

STRATUM™



# CORPORATE EXECUTIVE TEAM BUILD FOR LOW-COST/MID-TIER PRODUCER

*CASE STUDY*



# THE MANDATE

Stratum was retained by a key client, an EU-headquartered integrated resource group listed on the JSE and LSE. The company is involved in mining, processing, beneficiation, marketing, sales, and logistics. A low-cost producer, the Group owns and operates PGM and Chrome assets in South Africa and Zimbabwe.

Due to their growth trajectory, three new Executive roles were identified to support the business in its goals, and Stratum was mandated to fill them.

## **Group Head of Internal Audit**

The company needed to establish an in-house group internal audit function, which was previously outsourced. The incumbent would manage/execute the new role, provide strategic direction, and coordinate processes to support the implementation and execution of all audit plans. They would ensure compliance with statutory requirements in line with accepted standards and the company's policies/procedures. This person would ideally be based in Johannesburg and form part of the EXCO team.

## **Executive Head of Corporate Finance**

Our client needed an experienced Corporate Finance professional to drive their growth strategy through the acquisition process. This incumbent would be responsible for identifying opportunities, valuations, due diligence oversight, negotiations, transaction structuring, legal closeout, and funding. Equity and debt capital markets funding knowledge was vital in delivering the Group's strategy. Easy access to financial institutions and listing requirements meant this person could be based in London or Johannesburg.

## **Group CIO**

Recognising that technology and innovation are critical in supporting their business objectives, the company required an experienced CIO in mining to optimise current technology assets, streamline data collection/usability, and leverage big data. The person would lead a full integration of existing IT infrastructure (hardware and software) across the Group, applying best-in-class standards, procedures, and policies and an ISO27001 accreditation process. The role would be based in Johannesburg and form part of the EXCO team.

## 02 WHY WAS THIS CHALLENGING

As these were all new positions, the client needed Stratum to guide them on what to look for in an ideal candidate and the duties they'd perform. We mapped the market to identify similar roles within competitor organisations of similar size and values and provided up-to-date market data.

Although the company is predominantly active in South Africa, its Headquarters are based in Europe, with a branch in London. As such, we had to cover a global market and consider all potential candidates (those living in and outside of South Africa with dual citizenship, or willing to relocate).

In addition to these considerations, achieving culture fit was imperative.

## 03 HOW WE SOLVED IT

Stratum responded by dedicating our expert team of consultants and researchers to the project.

Drawing on our vast network, we accessed the industry's opinion on potential leaders in these disciplines at similar companies, and rapidly built a targeted list of potential candidates, sources, and references.

This included creating full Candidate Briefing Packs, comprehensive research and networking (Stratum does not advertise roles), long listing, referencing, and scientific/behavioural profiling of candidates against the company's expectations.

# 04 THE RESULTS

Stratum initially identified over 140 suitable profiles for the three roles. Using our tried and tested vetting process, 26 candidates across all three positions were longlisted for more in-depth discussions and formal interviews.

This list was then reduced to four shortlisted Group Heads of Internal Audit, four Corporate Finance Execs, and five CIOs. All shortlisted candidates were comprehensively interviewed (via video or in person where possible) and assessed using scientific/behavioural profiling to match each candidate with the client's expectations and company culture.

**The end result:** Stratum successfully appointed all three roles over a 12-month period.

### ***The Group Head of Internal Audit started in June 2021.***

A Chartered Accountant by profession, he has spent three decades in internal audit, ranging from government, retail, automotive, and most recently as Chief Internal Auditor at an international gold producer.

### ***Executive Head of Corporate Finance in October 2021***

A Chartered Accountant based in London, he has spent much of his working life in the mining sector in various financial roles, and was most recently with a 'Big 4' accounting firm.

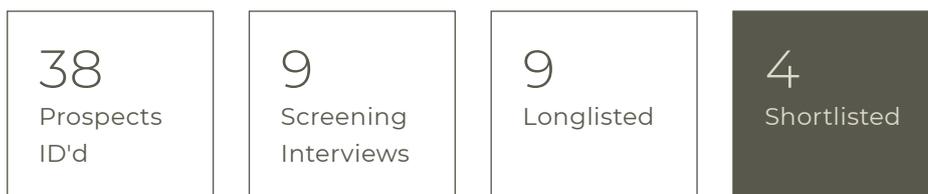
### ***The Group CIO will commence in September 2022.***

An Information Systems professional with 25+ years of experience working in the mining industry for both majors, mid-tiers, and software consultancies. He has an MBA focused on Strategy and Financial Markets, and is returning to SA after living in the EU for the last few years.

