

ISSUE 009

THE CEO FILES

MAJOR BOKE KITANGITA

FROM THE
MILITARY TO
THE
BOARDROOM

— ★ —
THE MAN
BUILDING
A SECURITY
BUSINESS WITH
DISCIPLINE, GRIT
AND PURPOSE

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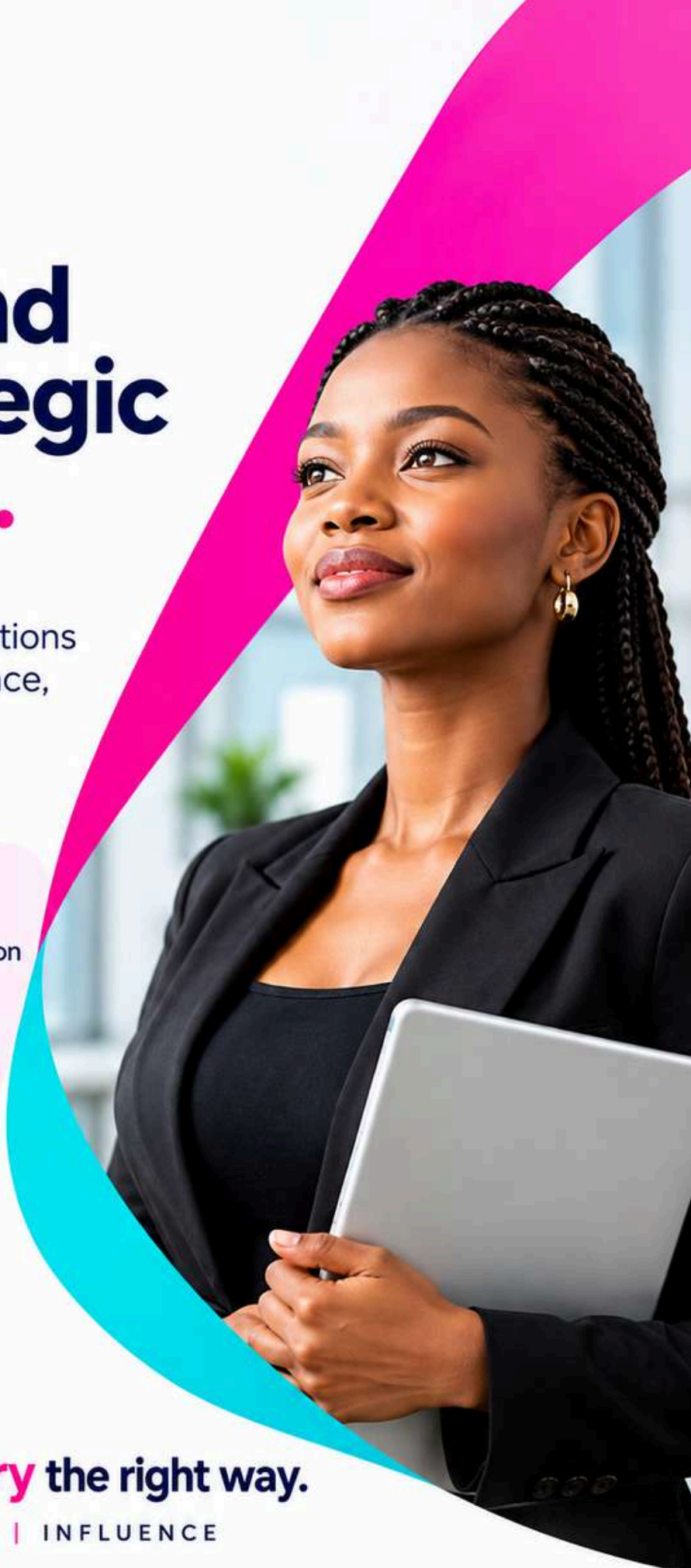
www.jujayamedia.co.ke



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0755543614



EDITOR'S NOTE

BY WYCLIFFE CHOREH

**Media, PR & Communications Strategist
Editor, The CEO Files**

Every generation of leadership inherits a story.
But the most interesting stories are not always about where the leader ended up.
They are about where they began.
Major Boke Kitangita's story is one of movement.
From modest beginnings to military service.
From corporate leadership to entrepreneurship.
And from entrepreneurship to the more complex challenge of institution—building.

