



Leadership Capital Advisors

Talent Matters

Partners in Executive Search

CASE STUDY

CHIEF INNOVATION OFFICER — Technology Company

PREVIOUS STATE

- Technology company selling into two segments:
 - New segment experiencing rapid growth, profitability, high margin, highly volatile environment
 - Mature segment – slow growth, low margin, steady
- Neither segment reacting fast enough in high technology market, new product launch taking too long R&D operated from an insular perspective
- Monthly ½ day technology reviews submitted to CEO and executive team; reviews led by R&D to set R&D priorities, budget
- All R&D activities based out of headquarters located in Midwest USA

TRANSITION

- Brought in Vice President R&D from best-in-class technology company with combination research, product launch and operations experience
- Ph.D., Chemical Engineering

CURRENT STATE

- Established R&D satellite centers in market hubs (Singapore and Shanghai) with local language fluency and Western experience
- Created a bridge to Marketing in USA to link business units needs into centralized R&D
- Reduced and focused the number of initiatives R&D was working on to increase market opportunity, “got ahead” of obsolescence
- “Softened” the stage-gate process to be more flexible and agile to market needs, thus increasing speed to market
- Monthly ½ day technology reviews submitted to the CEO and executive team; reviews led by Marketing