

Executive Search Case Study - 2013

### **Assignment: Ossur Singapore Clinic Centre Greenfield launch**

Client Company Profile: Headquartered in Iceland and employing a staff of over 4,000 located in 36 countries worldwide, Össur has extensive operations in the Americas, Europe, and Asia, with numerous distributors in other markets. The company is named after Össur Kristinsson, an Icelandic prosthetist who developed the breakthrough silicone interface for prosthetic sockets, the Iceross® liner. Himself an amputee, Mr. Kristinsson was motivated by his own needs and entrepreneurial spirit. Building on that pioneering tradition, Össur has added numerous life changing products to its portfolio. Among them are dynamic braces such as the Unloader One®, clinically proven to relieve the pain of knee osteoarthritis, and the Power Knee™, the world's first motor-powered prosthetic knee.

#### **The Challenge:**

Ossur would like to go into Singapore market. The first launch strategy is to open a Clinic Centre in Singapore to tap into Singapore market with its new product, aiming to become a service oriented hub in Singapore.

Challenge One: To register a Clinic in Singapore, it is required by Singapore government to have an experienced doctor (physician) with practice license in Singapore. There are very limited licensed doctors in the specialization in Singapore talent market, almost all the doctors are already having a job or already registered their own clinic.

Challenge Two: With the newly opened Clinic, the customer base is zero, a highly experienced Practice Manager is needed for the marketing of the clinic to build up the customer base from scratch for our client to enter Singapore market successfully. This will require candidates to have both entrepreneurial spirit and green field zero to one track record.

#### **Solution:**

Fitco-Consulting was selected as an exclusive search firm for the two positions, working closely with the Asia President Mr. Árni Arason based in Shanghai. Fitco launched the search with an international team from both Singapore and Shanghai. After in-depth full talent mapping, search and selection, interview and persuasion, Fitco found all the registered doctors in Singapore and shortlisted one doctor who is willing to work with Ossur to register and open a new clinic centre in Novena Square Medical Centre in Singapore. Around the same time, two final outstanding candidates were shortlisted for the Practice Manager position. As a result, one ideal candidate with zero to one green field launch track record of a dental clinic in Singapore were hired. Even though the candidate have no industry experience in prosthetics, after interviewing all candidates within the prosthetic industry, client realized that the candidates with industry experience were in shortage of entrepreneurial spirit, therefore it is more important to select candidate with clinic centre experience and entrepreneurial spirit to ensure Ossur's embarking into Singapore market.

#### **Client Comments on value add services of Fitco's search methodology, esp for new market entry:**

- Provided us first hand market insights and latest industry knowledge of the new market through meeting top professionals in the market;
- Demonstrated to us a complete birds eye view of the talent across Singapore;
- Assisted in offering and gave us advice so we could make informed decision and secure both candidates;
- Facilitated us with knowledge on local labour laws and HR administration processes;
- Opened doors for business development in the market for our products;
- Enhanced our employer branding image in the local talent market.