

FAIR

Curriculum vitae

Personal data

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Career development:

Since 9/ 2008

TransFair GmbH

TransFair provides interim management, consulting, training and coaching in the areas of organizational transformation and change processes

Owner and Managing director

Interim Project: 11/2021 – 05/2022

BioNTech SE, Mainz

BioNTech has specialised on developing and producing active immune therapies to support individualised cancer treatment. Due to BioNTech being first to provide Covid-19 vaccination globally organisational structure has been in transformation since 2020.

Global HR Business Support Process and Structure

- Kick-off and Project Lead “ Process Analysis & Re-Design“
- Support global HR Teams in structuring
- Support implementation of Talent Acquisition - process
- Support HRIS Implementation

Interim Project: 03/ 2021–08/2021

Selecta Deutschland GmbH

Selecta is Europe’s leading route-based unattended self-service retailer, providing coffee and convenience food solutions in the workplace and in public spaces. With over 7,000 employees 16 countries generates 1.5 Billion Euros (2019)

Director HR Germany

- Redesigned HR Department
- Held responsibility for operational HR Processes and strategic group projects
- Assessed potential of the entire management staff
- Analyzed and documented all Business processes
- recruited leading and supporting roles in Sales and Operations



Interim Project: 01/2019 – 05/2020

Fresenius Medical Care AG

Fresenius Medical Care is the world's leading provider of products and services for people with chronic kidney failure. They care for more than 345,000 patients in around 4,000 dialysis clinics globally. Dialysis machines and related products are operated in 45 production sites in more than 20 countries..

Director HR Production Unit Machines & strategic organizational development

- Responsible for all HR related processes in 3 production plants (1400 employees)
- Managed the corporate strategic global transformation project on behalf of the plants
- Implemented “3 Pillar Model” and aligned HR structure and processes
- Trained and prepared HR Team to drive the concept
- Set up strategic leadership programs on each management level
- Established strategic collaboration between the German plants
- Searched and filled several key management positions
- Advised plant managements on organizational development
- Provided management coaching

Interim Project: 09/2017 – 12/2018

TÜV Rheinland, Köln

TÜV Rheinland AG is an international independent service provider for Testing, Certification and Inspection regarding Security, Efficiency and Quality. It is a 2 Billion business with 20000 (9000 in Germany) employees working in 8 regions worldwide.

Head of Global HR project Management

- Substituted for designated CHRO for 6 months
- Redesigned and implemented global HR structure
- Designed and conducted new structure transformation on global scale (e.g. up-skilling, coaching, train-the-trainer)
- Steered HR component of corporate strategic projects (e.g. building Shared Service Centers, redesign the global matrix structure)
- Implemented internal job center
- Designed and implemented Global HR planning process
- Revised global job grading



Interim Project: 01/2016 – 03/2017

CBR Fashion Group, Hannover

CBR, founded in 1980, is the No. 5 women's wear wholesale company in Europe. Including own retail stores CBR fills more than 8900 point of sales. Since 2012 CBR has strongly grown in e-commerce. 1200 employees.

Head of HR (strategic re-positioning of the HR function and Leadership Development)

- Advised management on strategy formulation to transform structure of organization
- Established Business Partner System as new relationship between HR and business units
- Built and facilitated SLAs
- Developed leadership development and talent management
- Implement QM and succession planning

Consulting Project: 05/2015 - 09/2016

Glycotope GmbH, Berlin

Glycotope Biotechnology is a contract manufacturer for active biopharmaceutical ingredients (bio APIs) such as proteins and antibodies using know-how in biotechnological recombinant protein production. 230 employees.

- Facilitated decision making process on the election and implementation of HRIS

Interim Project: 01/2014 – 03/2015

First Sensor AG, Berlin

Since 1998 developing and providing high tech and customized sensor solutions for global market. 750 employees (6 locations in Germany), 115 Mio. Business

Head of Strategic HR (alignment of strategic business processes post-merger)

- Implemented sustainable people processes to improve structural transformation of business (from regional towards divisional)
- Set up all relevant HR processes (recruitment, organizational development, services, marketing, etc.)
- Set up a harmonized structure of compensation and benefits (job descriptions, job grading) Harmonized employment contracts
- Aligned headquarter functions to cooperatively develop policies



(e.g. car policy)

- Supported and trained site managements
- Established and lead a leadership development program
- Searched and replaced several executive positions
- Continuously coached the Board members (CEO/ CFO)

Interim Project 03/2009 – 10/2013

University Hospital Schleswig- Holstein (UKSH) in Kiel and Lübeck.

