# Gary Osborne

###### Profile

Transformation, invigoration, focus, support, delivery. These are the key words which describe my career. Often I have been involved in rebuilding or reorganising a function, be it Engineering or Product Management or Sales. I have built successful teams delivering products to tight deadlines, streamlined product lines and developed new business. Working for a range of companies from start-ups to blue-chip, UK-based and international, I have always considered customer and partner relationships to be key, from listening to their requirements and making sure that what is being developed or sold is exactly what they are looking for.

My last engagement was with Mainstream Measurements, a manufacturer of ultrasonic water sensors. I was recruited to relaunch the Engineering department after a period of hiatus. Consequently completed the development of a new Doppler-effect probe in 8 months. Accomplished by bringing in key talent and sub-contract expertise together with changing behaviours inside the company.

I am looking for a new opportunity in the high technology sector to build upon the experience gained over recent years in commercial and technical roles managing design, development, and innovation together with making best use of my engineering and product management background:

##### Career Highlights/Achievements

### Product Management/Relationship Management

Managed the full product lifecycle of various consumer electronics goods. Recruited, managed, and mentored an international team of PMs. Built new Agile processes for product decision making (market lead, cost aware). Drove considerable product innovation (software and hardware) and cost-reduction in product for worldwide markets. Worked with Sales in developing solutions for customers. Initiated and built-up relationships with other players in the field to extend our reach and gain insight into new customer requirements. Exam assessor for the BCS Digital Product Management examination.

### Project and Engineering Management

Project managed (Waterfall & Agile) various hardware and software projects. Have repeatedly brought down development timescales. Management of project across multiple countries and time zones. Direct management of teams in UK, Israel, Malaysia. Developed digital TV projects, PCs and PC components, semi-conductor sensors, infra-red spectrometers. Carried out NPI in new factories in the UK and Far East. Set-up successful B2B and B2C customer support systems.

### Business Development / Sales

Worked on sales of consumer electronics and also engineering consultancy. Won a key foreign account written off some years before ($12m). Leveraged accounts in Eastern Europe and USA for Taiwanese STB maker. Sold engineering services (software, hardware, and consultancy) often from cold-calls and creating own leads. Positioned the consultancy as a point of expertise for IoT.

### Operational & Business Management

Managed groups of up to 40. Multi-national teams. Responsible for budgets, recruiting, cost-control. Operational management including facilities and quality (ISO 9001). Reported to and contributed to the board, presented to shareholders and analysts.

#### General

Represented software lobbying group in talks with EU Commissioner. Demonstrated product on TV and to UK Ministers. Managed exhibition stands at industry events. Holder of 2 patents in mid-IR spectroscopy.

**Employment History**

**September 2021-April 2023 Engineering Director - Mainstream Measurements Limited**

Mainstream makes Doppler Effect water velocity sensors. I was brought in as the previous development team were leaving. My task was to make sure that the product they left was viable and then prepare a new product using different silicon and architecture to get round the ongoing silicon shortage in the industry. Very much a green field as far as product development is concerned. Resulting in a product in 8 months not 3 years as before.

* New product was ready to manufacture at prototype stage
* Implemented new product development and product management practices, including proper product costing and project justification processes. Aiding the MD to make clear decisions about product roadmap.
* Brought on new best-of-breed sub-contract suppliers and consultants to speed up development
* Took part in key commercial meetings (partners and suppliers).

**April 2015-August 2021 VP Engineering - Pyreos Limited (company now owned by Broadcom)**

Pyreos manufactures semi-conductor infrared sensors for gas, flame, motion detection, etc. Started as a Product Management consultancy engagement but morphed to VP of Engineering where I am responsible for new product design and introduction plus customer support. Hired to improve and build engineering as the company was in a loss-making turn-around situation and a trade sale was the targeted exit.

* Developed a novel handheld spectrometer in 9 months from concept to mass production.
* Changed behaviours to one of delivery-oriented not task-oriented
* Initiated proper project planning in the company.
* Various NPD and research projects undertaken and completed.
* Responsible for just under £1m of R&D tax claims.
* Agile techniques and continuous delivery built up in Software (Core software is embedded and Windows based, all source available to customers)

**P/T June 2013-Dec 2014 Business Development - Skardin Technology**

Skardin is a Taiwanese Set Top Box company. I worked on three major operator accounts in the UK, US and Europe. I brought in new business and also acted as account manager for these two accounts. I also negotiated with a Premier League club to supply Android TV sticks.

**P/T June 2013-Dec 2014 New Business Development Manager - ADI (Now ADI Health)**

At ADI (software/electronics design consultancy) I improved customer acquisition by building a new sales process and finding new partners in our segments (IoT/Tele-Health/Energy). I was also responsible for the revamp of the web site, rebranding and marcoms activities.

