



Retail in Turkey

March 2024

Table of Contents

EXECUTIVE SUMMARY

Retail in 2023: The big picture

Healthy demand for luxury goods

More subdued value growth for e-commerce

What next for retail?

OPERATING ENVIRONMENT

Informal retail

Opening hours for physical retail

Summary 1 - Standard Opening Hours by Channel Type 2023

Seasonality

Black Friday

Ramadan (Eid al Fitr)

MARKET DATA

Table 1 - Sales in Retail by Retail Offline vs Retail: Value E-Commerce2018-2023

Table 2 - Sales in Retail by Retail Offline vs Retail: % Value Growth E-Commerce2018-2023

Table 3 - Sales in Retail Offline by Channel: Value 2018-2023

Table 4 - Sales in Retail Offline by Channel: % Value Growth 2018-2023

Table 5 - Retail Offline Outlets by Channel: Units 2018-2023

Table 6 - Retail Offline Outlets by Channel: % Unit Growth 2018-2023

Table 7 - Sales in Retail E-Commerce by Product: Value 2018-2023

Table 8 - Sales in Retail E-Commerce by Product: % Value Growth 2018-2023

Table 9 - Grocery Retailers: Value Sales, Outlets and Selling Space 2018-2023

Table 10 - Grocery Retailers: Value Sales, Outlets and Selling Space: % Growth 2018-2023

Table 11 - Sales in Grocery Retailers by Channel: Value 2018-2023

Table 12 - Sales in Grocery Retailers by Channel: % Value Growth 2018-2023

Table 13 - Grocery Retailers Outlets by Channel: Units 2018-2023

Table 14 - Grocery Retailers Outlets by Channel: % Unit Growth 2018-2023

Table 15 - Non-Grocery Retailers: Value Sales, Outlets and Selling Space 2018-2023

Table 16 - Non-Grocery: Value Sales, Outlets and Selling Space: % Growth Retailers2018-2023

Table 17 - Sales in Non-Grocery Retailers by Channel: Value 2018-2023

Table 18 - Sales in Non-Grocery Retailers by Channel: % Value Growth 2018-2023

Table 19 - Non-Grocery Retailers Outlets by Channel: Units 2018-2023

Table 20 - Non-Grocery Retailers Outlets by Channel: % Unit Growth 2018-2023

Table 21 - Retail GBO Company Shares: % Value 2019-2023

Table 22 - Retail GBN Brand Shares: % Value 2020-2023

Table 23 - Retail Offline GBO Company Shares: % Value 2019-2023

Table 24 - Retail Offline GBN Brand Shares: % Value 2020-2023

Table 25 - Retail Offline LBN Brand Shares: Outlets 2020-2023

Table 26 - Retail E-Commerce GBO Company Shares: % Value 2019-2023

Table 27 - Retail E-Commerce GBN Brand Shares: % Value 2020-2023

Table 28 - Grocery Retailers GBO Company Shares: % Value 2019-2023

Table 29 - Grocery Retailers GBN Brand Shares: % Value 2020-2023

Table 30 - Grocery Retailers LBN Brand Shares: Outlets 2020-2023

Table 31 - Non-Grocery Retailers GBO Company Shares: % Value 2019-2023

Table 32 - Non-Grocery Retailers GBN Brand Shares: % Value 2020-2023

Table 33 - Non-Grocery Retailers LBN Brand Shares: Outlets 2020-2023

Table 34 - Forecast Sales in Retail by Retail Offline vs Retail E-Commerce: Value 2023-2028

Table 35 - Forecast Sales in Retail by Retail Offline vs Retail: % Value Growth E-Commerce2023-2028