That journey is important because it reminds us that leadership is rarely created overnight.
It is accumulated.
Through experiences.
Through difficult decisions.
Through mistakes.
Through risk.
Through responsibility.
And sometimes, through moments when there is no guarantee that the next decision will work.

The CEO Files was created to look beyond the title.
We want to understand the person behind the position.
The experiences that shaped them.
The decisions that changed them.
Through the years,
And the legacy they are attempting to build.

Major Boke's story gives us a particularly powerful example.
The military taught him his discipline.
Corporate leadership taught him commercial thinking.
Entrepreneurship taught him uncertainty.
Security taught him the value of trust.
And building a family enterprise introduced another dimension:
SUCCESSION.

That is where this story becomes bigger than Jeff Hamilton.
It becomes a conversation about African entrepreneurship.
How do founders build companies that can survive beyond them?
How do family businesses professionalise without losing their identity?
How do local companies grow into regional institutions?
And how do entrepreneurs turn personal experience into organisational capability?

These questions matter because Africa's next generation of companies will not only need founders.
They will need institutions.
Institutions that can create employment.
Institutions that can serve customers.
Institutions that can develop leaders.
Institutions that can survive leadership transitions.
Institutions that can remain relevant long after the person who started them has stepped away.

That is the deeper story we wanted to tell in Issue 009.
Not simply the story of a Major who became a CEO.
But the form of a founder who is entering a different stage of leadership.
The age when the question is no longer:
HOW DO I BUILD THIS?
But:
HOW DO I MAKE IT LAST?

That, perhaps, is the beginning of legacy.

AT A GLANCE

NAME:

Major Boke Kitangita

POSITION:

Chief Executive Officer &
Founder, Jeff Hamilton (K) Ltd

INDUSTRY:

Security, Human Resources
& Staff Outsourcing

EARLY CAREER:

Kenya Air Force

MILITARY RANK:

Major

CORPORATE EXPERIENCE:

Kenya International
Convention Centre (KICC)

BUSINESS:

Jeff Hamilton (K) Ltd

LEADERSHIP SIGNATURE:

Discipline, resilience,
execution and people

CORE STORY:

From military service to
corporate leadership, and
from corporate leadership
to entrepreneurship.

THE MAN BEHIND THE TITLE



There are CEOs whose careers seem to have been designated from the beginning for the corner office.

Then there are leaders whose paths are built through unexpected turns. Major Boke Kitangita belongs to Mje second category.

His journey did not begin with entrepreneurship.

It began with work.

It passed through the military.

It moved into corporate leadership.

And eventually, it arrived at the world of business ownership.

Today, he leads Jeff Hamilton (K) Ltd, a company operating in the security and staff outsourcing space.

But the title of CEO only tells us where he is.

It does not tell us how we got there.

To understand Major Boke Kitangita, one has to go back to the experiences that shaped the man before the business existed.

The jobs.

The uniform.

The discipline.

The corporate world.

The risks.

The difficult seasons.

And the decision to build something of his own.

Because behind every enterprise is a story.

And behind every founder is a series of decisions that nobody sees on the balance sheet.

FROM HUMBLE BEGINNINGS

Every successful business looks different when viewed from the beginning.

Kitangita has spoken publicly about his early working years, including working as a farm hand at Miwani Sugar Company in the early 1990s and later working at BAT's tree nurseries.

The earnings were modest.
The work was demanding.

But those experiences offered an education that cannot easily be replicated in a classroom.

They taught him the relationship between effort and reward.

They taught him that no job is too small when you are building your future.

And they introduced him to a principle that would eventually become central to his leadership:

DISCIPLINE.

Before the CEO.

Before the entrepreneur.

Before the company.

There was simply a young man learning how to work.



THE SOLDIER

The Kenya Air Force became one of the defining chapters of Kitangita's life.

He served for approximately a decade and eventually attained the rank of Major.

Military service introduced him to an environment where discipline was not merely encouraged.

It was required.
Time mattered.
Structure mattered.
Responsibility mattered.
Performance mattered.

And the ability to function under pressure mattered.

Years later, those lessons would follow him into business.

Because entrepreneurship has its own form of pressure.

