

# MICHAEL GRABNER



Birthday: 26. July 1982

Wolfgruben 21  
8211 Großpessendorf | Austria

+49 1567 8850 110

michael.grabner1@gmail.com

[www.linkedin.com/in/michael-grabner](https://www.linkedin.com/in/michael-grabner)

## Personal Profile

More than 15 years of experience in the automotive industry in Manufacturing and Operations Management, as Plant Manager and operations consultant with international assignments in Europe, America and Asia.

Strong problem-solving competence, analytical approach and well known for anticipatory and strategical view with experience in shop-floor management, production planning, automation, powertrain and outer body panel solutions.

Disciplined, highly engaged, results driven with core competence in area of Operational Management I am searching for a new challenge.

My great passion for high-performance and technologically advanced production environments, adherence to schedules and a strong track record of my realized projects will contribute immensely to the success of your business.

# Michael Grabner

## Entrepreneur

„predicting rain does not count,  
building arks does“ Warren Buffett

## PROFESSIONAL EXPERIENCE

**Owner Grabner-Consulting.com** (2022 – current)  
**Owner MSManagementanddigitalsolutions LLC** (2022 - current)

**Head of Operations WF BU Steering Europe** (2019 – 2022)  
**Plant Manager Headquater Plant WF** (2018 – 2022)

**Danfoss A/S Sonderborg Denmark**

**Site Headcount #1:** 500 FTE / turnover 200Mio€

**Site Headcount #2:** 120 FTE / turnover 20Mio€

**reported to:** 3xVP (President monthly)

**internal resources managed:** 620 indirect reports

**direct reports #1:** 7, Safety-Manager; Quality-Manager; Supply Chain Manager; Controlling 2x; Production Manager; Assistance;

**direct reports #2:** 6, Safety-Manager; Quality-Manager; Supply Chain Manager; Controlling; Production Manager; Technology Manager;

### job overview:

Reorganization of Plant structure and main operational processes to achieve a level of operational excellence and clear lead compared to other WF plants

### main duties:

Lead and improve the WF headquarters plant in Nordborg and revamp the sister plant in Germany. Standardize tools and processes to ensure maximum cost efficiency for both plants. Improve SQDC KPI's and the whole cost structure for Nordborg to be internationally competitive for future business.

1. Improve the safety awareness culture and KPI
2. Strengthen the operational performance in all 3 BU's
3. Improve Q processes and further reduce ppm levels across all BU's
4. Establish a roadmap to technological leadership within BU Steering and other BU's depending on specific needs
5. Increase operational capacity and eliminate any backlog situation

### main achievements:

1. Improved safety to a new level (0 accidents / LTI's)
2. Reduced Q costs and ppm by 30%
3. Initiated several double source strategy projects and protected high delivery figures despite the lockdown situation in Asia
4. Turnover increase by since | profitability increased by since
5. Productivity increase by 10% annually
6. Implemented real-time plant performance metrics (OEE/downtime)
7. Reduced inventory by 20%
8. Increased throughput time by 30%
9. Achieved technological leap, implementation of new production process technology for BU Steering (virtual match grinding)
10. Increased output and turnover for BU e-Steering by 100% since 2018

## Languages

German	●●●●●
English	●●●●
Dutch	●●
Danish	●●
Italian	●
Programming	●●●

## Professional Knowledge

Executive Leadership Experience

Strategic Management

Consulting Experience

Coaching & Mentoring

Quality Management / TQM

Project Management

Lean Production / TPM

Shop floor Management

Continuous Improvement

Automation

Process Optimization

Assembly Line Planning

Manufacturing Line Planning

Class A Body Panels

Transmission Technology

Hydraulic Solutions

Design 2D / 3D

Ishikawa / 8D problem solving

## Strength

Technical Skills

Leadership Skills

Management Experience

P&L Experience

Decisive

IT skills

Math | Numbers

## QUALITY MANAGER

(2016 - 2018)

VOESTALPINE AUTOMOTIVE COMPONENTS Bunschoten  
Netherlands

**Site Headcount:** 1.100 FTE / turnover 160Mio€  
**reported to:** Head of Quality (CEO quarterly)

**internal resources managed:** 33 indirect reports

**direct reports:** 5, Laboratory; Final inspection; Incoming goods inspection; Supplier quality engineering; Operational quality auditing

### job overview:

Reorganization of the Quality department from Spare to Serial production. Implementation of APQP processes and Change Management to achieve level of operational excellence

### main duties:

Lead several Q-departments and reduce total cost of Quality.  
Establish an operational Quality Management System with culture of First Time Right (through continuous improvement)

