

Case Study

A leading global manufacturer of space systems and hardware calls upon CriticalKnowledge to bring in international leadership for a major new high growth subsidiary.

CriticalKnowledge is a highly specialized search firm that focuses on the most difficult challenges in sourcing critical talent, globally.

- *We do not use recruiters. Our operations personnel have deep backgrounds in strategic intelligence.*
- *We pioneered the application of advanced strategic intelligence methodology to human capital sourcing.*
- *We leverage the knowledge and industry relationships of a global intelligence network of 5000 specialized sector experts on five continents.*

The result is our ability to deliver at a level no one else can.

Challenge

A global manufacturer of space systems and hardware was launching a major new subsidiary after years of intense preparation. The new company would oversee a global microsatellite constellation delivering data services to clients in diverse locations, as well as a global infrastructure of ground stations and support communications. The data provided by the constellation would allow clients to identify and locate vessels at sea anywhere in the world within a limited window of time, which represented a major advance in maritime tracking and monitoring. Furthermore, the company had spent thousands of hours developing advanced, proprietary technology that allowed it to de-collision complex data transmissions from among a multitude of signals from space and translate the data into meaningful information. The company's data services would be utilized by clients on a worldwide basis, including national governments, port authorities, coast guards, search and rescue organizations, shipping companies, and insurance companies, among others.

The client was seeking a senior executive to lead global business development and marketing. This was an extremely complex role that mandated comprehensive expertise in selling sophisticated satellite services into



CriticalKnowledge came in to undertake a critical executive search for us. This search demanded a deep strategic understanding of our technology and business objectives. We had specific parameters defining what we were seeking that made the search particularly challenging, in terms both of expertise and cultural fit. CriticalKnowledge was able to assess the complexity of the need, provide valuable counsel, and deliver at a very high level. Ultimately, we are focused first and foremost on results, and CriticalKnowledge was able to meet our needs with real expertise.

Chief Executive Officer, Leading Global Space Systems and Hardware Manufacturer

governments, and other relevant maritime entities on a truly international basis. The parent organization had strong business development capability in terms of hardware, but had less on-the-ground experience in developing business in the context of a services model.

The individual brought in would be central to developing the client's core competence and strategic capability in terms of marketing and delivering satellite-based data services.

Why CriticalKnowledge Was Brought In

The client had extensive experience dealing with some of the best known traditional recruitment firms in the world. However, they believed the complex nature of this search necessitated a more sophisticated approach, in the context of the specific strategic and operational objectives for the role. They did not feel that the title-driven recruiting methods utilized by traditional search firms, which are

Case Study

dependent on calling lists of individuals based on job title, would be effective in these circumstances. They ultimately brought in CriticalKnowledge because of CK's advanced intelligence methodology and focus on the most difficult situations in sourcing human capital, as well CK's global reach.

Process

- CK went through problem definition in depth with the client's operations personnel.
- The CK operations team built a detailed operational model of the role in the context of the relevant value chain. CK identified critical linchpin components where the role was correlated with greatest value creation in the relevant value streams.
- One example of the many complex issues that came up in the context of the operational modeling and verification with sector experts from the CK intelligence network related to ability to introduce new services into national governments outside of existing and standard procurement needs and managing the process from initial introduction through the specific, specialized procurement procedures relevant to the government in question.
- A second example related to in-depth expertise in the identification, selection and management of in-country agents or partners to sell to governments of specific nations that on political grounds either required vendors to work through local entities or favoured vendors that did so.
- CK gathered comprehensive intelligence in these complex technical areas and a deep understanding of all of the relevant players in the specific relevant market sub-segments across the globe.
- The CK operations team engaged in substantive discussions with more than 45 specialized experts worldwide in the technical area with specific experience in these market sub-segments in order to a) expand our understanding of the operational model for the role, and; b) funnel us to the few people who are the top of their game with respect to this specific need.
- The CK intelligence gathering process rapidly allowed the identification of the few people worldwide who were capable of undertaking this work.

- CK evaluated individuals against the detailed operational model created for the role in order to determine appropriateness for the specific demands of the role.
- CK gathered in-depth intelligence on specific individuals through external third parties from our intelligence network and referred to us by our network.

Results

- After extensive evaluation, CK brought in several key individuals from locations around the world.
- Following comprehensive client-side assessment in close consultation with CK, the client hired the CK recommended executive, who brought key operational components to the table in terms of expertise in marketing and selling advanced technical services to governments internationally.

For further information contact Andrew Close, Vice President, CriticalKnowledge at aclose@criticalknowledge.com.