EVOTAS

Transformation Execution | Program Leadership | Operational Governance

Burcin Güney

INTERIM EXECUTIVE



I restore operational control –
so leadership can be effective again.

EVOTAS GmbH
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CURRICULUM VITAE

Executive Profile

Profile

Interim Executive

Internationally experienced Interim Executive with more than 20 years of experience stabilizing and governing critical transformations, programs and organizations across automotive, industrial manufacturing, mechanical engineering and software environments.

Engaged in situations where supply continuity, product and industrialization readiness or transformation programs begin to lose operational control and where timing, quality, customer or earnings targets come under pressure.

Assumes temporary operational accountability and works with those accountable to apply the required management levers: establishes a reliable fact base, clarifies roles and decisions, synchronizes cross-functional and cross-site dependencies, and embeds execution in effective operating cadences. The objective is to establish management capability that remains within the organization after the assignment.

Core areas of focus include Delivery Reliability & Supply Chain Stabilization, Product Development & Industrialization, and Transformation Execution & Program Leadership across technical and operational value creation.

International leadership experience across Europe, North America and Asia, with long-standing experience working with family-owned businesses, corporate groups and private-equity-backed organizations.

Leadership & Proven Impact

Matrix42 ·
Interim VP Customer Service

Operational line management accountability for around **50 employees**. Increased predictable delivery capacity and contributed to growth in billed service revenue from **€4.5m to €6.0m (+33%).**

RECARO ·
Global Director Program Management

Led the global program organization with **16 direct reports** across Europe, North America and Japan and embedded a group-compatible operating framework in the organization.

MEKRA ·
Interim Senior Program Manager

Led an international Volvo Trucks platform program and secured **six vehicle launches within the agreed program timing**. Decision and governance mechanisms continued to be used beyond the program assignment.

Industry Experience

Automotive (OEM / Tier-1) · Industrial Manufacturing · Software & IT Service Management · Consumer Goods · Private Equity Environments

INTERIM-MANDATES

EVOTAS GmbH – Managing Director/ Interim Executive

Apr 2016 – current
Founder | Interim Management
Heidelberg, Germany

Founded and lead EVOTAS GmbH as a platform for international interim-management assignments across industrial, technology and private-equity-backed business environments.

Focused on temporary operational accountability in critical business, program and execution situations — integrated into existing leadership and decision structures across technical and operational value creation.

MEKRA Lang LLC | Interim Senior Program Manager

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

Revenue € 400m | Revenue Responsibility € 15m | Budget € 12m | Team 20 (1 direct reports)

MANDATE

Stabilize and further develop the program and execution capability of MEKRA North America during a period of high product, supply-chain and organizational complexity.

The assignment centered on governing a business-critical Volvo Trucks platform program, securing delivery reliability and industrialization, and further developing the cross-site project management, governance and product development logic between the USA, Germany and Mexico. Direct reporting line to the CEO.

ACCOUNTABILITY & EXECUTION

- Led a strategic Volvo Trucks platform program across Engineering, suppliers, industrialization, Production and six interdependent vehicle launches.
- Established a reliable fact base across readiness, supplier status, material availability, equipment readiness, approvals, cost, changes and critical dependencies.
- Established reporting, review, escalation and governance mechanisms to consistently govern priorities, risks, readiness and critical dependencies across functions and sites.
- Harmonized project management and product development logic between Germany and North America and integrated program governance, risk, cost, supplier and industrialization requirements into one common Product Engineering Process.
- Developed common terminology, roles, templates, handovers and decision mechanisms with the involved functions to reduce interface losses across Engineering, Purchasing, Quality, Supply Chain and Production.
- Supported the further development of ERP readiness, master data governance and handovers between the project and series organizations as part of reliable supply and production capability.
- Temporarily assumed necessary integration and governance responsibilities where organizational gaps existed, until ownership was clarified, transferred to the responsible functions and robust structures were established.

