



Stefan Wirth

*International Interim Management
- automotive -*

Brief Summary

Platform strategies of leading automotive manufacturers require globally represented and linked suppliers. In parallel, assemblies grow more and more complex and supplier's structures are required to adopt but to stay lean, coping with the global competition.

This leads to a continuous demand of adjusting the global footprint, followed by the need to **restructure**, open **new** or **relocate** existing production plants.

Only managers with broad **functional experience** combined with an **internationally formed mentality** can satisfy the required coordination among all functions and sites.

Interim Management is not just about such an expertise, but about the ability to **bring clarity** to complex situations and to accompany, engage, encourage and guide all functional members in a **structured manner** on their path to change.

Due to my records, I offer the required professional knowledge, the **commercial and engineering** background as well as the **international management** experience and soft-skills needed.

Moreover, as a contractor, I am enabled to cover this function **at the outset**, for a defined duration and at the optimum site for the project.

Personal Details

- Leading roles in international plants & projects of the automotive and other industries since 1998
- Many years of leading and guiding international teams, customers and OEM's (e.g. Germany, England, France, Spain, Sweden, Norway, Poland, Slovakia, Czechia, China, Japan, Korea, USA, Canada, Mexico, Brazil, Argentina, etc.)
 - 2019 to 2025 direct role in Monterrey, Mexico
 - 2013 for 6 months on-site in Changchun, China
 - 2010 to 2011 plant manager in São Paulo, Brazil
 - 2007 to 2008 expat in ChongQing, China
- Member of the DDIM e.V. since 2012 (German Interim Management Association)
- Trade Economist certified by Chamber of Commerce, Hamburg
- Professional apprenticeship as a Foreign Trader
- Fluent in English and German,
additional knowledge in other languages (Spanish, French, Portuguese, Polish, Japanese)

