



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 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.

Often, neither the internal resources, the budget nor the HR market allow this task to be manned by fully employed staff through the **entire duration of a project** which, thereafter, might be redundant.

Due to my records I offer the required professional knowledge, the **commercial and engineering** 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.

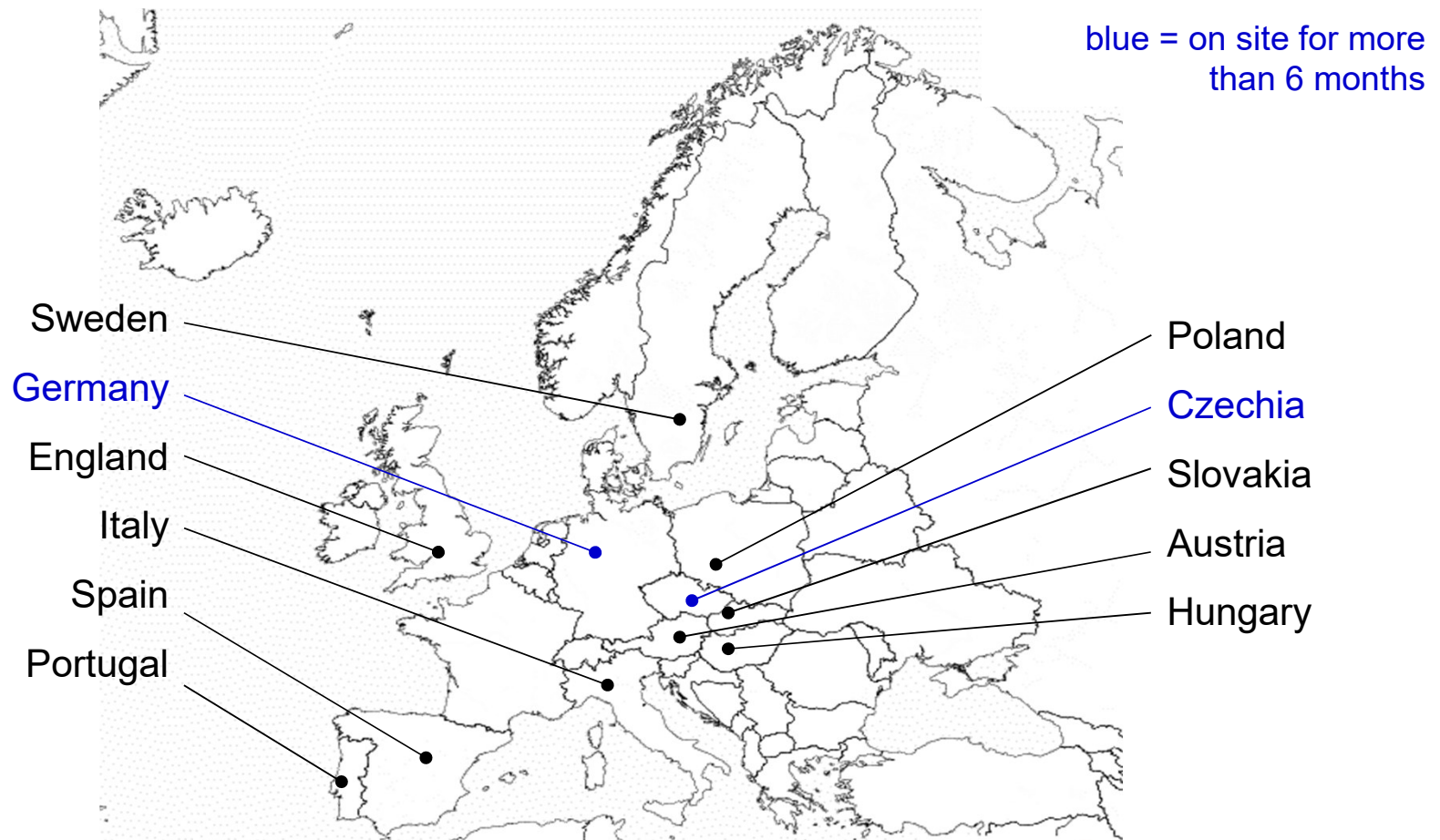
Personal Details

- Professional apprenticeship as a Foreign Trader
- Trade Economist certified by Chamber of Commerce, Hamburg
- Leading roles in international projects of the automotive and other industries since 1998
- Many years of leading and guiding international teams (Germany, England, France, Spain, Sweden, Norway, Poland, Slovakia, Czechia, China, Japan, Korea, USA, Canada, Mexico, Brazil, Argentina, etc.)
- Responsible Key Contact for numerous international customers, e.g.
 - OEM's (Automotive):
 - Volkswagen / MAN (i.e. Traton Group, among others in Germany, Argentina, Brazil, China, USA)
