

Dr. Ümit ÖZEN, Ph.D.
Management Consultant
Lean Six Sigma Master Black Belt



He holds a Ph.D. in Engineering Management from Istanbul Technical University, a Master of Science degree in Industrial Engineering from Bosphorus University, and a Bachelor of Science degree in Industrial Engineering from Istanbul Technical University. He also completed his post-doctorate study after getting Ph.D. degree. He worked as a professional for very well-known companies in different industries in Turkey and abroad, such as airlines, manufacturing, retailing, personal care products, chemicals, holdings, paper and logistics for more than 20 years. Most of his studies in these companies were elected and taken as the best practices, and presented in several national and international conferences. He is expert in strategic management as his doctoral dissertation was a comprehensive study on strategic planning and thinking. He gave lectures about 'Strategic Management' and 'Work Study' as a guest professor in different universities while he was working as a professional in companies. He has moderated several strategy search conferences in companies.

He is an advocate and practitioner in Process Management and Balanced Scorecard (BSC) model. His Process Management Model and BSC applications were chosen as the Best Customer Practice by a Finnish company QPR in 2008, as the Best Management Model in Sabancı in 2009.

In addition, he is one of the very well-known Six Sigma Master Black Belt in Turkey. He first got his black belt certificate from Dupont Academy in the Netherlands in 2002. Then, he got the second six sigma master black belt certificate again in Turkey in 2008. He has done and coached several Six Sigma projects, and educated several people for 15 years. He is an Expert on Lean management. He did and managed many successful Lean projects. He won several prizes in Lean Six Sigma project competitions in Sabancı and abroad.

He is one of the leading thought leaders and assertive thinkers in excellence area. He attended business excellence courses in England, then applied the premier best practice business checklist for companies aspiring to business excellence especially in Sales and Operations Planning and Integrated Business Planning.

Dr. Ozen has ISO 9001 Total Quality Management Lead Auditor Certificate. He has trained nearly 1,500 people as Quality Internal Auditor in Turkey. He established a perfect Quality Management Model for one of the biggest electronic retailing company in Turkey. This quality model was selected as 'The Best Practice' from the British Standard Organization in 2010. He gave a webinar on 'How to Build and Maintain a Successful Quality Management System' and it was the most listened webinar in Europe in 2008. He is the certified instructor by the largest certification body British Standard Organization (BSI) in the world. He has been giving ISO 31000 Risk Management, ISO 10002 Complaint (Voice of Customer) Management and ISO 9001 Quality Management Standard seminars on behalf of BSI in Turkey.

Dr. Ozen is also a very well-known Risk Management Expert. He applies ISO 31000 Risk Management standard requirements into different risk models. His specific and easy corporate risk models have been very remarkable, and therefore, his risk management seminar and workshop are preferred mostly by the big companies in Turkey.

He opened INFOMAN Training and Management Consultancy Company in 2011. He has given several trainings and management consultancy services to many national and international companies like Bosch, Carrefour, Borusan, YDS, YKM etc. about process management, balanced scorecard (BSC), risk management, customer complaints management, quality management, lean management and six sigma till April 2016. During that time, he went to Philippines several times to give six sigma conferences and international seminars on process management, risk management and strategic management.

Now, he is the Head of Integrated Management Systems and Business Excellence Department in Pegasus Airlines to restructure and define all business processes to be more efficient and customer oriented. Balanced scorecard, risk management and by using management system and lean six sigma techniques since May 2016. He is also managing all ISO standard certification processes throughout the company.

He has been working in Sabancı Group Companies for 20 years. He has attended several national and international conferences as a speaker since 1993. He has more than 10 scientific publications.

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EDUCATION:

- **ISTANBUL TECHNICAL UNIVERSITY, Post-Doctoral Fellow in Engineering Management (2000-2001)**
Postdoc Title: "Exploring the Differences of Managers' Mental Model"
- **ISTANBUL TECHNICAL UNIVERSITY, Doctor of Philosophy (Ph.D.) in Engineering Management (1994-2000)**
Ph.D. Thesis Title: "Modeling and Analyzing Strategic Thoughts Using Cognitive Mapping"
- **BOGAZICI UNIVERSITY, Master of Science (M.S.) in Industrial Engineering (1989-1993)**
M.S. Thesis Title: "Aggregate Distribution Planning for Durable Household Products: A Case Study in Arcelik"
- **ISTANBUL TECHNICAL UNIVERSITY, Bachelor of Science (B.S.) in Industrial Engineering (1985-1989)**
B.S. Thesis Title: "A Simulation Model of Determining Product Costs under Inflation"

KNOWLEDGE & EXPERIENCE:

- Possess excellent analytical and problem solving skills; able to "think outside the box".
- Experience in facilitating training, workshops and focus groups.
- Excellent strong communication, presentation and teamwork skills.
- Innovative, strategic judgement, clear thinker, change oriented, business/result/solution oriented.
- Knowledge of multiple business areas and higher education especially in organizational management and process engineering.

CERTIFICATIONS:

- ISO 27001 Information Security Management Systems Internal Auditor, Certified by BTYS in Apr17.
- OHSAS 18001 Occupational Health & Safety Internal Auditor, Certified by British Standard Institute (BSI) in Nov16.
- ISO 14001 Environmental Management Systems Internal Auditor, Certified by British Standard Institute (BSI) in Nov16.
- ISO 31000 Risk Management Trainer and Lead Auditor, Certified by British Standard Institute (BSI) in Jun10.
- ISO 10002 Customer Complaints Management Trainer and Lead Auditor, Certified by British Standard Institute (BSI) in Feb10.
- ISO 9001 Total Quality Management Trainer and Lead Auditor, Certified by British Standard Institute (BSI) in Feb10.
- Six Sigma Master Black Belt, Certified by Matris in Nov08.
- Six Sigma Black Belt, Certified by Matris in July08.
- ISO 9001 Total Quality Management Lead Auditor, Certified by British Standard Institute (BSI) in Dec07.
- Six Sigma Black Belt, Certified by Dupont in Dec02.

