



Business Transformation
Karlheinz ZUERL

**CEO of German Technology &
Engineering Cooperation**
**For Profit Growth and Business
Development**

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

<https://www.youtube.com/watch?v=2siEcwOv9Xo&t=55s>



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Karlheinz ZUERL

Expert for Business
Transformation



The CEO of GTEC, German nationality with China visa, born in May 8, 1957, is an expert in business transformation of high-tech enterprises in advanced equipment industry for vehicle, machinery and environment. As General Manager in business transformation, he is using a business development plan as a roadmap for continual growth and success, equipped with strategies in order to produce sustainable and realistic growth in the upcoming years.

Due to his extensive experience with international automotive OEMs (BMW, GM) and suppliers, the manager is also an expert in R&D and lean and cost-effective production.

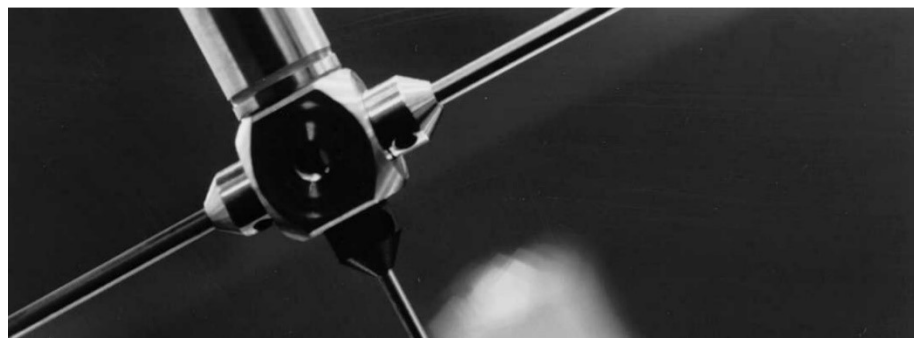
His portfolio is completed by extensive sales expertise and in-depth knowledge of the Chinese market and the intercultural challenges typical of the country.

With this combination of skills, the CTO, COO or General Manager Business Transformation is the ideal choice to focus on the quality of goals instead of quantity, on the road to success and sustainable growth.

The manager finds and uses the opportunities offered by the markets. For example, he uses Business process automation (BPA) to transfer busy work to machines and empower staff to flex their creativity and problem-solving skills. Process automation benefits for increasing operational efficiency, productivity and process visibility, tracking activities, and reducing costs.

Qualifications: Master in Mechanical and Industrial engineering, Toolmaker, Auditor VDA 6.3/TS 16949/ISO 9001, Chin. EHS, Perfect ProCalc (Product Costing), Perfect CalCard (Tool Costing), SAP (FI, CO & MM), Kingdee, MES/Andon, CAD (CATIA, UG, AUTOCAD), Carbon Green Card Certificate, Personality B.A.N.K. methodology for Sales increase.

Foreign languages: English, Chinese, Spanish, French





Karlheinz ZUERL

Expert for Business Transformation

Qualifications: Carbon Green Card Certificate



碳绿卡证书

CARBON GREEN CARD

Certificate No. / 证书号: **2022122203010600000547**

此文件记录证明以下人员参加碳绿卡基础培训，并通过考试。
This certificate confirms the successful participation in the Carbon Green Card Course Series, including the passing of the Carbon Green Card Exam

培训日期 Training Date:

23-11-2022, 07-12-2022, 21-12-2022

Mr. ZUERL Karlheinz

Zuerl Karlheinz 先生

Date of Birth | 生日 : 08-05-1957

1. 碳排放的全球影响 Global Impact of Carbon Emissions
2. 中国的碳中和战略 China's Strategy and Routes to Carbon Neutrality
3. 企业碳中和策略和过程 Enterprise Neutrality Strategy and Processes
4. 碳中和的市场支持 Market Support for Carbon Neutrality
5. 碳管理及资质 Carbon Management and Qualifications
6. 碳盘查标准和计算 Carbon Inventory Standards and Calculations
7. 碳盘查的SaaS解决方案 TQScldoud软件培训 Software Training for Carbon Inventory SaaS Solution TQScldoud.com

He / She has acquired this knowledge 他/她已经获得了以下知识:

- 1) 碳中和知识及实现它的途径 Knowledge about Carbon Neutrality and the Routes to Achieve it
- 2) 了解中国的具体情况及运作方式 Understanding of China Specific Situation and Ways of Operation
- 3) 基本了解实现碳中和的内部流程 Basic Understanding of the Internal Processes to Achieve Carbon Neutrality
- 4) 了解国际碳排放要求和利用方法 Knowledge about International Carbon Requirements and Ways to Take Advantage
- 5) 能够管理内部碳盘查流程, 报告和认证 Ability to Manage Internal Carbon Inventory Processes, Reports and Certifications
- 6) 运营碳盘查、报告、认证数字SaaS平台 Operating the Digital SaaS Platform for Carbon Inventory, Reporting and Certification

Organized via Green Jacket Forum

@

TOScloud.com

Prof. Dr. Wolfgang Wagner
CEO | 首席执行官
ACCUX-Tech Co., Ltd

亚旗艾特科技(苏州)有限公司

ACCUX-Tech

Agenda

- 1 Summary & experiences for tomorrow's success**
- 2 Important milestones in the career**
- 3 The successful projects and their results**
- 4 Personality profile and customers' feedback**
- 5 Publications, technical articles and memberships**
- 6 Contacts Germany / China**



1 Summary & experiences for tomorrow's success

The CTO, COO or General Manager Business Transformation can look back on 40 years of industry experience. His mandates range from classic general management to executive consulting for transformations in R&D, the supply chain and in quality management. Since 2013 he has been working as a general manager and consultant in the automotive industry, mechanical engineering and environmental technology.

In recent years, for example, the manager has **transformed** electric motor production to lean robotic process automation (RPA) at the Chinese subsidiary of an Italian OEM, introduced an MES system and a maintenance department and set up the supply chain - and thus improved the operating result by 300 thousand USD/month.

As a purchasing manager, he reorganized the non-production area for a Tier 1 supplier and modernized the logistics area.

In another mandate, as General Manager, he succeeded in **restructuring** the sales team within a very short time and in generating important large orders, with which the previously struggling company was able to pick up speed again.

Exactly with these examples and others, he is able to convince potential customers for his products and services, as he always can explain solutions for customers on his own in-house experiences.



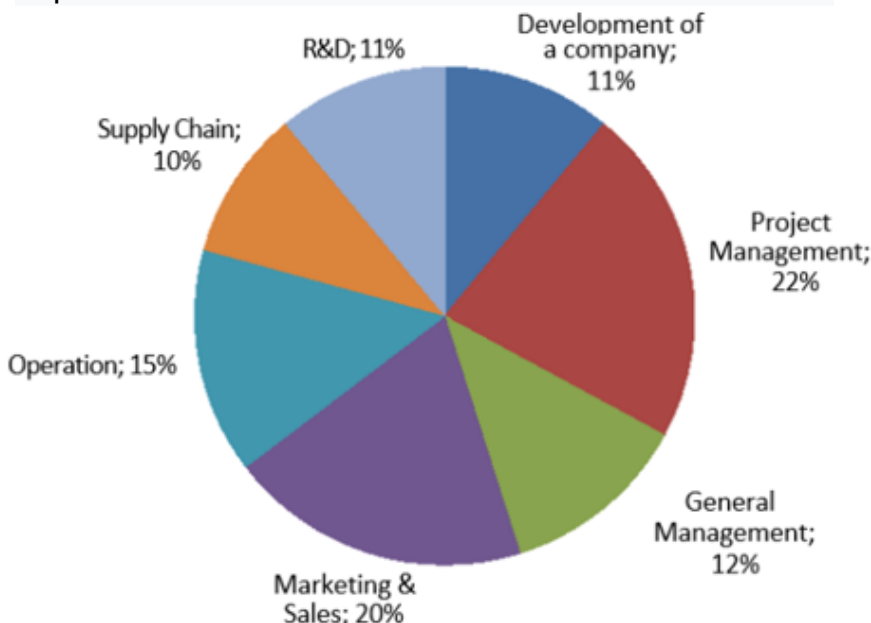
Compact presentation:

Industries: Automotive (OEM, Tier1); electric vehicles (battery packs); electric/electronics (generators, electric motors, controllers); Environmental technologies (gas cleaning systems and packing); Mechanical engineering (CNC, metal melting and casting plants); Cutting carbide materials; textile industry (ceramic parts); LCD, PCB/PCBA

Companies: including Schaeffler Shanghai, Hella Shanghai, Siloking, Zapi-TZM Tianjin, RVT Kunshan, automotive supplier locking systems, Siebenburg, IIC, Atreus.

Calculated based on years in work.

The manager has functional and managerial experience in several areas (see diagram) of the customers. That means, he also has a solution for their areas and projects.



1 Summary & experiences for tomorrow's success

About the GM Business Transformation

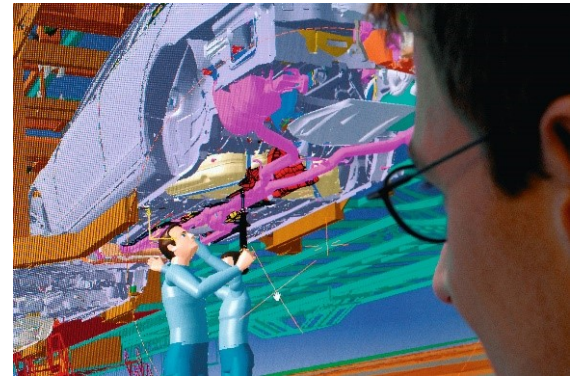
As a mechanical and industrial engineer, he is an expert for management and consulting on business development of family-run SME suppliers in the automotive industry in China and Asia.

