

ceo

The magazine for decision makers

Africa



Behind the mask(s) of today's Africa

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This issue of ceo Magazine takes a peek behind the mask(s) of today's Africa. It relates stories of creative, entrepreneurial, visionary firms that have successfully gained a foothold in Africa.

For the cover image, we allowed ourselves to be inspired by the great African masters of woodcarving. It shows a mask with plumes from the Pende-Region in the Democratic Republic of Congo. Accompanying each article on the following pages is a different African mask – details about them can be found at the end of the magazine.

It's high time to shed light on the masks of Africa and learn more about the true potential of this continent!



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Mask displayed in Museum Rietberg
Zurich

The opinions expressed by the
interviewees may vary with those
of the publisher.

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Africa: a new world on an age-old continent – with 54 countries, almost 12 million square miles of surface area, close to 2,000 languages and a population of more than one billion. Some people associate the “cradle of mankind” with unaccustomed cultures and a chequered past; others espy enormous potential for growth and economic development – and they’re becoming the first movers in cleverly capitalising on those opportunities.



Urs Honegger
CEO PwC Switzerland

Over the past decades, Africa has metamorphosed into a continent of hope; one where modernity, entrepreneurialism and self-initiative have gained a solid foothold. The domestic growth rates are higher than the global average and a middle class has emerged that encompasses one-third of Africa’s entire population. The degree of prosperity of course differs between regions and economic sectors, but it nevertheless is evidence of the continent’s tremendous developmental vitality. And digitisation is also poised for a quantum leap: already 650 million mobile telephones have been registered there.

The European Union and Africa are bonded by a steadfast partnership, albeit one that – due to the colonial past – was not always without its problems. The relationships between Africa and Switzerland are also deeply rooted and portend interesting potential: in 2014, 1.3% of Switzerland’s trade goods went to Africa, whilst 3.9% of Africa’s exports made their way to Switzerland. 21,500 Swiss citizens established their new home in this part of the world, and 86,700 Africans today reside in Switzerland.

With this current issue of ceo Magazine, we want to bring you up to speed on the multiplicity, richness and potential of Africa. To that purpose, we’ve interviewed representatives from the fields of art, commerce, music, film and digitisation and asked them to relate their success stories as well as their interpretations of the relationship between Africa and Switzerland. For instance, we talk with Jürgen Steinemann, Vice Chairman of Barry Callebaut, about the challenges involved in the production of raw materials in such a complex continent. Elsie Kanza, Head of Africa at the WEF, explains how she intends to create jobs in Africa by encouraging the key players to join forces. And Anat Bar-Gera describes her own role in bringing high speed to the Black Continent.

We wish you a fascinating read that provokes new thoughts and offers promising perspectives.

Urs Honegger



Current PwC studies on the topic of Africa:



Into Africa: The continent's Cities of Opportunity



Hospitality outlook: 2015–2019 South Africa – Nigeria – Mauritius – Kenya



Future shape of financial services in Africa

The above studies can be accessed at pwc.co.za

Questions to PwC experts regarding Africa



Jürg Niederbacher
Partner, Leader Commodity Trading Switzerland

What is the biggest change and transformation that occurred in Africa over the last 5 years?

There was a significant rise of the middle class in Africa. This leads to economic opportunities for Swiss companies. However, compared to other countries, Africa – with its many nations – is more challenging to enter. The right local support from the start is key to avoid critical errors and makes the expansion to Africa a success story.



Fabio Dell'Anna
Partner, Leader Corporate Tax West

What are the most remarkable traits and differences when doing business with Africans?

In Africa actions speak louder than words. Identifying and accurately understanding the specificities of the different African countries and regions is essential.



Gill Sivyler
Partner, Global Leader International Development

What are the major challenges that lie ahead for Africa?

Africa offers enormous opportunities to future generations – 200 million people aged between 15 and 24, 10 % of the planet's oil and one third of its mineral wealth. The major challenges will be how to leverage the wealth for the benefit of all without increasing the gap between rich and poor, and with strong governance. The growth in population will also require improvements in access to healthcare and education to ensure a skilled and active workforce.



Claudio Prante
Senior Manager, Strategy

Mastering the transition from a continent of “extraction” to a partner in sustainable and equitable growth: Western businesses, especially, are increasingly becoming aware that this can only be achieved when partnering with farsighted, less autocratic, entrepreneurial and trustworthy counterparts.



Günther Dobrauz
Partner, Leader Legal FS Regulatory and Compliance Services

How can Africa be more successful through investments?

Africa is one of the fastest growing regions in the world. Whilst resources and commodities have historically played a key part in African growth, in recent times growth has also been enhanced by the rise in consumerism, tourism and the fast development of sectors such as telecommunications. Well-directed investments will accelerate sustainable growth and value creation for all stakeholders.



Yvan Serret
Director, International Development

What is your best tip for maintaining a successful relationship with African business partners?

Africa is a continent made up of 54 countries. Respect the culture in each of those countries and treat people as equals.



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A peek behind the mask

This series of one Magister draws a parallel between the old masters of woodworking and the new masters of entrepreneurship of Africa. We search perspectives and reveal what hides behind the masks. Africa? Yes, an entire continent, with 54 countries, more than 1,500 languages and numerous cultural diversity. Accompanying each article and every year you will notice one of the following masks. They tell their own stories.

Mask of the King King of the Kingdom of Lesotho, Maseru, 1970-1995. He was the first African to be crowned King of a country. He was the first African to be crowned King of a country.	Mask of the Mother Mother of the Nation, Nnamdi Azikiwe, 1960-1966. He was the first African to be crowned King of a country. He was the first African to be crowned King of a country.	Mask of the Father Father of the Nation, Kwame Nkrumah, 1946-1966. He was the first African to be crowned King of a country. He was the first African to be crowned King of a country.	Mask of the Prophet Prophet of the Nation, Nelson Mandela, 1918-2013. He was the first African to be crowned King of a country. He was the first African to be crowned King of a country.
Mask of the Warrior Warrior of the Nation, Robert Mugabe, 1924-2017. He was the first African to be crowned King of a country. He was the first African to be crowned King of a country.	Mask of the Scholar Scholar of the Nation, Thabo Mbeki, 1942-2008. He was the first African to be crowned King of a country. He was the first African to be crowned King of a country.	Mask of the Artist Artist of the Nation, Fela Kuti, 1938-2015. He was the first African to be crowned King of a country. He was the first African to be crowned King of a country.	Mask of the Leader Leader of the Nation, Julius Nyerere, 1922-1999. He was the first African to be crowned King of a country. He was the first African to be crowned King of a country.
Mask of the Explorer Explorer of the Nation, David Livingstone, 1813-1873. He was the first African to be crowned King of a country. He was the first African to be crowned King of a country.	Mask of the Pioneer Pioneer of the Nation, John C. Calverley, 1814-1883. He was the first African to be crowned King of a country. He was the first African to be crowned King of a country.	Mask of the Innovator Innovator of the Nation, Steve Jobs, 1955-2011. He was the first African to be crowned King of a country. He was the first African to be crowned King of a country.	Mask of the Visionary Visionary of the Nation, Bill Gates, 1955-2008. He was the first African to be crowned King of a country. He was the first African to be crowned King of a country.

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Master of African Arts

Eberhard Fischer, former Director of the Rietberg Museum Zurich

Text: Sandra Willmeroth

Images: Markus Bertschi

When as a young man I was appointed director of the Rietberg Museum in 1972, one of my great ambitions was to lift the veil of anonymity surrounding Africa's wood-carving culture and give those artists some of the recognition – yes, the dignity – they so richly deserve. I always took pains to determine the precise provenance of the masks and sculptures we acquired and then affix attributions such as “Unknown master of this-or-that tribe or cultural region” – this entirely in the spirit of Rietberg Museum, which has its roots in Baron Eduard von der Heydt's vast collection of Asian, African, American and Oceanian artworks. Collector and banquier von der Heydt had a personal maxim: “Ars una”; in other words, “There is only one art”. But I'd like to add that there are artists all across the globe!

Alone for that reason it's a terribly annoying cliché and nothing more than antiquated missionary drivel when African art is referred to as “primitive art” and deemed daemonic or threatening in its very nature. Not a single one of these carvings has anything grotesque or wild about it. African masks are often depictions of spirits who dwell in the jungle yet also inhabit the dreams of man. They're helpful

creatures you need to get in touch with, concentrate on, so they can be effective in society. The perception that all of this is just quackery, fetishism or a pack of phantasmagorical forbears is completely false.

I really like the angularity of African masks, their symmetry, severity of form, limitation to the essential and hence their clarity, quest for equilibrium – and something that people fail to recognise at first glance: the calm and grandeur that lies within these artworks. Only a state of peace can free the panoply of emotions they evoke when on display. A laughing mask can't cry. But a sanguine mask is somehow imbued with the feelings the artist had at the moment of its creation – something sad or perhaps gleeful; something powerful or maybe meek?

To judge the quality of African art, you need to know quite a lot about African cultures. But above all, you also have to be highly familiar with the entire spectrum of mask types and genres and know which stylistic possibilities exist in a given culture for depicting, say, a human face. There are of course typical design “templates” for each folk, but simply copying the same-old, same-old does not suffice for the true artists. They put much more blood, sweat and tears into their works: memories,

perceptions, experiences. For that reason, there is a tremendous difference between a so-so piece and works that are, say, especially austere or particularly opulent or extremely precise or masterly in the way they've been carved. Lacking that overarching know-how, you can hardly determine whether a piece has been reproduced in the thousands or if it in fact is something quite special.

At the moment one is able to ascribe that specialness to a specific artist – recognise his fingerprint on the piece, so to speak – the work acquires an entirely different, singular value. Genuine masks of that kind can fetch the equivalent of 300 to 3 million francs at auction. There are no standards; after all, we're not collecting postage stamps here and looking whether or not they've been cancelled. No, we collect the qualitatively extraordinary – if it actually is “art”.

You see, it's frequently the case that African carvings are not real artworks, but instead rubbish. The market for fakes has become a major problem, and the likelihood is great that a layman who buys African art will end up holding the bag – with nothing in it other than perhaps a memento of the rip-off. The number of fakes and manipulated objects is enormous as there are also many African

*“Just look at how this piece
has been worked – the élan,
the stylisation, the precision,
the energy that’s in there!”*



Mask
19th century
Ethiopia
Collection of the
Museum Rietberg
Zürich



rietberg.ch



Dr. Eberhard Fischer (*1941), holder of a doctorate in ethnology and the eldest son of German social anthropologist Hans Himmelheber, headed Zurich's Rietberg Museum from 1972 through 1998. He is President of the Rietberg Society and General Secretary of the Swiss-Liechtenstein Foundation for Foreign Archaeological Research. In 2012, the Indian government awarded him the Padma Shri Citation for Literature and Education. The focus of his research and expertise lies in 18th century Indian paintings and African works of art.

carvers who even today are very adept and use the same materials as their ancestors. Then it's simply a matter of "replicating" the works' aging process. For the uninitiated, differentiating between a mask anno 1910 or 2010 is practically impossible.

