



# Dr. Elif Değirmenci

## Contact

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## Skills

Business Development



Airline Network Planning



Strategic Management



Leadership



Project Management



Technology



Business planning



**Solid background in strategy, planning, training, managing, and marketing in various industries with 15+ years of experience**

### Key Highlights:

- Strong business development, leadership, and entrepreneurial skills & work ethics
- Expertise in various roles (strategy, new business development, marketing, project management etc.)
- Background in various industries (airlines, automotive, education, social enterprise)
- Strong airline network planning experience and achievements.
- Self-motivated and result-oriented

### Interested Areas:

Project Management, Strategic Management, Airline Network Planning,

## Professional Background

2024- Current

### Codeshare Flights

*Turkish Airlines, İstanbul*

- Responsible of Codeshare Flights

2022- Current

### IATA External Instructor

*IATA, Geneva*

- Delivering IATA Route Forecasting and Development training

2021 - 2024

### Responsible of East Europe, Russia and Ukraine Flights – Network Planning Expert

*Turkish Airlines, İstanbul*

- Managing flights in the crisis environment during the Russia-Ukraine war.
- Managing capacity by changing aircraft types on Russian flights.
- Deciding on new flight destinations in Europe, creating their schedules in terms of departing and arriving time, frequency and aircraft type.
- Negotiating and managing relations with airports we do not fly to around the world by participating in the relevant organizations and meetings.

2011 - 2021

### Responsible of Domestic Flights - Network Planning Expert

*Turkish Airlines, İstanbul*

- Primarily focusing on the production of feasibility studies into new routes, monitoring the financial performance of the existing network and taking remedial action in conjunction with the Scheduling section.
- Managing coordination and commercial relations with 31 domestic offices of Turkish Airlines across the country.
- Managing schedule optimization of domestic flights by increasing and cutting frequencies, adjusting connections and departure/arrival times
- Creating reports in order to interpret the data more easily and to make the decision-making process more efficient.

2009- 2011

### Analyst - Project Management Office

*Turkish Airlines IT, İstanbul*

- Developing digital airline roadmap from scratch by following strategic vision and operational plans
- Modeling the as-is and to-be business processes.
- Closely working with business owners to analyze and re-engineer the purchasing and material management processes (including catering planning, fuel procurement...).
- Involving in business process design and implementation in SAP.
- Experience in SAP MM.
- Closely working with BI team to design KPI and Management reports

2008- 2009

### GS1 RFID Projects Team Member

*The Union of Chambers and Commodity Exchanges of Turkiye (TOBB), Ankara*

- Team member of GS1 RFID project of the company

## Education

2012 - 2017	<b>PhD- Graduate School of Science and Engineering Industrial Engineering</b> <i>Yıldız Technical University - İstanbul</i>
2009 - 2011	<b>MS- Graduate School of Science and Engineering Industrial Engineering</b> <i>Yıldız Technical University - İstanbul</i>
2012 - 2017	<b>Bachelor of Science: Industrial Engineering</b> <i>Gazi University – İstanbul</i>
2012-2013	<b>Management Certificate Program</b> <i>Harvard Business School</i>

## Teaching

2018 - Current	<b>Ibn Haldun University – MBA</b> <i>School of Business</i> <ul style="list-style-type: none"><li>• Strategic Management</li><li>• Modern Management Techniques</li></ul>
2022-2023	<b>University of Deusto – Visiting Professor</b> <i>Faculty of Economics and Business Administration</i> <ul style="list-style-type: none"><li>• Strategic Management</li></ul>
2021-2022	<b>University of Žilina – Visiting Professor</b> <i>Faculty of Engineering</i> <ul style="list-style-type: none"><li>• Airline Network Planning</li></ul>
2018 -2022	<b>Niğantaşı University – BS</b> <i>Faculty of Economics, Administrative and Social Sciences</i> <ul style="list-style-type: none"><li>• Airline Management</li><li>• Sectorial Application in Aviation</li><li>• Airline Marketing</li></ul>
2018 - 2018	<b>Boğaziçi University – PhD</b> <i>Faculty of Engineering</i> <ul style="list-style-type: none"><li>• Seminar</li></ul>
2018 - 2019	<b>Sabahattin Zaim University – BS</b> <i>Faculty of Engineering and Natural Sciences</i> <ul style="list-style-type: none"><li>• Project Management</li></ul>
2017 - 2019	<b>Istanbul Aydın University – BS</b> <i>Faculty of Economics and Administrative Sciences</i> <ul style="list-style-type: none"><li>• Airline Network Planning</li><li>• Airline Strategic Management</li></ul>

## Publications

### Articles

- *Değirmenci Elif, Başlıgil Hüseyin (2016). A Study on Passengers' Flight Time Preference. Sigma Journal of Engineering and Natural Sciences, 7(2), 243-251. (Yayın No: 7743869)*
- *DEĞİRMENCİ ELİF, Başlıgil Hüseyin, Bolat Ahmet, Özdemir Yavuz (2011). Customer Satisfaction Measurement in Airline Services Using Servqual. Open Access Scientific Reports, 1(5), 294, Doi: 10.4172/scientificreports.294 (Yayın No: 3994678)*