For business development, he increases number of potential customers for the funnel and goes there together with sales team to negotiate and close contracts. He has gained experiences in automated material handling, robotic assembly and automation, end of line system testing, structure welding, painting and machining of components and systems. Due to his **technical background**, he immediately is able to propose solutions for them to increase the efficiency of their production in China (costs, quality, deadlines). He also contacts new suppliers for them and develops **cost reduction** strategies.

Furthermore, internally he runs business operation more efficiently, e.g.: marketing, finance, sales, product development, product, supply chain, customer service, IT. The Business Transformation Director is a proven business development expert in the **transformation** of the industry in Asia with the areas of purchasing, toolmaking, supplier development, lean production, maintenance and logistics.

With his knowledge in automation, sales and cost reduction methodology, he ensures that his customers become financially healthy in a short time. This is done with know-how, ability, ideas and experience, resulting in more profit growth and customer satisfaction in a short time. Financial advantage for customers: you save or win at least the amount you spend on it. You have him for free, so to speak.

In addition, in China/Asia, the perceived security of the employees is elementary. **Motivated people** are the focus for him and are the basis of his financial success.



The probability that the customer will buy from him is 80%. What is his strategy in selling to close the deal?

He always gets to the heart of his offers and the customer's investment, for example:

- This is what the customer invests: X
- That brings it to the customer: Y
- $Y > X$

His goal is always to win the customer. He says so straight to his face.

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 Perfect ProCalc (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)



Industry Competence/Expertise in Industries

- Electric and electronic components and products, e.g. LCD, PCB, PCBA, Power tools, 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
-
- Battery Management System, Battery Packs
- Mechanical Engineering, metal-cutting manufacturing, machining, toolmaking
- Aluminum Die Casting, Plastic Injection, laser cutting, milling center,
- Welding (plastic, metal)
- Stamping, Assembly, Forging,
- Machining Centers, Production lines, processing machines
- Tool shops, Automation/Robots
- MES/Andon, Digitalization Trading
- Heat sinks, cold plates
- Induction heating (oven, machines)

My special focus:

- My credo: He who listens understands a lot. For example, you increase profits by
 - 1) **Sell without limits.** I'll close the sack for you! Your concerns are the basis for my solutions. I lead your projects to success.
 - 2) Although I come from an engineering background, I always work with people for people. **Motivation is at the top**, because those who are in a better mood are also better received and implement more.
 - 3) **Reduction of costs.** My latest book in Springer Publisher from my practical experience as an expert in cost management deals with practical methods for effective cost reduction in Asia on the way to profit growth ("effective cost cutting in Asia")
 - EBITDA-oriented cost reduction from purchasing to delivery
 - Optimization of purchasing organization and purchasing processes
 - Digital transformation in the supply chain to increase cost efficiency

Experience:

VETTE (US)

Subsidiary Dongguan (South China)
IT, Automotive, Military, Machinery Sector

Interim General Manager Turnaround Heatsink & Coldplates

- Business development & marketing strategy
- Profit Growth strategy, increase profit
- Transformation and Turnaround

Cost reduction by downsizing company (engineering, production, office)
Strategy development for company growth
Reduction of personnel by 40%
Improvement of the operating result by 30%

6.2023- 1.2024

Details see project reports from page 11 (2018) to page 16 (2024),
And full accounts, memorandums and advices in following books/eBooks:

English (eBook)

- Publisher: GTEC
- ISBN: ISBN 978-3-939366-72-0

German (softcover)

- Publisher: Diplomatic Council
- ASIN : B0BWS5HYQG



Experience:

<p>ASCIRA (US) Startup company for online platforms in industry (Academy, Travel, Social Media, E-Commerce) TIER 1 (China), Shenyang Automotive Antenna TIER 2 (Spain), Suzhou Stamping parts for Automotive</p>	<p>Founder & Business Development Partner – Online Marketing Suzhou Consultant Sales, Marketing, Business Development – Tier 1, Shenyang Consultant of Sales in Product Price calculation – Tier 2, Suzhou</p> <ul style="list-style-type: none"> ❑ Business development & marketing strategy ❑ Profit Growth strategy, increase profit ❑ Transformation of sales strategy for winning more new customers <p>Convincing company presentation for business partner recruiting, investment decision making, sales ordering. Strategy development for company growth</p>	1.2022- 5.2023
<p>OEM Tier 2 Automotive Suzhou China Via Provider Atreus/EIM Germany/China</p>	<p>Interim General Manager Business Transformation Ceramics</p> <ul style="list-style-type: none"> ❑ Development of new business areas ❑ Business process optimization ❑ Turn around of business of Industrial ceramics <p>Transform and develop the sales organization; Coordination of engineering and production. Visits and negotiations with customers, coaching and motivation of managers. Approx. 180 employees in China, 3470 employees worldwide. Total group turnover approx. 640 million euros</p>	8.2021- 12.2021
<p>OEM Tier 1 Automotive Shanghai China Via Provider Hongkong</p>	<p>Executive Consultant Automotive Exhaust Systems</p> <ul style="list-style-type: none"> ❑ Development & reorganization of purchasing ❑ Advice to management and managers ❑ Turn around of business for Exhaust systems <p>Analysis of purchasing for Asia. Implementation of the solutions with the team from purchasing, production, sales, quality, development, finance, HR. Approx. 450 employees in China, 10,000 employees worldwide. Total group turnover approx. 4.9 billion euros.</p>	2.2021- 8.2021
<p>OEM BMW Automotive Beijing/Shenyang Via Provider Korn Germany/Shanghai</p>	<p>Executive Consultant Automotive Hangzhou Batterypacks</p> <ul style="list-style-type: none"> ❑ International project management ❑ Advice to management and managers ❑ Turn around of business for elektromobility <p>Analysis of weaknesses in the organization of the supplier, suggestions for improvement in management, project, supplier and quality management. Presentation with timing of implementation. Approx. 5 employees in China, 100 employees worldwide. Total Korn group turnover approx. 87 million euros</p>	11.2020- 12.2020
<p>ABPInduction Shanghai Via Provider Starkenburg Hongkong</p>	<p>Interim General Manager Business Transformation Heavy Machinery</p> <ul style="list-style-type: none"> ❑ Transform business for new customer acquisition ❑ Restructuring by relocation management ❑ Turn around of B2B industrial induction technology <p>Discussions and negotiations with customers, conclusion of contracts and reporting; Establishment of lean production. Negotiations with landlords and local governments. Approx. 80 employees in China, 223 employees worldwide. Total group turnover approx. 87 million euros</p>	4.2020- 11.2020
<p>OEM Tier 1 HUF Automotive Shanghai China</p>	<p>Interim Purchasing Director Automotive Locking System</p> <ul style="list-style-type: none"> ❑ Outsourcing and purchasing of control technology, tools ❑ Indirect purchase of materials ❑ Restructuring of logistics to get smaller footprints, reorganization <p>Building an effective purchasing for non-production material. Eliminate maverick purchasing and unprofitable warehousing and transportation. Negotiation with suppliers. Cost reduction and reporting. Approx. 400 employees in China, 7300 employees worldwide. Total group turnover approx. 1 billion euros</p>	11.2019- 03.2020
<p>RVT Process Equipment Kunshan China</p>	<p>General Manager Business Transformation Chemistry/Environment</p> <ul style="list-style-type: none"> ❑ Transformation to Customer retention ❑ Managing and restructuring of overall production and trading business ❑ Turn around of business for Gas scrubbers <p>Relocation, focus on deadline/quality/cost, capacity planning and profit growth Approx. 20 employees in China, 160 employees worldwide. Total group turnover approx. 30 million euros</p>	7.2018- 10.2019

Zapi/Inmotion TZM Tianjin China (Tianjin Zapi Motion, Sweden/ Italy)	General Manager Inmotion Generators/ Motors/ Controllers/ Inverters <input type="checkbox"/> Managing HR, FIN, IT, PUR, ENG, production and trading business <input type="checkbox"/> Restructuring of manufacturing and assembly of electric motors and generators <input type="checkbox"/> Restructuring of manufacturing and assembly of controllers and inverters Factory relocation, transformation of the company. Building a profitable business. Kaizen/CIP, suggestion system, TPS, Andon, MES, Asaichi Board, trouble shooting, workflow, root cause analysis	01.2014- 03.2018
Bosch Investment China Bosch EV Suzhou Expatriate contract	Purchasing Director/ Sales Project Director Battery Management System <input type="checkbox"/> Turn around by Training of Trainers in technique and finance <input type="checkbox"/> Transformation of supply chain to cost optimization <input type="checkbox"/> Sourcing in Asia of all commodities Training of buyers in Asia in cost structure analysis and negotiation with suppliers; Project management of battery management systems for BMW hybrid cars	01.2008- 12.2013
Valeo Wischersysteme BietighemanagerGermany/ France/ China Expatriate contract	Manager Supplier Development <input type="checkbox"/> Cost analysis <input type="checkbox"/> Supplier management <input type="checkbox"/> Cost optimization Cost structure analysis with Perfect Calcard (parts) and Perfect Procalc (tools), negotiations with suppliers, improvement of costs, delivery dates and quality. Improvement in logistics, relocation of tools. Approx. 15660 employees in China, 2019: 114700 employees worldwide. Total group turnover approx. 19.2 billion euros	01.2005- 12.2007
General Motors Ruesselshemanager(Germany), Detroit (USA), Trollhättan (Sweden)	Quality Manager <input type="checkbox"/> Audits ISO9001, TS16949 <input type="checkbox"/> Cost analysis <input type="checkbox"/> Quality management Leading and managing different groups: CAD/CAM, powertrain, quality management, cost reduction, PPAP/APQP strategy, implementation and improvement of processes in engineering, R&D, design, manufacturing, calculation of axle loads. Approx. 54500 employees in Europe, 157,000 employees worldwide. Total group turnover approx. 127 billion euros	12.1989- 12.2004
BMW Inc, Munich, Dingolfing (Germany)	Designer, Production planner <input type="checkbox"/> CAD/CAM/CIM <input type="checkbox"/> stamping & deep drawing parts <input type="checkbox"/> Tooling and molds workshop Change management, connection from design to toolmaking and press shop. Construction of progressive dies. For the first time 3D design of punching tools with data transfer to tool making. This results in considerable cost savings. Approx. 119000 employees worldwide. Total group turnover approx. 111 billion euros	01.1984- 12.1989
Siemens Inc, Plant Redwitz (Germany)	Toolmaker Injection molding tools <input type="checkbox"/> design and read complex drawings <input type="checkbox"/> Machine operation <input type="checkbox"/> Team work Toolmaking for the automotive industry Approx. 400 employees in the Redwitz/Germany tool shop. 293000 employees worldwide. Total group turnover approx. 55.3 billion euros	6.1973- 12. 1976

