



Curriculum Vitae



ROBERT SCHIRRA

Contact Details:

Robert Schirra

Diplom Wirtschaftsingenieur/ Master of Engineering Management

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Personal Data:

Date & Place of Birth:

10. January 1964, Landstuhl / Germany

Nationality:

German

Marital status:

Married; 1 biological daughter & 2 stepchildren

Performance Profile:

- 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 an **Interim Manager**, I temporarily take on **Executive Positions** or, as an **Expert** and **Crisis Manager**, I lead demanding **special projects** in these functional areas.
- Upcoming projects are, include but are not limited to, the provisional management of an entire area division or global key accounts, restructuring and transformation projects, crisis management, or finding, analysing and negotiating toxic projects.
- 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.
- I have over **30 years** of **interdisciplinary experience** and **extensive expertise** in these areas. It was always about **highly sophisticated products** that are **in need of an explanation**.
- My approach: **No-Rocket-Science Consulting** - I do offer well-founded services »**from practice, for practice**«

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Professional Career:

since 2020

SCHIRRA interim & consulting



Consulting – Interim Management – Interkulturelles Coaching

Fields of Activity	My Range Of Services			
▪ Sales ▪ Project Management ▪ Product Management ▪ Intercultural Coaching Asia/ China	▪ Executive Interim Management ▪ Consulting ▪ Intercultural Coaching	▪ Automotive ▪ related industries	▪ small & medium-sized companies. ▪ global corporations	▪ Germany ▪ Foreign countries
Leading of demanding special projects & special tasks in the above-mentioned functional areas				

November 2024: **DDIM // Interim Management Excellence Award 2024**

Project (2023/2024) "Crisis Turnaround: Material Price Compensation, Inflation Recovery and Restructuring to Ensure Sustainable Continued Existence"

Client: CRRC New Material Technologies GmbH

Weitere Details: siehe **Managerprofil & Homepage** www.schirra-interim.de

05/2017

- 06/2019

Walter Söhner GmbH & Co. KG / Soehnergroup

Schwaigern / Germany

Head of Sales - Sales & Project Management globally

Medium-sized family owned company

- Products: mechanical and electro-mechanical parts made of plastic and plastic-metal composites; Plastic-metal hybrid components
- Sectors: Automotive (ca. 90%) & other industries
- Sales: ca. 200 Mio. € (GER: 142 Mio. €)
- Employees: ca. 1300 (GER: 750)

Reporting to: CEO

Duties / accomplishments:

- Global responsibility for the areas Sales and Project Management
- Directly leading 30 employees of the German team
- Leading dotted-line the teams at the foreign locations in the USA & China
- Responsible for the sales and marketing strategy, CRM, sales and project management organization, acquisition activities, sales planning process, etc.
- Maintaining existing business as well as gaining new customers and projects
- Further development of sales organization and processes
- Customers: Bosch, Continental, Hella, ZF, Brose, Tyco, Thyssen Krupp Presta, OEM-customers (VW Group), Infineon, Siemens, Neoperl, ETO, etc.

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08/2012

– 03/2017

Adient Components Ltd. & Co. KG

Kaiserslautern / Germany

Director Strategic Planning

Global Product Management & Strategy of Product Line Seat Recliners

Subsidiary of Adient Inc. (Johnson Controls Spin-off)

- previous company names: Johnson Controls Components GmbH & Co. KG (until 2016) sowie Keiper GmbH & Co. KG (until 2014)
- Adient - Product Group Metals & Mechanisms
- Products: seat metal structures & seat mechanisms
- Product Line Recliner: **Global No.1, 25% market share**, ca. 90 Mio. Pcs./a
- Sectors: Automotive Seating (Global No.1, 33% market share)
- Sales: 16,2 Mrd. \$ (Adient Inc. 2019)
- Employees: 75000

Reporting to: Vice President Global Product & Process Strategy

Duties / accomplishments:

- Responsible for global product management & strategy of the Product Line Seat Recliners; since Sept.2015 also of the Seat Height Adjusters
- Define and execute the strategy and vision for the concerned Product Line to ensure profitable growth as well as securing the market leadership.