#### **Group Head of Internal Audit**



#### **Exec Head of Corporate Finance**



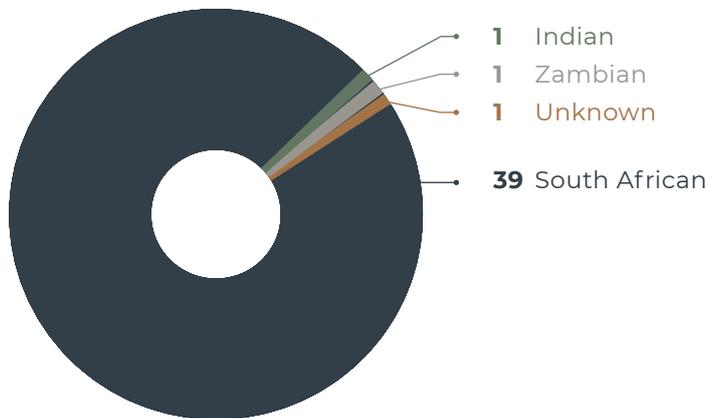
## Group CIO



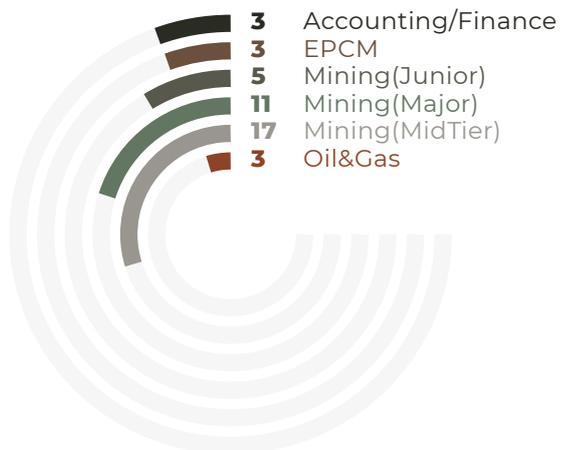
## DATA / DEMOGRAPHICS

### Group Head of Internal Audit

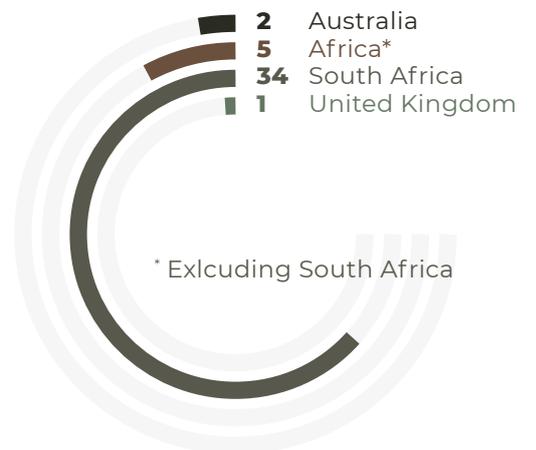
#### Nationality



#### Company Type



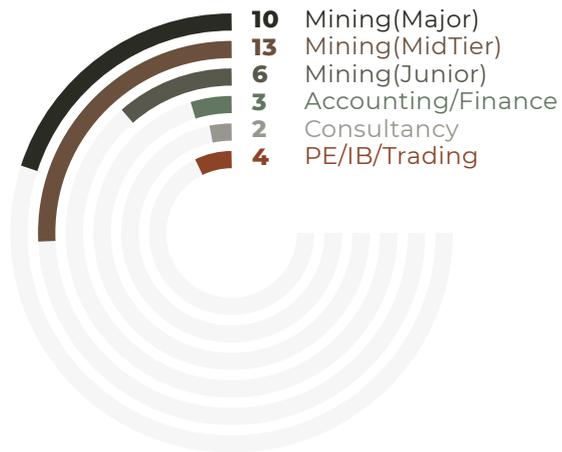
#### Location



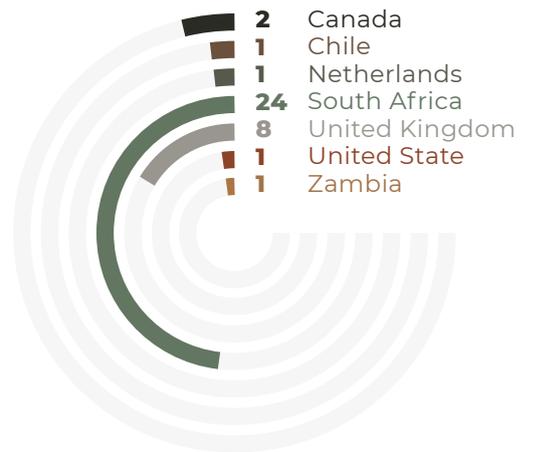
Nationality



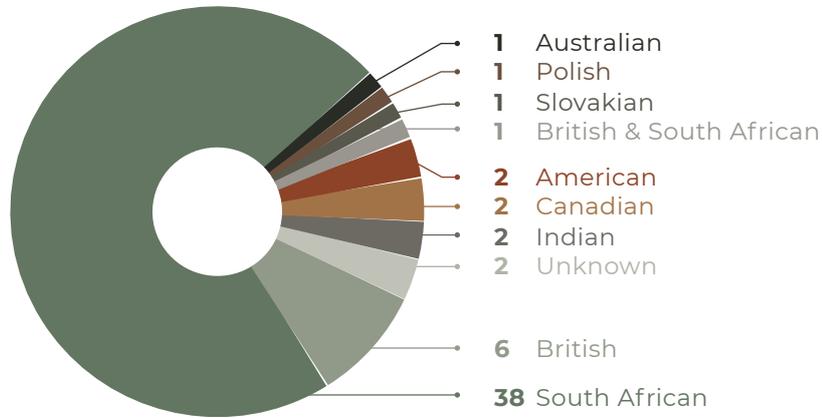