PROVEN IMPACT

- Secured delivery reliability and production launches within a business-critical international platform program.
- Supported and secured six vehicle launches within the agreed program timing.
- Significantly improved transparency across readiness and dependencies as well as decision and execution capability across the USA, Germany and Mexico, thereby supporting delivery reliability and production launches.
- Established a common project management and product development logic between German Engineering and the North American organization, making handovers and international collaboration more robust.
- Decision and governance mechanisms, including the Steering and Sourcing Committee logic, continued to be used within the organization beyond the immediate program assignment.

INTERIM MANDATES

Matrix42 AG – Interim Vice President Customer Service

Apr 2018 – Feb 2019

PE owned | Software / IT Service Management

Frankfurt, Germany

Revenue € 60m | Revenue Responsibility € 6m | Budget € 4m | Team 50 (40 direct reports)

MANDATE

Transform and scale the Customer Service and Delivery organization of a rapidly growing private-equity-backed software company.

The objective was to convert growth and increasing customer demand into predictable, repeatable and scalable delivery while creating transparency across resources, accountabilities, capacity and delivery capability. Direct reporting line to the CEO.

ACCOUNTABILITY & EXECUTION

- Assumed operational line management accountability for approximately 50 employees across Customer Service, Professional Services, PMO and Academy.
- Created transparency across growth constraints, capacity bottlenecks, resource utilization and organizational friction within the Service and Delivery organization.
- Developed and implemented PIPE — the Project Implementation Procedure — as a standardized delivery and implementation methodology with defined project phases, roles, Quality Gates, work packages and reporting mechanisms.
- Aligned Sales, Service, Support and Product along an end-to-end Customer Journey with clear handovers, accountabilities and decision mechanisms.
- Strengthened PMO, resource and capacity management to improve predictability and scalability across multiple parallel customer projects.
- Restructured the Service Academy and established a common qualification and certification framework for employees, customers and partners.
- Integrated Sales, planning and Delivery processes more closely so that demand, available capacity, capability and billable services could be aligned more consistently.

PROVEN IMPACT

- Made the Service and Delivery organization more scalable and better aligned to continued company growth.
- Significantly improved transparency and operational control across projects, resources, capacity and accountabilities.
- Established repeatable Delivery, PMO and qualification structures and reduced dependency on individual working methods.
- Improved collaboration across Sales, Service, Support, Product and partners through clearer interfaces and ownership.
- Increased predictable delivery capacity and billable services, contributing to growth in billed service revenue from €4.5m to €6.0m (+33%).
- Established a scalable foundation for continued growth in customer projects and partner delivery.

INTERIM MANDATES

BRITA GmbH – Interim Senior Program Manager

Apr 2016 – Nov 2017

Family Owned | Consumer Goods

Taunusstein, Germany

Revenue ~€600m | Revenue Volume ~€100m | Budget €16m | Team 75 (2 direct reports)

MANDATE

Build and govern a strategic product and platform program for the first proprietary generation of professional water dispensers.

The objective was to reduce dependency on externally sourced products and technologies while establishing the technical, organizational and commercial foundation for a proprietary scalable product platform. Direct reporting line to the CEO.

ACCOUNTABILITY & EXECUTION

- Structured a complex multi-project program involving several parallel development projects, new technologies, suppliers and more than 70 direct and indirect contributors.
- Established a common program, reporting and decision framework across Engineering, Purchasing, Quality, Production, Industrial Engineering, Marketing, Service and Controlling.
- Further developed the existing product development process for the requirements of complex mechatronic dispenser systems and introduced additional Design Reviews and readiness reviews.
- Created transparency across technical readiness, risks, cost, resources, dependencies and decision requirements across all subprojects.
- Developed a modular product and platform architecture together with the functional teams, increasing reuse, standardization and component harmonization.
- Conducted make-or-buy and cost analyses, established new supplier structures and created the prerequisites for insourcing and greater technological independence.
- Supported the build-up of new capabilities and roles across system integration, electronics, refrigeration technology, certification and platform management.

