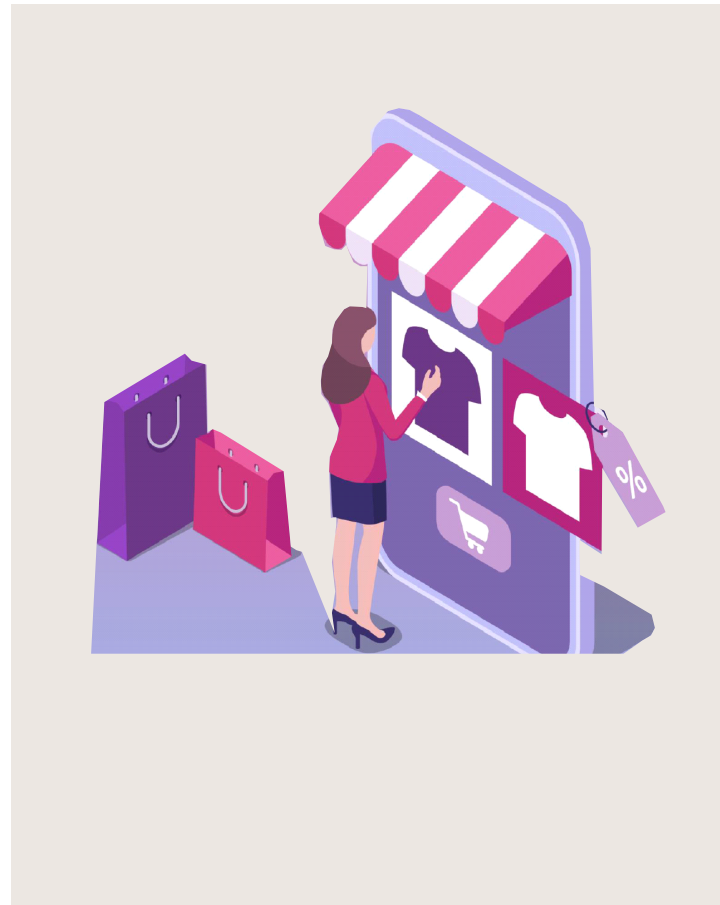


# THE D2C TALENT CHURN



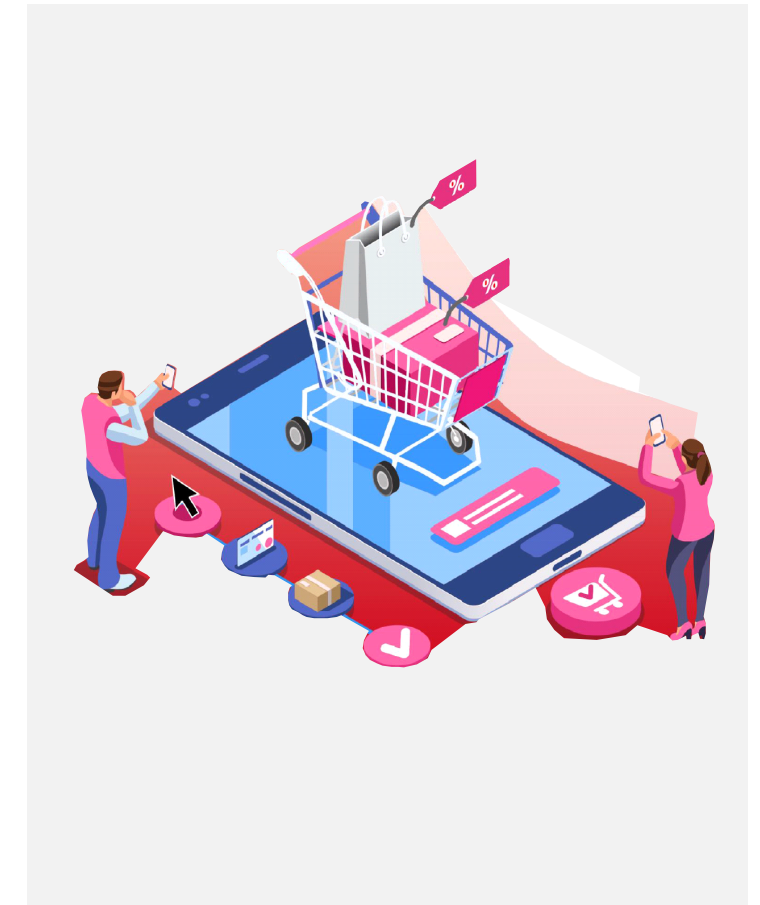
**Beauty & Personal Care**



**Fashion**



**Food & Beverage**



**Consumer Durables**

# Coverage

2021 - 2023



# 271+

Senior Movements

# 4 Sectors

- Beauty & Personal Care
- Fashion
- Food & Beverage
- Consumer Durables

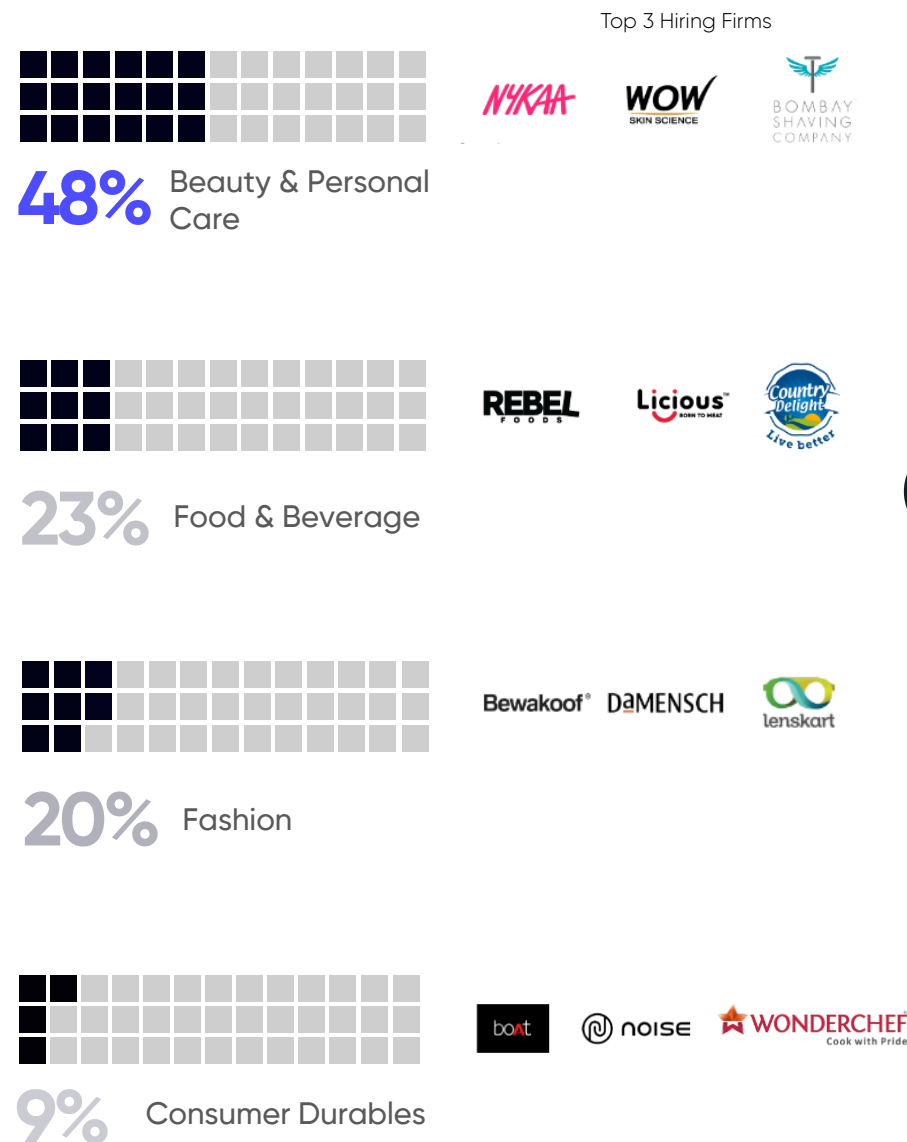
# 5 Skills

- General Management
- Marketing
- Operations
- Product
- Sales

# 76

Companies Analyzed

## Category Wise Senior Talent Movements



## Functional Senior Hiring Split: An Overview



## Beauty & Personal Care remains dominant to attract Talent

Across D2C Categories, we continue to see highest demand for Talent within the Beauty & Personal Care segment. Senior roles across Sales, Marketing Brand, Omnichannel and Retail expansion continue to remain buoyant. There is also a healthy mix of talent migrations from large traditional platforms and consumer tech firms

