



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 complex and supplier's structures are required to be lean to cope with the global competition.

This leads to a continuous and growing need of coordination among all functions and sites.

Only managers with broad functional experience combined with an internationally formed mentality can serve this demand.

Often, neither the budget nor the HR market does allow this task to be filled by fully employed staff through the entire duration of a project which, thereafter, will be redundant.

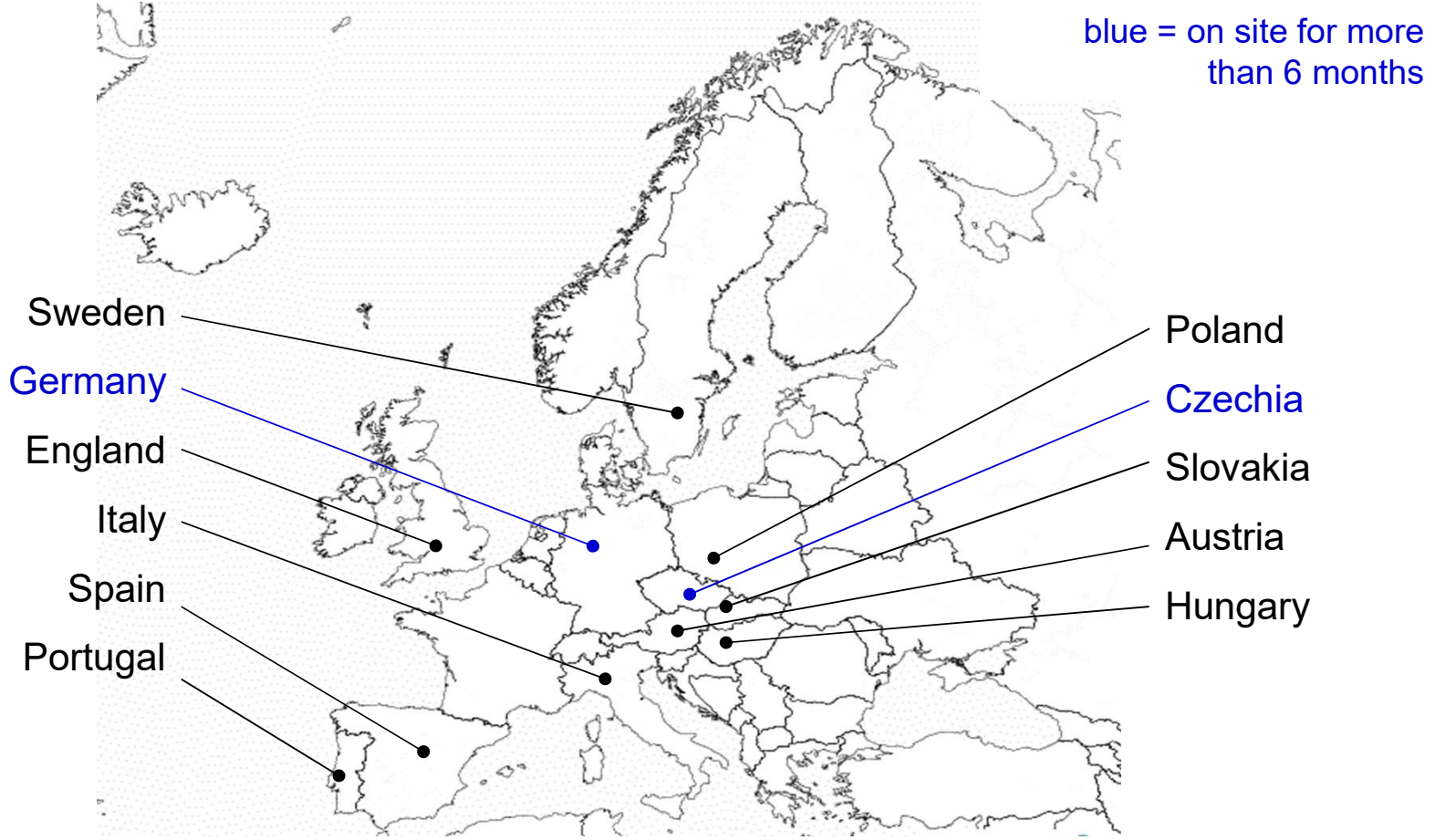
Due to my records I offer the required professional knowledge, the commercial background as well as the international management experience needed.

