



**Dr. Guido Krupinski**

Dipl.-Wirtsch.-Ing. (MB)

Business Consultant &  
Interim Executive

**Automotive Industry**

Former President & CEO  
Former Managing Director (Tier 1)  
Former Plant Manager (Tier 1)  
Former Head of Joint Ventures (OEM, Tier 1)  
Former Head of Business Units (OEM)  
Former Head of Industrial Programs (OEM, Tier 1)  
Former Head of Retail Dealership (OEM)

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Over 30 years of executive and consulting experience in the international automotive industry (OEM and Tier-1) – since 2022 as Business Consultant & Interim Executive.

My **positioning**: Temporary mandates as Automotive CEO, COO, CRO, CTO oder Head of complex industrial programs or projects with OEMs, suppliers and equipment manufacturers.

My focus is on exceptional business situations - when concerted, time-limited and sustainable action is necessary to stabilize or increase operational performance and company value.

**Business Consultant & Interim Executive (automotive industry) – mandates since 2022**

1. Business consultant & interim executive, leading an OEM task force for the relocation of components, tools and equipment of a global automotive Tier 1 supplier in insolvency (2024/25)
2. Business consultant & interim executive with a global automotive equipment manufacturer on the construction of a new E-motor assembly line @ OEM (2024)
3. Business consultant for a global automotive supplier (Tier-1) on localization in China - trade off between own and Joint Venture production (2023)
4. Business consultant for a global automotive software engineering provider (Tier-1) on internationalization - global strategy, performance, cost; local footprint, organization, functions (2022/23)

**Professional stages 1989 until 2021**



2016 - 2021

### **President & CEO - Executive Board Member Daimler Greater China**

Fujian Benz Automotive Co. (Fuzhou, China). Purchasing, production, marketing & sales of Mercedes-Benz Vans in China. Development of vehicle components. Sales of EUR 1.6 billion. 3,200 employees.

1. President & CEO of the company, a joint venture of BAIC (China) and Daimler
2. China Executive Mercedes-Benz Vans und Executive Board Member Daimler Greater China
3. RoS turnaround from -5 to +10% (top and bottom line initiatives)
4. Increase in production and supplier performance. Outsourcing and restructuring of sales, marketing, product and program management.



2012 - 2015

### **Executive Member Product Group Compact Cars**

Mercedes-Benz, Stuttgart, Beijing, Tokyo, Mexico, Finland, budget > EUR 100 million, 50 employees

1. Global production planning and engineering within the Product Group Compact Cars
2. Global production planning e-Drive, establishment of various production joint ventures
3. Production relocation of a compact car model to a contract manufacturer (Finland)
4. Establishment of a joint venture with a Japanese OEM to build a compact car factory (Mexico)



2007 - 2011

### **Director Business Unit Foundries and Forge**

Mercedes-Benz, Stuttgart, budget > EUR 100 million, 3,200 employees

1. Strategy and performance process to define the future product portfolio
2. Entry into new technologies (steel casting) and new components (body components)
3. Exit from iron casting, outsourcing (market allocation) of the brake disc business
4. Programmes and projects on efficiency, quality and costs



2005 - 2007

### **Director Global Turnaround Program Office**

Mercedes Car Group (MCG), Stuttgart, budget > EUR 200 million, 15 employees in the office, 3,000 (part-time) project employees, co-management of 70 external consultants. Direct Report to the COO.

1. 40 work packages, entire value chain, earnings and cost improvement from 0 to 7% RoS
2. Introduction of vehicle platforms and module strategy in development and purchasing
3. Factory efficiencies through the introduction of the Harbour logic ("Hours per Vehicle")
4. Purchasing offensive. Redesign and realignment of administrative areas.



2003 - 2005

### **Managing Director and Head of Engine Plant**

MDC Power GmbH, Kölleda (Thuringia), sales > EUR 500 million, 600 employees

1. Installation of a joint venture between Daimler and a Japanese OEM
2. Construction, commissioning and series operation of a greenfield engine plant
3. Design and implementation of a lean production system and flat hierarchies
4. Outsourcing of tool management, maintenance and logistics to external companies



2001 - 2003

### **Head of Car Assembly**

Mercedes-Benz, Bremen plant, budget > EUR 50 million, 1,200 employees

1. Assembly - interior installation and pre-assembly (cockpit, doors), 250,000 cars per year
2. Leading four team leaders, 60 foremen and 1,200 employees in three-shift operations

