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Case Study Library

The Case Studies show how operational control was restored in different business situations — through accountability assumed, robust decisions and binding execution through to an operational result.

Assignment Area / Specific Situation	Company / Role	Environment / Industry	Market / Region	Proven Impact
Delivery Reliability & Supply Chain Stabilization · Supplier transfer during ongoing OEM supply	MEKRA Lang LLC · Interim Senior Program Manager	Automotive · Tier-1 · Commercial Vehicles	North America	OEM supply maintained without a customer line stop; PPAP and Run@Rate achieved
Product Development & Industrialization · Six interdependent vehicle launches on one modular platform	MEKRA Lang LLC · Interim Senior Program Manager	Automotive · Tier-1 · Commercial Vehicles	Germany · North America	Six customer SOPs achieved on schedule; platform and maturity steering established
Transformation Execution & Program Leadership · Scaling the Customer Service organization	Matrix42 · Interim VP Customer Service	Private-equity-backed · Software / ITSM	Europe	Billed service revenue increased from €4.5m to €6.0m (+33%) · Delivery organization expanded from 40 to 50 (+25%) employees
Product Development & Industrialization ·ERP and data readiness during OEM launch	MEKRA Lang LLC · Interim Senior Program Manager	Automotive · Tier-1 · Commercial Vehicles	North America	Customer call-offs controllable before SOP · changes closed only after confirmed ERP implementation
Transformation Execution & Program Leadership · Building and globally integrating the China project organization	Hilite International · Director Project Management China	Automotive · Tier-1	China · Germany · USA	PM organization with six Project Managers established · Common product development logic introduced · Iteration loops and escalations reduced
Product Development & Industrialization · Building a proprietary mechatronic platform to reduce Cost of Sales	BRITA Professional · Interim Senior Program Manager	Family-owned · Professional Water Dispensers	Target markets: Europe · North America	Initial product-specific Cost-of-Sales targets achieved · Target architecture with approximately 40 instead of around 142 SKUs approved
Transformation Execution & Program Leadership · Aligning PEP and project management across headquarters and North America	MEKRA Lang LLCInterim Senior Program Manager	AutomotiveTier-1 · Commercial Vehicles	Europe · North America	Common PEP and PM logic introduced across two continents; decision templates and PM artefacts embedded in the QMS

I connect operational reality with sound management decisions — and ensure they are carried through into execution.

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Transformation Execution | Program Leadership | Operational Governance

Burcin Güney

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

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CASE STUDY

Supplier Transfer and Production Launch — No OEM Production Stop

ASSIGNMENT CONTEXT

- **Company:** Mekra Lang LLC Tier-1 supplier of commercial-vehicle mirror systems, North America
- **Industry:** Automotive · Commercial Vehicles
- **Assignment:** Transfer of an existing OEM mirror business into the organization while maintaining ongoing series supply
- **Role:** Interim Senior Program Manager – end-to-end accountability for the transfer program
- **Reporting:** CEO USA
- **Period:** 08/2019 – 12/2020

INITIAL SITUATION & BUSINESS RISK

A competitor exited the commercial-vehicle exterior mirror business. Ongoing OEM series supply and an already awarded follow-on business had to be transferred into the organization.
The new production line was technically incomplete and the equipment supplier subsequently became insolvent. COVID-19 and global supply-chain disruption further complicated the sourcing of missing components. Equipment readiness, material availability, SAP readiness, approval status and production capacity were not managed within one common control framework. As a result, both OEM supply continuity and the follow-on business were at risk — including an OEM production stop and additional launch, quality and industrialization costs.

MANDATE & ACCOUNTABILITY

The mandate covered end-to-end execution of the transfer and securing OEM series supply through PPAP, Run@Rate and ramp-up.
Responsibilities included acting as the central interface to the OEM, incumbent supplier and equipment supplier and managing supplier and equipment transfer, SAP business-process integration and OEM approvals across Manufacturing Process Engineering, Supply Chain, Quality and Production.
Technical, material and organizational reality had to be consolidated into a common fact base, clear commitments established and required decisions and escalations driven to resolution.

OPERATING FRAMEWORK

01 ASSESS

Technical completeness, parts availability, SAP readiness, approval status and capacity defined actual readiness. Critical dependencies became visible.

02 DECIDE

Open items were prioritized according to their impact on OEM supply and production readiness. Ownership, committed timing and escalation thresholds were clearly defined.

03 ALIGN

Supplier, equipment supplier, internal functions and OEM worked within one common recovery cadence across the execution chain.

