

Curriculum Vitae

Matthias Gundermann

Raidinger Strasse 29

81377 München

+49 160 9016 4234

+63 998 538 1826

+86 138 538 1826

m.gundermann@mg-projects.eu

www.mg-projects.eu

Age: 65

LinkedIn: <https://de.linkedin.com/in/matthias-gundermann-9379b745>



Turn-around Manager China/Asia - Back to success by optimised Business Model

Achievements

- Sustainable growth and profit, stable expansion and integration of local company in Asia/China into the international organisation of German headquarters.
- Successful turn-around with focus on sales, finance, production, supply chain, R&D in to regain competitiveness.
- Improve sales strategy, intensify customer orientation and efficiency..
- Improvement of competitiveness by optimisation of targets and KPIs, lean management and companywide cost saving programs. Assured efficiency by profit-oriented prioritisation.
- Optimisation of business processes, financing, cash-flow, assets, stocks, financial planning, risk management and reporting.
- Initiated and lead projects to improve business processes in terms of make-or-buy, ERP-implementation, Salesforce utilisation, and key-account management.
- High intercultural acceptance. Create significant improvement of motivation and loyalty of staff. Wide expertise in recruiting of local managers and experts and new set-up of C&B.
- Industries: Mechanic, electric, electronic industry, white goods, and green energy.

Professional Highlights

- 25 years top management experience in both technical and commercial context.
- >10 years CEO/CFO/CTO experience in both turn-around and start-up in Philippines/China for various OEMs and MNCs.
- 8 years building-up and leading PMOs in production, R&D, and supply-chain.

For a first personal impression, please click the [90 sec, start video](#).

Personal Profile

- Fluent in German, English, French, basic in Chinese and Spanish.
- Highly interested in Asian cultures and intercultural management.
- Member of German Philippine Chamber of Commerce and Industry Inc.
- Certification as PMP in PMI (Project Management Institute).
- Swimming, scuba diving (instructor), Badminton, travel.

Interim Management and Projects (2004-2024)

General Manager, Restructure German Hi-Tec Sales Company, China

2023/2024

Basler AG (WKN 510200) is one of the global leaders of high-performing computer vision products. Basler is developing, producing and selling worldwide products and solutions for numerous industries like factory automation, semiconductor, medical equipment, and intelligent traffic systems. Core products are 2D and 3D cameras, embedded vision products, and software kits for image processing. Basler Vision Technology (Beijing) Co. Ltd. is the sales organisation for the Chinese Market, revenue 40m EUR (www.baslerweb.com)

After massive lay-off incl. GM, employees and company in China needed to be stabilised. Cost needed to be reduced, business processes optimised, CRM-system revived and reporting of sales team to be tightened.

- Re-stated organisation and responsibilities.
- Systematically clustered products, distributors, stocks, services.
- Revitalise utilisation of Salesforce.
- Recruited critical areas (sales director, finance director MarCom, channel manager, controlling, legal).
- Reduced or relocated several offices, reduced rental cost by 50%.
- Relocated warehouse from Beijing to Suzhou.
- Restarted global sourcing in China for Basler group.
- Revised KPI-and evaluation system.

General Manager, Build-up (Hydrogen GenSet) Company, Philippines

2021/2022

Advent Technologies Holdings, Inc. (NASDAQ: ADN) is one of the global market leaders for fuel cells (hydrogen clean energy). Advent Green Energy Philippines Inc. is a 100% subsidiary of Advent A/S (DK), owned by Advent US. Advent Philippines is installing and servicing fuel cell systems used as back-up power for cell sites in telecom industry and replacing diesel generators. (www.advent.energy).

Advent acquired two major projects from the leading telco companies in the Philippines. Totally 185 sites all over the Philippines are in implementation for with back-up power systems.

