THE CEO FILES

ISSUE 015

LEADERSHIP • ENTERPRISE • INNOVATION • LEGACY

THE BUSINESS
PLAYBOOK
Side Hustle to Enterprise

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EMERGING
CEOs
Wycliffe Choreh

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Business
HACKS
for Startups

WAWIRA Njiru

FROM 25 CHILDREN TO BUSINESS OF FEEDING AFRICA'S FUTURE

Published By Jujaya Media

SME 360

SUMMIT & AWARDS

THE BOLD BUSINESS RESET

27 NOV. 2026

VENUE
DIAMOND PLAZA, PARKLANDS



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MESSAGE FROM THE EDITOR

When Purpose Becomes An Institution.

By Wycliffe Choreh, Founder of Jujaya Media,

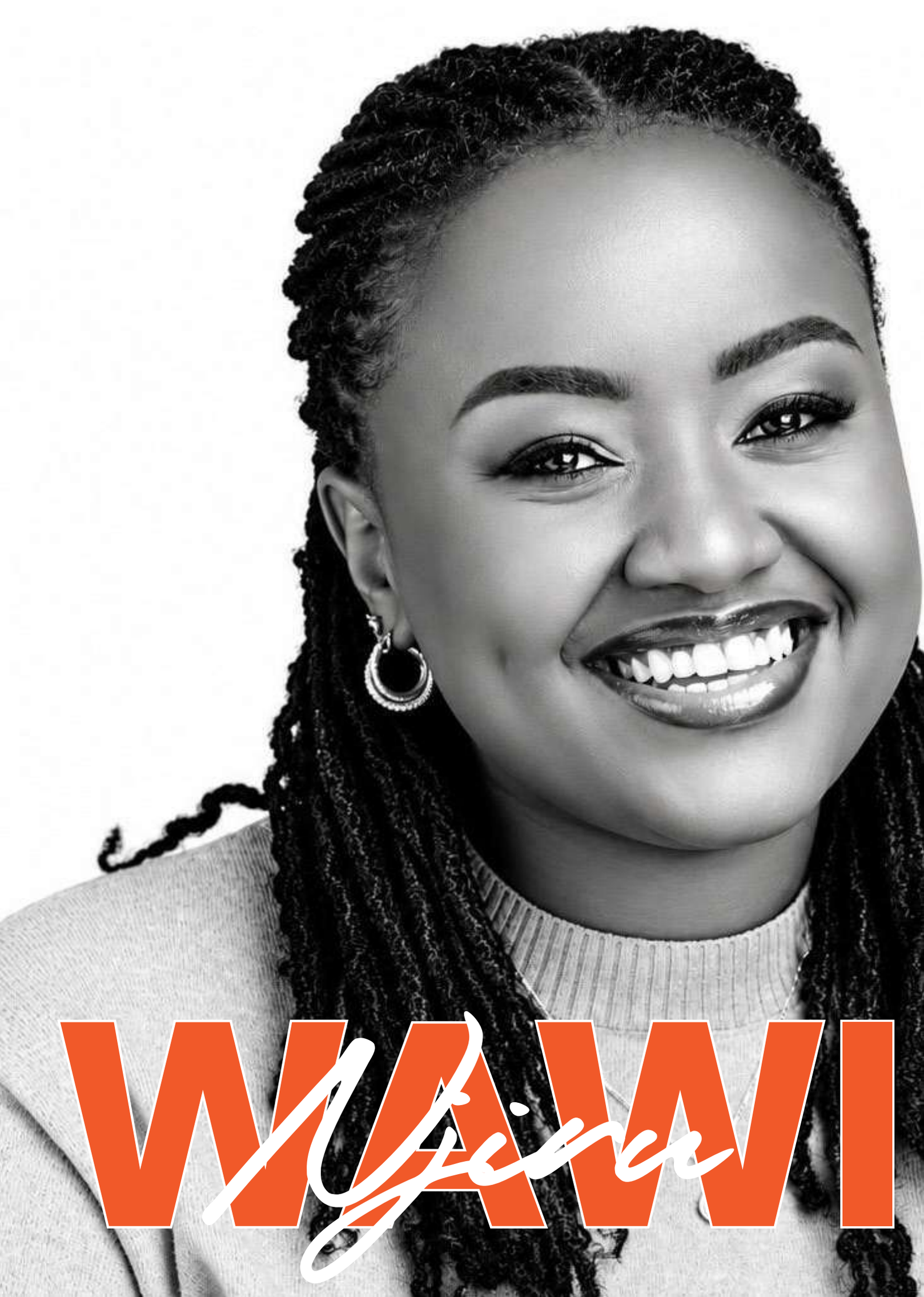
Some of the most powerful businesses and organisations begin with a problem that others have learned to live with. A child going to school hungry. A family unable to afford a nutritious meal. A classroom where concentration is interrupted by an empty stomach.
For many people, these realities are part of everyday life. For others, they become a reason to act.

Wawira Njiru's story belongs to the latter category. In 2012, what began as an initiative to provide meals to 25 children in Ruiru, Kenya, was not an ambitious continental programme. It was a practical response to a challenge she understood personally and professionally. She had studied nutrition, witnessed the importance of food in children's development and believed something could be done. The early days were modest. Resources were limited. The future was uncertain. But the idea was clear: a child should not have to learn on an empty stomach.
More than a decade later, **Food4Education** has grown into one of Africa's most prominent school-feeding organisations, using centralised kitchens, technology, community partnerships and operational systems to deliver meals at scale.

