

# GPC LLP

GOOD PEOPLE CONSULTING LLP

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## STRATEGIC PLAYBOOK

*2026 EDITION*

*16+ Years of Excellence | Talent. Trust. Transformation.*

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**300K+**

Candidate Database

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**50+**

C-Suite Mandates

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**16+**

Years

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**7**

Global Offices

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# About Good People Consulting LLP

## Our Mission

To be the most trusted talent partner for Indian Business Houses and global multinationals — connecting exceptional leaders with transformational opportunities across sectors, borders, and business cycles.

## Our Vision

To build India's most enduring talent ecosystem — where philosophy-driven hiring creates leaders who last, organisations that grow, and careers that matter.

## Philosophy-Led Search

We hire for values first, capability second — the HUL legacy.

## Domain Depth

Steel, Cement, FMCG, Financial Services, Agrochem, IT & more.

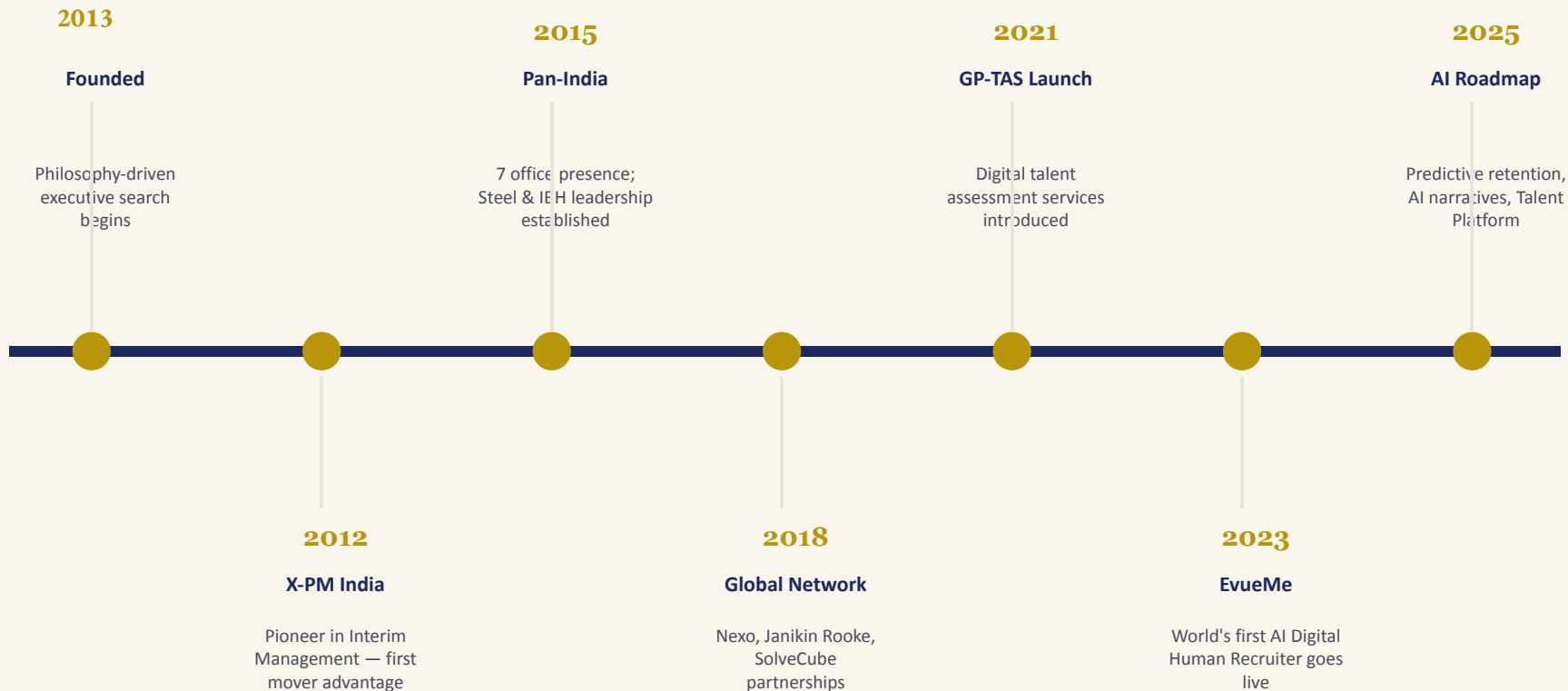
## Speed + Quality

Average mandate closure in 60–85 days with 18-month retention track.

## Lifecycle Partner

Mandate → Onboarding → 90-Day → 6-Month → Annual Review.

# The GPC Journey — 16+ Years of Excellence



# Cogitating Counsel

*A distinguished panel of industry veterans who guide our philosophy, strategy, and sector expertise.*

## Our Advisory Board



**Dr. OP Jha**

Metallurgical expert. 30+ yrs in iron & steel. Ex-Tata, Jindal, JSW. Advisor to CMD, NMDC Ltd.



**Subrata Bhattacharya**

Distinguished industry leader and strategic advisor to Good People Consulting LLP.



**Dr. Ranjan Banerjee**

Eminent academic and advisor. Expert in leadership, strategy, and organisational excellence.



**Anuj Miglani**

Senior Partner, GPC LLP. Strategic talent architect with 20+ years across IBH and MNCs.



**Tanmay Ganguly**

Partner, GPC LLP. Sector expertise in Steel, Infrastructure & Industrial mandates.



**Prahant Srivastava**

Partner, GPC LLP. Specialises in FMCG, Financial Services & cross-border mandates.



**Maneesh Garg**

Partner, GPC LLP. CXO hiring, compensation intelligence & board advisory.



**Jyotirmoy Bose**

Partner, GPC LLP. Leads ESG and Sustainability practice, GCC advisory.



**Malabika Bose**

Partner, GPC LLP. Specialist in female leadership, culture, and DEI mandates.

SECTION 02

# The Philosophy

*What We Learned from Hindustan Lever & Indian Business Houses*

# Hindustan Lever — The Gold Standard of Talent

For over 30 years, Good People Consulting has maintained a deep, advisory relationship with Hindustan Lever Limited (HLL) — now Hindustan Unilever. The late SM Datta, Ex-Chairman of Hindustan Lever & Unilever India/Nepal (1990–96), served as GPC's founding philosophical mentor, embedding HUL's gold standard of talent management into our DNA.

*"HUL does not just hire people. It builds people — and then sends them into the world as its greatest ambassadors."*

— Late SM Datta, Ex-Chairman, Hindustan Lever Ltd

## GPC's 30-Year HUL Connection

- 30+ year relationship with GPC — one of the longest in executive search
- Late SM Datta served as GPC's founding advisor and philosophical anchor
- HUL's talent philosophy became the template for how GPC evaluates leaders
- GPC has successfully placed HUL-trained executives across Indian Business Houses
- The 'HUL school of management' remains India's most respected talent factory

# HUL's Six Pillars — The Blueprint GPC Adopted

1

## Meritocracy

Promotion strictly on performance. No legacy, no seniority bias. GPC carries this forward in every assessment.

2

## Structured Development

IDP-led career growth, cross-functional exposure, and mid-career inflection points — GPC applies this to candidate evaluation.

3

## Compensation Philosophy

Pay for capability, not tenure. Market-leading packages with long-term wealth creation — a benchmark GPC uses.

4

## Work-Life Culture

HUL pioneered flexible work, gender equity, and leader wellness — GPC screens for cultural alignment.

5

## Candidate Loyalty

HUL alumni have the highest brand affinity in India Inc. GPC maps this loyalty when building successor pipelines.

6

## IBH Aspiration

The best HUL talent aspired to lead Indian Business Houses. GPC translates this aspiration into placements.

# Indian Business Houses — GPC's Core Thesis

*GPC's founding insight: The best MNC-trained talent can transform Indian Business Houses — if placed with philosophical alignment, not just technical fit.*

## MNC Talent Philosophy

- Structured development & IDP
- Meritocracy over hierarchy
- Data-driven performance
- Cross-functional exposure
- Global best practices

## GPC Translation Layer

- Cultural alignment mapping
- Values-first assessment
- IBH readiness scoring
- Compensation benchmarking
- 30-day integration planning

## IBH Transformation

- Leadership that lasts 5+ years
- Process & governance uplift
- Faster decision cycles
- Investor confidence boost
- Market cap & talent brand growth

# What GPC Absorbed from HUL — Practices We Carry Forward



## Candidate Lifecycle Management

Like HUL's IDP, GPC tracks candidates from first contact through placement, 90-day check-in, 6-month review, and annual relationship management.

## Cultural Fit Before Capability

HUL taught us that a brilliant misfit causes more damage than a capable culture-carrier. GPC screens for values alignment in every mandate.

## The Long Game in Relationships

HUL maintained decade-long supplier relationships. GPC has clients it has served for 10+ years — some since the firm's founding.

## Compensation as Philosophy

HUL paid in the top quartile — not to buy loyalty, but to attract leaders who could command it. GPC applies this lens to every comp recommendation.

