



**TOMORROW'S FUTURE
ALWAYS BEGINS TODAY**

A PORTRAIT OF A SUCCESSFUL
INTERNATIONAL MANAGEMENT AND PERSONNEL
CONSULTING FIRM

KLW

TOMORROW'S FUTURE ALWAYS BEGINS TODAY ...

PROSPECTS AND PREDICTIONS.

Social and economic conditions are changing rapidly — and in the new millennium, the tempo of change seems to be growing faster:

Almost all business sectors are facing large-scale structural change, which will fundamentally alter the status quo in our globally integrated economic system. Quantum leaps in technology require enormous flexibility.

In the years to come, managers in all companies will have to overcome many challenges. New, innovative methods and information paths — such as e-commerce — must be adopted. Companies' strategies and concepts, which have proved themselves for many years, now appear to need correction. At a minimum, they have to be adapted to future conditions.

We must respond to change, existing or expected, at the right time and with planned adjustments, so that we can continue to react successfully to changing markets and seize new opportunities. The opportunity of the new millennium becomes a challenge for modern, proactive people, who take on responsibilities in a results-oriented, optimistic and future-conscious way.

**CONSTRUCTIVE THINKING, THE WILL TO PERFORM,
AND AN OPTIMISTIC ATTITUDE ARE, EVEN TODAY,
FUNDAMENTAL FOR COPING SUCCESSFULLY WITH THE FUTURE.**

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CONSEQUENCES.

To master the future and tap its opportunities for the well-being of all, in a social and business sense, is an achievable task — despite ever tougher markets, increasing national and international competition, and the numerous sociopolitical issues that are still unresolved today. Decisive for this are the commitment, qualifications, and potential of the people who are entrusted with these responsibilities, now and in the future. That is why concepts like management education, motivation, professional development, flexibility and mobility, which are already valued highly, must become even more important. The indispensable factors for future success and performance improvement are the quality and qualifications of employees. People are a company's dynamic creators.

**TOMORROW'S FUTURE WILL BE DETERMINED
BY PROACTIVE PEOPLE, WHO ARE ALREADY
WORKING FOR THIS FUTURE TODAY.**

PERSONNEL MARKETING. MANAGEMENT EDUCATION AND PROFESSIONAL DEVELOPMENT.

Personnel and management consulting has always been and will always be a personal service. Your partners at KLW are experienced consultants with the necessary theoretical background and have many years of experience in responsible management and consulting positions. KLW wants to build an intensive, long-term partnership with you. Mutual cooperation, the right instinct, and absolute safeguarding of your interests form the basis for successful teamwork.



**IF YOU WANT TO SOLVE TODAY
THE DECISIVE PERSONNEL QUESTIONS OF
TOMORROW, KLW IS THE RIGHT PARTNER FOR YOU.**

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MANAGERS CHOOSE THE PATH.

Filling professional and executive positions is one of a company's decisive investments for the future. And so it is critical to proceed with the utmost care and follow all steps that lead to success. An external consultant plays an important role, since it is often the intensive discussion with her or him that brings fresh understanding and reveal new aspects of the qualifications profile, target group of candidates, and best strategy for filling the position.

This is why KLW has developed a practice-oriented service system to create tailor-made solutions in the important areas of human resources management.



TOMORROW'S FUTURE ALWAYS BEGINS TODAY ...

Professional and Executive Search and Selection.

- *direct search*
- *advertising-supported search*

In close cooperation with our client, we first develop the qualifications profile of the ideal candidate as well as the list of industries and target companies for the vacant position. The second important step is a precise target group analysis, which gives information about the number of suitable candidates and leads to decisions on the strategy for the personnel search. KLW's experience-based, expert knowledge of various sectors and markets — IT, pharmaceutical industry, branded articles, banking and insurance, services, manufacturing — is very useful in this decision-making process. We know and have mastered all the tools of a systematic search for suitable persons, and we constructively apply this know-how in partnership with you.