This is not simply a story about charity.
It is a story about entrepreneurship, leadership, logistics, technology, financing and the difficult work of turning a deeply personal conviction into an institution.
In this issue of **The CEO Files**, we explore the journey of **Wawira Njiru**—the woman behind **Food4Education**—and the lessons her experience offers entrepreneurs, leaders and organisations across Africa.
Her story reminds us that some of the continent's most important opportunities are found in challenges that have existed for generations.

The question is whether we are willing to build solutions capable of addressing them.

WYCLIFFE CHOREH,
Media, PR & Communication Strategist.


WAWI
Queen

BEYOND THE LUNCHBOX

What began as a response to childhood hunger has grown into a much larger ambition: rethinking how communities feed, educate and empower the next generation.

Founded in 2012 and rooted in Ruiru, Kenya, **Food4Education**, under the leadership of **Wawira Njiru**, is built around a simple but consequential conviction: a well-nourished child is better positioned to learn, grow and realise their potentail. With a background in Nutrition and Food Sciences from the University of South Australia, Njiru has brought rogether social enterprise, food systems innovation and strategic partnerships to address one of the most pressing challenges facing children.

Her leadership reflects a deliberate approach to social impact: transforming an urgent social need into a scalable, locally grounded enterprise, where purpose is reinforced by strong systems, innovation and disciplined execution.

For Njiru, the ambition extends beyond providing meals. It is about building the infrastructure and partnerships that make nourishment, opportunity and a better start in life accessible to more children.



RA

FOOD4EDUCATION
Founder & Chief Executive Officer (CEO)





FROM 25 CHILDREN
TO A MOVEMENT.

Wawira Njiru is proving that one of Africa's most persistent challenges can be approached through entrepreneurship, technology, logistics and a belief that every child deserves the opportunity to learn.

The story of **Wawira Njiru** does not begin in a boardroom. It begins with a problem.

A child arrives at school hungry. A teacher attempts to deliver a lesson. The child struggles to concentrate, not because of a lack of ambition or ability, but because a basic need has not been met.

Across many communities, hunger is not an occasional inconvenience. It is a daily reality that affects how children learn, grow and participate in school.

For Njiru, the issue was not distant.

Growing up in Kenya, she was familiar with the realities facing children in communities where access to food and opportunity was uneven.

Later, her education in nutrition would give her a scientific understanding of what she had already seen around her.

Food was not simply about filling a stomach.

It was connected to health, development, concentration and the ability to participate in life.

The question became: what could be done?

In 2012, that question led to the beginning of **Food4Education.**

The initiative started by feeding just 25 children in Ruiru. It was a modest beginning, but the problem it sought to address was enormous.

The organisation would eventually grow into a major school-feeding operation, demonstrating that a locally rooted solution could develop systems capable of serving hundreds of thousands of children.

The journey from 25 children to hundreds of thousands of meals is not merely a story of growth.

It is a story of how purpose can evolve into an institution.







The Journey Before Food4Education.

Njiru's path to entrepreneurship was not a conventional one.

After completing her education in Kenya, she travelled to Australia to study Nutrition and Food Sciences at the University of South Australia.

The experience exposed her to a different environment, but it also came with personal and financial challenges.

In a 2026 conversation with Trevor Noah at the Skoll World Forum, Njiru described leaving Kenya with limited resources and having to work while studying. Her experience included working in nursing homes and disability care.

These jobs exposed her to the practical realities of caring for people.

The work was not glamorous. It involved attending to basic human needs and supporting people who often depended on others for everyday activities.

But it offered a powerful lesson.

Care is not an abstract concept. It is something expressed through practical action.

Helping someone eat, move, recover or maintain dignity can be as important as the larger ambitions people pursue.

That understanding would later influence how she approached school feeding.

Her nutrition studies also gave her a framework for understanding the relationship between food and human development.

The science behind nutrition made the issue clearer: children require adequate nourishment to grow and learn.

But understanding a problem is not the same as solving it.

The challenge was to translate that knowledge into something practical.



A Small Beginning And A Difficult Decision.

When Njiru returned to Kenya, she could have pursued a conventional career. Her family had made sacrifices to support her education abroad. There were expectations that she would secure employment and build a stable professional life.

Instead, she wanted to continue working on the school-feeding initiative.

The decision was not immediately understood by everyone around her.

In an interview published by Business Daily in October 2025, Njiru recalled her father questioning whether the initiative was financially viable.

The concern was understandable.

She had limited resources, a small number of children to feed and no established organisation behind her.

But she believed that if the problem was communicated clearly, people who had the resources to help might support the effort.

That conviction would become one of the defining characteristics of her entrepreneurial journey. The decision to continue was not based on certainty.

It was based on the belief that the problem was important enough to justify trying. Many entrepreneurs know this moment.

The point where an idea begins to demand more than enthusiasm. The point where family, friends or colleagues ask whether the risk is worth taking.

The point where a founder must decide whether to pursue the familiar or continue building something whose future remains uncertain.

Njiru chose to continue.

The First 25 Children.

In 2012, **Food4Education** began serving 25 children through a small kitchen in Ruiru.

The scale was modest, but the need was real.

The early work was about making sure children received meals. It involved fundraising, sourcing food, preparing meals and getting them to the children who needed them.