- Increased headcount from 4 to 50 staff, mostly engineers.
- Built-up purchasing, finance, logistic, service. Now largest fuel cell service centre in Asia in the industry.
- Systematic training for all new staff for system installation on cell sites and maintenance.
- Implemented quarterly NASDAQ compliant reporting.
- Together with intl. sales promote fuel cell systems for other industries with critical infrastructure.
- Searched, rented, and equipped warehouse for storage and testing of components and systems.
- Acquired all business licenses, import license, insurances, etc.
- Regular contact with German and Danish Embassy, chambers of commerce USA, DK, D.

Commercial Manager, Turn-around of Piling Company, Philippines

2020

Bauer Foundations Philippines Inc. is a 100% subsidiary of Bauer AG, a German listed company, one of the world market leaders for piling equipment and piling projects. Group turn-over € 1.5 bn. Bauer Philippines: Turn-over of € 40 m, 650 employees, large foundation diameters and soil improvement. (www.bauer.de)

Strong growth over the last years has not been supported by related structures in HR, Finance, Operations, and lead to unsatisfying margins and decreasing company profit.

- Reduced headcount from 1,100 to 650.
- Realigned financing by banks.
- Improved reporting of the status of the company and planning figures to head-quarters.
- Implemented group standards for bidding.
- Set-up new organisation, responsibilities and reporting lines.
- Evaluation of all 1,100 employees, followed by lay-offs and salary review.
- Cleared numerous legal cases to be resolved, terminated, or enforced.

- Improved structure for cost centres and clear cost assignment.
- Renewed business processes for investment approvals and assets management.
- Set-up new company for equipment assets.
- Set-up new responsibilities for account receivables and claim process.
- Found and rented new office and workshop, lay-out planning, RFQ, leading relocation.

General Manager, Automotive, Turn-around of Sales, and Service, China

2019

Gehring Machine Tool (Shanghai) Co. Ltd. Is a 100% subsidiary of Gehring Technologies GmbH, a German hidden champion and world market leader for machine tools for the global automotive OEMs. Gehring has a group turn-over of € 180 m., being world market leader for honing machines and increasing business in e-mobility. (www.gehring.de)

Turn-around of sales and service company after a period of low performing management and cases of non-loyal management activities.

- Stabilise staff motivation after significant management changes.
- Recruited sales director and head of operations and numerous staff.
- Set-up company handbook, new labour contracts for all staff, guidelines for seals, purchasing, etc.
- Created realistic and challenging job descriptions for all staff.
- Established fair evaluation, introduced corresponding KPIs and performance targets.
- Planned and lead the presentation and company booth on CIMT trade fare.
- Visited OEM customers in international automotive industry to regain the market share.
- Established efficient spare parts warehouse in Shanghai.
- Changed business model and intensified service performance.
- Lead the sales team to gain back the lost market share.
- Hired and created team for local sourcing and set-up basis for long term localisation strategy.
- Established regular reporting to headquarters.

General Manager, Turn-around of Factory, China

2017 – 2018

Siempelkamp (Qingdao) Machinery and Equipment Co., Ltd., 100 staff, turn-over € 25 m, 100% subsidiary of G. Siempelkamp GmbH & Co. KG, globally leading in pressing lines and installations for wood material industry and metal presses. Group turn-over € 800 m. (www.siempelkamp.com)

Turn-around of production company after stagnation of business since founded in 2014. Production areas: Machining, welding, spray-painting and assembly.

- Increased capacity utilisation from 30% to 100% based on 21 shifts/week.
- Doubled turn-over compared to previous year.
- Roll-out of ERP-system in supply chain und production planning.
- Optimization of order processing and execution of customer projects.
- Implementation of monthly reporting for SCM, QM and HR to headquarters.
- Implementation of a quality management system internally and for supervision of suppliers.
- Develop a project-cost-calculation based on historical data and project post-calculation.
- Developed organisation, established management functions, job descriptions and performance bonus.
- Recruited 35 staff from 53 to 88 fixed employees plus temporary support.
- Built-up a R&D-department for localisation of import parts.

Managing Director – Sales, Operations, Finance, China

2017

Bartec Explosion Proof Appliances Shanghai Co. Ltd. head count 100, € 20 m. turnover. 100% invested by BARTEC Top Holding GmbH, world market leader in ex-proof equipment, € 300 m. (www.bartec.de)

Turn-around of sales and production subsidiary after mismanagement and serious compliance issues. Sales oriented company for ex-proof products for oil-, gas- and chemical industries.

