

# NAIROBI

Regional Center of Excellence



# Africa: Nairobi, KENYA

## Hub + Immersive Design Programs

Nairobi was ranked 6<sup>th</sup> out of the top 20 most dynamic cities in the world based on the [City Momentum Index](#); a ranking that measures the fastest urban growth. Nairobi was the only city in Africa featured in the top twenty in this year's ranking.

The Regional Center of Excellence is located at Vienna Court on State House Crescent, with equidistant access to the bustling "silicon savanna", home to over 18+ innovation and entrepreneurial hubs/ main business hubs of West lands (home to Google, Oracle, Microsoft, Facebook etc) and Upper Hill (Citi Bank, World Bank, Equity Bank and other multinationals), as well as a Community Area and Central Business District which is the seat of Government and Parliament.

## Nairobi RCE provides:

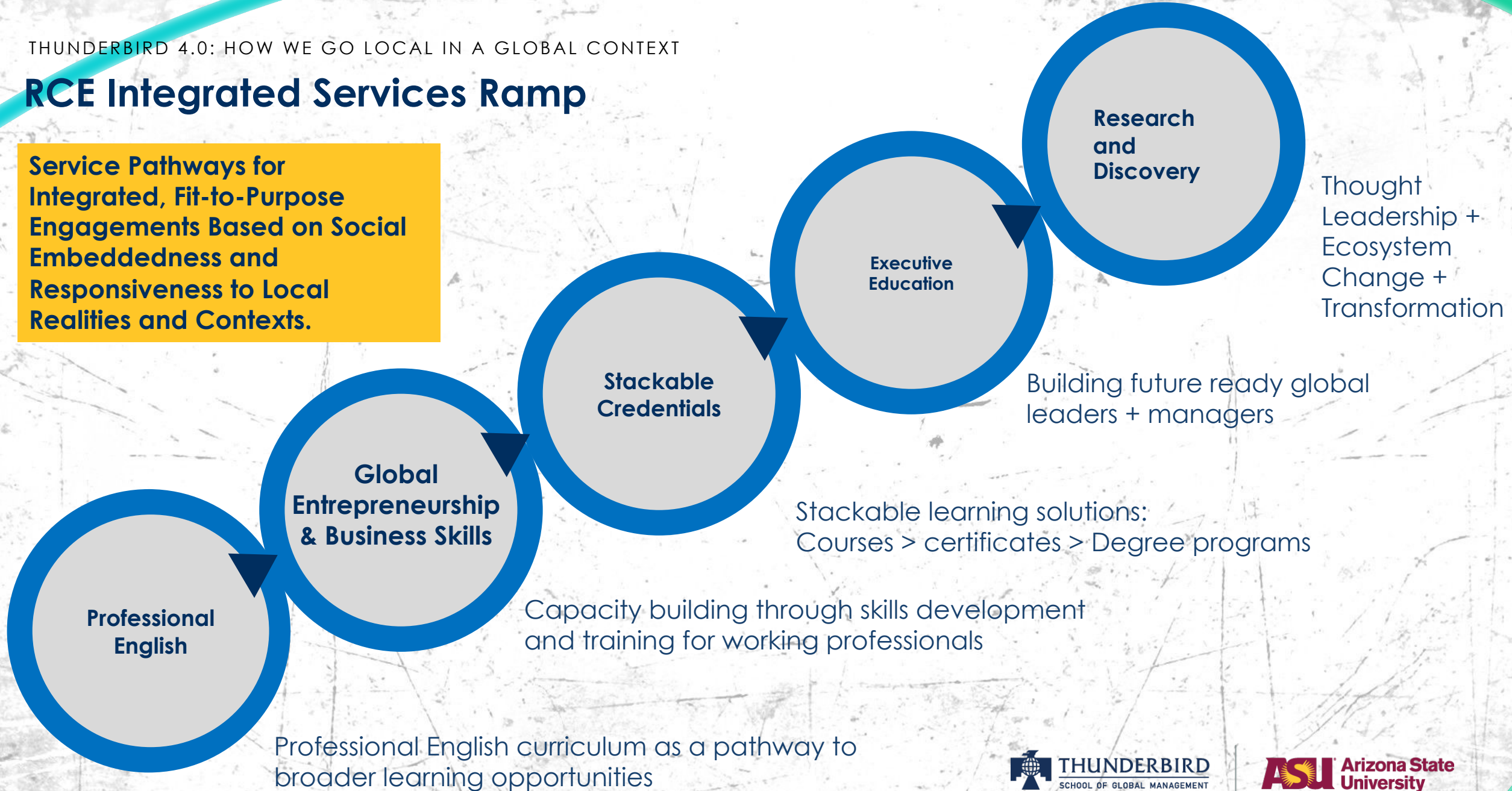
Online undergraduate and graduate recruitment; Executive Master in Global Affairs & Management; Custom Executive Programs; Customized training that are responsive to the skills of tomorrow's economy, Training of Trainers (ToTs), Residential student recruitment for Phoenix Campus; Mentoring and Coaching; Internship & Employment support.





## RCE Integrated Services Ramp

**Service Pathways for Integrated, Fit-to-Purpose Engagements Based on Social Embeddedness and Responsiveness to Local Realities and Contexts.**



# Integrated Service Ramp

Africa Focus areas







**Business Skills**



# Business Skills

Learning skills for tomorrow's economy

THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT - WORLDWIDE

### Digital Apprenticeship

Empowering African entrepreneurs for the future

#### World Youth Skills Day

16 July

The Digital Apprenticeship Program places junior-level professionals (JLPs) in their businesses to work on specific digital projects for 6 months while receiving 1:1 mentorship from experienced professionals in the tech industry. They also receive soft skill training on Transformational Digital Leadership Certificate (TDL).

