

“How little a thing can make us happy when we feel that we have earned it.”

Mark Twain, *The Diaries of Adam and Eve*
US humorist, novelist, short story author, & wit (1835 - 1910)

My Profile January 2024

Contact:	Detlef Prangenberg Fröhlingstrasse 5b 61352 Bad Homburg Germany
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Nationality	German
Education	MS in Human Resources (Dipl. Päd.) BS in Business and Marketing
Important to know	<p>I am an HR professional with a broad multinational experience who is driven by supporting the business. I am passionate and good for me is not enough. I love what I am doing now and what I was doing over the last years was for me the biggest success and the biggest fun ever. I believe in a “shelf” life of everybody in a job, so that’s why I will be open for new challenges again.</p> <p>You find more than 30 years’ experience in leadership positions and leading HR positions.</p> <p>I have a proven track record in all relevant areas of HR: M&A, Integration, Divestments, Growth, Restructuring, Systems Implementation (Oracle, Workday), setting up HR organizations, preparing IPO....</p> <p>And for me most importantly, I am a leader that his people trust. Outstanding engagement results and any reference needed will support this.</p>
Before you ask...	I worked in DSM and Univar together with the same boss who hired me into DSM and with whom I joined Univar for the challenge of setting up a completely new business.
Motivation to change	I resigned from Fresenius Medical Care by end of June 2023 to start a new chapter in my life. Besides starting a new challenge soon, I always wanted to start und run my own business.
References:	References from <u>ALL</u> previous managers can be provided upon request!

Employment History:

07.2023 – today

Owner and CEO of Illimitata HR Consulting

- Innovative and high-quality Multinational HR Interim Management
- Multinational Labor Leasing
- Support and/or Supervision for Restructurings as well as Buying and Selling Companies
- www.illimitata.eu

10.2015 – 06.2023

Senior Vice President Human Resources EMEA – Fresenius Medical Care

- EMEA organization consists of >100 countries we do business, 43 countries where we have about 23.000 employees
- Leading an HR team (direct reporting lines) of 190 people, 27MM EUR budget, Business Partner and full COE structure
- Within 5 years I built up the entire HR organization from scratch
- Highest engagement scores by far within my HR team
- True international team in HR
- Currently implementing Workday as HR IT system for 43 countries
- Proven track record in restructuring our Middle East organization (Dubai Hub) and other organizations
- >2-year experience working and leading under US monitorship

05.2012 – 10.2015

Executive HR Leader GE Global Gas Engines

- HR Leader for a GE Tier 1 business with about 1.7B revenue globally, >3000 employees and a global (direct) HR team of 35 people.
- Integration of Business into Turbines Business
- Project Member of design and implementation of new HR concept for entire GE
- Leader of overall GE Energy HR for EMEA
- Highest rated HR executive in EMEA

05.2011 – 05.2012

Vice President Human Resources Gates EMEA

- Gates is a global Industrial company with about 15.000 employees globally and 3500 employees in EMEA. A group called Tomkins, which belongs to Private Equity, currently owns gates. The goal is to bring Gates as the core of the group IPO within 2012.
- Set up an HR organization on a regional basis (HR country model) supported by a functional EMEA HR organization.
- Facilitated the integration of 2 separate P&Ls into one commercial and one operation organization in EMEA
- Streamlined processes, procedures, and policies to simplify and standardize the organization (1 Gates approach)
- Preparing HR process and tools for the upcoming IPO (HR Compliance, payroll consolidation, HR metrics...)
- Driven the HR part of an 200MM USD oil pump business divestment including a partial divestment into a JV

03.2009 – 04/2011

Vice President Human Resources Univar EMEA

- Univar EMEA is a distribution company of ~2500 employees in >20 countries, >56 sites and with about a 2 billion EUR revenue. Univar EMEA is part of Univar Global and owned by Private Equity (CVC and CD&R)
- Set up EMEA HR from scratch as it was only existing fragmentally in some countries (now 31 HR professionals across EMEA, truly pan EMEA aligned)
- Implemented an HR strategy and agenda focusing on growing the business and by implementing a performance culture also on productivity. Some key highlights of that:
 - Implemented ONE Talent Management Process including ONE Performance Appraisal System (PAS) for all EMEA people
 - Trained and rolled out PAS for 2500 employees
 - 2500 employees successfully rated themselves, got rated by their supervisors and got feedback
 - Salary increases, training plans and talent upgrades followed up those PAS reviews
 - Conducted first EMEA organization review (U-Review) for all regions based on PAS and strategic topics (Growth, EMEA alignment, profitability...) and conducted EMEA wide goal setting sessions
 - Designed and implemented a Sales Academy (called: The “U”)
- Focused HR Agenda on business growth and less on administration. Some key highlights:
 - Outsourced EMEA wide payroll activities to only ONE EMEA payroll provider (cost savings 200K EUR p.a., additional compliance, reporting, and preparation of the IPO...)
 - Right sized HR organization to a ratio (operationally) 1HR professional: >150
 - Implemented policies and procedures that make organization less dependent on acting people (car policy, travel policy, Expat Policy...)
- Designed and implemented Variable Compensation Plan (VCP) for all commercial functions to drive behavior