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. Interim 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%)
- ❑ EBITDA 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.

4 Personality profile and customers' feedback

How is he as a personality and how can you assess him without having met him personally? (based on scientifically recognized BANKcode test)

People like him are primarily responsible, reliable and detail-oriented. He has a very high zest for life.

Individuals like him typically run highly profitable, competitive businesses by relying on proven systems, budgets and timelines. They usually lead with clearly defined goals and a plan to make big profits.

He quickly identifies and responds to opportunities based on metrics and predictable outcomes. Since he generally adheres to guidelines and procedures, he relies on strategies that do not break the rules.

His personality most influences the decision making of his potential clients as he is highly ethical, committed and well prepared.

You can rely on him. Work is always done according to plan and specifications. He is responsible and detail oriented. You can entrust him with the planning of an event or a meeting without any problems. The implementation is guaranteed to be efficient and in line with expectations. He respects tradition and favors systems and methods that have been proven to work every time. Guys like him have high ethical standards and generally respect rules and authority, making them some of the most trustworthy people out there.

In addition, he is not afraid to take risks. He is always looking for new ways to challenge the status quo.

He also focuses on longer-term strategies and is a source of knowledge, which means he never stops learning new things.

He enjoys bringing out the best in people and fostering a sense of community. Guys like him are diplomatic and harmonious, which makes them very good educators, motivators, mentors, and advisors. He is also warm, friendly, sincere. An individual you like to surround yourself with.

He is empathetic, authentic, and potential-oriented. He is outgoing and love to empower people and coach them to always be their best. Guys like him like to bring out the best in others and foster a sense of community. They always seek out a deeper meaning in what they do and are looking for authentic connections.



4 Personality profile and customers' feedback

Dear Karl,

It is also my pleasure to give comments on your performance and service as IGM Business Transformation since we have worked together successfully. The extensive knowledge base and management experience allows you to be comfortable with a wide variety of daily issues. Based on these circumstances that the local performance during that period met the expectations/budget, including the order intake, operating income, profit and etc.

I believe that with your ability to understand both European culture and local Chinese conditions, you are to be a good bridge between Western companies and local China market. Additions with my regards, I hope and thank you for continuing to share your knowledge and contribute in China.

BR,
Samuel Liu
Sales Director

Dear Karlheinz,

thank you for your fast respond regarding organizing temporary helpers for my warehouse. Mr. Xia came right the next day and brought 5 young man along, as requested, due to the heavy boxes they would have to carry. One of them started right the next day. Since I needed two, Mr. Xia came the next day again with two and one stayed. We were going to take over one of the man, but he himself decided not to stay. Again, thanks for your prompt actions!

*Greetings,
Alexandra Fong | Managing Director*

Dear Karl,

I am very happy to cooperate with you since last year, and I need thank you to provide more opportunity to me. Actually, you give me more your understanding and supporting during projects cooperation, let me feel very warm. So, I hope we can have more deeper and extensive cooperation in future.

Look forward to our cooperation.

Best Regards
James Lu
manager

Karlheinz has an exceptional sense of responsibility that extends beyond what he must do independently. He also has specialized knowledge, brought convincing work results. Furthermore, due to his experience he is creative, flexible and quick in decision-making at all technical and commercial fields. He has a very high commitment to his job. He has always finished his tasks on time and good quality. His negotiation skills were outstanding. His behavior in his interactions with customers, suppliers, superiors and colleagues was always perfect. I recommend him for a new position, again as an Executive Consultant. I should also mention that the recipient is welcome to contact me for further information regarding this employee. We thank him for his distinguished performance and wish him the best for his future.

Andreas Stecken, Vice President Business Unit Asia



What are my customers saying?

Natalie, 02:24
WOW du bist ja KLASSE 😄 😄

Mi 11.08.2021 16:44
Brigitte Wolff <b.wolff@eim.com>
Re: CeramTec
To Stephan Haimerl; contact@gtec.asia
This message is part of a tracked conversation. Click here

Super! 👍 Congrats!

Dim Wang auto sales

Next Monday afternoon, we celebrate 20 years anniversary

cool 🗨️

Is current working style same with your former one?

差不多一样

na那还蛮好的

Alan Zhou sales

You are really good man

11-8-21 17:41
Ella Qiu Tech.Mgt.

11-13-21 09:34
Sorry, the time at youe company was too short for me supporting you successfully. Good luck and all the best.

thanks, we prefer you as our GM. all the best to you.

4 Personality profile and customers' feedback

What are my other customers saying?

Karlheinz has a growth mindset and is always looking for ways to learn and grow - an essential attitude in today's fast changing business world. He has deep industry knowledge and is invited regularly to appear as an expert at industry and business events.

Warwick John Fahy

warwick@warwickjohnfahy.com

[linkedin.com/in/warwickjohnfahy](https://www.linkedin.com/in/warwickjohnfahy)



Testimonial

Karlheinz Zuerl is a proven Senior General Manager who has a background in fast-paced engineering, manufacturing and marketing with excellent English and good Chinese language skills. He focused on turnaround with simultaneous business development and has proven himself in dealing directly with his employees, customers and suppliers.

He was equally committed to the following for our Asian plant in Dongguan:

- o operational excellence,*
- o commercial/business acumen with full P&L responsibility,*
- o leadership skills and people development,*
- o technical focus and background.*

Karlheinz has an exceptional sense of responsibility that goes above and beyond what he is required to do independently. He also has specialized knowledge in leadership that leads to convincing work results. In addition, his experience in all technical and commercial areas makes him creative, flexible and decisive. He has a very high level of commitment to his job.

He is enthusiastic about new challenges and has updated and expanded his technical and commercial knowledge on his own initiative. He has always completed his tasks on time and to a good standard. His negotiating skills are excellent.

His behavior in dealing with customers, suppliers, superiors and colleagues was always impeccable. He has always represented our company in the best possible way.

During his 6 months with us, he achieved the following results with his team and our support from the American headquarters:

- o Reduction of personnel by 40%*
- o Improvement of the operating result by 30%.*
- o Significant cost savings in purchasing, through reorganization and introduction of an improvement suggestion system*

I recommend him for a new position again as Interim General Manager. I should also mention that the recipient is welcome to contact me for more information about this freelancer.

We thank him for his excellent performance and wish him all the best for the future.

Yours sincerely

Iridium Zhang

Plant Manager

Signature and Chop



What are my other customers saying?

PUREM
by Eberspächer

Purem Automotive Technology
(Shanghai) Co. Ltd

No. 3525 Chengbei Road Jiading District
201607, Shanghai, P.R. China

Amy WANG
TEL: (021) 6016 3351

www.Purem.com

Testimonial for Mr. Karlheinz Zuerl

Karlheinz ZUERL worked at Purem by Eberspächer, Shanghai, as an Executive Consultant from February to August in 2021. During which period, his main responsibilities are to bring the Purchasing Department in Shanghai plant for China up to company standards with a direct report to Vice President, Business Unit Asia.

Mr. Zuerl met one-on-one with internal customers and work colleagues, recording the current and desired status. Working groups were created once priorities were set to address the individual targets. He set up meetings, and followed up the implementation.

Firstly, Mr. Zuerl and employees exchanged their concerns, requirements, plans, and opinions. After a while, this personal closeness, the coaching mentality, and professional competence were well received, with the full support from Mr. Zuerl's series of implementation activities.

Zuerl organized cost structure analysis and negotiation skill work shop for the direct material purchasing (DM) team, and improve the buyers' skills in cost analysis and negotiation.

Mr Zuerl support the indirect material purchasing (IM) team on improving the internal communication, mutual cooperation, prioritizing the tasks and duties, which highly improve the whole team's working efficiency.


With efforts made between Mr. Zuerl and other team members, a benchmark system for machine and tool maintenance was successfully built.

Mr. Zuerl collated the existing logistics database and created an overview of transport companies, consignment warehouses, department stores, packaging, and the associated prices. New KPIs and responsibilities of logistics employees were defined, which led to a better communication and decision making for the company.

