P&L
CONSULTING

Company Credentials

Intelligence that moves decisions.

Narrating your bottom line

About *us*

P&L Consulting Group is a strategic advisory and intelligence Group built on over a decade of experience advising leaders, institutions, and businesses across Africa. The Group combines strategic communications, capital markets expertise, risk intelligence, and sustainability advisory services to help organisations navigate complexity with clarity and conviction.

We partner with organisations through growth, transactions, policy change, crises, and institutional transitions. Our work is grounded in prudence, precision, pragmatism, and confidentiality.

Integrated business units

P&L Consulting: Strategic communications, capital markets advisory, risk intelligence, and C-suite counsel.

P&L Insights: Africa's first real-time decision-intelligence infrastructure, transforming fragmented policy, regulatory, and market data into connected, explainable intelligence..

P&L Green Ledger: Africa's only advisory combining financial-grade ESG data, impact accounting, and modern sustainability.

Our *Story*

Built in Africa. Built for the world.

P&L Consulting Group was founded in Nairobi in June 2013 with a conviction that African enterprises deserve advisory of the highest global standard counsel that combines analytical rigour with creative energy, and that understands the unique operating environments of this continent.

Since 2013, that conviction has been validated engagement by engagement. The Group has advised national airlines, healthcare institutions, financial regulators, mining companies, FMCG giants, and development funds across 8 countries.

We are a global advisory practice whose competitive advantage is the depth of our African knowledge and the strength of our African networks.

Our *Values*

The principles that never change

The standards by which every engagement, every recommendation, and every relationship is measured.

01

Prudence: We exercise careful judgment in every recommendation. Precision over speed. Accuracy over noise.

02

Precision: Every word, every number, every narrative, exact.

Our clients' reputations rest on our attention to detail.

03

Pragmatism: Bold thinking, grounded execution. We develop solutions that work in the real world, not just in presentations.

04

Confidentiality: The trust our clients place in us is sacred. We hold every confidence absolutely.

Our *Reach*

Countries of Operation

Kenya
Headquarters

Tanzania
SADC Hub

Uganda
Active

Ethiopia
Active

Rwanda
Active

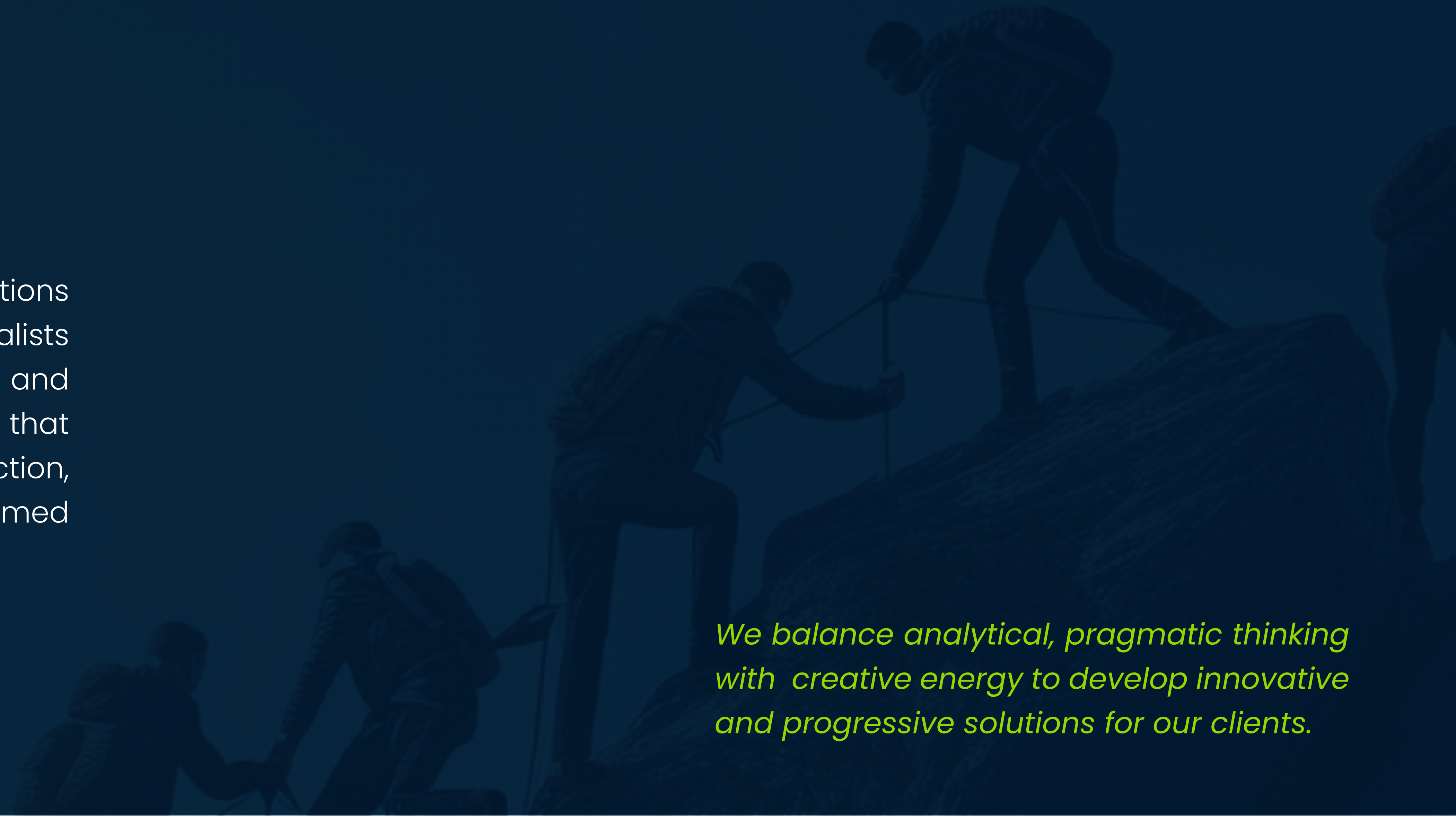
Zambia
Active

South Africa
Active

United Kingdom
Partner Network

The *Team*

Our team comprises strategists, lawyers, journalists, communications practitioners, financial advisory professionals, and data specialists with experience spanning corporate, government, development, and capital markets. We support organisations through moments that shape reputation, stakeholder confidence, and institutional direction, helping them manage risk, shape perception, and make informed decisions.