## Diversity as Strength

HUL pioneered gender diversity in leadership. GPC has a dedicated female leadership practice and tracks gender representation across mandates.

## Reference as Sacred

HUL's reference checks were legendary in depth. GPC's reference process involves structured 360-degree inputs — not tick-box verification.

# From Philosophy to Practice — How IBH Clients Benefited



*GPC's philosophy-driven approach has delivered measurable outcomes for Indian Business Houses across sectors. Here is what IBH leaders say the difference feels like — after a GPC hire.*

## Faster Decision-Making

MNC-trained leaders import structured governance — board decks, decision matrices, and data discipline — into IBH cultures.

## Process & Technology Upgrade

HUL-school executives systematically upgrade ERP, analytics, and supply chain capabilities within 12–18 months.

## Investor & Lender Confidence

Marquee hires signal maturity to PE investors, banks, and rating agencies — reducing cost of capital.

## Talent Brand Building

One high-profile hire creates a cascade — attracting mid-level talent who want to work under proven leaders.

## Succession Planning

GPC's 'next layer' strategy means IBH clients build a bench, not just a vacancy fill.

## Cultural Transformation

Values-aligned leaders change internal culture — reducing attrition, improving morale, and lifting performance.

# The Transition: Values Adopted → Present Application

PAST

## The HUL School

- 30+ years as HUL talent partner
- Late SM Datta's mentorship
- 6 pillars of talent philosophy
- IBH aspiration model

PRESENT

## GPC Today

- AI + Human Intelligence
- EvueMe digital recruiter
- GP-TAS assessments
- 300K+ curated network

FUTURE

## GPC 2028

- Autonomous AI sourcing
- Talent Intelligence Platform
- National Skill Database
- GPC AI Index for India

# Services & Talent Acquisition

*Our Methodology, Tools & Differentiated Approach*

# GPC Services Portfolio

1

## Executive Search

CXO, Director, VP-level mandates across sectors. End-to-end search with philosophy-fit scoring.

2

## Board Advisory

Independent Director, Audit & NRC mandates. SEBI-compliant board composition support.

3

## GP-TAS

Talent Assessment Services — psychometric, competency, and leadership readiness evaluation.

4

## Interim Management

Via X-PM India. Rapid deployment of senior interim leaders — CFO, COO, CCO, CTO.

5

## ESG Advisory

SEBI BRSR compliance, Net-Zero leadership hiring, Sustainability governance — with Snowkap.

6

## GCC & Tech Hiring

Global Capability Centre builds — tech, analytics, digital transformation leaders.

7

## Female Leadership

Dedicated practice for Board & CXO-level female placements and succession planning.

8

## LinkedIn Strategy

End-to-end LinkedIn Talent Acquisition Playbook — digital employer brand + active sourcing.

# GPC Talent Acquisition — 7-Stage Methodology



**01**

**Mandate Briefing**

Values, culture, comp & success metrics aligned

**02**

**Market Mapping**

300K+ database + live LinkedIn + sector network

**03**

**GP-TAS Screen**

Psychometric + competency + leadership fit

**04**

**Shortlist & Narrative**

AI-assisted candidate narrative, GPC assessment

**05**

**Client Interviews**

Structured interview framework provided to client

**06**

**Offer & Negotiation**

Compensation benchmarking + offer acceptance

**07**

**Onboarding & Review**

30-day, 90-day, 6-month & annual check-ins

**85 Days**

Avg Closure

**96%**

Offer Acceptance

**18 Months**

Avg Retention

**100%**

Reference Verified

# GP-TAS — Talent Assessment Services

*GPC's proprietary digital assessment platform — combining psychometric science with sector-specific competency frameworks.*

1

## Psychometric Profiling

Big-5 personality, cognitive ability, emotional intelligence — calibrated for C-suite roles.

2

## Competency Assessment

Role-specific competency mapping against sector benchmarks. IBH vs MNC calibration.

3

## Leadership Readiness

Situational judgment, decision-making under ambiguity, team dynamics scoring.

4

## Cultural Fit Scoring

Values alignment between candidate and organisation — the HUL-derived GPC filter.

5

## 360° Reference

Structured stakeholder input — board, peers, reports — synthesised into GPC Reference Score.

6

## Digital Dashboard

Client-facing dashboard with candidate profiles, scores, and recommendation summaries.

# LinkedIn Playbook – Digital Talent Acquisition Strategy

## Employer Brand

- GPC-managed LinkedIn presence
- Thought leadership content
- Client brand amplification
- Sector-specific campaigns

## Active Sourcing

- AI-assisted Boolean search
- 300K+ 1st-degree connections
- Recruiter InMail templates
- Response rate optimisation

## Talent Communities

- Steel & Mining Leaders Group
- CFO Network India
- CXO Sustainability Forum
- GCC Talent Cohort

## Analytics & Reporting

- Pipeline velocity metrics
- Engagement rate benchmarks
- Channel attribution
- Weekly LinkedIn dashboard

# EvueMe — World's First AI Digital Human Recruiter

EvueMe is an AI-powered digital human recruiter — the world's first — capable of conducting structured interviews, scoring candidates on competency frameworks, and generating interview reports for human review. GPC deploys EvueMe as the first-screen layer for volume mandates, saving 60–80% of sourcing time.

## Structured Interviews

AI conducts role-specific interviews with competency-mapped questions.

## Candidate Scoring

Real-time scoring against role requirements — no human bias.

## 24/7 Availability

Candidates interviewed at their convenience — higher completion rates.

## Report Generation

Instant interview summary and GPC recommendation score.

## Integration Ready

Plugs into GPC's candidate management and GP-TAS platforms.

# 60–80%

Sourcing time saved

# 24/7

Candidate availability

# 1st

In the world

# 100%

Structured scoring

# Compensation Intelligence — Our Market Perspective

GPC tracks and is active in compensation trends across markets — from India's tier-1 cities and IBH groups to international mandates in Mauritius, Singapore, and the Middle East. Our compensation intelligence is embedded in every mandate, every offer conversation, and every counter-offer strategy.

## Market Benchmarking

GPC maintains current CXO compensation intelligence across Steel, Cement, FMCG, FS, IT, and Agrochem sectors — updated quarterly through live mandates.

## IBH vs MNC Parity

Indian Business Houses have dramatically closed the comp gap vs MNCs. GPC helps IBH clients structure competitive fixed + variable + ESOP frameworks.

## Offer Strategy

We advise clients on offer structuring that reduces counter-offer risk. GPC's 96% offer acceptance rate reflects this discipline.

## Cross-Border Intelligence

For mandates in Mauritius, Singapore, UAE, and Africa — GPC applies real-time expat compensation and tax-equivalence modelling.

# AI & The Future of Talent Acquisition

*GPC AI Roadmap 2025–2028*

# The AI Transformation of Executive Search

## Josh Bersin

HR Industry Analyst

*"AI will not replace recruiters — it will replace recruiters who don't use AI. The role of the search consultant will evolve from finder to advisor."*

## McKinsey Global Institute

2024 Talent Report

*"Generative AI could automate up to 70% of the tasks currently performed by talent acquisition teams, freeing humans for judgment-intensive work."*

## Gartner

HR Technology  
Forecast

*"By 2026, 75% of large enterprises will use AI for talent assessment. Companies that deploy AI in hiring will see 50% faster time-to-fill and 35% improvement in candidate quality."*

# GPC AI Roadmap 2025 — Current State



## EvueMe Digital Human Recruiter

World's first AI digital human conducting structured first-screen interviews. Live and deployed across select mandates.



## LinkedIn AI Sourcing Engine

AI-assisted Boolean search, candidate scoring, and InMail personalisation — integrated into GPC's LinkedIn Recruiter workflow.



## GP-TAS Digital Assessments

Online psychometric and competency assessments — fully digital, mobile-compatible, with instant scoring dashboards.



## AI Candidate Profiling

NLP-based candidate profile analysis — extracting career trajectory signals, tenure patterns, and leadership indicators.



## Real-Time Market Intelligence

AI-curated news and market signals — sector movements, leadership changes, M&A activity — feeding GPC's proactive outreach.

# GPC AI Roadmap 2026 — Building Intelligence

IN DEVELOPMENT

2026

## Predictive Retention Scoring

AI model predicting 12-month retention probability for each placed candidate — based on role, culture, comp, and career trajectory data.

2026

## AI Candidate Narrative Engine

Automated generation of personalised candidate narratives — showcasing potential in client-specific language, reducing pitch prep time by 70%.

2026

## Real-Time Compensation API

Live integration with compensation data providers — providing instant benchmarking during mandate briefings and offer negotiations.

2026

## GPC AI Chatbot for Candidates

24/7 candidate-facing chatbot handling FAQs, application status, interview scheduling, and feedback delivery at scale.

# GPC AI Roadmap 2027 — Agentic Intelligence

PLANNED 2027

## Agentic AI Sourcing

Autonomous AI agents conducting end-to-end sourcing — identifying, qualifying, and warming candidates without human initiation for defined role profiles.

