



Industry

Micro-Electronics & Imaging and Optics

Client Profile

Tessera Technologies, Inc. (NASDAQ:TSRA) develops and delivers technologies for wireless, consumer and computing products. The company's packaging and interconnect solutions enable smaller, higher functionality electronic devices. Tessera's imaging and optics solutions provide low-cost, high-quality camera functionality in electronic products and include image sensor packaging, wafer-level optics and image enhancement intellectual property. The company also offers customized micro-optic lenses, from diffractive and refractive optical elements to integrated micro-optical subassemblies. Tessera licenses its technologies, as well as delivers products based on these technologies, to promote the development of the supply chain infrastructure.

Interim Leadership

"I've come to really place a lot of confidence in Taos' judgment. Since Taos is always interested in investing in the long-term relationship, their decision-making process continuously results in what's best for the customer. When push comes to shove, I know Taos will help me solve problems that are in the best interest of my company and my situation. It's never about a near-term goal for Taos, which has resulted in me returning to them time and again."

– Charles Webster, Former Chief Financial Officer, Tessera Technologies, Inc.

Success Highlights

1. Implemented 30-day IT security assessment and implemented strategic IT improvement process plan with easy-to-follow dashboard application.
2. Provided high-end interim leadership affording the necessary time to select a permanent replacement.
3. Successfully placed permanent CIO via exclusive CIO Roundtable process.

Taos Service Areas Deployed

Project Delivery

- Organizational Assessment
- Security Assessment
- Interim Leadership
- OCIO

Situation

Tessera was experiencing rapid growth due to extensive acquisitions occurring in the U.S. and internationally. A perception was growing throughout the organization that they were vulnerable to IT security issues, which as a technology-intensive and intellectual property-rich company, was a highly sensitive matter. With IT part of CFO Charles Webster's responsibility, he knew he needed specialized expertise, so he reached out to a former colleague and received a referral to Taos. Webster was also being challenged by inadequate IT leadership. Through the growth spurt, an individual had risen through the ranks of the IT organization and became the de facto leader. While technically capable, the leader was unable to handle the pressure of the quick growth and its associated responsibility. Webster knew the situation needed to change and that he needed to act swiftly on both occasions. That's when he turned to Taos for support.

Solutions

The Taos team performed a 30-day assessment to evaluate security measures by interviewing IT team members, gathering data, reviewing challenges and issues, and then provided recommendations. Throughout the discovery process, Tessera realized it needed not only a security assessment, but also genuine strategic guidance as the existing IT leadership was not fulfilling the needs of the brisk expansion. Taos was able to immediately fulfill the IT leadership void with an extensively experienced interim leader. This interim time period was crucial to Tessera as it provided a necessary time to find and hire the most appropriate IT leader.

The interim CIO presented the assessment recommendations to Tessera's Board of Directors' Audit Committee. Taos then created a comprehensive strategic plan for the IT improvement process, deploying an easy-to-understand dashboard format that incorporated relevant metrics to record and gauge the progress. Taos continued to assist Tessera in improving the metrics.

Taos also conducted a CIO Roundtable to search for the permanent leadership replacement, which included reviewing the assessment report to help frame Tessera's thinking about the characteristics and profile of the new IT leader they needed. Taos also helped to develop the job description, reviewed resumes, and assisted in the selection process.

Results

Tessera accepted all aspects of Taos' assessment report. The interim CIO Taos provided was seasoned enough to immediately begin deployment of the strategic plan, including securing the network to eliminate the vulnerability of Tessera's proprietary data. The metrics dashboard became a very powerful tool for Tessera as it was the first time they were able to visualize and measure progress in a variety of IT focus areas. Once the strategic plan was in place, Taos tapped into its vast resources of experts to provide the technical 'arms and legs' necessary to bridge Tessera's capability gaps (e.g., documentation management, security quality for documentation, patent database management, VOIP assessment) and quickly resolve any technical issues that required micro-specialization.

The CIO Roundtable process was successful because of its inherent ability to thoroughly understand each candidate's strengths, capabilities and potential to "fit" Tessera's needs. Tessera is fully satisfied with the permanent CIO (referred by Taos), who has provided tremendous IT leadership.

About TAOS

Taos is a professional IT consulting services company. With more than 5,000 successful engagements at more than 1,000 clients, we have the experience and the technical expertise to help you achieve and sustain operational excellence. Our success is built upon the breadth and depth of our technical expertise, flexibility and objectivity – we are hardware and software vendor independent.