I've travelled the world countless times, in the truest sense of the expression. When you conduct research, you need to go into the hinterlands – because without your own field research, you can't critique the provenance aspect. You have to know how people in a foreign culture actually live and, for instance, also be able to interpret the local vocabulary by means of aesthetics, gesticulations, tonal nuances. You need to

have experienced how the audience reacts to a real-life "masquerade".

It was rather by coincidence than design that I came by a collection of African art: my father was one of the most highly regarded experts on African art, and so I grew up in that world. Like other children go along with their fathers to church or the football pitch, I and my siblings joined our father at African art exhibitions. It was my greatest good fortune as a young art ethnologist to be named director of Zurich's Rietberg Museum – in all honesty, I'd actually have paid real money to have the privilege of performing that function!



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Congo: Sango





Africa steps on the pedals

Once upon a time, **Paolo Richter's** bike was stolen. So he cobbled together a “new” one out of parts from old two-wheelers. That’s how the founder of Velafrica discovered his passion, which he turned into a project, which today has improved the quality of life for close to half a million people in Africa.

Text: Vanessa Georgoulas

Images: Marc Wetli, Velafrica

Mr Richter, what is Velafrica and how did the original idea for it come about?

Let’s say it was a kind of collision between my acquired passion for bike recycling and the unusually high Swiss unemployment rate back in the early 1990s. During my studies, I got into bicycle resurrection because somebody “borrowed” my bike, as Captain Jack Sparrow would say. So I bought three other ones at auction – themselves probably “borrowed” as well – for four francs apiece and out of their components I concocted a new bike. Already back then I was working with jobless people, and together we started to refurbish bicycles. During a field research stay in Ghana, I quickly recognised that far and wide hardly any bikes were to be seen, and it was mainly the women and kids who had to walk hours on end each day to get to the nearest market, water source or school. During a visit, my Ghanaian friend Mozato Ohene-Akonor remarked: These bikes are precisely what we need. And so we started selling our restored bicycles in Africa at a very affordable price.

How large is the Velafrica organisation and how is the programme financed?

In total, roughly 350 people are involved – including the jobless or handicapped programme participants at our 30 partner repair shops in Switzerland. We have something like 65 related jobs in Africa and close to 50 African bicycle dealerships. Donations cover roughly one-third of our financing needs; another third comes from sales of our bikes in Switzerland, and our partners take care of the rest through contributions towards expenses.

Velafrica conducts local courses to train bicycle mechanics. In which countries are they held?

In Burkina Faso, Tanzania, Madagascar and Ghana. On the whole, there are about 80 courses ranging from a two-year apprenticeship to a two-week advanced training seminar. We also educate women.

How do you go about getting a new project on its feet?

We first scrutinise the existing market, as it is by no means our desire to pose new competition. That’s also the reason we don’t give away the bikes for free. And then there are specific regions which can hardly be supplied – Congo or Mali, for example. The political situation there is just too unstable.

What role does Velafrica play in African society?

A bicycle opens the door to a lot of things. Two separate studies by the University of St. Gallen reveal that a bike enables you to get from Point A to Point B 4–5 times faster and transport 3–4 times more goods than on foot. A schoolchild needs an average of 2.5 hours to get to and from school each day. With a two-wheeler, they can handle those 7 kilometres back-and-forth much quicker and therefore have more time for doing their homework – hopefully. Also thanks to bikes, more girls go to school because they feel safer during the journey.

What are the greatest challenges to doing business in Africa?

Baseline poverty levels see to it that currency exchange fluctuations or a bad harvest have a serious impact on purchasing power. In



“A bicycle in Africa is an important investment.”

Africa, a bicycle is a big-time investment – depending on the given country, the price can vary between the equivalent of 40 and 90 Swiss francs. A buyer has to save for several months to come up with that amount.

And how difficult are dealings on a day-to-day basis?

You need to know the economic background of cultural differences there. If someone shows up a bit late, that's not necessarily a sign of insouciance. Rather, it might be explainable by the fight for survival. If your cooking stove goes on the blink, repairing it has priority – otherwise there'll be nothing warm to eat until that happens. But there's also something relaxing about living without a clock.

Is that precisely what we can learn most from Africa – more hakuna matata?

That's one thing, for sure: staying unruffled and upbeat even when things aren't running optimally. I marvel at this courage to face twists and turns in life and the creativity it takes to find a way regardless of the circumstances – while keeping a stiff upper lip in the process.

And what can Africa learn from Switzerland?

We've got a higher degree of quality consciousness and also loftier expectations – precision and due care play a major role in this regard. The Swiss are also among the exemplars when it comes to customer orientation.

How can you make sure that the relationships with your African partners stay on an even keel?

We communicate with them on a par and listen carefully because we view our partners as the market cognoscenti. We've got plenty of ideas and concepts, but ultimately it's those people who know the lie of the land.



“A bicycle expands the radius of movement, saves time and makes work easier.”

Velafrica – opportunities thanks to a pair of wheels

It was more than 20 years ago that the first container with 300 decommissioned bicycles left Switzerland en route to Ghana. 130,000 more have followed since 1993, headed to partners in Burkina Faso, Eritrea, Gambia, Ghana, Madagascar and Tanzania. In Switzerland, this charitable organisation works together with welfare institutions that engage the jobless as well as people with health and physical impairments. Velafrica founder and general manager Paolo Richter studied social sciences and social work in Fribourg.

velafrica.ch







Unclipping Africa's wings

Airline trade association CEO **Tony Tyler** sees huge potential for African aviation – if governments can get it right. He also calls on all governments to support biofuels.

Tony Tyler

The UK national was born 1955 in Egypt, studied in England and has lived and worked on every continent except South America (and of course Antarctica). He started in the Far East at the airline Cathay Pacific in 1978, where he rose to CEO in 2007. In 2011 he became CEO at IATA, from which he will retire in June of 2016.

Text: Eric Johnson

Images: IATA, PwC, Miguel Torres Curado

As aviation regions go, isn't Africa the world's smallest?

In passenger volumes, Africa is the smallest. But it's growing quite fast, so the opportunity is huge. Projected growth over the next 20 years is a compounded 4.9% per annum. That's as fast as the Asia-Pacific region. It's considerably higher than the global average of 4.0% over the same period. So Africa should soon start punching its weight on the stage of global aviation.

And it hasn't punched its weight, has it? You said in a recent speech that two decades ago, the outlook for Africa was very similar to that for China.

The point I was making is that if governments adopt policies that drive aviation, then the potential benefits are huge. Also, that you can grow and simultaneously become safer. In the 1980s, Chinese aviation was not only

a lot smaller, but also pretty backwards in terms of meeting international standards. Today, China is right up there with the best. So it's wrong to think you can't grow while improving quality and safety. For Africa, improving safety remains the number one priority.

Is Africa lagging the rest of the world?

It's a mixed picture. Most major airlines and some smaller ones have adopted international standards and IATA safety audits: their track record is as good as any. But there are smaller airlines in Africa that bring down the average. This gives a distorted picture to the public. The man on the street hears of an accident in Africa, and he tars all African carriers with the same brush. He thinks they all have bad records. So we at IATA are working hard to instil better safety practices, especially at the smaller carriers, even though many of them are not our members. This is part of our mission. Besides, it's bad for everybody when there's an accident.

What is Africa's safety problem?

Inadequate infrastructure, poor oversight and lagging adoption of global, harmonised standards – these are the main issues. Of course the extent of the problem varies greatly within Africa itself.

How can the challenge be overcome?

Under the Abuja Declaration of 2012 African governments committed to taking the necessary steps: strengthening civil aviation authorities, implementing safety management systems, certifying all international aerodromes and conducting safety audits. Governments are taking this seriously, and a lot is being done. The next step is for African governments to progress their understanding of aviation's commercial realities. Africa is certainly not the only region to be overweight in restrictive regulations, onerous taxes and high user charges for generally poor infrastructure, but in some respects these issues are particularly acute. For instance, jet fuel in Africa is 21% more costly than elsewhere – and jet fuel makes up 30% of airline costs. Also, African countries have promised to open up markets within Africa, but they have been more liberal to non-African carriers than to their own. Only 20% of intercontinental passengers to or from Africa travel on an African airline!

Can this be changed?

We're trying to help African governments to understand the tremendous value of aviation, to the economy and to society. In a large continent with difficult terrain, the obvious transport choice is air. We're also pointing out how other countries have succeeded. Look at Europe: at one time it had

very restricted air markets, yet liberalisation has yielded spectacular results. Africa needs to try to build similar institutions to those that have worked in Europe – while being careful not to repeat some of Europe's mistakes, particularly on the failure to integrate air traffic management, and its over-prescriptive regulatory regime. And there are other role models in using air travel as a driver of economic development. In parts of the Middle East, Singapore, Hong Kong and South Korea: they get it. They understand that a healthy aviation sector is a win-win for everybody.

