



cutting through complexity

INTERACTIONS 2015

Keeping in touch with KPMG in Nigeria Alumni



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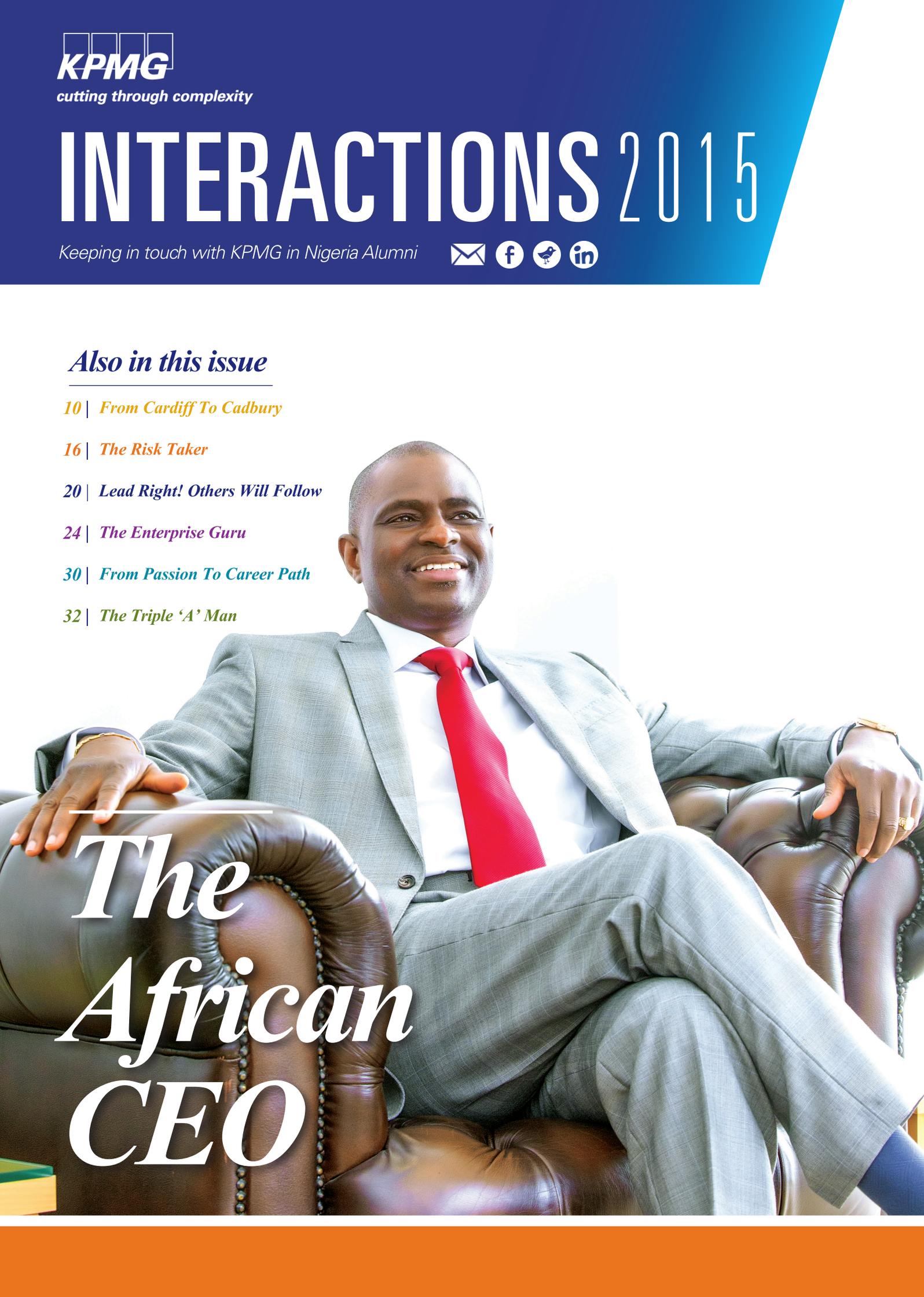
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About the

KPMG Alumni Newsletter



W^E welcome you to the inaugural edition of the KPMG Alumni newsletter "Interactions," which will be published annually to inform our alumni about current business issues, professional and personal achievements of our alumni.

Our objective is to stay connected to you.

To enable us do this effectively, we encourage you to please register on the KPMG Alumni website through the registration link (<http://apps.ng.kpmg.com/alumni>). We will regularly update the website with new information on alumni activities, KPMG information, and thought leadership materials to keep you abreast of key happenings globally and regionally.

We welcome your comments and suggestions on how we can interact better with you. See contact details on the back page.

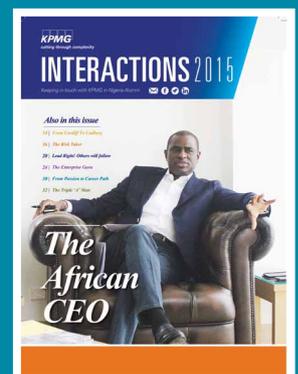
Keep the flag flying!

Marie-Therese Phido

“

*If you believe
business is built
on relationships,
make building
them your
business.*

— *Scott Stratten*



Message to KPMG Alumni



All over the world, people who leave KPMG are never truly 'lost' to KPMG. We are all still one big family.

We recognize the past and continuous contributions of our alumni to the firm. The KPMG Alumni Group is a great platform for all of us to stay in touch, reconnect and make valuable business and personal contacts.

We remain committed to our Alumni and to helping make their careers huge successes.

Please stay in touch and let's continue to interact.

Thank you.

Seyi Bickersteth
Chairman, KPMG Africa
National Senior Partner, KPMG in Nigeria

We are glad to have you as our Alumni and we cherish this relationship to connect with you.

The relationship between the firm and our illustrious alumni is symbiotic and needs to be nurtured, grown and sustained. Therefore, we will leave no stone unturned in making it vibrant and mutually beneficial.

In order to better communicate with you, as well as plan events, programs and projects aimed at your specific interests, we encourage you to reach out and share your thoughts, ideas, questions and feedback.

Let's keep talking and comparing notes.

Yomi Sanni
Chief Operating Officer, KPMG in Nigeria





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Creating value and delivering quality service without borders



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KPMG IN NIGERIA NEWS



Emeka Mba, DG, NBC (left), Dr. Abiodun Jagun, Special Adviser to the Minister of Communication and Technology, Joseph Tegbe, Partner, Management Consulting, KPMG in Nigeria, Jaideep Ghosh, KPMG in India and Jehil Thakkar, KPMG in India.

KPMG Breakfast Seminar on Digitization

The KPMG breakfast seminar on Digitization for Telecommunication, Media and Technology organizations in Nigeria hosted by Joseph Tegbe, Sector Head for Telecommunications, Media and Technology was held on Monday, 4 August 2014 at the Radisson Blu Hotel, Victoria Island, Lagos.

The event was the first of its kind following Nigeria's transition from analogue to digital broadcasting. The proposed migration, is a revolutionary trend in the telecommunication and media industry in Nigeria.

The seminar was a collaboration of KPMG in Nigeria's and KPMG in India's x-ray of the imperatives of digitization broadcasting, challenges and benefits. The seminar was a platform to share ideas and provide insights on global trends and the impact of digitization on the Media and Telecommunications industry.

Mrs. Omobola Johnson, the Honourable Minister, Federal Ministry of Communication Technology, represented by Dr. Abiodun Jagun, the Special Adviser to the Minister of Communication and Technology gave the keynote address on the topic, *"Imperatives of Digitisation in Nigeria"*

Other speakers at the seminar included Jaideep Ghosh and Jehil Thakkar from KPMG in India, subject matter experts on digitization. Topics covered included: *"Digitization: Imperatives on Convergence and Spectrum Optimization in Telecommunications Industry"* and *"Digitization: Strategic Issues for Media & Entertainment Industry in Nigeria"* respectively.

Mr. Emeka Mba, Director-General, National Broadcasting Commission, Nigeria also gave a talk on the topic *"Digitization in Nigeria: The Journey So Far."*

If you require copies of the presentations, see contact details on the back page.

New Partners Admission

Please join the Partners in congratulating Yetunde Kanu and Mohammed Adama on the attainment of a major milestone in their careers, and in wishing them many more productive years in the firm.



Yetunde Kanu,
Management
Consulting



Mohammed Adama,
Audit

Lord Michael Hastings at the World Economic Forum, Abuja

Lord Michael Hastings of Scarisbrick, KPMG International's Global Head of Corporate Citizenship was a panelist in the World Economic Forum's session on *Governance in Africa: Who Is Accountable?* The session was part of the WEF's 'Community Conversations' platform that welcomes government officials, civil society, entrepreneurs and young leaders to discuss issues of regional relevance with business, government and civil society members from the local population, as well as Forum Constituents.

Other members of the panel included:

- Bashir Yuguda, Minister, National Planning Commission, Nigeria
- Olusoji Apampa, Co-Founder, The Integrity Organisation Ltd, Nigeria
- Thabo Mbeki, Founder, Thabo Mbeki Foundation, South Africa; President of South Africa (1999-2008)
- Jumoke Oduwale, Prince Claus Chair in Development and Equity, Institute of Social Studies, Nigeria
- Sanjay Pradhan, Head, World Bank Institute, The World Bank



The session was moderated by Rana Foroohar, Assistant Managing Editor, Business and Economics, and Economic Columnist, Time Magazine, USA.

The discussion centred around Africa's impressive economic growth and transformative journey from a developing continent to a hub of global growth. The discourse covered the continent's outlook and the threat of rising inequality, high youth unemployment and potential social instability focusing on:

- Solutions for sustainable citizen participation in transforming institutions
- Strengthening institutions to deliver on their mandates and
- Improving governance and accountability structures to strengthen Africa States.