A client can delay payment.

A contract can disappear.

An employee still needs to be paid.

A competitor can enter the market.

A strategy can fail.

And the founder still has to make the next decision.

In the military, discipline helps a person execute an assignment.

In entrepreneurship, discipline can determine whether the assignment survives.

WHEN THE UNIFORM CAME OFF

Leaving the military was one of the most consequential decisions in Kitangita's career.

It meant walking away from a structured institution and entering a completely different world.

The decision also came before he became pensionable, something he has later identified as one of the regrets of his career.

But careers are rarely understood properly while they are happening.

What appears to be an ending can become the beginning of another chapter.

The uniform came off.
The corporate world began.

And a different kind of leadership emerged.

THE CORPORATE CHAPTER

Kitangita eventually moved into corporate leadership, including a chapter at the Kenya International Convention Centre.

This was a significant transition.

The military had taught him discipline.

The corporate world demanded commercial thinking.

Customers mattered.

Revenue mattered.

Operations mattered.

Performance mattered.

People mattered.

The mission had changed, but one fundamental leadership requirement remained:

GET PEOPLE TO DELIVER.

The corporate environment exposed him to the realities of running an organisation where performance could no longer be measured simply by compliance.

There had to be commercial results.

There had to be customers.

There had to be revenue.

There had to be value.

The soldier was becoming an operator.

And the operator was gradually becoming an entrepreneur.



THE ENTREPRENEURIAL TURN

Eventually, the corporate environment was no longer enough.

Entrepreneurship offered something different.

Freedom.

Risk.

Possibility.

And uncertainty.

Starting a business is easy to romanticise.

People see the office.

The contracts.

The uniforms.

The vehicles.

The CEO title.

They rarely see the founder calculating whether payroll will clear.

They rarely see the sleepless nights.

They rarely see the client who has not paid.

They rarely see the personal sacrifices.

They rarely see the decisions made without certainty.

But that is entrepreneurship.

And Jeff Hamilton became the vehicle through which Kitangita began building his own institution.

WHY JEFF HAMILTON?

Every business name carries a story.

Some names are selected by consultants.

Some emerge from brainstorming sessions.

Others are deeply personal.

Jeff Hamilton belongs to the latter category.

Kitangita has explained that Jeff is the name of his son, while Hamilton was added as part of the company's identity.

It is a small detail.

But it says something about the enterprise.

The business was not named after an abstract corporate concept.

It carried a family connection from the beginning.

And that becomes even more interesting when viewed through the question of succession.

Because if the business carries his son's name, could the next generation eventually carry the business itself?

BUILDING A SECURITY BUSINESS

Security is one of those industries where the most important product is often invisible.

A guard at a gate.

A security officer in a building.

A patrol team.

A surveillance system.

An access-control process.

When everything is working, customers may hardly notice.

But when something goes wrong, security suddenly becomes visible.

That is why the real product of a security company is not simply a guard.

It is CONIENCE.

Confidence that people are protected.

Confidence that property is protected.

Confidence that procedures are followed.

Confidence that someone is watching.

Confidence that there will be a response when something goes wrong.

Security is therefore a trust business.

And trust is earned slowly.

THE BUSINESS OF TRUST

A security company does not merely provide manpower.

It provides

assurance.

A bank wants assurance that its premises are secure.

A residential development wants assurance that residents are protected.

A factory wants assurance that its operations are safe.

A hotel wants assurance that guests and property are protected.

An institution wants assurance that its systems are being respected.

That means security companies operate at the intersection of people, risk and reputation.



One failure can have consequences far beyond one incident.

The consumer's confidence can be affected.

The brand can be affected.

The relationship can be affected.

That makes operational discipline central to fine business.

BEYOND THE GUARD

The modern security industry has moved beyond the traditional image of guards standing at gates.

Today, security increasingly involves:

Risk management.

Surveillance.

Technology.

Access control.

Emergency response.

Intelligence.

Training.

Compliance.

Operational continuity.

Data.

This evolution creates a different kind of opportunity for companies such as Jeff Hamilton.

The future security provider is increasingly expected to understand the client's wider operating environment.

Security is no longer an isolated function.

It is part of business continuity.

It is part of risk management.

