

Interim General Manager - Far East Software Division

Ability to integrate into the client company

[The interim] was brought in to work with the GM of the Embedded Software Division and President of China Operations to develop and implement a strategy for developing a software tools business in China, in the face of extensive software piracy. His experience in tools markets and working with Asian cultures enabled him to quickly establish effective communication with all involved, and he agreed to work out of Shanghai office for 4 months.

Impact on the business / bottom line

Both commercial unit sales and University sales grew by factors of 10 year on year. We became the preferred tools vendor for all major semiconductor vendors operating in the region, significantly enhancing the overall corporate brand. The associated marketing program included government collaboration which persuaded major Universities to purchase legal tools and promote to students, which is combating piracy culture in young developers.

Overall contribution / achievement of objectives

Working with local Chinese staff, [the interim] determined the product features, services and price points at which target customers could and would purchase legal tools. Low cost and high local language service content requirements dictated a China cost base for manufacturing and web-based service channels, to retain profitability.

He identified suitable local tools business and worked with outside counsel to establish an innovative joint venture arrangement, that inherently protected IP. This included an equity stake, requiring JV to gain official FIE status.

[The interim] was further engaged to project managed start up to 6 months after first product launch, building team in JV, German, UK and China offices to manage ongoing operation.

Working style

[the interim] was very aware of the cultural differences in management and communication styles, and introduced stylised written communication that worked well when spoken English is not good, and across multiple time zones.

Leadership / people management skills

His willingness and ability to act as an “English to English” translator and “cultural coach” was key to smooth progress and development of lasting working relationships. While in China offices, we involved him in training all staff.

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