



**Business Transformation Asia
CEO**

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**For Profit Growth and Business
Development in APAC Countries**

The successful Projects and their Results

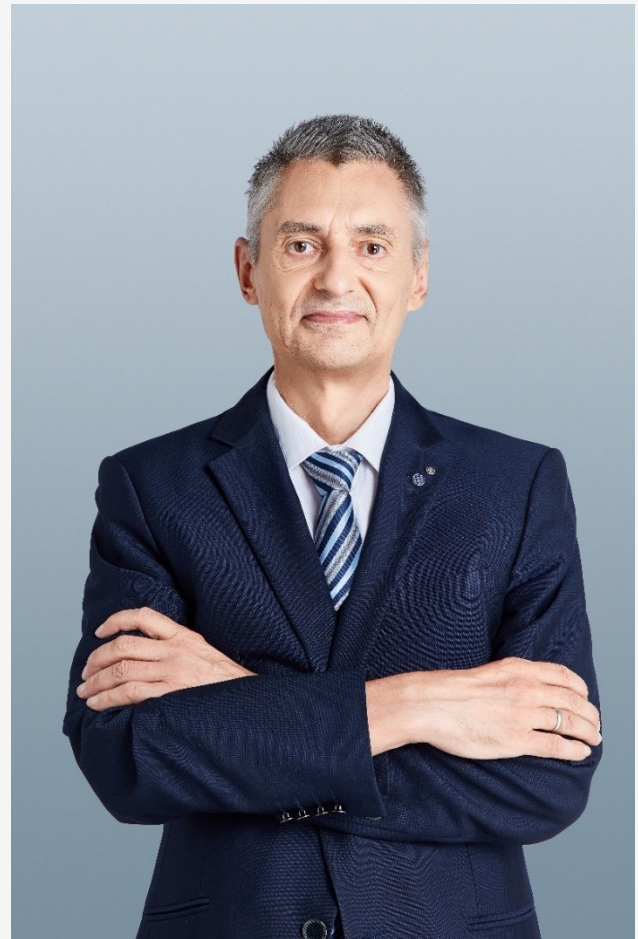
Special focus:

- 1) Growth, **turn around** and business development of industry in China and Asia (SMEs)
- 2) **Transformation** of Sales: Building powerful teams and structures
- 3) Cost reduction in purchasing, supply chain, logistics and production by **outsourcing** and **more productive** staff
- 4) **ESG** Managing and Consulting, focus carbon footprint calculation and reduction, certification and reporting

The manager has comprehensive TPS/TMS methodological skills and is very experienced in supplier management. In addition, he can successfully demonstrate his sales expertise and negotiating skills.

In addition to methodological security and diversity along the value chain, Business Transformation Directors are particularly characterized by their leadership qualities. With strong intercultural skills and authentic leadership at eye level, he succeeds in motivating the teams entrusted to him.

He attaches particular importance to preparing teams and managers as a coach and mentor for the time after the mandate. The manager invests in continuous learning every day - and passes this knowledge on to the teams of his clients. In this way, he ensures the long-term success of his mandates.



Agenda:

1. **GM Business Transformation for Turnaround & Profit Growth 2014-2018**
2. **GM for Business Development 2018-2019**
3. **IGM: Restructuring of Branch of US company in China 2020**
4. **IGM for for Business Transformation 2021**
5. **2x Executive Consultancy for Business Transformation & Profit Growth 2022**
6. **IGM for Turnaround 2023-2024**

1. General Manager Business Transformation for Turn Around and Profit Growth 2014-2018

The project in key words

- ❑ Initial situation
- ❑ What needed to be changed?
- ❑ Which new methods and processes did you place in?
- ❑ Which improvements in performance did you achieve?

Initial situation:

The ITALIAN client bought entire unprofitable business from an American company, located in China. For **turn around**, I realized following situation in the beginning:

1. Over capacity situation (lack of orders)
2. Undesirable customer satisfaction
3. Large proportion of raw material and WIP investment
4. Poor MCE (Manufacturing Cycle Effectiveness)
5. Batch production mode (insert coil process)
6. Too many quality issues
7. 5S insufficiency
8. Excessive overtime
9. Very low daily output quota
10. Management is not on Gemba
11. High management attention (too much meeting and firefighting)
12. Low working morale

What needed to be changed?

