

## **Interim General Manager Karlheinz ZUERL**

**CEO of German Technology &  
Engineering Cooperation  
For Business Transformation and  
Profit Growth in Asia**

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

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



# Karlheinz ZUERL

Expert for Business  
Transformation in Asia

**He won the prestigious award as Expert of the Year 2024 in Interim Management in the category "Transformation" by Steinbeis Business School in Augsburg, Germany.**



STEINBEIS  
AUGSBURG BUSINESS SCHOOL  
EXPERT OF THE YEAR 2024  
INTERIM MANAGEMENT

KARLHEINZ ZUERL



STEINBEIS  
AUGSBURG  
BUSINESS SCHOOL



# Interim Manager Karlheinz ZUERL

Expert for Business  
Transformation in Asia



The CEO of GTEC, German nationality with a China Green Card, born on May 8, 1957, is an expert in business transformation of high-tech enterprises in the advanced equipment industry for vehicles, machinery, and environment. He focuses on Turnaround, Restructuring, and Business Development for the profit growth of his clients in the Asian industry. As Interim General Manager in business transformation, he is using a business development plan as a roadmap for continual growth and success, equipped with strategies 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 Interim 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 process automation 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), ERP 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 in Asia

## 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 TQScld软件培训 Software Training for Carbon Inventory SaaS Solution TQScld.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

TQScld.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  
**Accu X-Tech**



## Agenda

**1 Summary & experiences for tomorrow's success**

**2 Important milestones in the career**

# 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 an 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 own inhouse experiences.



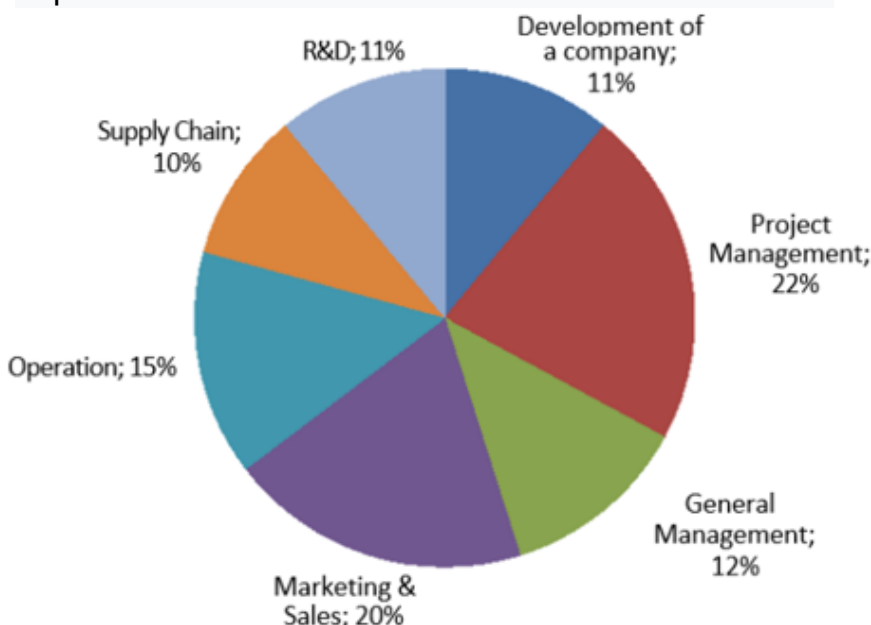
## Compact presentation:

**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

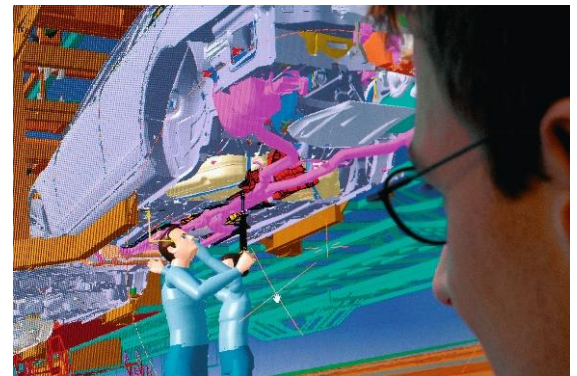
As a mechanical and industrial engineer, he is an expert for management and consulting on business development of family-run SME suppliers in the automotive industry in China and Asia.