04 DRIVE

Daily reviews and recovery tracking drove technical open items, approvals and capacity ramp-up through to objective completion evidence. Roadblocks were escalated early.

PROVEN IMPACT

0
OEM-Production Stops

OEM series supply maintained without a customer line stoppage.

750
Mirrors/Week

PPAP and Run@Rate achieved; weekly production capacity established.

94 → 60
Mirror Variants

Variant scope reduced from approximately 94 to around 60 mirror variants.

RECOVERY
Readiness Logic

Recovery tracking reused in the strategic follow-on program for objective assessment of equipment readiness.

EXECUTIVE TAKEAWAY

> **“Production readiness is not created by progress reporting. It is achieved when equipment, material, systems and capacity form one reliable end-to-end readiness picture.”**

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CASE STUDY

Platform and Program Governance Across Six Vehicle Launches

ASSIGNMENT CONTEXT

- **Company:** Mekra Lang LLC Tier-1 supplier of commercial-vehicle mirror systems, North America
- **Industry:** Automotive · Commercial Vehicles
- **Assignment:** End-to-end governance of the platform from product development through tooling and equipment readiness to six customer SOPs
- **Role:** Interim Senior Program Manager – end-to-end accountability for the modular platform program
- **Reporting:** CEO USA
- **Period:** 08/2019 – 03/2025

INITIAL SITUATION & BUSINESS RISK

Six interdependent vehicle launches connected multiple product families, variants, common parts and production lines within one modular customer platform. Equipment had to be expanded between launches while ongoing series production continued, without putting supply to the existing business at risk.Development, simulation and validation were primarily based in Germany, while the customer interface and industrialization were located in North America. Parallel operating approaches, missing system foundations and differing readiness views made it difficult to assess product, tooling, equipment and capacity readiness on a common basis. Customer SOPs, cost, delivery reliability and OEM confidence were at risk.

MANDATE & ACCOUNTABILITY

The mandate covered end-to-end governance of the customer program from product development through tooling and equipment readiness to industrialization and six customer SOPs.Responsibilities included the integrated master schedule and prioritization across vehicle launches, product families and functions, synchronization of the German and North American organizations, and resource and delivery escalations. Decision scope included the customer interface, management decisions and commercial change control with transparency across cash flow, cost and earnings impact.

OPERATING FRAMEWORK

01 ASSESS

An integrated program fact base connected vehicle launches, product families, common parts, tooling, equipment, approvals, capacity and cost. Dependencies between the SOPs became visible.

02 DECIDE

Priorities followed customer milestones, launch risk, common-part strategy, equipment availability and earnings risk. Approvals, resource decisions and escalations were clarified and made binding.

03 ALIGN

Engineering, Purchasing, Quality, Supply Chain, Production and suppliers aligned their contributions and handovers between Germany and North America to the respective customer SOPs.

04 DRIVE

A disciplined weekly cadence brought together the integrated master schedule, Master BOM, APQP/PPAP, equipment readiness, capacity, changes and cost through to each vehicle launch.

PROVEN IMPACT

6
SOPs On Time

All vehicle launches achieved committed SOP dates, customer approvals and PPAP levels.

110,000
Mirrors per Year

Product and industrialization readiness secured for the planned series-production volume.

Platform
Governed as One

Common parts, tooling, equipment, approvals, capacity and earnings impact were brought together at program level.

Transfer
Beyond the Assignment

Program and readiness governance reused in subsequent programs.

EXECUTIVE TAKEAWAY

“Platform readiness is not the sum of completed individual projects.
It depends on whether shared dependencies across all launch waves are under control.”

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CASE STUDY

From Sales Growth to a Scalable Delivery Organization

ASSIGNMENT CONTEXT

- **Company:** Matrix42 AG · private-equity-backed provider of IT-Service-Management-Software · Germany
- **Industry:** Software · IT Service Management
- **Assignment:** Transform and scale Customer Service through an integrated operating model covering implementation, resources, competencies and commercial steering
- **Role:** Interim Vice President Customer Service – operational leadership and performance accountability
- **Reporting:** CEO
- **Period:** 04/2018–02/2019

INITIAL SITUATION & BUSINESS RISK

Matrix42 was growing rapidly, but customer implementations lacked a consistent delivery model. Projects were set up differently, took longer than planned and increasingly resulted in escalations. Project status, capacity requirements, accountabilities and required customer contributions were not managed within one common delivery framework. Sales growth was outpacing available delivery capacity. At the same time, the organization lacked consistent role definitions, robust competency standards and systematic qualification for additional employees and partners. Daily rates, discounts and service commitments were not consistently linked to available capability and capacity. The risk was that sales growth would not translate into predictable implementations, billable services and sustainable customer relationships.