Mr. Zuerl set up a RASIC committee among the supplier quality, sales, and production teams. The customer's quality problems were solved with workshops, getting to the root of the matter. A learning organization with a "high performance" culture emerged. The path to "best-in-class shopping" was also described, and the individual steps were further defined. Which was highly recognized by the management team and also contributed to re-winning the orders from the customer.

Karlheinz has an exceptional sense of responsibility that extends beyond what he must do independently. He also has specialized knowledge, brought convincing work results. Furthermore, due to his experience he is creative, flexible and quick in decision-making at all technical and commercial fields. He has a very high commitment to his job. He has always finished his tasks on time and good quality. His negotiation skills were outstanding. His behavior in his interactions with customers, suppliers, superiors and colleagues was always perfect.

I recommend him for a new position, again as an Executive Consultant. I should also mention that the recipient is welcome to contact me for further information regarding this employee. We thank him for his distinguished performance and wish him the best for his future.



Andreas Stecken,
Executive Vice President Business Unit Asia
Purem Automotive Technology (Shanghai) Co. Ltd.



What are my other customers saying?

Arbeitszeugnis

Wir sind ein mittelständisches Unternehmen und produzieren in China für die Chemie, Petrochemie und den Umweltschutz auf dem Kunden zugeschnittene Produkte. Weiterhin kaufen wir in China und verkaufen weltweit nach Kundenauftrag.

Herr Karlheinz Zuerl, geboren am 08.05.1957, wohnhaft in Kunshan, war vom 1.7.2018 bis 24.10.2019 in unserem Unternehmen als General Manager für die Produktion und Handelsfirma beschäftigt.

In dieser Tätigkeit nahm Herr Zuerl folgende Aufgaben wahr:

Personalverantwortung:
Fachlich und disziplinarisch

Teamgröße:
21-50 Personen

Budget-Verantwortung:
4.000.000 EUR

Umsatz-Verantwortung:
5.000.000 EUR

Tätigkeiten und Verantwortungsbereiche:
Verantwortlichkeit: FIN, HR, SC, IT, TPM, TPS, MFG, S&M, QM, SQE, SD
Aufgaben: Engineering, Manufacturing, Marketing und Verkauf von Plastik-, Metall- und Keramik Komponenten

Themen und Projekte:

- Weiterentwicklung einer leistungsfähigen und kostengünstigen Fertigung
- Leistungsfähige, kostengünstige und qualitativ gute Zulieferer einsetzen
- Sichern der Qualität
- Weiterentwicklung seines Teams
- Aufbau einer effizienten Organisationsstruktur und Hochleistungs-Organisationsstruktur
- Geschäftserweiterung und Marketing
- Kostenreduzierungsaktivitäten (lean office, lean production TPS, CIP boards)
- Projekte:
 - Firmenumzug
 - Reduzierung der Kundenreklamationen
 - Reduzierung der Qualitätskosten, zum Beispiel Abfall
 - Reduzierung der Durchlaufzeiten
 - Installation von SPC, Poka Yoke, Error proofing, root cause analysis
 - Installation von Vorbeugender Wartung und Ersatzteile-Management
 - Nutzungsgrad der Maschinen zu erhöhen.
 - Kommunikation mit lokaler Regierung (Landlord, Approval bureaus)

Seite 1 von 2



- Verbesserung von EHS (environment, health, safety)
- Reduzierung von Einkaufskosten (localization, sourcing, supplies, raw material)
- Verbessern der Kommunikation mit der Produktion durch Lean management, installation of team building activities, coaching meeting, und Open Door Philosophy.
- Implementation eines effizienten Verbesserungsvorschlagswesens.

Herr Zuerl zeigte - neben sehr guten Fachkenntnissen - durchweg ein hohes Mass an Eigeninitiative und Leistungsbereitschaft. Die übertragenen Aufgaben erledigte er stets gewissenhaft, systematisch und zu unserer vollsten Zufriedenheit. Dabei ging er stets über das geforderte Mass hinaus und bewies auch in Zeiten hoher Belastung und angespannter Terminlage seine Zuverlässigkeit und hohe Ergebnisqualität in Form von verbesserten KPI-Ergebnissen.

Durch seinen hohen Einsatz und die zielstrebige und umsichtige Art hat er sehr gute und nachhaltige Beziehungen zu unseren Kunden aufgebaut. Sein durchweg professionelles Auftreten in den Projekten hat einen grossen Anteil an zahlreichen erfolgreichen OTD in der Vergangenheit.

Besonders hervorzuheben ist seine erfolgreiche Mitarbeit in wichtigen Kunden-Projekten, in dem er die Koordination übernommen hat und die termingerecht abgeschlossen werden konnte und so zu einer positiven Umsatzentwicklung und Kundenzufriedenheit beigetragen hat.

Sein Verhalten gegenüber Vorgesetzten, Kollegen und Mitarbeitern war vorbildlich. Auch sein Verhalten gegenüber unseren Geschäftspartnern war stets einwandfrei. Unser Unternehmen wurde von ihm jederzeit gut repräsentiert.

Herr Zuerl kündigte den Vertrag und scheidet aus eigenem Wunsch aus unserem Unternehmen aus.

Wir bedanken uns für die guten Leistungen und seine sehr gute Mitarbeit und wünschen Herrn Zuerl für seine Zukunft beruflich und persönlich alles Gute und viel Erfolg.

Ort, Datum

St. Gallen, 04.10.2019

Unterschrift

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4 Personality profile and customers' feedback

What is he passionate about?

He has a passion for teamwork and business development and organizational building. See his achieved successes in his project reports (on request).

He burns for the calculated ROI. Its value to its customers is based on its uniqueness over its competitors, its financial advantages, its favorable price (on request) and its dedicated service.

He burns to help other people become successful and meet their personal goals. His trust in other people is restored, these people also trust him.

He burns for continuous learning. He invests daily in further training and invests this valuable time for his customers.

Why do his customers think he's great?

His teams recognize the goals and vision of the company. His employees join in and bring new impetus to the team. People are motivated and do great work. See customer feedback.

For example, he became general manager in Tianjin at an Italian company. There, with the help of his team, he managed to achieve a large increase in profits and significant cost reductions within a few years. He's really proud of it.

He then used this experience in motivating Chinese people at other companies where he was employed as a GM or worked as a consultant. With great success, because it kindles the customer's fire. See his achieved successes in his project reports.

What does his private life have to do with your business?

Thanks to feedback from his Chinese wife, he knows what Chinese women look for in business: shoes, socks, shirts. Everything has to fit if he wants to score points in sales or projects. Even in the home office, he is styled in a business-like manner, which motivates him and his customers.

As a result, he is very close to Chinese culture, its customs, politics and the way of thinking of Chinese managers and decision-makers, which is of great benefit to his customers and their employees: He can put himself in their position and way of thinking and communicate interculturally, both in business and in private life.



He is that, too:

He doesn't let take the morning or evening daily jog through the residential complex in Suzhou away from him. Even with fit employees, he climbs mountains, plays table tennis or joins other running teams.

In 1993, he first traveled alone to China after learning Chinese in Germany at the University of Bochum and VHS in Frankfurt and Mainz, as well as at a private school in Beijing. Through "learning by doing", daily practice makes perfect. He does what he asks of others.

5 Publications, technical articles and memberships



YUAN, KANGHAN
KRUSE, PETER

CHINA BUSINESS aktuell & kompakt

Kanghan YUAN
Peter KRUSE

China Business -
Die 50 besten
Marktlücken
Direkt zum Umsetzen
geeignet.

Management for Professionals

Karlheinz Zuerl

Effective Cost Cutting in Asia

Practical Modern Approach for
Managers and Engineers in Industry
to Achieve Profit Growth

Springer

KANGHAN YUAN
Einer der auszog,
um reich zu werden



WISSEN
RMITTELN

Karl-Heinz Zürl

Modern English Training for Industry

Englisch
für die Aus- und Weiterbildung

K.-H. Zürl

Erfolgreich in China

Ein Reisebuch für Manager

FMEA

Grundlagen

KARLHEINZ ZUERL

Successful Interim Management Project Reports and their Results

Automotive, Environment and
Machinery Industry in China/Asia
Best Practice in Industry 2014-2022

- The successful projects and their results
- The expert for cost management and business development in China and Asia
- For Your Path to Profit Growth

GTEC Publishing House
E-Book - 1. Edition 2022
ISBN 978-3-8393569-72-0



Kang Han

Myth Magnesium in the Automotive Industry

...t and to the Point
...tical English for
...neers

Karl-Heinz Zürl

Modern English for Automotive Industry

Englisch für die Aus- und
Weiterbildung von Ingenieuren

Zürl

English Training

Confidence in Dealing
with Conferences,
Discussions, and Speeches

Karlheinz Zuerl

Modern Business English for Industrial Engineers



Wirtschaftshandbu China



Sprachen und Kulturen

Olshenberg

Management in China

Leitfaden zur praktischen,
interkulturellen Umsetzung

Geschäftsentwicklung, Restrukturierung, Einkauf,
Vertrieb, Fertigung, Logistik, Standortwahl,
Verhandlungsführung, Qualitätsmanagement



Karlheinz Zuerl
Interim Manager, Berater und
Coach für Business in Asien
Über 40 Jahre internationale
Industrie-Erfahrung
Über 20 Jahre Management-
Erfahrung in China, Japan,
Korea, Malaysia, Vietnam
und Indien
Zahlreiche Referenzen und
unzählige Erfolge

