

EXECUTIVE VIEW



Vikas Chadha
President,
Honeywell India



EXECUTIVE ACCESS
INDIA'S LEADING GLOBAL SEARCH FIRM

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Vikas Chadha was appointed President, Honeywell India, on August 1, 2016. He is responsible for the continued growth of the company's India operations across four strategic business groups of Honeywell: Aerospace, Home and Building Technologies (HBT), Safety and Productivity Solutions, and Performance Materials and Technologies (PMT).

Vikas joined Honeywell in August 2009 and, over the years, has successfully taken on a number of senior leadership roles of increasing responsibilities:

- Vikas was named Managing Director, Honeywell Automation India Limited (HAIL), in January 2014. In this role, he was responsible for driving growth and profitability of HAIL with additional responsibility of managing operations for its largest business, Honeywell Process Solutions (HPS).
- Prior to this, Vikas was Regional General Manager, Honeywell Building Solutions, for the India region.
- He also served as Regional Director – South Asia for Honeywell's security business.



Vikas has a successful track record in a career spanning more than 20 years, with a mix of strategy and consulting, rich business experience, and people management. Before joining Honeywell, Vikas was a consultant with McKinsey & Company, where he spent more than two years in strategic consulting and business improvement in India and the Middle East. He has also held national level management positions at Sharp Business Systems and at Larsen & Toubro Limited.

Vikas completed his graduation from the Delhi College of Engineering (DCE), and a dual major in Strategic Marketing and Analytical Finance from the Indian School of Business (ISB).

His passions away from work include golf, travel, and reading.

How has your journey been so far from a Consultant at McKinsey & Company to leading a complex and diverse business like Honeywell's?

My time at McKinsey and Co was rewarding. It gave me insight and the ability to comprehend the dynamics of a diversified technology company like Honeywell and its customers across industry sectors.

Consulting teaches you the ability to deep-dive into, and unravel a sector from scratch to mastery. You cannot consult if you do not understand the business or the vertical it operates in completely, and naturally that ability came in handy when I joined Honeywell.

What is your leadership style and what are some of the key success factors in a role like yours that is spread across multiple businesses; each with its own set of challenges? In your opinion, in what ways has leadership changed globally and what according to you are the qualities that will define successful leaders in the coming future?

I believe in collaborative leadership. A leader should not only lead a team, but listen effectively, empower leaders and managers, and repose trust in their judgement. A business leader cannot possibly be master of every line of business or function. So, it becomes all the more important to empower business and functional leaders to take ownership of their work.

It is also important to lead by example. A leader should understand and translate the company's vision to its employees, so everyone is focused on delivering value to customers, day after day.

Here's what my global chairman says – you should not go into a meeting knowing everything, but you should have the answers when you step out.



What have been some of your most critical challenges at work till date and how did you deal with them?

At Honeywell, I have had the opportunity to assume roles of increasing responsibilities. I started my journey as the Regional Director – South Asia, for Honeywell’s Security business, and then moved to lead Honeywell Building Solutions. I was later appointed as the Managing Director of Honeywell Automation India Limited (HAIL) in January 2014. HAIL is a publicly listed company in India. While Honeywell is known for maintaining the highest standards in integrity and compliance, being accountable for a publicly listed company and its board of directors adds to your understanding of governance.

I moved from the security business, which is a products portfolio business to a solutions business. It not only required me to look at the manufacturing side, but also to bundle and deliver entire solutions to customers, including aftersales and service. It equipped me to have a holistic understanding of an integrated business portfolio, working with multiple teams, stakeholders, and global leaders. I wouldn’t call these challenges, they are a natural outcome of professional growth. It requires learning new skills at each step, as your impact on the business assumes greater significance.

Honeywell is one of the most well entrenched multinationals in the country. Where will the next level of growth come for the company and what are the areas you would like to focus on in the medium to long term?

Absolutely. We are a great example of what multinationals can achieve in India. India is a top-growth country for Honeywell with a continued growth at 2-3X GDP over last two decades. We help tackle some of India’s toughest challenges in energy security, safety, and productivity. Today, we are among the most deeply invested multinationals in the country with more than 3,000 technology products, solutions, and innovative applications being engineered in India.

Macro trends such as rapid urbanization spurred by the 100 Smart Cities campaign, Make in India, the emerging middle class, and growth in civil aviation and defense will continue to drive demand for Honeywell technologies in India, as will the demand for energy efficiency, safety, security, and customer productivity. Digital India is a great opportunity for us to establish ourselves as a leader in IoT because we have thousands of our products in large industrial establishments that give us access to Big Data unlike others.

With cloud applications, wireless and virtual technologies and now robotics, where will the next level of disruption come from in the industrial automation space? How do you view the convergence of talent from Technology to B2B businesses?

