

MURAT BARSLAN

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SUMMARY

Strategy & Business Development leader driving market growth, revenue performance, and scalable business outcomes across retail and fintech platforms. Former Deloitte consultant with a proven track record of partnering with GMs and senior leadership on market assessment, business planning, investment cases, partnerships, and growth initiatives.

Extensive experience across Türkiye, Middle East, and CIS markets, with strong exposure to omnichannel shopping dynamics and data-driven decision-making. Recognized for combining strategic clarity with analytics-led insight and disciplined execution.

SKILLS

Business Development & Growth

Strategic Planning, Go-To-Market Models, Business Case Development, Financial Modeling, Investment Analysis, Market Research, Partner & Ecosystem Management

Commercial Performance

Advanced Analytics & AI applications, Performance Management Frameworks, Forecasting, P&L management

EXPERIENCE

GLOBAL BLUE - Istanbul, Turkey

01/2023-Present

Strategy and Business Development Director

Leads regional growth, innovation, and product localization strategy for the tax-free shopping and payments platforms, leveraging advanced analytics to optimize commercial performance and shopper experience

- Lead cross-functional product initiatives with local and regional teams, translating business requirements into prioritized roadmaps supported by performance metrics and commercial impact
- Partner with local banks and payment service providers to design and deploy consumer-facing financial incentives that stimulate demand for tax free shopping
- Design and Implement Analytics and AI applications to support commercial prioritization, shopper engagement, and retention including next-best-action and churn modeling
- Lead client performance improvement programs with senior stakeholders of global and regional retail brands, supporting revenue and margin optimization

IPEKYOL - Istanbul, Turkey

04/2017-12/2022

Head of Strategy

Partnered with the GM and executive leadership team to define and execute market growth, revenue and profitability priorities

- Led corporate strategy and annual strategic planning across group brands
- Evaluated international expansion opportunities across Eastern Europe, CIS and Middle East markets
- Led international e-commerce expansion initiatives, including Saudi Arabia and Zalando, generating €5M revenue in Zalando's first year
- Led consumer and market research to assess new market opportunities, including qualitative research in Russia with GfK

- Established company-wide performance management framework covering 120+ KPIs
- Led customer-centric transformation program across 300+ employees and 440 business processes
Developed new store and outlet segmentation models, driving +22% sell-through uplift in selected stores and improving outlet conversion by +14%
- Redesigned gift and loyalty propositions (Digital Loyalty Card & Gift Cards), contributing to +12% YoY uplift in gift unit sales
- Led development of an in-house omnichannel OMS, integrating customer, inventory, and transaction data; recognized with 3rd place at IDC Cloud Awards

YILDIZ HOLDING - Istanbul, Turkey

04/2015-03/2017

Business Development Manager

Strategic advisor to Away from Home Business Group CEO, focusing on business transformation and growth initiatives focused on HORECA segment

- Led group-wide turnaround strategy design and execution, contributing to improved category-level growth and margin performance
- Evaluated new business opportunities across food logistics and agro-related businesses, developing market assessments and business cases
- Implemented a digital go-to-market model, acquiring 240 new B2B customers in four months
- Optimized outbound logistics operations through process and cost-to-serve analysis, improving gross margins by 3%

JOYFOODZ - Istanbul, Turkey

05/2010-03/2015

Co-Founder and Head of Product

Founded and scaled e-commerce startup in healthy food delivery space

- Led product strategy, MVP development, and customer validation, using data-driven experimentation to refine value proposition and pricing
- Used customer behavior and funnel metrics to optimize acquisition and retention
- Exited through acquisition by a local FMCG company

DELOITTE CONSULTING - Istanbul, Turkey

09/2007-04/2010

Senior Consultant, Strategy Consulting

Delivered strategy, operating model, and transformation projects across financial services and retail sectors

- Provided competitive benchmarking and turnaround strategy for a leading pension company
- Supported strategy recommendations with financial modeling, market analysis, and KPI design
- Developed strategic plan for a top tier commercial bank
- Designed corporate performance management system for a mid-size commercial bank
- Led customer experience transformation roadmap for a major fashion retailer

QNB - Istanbul, Turkey

10/2005-09/2007

Junior Project Manager, Project Management Office

- Managed end-to-end software development projects, overseeing requirements gathering, design, development, testing, and deployment phases

EDUCATION

Purdue University – West Lafayette, Indiana, USA
Bachelor of Science in Industrial Engineering

05/2004