 - Ford (among others in Germany, UK, USA, Mexico, China)
 - GM / Opel / Daewoo / Chevrolet (i.e. Stellantis, among others in Germany, UK, Korea)
 - Scania (Scandinavia, Latin America), PACCAR (USA), International (formerly Navistar, USA & Mexico)
 - 1st Tier & 2nd Tier (Automotive & others):
 - Magna, Adient (formerly Johnson Controls), Lear
 - Airbus Helicopter (formerly ZF-Luftfahrttechnik)
 - Eberspächer, Grammer, Tenneco/Federal Mogul, Kongsberg, etc.
- 2007 to 2008 expat in Chongqing, China
- 2010 to 2011 expat in São Paulo, Brazil
- 2013 for 6 months in Changchun, China
- 2019 to 2025 direct role in Monterrey, Mexico
- Fluent in English, additional knowledge in other languages (Spanish, French, Portuguese, Polish, Japanese)

Scope

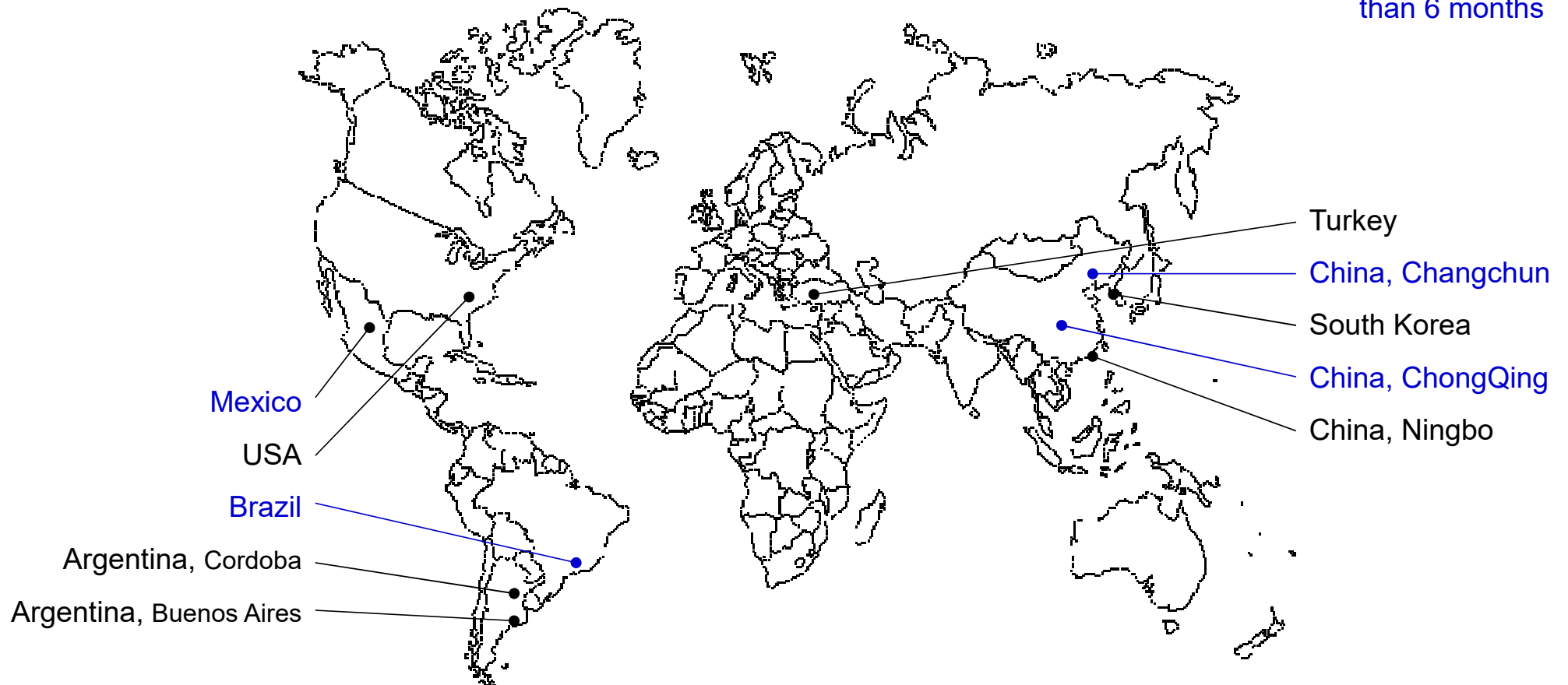
- relocation of production lines or entire plants, from planning phase until re-release by customers and re-certification
- turn arounds or interim management of production sites abroad during crisis mode or bridging of management positions (e.g. as plant manager)
- leadership at selection and erection 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