## Key drivers for talent to move from traditional consumer brands to D2C?

**Accelerated career path is a key** reason for talent to move from traditional companies to D2C brands. For instance, a functional finance role or a Financial Controller could look at a CFO role in a D2C company; a Regional Sales Lead in a traditional company could look at a Head of Sales position in a D2C brand. A bigger job implies more responsibility and deeper impact and that is exciting for top performers.

- **Wealth creation** – New age D2C brands can incentivize talent via stock options, driving skin in the game and better wealth creation outcomes for talent.

## Rise of D2C brands reshaping the traditional models in the industry, thoughts:

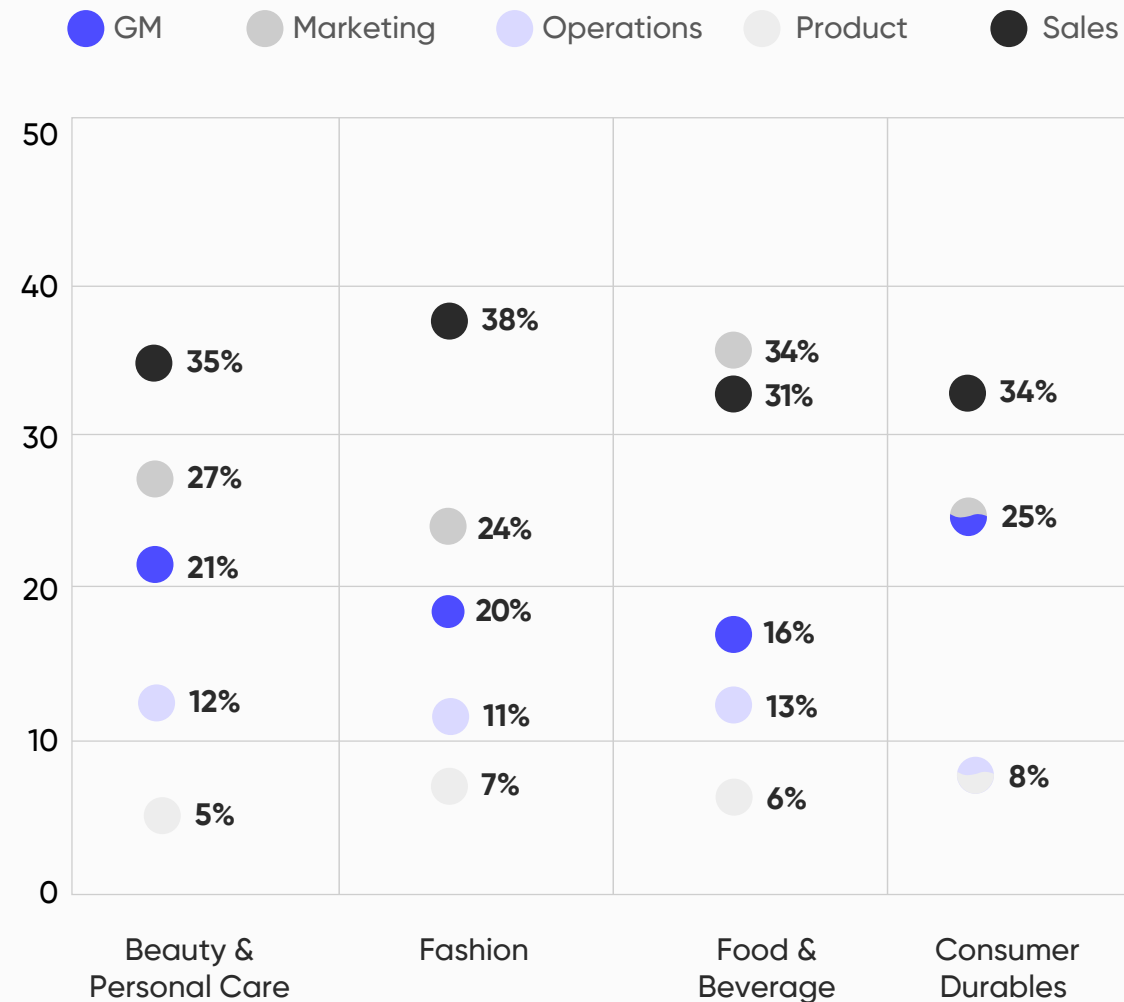
- **Large outcomes require time and capital.** Lenskart and Firstcry are a decade in the making. Mamaearth has been 8 years in the making. So, patience pays – this is not a space for quick results.
- **Offline is a critical piece of the distribution puzzle** that needs to be cracked in keeping with the product and the category. Whether it is General Trade or Retail Stores, once a brand achieves critical mass online (typically at the 50-100 Crs mark), it needs to figure out its "channel market fit" from an offline standpoint.
- Emergence of **winning partnerships between D2C and traditional players** – Tanishq CaratLane is a stellar case study of a win-win partnership between a new age brand in a structurally attractive category like affordable everyday gold and diamond jewellery and a large category leader like Titan. CaratLane was substantially online in 2016, Titan noticed the brand and first invested in the company to accelerate its offline roll out. It has now after 7 years completed its acquisition creating one of the biggest D2C exits in India for a new age brand and its founders.