If sales are fixed, in order to increase net profit, the only way is saving cost. I believed that the resource standing idle was a major waste. But for a long time, resource utilization and efficiency has been the prime operational measurement in production.

I raised the question, "Why should the customer choose us?" It must be if we have customer-perceived value. Generally, customer-perceived value includes quality, price, technology, OTD and rapid delivery capability.

So, can we obtain order or even increase them? We must meet one or more significant sustainable customers demand beyond competitors and it is difficult to achieve within a short period of time. This is called DCE (Decisive Competitive Edge). So, I needed to change the KPIs for sales and for production, and motivate staff to work for these goals.

Which new methods and processes did you place in?

1) For example, one of our challenges was the FORECAST from customers, which wasn't accurate. If forecast too high, we had a cash backlog, and the large investment in a slow mover would have resulted in dead stock. If the forecast was too low, we lost sales or the chance to capture the market.

Our Solution here was: DBM (Dynamic buffer management) + R&R (Rapid replenishment).

2) The next challenge was the decision-making process. The management of any organization has to make, every day, important decisions that can and will most often impact the organization as a whole.

Topics: Business Development, [Restructuring](#), [Transformation](#)

Department: CEO

Industry of the customer: Electric/Electronic Motion

Tags: Sales | Quality | Machines | Budget | Productivity | Purchasing | Suggestion system | lease contract |

For decision-making, we changed from traditional Cost Accounting, which focus on cost reduction, to throughput accounting, which primarily focuses on generating more throughput.

3) A third challenge is how to use Rapid delivery capability to expand market. It means, value needs to be created by removing a significant limitation for the customer, in a way that wasn't possible before, and to the extent that no significant competitor can deliver.

Here, we expand our constraint from one shift model to a three-shift model within few weeks and could expand our delivery capability over 300%, which allows our customers to place more orders and got it in time with zero defects.

Ultimately, which improvements in performance did you achieve?

Quality Management

- External generator customer failure occurrence frequency (six months rolling) reduced from 4,261 to 0.
- External controller customer failure occurrence frequency reduced from 1,657 to 0.
- Internal failure occurrence frequency reduced from 117,845 to 16,413 (-86%)
- Customer field returns reduced from 56 generators to 0.
- Scrap rate reduced from 704,000 RMB/month to 13,000 RMB/month (-97%)
- Company passed all 9001/18001/14001 audits at the first step.

Manufacturing and Maintenance

- 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 per part.
- Problem-solving workshops increased from 0 to 6 per year.
- Utilization ratio of machines increase from 84% to 92.5%.

Sales and Finance

- Sales volume increased from 97 million RMB to 130.5 million RMB (+30%)
- Operating profit increased from 56,000 to 2.6 million RMB/month
- Number of customers increase from 2 to 6

Human Resource

- Headcount reduced from 143 to 117 (-18%)
- Absenteeism reduced from 8.02 to 0.48% (-93%)
- Staff turnover rate reduced from 6 to 3.6% (-40%)
- Number of realized improvements by implemented suggestion system increased from 0 to 283.
- Total labor costs reduced from 210 to 168 TUSD/month

2. General Manager for Business Development 2018-2019 at German plant in China

The project in key words

- ❑ Initial situation
- ❑ What were the challenges?
- ❑ Which goals were achieved?
- ❑ What are the remaining challenges?

Initial situation:

The IGM Business Transformation was commissioned by headquarters (HQ) in Germany for the production of metal, plastic, and ceramic parts for the chemical industry and environmental technology, which consisted of several parts.

The IGM Business Transformation was responsible for moving the company to a new location. This one has already been decorated. Due to increased rental costs, additional orders needed to be generated. This applies to both the manufacturing sector and the trading company.

In addition, purchasing costs need to be reduced, because the expectation is that total costs in China should be no more than a maximum of 60% when compared to the costs of the parent company in Germany and the subsidiary in the USA.

In order to reduce customer complaints, quality control is to be introduced or expanded.

A detailed business plan should be created to provide an overview and point out perspectives.

Solutions: How did the IGM approach the task? What were the challenges?

Key Responsibilities for Business Development were followings:

- ❑ 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, Asaichi board, workflow
- ❑ Finance controlling, pre/post project cost calculations
- ❑ Root cause analysis, quality management & quality cost control
- ❑ Training & workshops with staff

Topics: Business Development, Turn around, Transformation

Department: CEO

Industry of the customer: Chemical industry and environmental technology/Green Energy: plastic, metal and ceramic components (Tower Internals)

Tags: Sales | Business Plan | Budget | Productivity | Purchasing | capacity planning | lease contract |

Results: Which goals were achieved?

