

Sandeep Date

Aspiring Independent Director | Manufacturing & Industrial Governance Expert

IICA Certified (Score: 76%, July 2026) | B.E. Mechanical | PGDM Business Management

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EXECUTIVE SUMMARY

Manufacturing boards across India are asking a harder question than they were five years ago: when management says the R&D pipeline is strong, the automation investment is delivering, and operations are under control — how do we actually know? Technology investments, cross-border supply chains, and governance gaps in founder-led companies add layers of complexity most boards aren't equipped to interrogate. One missed signal can unravel years of value. The challenge is finding directors who've governed these situations from the inside, not just studied them.

That inside experience is what 30 years across sales, product management, business development, and R&D leadership in precision engineering and industrial automation provides. As General Manager R&D India at Sandvik Coromant for a decade, governance of 50+ product development projects and a ₹30 crore cost centre across teams in Sweden, Italy, the UK, China, and the US was the daily work: project risk kept visible, efficiency investments scrutinised for real returns (200% gain in digital engineering output), and process standards enforced across international divisions. At Purshottam Industry, the mandate was building governance from scratch inside a founder-led SME — regional teams, CRM discipline, pricing frameworks, and delivery controls that brought on-time accuracy to 98%.

For a board, this translates into specific value: spotting operational and technology risks before management presents them as solved problems, knowing what genuine R&D governance looks like versus a well-constructed status update, and asking the uncomfortable questions when metrics seem too clean. The value here is oversight, not operations: ensuring the board has accurate information, that the right questions get raised, and that decisions in manufacturing-intensive businesses protect the company's long-term ability to compete.

CORE COMPETENCIES

R&D and Product Development Governance

Led 50+ product development projects as GM R&D India at Sandvik Coromant, governing a ₹30 crore cost centre across five countries. Knows how to distinguish genuine innovation progress from a polished project status update.

Operational and Process Oversight

Built governance frameworks at both a global MNC and an owner-led SME: process standardisation across Italy and UK divisions, CRM operating frameworks, regional team architecture, and project delivery disciplines achieving 98% accuracy.

Technology and Digital Governance

Drove automation-led transformation in digital engineering and testing at Sandvik Coromant, delivering 200% efficiency gains. Understands the board-level question every IT committee should ask: is this technology investment actually working?

Sales and Revenue Growth Governance

Career built on measurable top-line results: 300% territory growth, 32% automotive business growth, 500% OEM growth, 53% special products growth. A board member who can interrogate how revenue is actually built — not just read the revenue line.

International and Cross-Cultural Governance

Managed global project delivery with teams in India, Sweden, Italy, the UK, and China. Standardised processes across international divisions and represented the India entity at Sandvik's Swedish HQ quarterly. Directly useful to export-oriented and internationally ambitious boards.

SME and Founder-Promoter Interface

At Purshottam Industry, served as the bridge between the owner and the team: building governance structures that protected the business without removing the speed that made it work. Earns founder trust, because the reality of running an SME is not a theory here.

BOARD & COMMITTEE EXPERIENCE

No formal independent director appointments to date. IICA Data Bank registered (Lifetime). Independent Director Proficiency Exam cleared July 2026 (Score: 76%).

BOARD-RELATED EXPOSURE FROM EXECUTIVE ROLES

Purshottam Industry Pvt. Ltd. — Marking, Traceability, Vision & Automation Solutions

Plant Head & Business Head, Sales | **Nov 2024 – Mar 2026**

The brief: build a governance structure for a founder-led automation company that had grown without one. Sales processes, discount policy, integrator governance, regional team architecture — none existed in formal form. A sales organisation framework was built from scratch covering all-India coverage across automotive, aerospace, oil & gas, and heavy engineering, with project delivery controls that brought on-time accuracy to 98%. The role required operating as a bridge between the owner-promoter and the team: translating founder instinct into repeatable systems, recruiting and structuring an automation engineering function from scratch, and extending solution development beyond the company's core product. This is precisely what independent directors are asked to assess: whether a founder-led business is governed or entirely dependent on one person's judgment.

