

RICHARD MOORE

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HUMAN RESOURCE PROGRAM MANAGER

with strong Project Management competencies and a Marketing background

Strategy Architect, Change Agent, and HR Business Partner who consistently performs beyond given titles in terms of both management and leadership

Emerging HR leader with 7 years international experience in Germany, the UK, and China. Sound awareness of global talent challenges. Track record of measurable contribution – sales growth and customer satisfaction – with Daimler and Mercedes-Benz in China. Given strategic planning and execution responsibilities very early in career.

- Work seamlessly across all levels – vertically/horizontally – with internal stakeholders, senior management, consultants, and business partners.
- As a leader, strive to innovate, provide creative breathing space, and build a culture of collaboration, growth, learning, and appreciation.
 - ✓ Serve as coach, counselor, and confidant to bring out the best in people.
- Conceptual ability to assess and create roadmaps – prioritizing, planning, and executing with discipline and passion.
- Committed to relevant and sustainable solutions. Drive for tangible results is balanced by an equal drive for quality and correctness.
- English: fluent; German: native; Mandarin Chinese: intermediate.

Demonstrated HR Value

- Organizational Development
- Change Management
- Compensation and Benefits
- Talent Management
- Employer-of-Choice Branding
- Tailored Consulting Solutions
- Finance and Compliance

“Richard’s native talent and understanding for HR Management challenges and solutions is among the best I have seen in my career history of 30 years. He has the drive and strategic thinking necessary to see complex projects through to completion while guiding relevant stakeholders across different management levels effectively through the entire project life cycle on time and within budget.”

– James Case, Principal Consultant and Partner of JC Consulting: HR Management Asia

Experience and Performance Highlights

MERCEDES-BENZ (CHINA) LTD., RETAIL MANAGEMENT DEPARTMENT – Shanghai, China Sep 2007 – Present
China is the fastest growing Mercedes-Benz market across 65+ global markets – sales skyrocketing 50% yearly. 140+ dealers nationwide – most less than 5 years old. Planned manpower growth is 5,000 now to 20,000+ within 10 years. HR program is being developed with international stakeholders – 2 dealer groups, government organizations, and entrepreneurs.

Assistant Manager, Retail HR (Apr 2009 – Present). Promoted from Senior Officer position. Key member and sub-group leader of *Retail HR* program committee to develop and implement strategic HR management projects.

Highlight: Deputized to supervise team of 4 and perform higher-level duties when manager is absent. Deliver required results and receive positive feedback from senior managers and VP of Retail Management Department.

- **Key Responsibility:** Charged with annual division budget of \$4M and assumed all finance, budgeting, forecasting, controlling, business process design, purchasing, legal, and compliance responsibilities.
 - Value:* ✓ Have saved \$65K through vendor negotiations and purchasing synergies.
 - ✓ Ensure 100% compliance with financial and purchasing regulations.
- **Organizational Development:** As HR business partner, led the development and implementation of a \$500K *HR Infrastructure Program* – organizational design, job design, job evaluation, total rewards philosophy, compensation structure, competency profiling, career pathing and planning, and employee retention.
 - Value:* ✓ Brought in Mercer Human Capital to advise on best practices – saved \$185K by executing in-house.
 - ✓ Solidified the importance of a robust HR infrastructure to attract, retain, and motivate employees.
 - ✓ Project selected as best practice example for other Mercedes-Benz markets around the world.

- **Employer-of-Choice Branding:** As strategy architect, collaborated to orchestrate a \$4.3M employer-of-choice brand plan. Launched key measures such as an employee test-drive event, brand heritage training for 650 high-performing employees, a long service award, and premium-branded uniforms for customer-facing staff.
Value: ✓ Boosted both employee satisfaction levels and the number of qualified dealership employees.
- **Talent Management:** Co-led the conceptualization and implementation of a retail HR conference attended by 350+ dealer GMs, HR managers, and shareholders. First-ever globally for Mercedes-Benz. Developed retail HR Manager qualification strategy and tailor-made implementation concept.
Value: ✓ Launched HR toolkit including 10 best-practice tools to attract, motivate, and retain employees.
✓ Received press coverage of 10 articles and exposure on international business channel NTV.
- **Program Management:** Played a key role in promoting the *Retail HR* program to German headquarters as an HR initiative with measurable results – increased sales volume and customer satisfaction.
Value: ✓ Secured ongoing program funding – \$1M in 2007 to \$4M in 2010.
✓ Secured additional manpower – 3 people in 2007 to 6 people in 2010.
✓ Program was nominated as 1 of 3 Lighthouse projects to promulgate best practices globally.

“Richard establishes clear direction and works hard to build authentic relationships to engage stakeholders and deliver quality results. He acts mature for his young age and exhibits leadership qualities that are essential to an executive.”

– Simon Coppens, Director of Client Services at Mercedes-Benz

Senior Officer, Retail HR (Sep 2007 – Mar 2009). Fast-track promotion from previous internship positions – earned trust to lead projects with key external business partners. Hired, supervised, and coached 6 interns. Earned *Best Performance Award 2008*.

