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| **Personal Information** |  |
| **Name** | Klaus Steffen Carl Wuth |
| **Address** | Hohlweg 8, 65396 Walluf |
| **Telephone** | +49-(0)171-3106793 |
| **E-mail** | steffen.wuth@kairos-interim.eu |
| **Website** | www.kairos-interim.eu |
| **Languages** | German (mother tongue), English (mother tongue), French (B1, fluent), Portuguese (B1, fluent) |

**Professional Experience**

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| **Since 02/2005** | **Freelance HR Interim Manager,** WallufKey Areas* HR IT-Systems and Processes
* Create product specifications for HR IT-Systems based on requirements analysis
* Selection, consolidation, migration and management of HR IT-Systems
* Planning and executing pitches for vendor selection
* Know how: SAP HCM/Success Factors, Workday, PeopleSoft, Loga Classic/LogaAll-In, Datev, Paisy
* Head of HR Operations, Payroll, HR Analytics and HR Controlling
* Provide emloyee-facing support and administration of HR programs and processes via HR Shared Services teams (own or outsourced)
* Drive efficiencies through integration, standardization, streamlining, automation, digitization and robotization of transaction processing
* Mergers&Acquisitions
* Senior Vice President HR / CHRO / Senior HR Business Partner
* Supporting C-Level and managers in all HR related matters, e.g. Recruiting, Talent Management, Compensation & Benefits, Discipline
* Supporting in every phase of the Employee-Life-Cycle
* Design and implement Change Management measures
* Cooperation with employee representatives
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| **Contracted Projects (extract)** |  |
| 07/2020 – 12/2020 | **Schufa Holding AG, Wiesbaden**(Financial services, 980 employees, revenue € 210 mio.) VP HR Services (11 employees)* Head of Payroll, HR Services, HR Analytics and HR Controlling
* Panning and executing requirements analysis for HRIS
* Creating product specifications for HR IT-Systems
* Migration of HR-IT from P&I Loga Classic to P&I LogaAll-In
* Selection of a Ticketing-System and Automatic-Call-Distribution-System for HR Services
* Raise efficiency by standardizing and automating processes
* Simplify and manage HR IT-Infrastructure
* Give support and manage administration of HR programs and processes
 |
| 08/2019 – 06/2020 | **Stadtwerke (Municipal Services) Leipzig GmbH**(Utilities company, > 600 employees, revenue € 2.4 bln) Head of HR Services* Leading the functions payroll, HR administration, HR Analytics and HR Controlling
* Give support and manage administration of HR programs and processes
* Migration of HR-IT to P&I LogaAll-In
* Rationalize and manage HR-IT-Infrastructure
* Raise efficiency by standardising and automating processes
 |
| 06/2018 – 12/2018Countries coveredBrazil, Argentina, Egypt, Maroc, Japan, People’s Republic of China, Honkong, Singapore, Germany, France, Portugal, United Kingdom | **Merck KGaA**(Pharmaceutical and chemical company, > 50,000 employees, revenue € 14.8 bln) Global HR Business Partner* HR Project Lead for outsourcing of Facility Management Services globally
* Deal with all HR relevant topics of the outsourcing
* Support, coach and coordinate the national HR Directors in outsourcing to a global service provider
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| 10/2016 – 07/2018Countries coveredGermany, Austria | **Syngenta**(Agro-chemical company, > 28,000 employees, revenue US$ 13.5 bln) Vice President of HR Operations Germany andAustria* Establish and optimize HR Shared Services
* Outsourcing HR Shared Services
* Lead HR Operations (5 employees in Germany, 7 in Poland, 3 in Czech Republic)
* Manage selection and implementation of new HR-IT: Migration from SAP to Workday
* Lead Payroll, HR Administration, HR Analytics and HR Controlling
* Give support and manage administration of HR programs and processes
* Raise efficiency with standardization and automation of processes
* Managing of outsourcing partners (Poland and Czech Republic)
* Project management
* Service Management
* Build and establish HR reports, calculations, controlling
 |
| 05/2016 – 09/2016Countries coveredGermany, United Kingdom, USA | **E.ON Climate and Renewables GmbH**(Renewable energy, number of employees not disclosed, revenue > € 1.9 bln)Senior HR Business Partner Offshore Wind, Onshore Wind, Asset Management* HR Business Partnering
* Supporting Line Managers and Senior Management in all HR related topics
* International recruiting
* Redesigning and harmonizing of performance management process
* Design of compensation systems, e.g. new salary groups and salary bands
* Execute job evaluation of new functions
* HR controlling, e.g. analysis of reasons for fluctuation in the USA
* Create and implement new career paths for technical functions and engineers
* Negotiation and harmonizing of collective agreements and policies
 |
| 10/2015 – 05/2016 | Courses “People Analytics”, „Business Analytics” and „Fundamentals of Business Process Modelling “ |
| 05/2015 – 09/2015 | Deutsche Post – CIO area(Logistics company, > 497,000 employees, revenue US$ 59.2 bln) Senior Project Manager Performance Management and HR Controlling* Develop and implement Performance Management
* Personnel Planning (strategic and operational)
* Develop and implement HR Controlling
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| 06/2014 – 03/2015 | Professional Training “Chartered Restructuring and Turnaround Manager” |
| 01/2014 – 05/2014 | Novo Nordisk Pharma GmbH, Mainz(Pharmaceutical company, > 500 employees, revenue Europe € 2.7 bln) HR Manager Compensation & Projects* Benchmark of compensation for the whole company
* Improving HR processes and IT-tools
* Digitization/Simplification of HR processes
* HR Controlling
* SAP HCM – PA, PY, ECM, OM, HCM P&F
* Generating and interpreting HR reports
* Managing the compensation review cycle / performing calculations
* Develop and comment on company agreements with works council
* Develop and calculate alternatives for implementing collective agreement on salary increases with subsequent implementation
* Managing Talent Management Process
* Job evaluation of positions using Global Grades and IPE

