

André Papmehl

PERSONAL- UND ORGANISATIONSBERATUNG

Joseph-Haydn-Strasse 13, D-71263 Weil der Stadt

+49-157-53681459 · info@papmehl.com · www.papmehl.com



CV / Summary:

André Papmehl grew up in Italy and studied European Business Administration at the ESB Business School in London and Reutlingen. He has many years of international experience as a human resources leader and project manager - focusing on organisational development, HRM and customer orientation. Before founding his own consultancy company, he was Head of Personnel for Amazon Operations in Germany.

Previously he was employed as executive manager in high-profile companies such as Daimler and Robert Bosch and Director Corporate Personnel in charge of global HRM for a corporation (around 6,500 employees) with headquarters in Switzerland. He has international experience in implementing sustainable change management and innovation together with the executive board, management, social partners and employees.

Many years of practical experience in the areas of: performance management and succession planning, employee surveys, shared services, cooperation with works council and trade unions. Implementation of intercultural change and HR projects (Europe, USA, Asia, Switzerland, Macedonia), HR policy and fundamental issues, manpower planning, management development, personnel development, training and adult education.

He has intercultural experience in the fields of training and adult education (e.g. Master's Program for future HR-Executives) and in-depth experience as international management expert and executive coach. Numerous publications on innovative management topics that have become parts of the HR reading list since the 1990s. Papmehl Management Consulting's core areas of expertise include HRM, OD and Interim Management.

For testimonials see: <http://www.papmehl.com/en/core-competencies/references.html>

Personal Information:

Place of birth	Lübeck
Nationality	German
Family status	married / one son
Professional Experience	30 years +

Interim Management / Consulting (self-employed since 2010):

2010 – today	Papmehl Management Consulting: • Executive Consulting / Interim Manager
02/2025 – today	Consulting Projekts: Consulting and Coaching projects for example: • Kromberg und Schubert • BBC Cellpack
02/2024 – 01/2025	Telamon Corporation (~ 2000 employees worldwide): • Consulting and advise for COO
01/2023 – 11/2023	Röhm GmbH: (tool manufacturing) in Sontheim-Brenz (~ 1.000 employees worldwide), Interim HR Manager plant: • Employer branding, workers council, comp+ben topics • Education marketing, business bike, digital payroll project
11/2021 – 08/2022	7 Days Jobwear: (~ 220 employees EU), Interim HR-Projekt-Manager: • Set up HR-Structur, implementation digital HR Department (software Rextx-Systems), operativ HR issues, Comp & Ben • Training, Coaching, Change Management, Interim HSE Officer
11/2020 – 08/2021	Upfield (food industry Rama, Lätta): Plant in Wittenberg (~ 260 employees, 3.500 employees worldwide), Interim HR Manager: • HRM plant Wittenberg: Operativ HR work, workers council, union NGG, internal communication, interim corona manager • Projekts: Comp & Ben, health, training, COVID prevention
10/2018 – 02/2019	BCS: Interim HR Manager for the plant in Radolfzell, Automotive Interface Solution (~ 850 employees in Radolfzell; 5.650 empl. worldwide) • HR-Manager Plant: Operative HR-Topics, workers council, dealing with the IGM (trade union) • Restructuring, Comp & Ben, re-working / implementation of workers council agreements, ERA (collective agreement)
03/2018 – 10/2018	ZF: Interim HR Manager for BU Transmissions (~ 1.800 employees in Brandenburg; 240.000 employees worldwide): • Operational HRM, downsizing, workers council agreements • BGM / BEM (health management), unions, workers council • Flexi-time systems, reporting, workshops, training, coaching • Intensive cooperation with the workers council