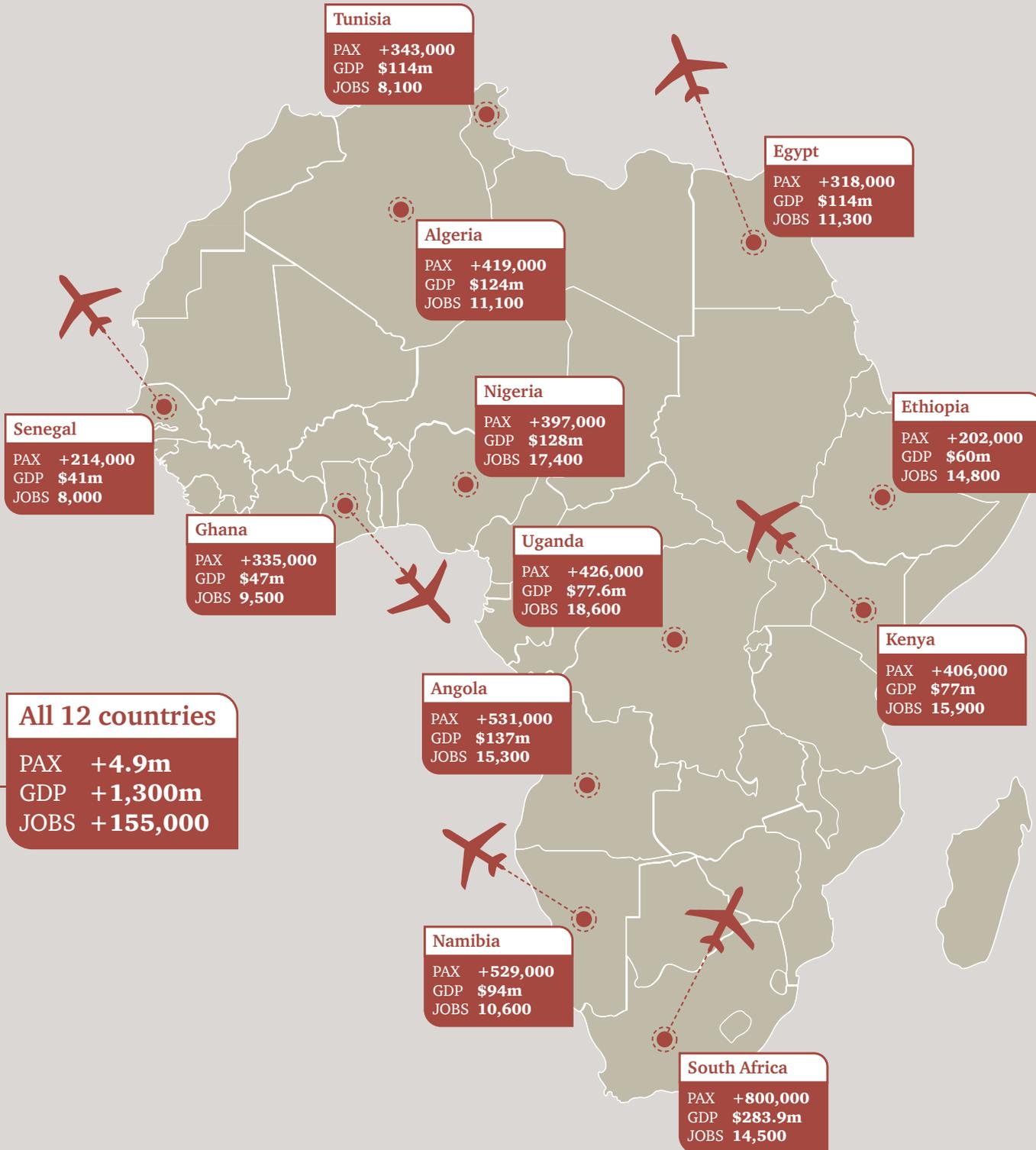
Turning to the airline business overall, how is current performance?

Profits have improved steadily from 2011 to 2014, and our latest forecast for 2015 foresees record profits and revenues. Still, on average, airlines at best barely cover their cost of capital. In any other industry, this would be a minimum requirement, but for the airlines it's a huge achievement.

“A 2014 study commissioned by IATA showed that intra-Africa liberalisation in 12 major African countries could create 155,000 new jobs and \$1.3 billion in additional GDP.”

Why is their profitability so poor?

This is an intensely competitive industry. IATA alone has some 260 members. And barriers to entry are low. Yet our business partners are very concentrated. There are two major aircraft manufacturers. There are three main engine suppliers. Airports are





almost always regional monopolies. And governments see airlines as soft targets for taxation. We're efficient at collecting taxes and fees for them, probably more efficient than they are on their own. There are a lot of people making a lot of money in aviation – just not the airlines.

“Africa should soon start punching its weight on the stage of global aviation.”

Carbon emissions – what's the latest on that?

We're looking forward to the climate change summit in Paris in December 2015. If this goes well, it will help aviation. But even if it doesn't go well, airlines are pursuing a

long-term strategy of improving efficiency, becoming carbon neutral and then cutting carbon emissions by 50% from 2005 to 2050. The key to going carbon-neutral is world governments agreeing a global market-based measure to capture aviation carbon emissions. The body that will decide this, the International Civil Aviation Organization, will meet in a year's time to agree the details, but there is a great deal of work to be done in the meantime. One area where we've made great progress is in using biofuels to power jet engines. Here, there needs to be government intervention to ensure that biofuel markets run smoothly, and for appropriate incentives to increase production. There's a great benefit for governments. If they can ensure that the 200 largest airports run on biofuel, they'll cover about 80% of air traffic. You can't get much more efficient than that – this is a real opportunity for improvement.

International Air Transport Association (IATA)

is the trade association for commercial airlines, representing some 260 carriers based in 117 countries, carrying 83% of global air traffic. IATA works closely with the other leading aviation institution, the International Civil Aviation Organization (ICAO).

iata.org



Scoring for a better education in Africa

International football star **Didier Drogba** explains what it takes to be top of your game and how healthcare and education are vital for Africa's stability and prosperity.

Text: Gill Parker

Images: Didier Drogba

Your success in football is legendary. You've been one of the top scorers at Chelsea, the top scorer in the Ivory Coast, where you're from, and African footballer of the year twice. What is it about football that makes you want to succeed?

Football is my passion. I'm lucky that I have this sort of job and my passion is my job. Every time I play I think it's more like having fun and it helps you succeed because you feel lucky and you always feel positive. There's a competitive part inside me too, so when you win once you always want to win more.

Why football? Why choose football as a career?

The first time I wanted to be a footballer was when I saw Maradona play on TV and I was like wow, he is a genius and I want to be like him, play like him. So I used to play only with my left foot sometimes, play in the street with my friends and act as if I were Maradona.

You lived for some time when you were small with your uncle in France who was also a professional footballer. How did he influence your career in football?

He was a big part of me becoming a football player. I went to his training sessions and I went to his games, I saw the passion around the game. The everyday routine for me was amazing in the sense of how he got ready for the game, trained hard and when they played, you could see the result of the training. Training is the most important part.

You started your professional career at Le Mans in France – how did being professional change things for you? And did you realize at the time just what a big step this could be?

When I was at Le Mans I was very happy to be in a professional team but it was very difficult because I was in a team before where you only trained perhaps once, sometimes twice a week. But at Le Mans I had to train every day and my body wasn't used to it, so I got a lot of injuries. It was a shock to my body. It wasn't easy but I think that's where I got my strength and desire to try again even if you lose.

In 2004 you moved to Chelsea, at a record price and as the highest-paid Ivorian player ever – looking back, what was it like to be so highly valued?

For me it didn't change anything because I still remembered where I came from and two years before that I was a substitute in a second division team. It was nice because I was in a big club like Chelsea, but at first it didn't feel like the move of my life or of my career, as I thought I was going to stay in Marseilles. I wasn't even thinking of being the highest paid, because I never compare myself to people and I was more worried about

being able to adapt to a different football club, language and culture. But of course a few years later I realized it was the move of my life and of my career.

You were now on a very international circuit – what was it like to be at this international level in your career?

When you're a kid you dream of being famous, scoring goals, scoring the winning goal. But being at a club like Chelsea every day you come

“The more you give people the chance to access education, the more chance you have to change mentalities of a country and the continent.”



out and you score a goal. So it's nice but it's also giving you different responsibilities and priorities, and you have to adapt to this new life.

What did you enjoy most about playing at Chelsea?

I think the relationships I created with the players and that Chelsea is a club where there are so many different nationalities. So you learn about one country and another, how these guys react, and it's good, because I think that's what life is about, to share knowledge and culture with someone else.

You went on to have a highly successful career at Chelsea becoming the first African to score 100 premier league goals. What helped you be so successful at this time?

Working hard, working hard. Every time I scored a goal, the next game I would try to score two. I would look at the replay of the game and try to understand and analyse a lot, a lot, to improve and become one of the best.

Didier Drogba

left Africa as a young boy, to become one of the world's most famous and most successful footballers. He's played for Chelsea, taken his own national team to the World Cup and was named African footballer of the year twice. He has also set up a Foundation in his native Ivory Coast, with the aim to bring healthcare and education to his country. He is now based in Montreal playing major league soccer for Montreal Impact.

fondationdidierdrogba.org



You also led the Ivorian national team to the World Cup. What did that mean to you?

It was an amazing achievement. When I was young and saw Maradona win the world cup, my dream was to do the same. And then 20 years later you qualify for the world cup, it's emotional. I couldn't believe it.

You spent some time in Switzerland training for the World Cup and even played some friendlies with local teams. Why Switzerland and how did that help?

The weather was similar to the weather in Germany and it is close to Germany so that's why we chose the camp there. I know Switzer-

land and it's peaceful, they have great facilities, and it's always a good experience there. I always love it.

You're now at Montreal, how do you see your future in football?

I feel that I will stop playing soon. But I want to find a way to give something back to football because this sport has given me so much, so many emotions.

You grew up between Africa and France, what do you remember of the Africa of your childhood?

Playing in the street without shoes, big families, a giving community. Just sharing everything you've got and being happy.



What do you feel has changed the most since then and which development has been particularly surprising to you?

Technology and the fact that people are now trying to build their own brands and not having to rely on European or American brands, creating something new, different and something made in Africa.

You set up your own foundation in 2007 in the Ivory Coast, what inspired you to do this?

I want my country and my continent to change and to be seen in a different way. I want Africa to be known not just because it has a football player or a singer but because there are also scientists, important doctors, important leaders. That's why I think we have to give access to education and healthcare. The more you give people the chance to access education, the more chance you have to change mentalities of a country and the continent.

What type of projects are you invested in and why?

We are building a clinic and access to medicine at a very low cost. The mobile clinic is the most important because not everyone is based in the capital so it's difficult for people to get to a clinic. You have to walk hours and hours or take a bus, and so now we'll be able to go to people and to treat people. But really what I want to do is to build schools for education. I want to change the way people think in Africa. I really think this is why there are so many wars in Africa, because people go to a civil war not even knowing why they are fighting. But with education you can decide what is good for you, what is good for your country, so I think education is highly important.

“We are building a clinic and access to medicine at a very low cost.”

What are you most proud of in the last eight years of working through the foundation?

What I'm most proud of is the way the community reacted to my demands when I went to ask them to support me. Their answer was amazing and they gave me the strength to go to a different level and do this sort of work. They challenge me in the sense that I am responsible for their donations, so I need to create something good and something great.

Why do you feel it's important to give back to your own community in the Ivory Coast?

That's the way I grew up, in my family's house, with my uncle, my aunties, my cousins. You live with everyone and you have to share.

You've lived and worked all over the world. What are the differences between doing business in Africa and the way it is done in other countries?

I think right now, there are more possibilities in Africa – people are so slow, but we are going to get there, I think.

How do you see the future of Africa and your own country, the Ivory Coast?

