Marc Schuck

Technical Project Manager · Interim Manager · Freelancer
Turnaround · Crisis Recovery ·
Automotive · Embedded Systems

Remote: 85-110 €/h
Onsite: by location
Available from 18 Oct 2026
worldwide· Remote & Onsite
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Technical Project Lead and Interim Manager with 25+ years of OEM and Tier-1 experience. Specialised in programmes of any scale, from small teams to ~400-staff programmes — rescuing technically critical situations by imposing governance, recovering milestones and realigning teams.

CORE CAPABILITIES

Turnaround & Crisis Recovery Task force leadership · milestone recovery · escalation management · risk management · governance from scratch	**Release & Stakeholder Management** Software release planning · CR/defect management · OEM interface up to Board / E2 level
International Matrix Organisations **Up to 400 staff** · DE/IN/CN/US/UA/RO/SG · offshore & nearshore · supplier negotiations >EUR 2 million	**Change & Configuration Management** Change Request Management · Configuration Management · Requirements-Clarification
Technology Focus OTA/FOTA · **AWS Cloud-to-Vehicle** · ECU/embedded SW · infotainment · power electronics	**Standards & Processes** **ISO 26262 · UN R155/156** (cybersecurity) · V-Model / **ASPICE** · Scrum / Kanban
Technical Project Management · **Program Management** · PMO · Bid & Proposal Support · Technical Costing	Technical Interface Management · Supplier Management

PROJECT EXPERIENCE

Highlight Projects: Turnaround / Crisis Recovery

11/2022–06/2025 | **TPM – Technical Project Manager OTA** Joynext GmbH (Audi, VW, Porsche, Bentley)

► *OTA / AWS Cloud-to-Vehicle · UN R155/156 · AED/MIB head unit · ~20 staff (DE/IN/CN/USA)*

PROBLEM	Inherited **4 OEM** customer streams with no structured tracking across six server environments, including a China production server (**~2M** vehicles) — no gate discipline, no functional escalation culture.
INTERVENTION	Spearheaded pre-integration cycles and change-freeze windows; bridged a 6-month team lead vacancy; directed CVE patching on production servers; negotiated ~EUR 1.7M Tier-2 packages (USA); orchestrated the APAC–EMEA delivery interface with Audi China, managing China-specific operational, certification and OTA requirements for an AWS production server (~2M vehicles), with daily operational alignment on development scope and rollouts.
OUTCOME	Stabilised SW delivery across four OEMs. Mitigated live CVEs. Managed the approval and release processes for a China production server (~2M vehicles) under China-specific requirements and UN R155/156 — rollout stability sustained throughout.

AWS · Intercultural Team Leadership · Release Control

11/2020–11/2022 | **Software Programme Manager** ZF Friedrichshafen AG (BMW)

► *EGS / inverter / power electronics · MHEV/PHEV · ~100 staff matrix*

PROBLEM	Inherited a programme operating without visibility — fragmented accountabilities, an obsolete schedule and no coherent governance. BMW had already activated a parallel task force.
INTERVENTION	**Architected** end-to-end governance from zero — schedule, dependencies, CR management. Engineered the missing feature-to-milestone synchronisation between base development and BMW's programme gates — imposing it as the binding governance framework for the entire delivery organisation. Reported directly at CTO level; gave the BMW task force its sole reliable decision base.
OUTCOME	Rescued the programme from zero visibility; restored full delivery controllability; achieved complete SW release transparency for BMW; held **all Quality Gate milestones**.

Governance · Task Force Leadership · Milestone Recovery · Release Control

01/2012–12/2014 | **Software Programme Manager** Harman Becker GmbH (Daimler AG)	
► *Infotainment NTG5 · Mercedes S-/C-Class · ~400 staff · global SW integration (DE/UA/IN/CN)*	
PROBLEM	>10,000 open defect tickets under severe **SOP** pressure — caused by extreme system complexity and uneven offshore performance.
INTERVENTION	**Introduced A/B/C defect classification** by customer impact and an inflow/outflow reduction plan. Replaced the offshore engineering provider on the basis of systematic performance evidence; established a daily global integration process and formal **E/E problem management.**
OUTCOME	Reduced >10,000 tickets to ~1,500 (**–85%**, remaining tickets exclusively non-customer-relevant); delivered **SOP launch on time**; secured Daimler acceptance at **E2 level**.

