Ruslan Gayfullin

Business Operations Manager

+491633735293 | ruslangayfullinde@gmail.com | LinkedIn
Berlin, Germany | Valid German work authorization

Business Operations and Strategy Manager with 10+ years of experience across fast delivery, e-commerce, partner operations, and strategic consulting. Strong track record of building scalable operating models, KPI frameworks, reporting systems, and governance routines that help large teams manage performance, prioritise actions, and improve execution quality. At Uzum, helped scale partner operations across 4,000+ vendors and 25 cities, improving performance visibility, process reliability, issue management, and cross-functional decision-making. Combines analytical problem-solving with hands-on operational execution, senior stakeholder management, and a practical focus on measurable business impact.

EXPERIENCE

UZUM **02/2023 – current**

Leading E-Commerce platform in Central Asia

Senior Partner Operations Manager | CEO Office (remote)

- Built scalable operating processes, governance routines, and performance controls for partner and commercial operations across 25 cities.
- Designed KPI/OKR frameworks, performance dashboards, and reporting routines to track partner health, service quality, uptime, fail rate, churn, refund leakage, issue trends, and operational priorities.
- Created portfolio health monitoring logic for 4,000+ vendors, helping teams identify risk signals, prioritise actions, and improve partner performance.
- Ran recurring leadership and cross-functional review cadences, turning performance data into clear actions, owners, follow-ups, and escalation paths.
- Standardised operational workflows across onboarding, order readiness, partner issue handling, service quality, support escalations, self-service adoption, and integration rollouts.
- Supported capacity and resource prioritisation for new vertical launches, including Last Mile Delivery, Grocery & Retail, by assessing local readiness, partner performance, and operational risks.
- Partnered with Product, Technology, Commerce, Support, Analytics, and external partners to turn operational pain points into process, tooling, and product improvements.
- Supported rollout and adoption of partner-facing tools, self-service features, POS integrations, and operational reporting systems.
- Built playbooks, escalation protocols, and automated reaction logic to improve process reliability and reduce operational overhead for distributed teams..

Achievements:

- Built a data-driven operations function from scratch, creating a scalable control model for multi-city expansion.
- Reduced Vendor Fail Rate by 63% and achieved 97% partner stability through structured root-cause analysis, automation, playbooks, and escalation routines.
- Reduced issue identification and decision-making time by 70%+ through dashboards and data marts used for daily monitoring and leadership reviews.
- Reduced customer churn by 53% by lowering operational failures and improving service reliability across partner operations.
- Reduced customer refunds and apology/compensation costs by 29% by addressing service quality gaps and improving partner-side operational discipline.
- Increased vendor commission rate by an average of 2 percentage points per year through stronger service reliability, assortment quality, and partner experience.
- Improved operational reliability and service quality during a year when the company doubled GMV and reached positive EBITDA.

Strategic Reforms Agency — 06/2022 – 02/2023

Strategic Consulting Agency

Senior Strategy Manager

- Led the design and rollout of a national 2030 strategy across 10 focus areas and 350+ projects, translating complex priorities into structured execution roadmaps.
- Built governance routines and a dashboard tracking 200+ KPIs, improving visibility, ownership, and follow-up across large stakeholder groups.

Agency for Strategic Initiatives — 06/2019 – 05/2022

Strategic Consulting Agency

Project Lead

- Led a nationwide startup acceleration program with 2,000+ participants and 100+ ventures, coordinating research, MVP planning, stakeholder alignment, and go-to-market execution.
- Supported teams in converting early-stage operational ideas into structured pilots, investment cases, and measurable implementation plans.

Strelka KB — 05/2018 – 05/2019

Consulting boutique — Fixed-term contract

Project Manager

- Synthesized complex operational and infrastructure data into decision materials, policy briefs, and implementation tools for public and private stakeholders.
- Contributed to national guidelines for integrated strategic urban development planning adopted across multiple territories.

Municipal Development Agency — 07/2016 – 05/2018

Government department

Project Manager

- Managed end-to-end urban development projects for newly designated territories, coordinating zoning, infrastructure planning, legal inputs, utilities, architects, and external stakeholders.

SKILLS

- **Business Operations & Strategy:** Revenue Operations, Product Operations, Process Improvement, Operational Excellence, Process Design, Planning, Scalability, Business Partnering, Change Management, Stakeholder Management, Cross-Functional Collaboration, Execution Cadence
- **Operations & Delivery:** Project Management, Program Management, Vendor Operations, Partner Operations, Onboarding, Technical Integration, Commercial Compliance, Continuous Improvement, Workflow Optimisation, Automation
- **Data & Analytics:** KPI Management, Dashboards, Forecasting, Reporting, Trend Analysis, Root Cause Analysis, SQL, Python, Tableau, Apache Superset, DataLens, BI Tools
- **Tools :** Jira, Confluence, Zendesk, Miro, Figma, Notion, Partner Portals, POS Integrations, Self-Service Tools.
- **Stakeholder Management:** Account Management, Product, Technology, Commerce, Support, Analytics, Finance, Regional Teams, Senior Leadership

---

LANGUAGES

English - C1 (Advanced) | German - B1 | Russian - C2 (Native)

EDUCATION

Postgraduate Diploma in Data Analysis - INO Yandex EdTech (Yandex Practicum), Russia, 2022

Postgraduate Diploma in Urban Economy - Research Nuclear University MEPhI, Russia, 2020

Master's degree in Management in Public and Municipal Administration - Academy of National Economy and Public Administration (RANEPA), Russia, 2015 (with honors)