COMMITTEE MEMBERSHIPS:

- British Standard Institution (BSI) Consultation Board Member (Dec09 – Dec16)
- KALDER, Publication Committee Member (Nov10 - Dec11)

GUEST PROFESSOR IN UNIVERSITIES:

- Istanbul Ticaret University, "Strategic Management", (Feb07 - Jun10).
- Istanbul Kultur University, "Work Study" and "Strategic Planning and Techniques", (Feb01 - Jun02).
- Kocaeli University, "Work Study and Ergonomics", (Feb96 - Jun96)

PERSONAL INFORMATION:

- Birth Date: 5 July 1968
- Language: English (Fluent)
- Marital Status: Single

PROFESSIONAL EXPERIENCES:

→ PEGASUS AIRLINES (Airlines)

Head of Integrated Management Systems and Business Excellence (May16 - ...)

Member of Pegasus Executive Board

Member of the Operations Committee Executive Board

Member of Risk Steering Committee

Member of Information Security Steering Committee

→ Responsibilities:

- Design all business processes and streamline business operations to establish strategic focus.
- Define company strategic plan and spread it in all processes using Balanced Scorecard Model.
- Make and lead lean six sigma projects to achieve higher quality outputs, less cost and faster.
- Structure an enterprise risk management structure and a risk scorecard to achieve targets effectively.
- Audit and evaluate processes to increase more value added activities using Excellence Management Tools.
- Leading effective and efficient implementation of the organization's management systems through documented manuals, standard operating procedures and work instructions on a basis of ISO 9001, ISO 22000, ISO 14001 and OHSAS 18001.

→ Achievements:

- Structured strategic business plan (X+1 and X+3) by doing several workshops with top management every year.
- Finished a lot of improvement projects by using six sigma and lean techniques.
- Established process management culture and standardization in all processes in the company.
- Establishing risk and performance scorecard model aligned with company strategy and objectives.
- Achieved sustainable and profitable growth by improving critical processes and performance parameters.

→ INFOMAN CONSULTANCY (Training and Management Consulting)

Founder (Jan11 - Apr16)

Management Consultant

Lean Six Sigma Master Black Belt

Certified Auditor and Trainer for ISO 9001, ISO 10002 and ISO 31000

→ Responsibilities:

- Consultancy services to executive management in the area of corporate restructuring, value added activities, and decision making support.
- Consultancy support to different divisions and give trainings on specific topics:
 - Process Management
 - Performance Management
 - Strategic Management
 - Risk Management
 - Lean and Six Sigma
 - Quality Management
 - Customer Complaints Management

→ Achievements:

- CARREFOURSA: Defined and modeled all business processes, structured balanced Scorecard Model, moderated strategy meetings, audited more than 100 markets and restructured customer complaints management system during 2.5 years.
- YDS BOOTS: Defined, restructured and modeled business processes, structured balanced Scorecard Model, moderated strategy meetings, audited plants and warehouses, done several lean six sigma projects during 6 years.
- KLIKSA: Defined and modeled all business processes, and audited distribution warehouses during one year.
- BOSCH: Structured and modeled enterprise risk management system for all Bosch Automotive Plants by doing several workshops with all process owners, defined business processes, gave several risk management awareness trainings during 1.5 years.
- YKM: Defined and modeled all business processes before merging with BOYNER during 6 months.
- TEKNOSA: Gave Lean Six Sigma Green Belt trainings, moderated more than 10 lean six sigma projects, audited stores, supported ISO 9001 and ISO 10002 certification processes during 2 years.
- VODAFONE: Risk management certified auditor trainings was given to top managers for the first time in the world.
- BUDERUS: Moderated enterprise risk management workshops with top managers during 2 weeks.
- BORUSAN MANNESMAN: Gave several customer complaints management system trainings during one year.
- BAKU ELECTRONICS: Audited electronic retailing stores in Baku, made recommendations to improve processes in stores, moderated company yearly strategy meetings during 3 months.

- KAYSERI GAZ: Organized and moderated strategy determination and evaluation workshops (Strategy Search Conference) with all managers all day.
- FIERA DE MANILA: Gave and organized several international seminar-workshops and six sigma conferences in Philippines with more than 20 conference speeches and 6 seminars during 2.5 years.
- AKBANK, AKSIGORTA, AKUT ARAMA KURTARMA DERNEGI, ALARKO TAAHHUT GRUBU, ANADOLU EFES, ASELSAN, AVEA, AZERCELL, BIZNET, BRITISH STANDARD INSTITUTE, BTYON, BOSCH AUTOMOTIVE, BOSCH ISI SİSTEMLERİ, BOSCH FREN SİSTEMLERİ, BOSCH BEYAZ ESYA, BORCELİK, BORUSAN MANNESMAN, BORUSAN OTOMOTİV, CARREFOURSA, CIMSA, DYTECH AUTOMOTIVE, ECZACIBASI HOLDING, ERCİYAS, ERGO, ERMETAL, ETİ MADEN İŞLETMELERİ, FLOKSER, FPC, FINANSBANK, FIERA DE MANILA, GARANTI BANKASI, GARANTI TEKNOLOJİ, GIEM GUVENLİK, İDO, İNCİ AKU, İKLİMSA, İNNOVA, İSTİKBAL MOBİLYA, HEDEF GROUP, KALDER, KARYA BİLİSİM, KAYSERİGAZ, KREDİ KAYITLAR BÜROSU, KLIKSA, KORDSA, LH VENTURES GROUP, MEY İCKİ, MİLLİ REASURANS, MKK, NAB HOLDİNG, NETAS, ORSA, TARSUS BELEDİYESİ, TUSAS, TTNET, PRESMETAL, REKLAMZ, SABANCI HOLDİNG, SABIHA GOKCEN HAVALİMANI GM, SCHNEIDER, SELEX KOMUNİKASYON, SİSECAM, STANDARD PROFİL, TAYSAD, TAV İŞLETMELERİ, TEKNOTEL, TEMSA, TURKAK, TURSAN, TUPRAS, YAPI KREDİ, YAPI MERKEZİ, VESTEL, ZİRAAT BANK: Gave different kind of trainings.