Where 3 Program outcomes:

- 1. Digital Skills
- 2. Entrepreneurial Skills
- 3. Leadership Skills

Support 8 Key outcomes - Goal 1

- 40 JLPs were matched with mentors 1:1
- 40 JLPs completed digital skills training
- 40 JLPs completed leadership training
- 40 JLPs completed soft skill training

Logos: E, ASU, Tech HUB

THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT - WORLDWIDE

### Innovation Labs

to create opportunities for sustainable development

Information and communications technologies (ICTs) will be a key driving force in the realization of the Sustainable Development Goals (SDGs) and Africa's Agenda 2063.

The SDG Innovation Labs bring together public, private and non-profit partners with the capacity to bring to scale innovations that address the most critical challenges facing Africa.

Currently the Africa Hub is co-creating:

- 1) Youth Skills Innovation Lab, Center for the Eastern Africa Region and
- 2) Blue Economy Center of Excellence

The labs is a new type of action force that builds bridges across stakeholder types, engages all 4 transformative approaches, and co-creates outcomes. As such the labs will create confidence for next-generation startups, programs, institutions, markets and cultures. The labs are already delivering products for countries in response to COVID-19.

Logos: esri Eastern Africa, PANGAEA, THUNDERBIRD

THUNDERBIRD  
SCHOOL OF GLOBAL MANAGEMENT  
A unit of the Arizona State University Enterprise

#1 Master's in management  
by U.S. News & World Report

#1 in the U.S.  
for innovation  
by U.S. News & World Report

### GLOBAL ENTREPRENEURSHIP AND INNOVATION BOOTCAMP

LOCATION: Online

DATES: Immediate Start

FEES: \$990/certificate

### SOTE

## Empowering 100 Million Learners Worldwide by 2031

Dr. Sanjeev Khagram  
Thunderbird CEO, Dean, and Director General

THUNDERBIRD  
SCHOOL OF GLOBAL MANAGEMENT

ASU  
Arizona State University

\*Skills of Tomorrow's Economy (SOTE)



# Digital Apprentice

Preparing African companies for 4IR

**World Youth Skills Day**  
15 July

The **Digital Apprenticeship Program** places junior tech professionals (JTPs) in host businesses to work on specific digital projects for 3 months while receiving 1:1 mentorship from experienced professionals in the tech industry. They also receive soft skill training on Transformational Digital Leadership Certificate (TDLC).

## Phase 1 Progress achievement



## Impact & Key outcomes - Cohort 1

- 40 JTPs were matched and mentored 1:1
- **87.5%** upon completion received various offers
- 35 JTPs successfully completed TDLC training
- 95% digital projects fully completed



# Innovation Labs

Co-creation and Partnerships for Sustainable Development

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- 1) **Foods Systems Innovation Lab, Center** for the Eastern Africa Region and
- 2) **Blue Economy Center of Excellence.**

The Lab is a new type of Action-Tank that builds bridges across stakeholder types, engages all in transformative approaches, and catalyzes systemic outcomes. As such the Lab will create pathways to next-generation systems, platforms, institutions, markets and cultures. The Labs are already delivering products for Countries in response to COVID19.







**Entrepreneurshi  
p**



# Entrepreneurship

- Skilling and upskilling African Entrepreneurs

**THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT - NAIROBI**  
**Africa Growth Platform**  
Empowering Africa's SMEs for the 21st Century

Africa has a median age of 19.1, creating a natural technological silver lining: startups that could be leveraged to harness the capabilities of AYE for the development of the continent.

In September 2019 during the World Economic Forum on Africa held in Cape Town, the Africa Growth Platform (AGP) was launched as a business community driven response to provide jobs by scaling 100 million SMEs and startups by 2025, in collaboration with key stakeholders in the ecosystem.

Subsequently, the Africa Growth Platform was launched in January 2020 to include the support of global stakeholders with the support of among others the Government of Botswana and the Thunderbird School of Global Management, as the official knowledge partner and project manager.

Following the Covid-19 crisis, the AGP has evolved to develop a Small Business Support Network to save the livelihoods of the millions of extremely affected small businesses that are the primary employers in Africa.



Thunderbird is a global  
**TECHNOLOGY CHALLENGES**  
Move to Create Over 1 Billion New Jobs

The Entrepreneurship Sports Generation is a global, sponsored entrepreneurship tournament. ESG seeks to provide the most promising startups with a platform to unleash their potential and achieve global scale.

ESG engages global audiences throughout this incredible journey with a proprietary investment simulation game and regular audience polls, like never before.

**COVID-19 Innovation Challenge:** 15teen start-ups from different parts of the country were awarded \$10.3 million in the Great Covid-19 Innovation Challenge. The challenge that attracted over 300 applicants sought great ideas in the Food System, Health, and Decent work occasioned by the pandemic.

New versions are in development.



**5 x 2030**

Thunderbird is the expert partner for the Women in Economic Empowerment and Financial Inclusion (WEEFI) work stream of the Regional Action Group for Africa (RAGA), that seeks to secure public-private sector cooperation in support of women economic empowerment that impacts their lives and livelihoods.

**5 x 2030** seeks to catalyze transformative political, economic and social actions at scale, that enables meaningful, dignified and resilient economic empowerment of women. The ambition is to empower **5 Million Women by 2030** through policy, capacity and unlocking finance by leveraging on technology, partnerships and advocacy.

The initiative is a realization of the African Union Decade on Financial Inclusion and Women Economic Empowerment.