Table 36 - Forecast Sales in Retail Offline by Channel: Value 2023-2028

Table 37 - Forecast Sales in Retail Offline by Channel: % Value Growth 2023-2028
Table 38 - Forecast Retail Offline Outlets by Channel: Units 2023-2028
Table 39 - Forecast Retail Offline Outlets by Channel: % Unit Growth 2023-2028
Table 40 - Forecast Sales in Retail E-Commerce by Product: Value 2023-2028
Table 41 - Forecast Sales in Retail E-Commerce by Product: % Value Growth 2023-2028
Table 42 - Grocery Retailers Forecasts: Value Sales, Outlets and Selling Space 2023-2028
Table 43 - Grocery Retailers Forecasts: Value Sales, Outlets and Selling Space: % Growth 2023-2028
Table 44 - Forecast Sales in Grocery Retailers by Channel: Value 2023-2028
Table 45 - Forecast Sales in Grocery Retailers by Channel: % Value Growth 2023-2028
Table 46 - Forecast Grocery Retailers Outlets by Channel: Units 2023-2028
Table 47 - Forecast Grocery Retailers Outlets by Channel: % Unit Growth 2023-2028
Table 48 - Non-Grocery Retailers Forecasts: Value Sales, Outlets and Selling Space 2023-2028
Table 49 - Non-Grocery Retailers Forecasts: Value Sales, Outlets and Selling Space: % Growth 2023-2028
Table 50 - Forecast Sales in Non-Grocery Retailers by Channel: Value 2023-2028
Table 51 - Forecast Sales in Non-Grocery Retailers by Channel: % Value Growth 2023-2028
Table 52 - Forecast Non-Grocery Retailers Outlets by Channel: Units 2023-2028
Table 53 - Forecast Non-Grocery Retailers Outlets by Channel: % Unit Growth 2023-2028

DISCLAIMER

SOURCES

Summary 2 - Research Sources

Convenience Retailers in Turkey

KEY DATA FINDINGS

2023 DEVELOPMENTS

Significant number of outlet openings 2023
Yildiz leads in terms of outlets
Continued growth for forecourt retailers

PROSPECTS AND OPPORTUNITIES

Further opening of outlets over forecast period
Convenience stores benefit from ownership by larger grocery retailers
Private label key to growth over forecast period

CHANNEL DATA

Table 54 - Convenience Retailers: Value Sales, Outlets and Selling Space 2018-2023
Table 55 - Convenience Retailers: Value Sales, Outlets and Selling Space: % Growth 2018-2023
Table 56 - Sales in Convenience Retailers by Channel: Value 2018-2023
Table 57 - Sales in Convenience Retailers by Channel: % Value Growth 2018-2023
Table 58 - Convenience Retailers GBO Company Shares: % Value 2019-2023
Table 59 - Convenience Retailers GBN Brand Shares: % Value 2020-2023
Table 60 - Convenience Retailers LBN Brand Shares: Outlets 2020-2023
Table 61 - Convenience Retailers Forecasts: Value Sales, Outlets and Selling Space 2023-2028
Table 62 - Convenience Retailers Forecasts: Value Sales, Outlets and Selling Space: % Growth 2023-2028
Table 63 - Forecast Sales in Convenience Retailers by Channel: Value 2023-2028
Table 64 - Forecast Sales in Convenience Retailers by Channel: % Value Growth 2023-2028

Supermarkets in Turkey

KEY DATA FINDINGS

2023 DEVELOPMENTS

Focus on essential products

Migros continues to expand aggressively

Supermarkets compete through aggressive pricing strategies

PROSPECTS AND OPPORTUNITIES

Discounters pose threat

Focus on building online presence

Continued focus on developing private label ranges

CHANNEL DATA

Table 65 - Supermarkets: Value Sales, Outlets and Selling Space 2018-2023

Table 66 - Supermarkets: Value Sales, Outlets and Selling Space: % Growth 2018-2023

Table 67 - Supermarkets GBO Company Shares: % Value 2019-2023

Table 68 - Supermarkets GBN Brand Shares: % Value 2020-2023

Table 69 - Supermarkets LBN Brand Shares: Outlets 2020-2023

Table 70 - Supermarkets Forecasts: Value Sales, Outlets and Selling Space 2023-2028

Table 71 - Supermarkets Forecasts: Value Sales, Outlets and Selling Space: % Growth 2023-2028

Hypermarkets in Turkey

KEY DATA FINDINGS

2023 DEVELOPMENTS

Further increase in constant value sales in 2023

Migros continues to dominate

Hypermarkets stall expansion

PROSPECTS AND OPPORTUNITIES

Slower growth than over review period

Larger and more varied selection of imported and premium products remains a key pull for hypermarkets

Private label plays a bigger role

CHANNEL DATA

Table 72 - Hypermarkets: Value Sales, Outlets and Selling Space 2018-2023

Table 73 - Hypermarkets: Value Sales, Outlets and Selling Space: % Growth 2018-2023

Table 74 - Hypermarkets GBO Company Shares: % Value 2019-2023

Table 75 - Hypermarkets GBN Brand Shares: % Value 2020-2023

Table 76 - Hypermarkets LBN Brand Shares: Outlets 2020-2023

Table 77 - Hypermarkets Forecasts: Value Sales, Outlets and Selling Space 2023-2028

