

Mr. PAUL AKAFWALE ASIKOYO
P.O Box 51765 – 00100, NAIROBI
Tel: +254 720 953 572
E-mail: asikoyo@gmail.com

PROFILE SUMMARY

Accomplished Business Development Professional with more than twelve (12) years of cumulative work experience gained in Energy & Water sectors. My work experience has been enriched from running day-to-day aftermarket activities during my 9 year tenure at Davis & Shirliff Ltd as Service Sales Engineer and now as Aftermarket Sales Manager. In both opportunities I have developed business appraisal skills and greater analytical skills necessary for Leadership role. I have led diverse aftermarket teams of sales engineers, key account managers, service technicians, accountants which has provided me deeper insights on people's skills. Am passionate about sustainable success enabled through scouting and thorough SWOT analysis of opportunity-specific challenges and formulating winning formulae.

Away from work, I hold other leadership roles such Cummins CIT Leader, Board Member – Aberdare Teachers Training College, Service Projects Director –Rotary club of Nairobi Magharibi, BoM – Masaba Secondary School, The Rotary International (TRF) Cadre of Expert-WASH, Chairman – Board of Trustees Anglican Church. Am passionate about service above self, always delighted in seeing transformations around communities as security for prosperity and better world to live in.

I have developed courage, scale, passion, diversity and resourcefulness to handle commercial challenges of different magnitude through innovative analytical skills. As a visible leader, I believe in developing the next generation of leaders through mentoring & coaching in order to create successful operations. I love challenging work environment that inspires life transformation and empowerment of communities to thrive and create sustainable world to live in.

EDUCATION BACKGROUND

Academic Qualification	Academic Institution Attended	Year
• Managerial Decisions Across Cultures	IESE Business School (Spain)	Oct 2015
• MBA (Strategic Management)	Strathmore Business School	2014
• MSc. Energy Technology	Jomo Kenyatta University (JKUAT)	2011-2012
• ICDL I & II	Institute of Advanced Technology	2006
• BSc Engineering (Hons) Upper Second Class Honors.	University of Nairobi	2005

PROFESSIONAL CERTIFICATIONS & AFFILIATIONS

The Rotary International Foundation – WASH Technical Advisor for East Africa
Certified Solar Professional, Class T3 (ERC/SPV/00198) – Energy Regulatory Commission
Certified Warranty Trainer (QtQ) – Cummins INC (May 2018)
Certified Warranty Administrator – Cummins INC (May 2018)
Registered Environmental Expert (NEMA Practice License No. 6056)
Member, International Water Association (IWA) - Membership No. 01057280
Member, Environment Institute of Kenya (EIK – No. 2000548)
Founder Life Member, Association of Energy Professionals Eastern Africa (AEPEA) - S/001

KEY SKILLS AND COMPETENCIES

- **Channel Management:** Ability to explain and contextualize industry structure, dynamics, and path to market
As Cummins Dealer Development Manager, was responsible for footprint expansion, channel partner due diligence & screening, channel partner trainings, Channel partner business reviews as per AOP, Channel partner warranty support.