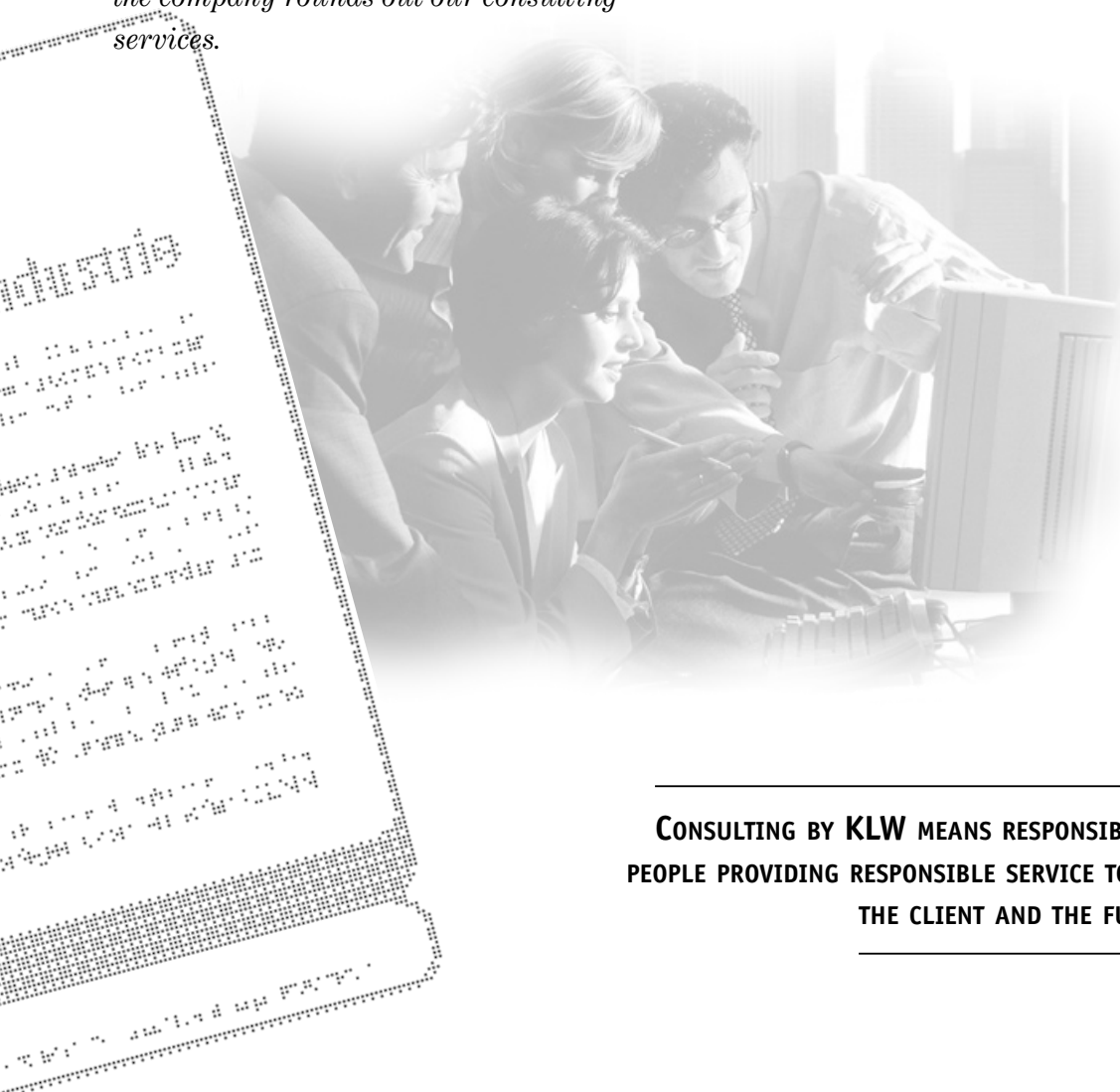
Professional analysis and preparation provide the optimal base for a targeted recruiting campaign.

