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CIAB MAGAZINE

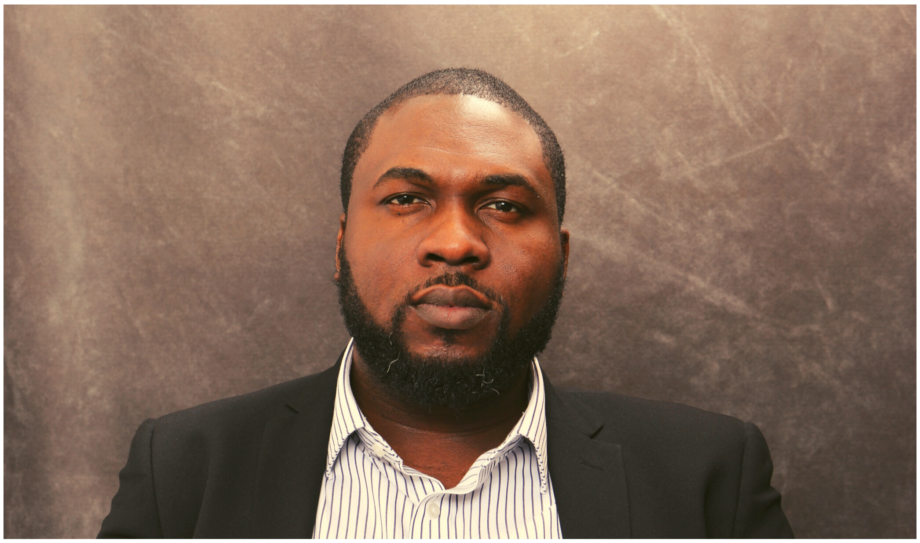
AN INSIGHT INTO THE THOUGHT PROCESS OF BUSINESS LEADERS, CEOS AND ENTREPRENEURS

CHANGEINAFRICA BUSINESS MAGAZINE

COVER INTERVIEW WITH ROMAIN DIAZ CEO OF SATGANA

SATGANA IS A GLOBAL VENTURE BUILDER THAT HARNESSES INNOVATION TO TACKLE THE BIGGEST SOCIAL AND ENVIRONMENTAL CHALLENGES OF OUR TIMES.

Editor's Note



This week's edition of ChangeinAfrica Business Magazine features an interview with Romain Diaz, the CEO and Founder of Satgana.
Romain will be sharing his knowledge of what a Venture Builder does and how the Venture Builder model differs from your typical Venture Capital model. Satgana is a global Venture Builder that harnesses innovation to tackle the biggest social and environmental challenges of our times.

There are also articles on Venture Building and Cyber Security, provided by Satgana and STORM Guidance, which you will find very educational and informative.

We would like to thank Romain Diaz for participating in this interview and providing content on Venture Building. We hope our readers can learn from his entrepreneurial insight.

We will also like to thank Rosie Hayes from the STORM Guidance team for providing content on Cyber Security. We look forward to featuring Neil Hare-Brown, the CEO of STORM Guidance on our April Issue of CAIB Magazine.

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HUBERT NOMAMIUKOR
Editor-in-Chief

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Email - admin@changeinafrica.com

Phone +447730405624

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INTERVIEW WITH ROMAIN DIAZ CEO OF SATGANA

Interview by Hubert Nomamiukor

Hello Romain, and thank you for taking time out to participate in this interview. The following questions have been constructed to take our readers through your entrepreneurial journey, experience and influences. A key element of this interview is breaking down where Venture building sits in the startup ecosystem.

Q: Getting straight to business. You have cofounded five companies in the span of six years. You are in every word a serial entrepreneur. Please tell our readers what attracted you to entrepreneurship initially, how much influence your surroundings and upbringing had on your entrepreneurial journey and how much support you have received along the way?

A: I would say that I knew from a pretty young age that I would only thrive professionally, If I was going to do my own thing. I had a short stint at consulting and a few other jobs, including internships. But I really saw myself as being average, but definitely not at a level that would make me the great professional I aspired to be. So very early, I knew that I was made to be an entrepreneur and that it was my only way by crafting my own path, to be good at, or hopefully to be great at what I was going to do on a daily basis.

