

Case Study

Appointing an NED to support a strategy of growth and diversification of service offering



CHALLENGE:

Our client is an AIM-listed business which provides professional and business services to a number of industries including hospitality, leisure, healthcare, and retail and is comprised of a number of trading brands. In addition to a requirement for an NED to take on the role of audit chair, they had identified the need for a fresh take on their growth strategy which centred on the implementation of digital and data platforms to collate the vast amount of data collected across all of its trading entities. This data could be exploited for marketing purposes and to devise new service offerings for existing clients.

Our client had realistic ambitions of being able to provide business customers with all the professional and business services they required. The successful candidate needed to have experience of growing businesses and have an entrepreneurial mindset to identify future opportunities and help the Executives mitigate against risk.

SOLUTION:

Because of the nuances of this role, we delivered an enhanced long list that was slightly longer than usual to ensure that we had represented as many industries and skill sets as possible, while ensuring all candidates were capable of/ keen to chair the Audit Committee.

The Nominations Committee selected a number of candidates to target. After an in depth interview process where we paid very careful attention to candidates' potential to fit comfortably to the well-established Board dynamic, we submitted a short list of five candidates.

OUTCOME:

After a two stage interview process with the Nominations Committee and the remaining Board Directors, our client was torn between three candidates. After further interviews with the Chair, the decision was taken to appoint two Non-Executives. Our client was reassured that this double appointment would save them another full search fee the following year, and enable them to commence their growth strategy without delay.

Key Points

- Our Client approached with a long 'wish-list' for their new Non-Executive Director, who would support the business' digital ambitions, have experience of growing businesses and be prepared and qualified to Chair the Audit Committee.
- The new Non-Executive Director would also be instrument in contributing to Board discussions around growth and diversification of the business' traditional product offerings
- Working closely with the Chair of the Nominations Committee, we devised a candidate brief to encompass the key points of this appointment, emphasising the opportunities afforded by the appointment.



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If you would like to learn more about this project, please contact **Andrew Smith** at andrew.smith@normanbroadbent.com for an initial confidential discussion.