

# Case Study – Pharmaceutical

## Chief Financial Officer, DRC



To identify a French/English-speaking CFO to lead financial transformation and modernisation for an integrated pharmaceutical manufacturer



### Business Challenge

- Following the company's acquisition, the business required a commercially minded CFO to help drive an ambitious 80% growth plan over the next 3–5 years through CapEx investment, production efficiencies and expansion into North America and wider Africa
- The CFO needed to be comfortable operating in a frontier environment while partnering with a CEO who has led the business through four decades of stability
- Outdated systems required a hands-on leader aligned with the client's values

### The Search Challenge

- The requirement for a French and English-speaking CFO with experience in FMCG, food manufacturing, or agri-processing significantly narrowed the available talent pool
- The client specifically sought an expatriate or non-DRC African candidate, excluding local nationals to ensure fresh perspective and transformation capability
- The combination of technical finance leadership, operational capability, and willingness to relocate to Bukavu made this a highly specialised search

### Critical Requirements

- French and English-speaking CFO with experience in FMCG, food manufacturing, or agri-processing
- Strong financial leadership across CapEx planning, production costing, operational efficiency, and commercial growth
- Expatriate or African (non-DRC national) with the maturity to partner with a long-tenured CEO and an ethical, purpose-driven investor
- Ability to modernise systems and strengthen financial governance

### The Search Process

- The Research Team conducted a pan-African and international mapping exercise across agribusiness, FMCG, food manufacturing, and processing sectors.
- From an initial longlist of 160 candidates, 133 were shortlisted for discussion and preliminary assessment
- Of these, 21 progressed to comprehensive interviews and a rigorous assessment process
- Within just 4 weeks, 6 candidates meeting all requirements were presented to the client

### The Placed Leader

- Belgian, bilingual senior finance leader with 23 years' experience across African agribusiness, FMCG and processing sectors
- Extensive DRC operating experience with strong networks in Kinshasa and proven frontier-market resilience
- Led major growth and turnaround programmes, implementing systems, controls and sustainable financial governance and is aligned with the client's modernisation and expansion goals

# Case Study – Pharmaceutical

## Head of Legal & Company Secretary, South Africa



To identify a Head of Legal & Company Secretary to lead strategic legal oversight and governance across a high-growth market for a generic-pharma leader



### Business Challenge

- The client sought a legal leader to drive commercial growth and ensure compliance in a regulated sector
- Following an internal promotion, they needed an autonomous professional to anticipate legal risks and partner with South African and export market teams
- The role required strong legal judgment, stakeholder management, and experience in transactions, regulatory matters, litigation, labour law, and company secretarial duties, plus maturity and credibility to influence senior leaders immediately

### The Search Challenge

- The requirement for a South African, BBBEE-compliant, female attorney with 4–5 years' PQE significantly narrowed the available talent pool
- Experience in pharmaceuticals or healthcare was preferred, further narrowing an already competitive legal talent pool
- The role's autonomy and strategic scope required someone confident working without large legal teams, a profile more commonly found in senior lawyers than in early-career attorneys

### Critical Requirements

- South African national, female, with 4–5 years' post-admission experience.
- Bachelor of Laws (LLB) and admitted attorney in South Africa
- Strong experience in commercial legal work, drafting, negotiation, and regulatory matters in a regulated sector
- Ability to manage complex transactions, labour law issues, litigation, and company secretarial responsibilities
- Proven stakeholder management capability

### The Search Process

- The Research Team conducted a targeted mapping exercise across South Africa's legal market, focusing on corporate legal teams, major commercial law firms, and regulated-sector organisations
- From an initial longlist of 159 candidates, 89 were shortlisted for discussions and capability assessment
- Of these, 41 progressed to comprehensive interviews and a rigorous assessment process
- Within just 4 weeks, 6 candidates were presented to the client

### The Placed Leader

- South African, BBBEE-compliant female attorney with 5 years' PQE and strong commercial legal experience
- Proven capability in drafting, negotiation, regulatory advisory, and managing complex commercial transactions
- Demonstrated maturity, strategic judgement, and the ability to partner effectively with senior commercial leaders
- Brings the cultural sensitivity, resilience, and stakeholder influence required to lead legal strategy in global markets

# Case Study – Pharmaceutical

## Sales & Commercial Director, DRC



To identify a Sales & Commercial Director to lead domestic and export commercial growth across DRC and new African markets for a long-established pharmaceutical and agro-industrial company



### Business Challenge

- Following the company's acquisition, the business entered a transformation phase requiring stronger commercial leadership to accelerate domestic and export growth
- It needed a senior leader to drive revenue, expand market share, and build a modern, data-driven sales organisation across a complex national distribution network
- The role required delivering a strategic commercial plan, strengthening regional sales, and opening new markets in Africa, Europe, and the USA

### The Search Challenge

- The role demanded a rare blend of pharmaceutical sector knowledge, commercial leadership and experience operating in challenging frontier markets, a combination not widely available in DRC
- Given the confidential nature of the search and the need for a highly credible senior leader, the talent pool was very limited and required extensive targeted mapping across Francophone and East/Central African markets
- The Research Team would need to apply lateral thinking and cross-sector exploration

### Critical Requirements

- Senior commercial leader with experience in pharmaceuticals, FMCG, or regulated sectors and a proven track record leading domestic and export sales in African markets
- Expert in commercial strategy, market expansion, and distributor management
- Builds and motivates national sales teams, drives performance with KPIs and analytics
- Experienced in regional marketing and growing product visibility in underserved areas

### The Search Process

- The Research Team conducted a comprehensive mapping across DRC, Rwanda, Burundi, Uganda, Kenya, Tanzania, and select Francophone West African markets
- From an initial longlist of 113 candidates, 69 were shortlisted for preliminary discussions and capability assessment
- 18 progressed to full interviews and rigorous evaluation
- Within 4 weeks, 7 highly qualified candidates were presented to the client

### The Placed Leader

- Indian senior pharma commercial leader with 20 years' domestic and international sales experience across African markets
- Strong in commercial strategy, market expansion, distributor negotiations and driving multimillion-dollar revenue growth
- Proven builder of sales teams, developing local talent and driving performance via structured KPIs
- Extensive regional marketing experience, increasing product visibility in interior and underserved DRC markets