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.

# Scope

- turn arounds or interim management of production sites abroad during crisis modes or bridging of management positions
- relocation of production lines or entire plants, from planning phase until re-release by customers and re-certification
- 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

# Past AO's in Europe



# Past AO's in Overseas

blue = on site for more than 6 months





# *Recovery Manager*

## *on site production recovery*

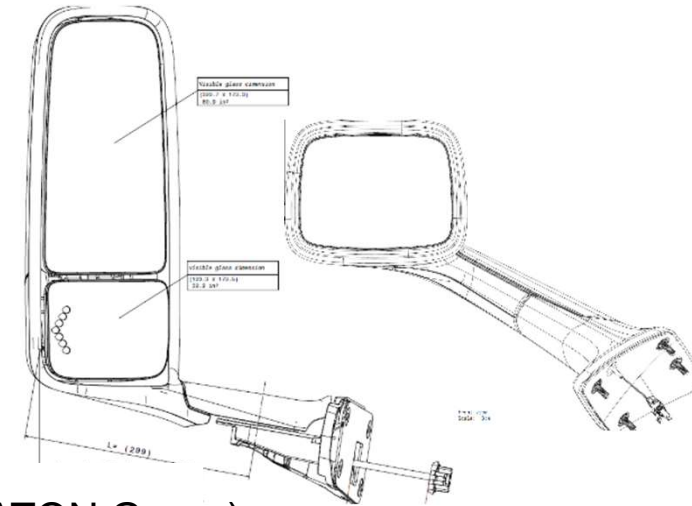
- Client: MEKRA Lang Mexico S. de R.L. de C.V.  
(Supplier for truck & bus rear-view systems)
- Final Customers: PACCAR Inc.  
INTERNATIONAL Motors, LLC.  
(member of TRATON Group)
- Project Duration: April to June 2024
- Project Takeover: immediately after the incident
- Task: Relaunch production after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





# *Project Manager*

## *Development & Production*



Client: MEKRA Lang North America LLC  
(Supplier for truck & bus rear-view systems)

Final Customer: INTERNATIONAL Motors, LLC. (member of TRATON Group)

Project Start: September 2023

Project Takeover: at customer nomination

Task: Lead the development and production set-up of a new truck mirror system for the cabin door and hood

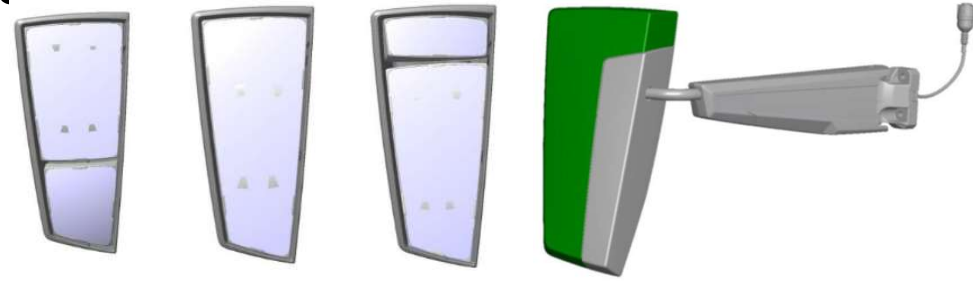
Scope: 2 independent mirror systems (pairs)  
Volume: 40'000 + 33'000 pcs./p.a.  
Investment US\$ 5.0 million.

