THE CEO FILES

ISSUE 017

LEADERSHIP • ENTERPRISE • INNOVATION • LEGACY



THE BUSINESS
PLAYBOOK
Building Brands For Growth

5 Business **HACKS** for Startups

\+ EMERGING **CEOs**
Stephanie Wambua

MUTHONI Ndanga

Beyond The Music: Building An African Creative Enterprise

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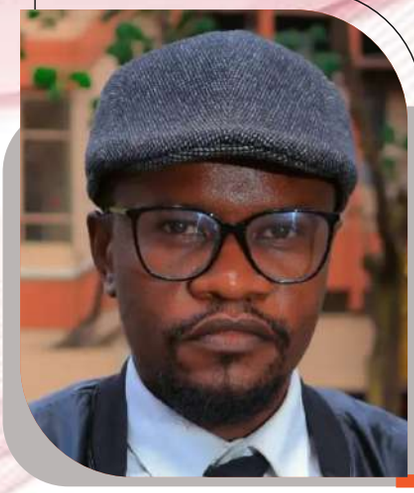

MESSAGE FROM THE EDITOR

The People Behind The Businesses & The Businesses Behind The People.

By Wycliffe Choreh, Founder of Jujaya Media,

Africa has no shortage of ideas, talent or ambition. Across the continent, people are building businesses, creating platforms, challenging established industries and finding new ways to solve familiar problems.

Our cover story features **Muthoni Drummer Queen**, whose journey demonstrates how creative expression can develop into cultural platforms and enterprise. Her work reminds us that the creative economy requires more than talent. It needs structure, commercial thinking, ownership and the courage to create opportunities where they do not already exist.

We also meet **Stephanie Wambua**, founder of **Beacova**, whose entrepreneurial journey is rooted in a simple but important observation: many growing businesses are doing marketing, but not necessarily connecting it to the business outcomes they need.

Her perspective challenges the tendency to treat marketing as a collection of activities. It invites business leaders to think about positioning, customer acquisition, credibility and growth as connected priorities.

Our **Business of the Week, Beacova,** brings that thinking into focus. The firm is building its proposition around strategic marketing, brand development and executive positioning, with an ambition to support businesses as they grow and navigate new markets.

These stories may appear to come from different industries, but they share a common thread: b***uilding something meaningful requires a clear understanding of value.***

A creative platform must understand its audience. A business must understand its market. A leader must understand the value they bring and communicate it with conviction.

At **The CEO Files,** we remain interested in the people who are not simply participating in Africa's business landscape, but actively shaping it.

We believe their stories deserve to be documented, examined and shared—not as celebrations without substance, but as opportunities to learn how enterprise is built.

As you read this issue, consider not only what these leaders have achieved, but also the thinking, decisions and discipline behind what they are building.

WYCLIFFE CHOREH,
Media, PR & Communication Strategist.


The
MOUTH
Ocarina

YES, SHE'S ALL THAT!



Queen

MUTHONI NDONGA

Singer, Rapper & Drummist

BUILDING CREATIVE ENTERPRISE

BEYOND THE MUSIC...

The business of culture, the value of creative ownership and the ambition to build platforms that extend beyond individual talent.

There is a fundamental distinction between creating work that captures an audience and building an enterprise that creates opportunities for others to participate, develop and prosper. The former establishes visibility; the latter builds an ecosystem.

For Muthoni Ndonga, professionally known as Muthoni Drummer Queen, that distinction has become central to her professional journey.

Recognised for her work as a musician, rapper and drummer, Muthoni has cultivated an identity that extends well beyond performance and recording. She has also emerged as a cultural entrepreneur, using music, events and creative platforms to expand opportunities for African artists while contributing to the development of the region's wider creative economy.

Her trajectory offers a compelling perspective on the evolving relationship between creativity and commerce. It demonstrates that creative professionals need not remain confined to the production and performance of their work. They can also become institution builders, platform owners and architects of the environments in which other creative talent is discovered, developed and commercially sustained.

When Creativity Becomes an Enterprise

A defining expression of Muthoni's entrepreneurial vision is Blankets & Wine, the music and lifestyle festival she founded.

Conceived as an alternative to conventional live music experiences, the festival introduced a distinctive approach to entertainment: a curated, daytime, picnic-style setting that brought together music, lifestyle and community. Its programming created room for emerging and alternative African artists to reach new audiences, while offering attendees an experience that extended beyond the performances themselves.







The concept addressed an identifiable gap in the entertainment market, but it also reflected a deliberate ambition to influence how African music could be presented, experienced and commercially supported.

Rather than compete exclusively for opportunities within established entertainment structures, Muthoni chose to create a platform with its own identity, audience and commercial proposition.

That decision illustrates an important principle of entrepreneurship: market opportunities are not always found within existing structures. In some instances, they emerge from recognising an unmet need and developing an entirely new proposition around it.

