

# MIGROS RETAIL ACADEMY: SUCCESS FORMULA FOR RESULTS

MIGROS TİCARET A.Ş.

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# **TURKEY:** **THE CRADLE OF CIVILIZATIONS**



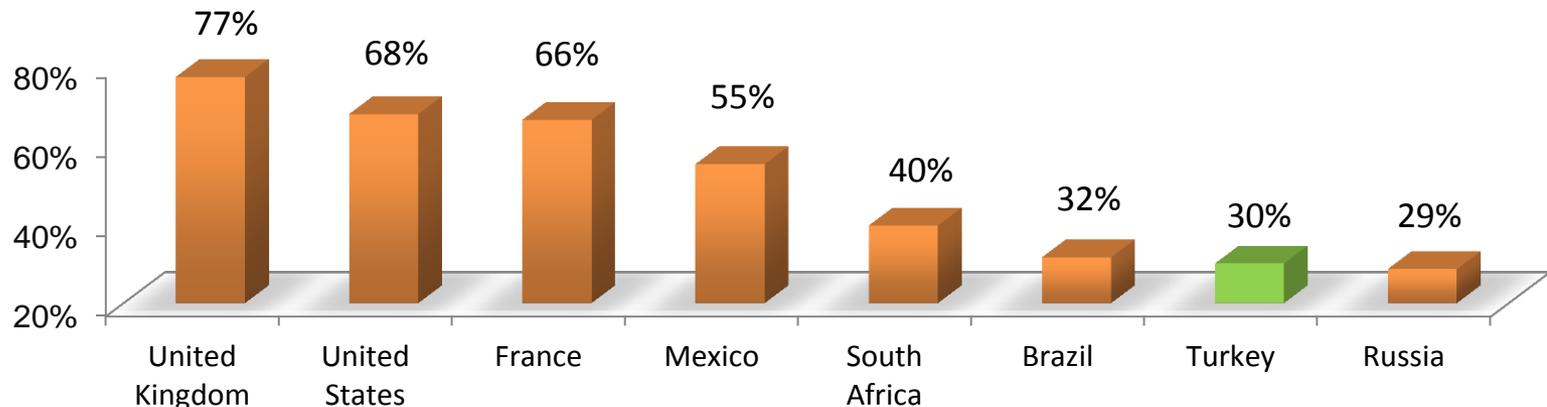
# TURKISH RETAIL: STRONG GROWTH POTENTIAL

## Grocery Sales by Countries

Rank	Country	Grocery Sales 2012 (USD mn)	Grocery Sales per Capita 2012 (USD)	Population (Million)
1	UK	320,359	5.080	63
2	Germany	297,167	3.634	82
3	France	293,288	4.625	65
4	Italy	238,747	3.921	61
5	Turkey	157,590	2,104	76
6	Spain	129,896	2,808	47
7	Poland	85,881	2,246	38