MANDATE & ACCOUNTABILITY

The mandate covered operational leadership and performance accountability for the transformation and scaling of the Service and Delivery organization.
Customer Service — including Project Management Office, Service Management Office and Academy — had to be realigned and integrated with Sales, Product Development, Support and the partner ecosystem.
Responsibilities included establishing a scalable operating model, standardizing customer implementation, resource and capacity management, development of employees and partners and commercial governance of daily rates, discounts and service offerings — in direct alignment with the CEO.

OPERATING FRAMEWORK

01 ASSESS

Portfolio, capacity, escalations and customer contributions were assessed together. The management gap between Sales and Delivery became visible.

02 DECIDE

Customer Service was structured into PMO, SMO and Academy. PIPE, minimum requirements for daily rates and discounts and a competency model were made binding.

03 ALIGN

Sales, Delivery, Academy, Product Development and Support were connected along the Customer Journey. Handovers were clarified before project start.

04 DRIVE

PIPE governed projects through milestones and outcomes. Resources, competencies and commercial terms were linked to actual delivery capability.

PROVEN IMPACT

+33 %
Service Revenue

Billed annual service revenue increased from €4.5m to €6.0m.

40 → 50
Employees

Delivery organization expanded; of eight new hires, seven were still with the company approximately five years later.

PIPE
Implementation Model

Mandatory phases, milestones and customer contributions improved predictability of project duration and capacity requirements.

Operating Model
Scalable Delivery

Employees and partners worked from a common knowledge and qualification base — with less dependency on individual people.

EXECUTIVE TAKEAWAY

“Scalable growth is not created by bookings alone. It is created when capability and margin convert the sales promise into billable customer outcomes.”

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CASE STUDY

ERP and Data Readiness in the Launch of an OEM Platform

ASSIGNMENT CONTEXT

- **Company:** Mekra Lang LLC Tier-1 supplier of commercial-vehicle mirror systems, North America
- **Industry:** Automotive · Commercial Vehicles
- **Assignment:** Establish ERP and data readiness for a new OEM mirror platform — from pre-series launch through stable series supply
- **Role:** Interim Senior Program Manager – Program Lead
- **Reporting:** CEO USA
- **Period:** 08/2019 – 03/2025

INITIAL SITUATION & BUSINESS RISK

A new OEM mirror platform involving several hundred internally manufactured and sourced components, new suppliers and significant variant complexity was being industrialized. Just-in-sequence supply required reliable customer call-offs, material data, production orders and inventory confirmations already during the pre-series phase. The existing ERP structures and accountabilities had been designed around established series production. Product revisions, supplier data and production requirements were evolving in parallel, while revision levels, prices, lead times and material parameters were not consistently synchronized.
Without earlier ERP and data readiness, risks existed across sourcing, costing, production control, inventory accuracy and on-time customer supply.

MANDATE & ACCOUNTABILITY

ERP and data readiness represented a critical management dimension within launch management for the new OEM platform. Master, sourcing, production and customer data had to be synchronized with product, supplier and production readiness and made reliable already during the pre-series phase.
Responsibilities included identification of critical data gaps, clear ownership for data and handovers, creation of a cross-functional Master BOM and SAP component readiness status.
Unresolved data requirements were escalated to directors and the CEO. ERP readiness was embedded in Change Management and in the handover to series operations.

OPERATING FRAMEWORK

01 ASSESS

Reconciliation across SAP, Power BI, costing and purchase orders revealed deviations in prices, revision levels and material data. Breaks in the end-to-end process chain became visible.

02 DECIDE

ERP readiness was established as an early component of pre-series readiness. Data ownership, revision control and mandatory ERP implementation evidence for changes were clearly defined.

03 ALIGN

Engineering, Purchasing, Supply Chain, Customer Service, Production and SAP assumed clear ownership for data and handovers. The engineering BOM was expanded into a cross-functional Master BOM.

04 DRIVE

Master BOM and SAP status exposed open data fields and approvals. Deviations were assigned, resolved through decisions or escalated.

PROVEN IMPACT

1
Master BOM

Common fact base established across data readiness and handover status; continued to be used beyond the assignment.