Sandvik Coromant India Pvt. Ltd. — Global Precision Cutting Tools & Engineering Solutions — ₹30 Crore R&D Centre

General Manager, R&D India | **Jun 2014 – Aug 2024**

50+ concurrent product development projects governed across a five-country network (India, Sweden, Italy, UK, China, US), with full cost-centre accountability at ₹30 crore annually. The governance discipline was keeping risk visible, timelines honest, and efficiency investments scrutinised for real output: automation of digital engineering and testing delivered 200% efficiency improvement. Process standardisation was driven across Italy and UK divisions — both behind on Sandvik's global framework — requiring technical authority and cultural persuasion across teams with their own established practices. Quarterly travel to the Swedish headquarters placed Indian operations at the table alongside country GMs from Europe and Asia: a cross-cultural governance fluency that translates directly to boards overseeing internationally ambitious companies.

PROFESSIONAL EXPERIENCE

Sandvik Coromant India Pvt. Ltd. — Global Precision Cutting Tools & Engineering Solutions

Product Manager, Turning & Tool Holding Products | **Jan 2010 – May 2014**

PAN India responsibility for the turning and tool holding portfolio, with a mandate to grow through better market intelligence. Competitor performance evaluations were institutionalised as a formal discipline; promotional strategy was rebuilt from those findings. 15% year-on-year portfolio growth followed. Application support and sales training built customer knowledge capability in the frontline team that sustained growth beyond single promotional cycles. Direct participation in global product development brought the India market perspective into Sandvik's international R&D decisions.

Sandvik Coromant India Pvt. Ltd. — Global Precision Cutting Tools & Engineering Solutions

Business Development Manager, Automotive & Special Products | **Jan 2006 – Dec 2009**

Automotive segment and special products: grow both in a market where relationship-based selling had plateaued. A strategic roadmap was built from scratch — account segmentation, value proposition development, and a governance framework for special products that replaced ad-hoc customisation with a repeatable process. Automotive business grew 32% over three years; special products grew 53%. The groundwork here became the foundation for 500% OEM growth and 400% channel growth in the years that followed.

Sandvik Coromant India Pvt. Ltd. — Global Precision Cutting Tools & Engineering Solutions

Senior Sales Engineer, Pune | **Jan 2000 – Dec 2005**

Territory sales across the Pune engineering and manufacturing cluster, with full accountability for forecasting and account development. The territory grew 300% over six years through systematic account development, value-based selling, and product launch seminars that built durable customer knowledge.

This period established the commercial and customer fluency that shaped every leadership role that followed.

Premier Automobiles Pvt. Ltd., Machine Tool Division — Automotive & Machine Tool — Pune
Senior Sales Engineer | Jun 1995 – Dec 1999

Early-career B2B sales across the Pune engineering and automotive cluster. Foundation disciplines built: technical application selling, customer relationship management, and pipeline governance in a competitive industrial market — the commercial base that underpins every role that followed.

EDUCATION & CERTIFICATIONS

IICA Independent Director Proficiency Exam MCA Data Bank, Cleared July 2026 (Score: 76%)	Post Graduate Diploma, Business Management All India Institute of Management (AIITM), 1998–99	B.E., Mechanical Engineering Maharashtra Institute of Technology, Pune University, 1992–95
Diploma, Mechanical Engineering Maharashtra State Board of Technical Education (MSBTE), 1988–91	Lean Kata Coaching & Operational Excellence Sandvik Coromant Global, Certified Practitioner	Product Lifecycle & Digital Engineering Governance Sandvik Coromant Global & Internal Programmes, 2014–2024

MEMBERSHIPS & AFFILIATIONS

Professional IICA MCA Independent Director Data Bank (Lifetime) | Institute of Company Secretaries of India (ICSI) — Network Member
Industry Confederation of Indian Industry (CII) Pune | Indian Machine Tool Manufacturers' Association (IMTMA) | Mahratta Chamber of Commerce, Industries and Agriculture (MCCIA)
Academic Mentor, Engineering & Automation Startups — MIT Pune Incubator (in engagement)
Networks LinkedIn: linkedin.com/in/sandeep-date-6b665812 | Pune Manufacturing Founder Network (active)

REFEREES

Available upon request.

I hereby declare that the information provided above is true and accurate to the best of my knowledge.