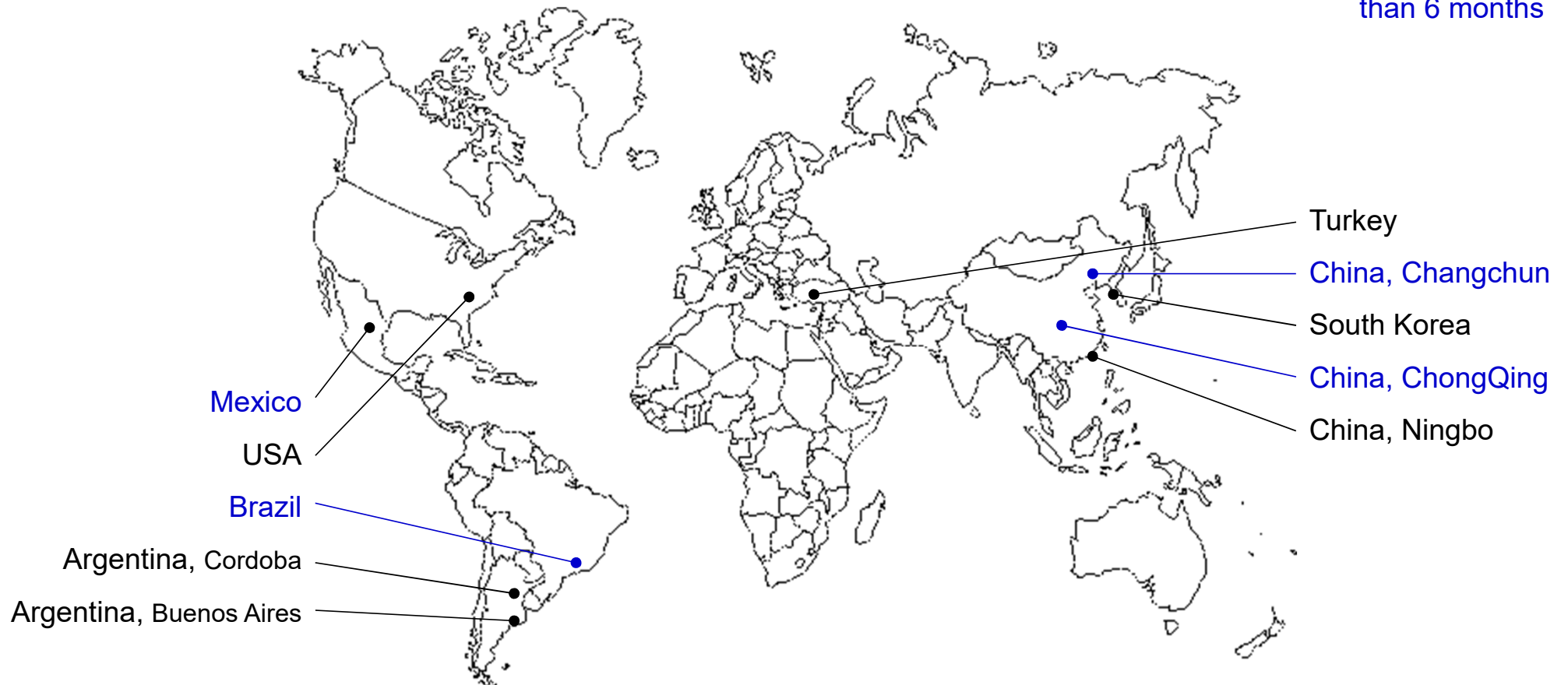
Scope

- Interim **management of production plants** abroad (plant manager, CEO, GM,..)
- **relocation of production lines or entire plants**, from planning phase until re-release by customers and re-certification
- **turn arounds** or interim management of production sites abroad during crisis mode or bridging of management positions (e.g. as plant manager)
- leadership at **selection and erection of new international locations**; on site or as link between the locations
- entire **guidance of development and production projects**; from order receipt to release of production and receipt of all customer approvals
- 1st line contact for customers, project team and managing board
- supervision of project scope & progress, budgets and timing plans

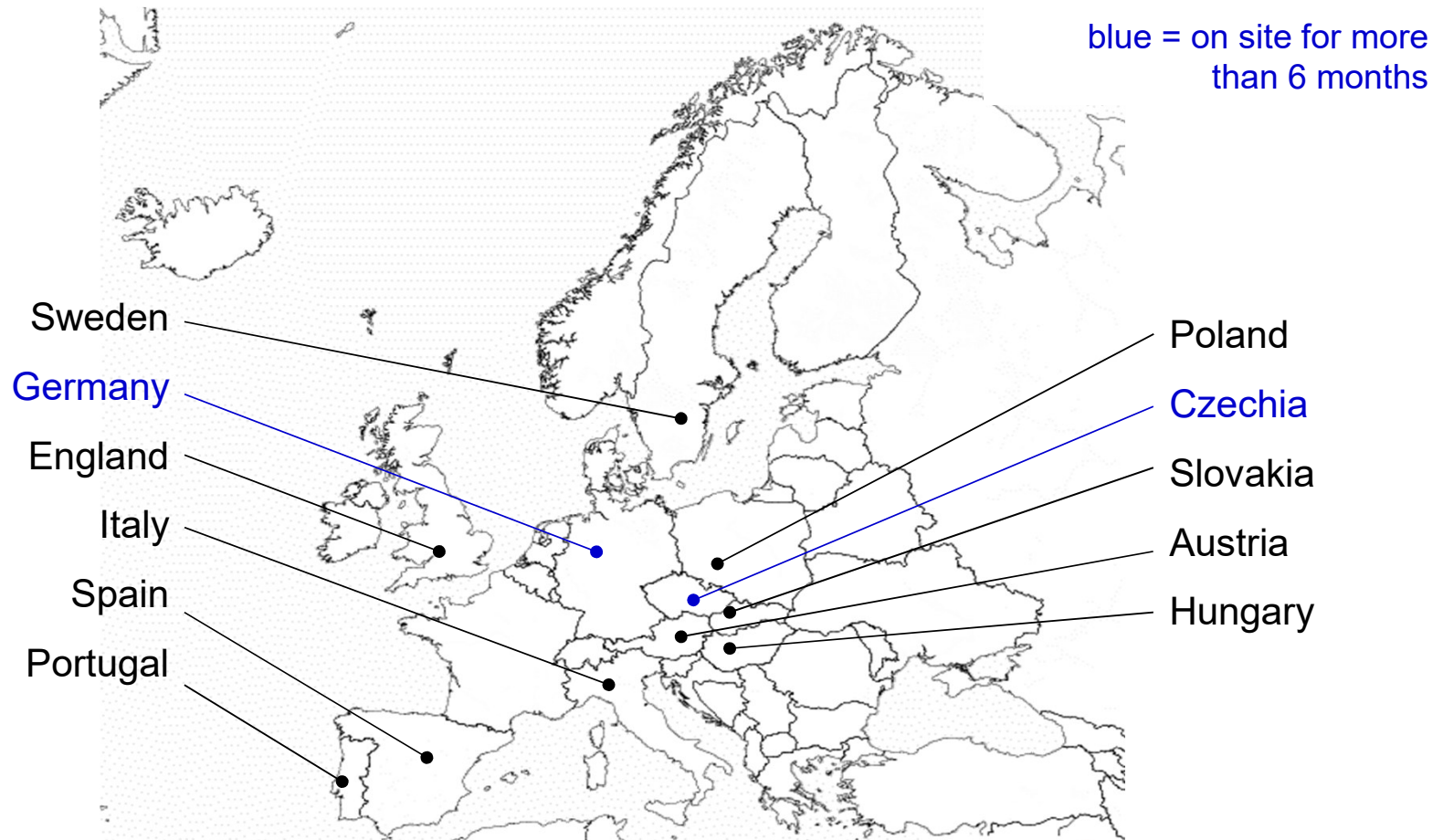
see details of completed missions on next pages