Oluseyi Bickersteth appointed Chairman, KPMG Africa

We are pleased to inform you that KPMG in Nigeria has been recognized by the Global Board as a notable and viable practice within the network of firms in the Africa region.

In view of this recognition, Seyi has been appointed on the Global Executive Team and nominated Chairman of Africa. The Global Executive Team was recently restructured and reduced from 25 members to 7.

We thank each of you for your help in building our successful firm. The honour accorded Seyi would not have been achieved without everybody's input.

Let us continue to work together to achieve bigger success.

Joleen Young joins KPMG Africa Financial Services Practice as a Payments Expert

Joleen Young has joined our KPMG Africa Financial Services Practice as a Payments Expert. In this role, Joleen will work with both our Financial Services and Telecoms teams to achieve our strategic payments initiatives.

Joleen is an experienced technical payments

strategist with over 17 years banking-sector experience covering the complete strategic roadmap for payments business which includes revenue pools, competitor analysis, clients segments and product development.

Prior to joining KPMG, she was the Head

of Payments, Cash Management Transactional Products and Services Corporate Investment Bank at Standard Bank, South Africa, where she was responsible for the recommendation and implementation of new products developments and enhancements to the existing sets.

Edward Voelcker joins KPMG Africa Oil and Gas Practice as a Business Development Partner

Edward (Ned) Voelcker has joined our KPMG Africa Oil and Gas Practice as Business Development Partner, based in Nigeria. In this role, Ned will work with our oil and gas teams to achieve our strategic initiatives particularly in the area of business development.

Ned is a subject-matter expert in oil and gas, with over 25 years experience of handling senior management

roles in finance, planning & business development and compliance across the globe, including in Africa.

Prior to joining KPMG, Ned was Finance Director at AfroHawk Energy Ltd / HACWA Pty Ltd where he was responsible for the assessment of projects and driving the corporate goals of the company. Previously, he spent 21 years with Chevron and 3 years with BG Group.



Edward

Africa Arisen: The Blue-Sky Continent 2014



As part of KPMG's participation at WEF in Abuja, we produced Africa Arisen: The Blue-Sky Continent 2014, a report that presents opinions and predictions from Senior Partners across KPMG Africa.

It provides our Partners' insights based on our networks across a broad spectrum on our perspectives of the opportunities in the continent. Please let us know if you require an e-copy.



The African *CEO*

Segun Ogunsanya is the Managing Director/CEO, Airtel Nigeria. He shares his career journey from his NYSC days at Siemens to being the No. 1 man at one of Nigeria's biggest telecom providers.

When and how did you start your career?

I started my career in 1988 at Siemens where I completed my NYSC after graduating from the University of Ife as an engineer. I joined Arthur Andersen (now KPMG) immediately after my youth service and worked there for four years.

How would you summarise your career to date?

After my youth service I realised I wanted a career in business and decided to join the firm. It prepared me for the world by giving me the requisite skills to face it, while Coca-Cola exposed the world to me. After spending 3 years in Coca-Cola Nigeria, I moved to Ghana, then to Kenya and then back to Nigeria.

To summarize my career, I can say my journey has been about getting opportunities at the right time. I became a CEO at age 33 and I have been in CEO

positions since then. When I moved to Coca-Cola Ghana in 1998, I was the Finance Director for three years, my CEO at that time resigned and for the first year and half, I was the de-facto MD. I took it upon myself to be involved in every aspect of the business pending the time the vacuum was filled. I did not allow myself to be boxed into finance issues only and in no time, all critical teams including marketing and technical came to me for consultation and advice. And as a result, when it was time to fill the vacant CEO position, I was offered the position without applying. Of course, I gladly accepted.

I recall the incident that finally led to me being offered the CEO position. In the absence of the CEO, I was tasked with making a presentation to the directors at a board meeting which was held at the same time the directors were conducting interviews for the vacant CEO position. They had to interrupt the interview process to attend the meeting. While

presenting, I was able to display my knowledge of the business as a whole in my presentation. Members of the board were so surprised that a "finance guy" knew so much about the business. They were impressed and I was announced CEO the next day. I was the first African CEO there and this trend has followed me everywhere else. I was the first African CEO in Coca-Cola Ghana, Kenya and even Coca-Cola Nigeria. The key thing to capture an opportunity is to be prepared and never give a reason for anyone to say no to you.

What were your goals and looking back, have they been met?

I knew I wanted to be a business leader and everything I did prepared me for a leadership role. My training as an engineer gave me a very wide field. I am a chartered accountant and also well versed in marketing with 17 years in the field.

Please tell us a bit about your family and how you handle Work / life balance?

I am blessed with a very beautiful wife and two children (a boy and a girl). My wife left her career to support me as I became an expatriate at a very early age. She had to stop working and moved with me everywhere I was posted. I was an expatriate for 14 years and we only got back to Nigeria 4 years ago. Work/life balance is like throwing three balls, one ball is family, one is work and one is health. The ball of family is made of glass, the one of work is made of rubber, if you lose your job today, it may take time but you will get another, if the one of glass completely breaks, you cannot find another family. So I give my family my time also. We have a tradition from when my kids were very young, every Sunday we go for lunch outside the house, at least once a week we must take that time together.

What were the important skills you developed in the firm and how has your experience come in useful in your current role as a CEO for Airtel?

Integrity – The firm is a company that is grounded in integrity especially in Nigeria. We were trained to value integrity. This is a culture that I still imbibe. People may say this is Nigeria, and therefore do business in a certain way but at Arthur Andersen, things were done differently. You can prosper by doing the right thing.

Performance culture – it was very clear that everything you got was based on performance regardless of whom you were or what position you occupied. Everything depended on your performance as the firm leveraged on performance. You needed to always separate being soft on people to being hard on performance.

The third is learning – I remember on my second day, I was asked to join my fellow colleagues at training, and it was a class of very intelligent people. It was a thriving, learning environment hence, continuous learning is a culture I try to imbibe. I believe you should not be afraid of learning from anyone.

What are your fondest memories of the firm?

I think I remember the food (laughs), also when you have so many smart people in a small place, there was always bound to be friendly banter and friendly

arguments.

What are the highlights of your career to date?

Well I became a CEO at age 33, it really changed my perspective about life and it changed everything about me. It has taught me leadership, from managing myself to managing others, and leading people in other countries.

How did you know it was time to leave the firm? Do you think that the timing was right?

Yes I believe it was right timing, I wanted to be a business leader and not a partner. So when the opportunity came, I felt it was the right thing to do.

What do you enjoy most about your current role as CEO Airtel?

I think when you touch the lives of a lot of people positively; you derive great satisfaction. The ability to touch the lives of subscribers, investors, the innovators who desire partnership with the organisation with their inventions, and so many other groups of people, is very satisfying.

As the CEO of a company like Airtel, you are privileged with a little more resources than the average company in Nigeria and to be able to use that privilege to do a lot of good to people is very satisfying, especially when it is used to support less fortunate people, this brings a very good feeling.

My typical day

My typical day starts at about 6 am. I start my day with a short prayer before getting into the routine of preparing for

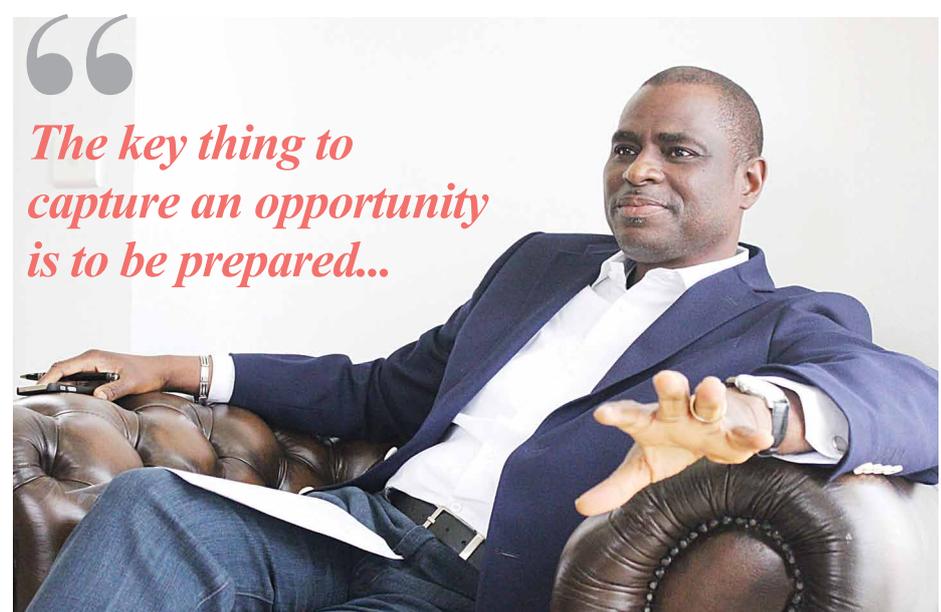
work. Once I walk into the office, I start by taking a mental review of the previous day and my task ahead. I also check my calendar and my emails. I usually have a lot of meetings but I try to keep it to a maximum of three meetings per day. Some days I also go on visits to our customers and other days to the staff in locations outside of the head office. I have chats with them and ask questions, just to get a feel of what is going on and their feedback about our business. Most times I end my day at about 7 pm.

What advice do you have for young people starting a professional career?

My advice is that they use their time very wisely because time is like a river that flows. Once time is lost, it is hard to regain it. The second advise I have centers on what I said about being prepared. It is always good to be prepared for opportunities. Just last week, we received a job application and the applicant was invited for an interview and the very next day the application was granted because it just happened that we were looking for someone with his skills and he was prepared.

