



Sustainability is not masking the consequences, is the elimination of root causes!

**Interim - Manager
Business - Consultant
Project - Manager**

Dipl.Wirt-Ing./ MBA

Mitglied der DDIM e.V.

DDIM.

Dachgesellschaft Deutsches
Interim Management e.V.



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COMPETENCE PROFIL

Education

- ✓ 2012 MBA: International Management
Topic: Recommendation to increase intergration management within projects.
- ✓ 2012 PMI: Project Management Professional
- ✓ 2012 GPM/ IPMA: Level D
- ✓ 2005 Six Sigma Green Belt Training
- ✓ 2002 Dipl. Wirt-Ing: Product Engineering
Topic: computer aided application for the creation of a SWOT matrix
- ✓ 1995 State-certified business assistant

Branches

- ✓ Automotive
- ✓ Mechanical engineering and construction
- ✓ Consumer goods
- ✓ Information Technology

Personality

- ✓ communicative - creative - cooperative
- ✓ goal-oriented - structured - analytical
- ✓ multicultural – emphatic

Service

- ✓ Interim Manager (VP, Head of, Director, Manager Program Management)
- ✓ Senior Project/Program Manager (Technical Product & Software Implementation)
- ✓ Project Management
- ✓ Change Management
- ✓ Launch Management
- ✓ Risk Manager
- ✓ Post-Merger-Integration (Business Policy Manual,
- ✓ Staffing and career model
- ✓ Relocation of production
- ✓ Process Consulting
- ✓ KPI and Transparency
- ✓ Implementation of Project--Management-Office
- ✓ Coaching of project leaders and members
- ✓ Training in project management

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Special knowledge / qualifications

Comprehensive consulting and problem solutions with verified methods and procedures from the following specialist areas:

- ✓ program management
- ✓ project management
- ✓ project controlling
- ✓ risk management
- ✓ master plan development and execution
- ✓ milestone tracking
- ✓ Issue tracking/Critical Issue Alert
- ✓ quality management
- ✓ FMEA, APQP, PPAP, 8D Reports
- ✓ balanced scorecards
- ✓ SWOT analyses
- ✓ product certification
- ✓ requirement workshops
- ✓ time management
- ✓ conflict management
- ✓ test planning and tracking
- ✓ prototype build
- ✓ customer service
- ✓ launch management
- ✓ communication matrix
- ✓ integration management
- ✓ plant preparation/relocation
- ✓ project management software
- ✓ software implementation
- ✓ coaching of project managers
- ✓ moderation of workshops



Language

- ✓ German: Native
- ✓ English: business fluent (due to several years abroad in UK and China)
- ✓ Turkish: Native

PROFESSIONAL EXPERIENCE OVERVIEW:

Time	Company	Function	Scope	Contract
04/18 - 02/19	Matrix42 AG Frankfurt	Vice President Customer Service	<ul style="list-style-type: none"> ✓ division and department management ✓ business and process consulting ✓ development of a project implementation process 	Interim
12/17 - 03/18	EVOTAS GmbH St.Leon-Rot	Managing Director Business Consultant	<ul style="list-style-type: none"> ✓ internal process optimization ✓ location relocation ✓ consulting for various SME 	Interim
04/16 - 11/17	Brita GmbH Taunusstein	Senior Program Manager	<ul style="list-style-type: none"> ✓ setting up a program and product portfolio ✓ process consulting ✓ operational project management ✓ project coordinators responsible 	Interim
10/14 - 03/16	RECARO Kirchheim/ Teck	Global Director Program Management	<ul style="list-style-type: none"> ✓ PMO Management ✓ strategic Program and portfolio management ✓ escalation management ✓ sales support in acquisition ✓ disciplinary leadership of project managers 	Direct
09/12 - 09/14	HILITE Shanghai/ China	Director Project Management	<ul style="list-style-type: none"> ✓ PMO Management ✓ strategic program and portfolio management ✓ escalation management ✓ sales support in acquisition ✓ disciplinary leadership of project managers 	Direct
03/09 - 08/12	Eberspächer Esslingen	Program Manager	<ul style="list-style-type: none"> ✓ strategic and operational project management ✓ sales support in acquisition ✓ disciplinary leadership of project coordinator 	Direct
11/07 - 02/09	Valeo Bietigheim- Bissingen	Program Manager	<ul style="list-style-type: none"> ✓ operational project management ✓ sales support in acquisition 	Direct
10/02 - 10/07	TRW Alfdorf	Program Manager Technical Software	<ul style="list-style-type: none"> ✓ operational project management ✓ sales support in acquisition ✓ software development & implementation ✓ global administrator and trainer 	Direct