At that stage, the ambition was not necessarily to build a large organisation.

The immediate goal was to feed children.

But every organisation that grows must eventually confront a question:

How do you repeat what works?

Feeding 25 children requires commitment and coordination. Feeding hundreds, thousands or hundreds of thousands requires an entirely different operating model.

The challenge changes from individual effort to institutional capability.

Food must be sourced consistently. Kitchens must operate safely. Meals must meet nutritional requirements. Delivery must be reliable. Payments and contributions must be managed. Data must be collected. Costs must remain sustainable.

A small initiative can often survive on improvisation.

A large organisation cannot.

For Food4Education, growth would require turning a simple idea into a repeatable system.





From Feeding Children To Building An Operating Model.

The development of **Food4Education** reflects an important shift in the way school feeding can be understood.

It is not simply the act of preparing food. It is an operational system involving sourcing, procurement, nutrition, food preparation, distribution, technology, partnerships and financial management.

At scale, every part of that system matters.

A delay in food delivery can affect thousands of meals. Poor forecasting can create waste. Inconsistent quality can undermine trust. Weak payment systems can complicate operations.

The organisation therefore developed an approach built around centralised kitchens and technology-enabled operations.

The objective was to improve efficiency, maintain nutritional quality and keep meals affordable.

This is where Food4Education's story becomes particularly interesting from a business perspective.

The organisation is addressing a social challenge, but it must also solve complex operational problems.

It must think about cost per meal, ingredient sourcing, supply chains, kitchen capacity, delivery schedules and data. These are not peripheral concerns.

They are essential to the model's ability to scale.

The organisation's official account describes its approach as combining centralised kitchens, locally sourced ingredients, technology and partnerships to deliver nutritious meals efficiently.

The Technology Behind The Meal.

One of the most distinctive elements of Food4Education's model is its use of technology. The organisation introduced Tap2Eat, a cashless system designed to make school meal payments and distribution more efficient. The concept draws from the idea of a digital payment card or transit system.

Children use a system that allows meals to be recorded and parents to contribute towards school lunches through digital payments.

The technology supports several operational functions. It helps track meals served, provides information about participation and can support planning around demand.

For an organisation serving large numbers of children, this information is important.

Food preparation must match actual demand as closely as possible. Too little food means children may miss meals. Too much can lead to waste and unnecessary costs.

The system also introduces a different way of thinking about the relationship between parents and school feeding.

Rather than removing parents from the process, the model is designed to support their participation through accessible contributions.

In a 2026 conversation with Trevor Noah, Njiru explained that the idea was inspired by the convenience of metro-card systems and the need to make meal access and payments easier.

This is an example of innovation emerging from a practical problem.

Technology is not being introduced simply because it is fashionable. It is being used to improve a process that matters.

For African entrepreneurs, this is a useful reminder.

The most valuable technology is often the technology that makes everyday life easier, more affordable or more efficient.





The Logistics Of Feeding At Scale.

The public often sees the final result: a child receiving a meal. Behind that moment is a complex chain of activities. Food must be sourced. Suppliers must be identified. Ingredients must be transported. Kitchens must operate safely. Meals must be prepared in appropriate quantities. Delivery schedules must be coordinated with school timetables.

At scale, the process becomes a major logistical undertaking.

Food4Education's growth has required the organisation to think like a food-service operator, technology company, supply-chain organisation and social enterprise.

The daily meal is the final outcome of a system that must function reliably.

This has implications for how we understand social impact.

Impact is not created only through a compelling mission statement or a fundraising campaign.

It is created through thousands of operational decisions made every day.

The ability to deliver meals consistently is itself a form of leadership.

Building A Network Around School Feeding.

Food4Education's work extends beyond children and schools.

Its operations depend on relationships with farmers, suppliers, parents, school communities, governments and other partners.

These relationships form part of the wider ecosystem around school feeding.

When an organisation sources food locally, it can create demand for agricultural products and support suppliers.

When it works with schools and communities, it becomes connected to the realities of the people it serves.

When it collaborates with government, it can contribute to programmes that reach beyond the organisation's own operations.

This is an important dimension of the model.

The value created by school feeding does not necessarily end with the meal.

It can also include employment, procurement, local economic activity and partnerships that strengthen the food system.

Food4Education has reported creating thousands of jobs through its operations and supporting local suppliers.

The organisation's growth illustrates how a solution to one social challenge can connect with several others.

A school meal is not simply food.

It is part of a broader network of people, livelihoods and institutions.

The Woman Behind The Institution.

The growth of Food4Education has placed Njiru in increasingly prominent leadership spaces. She has received international recognition for her work, including the Global Citizen Prize for Youth Leadership, the Skoll Award for Social Innovation and the Elevate Prize.

She was also named a Young Global Leader by the World Economic Forum.

In 2026, she received the German Africa Prize in recognition of her work addressing school hunger and building Food4Education. But recognition does not necessarily make the work easier.

In a 2025 interview with Business Daily, Njiru described leadership as relentless and acknowledged the challenges that come with managing an organisation at scale. The demands of leadership change as an organisation grows. At the beginning, a founder may be able to understand every activity and personally intervene when something goes wrong.

Leadership becomes less about doing everything and more about building a team and a system capable of doing the work consistently.

Njiru's reflections reveal a leader who has had to evolve alongside the organisation.

The idealism of the early years must coexist with the realities of managing a large operation.

