

AFRO

TELCO STRATEGY

Consolidation through critical reinventions...

Core Business



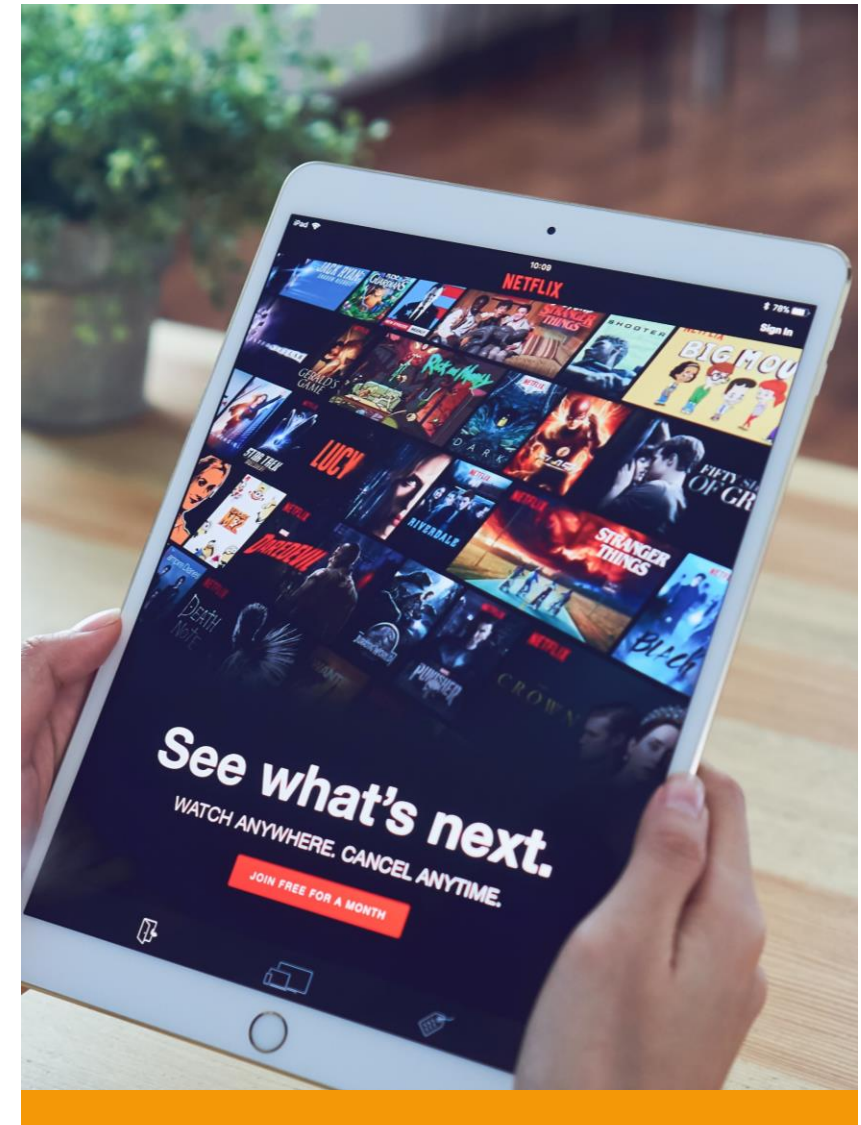


The Telco Business Landscape.

- Over the past decade, telco operators and by default their vendors business have been under continuous pressure as their traditional value pools have gradually eroded and new growth horizons have proven elusive, driving return on investment capital (ROIC) ever closer to weighted average cost of capital (WACC). While telcos rose to the challenge of 2020—connecting people to work, school, family, and healthcare—the pandemic accelerated and amplified trends that were already redefining the basis for success.
- The telco industry demonstrated that organizations that move early to restructure and change during times of crisis came out ahead in the subsequent decade. Therefore, we believe that 2022 will be a critical year for operators: a unique opportunity to fundamentally reimagine their business or, alternatively, risk another decade of decline.
- The next generation of telcos will be defined by leaders who act now, risking short-term incumbency advantages to seize untapped growth. The current moment demands a holistic, future-back approach to transformation, in which leaders deliver on four or five bold, integrated changes to reset their organization's DNA.

Challenges facing the Telco business?.

- The telecom industry has been managing **decades of disruptions**, driving deteriorating economics output & declining financial performance (Exhibit 1).
- **Customer-back disruption**, in which digital-native companies like Uber and Netflix have set a new standard for seamless online experiences, forcing incumbents to redefine their interaction models.
- **Business-model disruption**, with technologies like AI, big data, and the Internet of Things redefining service-delivery and value-capture models.
- **New-entrant disruption**, with increased competition among traditional players as well as non-traditional players, which have shifted value toward technology-focused parts of the value chain (for example, software-defined networking in a wide area network [SD-WAN], software as a service [SaaS], and over the top [OTT]).