Starting with a concrete description of responsibilities, the qualifications profile, and desired personality, and using database management, direct contact, advertising, etc., we make contacts with the target group of candidates. At the same time, KLW guarantees candidates the highest degree of confidentiality and neutrality. The most service-intensive area, which is also the most important for the personnel search outcome, is contact with the candidates. When we contact potential candidates, screen and evaluate résumés, conduct interviews, and make the follow-on presentations to our client, we at KLW follow our own specially developed system. Our main goal is to establish quickly confidential contacts to all promising candidates and remove from our client the greatest possible burden, including administration, throughout the entire project. Unbroken communication is ensured between the client and us, from the start until the final presentation.

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Our efforts are based on the qualifications profile, which ensures an efficient presentation round with the selected candidates. Our client is actively involved during the presentation, getting to know the candidates for the first time and forming an independent judgment. Intensive and in-depth discussion between the client and the KLW consultant on individual candidates' strengths and weaknesses and their ability to fit in with the company rounds out our consulting services.

Our services do not end when the client selects a candidate. During and after the recruitment process, we are always ready to assist our clients as needed.



**CONSULTING BY KLW MEANS RESPONSIBILITY-CONSCIOUS
PEOPLE PROVIDING RESPONSIBLE SERVICE TO BOTH SIDES —
THE CLIENT AND THE FUTURE EMPLOYEE.**

TOMORROW'S FUTURE ALWAYS BEGINS TODAY ...
PERSONNEL ADVERTISING: A DECISIVE STIMULUS

CONCEPT, DESIGN, TEXT, PRINT/ONLINE.

Personnel advertising in major newspapers and target-group-specific media is the classical recruiting instrument to reach qualified potential applicants. A decisive factor for the success of advertising is its ability to send a positive signal to the appropriate target group.

To achieve success, this signal must reflect certain principles, which K LW personnel-advertising services always follow: creative design, objective but vivid information, and an invitation to contact the company.

Good personnel advertising succeeds through its vivid design.

In keeping with your corporate identity, we design and create personnel marketing concepts that stand out from their surroundings through their ability to gain recognition and draw attention. Every page in the personnel advertising section contains several ads that optically compete for the reader's attention. Advertisements that "catch the eye" due to their visual design create more promising contacts. Back in 1984, we published, together with our client Digital Equipment, Germany's first color personnel advertisements.

We create for your company tailor-made and original personnel advertising concepts, which also reflect your company's image. Our goal is to ensure a uniform appearance in print and online.

Süddeutsche Zeitung

NÜRNBERGER
Nachrichten

jobpilot
.de

Frankfurter Allgemeine

StepStone
your career. your life. your future.

BERLINER

DV-Job

Der IT-Stellenmarkt im Internet

COMPUTERWOCHE

CORRIERE DELLA SERA

FINANCIAL

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Good personnel advertising succeeds through its effective texts.

Effective, contemporary texts make clear statements about the desired qualifications and speak directly to the "ideal candidate." We see our task as portraying this objective information in a contemporary and vivid way and gearing it toward the conscious or unconscious needs and desires of the target groups. KLW advertisement texts are individually written, candidate-oriented messages and company portraits.

Good personnel advertising succeeds through motivation.

The advertisement's overall impression — visual design and verbal message — should motivate the potential candidate to contact the company. For us, this motivation is a primary measure of the performance of every advertisement, which is designed and placed, with varying emphasis, specifically for the target group. The success of this candidate-centered advertising strategy has proved itself very well in practice and can be measured in the quality of applications received.

The KLW media agency's full-service offering can be used even more broadly, according to the client's goals and internal resources. The media agency can develop company-specific products, such as applicant and image brochures, and assist with Internet sites, special events and trade fairs, open houses, and radio and television spots.

The Daily Telegraph



EL PAIS

MORGENPOST

Hannoversche Allgemeine

RHEINISCHE POST

TIMES Le Monde

Hamburger Abendblatt

**WHEN YOU WORK WITH KLW,
YOU GET FULL SERVICE IN
PERSONNEL ADVERTISING.**

TOMORROW'S FUTURE ALWAYS BEGINS TODAY ...

DEVELOPING PEOPLE PAYS OFF.

Executives and employees who select personnel must often make decisions on hiring or promoting qualified people. Despite company policies and personal experience, there is often a lack of reliable criteria and decision-making tools suitable for an individual case. In company-specific seminars for employees who select personnel, K LW provides these tools and shows how to use them in everyday practice.

