

CURRICULUM VITAE

Job application Interim Management:
Plant/Project Manager, Head of Operations,
Production and Quality Management



Dipl. Ing. Michael Kiel

Current position: Interim Manager COO, Plant Manager, QM, Projects

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📍 Born: 28/05/1965 in Bad Pyrmont / German citizen / married, one daughter

🌐 [Michael Kiel | LinkedIn](#); [Dipl.-Ing. Michael Kiel | XING](#)

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Executive Summary for interim management

My mission

have been working in the management of manufacturing companies for over 30 years. I spent 20 of those years in top management. During this time, I have gained countless experiences in 5 companies. These prerequisites enable me to solve your demanding challenges in an interim mandate.

My initial situation

After more than 11 years as Chief Operating Officer at EVVA Sicherheitstechnologie GmbH in Vienna, I have returned to interim management as a freelancer. My current project is a comprehensive restructuring of a subsidiary of a large German industrial group. In addition to massive personnel cost savings, the focus is on reorganization, the introduction of SAP S/4HANA and sustainable factory construction.

My skills

I am a trained technician and have always been able to expand my technical understanding. After studying production engineering, I spent many years in QA and QM, where I gained an understanding of process reliability and excellence. As an external auditor for ISO 9001, I practiced potential analysis in an appreciative manner and directly with the customer. My 15 years as COO were strongly characterized by the current topics of Industry 4.0 and sustainability work. Digitalization, automation, lean management, factory planning and sustainability are part of my solution finding.

My fields of activity

By working in several companies, I was also able to familiarize myself with different industries. Mechanical engineering, plant engineering, drive technology, electronics production, the maritime industry, automotive and the printing industry were the main sectors. The areas I was responsible for were production, purchasing, SCM, QM, materials management, warehouse management, maintenance, work preparation, occupational safety and service.

Why me

My wealth of experience is not characterized by time alone, but by diverse assignments with particular successes. I can inspire a team with my hands-on mentality. My determination is not at odds with my appreciation of others. I enjoy it when a task progresses quickly, and the team can celebrate. I didn't have to and didn't want to delegate many tasks. I am very familiar with the digital world, including AI applications.

Baden on November 14, 2024

Michael Kiel

COMPETENCE PROFILE

Professional competencies / Summary

- Internationally experienced manager with strategic and operational responsibility along the value chain: production, quality management, purchasing, supply chain management, service, maintenance, work planning, occupational safety
- Many years of management experience in the following sectors: Mechanical engineering, metal & electronics, drive technology, automotive, printing industry, maritime industry, consulting
- Factory planning with new construction/conversion of industrial plants in Europe according to strategic aspects in connection with the development of process-oriented organizations
- Disciplinary responsibility for > 400 employees with a budget of EUR 30 million
- Commercial competence through carrying out of forecast and medium-term planning
- Excellence development in manufacturing industrial companies using the current methods of Industry 5.0 with the topics of digitalization, artificial intelligence, automation, sustainability, process management, supply chain management and, of course, the involvement of people
- High ability to analyze and optimize through many years of work as an auditor

Business successes

- Significant increase in delivery performance to 99% by establishing supply chain management and digitalizing the internal and external value stream in Power BI
- Successful establishment of excellent lean management. The team boards are purely digital and the CIP is set up together with quality management. Training courses can be completed virtually via the company's own learning platform
- Increase in the degree of automation with an increase in robot density including COBOT's to 1200. Reduction in work steps by using new processing technologies. Productivity increases of at least 5%/year.
- Development of a rolling, process-oriented reporting system with digital derivation of KPIs. This is used for optimization and target achievement, including the sourcing strategy with TCO consideration. Reporting is regularly discussed in the Executive Board
- Creation of a cross-company innovation platform with various institutes and universities. The platform is used to find innovations to deploy external experts for the company and for recruiting purposes
- Development of a quality management system based on the EFQM model. 30% increase in maturity level within the last 2 years
- Implementation of the "Operational Excellence" vision according to the strategic plan with the new construction/conversion of the international production sites in Germany, Austria and the Czech Republic