→ **TEKNOSA İC VE DİS TİCARET A.Ş. (Electronic Retailing)**

Six Sigma and Quality Group Manager (Aug05 - Dec10)

Member of Teknosa Executive Board

Member of Sabancı Business Excellence (SABE)

Lean Six Sigma Master Black Belt & Company Sponsor

Head of Customer and Employee Suggestion System Committee

ISO 9001 & ISO 10002 Lead Auditor

→ **Responsibilities:**

- Model and redesign all business processes and documentations.
- Identify and analyze all business processes and workflows, deploy metrics to monitor target effectiveness.
- Created a mindset through trainings and coaching to change their way of working with lean understanding.
- Contribute to the creation and implementation of the best practices to aid and improve operational performance.
- Lead all process redesign workshops and Lean Six Sigma projects to maximize efficiencies and profitability.
- Translate company strategies into actionable objectives (KPIs) in a Balanced Scorecard Model.
- Structure enterprise risk management monitoring system and created reports.
- Lead ISO 9001 and ISO 10002 certification activities.

→ **Achievements:**

- Done more than 30 lean and six sigma projects, and had savings more than 15 million USD.
- Got ISO 9001 and ISO 10002 certifications from a worldwide auditing company BSI.
- Minimized %10 headcount by eliminating non-value added activities in source-intensive processes.
- Process Management and Balanced Scorecard applications were granted as "The Best Practice Application" by Sabancı Holding among 57 different Sabancı companies applications.
- Teknosa Quality Management model was selected as "The Best Practice Application" by BSI in 2010.
- Gave a webinar on 'How to Build and Maintain a Successful Quality Management System' which was the most listened webinar in Europe in 2008.
- Teknosa Process Management and Balanced Scorecard Model were selected as "The Best Practice Applications" by QPR in 2008.
- Teknosa lean six sigma projects were always awarded in Gold Collar Awards of Sabancı Holding every year.
- Two six sigma projects were selected as the top 10 Projects by IQPC in 2010.
- Established "Employee and Customer Suggestion System" from the beginning successfully.
- Moderated Teknosa Strategy Search Conference in 2008 and 2009 with more than 60 managers.

→ **EVYAP SABUN, YAĞ, GLİSERİN SANAYİ VE TİCARET (Personal Care Manufacturer)**

Strategy and Business Development Director (Oct04 - May05)

→ **Responsibilities:**

- Evaluate new business opportunities and investments of the company.
- Apply a series of strategy workshops to brainstorm opportunities, prioritize strategic options, identify and discuss strategic needs and potential pitfalls.
- Analyze business portfolio strategically to achieve company targets.

→ **Achievements:**

- Evaluated new investment projects in Jordan, Egypt and Russia.

- Moderated Strategy Workshops for each business unit to determine brand strategies and targets.
- Gave strategic management seminars to increase strategic intelligence of company.

→ DUPONT SABANCI POLYESTER EUROPE BV, AMSTERDAM (Chemical)

Operations Planning Manager (Jun02 - Aug04)

Operations Leadership Team Member

Six Sigma Black Belt

→ Responsibilities:

- Develop and implement Enterprise Resource Planning (ERP) and Class A company practices at plants located in Turkey, England and Germany to get demand and supply in balance.
- Deal with planning activities of all supply chain from material supplying to customer by working with
 - Thousands of customers
 - Three main product group: Resin, Filament, Staple but more than 300 product types.
 - Seven production facilities (CP1-2, CP3, CP4, CP5, CP6 and batch polymer) with different capacities.
 - Four main supplied raw material (DMT, TPS, MEG, MeOH)
- Work with the Operations team, IS&T team, Business Supply Chain teams and the Sourcing team to develop and integrate overall planning activities into a cohesive Business Resource Planning (BRP).
- Improve "Sales and Operations Planning (S&OP) Activities" throughout the organization.

→ Achievements:

- Acted as internal educator and consultant on excellent planning methodologies, providing education and training throughout the company to improve company-wide understanding of ERP functions.
- Drove and communicated all Class A activities which includes demand management, SIOP (Sales, inventory, operating plan) process, inventory accuracy and material planning to be a "Class A" company.
- Provided effective leadership to the ERP team members to deliver planned outputs.
- Coordinated with the production area information regarding capacity planning and inventory transactions to determine optimal inventory levels.
- Created and provided operational intelligence, in the form of applied information and modeling capabilities, to facilitate effective academic, business, strategic, and institutional planning.
- Established department goals and objectives, and driving performance improvement through metrics to achieve operational excellence.
- Pull together groups in financial, sales, marketing, manufacturing, and planning. R&D, logistics, and materials effectively to integrate all planning processes into a single company wide application.
- Completed "6 Sigma Black Belt" training given by DUPONT in Holland and finished 3 projects resulted in 500.000 USD savings totally.

→ SABANCI HOLDING (Holding)

Strategy and Business Development Manager (Jan00 - Jun02)

Planning and Business Development Associate (Aug96 - Dec99)

Member of Sabanci Talent Pool Executive Program II (Aug96)

→ Responsibilities:

- Lead all strategic planning and investment studies of holding and group companies in the direction of strategies.
- Identify, disseminate and monitor short-and long-term strategic goals of holding and group companies.
- Design effective strategic evaluation systems by including departments and group companies to present the Board.
- Coordinate all SWOT analysis studies to support business plans and strategies of Holding and each group companies.
- Create and manage balanced scorecard process which supports business plans of the Group companies.
- Monitor deviation of corporate goals, determine the causes of deviations, and identify improvement areas.
- Take part in the teaching of strategy, business plan and corporate objectives as an internal trainer in group.
- Search and evaluate potential new business areas and opportunities in accordance with holding growth strategies
- Make feasibility studies of company mergers & acquisitions and strategic partnership and lead the related process.

→ Achievements:

- Modeled current and future SABANCI business portfolio matrix by working with MCKINSEY Company.