Leadership Is Learning To Live With Complexity.

One of the most revealing aspects of Njiru's leadership philosophy is her willingness to acknowledge complexity.

In her 2025 Business Daily interview, she reflected on how her understanding of leadership had changed.

She described moving away from a rigid, black-and-white approach towards recognising that different perspectives can be valid at the same time. This is a significant lesson for entrepreneurs.

At the beginning, founders often believe that commitment and clarity will be enough.

But leadership becomes more complicated as an organisation grows.

Employees may disagree. Partners may have different priorities. Customers may demand more than the organisation can immediately provide. Decisions may involve trade-offs between competing needs.

The leader's responsibility is not always to find a perfect answer.

It is to make the best possible decision with the information available, while remaining willing to learn and adapt.

This is particularly relevant for social enterprises. The desire to create impact can be strong, but resources remain finite. An organisation must decide where to invest, what to prioritise and how to balance ambition with operational realities.

Leadership requires both conviction and flexibility.

The Economics Of A School Meal.

Food4Education's model also raises a broader question about the economics of social impact. How can an organisation deliver a service at scale while keeping it affordable?

The answer requires careful attention to cost.

Food sourcing, preparation, logistics, technology and staffing all contribute to the cost of each meal.

If the cost becomes too high, the service may become inaccessible to families or require significantly greater funding.

If quality is compromised, the organisation may fail to deliver the nutritional value it promises.

The challenge is to maintain quality while improving efficiency.

Food4Education's official model highlights affordable meals, locally sourced ingredients and operational efficiencies as central to its approach.

This reflects a lesson that applies to many African businesses.

Affordability is not simply a matter of charging less.

It often requires rethinking the entire operating model.

A business that wants to serve low-income customers sustainably must examine procurement, production, distribution, technology and partnerships.

The objective is to reduce unnecessary costs without compromising the value delivered.

The Entrepreneurial Lesson Behind The Mission.

Wawira Njiru's journey offers a powerful lesson about entrepreneurship.

A business or organisation does not always begin with a market opportunity identified through conventional commercial analysis.

Sometimes it begins with a problem that refuses to be ignored. But purpose alone does not create scale. The founder must learn how to raise resources, build partnerships, develop systems, manage people, understand costs and make difficult decisions.

The work becomes more complicated as the organisation grows.

The challenge is to preserve the original purpose while developing the capability to deliver it at scale.

This is the journey from an idea to an institution. From 25 children in Ruiru to hundreds of thousands of meals delivered each day, Food4Education demonstrates how a deeply human problem can become the foundation for a complex, technology-enabled organisation.

1. Start with a problem that matters.

A compelling business or social enterprise begins with a clear understanding of the problem it is trying to solve. Njiru's work started with a simple but significant challenge: children going to school hungry.

The lesson for entrepreneurs is to look beyond ideas that sound impressive and focus on problems that people genuinely experience.

A business becomes relevant when it solves something meaningful.

2. Purpose needs an operating model.

Purpose may inspire people to begin, but it cannot replace execution.

Food4Education needed kitchens, suppliers, logistics, technology, staff and partnerships to turn its mission into daily meals.

Entrepreneurs must ask not only what they want to achieve, but how they will deliver it repeatedly and sustainably.

3. Build systems before growth overwhelms you.

Growth introduces complexity.

A process that works for a small organisation may fail when the number of customers, employees or locations increases.

Build systems that can support expansion. Document processes, track performance and create clear responsibilities.Scaling should not depend on improvisation alone.

4. Use technology to solve practical problems.

Technology should make a meaningful difference to how an organisation operates.

Food4Education's Tap2Eat system illustrates how digital tools can support payments, meal tracking and operational planning.

Entrepreneurs should identify where technology can improve efficiency, access, transparency or customer experience.

5. Build partnerships around shared value.

No organisation operates entirely on its own.

Food4Education depends on relationships with schools, parents, suppliers, communities and government.

Strong partnerships are built when each participant understands the value of the relationship and the role they play.

6. Leadership requires continuous learning.

The skills required to start an organisation are not always the skills required to lead it at scale.

Founders must learn to delegate, manage complexity, navigate disagreements and make decisions with imperfect information.

Growth requires the leader to grow too.

7. Think beyond the founder

An organisation becomes stronger when its success no longer depends on one person's constant intervention.

Build teams, develop leaders and create processes that allow the mission to continue beyond the founder.

LEADERSHIP LESSONS

WHAT ENTREPRENEURS CAN LEARN FROM WAWIRA'S NJIRU.



LEADERSHIP QUOTE Of the Week

"You have to find your believers."

— Wawira Njiru, reflecting on the early journey of Food4Education

Entrepreneurship often begins before the world understands the idea.
The ability to find people who believe in the mission—and then earn their trust through execution—can make the difference between an idea that remains small and an organisation that grows.

THE JUJAYA PERSPECTIVE

AFRICA DOES NOT LACK STORIES. IT NEEDS STRONGER ***STORYTELLING INSTITUTIONS.***

Africa's business ecosystem is full of stories worth telling.
There are entrepreneurs building companies in difficult environments, leaders transforming institutions, innovators solving local problems and businesses creating employment in communities across the continent.
Yet many of these stories do not reach the audiences they deserve.

