

Maxi Mustermann

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Senior Director HR | Transformation Consultant | Scale Up Strategist

International HR Executive with over 20 years' experience in HR, Global Talent and Change Management. Passion for helping organisations driving business success and growth through an analytical approach that reflects the potential of organisations from a strategic and overarching viewpoint. Strong track record of laying the groundwork for major business transformations to achieve greater efficiency and long-term success through people and leadership, rebuilding structures and managing complex restructuring (M&A, post-merger integration). Experienced in executive coaching to drive mindset change, transform culture and improve business performance. Adaptable to dealing with ambiguity, making quick decisions, regrouping and embracing innovative approaches. *Certified in Clifton Strengths and Hogan Assessments.*



Key Wins

Post-Merger Integration: Led 5 successful post-merger integrations, including the seamless integration of COMPANY, aligning systems and processes while relocating two-thirds of the workforce with minimal disruption and high engagement. Improved operational efficiency, and substantial revenue growth in the acquired businesses.

Talent Acquisition Growth: Achieved a 20% year-over-year growth in headcount and nearly 50% growth in revenue, successfully hiring over 100 positions through a scalable Talent Acquisition strategy.

Innovative HR Practices: Introduced a comprehensive Compensation & Benefits system and automated onboarding process, resulting in a 3% attrition rate for new hires and fostering a culture of employee engagement.

Crisis Management and Employee Support: Effectively managed a crisis by relocating 500+ employees during the war-related conflict (Ukraine), maintaining business continuity, and establishing new operational offices with no disruptions.

Executive Coaching: Executed over 600 hours of coaching leading to increased profitability by enhancing individual and team performance.

Key Competencies

Management & Strategy: Change Management | Strategic Planning | Business Strategy | Project Management | Process Optimisation | Organisational Design | M&A | Post Merger Integration | Accelerating Growth

HR: Talent Development & Management | Employee Engagement | Executive Coaching | Team Building | HR Analytics | Data Analytics | Crisis Management | Mediation

Personal Competencies: Team Collaboration | Leadership | Communication Skills | Intercultural Competence | Analytical Thinking | Problem-Solving | Proactivity | Innovation | Flexibility | Adaptability

Professional Career

Firma, Germany

07/2023-Present

French company in the field of online marketing. XX offers software solutions for personalized retargeting.

Number of employees: 2,744; Turnover: 2.3bn US-Dollar (2018).

Global Talent Transformation Sr. Director (06/2020-12/2024)

Led the post-integration of XX to XX after the acquisition.

Projects & Achievements

- Successfully led post-acquisition integration, aligning systems, people, and processes while relocating two-thirds of employees, ensuring minimal disruption and high employee engagement.
- Significantly reduced administrative complexity and costs by developing and executing a comprehensive post-merger roadmap, accelerating decision-making, improving workforce planning, and enabling faster realization of synergies.
- Led the redesign and implementation of a new, agile HR Business Partner (HR BP) model, introducing a centralized Global Head of HR BP.
- Implemented change management initiatives, improved cross-regional collaboration, streamlined communication, and optimized resource allocation, resulting in faster decision-making and enhanced operational efficiency, particularly during a critical lay-off project.

XX GmbH, Germany

03/2020-07/2023

International company offering complex platform customisation alongside massively scaled infrastructure, providing media traders with the technological flexibility and control they require without sacrificing access to global media, data, and services.

VP Global People

- Drove HR strategy and people-related projects to retain, attract and develop the best talent.
- Worked closely with C-level Leaders and their direct reports to build a strong Leadership team that executes business objectives.
- Built C&B and strong HR function to support company growth.
- Introduced HR analytics to prioritize focus and increase employee engagement.

Projects & Achievements

- Managed a war-related crisis with high commitment and trust, and successfully relocated 500+ employees within 1 year, maintaining business continuity and performance.
 - Opened 2 new offices in Limassol and Yerevan, fully operational with no business disruption.
 - Increased brand awareness in new regions, with 30% of CVs from local talent pools.
 - Supported employee well-being through psychological services and relocation policies, ensuring smoother integration.
- Achieved YTY growth of 20% in HC with almost 50% growth in revenue.
- Successfully hired 100+ positions within one year by developing and executing a scalable Talent Acquisition (TA) strategy.
- Ensured a steady talent pipeline for R&D, product, and commercial functions by building a strong internal TA team of 3 recruiters and 2 sources.
- Introduced a comprehensive Compensation & Benefits (C&B) and grading system, ensuring fairness, transparency, and consistency across all departments.
- Implemented an automated onboarding system, accelerating new hire productivity and integration, and reduced first-month attrition to 3%.
- Created a buddy community of 20 volunteers to support new employees and increased internal transfers to 20% for filling new positions.

- Increased incoming candidate CVs by improving employer brand awareness.
- Improved professional growth and internal transfer by launching a performance review process.
- Enhanced leadership expertise by developing a leadership development program, and encouraged DE&I activity.

XX, Germany**03/2013-10/2019**

Global business payments company that provides specialized payment products and services to businesses, helping them manage and control their expenses. Fleetcor operates in multiple industries such as transportation, lodging, and corporate travel, with a focus on optimizing business efficiency, reducing costs, and enhancing financial control for its clients.

HR Director

Developed and implemented strategic HR initiatives to improve organisational performance and employee satisfaction. Led and managed all aspects of HR operations, including recruitment, benefits, and employee relations.

- Led 4 M&A and post-merger integration.
- Promoted Employer Brand.

Achievements:

- Supported the handover of the Eastern European business, which consisted of 600 employees and contributed 40% of the overall European revenue, to a young, inexperienced CEO. Coached the new CEO, driving 20% year-over-year business growth and completing a successful M&A, doubling the size of the acquired business.
- Developed and implemented a tailored onboarding and mentorship plan, ensuring a smooth leadership transition and alignment across key stakeholders.
- Retained and strengthened the C-level leadership team, maintaining stability and supporting company growth during the transition.
- Facilitated the new CEO's promotion to lead the North American region, contributing to the company's global expansion.

Education**CIPD Kingston University of London****09/2017-05/2019****International HR Management HR MANAGER Lomonosov State University****09/2002-05/2003****Language Skills**

English	Advanced
German	Intermediate

Date, Location

Signature