- Created a “Competitor Analysis Reporting System” and reported to holding board members weekly.
- Prepared and determined Holding investment evaluation criteria and applied in all feasibility studies.
- Evaluated new investment areas: Electronic Retailing (Teknosa), Textile (Giysa), Food (Aytac), Food (Danonesa).
- Evaluated privatization projects: Telecom (3rd Mobile Phone), Paper Manufacturing (SEKA), Food (Sugar), Food (Salt).

→ SEKA TURKISH PULP AND PAPER MILLS, (Paper Manufacturing)

Product Management Chief (Dec94 - Aug96)

Research and Planning Engineer (May93 - Dec94)

→ Responsibilities:

- Closely follow pricing strategies of competition, develop recommendations to stay competitive.
- Lead the process of setting prices by setting up and leading pricing meetings.
- Update sales prices of existing products according to defined frequency and communicate internally to stakeholders.
- Run market research to understand customer needs to determine sales and production strategy.
- Monitor margins to track any deviations and recommend corrective actions when necessary.

→ Achievements:

- Prepared feasibility projects like waste paper optimization, workforce optimization and stock optimization.
- Generated a break-even point analysis model to determine minimum product sales price to increase profitability.
- SEKA moved into profit in business results by using break-even optimization model in 1994.
- The general manager was selected “The Most Successful Manager” by National Productivity Centre (MPM).
- Unproductive paper machines and plants were determined and sold, thus privatization first started.
- Structured SEKA Management Information System (MIS) working with TUBITAK.

→ ARCELİK - ATILIM VE GELİŞİM PAZARLAMA (Logistics)

Consultant (Feb92 - Jun94)

→ Responsibilities:

- Developed an optimal distribution model of all ARCELİK products throughout Turkey from plants to depots, and from depots to sales distributors.

→ Achievements:

- The program outputs made at least %30 decrease in total distribution cost between plants, depots and stores.
- This optimization program, generated by Lindo, was sold to Arcelik.
- The study was published in scientific magazines and presented in many conferences.

GIVEN CONFERENCE TOPICS:

- "Implementing A Successful Document Management System in Companies", E-Document Management Conference, Sheraton Grand Atasehir, Istanbul, 20 Feb'18.
- "The Importance of Leadership in an Organization", Internationally 2420 Region ROTARY Club Meeting, Conrad Hotel Bosphorus, Istanbul, 3 Dec'16.
- "Achieving Successful Business Process Management in Companies", BIMSER Business Excellence Conference, Halic Congress Centre, Istanbul, 12 Oct'16. (<https://youtu.be/IQ49BTa40pk>)
- "The Paths to Achieve Business Excellence", BIMSER Business Excellence Conference, Halic Congress Centre, Istanbul, 16 Sep'15. (https://www.youtube.com/watch?v=4p2NgDr_50Q)
- "Your Customers Are Your Future! Redesigning Your Processes to Deliver Customer Satisfaction", the 2nd Lean Six Sigma Conference, Hotel Intercontinental, Resource Speaker, Makati City, Philippines, 10 Aug'12.
- "Business Process Re-Engineering for High Impact Processes and Change Management", the 2nd Lean Six Sigma Conference, Hotel Intercontinental, Resource Speaker, Makati City, Philippines, 10 Aug'12.
- "Aligning SS Strategies with Corporate Objectives through BSC Framework", the 2nd Lean Six Sigma Conference, Hotel Intercontinental, Makati City, Philippines, 9 Aug'12.
- "Risk Management (ISO 31000) Through Six Sigma", the 2nd Lean Six Sigma Conference, Hotel Intercontinental, Resource Speaker, Makati City, Philippines, 9 Aug'12.

- **"Insights from the most forward thinking and Inspirational Business Process Providers"**, the 2nd Lean Six Sigma Conference, Hotel Intercontinental, Panel Speaker, Makati City, Philippines, 9 Mar'12.
- **"Leveraging Business Process Management (BPM) to Mitigate Corporate Risks"**, the 2nd Lean Six Sigma Conference, Hotel Intercontinental, Resource Speaker, Makati City, Philippines, 9 Mar'12.
- **"Creating Customer-Focused Lean Processes from Customer Complaints"**, the 2nd Lean Six Sigma Conference, Hotel Intercontinental, Resource Speaker, Makati City, Philippines, 9 Mar'12.
- **"Essential Management Tools for Lean Six Sigma Success"**, the 2nd Lean Six Sigma Conference, Hotel Intercontinental, Panel Speaker, Makati City, Philippines, 8 Mar'12.
- **"How BPM (Business Process Management) and Lean Six Sigma Come Together to Deliver Business Transformation"**, The 2nd Lean Six Sigma Conference, Hotel Intercontinental, Resource Speaker, Makati City, Philippines, 8 Mar'12.
- **"Aligning Corporate Strategies and Lean Six Sigma Initiatives in Your Organizations"**, the 2nd Lean Six Sigma Conference, Hotel Intercontinental, Resource Speaker, Makati City, Philippines, 8 Mar'12.
- **"Analyzing the Relationship between Performance Management and Business Process Management"**, Lean Six Sigma and Continuous Improvement Conference 2012, International Quality and Productivity Center (IQPC), Istanbul, 2 Feb'12.
- **"How to Establish Enterprise Risk Management in Companies"**, Enterprise Risk Management and Sustainability Forum 2011, BSI (British Standard Institute), Istanbul, Oct'11.
- **"Applied Six Sigma Projects in Retail Sector"**, Six Sigma Conference, Makati City, Philippines, Aug'11.
- **"Enterprise Risk Management Using the Methods and Tools of Six Sigma"**, Six Sigma Conference, Makati City, Philippines, Aug'11.
- **"Using the Six Sigma Approach for Fixing Performance Issues in Balanced Scorecard Model"**, Six Sigma Conference, Makati City, Philippines, Aug'11.
- **"Techniques Used in Six Sigma Operational Excellence"**, Kocaeli University Industrial Engineering Club 4th KALE'11 Training and Seminars Organization, Kocaeli, Mar'11.
- **"Leadership Role at Strategic Level for Implementing Lean Six Sigma"**, Lean Six Sigma Conference for Managers, Key Note Speaker, Philippines, 11 Mar'11.
- **"Positive Effects of Lean Six Sigma on Company Results, Business Process and Employees"**, Lean Six Sigma Conference for Managers, Philippines, 10 Mar'11.
- **"How to Create An Enterprise Risk Management Model"**, Risk Management Workshop, KALDER, Ankara Chamber of Industrial, 24 Dec'10.
- **"Successful Risk Management Model Applications and Results"**, Internal Control and Enterprise Risk Management Panel, KALDER, Ankara Chamber of Industrial, 23 Dec'10.
- **"Achieving Management by Objectives Using Balanced Scorecard Model - Workshop"**, 19th Quality Congress, KALDER, Istanbul, 8 Nov'10.
- **"How to Increase Service Quality Using ISO 9001 Standards"**, Best Practices Forum, British Standard Institute (BSI), Istanbul, Oct'10.
- **"Positive Effects on the Company's Results of Lean Six Sigma Applications"**, 23th Brisa Improvement Conference, Istanbul, Sep'10.
- **"The Importance of Six Sigma on Sustainable Company Success"**, 11th Sustainable Excellence Symposium, KALDER, Izmir, 5 May'10.
- **"Successful Lean Projects and Applications in Teknosa"**, Lean Summit Conference 2009, Lean Institute, Bursa, Dec'09.
- **"The Establishment and Continuation of a Successful Process Management System"**, 17th Quality Congress, KALDER, Istanbul, Nov'08.
- **"Lean Six Sigma Applications in the Sales Processes"**, Lean Six Sigma Conference II, SPAC, Sabanci University, Istanbul, Nov'08.
- **"Building and Maintaining a Successful Quality Management System"**, Webinar, QPR, Nov'08.
- **"Using QPR Integrated Management System for Securing Performance and Quality"**, The Best Customer Applications Conference, QPR, Helsinki, Nov'08.
- **"Implementing Six Sigma Projects Based on the Result of Balanced Scorecard Model"**, 21th Brisa Improvement Conference, Istanbul, Apr'08.
- **"How to Model and Apply Balanced Scorecard Applications - Workshop"**, Sabanci Business Excellence (SABE) Sharing and Learning Conference, Istanbul, Mar'08.
- **"Technology Management"**, Yildiz Technical University, 8th Quality Days, Istanbul, 28-31 Mar'06.
- **"The Road to Operational Excellence Using Enterprise Resource Planning (ERP)"**, Fatih University Seminars, Mar'06.
- **"MRP/ERP/Advanced Planning Methodologies - Enterprise Resource Planning"**, V. Industry & Business Engineering Congress, TMMOB Zonguldak Chamber, Dec'05.

