General Manager

Candidate Pack – August 2026

About the Organisation

Organisation Context

The client is an impact-driven, vertically integrated livestock and beef company operating across the full value chain, from ethical livestock sourcing and climate-smart feedlot finishing to processing, retail and planned export growth. The business is transitioning from a founder-led enterprise into a professionalised, data-driven and investor-ready institution.

Why This Appointment Matters

- The organisation seeks a transformational leader to professionalise operations and scale towards 34,000 heads annually over 10 years.
- The role sits at the centre of a blended-finance growth strategy involving grants, DFIs, catalytic capital, and commercial lenders.
- The General Manager will embed ERP-driven decision making, performance management, and governance across the business.
- The role provides a rare opportunity to build an institutional-grade agribusiness platform while delivering commercial and impact outcomes.

The Role

Role:	General Manager
Location:	Nairobi, Kenya, with frequent travel
Contract:	Full-time, initial two-year contract
Reporting to:	Board of Directors / Founder (Executive Chairman)

Job Summary

The General Manager is responsible for translating the Board’s strategic vision into operational execution and leading the transition from a founder-led company to a professionalised, investor-ready enterprise. The postholder leads the senior leadership team, owns the consolidated P&L, drives capital raising and investor engagement, and ensures operational excellence, compliance and ESG performance.

Attraction of the Role

This is an opportunity to lead the transformation of a high-potential agribusiness into an institutional-grade enterprise, combining commercial growth, impact investing, ESG leadership and value-chain development across Kenya and regional export markets.

Responsibilities

P&L Ownership & Strategic Leadership

- Own the consolidated P&L across all value chain segments. Set and enforce company-wide KPIs cascading from Board-approved strategy to Head-level targets to Manager-level objectives to individual performance.
- Chair the weekly Executive Committee with the three Heads. Review dashboards, resolve cross-functional issues, and make resource allocation decisions. Monthly extended ExCo including all 5 Operations Managers.
- Lead the transition from founder-dependent decision-making to professional management: clear delegation of authority, documented processes, institutional knowledge capture. The GM should be making fewer operational decisions over time as the Heads and Managers build capability.
- Drive a culture of data-driven decision-making: every operational and commercial decision supported by ERP data, financial analysis, and scenario modelling. 'If it's not in the system, it didn't happen.'

Value Chain Oversight (via Head of Operations)

- Hold the Head of Operations accountable for: sourcing volumes and pricing (via Sourcing Manager), feedlot performance — ADG, FCR, mortality (via Feedlot Manager), fodder production cost and feed security (via Fodder Manager), processing efficiency — kill-out %, carcass utilisation, HACCP (via Processing Manager), and commercial revenue — retail, wholesale (via Commercial Manager).

- Review weekly operations dashboard with Head of Ops: sourcing pipeline, feedlot occupancy, processing throughput, cold chain compliance, commercial sales vs. target. Intervene only when cross-functional issues require GM authority or when performance is materially off-track.
- Approve strategic operational decisions: new sourcing regions, feedlot expansion triggers, processing capacity upgrades, new butchery locations, pricing strategy changes. Day-to-day operational decisions are delegated to the Head of Operations.

Financial & Institutional Oversight (via Head of Finance)

- Hold the Head of Finance accountable for: monthly management accounts within 15 days (segment-level P&L), IFRS/IAS 41 compliance, audit readiness, internal controls, ERP financial integrity, working capital management, tax compliance, HR systems, and IT infrastructure.
- Review monthly financials with Head of Finance: revenue vs. budget by channel, COGS per head/per kg, margin by segment, cash flow forecast, working capital position, variance analysis with ground-level explanation.
- Lead investor engagement: present the business to DFIs, impact investors, grant providers, and commercial lenders alongside the Board. The GM is the primary face of the business to institutional capital.
- Collaborate with financial modelling team on scenario stress-testing: sourcing price sensitivity, feed cost changes, processing volume variations, FX movements, capex decisions.