After merging the university hospitals of the cities of Kiel and Lübeck in 2003 the UKSH became one of the largest institutions of public health care in Germany and northern Europe (2500 beds, 12000 employees)

Consultant / Interim: implementation of strategic change management, people development and talent management

- Developed and implemented concept and toolset to initiate and conduct organizational transformation for human resources
- Established people development and talent management in cooperation with the M&A management and the Board of Directors
- Established and operated cross-functional leadership development programs to support transformational behavior and attitudes
- Established state-of-the-art management skills such as project management and decision making
- Introduced and conducted a train-the-trainer concept to support continuous change management
- Operated process screening and improvement in all functional areas of the hospital (clinic, care, management)
- Introduced Assessment Centers for improved succession planning
- Facilitated strategy formulations for the UKSH Academy and UKSH facility management

Permanent positions

9 / 2006 - 9 / 2008

Tyco Electronics GmbH, Vienna

Tyco Electronics is a world-leading company, producing and selling passive electronic components (switches, cables, connectors and relays) into all industries. Tyco Electronics is a USD 13 billion business and employs 90.000 people around the globe

Director Human Resources GIC EMEA & CIS

Reporting into the CEO GIC EMEA & CIS and functionally into the Global Head of HR GIC (Business Unit Global Industrial & Commercial)

Direct reports: 15 HR country manager running HR business for 5000 people in 27 countries in Western and Eastern Europe

- Structured the European HR organisation based on TE's strategic framework and policies
- Developed and conducted the multi-national, cross-functional leadership development program
- Restructured and re-staffed the national teams
- Merged legal entities in several countries through Europe
- Restructured operation site in Italy (300 people), tailored and provided an outplacement concept to retain performance level
- Built and developed the complete team in the newly-opened legal entity in Russia
- Staffed Managing Director Russia
- Implemented TE's Performance System, adjusted to the needs of the CIS sales organization
- Rebuilt and introduced QM as European central service

2 / 2004 – 3 / 2006

Sandoz GmbH, Vienna

Sandoz, a Novartis Company, is one of the world leaders in generic pharmaceuticals. Sandoz is a USD 3.0 billion business (2004) with 14.000 employees in 110 countries

Global Head Organization Development & Talent Management

Reporting into the Global Head of HR and (Functionally) into Novartis Head of OD & Talent Management

2 direct reports and 15 functionally reporting global HR managers

- Introduced OD strategy for the global Sandoz organization and set up a team for implementation.
- Adjusted the Novartis succession planning guidelines and Talent Management procedure to the specific requirements of the Generic's business processes
- Advised and supported Global Head HR and local HR in designing and implementing aligned global strategic processes such as recruiting guidelines, alignment of compensation & benefits policies, and agreed responsibilities in HR administration
- Elaborated a schedule to effectively transform HR towards globally acting service function (SLAs)
- Transformed global headquarter functions into strategic advisory team to support the global Sandoz community in terms of process improvement and alignment
- Provided coaching to the global management members

1 / 2000 – 1 / 2004

Coca-Cola Erfrischungsgetränke AG (CCEAG), Berlin

Bottling and sales organization of TCCC beverages in Germany, covering 70% of the German market, 4 billion company with 12000 Employees (In the respective period of time) acting from 60 different location in Germany.

Head Organization and HR Development

Reporting into VP HR/legal, 8 Direct reports, 15 HR managers reporting functionally.