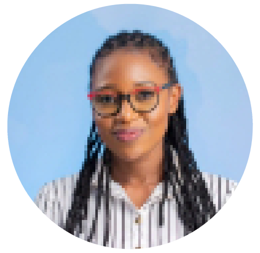


We balance analytical, pragmatic thinking with creative energy to develop innovative and progressive solutions for our clients.


Mercy Randa
CEO


Maureen Sande
Managing Partner


Lilian Oranga
Finance & Admin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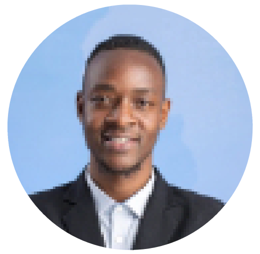
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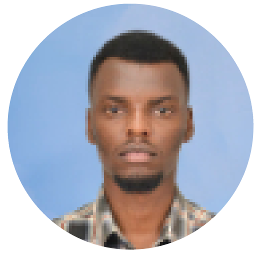
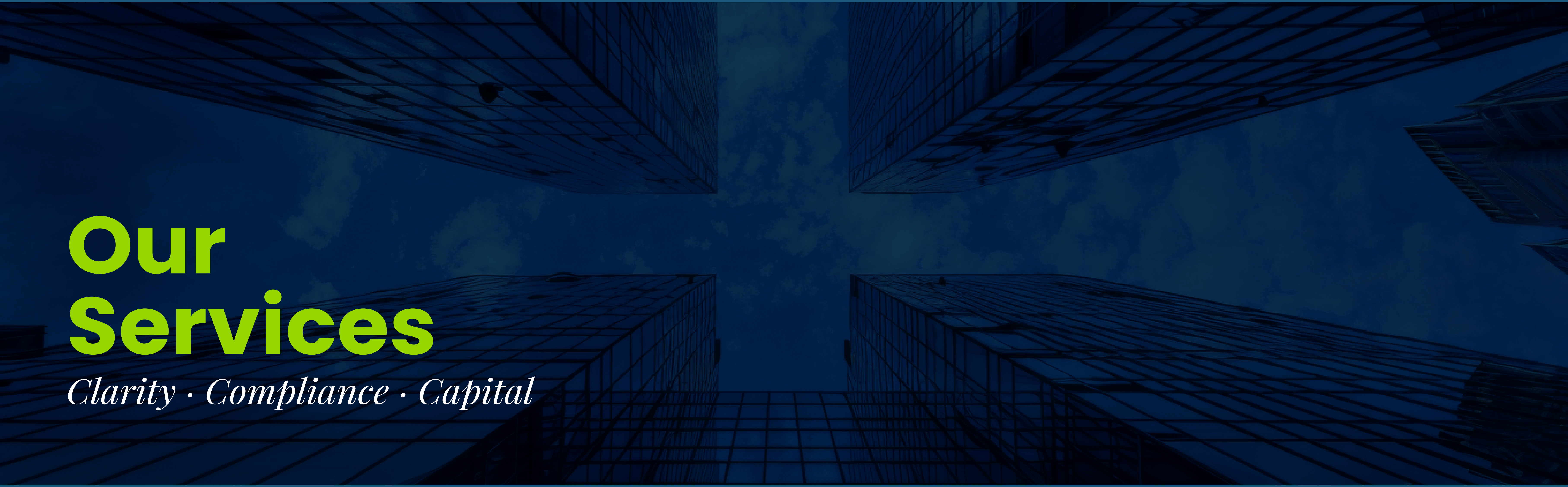
Executive Assistant


Nicholas Muriuki
Associate Consultant

P&L CONSULTING

company credentials



Our Services

Clarity · Compliance · Capital

Narrating your bottom line

Capital Markets *Advisory*

When money decisions are at stake, information and narrative are not optional extras, they are the transaction. We walk alongside CFOs, investor relations officers, and listed company boards to ensure stakeholders have the precise data they need to act with confidence.

> *We won the PRSK Best Financial Communication Campaign award in 2017 and the SABRE Certificate of Excellence the following year. We earned them by getting it right when it mattered most.*

Our mandate covers:

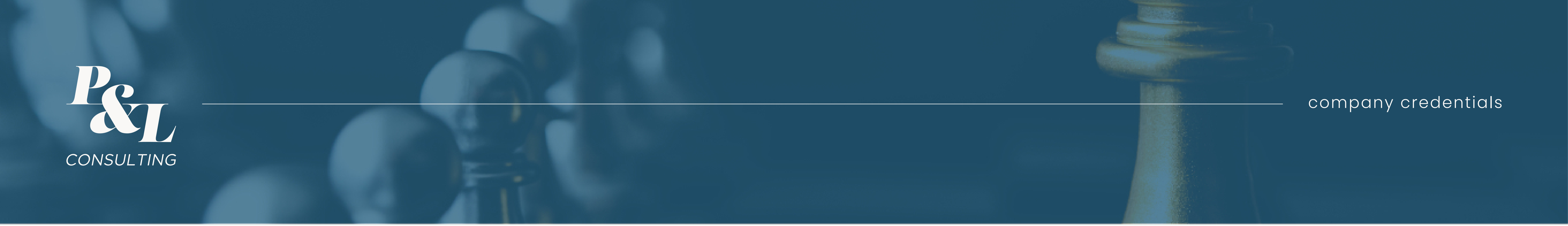
- Investor Relations
- Investor Roadshows
- Financial Results Communication
- Annual Report Production
- AGM & EGM Management
- Capital Raise & IPO Communication
- Analyst & Media Briefings

Strategic *Communication*

Trusted across East Africa for intricate communication assignments — corporate reputation, brand transformation, and the complex multi-stakeholder engagements that most agencies decline to take on. We work at crossroads, turning points, and take-offs.

Our mandate covers:

- Corporate Reputation Management
- Brand Management & Positioning
- Executive Profiling & C-Suite Advisory
- Media Training & Spokesperson Coaching
- Stakeholder Engagement Programmes
- Internal Communication Strategy



Risk *Advisory*

Staying ahead of risk requires more than monitoring — it requires intelligence that is connected, explainable, and actionable. From Q1 2027, our Risk Advisory practice is powered by P&L Insights: every assessment traces back to verified source data, scored for severity and linked across sectors.

Our mandate covers:

- Reputation Due Diligence
- Litigation Communication
- Public Policy Advisory
- Political Economy Analysis
- Issues & Crisis Management
- Market Intelligence

P&L *Insights*

Africa's decision intelligence infrastructure layer

Africa's decision-makers operate in a fragmented, inconsistently defined, and weakly linked information environment where economic, policy, legal, governance, market and narrative signals cannot be reliably interpreted, compared, or acted upon at the speed required for capital allocation and strategic execution.