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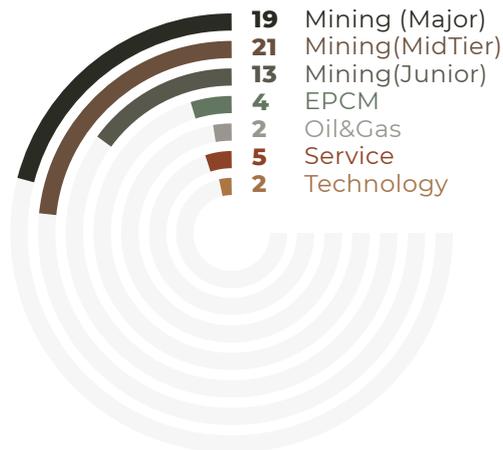
Location



Nationality



Company Type



Location



# 05 FIT TO LEAD

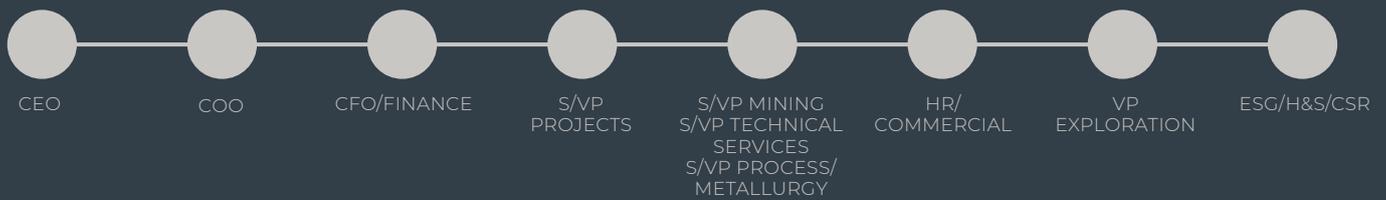
## The Problem

Some 80% of professionals are hired based on their skills, career experience, and a CV alone. Yet 80% leave their jobs because of culture fit issues. It's why the traditional recruitment model is fundamentally flawed. Little attention is given to achieving the right fit, which is critical for retention and positive ROI.

