

# Case Study

CFO, Industrial



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*“We gave Holmes Noble the challenge of finding a CFO for one of our Business Units headquartered in Germany. The business is c\$500m t/o and 1,200 people with a global manufacturing footprint and global customer base. It is a complex challenge that requires a truly global finance leader, with experience of multiple territories, US reporting and the ability to work with the Divisional Vice President in a collaborative and commercial partnership style.”*

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# What was the challenge?

A global corporation with a decentralised, multidivisional structure was confidentially seeking a new CFO for a key business unit. The corporate structure of the client organisation allows business units to operate with full P&L control and authority, making the requirements for a CFO extensive and diverse. Holmes Noble needed to identify candidates with experience in global industrial manufacturing and a proven track record of making finance-related decisions that positively impact bottom-line performance.

The successful individual would be responsible for overseeing all financial accounting activities within the Business Unit in alignment with the group's strategy, managing multiple P&Ls and a consolidated Business Unit P&L. Additionally, they would need to effectively lead a highly skilled team of 20 at headquarters, along with finance professionals across multiple territories, including multiple Director-level direct reports. Therefore, the ideal candidate needed to possess experience in managing a large team and have a demonstrable track record in developing talent through direct and inspirational leadership.





# What did we do?

We conducted talent mapping of senior finance professionals across a wide range of Industrial and Automotive businesses throughout Europe, actively engaging potential candidates with the compelling story of the Business Unit and the broader client organisation.

Knowing that the opportunity to drive growth in a highly successful and expanding business would be highly attractive, we focussed on crafting effective candidate messaging. Our engaging and tailored message successfully attracted many of the key target candidates identified in collaboration with client stakeholders.

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# What were the results?

The interview and assessment processes, both within Holmes Noble and directly with our client, were rigorous and detailed at every step. We provided a high-quality and diverse shortlist, from which the standout candidate was selected and appointed.

Feedback from some client stakeholders regarding the candidate's final stage presentation was that "it was the best they had ever seen." The successful candidate has since relocated to the region and has made an excellent start in the role.



“From the beginning of this complex assignment it was clear that the team at Holmes Noble really wanted to understand our requirements and the culture in our business, taking the time to travel to Germany from the UK to visit the HQ and spend time with the senior team. There was a reassuring detail in their approach, paying great attention to our commitment to diversity in our recruitment process. They mapped out a complex candidate market and engaged with highly skilled, relevant and diverse candidates. They provided genuine insight on the individuals that they had found and interviewed, not just from a skills and experience perspective, but also from a personality and cultural fit perspective. Our expectations of our recruitment partners are demanding, and Holmes Noble delivered exactly what they promised. I look forward to further successful collaborations.”

**- Corporate VP HR International**



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