Blankets & Wine subsequently expanded beyond its original Nairobi base, establishing a presence in regional markets including Kampala and Kigali. Its evolution demonstrates how a locally conceived cultural experience can develop into a recognisable regional platform, supported by audience loyalty, programming differentiation and a scalable event concept.

More significantly, it illustrates the potential of creative ownership. By establishing the platform rather than relying solely on external promoters and event organisers, Muthoni positioned herself within a different part of the value chain: not merely as a performer seeking access to an audience, but as an entrepreneur creating the infrastructure through which audiences and artists could connect.

Building Beyond Personal Visibility

For creative professionals, the transition from individual practice to enterprise ownership introduces a different set of demands.

Artistic development requires experimentation, originality and a clear creative identity. Enterprise development, however, demands financial discipline, operational oversight, strategic partnerships, audience management and the ability to translate creative value into sustainable revenue.

Reconciling these responsibilities is rarely straightforward.

Muthoni's experience illustrates why creative entrepreneurship requires a combination of artistic conviction and commercial competence. A compelling concept may attract an audience, but sustaining that audience requires consistency, effective management and a business model capable of supporting the enterprise beyond individual events.

In a March 2026 interview with The EastAfrican, she reflected on the tension between artistic and commercial considerations in running a festival. The observation highlights a fundamental challenge within the creative industries: preserving the integrity of a creative vision while making the operational and financial decisions necessary to sustain it.

The two responsibilities are complementary, but they are not interchangeable. Creative direction establishes the identity and differentiation of an enterprise; sound business management determines whether that enterprise can maintain its relevance, meet its obligations and pursue long-term growth.

For Africa's emerging creative entrepreneurs, this distinction is particularly important. Building a creative business requires more than monetising talent. It requires establishing systems that allow talent to operate within a commercially viable structure.

The Wider Business of African Culture

Africa's creative economy is frequently represented through its most visible contributors: musicians, filmmakers, designers, performers and digital creators. However, the commercial infrastructure supporting these industries is considerably broader.

Behind every major festival, production or cultural experience is an interconnected network of businesses and professionals, including event producers, sound engineers, production crews, marketing agencies, designers, talent managers, venue operators, ticketing providers, distributors and corporate partners.

The strength of a creative enterprise is therefore not measured exclusively by the quality of its artistic output. It is also reflected in the economic activity it generates, the professional networks it sustains and the opportunities it creates across the wider value chain.

This is where the business of culture assumes greater significance. Beyond entertainment, it intersects with intellectual property, employment creation, tourism, technology, brand partnerships, skills development and the international commercialisation of African cultural experiences.

Muthoni's involvement in initiatives such as Blankets & Wine, Africa Nouveau and the perFORM Music Incubator reflects different dimensions of this opportunity. Through cultural programming, creative showcases and talent development, these initiatives engage with the infrastructure required to strengthen the sector beyond individual performances.

Such platforms are important because the long-term development of Africa's creative economy depends on more than the discovery of exceptional talent. It requires mechanisms through which that talent can access professional networks, develop commercially relevant capabilities and participate meaningfully in the industry.

The opportunity, therefore, extends beyond producing successful artists. It lies in developing an ecosystem in which creative professionals, businesses and institutions can generate value collectively.

From Local Innovation to International Markets

Another important dimension of Muthoni's journey is the relationship between local cultural identity and international commercial opportunity.

For African creative enterprises, international expansion presents both considerable potential and strategic complexity. Accessing new markets requires an understanding of different audiences, commercial expectations, distribution channels and partnership structures. It also demands the ability to maintain a distinct identity while adapting to the requirements of different markets.

International ambition, however, need not come at the expense of cultural authenticity.

For businesses operating within Africa's creative economy, the opportunity is to develop products and experiences that are firmly rooted in African perspectives while meeting the quality, operational and commercial standards required to compete internationally.

This calls for deliberate investment in production quality, intellectual property management, brand positioning, strategic partnerships, audience development and distribution.

It also requires a shift in how African creative products are perceived. Rather than positioning the continent solely as a source of talent for international platforms, there is an opportunity to develop African-owned platforms, intellectual property and cultural enterprises with the capacity to operate across borders.

Muthoni's work provides an example of this broader ambition: building cultural experiences that originate within an African context but are not limited by its geographical boundaries.

1. Create the opportunity you cannot find

When the market does not provide the platform you need, examine whether there is an opportunity to build one. The challenge is to turn that idea into an experience or enterprise that serves others.

2. Creativity requires commercial discipline

A compelling idea may attract attention, but a sustainable enterprise needs financial thinking, operational systems, audience understanding and consistent execution.

3. Marketing must serve the business

Being active on social media or producing regular content does not automatically mean a business is growing. Marketing should support clear objectives and measurable business priorities.

4. Your expertise is part of the business value

AFounders and executives carry knowledge, experience and perspectives that can strengthen the credibility of their organisations when communicated effectively.

