Dear Andy

**After a few years in the position of Managing Director at dormakaba here in Australia you have just recently been promoted the President of dormakaba in Asia Pacific. Congratulations.**

*Thank you, I appreciate the kind words.*

**But before we touch the new role, what were the key success factors of dormakaba in Australia? And what are the biggest challenges still today?**

*There are several reasons why dormakaba has shown strong growth over the years and weathered the challenges of Covid comparatively well more recently.*

*What comes first to mind is that we have a great team, everywhere. Together we know what role we play to contribute to success, we put our customers first in our business decisions, and our people care. With these fundamentals, we are well supported by an outstanding product portfolio of access solutions for every building, for everyone.*

*Our product range is supported by a sophisticated service network servicing doors all around the country, covering everything from automatic doors, glass doors, roller doors, pedestrian gates and barriers, even residential garage doors.*

*We have made sure that we can manage the whole lifecycle of a building from specification with an architect, supply to the builder, service through the operational use of the door and later replacement or modernization of the door.*

*No one else can do this as we can.*

**Could you also share a couple of numbers give our readers and idea of the size of dormakaba?**

*We are one of the top 3 countries in the dormakaba Group, with a workforce of around 1,000 employees across more than 20 locations.*

**dormakaba is a very dynamic and technology driven company. You have created a fantastic new showroom here in Hallam. What would you highlight as your biggest achievements in ANZ?**

*The showroom has already proven to be very popular particularly with our corporate service accounts and technology partners to see our full potential to support their business activities.*

*Rather than defining success as one or two big achievements, what I am most proud of is the development of the dormakaba team in Australia and New Zealand where I believe we have the finest executives in our industry.*

*In addition to our good track record of organic growth we have also completed more than a dozen acquisitions in recent years, including during the Covid period. These have ranged from small to medium sized service acquisitions to the largest of around $100m of revenue of the Gliderol garage door, Ezi-roll industrial door and Best Doors reseller group of companies, transacted late last year. Completing acquisitions is of course only the start, the business here has always done a great job to make sure the integration of the acquired companies is done with care for the new employees and meets our financial targets.*

**With your new responsibility does it mean you will move?**

*I will relocate to Asia in coming months once I have a successor in place and settled. I will have an interim period in Singapore for a short while, but the target is to relocate to Shanghai when possible*.

**When we talk Asia Pacific, does this include in dormakaba also Japan? China and or only SEA and ANZ?**

*Region Asia Pacific under my responsibility starts in Dubai and the Middle East, includes the regional businesses in India, all of Southeast Asia (ASEAN), China, Japan, South Korea, Australia and New Zealand.*

**dormakaba proven to have customer specific solutions from sport venues to airport, from commercial to residential buildings, and has also production locations. Are such production locations also part of your responsibility? Or is your focus just on Sales/Service/Marketing?**

*Our new Shape4Growth global strategy defines our larger factories with global product production under a Chief Operations Office role. The factories and assembly centres producing mainly local products for the region and some OEM products are under the responsibility of Asia Pacific.*

*Our customer requirements as well as future technology developments drive our manufacturing strategies.*

**Being now responsible for a whole region will have a huge new set of responsibilities. What are the key challenges awaiting you in Asia Pacific?**

*My first challenge of course is to fill the big shoes left by my predecessor, now the Group CEO Mr Jim-Heng Lee. Overall I don’t look at the coming months as a set of challenges, more what are my priorities; here I can say that getting to know the people throughout the Region is important for me and has already started. So far I have a very positive feeling about the depth of strength in our broader business.*

*I also have a priority to better understand the markets, our competitive positioning, where we win, what products and solutions we need, and how can we grow after sales service in more locations.*

**One of the biggest changes of course is not just the size of the region, but each market in**

**Asia is actually very different. How will you ensure, the further development and growth of each country or the whole region?**

*I am lucky that across Asia Pacific we have in place a talented and experienced leadership group who knows what success looks like. Each market leader has their own responsibility for growth in their market. My role is to support and guide and connect functions to make sure that we are staying ahead of market development and the competition to continue the strong track record of growth in Asia Pacific.*

**Often when changes like this drive the organisation to adjustments and challenges, the staff is unsure and reluctant to be part of a new leadership style. How would you describe your Leadership style?**

*Always a difficult question to answer and avoid giving banal or generic answers. Hopefully I can give you a sense of who I am as a leader.*

*I like to have an open style where trust means we (the team including myself) can have the right conversations, disagreements, and test new ideas which leads to high performance of the individuals and the team as a whole. I am a very curious person and this shows in my leadership style as I like to ask questions to deepen my understanding of people and (for example) strategies and business plans.*

*Leadership through listening is not always easy but I find this effective to give the team opportunities to explore and develop new ideas.*

*One of my strengths is to identify opportunities, whether it be gaps in the market or internal improvement ideas, my leadership style here is to portray the concept and then activate the team for action to develop and execute the plan.*

**Thank you very much for your time and best of luck!**