

CASE STUDY:

Modernising Finance Leadership to Drive Transformation in a Family-Owned Manufacturing Business



Overview

A long-established UK food manufacturer, operating across multiple sites and supplying major retailers and hospitality brands, required a new Finance Director to support its next stage of growth. As a family-owned business with a substantial national footprint, the organisation needed modernised financial leadership to strengthen performance, drive transformation and support ambitious future expansion plans.

Challenges

- The business operates from a **remote coastal location with a limited local talent pool**, making senior finance recruitment particularly challenging.
- As a long-established, family-owned organisation, **no equity was available as part of the package**, reducing appeal in a market where many senior finance professionals expect equity participation.
- The role required **experience of working within a family-business environment** and the ability to manage long-standing relationships.
- **Significant transformation was needed** following 30 years of tenure from the previous Finance Director, and this was the first senior appointment led by the newly appointed Managing Director, increasing the importance of cultural and strategic fit.

“ The **appointed individual has a proven track record when it comes to driving financial performance and business growth**, both in the UK and internationally, and we're delighted to welcome them to the team. Despite the challenging backdrop, we remain extremely excited for the future as we look to continue our growth trajectory. Over the next five years, our aim is to significantly expand the business, enter new markets and develop an international presence, and their extensive experience, together with their strategic vision, will undoubtedly be instrumental in helping us to reach new heights.

Managing Director

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Our Approach

- Headstar delivered a **comprehensive search using a combination of targeted headhunting**, advertising activity and outreach across our existing senior finance network.
- A **compelling candidate briefing pack** was developed to articulate the long-term opportunity, cultural story and strategic vision of the business.
- A **curated shortlist was presented**, balancing technical capability, leadership experience and cultural suitability for a family-owned organisation.
- Headstar provided detailed advice to the Managing Director on refining the job description and **conducted a benchmarking exercise** to assess whether the remuneration package was competitive in the market.

Finance Director Appointed

A Finance Director was appointed to lead the function and support the business's long-term strategy.

Strengthened Financial Foundations

The group was refinanced, improving confidence and financial stability.

Reshaped Finance Function

The finance team was restructured to better support the needs of a growing business.

Prepared for Strategic Expansion

The business was prepared for acquisition activity, with appropriate financial governance and reporting put in place.

Ready to transform your business?

Contact us today to find out more about how Headstar can help.



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