusiasm for continuous excellence and focus on integrity. I believe that we all share the responsibility to make the world a better place, today for tomorrows generation.

I have built an extensive commercial career over 17 years with solid competence in both trade and brand marketing. I focus on delivering sustainable, vibrant P and Ls and building empowered, engaged, functionally expert teams.

I began my career in 2005 with British American Tobacco (BAT), where



for 10 years I worked my way up the ranks, starting as a Trade Marketing Representative, managed Key Accounts and Travel Retail for the East and Central Africa Area (ECAA) and developed and deployed the company's promotional strategies for East Africa Markets as the Marketing Services Manager.

As the Area Brand Manager, Aspirational Premium (East and Central Africa) I successfully launched two-line extensions in Reunion with their contribution accounting for 38% of the brand's sales before joining East Africa Breweries PLC, East Africa's leading branded alcohol beverage business in 2015, as a marketing manager for mainstream spirits at a time when the spirits business was very small. Within two years of her joining EABL, Chrome Vodka became the third brand by sales volume while Kenya Cane grew by 30% due to better packaging and introduction of new flavours.

In 2017, Anne Joy's role was

I now lead the Marketing and Innovations department for EABL as well as being Diageo's Diversity and Inclusion champion in Africa. Our commitment is to build progressive and inclusive brands across the continent.

Anne Joy Michira, Marketing and Innovations Director East Africa, EABL with Jean Oketch-Nyawara, Tusker Brand Manager congratulate Tusker FC for their outstanding performance during the FKF Premier League 2021/2022 season.

expanded to head all spirits within EABL, followed in quick succession by additional responsibility in 2019.

EABL is home to a team of award-winning marketers charged with building some of East Africa's biggest brands. At EABL I have enjoyed rejuvenating big brands with in-culture execution and growing new to world brands, bringing to life their brand purposes. Tusker's brand equity is now in growth for the first time in over 4yrs with Tusker Oktobafest, our award-winning all Kenyan beer festival now being an expected fixture in Kenya's entertainment calendar.

I also led the team that spearheaded the explosion of UDV's Mainstream Spirits portfolio through world class market- >>

>> ing of brands like Kenya Cane and Chrome Vodka; Kenya's Mainstream Spirits business is now Diageo's 2nd largest globally. With this amazing work, the Kenya Marketing team bagged the highest number of marketing awards during the last Marketing Society of Kenya (MSK) gala awards and won EABL's first ever Cannes Lion for EABL for the Senator brand.

I now lead the Marketing and Innovations department for EABL as well as being Diageo's Diversity and Inclusion champion in Africa. Our commitment is to build progressive and inclusive brands across the continent.

I am passionate about culture at work and together with the marketing leadership team, we have been on a journey to create a new performance culture by championing



Anne Joy Michira (2nd right), celebrating Kenya's sporting legends courtesy of the Tusker brand.

I am passionate about culture at work and together with the marketing leadership team, we have been on a journey to create a new performance culture by championing the transition from in-market only teams to above market leadership roles, creating cross-market opportunities across East Africa.

the transition from in-market only teams to above market leadership roles, creating cross-market opportunities across East Africa.

I have been educated in Kenya, I had the pleasure of attending the Prestigious Alliance Girl's High School and graduated with a Bachelor of Commerce (B. Com) degree in Finance (Upper Second Class Honours) from the University of Nairobi. In 2019, I was recognized by Business Daily Africa as a Top 40 under 40 achiever.



According to Roland Ofori, Yale University trained Ghanaian and Diageo's Head of Beers-Guinness TradeMark and Heineken Portfolio, Anne Joy Michira is one of the finest, audacious, high intensity marketing personality, dosed with positive energy, a commercially astute business leader he has come across. Roland is trained in behavioural economics, marketing and finance from Yale School of Management, USA; has an Master of Business Administration (MBA) degree in marketing from the University of Ghana and a Bachelor of Science (BSc) degree in Electrical and Electronic Engineering from the Kwame Nkrumah' University of Science and Technology (KNUST). Roland is passionate about writing, is a published author and an avid reader.

Anne Joy Michira, who enjoys cooking as a passion, is a doting mother of two boys. ■

Source-LinkedIn: www.linkedin.com/in/AnneJoyMichira .

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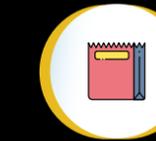
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#8

Caroline

WANDETTO

Caroline is a passionate strategic communications professional with over 15 years' experience in development and execution of corporate communications, marketing and brand strategies for leading brands in Africa. She has successfully led teams to launch and build brands that connect with consumers across Africa through highly creative and contemporary communication to drive commercial impact.

Ms Wandetto is competent in various skills including public and media relations, corporate communications, marketing strategy, brand management, integrated marketing communications and campaign development, consumer research and insight generation, digital and social media campaigns, content creation, storytelling and agency management.

Caroline's experience in diverse sectors and geographies with proven success in building multiple local and regional brands coupled with knowledge of the markets, consumers and business environments trends, position her as a strong leader who is committed to deliver compelling high impact results that meet strategic objectives in a constantly evolving landscape.

Ms Wandetto kicked off her career at Tru Blaq entertainment, a marketing and events agency that was run by the late Kevin Ombajo, as a sales and marketing executive. She then joined Royal Media Services Group in 2008 in the business development and marketing team.

In 2012, Caroline joined M-Net East Africa as the Head of Publicity and Marketing for M-Net channels in East Africa, leading the content marketing for Kenya, Uganda and Tanzania.

She switched industries in 2016 and joined the hospitality and tourism sector to work for Sarova Hotels and Resorts as the Group Head of Marketing and Public Relations, a position she holds to date.

As a teen, Caroline attended the Kenya High School for secondary education, before proceeding to the Kenya Methodist University where she studied business administration with a major in marketing. Caroline later proceeded to pursue a Master's degree in corporate communications at the Daystar University.

Ms Wandetto lists several projects and milestones in her career journey:

- Provision of meals to frontline healthcare workers during the Covid Pandemic in 2020: Sarova Hotels and Resorts, Kenya's first indigenous hospitality company, volunteered to provide food to frontline healthcare workers at both Kenyatta National Hospital and Mbagathi Hospital in an effort to help the Government manage the COVID-19 pandemic that stretched the limits of the country's health facilities. The program ran for a couple of weeks which saw Sarova provide daily lunches to the more than 200 healthcare workers who were providing the most critical services to patients at the facility. The move was a gesture by Sarova to say thank you and recognize the bravery and commitment of the heroes and heroines in the facilities who put their lives on the frontline to lead the war to eradicate the virus.

- Launch of M-Net Channels to support local productions across East Africa: She was part of the team that launched the Maisha Magic Channels whose aim was to create a platform for East African producers to showcase their talent.

- Launch of local production studios: Caroline was part of the M-Net project team that launched the state-of-the-art M-Net studios in Kenya to serve local productions for the East Africa region.

A Rotarian, Caroline serves in the Rotary Club of Lavington Jioni in the projects committee. One of the things that make Rotary exciting is being able to be part of a group of people that has come together with a common goal of creating impact in the community that we serve in. It is extremely fulfilling to be part of a team who dedicate their time and resources to improve people's livelihoods and with a long term commitment to continue being of service to the >>

>> one's country.

Caroline is passionate about women empowerment and participates in mentorship programs both at work and outside of work (universities, church and other groups).

At work, as part of her role, she is responsible for CSR. Sarova Hotels and Resorts Group is keen on playing a role in social and economic empowerment of the local communities within the environments the group operates in. Sarova finds it amazing to leave money in the pockets of the local communities. The success of Sarova lodges is attributed to the employment of locals who not only understand the geography of the locations but also have a buy-in on the group's ideas, making them easy to implement. According to Caroline, Sarova takes pride in the passionate tour guides who narrate their experiences and explain in spectacular detail any curious wildlife queries to the satisfaction of the tourists. Sarova's organic herb and vegetable gardens are also tended to by these very locals.

Sarova lodges provide direct route-to-market channels, which include facilitating visits to cultural manyattas for guests who purchase artisanal merchandise. These same artisans are allowed to display their commodities within these lodges, selling them directly to tourists. The proceeds are pocketed by the locals without third-party costs.

Sekenani Primary School has been a beneficiary of Sarova community goodwill. A block of classes constructed within the school has ensured continuous learning with generous guests donating books and sanitary towels to the pupils. Selected alumni of the school later receive training at the Sarova Mara Game camp, acquiring some hospitality skills with successful trainees subsequently being hired as waiting staff at the property.



“
Whatever you do, do it with passion. Be the true version of yourself. Be bold. Always speak up!”



Nakuru Girls High School is another learning institution that has been gracious enough to lend a 2-acre piece of land, landscaped and maintained for Sarova Woodlands hotel's outdoor events and activities. In return, Sarova constructed a much need ablution block currently in use at the school.

Tree planting has been an active engagement for Sarova, keeping in line with the Kenya Government's requirement to restore and create forest cover by a minimum of 10%. Sarova Group continue to partner with like-minded organizations towards this commitment. Sarova encourages guests to plant trees when they visit the lodges and even name the tree, encouraging one to come back and check on 'their' tree.

According to Caroline, 'Whatever you do, do it with passion. Be the true version of yourself. Be bold. Always speak up!' Her career started off at a young age when she was fortunate enough to sit in high level strategy meetings from the outset, within the family settings. This propelled Ms Wandetto to want to be an over achiever, as she was already sitting in meetings with very smart and experienced minds.

Caroline is a strong believer in general wellness – mind, body and soul. 'What you feed these functions affects your performance' she adds. Her hobby includes listening to podcasts/mentorship talks/sermons on her way to work every morning. This sets the tone as she starts off her day with positive energy. Ms Wandetto is a campaigner of self-love and frequently takes time out to re-charge.

In her leadership journey, she is a mentor especially to fellow women. 'I want to propel other women to be bold and encourage them to confidently follow their dreams', she concludes. ■

#9

**Waithera
NGANGA**

I am currently the Director-Marketing and Communications at Bio Foods Products, a sustainability centered, premium foods company that processes the cleanest, highest quality dairy, non- dairy brands under the Bio Brand and condiments under the brand name Ma-Cuisine.



My marketing journey started at 6 years of age. Growing up, the only TV station in the country was the national broadcaster Voice of Kenya (VOK) which later re-branded to KBC. The programming was news and documentary heavy, so at 6 pm, there really wasn't much to watch. My father loved news and every evening like clock-work, he would always make the family watch with him.

He watched the news, I watched the ads, all the time dreaming about being a part of the life these glamorous brands like Limara, Lady Gay, Princess Patra portrayed. The day I understood that ads were actually created and put on TV by people, the world as I knew it changed. This was my Ahah moment. My gut decided I will be one of those people who create ads. I didn't know this was marketing. All I wanted was to be one of those people.

I describe myself as a corporate strategist who sits at the junction of commerce and agriculture. I grew up on a farm and have loved agriculture passionately since I knew myself. I understand the language of the soil and animals. The 'shamba' was my playground. During school holidays, we played outside, while helping to till the land, plant and harvest vegetables, take care of the chicken, cows and goats. In high school, while most of the students gravitated towards home science and technical drawing, I went head first into agriculture, then considered un-cool. I didn't care. I was happy in the shamba.

These two passions are the drivers behind my career journey. My marketing journey started in the media industry as an advertising executive for KTN TV. I grew in the advertising and marketing space, exiting while leading the marketing department under Standard Media Group (SMG). SMG was a great learning environment, extracting great experiences in media buying, business, operations and communication. I am forever grateful for the patience of my bosses then. We undertook many major projects and milestones, with the launch of the Radio Maisha brand and the seamless



WaitheraNganga having a conversation with fellow participant during a group breakout session at the African Food Fellowship in Dec 2021.



consolidation branding project of Standard Media during my tenure to the SG Brand as we know it being my greatest moments.

Hitherto to the consolidation into one SG brand, we consisted of strong but individual media brands, not easily recognized by our audience as being part of the group. I left SG with my head raised up, leaving behind one serious corporate brand.

I turned 30 and moved on to become the Chief Executive Officer of the Marketing Society of Kenya (MSK). During my tenure, we were able to revive MSK to its initial glory and space, re-refreshing the brand and its engagement with the marketing industry. It is at MSK that I was recognized by the Business Daily Africa as Top 40 under 40; became the chief judge for the Agriculture Society of Kenya and was bestowed in 2016 with the Rising Star award in the CFC Stanbic Rising Star awards.

Outside the C-Suite, I have held various leadership and advisory positions, including global advisory member at the World Brand Congress (2015), industry representative at East African Public Societies Platform (2014-2016) and Trustee, Kenya Audience Research Foundation (2016-2020).

Outside the C-Suite, I have held various leadership and advisory positions, including global advisory member at the World Brand Congress (2015), industry representative at East African Public Societies Platform (2014-2016) and Trustee, Kenya Audience Research Foundation (2016-2020).

At 35, I obtained an Executive MBA degree on Strategic Leadership and >>



WaitheraNganga (2nd left), giving a voice to strengthening quality standards in the food space.



I intensively engage in supporting farmers and MSMEs in agricultural value addition from Farm-to-Fork, streamlining value chains, route-to-market re-engineering, packaging and marketing of produce. Working with entrepreneurs opened up my eyes and I wanted to share stories of amazing entrepreneurs and their entrepreneurship journey.



WaitheraNganga with other participants at the African International Business and Management Conference (AIBUMA) held at the University of Nairobi on November 24th 2021.

>> Business Management. My key project focused on Coffee value addition. As restless I became, I moved into consulting, focusing on communication, agriculture and commerce. I intensively engaged in supporting farmers and MSMEs in agricultural value addition from Farm-to-Fork, streamlining value chains, route-to-market re-engineering, packaging and marketing of produce. Working with entrepreneurs opened up my eyes and I wanted to share stories of amazing entrepreneurs and their entrepreneurship journey.

So, I dipped headlong into content producing as a hobby and created a Facebook and YouTube Channel on entrepreneurship titled LIFE - Lessons and Insights from Entrepreneurs. This effort and my penchant for agricultural commercial space, resulted in my invitation to join the Prestigious African Food Fellowship from which I graduated as a Horticultural Fellow.

I also hold a Bachelor of Commerce (B.Com) degree in Marketing from The Catholic University of Eastern Africa.

At Bio, I am in a role that consolidates my life's journey and work into one. I work in a space that focusses on transforming Kenya's agricultural agenda in the food space with a heavy leaning towards sustainability as a core value. In this role with my team, we have recently worked on the iconic kids' brand Tinga Tinga Yoghurt and very recently Bio Lala.

I look at my Career and Life Journey to date in the words of Steve Jobs "You can't connect the dots looking forward, you can only connect them looking backwards." It is only now that these words make sense to me. I am taking the path I was always meant to take and the dots are finally connecting in my future. ■

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#10

Grace

NGANGA

In this space, Group Head of Marketing and Communications speaks about how The APA Apollo Group has demonstrated that they care about women and uplift them not only in the workplace but also in society.



Grace Ng'ang'a, is using her wide ranging experience and interactions to 'insure happiness' for The APA Apollo Group. Having spent her undergraduate years in India, she returned home to Kenya to take her MBA.

From banking to Advertising and now in insurance, this powerhouse has risen through the ranks and is today viewed as one of Kenya's leading dynamic marketing and communications guru.

"The APA Apollo Group is a truly entrepreneurial environment, and because the business moves so quickly, the last two years have flown by. When I first joined, I would hear the word 'launch' ripple through the marketing department, and

it took me a while to comprehend its significance, but I soon came to understand that it represented an incredible driving force that is embedded into the company's DNA, alongside the clear values and purpose. A commitment to innovate, to bring new products to market regularly in order to 'insure happiness' for our clients. It's this deep-rooted drive for continuous improvement which has shaped many exciting moments for us as a communication team'.

Grace was one of the main driving forces behind the very successful implementation of the brand campaign – APA Insuring Happiness. Previously, she worked at the WPP Scangroup, a leading

marketing and communications agency for over ten years.

"Each one of my role changes has been a highlight and with each change I received more and more experience.

The benefits to my role are endless. I get to interact with the most amazing people. I get to be part of the end result of actions and products that impact the lives of our clients. I get to see how my input adds value and that my knowledge is appreciated. The Apollo Group has created an environment for me to grow and enjoy what I do on a daily basis.

I really was very grateful to be part of the Group over the pandemic, for many reasons, but chief among them, the humil-



Grace Ng'ang'a engaging in a community empowerment programme.

ity of our leadership and commitment to respond to this crisis with relevance and compassion. This, of course, contributes enormously to our ability to communicate quickly and authentically. While our main focus was on our staff and clients as we agreed to pay all Covid claims for all insured under our health cover, we donated food and time to the less fortunate in society. These donations were to supply full food packages to the families every two weeks. Some of the most memorable moments were often in the day to day interactions though, seeing how we're able to positively influence people's lives.

The Apollo Group has demonstrated that they care about women and uplift them not only in the workplace but also in society.

"Climate change is now a reality which brings extreme weather events and unique challenges that affect all life. And those who are

Better outcomes for women mean a better future for our planet. To prevent further devastating climate change, we need these passionate and dynamic women to inspire women around the world to take action. They are the catalysts for change.

most vulnerable, and likely to suffer most, are women in developing countries, especially small-scale farming women.

APA Insurance is one of the leading impact insurance companies which help small scale farmers insure against extreme weather conditions and their livestock. The cover for crop provides a 70% yield guarantee while the livestock cover is designed to provide the insured, feeds for the animal to keep them alive until the next rainy season.

"We also help to uplift communities by building sand dams in semi-arid regions. The burden of fetching water by walking several kilometers is on the women. The sand dam provides access to clean water, reduce environmental damage, prevent further loss of biodiversity, and create awareness by adopting and implementing environmental and sustainable practices that reduce the negative impact for the greater good of the planet and the people.

"Better outcomes for women mean a better future for our planet. To prevent further devastating climate change, we need these passionate and dynamic women to inspire women around the world to take action. They are the catalysts for change.

I believe we each have a role to play in advancing the world. Active citizenship and servant-leadership are an integral part of building our societies and making the world a better place. I'm inspired by JF Kennedy quote, "Ask not what your country can do for you – ask what you can do for your country." Through the work I am doing in business, education and agriculture, I am playing my part in positively shaping the future of our country, by playing a role alongside the APA Apollo family of insuring happiness. This is also my colleagues and my source of personal happiness'.

#11

Grace

WAWERU

MANAGING PARTNER

OGILVY AFRICA-KENYA AND ZAMBIA

At any one time, Grace wears many hats: she's a business leader, mother, wife, doctor, driver, hug-giver, chef, playmate, diaper changer extraordinaire and an ad girl at heart.

She's been fortunate to work at Ogilvy's Nairobi, Lusaka, Cape Town, and Dubai offices as well as handle an outstandingly diverse multi-global portfolio of Pan-African clients ranging from mining, automotive, pharmaceuticals, telco, aviation, financial, petroleum, FMCG and NGO sectors.

