

Didier FAVRE

Profile

Senior Human Resources consultant with extensive experience in managing HR and Organizational projects for companies going through business change with direct impact on immediate performance or mid-term development. Proven track record of operating at all organizational levels in multi-cultural environments where partnership building and facilitation skills are key to providing clients' innovative, pragmatic, value added and cost-efficient solutions.

HR Strategy and HR Transformation

- Reorganized a European Human Resources function (servicing 2500 employees) by designing the HR strategy, developing and implementing new HR services, the service delivery model and the HR Balanced Scorecard.
- Managed a global Human Resources Transformation project covering the development of all new HR programs and business processes for a utilities company (700 employees).
- Managed the HR Due Diligence processes for companies in the chemical and trust and corporate services sectors to ensure the efficient evaluation of their human capital assets and acquisition by new shareholders.
- To align organizational and employee performance for a newly merged chemical company (4000 employees), developed the HR strategy and designed the Group Performance Management Program and Competency Model.
- Developed and implemented a "Pay for Performance" scheme with training programs for a Non Governmental Organization specialized in humanitarian aid (270 employees).

HR Business Process and Company set-up's

- Managed, from strategy and concept definition to implementation, the project team responsible for developing worldwide human resources business processes (global SAP implementation) of a world leading nutrition company (240'000 employees in 250 operating companies).
- Conducted the selection process of a global HRMS system for a trust and corporate services company. Managed the project budget, the definition of business and functional requirements, and user acceptance testing to implement the HR system in 23 countries within 3 months.
- To identify and address HR business process design issues for a global SAP HR implementation, organized and facilitated a workshop for the HR Executive Committee of a fragrance & flavor company.
- Set-up the Human Resources department of a medical technology company's new European headquarters in Switzerland. Acted as set-up Project Manager and local HR manager.
- Set-up the Human Resources departments of European headquarters and Worldwide Purchasing Centers for consumer goods, medical supplies and chemical companies.

Business Restructurings

- Designed and managed the business restructuring of a chemical company's European Manufacturing Operations (set-up a new factory and closure of 3 production sites in unionized environments).
- Managed the closure of manufacturing plants in Belgium, the Netherlands and the United Kingdom.
- Following a merger, conducted the downsizings of European subsidiaries for a world leading publication and printing inks company.
- Improved organizational and cost efficiencies by recommending and conducting the move of the European operations of an acquired company from Belgium to Switzerland.

CRH - Consulting en Ressources Humaines

Compensation & Benefits

- Designed a worldwide Job Evaluation system and Career Planning Program for the world's leading supplier of cancer therapy systems.
- To ensure separation from its parent company, set-up new employment conditions, employee benefit schemes and compensation plans for the international operations of a leading trust and corporate services company.
- Developed and implemented new Compensation Programs for a Swiss-based utilities company as well as the Group Bonus Plan for a major chemical company.
- Designed and implemented the Key People identification process and Retention Plan for a trust and corporate services company to retain key talent prior to the company divestment.
- Designed and conducted worldwide Corporate Job Evaluation and Career Ladder projects for a fragrance & flavor company (6000 employees) and a newly merged chemical company (4000 employees).
- Acting C&B Manager for the set-up of the new International HQ of a leading agricultural and construction equipment company; developed employment conditions and managed expatriates' transfers.

Leadership and Talent Development

- Designed a Behavioral Competency Framework to develop "High Potentials" and company leadership talent for a world leading nutrition company (240'000 employees in 250 operating companies).
- Developed and administered the European Leadership Development Program including "key jobs" and "key people" plans, an assessment center and executive development activities for a chemical company.
- Implemented and administered a Management Development program for a financial services company.
- Designed and administered the Skills Inventory and Career Planning Programs for the European Finance business unit of an information technology company and developed the employee development and training programs.

Operational Human Resources Management

- Interim Global HR Director of a trust and corporate services company during 13 months (1000 employees in 23 countries).
- Interim Group HR Director with the world leader in security inks for 3600 employees in 35 countries during 12 months.
- World-wide HR Business Partner for a business unit of 1500 employees.
- European HR Business Partner for a business unit of 1000 employees.
- HR Manager for 5 business units (300 employees) at the European HQ of an IT company.
- HR Business Partner for the set-up of a world-wide Supply Chain Management Division (from 50 to 90 employees in 5 months).

Languages

French:	Mother tongue
English:	Excellent – fluent
German:	Good knowledge

Qualifications

MA in Political Sciences – International Studies
Graduate Institute of International Studies (IUHEI) – Geneva, Switzerland

CRH - Consulting en Ressources Humaines

Business History

Since Jan. 2003	CRH – Consulting en Ressources Humaines Bougy-Villars, Switzerland Managing Director
1999 - 2002	PricewaterhouseCoopers Consulting Geneva, Switzerland Senior Manager / HR Principal Consultant
1998	Amoco Chemicals Division Chicago, United States Manager, Human Resources – Amoco Chemicals Global Supply Chain and Chemical Feedstocks Business Group
1997	Amoco Chemicals Europe S.A. Geneva, Switzerland Manager, Human Resources – Chemical Intermediates Business Group, Europe and Manager HR Planning and Development
1995 – 1996	Human Resources Consultant Vich, Switzerland
1992 – 1995	Philip Morris S.A. European Union Region Lausanne, Switzerland Manager, Compensation & Benefits – Europe
1989 – 1991	Digital Equipment Corporation Ltd – European Headquarters Geneva, Switzerland Human Resources Manager
1985 – 1988	Trade Development Bank Geneva, Switzerland Head, Training & Development
1982 – 1985	Hay Management Consultants Geneva, Switzerland Survey Manager – Switzerland