K LW basic seminar: interview techniques.

Conducting interviews requires sensitivity, expert knowledge, and experience. Through our many years of experience in countless interviews, we have developed our own system of structured interview techniques, on which we train the seminar participants. In the interview seminar, which is conducted mainly through practical exercises, we place great value on intensive, independent work under professional direction. To ensure the highest possible effectiveness, participants are usually limited to six. The K LW seminar manager starts by explaining the interview "ABCs" and the basic phases through which interviews run. Participants receive comprehensive written materials.

In the second part of the seminar, participants interview candidates applying for open positions in their companies. The seminar colleagues observe the participants and support them constructively in the subsequent interviews.

Generally, two aspects receive special emphasis: the strong and weak phases of the interview, and the strengths and weaknesses of the applicant, which are uncovered by asking questions about his or her résumé, experience, and personality. The results are analyzed and discussed under continuous direction of the KLW consultant. The experience gained from the practical cases helps participants not only in developing more effective interview techniques, but also frequently in reformulating general guidelines for conducting interviews in their companies.

KLW special seminar: group or individual assessment.

Selecting internal and external professional and executive personnel for future management responsibilities is a critical task for every company. The goal of the assessment center is to determine a candidate's potential, analyze self-assessments and assessments by others, and support the recruiting process. The seminar helps recognize the "best" people and avoid misjudgments.

As a personnel selection or development seminar, the KLW assessment center becomes an institution for evaluating potential employees and existing employees with potential for development.

Under the direction of the KLW seminar manager, the assessment center runs participants through numerous individual and group exercises. These exercises, which are mostly job-related, make it possible to observe, analyze and evaluate participants' behavior and abilities. Evaluation criteria are developed jointly by our consultant and the client prior to the seminar.

In personnel development and successor planning, we use individual assessment to evaluate the potential of executives and management trainees. We employ specific test procedures, analyses of self-assessments and assessments by others, structured biographical interviews, and job-related tasks to reveal all of a candidate's fundamental management qualifications.

**KLW SEMINARS ARE SPECIFICALLY
TAILORED TO YOUR COMPANY AND THE
TASKS TO BE PERFORMED.**

TOMORROW'S FUTURE ALWAYS BEGINS TODAY ...

WE ARE THERE FOR YOU — KLW, SINCE 1981.

Management and personnel consulting is a personal service. This philosophy led in 1981 to the founding of KLW – Dr. Körschgen • Lange • Wegener – Management and Personnel Consulting GmbH.

In managing our firm, we, the founding partners who gave it its name – Dr. Wolfgang Körschgen, Hartmut Lange, and Joachim Wegener – have aligned our company on the principle of personal and individual service to clients.

KLW consultants' qualifications are built on solid theoretical knowledge and a broad spectrum of practical experience. A high degree of social and professional competence creates the foundation of trust that is needed for an intensive, successful partnership with our clients.

Continuous expansion of this experience spectrum lets KLW GmbH solve today the problems of tomorrow.

In addition, we and our clients have available a network of cooperating national and international companies, which can be employed on a project basis when needed. KLW's long-term and comprehensive consulting services for companies of all sizes and structures make it your competent partner for a multitude of tasks in the personnel and management consulting area.

TOMORROW'S FUTURE ALWAYS BEGINS TODAY ...
OUR PRINCIPLE:

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COMPREHENSIVE SERVICE AND RESPONSIBILITY.

Our firm's manageable size and the personal, success-oriented service by K LW consultants offer each client the greatest possible security when awarding us assignments. As an independent company, we want – and are ready to accept – shared responsibility in the complex area of personnel consulting. This shared responsibility begins with the effectiveness and efficiency of the actions we recommend and ends with the determination of a fixed fee, defined in advance, which is calculated based on the services to be provided.

KLW's shared responsibility is focused on the goal of mutual success.

Discretion and reliability in consulting, which are second-nature to us, and mutual trust are the essential foundations for the continuous partnership that we strive for with you.

We are eager to develop individualized solutions for you and achieve with you our mutual success.