Past AO's in Overseas

blue = on site for more than 6 months



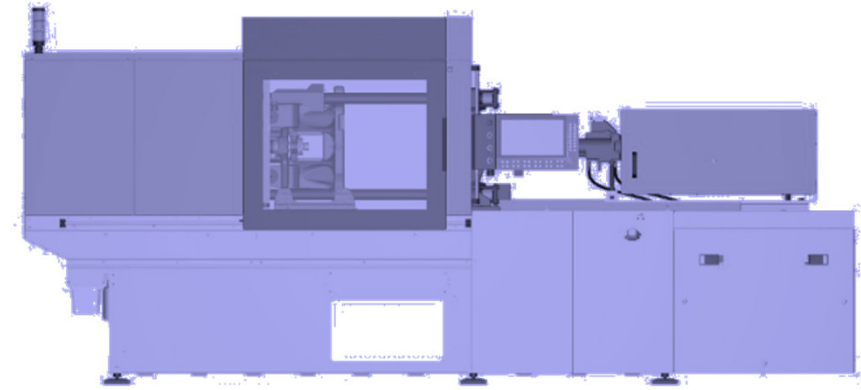
Past AO's in *Europe*





Launch Manager

New Product Introduction



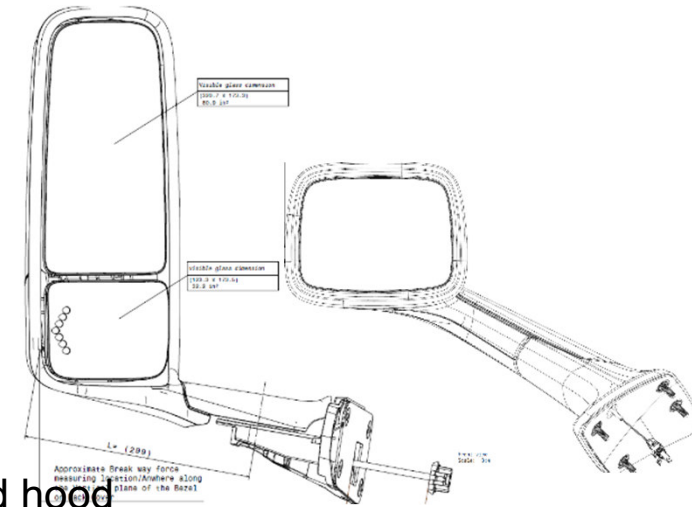
Scope:	Helping a high value machine manufacturer launching a new product line in a new production set-up
Task:	Consolidate series supplies
Client:	N.N. (to be advised later)
Final Customers:	production manufacturers /globally
Project Duration:	since July 2026
Project Takeover:	6 months after product launch
Particularities:	reducing excessive production costs resolving significant backlog of order fulfilment eliminating high production disruption rate



Project Manager

Development & Production

Task:	Lead the development and production set-up of a new truck mirror system for the cabin door and hood
Scope:	2 independent mirror systems (pairs) Volume: 40'000 + 33'000 pcs./p.a. Investment US\$ 5.0 million.
Client:	MEKRA Lang North America LLC (Supplier of truck & bus rear-view systems)
Final Customer:	INTERNATIONAL Motors, LLC. (member of TRATON Group)
Project Duration:	September 2023 to February 2025
Project Takeover:	at customer nomination
Particularities:	development location: Germany production location: Mexico

