



# Cross-Border Negotiations

## OG Situation Analysis

Our client was a major player in Latin America private equity that had a significant stake in a consumer healthcare company with branches in Brazil, Mexico and Chile. The portfolio company wanted to expand into Colombia, a market that was also completely new to our client. Our task was to find a controller for the Colombian unit of the portfolio company.

The search's first complication was that the hire would have three different reports within the portfolio company: the CFO of Brazil, the CEO of Latin America and the President of Colombia. The second complication was that the stakeholders involved in the search had very different ideas of who would be the ideal candidate. Would a senior person from a big firm be the best person to bring leadership and stability to a rapidly growing team? Or would someone from a small- to medium-size firm, who was younger and hungrier, be more effective in an office that would have relatively little support? Finally, there was the question of the job's location: who would be happiest in Medellín?

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*“Thank you for your  
patience & perseverance.”*

CFO of Brazil

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## OG Approach

Options Group had its own cross-border team working on the search: Armando Garcia Weill, a Vice President based in São Paulo; and Angela Jimenez, a Vice President based in Bogotá. Together they had to focus on the stakeholders, working to align their visions of

the ideal candidate for the position. After exploring the possibilities of a more senior person, Armando and Angela encouraged our client to consider a more junior candidate pool. The CEO of Latin America then decided to look at candidates from smaller firms. At that point, Angela was able to leverage her local network and reached out to a broad, talented and exceptionally enthusiastic group of candidates in Medellín.

## OG Results

*A few months after the start of the search, the successful candidate started. The placement marks a first for both the portfolio company and the private equity parent. According to Angela, "one of the best achievements was to get this 'three-in-one' client to agree and hire the best candidate." Armando concedes that cross-border projects are "always challenging, but great team work, customer management and constant, open communication with all the sponsors involved were key to our success." The CFO of Brazil had the last word: "Armando and Angela, thank you for your patience and perseverance...To close this process in a so positive manner with persons in Brazil, Mexico and Colombia is for sure a great achievement. Thank you!"*

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