Signed up 12 Dealer Channels in Territory – Ethiopia, Djibouti, Rwanda, Uganda, Tanzania, Eritrea, Seychelles, Somalia & Somali-land, South Sudan Kenya.
Certified 15 Warranty administrators in territory
Certified 25 Technicians in two years
Secured \$1.8Million Aftermarket contract in Djibouti
- **Business Strategy & Commercial Skills:** Have development route to Market (EBU) Strategy for Cummins in Tanzania, Somalia, Djibouti, Kenya with target focus on high potential opportunities.
While at Davis & Shirtliff, Developed Business Strategy that won high value business from Kengen Olkaria (60million in 2014), KenGen Eastern Hydros (more than 16million), KenGen Kipevu (more than 20million), GDC (more than 20million), NDMA (more than 25million) ; Athi Water Services Board (more than 55 million).
- **Analytical and Problem Solving:**
Ability to visualize a situation from different perspectives and get the work done even in the face of difficult obstacles. Able to combine patience, determination, and persistence to troubleshoot client issues through application of mathematical & analytical skills gained over the years (Data driven decisions).
Pricing: A member of Cummins Africa Pricing Council working group with primary mandate to review growth opportunities while protecting business margins through price alignment. Through collaboration with all stakeholders, gather market pricing Intel and understanding of the supply chain constraints to price Parts, Filtration, Oil, Labour strategically.
Sales Forecasting – Collecting and assessing actual and past data to compare against historical performance and determine useful inputs to create robust forecast.
- **Negotiation Skills:**
Won KBR Djibouti contract worth \$1.8Million (2020-2021)
Led several high value negotiations for World Bank funded projects such as (**167 Million WaSSIP – AF** for Lake Victoria North Water Services Board), Negotiated **78million worth** of Solar Lighting for Schools Contract, funded by the World Bank and Implemented by Rural Electrification Authority.
Channel Partner alignment: Have delivered several Cummins dealership contracts (Ultimate Motors, MOENCO, Daldhis Group, C&G Tanzania) navigating contentious clauses to closure & partnership kick off, have negotiated parts supply contracts (IMM Djibouti, UNHCR, Circuit Power, DP World, Annual Maintenance contracts such as ICRAF, UON, Etc which has enriched my understanding of contract details, requirements.
- **Service Business**
Capability, Coverage & Capacity: Indepth understanding of regional service gaps, coverage challenges and capacities across the Channel partner network.
I have done service gap analysis giving advisory on improvement strategies to close identified gaps at the annual AoP process. Through the Dealer Excel Audits, I have profiled Parts, Tooling, Training & Information Matrices to meet customer specific challenges, business goals and priorities. Have led several channel readiness initiatives to support territory needs
As the Cummins EXCEL Champion 2019, Achieved Silver distributor status at the last Cummins EXCEL Audit, a testimony of Distributor capability status and readiness to meet emerging customer needs in accordance with Cummins excellence criteria.
- **Warranty Administration:**
Certified Warranty Administrator and ToT Trainer for the region
Been responsible for administering several Warranty administrator trainings
- **Leadership:** Have led diverse teams comprising Technicians, Sales Engineers, Key Account Managers, Sales Executives

SUMMARY WORK HISTORY

<u>Organization</u>	<u>Position Held</u>	<u>Period</u>
• Cummins C&G Ltd	Sales Manager (AM)	Jan 2020-Date
• Cummins C&G Ltd	Dealer Development Manager	Aug 2017-2020
• Geospace Equipment Limited	Operations Director	2016-2016
• SunTech Power Limited	Business Development Manager	2015-2015
• Davis & Shirliff Limited	Senior Sales Engineer	2011-2014
• Davis & Shirliff Limited	Services Sales Engineer	2008-2010
• Davis & Shirliff Limited	Sales Engineer (Service & Workshop)	2006-2008
• Kenya Commercial Bank	IT& Operations Clerk	2005-2006

PROFESSIONAL WORK HISTORY

After Market Sales Manager

Cummins C & G Limited, Jan 2020-date

Duties and Responsibilities:

Responsibilities

- Execute Sales Strategy – Revenue Growth, Market Share growth, align route to market (revenue & Prime margin metrics at a minimum), financial controls and risk mitigation for efficient operations aligned to P&L forecasts and AOP in territory (11 Countries).
- Coach, develop and motivate direct reports, providing guidance and direction on problems & Issues
- Set strategic approaches to sales & promotional programs and hold channel partners accountable for execution
- Recruit & Train Sales Staff
- Monitor Sales Performance and motivate team to meet targets
- Market research to capture Voice of the Customer and align value proposition
- Lead channel partners in sales forecasting process.
- Set Sales Targets and monitor monthly performance against targets, identifying opportunities for improvement

Notable Achievements

- 1) Engines Sales revenue \$92,720 (FY 2020)
- 2) Oil Sales revenue \$192,415 (FY 2020)
- 3) Filtration Sales revenue \$853,600 (FY 2020)
- 4) Parts revenue \$3,153,350 (FY 2020)
- 5) Target Account Growth Plan for 2021
- 6) Star matrix as growth of wallet now established with monthly appraisal
- 7) Realized 15% Revenue Growth on Aggreko account due to better relations
- 8) Consistent Margin protection (Parts run rate at 36%, Filtration 33%, Oil 25%)
- 9) High Value tickets won in the year (DP World \$156K, IMM \$75K, Tamamoul \$460K, DP World \$84K)
- 10) Structured and regular price impact monitoring through collaboration with supply chains to pre-approve BFC etc
- 11) Negotiated several Special Sales Support credits from Filtration, New & Recon Parts, Engine Business Unit saving the organization Profit Margins and winning the deals.