according to collective agreement* Developing new salary bands based on market intelligence
 |
| 02/2013- 01/2014 | pro aurum Group, MunichSenior VP HR Europe* Setting up HR department
* Managing vendors and oursourcing partners
* Recruiting
* International HR management
* Supporting managers and executives in all HR related issue
* HR Controlling
* SAP HCM – PA, PY, ECM, OM
* Design and improve HR processes and systems
* Creating and implementing HR policies and strategy
* Manage and supervise the payroll
* Develop internal communication
* Restructuring
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| 11/2012 – 05/2013Countries coveredGermany, Switzerland, Japan, People’s Republic of China, Singapore | Merck KGaA, DarmstadtGlobal HR Business Partner* Managing the HR part of the transfer of undertaking of Serono to Merck
* Restructuring / closing and transfering sites
* Supporting senior executives in all HR related questions
* Cooperation with workers council
* Compensation & Benefits
* Recruiting
* HR Project Leader for setting up Asian Hub
* HR Controlling
* Creating and interpreting HR reports
* Manage Performance and Talent Management program
* Execute global job evaluation using Global Grading and IPE scores
* Improving HR Shared Service Center
 |
| 05/2012 – 11/2012 | Dole Fresh Fruit Europe, HamburgInterim Human Resources Manager* Establishing and transforming HR department to HR Business Partner
* Develop, implement and document HR processes, systems and HR controlling
* SAP HCM – PA, PY, ECM, OM, HCM P&F, MSS; ESS
* Setting up and developing European HR function
* Create and implement HR policies and guidelines
* Coaching the CHRO Europe
 |
| 02/2012 – 04/2012 | Internet StartupOrganisation and Human Resources Advisor* Establish HR function for Germany
* Design and implement HR Controlling
* SAP HCM – PA, PY, ECM, OM, HCM P&F, MSS; ESS
* Compensation & Benefits
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| 05 - 12/2011Countries covered* Germany, Portugal, Spain, Turkey with working stays in the countries
* Ukraine, Poland, Czech Republic
 | Siemens AG, ErlangenInterim Manager International Recruiting* Recruiting high potentials for Siemens Graduate Program: identified almost 100 candidates, recruiting channels in various countries
* Market analysis of European Universities for electrical and mechanical engineers
* Establishing and maintaining contacts to universities and bodies: contacts to rectors and deans of the leading universities / establishing relation to BEST student organization
* Personnel marketing: developed concept, designed material, gave presentations and job stands at various leading European universities
* Countries covered: Portugal, Spain, Hungary, Czech Republic, Poland, Romania, Ukraine, Kazakhstan, Lithuania, Latvia, Estonia, Turkey, The Netherlands
 |
| 09/2010 – 03/2011 | EWE TEL, OldenburgProject Leader Change Management / VP HR Business Partners* Leading HR part of restructuring project for the entire company (all areas, functions and levels): consulted and coached managers in developing new business cases / performed strategy test of new business proposals / performed management audit and presented result to CEO of mother company
* Cooperation with workers council (company agreements, Reconcilliation of Interests, redundancy programme)
* Leading 4 HR Business Partners: giving guidelines for business partnering in change management project
* Consult on setting up a Customer Contact Center
* Improving HR processes and systems
 |
| 08/2010 – 08/2010 | WorldWide Energies, Inc. (USA) Project Leader Marketing and Sales-Support* Prepared marketing material (leaflets, flyers, brochures and power point presentation) based on the business case to be used in attracting investors
* Checked and advised WorldWide Energies on compliance of marketing material with legal requirements
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| 01/2010 – 05/2010 | Ansolima Vertriebs GmbH Project Leader Sourcing and Sales Support* Create sales and marketing material for field force: calculated prices, created instruction brochures for sales, created technical and marketing material to be used by sales staff
* Recruiting Sales personnel: prepared job descriptions, created employment contracts, identified recruiting channels, designed job postings, managed recruiting process, conducted interviews, negotiated employment conditions
 |
| 09/2008 – 09/2009 | ITC companyProject Leader Change Management* Defined and implemented change management strategy and actions
* Performed stakeholder analysis and managed communication
* Defined and implemented communication strategy securing buy-in from different stakeholder groups
* Controlled change project against plan and budget
* Designed and implemented new processes
* SAP HCM – PA, PY, ECM, OM, HCM P&F, MSS; ESS
* Lead Business Process Outsourcing
 |
| 12/2007 – 06/2008 | SAP Deutschland AG & Co.KG, WalldorfVice President Local HR Business Partner* Supported and advised Post Merger Integration (including § 613a BGB, which is the German version of TUPE) of SAP Systems Integration into SAP Deutschland AG & Co.KG (about 1,800 employees)
* Acted as SPoC for employee relations (works council) in grievances: resolved issues relating to target achievements and performance related issues
* SAP HCM – PA, PY, ECM, OM, HCM P&F, MSS; ESS
* Restructured HR department to international shared service center for HR Business Partner
* Implemented cross border processes and organization
* Management coaching and development: reviewed target setting of managers and coached on how to write a proper target agreement with employees
* Managing 8 Local HR Business Partners: structured their work, set priorities, gave guidelines on interpreting rules, directives and procedures, decided on IT-Systemto be used, agreed on development goals
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| 11/2005 – 12/2006Countries covered* Germany, Italy, Finland, The Netherlands, Poland, Czech Republic with working stays in the countries
 | Twenty4help Knowledge Service AG, DortmundSenior Vice President Human Resources* Managing Human Resources international and national (5 national HR directors and 19 employees): built an international HR function with a common understanding of HR work and support across borders
* SAP R/3 – PA, PY, OM
* Recruiting country managers
* Restructuring HR departments: downsizing of HR departments
* Implemented cross border processes and HR instruments covering 6 countries
* Implemented automated HR processes
* Implemented standard SLAs, processes and tools for HR cross border
* Cut cost of recruiting by about 40% per agent
* Countries covered: Germany, The Netherlands, Poland, Finland, Czech Republic, Great Britain
 |
| 08/2005 – 11/2005 | Web.de, KarlsruheSenior VP Human Resources* Managed transfer of undertaking and Post Merger Integration of Web.de into United Internet and their daughter companies (including § 613a BGB) with more than 500 employees
* SAP R/3 HR – PA, PY
* Managed daily strategic and operational HR work of Web.de: consulted and supported top management of WEB.de and United Internet on all HR related issues / advised on how to integrate the companies with respect to HR tools and programs, compensation and benefits / organizational structure, processes and systems
* Managed HR department with 7 employees (including payroll)
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**Employment History**

