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Brazil



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Greeting



Dear Readers,

At Kienbaum Brazil we are very proud to be the focus of the fourth international newsletter. In this issue we will address several aspects of Kienbaum's services and team in Brazil.

Brazil is currently one of the countries attracting worldwide interest due to its economic growth rates, but primarily for its outlook for growth. The country is experiencing a time of intense market fervor due to many global events that will take place here in coming years, including the Olympics and the World Cup. This trend was quickly grasped by the Kienbaum Brazil team, which continues to position the company to become one of the market leaders by winning over various important clients.

The increasing market share achieved by Kienbaum Brazil is based, for the most part, on the brand's strength, but it is also a result of the constant updating and improvement in Kienbaum services, which include training and new programs offered to our clients.

It's great to be part of the Kienbaum team, and it would be a pleasure to welcome you in our offices.

Yours truly,

A handwritten signature in blue ink, appearing to read 'Axel Werner'.

Axel Werner

A handwritten signature in blue ink, appearing to read 'Fausto Donini'.

Fausto Donini

Team

Kienbaum has 65 employees and consultants in Brazil, who are trained and committed to the values of Knowledge, Relationship and Trust.

The partners and leaders have solid experience in the areas of industry, human resources and consulting. As such, they have the expertise to promote the development of the team and assertiveness in processes



Competencies of the team

Axel Werner
Partner



- » Managing Partner at Kienbaum Brazil for 7 years. Mr. Werner has over 20 years of experience as a consultant and manager in the area of Human Resources.
 - » His work focuses on Executive Search, Assessment Center, Individual Assessment, Management Audit, Coaching and Outplacement. He has worked in the textile, steelmaking, retailing and automotive sectors.
 - » Before becoming a partner at Kienbaum, he was a partner at Miebach Logistics, as well as a member of the board at White Mountain – Sustainable Organizations and Processes. He was also manager at the consulting firm Roland Berger.
 - » He holds undergraduate and graduate degrees in Business Administration from the University of St. Gallen, in Switzerland, with specific emphasis on costs and finance.
-

Fausto Donini
Partner



- » Managing Partner at Kienbaum Brazil for 12 years, he has over 20 years of experience in Strategic Consulting.
 - » His work focuses on Assessment Center, Individual Assessment, Management Audit, Coaching, HR Consulting, HR Diagnosis, Compensation, Succession Plan, Corporate Governance and Talent Pool. He has significant experience in sectors such as pharmaceuticals, construction, food, retailing, steelmaking, consumer products, textiles, telecom, insurance and pension plans, energy and health.
 - » Before joining the Kienbaum team he was a director at Schering Plough, Human Resources manager at Hochtief do Brazil and manager of personnel development at Purina foods.
 - » He holds a degree in Business Administration and an MBA in Human Resources from the School of Business Administration and Economy at the University of São Paulo (FEA/ USP).
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Paula Laudares
Associate Partner



- » Associate Partner at Kienbaum Brazil for 2 years, she has 13 years of experience as a corporate management consultant.
 - » Her work focuses on organizational design, redesign of processes, training and development of leaders, and strategic and target management. She works as a consultant, training instructor and lecturer, and has experience in the sectors of beverages, steelmaking, mining, government, retailing and bioenergy.
 - » Before becoming a partner at Kienbaum she wrote books, served as a board member at Celer Biotecnologia and as a consultant at the Institute for Managerial Development (INDG) in Belo Horizonte. She heads the Kienbaum office in the city of Belo Horizonte.
 - » She holds a Chemical Engineering degree from the Federal University of Minas Gerais (UFMG) and a full-time MBA from the University of London.
-

José Antonio Freitas
Associate Partner



- » Associate Partner at Kienbaum Brazil for 4 years, he has over 20 years of experience in the areas of integrated planning and project development.
- » His work focuses on internal logistics, as well as strategy planning and management. He has experience in the steelmaking sector.
- » Before joining the Kienbaum team he was an executive in a large Brazilian multinational company, where he coordinated strategic planning. He heads the Kienbaum office in the city of Porto Alegre.
- » He holds a degree from Fluminense Federal University (UFF), an MBA in Systems Engineering and Administration, as well as a specialization in Marketing and Strategic Personnel Management.

Selected Recent Placements

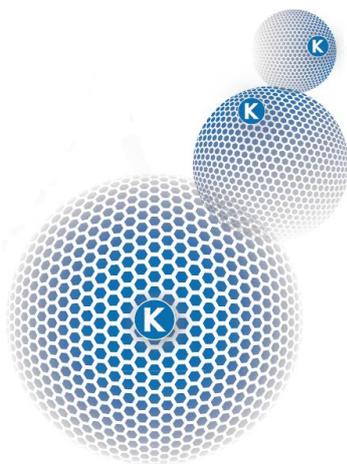
Executive Search Projects

- » CEO, development of innovative technology for German vehicles
- » Director of Human Resources, leader in German automotive parts
- » General Manager, Material for German construction industry
- » Managing Director, Mechanical equipment
- » Commercial Director, focus on industrial packaging
- » Unit Director, auto parts
- » Senior Manager of Human Resources, hydroelectric equipment
- » Commercial Director, material for German construction industry
- » Industrial Director, Consumer Electronics

Consulting Projects

- » Assessment of the leadership team of a company of the retail segment and automotive parts
- » Performance Management in the automotive market
- » Organizational climate research in the energy market
- » Assessment of teams specialized in the segments of energy, chemicals and steelmaking
- » Career, salary and variable compensation plans in the mining sector
- » Development of Corporate Governance in technology companies
- » Assessment, coaching, succession plan and human resources planning in leading textile company
- » Planning of human resources focused on hospital chains
- » Executive Coaching for the logistics segment
- » Young Talents Program and personnel management committee in beverage company
- » Leadership development in agribusiness organizations

News



Leadership Academy

The Leadership Academy, a new service by Kienbaum, was recently launched and its success is already attracting attention.