I hope Africa will be done with all these wars and famine. This is really killing a lot of our people. But for my country I am very happy because the economy is growing. I'm very happy that the last elections took place without trouble. I think this is a good sign and this is the best way to become one of the most important countries in Africa. I think it is good for the country to go that way.





Re-boot for movie-making in Sudan

A Zurich-based film-maker is reviving his industry in this war-torn East African country. He is an Egyptian who almost by accident ended up in Switzerland.

Ahmed Abdel Mohsen

The film-maker got his degree in media and journalism at Egypt's South Valley University before graduating in 2005 from Zurich's F + F School of Art and Media Design. Mohsen now works as an independent filmmaker, project manager and translator under the label of Zurich-based Donkeyshot Film Production. He has directed six feature films, most recently "Laila, Hala und Karima – A Year in Revolutionary Cairo", that documents the lives of three female artists through the Arab Spring, starting with a hand-held camera sequence filmed at rallies that began in the city's Tahrir Square. Currently he is at work on a film "Season of Migration to the North", which is hoped to debut at the Cannes Film Festival of 2017.

Text: Eric Johnson

Images: Markus Bertschi, Firoze Edassery

Like many aspiring directors, Ahmed Abdel Mohsen wanted to cap his media and journalism studies with a degree from a film school in southern California, the world's cinematic capital. Unlike most of them, the young man, who had studied media and journalism in his home country of Egypt, was set to realise his dream. Everything was booked: the admission, the scholarship, the residence permit, even the flight, which was set to depart Cairo for America in late 2001 – on the 16th of September. Then the infamous attacks of September 11th threw off the plan. The toppling of New York's Twin Towers also toppled Mohsen's plan for a Hollywood education. Arab migration to America, his included, was locked down.

Fortunately, there were still some opportunities in Europe. Through some past visits and

ongoing networking, Mohsen was able in 2002 to start a 4-year programme in film-making based in Zurich. He lost no time in making up for lost time.

Already in 2003 he directed his first feature film, and from that went on to direct four others before he made his first full return to Africa. This is preserved in his 2011 documentary, "Sira – Songs of the Crescent Moon", that depicts an Egyptian family's struggle to balance modernity and tradition. From there he turned to another Egyptian subject, the Arab Spring uprising that swept Cairo and other capitals from early in 2011. Although this resulted in another acclaimed documentary, "Laila, Hala und Karima – A Year in Revolutionary Cairo", the changing political constellation made it increasingly difficult for Mohsen to stay there. "By 2012, after months of military pressure," he recalls, "it was no longer possible for me to work in Egypt."

What now?

Instead, he decided to shift his focus one country to the south, to the Sudan. There, 1,000 km to the south of Mohsen's home city of Aswan but also on the banks of the River Nile, was the setting of a story that he wanted to film. "Season of Migration to the North" is a prize-winning novel by Tayeb Salih (see box), first published in English in 1969. It tells of an African who studies in Europe and then returns to his Sudanese village, bringing with him a clash of cultures and post-colonialism that can only hope for positive resolution. The theme is controversial: in the initial years following its publication, the book was banned in Sudan.

In 2012 Mohsen began scouting for locations and production teams that could create a cinematic version of the novel. In criss-crossing Sudan for three weeks, he came to an inescapable conclusion: the same sort of political/social forces that had originally banned the book had also banished the country's film industry. "Sudan," he notes, "really had no film industry for 35 years."

Instead of backing down, Mohsen decided to start again, at a more fundamental level. He set out to revive the Sudanese film industry, which had imploded during the 1980s.

Building from the ground up

The business was truly wiped out. The only technical expertise resided with locals who had been trained by East Germans and Soviets back in the 1960s and '70s. Today their know-how is largely outdated. There are no film schools. Even most cinemas are

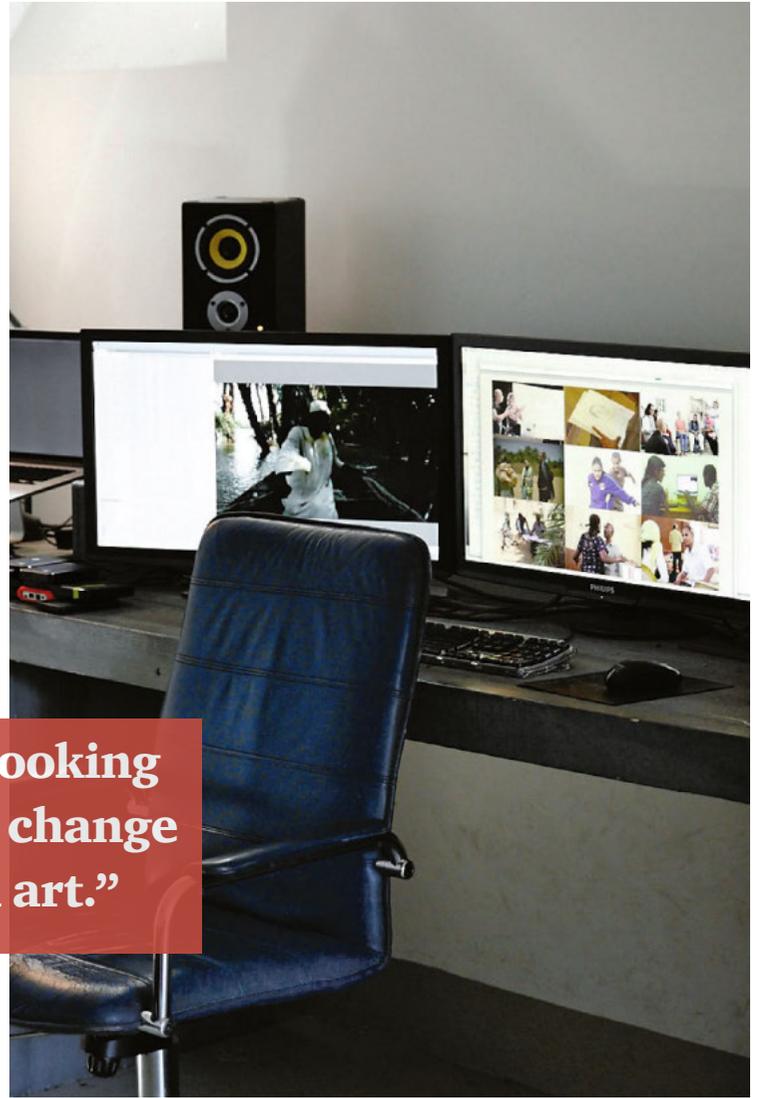
closed, thanks to curfews imposed to keep public order, which prevent ordinary people from going to the movies.

Already on his scouting trip of 2012, Mohsen started offering workshops and seminars to Sudan's young generation of nascent film-makers. Every skill was and is needed: story development, script writing, cinematography, lighting, directing, acting and on and on and on. This was clearly more than he could offer by himself, so upon his return to

“Originally I wanted to study film in California. I ended up in Switzerland instead.”

Zurich, he began talking to friends in the Swiss industry as well as to sponsors in Switzerland's government and cultural institutions. He ended up receiving support from, among others, the Swiss Embassy to Sudan and Switzerland's Agency for Development and Cooperation (SDC).

After initial trepidations about living conditions and personal safety (that were quickly dispelled), a dozen colleagues agreed to make a 3-week teaching tour of Sudan in early 2014. Soon this grew to a total of six tours, one every three months, featuring workshops, experimental theatre, lectures and a festival of classic Sudanese films. Before the latter could be shown, they had to be digitised from their old celluloid formats – their own Sudanese makers had not seen them for the better part of 30 years!



“We’re looking to bring change through art.”





Roots taking hold

The revival just kept gaining steam, and it spread into two more directions. One is the ongoing establishment of a film studio in a village called Karmakol, located three to four hours' drive north of Khartoum. Decades ago the site was abandoned, because it was regularly inundated by the neighbouring Nile. Since then those floods have been engineered out of existence – leaving behind a perfect set for movie-making. Not only that, Mohsen says, the empty village is an ideal centre for native culture, because it is also the hometown of the country's literary hero, Tayeb Salih.

Karmakol will provide the backdrop for Mohsen's filming of Salih's masterpiece "Season". After the shooting wraps, Mohsen has promised to donate all the film's equipment to local artists, the same ones who have been trained in the series of workshops that Mohsen organised. With the support of Mohsen and his project team the local Sudanese film-makers will shoot another six features, three fictions and three documentaries. Pre-production for these is already underway; filming is expected to kick off in 2017. One of the key successes in this initiative in Sudan is the patronage of UNESCO for all projects.

Mohsen's hope is that all of these films will do more than just entertain. Film-making might be a way to help reconcile the cultural and governmental differences that continue to plague Sudan, decades after Salih novelised them. "Change through art – this is something that needs to be tried," Mohsen says. "This might work better than did the Arab Spring."

“Sudan really had no film industry for about 35 years.”

The Swiss-Sudanese collaboration is bearing other fruits. From the teaching tours, a number of other ideas have sprouted. "From visiting Sudan and meeting its people," Mohsen notes, "my Swiss colleagues are now pursuing various film projects there." The Swiss, who find it frustrating waiting three to four years to realise a project, have learned patience from their Sudanese counterparts, some of who have waited 30–40 years. Mohsen expects the collaborations to bring cinematic benefits to both Sudan and Switzerland.



*“I’m a proud
African.”*



Job creator

With nearly a billion inhabitants, most of them young, Africa's biggest challenge is to create employment. Elsie Kanza and the World Economic Forum (WEF) are working hard to do just that.

World Economic Forum and Elsie Kanza

The World Economic Forum is the international institution for public-private cooperation. Based in Geneva, Switzerland, the Forum seeks to catalyse multi-stakeholder action in order to achieve its mission to improve the state of the world through its defined global challenges. It is also well known for its Annual Meeting, which takes place every January in Davos-Klosters, Switzerland. Since 2011, Elsie Kanza has been the Forum's Head of Africa. One of her main tasks is to run its annual Africa conference, a regional version of the Davos event. Kanza studied business, finance and development economics in Kenya, Tanzania and the USA, and is currently based at Forum's headquarters in Geneva. Since 2014, Elsie Kanza has been the Forum's Head of Africa. One of her main tasks is to run its annual Africa conference, a regional version of the Davos event. Kanza studied business and economics in Kenya, Tanzania and the USA, and is currently based at Forum's headquarters in Geneva.

Text: Eric Johnson

Images: Marc Wetli, A. Jansen

You could call it a commodity conundrum. On the one hand, when producing food, Africa is really quite poor. Despite vast resources of land and labour, the continent does not feed itself, annually importing a whopping \$35 billion of comestibles. On the other hand, when producing other basic materials, Africa is really quite rich. Cocoa, copper, cotton, diamonds, gold, oil... Africa's export list goes on and on. But in most cases, the bulk of the value and the bulk of the employment are added somewhere else.

