Curriculum Vitae : Mr. LEVENT KORKMAZ

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BIRTH PLACE and DATE: Turkey, 25/09/1970
NATIONALITY: Turkish + Belgian

LANGUAGES: **Turkish** mother tongue
    English fluent, TOEFL 620
    French fluent, EPFC Level 6

Higher Education & Scholarships

Top 3% score in national exam	Five-years grant awarded by Bilkent University: full tuition, accommodation & monthly stipend
English Prep School	Bilkent University, Ankara, Turkey
High Honour: A-	October 1987 – June 1988
BSc in Economics (in English)	Bilkent University, Ankara, Turkey
High Honour (Rank: 2nd)	September 1988 - June 1992
Dissertation: A	"Computable General Equilibrium Modelling with GAMS (General Algebraic Modelling Software)"
Top 1% score in national exam	One-year scholarship from T.R. Agriculture Bank
Banking specialist training	Ankara, Turkey, October 1992 - June 1993
Top 1% score in national exam	Six-years scholarship, Higher Education Council: Full tuition and salary for Masters and PhD
Quantitative Development	Warwick University, Coventry, England
Programme	Computable Equilibrium Modelling training
visiting student	December 1993 - September 1994
MA in Economic Development and Policy Analysis	Nottingham University, Nottingham, England
Honours	October 1994 - September 1995
Dissertation: Upper Second	"Customs Union Theory and General Equilibrium Applications to Preferential Trade Agreements and the EU-Turkey Partial Customs Union"
MA in Economics (DEA)	Université Catholique de Louvain, LLN, Belgium
Distinction	October 1995 - June 1997
Dissertation: Grand Distinction	"Customs Union Theory and a Generalised Model of Comparative Advantage with a Continuum of Goods and Skills"
PhD research in Economics	Université Catholique de Louvain, LLN, Belgium
	October 1997 – June 2000
Research topic:	"Customs Unions, Comparative Advantage and Human Capital"

Memberships and Networks
System Dynamics Society, member and reader
McKinsey Quarterly Journal
European Foundation for Quality Management, Excellence Assessors Network
openBC, LinkedIn, Ecademy (Belgium, Turkey, CRM and Salesforce.com clubs)
CRM e-journals and conferences

C R M   S t r a t e g y   C o n s u l t a n t
Compaq EMEA, CRM Centre of Excellence, Brussels, 2000-2001

Joined CRM project management and reporting team in advisory strategist role

Strategic Planning, Control and Project Management:

Reviewed existing business planning methodology, researched and developed improvements
Audited EMEA-level business plans and CRM process blueprint
Advised senior CRM management on strategy, process mapping, project evaluation & planning,
    forecasting, analytics and reporting
Supported CRM strategy and sales force automation audits as content provider and high-level auditor
Developed "feedforward" planning & control methodology, its tools and tutorials
Trained & briefed country CRM managers in workshops & country assignments (NL, UK)
Developed forecasting models and scenario simulations, trained country planners & auditors

Performance Management, Process Improvement and Business Reporting:

Introduced and promoted Balanced Scorecard framework for CRM projects across EMEA
Developed the EMEA template Strategy Map linking CRM strategy to underlying processes
Developed CRM Balanced Scorecard to assess operational excellence towards strategic objectives
Analysed and mapped critical success factors to increase efficiency and effectiveness of CRM processes,
    facilitating strategic management by objectives
Designed dashboards, developed performance measures, process metrics and KPIs
Advised senior management and outsourcing partners on improving collaborative and analytical
    assessment and improvement of CRM processes

Project Planning Application Design and Prototype Development:

Gathered management and user requirements to develop a software application for facilitating multi-
    stakeholder strategy formulation, project/business planning and performance follow-up
Designed such collaborative software architecture, developed its scope, functional and financial project
    plan, resource requirements, delivery timeline, milestones and critical success factors
Designed strategy mapping, simulation and dashboard modules and developed the prototypes
Adopted "concept to code" methodology for the project and supervised development
Advised internal sponsors and partners on all development and marketing aspects of the product
    (functions, modules, use cases, target market, time-to-market, positioning, pricing…)

Management Consultant (Planning, Decision & Process Support)

TECHMAR Europe, Brussels, 2001-2003

Joined senior management team of TECHMAR Europe (CRM process and software provider), as a management consultant in strategy and decision support role