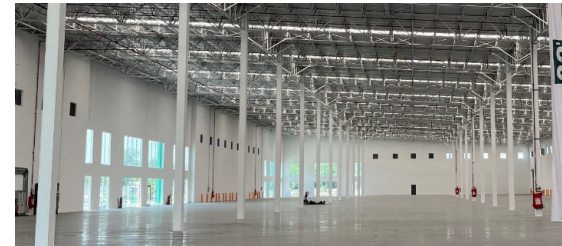




Recovery Manager

rebuild the plant / production recovery

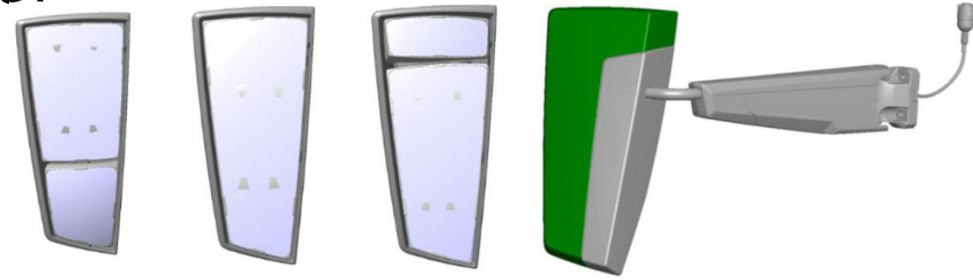
Task:	Re-install production after total loss of the entire Mexican site in a fire, relaunched 3 complete production lines within 38 days after the incident
Scope:	incl. search for external capacity for injection molding and harness production
Client:	MEKRA Lang Mexico S. de R.L. de C.V. (Supplier of truck & bus rear-view systems)
Final Customers:	PACCAR Inc. INTERNATIONAL Motors, LLC. (member of TRATON Group)
Project Duration:	April to June 2024
Project Takeover:	immediately after the incident
Particularities:	As a result of inability to deliver, the customer's truck assembly lines were down, too.





Relocation Manager

USA → Mexico



Scope: Group-internal relocation of a production line and 13 injection molding tools for an agricultural vehicle's mirror turnover US\$ 4.0 million

Client: MEKRA Lang Mexico S. de R.L. de C.V.
(Supplier of truck & bus rear-view systems)

Final Customer: John Deere Corporation

Project Duration: June 2023 to March 2024

Project Takeover: at board member decision

Particularities: project start included initial customer approach and approval to proceed new 2-C IM machine to be installed at receiving plant

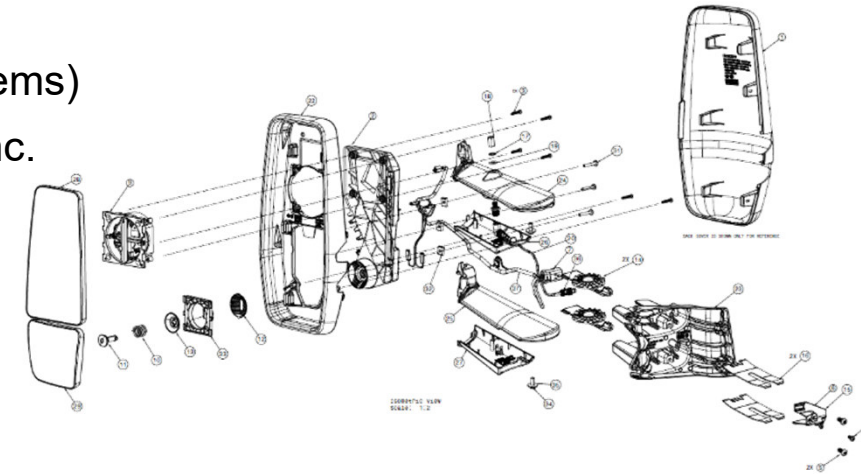




Project Manager *Development & Production*

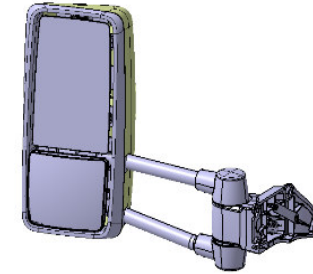


- Scope: Development and production of a heavy duty truck mirror system
targeted turnover US\$ 12 million, 66,600 units p.a.
- Client: MEKRA Lang North America LLC
(Supplier of truck & bus rear-view systems)
- Final Customer: Peterbilt Motors Company, PACCAR Inc.
- Project Duration: December 2020 to February 2025
- Project Takeover: at acquisition phase
- Particularities: development location: Germany
production location: Mexico
vibration due to truck engine change in validation phase caused
re-design and several tooling changes





Relocation Manager *USA → Mexico*



Scope:

Taking over a production line and injection molding tools of a medium duty truck mirror system from a competitor during the pre-production phase
investment value US\$ 6.5 million (assets thereof US\$ 1 million)

Client:

MEKRA Lang North America, LLC
(Supplier for truck & bus mirror systems)

Final Customer:

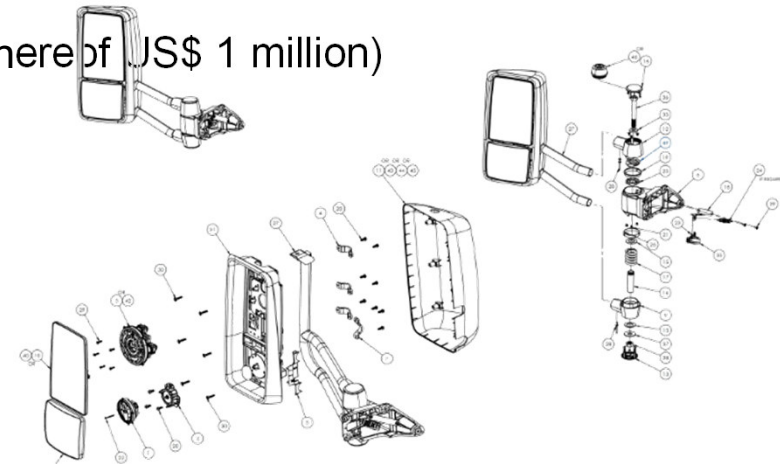
Kenworth Truck Company, PACCAR Inc.

