

CV – Norbert W. Scheele



Name: Norbert W. Scheele,
Day of Birth: 07.11.1962
Born in: Düsseldorf, Deutschland
Education : 1969 - 1973 Grundschule, Düsseldorf
1973 - 1982 Gymnasium, Düsseldorf
1982 Matura,
military service: 1982 - 1983 Budel/NL, Köln/Bonn

Since 06/2025: Self-employed

- Consultant, Chairman of the Supervisory Board, Sparring Partner, Advisor

•

[Last Position: 09/2023 – 05/2025]

- Head of European Expansion at C&A Mode GmbH & Co KG

•

[Previous Roles 09/2012 – 03/2023]

- C&A Mode GmbH & Co KG
- Head of Markets / CEO – AT / CEE / SEE
- Leadership of the 6-member CEE/SEE Management Team for CEE and SEE (9 countries, 350 stores, approx. 950 million € turnover; from 04/2022 including Switzerland, approx. 1.5 billion € turnover)
- Direct Responsibilities: Company management, strategy and processes, expansion, construction and furnishing, legal, financial and balance sheet responsibility, press spokesman

•

Parallel:

- Managing Partner of our family GmbH
- Coaching, consulting (primarily through my wife)
- Consulting / advisory and real estate management of our own properties in Vienna, as well as 3 vacation apartments on the North Sea managed by me

•

[Previous Roles 09/2009 – 08/2012]

- C&A Mode AG
- Country Manager / CEO / Chairman of the Board of Directors
- Chairman of the management team at C&A AG in Switzerland (96 stores) and responsible for the change/start-up in Italy
- Direct Responsibilities: Market research and strategies, expansion, portfolio management, IT and HR, process optimization, relationship management, coaching, budgets, financial and balance sheet responsibility

[Previous Roles before 08/2009]

- Member of the CEE Board, responsible for AT / CEE and SEE agendas
- Strategy and planning of new countries incl. business plans, process setup, organizational setup, coaching, relationship management, organizational planning, sales operations
- Integration and change of organizations for integration into the Central Europe Bureau
- Head of Central Europe Bureau
- Head of Commercial Development, and Co-Managing Director of our Real Estate Company (Ceeres)
- Responsible for site planning, review, recommendation

Key Achievements:

- Setup and leadership of Central Europe Bureau (CEB) 2002
- Start-up Hungary 2002
- Integration and restructuring of CZ organization into CEB 2003
- Integration and restructuring of Polish organization into CEB 2004
- Market research for new countries 2005
- Setup of Shared Service Organization for CEE – SEE (strategy development, information systems, processes) 2006
- Start-up SLK / SLO 2007
- Preparation for start-up Romania, Croatia, Bulgaria 2008
- Start-up Romania and Croatia 2009

[Previous Activities]

- **Trainee Program** C&A Mode Germany and Austria 1983-1989
- **Store Manager** C&A Mode Linz 1990-1995
- **District Manager** Austria North – West 1995-2000
 - Involvement in international projects regarding the realignment of C&A Europe, in the change-over process
 - Responsible for all C&A Austria-relevant operations and sales agendas
 - 1998-1999: Start-up planning and preparation CZ
 - 1999-2000: Further activities

[Additional:]

- Holder of a real estate broker license
- Registered business consultant incl. business organization training CMC
- 2016: Certification CMC - Certified Management Consultant
- Supervisory Board at Betten Reiter since 2006 / Chairman since 2024
- Board Member at World Vision Austria since 2024

- Vice President – Austrian Chamber of Commerce since 2016
- Board Member of the Swiss Retail Federation 2010-2012 + 2021-2023

[Further Education:]

- Various further trainings, including:
 - Leading through Employee Coaching (45 units) 1998
 - Education at Ashridge Business School (GB) 2007-2009
 - Management Program St. Gallen
 - Financial Management Seminar for Executives (30 hours) 2010
 - Coaching for High Performance (25 hours) 2010
 -

[Personal:]

- Rotary Club Vienna – Mozart, currently President
- Married since 1992, 3 children
- Resident in Vienna since 1995
- From 2009-2012 also in Zug – Switzerland