

COSMETICS SECTOR CASE STUDY

Agile Transformation in Retail Sector

BENEFITS

- Decentralized decision-making processes: Evyap transitioned from centralized decision-making to a decentralized model, enhancing agility.
- Increased operational excellence: The company achieved higher operational excellence through strategic organizational changes.
- New market opportunities: Evyap successfully created new market opportunities by adapting to changing dynamics.
- Increased employee engagement: The organization witnessed improved employee engagement, fostering a more collaborative work environment.



Evyap (full name Evyap Sabun Yağ Gliserin San. ve Tic. A.Ş.) is a Turkish personal care products manufacturing company. It started its activities with soap production in Erzurum in 1927, and later continued with the addition of many categories such as soap, shower gel, shampoo, shaving products, skin care products, scented cosmetics, baby diapers and toothpaste. Evyap is among the top 100 Turkish industrial companies with 4500 employees. [citation needed] It realizes a significant portion of Turkey's exports of soap and personal care products.

CHALLENGES

- Intense competition: The sector had numerous players, demanding strategic differentiation to stay competitive.
- Customer demand for price advantages and quality services: Meeting customer expectations for both price advantages and quality services was crucial.
- Agents as the main sales channel: Agents played a significant role in sales, requiring flexible services, products, and systems.
- Digitalization imperative: Adapting to digitalization was identified as crucial to meet market dynamics and customer expectations.
- Legacy organization silos: Overcoming silos within the organization was necessary for streamlined operations.

SOLUTIONS

- Organizational restructuring: Evyap shifted from a legacy, silo-based organization to a decentralized, category-based structure.
- Value Streams focus: The organization reshaped its structure with a focus on Value Streams, enhancing alignment with customer needs.
- Increased time to market: The company achieved faster time to market through the implementation of self-organized teams.
- Cross-functional teams: New services, products, and cross-functional teams were established to promptly address customer expectations.
- Employee empowerment: Employees were empowered to be decision-makers, fostering a collaborative team environment.
- Strategy to Execution alignment: Evyap linked its strategy to execution using an Agile way of thinking and working.