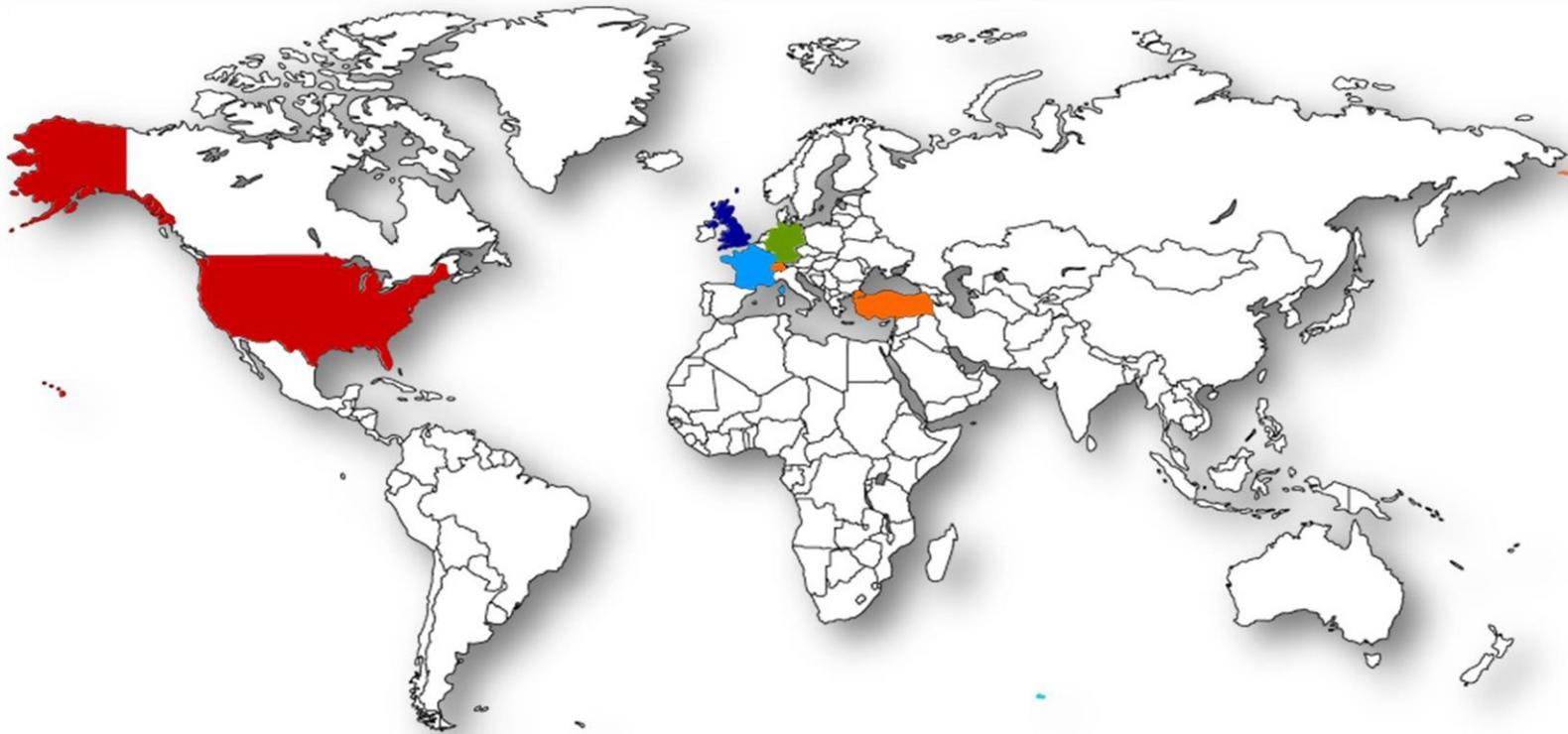
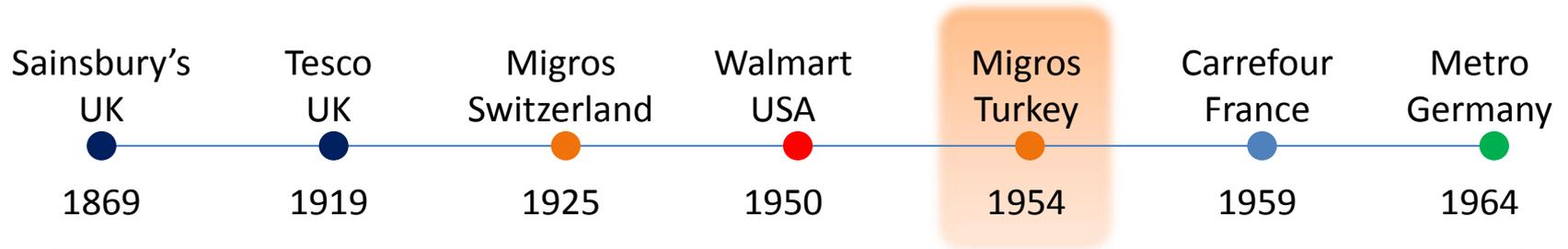
Source: Planet Retail February 2013