It is part of organisational resilience.

SECURITY AND PEOPLE

One of the more interesting aspects of Jeff Hamilton's evolution is its connection to human-resource and staff-outsourcing services.

This expands the company's role beyond conventional security.

Businesses require people.

They require reliable staffing.

They require workforce management.

They require supervision.

They require operational support.

They require systems that ensure the right people are in the right places at the right time.

This creates an important intersection.

Security is a people business.

Staff outsourcing is a people business.

And both require trust.

THE AVIATION SECURITY FRONTIER

Aviation security represents a specialised part of the industry.

Airports operate under stringent security requirements and regulatory frameworks.

Jeff Hamilton (K) Ltd is listed by the Kenya Civil Aviation Authority among certified Aviation Security Service Providers.

That places the company within a highly regulated area of the security sector.

It also illustrates how the business has moved beyond a simple perception of private guarding.

Specialised security requires systems.

Training.

Compliance.

Operational discipline.

Technology.

And an understanding of complex environments.

The more sophisticated the client's environment becomes, the more sophisticated the security provider must become.

THE RECOGNITION

In 2022, Major Boke Kitangita was recognised at the Kenya Outstanding Security Performance Awards as Outstanding Security Manager/Director.

Recognition matters.

It provides external acknowledgement of work within the industry.

But awards do not build companies.
Execution does.

After the ceremony comes Monday morning.
The contracts still have to be delivered.
Employees still have to be paid.
Clients still have expectations.
Systems still have to work.
And the company still has to compete.

The real test of recognition is therefore what happens after the applause.



THE REAL ENTREPRENEURIAL PRESSURE

Perhaps the most revealing part of Kitangita's story is his willingness to talk about the difficult side of entrepreneurship.

People-intensive businesses can experience enormous financial pressure when customers delay payments.

A company may have contracts. It may have invoices.

It may have revenue on paper. But employees need actual money. Payroll cannot be paid with promises. This is one of the realities of entrepreneurship that is often missing from polished success stories.

Growth itself can create pressure. More contracts can mean more employees. More employees can mean more working capital.

More deployments can mean more operational costs. More business can therefore require more cash before it produces more cash. The founder becomes the shock absorber.

THE KSH1 BILLION CONVERSATION

In a 2026 interview, Kitangita discussed Jeff Hamilton's revenue approaching the KSh1 billion mark in 2025, reportedly missing the milestone by approximately KSh12 million.

He also discussed ambitions to move beyond that level.

These figures should be understood as statements made by the founder rather than independently audited financial figures presented by The CEO Files.

But the strategic significance of the conversation is important.

When a company approaches that scale, the founder's role changes. The business becomes too large to depend entirely on personal relationships.

Too large to be managed informally. Too large for every decision to pass through the founder.

Growth demands systems. Growth demands managers. Growth demands governance. Growth demands a different kind of CEO.*

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THE FOUNDER'S NEXT CHALLENGE

Building the company was one challenge.
Growing it is another.
Institutionalising it is another.
And eventually, handing it over is another entirely.

This is where Kitangita's story becomes bigger than entrepreneurship.

It becomes a story about succession.
He has spoken about his son Jeff and the possibility of preparing him for a future leadership role within the company.
That creates a question familiar to many family-owned enterprises:

CAN A COMPANY OUTGROW ITS FOUNDER WITHOUT LOSING ITS FOUNDING DNA?

The answer depends on systems.
It depends on leadership development.
It depends on governance.

It depends on knowledge transfer.

And it depends on whether the founder is willing to move from being the person who does everything to the person who builds people capable of doing everything.

FROM FOUNDER TO STEWARD

There is a point in every entrepreneur's life when the central question changes.

At the beginning:

HOW DO I START?

Then:

HOW DO I GROW?

Then:

HOW DO I SUSTAIN?

Eventually:

HOW DO I MAKE THIS CONTINUE WITHOUT ME?

That final question may be the hardest.

Founders are often the company's greatest advantage.

They know the history.

They know the customers.

They know the relationships.

They know the pain.

They know the opportunities.

But if all that knowledge lives inside one person, the organisation remains vulnerable.

The next stage of Jeff Hamilton's journey may therefore be less about proving that Major Boke can build a business.
That has already been demonstrated.

