

# 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 Specialists2018-2023  
Table 119 - Home Products: Value Sales, Outlets and Selling Space: % Growth Specialists2018-2023  
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 Specialists2018-2023  
Table 130 - Health and Beauty: Value Sales, Outlets and Selling Space: % Growth Specialists2018-2023  
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](http://www.euromonitor.com/retail-in-turkey/report).