I am really inspired by people who had really carved their own path. One entrepreneur that has inspired me a lot when I was younger, was Richard Branson, very much admirer of his way of getting into new industries and really living a business adventure and having fun along the way, while making a difference. Quite quickly, I realized that I was meant for this and it was not so much in my upbringing. Although, I would say that in my upbringing, there was something around discovering the world and discovering new places and cultures, that probably led me to long for adventure in general, but not so much in terms of business adventure and entrepreneurship in general.

I would say that initially in my early entrepreneurial journey, I did not receive so much support from more established and senior people, except some investors who have entrusted me with their money to this date. I still wonder how we managed to convince them back then to be honest, but I'm very, very grateful for them taking a shot at believing in us. So it's looking like they will have a good return on their investment, in a couple of years. That will hopefully be a good way to thank them.

In more recent years and for the past four years, particularly, I have been fortunate to be surrounded by people who I very much look up to, who are alongside me, either mentoring or in an advisory capacity. People that I know I can reach out to, people that I can do ongoing calls and conversations with, and who are really selflessly looking to pass on their wisdom to me. That has definitely been a very strong accelerator for my personal professional growth. So very grateful for that, and I'm looking forward to making it a success story for these people by returning on what they have invested in.

Q: What key challenges have you faced during your entrepreneurial journey, and how have you navigated these?

A: There has been a lot of challenges along the way. I think it is understated how hard entrepreneurship is, to be honest. I think these days entrepreneurship is very much glorified in the media and we only see the fundraising rounds and the successes. Of course, people know that it's not easy to create a company, but I still think the challenge of entrepreneurship is understated and underrated.
How hard it is and how much the lows are low and the highs are highs. The lows can be really low and it is often lonely even when you have co-founders, advisors and mentors. Entrepreneurship is often a lonely endeavour. Surrounding yourself with people, both within the professional realm and outside of the professional realm, is something that very much helps to navigate these challenges.
Another thing that helps navigate these challenges is acknowledging that things are hard. It may be hard one day and the day after you come back and you know, you have your coffee and you have your meetings and you are back into it. You're just not going to give up because as an entrepreneur, you're wired to keep on going.

Q: You ran a Startup Studio called Far Ventures from 2016 to 2020. Please tell our readers where the idea for Far Ventures came from, how the idea was validated, what problem it was created to address, what it's target market was, what value proposition it offered, how it was resourced and lastly, how it was marketed to generate value?

A: We indeed co-founded Far Ventures in the beginning of 2016, with two co-founders. The main reason we started Far Ventures, to be honest, was really just the fact that we had many business ideas. We were maybe naive, maybe too ambitious or maybe too crazy, I don't know. But we could not focus on one. We wanted to pursue a few of them. So we decided to put everything under an umbrella company. We basically started, what we would now refer to as a Startup Studio, but without calling it a Startup Studio back then. We were more referred to as an incubator back then, I think this word is much less used these days, but that's how we used to refer to it. So we created a Startup Studio without us knowing it basically.

We indeed had many ideas. I think we came up with a list of about a hundred ideas or something. Then we did a scorecard to validate or invalidate the ideas. Then we focused on ten, and then on four, and eventually we launched two. After which we took on two other companies with external funders that reach out to us, and we also helped them build these four ventures from scratch. So, this is how we came up with the idea for Far Ventures

We were fortunate as well to raise some capital with investors. To this day, I'm still amazed by the fact that they decided to put some money into us, but I'm very grateful for this. It looks like in a couple of years they will be largely rewarded for their risk, thanks to one portfolio company which should hopefully generate significant returns in a couple of years. In regards to idea validation, we didn't really validate the idea of Far Venture itself, rather we validated the ideas of its portfolio. Again, some of them are on the path of being financially successful in a couple of years, some of them failed, but we learn as much from failures as we do from success. This set me up for my next Venture Builder called Satgana.