- Re-established loyalty, faith, and cooperation of Chinese staff to Group business after a turbulent year.
- Implemented professional reporting for finance, sales, operations and projects to headquarters.
- Led a critical key project of USD 8 m to success with timely delivery to Kazakhstan.
- Completed new set-up of sales with planning tools, pipeline list and project follow-up.
- CIPPE 2017: Successful planning and realisation of booth on, Asia's largest trade fair for oil & gas industry.
- Complete overhaul of the C&B system for the company including JDs, salary adjustments and organisation.
- Initiation of 5 business plans for localisation, certification, supply chain and sales to assure future growth.

Program Manager – R&D and Production

2015/2016

RUAG Defense Deutschland GmbH, head count 50, € 10 m. Turnover. 100% invested by RUAG Holding AG (CH). Aerospace, Aviation, Defense, (www.ruag.com)

Taskforce for project realignment: Product development, production, testing and certification for electronic and mechanical equipment for anti-terror training. Project management for acquisition of 3 projects with total volume € 30 m.

- Successfully realigned project regarding schedule, resources, quality, and budget. Lead task force and supplied contract scope in time in close cooperation with customer and headquarters.
- Created bid documents, successful negotiations for acquisition of following order. Led negotiations for back-to-back contracts with single source suppliers in USA and Canada with significant reduction of price.

General Manager White Goods, China

2014

E.G.O. Components (China) Co., Ltd., Taicang, China, 100% invested by E.G.O. Elektro-Gerätebau GmbH, Oberderdingen, white goods, 430 head-count, € 40 m turn over (www.egoproducts.com)

Manage operations with strong focus on HR and sales within Asia-Pacific, R&D, and admin. Mandate to realign business plan, drive existing projects and implement new initiatives.

- Secured operations and increased profit potential through development of new business plan.
- Developed and set-up implementation of new performance evaluation, revised compensation and career development program to achieve higher loyalty and commitment of all staff.
- Increased sales and market share potential through introduction of new R&D projects. Sealed first project with an important strategic OEM customer in China.

General Manager, Turn-around after Acquisition, China

2013 - 2014

Wonder Packing Machinery Ltd. Jinzhou, China, 100% invested by Uhlmann Pac-Systeme GmbH & Co. KG, equipment supplier for pharmaceutical OEMs, 230 head count, € 2 m turn over (www.uhlmann.de)

Manage strategic and operational set-up of Chinese company with extended mandate to integrate into global corporate organization.

- Reinstated local competitiveness through improved performance and increased quality of existing packing machine product range.
- Lead development of prototype for new machine platform, successfully launched in Chinese market.
- Significant reduction of delivery times and elimination of backlog through development and implementation of a new production and supply chain management system.
- Suspended employee turnover. Increased investor loyalty and improved corporate image in the fight for talents through establishing and implementing a new C&B system. Recruited numerous leaders and experts and increased headcount from 130 to 230.
- Improved overall IT efficiency potential and successful preparation and first phase roll-out of ERP-system.
- Facilitated potential production expansion through comprehensive analysis of alternative sites versus present site, investment planning, renovation, and expansion planning proposal.

Leader Business Unit Product Development and Product Marketing

2012

Weidmueller Interface GmbH & Co. KG, Detmold, 11 head count, € 13m turn over (www.weidmueller.de)

Manage and re-establish BU after 8 months vacancy, improve efficiency of business processes for explosion and non-ex enclosures, cable through passes of stainless steel, steel, aluminium, polyester and plastics.

- Increased motivation and commitment to organisational goals of entire staff.
- Sustainably solved piling crisis issues and resolved customer complaints.
- Realigned product portfolio according to customer requirements, thus improved competitiveness.
- Elaborated 5-year business plan of BU and reoriented product portfolio.

