

Reference for Ms. Ariane Herbák - Interim Head of Human Resources

"Ms. Herbák supported us from March 2021 to March 2022 as Interim Head of HR and was responsible for the professional and strategic management of the HR department. Due to her strength in process optimization, as well as her profound and extensive knowledge of human resources, she was able to achieve above-average success in a very short time.

Thanks to Ms. Herbák's digital HR strategy, 43 highly qualified employees were recruited in the commercial and technical area, without the use of headhunters or personnel service providers.

In parallel, the digitalization of the HR department was carried out by Ms. Herbák with an all-in-one HR software. Starting with the consulting regarding the selection of the software, through the implementation, configuration and interface connection, to the final go-live and coaching of the users, she successfully implemented the software as the sole project manager.

Thanks to her professionalism, goal-oriented communication and expertise in human resources, she quickly became a valued sparring partner for the C-level leaders. In the context of change management, Ms. Herbák has set many positive impulses for our personnel policy, on which we can build in the long term. The cooperation with her was highly professional, transparent, and pleasant at all times.

I would like to take this opportunity to thank Ms. Herbák for her outstanding performance and wish her all the best and continued success! I am happy to recommend her without reservation!"

This reference may be published, including my name, position and company. The consent to this can be revoked at any time.

Malsch, 31st March 2022



Otto-Michael Eckerle
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