

# CLIVE PILLAY

BCom, MBA, Certified Director®, F.Inst.D, F.MIoD, MIoD (UK)

**Chief Commercial Officer | Sales & Business Development Director**

**Pan-African Infrastructure, Mining, Energy & ICT**

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## PROFESSIONAL SUMMARY

Pan-African C-suite leader with 30+ years driving multimillion-dollar growth across 24 countries. Built high-performance commercial engines delivering double-digit revenue growth and top ROI on major capex projects. Originated >\$750M in complex B2G/B2B deals (closing \$105M+ in EPC+F, PPPs, project finance). Scotwork-trained negotiator with direct access to Ministers, SOEs, DFIs, PE, and C-suite. Full P&L owner of \$100M+ businesses; repeatedly turned around underperformers with sharp focus on profit, cash flow, and ROIC. Pioneered new models and greenfield entries using tech and innovative finance. Trusted advisor to African governments, AfDB, IFC, World Bank, ECAs, and global banks. Certified Director; expert in capital structuring and development finance.

## PROFESSIONAL EXPERIENCE (chronological – most recent first)

### Commercial Director

Melki Group – Johannesburg (04/2023 – Present)

- Led B2B acquisition/negotiation of De Beers alluvial diamond mine in Northern Cape, operationalising asset with diversified revenue streams
- Structured €90 million DBSA-funded B2G schools project with Côte d'Ivoire Government, achieving financial close and positioning €190 million EPC+F expansions in Togo via DFI partnerships.
- Established Mauritius corporate structure/family office, facilitating cross-border B2B financing and strategic planning for African infrastructure deals.

### Managing Director

LSP Construction South Africa – Johannesburg (06/2022 – 03/2023)

- Launched SA high-voltage subsidiary, securing B2B accreditation with Eskom, Transnet, and PRASA, unlocking R250 million+ utilities tender pipeline.
- Forged Original Equipment Manufacturer (OEM) partnerships, enabling negotiated contracts in mining/transport for rapid business expansion.
- Architect of a Public-Private Partnership (PPP) programme between DBSA, commercial lenders and private sector investors to invest in municipal infrastructure – identified pilot projects in 2 municipalities in 10 months and 100% compliance with PFMA/MFMA.

### Managing Director & Principal Consultant

ADUS Consulting – Johannesburg (02/2021 – Present)

- Founded Pan-African B2B consultancy, originating €500 million+ social infrastructure pipeline and closing 2 transactions with DFIs (Afreximbank, DBSA, AFC) focusing on EPC/developer lead generation.
- Built export-credit alliances, de-risking B2B deals for SOEs/multinationals across sub-Saharan Africa, resulting in 95% forecasting accuracy and sustainable development focus.

## **Chief Commercial Officer**

**Consolidated Power Projects International – Mauritius (07/2017 – 01/2021)**

- Structured and closed \$105 million B2G export-credit project with Ethiopian Government, leveraging EKN/SACE/Swedish financiers and Standard Bank for high-voltage transmission infrastructure, boosting revenue growth by 150 % in Ex-SA utilities.
- Developed \$750 million+ single-sourced B2B/B2G pipeline across 24 markets, bypassing tenders utilising Government deviation procurement regulations.
- Cultivated global financier network (UKEF, Afreximbank, DBSA, SEK), accelerating deal cycles 20 % for enterprise clients in energy.

## **Business Development Director**

**Consolidated Power Projects (JSE-listed) – Johannesburg (01/2012 – 07/2017)**

- Drove 300 % order book growth (R1.5 billion to R6 billion) via B2G/B2B tenders/JVs with miners/utilities, including 27% Year 1 uplift through sales pipeline management.
- Increased project pipeline by 225% in 14 months (R2 billion to R6.5 billion) – growing to R18 billion.
- Opened 7 new markets: Ethiopia, Angola, Rwanda, Côte d'Ivoire, Nigeria, UAE and Oman.
- Executed partnership models for agents, joint venture and strategic partners.
- Implemented China sourcing for 15–25 % margin gains.
- Led Board mandated initiative and attained Level 2 B-BBEE for the Group meeting preferential procurement regulations advantageous for the Group.
- Rolled out Miller Heiman/SPIN training to sales team, enhancing Net Promoter Score (NPS).