These are the main issues being addressed by Elsie Kanza. She's tackled them for about a decade, first as an economic advisor to the president of Tanzania, and then as current Head of Africa at the World Economic Forum (see box). In trying to crack both of these nuts, the trained economist is taking on

Africa's biggest challenge: giving jobs to the continent's vast numbers of young people.

"I'm a proud African," says the daughter of Tanzanian parents who was born, raised and educated in neighbouring Kenya. "I want to help Africa find its own way to prosperity."

Food fight

One element of that is to boost indigenous agriculture through a project called "Grow Africa". Kanza helped to create the program during her time advising Tanzania's president, and since then it has spread from that one country to another 11 countries in the Sub-Saharan.

African farming is predominantly done by so-called "smallholders", who till less than two hectares (five acres). Obviously they lack economies of scale, not to mention modern seeds, tools, fertilisers and knowledge of agronomy. Most of them rely solely on

“I want to help Africa find its own way to prosperity.”

rainwater, which in many places is increasingly scarce, due to ongoing climate change. On top of that are a mass of infrastructure challenges, such as inadequate storage, poor transport and weak access to regional and global markets.

“There is an entire continent full of opportunities.”

The challenges are huge, but then again, so is the \$35 billion import bill. Grow Africa’s simple, bright idea is to replace the exports with domestic production. “Our approach,” Kanza notes, “is to bring all the players together so that they can start turning needs into opportunities.” So far that seems to be working well: the programme is funnelling \$7 billion of investment into farming, creating some 30,000 jobs per year and working with nearly 3 million smallholders.

Industrial action

Meanwhile, the worldwide boom (and more recent bust) in non-food commodities over the past decade has also made its mark in Africa. Masses of money have flowed in to buy cash crops and minerals, but nonetheless,

Kanza does not see them as the long-term job generator that Africa needs. “The commodities boom has created enclaves of wealth, not broad employment.”

The secret to broad job creation, she contends, is broad industrialisation. A shining example she cites is that of Huajian, a shoemaker. In 2011 the firm trained 86 Ethiopians at its home factory in China, and from there they returned to staff a new assembly line just outside of the capital Addis Ababa. By 2013 employment had sprouted to 3,500 workers, with most of the production being sold to name brands such as Clarks, Guess and Tommy Hilfiger. And this is only a start: over the coming half-decade, the company aims to raise its Ethiopian workforce to about 30,000.

Kanza’s quest at WEF is to replicate this sort of success across Africa. The key, once again, is to bring together potential partners to create and find opportunities. Several projects are underway elsewhere in Ethiopia, and the potential for car manufacturing in Nigeria is compelling – just to name two possibilities. “There is an entire continent full of opportunities,” contends Kanza, clearly enough to keep plenty of proud Africans busy for some time to come.







Sweet success

During **Juergen Steinemann's** six years as CEO of chocolatier Barry Callebaut, sale volume has climbed by about 40% while the share price has increased by over 70%. As he prepares to hand over his position to his successor in the second half of 2015 and focus more on his role as Vice Chairman of the Board, he reflects on the state of the company and its integral relationship with Africa.

Text: Eric Johnson

Images: Markus Bertschi, Barry Callebaut

What were the highlights of your six years as CEO of Barry Callebaut?

We took an international company and built it into a global enterprise. Today, 50% of our people are located in emerging markets or markets where our raw materials originate. We made our biggest acquisition ever, the cocoa ingredients Division of Petra Foods, in 2012, which added 1,800 employees and made us also the largest manufacturer of cocoa products worldwide. We created an unprecedented footprint in the new markets. Six years ago, we had one factory in Asia and one in Latin America. Now we have nine factories in Asia and seven in Latin America. In addition to the previously three pillars of our growth strategy – expansion, innovation and cost leadership – we've added a fourth pillar of "sustainable cocoa." I am convinced this fourth pillar will become the biggest differentiator in our industry – and sustainable cocoa is what drives us. On top of this, we have initiated a group-wide people and management development program. At the

end of the day, it's your people who drive the success of your company; it's your people who make the difference.

"There would be no chocolate without African cocoa."

For a while, Barry Callebaut was both a B2C and a B2B company, but you've moved it completely to B2B. Why?

I believe a company can only be one or the other in the long term. B2B and B2C are too different and call for different KPIs, people have different backgrounds. If you do both, you're competing with your own customers. Knowing we had to choose one or the other, we chose B2B.

How similar is your current business, chocolate, to your previous business, animal nutrition?

There are more similarities than one would expect! Both deal with a global, agricultural supply chain. Both require expertise in

Food fighter: who is Juergen Steinemann?

The German national (1958) studied business administration at the European Business School in Wiesbaden, London and Paris before starting his career in the food industry in the mid-1980s. Before Steinemann became CEO of Barry Callebaut in 2009, he served as COO at animal and fish nutrition giant Nutreco for almost a decade. Prior to that, he worked for Unilever and Eridania Beghin-Say. He is also a member of the board of Lonza and the supervisory board of Metro.





supply chain and general risk management. The processing steps are partly similar – as a matter of fact Bühler, a Swiss company, makes a lot of the technical equipment for both industries. The business is B2B, and customers tend to be big, global players with global contracts.

“To Africans, everything is possible, and they will do what is necessary to find a solution.”

Do you think Barry Callebaut will branch out of chocolate?

We had this discussion repeatedly, and the answer was always: As long as we manage to outperform the market big time, as we have for the past 10 years, it’s wise to not change. Our success partly comes from our focus on only one category, chocolate and cocoa. This forces us to excel because this is the only boat we are sitting in, we have nothing else to fall back on. Our competitors might have 15–20 categories of products, so they have more leeway if one category underperforms, but they are also less focused, because they have to keep up with everything from let’s say orange juice to cement. At Barry Callebaut we rather ask

ourselves the question: “What adjacent businesses would fit?” For instance we bought a company, la Morella nuts, that processes the nuts that are central to many chocolate products. A patissier, for example, needs both chocolate and a nut paste to make pralines. We also have bought some companies that manufacture speciality decorations for cakes or to personalize chocolates. These products have the same route to market and the same end customers as our mainstream products – that’s what we call “adjacent”.

Your company has a strong presence in Africa. How did this happen?

Barry Callebaut is the result of a merger. Callebaut, a Belgian chocolate manufacturer that belonged to late entrepreneur Klaus Jacobs, wanted to get a stronger grip on its main ingredient, cocoa, and thus decided to back integrate into cocoa. This was the reason for the merger with French cocoa processor Cacao Barry. So we integrated our supply chain back into the bush: This was our entry into Africa.

To what extent is Barry Callebaut an African business?

Very much so – there would be no chocolate without African cocoa. Africa, in particular West Africa, produces about 70 % of the world cocoa harvest. Five of our 16 cocoa-processing factories are located there, and they handle a good part of our cocoa needs. For climatic reasons, cocoa only grows

around the equator, i.e. in the developing world, but traditionally it has been processed close to its consumers in the developed world – the largest cocoa-processing nation is the Netherlands. Over the years, starting with the merger in 1996, we’ve moved to processing our cocoa closer to its origin for commercial and strategic reasons. Consequently, about 1,000 of our more than 9,000 employees are based in Africa.

Do you spend much time in Africa?

I love Africa; I love to be out in the bush. I’m in Africa four to six times a year. One of the great delights of working for Barry Callebaut was being the conduit, the link between the Western world and Africa. In the same week it happens that we have a meeting in a suit-and-tie at a polished conference table with the CEO of a consumer products company discussing consumer eating habits in 2030. A few days later we will be in khakis in the bush talking cocoa harvest with a farmer under a tree. Barry Callebaut’s intrinsic job is to connect these two worlds.

What can Westerners learn from Africans?

Africans are true entrepreneurs and very flexible. Recently I visited one of our companies in west Africa, where they were using three-wheeled motorcycles to collect multiple sacks of cocoa beans at a time from the farmers. Our colleagues had figured out that this could spare farmers the trouble and expense of loading one

sack onto a bicycle and riding for two hours through the bush to deliver their cocoa to a cooperative. Rather than going through the corporate purchasing bureaucracy, they had bought the three-wheelers on Alibaba, the Chinese web-based retailer! To Africans everything is possible, and they will do what is necessary to find a solution. I sometimes ask myself what we, in the compliance and conformance-obsessed West, can learn from them.

Are you trying to bring African spirit into Barry Callebaut?

Not just that of Africa, but from emerging countries in general. Within our global management development programme, about a third of our current crop of 45 trainees are from cocoa-origin countries. It's not always easy to get them out of their home regions. Not all are eager to live in Western cultures. Many have strong attachments to family that they don't want to leave. They, however, make our operation truly diverse, and stronger. I am also pushing that, as part of our graduate

training, we should make it mandatory for one of its three segments to be spent in a cocoa origin country. If you can make it there, you can make it anywhere.

To Westerners looking to do business in Africa, what would be your advice? Africa offers great opportunities, but you need to see them. Let me explain this through an anecdote: Two shoe salesmen were sent to Africa. One writes back after a

“If you can make it there, you can make it anywhere.”

week: “Coming home, no one wears shoes.” The other one also writes home: “Going to stay for a year, no one wears shoes!” Go there, see for yourself. Figure out the opportunities on the ground. Of course you have to read studies and apply due diligence, but nothing substitutes for hands-on, face-to-face experience.





The Barry Callebaut Group ...
... is the world's leading manufacturer of chocolate and cocoa products, producing about 1.8 million tonnes per annum in 50+ factories around the globe.

Sales in fiscal year 2014/15 were about CHF 6.2 billion for the Zurich-headquartered company, which is listed on SIX Swiss Exchange. The company is a business-to-business

supplier, selling to industrial food manufacturers and to artisanal and professional users of chocolate such as chocolatiers, pastry chefs, bakers, hotels, restaurants or caterers.

barry-callebaut.com



It's time for Africa – to create nine million new jobs

From cotton to clothing, an entire apparel supply-chain could be located on this great continent. Entrepreneur **Jaswinder Bedi** is leading the way with a Ugandan project that stretches from farm to finished product.

Text: Eric Johnson

Images: Jaswinder Bedi, David Sucsy

Like so many stories from Africa, this is one of great potential disrupted, which after decades of hibernation emerged again.

A half-century ago in Uganda, when it gained independence from Britain, cotton was king. The new nation was Black Africa's largest producer of the white fibre, which accounted for 40% of the country's foreign earnings. A small, but promising textile industry was putting down roots, with factories that gin and spin cotton to thread or yarn that is woven or knitted into fabric that is dyed, cut and sewn into clothes. In time, however, this fine start was squandered.