Particularities: development location: Germany  
production location: Mexico



# Relocation Manager

USA → Mexico



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

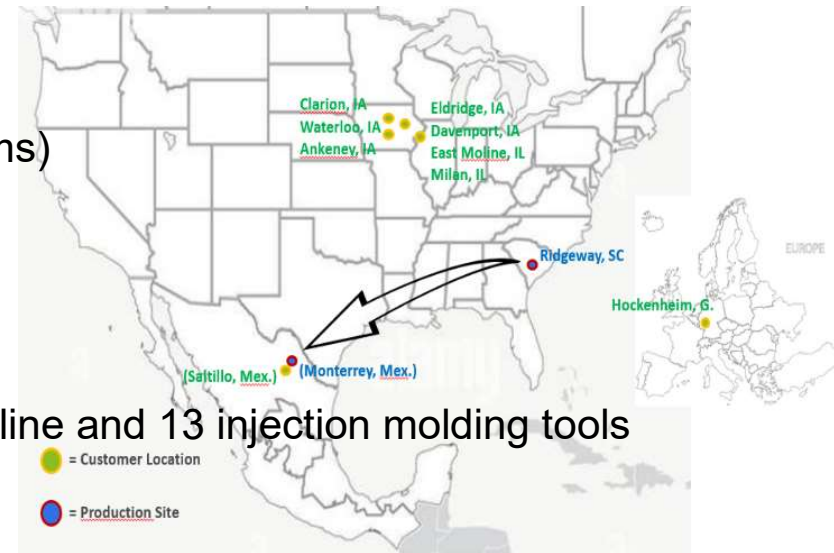
Final Customer: John Deere Corporation

Project Duration: June 2023 to March 2024

Project Takeover: at board member decision

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

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



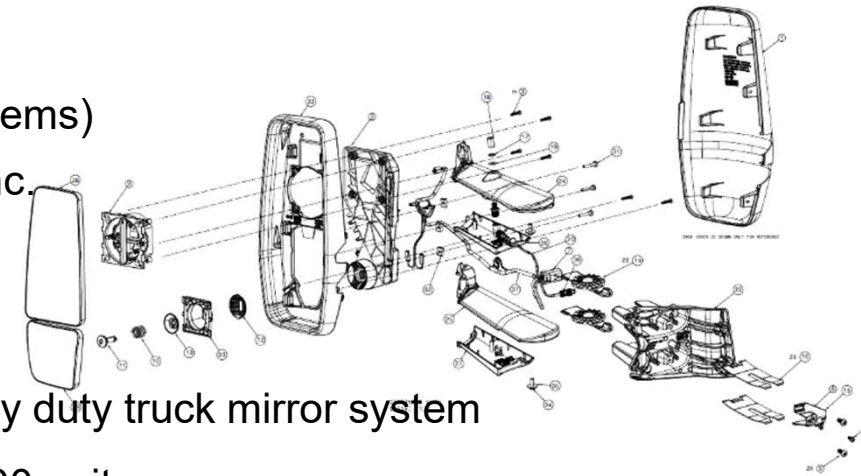




# Project Manager

## Development & Production

- Client: MEKRA Lang North America LLC  
(Supplier for truck & bus rear-view systems)
- Final Customer: Peterbilt Motors Company, PACCAR Inc.
- Project Start: December 2020
- Project Takeover: at acquisition phase
- Scope: Development and production of a heavy duty truck mirror system  
targeted turnover US\$ 12 million, 66,600 units p.a.
- 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

