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CASE STUDY

Interim project manager helps set up an R&D site in India for Giesecke & Devrient GmbH



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OUR CLIENT

Giesecke & Devrient GmbH

Industry:	International provider of security technology
Employees:	approx. 10,500
Sales:	€ 1.7 billion
Products:	Production and processing of bank notes, security documents and identification systems as well as chipcard-based solutions
Project site:	Munich (Bavaria, Germany) and Gurgaon (near New Delhi, India)
Length of project:	12 months
Interim Manager:	Ram Malhotra



Brief description

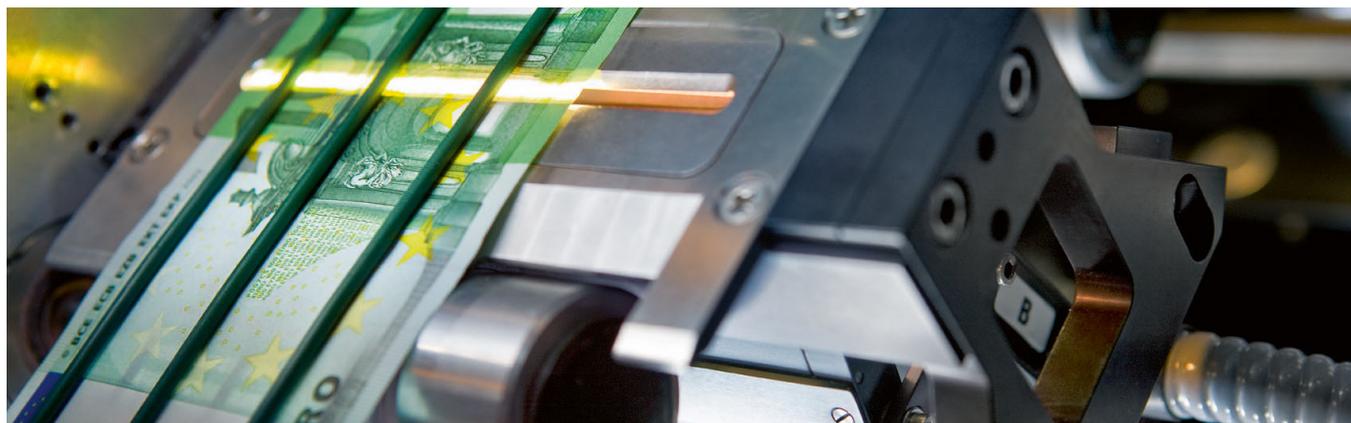
Giesecke & Devrient (G&D) is a leading international technology corporation headquartered in Munich, Germany. The company was founded in 1852 and is one of the global market and innovation leaders in its industries when it comes to producing and processing bank notes and bank note paper, security documents and identification systems as well as chipcard-based solutions. As a full-service provider of mobile security applications, G&D develops and distributes hardware, software and services for banks, mobile communications operators, public transportation companies, enterprises and OEMs.

„Designing the future“ is G&D's slogan which is why the corporation places considerable importance on research and development. As a high-tech company, G&D invests in this area on a continuous basis. G&D takes advantage of synergy effects and uses them consistently. The company's products build upon one another, compliment each other and make the company even more immune to cyclical fluctuations. G&D makes sure that environmentally friendly manufacturing processes are strictly adhered to.

Initial situation and key activities

In addition to their leading position in other product segments, Giesecke & Devrient is one of the global market and innovation leaders for high-tech bank note processing machines. The company follows a clear growth strategy in this area which involves expanding the company's R&D capacities to develop new products. Because G&D is active worldwide and India is an important sales market in this product segment, G&D decided to set up a local R&D center to develop and produce some of the machines.

The company decided to bring an interim manager on board to create a concept and assist the company during the subsequent implementation phase. Bridge imp was able to find just the right person for the job: Ram Malhotra. Born and raised in India with extensive experience in setting up development and production sites in Asia on behalf of European companies.