Project Duration:

March 2020 to July 2021

Particularities:

60 different product variants.
Product was immature and not validated, processes incomplete.
For legal reasons, production line had to be set up at the clients US facility before final transfer to Mexico

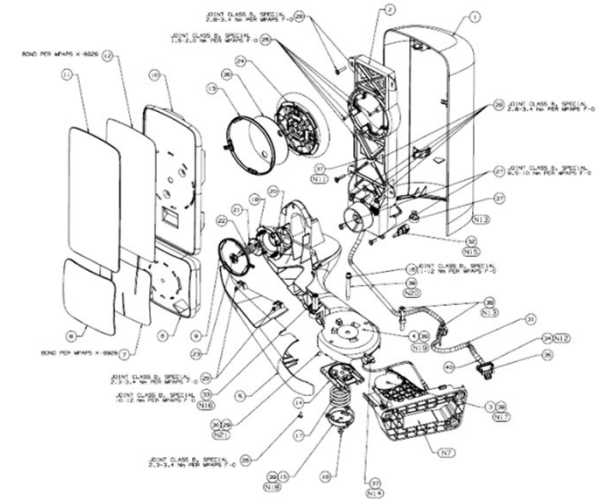
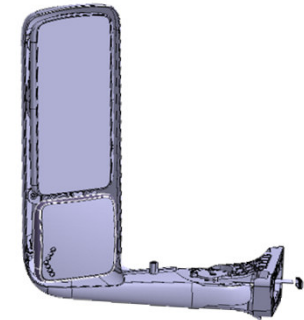




Relocation Manager

USA → Mexico

Scope:	Relocation of production of a mirror system to a new tier1 without interruption of supplies to customer – volume: 86'000 pcs./p.a. Turnover US\$ 11.5 million.
Task:	Takeover of tools & suppliers, new assembly line
Client:	MEKRA Lang North America, LLC. (Supplier of truck & bus mirror systems)
Final Customer:	INTERNATIONAL (member of TRATON Group)
Project Duration:	May 2019 to February 2020
Project Takeover:	from quotation phase
Particularities:	planning and leading the relocation, set-up of a completely new assembly line within 3 months





Relocation Manager

Germany → Italy

Task:	Relocation of entire product line, tools and assembly units
Scope:	Equipment for abt. 280 products with 25 participating customers, abt. 14 Mio. € turnover p.a.
Client:	Federal-Mogul Sealing Systems GmbH (now Tenneco) (Supplier of sealing systems & gaskets)
Final Customer:	Engine Manufacturers & OEMs in Europe and USA
Project Duration:	September 2018 to April 2019
Project Takeover:	from initial concept
Particularities:	planning of the relocation of exhaust manifold gaskets with the team of both locations and handover to newly founded transfer department