PROVEN IMPACT

- Established the program as the central governance platform for the development of the first proprietary Professional Water Dispenser generation.
- Introduced an enhanced product development process for complex dispenser systems, with key elements continuing to be used beyond the assignment.
- Brought technical, organizational and commercial requirements together within one integrated program and decision framework.
- Created the foundation to reduce the variant landscape from approximately 140 to around 40 variants through platforming, modularization and component harmonization, thereby structurally reducing complexity across development, sourcing and industrialization.
- Established prerequisites for insourcing, component harmonization, increased reuse and more efficient future product development.
- Created the organizational and technological foundation for a proprietary and scalable Professional Water Dispenser platform.

EXECUTIVE & LEADERSHIP EXPERIENCE

RECARO Automotive – Global Director Program Management

Oct 2014 – Mar 2016

Automotive

Kirchheim unter Teck, Germany

Revenue ~€150m | Revenue Volume ~€100m | Budget €3m | Team 16 (16 direct reports)

MANDATE

Realign and integrate the international program organization following the integration of RECARO Automotive into the Johnson Controls Group.

The objective was to bring the growing international project landscape across Europe, the USA and Japan into one common governance and decision framework and adapt corporate product development, reporting and governance processes so that they became operationally effective within the specialized premium organization. Reporting line to the Vice President Car Seating.

ACCOUNTABILITY & EXECUTION

- Assumed global leadership accountability for Program Management with 16 direct reports across Europe, North America and Japan.
- Consolidated the international project portfolio and created a common basis for program priorities, resource, capacity and portfolio management.
- Translated group-wide product development, reporting and governance processes into a practical, group-compatible operating framework for RECARO and embedded it in the organization.
- Established standardized Global Program Reviews and Phase-Exit Reviews with international functional leaders and the Vice President Car Seating.
- Aligned Program Management, Engineering, Quality and Sales across regions and sites within common management and decision processes.
- Created transparency across readiness, risks, resource bottlenecks, priorities and escalation topics in an organization shaped by integration, growth and SOP pressure.
- Led troubleshooting and escalation management for critical program and customer issues and supported Sales and Engineering in acquisition activities.

PROVEN IMPACT

- Realigned the international program organization following corporate integration and strengthened its execution capability.
- Established consistent governance, reporting and decision mechanisms across Europe, the USA and Japan.
- Significantly improved transparency across programs, resources, risks, readiness and capacity bottlenecks.
- Adapted group processes to RECARO's requirements and embedded them as a practical, group-compatible operating framework.
- Improved the consistency of cross-site and cross-functional preparation and execution of management decisions and escalations.
- Established the foundation for globally scalable program and organizational governance.

EXECUTIVE & LEADERSHIP EXPERIENCE

Hilite International (China) – Director Project Management

Sep 2012 – Sep 2014

Automotive

Shanghai, China

Revenue ~€350m | Revenue Responsibility ~€220m | Budget € 1m | Team 6 (6 direct reports)

MANDATE

Build and integrate the China project organization into the global structure of an internationally growing automotive supplier.

The objective was to integrate the local organization into a common project management, product development and decision framework with Europe and North America while strengthening operational control of international customer programs. Direct reporting line to the Vice President Project Management as part of an expatriate assignment.

ACCOUNTABILITY & EXECUTION

- Assumed direct line management of the China project organization and acted as the central interface between local management, global functions and international customers.
- Harmonized project management, communication and decision processes across China, Europe and North America and reduced organizational gaps between local and global structures.
- Localized and implemented the global Product Engineering Process and embedded common phase, readiness, role and accountability logic in the China organization.
- Established a Steering Committee and Change Control Board for China, creating binding decision and escalation mechanisms for programs and changes.
- Introduced common reporting, KPI and governance mechanisms across programs, resources, priorities and readiness.
- Implemented Planta for project and resource management and improved transparency across project status and capacity requirements.
- Conducted international workshops and training to embed common terminology, methods, roles and accountabilities across locations.
- Supported critical customer, quality and supplier issues, including international escalations and task-force activities.

PROVEN IMPACT

- Successfully integrated the China project organization into global business governance.
- Established common project management, communication and decision standards across China, Europe and North America.
- Embedded the product development process within the China organization and systematized collaboration across Project Management, Engineering, Quality and Production.
- Significantly improved cross-organizational transparency across programs, resources, priorities and readiness.
- Strengthened international collaboration and knowledge transfer between local and global organizations.
- Established the foundation for a scalable global project and program organization.