5. Build something that outlives your individual effort

A growing organisation needs employees who understand its standards, values and expectations. Training and culture are not optional extras.

LEADERSHIP LESSONS

FIVE LESSONS FROM THE LEADERS FEATURED IN THE ISSUE.



LEADERSHIP QUOTE Of the Week

"Clarity always comes through motion."

— Stephanie Wambua, Founder of Beacova

The lesson: waiting for every detail to fall into place can become an obstacle to progress. Start with what you have, test the idea, learn from the experience and improve.

THE JUJAYA PERSPECTIVE

AFRICA DOES NOT ONLY NEED VISIBILITY. *IT NEEDS PROPER POSITIONING.*

At Jujaya Media, we believe that one of the most important communication challenges facing African businesses is not a lack of stories.
It is the difficulty many organisations face in translating their value into narratives that their audiences can understand, trust and act on.

Businesses can have strong products, capable leadership teams, meaningful impact and ambitious growth plans. Yet these strengths are not always communicated with the clarity and consistency required to build credibility.

This is where strategic public relations and corporate communications become important.

Communication should not begin and end with publicity. It should help an organisation understand its stakeholders, articulate its value, manage its reputation and build relationships that support its long-term objectives. The same principle applies to marketing.

Being visible is not the same as being understood. Being mentioned is not the same as being trusted. Having a social media presence is not the same as having a clear market position.

The stories in this issue reinforce that distinction.

Muthoni Drummer Queen's journey demonstrates the importance of building platforms and enterprises around creative ideas. **Stephanie Wambua's** story and **Beacova's** business proposition challenge companies to connect marketing to their wider objectives.

For African businesses, the opportunity is to move beyond communication for its own sake.

It is to build stronger narratives around what they do, why it matters, who benefits and what makes them relevant in the markets they serve.

At Jujaya Media, our conviction remains simple:

Credibility before visibility. Clarity before communication. Influence that endures.

We do not believe African brands should have to become something else to be understood by the world. We believe they should be equipped to communicate their value with confidence, strategic discipline and an authentic African perspective.

The next chapter of the African business story will require more than attention. It will require organisations that know what they stand for, leaders who can articulate their vision and communication strategies that build trust over time.

That is the work worth doing.

Jujaya Media — *Credibility before visibility.*

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BUSINESS

BEACOVA

A business can have a good product, a capable team and the ambition to grow—and still struggle to reach the people who need what it offers.
The problem is not always the quality of the product or service. Sometimes, the market does not understand the business. Sometimes, the brand is poorly positioned. Sometimes, the organisation is communicating without a clear strategy or connection to its commercial objectives.
This is the business challenge Beacova is seeking to address.

Founded by strategic marketer Stephanie Wambua, Beacova is a strategic marketing and brand firm supporting growing and scaling businesses to build brands positioned for growth, attract the right audiences and translate marketing efforts into meaningful business outcomes.

Its central proposition is that marketing should be treated as a business function—not an isolated collection of activities.

The thinking behind Beacova.

Beacova was established in response to an observation about how many growing businesses approach marketing.
For some organisations, marketing is considered an optional expense. It is undertaken when budgets permit and reduced when financial pressure increases.
This can create a cycle in which businesses invest in disconnected activities, struggle to understand the results and eventually conclude that marketing is not working.

Beacova's approach challenges that thinking.

Marketing should work alongside sales, business development and customer experience. It should help a business generate demand, communicate its value, reach the right audiences and strengthen its position in the market.
The firm therefore seeks to help businesses move from simply doing marketing to understanding what marketing needs to accomplish.

OF THE WEEK

Beacova
Strategic Marketing & Brand Firm

BUILDING BRANDS POSITIONED FOR GROWTH

What Beacova Does.

Beacova works across several connected areas:

Marketing strategy
Helping businesses understand their objectives, audiences, market position and the marketing priorities that support their growth ambitions.
Brand development
Supporting businesses to establish and strengthen the foundations of their brands, communicate their value and develop a more intentional market position.
Digital marketing
Helping organisations use digital channels and marketing activities in ways that are connected to their wider business objectives.
Strategic consultancy
Providing a business-first perspective on marketing decisions, positioning and the challenges that influence growth.
Executive brand positioning
Helping founders and business leaders articulate their expertise, communicate their perspectives and build visibility and credibility.
Together, these capabilities are intended to make businesses easier to discover, understand, trust and buy from.

The market problem: good businesses that struggle to communicate their value.

Many growing businesses have products, services and capabilities that could serve a wider market. Yet they may struggle with limited resources, increasing competition, inconsistent marketing and unclear positioning.
Some invest significantly in operations, product development and infrastructure without giving equal attention to how the market understands their offer.
Potential customers may not know what the business does, what makes it different or why they should choose it.
Beacova's work begins with that challenge.
Rather than immediately recommending content, advertising or a particular platform, the firm seeks to understand the business itself: its customers, objectives, challenges, market position and growth ambitions.
The intention is to develop marketing approaches that respond to the organisation's actual needs rather than applying generic solutions.