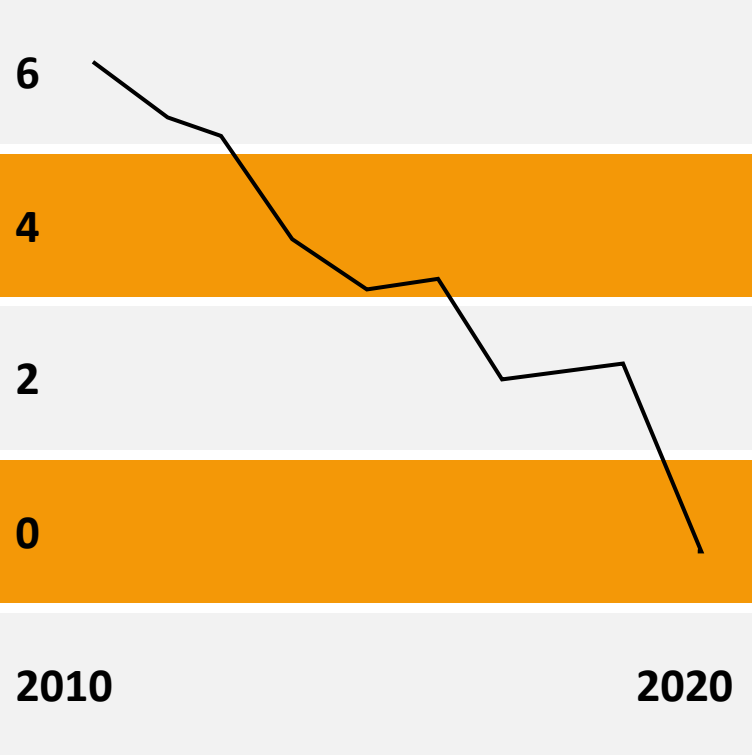
SaaS

OTT

SD-WAN

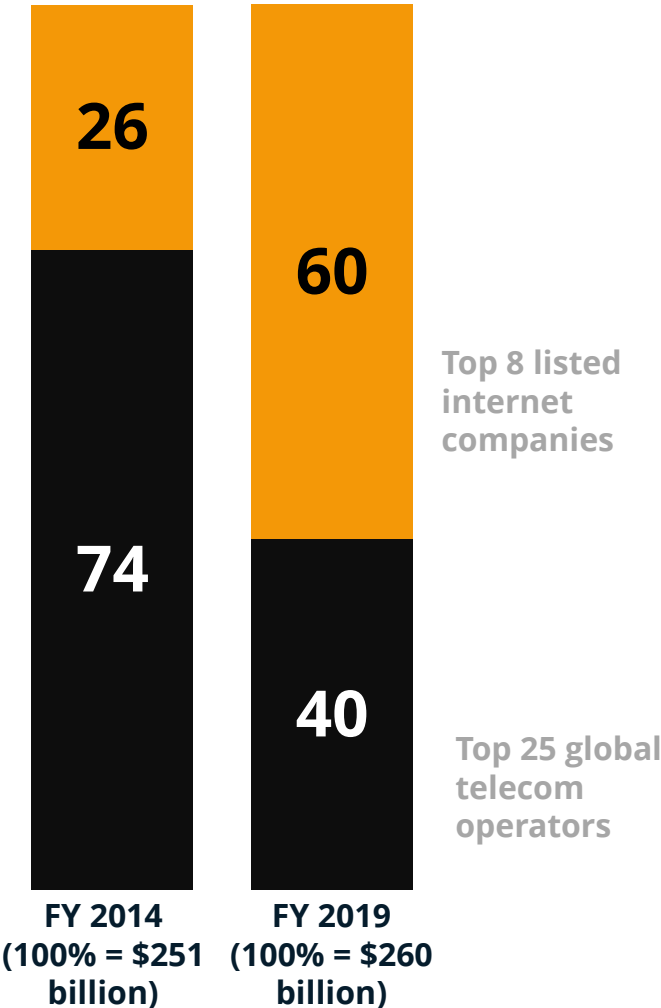
In recent years, telcos' financial fortunes have suffered as economic value has increasingly shifted to technology titans.

ROIC¹ to WACC² spread for top 25 global telecom operators,³ %

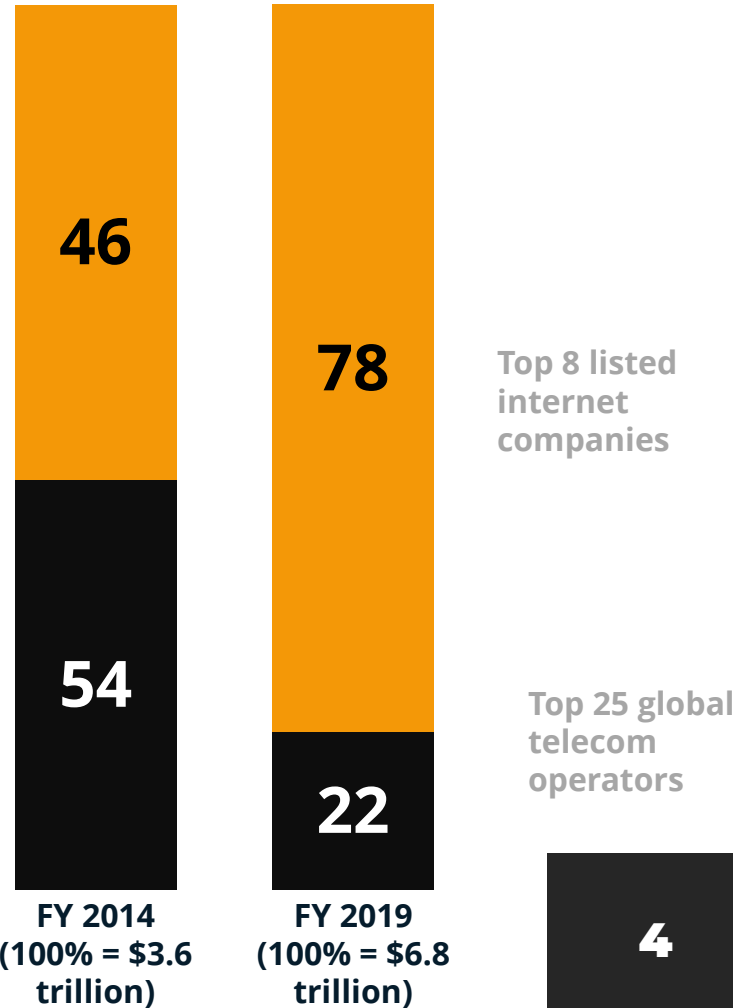


1 Return on invested capital, including goodwill
2 Weighted average cost of capital
3 Top 25 global operators by revenue
4 Top 8 internet companies by revenue
*** excluding private companies
Source: Analysys Mason; Omdia; Corporate Performance;

Share of profit by company type, %



Share of market cap by company type, %



Telco Solutions

Most operators responded to these daunting challenges with a mix of efficiency measures, to increase revenue streams.

- Digitization efforts,
- Structural changes (such as network sharing),
- Productivity improvements.
- In parallel, many expanded into new industries, such as:
 - TV
 - Information & Communications Technology (ICT)

However, as demonstrated by pre-COVID-19 performance, though, that formula has been running out of steam.



