

CONTACT

Based in Kenya
+254 724 623 547
+61 406 898 510
shaun@shaun-
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shaun-morgan.com

LANGUAGES

English (native)
French (professional
working)

AVAILABLE FOR

Fractional leadership
Project mandates
Anchor representation
Bridge, in your market
Commercial due
diligence

CAPABILITY PROFILE

Shaun Morgan

Operator and executive. Market entry and expansion, digital infrastructure, fintech, climate technology, capital raising and structured deals.

BUILDING FOR THE NEXT BILLION MARKET ENTRY & EXPANSION DIGITAL
INFRASTRUCTURE FINTECH & CLIMATE TECH CAPITAL RAISING & STRUCTURED DEALS

20+

AFRICAN MARKETS
WORKED IN AND
DEPLOYED TO

15

YEARS LIVING
AND
OPERATING IN
AFRICA

6

SECTORS BUILT
AND LAUNCHED IN

5

BUSINESSES AND
BUSINESS LINES
BUILT FROM ZERO

2

WORKING
LANGUAGES
ENGLISH AND
FRENCH

Designing for the next billion digital users and consumers.

Combining deep market knowledge with design and commercialisation discipline to build the products, services and business models that will serve them: how they connect, pay, buy, watch and transact. Not adapted versions of models built for someone else.

PROFILE

An operator with 15 years of building and scaling telecommunications, connectivity and digital services businesses across 20+ African markets and Southeast Asia, with deep operating experience in East, West and Southern Africa.

Currently Founder & CEO of Konnekt Digital Networks, a fully licensed fibre network operator, ISP and digital services company serving low-income urban households in Kenya. Previously an Executive Committee member at KOKO Networks, a climate technology business, brought in to lead international expansion and build the group's multi-market licensing and franchise model alongside the Founder & CEO, then founded and led Digital Innovation within KOKO Labs. Earlier, EVP Global Sales at Youtap, leading mobile payments deployments across Africa and Southeast Asia.



Emerging markets rarely fail on demand. They fail on misapplied models. These economies scale when connectivity, payments, content and commerce are designed as one ecosystem, and when expansion is de-risked before it is scaled: a discipline applied as an operator carrying the P&L, not as an observer.



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WHAT MAKES THIS PROFILE DIFFERENT

An operator, not an observer

Most people advising on emerging markets have analysed them. I have carried the P&L, building a licensed, regulated infrastructure business from zero in Kenya, where debt is expensive, the currency moves against you and customers pay in daily increments. When a client's plan will not survive contact with that reality, I know because I have hit the same wall.

Full-stack, not one layer

Connectivity, payments, retail and commerce, content and advertising: built and sold in all four. In these markets the layers do not scale independently. An ISP that cannot collect payments has no business, and a payments product without distribution has no users.

Both sides of the capital table

Raised equity, secured grant funding including from Microsoft, engaged DFIs, and negotiated and led a management buyout of a corporate shareholder. Also the executive who then had to deploy that capital and defend the return. That is what makes diligence findings actionable rather than academic.

A founder who works with founders

I have been the founder carrying the risk, and the executive brought in alongside a founder to build what they could not build themselves. I know when a founder needs a challenge and when they need support, and can operate inside a founder-led business without displacing the founder.

Boardroom and last mile

A listed media group, a French multinational, two scale-ups and a founder-led business. I can build the financial case for an investment committee and, the same week, sit with a community sales agent to understand why customers are churning.

Teams built across borders

A multi-country sales organisation across Africa, distributed commercial and creative teams across three continents, an innovation department built from scratch, a 15-plus person unit inside a listed media group. Standing up a team in an unfamiliar market is the part clients struggle with.

Mass market as a specialism

Designing for consumers earning irregular daily income, buying data in small increments and coming online for the first time is a distinct discipline, not a discount version of a developed-market model. This is where the volume is, and where imported playbooks fail most reliably.

Resident, not visiting

Based in Kenya for 15 years, with 20+ African markets worked in and deployed to. Deep operating experience in East, West and Southern Africa. An Australian national with working French, in the market rather than visiting it.

HOW I WORK

De-risk before you scale

First-principles research, pilots and product testing come before capital commitment. Find out what is wrong while it is still cheap to be wrong.

Payback is the strategy

Capital here is scarce and expensive, so unit economics decide how far each dollar goes. Payback shapes rollout sequencing, pricing and product.

Design for actual cash flow

Not the customer a spreadsheet assumes. Pricing, packaging and collections built around how people genuinely earn and spend.

Ecosystem, not silo

Connectivity, payments, content and commerce designed as one system, because that is how they compound.

Execution over recommendation

I would rather deliver a smaller thing that works than a larger thing that stays in a deck.

End to end

Research, design, strategy, technology development and operationalisation, taking a proposition from concept to a running business.

CAPABILITY AREAS

● Market entry & expansion

● Licensing & franchise models

✧ Structured deals & partnerships

■ Capital raising & deployment

🏛️ DFI & institutional engagement

↔️ Shareholder transactions

🔍 Diagnostics & turnaround

💡 Business model innovation

🔗 End-to-end delivery

⚠️ Validation & de-risking

👥 Team building & multi-country leadership

📍 Anchor: in-market representation

👤 Bridge: in-person with your team

🔍 Commercial due diligence



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SELECTED WORK

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

CONTEXT

Roughly 5 million unserved households in Kenya, needing a network that is genuinely affordable and genuinely good.

APPROACH

A fully licensed fibre network operator, ISP and digital services company designed around that customer. Demand-led rollout, pricing built to daily income, every metre built in-house, acquisition led by the community.