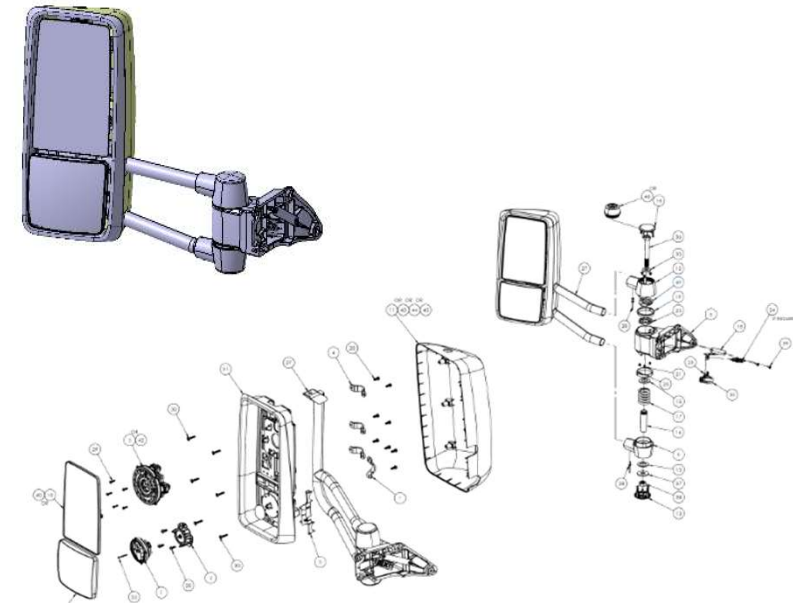
Client: MEKRA Lang North America, LLC  
(Supplier for truck & bus mirror systems)

Final Customer: Kenworth Truck Company, PACCAR Inc.

Project Duration: March 2020 to July 2021

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)

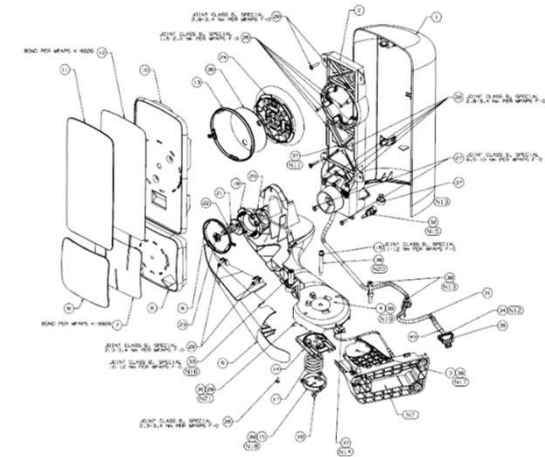
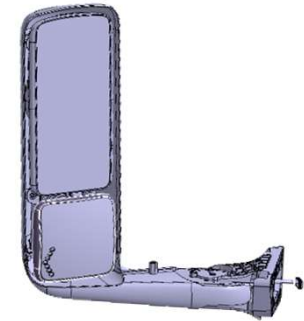
Particularities: 60 different product variants.  
Product was immature and not validated, processes incomplete.  
For legal reasons, production line had to be set up at the clients US facility before final transfer to Mexico





## Relocation Manager USA → Mexico

- Client: MEKRA Lang North America, LLC.  
(Supplier for truck & bus mirror systems)
- Final Customer: NAVISTAR (member of TRATON Group)
- Project Duration: May 2019 to February 2020
- Project Takeover: from quotation phase
- Task: Takeover of tools & suppliers, new assembly line
- 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.
- Particularities: planning and leading the relocation,  
set-up of a completely new assembly line within 3 months





## *Relocation Manager*

### *Germany → Italy*

- Client: Federal-Mogul Sealing Systems GmbH  
(now Tenneco)  
(Supplier for sealing systems & gaskets)
- Final Customer: Engine Manufacturers & OEM in Europe and USA
- Project Duration: September 2018 to April 2019
- Project Takeover: from initial concept
- Task: Relocation of tools and assembly units
- Scope: Equipment for abt. 280 products with 25 participating customers, abt. 14 Mio. € turnover p.a.
- 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*

