

Interim General Manager of Business Transformation ASIA

Karlheinz Zuerl

Nationality German
Status Married
Birthday May 8, 1957
Residence Suzhou, China
Contact details Email: karlheinz.zuerl@gtec.asia
Mobile: +86 134 8243 8080
Zoom: <https://zoom.us/j/2240939990>,
Meeting ID: 224 093 9990



Personal profile

Since 2000, my specialty in industry is operation, supply chain and business development for OEMs and suppliers in automotive and machinery manufacturing at supplier sites in Asia. I focus on performance improvement of the plants for quality (e.g. VAVE, APQP, PPAP, problem solving), productivity, costs and OTD.

My almost last 33 years` working experience is in complex management positions within the automotive industry worldwide (Europe, Asia, US), including 16 years in PUR/SC/SD (2000-2013, 2019-2021) with 6 years regional PUR director and consultant role, as well as 9 years of experience as Asia General Manager with full budget product P&L responsibility in automotive, industrial and environmental technology.

Here I achieved tremendous improvements in quality, production, IT, HR and Finance. I published my achievements in several books.

I have a deep supplier understanding and business acumen. I got experience with many commodities, including EV battery pack and management. So, I am particularly well suited for continuous improvement of production technologies, as well for motivating and consistent general management and employees at supplier sites.

My knowledge of manufacturing processes, materials, and process control, combined with optimization of value chain and production, are the basis for profit growth.

My strengths lie in controlling and managing projects, influence and motivate my cross-functional teams positively of all areas for the success of the company, using psychological security of the employees. As a toolmaker, production engineer and trained QM specialist, with two master degrees in Mechanical and Industrial Engineering, I can communicate on same level with customers and suppliers to find root causes and win-to-win solutions.

My intensive communication with supplier`s management, local government, toolmakers, employees, HQ and customers is a matter of course.

I bring a strong sense of ambition and engagement with me, with the power and willingness to roll up my sleeves, to put things into practice and be part of the solution.

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My offer:

Finding technical solutions for each root cause and create sustainability
Excellent customer mindset
Role model in daily management with visible leadership on factory floor
P&L responsible for operational activities
Strategy development
Optimization of procedures and processes,
Change and crisis management,
Managers & employee coaching & guiding, motivation.
Sustainability in learning organization and high-performance culture with KPIs.
Authentic pacesetting and coaching leadership styles depending on situation

Languages

German (native)
English (fluent)
Mandarin (HSK 3-4 level, with writing, reading, speaking, listening)
Spanish, French (basics)

My country experience in business:

Western/Eastern Europe, GB,
USA,
Asia (China, Japan, Korea, Malaysia, India, Taiwan)

Education/ Professional Training

1973-1976 Toolmaker, Siemens, Franconia
1979-1983 Dipl. Ing. Mech. Eng., REFA, Coburg
1984-1989 Dipl. Ing. Industrial Engineering, Munich
2001 Light weight design in the automotive industry, **VDI-Wissensforum GmbH, Düsseldorf, Germany**
2002 How to manage well design and engineering departments, **Haus der Technik e.V., Essen, Germany**
2003 Auditor ISO/TS 16949:2002, **TUEV Süd, Linden, Germany**
2003 AQMA Auditor DIN EN ISO 9001:2000, **TUEV Süd, Linden, Germany**
2003 Application modern quality techniques (TQM), **TUEV Süd, Linden, Germany**
2004 Finance management at China-Business, **Management Circle, Düsseldorf, Germany**
2005 Supplier Industrial & Productivity Diagnosis, **ICARE, Paris France**,
2009 Corporate BPS Qualification Training, **Bosch C/MPS, Suzhou, China**
2011 Auditor Process Audits according to VDA 6.3 (2010), **Bureau Veritas, Daejeon, Korea**
2005-2013 PerfectProCalc (Product Costing)/ Perfect Calcard (Tooling Costing)
2014-2021 Digitalization, MES, AR.
2014-2022 PUR, HR, FIN, IT, TPS, TPM, SC, MFG, ENG, BD, Sales & Marketing
2021 Liquid Cristal Display Online Course, GTEC
2022 Online Sales Training: B.A.N.K. Personality; Code Breaker Technologies
2022-2023 Carbon Green Card Certificate for Carbon emission consulting & calculation
2024 Benchmark of software for ESG carbon footprint calculation & certification

Interim General Manager of Business Transformation ASIA

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IT Skills

MS Office
SAP, Kingdee
MES/Andon
CAD (CATIA, UG, AUTOCAD)