What she loves about her job is using the power of storytelling to build brands, not only sell more, but sell better, change narratives and influence behavior. She cites brands like Nike, Under Armour and Equity Bank that are impacting pop culture, lifestyle, and the macro and micro economy respectively. It's all about finding your niche and using the power of storytelling to reach your audience.

When she started her career 14 years ago, it was difficult to find female mentors and coaches. She promised herself that as she progressed, she'd be available to mentor young women in the



industry, a passion that she truly enjoys and deliberately sets time aside for.

What's one big lesson she's learnt as a leader? She says 'you need to lead the whole person not just the employee that shows up from 9-5. You cannot demand what you are not willing to give.' Also, 'just like companies have boards, build a personal board of diverse people that will hold you true to your vision and challenge you, keep pushing you and keep you honest.'

Grace shares some nuggets that she's learnt on her career journey, 'attention to detail is paramount. Most often, it's the difference between being good and being great. Don't stop when you should be beginning. Keep pushing'

She's had the privilege of working on many projects for diverse clients. 'One project I am particularly proud of is the COVID-19 awareness campaign that Ogilvy Africa under my leadership developed for Unilever.'

Attention to detail is paramount. Most often, it's the difference between being good and being great. Don't stop when you should be beginning. Keep pushing'

- Grace Waweru



In 2020, Unilever and the UK Foreign Commonwealth and Development Office formed the Hygiene and Behaviour Change Coalition (HBCC), a £100 million partnership of 21 partners (UN and NGOs) in over 37 countries, to battle the spread of COVID-19.

The number of COVID-19 patients was rising, the second wave was spreading, yet people were becoming fatigued by and apathetic towards hygiene measures. HBCC believes that the hygiene is the best weapon against COVID-19.

The HBCC partnership that Ogilvy Africa served, consisted of the following among other partners: The UK Foreign Commonwealth and Development Office, Unilever, London School of Hygiene and Tropical Medicine, Oxfam, UNICEF, Amref Health Africa, World Vision, UNCHR, GIZ, The Aga Khan Foundation, International Rescue Committee, Plan International, PSI, Water and Sanitation for the Urban Poor, BBC.



>> HBCC contracted Ogilvy Africa to develop the 'Password' campaign that ran in 37 countries in South America, Africa, Middle East and Asia. The campaign reach 1.2 billion people globally and caused widespread behaviour change, which slowed down the rate of spread in the mentioned continents.

460,000 health workers were trained for community hygiene work, thousands of washing facilities were installed in the 37 countries and 78 million hygiene products donated globally.

The campaign received global news coverage from the international Press such as, The Washington Post and received several global awards such as Global Good Award and Save the Children Partnership Award.

Over the course of her career at Ogilvy, Grace has been recognized for her leadership skills and was awarded the David Ogilvy Pipe Award for Exemplary Leadership in 2018 and 2019.

She is also the recipient of the HundredX Global Leadership award in 2019.

Being a first born of two girls, she was raised by our grandmothers, mothers, and aunts. From an early age, this taught her the power of the collective, as per the old adage, 'if you want to go fast, go alone, if you want to go far, walk with others.' She values teamwork, community, shared values, clear vision and is a huge believer in the power of giving back and mentorship.

Ms Waweru holds a bachelor's degree in communication, with a specialty in advertising and an executive MBA from USIU-A.

Grace's leadership style is influenced by her education at Kianda School and Daystar University, which both have strong emphasis on servant leadership - valuing people for who they are, not just what they bring to the organization; putting people first and helping them thrive; and channeling actions to bring about a positive impact in the world.

Besides being a leader at Ogilvy, she's a wife and doting mother to two daughters: Wairimu and Njeri. ■



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#12 Janet Kamau THIONG'O

Janet Kamau Thiong'o is a Marketing Technology Advisor focusing on the critical role technology plays to transform businesses. She has over 20 years' experience in Marketing, Research, Advertising, Product Management and Communication, spanning various industries across Africa, having worked for companies such as General Motors, Ogilvy, Airtel and Hewlett Packard.



Janet is currently the Africa Marketing Director at Oracle. A strategic, transformative marketing leader, she is applauded for her innovative campaigns that have elevated brand identity, strengthened revenue generation, and led to end-to-end business growth.

Janet has formidable skills in strategic marketing, customer Insights and leading customer centric growth in B2B and B2C

segments. She has extensive knowledge in innovation, leadership, managing strategic relationships, and understanding of customers and their markets.

Ms Thiong'o holds a Bachelor of Science (BSc) degree in International Business Administration, from The United States International University-Africa (USIU-A).

Janet is highly skilled in technolo-

gy-enabled business transformations and technology marketing across multiple countries and regions. She has developed creative and innovative campaigns that have elevated brand identity and increased revenue generation. She has extensive knowledge in impacting brands via operational deliverables, team coordination, managing strategic relationships, and budget and financial analysis.

Janet is an exceptional listener and solutions finder and possesses formidable skills. An effective strategic thinker with a keen eye for marketing and brand insight, she has a strong ability to see the big picture while remaining aware of the practical implications of decisions made. She has a diverse record of accomplishment of successes in strategic marketing and campaigns, some of which have earned her the Oracle Global Marketing Excellence Award.

While at HP, Janet was admitted to the HP EMEA High Achievers Club. She joined HP as the Marketing Manager, East and West Africa and rose to the position of Category Manager for the African region. Prior to her tour of duty at HP, Janet served as the Marketing Manager at Celtel Kenya.

Ms Thiong'o is curious, promotes diversity, and has the courage to challenge current market beliefs and megatrends. Having used a pragmatic and entrepreneurial leadership style to efficiently convert complex business problems into successful marketing, revenue generating programs, Janet is a skilled negotiator, forging strong bonds with strategic partners and achieving consensus across multiple organizational levels.

Janet recognizes the heavy focus and responsibility on sustainability. Technology has the potential to play a pivotal role to put the planet on a better path forward - addressing food insecurity, improving healthcare, combating climate change and increasing access to quality education. Her Marketing leadership role entails educating and creating awareness of environmentally friendly solutions such as cloud technology, hence ensuring that whilst we meet the needs of the present businesses, we do so without compromising the future businesses and generations. Janet



Having used a pragmatic and entrepreneurial leadership style to efficiently convert complex business problems into successful marketing, revenue generating programs, Janet is a skilled negotiator, forging strong bonds with strategic partners and achieving consensus across multiple organizational levels.



attests to the importance of integrity, gratitude, open-mindedness, and adaptability.

Janet is a mentor to many young girls and youth. "I appreciate the women who have come before me and as such I mentor and coach young girls across the region to encourage them to pursue STEAM careers and be great marketing leaders in the future," she says. She endeavors to leave a lasting positive impact on the lives of everyone she meets. Acknowledged as a woman in the information and communications technology industry, Janet is well rounded and highly passionate about giving back to the community, entrepreneurship, and nurturing the future generation. She leads the Oracle volunteers' program in East Africa, a program that champions education, envi- >>



Janet Kamau taking forum members through Oracle's stance on analytics and marketing during the Marketing Conversations gathering.

Ms Thiong'o is grounded in her faith and has developed a strong desire to serve, something she has fully accepted as part of her purpose for life. She is a highly ethical, family-oriented individual with an incredibly warm personality.

>> ronment and community. She is the Vice Chair of Oracle Women's Leadership (OWL) East Africa, a program responsible for developing, engaging, and empowering current and future generations of Oracle women leaders. Janet believes in the quote: "No one can whistle a symphony. It takes an orchestra to play it" by H.E. Luccock, a highly quoted Methodist Bishop.

Janet is a Board Member at Junior Achievement Africa (JAA), one of Africa's largest and most-impactful youth-serving nonprofit organizations that has a presence in 13 countries in sub-Saharan Africa. JAA collectively reaches more than 300,000 youth in more than 3,000 schools each year, equipping them with the skillset and mindset to build thriving communities.

Ms Thiong'o is grounded in her faith and has developed a strong desire to serve, something she has fully accepted as part of her purpose for life. She is a highly ethical, family-oriented individual with an incredibly warm personality.

She enjoys and engages with people from all lifestyles, believes in hard work, passion, and creativity. Her mantra is, 'It is never easy, but when passion is the drive, one can achieve their dreams. Consistency, grit, confidence, believing in oneself, and perseverance are all essential'.



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#13

Eunie

KHIMULU

Eunie is a marketing and business development professional with two decades of success in staging phenomenal turnarounds in market growth and expansion across Africa.



She has driven the strategy and execution, product development, revenue management, opportunity identification, alliances and strategic partnerships, corporate social responsibility, communications and integrated marketing across the technology, insurance and advertising industries. Ms Khimulu has extensive experience in implementing agile methodologies and data driven decision making to drive unprecedented revenue and profitability gains in highly competitive markets.

Currently, she is the Chief Commercial Officer for AIfluence, a digital media platform for brands and advertisers to identify and connect with persons who can influence their target audience to consider and purchase their offering. The tech marketing firm first deeply understands

the brands desired audience and then leverages its technology, expertise and partnerships with the major social media platforms to find ordinary people connected to the brand message and empowers them to share the brand's story in their own unique style and tone. Eunie loves working in this field because she is really passionate about finding ways of connecting brands and their audiences where both drive value from the connection.

Her journey at IBM started with her driving the product marketing while managing the performance marketing, channel, communications and citizenship teams for the East Africa region before transitioning to drive revenue growth by resellers and distributors, championing business partners across 35 countries in Africa. Here

she was charged with identifying ways to better engage the key partners and growing demand generation engagements through the application of relevant skills and knowledge. Eunie implemented channel co-marketing programs and achieved high levels of partner satisfaction as assessed by co-marketing NPS. She identified tailored marketing content, implementing agile marketing campaigns with the channel ecosystem based on data-driven decision making and a thorough grasp of solutions as well as the target market. Eunie cemented seamless alignment between campaign strategy between strategic partners and IBM, liaising with different business units on the creation and optimization of the customer journey, achieving year-on-year growth. This earned her recognition for

going above and beyond for her team and for her company. She led the transition of the IBM Nairobi Innovation Client Center into a virtual support center during the COVID-19 pandemic. Eunie also served as an expert resource on cross-functional teams across the company.

As the Head of Marketing at Resolution Insurance for close to 10 years, she set to work establishing a marketing department. Eunie joined the company as a Brand Manager and worked her way up from there, creating systems that allowed the marketing function to synergize with other departments in the organization. Her team's efforts led to increased positive brand awareness and customer intimacy for the medical provider that grew to an insurance company with full general liability coverage. Her key contributions included developing and executing marketing, public relations, product launches, and new business development strategies that ensured Resolution achieved its revenue targets—and had high brand equity in the insurance category, while retaining positive relations with members and other partners. Ms Khimulu helped in rebranding and repositioning the company as a general insurer through brand engagement. She initiated member reward programs that gained both customer and foreign investor confidence. She also launched, developed, and distributed 9 editions of the Resolution Magazine.

Eunie enjoyed working on multiple brands positioning during her tenure with two global advertising agencies: TEQUILA and Ogilvy. Some of the brands included in her portfolio were Sprite, Fanta, DStv, Nestlé Drinking Chocolate, MILO, British American Tobacco, the Magadi Soda Company, Kenya Commercial Bank (KCB), Econet Wireless Kenya, Kengele's



Eunie Khimulu Nyakundi (2nd from left) was one of the judges at Africa Biggest Sustainability Innovation Challenge, 2020.

Eunie is a dynamic leader, adept at interacting with a vast range of multicultural clients and stakeholders, consequently fostering robust business alliances, and partnerships. She holds cross-borders, cross functions and cross hierarchical levels relationship building expertise.



Management Group, and the Oserian Group among others.

Eunie is a dynamic leader, adept at interacting with a vast range of multicultural clients and stakeholders, consequently fostering robust business alliances, and partnerships. She holds cross-borders, cross functions and cross hierarchical levels relationship building expertise. She is visionary leader, skilled at combining business acumen with analytical, strategic and technical knowledge leveraging data to design, plan, drive and implement processes and systems.

Ms Khimulu is a strong believer in diversity, developing and growing others via mentorship and giving back to her community and has served on boards of the Marketing Society of Kenya, the Bible >>

Eunie is known for her energy and enthusiasm as a strategic thinker and an optimist, always striving to find new ways to improve the way things get done. She has an eye for detail and a knack for bringing together people from different backgrounds to create something bigger than the sum of its parts.



>> Society of Kenya, and Hellen Keller International in Kenya. Her experience with these organizations helped her develop a strong understanding of how to support businesses and societies thrive as part of their corporate governance.

Eunie believes in the power of continuous learning. She has earned a Master's degree in Management of Organizational Development and a Bachelor of Science in International Business Administration both from the United States International University (USIU) – Africa. In addition, she holds multiple certifications including Foundations, Market and Launch from the global Pragmatic Institute.

She was honoured in 2014 with the Rising Star Award for the Banking and Financial Services sector and was featured in the inaugural Business Monthly EA 2021 Edition of Top 25 Women in C-Suite Impacting Business.

Eunie is known for her energy and enthusiasm as a strategic thinker and an optimist, always striving to find new ways to improve the way things get done. She has an eye for detail and a knack for bringing together people from different backgrounds to create something bigger than the sum of its parts.

Eunie loves to travel, read and learn about new cultures. Outside work, her greatest treasure is her family. ■

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#14

Nelly

WAINAINA

I was fortunate to secure a place at the Alliance Girls High School where I quickly learned that beyond academic grades, social skills honed in Drama club would be instrumental in navigating the Network culture of the Corporate World.



In 2011, I moved to Colgate-Palmolive based in South Africa to lead personal care brand strategy in 41 Africa countries and re-enter the Business in Nigeria. Later, my international assignment based in Switzerland focused on driving new communication and innovations for the AfriEurasia division.

In 2018, I joined Coca-Cola South Africa office to head the non-sparkling drinks portfolio strategy and thereafter held multiple roles to drive marketing plans execution with bottling partners.

In my latest role as Front-Line Marketing Senior Director for Coca-Cola Africa, I am tasked with the duty to ensure seamless execution of marketing brand plans and innovations across 54 markets. This is after Coca-Cola restructured in 2020 merging 3 business units into one Africa unit to drive one global strategy. The key success ingredient for this role is collaboration with multiple stakeholders



At Strathmore College, I pursued a financial course targeted to culminate into an accounting career. This was not to be. Many years later, the financial skills gained have proven to be valuable while managing significant marketing budgets.

I studied Economics at the University of Nairobi and joined an International Club for students interested in Business and Economics (AIESEC). This was the beginning of my interaction with the corporate world, exposure to global like-minded young students and an insight into the marketing career.

My first job at Cadbury Kenya in 2001 as a Brand Assistant helped build basic marketing skills. I left for Reckitt Benckiser where through classical marketing in Kenya and Nigeria grew market share, negotiated media contracts and, together with a multi-agency team led the execution of the infamous Dettol Heart Run.



across Africa, driving synchronized brand messages and similar consumer experiences that build both business volume and recruit new consumers. I also lead rigorous marketing budget allocation based on

business turnover to ensure the success of annual business plans.

During media planning, increased focus on digital marketing strengthens consumer messaging reach and drives efficiency of marketing budgets with a franchise system which is Coca-Cola's way of doing business, detailed business reviews together with the bottling partners ensures alignment to the mandated strategic plans. This in turn results in measurable execution results in conjunction with customers who drive physical availability of the Coca-Cola portfolio of products.

In my latest role as Front-Line Marketing Senior Director for Coca-Cola Africa, I am tasked with the duty to ensure seamless execution of marketing brand plans and innovations across 54 markets. This is after Coca-Cola restructured in 2020 merging 3 business units into one Africa unit to drive one global strategy.

Looking back at my over 21 Years marketing career, I would cite key milestones as follows:

- Growing multiple brands market share with specific mention to Dettol soap in Kenya 2006.
- Recognized as a Top 40 Under 40 in Kenya 2010 by the Business Daily.
- Winner of the Global Chairman's You Can Make a Difference Award at Colgate-Palmolive in 2014 for leading re-entry of the business in Nigeria with a turnover of \$10million.



Nelly Wainaina Coca-Cola Front-Line Marketing Senior Director for Coca-Cola Africa and Maxwell Okello (right) CEO American Chamber of Commerce Kenya.

>> ■ Launching over 100 global innovations across various multi-nationals.

■ Working, travelling and living in more than 60 Countries, building valuable multi-cultural connections.

■ Driving transformation of the marketing function during the Coca-Cola company restructure from 2020.

I am absolutely passionate about leadership in Africa. Which is why I pursued a Leadership MBA at the African Leadership University Business School based in Kigali, Rwanda. The outcome of this endeavour- 3million new leaders in the next 50 years is very much entwined with my professional purpose which is "...To find young people hungry enough and give them a platform to change the world their own way...". It remains my everyday goal to build the next generation of leaders in Africa based on ethical ways of



It remains my everyday goal to build the next generation of leaders in Africa based on ethical ways of leadership, impacting communities and transforming the macro and micro economic environments for Africa to progress.



leadership, impacting communities and transforming the macro and micro economic environments for Africa to progress.

What are my mantras and values for success?

■ 80% of a good job is to show up. Always bring the best version of yourself to work.

■ Hard work pays. However, the rewards are based on results to show and not just the effort.

■ Treat people with respect and empathy, and you will get 100% commitment to the work.

■ As a leader, it is my role to show the way, remove barriers to progress and empower those in my care to find solutions to business challenges. This is how I build motivated and engaged teams.

On a personal note, as my executive coach always says: Leadership is an all-rounded affair. You have to be right with yourself before you can lead others. You cannot pour from an empty cup! ■

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#15

Jackline

KITTONY

ARAO

Passion, dedication, and a great attitude is what I would place as the key pillars to the journey I have had for the past 14 years in the marketing field.



I have had the privilege of spearheading dozens of initiatives for several FMCG organizations in East and West Africa. This exposure and experience especially in the emerging markets has helped me develop a deeper understanding of various categories, opportunities, and a global mindset.

Currently as the Marketing Director at Tetra Pak East Africa, having joined earlier as the Marketing Manager. I have had the pleasure of supporting the growth of the dairy and juice category in East Africa as well as the development of new concepts in the liquid food category. My key responsibilities include developing and

executing the strategy of the organization to ensure continuous business growth.

Prior to joining Tetra Pak seven years ago as the Marketing Manager, I led several marketing and sales initiatives that increased companies' product portfolio range, increased market shares, generated new business that resulted in incre-



mental revenue for companies such as Reckitt Benckiser and Colgate Palmolive. I have had the opportunity to support the various organizations in the capacity of Assistant brand manager at Reckitt Benckiser in charge of Dettol Soap, Liquid and Handwash, then Area sales manager (reporting directly to the Country Manager), At Colgate Palmolive, I was the Marketing Operations Manager.

