

CTO/COO/General Manager China Karlheinz Zuerl



Nationality German
Status Married
Residence Suzhou, China
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Education

- 09/1985 – 8/1989 University of Applied Science Munich, Germany**
Industrial Engineering Dipl. Ing. (FH) / IT, Project management, Cost management; Finance/Accounting
Results: Diploma Thesis marking 1.0; Examination performance marking average 2.5
- 09/1979 – 8/1983 University of Applied Science/ Coburg, Germany**
Mechanical Engineering Dipl. Ing. (FH) / Design, Process and Production technique; Electric/Electronic engineering and manufacturing, REFA A/B
Results: Diploma Thesis marking 1.0; Examination performance marking average 2.5
- 09/1973 - 08/1976 Siemens AG**
Apprenticeship as toolmaker for plastic parts
Results: Examination performance marking average 1.6

Languages

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

Professional Training

- 18.07 – 21.07/2011 Bureau Veritas, Daejeon, Korea**
Auditor Process Audits according to VDA 6.3 (2010)
- 22.07 – 24.07/2009 Bosch C/MPS, Suzhou, China**
Corporate BPS Qualification Training
- 25.10– 27.10/2005 ICARE, Paris France, Supplier Industrial & Productivity Diagnosis**
- 03.02/2004 Management Circle, Düsseldorf, Germany**
Finance management at China-Business
- 06.05 – 07.05/2003 TUEV Süd, Linden, Germany Auditor ISO/TS 16949:2002**
- 24.03 – 28.03/2003 TUEV Süd, Linden, Germany AQMA Auditor DIN EN ISO 9001:2000**
- 26.02. – 28.02/2003 TUEV Süd, Linden, Germany Application modern quality techniques (TQM)**
- 31.01/2002 Haus der Technik e.V., Essen, Germany**
How to manage well design and engineering departments
- 20.06 – 21.06/2001 VDI-Wissensforum GmbH, Düsseldorf, Germany**
Light weight design in the automotive industry

IT Skills

- Perfect ProCalc (Product Costing), Perfect CalCard (Tooling Costing)
- MS Office
- SAP, Kingdee
- MES/Andon
- CAD (CATIA, UG, AUTOCAD)

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Work Experience

12/2020 – 12/2021 Automotive Industry (companies not revealable due to contract)

3) Interim General Manager Asia in Suzhou: Focus on Supply Chain, Production, R&D, BD, Sales, Profit Growth, from 8/2021 to 12/2021

2) Consultant VP in Shanghai: Supply Chain, Production, R&D, PM 2/2021 to 8-2021

1) Consultant of German OEM at Chinese Supplier in Hangzhou: Top Management and Project Management Battery packs in 12/2020

Position: Consultant / General Manager Automotive Industry

Report to: CEO HQ (UK/Germany)

Subordinates: 0-150 employees (ENG, MFG, QM, HSE, IT, HR, FIN, SC, S&M)

Key Responsibilities & Achievements

- Responsibility of P&L, competence and capacity. Development of business and market, engineering, technology and staff.
- Leading regional sales in APAC, strategic development of Asia-Pacific, leadership for regional coordinating functions, CRM Salesforce
- Significant improvements of quality, processes and productivity in engineering and production to serve customers and increase market share
- Documentation of work instructions, product specification and projects, to ensure required quality.
- Leadership, development and coordination of project management and engineering, in coordination with global teams.
- Driving force at development at engineering and processes to hand-over series production, to keep time schedule.
- Significant cost reductions at purchasing, logistics and Import-export, to keep cost targets.
- Management of budget, finance, policies, HSE, IT, digitalization, etc., to ensure effective communication between all local departments and international teams in Germany, US, Korea, Japan, India and Malaysia.
- Analysis of customer requirements at new projects.
- Reporting, Forecast, Investment, Budget, M&A

Reason for leaving the companies

- *Comments Karlheinz: replacement by Chinese GMs as planned.*

5/2020 – 12/2020 Machinery Industry (company not revealable due to contract), Shanghai

Company stands for the long electric components and product tradition of the induction technology of ASEA, BBC and ABB. The employees and the intellectual properties of this traditional business is integrated in a new name, the legal successor of ASEA's, BBC's and ABB's induction business. About 500 people in 9 companies, agencies in 12 countries. HQ in Germany. In China about 90 people.