# Africa Growth Platform

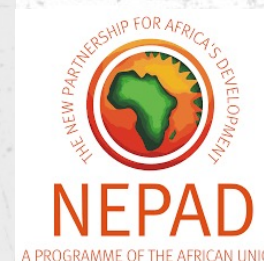
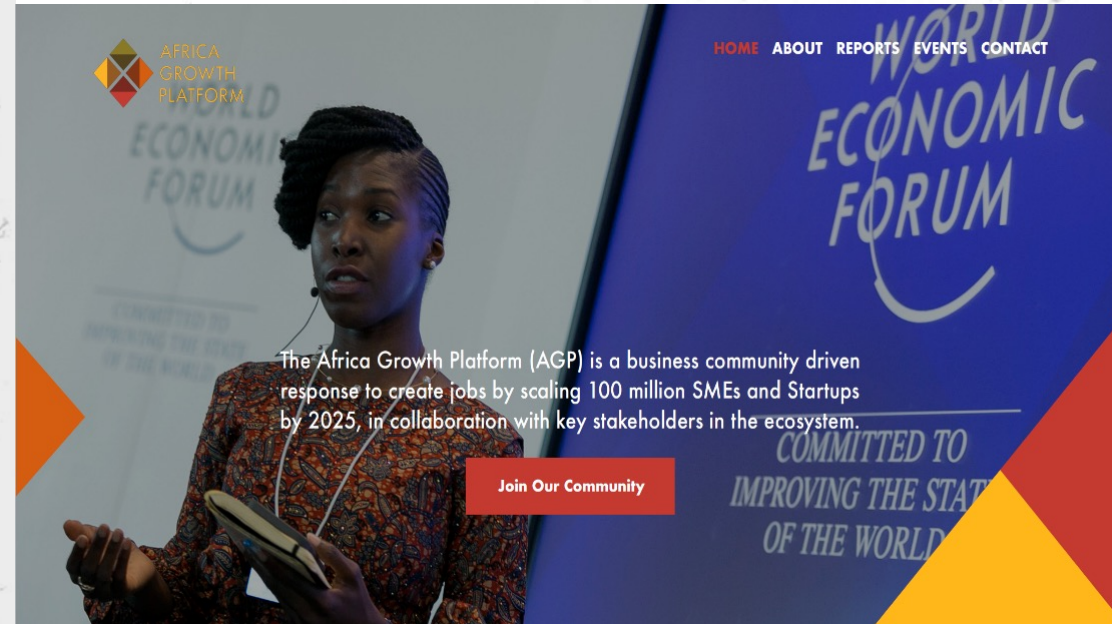
Preparing Africa's SMEs for the 4<sup>th</sup> Industrial Revolution

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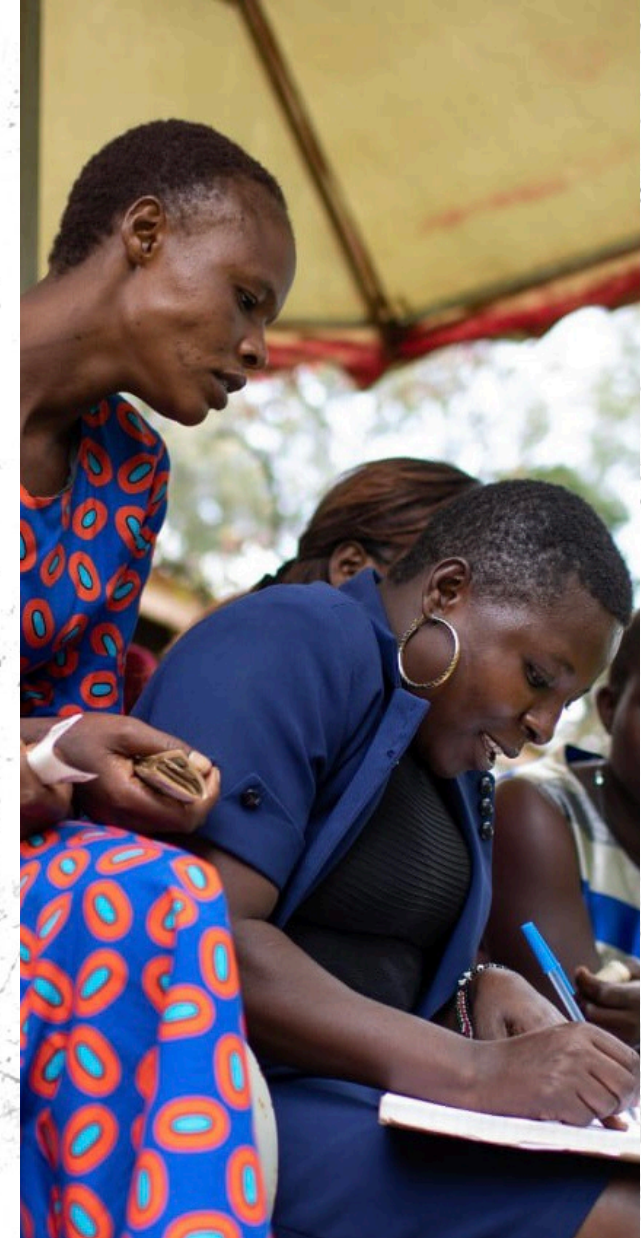
COMMITTED TO  
IMPROVING THE STATE  
OF THE WORLD



**AFRICAN UNION**



**THUNDERBIRD**  
SCHOOL OF GLOBAL MANAGEMENT





**Executive Ed.**





# Executive Ed.

- Training Future-Ready leaders

**THUNDERBIRD REGIONAL CENTER FOR EXCELLENCE - NAIROBI**  
**Global Contract Negotiations**  
Executive Training on Labor Relations and Negotiations

Dated contract negotiations come with an element of industrial property's value transfer. The Team 2 Strategy and Thunderbird School of Global Management delivers the first ever training that prepares African public service for negotiators in a complex multinational environment.

The IF Industrial Revolution has created an environment of risk, especially for Countries and Companies that are venture ready. Near recently, African countries have been rising up in negotiations, especially around infrastructure projects with China and multi-lateral negotiators such as Trade and Climate.

The training focuses on economics of global influence, building knowledge base, Global Set, Balance of Technology, Effects of Global Contracts, Digital IP, Business models, screening for value in infrastructure, Managing claims and disputes and dispute resolution strategies.