EXECUTIVE & LEADERSHIP EXPERIENCE

Eberspächer – Senior Program Manager

Mar 2009 – Aug 2012

Automotive

Esslingen, Germany

Revenue ~€2b | Revenue Volume ~€1b | Budget € 48m | Team 18 (2 direct reports)

MANDATE

Govern several strategically important Volvo and Renault Trucks programs for the development and industrialization of a new Euro 6 exhaust-system generation.

The objective was to reliably integrate technical development, industrialization, regulatory requirements and international production launches under high variant, investment and organizational complexity. Reporting line to the Executive Committee.

ACCOUNTABILITY & EXECUTION

- Led cross-functional program governance across several Volvo and Renault Trucks platforms covering Engineering, Purchasing, Quality, Production and Logistics.
- Led an interdisciplinary program team of 18 employees and coordinated international activities with customers and sites in Sweden, France and the USA.
- Created transparency across readiness, risks, resources, variants, investment and critical decision requirements and established robust reporting and escalation mechanisms.
- Synchronized OEM requirements with internal product development and industrialization processes to secure timing, quality and profitability targets.
- Managed resource, variant, common-part and industrialization planning as well as the preparation and execution of international production launches.
- Embedded front-loading principles to identify technical, timing and capacity risks early and prepare decisions before critical program phases.
- Supported acquisition activities, customer audits and commercial program governance and prepared regular management and customer reviews.

PROVEN IMPACT

- Successfully led strategically important Volvo and Renault Trucks programs through development, industrialization and transition to series production.
- Secured Euro 6 production readiness, delivery stability and regulatory compliance in a complex international program environment.
- Supported production, investment and capacity decisions through reliable transparency across risks, variants, readiness and shared dependencies.
- Applied common-part and platform approaches to manage technical complexity and industrialization effort across multiple vehicle lines.
- Contributed to the Volvo EU6 program team that received the Volvo Innovation Award in 2011.

EXECUTIVE & LEADERSHIP EXPERIENCE

Valeo – System Program Manager

Nov 2007 – Feb 2009

Automotive

Bietigheim-Bissingen, Germany

Revenue ~€13b | Revenue Volume n.a. | Budget € 7m. | Team 10

MANDATE

Govern international OEM programs for complex windshield-wiper systems across multiple vehicle platforms and customers, including Volkswagen, Porsche, Bentley, SEAT and Škoda.

The objective was to integrate technical, commercial, timing and quality requirements across the customer, Engineering, Purchasing, Quality, suppliers and Production and reliably lead the programs from development and industrialization through production launch.

ACCOUNTABILITY & EXECUTION

- Assumed system and program accountability for multiple international customer projects and acted as the central interface to OEMs for technical and commercial topics.
- Functionally led interdisciplinary project teams across Engineering, Quality, Purchasing, Production and suppliers.
- Managed budget planning and adherence, including development cost, investment and commercial targets.
- Managed timing, quality and resource planning as well as supplier status and industrialization progress across the full project lifecycle.
- Established continuous risk and deviation management and initiated corrective actions and escalations in response to technical, timing or commercial risks.
- Coordinated quotation, change and acquisition topics and aligned customer requirements with technical feasibility and commercial targets.
- Supported platform and common-part strategies across multiple vehicle programs to improve control of variant complexity and technical dependencies.

PROVEN IMPACT

- Successfully led international OEM programs through development, industrialization and production launch.
- Secured timing, quality and budget targets through structured risk, supplier and program governance.
- Consistently integrated customer requirements, technical feasibility and commercial targets across multiple platforms and international organizations.
- Supported platform and common-part approaches, making variant complexity and technical and commercial trade-offs more manageable.