Position: Interim General Manager APAC

Report to: CEO HQ (Germany)

Subordinates: 9 (HR, FIN, IT, Admin, SC, ENG, MFG, HSE/QM, S&M), 90 employees

Key Responsibilities & Achievements

- Managing Business Development (BD) and international cooperation of product engineering and manufacturing projects with US- and German team.

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- Leading regional sales in APAC, strategic development of Asia-Pacific, leadership for regional coordinating functions
- Profit & Loss Responsible of the overall operational success in APAC
- Relocation of factory within China; Expansion of Sales in APAC, Supply Chain, R&D, Engineering and Production.
- BSC and KPI installation, Kaizen/CIP, Suggestion system, Cost Reduction at Purchasing/Sourcing
- Ramp up of sales & marketing in APAC, business development and production efficiency
- Make or buy calculations, capacity planning; coaching & leading of staff, trouble shooting, A3 board, workflow
- Finance controlling, pre/post project cost calculations
- Root cause analysis, quality management & quality cost control, HSE
- Training & workshops with staff

Reason for leaving the company

- *Comments Karlheinz: contract was finished at end of November (6 months contract)*

07/2018 - 4/2020 RVT Process Equipment Ltd, Kunshan

RVT Process Equipment GmbH offers a full array of products and services for the chemical, petrochemical and refining industries. Our scope of supply comprises a complete line of random and structured tower packing, column and reactor internals and mass transfer trays as well as turnkey units for specific environmental applications. HQ in Steinwiesen, Germany, 180 people. In China about 30 people.

Position: Interim General Manager APAC Production & Trading

Report to: CEO, Steinwiesen, Germany

Subordinates: 10 (FIN, PUR, ENG, MFG, HSE, QM, Sales, Admin/IT, Warehouse, SC)

Key Responsibilities & Achievements

- Managing Business Development (BD) and international cooperation of product engineering and manufacturing projects with German-, US- and China team.
- Green Energy: plastic, metal and ceramic components (Tower Internals)
- Leading regional sales in APAC, strategic development of Asia-Pacific, leadership for regional coordinating functions
- Profit & Loss Responsible of the overall operational success in APAC
- Relocation of factory within Kunshan; BSC and KPI installation, Cost Reduction at Supply Chain Kaizen/CIP, Suggestion system, TPS
- Ramp up of sales & marketing, business development and production efficiency
- Make or buy calculations, capacity planning; coaching & leading of staff, trouble shooting, A3 board, workflow
- Finance controlling, pre/post project cost calculations
- Root cause analysis, quality management & quality cost control
- Training & workshops with staff
- Total Sales volume increased from 0.935 Mio RMB/month to 1.382 Mio RMB/month (+49%)
- Net Taxable Income increased at Production from -959000 RMB to -467000 RMB (+51%)
- Net Taxable Income increased at Trading from -283000 RMB to 315000 RMB (+211%)

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- Operating profit increased at Production from 841000 RMB to 2.15 Mio RMB (+156%)
- SC costs (material + logistic) volume of Production reduced from 4.36 Mio RMB to 3.17 Mio RMB (-27%)
- SC costs (material + logistic) volume of Trading reduced from 6.24 Mio RMB to 5.92 Mio RMB (-5%)
- Cost reduction activities of Non-productive material at monthly average from -2.2% in 2018 to -2.3% so far in 2019
- Cost reduction activities of BOM material at monthly average from -1.9% in 2018 to -1.6% so far in 2019
- Absenteeism reduction from 12% to 2.1 % (-82.5%)
- Value of realized improvements increased from 0 to 1.2 Mio. RMB (Asaichi board, Kaizen activities, suggestion system)
- Overtime hours reduced from 298h to 173h (-42%)
- Working hours increase from 3012h to 3470h (+15%)
- Customer failure rate Production reduction from 504000 RMB defects to 0 (-2.8%)
- Customer failure rate Trading reduction from 33272ppm to 14484ppm. (-56%)

Reason for leaving the company

- *Comments Karlheinz: I cancelled contract due to lower salary after one year at company, testimonial available.*

10/2014 - 03/2018 Zapi Motion Ltd, Tianjin

ZAPI Group focuses on electric components and products and is leader in manufacturing of electronic speed controller and associated products for battery and hybrid-powered electric vehicles. The company was founded in 1975 by Giannino Zanichelli, and started his activities in Poviglio, in Northern Italy. In China, leading about 150 people.

