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| **Personal Information** |  |
| **Name** | Klaus Steffen Carl Wuth |
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| **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,** Walluf  Key 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 – 12/2018  Countries covered  Brazil, 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 – 07/2018  Countries covered  Germany, 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 – 09/2016  Countries covered  Germany, 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, Munich  Senior 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 – 05/2013  Countries covered  Germany, Switzerland, Japan, People’s Republic of China, Singapore | Merck KGaA, Darmstadt  Global 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, Hamburg  Interim 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 Startup  Organisation 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 - 12/2011  Countries covered   * Germany, Portugal, Spain, Turkey with working stays in the countries * Ukraine, Poland, Czech Republic | Siemens AG, Erlangen  Interim 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, Oldenburg  Project 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 company  Project 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, Walldorf  Vice 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 – 12/2006  Countries covered   * Germany, Italy, Finland, The Netherlands, Poland, Czech Republic with working stays in the countries | Twenty4help Knowledge Service AG, Dortmund  Senior 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, Karlsruhe  Senior 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) |

**Employment History**

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| 06/2003 – 01/2005 | | iesy Hessen GmbH & Co.KG, Frankfurt  Vice 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, Stuttgart  Director 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 – 12/2001  Countries covered   * Germany, Portugal, Spain, Italy, United Kinngdom, Brazil, South Africa with working stays in the countries | debis Systemhaus GmbH, Stuttgart  Manager 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, Eschborn  Teamleader 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, Frankfurt  Human 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, Frankfurt  Consultant   * Design of job evaluation and compensation structures for clients (telcos, banks, IT, ...) | |

**Other Professional Activities**

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| 01/2007 – today | Gerson Lehrman Group, USA  Analyst   * 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, USA  Analyst   * 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, Brussels  eTEN-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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|  | USA  Great Britain  France  Republic of South Africa  Spain  The Netherlands  Finland  Poland  Czech Republic  Portugal  Italy  Turkey |

**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 Tübingen  Evangelische Theologie  Degree: Master in Theology |

**Other**

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| Qualifications | Registered and Certified Prince2 Practitioner  Certified 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 Professional SAP HR and CO / Success Factors  Loga Classic / LogaAll-In  Workday  DATEV  Paisy  PeopleSoft  ATOSS  Kronos  MS Project  Bizagi  Signavio |
| **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