

NPD software Consultant : UW at NPD software company based in Stuttgart, Germany

After meeting in Stuttgart, and then received Email

(received in 17th June)

- What is the major challenge to offer your product for your new clients in the beginning of your project?

Getting access to decision makers and create awareness on executive level. In most cases department leaders are fully aware of the need to implement a holistic solution but in general the companies are not mature enough for that change. Reasons for that are different home grown solutions in different departments, no overall responsibility and budget and different interests in different department

How do you overcome the challenges from different client, as a consultant?

Experience is key and we use local consultants for the clients in their region. Here in Germany people expect German native speakers as consultants. They just feel bad and are afraid of being misunderstood if they need to speak English. Therefore we can't send Dutch consultants to a new client even if they are very experienced. The bigger the company the smaller the language problem.

- Do you think that use of IT system for NPD in an large organization is affected by the organizational culture? YES!

If so, how is it affected?

Many organizations are grown through M&As over the years. People in the different branches still feel as part of their "old" company and protect their IP even inside a large organization. Creating a common culture for all employees is sometimes impossible. I used to work for DaimlerChrysler four years after the merge and not one Mercedes engineer in Germany accepted any American technology, not sophisticated, no additional value, etc. Tech-Transfer went only Mercedes => Chrysler