

# Case Study – Financial Services

## Head of Sustainability, Tanzania



To identify a Head of Sustainability for a leading East African bank to drive its new sustainability agenda in Tanzania



### Business Challenge

- Sustainability is a key part of the Bank's strategic plan to leverage commercial opportunities while contributing to East Africa's social and economic transformation
- As an emerging skill set, technical expertise in sustainability was absent from the Bank's talent pool
- The Bank sought a leader with deep sustainability expertise to empower internal leaders and guide clients on expanding sustainable practices

### The Search Challenge

- Mapping was challenging due to ESG being in its infancy in Tanzania, and the highly specific mapping parameters meant a limited pool of suitably experienced individuals
- To find the best talent with critical sustainability experience, our Research Team had to think laterally, considering candidates from diverse sectors beyond banking

### Critical Requirements

- Tanzanian national with 5 years of ESG / Sustainability experience
- Strong foundation in risk management
- Demonstrable ability to create ESG opportunities as a commercial leader and identify new market product opportunities

### The Search Process

- The Research Team quickly and efficiently mapped the market across Rwanda and Tanzania, leveraging referrals and recommendations
- A purpose-driven approach was used to foster engagement and alignment with the company's mission
- From a longlist of 71 candidates, 19 advanced to comprehensive interviews and a rigorous assessment process
- Within just 4 weeks, 6 Tanzanian nationals who met all brief requirements were shortlisted

### The Placed Leader

- Tanzanian national with experience in Tanzania and East Africa
- Strong commercial track record in ESG, Climate Risk, and Sustainability within Financial Services
- Outstanding skills in corporate sustainability product development
- Extensive experience in stakeholder management, both externally and internally, to drive the adoption of sustainability in a climate-smart organisation

# Case Study – Financial Services

## Independent Non-Executive Director, East Africa



To identify an Independent Non-Executive Director for a leading Pan-African bank to enhance fintech expertise at board level



### Business Challenge

- A Pan-African bank faced a board transition due to the tenure of the East African regional representative coming to an end
- Gender and age diversity were a key consideration, with the client seeking a younger female East African national to serve as the new Independent NED
- A board gap analysis exercise highlighted the need to strengthen fintech expertise to support the bank's new strategy based around consumer digitisation and fintech partnerships

### The Search Challenge

- Given the aim of finding a younger candidate with fintech expertise, the search faced several hurdles
- Many suitable fintech professionals were tied to bank partnerships, creating conflicts of interest
- Those within the target age range often lacked the maturity or gravitas for credible group board roles
- And because the criteria skewed heavily toward Kenyan profiles, we had to work hard to identify strong alternatives across the wider East African region.

### Critical Requirements

- A female NED from one of eight specified Eastern African countries, with prior board experience in either an executive or NED capacity
- Demonstrated Pan-African or regional leadership in a consumer-focused financial services organisation
- Strong fintech or digital expertise in African markets, with awareness of differing regulatory environments
- Fully independent of competing banks or advisory roles, with the gravitas to guide an experienced board on fintech strategy

### The Search Process

- Our Co-Founder's deep financial-services networks across Africa, combined with her role on the Global Committee of 100 Women in Finance, enabled us to quickly secure relevant profiles and recommendations
- We profiled 52 individuals and developed a longlist of 16 for the client
- All 16 were interviewed by our team, with 8 progressing to second-stage assessment
- Prioritising diverse nationalities, the client selected 4 candidates for the final panel interview in London

### The Placed Leader

- Kenyan female leader who recently took early retirement after an impressive Citibank career, holding Pan-African roles across multiple markets
- Served on the board of Citi's Nigerian subsidiary for two years
- Brings deep fintech and digital expertise, spanning mobile money, digital banking, and partnerships
- Highly credible, with the gravitas for group-level strategy, strong regulatory insight, and exceptional interpersonal skills

# Case Study – Fintech

## Chief Executive Officer, Nigeria



To identify a CEO to support the business's expansion across Africa, replacing the founder and growing operations threefold within the next two years



### Business Challenge

- To maintain operational excellence during a period of rapid growth, delivering consistency across 20+ markets
- The client required a highly networked and respected individual from within the sector
- The candidate needed to successfully manage the transition from a founder-led to a corporate structure

### The Search Challenge

- Sector experience was essential, meaning the mapping parameters resulted in a finite number of suitable individuals
- Lucrative LTIPs in the sector prevented many of the longlisted CEOs from considering the opportunity
- There was a risk associated with joining a business that required funding to achieve growth objectives in a challenging, risk-averse investment market

### Critical Requirements

- African national, highly networked and respected within the telecom/fintech sector
- Experience in selling complex B2B solutions across Africa
- Proven management and visionary leadership skills within a dynamic and rapidly growing environment
- Strong financial acumen and negotiation skills
- Regional and remote management expertise

### The Search Process

- The Research Team identified 157 potential candidates
- From 97 longlisted candidates, 22 advanced to comprehensive interviews and underwent a rigorous assessment process
- 7 candidates who met all brief requirements were shortlisted and interviewed by the client, with the new CEO appointed within just 4 weeks

### The Placed Leader

- Nigerian national with 15 years' experience in B2B solutions within the African MNO and fintech sectors
- Exceptional visionary leadership and all-round business management, with previous experience leading the EMEA region
- Strong financial acumen and a proven track record in negotiations
- Available at short notice and commenced within just 4 weeks