

# Marc Schuck

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

Remote: 95-110 €/h  
Onsite: plus Expenses  
Immediately Available  
worldwide · Remote & Onsite  
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**Technical Project Lead and Interim Manager** with 25+ years of OEM and Tier-1 experience in automotive embedded systems — specialised in rescuing technically critical programmes: imposing governance, recovering milestones and realigning teams. Deep expertise in ASPICE, ISO 26262 and UN R155/156.

## CORE CAPABILITIES

<b>Turnaround &amp; Crisis Recovery</b> Task force leadership · milestone recovery · escalation management · <b>governance from scratch</b>	<b>Release &amp; Stakeholder Management</b> Software release planning · CR/defect management · OEM interface up to Board / E2 level
<b>International Matrix Organisations</b> <b>Up to 400 staff</b> · DE/IN/CN/US/UA/RO/SG · offshore & nearshore · supplier negotiations >EUR 2 million	<b>Standards &amp; Processes</b> <b>ISO 26262</b> · <b>UN R155/156</b> (cybersecurity) · V-Model / <b>ASPICE</b> · Scrum / Kanban
<b>Technology Focus</b> OTA/FOTA · <b>AWS Cloud-to-Vehicle</b> · ECU/embedded SW · infotainment · power electronics	<b>Tools</b> MS Project · Jira · Confluence · Polarion · DOORS AI: ChatGPT · Claude · Copilot · Perplexity · Gemini

## 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 <b>4 OEM</b> 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; directed CVE patching on production servers; negotiated ~EUR 1.7M Tier-2 packages (USA); <b>orchestrated</b> the APAC–EMEA delivery interface with Audi China, navigating regulatory and cultural friction around cloud-based OTA rollouts.
OUTCOME	Stabilised SW delivery across <b>four OEMs</b> . Mitigated live CVEs. Secured regulatory approvals for China production server ( <b>~2M vehicles</b> ) under UN R155/156 — rollout stability sustained throughout.

*OTA/FOTA · AWS · UN R155/156 · Audi China · International Steering · 4 OEMs · Release Control · ASPICE (Compliance Initiative)*

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	<b>Architected</b> 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; furnished the BMW task force with its sole reliable decision base.
OUTCOME	Rescued the programme from zero visibility; restored full delivery controllability; achieved complete SW release transparency for BMW; held <b>all Quality Gate milestones</b> .

*Governance · Task Force · Milestone Recovery · BMW OEM · Embedded SW · Power Electronics · E/E Project Manager Inverter / MHEV / PHEV*

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 <b>SOP</b> pressure — caused by extreme system complexity and uneven offshore performance.
INTERVENTION	<b>Introduced A/B/C defect classification</b> 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 <b>E/E problem management</b> .
OUTCOME	Reduced >10,000 tickets to ~1,500 ( <b>-85%</b> , remaining tickets exclusively non-customer-relevant); delivered <b>SOP launch on time</b> ; secured Daimler acceptance at <b>E2 level</b> .

*Crisis Management · Defect Backlog Reduction -85% · 400 Staff · SOP Delivery · 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”.

**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.

**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 / Rucker 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 Rucker GmbH)  
Rain/light sensor · SDS voice control · telematics/infotainment flashing (MOST/CAN)

### EDUCATION

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

### EXPERTISE

<b>Standards / Methods</b>	<b>ASPICE Level 2 · ISO 26262 · UN R155/156 · V-Model / SPICE · Scrum / Kanban / Hybrid</b>
<b>Technology</b>	<b>OTA · AWS · ECU/embedded SW · CAN / LIN / MOST / FlexRay / Ethernet · AUTOSAR</b>
<b>Tools</b>	<b>MS Project · Jira · Confluence · Polarion · DOORS · SAP · CANoe · dSpace</b>
<b>Strategic AI Integration</b>	<b>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.</b>
<b>Languages / Other</b>	<b>DE (native) · EN (business fluent) · boating licences · diving qualifications</b> International stakeholder management across China, India and the USA; private travel across CN/JP/HK (02–03/2026) further deepened understanding of regional business and communication culture.

*TPM · Interim Manager · Turnaround · Task Force · Trouble Shooter · Crisis Recovery · Milestone Recovery · Governance · ASPICE Level 2 · ISO 26262 · UN R155/156 · OTA/FOTA · Cyber Resilience · ECU · Embedded SW · AWS · V-Model · Scrum · Governance of programmes operating on existing CI/CD pipelines (OTA) · Release Management · Stakeholder Alignment · Matrix Teams · OEM · Tier-1 · Automotive · Industrial Technology · Infotainment · Power Electronics · Jira · MS Project · MBA*