P&L Insights is Africa's first real-time intelligence infrastructure that reduces investment uncertainty, strengthens decision-making, and unlocks fair-value capital across the continent.

Our Differentiator

Entity Graph

Policies, organisations, and regulations mapped as a living connected intelligence network across 8 markets.

Policy Risk Engine

Severity-scored signals detect high-impact regulatory changes before they reach crisis stage.

Full Traceability

Every output traces to its source. Every insight is explainable and defensible.

Capital Intelligence

Connect market data, procurement, litigation, and narrative into one decision ready layer.

Products

Six intelligence products.
One infrastructure.

Policy Tracker

Near-real-time policy tracking. Maps policy instruments to sectors, compliance obligations, and commercial impacts.

OpsRadar

Procurement and contracting intelligence consolidating tender notices, contract awards, supplier and director links.

CaseWatch

Corporate and sector litigation exposure tracked through searchable case repositories.

Investor Relations Tools

Capital markets intelligence integrating exchange indices, bond statistics, yields, and market activity.

Media Monitoring

Narrative Heat Index measuring media heat, tone, velocity, and reach. Detects agenda-setting and narrative cascades.

Custom Dashboards

Bespoke intelligence dashboards combining any combination of the above domains, queryable, exportable, and auditable.

P&L *Green Ledger*

Powered by P&L Insights

P&L Insights links policy, governance, operations, and outcomes across 8 African markets. Green Ledger sits on top of that infrastructure, giving you ESG intelligence that is connected, traceable, and financially priced. Not a compliance report. A capital instrument.

Our Differentiator

Policy signals

Regulatory change mapped to ESG exposure and compliance cost in real time.

Governance signals

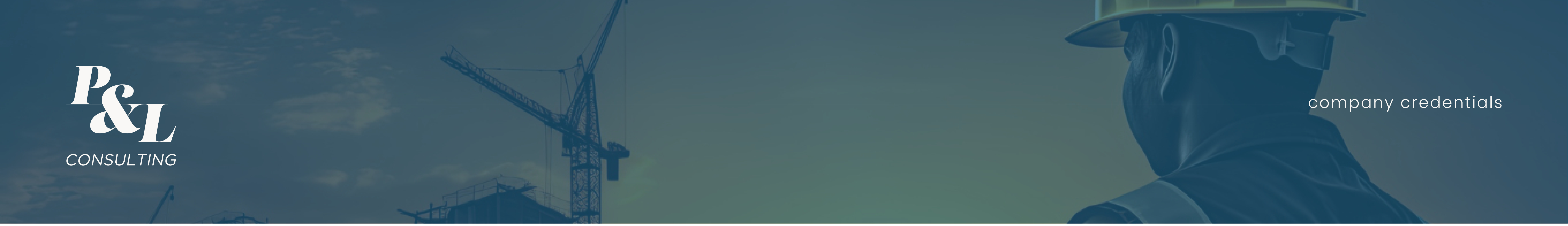
Audit findings and procurement anomalies linked to ESG scores.

Operational signals

Emissions, water, waste, and energy data connected to financial metrics.

Narrative signals

Media heat and sentiment quantified as a measurable input to ESG valuation.



Products

One stack. Every ESG outcome.

ESG Intelligence

Real-time ESG dashboard

ESG scores & ratings

Signal alerts

Automated reporting

ESG Advisory

Strategy design

Compliance roadmap

Investor narrative

Board advisory

ESG Analytics & Modelling

Cost of capital modelling

Valuation impact

Scenario analysis

Data / API

ESG signals into client systems

Risk model integration

Banks & DFIs

A data-driven ESG advisory practice that translates policy, governance, and operational signals into financial risk, cost of capital, and valuation impact.

Our *Partners*

Strategic partners that extend our reach

Frontière Advisory

Pan-African governance and institutional reform advisory, extending P&L's reach across Francophone Africa.

Strathmore University · iLabAfrica

Research & Innovation Centre providing the technology and data science infrastructure underpinning P&L Insights.

Kenyan Wall Street

East Africa's leading financial and business media platform, deepening P&L's market intelligence and capital markets reach.

Sector *Experience*

Industries we understand deeply

Strategic business communication counsel for leaders navigating unique operating environments. We do not manage messaging. We shape outcomes.

Aviation	Development	Energy & Mining	Financial	FMCG
Health	ICT	Manufacturing	Real Estate	Education

CASE STUDIES

Kenya

THE NAIROBI HOSPITAL

Project Period: February 2025 – February 2027 (Ongoing)

The Challenge:

The Nairobi Hospital is a premier non-profit healthcare institution, recognized for its medical expertise and advanced diagnostic, treatment, and referral services in East Africa. Committed to delivering healthcare with a difference, the hospital combines cutting-edge technology with highly qualified professionals to provide safe, compassionate, and patient-centered services.

In February 2025, The Nairobi Hospital contracted the Agency, Profit and Loss Consulting Group for a two-year engagement to provide strategic communication and public relations support. At the time, the hospital was facing challenges including court wrangles, board leadership, and public's perception of the hospital such as it being expensive.

The hospital also needed support around marketing their unfettered services, specialists and state-of the-art facilities. It required a robust communications strategy to reposition its brand, restore public trust, and amplify its value proposition.

Our Approach:

To achieve the PR deliverables, the Agency worked on communication needs assessment, stakeholder mapping and analysis, communication and PR strategy, event management, digital marketing, monitoring, evaluation and learning, political economy analysis and supporting the CEO's office and board of management such as media training.

The support has been through litigation communication, content development, events management, c-suite advisory, executive profiling, media engagements, and curating thought leadership content.

The agency continues to offer support to the client in alignment to the aforementioned.

The Outcome:

The Agency managed to significantly elevate The Nairobi Hospital's public image and brand equity through strategic media engagement and targeted communications. It secured high-profile interviews for hospital leadership on Citizen TV, NTV, and KTN, and published feature articles in leading print outlets such as Daily Nation, The Standard, Business Daily, and The Star. These efforts generated positive public discourse around the hospital's governance reforms, financial stability, and clinical excellence, while deepening public understanding of its role as a national and regional healthcare leader.

Simultaneously, the Agency boosted stakeholder confidence, amplified visibility of key infrastructure investments, including the Cardiac Centre, AI-enabled CT scanner, and Labor, Delivery and Recovery Suites and increased patient engagement, contributing to a measurable return on investment and positioning the hospital as a trusted thought leader in healthcare.