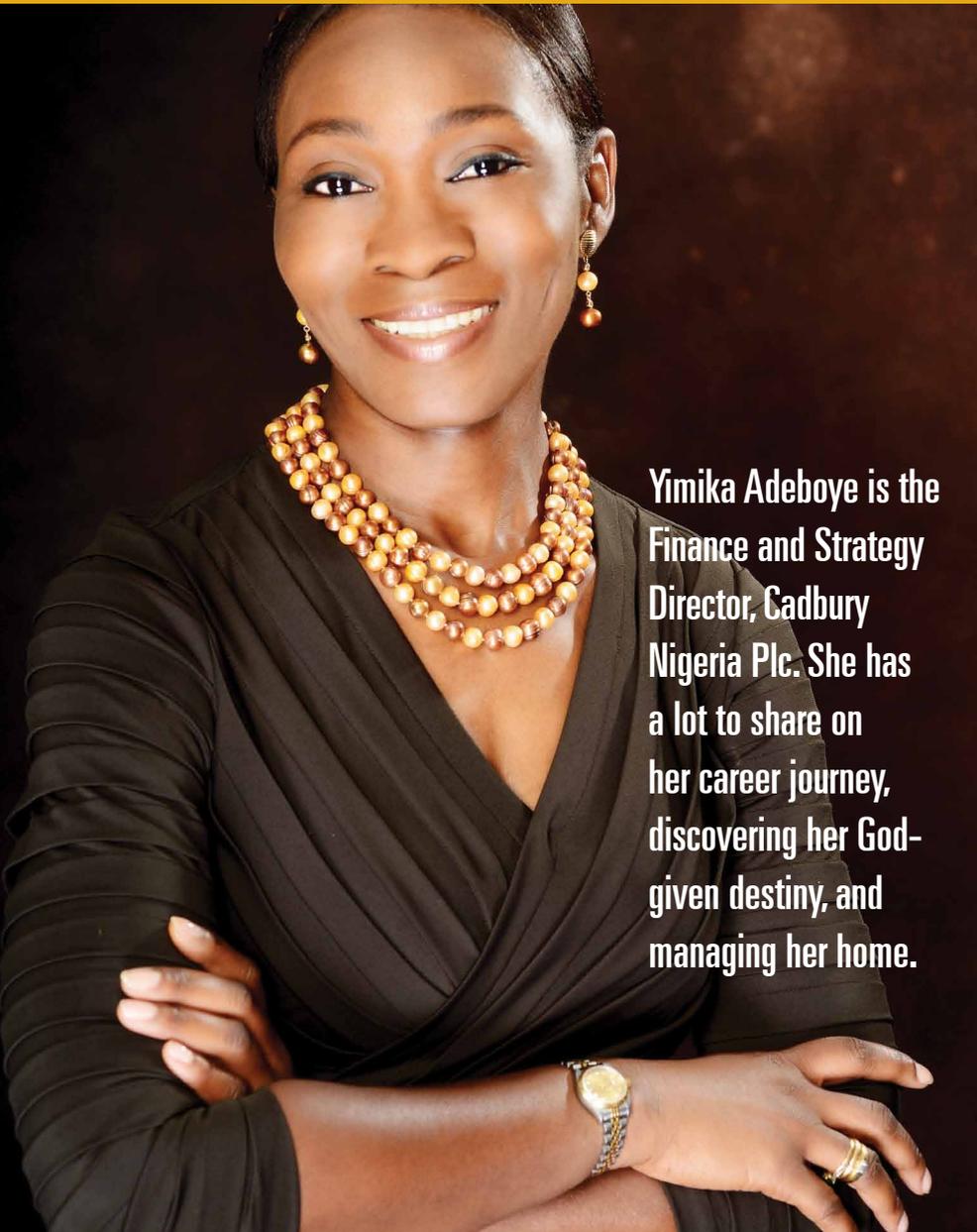
How do you spend your spare time? How do you relax?

I watch TV, I watch football and I am an Arsenal fan. Coincidentally, we also support Arsenal as a company. I also like window shopping, when I travel with my family, I do a lot of window shopping though my wife prefers the real shopping.



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The key thing to capture an opportunity is to be prepared...



Yimika Adebayo is the Finance and Strategy Director, Cadbury Nigeria Plc. She has a lot to share on her career journey, discovering her God-given destiny, and managing her home.

regulatory work.

I worked for MS&Co for 6 years and left as a manager in 1992. There was clearly pressure for me to return to Nigeria and work for the family business (Odutola Holdings owned a biscuit factory, crown manufacturing factory, a tyre re-treading plant and some interest in Consolidated Breweries). With the reality of returning back to Nigeria after 13 years, I had no clue what was out there and knew it was important to understand what was going on before rushing into any decision of what I wanted to do long-term. I was not in a hurry to join my Dad's business yet. I approached PWC and Arthur Andersen (now KPMG). I wanted to know what they both had to offer.

At Arthur Andersen, I found Dick Kramer very friendly and extremely knowledgeable about Nigeria. We spoke for several hours, and I also spoke to Seyi Bickersteth, Dotun Sulaiman, Kunle Elebute and Ifueko Omoigui-Okauru. I decided to settle for Arthur Andersen because their approach seemed more strategic. My conversations with PWC was very transactional and for a new comer in Nigeria, I had a problem with this approach in deciding where I would work.

I spent 2 years in Arthur Andersen working mostly in tax, although I also did some audit work to immerse myself in the Nigerian practice. I spent more time with the Tax and Business Advisory Group and worked for Seyi Bickersteth. I really enjoyed my time with this group and I think Seyi had plenty of fun teasing me! In 1994, I got a call from the Leventis group who held majority shareholding in Nigerian Bottling Company, asking me to help them find someone to head their finance function. I realised only after the third nagging call that they actually wanted me to take on this role. My initial response was to turn down the offer as I was not looking to change my job yet. There was the issue

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We had a value labelled 'Think Straight, Talk Straight'

From Cardiff To Cadbury

Can you share your journey with us from Cardiff University to Cadbury? How would you summarise your career to date?

I read economics and accounting at Cardiff University and graduated in 1986, to join a medium sized accounting firm called Midgley Snelling and Co (MS&Co)

in London as an Articled Clerk. The firm had two offices in the south of England and specialized in small businesses. MS&Co had several actors and actresses as their clients, which was the fun part of the job, the boring part was the other regular businesses but I did get to work with some of the actors like Maggie Smith, James Fox, doing their tax and

of the family business and the concern that I chose to join another manufacturer instead of the family business. I knew my father would not have been pleased to hear this.

I joined NBC in June 1994 but it took me 6 months to sum up the courage to tell him.

I started at NBC as Divisional Executive Finance and over a 5 year period my role expanded significantly until I became Chief Financial Officer and Director of Finance. I left NBC in 2007 with a plan to look into running my own business.

I had little time to think through what I wanted to do as I was inundated with calls and emails from head-hunters who had clients looking for a Nigerian CFO with multinational experience.

Cadbury was one of those multinationals that approached me early in 2008 and I joined Cadbury in September of 2008 as Finance and Strategy Director for the West Africa region. Cadbury Nigeria had just announced a financial misstatement in 2006 and the business was focused on rebuilding itself. My role was mainly strategic in a bid to put a business restoration roadmap together. I am truly thankful for a God given opportunity to join Cadbury at that time, working with an extremely focused and result driven team to move the company from loss making with a huge debt burden to profitability and cash positive over a 4 year period.

What were your personal goals and looking back, have they been met?

I was fortunate to attend a training organised by Arthur Andersen in collaboration with Guaranty Trust Bank. One of the requirements of the Steven Covey's "Seven Habits of Highly Effective People" training was to think through and document a mission statement. I was inspired and wrote down my mission statement below, which have been my guiding principles:

To ensure that all that I do and think glorifies God, I must be selfless in a selfish society, honest and truthful in all that I do. I desire to help to create changes around me, to be of help to fellow men and a good example to my siblings.

I must be disciplined in all that I lay my heart to do and to leave a position landmark in anything that I do.

I must be a tower of support to my husband and leave a lasting legacy for my children.

I will respect my body always as the temple of God.

So have you discovered your God given destiny?

Social Work – Genesis House

Well, during my "gap year" (2007-2008), I spent some time thinking through what I would like to do with my time. I always wanted to work with children, and was fortunate to be invited to a program called God Bless Nigeria (GBN) at the National Stadium by Pastor Sunday Adelaja along with my husband. GBN is one of the many initiatives of Pastor Tony Rapu's church, This Present House. GBN's focus is to impact communities of the underprivileged in Lagos. Focus is on children, drug addicts and prostitutes.

I was invited to visit Akala, a poor area of Lagos where there is abject poverty, drugs, prostitution, and crime. My first trip was on a Sunday morning and as

early as 9 am. When we visited the community, we saw large gatherings of men drinking and smoking hemp, women prostituting, and very young children roaming the streets.

As we walked the street, I was particularly attracted by a group of very young girls. There was something awkward about them but I could not place it. Our group was focused on finding drug addicts and prostitutes, but because I went on a bit about the girls, Pastor Tony asked us to all go back and talk to the girls.

What we discovered were 6 girls ages 12 to 16 who wore heavy make-up and were being prostituted by a gentleman who claimed to be their "uncle". After numerous follow up sessions, we moved the girls to Genesis House (GH) which is the Freedom Foundation shelter for disadvantaged and abused young ladies.

I have worked on the advisory board of GH for 7 years now, looking after similar young girls and I am thankful to God that we have helped over 100 young ladies get off the streets of Lagos and given

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The essence of integrity and uprightness in our society can not be over-emphasized.



them the opportunity to start afresh in life.

Mentorship program

As female executive, I am fortunate to have a few young professional women who have approached me to be their mentor. I hold individual periodic sessions with them and find the relationships extremely fulfilling.

Timothy Odutola Foundation

My late father has always been passionate about educating the Nigeria youth and particularly ensuring that those who are unable to get university education can at least learn a vocation that can set them up in life. A few years ago, my family set up the Timothy Adeola Odutola Foundation with the vision to provide vocational training for Nigerian youths. We work with various bodies to provide and sponsor vocational training. We have graduated over 200 students since inception.