Past AO's in *Europe*



Past AO's in Overseas

blue = on site for more than 6 months

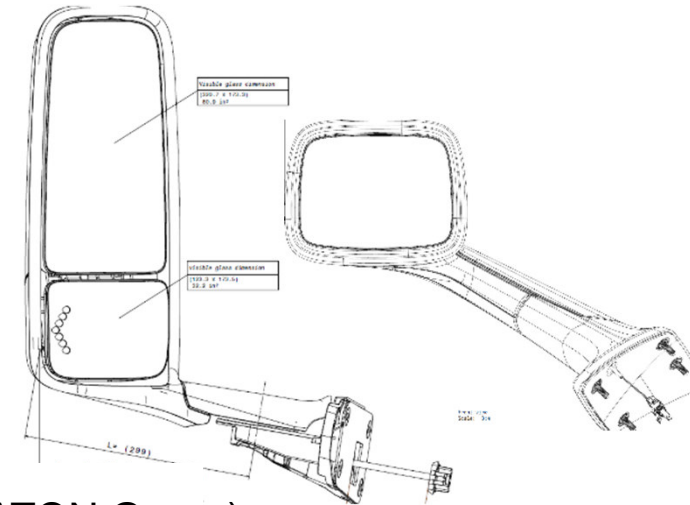




Project Manager

Development & Production


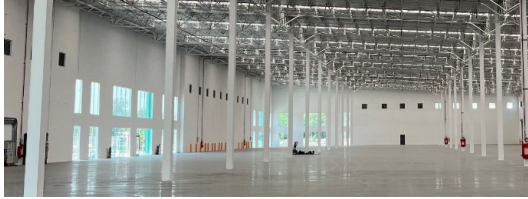

Client:	MEKRA Lang North America LLC (Supplier of truck & bus rear-view systems)
Final Customer:	INTERNATIONAL Motors, LLC. (member of TRATON Group)
Project Duration:	September 2023 to February 2025
Project Takeover:	at customer nomination
Task:	Lead the development and production set-up of a new truck 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





Recovery Manager

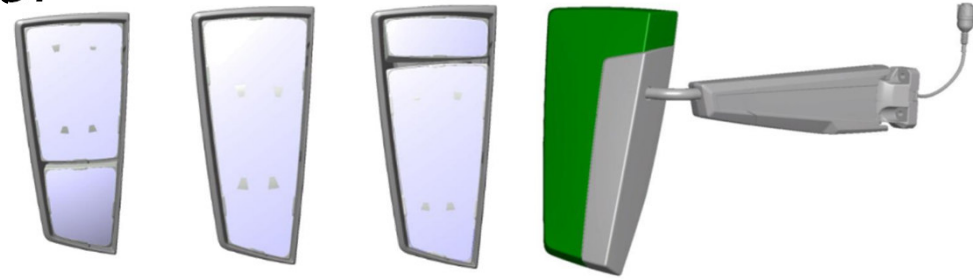
on site production recovery

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	
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	