**BECAUSE TOMORROW'S FUTURE ALWAYS
BEGINS TODAY. WE ARE THERE FOR YOU.
TODAY. K LW**

International HR Manager (m/f)

for the organisation of a modern Human Resources Management
within our companies in France, Belgium and Germany

We are an Internationally successful US-American company, that has, within the sector of swimming pool products and industrial filters achieved over 400 million US \$ turnover. In the named European countries we support several production and marketing companies with a total of approximately 350 employees. This is where your competence as Human Resources Manager is necessary. Your headquarters would be a middle-sized town in the charming surroundings of North Rhine Westphalia.

Your assignment would be the conception and implementation of a modern personnel department for the care of all employees for several locations. Your target will be, combining systematic and professionalism within the personnel department with the flexibility for implementing speedy decision. A direct connection with our international management level at the headquarters in New Jersey characterises the importance of your position within our company.

You will have 5 to 7 years professional practice within the sector of personnel for a multinational manufacturing company based on a successfully completed degree with its focus on personnel management or an apprenticeship in personnel management. It is important for us that you have a comprehensive understanding of the requirements of modern personnel management from personnel planning and procurement, over the care of the employee up to and including the implementation of negotiations with the works council and advising of management in all personnel policy questions. In other words, you will be seen as the initiator of Change Management within our group. You can be convincing due to your diplomatic aptitude in connection with finesse capabilities, creativity and the correct amount of pragmatism. In addition to this you are open to the concerns of your colleagues and simultaneously keep the well being of the company in sight. Precision and a sense of responsibility goes without saying for you. A well-developed communication capability – also in French and English – complete your profile.

You can find out more about our offer and your possibilities within a globally successful company? If so then please call our contact person for confidential discussions, or send us your complete supporting documents under the code

Finanzchef als Mitglied unseres Managementteams

Herausfordernde Aufgabe für überzeugende Führungspersönlichkeit

Wir sind die deutsche Vertriebs- und Marketinggesellschaft einer bedeutenden international tätigen Firmengruppe mit Sitz im Rhein-Main-Gebiet und zahlreichen regionalen Geschäftsstellen. Mit unseren technologisch anspruchsvollen innovativen Produkten sowie den dazugehörigen Dienstleistungen haben wir uns die führende Rolle im Wettbewerbsumfeld erarbeitet.

Ehrgeizige Wachstumsziele sowie die Weiterentwicklung des Unternehmens bedeuten aber auch, unseren Bereich Finanzen und Controlling mit ca. 40 Mitarbeitern optimal zu managen. Wir meinen hiermit die Bereiche ● **Betriebswirtschaft** – Ergebnisrechnung, Konzernreporting, Projektcontrolling, Vorräte/Anlagevermögen – und ● **Finanzen** – Debitoren/Kreditoren, Steuern, Bilanzen. Selbstverständlich handeln und managen Sie ebenfalls das Controlling und Reporting unserer Geschäftsstellen und halten den Kontakt zu Banken und WP-Gesellschaften.

Neben der Sicherstellung eines modernen wirtschaftlichen Tagesgeschäftes bei steigenden Anforderungen sorgen Sie für effiziente Abläufe, optimieren Arbeitsprozesse mit kreativen, innovativen Vorschlägen und führen, motivieren und trainieren Ihre Mitarbeiter-Teams zielorientiert.

Ihr abgeschlossenes BWL-Studium mit Schwerpunkt Finanzen/Controlling/Bilanzen konnten Sie mit mehrjährigen Erfahrungen und Erfolgen aus einer ähnlichen Position eines international orientierten Industrieunternehmens kombinieren. Mit den kaufmännischen Belangen komplexer Projektgeschäfte, Jahresabschlüssen, US-GAAP, IAS, steuerlichen Aspekten, Bilanzierung, Gesellschaftsrecht usw. sind Sie vertraut. MS Office und SAP R/3 wenden Sie sicher an; Ihr Englisch ist sehr gut. Zusätzlich zu Ihrem fachlichen Know-how erwarten wir Verhandlungsgeschick, analytisches Denken sowie die Fähigkeit, auf internationaler Ebene konstruktiv zusammenzuarbeiten. Ebenfalls wichtig ist uns, daß Sie als Führungskraft Ausstrahlung besitzen und Vorbild mit ausgeprägter fachlicher und insbesondere sozialer Kompetenz sind. Kurzum: Wir möchten diese unternehmerische Aufgabe einer Führungspersönlichkeit übertragen, die sich mit Flexibilität den Veränderungsprozessen eines erfolgreichen Finanzmanagements stellt und zur weiteren positiven Entwicklung unseres Unternehmens in hohem Maße beiträgt. Ihr Alter: 40 bis 50 Jahre.