Some organisations communicate only when they have an announcement. Others focus on visibility without developing a clear narrative. Many businesses underestimate how much their reputation influences customer confidence, investor interest and stakeholder relationships.
The challenge is not simply to tell more stories.
It is to tell the right stories, to the right audiences, with the right context.
Strategic communications should help organisations understand how they are perceived, what they need to communicate and how their actions support the narratives they want to establish.
This is particularly important for African businesses expanding into new markets.
They must communicate their value clearly, establish credibility and demonstrate that they understand the people and environments in which they operate.
The future of African communications will belong to organisations that combine creativity with strategic intelligence.

Jujaya Media — *Credibility before visibility.*



JUJAYA MEDIA

Strategic PR, Lasting Impressions.

STORIES
THAT BUILD
TRUST.
BRANDS THAT
CREATE IMPACT.



MEDIA | PR | COMMUNICATIONS | STORYTELLING

Your story well told.

BUSINESS

SME 360 Summit & Awards.

The Bold Business Reset: Reimagining the Future of Small and Medium Enterprises.

Small and medium-sized enterprises are among the most important engines of economic activity across Africa.
They create jobs, support families, serve communities, develop local supply chains and introduce products and services that respond to everyday needs.
Yet many SMEs operate in an environment where growth is difficult.

Access to capital remains a challenge. Business owners must compete for customers, navigate changing market conditions and manage rising operational costs. Many are also expected to embrace digital transformation, strengthen their brands and professionalise their operations—often with limited resources.
For these businesses, growth requires more than determination.
It requires access to information, relationships, visibility and opportunities to learn from others.
This is the context in which the SME 360 Summit & Awards positions itself.
Taking place under the theme "The Bold Business Reset," the event aims to bring attention to the opportunities, challenges and possibilities facing small and medium-sized enterprises.
The summit offers a platform for businesses to connect, showcase their products and services, engage with potential partners and participate in conversations about the future of enterprise.
It also creates an opportunity to recognise businesses and entrepreneurs whose work contributes to the wider business ecosystem.

Why The SME Conversation Matters.

SMEs are not simply smaller versions of large corporations.
They often operate with different resources, structures and priorities. Their founders may be responsible for sales, finance, operations, marketing and customer service at the same time. This creates both flexibility and vulnerability.
A small business can respond quickly to market changes, but it may lack the systems and resources required to manage rapid growth.
As African economies continue to evolve, SMEs will need to become more strategic about how they position themselves, build relationships and serve customers. The conversation must move beyond simply encouraging people to start businesses. It must also address how businesses can survive, grow, formalise, access markets and create lasting value.

OF THE WEEK

TIE EVENTS

The Bold Business Reset.

The theme "The Bold Business Reset" speaks to the need for SMEs to rethink how they operate.

For many businesses, the next stage of growth may require a reset in one or more areas:

- Business strategy: Moving beyond survival mode towards clear, measurable growth objectives.
- Brand positioning: Communicating what the business is different at and why customers should choose it.
- Digital transformation: Using technology to improve customer experience, efficiency and decision-making.
- Financial discipline: Strengthening cash-flow management, budgeting and financial planning.
- Leadership: Moving from founder-dependent operations towards stronger teams and systems.
- Market access: Building partnerships and exploring new customer segments and distribution channels.

A reset does not necessarily mean starting again.

It may mean recognising what no longer works and making the decisions required to move forward.

Beyond networking: The value of business connections.

For SMEs, the right relationship can become a turning point.

A conversation with a potential distributor may open a new market. A partnership with a larger organisation may create access to customers. A discussion with a financial institution may help a business understand its financing options. Networking becomes valuable when it moves beyond exchanging business cards.

The real value lies in building relationships that lead to collaboration, knowledge-sharing, market access and practical opportunities.

Business platforms that encourage meaningful engagement can help entrepreneurs expand their networks and discover opportunities they might not encounter through their usual business activities.

Recognising businesses that keep building.

The SME 360 Awards component adds another dimension to the event.

Recognition can help businesses strengthen their credibility, celebrate milestones and communicate their achievements to customers, partners and employees.

For emerging enterprises, visibility can be particularly important. Many businesses are doing meaningful work without receiving the recognition their efforts deserve. Awards and business platforms can create opportunities to bring those stories into the public conversation.

However, recognition is most valuable when it reflects genuine achievement and encourages businesses to continue improving.

A platform for the next chapter of African enterprise.

Africa's SME sector deserves more than occasional recognition.

It needs stronger ecosystems, practical support, access to markets, relevant financing and platforms that connect entrepreneurs with the people and resources required to grow.

The future of enterprise will depend not only on large corporations and established institutions, but also on the thousands of small businesses building solutions in their communities and markets.

The SME 360 Summit & Awards represents an opportunity to bring some of these businesses into the spotlight and encourage conversations about what comes next.

The Event DETAILS

Event: **SME 360 Summit & Awards**
Theme: **The Bold Business Reset**
Date: **27 November 2026**
Venue: **Diamond Plaza, Parklands, Nairobi**
Organiser: **TIE Events**
Website: **https://sme360.venti.africa/sme360**

FIVE BUSINESS HACKS FOR STARTUPS

PRACTICAL LESSONS FOR ENTREPRENEURS BUILDING SUSTAINABLE BUSINESSES.

1. Start with a problem people are willing to pay to solve.

A business idea is only valuable when it addresses a genuine need.
Before investing heavily in branding, equipment or expansion, speak to potential customers. Understand their challenges, what they currently use and what they would be willing to pay for a better solution.
The best starting point is often a problem you understand deeply.