What were the important skills you developed in the firm and how has that experience come in useful in your current role as the Finance and

Strategy Director at Cadbury?

I had certain skills and values before I joined the firm and believe the firm helped to enhance these skills and values. As a child, I always said things as I saw them and this either endeared me to people or in some cases caused issues. I recall numerous occasions when my father will ask me to "think and filter before talking"! In the firm, we had a value labelled "THINK STRAIGHT, TALK STRAIGHT". The essence of integrity and uprightness in our society cannot be over-emphasised.

What are your fondest memories of the firm?

The retreats were fun; it created a family environment where you felt like part of a family. Dick Kramer made sure the retreats we had were organised so that you fulfil its technical purpose while building a family/team spirit. Talking about teams, I worked with Seyi and he was fun to work with. I also had people like Wole Obayomi and Bisi Lamikanra who practically treated me as their younger sister.

Do you think that the timing was right

when you left the firm?

Yes I believe the timing was right. I met my husband in the firm, and there was an unwritten policy that seemed to frown at this, so it all worked out for good. We got married the year after I left.

What do you enjoy most about your current role as a Finance and Strategy Director at Cadbury?

I enjoy working with the people, it is a smaller organisation than NBC, and the fun for me is that I get to meet the various functional teams (factory, sales, logistics). It is a smaller team and we share our pains and joys together. I enjoy the fact that I work for a company that has iconic brands. People know our brands. The corporate values of Cadbury resonates with my personal values. We have had very good moments and also low moments but we have gone through them together as a team.

Can you tell us a bit about your family life and how you handle Work / life balance?

Well people ask me how I manage my

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We (Genesis House) have helped over 100 young ladies to get off the streets of Lagos.



“

*Be ready to fail,
but be strong to
pick yourself up
quickly*



time, given that I have responsibilities and commitments outside work. I arrange my priorities in this order: God first, husband next, children and then work. Once I put them in that order, I know what to do and how to manage my time. So I usually leave work by 5.30 pm because I live on the other side of town and need to get home at a sane hour. Although I do carry on working in the car (“my converted mobile office”), I ensure I switch off well in time before I get home, so that I do not carry the “baggage” of work home.

What is a typical day for you?

I jog 3 days a week and on those days, a typical day starts at 3.45 am. I jog for an hour and a half and plan my day during my jog. On the days I do not jog, I drop my children in school before heading to work. Work days are a combination of meetings, projects, teleconferences and on some days, factory visits/sales meetings etc. As a rule, I do not do meetings in the mornings when I have a choice. That way, I can get other things done. I typically work through lunch. I aim to leave the office at 5:30 pm as I

have a long journey back home

What advice do you have for young people starting out their professional careers?

Set reasonable expectations. Young people now define success as having a lot of money and set unrealistic goals with the end goal of being “wealthy”. When those goals are not met, they conclude they have failed or do anything to ensure they “succeed”. I will also emphasise that you should be prepared to fail, but be strong to pick yourself up quickly. Finally, do not rely on yourself; there is someone bigger than you that can help you out (God).

How do you relax?

Well I hardly have “free time”. I enjoy my jogs and on Sundays I usually nap after church. I do my domestic chores on Saturdays. I am learning French and have 2 hour lessons on Saturdays. I opted for French out of frustrations of my inability to help the children with their French homework.

Mission Statement

- *To ensure that all that I do and think glorifies God, I must be selfless in a selfish society, honest and truthful in all that I do. I desire to help to create changes around me, to be of help to fellow men and a good example to my siblings.*
- *I must be disciplined in all that I lay my heart to do and to leave a positive landmark in anything that I do.*
- *I must be a tower of support to my husband and leave a lasting legacy for my children.*
- *I will respect my body always as the temple of God.*

KPMG Alumni Breakfast Meeting in conjunction with INSEAD

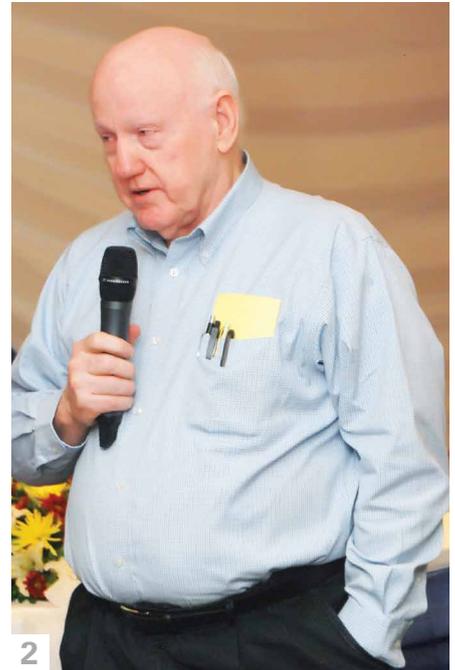


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The 2012 annual KPMG Alumni event was a Breakfast Seminar held on the 1st March 2012 at the Wheatbaker Hotel 4, Onitolo Road, Ikoyi, Lagos.

The seminar was in conjunction with INSEAD Business School. Prof. Morten Bennesen, Director of the Wendel International Centre for Family Enterprise gave a lecture on the theme: "The Great Succession Challenge".

The key take home from the seminar was to find a Nigerian model that takes into accounts the many specific cultural and institutional roadblocks in Nigeria.



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1 Yomi, Raadiya and Professor Morten Wendel

2 Dick

3 Stanley and Pascal

4 Ebum, Bunmi and Omayuli

5 Bayo, Ajibola, Kehinde, Nike

6 Nike and a cross section of participants

7 A cross section of participants

8 Tutu, Yetunde and Ebum

9 Marie, Bayo, Wale and Ebum

10 Fatai, Alex and Agnes



5



7



9



10



Professor Peter Bryant

A cross section of Alumni

KPMG Alumni Breakfast Seminar with IE Business School

KPMG in Nigeria in collaboration with IE Business School, a leading business school in entrepreneurship held a Breakfast Seminar for KPMG Alumni at the Wheatbaker Hotel, Ikoyi, Lagos on the 29th January 2013.

The event was the 3rd annual alumni programme, which featured Professor Peter Bryant, a professor of entrepreneurship. He spoke on the theme "Ten Top Mistakes Entrepreneurs Make". The seminar included a classroom case study in technology entrepreneurship



Lanre



Femi, Ugochi, Tola and Eso



Eso and Opeyemi



Femi and Tope



Yetunde, Joyce, Marie and Gloria



Yomi, Sabine Yazbeck, Peter Bryant and Anthony

The *Risk Taker*



Segun Banwo, is the Chief Financial Officer and also an Executive Director, ExxonMobil Nigeria. He shares the many risks he has had to take getting to the top.

When and how did you start your career?

I studied accounting from the University of Lagos and I joined Arthur Andersen (now KPMG) in 1991 as a Youth Corper.

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My goal in life has always been to be the best.

What were your goals and looking back, have they been met?

My goal in life has always been to be the best! On my matriculation day at UNILAG, I saw so many new students and I said to myself, *'if there is only one first class student amongst this lot, it will be me'*. That goal was clear in my mind and God made it happen. Even as a child in primary school (primary 3), I remember an incident that happened, when I was 4th position in my class. I felt so bad and did not go home, my parents had to look for me. I knew from a very early age that I want to always give my best and be the best in all I do.

Do you have any mentor? What inspired you for success at such an early stage in life?

Well, I do not know. There was no one in particular who inspired me. I believe my mentor is internal, God I would say. God has helped me all along the way.

How has your career journey been to date?

Daring is the word to describe my journey. I took a lot of risks and it is been fun all the way. This is the sixth organization I am working for. Each move involved significant risks, but I was young, adventurous and restless. Risky, yes, but it has been fun and fulfilling. I started the journey at Arthur Andersen in 1991 where I spent about 18 months. I enjoyed working there. I loved the firm and the challenging way we worked. It was very intensive and required long hours but the money was not meeting



all my necessary needs, I had to leave in 1993 as an experienced associate.

I joined Total (Elf Petroleum) as the cost controller (exploration department). I did quite well in the company and was well positioned for rapid advancement. After three years, I was hungry for a new challenge. I hung in there for another year because the salary was multiples of what I earned at the firm, and I wasn't sure I was ready to leave it all behind but I kept feeling like I needed new challenges. Eventually a friend told me about a new company, ESSO, a relatively new entrant into the upstream segment of Nigeria's Oil & Gas industry. Still at the Exploration phase, no production with less than 30 employees. It sounded

interesting although it was a great gamble but I took up the risk and joined the Company in 1997.

I worked at ESSO for about a year and half, and decided to go for an MBA at Harvard Business School. I wanted to resign but the company was kind enough to give me a leave of absence, and also supported my program. I finished my MBA at Harvard and I was faced with the tough decision of either going back to ESSO or taking up one of the other offers I had in the USA. It was hard but I eventually settled for Boston Consulting Group in Dallas. I was there until 2002, before moving onto Halliburton in Houston, Texas. I stayed for a few months than moved to Mobil Nigeria, where I have been till date.

As an Executive Director, CFO, Pastor, Husband, and Father, how do you handle work/life balance?

It is tough, it takes a toll on the body, but it comes down to an individual determining what is important. If you believe that succeeding in life is important and you want to get to the peak of your career, go for it. If you feel spiritual progress is important, go for it. For me, both are very important and the grace of God is helping me to manage both. I maximize every minute I have because I don't have a lot of time. I spend my vacation with my family.

What are the important skills you developed in the firm, and how has that experience come in useful in your current role as Chief Financial Officer?