- Introduced and implemented OD strategic concept
- Employed 5 skilled and experienced people and developed them
- Created and rolled out leadership development programs with significant impact on corporate leadership culture
- Designed and rolled out a cross-functional junior talent program
- Restructured the employee training system throughout the organization to increase allocation of training demand towards company strategy, reduce cost significantly and better fit training time into business requirements
- Introduced a common project management system
- Improved performance management system in terms of objective setting and communication of strategic targets
- Led the project to define the HR Strategy, set clear targets of HR results, improve communication between HR and customers
- Clarified the HR processes and set up transparent procedures for HR admin



5 / 1995 – 12 / 1999 **Kepner - Tregoe Consulting Inc., Princeton, NJ, US / Hamburg**

KT works internationally with clients on the improvement of their business processes by training and facilitating the use of high-end management tools such as improved decision making, structured problem solving, aligned project management, and advanced strategy formulation at all levels of the organization. KT operates globally with about 400 consultants and a broad network of contracting consultants with clients of all branches in international markets.

Senior Consultant

In 1995 at US Headquarters, started working on the European market in 1996 mainly in Germany, UK and Switzerland. Reporting into the Managing Director Germany

Major accomplishments

- Customized KT products for specific requirements of clients
- Facilitated client project management and process improvement
- Developed a facilitation program for strategic decision making
- Improved several products in the KT portfolio in terms of effective customizing options
- Set up the KT train-the-trainer approach used in global Compliance and Quality Improvement programs (e.g. Siemens INFINEON)
- Business and product development



11 / 1993 – 5 / 1995 **DaimlerChrysler Inter Services AG (debis), Berlin**

debis is the services organization of Daimler Chrysler, including all product supporting activities in all parts of the corporation e.g. Mercedes Benz leasing, software house, payroll administration of aerospace business, etc.

From '93 to '95 debis employed about 6000 people operating from 60 different locations in Germany.

Manager HR policy “process and performance management”

Reporting into VP HR / Organisation

Major accomplishments:

- Designed and standardized an aligned procedure of employee evaluation as basis for the implementation of performance management.
- Ran project to re-design the salary structure on management and employee level
- Prepared concepts for general HR processes such as Comp & Ben and MBO
- Designed HR fair concept of representing debis within the Daimler Benz fair booth (e.g. CeBIT, Hannover Industry)



5 / 1989 – 11 / 1993 **DaimlerBenz Aerospace AG (EADS), Munich**

Corporation of the entire aerospace business within the Daimler Benz company (formerly MBB, TST, Dornier, MTU) MBB military aircraft is responsible for the development, system integration, and maintenance of the current military air fleet in the EU(ECR Tornado, Eurofighter Aircraft)

MBB is strongest part of DASA and works with 10.000 employees at 3 different locations in Germany and the UK

Manager HR Business unit Avionics and Simulation

Reporting into Director HR Military Aircraft, 1 direct report

Major accomplishments:

- Responsible handling of all HR related issues within the business unit (1200 employees)
- Due to the last development phase of Eurofighter Aircraft (1989/1990) ran a huge employment initiative and build the unit
- Designed and rolled out an HR marketing concept for military aircraft unit and for DASA in terms of fair appearance, brochures, internal and external communication, initiated corporate culture activities
- Consulted with managers on all levels in respective unit
- Due to merger with Daimler Benz (1991/1992) ran a severe redundancy process laying off more than 200 people, mainly by early retirement offers
- Participated in negotiation of the social plan with works council and unions
- Along with corporate role taught “HR management and business psychology” at Munich University



11 / 1986 – 5 / 1989 **Peek & Cloppenburg KG, Düsseldorf**

P&C is Germany's largest high level fashion retailer with over 60 stores through Germany

Trainee acting as Department Manager in the stores in Wiesbaden, Ulm, Mainz, direct reporting sales staff (10-15 people each)

- Held responsibility of all sales activities in the department
- Took care for people issues in the department
- Gathered experience in purchasing, HR, general store management,

Education

1981 – 1986 Degree in Economic and Social Science from Augsburg University
1972 – 1981 Dilthey Gymnasium, Wiesbaden
1968 – 1972 Geschwister – Scholl Primary School, Wiesbaden

Languages

German (Mother tongue)
English (business fluency)

Coaching

“Psychology of change”
educated in IFS- Therapy by Richard Schwartz