**Ketki Paranjpe**

Partner (Investments)



## Functional Split of Senior Talent Movements



## Future Potential Over Past Experience:

### The Shift in Hiring Criteria

“ The trend towards hiring more senior talent across key verticals is being driven by the need to build and scale brands, optimize supply chains, and develop innovative products and services. The functional split of senior talent movements in D2C firms is a clear indication of the top priorities of these organizations, Sales & Marketing being the key functions to address shifting consumer preferences & scale D2C firms across channels.

In addition, the spotlight is clearly on senior hires from ‘traditional’ Consumer firms, with senior talent in emerging as well as established D2C firms bringing considerable experience across large domestic & international FMCG/CPG firms. Another area to watch out for – D2C firms are also becoming more global, requiring businesses to have a stronger focus on international markets, creating new & dynamic opportunities for senior hires.

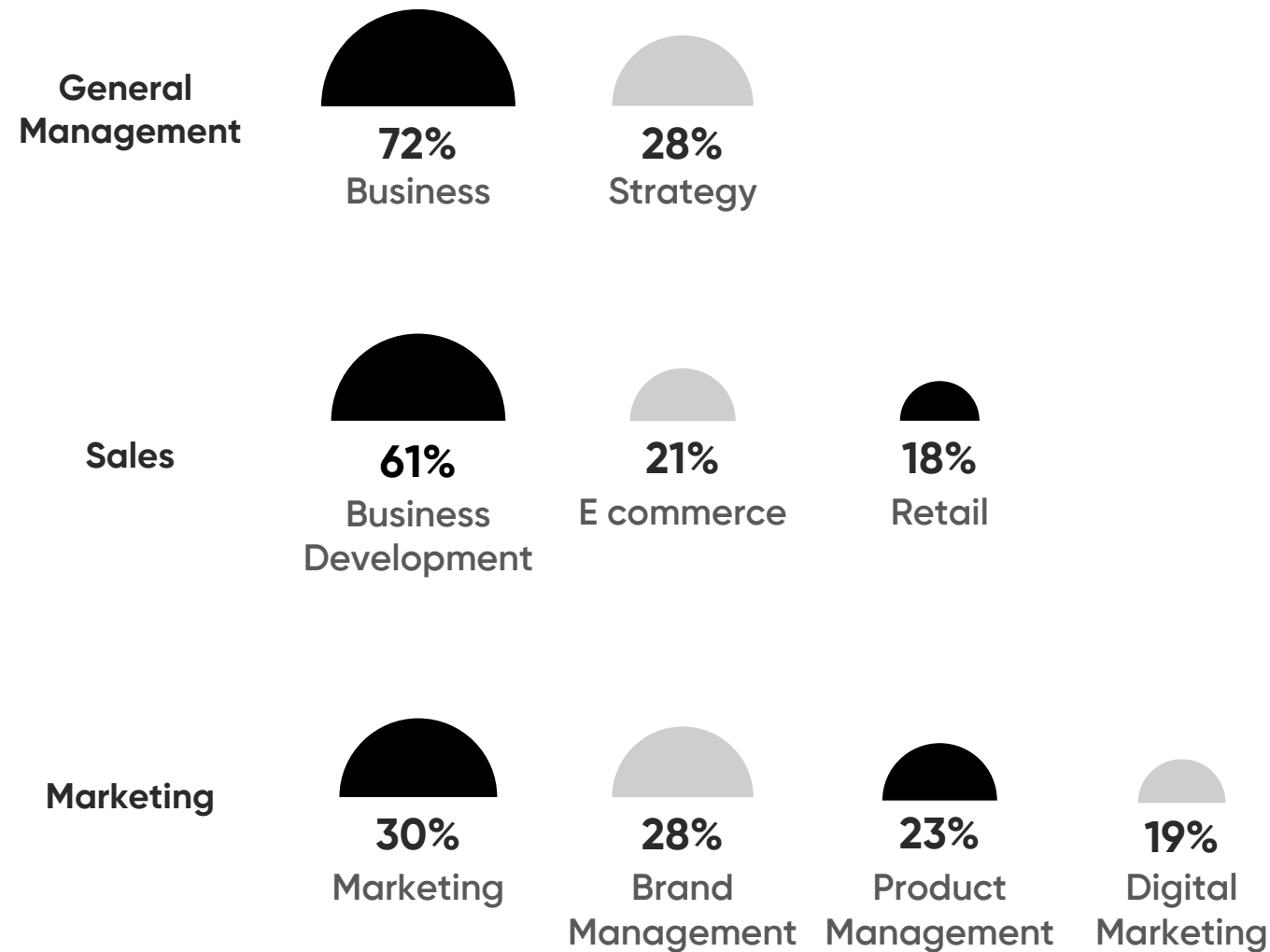
**Ayesha D’Souza**

Managing Partner

**Native**



## Skill Wise Talent Churn



## Roles in Demand

### E Commerce

Develop and execute e-commerce strategy, online marketing, content strategy, product cataloging, promotional campaigns, customer service and logistics. Proven track record of success in driving online sales and revenue growth. Ability to analyze data and metrics.

### Performance Marketing

Designing and overseeing multiple aspects of performance marketing including marketing database, campaigns. Expert of SEO, SMO, SMM, email marketing, content writing, social media penetration, website analytics.

### Brand Management

Analyze brand positioning and consumer insights, monitor market trends, research consumer markets and competitors' activities, define and manage the brand communication strategy using a variety of media, orchestrating digital content strategies across all online platforms.

### Business Development

Design and create retail development strategy, market research on demographic features, viability, drive offline outlet expansion, formats, cities, markets, etc., Improve company's touch points through numerous

### Strategy & Corporate Development

Commercial due diligence, lead corporate development transactions (M&A or investments) across all phases of sourcing, evaluation, execution and integration. apply strategic thinking to evaluate new transaction opportunities and contribute to target gameboard and cultivation.