- **"Modeling Strategic Thinking through the Cognitive Maps"**, Operations Research / Industrial Engineering XXIV. National Congress, Cukurova University, 2004.
- **"Exploring the Differences of Managers' Mental Model"**, The Association of European Operational Research Societies (EURO) and Institute for Operations Research and the Management Sciences (INFORMS) Joint International Meeting, Istanbul, 2003.
- **"Project Management Techniques and Applications"**, Istanbul Military Academy, Istanbul, 2003.
- **"Building Strategic Scenarios by Using Managers' Mental Models"**, 11th World Business Congress, Akdeniz University, 2002.
- **"Strategy Development Techniques"**, Sabanci Holding Manager Trainings, Istanbul, 2002.
- **"Project Management Techniques and Applications"**, Istanbul Military Academy, Istanbul, 2002.
- **"Analyzing Strategic Thoughts of Corporations: A Case Study in a Private Firm"**, The 19th International System Dynamics Society, Emory Conference Center, Atlanta USA, 2001.
- **"A Methodology to Develop Efficient Future Horizons in Corporations"**, The European Operational Research Conference (EURO), Erasmus University, Rotterdam Holland, 2001.
- **"Steps Taken Towards the Creation of Global Business Culture"**, Operations Research / Industrial Engineering XX. National Congress, Military Academy, Ankara, 1999.
- **"The Role of a Holding Company in Promoting Diversity and Growth"**, Emerging Markets Investor Conferences: Investing and Trading in Turkey, London, 1998.
- **"Classification of Products by Using ABC Analysis and Critical Value Analysis"**, Operations Research / Industrial Engineering XIX. National Congress, Middle East Technical University, Ankara, 1998.
- **"Developing a Global Business Culture with World Class Companies"**, the 7th Annual Conference of the Global Awareness Society International, Istanbul, 1998.
- **"Successful Pareto Analysis Applications in SEKA"**, Operations Research / Industrial Engineering XVIII. National Congress, Istanbul Technical University, 1996.
- **"Break-Even Point Analysis for a Paper Producer, SEKA"**, 9th World Productivity Congress, Istanbul, 1995.
- **"Break Even Point Analysis for a Paper Producer SEKA"**, Operations Research / Industrial Engineering XVII. National Congress, Middle East Technical University, Ankara, 1995.
- **"Break Even Point Analysis for a Paper Producer SEKA"**, 1st Student Symposium, Istanbul Technical University, 1995.
- **"Modeling and Optimizing Distribution Model of Arcelik Products in All Areas of Turkey"**, Operations Research / Industrial Engineering XV. National Congress, Istanbul, 1994.
- **"Market Research Techniques"**, 1st Paper Symposium, TMMOB, Sapanca, 1993.
- **"Competitive Analysis and Applications"**, 1st Paper Symposium, TMMOB, Sapanca, 1993.