## **Managing Director & Co-Owner**

**SPEL Plant Hire – Johannesburg (01/2008 – 12/2011)**

- Built and bootstrapped cash-positive small construction plant-hire startup to R3 million assets organically with no external funding.
- Managed company liquidity and debt profile by maintaining a debt-to-asset ratio of less than 5 % (versus industry average of more than 20 %).
- Maintained 100 % client retention, secured business with 5 of the largest construction companies in South Africa - Grinaker-LTA (2010 Soccer City Project), WBHO Construction, Protech Khuthele, Murray & Roberts and Group 5.  
Designed, programmed and implemented a bespoke customer focused plant management system in the small construction equipment plant hire industry that used technology to create a competitive advantage.

**GijimaAst Group (JSE-listed) – Johannesburg (11/2005 – 12/2007)**

- Exceeded R350 million annual sales target with landmark annuity wins with multiple SOEs and other Public Sector clients - City of Tshwane (3-year desktop support contract > R20 million), ACSA (3-year network support contract R100 million+), SARS (5-year desktop and server support contract R250 million+), Eskom (5-year EDMS project R160 million+).
- Built a qualified R500 million sales pipeline by aligning the divisional sales strategy with that of Government's technology roadmap for the various departments.
- Trained Account Management team on using a modified Miller Heiman sales framework and augmented by a SPIN Sales Training Programme for enterprise wins and business intelligence.

## Strategic Account Manager – Public Sector

GijimaAst Group (JSE-listed) – Johannesburg (06/2005 – 10/2005)

- Achieved 100 % of R100 million annual territory target in only 5 months, delivering full-year revenue 7 months ahead of schedule.
- Led a strategic partnership with Hewlett Packard (HP) to secure R100 million in projects.

## Earlier Career Roles (1993 – 2005)

- Various leadership roles in IT project management, bid management, solutions architecture and operations at AST Group, Absa IT, Datamax, Unihold Consulting, Nedcor IT and Nedbank. Delivered projects up to R50 million, reduced operational costs by 15-25 %, managed P&L for R30 million business units.

## BOARD & GOVERNANCE EXPERIENCE (37+ Years Cumulative – Ethical Leadership Focus)

### Executive Director

- Mauritius
  - Lumina Mining (08/2024 – present)
- South Africa
  - Melki Mining (12/2023 – present)
  - LSP Construction South Africa (06/2022 – 03/2023)
  - ADUS Consulting (02/2021 – present)
  - Consolidated Power Projects Group South Africa (02/2016 – 10/2019)
  - Consolidated Power Projects (01/2012 – 10/2019)
  - SPEL Plant Hire (01/2007 – 01/2012)
  - Datamax Consulting Services (01/2008 – 12/2009)

### Non-Executive

- South Africa
  - Fernridge Home-Owners Association NPC (07/2019 – 10/2020)
  - CONCO Energy Solutions (12/2016 – 10/2019)
  - CONCO Shared Services (03/2015 – 10/2019)
- Rwanda
  - CONCO Rwanda (04/2015 – 10/2019)
- Uganda
  - CONCO Uganda (04/2015 – 10/2019)
- Mauritius
  - Consolidated Power Projects International (01/2015 – 10/2019)
  - Consolidated Power Projects Group Africa (01/2015 – 10/2019)

### Committee Experience

- South Africa
  - Consolidated Power Projects Group (Risk committee) – 02/2016 – 10/2019
  - Consolidated Power Projects (Risk committee) – 01/2012 – 10/2019
  - CONCO Energy Solutions (Social and Ethics committee) – 12/2016 – 10/2019

## EDUCATION

- Master of Business Administration (MBA), dissertation pending – Wits Business School (2015)
- Bachelor of Commerce (Business Management & Strategic Management) – UNISA (2011)
- Management Development Programme - GIBS Business School (2007)

