

Murat Onur Yuksel

GROCERY RETAIL & CPG INDUSTRY EXECUTIVE | COMMERCIAL DIRECTOR • CHIEF OF TRANSFORMATION AND STRATEGY • LOYALTY & CRM • Q-COMMERCE • B2B & C2C SALES

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Turkish national | 25+ years' international retail leadership | CGP data & industry consulting | Open to relocation: Europe | London | Sydney | Middle East | Turkey



EXECUTIVE PROFILE

Senior grocery retail and CPG industry executive with 25+ years across Saudi Arabia, the Middle East, Turkey, Africa and Europe, including ownership of a +\$1.2B commercial P&L at Tamimi Markets. Track record spanning post-acquisition integration delivered alongside McKinsey, multi-country P&L leadership across 16 Nielsen markets, and the build-out of digital, q-commerce and loyalty channels from zero. Combines retailer-side commercial depth — vendor negotiation, pricing, assortment, private label, margin and stock — with consulting-grade analytics and a consistent record of turning strategy into executed change.

CORE EXPERTISE

Commercial Strategy & P&L Ownership | Post-Acquisition Integration & Transformation | CEO Office & Strategic Execution
Vendor Negotiation & Contracts | Pricing & Promotions | Assortment & Category Strategy | Private Label Development
Digital Growth, E-Commerce & Q-Commerce | Loyalty & CRM | Retail Analytics | Hard Discount Formats

EXECUTIVE HIGHLIGHTS

- **+\$B commercial P&L delivered above plan** — exceeded both sales and profit targets against the annual P&L budget as Commercial Director of Tamimi Markets, one of Saudi Arabia's leading modern-trade retailers.
- **51-store integration delivered with McKinsey** — led the full post-acquisition transformation of Al Raya Markets, embedding the Tamimi operating model across Commercial, Operations and IT; private label share doubled and gross margin improved.
- **Four new Nielsen markets opened** — established modern-trade tracking businesses in Algeria, Pakistan, Nigeria and Kenya, signing the retailer coverage required to build the modern trade data panel in each.
- **Nielsen Platinum Award** — recognised for securing collaboration with Lulu Group, the GCC's largest retailer, alongside leadership of Retailer Services across 16 countries in Africa and the Middle East.
- **Digital channel built from zero** — launched Al Raya's first online sales channel and q-commerce capability via Jahez and HungerStation, plus the AL RAYA CLUB loyalty app and the Baqqalati.com marketplace.
- **~1,000-store discounter rollout** — commercially led development of DIA Turkey's discount format and its nationwide expansion, including integration of the acquired Endi Markets network.

PROFESSIONAL EXPERIENCE

❖ Chief of Digital Growth *Dec 2025 – Present*

- Own the digital growth agenda across loyalty, e-commerce, marketplace partnerships and payment innovation.
- Built Al Raya's q-commerce capability and launched its first-ever online sales channel through Jahez and HungerStation, opening a new customer acquisition route beyond the store estate.
- Led the launch of the AL RAYA CLUB loyalty app to strengthen customer engagement, retention and first-party data capture.
- Founded Baqqalati.com marketplace and led development of Al Raya's proprietary e-commerce platform, including BNPL integration to improve payment flexibility and conversion.

❖ Chief of Staff to the CEO *Sep 2025 – Dec 2025*

- Connected the CEO, leadership team and functions to align priorities, accelerate strategic initiatives and strengthen accountability.
- Drove cross-functional KPI tracking and execution across Commercial, Supply Chain, Finance, Operations and Marketing.

❖ Commercial Director, Al Raya Markets *Mar 2025 – Aug 2025*

- Led the Buying and Wholesale departments through the transformation period, embedding the new commercial and pricing framework into day-to-day trading.
- Consolidated supplier terms and negotiated agreements aligned to the integrated Tamimi commercial model.

❖ **Transformation Director, Al Raya Markets integration** *Feb 2024 – Mar 2025*

- Led the integration and transformation of the newly acquired 51-store Al Raya Markets chain in partnership with McKinsey, spanning commercial strategy, operational excellence and organisational change.
- Built commercial and pricing strategy from the ground up and executed assortment rationalisation — doubling private label share and lifting gross margin.
- Established standard operating procedures across every department and embedded the Tamimi operating culture through Commercial, Operations and IT.
- Partnered with Tamimi's training function to upskill store and operations teams across the acquired network.
- Executed the McKinsey-advised network review, closing persistently loss-making stores to protect group profitability.
- Migrated store POS and back-office IT onto Tamimi systems, cleaning up catalogue definitions, legacy defects and redundant system costs.

❖ **Country Manager – Turkey Buying Office** *Mar 2023 – Feb 2024*

- Led sourcing for Tamimi Saudi Arabia and Bahrain from Turkey and Eastern Europe under the group sustainability programme.