The next challenge is proving that he can build an institution.*



THE BUSINESS OF PEOPLE

Security is fundamentally a people business.

A security company can own technology.

It can own vehicles.

It can have uniforms.

It can develop systems.

But the service is ultimately delivered by people.

That makes employee management critical.

Training matters.

Supervision matters.

Motivation matters.

Communication matters.

Welfare matters.

Accountability matters.

Every security officer represents the company in front of a customer.

That means the employee experience eventually becomes the customer experience.

A security company cannot separate its people strategy from its business strategy.



THE FUTURE OF SECURITY

The security industry is changing.

Technology is becoming increasingly important.

CCTV.

Artificial intelligence.

Access control.

Biometrics.

Digital reporting.

Remote monitoring.

Predictive systems.

Data-driven risk management.

But technology will not eliminate people.

It will redefine their role.

The security professional of tomorrow may increasingly interact with technology, interpret information, monitor systems and respond to risk.

That means security companies must also become learning organisations.

Their people must evolve.

Their systems must evolve.

Their leadership must evolve.



THE AFRICAN SECURITY OPPORTUNITY

Africa's economic development is creating new security requirements.

New residential developments.
Shopping malls.

Manufacturing facilities.
Logistics networks.
Airports.
Hotels.
Hospitals.
Financial institutions.
Data centres.
Infrastructure projects.

Events.

Every growing economy creates new security requirements.

But the opportunity is not simply to deploy more guards.

It is to develop integrated security solutions.

PEOPLE.
TECHNOLOGY.
INTELLIGENCE.
TRAINING.

RISK MANAGEMENT.
RESPONSE.

The security business of tomorrow will increasingly be about helping organisations understand and manage risk.

THE MAJOR'S LEADERSHIP EQUATION

Military service gave Kitangita discipline.
Corporate leadership gave him commercial understanding.
Security gave him operational experience.
Entrepreneurship gave him resilience.
Family business gave him a reason to think about succession.

Together, those experiences create a distinctive leadership equation:

DISCIPLINE + RESILIENCE +
COMMERCIAL THINKING +
PEOPLE + PURPOSE =
INSTITUTIONAL GROWTH

It is not a guarantee of success.

But it captures the principles that have shaped his journey.



THE MAJOR BOKE KITANGITA LEADERSHIP PLAYBOOK

LESSONS FROM DISCIPLINE,
ENTERPRISE AND BUILDING ENDURING
BUSINESSES



01 DISCIPLINE IS A BUSINESS ASSET

Discipline is not only useful in the military.
It is essential in business.
Showing up.
Following through.
Keeping commitments.
Managing money.
Maintaining standards.
Doing difficult things consistently.
That is how businesses become
dependable.

02 START WHERE YOU ARE

The journey does not have to begin in a boardroom.
Klangita's story demonstrates that modesting do not have to
become permanent limitations.
Your starting point is not necessarily your destination.

03 EVERY EXPERIENCE CAN BECOME CAPITAL

Military service.
Corporate management.
Security.
Entrepreneurship.
Each chapter adds something.
The strongest leaders often become valuable because they
can connect lessons from different worlds.

04 CASH FLOW IS A LEADERSHIP ISSUE

Revenue is not cash.
Contracts do not automatically pay salaries.
Growth without financial discipline can create
pressure.
A CEO must understand both the income statement
and the realities of cash.

05 PEOPLE ARE THE PRODUCT

In a people-intensive industry, employees are not simply a
cost.
They deliver the service.
They carry the reputation.
They create the customer experience.
They are the brand.

06 BUILD SYSTEMS BEFORE YOU NEED THEM

A founder can carry a company for a while.
An institution cannot depend on one person
forever.
Systematic processes create accountability.
Management creates scale.

07 REPUTATION IS CAPITAL

In security, trust is everything.
One failure can damage years of
work.
Every employment matters.
Every employee matters.
Every customer interaction matters.

08 THINK BEYOND THE LOCAL MARKET

A Kenyan-founded company can build an African ambition.
But regional growth requires more than ambition.
It requires systems, standards, technology and leadership
capable of supporting scale.

