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/Tier-1 experience. Specialised in programmes of any scale, from small teams to ~400-staff programmes — stabilising critical situations fast when governance fails.

Selected Turnaround Mandates

Project / Context	Problem	Intervention	Outcome
Joynext GmbH — OTA Audi, VW, Porsche, Bentley 2022–2025 AWS · Intercultural Team Leadership	**4 OEM** customers without release tracking & binding gates; separate China prod server (**~2M vehicles**); no scheduling discipline for CRs; dysfunctional internal escalation culture.	Release & dependency tracking established; OTA gates enforced; 6-month team lead vacancy bridged; CVE patching managed; ~€1.7M Tier-2 volume (USA) negotiated; China-specific operational, certification and OTA requirements for an AWS production server (~2M vehicles) managed; daily operational alignment with Audi China on development scope and rollouts.	Stabilised OTA software delivery. Closed CVEs on live systems. Central stakeholder interface to **Audi China** across APAC–EMEA delivery.
ZF Friedrichshafen — Inverter/EGS/MHEV/PHEV BMW | 2020–2022 Governance · Milestone Recovery · Release Control	Operating without visibility — fragmented accountabilities, obsolete schedule, no coherent governance. BMW task force already active.	Orchestrated governance from zero; engineered feature-to-milestone mapping between base development and BMW gates; enforced binding release governance; reported at **CTO level**. Delivered fact-based decision support for BMW task force.	Rescued programme from zero visibility; restored full delivery controllability; achieved SW release transparency for BMW; held all Quality Gate milestones.
Harman Becker — Daimler NTG5 S-Class / C-Class | 2012–2014 ~400 staff · Offshore DE/UA/IN/CN	>10,000 open defect tickets under severe SOP pressure. Underperforming offshore teams (IN/UA/CN).	Introduced A/B/C defect classification plus an inflow/outflow reduction model. Replaced the offshore engineering service provider based on systematic performance evidence. Established a global 24-hour integration cycle. Formalised **E/E problem management** with offshore teams.	**–85% bug tickets** (>10K→~1,500, non-end-customer-relevant only); **SOP launch on time**; sign-off at Daimler E2/VP level.

Additional Assignments (selection)— Programme, Agile Software & Technical Project Management incl. Agile

Period	Company / Client	Outcome / Projects
2017–2020	Smiths Detection / Schiphol Airport	Rolled out 12 CT systems (~EUR 7M each) in live airport operation; **re-engaged 08/2026** for bid & technical support.
2015–2017	Continental / VW, Audi, Seat, Skoda	Steered ~200 staff in matrix; stabilised a critical SOP ramp-up.
2014–2015	AL-KO Alois Kober GmbH Head of Innovation Management	Built an electronics/digitalisation division; concept, business case and partner selection for a new electronic system including app.
2011–2012	ZF Lenksysteme (Bosch/ZF JV) / Daimler, AMG	Built project schedule with dependencies and release governance from scratch; negotiated ~EUR 1M CR volume.
2009–2010	Magna Electronics / Daimler	72 engineers, EUR 18.2M; developed new manufacturing process for single production site.
2008–2009	Panasonic Automotive (PASA) / Opel, GM	Led German site & OEM liaison; managed testing, reflashing and orderly wind-down.
2006–2006	PARAVAN / Rücker	Enforced requirements freeze against CEO resistance; successful turnaround.
2001–2006	Daimler AG, Mercedes Technology Center MTC (via Rücker GmbH)	Rain/light sensor · SDS voice control · telematics/infotainment flashing (MOST/CAN)

Tech Stack & Methods

International project mgmt (DE/IN/CN/US/UA/RO/SG) · AWS Cloud · CI/CD-based OTA/FOTA delivery · ASPICE L2 · ISO 26262 · UN R155/156 · Embedded SW/ECU · CAN/LIN/MOST/FlexRay · Jira · Confluence · MS Project · Scrum/Kanban · E/E project leadership · AI-Augmented Productivity (since 2025): ChatGPT · Claude · Copilot · Gemini · Perplexity · Change & Supplier Management · IoT

Education

MBA · Bradford/TiasNimbas (UK/NL)
State-certified Technician · Qualified Electrician

Languages

German — native
English — business fluent (C1)

Availability

Remote & Onsite · Worldwide · Travel welcome