



Executive Search Case Study - 2014

### **Assignment: Allegro-Micro China General Manager**

Client Company Profile: With more than 30 years of experience developing advanced semiconductor technology and application-specific algorithms, our client is a global leader in power and sensing solutions for motion control and energy-efficient systems primarily in the automotive sector.

#### **The Challenge:**

To recruit a General Manager who has the technical expertise in sensor products, sales & marketing capability, team building and management experience and most importantly to grow the China market. As the client is in a very niche industry, there are relatively few candidates in the marketplace for most of the potential candidates in large MNCs are either technical experts or sales talents with limited technical expertise and very few candidates have both capabilities. Our client is looking for a talent who also has “hunter” proven track record as opposed to ‘farmer’ experience, can develop new markets and grow revenues. Therefore, the talent pool is even smaller for within the potential sales talents, there are many more “farmer” than “hunter” sales people.

#### **Solution:**

Fitco-Consulting was selected as an exclusive search firm for the China GM position, working closely with US headquarters HR and the Asia regional Director based in South Korea. After in-depth interviews with stakeholders in US and Korea, the Fitco team commenced a thorough search across the Industry within their primary competitors in the market. As a result, one outstanding ideal candidate with great potential working for a Fortune 500 major technology conglomerate was found.

#### **Persuading the ideal talent:**

The initial conversation with the eventually selected candidate lasted 1.5 hours on the phone, and her attitude changed from no interest to being willing to explore more. Katherine then scheduled a face to face meeting during the same week and they held a candid conversation which highly motivated the candidate. The primary argument used was that the candidate would become a “big fish in a small pond” compared with her current role of a “small cog within a huge machine”.

#### **Result for Client:**

The companies market growth from 2014 since the candidate came on board was highly impressive in comparison to the companies previous 22 years in China due to the candidate building an outstanding sales and service team as well as a product quality team. As with all our candidates Fitco provided continuous mentoring and coaching services for the candidate to ensure maximizing the candidates impact in her leadership role: after 2 years a course on how to implement TOC within her management thinking was undertaken and also topics such as managing upwards effectively and teaching new communication skills supported the candidate to achieve new height in her career. The quadrupling of company China sales under her leadership was highly instrumental in the company listing successfully on the NASDAQ market in 2019.