

**Arif GÜRDENLİ**  
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**EDUCATION** M.A. in Coaching, Consulting and Leadership in Organizations,  
Middlesex University (2011-2012)  
Industrial Engineering, Bogazici University (1984-1990)  
Kadikoy Anadolu Lisesi (1977-1984)

## **EXPERIENCE**

### **Cofounder, Bugbounter startup (cyber security platform)**

**1/2019-**

#### Role Summary

Currently leads the Bugbounter startup business and builds the client-hacker-investor ecosystem.

Main responsibilities are:

- Guiding the development team as the product owner, testing the product to customer expectations
- Direct sales, marketing activities and channel development to meet the financial plans
- Active involvement in networking activities with potential investors and performing presentations

### **Senior Consultant, Management Centre Türkiye**

**1/2018-**

#### Role Summary

Acting as a Subject Matter Expert on part-time Organizational Culture and Leadership Development projects: designing, developing and delivering programs for the management & senior leadership teams.

### **Managing Consultant, Management Centre Türkiye**

**9/2014-2017**

#### Role Summary

Responsible for the management of OD, L&D & Talent Management practices within MCT. Contributes to development of — and manages to — allocated budget objectives and determines how resources can be most effectively leveraged to drive financial results. Develops vision and go-to-market strategies to maximize market share/future growth. Responsible for leading large projects. Advises clients in area of subject matter expertise. Identifies and develops new business opportunities to cross-sell solutions; works accordingly with Client Solutions teams. Contributes thought leadership to area of expertise through the development of new training programs, models, content, tools and approaches.

#### Accountabilities

- Leads and manages practice team and consultant team to achieve financial (revenue generation and profitability) and operational results (utilization)
- Develops, and executes on, strategy for growth by actively partnering with Managing Partner, Client Solutions Manager and Marketing
- Monitors project sales management, including pipeline management
- Accountable for talent development, including practice consultants and training & facilitation consultants
- Directs the allocation of resources to meet financial and operational performance requirements
- Designs & delivers training programs particularly around leadership, management development, change management, strategic visioning and high performing teams.
- Facilitates large group interventions around strategy, vision, mission, values and culture change.
- Supervises management of large and complex projects lead by practice consultants
- Finalizes and presents quality deliverables to clients

- Ensures Practice Consultants are maintaining team progress against project deliverables, established budget, timeline and quality standards
- Establishes an advisor role with clients and provides consistent, superior relationship management
- Serves as subject matter expert providing expertise when requested both at clients and inside MCT
- Actively participates and leads new business opportunities with clients and prospects for medium and large project wins, including cross-selling to existing clients
- Build relationships with affiliates to maximize the penetration of key target accounts

**Practice Leader – Talent Management, Towers Watson Turkey**

**1/2014-6/2014**

Role Summary

Focuses on specific practice service offering including intellectual capital development and commercialization, marketing and sales strategy, and capability development through strategic staffing, skills training and growth through mergers and/or acquisitions within service area. Manages the P&L.

Accountabilities

- Has leadership responsibility for financial and operational results in area of Talent Management Consulting business
- Defines and develops IC for Practice, including overall consulting point of view, along with models, methodologies, templates and tools
- Maintains first-hand and in-depth knowledge of leading academic developments in practice area, as well as practice competitors around the globe; anticipates trends and emerging issues
- Ensures a quality process framework is applied to development of all services, tools, etc.
- Develops and executes plan for developing capability to deliver Practice offering, including building capabilities organically and inorganically, e.g.:
  - Collaborating on and developing a strategic staffing plan to be cascaded regionally and implemented through Regional LOB leaders
  - Leading efforts to hire senior staff in key locations
  - Establishing a clear skills matrix and rigorous training curriculum to develop capability internally and work through Regional LOB leaders to implement annual training plan
  - Identifying potential acquisition/alliance targets and lead efforts with BDU to execute on needed inorganic growth
- Builds and maintains engagement of community of practitioners
- Identifies need for new services and solutions to support services and solutions in Practice area and develop and implement marketing plans
- Recommends the allocation of resources to meet financial and operational performance requirements
- Sets standards for superior delivery to internal and external clients

**Head of Talent & Rewards (LOB Leader), Towers Watson Turkey**

**2013-2014**

Role Summary

Responsible for the financial and operational management of Talent & Rewards Consulting business within Towers Watson Turkey. Contributes to development of — and manages to — allocated budget objectives and determines how resources can be most effectively leveraged to drive financial results. Develops vision and go-to-market strategies to maximize market share/future growth. Develops policies to manage risk/ exposure. Manages the team of consultants, analysts, admin and sales.