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| 06/2003 – 01/2005 | iesy Hessen GmbH & Co.KG, FrankfurtVice President Human Resources / Vice President Marketing* Managed Human Resource department and marketing department with 7 staff (HR Business Partner and officers)
* Restructuring: reducing head count by about 20% within 6 months
* Cooperation with workers council (company agreements, Social Plan, Reconcilliation of Interest, redundancy programme)
* SAP R/3 HR – PA, PY
* Strategic and operational Human Resources (recruiting, administration, compensation & benefits, personnel development, negotiations with works council and unions)
* Strategic and operational marketing (market research, market segmentation, positioning, pricing, brand management, product development, business development, communication, lobbying)
* Market launch of new products (broadband and digital tv), increase of ARPU by more than 5%
 |
| 01/2002 – today | Open University Business School, Milton Keynes, UK Lecturer for Strategic Management (MBA-course for managers), Leadership, Operations Research* Competitive strategies
* Mergers & Acquisitions / Post Merger Integration
* Operations Research
* Leadership and communication
 |
| 01/2002 – 12/2002 | Hommel Unverzagt GmbH, StuttgartDirector Organisation and Commercial Affairs* Managing the areas of Human Resources, administration, controlling, purchasing, quality management with a staff of 2
* Reducing the cost of stock by more than 50%
* Reducing deficits in payments by implementing a customer rating and risk analysis as well as a stringent quality management for delivery and putting into operation of machines
 |
| 11/1999 – 12/2001Countries covered* Germany, Portugal, Spain, Italy, United Kinngdom, Brazil, South Africa with working stays in the countries
 | debis Systemhaus GmbH, StuttgartManager International HR Consulting* Managing the HR part of M&A projects (due diligence, negotiation, writing offers, presentation of offers, valuation of companies)
* Managing HR Post Merger Integration (planning integration, integration management, communication, controlling)
* HR management of investments in Brazil, Central Europe, Great Britain
* HR integration of several acquired companies in Europe
* Recruiting of country managers
 |
| 09/1995 – 10/1999 | Mannesmann Arcor AG & Co.KG, EschbornTeamleader Sales Training* Developed and managed on-boarding programs for new employees
* Developed and managed training programs for sales and marketing employees
* Developed and managed leadership programs for marketing and sales managers
* Redesign of business process in the area of Key Account Management
 |
| 04/1994 – 09/1995 | DeTeSystem GmbH, FrankfurtHuman Resource Manager Sales and Marketing* Recruiting and administration of managers and employees
* Build up of the departments sales and marketing from scratch
 |
| 05/1992 – 03/1994 | Towers Perrin, FrankfurtConsultant* Design of job evaluation and compensation structures for clients (telcos, banks, IT, ...)
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**Other Professional Activities**