# Where is the D2C Talent coming from?

## You have unique value; senior talent OPEN to Talk"

### Independent D2C Firms

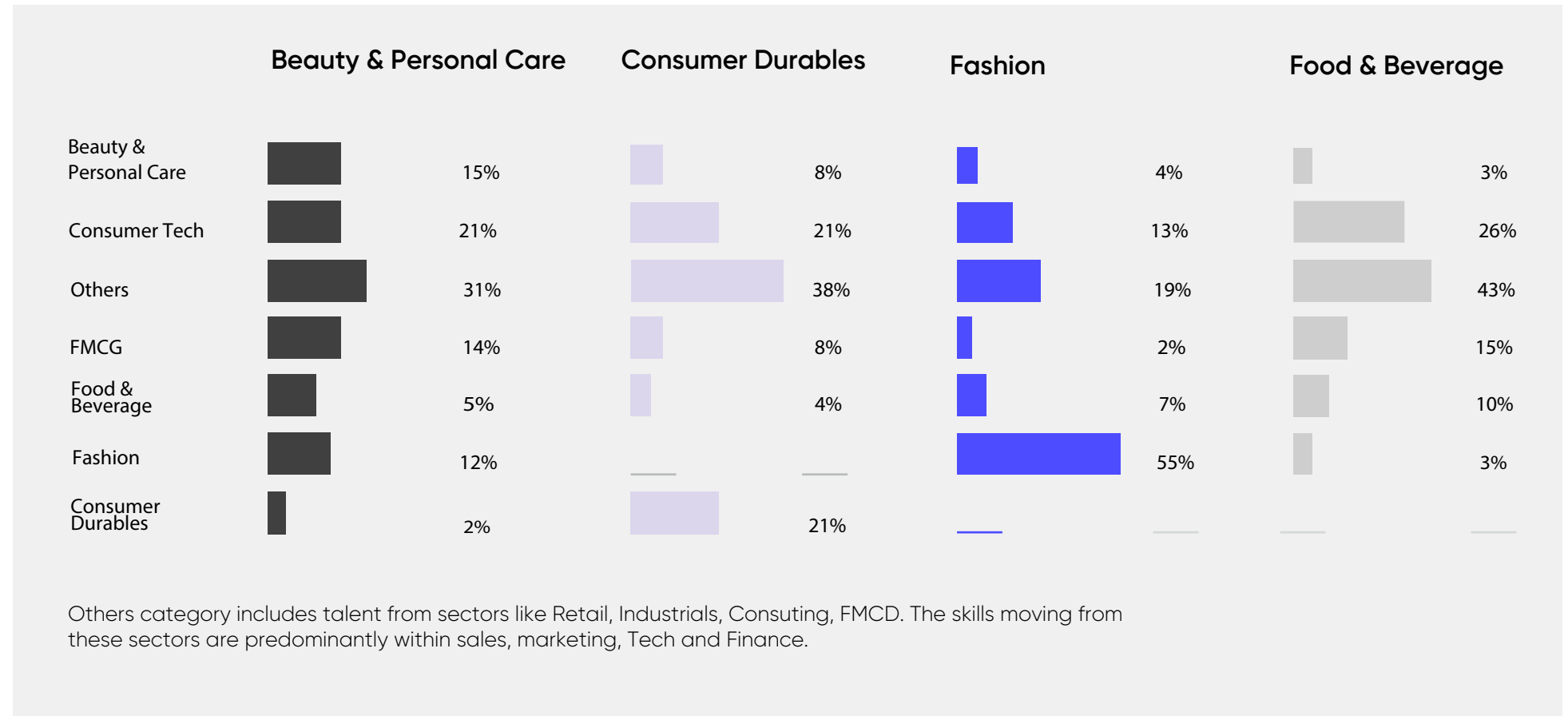
Leaders from classical FMCG/FMCD backgrounds, without prior experience in online analytics, may struggle to adapt, unlearn & learn certain new market approaches. Limited suitable e-commerce talent is a strong factor for the restrained growth in D2C. The preferred solution for Talent, with embedded skills to succeed in running a D2C Firm, potentially exists within Consumer Tech Companies. It remains the most preferred segment for D2C Firms to poach talent, particularly within functions including marketing, merchandising, supply planning, IT, and product development.

### Traditional Platforms venturing into D2C

D2C teams within traditional platforms are often formed organically, with leaders in their mid to late careers transitioning into D2C and e-commerce roles. These leaders work hard on disruptive and innovative thinking which is necessary for the fast-moving digital environment. By showcasing the unique value of a D2C brand, leveraging the network and social media, and building a strong employer brand, top talent can be attracted to join established or even emerging D2C platforms.

## Migrations of senior talent from other sectors to various D2C categories.

Analysis of 270+ Senior Talent movements over 2 years.