Food 4 Education

Project Period: July 2025 – December 2026 (Ongoing)

The Challenge:

The Food4Education (F4E) is at a pivotal moment in its mission to end classroom hunger through scalable, locally driven school feeding models. By 2027, F4E aims to directly feed one million children daily, and by 2030, to support African governments in feeding millions more through policy advisory and technical assistance, building a sustainable school feeding economy rooted in dignity, nutrition, and African innovation.

In August 2025, F4E supported the Council of Governors in launching the Model County School Feeding Policy, a landmark framework that calls on counties to institutionalise school feeding through dedicated financing, quality standards, and integration into county development plans. To amplify these milestones and safeguard its reputation — especially given the nature of its work with national and county governments — F4E engaged P&L Consulting in July 2025 to provide strategic communications support in Kenya, with a focus on visibility, positioning, and policy influence.

Our Approach:

To deliver on these priorities, P&L Consulting designed a comprehensive communications work plan. This approach positioned F4E as both an implementation leader and a trusted policy partner to government. Key focus areas included elevating visibility around F4E's Tap2Eat digital payment innovation, showcasing its work in 12 counties, profiling its leadership, and building crisis readiness.

Execution was anchored in proactive media engagement, strategic interviews, thought leadership, public affairs, and campaigns designed to highlight technical expertise, reinforce credibility, and influence policy discussions around school feeding.

The Outcome:

Through these efforts, F4E is increasingly recognised as a key driver of systemic change in education, anchored in equity, policy coherence, and long-term sustainability. School feeding is shifting in perception from being seen as a logistical programme to being framed as a constitutional and rights-based imperative, central to early childhood development and sustainable governance.

Though still ongoing, the campaign has already set the narrative foundation for county governments to adopt and operationalise the Model Policy, firmly aligning school feeding with Kenya's legal frameworks, national development priorities, and global commitments.

Project Period: June 2025 – December 2025

The Challenge:

In 2025, Kenya embarked on a bold transition toward Universal Health Coverage (UHC), anchored by the newly established Social Health Authority (SHA) and Digital Health Agency (DHA). The reforms aimed to shift Kenya toward sustainable health financing, expand access to care, and integrate digital health innovations. However, public skepticism around social health insurance contributions, data privacy, and institutional credibility threatened to derail momentum. This required a strategic partner to build public trust, clarify reform benefits, and position SHA and DHA as credible, future-ready institutions in both national and global health discourse.

Our Approach:

P&L Consulting supported SHA, DHA, and the Ministry of Health in strengthening public confidence and stakeholder engagement. The team convened consultative forums and media roundtables to explain reforms and gather feedback.

Strategic media relations included editorial content, expert interviews, and opinion pieces highlighting health financing and digital innovation. Simplified messaging, infographics, and case stories were created to make technical reforms accessible to the public.

Thought leadership was reinforced by positioning SHA and DHA executives in key forums and media appearances. The team also managed crisis communications on misinformation, privacy, and public resistance, while media toolkits—fact sheets, Q&A briefs, and explainers—were distributed across TV, radio, print, and digital platforms to ensure consistent messaging.

The Outcome:

The campaign drove impact across institutional positioning, public engagement, and policy traction. SHA was established as the authority on health financing, while DHA gained recognition as a leader in digital health innovation. Public awareness rose through organic media coverage and stronger engagement on SHA's digital platforms.

Stakeholder forums drew high participation, with simplified content clarifying reform benefits. Senior Ministry of Health officials and Cabinet leaders endorsed SHA and DHA mandates, amplified by media references to digital health and community health worker integration. National recognition followed, with public support from President William Ruto and Deputy President Kithure Kindiki.

Internationally, Kenya's health transformation was spotlighted in global forums, with the Ministry leveraging outcomes to strengthen positioning. Most importantly, misinformation declined as SHA and MoH became trusted sources during the reform rollout—safeguarding credibility and reinforcing public trust in the UHC agenda.

THE END FUND

Project Period: January 2025 – December 2025

The Challenge:

Founded in 2012, The END Fund is a private philanthropic initiative dedicated to ending the six most prevalent neglected tropical diseases (NTDs): Intestinal Worms, Schistosomiasis (Bilharzia), Lymphatic Filariasis (Elephantiasis), Trachoma, Visceral Leishmaniasis, and River Blindness (Onchocerciasis).

These diseases are preventable and treatable, yet remain largely invisible in public discourse - neglected and underfunded in global health financing. With a mission to accelerate disease elimination through high-impact partnerships, The Fund has mobilized over $161 million in support of the WHO's 2030 NTD roadmap. In January 2025, The END Fund engaged P&L Consulting to lead a continent-wide communications campaign aimed at elevating visibility, policy traction, and donor engagement around NTDs. The objective was to position The END Fund as a capital raiser, convening partner, and grant maker in the quest to eliminate NTDs.

Our Approach:

The agency developed a tailored communications strategy to guide PR execution across all touchpoints, ensuring consistency and impact across Africa. Key highlights included: Event activations such as the Reframing Neglect art exhibitions and the Fly Collectors screening, which used visual storytelling to humanize NTDs; Strategic media engagement with pan-African outlets, including exclusive interviews with The END Fund CEO, Dr. Solomon Zewdu; and Proactive campaigns around key milestones, including the announcement of river blindness elimination in Niger, which was leveraged to drive visibility, donor interest, and policy traction.

The Outcome:

The campaign delivered measurable impact across media, policy, and stakeholder engagement. The press release on Niger's river blindness elimination generated widespread coverage and positioned The END Fund as a results-driven health leader. Executive interviews and pan-African media placements amplified the organization's voice, reinforcing its role as a capital raiser, convening partner, grant maker, and thought leader in health advocacy.

On the policy front, NTDs gained new visibility within Africa Union (AU) health frameworks and national strategic plans. The campaign also unlocked fresh philanthropic commitments, further positioning The END Fund as a central actor in Africa's health transformation.

JOHNNIE WALKER

Project Period: April 2023 – to date (Ongoing)

The Challenge:

Under the stewardship of East African Breweries Limited (EABL), Johnnie Walker has become deeply embedded in the local spirits landscape and significantly contributed to EABL's sales growth. While long associated with progress and prestige, its messaging risked feeling distant to a rising generation of Afro-optimists.

In 2023, Johnnie Walker engaged P&L Consulting Group to localize its Keep Walking mantra by telling African stories of ambition and resilience. The objective was to bridge the gap between global luxury and local identity, while recruiting the next generation of whisky drinkers through emotionally resonant storytelling across the Johnnie Walker trademark portfolio.