Crisis Management · Defect Backlog Reduction –85% · 400 Staff · Daimler E2

ADDITIONAL ASSIGNMENTS (selection)

07/2017–05/2020 | Programme Manager – Airport Security (ECAC Standard 2 to 3) Smiths Detection (Schiphol NL)
Principal interface for Schiphol Airport; stakeholder coordination across BPOL, Dutch Police & Post, and Fraport; deployed 12 CT systems (~EUR 7 million each) in live operation; received the "Smiths Detection Star Award".
Re-engaged from 08/2026 as Programme Manager for bid preparation and technical clarification.

07/2015–06/2017 | Software Project Manager – Fully Digital Instrument Cluster Continental GmbH (VW, Audi, Seat, Skoda)
Led ~200 matrix staff (DE/SG/MX/RO); stabilised critical SOP ramp-up for 4 OEMs; managed delivery across 3 offshore sites.

07/2014–02/2015 | Head of Innovation Management | AL-KO Alois Kober GmbH
Built a new electronics/digitalisation division in a mechanically driven industrial company; developed the concept, business case and partner selection for a new electronic system including app.

04/2011–12/2011 | Software Project Manager – EPS Electric Power Steering ZF Lenksysteme BOSCH/ZF JV (Daimler, AMG)
Built project schedule and release governance in line with **ISO 26262**; negotiated **~EUR 1 million CR volume**; handed over a stable programme.

08/2009–06/2010 | Technical Project Manager – 360° Surround View System (SVS) Magna Electronics Europe (Daimler AG)
72 engineers; budget EUR 18.2 million; JV set-up with ESG incl. **ASPICE Level 2**; new manufacturing processes; reporting to CEO/VP level.

07/2008–07/2009 | Site Manager (Interim) Panasonic Automotive America (Opel / GM)
Led German R&D branch and OEM liaison; managed testing, reflash programs, and a structured site decommissioning.

07/2006–12/2006 | Project Manager – Drive-by-Wire (Turnaround) PARAVAN GmbH / Rücker GmbH - Competence Center
Enforced a requirements freeze against CEO resistance; turnaround completed successfully.

2001–2006 | Development Engineer / Test Engineer Daimler AG, Mercedes Technology Center MTC (via Rücker GmbH)
Rain/light sensor · SDS voice control · telematics/infotainment flashing (MOST/CAN)

EDUCATION

09/2005–12/2008	**MBA**	University of Bradford, UK / TiasNimbas University, NL
09/2001–07/2005	**State-certified Technician**	Gottlieb-Daimler-Schule II, Sindelfingen — Information / Electrical Engineering
09/1998–06/2001	**Qualified Electrician**	Elektro von Hößle, Wiesbaden — top apprentice across two cohorts

EXPERTISE

Standards / Methods	**ASPICE Level 2 · ISO 26262 · UN R155/156** · V-Model / SPICE · Scrum / Kanban / Hybrid · Agile
Technology	OTA · Edge-to-Cloud · AWS · IoT · ECU/embedded SW · OT-Security · CAN / LIN / MOST / FlexRay / Ethernet · AUTOSAR
Tools	MS Project · Jira · Confluence · Polarion · DOORS · SAP · CANoe
Strategic AI Integration	AI-Augmented Productivity — ChatGPT · Claude · Copilot · Gemini · Perplexity: in productive use since 2025 for log data analysis, technical research and documentation; **Agent Coding** — development of two web platforms using AI-assisted code generation.
International & Intercultural Expertise	DE (native) · EN (business fluent, C1) · boating licences · diving qualifications operational leadership across Eastern Europe, China, India, Australia and the USA; 20+ years of independent travel across Asia plus a one-year US residency.

Trouble Shooter · System Integration · Hardware/Software Interfaces · Cybersecurity · CI/CD · Mechanical Engineering · Energy Technology · IT/Cloud · Security Technology · Delivery Management