

# Case Study – Conglomerate

## Cluster Chief Financial Officer, Nigeria



To identify a Cluster CFO for a privately owned industrial conglomerate in Nigeria



### Business Challenge

- This was an extremely diverse conglomerate, requiring someone with experience in managing multiple businesses and leading a workforce of thousands
- Rapid growth opportunities meant the client required someone with the capability to manage a budget of hundreds of millions of dollars to drive new business expansion
- On this occasion, the business required the appointment of an Indian national as a key prerequisite

### The Search Challenge

- Our client had previously interviewed a significant number of Indian finance professionals, so the challenge was to identify candidates outside the client's existing networks
- Conducting detailed talent mapping across Africa, combined with tenacity in headhunting, was essential to identifying new candidates
- Executives in Africa's candidate assessments were essential in showcasing relevant skills through a series of case studies tailored to this specific role

### Critical Requirements

- Indian national with no prior connection to the client
- Strong technical finance background across the energy, mining, and manufacturing sectors
- Hands-on operator, not from a desk-bound environment; experienced working directly within operational settings
- Demonstrated commercial acumen and a proven track record of robust financial decision-making; skilled in partnering effectively with Business Unit Leaders
- Knowledge of Microsoft Navision

### The Search Process

- Our Research Team conducted a thorough market sweep, mapping suitable CFOs across Sub-Saharan Africa and leveraging referrals from our established networks
- From the 261 longlisted candidates, 15 candidates advanced to comprehensive interviews and a rigorous assessment process
- 2 Indian nationals meeting all brief requirements were shortlisted and subsequently interviewed by the client

### The Placed Leader

- Indian national with 19 years of experience spanning multiple geographies and industries
- Exceptional technical expertise, able to effectively communicate clear recommendations to business leaders to support decision-making
- Possessed exceptional team-building, mentoring and technical capability building skills within finance teams

# Case Study – Conglomerate

## Group Chief People Officer, Ghana



To identify a Group Chief People Officer for a conglomerate who could lead their human capital strategy to deliver a doubling in size of the business across Africa to over \$1bn within 5 years



### Business Challenge

- As a result of continued success and growth, the business had recently restructured into a business verticals model
- The CPO, who had initiated this process, had to resign due to personal reasons, and the HR team was not yet strong to provide a successor
- Although many world-class HR practices had been designed and implemented, most had not been fully embedded

### The Search Challenge

- We needed to find a strategic HR leader with experience in a matrix environment at a similar scale, who was prepared to be hands-on and operate with limited resources
- The budget was somewhat constrained, despite high client expectations, which priced out several strong candidates
- We were initially briefed that the role could be based in either Ghana or Dubai, but Dubai was later withdrawn as an option, which ruled out a number of strong candidates

### Critical Requirements

- Senior African HR leader from manufacturing / FMCG sector
- Ideally with multinational experience or demonstrable best practice in a matrix organisation with at least 3000 employees
- Significant traction achieved in change management projects
- Excellent interpersonal skills, high energy and resilience, and credible in advising at board-level

### The Search Process

- Due to our extensive networks with senior HR leaders across Africa, our Research Team mapped 93 regional HR leaders within just a few days
- 37 candidates were screened, and 18 were fully interviewed using our rigorous assessment process
- The client interviewed 10 candidates for both the Dubai and Ghana locations before deciding that being based in Accra was essential
- 3 candidates were shortlisted and confidentially referenced before the final candidate was selected

### The Placed Leader

- Nigerian female HR leader from a major conglomerate in Nigeria who had managed a comparable sized business with 4000 FTEs
- Demonstrable success in transformation projects, notably using data to evidence impact, an approach that aligned well with the Group CEO's style
- Very high-energy individual with strong resilience and exceptional 'international' communication skills, having previously lived in the US

# Case Study – Conglomerate

## Operations Director, Tanzania



To identify an Operations Director for a multinational conglomerate that has been diversifying their group interests into B2B e-commerce and last-mile logistics



### Business Challenge

- Several competitors in this evolving space had already shut down due to margin and growth challenges
- Finding the right operations leader to control costs while expanding into new cities through well-planned strategic growth was crucial
- Over time, this leader could grow into the role of COO, but the immediate focus was to hire at the director level and promote internally based on merit and success

### The Search Challenge

- The successful candidate needed hands-on experience in leading operations and managing a local workforce effectively within Tanzania, making Swahili an important requirement
- The calibre of candidates with C-suite potential was limited in Tanzania, and many top operations leaders lacked strategic depth, as leadership was typically based in a regional hub in Kenya

### Critical Requirements

- Strong understanding of Tanzania, both geographically and culturally, with an established network to hit the ground running
- Expertise in last-mile logistics and distribution for consumer goods, including warehousing, fleet management, and last-mile delivery
- MNC-trained, bringing best practices from multinational corporations and a hands-on and operational mindset—willing to get out in the field and understand real-world challenges

### The Search Process

- The Research quickly and efficiently mapped the market across Kenya and East Africa using referrals and recommendations
- From a longlist of 77 candidates, 12 candidates advanced to comprehensive interviews and a rigorous assessment process
- Within just four weeks, 6 candidates who met all brief requirements were shortlisted

### The Placed Leader

- Indian national with global experience across India, the Middle East, Kenya, and the past 7 years in Tanzania
- Early career at Unilever in commercial and operational roles, including warehousing, logistics, and distributor models
- Proven track record in operational cost control and new market setup, with a hands-on team management approach
- Offer accepted within 5 weeks of the shortlist presentation