Our Approach:

The agency supported Johnnie Walker through a series of strategic communications initiatives designed to strengthen its market presence and cultural relevance. These included brand events such as Walker Town, the Johnnie Walker Blonde launch, the Trace Awards, the Magical Kenya Open Golf Tournament, The Blue Club experiences, which were tailored for luxury consumers of Johnnie Walker Blue Label, among others. Media relations were a core component, with proactive engagement across leading print, broadcast, and digital outlets, supported by tailored press materials to ensure consistent messaging. The agency also drove thought leadership by securing strategic interviews and facilitating by-lined articles authored by executives and brand advocates, reinforcing Johnnie Walker's cultural voice and positioning. In addition, reputation management efforts, spanning content development, crisis management, and stakeholder engagement, helped safeguard the brand's integrity while building trust among key audiences.

The Outcome:

The campaign significantly boosted Johnnie Walker's brand visibility and strengthened its media presence across key markets. Compelling and consistent messaging resonated with both media and consumers, while high-impact interviews in top-tier outlets amplified the brand's narrative and aligned it with cultural and industry conversations.

Thought leadership pieces positioned Johnnie Walker as forward-thinking and culturally relevant, while reinforcing trust and deepening engagement with target audiences. Overall, the integrated PR approach elevated brand equity, enhanced perception, and drove meaningful conversations that supported Johnnie Walker's broader business and marketing objectives.

Project Period: October 2022 – to date (Ongoing)

The Challenge:

After acquiring Makini Group of Schools in 2018, South Africa's ADvTECH Group faced challenges, including staff resistance and false rumours of fee hikes, which threatened the Makini brand's reputation.

To address this, ADvTECH enlisted P&L Consulting in 2022 for strategic communications and stakeholder management.

In 2023, fresh allegations of misconduct against Regional Managing Director Horace Mpanza, culminating in a defamation lawsuit that reignited public scrutiny of Makini Schools and its leadership.

Our Approach:

The agency worked closely with Makini Schools' leadership to address stakeholder concerns, reassure staff, counter misinformation, and reinforce ADvTECH's commitment to quality education. By engaging parents, students, policymakers, and media, the agency built trust and highlighted the benefits of the acquisition.

In 2023, the agency provided litigation PR support during the allegations against the Regional Managing Director, partnering with legal counsel to craft messaging, counter false narratives, and ensure fair media coverage. These efforts safeguarded the school's reputation and maintained stakeholder confidence.

Beyond crisis management, the agency continues to support Makini Schools with media relations, content development, leadership profiling, and thought leadership.

The Outcome:

The multi-faceted communications strategy delivered strong impact, shifting media coverage to a balanced, factual tone that strengthened Makini Schools' image and boosted stakeholder confidence in ADvTECH's leadership. Proactive engagement minimized reputational damage in the defamation case, sustaining credibility despite ongoing legal proceedings.

Strategic messaging during the leadership transition positioned ADvTECH as a positive force for the school's future, enabling a smooth handover and containing negative narratives. Continued communications support has ensured Makini's growth initiatives receive consistent positive coverage across major print, broadcast, and digital outlets.

Project Period: June 2023 – November 2024

The Challenge:

Airtel Kenya's publicity had historically been driven largely by regulatory issues and legal disputes, with limited focus on its products, services, and business milestones.

The media also often portrayed the company as a loss-making telecommunications network, overshadowing its growth and innovation. To shift these perceptions and reposition the brand, Airtel Kenya sought comprehensive communications support.

Our Approach:

In June 2023, P&L Consulting was engaged to provide strategic communications support aimed at elevating the Airtel Kenya brand.

Our mandate spanned PR campaigns, content development, thought leadership, executive profiling, media engagement and management, stakeholder relations, crisis and reputation management, and legacy media monitoring.

To further leverage the digital landscape, with a focus on product-led PR, the agency developed consistent weekly blog content that strategically positioned Airtel Kenya, Airtel Money, and their products. This ensured continuous visibility and resonance with digital-first audiences.

The Outcome:

The engagement contributed to a marked transformation in Airtel Kenya's public image and reputation. Key achievements included the successful launch of Airtel's 5G network, which effectively positioned the company as a formidable competitor alongside Safaricom.

Extensive leadership profiling of the Managing Director of Airtel Kenya and the Managing Director of Airtel Money further strengthened the company's voice through numerous media and industry engagements. The agency also delivered significant brand outcomes that went beyond telecommunications to include CSR and community impact.

Crucially, media narratives shifted: Airtel Kenya was no longer labelled as "loss-making" but instead recognized as a key player and growth driver in the telecommunications sector.

Project Period: May 2024 – September 2024

The Challenge:

In May 2024, the Kenya Bankers Association (KBA) engaged P&L Consulting Group for communication support surrounding their stance on the Finance Bill 2024. The Finance Bill, which was ultimately rejected by the legislature including the president, included several proposals that would have significantly impacted the financial sector and Kenyans at large.

Key propositions included a 16% Value Added Tax (VAT) on various financial services and an increase in excise duty on money transfers from 15% to 20%. KBA argued that these measures would increase the financial burden on consumers and hinder financial inclusion efforts.

With the additional burden of the proposed excise duty, taxation on financial services would reach 40%, significantly affecting affordability and accessibility.

Our Approach:

The agency's key responsibilities included:

Advising KBA on narrative, messaging, and engagement strategies as discussions on the Finance Bill progressed.

Developing content tailored to these discussions such as; position statements, op-eds, fact sheets, social media posts, briefing notes for media engagements highlighting key discussion points, etc.

Engaging with media to ensure effective dissemination of KBA's position.

The Outcome:

Following the distribution of the first press statement highlighting KBA's stance of the bill, there was heightened interest on the part of KBA from various stakeholders.

This included media who were seeking for more insights around the issue and government officials requesting KBA's views and recommendations on how to go about the propositions.

Our support significantly contributed to KBA and its executives positioning reaffirming its role as the leading advocacy group for the current 46 member financial institutions in the country.

Project Period: September 2024 – October 2024

The Challenge:

Baileys, one of the most recognizable cream liqueur brands under East African Breweries Limited (EABL), sought to excite the Kenyan market with the launch of its limited-edition Baileys Strawberries & Cream variant.

P&L Consulting Group was in September 2024 tasked with creating buzz around the introduction, deepening brand love among loyalists, and positioning the product as the ultimate indulgence for lifestyle-conscious consumers.

The goal was to reinforce Baileys' premium positioning while aligning the new variant with modern, stylish, and fun experiences that resonate with Kenya's urban demographic.

