

Burcin Güney

Interim Executive | Program Management · Governance · Transformation -
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Executive Summary

For more than 20 years, I have created structure, decision capability and steerability in technically complex, internationally distributed programs.

I analyze information flows, stakeholder logic and decision pathways to clarify risks, dependencies and priorities.

For me, governance means making programs steerable through clear information, communication and decision logic – calm, analytical and structured.

Approach: Organize complexity → Enable decisions → Secure execution.

Executive Impact Summary

- Stabilized OEM-critical programs on the Tier-1 supplier side and secured the Tier-1 relationship.
 - Built and aligned governance architectures across functions and regions (PEP modernization, PIPE Governance).
 - Managed programs with budgets up to €48M and business impact up to €1.1B.
 - Reduced platform and variant complexity by more than 30%.
 - Strengthened decision cadence, risk control and execution discipline.
 - Led multicultural teams of up to 75 people globally.
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Professional Experience - ad Interim

EVOTAS GmbH – Managing Partner / Interim Executive

Heidelberg | since April 2016

Independent interim executive specializing in program management, governance architecture and transformation in industrial, technology and PE-owned environments.

Mandates in situations requiring restoration of structure, decision capability and steering under high pressure or complexity.

Focus on PMO design, steering logic, system structuring and measurable value creation across strategy, structure and execution.

MEKRA Lang LLC | Interim Senior Program Manager (Governance)

Aug 2019 – Mar 2025 | Family-Owned | Automotive | Columbia/South Carolina, USA

Company revenue € 400 M | Contribution € 15 M | Budget € 12 M | Team 20/1 direct report

Assignment: Stabilized a global OEM program and redesigned the governance architecture to restore structure, decision capability and cross-functional execution, reported to the CEO.

Impact:

- Led the global Volvo program across US/DE/MEX and realigned decision logic, roles and escalation routines.
- Built a modular governance & steering model for cost, variant and change control.
- Modernized the camera-based PEP and standardized milestones, deliverables, KPI and maturity logic across all sites.
- Established cross-functional steering rhythms between Engineering, Supply Chain and Manufacturing to enforce execution discipline.
- Integrated program-critical KPIs into plant reporting to connect program performance with operational reality.

Outcome Production stabilized · execution discipline reinforced · camera-system PEP established · Tier-1 status secured

Matrix42 AG – Interim Vice President Customer Service (Transformation)

Apr 2018 – Feb 2019 | PE-owned | Software / IT Service Management | Frankfurt, Germany

Company revenue € 60 M | Contribution € 6 M | Budget € 4 M | Team 50/40 direct reports

Assignment: Restructured and stabilized a service-critical organization under PE ownership, restoring prioritization, decision capability and value realization; reported to the CEO..

Impact:

- Built an integrated PMO, SMO and Academy as an end-to-end governance backbone for service delivery.
- Implemented the PIPE governance model to connect software delivery, releases and customer projects through unified steering logic.
- Developed a resource & capacity model including skill matrix and partner management to resolve bottlenecks.
- Introduced structured decision and escalation routines between Sales, Delivery and Support to reduce friction.
- Professionalized the Academy to accelerate onboarding, training quality and service performance.
- Coached directors to strengthen prioritization, cross-functional alignment and decision discipline.

Value Created: Service stability increased, transparency improved, execution accelerated, customer experience strengthened, governance discipline anchored.

BRITA GmbH –Interim Senior Program Manager (Innovation)

Apr 2016 – Nov 2017 | Family-Owned | Consumer Goods | Taunusstein, Germany

Company revenue ~€600 M | Contribution ~€100 M | Budget €16 M | Team 75/2 direct reports

Assignment: Led the development of a mechatronic platform and established an integrated governance framework to enable a technological generation shift in complex water systems; reported to the CEO..

Impact:

- Directed a large cross-functional team to design a new mechatronic platform across electronics, software, mechanics and suppliers.
- Analyzed a fragmented variant landscape (>140 configurations) and introduced a modular standard architecture to reduce complexity.
- Expanded the PEP into a fully integrated mechatronic governance framework with aligned milestones, deliverables, KPI and maturity logic.
- Introduced early prototyping and simulation loops to reduce iteration cycles and improve development predictability.
- Standardized decision logic, cross-functional alignment and dependency transparency across all engineering disciplines.