A distinctive proposition: positioning the people behind the business.

An interesting part of Beacova's approach is its focus on executive brand positioning.
The firm recognises that founders and business leaders can be an important part of an organisation's competitive advantage.
Their experience, knowledge, insights and stories can help communicate the value and credibility of the businesses they lead. However, much of that expertise remains undocumented or underrepresented.
Beacova seeks to help leaders uncover and articulate those perspectives.
This creates an opportunity to strengthen two connected assets: the corporate brand and the personal brand of the person leading it.
For growing businesses, that relationship can be particularly important. Customers, partners and stakeholders often want to understand not only what an organisation offers, but also the people and expertise behind it.

The value of work that connects to outcomes.

Beacova describes its impact through the businesses and leaders it has supported at different stages of development. Its work has included foundational brand development as well as helping businesses strengthen market presence and attract new audiences.

The firm says it has received feedback from clients who have noticed increased attention, enquiries and purchases, as well as greater confidence to take the next step in growing their businesses.

These are client-reported experiences rather than quantified performance claims. They nevertheless reflect the kind of business outcomes Beacova wants its work to support.

For the firm, the value of marketing is not simply the number of activities delivered. It is what those activities enable a business and its leaders to achieve.

A milestone beyond Kenya.

One of Beacova's significant milestones has been travelling to Benin in support of a client.

The experience broadened the firm's understanding of opportunities beyond Kenya and reinforced its ambition to build relationships and support businesses across different markets.

It was not simply about geographical movement. It strengthened the thinking behind the firm's long-term direction: building a brand growth partner with the ability to understand different markets and help businesses navigate opportunities across borders.

The challenges of building a strategic marketing firm.

One of the challenges Beacova continues to navigate is educating the market about the value of strategic marketing.

Some businesses need marketing support but have not yet developed a clear understanding of how marketing contributes to their objectives or how its performance should be assessed.

This means Beacova's work also involves challenging existing perceptions and helping decision-makers understand what they should expect from marketing before they invest in it.

Limited resources have also influenced how the firm operates. Its response has been to remain resourceful, leverage relationships and build deliberately around the capabilities available.

These experiences have reinforced the importance of sustainability, adaptability and strong business systems.

Where Beacova is headed.

Beacova's long-term ambition is to become a leading brand growth partner for businesses across Africa and beyond.

Its growth direction includes strengthening internal systems, expanding capabilities and exploring how technology, artificial intelligence and innovation can make marketing more accessible, measurable and efficient.

The firm is also interested in supporting organisations seeking to enter or expand into the Kenyan market, particularly those that need local market understanding, positioning, marketing support and relevant connections.

Over time, Beacova wants to build an organisation with the team, partnerships and systems required to support businesses across multiple markets.

Why this business is worth watching.

Beacova is operating in an area that matters to businesses at almost every stage of growth.

As markets become more competitive and customers have more choices, organisations need to be clear about what they offer, who they serve and why they deserve to be chosen.

The firm's business-first approach offers a useful challenge to the assumption that more marketing activity automatically leads to better results.

Its ambition is to help businesses build brands that are remembered, trusted and chosen—and to position the people behind those businesses to attract opportunities.

The business lesson.

Visibility is useful, but visibility without positioning can leave a business active without making it more competitive.

The opportunity for Beacova is to help organisations connect their marketing decisions to the bigger questions of business growth: who they want to reach, what they want to be known for and why the market should choose them.

FIVE BUSINESS HACKS FOR STARTUPS

PRACTICAL IDEAS FOR BUSINESSES SEEKING STRONGER GROWTH.

Hack 1: Start marketing with a business objective.

Before launching a campaign, define what the business needs to achieve. Is the priority customer acquisition, enquiries, sales, retention, market entry or stronger positioning? The objective should guide the activity.

Hack 2: Make your value easy to understand.

A potential customer should not have to work too hard to understand what you offer, who you serve and why your business is different. Review your website, social media profiles, proposals and sales materials for clarity.

Hack 3: Turn customers questions to communication opportunities.

The questions customers repeatedly ask can reveal gaps in your communication. Use them to develop useful content, improve product explanations and strengthen your sales conversations.

Hack 4: Give your leadership expertise a voice.

Founders and executives should not leave all brand communication to corporate channels. Their insights, experience and perspectives can help stakeholders understand the people and thinking behind the organisation.

Hack 5: Review marketing as investment not just an expense.

Track the relationship between marketing activity and business outcomes. Review enquiries, conversion, customer quality, repeat business and the cost of acquiring customers. Use the evidence to improve decisions.

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TURNING IMPACT
INTO INFLUENCE.



THE BUSINESS PLAYBOOK

Building A Brand That Can Compete FOR GROWTH.