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**

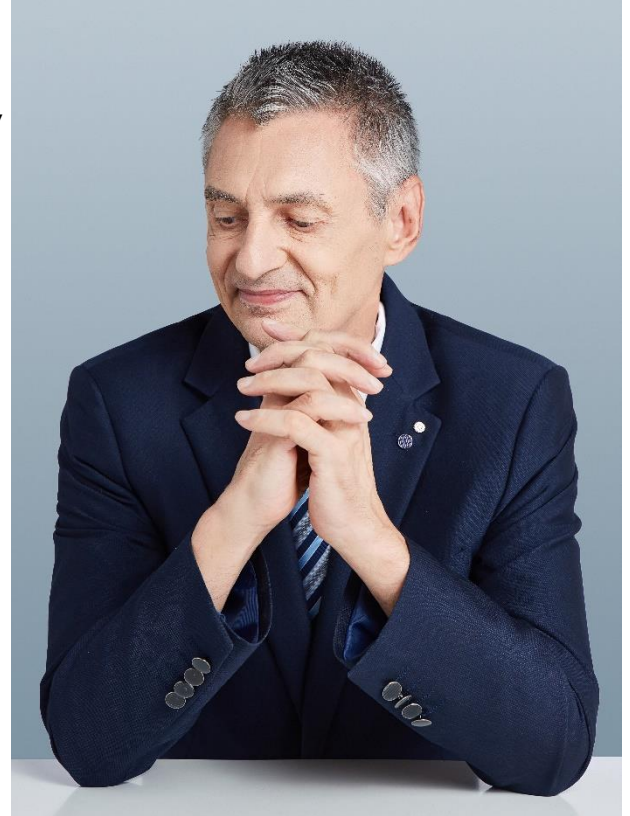
German (native), English (fluent), Mandarin (HSK 3-4 level, with writing, reading, speaking, listening), Spanish & French (basics)