09 SUCCESSION IS A STRATEGY

Succession should not begin when the founder is ready to
leave.
It should begin while the founder is still building.
Develops knowledge.
Transfer knowledge.
Create systems.
Build habits.
Prepare the next generation.

10 THE ULTIMATE TEST IS WHETHER THE BUSINESS CAN SURVIVE YOU

The founder's greatest achievement may not be making
themselves indispensable.
It may be building an organisation that can perform without them.
That is when entrepreneurship becomes institution institution.





THE JUJAYA PERSPECTIVE



SECURITY IS NO LONGER JUST SECURITY

The private-security industry is entering a new era.

The traditional model was simple:

PEOPLE + UNIFORM + GATE = SECURITY.

The emerging model is more complex:

PEOPLE + TECHNOLOGY + INTELLIGENCE +
RISK MANAGEMENT + DATA + RESPONSE =
INTEGRATED SECURITY.

That transition creates opportunities for security companies willing to evolve.

For Jeff Hamilton, the combination of security, HR and staff outsourcing provides an interesting platform from which to explore that evolution.

The opportunity is not to become everything.

It is to become indispensable in the areas where the organisation has genuine capability.



THE FUTURE OF SECURITY IS HUMAN AND DIGITAL

Technology will transform security.

CCTV.

Artificial intelligence.

Access control.

Biometrics.

Digital reporting.

Remote monitoring.

Predictive systems.

But technology will not eliminate people.

It will redefine their role.

The security officer of tomorrow may be less focused on simply standing at a gate and more focused on interpreting information, managing systems and responding intelligently to risk.

That requires investment in people.

Training must evolve.

Leadership must evolve.

The culture must evolve.

FROM SECURITY COMPANY TO AFRICAN SERVICES GROUP

The most interesting strategic question for Jeff Hamilton may be whether the company can eventually become more than a security company.

Security can remain the foundation.

But HR.

Staff outsourcing.

Training.

Technology.

Risk management.

Operational support.

And related services could potentially create a broader business ecosystem.

The important distinction is between expansion and strategic expansion.

Growth should strengthen the core.

It should not dilute it.





THE JEFF HAMILTON QUESTION

What happens when a company named after a founder's son eventually becomes large enough to require institutional leadership?

That is one of the most fascinating questions surrounding Jeff Hamilton's future.

Can family values coexist with professional management?

Can entrepreneurial DNA survive institutionalisation?

Can the company remain agile while becoming more structured?

Can local ownership become regional scale?

Can the founder's knowledge become organisational knowledge?

These questions will become increasingly important as the company grows.

THE LEGACY QUESTION

Major Boke Kitangita's story is ultimately about more than security.

It is about mobility.

From farm work to military service.

From military service to corporate leadership.

From corporate leadership to entrepreneurship.

From entrepreneurship to institution-building, every chapter required a different version of the same man.

That may be one of the most important lessons in leadership.

Leadership is not a title.

It is an accumulation of decisions.

Some easy.

Some difficult.

Some painful.

Some transformative.

But all of them contribute to the leader who eventually sits at the top.





Strategic PR, Lasting Impressions.

THE FINAL WORD

Some entrepreneurs start businesses because they see an opportunity.

Others start because they see a problem.

And some start because, after years of working inside institutions, they believe they can build something differently.

Major Boke Kitangita's story carries elements of all three.

His journey from the Kenya Air Force to the corporate world and eventually to entrepreneurship demonstrates a career shaped by reinvention.

But the most interesting chapter may still be ahead.

Because building Jeff Hamilton was one challenge.

Growing it is another.

Institutionalising it is another.

And eventually handing it to the next generation will be another entirely.

The billion-shilling conversation is important.

Regional expansion is important.

Security technology is important.

HR outsourcing is important.

But underneath all of these lies one fundamental question:

CAN A FOUNDER TURN PERSONAL DISCIPLINE INTO INSTITUTIONAL DISCIPLINE?

That is the difference between building a business and building an institution.

Major Boke's military experience taught him how to operate within a system.

Entrepreneurship forced him to build one.

Now the next chapter is about ensuring that the system can operate without depending entirely on the man who built it.

Not when the founder becomes indispensable.

But when the organisation becomes capable of continuing the mission without him.

FROM THE UNIFORM TO THE BOARDROOM.