Post-Covid – Telco Solutions.

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The pandemic amplified the urgency of profound, accelerated reinvention. It provided a blueprint for a faster, leaner new operating model, made possible by rapidly shifting behaviours. And it put telcos front and centre, as almost every aspect of human interaction moved online amid lockdowns and physical-distancing measures.

- **Responsive to customers' rapidly changing habits and surging connectivity needs:**

Operators kept people connected to vital public-health and safety information, supported enterprises and their employees in work-from-home arrangements, and helped to maintain the (virtual) fabric of families and communities worldwide. In many cases, they took it upon themselves to make remote learning and online business possible in underserved communities. And for an entire ecosystem of suppliers, distributors, and partners, they acted as an anchor.

- **Customer behaviours leap-frogged five to ten years ahead:**

The importance of digital-enabled sales interactions doubled, with consumers moving online and increasingly embracing self-service customer care. One Asia-Pacific (APAC) operator, for example, was able to transition its entire B2B customer base to its digital portal in less than six months, rather than the original three-year plan.

- **Bandwidth-heavy activities like remote learning, gaming, and videoconferencing grew dramatically:**

More than half of companies expect to see increasing migration of assets to the cloud, creating demand across both operator and adjacent value pools. And consumers are paying more attention to how companies do business, with issues like sustainability or values increasingly factoring into their buying decisions.



They were able to grow during the downturn and early recovery stages because they made big moves—including:

three times (X3) more
cost reduction

5% more
deleveraging

20% more
acquisitions
—and they made them
early (Exhibit 2).

Significantly,
their
outperformanc
e persisted for
ten years.

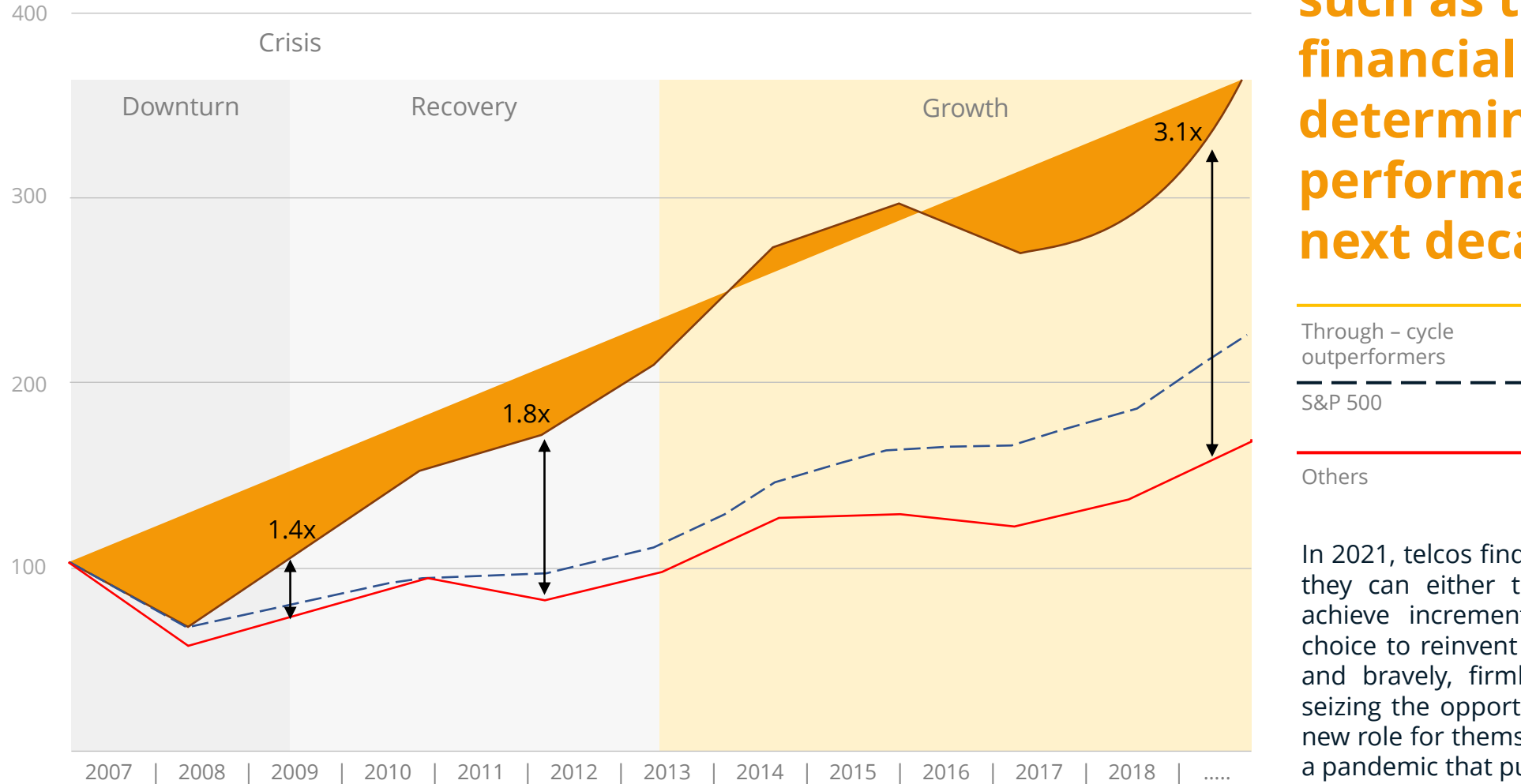


Post-Covid – Telco vendors solutions.

- On the flip side, while tech companies (including digital natives like Tencent and Amazon and large, tech-centric businesses like Samsung, Sony, and Qualcomm) increased their investments by more than 70%
- Supporting long-term changes and new growth vectors, operators reduced their capital-expenditure investments on average by 30%
- This response made sense while navigating 2020's challenges, including supply-chain shortages and call-centre closures.
- Nonetheless, 2021 demands a wholly different approach: a doubling down to emerge stronger.
- Companies succeeded by leading with a through-cycle mindset, pulling back in some areas but ramping up in others while protecting innovation and sales capabilities.