**THUNDERBIRD**  
SCHOOL OF GLOBAL MANAGEMENT

**TITANS**  
OF AFRIQUE

**THUNDERBIRD U.S. SCHOOL OF GLOBAL MANAGEMENT, CENTER FOR EXCELLENCE**  
**African School of Digital Diplomacy**

- The African School of Digital Diplomacy aims to build public sector capacity to implement a country's developmental agenda and respond to the fact that it is a complex public sector in a rapidly changing for nation states of society to flourish, therefore equipping sustainable development authorities.
- Public administration must also necessarily promote the meaningful realization of human rights under a public administration perspective that is governed by democratic values and principles of development, which in turn calls for building an ethical, professional and capable public sector service of government. The school will work with a network of institutions in Africa and around the world to promote democratic governance and development of the public sector on the African continent.
- The need for a knowledgeable public service in Africa is compounded by the continent's developmental challenges including the need to address the "demographic dividend" with 11 million youth entering the job market each year for the next decade, all of whom must be equipped with the right skills to access new job opportunities.



Sub-Regional Hubs

**THUNDERBIRD**  
SCHOOL OF GLOBAL MANAGEMENT

**ASU**  
ARIZONA STATE UNIVERSITY

**THUNDERBIRD REGIONAL CENTER FOR EXCELLENCE - NAIROBI**  
**Future of Media in the era of AI/IR**

Platforms have a significant influence on the editorial nature of creative content; algorithms ensure that certain formats determined by the platforms are prioritized in consumer searches and feeds.

If the creative economy is to benefit society, the platform economy will need to be **rebalanced to align with what is best for society**. As the ability of technology to inform and shape public opinion grows, so do the potential risks of opacity in how the platforms make decisions.

Thunderbird is working with Media Owners, editors and Journalists on shaping the future of Media.



**THUNDERBIRD**  
SCHOOL OF GLOBAL MANAGEMENT

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ARIZONA STATE UNIVERSITY

**THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT - NAIROBI**  
**Executive Training for Board of Directors**

Board of corporate, public sector and civil society in Africa are facing unprecedented challenges such as the #RhodesMustFall driven by technology disruption, changing funding priorities, the global pandemic, cybersecurity and demographic shifts. Political and civil unrest cybersecurity threats.

Boards must navigate multiple risks unfolding in real time, while ensuring that organizations in which will be a new way of work, with distributed teams.

Boards are facing challenges of transition management at their level and also at the head of organization level.

Thunderbird works with boards of organizations in these new and emerging challenges, through training, mentoring and coaching.



**THUNDERBIRD**  
SCHOOL OF GLOBAL MANAGEMENT

**ASU**  
ARIZONA STATE UNIVERSITY

**THUNDERBIRD U.S. SCHOOL**  
**AMERICAN EXPRESS**  
Partnership to develop a Leadership program in Africa

Every year, Thunderbird and American Express host the American Express Leadership Academy, the Academy takes emerging leaders from non-profit, government, organizations and helps them develop more effective leaders, allowing them not only to have an increased impact on their organization, but also to teach others how to be more effective leaders. Launched in 2008, the Academy has now served over 296 managers from nearly 100 organizations.

Thunderbird's Regional Center in Nairobi is now designing a unique experience for emerging leaders in Africa.

Thunderbird and the American Express Leadership Academy: Teaching Leadership, One NGO at a Time.



**THUNDERBIRD**  
SCHOOL OF GLOBAL MANAGEMENT

**ASU**  
ARIZONA STATE UNIVERSITY

**THUNDERBIRD REGIONAL CENTER FOR EXCELLENCE - NAIROBI**  
**Academic Partnerships**  
Collaborating with local universities to deliver training

Thunderbird is collaborating with key universities in Africa on the areas of Health and Wellness, Excellence in Media, Technology and Innovation, Business and public service.

- AMREF International University
- Strathmore University
- Dedan Kimathi University



**THUNDERBIRD**  
SCHOOL OF GLOBAL MANAGEMENT

**ASU**  
ARIZONA STATE UNIVERSITY

**THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT - NAIROBI & DALLAS**  
**Dalberg Talent Academy**  
Partnership to develop the next generation of leaders in Consulting

The Dalberg Talent Academy (DTA) aims to train graduate students and young professionals based in Senegal to acquire 21st-century skills for strategic consulting in the development sector. Created and implemented by Dalberg in Senegal, DTA aims to develop the next generation of entrepreneurs, innovators, thinkers, changemakers and creative problem solvers to find solutions to the world's most pressing issues.

DTA participants are driven by the mission to have a positive impact on the well-being of populations most affected by development challenges.

Thunderbird is now partnering with Dalberg Senegal to expand the reach and impact of the Talent Academy.



**THUNDERBIRD**  
SCHOOL OF GLOBAL MANAGEMENT

**ASU**  
ARIZONA STATE UNIVERSITY



# Global Contract Negotiations

## Executive Training on Value Protection and Negotiations

Global contract negotiations come with an element of Intellectual Property (IP) value transfer. The Titans D'Afrique and Thunderbird School of Global Management delivered the first ever training that prepares African public service for negotiations in a complex multinational environment.

The 4<sup>th</sup> Industrial Revolution has created an environment of risk, especially for Countries and Companies that are not future ready. Most recently, African countries have been losing out in negotiations, especially around infrastructural projects with China and multi-lateral negotiations such as Trade and Climate.

The Training focusses on economics of global influences, building a knowledge team, Global (IM) Balance of Technology; Effects of Global Contracts, Digital IP business models achieving fair-value in software pricing, managing claims and disputes and dispute resolution strategies.