Through installation of an own repair workshop, the throughput times could be further reduced, Spare parts management has been profitable. With higher revenues and lower expenses, profits have increased for both manufacturing and the trading company.

- ❑ Number of customers increase from 4 to 16
- ❑ Total Sales volume increased from 0.935 Mio RMB/month to 1.382 Mio RMB/month (+49%)
- ❑ Operating profit increased at Production from 841000 RMB to 2.15 Mio RMB (+156%)
- ❑ 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%)
- ❑ 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%)

What are the remaining challenges?

However, the Chinese subsidiary is not yet self-sustaining. Headquarters and the American subsidiary continue to shop in China in order to fully utilize the plant.

To remain competitive despite the transportation costs to Europe and the USA, the profit margins for this Chinese plant have been set very low.

A Chinese website and Chinese marketing are necessary to attract the countless Chinese chemical companies as customers.

3. Interim-General Manager: Restructuring of branch of US company for machinery in China 2020

The project in key words

- ❑ Restructuring of branch of US company in China
- ❑ Found a new location for a branch at more favorable conditions
- ❑ Introduced Asaichi Board and Plant Tours for improvements in manufacturing
- ❑ Short-term use to rescue a critical large order
- ❑ New unique selling proposition developed with VR and AR systems
- ❑ The dismissal of the chief financial officer brings momentum and calm to the team
- ❑ Acquired several large orders together with the new sales team

Initial situation:

The Interim General Manager Business Transformation was commissioned by the headquarters of a US company for a restructuring mandate in Shanghai (China). The order originally consisted of two parts: The manager was to relocate the US company's branch to an area outside of Shanghai within six months to reduce costs. It was also necessary to bring the company back into the profit zone with the help of layoffs. But that was only the beginning. The manager took on numerous other tasks right from the start.

The US company builds large electrical systems and machines according to customer specifications. As a result of the COVID-19 pandemic, the branch's markets outside of China have plummeted. But there were no more orders in China either. The company had its back against the wall.

Found a new location for a branch at more favorable conditions

In order to find a new location for the branch, the manager visited several new development zones (industrial zones) and buildings around Shanghai. After selecting a suitable location, he first negotiated prices and discounts with the local government. In the subsequent negotiations with the actual landlord, the manager was able to achieve a significant rent reduction for the following years.

Introduction of Asaichi Board and Plant Tours to improve manufacturing.

In another sub-project, the manager improved qualifications in production. He initiated an Asaichi board and morning plant tours to visit, discuss, document problems on site, discuss solutions and implement them with deadlines. The starting point were complaints from customers who had complained about cleanliness and the workflow after the factory tour.

Topic: Change & Transformation, Restructuring, Turn around

Department: CEO

Industry of the customer: Electrical Industry

Tags: location search | Sales | Lean Production/CIP| Restructuring | Change & Transformation

Short-term use to rescue a critical large order

The headquarters had already set up a new organizational structure with new sales directors before the mandate. The old sales force of 10 had been sent to work from home on suspicion of fraud, but was not fired - hoping they would quit of their own accord to save on severance pay. But they didn't do that. They eventually had to be terminated with severance pay.

During the transition phase, the sales team was weakened due to the loss of know-how. The first unscheduled task of the manager was therefore to support the sale and to renegotiate and successfully complete an order that had already been written off in spirit. In the course of the mandate, the manager also identified significant gaps in know-how, especially in sales. He then initiated an in-house training plan that transferred knowledge from engineering to the new sales team.

New unique selling proposition developed with VR and AR systems

In order to better highlight the advantages of the machines for customers, the manager developed a new marketing campaign. He founded a "digital sales department". This new unit offers customers virtual reality and augmented reality systems (VR and AR systems) for training, repair and maintenance services. With this offer, the company can clearly set itself apart from its competitors. Additionally, these applications have been particularly valuable during the COVID-19 pandemic. They made it easier to set up and maintain machines overseas without employees traveling abroad - which was usually not possible during quarantine times.

The dismissal of the chief financial officer brings momentum and calm to the team

Shortly after taking on the mandate, there was a dispute with the company's chief financial officer, who had opposed planned changes in the company. The headquarters supported the course of the manager by dismissing the head of finance. This signal gave impetus to the change projects - and brought additional calm to the teams.