OUTCOME

Sub-12-month payback per build at prices the mass market can pay, with capital raised to accelerate scale on economics already proven.

Two revenue lines from assets already in the ground

CONTEXT

Deployed fuel ATM hardware and a mature last-mile distribution network, each doing one job.

APPROACH

Founded and led Digital Innovation within KOKO Labs, building adjacent businesses on assets the group already owned, from research through design, build, testing and scaling.

OUTCOME

An advertising network across 3,000 in-store screens, and KOKO Club: FMCG retail reaching mass-market consumers through the community shops that already serve them, opening a new route to market for manufacturers while delivering savings at household level.

National identity programmes, won country by country

CONTEXT

IDEMIA, formerly Safran Morpho, competing for national identity and mass population programmes where technology rarely decides the outcome.

APPROACH

Field research ahead of each bid, travelling to every region and sitting with the people the programme would enrol: how they perceived the technology, whether they trusted it, what would make them turn up. Plus multi-country tender coordination and the audio-visual research that made the case visible.

OUTCOME

Research, tender and deployment across Côte d'Ivoire, Mali, Kenya, Mauritania, Tunisia, Morocco and Australia, with research and tender work in Tanzania and Burkina Faso.

Payments at group scale, delivered market by market

CONTEXT

Youtap, selling mobile payments, merchant and digital banking solutions into operators, banks and PSPs across two continents.

APPROACH

Group-level partnerships with major multi-country operators paired with local OpCo implementation and country-specific go-to-market, plus regional teams and offices.

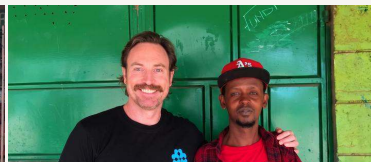
OUTCOME

Live deployments with MTN, Airtel and Orange across thirteen African markets, Telkomsel in Indonesia, digital banking in Zimbabwe, and market development across six further markets.

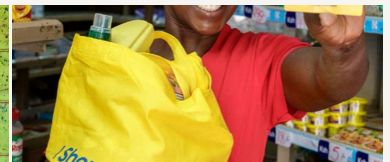
THE WORK IN MARKET



FIBRE BUILD, KENYA



ACQUISITION AT THE LAST MILE



MERCHANT PAYMENTS



FMCG RETAIL



REGISTERED FOR THE FIRST TIME



FRANCOPHONE WEST AFRICA

SECTOR COVERAGE

- 📶 Telecommunications & connectivity
- 🌱 Climate technology
- 💰 Fintech & payments
- 🛒 FMCG retail & eCommerce
- 📺 Media & content
- 📢 Digital advertising
- 🔒 Secure identity
- 👤 Mass population solutions

EDUCATION

MBA, International Management & Strategy.
Macquarie University Graduate School of Business,
Sydney and ESSEC Business School, Paris, with field
research in China. IDEO U: Advanced Design
Thinking, Insights for Innovation, Storytelling for
Influence.

INDUSTRY LEADERSHIP

Regular speaker at leading industry conferences
including ITW Africa and Africa Tech Festival, on
digital infrastructure, connectivity and market
expansion in emerging economies.

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GEOGRAPHIC COVERAGE



TRACK RECORD

Konnekt Digital Networks

FOUNDER & CEO

Building a fully licensed fibre network operator, ISP and digital services company from zero in Kenya. Where the payback discipline, the pricing built to daily income, and the regulatory scar tissue come from.

Telecoms & connectivity · Fintech & payments · Media & content

KOKO Networks

EXCO MEMBER · HEAD OF
DIGITAL INNOVATION, KOKO
LABS · VP CORPORATE
DEVELOPMENT

Brought in to lead international expansion and design a multi-market licensing and franchise model. Then founded and led Digital Innovation, building adjacent businesses on assets the group already owned.

Climate technology · Telecoms · Fintech & payments · FMCG retail & eCommerce · Digital advertising

Youtap

EVP GLOBAL SALES · EVP SALES
& MARKETING AFRICA

Group-level partnerships with major multi-country telecom operators, including MTN, Airtel and Orange, paired with local OpCo implementation across African markets and into Indonesia.

Fintech & payments · Telecoms · Digital banking

IDEMIA (formerly Safran Morpho)

CONSULTANT, AFRICA & MIDDLE
EAST

Multi-country tender responses and in-country field research across East, West and North Africa, documented as films and publications. Where the audio-visual method comes from.

Secure identity · Mass population solutions · Government technology

Paint The Sky

FOUNDER & MANAGING PARTNER

A strategic communications and content consultancy run across Sydney, Paris and Nairobi. Where the storytelling and production capability comes from.

Media & content · Digital advertising · Corporate & social impact

Fairfax Media & Nine Network

MANAGER, FAIRFAX 360 ·
COMMERCIAL AND STRATEGY
ROLES

Founded and led a new integrated media unit inside a listed group, delivering 135% average annual revenue growth with a 15-plus person team.

Media & content · Digital advertising · Publishing & broadcast

Engagement

Available for fractional leadership and project mandates across expansion, innovation, growth, strategy and commercial. Day rate, retained monthly engagement, or success-linked where the client is capital-constrained.

A limited number of engagements are taken at a time. Where work outgrows one person, I bring in a network of researchers, field teams, film crews and technical specialists built over fifteen years in these markets.

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OUTSIDE THE WORK

Proud father to two children. Community volunteer, currently establishing Kenya's first surf lifesaving club to teach children critical ocean safety skills.

A keen surfer, and currently coaching my son with the goal of him representing Kenya in surfing at the 2032 Olympics.