# Academic Partnerships

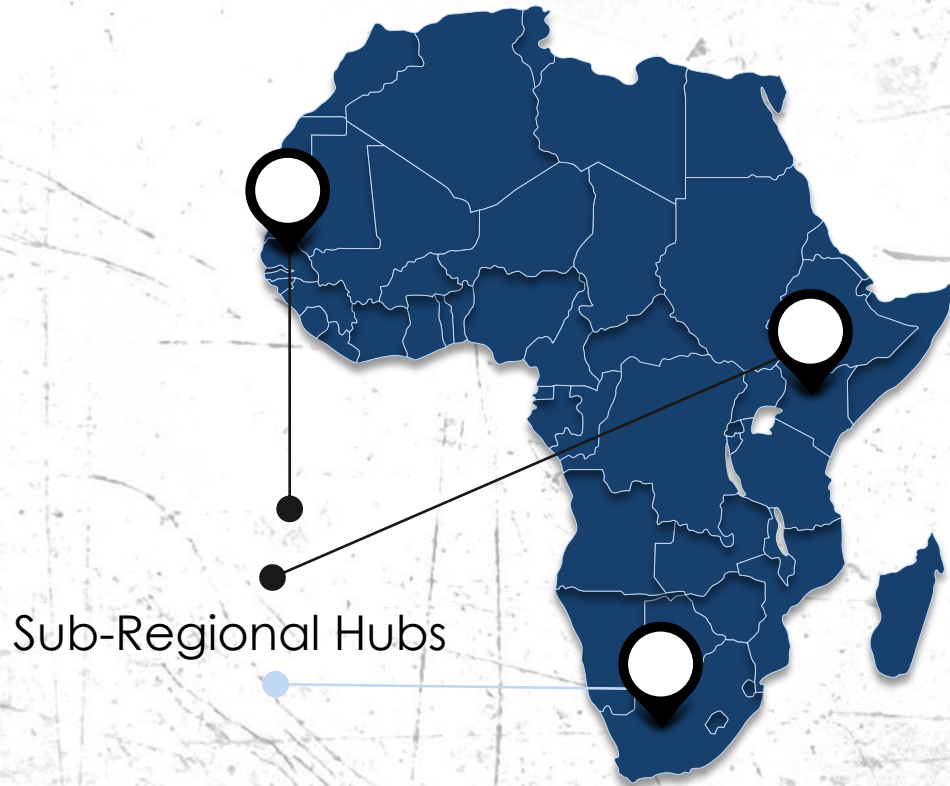
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- Public administration must also necessarily promote the meaningful realization of human rights under a public administration dispensation that is governed by democratic values and principles of development, which in turn calls on building an ethical, professional and capable public sector across all spheres of government. The School will work with a network of institutions in Africa and around the world to promote democratic governance and development of the public sector on the African continent.
- The need for a knowledgeable public service in Africa is compounded by the continent's developmental challenges including the need to address the 'demographic dividend', with 11 million youth entering the job market each year for the next decade, all of whom must be equipped with the right skills to access new job opportunities.



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# AMERICAN EXPRESS

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January 23, 2019





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**Research &  
Discovery**

- Driving thought and action leadership

TECHNOLOGY RESEARCH CENTER FOR EXCELLENCE, NAIROBI

## Reimagining Philanthropy in the era of AI

Technology is disrupting philanthropy in three ways:

- 1) Technology companies are generating billions of dollars and allowing some of the wealth towards philanthropy
- 2) Technology companies are leveraging high product and services for global public goods through donations to non-profit organizations
- 3) Technology is the current digital age is changing the business of philanthropy – whether through new online donation opportunities, increased services to donors and information providing more reach but also more targeted and efficient interventions.

The tension between values of traditional philanthropy and emerging technologies often has been noted but has remained from a common understanding on how best to create responsible and sustainable social benefit to society, from the lens of these in the margins.

Founded as a Collaborating with the Global Africa Philanthropy Network, Ford Foundation and the Government of Kenya to **lead and expand critical opportunities in the middle and short-term** with **innovations and other development Partners** using data and analytics to **improve effectiveness of the gift economy.**






# Women in Digital Labor Platforms

## Leave No One Behind – Women Entrepreneurs

The project aims to explore the experiences of women in developing countries who are engaged on digital labour platforms across multiple sectors using primary field-based surveys and focused group discussions. The focus of the sectoral studies will be on both online web- based freelance and microtask work, and location-based platforms, such as domestic workers, tutors, care workers, among others, which are female dominated.

The sectors will be country specific and identified based on the initial scoping study, as it is possible that some of the female dominated sectors are not using digital technologies to allocate and organize tasks in some countries. The scoping study will be based on secondary literature in each country and through investigation of platforms operating in different sectors in these countries.

The project will also review the policy space around digital economy in each of these countries so as to ensure that decent work opportunities on digital labour platforms are promoted for those who are vulnerable especially women, migrant workers, persons with disabilities, indigenous peoples, among others.





# Cities Leveraging 4IR

Cities around the world are adopting innovations in support of the SDGs. Emerging technologies of the #4thIndustrialRevolution can enable cities to do better, grow faster and greater.

Thunderbird School of Global Management at Arizona State University, the City of Los Angeles Mayor's Fund and Nairobi City County with support of the Conrad N. Hilton Foundation, have been developing a multi-stakeholder collaborative that leverages on the 4th Industrial Revolution technologies for the acceleration of the Global Sustainable Development Goals.

The initiative is designed to put in place partnerships, governance, architectures, capacity, policy frameworks, and concrete aligned actions by the private, public and nongovernment sectors to harness the 4th IR to accelerate the achievement of the SDGs, especially in cities.

Initiative is being scaled up to form **a Global Partnership on Smart Cities.**



CONRAD N.