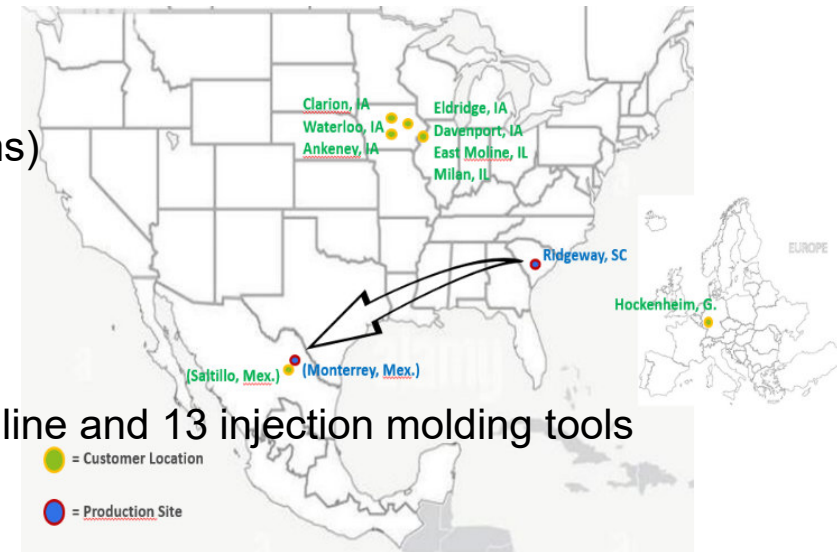


Relocation Manager

USA → Mexico



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
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

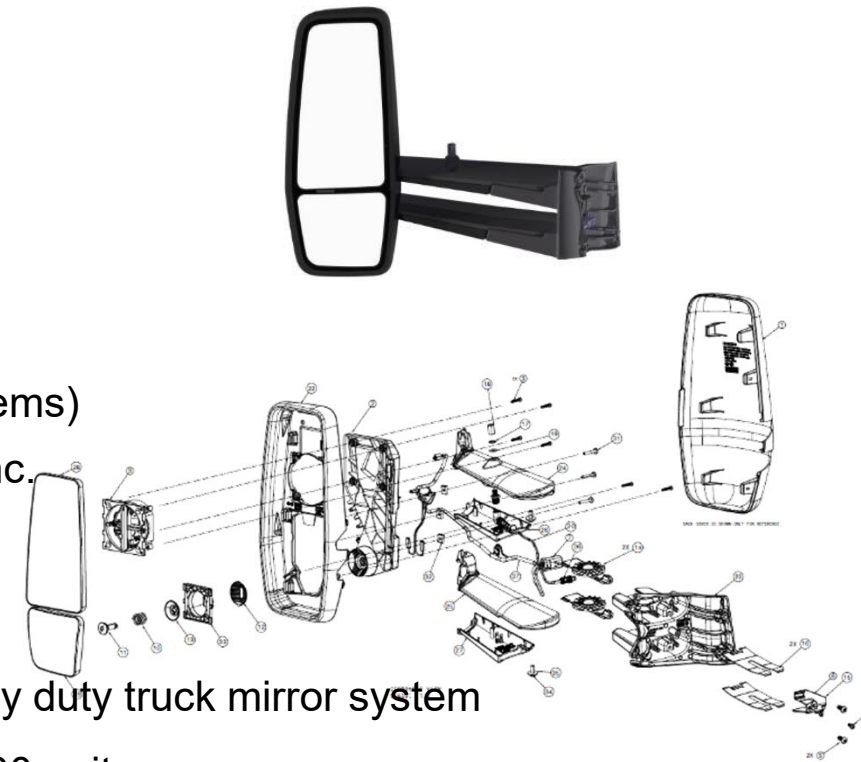




Project Manager

Development & Production

- Client: MEKRA Lang North America LLC
(Supplier 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
- 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*

