

CASE STUDY: STRATEGIC LEADERSHIP APPOINTMENT IN INDIA

Building regional excellence for a European MNC in the industrial sector to drive growth



Context

South Asia, Southeast Asia, Australia and New Zealand regions represented a high-growth opportunity for our global client in the manufacturing sector with headquarters in Europe and its India subsidiary listed on the National Stock Exchange. However, the complexity of operating across a blend of mature and emerging markets with differing regulatory environments, evolving landscapes and stakeholder expectations, posed an interesting leadership challenge. The company also has multiple manufacturing plants across India and the region, along with commercial operations, a technology centre, and an R&D hub locally. As such, a highly capable leader based in India with a transformative leadership approach was sought to harmonise regional operations under a unified strategy to drive long-term growth.

Objective

The objective was to identify a leader with a proven ability to drive business growth and navigate operational complexity. Beyond experience, the leader needed to be an inspirational and visionary executive who can bring together diverse markets under a shared direction. A key part of the role is fostering cultural alignment across the region while ensuring consistency with the company's global strategy. Moreover, the ideal candidate had to possess a strong grasp of the industry, a global outlook, and the ability to build meaningful partnerships in a geopolitically dynamic landscape.

Impact



To identify the ideal candidate, a tailored search strategy was implemented, targeting senior leaders from high-growth, internationally focused industrial organisations. The focus was on executives with a robust background in P&L management, multi-country operational leadership, and a proven history of driving strategic transformation across diverse markets. Additional emphasis was placed on board-level experience within publicly listed companies, cross-cultural leadership capability, and the ability to manage complex stakeholder relationships with a mature and strategic outlook.

The outcome was the successful placement of a highly accomplished leader with a unique combination of global expertise, deep industry knowledge, and strategic foresight. He was appointed to a dual role as both regional leader overseeing South Asia, Southeast Asia, Australia and New Zealand, as well as managing director of the company's publicly listed entity in India. Since taking the reins of the regions, the new executive has driven alignment between regional operations and the global corporate strategy, significantly accelerating growth initiatives and positioning the company for sustainable success across the regions.

HOW CAN WE HELP?

Partner with us to unlock the full potential of your organisation's leadership capabilities.

Contact our Industrial Practice consultants

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