A strong brand is not created through visual identity alone. It is built through a combination of positioning, customer understanding, communication and consistent delivery. Here is a practical framework for businesses reviewing their market position.

Step 1: Define the business ambition.

Be clear about what the business is trying to achieve over the next 12 months.
Is it entering a new market, increasing sales, reaching a new audience, improving customer retention or strengthening its reputation?
The marketing direction should support that ambition.

Step 2: Understand the customer.

Identify the people or organisations the business needs to reach.
Understand their needs, buying considerations, challenges, expectations and reasons for choosing one provider over another.A business cannot communicate effectively if it does not understand the people it wants to influence.

Step 3: Clarify the market position.

Answer three questions:

- What does the business offer?
- What makes the offer relevant or different?
- Why should the intended customer choose it?

These answers should be consistent across the business's communication and customer experience.

Step 4: Align the marketing activity.

Select channels and activities based on the audience and business objective.
Do not choose a platform simply because competitors are using it or because it is currently popular.
The right activity is the one that helps the business reach and influence the right people.

Step 5: Strengthen leadership communication.

Identify the knowledge, experience and perspectives held by the founder and senior leadership team.
Develop a deliberate approach to communicating that expertise through articles, interviews, industry commentary, professional platforms and relevant stakeholder engagements.

Step 6: Measure and improve.

Review what is working and what is not.
Look beyond impressions and likes. Where possible, assess the contribution of marketing to enquiries, sales conversations, customer acquisition, retention and market opportunities.
Use those findings to refine the strategy.

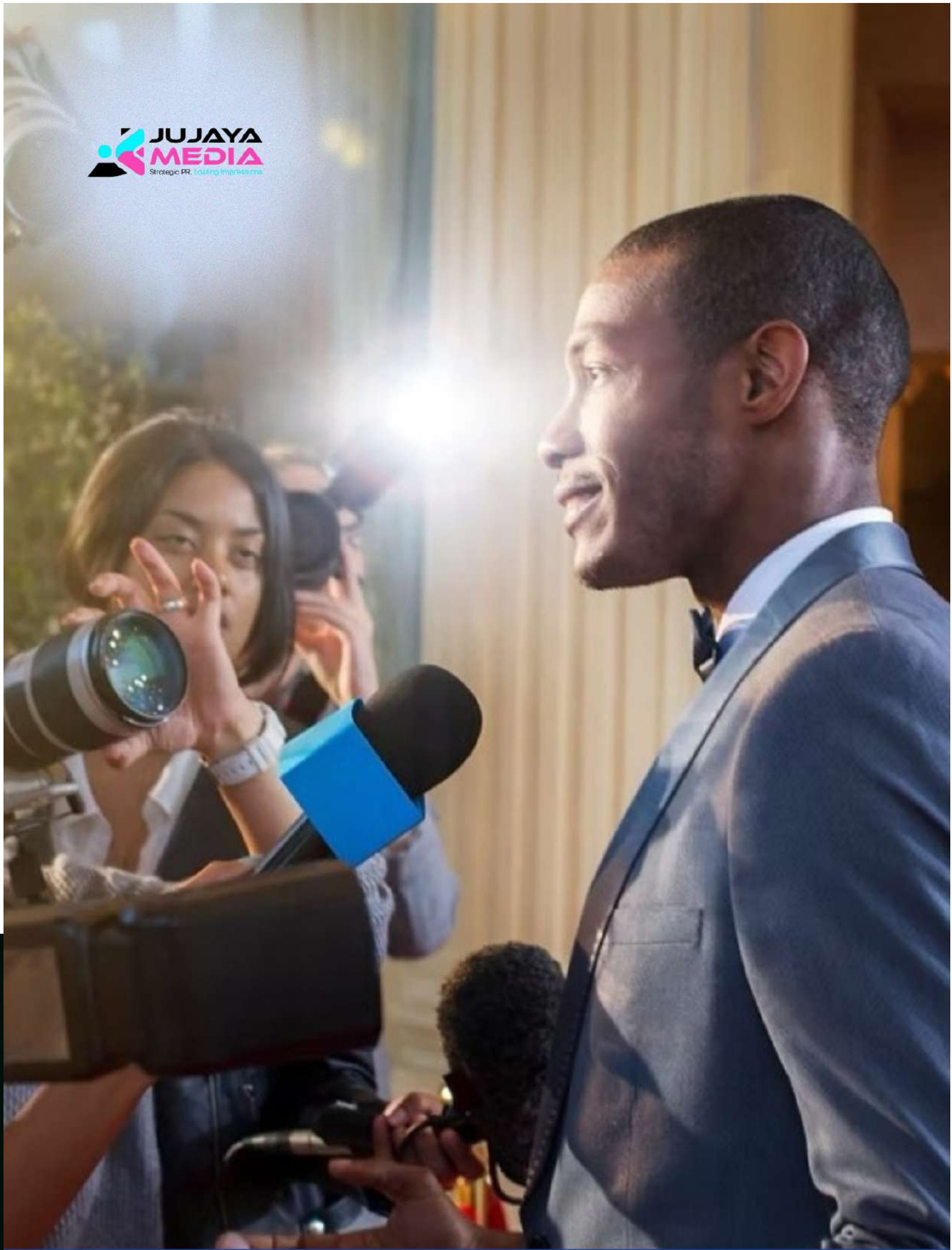
Step 7: Build systems for consistency.