Acquired several large orders together with the new sales team

In the 6+1 months of the mandate, the manager was able to generate important large orders together with the new sales team, and the company picked up speed again. The employees' initial resistance to the company's restructuring turned into a supportive attitude.

- ❑ Number of customers increase from 3 to 8
- ❑ Aftermarket (4-9.2020): Total Sales volume increased from 3 Mio RMB/month to 20 Mio RMB/month (+650%)
- ❑ Liquid/Heating (4-9.2020): Total Sales volume increased from 0.74 Mio RMB/month to 12 Mio RMB/month (+1600%)
- ❑ Total profit growth (4-9.2020) of 1.2 Mio RMB (+60.3%)

4. Interim General Manager for Business Transformation 2021 at German Plant in China

The project in key words

- ❑ Initial 8 critical situations
- ❑ What were the challenges to get 8 solutions?
- ❑ Key performance indicators Sales & Finance

Initial 8 critical situations:

The manager (IGM) was hired for a few months by a management consulting firm to Suzhou, which had received an order from a manufacturer of components for automobiles, medicine, and textiles in Germany. This supplier with a production plant in Suzhou is the market leader in its segment. The manager should bridge the gap between the old and the new general manager, and the business should continue to operate.

In the preliminary discussion, details of the current problems came to light.

1. There is a lack of critical positions in sales that must be found as quickly as possible so that sales figures will not collapse. If suppliers sell directly to the end-customer, they bypass the company and its agent as dealers.
2. Furthermore, some customers from the textile sector complained about the poor quality of the components. They threaten to change to the competition if they continue to be ignored.
3. Machines must be purchased for new projects, but their delivery is way behind schedule. A specification for purchasing has not been drawn up. It is unclear how well the machines will perform.
4. The budget for the coming year should be approved, but the estimated expenses from China are considered too large and the staff cannot explain them.
5. Productivity in manufacturing is low as many third-party operators work the night shift without supervision. In addition, the authorities switch off the electricity now and then without much warning.
6. Purchasing is not managed; costs of purchased parts are not reduced. There are no strategies, supplier visits, or evaluation of existing suppliers.
7. The improvement suggestion system was terminated years ago and not reintroduced. Furthermore, cost-cutting solutions advised by consultants are not implemented.
8. The lease contract with the landlord will expire next year. The company is not prepared for this.

Solutions: How did the IGM approach the task? What were the challenges to get 8 solutions?

1. The key positions in sales were found through headhunters and online searches. The HQ decided after interviews. Meanwhile, the remaining salesmen have been told to take care of the customers of the absent salespeople. Suppliers who sell directly to the end customer were invited to discuss the matter. The end customer was also visited with the agent, and new orders were discussed.
2. After all customers had been written to and the new manager was introduced, the salesperson and the IGM visited the most vital customers. The agenda also includes solutions to the quality problems and new projects.
3. A specification was created retrospectively, and the project manager was sent to the supplier to discuss the technical details before delivery. The cycle time had to be improved.

Topics: Business Development, Business Transformation

Department: CEO

Industry of the customer: Supply industry Textile & Automotive

Tags: Sales | Quality | Machines | Budget | Productivity | Purchasing | Suggestion system | lease contract |

4. In several meetings with the HQ, the expenses for the necessary machines were explained. Obsolete, unproductive machines with a high need for spare parts and repairs must be replaced, and investments must be approved for the following year. However, the number of employees could be reduced overall.
5. A supervisor is hired for the night shift, and the KPIs for productivity, OEE, and quality in production were redefined. If necessary, a diesel generator can be rented so that the stoves do not cool down when the electricity is switched off, and the expensive contents become worthless.
6. A new purchasing manager is appointed and reports directly to the IGM. The IGM explains how purchasing costs can be saved in weekly coaching meetings. Homework is discussed, and new tasks are assigned. All suppliers will negotiate, and the results will be recorded. The first savings effects came after a short time. Existing suppliers are assessed based on quality, on-time delivery, cooperation, and cost, and a rating of good and bad suppliers is generated. The bad ones are terminated, and their purchasing volume is distributed to others. This makes the further potential for cost reduction.
7. The IGM asked a consultant to send a contract and invited him to an interview. The consultant explained the suggested improvements. These were discussed individually with the production manager; ideas were developed and implemented. The improvement suggestion system was reintroduced, rewards were recalculated, the employees were informed in the regular town hall meetings, and the ideas of the award-winning employees were presented.
8. The IGM talked to the landlord. His purpose is to conclude a new leasing contract with the company and drastically increase rental prices. The manufacturing prices in China will therefore continue to rise. Relocation of production should be examined theoretically so that the price negotiations with the landlord are not unsuccessful in the next year.