Let me explain what Honeywell brings to the table. While most of our peers are on the “Internet” side of IoT, Honeywell has the unique advantage of being on the “things” side.

Thousands of our products are inside facilities listening, watching, measuring, and monitoring processes and how the industrial side of Internet of Things (IoT) functions. Given this unique position, we have access to a lot of Big Data. Not only can we map trends, we can actually forecast events and incidents and prevent damages and breakdowns.

Software will be a big component of Honeywell’s growth plans over the next five years. Let me talk about Honeywell Sentience™ IoT infrastructure, the software foundation for our connected products. Honeywell Sentience provides a common environment that manages multiple connected devices faster and more cost-effectively than individually-built solutions. Having all our connected products leverage a common platform will accelerate and improve our offerings, enhance user experience, and drive growth.

How critical is India to Honeywell’s global ambitions? With the government aggressively pushing for “Make in India”, how is that helping you in your growth and what else in your opinion could be done to make India more favorable for businesses like yours?

Macro trends around the growth of the middle class, rapid urbanization, growth in infrastructure, civil aviation, defense, and demand for energy, safety, security, and productivity across industries will continue to drive growth for Honeywell in India. I have shared before that India continues to be a key country among Honeywell’s High Growth Regions. The Honeywell High Growth Regions are expected to drive \$1T of GDP growth; representing 40 percent of global GDP. With that in mind, India continues to be a bright spot not only because of its GDP growth, but also because the government’s reform measures will continue to drive market demand and boost the Make in India initiative.

Honeywell has been in India for eight decades. Two of our seven manufacturing facilities were set up in 2014, when global investor sentiment was not that robust – it goes to show how much we believe in the opportunity India offers. It has never been only a market for us. We have been Making in India for decades, and we have been engineering in India as well.

The government has taken several steps to improve the ease of doing business in India. This reform process has to be sustained to continue to push growth.

India has always been viewed as a price sensitive market and this coupled with the fact that the manufacturing industry has been on a slow growth trajectory for a few years now, how open are Indian business houses to investing in technology and automation?

If you ask about a company like Honeywell, here's what we have to say. We are a big believer in our manufacturing capabilities here. With 15,000 employees in India, of which 8,000 are engineers, we have seven manufacturing units and five engineering centers, spread across 50 locations in the country.

From a Honeywell perspective, we have continued to seed-plant in the market even when growth was not what it is today. Now that India is growing faster than any other country in the world, we have the infrastructure, manufacturing and technology development capabilities, and most importantly, outstanding talent, with which we will continue to look for opportunities in the Indian market.

What does Honeywell do as an organization to create future leaders?

Honeywell has strong process rigor for developing, nurturing, and evolving leadership in the company. Talent management and leadership planning are both ingrained in our people management system. Our biannual appraisal process and our robust management resource review (MRR) ensure that talent management, leadership, and succession are continuously well-aligned and planned for.

In terms of leadership, we have several programs that enable leaders across the company to collaborate and solve real, strategic problems for the business. We constantly nurture their abilities to take on greater positions of increasing responsibilities. We have Krishna Mikkilineni who is now the global Senior Vice President, Engineering Operations and Information Technology; Vimal Kapur who is now President, Honeywell Process Solutions; and recently appointed Aneesha Arora, Vice President, Human Resources and Communications, for Safety and Productivity Solutions, to name a few. This is proof of the maturity of our leadership and talent pipeline.

Is there is a specific focus on diversity at Honeywell? How do you ensure a workforce that is diverse in all aspects?

At Honeywell, diversity is the foundation of a performance culture that promotes respect, understanding and appreciation of different perspectives, backgrounds and experiences. It is part of the energy that has and will continue to help the company achieve a sustainable and global competitive advantage for many years to come. It also enables our global teams to generate new and better ideas faster and to collaborate and innovate more effectively.

On an informal note, how does your average day look like? What keeps you occupied when you are not at work?

Outside of work, I like to spend time with my family in Pune. I also enjoy movies, golf, travelling, and reading books.



ABOUT EXECUTIVE ACCESS

Executive Access India was setup in 1995 and is today one of the most prominent global executive search firms in India. We cover 9 industry practices and have till date executed more than 2100 search mandates at leadership levels. Our client list is a healthy mix of Fortune 500 companies as well as most respected Indian corporates. Although a firm with global capability and coverage we are still boutique at heart because we understand the need to be nimble and innovative.

Our core strength is undoubtedly our knowledge base and a team of efficient and experienced consultants with in-depth understanding of their chosen sectors. We are the pioneers of the “Accountability Clause” in the Indian retained search and have always striven to align our business model.

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