I am passionate about growing brands right from inception to market realization and acceptance. The journey of availing the right product at the right place and price gives me great satisfaction as it ensures an end consumer has had their needs met.

I am a student of life and always open to learning and unlearning to be better than I was yesterday. Leadership roles have always found a way into my path, and this has

helped shape my way of thinking and strategic execution in various roles at the workplace, in social settings or at home. I believe in being positive and making an impact in all that I do.

As I have climbed up the ladder, I have had the pleasure of being

I am passionate about growing brands right from inception to market realization and acceptance. The journey of availing the right product at the right place and price gives me great satisfaction as it ensures an end consumer has had their needs met.

surrounded by great mentors who have assisted me in building different skill sets. I believe that it is important for people to look up to the ones who have walked the paths before. We can be able to learn a lot and avoid making mistakes that had been made.

I graduated from the Catholic University of Eastern Africa with Bachelor of Commerce (B. Com) degree in Marketing and thereafter continued to earn a Master of Business Administration (MBA) degree in Strategic Management from the United States International University (USIU-A).

Armed with the knowledge, I set out to make a difference and as the years passed, I've come to realize that learning is continuous if you are to succeed. I have been able to pick great lessons from my colleagues and friends which have shaped whom I am today. >>



>> In 2018, I was recognized as one of Kenya's top 40 under 40 by the Business Daily and it was an honour that I embraced with humility and the desire to work even harder. From this nomination, I realized that it is possible for anyone to achieve what they desire. The right attitude can help anyone overcome any situation if they focus on the positive and give it their best.

If you do this, you will realize that there is no job that is too hard, and all work is important. Always think of the bigger picture and give it your all.

As the world is changing, we must be responsible to ensure that we take care of the environment. Part of what I support currently is driving sustainable value chains for the various business partners we work with. I also support initiatives in recycling, and it is a joy to see "waste" converted into something useful and building a circular econ-

As the world is changing, we must be responsible to ensure that we take care of the environment. Part of what I support currently is driving sustainable value chains for the various business partners we work with.



omy. This is a vital role in managing the climate change.

Conscious to the fact that we must give back to the community, I actively participate in mentoring the youth as I believe that "mentoring makes others better and making sure that the impact lasts even when you are not there".

I live by a few guiding principles which have assisted me navigate through life. They include always delivering value, keeping it simple, learning from mistakes and leveraging on teamwork. These have helped me learn who I am and become more intentional in all I do. ■

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#16 Sheila Harrison CHANGANGU

MARKETING DIRECTOR

EAST AFRICA, VISA



Sheila Changangu caught the marketing bug when she joined the Cadbury Schweppes Management Trainee Program in the United Kingdom (UK). She was appointed Sales Representative at Cadbury PLC in the UK. She rose through the ranks, firstly as Assistant Brand Manager, then posted to Nairobi as Brand Manager.

After her tour of duty with Cadbury PLC, she joined East African Breweries Limited (EABL) as Brand Manager, rising to the position of Marketing Manager.

In early 2011, Sheila joined SABMiller to be responsible for the marketing function, covering a portfolio of both alcoholic and non-alcoholic beverages, operating out of Nairobi, Kenya. She held the posi-

tion of Marketing Director for Kenya for three years.

Ms Changangu joined British American Tobacco (BAT) in 2014 as Head of Value Brands for East and Central Africa area, based in Nairobi. In this role, Sheila was responsible for strategy development and marketing plan execution for 10 brands in six key markets in sub-Saharan Africa.

Sheila was subsequently posted by

BAT to London, UK, tasked with the responsibility for leading the development and deployment of a new Global Brand Building Model for BAT, as the Project Manager Brand Code.

As fate would have it, Ms. Changangu was once again head-hunted, this time by Visa to be the Marketing Director, East Africa, a position she has held from November 2017 to date.

Visa is one of the world's leading global payments technology companies. The brand connects consumers, businesses, banks and governments in over 200 countries across the globe through digital payments. With about 2.5 billion Visa cards in use, Visa is connecting people through payments and driving global commerce. In her role, Sheila is responsible for Visa's



With about 2.5 billion Visa cards in use, Visa is connecting people through payments and driving global commerce. In her role, Sheila is responsible for Visa's marketing across 13 countries in East Africa.

marketing across 13 countries in East Africa.

Sheila graduated with a Bachelor of Commerce (B. Com) degree in Business, Management and Marketing from The Catholic University of Eastern Africa (CUEA). She holds a Master of Business Administration (MBA) degree in Entrepreneurship, Corporate Finance, Leadership and Strategy, a combined degree offered by United States International University (USIU) and Columbia Business School.

Ms. Changangu is an alumna of the prestigious Gordon Institute of Business Science (GIBS Business School), having attended the Accelerated Leadership and Development training. Additionally, Sheila underwent executive education at the Harvard Business School in Digital Marketing Strategy.

Ms Changangu was born in >>



Sheila Changangu while she was Marketing Director at SABMiller with Worthmore Category Marketing Manager David Minja.



Outside of work, Sheila is involved in charity work through a UK Charity called Precious Sisters that focuses on supporting and mentoring girls in high schools from impoverished backgrounds here in Kenya.

>> Nairobi, Kenya. She attended Loreto Convent Valley Road (LCVR) and Our Lady of Mercy for her primary schooling, after which she joined State House Girls and later Precious Blood, Kilungu for her secondary schooling.

Outside of her professional career, Sheila is involved in charity endeavours through a UK-based organisation called Precious Sisters that focuses on supporting and mentoring girls in high schools from impoverished backgrounds here in Kenya. She is also involved in corporate social responsibility (CSR) projects for children living with disabilities.

In her leisure time, Ms Changangu enjoys spending time with her family, health and wellness, cooking and travelling the world. Sheila relishes the experience of different cultures and cuisine. ■



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#17

Warau

KAHORO

I am a Marketing professional with over 13 years' experience in Sales and Marketing within the Fast-Moving Consumer Goods (FMCG) industry.

I began my professional career at Unilever as part of the Unilever Future Leaders Program soon after graduation. Through this program, I gained experience in customer and consumer facing roles. These were marketing, field sales and customer marketing. The roles have helped me create a strong foundation for my marketing career with end-to-end customer and consumer experience. In my time at Unilever, I worked on campaigns on iconic brands like Sunlight, Omo, Lifebuoy and Royco.

My Unilever responsibilities included managing brands across both East Africa (Kenya, Uganda, Tanzania, Ethiopia) and Southern Africa (Malawi, Mozambique, Zambia, Zimbabwe).

I left Unilever as Head of the Foods and Refreshments category having worked across all 3 categories; homecare, foods and refreshments and personal care and having implemented several campaigns for the benefit of both the consumer and company.

After almost 12 years at Unilever, it was time for a new challenge. I moved to Beiersdorf in August 2020 as the Marketing Director for Central, East and West Africa. In this role, I manage the marketing activities for the NIVEA brand across 34 markets, seeking to grow penetration, market share and brand health. A key deliverable whilst at Beiersdorf has been the growth of the face category via focused innovations based on



I manage the marketing activities for the NIVEA brand across 34 markets, seeking to grow penetration, market share and brand health. A key deliverable whilst at Beiersdorf has been the growth of the face category via focused innovations based on local consumer needs. One of our key innovations in this category was recognised by the Marketing Society of Kenya as the winner in the new product launch category 2021.

In 2013, as part of my broader marketing development, I moved to Unilever South Africa as Regional Brand Development Manager in the savory category. This role included innovation management and developing marketing campaigns for East and Southern Africa plus whitespace markets which included Ethiopia and Cameroon.

Key highlights in my career at Unilever include growing Sunlight to be Kenya's number 1 fabric cleaning brand, improving overall homecare category profitability by double digits whilst turning around the category to a growth trajectory and increasing women's access to Royco's iron fortified cubes to help reduce incidences of iron deficiency.

local consumer needs. One of our key innovations in this category was recognised by the Marketing Society of Kenya as the winner in the new product launch category 2021. Beiersdorf has challenged me in a different way compared to Unilever. One key challenge is managing a brand that is present across multiple categories and consumer segments whilst ensuring that a uniform brand imagery is created across the different categories.

I graduated with a Bachelor of Commerce (B. Com) degree Marketing Major (First Class Honours) from the University of Nairobi (UoN). I am also a Chartered Marketer with the Chartered Institute of Marketing-CIM >>



>> (UK) and have completed an ACCA qualification. Whilst I am not actively working in Finance and Accounting, the principles learned during ACCA have been key within my marketing career as I manage category and brand P&Ls.

I am an alumnus of Precious Blood Riruta Secondary School. Whilst here, I was vice house captain and later house captain. These positions helped me start to hone my leadership and collaboration

skills. While in University, I was a member of the student organisation AIESEC up until the national office. It is through AIESEC that I identified the career direction I intended to pursue whilst further building my leadership skills.

What I appreciate most about Marketing is that it helps build a holistic business person since one has to fully understand their brand and all aspects relating to it, including supply chain, financials, pro-

duction in addition to consumer, customer and competitor understanding.

I am passionate about winning, continuously challenging myself and doing my best in what I set out to do. I derive satisfaction from coaching and mentoring those I encounter in my path and seeing them progress in both their careers and personal lives. I believe that our experiences are much more valuable when we can share them with others and positively contribute to their growth and development.

In my later years, motherhood has continued to shape the individual that I am both professionally and personally. I have become more intentional on how I spend my time and energy, have greater clarity on the foundation I want to build for my children and have seen that life is a journey of continuous learning and it's up to us to make use of the opportunities that we encounter along the way to accelerate our learning. ■



I am passionate about winning, continuously challenging myself and doing my best in what I set out to do. I derive satisfaction from coaching and mentoring those I encounter in my path and seeing them progress in both their careers and personal lives.



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#18

Magdalene Mwende

MULANDI

Magdalene Mulandi is a dynamic, passionate and customer-centric marketing-communications specialist with over 15 years' experience.

Having worked in diverse industries from entertainment to banking, she has brought life to brands from start-ups to well established multinational brands. She currently holds the position of Head of Marketing and Communications at SBM Bank Kenya.

Magdalene has received several awards and accolades among them being named Top 40 under 40 in 2014 by the Business Daily.

As a bright-eyed young adult, Magdalene studied journalism and was responsible for churning out the university magazine and various yearbooks. It is during this period that she discovered her passion for writing, digital, desktop publishing and public relations. Her first job while in university was as a publicist for Sterling Quality, a musical theatre company that was responsible for bringing on stage Sarafina, Fiddler on the Roof, Luanda Magere amongst others. Her most notable highlight during this period was publicizing the visit of Mbongeni Ngema and Leleti Khumalo who starred in the original Sarafina movie. She was responsible for all press briefings and events during the tour of the show 'Sarafina in Kenya' at the Kenya National Theatre over 15 years ago.

Her interest in digital media led her to the world of website production where she worked with the leading digital agency Dotsavvy to develop many of the initial websites for most of the financial services players in the market. It was



also the dawn of Facebook and the beginning of what would be digital marketing that led her into banking. As the key account manager, she interacted with various marketing managers providing solutions to create awareness through email marketing and search engine optimization. This was her entry point into the world of finance.

She held various brand leadership positions at Chase Bank for a span of more than 10 years. During this period, the bank emerged as one of the most loved bank brands especially among MSME.

She held various brand leadership positions at Chase Bank for a span of more than 10 years. During this period, the bank emerged as one of the most loved bank brands especially among MSME.

She later joined the Start-up team at Qwetu student residences, spurring the brand to one of the most recognizable brands in student accommodation.

Her achievements combining brand leadership and purpose driven communication dovetailed at a time that SBM Bank, requiring her unique skills sets, appointed Magdalene as the Head of Marketing and Communication following a competitive recruitment process.

Magdalene holds a Global Executive Masters in Business Administration and Bachelor's degree in Journalism from the United States International University-Africa.

She lives by the mantra, "To realize your potential you must look beyond the end of yourself, realizing that where you end is most likely where you actually begin" - Craig D. Lounsbrough.

Ms Mulandi is aware and awake to the fact that, "Today it's not only harder for your brand message >>

Magdalene Mulandi, hands over a cheque of Ksh 3.87million to m:lab East Africa Manager John Kamweti in support of the PIVOT East 2014 startups competition. While at Chase Bank she held various brand leadership positions for a span of more than 10 years.



Magdalene Mulandi with stakeholders in the banking sector during an engagement session at a past Kenya Bankers Association forum.

>> to reach your target audience, but the consumer is more aware and informed of what they want and expect from a brand'. She therefore calls on marketers to continuously keep themselves abreast with trends and various emerging digital platforms and formats. To this end, Magdalene continues to invest in her professional growth, by attending various executive and leadership programs available locally and internationally, while paying attention to the new media revolution the communication space is experiencing.

In her time away from work, Magdalene has passion for serving humanity, and is the current treasurer of her rotary club. She serves as a 'Judge of the Accenture 10th Gender Mainstreaming Awards' that is dedicated towards women's entrepreneurship development as a channel for sustainable development.

When asked about a period in her career that left an indelible



mark on her, she quipped, "I provided brand leadership that led to the reopening of the first bank in Kenya under receivership. The brand trust and customer loyalty built over the years enabled the brand to not only re-open its doors during a turbulent time but also attract multiple international banks to bid for acquisition of its assets. The turnaround phase was a crisis communications case study that till today needs to be written due to the interplay

Magdalene Mulandi and Eddie Ndichu attending a radio interview at Capital FM in September 2014. This was during her tenure at Chase Bank as Head Brand and Corporate Affairs.

between multiple stakeholders from the regulator to receiver manager and bank staff." This was a true test of her mettle as a die in the wool corporate communications guru.

Throughout her career, Ms Mulandi has run various marketing campaigns that led to the growth of both brand equity and revenue.

In addition, Magdalene has mentored a number of young people and start-up founders in her personal and professional capacity. Her main areas of interest are career and personal development. She is very passionate about creating local brands and more so creating a compelling employee brand experience. She is an avid supporter of women and youth empowerment in all sectors of the economy.

Magdalene is not all about work. She is learning to play the cello, enjoys music and the arts, mentoring young brands, loves writing and is constantly looking for avenues to create lasting social impact through her many talents. ■



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#19 Esther NGOMELI

Esther is a seasoned practitioner, entrepreneur and Co-Founder and Director of Redhouse Group. Redhouse Group is a leading multi-function Integrated Marketing Communications (IMC) agency with an expansive footprint in East and Central Africa. Within the Group, she serves as the Group Deputy CEO and Chief Operating Officer (COO).

With over 25 years of experience, Esther is an award-winning marketing and communication strategic leader, globally recognized for her contribution in building, positioning and protecting brands and reputations of organizations, both on national, regional and international platforms, and in multiple sectors.

Ms Ngomeli is a quintessential and visionary leader, purposeful, poised and fueled by a spirit of excellence. She has over time honed her competencies in leadership, strategic planning, business and financial management, marketing and integrated communication, powered by a knack for creativity and a passion for growing great brands and businesses in sub-Saharan Africa.



In her current role, she offers a unique blend of executive acumen including transformative leadership, management and the vision necessary to drive the Group's operational efficiencies, business growth and financial stability. She is also responsible for deepening the Group's partnership with the global marketing and communication network within the Omnicom Group to leverage opportunities for Kenya and beyond while scaling up the business advisory services and integrated marketing communications (IMC) practice offering.

Under her leadership, the Redhouse Group and its subsidiary businesses have won numerous accolades. The agency is one of the most awarded IMC Group's in the category, winning both global and national awards yearly for strategic, purpose-driven and results-led campaigns, ranging from the Grand Prix - Kenya's first and only at the Loeries Awards - Africa Chapter, Gold Loeries, Africanness, Public Relations Society of Kenya (PSRSK), Marketing Society of Kenya (MSK) and most recently the Superior Achievement in Branding, Reputation and Engagement (SABRE) recognition, where the Group emerged as the most awarded Agency in Africa, scooping seven accolades in April 2022.

Prior to this, Esther was the Founder and Managing Director of the anchor advertising agency within Redhouse Group -Media Edge Interactive Limited, a position she held for 17 years. Ms Ngomeli was responsible for initiating and growing the business units led by Media Edge Interactive, which has been rated one of the TOP 100 fastest growing Medium Sized Companies in Kenya, in the KPMG Business Daily TOP 100 Index.

Esther's resume reads like a visionary and ambitious woman's bucket list. She started her career



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journey in software programming in 1994, when she joined a computer software development and training company as a programmer and trainer. Later, she co-founded Economic Intelligence (EI) a start-up venture which offered strategic research and business information services. EI also published the Market Intelligence (MI) and was for many years promoters of MI Banking Awards, a top-rated platform for the banking sector, as well as running a below-the-line promotional agency. Esther also founded a fashion design clothing business.

Esther's role in marketing and communications, has been recognized globally and she is the second woman in sub-Saharan Africa to be bestowed with the highest and most prestigious honour, Fellow (FCIM) status by the Chartered Institute of Marketing (CIM) in the United >>



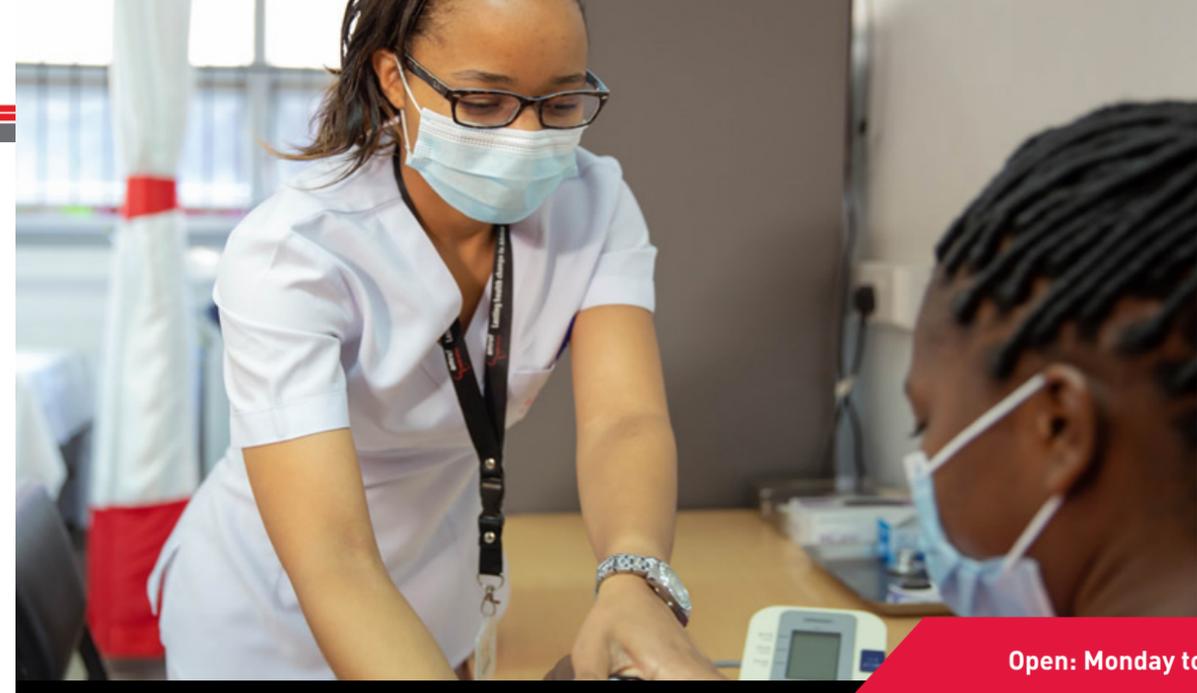
As a change-maker and equality-minded business leader, Esther is a strong believer in executive coaching, mentoring, especially women into sharpening their skills and knowledge to attain managerial and leadership positions in the workplace, market place and the community at large.