2. Protect your cashflow.

Revenue is not the same as cash in the bank.
A business can record sales and still struggle to pay employees, suppliers or rent because payments are delayed. Track receivables, manage expenses carefully and establish clear payment terms. Cash-flow discipline can determine whether a business survives a difficult period.

3. Build a brand that communicates value.

Your brand is more than a logo.
It is the impression customers form about your business, the promises you make and the experience you deliver.
Be clear about what you do, who you serve and why customers should choose you.
Consistency builds recognition. Reliability builds trust.

4. Stop trying to do everything yourself.

Entrepreneurs often become the biggest bottleneck in their own businesses.
Delegate responsibilities, document processes and identify the tasks that can be handled by other people or systems.
The goal is not to lose control of the business. It is to create the capacity to lead it.

5. Build relationships before you urgently need them.

Partnerships, customers, mentors and investors are not relationships that should only be pursued when a business is struggling.
Build your network consistently. Offer value, follow up and maintain genuine professional relationships.
Opportunities often emerge from relationships developed long before the need becomes obvious.



THE BUSINESS PLAYBOOK

Building An Organisation That Can Outgrow Its FOUNDER

One of the most important milestones in entrepreneurship is the transition from running a business to building an organisation.

At the beginning, the founder is often everything.

They sell, manage finances, handle customer complaints, make strategic decisions and oversee operations. This is understandable during the early stages when resources are limited and speed matters.

But what works at the beginning can become a problem later.

When every decision depends on the founder, growth becomes difficult. Employees wait for approval. Customers expect the founder to solve every issue. Opportunities are missed because the business cannot move without one person.

The founder becomes both the engine and the bottleneck.

The solution is not to become less committed to the business. It is to build a structure that allows the business to function more effectively.

Step 1: Document how the business works.

Many small businesses rely on informal knowledge.

The founder knows how to price products, respond to customers, manage suppliers and handle difficult situations. But this information is rarely documented.

Start by identifying the tasks that happen repeatedly.
Create simple procedures for customer onboarding, sales, invoicing, delivery, reporting and follow-up.
Documentation does not need to be complicated. It needs to be useful.
When processes are clear, employees can work more independently and the business becomes less vulnerable to disruption.

Step 2: Separate ownership from daily operations.

Founders often struggle to distinguish between the responsibility of owning a business and the responsibility of performing every task within it.
Ownership requires strategic thinking.
It involves deciding where the business is going, what opportunities it should pursue, how capital should be allocated and what kind of organisation it should become.
Operations require consistent execution.
As the business grows, the founder must gradually create space for both.
This may mean hiring a manager, delegating client relationships or establishing clear departmental responsibilities.

Step 3: Build a dream around outcomes.

Hiring should not simply be about adding people.
Every role should solve a business problem.
Before recruiting, ask:

- What responsibility needs to be taken off the founder?
- What result should this role deliver?
- How will performance be measured?
- What authority will the person have?
- What resources will they need?

A well-defined role helps employees understand what success looks like and allows the founder to focus on the bigger picture.

Step 4: Establish financial visibility.

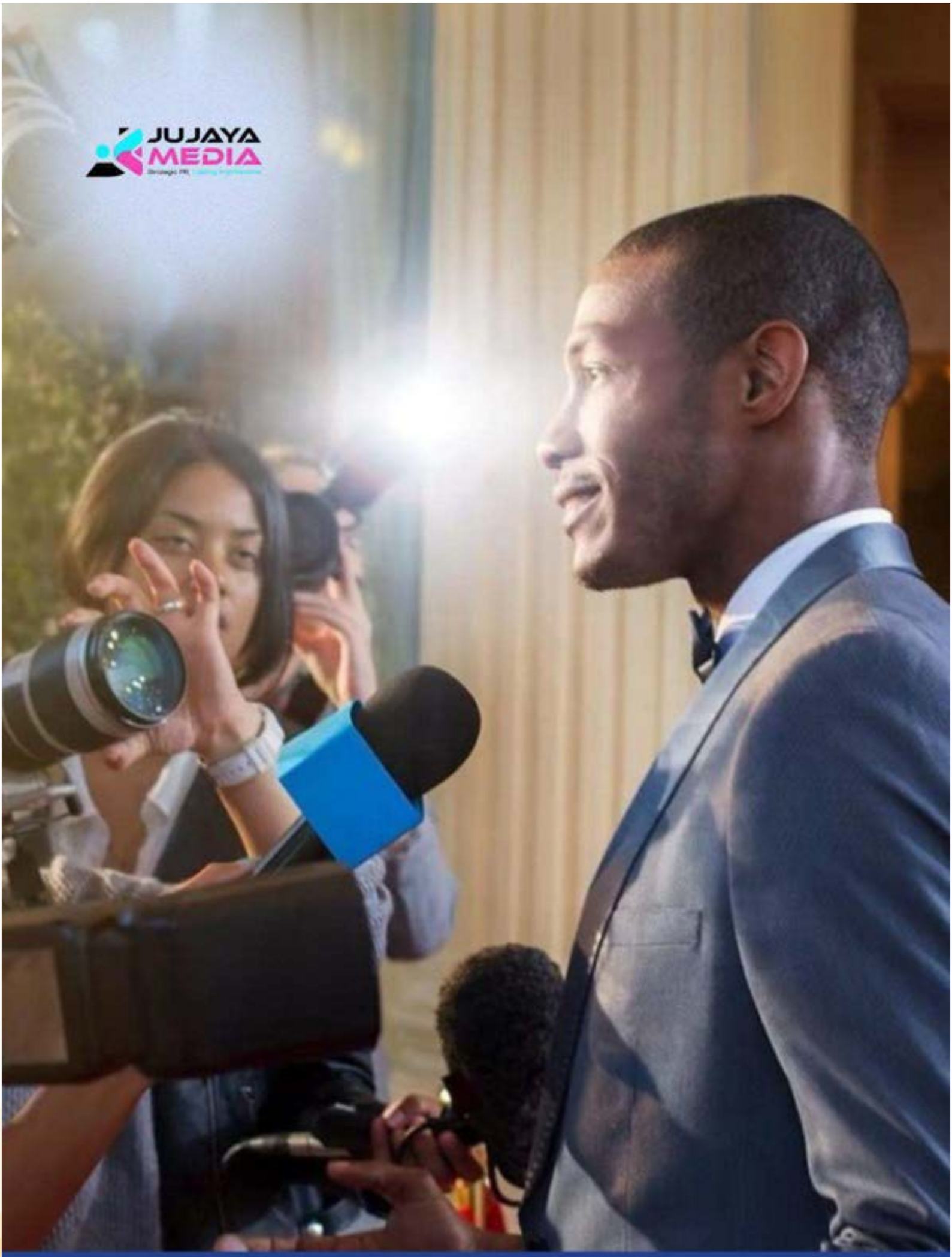
A business should know where its money comes from, where it goes and what it needs to remain sustainable.
Founders should understand their revenue, expenses, margins, cash flow, outstanding payments and financial obligations.
Regular financial reviews help identify problems before they become emergencies.
The goal is not simply to make more money.
It is to build a business that can manage money effectively.