PUBLICATIONS:

- **"Internal Control and Risk Management in Public Institutions"**, Once Kalite Magazine, KALDER, Mar/Apr'11.
- **"ISO 10002 Customer Complaints Management"**, Once Kalite Magazine, KALDER, Feb'11.
- **"Teknosa Success Story"**, The Best Customer Case, QPR Software Plc., Oct'10.
- **"Building and Maintaining a Successful Quality Management System"**, QPR Webinar, Nov'08.
- **"Using QPR Integrated Management System for Securing Performance and Quality"**, QPR The Best Customer Case Application, Nov'08.
- **"A Methodology for Strategic Thoughts Using Cognitive Maps"**, Journal of Knowledge Management Research & Practice, Submitted Paper, 2004.
- **"Exploring the Differences of Managers' Mental Model"**, Journal of Transnational Management Development, Volume 9, Issue 2, 2003.
- **"Building Strategic Scenarios by Using Managers' Mental Models"**, 11th the World Congress, Akdeniz University, 2002.
- **"Analyzing Strategic Thoughts of Corporations Based on Cognitive Mapping"**, Ph.D. Thesis, Istanbul Technical University, 2000.
- **"Developing a Global Business Culture with World-Class Companies"**, Journal of Global Awareness, Annual Conference Proceedings, Global Awareness Society International, 1998.
- **"Break Even Point Analysis for a Paper Producer, SEKA"**, SEKA Magazine, 1996.
- **"Aggregate Distribution Planning for Durable Household Products: A Case Study in ARCELIK"**, Journal of Business Logistics, USA, 1996.

- "Aggregate Distribution Planning for Durable Household Products: A Case Study in ARCELİK", Research Paper, Alberta University, Canada, 1994.
- "Pareto Analysis and Its Applications: A Case Study in SEKA", SEKA Magazine, 1994.
- "Aggregate Distribution Planning for Durable Household Products: A Case Study in ARCELİK", Master Thesis, Bogazici University, 1993.
- "Hierarchical Production Planning in PASABAHÇE", Research Paper, Bogazici University, 1992.

GIVEN SEMINARS:

- "Risk Management Techniques and Applications", PEGASUS Aeropark, 22 Mart'18, Istanbul.
- "Pegasus Flight Academy Process and Target Determination Workshops", PEGASUS Flight Academy, 28 Dec'16, Istanbul.
- "Lean Six Sigma Yellow Belt Manager Seminar", PEGASUS Aeropark, 10 Dec'16, Istanbul.
- "Process Management Techniques and Applications", PEGASUS Flight Academy, 1 Nov'16, Istanbul.
- "Strategic Balanced Scorecard Model and Applications", YDS, 21 Oct'16, Ankara.
- "ISO 31000 Enterprise Risk Management Applications and Practices", BTYON Consultancy, 8-9 Apr'16, Istanbul.
- "Process Management Techniques and Applications", PEGASUS Aeropark, 4-6 Apr'16, Istanbul.
- "Employee Performance Evaluation System and Practices", YDS, 29 Mar'16, Ankara.
- "ISO 9001:2015 Quality Management Systems Certified Auditor Training", YDS, 12-13 Feb'16, Ankara.
- "ISO 31000 Enterprise Risk Management Certified Auditor Training", VESTEL, AZERCELL, BSI, 21-22 Nov'15, Istanbul.
- "ISO 31000 Enterprise Risk Management Standard and Applications", MEY ICKI, NETAS, KREDI KAYITLAR BUROSU, TUSAS, FLOKSER, DYTECH, BSI, 17-18 Oct'15, Istanbul.
- "ISO 10002 Customer Complaints Management", CARREFOURSA, 16 Apr'15, Istanbul.
- "ISO 31000 Enterprise Risk Management and Applications", ORSA, AVEA, FPC, AKUT, ECZACIBASI HOLDING, INNOVA, 11-12 Apr'15, Istanbul.
- "ISO 31000 Enterprise Risk Management and Applications", BOSCH, BORCELİK, ERMETAL, AKUT, 24-25 Jan'15, Bursa.
- "Strategy Search Conference and Workshops", KAYSERIGAZ, 20 Dec'14, Istanbul.
- "ISO 31000 Enterprise Risk Management and Applications", SISECAM, MILLI REASURANS, MKK, PRESMETAL, 13-14 Dec'14, Istanbul.
- "ISO 31000 Enterprise Risk Management and Applications", KREDI KAYITLAR BUROSU, TEKNOTEL, TAV ISLETMELERİ, BIZNET, 10-11 May'14, Istanbul.
- "ISO 9001 Quality Management System and Applications", YDS, 20 Mar'14, Ankara.
- "Strategic Planning Techniques and Applications", BAKU ELECTRONICS, 28 Mar'13, Azerbaijan.
- "Successful Management System Applications in Retailing", CARREFOURSA, 30 Jan'13, Istanbul.
- "Successful Management System Applications in Retailing", CARREFOURSA, 22 Jan'13, Istanbul.
- "Successful Management System Applications in Retailing", NAB HOLDING, 18 Jan'13, Istanbul.
- "Process, Performance and Risk Management Applications", CARREFOURSA, 13 Nov'13, Istanbul.
- "ISO 31000 Enterprise Risk Management and Applications", SISECAM, KARYA BILISIM, ANADOLU EFES, STANDARD PROFIL, 2-3 Nov'13, Istanbul.
- "ISO 31000 Enterprise Risk Management and Applications", TURKAK, 15-16 Aug'13, Ankara.
- "ISO 31000 Enterprise Risk Management and Applications", TURKAK, 8-9 Jul'13, Ankara.
- "ISO 31000 Enterprise Risk Management and Applications", GIEM, SCHNEIDER, ERCIYAS, BSI, 27-28 Apr'13, Istanbul.
- "Enterprise Risk Management Sensibilization Applications", BOSCH, 11 Feb'13, Bursa.
- "Enterprise Risk Management and Applications", BOSCH, 1 Feb'13, Bursa.
- "Enterprise Risk Management and Practices", BOSCH, 14 Jan'13, Bursa.
- "Enterprise Risk Management and Practices", BOSCH, 26-27 Dec'12, Bursa.
- "ISO 10002 Customer Complaints Management", BORUSAN MANNESMAN, 25 Dec'12, Istanbul.