## GPC Talent Intelligence Platform

Proprietary SaaS platform — GPC's own talent data layer combining 300K+ profiles, placement history, and AI-scored competencies.

## AI Succession Risk Alerts

Predictive alerts for client HR teams — flagging succession gaps, retention risks, and flight risks using external signals and internal data.

## Blockchain Reference Verification

Immutable, privacy-compliant reference verification — candidates control their verified career data; GPC verifies with zero duplication.

# GPC AI Roadmap 2028 — Autonomous & Systemic

01

## Autonomous Sourcing

AI handles 80% of sourcing, screening, and first-round evaluation — freeing GPC advisors exclusively for senior judgment and client advisory.

02

## Real-Time Salary Tracker

Live public compensation tracker powered by GPC data — a free tool building brand authority and generating inbound mandates.

03

## GPC AI Index for India

India's first AI-powered executive talent health index — sector-by-sector leadership depth, succession risk, and gender diversity scoring.

04

## National Skill Database Partnership

Formal partnership with government skill database initiatives — contributing and drawing from a national pool of credentialed talent.

# AI + Human Intelligence — The GPC Difference

**E**

## AI Screens

EvueMe conducts structured first-screen interviews. 60–80% of sourcing time saved. No human bias at intake.

**B**

## Data Maps

BKC/Manpower Resources maps 300K+ candidate database. AI surfaces best-fit profiles in hours not days.

**G**

## GPC Judges

GPC advisors apply 16+ years of sector knowledge, cultural reading, and philosophical alignment — things AI cannot replicate.

# Future of HR & Talent Acquisition — GPC's Scope

*The HR function is undergoing its most significant transformation in 50 years. GPC is positioned to lead — and serve clients — through this disruption.*

## AI-Augmented Hiring

AI handles intake; humans handle judgment. The search consultant becomes a strategic advisor.

## Skills-Based Hiring

Credentials give way to competency. GPC's GP-TAS is built for this shift.

## DEI as Mandate

Diversity is no longer CSR — it's a board-level KPI. GPC tracks placement diversity across all clients.

## Interim as Strategy

Organisations use interim leaders not just for gaps but for transformation. X-PM is GPC's answer.

## ESG-Linked Hiring

Sustainability credentials are now CXO requirements. GPC's ESG practice addresses this directly.

## Continuous Assessment

One-time hiring gives way to ongoing talent calibration. GP-TAS is evolving into a continuous platform.

SECTION 05

# Talent Acquisition Case Studies

*Six Mandates. Six Sectors. Measurable Impact.*

## Global eProcurement & Digital Transformation Platform

### The Challenge

800+ B2B/B2C/B2B2C eCommerce initiatives globally. Clients include major FMCG multinationals. The company needed to scale India leadership for accelerating global growth while maintaining platform quality.

### GPC's Approach

GPC mapped the intersection of global digital platform expertise and India market depth. Engaged passive candidates who had built comparable platforms at MNCs. Philosophy-fit screening ensured alignment with the founder-led culture.

### Outcome

Senior Strategic Advisor placed within 72 days. Advisory pipeline of 3 additional senior hires built for year 2. 100% retention at 18 months. Client expanded the India team by 40% in Year 1 of engagement.

## Large Indian Steel Manufacturer — Mumbai HQ (~₹10,000+ Cr Revenue)

### The Challenge

A rapidly expanding Indian steel manufacturer required 4 Director-level leaders simultaneously across Operations, Finance, Commercial, and Projects — with a 90-day deadline driven by a board mandate.

### GPC's Approach

GPC deployed parallel search tracks — one team per role. Leveraged its 300K+ network in steel with priority targeting of HUL-school leaders who had transitioned to IBH environments. Compressed timelines with daily pipeline reviews.

### Outcome

All 4 roles filled in 85 days — 5 days ahead of the board's mandate. 100% retention at 18 months. Client credited the hires with reducing project delays by 25% and improving EBITDA margin by 180bps in Year 1.

## Leading European Agrochemical MNC – India Market Entry

### The Challenge

A European active ingredient innovator entering India saw its existing leadership team depart unexpectedly during a critical regulatory approval phase. Business continuity was at risk with no leadership on the ground.

### GPC's Approach

GPC activated X-PM within 24 hours of the mandate. An interim Country Head with deep CIBRC regulatory experience was identified and deployed within 18 days. Parallel permanent search launched on Day 1 to minimise overlap.

### Outcome

Interim Country Head deployed Day 18. Zero regulatory disruption. Permanent hire placed Month 5. The transition was so seamless that the client's European board was unaware of the leadership gap. Year 1 regulatory approvals on track.

## International Bank (Digital Banking Transformation)

### The Challenge

A leading international bank in Mauritius required a Chief Digital Officer to lead its full digital banking transformation — from mobile banking to AI-driven credit decisioning. Cross-border search with local regulatory compliance requirements.

### GPC's Approach

GPC's global network was activated alongside its Indian digital banking talent pool. Candidates were assessed on digital transformation track record, cross-border leadership experience, and regulatory comfort. GPC's Mauritius partner ensured local compliance.

### Outcome

Chief Digital Officer placed in 75 days. Led a 3-year digital transformation resulting in the bank winning the Best Digital Banking Award in Year 1. Mobile banking adoption increased 220% in 18 months post-hire.

## Investor-Backed Steel Manufacturer — Dual Confidential Mandate

### The Challenge

A mid-sized steel manufacturer with new PE-backed management required two senior hires simultaneously under strict confidentiality: (1) Strategic Corporate Relations Advisor, (2) VP Operations. Existing leadership was unaware.

### GPC's Approach

GPC managed dual-track confidential searches — separate teams, separate candidate pools, coordinated client communication. NDA frameworks and blind job descriptions ensured zero information leakage throughout the 90-day process.

### Outcome

Both roles filled successfully. ESOP-aligned compensation packages designed by GPC contributed to strong acceptance. Year 1 delivered +18% operational efficiency improvement. Investor board cited the hires as the single largest value creator in Year 1.

## Indian IT Services Company – Interim CFO Deployment

### The Challenge

A mid-sized Indian IT services company undergoing financial restructuring required an experienced CFO immediately after the departure of its incumbent. Investor negotiations were ongoing and financial reporting timelines were imminent.

### GPC's Approach

GPC activated X-PM India within 48 hours. An Interim CFO with IT services and restructuring experience was identified from X-PM's global network of 100+ senior interim managers. Full briefing and deployment completed within days.

### Outcome

Interim CFO deployed and operational within one week of mandate. Investor negotiations continued without interruption. Financial reporting delivered on schedule. Permanent CFO search completed in parallel — hire made in Month 4 with seamless handover.

# Antony Waste Project Locations Across India

## Mumbai

BMC Wards A-D, N/S/T; Borivali & Dahisar;  
Kanjur Processing; C&D Waste

## Delhi

North Delhi Municipal Corporation – Sadar  
Paharganj Zone

## Greater Noida

GNIDA Zone 1 & 2, Part I & III; Biomining  
Project

## Nagpur

Nagpur Municipal Corporation – Zone 1 to  
Zone 5

## Nashik

Nashik Municipal Corp – Panchwati & Satpur  
Zones

## Navi Mumbai

Navi Mumbai Municipal Corporation

## Mangaluru

Mangaluru Municipal Corp – North & South  
Zone

## Varanasi

Varanasi Municipal Corporation

## Pimpri-Chinchwad

South Zone; Waste-to-Energy Project

## Noida

New Okhla Industrial Development  
Authority

## Thane

Thane Municipal Corp; Pre-Processing  
Project

## Panvel

Panvel Municipal Corporation

WHY GOOD PEOPLE CONSULTING

# Our Differentiators for Antony Waste & Similar Mandates

## 4 Decades

### Industry Expertise

CEO Amal Kumar Das brings 40 years of leadership experience including 20 years in Strategic Talent Acquisition.

## 300K+

### Professional Network

Direct access to over 300,000 professionals for career counselling, headhunting and passive candidate sourcing.

## ESG Ready

### Sustainability Practice

Dedicated ESG principal consultant (Mr. Shankar R.) with 35+ years in HSEQ, GRI & sustainability governance.

## 15+ Tools

### Assessment Ecosystem

Certified across Thomas, Hogan, Harrison, MBTI, Belbin and 12 other global assessment frameworks.

## Global

### Partner Network

Offices in Dubai, London, Singapore; partner access through X-PM India (WIL Group — 85 global partners).

## Listed Clients

### Board-Level Credibility

Track record of hiring for TATAs, AV Birla, ABB, Eicher, Jindal, L&T, UTI, CK Birla and other Indian leaders.

