

Interim Sales and Marketing Director – Fast Growth Technology

Ability to integrate into the client company

[The interim] was brought in as Director of Marketing to work with the recently appointed General Manager of an Embedded Software Division, to turnaround significantly declining revenues. The interim worked well with all the key players; internal and external to the division; from engineers to Board members; and very quickly got beyond some obvious technical problems to identify all the factors causing decline in revenue.

Impact on the business / bottom line

[The interim] was engaged in Q3 of year in which revenues dropped 16%. In the subsequent two years revenues grew 27% and 25%, with a return to healthy profit in the second. An excellent Divisional marketing team was created with effective communication processes with engineering, sales channels, key customers and market analysts.

Overall contribution / achievement of objectives

[The interim] identified that the division had essentially been technology led, rather than led by customer needs. When a significant quality problem occurred in an acquired component, internal morale dropped and communication processes became ineffective, resulting in the sales force becoming “disillusioned” with the products. Product component mixes were revised to target markets unaffected by the defective component, and a support task force helped key affected customers work around defects while they were incrementally fixed. The Marketing team was restructured and trained in formal processes, which include communication, training and support of sales force, to bring them back on board. Final contribution was to recruit permanent Marketing Director.

Working style

[The interim] tended to hold short effective discussions with players of all disciplines and seniority, giving concise feedback and regular communication on plans and actions specific to the individual. This rapidly built the understanding, trust and support required to make change happen.

Leadership / people management skills

Good at identifying individuals strengths and then motivating and coaching them to play to these strengths.

Any other comments about the interim manager

Was impressed by how effective [the interim’s] coaching style of management allowed him to work with individuals with highly technical expertise to generate solutions. Have gone on to use [the interim] for other projects

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