## Organized Retail Penetration (2011)



Source: Planet Retail

# MIGROS: 59 YEARS OF RETAIL EXPERIENCE



# MIGROS BY NUMBERS

**3** COUNTRIES

**7** BRANDS

**68** PROVINCES

**959** STORES

**18.000+** EMPLOYEE



# MULTI FORMAT MANAGEMENT

## MiGROS



macro▲center



**5M**  
MiGROS

## Ramstore

# OUR FACTS ARE OUR CHALLENGES

**%98** Internal Promotion Rate

**29** Average Age (Gen Y %70)

**123** Assessments / Per Day

**4** New Employee / Working Hour



# MIGROS RETAIL ACADEMY



# ACADEMY BOARD

CEO

CXOs

Department Managers

External Trainers

Internal Instructors

The HR and T&D Manager



# FACULTIES

Retailing Vocational School of Higher Education

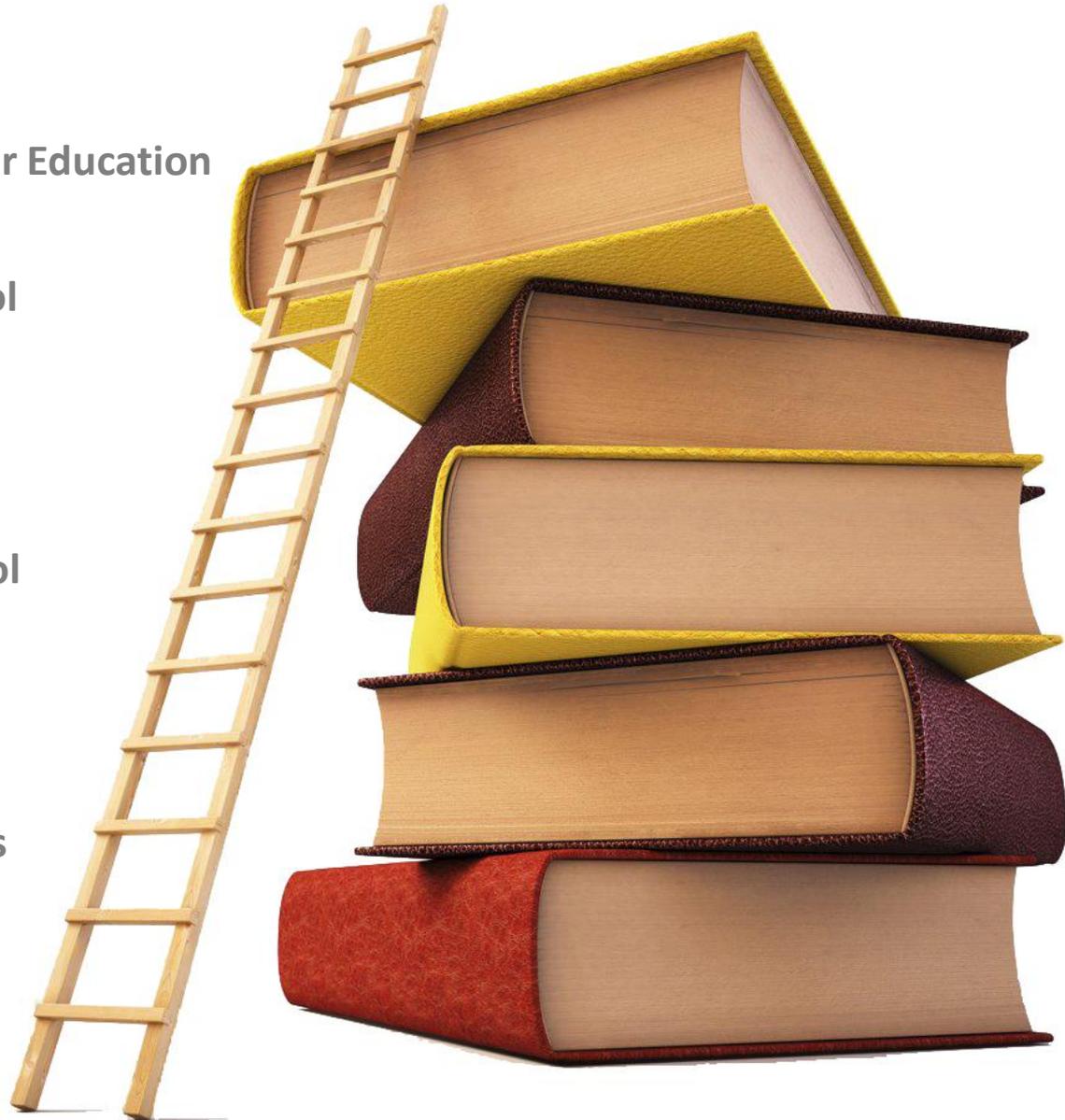
Store Management School

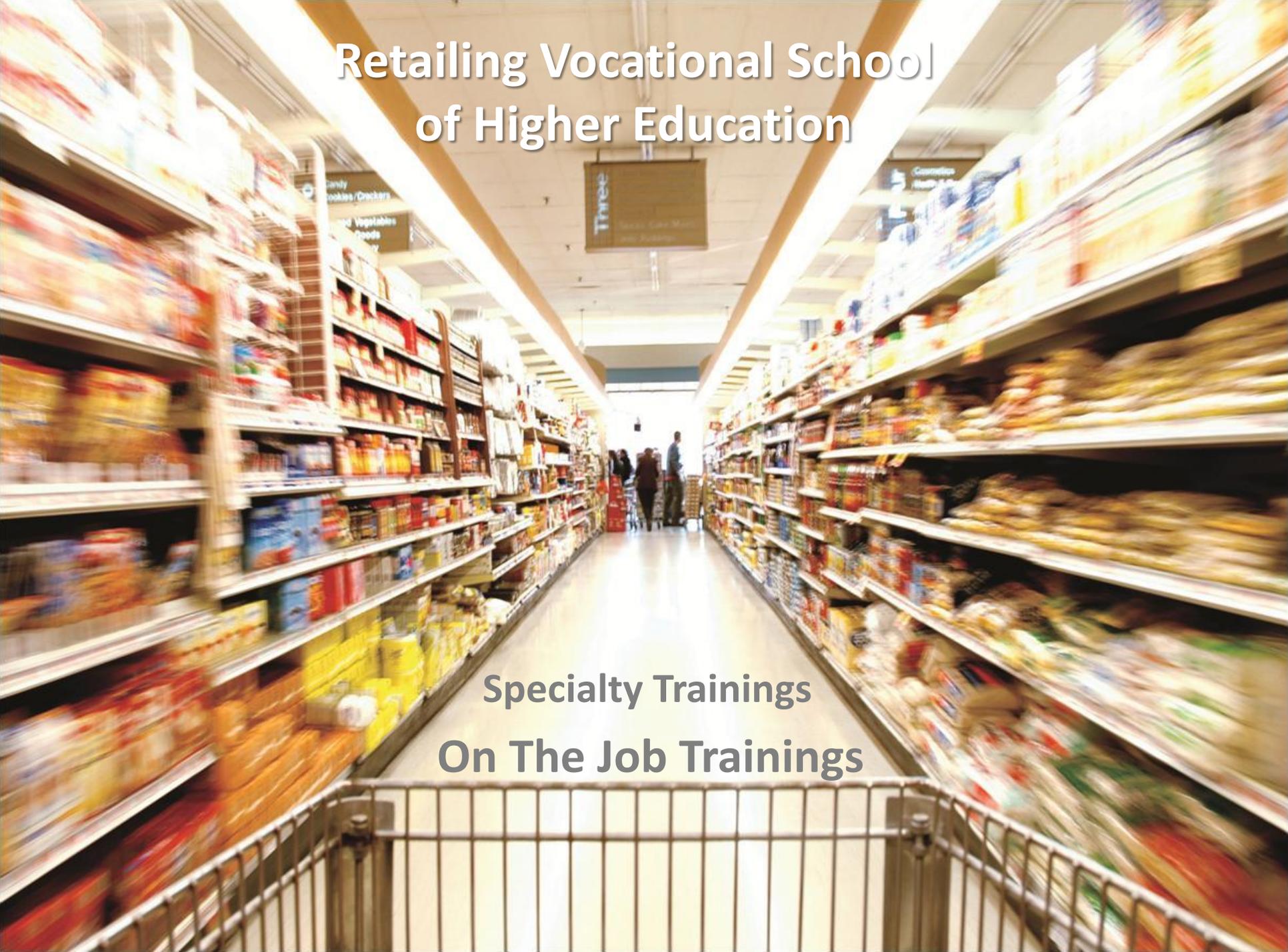
Fresh Food School

Administrative Unit School

Leadership School

Supplementary Programs





# Retailing Vocational School of Higher Education

Specialty Trainings  
On The Job Trainings

# Store Management School



Adaptation Trainings

Mentoring

A collage of three food-related images. The left image shows various cheeses and olives on a wooden board. The middle image shows fresh vegetables like lettuce, red and yellow bell peppers, and a lemon. The right image shows several slices of raw meat on a wooden cutting board.

