

BARIŞ KARAKULLUKCU



Independent Board Director · Committee Chair · AI Governance & Digital Transformation

İstanbul, Türkiye | +90 533 489 5171 | bariskarakullukcu@gmail.com | linkedin.com/in/baris-karakullukcu

BOARD SNAPSHOT

15+

years of board & committee experience

10+

boards served across 6 sectors

4

committee mandates — incl. one chair (BIST-listed)

\$70M+

deployed into AI & deep-tech startup ventures

100+

investment-committee decisions across 7 funds

2,500+

ventures evaluated; 150+ investments led since 2013

COMMITTEE EXPERTISE

Remuneration & Nomination

Committee Chair — Arena (BIST)

Audit

Member — Arena (BIST)

Early Risk Detection

Member — Arena (BIST)

Corporate Governance

Member — Arena (BIST)

EDUCATION

Executive MBA

Koç University, 2001

BSc Industrial Engineering

Bilkent University, 1996

Leading Organisations in Disruptive Times

INSEAD, 2020

Competing in the Age of Digital Platforms

Harvard, 2021

Digital Transformation: Platform Strategies

MIT Sloan Executive Education, 2020

AI Leaders (Stanford HAI certificate)

with OpenAI Academy & Silkroad Innovation Hub, 2026

BOARD PROFILE

Independent board director and committee chair with 15+ years of board, committee and investment-committee experience across technology, telecom, financial services, retail and healthcare. Former CEO and group-level Deputy CEO with full P&L ownership, and founder of Türkiye's leading AI venture platform. Harvard Business School teaches her leadership of Mudo's transition from family business to institutionalized corporate structure as a case study (HBS No. 416-015).

Brings boards a rare combination: practitioner-level oversight of AI strategy, technology risk and digital transformation; investment judgment built on 100+ investment-committee decisions and \$70M+ deployed; and the committee craft of a chair on a BIST-listed board. Member of the IFC Nominee Directors Database.

BOARD & COMMITTEE EXPERIENCE

Independent Board Member — Arena (BIST-listed technology co.)**2022 – Present**

- Chair of the Remuneration & Nomination Committee; member of the Audit, Corporate Governance and Early Risk Detection Committees of one of Türkiye's leading listed technology companies.

Chairperson of the Board — AI & Technology Association (YZTD)**2026 – Present**

- Leading Türkiye's AI industry body; national voice on AI policy, governance and adoption.

Board Member — TÜBİSAD — Informatics Industry Association**2023 – Present**

- Sector association of ~200 companies representing 95%+ of Türkiye's ICT sector (TRY 189B annual trade volume, 2023).

Nominee Director — IFC — International Finance Corporation**2022 – Present**

- Member of IFC's Nominee Directors Database for board appointments at IFC client companies.

Co-Founder & Board Member — AIONIRE (AI advisory & venturing)**2025 – Present**

- Advising enterprises, boards and investors globally on GenAI strategy, AI transformation and responsible-AI governance; fractional CXO support to AI founders.

Chairperson of the Board — LiveWell Wearable Healthcare Technologies**2022 – 2025**

- Chaired a healthtech venture through product development and scale-up; governance of clinical-data and preventive-care technology.

Chairperson — 100yearsVC Corporate Venture Company (İşBank Group)**2023 – 2024**

- Established the investment and governance mechanisms of İşBank's corporate venture company from inception.

Board Member — Softtech Ventures (venture building)**2022 – 2023**

Executive Board Member — TT Ventures (CVC) · TTPAY · TTES**2020 – 2022**

INVESTMENT COMMITTEE & VENTURE OVERSIGHT

Investment committee member across seven funds — AI Startup Factory Fund (YZF), Tibas Ventures, 100th Year Technology Ventures, Arya Women Investment Platform, Founder One Impact Investment Fund, Maxis (Yenilikçi & Atlas funds) and Türk Telekom Ventures — contributing to 100+ investment decisions and oversight of \$70M+ deployed into AI and deep-technology ventures, with 2,500+ ventures evaluated. Active startup investor and growth advisor since 2013: investment decisions for 150+ startups, mentorship to 200+ founders.