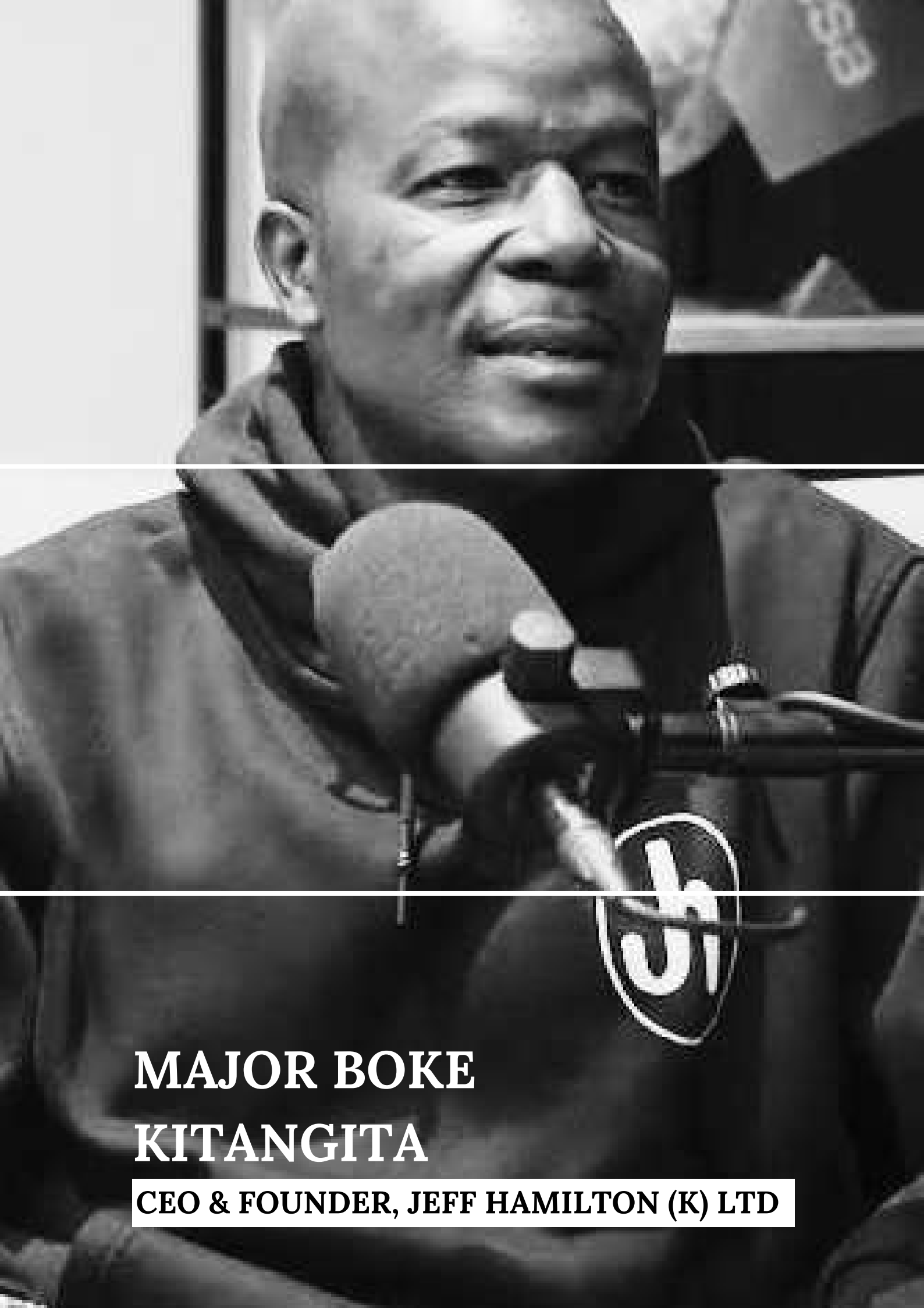
FROM COMMAND TO COMMERCE.

FROM SURVIVAL TO SCALE.

FROM FOUNDER TO STEWARD.

This is the story of Major Boke
Kitangita.

And this is The CEO Files — Issue 009.



**MAJOR BOKE
KITANGITA**

CEO & FOUNDER, JEFF HAMILTON (K) LTD