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

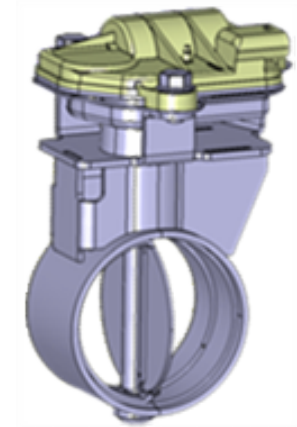




## *Task Force Manager*

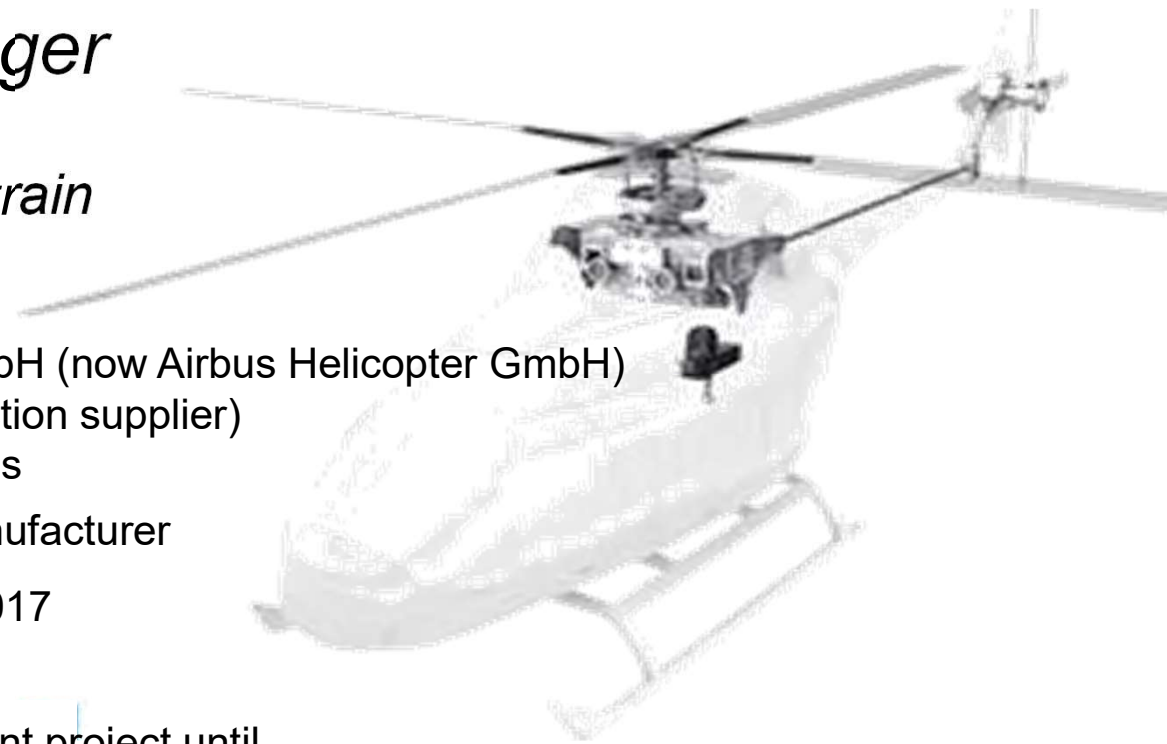
### *Purchase Exhaust Valves*

- 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
- Role: Consolidate series supplies
- 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
- Particularities: real customer demands had to be determined, forecasted, calculated and re-negotiated with the sub-supplier



