



Project report on Executive Consultancy in December 2020

Initial situation: What is the order? Who is the client? Which industry is it? What is the situation?

A management consultant was brought in for six days, who had received orders from the OEM in Germany. Together with a Chinese employee, this consultant conducted a VDA6.3 audit of a Chinese supplier which is located in China. This supplier is scheduled to deliver a low-voltage, in series, battery system for hybrid cars in the near future. The D-phase is currently under development. Due to current delays, in-house quality problems, and issues with some suppliers, this customer has concerns about making the SOP date. He wanted to have a report on what has been going wrong in the company and how improvements could be made to the schedule.

Solutions: How did you approach the task? What were the challenges? What obstacles have been overcome? Which methods were used for this? Which new processes have been initiated?

Interviews were carried out using a VDA6.3 evaluation catalog and a summarized rating was issued. Unfortunately, this wasn't enough to satisfy the customer. The top management should also be audited within the time frame, and suggestions for improvements should be submitted. In addition, the customer has requested a report on the sub-supplier status. How can all of this be done in six days? The answer is, only with a lot of overtime, both from the supplier and from the two consultants. Interviews were held in the evening, coordination meetings were conducted with Germany at 10 p.m., and work was started at 8 a.m. Fortunately, everyone has pulled together, and the supplier project management would also like to see the consultant's solutions. The results should confirm what the customer already knows and is striving to accomplish. The General Manager and company owner are the bottleneck where all financial decisions have been made. This situation has delayed the project and paralyzed the employees. A turnaround to get back on time and improve quality can only be achieved through a radical change in the supplier's organizational structure.

Results: Which goals were achieved? Are the employees and clients satisfied? What are the remaining challenges?

Presentation of the results was scheduled for the afternoon of Christmas Eve in China. It took exactly an hour, because the customer didn't have any additional time. The customer waited for the General Manager, but he was busy with other issues and arrived 30 minutes late. In the meantime, the consultant quickly showed the results of the VDA6.3 audit. The focus was on quality, warehouse, and logistics. This was followed by the evaluation of top management, project management, and supplier management. Simultaneously, he suggested improvement measures and a compulsory schedule. Invited supplier managers approved of the presentation and have already implemented some of the consultant's solutions. The measures that they have taken within the last few days have been without cost. What remains is the



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thought; The fish stinks from the head, but traditionally things have been decided from above in China. For thousands of years, it's been this way, and it's unlikely to change any time soon. Even if the customer wants the Chinese GM to be replaced, it would be a lengthy and unproductive process. Corrective actions that should be implemented quickly include a new RASIC, living matrix organization, integration of the foreign customer into the project, local convention of project members in one room to improve communication and speed, additional steering committee, sub-supplier audits, more power entrusted to the project manager and his team members, qualification of the QM-team for VDA6.3 audits, supplier development, reliable cost structural analyses to avoid fatally false, low priced offers and contracts between the company customer, etc.

Profitable Company Development & Restructuring

Do you want to go ahead in China and Asia-Pacific?

We would be happy to support you as a system doctor and problem solver in getting financially healthy, in restructuring and in increasing profits.

What are your advantages of booking us?

Just one of our success stories as an example for you:

Our engagement for an automotive customer who is the market leader in products for electric vehicles. Here we were able to achieve the following measurable results:

- Increase in sales by 30% while reducing the internal error rate by 86% and consequently as well the customer complaints from 56 units to 0.
- The number of workers has been reduced by 18%, and the absence and layoff rates have been significantly lower.
- As a result, the operating profit rose from 56000 to 2.6 Mio RMB/month.

How is that possible in such a short time? What is behind this success?

All our previous customers from Germany, US, France and Italy had the following advantages through our work:

- 100% loyal to the client
- Innovative thinking and quick actions
- 24-7 high performance culture
- Structured approach, reporting and coordination.

Why is that so important for you in Asia?

From our automotive experience you need a business partner:

- One with an effective cost reduction methodology



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- One who can build a learning organization for you
- Someone with years of multicultural experience in East and West
- Tight communication and proactive motivation
- Experience in project management, negotiation technique and control

Now simply write an Email to contact@gtec.asia and arrange a conversation with us.

Don't wait, Asia is fast! An efficient preparation and ramp-up phase must be well planned, so that you can achieve measurable success even faster.

Definitely, we will find an enthusiastic, quick and reasonably priced solution for you, due to our German, Chinese, Indian and Asian network.

Best regards
Karlheinz ZUERL

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https://www.xing.com/profile/Karlheinz_Zuerl2/cv

References in Interim General Management & Executive Consultancy:

- Executive consultancy for profit growth of Tier1-automotive suppliers
- General Manager in China for manufacturing, marketing and sales of machines for melting and casting of metals for automotive industry
- General Manager in China for manufacturing, marketing and sales of plastic-, metal- and ceramic parts for environmental protection business
- General Manager in China for manufacturing, marketing and sales of Electric motors, generators and controllers for e-motion market Asia
- Director Asia : Purchasing and Supplier Development of Automotive parts
- Cost Reduction Manager Shanghai HQ
- Compliance manager for legal Controlling of Beijing Office, reporting to German HQ
- Marketing and Sales manager of CNC machines in China, reporting to German HQ

GTEC German Technology & Engineering Cooperation focus on:



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- Business development, restructuring, supply chain, operation of parts for automotive industry in China, Hongkong, Thailand, India, Malaysia, with focus on E-mobility, mechanical engineering.
- Engineering, Manufacturing and Maintenance of Die & Moulds and Components/ Parts (Aluminum Die Casting, Plastic Injection, Stamping/Deep drawing, Machining,
- Engineering & Installation and Maintenance of Automation, Industry 4.0, Manufacturing Execution Systems MES
- Profit Growth Academy (Training)