Here in particular:

- Creation and annual update of the strategy plan GPP (Generational Product Plan) which has to be aligned with the market needs, the customer strategies and the corporate strategy; my Recliner GPP is considered as benchmark within Adient.
- Intensive coordination within the matrix organization with BU management, the related departments and regions so that everyone supports the strategy
- Drive the necessary key business decisions to achieve the set goals
- Analysis of the input data from Sales and Controlling to monitor the goal achievement and to initiate countermeasures in case of deviations
- Analysis and streamlining of the vast, redundant product portfolio (JCI, Keiper & CRH)
- Drive the product and process standardization including the regional implementation
- Manage the "o.k.-to-sell"-process for newly created products
- Successful launch and market positioning of the new Recliner Generation 3000

Curriculum Vitae

07/2006

- 07/2012

Keiper Shanghai Automotive Seating Technology Co. Ltd

Shanghai / China

Sales Director Asia Pacific

& Deputy of the President Asia Pacific

- KEIPER RECARO Group
- 100% subsidiary of Keiper GmbH & Co. KG
- Keiper was acquired by Johnson Controls Inc. (JCI) in 2010

- Products: seat metal structures & seat mechanisms
- Sectors: Automotive
- Sales: ca. 35 Mio. € (2011)
- Employees: ca. 170

Reporting to: President Asia Pacific

Duties / accomplishments:

- Successful development and management of the regional sales & project management organization; leading of 12 direct employees and as deputy the entire plant team
- Taking over also the regional function, when Keiper Shanghai officially became the regional Center of Competence.
- Assumption of the corresponding regional lead function for the entire Asia-Pacific region after Keiper Shanghai became the Regional Center of Competence
- Development of the business for the new location from zero in 2006 to the most profitable Keiper location worldwide, including:
 - Ensuring the basic plant utilization through the successful acquisition of seat structure projects from Daimler and VW.
 - Successful acquisition of highly profitable seat mechanisms businesses (Recliners, Locks, Tracks) from Suzuki, Nissan, Honda, VW, GM, Ford & other customers
 - Large recliner order from SVW & FAW-VW creates the basis for the economic localization of this product at competitive prices
 - The last 5-year plan before the integration into JCI showed a further sales growth for Keiper Shanghai to 75 Mio. € in 2013 and 115 Mio. € in 2016

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02/1996

– 06/2006

KEIPER GmbH & Co. KG, KEIPER RECARO Gruppe
Kaiserslautern / Germany

Medium-sized family owned company (acquired by Johnson Controls in 2010)

- Products: seat metal structures & seat mechanisms; largest independent engineering service provider for complete car seat development
- Sectors: Automotive
- Sales: ca. 830 Mio. € (2010)
- Employees: ca. 6100

Functions:

09/2005 - 06/2006 **Project Director China**

Reporting to: CEO of Keiper

Duties / accomplishments: successful management of the project and the team to support the establishment of the first plant in China.

01/2005 - 08/2005 **Key Account Manager - Future Markets**

Reporting to: Vice President Marketing & Sales

Duties / accomplishments:

Business development of new, potential markets, e.g.:

- **China**: persistent advertising for a commitment in China leads to the foundation of Keiper Shanghai in 2015. Participation in the search for a location from 2003. Development of the business plan for the location decision.
- **India**: creation of a detailed market and competition study; Head of Delegation during the JV-negotiations with a potential partner in India
- **Russia**: creation of a detailed market and competition study Acquisition of Keiper's first large and at the same time very profitable order from Russia (Avtovaz)
- **Iran**: Cooperation talks with domestic seat manufacturers as potential customers, e.g. for the delivery of Peugeot

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10/2003 - 12/2004 **Key Account Manager - General Motors**

Reporting to: Sales Director Customer Group 1

Duties / accomplishments:

- Sales responsibility for the international seat metal business activities of our Key Account GM: mainly USA and Korea;
- Leading the customer sales team of 5 direct employees

01/2001 - 09/2003 **Key Account Manager - Asia-Pacific & Licenses**

Reporting to: Sales Director Customer Group 2

Duties / accomplishments:

- Sales & project management responsibility for the seat mechanisms business of various Key Accounts in and from the region Asia-Pacific
- Leading the customer sales team of 2 direct employees
 - Markets: China, Korea, Japan, Malaysia, India, Thailand, Australia
 - OEM: VW, GM, GMDAT, Hyundai, Kia, Proton, Suzuki, Nissan etc.
 - Tier 1: JCI, Lear, Ikeda, Sitech, DAS, KM&I, KML, BSL, IFB, Futuris etc.
- Responsibility for Keiper's license business and the global licensees

Range of tasks as Key Account Manager:

- General Tasks:
- Sales & project management responsibility for various key accounts & markets
 - Inklusive: Kundenbeziehungsmanagement (CRM), Akquisition, Angebots-erstellung, Produktpräsentationen, Vertragsverhandlungen /-abschlüsse, Vertriebsplanungsprozess; Auftragssteuerung; Koordination aller Themen zwischen dem Kunden und den internen Fachbereichen; vertriebsrelevante QM-Aufgaben im Rahmen des ISO/TS 16949 Systems, Teamleitung, etc.
 - including: CRM, acquisition activities, quotations, product presentations, negotiation of supply contracts, sales planning process, order control, coordination of all subjects between customers and internal departments; sales related QM tasks of IATF 16949 system, leading the concerned sales teams, etc.