Table 78 - Hypermarkets Forecasts: Value Sales, Outlets and Selling Space: % Growth 2023-2028

Discounters in Turkey

KEY DATA FINDINGS

2023 DEVELOPMENTS

Discounters lead grocery retailing environment in Turkey

Sok registers highest value growth

Affordable pricing and product variety keys to success

PROSPECTS AND OPPORTUNITIES

Discounters best performing grocery channel over forecast period

Intense competition over forecast period

Degree of premiumisation over forecast period

CHANNEL DATA

Table 79 - Discounters: Value Sales, Outlets and Selling Space 2018-2023

Table 80 - Discounters: Value Sales, Outlets and Selling Space: % Growth 2018-2023

Table 81 - Discounters GBO Company Shares: % Value 2019-2023

Table 82 - Discounters GBN Brand Shares: % Value 2020-2023

Table 83 - Discounters LBN Brand Shares: Outlets 2020-2023

Table 84 - Discounters Forecasts: Value Sales, Outlets and Selling Space 2023-2028

Table 85 - Discounters Forecasts: Value Sales, Outlets and Selling Space: % Growth 2023-2028

Small Local Grocers in Turkey

KEY DATA FINDINGS

2023 DEVELOPMENTS

Further closing of outlets in 2023

Soaring inflation puts further pressure on small local grocers

Many small local grocers turn to home delivery of bottled water

PROSPECTS AND OPPORTUNITIES

Fall in constant value sales over forecast period

Yildiz looking to partner with small local grocers

Building a sense of community and diversifying products keys to growth

CHANNEL DATA

Table 86 - Small Local Grocers: Value Sales, Outlets and Selling Space 2018-2023

Table 87 - Small Local Grocers: Value Sales, Outlets and Selling Space: % Growth 2018-2023

Table 88 - Small Local Grocers GBO Company Shares: % Value 2019-2023

Table 89 - Small Local Grocers GBN Brand Shares: % Value 2020-2023

Table 90 - Small Local Grocers LBN Brand Shares: Outlets 2020-2023

Table 91 - Small Local Grocers Forecasts: Value Sales, Outlets and Selling Space 2023-2028

Table 92 - Small Local Grocers Forecasts: Value Sales, Outlets and Selling Space: % Growth 2023-2028

General Merchandise Stores in Turkey

KEY DATA FINDINGS

2023 DEVELOPMENTS

Department stores much more popular than variety stores in Turkey

Department store Boyner Buyuk Magazacilik goes from strength to strength

Department stores launch private label ranges

PROSPECTS AND OPPORTUNITIES

Department stores poised for growth amid economic recovery

Moderate constant value growth for variety stores over forecast period

Flexible payment options drive value sales in department stores

CHANNEL DATA

Table 93 - General Merchandise Stores: Value Sales, Outlets and Selling Space 2018-2023

Table 94 - General Merchandise Stores: Value Sales, Outlets and Selling Space: % Growth 2018-2023

Table 95 - Sales in General Merchandise Stores by Channel: Value 2018-2023

Table 96 - Sales in General Merchandise Stores by Channel: % Value Growth 2018-2023

Table 97 - General Merchandise Stores GBO Company Shares: % Value 2019-2023

Table 98 - General Merchandise Stores GBN Brand Shares: % Value 2020-2023

Table 99 - General Merchandise Stores LBN Brand Shares: Outlets 2020-2023

Table 100 - General Merchandise Stores Forecasts: Value Sales, Outlets and Selling Space 2023-2028

Table 101 - General Merchandise Stores Forecasts: Value Sales, Outlets and Selling Space: % Growth 2023-2028

Table 102 - Forecast Sales in General Merchandise Stores by Channel: Value 2023-2028

Table 103 - Forecast Sales in General Merchandise Stores by Channel: % Value Growth 2023-2028

Apparel and Footwear Specialists in Turkey

KEY DATA FINDINGS

2023 DEVELOPMENTS

Consumers trade down, as inflation still bites

Increased use of technology enhances in-store customer experience

Soaring costs leads to outlet closures

PROSPECTS AND OPPORTUNITIES

Muted constant value growth over the forecast period

Fast fashion poses a threat

Increased demand for luxury items over forecast period

CHANNEL DATA

Table 104 - Apparel and Footwear: Value Sales, Outlets and Selling Space Specialists 2018-2023