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CUSTOMER OVERVIEW

RECARO

Valeo



TRW



 **Eberspächer**

MATRIX42



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PROFESSIONAL EXPERIENCE DETAIL

04/18 – 02/19	<p>Matrix42 AG, Frankfurt (Telecommunication, ~45M€ turnover, 400 employees)</p> <p>Vice President Customer Service</p> <p>https://www.matrix42.com/wp-content/uploads/2018/10/DWW_2018_Strategie_Customer_Journey.pdf</p> <p>Scope:</p> <ol style="list-style-type: none"> 1. consulting the CEO in the project "Customer Success Initiative" with the objective of a holistic customer relationship from acquisition to software implementation to service. 2. division manager Vice President Customer Service" as part of the management with disciplinary responsibility of almost 50 employees, sales responsibility and budget responsibility. 3. restructuring of the organizational structure in the Customer Service area into three departments: Project Management Office, Service Management Office and Academy. 4. coaching of project managers and individual senior management team members. 5. optimization of the process structure through standardization of procedures and templates in the project and service environment. Creation of a holistic process map for customer satisfaction and service activities using IT service software. 6. development and establish of a career model for the operative employees of the Customer Service division with functional descriptions, competence assessments (EVOTAS HR Competence Star), employee appraisal sheet 6. continuous improvement of the Academy department as a know-how center for Matrix42 products. Complete revision of the training concept for the software products incl. training documents, training catalogue and trainer training. 7. development and implementation of a software implementation methodology called "Project Implementation Procedure", to enable transparency in maturity of the project and frequent report in the new established "Project Reporting Day". 8. train the project members with the new introduced project management tools to secure better execution of the project 9. synchronization of interdisciplinary workflows between Sales, Support and R&D to Service. 10. filling all vacant positions (9 positions): Director Service Delivery, Service Account Manager, Project Leader, Technical Consultant and SMO Coordinator <p>Result:</p> <p>The aim was to improve the organic growth challenge. Transparency, communication and efficiency in the use of resources and in customer satisfaction. The customer felt the improved interlocking of interfaces within the organizational structure through smooth support. Synchronization with sales processes (when does the customer journey begin) and development processes (when does product communication about changes begin). Optimized process organization, on the other hand, increased the efficiency of resource deployment (templates and processes). The further development of the Academy resulted in shorter training sessions and faster updates.</p>
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<p>12/17 – 03/18</p>	<p>EVOTAS GmbH, St.Leon-Rot (Automotive, Medical, Consulting)</p> <p>Business Consultant</p> <p>Scope:</p> <ul style="list-style-type: none"> ✓ 1. Trainingmaterial: Revision of training documents for project management based on PMI and IPMA ✓ 2. Relocation project: Planning and control of the move of a company incl. reconstruction measures and infrastructure. ✓ 3. start-up consulting: Various consulting mandates in the automotive industry and in the medical sector ✓ 4. process optimization consulting: Various consulting mandates Process optimization such as bid preparation, budget management, start-up management, incoming goods control ✓ 5. software solution: Selection, enhance and implement different software tools <p>Result: Several different consulting engagements with the aim of improving processes, communication and target achievements.</p>
<p>11/17 – 04/16</p>	<p>BRITA GmbH, Taunusstein (consumer goods, ~ 460ME, 1700 employees)</p> <p>Senior Programm Manager</p> <p>Scope:</p> <ul style="list-style-type: none"> ✓ program management for the entire product portfolio of water dispensers. ✓ active leadership in the initialization phase for the profitable and correct targeting of the project. ✓ setting up a multi-project of 4 product lines of the first generation developed in-house. Control of 7 projects from the rough design, first sample phase into series procurement. ✓ using agile project management methods for improved project work. ✓ focus on documentation to ensure experience values (Do it Right the first time!). ✓ implementation of different communication platforms to ensure the goal-oriented integration of the departments (Project Review, Product Review, Component Review, FMEA, etc.). ✓ process optimization of the product development process (from a simple plastic product with few components to a complex tap water dispenser) ✓ holistic development approach through integration of approval, purchasing and production already in the prototype phase (definition of prototypes) ✓ assist at defining the job descriptions to staff the new team members. <p>Result: The consolidation of the entire product portfolio into a new Combine & Focus product portfolio helped to reduce the overall development expenditure. The clear role descriptions of the team members ensured interdisciplinary cooperation. The revised product development process and the newly defined work packages combined with transparent maturity measurement ensured an efficient project flow. Strong documentation will help future projects.</p>