Q: Please take us through Satgana's origin story. Where did the idea come from, how was the idea validated, what problem is it addressing, what is its target market and what is its value proposition

A: After running Far Ventures for a couple of years, I was quite depleted to be honest. In hindsight, I realized the burnout or depletion of energy was mostly due to the fact that I was driven by the wrong reasons. I can very much acknowledge that back then, my driver was to be financially successful for myself, for investors and co-founders et cetera. This is what drove me on daily basis and it just became not enough as a pursuit in itself. Once we had invested the funds that we had raised, we decided to take some time off, and I travelled to India. I really took the time to figure out what I wanted to do next. That was when I started to understand that I wanted to put more purpose into my daily life and notably into my work. I wanted to really have a bigger purpose, than just generating shareholder value. This was when I started to really think about some of the bigger problems that our planet and humanity are facing, both environmentally and socially.

Back then, I started to realize that I really wanted to work towards a bigger cause. Slowly but surely, it took shape, that I would want to create a Venture Builder because this is a model I really like, and because I really like the zero to one phase of creating companies. But this time, I would want to do it, first, in a globally distributed fashion, because I have been bullish about remote working for quite a while. Most importantly, I wanted to do so, with a goal of pursuing a bigger purpose and mission, which was to be a launchpad for other entrepreneurs to come up with great ideas, to solve the biggest social and environmental problems of our times. This is why I created my own Venture building company called Satgana. Satgana is a global Venture Builder that harnesses innovation to tackle the biggest social and environmental challenges of our times.

That big realization of why I woke up every day, went to work and strived to create something new, was very much driven by this bigger purpose. This is what enables me to ride the lows, because the lows can be really low, and the highs are also very high. But the lows are ridden because I have very strong conviction about what we're trying to do, and that really drives me on a daily basis.

Since we launched Satgana about six months ago, we have received many applications from entrepreneurs across four continents. About 30 to 40% of the applications we received were from entrepreneurs in Africa. We are working with a handful of them that we have selected because they show the most promise. What we mean by this is that, we looked for where there was a good fit and match between what we could add as value to them, and what we believed they are set to achieve, that will fit nicely into what we want to create as a company.

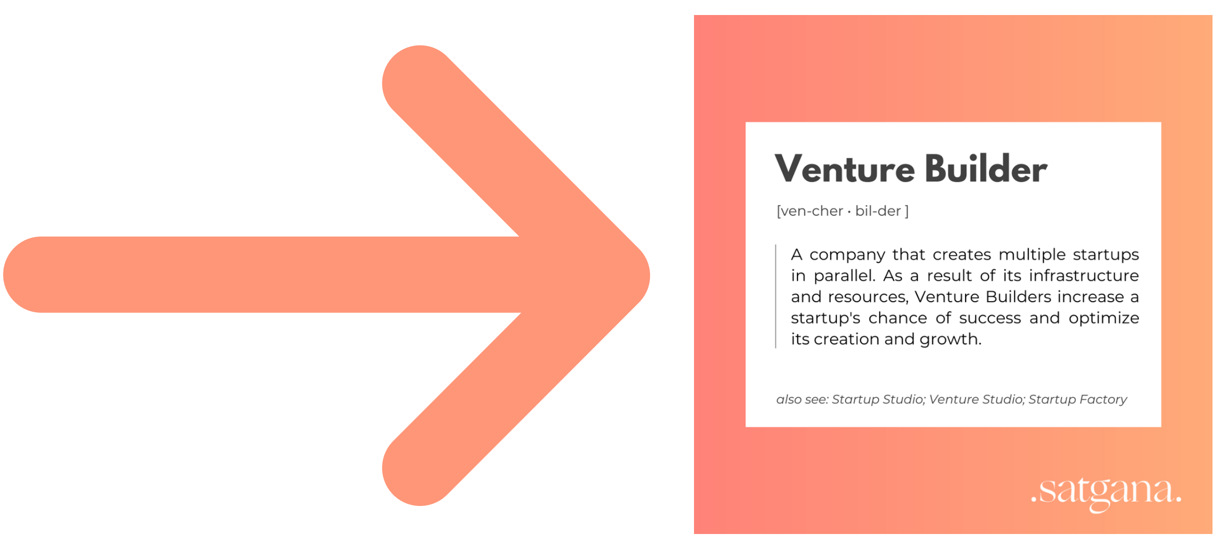
Q: Please tell us what a Venture builder does and how it’s different from an Incubator and Accelerator?