Before SOP
Call-Offs Under Control

Pre-series call-offs and ERP-relevant data clearly governed and integrated into the operational supply chain.

ERP
Inventory & Production

Data for production orders, product identification and material consumption integrated into readiness management.

Change
System Implementation

Changes were permanently considered complete only after confirmed implementation in the ERP system.

EXECUTIVE TAKEAWAY

“Data readiness does not begin at SOP. It begins when information has clear ownership before it triggers a decision or production activity.”

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CASE STUDY

Building and Integrating the China Project Organization

ASSIGNMENT CONTEXT

- **Company:** Hilite International · Tier-1 supplier of engine and powertrain components · China
- **Industry:** Automotive · Passenger Cars
- **Assignment:** Build Project Management China and integrate the site into global product development and program governance
- **Role:** Director Project Management China · Head of PMO · Member of the Local Management Team
- **Reporting:** VP Project Management and VP Operations Asia
- **Period:** 09/2012–09/2014

INITIAL SITUATION & BUSINESS RISK

The China site had an established manufacturing operation and international customers but no dedicated Project Management organization. Product development was based primarily in Germany, requiring close integration across development, industrialization and customer programs. The global product development model was not consistently embedded, and differing terminology and local interpretations created inconsistent expectations for deliverables, readiness and accountability. Recurring handover issues between German development and the Chinese plant drove coordination and escalation. Quality and delivery issues added customer pressure. Without stronger integration, the organization risked further iteration loops, delayed decisions and loss of confidence among strategic customers.

MANDATE & ACCOUNTABILITY

The mandate covered the build-up and direct line management of the China Project Management organization and its integration into global product development. The scope included six Project Managers, approximately €1m in departmental budget, a project portfolio representing approximately €13m in investment and approximately €220m in associated annual series business. Responsibilities included people development, portfolio prioritization, project and customer escalations and representation within the local management team. In parallel, the product development model had to be globally harmonized and formally embedded in China.

OPERATING FRAMEWORK

01 ASSESS

Different terminology, readiness criteria and accountabilities constrained governance between German development and Chinese industrialization.

02 DECIDE

HIPE 2.0 established globally binding terminology, deliverables, readiness criteria, roles and escalation paths. Outcomes became comparable while execution remained locally adaptable.

03 ALIGN

Definitions, interfaces and RACI accountabilities were aligned with the responsible directors. Chinese Project Managers were integrated through training and application in live projects.

04 DRIVE

Steering Committees, Change Control Boards, sourcing and reviews followed one common readiness logic. Customer escalations were driven to root cause and transitioned back into normal program governance.

PROVEN IMPACT

6
Project Managers

Dedicated Project Management organization permanently established.

3 Countries
One HIPE

Common product development logic established across Germany, China and the USA.

Fewer
Iteration Loops

Clear definitions and handovers reduced coordination effort; transparency increased and escalations decreased.

Supplier Award
Customer Relationship

International customer escalations stabilized and contribution made to retaining a Supplier Award.

EXECUTIVE TAKEAWAY

> **“International integration is not created by central directives. It is created through common terminology, clear accountabilities and comparable readiness criteria.”**

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CASE STUDY

Mechatronic Product Platform to Reduce Cost of Sales

ASSIGNMENT CONTEXT

- **Company:** BRITA · family-owned · provider of water filtration and water dispenser systems · Germany
- **Industry:** Consumer Goods · Professional Water Dispensers
- **Assignment:** Develop a proprietary modular product platform as a core initiative to reduce Cost of Sales and replace externally sourced systems
- **Role:** Interim Senior Program Manager – Program Lead
- **Reporting:** CEO
- **Period:** 04/2016–11/2017

INITIAL SITUATION & BUSINESS RISK

The professional water dispenser business relied significantly on externally sourced systems, some sold under white-label arrangements. Value creation, supplier margin and technology differentiation therefore remained outside the company's direct control. An internal five-year strategy targeted a significant reduction in Cost of Sales. The platform program addressed cumulative savings potential in the double-digit million-euro range through insourcing, component harmonization, Design for Manufacturability and consolidated sourcing. Approximately 142 SKUs, different technical concepts and the transition toward mechatronic systems increased complexity. Without a robust platform and investment logic, the organization faced additional variants, high development cost and late regulatory corrections.

MANDATE & ACCOUNTABILITY

The mandate covered development of the first proprietary mechatronic Professional Dispenser platform with approximately €16m budget and a program team of around 75 people.
The program mandate had to be sharpened commercially and technically, a modular target architecture developed and Product, Engineering, Purchasing, Quality, Industrial Engineering and Support functions aligned.
Decision scope included program and project priorities, scope and target architecture as well as preparation of investment and supply-chain decisions for the Program Sponsor and CEO.

