

ROBERT SCHIRRA

Interim Executive.

Consultant.

Intercultural coach with a focus on Asia



I deliver solutions from the practice for the practice: NO-ROCKET-SCIENCE *

My name is Robert SCHIRRA. As **Interim Executive** and **Consultant**, I support small and medium-sized companies and global corporations in the entire **Automotive Industry** and related sectors. My mandates deal with **Sales**, **Project Management** and **Product Management** - from strategy to operational implementation. As interim manager, I take on the role of CSO or division manager, as well as expert and crisis manager. I take on management of demanding **special projects** in these functional areas.

Based on my many years of business experience in **Asia and China**, I also support you as an **Intercultural Coach** to promote trouble-free cooperation with Asian organizations, partners and customers.

My Fields of Activity

Sales	Project Management	Product Management	Intercultural Coaching with focus on Asia
- Strategy: Sales, Customers, Markets - Professionalization of organization & processes - Business Development & Acquisition - Customer relations (CRM)	- Projects: planning, controlling & reviewing - Professionalization of organization & processes - Projekt-Controlling & Reporting - Change Management	- Product strategy: definition & implementation - Portfolio: analysis, development & streamlining - Ensuring sales growth & profitability targets - Drive standardization & technology roadmap	- Introductory workshops - Advice & support in operational cooperation with China / Asia - Coaching during negotiations, cooperations & customer visits

Leading of demanding special projects & special tasks
in the above-mentioned functional areas

Robert Schirra

An der dicken Eiche 4 | D-67707 Schopp
+49 160 9552 4815 | robert@schirra-interim.de | www.schirra-interim.de

My Range of Services

ROLES	INDUSTRY SECTORS	COMPANIES	REGIONS
Executive / Interim Management - Management positions (Level 1-3) - Leading of special projects & special tasks (Level 3) Consultation Intercultural Coaching Asia / China	Automotive OEM, Tier 1, Tier 2/3 Related industries: manufacturers of components, assemblies & systems: - Electronics, electromechanics - Plastic - Metal industry: processing & machining - Mechanical and plant engineering	Small & medium-sized companies, SMEs Owner-managed / family business Global corporations	Germany nationwide Foreign countries Asia, China, Europe etc. Temporary assignment abroad possible as part of a project

Projects that i take over for you:

Challenges through globalization and intercultural cooperation with Asia / China: Do you need help and intercultural coaching in interaction with Asian partners, customers and locations?
Positioning of the product portfolio necessary? Do you need an expert at short notice to analyze, streamline and further develop your product portfolio and sharpen the Customer Value Proposition?
Crisis management in a toxic project: Do you need an expert to solve specific problems at short notice?
A restructuring is pending including the need of further development of organization, processes and procedures?
Short-term personnel bottlenecks: You are temporarily unable to fill a management position yourself?

My Core Competencies

Proven specialist in Sales, Project and Product Management
Learned from the scratch: well prepared for mandates as CSO, managing director as well as business unit leader and division leader
Entrepreneurial approach: analytical, strategic, goal and practice-oriented - graduated as Master of Engineering Management with many years of interdisciplinary professional and leadership experience
Always in focus: companies in the Automotive Industry and related industrial sectors with highly sophisticated products that are in need of an explanation.
Leader of highly profitable projects and Product Manager with global responsibility for product strategy and world market-leading product lines
Intercultural Coach: 3 decades of experience in business with Asia including many years as an expatriate in China

Robert Schirra

An der dicken Eiche 4 | D-67707 Schopp
 +49 160 9552 4815 | robert@schirra-interim.de | www.schirra-interim.de



Vita

SCHIRRA interim & consulting

INTERIM EXECUTIVE.
CONSULTANT.
INTERCULTURAL COACH with ASIA-FOCUS.