Document processes, responsibilities, approval workflows, content plans and reporting requirements.
A business should not have to reinvent its marketing approach every month. Strong systems make it easier to maintain quality and improve performance as the organisation grows.

The Playbook PRINCIPLE

A brand becomes more competitive when its strategy, communication and customer experience reinforce the same promise.





EXECUTIVE PROFILING ON ANOTHER LEVEL



CEO of the week

Stephanie Wambua, CEO & Founder I Beacova

THE STRATEGIC ENTREPRENEUR

In an increasingly competitive marketplace, business growth depends not only on the quality of what an organisation offers, but also on its ability to communicate its value, establish market relevance and earn the confidence of the audiences it seeks to serve. Yet for many growing enterprises, marketing remains one of the least strategically integrated business functions. While resources are committed to products, operations, infrastructure and expansion, the systems required to position the business, attract customers and sustain market visibility are frequently treated as secondary considerations.

Stephanie Wambua believes this is a fundamental strategic oversight. As a strategic marketer and founder of Beacova, Wambua is building an enterprise around a clear conviction: marketing must be connected to the commercial direction of a business. It should inform how an organisation positions itself, communicates its proposition, engages its market and creates opportunities for sustainable growth. Her entrepreneurial journey has been shaped by professional experience, exposure to different industries and an increasingly clear observation about the disparity between how established corporations and growing businesses approach marketing.

Through Beacova, she is seeking to address that disparity by positioning marketing not as an isolated promotional activity, but as an integral contributor to business performance.

From Corporate Experience to Entrepreneurial Conviction

Wambua's professional foundation was established in the fast-moving consumer goods (FMCG) industry, where she gained exposure to brand management, campaign development, market activations, research and the coordination of specialised marketing agencies. Working within this environment provided insight into how established brands develop their market positions, allocate marketing resources and coordinate campaigns around defined commercial objectives.

Her professional experience subsequently expanded into digital marketing, encompassing content strategy, email marketing, social media management, paid advertising and promotional activities. She also gained exposure to the hospitality, real estate and investment sectors, broadening her understanding of how different industries approach customer engagement and market positioning. Across these experiences, a recurring observation began to take shape.
Established organisations often operate with dedicated marketing teams, defined budgets and strategies aligned with wider corporate objectives. Growing businesses, however, frequently approach marketing as a discretionary expense, something to be undertaken when resources permit and reduced when financial pressures emerge.

This creates a structural disadvantage. Businesses may have viable products, capable teams and ambitions for expansion, yet lack the strategic marketing foundations required to communicate their value effectively and compete for market share. For Wambua, the issue was not necessarily a lack of marketing activity. It was the absence of a coherent strategic framework connecting that activity to business objectives.

That realisation became central to the thinking behind Beacova.

The Decision to Build an Enterprise

For Wambua, entrepreneurship represented an opportunity to translate professional experience and strategic conviction into an independent business proposition.

It was not simply a decision to move away from employment and assume the identity of a business owner. It was an opportunity to develop solutions around a problem she had observed repeatedly, exercise greater ownership over how those solutions were delivered and create opportunities for others in the process.

Her understanding of entrepreneurship extends beyond the establishment of a commercial entity. It involves identifying opportunities, addressing meaningful problems, creating value and accepting responsibility for the decisions, relationships, systems and direction that determine an enterprise's development.

This philosophy is reflected in the way Beacova approaches its market.

Rather than positioning the firm solely around the execution of marketing activities, its proposition begins with understanding what a business seeks to achieve and determining how its brand and marketing function can contribute to those ambitions.

The distinction is important. It shifts the conversation from what marketing services a business requires to what commercial challenges it needs to address.

The Business Problem Behind Beacova

One of the recurring challenges Wambua identified was the tendency among businesses to invest in marketing activities without establishing a clear relationship between those activities and their intended outcomes. Social media accounts may be active, advertising campaigns may be running and content may be published consistently. Yet the commercial rationale behind these efforts is not always clearly defined.

Is the objective to strengthen brand recognition, acquire customers, generate demand, improve market positioning or support revenue growth?

Without clear objectives and an understanding of how marketing contributes to them, activity can easily become disconnected from performance.

Beacova seeks to address this gap by helping businesses understand their objectives, establish stronger brand positions and develop marketing approaches aligned with their commercial priorities.

Its underlying philosophy is that marketing should accomplish more than making an organisation visible. It should communicate value, attract relevant audiences, strengthen competitive positioning and create meaningful opportunities for growth.

