



IRMAK MUTLU EJDER

Özyeğin Üniversitesi Çekmeköy Kampüsü Nişantepe Mah. Orman Sok. 34794 Çekmeköy / İstanbul – irmak.mutlu@ozyegin.edu.tr

EDUCATION

OZYEGIN UNIVERSITY

PhD in Business

Istanbul, Turkey
2018 –2023

- *Research Area:*
 - Digital Transformation, Digital Innovation
- *Dissertation Topic:*
 - Digital Maturity Measurement Based on The Stages of Digital Business Transformation: A Study in the Automotive Sales and Aftersales Sector
- *Achievement:*
 - Developed Digital Maturity Index (DMI) to measure the digital transformation readiness of companies and implemented at a real case.
- *Publication:*
 - Mutlu, I., den Hartigh, E., “Digital Transformation as Stages of Use of Digital Technology”, METU DTSS19
 - Mutlu, I., den Hartigh, E., and Ucler, C., “Digital Technology and The Stages of Digital Business Transformation”, IEEE IAMOT22. Presented at IEEE Conference in Nancy, France. DOI: [10.1109/ICE/ITMC-IAMOT55089.2022.10033256](https://doi.org/10.1109/ICE/ITMC-IAMOT55089.2022.10033256)
- *Working Papers:*
 - Mutlu, I., den Hartigh, E., and Ucler, C., “Digital Maturity: Index Development and an Application”
 - Mutlu, I., Jorge dos Reis Pereira, A., den Hartigh, E., and Leitão Bignolas Mira da Silva, M., “Digital Transformation of Mobility: Waves on the Shared Autonomous Vehicles Service”
- *Conference Presentations:*
 - Digital Transformation and Smart Systems Conference, METU, Ankara, Turkey, October 2019
 - 2022 IEEE 28th International Conference on Engineering, Technology and Innovation (ICE/ITMC) & 31st International Association for Management of Technology (IAMOT) Joint Conference, Nancy, France, June 2022
- *Academic Honors:* Granted Scholarship
- *Academic Profile Links:*
 - Google Scholar: <https://scholar.google.com/citations?user=9p7VMC0AAAAJ&hl=en>
 - Research Gate: <https://www.researchgate.net/profile/Irmak-Mutlu>
 - Orcid ID: <https://orcid.org/0000-0002-8446-6830>

CEMS & KOC UNIVERSITY

Master of Science in International Management – Dual Degree

London Ontario, Canada & Istanbul, Turkey
2010 – 2013

- *Study Abroad Term:* University of Western Ontario, Ivey School of Business 2010 – 2011
- *Business Project:* Ivey Centre for Health, Innovation & Leadership in cooperation with Deloitte Consulting Canada
- *Internship Abroad:* CRYOMAR AS, Tiller Norway

KOC UNIVERSITY

Bachelor of Science in Industrial Engineering

Istanbul, Turkey
2005 – 2010

- *Study Abroad Term:* University of British Columbia, Vancouver, BC 2009 – 2010
- *Study Abroad Term:* Harvard University, Boston, MA 2007, 2008

ACADEMIC TEACHING EXPERIENCE

ÖZYEĞİN ÜNİVERSİTİ

Istanbul, Turkey

- ENTR 302 Business Model Design – Özyeğin University, Faculty of Business / Entrepreneurship (2025 Spring)

BAHÇEŞEHİR ÜNİVERSİTİ

Istanbul, Turkey

- COP 4901 Automotive 4.0 – Bahçeşehir University, Engineering Faculty / Engineering Management (2019 Spring)
- COP 4901 Automotive 4.0 – Bahçeşehir University, Engineering Faculty / Engineering Management (2020 Spring)

BUSINESS EXPERIENCE

DOGUS OTOMOTIV

Istanbul, Turkey

Turkey's leading automotive importer and one of the largest automotive distributors

Digital Transformation and New Business Development Manager at Digital Transformation Dept.

2023 – cont.

- New business development, innovation and entrepreneurship.
- Digital Portfolio Project Management.
- Data management, data quality, governance.
- Data & Analytics, ML & AI processes, GenAI projects.

Digital Project Manager at Digital Business Development Dept. 2018 – 2022

- Digital Portfolio Project Management.
- Data management and governance.
- Data & Analytics, ML & AI processes, GenAI projects.
- Electric and connected vehicle related digital processes.

VOLKSWAGEN FINANCIAL SERVICES AG Braunschweig, Germany

VW AG subsidiary that operates VW Group's financial services activities and Europe's largest automobile financial services provider

Senior Project Manager at Business Development Mobility Dept. 2017 – 2018

- Mobility strategy and implementation.
- Mobility projects; Connected car and related services, Digital platform projects.

Project Manager Truck & Bus at Point of Sales International Dept. 2016 – 2017

- PoS process management.
- IT system and PoS Blueprint roll-out.

Business Analyst at Brand Management, Sales & Marketing Dept. 2015 – 2016

- Sales and marketing KPI tracking and reporting.
- Campaign performance management.

MAN FINANCE INTERNATIONAL GMBH Munich, Germany

Financial service provider and fully owned subsidiary of MAN SE

Business Process Expert at Sales & Operations Dept. 2013 – 2015

- Process management.
- IT-System Rollout.

Organization Consultant at Organization & Processes Dept. 2012 – 2013

- Organization development.
- Project management and project portfolio.

ADDITIONAL AND PERSONAL INFORMATION

- **Certifications:**
 - Imperial College London, UK – Venture Capital: Master Startup Funding (2025)
 - Sabanci University, Turkey – Data Scientist Program (2021)
 - Scrum.org, USA – Professional Scrum Product Owner (PSPO I) (2021)
 - Microsoft, Turkey – Microsoft Artificial Intelligence Academy (2020)
 - GPM, Germany – International Project Management Association (IPMA) Level D Project Management Associate (2015)
 - Bearing Point, Germany – Six Sigma Green Belt by (2012)
- **Skills:** Microsoft Office, Azure, Balsamiq Mockups, ARIS, OrgPlus Java, Matlab, Minitab, Python, Power BI, IBM Data CP4D, Prompt Engineering, Copilot
- **Interests:** Travel (35 Countries, 223 Cities), Tennis, Sailing (SBF Sportbootführerschein) License, Piano, Aviate
- **Languages:** Turkish (native), English (fluent), German (advanced)