

ROB HENNINGER, MBA | GLOBAL HUMAN RESOURCES EXECUTIVE

555.555.1212 • rebecca@thejobgirl.com

Increasing Enterprise Value through Strategic HR Leadership in Publicly Traded Multinationals

LEADERSHIP DEVELOPMENT | EMPLOYEE ENGAGEMENT | HUMAN CAPITAL STRATEGY

Senior HR executive with deep business acumen who tailors human capital strategy to business needs, integrating with business leaders to transform, scale, recover, and accelerate growth with strong focus on manufacturing organizations. Drives profitability expansion and organizational speed for enterprises with complex, multinational organizational footprints through executive coaching, leadership development, and innovation in talent, compensation, and strategy.

Highlights & Milestones Include:

- Led restructuring and recovery of CURA that was integral in growth from **\$300M to \$1.5B valuation (+\$100M EBITDA)** in 5 years
- **Boosted key employee retention from 70% to 95%** at ABC, stabilizing and driving valuation for acquisition.
- Played integral role in multiple **multimillion-dollar mergers, acquisitions, and divestitures** at ABC & CONE.
- **Drove enterprise value** by upgrading leadership and commercial teams at CONE and 4 CURA sub-businesses.

Performance Management • Strategic Planning • Organizational Design • Diversity & Inclusion • M&A/Divestitures
Workforce Development • Organizational Assessment, Restructuring & Development • Global Talent Sourcing
International Talent & Mobility • Opportunity & Value Gap Analysis • Executive Compensation
Succession Planning • Union Avoidance • Labor Relations • Sales Incentive Plans • Pension/401k

PROFESSIONAL EXPERIENCE

OCI ENTERPRISES, INC., *Chemical & Energy Holding Company – 500 Employees*

2014 – 2020

Vice President, Human Resources, CONE (2016 – 2020)

Vice President, Human Resources, ABC ENTERPRISES (2014 – 2016)

Recruited to lead HR as strategic partner to CEO at newly public ABC, US subsidiary of Japanese conglomerate, building leadership team and establishing operational framework to scale with post-IPO growth. Following acquisition of OCI's soda ash assets by CONE in 2016, set forth strategy and managed change through transition to increase succession, modernize incentive compensation, rationalize benefits, and stabilize company in line with long-term business objectives.

MERGERS & ACQUISITIONS

- **Drove significant increase of premium multiple** through strong leadership and organizational change.
- Retained 100% of identified employees through restructuring post-acquisition.
- Partnered with parent company leadership to manage **CEO, CFO and General Counsel transition**.

STRATEGIC PROJECTS

- **Built leadership team and initial operating infrastructure** as member of leadership team for new US venture. Stood up multibillion-dollar soda ash manufacturing facility.
- Directed **\$30M capital project** for build out of Group HQ in New York City; scheduled for 1/1/21 opening.
- **Helmed COVID-19 strategy and response** that prevented operational interruption. Created mitigation plan and gained employee trust, oversaw tracking and response, and secured all available federal/state funding.
- Rebuilt and stabilized IT organization, delivering **\$8M ERP migration** with no business interruption.

DIVERSITY & GLOBAL MOBILITY

- Devised immigration/global mobility process to **sustain leadership continuity in multinational organization**.
- **Improved overall diversity of corporate office workforce** (+25% female and +20% minority) over 4 years by shifting search approach, expanding targeting, and increased focus/training at all levels.

TALENT & PERFORMANCE MANAGEMENT

- **Recruited and retained 3 independent directors** to public company, creating strong, multi-skilled board.
- Attracted **best-in-industry talent** for supply chain, finance, operations and chief executive leadership
- Transformed inefficient legacy performance management system into competency- and leadership-focused process that **increased internal succession from 10% to 50%**.

EMPLOYEE ENGAGEMENT

- **Cut hotline calls 90%** by improving management visibility and employee communication at manufacturing site.
- Led campaign that **defeated USW-sponsored, 3-week “quickie election” organizing drive** at WV plant. Captured 2-1 victory and delivered post-election recovery plan that improved trust and communication.