A 2011 study from an India-based textile consultancy, paints the problem diplomatically: "Political instability and poor policy choices of the 1970s caused a serious decline in the sector." Put less diplomatically, the textile/apparel sector – like the country itself – was torn apart. In his dictatorial rule of 1971 to 1979, local despot Idi Amin ruined hundreds of thousands of lives as well as vast swathes of the national economy. Finally, by the mid-1980s, Uganda began a period of relative stability that has lasted to this day, but the damage still runs deep. One salient statistic summarises the story, that of national cotton production. While the 2015 total looks likely to rise sharply to 150,000 bales, this will still amount to only about 40% of the country's all-time peak of 400,000 bales, reached back in far-off 1969.

Jaswinder Bedi wants to change this. He wants to revive the Ugandan cotton-textile industry by rebuilding it, literally from the ground up, and in doing so set an example for the rest of Africa. Drawing from his experience in neighbouring Kenya (see box), he has launched a company to do this, called Fine Spinners – which is also central to a development project called the Competitive African Cotton Initiative (COMPACI).

Welcome to paradise?

Taken on agricultural fundamentals, the idea of Competitive African Cotton has obvious merits. One of PwC's own in the country, Assurance manager Cedric Mpobusingye, puts it this way: "Uganda is endowed with a warm climate, ample fertile land and regular rainfall, all of which provide one of the best environments for agricultural production in sub-Saharan Africa." And he is probably understating the case. The combination of low latitude (right on the equator), high altitude (mostly between 1,000 and 1,500 metres), relative flatness and plentiful water make it a veritable dream-come-true for farmers. Every day the sun and rain are just so, the soil as fertile as a bunny, and because the weather is nearly year-round perfect, crops can be harvested two to three times a year.

Then there is the labour availability. Huge – in a word. A spring 2015 report from a consultancy company gets more specific, noting that "sub-Saharan Africa... is expected to enjoy the most energetic growth in working-age population anywhere over the





next 20 years. By 2035, the working population in the region is expected to pull even with China today.” Just by itself, Uganda now has about 20 million working-age residents. By 2025, United Nation’s agencies project, this will climb by a whopping 40% to around 28 million.

The third plus in the mix is a very favourable trading position with the USA. In 2000, under the then-expiring presidency of Bill Clinton, America granted duty-free status to imports from 39 African states (including Uganda). This is no small benefit, as US tariffs on finished goods can run to as much as one-third of an import’s price. The duty-free deal, which is expected soon to be renewed for another 15 years, allows apparel exporters from East Africa to compete closely with major players such as China and Bangladesh.

All this, says Bedi, bodes well for an African migration, textile style. Already in little over than a century, he points out, the industry has moved from its erstwhile stronghold in the north of England to China-Taiwan as well

as to serious outposts in Bangladesh and Vietnam. There is no reason to think the industry will stop moving to locations where conditions are most competitive.

“If we keep going with it, they will one day be able to compete with cotton growers anywhere.”

Ginning up jobs

Admittedly, neither Uganda nor East Africa has yet reached that “most-competitive” status. Low employee education, poor infrastructure, government inefficiency and corruption are still major challenges. But promise is shining through, especially with Fine Spinners and COMPACI.

COMPACI’s part of it is an unprecedented coalition of small-holding farmers. Some 5,000 of these – about half of the cotton farmers in Uganda – are being contracted into becoming 21st-century suppliers. For these largely uneducated workers, each with

A polyester-cotton blend – Jaswinder Bedi

Born and raised in Kenya, but educated beyond secondary school in America and Europe, Jas Bedi can see the world through both developed- and developing-country eyes. “In Africa,” he says rather laconically, “you come to expect the unexpected.”

Certainly he didn’t expect his present position when in 1984 he joined his family’s firm, now called Bedi Investments. What then was a suit factory first expanded to include a textile mill. Since it has spread downstream into clothes manufacturing, supplying such brands as Calvin Klein, Izod and the Tesco house brand. If a label says ‘Made in Kenya’, there is a good chance it actually was made by Bedi, by some of the 800 manufacturers and seamstresses at a factory in Nakuru, 140 km northwest of Nairobi.

Over the years Jas has taken on a number of broader industry roles, in the Kenya Apparel Manufacturers Exporters Association, the East African Business Council, the Kenya Private Sector Alliance and the African Cotton & Textile Industries Federation. From that latter position grew a connection to the Zurich-headquartered International Textile Manufacturers Federation, of which he currently is Vice President and in 2016 will serve as President.

only 2–5 acres (about 1–2 hectares) of land, this is a great leap forward. COMPACI training covers pretty much everything: from how to prepare the land, which seeds to use, how to plant them, to how to thin, fertilise, pesticide and harvest the cotton.

And it must be working, because in the first Ugandan year of operation, per-acre/hectare yields of cotton soared by half. “If we keep going with it,” says Bedi, “they will one day be able to compete with cotton growers anywhere.” After leaving the field, the “lint” is then ginned and shipped onto Fine Spinners’ new factory in Kampala. The \$40-million complex employs 1,500 people to tend machines that spin, weave, knit and sew. By end-2016, their numbers should have doubled. Already product has begun rolling off the lines: in 2015’s third quarter, 300,000 T-shirts a month were shipped out to buyers such as Germany’s Otto Group and Sweden-based Jack and Jones.

Compared to exports from the textile giants, Bedi concedes, this is still small stuff. China exports \$30 billion of apparel to the USA, he notes, while Africa now manages only \$1 billion. But, being small also gives a form of protection in that “we are still under the radar,” he adds, “we’re not large enough for them to focus their competition on us.” As Africa solves its challenges of training, infrastructure and governance, and as its labour-cost advantage to China continues to grow, this nascent Ugandan success-story could be replicated across the continent – and for a lofty prize. Today Africa produces 6% of the world’s cotton but exports 75% of that as a raw material. If all of just that could be processed at home – as Fine Spinners is showing can be done – Bedi reckons it would create 9 million jobs. “If that happens,” he muses, “there will be far less reason for people to keep crossing the Mediterranean [to Europe].” Now that, truly, is an African story of great potential.



Good chances for the digital business

Steeped in almost two centuries of tradition, Switzerland's Ringier AG has been on the ground in Africa with its digital business since 2011. **Robin Lingg**, CEO of Ringier's Africa & Asia division, talks about the difficulties and opportunities, as well as what we can learn from Africans.

Text: Sandra Willmeroth

Images: Thomas Buchwalder, AfricaImages

How did it ever happen that Ringier got involved in Africa?

We've been building businesses in emerging markets for more than 25 years now. We started in Eastern Europe and then gained a foothold in Asia. Entrepreneurialism is deeply rooted at Ringier – so it was quite clear that Africa would be our next target.

How is the company represented in Africa?

In the individual African countries, we conduct completely different types of business: classic e-commerce, trading platforms, online market places and digital publishing. We've also established a digital marketing agency that advises companies in regard to their online strategy and offers a comprehensive range of services: from building a website to administering social media channels, to running entire 360-degree marketing campaigns.

Why of all places is Africa predestined for digital business ideas?

In terms of technological development, many African countries are catching up

at a breathtaking pace and hurdling several stages of the development process in a single leap. So within the space of just several years, this has brought Africa up to a level that the Western world needed the past two or three decades to reach. So it was clear that Africa offers great chances for our digital business.

Mainly when it comes to the actual use of mobile devices, Africans seem to be far ahead of the pack. Can you benefit from those learnings in your Swiss business?

In Africa, we've got platforms where 90 per cent of the volume is generated by mobile devices. In Switzerland, that proportion is something like 40 to 60 per cent. So from Africa we can learn how the behaviour of mobile users changes – because there, quite a number of young people are already a step ahead; I view them as the real "digital natives." Our "digital natives" have always had a newspaper or magazine at hand; in African countries, that's not the case. And this of course has led to different user behaviour and other trends that could be a good inspiration for our traditional business here in Switzerland and elsewhere.

Robin Lingg

Robin Lingg (1979) has been CEO of Ringier Africa & Asia since July 2014 and is a member of the expanded Group Executive Board of Ringier AG. Before assuming his current post, he was Head of Business Development and a member of the Board of Directors. Earlier, he held various posts at pharmaceutical giant Boehringer Ingelheim GmbH for a number of years, during several of which he was stationed in Mexico. Robin Lingg is the son of Evelyn Lingg-Ringier who, together with her brother Michael Ringier and sister Annette Ringier, co-owns Ringier AG. Robin Lingg studied languages, economics and cultural sciences at the University of Passau.

“In the Western world, the digital revolution evolved over a two- to three-decade time frame. Africa is now accomplishing that within the space of several years.”





Have you set quantitative targets for Ringier's African revenues?

Our goal is to build a strong portfolio and long-term successfully operating businesses in the countries we're active in. Naturally, we know the direction things should go; but we needn't by hook or crook generate 100 million francs of revenue in the African countries ten years from now. It's primarily a matter of making sure that our businesses are on a solid footing and that we can grow faster than the markets.

Ringier started its African business activities four years ago in Nigeria, Ghana and Kenya. Since then, you've taken the acquisition route to establish representation in Tanzania and Senegal. Why those countries in particular?

Arguing in favour of Nigeria was its sheer size: with 180 million habitants, it's the most populated sub-Saharan country. Kenya is the land with the most highly developed payment system, so it was predestined to become the point of departure for our e-commerce activities. As to Ghana, the country's above-average stability and strong middle class are the plus points. Senegal represents a suitable nexus for other franco-

“From Africa we can learn how the behaviour of mobile users changes.”

phone countries, and in Tanzania a good takeover opportunity fell into our lap.

Why are other developed markets, such as South Africa, not part of your portfolio?

If you want to build businesses in the sub-Saharan region, South Africa is the wrong place to learn the ropes. The country has relatively little in common with its neighbours to the north. Moreover, a large number of companies have expanded into South Africa over the past decade, even though some of them are perhaps only marginally interested in Africa itself. To a certain extent, that's already led to over-investment.

Are you considering an expansion into other countries in Africa?

We're now on the ground in five countries, and that's hardly the end of our expansion move. Still, establishing a foothold in any given country is a tremendous undertaking – especially when it comes to building up a local team, implementing the business models and achieving critical mass.

Do you have a problem finding capable and reliable new people?

Naturally there's a battle underway for each and every talented individual – in other words, first finding them and then keeping them. But in the meantime we've established a good reputation at our African locations. Also, some of our employees have already risen from the local operations to join our international team, and those of course are great success stories that evidence the true opportunity for personal career advancement with us. All of this helps; but finding the right employees is still one of our greatest challenges.

Do you foster collaborations with universities?