>> Kingdom, for her strategic leadership and marketing role in the growth of key brands in Kenya and beyond. She also holds a Master of Business Administration (MBA) degree from the University of Leicester (United Kingdom).

As a change-maker and equality-minded business leader, Esther is a strong believer in executive coaching, mentoring, especially women into sharpening their skills and knowledge to attain managerial and leadership positions in the workplace, market place and the community at large. Her mantra is having a clear vision, focus, hard work, pursuit of excellence, and putting God first above everything else.

Esther serves on the board of Super Brands Council (East Africa), the world's largest independent arbiter of branding, a member of KEPISA (Kenya Private Sector Alliance) and Women Corporate Directors (WCD Kenya Chapter). Previously, she served as member of Rotary Club of Nairobi North and as a Board Member and Trustee of Palmhouse Foundation, an Educational Trust that shapes the lives of thousands of bright and needy secondary school young students. She has also served as a board member of the Joyful Women Organisation (JOYWO), an NGO founded to empower Kenyan women economically to enhance household food security by supporting sustainable livelihood projects.

Esther is a loyal confidant and advisor to many national leaders in Kenya and is also passionate about empowerment of marginalized communities to solve complex issues especially in her rural home community of Makeni County. ■



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#20 Carol WARUI

Every once in a while, there's a catalyst that changes the trajectory of an industry. Usually, it is new ground-breaking technology, stable incremental innovation, or sometimes pure luck. In the case of the Public Relations industry in Kenya, this generational shift has come through one of the most gifted and capable women of our generation. The elegant and gracious Carol Warui is one of the most relentless powerhouses in the PR business today.

In 2017, Carol Warui joined Ogilvy Africa as a Deputy Managing Partner heading the Public Relations and Influence division in the firm regionally. Throughout her tenure, she has demonstrated astute confidence in shifting the division's focus to supporting client businesses, embracing technology and shaking up the company to bring in fresh talent. She successfully navigated the division's recovery through COVID-19, achieving phenomenal growth.

Owing to her Catholic schooling background, which trained her to respect discipline and structure, she continues to make powerful strides in the communication industry. Her day-to-day entails managing the everyday operations of the firm to leading and inspiring others with deep knowledge and experience.



Her rich schooling background includes a Bachelor of Commerce (B.Com) degree from the University of Nairobi (UoN), a Master's degree in International Business and Law from Salford University - Manchester and a Chartered Institute of Marketing Certificate (CIM) from the United Kingdom (UK). She taught as a pastoral teacher at St. Mary's Boys High School, where her resolve for mentoring and servant leadership was cemented. These educational exploits have supplemented her calling to marketing strategic communication and policy development.

Her career in the private sector is diverse. She served in various positions in the entertainment industry and not-for-profit organizations before taking up a role at Redline Public Relations. Her 9-year stint was instrumental in creating the bedrock of what Public

Relations and Influence are today. Through expert communication strategy and adept policy development, Carol helped bring the conversation of fertility to the forefront of community conversation while supporting the Merck Healthcare – More than a mother campaign. The campaign was successful in demystifying and debunking myths that discriminated against women. These

Through expert communication strategy and adept policy development, Carol helped bring the conversation of fertility to the forefront of community conversation while supporting the Merck Healthcare – More than a mother campaign.

conversations lead to a cultural shift where men began to take ownership alongside their spouses. The change in perception resulted in an understanding that fertility complications may not always be down to the woman. Tangibly, there was a sharp uptake in men taking fertility and sexual health tests themselves. As a result, fertility treatments such as in vitro fertilization (IVF), surrogacy and intrauterine insemination (IUI) have become more widespread and commonly accepted as a norm in Kenyan culture.

Carol has successfully cultivated an environment that has no problem embracing innovation and facing challenges head-on. In the process, she has contributed to the transformation of Ogilvy Public Relations into the largest strategic communications firm in the region. A few of her achievements in this current role are the launch of the inau- >>

Carol Warui (left) attending a luncheon organised by HEVA Fund at Trademark Hotel, Nairobi on 16th April 2019. It was hosted for the Cultural Heritage Fund finalists to celebrate their success.



I pride myself in doing work that matters. Your mindset is your biggest strength. I face every day knowing that I don't see obstacles; only opportunities."

>> gural Kenya Airways flight to New York – NBO –NYC, Ethiopia's country branding campaign Going Big in Ethiopia, Zimbabwe's country branding campaign Zim is Now and support for the Kenya Branding campaign Why the future is Kenya which was launched in 2017.

Carol sits on the board of the Emergency Medicine Healthcare Foundation, an organization that champions the provision of life-saving emergency health services to the general public. She has contributed



to shaping the communications that highlight the plight of public health institutions and the challenges faced in access to adequate funding, expert paramedical training and well-equipped ambulances to aid in responding to emergencies in our communities effectively.

"I pride myself in doing work that matters. Your mindset is your biggest strength. I face every day knowing that I don't see obstacles; only opportunities," Carol stated in a recent interview.

She also sits on the KEPSA governing council and has driven communication strategy to effectively bring together local and foreign business associations, MSME's and start-ups from various sectors encouraging them to speak with one voice when engaging the government. Her policy development has touched on cross-cutting policy issues and programs for the economic and social development of the country.

In addition, she chairs the Public Image committee for the Rotary Club of Lavington Eco - the first environmental club in the Rotary network globally. Her passion for her community drove her to create this piece of history and educating her community on ways of sustainable living is a cause she avidly supports and actively participates in.

"Your success as a leader is determined by how you effectively communicate and engage your team to understand your vision. Once this happens, it is much easier to steer the team to excellence," she states.

Carol has a unique ability to recognize potential and nurture talent. Her pride comes from seeing her teams succeed. As a devout Christian, she anchors all her success as God ordained - and rarely enjoys taking the limelight even though her accomplishments are truly exceptional. ■



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#21 Arnolda SHIUNDU

As the Sustainability Lead for Africa at Diageo, Arnolda Shiundu has the weighty responsibility of leading and coordinating the alcoholic beverage company's sustainability efforts across the continent. Diageo is a UK headquartered multinational and the majority shareholder of East African Breweries Limited (EABL), a regional powerhouse that manages a portfolio of more than 40 brands ranging from beer, spirits, and adult non-alcoholic drinks.



Arnolda started her career with the Group in 2019 when she was appointed to serve as the Head of Sustainability and Community Engagement at EABL-owned Kenya Breweries Limited. In this role, she distinguished herself for her pioneering spirit by steering the successful launch of EABL's inaugural Sustainability Report in 2021.

Prepared in line with Global Reporting Initiative standards, the report provided rich insights into EABL's sustainability programs. It was widely credited for raising the bar in sustainability reporting in corporate Kenya.

"The operating principle in corporate boardrooms and business leadership teams today is that businesses exist not only to make profits for shareholders, but also to improve the wellbeing of employees, customers, partners, and society at large," notes Arnolda. She adds that sustainability, which is the idea that businesses must do good for their shareholders while doing well for their communities and environment, is a business imperative for enterprises keen on staying competitive in today's business environment.

"Our approach to sustainability is unique in the sense that it is focused on growing value in our communities and ensuring that our products and operations do not cause harm. These efforts are anchored on 3 pillars which include promoting responsible drinking, championing inclusion and diversity and driving more sustainable sourcing, production, packaging, and distribution," she says.

Arnolda's efforts to mainstream sustainability at KBL have been instrumental in shaping the brewer's public image as a responsible corporate citizen. Tellingly, the brewer has bagged several accolades under her stewardship, including emerging as the winner of the Diversity, Equity,



The operating principle in corporate boardrooms and business leadership teams today is that businesses exist not only to make profits for shareholders, but also to improve the wellbeing of employees, customers, partners, and society at large."



and Inclusion Award at the Reuters Responsible Business Awards 2021 and the Private Sector Winner of the 2020 SDGs Kenya Award.

Her engagement with external stakeholders also resulted in a groundbreaking MOU between KBL and the National Transport Safety Authority (NTSA) to promote positive drinking. Under the terms of the MOU, NTSA has integrated KBL's DrinkIQ module into the national driving education curriculum.

In recognition of her contributions to the field of sustainability, Arnolda bagged the 2021 Meaningful Business 100 (MB100) award. This award recognizes leaders across the world who are combining profit and purpose to >>



>> help achieve the United Nations Global Goals. The MB100 was judged by a global panel of 21 experts, who assessed over 500 nominations from 75 countries, selecting the finalists from an outstanding and diverse set of leaders including corporate CEOs, entrepreneurs, sustainability leaders and impact investors.

Arnolda was also recognized in the 2021 Top 40 under 40 women in Kenya, an annual ranking of achieving women published by Nation Media Group owned Business Daily.

Arnolda was in 2022 promoted to serve in her current role as the Sustainability Lead for Africa at Diageo. “I was excited by the new challenge as I believe there’s still a lot that we can do at a continental level to mainstream sustainability and advance our goal to be the best performing, most trusted and respected consumer products company in Africa,” she said.



Before working at Diageo and its affiliated companies, Arnolda had a successful career spanning more than ten years as a communications expert.

Before working at Diageo and its affiliated companies, Arnolda had a successful career spanning more than ten years as a communications expert.

Between 2017 and 2019, she was the Group Account Manager as well as a Senior Account Manager at



Redhouse Public Relations, a leading public relations firm owned by marketing communications agency Redhouse Group. In this role, she had the privilege of advising some of the most prolific brands operating in Kenya and the region on their communications, media relations and stakeholder engagement programs. Some clients she worked with included Amref Health Africa, Toyota, MTN, and Alliance for a Green Revolution in Africa, among others.

“My time in the PR industry was instrumental in building my soft skills, including prioritization, resilience and a strong work ethic,” she said, noting that balancing the interests of different clients while consistently delivering high quality work was a challenging but rewarding task.

Prior to her stint at Redhouse, Arnolda was the Public Relations and Communications Manager at the Kenya Red Cross Society. Before this, she worked as a Communications Advisor in Kenya’s Ministry for Devolution and Planning, then under Her Excellency Anne Waiguru, the current Governor of Kirinyaga County. She also worked in politics, serving as a senior communications advisor in the Uhuru Kenyatta Campaign Secretariat in 2013.

Arnolda started her career as an intern at the Royal African Society in the UK before moving to Portland Communications, a leading UK headquartered global PR firm.

The seasoned communications expert got her Bachelor of Arts degree in Communications (Public Relations) in 2009 from Concordia University, Moorhead, Minnesota (USA), where she also represented the college in track and field competitions and served as a college radio talk show host. She in 2011 obtained her Master of Arts degree in Public Relations and Corporate Communications from Georgetown



Arnolda Shiundu with officials from National Treasury and Planning, receives the SDG Kenya Award for KBL’s efforts in advancing SDGs implementation in Kenya. The brewer was recognised for its efforts to grow sustainably

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University, Washington DC (USA), graduating cum laude.

Her work in the communications and public relations industry has received numerous awards from the Public Relations Society of Kenya (PRSK).

Outside work, Arnolda is passionate about fitness, health, and wellbeing. “I try to live a purposeful life and take great care of my health through physical exercise and meditation” she says. As a recreational runner and hiker, Arnolda is a Berlin Marathon finisher and has summited Mt. Kenya. “Strong relationships are also important to me. I find fulfilment from spending quality time with my friends and family who have supported me all through my career,” she says. ■

#22

Carol Wachira

WANYAMA

Carol is a well-seasoned media executive and currently the Marketing Director at Royal Media Services. While at Royal Media Services (RMS), Carol has been at the helm, in the creation and building of the Country's top media brands today and engraining them into the lifestyles of Kenyans across Africa and beyond.

Recipient of the prestigious 'Top 40 Under 40 2016' award as well as SOMA 2021's Top 25 Women in Digital award, she bears a 360 degrees wealth of experience and valuable skills cutting across various aspects of strategic leadership.

Carol's role at Royal Media Services is multi-pronged. In addition to the heavy responsibility of demand creation that lies in the marketing of the Royal Media brands, her current role has also seen her spear heading the digital transformation at the Group. This has involved sitting in the driver's seat in formulation of the strategic direction and digital future of the company and its products. This is in addition to her added role in television content strategy for the group, for all externally acquired content.



'Achieving success from the delicate and heavy responsibilities described above would not be possible without the strong pool of talent and solid teams that we have at Royal Media Services', she says. 'I am passionate about people and the strength, variety and uniqueness that they bring to the table, through their authentic selves. It gives me great joy working with and guiding teams to apply the best version of themselves in achieving their goals, both on the corporate as well as personal levels', she adds.

'RMS brands are market leaders. The latest research from Ipsos Kenya- Quarter 2 2022 placed Citizen Television at a solid Number 1 position as has been the case over the years, with a 56.7% market share across the country. Inooro Television stands at 9.7% while Ramogi Television, at only 4 months since launch already has curved out a niche of 3.2%. This gives our Television coverage a total dominance of 69.6%. The remaining 30% is shared amongst over 65 local TVs and hundreds of International Channels available in Kenya today.

The story is the same for our Radios. Despite the heavily fragmented radio space, our 13 radio stations occupy leadership positions in all their areas of transmission across Kenya, led by Radio Citizen, which is the Number 1 radio by far at 22.9% Market share. The same script applies to Citizen Digital which within three months of its launch, went ahead to lead as Kenya's Number 1 News App. Viusasa as well occupies its leadership position on the SVOD (Subscription Video on Demand) space.

Our brands are all about delighting the masses and connecting with them, at the very core of their being. We are held accountable by our audiences across Television, Radio and on our Digital platforms,

to engage, provide reliability, trust, educate and entertain them at the very best quality.'

'We also consciously aim to thrive as a socially responsible organization through heavy participation in social causes in collaboration with our audiences across the country through our platforms. The causes cut across environmental, health, education, food security, water harvesting and provision, entrepreneurship, just to name a few. These pillars drive our business and engagement strate-

house by far, giving a 'clear blue waters' lead ahead of its competitors across Radio and TV and winning hundreds of awards, as a result,' she concludes.

Carol is a Masters Degree holder in Strategic Management from the University of Nairobi (UoN) as well as an alumna of Daystar University, for her Bachelor's degree in Marketing and Business Administration. She has attended numerous courses over the years, concerned with enriching her experience in her field.



Our brands are all about delighting the masses and connecting with them, at the very core of their being. We are held accountable by our audiences across Television, Radio and on our Digital platforms, to engage, provide reliability, trust, educate and entertain them at the very best quality.'

gies across the board. Our pillars include our strong belief in and in the use of local talent across the board. Our identity is synonymous with 'Kenyan/Local'. This has seen Royal Media Services' brands occupy its space as the Number 1 media

Carol additionally serves at various levels as follows:
 ■ Board Member of the Advertising Standards Committee (ASC), whose mandate is to provide governance, solve industry disputes and support growth and development >>



>> of advertising standards across the industry.

- Board Member of the Kenya Private Sector Alliance (KEPSA) in charge of the PR, Communications, Research and Information Dissemination Board.

- Board Member of the Zuri Foundation.

- Previously Vice-Chair of the Marketing Society of Kenya (MSK), the umbrella body for Marketer's in Kenya.

- Previous Board Member of the Daystar University Alumni Association (DUAA).

In her free time, Carol enjoys travelling the world and singing for a cause. She is part of the Nairobi Music Society (NMS) choir and previously, the Twakutukuza Trust Choir. Both choirs sing to support charity. She enjoys mentorship of young and upcoming professionals at various levels. Carol is a lover of nature and actively supports causes concerned with conservation of our natural environment. She also enjoys deliberately spending quality time with her family.

Carol is a strong believer in the fact that each and every human



|| We also consciously aim to thrive as a socially responsible organization through heavy participation in social causes in collaboration with our audiences across the country through our platforms. The causes cut across environmental, health, education, food security, water harvesting and provision, entrepreneurship, just to name a few.

being has a role and God-given purpose in the walk of life. 'We must each strive to discover what this special calling within us is. We must also in the same bid, strive to give back to the communities within which we thrive. There is a lot we can do to create impact, at a very small cost to our time and resources. The sense of fulfillment from giving back is unparalleled,' she concludes. ■

Twitter: @carolwanyama
Linkedin: Caroline Wachira-Wanyama



WHO WE ARE

Amref International University (AMIU) is a premier pan African university of health sciences fully owned by Amref Health Africa. AMIU is founded on the experience and intellect of Amref Health Africa, which is reputed with over 60 years of quality and innovative public and community health interventions in over 35 countries in Africa.

AMIU's focus is on training, research and extension in health sciences with emphasis on promotive, preventive, rehabilitative and palliative health.

The University offers Postgraduate, Undergraduate, Higher Diploma, Diploma, Certificate programmes as well as Continuing Professional Development (CPD) courses that prepare human resource for health to serve throughout the health system.

AMIU has two intakes every year, the April intake and the August intake.



MY AMIU EXPERIENCE



I speak for the entire class of 2019 when I say that our experience at AMIU was an unforgettable one. We will remember the serene learning environment, the flexible (and blended) study mode and essential learning resources, including well-equipped skills lab and competency-based training and assessment methodology at AMIU.

This class of 2019 will remember the relationships we built, the people we met and the entrepreneurial and professional training we received through practical sessions, which sharpened our technical, research, managerial and leadership skills and prepared us for successful professional careers.

Walter Owate (Kenya) | Valedictorian, 2019



As an international student I felt at home the moment I set foot at AMIU, having been attracted by the warm and compelling learning environment at the University. The interactive and flexible learning mode has made it possible for

me to progress my studies remotely during the Covid19 pandemic. I will be graduating in 2021.

I relish my time at this great institution where I was granted vast opportunities that have positively defined me: I served in the Students Council, participated in the Work Study Programme and most notably was a beneficiary of the Vice Chancellor's scholarship fund.

I have had impactful and life changing interactions that have influenced and strengthened my resolve of Inspiring Lasting Change wherever my profession leads me.

