

# Collaboration for Healthier Lives Turkey

**MiGROS**  
TİCARET A.Ş.

**WELLBEING  
JOURNEY** 



Healthier  
Lives

**KPMG**



**DANONE**  
ONE PLANET. ONE HEALTH

[www.tcgfhealthierlives.com](http://www.tcgfhealthierlives.com)





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## About CHL



The Consumer Goods Forum (CGF) Coalition, Collaboration for Healthier Lives (CHL), is about making it easier for people around the world to adopt healthier lives for themselves and their families. It's about making healthier decisions easier and habitual for people in every community around the world. It is a global movement led by manufacturers, retailers, public health authorities and local communities, delivering local movements in communities worldwide. There are currently nine CHL initiatives running across 14 countries.

As a collective, members of the CGF, and their partners, are exploring, experimenting, innovating and evolving business models to support positive change, while sharing data and knowledge at scale, cross industry. Health is not a competitive advantage; it's a basic necessity.

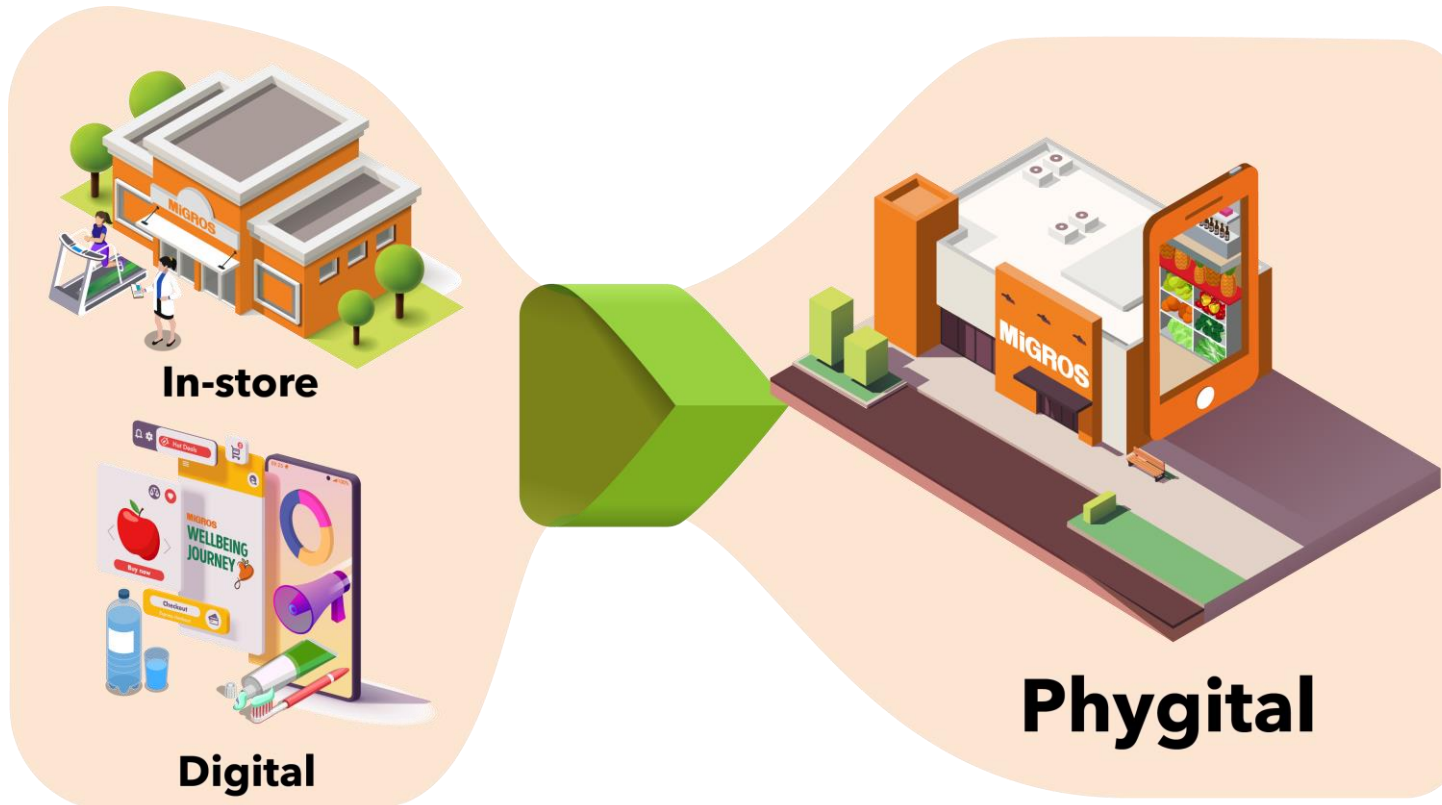
And, it's clear no company can solve this issue alone. Collaboration is needed at scale and across sectors if the consumer goods industry is to play the necessary role in the health and wellbeing of people.

