

Expert Automotive Supply Chain Karlheinz Zuerl

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Personal profile

Since 2013, my specialty is Management for leading Automotive industry operation worldwide, focusing on performance improvement of the plant for quality, productivity and profit growth excellence. With my dynamic teams, I serve to make manufacturing processes lean and reliable and cost effective, and ensure customer satisfaction.

Due to my almost 30 years of working experience in complex management positions within the automotive industry at BMW, GM, Valeo, Bosch and 9 years of experience as a general manager with full budget product P&L responsibility in automotive, industrial and environmental technology, I have a deep Tier 1 or 2 understanding and business acumen. I got experience with many commodities. So, I am particularly well suited for continuous improvement of processes and production technologies, as well for motivating and consistent management and employees.

My cost reduction activities and business process optimization along the entire value chain in purchasing, logistics and production are the basis for your profit growth. For this purpose, I have registered two trademarks for cost management. I have 20 years of experience on this.

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, I can find quickly and analytically the causes of cost and quality problems and implement solutions with the teams.

My intensive communication with employees, HQ and customers is a matter of course.

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, assertiveness, dynamic 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.

With my international industry experience, working experience in developing and executing go-forward strategies and optimize product launch for the operations teams, I managed up to 180 employees focus on KVP, Supply Chain, Lean management, Lean manufacturing, TPS, Business development. I speak excellent English and good Chinese as well, willing to travel domestically and internationally up to 50%.

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My offer:

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

1973-1976 Toolmaker
1979-1983 Dipl. Ing. Mech. Eng., REFA, Coburg
1984-1989 Dipl. Ing. Industrial Engineering, Munich
1993-2005 ISOTS 16949/ ISO 9001/ VDA6.3
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

IT Skills

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

Work Experience

1973-1976 Toolmaker, Siemens
1984-1989 designer, production planner – BMW
1989-2005 Quality Manager - Opel/General Motors
2005-2007 Manager SD- Valeo – Germany
2008-2013 Purchasing Director & Project Director Battery – Bosch
2014-2018 GM at TZM (electric motors, generators, controllers) – Tianjin
2018-2020 GM at RVT (environmental protection) – Kunshan
2020-2021 Interim GM via Headhunters for machinery & automobile Shanghai & Suzhou
1. 2022-now Founder & Business Development Partner – ASIRA, Homeoffice Suzhou
7. 2022- now Consultant Sales, Marketing, Business Development – Tier 1, Shenyang
8. 2002- now Consultant of Sales in Product Price calculation – Tier 2, Suzhou

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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

- Various Materials (metals, plastics, ceramics, glass, wood, etc)
- OEM Automobile manufacturers (BMW; General Motors)
- Tier1-4 automotive suppliers (exhaust systems, locking systems, electrics/electronics, windshield wipers, battery management BMS)
- Electric motor construction/generators
- Environmental technology
- Textile industry
- Electric and electronic components and products, e.g. LCD, PCB, PCBA, Powertools,
- Battery Management System, Battery Packs
- Mechanical Engineering, metal-cutting manufacturing, machining, toolmaking
- Aluminium Die Casting, Plastic Injection, laser cutting, milling center,
- Welding (plastic, metal)
- Stamping, Assembly, Forging,
- Machining Centres, Production lines, processing machines
- Tool shops, Automation/Robots
- MES/Andon, Digitalization
Trading

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

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What problems did I solve for my customers?

- 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.
- 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
- Root Cause Analysis, Quality Management and Quality Cost Control, HSE
- Training & workshops with employees

What added value do I bring to my customers?

- 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, Southeast Asia
- Shop floor management, e.g. CIP (KVP), Asaichi, 5S, Root Cause Analysis

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- Audits (finance, IT, quality)
- MTM / REFA
- Project management
- Negotiation technique
- 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

What is feasible 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)
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 company 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. Strategy, implementation & improvement of processes, in R&D, Engineering, Design, Manufacturing, **OPEL/GENERAL MOTORS**
3. Development of CAD functions for Unigraphics (UG), coordination with US, Brazil and Sweden, **OPEL/GM-EUROPE**
4. Calculation of axle loads, standing heights, vehicle weights, costs. Entry into databases v. complete vehicles. **VAUXHALL/GME**
5. Committee management FAKRA, representation of Germany in ISO committee, representation of GME in VDA Brussels, **OPEL/GME**

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6. Project Management of IMS Knowledge Mgt, Risk Mgt, Quality Mgt., Balanced Score Cards, **OPEL/GME**
7. Quality audits ISO 9001 and ISOTS 16949, OPEL/GME. Quality audits VDA6.3 at **VALEO/BOSCH**
8. Cost reduction workshops with Tier1 suppliers, GME
9. APQP, PPAP, Run & Rate acceptance of auto parts at GM plant and suppliers, **GM EUROPE**
10. Improvement in logistics, relocation of tools, **VALEO**
11. Project Management of Bosch Battery Packs for the Chinese market, **BOSCH**
12. Cost structure analysis of purchased parts and tools in all product groups, organization and implementation of training for buyers and management. **VALEO/BOSCH/SCHAEFLER**
13. General Management China, Drive and Motor Production and Trade, **ZAPI/TZM** (Plant 150 employees)
14. Green Energy/E-Mobility Production of electric motors and controls, **ZAPI**
15. Factory relocation; Negotiations with landlord, local governments and development zones, **ZAPI, RVT**
16. Kaizen/CIP, suggestion system, TPS, Andon, MES, Asaichi Board, trouble shooting, workflow, root cause analysis. **ZAPI**
17. General Management China Induction Machinery (Plant 90 employees)
18. Executive Consultant Automotive OEMs & Tier 1 suppliers
19. Consulting order: cost reduction in supply chain, BSC and KPI installation,
20. Sales and marketing ramp-up, business development; Coaching & leadership of employees: CAD/engineering efficiency increase,
21. Compliance; Restructuring of the organization
22. Ramp up of electrical engineering, digitization, automation

Author of the bestsellers (German, English):

1. *Effective Cost Cutting in Asia*, publisher Springer (English Edition)
2. Series "Successful in China" 2: *China Business - die 50 besten Marktlücken*, Kindle Edition, publisher GTEC (German Edition)
3. Series "Successful in China" 1: *China Business - aktuell und kompakt: Komprimiertes Wissen für China-Reisende*, publisher GTEC (German Edition)
4. *Modern Business English for Industrial Engineers: Communication, Negotiation skills and 45 page of Exercises*. publisher GTEC (English/German Edition)
5. *Modern English Training for Engineers. 47 zukunftsorientierte Einsatzgebiete der Computertechnologien in der Industrie*, publisher GTEC (English/German Edition)
6. *The Myth Magnesium in the Automotive Industry: Short and to the Point - Practical English for Engineers*, publisher GTEC (English/German Edition)
7. *Modern English for the Automotive Industry (Practical English for Engineers)*, Kindle Edition, publisher GTEC (English Edition)
8. *Erfolgreich in China: Ein Reisebuch für Manager*, publisher Springer (German Edition)

Best Regards,
Karlheinz ZUERL
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