**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 attached project reports from 2014 to 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><b>ASCIRA (US)</b><br/>Startup company for online platforms in industry (Academy, Travel, Social Media, E-Commerce)<br/><b>TIER 1 (China), Shenyang</b><br/>Automotive Antenna<br/><b>TIER 2 (Spain), Suzhou</b><br/>Stamping parts for Automotive</p> | <p><b>Founder &amp; Business Development Partner</b> – Online Marketing Suzhou<br/><b>Consultant</b> Sales, Marketing, Business Development – Tier 1, Shenyang<br/><b>Consultant</b> of Sales in Product Price calculation – Tier 2, Suzhou</p> <ul style="list-style-type: none"> <li>❑ Business development &amp; marketing strategy</li> <li>❑ Profit Growth strategy, increase profit</li> <li>❑ <b>Transformation</b> of sales strategy for winning more new customers</li> </ul> <p>Convincing company presentation for business partner recruiting, investment decision making, sales ordering.<br/>Strategy development for company growth</p>  | 1.2022- 5.2023   |
| <p><b>OEM Tier 2 Automotive Suzhou China</b><br/>Via Provider Atreus/EIM<br/>Germany/China</p>  | <p><b>Interim General Manager Business Transformation Ceramics</b></p> <ul style="list-style-type: none"> <li>❑ Development of new business areas</li> <li>❑ Business process optimization</li> <li>❑ <b>Turn around</b> of business of Industrial ceramics</li> </ul> <p><b>Transform</b> and develop the sales organization; Coordination of engineering and production. Visits and negotiations with customers, coaching and motivation of managers.<br/>Approx. 180 employees in China, 3470 employees worldwide. Total group turnover approx. 640 million euros</p>  | 8.2021- 12.2021  |
| <p><b>OEM Tier 1 Automotive Shanghai China</b><br/>Via Provider Hongkong</p>  | <p><b>Executive Consultant Automotive Exhaust Systems</b></p> <ul style="list-style-type: none"> <li>❑ Development &amp; reorganization of purchasing</li> <li>❑ Advice to management and managers</li> <li>❑ <b>Turn around</b> of business for Exhaust systems</li> </ul> <p>Analysis of purchasing for Asia. Implementation of the solutions with the team from purchasing, production, sales, quality, development, finance, HR.<br/>Approx. 450 employees in China, 10,000 employees worldwide. Total group turnover approx. 4.9 billion euros.</p>  | 2.2021- 8.2021   |
| <p><b>OEM BMW Automotive Beijing/Shenyang</b><br/>Via Provider Korn<br/>Germany/Shanghai</p>  | <p><b>Executive Consultant Automotive Hangzhou Batterypacks</b></p> <ul style="list-style-type: none"> <li>❑ International project management</li> <li>❑ Advice to management and managers</li> <li>❑ <b>Turn around</b> of business for elektromobility</li> </ul> <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.<br/>Approx. 5 employees in China, 100 employees worldwide. Total Korn group turnover approx. 87 million euros</p>   | 11.2020- 12.2020 |
| <p><b>ABPInduction Shanghai</b><br/>Via Provider Starkenburg<br/>Hongkong</p>   | <p><b>Interim General Manager Business Transformation Heavy Machinery</b></p> <ul style="list-style-type: none"> <li>❑ <b>Transform</b> business for new customer acquisition</li> <li>❑ <b>Restructuring</b> by relocation management</li> <li>❑ <b>Turn around</b> of B2B industrial induction technology</li> </ul> <p>Discussions and negotiations with customers, conclusion of contracts and reporting; Establishment of lean production. Negotiations with landlords and local governments.<br/>Approx. 80 employees in China, 223 employees worldwide. Total group turnover approx. 87 million euros</p>  | 4.2020- 11.2020  |
| <p><b>OEM Tier 1 HUF Automotive Shanghai China</b></p>  | <p><b>Interim Purchasing Director Automotive Locking System</b></p> <ul style="list-style-type: none"> <li>❑ <b>Outsourcing</b> and purchasing of control technology, tools</li> <li>❑ Indirect purchase of materials</li> <li>❑ <b>Restructuring</b> of logistics to get <b>smaller footprints</b>, reorganization</li> </ul> <p>Building an effective purchasing for non-production material. Eliminate maverick purchasing and unprofitable warehousing and transportation. Negotiation with suppliers. Cost reduction and reporting.<br/>Approx. 400 employees in China, 7300 employees worldwide. Total group turnover approx. 1 billion euros</p> | 11.2019- 03.2020 |
| <p><b>RVT Process Equipment Kunshan China</b></p>   | <p><b>General Manager Business Transformation Chemistry/Environment</b></p> <ul style="list-style-type: none"> <li>❑ <b>Transformation</b> to Customer retention</li> <li>❑ Managing and <b>restructuring</b> of overall production and trading business</li> <li>❑ <b>Turn around</b> of business for Gas scrubbers</li> </ul> <p>Relocation, focus on deadline/quality/cost, capacity planning and profit growth<br/>Approx. 20 employees in China, 160 employees worldwide. Total group turnover approx. 30 million euros</p>  | 7.2018- 10.2019  |

