Merve Yildiz

Industrialization & Factory Design Leader

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€100M+
Capital investment and transformation portfolios led

€43M
Five-year global brownfield program

€26M
Automated greenfield factory, MES/WMS integrated · WEF Lighthouse Factory

480+
People led in a high-volume plant, with P&L accountability

PROFILE

Industrial engineer and manufacturing leader with 12+ years of international experience. I design scalable production and logistics systems and industrialize them, for daily operation from the first concept, with operating cost and performance at the center of every decision. I have planned and delivered factory systems from investment case through commissioning and ramp-up, and I have run a high-volume plant with operational P&L accountability. I combine the physical and the digital layer, from automation and material flow to MES, WMS and ERP, and design around the people who run the systems.

CORE EXPERTISE

Plan	Factory planning · Capacity planning and material flow · Layout design · Feasibility studies, make-or-buy analysis and business cases · Greenfield and brownfield
Deliver	Automation and intralogistics · Specifications and supplier selection · Installation, commissioning and ramp-up · Line investments
Digital	MES, WMS and ERP integration (SAP modules, stand-alone systems) · Industry 4.0 roadmaps · Process and workflow design
Industrialize	NPI · DFM/DFX with R&D · eBOM-to-mBOM under configuration control · BOP and routings · Stage-gate readiness reviews
Lead	Program and project leadership (waterfall, agile, hybrid) · Governance and executive reporting · Change management · Operational excellence (OEE, TPM, lean)

EXPERIENCE

Industry Advisor **Vispection, Berlin** — Oct 2025 – present

Senior Project Manager, Digital Manufacturing **Engineering Industries eXcellence, Berlin** — Feb 2023 – Oct 2025

- Supported presales and managed delivery of MES projects, including SAP Digital Manufacturing, running projects in parallel across sectors and multiple sites.
- Took solutions from requirements and process analysis, including customer workshops that translated shop-floor processes into solution designs, through pilot applications to global rollout.
- Acted as senior link between executive sponsors, manufacturing leadership, engineering, IT and implementation teams.
- Established project governance: scope, schedule, risk and dependency management, change control and executive reporting.

Manager, Industrial Engineering & Automation, Europe **Wayfair, Berlin** — Apr 2022 – Sep 2022

- Developed scalable automation concepts and a proof of concept for greenfield and brownfield fulfillment centers across Europe, based on material flow, capacity and layout analysis.
- Defined requirements and evaluated hardware and software technologies for automation, layouts and material flow.
- Led material handling system delivery from solution development through installation and go-live, with automation partners and suppliers.
- Governed multiple concurrent initiatives, balancing investment, operational priorities, resources and risk.

Manager, Assembly Line Beko Group, Istanbul — Apr 2021 – Mar 2022

Led the assembly organization of a high-volume plant: 480+ people, including 18 engineers and supervisors, with operational P&L accountability.

- Owned OEE, productivity, quality, downtime, cost, safety and delivery; turned performance gaps into structured improvement and capacity projects (TPM, preventive and predictive maintenance, root-cause analysis, line balancing, bottleneck elimination).
- Led automation, modernization, capacity expansion and digitalization initiatives; managed expense and investment planning.
- Developed engineers, supervisors and frontline teams through performance management and coaching.

Program Manager, Manufacturing Engineering & Transformation Beko Group, Istanbul — Jan 2019 – Apr 2021

Directed the five-year, €43M transformation of a global brownfield production network for a next-generation product platform, launched globally in May 2020, while serial production continued.

- Led long-term capacity, layout, material flow and make-or-buy planning, supported by feasibility studies and business cases; reported to global manufacturing leadership.
- Led industrialization and NPI with R&D: DFM/DFX, manufacturing standards, production readiness, prototype readiness and ramp-up.
- Owned €15M of advanced manufacturing line investments (a new cabinet line, laser-welded sheet-metal technology and an 800-ton mechanical transfer press): specifications, technical bidding, supplier selection, layout validation, installation, commissioning and ramp-up.
- Led brownfield transformation: new lines, line relocation, material handling modifications and capacity expansion without interrupting serial production.
- Designed stand-alone MES use cases within the Industry 4.0 roadmap, integrated with WMS and automated material flow.

Project Leader, Intralogistics & Automation Systems Beko Group, Romania — Sep 2016 – Jan 2019

Delivered the €26M automation and intralogistics program of a greenfield factory, recognized as a **World Economic Forum Lighthouse Factory**.

- Led delivery from business case through conceptual design, engineering, installation and commissioning to production readiness.
- Defined the future-state Industry 4.0 concept and designed a fully automated material handling and distribution system (AS/RS, conveyors, shuttles, stacker cranes, buffers), sized on throughput models with layout alternatives compared and validated.
- Prepared specifications, ran technical evaluations and supplier selection; led external suppliers and multidisciplinary engineering teams.
- Process owner for MES, including WMS and ERP integration: job-order logic, KPI architecture, dashboards and multi-vendor integration with the production-planning architecture.

Senior Industrial Engineer Beko Group, Istanbul — Sep 2015 – Sep 2016

- Led capacity, productivity and cost-improvement initiatives across plants and global suppliers; feasibility and make-or-buy analyses for investment projects.

Management Trainee IKEA, Ankara — Dec 2013 – Sep 2015

- Led cross-functional improvement projects based on data analysis, root-cause analysis and implementation roadmaps.

EDUCATION

B.Sc. Industrial Engineering
Middle East Technical University, Ankara, 2013

LANGUAGES

English: full professional proficiency
Turkish: native
German: B1