

STRATUM™



MINING · A HUMAN ENDEAVOUR

# OPERATIONS DIRECTOR - HOLDCO/PRIVATE EQUITY FUND (UK)

*CASE STUDY*

# 01

## THE MANDATE

Stratum was retained by one of its key mining Private Equity clients to fill the position of Operations Director for their HoldCo in London. The mandate was to attract a seasoned mining executive with a track record of successful leadership in the junior/mid-tier space with broad commodity exposure and a particular interest in green technology metals/energy, including lithium, nickel and tin. Serving on the Project Steering and Technical Advisory Committee, the new hire would lead all technical oversight across project development and operations, including participation in valuations, funding and future M&A.

Key objectives:

- Identify gaps and bottlenecks within current operating assets and advise on efficiency and optimisation needs.
- Oversight of project portfolio teams through study and execution phases.
- Due diligence on investment suitability/project development of all studies.
- Chairing Project Steering and Board Technical Advisory Committees.
- Advisor to the Executive team on all operational matters and project development, unlocking value and contributing to the company's success.

# 02

## WHY WAS THIS CHALLENGING

Acting as an investment vehicle for a portfolio of eight companies (and growing), the company had several underperforming producing assets that needed integrating, near-construction projects and M&A integrations. The chosen candidate would have the credibility to seamlessly integrate themselves into the tightly knit leadership team at HQ but also influence and advise executive and technical leadership teams at portfolio companies. While the selected individual would be based at the fund's HQ in London, the role required extensive travel across the portfolio of assets across Africa, Europe, the US and South America.

# 03 HOW WE SOLVED IT

Stratum responded by dedicating our expert team of consultants and researchers to the project. As a first step, our research team mapped the market of Senior Executives in the junior/mid-tier mining space, as well as technical leads in private equity funds globally with the required technical experience. Because of our access to PE funds and similar investment vehicles across the sector, we rapidly built a highly-targeted list of potential candidates. This included creating full Candidate Briefing Packs, comprehensive research and networking (Stratum does not advertise roles), longlisting, referencing, and behavioural profiling of candidates against the company's expectations.

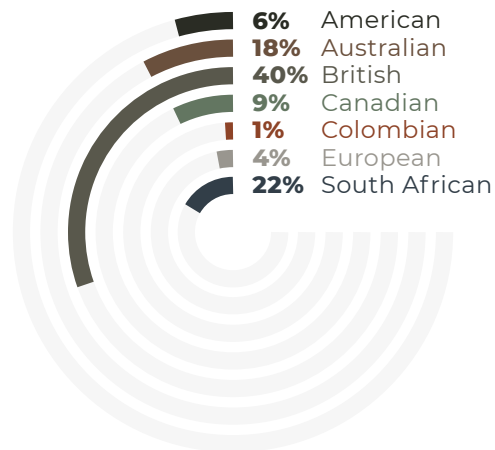
# 04 THE RESULTS

Stratum initially identified over 76 potentially suitable profiles for the role. Using our tried and tested vetting process, 9 candidates were longlisted for more in-depth discussions/ interviews. We then reduced the list to 5 shortlisted candidates.

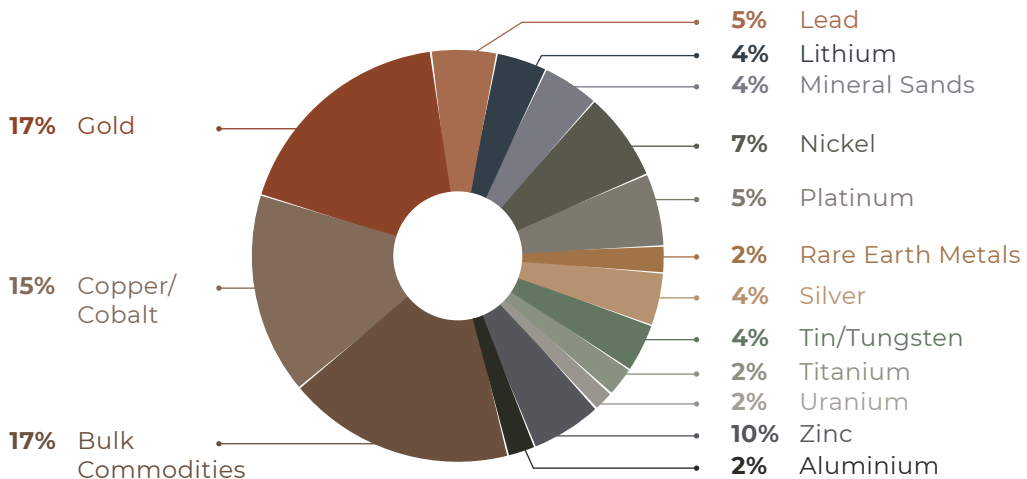
All shortlisted candidates were comprehensively interviewed (via video or in person). The successful candidate was a South African mining executive with top technical and commercial qualifications (MBA) and extensive strategic, technical, planning and operational skills. His market knowledge and investment management exposure provided additional compelling credentials for this role. Having managed several companies as CEO or COO in his career, his corporate development and leadership skills were second to none. The chosen individual had successfully executed mining projects in various African countries and managed start-ups in both East and Southern Africa. He has served on Boards as Chairman and held Directorships (Exec and Non-Exec) roles over the last ten years.