Table 105 - Apparel and Footwear: Value Sales, Outlets and Selling Space: % Growth Specialists 2018-2023

Table 106 - Apparel and Footwear Specialists GBO Company Shares: % Value 2019-2023

Table 107 - Apparel and Footwear Specialists GBN Brand Shares: % Value 2020-2023

Table 108 - Apparel and Footwear Specialists LBN Brand Shares: Outlets 2020-2023

Table 109 - Apparel and Footwear Specialists Forecasts: Value Sales, Outlets and Selling Space 2023-2028

Table 110 - Apparel and Footwear Specialists Forecasts: Value Sales, Outlets and Selling Space: % Growth 2023-2028

Appliances and Electronics Specialists in Turkey

KEY DATA FINDINGS

2023 DEVELOPMENTS

Fall in constant value sales in 2023

Media Markt/Saturn opens state-of-the-art outlet

Arçelik maintains its lead

PROSPECTS AND OPPORTUNITIES

Outlook positive over forecast period

Concept of experimental retail continues to evolve

Consumers seek top-of-the range offerings

CHANNEL DATA

Table 111 - Appliances and Electronics Specialists: Value Sales, Outlets and Selling Space 2018-2023

Table 112 - Appliances and Electronics Specialists: Value Sales, Outlets and Selling Space: % Growth 2018-2023

Table 113 - Appliances and Electronics Specialists GBO Company Shares: % Value 2019-2023

Table 114 - Appliances and Electronics Specialists GBN Brand Shares: % Value 2020-2023

Table 115 - Appliances and Electronics Specialists LBN Brand Shares: Outlets 2020-2023

Table 116 - Appliances and Electronics Specialists Forecasts: Value Sales, Outlets and Selling Space 2023-2028

Table 117 - Appliances and Electronics Specialists Forecasts: Value Sales, Outlets and Selling Space: % Growth 2023-2028

Home Products Specialists in Turkey

KEY DATA FINDINGS

2023 DEVELOPMENTS

Fall in constant value sales for home improvements in 2023
More affordable flat-pack and modular furniture in demand
Significant consolidation over review period

PROSPECTS AND OPPORTUNITIES

Modest constant value growth over forecast period
Increased focus on sustainability
Further consolidation over forecast period

CHANNEL DATA

Table 118 - Home Products: Value Sales, Outlets and Selling Space Specialists 2018-2023
Table 119 - Home Products: Value Sales, Outlets and Selling Space: % Growth Specialists 2018-2023
Table 120 - Sales in Home Products Specialists by Channel: Value 2018-2023
Table 121 - Sales in Home Products Specialists by Channel: % Value Growth 2018-2023
Table 122 - Home Products Specialists GBO Company Shares: % Value 2019-2023
Table 123 - Home Products Specialists GBN Brand Shares: % Value 2020-2023
Table 124 - Home Products Specialists LBN Brand Shares: Outlets 2020-2023
Table 125 - Home Products Specialists Forecasts: Value Sales, Outlets and Selling Space 2023-2028
Table 126 - Home Products Specialists Forecasts: Value Sales, Outlets and Selling Space: % Growth 2023-2028
Table 127 - Forecast Sales in Home Products Specialists by Channel: Value 2023-2028
Table 128 - Forecast Sales in Home Products Specialists by Channel: % Value Growth 2023-2028

[Health and Beauty Specialists in Turkey](#)

KEY DATA FINDINGS

2023 DEVELOPMENTS

Beauty specialists perform strongly in 2023
Grocery retailer Migros opens beauty chain
Further consolidation for optical retailers

PROSPECTS AND OPPORTUNITIES

Strong performance from beauty specialist retailers
Players push sales through price promotions and payment plans
Increasing competition from other retail channels

CHANNEL DATA

Table 129 - Health and Beauty: Value Sales, Outlets and Selling Space Specialists 2018-2023
Table 130 - Health and Beauty: Value Sales, Outlets and Selling Space: % Growth Specialists 2018-2023
Table 131 - Sales in Health and Beauty Specialists by Channel: Value 2018-2023
Table 132 - Sales in Health and Beauty Specialists by Channel: % Value Growth 2018-2023
Table 133 - Health and Beauty Specialists GBO Company Shares: % Value 2019-2023
Table 134 - Health and Beauty Specialists GBN Brand Shares: % Value 2020-2023
Table 135 - Health and Beauty Specialists LBN Brand Shares: Outlets 2020-2023
Table 136 - Health and Beauty Specialists Forecasts: Value Sales, Outlets and Selling Space 2023-2028
Table 137 - Health and Beauty Specialists Forecasts: Value Sales, Outlets and Selling Space: % Growth 2023-2028
Table 138 - Forecast Sales in Health and Beauty Specialists by Channel: Value 2023-2028
Table 139 - Forecast Sales in Health and Beauty Specialists by Channel: % Value Growth 2023-2028