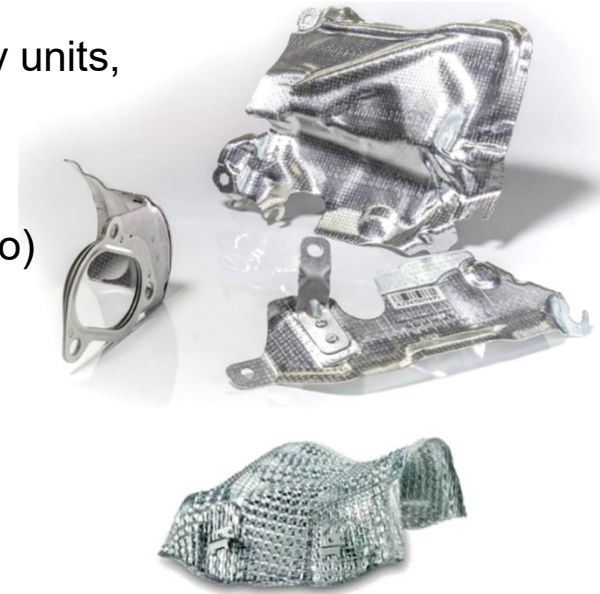




Relocation Manager

Germany → Italy

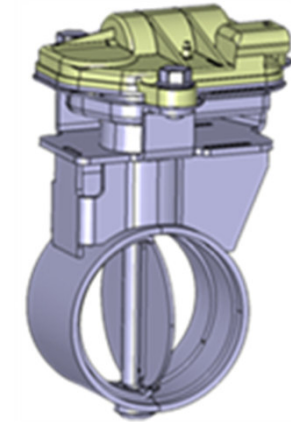
Task:	Transfer of entire product line, presses and assembly units,
Scope:	tools for abt. 120 products for 12 customers abt. 4 Mio. € turnover p.a.
Client:	Federal-Mogul Sealing Systems GmbH (now Tenneco) (supplier of sealing systems & gaskets)
Final Customer:	Engine manufacturers & OEMs in Europe and USA
Project Duration:	November 2017 to August 2018
Project Takeover:	from 1st Concept
Particularities :	Managing relocation teams in both locations incl. initial preparations and final re-releases with all customers





Task Force Manager

Purchase Exhaust Valves



Scope:	immediately after relocation of the production of several generic exhaust valves the supply had been interrupted due to flaws in the calculation of capacity and demand
Task:	Consolidate series supplies
Client:	Eberspächer Exhaust Technology, Esslingen (development supplier of exhaust systems)
Final Customers:	most European and North-American OEM
Project Duration:	September to November 2017
Project Takeover:	straight after production relocation by sub-supplier
Particularities:	real customer demands had to be determined, forecasted, calculated and re-negotiated with the sub-supplier

Project Manager

Development of a Helicopter Powertrain



Role:	Manage the development project until completion of the prototype phase
Scope:	entire powertrain of a twin-engine utility helicopter incl. main-, intermediate- and tailrotor-transmission, oil pumps, cooling system and heat exchanger
Client:	ZF-Luftfahrttechnik GmbH (now Airbus Helicopter GmbH) (Development & production supplier of Aviation Technologies)
Final Customer:	West Asian Aircraft Manufacturer
Project Duration:	October 2015 to July 2017
Project Takeover:	in Concept Phase
Particularities:	customer's first indigenous development project, incl. implementation of project management structure

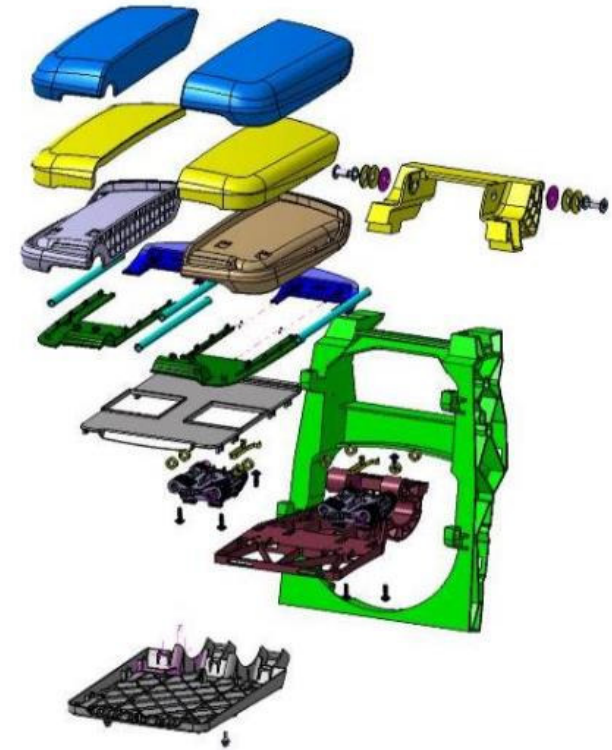


Launch Manager

Premium Center Console

in Czech Production Plant

- Role: Manage the launch of a series production line in an East European plant of a project critical in timely, financial and quality aspects
- Scope: Production line of a centre armrest in various variants incl. upholstery and assembly
- Client: Grammer AG, Amberg
(development supplier of interior parts)
- Final Customer: Audi & Bentley – Premium-SUV
- Project Duration: February 2015 to May 2015
- Particularities: several customer milestones were already missed before takeover of the role





Relocation Manager

Czech Production Plant

- Role:** relocation and closure of 2 production plants and relaunch in a new location within the Czech Republic as well as integration of additional production lines from further locations in Europe
- Scope:** 28'000 m² covered area, target about 800 employees
50 production lines with more than 300 products
- Client:** Grammer AG, Amberg
(development supplier of interior parts)
- Final Customer:** all brands of Volkswagen Group
- Project Duration:** October 2013 to January 2015
- Project Takeover:** upon completion of building shell
- Particularities:** in addition to preparation and managing of the production locations the mandate also included achieving the relocation approvals from the final customers as well as the customer releases after relocation to the new site

Büro / Admin.

