

PEOPLE . PASSION . PERSISTENCE

MILLAR CAMERON

# EXECUTIVE SEARCH AND RECRUITMENT SOLUTIONS ACROSS *TECHNOLOGY & TELECOMMUNICATIONS*

*Our experienced Technology & Telecommunications team works with organisations that are contributing to a fully connected Africa, working towards complete digital and financial inclusion. We enable you to identify professionals to facilitate this goal and drive business success.*



# AN INTRODUCTION *TO MILLAR CAMERON*

Millar Cameron is an executive and professional search consultancy specialising in sourcing key talent for companies and organisations around the world.

Since Millar Cameron's inception in 2007, we have been sourcing high calibre leaders and executives for a wide range of businesses and institutions across Africa. Our passion lies in attracting, developing and retaining top talent in Africa's emerging markets, where incisive leadership is crucial. Our palpable commitment to Africa has led to recognition as one of the leading providers of executive and professional search solutions within the continent.





# TECHNOLOGY & TELECOMMUNICATIONS

There is little argument that enhanced connectivity has had a significant effect on the socio-economic development of Africa and will continue to do so. Increasingly, African companies and entrepreneurs are attracting global capital investment, while international corporations continue to focus on Africa as a key growth market.

Meanwhile the African continent continues to evolve with urban growth and an increasingly young population that is driving demand for digital services such as technology driven microfinance, mobile money, retail, alternative energy, health-tech, e-gov, OTT media services and more. Concurrently, provision of such services, as well as quality of life, is being enhanced by the employment opportunities that connectivity brings.

This serves to increase the need for secure and reliable network infrastructure and data storage facilities, an area which continues to be underserved, but is attracting increased investment.

The availability of suitable talent is a potential bottleneck to this sector's rapid development. At Millar Cameron we support Technology & Telecommunications leaders to identify the best-in-class local and expatriate talent. We have the market knowledge, access to cutting edge recruitment tools and the in-house research capability to identify and present shortlists of world-class candidates, often to challenging timescales.



# A HISTORY OF CONTINUED SUCCESS





# READ OUR *CASE STUDIES*

With a growing and increasingly tech-savvy African population in excess of 1.3 billion, the fact remains that over 60% of that population remain unable to reliably access the internet, excluding them from financial services, education, healthcare, communication, and other essential services, as well as routes to generate income.

We are intent on playing a part in changing this.

## *RAXIO DATA CENTRES*

The Raxio Group are scaling rapidly, investing in and building state-of-the-art Tier III data centres across Eastern and Southern Africa, addressing latent demand for critical infrastructure to facilitate digital transformation across the region.

### 1. THE CHALLENGE

To fuel ongoing growth, Raxio were in need of a strategic Group CFO experienced in Corporate Finance, a VP of Strategy, and multiple in-country Managing Directors. Given the nascency of carrier neutral data centres in the region, and therefore the nascency of the direct talent pool, it was instrumental to take creative avenues to access best-in-class candidates.

