

Dr. - Ing. Michael Merz

Business Experience

2022

CEO/CRO of Mannstaedt GmbH

COO of Business Unit “Automotive / Mobility” of GMH Holding (7 companies)

2021

CEO of GMH GmbH, Georgsmarienhütte, Germany

COO of Business Unit “Automotive / Mobility” of GMH Holding (7 companies)

2017 / 2020

CEO of GMH GmbH, Georgsmarienhütte, Germany

CEO of Business Unit “Steelmaking” of GMH Holding (4 companies)

2015/16

Interim – Manager at GMH GmbH, Georgsmarienhütte, Germany

Restructuring of Steel Plants

2013/20

Numerous continuing consulting and restructuring projects in Germany, USA, Russia, Ukraine, China, Japan, Italy, Finland (steel, foundry, graphite electrodes and others)

2012 /13

Interim – CEO / CRO of Schulz Xtruded Products (XSP), MS USA

- Successful realignment of a high-tech start-up company
- Production of hot-extruded seamless stainless- and Nickel-base pipes for oil – and gas industry; Ti-shapes for aerospace
- Increase of output by 100% by optimizing organisation related structures and supply- chain

2010/12

Independent consultant in numerous consulting projects for steel - companies in China with own expert-teams in cooperation with “Badische Stahl Engineering” (BSE)

2012

Extensive cooperation with the investment company “Prolimity Capital Partners” in an acquisition procedure for a German steelmaker in insolvency

- Generation of a detailed technical and commercial 5-year business plan
- Negotiation with banks, credit insurance companies, unions etc.
- Development of a new customer portfolio

2010/11

Interim – CEO / CRO at “Trierer Stahlwerke GmbH” (TSW), Germany on behalf of “Turnaround Management GmbH”, Munich

- Successful restoration of a medium-sized company in preparation for a sale to an investor
- Production of steel and special wire
- Increase of output by > 50%
- Implementation of preventive maintenance system; decrease of downtimes by > 60%
- Significant cost reduction
- Achievement of process reliability for high-quality grades
- Extension of customer portfolio

2010

Expert consultant for “Roland Berger Strategy Consultants” / Berlin for a restructuring - project at “Trierer Stahlwerke GmbH” (TSW)

2010

Expert consultant for “Roland Berger Strategy Consultants” / Moscow and “Dr. Heinemann & Associates Consulting” in several restructuring projects for Russian steelmakers

2010

Foundation of the own freelance Consulting Company “MeCon”

2009

Responsibility for process development of both steel plants (Witten and Siegen) and Know How transfer to sister company Finkl&Sons, Chicago

1996/2009

Vice President of “Edelstahl Witten-Krefeld GmbH” (EWK, in 2006 changed into DEW)

- Head of Steel Plant, (incl. Maintenance Shop and Quality Service), consisting of 130 t EAF, several secondary metallurgical equipments, vertical bloom caster and ingot casting (for 500.000 t/ year of special steels, stainless- and tool steels) and conversion costs of > 200 m €/year
- Successful Conversion of an obsolete steelmaking shop for construction steels into a modern high-performance shop for stainless- and special steels.
- Increase of output by > 30%
- Rigorous change of product mix to high-alloyed and superior grades accompanied by a significant cost reduction
- Intense participation in the successful conversion of a former ThyssenKrupp division into an effective medium-sized company (EWK)
- In 2003/2004 head of the investigation group for the restructuring of EWK’s production lines together with “Roland Berger Strategy Consulting”

1990/96

Consecutively Manager of Ingot Casting Shop, Continuous Casting Shop, and Melting Shop.

- Installation of new type of large-scale vertical bloom caster for special steels (amount invested: 55 m €)
- Implementation of large ingot sizes (max. 160 t) for high purity grades
- Significant improvement of charge mix strategies

1987

Engineer at „Thyssen Edelstahlwerke“ (TEW).

- Project manager for planning and operation of a large scale pilot plant to investigate continuous castability of tool- and special steels

1983 /86

Research engineer in the material's science department of the metallurgical Institute of Technical University of Aachen (RWTH)

Other activities

- Member of the German Steelmaking Committee
- Education as a Business Coach
- Member of the Rotary Club Wetter-Herdecke

Key experience and expertise include

- Building strong work teams
- Change Management, Business Turnaround, Restructuring
- Process analysis and improvement
- Operations management
- P&L responsibility
- Cross cultural leadership

Education

1986

- Dr.-Ing. (PHD) on high-temperature behaviour of micro-alloyed steels

1982

- Diplom Ingenieur (Master's Degree) in Eisenhüttenkunde (Metallurgy) at the Technical University of Aachen (RWTH)
- "Diploma thesis at the "Institute for Electron Microscopy" on the morphology of non-metallic inclusions

1976

- Abitur (general qualification for university entrance) at the Gymnasium Mülheim/Ruhr.

Personal Data

- Date of Birth: 6.2.1958
- 1989 married to Regina Merz, 2 children
- 2001 married to Dipl. Ing. Astrid Merz

Languages

- English
- French

References

- Personal references are available upon request

Eichenbach, February 2022