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03/16 – 10/14	<p>RECARO, Kirchheim Teck (automotive, >500M€ turnover, 1200 employees)</p> <p>Global Director Program Management</p> <p>Scope:</p> <ul style="list-style-type: none"> ✓ head of Global Program Management division for North America, Europe and Japan ✓ responsible for the Global PMO (Project Management Office) to define and globalize the management procedures (KPI, reporting, escalations rules, timing) templates and releases rules ✓ member and Co-Auditor of the Johnson-Control Project Management University ✓ establishing and leading the Global Program Review, Change Management Board and Phase Exit Reviews ✓ trouble shooting and escalation at program roadblock to stakeholder, upper management and customer ✓ active contribution to sales and engineering during acquisition ✓ staffing open vacancies ✓ enhancement of the inhouse software solution for project management usage <p>Result:</p> <p>The rapid creation of a project master list with a new standard report created a transparent maturity level measurement of all projects. The complete revision of the product development process (PLUS) created a clear understanding of the task in all involved departments and improved the processes. In addition to quality, this also led to higher binding deadlines.</p>
09/14 – 09/12	<p>Hilite, Shanghai/China (automotive , >500M€ turnover, 1100 employees)</p> <p>Director Project Management</p> <p>Scope:</p> <ul style="list-style-type: none"> ✓ head of Project Management China with budget responsibility ✓ directing the project managers onsite ✓ establishing and leading the Steering Committee China & Change Management Board ✓ continuous improvement and globalization of the Hilite Product Development procedure and KPI, reporting, escalations rules, timing ✓ integration of the Hilite China business unit into the global organization of Hilite ✓ budget responsible for the department ✓ contribution for the supplier award from Magneti-Marelli ✓ taskforce leader for global quality topics ✓ active contribution to sales during acquisition ✓ selection and implementation of project management software <p>Result:</p> <p>The complete revision of the product development process (definition of terms, tasks, templates and processes) led to the successful integration of work packages and departments. The integration of the Chinese unit into the global organization was characterized by a higher efficiency of the project activities. The introduction of Planta's software has improved transparency and forecasting in control and resource planning.</p>