The aim of the Leadership Academy is to accelerate the education of new professionals, with the mission of taking on greater challenges. The specialized methodology, which is 20 per cent theory and 80 per cent practice, provides executives with training that is much closer to reality. The program is flexible and allows for customization of the content according to the needs of each company.

Kienbaum's *Leadership Academy* offers six training modules: *Leadership for Results*, *Dissemination of competencies*, *Feedback and PDI*, *Personnel Management*, *Leadership and Coaching*, *High-Performance Teams*, *Taking control of your career and Communications Logic*. The modules can be selected according to the objectives and the context of each organization. The course load per module ranges from 12 to 24 hours. The *Leadership Academy* is coordinated by the partners Fausto Donini and Paula Laudares.

The continuous development of new training modules, the training of qualified consultants and the relationship with the clients are competitive advantages of the Leadership Academy.



Lecture by Minister

In November, Kienbaum Brazil organized a lecture by the former Finance Minister João Paulo dos Reis Velloso. The topic of the lecture—*Brazil: amidst the crisis - an era of great opportunities*—raised several issues related to the world economy. The lecture focused on opportunities in technology, agribusiness and energy generation.

In a morning session with employees and clients, the lecture was highly productive and all those present benefited greatly.



Brazil Desk in Germany

Since 2008 Kienbaum Brazil has a desk in Düsseldorf, Germany, supported by Andrea Hagedorn it is the link between Kienbaum Brazil and Kienbaum Germany.

- » Graduated in Business Administration - University of Köln (Diplomkauffrau)
- » 20 years of experience in Human Resources (industry/consulting experience)
- » Human Resource Development
- » Associate Partner in Executive Search, diagnostics and training with international experience in Brazil, project management in Argentina, Portugal and Germany
- » International project coordination Germany - Brazil

- » Located in Germany to facilitate contact between Brazilian and German Kienbaum offices
- » Support to German and international colleagues in all questions regarding Brazilian market
- » Market information in general
- » Specific labor market information and salary ranges
- » Overview about German-Brazilian companies
- » Support of acquisition and coordination of Brazilian-German projects
- » German clients seeking projects in Brazil: Client visits in Germany regarding Brazilian market and information on local markets, support for investors
- » Brazilian clients seeking international projects – close cooperation and information for German and international colleagues

Kienbaum in the Press



"Brazilian retailing follows a worldwide trend of market concentration. Companies pursue greater negotiating power to reduce prices from suppliers and gain economies of scale. The trend in medium and large companies is that of mergers and acquisitions, takeovers, and even public offerings to achieve a level of revenue that will allow them to compete with stronger companies."

In an article published by the magazine *Varejo e Oportunidades* (Retailing and Opportunities), Axel Werner explains the need for new professionals in retailing and the current state of this developing market.

Announcements

EINLADUNG

Praxisbericht HR in Brasilien
Mittwoch, 7. März | 15.00 Uhr | IHK-Köln | Guillaume-Saal

More than ever workforce is in great demand in Brazil and currently we face a lack of qualified people, specialists and managers, in the market. Meanwhile the Brazilian labor market is also internationally attractive. In this event specialists will inform you about the Brazilian labor market and labor law and compare local hire to expatriates.

For further information please visit: http://www.ihk-koeln.de/Brazilien_HR.AxCMS
or contact Andrea Hagedorn directly: andrea.hagedorn@kienbaum.de

A Success Case



Ferrous Resources do Brazil was founded in 2007. It specializes in research, prospecting, exploration, processing and commercialization of iron ore in domestic and foreign markets, with an integrated logistic network.

Investments by Ferrous in Brazil include the acquisition of mining assets, its own logistic network (construction of a iron ore pipeline), port infrastructure and steelmaking projects.

To move from the project phase to the implementation phase, Ferrous sealed a partnership with Kienbaum in June 2010 for planning and organization of Human Resources.

In this project HR was restructured, a human resources manager was hired, two departments were created and a structure of internal HR consultants was proposed to serve the areas of operations and implementation and the support areas.

In view of the fact that staff is projected to grow from 450 to 2,000 employees in 2012-2013, to 4,000 employees in 2014 and to 6,000 employees in 2016, to achieve the vision established for iron ore production of 62 million tons per year and to rank among the five largest mining companies in the world by 2016, a partnership with Kienbaum was expanded and three important projects were developed:

- 1) September to December 2010 – 80 employees in leadership positions were given a assessment by competence by Kienbaum, a process for evaluating potential which serves as the basis for development of Leadership Development and Succession Map Programs for all the management positions of the structure.
- 2) December 2010 to June 2011 – design of the organizational structure and personnel chart for the implementation phase of the Ferrous project. In this stage, the right people were chosen for each challenge based on their potential and the challenges of the company up until 2016.
- 3) May to August 2011 – development of a compensation plan (fixed and variable) covering management and technical careers at Ferrous.

Kienbaum also works with coaching projects for professionals with high potential at Ferrous who need to accelerate their development to take on greater challenges.

The main objective at Ferrous is to be recognized as an outstanding company within the sector due to its capacity to achieve results and face challenges with a dynamic and innovative work environment and for its management excellence.

The partnership with Kienbaum is further proof of Ferrous' outstanding positioning in human and organizational development.

Contacts



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