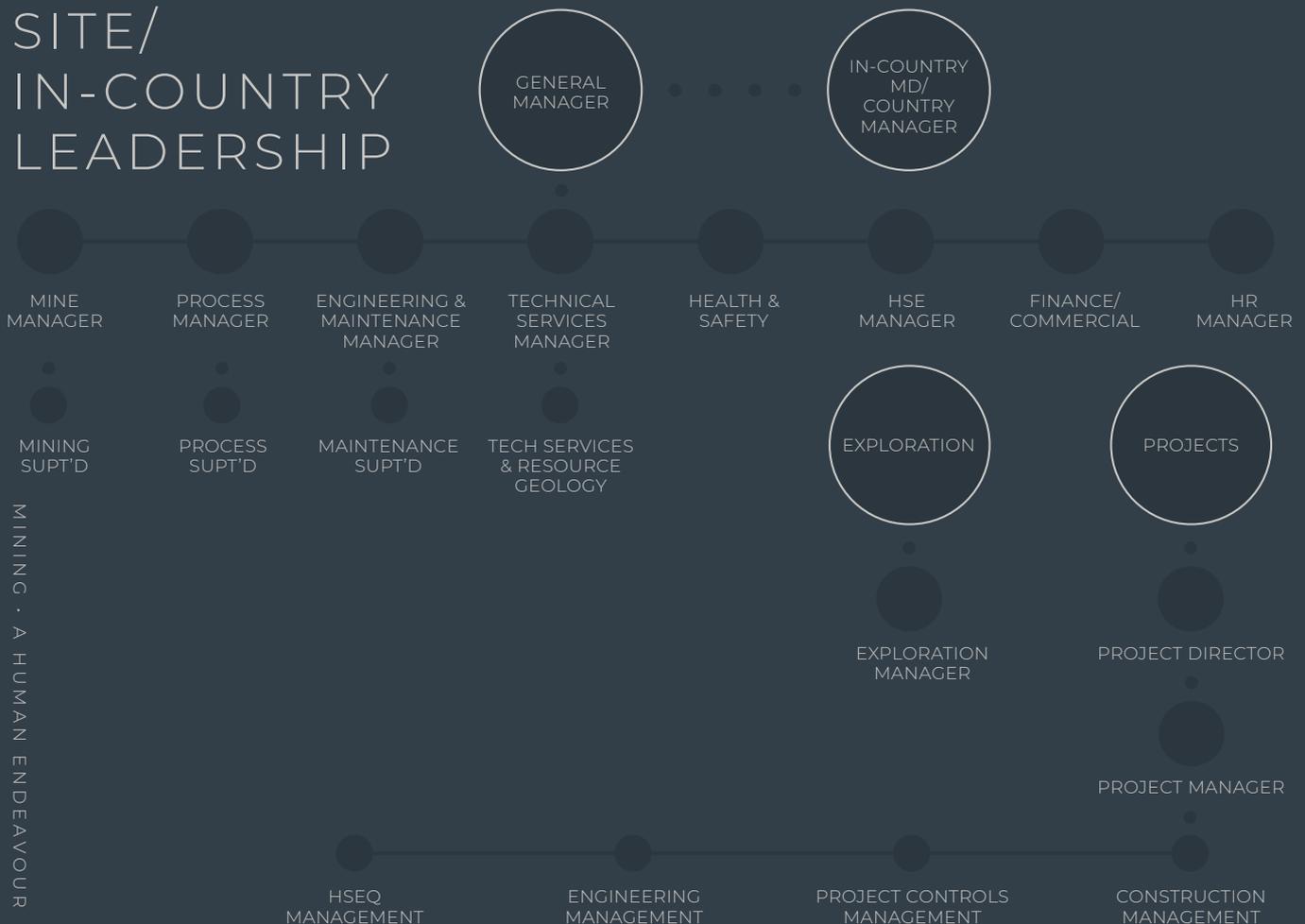
## How Are We Solving It?

At Stratum, finding the right fit candidate for your business is a lot like mining. Unlike most firms that source talent reactively, we've been proactively cultivating talent for nearly a decade. In fact, through our candidate management model, augmented by scientific profiling, we've interviewed and assessed more than 7,000 professionals in our niche, irrespective of market demand. And we did it without ever advertising online. Because at Stratum, we farm; we don't fish.

## HQ



## SITE/ IN-COUNTRY LEADERSHIP



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# CONCLUSION

Stratum specialises in the human aspect of mining.

We are a premium executive search, recruitment and management consulting firm providing bespoke human capital solutions to the mining industry.

For ambitious companies looking for high performing leaders across corporate and technical disciplines at site and head office, Stratum's proactive, innovative approach provides access to the best professionals from around the globe.

STRATUM™