A: . So the word incubator, I think these days is much less used than it use to be in the past. I think it has more of a connotation of either a lab or university incubator. It's still used, but for-profit entities. But we very much identify with the term Venture Builder, Venture Studio, Company Builder, Foundry or even Company Factory. These are many words for the same thing, which is basically, that as a Venture Builder, you create companies from scratch alongside entrepreneurs.

Typically, the Venture Builder comes in earlier than an Accelerator within the startup ecosystem. Accelerators would typically take companies that already have some traction in terms of product development and maybe their founding team, at least. Whereas, the Venture Builder can come in much earlier. The Venture Builder can come in at the Idea stage or even sometimes when there's no idea, and it's just the Founder who is keen to do something.

Sometimes the idea comes first and then you find the Founder. Sometimes the Founder comes first and then together you find an idea and there are successful studios that have both models. So that is the Venture builder model, and it's very bespoke, it's very much hands-on, it's very much investing a lot of operational resources and for a longer period of time than an Accelerator.

On the opposite end, an Accelerator usually takes more companies at once, in batches of 10 to 20. They go through a short intensive program, which is standardized. This is typically through six months, and all the companies go through the same thing. Generally, they all have the same terms and then they all graduate from the Accelerator program, then they are out in the world to do their own thing.
It's a different approach with a Venture builder. You'll have a more concentrated portfolio, working with maybe three, four or five companies a year. Its very much hands-on and you will be almost as an institutional Co-founder to these companies. Whereas, the Accelerator would be more light touch, very intense, short, and more standardized..



Q: What key challenges have Satgana faced since its launch in June 2020? How have you navigated these?

A: So there are a lot of challenges on a daily basis. From getting our name out there, to generating interest from entrepreneurs who apply to join us. Especially at this point where we're not yet making financial investments, we're doing human capital investments, where we provide in kind venture building for entrepreneurs, but not yet capital.
We have to convince the entrepreneurs that we do have a capable team, we do have experienced professionals within the team, that are going to provide a lot of value to the entrepreneurs, and build the startup alongside them, providing expertise and networks. So that is one challenge.

Another challenge is around proving to potential investors that our model works. It is quite unique in the sense that it's not a Venture capital, it's a Venture builder, which is a lot less widespread than the Venture capital model. It is globally distributed, which is something that is fairly new, and there are a few areas where we don't tick all the typical boxes of a funder. So we have to do some convincing, but obviously that means that those who take the leap, it is maybe more high-risk because it's less standardised, but it's also more high reward for many reasons.

We operate in a more blue ocean than typical VCs, where the deals can be very competitive at higher valuations, and less differentiation, whereas, we come in at a much earlier stage, which means that we can also get into companies at valuations that are a lot more attractive. Investing operational resources alongside the financial capital enables us to aim for more shareholding, mitigate risks and maximize the chances of success. By investing into Venture builder funds, you should be able to generate outstanding returns when compared to the traditional VC asset class benchmark, which is the whole argument we're making. So that is one challenge and we are underway to overcome it, but it's definitely something that will live with on a daily basis .

Obviously, like any company starting out, we have operational challenges and HR challenges. We have a chicken and egg problems when you don't really have deep pockets, yet you have to find smart ways to generate traction, to generate interest and to get people to work alongside you. Especially when you don't have big budgets to do what you wish you could do. We try to be a bit ingenious, as well as, delivering upon what we say we will do with high levels of integrity. I think by just being good people, showing that we have good intentions and building good relationships, enables us to gain trust from the people around us. This will slowly but steadily builds into narratives that makes more and more sense, and is getting us closer and closer to actually having the means to do what we intend to do. We are very confident that we will be successful for ourselves, for our shareholders, but also very importantly, for the impact that we wish to create in the world.

Q: We are now approaching the end of the interview and have a couple of more questions. What advise do you have for startups seeking Venture Capital?