08/12 – 03/09	<p>Eberspächer, Esslingen (automotive, >1.500 M€ turnover , 1600 employees)</p> <p>Senior Program Manager</p> <p>Scope:</p> <ul style="list-style-type: none"> ✓ disciplinary responsibility for program management coordinator ✓ successfully managed and launched new products into serial production ✓ serviced the customer Volvo Powertrain ✓ functional leading of the program team with 18 members from different departments ✓ fulfilled targets of quality, cost (50 million € budget) and delivery. ✓ international sites coordination: USA, Sweden, France. ✓ commercial program management and project budget release responsibility ✓ preparation and conduction of customer audits ✓ collaborated to achieve innovation award by Volvo. ✓ technical support during acquisition ✓ enhancement of the CDB software solution as project management tool <p>Result:</p> <p>The main project, Volvo Euro 6 Heavy Duty, generated 500,000 euros sales at its launch in 2012 and thus made a significant contribution of one third of the group's annual sales. On the technical side, this was one of the first equal parts strategy projects in the company. Generating also a outstanding new pattern for urea dosing unit.</p>
02/09 – 11/07	<p>Valeo, Bietigheim-Bissingen (>17.300M€, 70.000 employees)</p> <p>System Program Manager</p> <p>Scope:</p> <ul style="list-style-type: none"> ✓ system responsibility for several projects and customer interface for all technical and commercial matters ✓ functional management of a project team consisting of various department representatives ✓ budgeting and project compliance (gross margin, investment and development costs) ✓ planning and implementation of the time and quality plan as well as planning and control of resources ✓ managing the project schedule and supplier status ✓ continuous risk assessment, initiation and implementation of necessary measures ✓ resolving conflicts of interest, if necessary, by escalating them to upper management. ✓ support in acquisition projects ✓ wiper systems consist of rubber, wiper frame, electrical motor and software <p>Result:</p> <p>The responsible team platform contained all international customers in the VW Group from VW Brazil, PORSCHE Germany, SEAT Spain, SKODA Czech Republic to BENTLEY England. This resulted in a better understanding of cultures, but above all of the international solution complexity. The global common parts strategy resulted in reduced costs on the customer side.</p>

10/07 –
10/02**TRW, Alfdorf** (automotive, 15.0 M€ turnover, 60.000 employees)**Program Manager Airbag****Scope:**

- ✓ managing different project types from customer application, product changes to cost optimization
- ✓ project-related leadership of the interdisciplinary project team
- ✓ preparation and revision of the entire project planning (time & budget)
- ✓ margin responsibility for product/investment/tool and development costs
- ✓ coordination of advance quality planning (APQP) internal and customer.
- ✓ change management during the development process
- ✓ organisational support of the assembly companies and supplier talks
- ✓ support for acquisition projects

Result:

In particular, the project R171 for Mercedes, was the first gas lances head-thorax module worldwide. This was a direct takeover of various pre-development projects. In addition to this project, numerous other projects were managed and put into series production within the agreed deadlines, budget and quality.

IT Program Manager Software**Scope:**

- ✓ main responsible project manager from scratch till go-live. (consulting, development/creation of specifications), implementation (acceptance, introduction) and introduction of a global program management control system (central document management, holistic project view)
- ✓ global administrator for all installations
- ✓ global trainer the trainer for all user groups

Result:

With the project "Launchlist" a first time project culture and project overview has been created within the globalization project of the TRW. This was then introduced worldwide in all 13 business units by myself. This generates two effects, on the management side there was standardized and transparent project report on all projects available. While on the project managers side a simple digital online tool was available in which all interdisciplinary team members report their project status directly and simultaneously.