Tertoury Nyarugwe (Zimbabwe) | Health Systems Management & Development Final Student, 2021



#23

Serah

KATUSIA

15 year later, I am the GroupM Managing Director for East and Central Africa. It has been a long journey, but it has been worth it.

As the GroupM MD, I work with our affiliate network across over 40 markets in Africa to ensure smooth delivery of work at the market level, and hence building sustainable partnerships and capabilities with our affiliate network. I spend most of my GroupM time on this. Building mutual partnerships that enable us to unlock growth across the continent.

Africa is complex, but we can finally say as GroupM, we have figured it out. We have the people, the network and more so, we are investing in data to guide our media investment, enable us to unlock growth solutions for our clients in some of Africa's most data dark markets.



How did I Begin?

I started in client service, at TBWA/RedSky. While I spent most of my time in client management, I leaned towards strategy: This agency was great in strategy. I loved learning. I loved the system we used to develop brand solutions. I loved Client Service, until I didn't, so I got really bored. When media came calling, it was not a resounding yes; it was, "Okay, let me try." 12 years later, I love it. This is what I was supposed to be doing. This was home.

I moved to McCann to manage Coca-Cola strategy team for East Africa, then to Tanzania to set up the Vodacom Media unit. I had a stint in Ghana setting up the Vodafone media unit, and later I was appointed as the Country Manager of Scanad and JWT Tanzania. After 5 years in Tanzania, it was time to move back home. After many conversations with my boss, I came back home to Mediacom as a Managing Director. It has been 12 years spent crisscrossing the continent, learning Africa, the people, the brands, the media partners – all that has come in handy in my new role at GroupM.

Why Advertising?

I love the speed of advertising, the dynamism, the need for innovation and thinking differently every other day. The way one little data set can be the beginning of a Pan-African campaign, and that can help build brands and grow businesses. I love using media to grow brands, to build businesses, to change behavior and impact communities. I love that we can be working on a telco brand this morning and move to a healthcare brand in the afternoon. That diversity feeds by curious mind, it keeps me sane, I would say.

Recently I have focused my energies on business strategy and using data, content, and connections to unlock growth for busi-



nesses, from corporates to start-ups. This is what I want to be doing. This is the future for me.

Biggest Lesson so far. The power to be human: to be vulner-



Recently I have focused my energies on business strategy and using data, content, and connections to unlock growth for businesses, from corporates to start-ups. This is what I want to be doing. This is the future for me.



able, to win without it getting into your head, to show kindness even in the most acrimonious situations, to acknowledge mistakes, to apologize even to your juniors, the power to connect with others by embracing your flawed self, go back into self; your humanity is always waiting for you to embrace it.

What inspires me?

Reading. I read a lot. I read everything, from magazines like HBR and MIT Sloan to novels. Some of the books I have really enjoyed reading include "Designing Your Life" by Bill Burnett and Dave Evans. This book is so key for me, it has taught me to embrace my choices instead of anguishing over them. It has helped me in designing a life that I >>



>> love, that is not all about work but about the things that I love. It has helped me find balance.

I am loving listening to podcasts in the last couple of years, Brene Brown and Mediacom lead on that list. I listen and watch loads of Ted Talks, and definitely Brene Brown makes for the best Ted Talk out there.

What would I tell my 24-year-old self? Leave toxic people and environments as soon as you can. Call them out, do not allow yourself to sit it out. Because above all things, you need peace of mind.

Major Milestones:

- > 2015: Country Manager, Scanad and JWT Tanzania
- > 2017: Managing Director, Mediacom East Africa
- > 2019: Senior Executive Program, Africa: Harvard Business School
- > 2021: Managing Director East & Central Africa & Sub Sahara Coordination Lead, GroupM

> 2022: MBA, Hult International Business School

Beyond roupM + Volunteer Work

- 1. Global Campaign Board Member - Cherie Blair Foundation for Women
- 2. Board Member: International

- 3. Mentor, Expert and Global Judge: Hult Prize
- 4. Sponsor and Partner: The Crucible, A Strathmore University program
- 5. Advisor: Craydel
- 6. Advisor: MwalimuPlus ■

Serah Katusia (second right), MD GroupM East and Central Africa & SSA Coordination Lead was among the personalities that attended the launch of the integrated digital solutions by by Radio Africa Group on 23rd November, 2022.



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#24

Mumbi

KEEGA

Mumbi Keega is the Public Affairs Leader for Africa for Dow. In her role, she is responsible for developing and implementing integrated, multi-channel internal and external communications plans that protect, build and drive Dow's reputation and brand with key stakeholder groups across key countries of South Africa, Kenya, Ethiopia, Nigeria, Ghana, Egypt, Morocco and Algeria.



Mumbi is also responsible for supporting business objectives and priorities and drive growth; drive competitive advantage through policy advocacy as well as issue resolution; foster strategic relationships and build goodwill for Dow at community levels; and drive employee engagement and alignment.

She has worked closely with businesses and geographies to develop and manage over 30 strategic partnerships in sustainability and corporate citizenship across Africa.

Her journey

'I started my career at a young age of 22 years. There is a story to this. Being an evening university student undertaking public administration and sociology, I found myself with a lot of time on my hands. I looked for a job. Luckily, through a family contact, I met my first employer, Sue Omanga. While I thought I was going to work at a PR and Marketing firm (I



really didn't know what this was then), what I found at my interview location was a medical equipment shop. I was confused. I had been invited by a company called Exclamation Marketing.

But I was at a medical equipment shop. Sue Omanga asked me... 'what job are you looking for?' I just said ...marketing your medical equipment. And just like that, I became the shop attendant. What I did not know was that there was a real PR and Marketing company behind the shop, which she also owned. Two years later after finishing my university, I joined Exclamation Marketing. This is the company that shaped my career in corporate affairs.

At Exclamation Marketing, I was involved in some of the major sports and brand marketing campaigns in Kenya including Tusker Safari Sevens, Jonnie Walker Golf Series, Tusker Project Fame and Athletics. It is here that I was voted 1st runner-up, best young PR practitioner of the year 2007, by the Public Relations Society of Kenya (PRSK).

After 7 years' service, I was offered Account Manager's role by Scanad PR, which later transitioned to Hill+Knowlton Strategies. It is at H+K that I experienced the dynamism of corporate affairs, which was experienced through the various roles I held including, General Manager, H+K Uganda and Deputy Managing Director H+K East Africa. I was involved in most of the major financial transactions including IPOs, Rights Issues and Listings. While serving as GM H+K Uganda, I supported one of the major cross border IPOs- Umeme and launched Britam into the Ugandan market.

I led the communications team that managed SIM card registration campaign by Communication Authority of Kenya (CA). The campaign was voted the best PR campaign of the year 2010 at the PRSK Excellence awards.

I also won 4 out of 8 internal awards for project successes at H+K's internal 'Big Story Awards' of 2011-2012. What I am most proud of about my 6 year-career at H+K is the power of teamwork.

The teams I worked with or which I led were dynamic and extremely dedicated. Today, I am proud to see most of the young practitioners who I worked with being successful in their careers in Kenya and beyond.

In 2015, I joined Dow as Public and Government Affairs Manager for Eastern Africa. Today, I look after Public Affairs and Citizenship for Africa, focusing on our key markets of South Africa, Nigeria, Kenya, Egypt and Morocco. It is at Dow that I got directly involved in sustainability. I have organized three major clean-ups in Nairobi in partnership with Child Fund, bringing together over 2,000 people for each clean-up.

This year, I coordinated a Pan-African youth driven initiative -Youth Day of Service in partnership with Leap Africa, bringing together over 6,000 youths in over 30 countries to participate in youth-led social impact campaigns.

The goal is to ignite the creativity of young Africans, who comprise over 70% of the total population, towards community/sustainable development.



One of the key mantras I have applied in my career is having owner's mindset. Carry out your tasks for your employer in the way you would want to work for your own business. This mindset enables one to be result oriented

My work in corporate citizenship and sustainability has been incredibly fulfilling. There is so much more to be done especially in the area of climate change and biodiversity loss. As I continue growing in my practice of public and government affairs, I believe the area of sustainability and ESGs will be at the core of my next career journey.

One of the key mantras I have applied in my career is having owner's mindset. Carry out your tasks for your employer in the way you would want to work for your own business.

This mindset enables one to be result oriented and solution driven.

Mumbi is a Bachelor of Arts graduate from the University of Nairobi and she is currently completing a master's degree in

Communication for Development at the Daystar University in Nairobi.

- She is certified by
- University of Cambridge: Business Sustainability Management
- Yale School of Management and IMD: Leading and Managing Globally
- INSEAD: Leadership Program
- University of Bern: Essentials of International Trade Law and Policy training.

Mumbi Keega is also the Vice Chair of Industrialization and Enterprise Development Sector Board, Kenya Private Sector Alliance and Co-Chair, American Chamber of Commerce Manufacturing Taskforce.

She lives in Nairobi with her husband and two children. ■

#25
Samantha
KIPURY

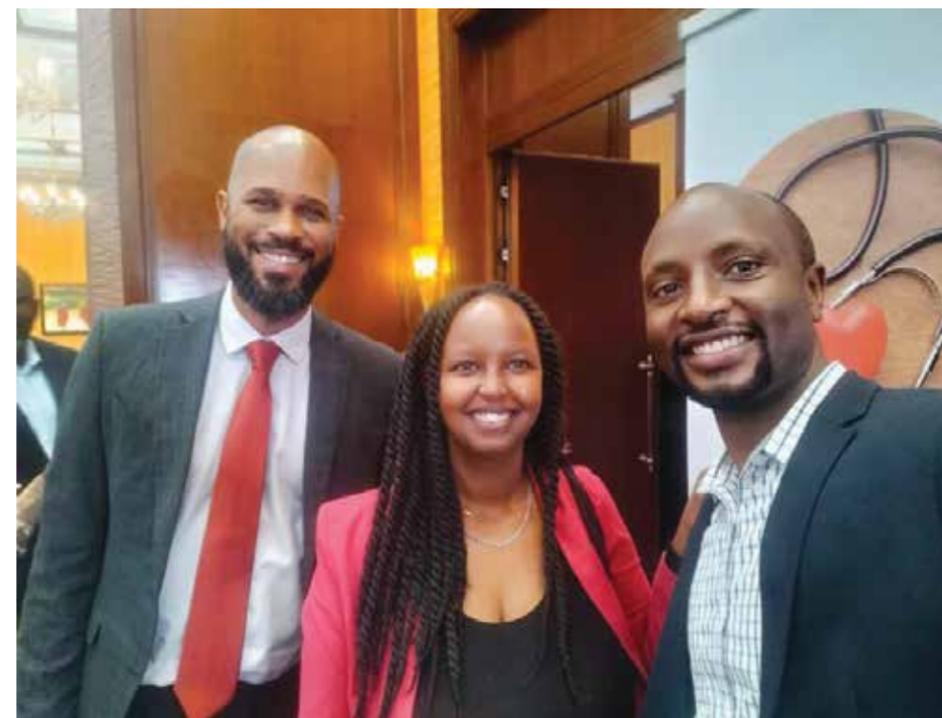


“If you could see it, it would not require faith.” This is the heartfelt response from Samantha Siyeyio Kipury when asked how she went about starting one of the largest media agencies in Kenya in 2010.

The hard work is a given, its long nights and early mornings, its doing more work for less money, its staying on when others quit, but above all, its having faith that when God gives you an idea or opportunity, He means to see it to completion”.

Since its inception in 2010, dentsu (then Carat) has grown from being a single media agency to managing the full suite of integrated marketing communication disciplines – creative, digital performance, content and digital PR. She credits this growth to brave clients who were willing to partner with a small new, innovative agency rather than the legacy brands that had over 85% market share at the time. “We are really proud to work with some of the biggest and most innovative brands in Kenya, Safaricom, Absa, NCBA, Netflix to name a few, what’s really great about these brands is they really do work to achieve a higher purpose of improving lives and livelihoods – it’s the higher calling that powers their performance”.

“Choosing the campaign we are most proud of is not an easy task, but one that easily comes to mind is the Malaria No More campaign where our dentsu Kenya team worked with our global partners to develop and execute a campaign geared towards eradicating Malaria on the African continent.” The rea-



“ We are really proud to work with some of the biggest and most innovative brands in Kenya, Safaricom, Absa, NCBA, Netflix to name a few, what’s really great about these brands is they really do work to achieve a higher purpose of improving lives and livelihoods – it’s the higher calling that powers their performance”.



son she gives for choosing this campaign is that it allowed us to actively show that we, as Africans, hold the solution to our problems. “This campaign really allowed us to show our capabilities as a Kenyan creative, strategy and media team helping develop a campaign that will contribute towards eradicating the suffering caused by Malaria on our continent.

“The successes we have achieved as a business would not have been possible without Joel Rao, Max Ngari and Chris Madison who truly are the most brilliant minds in the business – and most importantly the teams that support us, they are the collective vision bearers that turn all the plans that we create into a daily reality.”

Samantha is a feminist and a strong advocate for women in the workplace. She has been selected as Jurist in media category the Loeries in South Africa in 2020 and 2021. She has also been chosen as Top 40 Women under 40 in 2018 and the Top 25 Women in Csuite in 2021. ■

5 steps you can take to manage a hike in interest rates

The governor of the South African Reserve Bank recently announced an increase in the lending rate by 75 basis points. This means the repo rate (the rate at which the central bank lends money to commercial banks) will increase from 5.5% to 6.25% and the prime rate (the rate commercial banks charge their clients when lending them money) rises from 9.0% to 9.75%.



BOMIKAZI ZEKA

Assistant Professor in Finance and Financial Planning, University of Canberra

South Africa isn't alone. Countries across the continent – and the world – have also been hiking rates to

manage rising prices. South Africa is the most recent African country to hike rates. Others have included Kenya, Ghana and Nigeria. And more hikes are expected in the coming weeks.

From a personal finance perspective, increased interest rates have implications for anyone with a mortgage, vehicle financing, stu-

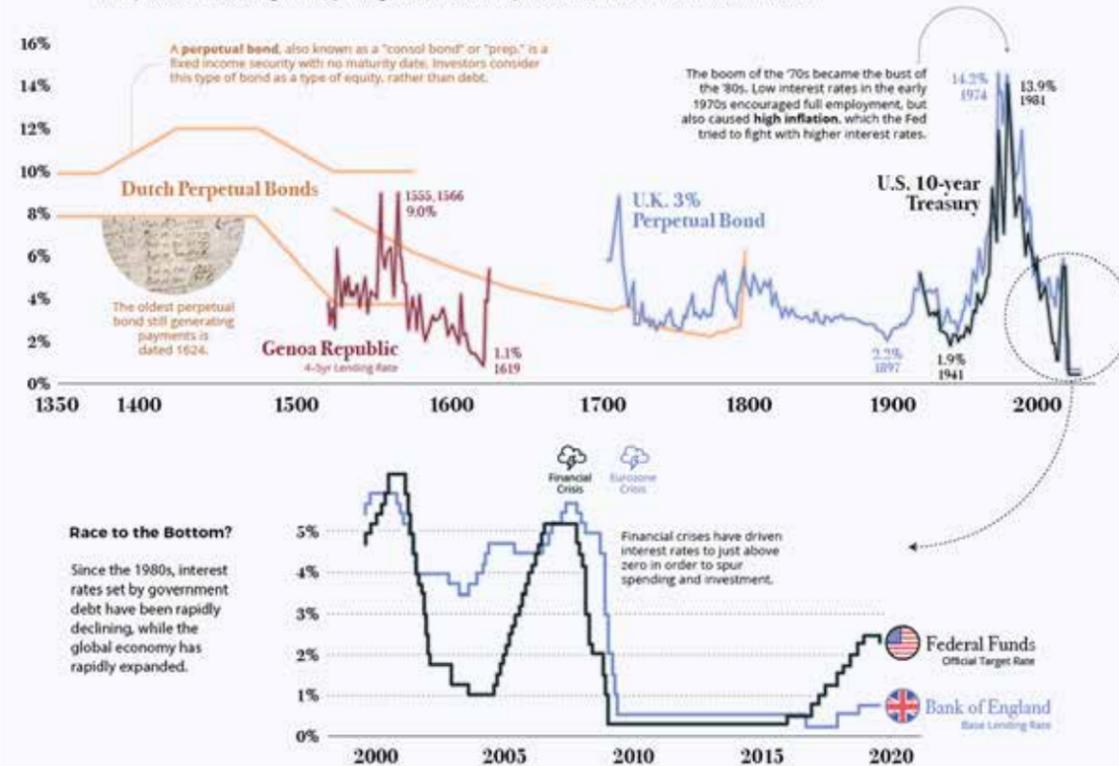
dent loan or any other form of debt. Higher interest rates translate to higher debt repayments. For instance, in South Africa the monthly repayment on a R1 million home loan, with a repayment term of 20 years, will increase from R8,997 to R9,485.

Many households are feeling the financial pinch caused by the ris-

Visualizing Interest Rates Throughout History

Interest rates since 1350 – how low can they go?

Loaning money out used to be risky, but as this chart shows, governments have lent out more and more money at ever decreasing rates, spurring economic activity and confidence in the financial markets.



Many households are feeling the financial pinch caused by the rising cost of living. Low-income households are the most vulnerable to high food costs. But middle-income earners don't fare any better.

ing cost of living. Low-income households are the most vulnerable to high food costs. But middle-income earners don't fare any better. A recent report on South Africa by the consultancy firm PwC, highlighted that 40% of this cohort's expenditure is allocated to food and 20% goes towards housing and utilities.

But the time to fix the roof is indeed while the sun is still shining. Before the economic situation goes from bad to worse, the impact of rising prices – and rising interest rates – can be mitigated in a combination of ways. Here are five steps you should consider taking.

Five things you can do

Debt: Try to pay off as much of your debt as possible. As interest rates rise, so do debt repayments. Loans could be tying up funds that could better service another area of your finances.

Another important consideration is that the risk of defaulting on your debt repayments increases during financially difficult times. If default occurs, it would spell bad

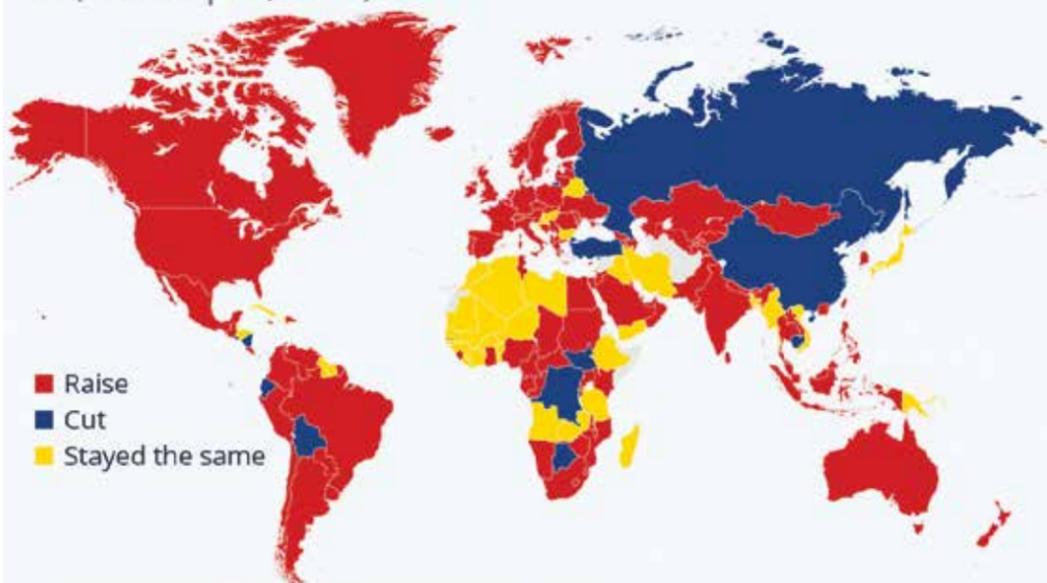
news for your credit rating, which would jeopardise the ability to take out a loan in the future.