Value Created: Variant complexity significantly reduced, development effort lowered, time-to-market shortened, cross-functional clarity strengthened, mechatronic PEP institutionalized.

Professional Experience – Corporate Roles

RECARO Automotive – Global Director Program Management

Oct 2014 – Mar 2016 | Automotive | Kirchheim unter Teck, Germany

Company revenue ~€150 M | Contribution ~€100 M | Budget €3 M | Team 16 direct reports

Role:

Global Director Program Management, responsible for PMO governance, program delivery and cross-functional alignment across regions; reported to the Vice President Car Seating.

Responsibilities:

- Led the adaptation and implementation of a global PMO system tailored to a mid-sized automotive environment.
- Standardized lifecycle models, milestones, deliverables, templates and KPI/maturity logic.
- Connected Engineering, Quality and Finance through structured reviews, phase-exit gates and dashboard-based steering.
- Aligned reporting cadence and resource/capacity planning across NA, EU and JP.

Key Achievements:

- Governance maturity significantly strengthened across regions.
- Delivery reliability and milestone discipline improved.
- RECARO PLUS governance system fully established and operational.
- Global alignment achieved through harmonized structures and decision routines.

Hilite International – Director Project Management China

Sep 2012 – Sep 2014 | Automotive | Shanghai, China

Company revenue ~€350 M | Contribution ~€220 M | Budget € 1 M | Team 6 direct reports

Role:

- Director Project Management with responsibility for implementing a unified global Product Engineering Process (PEP) and aligning governance, terminology and delivery structures across regions; reported to the VP Project Management.

Responsibilities:

- Localization and implementation of an optimized Product Engineering Process (PEP 2.0) across regions.
- Localized and operationalized the global PEP 2.0 framework for the China organization and integrated it with processes in Germany and the USA.
- Standardized terminology, deliverables, workflows and governance routines across R&D, Operations, Quality and Finance.
- Implemented the PLANTA PM tool as the central backbone for milestone tracking, reporting cadence and project control.
- Led cross-regional workshops and training programs to embed the process framework globally.

Key Achievements:

- PEP 2.0 successfully operationalized and adopted across functions and regions.
- Governance clarity and cross-functional execution discipline improved significantly.
- Reporting cadence and milestone transparency strengthened.
- Awarded by Magneti Marelli for supplier performance.

Eberspächer – Senior Program Manager

Mar 2009 – Aug 2012 | Automotive | Esslingen, Germany

Company revenue ~€2 B | Contribution ~€1 B | Budget € 48 M | Team 18/2 direct reports

Role:

Senior Program Manager responsible for managing Euro-6 emission system programs for Volvo and Renault Trucks, ensuring regulatory compliance, cross-functional coordination and program delivery under tight timelines; reported to the Executive Committee.

Responsibilities:

- Led end-to-end program management across Engineering, Purchasing and Manufacturing for multiple Euro-6 exhaust aftertreatment systems.
- Ensured regulatory conformity and synchronized cross-functional execution across several European sites.
- Advanced the company's Product Engineering Process (PEP) through PMI-based methodology improvements.
- Supported alignment between Engineering, Program Management and Controlling to strengthen transparency for timing, cost and quality.

Key Achievements:

- Euro-6 SOPs delivered on time under strict regulatory constraints.
- Decision cadence and reporting discipline significantly improved.
- Governance and integration maturity strengthened across departments.
- Received Volvo Powertrain Supplier Award for program performance.

Valeo – System Program Manager

Nov 2007 – Feb 2009 | Automotive | Bietigheim-Bissingen, Germany

Company revenue ~€13 B | Contribution n.a. | Budget € 7 M | Team 10

Role:

System Program Manager responsible for coordinating multi-OEM wiper system programs, ensuring cross-functional delivery, cost/risk control and adherence to the global Valeo Product Engineering Process (PEP); reported to the regional management.

Responsibilities:

- Managed several system programs across Europe and South America as primary interface for technical and commercial alignment with multiple OEMs.
- Ensured cross-functional coordination between Engineering, Purchasing, Quality and Manufacturing throughout the full lifecycle—from offer phase to SOP.