Yes – with local schools of higher learning, international universities and student

fraternities. The topic of continuing education is essential because we want to nurture local talents. But in all honesty, we can't make do without the inclusion of foreign specialists. Especially when it comes to implementing business models that haven't existed previously in those places – well, then the expertise obviously needs to be brought in from outside.

How often are you actually on the road in Africa?

Roughly once or twice a month. As a start-up, we're cultivating markets that are still in their infancy – and that takes a lot of local physical presence. Equally spoken, countries such as Nigeria are already running very well. There, we have a broad mid- and upper-level management team in place, so I no longer have to stop by each month and look over shoulders. I'm more frequently in other countries. There's also the problem of travel between the eastern and western parts of Africa; the connections are relatively poor and people tend to overlook that fact. For example, getting from Dar es Salaam to Lagos is a twelve-hour journey.

Is corruption an issue?

In some countries, corruption is a noticeable part of everyday life. But in business life, we've been spared that problem until now. Our digital business models are not at the top of the list for chisellers.

Africa has many ethnic groups, some of which are not exactly friendly with each other. How do you deal with that?

When considering specific regions for doing business, we mainly focus on those with cities that are very heterogeneous. And of course our digital platforms are universally accessible, function efficiently and facilitate the exchange of information.

In daily business life, are there other commercial or behavioural rules like those in Asia?

Each culture is different in its own way. In every African country there are certain rules of conduct, formalities and protocols that

“I'm mostly impressed by the motivation the people and employees show: a resolute determination to build new things.”

you need to be familiar with. But despite those differences, at the end of the day: “Business is business.” The same frankness and honesty is demanded there as it is here.

Is it an advantage or a disadvantage if one, as a European, wants to build a business in Africa?

There are of course disadvantages when you're viewed as a company from somewhere else; one that mainly has expats on board and wants to corner the local markets. But because we build up local companies from scratch, we're rather perceived as being locally anchored. When dealing with the larger national and international customers and agencies, though, it can actually be an advantage when we talk about our 180-year corporate history, our professional structures and our market activities in general.

What fascinates you most about the African cultures and way of life?

I'm mostly impressed by the motivation the people and employees show: a resolute determination to build new things. They're not quick to be satisfied with what they have; most of them really want to achieve something.

What can we, as Europeans, learn from Africa?

We can certainly learn from the openness and speed with which business decisions are taken in Africa – and perhaps be a little bit more upbeat in our attitudes, try new things and be more flexible. But most of all, not be so afraid of losing what we already have; instead, think more about what we stand to gain if we assume a little risk and take new paths.

Ringier AG

by its own reckoning the largest internationally operating Swiss media enterprise, employs close to 6,500 people. The company's product portfolio comprises more than 120 newspapers and magazines, various radio stations and television channels, and over 80 web and mobile platforms. Ringier was founded in 1833 in Zofingen, Switzerland, and has been a family-run operation for five generations.

Ringier Africa and Asia

Ringier's Africa and Asia business unit generated revenues of slightly more than CHF 26 million in 2014. Although that figure is not broken down by region, it can be assumed that Africa accounted for only a relatively small portion of the total. Ringier has been active on the Black Continent since 2011 and today is present in five countries: Kenya, Ghana, Nigeria, Senegal and Tanzania. Those offices employ collectively some 230 individuals, 95 % of whom are natives of the respective country.

ringier.com

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Coffee traders with responsibility

Jan Kees van der Wild trades coffee. The plant that yields those precious beans has its roots – as does all of mankind – in Eastern Africa. The cultivation and processing of coffee affords jobs and the opportunity to develop for the countries of origin. But the trade aspect also plays a key role.

Text: editorial staff “ceo”
Images: Markus Bertschi

Ten tiny cups are lined up in a row. The scent of freshly brewed coffee pervades the laboratory at Volcafe in Winterthur. The aroma as a whole: an admixture of the most commonly traded beans, Arabica and Robusta, as well as several rare concoctions from more than 100 varieties and combinations. Jan Kees van der Wild sniffs a sample of one with an unusually fruity bouquet. The beans for this particular tasting hail from eastern Africa – Ethiopia, Uganda, Kenya, Tanzania and Mozambique – and are renowned for their outstanding quality.

Van der Wild heads the Commodities Division of London-based ED&F Man, a company established in 1783 and which today trades agricultural commodities – mainly sugar, molasses and coffee beans – on a worldwide scale. The company’s coffee-related activities have been consolidated into its Swiss subsidiary since 2005. The reason: roughly two-thirds of the global trade in raw coffee beans is handled out of Switzerland. “Here, we can find the know-how and the professionals we need,” says the boss of a team comprising of coffee traders and commodity specialists.

Volcafe, a descendant of Winterthur-based trading company Gebrüder Volkart, today ranks No. 2 in the global commodity coffee trade. Each year the company ships some 13 million sacks, roughly equivalent to 780,000 tonnes of the beans. Volcafe has its own representative offices in 14 of the 20 largest coffee-producing nations. The local buyers purchase raw coffee

beans from farmers, like in Papua New Guinea, or huge plantations such as those situated in Brazil. These days, the East African exporting countries account for only a small portion of the total.

Like fine wine

But from this part of the world, home to the coffee bush, the bracing brew began its triumphal march round the globe: at present, more than 1.5 billion cups of coffee are consumed each day – tendency increasing. Coffee is still a prized luxury item, as was already the case in the 18th century – even though its enjoyment is no longer a sole prerogative of the aristocracy. “One speaks about coffee the same way one does about a fine wine,” says van der Wild. And at Starbucks or a trendy metropolitan café, one in fact frequently pays more for it than for a glass of wine.

“Volcafe demonstrates a much greater local commitment than one would expect of a “normal” trading house with razor-sharp margins.”

Once the beans have been dried and undergone their initial processing – i.e. sortation, selection and preparation according to customer requirements – Volcafe’s commodity is shipped to wholesale buyers such as the multinational food companies, major coffeehouse chains and large domestic roasting plants, where the raw beans are transformed into the consumable end product. The company also supplies smaller processors

on the West Coast of the USA, certain parts of Asia and in Australia.

Employment for millions

Van der Wild commutes between his offices in London and Winterthur: two days here, two days there. A considerable amount of business

travel is also on his agenda – the customers are demanding and do business on a global scale. Once or twice a year he also goes to Africa, and that takes time: the byways to remote mountain regions are long and at times tedious. “The infrastructure is not comparable with what we take so much for granted in our environs,” he notes. What impresses him when he’s there? “That most of the locals are friendly and have high hopes – regardless of their economic situation. We should learn something from that.”

The cultivation of coffee provides work for millions of people, also in Africa, where the mechanisation of harvesting and processing is not as far advanced as it is in other places. The ultimate buyers are interested in maintaining long-term relationships with the farmers and traders and have high quality standards. Also for those reasons, Volcafe demonstrates a much greater local commitment than one would expect of a “normal” trading house with razor-sharp margins – this by means of specialised training for nationals, investments in schoolhouses, as well as medical care and access to potable drinking water in the villages.

Expertise for coffee farmers

With their own expertise, the Volcafe representatives – who perceive themselves as entrepreneurs rather than traders – lend the local farmers a helping hand. They assist in the procurement of appropriate fertilisers as well as recommend the replacement of coffee bushes at the right time and arrange for new seedlings. When called for, the upcoming harvests are hedged in the commodities market in order to protect the farmers from the risk of price fluctuations.

When van der Wild speaks about these successes or his personal encounters with coffee farmers, one immediately notices the importance he attaches to taking on social responsibility. Only when the topic turns to corruption – unfortunately a widespread scourge indigenous not just to Africa – does he turn livid: “It may play no role whatsoever in our business.”

“Transforming the raw beans into an aromatic delight in a demitasse takes a lot of know-how: from the selection and initial treatment to the storage and transport, and ultimately to the blending and refinement.”

Knowing how to grow good coffee is one criterion for quality; knowing how to process it is the other. Transforming the raw beans into an aromatic delight in a demitasse takes a lot of know-how: from the selection and initial treatment to the storage and transport, and ultimately to the blending and refinement. Before the sacks in Winterthur are simultaneously offered and sold by trading specialists either via telephone or computer display and then sent on their way to roasters, Volcafe experts test each lot. This is accomplished either on-site in Eastern Africa and the other producing countries or later in the labs at Winterthur, where tastings of each sort are conducted. “In our business, you can’t outsource that task,” Jan Kees van der Wild says with a grin. So it’s no wonder that the company’s motto is: “We know coffee best.”







A thoroughbred trader

When Jan Kees van der Wild talks in private circles about his profession, faces tend to turn blank. The commodity trade is usually considered dull, not exactly awe-inspiring, and its image could use a little brushing up. But trading is in the blood of this native Dutchman and he has been doing it all his life.

This 52-year-old, who lives with his family in the vicinity of Zurich, has spent practically his entire career in the commodities field. He got his start trading molasses in the Netherlands, where the corresponding business unit of his current employer, ED&F Man, is headquartered today. His subsequent professional tour of duty took him to far reaches of the world: he worked for years in the USA and in Brazil.

After completing advanced studies at IMD in Lausanne, he received a call from Winterthur and since 2009 has headed Volcafe's coffee trading division there. In the meantime, he has also assumed responsibility for all the commodity segments of the parent company.

With close to 3,700 employees and presence in more than 60 countries, ED&F Man is one of the largest globally active trading houses for agricultural commodities. Founded in 1783 and headquartered in London, the company was publicly listed only from 1994 until 2000; today, management holds the majority of its shares. Aside from coffee and molasses, sugar represents the third pillar of the company's commodity trading division. ED&F Man is also involved in transportation – mainly sea freight – as well as brokerage and financial services.

volcafe.com



Anat Bar-Gera

This ex attorney is the Chairman of Yoomee Africa, a company that offers wireless broadband Internet connectivity in several African countries. After concluding her Law studies, she earned an MBA from INSEAD in Fontainebleau. Today, Anat Bar-Gera is a member of the World Economic Forum Global Agenda Council for the future of digital communication, INSEAD Swiss Board, UNICEF Swiss Board and others, and a sought-after speaker at international conferences and conventions. Together with her husband, Dov, she has already built several telecommunications companies. The couple live with their three children in the vicinity of Zurich.



How the Internet is changing Africa

Nowhere is the market for mobile telephony and wireless Internet connectivity growing faster than in Africa. Access to this technology opens up new possibilities for locals from all walks of life to earn a living, further their education and link up with the world. Switzerland-based entrepreneuse **Anat Bar-Gera** has gained a foothold in this growth market.