I would never forget my years with the firm and the people I worked with, they are extremely talented people. I was trained to be self-confident. They make you believe you can walk on water and I was challenged to move quickly from being a rookie because within a couple of weeks of joining the firm, you may find yourself making a presentation to the MD of a company. At break neck speed,



Success needs to be balanced

you learn to sharpen your analytical, communication, interpersonal skills, and self-confidence. Within a few months, you start to see a new you – smarter and more confident.

What are your fondest memories of the firm?

(Laughs) I remember our off-work escapades, I will not give you details, but I had great fun with my colleagues, anytime we travelled outside Lagos, we would chill out after work and just have fun together, these same boys are now 'big men' today heading major corporations.

I remember our LOBAC exams and being told I came out top in the exams, that felt good. I also have fond memories of the time when we went offshore for training, I came top in the overall exams which included staff from other countries. I was very happy. This incident reinforced the belief in me that regardless of the colour of your skin, you can excel globally if you apply yourself.

What do you enjoy most about your current role as a Chief Financial Officer?

It is a great job, professionally it gives you a breadth of experience, not common to most jobs. My responsibilities cover Accounting (Controllers), Treasury, Tax, and administrative oversight of Internal Audit, for three Operating Upstream Affiliates, and some other affiliates with participating interest in ventures operated by other Companies. Also, as an Executive Director, I am involved in many other aspects of the Company's business. The job also involves extensive interactions with Government agencies and financial institutions. So, it is quite broad.

What is a typical day for you?

My day typically starts between 4 am/ 5 am; there is an internal clock that wakes me up at that time. I do morning devotion with my family, before leaving for work. I start working from the car, reading and sending out emails and sometimes, I choose to study in the car. I usually have several meetings in a day; it's easy to lose control of work schedule because of the work load, so I use an 80/20 allocation for my tasks. There is always more than enough work to do. Even if I work 24 hours a day, the work never stops so I have to prioritize.

How do you spend your spare time?

I don't really have much spare time. Office work consumes nearly all of the weekdays, while the weekend is more focused on family and church activities. Where possible, I watch some English Premier League football games. When I'm on vacation, I try to spend most of the time with my family.

What football club do you support?

(Laughs) I was hoping you would not ask. I am a big fan of the party that wins. My outlook in life affects everything I do, so I only support whichever club is winning. I used to support Man U (Manchester United), then moved to Arsenal, switched

to Chelsea when they were winning and then to Man City when they were winning. I am always on the winning team.

What advice do you have for young people starting out professional career?

To them I say, have a clear, ambitious and balanced definition of success. If you do not know where you are going, you are unlikely to find fulfillment, not to talk of the monumental waste of the precious time and talent that God has blessed you with. It is easier to make a success of your life when you are focused. My definition of success and what success means to me is written down, and at

a point, I pasted it on my wardrobe. If I can continue to devote my energy to these simple things, I think I will end up fulfilled.

I will never forget the advice of my dean at Harvard Business School during our graduation ceremony. He said, "*There is no success in the office that can compensate for failure at home*". Even if you are the MD or occupy a bigger position, none of it can compensate for losing your family, your health, or your relationship with your Maker.

Success needs to be balanced. There is more to life than position, power or wealth.





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Lead Right!

Others Will Follow



Tolu Agiri is the Human Resources Director, Unilever Nigeria Plc. She shares her exciting journey from SCG Consulting to Human Resources Director, Unilever.

When and how did you start your career?

I started my career about 22 years ago at SCG consulting as a trainee consultant where I spent nine months. Interesting to note, that is where I met my husband! I left SCG in 1993 and joined Arthur Andersen (now KPMG) in February 1994, initially as a Divisional Coordinator for the Audit & Tax Divisions. I did a few other roles including Compensation & Benefits and Career Management. I will say Arthur Andersen is where I cut most of my 'professional teeth'. I eventually left Arthur Andersen in 2002, and joined Unilever immediately.

How would you summarise your career to date?

In a couple of words – satisfying, fulfilling

- personally grateful.

After I left Andersen, I started with Unilever in 2002 as a Learning Manager for Nigeria. Part of my initial responsibilities was to create a Learning plan for the business, and also to make the Learning Centre functional. I particularly enjoyed that role as it gave me a lot of what I was looking for – autonomy and a chance to do something a little different from what I had done before. About 20 months into Unilever, I got an amazing opportunity to perform in a regional role. This was big deal and came as a pleasant surprise as I felt there were colleagues more deserving in terms of age and experience. I vividly remember when I got the news that I had passed the interview and got the role – the first sentence to my boss was – I will ask my husband about it – and I

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My innate desire to always do a good job has helped because a great job always stands you out.

remember she said to me – are you ok?

The regional role was similar to my country role except on a few notes – I now had to coordinate 7 countries; I was based in South Africa and was reporting into the Learning Director. In this role, building relationships became really key

as there was no way to successfully coordinate if the team did not feel you were adding value to them. I did this role for 2 years and eventually the Learning Director role became vacant as my boss moved back to her home country, and I got this much coveted job. Much coveted because it had received quite a few interests around the Unilever world and though I had not applied for it, the system recognised my past achievements and offered me the role.

With this new role as Learning Director for the ARG (Africa Regional Group) and later AMET (Africa Middle East & Turkey), I was leading the Learning agenda for 9 countries in the region – Nigeria, Ghana, Cote d'Ivoire, Mashreq, Maghreb, Israel, Turkey United Arab Emirates & South Africa. The job entailed being a strategic input into the Global Learning strategy and design from an Africa lens – and also being a co-designer and enabler of the local learning strategies. At that point in my career; this role was the biggest career jump yet, as this was not just about getting a job done myself, it was about real and virtual leadership. It was not doing, it was influencing my team to do!

Not so surprisingly my first year was shaky. A defining moment for me was when I received feedback from my

boss about Leadership. His advice in summary was that for you to lead people and have them follow you, you really need to listen to them. His statement to me then was something like this..."*Tolu if that is the way you want to lead people, one day you will turn back and find no one following you.*" I heard it loud and

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Change for me meant, I will listen to my subordinates, I will be a leader that people have access to, and I will create an environment where people are comfortable to be vulnerable

clear and decided it was time to change.

Change for me meant, I will listen to my subordinates, I will be a leader that people have access to, and I will create an environment where people are comfortable to be vulnerable. This change worked wonders for me. Beyond everything else, we achieved great results as a team, and I developed some really good friendships amongst the team.

In total, I worked out of South Africa for 5 years and eventually came back to Nigeria in 2009. On my return into the country, I was assigned to work as a Business Partner to some functions (mainly Supply Chain & Finance) as a platform to prepare me for the Human Resources Director role in Nigeria. Important to note that with Unilever being a multinational, I was also informed there were a few people in line for the role – hence my landing role would be the test. As God would have it, the organisation was pleased with my performance and I was subsequently appointed to the Nigeria Human Resources Director role in March 2010.

What were your goals and looking back, have they been met?

Well I started my career very young. I



did not have a BIG goal when I started but from my upbringing and values, I wanted to do a good job every single time. In fact, I make an effort to do a great job at every role I take. I have now discovered, more than any goal I could have crafted at the beginning of my career, that innate desire to do a great job has helped because a great job always stands you out. Very related to doing a good job is using the platform I now have to make an impact and I must say I am enjoying that on this role.

When you went to South Africa, how did you cope with being without your family?

Well I will say I have been blessed with my husband Abayomi, he is my biggest fan. He had predicted my overseas role before it manifested and he was quite prepared for it when it became a reality.

I actually was not totally without my family. I spent only the first 6 months without them. My kids and my mum joined me after 6 months and my husband later came when my contract was extended for an additional 3 years after the initial 2 years.

For me, family is first. For the first two years my husband commuted between Nigeria and South Africa. When he eventually joined us in 2006/2007; he left his job in Nigeria and walked into what I would term "zone uncertainty". While in South Africa, he did everything for us, picked the kids from school, attended their Parents Teachers Association meetings, in fact he was the only man at most of these school meetings. Most of the mothers at our kids' school knew my husband, they did not know me.

I must confess though that there were some relational challenges at some stage simply due to the fact that I had grown a little independent living on my own for a while, e.g. I was not really driving in Nigeria – but in South Africa, I had to drive. I remember once my husband mentioned I was "moving the car like a trailer". As simple as that statement sounds, in the circumstance, it was a big issue. After a couple of incidents that had us either arguing or quarrelling, I sought counsel with one of my mentors who then mentioned it was normal for split families to have such issues. Even though I had not consciously given this a thought then. That was when I decided it had to be family first.

This realisation was liberating as I was now clear that if it came down to a choice, I would pack my bags and be back in Nigeria rather than have a dysfunctional family.

How do you handle work / life balance?

Truth be told, I am not a model in this space.

I am interpreting this question to mean how do I balance my work role and my other roles as a mum. So let me share some thoughts, I believe you have to create an appropriate support system for yourself especially as a young career woman. My South Africa roles involved a lot of travelling and at that stage, my mum and my hubby played the role of the support system for me with the kids. In my current role, luckily my kids are teenagers now and as such it is not really about helping them anymore but rather about being there for them. This I am able to do on the go, in my time. It is also worthwhile to mention that my employers operate flexible working, hence there are times I resume work later than the regular resumption time and there are times I can work from home.

I have not been able to draw the line in balancing work and life yet and I have tended to work myself into states of extreme fatigue in the past (you know when your body says we cannot do this anymore) but 2015 will be a better year in that regard. I have decided to take the issues of sleep, rest, water, exercise etc more serious.

If you come back for an interview in January 2016 – I should be able to share a better story then.

How do you relax (What do you do when you're not working?)



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I have been blessed with my husband, Abayomi. He is my biggest fan. He predicted my overseas role and it manifested.”

I love watching movies both at the cinemas and at home. I am nocturnal so I watch movies at night, after work or over the weekend. I am also active in my church and I have a few people I mentor. I am developing a love for body massages now, so I am adding that to the list.