- **C & B:** As a business partner, collaborated with Oliver Wyman Management Consulting and Mercer Consulting to execute a \$220K HR best practices and compensation survey across 14 major cities – a China first in the premium automotive retail space. Annual results used nationwide as retail management guidelines.
Value: ✓ Achieved 100% confidence in results via participation of Audi, BMW, Lexus, and Porsche.
✓ Negotiated \$71K discount to implement annual repeat surveys.
- **Change Management:** Assisted in the development of a China-wide retail employee satisfaction survey to promote “people as the most valuable business asset” mindset and empower the retail HR function.
Value: ✓ Increased employee satisfaction from 72% in 2007 to 81% in 2009.
✓ Helped reduce employee turnover from 20% in 2007 to 13% in 2010.
✓ Identified 4 key drivers of employee satisfaction.
- **Talent Management:** Helped launch a localized nationwide salesperson recruitment program to support ambitious sales targets. Screened 13,000 candidates within 4 weeks. Launched new-hire kick-off training.
Value: ✓ Increased recruitment 57% (exceeded target by 17%) and enhanced employer-of-choice brand.
- **Organizational Development:** Worked with JD Power to develop and execute an annual dealer satisfaction survey – gathered metrics on sales, marketing, after sales, profitability, and employee turnover.
Value: ✓ Formulated an improvement strategy with cross-functional senior managers.
- **Organizational Development:** As strategy architect, implemented retail business steering tools such as dealer margin systems, service center bonus payout, targeted incentive schemes, and dealer agreements.
Value: ✓ Raised overall quality of dealer network and facilitated dealer business performance.

DAIMLER NORTHEAST ASIA LTD., MARKET RESEARCH/TRUCK GROUP – Shanghai, China Oct 2006 – Aug 2007

Strategy and Controlling Intern (Apr 2007 – Aug 2007). Assisted in the strategic and financial analysis of a JV partner. Provided trend reporting and targeted KPIs to HR leadership.

Strategic Projects and Market Insights Intern (Oct 2006 – Apr 2007). Led ad hoc projects such as an E-Class car clinic at Shanghai Motor Show 2006. Nominated for additional internship.

NANO BRAND CONSULTANTS – Bradford, UK

May 2005 – Sep 2005

Marketing Controlling Intern. Assisted clients during new product introductions. Managed clients' brand communication including brand identity and standards.

INDEPENDENT CONSULTING – London & Bradford, UK; Munich, Germany

Jan 2003 – Jan 2005

Marketing Project Manager. Executed market research projects and created integrated cross-media solutions. Signature client: Media Centre for London University.

WITTSIEPE & KUSSMAUL CONSULTANTS – Munich, Germany

Jan 2001 – Aug 2001

Brand Development Intern. Developed operating materials aligned with clients' branding guidelines.

“(Richard) set an unprecedented record in managing human resource projects for Mercedes-Benz dealers in China. (He) focuses on sustainable results, always looking for innovative solutions with the determination and tenacity to succeed. His natural leadership abilities, work ethic and desire to share best practices creates an atmosphere of team spirit and promotes an inclusive environment that capitalizes on diversity.”

– Michael Lu, Director of Western China Operations at Mercedes-Benz

Professional Development

Leadership Training • Communication Skills • Coaching Skills • Project Management • Problem Solving
Financial for Non-Financial Managers • Purchasing Strategy: Vendor Selection and Negotiation Skills
Anti-Bribery Compliance: Corporate Citizenship • Corruption Prevention: Legal Framework

The Global Leadership Summit 2008, 2009 – Shanghai, China

Education

Master of Arts, Bradford School of Management – Bradford, UK, July 2005

Marketing and Management, Identity and Corporate Brand Strategy

Graduated with Distinction (#1 in class); Financial Times Business School Ranking 37th in Europe and 14th in the UK.

Dissertation: “Corporate Brand Management – An Exploratory Case Study into the Brand Community of a Prominent Asian Restaurant Chain.”

Bachelor of Science, University of Bradford – Bradford, UK, July 2003

Electronic Imaging and Media Communications, Managing an Enterprise in the SME Sector

Graduated with First Class Honors (top 5% of class)



Technologies

Word, Excel, Visio, Project, PowerPoint, Photoshop, EBP



Project Notes

Richard is a German expat who has been living and working in Shanghai, China since late 2006.

He demonstrates a tremendous amount of maturity and business acumen for his age (26). As a high-performing HR specialist with Mercedes-Benz corporate in the field of retail network development, his role involves developing and implementing strategic solutions to solve HR-related challenges such as retail employee retention or retail organization development.

When I asked Richard what he hoped to achieve with this résumé, he shared the following:

I was promoted to Assistant Manager a little over a year ago, I have reached the ceiling of my current position, meaning I cannot be further promoted and have reached the top end of the salary band.

After an excellent learning curve with a proven track record, my objective is now to advance my high potential to a junior managerial role where I can manage not only projects but also a small team of 4-5 people. I would also like to continue my international profile.

My target would be a strategic HR role where I can utilize by European/German background and China experience in a growing medium-sized organization.

When asked how he wants to be perceived, Richard replied with the following:

Quality. I'm German! Strike a balance between quality and efficiency. High performer. Very disciplined. Passionate about learning.

I also want to communicate my personal brand—my ability to think strategically, focus on customer and market needs, drive innovation, challenge people to achieve new performance levels, and build a culture of collaboration and learning.

As Richard's writer, I leveraged the summary section of the résumé to communicate his stated USP's: 1) his marketing background and 2) his ability to have a strategic impact despite his relatively short career track.

He specifically asked that this résumé highlight his business management and leadership capabilities which are not accurately described by his current "Assistant Manager" title. In China the scope of responsibilities and impact on business results is larger as compared to mature markets due to the fast-paced and aggressive economic growth (and pressure to deliver).

The bulleted, value-oriented accomplishment stories under the Mercedes-Benz experience align with the *Demonstrated HR Value* box in the page 1 summary. The stories are content-rich so I enhanced readability by using color and value checkmarks of no more than 1 line each. Numbers sprinkled throughout the stories help engage the reader.

Endorsements, 1 on each page, further communicate his ability to perform. He has clearly earned the respect of leaders in his field.

This résumé is 3-pages in length. I chose to focus on positioning and fully exploiting his track-record of performance rather than try to keep his résumé to just 2 pages for the sake of convention.

Richard is just beginning to distribute his résumé and initial responses from the market have been extremely positive.