



ATHENA
Executive Search & Consulting

Transformation & Transition



Case - 1

Client Overview

- The client is the world's largest independent provider of airline catering, hospitality and logistics services. Its current revenues are close to \$3.8 billion, and it employs over 20,000 people globally
- Headquartered in Zurich, Switzerland and founded in the early 90s, the company has been expanding aggressively across the globe by virtue of both organic as well as inorganic measures
- The company entered India by acquiring majority stakes in an Indian firm in 2010, the client subsequently fully acquired the Indian firm in 2012

Scenario

- Our client had acquired controlling stakes and subsequently the full ownership of a predominant Indian player in the airline catering industry
- Post the acquisition the firm had an integration challenge as the local firm was one of the largest companies within this vertical
- But it was predominantly a promoter driven organization with drastically contrasting systems, processes, procedures and culture



Hence, the client wanted to undergo a turnaround intervention to change and integrate the local business with the best practices and processes followed by the global organization.

Athena Executive Search & Consulting was retained to support this turnaround mandate for the client.

Athena's Turnaround Solution

- The client's requirements were discussed in detail leading to an in-depth understanding of their strategic goals and objectives
- Athena was engaged to handle 4 key aspects of the turnaround mandate: Organization Restructuring, Compensation & Benefits benchmarking, Skill Gap Analysis, and Executive Search
- Athena dedicated an internal team of consultants, vertical experts and appropriate resources to lead the search & consulting mandates
- We followed a detailed process of competition analysis, industry mapping, talent mapping and internal benchmarking to recommend the client on the right talent management strategies for the changed management intervention
- Additionally, we prepared a strong pitch book for the client's proposition and our experts represented it to engage with the desired candidates for the executive search mandates



Challenges

- While the client was acquiring the Indian business to set their footprint in the country, the airline's catering industry was going through an extreme turbulent phase in India
- The aviation sector was facing a lot of commercial challenges and most of the prominent players were either shutting down or downsizing
- The cost pressures on aviation business impacted the growth and profitability for the business in India. One of the critical challenges for the firm was to manage profitability in the business while not compromising the growth plans for the company
- The client also had an additional challenge in managing some critical HR issues like employee satisfaction and IR conflicts

Results

- Athena successfully completed the compensation benchmarking and skill gap analysis to recommend the client on the required Talent Management strategies and presented recommendation on critical organization design aspects
- We also successfully led the leadership searches for CFO, GM- Finance & Accounts and Head HR mandates.
- The appointed candidate has already made a huge impact on the change management mandate and Athena's selection process has been appreciated for bringing high impact leaders to the organization



Case - 2

Client Overview

- The client is a century-old iconic brand, inextricably linked to the invention of the original High-Pressure Laminate (HPL)
- They are the leading provider of designed surfacing solutions, guided by the philosophy of the highest ethical standards in all the aspects of the business including sales, marketing, sourcing, and supply chain management
- The organization had big plans for expansion in India as they are quite bullish in the Indian market
- Recently, they have launched a brand-new collection for India with a catalogue that reimagines the way we view spaces and surfaces
- The catalogue features quintessential staples while introducing new hyper-realistic materials

Scenario

- The client was looking to hire a seasoned business leader to spearhead the India portfolio and drive the Turnaround/Transformation mandate
- Athena helped in hiring an astute leader who would aim to double its dealers/distributors network in the future and witness three-fold growth
- Athena Executive Search & Consulting was retained and mandated at a very interesting phase of their growth journey w.r.t the India region and hire Managing Director, Head Sales to name a few critical leadership positions that would play an integral role in focusing on managing the business agendas, sales and operations as well as looking to drive an aggressive growth mandate in the region



Athena's Turnaround Solution

- A comprehensive study was conducted by a dedicated internal team of consultants and vertical experts at Athena to successfully achieve the goals and objectives of the client
- We executed a detailed process of a 3-tier industry mapping by identifying major Building Materials, Ceramics, Plywood, Paint having expertise in the required domains
- Athena mapped over 30 companies and 70-80 top executives from the target industry
- A strong pitch book was created for the client's proposition and was represented by our experts to engage with the desired candidates
- Our consultants strongly evangelized the targeted candidates against the reservations and exposed them to the opportunities in the proposition
- A thorough assessment of these candidates was carried out by our partners keeping the client's requirement as the screening criteria



Challenges

- With the limited talent pool available in the niche industry of laminates to attract leadership talent to an organization that was at a nascent stage of growth stood as a strong challenge
- They were looking for a strong sales leader with experience in both B2B and B2C channels from Laminates/Plywood, Ceramics/Sanitary Ware, KitchenWare, Ceramic Tiles, Paint Industry, Faucets
- They were looking at potential candidates who are dynamic business leaders with 15-25 years of experience

Result

- Athena was successful in hiring their Managing Director to head their India operations, grow its market position and meet the overall objectives of the company's growth
- The candidate continues to be an integral part of the leadership team with the client
- Athena has been successful in placing a seasoned leader who would drive their Turnaround mandate for them
- Athena continues to be their advisor and 'partner of choice' on key talent management aspects and also provides guidance in executing ongoing executive search requirements of the client