**Fresh Food School**

**On The Job Training**

**Cross Sale**

**Rituals**

# Administrative Unit School

## Functional Based Training Coaching



# Leadership School



I'm Exploring!

I'm Managing!

I'm Developing!

I'm Steering!

# Supplementary Programs



**Competency Based  
Trainings**

**Foreign  
Languages**

**System-Process  
Trainings**

**Life & Hobby**

# DEVELOPMENT TOOLS

# WE SERVE

Videos

Book Suggestions

Assessment Center

Virtual Classroom

Mentoring Coaching

Articles

Conference

In Class Trainings

Simulations

Membership in  
Professional Association

E- Learning



# ACADEMY BY NUMBERS

	Internal Trainers	Trainer Store Managers	
Training Days	<b>55</b>	<b>108</b>	External Trainers
<b>204.933</b>			<b>60</b>

## Training Days / Employee

**12,44** General

**9,91** Blue Collar

**15,07** Head Office

**33,39** Store Managers



**LEARNERS HAVE**

**LEARNING RESPONSIBILITY**

360-Degree Evaluation  
and Assessment



Development Agreements



# HOW ARE WE CREATING TALENTS? TWO EXAMPLES

## STORE MANAGEMENT DEVELOPMENT PROGRAM



MACRO  
PERSPECTIVE

# STORE MANAGERS

## DEVELOPMENT PROGRAM

**A**NALYSIS

**D**ESIGN

**D**EVELOPMENT

**I**MPLEMENTATION

**E**VALUATION



✓ New stores

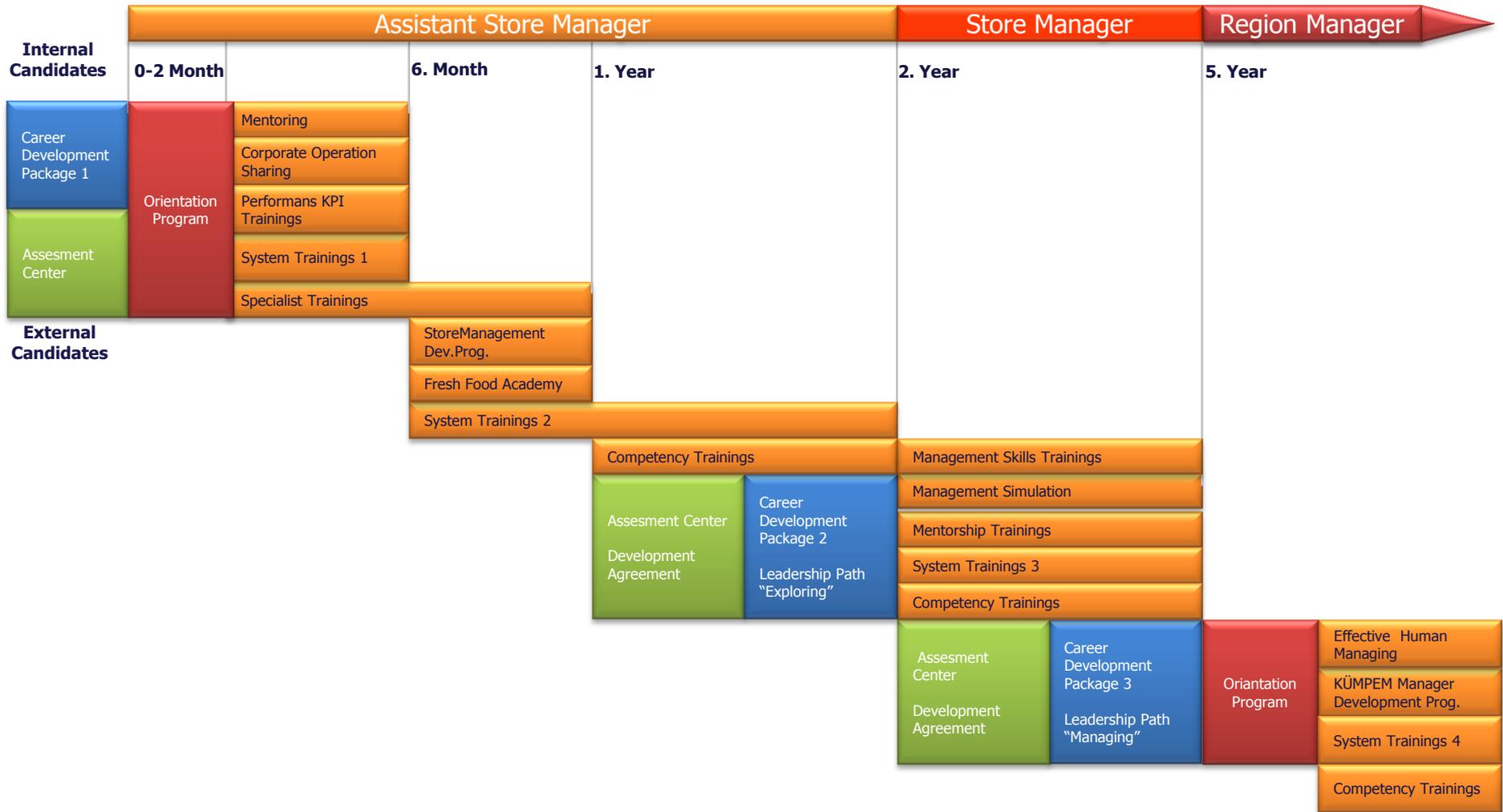
✓ Importance  
of the store  
managers

-70,1,1



%11,2

# STORE MANAGEMENT CAREER AND DEVELOPMENT PATH



# MACROCENTER: EXCLUSIVELY FOR YOU

LUXURY SEGMENT SUPERMARKET

**23** Stores



WIDE RANGE OF "GOURMET"  
PRODUCTS



# FELI TAVUK

YENI  