Diplomatic Council
The Global Think Tank

UNITED INTERIM

Vom Interim Management lernen: HR - Personalwesen in Krisenzeiten

Reihe von Interim Managern lernen

Interim Manager berichten aus der Praxis

Human Resources Personalwesen in Krisenzeiten



Dr. Heide Schornel

Detlef Georg

Ulvi Aydın

Ulf Clemen



Urs Arthier



Dr. Detlef Weber



Hans Rolf Nicholas



Paul Stricker



Michael Dabowski



Karlheinz Zuerl



Udo Fischer



Dr. Frank Orthmann

Diplomatic Council
The Global Think Tank

UNITED INTERIM

Published articles in Xing (E/D):

1. This first electric vehicle of the world is awesome! (2021)
2. Winter Time in Shanghai with cold shower at home or in office, what to do? Go to a bathhouse. (2022)
3. Discover five of the best Sustainability Groups and Resources in Shanghai (2022)
4. Teil 1-4: Wie optimiere ich meine Ausgaben und motiviere meine Mitarbeiter in der chinesischen Niederlassung innerhalb von 6 Monaten, um zurück in die Gewinnzone zu kommen? (2022)
5. Are you successful in your business? How you can reach your goals? (2022)
6. What are the tax and legal challenges for German companies when working in China? (2022)
7. IT security in the Chinese home office (2022)
 1. Your client demands that no sensitive data and information may go outside. What do you think?
 2. HQ demands that the German General Manager is responsible for data security. What do you think?
 3. Then we come to the important point of data loss and data theft. Everyone at HQ is afraid of it, especially in faraway China. How do you go about this?
8. Wie ist die Wirklichkeit in den chinesisch-deutschen Unternehmen in China? (2022)
9. Focus Business Development of Industry in India. Article series no. 1. Key Requirements for Business Transformation Directors in India. (2022)
10. Wie gelingt die LCD-Fertigung in China? (2022)
11. Wie können deutsche KMU in China aktiv werden? (2022)
12. GREEN TECH FOR CHINA! (5.1.2023)
13. Asien´s Ausblick für 2023 (8.1.2023)
14. "Management in China" ist nun erschienen. DC Experte Karlheinz Zuerl gibt Hunderte von Tipps (25.2.2023)
15. China: Lieferantenkette und die Produktion müssen jetzt angepasst werden! (25.2.2023)
16. "Management in China" ist nun erschienen. DC Experte Karlheinz Zuerl gibt Hunderte von Tipps (25.2.2023)
17. Der Moment auf den alle meine Freunde und Geschäftspartner gewartet haben, (18.6.2023)
18. Be active! The most important investment and the best Asset (19.9.2023)
19. Key Challenges for Industrial Companies in Vietnam (3.10.2023)
20. EU sollte sich am ASEAN-Plan für Innovation ein Beispiel nehmen (29.11.2023)
21. KI hält massiv Einzug in China (29.11.2023)
22. Weltweite LCD-, LED und OLED-Nachfrage ohne China nicht erfüllbar. China-Experte Karlheinz Zuerl gibt Praxistipps für gute Geschäfte in China (29.11.2023)
23. VETTE Welcomes You to Visit The 11th Shanghai CIME 2023 (30.11.2023)
24. Der Ausblick 2024 für Ihr China-Geschäft (1) "Wenn dich niemand als Feind betrachtet, bist du nicht gut. Spricht niemand hinter deinem Rücken schlecht über dich, bist du nicht gut genug." Verstehen Sie das? (28.12.2023)
25. Der Ausblick 2024 für Ihr China-Geschäft (2) Vorteile der Geschäftstätigkeit in China (31.12.2023)
26. Der Ausblick 2024 für Ihr China-Geschäft (3) 7 Nachteile der Geschäftstätigkeit in China (14.01.2024)

Published videos in Youtube (E/D):

Automotive Interim Management China Asia

1. **Do you want to go ahead in China and Asia? (2022)**
2. **Die außergewöhnlich erfolgreichen Resultate des Transformationsmanagers Karlheinz Zuerl in Asien (2022)**
3. **Profitable Company Restructuring: Do you want to go ahead in China and Asia-Pacific? (2022)**
4. **HR – Personalwesen in Krisenzeiten_Teil 1-4, manager berichten aus der Praxis (2023)**
5. **GTEC Finance Online Course for Managers in Industry (2023)**
6. **Sie wollen in China/ APAC vorankommen? GTEC Profitable Unternehmensentwicklung und -umstrukturierung (2023)**

GTEC Profit Growth Academy

1. **GTEC Profit Growth Academy Supplier Process Evaluation DUSA Suzhou 2013 (2014)**
2. **GTEC Profit Growth Academy Aluminium Die Casting (2014)**
3. **Interculture Experience Hongkong - Vol.1- 5 (2017)**
4. **Interculture Expérience Mauritius - Vol. 1-3 (2017)**
5. **GTEC Profit Growth manager& COO Karlheinz Zuerl for Asia, Introduction in Chinese. Part1 to 5 (2020)**
6. **CNC-manufacturing of precision mechanical parts in China, Jiangsu Province. GTEC ensures Q, C, OTD (2022)**
7. **Penthouses, Apartments and Luxury Villas at Costa Del Sol (Spain), directly at Mediterranean Sea (2022)**

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1. **GTEC Academy Shanghai Apartment & Office Rental, GTEC Profit Growth Shanghai Apartment & Office Rental (2014, 2021)**
2. **Booming China Suzhou North - Investment in apartment and office rental (2021)**
3. **Quiet and peaceful Taihu lake for vacation and retirement (2021)**
4. **GTEC Profit Growth Suzhou City Plaza Office and Apartment for Rental (2020), Suzhou City Plaza Office and Apartment for Rental (2021)**
5. **I enthusiastically introduce you to my favourite business opportunity. It is still a secret. Be fast! (2022)**
6. **Ascira Academy: Immediately and direct advantages for company owners and entrepreneurs (2022)**
7. **At COSTA DEL SOL is a paradise on earth. The opportunity to own a property for less than 200,000EUR.(2022)**

Published articles & documents in LinkedIn:

IT:

- Is Blockchain technology ready and beneficial for production? (2018)
- Solutions for German companies in China - IT security in the home office, tax, law. (2022)
- Are you interested in an Assisted Remote solution for your projects between China and Germany? (Document, 2022)
- Training: Digital Shop Floor Management in Suzhou at March 17, 2023 (2.3.2023)

M&A:

- M&A opportunity: modern German CNC multi-bending machine manufacturer on sale (2018)

Green Technology

- Green Tech for China! (2019)

Asia/China Sourcing, Supply Chain, Production

- Purchase of die & moulds in Low Cost Country (LCC) China (2019)
- Where does the enormous price differences from Asian to German toolmakers come from? (2019)
- Manufacturing in China: Smart factories everywhere or still extended workbenches?(2020)
- Does buying die & moulds in China have high cost advantages? Does it have high risks as well, which are often underestimated? (2021)
- CNC-manufacturing of precision mechanical parts in China, Jiangsu Province. GTEC ensures Q, C, OTD (2022)
- How does LCD production succeed in China? Join and follow up our interesting new series! (2022)
- Importing from China: Stay away from the 7 Deadly Sins (Document, 9.9.2023)
- A Crucial Step in China Sourcing: Expert Tips for Successful Pre-Shipment Inspections (PSI) (Article, 15.9.2023)
- An exciting SWOT adventure in China Sourcing (Document, 24.9.2023)
- Why Mastering China Sourcing Agents Could Save You Big Bucks (Document, 28.9.2023)
- How to Make More Money with China Sourcing (Document, 10.10.2023)
- A Winning Advantage: ESG and Sourcing Success (Document, 16.10.2023)
- Emerging Trends in China Sourcing: What You Need to Know (Article, 24.10.2023)
- China's Supply Chain Digitization: A Blueprint for the Future (Document, 2.11.2023)
- 10 China Sourcing Words Every Business Need to Know (Document, 11.11.2023)
- Top Product Categories for Sourcing from China (Document, 17.11.2023)
- Behind Schedule? 3 Tips for Beating the Clock in China Deliveries (Document, 24.11.2023)
- EU Carbon Border Adjustment Mechanism: What It Means for Business in China (Article, 7.12.2023)
- Top priorities European online shoppers (Document, 16.12.2023)

Finance

- How to improve Profitability at Manufacturing Process? Insiders are reporting their Secrets. Follow our new series for your profit growth. Chapter 1 (23.1.2023)

Marketing

- Awarded Top managers in 2022 for your progress in companies worldwide (2022)
- Are you ready to get ahead in your industry? GTEC is ready to help you. (6.5.2023)

HR

- What question do you need to ask to select the right candidates? (2020)
- HR Challenges Faced by Industrial Companies in Vietnam (Document, 6.5.2023)

Management/Economy

- How to tackle next recessions? (2020)
- The big Impact of Small Changes (2020)
- Never Give Up on Your Dreams (2022)

Psychology/Personality

- Four Reasons Why People Lose Out on Their Life (2022)
- Part 1-4: How do I optimize my expenses and motivate my employees in the Chinese branch to get back into the profit zone within 6 months? (2022)
- Are you successful in your business? How you can reach your goals? (2022)
- Do you want to maximize your potentials? (2022)

Purchasing

- How to calculate the true costs of your ADC part? GTEC can do this work for you! (2022)
- How to stay ahead in competition in plastic injection business? Is your purchasing department prepared? (2022)

Quality Management

- How to improve Quality at Manufacturing Process? Insiders are reporting their Secrets. Follow our new series for your profit growth. Chapter 1-7. (2022)

Vietnam Market

- In Vietnam, ESG links directly to value creation. Edition 1 (2022)
- Focus on doing business in Vietnam 1) Real estate market 2) Property market predictions in 2023 (Document, 2022)
- Key Challenges for Industrial Companies in Vietnam (Document, 16.5.2023)