Skills / Characteristics

- My management style is based on the performance of my team members. I encourage and support my employees to successfully develop their personalities and achieve their goals. Together, my key employees form a strong team
- In addition to the visionary and strategic work on the Management Board, the rapid implementation of key tasks is very important to me. My hands-on mentality combined with good communication skills, trust and composure are very helpful in this respect
- I follow a structured and process-oriented approach. My willingness to make decisions is well supported by transparency
- I am driven by challenges and with the right amount of humor, many topics can be mastered with ease
- Transformation processes have always accompanied my work. The clear orientation of the organization is therefore very important

PROFESSIONAL EXPERIENCE

07/2024 – to date **Michael-Kiel-Interim**, Self-employed, Baden (AT)
Interim Manager COO, Plant Manager, Production, QM, SCM, Projects
www.michael-kiel-interim.com
www.linkedin.com/in/michael-kiel-wien

10/2012 – 06/2024 **EVVA Sicherheitstechnologie GmbH**, Vienna (AT)
EUR 100 million turnover/year; 850 employees; metal & electronics
Production of mechanical and electronic locking systems
Chief Operating Officer Operations & Quality Management

Area of responsibility

- Overall strategic and operational responsibility for the Group division Operations & Quality Management
- Member of the Executive Board
- Development of corporate strategy and medium-term planning on the Board
- Technical and commercial responsibility for the division
- Budget responsibility for EUR 30 million, rolling forecast, monthly reporting of the division
- Personnel responsibility for 400 employees, direct report of 10 employees
- Production (manufacturing, assembly), purchasing, logistics, SCM, maintenance, service and quality management
- Temporary responsibility (2 years) for IT inclusive ERP system
- Responsibility and development of the 9 internal Production sites (Northern Europe, CEE, Southern Europe, DACH)
- Crisis manager for the entire company

Significant contribution

- Increasing productivity by using automation in production
- Initiating digitalization solutions throughout the Group
- Implementation of new innovative technologies
- Development of a customer-oriented organization (outside-in)
- Significant increase in delivery reliability through process optimization
- New factories built according to value stream design
- Sustainability work with CO2 reduction (Scoop 1 to 3)
- Implementation of professional lean management with integration of CIP
- Establishment of a new production line before the market launch of the new product range
- Intensive networking with partners to achieve excellence
- Perception of the production facility as a leading company in Austria

04/2009 – 09/2012

Watt Drive Antriebstechnik GmbH, Wiener Neustadt (AT)

EUR 25 million turnover/year; 250 employees; mechanical engineering & plant construction; Production of mechanical drive systems

Side Manager, Authorized Signatory

Area of responsibility

- Strategic cooperation with the owner
- Operational management of the sub-areas of the value chain
- (production, assembly, QM, purchasing, SCM, warehouse, service)
- Personnel responsibility for 150 employees, direct report of 6 employees
- Technical and commercial responsibility for the company
- Budget responsibility EUR 15 million, rolling forecast, monthly reporting of operations
- Supervision of the Asian production sites and suppliers

Significant contribution

- Reduction of manufacturing costs through process optimization
- Securing the supply chain by setting up SCM
- Establishing a service department
- Initiating and implementing a process for organizational development, taking competencies and roles into account
- Implementation of the standard delivery time
- Implementation of modern 3D measurement technology
- Investment in modern equipment
- Cost optimization through further development of a Chinese engine supplier
- Participation in the sale of the company in 2012

04/2007 – 03/2009

Reintjes GmbH, Hameln (D)

EUR 120 million turnover/year; 450 employees; mechanical engineering & shipbuilding; Manufacture of marine gearboxes

Head of Quality Management

- Member of the management board, strategy work
- Management of the division with 35 employees including occupational safety
- Certification of marine gearboxes with the accredited companies
- Supply chain management to guarantee delivery performance
- Reduction of lead time
- Auditing suppliers
- Responsibility and coordination of CIP
- Implementation of new measurement technology

