



BUILDING MATERIALS SECTOR CASE STUDY

Retail Market Transformation Story

BENEFITS

- Increased adaptability: Koçtaş achieved greater adaptability, enabling the company to respond promptly to customer demands.
- Operational excellence: The implementation of strategic solutions led to increased operational efficiency and excellence.
- Improved customer happiness: Customer satisfaction and happiness increased as a result of the company's customer-centric approach.
- Enhanced employee engagement: Employees experienced increased engagement through empowerment and collaborative decision-making.
- Own marketplace: The establishment of Koçtaş's own marketplace provided the company with the power of digital sales channels.
- Simple and up-to-date systems: The company successfully developed easy-to-configure systems, replacing complex and outdated infrastructure.



Koçtaş, the leader of home improvement retailing, with the visionary perspective and approach of the late Vehbi Koç; Koç Ticaret A.Ş. was established in 1955 to serve as a wholesaler of building materials for construction projects. It was founded under the name Koçtaş, which started its business life as a wholesaler and continued as a retailer with its first store opened in İzmir Bornova in 1996, continued to operate in the retail sector with the stores it opened in Antalya Topçular in July 1998 and in İzmir Balçova in December 1998, leaving behind 25 years full of success in this journey. left.

CHALLENGES

- Retail market dynamics: The retail sector is highly competitive with a multitude of players, requiring Koçtaş to navigate and respond to dynamic market conditions.
- Logistics and on-time delivery quality: Ensuring efficient logistics and high-quality on-time delivery posed challenges to the company's operations.
- Manual processes: Koçtaş faced inefficiencies due to the prevalence of manual processes within its operations.
- Rapidly increased digital sales channels: The company needed to adapt to the rapid expansion of digital sales channels in the retail landscape.
- Customer retention and satisfaction: Maintaining customer loyalty and satisfaction became critical in the face of intense competition.
- Complex and legacy system infrastructure: Legacy systems hindered the company's agility and responsiveness to market demands.
- Employee experience and engagement: Enhancing employee engagement and experience was a crucial aspect of the company's transformation.

SOLUTIONS

- Creating own marketplace: Koçtaş established its own marketplace to leverage the power of digital sales channels.
- Innovation in products and services: The company became a pioneer in introducing new products and services, reducing time to market for innovations.
- Customer-centric organization: Koçtaş reshaped its organization with a focus on customer centricity and value streams aligned with customer needs.
- Transformation of operational teams and retail stores: Not only product teams but also operational teams, centers of excellence, and retail stores transformed to enhance agility.
- Cross-functional teams: New services, products, and cross-functional teams were created to promptly address customer expectations.
- Service-based system development: Transitioning from legacy monolog systems to modern, service-based systems improved efficiency.
- Digitalization focus: An Agile Business Unit was formed to accelerate the creation of digital platforms.
- Employee empowerment: Employees were empowered to be decision-makers, fostering a collaborative team environment.