For Wambua, the value of marketing lies not in the volume of activity generated, but in its contribution to the direction and performance of the business.

A Business-First Approach to Marketing

A defining feature of Wambua's approach is the decision to begin with the organisation rather than the marketing tactic.

Before determining what content should be produced, which platforms should be prioritised or what campaigns should be developed, she places importance on understanding the business itself.

This includes its commercial objectives, market environment, customer profile, competitive position and the challenges influencing its growth.

Such an approach recognises that marketing decisions cannot be made effectively in isolation. A campaign may be creatively compelling but commercially misaligned. A digital platform may generate traffic without supporting conversion. A brand may achieve visibility without establishing a distinctive market position.

The relationship between strategy and execution is therefore central to her thinking.

This perspective also informs Beacova's interest in executive brand positioning.

Wambua recognises that founders and senior executives often possess considerable industry knowledge, professional experience and strategic insight that remain largely undocumented or undercommunicated.

Their perspectives can contribute to the credibility of the organisations they lead, particularly in markets where trust, expertise and professional reputation influence business relationships.

By helping leaders articulate their knowledge and communicate their perspectives, Beacova seeks

to strengthen individual professional positioning alongside corporate brand credibility.

It is an approach that acknowledges an important dimension of business identity: organisations are shaped not only by the products and services they offer, but also by the people, knowledge and convictions behind them.

The Personal Lessons of Building

Beyond the strategic considerations of establishing a business, Wambua's entrepreneurial experience has challenged her understanding of relationships, uncertainty and personal development.

One of the lessons has been recognising that the ability to connect with people is different from the ability to develop meaningful commercial relationships.

Business relationships require more than engaging conversations. They demand clarity about the value being offered, an understanding of mutual interests, professional consistency and deliberate follow-through.
She has also developed a more measured approach to disappointment and unrealised opportunities.
Potential clients may decide not to proceed. Promising discussions may fail to develop into partnerships. Business plans may encounter unexpected changes.

Rather than allowing these experiences to become permanent setbacks, she has learnt to acknowledge disappointment, identify the lessons within it and redirect her attention towards the next opportunity.
Perhaps more significantly, entrepreneurship has required her to become comfortable with uncertainty.
Building a business rarely provides complete information or guarantees that every decision will produce the intended result. It involves testing propositions, refining service offerings, improving processes and making decisions while important variables remain unresolved.
For Wambua, this has reinforced the importance of adaptability and the willingness to learn through practical experience.

Building Beacova Beyond the Founder

Wambua's ambition extends beyond establishing Beacova as a successful marketing enterprise.
Her longer-term vision is to develop the business into a recognised brand growth partner operating across African markets and internationally.
She sees considerable potential in the application of technology, artificial intelligence and innovation to make strategic marketing more accessible, effective and responsive to the needs of businesses.
She also envisions developing partnerships across different markets, particularly supporting organisations seeking to enter, understand and navigate African business environments.

However, an important part of this ambition concerns the organisation itself.
Wambua wants to build a business capable of operating beyond her individual capacity, supported by effective systems, a capable team and organisational structures that sustain consistent delivery.
This reflects a defining consideration in entrepreneurial leadership: the transition from building a business around personal expertise to developing an institution with the capacity to operate, adapt and grow independently of its founder's direct involvement in every activity.

For her, success is therefore not measured exclusively through financial performance. It also encompasses impact, independence, financial sustainability and the opportunities an enterprise creates for other people.
She is equally interested in influencing how marketing professionals are perceived within the business environment: moving beyond the traditional expectation that they simply execute campaigns towards recognising their potential as strategic contributors to organisational growth.

Her Advice to the Next Generation of Entrepreneurs

Wambua's advice to aspiring entrepreneurs centres on the importance of beginning with the resources, knowledge and opportunities already available to them.
She believes that the pursuit of perfect conditions can become a barrier to progress. Waiting for sufficient capital, ideal timing or complete confidence may delay the very experiences through which entrepreneurial clarity is developed.
Her own experience of building a professional presence on LinkedIn illustrates this principle.
What began as sharing professional experiences, observations and perspectives eventually created opportunities to support other leaders and businesses with their brand positioning.
The experience reinforced the value of starting before every outcome is known.
Her recommendation to emerging founders is to