Materialeingang

Spritzguss

Schaumfert.

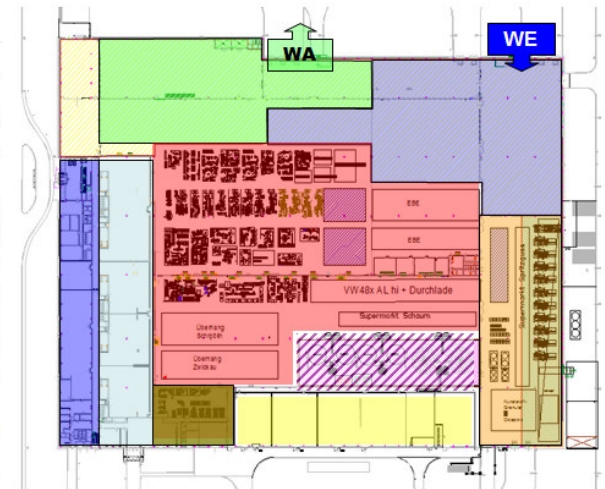
Montagelinien

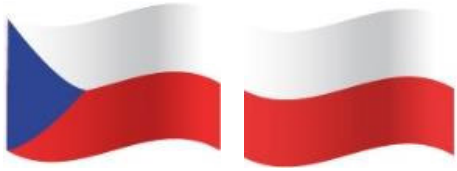
Fertigteile / WA

Musterbau

Vers.-technik

Sozialbereiche





Relocation Manager

Production Line for Headrests

Czechia → Poland



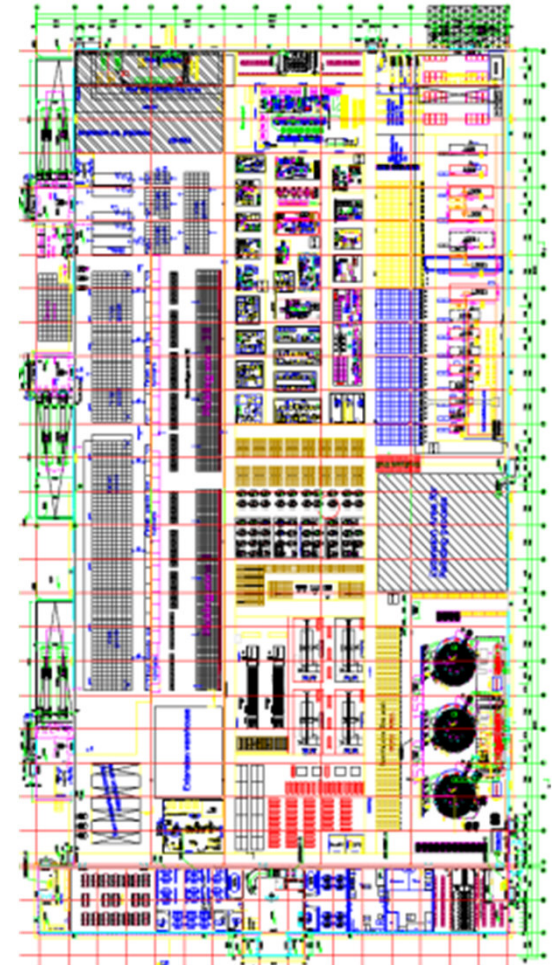
- Scope:** relocation of 2 production lines with 45 work places for 137 product variants from Czechia to Poland
- Task:** prepare relocation, obtain customer's relocation approval, manage the execution and customer's releases after relocation
- Client:** Grammer AG, Amberg
(development supplier of interior parts)
- Final Customer:** Porsche SE (Cayenne)
- Project Duration:** July to September 2013
- Project Takeover:** upon start of relocation preparations
- Particularities:** Urgent relocation at short notice due to extreme lack of operators at sending plant.
Continuous sequenced supply of scheduled quantities throughout all theoretically possible 137 variants even while line was transferred



Relocation Manager

Production Plant, Interior Parts – China

- Task: Relocation and merging of 3 formerly individual sites in one common newly erected location
- Scope: more than 800 workplaces, 28'000 m² production space, incl. 100 sewing places, 27 assembly lines, 10 injection moulding machines, 5 automatic cutters, 3 foaming round tables
- Client: Grammer AG, Amberg (development supplier of interior parts)
- Final Customer: local plants of German automakers
- Project Duration: January to June 2013
- Project Takeover: at start of interior construction of the building
- Particularities: temporarily took over the role of plant manager in parallel