Key Performance Indicators

- ❑ Number of SPK customers increase from 6 to 11
- ❑ No customer increase in automotive and textile.
- ❑ Total Sales volume increased in 2021 from 152 Mio RMB to 196 Mio RMB/month (+30%)
- ❑ EBITA increased in 2021 from 33.5 to 64.5 Mio RMB (+92%)
- ❑ Total profit growth (4-9.2020) of 1.2 Mio RMB (+60.3%)

5. 2x Executive Consultancy for Business Transformation and Profit Growth 2022 in China

The project in key words

- ❑ Initial critical situations
- ❑ What were the challenges to get solutions?
- ❑ Results

Topics: Business Development, Business Transformation

Department: CEO

Industry of the customer: Automotive

Tags: Sales | Profit Margin | Machines | Process costs |

Initial critical situation:

The Executive Consultant (EC) was hired for two months directly of a **SPANISH** firm located in Suzhou. This company produces automotive parts and ship them to their customers, who delivers directly to OEMs. At plant tour and discussion with GM, details of the current problems came to light:

1. Sales price calculation shows, each single small part has very few or even no profit margin
2. Manufacturing and welding of a combination of larger assembly could be sold more expensive with better profit margin in negotiation, if they would know their customer manufacturing costs
3. Even sales have seen their customer`s plant, they have no skills to evaluate and calculate their process costs.
4. Purchased parts and price come from mother company and this price cannot be reduced or negotiated, to increase profit margin
5. This project is already far behind time schedule

Solutions: How did the EC approach the task? What were the challenges to get solutions?

1. Due to tight time schedule, EC has no time to visit client customers. Therefore, he needs to assume the correct manufacturing process due to research and study in internet.
2. If process was clear and accepted by client, he started to find proper machines and costs of each manufacturing and quality control step
3. EC negotiated technical specification and purchasing price with potential machine suppliers
4. Together with new inhouse heating, manufacturing and welding process costs, client fixed a new sales price policy.
5. Together with new sales price and calculated modified production costs of client`s customer, total costs were discussed and evaluated.

Results

- ❑ Assuming sales price to OEM will stay constant, customers profit margin is the same as before, clients profit margin can be increase to 15%.
- ❑ Customer needs to be convinced to restructure their manufacturing process to share profit margin, e.g. 7.5% +7.5%, to get a win-to-win situation

The project in key words

- ❑ Initial critical situations
- ❑ What were the challenges to get solutions?
- ❑ Results

Topics: Business Development, VDA 6.3 audit

Department: CEO

Industry of the customer: Automotive

Tags: Sales | Marketing | Overseas | Process Evaluation |

Initial critical situation:

The Executive Consultant (EC) was hired for one months from KORN consulting Shanghai to Shenyang. This **CHINESE** supplier produces automotive parts (electrical products) for local Chinese OEMs. At plant tour and discussion with the company owner, details of the current problems came to light:

1. Low profit margin from local customers due to high competition
2. Inefficient R&D, purchasing, and inhouse manufacturing lead to high costs
3. Currently no Western OEM as customers. Instead of improving, the Chinese company owner want to become supplier of BMW, Mercedes-Benz and Volkswagen

Solutions: How did the EC approach the task? What were the challenges to get solutions?

In the first step, the consultant agreed with the client on the following actions:

- SWOT
- Timetable for business preparation and initiation
- Business scope (product, technology)
- Sales and marketing concept
- Business development concept for the international market

However, the following questions are still open:

- What is the expectation of the company and management team on marketing, future and timeline?
- Are the vision, mission and values in line with Western customer requirements?
- Do organizational strategy and structure, corporate social responsibility, and policies and procedures align with Western customer requirements?

Results

- ❑ The evaluation of the VDA6.3 audit shows that the minimum score has not been achieved in any category. So improvements need to be made everywhere.
- ❑ Together with top management, an effective organizational structure is then developed for the future.
- ❑ The requirements and regulations of Western customers are met only partially.