Dealer Development Manager

Cummins C & G Limited, August 2017 – January 2020

Duties and Responsibilities:

Responsibilities

- New Dealer recruitment and development
- Managing Dealer performance reviews and setting AoP's
- Execute all expired dealership recertification's
- Manager all Channel training needs in collaboration with Cummins Service training Centers
- Manage dealer and distributor profiles in Cummins service provider database
- Communicate certification costs to Dealers
- Oversee all Warranty claims from the channel partners
- Coordinate Training school activities
- Oversee Technical Service Support Specialists
- Ensure ability to deliver Parts, Information, Tools, Training, Signs and contracts to dealers
- Lead Cummins C&G EXCEL Audit process

Notable Achievements

- a) Achieved Silver Award from Cummins EXCEL Audit in Oct 2019 (Improvement from Bronze level recorded in 2018)
- b) Attained QSK95 Certification by Training 2No. personnel in Dubai
- c) Developed Tanzania EBU business to HHP capability (Channel readiness Investment for Azam Marine to the tune of \$190K)
- d) Attained 98% Completion rate in the New & Recon Parts Capacity building program via online delivery (18 Sales attendees)
- e) Closed training gap for Ultimate Motors, Daldhis Somalia, C&G Mombasa, C&G Kisumu, C&G Tanzania
- f) Delivered several Certifications Locally using cost effective contractor – Steve DASS (Ex- Staff) saving outcountry travel costs
- g) Delivered several End user trainings (Total Kenya, Safaricom, Judiciary, Solinc, NOCK, Huawei = Ethiopia, TICT)
- h) Expanded Training module delivery by upfitting 2 more engine modules (ISF 2.8, QSM 11)
- i) In Collaboration with Health & Safety developed robust bi-weekly Toolbox talks for Cummins technical Team
- j) Seconded DFSE's to attend the first ever regional DFSE conference in South Africa
- k) Achieved Warranty QtQ Status hence allowing the Organization to close all Warranty Certifications Gaps at the least cost
- l) Certified more than 10 Warranty Administrators (Tamamoul, EBG, Ultimate Motors, TZ, UG, Simba)
- m) Achieved 60% Training School Utilization
- n) Certification GAP Matrix & Tracker developed for all dealers in territory
- o) Developed 2 year training School Plan (aimed at moving from 40% Certification to 60% by closing 14 gaps identified)

Business Development Manager

Geospace Equipment Limited, April, 2016 – Nov 2016:

Duties and Responsibilities:

- Formulating and Implementation of Sales & Marketing strategy with focus on KPI such as Profitability, Revenue, Operational costs, new products, new revenue channels for improved revenues
- Business Development: Strategically scout for new business opportunities as well as define and implement annual business development goals through creating a portfolio of new business customers, new delivery channels etc.
- Developing a broad range of excellent relationships across all levels of the prospect base, including internal & external clients
- Implement Sales Plan, detailing strategy, objectives and planned marketing activities
- Execute comprehensive customer account plans and sales opportunity plans
- Confidently articulate and present company products, services and value proposition
- Project Management: Evaluation of project scope, timelines, financial risks and SWOT review of strategic specific issues, Technical appraisal and overall guidance on response strategy.
- People Management: Staff supervision & mentoring, Performance reviews, training needs analysis and capacity building, developing employee growth plan and motivation strategies
- Build a robust sales pipeline and forecast that will yield future profitable revenue streams
- Capitalize on new opportunities by creating compelling customer solutions and commercial proposals
- Deliver all required reports, forecasts and CRM updates in a timely manner
- Lead all commercial negotiations and close out phase on large contracts