### Proceedings

- *DEĞİRMENCİ ELİF (2011). The Most Basic Element of Improving Customer Satisfaction and Loyalty through Understanding the Customer. AGIFORS (Proceeding/Inviting Speaker)(Publication No:7123213)*
- *DEĞİRMENCİ ELİF (2012). Service Quality Measurement In Airline Services Using An Enhanced Servqual Approach. YAEM (32), 1-22. (Proceeding/Oral Presentation) (Publication No:7123222)*
- *E. DEGİRMENCİ & B. ERDEM, THE IMPACT OF CUSTOMER SATISFACTION ON THE GROWTH OF THE E- COMMERCE INDUSTRY, Oral Presentation, 3. INTERNATIONAL BAKU SCIENTIFIC RESEARCH CONGRESS, 15 Ekim 2021, 16 Ekim 2021.*
- *E. DEĞİRMENCİ & A. UÇAR, "THE EFFECT OF STRATEGIC MANAGEMENT ON PERFORMANCE IN HIGHER EDUCATION", Oral Presentation, Latin American Conference on Economic and Management Sciences , 05 Kasım 2021, 06 Kasım 2021.*
- *E. DEGİRMENCİ & Y. YILDIRIM, ANALYSIS OF HIGHER EDUCATION IN TURKEY FROM THE STRATEGIC MANAGEMENT PERSPECTIVE AND APPLICATION OF IBN HALDUN UNIVERSITY, Full Text Proceeding, 5TH INTERNATIONAL NEW YORK CONFERENCE ON EVOLVING TRENDS IN INTERDISCIPLINARY RESEARCH & PRACTICES, 03 Ekim 2021, 05 Ekim 2021, 417 - 427.*
- *E. Y. RODOPLU & E. DEGİRMENCİ, PANDEMI DÖNEMİNDE SEHIR HASTANELERİNİN STRATEJİK BİR BAKISLA DEGERLENDİRİLMESİ, S. ALTIPARMAK [Editörler], BİREYDEN TOPLUMA COVID-19 PANDEMİSİ ve MULTİDİSİPLİNER YAKLAŞIMLAR(111 - 140), ISBN: 978-625-8007-35-0, TÜRKİYE: Iksad Publishing House, 26 Ekim 2021, Book Section.*

### Books

- *Uygulamalı Müşteri Memnuniyeti Ölçümü (2017)., DEĞİRMENCİ ELİF, LAP LAMBERT Academic Publishing, Basım sayısı:1, Sayfa Sayısı 128, ISBN:9783330081598, Turkish, (Publication No: 7123188)*

## Advising

- **ŞAN, HALİL İBRAHİM, (2021)**  
*Destination Marketing and Examining the Competitiveness of Istanbul in the Tourism Sector, Ibn Haldun UNIVERSITY->Graduate Education Institute->Business Management Department.*
- **ATALAY, AKİF, (2021)**  
*Sustainability Against Vectors In Terms of Public Health Istanbul Metropolitan Municipality Case, Ibn Haldun UNIVERSITY->Graduate Education Institute->Business Management Department.*

## Projects

- **INSTITUTIONAL (BAP ETC.) RESEARCHER, Ministry of Health Norm Staff Project,**  
*Execution Institution: MINISTRY OF HEALTH, 01 January 2009, 01 December 2009.*
- *Measuring the service quality of MİGROS Tandoğan Branch using the "SERVQUAL" method and comparing the performance of 3 different Migros branches in Ankara (Maltepe Branch, Tandoğan Branch, Bahçelievler Branch) using the "data envelopment analysis" technique.*

## Certificates

- **Harvard Business School:** Business Management and Leadership (1-year Certificate Prog.)
  - HBS-Decision Making Certificate
  - HBS-Project Management Certificate
  - HBS-Marketing Essentials Certificate
  - HBS-Certificate of Process Improvement
  - HBS-Certificate of Strategy Execution
  - HBS-Certificate of Negotiation
  - HBS-Certificate of Customer Focus
  - HBS-Certificate for Global Collaboration
- **Turkish Airlines:** Leadership School Diploma (1 year leadership training)
  - Certificate for Airline Marketing
  - Certificate Law in Aviation
  - Certificate of Advanced Leadership
  - Certificate of Finance
  - Certificate of Management
- **Sabancı University:** Business Management Systems Certificate (3-months)
  - Sabancı University Certificate of Project Management
- **Bureau Veritas:** "ISO 9001:2015 Quality Management System"
- **SAP Turkey:** SAP expertness certificates of all modules (15 modules - 1 year education)
- **THY:** Occupational Health and Safety Certificate
- **Atılım University:** Supply Chain Management Certificate

## Funds and Incentives

- **Tubitak (2015-2017)**  
National PhD Scholarship
- **Tubitak (2009-2011)**  
National MSc/MA Scholarship

## Social Activities

- Content creator of official blog site of Turkish Airlines: [blog.turkishairlines.com](http://blog.turkishairlines.com)
- Travel (46 countries, 150+ cities, travel writer in THY travel blog & UzmanTV travel programs)
- Various domestic and international aid organizations (computer classroom set-ups in Africa, water well openings, school renovations, school aids in the country, etc.)
- Board member of Assalam Foundation

## Business

- Founder and owner of "Atölye dükkanım" brand