India Market

- Focus India: 1) Key requirements for Business Transformation Directors 2) Price hike of labours impacting employers in India 3) Booming market for Industry 4.0 4) How 3D Printing is changing the manufacturing sector in India? (Document, 2022/2023)

Malaysia Market

- What are the Alternatives of doing Business outside of China and stay in Asia? Malaysia (1.5.2023)

Published articles in Press & Media 2023:

<https://www.diplomatic-council.org/thought-leadership>

1. **Industry Business in Vietnam China+1 Strategy: Focus on Business Development in Vietnam Status of Automation in the Industry (2023)**
2. **Vietnam Supply Chain: Insights into Current Challenges (2023)**

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www.euromarcom.de

1. **"Familienwirtschaft ist Usus in China" "Methoden, die in Europa als kriminell gelten, sind in der Volksrepublik üblich." (coverstory ASIA BRIDGE, 9/2023)**
2. **KI hält massiv Einzug in China (page 67 at "Konstruktion" magazine, 10/2023)**
3. **Experte: EU sollte sich am ASEAN-Plan für Innovation ein Beispiel nehmen (11/2023)**
4. **GTEC erweitert Executive- und Interim-Team (12/2023)**

DDIM (<https://ddim.de>)

1. **Karlheinz Zuerl got a new Chinese Partner in Interim Management (6.1.2023)**
2. **Weltweite LCD-, LED und OLED-Nachfrage ohne China nicht erfüllbar (8.5.2023)**
3. **Asien-Experte: Familienwirtschaft ist Usus in China (30.10.2023)**
4. **Asien-Experte: KI hält massiv Einzug in China (5.12.2023)**

Newsroom: Stories – PresseBox

1. **Weltweite LCD-, LED und OLED-Nachfrage ohne China nicht erfüllbar (3.2023)**
2. **Karlheinz ZUERL's new Chinese Partner in Interim Management (4.2023)**
3. **CIMT 2023 - China International Machine Tool Show. Start: 10/04/2023, end: 15/04/2023 (4.2023)**
4. **Eine Kostenkalkulation für den Messebesuch der CIMT in Beijing spaßig erzählt (4.2023)**
5. **Unleashing the Power of Turnaround in Asia (5.2023)**
6. **HR unterstützt die Unternehmenstransformation in Asien durch Künstliche Intelligenz und Automation (7.2023)**
7. **Asien-Experte: Familienwirtschaft ist Usus in China (9.2023)**
8. **Asien-Experte: KI hält massiv Einzug in China (10.2023)**
9. **Experte: EU sollte sich am ASEAN-Plan für Innovation ein Beispiel nehmen (11.2023)**

Published articles in Press & Media 2024:

<https://www.diplomatic-council.org/thought-leadership>

1. **China überholt bei sauberer Energie (4.2.2024)**

<https://www.diplomatic-council.org/news>

www.euromarcom.de

1. **Asien-Experte: Fertigung in Vietnam steht 2024 vor Herausforderungen (1/2024)**
2. **ASIEN-EXPERTE: CHINA ÜBERHOLT EU BEI SAUBERER ENERGIE (2/2024)**
 - [Asien-Experte: China überholt EU bei sauberer Energie - it-it-prof.de](#)
 - [Asien-Experte: China überholt EU bei sauberer Energie – MyNewsChannel](#)
 - [Asien-Experte: China überholt EU bei sauberer Energie - Deutscher Presseindex](#)

DDIM (<https://ddim.de>)

1. **Chinas EV-Industrie bricht zusammen! (Teil 1 (7.3.2024))**
2. **Chinas EV-Industrie bricht zusammen! (Teil 2 (21.3.2024))**
3. **Chinas EV-Industrie bricht zusammen! (Teil 3 (1.4.2024))**

Newsroom: Stories – PresseBox

1. **Der Ausblick 2024 für Ihr China-Geschäft (1)**
"Wenn dich niemand als Feind betrachtet, bist du nicht gut. Spricht niemand hinter deinem Rücken schlecht über dich, bist du nicht gut genug." Verstehen Sie das? (28.12.2023)
2. **Der Ausblick 2024 für Ihr China-Geschäft (2)**
Vorteile der Geschäftstätigkeit in China (31.12.2023)
3. **Der Ausblick 2024 für Ihr China-Geschäft (3)**
7 Nachteile der Geschäftstätigkeit in China (14.01.2024)
4. **Asien-Experte: Fertigung in Vietnam steht 2024 vor Herausforderungen (1/2024)**
5. **ASIEN-EXPERTE: CHINA ÜBERHOLT EU BEI SAUBERER ENERGIE (2/2024)**
6. **Chinas EV-Industrie bricht zusammen! (Teil 1 (20.3.2024))**
7. **Chinas EV-Industrie bricht zusammen! (Teil 2 (21.3.2024))**
8. **Chinas EV-Industrie bricht zusammen! (Teil 3 (22.3.2024))**

Memberships:

- Member of BME, - Federal Association of materials management, purchasing and logistics eV.
- Member of [DDmanager– Umbrella organization German IntermanagerManagement e.V.](#)
- Member of EE (Exclusive Executive) Club China
- Member of United Intermanager(Schweiz)
- Member of GCC (German Chamber of Commerce AHK, Shanghai)
- Member of Rotary Club International
- Co-Founder of a new start-up digital online platform ASCIRA
- Member of Diplomatic Council Think Tank (UN)
- Practitioner Member of ATTA (Asia Turnaround and Transformation Association)

**Published articles at
United Interim:** [Karlheinz
Zuerl - UNITEDINTERIM
Blog - unitedinterim.com](#)

9.7.2022

Was sind die steuerlichen und rechtlichen Herausforderungen beim Arbeiten in China für deutsche Firmen?

30.7.2022

Thema: IT Sicherheit im chinesischen Homeoffice

20.8.2022

What are the Alternatives of doing Business outside of China and stay in Asia? Malaysia

13.10.2022

What are the Alternatives of doing Business outside of China? VIETNAM

1.11.2022

Low Cost Country Sourcing: VIETNAM

29.12.2022

Asien´s Ausblick für 2023

2.4.2023

Praxistipps: Weltweite LCD-, LED- und OLED-Nachfrage ohne China nicht erfüllbar!

12.12.2023

Der Ausblick 2024 für Ihr China-Geschäft (1)

19.12.2023

Der Ausblick 2024 für Ihr China-Geschäft (2)

7.1.2024

Der Ausblick 2024 für Ihr China-Geschäft (3)

27.1.2024

Case Study 1: [Turnaround in Südchina \(D/United Interim\)](#)

7.2.2024

Case Study 2: [Business Transformation für Turnaround und Gewinnwachstum in den nordchinesischen Werken \(D/United Interim\)](#)

19.2.2024

Case Study 3: [Business Transformation im Yangtze Delta, China \(D/United Interim\)](#)

27.2.2024

Case Study 4: [Maschinenbau: Transformation in Shanghai, China \(D/United Interim\)](#)

27.3.2024

Case Study 5: [Umwelttechnik: Transformation in Kunshan, China \(D/United Interim\)](#)

Published articles at United Interim:

<input type="checkbox"/>	Titel	Status	Aufrufe	Date
<input type="checkbox"/>	Titel	Status	Aufrufe	Date
<input type="checkbox"/>	Titel	Status	Aufrufe	Date
<input type="checkbox"/>	Business Transformation für Turnaround und Gewinnwachstum in Nord-China Karlheinz Zuerl · Case Studies Linienenerfahrung General Management Branchenerfahrung Elektro-/Elektronik Themen 5S Business Development Gemba Walks Lean Restrukturierung/Sanierung Transformation	Veröffentlicht	49	2024-02-07 15:14
<input type="checkbox"/>	Turnaround in Südchina Karlheinz Zuerl · Case Studies Linienenerfahrung General Management Branchenerfahrung Maschinen- und Anlagenbau Themen China Downsizing Lean Restrukturierung/Sanierung Personalabbau	Veröffentlicht	89	2024-01-27 17:36
<input type="checkbox"/>	Der Ausblick 2024 für Ihr China-Geschäft (3) Karlheinz Zuerl · INTERIM MANAGER	Veröffentlicht	5560	2024-01-07 11:42
<input type="checkbox"/>	Der Ausblick 2024 für Ihr China-Geschäft (2) Karlheinz Zuerl · INTERIM MANAGER	Veröffentlicht	7527	2023-12-19 06:37
<input type="checkbox"/>	Der Ausblick 2024 für Ihr China-Geschäft (1) Karlheinz Zuerl · INTERIM MANAGER	Veröffentlicht	6352	2023-12-12 20:05
<input type="checkbox"/>	Praxistipps: Weltweite LCD-, LED- und OLED-Nachfrage ohne China nicht erfüllbar! Karlheinz Zuerl · INTERIM MANAGER	Veröffentlicht	14125	2023-04-02 14:10
<input type="checkbox"/>	Asiens Ausblick für 2023 Karlheinz Zuerl · INTERIM MANAGER	Veröffentlicht	6838	2022-12-29 13:45
<input type="checkbox"/>	Low Cost Country Sourcing: VIETNAM Karlheinz Zuerl · INTERIM MANAGER	Veröffentlicht	11313	2022-11-01 11:23
<input type="checkbox"/>	What are the Alternatives of doing Business outside of China? VIETNAM! Karlheinz Zuerl · INTERIM MANAGER	Veröffentlicht	8768	2022-10-13 04:40
<input type="checkbox"/>	What are the Alternatives of doing Business outside of China and stay in Asia? Malaysia Karlheinz Zuerl · INTERIM MANAGER	Veröffentlicht	10014	2022-08-20 17:19
<input type="checkbox"/>	Thema: IT Sicherheit im chinesischen Homeoffice Karlheinz Zuerl · INTERIM MANAGER	Veröffentlicht	11797	2022-07-30 02:03
<input type="checkbox"/>	Was sind die steuerlichen und rechtlichen Herausforderungen beim Arbeiten in China für deutsche Firmen? Karlheinz Zuerl · INTERIM MANAGER	Veröffentlicht	4836	2022-07-09 08:14