|   |   |                  |
|---|---|------------------|
| <b>Zapi/Inmotion TZM<br/>Tianjin China</b><br>(Tianjin Zapi Motion,<br>Sweden/ Italy)             | <b>General Manager Inmotion<br/>Generators/ Motors/ Controllers/ Inverters</b><br><input type="checkbox"/> Managing HR, FIN, IT, PUR, ENG, production and trading business<br><input type="checkbox"/> <b>Restructuring</b> of manufacturing and assembly of electric motors and generators<br><input type="checkbox"/> <b>Restructuring</b> of manufacturing and assembly of controllers and inverters<br>Factory relocation, <b>transformation</b> 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 |
| <b>Bosch Investment China<br/>Bosch EV Suzhou</b><br>Expatriate contract                          | <b>Purchasing Director/ Sales Project Director Battery<br/>Management System</b><br><input type="checkbox"/> <b>Turn around</b> by Training of Trainers in technique and finance<br><input type="checkbox"/> <b>Transformation</b> of supply chain to cost optimization<br><input type="checkbox"/> <b>Sourcing</b> in Asia of all commodities<br>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 |
| <b>Valeo Wischersysteme<br/>BietighemanagerGermany/<br/>France/ China</b><br>Expatriate contract  | <b>Manager Supplier Development</b><br><input type="checkbox"/> Cost analysis<br><input type="checkbox"/> Supplier management<br><input type="checkbox"/> Cost optimization<br>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.<br>Approx. 15660 employees in China, 2019: 114700 employees worldwide. Total group turnover approx. 19.2 billion euros   | 01.2005- 12.2007 |
| <b>General Motors<br/>Ruesselshemanager(Germany),<br/>Detroit (USA),<br/>Trollhättan (Sweden)</b> | <b>Quality Manager</b><br><input type="checkbox"/> Audits ISO9001, TS16949<br><input type="checkbox"/> Cost analysis<br><input type="checkbox"/> Quality management<br>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.<br>Approx. 54500 employees in Europe, 157,000 employees worldwide. Total group turnover approx. 127 billion euros   | 12.1989- 12.2004 |
| <b>BMW Inc, Munich,<br/>Dingolfing (Germany)</b>  | <b>Designer, Production planner</b><br><input type="checkbox"/> CAD/CAM/CIM<br><input type="checkbox"/> stamping & deep drawing parts<br><input type="checkbox"/> Tooling and molds workshop<br>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.<br>Approx. 119000 employees worldwide. Total group turnover approx. 111 billion euros  | 01.1984- 12.1989 |
| <b>Siemens Inc, Plant Redwitz<br/>(Germany)</b>   | <b>Toolmaker Injection molding tools</b><br><input type="checkbox"/> design and read complex drawings<br><input type="checkbox"/> Machine operation<br><input type="checkbox"/> Team work<br>Toolmaking for the automotive industry<br>Approx. 400 employees in the Redwitz/Germany tool shop. 293000 employees worldwide. Total group turnover approx. 55.3 billion euros  | 6.1973- 12. 1976 |



## Karlheinz ZUERL

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<https://esg-lotsen.de/>

<https://esg-guides.com/>

### Aktive Memberships in

- AHK (German Chamber of Commerce) Shanghai
- ATTA (Asia Transformation & Turnaround Association)
- BME ((German Association for Materials Management, Purchasing and Logistics)
- DDIM (Umbrella company for German Interim Management)
- Diplomatic Council (Consulting of the United Nations)
- United Interim

### Author of the bestsellers (China/Asia related):

1. [\*Human Ressources: Personalwesen in Krisenzeiten\*](#) (publisher Diplomatic Council, German edition)
2. [\*Management in China: Leitfaden zur praktischen, interkulturellen Umsetzung\*](#) (publisher Diplomatic Council, German edition)
3. [\*Successful IntermanagerManagement Project Reports and their Results\*](#) (Kindle Edition, publisher GTEC, German Edition)
4. [\*Effective Cost Cutting in Asia\*](#) (publisher Springer, English Edition)
5. [\*One Who Moved Out to Get Rich: Volume 1: "The Empress of Suzhou"\*](#) (Kindle Edition, publisher GTEC, English Edition)
6. [\*Series "Successful in China" 2: China Business - die 50 besten Marktlücken\*](#) (Kindle Edition, publisher GTEC, German Edition)
7. [\*Series "Successful in China" 1: China Business - aktuell und kompakt\*](#) (Komprimiertes Wissen für China-Reisende, publisher GTEC, German Edition)
8. [\*Erfolgreich in China: Ein Reisebuch für Manager\*](#) (publisher Springer, German Edition)
9. [\*Managerwissen kompakt China\*](#) (audio book, publisher SAGA Egmont)
10. [\*Wirtschaftshandbuch China \(Lehr- und Handbücher zu Sprachen und Kulturen\)\*](#) (publisher Oldenbourg, German edition)

### LinkedIn:

- 1) [GTEC Posts](#)
- 2) [Karlheinz Zuerl all activity](#)

### XING:

- 1) [Xing Profile Karlheinz Zuerl](#)

### YOUTUBE:

- 1) [Automotive Interim Management Provider China Asia](#)
- 2) [GTEC Profit Growth Academy Playlist](#)

### United Interim:

- 1) [Karlheinz Zuerl - UNITEDINTERIM Blog - unitedinterim.com](#)

### Diplomatic Council:

- 1) <https://www.diplomatic-council.org/de/news-and-events/news/business-china-am-12-maerz>
- 2) [Think Tank](#)

### DDIM:

- 1) <https://ddim.de/?s=Zuerl>

