

# Case Study – Technology

Chief Product Officer, Nigeria



To identify a Chief Product Officer for a tech-enabled digital distribution company that was expanding its operations in Nigeria and across Africa



## Business Challenge

- An incredibly fast-growing start-up was experiencing 40% month-on-month growth across multiple African markets
- As a result, it was outgrowing its platform's capabilities
- An experienced product leader was required to manage a high-potential team, nurturing and developing their capabilities
- A new product strategy and a roadmap were essential to ensure the platform could support hyper-growth

## The Search Challenge

- This role required a skill set that is still fairly new to the African continent
- Highly-skilled candidates were in significant demand but short in supply, driving up the remuneration levels
- African market experience, ideally in Nigeria, was needed, limiting the search for candidates to the region
- The candidate assessments were crucial in evaluating leadership fit, product management, strategy experience, and technical decision-making

## Critical Requirements

- 10+ years of proven product management experience
- E-commerce sector experience
- Experience of working in emerging/developing markets
- Prior experience of working with SQL
- Bachelor's Degree in Computer Science, Information Systems, or Business Administration

## The Search Process

- The Delivery Team mapped 203 relevant candidates matching the strict requirements, globally
- 21 candidates advanced to comprehensive interviews and a rigorous assessment process
- 5 candidates who met all brief requirements were shortlisted within just 4 weeks, with individuals based in Nigeria, South Africa and India

## The Placed Leader

- South African national with experience in South Africa but designing and managing products for multiple Sub-Saharan African countries
- Strong technical product background, having designed and delivered innovative products in different spaces including FinTech, E-Commerce and Logistics

# Case Study – Technology

Head of Product, Kenya



To identify a Head of Product for an innovative e-commerce platform that was expanding its operations in Kenya



## Business Challenge

- The business had delivered strong revenue growth over the past year and was backed by institutional funding
- Its strategy centred on scaling digital and platform-based services, with a focus on partnerships with corporates, multinational manufacturers, and global health organisations
- Although there was clear potential and the funding to support further expansion, the organisation faced technical capability gaps relative to its scale-up ambitions

## The Search Challenge

- This was a critical leadership role with full responsibility for a high-profile platform, recognised as one of Africa's leading femtech businesses
- The required skill set was in high demand globally and in particularly short supply across the continent
- As a result, the search extended beyond Africa to a global talent pool to identify suitable candidates
- With demand significantly outstripping supply, candidate remuneration exceeded the original budget assumptions

## Critical Requirements

- A minimum of 10 years of dedicated product management experience, in addition to broader professional experience
- Proven experience working within both start-up environments and multinational corporations
- Ideally of African heritage, with digital product management experience in Africa or another emerging market, complemented by several years of international experience in developed markets

## The Search Process

- The Research Team mapped 170 relevant candidates across Africa and global markets
- 24 candidates were fully assessed using our candidate assessment framework
- 7 candidates who met all brief requirements were shortlisted within just 4 weeks, comprising individuals based in Nigeria, Ghana, and Kenya

## The Placed Leader

- Nigerian national with professional experience across Nigeria, the UK, and the USA was selected as the strongest fit for the role
- The individual brought extensive experience spanning both start-up and multinational environments, with a strong track record of building digital products for diverse customer segments
- This background directly met the critical requirements for deep product management expertise, emerging market experience in Africa, and sustained exposure to developed markets

# Case Study – Telecoms

## Chief Executive Officer, Angola



To identify an American CEO for a US government-backed telecommunications company that was expanding its operations in Angola and beyond



### Business Challenge

- Continued funding from the US government depended on having American executives in key leadership roles, which created urgency around senior hiring
- The company was preparing for rapid expansion, driven by a major tower rollout outside Luanda, so it required a leader with proven ability to execute at pace
- Strong stakeholder management experience was essential, given the need to balance government expectations, investor interests, and local operational realities

### The Search Challenge

- The pool of American candidates in Africa, or willing to relocate to a hardship location such as Angola, was very limited
- Few had any knowledge of Portuguese or Spanish, which further narrowed the options
- It was also difficult to find people with brownfield implementation experience or a strong project-driven management background
- Candidate assessments were vital to confirm leadership fit, commercial acumen and ability to embed standard operating procedures

### Critical Requirements

- US Citizen
- Aged mid-40s to mid-50s
- Commercially savvy with strong ability to manage a wide range of stakeholders
- Experience working in Africa or a comparable emerging market location
- Industry background ideally in Telco or FMCG
- Strong project management capability
- Portuguese or Spanish speaker

### The Search Process

- The delivery team mapped 163 CEO-level candidates based in the USA who had experience working in various emerging market locations
- 9 were fully interviewed through Executives in Africa's rigorous candidate assessments
- 4 candidates (all based in the USA) who met the brief requirements were shortlisted within just 4 weeks

### The Placed Leader

- Spanish-speaking American national with experience across South America
- Extensive telecoms background, strong commercial acumen, and demonstrable project management capability
- In place for over a year, the leader is successfully driving expansion and is on track to make the company the number one operator in the country