Press Releases (Selected Screenshots) 2023



Über uns Aktivitäten Think Tank News Events

NEWS

KI HÄLT MASSIV EINZUG IN CHINA

„Während viele Bürobeschäftigte in europäischen Firmen mit KI-Tools wie ChatGPT und Google Bard experimentieren, hält Künstliche Intelligenz in chinesischen Unternehmen auf breiter Front Einzug“, hat Karlheinz Zuerl, CEO der German Technology & Engineering Corporation (GTEC), festgestellt. „In Europa versucht vor allem die mittlere Managementebene die Vorteile von KI für sich zu nutzen, aber in China ist Künstliche Intelligenz beim Topmanagement angekommen. Ein Großteil der chinesischen Firmen folgt einem von der Unternehmensspitze vorgegebenen KI-Fahrplan“, berichtet Zuerl, dessen Unternehmen das China-Geschäft für viele westliche Unternehmen auf- und ausbaut oder bei Bedarf saniert.



Karlheinz Zuerl, CEO der German Technology & Engineering Corporation (GTEC). Foto: GTEC

GTEC-Chef Zuerl: „Das Topmanagement in China geht in weiten Teilen davon aus, dass KI, Big Data, Robotik und andere Aspekte der digitalen Transformation ihr Geschäft fundamental beeinträchtigen werden. Viele haben schlichtweg Angst davor, dass ihr Unternehmen binnen weniger Jahre vom Markt verschwinden könnte, wenn sie nicht massiv in die neuen Technologien und allen voran in Automation und Künstliche Intelligenz investieren.“ Nach Analyse Zuerls gelten die unübersichtbaren Erfolge beim Robotereinsatz in der Produktion dem chinesischen Management als Blaupause für KI-Anwendungen. Zuerl: „Automatisierung ist das große Thema in China. In immer mehr Fabriken werden menschliche Arbeitskräfte durch Industrieroboter ersetzt oder ergänzt, um die Produktionskosten zu senken, die Qualität zu erhöhen und die Produktionsmengen zu steigern. KI stellt in diesem Zusammenhang einen wichtigen Schritt auf dem Weg zu autonomen Produktionsanlagen dar.“ Laut Zuerl wird KI in China derzeit fast flächendeckend über nahezu alle Sektoren hinweg eingeführt. China wolle die KI-Nation Nummer eins auf der Welt werden.

Ausländischen Firmen empfiehlt der CEO der German Technology & Engineering Corporation ein schrittweises Vorgehen bei der KI-Einführung in China. So sollten europäische Unternehmen zunächst ihre eigene firmenweite KI-Strategie entwickeln. Erst im zweiten Schritt ist nach Zuerls Einschätzung eine Implementierung in China angebracht – allerdings mit den dort verfügbaren KI-Tools. „Die in Europa verwendeten KI-Algorithmen aus amerikanischer Entwicklung bewähren sich in China nicht“, warnt Zuerl davor, ChatGPT und andere US-geprägte sogenannte Large Language Models (LLM) nach China zu bringen. Als wichtigste KI-Modelle in China nennt der Asien-Experte ERNIE (Enhanced Representation through Knowledge Integration) von Baidu, AIINLP von Alibaba und NeuralLM von Tencent.

Für international tätige Unternehmen bestehe eine große Herausforderung darin, KI-Systeme aus unterschiedlichen Herkunftsregionen unter einen Hut zu bringen. Dies sei es Aspekt, den nach seiner Erfahrung „noch kaum jemand aus dem Management auf dem Radar habe.“

GTEC hilft nach eigenen Angaben westlichen Unternehmen, Herausforderungen in Asien zu bewältigen. Der Schwerpunkt liege dabei auf der Geschäftsentwicklung, dem Auf- und Ausbau von Niederlassungen und Produktionsstätten, sowie Sanierungs- und Turnaround-Maßnahmen.

KONSTRUKTION | DEZ 22 | NR. 11-12



Herausforderungen zeige ich praxisnah auf, wie man Schritt für Schritt eine angemessene Lösung findet“.



Über uns Aktivitäten Think Tank News Events

THOUGHT LEADERSHIP



Familienwirtschaft ist Usus in China

DC Mitglied Karlheinz Zuerl: „Methoden, die in Europa als kriminell gelten, sind in China üblich.“

„Europäische Firmen agieren oftmals mit einer gehörigen Portion Blauäugigkeit in China“, sagt der Asien-Experte Karlheinz Zuerl, CEO der German Technology & Engineering Corporation (GTEC) und Mitglied im Diplomatic Council. Vom Personalwesen bis zum Qualitätsmanagement wenden die Unternehmen in der Regel die in Europa üblichen Verfahren an, ohne dem völlig anderen sozialen Umfeld und den kulturellen Unterschieden ausreichend Rechnung zu tragen, hat Zuerl festgestellt, dessen Firma laut Angaben regelmäßig für „Feuerwehraufgaben“ in China gerufen wird.



Über uns Aktivitäten Think Tank News Events

THOUGHT LEADERSHIP



KI hält massiv Einzug in China

Von DC Mitglied Karlheinz Zuerl*

„Während viele Bürobeschäftigte in europäischen Firmen mit KI-Tools wie ChatGPT und Google Bard experimentieren, hält Künstliche Intelligenz in chinesischen Unternehmen auf breiter Front Einzug“, hat der Asien-Experte Karlheinz Zuerl, CEO der German Technology & Engineering Corporation (GTEC) und Mitglied im Diplomatic Council, festgestellt. „In Europa sucht vor allem die mittleren Managementebene die Vorteile von KI für sich zu nutzen, aber in China ist Künstliche Intelligenz beim Topmanagement angekommen. Ein Großteil der chinesischen Firmen folgt einem von der Unternehmensspitze vorgegebenen KI-Fahrplan“, berichtet Zuerl, dessen Firma das China-Geschäft für viele westliche Unternehmen auf- und ausbaut oder bei

Bedarf saniert.



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NEWS



Neues Fachbuch „HR – Personalwesen in Krisenzeiten“

„HR - Personalwesen in Krisenzeiten: Interim Manager berichten aus der Praxis“, Urs Affolter, Ulvi Aydin, Ulf Camehn, Udo Fichtner, Detlef Georg, Michael Gutowski, Hans Rolf Niehues, Dr. Frank Orthmann, Dr. Harald Schönfeld, Paul Stricker, Dr. Detlef Weber, Karlheinz Zuerl; ISBN 978-3-98674-054-2, 524 Seiten, Verlag Diplomatic Council

Publishing, erschienen in der Fachbuchreihe „Von Interim Managern lernen“ (gemeinsam mit United Interim)

Press Releases (Selected Screenshots) 2024



THOUGHT LEADERSHIP



China überholt EU bei sauberer Energie

Von DC Mitglied Karlheinz Zuerl*

Aktuelle Studie des European Parliamentary Research Service (EPRS) konterkariert die „De-Risking“-Strategie der EU gegenüber China

China ist dabei, die Europäische Union bei sauberen Energien zu überholen. Laut einer aktuellen Studie des European Parliamentary Research Service (EPRS) mit dem Titel „EU-China: European expert consultation on future relations with China“ ist China bei von Experten begutachteten Veröffentlichungen auf den Gebieten Solar- und Windenergie, Lithiumbatterien, Wärmepumpen und Kohlenstoffabscheidungstechnologien führend gegenüber der Europäischen Union. Das sind durchweg Schlüsselemente der Energiewende. Noch vor zehn Jahren lag die EU-Forschung bei

sauberen Energietechnologien an der Spitze, heute ist es China.

D:
<https://www.diplomatic-council.org/de/node/1248>

E:
<https://www.diplomatic-council.org/node/1248>

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Studie zeigt, China hat EU in sauberen Energien überholt

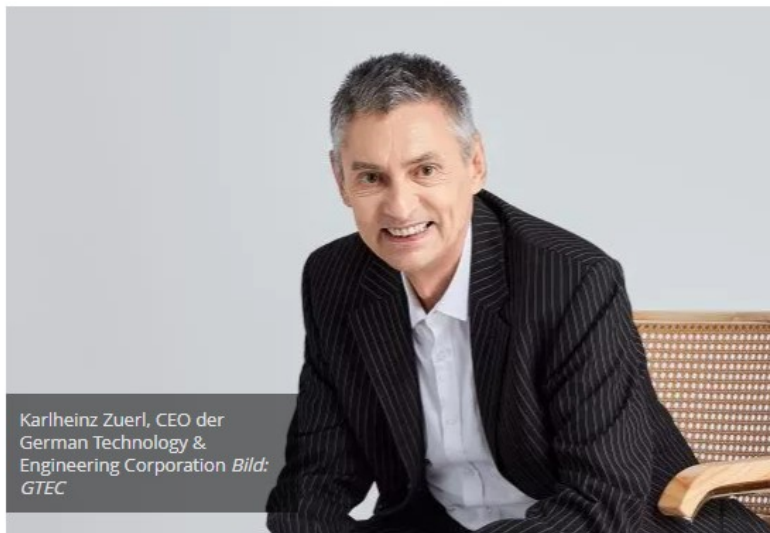
China – Vorreiter in sauberen Energien

🕒 31. Januar 2024 📖 3 Minuten Lesezeit

Experten mahnen in EU-Studie

China überholt EU bei Forschung zu sauberer Energie

31. Januar 2024, 11:35 Uhr | [Kathrin Veigel](#)



Karlheinz Zuerl, CEO der German Technology & Engineering Corporation *Bild: GTEC*



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Laut einer Studie des European Parliamentary Research Service ist China bei Publikationen auf den Gebieten Solar- und Windenergie, Lithiumbatterien, Wärmepumpen und Kohlenstoffabscheidungstechnologien führend gegenüber der EU. Noch vor zehn Jahren hatte die EU-Forschung hier die Nase vorn.