Quality & Food Safety Oversight (via CVO)

- Ensure the CVO has resources, access, and authority to enforce standards across ALL segments without operational pushback. Back the CVO when food safety requirements create friction with operational targets.
- Review monthly food safety report: HACCP compliance, microbiological results, mortality/morbidity trends, condemnation rates, cold chain performance, vet gap analysis, closure progress. Escalate systemic issues to the Board.
- Ensure the business maintains a 'perpetually DD-ready' posture on food safety and animal health — any DFI should be able to walk in unannounced and find compliant operations.

Governance, Compliance & ESG

- Ensure full regulatory compliance across all segments: DVS, KEBS, NEMA, KRA, county permits, employment law. Report quarterly to the Board.
- Champion ESG implementation: ESMS aligned with IFC Performance Standards, impact measurement (IRIS+), gender strategy (2X Challenge), and climate strategy. ESG is not a side project — it is embedded in the capital structure.

Team Building & Phase 2 Preparation

- Build and develop the three Heads and five Managers. Quarterly performance reviews. Succession planning for all critical roles.
- Plan the Phase 2 organisational transition: identify triggers for when Sourcing, Processing, and Commercial should elevate from Manager (under Head of Ops) to Head (GM-direct). Triggers include: sourcing >4 ASAL regions, processing >60 head/day, retail >6 butcheries plus wholesale plus export.

Candidate Profile

Experience and Qualifications

- Bachelor's degree in business, agriculture, food science, engineering, or economics. MBA is strongly preferred.
- 12-15+ years progressive leadership in agribusiness, food processing, or FMCG, with 5+ years as GM/CEO/MD with full P&L responsibility.
- Proven experience scaling a startup to institutional scale — building teams, systems, and governance from limited foundations.
- Deep understanding of livestock/meat value chains: feedlot economics, processing yield, cold chain, multi-channel commercial strategy.
- ERP implementation experience (Odoo/SAP) as an operational transformation tool. Personally fluent in dashboard-driven management.
- Strong financial acumen: IFRS, financial modelling, working capital management, investor presentations.
- DFI/institutional investor experience: due diligence, reporting requirements, covenant management.
- Emerging markets experience, ideally East Africa. Understanding of ASAL pastoral communities and Kenyan regulatory environment.

Leadership Profile

- Builder and systems creator rather than caretaker.
- Ground-level leader comfortable operating in field environments.
- Highly data-driven and KPI-focused.
- Commercially ambitious while committed to ethical and impact objectives.
- Credible with boards, investors, DFIs and lenders.

Key Performance Indicators

- Execution of growth strategy and achievement of throughput targets.
- Delivery of profitability, EBITDA and margin improvement objectives.
- Successful capital raising and investor readiness milestones.
- ERP adoption and KPI compliance across the organisation.
- Regulatory, ESG and food-safety compliance maintained.

How to Apply

All correspondence, at this stage, should be via Oxford HR. To apply for this post, click on the "Apply" button on the job advert page, complete our online application form, and submit your CV and cover letter as two different documents, which should be prepared before applying as they will be considered in the application process.

The cover letter should be no more than two pages long and explain why you are interested in this post and how your skills and experience make you a good fit.

The document should be saved in PDF in the following format: Your First Name-Your Last Name-Document Name-Date (mmyy) e.g., Pat-Jones-CV-0826 or Pat-Jones-CoverLetter-0826.

Timeline

Closing Date:	Ongoing until position is filled
First Stage Interviews:	TBD
Final Interviews:	TBD

Selection Process

All candidates will receive an update regarding their application after the closing date. We advise candidates to add the Oxford HR Consultant email address (see below) to their safe senders list and regularly check their spam folder.

Equality Statement

Equality and diversity are central to the client's values. Staff are expected to work collectively and individually to promote a constructive and sensitive approach to others from a variety of backgrounds, where the work of others is valued and respected.

Queries

If you have any queries on any aspect of the appointment process, need additional information, or would like to have an informal discussion, please email at psakwa@oxfordhr.com in the first instance.

About Oxford HR

Oxford HR is a B Corp certified leadership consultancy. Having worked within a diverse range of institutions, from not-for-profits and charities to governments and corporate environments, we've seen the powerful impact that the perfect team can have.

Finding innovative leaders can be a challenge; and yet their transition into leadership is vital to an organisation's mission and success. We work across the globe to search for and support remarkable leaders and teams, improve their board effectiveness and support on a range of leadership functions. Learn more at: oxfordhr.com