PROJECT DETAIL

Function	Matrix42, Telecommunication: Software-Manufacturer
Customer	Interim-Manager Vice-President Customer Service
Technology	Ca 5000 customers from all branches
Budget	Software manufacturer and software implementation
Team	4,8m€;
Timing	49 employees
Turnover	Up to 600 man days
	~ 6,0 m €
Function	BRITA, consumer good: Waterdispenser
Customer	Interim-Manager Program Management
Technology	BRITA (ASSET, IONOX, YOURCE, VIVREAU)
Budget	Plastic, metal, software, hardware, glas, gas-liquid
Team	total: 16m€; R&D: ~ 10m€; component tooling: ~ 2 m€; assy-line: ~ 4m€;
Timing	size: 75 members (20 core plus 65 advanced team, 18 departments)
Turnover	2,5 year (from concept via product certification till serial production)
	~ 100 m Euro
Function	RECARO, Interior: Performance Seats
Customer	Global Director Project Management, Division head, Global PMO
Technology	AUDI R8/RS3, JLR Evoque, Ford Focus RS/ST, BMW 4 GTS, VW Golf GTI, Daimler E-Klasse, Tesla, Ford Mustang, GM Alpha, Nissan Mx5, Subaru SRX
Budget	Interior, Seating, metal, plastic, carbon,
Team	total: 8m€; R&D: ~ 2m€; component tooling: ~ 3 m€; assembly line: ~ 3m€;
Timing	16 employees in USA, Japan and Germany
Turnover	6 month to 2 years (concept development to production)
	n/a€
Function	Hilite, engine & transmission products: camphaser, oil control valve, ,clutch
Customer	Director Project Management China, department head, Global PMO
Technology	Opel Fam-1, GM/SGMW Fam-B, SGM Fam-C, Volvo VEP4
Budget	VW EA211, Audi EA839, Porsche V6T/GTX/9A2, BMW N63Tü
Team	VW DQ200, VW DQ500, VW EA211, Magneti-Marelli,
Timing	metall, sinter, iron casting, hydraulic,
Turnover	total: 13m€; R&D: ~ 2m€; component tooling: ~ 3 m€; assembly line: ~ 8m€;
	size: 12 members: 6 core team plus 6 advanced team in matrix organization
	1,5 to 2 years (concept development to production)
	~ 220 m Euro

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Function	Eberspächer, emission products: exhaust systems
Customer	Senior Program Manager (quotation, sample, development, serial production)
Technology	Heavy Duty (Volvo: FM, FH & Renault: T-Model) – Euro6 Exhaust System C-Type (Volvo: FMX & Renault K-Model, C-Model) – Euro6 Exhaust System Medium Duty (Volvo: FL, FE & Renault: D-Model) – Euro 6 Exhaust System
Budget	metal, sinter, casting, welding, urea dosing
Team	total: 48m€; R&D: 3m€; component tooling: ~ 15 m€; assembly line: ~ 30m€
Timing	size: 18 members: 6 core team plus 12 advanced team, 10 departments
Turnover	4 years (quote, concept, development to production)
	~ 900 m Euro
Function	Valeo, passiv safety products: wiper systems
Customer	System Program Manager (quotation, application, cost optimization)
Technology	VW: PQ 35 (Golf VI); PQ 35 (Touran); PQ 76 (T6); Skoda: SK 252 (Fabia Kombi); SK 250/252 (Fabia Kombi) Seat: SE 250 (Ibiza); SE 350 (Leon); SE 359 (Altea Toledo) Bentley: BY 821 (Arnage); BY 61x (Continental) Porsche: Panamera – Front Wiper System, Rear Wiper System
Budget	metal, progressive tools, casting, rubber, software, hardware, electronic, EMC
Team	total: 7m€; R&D: ~ 1m€; component tooling: ~3 m€; assembly line: ~3m€
Timing	size: 10 members: 6 core team plus 4 advanced team in matrix organization
Turnover	6 months to 3 years (quote, concept, development to production)
	n/a
Function	TRW, passiv safety products: airbags
Customer	Program Manager (quotation, application, cost optimization=
Technology	C 199 (SLR); BR 203 (C-class); BR 210/211 (C-class); BR 220/221 (E-class); BR 251/164 (R/M-class); R 171 (SLK)
Budget	metal, progressive tools, bar profiles, fabric, explosive materials
Team	total: 14m€; R&D: ~ 4m€; component tooling: ~4 m€; assembly line: ~6m€
Timing	size: 14 members: 6 core team plus 8 advanced team in matrix organization
Turnover	3 years (quote, concept, development to production)
	n/a
Function	TRW, Software: Management Information System
Customer	Program Manager (Leader, Administrator, Trainer)
Budget	13 worldwide business units of entire TRW Automotive
Team	0,5 m€;
Timing	15 different user groups, over 5000 active users
	2 years (from scratch till global implementation)