

CASE STUDY

Two new revenue lines from assets already in the ground

KOKO Labs · Kenya

A deployed network of fuel ATMs and a mature last-mile distribution system were each doing one job. Both could do more without a shilling of new infrastructure.

Context

Years of hardware had gone into retail outlets, alongside a distribution network reaching deep into low-income neighbourhoods. Those assets served the core business and, in revenue terms, sat idle the rest of the time. The households they reached were underserved in retail and invisible to advertisers.

Approach

Founded and led Digital Innovation within KOKO Labs, with a mandate to build adjacent businesses on assets the group already owned. Two were taken from research through design, build, testing and scaling: an advertising network on the installed screen estate, and KOKO Club, an FMCG retail business reaching mass-market consumers through the community shops that already serve them.

3,000

In-store screens converted into a media network

2

New businesses built end to end

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New infrastructure required

Outcome

An advertising network across 3,000 in-store screens, converting deployed hardware into a recurring media revenue line. And KOKO Club, which opened a new route to market for manufacturers while delivering meaningful savings at household level, where a few shillings on a weekly basket matters.



IN-STORE SCREEN NETWORK · KOKO CLUB SHELVES · THE CARD THAT PAYS THE BASKET

What this proves

The most capital-efficient growth available to an infrastructure business is usually already on its own balance sheet. The skill is seeing the second business inside the first.

SECTORS FMCG retail & eCommerce · Digital advertising · Media & content

SERVICES Business model innovation · End-to-end delivery · Venture building

If this looks like the problem in front of you, the next step is a conversation rather than a proposal.

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