# *Project Manager*

## *Development of a Helicopter Powertrain*



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

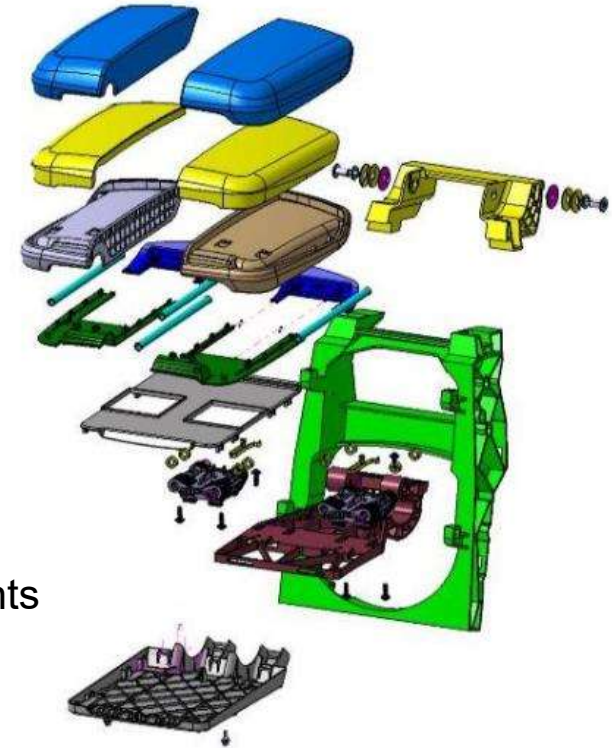


# *Launch Manager*

## *Premium Center Console*

### *in Czech Production Plant*

- Client: Grammer AG, Amberg  
(development supplier of interior parts)
- Final Customer: Audi – Premium-SUV
- Project Duration: February 2015 to May 2015
- 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
- Particularities: several customer milestones already missed before takeover of the role



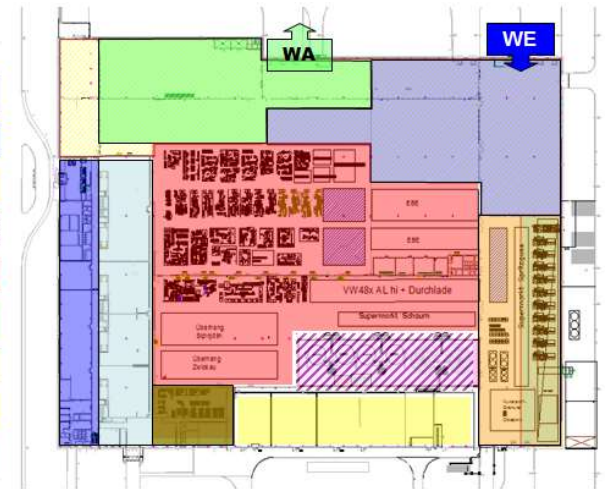


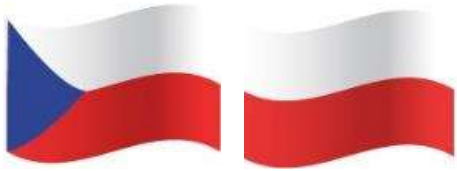


# Relocation Manager

## Czech Production Plant

- Client: Grammer AG, Amberg  
(development supplier of interior parts)
- Final Customer: all brands of Volkswagen Group
- Project Duration: October 2013
- Project Takeover: upon completion of building shell
- Project Completion: January 2015
- 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 m<sup>2</sup> production area, target abt. 800 employees  
50 production lines with more than 300 products
- 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





## *Relocation Manager*

### *Production Line for Headrests*

#### *Czechia → Poland*



- 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
- Role:** prepare relocation, obtain customer's relocation approval,  
manage the execution and customer's releases after relocation
- Scope:** relocation of 2 production lines with 45 work places  
for 137 product variants from Czechia to Poland
- Particularities:** Urgent relocation at short notice due to extreme lack of operators at  
sending plant.  
Continuous sequenced supply of called off quantities throughout all  
theoretically possible 137 variants even while line was transferred



# *Relocation Manager*

## *Production Plant, Interior Parts – China*

Client: Grammer AG, Amberg  
(development supplier of interior parts)

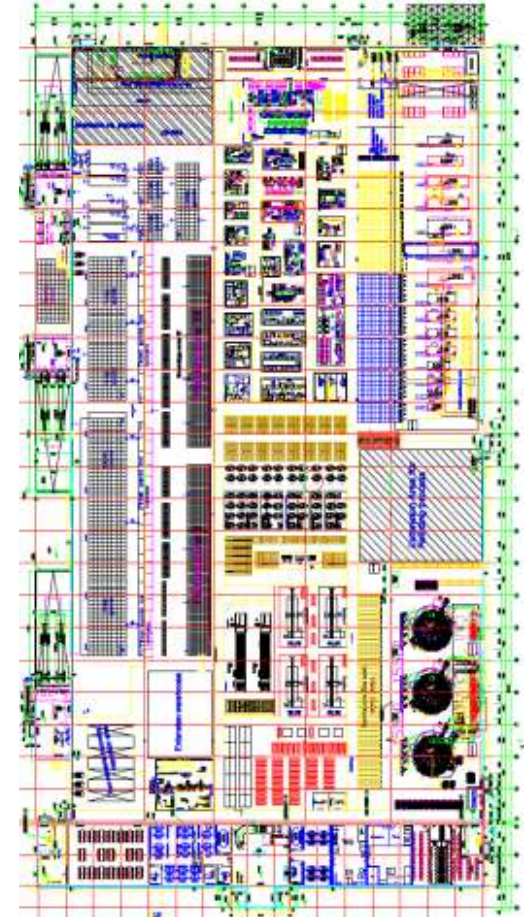
Final Customer: local plants of German automakers