❖ **Commercial Director | TAMIMI MARKETS** | *Saudi Arabia | Nov 2020 – Feb 2023*

- Held full commercial accountability for a \$1.2B business — purchasing, cost, margin, profitability, stock and shrinkage — and delivered sales and profit ahead of the agreed annual P&L budget.
- Owned vendor agreements, contract negotiation and local purchasing across the supplier base.
- Directed pricing, promotional strategy and assortment to balance competitiveness with margin performance.

❖ **Regional Director – Retailer Services & Loyalty Analytics | NIELSEN (now NielsenIQ)** | *Africa & Middle East, Dubai | Mar 2014 – Oct 2020*

- Led Retailer Services teams across 16 countries, executing regional strategy and annual operating plans against P&L targets.
- Opened four new markets — Algeria, Pakistan, Nigeria and Kenya — for the modern-trade tracking business, recruiting sufficient retailer participation to establish a credible data panel in each.
- Initiated collaboration with major regional retailers including Lulu Group, the GCC's largest, earning a Nielsen Platinum Award.
- Led Nielsen's regional loyalty analytics agenda, helping retailers convert customer and transactional data into decisions across pricing, assortment, merchandising and segmentation.
- Ran the full commercial cycle for retailer engagements — proposal, negotiation, implementation and account development.

❖ **Retailer Client Service Manager | NIELSEN** | *Turkey | Nov 2012 – Mar 2014*

- Managed Migros and a portfolio of scan-track supermarket clients, and delivered the Trade Dimensions / Digital Map Points project.

❖ **Business Development Manager & Commercial Coordinator | DIA SUPERMARKETS – CARREFOUR GROUP** | *Turkey | Jan 2006 – Oct 2012*

- Commercially led development and rollout of the DIA discount format, contributing to expansion of approximately 1,000 stores nationwide.
- Drove pricing and promotions, assortment optimisation, loyalty, e-commerce, fresh concepts, wholesale and market research.
- Supported acquired-retailer integration, including conversion of the Endi Markets network to DIA Supermarkets.

EDUCATION

B.A., Administrative Sciences — Faculty of Economics & Administrative Sciences, Uludag University, Turkey (1994–1998)

LANGUAGES & TECHNOLOGY

Languages: Turkish (Native) | English (Fluent — professional working proficiency) | German (Basic)

Technology: SAP | SQL | Advanced Excel & financial modelling | Retail analytics platforms | AI tools for commercial analysis

SELECTED PROFESSIONAL DEVELOPMENT

Advanced Negotiation — GAP International | Executive Coaching — ICF | MS SQL Server Administration

MOTIVATION

I am seeking Vice President / General Manager / Chief Executive roles in go-to-market leadership for the CPG, retail and grocery industry. My career gives me an unusual combination for this: I have sold data, analytics and loyalty solutions to retailers across 16 countries at Nielsen, and I have sat in the buyer's chair as Commercial Director of a \$1.2B grocery retailer, negotiating with CPG suppliers on pricing, promotions, assortment and terms. I have also led a McKinsey-partnered acquisition integration and built digital, q-commerce and loyalty channels from zero. I understand how grocery retailers and CPG manufacturers make decisions, what they buy and why, and I can speak with their leaders as a peer. I want to use that experience to build client relationships, shape industry propositions and grow revenue for a firm serving the CPG and retail sector.

BIOGRAPHY

Murat Onur Yuksel is a seasoned retail executive with extensive international experience across the **Middle East, Africa, and Europe**. He currently serves as **Chief of Staff to the CEO at Al Raya Markets**, where he leads strategic initiatives, acts as the CEO's principal liaison for operations, and drives the company's **digital growth agenda**, including **e-commerce and loyalty programs**.

Previously, Murat Onur held the role of **Transformation Director at Al Raya Markets**, working closely with **McKinsey & Company** to execute a comprehensive transformation roadmap encompassing **commercial strategy, operational excellence, and organizational change**.

Before joining Al Raya, he spent over **two years as Commercial Director at Tamimi Markets Saudi Arabia**, with full **P&L responsibility**, overseeing **local purchasing, vendor negotiations, commercial agreements, and marketing strategy**.

Earlier in his career, Murat worked for **six years at Nielsen (NIQ) as Regional Director – Retailer Services for Pakistan, the Middle East, and Africa**, where he supported leading retailers in translating **consumer and market data into actionable commercial strategies**.

He began his retail career at **DIA Supermarkets Turkey (Carrefour Group)**, holding multiple commercial roles and contributing to the successful rollout of **more than 1,000 concept stores**, including playing a key role during the **Endi Markets to DIA Supermarkets acquisition**.

Murat Onur holds a **bachelor's degree in economics** and is widely recognized for his expertise in **go-to-market strategy, consultative selling, commercial negotiation, retail analytics, private label, assortment strategy and large-scale retail transformation**.