A: I would say, first of all, decide whether you need Venture Capital or not. There are actually very few companies that are backable by VCs.

Typically, startups that are backable by VCs are those who have a repeatable, scalable business model that can generate a 100 x returns for its investors, from the moment they invest. You need to show that it is possible for you to acquire new customers at a cost that is marginally lower, and that is basically what we define as scale. So there are very few types of companies that are suited for Venture capital.

A grocery shop is a typical example of what is not backable by a VC. Lifestyle businesses are another example of what is not suited for Venture capital.

So my first advice is, to ensure that your type of business, your type of startup is the kind that a VC could back. Also think whether you want to get VCs on board, because having VCs on board means very high expectations in terms of growth, in terms of velocity, in terms of potential returns and in terms of governance. You will also have people that you report to, you will have a board of directors and you will have more accountability than if you're on your own.

Once you have decided that the Venture capital route is the right one for you. Then I would advise you build relationships early with VCs by being on their radar. But hoping to raise capital should be done only once you have traction, especially in Africa. Meaning, there are a lot of entrepreneurs in Africa that reach out to VCs without having a clear idea, product, team, and even revenue in general, which is needed by African VCs.

I would very much advise anyone who wants to raise Venture capital, especially in Africa, to already have some momentum, some traction, and ideally some revenue. This is less the case in more competitive markets, where there is a lot more capital out there, like Europe and the US, where you can raise capital with fewers things in place. In Africa, there's more scarcity of capital, more risk, and also maybe more risk averseness, because there's less capital available. That's why, it is advised that you already have traction before raising external capital with VCs, especially in Africa.

Q: We have now gotten to the end of the interview and this is our last question. What advise do you have for people or organisations looking to invest in Africa like yourself?

A: I would say understand the local challenges and local market. It's maybe understated how it is important because each market is different. So having a local understanding and knowing that there are some things that maybe easier to do. For example, you can replicate existing business models and bring them into markets that are less developed. But there are a lot of things that are less easy in terms of access to talent, in terms of infrastructure, in terms of, sometimes intermittent internet connection, in terms of access to financial services, penetration, et cetera, et cetera.

So many things are more challenging. So having a local understanding of each market, knowing also that Africa is not one big homogenous thing at all. There's many differences between each market. So having an understanding of the local market you wish to operate in is very much needed. That would be my main advice.

Q: We would like to thank you Romain for taking time out to participate in this Q&A session. Hopefully we will have you back at some point in the future.

VENTURE BUILDERS / STARTUP STUDIOS: AN INCREASINGLY SUCCESSFUL WAY TO LAUNCH AND SCALE COMPANIES

Article by Romain Diaz - CEO of Satgana

By industrializing innovation, Venture Builders, also referred to as Startup Studios, Venture Studios or Company Builders, are helping to accelerate entrepreneurship. This article draws on insights from a leading industry report to present an assessment of the role venture builders play in the global market.

VENTURE BUILDERS / STARTUP STUDIOS: AN INCREASINGLY SUCCESSFUL WAY TO LAUNCH AND SCALE COMPANIES

Venture builders* are organizations dedicated to systematically produce new companies. Venture builders engage in five core activities; they identify business ideas (either generated internally or sourced externally), build teams, invest capital, help manage and provide operational support to its startups. Collectively known as the Marmar stages, these set Venture Builders apart from incubators and accelerators by being actively involved throughout the lifecycle of a startup.

The best entrepreneurial talent is sought by their ability to solve real world problems and to execute on those ideas. Therefore, our purpose as a Venture Builder is then to test those ideas and back them with funding and resources in order to launch and grow impactful, scalable startups.

To do this, we've assembled a global team to guide great business ideas. We invest financial and human capital to support startups from the idea-stage until their first round of external funding. With better inputs, far more value is created resulting in higher-quality outputs. With a focus on sustainability, we want to build responsible companies across the UN Sustainable Development Goals (SDGs), with a triple bottom line approach: People – Planet – Prosperity.