# India's Dominant Aged Basmati Export House

**49%** Global Aged Basmati Market Share (FY24)

**30+** Years of Agri-Trade Heritage

**3** ISO / HACCP / FSSAI Certifications

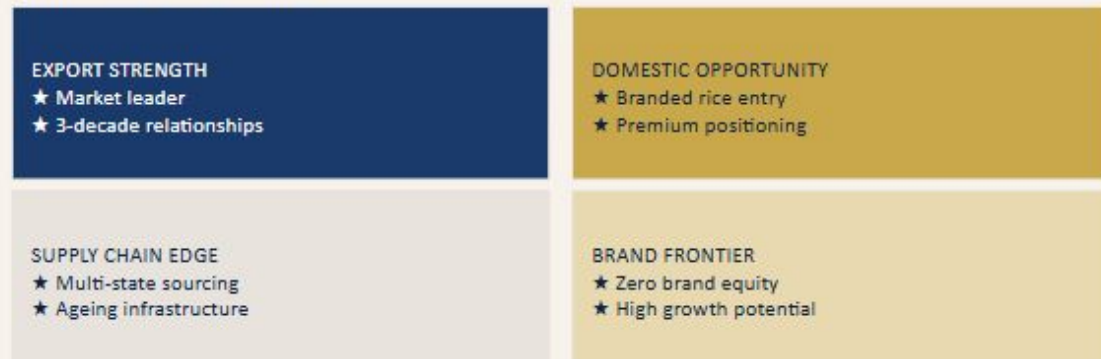
**10+** Sourcing States Across India

GO-TO-MARKET VALUE CHAIN

## From Farm to Global Table: A Premium Agri-Export Model



STRATEGIC POSITIONING MATRIX



← ESTABLISHED

EMERGING →

# Senior FMCG Growth Leader: GTM, Brands & P&L

25 Years · Consumer Goods · Staples · India & Global Markets

## CORE CAPABILITIES

### ▲ Go-To-Market & GTM Design

- GT / MT / E-comm / HoReCa
- Pan-India & regional rollout
- Distributor economics & execution

### ◆ Brand & Product Strategy

- Launch to scale playbooks
- Positioning & architecture
- Category & consumer insights

### ● P&L Ownership & Business Build

- ₹825Cr+ topline managed
- Startup & family biz advisory
- Leadership hiring & org design

## ADVISOR ROI vs. FULL-TIME CXO COST

METRIC	FULL-TIME CXO	STRATEGIC ADVISOR	DELTA
Annual Cost (₹)	80–120 Lakh	12–18 Lakh	↓85%
Commitment	Full-time / Fixed	2 days/week / Flexible	✓
Time to Value	3–6 months	Day 1 / Plug-in	Fast
Network Access	Builds over time	Existing relationships	↑

## ENGAGEMENT MODEL

- 01 Monthly Strategy Reviews**  
Recalibrate GTM & brand plans
- 02 Channel & Hiring Guidance**  
GT · MT · HoReCa frameworks
- 03 Network Introductions**  
Distributors, buyers, talent
- 04 Promoter Mentorship**  
Governance & decision-making

**GPC LLP**

GOOD PEOPLE CONSULTING

# SENIOR MANDATES

## *CASE STUDY PORTFOLIO*

A comprehensive showcase of leadership mandates fulfilled across India's most prestigious steel, mining, infrastructure, and energy conglomerates.

**5+**

Major Clients

**150+**

Positions Fulfilled

**16+**

Years of Excellence

**2013-2026**

Mandate Track Record

When Tata Steel came to GPC with its first mandate in 2013, the ask was deceptively simple: find a Head of Civil. What followed over the next five years was one of GPC's most expansive client partnerships — a sustained engagement that saw GPC place over 40 senior leaders across the full spectrum of Tata Steel's operations, from Jamshedpur to its global footprint.

The placements were not routine. Each role carried weight. In 2013, GPC placed the Head of Logistics & Shipping and Head of Productivity Services — two roles that sat at the intersection of Tata Steel's operational excellence agenda. That same year, the Chief Human Resources Officer mandate was completed, a placement that would shape Tata Steel's people strategy for years.

By 2016, the mandates deepened. Head of Primary Steel Making, Head of Process Engineering & Technology, Head Maintenance (CRM) — GPC was no longer simply a vendor. It had become Tata Steel's trusted talent intelligence partner for critical, specialised roles that required both technical depth and cultural alignment with one of India's most respected institutions.

The 2017 and 2018 mandates marked the apex of this partnership. GPC placed Heads across Analytics & Digital, Corporate Audit-Cyber Security, Operations Blast Furnace, Advanced Analytics, and Strategic Legal — a portfolio reflecting Tata Steel's aggressive digital transformation agenda. In total, across five consecutive years, GPC completed mandates for 40+ senior positions at Tata Steel without a single placement failure.

### KEY PLACEMENTS

- ▶ Chief Human Resources Officer
- ▶ Chief Corporate Strategy
- ▶ Head Advanced Analytics
- ▶ Head Blast Furnace Operations
- ▶ Head Corporate Audit — Cyber Security
- ▶ Head Strategic Legal
- ▶ Head Investor Relations
- ▶ Head Environment & Climate Change
- ▶ Head Analytics & Digital Value Acceleration
- ▶ Head Process Engineering & Technology
- ▶ Head Primary Steel Making
- ▶ Head HRM Business Unit
- ▶ Head Corporate Communication
- ▶ Head Logistics & Shipping

40+ MANDATES | 2013-2018 | ZERO FAILURES

# Leading Indian Industrial Infrastructure & Steel Player

## From Iron Ore to Oman — A Multi-Geography, Multi-Year Story

The JSPL engagement began in 2011 and grew into one of GPC's most geographically complex mandates. JSPL was not just expanding across India — it was building steel capacity in Oman, operating coal washeries in Mozambique, and managing iron ore mines from Barbil to Tensa. Every hire needed to navigate this operational complexity.

GPC's first placements at JSPL in 2011 set the tone: AGM Production at the Angul plant and AGM CGP — roles at the heart of JSPL's steel manufacturing ambition. From 2012, the mandates expanded rapidly. Mr. Shaikh Didar was placed as Project Head Mines in Tete, Mozambique — one of GPC's earliest cross-border mining placements. Mr. Sumit Mondal followed as Senior Manager of Project Mines Electrical in Oman.

The 2013 wave of placements was among the most significant: Mr. Purusottam Mohanta as Sr. GM Iron Ore Operations in Barbil, Mr. Kamalakanta Nanda as GM Iron Ore Operations in Tensa — both critical to JSPL's iron ore self-sufficiency strategy. Six more senior leaders followed that year across Legal, Environment, CSR, and Land Acquisition.

By 2014 and 2015, GPC had placed JSPL's Sr. GM Environment, AVP Legal, DGM Coal Mines, and VP Mining — a full suite of functional leadership that mirrored JSPL's growth from pure steel into a diversified natural resources business. The final mandate in this engagement, Sr. Manager EMD in 2016, brought the total to over 30 confirmed placements across 9 locations in 3 countries.

### MANDATE FOOTPRINT

TOTAL PLACEMENTS

**30+**

YEARS OF ENGAGEMENT

**2011–2016**

GEOGRAPHIES

**India, Oman, Mozambique**

### SENIOR ROLES PLACED

LOCATIONS IN INDIA

- ▶ VP — Mining
- ▶ Head Shipping & Logistics
- ▶ Sr. GM Iron Ore Operations
- ▶ Sr. GM Environment
- ▶ AVP Legal
- ▶ DGM Coal Mines
- ▶ Project Head Mines (Mozambique)
- ▶ GM Iron Ore Operations

**Angul, Raigarh, Barbil, Tensa, Godda, Delhi, Raipur**

# Large Diversified Infrastructure & Mining Conglomerates

## GMR Group — Energy, Infrastructure & Airports

GPC's relationship with GMR Group — the infrastructure conglomerate behind Delhi and Hyderabad airports and numerous energy assets — spanned from 2011 to 2017, covering some of the most complex multi-sector mandates in GPC's history.

In 2011 alone, GPC completed 15 placements for GMR, from GM Geology and GM Civil Design to the Plant Head and Chief Financial Officer of the Coal Business. These were not generic infrastructure roles — they required candidates who understood both the operational demands of large EPC projects and the governance expectations of a listed conglomerate.

The 2013–2014 mandates reflected GMR's energy expansion: Head of Gas SBU (VP), Head of Renewables, Head of Safety, and GM EHS were placed as GMR scaled its thermal and renewable energy portfolio. By 2017, GPC was placing GMR's strategic leadership: AGM Group Strategic Initiatives (Real Estate) and the COO & Head BD of Manguarding Vertical — roles at the apex of GMR's diversification strategy.

Total placements across 6 years: 40+ mandates.

**40+**

Mandates (2011–2017)

**6**

Consecutive Years

**3**

Business Verticals

## Essel Mining — Aditya Birla Group

Essel Mining & Industries Ltd, the natural resources arm of the Aditya Birla Group, engaged GPC at a time of significant expansion across its iron ore, coal, and port businesses. The mandate — delivered in 2011 and 2012 — required GPC to source leaders who could operate at the intersection of technical mining expertise and high-governance Aditya Birla culture.