Our Approach:

P&L Consulting delivered an integrated PR campaign blending lifestyle storytelling, influencer engagement, stakeholder alignment, and media amplification. The narrative positioned Baileys Strawberries & Cream as "the perfect indulgence," supported by tailored press releases and media kits.

A strategic partnership with Artcaffé anchored an exclusive unveiling event, aligning the brand with high-end dining and indulgent experiences. Media outreach targeted outlets popular with Kenya's youthful, urban audience, while the event itself brought together influencers, lifestyle journalists, and Baileys spokespersons for a glamorous, immersive experience.

To ensure consistency, brand representatives received tailored talking points and media coaching. Post-launch, P&L tracked coverage and conversations, compiling an impact report with PR value, metrics, and recommendations.

The Outcome:

The campaign delivered strong results across media visibility, brand positioning, and consumer engagement. Coverage was secured across leading lifestyle, business, and entertainment outlets, and across their print, online, and social platforms.

Baileys Strawberries & Cream was successfully positioned as a limited-edition indulgence, reinforcing EABL's image as a dynamic and innovative market leader in the premium spirits category. The event and influencer content generated strong social media traction, deepening brand affinity among lifestyle-conscious consumers and cementing Baileys' reputation as a fun, stylish, and indulgent brand.

Project Period: October 2021 – March 2024

The Challenge:

Bamburi Cement PLC engaged P&L Consulting from October 2021 to March 2024 (including an extension period) to develop a comprehensive public relations strategy and communications execution plan.

The objective was to enhance both corporate and product brand visibility, foster a positive and robust image, and build goodwill among key stakeholders.

Our Approach:

Over the two-year engagement, the agency provided strategic advisory across brand and reputation management, stakeholder engagement, community relations, thought leadership, C-Suite profiling, and communication strategy formulation to strengthen brand visibility.

One of the key assignments was in 2022, when Bamburi Cement and three other producers (under Bamburi's leadership) enlisted the agency to spearhead a lobbying, advocacy, and media campaign. The goal was to influence the Government of Kenya and the East African Community to retain clinker import duty at 10%.

Through carefully crafted messaging, the campaign successfully shifted media narratives on clinker, making them more balanced, factual, and better understood by the public. In 2023, the agency also played a pivotal role in neutralizing reputational risks arising from allegations by the Denyenye Community living near Bamburi's Diani site in Kwale County, ensuring the company's credibility and community relations remained intact.

Another highlight was in 2021 when the agency provided communication support for the launch of the company's first sustainability report. This was following the issuance of guidelines by the Nairobi Securities Exchange (NSE) requiring listed companies to disclose their Environmental, Sustainability, and Governance (ESG) initiatives.

The Outcome:

Through the agency's strategic efforts, Bamburi not only cemented its market leadership but also strengthened its long-term reputation within Kenya's cement industry.

Notable achievements included an increased share of voice, deeper stakeholder engagement, spotlight of the company's community and stakeholder initiatives and clear positioning as a thought leader.

Importantly, the retention of clinker tariffs at 10% (at the time) safeguarded the stability of the cement sector, ensuring minimal disruption and keeping cement prices reasonably fair for consumers.

malaria NO MORE

Project Period: March 2022 – March 2023

The Challenge:

In 2022, Malaria No More - UK in collaboration with Living Goods Organization approached P&L Consulting to be assisted with an advocacy and lobbying campaign as part of its Zero Malaria Movement in Kenya.

Malaria No More - UK is a global Zero Malaria Coalition whose sole objective is to bring a stop to malaria completely by raising awareness about the disease and forging collaborations with various organizations across the world in bid to influence decision-making bodies like Governments worldwide to eradicate malaria.

Living Goods on the other hand, is a non-profit organization based in Africa whose mission is to save lives by digitally supporting and empowering Community Health Workers (CHWs).

Our Approach:

To achieve the project deliverables, the agency conducted vigorous advocacy and lobbying coupled with media engagements through one-on-one engagements with party secretariats of major political parties to push agenda, attended and participated in political forums held by various parties, employed strategic editorial advocacy via content development stirring conversations about malaria and CHWs in the media and during the 2022 Presidential Debate, and formed strategic partnerships with organizations of interests to further amplify agreed key messages.

The Outcome:

The agency managed to get two major political Coalition parties: Kenya Kwanza and Azimio La Umoja to make commitments on malaria and incentivization of CHWs on their political party manifestos which was to be implemented immediately after elections by the winning team.

As a result, President William Ruto made a public announcement during his speech given on Mashujaa day celebrations held on October 20th, 2022 that his government was looking to officially integrate CHWs in CHWs in Kenya’s healthcare system as a means of reducing the burden of diseases like malaria in hospitals.

The agency also sparked a national dialogue on the urgency of incentivization of CHWs in the media and among the political class before and after 2022 elections. Lastly, the media also gained increased interest in covering stories relating to CHWs and malaria.

MUMIAS SUGAR COMPANY LIMITED

Project Period: December 2021 – April 2022

The Challenge:

Mumias Sugar Company was on September 20th, 2019 placed under receivership by KCB Group with the view to protect the miller's assets and to revive its operations.

In August 2021, the appointed receiver manager and administrator Mr Ponangipalli Venkata Ramana Rao (P.V.R. Rao) made the decision to lease the assets of Mumias Sugar Company through a private bidding process that attracted a total of eight investors.

In December 2021, Sarrai Group was announced as the winners of the aforementioned bidding process that lasted a period of four months.

However, various parties moved to court to dispute the bidding process outcome resulting to a halt of operations at the milling Company started by the announced winner Sarrai Group.

Our Approach:

We were retained to offer Strategic Communications services that would help inform the company's stakeholders about the transaction process as well as the new management's future plans.

However, due to the litigation cases, we had to complement the visibility tactics with an issues and reputation plan that would help in resetting the developing agenda by presenting both Mr. P V R Rao and Sarrai Group's arguments on different platforms to counter the backlash, deepen understanding on the capabilities of the new management as well as to encourage endorsement across the relevant stakeholders.

The Outcome:

As a result of our engagement, the Court of Appeal gave Sarrai Group the greenlight to resume operations at Mumias Sugar Company.

The bidding process outcome received endorsement from key stakeholders including the Government, farmers, legislators, the community among others. Particularly, the production and circulation of the Mumias Sugar brand resumed after nearly a decade since the company stopped processing.

Project Period: February 2019 – February 2020

The Challenge:

For several years, Kenya Airways had been facing significant challenges, most visibly through repeated financial losses. P&L Consulting was retained in February 2019, for a period of one year, to support the airline's C-Suite team soon after the National Assembly was presented with a privately initiated proposal to grant KQ a 30-year concession to maintain and develop Jomo Kenyatta International Airport (JKIA).