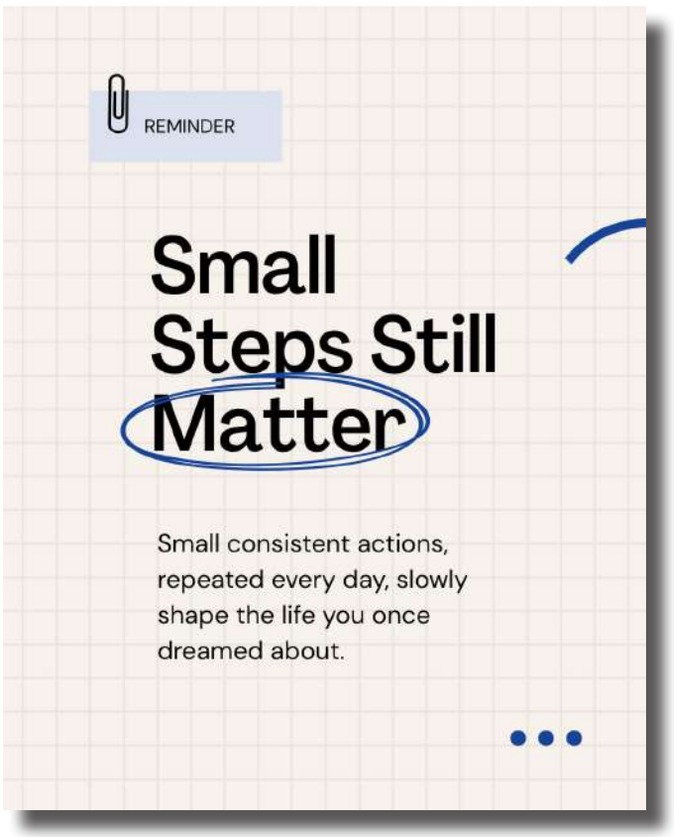
identify the smallest practical expression of an idea, test its viability, learn from the response and improve through deliberate iteration.
The objective is not to eliminate uncertainty before beginning, but to develop the judgement and capabilities required to navigate it.

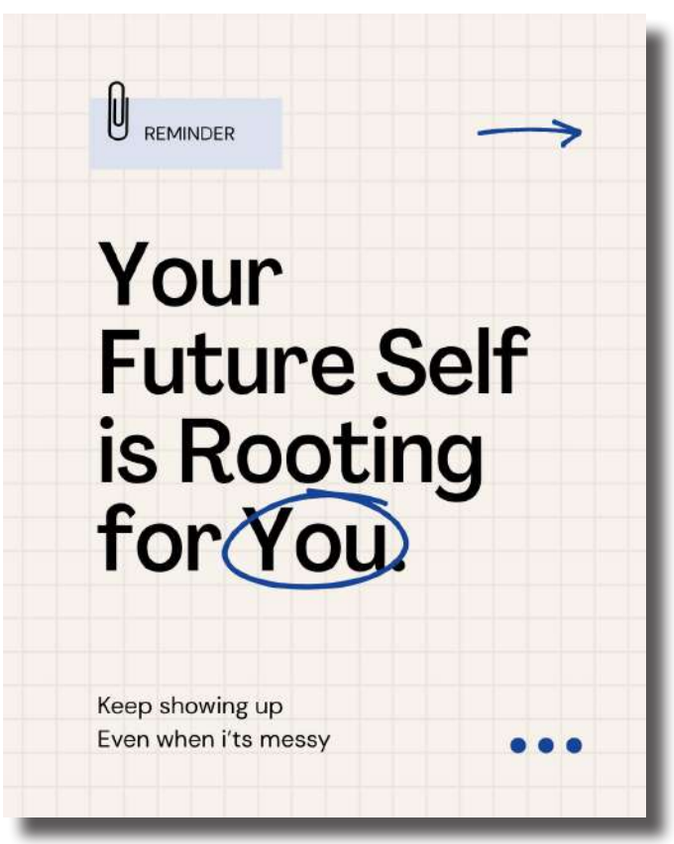
The Leadership Lesson: Making Marketing Matter

The entrepreneurial journey of Stephanie Wambua offers a perspective on the relationship between strategic thinking, market positioning and business growth.
Her story illustrates how an established professional discipline can become the foundation for an entrepreneurial proposition when a recurring market challenge is identified and approached differently.
Through Beacova, she is pursuing an idea with particular relevance to growing African enterprises: marketing should not simply make a business appear active or establish a presence across digital platforms. It should help an organisation understand its market, communicate its value, strengthen its competitive position and pursue growth with greater strategic intention.
For business leaders, the implication is significant.
Marketing is not merely the function responsible for communicating what an organisation sells. Properly integrated into the wider business strategy, it contributes to how an organisation understands its customers, differentiates its proposition and creates opportunities within its market.
Ultimately, the businesses that understand their value must also know how to communicate it.

And for Wambua, that is the strategic foundation upon which Beacova is being built.







The Closing REFLECTION.

The Work Behind Every Brand Narrative.

Every enterprise begins with an idea, but its future is shaped by what happens after that idea takes form.
The creative entrepreneur must build the platform. The founder must develop the systems. The business must earn the confidence of its market. And the leader must remain willing to learn, adjust and grow.

The stories in Issue 017 remind us that meaningful enterprise is not simply about being seen. It is about building something that delivers value, creates opportunity and earns its place in the market.
The future belongs not only to those with ideas, but to those willing to build the structures that make those ideas matter.

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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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