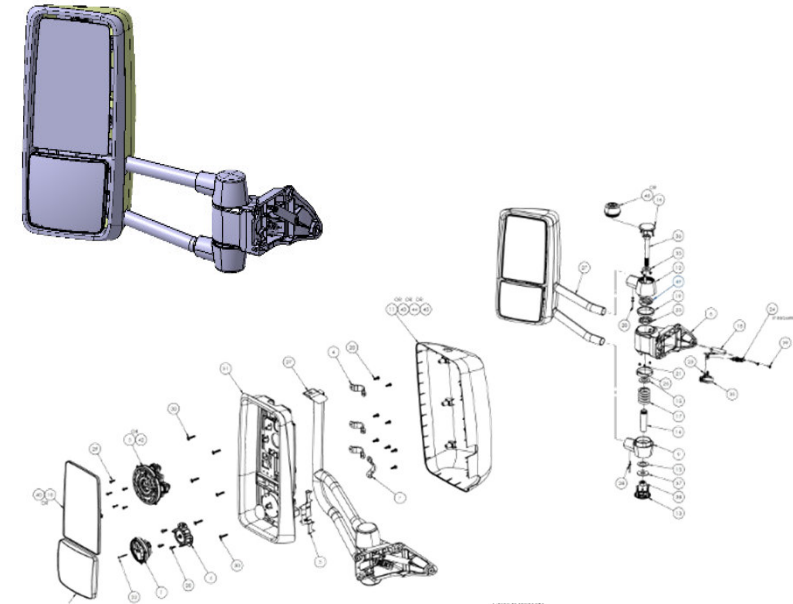
Client: MEKRA Lang North America, LLC
(Supplier for truck & bus mirror systems)

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)

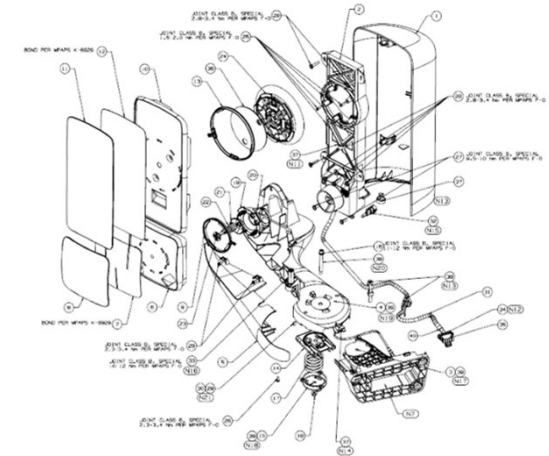
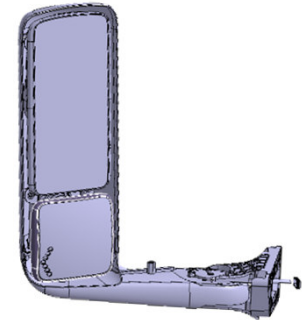
Particularities: 60 different product variants.
Product was immature and not validated, processes incomplete.
For legal reasons, production line had to be set up at the
clients US facility before final transfer to Mexico





Relocation Manager *USA → Mexico*

- Client: MEKRA Lang North America, LLC.
(Supplier of truck & bus mirror systems)
- Final Customer: INTERNATIONAL (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 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
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

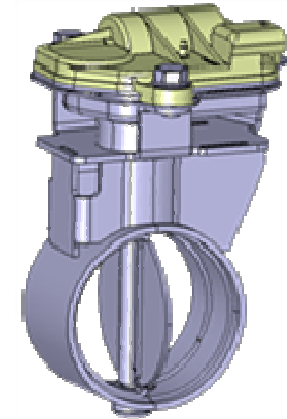
Client:	Federal-Mogul Sealing Systems GmbH (now Tenneco) (supplier of sealing systems & gaskets)
Final Customer:	Engine manufacturers & OEMs in Europe and USA
Project Duration:	November 2017 to August 2018
Project Takeover:	from 1st Concept
Task:	Transfer of presses and assembly units,
Extent:	tools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

