

Sarah Adam

Strategy & Operations

Dubai, United Arab Emirates | [LinkedIn](#)

For nearly eight years at Kearney, I've helped leadership teams decide where to grow, which opportunities and partners to pursue, and how to turn those choices into workable plans. My work has ranged from corporate strategy and commercial due diligence to new ventures, operating models and implementation across energy, industrials, mining, digital and the public sector in the GCC, Africa and North America.

Most recently, I spent six months on secondment to the World Economic Forum, working with companies across mining, electric vehicle, electricity grid and data centre value chains on critical minerals supply chain resilience.

I get energy from thoughtful and engaging colleagues who challenge one another and enjoy working through difficult problems together. I like both leading a team and getting into the details myself, especially when I can help turn an idea into something that works in practice.

EXPERIENCE

Project Fellow

Aug 2025 — Feb 2026

World Economic Forum

Geneva, Switzerland

Seconded from Kearney to the Centre for Advanced Manufacturing and Supply Chains, working in partnership with the Centre for Energy and Materials on critical minerals supply-chain resilience.

- Conducted more than 60 interviews with senior leaders across minerals & mining, electric vehicle, electricity grid, and data centre value chains to identify supply risks, commercial trade-offs and potential industry actions
- Structured research and detailed analysis, translating findings into a flagship publication ahead of the 2026 WEF Annual Meeting in Davos

Manager

Jul 2023 — Present

Kearney

Dubai, United Arab Emirates

Lead multidisciplinary teams on corporate strategy, transactions, new ventures, partnerships, and operational transformation for energy, chemicals, and mining entities across the GCC and North America

Select engagements:

- Led commercial due diligence for \$14B petrochemicals acquisition, assessing the market outlook, competitive positioning, business plan feasibility, and value-creation opportunities to inform a GCC energy major's investment decision
- Developed the business plan, governance model and 11-workstream activation roadmap for a digital services joint venture projected to generate \$375M over five years; aligned more than 35 stakeholders and supported two investment committee approvals
- Led an end-to-end critical-minerals assessment for a global energy company, developing supply-demand forecasts and mapping mineral dependencies; evaluated supply concentration, geopolitical and disruption risks, to inform development of mitigation scenarios
- Coordinated the "100 days" post-merger integration and activation of a large oilfield services business, involving more than 1,000 employees operations across multiple GCC countries
- Identified opportunities to improve efficiency by 20-30% across five processes and five subsidiaries of a GCC energy major, developing the supporting business cases and securing executive backing
- Evaluated an industrial IoT market-entry opportunity for a global energy company, assessing market attractiveness, investment criteria, and potential partners and developing joint business cases that helped progress multiple partnerships to signed MoUs

Associate

Jul 2021 — Jun 2023

Kearney

Dubai, United Arab Emirates

Select engagements:

- Designed the procurement operating model for a multibillion-dollar rail, transport and logistics organisation, covering organisation structure, governance, processes and capability requirements
- Developed the digital and IT strategy and operating model for a national research organisation, translating strategic priorities into initiatives and an implementation roadmap
- Helped design the strategy and lean, digital-first operating model for a new GCC government authority
- Defined the strategy and assessed growth opportunities for a private aviation company across new customer segments and service offerings

Senior Business Analyst

Jan 2020 — Jun 2021

Kearney

Johannesburg Area, South Africa

Select engagements:

- Identified and evaluated more than 30 partnership and investment opportunities worth over \$15B to support the development of strategic alliances between a GCC country and multiple African countries
- Evaluated the non-fuel retail business strategy and prioritised initiatives for a multi-national energy company seeking to diversify downstream revenue and improve profitability
- Designed an executive workshop on emissions reduction and decarbonisation for a multi-billion dollar African petrochemicals company

Business Analyst

A.T. Kearney

Jan 2019 — Dec 2019

City of Johannesburg

Select engagements:

- Prepared a 5-year development roadmap for a sub-Saharan African gas company, defining strategic priorities, organisational requirements, and implementation approach
- Assessed & modelled market attractiveness of African countries and sectors, using more than 50 socio-economic indicators to develop an international investment strategy

Intern

Jun 2018 — Dec 2018

Edlow International Company

Washington D.C. Metro Area

Supported project planning and regulatory analysis for the international transport of radioactive materials, including routing, quotations, material classification and compliance requirements

Intern

Nov 2014 — Feb 2015

Max Planck Institute for Dynamics of Complex Technical System

Magdeburg, Germany

Internship within the Physical and Chemical Foundations of Process Engineering group, with particular focus on crystallisation.

Conducted experimental and modelling work on industrial crystallisation, including data analysis in MATLAB.

Intern

Jun 2014 — Jul 2014

Pelchem SOC Ltd

Pretoria

Investigated the feasibility of replacing water pumps in a fluorine plant to optimise plant operation and minimise energy consumption

EDUCATION

University of Cape Town

Jan 2016 — Jan 2018

Master of Science (MSc) in Chemical Engineering

Combined Master's across the Catalysis and Bioprocessing Institutes. Six months of Catalysis course-work and 1.5 years of laboratory experiments.

Dissertation focused on synthesising silver nanoparticles for antibacterial, water purification purposes to improve drinkability, a pertinent problem to solve in Africa.

University of Cape Town

Jan 2012 — Jan 2015

Bachelor of Science (BSc) in Chemical Engineering

- Placed on Dean's Merit List each year of study
- Awarded the Gerda van Rosmalen prize: most promising student in Crystallisation & Precipitation course
- Invited to join the Golden Key Honour Society as a top achiever within Chemical Engineering

CERTIFICATIONS

Business Sustainability Management, Cambridge Institute for Sustainability Leadership (CISL)

Apr 2023

Python Essential Training, LinkedIn

Oct 2018

Business Foundations, LinkedIn

Aug 2018

Finance Foundations, LinkedIn

Aug 2018

SKILLS

Corporate Sustainability · Business sustainability · Financial Modeling · Financial Analysis · Strategic Planning · Business Strategy · Microsoft Office · Microsoft Excel · PowerPoint · Microsoft Word · Public Speaking · Teamwork · Engineering · Matlab · Process Engineering · Leadership · Research · Chemical Engineering · Project Management · Mathematics · Chemistry · Aspen Plus · Research and Development (R&D) · Data Analysis · Team Leadership · Organization Skills · Inorganic Synthesis · Nanoparticles · Communication · Problem Solving · Time Management · Analytical Skills · Aspen · Process Simulation · English · Scilab · TEM · Bacterial Cell Culture · Streak Plating · Management Consulting · Strategy · Organizational Design · Investment Strategies · Program Development · Emerging Markets