- Additional Tasks:
- Project Manager of numerous successful seat mechanisms & structure projects
 - Participation in the creation of Keiper's 1st Project Management Handbook

02/1996 - 12/2000 **Technical Product Manager**

Reporting to: Key Account Manager Asia-Pacific & Licenses

Duties / accomplishments:

operational processing of sales tasks according to the range of tasks of the key account manager as well as project management for own customer projects

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12/1990

- 01/1996

Robert Bosch GmbH

Schwieberdingen / Germany

Sales Engineer in Technical Sales, Overseas Sales Department

- Products: Engine Management Systems – systems for Electronic Fuel Injection & Ignition
- Sectors: Automotive
- Sales: 71,5 [16] Bn. € in 2020 [1993]
- Employees: 395000 [157000]

Reporting to: Section Manager K3/VMU2

Duties / accomplishments:

- Sale of electronic fuel injection and ignition systems
- CRM, acquisition, quote submission & negotiation, product presentations, sales planning, market studies, coordination of all relevant topics between the customer and the internal departments

Additional Tasks:

- Participation on the sales side in the implementation and creation of a feasibility study for gasoline injection in China
- Subsequently, participation in the negotiation and establishment of the successful Bosch joint venture UAES in China
- Acquisition of the first gasoline injection project in China and for this joint venture from the customer SVW.
- Product Manager for product segment Temperature Sensors

Markets: main emphasis on China and India.

Customers: VW, Mitsubishi, Suzuki, Ford; TATA, Maruti, Mahindra & Mahindra; Nippondenso and further Japanese Bosch Licensees

Academic & School Education:

10/1984 - 07/1990

Technical University of Kaiserslautern / Germany

Faculty Wirtschaftsingenieurwesen (Engineering Management)

Diplom Wirtschaftsingenieur / Master of Engineering Management

(Interdisciplinary studies of Mechanical Engineering & Business Economics)

08/1980 - 06/1983

Grammar School: Heinrich Heine Gymnasium / Germany

08/1974 - 06/1980

Secondary School: Konrad Adenauer Realschule Landstuhl / Germany

08/1970 - 07/1974

Primary School: Grundschule Neugasse, Landstuhl / Germany

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Military Service:

10/1983 - 12/1984 compulsory military service, Medical Soldier, Artillery Division

Additional Education & Qualification:

02/1988 **REFA-Certifikate** (Grundschein für das Arbeitsstudium)
Basic Course in Work Studies by German REFA Association
01-02/2021 **Agile Scrum Master** incl. Agile Scrum Foundation (EXIN Certificate)

Recent Further Education Activities:

01-02/2021 4 weeks Training for **Agile Scrum Foundation & Agile Scrum Master**
06-07/2020 2 weeks intensive seminar on self-employment and business start-ups
11/2018 Participation in the company-specific training course "**Basics of injection mol-d technology**", which I had organized for my sales team
2018-today Participation in various Webinars and Lectures on the subject areas such as market developments in **China, E-Mobility, Autonomous Driving & Digitalization.**

Language Skills:

German: Native speaker
English: Business fluent
French: Basic knowledge (4 years at Secondary School 1977-1980)
Chinese: Rudimentary, Crash Course Chinese at Sinicum Bochum (3 weeks in 2006)

IT-Skills:

MS Office & Mail Word, Excel, Power Point, Lotus Notes & MS Outlook: very good skills
ERP - SAP R3 especially intensive use during time as Key Account & Technical Product Manager

Memberships:

since 2024 • **AQIM** - Association for Quality in Interim Management
Founding member (www.aqim-interim.com)
since 2021 • **DDIM - German Interim Management Association e.V.**
since 2021 • **DDIM - Expert Group Automotive**
since 2022 • **Interactive Interim Network e.V.**
since 2021 • **ZukunftsRegion Westpfalz e.V.** [FutureRegion West Palatinate]



Hobbies:

Jogging, mountain hiking, golf, scuba diving, skiing, singing in a choir

Schopp, March 2025