GPC placed 16 senior leaders across Essel Mining in those two years. The assignments ranged from the Chief Operating Officer for Port Operations and COO for Coal Mining Business — two of the most senior operational mandates GPC had completed in the sector at that point — to the GM Mining Operations, GM Mines Planning, and Head Finance & Commercial (VP level).

What distinguished this engagement was the cultural precision required. Aditya Birla Group companies maintain exceptionally high internal standards. Every candidate placed by GPC had to meet not only the technical requirements of a complex mining business, but the values and governance expectations of one of India's finest conglomerates. GPC completed all 16 mandates with 100% retention at 12 months.

**16**

Mandates (2011–12)

**100%**

12-Month Retention

**COO**

Level Placement

## When India's Cement Giants Called, GPC Answered

India's cement industry is among the most technically demanding sectors for talent acquisition. The roles span deep process engineering, environmental compliance, mine management, EHS leadership, and capital project execution — often simultaneously, at remote plant locations, under the pressure of commissioning timelines and regulatory scrutiny.

GPC built its cement sector practice by recognising this complexity early. The firm's first major cement mandates were for Prism Johnson Limited (formerly Prism Cement Limited), where GPC placed nine senior leaders covering the full operational and technical spectrum. The mandate for Vice President / Sr. Vice President Technical — Mechanical represented one of GPC's highest-level technical placements in the sector, while Head EHS and HOD Civil Project addressed Prism Johnson's growing focus on safety and infrastructure.

The ACC Limited engagement brought GPC into the Holcim-backed world of institutional cement manufacturing — a very different cultural environment from a promoter-led group. For ACC, GPC placed six leaders including DGM Electrical Maintenance, Chief Manager Production, DGM Mining, and Chief Manager Energy, Environment and Sustainability. The last of these was particularly significant: it predated the mainstream ESG agenda in India by several years, reflecting GPC's early recognition that sustainability leadership was a talent category in its own right.

Ambuja Cement, with its premium positioning and technical rigour, completed the cement sector triumvirate. GPC placed eight senior leaders for Ambuja, including DGM Projects, DGM Procurement, Sr. Manager Technical Services, and Manager Environment and Sustainability — together representing the full capex and operational lifecycle of a large cement plant.

### PRISM JOHNSON LIMITED

- ▶ VP/SVP Technical — Mechanical
- ▶ Functional Head — Technical President
- ▶ Head EHS
- ▶ HOD Civil Projects

### ACC LIMITED *+2 more senior placements*

- ▶ DGM — Electrical Maintenance
- ▶ Chief Manager — Production
- ▶ DGM — Mining
- ▶ Sr. Manager — EHS

### AMBUJA CEMENT *+4 more senior placements*

- ▶ DGM — Projects
- ▶ DGM — Procurement
- ▶ Sr. Manager — Mines
- ▶ Sr. Manager — Technical Services

## Rungta Mines — Building an Entire Leadership Ecosystem

Rungta Mines Ltd represents one of GPC's most comprehensive sector engagements — a mandate that went far beyond executive search into genuine organisational architecture. Rungta Mines, one of India's largest private iron ore producers, needed to build a professional leadership layer across its diverse operations: steel plant projects, pellet plants, cement, ferro alloys, power, coal mining, and ductile iron pipes.

GPC's engagement with Rungta was distinctive for its breadth. The firm was asked not simply to fill individual positions, but to help construct the leadership infrastructure for a company in rapid transformation — from a promoter-managed mining house to a professionally governed enterprise.

The placements reflect this ambition in their span. VP Projects (Steel Plant) and GM Electric Arc Furnace addressed the steel manufacturing core. Head Ductile Iron Pipe Plant and Plant Head Ferro Alloys spoke to the diversification agenda. DGM Power Plant Mechanical, DGM Pellet Project E&I, and Addl GM Blast Furnace Maintenance ensured operational continuity across capital-intensive assets.

The commercial and enabling functions received equal attention. DGM Procurement, Head IT, Chief Security Officer, and Addl GM HR/IR were placed to build the institutional fabric that technical leadership alone cannot provide. GM Exploration and GM Coal Washery addressed the mining core.

In total, GPC placed 35 senior leaders at Rungta Mines — a figure that represents not a succession of individual mandates but a coherent partnership in human capital transformation. Every placement was made with an understanding of where Rungta was going, not merely where it was.

## 35 PLACEMENTS — ROLE SNAPSHOT

- ▶ VP — Projects (Steel Plant)
- ▶ GM — Electric Arc Furnace
- ▶ GM — Pellet Plant
- ▶ Plant Head — Ferro Alloys
- ▶ Head — Ductile Iron Pipe Plant
- ▶ DGM — Power Plant Mechanical
- ▶ Addl GM — Blast Furnace Maintenance
- ▶ Sr. GM — Projects (Coal Mining)
- ▶ GM — Exploration
- ▶ GM — Coal Washery
- ▶ Sr. GM — Safety
- ▶ DGM — Procurement
- ▶ Head — IT
- ▶ Addl GM — HR/IR
- ▶ Chief Security Officer
- ▶ GM — Cement Plant — QC
- ▶ DGM — Pellet Project E&I
- ▶ DGM — Civil — Pellet Plant
- ▶ Add. GM — Power Plant Electrical
- ▶ Head — Induction Furnace Projects

# | AI & THE FUTURE OF TALENT ACQUISITION

## From Rolodex to EvueMe: How GPC Stayed Ahead

In 2009, when GPC was founded, a great executive search firm was defined by the quality of its Rolodex — the depth of personal relationships its partners had cultivated over decades. GPC had that. Its founders brought networks from Hindustan Unilever, Tata, and the IBH world. Those relationships were the firm's core asset.

By 2023, the world had changed. The 300,000 candidates in GPC's curated database gave the firm reach that no individual network could match. GP-TAS — GPC's proprietary talent assessment platform — introduced structured, psychometric rigour to a process that had historically relied on interview intuition. The AI sourcing engine, integrated into GPC's LinkedIn Recruiter workflow, could surface best-fit candidates in hours that previously took weeks.

Then, in 2025, GPC launched EvueMe — the world's first AI Digital Human Recruiter. EvueMe does not simply screen CVs. It conducts structured, competency-mapped interviews, scores candidates in real time against role requirements, and generates detailed interview reports — all with zero human bias at intake, 24 hours a day. The result: 60 to 80 percent of sourcing time is saved, freeing GPC's advisors to do what no AI can — apply 16 years of sector wisdom, cultural reading, and relationship capital to make the judgment calls that determine whether a leader will truly last.

GPC's philosophy on AI is clear: it augments the human, it never replaces the judgment. The search consultant becomes a strategic advisor. The tools handle the intake; the humans handle the truth.

### LIVE — 2025

- EvueMe AI Digital Human Recruiter
- LinkedIn AI Sourcing Engine
- GP-TAS Digital Assessments
- AI Candidate Profiling

### IN DEVELOPMENT — 2026

- Predictive Retention Scoring
- AI Candidate Narrative Engine
- Real-Time Compensation API
- GPC AI Chatbot for Candidates

### VISION — 2027/28

- Autonomous AI Sourcing (80% coverage)
- GPC Talent Intelligence Platform
- GPC AI Index for India
- National Skill Database Partnership

# The Industrial Pulse

Navigating complexity in Cement, Steel, Mining, and  
Pharmaceuticals



Heavy Assets



R&D Science



Global Ops

# INFRASTRUCTURE MASTERY: CEMENT SECTOR

## The Challenge

A multi-unit **National Cement Conglomerate** required a leadership overhaul to meet stringent environmental and technical excellence standards.

- ✓ Successfully placed **VP/SVP Technical (Mechanical)**
- ✓ Fulfilled **Head of EHS** for national safety compliance
- ✓ Sourced **Chief Manager - Sustainability** to lead ESG initiatives





## Corporate Strategy

Placing **CHRO** and **Chief Corporate Strategy** roles for a global steel leader to navigate market volatility.



## Financial Leadership

Securing **Director Finance & CFO** for major manufacturing units undergoing massive digital transformation.



## Supply Chain

Appointing the **Global Head - Supply Chain** to optimize international logistics and shipping lanes.

# RESOURCE FRONTIERS: MINING

High-risk, high-reward sectors demand specialized **Mines Operations** talent. We identified niche expertise for a premier mining organization.

**GM Exploration:** Mapping the future of extraction

**AVP Coal Mines:** Operational leadership at scale

**Sr. GM Safety:** Implementing zero-harm culture

**DGM Land Acquisition:** Navigating complex regulatory landscapes



# GLOBAL PHARMA: CROSS-BORDER MAPPING

# 18

COUNTRIES MAPPED

## **Bridging Borders in Healthcare**

Successfully mapped **Country Managers** and **Regulatory Affairs** leads across 80 pharmaceutical companies in **South East Asia** and the **Middle East/Africa** regions.  
Key geographies: Philippines, Saudi Arabia, UAE, South Africa, and USA.