Work Experience

1976 Toolmaker, Siemens
1984-1989 Designer, production planner – BMW
1989-2005 Purchasing Quality Manager - Opel/General Motors
2005-2007 Purchasing SD Manager - Valeo – Germany
2008-2013 Purchasing Director Asia & Project Director Battery – Bosch
2014-2018 General Manager at TZM (electric motors, generators, controllers) – Tianjin
2018-2020 General Manager at RVT (environmental protection) – Kunshan
2020-2021 Interim Purchasing Director Automotive HUF Shanghai
2021-2022 Interim General Manager ABP Shanghai
2022 Executive Consultant Supply Chain Eberspaecher Shanghai
07. 2022- 11.2022 Korn Consultant Sales, Marketing, Business Development – Amphenol Automotive Tier 1, Shenyang
08. 2022- 10.2022 Consultant of Sales department in Product Price calculation and strategy – Gonvama Automotive Tier 2, Suzhou
12.2022- now Individual coaching of Chinese managers
05.2023- 01.2024 Interim General Manager VETTE Dongguan for Turnaround & Restructuring

Industries of Expertise in China/Asia Operation

- Operational excellence in China/Asia (MFG, TPS, QM, TPM, SC, HR, FIN, IT, ENG, R&D)
- Business development (BD), Sales & Marketing, Customer relationship management CRM
- Restructuring for cost reduction and profit growth, controlling budgets, financial awareness, KPIs, Taxes in PRC
- Dealing with Governments & Stakeholders
- Automation, Industry 4.0
- Lean Manufacturing
- Project management
- Quality management
- Engineering
- Strategy

Industry Competence/Expertise in Industries

- OEM Automobile manufacturers (BMW; General Motors)
- Tier1-4 automotive suppliers (exhaust systems, locking systems, electrics/electronics, windshield wipers, battery management BMS)
- Hybrid/EV Cars: Battery Management System, Battery Packs assembly, bonding, welding
- Electric and electronic components and products, e.g., LCD, PCB, PCBA, Powertools,

Interim General Manager of Business Transformation ASIA

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- Electric motor construction/generators
- Welding (plastic, metal), metal bonding
- Stamping, Assembly, Forging,
- Various Materials (metals, plastics, ceramics, glass, wood, etc)
- Textile industry
- Mechanical Engineering, metal-cutting manufacturing, machining, toolmaking
- Aluminium Die Casting, Plastic Injection, laser cutting, milling center,
- Machining Centres, Production lines, processing machines
- Tool shops, Automation/Robots
- MES/Andon, Digitalization
- Environmental technology, carbon emission calculation
- Electric device cooling (heat sinks, cold plates)

Personal Skills

- Excellent leadership, communication, intercultural and negotiation skills
- Hands-on management skills, interpersonal competency
- Ability to supervise financial-analysis and -reporting
- Ability to achieve objectives and drive to completion
- Analysis: Ability to synthesize complex information, identify critical factors, big picture strategic, forward-thinking, proactive problem solver
- Expertise and professional competence in many commodities, sound technical skills, well-founded specialist knowledge
- Integrity: Team player, social and emotional intelligence, conducting affairs ethically and honestly
- Assertiveness: Good business acumen, influencing power within cross functional teams
- Persistent, indefatigable: display personal and professional energy
- Organizational, prioritizing and planning skills

What problems did I solve for my customers?

- Root Cause Analysis, Quality Management and Quality Cost Control, HSE
- Training & workshops with employees
- Profit and loss accountability for overall operational success in APAC,
- Significant productivity gains and quality improvements in manufacturing and suppliers to serve customers and increase market share
- Strengthening the competitive position of the customer's key customers.
- Development and timely implementation of the master plan
- Effective BSC and KPI installation, Kaizen/CIP, suggestion system, cost reduction in purchasing/sourcing
- Expansion of regional sales and marketing in APAC, strategic business development of Asia Pacific, leading regional coordination functions
- Significant cost reductions in PUR, logistics and import & export
- Improvements in budget, finances, guidelines, HSE, IT, digitization.
- Factory relocation within China; Negotiations with landlord and local government.

Interim General Manager of Business Transformation ASIA

Karlheinz Zuerl

- Expansion of supply chain, R&D, engineering and production.
- Make-or-Buy calculations, capacity planning; Coaching & leadership, trouble shooting,
- Financial controlling, cost calculation before/after project
- Turnaround of manufacturing of heat sinks and cold plates

What added value do I bring to my suppliers?

- High performance culture
- Employee motivation, employee retention
- Time to market, faster throughput time from purchase to delivery
- Innovative power, implementing employee ideas
- Competitiveness (prices, quality, OTD)
- Learning organization, sustainability
- Lean, cost-reduced organizational structure
- Enthusiastic and satisfied customers, awards

What is special about my service? What am I bringing in?