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Firma GTEC German Technology and Engineering Cooperation, Autor bei MyNewsChannel



KOMMUNIKATION

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Fertigung in Vietnam
steht 2024 vor
Herausforderungen

17. Januar 2024



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Experte: EU sollte sich
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Innovation ein Beispiel
nehmen

16. November 2023



DIENSTLEISTUNGEN

Unleashing the Power of
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20. Mai 2023



FAHRZEUGBAU / AUTOMOTIVE

Karlheinz ZUERL's new
Chinese Partner in
Interim Management

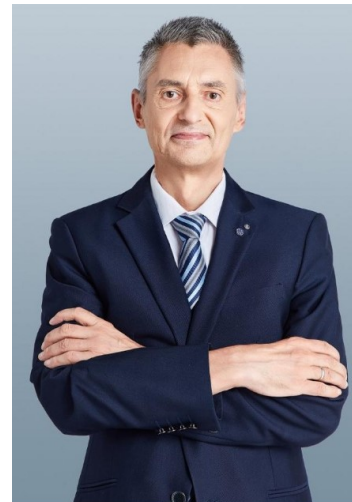
2. April 2023



FIRMENINTERN

Eine Kostenkalkulation
für den Messebesuch der
CIMT in Beijing spaßig
erzählt

20. April 2023



PRODUKTIONSTECHNIK

Asien-Experte: KI hält
massiv Einzug in China

10. Oktober 2023

MASCHINENBAU

CIMT 2023 – China
International Machine
Tool Show. Start:
10/04/2023, end:
15/04/2023

8. April 2023

KOMMUNIKATION

HR unterstützt die
Unternehmenstransform:
in Asien durch
Künstliche Intelligenz
und Automation

18. Juli 2023



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Asien-Experte: China
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Energie

30. Januar 2024



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Asien-Experte:
Familienwirtschaft ist
Usus in China

7. September 2023

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MRZ

Firma GTEC German Technology and Engineering Cooperation Posted in Elektrotechnik No comments



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WELTWEITE LCD-, LED UND OLED-NACHFRAGE OHNE CHINA NICHT ERFÜLLBAR

EINE KOSTENKALKULATION FÜR DEN MESSEBESUCH DER CIMT IN BEIJING SPASSIG ERZÄHLT

HR UNTERSTÜTZT DIE UNTERNEHMENSTRANSFORMATION IN ASIEN DURCH KÜNSTLICHE INTELLIGENZ UND AUTOMATION



07
SEP

Firma GTEC German Technology and Engineering Cooperation Posted in Dienstleistungen No comments

Firma GTEC German Technology and Engineering Cooperation 18. Juli 2023 No comments

Da die Mitarbeiter heute zunehmend mit digitalen Umwälzungen konfrontiert sind, glauben die meisten Personalleiter, dass die Weiterbildung (57 %) und der Umgang mit einer veränderten Kultur und Denkweise (49 %) immer wichtiger werden.

Laut Umfrage von PWC in 2023 glauben 53 % der CEOs im asiatisch-pazifischen Raum, dass ihr Unternehmen nicht länger als 10 Jahre überleben wird, wenn es seinen derzeitigen Kurs beibehält. Arbeitgeber und Arbeitnehmer sind sich einig, dass eine Neuerung der Schlüssel zur Überlebensfähigkeit eines Unternehmens ist.

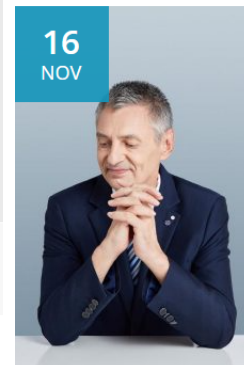


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OKT

Firma GTEC German Technology and Engineering Cooperation Posted in Produktionstechnik No comments

ASIEN-EXPERTE: KI HÄLT MASSIV EINZUG IN CHINA

ASIEN-EXPERTE: FAMILIENWIRTSCHAFT IST USUS IN CHINA



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EXPERTE: EU SOLLTE SICH AM ASEAN-PLAN FÜR INNOVATION EIN BEISPIEL NEHMEN

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JAN

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br /> Karlheinz Zuerl: „China hat die EU bei der Forschung und Entwicklung grüner Technologien in den letzten zehn Jahren überholt und ist heute ...

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Asien-Experte: Fertigung in Vietnam steht 2024 vor Herausforderungen

Internationale Unternehmen mit einer Produktionsstätte in Vietnam müssen sich auf verschärfte Bedingungen einstellen, sagt der Asien-Experte Karl ...

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Asien-Experte: KI hält massiv Einzug in China

GTEC-CEO Karlheinz Zuerl: „In China gilt Künstliche Intelligenz als ein Schlüssel zur nationalen Entwicklung und internationalen Wettbewerbsfähigkeit ...

10.10.2023 | [Industrie](#)

Asien-Experte: Familienwirtschaft ist Usus in China

„Europäische Firmen agieren oftmals mit einer gehörigen Portion Blauäugigkeit in China“, sagt der Asien-Experte Karlheinz Zuerl, CEO der German ...

07.09.2023 | [Dienstleistung](#)

HR unterstützt die Unternehmenstransformation in Asien durch Künstliche Intelligenz und Automation

Da die Mitarbeiter heute zunehmend mit digitalen Umwälzungen konfrontiert sind, glauben die meisten Personalleiter, dass die Weiterbildung (57 %) und ...

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Weltweite LCD-, LED und OLED-Nachfrage ohne China nicht erfüllbar

Die weltweite Nachfrage nach Standard LCD- und LED-Screens, wie sie in US, Hongkong und Japan and andere Ländern gebraucht werden, soll von 115 Milli ...

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Karlheinz Zuerl: „China hat die EU bei der Forschung und Entwicklung grüner Technologien in den letzten zehn Jahren überholt und ist heute führend.“ Aktuelle Studie des European Parliamentary Research Service (EPRS) konterkariert die „De-Risking“-Strategie der EU gegenüber China. „China ist dabei, die Europäische Union bei sauberen Energien zu überholen“, warnt der Asien-Experte Karlheinz Zuerl, CEO [...]

Karlheinz ZUERL's new Chinese Partner in Interim Management

Karlheinz Zuerl (<https://gtec.asia/karlheinz-zuerl/>) with James Lu (<https://gtec.asia/james-lu-lu-hui/>) In response to the growing demand for Western companies in China, India, Japan, Korea, Taiwan and SEA to improve their local business development, Karlheinz Zuerl is expanding his team as an Interim Manager and Executive Consultant for electric-motion, environment, and machinery industry in Asia. His international profile at [...]

Asien-Experte: Fertigung in Vietnam steht 2024 vor Herausforderungen

Internationale Unternehmen mit einer Produktionsstätte in Vietnam müssen sich auf verschärfte Bedingungen einstellen, sagt der Asien-Experte Karlheinz Zuerl, CEO der German Technology & Engineering Corporation (GTEC). Zwar sei Vietnam nach wie vor einer der besten Standorte für die Fertigung in Asien, doch die Firmen sollten sich frühzeitig auf neue Anforderungen einstellen, rät der auf die [...]

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Asien-Experte: Fertigung in Vietnam steht 2024 vor Herausforderungen

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Karlheinz Zuerl: Der Arbeitsmarkt, die Infrastruktur und die Lieferkette bergen Probleme



(PresseBox) - Internationale Unternehmen mit einer Produktionsstätte in Vietnam müssen sich auf verschärfte Bedingungen einstellen, sagt der Asien-Experte Karlheinz Zuerl, CEO der German Technology & Engineering Corporation (GTEC). Zwar sei Vietnam nach wie vor einer der besten Standorte für die Fertigung in Asien, doch die Firmen sollten sich frühzeitig auf neue

Anforderungen einstellen, rät der auf die Begleitung europäischer Unternehmen im asiatischen Raum spezialisierte Berater und Interim Manager.

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Author of the bestsellers (China/Asia related):

1. [Human Resources: Personalwesen in Krisenzeiten](#)
 (publisher Diplomatic Council, German edition)
2. [Management in China: Leitfaden zur praktischen, interkulturellen Umsetzung](#) (publisher Diplomatic Council, German edition)
3. [Successful Interim Management Project Reports and their Results](#)
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4. [Effective Cost Cutting in Asia](#) (publisher Springer, English Edition)
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LinkedIn:

- 1) http://www.linkedin.com/company/gtec-german-technology-&-engineering-cooperation-?trk=top_nav_home
- 2) <https://www.linkedin.com/in/karlheinz-zuerl-04859b2b/detail/recent-activity/posts/>

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- 2) https://coaches.xing.com/profile/Karlheinz_Zuerl2

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