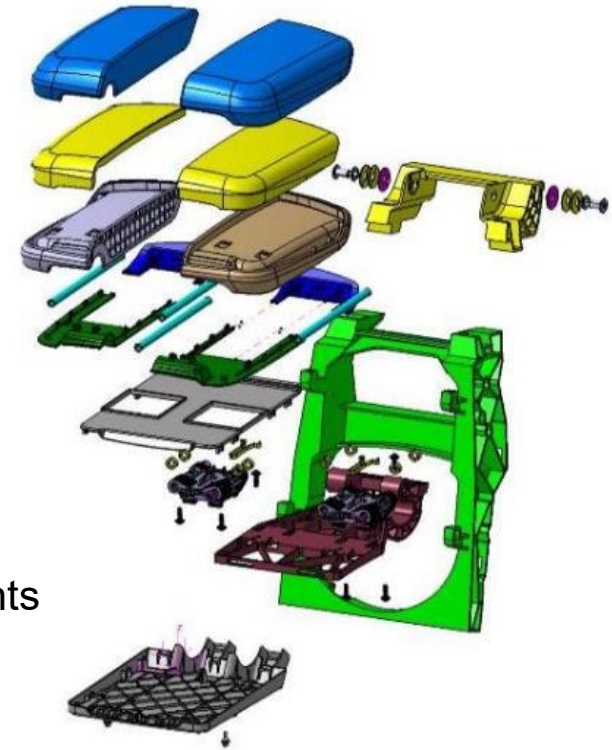


Launch Manager

Premium Center Console

in Czech Production Plant

Client:	Grammer AG, Amberg (development supplier of interior parts)
Final Customer:	Audi & Bentley – 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

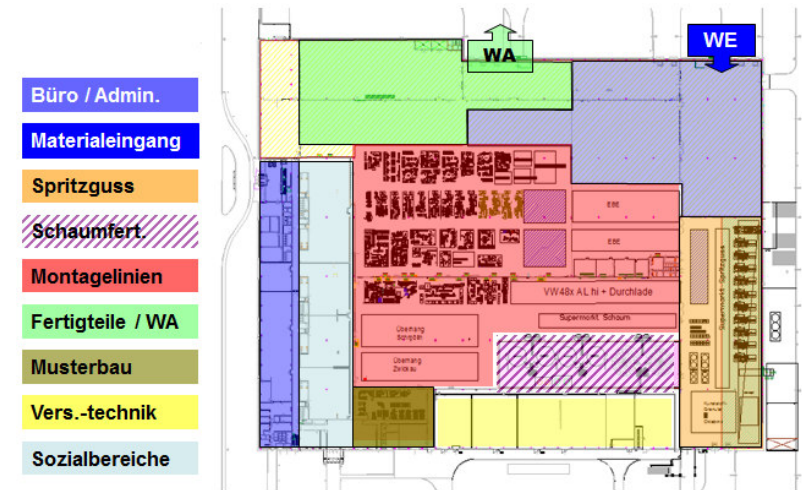


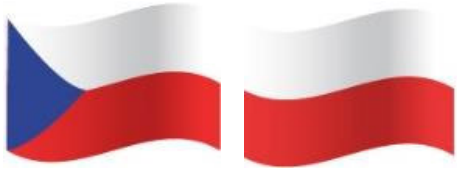


Relocation Manager

Czech Production Plant

Client:	Grammer AG, Amberg (development supplier of interior parts)
Final Customer:	all brands of Volkswagen Group
Project Duration:	October 2013 to January 2015
Project Takeover:	upon completion of building shell
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 ² covered area, target about 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