Venture Builders venture where many other support structures don't

Whereas most Startup Accelerators and Venture Capital firms work with startups with a proven model and early traction, Venture Builders start working with startups from the idea-stage, when there is often nothing else than an idea and a passion to solve a problem. This early financing risk is mitigated through a few elements:

- quickly validating the idea with rapid feedback loops for minimal investment;
- investing operational resources with internal experts (marketing, finance, technology, etc.) to let the entrepreneur focus on what they do best;
- investing capital in tranches, based on reaching milestones; and
- by financially engineering and pooling resources, the Venture Builder model is a proven way of maximizing a startups chances of success as compared to standalone startups.

The rise of scalable, synergetic entrepreneurship

Founded in 1996, Idealab is considered as the first true Startup Studio that has created over 150 companies with more than 45 IPOs and acquisitions. Another notable Startup Studio, eFounders, helped grow household names like Front and Aircall – using shared resources (capital, networks, skills, etc.) to launch solutions that then operate as fully operational companies.

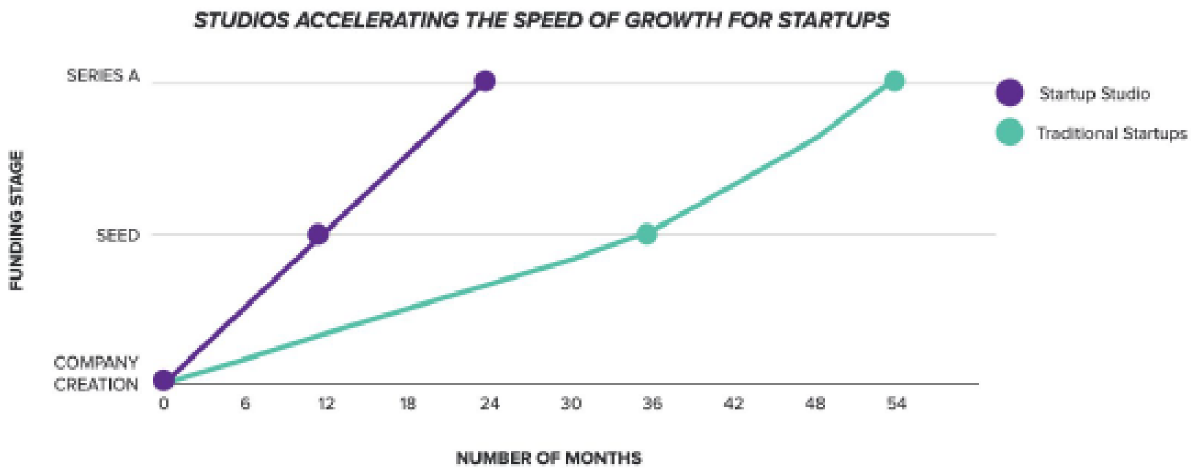
Idealab and eFounders were just the beginning. As the years have progressed, new Studios have followed this model and built similarly successful portfolios. Studios are growing at an exponential rate as an asset class. This year, Enhance Ventures reported that there are roughly 560 Studios across the globe, representing more than 625% growth over the last seven years.

The path to sustainable businesses

By their very design, Venture Builders are made for critical early-stage experiments and prototyping. Entrepreneurs must overcome obstacles to determine whether their idea can progress. If the project fails a certain stage, Venture Builders know when to keep pushing or when to reallocate resources and move in the most efficient direction. As projects pass these obstacles, they gain traction and funding. The goal of most Venture Builders, therefore, is to streamline processes, freeing founders to focus on innovation, leadership and scaling. Consequently, investing in a company out of a Studio means investing in a project that has demonstrated its value.

	Traditional Startup	Startups Created by Studios
Average Internal Rate of Return (IRR)	21.3% (the best at 30%)[10]	53%
Total Value to Paid In (TVPI)[11]	1.57[12]	5.8
Time from Zero to Series A (months)	56	25.2
Time from Zero to Seed (months)	36	10.7
Time from Seed to Series A (months)	20	14.5

The statistics speak for themselves. According to Crunchbase, 84% of startups out of Studios go on to raise a seed round, of which 72% make it from Seed to Series-A, compared to traditional startups in which only 42% of ventures that get to seed make it to Series-A. The latest GSSN Data Report states that the Studio approach is achieving better results (30% better to be exact) as they build repeatable processes, focus on their specific expertise and provide financial and human capital.