Position: Interim General Manager APAC

Report to: COO, CFO (Italy)

Subordinates: 11, (HR, FIN, IT, SC, ENG, MFG, HSE, QM, Sales, TPM (Maintenance), TPS)

Key Responsibilities & Achievements

- Drive & Motion Production & Trading, Green Energy/E-mobility. Business Development (BD) and Production of electric motors, controllers and embedded systems.
- To ensure quality, OTD and costs of an embedded system on a plug-in card with processor, memory, power supply, and external interfaces. Project Management of Design of PCB/PCBAs for Forklift controllers (PADS)
- Managing international cooperation of product engineering and manufacturing projects with Sweden, US-, German and Italian team.
- Leading regional sales in APAC, strategic development of Asia-Pacific, leadership for regional coordinating functions
- Profit & Loss Responsible of the overall operational success in APAC
- Strengthening of competitive position of key customers
- Sales volume increased from 97 Mio RMB to 130.5 Mio RMB (+30%)
- Operating profit increased from 56000 to 2.6 Mio RMB/month; Total labour costs reduced from 210 to 168 TUSD/month
- Head count reduced from 143 to 117 (-18%)

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- Relocation of factory within Tianjin; Cost Reduction at Supply Chain, BSC and KPI installation, Kaizen/CIP, Suggestion system, TPS, Andon, MES
- Ramp up of sales & marketing, business development; coaching & leading of staff: trouble shooting, Asaichi board, workflow, root cause analysis, CAD/engineering efficiency increase, compliance; ramp up of electrical engineering and automation
- External generator customer failure rate (6 months rolling) reduced from 4261 to 0.
- External controller customer failure rate reduced from 1657 to 0.
- Internal failure rate reduced from 117845 to 16413 (-86%)
- Customer field returns reduced from 56 generators to 0.
- Scrap rate reduced from 704000 RMB/month to 13000 RMB/month (-97%)
- Company passed all 9001/18001/14001 audits at first step
- Production line productivity increase from 9.36 to 12.86 pieces/operator/day (+38%)
- Flowability at generator line increased from 12.2 to 6.1 days/part
- Lean culture problem solving workshops increased from 0 to 6/year
- Utilization ratio of machines increase from 84% to 92.5%
- Absenteeism reduced from 8.02 to 0.48 % (-93%)
- Staff turnover rate reduced from 6 to 3.6 % (-40%)
- Number of realized improvements by new implemented suggestion system increased from 0 to 283

Reason for leaving the company

- *Comments Karlheinz: contract cancelled due to family reasons*

07/2013 – now

GTEC German Technology and Engineering Cooperation, with focus on Automotive Industry

Interim General Management for Industry with Service, Consulting & Training in Asia, as employee or freelancer

Position: Founder & Owner

Customers:

12/2020 – now Automotive industry (companies not revealable due to contract)

5/2020 – 12/2020 Machinery Industry, Shanghai (company not revealable due to contract)

07/2018 - 04/2020 RVT Process Equipment Ltd, Kunshan (Chemical, Environment)

10/2014 - 03/2018 Zapi Motion Ltd, Tianjin (E-motion)

05/2014 - 06/2014 Hella, Shanghai (Automotive)

03/2014 - 08/2014 Siloking, Beijing (Agriculture)

09/2013 - 02/2014 Schaeffler, Shanghai (Automotive)

Key Responsibilities & Achievements

- Focus on Business Development (BD), Operation, Supply Chain, Sales, Key Accounts, Automation, Digitalization
- Outstanding proven results in profit growth, cost management. GTEC Profit Growth Academy, training for personnel development and cost reduction activities. GTEC Publishing House