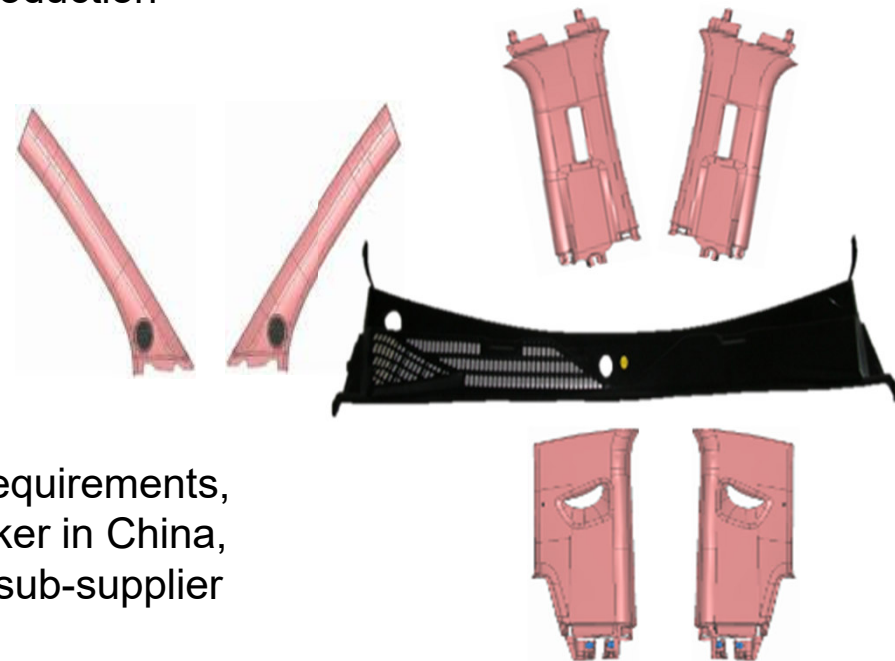




Project Manager Tool Procurement

Injection Molding Tools of Interior & Exterior Covers

Task:	on-site follow up of Chinese suppliers
Project Scope:	9 injection molding tools, 1 punching station from purchase orders till release of production
Client:	Fridola Tech GmbH, Geismar (now con-pearl GmbH)
Final Customer:	Volkswagen AG
Project Start:	February 2012
Project Completion:	with SOP in September 2012
Investment:	about € 3.5 million
Technology:	plastic injection molding, punching
Particularities:	extremely challenging visual quality requirements, 1 month on site follow up with toolmaker in China, injection molding run-in with external sub-supplier in Germany





Project Manager/Consultant

Start-up of new Plant in BRICS

Role:

analysis and comparison of different locations,
preparation of business plans

Scope:

search for potential locations,
analysis and comparison of possible locations,
cost estimate and comparison incl. tariffs and duties,
final evaluation of 2 different locations and presentation of results
in management board for final decision and release

Client:

KoKi Transmission GmbH, Niederwürschnitz
(supplier of transmission components)

Final Customer:

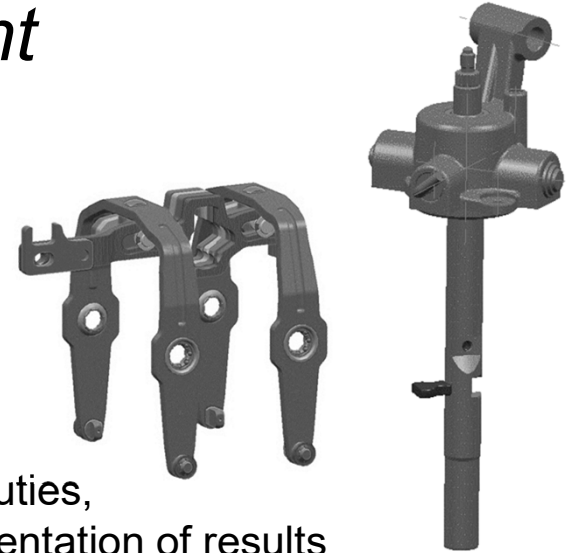
local plants of German automakers

Project Duration:

December 2011 to May 2012

Project Takeover:

from beginning/idea until presentation and decision in management board





General Manager & Plant Manager

Production Plant in Brazil

- Role: responsible lead of the only South American plant of the group after recall of predecessor until availability of successor
- Scope: abt. 130 employees
turnover abt. € 32 Mio.
direct lead of 8 functional managers reporting to European head-office
- Client: Kongsberg Automotive Ltda.
(truck & bus transmission systems)
- Final Customers: local plants of German automakers
- Duration: November 2010 - April 2011
- Peculiarities: Ebit-improvement from -3 to +2,4%
increase of sales prices by 8 percentage points
implementation of 5S in production & administration

Contact

I would be pleased to take your challenge:

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