Not only is the Studio model more successful in terms of returns but also the time to which funding is obtained. It takes a traditional, standalone startup 56 months to go from zero to Series A funding whereas, a startup out of a Studio, attains the same goal in 25 months. If a company can scale faster at the onset of the business, then the pace of growth picks up for the startup as the shared resources of a Studio allow the founder to focus more attention on building their business.

The diversity of fund structures positioned to foster and profit from early-stage business development and support is increasing. Incubators and Accelerators are the first round of model innovation whereas Venture Builders represent a continuation of this trend. Further, this model thrives on shared solutions, shared talents and shared growth, which in turn result in reduced, distributed costs and better applied efforts.

At Satgana, we strive to help entrepreneurs solve wicked problems and, as a Venture Builder we have the opportunity to do so through the flexibility that the Studio model allows. Guided by the SDGs, we see the challenges the world is facing and aim to create companies to solve for these gaps by inspiring entrepreneurs around the world to build market-based solutions.

*Note that we are referring to ourselves as a Venture Builder because of our globally distributed nature, and in our view, the idea of “Studio” alludes to the concept of a physical space, while Satgana operates fully remotely. However, we still consider ourselves as friends of all the other Studios out there .

THE END

THE LATEST UPDATES ON THE HAFNIUM NATION-STATE ATTACKS

ARTICLE BY ROSIE HAYES

Rosie Hayes is an established copywriter who specialises in cybersecurity. Rosie is a member of the STORM Guidance team, who help their clients assess, plan, and respond to cyber risk. For more information, you can find Rosie on LinkedIn, and STORM Guidance on LinkedIn and Twitter.

THE LATEST UPDATES ON THE HAFNIUM NATION-STATE ATTACKS

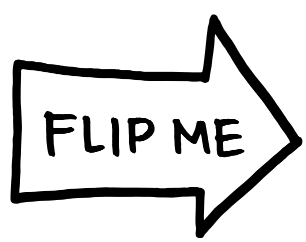
On March 2nd, the Microsoft Threat Intelligence Centre (MSTIC) identified zero-day vulnerabilities affecting customers running Exchange Server 2013, 2016 and 2019. With cyber threat one of the world's greatest global concerns, this is now the eighth time in the past 12 months that Microsoft has disclosed the targeting of institutions critical to civil society by nation-state groups. The highly skilled and sophisticated threat actor, Hafnium, operating from China, is being exploited in the wild.

Hafnium exploits have previously been known to target a number of industry sectors within the U.S., pilfering information from infectious disease researchers, law firms, higher education institutions, policy think tanks, defence contractors and NGOs

They are the primary actor seen targeting on-premises Exchange Server software, and carry out the attacks in these three steps:

- Accessing an Exchange Server either with stolen passwords or by using previously undiscovered vulnerabilities to disguise itself as someone who would be perceived to have access.
- It would create a 'web shell' to control the compromised server remotely.
- It will use the remote access run from U.S. based private servers to steal data from an organisation's network.

According to a CISA alert, "Microsoft has released out-of-band security updates to address vulnerabilities affecting Microsoft Exchange Server 2013, 2016, and 2019. A remote attacker can exploit three remote code execution vulnerabilities—CVE-2021-26857, CVE-2021-26858, and CVE-2021-27065—to take control of an affected system and can exploit one vulnerability—CVE-2021-26855—to obtain access to sensitive information. These vulnerabilities are being actively exploited in the wild".



The following day, they issued an Emergency Directive (ED) 21-02 and Alert AA21-062A which addressed critical vulnerabilities in the Microsoft Exchange products. CISA warned, “successful exploitation of these vulnerabilities allows an attacker to access on-premises Exchange servers, enabling them to gain persistent system access and control of an enterprise network”. It strongly recommended that organisations examine their systems for any malicious activity and to review the following sources:

- CISA Emergency Directive 21-02: Mitigate Microsoft Exchange On-Premises Product Vulnerabilities
- AA21-062A: Mitigate Microsoft Exchange Server Vulnerabilities
- Microsoft Security Blog Post: Multiple Security Updates Released for Exchange Server

A Microsoft blog on the issue assured its readers that they’ve worked quickly to deploy an update for the exploits, but they had concerns over many nation-state actors and criminal groups taking advantage of unpatched systems. They urged their customers to apply the latest patches immediately.