Project Leader ODM/OEM Partner for new Product Range, Asia

2011 - 2012

Brita GmbH (White Goods Industry), Taunusstein, Business Development Asia (www.brita.de)

Identify business partners in Asia to develop and produce innovative product range: Water dispenser with CO² and juice flavour capsules and electronic tap for hot/cold/filtered/CO².

- Facilitated elaboration of company strategy and created common understanding of objectives and targets with marketing, sales, R&D, QM, purchasing, logistics, legal. Clearly defined project targets and content.
- Identified potential partners, Visited companies in China, Korea, Malaysia, Singapore, and Taiwan. Negotiated product definition, schedules, cost targets. Established reliable relationship with business partners up to contract signing level.

Consultant Project Management Office, Product Development

2011

Volkswagen AG, Wolfsburg, consulting global project portfolio for product development.

Prioritise portfolio of 150 global projects for model facelifts to regional markets and localisation of components. Improve PM organisation.

- After prioritisation of product portfolio, introduced organisational measures to increase efficiency for both, management, and project managers.
- Developed and implemented a decision maker tool for reporting and prioritisation: milestone-resource-risk-matrix and applied it to the project portfolio.

Leader Project Management Office, R&D / Production Technology CAD/CAM

2010 - 2011

TVM Capital GmbH Munich, Pritidenta GmbH Stuttgart, (www.pritidenta.com)

Set-up and lead PMO for product development, production, suppliers and marketing up to product launch. VC-financed start-up for prefabricated ceramic crowns in groundbreaking quality.

- Finalized aesthetic crown design and CAD design for production with suppliers, concept for adhering, production devices and QS procedures and 5-axis milling in dental labs.
- Successful presentation on world largest dental trade fare IDS.

Member of Advisory Board – Restructure Real Estate Fund

2009 – 2010

DOBA Grundbeteiligung GmbH (initiator, www.doba-fonds.de), € 60 m capital

Develop comprehensive concept to restructure a public fund in East-Berlin (€ 60 m) together with management, tax advisors and lawyers. Target: Avoid insolvency.

- Represented and negotiated compensation package for 1,200 shareholders. Through intense communication a broad majority approved the concept.

Leader Project Management Office (PMO) of Product Division Dish Washer

2008 - 2009

BSH Bosch und Siemens Hausgeräte GmbH, Dillingen, Total Project Budget € 150 m p.a.

Establish international PMO with 30 project bundles for R&D, production, and supply chain.

- Significant simplification for division leaders to develop strategies and control the project portfolio by condensing and standardising reports of budgets, schedules, and capacities.
- Increased efficiency of use of budgets, resources and overhead by creating transparency. Significant progress in awareness and control of project risks. Introduced project leader career path.

General Manager, establish Production Company, China

2007 – 2008

Pfeifer Seil- & Hebetchnik GmbH, Memmingen (www.pfeifer.de) Mechanical Industry

Establish and secure OEM customers for elevator ropes through the set-up of a local company which included both site and building of total production company.

- Choose location considering customers, suppliers, labour market and support of industrial development zone. Site proved to be the right choice as it was extended later.
- Extremely fast set-up of company and production as turn-key plant due to strong negotiations with Chinese landlords and development zone officials. Purchased production machines locally.
- Recruited core leader team and successional general manager (50 staff). Identified suitable suppliers, sealed purchasing contracts in time until start of production.
- Start of production after only 10 months in 100% foreign invested enterprise, budget, and schedule in plan.

Private Business Projects

2004 - 2007

Miscellaneous real estate and investment projects

Professional Experience in Permanent Positions**Leader Strategic Group Project: New Factory in Russia, Division Cooling**

2004

BSH Bosch and Siemens Home Appliance GmbH, Munich, Project Budget € 150 m.

Strategy project to set-up a new factory in Russia and realign product range for local market.

- Executed successfully technical due diligence of acquisition candidates and feasibility study of green field options considering supply chain, labour cost and public investment sponsoring.
- Identified requirements for new product ranges for Russian market, price benchmark, breakdown of cost.
- Facilitated board decision regarding brown/green field alternatives, factory size, expansion path and related investment based on project results.