TAVUK

YENI  
TAVUK

25

25

Meat Type	Price (TL)
Chicken (left)	25
Chicken (middle)	23
Chicken (right)	26
Beef (left)	16.75
Beef (middle)	18.00
Beef (right)	18.00

CAPITAL FELI

YENI  
TAVUK



# SARKÜTER



EXTRA  
BONNUS

ET-TAVUK

KARAMEL  
KURUM

19.90

18.90

19.90

14.90

15.90

11.90

18.90

16.90



# MACRO PERSPECTIVE:

## A VERY SPECIAL DEVELOPMENT PROGRAM



**A**NALYSIS

**D**ESIGN

**D**EVELOPMENT

**I**MPLEMENTATION

**E**VALUATION



# MACRO PERSPECTIVE

ANALYSIS

DESIGN

DEVELOPMENT

IMPLEMENTATION

EVALUATION

NEW COMPETITORS IN THE LUXURY MARKET INDUSTRY  
(UPSCALE) CUSTOMER LOYALTY



# MACRO PERSPECTIVE



INTRODUCE PARTICIPANTS TO LUXURY PRODUCTS  
EXPERIENCE IN FIRST-HAND  
INFORM ABOUT LUXURY BRANDS AND COMPETITORS



IN-CLASS LEARNINGS & WORKSHOPS



CULTURAL DEVELOPMENT (TRIPS)

# MACRO PERSPECTIVE



**DAY 1**

**The Luxury Concept, Brands**



**DAY 2**

**Etiquette Rules, Table Manners, Personal Care, Body Language**



**DAY 3**

**Competitor Analysis**



**DAY 4**

**Wealthy Customer: What Our Customers Expect from Us?**



**DAY 5+**

**CRM and Sales in Luxury: London, New York, Berlin**

# MACRO PERSPECTIVE



**50 STORE MANAGERS**  
**6 DAYS**  
**BOTH DOMESTIC & ABROAD**



# MACRO PERSPECTIVE



**A NEW TRAINING APPROACH:**  
DISTINCT, INNOVATIVE & PROACTIVE

# MACRO PERSPECTIVE



EXPERIENCING  
LUXURY BRANDS



# MACRO PERSPECTIVE



SATISFACTION (4.99 / 5.00)

ANNUAL GROWTH +%15

CUSTOMER LOYALTY +%13

JACK PHILLIPS'  
ROI METHODOLOGY





**THANK**

**YOU**