



Michael Enste

Executive Interim Manager and Consultant for challenging tasks and situations in industrial companies

My agenda is to develop and advance companies, making them successful. My focus is on **Empowerment** and **Discovering a New Path**. I think strategically and proceed operationally as a **prudent problem-solver**. The greater the challenge, the more I move into my element.

Teamwork brings about lasting company success – as a strong leader with a transformational leadership style, I set the direction, picking up the staff and taking the path to the goal together.

My ethos: Everyone pulling together – to achieve joint success.

At a glance

Role: Executive Interim Manager, Problem-Solver and Winning Genuine Leader

Areas of expertise: General management with focus on Transformation and Restructuring in connection with Business Development and Optimization in a Change Management Style. Expert in Sales and New Business Development, Marketing Strategy and Product Marketing, Operations, Project Management, Process Optimization, Corporate Governance and Structure.

The Interim Solution for the Industry - „Everybody pulling together to achieve the joint success!“

Coverage of Vacancies

- on C-Level
- Successor Coaching

Transformation & Restructuring

- Business Crisis Analysis
- Restructuring Concept Development
- Restructuring Concept Implementation & Execution
- M&A Execution
- Change Management
- Sustainable Transformation

Business Development & Optimization

- Strategy Development
- Business Efficiency and Effectivity
- Internationalization
- New Business Development
- Post-Merger-Integration

proven in practice as COVID 19 – crisis leader

Machine and Equipment Manufacturer, Textile/Nonwoven, Manufacturing Industry, Tool and Machining Technology, Construction Equipment, Mining and Tunneling, Tungsten Carbide, Coatings, Wear Protection, Steel Industry

CEO, Managing Director, CRO, CSO, CMO, COO, Project Leader, Business Coach and Consultant, Board Member

Executive Interim Management & Consulting GmbH

10/2018 – today

ME – Executive Interim Management & Consulting GmbH

Steckborn/ Switzerland

CEO / Shareholder

Sectors:

- Executive Interim Management
- Consulting

Tasks:

- Leading the company

Successes:

- Well established in the Interim Business Network in the DACH-region and the Global Industrial C-Level Network
- Continuously successful Interim Mandates

11/2019 – 12/2020

Truetzschler Nonwoven & Man Made Fibers GmbH

Egelsbach/ Germany

CEO – Managing Director

(ad interim)

100%

Sectors:

- Machine and Equipment Manufacturer
- Textile
- Nonwoven
- Man Made Fibers

Personal Responsibility:

- 200

Project Volume:

100 million Euro

Tasks:

- Leading the company as Managing Director
- Transformation / Restructuring / Business Transfer and Relocations

Successes:

- Immediate integration and acceptance as Managing Director
- Company and business analysis
- Time focused elimination of existing “burning platforms”
- Development of a Management Operating System / MOS
- Development of the new business strategy with a Strategic Deployment Tool / SD-Tool
- Development of the new organizational structure
- Successful execution of the personnel restructuring plan in connection with a developed social plan
- Improvement and implementation of a new safety and health strategy and regulations
- New Site layout and renovation with new fire protection concept and final authority approval
- Leading Covid 19 – taskforce
- Leading “new machine” development project
- Leading complex relocation project Germany – China
- Process landscape optimization with focus on efficiency and effectivity
- Successful Energy audit 2019
- Successful ISO 9001 recertification
- Change management concept implementation

05/2019 – 10/2019

Administration of Estates for an International Family

Germany, Switzerland, Malaysia

Consultant

30%

Sectors:

- Administration of estates

Personal Responsibility:

- 0

Tasks:

- Management of all administrations in front of all stakeholders
- Analysis and documentation of all assets
- Complete management of the assets until the value transfer

Successes:

Complete package finalized in a 6 months' time period

Project Volume:

2 million Euro

10/2018 – 02/2019

Putzmeister Holding GmbH / SANY Group

Aichtal/ Germany

Chief Sales Officer – Member of the Executive Board (Interim)

100%

Sectors:

- Construction Machining Equipment
- Concrete- and Industrial Pumps
- Concrete Plants

Personal Responsibility:

- 750

Project Volume:

1000 million Euro

Tasks:

- Member of the Executive Board / Global Head of Sales & Marketing and Dealer Management – “Daily Business”
- Special analysis and consulting assignments from the chairman of the global SANY - Group
- Overall Project and Workshop Lead: Development of a catalog of measures to achieve the goals of the Global SANY-Putzmeister Growth Strategy, the Putzmeister-Efficiency-Program and a fundamental Restructuring/ Optimisation Program to establish a global organizational structure and Global E2E – Processes based on Process Reengineering.