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01/2008 - 06/2013 Robert Bosch GmbH APAC

The Bosch Group is a leading global supplier of technology and services. It employs roughly 375,000 associates worldwide (as of December 31, 2015). The company generated sales of 70.6 billion euros in 2015. Its operations are divided into four business sectors: Mobility Solutions, Industrial Technology, Consumer Goods, and Energy and Building Technology

Position 2: *Customer Project Management Director Electric Vehicles JV BMW/Brilliance Shenyang (10/2012 - 06/2013), Suzhou*

Report to: *VP Project Management (Stuttgart, Germany)*

Subordinates: *35, team staff in Suzhou plant*

Key Responsibilities & Achievements

- Green Energy/E-mobility: Business Development (BD), Engineering, Manufacturing and Sales of Battery Management Systems and Battery Packs for F18-Project Industrialization Suzhou
- System engineering with developing of components that work in synergy to collectively perform a useful function.
- Leading regional sales in APAC, strategic development of Asia-Pacific, leadership for regional coordinating functions
- Profit & Loss Responsible of the overall operational success in APAC
- Ramp up of Sales & Marketing activities, strategic development of battery systems for Chinese market, customer communication
- Project management of Budget, Quality, Costs, Process conformity for Software, Hardware, Design, Tests benches, Purchasing, Logistics, Supplier management
- Delivery packs to customer in time, quality & costs
- Ramp up of engineering, pre-production (module and pack assembly line)
- Manufacturing process from cell storage to isolation test, product development, Validations/Tests, Quality Gates & Homologation
- Risk assessment, no HV-accident in lab, passing audit & training requirements by government, highest safety standard; Cost Reduction activities

Position 1: *Purchasing Director APAC Asia-Pacific, (01/2008 - 9/2012), Shanghai*

Report to: *VP Purchasing (Stuttgart)*

Subordinates: *12, a team of staff*

Key Responsibilities & Achievements

- All production commodities, all 10 Bosch business units
- Leading regional purchasing in APAC, strategic development of Asia-Pacific, leadership for regional coordinating functions
- Responsible of the overall operational success in APAC
- Plastic injection, metal fabrication, aluminium die casting, stamping, electric & electronic components, general assembly, sub assembly
- To ensure costs of a purchased embedded system on a plug-in card with processor, memory, power supply, and external interfaces.
- Cost calculation of actual true cost & cost transparency, CIP and negotiation
- Build up knowledge in toolmaking for buyers in APAC, benchmark tool costs and find improvements

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- Bring technical and negotiation knowhow of machines, tooling, processes into Purchasing AP
- I trained more than 550 people
- Orchestrated EUR9.1M cost savings in negotiation with AP-suppliers and tool shops 2008-2011 (e.g. manufacturing process improvements, elimination of waste, design changes) through all commodities
- Recruited, trained and leading four high-performing employees

Reason for leaving the company

- *Comments Karlheinz: BMW stopped R&D project with Bosch and went on with Continental for SOP. As I didn't want to go back to Germany, as Bosch could not offer me an equivalent position at that time, I opened own company to be able to continue working in Asia.*

07/2005 - 12/2007 Valeo Wiper Systems GmbH, Germany/France/China

Valeo is an automotive supplier, partner to all automakers worldwide. As a technology company, Valeo proposes innovative products and systems that contribute to the reduction of CO2 emissions and to the development of intuitive driving

Position: Supplier Development & Cost Reduction Manager

Report to: VP Purchasing (Bietigheim)

Subordinates: 15, purchasing staff (functional)

Key Responsibilities & Achievements

- Managing international cooperation of product cost reduction projects with France- and China team.
- Project management with customer BMW for ramp up relocation project from Hungary to France supplier factory
- benchmark of purchased parts: find, audit and release suppliers in AP for new projects
- Negotiation with suppliers, for example Aluminium Die Casting part related activities:
 - 172 Mio RMB savings (Wearnes Precision (Shenyang) Ltd., Ningbo Minda Machinery, Ningbo United Die Co., Ltd.)
 - 200 Mio Euro savings (Aspel Slovakia S.R.O, Adoeksan Doekum Ltd., QSCH KFT, Hungary)

Reason for leaving the company

- *Comments Karlheinz: hired by Bosch Shanghai with better prospects*

10/1989 - 06/2005 General Motors Europe, Germany/USA/Sweden/China

General Motors' vision is to create a world with Zero Crashes, Zero Emissions and Zero Congestion, and we have committed ourselves to leading the way toward this future.