Key Achievements

- Successfully negotiated Solar Water Pumping contract worth (167) million under the World bank funded WaSSIP – AF program for Lake Victoria North Water Services Board (8 sites in Busia, Bungoma, Kakamega & Trans nzoia Counties).
- Project Manager in charge of (167) million worth of Several projects in (Busia, Kakamega & Bungoma Counties)
- Successfully executed highest Quality standard in delivery of Lot II – Nandi & Trans Nzoia Solar Water Pumping Programme valued at KSh (22) million.
- Improved Proposal close ratio and increased confidence to participate in large strategic tenders.
- Signed up four partner distributor channels and formalized credit terms
- Opened One Branch outlet in Eldoret Town to serve the Rift Valley & Western regions

Marketing & Business Development Manager

Daima Energy Services Limited, August, 2015 – April 2016:

Duties and Responsibilities:

- Product Development: Research and development of new product lines, performance reviews and site performance monitoring, market uptake analysis, product SWOT reviews
- Developing strategy for off grid BoP business including business plan, go-to-market, product categories, pricing, etc.
- Delivering the AOP (Annual Operating Plan) for BoP solar for the Kenya Market, and contributing to the overall BoP business.
- Building partnerships with Microfinance and other BoP focused financial institutional agencies across EAST AFRICA.
- Building a rural distribution channel for BoP business and delivering sales through this channel. Social enterprise, Village entrepreneur, Retail companies, e-Commerce.
- Creating and building business through a rich pipeline of solar products using government and other agency tenders.
- Exploring business opportunities by partnering with corporates on CSR, and supporting internal CSR, wherever appropriate.
- Creating and operating business models across partners.
- Creating after-sales service framework for effective delivery of service / spares, replacements for the consumers.
- Reviewing and monitoring industry and participating in industry stakeholders meetings.
- Continuously exploring new business opportunities for BoP business in areas like micro grids, pay-as-you-go models, etc.
- Designing and implementing a training program for internal and external stake holders.

- Identifying and leveraging PR opportunities.
- Managing the costs budget.

Key Achievements

- Negotiated contracts for Solar Implementation with REA worth over 50million
- Led Pro-active Solar Hot Water Marketing that resulted in a sales Pipeline of more than (50) million
- Successfully negotiated and Won Tender for Supply of Nickel Cadmium Heavy duty Battery bank for KenGen Sondu & Sangoro Power Stations
- Successfully Won & Implemented Solar PV Grid – Tie project with GiZ at Kakuma in Turkana
- Successfully won contract worth more than 70million for supply of several solar PV to REA
- Won several business from STIMA Sacco memberships & other Saccos through strategic partnerships
- Reviewed and redesigned all Staff Job descriptions with key specific deliverables
- Led set up of supply chain Manual & Staff performance appraisal procedures manual

Business Development Manager

SUNTECH Power Limited, January, 2015 – July 2016:

Duties and Responsibilities:

- Develop commercial proposals with clear value proposition while focused on meeting customer needs
- Evaluate sales reactions to advertising programs and product packaging to meet changing market and competitive conditions.
- Recommend changes in sales structure to ensure effective fulfillment of business objectives and provide the flexibility to move swiftly in relation to market problems and opportunities.
- Prepare periodic sales activity and strategy reports for senior management. Evaluate information based on marketing surveys on current and new product concepts
- Lead commercial negotiations from Lead Generation to procurement and implementation to close out
- Responsible for the company Profit & Loss account with focus on profitable products mix and high margin projects
- Report all operational & measurable statistics such as expenses, sales volumes, payroll costs, capital expenditures, research budgets, cost of purchases, inventory, employees supervised (direct and indirect)
- Customer Relations - Establish & maintain effective customer relationships for a positive customer experience
- Sales Plans – Preparation of Sales Plans, perform regular reviews and propose recovery plans in case of shortfalls
- Oversee third party contractual agreements in line with logistical support requirements, labor subcontracts, transport logistics and service trucks hiring
- Tendering – Prepare tender proposals ensuring appropriate technical and financial aspects are to quality standards
- Training & development of junior staff in sales and marketing and provide coaching as necessary
- Oversee project implementation with respect to Quality, Time and Scope

Senior Sales Engineer – Government / NGO

Davis & Shirliff Limited (500 Employees), February 2011 to December 2014:

Duties and Responsibilities:

- Strategic Business Development: **Commercial / Tendering Officer** overseeing interpretation of tender requirements, strategic analysis of capability to participate, scoping and performance review of respective branches.
- Tender Support: Responsible for overall coordination of Tender activities across the company which led to sharp rise in tender conversion from 16% (48million) to a high of 68% (640million) as at Dec 2014.
- Sub-Contract Negotiations: In consultation with Commercial Director, develop third party sub-contract agreements on Joint ventures as guided by respective bid requirements.
- Partner Relationship Building: Key company contact with government & public sector, successfully managed to re-activate Key accounts like KenGen, Kenya Power, Rural Electrification Authority, Geothermal Development Company that contributed 70% revenue growth within (2) years of creating Public Sales department.
- Project Management: Managed more than 20No. Turn-key projects valued at more than 20millions directly handling productivity measurement, financial modeling, costing, operational plans, and logistics.
- Team Leadership: Overall responsibility for performance review, training, development and other verticals for direct reports
- Staff Development: While in charge of borehole operations at Davis & Shirliff managing **20 personnel**, I established strong working relationships & peer learning approaches that led to 50% transition from casual / contract into permanent roles.
- Business Development: Led drive to increase Davis brand to remote locations through structured weekly visits which eventually saw opening of (10) new branches across the country within 2 years.
- Training: Led more than (36) trainings in renewable energy touching on technology applications, sizing and design considerations, and practical business cases. This
- Support Innovation: Initiated value add service advisory that led to rise on contract business.

Key Achievements

- Won contract amounting to 16.8 million for supply of pumps to National Drought Management Authority
- Won Contract worth 52 million to supply KenGen Olkaria Station with special brine pumps
- Negotiated and won a contract valued at 16 million for supply of Special brine pumps to GDC

- Won Contracts for supply of Diesel powered pumps to Arid Lands Management II, valued at KSh 14 million
- Won several contracts for the supply of Special Dewatering pumps to KenGen Sondu, Seven Folks totaling 12Million
- Won special supply contracts for KenGen worth over KSh 25 million.
- Won Contract for supply of several pumping equipment to UNHCR Eritrea valued in excess of 10 million
- Successfully implemented WaSSIP project for Athi Water Services Board valued at 36 million.
- Administered Strategic Tendering leading to a rise in tender conversion
- Successfully organized and executed (36) Key Customer trainings & Events
- Designed, reviewed and implemented solar PV projects in excess of 5MW
- Received (4) Commendations for outstanding customer service and exemplary delivery (2012, 2013)
- Received and won an accolade for employee of the year 2011 award

Field Service Engineer – Pump services

Davis & Shirliff Limited (350 Employees), March 2006 to February 2011:

Principal Duties and Responsibilities:

- Strategic Contract Business Development: Through targeted marketing directed Value Service contract offering, realizing (300) new contracts in 3 years (70% growth).
- Assist in providing pre-sales technical assistance and product education and after-sales support services.
- Making technical presentations and demonstrating how a product meets client needs and safety during its usage
- Provide technical expertise and equipment trainings to end-users as per contractual agreements
- Offer technical training to installers who will be responsible for installation and after sales services in different regions.
- Developing long-term relationships with both new and existing clients through constant follow ups
- Provide pump start up, commissioning, and re-commissioning services to end users and sales channel partners.
- Provide system diagnostics, analysis and recommend to customers necessary remedial actions and related costs
- Develop innovative ideas for the growth of parts and service business through service related activities.
- Perform field diagnostic services such as laser alignment and vibration analysis on large scale irrigation pumping systems
- Provide in-depth support to sales for the key accounts including the development of site survey formats, economic justifications for new equipment, Lifecycle costs analysis, pump energy audits etc.
- Provide technical sales support as required from time to time to key account customers.
- Lead development, creation and production of Service training manuals, videos, pamphlets, and test programs.
- Provide a source of general technical and business advice and guidance, specific and general to Management team.
- Provide knowledge and expert advice to Service department and co-workers.
- Document service visits with written trip reports, make customer quotations, and pursue service orders as necessary.
- Perform work, promote teamwork and communicate organization objectives to subordinates and direct reports in-line with corporate standards
- Develop and coordinate third party service provider training and accreditation programmes.