# Headhunters Paradise

Traditional Platforms – D2C Poaching



# Migrations from Traditional Platforms

2021 - 2023

Exit	Name/Role Hired for	Category	Skill	D2C Firm	Past Exp
	<b>Gaurav Nayyar</b> COO	Electronics & Appliances	Operations		<ul style="list-style-type: none"> <li>○ Bain &amp; Company</li> <li>○ KPMG</li> </ul>
	<b>Gurpinder Singh Walia</b> SVP - Offline Sales	Beauty & Personal Care	Sales		<ul style="list-style-type: none"> <li>○ Dabur</li> <li>○ Abbott</li> <li>○ Henkel</li> </ul>
	<b>Joe Cheeran</b> AVP - Supply Chain & Operations	Beauty & Personal Care	Operations		<ul style="list-style-type: none"> <li>○ Marico</li> <li>○ Glenmark</li> <li>○ Johnson &amp; Johnson</li> </ul>
	<b>Abhishek Agrawal</b> CBO	Beauty & Personal Care	Sales		<ul style="list-style-type: none"> <li>○ ITC</li> </ul>
	<b>Sandeep Ghoshal</b> Head - International Business	Beauty & Personal Care	Sales		<ul style="list-style-type: none"> <li>○ GCPL</li> <li>○ BIC</li> <li>○ The Himalaya Drug Company</li> </ul>

















**RPSG** CAPITAL VENTURES

**Sambit Dash**  
Partner

## “ Why do D2C Platforms recruit Marketing incumbents from classic FMCG companies?”

FMCG companies that have been around for decades, both MNC and Indian, have immense knowledge bases and time-tested processes that have helped them build and grow brands sustainably. Marketing talent that has worked on these companies and soaked in that environment, is expected to be able to bring in a lot of that to D2C startups. The D2C platforms hence don't have to build their marketing infrastructure from scratch.

# Migrations from Traditional Platforms

Exit	Name/Role Hired for	Category	Skill	D2C Firm	Past Exp
	<b>Shailendra Singh</b> SVP	Beauty & Personal Care	Sales		○ Unilever
	<b>Siddhartha Ghosh</b> COO	Food & Beverages	Operations		○ Zetwerk ○ ITC
	<b>Shivani Behl</b> CMO	Beauty & Personal Care	Marketing		○ Dabur ○ Abbott ○ Henkel
	<b>Suchit Bansal</b> SVP - Imports & Cross Border Store Business	Beauty & Personal Care	Marketing		○ Marico ○ Make My Trip ○ PepsiCo
	<b>Varada</b> Associate Director- Retail	Beauty & Personal Care	Sales		○ Lakme Lever ○ Chambor ○ Future Group
	<b>Aman Brara</b> VP - Head Wearables	Electronics & Appliances	Marketing		○ Reckitt ○ GCPL
	<b>Atul Vivek Dwivedi</b> VP & Head - Offline Sales	Electronics & Appliances	Sales		○ Realme ○ Samsung Electronics ○ Aditya Birla Retail















**Siddhartha Ghosh**  
COO

## “ Challenges that a classic FMCG candidate would face in adapting D2C Firm?

Proficiency in navigating online systems, logistics, and processes is essential in the modern business landscape. However, what makes Direct-to-Consumer (D2C) particularly compelling for FMCG professionals is its alignment with shifting market dynamics and trends. The consumer landscape is progressively tilting towards online platforms and convenience-driven experiences. This significant transformation is driving substantial growth, with online channels consistently demonstrating a remarkable year-on-year expansion of at least 25%. As a result, D2C emerges as the next strategic leap for FMCG experts, offering a promising avenue to tap into the burgeoning online market and capitalize on its burgeoning potential.