Decision Support and Management Consultant

Developed consultancy projects and supported audits of managed processes for client projects
Trained project managers and internal consultants on business planning and strategic CRM
Created corporate presentations, scenario simulation models and business planning tools, tutorials, templates, assessment methods, project plans, pricing and ROI models
Developed an analytical planning & assessment framework adopted to the needs of CRM outsourcing
Developed metrics for corporate Profitability-Performance-Process-People paradigm
Developed marketing and sales plans and solutions with partners & clients (IBM, HP, Compaq, Cisco, Microsoft…)
Supported senior management & business development in proposals, pricing and presentations
Advised senior management and business units on corporate policies and strategic alignment

Outsourcing Projects Consultant:

Participated in development and implementation of outsourced and insourced telesales and CRM consultancy projects
Incorporated Large Account Management Planning (Miller-Heiman) and Solution Selling concepts into corporate policies in dialogue with business unit and project managers
Documented and consolidated standard operating procedures (corporate blueprint)
Reviewed and developed project plans, scope of services, service level agreements, business and pricing scenarios, outsourcing proposals, roles and responsibilities, implementation checklists, trained client and project managers on strategic planning and performance requirements
Developed and applied professional services pricing templates

Process Design, TQM and Audit Trails:

Developed corporate BPO blueprint of telesales and telemarketing processes
Consolidated and fine-tuned Total Quality Management processes for HP Germany TeleWeb operations, integrating a feedback loop structure (Plan>Implement>Execute>Review)
Supported Balanced Scorecard, TQM, Training, Knowledge and Best Practice initiatives
Prepared project roles and responsibilities, audit trails, operational checklists, process quality metrics, KPIs against strategic outsourcing objectives and ROI expectations

Process Design, TQM and Audit Trails:

Initiated an "enhancement project" of existing CRM software and profession services
Extended two existing databases and tested proposed/in-production processes
Converted the existing Visio-based process designer into an online self-service application
Analysed and improved the architecture of portal modules of the proprietary CRM software according to changing positioning requirements
Developed process simulation modules translating previous domain expertise and consultancy methodology into best practice expert tools
Designed Business Intelligence Portal with KPI Dashboard as a self-service professional service
Worked with the development team to improve existing modules
Led the development effort into an analytical and service-based architecture
Developed prototypes to lead the software process improvements
Audited the underlying business processes, advised the business team on software requirements and reciprocally, the development team on business requirements
Implemented and tested the new software modules and assessed the business achievements

M a r k e t i n g   P r o c e s s   A u d i t o r   /   A n a l y s t   /   C o n s u l t a n t

Independent solution architect, process design/audit and implementation

2003/2004/2005 - GENESYS Conferencing

Process design and delivery for a recurrent programme to execute service calls to existing clients in
    order to secure and grow business (retention, win-back, account management)
Global Process Consultant leveraging US processes into EU (FR, BE, GB, DE)
Data analysis, process improvement, synchronisation of small and large accounts database
New interface design and implementation to support and improve process and execution
Reporting requirements and performance management
Results: implementation achieved 25% increase in usage

2004/2005 Hewlett Packard CRM EMEA

9 months project for building a community of Customer Intelligence Analysts
Project lead defining/gathering community needs, providing and delivering the content
Training, workshops and continuous community support

2004 - Orbit Communications Company, Bahrain

3 months project to analyse, streamline and re-engineer customer service processes (as-is and to-be)
Planning and process support for global strategy and local alignment (de-centralisation)
Design and development of a customer service and business process portal to support senior
    management decisions, change management and to-be process delivery

2004 – Avaya EMEA

Vendor RFP design for consultancy tender (post merger integration of AVAYA-TENOVIS call centres)

2005 - ALCATEL Enterprise:

Closed loop lead management implementation (EMEA: FR, SA, IT, SE, SW, UK & IE, DE, AT, SW)
Process design, setup and customisation for the recurrent lead generation program
End user database synchronisation and systems integration, reporting requirements and development

2005 - Telekom Slovenije, Ljubljana

Marketing process audit, end-to-end process mapping
Wholesale model ROI calculator for the partner program
New product launch readiness audit and process consultancy

2005/2006 - Intel EMEA:

Reseller compliance and competency audits
Channel Branding Program & Intel Inside program controls across the EMEA

2006 – European Foundation for Quality Management, Brussels

Certified European Excellence Assessor

2006 – European Commission, Brussels

Advise on communication strategy for DG Research (Social Sciences & Humanities)
Attended the first Social Sciences Research Conference at the European Parliament