- "Enterprise Risk Management Sensibilization Seminar", BOSCH, 14 Dec'12, Bursa.
- "Enterprise Risk Management and Practices", BOSCH, 14 Dec'12, Bursa.
- "Enterprise Risk Management and Practices", SELEX KOMUNIKASYON, 11-12 Dec'12, Ankara.
- "ISO 10002 Customer Complaints Management", IDO, 30 Nov'12-1 Dec'12, Istanbul.
- "Enterprise Risk Management and Practices", ASELSAN, 28 - 29 Nov'12, Ankara.
- "Strategic Planning Techniques and Applications", YAPI KREDI, 10-11 Nov'12, Gebze.
- "Lean Six Sigma Green Belt Project Presentations & Workshops", TEKNOSA, 12 Oct'12, Istanbul.
- "Lean Six Sigma Certified Green Belt Training - Control Phase", TEKNOSA, 27-28 Sep'12, Istanbul.
- "Enterprise Risk Management Awareness Training & Applications", BOSCH, 13-14 Sep'12, Bursa.
- "Effective Reporting Techniques in Management", FINANSBANK, 24 Aug'12, Istanbul.
- "Doing Process Improvement by Lean Management Techniques", FINANSBANK, 22-23 Aug'12, Istanbul.
- "Managing Risk and Performance Through Business Process Management -Workshop", FIERA DE MANILA, 7-8 Aug'12, AIM Conference Center, Manila, Philippines. (<https://www.youtube.com/watch?v=C7BStOLURmU>)
- "Lean Six Sigma Certified Green Belt Training - Control Phase", TEKNOSA, 30 Jul-1 Aug'12, Istanbul.
- "Process Management System and BSC Modeling Applications", HEDEF GRUP, 12-13 Jul'12, Istanbul.
- "ISO 31000 Enterprise Risk Management Certified Auditor Training", VODAFONE, 9-10 Jul'12, Istanbul.
- "ISO 31000 Enterprise Risk Management and Applications", VODAFONE, 2-3 Jul'12, Istanbul.
- "Lean Six Sigma Certified Green Belt Training - Improvement Phase", TEKNOSA, 20-22 Jun'12, Istanbul.
- "ISO 31000 Enterprise Risk Management and Applications", BORUSAN OTOMOTIV, GARANTI BANKASI, GARANTI TEKNOLOJİ, INCI AKU, 4-5 Jun'12, Istanbul.
- "ISO 9001 Quality Management Certified Auditor Training", TEKNOSA, 7-9 May'12, Istanbul.
- "Customer Complaints Management and Satisfaction Techniques", TURSAN, 28-29 Apr'12, Istanbul.
- "Lean Six Sigma Certified Green Belt Training - Analysis Phase", TEKNOSA, 25-27 Apr'12, Istanbul.
- "ISO 9001 Quality Management Certified Auditor Training", TEKNOSA, 11-13 Apr'12, Istanbul.
- "Lean Six Sigma Certified Green Belt Training - Define/Measure Phase", TEKNOSA, 29-31 Mar'12, Istanbul.
- "ISO 10002 Customer Complaints Management", TUPRAS, 27-28 Mar'12, Istanbul.
- "ISO 10002 Customer Complaints Management", TUPRAS, 1-2 Mar'12, Istanbul.
- "Managing Risk and Performance through Business Process Management Seminar - Workshop", FIERA DE MANILA, 6-7 Mar'12, AIM Conference Center, Manila, Philippines.
- "ISO 10002 Customer Complaints Management", AKBANK, 11-12 Feb'12, Istanbul.
- "ISO 10002 Customer Complaints Management", BORUSAN MANNESMANN, 19 Feb'12, Istanbul.
- "Process Management Techniques and BSC Modeling Applications", YDS, 9-10 Jan'12, Ankara.
- "ISO 10002 Customer Complaints Management", BORUSAN MANNESMANN, 27 Dec'11, Istanbul.
- "ISO 9001 Quality Management Certified Auditor Training", YAPI MERKEZİ, SABIHA GOKCEN HAVALIMANI GM, BORUSAN MANNESMANN, KORDSA GLOBAL, 19-20 Dec'11, Istanbul.
- "ISO 10002 Customer Complaints Management", BORUSAN MANNESMANN, 9 Dec'11, Istanbul.
- "ISO 9001 Quality Management Certified Auditor Training", TEKNOSA, 23-25 Nov'11, Istanbul.
- "Business Process Improvement and Balanced Scorecard Model as a Strategic Management System Seminar-Workshop", FIERA DE MANILA, AIM Conference Center, 10-11 Nov'11, Manila, Philippines.
- "Business Process Improvement and Balanced Scorecard Model as a Strategic Management System Seminar-Workshop", LH VENTURES GROUP, 8-9 Nov'11, Cebu, Philippines.
- "Enterprise Risk Management and Practices", REKLAMZ, 21 Oct'11, Istanbul.
- "Process Management Techniques and BSC Modeling Applications", ERGO, 6-7 Oct'11, Istanbul.
- "Lean Six Sigma Certified Green Belt Training - Control Phase", TEKNOSA, 28-30 Sep'11, Istanbul.
- "ISO 31000 Enterprise Risk Management and Applications", ISTIKBAL MOBİLYA, 22 Sep'11, Kayseri.
- "Process Management Techniques and BSC Modeling Applications", YKM, 18 Sep'11, Istanbul.