If taking on more debt is necessary, knowing your credit score and assessing whether the debt works for you or against you may be the tipping point in the decision to take on more debt, particularly when interest rates are up.

Shop around for the best rate: Investing in the property market is a lifelong goal for many. New entrants in the housing market should resist the temptation to accept the first mortgage offer that comes their way. Many banks are not explicit in sharing this information but your "home bank" should give you the best offer because they want to >>

Most Central Banks Raised Interest Rates in 2022

2022 central bank rate hikes and cuts* around the world (as of Sept 8, 2022)



* current rate higher/lower than on Jan 1, 2022

Source: Trading Economics

>> keep all your business in house. Banks are in competition with one another to be your home loan provider and the better offer is, more often than not, the one that's below prime.

> **Track your finances:** Many may think of budgeting as the equivalent of wearing a financial straitjacket. But tracking your finances provides another way for finding opportunities to cut expenses and increase savings. Consider the opportunity cost of not budgeting. Without monitoring your cashflow, it becomes nearly impossible to make contingencies for unplanned expenses. Most people also save what's left after spending, instead of spending what remains after saving. While the intention to save may exist, intentions alone won't get the job done.



Clearly demarcating how much you will put away in savings can make a huge difference in the long run. Many households are more financially vulnerable than they think. In fact, most families are one medical emergency away from being financially devastated. Just think of the doctor's consultation fees (or worse, specialist referral fees), ambulance call-out fees and out-of-pocket expenditure. With or without medical aid, making provisions for the unforeseen occurs through budgeting.

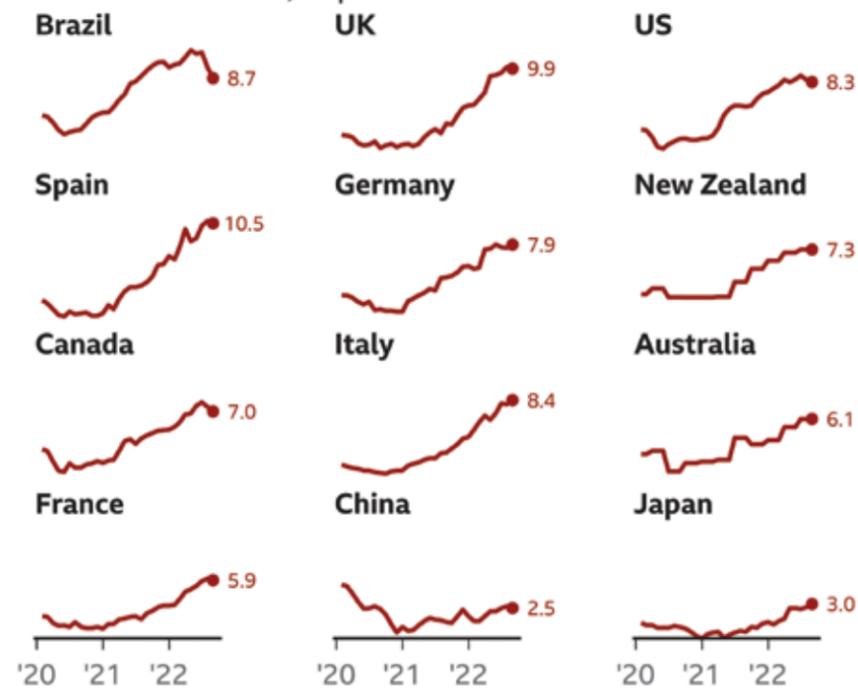
> **Negotiate insurance premiums:** Another unspoken financial hack that could save a little is negotiating the increase in your annual insurance premiums. If you haven't claimed from your insurer within the financial year, you can turn this to your favour installing the premium increase. And if you have many assets covered by the same insurer (for example, vehicle and household contents), then this too can work for you. While it may not make a world of a difference, as the expression goes, "a single grain of rice can tip the scale".

> **Think savings-plus:** Opportunities exist to generate a second income stream from financial markets despite poor investor sentiment. Investments in interest-earning securities can be a useful method of generating passive income from idle cash. Interest-earning securities provide income based on market-related fixed interest rates throughout the investment period until the investment period comes to an end, while also guaranteeing that the capital amount invested is protected.

While you're encouraged to have a savings fund, it's also important to consider the trade-off between how much you have in short-term versus long-term savings instruments. For example, in the case of South Africa, with a minimum investment amount of R1,000, and a fixed interest rate of 8.25% for a two-year investment period, local retail bonds are a safe investment alternative for those with low-risk appetites and

Global inflation rates have risen since 2020

Selected countries, September 2022



Note: Countries measure inflation differently, so rates may not be directly comparable.

Source: Bloomberg



Many households are more financially vulnerable than they think. In fact, most families are one medical emergency away from being financially devastated. Just think of the doctor's consultation fees (or worse, specialist referral fees), ambulance call-out fees and out-of-pocket expenditure.



looking to put idle cash at work.

The point here is not to promote one savings product over another, but to re-think how to earn passive income from existing funds.

Long-term game

It may be too soon to tell whether the economy will go into a recession, but if it does happen, we will eventually get out it. The long-term social and economic effects of the hike in interest rates can be persistent, which is why planning and preparation are paramount to remaining financially afloat during these challenging times. ■

South African universities need to better support doctoral supervisors

South Africa's government has ambitious plans for doctoral education. The country aims to increase its output to 5,000 doctorates annually by 2030. In 2013, the figure stood at 2,051; by 2019 it was up to 3,445.

PULENG MOTSHOANE

Academic Developer, University of Johannesburg

It also wants 75% of all academics employed at universities to hold a PhD by 2030. In 2019, that figure was just 46%.

There are several reasons for the drive to prioritise postgraduate education. One is a response to the rise of the so-called "knowledge economy": universities want to improve their research output and see doctoral graduates as a good group to help achieve this aim. One of the key requirements for a university to produce PhD graduates is to address the supervision capacity by developing emerging supervisors.

When embarking on a PhD, candidates make several choices. What is their central research question? What methodology will they use? And, crucially, who will be their supervisor? A supervisor is a university staff member whose role is to guide and support postgraduate students studying towards a master's or a doctoral degree. At the doctoral level students are allowed to choose their supervisors based on their expertise in the field of research.

But merely holding a PhD or having spent some years in academia doesn't make someone naturally able to supervise students. Good supervisors need a variety of skills, research experience and publications.

The South African Council on Higher Education recently released a report on its key findings from a review of doctoral education. It states:

There is clearly a need for additional supervisory capacity across the national system, and programmes for training supervisors are in place in most universities.

My own PhD research found gaps in the system, including where programmes for training are said to be in place. I investigated how 20 of South Africa's public universities support emerging supervisors. My study findings revealed that emerging supervisors were often simply thrown into the deep end with no development or support. Where professional development was available, it was often presented by facilitators without supervisory experience.

I identified five areas that could be strengthened. These included whether training for supervisors was once-off or ongoing; how supervisors viewed the purpose of higher education – merely to ensure a certain number of PhD graduates or as a way to build knowledge – and whether supervisors were given the space to apply lessons learnt in workshops. I believe that if these steps were taken South Africa's universities would have a much stronger cohort of supervisors.

Five factors

For my PhD I surveyed 186 participants, both emerging (novice) and experienced supervisors, and interviewed 54 academics from multiple



But merely holding a PhD or having spent some years in academia doesn't make someone naturally able to supervise students. Good supervisors need a variety of skills, research experience and publications.

disciplines. Some of their institutions offered once-off workshops for PhD supervisors. Others presented short courses or developed mentoring programmes.

From this data, I identified five factors that determined the success and value of institutions' development of PhD supervisors.

> The first was how supervisors understood the purpose of postgraduate education. Many supervisors were under enormous pressure to "get students through the system". They felt this undermined their role

in nurturing the next generation of researchers who could contribute to the stock of knowledge.

Some reported that incentives paid to supervisors had perverse consequences. In some cases, experienced supervisors were not willing to work alongside and mentor a novice because they didn't want to share incentives.

Key performance indicators related to postgraduate throughput rates also led to an understanding of supervision as managing their pathway through the system >>

>> rather than advising students in knowledge creation processes.

> The second factor centred on efficiency, which refers here to the government's desire for high graduate returns on its subsidy investments in doctoral enrolments.

Many of those I interviewed felt like workshops were a tick-box exercise designed to ensure compliance with institutional regulations. They responded either by not attending workshops, by attending without meaningfully engaging. This "absent attendance" means that making workshops or courses compulsory won't address their inherent problems.

> The third factor was the credibility of course designers and facilitators. Emerging supervisors told me they appreciated being introduced to the wealth of literature on issues of teaching and learning with post-graduates. But the facilitators were often employed in administrative posts and on contract: they had little research or postgraduate supervision experience. This dented their credibility in the supervisors' eyes.

> Supervisors' own agency was another factor. My PhD supervisor, Professor Sioux McKenna, and I have argued elsewhere that some supervision development initiatives operate from the problematic premise that supervisors can be trained to "fix" low retention and poor throughput rates.

Good supervision is a necessary condition for a successful postgraduate journey. But it alone won't repair these problems. If novice supervisors are sent off to workshops to develop generic skills and little is done to ensure that the department, faculty and university have a research-rich environment and student-focused administrative systems, structural issues will persist.

Emerging supervisors also said they emerged from training enthusi-



Good supervision is a necessary condition for a successful postgraduate journey. But it alone won't repair these problems. If novice supervisors are sent off to workshops to develop generic skills and little is done to ensure that the department, faculty and university have a research-rich environment and student-focused administrative systems, structural issues will persist.

astic about the possibilities or alternative approaches to postgraduate education they'd discussed – only to have their ideas dismissed by colleagues or thwarted by institutional processes.

□ The fifth factor related to whether training was once-off or part of ongoing development. Despite their concerns, most participants who had attended supervisor devel-



opment initiatives indicated that they benefited at least in some way from such support. However, where the support was offered as a once-off training, often just a half-day workshop, they felt there was an underlying message: good supervision was simply a matter of implementing a few skills.

Conclusions

Overall, the people I interviewed wanted flexible, collaborative, supportive – and ongoing – opportunities. There were calls for more discipline-specific interventions and collaborative spaces where emerging supervisors could engage with experienced supervisors rather than being instructed in a generic best-practice of "how to supervise".

If these calls are heeded and institutions develop training into something beyond a tick-box exercise, the pool of capable supervisors in South Africa can be dramatically expanded. ■

Jayesh Saini

CHAIR OF BOARD

BLISS HEALTHCARE LIMITED

Oxford University-educated Jayesh Saini is not your ordinary businessman and entrepreneur. While learning the ropes in his mid-twenties, working at the family-owned enterprise, the 220-bed Nairobi West Hospital, Jayesh worked his way up the corporate ladder with focus and humility.



Following his heart and having caught the finance bug at an early age, Jayesh founded the organization, Bliss Healthcare Limited. Being passionate to blend health care and entrepreneurship, Jayesh has within only ten years, built and grown Bliss Healthcare to be the largest yet most affordable network of healthcare clinics in East and Central Africa.

The network boasts more than 65 operational clinics while offering livelihoods to more than 2000 employees, including 500 well-trained healthcare professionals. Each month, the Bliss Healthcare Clinics serves more than 90,000 patients across the country, a dream come true for Jayesh, who all along harbored the vision of bringing accessible and affordable quality healthcare to the masses. To Jayesh, the best way to predict the future is to create it: So, Jayesh predicted good health for ordinary people by creating, the Bliss Healthcare Network. As an entrepreneur, Jayesh dreamt of and identified a need in the affordable healthcare market and worked hard to fulfill it.

In keeping up with its mission and vision, Bliss Healthcare has affirmed its commitment to partnering with multiple stakeholders, including patients, employees, suppliers, regulators, and



Hon Dismus Baraza MP, Kimilili cutting ribbon during the opening of a new Medical facility in Kimilili Constituency on April 14th 2018. The medical facility is a branch of Bliss CVS Health care LTD.

// A country cannot purport to have a good healthcare system without the services being easily accessible, affordable, and generally of acceptable quality to the majority of the populace.

the government to ensure access to affordable universal healthcare. In this, Jayesh Saini prides himself as one of the key advocates of the concept of Universal Health Care.

“A country cannot purport to have a good healthcare system without the services being easily accessible, affordable, and generally of acceptable quality to the >>



Bliss Healthcare mounted one-day medical camps at several police stations across the country from which Police officers benefited from free medical checkups between 14th and 22nd August 2019.



>> majority of the populace. Bliss Healthcare has developed bespoke models of healthcare that meet the health-related needs of the diverse populations we serve. Over time, the immense public approval of services offered by our employees has led to our robust growth,” he added. “In Kenya, the local primary healthcare facility (dispensary) is meant to be the first line of contact with patients.”

In his journey, Jayesh is driven by purpose and passion with a vision of affordable, easily accessible healthcare for all irrespective of status in society. He sees the need to develop working solutions by Kenyans for Kenyans. Being a thought leader and pioneer in the healthcare industry in Kenya, his patience, focus, and resilience continue to grow, bringing more and more innovations and interventions that make his clinic a leading edge.

Jayesh holds an Advanced Finance Management qualification from Oxford University, United Kingdom (UK). He is reputed by



Bliss Healthcare Chief Operating Officer, Dr. Gabriel Njue, speaking during the Bliss at 10 Anniversary Celebrations held recently in Nairobi.



Being a thought leader and pioneer in the healthcare industry in Kenya, his patience, focus, and resilience continue to grow, bringing more and more innovations and interventions that make his clinic a leading edge.

those who know him as a visionary leader with strong interpersonal, analytical, and communication skills. His expansion in only ten years attests to an entrepreneur who is self-driven with innovative creative instinct and the ability to think laterally about new business ideas. To his employees, Jayesh is decisive, a quick thinker, and a good mediator.

Jayesh Saini occupies the other spaces through swimming, walking, and reading financial and business magazines, constantly acquiring knowledge and wisdom from various sources.

Besides his social investments through his network of clinics, Jayesh gives back to the community as part of his Corporate and Personal Social Responsibility (CPRS) by offering human and financial resources to the needy and most marginalized members of the community. ■





Why PhDs are good – for individuals, and for a country

What is the value of a PhD? Is there a need in a developing world country to undertake a PhD study? It's expensive (around R1 million per graduate) and in many regards a luxury for students from poor families.

BRENDA WINGFIELD

Vice President of the Academy of Science of South Africa and DST-NRF SARCHI chair in Fungal Genomics, Professor in Genetics, University of Pretoria, University of Pretoria

Even for those who have better access to money there's a very real cost in tuition, costs of the research as well as years lost with regards to climbing the career ladder. As students in the southern hemisphere consider their study options for next year, it's worth revisiting the pros and cons of doing a PhD.

From an individual perspective, there are good and bad reasons to do a PhD.

The good reasons include achieving a significant goal in terms of a research output, publications and in many cases solving an important problem. Doing research towards a PhD allows one to be curious, literally every day.

It's also the first step in becoming part of the global network of researchers. Becoming part of a global community can be very gratifying.

The bad reasons would include the assumption that having a PhD will earn you a larger salary. This is not always the case. Another is peer pressure which can lead students to register for a PhD. Sometimes the pressure comes from family. Another not so good reason is when people decide to do a PhD because they don't like the job that they are doing.

Undertaking a PhD study should only be considered if you are really passionate about research and understand that it really takes a huge amount of time and energy. It is after all the ultimate degree – there are none higher.

The value of a PhD

The bottom line is that there is no magic about the qualification. It doesn't make you a better or smarter person.

However, people who have PhDs have shown a certain capacity and tenacity and have the degree to prove it. Many other people might have the equivalent capacity and tenacity but without the degree it is less easy for employers to identify them.

The South African government has identified that producing people with a PhD degree is an important goal. The Department of Science and Innovation has suggested that universities need to increase their output of PhD graduates to 100 graduates per million people. At the moment South Africa has 46 doctoral graduates per million people, this is one tenth of the figure for Switzerland (465) and United Kingdom (409).

The new target would take the expected output to more than 5800 PhD graduates every year. In 2016 the number of PhD graduates in South Africa was just under 3000.

The government's argument is that the PhD degree can be seen as a driver of the academic pipeline. If we focus on getting more PhDs, universities will also increase other graduates in the pipeline. While I support the idea of PhDs being a driver, I think that the current targets cannot be achieved for many years.

One cannot easily change the PhD pipeline quite so rapidly. In 2001 there were 802 PhD graduates, in 2009 this had increased to 1380 and in 2017 this had increased to 3057, which has been a remarkable achievement. This is especially the case given the current glob-



The South African government has identified that producing people with a PhD degree is an important goal. The Department of Science and Innovation has suggested that universities need to increase their output of PhD graduates to 100 graduates per million people.

al and local economic climate.

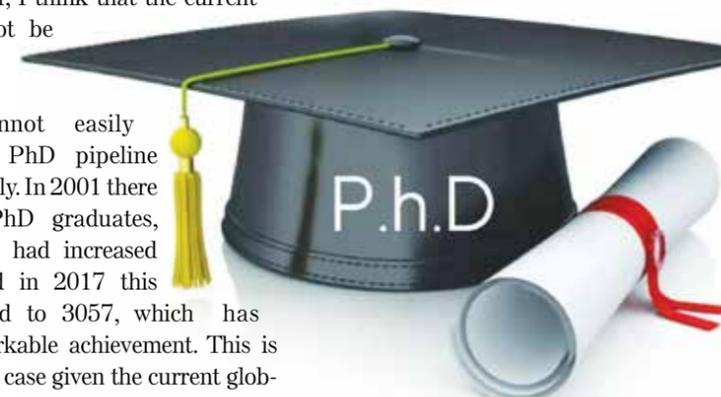
All countries need strong comprehensive universities – institutions that do more than just train students to the bachelor degree level. To have a substantive research output a university must have academics with PhDs. Only people with

PhDs can train PhD graduates.