Telco Companies trajectory emerging from a challenging period

Median TRS performance, ¹index (2007 = 100)



such as the global financial crisis, determines its performance over the next decades.

In 2021, telcos find themselves at a crossroads: they can either tinker around the edges to achieve incremental gains or make a bold choice to reinvent their value-creation formula and bravely, firmly commit to that choice—seizing the opportunity to create a permanent new role for themselves in a world reshaped by a pandemic that put them at the centre.

¹TRS = Total returns to shareholders. Median TRS performance calculated as average of subsector median performance per category. Sample includes 2,098 companies across industries, excluding financial companies. Calculated as median TRS performance per category.



Design a new, value-creating role for AFRO...

- **Take a future-back approach & reverse engineering AFRO's vision :** As the leadership of AFRO, we have to take a future-back approach, reverse engineering our vision by making three to four bold moves that fundamentally change the DNA of our organization:
- **Create a Road-Map that encapsulates all the initiatives, big and small into AFRO Vision 2030:** This involves painting a clear, vivid picture of how top management will reimagine AFRO across five critical axes:



1. **Optimise Core business:** including value pool and service model. As hybrid networks, edge computing, and full cloud migration change the definition of enterprise-grade connectivity, operators will need to change how they monetize their assets. They'll need to move away from selling network services and toward selling outcomes, as measured by cloud performance, security, and resilience, AFRO should proceed to tender for these bid opportunities.



2. **Approach to customer engagement:** As digital natives set a new benchmark for customer experience across industries, operators can capitalize on recent behavioural shifts to rethink their approach to serving, satisfying, and delighting customers. AFRO could offer to operators digital solutions based on revenue share agreements to build jobs pipe-line.



3. **Network, IT, and data:** Telcos' success will hinge on their ability to leverage data and deploy advanced analytics, AI, and automation at scale to drive new sources of growth and change the broader economics of the business. AFRO Telco services should develop edge computing/cloud portfolio to enhance its market leadership in silos & drive tests.



4. **Approach to talent:** Unlike tech companies, AFRO hierarchical structure is not function based but rather activity based. However, there is a need to reinforce with additional functions (departments) to the current structure to established decision-making frameworks to enable change to happen much more quickly and pervasively. Shifts like these will be critical to future success.



5. **Relationships with stakeholders and society:** Develop strategy for engagement with all stakeholders across the organisation to develop a culture of shared vision and responsibility for the future success of AFRO. Going forward, there's an opportunity to cement critical societal role by engaging stakeholders and advancing public relations and connectivity across communities through CSR programs.



Pathways toward sustained competitive advantage for AFRO...

The following three archetypes are examples of potential end states to design around. Each archetype demands different responses in the areas outlined above.

1. Operational and infrastructure-led excellence:

Classic, integrated provider of telecom services that captures the value of data and, in parallel, optimizes network total cost of ownership (TCO) and physical footprint to provide high-quality, reliable connectivity services. This archetype can be successful with either a commodity-driven approach, prioritizing efficiency and low costs, or a true network-leadership approach, which will likely require sizeable investments in 5G, broadband, and other capabilities to achieve structural advantages. Iliad, now the sixth-largest mobile provider in Europe, has embraced the commodity-driven approach to this archetype. In France, for example, Iliad disrupted the market by offering customers significantly lower rates and only three simple products.

2. Service-centric operator:

Agile, digital-first provider of telecom services (and more) that meets the expectations of digital natives through fully digital experiences, including customer care. Vendors pursuing this archetype must make fundamental business, service-delivery, and operating-model changes that can be difficult to deliver. To succeed, they might emphasize premium, customized product leadership; create an unparalleled customer experience; or target a focused segment of the market in a unique way. After undergoing a full review of its user interface, a European operator invested in a “digital factory” to fully reset its journey, then adapted its offering around a set of household and family experiences. Similarly, a North American company differentiated itself through premium content and strength in the connected home ecosystem.

3. Ecosystem provider and adjacencies:

Digital-first ecosystem player that's integral to customers' daily interactions by providing access to a portfolio of diverse digital products and services. This option requires an agile operating model and extensive partnerships in industries such as financial services, professional services, and energy. The ecosystem archetype may appeal to traditional operators eager to lean into self-disruption because of the great revenue pressures they face. But the broad, international competitor set that exists in many markets is a meaningful obstacle. In one example, a global operator doubled down on managed services, particularly around hybrid cloud and security. It launched a series of acquisitions (up to 50 percent of its size), transformed its go-to-market strategy, and reset its approach to software and delivery, prioritizing standardization and zero-touch delivery.

The decision to pursue one over the other will depend on **our starting point, market specificities, and appetite for change**. In all cases, this will depend on pulling a subset of instrumental levers to fundamentally and irrevocably upend their organization's entire makeup.



Nine key levers for holistic transformation...