- "ISO 10002 Customer Complaints Management", TEKNOSA, 15-16 Sep'11, Istanbul.
- "ISO 9001 Quality Management Certified Auditor Training", TEKNOSA, 12-14 Sep'11, Istanbul.
- "Lean Six Sigma Certified Green Belt Training - Improvement Phase", TEKNOSA, 17-19 Aug'11, Istanbul.
- "Process and Performance Management Seminar & Workshop", FIERA DE MANILA, 3 Aug'11, Philippines.
- "Lean Six Sigma Certified Green Belt Training – Analysis Phase", TEKNOSA, 13-15 Jul'11, Istanbul.
- "ISO 10002 Customer Complaints Certified Auditor Training", TEKNOSA, 28-29 Jun'11, Istanbul.
- "Process Management Techniques and BSC Modeling Applications", ZIRAAT BANK, 8-9 Jun'11, Ankara.
- "Lean Six Sigma Certified Green Belt Training - Define/Measure Phase", TEKNOSA, 1-3 Jun'11, Istanbul.
- "Process Management Techniques and BSC Modeling Applications", ZIRAAT BANK, 27-28 May'11, Ankara.
- "ISO 31000 Enterprise Risk Management & Workshops", TAYSAD & KALDER, 25 Apr'11, Izmir.
- "Process Management Techniques and BSC Modeling Applications", TURSAN, 16-17 Apr'11, Istanbul.
- "ISO 9001 Quality Management Certified Auditor Training", TEKNOSA, 6-8 Apr'11, Istanbul.
- "ISO 31000 Enterprise Risk Management & Workshops", ETI MADEN ISLETMELERI, 1 Mar'11, Ankara.
- "ISO 9001 Quality Management Certified Auditor Training", TEKNOSA, 21-23 Feb'11, Istanbul.
- "ISO 9001 Quality Management Certified Auditor Training", TEKNOSA, 14-16 Feb'11, Istanbul.
- "ISO 31000 Enterprise Risk Management & Workshops", TARSUS BELEDIYESI, 22-23 Jan'11, Mersin.
- "ISO 31000 Enterprise Risk Management & Workshops", ETI MADEN ISLETMELERI, 23 Dec'11, Ankara.
- "ISO 31000 Enterprise Risk Management & Workshops", KALDER, 23 Dec'10, Ankara.
- "Process Management Techniques and BSC Modeling Applications", TNET, 23-24 Oct'10, Istanbul.
- "Strategy and Business Development Search Conference", ALARKO TAAHHUT GRUBU, 12 Oct'10, Istanbul.
- "ISO 9001 Quality Management Certified Auditor Training", TEKNOSA, 7 Jul'09, Istanbul.
- "ISO 9001 Quality Management Certified Auditor Training", TEKNOSA, 18 Jun'09, Istanbul.
- "Six Sigma Certified Yellow Belt Training", SABANCI HOLDING, May'09, Istanbul.
- "Six Sigma Certified Green Belt Training", TEMSA, KORDSA, CIMSA, AKSIGORTA, Mar'09, Istanbul.
- "ISO 9001 Quality Management Certified Auditor Training", TEKNOSA, 11 Mar'09, Istanbul.
- "Strategy and Business Development Search Conference", TEKNOSA, 1 Nov'08, Istanbul.
- "Six Sigma Certified Yellow Belt Training", TEKNOSA, Sep'08, Istanbul.
- "ISO 9001 Quality Management Certified Auditor Training", TEKNOSA, 18 Nov'08, Istanbul.
- "ISO 9001 Quality Management Certified Auditor Training", TEKNOSA, 7 Oct'08, Istanbul.
- "Strategy and Business Development Search Conference", TEKNOSA, 7 Nov'07, Istanbul.

FINISHED LEAN SIX SIGMA PROJECTS:

- Optimization of Aircraft Flight Schedule Program
- Improving Flight Accessories Warehouse Management
- Improving Delayed Transfer Passengers Hotel Accommodation System
- Decreasing Flight Delay Time
- Increasing Ground Services (Check-In, Cargo, Baggage) Efficiency
- Simplifying and Restructuring Company Document Types
- Improving Freshness of Fruits and Vegetables in Stores
- Reducing Transportation Time between Depots and Stores
- Improving Working Capital Structure
- Achieving Zero Based Inventory
- Increasing Accuracy of Sales Forecasting
- Decreasing Store Operating Expenses
- Decreasing Customer Complaint Rate
- Decreasing Product Refund Amount
- Decreasing Number of Operational Tasks of Store Managers

- Decreasing Customer Complaints/Invoice
- Decreasing Unsold Products in Stores
- Improving Product Return Processes in Warehouse
- Decreasing Employee Turnover Rate
- Increasing Sales/m²
- Decreasing Air-conditioners' Customer Complaints
- Increasing Store Visitors/Employee
- Decreasing Physically Damaged Refrigerators
- Increasing Sales of Grouped Products Returned from Customers
- Speeding Up Grouping Process of Returned Product from Customers
- Decreasing Rate of Returned Products with Missing Accessories
- Decreasing Employee Expenses/m²
- Decreasing Employee Turnover Rate
- Decreasing Customer Complaints in Internet Sales
- Decreasing Logistic Cost of Transferred Products between Stores
- Increasing EBITDA of Low Performing Stores
- Decreasing Life-expired Flat TV Losses
- Decreasing Shipment Rate from Stores to Depots
- Decreasing Incorrect Shipment Done from Stores to Repair Services
- Decreasing Inactive Inventory in Stores
- Increasing Conversion Rate (Customer/Visitor) of Stores
- Increasing Photo Print Sales
- Decreasing Invoice Procurement Time from Archive
- Increasing Customer Service Quality
- Increasing Big-Sized Stores (Exxtra) Sales
- Decreasing Number of Products Stayed 30 days more in Service
- Improving Internet After Sales Process Efficiency
- Increasing EBIT/m² of Stores
- Improving Exxtra (Biggest Scale) Stores Processes
- Improving TEKNOASIST (Customer After Sales) Desk Processes
- Decreasing Internal Legal Service Time
- Reducing Number of Products Returned from Internet Sales

RECOMMENDATIONS FOR DR. UMIT, FOUNDER, INFOMAN CONSULTANCY

"We have the rare opportunity to invite Dr. Umit as the Keynote Speaker in our Lean Six Sigma Conference last March 10-11, 2011 at Hotel Intercontinental, Makati City, Philippines.

We fly-in Dr. Umit to the Philippines as an Expert.

We were very impressed with his depth of knowledge, expertise, and work experience in Quality Management System, Six Sigma, Lean Six Sigma, Strategic Planning and Risk Management. His Conference Presentations, Case Studies, and Six Sigma Projects speak so well of his expertise, wealth of experience, and wisdom. He has the best mind in Quality Management System --- the Expert.

Dr. Umit is BRILLIANT and WORLD-CLASS!

We hope to have Dr. Umit again in our future Six Sigma Conferences here in the Philippines.

The next one is scheduled on August 4-5, 2011 at Hotel Intercontinental, Makati City, Philippines.

Norelyn T. Babiera

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CONFERENCE VIDEO LINK:

https://www.youtube.com/results?search_query=dr.+%C3%BCmit+%C3%B6zen