This proposal triggered massive public debate, with most arguments made against the initiative. Our major task was to rehabilitate the airline's reputation among taxpayers, investors, and policymakers, and to influence them to appreciate how the proposal could benefit Kenya's aviation sector and the broader economy.

Our Approach:

To achieve this, the agency focused on deepening understanding of the airline business and the issues affecting its operations through comprehensive financial communication and investor relations services.

We also supported the public affairs and lobbying process, preparing briefing notes for both our client and National Assembly stakeholders. In addition, we provided C-Suite advisory support, messaging exercise, investor relations, brand and corporate communications, stakeholder relationship management, and internal communications.

The Outcome:

Through the agency's support and engagements, the media adopted a more fair and balanced approach to reporting about the airline, positively shifting its brand image. The agency also influenced key stakeholders, helping the airline regain public confidence in its direction. Ultimately, the National Assembly voted to adopt the nationalization recommendations.

Additionally, the agency managed the communication around the transition of Group Chief Executive Officer (CEO) Sebastian Mikosz, who opted to leave early with a few months left on his first contract, and supported the announcement of Allan Kilavuka as the substantive Group Managing Director and CEO.

Project Period: 2016 – 2018

The Challenge:

Genghis Capital Ltd, is a licensed Investment Bank which was previously owned by some of the shareholders of the collapsed Chase Bank. In the wake of the collapse of its custodian bank, Genghis Capital found itself at a crossroad with their investing clients unable to draw down on their investments and the firm with no money for their day to day operations.

The products and the licence were at a risk. In August 2016, P&L Consulting was appointed by Overtime Capital Limited following the acquisition of the investment bank.

We were tasked with advising the new shareholders on how best to navigate the delicate turnaround journey that was already facing legal hurdles.

The management also had to work around both the capital shortage and irate clients pushing for their refunds. CMA also impressed on the new shareholders not to collapse the products.

Our Approach:

Our approach entailed steadfast financial communication and reputation management, engaging all the affected stakeholders. Our key focus was on business continuity communication specifically focusing on the turnaround and take off.

At the onset, we managed communication around the acquisition, highlighting the profiles on the new shareholders and the executive team that was going to sail the ship. We put together a strong litigation communication strategy that ensured the court cases did not derail the turnaround efforts.

Ultimately, we strategically positioned the investment bank as a thought leader on macro and micro economic matters both in Kenya and internationally through regular industry reports, investment outlooks and media commentaries.

The Outcome:

Our support immensely contributed to Genghis Capital's business continuity enhancing client retention and growth, increased stakeholder engagement and improved internal stakeholder communication where confidence in the entity had been lost.

Genghis remains a key influencer with its insights and contributions advising policy makers on key decisions.

Enwealth
For a better tomorrow

Project Period: 2018 – 2019

The Challenge:

Enwealth Financial Services, a Kenyan pensions administrator has over Ksh 60 billion in assets under administration. The company had rebranded from Liberty Pension Services Ltd to Enwealth in 2016 but the new brand was struggling to gain traction in the market.

Our Approach:

P&L Consulting was engaged a year after the rebrand to offer advisory on the brand positioning and awareness.

We conducted a comprehensive stakeholder perception audit to establish the challenges hindering the brand uptake and developed a comprehensive communication strategy.

We refined the messaging position and rolled out intensified media and stakeholder engagement programmes.

We supported the company in packaging original industry insights that have positioned Enwealth as a thought leader on retirement matters.

The Outcome:

The brand gained significant traction in the market which delivered significant growth for the business increasing its market share.

It has since expanded regionally, opening operations in Uganda and Mauritius. Enwealth continues to be a thought leader on pension matters.

Project Period: Aug 2016 – Nov 2016

The Challenge:

Uranium One is a uranium exploration company whose main shareholders are Rosatom, the Russian State Atomic Agency Corporation. They own the license for mining uranium in Selous Reserve in Southern Tanzania.

The client was facing pushback on its license renewal after a new government came to power. There was also an attack from environmentalists who held that the traditional mining techniques.

Our Approach:

P&L Consulting was retained to carry out stakeholder engagement initiatives that would avert opposition from the ground upwards.

We implemented various community engagements and education programs to secure support for the operations.

The Outcome:

The activities in this assignment provided Uranium One an enabling environment for the discussion of changes to the terms of the license Mkuju River project with the country's Ministry of energy and minerals.

ORARO & COMPANY
ADVOCATES

Project Period: April 2015 – July 2015

The Challenge:

Oraro & Company Advocates and Hamilton, Harrison & Mathews (HHM) entered a highly publicized merger that was touted as one of the most historic legal mergers in Eastern Africa.

It was celebrated with pomp and color, but after 6 months, both entities wanted out the partnerships quietly.

Our Approach:

The firm's brief was to advise our client on how to manage the demerger swiftly and quietly in a manner that would not interrupt business, stakeholder goodwill and the firm's reputation.

We were also tasked with designing a new identity for the new Oraro and Company Advocates.

The Outcome:

We achieved 100% success on this assignment with no negative publicity on the demerger and a new brand identity that quickly became the firm's signature.

LafargeHolcim

Project Period: 2016

The Challenge:

LafargeHolcim is a shareholder in two cement manufactures in Kenya: East Africa Portland Cement (EAPCC) and Bamburi Cement; both listed on the Nairobi Securities Exchange.

As one of the shareholders of the cash- strapped but asset-rich EAPCC, the firm was navigating delicate waters when the operations of the invested company was on its knees and the Government of Kenya (GoK), also a significant shareholder in the cement manufacturer, was facing a political quagmire with the liquidation of some of the assets that would provide financing for the business.

The financial restructuring also coincided with a CEO transition process in which the preferred candidate was a LafargeHolicim's employee on secondment to EAPCC. This unique ownership position put LafargeHolcim in the eye of a monopoly debate which competing stakeholders would use against them.

Our Approach:

P&L Consulting was engaged by the Swiss based cement manufacturer to provide Risk Advisory services around the CEO transition process for East Africa Portland Cement Company (EAPCC), a coveted position whose transition was politically charged.

The assignment also included financial communication around the poor results as the firm was in the process of restructuring its financial position.

The Outcome:

We were able to strategically highlight the client's concerns without aggravating their relationships with the other stakeholders.

The clients' interests in the board and the other listed firm was also safeguarded.