* Positioned ADI as a key provider of ‘Internet of Things’ expertise to a major UK network provider, with the resulting in this company recommending ADI as a primary supplier.
* Made 2 key sales in the last year opening up 2 new sectors to ADI’s range.
* Expanded ADI’s network of partners to include key contract manufactures and industrial designers so that they now feed in work to ADI.
* Leveraged ADI into 3-way partnership to provide data to the NHS
* Built a strategic relationship with 2 other consultancies – ADI providing back-fill services to them.

**June 2009-May 2013 Head of Product Management - EchoStar Europe**

I managed the Product Group at EchoStar (A US TV and satellite technology company). I was recruited to manage the full product lifecycle and to reinvigorate the way that Sales, Marcoms and Engineering worked together. A key part of the role was to identify new opportunities outside historical accounts. Whilst managing a highly effective group I also personally worked on product introduction, marketing and customer visits etc.

* Developed various key products incl Android TV puck, super thin DVR (UK & US Markets),
* Managed the outward-facing technical image of the company, being responsible for product positioning and demos at exhibitions (Inc. IBC), working alongside Marcoms.
* Introduced use of ODM design & manufacturing, giving us a cost effective low-end product for the first time in 5 years. A typical reduction in costs being about 25%.
* Negotiated licences with the major encryption companies extending the range of technology we could offer.
* Initiated an alliance with a major content security organisation enabling many new routes to market.
* Evangelised and introduced Agile methods into a waterfall entrenched Engineering Dept.
* Set new and vigorous targets for engineering performance (quicker, cheaper, etc.)
* Introduced new processes for new product (NPI) business cases and introduction.
* Member of international digital TV Industry standards bodies – DVB (Worldwide), DTG Council (UK).

**Oct 2007—May 2009 Head of Engineering - COE Limited**

COE developed wide-area video transmission equipment for the CCTV industry. I was brought in to re-organise and re-launch Engineering after two protracted and difficult retrenchment exercises. My remit was hardware, software and tech support in Leeds and offshore in Malaysia and Israel.

* Delivered the next-gen video processor in record time (6 months, previous product taking 2 years).
* Reduced development time, widened product range by bringing in complementary OEM product.
* Cost reductions achieved by moving some production to China.

**Aug 2006—Oct 2007 New Business Development Director - Pace Micro Technology plc**

Objective to identify new areas of business and customers we weren’t engaged with.

* Won a key Tier 1 South African customer ($12m). Covering all parts of the role including technical (Managing the top level project delivery details including specification), and commercial (Setting pricing, negotiating the supply contract).
* Worked on other areas of NBD including possible M&A opportunities (Software service companies).

**Jan 2000 - Aug 2006 Head of Corporate Development/Senior Product Manager - Pace**

As the Senior Product Manager I covered satellite and terrestrial set top boxes. I was responsible for market analysis, early product roadmaps, pricing, margin determination, project justification/business plans, customer negotiation, and contract review. I managed the group in HQ (Saltaire) when it was split across 2 sites.

* Launched a cheaper product line into the Asian market, building relationships with Asian partners and customers culminating in four new customer wins (HK, China, Taiwan, and Pakistan).
* Built successful strategic relationships with partner companies including Microsoft, NDS, OpenTV, Sony etc. working on joint projects and license and royalty negotiation where appropriate.
* Negotiated software royalties down by 40% saving Pace $4m.
* Active member of the DVB, the world digital TV standards organisation
* Drove M&A at Pace as Head of Corporate Development, seeking out possible targets and working through the process to completion.
* Personally presented new product to UK ministers and on TV. Key participant in technical lobbying group debating with the relevant EU commissioner about software.

**Oct 1996- Dec 1999 Engineering Manager - Pace**

In my first role at Pace I managed cross-functional teams working on various digital TV and set top box products. In this period I was responsible for multi-site projects in South Africa, Holland, Thailand, and Australia

* This was a project/man management role covering design and development, factory introduction and production support. Projects overlapped and typically took 9-12 months to complete. All projects involved integrating custom work done by other parties critical to the product delivery
* This included customer visits, close management of a development team of hardware and software engineers, hands-on software work, as well as interfacing with engineering teams around the world.

**July 1985 - October 1996 Software Development Manager - Apricot Computers Limited**

Management of the software department in R&D. Joined as software engineer. My responsibility was all systems software for Apricot and some other PCs. Managing a number of teams carrying out cross-platform software development projects in Networking, Security, Remote Management products on all platforms including Windows, Windows NT, DOS, Novell, and UNIX. Driving the improvement of working practises at Apricot, successfully introducing C++ and object-oriented design, and DSDM (a pre-Agile approach) and RAD (Rapid Application Development), for system software.

**Higher Education**

**MBA** Wolverhampton University (P/T), 1999

**MPhil Computational Linguistics** Birmingham University (P/T Research), 1992

**BSc (Hons) Computer Science** Wolverhampton University (direct entry to 2nd year), 1985

I am a Fellow of the British Computer Society

**Other Interests**

Running. Hiking, Open water swimming, Canoeing, Music (I play the mandolin), Writing Android code.