Leader Project Management Office (PMO), Global Business Process Standardisatic

2002 – 2004

BSH Bosch und Siemens Home Appliance GmbH, Munich, 200 virtual staff, project budget € 85 m.

Standardisation of business processes in production, logistic, e-procurement and corporate master data in 5 product divisions for 43 factories.

- Identified and approved best-practice processes in all divisions faster than scheduled. Defined clear business processes for following customizing and global roll-out by IT in SAP.
- Reported to BSH board to approve necessary measures and budgets.
- Achieved significant improvement of the competitiveness of BSH in global consumer markets regarding operational cost, overhead cost, and response time to markets.
- Finished business process definition ahead of schedule, followed by successful roll-out by IT.
- Created broad support in the global organisation for the change management initiatives.

Factory Leader, Refrigerator Factory (COO), China

1999 - 2002

BSH Bosch and Siemens Home Appliance GmbH, China, 1.200 staff, turn over € 85 m.

Restructure newly acquired factory into a highly profitable company with western quality and delivery performance. Responsible for production, production technology, real estate, facility management, environmental & fire protection and labour safety.

- Consequently applied lean management methods, TQM, CIP and stock optimisation.
- Increased EBIT from significant losses up to 16% with local products for local markets.
- Capacity: +70% (300.000 up to 500.000 unit p.a.), productivity +40%, failure rate -85%, scrap -65%.
- Significantly increased motivation by introducing new C&B system for all staff and an efficient improvement proposal system.

- Completed new infrastructure, warehouse and material flow to improve efficiency and performance.
- Successful certification of the factory with ISO 9001 and ISO 14001.
- Introduced integrated factory development plan for production of 1 m refrigerators p.a. to optimise use of financial funds.
- Implemented reliable economic efficiency calculation and investment controlling for profitable growth.

Sales Project Leader Gas/Coal Fuelled Power Plants for Chinese Market

1997 - 1999

Siemens AG, business unit power generation (PG), Erlangen, quotation sum \$ 500 m.

Create and coordinate technical and commercial offers for gas and coal fuelled turnkey power plants in China. Take the lead in the consortium with financing unit and business partners.

- Led creation of complex offers with planning departments and project controller including local content.
- Led negotiations with 25 experts and consortium partners with customers and officials in China.
- Created competition analysis based on customers specifications.

Local Representative for Joint-Venture, China

1994 - 1997

Siemens AG, business unit power generation (PG), 18 months in Chengdu, China

Initially member of negotiation team to establish 3 joint-ventures (investment \$ 90 m) to produce turbines and generators for Chinese market. Later worked in China as local representative to assure schedule, quality, and support for ongoing JV negotiations.

- Negotiated and sealed a cooperation contract for components. Supervised production of JV-partner.
- Elaborated factory planning documents, investment calculations, sourcing concepts and trainings.

Production Engineer / Project Controller

1989 -1994

Siemens AG, business unit Power Generation (PG), Berlin

Responsible for the technology break-through to 5-axis milling technology for production of turbine blades as well as controlling of factory projects to development of production technology of gas turbine factory.

- Successfully introduced 5-axis milling of turbine blades incl. machine specification, erection, put in operation, programming, technology development and training of operators and process optimization.
- Controlled 50 factory projects including economic efficiency calculation, budgeting, scheduling, and reporting. Implemented economic efficiency calculations for R&D and production technology projects.

Education

- Certification Project Management Professional PMP®
Project Management Institute, USA 2010
- Project Management Beyond Any Standard
Tiba Munich, Stakeholder und Change Management, conflict management, coaching,
systemic intervention. 2009
- Executive Management Program
Organization, leadership-motivation-vision, communication, personal skills, case studies
Thesis: Intercultural Management in China
European Business School (ebs), Oestrich-Winkel 2005
- Degree in Engineering Management, Major in Mechanical Engineering
Technical University Berlin 1987 – 1994
- Degree in Structural Engineering
University of Applied Science Wurzburg 1979 – 1984