BENEFITS & COMPENSATION

- **Realized \$10M, 3-year savings** by transitioning defined benefit retirement plan to defined contribution plan.
- Transitioned legacy pension plan/administrators to glidepath strategy, **closing funding gap by 15%**.
- Modernized incentive compensation (STI, LTI, profit sharing), **accelerating ROI by aligning rewards with performance** and eliminating entitlement mentality.

CURA, Alpharetta, GA | \$3B Specialty Chemicals Corporation | NYSE: CURA | 2,500 Employees

2002 – 2014

HR Business Partner – Consumer Products & Petroleum Additives (2016 – 2014)

As HRBP for global procurement and 3 business units (BUs) that generate \$1.8B+, more than half of total volume, lead team of 6, own \$1M budget, and partner with executives in US, India, China, Germany, UK, France, Italy, Russia, Brazil, Australia, South Africa, UK, Canada and Mexico. Accomplished transformation agenda via executive recruitment, competitive talent strategy, leadership development, and employee training based on holistic view of industry trends, organizational opportunity, and market threats.

TURNAROUNDS & VALUE CREATION

- Instrumental in navigating Consumer Products business through bankruptcy to **achieve record earnings in 2009/10 and for agro BU in 2013/14**
- As HRBP for cornerstone business with 2x EBIDTA growth potential, drove HR strategy to **power 20% earnings increase** through revitalized employee development, talent management, and collaborative partnerships.
- Installed leadership and customer focus to **propel antioxidant valuation from zero to \$200M acquisition** in 5 years.

RECRUITMENT & RETENTION

- **Hired new BU president** in competitive technical space with only handful of possibilities worldwide.
- Sourced, recruited and hired **new C-level and senior executives** to helm the organization and lead transformation.
- Established milestone programs to **develop and sustain global market leadership**, including leadership

CHANGE MANAGEMENT

- Rolled out enterprise employee engagement survey sanctioned by global CEO that **initiated change in long-term strategic planning, HR onboarding, and capital approvals**.
- Managed HR due diligence, executive vetting, and business analysis for **multiple multimillion-dollar mergers, acquisitions and divestitures**.
- Launched and socialized **incentive and organizational compensation** plans to foster year-over-year growth.

BUSINESS STRATEGY

- As member of executive task force, set vision and strategy that **vaulted valuation from \$300M to \$1.05B**, grew EBITDA from \$25M to \$125M, reversed -\$90M cash flow to \$100M, and set stage for 20+ leadership changes and 200+ product launches in 4 years, all driven by culture, innovation, and talent.
- Redesigned procurement organization, removing management layer and creating Center of Excellence to boost productivity and **reduce human capital costs by \$3M**.
- **Slashed turnover 50%** via collaboration with BU president to stabilize business and create talent infusion.

Human Resources Manager (2002 – 2006)

Spearheaded massive reorganization to meet ramp-up demands, saving \$1M in fees and upskilling workforce. Redesigned HR infrastructure to strengthen collaboration. Achieved 55% throughput increase through lean transformation. Managed recovery following plant fire, securing \$250K+ in tax credits and new program funding.

Early HR Leadership at**INTERNATIONAL – Human Resources Generalist**

1998 – 2002

Integrated business partner for 1,000 employee, \$500M+ organization. Maintained union-free environment.

HUMAN RESOURCES GENERALIST

1992 – 1998

Palm Beach County Government, Palm Beach, FL; American Airlines, Houston, TX; Stouffer Resort, Houston, TX

EDUCATION

MBA in Human Resource Management

UNIVERSITY, Montville, NJ

BBA in Political Science & Organizational Psychology

UNIVERSITY OF PENNSYLVANIA, Philadelphia, PA

Executive Execution: Advanced HR Executive Program

UNIVERSITY OF MICHIGAN, Ann Arbor, MI

CERTIFICATIONS & TRAINING

PHR – HR Certification Institute (2003 – 2013)

Rath & Strong Process Excellence Training (2013)

Chemtura Leadership Development (2012)

Lean Manufacturing Training, CURA (2005)

Strategic Leadership Program, Great Lakes (2003)

Certified Facilitator – Covey 7 Habits (2000)

Disney Leadership (2000)

Six Sigma Green Belt (2000)