3. Installation of a CIP under the direction of temporarily released team leaders and foremen
4. Projects for process stabilization, efficiency increase, quality improvement



1998 - 2001

### **Head of Automotive Retail Dealership**

Mercedes-Benz, Magdeburg Retail Dealership, sales > EUR 300 million, 400 employees

1. Sales of new and used vehicles (cars, vans, trucks), aftersales
2. Management of regional contractual partners (aftersales and customer orders)
3. In parallel, project lead strategic realignment of the German sales organization
4. In parallel, project lead strategic realignment of the global sales organization



1996 - 1998

### **Head of Marketing, MB Argentina**

Mercedes-Benz Argentina, Buenos Aires, budget > EUR 15 million, 30 employees

1. Market launch of the first Mercedes-Benz Sprinter in Argentina
2. Restructuring of national sales territories. Introduction of a new dealer management.
3. Organization of know-how transfer from Germany and the USA to Argentina
4. Planning and implementation of a change process in sales and marketing ("Proyecto Comercial")



1994 - 1996

### **Senior Manager - Executive Board Assistant**

Mercedes-Benz (MB) and Daimler-Benz AG, Stuttgart, budget > EUR 20 million

1. MB-Passenger Car Development, later Daimler-Benz Sales
2. Executive Board Assistant, Chief of staff, Head of Board Office

3. Independent pick-up, coordination and follow-up of board relevant issues
4. Collaboration and support in the MB change program ("TQM") with 8,000 employees



1993 - 1994

### **International Management Associate**

Daimler-Benz AG, Stuttgart and Vitoria (Spain)

1. Passenger car advanced development – test drives with battery-electric C-Class cars
2. Passenger car advanced development - collaboration in the strategy process of a directorate
3. Van plant Vitoria - study on the outsourcing of IT activities to external service providers
4. Van plant Vitoria - collaboration on IT conversion to a new production control system



1989 - 1992

### **Scientific Assistant**

RPTU Kaiserslautern-Landau (Campus Kaiserslautern)

Institute of Business Informatics and Operations Research (Prof. Dr. Heiner Müller-Merbach). Responsible for the European student exchange program ERASMUS. Member of the editorial team of the magazine "Technology & Management". Conducting postgradual research and lectures on business administration. Preparation and submission of the doctoral thesis (Leadership Ethics for Business Practice).

### **Studies and Doctorate, 1982 - 1993**

1989 - 1993 RPTU Kaiserslautern-Landau, **Doctorate** in Business Administration, Dr. rer. pol.

1982 - 1988 TU Darmstadt, **Studies** in Mechanical Engineering and Business Administration, Dipl.-Wirtsch.-Ing. (MB)

### **Awards/Prizes**

1993 **Konrad Mellerowicz Prize for Business Administration** (Technische Universität Berlin)

The prize shall commemorate Konrad Mellerowicz (1891 to 1984), a German professor of business administration. Since 1991, it is awarded every two years for outstanding academic publications in the field of business administration.

1994 **Max Weber Prize for Business Ethics** (Institut der Deutschen Wirtschaft, Köln)

The prize shall commemorate Max Weber (1864 to 1920), a German professor of sociology and economics. Since 1992, it is awarded every two years for outstanding academic publications addressing potential conflicts between profit orientation and social responsibility.

## Graduate and Post-Graduate Internships 1987 - 1992



1992 **Post-Graduate Intern** - Procter & Gamble España (Barcelona/Mataró) - Intralogistics project in a detergent factory



1991 **Post-Graduate Intern** - BASF Belgium (Brussels) - Total Quality Management (TQM) concept for a wholesale organization for paints and coatings



1987 **Graduate Intern** - Philips Lighting (London/Croydon) - Concept for cleaning cycles (planning and implementation) for motorway lighting



1987 **Graduate Intern** - formerly Unternehmensberatung München (UBM) - collaboration in an industrial project at VOEST Alpine, Austria

## Military Service



1981-1982 Army dispatch rider  
Bundeswehr Wir. Dienen. Deutschland.  
Hanover and Northeim

## Honorary positions



2017-2021 **Visiting Professor**, Fuzhou University (China), School of Economics and Management, MBA Lectures



2018-2021 **Guest Lecturer**, OneMBA Program, a global Executive MBA program of five business schools from Europe, America and China (Xiamen) – [www.onemba.com](http://www.onemba.com)



1998-2001 **Member of the Board**, SC Magdeburg – Handball Magdeburg GmbH

## Languages

**German** (native)

**English** (business fluent)

**Spanish** (fluent)