1. Train and lead cross functional production support (Quality Auditing)
2. Customer and vendor contact incl. conducted root cause analysis and development of corrective action plans within the organization
3. Reduce operational quality costs (scrap & direct labor)
4. Streamline processes and increase efficiency (Kaizen Team)
5. Develop training grids to cross train First Time Right principle

### main achievements:

1. Direct labor reduction Q-operations (final inspection) 30%
2. Reduced customer complaints at serial business main OEM by 90%
3. Achieved Best in Class quality level for main OEM (started with Q-Help status and daily escalation)
4. +15% OEE improvement (due to improved part quality level)
5. Improved internal validation lead time (joining technologies) by 80%
6. Implemented tools and meetings to analyze main quality issues including root cause analysis and problem-solving activities which lead to a decrease in costs of approx. 1 Mio € / year

## MANAGEMENT CONSULTANT

(2014 – 2015)

Schakau Management Beratung GmbH DE

**Voestalpine Site Headcount:** 1.100 FTE / turnover 160Mio€  
**reported to:** Head of Quality (CEO quarterly)

**main responsibilities:** Consulting in Q-Management solutions by analyzing organizational bottlenecks and providing solutions to overcome the operational issues specifically for the Q-department.

**main achievements:** Stabilized measuring room for 24/5 operations, Training, hiring, process validation in the Quality Engineering department

**Hackerodt Site Headcount:** 150 FTE / turnover 22Mio€  
**reported to:** CEO

**internal resources managed:** 70 indirect reports

**direct reports:** 5, Engineering, Maintenance, 3x Production/Assembly

**main responsibilities:** Steer and improve all operational departments as Head of Manufacturing and Assembly

### main achievements:

1. Established Shop Floor Management (KPI driven meetings and goal-setting)
2. OEE improved approx. 10%
3. Coaching of relevant departments and individuals
4. Established tools to improve and visualize the process flow

## Specific Lean Skills

The Principles of Lean  
The 7 Types of Lean  
Value Stream Mapping  
Continuous Improvement / Kaizen  
Root Cause Analysis  
Ishikawa Diagram & 5xW  
Kanban & One Piece Flow  
Poka Yoka Design  
SMED (Quick Changeover)  
Theory of Constraints (Bottleneck)  
Standardized Work

## Specific IT Skills

MS Office  
MS Power BI  
HTML / CCS  
SAP  
Linux  
Macro Programming  
Google Suit (sheet, ...)

## PLANT MANAGER

(2010 – 2014)

MAGNA STEYR Fuel Systems GmbH DE

**Magna Steyr FS Site Headcount:** 70 FTE / turnover 10Mio€

**reported to:** General Manager (VP monthly)

**internal resources managed:** 70 indirect reports

**direct reports:** 5, Engineering, Production, Quality, Logistics, HSE

### job overview:

Lead development of a greenfield plant which was bought from an owner managed middle sized enterprise which nearly faced bankruptcy. Directed and restructure all plant operations with P&L responsibility.

### main duties:

Ramp up of machinery and equipment, stabilize production (OEE), improve process technology (laser welding) and reduce operational costs and quality related problems. Establish level of trust with customers and lead integration in the Magna organization.

1. Establish a stable operational onsite Management
2. Ramp up production and stabilize all processes
3. PPAP all products and improve product and process quality
4. Establish an operational organization (incl. budgeting and hiring)
5. Implement TS16949 certification (Management system)
6. Establish positive culture and trust with customers and suppliers
7. Increase turnover and add additional business to the plant
8. Establish safety and security standards (improve OSHA rate)

### main achievements:

1. Overcame broken supplier relationship and ramped up production
2. Improved OEE from 20% to 85% without any band stop at OEM site
3. PPAPed 30 variants, met customer specific timeline; reduced from 900 to 50 ppm and implemented TS16949 QM system certification
4. Reestablished broken customer relation and regained lost volume
5. Added additional customer and improved turnover by 400%
6. Monitored plant operations; lead with KPI's (Balanced Scorecards)
7. Established Shopfloor Management and introduced MAFACT (TPS)
8. Added lean principles and best practice methods
9. Increased production capacity by > 600% in 3 years (FTE +20%)
10. Arranged technology transfer (laser welding) to Magna Steyr Graz

## GROUP LEADER PTO & FINAL DRIVE

(2010 – 2010)

Magna Powertrain AG & Co KG AT

**Site Headcount:** 2.000 FTE / turnover 600Mio€

**reported to:** Head of Manufacturing/Assembly

**direct reports:** 5, members of the team

### job overview:

Operational lead for development and implementation of technologies and processes for future manufacturing and assembly lines including integration of further improvements into serial production machinery