Step 5: Create a business that doesn't depend on constant intervention.

The ultimate test of a business system is whether the organisation can continue functioning when the founder is not involved in every decision.
This does not mean the founder becomes irrelevant.
It means the founder's time is used where it creates the greatest value: strategy, relationships, innovation, leadership and growth.
A business that can operate without constant founder intervention is better positioned to scale, attract investment and survive leadership transitions.

The Playbook TAKEAWAY

The founder's job is not to remain indispensable. It is to build an organisation capable of delivering value consistently.



EXECUTIVE PROFILING ON ANOTHER LEVEL



CEO *of the week*

Wycliffe Choreh, CEO & Founder I Jujaya Media

AFRICAN STORYTELLING BUSINESS

In business, perception is rarely incidental. It is shaped by what organisations communicate, the credibility of their actions and the consistency with which they articulate their value. In an increasingly competitive and interconnected marketplace, the ability to command attention is important; the ability to earn trust, establish relevance and sustain influence is considerably more consequential.

For **Wycliffe Choreh**, Founder and CEO of **Jujaya Media**, this understanding sits at the intersection of storytelling, business and strategic communications. His work is grounded in the conviction that narratives do more than convey information. They shape institutional identity, influence public perception and determine how organisations are understood by the audiences that matter to their growth.

What began as an interest in photography, video production and the creative possibilities of media gradually evolved into a broader engagement with public relations, corporate communications and strategic brand positioning. This progression reflects a deliberate expansion of perspective: from the craft of producing compelling content to understanding the commercial and reputational implications of how stories are constructed, communicated and received. It is an increasingly relevant distinction. Organisations today operate in an environment where visibility is abundant, but credibility remains difficult to establish.

Customers, investors, employees and other stakeholders are no longer persuaded by presence alone. They seek coherence between an organisation's stated values, its market proposition and the substance of its actions.

For Choreh, this is where communications assumes a more consequential role. It becomes an instrument of organisational positioning, stakeholder engagement and long-term reputation management.

Building Jujaya Media: From Communication to Strategic Influence.

Jujaya Media was established with an ambition to help organisations approach communication with greater clarity, intentionality and strategic direction. Its work encompasses public relations, corporate communications, media engagement, brand storytelling and strategic advisory, bringing together disciplines that influence how businesses position themselves and engage their stakeholders.

At the centre of this proposition is an important distinction: visibility is not synonymous with influence, and attention does not automatically translate into credibility.

An organisation may command significant media attention without establishing a compelling identity. It may communicate consistently without conveying a coherent proposition. It may achieve widespread recognition while struggling to articulate what differentiates it within its industry.

The strategic challenge, therefore, extends beyond securing exposure. It lies in ensuring that communication is purposeful, appropriately positioned and aligned with the organisation's broader objectives.

This calls for an understanding of audience dynamics, institutional priorities, market positioning and the relationship between messaging and organisational conduct. It also demands consistency. Reputation is not constructed through isolated communication interventions; it develops through sustained engagement and the cumulative effect of what an organisation communicates and demonstrates over time.

The Power and Positioning of African Narratives.

Beyond the commercial dimensions of communications, Choreh's perspective is informed by a particular interest in African storytelling and the representation of the continent's evolving business landscape.

Across Africa, entrepreneurs are establishing new markets, businesses are transforming industries, and institutions are developing solutions to complex economic and social challenges. These developments represent a significant body of enterprise, innovation and institutional progress. Yet the narratives surrounding them do not always capture their full complexity, ambition or significance.