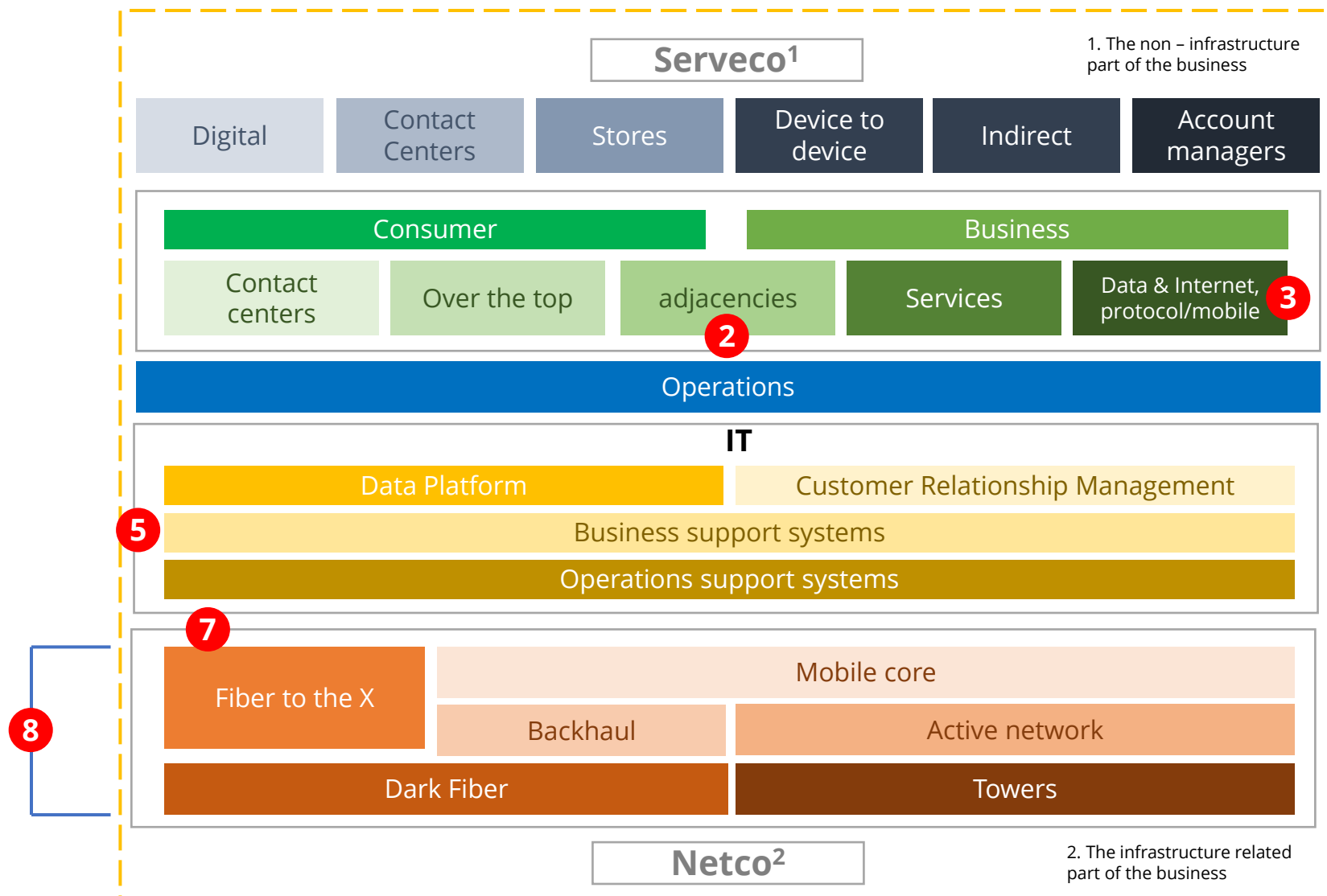
There are nine structural levers (Exhibit 3) with the potential to radically transform both business and operating models, catapulting telcos and telco service providers into their chosen future. Each represents a turning on its head of all that is familiar. In general, we advise that AFRO pull at least four to five of these levers simultaneously, beginning now and continuing over the following two to three years.

AFRO Vision 2030.

Strategy for AFRO to achieve sustained outperformance...

Business model impact levers

Telco service providers should make several bold moves (covering the top line, and capital) in parallel.



1. Create a digital-native, scaled customer experience.
2. Build new business at scale.
3. Go to market with radically simplified product offer.
4. Deliver a zero – touch service model.
5. Decouple and deploy greenfield IT stacks.
6. Manage capital expenditures through analytics.
7. Structurally separate and introduce external capital.
8. Deploy as asset-light network (share or ORAN).
9. Deploy an enterprise-agile operating model.

Levers fall into three main categories outlined next.

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The Strategic Recommendation:

AFRO needs to move more toward B2B, with edge computing, managed services, and broader ecosystem plays. By doubling down (both in terms of investment and operational change) on three such new businesses, a Southern European telco operator's vendor grew revenues by more than 20 percent.



The Recommendation Rationale:

- **To create and scale digital-native customer experience, or CX**

(as Sprint, for example, has done), operators would move away from digitizing existing interactions. Instead, they would focus on designing entirely new interactions by focusing on a digital-back approach to create distinctive digital experiences robust enough to be customers' first port of call. By pulling this lever, a Southeast Asian operator boosted its Net Promoter Score (NPS) by 40 points, increased unsupported interactions by more than 70 percent, and reduced cost to activate and cost to serve by 30 to 50 percent.

- **To adopt a zero-touch service model,**

operators would move aggressively toward simplified product- and service-agreement portfolios, supported by fully automated, AI-enabled, cloud-based processes (Exhibit 4). This digital-first strategy departs from the familiar approach of incrementally making manual work more efficient through piecemeal offshoring and outsourcing. Operators such as BT and MASMOVIL have embraced a radical, future-back redesign of their service operations, enabling them and others to drive down costs (up to 35 percent in one case) while improving cycle times, improving accuracy, reducing call volume (up to 50 percent in another case), and increasing NPS by 20 points.