Position 4: Quality Manager, GME Powertrain Automotive (07/2003 - 06/2005), Ruesselsheim (Germany), Vienna (Austria)

Report to: department head Advanced Supplier Quality & Readiness (Ruesselsheim)

Subordinates: 0

Key Responsibilities & Achievements

- Outcome oriented international teamwork and coordination between engineering and manufacturing for products and processes
- Build-up APQP, PPAP, R&R processes with plants and GM PT according to GM Powertrain Production Part Approval Process
- Process flow analysis at shop floor, Mudass (scraps, waiting time, stocks, transport), Hoshin (dock to dock time, surfaces, team work spirit), SMED, O.E.E., supplier foot print optimization, product cost analysis,

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tool cost analysis, value analysis, operating business performance measuring with indicators (e.g. inventory turns, production space utilization, set-up time, 5S, Visual control, standardized work, flexible operation, Control Plan, Kanban, Kaizen, Pulled Flow, milk run, Poka Yoke/ Error Proofing)

- Dynamic quality audits 16949, VDA6.3 audits, HSE audits
- Savings through all commodities: 0.9 Mio Euro within 10 months

Position 3: *Cost Reduction Manager, GME Engineering Automotive (01/2000 - 06/2003), Ruesselsheim, Trollhattan (Sweden), Detroit*

Report to: *department head Current Engineering (Ruesselsheim)*

Subordinates: 0

Key Responsibilities & Achievements

- Leadership Cost management R&D/ Current Engineering, Frontloading
- Purchasing piece price evaluation, benchmarking workshops, cost break down workshops, cost driver analysis, engineering concept feasibility, with suppliers e.g.: Diesel filters, Fuel pumps, HVACs, Wiper systems, Wire harness, Exhaust Emission system
- Realized savings of product, process and quality costs. Cost reduction of 63 Mio Euro

Position 2: *Group Leader Engineering, GME Engineering Automotive (01/1994 – 12/1999), Ruesselsheim, Detroit (USA)*

Report to: *department head Powertrain/ Quality Representative (Ruesselsheim)*

Subordinates: 12, a team of staff

Key Responsibilities & Achievements

- Managing international cooperation of powertrain engineering projects with US- and Sweden team.
- Representative of GME in VDA, ISO and EU Brussels task forces
- Implement GME related standards into VDA and ISO
- Experience in developing and implementing national and international automotive standards (VDA, ISO)
- Knowledge management, project management, supplier integration
- Integration of business partners Saab & Fiat
- Light weight & cost calculation for vehicle projects

Position 1: *Project Manager Engineering, GME Engineering Automotive (10/1989 - 12/1993), Ruesselsheim, Detroit*

Report to: *department head PE Coordination/ Data management*

Subordinates: 4, a team of staff

Key Responsibilities & Achievements

- Managing international cooperation of product engineering projects with US- and Sweden team.
- Strategic change of CAD system at GM worldwide. Leadership of Design, Engineering and Manufacturing process improvements
- Electric/Electronic engineering with Cadence design and Mentor Graphics for wire harness development
- Savings surpassing the 23 million Euro boundary (Organizational structure 10.5 Mio. Euro/Year, Data Quality 11.5 Euro/Year, Data Exchange/ Database 1.6 Euro/Year)

Reason for leaving the company

- *Comments Karlheinz: Company bankruptcy in 2005, I left the company*

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01/1984 - 09/1989 BMW AG, Munich

With its four brands BMW, MINI, Rolls-Royce and BMW Motorrad, the BMW Group is the world's leading premium manufacturer of automobiles and motorcycles and also provides premium financial and mobility services.

