

CASE STUDY: STRATEGIC COUNTRY LEADERSHIP APPOINTMENT IN INDIA

Enabling transformation and growth for a global specialty chemical group



Context

Since entering India through an acquisition in 2005, our client, a Germany-headquartered international holding group in the speciality chemical sector, has made significant long-term investments to build its Indian operations. Today, the Indian entity houses a global mother plant, with a large and continuously expanding manufacturing base, robust R&D capabilities, and global procurement function. It employs nearly 3,000 people and generates annual revenues of approximately €200 million. As the business expanded, the company sought a seasoned leader with strong multifunctional experience to drive further growth in the region.

Objective

The aim was to identify a leader capable of steering the business into its next phase of strategic transformation and regional growth. The ideal candidate needed to bring a blend of technical expertise and commercial acumen, complemented by a global perspective to manage customer and supplier relationships, and to rally colleagues from group companies across multiple geographies. Given the scale and complexity of the role, exposure to technology, commercial operations, and large-scale projects was also prioritised. The main responsibility of this leader was to elevate the company's market position across Asia and Africa through product innovation, while also diversifying into related and adjacent sectors via both organic and inorganic growth initiatives.

Impact



A broad-based search strategy was developed to identify leaders from industrial companies with focus on quality and processes – particularly those leading mid-sized businesses with manufacturing operations. The preference was for candidates managing businesses with revenues between € 100–150 million, with a strong track record of balancing operational performance with long-term strategic growth. Other key capabilities included an appreciation for product development, innovation, strong P&L management, profitability and cost controls, and experience managing complex operations.

The search culminated in the appointment of a highly qualified leader with a chemical engineering background and deep commercial experience, shaped by working across the US, Europe, and India markets. The selected executive now leads the India business as Executive Director, reporting to the Head of Asia & Africa and also serves as a member of the management board in Europe, bringing cross-functional strength and industry expertise to advance the company's strategic agenda and regional growth.

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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