Initial support from



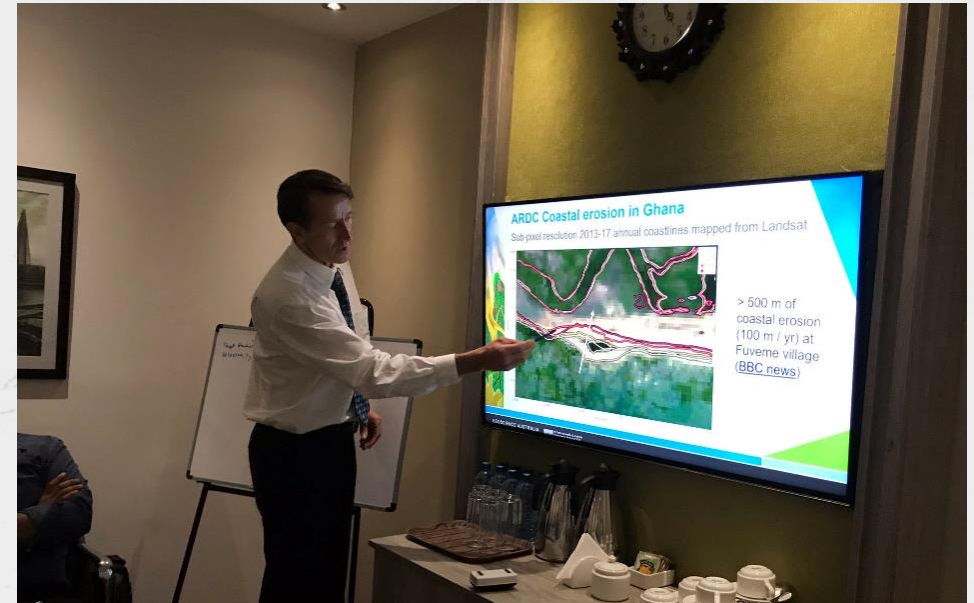
# Digital Earth Africa (DEA)

Countries have expressed a need for better access and capacity for applying Earth observation data to national priorities, in relation to national development objectives and the SDGs.

They also recognize the potential of EO Data to unlock the potential of Agriculture that is envisioned as a major job creator and realization of Agenda 2063 – Africa's master plan for transforming the continent into the global powerhouse of the future.

Digital Earth Africa will provide a continental scale operational data infrastructure deployable in the cloud or locally that gives governments, private sector, academia and innovators, analysis-ready satellite imagery as an input, the Data Cube will manufacture full-resolution decision-ready products, available to one and all; especially to meet the challenges of food systems and its value chains.

Thunderbird and the World Economic Forum (WEF) are specifically developing a governance and capacity building framework for DEA.





# Climate Solutions through Digital Transformation

**Building a center for excellence for digital and environmental sustainability.**

The Government of Kenya and Thunderbird are working on a collaboration to enhance Kenya and Africa's global stewardship by co-hosting global transformative initiatives with local, regional and international partners. The current opportunities are:

- (1) Co-Headquarters of the **Global Partnership for Carbon Removal** co-located in Nairobi and the City of Los Angeles.
- (2) Global Futures Centre of excellence on environmental sustainability and digital transformation (**CODES**) and;
- (3) an Institute on **Africa-China-US Cooperation for the 4th Industrial Revolution in the Anthropocene**. In this regard, the parties will collaborate to facilitate a robust multi-stakeholder national partnership on carbon removal leveraging on the 4th Industrial Revolution, with a view to accelerate the national ecosystem restoration agenda and implementation of Kenya's Nationally Determined Contribution (NDC).



**THUNDERBIRD**  
SCHOOL OF GLOBAL MANAGEMENT

A unit of the Arizona State University Knowledge Enterprise





# Response, Recovery & Resiliency for COVID19

The Digital Collaborative is a multi-stakeholder partnership (MSP) of leading experts and organizations in Technology (Software, hardware & Infrastructure), Innovation, Data and Analytics in support of a data & tech enabled development, that builds resiliency of public sector systems"

Group is curated by Arizona State University's – Thunderbird School of Global Management, PEPFAR, KETAM and the Global Partnership for Sustainable Development Data, DALBERG in collaboration with NRSA, ESRI, TABLEAU, WEF, GALOIS, FACEBOOK, UNECA UNDP-RSA, BRCK and UK Kenya Tech Hub



A unit of the Arizona State University Knowledge Enterprise



# Partnership for Vaccines Equity in Africa

## Africa's Health Systems Strengthening

Create a sustainable 'Strategic Communications Hub' which to enhance Africa CDC leadership capacity to develop and translate strategic policy advice into advocacy and regional communications products on Covid response across Africa on two critical areas:

Vaccine availability and production by Africans and 2) Vaccine uptake. More specifically the hub will highlight ways in which a combination of behavior change communication and ramping up capacity for vaccine availability will curb the spread of COVID-19, the progress of the COVAX alliance in Africa, the vaccine uptake and the rise of any variants of concern. The hub will also track local solutions and innovations that are helping to mitigate amongst the long term multi-dimensional impacts of the pandemic through:

- Develop a blue-print and implement Africa CDC's Covid19 Rapid response, regional and in-country strategies and communication implementation plan and with policies and protocols (This will be in both Anglophone and Francophone countries).
- Create a central focal point for strategic communications and stakeholders engagement, with capacity to proactively prepare and also respond to demand driven Covid19 information,
- Create consortia from a data base of different global partners and provide leadership in ensuring actors are aligned with and effectively working with Africa CDC's Covid19 response and action plan.



AFRICAN UNION, AFRICA CDC & MASTERCARD FOUNDATION

**Launch Saving Lives and Livelihoods Initiative:**

## A Partnership for COVID-19 Vaccination in Africa



**Powered by:**





# Skills of Tomorrow's Economy

Preparing Africa for Work of the Future

Globalization, demographics, climate change and geopolitical transformations are already making a significant impact on the work landscape. Cognitive abilities and tasks that were once thought to be reserved for humans are increasingly being carried out by machines, causing growing concern about the impact on jobs and the subsequent risks for government, business and people.