What were the important skills you developed in the firm and how has your experience come in useful in your current role as the Human Resources Director of Unilever?

A lot of what I am today professionally I learnt there. I cut my teeth in the firm, the work ethic was great. You just have to work hard. As an example, when I joined I was not familiar with the computer system using Microsoft Suites, I worked myself into learning it and I became a guru (at that point) at it quickly because a lot of my work required me knowing how to exploit excel. The Audit partner at that time (Steve Riddick) was so shocked one day he said to me 'I thought you said you could not use excel'. He was so surprised at the speed at which I learnt it.

What are your fondest memories of the firm?

I remember my first presentation at one of our monthly meetings. It was held in the dining room. The reviews I got were fantastic, and people said things like 'oh you should lecture'.

Also the rapport we had in Human Resources, some of the friends I have today, are from my former Human Resources team, it was more like a family. A couple are in the UK today, and we are still in touch. The atmosphere in HR then was amazing. The camaraderie was great.

How did you know it was time to leave the firm? Do you think that the timing was right?

I left because I wanted to do something bigger and I wanted autonomy. It was not available in the firm at that time and yes it was the right time. Though if I have to do it again, I will do it differently.

What do you enjoy most about your current role as HR Director?

It is exciting and it is also a stretch because I have to drive business objectives via Human Resources strategies so as to improve the overall performance of the organization. Well I laugh about the fact that this job has no



real job description. One day it is really about the Talent and Succession Plans, and another day it is about the food in the canteen, or ordering drugs and making sure we do not run out of drugs at our clinics etc. March 2015 would make it 5 years in this role (the longest I have ever worked on a role) but it remains exciting. Also it is a bigger platform to affect lives and have an impact, to formulate policies that can actually help people and make lives better.

What is a typical day for you?

The first thing I will like to do when I wake up is to pray, though that does not happen all the time. On a typical day, I drop my son at school, and go to work. At work it's about the to-do's of the day (as derived from the year's plans) leadership meetings and other meetings. The latter would largely be some of the committees I chair or some of the younger managers I mentor. I usually would spend 50-60% of my time

everyday in meetings.

Due to this schedule, I would typically return calls usually after work (from 7 pm). Close friends and family members know this.

What advice do you have for young people starting out professional career?

1. It is not about your past or where you are coming from, but rather your future and where you want to go. Your past is exactly that PAST, what's important now is for you to define the future you want.
2. Hard work pays. Whatever your hand finds to do, do it well. This had been my mantra and got further entrenched when one of our top leaders in the business was asked how he had arrived at his very senior role so quick so young – and he said 'I did not plan it, but whatever you are given to do, do a damn good job of it'.
3. Integrity. A good name is worth more than a bank of gold. Do not sell your conscience for anything; it is not worth it.

I would like to end by quoting an amazing leader whose legacy a lot of Africans enjoy today:

"It always seems impossible until it is done." - Nelson Mandela

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It always seems impossible until it is done.

-Nelson Mandela

The Enterprise Guru

Kola Adewale is the Managing Director/CEO, The Place Restaurant, Bar and Night club. His journey to being a successful entrepreneur is hinged on starting small, survival skills and strategy.

Can you share your journey with us from joining Arthur Andersen (now KPMG) to setting up a vastly successful business like The Place Restaurant, Bar and Nightclub?

I studied Agricultural Engineering at Obafemi Awolowo University, after that I worked for a year doing my NYSC before I joined the firm in 1991 after my NYSC. I was with the firm for 16 years and left in 2007 as an Associate Director. I was in the Enterprise Group. The audit unit focused on small businesses, non-financial services, non-energy sector, it came with some degree of variety and mostly consulting for small business and medium sized business. Later a division called social services was formed from it and I was moved there, along with people who had a lot more consulting type experience, then eventually we morphed into what became Business Consulting. The Business Consulting and Management exposure on the job gave me courage and confidence to go into my own business because I was able to learn all the elements required to run a business.

Has it always been your dream to own a fast food business?

Well, it was not my dream when I was

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If you have a dream to do something, be quick to do it, also be prepared to go low, and start the business small

in primary school, (laughs) but from my year four /five in the firm, the ideas were coming to me that “what more can a young man do after this?” I was thinking of being an entrepreneur. I was not sure what business I really wanted to do, but I knew I wanted to do something. The confidence came along the way, and I always desired to do something for myself, food was not my dream, I hardly cook, so it was not a food passion, but as a bachelor that I was for a long time, eateries were sucking my money and I thought maybe I too should give it a try. I tried out some other businesses, e.g. buying and selling ties to my friends in the firm, I tried out an online business

of selling cars and properties. It was not major but I was not satisfied with them. As I matured in the firm, I believe I had what it took to run a business, so I had to go back and look at a worth while business that I could afford, as most banks do not back business start-ups in Nigeria. The things I considered were, the business needed to be something I could afford now and also worth my while, it should not be capital intensive, and I thought food business like Mr Biggs would be a good idea as the industry players were doing well and also I believed I could start small, so that kind of made me settle for food after much research.

How did you start your business and how did you survive your first year?

I started by buying a parcel of land, and started building, and then the key person in the area told me I needed to stop building because the area was not licensed for commercial activities. I was very deflated, but I started looking for a new place, I got another house at Isaac John in Ikeja, I did not have the money to pay the rent. A friend bailed me out to get that sorted out until I could sell the property I initially bought. I then paid for three years rent.

Another challenge surfaced after that, all the businesses on Isaac John street with no commercial approval (change of use permit) to operate, were banned from commercial activities by the state government at that time, because they said Isaac John was in a residential only estate (GRA) and all the businesses that did not have their change of use license were shut down. It initially seemed that I had wasted money again, and friends and family were worried on my behalf but I kept at it. I started off with the night club and kept our walls high, so the government would not know we were doing much in there, we could not advertise, so all we could do was spread the word via word of mouth, person by person and with time it started to pick up. Year one was not fantastic. Sales were not great, and the staff were stealing, it was not easy but I kept at it.

I came in fully a year after, by that time, things had settled down with the government stance on running commercial business on the street. We decided to take down our wall. The restaurant growth was a gradual process; we had lots of competition on that street, there was Nandos restaurant, Barcellos, Sweet Sensation, etc. The major eateries were all around us, so we needed to really be on our feet and ensure every customer that came into our restaurant had a good experience.

The breakthrough came after three years of consistently keeping at it, creatively adding new menu items - and new recipes that we felt people would like. Many people were afraid for me at that time, but I was confident that it will work out. It was a rough time but now it's good.

What were your personal goals and looking back, have they been met?

As a graduate, a young man aspires for financial security and wellbeing, comfort, job security, independence and to be able to consistently meet his needs. The major thing that trickles down from what Dick Kramer taught us is not only 'to have' but also 'to be'. So my goals are mainly in three fold, one is to be financially sound, second is to be socially relevant (develop yourself, don't be a money bag with no content) and third is to enjoy my work.

What were the problems you had when you first started the business?

The competition – there is a lot of competition in the food business and well established names.

The learning – there was a major transition between what I used to do in KPMG and being in the kitchen here. It is different when you are sitting in an air conditioned room in front of your computer in the office compared to dealing with the everyday business of running a kitchen and restaurant. The hands on experience is a different ball game. Also handling staff was also a new experience. In my 16 years at the firm, I never had to shout at anybody because KPMG was filled with top students

but when running a business like this, sometimes I have had to raise my voice to actually get people to do the right thing.

What were the important skills you developed in KPMG and how has that experience come in useful in running your own business?

Virtually everything I learnt was from KPMG, I did not work with any other company except during my NYSC. I learnt a lot from my bosses: Kunle Elebute, Bisi Lamikanra, Tola Adeyemi, Joseph Tegbe. My fraud management experience came in handy and the business strategy





experience helps me with my business, and the interpersonal skills with staff and customers. Build good relationship and when you need to go firm, you go firm.

What are your fondest memories of the firm?

When your boss says well done, after you have “caged a monkey”: KPMG is a collection of superstars, so whenever you do a good job and impress your boss to say well done, it always feels good.

How did you know it was time to leave the firm? Do you think that the timing was right?

Well maybe, I had spent about 16 years there, the first ten to twelve years were spent in learning and gathering knowledge, the remaining years I used in preparing and saving up for my next adventure. They also further exposed me to business.

What do you enjoy most about your current role as the owner of The Place?

The patronage, the profit, the public acceptance of the business, all these gives me a sense of accomplishment.

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My goals are to be financially good, socially relevant and to enjoy my work

What is a typical day for you?

There is no particular order; it changes from time to time depending on what I have ahead for the day. My role is business development related and I am constantly thinking. I think a lot about improvements we can make, and new methods of operating, getting new furniture, new lighting, new fixtures. I do research, sometimes I am out shopping for new sites for our expansion plans. I also get involved with the design and upgrades for our new and existing sites, also recruiting for strategic staff positions.

What advice do you have for young people who want to also start their own business?

I will say if you have a dream to do something, be quick to do it. One of your biggest challenges will be to identify your dream. Also be prepared to go low, and start the business small. My rule is how many millionaires are in the business you want to venture into? If you are not seeing it, don't go for it. I will rather go into a space that people are making money and look at the open gaps that I can take advantage of.

How do you spend your spare time?

I am a TV person so I watch football and movies. I am a Chelsea fan. Sometimes when I have insomnia, I go out and hang out with friends, not necessarily at my club.

Can you tell us a bit about your membership only knights' lounge and what inspired the need for it?

Yes, the Nightclub has a VIP section where you can get membership by making a one off payment or an annual fee. We also give membership to our major customers, or you can buy up a consumption voucher per event for N50,000 for a night and have fun with your friends and family.