[Vending in Turkey](#)

KEY DATA FINDINGS

2023 DEVELOPMENTS

Fall in constant value sales in 2023
Migros opens first vending machine store
Technology improving vending experience

PROSPECTS AND OPPORTUNITIES

Rosy outlook over forecast period
Vending machines selling quality coffee set to increase
Vending represents significant cost saving for retailers

CHANNEL DATA

Table 140 - Vending by Product: Value 2018-2023
Table 141 - Vending by Product: % Value Growth 2018-2023
Table 142 - Vending GBO Company Shares: % Value 2019-2023
Table 143 - Vending GBN Brand Shares: % Value 2020-2023
Table 144 - Vending Forecasts by Product: Value 2023-2028
Table 145 - Vending Forecasts by Product: % Value Growth 2023-2028

[Direct Selling in Turkey](#)

KEY DATA FINDINGS

2023 DEVELOPMENTS

Continued fall in constant value sales in 2023
Farmasi and Avon continue to lead direct selling
Cultural relevance ensures continued growth of direct selling

PROSPECTS AND OPPORTUNITIES

Muted constant value growth over forecast period
Direct sellers adjust to the online space
Increased demand for premium products over forecast period

CHANNEL DATA

Table 146 - Direct Selling by Product: Value 2018-2023
Table 147 - Direct Selling by Product: % Value Growth 2018-2023
Table 148 - Direct Selling GBO Company Shares: % Value 2019-2023
Table 149 - Direct Selling GBN Brand Shares: % Value 2020-2023
Table 150 - Direct Selling Forecasts by Product: Value 2023-2028
Table 151 - Direct Selling Forecasts by Product: % Value Growth 2023-2028

[Retail E-Commerce in Turkey](#)

KEY DATA FINDINGS

2023 DEVELOPMENTS

Modest current value increase in 2023
E-commerce retailers offer value-added services to differentiate
Payments landscape developing at fast pace

PROSPECTS AND OPPORTUNITIES

Rosy outlook over forecast period
Marketplaces continue to lead
Efficient delivery key differentiator in online space

CHANNEL DATA

Table 152 - Retail E-Commerce by Channel: Value 2017-2022

Table 153 - Retail E-Commerce by Channel: % Value Growth 2017-2022

Table 154 - Retail E-Commerce by Product: Value 2017-2022

Table 155 - Retail E-Commerce by Product: % Value Growth 2017-2022

Table 156 - Retail E-Commerce GBO Company Shares: % Value 2018-2022

Table 157 - Retail E-Commerce GBN Brand Shares: % Value 2019-2022

Table 158 - Forecast Retail E-Commerce by Channel: Value 2022-2027

Table 159 - Forecast Retail E-Commerce by Channel: % Value Growth 2022-2027

Table 160 - Forecast Retail E-Commerce by Product: Value 2022-2027

Table 161 - Forecast Retail E-Commerce by Product: % Value Growth 2022-2027

About Euromonitor International

Euromonitor International is an independent market intelligence provider. Data, insight and analysis stem from in-the-field research spanning 210 national markets.

Content ranges from the in-depth and country-specific, to key strategic themes with a global range and significance. Products cover a comprehensive range of insights and market data, but can be broadly categorised as:

- **Strategy Briefings:** Global or regional in scope, and focussing on the most important themes shaping consumer demand, the key markets, competitive environment and future outlook across a range of industries.
- **Company Profiles:** Analysis dedicated to the world's most significant companies, with detailed insight into their activities, focus of operations, their competitors, their geographic presence and performance.
- **Country Reports:** For an in-depth understanding of specific countries, whether by industry, economic metrics or consumer trends and lifestyles. These reports cover current trends, consumer demand, market potential and future prospects, with country-specific local insight and comprehensive data, unavailable elsewhere.

For more information on this report, further enquiries can be directed via this link www.euromonitor.com/retail-in-turkey/report.