04.2008 – 03.2009

Global HR Director DSM Composite Resins

- Strategic global HR Director for ~1000 employees globally (fully P&L from engineering to manufacturing to sales and service), ~ 1 billion revenue business
- Successfully build country and business HR teams globally (12 HR professionals)
- Designing and implementing of new sales and marketing structure globally. Set up of 2 different organizations in a workable matrix structure: Regional sales and Global corporate sales. In that, evaluated all new positions, evaluated people against that and promoted or changed new leaders into that.
- As part of the crisis lead a global downsizing of about 10% of the workforce including a site closure in China and an overall execution based on performance
- Prepared and execute HR part of 2 very big EMEA joint ventures (EMEA Regional Sales Organization and one specialized product line) with a former competitor into a big success story

07.2002 – 04.2008

GE Healthcare – Several positions

07.2007 – 04.2008

Business Project Leader for biggest GE Healthcare Restructuring

- Successfully managed the largest GE Healthcare restructuring ever: ahead of expected timeline and 3MM\$ below Restructuring Budget and without any business disruption or strike. All this under the toughest circumstances: German Metal Union involved in the negotiations, high risk of strike and motivational issues, extremely high complexity of restructuring (>32 managers with impacted employees) and very high media interest and visibility.
- In the scope of the restructuring achieved a reduction in workforce >120 from 460 to 340, with a payback time < 3 years

10.2005 – 07.2007

HR Manager GE Healthcare Clinical Systems Service EMEA

- Strategic HR responsibility for >800 employees in about 27 countries in EMEA and a ~200MM\$ revenue Service business
- Successfully integrated 2 EMEA Service Organizations (~470 employees in Devices and ~350 employees in Ultrasound) into only one newly designed Clinical Systems Service Organization (<1% retention of key players)
- Implemented cross EMEA Talent development
- Developed Service Competencies as a competitive advantage by outlining a Technical Competency Model and aligning it to proven customer needs
- Developed Organizational culture by implementing eNPS (Net Promoter Score) measurements and linking it to the regular operating mechanism (Competencies x Motivation = Customer Satisfaction)

04.2003 – 10.2005

HR Manager GE Healthcare Kretztechnik and GE Healthcare Austria

- Operational HR responsibility for ~300 employees in Austria and ~70 employees in Germany and a ~200MM\$ revenue business.
- Additionally supported the foundation of a Global Software and IT business within GE Healthcare Ultrasound and became Global HRM for it (90 employees, 20MM\$ revenue business)
- Successfully finalized the integration and the Legal Entity Merge of 2 German Healthcare IT companies and consolidation into one company in one location without a workers council and without any business disruption and talent loss
- Finalized the GE Kretztechnik HR-Integration and supported the business re-organization. Some key facts:
 - Alignment of workforce from 280 (2002) to 199 (2004) while increasing the revenue per head from 465K\$ (2002) to 1.1MM\$ (2004)
 - Reduced labor cost per Ultrasound device system from 35% (2002) to 17% (2004) by implementing a High Level Assembly Strategy and actively leading 3 outsourcing projects
 - Increased quality of workforce from 1% Master Degree (2002) to 20% Master Degree (2004) by upgrading talents. All while increasing motivation of workforce and keeping involuntary attrition <1%
- Implemented Country HR structure and Organization for GE Healthcare in Austria and leading the consolidation from 5 GE facilities/locations to only 2

07.2002 – 04.2003

HR Generalist GE Healthcare Kretztechnik

- HR Generalist for an Austrian Legal Entity with >200 employees and a 100MM\$ business in all kinds of HR related activities (e.g. Hiring, Performance Management, Works council Negotiation, etc.)
- Implemented GE tools and processes for a newly acquired business (Talent Management [Session C], Salary planning, Goals and Objectives, e360, salary planning, Six Sigma...)
- Implemented new and flexible Salary Scheme which saved 400k\$ of base cost within only 1 year

- Outsourced internal payroll to external payroll provider and alignment of HR team from 6 to 2.5 Headcount (ROI <2 years)

07.1990 – 07.2002

Officer in German Army in several Leadership positions

- Several Leadership positions and an overseas mission in military intelligence.

Awards and recognition:

- Several Business Awards (2003, 2004, 2006)
- Stock Option Grant (2004)
- HR Excellence Award (2005)
- Operational Excellence Award for Leading Restructuring Project (2008)
- Management Equity Participation (2009)
- Highest Team Engagement Score in Fresenius Medical Care EMEA (2021)

Additional Trainings and Qualification:

- Fast Works (2014)
- Effective Coaching (2005)
- CAP (Change Acceleration Process) Coach Training (2004)
- NMDC (New Manager Development Course, Crotonville (2003)
- Six Sigma Green Belt Certified (2003)
- Project Management (2000)
- Communication Training (1999)
- Several HR and Labor Law trainings (1999-2003)

Languages

- German (Mother tongue)
- English (Fluent)
- French (Basic)