However, their concerns materialised. Attackers worked quickly to find targets across the entire internet, with tens of thousands of victims reported in the U.S. and governments across the globe declaring they too, were compromised. It is thought that more than 30,000 Exchange Servers were hacked across the United States. Email systems in Prague and the Czech Republic’s Labour Ministry have reported hacking incidents, and Norway’s National Security Authority has also raised the alert.

The escalation and severity of events of the last week prompted a rare statement from the Biden administration’s national security adviser, Jake Sullivan.

“We are closely tracking Microsoft’s emergency patch for previously unknown vulnerabilities in Exchange Server software and reports of potential compromises of U.S. think tanks and defence industrial base entities. We encourage network owners to patch ASAP.”

The Cybersecurity and Infrastructure Security Agency (CISA), and the Federal Bureau of Investigation (FBI), are urging organisations that run Exchange Server to actively look for indicators of compromise using “various tools and logs”. If indicators of compromise are detected in cases where organisations lack forensic skills to further investigate, they should "immediately disconnect Microsoft Exchange on-premises servers."

If organisations do not actively seek to root out all vestiges of the Hafnium hack, they potentially leave themselves open and vulnerable to the further penetration of this compromise through previously installed backdoors.

As we publish, there are already cases of ransomware and cryptocurrency mining being reported, that are resulting from this initial attack. Microsoft has evaluated their defence in-depth with an update for Microsoft Exchange Server 2010 now also being released. Organisations must update out-of-support versions of Exchange Server, to a supported version without delay. On March 12th, the NCSC reported further priority actions, guidelines and advise; take a look here.

Resources that will assess your organisation's current risk landscape, plan for threat prevention, and respond in the event of an incident, are crucial for Exchange Server users at this time. You can access these measures through the following STORM Guidance services:

Cyber risk assessment
Cyber3 is a 90-minute comprehensive security overview that provides complete insight into an organisation's cybersecurity resilience. The assessment includes a vulnerability scan by digital forensics experts and an evaluation from the attackers-eye-view.

Planning and prevention
STORM Consulting offers practical and instructive advice that helps businesses understand cyber risk, develop policies, and train for incident response.

Cyber incident response
CyberCare offers SMEs access to the industries best cybercrime incident responders, giving them the best chance of recovering after a compromise, with the least impact to their business.

There appears to be no evidence that Hafnium attacks have targeted individual customers; Exchange Server is primarily used by business customers and does not seem to have affected other Microsoft products. Further, there is no connection between these exploits and the SolarWinds attacks.

If you would like to stay up-to-date with the latest news and services at STORM Guidance, you can sign up to our newsletter here.

TOP 10 PAN AFRICAN CEOS TO WATCH OUT FOR IN 2021

CHANGEINAFRICA BUSINESS MAGAZINE

Aliko Dangote

CEO - DANGOTE GROUP

Jason Njoku

CEO - IROKO PARTNERS

Afeyinwa Ugochukwu

CEO - THE TONY EMULEMU FOUNDATION

Shola Akinlade

CEO - PAYSTACK

Sangu Delle

CEO - AFRICAN HEALTH HOLDINGS

Abasi Ene-Obong

CEO - 54GENES

Chidi Nwaogu

CEO - PUBLISEER AND SAVVY FELLOWSHIP

Chika Nwaogu

CEO - PLAYFRE

Oluwatosin Ajibade

CEO - EMPAWA AFRICA

Kike Oniwinde

CEO - BYP NETWORK

AFRICAN STARTUPS TO WATCHOUT FOR IN 2021

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- Vezeeta
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AN INSIGHT INTO THE THOUGHT PROCESS OF BUSINESS LEADERS AND ENTREPRENEURS