6. Interim General Manager for Turnaround 2023-2024 for US plant in South China

The project in brief:

- ❑ Initial critical situation
- ❑ Uphill Battle Amidst Company Turmoil
- ❑ Unveiling Corporate Corruption and Averting Bankruptcy
- ❑ Combatting Corruption and Implementing New Policies
- ❑ Revolutionizing Production and Organizational Approach
- ❑ Production & Organizational Transformation
- ❑ Summary of the project

Topics: Turnaround, Business Restructuring

Industry of the customer: Automotive, Machinery, Computer

Tags: Business Development | Cost Reduction | Downsizing | Sales | Lean Production | KVP | Restructuring | Turnaround

Initial critical situation:

A breathtaking turnaround mandate was given to the IGM Business Transformation by the parent company of a renowned US corporation. The goal? To return the subsidiary in Dongguan, South China, to profitability within one year.

- A sudden change of course by the parent company forced a drastic change of strategy. The manager had to secure a cost-effective lease in record time and return the company to profitability within six months through restructuring and downsizing.
- The COVID-19 pandemic and a lack of motivation among the sales staff had led to drastic slumps in the markets both inside and outside China.
- Incorrect calculations of manufacturing costs by the engineering and finance departments led to losses in customer sales, and the ERP system was blamed.
- Managers placed production orders with suppliers even though the company's own production capacity was underutilized.
- The production flow got out of control as more was produced than was ordered.
- In addition, a lack of supplier quality control and supplier management continually delayed deliveries to customers.
- The purchasing team was accepting parts prices that were far too high without negotiation, further impacting profitability.
- The physical separation into two buildings created additional challenges, with some floors empty and underutilized, resulting in inefficient travel.
- In the engineering department, problematic relationships with suppliers and customers were uncovered.
- In sales, serious pricing problems and risky customer relationships were uncovered.
- The bottlenecks in production were obvious: long distances, cumbersome changeover times, inefficient milling speeds, and breaks that resulted in long downtimes.
- In the area of quality, IGM identified serious deficiencies: ISO certificates were available, but there was no detailed description of processes, no internal audits, and no designated quality representative.
- In finance, the IGM identified inefficient paper-based processes that led to duplication and warehouse congestion when errors occurred.

Project Highlights

1. Uphill Battle Amidst Company Turmoil:

1. Unexpected changes by the parent company slashed the mission timeframe to just six months, compounded by overwhelming debt.
2. manager swiftly took charge, navigating the crisis with decisive actions.

2. Unveiling Corporate Corruption and Averting Bankruptcy:

1. Corruption allegations surfaced, prompting strategic dismissals after collaboration with headquarters.
2. Legal representative's refusal led to bank account blockages, narrowly averted by securing funds last-minute.

3. Combatting Corruption and Implementing New Policies:

1. Manager introduced comprehensive training, KPIs, and cost-saving initiatives, focusing on transparency and innovation.
2. Restructured management ensured controlled processes, reduced costs, and fortified tech security.

4. Revolutionizing Production and Organizational Approach:

1. Lean manufacturing training and daily meetings spurred rapid improvements in production efficiency.
2. Quality management reforms, office space reductions, and streamlined processes further slashed costs.

5. Production & Organizational Transformation:

1. Under the IGM's direction, rigorous training in lean manufacturing and value stream mapping revamped operations. Daily meetings and plant tours identified shop floor issues, leading to notable enhancements. Resultantly, lead times and OEE significantly improved, enabling precise production planning for timely deliveries.
2. In Quality Management, extensive efforts preceded work handovers and the dismissal of unqualified staff.
3. Cost-saving measures, including office space reduction and eliminating processes like automated painting, were actively pursued via negotiations.
4. Additionally, the HR department thrived, establishing an in-house academy and addressing knowledge gaps in automation and engineering through trade show participation.

Summary of the project

- ❑ This dramatic change was a battle against corruption and inefficient practices. The drastic measures taken by IGM not only brought transparency and control, but also laid the foundation for a more forward-looking and ethical corporate culture.
- ❑ This comprehensive change from production processes to organizational innovations illustrates the impressive change of course that IGM has initiated to make the company future-oriented and competitive.
- ❑ During the assignment of 6 months, he achieved the following results with his team and support from the US headquarters:
 - Reduction of personnel by 40%
 - Improvement of the operating result by 30%
 - Significant cost savings in purchasing, through reorganization and introduction of an improvement suggestion system.