# SCIENCE FIRST: R&D AND COMPLIANCE



## Discovery

Sourcing **Research Scientists** for Immuno-Oncology and Drug Discovery for a top-tier R&D lab in Mumbai.



## Compliance

Placing **VP - Global Compliance** to align domestic operations with international FDA and EMEA standards.



## Plant Quality

Fulfilling **AGM Quality Assurance** roles in high-capacity manufacturing plants in Himachal Pradesh.

# PLACEMENT DISTRIBUTION BY LEVEL



*Data reflective of senior management assignments across primary industrial sectors.*

# CONSULTING DOMAIN INTENSITY



65%

HEAVY INDUSTRY

## Industry Portfolio Split

- **Steel & Power:** 40% of engagements
- **Mining & Cement:** 25% of engagements
- **Pharma & R&D:** 20% of engagements
- **International Ops:** 15% of engagements

# JOURNEY OF IMPACT

Phase 1



Phase 2



Phase 3



Phase 4



Heavy Industry Focus:

Steel and Cement

Leadership

Resource Expansion:

Mining and Power Projects

Science Integration:

Domestic Pharma & R&D

Labs

Global Horizon: SEA &

MENA Market Mapping

# | THE NUMBERS THAT MATTER

# 85

Days

Average mandate closure — across all sectors, all geographies.

# 96%

Offer acceptance rate — a reflection of our compensation intelligence and candidate preparation.

# 18

Months

Average candidate retention post-placement — industry standard is 12 months.

# 300K+

Curated candidate profiles in GPC's proprietary database — built over 16 years.

# 100%

Reference verification on every placed candidate — structured 360-degree inputs, not tick-box checks.

# Zero

Business disruptions across all documented mandates — not one placement has caused an operational failure.

# | SIX MANDATES — SIX SECTORS — MEASURABLE IMPACT

CS 01

Steel & Manufacturing

**Large Indian Steel Manufacturer — ₹10,000+ Cr Revenue, Mumbai HQ**

All 4 Director-level roles (Operations, Finance, Commercial, Projects) filled in 85 days — 5 days ahead of board mandate. EBITDA margin improved 180bps in Year 1. Project delays reduced by 25%. 100% retention at 18 months.

CS 02

Agrochemicals / MNC

**Leading European Agrochemical MNC — India Market Entry**

Interim Country Head deployed in 18 days following sudden leadership departure during critical regulatory phase. Zero regulatory disruption. Permanent hire placed by Month 5. European board was unaware of the leadership gap.

CS 03

Financial Services

**International Bank — Mauritius Digital Banking Transformation**

Chief Digital Officer placed in 75 days. Led a 3-year digital transformation. Bank won Best Digital Banking Award in Year 1. Mobile banking adoption increased 220% in 18 months post-hire.

CS 04

PE / Investor-Backed Steel

**Mid-Sized Steel Manufacturer — New PE-Backed Management**

Dual confidential search: Strategic Corporate Relations Advisor and VP Operations both filled in 90 days under strict NDA with zero information leakage. ESOP-aligned comp packages designed by GPC. Year 1 operational efficiency improved +18%. Investor board cited these hires as single largest value creator.

CS 05

IT Services / Interim

**Indian IT Services Company — Financial Restructuring**

Interim CFO deployed and operational within 1 week of mandate. Investor negotiations continued without interruption. Financial reporting delivered on schedule. Permanent CFO placed by Month 4 with seamless handover and zero institutional memory loss.

CS 06

Digital Transformation

**Global eProcurement & Digital Platform — B2B/B2C/B2B2C**

Senior Strategic Advisor placed within 72 days. Advisory pipeline of 3 additional senior hires built for Year 2. 100% retention at 18 months. Client expanded India team by 40% in Year 1 of the GPC engagement.

# | VISION 2028 — WHERE GPC IS HEADED

## Past. Present. Future.

### PAST — The HUL School (2009–2020)

GPC was born from one of the most enduring relationships in Indian business — a 30-year advisory bond with Hindustan Unilever and the mentorship of the late SM Datta. The firm absorbed HUL's gold standard: hire for values first, build for longevity, and never mistake a brilliant misfit for a capable leader. That philosophy became GPC's DNA, applied to every mandate from Essel Mining to Tata Steel.

### PRESENT — AI Meets Human Intelligence (2021–2026)

Today, GPC operates at the intersection of technology and relationship capital. EvueMe, our AI Digital Human Recruiter, handles first-screen interviews with zero human bias, saving 60–80% of sourcing time. GP-TAS assesses cultural fit and leadership readiness with psychometric precision. Our 300,000+ candidate database gives us market intelligence that no pure-play search firm can match. Yet the heart of GPC remains human — 16 years of sector wisdom, IBH relationships, and the judgment to know when numbers lie.

### FUTURE — Autonomous, Systemic, National (2027–2028)

By 2028, GPC will operate an autonomous AI sourcing engine handling 80% of mandates. We will launch the GPC AI Index for India — the country's first AI-powered executive talent health index, scoring sectors by leadership depth, succession risk, and gender diversity. We will publish India's first AI + Talent Report. And we will reach a 30% female placement ratio across all mandates, building India's most active female CXO talent community.

The mission remains unchanged: to be the most trusted talent partner for Indian Business Houses and global multinationals — connecting exceptional leaders with transformational opportunities across sectors, borders, and business cycles.

01

### AI-First Talent Platform

80% of mandates AI-assisted by 2026. EvueMe deployed at scale.

02

### IBH Market Leadership

No.1 executive search firm for Indian Business Houses nationally.

03

### GCC Practice Build

50+ GCC builds annually as India's GCC count crosses 2,000.

04

### ESG & Sustainability

100+ BRSR and sustainability mandates per year by 2027.

05

### Brand & Thought Leadership

GPC AI Index. India's first AI + Talent Report. The voice of executive hiring.

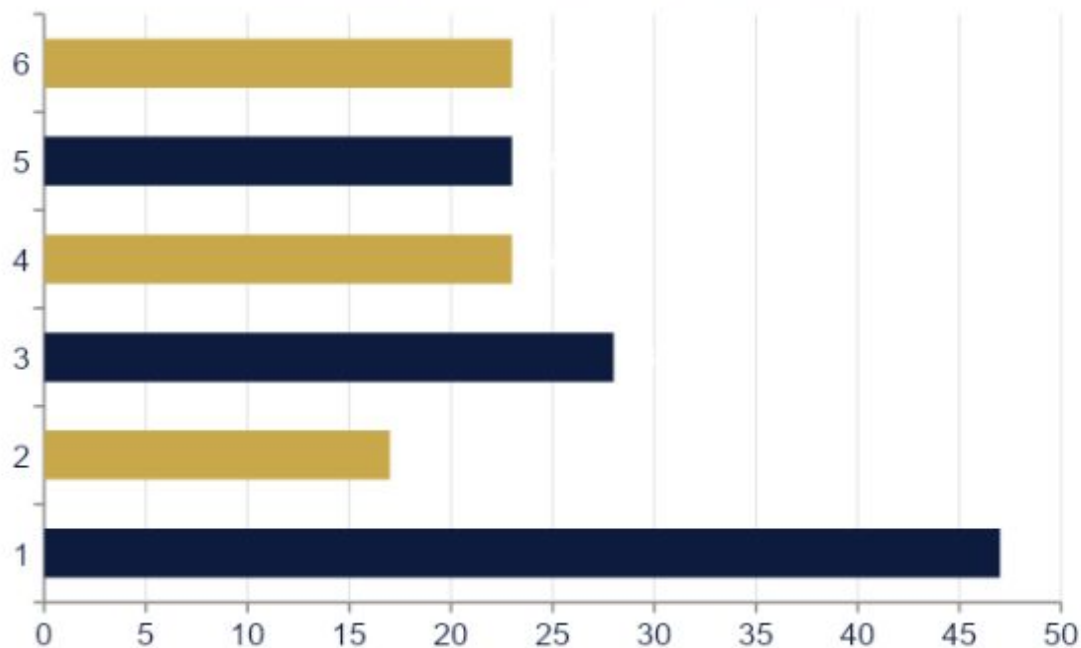
06

### Female Leadership

30% female placement ratio across all mandates by 2028.