That does indeed mean building a vibrant PhD graduate training programme to support strong research output. South Africa is short of people with the appropriate qualifications (PhDs) to do the training. And it cannot expect to import such graduates to support its economy, because without strong comprehensive universities a country cannot train the range of graduates with skills necessary for sustained economic growth and development.

Quite a bit has been written about an oversupply of PhD graduates. But this isn't a problem in a country like South Africa where I have trained 52 PhD graduates, all of whom have found jobs. Not all are in academic positions, not all are still doing research. None of them have ever suggested that doing a PhD was a waste of time.

We need to train more, not less. ■



'Gutter water', 'monkey tail' and smoked faeces: new dangers on Nigeria's drug scene

New, unconventional drugs are becoming popular in Nigeria, designed by dealers and users to replicate the effects of illegal substances like cannabis, cocaine, and ecstasy. They affect how the brain works and cause changes in mood, feelings and behaviour. Policymakers have labelled them as "new psychoactive substances" because they're not recognised under international conventions.

EMEKA DUMBILI

Lecturer, Nnamdi Azikiwe University

These psychoactive substances are found all over the world, and they're growing in popularity. But little empirical research has been conducted on the uptake of these new drugs in many non-western contexts, especially in Africa. More information is needed because using substances like these is harmful to health. Policymakers need proper evidence regarding their availability, use, and effects to provide evidence-based interventions.

It appears that people in Nigeria are creating new drugs either because they can't afford more traditional narcotics, or because they're not controlled (and therefore difficult to detect), or because they're strong.

As my colleagues and I documented in a mini review of recent insights on the topic in Nigeria, most new

psychoactive substances are extremely potent. Some drug users prefer them to conventional narcotics because they want to experience a more intense and longer high.

We also found that some people will take these substances – such as tramadol – to give them more energy for hard labour. Others use them because they want to last longer during sex.

These new psychoactive substanc-

es pose a public health threat, but because they're new and not easy to detect, they are not controlled – for instance, by the 1961 Single Convention on Narcotic Drugs or the 1971 Convention on Psychotropic Substances.

Traditional drugs – like cannabis, cocaine, and ecstasy – are controlled under these conventions, making them easier to detect, categorise and regulate internationally.



Studies that reveal more about the substances being used in Nigeria and their effects on users will help inform public health interventions.

Types of drugs

New psychoactive substances exist all over the world, and they're growing in popularity. The United Nations Office on Drugs and Crime identified almost 900 new substances between 2009 and 2018. These were found across 119 countries and territories, in all regions of the world.

In western countries, people use synthetic opioids, like tramadol and fentanyl, and synthetic cannabinoids.

Our mini-review of empirical studies conducted in different parts of Nigeria mapped the types, availability, and motivations for taking these new psychoactive substances.

In Nigeria, aside from a few imported new psychoactive substances like tramadol, most of them are locally sourced and can

New Psychoactive Substances (NPS)

-  Piperazines
-  Aminoindanes
-  Synthetic cathinones
-  Phenylethylamines
-  Tryptamines
-  Synthetic cannabinoids
-  Phencyclidine analogs
-  Synthetic opioids
-  Plant based NPS

There's a cocktail called "gutter water", which is made from a mix of tramadol, cannabis, codeine and vodka. Other popular cocktails include "monkey tail" – a combination of homemade spirit, cannabis and psychoactive plant roots, seeds and stems – or a mixture of sodium hypochlorite solution (bleach) and carbonated soft drinks.

be obtained free of charge or at a low cost.

There's a cocktail called "gutter water", which is made from a mix of tramadol, cannabis, codeine and vodka. Other popular cocktails include "monkey tail" – a combination of homemade spirit, cannabis and psychoactive plant roots, seeds and stems – or a mixture of sodium hypochlorite solution (bleach) and carbonated soft drinks.

There are also pure plant-based substances. Some people will chew or smoke-dried cassava and paw-paw leaves or seeds, zakami (*Datura metel*) seeds, and moringa (*zogale*) leaves.

Other popular ways to get psychoactive effects involve sniffing burnt tyres, hydrogen sulphide gas (sewer gas), or nail polish.

There are other new substances that people who are desperate or very poor try to use, but it is unknown whether these produce psychoactive effects that can get them high. These include >>



Because drug availability often correlates with high drug use, it's logical to say that without strategies to address the new drugs, their use may continue to rise.

>> smoking the whitish elements of lizard dung or human faeces. Others will drink 10-day-old human urine for the same reason.

Addressing the issue

Although research on the harms caused by using new psychoactive substances is at an early stage in Nigeria, one study found that some tramadol users experienced seizures or convulsions after taking the substance, and a few users died from a drug overdose.

Because drug availability often correlates with high drug use, it's logical to say that without strategies to address the new drugs, their use may continue to rise.

Therefore, there is a need to initiate a strategy to address the issue. This must be underpinned by sound research. There must be comprehensive data that maps the availability, types, patterns, and motives for taking these new drugs among Nigerians.

A nationwide campaign will be essential. It must give young people the information they need on the dangers of substance use.

Credible government sources like the National Orientation Agency of Nigeria and the Ministry of Health should champion this effort. Campaigns should aim at deterring people from ever trying new psychoactive substances. Efforts must also be made to reorient those who already use the substances without stigmatising them.

For the campaign to be successful, the Nigerian police and other law enforcement agencies that often use intimidation and war on drug approaches to enforce laws should be distanced. This is primarily because brutalising drug users has not reduced drug availability and use in Nigeria.

Finally, official corruption – blamed for fuelling the availability of tramadol – must be tackled immediately. ■



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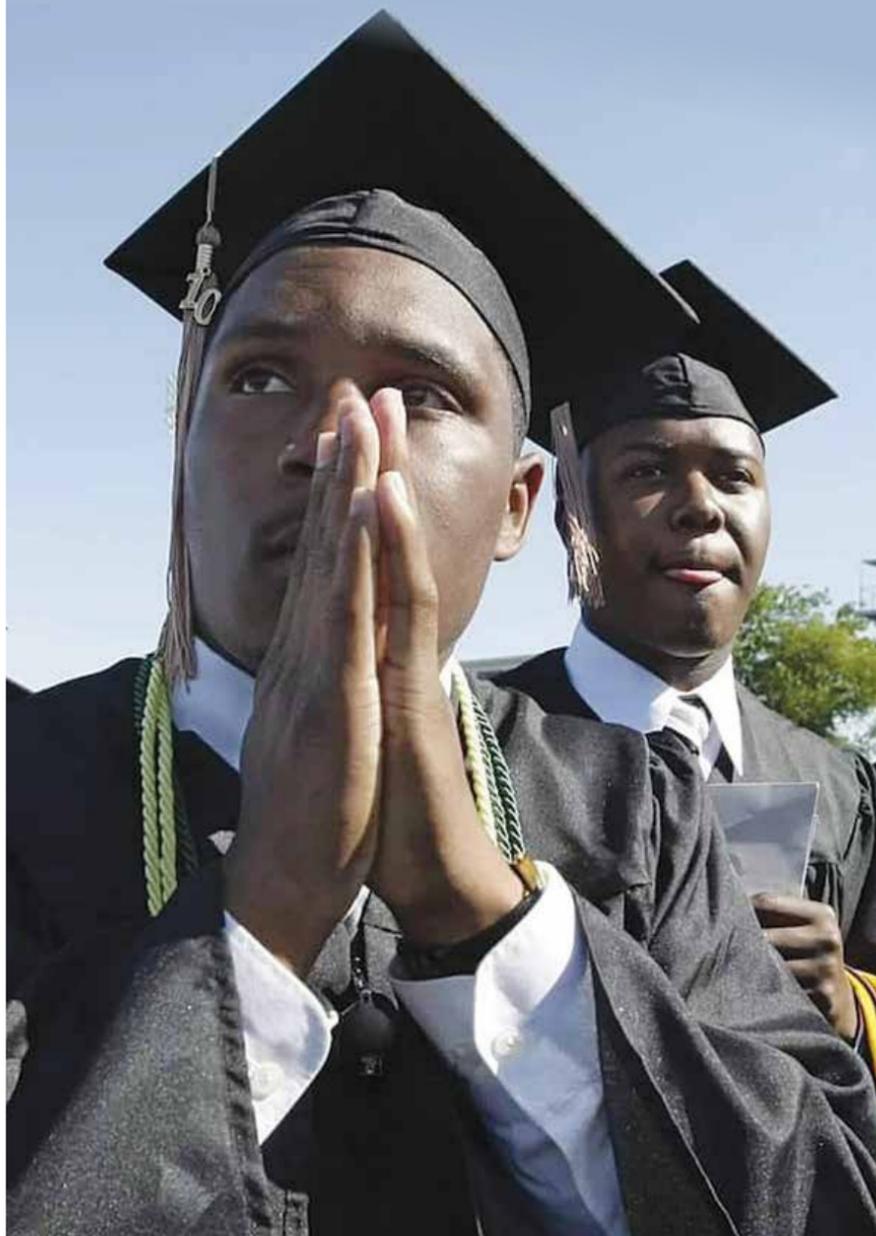
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Nigeria's universities can find funds and produce job creators: here's how

Industrial action by Nigeria's university lecturers has entered its seventh month. The strike is one of the longest by academic staff in Africa's most populous country.



SEUN KOLADE
Associate professor, De Montfort University

Strikes have plagued Nigeria's university system for the better part of three decades, beginning in 1988. At the heart of the problem are longstanding disputes over arrears of unpaid salaries and repeated failed promises of the federal government to fund public universities.

Nigeria's first university, the University of Ibadan, was established in 1948, originally as a college of the University of London. There are now 217 universities: 106 public (49 federal, 57 state) and 111 private, according to the National Universities Commission.

The public universities are funded by the government, taking less than 10% of the federal budget. The grant is based mostly on staff strength and number of students.

The public universities also charge tuition fees, typically only a fraction of the full economic cost. Relying heavily on limited government funding, the universities have struggled to meet their costs or diversify their revenue streams.

The problems facing Nigerian universities have worsened over the years. This is due to the rapid expansion of Nigeria's youth population and the increased pressure for places in crowded institutions. As university education is widely perceived as a passport to social and economic mobility, demand and enrolment for university places have rapidly increased in the past decade.

Nigeria's lecturers' strike raises fundamental questions about how Nigerian universities are run and funded. There's no easy fix, but there are three fundamental areas that Nigeria needs to address.

The first is government funding, which is currently well below the UN recommendation and needs to be increased. It should also be more transparent and better managed.

The second is university curricula. They need a revamp to produce graduates who are better suited to the realities of



Nigeria's lecturers' strike raises fundamental questions about how Nigerian universities are run and funded. There's no easy fix, but there are three fundamental areas that Nigeria needs to address.

the national economy. The economy can't offer more formal employment at present; it needs job creators.

Finally, universities need to generate their own income to complement government funding. They must fully embrace their mission as economic contributors, along with research and teaching.

Funding based on employment

The history of African universities goes back to the founding of the University of Timbuktu in the 9th century. Colonial African universities were originally set up in the 1940s to train an elite cohort of civil servants. Following independence, as



European countries expanded the university sector, African countries followed suit. Expanding access to university education is an excellent idea. But at the time, African labour markets had limited capacity to absorb university educated workers.

The wide availability of opportunities for formal employment in western countries is at the heart of their main university funding model. Governments provide loans to universities for students' tuition. They also offer accommodation and maintenance stipends for students. Once the students graduate and are earning above a certain threshold, they begin to pay back the loans.

A number of stakeholders in Nigeria, including legislators, are now calling for a student loan model. The idea is flawed. It fails to recognise that African economies have limited graduate opportunities for formal employment.

As we have noted in one research paper, Nigeria (and Africa more broadly) is >>

>> in greater need of job creators than job seekers. The labour market for formal employment is saturated.

This brings us to another major problem. Nigeria's university curricula and operational model are well behind the pace in the rapidly changing global landscape of knowledge production. Indeed, globally, universities are not the only sites of knowledge production. Across Africa, hundreds of tech hubs are finding new solutions to society's economic and social challenges.

Nigerian public universities must re-invent themselves as entrepreneurial and boundary-spanning hubs. They must work with industry players to solve society's problems.

Three solutions

Three steps are required to address the funding and operational challenges for Nigerian universities – and African universities more generally.



Secondly, as we noted in another paper, Nigerian universities need to embrace the many opportunities presented by the new knowledge economy to function as commercial entities. They would combine this with teaching and research. Their primary goal will be to deliver economic value to the public, rather than profit to shareholders. Universities can bring in entrepreneurs and business owners as partners to operate within university premises.

They can also empower academic staff to engage in income generating activities. These bring in rents, royalties, commissions and profits, and various types of indirect revenue. The appointment of university management teams should be based partly on their entrepreneurial profiles and capabilities. And funding should be based partly on the university's performance as an economic actor.

Similar to the Teaching Excellence Framework and Research Excellence Framework for UK universities, Nigeria needs something like an Economic Excellence Framework. This could inform government funding.

Nigerian public universities need to engage their alumni as partners, as universities do in North America. Alumni can be co-opted to sponsor projects and facilities that support teaching, research and economic excellence.

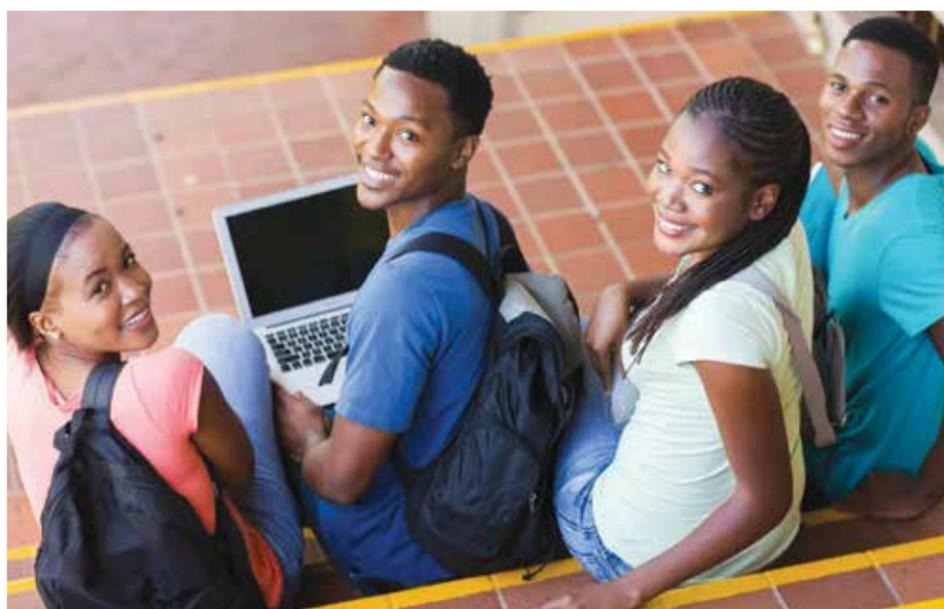
These steps would transform the way Nigerian universities are run and funded. They will make the universities self-sustaining and produce graduates who are job creators. In turn, the universities will be more responsive to the national economy. It will also encourage competition and performance among universities.

Finally, they will drive transparency and public accountability, by showing the public their value. ■

217 Is the number of universities in Nigeria:

106 public (49 federal, 57 state) and 111 private, according to the National Universities Commission.

The first step is to expand degree apprenticeships. I would argue that all degree programmes with strong vocational and technical components should be prioritised through an apprenticeship route. This means that students will spend some time in real work. In return for that work, their employer-host will bear a large share of their university funding and living expenses. The government will bear the rest. This approach mitigates the funding challenge and the need for updated, industry compliant curricula. It will also expose students to real-life situations and opportunities for entrepreneurial learning.



Nigeria's university curricula and operational model are well behind the pace in the rapidly changing global landscape of knowledge production. Indeed, globally, universities are not the only sites of knowledge production. Across Africa, hundreds of tech hubs are finding new solutions to society's economic and social challenges.



Three reasons why the US Federal Reserve Bank holds the world in its hands

Inflation is a global problem. At the end of August, it was 8.3% in the US and 9.1% in the Euro area. It is 20.3% in Nigeria, 25% in Malawi, and over 30% in Ethiopia and Ghana.

DANNY BRADLOW

SARCHI Professor of International Development Law and African Economic Relations, University of Pretoria

The impact on Africa is devastating. The International Energy Agency estimates that by the end of the year 30 million more Africans will be unable to afford fuel for cooking. The World Bank estimates the number of Africans living in extreme poverty will increase from 424 million in 2019 to 463 million this year.

There is no agreement on why this is happening. Some argue that it is primarily a supply side problem. The dislocations in supply chains caused by the effects of the COVID pandemic and the war in Ukraine have reduced the available

supply of goods like fuel, fertiliser and food, forcing their prices up.

Others maintain that it is primarily a consequence of the loose monetary policies of leading central banks like the US Federal Reserve (Fed). For a number of years, they have kept interest rates low and engaged in quantitative easing. This involved buying bonds on financial markets to increase the funds available to financial institutions like commercial banks, investment banks, asset management firms, private equity firms, hedge funds, pension funds, insurance companies, money market funds, and sovereign wealth funds.

These two groups also differ on how to manage the problem. The first group argues that it will diminish as the supply side issues are resolved. They maintain that the current high prices will incentivise companies to increase production. The increased availability of goods like food, fuel and fertiliser, will ultimately lead to their prices – and inflation – falling.

The second camp argues that central banks should raise interest rates and unwind quantitative easing. They argue that these actions will make it more expensive for companies, households and governments to borrow. This in turn will slow the economy down and reduce demand (and potentially employment). This, they maintain, will drag prices lower and end inflation.

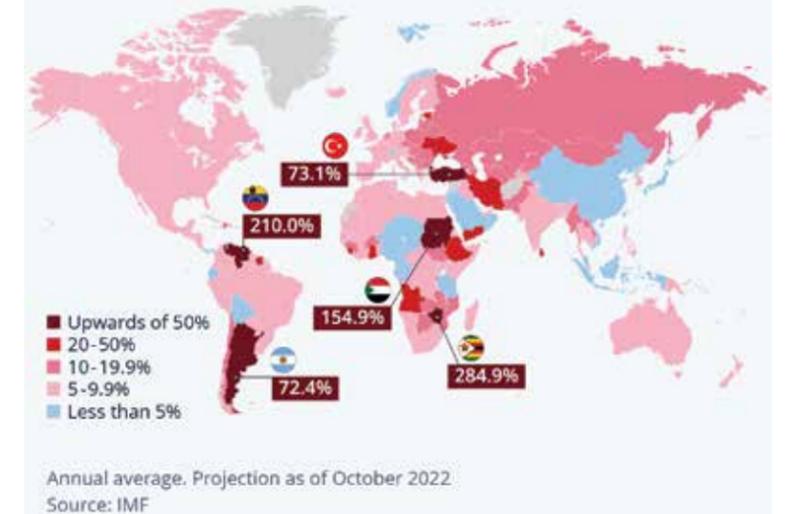
Unfortunately, the realities of global financial governance mean that the decision on which approach to adopt has been taken out of African hands.

