

Interim General Manager – Technology Acquisition

Ability to integrate into the client company

[The interim] was brought in to work with the General Manager of the Embedded Software Division on developing strategies for growing the business in new markets through strategic alliances or acquisition. He very quickly gained the respect and trust of those individuals within the divisional and corporate functions required to build analysis and due diligence teams. One of three diverse options brought to the Board was selected. [The interim] then managed the entire acquisition process, well within approved budget, and was then retained to manage the business for an extended 12 month integration period that saw the successful launch of the first product with combined technology.

Impact on the business / bottom line

As of 2 years after acquisition revenues and margins have exceeded the approved business plan and on target to deliver the highest ROI for an acquisition in company history. The acquired business has also brought in significant web resource and expertise which is having positive impact in many areas of the business.

Overall contribution / achievement of objectives

The acquisition target he recommended was shown to be compatible on many different levels, technology, channels to market, operations, finance and culture, that would benefit the company beyond the immediate business plan. [the interim] worked with outside counsel on the complex negotiation with 3 legal entities based in Munich, Texas and Slovenia. The integration management phase, covered sales operations, engineering, product alignment, web operations, legal contract assignments, manufacturing, HR, recruitment, SAP, and merger of distribution networks.

Working style

We rapidly became confident that [the interim] was organised and had a strong attention to detail, and would accurately determine what status or issues should be escalated. Reporting was concise and relevant.

Leadership / people management skills

[The interim] was skilled at resolving the multi-level cultural problems; regional and small/large company. At the point of acquisition he had established respected as a strong, reliable leader, by all staff in both companies.

Any other comments about the interim manager

He clearly modified his management style over time as the integrated team came up to speed and he disengaged.

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