# Migrations from Traditional Platforms

2021 - 2023

Exit	Name/Role Hired for	Category	Skill	D2C Firm	Past Exp
	<b>Ankita Bharadwaj</b> Head - Marketing	Beauty & Personal Care	Marketing		<ul style="list-style-type: none"> <li>○ Reckitt</li> <li>○ Marico</li> </ul>
	<b>Gaurav Mehra</b> Head – Large Format Retail	Electronics & Appliances	Sales		<ul style="list-style-type: none"> <li>○ Usha International</li> <li>○ Lava International</li> <li>○ Sony</li> </ul>
	<b>Aanchal Jain</b> CBO – Brand & Consumer Experience	Fashion	Brand		<ul style="list-style-type: none"> <li>○ Futurebrands</li> <li>○ Tanishq</li> <li>○ Domino's Pizza</li> </ul>
	<b>Anuj Gupta</b> Head –Sourcing (Fashion D2C)	Fashion	Sales		<ul style="list-style-type: none"> <li>○ Wildcraft India</li> <li>○ Adidas</li> <li>○ Orient Craft</li> </ul>
	<b>Mrityunjay Tiwari</b> Head - Supply Chain Projects	Fashion	Operations		<ul style="list-style-type: none"> <li>○ Unilever</li> <li>○ GSK Consumer Healthcare</li> <li>○ Godfrey Phillips</li> </ul>
	<b>Shalini Raghavan</b> Group CMO	Beauty & Personal Care	Marketing		<ul style="list-style-type: none"> <li>○ L'Oréal</li> <li>○ HUL</li> <li>○ Britannia</li> </ul>



ORGANIC HARVEST

**Ankita Bharadwaj**  
Head - Marketing

## “ Why is the D2C industry a strong preference these days for Marketing incumbents?

D2C presents a robust appeal due to its vast potential for innovation, personalized consumer engagement, and geographic expansion. For marketers, this translates into a platform to unleash their creativity and experiment in ways previously unexplored, fostering professional growth. The allure of D2C, therefore, lies in the avenues it offers for creative exploration and career advancement, making it an unequivocally attractive choice for marketing incumbents.













# Emerging D2C Platforms

## Senior Hires

## Acqui Hiring Emerging a Great Possibility

“Acqui-hiring” is emerging as a great corridor to scale emerging D2C organizations rapidly across levels. This involves onboarding exceptional talent through acquisitions of Teams and providing them with the necessary support to integrate into the larger company and become a catalyst for e-commerce growth. This is one of the most challenging but effective ways to acquire talent. Where there are appealing imperatives and linkages beyond talent, such as product, customer base, and technology, small D2C firms are looking to consolidate and reap the benefit of being a more robust platform.

## New Entrants Senior Hires

 <p>Akhil Rumandla Head - Growth [ Vivifi India ]</p>	 <p>Ripal Chopda CMO [ Vini Cosmetics ]</p>	 <p>Chella Pandyan COO [ Kimberly-Clark ]</p>
 <p>Konark Gaur Chief Marketing &amp; Commercial Office [ Marico ]</p>	 <p>Vibin Prabhakaran CBO [ Stader Labs ]</p>	 <p>Amita Pai Nayak Head - Visual Merchandiser [ Future Group ]</p>
 <p>Anuj Shah CBO [ McDonald's ]</p>	 <p>Harsh Gupta COO [ Mad Over Donuts ]</p>	 <p>Kushal Singh Head - Marketing [ Domino's ]</p>
 <p>Devika Srimal Bapna Chief Product Officer [ Bhaane ]</p>	 <p>Abhishek Agrawal SVP - Supply Chain &amp; Sourcing [ Huhtamaki ]</p>	 <p>Samridh Dasgupta CMO [ Bombay Shaving Company ]</p>

# Industry Leading Consumer Practice with deep domain expertise and track record

## Key Stats of Consumer Practice

50+

**Mandates successfully closed across CXO levels**

20 in last 6 months

14+

**Member dedicated team**

With more than 100 years of Executive Search and domain backgrounds

500+

**Mandates handled**

Across varied skills within Sales, Marketing, Branding, General Management, Supply Chain and Strategy at mid management levels

30+

**New age PE/VC Funded Startups and D2C Clients advised**

Across business and functional roles including maiden team ramp up



**Ayesha D'Souza**

Managing Partner



**Deepa Malhotra**

Associate Director - Consumer North



**Simran Arora**

Principal - Consumer South



**Revilla Monteiro**

Associate Principal - Consumer West

**Native**  
nativeworld.com