08/2017 – 02/2018	Circor Corp.: Interim HR Director for Germany (~ 300 employees in DE, two plants; 5.000 employees worldwide): • Operational HRM, new Workers Council, employee survey etc. • Re-work HR-Documents (regulations, health, working times) • Projects / Cooperation with corp. shared service center
07/2017 – 08/2017	Consulting Project for SME: • Teambuilding, training, workers council
07/2016 – 05/2017	OSI Food Solutions Germany: Interim Human Resources Manager for Germany (~ 500 employees in DE, 20.000 worldwide). Interim Human Resources Manager for Germany (2 plants): • HRBP organisation, trainings and HR instruments • Support SSC payroll (out-/insourcing), recruiting, workscouncil
02/2015 – 07/2016	FAAC Group: Interim HR Manager whilst Post Merger Integration Magentic Autocontrol (Germany: ~ 250 employees; FAAC: ~ 2.200 employees worldwide): • Arbitration-Agreement with Workers Council and unions on restructuring, working-times, health programme and MbO • Compensation & Benefits, reduction of absenteeism, training • Implementation of forced ranking and an HR-Portfolio
07/2014 – 10/2014	Dräxlmaier Group: Interim Manager / Consultant in Macedonia (Macedonia: ~ 4.500 employees; ~ 50.000 employees worldwide): • 'Flexible Workforce' concept, manpower planning incl. 'Flexi Pool', new bonus-system, "Employee Representation Team" • Management Development Program for 500 middle managers;
02/2014 – 04/2014	Voith Group: Interim Manager Voith Turbo in Heidenheim (Voith Turbo ~ 6.000 employees and ~ 40.000 employees group worldwide): • International HR Management for senior executives • International assignments, terminations, guidelines
08/2013 – 12/2013	Lufthansa: Interim Head of Administration LSG Sky Chefs, ~ 6.000 employees (Germany): • Shut down (dislocation of company parts) meaning 80% of LSG activities in Hamburg (~ 130 employees) • Abolition-Contracts, partial retirement, outplacement, internal consulting. Administration: contracts, pay roll, working times • Cooperation with the employment office (outplacement)

- 09/2012 – 04/2013 **Ingersoll Rand: Interim Human Resources Manager for GHH-Rand (GHH-Rand 500 employees and ~ 50.000 Ingersoll Rand worldwide):**
- Redesign of the HR-Department, GHH-Rand
 - Restructuring, short time work, re-design HR-department
 - Cooperation / projects with corp. SSC
- 01/2011 – 04/2012 **MANN+HUMMEL: Interim Vice President Senior Executives ~ 13.000 employees (worldwide):**
- Overall responsibility for the “Corporate center senior executives” (approx. 120 managers worldwide)
 - HR-Policy, compensation and benefits, international management support; resolve pending HR-issues

Previous Professional Experience in Management:

- 2007 – 2009 **Amazon, Germany (Retail / Internet): ~ 7.000 employees (Germany) Head of Human Resources, Operations-Germany. Acting as Interim HR-Manager in two German Logistic Centres. Reporting to: Director Human Resources (EU), Management responsibility 17 HR staff / budget 500k €**
- Seasonal staff policies (Q.4 recruitment)
 - Implementation of US-Corporate Policies
 - German Employee survey (lead function for Europe)
 - Projects such as health, retirement, absenteeism, relocation
- 2004 – 2007 **Hoerbiger Holding AG, Switzerland (Automotive / Industrial goods): ~ 6.500 employees (worldwide) Director Corporate Personnel (worldwide responsibility). Reporting to: Chairman of the Management Board (CEO). Power of attorney (Hoerbiger Holding AG) Management responsibility 15 HR staff / budget 2,5 Mil. €**
- Implementation Corporate Management Development Manpower, succession planning, development SSC
 - Development of group standards (Comp. & Ben.)
 - Recruiting and support of senior executives
 - Projects such as restructuring, M&A, SAP-HR

1999 – 2003	Berner GmbH, Germany (Construction & Automotive): ~ 6.000 employees (EU) Head of Human Resources (HR & Training responsibility for EU). Reporting to the CEO). Management responsibility 20 HR staff / budget 2 Mio. DM • Reduction of attrition ~ 10% / HR benchmarking • Implementation of Business School & University chair • Best practices: Recruiting, retention, cost savings • Strategic Manpower Planning, performance management
1995 – 1999	ROBERT BOSCH, Germany (Automotive / Consumer Goods): ~ 195.000 employees (worldwide). Head of Education/HR Manager (Division: automotive trade);subsequently: Head of the corporate project Customer Focus. Reporting to the Director Central Sales • Project manager of the corporate project (CRM) • Put in place CRM-Program • In-house-Consulting, training and coaching
1992 – 1994	HERTIE GmbH, Germany (Retail / FMCG): ~ 15.000 employees (Germany) Corporate Head of HR Planning / Compensation & Benefits. Reporting to: President and Director Human Resources; Management responsibility 9 employees / budget 1,5 mil. DM • Implementation of corporate Lean management program • Restructuring (staff downsizing ~ 1.200 employees) • Put in place strategic and operative HR-Planning-System including tailor-made IT-Solution • Projects such as reporting / Comp. & Ben. and MIS
1988 – 1992	DAIMLER-BENZ AG, Germany (Automotive / Aerospace): ~ 375.000 employees (worldwide). Member of the Mercedes-Benz Management Trainee Group; subsequently: Personnel officer (High Potential Program) Deutsche Aerospace (today Airbus). Reporting to: Corporate Head of Education & Training. Management responsibility 13 HR staff / budget 1 mil. DM • Put in place international trainee program, university relations and high potential training • Education projects such as corporate MBA program • Project manager (HR) for the international fair (ILA) • Design and implementation of tailor made assessment and development centers, HR marketing