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| 01/2007 – today | Gerson Lehrman Group, USAAnalyst* Valuation of companies in the IT, telecommunications and media sector
* Analysis of market developments in the IT, telecommunications and media sector
 |
| 01/2006 – today | Guidepoint Global Advisors, USAAnalyst* Valuation of companies in the IT, telecommunications and media sector
* Analysis of market developments in the IT, telecommunications and media sector
 |
| 03/2003 – 2010 | European Commission – Directorate General for Information Society and Media, BrusselseTEN-Expert* Analysis of market developments in the IT, telecommunications and media sector
 |
| Memberships | Chartered Institute of Personnel and Development (UK)Society of Human Resource Management (USA)Dachgesellschaft Deutsches Interim Management e.V.Bundesvereinigung Repositionierung, Sanierung und Interim Management e.V. Deutsch-Brasilianische Gesellschaft e.V. Deutsch-Portugiesische Gesellschaft e.V. |

**Temporary Employment Abroad**

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|  | USAGreat BritainFranceRepublic of South AfricaSpainThe NetherlandsFinlandPolandCzech RepublicPortugalItalyTurkey |

**Academic Studies**

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| 10/1998 | Universität des Saarlandes (University of Saarland)Master of Business Administration* Majors: Human Resources and Marketing
* Master Thesis: Strategic Success Factors in the Telecommunications Industry

Degree: MBA |
| 12/1990 | Eberhard Karls-Universität TübingenEvangelische TheologieDegree: Master in Theology |

**Other**

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| Qualifications | Registered and Certified Prince2 PractitionerCertified Restructuring and Turnaround Manager (University of Heidelberg)Business Process Management (Queensland University of Technology)Business Analytics: People, Operations, Accounting, Customer (Wharton Business School) |
| Languages | German (mother tongue)English (mother tongue)Portuguese (fluent)French (fluent) |
| **Computer/IT** | MS Office ProfessionalSAP HR and CO / Success FactorsLoga Classic / LogaAll-InWorkdayDATEVPaisyPeopleSoftATOSSKronosMS ProjectBizagiSignavio |
| **Conferences / Articles** | * Post-merger integration teams (conference ”Working together apart” by the Fraunhofer Institut Arbeitswirtschaft und Organisation, 2001)
* Critical Success Factor: HR Management (Personal 12, Jg. 53)
* New Ways Of Managing Acquisitions, in: Wettbewerbsorientiertes Personalmanagement, ed.by D. Wagner a.o. (2003)
* Turning Complaints Into Opportunities (Sparkasse March 2005)
* Workshop „CallCenter – Between Cost Efficiency and Service Quality“, CRM-Kickoff 2007 of Deutsche Telekom (13.02.07)
* Presentation „The Sales Organization as Driver For Change“, Sales Forum of the Deutsche Telekom AG (October 2007)
* Article: Public Broadcasters and Web 2.0 (Programmauftrag “Vielfalt” – die Öffentlich-Rechtlichen und das Web 2.0), in: Sind ARD und ZDF noch zu retten?, ed. by Johannes Ludwig (2009)
* Article: Alternative Distribution Channels for Broadcasters (Die Entwicklung neuer Distributionskanäle für TV und Implikationen für neue Refinanzierungsmodelle), in: Sind ARD und ZDF noch zu retten?, ed. by Johannes Ludwig (2009)

Ongoing analysis of industries and companies for investment banks |

Walluf, Tuesday, 04 May 2021