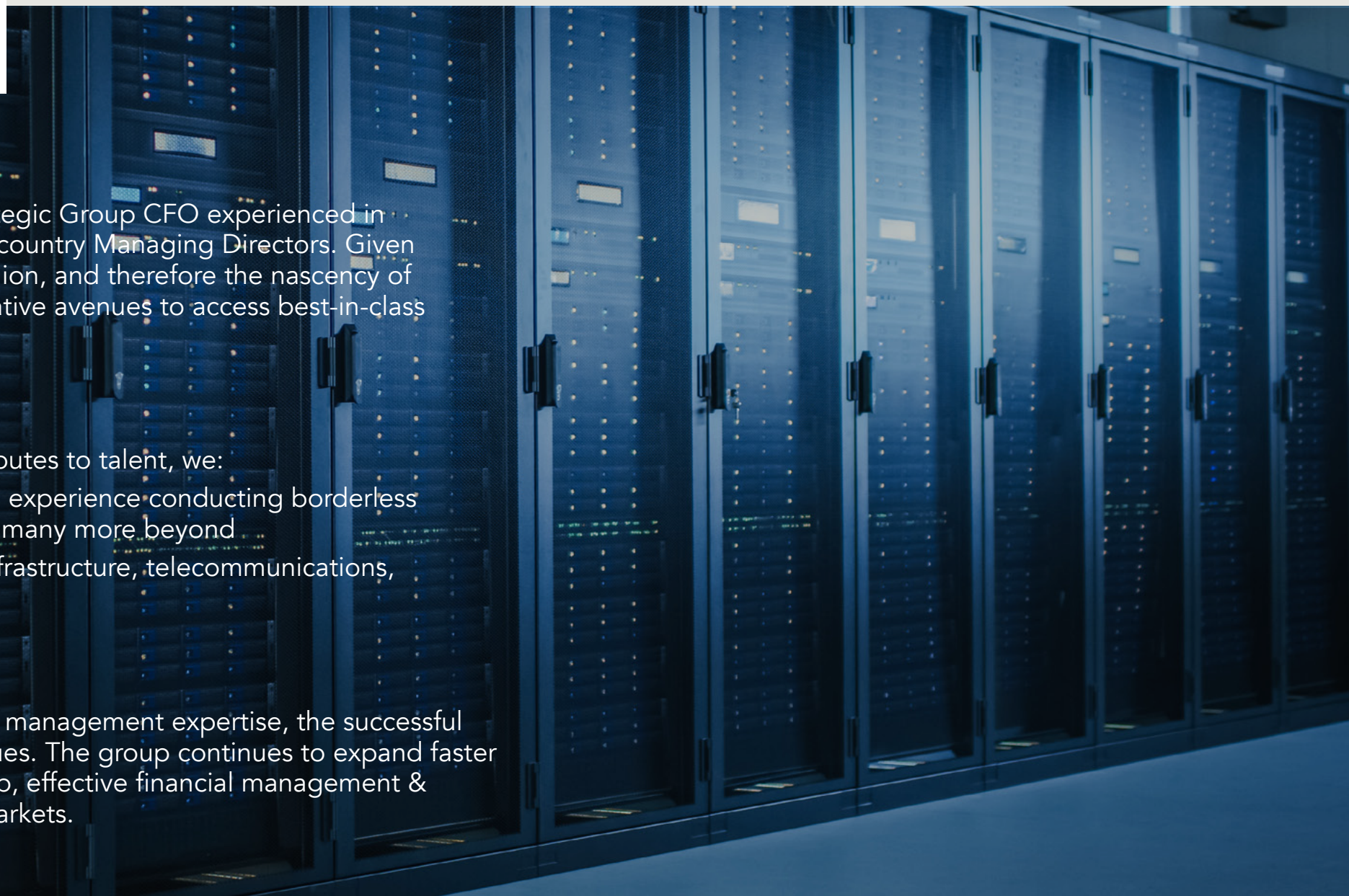
### 2. OUR APPROACH

To ensure that we had comprehensively covered all routes to talent, we:

- Leveraged our international presence, network and experience conducting borderless searches across over 40 countries within Africa and many more beyond
- Drew upon our deep network throughout digital infrastructure, telecommunications, real estate, and other capital-intensive industries

### 3. THE OUTCOME

Beyond simply bringing the necessary functional and management expertise, the successful candidates were also deeply aligned with Raxio's values. The group continues to expand faster than ever through both effective in-country leadership, effective financial management & fundraising, and strategic entry into high potential markets.





# READ OUR *CASE STUDIES*

“Millar Cameron offer real value at a competitive price. Our confidence in Millar Cameron’s executive search capabilities and their intricate understanding of the local dynamics through their Kenya office has led us to engage with them on several other searches. We would highly recommend them to any organisation looking to find senior and engaged business leaders across sub-Saharan Africa.”

Chris Rhodes, POA! Internet

## *POA! INTERNET*

POA! Internet is a Kenyan based Internet Service Provider at the forefront of providing connectivity into underserved communities throughout Africa. Having secured backing from Africa50 and other institutional investors, scaling was the company’s priority at time of engagement.

### 1. THE CHALLENGE

Scaling inevitably necessitates the hiring of senior executives to augment the skillset and capacity of the founding team. Key in this case was to effectively balance human capital budgets against the need to hire individuals who could future proof the business amidst rapid growth.

### 2. OUR APPROACH

Having gained a deep understanding of POA!’s business, from competitive landscape through to company culture, we married this against our industry knowledge and network to build:

- A bespoke search strategy including all relevant target geographies/industries/companies/positions for each role
- A tailored set of criteria across which we would assess candidates for each role. This went far beyond simply identifying relevant experience, and dove deep into performance and achievements in previous roles, cultural attitudes and motivation

With our dedicated research team working to identify exceptional candidates from first principles, we concurrently leveraged our network to gain efficient access to personally recommended candidates.