Key Achievements

- Successfully Led implementation of 70million World Bank funded Water & Sanitation Programme around Nairobi City.
- Successfully conducted four ISO approved internal audits, identifying areas of Quality improvement in service department
- Directed Value Service contract offering, realizing 70% growth in 3 years
- Successfully implemented more than 20 turnkey projects worth over 20 million in different part of the region
- Developed field team recruitment criteria and plan for an optimal skill mix
- Achieved Zero accident in a record one year while in-charge of field service crew
- Initiated and directed company-wide standardized field installation works procedures
- Initiated and standardized companywide workshop best practices based on Kaizen Philosophy
- Implemented job rotation for field staff with branch and subsidiary exchange programmes aimed at improving employee skills through on-job learning and developing their cultural competence
- Achieved 400% growth in revenues from 5million at 2007 to a high of 20million as at 2012
- Improved field personnel utilization from an average of 55% to a high of 89% in three years
- Improved efficiency in service delivery through scientific staff allocation based on location appeal, route efficiencies, competence and skill level.
- Developed a pool of 50 third party service providers for remote locations
- Improved field staff integrity and loyalty with less than 5% disciplinary cases
- Conducted 3 staff appraisals for a pool of 30 direct reports in 3 year period

PROFESSIONAL TRAINING

- Cummins Consultative Sales Training by Richardson (UK) – Classroom training attended in 2018
- Cummins Warranty Train the Trainer Qualification (Cummins Middle East, Dubai 2018)
- Managerial Decisions across Cultures – IESE business School (Spain) 2-10th Oct, 2015
- Water Pumps Technology Application - Grandfos Training Academy South Africa (5th Oct, 2014)
- T1, T2 Solar PV Certification at Strathmore Energy Research Center SERC (3-7th Nov, 2014)
- Alternative Dispute Resolution Seminar by Ciarb (15th Nov 2013)

- Strategic Account Management by Power Play (Feb 2013)
- Solar Design, Implementation & Capacity Building (at Davis & Shirtliff 2006-2008)
- Staff Development Program – Internal curriculum customized for Davis & Shirtliff Staff (2013)
- ISO 9001:2008 Certified Internal Quality Auditor by SGS (K) Ltd (18-19th April 2008)
- Computer Society of South Africa – ICDL I & II (Certificate No. ZA176162)
- World class sales enhancement training administered by Jones Consulting – year 2010
- Several Customer relationship management workshops administered by Bigger Picture – 2009

LEADERSHIP & OTHER RESPONSIBILITIES

Executive Board Member – Aberdare Teachers Training College (Kenya) – 3 year contract effect 2019
 Corporate Responsibility Team Leader – Cummins C&G Limited
 Service Projects Director – Rotary Club of Magharibi
 Rotary International WASH Cadre – East Africa Territory
 Volunteer Mentor – All Saints Cathedral Men's Mentorship Program.
 Trustee Chairman – Anglican Church (Diocese of Butere, in Kenya)
 Supervisor – Mechanical Workshop (Leading a team of 10) at Davis & Shirtliff Limited
 Borehole Services Supervisor – Davis & Shirtliff, leading a team of 30 (Engineers, Technicians and Fitters)
 Chairman Supervisory Committee – Davis & Shirtliff Sacco
 Finance Secretary – Engineering Students Association (University of Nairobi)
 Social Affairs Secretary – Engineering Students Association (University of Nairobi)

REFEREES

Mrs. Lena Sumuni | General Manager,

Human Resources & Personnel | Davis & Shirtliff Limited

Telephone Contacts: 0711 1079108 or 0721 539497

Email: lsumuni@gmail.com

John Muchemi | General Manager

SunTech Power Limited

Telephone Contact: 0722 988 041

Email: wanjohi.muchemi@finken.co.ke

Dr. Brenda Barasa Makokha | Chief Officer, Health

County Government of Kakamega

Telephone Contact: 0722 808 477 / 0734 172 785

Email: barasa_brenda@yahoo.com

Eng. Nicholas Kithaka | Chief Engineer

Kenya Electricity Generating Company Limited-Embu

Telephone Contact: 0720 313 300 / 0711 036374

Email: nkithaka@kengen.co.ke