Alles Weitere möchten wir gerne mit Ihnen persönlich besprechen. Herr Jochen Wegener steht Ihnen für erste Vorabinformationen zur Verfügung. Senden Sie bitte Ihre aussagefähigen Bewerbungsunterlagen unter Kennziffer 351/23 an die von uns bereitgestellte Adresse. Ihre Bewerbung ist zur Verfügung für absolute Diskretion verbürgt.

Business Development Director

Vermarkten Sie als Apotheker/Ingenieur unsere Total Facility Lösungen europaweit
– Pharma/Biotechnologie –

Weltweit kennt man uns als einen der großen und erfahrenen Dienstleister im Bereich Pharma/Biotechnologie mit exzellentem Image. Unsere Klienten schätzen vor allem unsere fachliche Kompetenz im Rahmen unserer ganzheitlichen Dienstleistungen, angefangen von der Planung bis hin zu Turn-Key-Projekten.

Wir suchen jetzt den Business Development Director, der mit seinem Team die europaweite Verantwortung für die Entwicklung von Marketingstrategien und neuen Dienstleistungsangeboten sowie das Key Account Management übernimmt. Dabei erarbeiten Sie Konzeptionen zur strategischen Unternehmensentwicklung und garantieren eine kontinuierliche Umsetzung der strategischen Pläne im operativen Geschäft. Sie berichten direkt an den Geschäftsführer.

Diese herausfordernde Position können wir nur einer mehrjährig erfahrenen Persönlichkeit aus Pharmazie/Biotechnologie übertragen, die heute in der Herstellung/Produktion/Galenik oder im Bereich Engineering arbeitet und es gewohnt ist, Projekte eigenständig durchzuführen. Von der Ausbildung her sind Sie Apotheker, Ingenieur oder Naturwissenschaftler und kennen somit die Problemstellungen dieser Industrie. Als Persönlichkeit bringen Sie ein gutes Auftreten mit, arbeiten problemlösungsorientiert und können interne und externe Ressourcen effizient steuern. Darüber hinaus erwarten wir motivierende Führungseigenschaften und überdurchschnittliche Kommunikationsfähigkeiten – auch in Englisch. Sie sind souverän und akquisitionstark im Umgang mit Gesprächspartnern aller Ebenen und besitzen ausgeprägte analytische und konzeptionelle Fähigkeiten. Sie können davon ausgehen, dass diese Position ihrer hohen Verantwortung entsprechend attraktiv dotiert ist.

Herr Dr. Wolfgang Körschgen garantiert Ihnen absolute Vertraulichkeit bei Ihrer Kontaktaufnahme. Bitte schicken Sie ihm Ihre aussagefähigen Unterlagen unter Angabe der Kennziffer 350/1, oder rufen Sie ihn zur Besprechung des weiteren Vorgehens an.

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Dr. Körschgen · Lange · Wegener

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AT A GLANCE:

THE K LW SERVICE SYSTEM

Proactive employees for your company's future

Task – analysis – goal – strategy

Direct search for professional and management personnel

- industry analysis
- target company list
- direct contact
- candidate identification

Personnel marketing – personnel advertising service

- graphics/layout
- conception/text/design
- media selection/control
- placement/administration
- online services

Advertising-supported search for professional and management personnel

- qualifications profile
- company environment
- personality profile
- target group analysis

Personnel development

- interview techniques
- individual/group assessments
- self-assessment/assessment by others
- sales management
- outplacement consulting

Executive selection

- analysis of applications
- interviews
- candidate presentations/references
- contract and integration service

Position analysis

- organization structure
- qualifications profile for the position
- position description/assessment
- career and succession planning



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