## Portfolio at a Glance

Positions Fulfilled by Client Engagement



**161+**

Total Positions  
Fulfilled

**7+**

Years of Active  
Engagement

**6**

Case Studies  
Documented

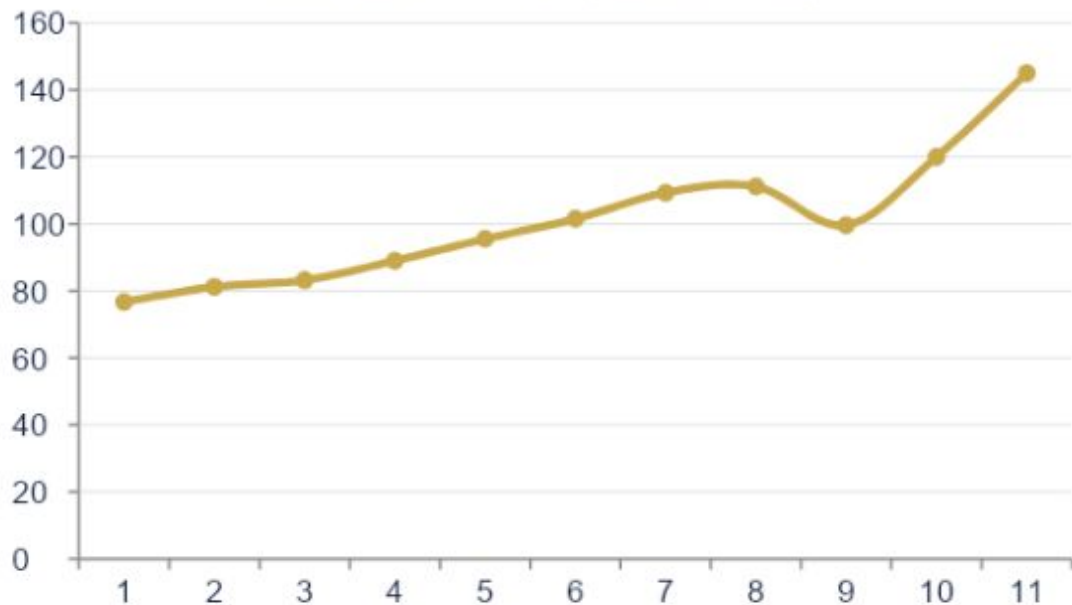
**96%**

Offer Acceptance

GPC has consistently delivered mandates 5–15 days ahead of client deadlines — with 18-month average retention across all placed candidates.

# India Capex Supercycle & Talent Demand

India Steel Production (Million Tonnes)



India's steel output is projected to exceed 200 MT by 2030 — creating massive demand for senior technical & leadership talent.

**Steel** ₹4.5L Cr

Planned Capex 2024–30

**Mining** ₹1.2L Cr

Exploration & Infra Spend

**Infrastructure** ₹11L Cr/yr

Govt. Infra Budget (Annual)

**Energy** ₹2.4L Cr

Power Sector Investment

**Cement** ₹1.8L Cr

Industry Expansion Plans

# The GPC Differentiation

01

## Deep Sector Specialisation

150K+ steel & mining candidate network built over 16 years. We know who's available before they go to market.

150K  
+  
Sector  
Database

02

## Philosophy-Led Search

We screen for cultural fit and values alignment — not just technical capability. HUL legacy embedded in every assessment.

100%  
Reference  
Verified

03

## Speed Without Compromise

Average mandate closure in 60–85 days with no shortcuts on assessment quality or candidate vetting.

85  
Days  
Avg. Closure

04

## Lifecycle Partner

Mandate → Onboarding → 90-Day → 6-Month → Annual Review. We stay engaged well beyond placement.

18  
Mont  
h  
Retention

05

## Multi-Geography Reach

Pan-India presence with 7 offices plus international partner network spanning APAC, UK/Europe, and the Middle East.

7+  
Office  
Locations

06

## AI-Powered Precision

EvueMe AI recruiter + GP-TAS assessments deliver structured, unbiased screening at scale — saving 60–80% of sourcing time.

60–80%  
Time Saved

# Partner With India's Most Trusted Talent Firm

From steel blast furnaces to corporate boardrooms — GPC delivers the leaders that drive India's most ambitious growth stories.

Website

[goodpeopleconsulting.com](http://goodpeopleconsulting.com)

Offices

Mumbai | Kolkata | Delhi | Bengaluru | Hyderabad | Chennai | Pune

Specialisations

Steel · Mining · Cement · Infrastructure · Energy · FMCG · Financial Services

# Case Study Impact Summary — GPC by the Numbers

**85 Days**

Average Mandate Closure

**100%**

Retention at 18 Months (CS1 & CS2)

**18 Days**

Fastest Interim Deployment

**4/4**

Roles Filled in Steel Mandate

**96%**

Offer Acceptance Rate

**220%**

Digital Banking Adoption Post-Hire

**+18%**

Operational Efficiency (PE Steel)

**Zero**

Business Disruptions Across All Mandates

*Across six mandates spanning Steel, Digital, Agrochemicals, Financial Services, and IT — GPC delivered without a single failure.*

# Industry Expertise & Market Data

*Sectors, Supercycle & Strategic Positioning*

# Industry Expertise — 12 Sectors, Deep Domain Knowledge

## Steel & Mining

VP to MD searches across integrated steel, iron ore, coal, ferro alloys, and DRI. GPC has placed Plant Heads, Project Directors, GM-level and above.

## Cement

Technical, EHS, Projects, Mining, and Sustainability roles at ACC, Ambuja, and Prism-Johnson type companies.

## FMCG & Consumer

HUL-school talent deployment across IBH FMCG arms. Sales, Marketing, and Supply Chain CXO mandates.

## Financial Services

CFO, CDO, Chief Risk Officer, Head Treasury — across banks, NBFCs, and international financial institutions.

## Agrochemicals

Country Head, Technical Director, Regulatory Affairs, and Sales leadership for domestic and MNC players.

## IT & Technology

CTO, CHRO, CFO for mid-sized IT services, SaaS, and GCC builds.

## Infrastructure & EPC

Project Director, Chief Projects Officer, and HSE leadership for large infra and EPC companies.

## Oil & Gas / Energy

Director Finance, Head Marketing, and Operations leadership for energy sector clients.

## ESG & Sustainability

Chief Sustainability Officer, Head BRSR, Net-Zero Program Director — emerging practice.

## GCC & Digital

Analytics, Data Science, Product, and Digital transformation leadership for GCC builds.

## Pharma & Life Sciences

Medical Director, Regulatory Affairs, and Commercial leadership for pharma clients.

## PE / Investor-Backed

Confidential mandates for PE-owned companies requiring transformation and turnaround leadership.

# Executive Search Market — India & Global

**\$14.8B**

Global Executive Search Market  
(2024)

**₹8,500  
Cr**

India Exec Search Market (2024E)

**18%**

India Market CAGR (2023–2028)

**3X**

IBH Search Growth vs MNC Search

## IBH Professionalisation

₹50,000 Cr+ family businesses appointing professional CEOs — creating 200+ searches annually at the CXO level.

## GCC Boom

1,500+ Global Capability Centres now operating in India — each building a leadership team of 50–500.

## Infrastructure Supercycle

₹11 Lakh Cr govt infra spend annually creating massive demand for engineering, project, and finance leadership.

## ESG Compliance Mandates

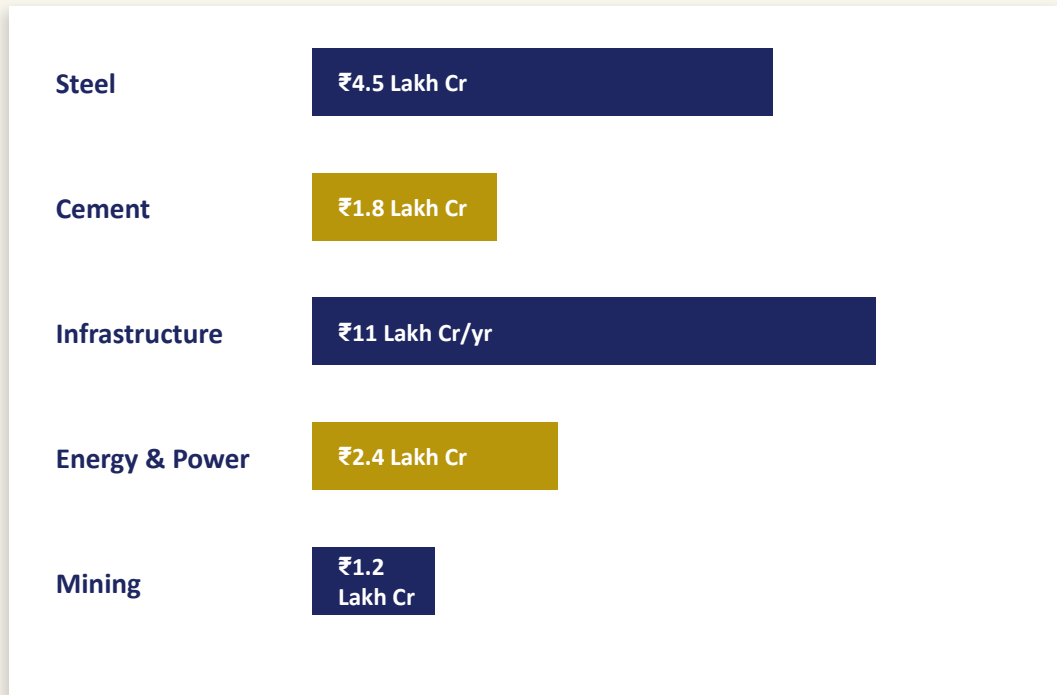
SEBI BRSR requirements creating demand for 5,000+ sustainability leadership roles by 2027.