If Kenya (Africa) is to remain competitive in the value chains proposed by the Big 4 and its promise for labour, it must continuously forecast and anticipate labour needs of an ever-evolving employment industry.

- **DataLab for predictive analytics and Job Forecasting:** Provide information on Employment Outlook (skills forecasting), Trends and Sector Development, Occupation and Qualification Prospects and Labour Force Trends. This will build Scenarios of the future: development of potential (but realistic) visions of the future that show what the work environment could look like, under various factors and policy choices.
- **Innovation Lab** for exploring use of technology to find/seek jobs, explore use of AI/Robotic and the Fourth Industrial Revolution and Kenya's preparedness for the future of work;
- **Reskilling and job transition opportunity space:** Propose reskilling pathways for human capital in a disrupted industry or job to migrate to growing jobs or industries, collaborating with a wide range of data providers, to offer a realistic, specific view of reskilling and job transition opportunities.
- **Develop transition management toolkits, dialogue and action:** Create action-oriented toolkits to offer guidance for policy-makers and industry leaders on managing the transition to the new world of work, proactively shaping short-term, urgent issues as well as long-term opportunities and challenges caused by technology disruption and dislocation.



# jobcentreplus



A unit of the Arizona State University Knowledge Enterprise



Foreign, Commonwealth  
& Development Office





# Reimagining Philanthropy in the era of 4IR

Technology is disrupting philanthropy in three ways:

- 1) Technology companies are generating billions of dollars and placing some of this wealth towards philanthropy
- 2) Technology companies are leveraging their products and services for global public goods through donations to non-profit organization
- 3) Technology in the current digital age is changing the 'business of philanthropy', whether through new online donation platforms, increased access to data and information providing more reach but also more targeted and efficient interventions.

The tension between values of traditional philanthropy and emerging landscape driven by technology must be resolved from a common understanding on how best we create responsive and responsible social benefit to society, from the lens of those in the margins.

Thunderbird is Collaborating with East Africa Philanthropy Network, Ford Foundation and the Government of Kenya to **skill and upskill philanthropy organizations** in 4IR, **mediate a structured engagement with Governments** and other Development Partners using data and analytics to **improve effectiveness of the gift economy**.







## Revolutionizing women led rural businesses

Kuza is an **innovative social technology enterprise** empowering people at the frontline - smallholder farmers to health workers by providing them opportunities to **learn, connect, and grow** on their own terms and pace.

Over the past decade, Kuza has directly impacted over **6 million youth, women and micro-entrepreneurs** and created **153,321 new jobs**.

Working closely with Private, Public and Philanthropy partners, this model is scaling exponentially **improving the productivity and income** of **smallholder farmers**.



Powered with a specially designed portable digital kit, Agripreneurs provide information & advisory services to a cohort of 200 farmers for FREE and sustain with the commissions from the OneNetwork.



### Micro Learning

Video content on good agricultural practices & skills for leadership development.



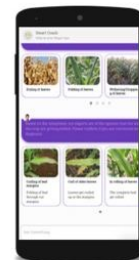
### Micro Distribution

Portable digital toolkits to offer advisory, info. & transaction services to farmers and their families.



### Micro Mentoring

On-demand mentoring services available to farmers and their families on their own terms.



