

## CASE STUDY

# Pan-African market expansion for Silicon Valley technology firm

Our recommendations enabled the company to develop strong commercial partnerships, and to mitigate political and policy risk by engaging with the right stakeholders.



### LOCATION

Ghana, Tanzania,  
Kenya, Uganda

### REQUIREMENT

Over a nine-month period in 2016 and 2017, Sofala was engaged on a retained basis by a leading US-based technology company to assess policy frameworks and market potential across several markets in East and West Africa, including Ghana, Tanzania, Kenya and Uganda. The company wished to expand rapidly in the sub-Saharan region and therefore needed to develop a strong understanding of government priorities, regulations and the competitive landscape.

### APPROACH

Our team conducted interviews with stakeholders at the relevant transportation and technology regulatory authorities, government ministries, state companies, and municipal authorities, as well as with business leaders in the local transport and technology sectors. We then drafted market intelligence and stakeholder engagement strategy briefings for each market, working closely with our client's public policy team to implement the agreed strategy via regular conference calls, flash updates and workshops.

### OUTCOME

Our recommendations enabled the company to develop strong commercial partnerships, mitigate political and policy risk by engaging with the right stakeholders, and build broad constituencies of support. As a result, customer numbers have risen substantially. We have informed the company's approach in these markets in real-time, guiding a strategy that places the key stakeholders - commercial partners and regulators, not just customers - at the heart of the company's efforts (for example, through the provision of financing options for partners). This approach reflects the market context in the sub-Saharan region, where competition in new technology-enabled sectors is low but where first-movers face the task of creating an entirely new marketplace that did not previously exist.

### CONTACT US

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