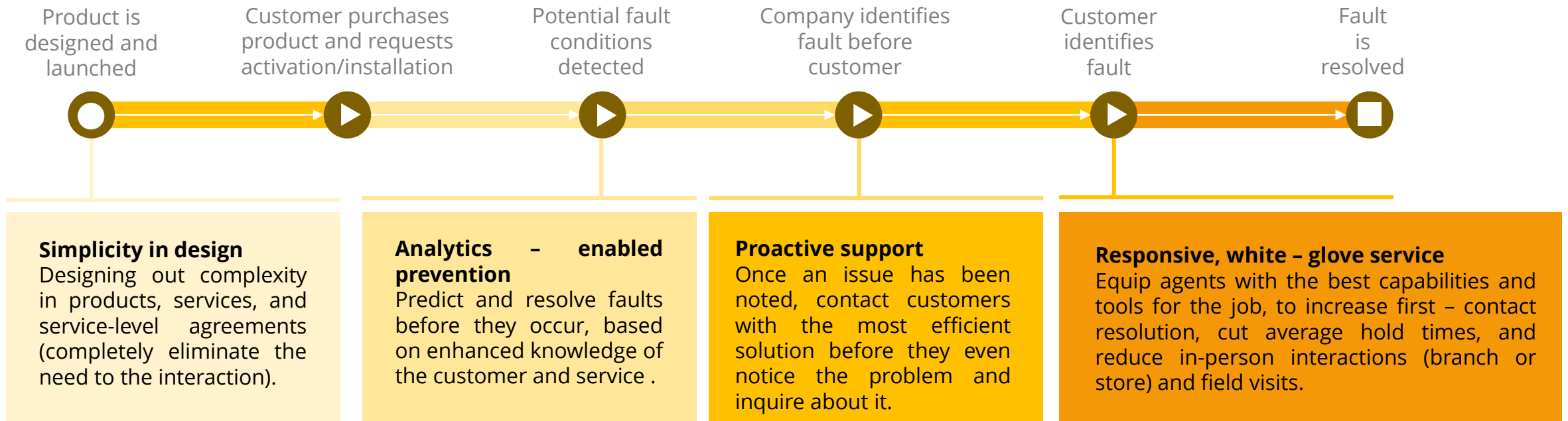
- **To build new businesses at scale or go to market**

with a radically simplified product offer. Today, operators generate an average of 10 to 15 percent of their revenues outside of core connectivity. There are a few exceptions, notably in the United States and Japan, following large M&As; generally, though, these ventures remain subscale and at challenging profitability levels. Going forward, operators will need to couple big bets with a clear reallocation of resources and management bandwidth while reinventing themselves across all parts of the business (for example, sales moving toward solution selling, operating model transitioning to a more digital-native agile model, emphasis on new capabilities with data and software developers at a premium).



With a new vision for digital and analytics – enabled service operations, AFRO can help telco service providers to achieve their full potential and increase customer satisfaction in the process.

Illustrative analytics-driven customer-service journey ...



The Strategic Recommendation:

AFRO should focus on driving capital efficiency, notably through analytics, to avoid the familiar frustrations of capital projects, like competing demands on scarce capital, limited visibility into projects' performance, and budget overruns.



The Recommendation Rationale:

- **Transforming a legacy stack** cobbled together over decades of business evolution and M&A is extremely costly and slow, so many operators are choosing to decouple and deploy a greenfield IT stack that is fully cloud native and leverages open-source technologies. With evolutions in open source and cloud, a reimagined stack is affordable, easy to maintain, and can accommodate quick changes. This approach has enabled an APAC operator to reduce capital expenditure by 80 percent and a European operator to increase IT velocity—the time it takes to go from feature definition to release—by up to ten times.
- **By moving to deploy an asset-light network**, an East Asian mobile operator reduced network total cost of ownership by more than 20 percent. The operator used a shared network, differentiating itself through customer experience and product differentiation. Beyond network sharing, new technologies like open radio access network (O-RAN) (Rakuten is a leader in this approach) are fundamentally resetting economics and traditional constraints. In so doing, they are not only reducing traditional barriers to entry for new operators, increasing competition, but also offering new opportunities for incumbents as they deploy 5G.
- **Using advanced analytics**, operators can run thousands of simulations to prioritize capital spend across a portfolio of projects, allowing for greater transparency and quicker decision making. Applying these principles to a 5G rollout, an Asian telco accelerated deployment timelines by a full year.

**focus on driving
capital efficiency...**

Structure & Talent

The Strategic Recommendation:

AFRO should create a lean organization made up of cross-functional teams, each with clear links to business value and the resources to deliver on their missions autonomously. AFRO needs to reinforce the current structure with missing functions (departments) to be able to consolidate its core business. Adaptive structures take organizations to the next level by focusing on designing AFRO's structure around the business 'capabilities' that are needed to deliver our business strategy. A strategy based on profitable growth, differentiation, and customer experience. Adaptive design addresses and eliminates ineffective structures by addressing the challenges and blind-spots.

Learn, Link & Lead ...

The Recommendation Rationale:

- **By pursuing structural separation and introducing new external capital**, an Eastern European Telco increased ROIC by over 50 percent and doubled available funds. Separate entities allowed the network to attract cheaper capital, grow revenue, and gain regulatory relief while avoiding the difficult trade-offs inherent in a closely integrated structure. Moreover, this forced the non-infrastructure part of the business (the "serveco") to confront a new set of economics and determine how to differentiate itself going forward: Would it win on customer experience? Price? Personalization? This questioning sharpened the focus on the basis of competition and a broader capability set.
- **By moving to a radically simpler operating model**, vendors are resetting their internal systems, processes, and capabilities to compete effectively against digital natives, increasing speed to market and continuously improving customer experience. Spark NZ and TDC are among a group of operators that have started down this journey, driving changes over an 18- to 24-month period that include significantly increasing speed to market, employee engagement, and productivity.





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How each lever
works with
archetypes...

Rationale for the AFRO strategic Framework:

- A telco **taking a commodity-driven approach** to achieve operational and infrastructure-led excellence may go to market with a radically simplified product offer, deliver a zero-touch service model, manage capital expenditure through analytics, and deploy an enterprise-agile operating model. While producing 95 percent fewer products, this telco service provider could reduce the cost to serve by 30 percent, increase productivity by 30 to 50 percent, increase NPS by 30 points, and improve ROIC 2 to 4 percent. (For an example of a telco taking a network-leadership approach to achieve operational and infrastructure-led excellence, see the AFRO Vision 2030, "Proposal: How AFRO can reinvented itself.")
- Alternatively, a telco that **chooses the ecosystem-provider** and adjacencies archetype might create digital-native scaled CX, build new businesses at scale, decouple and deploy a greenfield IT stack, and deploy an enterprise-agile operating model. This approach could boost growth by two to three percentage points, NPS by 40 points, and employee engagement by 30 points. It could, based on our experience, increase speed to market tenfold and IT velocity by more than 50 percent.
- While pulling these levers, it is critical that leaders closely track key performance indicators, adjusting course where necessary. They will also need to develop the talent, governance mechanisms, processes, and mindsets essential to drive and sustain dramatic cultural change.