AlumniCocktail

The 2014 Annual KPMG Alumni event was held on Thursday, 27 February 2014 at the Intercontinental Hotel, Victoria Island. This year's event was a cocktail with Aigboje Aig-Imoukhuede as the special guest. He spoke broadly on the topic Leadership, Growth and Succession.

Yomi Sanni, Partner and COO KPMG, encouraged Alumni members to participate in all our Alumni programmes and to also feel free to come up with suggestions and ideas on how to move the KPMG Alumni forward.



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Captions

- 1 | Aig-Imoukhuede and Seyi
- 2 | Seyi, Aig-Imoukhuede, Leye and Ayo
- 3 | Funke, Kabir, Yomi and Wale

- 4 | Marie, Roselyn and Folake
- 5 | Kunle and Dapo
- 6 | Seyi, Aig-Imoukhuede, Yomi and Marie

- 7 | Chima and Mainuma
- 8 | Nonso, Ayo and Yomi
- 9 | Bolaji and Egheosa

Celebrating Distinguished KPMG Alumni

KPMG Nigerian hosted its distinguished alumni to a dinner at the Sky Restaurant, Eko Hotel & Suites, Victoria Island, Lagos. The event which was the first edition was held on Tuesday, 1 July 2014, to celebrate their recent achievements in their various careers.

The following Alumni members were recipients:

1. Segun Ogunsanya- MD/CEO Airtel Networks

2. Rasheed Olaoluwa - Now MD/CEO Bank of Industries (BOI)
3. Segun Banwo- Now Executive Director, ExxonMobil Nigeria Plc.
4. Sola Adeduntan- Now Chief Financial Officer, First Bank Nigeria Plc.
5. Ifeatu Onejeme- Commissioner, Trade & Commerce, Anambra State
6. Abubakar Sulaiman- Managing Director, Sterling Bank Nigeria, Plc

Plaques were presented in recognition of their achievement as KPMG Ambassadors.



Seyi and Ifeatu



Seyi and Segun



Seyi and Sola



Seyi and Segun



Seyi and Rasheed



Ifeatu, Sola and Seyi



Segun, Tope and Wole



Wole, Segun and Rasheed



Olumide, Seyi and Sola



Seyi, Segun and Sola



Marie, Seyi, Sola and wife



Segun, Bisi and Victor

Alumni Members and KPMG Staff *Talk!*

Temitayo Okunnoren Makindipe

MTN Nigeria

It was useful and educative.

Sito Abasi Udoh

Deloitte

Good time to meet people, rub minds.

Tutu Songonuga

HCP

Good, fun, good seeing everyone, topic was interesting, networking afterwards was good.

Dolapo Adetoyin

Chevron

Nice meeting people I had not seen in a while, great networking event.

Sina Olumide

Sunlink Petroleum

It was a great experience.

Femi Jaiyeola

Standard Chartered Bank

It was good seeing old colleagues; the speaker was good, the event went well and good networking.

Oluyemisi Obe

Shell

It was a good opportunity to meet former colleagues, also learn from the speaker, I am glad it was on Friday because it gave us enough time to interact.

Deji Oluwatola

KPMG Staff

It was a nice and good turn out.

John Okonkwo

Heirs Holding

The discussion and presentation was enlightening and educative, and appreciated especially for members on the rise.

Kayode Adewunmi

First City Monument Bank

Good use of my time, it was great to meet new people I had not met before.

Egheosa Onaiwu

KPMG Staff

It was good, speaker was good, interactions with the alumni was good but was not easy to network because the new alumni's do not know many of the old ones, maybe name tags could be used in future.

Ugochi Bode Nwokoye

Lafarge

It was good to hang out with the old folks.

Uju Umeh

Zenith Bank

It should be done every quarter.

Tobiloluwa Alamutu

BGL Plc

The speaker was appropriate, I thought it was good.

Nduka Okoisor

Airtel Nigeria

It was okay. The interaction was fair, would be nice to do it monthly or more frequently.

Lanre Oniyitan

Managing Director/CEO, W-HBS

The event was nice, it was a good experience, the topic was relevant, and the networking was good.

It appeared there were more senior managers than foot soldiers, would be nice to have a good mix.

Babatunde Ayoola

MTN Nigeria

It is a good initiative, I recognised with a lot of people, guest speaker was top notch, it was nice.

Magnus Ekwunife

CEO, Megastrat

It was good, met old friends and initiated some business ideas that could lead to something good.

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Experience is not what happens to a man, it is what a man does with what happens to him

- Aldous Huxley

From *Passion* To *Career Path*

Sola Ismail is the Head of Tax and Treasury at Heineken, Nigerian Breweries Plc. She explains how her passion for Physical Economics spurred her to pursue a career in Tax

Can you share your journey with us from your days at the University of Ibadan to joining Arthur Andersen (now KPMG) to working at NB Plc as the Head of Tax and Treasury?

I studied economics at the University of Ibadan, one of the subjects we took was fiscal economics and I really enjoyed the course. You can say that determined my choice of career. This course was my introduction into taxation. I enjoyed the course and knew I wanted a career in taxation. At that time, a career in tax was not common and people had told me that I would have to do it as an

auditor, until I heard of the firm and learnt it had a separate unit for taxation.

I left the University of Ibadan in 1997. I started working in the firm as a youth corper from 1997. My career there was very interesting. It was a new experience for me. It was interesting to learn that as the youngest member of the team, which I was then, you were the "man Friday" for everybody else. Getting coffee here, meat pies there, delivering all the letters, carrying all the files, was part of your job. One of the things that has stayed with me is on one occasion, I went to deliver a letter to an office and

they said to me 'Oh, I didn't know that your firm hired female despatch riders' (laughs). Those are some of the things you go through and as you look back over your career, you smile.

I was with the firm initially for 5 years, then I left to do my MBA at Surrey European Management School in the University of Surrey United Kingdom. The experience was brilliant, I got the chance to interact with people from different backgrounds, culture and ideologies, it prepares you for things you will have to do in future. When I was done, I came back to KPMG and continued my career for another 7 years before moving to NB Plc. I came back to KPMG because I was not ready to go to any other company, consulting was still in my blood and I still wanted to do it at KPMG. I came back as a senior consultant, I later got promoted to a manager and then a senior manager, which I was until I left. When I was made manager, I went immediately to South Africa for five to six months to work and then came back to KPMG Nigeria.

At NB Plc, I was first Tax Manager and held that position for two years. In October 2013, we merged the Tax and Treasury functions and I became the Head of Tax and Treasury Department.

Apart from your strong desire to work in tax as a younger person, were there any other goals you had?

My goal is very simple and clear, to be happy with what I do. If I like something and I believe it will make me happy, I would move in that direction. I believe you spend a lot of time at work and I say to people, make sure that your work involves something you enjoy. In fifteen years, and I would love to be



self-employed doing something where I have the opportunity to create happiness for other families. I'm in the phase of deciding what that way will be. It won't be consulting, that much I know. It could be by creating employment opportunities in some industry or getting involved in some CSR activities. I do not know yet but many things are playing on my mind.

What were the important skills you developed and how has that experience come in useful in your career today?

If we put the technical skills aside, one of the biggest skills will be the ability to think outside of the box. Another will be the interpersonal skills and learning to adapt to new environments. You will find that wherever you go, the skills go along with you. As a consultant you have to go to new environment every day and the ability to make friends easily and get people to relax and work with you has helped a lot. When you go into any environment, you know how to hit the ground running quickly. Also the ability to look broadly at issues and not have a narrow view of things.

What are your fondest memories of the firm?

(Laughs) Being called a despatch rider.

Also if I remember it generally, the work experience was good and also working with the people created my fondest and most trying experiences.

How did you know it was time to leave the firm? Do you think that the timing was right?

I think the timing was perfect. It was not something I really planned. When the opportunity came, it was a tough choice to make. I went through all the pros and cons over one Christmas period and I took a chance. I haven't regretted it.

What have you enjoyed most in your career?

Treasury as a career was new to me when I started. The challenge of anything new is always interesting. It has enhanced my knowledge of our economy and that is really enjoyable. I also enjoy working with the team of people around me in NBL, not just in Nigeria, but also at the international level. Finally, the opportunity to work on things that affect the country is fulfilling. I had that opportunity at KPMG and I have also had that here with NBL.



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*Follow your passion;
do not ignore the
opportunities that
come your way*”

What is a typical day for you?

Typically, I am up by 4.30 am and out at about 5 am. I try and exercise for an hour or two hours before work starts. After the day starts at work, anything can happen. I tend to spend my free time with family and friends.

My day at work is a combination of meetings with banks, Government officials and ensuring our own operations run smoothly, from a Tax and Treasury perspective. I also have to spend some time on my personal and team development, ensure my team is engaged and empowered.

What advice do you have for young people starting out their careers?

Follow your passion; do not ignore the opportunities that come your way but always follow your passion.

How do you spend your spare time?

I swim, I play squash, I am learning to play tennis, I love to watch comedies and I go to the spa and just do things that make me happy.

How do you handle work / life balance?

If what I am doing makes me happy then I'm balanced. Balance doesn't have to be 50/50. If I work for 6 months 24 hours a day, 7 days a week and I am able to take a month off for vacation and that makes me happy, then I am balanced. For me, if I can enjoy time with family and friends, if am able to make a birthday here, and family lunch there, that keeps me happy. If I need time for life and it is available when I need it, then I am okay and balanced.

The *Triple 'A'* Man

Sadiq Mohammed is the Deputy CEO, ARM Group. His journey to the top has made him an 'A' man. Every where he has worked in and presently works in starts with an 'A'

Can you share your journey with us from leaving Abubakar Tafawa Balewa University to joining Arthur Andersen (now KPMG) and finally ARM? How would you summarise your career to date?