Project Period: 2015

The Challenge:

Ascent Capital was a new and homegrown private equity firm that wanted to make an impactful entry in the market.

The PE firm injects between $2million - $10million per investment. While in the last leg of their fundraising endeavours and had seen an opportunity to raise funds from the local pension funds.

The biggest challenge was the pension managers' understanding of the private equity models.

Our Approach:

In 2014, P&L Consulting was retained by Ascent Capital ahead of the launch to support market entry communication and brand positioning. We also provided counsel on how to engage with the trustees given the prevailing knowledge gap.

We drafted communication that would position the PE fund as the poster child for local fundraising based on the diligence of fund managers. We continued to support all communication around deals the firm made across East Africa as well as support in addition to the fundraising activities.

The Outcome:

Through our fundraising and financial communication support, Ascent Capital became the first fund to ever secure PE investment from local pension funds.

The fund is now firmly established, it has invested in different mid-sized companies in Kenya, Uganda and Ethiopia.

They went on to raise $120m for their 2nd fund which was twice as big as the first.

INTELSAT

Project Period: 2015

The Challenge:

Instinctif Partners worked with Intelsat over many years with the mandate of profiling the brand and keeping the company relevant.

The key challenge was that most of the information was US specific, there was poor understanding of the African context and very little data is collected on African markets. Much of the content generated needed to be based on Instinctif Partners' knowledge and experience of the ICT&T sector in Africa, development imperatives and changing business and consumer trends.

In addition, the company's Africa MD was changed frequently so there was little spokesperson availability.

Our Approach:

Instinctif Partners facilitated a sustained outreach campaign to journalists in South Africa, Kenya, Nigeria and Senegal to build understanding of Intelsat and its relevance to each market.

Drafted trends and opinion piece content to be utilised as 'passive' placements because there was little spokesperson availability.

Emphasised the core benefits of satellite in African markets, referencing independent research and creating talking points for Intelsat blogs around issues that affect particular countries, or the continent as a whole.

Leveraged industry events to secure face-to-face media engagements for international spokespeople and briefed them so they would speak the Africa story.

The Outcome:

At the a recent AfricaCom conference, Intelsat secured the majority share of voice over its competitors and achieved a 20 minute slot on CNBC to talk about the key "issue of the day", DTT.

Intelsat secured regular monthly coverage across all markets through the smart repurposing of centralised content to make it bespoke for local markets.

Intelsat moved from a reactive commentator to one that proactively talked to industry trends.

CASE STUDIES

Tanzania

Project Period: February 2024 – October 2025

The Challenge:

At the start of the engagement, Airtel Tanzania faced visibility gaps despite its position as a leading telecom provider.

Its media presence lagged behind competitors, with limited storytelling around innovations like the 2Africa Submarine Cable and 5G rollout.

Inconsistent media strategies, weak visual content, and challenges in balancing affordability with innovation further constrained perception.

In a market where rivals pushed aggressive PR, Airtel needed a cohesive, relatable communication approach to connect with both urban and rural audiences while highlighting its role in national development.

Our Approach:

P&L Consulting was engaged to transform Airtel's communications through a storytelling framework anchored on convenience, affordability, agility, and superior service. Using a Create Once, Publish Everywhere (COPE) model, content was repurposed across platforms to maximize consistency and reach.

Campaigns such as Customer Service Week, JiBoost with Airtel Money, and the 5G Smart Box launch showcased Airtel's innovation in ways relatable to everyday Tanzanians.

Visual storytelling played a central role, supported by a robust photo and video strategy that highlighted leadership, community impact, and partnerships with government, development banks, and global organizations. At the same time, crisis management was strengthened through transparent, empathetic communications during outages, fraud cases, and service disruptions—preserving trust and credibility with customers and stakeholders.

The Outcome:

The campaign delivered outstanding results. From Feb 2024 to July 2025, Airtel secured 1,330 media placements (up 277% from 2023), generating TZS 3.2B in PR value.

Airtel outperformed Vodacom in coverage three times, with sentiment holding at 99%. Digitally, the brand achieved 37.8M impressions, Instagram growth of 208%, and tripled CTR—driving stronger engagement and relevance.

Flagship initiatives like Airtel SmartWASOMI and campaigns such as JiBoost and School Pay boosted visibility and repositioned Airtel as customer-focused, innovative, and socially responsible.

Today, Airtel Tanzania is recognized as a leader in digital transformation, financial inclusion, and connectivity—its brand narrative strengthened through P&L Consulting's storytelling approach.

Project Period: February 2024 – October 2025

The Challenge:

Dalbit Tanzania's executive team faced hurdles in effectively engaging critical stakeholders, including the media, government officials, and business partners.

Operating in a highly regulated and dynamic environment, the company needed its leaders to confidently navigate government protocols, communicate with clarity in media interactions, and deliver impactful presentations that aligned with strategic objectives.

Strengthening these capabilities was essential to building trust, fostering stronger relationships, and ensuring seamless engagement with external stakeholders.

Our Approach:

To address these needs, the agency designed and delivered a tailored executive training program focused on three core areas: media engagement, government protocol management, and presentation skills.

The training equipped Dalbit's leadership with techniques for managing media interviews, articulating key messages, and protecting the company's reputation.

Executives also gained practical insights into government structures and protocols, enabling them to engage officials with confidence and authority.

In addition, the program strengthened public speaking and storytelling skills, ensuring leaders could deliver compelling, audience-driven presentations that resonated across diverse stakeholder groups.

The Outcome:

As a result, Dalbit Tanzania's executive team significantly improved its ability to engage stakeholders in alignment with the company's vision and goals.

Leaders demonstrated increased confidence in media interviews, stronger articulation of key messages, and greater ease in navigating government engagements.

These improvements enhanced Dalbit's external relationships, elevated its public perception, and positioned its leadership as credible and influential voices within the industry, ultimately reinforcing the company's broader strategic agenda of effective communication and stakeholder engagement.

Our *Clients*

Organisations that have trusted us with their most consequential moments

Since 2013, across 8 countries, we have advised enterprises at their most complex inflection points — from capital markets transactions to national policy reform, from corporate crises to sustainability transformation.

Capital Markets & Risk Advisory

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Strategic Communication

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EABX Securities Exchange
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Bamburi cement
Genghis Capital
airtel
Amana Capital Ltd
Mumias Sugar Company Limited
Johnnie Walker
Tax Justice Network Africa
Enwealth
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malaria NO MORE
dk designkenyasociety
KAREBE GOLD MINING LTD
ROSATOM
JIACTIVATE
circle art agency
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Narrating your bottom line