

Case Study – Mining Services

General Manager, Nigeria



To identify a General Manager for a supplier and service provider of industrial machinery across sub-Saharan Africa, specialising in efficient, reliable equipment for mining operations



Business Challenge

- The business needed a leader to provide strategic and operational direction in a key market, aligning sales, service, and support to drive profitability and strengthen customer relationships
- They also required someone able to develop and execute strategies for growth and operational excellence, while building and managing high-performing teams to ensure accountability, collaboration, and consistent achievement in a competitive industrial machinery market

The Search Challenge

- The role required a leader with Nigerian and African experience, significantly narrowing the candidate pool
- Candidates needed operational, financial, and strategic leadership skills across sales, service, and support functions
- High expectations for team-building, mentoring, and accountability added complexity in identifying culturally aligned leaders, as did the need for hands-on OEM machinery experience and strong relationships across multiple levels of customer organizations

Critical Requirements

- Proven leadership managing sales, service, parts, and administration in complex heavy equipment industry environments across Africa, with preference for Nigeria
- Strong customer relationship skills with Tier 1 OEM and key accounts
- Ability to drive profitability, control costs, and manage foreign exchange exposure
- Experience coaching teams, enforcing standards, and ensuring full HSE and governance compliance

The Search Process

- The Research Team quickly and efficiently mapped the market across Africa, focusing on Nigeria, and leveraging referrals and recommendations
- From an initial longlist of 142 candidates, 81 were shortlisted for discussion and preliminary assessment
- Of these, 25 progressed to comprehensive interviews and a rigorous assessment process
- Within just 4 weeks, 6 candidates who met all brief requirements were shortlisted

The Placed Leader

- Lebanese national with proven leadership across sales, service, parts and aftersales in Nigeria's equipment sector
- Strong relationships with major Nigerian key accounts, securing high-value industry clients
- Delivered revenue growth, market recovery and tighter cost control through disciplined operations
- Led cultural change, developing team accountability, performance standards and HSE and governance compliance

Case Study – Oil & Gas

General Manager Supply Chain, Nigeria



To identify a GM Supply Chain for an indigenous oil and gas exploration and production company in Nigeria



Business Challenge

- The company had recently secured rights to drill a promising block, with another due to come online in 2025
- As a result, significant production growth was anticipated over the next 2-5 years
- Governance concerns within procurement had been identified, and the search therefore had to be conducted on a highly confidential basis
- It was critical that procurement processes remained unaffected, as any disruption would impact current production

The Search Challenge

- This highly technical role required a local Nigerian candidate without compromising on quality
- The company was well respected in a market where many indigenous firms were often discounted; however, with the client's name confidential, it was vital to build trust in who we represented
- Alongside technical expertise, the candidate needed strong communication skills to engage with engineering teams and utilise an established network

Critical Requirements

- Upstream experience, specifically in offshore and/or swamp drilling, due to the added complexities in equipment specification
- Strong grounding in procurement best practices, ideally gained within an IOC; a CIPS qualification is highly desirable
- Established and extensive network of contacts
- Nigerian experience and nationality
- Proven track record of operating within a strong governance framework and demonstrating high integrity

The Search Process

- The Delivery Team mapped 85 relevant candidates who met the strict requirements, all based globally but with Nigerian experience
- 16 candidates progressed to comprehensive interviews and our rigorous assessment process
- Within just 4 weeks, 4 Nigerian candidates who met all brief requirements were shortlisted, along with one additional 'above budget' candidate

The Placed Leader

- Female Nigerian / British candidate with over 18 years of relevant experience, including management of offshore assets in Nigeria
- Her career had recently moved out of the O&G sector, so she was not highly visible in this market
- We identified a crossover in her early career with the client CEO - he had trained her in best practice, providing excellent alignment and trust in her integrity
- Exceptional interpersonal skills and an extensive network of contacts and is MCIPS Qualified

Case Study – Oil & Gas Services

Managing Director, Gabon



To identify a Managing Director for a market leader in offshore maritime services offering a broad range of surface and subsea marine services for oil & gas fields and wind farms



Business Challenge

- The client had announced a strategic action plan focused on enhancing service delivery and leveraging the digital revolution by connecting their supply fleet
- They required a Managing Director to lead operations in Gabon, ensuring the existing fleet and client base were maintained to the highest of standards
- With the current incumbent relocating to another international assignment, there was an urgent need to identify and appoint a suitable successor

The Search Challenge

- The role demanded a candidate with deep local knowledge of Gabon's maritime and regulatory environment
- The ideal candidate needed to have strong leadership skills to drive operational excellence amidst rapid digital transformation
- The search was time-sensitive, as the existing incumbent was required to begin their new international assignment as soon as possible

Critical Requirements

- Experience in the B2B service industry, such as passenger transportation, mining, logistics, or oil & gas, with preference given to candidates who had worked within a joint venture
- Proven P&L responsibility
- Strong financial and legal skills
- Experience working in an international business, preferably within a matrix organisational structure
- African experience, ideally in West Africa

The Search Process

- The Research Team quickly and efficiently mapped the market, focusing on West Africa, leveraging referrals and recommendations
- A purpose-driven approach was used to foster engagement and alignment with the company's mission
- From a longlist of 102 candidates, 14 advanced to comprehensive interviews and a rigorous assessment process
- Within just 4 weeks, 6 candidates who met all brief requirements were shortlisted

The Placed Leader

- Norwegian national with 22 years' global experience in the maritime and oil & gas industry
- Extensive experience working in Nigeria and Gabon
- Demonstrated ability to drive compliance in highly-regulated, pressurised environments
- Led companies through periods of significant change, including digital transformation initiatives
- Skilled at managing multifunctional teams spanning several different functions