Position: Design Engineer

Report to: department head (Munich)

Subordinates: 0

Key Responsibilities & Achievements

- CATIA-CAD design of cockpit, display of instruments vs. steering wheel
- Build-up CAD-database for BIW parts
- Digitalization from 2D to 3D design, Stereolithography
- Savings of 35 Mio Euro/Year
- CAD-Designer of Punching tools, Tool shop, Press shop, Manufacturing Engineering department
- Shift of time-consuming tool design for stamping and deep drawing parts to 3D-CAD work at BMW Engineering Center; Savings of 25 Mio Euro/Year

Reason for leaving the company

- *Comments Karlheinz: after studying industrial engineering in Munich, BMW could not offer me a proper post, so I applied at GM and was taken*

09/1973 - 08/1976 Siemens AG, Redwitz

For more than 170 years, Siemens AG (Berlin and Munich) has stood for innovative strength, a passion for technology, sustainability, responsibility and an uncompromising commitment to quality and excellence.

Position: Toolmaker of tools for automotive industry

Report to: group leader (Redwitz, Germany)

Subordinates: 0

Key Responsibilities & Achievements

- Apprenticeship as toolmaker for plastic parts
- Toolmaker at Siemens plastic plant, manufacturing die & moulds for General Motors

Reason for leaving the company

- *Comments Karlheinz: bankruptcy of Siemens plant, I went on studying at BOS Scheyern*

Other Info

Personal Profile

- As well as toolmaker, with REFA, QM and HSE licenses, I hold two master degrees in Mechanical and Industrial Engineering
- I bring a strong sense of ambition, dynamic and engagement with me, with the power to put things into practice
- I focus on supporting Finance, HR, IT, Marketing, Sales and Strategy, Business Development, Change Management, Profit Growth, Lean management, Innovation, Engineering, Operations, Quality, Supply Chain.
- For cost management activities, I hold two trademarks in China
- I am German with more than 36 years of international industry experience, working experience in administration, sales, process engineering and manufacturing
- Last 11 years dealing with budget and P&L responsibility in Asia, Germany and US, up to 150 employees, focus on automotive and industry products from R&D to aftermarket, including automation, precision mechanics, mechatronics
- I speak excellent English and good Chinese as well, willing to travel domestically and internationally up to 50%

Industries of Expertise in China/Asia Operation

- Business development (BD), Sales & Marketing, Customer relationship
- Business operations (MFG, TPS, QM, TPM, SC, HR, FIN, IT, ENG, R&D)
- Controlling budgets, financial awareness, KPIs, Taxes in PRC
- Dealing with Governments & Stakeholders
- Industry 4.0
- Lean Manufacturing
- Project management
- Strategy

Expertise in Industries

- Various Materials (metals, plastics, ceramics, glass, wood, etc)
- OEM Automobile manufacturers
- Tier1-4 Industry Suppliers
- Electric and electronic components and products
- Powertools,
- Battery Management System, Battery Packs
- Mech. Engineering, metal-cutting manufacturing, machining
- Aluminium Die Casting, Plastic Injection, laser cutting
- Welding (plastic, metal)
- Stamping, Assembly, Forging,
- Machining Centres, Production lines
- Tool shops, Automation/Robots
- MES/Andon, Digitalization
- Trading

Personal Skills

- Ability to supervise financial-analysis and -reporting
- Ability to achieve objectives and drive to completion

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- Analysis: Ability to synthesize complex information, identify critical factors, big picture strategic, forward-thinking, proactive problem solver
- Expertise and professional competence, sound technical skills
- Excellent hands on management skills. Communication skills, negotiation skills, interpersonal competency
- 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
- Results focused technical and operational management

Methodological Competence

- Audits (Finance, Quality)
- CIP (KVP), Asaichi, 5S, Root Cause Analysis
- Cost Reduction Process Product Costing/Tool Costing. Own Trademarks: SPECTRA, ECOCUT
- Make/Buy, Cost accounting, MHR calculation, Direct costing
- Multi-cultural experience in Eastern and Western Europe, USA, India, China, Japan, Korea, Malaysia
- MTM / REFA
- CAD/CAE/CAM

Personal Interests

- Jogging, hiking, chess, table tennis, swimming, writing

Best Regards,
Karlheinz ZUERL
06.01.2022