### 3. THE OUTCOME

Across ~2 years, we have successfully placed 5 high flying candidates at C-suite and Director levels, enhancing and diversifying the core team. All placed candidates remain at the company and are each contributing to ongoing growth. We continue to work with POA! as their sole supplier, receiving ongoing positive feedback.





# HOW WE CAN HELP

Our clients are considered our partners and a key element of our approach to each recruitment mandate is to take the time to gain a detailed understanding of your specific requirements and develop a bespoke search strategy that is tailored to your recruitment brief. Having developed an in-depth knowledge of the wide-ranging challenges pertaining to the industry, along with an extensive network of senior professionals devoted to tackling them, Millar Cameron is expertly positioned to recruit senior talent, as well as advise on matters such as diversity and inclusion goals, talent capacity and compensation.





# FIVE STEPS TO RECRUITMENT SUCCESS

*Our executive search strategy follows a five-step approach that is tailored to your organisation's requirements:*

## *1. Define*

We discuss all aspects of the role with you, including the capabilities, background, culture and competencies of the desired professional. This allows us to determine the search priorities and parameters, and the criteria against which candidates will be measured.

## *2. Develop*

We work with you to develop a bespoke outreach strategy that covers specific companies, industries and geographies that you want to target. We employ a combination of search methods, including research, direct headhunting, referrals and our established networks to identify a comprehensive longlist.

## *3. Engage*

We conduct competency-based interviews that are tailored to the role to thoroughly assess each candidate's fit against your requirements. We ensure that all aspects discussed during the define stage are covered during interviews, before collating the shortlist.

## *4. Present*

We present you with a pack comprising of a personal profile, interview notes, compensation information, and a detailed curriculum vitae, for each candidate that is shortlisted. We discuss reasons for shortlisting candidates with you and remain involved throughout the selection process, preparing and debriefing candidates after each step.

## *5. Close*

We conduct detailed reference reports on the selected candidate, and we can also provide background checks and psychometric testing, where necessary. We support you throughout the negotiation process to ensure a successful outcome.



# WE LEAD *FROM THE FRONT*

Our team is passionate about identifying the individuals whose expertise and experience will enable your organisation to contribute to a fully connected Africa. Our market knowledge and established regional network allow us to add value to your search.



Conor O'Callaghan, Managing Partner

*"In today's world, connectivity is increasingly seen as a human right. It's gratifying to see how African nations are embracing technology to decrease the digital and financial divide. By placing key leadership talent in the Technology & Telecommunications sector we are, in a small way, contributing to this change."*



Joe Sharpe, Consultant

*"Digital innovation is now transforming almost every aspect of life in Africa. Access to the best talent not only facilitates and augments the pace of this change, but also allows start-ups, multinationals, and investors alike to distinguish themselves in this new era. I am grateful to play a role in this ongoing journey."*





# ADDITIONAL SOLUTIONS

*We have represented 136  
nationalities in our shortlists*

## *Board Services*

Since our inception in 2007, we have partnered with many leading organisations in African countries. Our extensive network of board professionals allows us to engage with individuals whose experience is specialist and highly sought after, bringing fresh insights, complementary skills and diverse experience to your top table.

## *Succession Planning*

Forward planning is vital. We enable you to prepare for the future by identifying the existing senior leaders with the most potential within your organisation, as well as keeping our finger on the pulse of changes in the market that might determine leadership succession.

## *Talent Mapping*

We offer a talent mapping service to assist you in identifying the development potential of individuals within your organisation. Where talent gaps are identified, we partner with you to develop a strategy that both attracts and retains talented professionals. We also undertake salary benchmarking activities for key roles in your organisation to ensure a competitive remuneration package for employees.

## *Equality, Diversity and Inclusion*

We are committed to representing and advocating the best talent, irrespective of race, gender, disability, or sexual orientation. We work closely with our clients to formulate non-discriminatory role descriptions and search strategies that utilise multi-faceted channels, in order to attract top talent from the widest possible pool of candidates.

## *Our Other Sectors*

We have dedicated sector teams with the practical experience, insights and connections needed to deliver outstanding executive search and recruitment solutions in other highly successful and growing sectors that are fuelling Africa's economies. These include:

- Agribusiness
- Power and Infrastructure
- Financial and Professional Services
- Consumer
- Private Equity
- Industrial
- International Development





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millarcameron.com  
info@millarcameron.com

Nairobi: +254 794 613 541  
London: +44 2038 000 250  
Oxford: +44 1865 657 060