For your added value, I bring in my 33 years of experience in management with great passion:

- Excellent shop floor management based on CIP and Lean Mfg.
- Lean Production TPS, Asaichi Board, Workflow
- Effective project management
- Employee coaching, internal training, know-how transfer
- Engineering, from design to shop floor
- Quality management (in-house, supplier development, tool making)
- Cost reductions in purchasing, logistics, processes and waste
- Cost control in finance and HR
- Digitization in BD, sales and marketing

Methodical competence

- Multicultural experience in Eastern and Western Europe, USA, India, China, Japan, Korea, Malaysia
- Shop floor management, e.g., CIP (KVP), Asaichi, 5S, Root Cause Analysis
- Project management
- Audits (finance, IT, quality)
- Negotiation technique
- Cost Reduction Process Product Costing/Tool Costing. Own Trademarks: SPECTRA, ECOCUT
- Make/Buy, Cost accounting, MHR calculation, Direct costing
- MTM / REFA
- CAD/CAE/CAM

What is feasible in supplier development within 1.5-3 years (an excerpt from my KPI program)?

1. Up to 49% increase in total sales volume
2. Increase in net taxable income from 51% (manufacturing) to +211% (trade)

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3. Manufacturing operating profit up +156%
4. Reduction of SC costs (material + logistics) by 5% (trade) to 27% (production)
5. Cost reduction activities for non-productive material on a monthly average of 2.3%
6. BOM material cost reduction activities by 15%
7. Reduction of the failure rate in the customer's field from our own production to 0 ppm, in trade by 56%. 6 months rolling.
8. Reduction of internal error rate by -86%
9. Reduction in employee absenteeism from 82.5% to 93%.
10. Reduction of overtime by 42%
11. Reduced total labor costs by 25% while reducing headcount by 18%.
12. Own scrap rate reduced by -97%
13. Production line productivity increase by +38%
14. Generator production line throughput capacity increased by 50%.
15. TPS problem solving workshops increased to 6/year.
16. Increase the utilization rate of the machines to 92.5%
17. Employee turnover rate reduced by 40%
18. Drastic increase in the number of implemented improvements to 283 thanks to a newly implemented suggestion system.
19. Increase in value of realized improvements to RMB 1.2 million (Asaichi Board, Kaizen activities, suggestion system)
20. The supplier has passed all 9001/18001/14001 audits in the first step.

Key projects

1. 3D design of stamping tools with data transfer to tool shop, significant cost savings achieved. **BMW**
2. Cost reduction workshops with Tier1 suppliers, GME
3. APQP, PPAP, Run & Rate acceptance of auto parts at GM plant and suppliers, **GM EUROPE**
4. Project Management of Bosch Battery Packs for the Chinese market (BMW, Brilliance Shenyang), **BOSCH**
5. Cost structure analysis of purchased parts and tools in all product groups, organization and implementation of training for buyers and management. **VALEO/BOSCH/SCHAEFFLER**
6. Green Energy/E-Mobility Production of electric motors and controls, **ZAPI**
7. Kaizen/CIP, suggestion system, TPS, Andon, MES, Asaichi Board, trouble shooting, workflow, root cause analysis. **ZAPI**
8. Purchasing Consulting: cost reduction in supply chain, BSC and KPI installation, **IIC**
9. Strategy, implementation & improvement of processes, in R&D, Engineering, Design, Manufacturing, **OPEL/GENERAL MOTORS**
10. Development of CAD functions for Unigraphics (UG), coordination with US, Brazil and Sweden, **OPEL/GM-EUROPE**
11. Calculation of axle loads, standing heights, vehicle weights, costs. Entry into databases v. complete vehicles. **VAUXHALL/GME**
12. Committee management FAKRA, representation of Germany in ISO committee, representation of GME in VDA Brussels, **OPEL/GME**

Interim General Manager of Business Transformation ASIA

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13. Project Management of IMS Knowledge Mgt, Risk Mgt, Quality Mgt., Balanced Score Cards, **OPEL/GME**
14. Quality audits ISO 9001 and ISOTS 16949, OPEL/GME. Quality audits VDA6.3 at **VALEO/BOSCH**
15. Improvement in logistics, relocation of tools, **VALEO**
16. General Management China, Drive and Motor Production and Trade, **ZAPI/TZM** (Plant 150 employees)
17. Factory relocation; Negotiations with landlord, local governments and development zones, **ZAPI, RVT**
18. Compliance; Restructuring of the organization, **ZAPI, RVT**
19. Ramp up of electrical engineering, digitization, automation, **ZAPI**
20. General Management China Induction Machinery (Plant 90 employees), **ABP**
21. Executive Consultant Automotive OEMs & Tier 1 suppliers, **BMW, HUF; KORN**
22. Sales and marketing ramp-up, business development; Coaching & leadership of employees: CAD/engineering efficiency increase, **ZAPI, RVT, ATREUS**
23. Welding of parts for electric motors and generators, **ZAPI**
24. Turnaround of plant for manufacturing and sales of heat sinks and cold plates, **VETTE**

Best Regards,
Karlheinz ZUERL
03.02.2024