



**International Top Executives recruitment service
from interim assignment to permanent placement**

Success Story

Profile VP/Human Resources
Manager CEO Europe Id # : 9075

A Semiconductor Equipment Company

Background

The client company is a leading producer of capital equipment for the global semiconductor industry. With the rapid expansion of the business, increased complexity of product and dynamic market, the company was reorganized from a technology-based, product-orientated to market-driven, customer-focused.

Problem

With the formation of a customer business group, the sales and support organization became a much expanded function. Measures of success went beyond bookings to include gross profit, market share and customer satisfaction - overall and by product. In addition, the sales and support organization was elevated to general management level. With an increase on focusing and empowering at the customer interface, new dedicated account-specific resources at the interface would be required. The question became how to build the talent capabilities to meet that need.

Solution

Strengths and weaknesses were identified and a number of changes were recommended. Based on the findings, a five step talent discovery process was implemented.

1. Confirm talent capabilities aligned with customer business group strategy
2. Develop a shared understanding of the common language
3. Conduct talent evaluation training for lead users
4. Run talent reviews to surface and debate prospects
5. Develop a plan to manage the talent management process on a build-in annual cycle

Results

- Designed strategy-talent gap analysis on the dimensions of speed, accuracy and cost – established specific measures for the intangible concept of talent vis-a-vie strategy.
- Revised aging competency models using market research techniques to better evaluate leadership talent – getting at the hidden knowledge, the 80% below the awareness level.
- Developed scout training camps to teach lead users how to see and project potential – 35% improvement in surfacing future leadership potential.
- Delivered talent reviews resulting in smarter picks – measurably better alignment with strategy.
- 10X improvement in partner relationship

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