



EXECUTIVE SEARCH



# Webinar: Filling Key Positions in Africa



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## EXECUTIVE SEARCH EXPERTS IN THE EMERGING MARKETS

**CT Executive Search** focuses on placing key positions in Eastern Europe and the emerging markets – in Russia/CIS, Africa, the Middle East and Asia. We are experts in cross-border search processes and identifying high-performing candidates, adding value for international companies.

Leveraging a broad network of analysts and consultants across Eastern Europe and the emerging markets, CT Executive Search has established itself as a reliable partner to well-reputed international organizations.



# HR MARKETS IN SUB-SAHARA AFRICA

## Classifying SSA's 49 (HR) markets

- Diversified economies (South Africa, stands for 60% of all German FDI in Africa)
- Oil-producing economies (e.g. Nigeria, Angola)
- Transition economies (Kenya, Ethiopia, Ghana, Senegal)
- Pre-transition economies (e.g. DR Kongo)

## Characteristics of (most) African HR markets

- Lack of skilled labor, both on specialist and management levels
- High unemployment (SA: 30%)
- Short notice periods (SA: 1-4 weeks)
- Relatively small pool of candidates with tenure in international companies
- Relevant talent concentrated in few hubs
- Low attractivity for expatriates / small "local expat" community
- Little exchange between countries (bureaucratic hurdles, cultural barriers)



# EXECUTIVE SEARCH IN AFRICA

## What candidates do European companies look for?

- South Africa: Country Managers, Sales and Technical Management
- Resource-extracting countries: sales, maintenance/project managers
- Other locations: sales representatives, market-entry specialists, deal makers
- Candidates required to have experience in international companies/exposure to international business standards
- Country Managers: require ability to “bridge” local market & HQ

## How to find the right people?

- No job advertising in Africa, but identification of potential candidates among international companies
- Direct approach (“headhunting”)
- Focus on local market, where possible on macro-regions
- Rigorous background/reference checks
- Decide if expat/repatriate can be options
- Searches are usually coordinated from hubs Lagos, Johannesburg or Nairobi



### EXPAT OR LOCAL?

#### Local manager

- Familiar with local legal and cultural framework
- Good understanding of local customers' needs
- Potential compliance risks
- Needs to be able to be "bridge" between local market and HQ
- Lower associated costs than expat/repatriate

#### Expatriate

- Able to bring international best practices to local organization
- Costly option ("expat packages")
- Usually no long-term solution
- Weak understanding of local peculiarities

Realistic option if:

A) there is a local management team

B) Know-how transfer is planned

C) The more „technical“ a role, the more it is suitable for an expat

D) bridging function is required

E) there is local talent pool to be tapped



#### Repatriates

- Readily available for most countries
- Can be best of both worlds, but:
- How well are candidates connected/aware of real life?
- Are they prepared to stay long-term?
- How "International" is their mindset/are they too adaptive to local environment?
- Are there active networks?

Repatriate pool should be examined, but candidates need to be carefully assessed!

# ENTERING AFRICAN MARKETS

## What steps do companies take?

- 1) Market analysis (trade fairs, market studies)
- 2) Export via importer
- 3) Setting up a distribution network (possibly with own rep office)
- 4) Subsidiary
- 5) Manufacturing (own, JV or licensing)

## Enablers

- 1) Own sales/service team
- 2) Market-entry consultants
- 3) Senior Advisors/Advisory Boards



## DEMAND AND OPERATIONS



### How did Covid-19 impact the business?

- Some ongoing assignments were frozen
- Companies reluctant to recruit (travel restrictions, economic downturn, unclear perspectives)
- Remote interviewing/client meetings
- Expansion plans postponed, priority on sorting out operational issues

Revival expected for Q4 as German/European SMEs are generally interested in seizing opportunities (e.g. equipment, investment goods).





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**Thank you for your attention !**

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