

Strategy to Growth. Partnerships to Execution.

Commercial Strategy · Business Development

Transformation · Applied AI & Analytics

Selected business cases, transformation programmes and measurable impact

From strategic choices to measurable execution

Selected experience across retail, consumer platforms, financial services and foodservice

COMMERCIAL GROWTH

Growth strategy, go-to-market design, market entry, channel strategy, commercial partnerships and business-case development.

TRANSFORMATION & OPERATING MODEL

Omnichannel transformation, performance management, portfolio/PMO governance, process design, and cross-functional delivery.

ANALYTICS & APPLIED AI

Customer segmentation, churn and propensity modelling, forecasting, KPI design, decision support and personalized engagement.

PRODUCT & ENTREPRENEURSHIP

Product strategy, MVP development, customer journey design, UX, e-commerce and new-business development.

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murat.barslan@gmail.com

Mastercard x Global Blue

A sponsored tax-free shopping campaign across Istanbul

150

participating stores

+10–20%

reported YoY transaction-volume uplift

Uplift is user-reported versus the prior-year comparable six-month period; award attribution should be confirmed.

THE OPPORTUNITY

Tax-free shoppers could receive an additional 50% refund when paying with Mastercard. The campaign was designed to encourage card usage and support participating retailers during a period of declining tourist arrivals.

MY CONTRIBUTION

Led the campaign from concept and feasibility to Mastercard sponsorship and cross-functional rollout across 150 stores in three Istanbul malls.

HOW IT WAS DELIVERED

Aligned Global Blue teams across markets, premium retailers and marketing channels, including digital, stores and airport communications.

Ipekyol x Zalando

Launching the brand in Germany through a marketplace partnership

~€5M

GMV by end of year two

60% → 45%

overall order return rate

GMV is reported at approximately €5M by the end of year two, not recognized revenue. The return-rate change is reported across overall orders; attribution should be treated cautiously.

THE OPPORTUNITY

Ipekyol wanted to expand internationally and evaluate a practical route into European markets without building a full local operation from scratch.

MY CONTRIBUTION

Built the business case and managed the cross-functional launch, aligning competition analysis, merchandise planning, pricing, marketing, logistics and IT.

HOW IT WAS DELIVERED

Used Zalando's Partner Program and fulfillment capabilities while Ipekyol retained inventory control. Product/category analysis informed merchandising and product-selection decisions associated with lower returns.

Ipekyolco

Evaluating a separate online proposition for adjacent categories

28 years

average online customer age

10% → 15%

cosmetics & accessories share of local online sales

Results reflect reported changes in online customer age and category mix; the later execution was not solely owned by the business-case phase.

THE OPPORTUNITY

Cosmetics and accessories had growth potential but risked getting lost within the mother brand's broad online assortment. The question was whether to expand inside Ipekyol or create a separate proposition.

MY CONTRIBUTION

Led the business case comparing a separate retail brand with expansion under Ipekyol, including an initial in-store test and evaluation of category potential.

HOW IT WAS DELIVERED

The spin-off proposition focused on more accessible home/personal cosmetics and accessories, giving the categories dedicated space and positioning.

Personalized tax-free shopper engagement

Using predictive models and tailored content to improve refund completion

40% → 50%

email open rate

>10 bps

average refund-completion improvement

Reported engagement and completion results are user-provided. The model evaluation figures support predictive testing and should not be read as proof of causal impact.

THE OPPORTUNITY

The tax-free refund journey involves multiple steps and local information needs. Store staff may have limited motivation or language capability to guide every shopper through the process.

MY CONTRIBUTION

Led an analytics-led engagement approach using logistic regression and random forest models to classify shopper behavior and personalize message content, timing and language across email and WhatsApp.

HOW IT WAS DELIVERED

A retrieval-augmented generation (RAG) chatbot was explored to answer local-information questions. Model evaluation covered 215,979 trips from September–December 2025 using 20 variables; reported accuracy exceeded 70% for one-day shoppers and was lower for multi-day shoppers.

Yıldız Holding OOH profitability

Improving B2B account economics through segment-led go-to-market design

-1% → +1%

net margin in covered segments

7 regions

account review coverage

Margin improvement is reported for the customer segments covered by the model over one year; it should not be generalized to the entire business.

THE OPPORTUNITY

Following an SAP launch, the foodservice distribution business faced low margins. The choice was whether to focus only on cost reduction or redesign commercial coverage and account economics.

MY CONTRIBUTION

Led account reviews across seven regions, estimated share of wallet by merchant segment, set share-of-wallet targets and assessed cost to serve.

HOW IT WAS DELIVERED

Introduced a segment-led go-to-market model, including digital ordering for smaller accounts to reduce operating cost and threshold-based pricing to encourage higher share of wallet.

Ipekyol corporate performance management

Connecting strategy, operating KPIs and individual goals

120+

KPIs across the organization

30% → 50%

OTIF over two years

OTIF improvement is reported over the two-year period during which the framework operated; multiple operational factors may have contributed.

THE OPPORTUNITY

The business needed a consistent way to translate strategic priorities into measurable goals across brands, channels and functions, with regular follow-up and clearer accountability.

MY CONTRIBUTION

Architected the performance-management framework with HR and IT partners, cascading goals from directors to specialists and establishing monthly performance reviews using MicroStrategy.

HOW IT WAS DELIVERED

Redesigned the bonus system to align rewards with outcomes and shared objectives, reinforcing collaboration across the organization.

Three supporting Ipekyol initiatives

Distinct initiatives across outlet performance, gifting and customer-centric transformation

OUTLET OPERATING MODEL

+22% sell-through

Reported sell-through improvement, alongside a CV-reported +14% outlet conversion. Confirm whether the measures refer to the same initiative and period.

GIFT EXPERIENCE

+12% gift unit sales

Year-on-year increase in gift unit sales following improvements to the gifting experience.

CUSTOMER-CENTRIC TRANSFORMATION

100+ quick wins · 18 projects

Built a roadmap and formal PMO with the GM and IT; introduced Monday.com, trained 60 people with HR, and incorporated project contributions into performance management. Reported FW share sold before end-of-season increased from 60% to 70%; customer-service CSAT moved from the 70s to the 80s, and NPS measurement was initiated.

Yıldız Holding acquisition integration

Establishing financial and commercial foundations after acquisition

THE OPPORTUNITY

A fruit and vegetable processing company had only accounting software and off-book transactions, limiting management visibility and making integration into the wider group difficult.

MY CONTRIBUTION

Supported initial due diligence and recommendations, then led post-acquisition settlement work, reconfigured the chart of accounts, redesigned reporting and KPIs, and supported commercial integration into the OOH group.

HOW IT WAS DELIVERED

Established an annual planning process and more structured management information to support financial control and integration. Group CEO personally led acquisition negotiations.