05/2017 – 06/2019

Head of Sales
Sales & Project Management globally

Adient Components Ltd. & Co. KG

Kaiserslautern / Germany
Subsidiary of Adient Inc. (Johnson Controls spin-off)
Product Group Metals & Mechanisms
Products: seat metal structures & mechanisms
Sector: Automotive Seating (Global No.1, 33%)
Sales: 16,2 Bn. \$ (2017) | Employees: 75.000

07/2006 – 07/2012

Sales Director Asia Pacific
Deputy of the President Asia Pacific

Keiper GmbH & Co. KG, KEIPER RECARO Group, Kaiserslautern / Germany

Medium-sized family owned company
(2010 acquired by Johnson Controls in 2010)
Products: seat metal structures & mechanisms;
engineering service provider seat development
Sector: Automotive
Sales: ca. 830 Mio. € | Employees: 6100 (2010)

12/1990 – 01/1996

Sales Engineer in Technical Sales
Overseas Sales Department (esp. China/ India)

since 2020

Walter Söhner GmbH & Co. KG Soehnergroup

Schwaigern / Germany
Medium-sized family-owned company
Products: mechanical & electro-mechanical parts made of plastic & plastic-metal composites; Plastic-metal hybrid components
Sectors: Automotive & other industries
Sales: ca. 200 Mio. € (GER: 142 Mio.€)
Employees: ca. 1300 (GER: 750)

08/2012 – 03/2017

Director Strategic Planning
Global Product Management & Strategy
Product Line Seat Recliners (Global No.1)

Keiper Shanghai Automotive Seating Technology Co. Ltd, Shanghai / China

100% Subsidiary of Keiper GmbH & Co. KG
Products: seat metal structures & mechanisms
Sector: Automotive
Sales: ca. 35 Mio. € | Employees: 170 (2011)

02/1996 – 06/2006

Project Director China
Key Account Manager
Technical Product Manager

Robert Bosch GmbH

Schwieberdingen / Germany
Products: Engine Management Systems – systems for Electronic Fuel Injection & Ignition
Sector: Automotive
Sales: 71,5 [16] Bn. € (2020 [1993])
Employees: 395000 [157000]

Robert Schirra

An der dicken Eiche 4 | D-67707 Schopp
+49 160 9552 4815 | robert@schirra-interim.de | www.schirra-interim.de

Primary and Further Education

- Agile Scrum Master & Foundation Certificates
- Intercultural trainings China / Asia (IFIM, CDC, DIHK)
- Chinese crash course (LSI-Sinicum Bochum, 3 weeks)
- Training "Introduction into injection molding technology"
- Sales: Gustav Kaeser-Training Sales
- Leadership trainings, e.g.: Gustav Kaeser-Training Management
- Graduated as Master of Engineering Management with a technical study emphasis on mechanical engineering
- REFA certificate - basic certificate for work studies
- Various other training courses, conferences, webinars and specialist literature

* My approach: NO-ROCKET-SCIENCE CONSULTING



My namesake, the astronaut and Apollo commander **Walter Schirra** said about crises:

*»... Levity is the lubricant of a crisis...«.
To cover it up, »we resort to
jokes, pranks and ... kidding to relieve
tension, stress and boredom. ...!«*

I am happy to explain what that has to do with me in a personal conversation. Let me just say this much: I do offer well-founded services **»from practice, for practice«**, because: Companies in times of crisis, turbulence or with personnel bottlenecks need fast, pragmatic support and no detached, rocket-science-solutions that unnecessarily complicate the situation!

YOU WANT TO GET TO KNOW ME?

I am happy to be available for a first conversation, an exchange of ideas and your questions.

SCHIRRA interim & consulting
Sales. Projects. Products.