The question is not simply whether African businesses have stories to tell. It is whether those stories are being articulated with the depth, strategic intention and contextual understanding they warrant.

African storytelling presents an opportunity to shape how the continent's enterprises, markets and institutions are understood, both within their immediate environments and on the international stage. It creates room for narratives informed by local realities, cultural intelligence and the distinct experiences of the people building businesses across the continent.

For Choreh, this extends beyond representation. It is about establishing the intellectual and commercial value of stories that communicate identity, demonstrate capability and give context to African enterprise.

The distinction is important. African businesses should not be defined exclusively by the challenges they navigate, but also by the industries they are building, the solutions they are advancing and the possibilities they are creating.

In this regard, storytelling becomes a means of shaping perception while asserting ownership over the narratives that define a business, an institution or an entire market.

The Business of Being Understood.

The future of corporate communications will increasingly belong to organisations that understand the relationship between what they do and how effectively they communicate its value.

As markets become more competitive and audiences more discerning, businesses will need more than a communications presence. They will need a coherent narrative, a credible institutional identity and the strategic discipline to sustain both.

This is the space within which Choreh is building Jujaya Media: at the intersection of creativity, strategic communication and the business of reputation.

Ultimately, the strength of a business narrative is not measured solely by how widely it travels, but by how convincingly it communicates what an organisation represents, what it contributes and why it matters.

The Closing REFLECTION.

The Courage To Build Is Only The Beginning.

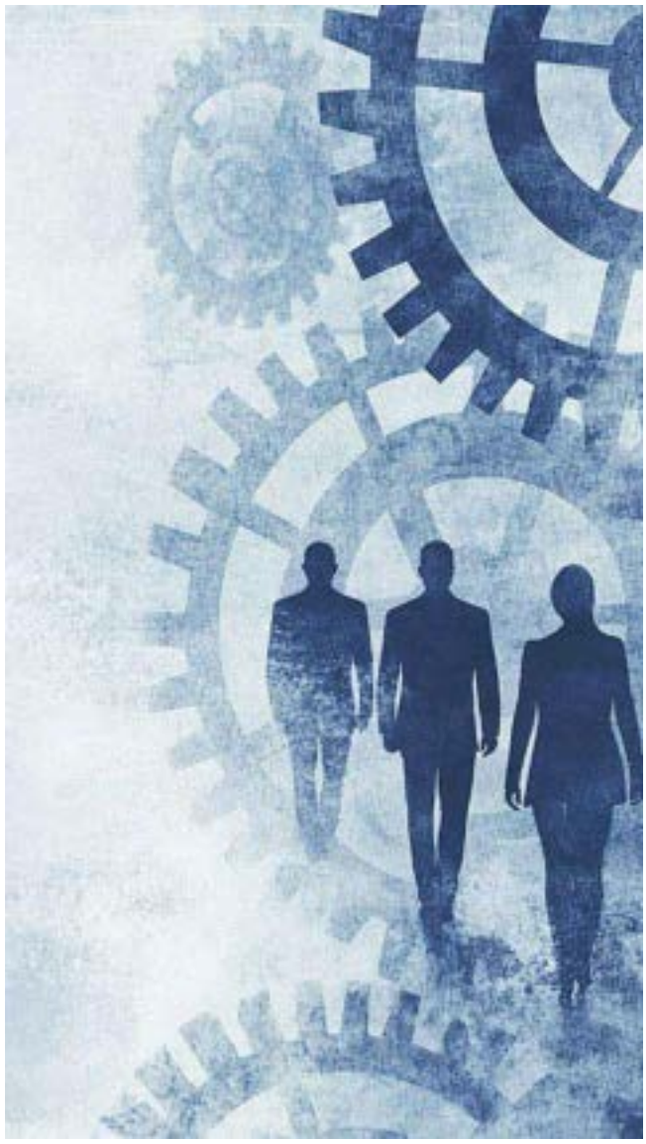
Wawira Njiru's story reminds us that some of the most significant institutions begin with a simple act.
A meal. A child. A decision to do something about a problem that others have accepted as part of everyday life.
But the story does not end with the first act of kindness.
The real challenge is building the systems that allow the work to continue.
Food4Education's journey illustrates the complexity of turning a mission into an organisation: fundraising, operations, technology, logistics, partnerships, leadership and the discipline required to serve people consistently.

It also demonstrates that African entrepreneurs do not have to choose between purpose and scale.
They can build organisations that address important social challenges while developing the operational capacity to reach more people.

Across Africa, there are countless problems waiting for entrepreneurs willing to approach them differently.
The next generation of business leaders will not necessarily be defined by the industries they enter.
They may be defined by the problems they choose to solve.

And sometimes, the beginning of a movement is simply one person deciding that 25 children deserve better.





About THE CEO FILES

The CEO Files is a weekly business, leadership Jujaya Media publication documenting the journeys, decisions and lessons of business leaders, entrepreneurs and emerging executives.
Through leadership profiles, practical business insights and perspectives on enterprise, we aim to make the experience of business leadership useful to a wider community of founders, professionals and decision-makers.
Our editorial focus goes beyond titles and achievements. We explore the ideas, choices, disciplines and challenges that shape businesses and the people who lead them.

From established enterprises to emerging startups, we believe Africa's business stories deserve to be documented thoughtfully, examined critically and shared in ways that contribute to the continent's entrepreneurial and leadership culture.



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