2006/2007 – Envirotop, Belgium

Advise on product development, marketing, EU funding and corporate strategy
Web site and identity development

2006 - Orbit Communications Company, Bahrain

Major BPR project, auditing, documenting and re-engineering key processes of finance, sales,
   distribution and customer service
Development of methodology and process repository software to support the re-engineering process

2006 – 3Com Partner Program, Data Cleansing Campaign, EMEA

Strategy and development of EMEA reseller data cleansing platform and operational reporting
Performance reporting, data quality checks, pre and post cleansing analysis, data segmentation

2006 – Business & Decision, Benelux, Functional Analyst, B2B Marketing

Functional analysis and development of campaign and event tracking tool for Fortis UK
Reporting requirements and business intelligence solution design

2006/2007 – TalkTalk, Switzerland, B2C Platform and Implementation

Strategy and implementation for B2C marketing in Central and Eastern Europe
Platform architecture and implementation, process consultancy
Performance metrics and operational reporting

2007 – Toshiba, UK & IE, Reseller Profiling Platform and Implementation

Platform architecture and implementation, process consultancy
Performance metrics and operational reporting

S e n i o r   S o l u t i o n   M a n a g e r
Professional services, business development & management

2005/2006 - Onboard CRM, Sofia/Brussels, Chief CRM Architect

Principal CRM consultant and chief CRM architect for pan-European telesales coverage
CRM platform development with a process engine
Bringing West European/US business and excellence into Eastern Europe
Technical design and support for project management and process implementation

2006/2007 – Certified Salesforce.com Consultant

Certified consultancy partner
Business development and professional services for SFDC customers (EMEA and Emerging Markets)
Speaker at events across Eastern Europe
B2B marketing & business development strategy

2006/2007 - Onboard CRM, Sofia/Brussels, Head of CRM Division

Developing On Demand CRM services package, marketing and sales collateral and process
Development and management of large accounts in Central and Eastern Europe + Middle East
B2B marketing & service strategy, business development tactics, sales coaching & training
Event organization and partner recruitment

Visual Basic 5, 6, .NET, Studio 2005, Office Developer
- Standard programming and web development
- ActiveX controls/components design
- Microsoft Office integrated development, macros and scripts
- ASP.NET dynamic web applications, user and custom server controls

HTML and XML (XHTML, XPath, XSLT, XQuery, ASP.NET driven XML data islands)

Advanced HTML scripting and web page design (VBScript, JavaScript, Flash, CSS)

Exchange Server workgroup administration (public folders and collaboration objects)
Microsoft Small Business Server administration

Enterprise collaborative portal application (design, prototyping, testing, administration …)
SharePoint administration and customisation

SQL design & development 2000, 2005
- DB design and administration, stored procedures, SQL XML
- SQL Business Intelligence Accelerator (Excel-driven datamart design/implementation)
- DTS and Meta Data Services, DB administration and maintenance
- Analysis Services, OWC component development and OLAP deployment
- Data-driven application design, prototyping & testing
- Data warehousing, data mining and business intelligence applications

Access 97, 2000, 2002, 2003 DB design, administration, programming and web publishing

Business Objects and Web Intelligence reporting (design and publication)

Excel-based analytics 97, 2000, 2002, 2003
- Reporting, planning, forecasting modelling and parameterisation
- Interactive simulations, linear programming & non-linear optimization
- Project & performance follow-up metrics, milestones and targeting
- Audit trails, roles and responsibilities, performance & SLA metrics

PowerPoint 97, 2000, 2002, 2003
- Presentation and template development
- Training and consolidated documentation
- Interactive ActiveX/Multimedia objects integration and scripting (Flash, OWC, Excel…)

Visio 97, 2000, 2002, 2003
- Flowcharting & process design
- Stencil and template development for collaboration and workgroups
- Shape scripting and interactive web publication (HTML, PNG, VML...)
- Application integration (data-driven process design & engine programming)

Macromedia Flash 5, MX, Professional 2004, MX Studio
- Animation, presentation, training and tutorial design
- Action Script programming, web-based interactive tools and applications
- Server side XML support (SQL XML, ASP.NET, XHTML data islands)
- Dynamic Flash generation and application prototyping

Salesforce.com System Administrator and Authorised Consultant

B2B/B2C business planning with Business Plan Pro 2007 and Marketing Plan Pro 2007