AFRO's dynamic roadmap

Recommendations for pivotal strategy...

- Business transformation is notoriously difficult; in fact, 70 percent of all transformation efforts fail. Because telcos' future success depends on their ability to drive not one but three to four large-scale transformations simultaneously, the risks rise exponentially.
- Because of both the scale and pace of change, as well as the complexity of making it happen, AFRO cannot rely on the historic transformation formula of sequential, largely siloed programs, with a central team driving reporting and tracking. The transformation playbook must shift across two dimensions: scale and change management.
- First, AFRO need to revisit its ambition and deliver not one or two bold changes but four or five. These changes must be delivered in an integrated manner, over two to three years (rather than four to five). Moves conducted in parallel must build off of, enhance, and inform one another. For example, a "flip" to agile may be effectively combined with the required model and capabilities to support a greenfield IT stack or new business—resulting in the accelerated launch of new business ventures or zero-touch service models.
- We need to start with the clear articulation of a bold, structurally transformative end-state vision of AFRO and its value-creation formula. Once this direction is set, and the required shifts identified, we must develop a blueprint detailing each move and how they fit together into a coherent model. The blueprint should lay out the roadmap from the end state back (versus from today forward), highlighting cross-functional and cross-program interdependencies, critical value drivers, and associated operational changes (for example, reduced truck rolls, changes in billing, and new bidding rules).
- By its very nature, the blueprint will need to be constantly revisited to reflect the reality of delivery, with programs paused while upstream dependencies are resolved, ensuring resources are free to flow to the areas of highest impact.
- At AFRO should pursue a multilevel orchestration, with change, culture, and capability at our core. Teams will need to work across silos, with traditionally "back office" parts of the business embedded in frontline teams and digitalization work leveraged across business-unit lines. Facilitating this typically requires some changes to incentive models and considerable effort deployed around middle management.
- We would see a three-level orchestration approach (Exhibit 5), with the central (sales) teams acting as an orchestrator, challenger, and enabler to the rest of the organization—ensuring pace, driving interdependency, and continually updating the portfolio diversification.

Because of the scale, pace, and complexity of the change required, AFRO cannot rely on the historic transformation formula.

Making these big moves require a new type of transformation ...



Design the future end state: Work back from the end – state vision to define the portfolio of bold moves needed.



Create the blue print: Create an integrated road-map to coordinate multiple transformative moves (strategic initiatives) in parallel, including 4 – 5 detailed and synced programs.



Plan bottom up: Develop a transformation plan (strategic initiatives with financial incentives) that is fully owned by line leaders / stakeholders.



Implement: Launch a full – scale effort to drive value to the bottom line.

... and multi-level orchestration



Overall program blueprint & execution:

- Holds the future-back view
- Continuously iterates the end – state design & roadmap
- Drives resource allocation and trade-offs



Bold-move design & execution:

- Designs individual “bold moves” (strategy, end-state, requirements, detailed initiatives).
- Details out impact, money path, and where it lands.
- Orchestrates and supports cross – functional delivery.



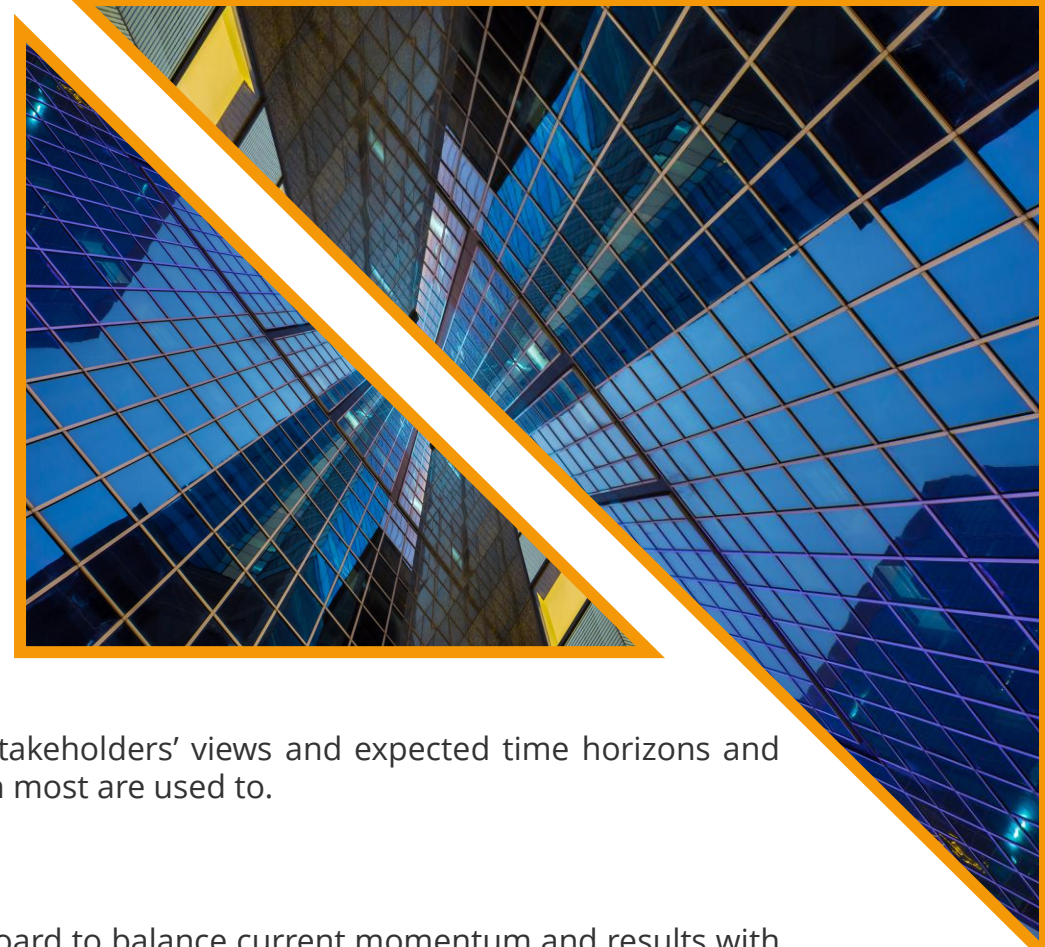
Functional delivery:

- Designs business-units (BU) plan that integrates both BU-only work and cross-functional moves.
- Ensures at-pace delivery through the line and details out money path at the line level.