Robert Schirra
Diplom Wirtschaftsingenieur

An der dicken Eiche 4
D-67707 Schopp

+49 160 9552 4815
robert@schirra-interim.de

www.schirra-interim.de

Version: March 2025

DDIM.projekt // Interim Management Excellence Award 2024

Crisis Turnaround: Material Price Compensation, Inflation Recovery and Restructuring to Ensure Sustainable Continued Existence (Going Concern)

CRRC New Material Technologies GmbH is the holding company of the **BOGE Rubber & Plastics Group** based in Damme, Germany. The Group is a leading manufacturer in the field of **vibration control technology** and **lightweight components** for the **automotive industry** with German plants in Damme and Simmern as well as 8 international production sites (Slovakia, France, USA, Mexico, Brazil & China).

BOGE is 68.08% owned by Zhuzhou Times New Material Technology Co, Ltd (TMT) and 31.92% by CRRC Zhuzhou Institute Co, Ltd China. BOGE was founded in 1931 and was fully integrated into ZF Friedrichshafen AG in 2003 following the takeover of parts of the business by ZF (1984) and Mannesmann (1991). It was sold to TMT in 2014.



Client: CRRC New Material Technologies GmbH

Industry: Automotive, Automotive Supplier Tier 1 // GmbH, SMU

Turnover: 792 Mio. €

Employees: 3.763

Initial situation in the company

- Continuous losses since 2019; Operating profit 2022: - €67.8 million
- Global causes were the Covid-19 pandemic, the Ukraine war and their impact on global supply chains and inflation
- This led to significant price increases for raw materials, energy and wage costs, which were not compensated or only insufficiently compensated by customers
- In addition, there were many loss-making products with too low sales price and contribution margin
- A restructuring and a renegotiation of prices were necessary for the sustainable continued existence (Going Concern) of the holding company and European locations

Challenges

- Quick start 0 to 100 required due to the explosive nature of the situation and the need to enter into negotiations with 2 main customers within the first 6 weeks
- Identification of loss-making products and plausibility check of price adjustments with a difficult, inconsistent database
- High resistance from customers

Core tasks and objectives of the mandate

- Leading of the restructuring project for the European locations and coordination of the cooperation between the internal departments involved, Deloitte and the clients; later also for the location in Mexico
- Consulting the management on the negotiation strategy and determining the necessary customer contributions for a successful restructuring
- Negotiations with OEMs/Tier 1 suppliers to compensate for inflation-related cost increases and to enforce profitable prices for loss-making products that threatened the company's existence

Robert Schirra

An der dicken Eiche 4 | D-67707 Schopp
+49 160 9552 4815 | robert@schirra-interim.de | www.schirra-interim.de

Measures:

- Quick, initial analysis of the situation in order to obtain an overview of the complex problem situation and primary focal points at short notice
- Close exchange with management, sales, controlling and Deloitte in particular
- Identification, detection and verification of claims for loss-making products so that they stand up to validation by clients or Deloitte
- Initial focus on two main customers, later successively for all problematic customers and products
- Consulting the management on the negotiation strategy
- Support and participation in negotiations with OEMs and Tier 1 suppliers
- If necessary, assuming the role of a "bad cop" who addresses critical issues
- Introduction of monthly reviews with the key account managers to track the implementation of receivables and payments by customers.
- Regular status reporting for the management, advisory board and general works council
- As an accompanying measure, advising the management on organizational issues and improving sales processes

Results for the company

- The sustainable continued existence of the company was ensured
- Securing the necessary customer contributions for the continuation concept
- Organization made more resilient through recommendations and active co-design
- Sustainable effects ensured through exemplary documentation of know-how transfer

Customer Reference

„Robert Schirra has performed excellently for our company as an Interim Manager in this project over a period of 19 months.

He made very valuable contributions that were essential for the sustainable continued existence of our company, made a significant contribution to securing the necessary customer contributions for the continuation concept and persistently supported the negotiations of these demands.

For me, he was always a reliable advisor, on whose statements and data I could always rely 100%. Even under difficult conditions, he always delivered reliable results.

With his extensive experience, extensive know-how, and prudent and exemplary actions, he helped our organization become more resilient. "

Philipp Frings
CEO // CRRC New Material Technologies GmbH