I studied Industrial Chemistry at the Abubakar Tafawa Balewa University Bauchi and graduated in 1991. During that period, my first exposure to working experience was during my 1-year industrial attachment at Nasco Foods in Jos. Prior to my National Youth Service Corps in Enugu where I taught Chemistry, Mathematics and Physics in a Secondary School, my first trip to Southern Nigeria was in

1998 when I came to CAPL to accept a student scholarship. After my service year, I stayed in Lagos looking for a job between 1992 and 1993, I received a few offers from employers such as Standards Organization of Nigeria (SON), Henkel Chemicals, etc. but I was not sure that was what I was looking for so I kept on looking for better opportunities.

I was invited and sat for the aptitude test at Arthur Andersen in mid 1993 at the Yaba College of technology, where we were given an inspiring lecture by well-dressed executives such as Tunde Ale and Solanke Abimbola about what working with the firm meant. Subsequently, I went through a five

stage interview that ended with the Tax Partner and the then Managing Partner, Seyi Bickersteth and Dick Kramer, respectively.

I started with Arthur Andersen in the Tax Advisory Division in September 1993 among a group of twenty other hires among whom, I understand, only Dimeji Salaudeen remains with the firm to date. An opportunity to join a young firm came up in 1996 and I left Arthur Andersen to join ARM in October 1996. I have been there ever since. I started at ARM as a Research Analyst and eventually became the Head of Research & Investment Management before moving to being Head of the Financial Advisory



business. Subsequently, I was given the responsibility for the firm's Proprietary & Principal Transactions Business, under which I did some real estate work such as the Fara Park & Beechwood Residential Estates as well as the 5-year development work on the Lekki Concession Company (LCC) Project. Late In 2009, I was given the role of Chief Operating Officer (COO) for the group after which I then moved to ARM Pensions as the Managing Director to replace the pioneer MD, Funso Doherty (also an AA alumnus). Since the beginning of this year, I have been back at the ARM Group Holding Company as Deputy Group CEO. It has been an exciting learning and growing experience throughout, both at Arthur Andersen and at ARM.

What were your personal goals and looking back, have they been met?

Well my goal as a young man was to look out for a steady place where I can grow.

Along the line, perhaps by 2000, I became more self-aware and it was at that point I started asking myself very important questions about life and career especially because there was a lot of career movement by colleagues, etc in the Financial Services Sector into the Banking Sector, Oil & Gas, etc.

I started developing my lifetime goals around that time, to include what I want to do and where I wanted to do them. A major turning point was in 2005, when GT Bank (then the majority shareholder in ARM), was bought out via a Management Buy-Out (MBO); making the firm majority-owned and managed by the Management & staff of the company. That changed the coloration of working for ARM as it meant being both a part owner and a manager.

How did you cope with work and part time study for your IWEMBA from Carnegie- Mellon University and University of Geneva?

The genesis of that was I had gained about 10 years experience between Arthur Andersen and ARM and I had earned in 2003 an international certification, the Financial Risk Manager Charter (FRM) from the Global Association of Risk Professionals (GARP), but I still felt I needed a higher education like an MBA. Between my boss (Deji Alli) and I we agreed on a part time Executive MBA Program, the International Wealth Management Executive MBA (IWEMBA) offered jointly by the Tepper School



of Business of the Carnegie Mellon University and the University of Geneva, which I completed in 2006. It required striking a delicate balance between, work, study and family life all at the same time.

What were the important skills you developed at the firm and how has that experience come in useful in your current role as the MD ARM Pensions?

I see a lot of value in the softer skills we learnt at Arthur Andersen such as: The work ethic, doing what is required and what is right. One of the soft skills imparted on us was to aim high in one's goals. And to believe in ones self. Self-development was also a key thing as Arthur Andersen was a learning environment. On the other hand, the technical skills were also solid (Accounting, Tax, and General Business Advisory). Both the soft and core skills have really helped me along the line in my career.

What are your fondest memories of the firm?

I fondly remember the training programs: LOBAC, offshore training in Eindhoven

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I believe in ideas, in thinking deep, and knowing what success really is.”

and the consultants training program as well as the bonding time with fellow colleagues who are all brilliant chaps.

What are the highlights of your career to date?

The key highlights of my career started first with when a young 22 year old Fulani boy, whose extended family had not seen any of its sons or daughters work in the private sector, join a top Professional firm such as Arthur Andersen. Secondly, when I became the Chief Operating Officer of ARM Group and subsequently the Managing Director of ARM Pensions. Of late, other pivotal points in my career were when I attended the HBS Advanced

Management Program (AMP) in September last year and the assumption of my current role at the Group. The AMP program helped to broaden my perspective to life, career, what is possible, where the world is headed as well as a time for another round of self reflection and retooling.

How did you know it was time to leave AA? Do you think that the timing was right?

With the benefit of hindsight, I will say it was the right time.

What did you enjoy most about your career in ARM Thus far?

ARM is a learning organisation, and also a growing organisation. There are lots of opportunities here for learning and for career growth because the business is always expanding. There is a lot to do and also opportunities for varied experience. It is not monotonous work. Whilst the overall business theme is asset management or fund management, there are different asset classes to be exposed to which in

themselves are specialist areas. With my current role, for example, I could be attending Board or Investment Committee meetings on several ARM funds: the ARM Mutual Funds, ARM-Harith Infrastructure Fund, ARM Hospitality & Retail Fund, ARM Properties Plc., ARM Capital Partners generalist PE Fund, etc on different days, as well as other of the Group's subsidiary Board meetings. In addition, ARM is an innovative and ideas-driven organization where everyone's ideas have an equal chance of being utilised. Another positive pervasive factor is the culture of the firm that encompasses ambition, impact, truth and respect for the individual.

What is a typical day for you?

I am not an early morning person, although I am usually at work by 8 am. In my immediate past role in ARM Pensions, when I am not out of Lagos attending industry related activities or visiting clients, I usually have meetings most of the day. As the head of the Technical Committee of PenOp (Pension Operators Association), I attended meetings on behalf of the association with a wide network of stakeholders. I also attend to the basic day to day requirements of the business such as Board and Board Committee meetings,

etc.

What advice do you have for young people starting out a professional career?

I think success has unfortunately been redefined in the world today, and for me it is not necessarily money. I believe a lot of things people crave for, only give them temporary satisfaction and the moment they get it, the desire for it wanes off. I believe in ideas arrived at by thinking deeply and not being pedestrian. The outcome or impact of those ideas is what real success is to me. The things that outlast most things physical in this world are ideas.

My advice to young people today is the following:

1. In obtaining the minimum education, attain a very good grade or first degree because it secures a seat for you in the test centre of the top employers in Nigeria.
2. Your first job is by far the most important career decision because it lays a foundation for what the future holds. So try to get it right and don't settle for just anything.
3. Keep Learning and keep developing yourself. There is no reason for you to say you don't know something today because whatever information you need is out there, be it a technical topic, an idea, a 2nd or 3rd language, etc.

How do you spend your spare time?

Acquiring knowledge and trying to understand the world is something I enjoy. I also enjoy travelling.

Can you tell us a bit about your family life and how you handle Work / life balance?

I live in Lekki Phase 1 with my wife (Aminah) and three kids (two girls and one boy) and I also try to maintain close contact with my fifteen siblings scattered all over the place. I try to make time for my family by striking a balance between family life, work and other endeavours, although my period in ARM Pensions involved a lot of travel within Nigeria.

I also believe in using your time wisely. I manage my time by delegating what I don't need to do and planning well ahead. I am confident in my abilities and shortcomings and thus I delegate as required without feeling threatened. I believe the key difference between most of us is simply how we spend our time.



There is no reason for you to say you don't know anything because whatever information you need is out there, you can always look for the information you need...



KPMG in Nigeria Corporate Social Responsibility

KPMG's commitment to communities, publicly stated in our values, is one of the enduring qualities of our brand. In order to act as responsible corporate citizens, we broaden our skills, experience, and perspectives through work in our communities.

KPMG Professional Services in Nigeria contributes actively to the community beyond offering professional and advisory

services. One of our core values is the fact that we are "committed to the communities" We believe in contributing our quota to the environment where we operate in. We are obliged beyond what is required by law, in view of our commitment to pursuing long term goals that will positively impact society.

In our desire to better serve the communities we work in, we have

identified a few targets that benefit from our corporate social responsibility efforts via our various Education and Health projects which serve as our core focus CSR areas. We have a range of volunteering programmes designed to match the skills and availability of our people.



Advisory's Support-A-Child Initiative



Charity Walk/Run/Cycle for Polio



KPMG Family For Literacy

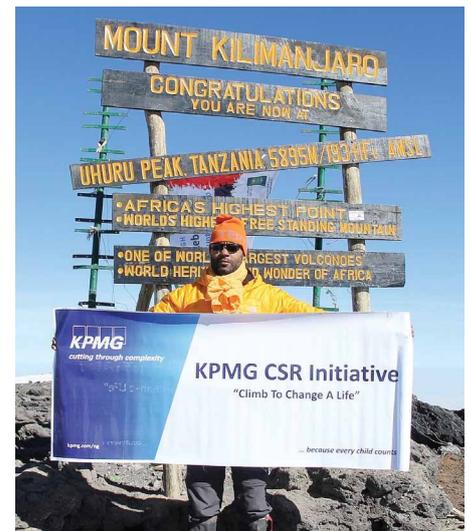


Run for a Cure

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Our commitment to the community is passionate and unwavering. In fact, our people demand it because giving back is the highest calling. We recognise that without a thriving community, our successes will be hollow and unsustainable.

- Seyi Bickersteth



Thierry Mbimi's Kilimanjaro Climb



Sales and Markets visit to Hearts of Gold



Audit's visit to Igbobi Orthopaedic



Audit division donates library to school

Contact Us

For further information about this publication and our services, please contact:

Sales and Markets

01 - 271 8599, 01 - 271 8955

ng-fmkpmgalumni@ng.kpmg.com



kpmg.com/ng

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