## DATA / DEMOGRAPHICS

### Nationality

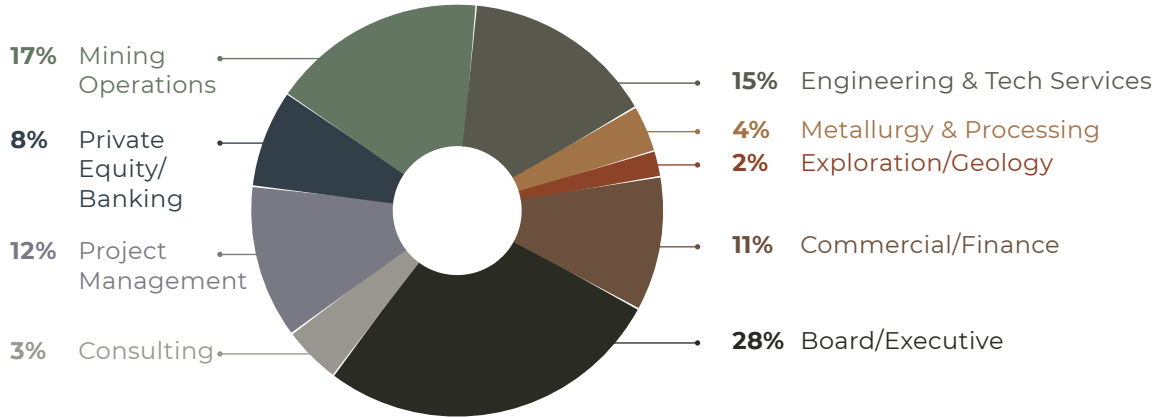


### Primary Commodity

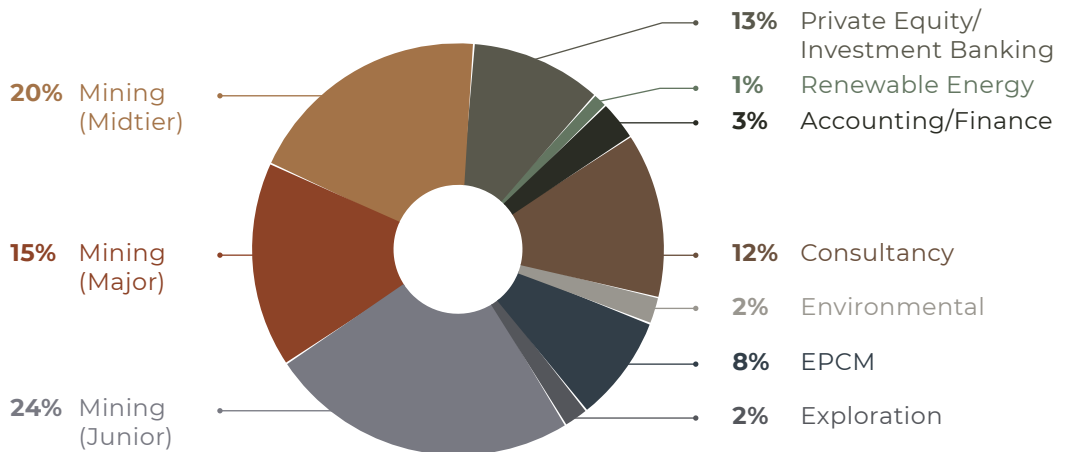


# 04 THE RESULTS

## Primary Discipline



## Company Type



# 05 FIT TO LEAD

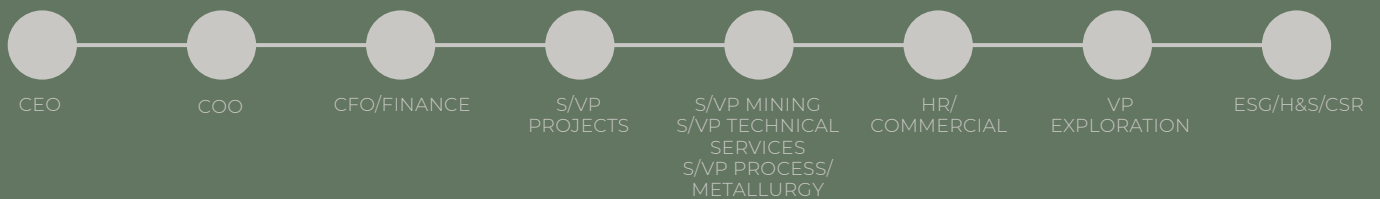
## The Problem

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.