Project Duration: January to June 2013  
Project Takeover: at start of interior construction

Role: relocation coordination

Scope: combination of 3 formerly  
individual sites in one common new location  
with more than 800 workplaces,  
incl. 100 sewing places, 27 assembly lines,  
10 injection moulding machines,  
5 automatic cutters, 3 foaming round tables

Particularities: temporarily took over the role of plant manager  
in parallel





# *Project Manager Tool Procurement*

## *Injection Molding Tools of Interior & Exterior Covers*

Client: Fridola Tech GmbH, Geismar

Final Customer: Volkswagen AG

Project Start: February 2012

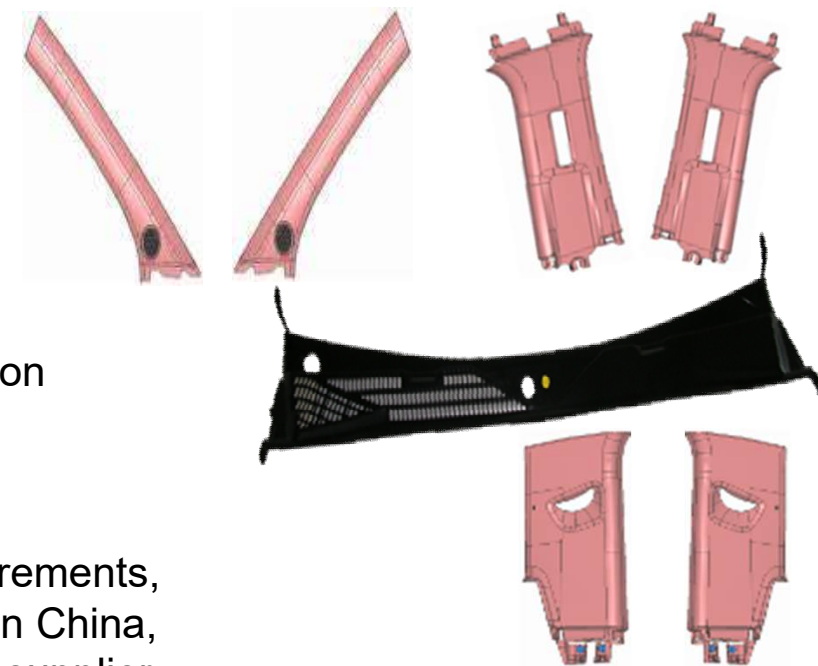
Project Completion: with SOP in September 2012

Project Scope: from purchase orders  
till release of production  
9 injection molding tools, 1 punching station

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*

|                   |  |
|-------------------|--|
| Client:           | KoKi Transmission GmbH, Niederwürschnitz<br>(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<br>decision in management board   |
| Role:             | analysis and comparison of different locations,<br>preparation of business plans   |
| Scope:            | search for potential locations,<br>analysis and comparison of possible locations,<br>cost estimate and comparison incl. tariffs and duties,<br>final evaluation of 2 different locations and presentation of results<br>in management board for final decision and release |





## *General Manager & Plant Manager Production Plant in Brazil*

- Client: Kongsberg Automotive Ltda.  
(truck & bus transmission systems)
- Final Customers: local plants of German automakers
- Duration: November 2010 - April 2011
- 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
- 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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