PROFESSIONAL LEADERSHIP SNAPSHOT

20+

years of executive & consulting partner leadership

7+

years as CEO / General Manager

6

C-suite roles: CEO · Deputy CEO · CDAO · Country MD · Holding Division President · Chair

25+

countries of business transformation delivery, 5 continents

3,000+

employees led through transformation

RECOGNITION

Harvard Business School Case Protagonist

“The Transformation of Mudo”, HBS No. 416-015 (Mayo, Çekin & Çelik, 2015)

50 Most Powerful Women — Türkiye

Fortune, 2012 · 2014 · 2016

Top 50 Most Powerful Women CEO

Economist, 2012 · 2014 – 2016

World Retail Awards — Finalist

Multichannel Retailer & Retail Transformation, 2014 – 2015

ECOSYSTEM NETWORKS & PLATFORMS

IFC Nominee Directors Database

Chair · AI & Technology Association and Founding Board Member

Chair, TÜBİSAD AI Committee and Board Member

Chair, Technology & Innovation WG — YASED ·

Women-on-boards ecosystem (EWOB, IWD, TurkishWIN, YKKD)

LECTURER

Guest lecturer & mentor — Özyeğin, Boğaziçi, Bilkent, Sabancı, Koç, ...

SECTOR EXPERIENCE

Technology & software · Telecom · Financial services · Retail & consumer · Automotive Healthcare · Airlines · Energy & payments · Venture capital

LANGUAGES

Turkish (native) · English (fluent) · German (professional)

EXECUTIVE LEADERSHIP

CEO, AI Startup Factory & Entrepreneurship President — İşBank Group (2022 – 2025)

- Founded and scaled Türkiye's leading bank-backed AI venture platform: 26+ AI investments and a group-wide entrepreneurship ecosystem; General Manager of 100th Year Technology Ventures (evergreen CVC), 2024 – 2025.

Chief Strategy & Digital Officer (Deputy CEO) — Türk Telekom (2020 – 2022)

- Group-level strategy, transformation and digital portfolio for Türkiye's leading integrated telecom operator; executive board roles across the group's CVC, payments and energy subsidiaries.

Country Managing Director, Global Business Services — IBM Türkiye (2018 – 2019)

- Managing Partner for IBM Türkiye's professional services arm — business, technology and industry consulting.

Chief Data & Analytics Officer — Turkcell (2017 – 2018)

- Led data-driven transformation for an operator serving 66.7M subscribers across 9 countries.

CEO & Board Member — MUDO (2012 – 2016)

- Full P&L leadership of Türkiye's leading lifestyle retailer — 126 stores, 100,000+ sqm across 26 cities, 2,000+ employees. Led the family business's institutionalization and the Mudo 2.0 transformation; twice a World Retail Awards finalist and the subject of a Harvard Business School case on transformational leadership.

SM / Partner / MD, Products Industry (IGEM) — Accenture (2006 – 2012)

- Sold and delivered 50+ transformation programs in Türkiye & region for clients including Unilever, P&G, Coca-Cola, Renault and Arçelik — building the local industry practice from scratch.

Senior Manager / Manager, Global Business Services (ASG) — Accenture (2001 – 2005)

- Delivered 50+ transformation programs in 25 countries on 5 continents for clients including Clariant, DuPont, Celanese and Infineon; earlier consulting career at PwC & IBM (1996 – 2001).

VALUE TO A BOARD

- AI governance in practice — translates AI strategy, opportunity and risk into board-level oversight, drawing on both operating and investing experience rather than theory.
- Family-business institutionalization — led a founder-owned group's transition to corporate governance as CEO; the journey Harvard now teaches. Directly relevant to family holdings and founder-led scale-ups.
- Investment & capital-allocation judgment — pattern recognition from 2,500+ ventures screened and seven investment committees, applied to M&A, innovation portfolios and CVC oversight.
- An operator's P&L lens — CEO and Deputy CEO experience through turnaround, high-growth and transformation cycles.
- Committee craft — active chair and member roles across audit, risk, governance and remuneration agendas on a listed board.
- Networks that open doors — chair-level roles in Türkiye's technology ecosystem, IFC and international investor relationships.

SPEAKING & THOUGHT LEADERSHIP

Protagonist of the Harvard Business School case “The Transformation of Mudo” (Mayo, Çekin & Çelik), taught on transformational leadership and family-business institutionalization. Keynotes include Future AI Summit ’26, Agile Turkey Summit ’26 and AIKapadokya; speaker at TurkishWIN and women-in-leadership platforms. As chair of Türkiye's AI & Technology Association, a national voice on AI policy and board-level AI literacy.

MANDATE FOCUS

Open to independent board directorships, committee chair roles and selective AI-governance advisory mandates — in Türkiye, Europe, the Gulf and emerging markets. Comfortable in listed-company, family-holding, PE/VC-backed and development-finance governance settings.