



CASE STUDY

Best-in-class unit economics at mass-market prices

Konnekt Digital Networks · Kenya

Roughly five million households in Kenya sit outside the digital world, not because they do not want to be connected but because no model has yet reached them at a price they can pay.

Context

Kenya is held up as a digital success story, and for the connected minority it is. The households still outside it are low-income, urban and dense. They earn daily or weekly rather than monthly, they buy in small amounts, and they have been served either badly or not at all. Every existing broadband model assumed a customer who does not live here.

Approach

A fully licensed fibre network operator, ISP and digital services company, designed from the ground up around that customer rather than adapted to them. Demand-led rollout so that build follows proven appetite. Prepaid and micro-transaction pricing matched to how people genuinely earn. Every metre of infrastructure built in-house to control quality and cost. Acquisition led by the community rather than by marketing spend.

5M

Unserviced households in Kenya, the addressable market

<12

Month payback per build

100%

Of the network built in-house, for quality and cost control

Outcome

Best-in-class unit economics with sub-12-month payback per build, achieved at prices the mass market can pay. Grant funding secured from Microsoft to run a successful pilot, and capital subsequently raised to accelerate scale on economics already proven rather than to subsidise weak ones.



FIBRE BUILD AND THE BUSINESS IT SERVES, KENYA

What this proves

That low-income, high-density markets are commercially viable when the model is designed for them from first principles. The discipline that makes it affordable for the customer is the same discipline that makes it investable.

SECTORS Telecommunications & connectivity · Fintech & payments · Media & content

SERVICES Market entry · Business model innovation · Capital raising · End-to-end delivery

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

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