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- 05/1990 – 03/2007** **Lenze SE, Hameln (D)**
EUR 600 million turnover/year; 3000 employees; metal & electronics, automotive; Production of mechanical and electronic drive technology
Quality Manager, Head of Quality Management
- Representative for quality management with 25 employees
 - Management Systems 9001/14001/18001
 - In charge of complaint management
 - Support of automotive customers
 - Management and guarantee of CIP
 - Implementation of process management
 - Supporting the implementation of SAP as a key user
 - Project manager for the new assembly plant
- 01/2004 - 03/2009** **German Association for the Certification of Management Systems (DQS)**
Part-time self-employment with consulting services and certification; assessment and certification services
Lead Auditor, Auditor (EU)
- Lead Auditor DPG
 - Auditor 9001
 - Auditor ISO TS 16949 / IATF 16949
 - Numerous qualifications for international regulations

EDUCATION

- 09/1986 - 01/1990** **University Lippe, Lemgo (D)**
- Study of Production Engineering
 - Degree: Diplom Ingenieur (FH)
- 08/1984 - 08/1986** **Technical secondary school with university entrance qualification and compulsory military service**
- 08/1981 - 07/1984** **Phoenix Contact GmbH & Co. KG, Blomberg (D)**
- Apprenticeship
 - Machinist in skilled engineering

BUSINESSTRAINING

Corporate management	Antitrust law, SWOT analysis, vision & strategy
Leadership competence	The Samurai Manager (Dr. Reinhard Lindner), employment law WKO
Quality management	Quality manager DGQ, lead auditor DGQ, FMEA, statistics
Sustainability	ESG, supply chain law, taxonomy
Digitalization	IT security, Power BI, Qlik View, Microsoft 365
Methodological knowledge	Lean management, factory planning, productivity and excellence

IT KNOWLEDGE

ERP Systems SAP R/3, SAP S/4HANA, Microsoft Business Central and AS 400

Microsoft 365 (Word, Excel, PowerPoint, Outlook)

Analysis tools Power BI and QlikView

AWARDS

StEP Up Leading company 2022 „Lean Management“

Trigos Award 2021 „Clean Production“

Award for the best factory in Austria 2020 „Green Factory“

LANGUAGES

German, native language



English, Level B2



MISCELLANEOUS

- Family, sport and exercise are important to me and my balance for everyday working life
- Speaker at various conferences/congresses on the topics of digitalization, supply chain management, productivity and sustainability
- Member of the advisory board of ACDP (AUSTRIAN CENTER FOR DIGITAL PRODUCTION)
- Leisure activities include water sports (sailing), cycling (8000 km/year), restoring old Harleys, caravan camping
- Travelling the world (Europe, USA, Asia, Africa). In younger years also as a backpacker

REFERENCES available on request

Project list

Project list Michael Kiel						
Status 2024/03/15						
Project name	The company	Branche	Company size	Period	Employee managemen	Contents
SPS	Speech Processing Solutions GmbH (former Philips) Gutheil-Schoder-Gasse 8-12 1100 Vienna, Austria https://speech.com/de/	Manufacture and trade of electrical goods	Turnover: 30 Mio EURO Employees: 200	July 2012 until September 2012	Project work no MA Management	Assistance and support in implementing the governance model Analysing order processing for the customer and identifying possible potentials
Rieusset	Rieusset, S.A. Pol. Ind. Santiga C/ Flassadors, 6 08130 Santa Perpètua de Mogoda Barcelona - España https://blog.rieusset.es/en/	Printing industry	Turnover: 20 Mio EURO Employees: 150	July 2006 until September 2006	Analysis and consulting, no direct MA management	Clarification of the requirements and preparation for DPG certification
Dürr/Benz	Benz GmbH Werkzeugsysteme Im Mühlegrün 12 77716 Haslach im Kinzigtal Germany https://www.benztooling.com DÜRR GROUP	Mechanical engineering industry Development and production of tool systems	Turnover: 60 Mio EURO Employees: 300 MA	October 2024 until July 2025	Assignment as COO, responsibility for 200 employees	Restructuring of the company. New processes, new organization, SAP S/4HANA. More efficiency and cost reduction > 20%