EXECUTIVE & LEADERSHIP EXPERIENCE

TRW Automotive – Program Manager / IT Program Lead

Oct 2002 – Oct 2007
Automotive
Alfdorf, Germany
Revenue ~€12b | Revenue Volume n.a. | Budget € 14m. | Team 14

MANDATE

Operationally govern international airbag programs for Mercedes-Benz while simultaneously advancing TRW Automotive's global project management and management-reporting structures.

In addition to responsibility for development, industrialization and cost-optimization projects, I led LaunchList, a strategic initiative to establish a common transparency, reporting and governance platform for the international project organization.

ACCOUNTABILITY & EXECUTION — OPERATIONAL PROGRAM & PROJECT MANAGEMENT

- Led international airbag programs from development and application through Advanced Product Quality Planning and change management to industrialization and series production.
- Led interdisciplinary project teams across Engineering, Quality, Purchasing, Production and suppliers and held accountability for timing, cost and quality targets.
- Managed product, investment, tooling and development cost as well as project-related risks and changes.
- Coordinated APQP activities, supplier and production interfaces and ensured implementation of customer-specific requirements.
- Led, among other assignments, an early Head-Thorax Airbag program that transferred different technologies from advanced development into a series-production application.

LAUNCHLIST / MANAGEMENT INFORMATION SYSTEM

- Led the strategic LaunchList initiative at the interface between Program Management, IT and international Business Units.
- Structured requirements and specifications, coordinated software implementation and developed reporting, access and governance logic for different management and user groups.
- Consolidated previously fragmented project, development and production information into one common digital management and reporting platform.
- Developed training materials, conducted international training and supported standardization of project-management, reporting and Launch Readiness processes.
- Supported the global rollout of LaunchList across 13 Business Units and multiple user groups.

PROVEN IMPACT

- Successfully governed international airbag programs through development, industrialization and transition to series production.
- Integrated technical, timing, quality and commercial requirements across customer, functions and suppliers.
- With LaunchList, created the first cross-organizational digital transparency across project status, readiness, risks and open actions.
- The system, initially developed within the Business Unit, was adopted by Business Excellence as a best practice and rolled out globally as part of Launch Excellence.
- Enabled consistent management information and standardized reporting and governance mechanisms across 13 Business Units and more than 5,000 active users.
- Connected operational project reality with a global management and decision platform at an early stage of my career.

EXECUTIVE COMPETENCIES

01	**TRANSFORMATION EXECUTION & OPERATIONAL GOVERNANCE**	• Transformation Execution • Governance & Decision Management • Operating Model & Decision Architecture • KPI-Based Performance Management • Board & Executive Reporting • Process Design & Harmonization
02	**PROGRAM LEADERSHIP & STABILIZATION**	• Enterprise Program Governance • Program Recovery & Stabilization • Portfolio & PMO Steering • Risk & Change Management • Delivery Excellence • Leadership Under Pressure
03	**PRODUCT DEVELOPMENT, INDUSTRIALIZATION & SUPPLY CHAIN**	• Product Development & Industrialization • Launch & Ramp-up Management • Supplier Integration • Global Supply Chain Alignment • Product & Platform Governance • Operational Stabilization
04	**INTERNATIONAL LEADERSHIP & ORGANIZATIONAL INTEGRATION**	• Cross-Functional Leadership • Organizational Integration & PMI • Executive Stakeholder Management • Multicultural Team Leadership • Management Team Coaching • International Program Leadership

EDUCATION, CERTIFICATIONS & LANGUAGES

EDUCATION	• MBA International Management, Euro-FH Hamburg · 2012 • Diplom-Wirtschaftsingenieur (Product Engineering), Hochschule Furtwangen · 2002
CERTIFICATIONS	• Transformation & Turnaround Management – IFUS Heidelberg · 2026 • Digital Change Manager – Industrie und Handelskammer -IHK · 2025 • Organizational Leadership – Harvard Business School Online · 2023 • PMP® – Project Management Professional – PMI · 2011 • Six Sigma Green Belt – TRW Automotive · 2003
LANGUAGES & IT	• German (Native) · English (Fluent) · Turkish (Native) • Planta Project · MS Project · SAP PS / MM / PP · Matrix42 · Power BI · MS Office Suite

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