- Applied the global Valeo PEP framework including APQP, ESI governance and structured milestone control.
- Led offer management and change management activities, including cost/risk analysis for new business opportunities.

Key Achievements:

- Strengthened multinational execution discipline and platform efficiency.
- Reduced cost and risk exposure through structured change control and common-parts strategies.
- Increased customer satisfaction through reliable delivery performance and clear communication.
- Built strong practical experience in large-scale, standardized lifecycle governance.

TRW Automotive – Program Manager / IT Program Lead

Oct 2002 – Oct 2007 | Automotive | Alfdorf, Germany

Company revenue ~€12 B | Contribution n.a. | Budget € 14 M | Team 14

Role:

Program Manager / IT Program Lead responsible for managing airbag system programs and leading the development and global rollout of TRW's first web-based program governance and reporting platform; reported to divisional management.

Responsibilities:

- Developed and globally deployed the “LaunchList” – TRW's first web-based governance and reporting system for 13 business units
- Led complex airbag system programs across regions under APQP and OEM-specific requirements
- Aligned Engineering, Purchasing, Quality and Manufacturing across multiple sites
- Introduced standardized KPI, maturity and decision logic as the foundation for global governance

Key Achievements:

- First globally aligned program governance system established across all business units.
 - Unified reporting & decision logic
 - Higher delivery stability
 - Improved maturity control.
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Education & Certifications

Academic Degrees

- MBA International Management, Euro-FH Hamburg ,Germany· 2012
- Diploma Product Engineering, University of Applied Sciences Furtwangen, Germany 2002

Professional Certifications

- Transformation & Change Management – IFUS Institut Heidelberg (Start 03/2026)
- Change Manager (Digital Change) – Chamber of Commerce (ongoing 12/2025)
- Organizational Leadership – Harvard Business School Online (2023)
- PMP® – Project Management Professional – PMI (2012)
- Six Sigma Green Belt – TRW Automotive (2003)

Core Competencies

- **Governance & Decision Logic**
Structuring information and decision pathways to improve steerability.
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- **Program & Portfolio Steering**
Stabilizing complex programs and managing risks and dependencies.
- **PMO Design & Steering Architecture**
Making reporting, KPI and escalation logic clear and actionable.
- **Transformation & Operating Models**
Reorganizing structures, processes and system logic into functional models.
- **Cross-Functional & International Leadership**
Aligning Engineering, Supply Chain, Manufacturing, Quality and Finance across regions.

Languages & IT Skills

Languages: German (native) · English (fluent) · Turkish (native)

IT Skills: Planta Project · MS Project · SAP PS / MM / PP · Matrix42 · Power BI · MS Office Suite

Projectlist

Company	Function	Year	Context	Contribution	Outcome
MEKRA Lang LLC	Interim Senior Program Manager	2019-2025	Production unstable; governance unclear; Tier-1 status at risk	Realigned PMO & governance; stabilized programs; led international teams	Delivery capability restored; structures anchored
Matrix42 AG	Interim VP Customer Service	2018-2019	Inconsistent processes; missing service steering	Built PIPE governance; restructured the organization	Better transparency & collaboration
BRITA GmbH	Interim Senior Program Manager	2016–2017	High development effort; slow time-to-market	Streamlined processes; standardized PEP	Lower effort; faster time-to-market
RECARO Automotive	Global Director Program Management	2014–2016	Governance inconsistent; schedule risks	Introduced PEP(PLUS); aligned global PMO	Improved maturity & execution discipline
Hilite International	Director Project Management	2012–2014	Governance gaps; efficiency issues	Implemented global PEP; improved supplier control	More stable processes; supplier award
Eberspächer Exhaust Systems	Senior Program Manager	2009–2012	Series launch at risk; margin pressure	Stabilized programs; ensured cross-functional control	On-time launch; stable delivery
Valeo Wiper Sytems	System Program Manager	2007–2009	High platform complexity; multi-region alignment	Steered programs across regions; reduced risks & cost	More efficient platform; reduced exposure
TRW Automotive Airbag Systems	Program Manager / IT Program	2002–2007	Global programs requiring alignment; inconsistent reporting	Coordinated multi-OEM system programs; aligned Engineering/Purchasing/Quality /Manufacturing; implemented IT programs across 13 BUs	Stabilized delivery performance; unified global reporting & decision logic