



Case Study

Our client, a Multinational Industrials Business, embarked on a market entry strategy into the agriculture sector with the dedicated aim of transforming farming in Africa. Their growth strategy included the creation of subsidiaries where market penetration had been identified as critical to the success and Kenya was one of the first countries to be established. Each new subsidiary was to be led by a local national with existing networks in the region.

Key Elements of the Process

- ▶ Finding a Kenyan national with the required general management experience, where most multinational competitors in the region have an expatriate in the post. This demanded a precise and thorough approach from our Research Team.
- ▶ Critical to success was the assessment of each candidate's commercial acumen and ability to grow a business from scratch. This was achieved by the two stage evidential and behavioural assessment process.
- ▶ Due to the tight time frame, our team approach of In-House Research Team working closely with the two Executive Search Consultants ensured we were able to cover the market quickly and efficiently.
- ▶ The successful Kenyan candidate had previously worked both in Kenya and wider across East Africa, with a career that included multinational agricultural sector experience.

The Situation

The Kenyan business was due to be launched in a matter of months to establish the company buildings, hire a local team, oversee importation and market penetration of the products. This was an extremely urgent and critical Search which required industry specific technical knowledge, as well as strong leadership and established networks.

Our Goal

We were tasked with finding a Country Manager who was a Kenyan national with demonstrable commercial success specifically in the Kenyan agricultural sector and combined with existing relevant public and private networks. There was a strong preference for candidates with previous experience of working in a multinational organisation as well as proven success in driving a start-up business at some point in their career.

Our Solution

Our In-House Research Team mapped candidates across Kenya and neighbouring countries in East Africa to identify Kenyan nationals who matched the required candidate profile. Given the small pool of candidates with the relevant profile, our team actively networked through this Long List to get additional referrals and recommendations. Through evidential and behavioural interviewing techniques our team established those capable of leading this start-up business and grow it into a successful entity.

Results

From a Long List of 72 potential candidates, we short listed six excellent Kenyans who had the required profile and expertise, and had impressed us not only with their capability but also their commitment to the vision held by our client. Following an exceptionally efficient client interview process, an offer was made to one of the candidates, which was accepted within just six weeks of the short list presentation.