Client interview: Dr. Anton Stölzle



Group Vice President Research & Development, G&D

>> Mr. Malhotra was a good fit for the task at hand and for our company because of his experience with multinational corporate structures and because of his personality. His good judgement and self-assertiveness contributed significantly to the project's success. <<

>> **Dr. Stölzle, what made you decide to hire an interim manager?** <<

Setting up a new R&D site in India requires specific knowledge of the country, something we didn't have access to within our own organization. That's why we decided to find an external manager who would be able to competently fill this gap and teach us about specific cultural aspects as well.

>> **What did you expect from an interim manager?** <<

Experience and competence in all of the areas relevant to our project were very important. The manager also needed to be able to structure topics and communicate with the right people. We wanted advice when it came to aspects such as selecting the site, organizing and managing new-hire interviews or someone who could put us in contact with local personnel consultants.

>> **What made you decide to hire Mr. Malhotra?** <<

Mr. Malhotra has extensive experience in setting up new development sites in Asia as well as the necessary technical knowledge. As a native to India, he also has the necessary cultural background; he knows the country and the people as well as local business conduct and thought structures. Last but not least, he has good judgement, which helped him recruit an excellent team for the new site.

>> **What did you value in particular about Mr. Malhotra's work?** <<

His ability to establish networks in a very short amount of time and use those networks effectively. He was able to do that both here in Munich and in India.

>> **What was the interim manager's greatest success?** <<

Mr. Malhotra's greatest success was being able to

realize our vision exactly as we had hoped. The R&D site was set up just as we had planned. And he was able to do it in a very short amount of time, within just one year. With his help, we were also able to find competent, experienced Indian employees to fill critical positions. They have earned nothing but praise. The project staff in India and in Munich have come together to form one dedicated team.

>> **Would you choose to work with an interim manager again should the need arise?** <<

Yes, anytime.

>> **Dr. Stölzle, thank you for your time!** <<

Interim manager interview: Ram Malhotra



Degree in engineering (Diplom-Ingenieur Maschinenbau), born in 1949, married

Profile: Native of India with Indian, Dutch and Swiss citizenship. Extensive experience as a business and operations manager in multinational companies and for Euro-Asian projects. Successful in setting up, consolidating, outsourcing, and closing development and production sites in Asia.

>> **Mr. Malhotra, what exactly did the client expect when they hired you? <<**

My job was to develop a concept for an R&D site in India which is a very large market for G&D. The site would be used to develop as well as build high-tech machines for bank note processing. The following matters needed to be clarified: What requirements needed to be met, what needed to be available in terms of infrastructure and which employees would we need? Once the concept had been finalized, it needed to be implemented promptly.

>> **What was challenging about working for this client? <<**

Giesecke & Devrient is a company with a long history where projects are conducted in line with defined processes. Approved schedules are even more authoritative for projects than in the course of daily business. I had to engage in many conversations in order to push that schedule through and make sure it was being complied with. I also had to convince the employees in Munich that the new site was not a threat and that no one needed to worry about their job. In fact, it was just the reverse. The Indian employees depended on the expertise of the German employees and attended numerous training courses in Germany to get ready for their new tasks.

>> **What was crucial to the success of the project? <<**

Several factors played a role. Thanks to my Indian background, I am naturally familiar with the Indian mentality as well as the prevalent structures. I know how to get things done in the Indian business world. That requires you to be able to assert yourself on the one hand and be somewhat diplomatic on the other. I also understand the German mentality. The management in Germany had a clear idea of what the R&D

center should be like, but people in India had their own interests as well. It was my job to make these different ideas harmonize.

My background in engineering and my know-how when it comes to plastics, metals and electronics as well as my many years of experience in the field also contributed to the project's success.

>> **What tangible benefits were you able to give your client? <<**

The new development site was set up successfully and celebrated its grand opening on time. I was able to recruit a really good team in India within eight months. A team that gets along excellently with each other as well as with their colleagues in Munich. We achieved our goal of staffing all positions at the site with well-qualified, local employees. And even if the German employees were initially cautious, the integration process went very fast and you could almost use the term "global family" to describe the team at this point. A lot of work went into creating that harmony, but the project's success shows me that it was worth the effort.

Thanks to the additional capacities in India, G&D will be able to achieve its growth objectives.

>> **Mr. Malhotra, thank you for your time! <<**