### Accountabilities

- Leads and manages teams within area of responsibility to achieve financial (revenue generation and profitability) and operational results
- Assesses marketplace for opportunities and develop strategy to grow revenue, profit, capability and brand value
- Develops, and executes on, strategy for growth by actively partnering with Managing Consultants, Account Managers and Business Developers
- Monitors sales management for the clients and prospects, including pipeline management
- Accountable for talent development, including attracting, retaining and developing key leaders in respective geography
- Executes plans and contributes to the development of strategies in relevant areas
- Implements go-to-market strategies to maximize market share/future growth
- Directs the allocation of resources to meet financial and operational performance requirements

### Key achievements (business development) are:

- Akbank – Executive Compensation
- Allianz – Organizational Alignment (following YapiKredi Insurance acquisition)
- Cigna – Career Management
- Finansbank – Sales Incentive (Retail Banking)
- GSK – Sales Force Effectiveness
- Koc Holding – Title Review
- Oyak – KPI Alignment
- Stroer – Career Management & Organizational Alignment
- TTOPCO – Career Management
- Turk Telecom – Employee Engagement
- Yildiz Holding – Employee Engagement

### **Principal & CKO, Management Centre Türkiye**

**2011-2013**

Being the Principal Consultant, responsible for managing certain key accounts mainly in finance, pharma, telecom and FMCG industries which is 2million USD (30% of the total business). Some of the key elements in this role are business growth, P&L, development, design and financials of the highly complex change projects and management of the team, stakeholders and consultant pool.

Under the CxO hat, (K)nowledge is the primary focus. This involves the development, deployment and coordination of the whole intellectual property within company.

### **Senior Consultant, Management Centre Türkiye**

**2003-2010**

Leading consulting & training program designs and delivery. Primary practice areas are leadership, change management, building high performance teams, negotiation, strategic management, coaching, effective communication, social networking, facilitation of strategic planning sessions & workshops. Keynote speaker on change, teamwork, motivation and global/future trends.

Performance coach for demanding managers.

He has the Train the Trainer and Facilitation Skills certificates from American Management Association, Insights Discovery accreditation and PDI Profilor.

Among the companies he has provided consulting & training services; TEB, Finansbank, Garanti Bank, Yapi Kredi Bank&Insurance, ABank, Akbank, Bank Pozitif, Abdi İbrahim, Ülker-Yıldız Holding, Garanti Teknoloji, Eureka Insurance, GÖSAŞ, 3M, HP, Microsoft, Oracle, SAP, Intel, Arena, KoçSistem, CPG, Turkcell, Vodafone, Avea, Visa, CocaCola, Allianz, Aviva, Mey İçki, Carlsberg, TetraPak, Henkel, Unilever, P&G, Danone, BASF, JTI, BAT, Philip Morris, Imperial Tobacco, Shell, BP, J&J, Schneider, Cargill, Solvay, Lilly, Boehringer Ingelheim, Sanovel, Avon, Sandoz, Novartis, Hasbro, KPMG, DHL, Mercedes, Tofaş, Otokar, Accor, Unitim, Altinyıldız, Sabah, Milliyet ...