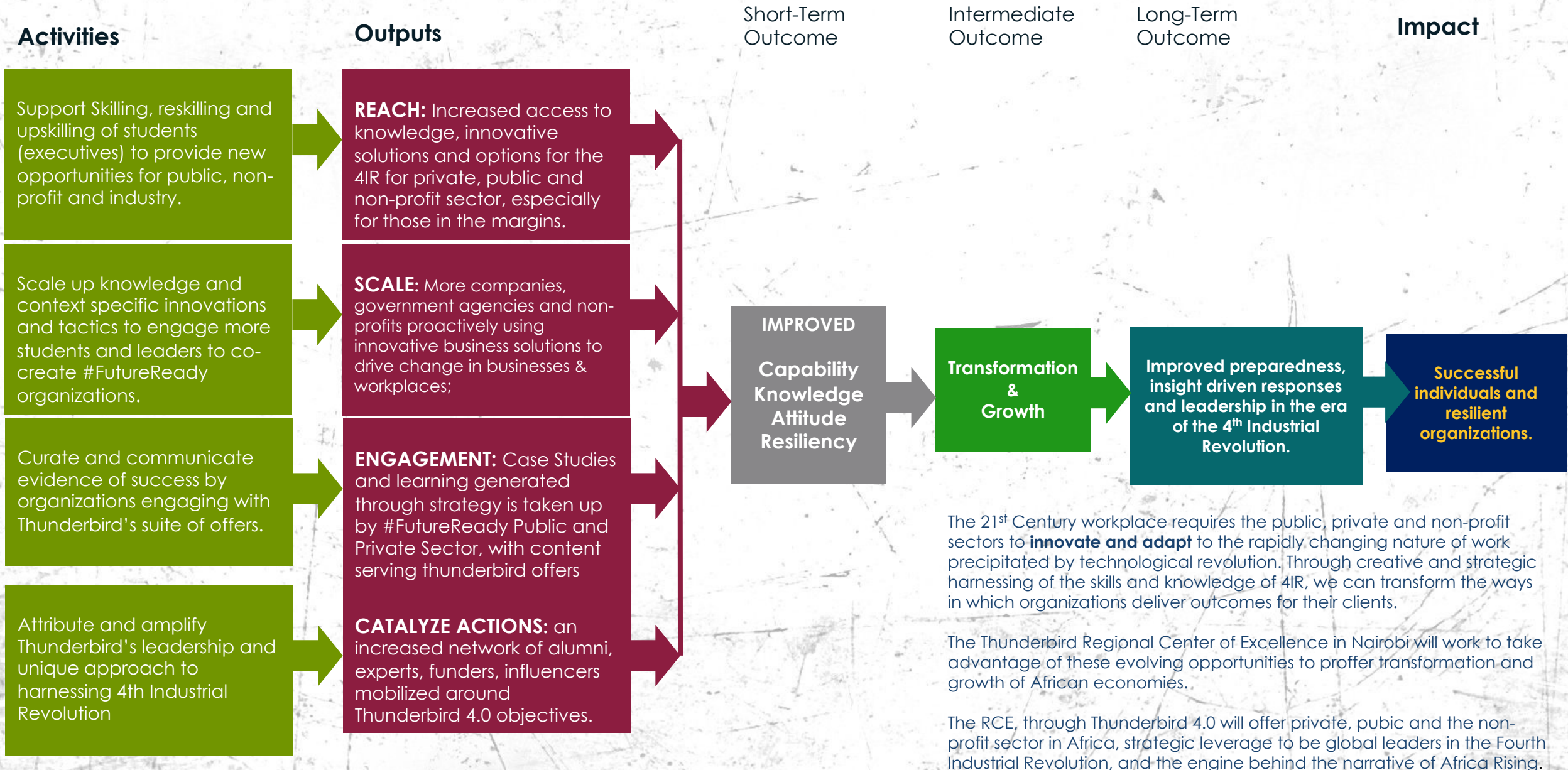




# Strategy



# Theory of Change

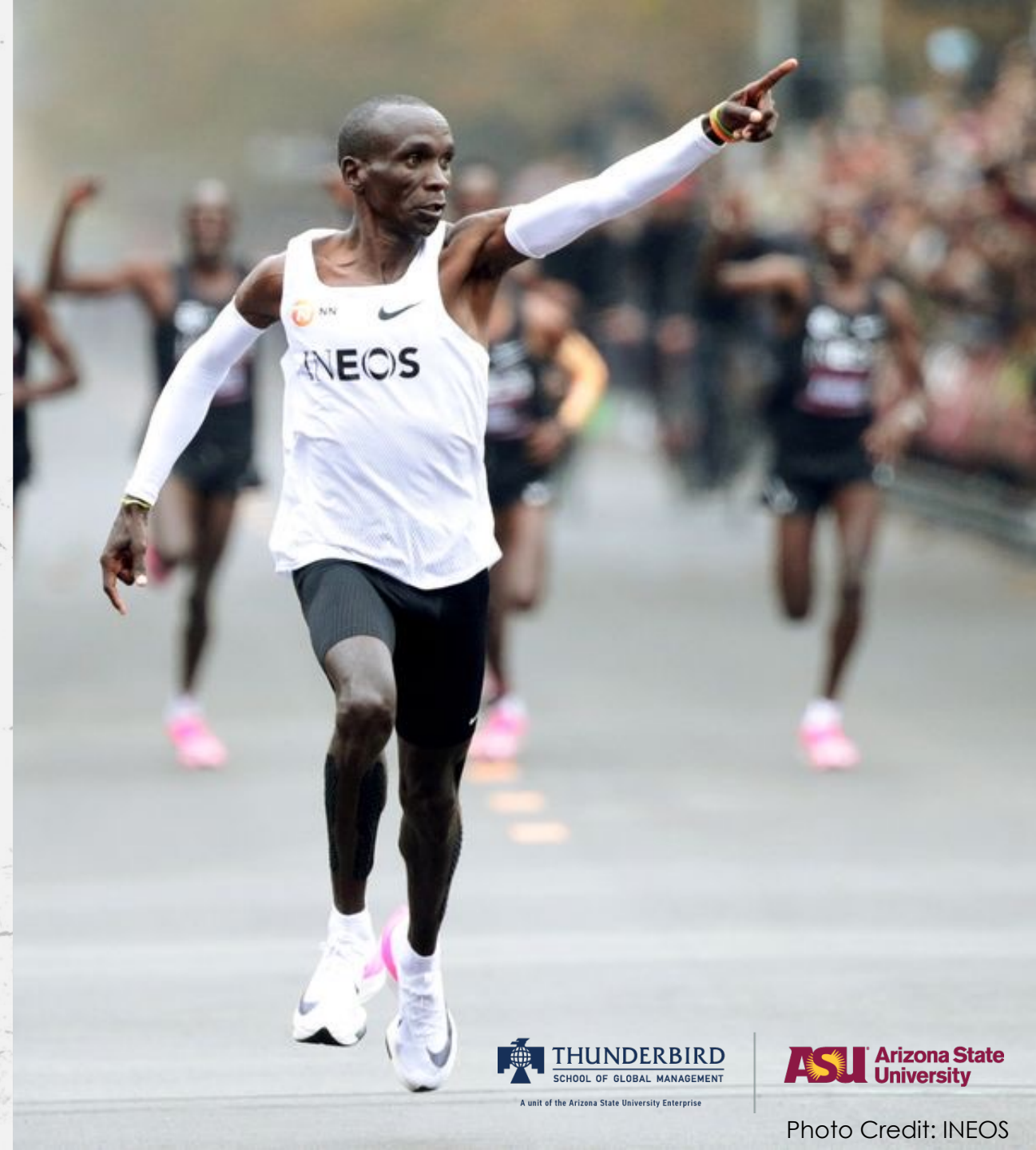


THUNDERBIRD REGIONAL CENTER FOR EXCELLENCE - NAIROBI

# True Center of Excellence

*No CoE is Limited.*

1. Leverage on **ASU Charter** and **Thunderbird Global Leadership in the 4<sup>th</sup> Industrial Revolution** and the Anthropocene.
2. Emphasis on regional (warm body) presence and embeddedness.
3. Strategic **leverage on individual brands**: build from personal **networks** of the team.
4. Take up **voluntary advisory roles** in Government, Private Sector and multi-lateral organizations.
5. Champion multi-stakeholder collaboration and co-creation in responding to **pain points** of institutions.
6. Playing the **Long-Game**: It's a Marathon, its about resiliency





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