The need for AFRO Vision 2030.

In setting a course and forging ahead...



This is especially critical when the change requires the leader to bridge differences in stakeholders' views and expected time horizons and when the leadership team needs to work together at greater speed and effectiveness than most are used to.

We see five critical moves:

1. **Bridge the needs of different stakeholders**, including investors, working with the board to balance current momentum and results with long-term sustainable value creation and social license to operate.
2. **Resist the trap of short-termism**, focusing on long-term value-creation logic and levers and, where necessary, resetting in-year forecasts and expectations.
3. **Reframe the approach to risk**, focusing on upside as well as downside, laying out and assessing clear trade-offs, and allowing the company to set an aspiration that redefines it.
4. **Be the catalyst, not the expert**, leading through uncertainty, setting the direction, and empowering those with the greatest expertise to lead the way.
5. **Shock and unfreeze** the organization by driving significant change in the first 12 months and using "moments of truth" to signal that business as usual is over. Use the first 12 month's as infrastructure building for the 5 year development plan in the AFRO vision 2030.

The need for AFRO Vision 2030.

Transformation is nothing new to the telco industry. Telecommunication and Digital services companies have been reshaping themselves over the past several decades to drive down costs, introduce new digital channels, and deploy new technologies. Along the way, the most effective leaders have demonstrated qualities that remain relevant for any transformation: the imagination to envisage how things can be different going forward, the courage to pursue that vision, and the commitment to inspire others to join the journey. In order to reshape and reinvent AFRO, the Vision 2030 strategic initiatives will be around the following themes:

1. **Purpose** – Develop clear and defined common purpose, with shared ownership, shared values, milestones and objectives.
2. **Power** – Developing the brand “pulling power” through marketing as function. branding, networking and increasing the sphere of influence.
3. **Portfolio** – Developing or pivoting products and services to diversify the portfolio of clients, industries and markets
4. **People** – Develop Capabilities and Capacity – through competencies framework, restructuring, compensation & rewards.

Strategic initiatives & KPI's ...

Purpose

Power

Portfolio

People

AFRO





Gaining & Retaining Market Leadership in Key Industries...



The Strategic deliverables.

The next wave of change for telcos is more fundamental in nature. The telco landscape of the next decade will be shaped by the extent to which today's leaders can recognize the magnitude of change that is already under way—and act with speed and conviction to truly reimagine how their organizations can thrive, front and centre, in this new reality. And therefore, the need for AFRO to embrace VISION 2030 as a journey to implement strategic initiatives over a fixed time period with the key deliverables of gaining and retaining market leadership in key industries.

1. Create a radically simplified and differentiated product.
2. Adopt customer-tested design and create an ultra-easy user experience.
3. Build flexible technology that helps fuel innovation.
4. Use digital marketing and advanced analytics to drive digital sales.
5. Recruit digital talent and adopt an agile working model.

market leadership

Glossary:

Understanding the technical / industry jargons...



1. **Telco** – Telecommunications Company
2. **ROIC** - Return on investment capital
3. **WACC** - weighted average cost of capital
4. **AI** – Artificial Intelligence
5. **IOT** - Internet of Things
6. **SD-WAN** - software-defined networking
7. **SaaS** - software as a service
8. **OTT** - over the top
9. **FY** – Financial Year
10. **B2B** – Business to Business
11. **B2C** – Business to Consumer
12. **C2C** – Consumer to Consumer
13. **S&P** – Tracking performance of large companies
14. **TRS** - Total returns to shareholders
15. **Benchmark** - industry standards
16. **Archetype** – model of similar of similar types
17. **Stakeholder** – party that has interests, can effect or affect the company
18. **CSR** - corporate social responsibility
19. **Telco Ecosystem** - defines the relationship of vendors to enterprise fixed and mobile telecom environments as well as the influence of fixed and mobile telecom environments, including vendor-delivered products and services, on business results.
20. **Structural Levers** – Strategy, Structure, Leadership, People, Info/decision process, Culture, Rewards
21. **ServCo** – the entity that customer-facing
22. **NetCo** – The entity that operates the network
23. **O-RAN** - Open Radio Access Network
24. **Dark fiber** - unused optical fiber and is potential network capacity of telecommunication infrastructure.
25. **Greenfield** - where the deployment and configuration of its network are entirely new – where none existed before.
26. **Digital Natives** - generation of people born after the advent of widespread use of digital technology.
27. **Zero Touch Service** - is customer experience through AI and automation pre-empts consumer needs and solve issues in the shortest possible time.
28. **“White-glove” services** - To provide services and support with an elevated level of care and attention to detail.
29. **Legacy stack / systems** - old method, technology, computer system, or application program, "of, relating to, or being a previous or outdated computer system.
30. **M&A** – Mergers and Acquisitions.
31. **IT Velocity** – The levels of automation, digital transformation and technical optimisation across all departments.
32. **CX** – Customer Experience.
33. **Lean organization** - is a structure that is designed to create more customer value using fewer resources than a traditional organizational structure.
34. **Truck rolls** – expensive technician dispatches.
35. **Diversifying Customer Portfolio** - revenue comes from a number of clients — not just two or three—and preferably comes from multiple sources other than only primary service.
36. **Telecom Transformation** - the evolution of the telecommunications industry from a capital-intensive, technology-focused model to a user-centric service-delivery model.



Consolidating through critical reinventions...

To design & deploy strategic initiatives for your
department / team please contact:
strategy@afro-group.com