- Advanced Diploma in Business Administration and Project Management - University of Pretoria (2000)
- Diploma in Business Administration and Project Management – Damelin (1994)
- Bachelor of Science (2<sup>nd</sup> year incomplete) – WITS University (1992)

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## CERTIFICATIONS & PROFESSIONAL DEVELOPMENT

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- Certified Director® - IoDSA (2020)
- Scotwork Advancing Negotiation Skills Course (2017)
- Export Credit Financing Masterclass - World Bank (2015)
- Miller Heiman sales training - GijimaAst Education (2005)
- ITIL Service Management Certificate (Foundation) – CSMG (2005)
- SPIN Selling programme - Huthwaite Institute (2001)
- Certificate in Project Management - KandF Project Works (2011)
- Certificate in C++ Programming - Workgroups Institute (1997)
- Certificate in Visual Basic programming - Workgroups Institute (1994)
- Microsoft Certified Professional - Workgroups Institute (1994)
- Certificate in Advanced COBOL Programming - Intec College (1993)

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## PROFESSIONAL AFFILIATIONS

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- Institute of Directors of Southern Africa (IoDSA) - Fellow and Certified Director®
- Mauritius Institute of Directors (MloD) - Fellow
- Institute of Directors (IoD) – United Kingdom - Member
- The Ethics Institute - Member
- The Business Ethics Network of Africa (BEN-Africa) - Supporter
- The Institute of Risk Management South Africa (IRMSA) - Member

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## SKILLS & LANGUAGES

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### Skills

- **Strategic Leadership & Growth Execution** – 30+ years leading corporate strategy, commercial transformation and market expansion across 24 African countries.
- **Business Consulting & Advisory** – Experienced internal and external consultant to boards, executives and government stakeholders on strategy, financing, and organisational performance.
- **Business Development, Sales & Marketing Leadership** – Proven record building high-performance commercial functions, driving revenue growth and expanding market share across diverse sectors.
- **High-Value Deal Origination & Complex Sales** – Expertise in complex, multi-stakeholder transactions; originated and closed multimillion-dollar deals including \$105M+ EPC+F projects.
- **Negotiation & Deal Closing** – Advanced negotiation capability (Scotwork trained) with a strong track record of securing strategic partnerships, JVs and government-to-industry agreements.
- **B2G & B2B Engagement** – Extensive experience working with government ministries, SOEs, financiers and multinational corporates across Africa and internationally.
- **Client & Account Management** – Skilled in key account leadership, customer relationship management and driving long-term client retention in enterprise and government environments.
- **Pan-African Market Expertise** – Deep insight into regulatory, commercial and geopolitical landscapes across Africa; established networks with Ministers, SOE CEOs and financiers.
- **Commercial Structuring & Financial Acumen** – Skilled in capital structuring, export credit financing, DFI funding, financial modelling and pricing strategy.

- **P&L & Financial Management** – Experience managing full P&L accountability, budgeting, forecasting and commercial governance for multi-country business units and projects.
- **Market & Competitive Analysis** – Strong ability to identify growth opportunities, evaluate market-entry conditions and design data-driven expansion strategies.
- **Governance & Board-Level Leadership** – Certified Director® with extensive board, risk committee and ethics committee experience, including preparation of executive and board decision papers.
- **Strategic Project & Programme Leadership** – Strong background in PMBOK/Prince2 methodologies; led cross-functional initiatives, PMO establishment and delivery oversight.
- **Organisational Transformation** – Demonstrated ability to lead turnaround initiatives, restructure operations and implement compliance, governance and performance frameworks.
- **Entrepreneurial Innovation** – Founded and scaled two profitable companies; skilled in new business model creation and leveraging technology for competitive advantage.
- **Executive Communication & Representation** – Able to communicate complex strategies to boards, investors, governments and international partners with clarity and influence.

## Languages

- English – fluent
- Afrikaans – fluent