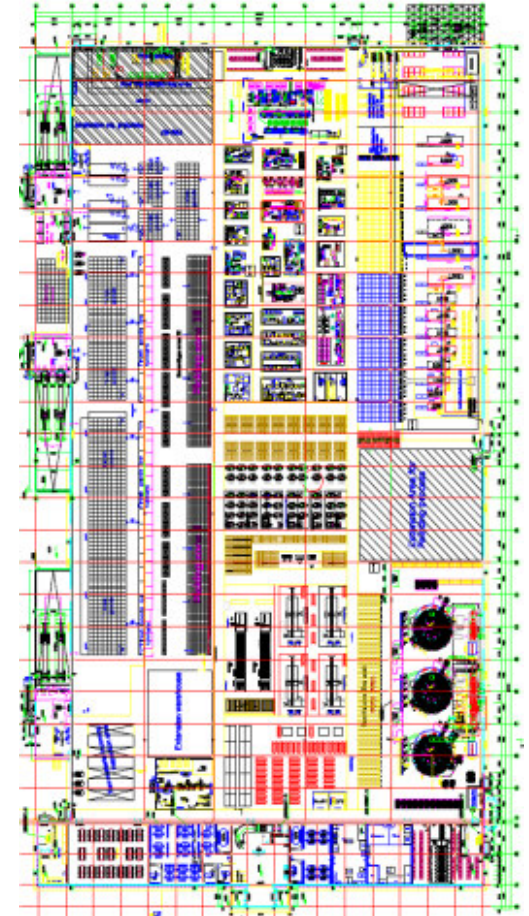
Client:	Grammer AG, Amberg (development supplier of interior parts)
Final Customer:	Porsche SE (Cayenne)
Project Duration:	July to September 2013
Project Takeover:	upon start of relocation preparations
Role:	prepare relocation, obtain customer's relocation approval, manage the execution and customer's 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 scheduled 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:	merging of 3 formerly individual sites in one common new location with more than 800 workplaces, 28'000 m ² production space, 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 (now con-pearl GmbH)

Final Customer: Volkswagen AG

Project Start: February 2012

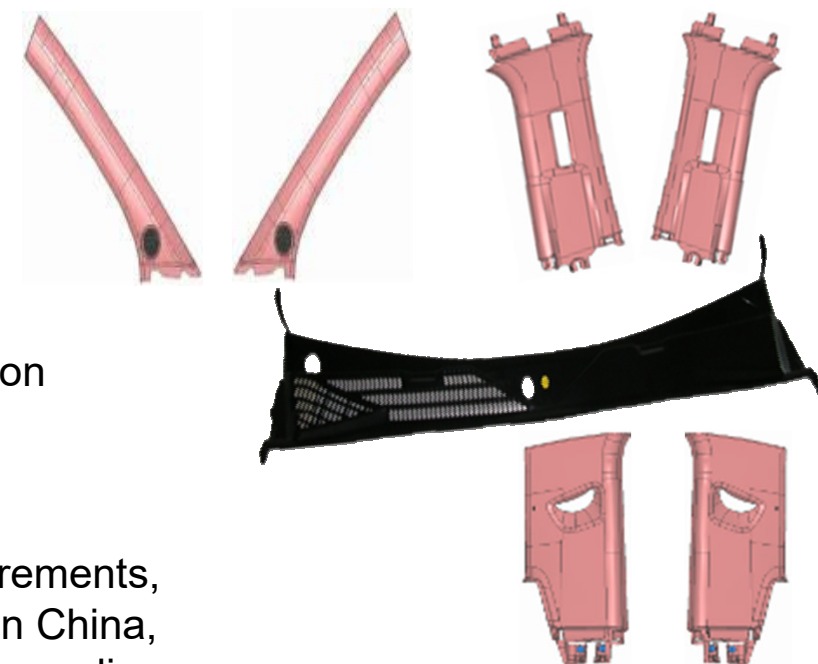
Project Completion: with SOP in September 2012

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 (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
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





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:

Stefan Wirth
Project Management International

Wilhelm-Raabe-Straße 15
37586 Dassel / Germany

Tel. +49 / (0)5564 / 33 90 64
Fax +49 / (0)5564 / 33 90 63
Mobile +49 / (0)177 / 824 64 82
Home +49 / (0)163 / 804 31 12
e-Mail stefan.wirth(at)ymail.com



Mitglied der DDIM e.V.
DDIM.
Dachgesellschaft Deutsches
Interim Management e.V.
Member of DDIM e.V.

[Managerprofil: Stefan Wirth | DDIM](#)