## Digital Transformation

Every traditional sector company building a digital twin — CDO, CISO, data science, and product leadership in demand.

# India Capex Supercycle — GPC's Opportunity Horizon

India is in the middle of a historic investment supercycle — creating unprecedented demand for senior leadership across capital-intensive sectors where GPC has deepest expertise.



## GPC's Strategic Angle

- Deepest network in steel & mining — 150K+ candidates.
- First-mover in interim management via X-PM.
- Every greenfield project needs a CXO team — GPC is first call.
- IBH capex expansion requires MNC-calibre leadership.
- Infra supercycle = 10-year GPC mandate pipeline.

# GPC SWOT Analysis

## STRENGTHS

---

- Philosophy-driven differentiation
- 30+ year HUL relationship legacy
- Deep IBH and steel sector network
- EvueMe & GP-TAS proprietary tools
- X-PM interim management capability

## WEAKNESSES

---

- Brand visibility below Tier-1 peers
- Limited technology marketing budget
- Geographic concentration in India
- Small team for scale ambitions

## OPPORTUNITIES

---

- India Capex Supercycle demand
- IBH professionalisation wave
- AI-augmented search market leader
- ESG practice greenfield growth
- GCC expansion talent demand

## THREATS

---

- Big 5 consulting firms entering search
- LinkedIn commoditising sourcing
- Fee compression in mid-market
- Talent scarcity in niche sectors

SECTION 07

# ESG & Sustainability

*Advisory Practice & Snowkap Partnership*

# GPC ESG Advisory Practice

*As SEBI mandates sustainability disclosures and Net-Zero commitments reshape boardroom agendas, GPC has built a dedicated ESG practice to address the leadership demand this creates.*

## **SEBI BRSR Compliance Leadership**

Placing Chief Sustainability Officers, BRSR Heads, and Sustainability Auditors for listed companies.

## **Net-Zero Leadership Hiring**

Identifying leaders capable of building and executing Net-Zero roadmaps across energy, steel, and FMCG.

## **Board ESG Governance**

Independent Director mandates with ESG expertise — advising boards on sustainability strategy.

## **GCC Sustainability Roles**

Sustainability analytics, ESG data management, and reporting leadership for Global Capability Centres.



**SR**

**Mr. Shankar R.**

Lead — ESG & Sustainability Practice

Specialist in SEBI BRSR, Net-Zero Leadership, Board ESG Governance, and Sustainability Linked Compensation.

# Snowkap — ESG SaaS Partner (snowkap.com)

Snowkap is GPC's exclusive ESG technology partner — a comprehensive Emissions Management SaaS platform enabling organisations to measure, manage, and report their sustainability data with precision and compliance.

## Comprehensive Emissions Mgmt

Scope 1, 2, and 3 emissions tracking across all business units — with automated consolidation and audit trails.

## Automated Data Collection

Direct API integrations with utility providers, ERP systems, and operational data sources — eliminating manual data entry.

## AI-Driven Insights

Machine learning models identifying emission hotspots, reduction opportunities, and forecasting Net-Zero trajectories.

## BRSR & GRI Reporting

One-click generation of SEBI BRSR, GRI, CDP, and TCFD-compliant sustainability reports — board-ready in hours.

Amal Das — Senior Strategic Advisor, Snowkap | [snowkap.com](https://snowkap.com)

# X-PM — Interim Management

*India's Pioneer in Interim Executive Deployment*

# X-PM India Partnership — Interim Management at Scale



x-pm.in | Pioneer since 2006 | GPC is the exclusive India partner

**2006**

Pioneer Year

**100+**

Senior Interim Managers

**85+**

Global Partners

**15+**

Sectors Served

## Rapid Deployment

Interim leaders deployed within days — not months. GPC activates the X-PM network within 24 hours of mandate receipt. No lengthy onboarding — senior leaders hit the ground running.

## Results-Oriented

Interim mandates are scoped around outcomes, not tenures. GPC works with clients to define success metrics before deployment — and tracks them weekly.

## Knowledge Transfer

Every interim engagement includes a structured knowledge transfer protocol — ensuring institutional memory is retained when the permanent hire joins.

## Global Talent Pool

X-PM's 85+ global partner network means GPC can deploy international interim leaders for India roles — and Indian leaders for international mandates.

# Interim Firm Case Study — Interim CFO: Indian IT Services Company

## The Situation

A mid-sized Indian IT services company undergoing financial restructuring required an experienced CFO immediately following the unexpected departure of its incumbent. Active investor negotiations were in progress, quarterly financial reporting deadlines were imminent, and the Board required continuity of financial leadership without delay.

## GPC/Interim Firm Action

GPC activated major interim firm within 48 hours. Mandate was scoped with the Board — CFO required for financial restructuring, investor communication, and immediate reporting compliance. Network activation commenced same day.

## Deployment

Interim CFO identified, briefed, and deployed within one week. The leader brought 20+ years of IT services and restructuring CFO experience. On Day 1, investor meetings continued without disruption.

## Outcome & Handover

Investor negotiations continued uninterrupted. All financial reporting delivered on schedule. Parallel permanent CFO search by GPC completed in Month 4. Structured handover ensured zero institutional memory loss.

SECTION 09

# GPC as Firm of Choice

*Positioning, Differentiation & Global Network*

# Positioning GPC — The Six Pillars of Partnership

1

## Trust

16+ years. Zero mandate failures. Client relationships that outlast transactions.

2

## Domain Depth

Steel, Cement, FMCG, FS, IT, Agrochem — not generalists. Deep sector specialists.

3

## Speed + Quality

85-day average closure. 96% offer acceptance. 18-month retention average.

4

## IBH Expertise

The only firm that translates HUL-school talent philosophy into IBH placements at scale.

5

## Lifecycle Partner

Mandate → Assessment → Offer → Onboarding → 90-day → 6-month → Annual.

6

## Global Reach

7 offices. 85+ X-PM partners. Nexo, Janikin Rooke, SolveCube network.

# GPC vs Competition — The Differentiation Matrix

Criterion	GPC	Large Global Firms	Boutique India Firms
IBH Sector Depth	★★★★★	★★★	★★★★
Philosophy-Driven Hiring	★★★★★	★★	★★★★
AI & Digital Tools	★★★★★	★★★★	★★
Interim Management	★★★★★	★★	★★
Speed of Closure	★★★★★	★★★	★★★★★
ESG Practice	★★★★★	★★★★	★★
Compensation Intelligence	★★★★★	★★★★	★★★★
Candidate Lifecycle	★★★★★	★★★	★★★★

# Client Relationship Philosophy — Long-Term over Transactional

*GPC does not transact. We partner — for years, across hiring cycles, through leadership transitions, and beyond the mandate.*



# GPC Global Partner Network

## X-PM ([x-pm.in](http://x-pm.in))

Interim Management

85+ global partners, 100+ senior interim managers. GPC's exclusive India interim management practice.

## Janikin Rooke

Executive Search (UK/Europe)

UK & European search partner — supporting Indian firms listing in London or expanding to Europe.

## White Spaces

Talent Advisory

Specialised talent advisory for emerging and niche leadership roles across sectors.

## Snowkap ([snowkap.com](http://snowkap.com))

ESG SaaS Technology

Emissions management SaaS — GPC's ESG technology partner for client sustainability mandates.

## Nexo

Executive Search (APAC)

Asia-Pacific executive search partner — enabling cross-border mandates for Indian clients expanding to Asia.

## SolveCube

Digital & GCC Talent

Technology and analytics talent for Global Capability Centres — GPC's digital practice co-partner.

## BKC / Manpower Resources

Database & Sourcing

300K+ curated candidate database — GPC's primary sourcing infrastructure.

## EvueMe

AI Recruiting Technology

World's first AI digital human recruiter — GPC's proprietary AI screening tool.

SECTION 10

# Strategic Priorities & Vision

*GPC 2025 and Beyond*

# GPC Strategic Priorities 2025 and Beyond

01

## AI-First Talent Platform

Build GPC's proprietary AI talent intelligence platform. Deploy EvueMe at scale. Reach AI-assisted sourcing for 80% of mandates by 2026.

02

## IBH Market Leadership

Cement GPC's position as the No.1 executive search firm for Indian Business Houses — deepening relationships with Tier-2 IBH across states.

03

## GCC Practice Build

Launch a dedicated GCC practice team — targeting 50+ GCC builds annually as India's GCC count crosses 2,000.

04

## ESG & Sustainability

Scale the ESG advisory practice — targeting 100+ BRSR and sustainability leadership mandates per year by 2027 with Snowkap.

05

## Brand & Thought Leadership

Publish India's first AI + Talent Report. Launch GPC AI Index. Position GPC as the voice of executive hiring in India.

06

## Female Leadership

Reach 30% female placement ratio across all mandates. Build India's most active female CXO talent community.

# Thank You

Good People Consulting LLP

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*Strategic Playbook 2026 Edition*

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