### main duties:

Improve World Class Manufacturing and Operational Excellence standards. Steer new projects and ramp up activities in house

1. Develop new processes and implement new technology to improve operational costs and strengthen lead in World Class Manufacturing
2. Develop/improve APQP standards to reduce lead time and costs
3. Implement lean principles and support international teams to improve lean guidelines and Operational Excellence
4. Analyze new concepts, calculate and procure new business
5. Supervise serial production to further improve OEE and costs

### main achievements:

1. Improved and incorporated lean principles and TPM in production (culture, reduction in CAPEX approx. 15%)
2. Improved OEE by inline measurement techniques (3D coordinated measurement) by 5%
3. Improved lead time for new Volkswagen Assembly Lines by 25%
4. Reduced labor costs for these Assembly Lines by 15%
5. Implemented standardized work and improved visual Management

## Additional Qualification

Top Managers @ Danfoss  
Awareness Training General Management  
Negotiation Training  
Leadership Training at Magna Powertrain  
Presentation Skills Training  
Time Management  
Project Management  
Member of Talent-Pool Magna Steyr Fuel Systems (Senior)  
Member of Leadership-Pool Magna Powertrain

## Personal Interests/Activities

Stock and Financial Market  
CFD and Option Trading  
Cryptocurrencies  
Other Investments  
Automotive Sector  
Electric Cars / Mobility  
Semiconductor Technology  
Artificial Intelligence  
Renewable Energy  
Running & Hiking  
Swimming  
Reading

## SENIOR CONSULTANT

(2007 – 2010)

[Magna Powertrain AG & Co KG AT](#)

**Site Headcount:** 2.000 FTE / turnover 600Mio€  
**reported to:** Plant Manager (plus regional CEO)  
**job overview:**

International consultant for ramp ups and operational improvements.

### main duties:

Support for World Class Manufacturing and Operational Excellence

1. Analyze and evaluate regional processes and organizations
2. Create necessary actions to improve local operational business
3. Lead and support regional teams in all operational aspects

### main achievements:

*Italy MPT Benevento (operational consultant)*

- Trained the operational team regarding TPM and new technologies
- Improved calculation process; lead project management new products

*USA NPG Syracuse (operational consultant)*

- Supported during ramp up to improve OEE (technical availability)
- Validated their EOL testbenches and performed correlation analysis

*India MPT Gurgaon (Manager Manufacturing and Assembly)*

- Calculated their first projects and business plans
- Defined all operational standards (SOR) & audited potential suppliers
- Lead first pilot Assembly line project (concept till SOP)

*Mexico MPT (senior manufacturing engineer)*

- Supported ramp up phase of Assembly line (transfer case)

*Korea MPT (operational consultant)*

- Trained the Korean manufacturing team regarding OPEX (in Austria)

*China MPT (operational consultant)*

- Trained the Senior Management in operations
- Supported 1<sup>st</sup> project from concept till SOP (Project Management)

## PROJECT MANAGER ASSEMBLY

(2005 – 2007)

[Magna Powertrain AG & Co KG AT](#)

**Site Headcount:** 2.000 FTE / turnover 600Mio€  
**reported to:** Head of Manufacturing/Assembly  
**job overview:**

Responsible to improve serial production and lead new production projects within the company.

### main duties:

Supervise and improve operational costs for serial production and steer new projects and ramp up activities in house.

1. Analyze new concepts, calculate and procure new business
2. Lead project management for supplier related business
3. Supervise serial production to further improve OEE and costs
4. Develop new processes and implement new technology to improve operational costs and strengthen lead in World Class Manufacturing

### main achievements:

1. Successful ramp up of PQ46 front axle project (time and costs)
2. Supervised the serial production PQ35 front Axle project (OEE improvement 84% to 92%) through continuous improvement
3. Rebuilt existing Assembly line (PQ46) and improved output by 50%

## DESIGNER & PROJECT MANAGER

(2003 – 2005)

[M&R AUTOMATION GmbH AT](#)

**Site Headcount:** 280 FTE / turnover 60Mio€  
**reported to:** Manager Design and Procurement  
**job overview:**

Responsible to design concepts and lead projects for new automated machinery used in different businesses (consumer, automotive)

### main duties:

1. Create drafts and detailed drawings for automated machinery
2. Lead projects from first conception till successful SOP

### main achievements:

1. Successfully ramped up the ITC LR transfer case (time & costs)
2. Designed and supervised the PQ46 HAA450 Assembly Line
3. Designed and supervised the ATC350 Transfercase project