Successes:

- Current-State-Analysis Putzmeister Global
- Handover of the catalog of measures and implementation kick off
- Implementation of the key projects

02/2018 – 02/2019

Startup “Everlean”,

Berlin/Germany

Mentor & Advisor

10%

Sectors:

- Software/IT
- Lean Management
- Consulting

Personal Responsibility:

- 0

Project Volume:

- 10 million Euro

Tasks:

- Business Development and CEO/Team - Support
- Best Practice Approach – Input: „Lean Management – Daily Business”
- Sales Strategy Development
- Building a Key Account Strategy “Industry”
- Introduction to associations and organizations

Successes:

- Gaining additional Industrial Customers/ App-Subscribers
- Secured Equity Financing/ Achieving Break-Even-Point
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07/2010 – 06/2017

**VP & GM Infrastructure EMEA/
Asia Pacific/ Earthworks Global
100%**

Sectors:

- Machine and Equipment Manufacturer
- Automotive and Aerospace
- Oil and Gas
- Manufacturing Industry
- Mining and Construction

Personal Responsibility:

- up to 1100

Business/ P&L - Responsibility:

- up to 400 million Euro

Kennametal

Neuhausen/Switzerland – Latrobe/USA - Singapore – Beijing and Shanghai/ China

Tasks:

- Business lead as CEO/GM of the Business Group with full P&L responsibility inclusive Manufacturing
- Member of the Supervisory Board KMT Poland/ Advisory Council Supervisory Board KMT South Africa
- Continuous improvement programs with focus on Sales and EBIT
- Global restructuring and post-merger integration projects
- Global New Business Development projects
- Business implementation into the Swiss Principal Holding

Successes:

- Successful restructuring projects in EMEA, Asia Pacific, Global
- Continuous sales growth in EMEA and Asia Pacific
- Successful global new business development projects
- Successful post-merger integration projects in EMEA/Global

9/1995 – 06/2010

**Director & GM – CEO Earthworks
EMEA/ Construction Global – 100%**

Sectors:

- Machine and Equipment Manufacturer
- Construction
- Mining and Tunneling
- Tungsten Carbide Engineered Components
- Metal Powder
- Coatings

Personal Responsibility:

- up to 200

Business/ P&L - Responsibility:

- up to 200 million Euro

Kennametal, Neuhausen/Schweiz - Latrobe/USA

Tasks:

- Business lead as CEO/GM of the Business Group with full P&L responsibility inclusive Manufacturing
- Member of the Supervisory Board KMT Poland/ Advisory Council Supervisory Board KMT South Africa
- Continuous improvement programs with focus on Sales and EBIT
- Global restructuring and post-merger integration projects EMEA/Global
- Global New Business Development projects

Successes:

- Continuous double-digit growth rates for Sales and EBIT
- Successful execution of all restructuring and Post-Merger-Integration projects
- Global implementation and setups of successful new business areas

05/1986 – 09/1995

**BU- Production Manager/ BU-
Leader Planning, Continuous
Improvement Processes and
Procurement
100%**

Sectors:

- Machine and Equipment
Manufacturer
- Mining and Tunneling
- Energy

Personal Responsibility:

- 200

Business/ P&L - Responsibility:

- 130 million Euro

Ruhrkohle AG
Herne/Germany

Tasks:

- Full BU Production P&L responsibility
- Production planning
- Continuous improvement programs with a focus on trouble-free operations and efficiency optimization
- Project lead „Development and Implementation of a new production technology“
- Change management project “New corporate culture” as coach and trainer
- Restructuring program in the entire company with site closures and employee relocations

Successes:

- Continuously production plan achievement
 - Successful implementation of new technologies with subsequent CIP approach
 - Successful implementation of all change management projects
 - Successful implementation of restructuring programs in close cooperation with works council and union
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Permanent Employment – Project Details

07/2010 – 06/2017

Kennametal Europe GmbH, Neuhausen/Switzerland

Kennametal Inc., Latrobe/ USA

Kennametal Asia Pacific, Singapore

Sectors:

- Machine and Equipment Manufacturer
- Automotive
- Aerospace
- Energy
- Oil and Gas
- Manufacturing Industry
- Defence Technology
- Metalcutting
- Tungsten Carbide Engineered Components
- Construction Industry
- Mining and Tunneling

Personal Responsibility:

- up to 1100

Business/ P&L Responsibility:

- up to 400 million Euro

Selected Tasks:

- Business lead as CEO/GM of the Business Group with full P&L responsibility inclusive Manufacturing for the Infrastructure Group EMEA and Asia Pacific, Earthworks Division Global, Supervisory Board Member Kennametal Poland and Advisory Council Supervisory Board Kennametal South Africa
- Project Lead: Restructuring program Infrastructure Asia Pacific: Cost reduction projects Manufacturing and Supply Chain, optimization of the Marketing & Sales organizational structure
- Project Lead: Restructuring program Earthworks Global: Cost reduction projects Manufacturing and Supply Chain, optimization of the Marketing & Sales organizational structure
- Project Sponsor: Digitalization project „SMART Mining “: Full automated data analysis and control system for mining and construction cutting machines
- Project Lead: OEM – Top Key Account Management Project Earthworks Global
- Project Lead: Development of a new product launch program for the Global Earthworks Division - pilot project "Road King"
- Project team member post-merger integration "Deloro Group" (special metalcutting products for automotive and engineered components "Stellite materials" - 300 million USD)
- Project Lead: Post-merger integration "TRICON" (wear protection and highly wear-resistant steels for all industries - USD 80 million) with restructuring, new strategy and product portfolio development, internationalization
- Project Lead: "New business development Surface Miner Global" with detailed market research, strategy and product portfolio development, key account focus
- Project Lead: Efficiency and quality optimization program "Sintec - Switzerland" -complex semi-tool production based on metal powder sintering
- Project Lead: "Development of a new Business Group - Infrastructure EMEA ": Merging of the 4 Business Units Earthworks, Energy, Engineered Components and Ceramics, with restructuring approaches for efficiency, cost, organization and process optimization
- Project Lead: "Integration of Metalworking Business into the Earthworks Business EMEA" with the focus on cost optimization and growth through synergy effects from all business areas
- Project Owner: Restructuring Kennametal South Africa with a new manufacturing facility, expansion of the product portfolio and fundamental supply chain changes
- Project Leader: "Implementation of the Earthworks Business EMEA into Kennametal Europe GmbH (Principal - Company in Switzerland for EMEA) with the focus on process and EBIT optimization

Selected Successes:

- Infrastructure Asia Business - FY16/17: Sales growth +2%, EBIT growth +90% due to restructuring projects and key account wins in China and India
- Earthworks Global - FY15/17: EBIT- Optimization from 8 to 11% in the global mining crisis built on global restructuring projects and construction industry revenue gains
- Tricon Wear Solutions - FY15/16: Successful restructuring with final sale to a Private Equity group
- New Business Development „Surface Miner“- FY14: Sales growth in year 1 +20 million USD
- Global OEM - Top Key Account Project – FY14: Sales growth +18 million USD
- Kennametal South Africa - FY09/13: Sales growth from 20 to 45 million USD

Positions:

09/2016 – 06/2017
01/2015 – 08/2016
01/2014 – 12/2014

Vice President & General Manager – Infrastructure Asia
Vice President & General Manager – Earthworks Global
Business Director & General Manager –
Infrastructure EMEA and Special Global Projects
(Tricon Wear Solutions, Surface Miner, Global Key Accounts)
Business Director & General Manager – Infrastructure EMEA
General Manager – Global Director Construction and
Director Earthworks EMEA

07/2013 – 12/2013
07/2010 – 06/2013

09/1995 – 06/2010

Kennametal AMSG GmbH
Friedrichsdorf/ Germany

Sectors:

- Machine and Equipment Manufacturer
- Construction
- Mining and Tunneling
- Tungsten Carbide Engineered Components
- Metal Powders

Personal Responsibility:

- up to 200

Business/ P&L Responsibility:

- up to 200 million Euro

Selected Tasks:

- Business lead as CEO/GM of the Business Group with full P&L responsibility inclusive Manufacturing for the Earthworks Division EMEA, Global Construction, Supervisory Board Member Kennametal Poland and Advisory Council Supervisory Board Kennametal South Africa
- Project Lead: Restructuring Kennametal South Africa with implementation of all EMEA-Principal processes, alliances with local key suppliers and building a new African dealer network
- Project Lead: Restructuring of the Construction Business North America with a strategy reorientation and an efficient organizational structure, new team spirit and motivation development
- Project Lead: New development of a Global Product Marketing Group “Construction” inclusive Portfolio and Pricing Management
- Project Lead: Building the Earthworks CIS / Russia business with locations in Moscow and Siberia - service and repair stations, logistics and sales network, key account management organizational structure
- Project Lead: Growth strategy and Mid East Earthworks business development based on a new dealer network

- Project Owner: Establishment of a new Kennametal Business Unit Poland (follow up the Joint Venture) as manufacturing facility for Earthworks Europe - with ISO certification and global Kennametal standards
- Project Lead: Restructuring of the Earthworks Business Europe with the merger of 3 business units into one efficient organization and the implementation of optimized processes
- Project Owner: Business setup "Cutting System Production" for construction and mining equipment (1 - 20 t complex machine components) in the UK and Germany
- Project Owner: Establishment and management of the Kennametal joint venture Russia - including production
- Project Owner: Establishment and management of the Kennametal joint venture Poland - including production

Selected Successes:

- Construction Business North America - FY 2008/2010: Sales growth from 84 to 104 million USD, EBIT growth from 3 to 8%
- Earthworks Middle East - FY2004/2010: Sales growth from 2 to 8 million USD
- Creation and implementation of a new Global Product Marketing Group -Construction - FY2009/2010: EBIT - growth global + 5 %
- Russia Earthworks-Business development - FY2005/2010: Sales growth from 1 to 5 million USD
- Restructuring and merger of 3 business units into Earthworks Europe - FY 2003/2004: Sales growth + 8%, EBIT – growth from minus 6% to plus 6%
- Cutting System Business development - FY1996/1997: Sales growth in year 1 from no sales to 3 million USD

Positions:

01/2009 – 06/2010

General Manager – Global Director Construction and Director Earthworks EMEA

09/2004 – 12/2008

General Manager – Mining & Construction Europe/ Middle East

07/2003 – 08/2004

Area Sales & Marketing Manager – Mining & Construction Europe

04/2000 – 06/2003

Sales & Marketing Manager – Mining & Tunneling EMEA

09/1995 – 03/2000

Sales & Marketing Manager – Mining - Tunneling - Drilling Europe

05/1986 – 09/1995

Ruhrkohle AG

Herne/Germany

Sectors:

- Machine and Equipment Manufacturer
- Mining and Tunneling
- Energy

Personal Responsibility:

- up to 200

Business/ P&L Responsibility:

- up to 130 million Euro

Selected Tasks:

- Manager production field "Rhombert", manager for production, technology and equipment planning, continuous improvement projects, investment, and material procurement for the entire production group
- Project Lead: Continuous improvement processes with a focus on trouble-free operations and efficiency optimization
- Project Leader "Development and Implementation of a new production technology in the production field Romberg" - situation analysis and technology development up to the management lead of the overall new business setup
- Project Lead: Change-Management Project „New Corporate Culture Development – RAG-Holding“ as coach and trainer
- Project Lead: Management part in the "Restructuring Program RAG" with site closures and employee relocations in collaboration with senior management, works council and union

Selected Successes:

- Development and management of a new production field with newly developed technology that meets all regulatory requirements – high political and extremely sensitive environment
- Continuous improvements in the entire production area - processes and mechanical engineering
- Harmonized execution of RAG restructuring measures through employee relocations instead of dismissals; high employee motivation due to change management approach

Positions:

04/1994 – 09/1995

BU-Leader and Project Leader – Planning, Continuous Improvement Processes and Procurement

08/1988 – 03/1994

BU-Production Manager

07/1986 – 07/1988

Deputy of the BU-Production manager

05/1986 – 06/1986

Trainee-Program

University and Continuing Education

01/2021 – 03/2021	Certified Restructuring Consultant IFUS-Institute – SRH University – Heidelberg/Germany
02/2019 – 2021	Certified Expert for Insolvency Management (CEIM) EURO-FH – University of Applied Sciences – Hamburg/Germany
07/2017 – 12/2018	Certified Director for Board Effectiveness (VR HSG -CAS) New Concepts for the Board (HSG) Best Practices for the Board (VR Management AG) HSG-University of St. Gallen/ Swiss Board School - St. Gallen/ Switzerland and VRM AG/ Luzern/Switzerland
06/2018	Project Management – PRINCE2 Foundation und Agile Certificate with Scrum, Kanban and Lean Startup approach – Serview - Frankfurt/Germany
11/2017 – 12/2017	Finance for Executives INSEAD - Fontainebleau/France
02/2007 – 10/2010	Master of Business Administration – MBA International Management – with distinction “summa cum laude” FOM – University of Applied Sciences - Frankfurt/Germany
08/2007	MBA Degree Program – Seminars International Economics and Managerial Negotiation Pfeiffer University - Charlotte/North Carolina/USA
10/1982 – 04/1986	Graduate Engineer - Mining Technology (Dipl.-Ing.) Machining - Operations – Safety Technology TH Georg Agricola (THGA) - Bochum/Germany

Further Education - Experiences

Skills	<ul style="list-style-type: none"> ▪ Apprenticeship Industrial Electrotechnics and Industrial Electronics ▪ Employee Communication/ Conflict Management ▪ Change-Management ▪ Dealing with Works Council and Unions ▪ Lean Management: Green Belt VSM and RCA ▪ Project Management ▪ Kepner-Tregoe: Situation-, Risk-, Decision Analysis ▪ PC-Knowledge: MS Office, MS Project, Prezi, SAP, CRM – Dynamics and Salesforce
Language	<ul style="list-style-type: none"> ▪ German – Native Speaker ▪ English – C2 – Level - fluent

About me

Birthday/ Place of Birth: 05.08.1960 in Kamen/Germany
 Nationality: German, C-Permit Switzerland since 2010
 Hobbies: Sport in Nature