Text: editorial staff “ceo”

Images: Markus Bertschi, Karel Noppe, AfricaImages, HASLOO, MShep2

Ms Bar-Gera, in your career so far you’ve founded one company after the other. What keeps you going?

I love my work. I’ve been lucky: I founded all of these companies together with my husband, who is a very creative entrepreneur, I had the privilege of studying at INSEAD in Fontainebleau and met lots of motivated people there as well as later in Switzerland, and ultimately found my way into the telecommunication business. I leapt at the chances that have come my way and am driven by the enormous opportunities Africa has to offer.

What makes that continent so interesting to you?

Its demographics and potential! Africa is young: half the population is under the age of 20 – nowhere else in the world is this age

group growing so rapidly. And those young people are helping Africa to develop. On average, the annual rate of economic growth lies between 5% and 7%.

But a certain degree of hope plays a role in that figure, correct?

And justifiably so: as is the case in many developing countries, we’re currently seeing the rapid emergence of a middle class. The needs and desires of those consumers are propelling the economy. People are moving from the outlands into the cities. But quite often the expansion of infrastructure is not keeping pace with the advancing urban sprawl. And there still exist the age-old problems of poverty, high unemployment, especially amongst the youth, and a lack of medical care in many places.

In terms of its development, will Africa become the new China?

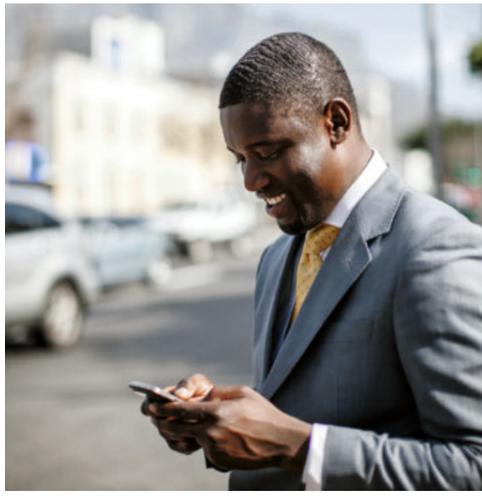
The potential is certainly there. By 2025, Africa will have the world’s largest pool of

“The times are changing; the world is going digital.”

workers. Education is a key topic, of course. Once those people have the requisite knowledge and experience, things will pick up dramatically. But it also takes an environment that is conducive to development and attractive for investors like us. Presently, it’s mainly the Chinese who are first movers in Africa, and this in a major way.

What factors are essential for creating such an environment?

A stable financial system and a reliable legal framework; regulation that’s transparent and equitable; an adequate tax regime; freedom of capital movement – and lots more. Foreign investors take a very close look at those conditions. They don’t just want to bring know-how into the country; they also want to create value, and at the end of the day earn a profit.



You already implied that one pillar underpinning this development will be the infrastructure. What significance does telecommunication have in this regard?

Many African economies are still based on the creative utilisation of raw materials. But the times are changing; the world is going digital. So a priority task here is to create a viable socioeconomic system that enables the leap into the digital age. Apart from linking a country to existing subsea cables at fair prices – a factor that needs to be addressed by the governments and their regulations – it’s a matter of setting up the local network. And then comes the demand factor – creation of relevant local content in order to incentivize the population to use the internet. In the countries where we’re active – to date, Ivory Coast and Cameroon – our efforts go towards ensuring that as many people as possible gain Internet connectivity, and thereby access to knowledge and innovations. Our goal is to offer sensible and useful services as a way of narrowing the digital gaps and ultimately closing them entirely.

“I’m driven by the enormous opportunities Africa has to offer.”

What kind of technology is needed to accomplish that?

As a telecom operator, our company focuses on supplying broadband interconnectivity via the mobile 4G/LTE network. We finance the infrastructure necessary for that. With the stable connectivity that YooMee provides you can Skype, stream sports events, games and entertainment, utilise Cloud services, and of course conduct business. Inexpensive prepaid cards for data packages, along with small modems, enable easy access. In the very near future, the receptors for these services will be directly integrated into the smartphones.

“Closing the digital divide” sounds easy, but how do you actually go about doing that?

We’ve come to the realisation that connectivity alone is not enough. People need reasons and motivations to go online, so we create local content; for example, a directory with addresses of restaurants and hotels, other small business, airline and train schedules, transport possibilities, and lots more. As banking services are hardly available for small customers, easy-to-use digital payment systems are on the march, and that opens up entirely new business opportunities. We teamed up with PayPal and are the first merchant offering such online payments in West Africa. An enormous multiplier effect is emanating from precisely these small- and medium-sized businesses. And that has an impact on the entire economy: statistics show that a 10% increase in the number of a country’s Internet connections causes its gross domestic product to increase by roughly 1.4%. Another example is schools of higher education. When we offer Internet



access at a campus like the University of Douala, thousands of students benefit – suddenly, they can reach out for the online academic and education world, science, literature and a vast pool of knowledge, as well as stay in closer contact with friends and relatives.

How can a Swiss company such as yours be successful in Africa?

As a neutral country with no colonial past,

Switzerland is not perceived negatively. That helps us. “Switzerland has watches; we have time,” as the locals would say. Many things run differently here. For instance, personal relationships are very important when it comes to doing business. You need to know the people you’re dealing with. We also like to pay back: my husband supports an orphanage in Cameroon and manages to create strong impact on these children’s lives. The larger companies are also called

upon to play their part: sponsoring is one way of doing that.

You’ve found friends and important benefactors for your projects. How important are relationships like that?

Contacts are important. I travel a great deal and also frequently appear at conferences. Friends and acquaintances support us in many ways – for example, Lord Paul Boateng, the first British MP of African descent, serves



“People need reasons and motivations to go online, so we create local content.”

on our Board of Directors, as does Nozipho January-Bardill, South Africa’s former ambassadress to Switzerland, who today is engaged at the UN in New York. Until recently, Ekwow Spio-Garbrah was also one of our directors. A career diplomat, among other activities, he was appointed Minister of Trade by the Ghanaian government and therefore had to step down from our board.

Why are you focusing on the sub-Saharan region?

We selected our base carefully. At present, Ivory Coast is experiencing an exemplary upswing and Cameroon is a stable country. We’re talking here, regarding sub-Saharan Africa, about a population of close to 800 million people, roughly one-third of whom are already in the middle class or have the chance to get there. For us, the question is whether those people are desirous of being connected with the Internet. What we’re observing is that they are, as soon as they have the necessary income. Especially amongst the younger generation, there are many “early adopters” who want that. And the fact is that this group already today spends a greater proportion of their income on telecommunications than, say, people in Europe. Mobile telephony plays an important role for them. In many cities, the cell coverage is already quite dense – getting to that level also in the rural areas is admittedly a challenge. First, there has to be available electricity.

Where do things go next?

Based on a multi-variable matrix, we seek out those countries that offer fitting conditions for market entry. Ghana, Senegal and Mozambique are at the top of our wish list. But sometimes, luck comes from outside – we’re frequently approached by companies that want to partner with us. YooMee Africa also receives inquiries from regulatory authorities.

Your company is headquartered in a suburb of Zurich, thousands of miles away from your operating business.

How did that happen?

My husband and I came to Switzerland because we were given good opportunities here following our graduation from INSEAD. Now we live here with our children and we like it very much. Over the years we built a few companies, all of them telecom and internet operators, some European, East European and none of them strictly Swiss. Getting involved with Africa was a gut-level decision we took at the encouragement of a friend. We bid for a licence, got it and simply started the ball rolling.

You travel a lot. How do you reconcile your private and business life?

I take time for my family and try to keep evenings and weekends open, even though that does crimp our social life at times. Fortunately, our office is not very far from home. And as often as possible, I accompany my youngest kid to school and football games. As a counterbalance to work, I practise yoga or do a few rounds of stand-up paddling on Lake Zurich. But there’s also enough room on my agenda for other activities; for example, as a UNICEF Switzerland Board member – an engagement that gives me particularly great satisfaction.

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A peek behind the mask

This issue of ceo Magazine draws a parallel between the old masters of woodcarving and the new, modern-day entrepreneurs of Africa. We switch perspectives and reveal what hides behind the masks. Africa? Yes; an entire continent, with 54 countries, more than 1,500 languages and enormous cultural diversity. Accompanying each article and story you will notice one of the following masks. They tell their own stories.



Kamer master
Mask with three birds' heads
Ivory Coast, Baule region, around 1920
Private collection, New York
Provenance: Paul Guillaume, Paris, acquired before 1935



Memorial head of Nana Attabra
Akan peoples; Aowin traditional area, Nkwanta, Ghana, 18th century
Terracotta, 25 x 14.5 cm
Musée Dapper, Paris
© Archives Musée Dapper



Master of the Duonu-Guro
Mask with mounted pair of figures
Ivory Coast, western Guro region, around 1920
Barbara and Eberhard Fischer collection
Provenance: Hans Himmelheber, acquired 1934



Unknown workshop of the Korhogo region
Kponyugu, helmet mask
Ivory Coast, central Senufo region, around 1930
Museum Rietberg Zurich
Gift Rahn & Bodmer Banquiers
Provenance: Emil Storrer, acquired 1953



Tame deangle, mask with female features
Liberia, western Dan region, Nyor Diaple ca. 1930
Collection Barbara and Eberhard Fischer
Provenance: Hans Himmelheber, acquired around 1950



Dyeponyo
Mask with female face and convex forehead
Ivory Coast, Wè (Wobe) region, around 1910. Museum Rietberg Zurich, Provenance: Charles Hug, before 1932



Head of an oba
Edo peoples; Court of Benin, Nigeria, 16th century
Brass, 23.5 x 21.9 x 22.9 cm
The Metropolitan Museum of Art, New York
© The Photograph Studio, The Metropolitan Museum of Art, New York



Pwo mask
Chokwe peoples; Angola, around 1820
Wood, fiber, metal, 26 x 16.5 x 26 cm
Private collection
© by the owner



Head
Yoruba; Ife, Nigeria
12th–15th century
Terracotta
© Musée Barbier-Mueller, Geneva



Master of the Poyo style
Baàthil, head on stake
Burkina Faso, Gongombili region, around 1920
Collection François and Marie Christiaens



Master of the Concave Face
Kodal, mask
Ivory Coast, central or northern Senufo region, before 1900
Museum Rietberg Zurich
Gift Novartis
Provenance: Roger Bédiat, before 1939



Head
Yoruba peoples; Ife, Nigeria, 12th–15th century, Terracotta, 31.1 x 14.6 x 18.4 cm,
Minneapolis Institute of Arts, Minnesota
© Minneapolis Institute of Arts, Minnesota

***The next issue of “ceo”
will appear in June
2016 and focus on
the topic of “visionary
family businesses.”***

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