OPERATING FRAMEWORK

01 ASSESS

Market, customer requirements and technologies were reassessed. Structuring the 142 SKUs exposed variant complexity, common-part potential and reusable modules.

02 DECIDE

One common platform replaced a collection of individual replacement products. A target architecture of approximately 40 SKUs and an extended product development process were approved.

03 ALIGN

Five subprojects were aligned through one common platform and component logic. Compliance, certification and industrialization requirements were brought into the architecture early.

04 DRIVE

Design Reviews separated Product, Project and Program Readiness. Cost, regulatory readiness, platform contribution and preparation for future in-house manufacturing were governed together.

PROVEN IMPACT

Cost Targets
Achieved

Initial product-specific cost targets achieved within the developed platform architecture.

142 → 40
SKU Target Architecture

Commercially and technically approved target architecture with approximately 40 instead of around 142 SKUs.

Prototypes
Functional

Functional prototypes confirmed the technical viability of the platform architecture.

Transfer
Beyond the Assignment

Platform logic, new capabilities and the extended product development process created the foundation for developing future product generations.

EXECUTIVE TAKEAWAY

“Insourcing creates margin when architecture, variants and value creation are treated as one investment decision.”

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CASE STUDY

Global PEP and Project Management Architecture Across Two Continents

ASSIGNMENT CONTEXT

- **Company:** Mekra Lang LLC Tier-1 supplier of commercial-vehicle mirror systems, North America
- **Industry:** Automotive · Commercial Vehicles
- **Assignment:** End-to-end governance of the platform from product development through tooling and equipment readiness to six customer SOPs
- **Role:** Interim Senior Program Manager – end-to-end accountability for the modular platform program
- **Reporting:** CEO USA
- **Period:** 08/2019 – 03/2025

INITIAL SITUATION & BUSINESS RISK

As North America became more closely integrated, historically grown ways of working had to be brought into one common global Product Engineering Process. Different structures, accountabilities and project management approaches made consistent application difficult. The existing PEP covered the core functional content, but product development, industrialization, supplier integration, financial governance and local systems were not yet integrated end to end. Phases, readiness levels, Gate Reviews and reporting followed different logics. Management and project teams therefore assessed readiness, accountability and decision needs against different criteria. International projects required high coordination effort and remained dependent on individual experience.

MANDATE & ACCOUNTABILITY

The mandate was to develop and implement a common PEP and project management architecture for headquarters and North America based on existing processes and local ways of working.
The process and governance landscape was analyzed, a global glossary established and management expectations reconciled with operational practice. Work-structure and interface analyses made accountabilities and dependencies visible. Project categorization, role logic and local adaptability were introduced as recommendations. Phase model, value streams and PM artifacts were further developed and approved with headquarters and the responsible functions. I then led rollout, training and enablement across North America.

OPERATING FRAMEWORK

01 ASSESS

Existing PEP activities, terminology, templates and management reports were reviewed systematically. Discussions with leaders and project teams exposed gaps between formal requirements, management interpretation and operational practice.

02 DECIDE

The analysis was translated into concrete architecture decisions: common terminology, clear work packages, compatible Gate Reviews, local adaptability and an aligned set of project management artifacts.

03 ALIGN

Cross-functional workshops connected management expectations with operational reality. Sales, Engineering, Purchasing, Quality, Supply Chain, Production, Finance and IT clarified contributions, handovers and mutual expectations.

04 DRIVE

The new logic was incorporated into management reporting, PST, Steering Committee and QMS. Training, project manager forums and onboarding of new leaders transferred the architecture into day-to-day project execution.

PROVEN IMPACT

2 Continents
One Governance Architecture

Headquarters and North America aligned functional contributions and local accountabilities within one common PEP and project management logic.

End-to-End
Value Creation Inegrated

Product Development, Purchasing, Industrialization, Quality, Finance and IT were connected through common work packages and interfaces.

Steering
Common Fact Base

A clear decision logic and binding templates provided the Steering Committee with a common basis for prioritization and decisions.

Transfer
Embedded in the QMS

Project management artifacts and the readiness logic continued to be used through the QMS, training and onboarding.

EXECUTIVE TAKEAWAY

“A global PEP becomes effective when management and project teams assess readiness, accountability and decisions according to the same logic.”