Key achievements (projects) are:

- TEB Retail Banking – Strategic planning
- YapıKredi Insurance – Vision/mission and strategic planning
- Finansbank – Change Management Program
- Vodafone - Change Management in acquisition
- Mey İçki - Corporate Culture in acquisition
- TEB - Corporate Culture in acquisition
- Avea - Corporate Culture in merger
- Garanti Bank - Management Academy and Leadership Programs
- YapıKredi Bank - Management Culture Change and Leadership Programs
- Finansbank - Management Academy and Leadership Programs
- Ülker - Management Academy and Leadership Programs
- Eti - Talent Development
- Tofaş - Talent Development

**Managing Partner, Teamworks Experiential Learning**

**2002-2010**

Primary responsibilities are:

- Start-up of the new business
- Direct sales and Account Management
- Forming the core team from scratch
- Content development and consulting
- Deployment and delegation of most sales and management functions

**Country Manager, Novell Turkey**

**2000-2002**

Taking on the role of Country Manager, Novell was less than a year old liaison establishment in Turkish market. Through our infrastructure software and ecosystem of partnerships, we integrated mixed IT environments, allowing people and technology to work as one.

Priorities were:

- Establishing all core functions of the start-up liaison office
- Business growth and quota achievement
- Key Accounts Management (e.g. ŞişeCam)
- Channel management, development and restructuring
- Strategic Partnerships / Alliance Management
- HR Management

**Management (Quality) Consultant, Hewlett-Packard**

**1997-2000**

Primary functions are:

- being a consultant to entity management and business units
- working from broad objectives to initiate, design, develop, implement and improve core business processes and total customer experience
- understanding customer & partner needs and integrating them into strategic plans and daily processes, thus contributing in lead generation
- facilitating Business Units' and Partners' strategic planning, account management, complex deals and various workshops in EMEA region
- facilitating cross-organizational teams to achieve business goals
- creating and applying new solutions, approaches, methods and tools to increase organizational effectiveness
- ensuring continuity of ISO 9001 certification and deployment within Turkey and EMEA
- mentoring HP Israel Quality Department
- leading Employee Recognition Committee and implementing Employee Suggestion Programs

- **Y2K Program Manager, Hewlett-Packard** **March 1999-March 2000**  
 An additional role to coordinate with Business Units to assure they are fully prepared for potential Y2K problems with minimal impact to businesses and customers by:
  - forming a core team
  - developing implementation plans and raising awareness
  - assessing risks / business impact and generating mitigation strategies
  - developing scenarios, contingency plans and crisis management plans
  - managing crisis and leading emergency operations center
 Success story (best practice in IT Europe) of this program has lead me to get the first (and only) job offer from HP Corporate.

**System & Operations Development, Alarko Companies Tourism Group** **1996-1997**  
 Reported directly to the Group Coordinator. Responsible for the continuous control and analysis of the entire operation; minimizing costs, maximizing efficiency, profit and customer satisfaction; developing processes, standards, job descriptions, reporting system; customer feedback collection /analysis and resource planning. Developed ISO 9001 and TQM project in a secondary role of Quality Assurance Supervisor.

**Business Development Manager, Nautica Techniques A.S.** **1995-1996**  
 Responsible for developing new businesses, production planning, quality control and product management.

**Military Service** **1994-1995**  
**Sales Manager, Composite Marine Ltd., Cankurtaran Group Companies** **1992-1994**  
**Cofounder/Developer, OMASoft Software Company** **1988-1991**

**MY MOTTO**           Determination, total commitment, will and passion to achieve the absolute best; no excuses.

**LANGUAGES**        Fluent in English

**CERTIFICATION**   Advanced Sales Skills, Presentation Skills, Time Management, Systems Thinking, Crisis Management, Six Thinking Hats, Effective Business Process Management, Assessor / Lead Assessor (ISO9001), High Performing Teams, Strategic Business Planning, PDI Profilor, Insights Personality Profiling, Train the trainer, Facilitation Skills, Gestalt Facilitation, Advanced Negotiation, Competency Architecture, Job Grading, Total Rewards, Talent Management, Hogan Assessor...

**INTERESTS**         Sailing: competed in the 1992 Barcelona and 1988 Seoul Olympic Games and ranked 9th in Europe in 1992; 4x National Champion ; 4x Balkan Champion  
 Playing golf (30 hcp)  
 Competed in Camel Trophy 2000 Tonga-Samoa (6<sup>th</sup> within 16 nations)  
 Writing articles on management issues

**PERSONAL**         Born 7<sup>th</sup> December 1966, 2 sons