HR-Dashboard:

International staff policies and practice:	Human resources (staff planning / recruitment / retention), international employment law & staff marketing; HR-controlling, outplacement and remuneration; welfare and collective bargaining (e.g. successful implementation of wages framework agreement-ERA). Familiarity with HR due diligence and post-merger integration. Successful cooperation with bodies such as supervisory board, group and company works council, trade unions.
Operational staff management:	Worldwide recruitment, support and supervision of executives, senior management and young talents, e.g. international trainee and management programs. Staff administration (including payroll, administration, benefits, car fleet) as well as implementation of IT-programs (SAP-HR / PAISY) and "ERA". Execution of HR audits, benchmarking, restructuring, closing of locations / staff cust; negotiations with workers council and unions.
Organizational development / HRM tools:	Design of change processes (main aspects: restructuring, customer care, CIP, team development) and design / implementation of accompanying personnel tools such as AC and Development Centre, target agreements (MbO), coaching, retention programs, 360°-feedback and international staff surveys.
Management development, training and education:	Implementation of business-oriented staff development and education programs, including company-sponsored university chair (Aalen University of Applied Sciences) and corporate university (Berner Business School, Verona). Set-up of strategic HR planning and development systems (performance management, portfolio analysis, accompanying staff development measures); many years of practical experience in the areas of change management, customer relationship management, in-house consulting and training.

Education:

1984 – 1988

ESB European School of Business

- Studies in London and Reutlingen (two years each), graduated with dual honor's degree:
- German Business Diploma (FH) / B.A. (Hons.)
- European Business Administration (with distinction)

1982

A-Levels:

- Friedrich List Schule, Lübeck

1982 – 1984

Non-military service

- Old people's home, Lübeck (Germany)

Languages:

German	Mother tongue
English	fluent (TOEIC-Score: 930 of 990)
Italian	fluent (spoken)
French	basic knowledge

Projects / HR Topics (exemplary):

DASA (today Airbus):	Implementation of an international trainee program / university relations; development of an AC / development center
BOSCH:	In-house consultancy CRM, training, workshops, coaching
BERNER:	Reduction of attrition ~ 10%; put in place of corporate university and a university chair (direct CRM)
HOERBIGER:	Management development using tools such as performance management, potentials analysis and HR-portfolios, group standards
AMAZON:	Seasonal staff policies (Q. 4): recruitment and release of several thousand blue-collar employees; European employee survey
Mann+Hummel:	Development of the "Vice president senior executive's corporate center"; support of senior executives in 41 sites worldwide
HERTIE:	Restructuring / staff downsizing (around 1.200 employees); put in place an IT-System for HR-planning, reporting & steering
OSI, IR, BCS, CIRCOR, Röhm, 7 days:	HR standardisation, short-time work, SSC, ERA, comp+ben, revision of works agreements, regulations, HR principles, digitalisation of HR work (Rexx), electronic distribution of payslips, introduction of company bike, employer branding (print, internet, homepage, radio, outdoor advertising)
ZV, BCS, Upfield, 7days, Röhm:	BGM (health management), cooperation with unions, workers council, flexitime-systems, Com&Ben, implementation of tariff regulations, management and talent development, Employer branding, digital HR office (e.g. personnel files)
VOITH/Röhm:	Comp. & Ben. and guidelines for secondments for Top-Management worldwide going along with all operational tasks, business bike
LSG, FAAC:	Restructuring, short time work, closure of locations, staff cuts, redesign HR-department, senior executives support, car policy etc.

Dräxlmaier: Design and implementation of a 'Flexible Workforce', Training, daily HR topics

Personal Interests:

People	Family / friends / new cultures
Sport	Swimming / hiking
Culture	Reading / travel

Additional Information:

International experience and projects:	Europe / USA / Asia / Macedonia
Facilitation / training skills:	Intercultural projects with different target groups and nationalities Visiting lecturer for future HR-Leaders in Switzerland and Germany Large number of trainings, seminars, workshops and keynotes

Industry Focus:

Automotive, Aerospace, Industrial goods, Retail, Logistics, FMCG, Internet, Hardening, Food, Services, direct sales, Education, Fashion Industry

Publications (selection):

- The Creative Organization (2nd Edition 2015)
- International Labour Law (1st Edition June 2018)

Weil der Stadt, May 2026
gez. André Pappmehl