

# Case Study – Logistics

## Chief Executive Officer, Rwanda



To identify a CEO for a start-up last-mile logistics company to drive business turnaround and digitisation



### Business Challenge

- The organisation was scaling its electric vehicle fleet to become a leader in sustainable transport logistics in Rwanda
- Operational inefficiencies, including under-utilised assets, fragmented logistics, and limited corporate market penetration, needed addressing to achieve profitability
- A CEO was needed to optimise fleet performance, improve operations, drive corporate growth, and foster a culture of data-driven decision making

### The Search Challenge

- Identifying candidates from developed markets with the right experience was difficult, given budget limits and the need for some to relocate
- The search required balancing seniority, skills, availability, and relocation willingness while aligning with growth goals
- Finding individuals able to design a high-impact operating model and drive commercial realisation in a nascent market demanded a highly targeted, creative approach

### Critical Requirements

- Experience in a best-in-class logistics, transport, or warehousing business in a developed market
- Expertise in logistics technology, fleet utilisation, operational efficiency, and data analytics
- Strong business acumen with P&L responsibility and record of scaling a business
- Change management and transformation experience with an entrepreneurial mindset
- Ability to lead teams, drive operational excellence, and implement systems for growth

### The Search Process

- The Research Team mapped 132 relevant profiles globally; all aligned with the role requirements
- The mapping covered Western Europe, the Middle East, and Sub-Saharan Africa, leveraging referrals and recommendations to ensure engagement with the company's mission
- Within 4 weeks, 5 candidates (based in South Africa, Nigeria, Ghana, and Kenya) who met all brief requirements were shortlisted

### The Placed Leader

- Kenyan national with 17 years' experience in international logistics and contract logistics across East Africa
- Extensive fleet and operations expertise, managing up to 450 trucks and 900 drivers
- Commercially astute, delivering profitability improvements, cost savings, and competitive growth strategies
- Skilled in change management and operational turnarounds using data-driven solutions

# Case Study – Logistics

Head of Transport Division - Cement, Nigeria



To identify a Head of Transport Division – Cement, based in Nigeria to lead a significant business transformation for Africa’s largest privately-owned fleet of trucks



## Business Challenge

- The client had been running a fleet of 12K+ trucks for many years, without any real need for tight control over operational efficiency
- Following a significant currency devaluation, profits dropped to a level where cost management and efficiency became strategic priorities for the Group
- The business had become chaotic and needed someone with exceptional long-term vision – someone who had operated at a similar scale and could create and implement a major transformational change

## The Search Challenge

- The fleet size was such that very few companies had comparable number of trucks on the continent, even at a regional level
- We had to search globally to find leaders who operated at a large enough scale to manage the role’s complexity
- Experience in emerging markets was essential to navigate the operational challenges of trucking logistics in Nigeria
- Convincing international candidates to consider relocation to Nigeria proved challenging

## Critical Requirements

- 15+ years of leadership experience
- Managed a directly-owned fleet of a comparable size, ideally including maintenance and spare parts management
- Significant experience leading large and complex transformation projects
- Strong business acumen with substantial P&L responsibility
- Experience in transformation and digitisation of logistics was a key requirement
- Military background preferred

## The Search Process

- The Research Team mapped 121 relevant profiles globally, all meeting the strict role requirements
- The mapping covered leaders based in India, the Middle East, Africa, Europe and North & South America, and included networking within ex-army groups
- Within just 4 weeks, 5 candidates who met the brief were shortlisted, with individuals based in South Africa, the UK, Nigeria, Brazil, and India

## The Placed Leader

- Brazilian national from FedEx, bringing 23 years of leadership experience and P&L responsibility for four countries across South America
- The fleet consisted of 2,200 directly owned vehicles, with close management of an additional 8,000 outsourced trucks
- Strong digitisation experience in package tracking
- Led a significant and complex business turnaround for the Brazilian domestic operations

# Case Study – Power

## Chief Financial Officer, South Africa



To identify a CFO for a global leader in energy management and automation delivering integrated solutions for safe, reliable, and sustainable power



### Business Challenge

- Economic volatility and tight capital markets constrained investment and planning, highlighting the need for a strategic CFO to strengthen strategy and stability
- Manual, fragmented financial processes limited visibility, slowed decisions, and reduced efficiency, constraining responsiveness to market demands
- Rising costs, competitive pressure, and ESG expectations required tighter cost control, more disciplined pricing, and the integration of sustainability into financial planning

### The Search Challenge

- The requirement to meet B-BBEE criteria significantly narrowed the talent pool
- The CFO needed to navigate complex financial structures across multiple countries and industries, requiring rare experience and a proven track record of delivering performance in challenging Sub-Saharan African markets
- Additionally, a preference for female candidates capable of driving digital transformation and finance simplification added further complexity to the search

### Critical Requirements

- A South African national or a candidate holding a local contract, preferably female with 10+ years experience
- Proven financial leadership across complex operations within SSA, with strong planning, forecasting, compliance, and full end-to-end finance cycle capability
- Strong stakeholder influence and strategic decision support, driving performance, transformation, and business simplification initiatives
- Technical finance expertise with strong business impact awareness

### The Search Process

- The Research Team quickly and efficiently mapped the market with a focus on South Africa, leveraging referrals and recommendations
- From a longlist of 156 candidates, 11 advanced to comprehensive interviews and a rigorous assessment process
- Within just 2 weeks, 3 female South African nationals who met all brief requirements were shortlisted

### The Placed Leader

- Ambitious South African female with extensive multi-country leadership experience, delivering strategic planning, forecasting excellence, governance, and full end-to-end financial management across complex operations
- Influential executive partner with strong stakeholder engagement and strategic decision support
- Deep technical finance expertise consistently delivering high-impact business outcomes and operational stability