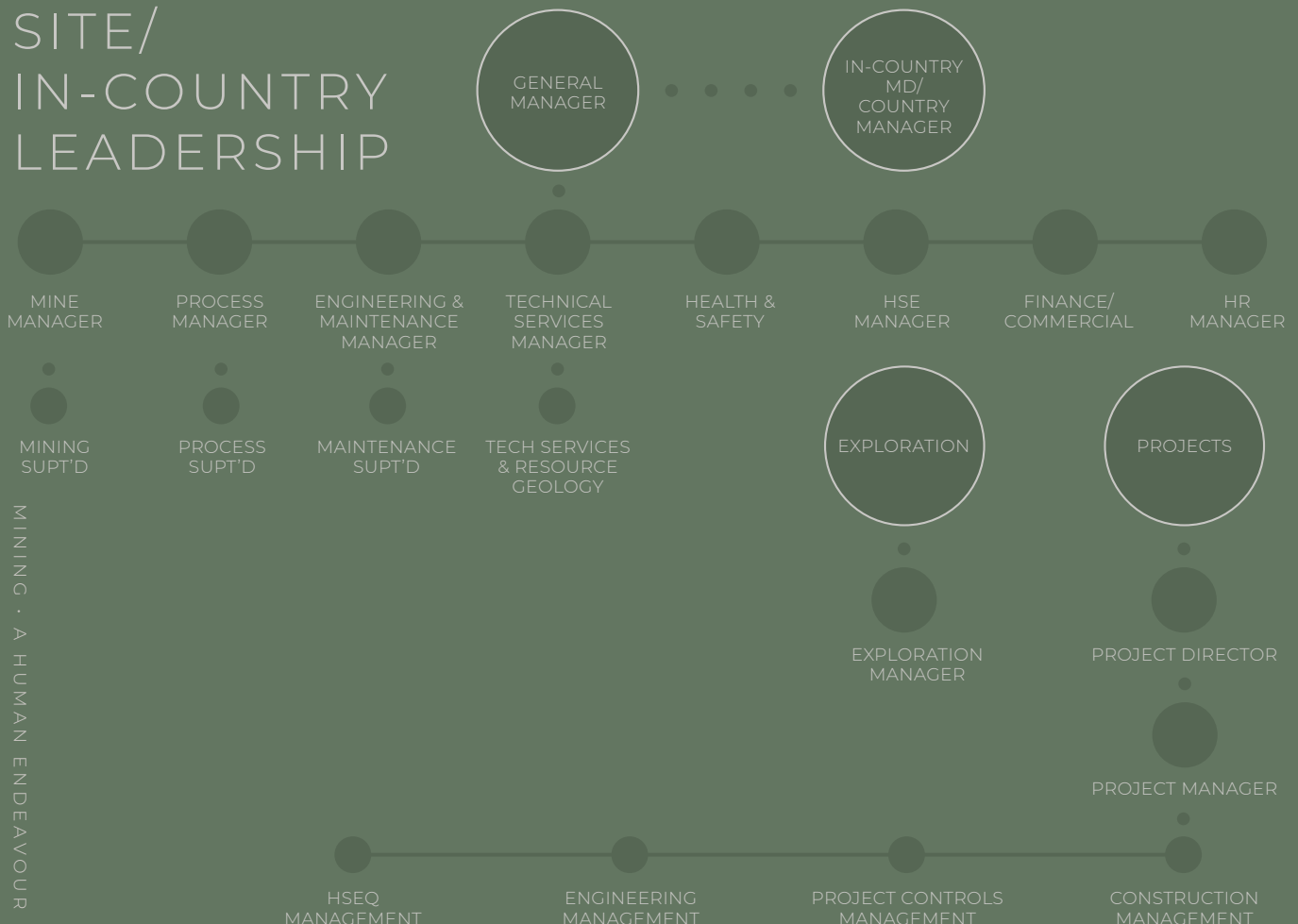
## How Are We Solving It?

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



06

# 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™