The Federal Reserve has decided that the problem must be addressed as a monetary problem. Consequently, it is raising interest rates and unwinding quantitative easing.

African central banks must follow suit for at least three reasons.

The Global Inflation Outlook

Projected annual inflation by country in 2022



Why African countries have no choice

First, the US dollar is the world's most important currency. In 2021 it accounted for 59% of global foreign reserves, over 70% of all trade invoices and over 60% of both deposits and loans denominated in non-local currencies. In 2019 it was involved in over 80% of foreign exchange transactions around the world.

The dollar's dominance means that the economic wellbeing of all countries is linked to their ability to obtain dollars and to its price in their local currency. It also gives the Fed, which is responsible for protecting its value, global leverage.

The dollar's dominance means that the economic wellbeing of all countries is linked to their ability to obtain dollars and to its price in their local currency. It also gives the Fed, which is responsible for protecting its value, global leverage.

Second, the US\$27 trillion market for US treasury securities is the largest and safest in the world. When there is trouble or uncertainty in the world, investors rush to buy dollars and invest in US markets. Their incentive to do so strengthens as the difference between US rates and those in other countries shrinks.

African central banks wishing to manage these movements have to raise their interest rates. Otherwise, they face the prospect of their currencies depreciating as investors sell assets denominated in local currencies to buy dollars. The falling value of their local currency will make it more expensive for their countries to buy the dollars they need to service their dollar denominated debts and pay for imports. This in turn risks causing higher domestic inflation.

Third, de facto, the Fed is the most important actor in the governance of the international financial system.

For example, at the onset of the COVID-19 pandemic panicked investors around the world scrambled to convert their investments into dollars thereby reducing >>



>> access to credit for sovereigns, corporations, and households around the world. The Fed, to avoid a crisis in US markets, responded forcefully and rapidly. Within weeks, the Fed injected over US\$2.3 trillion into financial markets and activated swap lines that provided access to \$30-60 billion to select central banks.. It also created a special facility to help other central banks.

US\$2.3tr

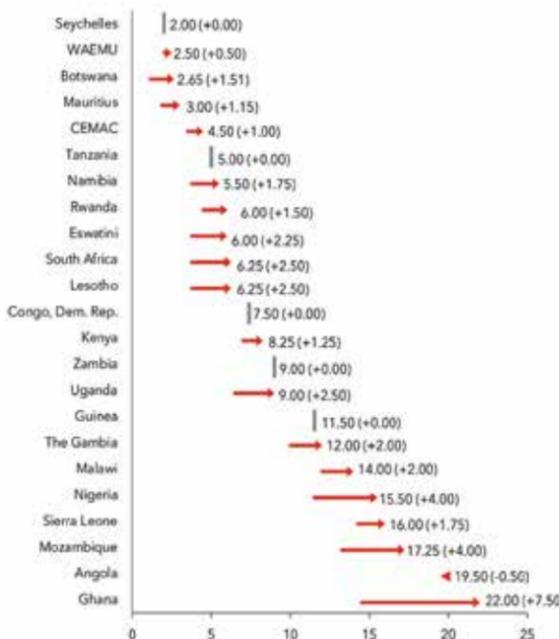
Amount injected by the Fed into financial markets and activated swap lines that provided access to \$30-60 billion to select central banks.

defaults in many African countries.

International organisation can do relatively little to help developing countries deal with the situation. At best these institutions can make tens of billions of dollars available to all their developing country member states. By comparison, the US Fed's quantitative tightening policy will withdraw US\$95 billion per month from markets.

Rising rates

Policy rates have been steadily rising since December 2021. (policy rates changes; percentage points, since December 2021)



Source: Haver Analytics; and IMF, International Financial Statistics. Note: Policy rate changes as of September 2022. WAEMU = West African Economic and Monetary Union. CEMAC = Economic and Monetary Community of Central Africa.



The growing role of the Fed in global financial governance poses two challenges. The first is that the Fed is a creature of US law and is required to fulfil its statutory mandate of price stability and full employment in the US. To the extent that it takes the impact of its actions on other countries into account, it focuses on those countries that it believes have a significant impact on the US domestic monetary and financial situation.

This exacerbates the international financial system's bias in favour of the richest countries. It may also adversely affect the sustainability of the global economy and the planet.

The second challenge is that African countries have no means for holding the Fed accountable for the adverse impacts its actions have on Africa.

What can African states do?

Clearly, their options are limited as long as the dollar retains its dominant position in the global financial system and global financial markets remain so powerful.

First, they can promote greater awareness of the impact this situation has on Africa.

African central banks, operating through an organisation like the Association of African Central Banks, can educate the Fed about the impacts of its policies and actions on Africa.

Second, they can advocate for an international body such as the Bank for International Settlements, to set up an independent office to study the global financial governance role of central banks, to consult with affected parties and to issue regular public reports. This office should develop a set of international standards to guide the Fed and other leading central banks on how to balance their domestic mandates and their extra-territorial responsibilities as global fin ■

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Three ways companies change their products to **hide inflation**

Consumer price inflation in the UK slowed for the first time in nearly a year in August. A fall in petrol prices helped slow the overall rate but food prices continue to rise rapidly. But even with a slowdown to 9.9%, from 10.1% in July, inflation still remains close to the highest it's been for a generation.

ADRIAN PALMER

Professor of Marketing, University of Reading

After inflation hit double digit rates earlier this year for the first time since the 1970s, many looked back to compare what's happening now with what happened then. But this comparison is problematic because it's not just hairstyles and fashions that have changed over the past 50 years.

Consumer habits are also very different and that means inflation will have a different effect on how people spend and save, not to mention the products they buy, this time around.



For starters, markets are very different today compared with the 1970s. The internet and globalised supply chains have encouraged competition from multiple sources, with people no longer limited to the goods and services that are available locally.

Economies are also increasingly based on services, rather than goods, while definitions of essential versus discretionary spending have changed.

Another major change is the deregulation of many state-provided monopoly services since the 1970s. Regardless of whether or not you think this has benefited society, it enables greater price competition.

For example, instead of a monopoly parcel service – the Post Office – passing on increased costs knowing that customers have little alternative, competition between providers such as Parcelforce, Hermes and DPD, among others, can help to keep prices low.

But there are certain product changes that businesses can and do make to try to quietly fold increased costs into prices. Here are three to look out for:

Sales of retailers' "own label" groceries tend to rise when disposable income falls. In line with this, shops and supermarkets have responded to recent inflation by promoting "basic" or "essentials" ranges at low price points.



1. Value products

Unsurprisingly, sales of retailers' "own label" groceries tend to rise when disposable income falls. In line with this, shops and supermarkets have responded to recent inflation by promoting "basic" or "essentials" ranges at low price points. This also happened in the 1970s.

Own label groceries are generally more profitable to retailers than selling manufacturers' branded products anyway.

But the very low price point leaves little profit margin and so supermarkets face a dilemma in that promoting budget ranges could cannibalise sales of higher margin products.

On the other hand, promoting individual products with low prices helps retailers give off a perception of affordability and good value. Among the UK grocery retailers, budget discounters gained ground during the financial crisis of 2007-8.

As inflation has soared more recently, Aldi and Lidl gained a combined 1.8% of UK grocery sales in the 12 weeks to August 7, 2022, representing a £2.3bn annual shift in spending. Aldi has also recently overtaken Morrisons to become Britain's fourth largest supermarket.

Retailers' keenness to come across as consumer champions fighting inflation has also been seen recently during what are normally routine supply negotiations. In July, a dispute over a price increase for products including tins of baked beans saw supermarket Tesco freeze its orders from food company Heinz.

The prospect of a Heinz-shaped space on the shelves of one of the UK's major supermarkets quickly hit the headlines and the resulting publicity was arguably a win-win outcome for both: Tesco was seen to be fighting for the consumer, while Heinz emphasised its premium product values.



During times of inflationary cost pressures, one strategy for manufacturers of fast moving consumer goods has been to hold the price of a product, but shrink its contents.

>> **2. 'Shrinkflation'**

During times of inflationary cost pressures, a common strategy for manufacturers of fast moving consumer goods such as packaged foods, beverages and cosmetics, has been to hold the price of a product, but shrink its contents.

Often called "shrinkflation", this quiet process can then be reversed when input costs fall again. That's when the manufacturer will loudly promote a new, bigger product with a percentage "extra free".

Although this strategy can work even when consumers' knowledge of prices is high by moving in small increments, this is another area in which times have changed since the 1970s. Consumers' knowledge of prices has fallen since the 1970s.

Reference prices (which allow comparisons of different products on a cost per amount basis) are now less readily visible partly because bar coding has replaced individual labels that continue to remind consumers of price after purchase, every time a product is used.

The rise of online shopping has empowered consumers to make their own comparisons, however. A simple web search can easily expose shrinkflation by allowing immediate comparisons of price per unit of weight/volume.

3. Do it yourself

It is too simplistic to say that firms make things and consumers consume them. In fact, many of the products that we consume result from the combined efforts of producer and consumer.

Inflationary pressures can lead to consumers substituting their own inputs for manufacturers' own expensive inputs even more. Flat-pack furniture, for example, has reduced cost pressures on manufacturers and enabled consumers to make savings by undertaking parts of the production process themselves.

Inflationary pressures can lead to consumers substituting their own inputs for manufacturers' own expensive inputs even more.



This trend towards "co-production" is even more marked in services that are actually more dominant in national economies today than in the 1970s, for example banking, much of which has moved from branches to online. Self-service, whether willingly or not, is another way that the effects of inflation can be mitigated.

Permanent change?

Long-term changes in consumer behaviour are more likely to emerge as a result of multiple factors rather than one single issue. And so the consequences of inflation this time around will be different because of other factors, especially climate change, the effects of the pandemic and Brexit.

One intriguing question is whether we will move towards a mainstream culture that is less focused on consumption. Societies have always had subcultures that espouse minimalist consumption values, but there has been an emerging trend for people to reassess their life choices and priorities in recent years.

Soaring inflation, climate change (and climate shame) and the skills gained during lockdown could provide another push to shift such fringe attitudes into the mainstream. ■

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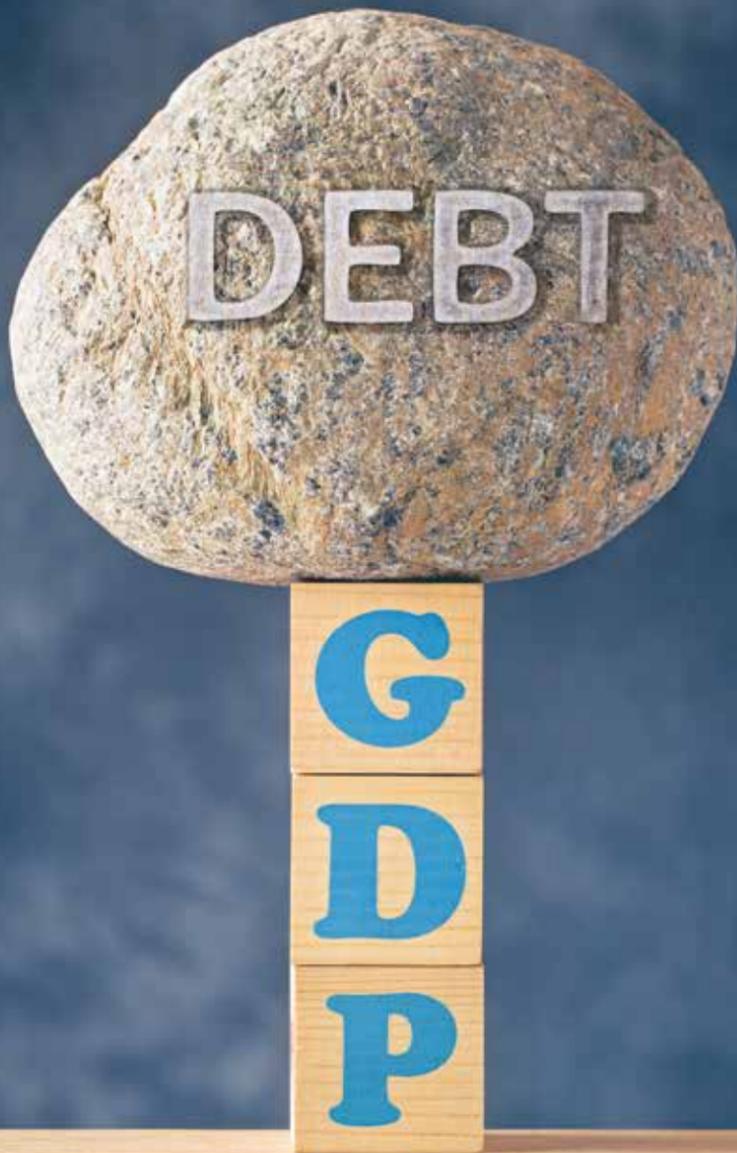
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Kenya has breached its public debt ceiling – how it got there and what that means

Kenya's newly elected president, William Ruto, has earned more legal space to borrow for his grandiose economic plan after parliament recently raised the country's public debt ceiling to KSh10 trillion (US\$100 billion).



ODONGO KODONGO

Associate professor, Finance, University of the Witwatersrand

The new administration says the country is broke but Kenya is already living beyond its means and the World Bank has warned of a high risk of debt default. We asked Odongo Kodongo, a finance scholar, to explain the debt ceiling and why Kenya needs to pay more attention to it.

What is the debt ceiling?

First let's understand what public debt is. Article 214(2) of the constitution of Kenya defines public debt as all financial obligations arising from loans raised or guaranteed and securities issued or guaranteed by the national government. Governments need to borrow money to pay their bills when they cannot fund all their activities using its revenues alone.

A public debt ceiling is a legally imposed upper limit on the stock of public debt of a country. For emerging and developing economies, a debt limit of no more than 64% of the country's production (gross domestic product or GDP) is recommended. In Kenya, the public debt ceiling is anchored by the Public Finance Management Act of 2012.

Section 50(2) of the Act caps national government borrowing to a limit set by the national assembly. This clause was recently amended to allow the government to exceed the limit under certain circumstances. The circumstances include depreciation of the shilling, material balance of payments imbalances, or fiscal disruptions caused by wars, health pandemics, or national disasters.

Another amendment gives the Public Debt Management Office the responsibility to advise the national assembly on an annual borrowing limit. Thus, the government now has the flexibility to adjust the borrowing limit every year.

My concern is that the flexibility introduced by these new amendments can be abused by an irresponsible government.

But all is not lost. Before exploiting this flexibility, the Treasury cabinet secretary must explain the circumstances to the national assembly and provide a time-bound plan for remedying the breach of the ceiling. Thus, all would be well if the national assembly cannot be unduly influenced by the executive.

How much is Kenya's public debt ceiling?

National government finances are governed by the Public Finance Management (National Government) Regulations of 2015, which set the ceiling at 50% of the present value of GDP. The national Treasury has recently proposed to change the limit to 55%.

The proposed change translates to a debt ceiling of about KSh8.579 trillion for 2022. This figure is calculated from the official forecast for 2021 economic production of KSh12.1 trillion and its projected growth rate of 5.9% during 2022.

Kenya has already broken through the proposed ceiling. The national Treasury estimates the present value of Kenya's public debt as a proportion of GDP for 2022 at 64.2%. This figure is higher than the proposed ceiling of 55%.

The high debt usage has driven the cost of annual debt servicing to almost 54% of domestic revenues. This is an increment of 14% compared to 2020 when the ratio was about 40%.

What are the recent warning signs?

Given the high proportion of revenues that debt servicing gobbles up, the government appears to be borrowing beyond the country's means. Increasingly, concerns are also being raised about the shifting composition of public debt in favour of external debt (lenders outside Kenya.) External debt burden is usually heavier because it depletes the country of foreign exchange reserves. This may trigger a fall in the value of the shilling.

As of June 2022, external debt constituted about 50% of total public debt, up from 45% as of March 2013. The more expensive commercial debt comprised more than 25% of the external debt as of June 2022.



The country's growing debt burden has been attributed to many causes, high infrastructure spending being among the top causes.

In real terms, the external debt burden has worsened due to the persistent fall in the value of the Kenya shilling and the economic slump that followed the COVID-19 restrictions.

The worsening overall debt burden has prompted the International Monetary Fund to downgrade the country's debt risk from moderate to high in 2020 just two years after downgrading it from low to moderate in 2018. The downgrade of a country's debt risk makes it more expensive for the country to borrow, leaving it with less to spend on other economic programmes.

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How did Kenya get to this point?

Kenya has not witnessed such high levels of indebtedness in recent history. The country's growing debt burden has been attributed to many causes. First, official sources point to high infrastructure spending, increased recurrent expenditures (payment of regular expenses like public wages and interest on loans), revenue collection shortfalls, and constraints in institutional capacity for public expenditure management.

Second, increased reliance on commercial external debt with short tenors (debt that must be repaid quickly) has put pressure on government to refinance at short intervals and on worsening terms. In other words, an existing debt must be replaced with new debt at a higher interest rate. The higher rate signals that lenders now have more doubts about getting their money back.

In June this year, the government had to abandon a planned KSh115 billion Eurobond issuance because yields had increased beyond 12.5%, meaning that it would have been too expensive to repay.

Third, the government has blamed unanticipated economic shocks such as drought and COVID-19. Fourth, critics have cited financial impropriety as another possible reason. They point out >>



>> that the growth in infrastructure and welfare spending does not match the growth in debt since 2013 and that there are no proper records of debt spending.

Why does the debt ceiling matter?

Ceilings are imposed to ensure that countries employ public debt sustainably. Debt sustainability is about the ability of a country's current and expected future income to cover debt servicing costs.

A breach of the debt ceiling signals the possibility that the country's debt could be excessive and unsustainable.

Public debt is regarded as excessive if it substantially reduces the amount of goods and services available to future generations, and if the country could lose or only have reduced access to financing.

Excessive public debt has several economic consequences. First, servicing the debt reduces resources available for funding the government's other programmes.

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Second, it means government cannot afford to stimulate economic activity by, for example, lowering taxes, or to provide welfare support to citizens. An example of welfare support is cash payments to dependants of dead retirees.

Third, government borrowing essentially transfers wealth from the poor, who must pay increased taxes for debt repayment, to the rich, who lend money to the government and earn interest from it. Excessive public debt therefore widens the welfare divide between the rich and the poor.

Fourth, research suggests that excessive public debt negatively affects long-run economic growth.

Finally, one of the most painful consequences of excessive debt is possible default as has recently happened to Argentina and Zambia. Debt default could result in loss of sovereignty as creditors demand austerity measures (budget cuts) as part of any debt restructuring deal. Kenya needs to draw some lessons from such undesirable cases. ■



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