# About Migros WellBeing Journey



Migros WellBeing Journey, the CHL Turkey initiative, was created by Migros Ticaret in April 2018.

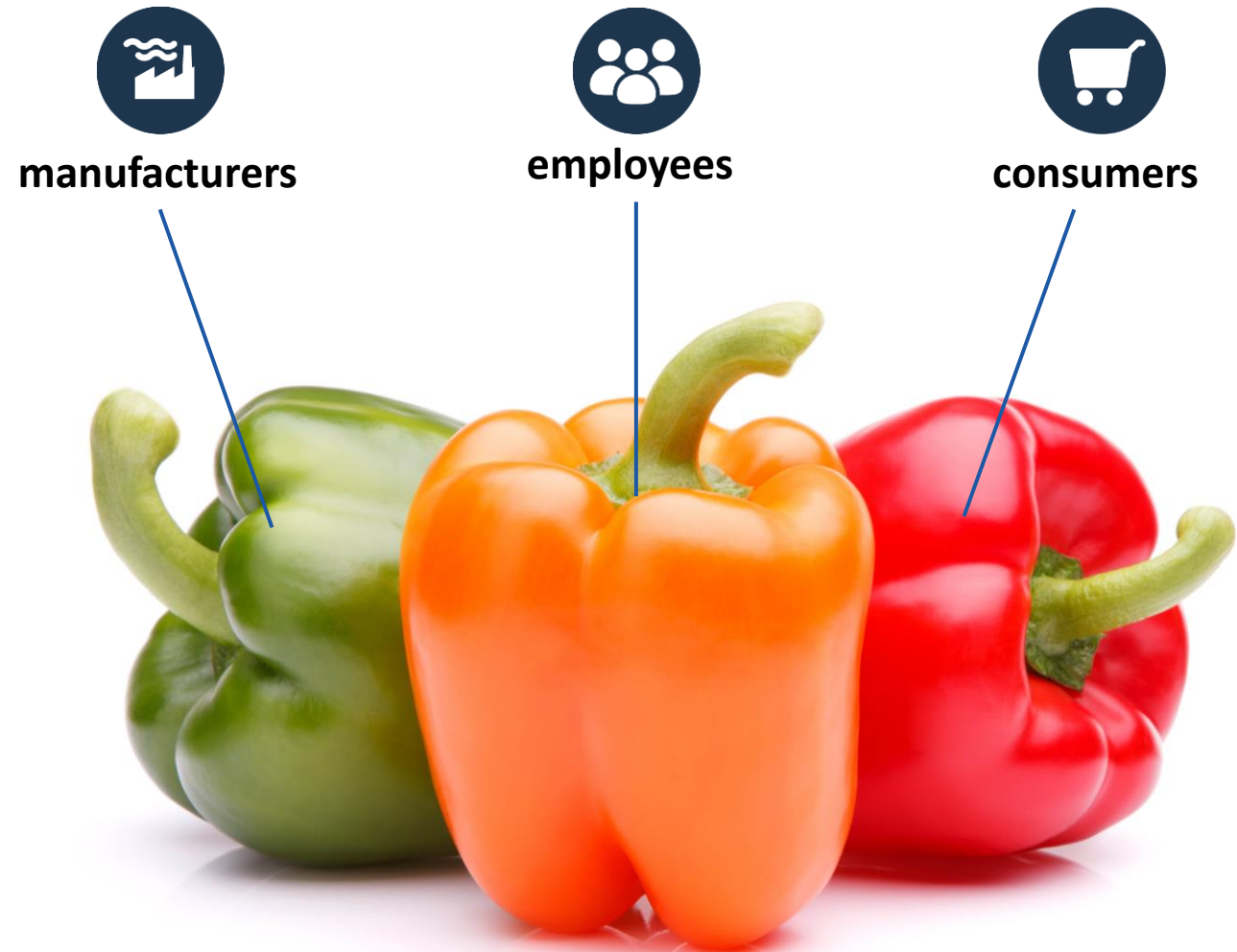
The WellBeing journey is based on a holistic approach towards building a healthy society. We integrated both in-store and digital activities to create a 'Phygital' approach.



Technology enabled us to simplify and personalise messages for our consumers. Our aim is to reach a large audience by scaling up rapidly and driving a sustainable programme.

We also developed the Balanced Nutrition Index (BNI) with KPMG Turkey to effectively show how close consumers' baskets are to the ideal balanced nutrition.

We created shared values by working collaboratively with government, academia, NGOs and





**The Turkish Ministry** of Health endorsed our initiative and allowed us to use and reference their resources for balanced nutrition.

We also partnered with the **Turkish Dental Association** to focus on oral and dental care.

## Balanced Nutrition

Co-chair



İyi Beslen, Mutlu Yaşa



The Healthy Hydration Company™



## Oral & Dental Care



## Wellbeing Offers

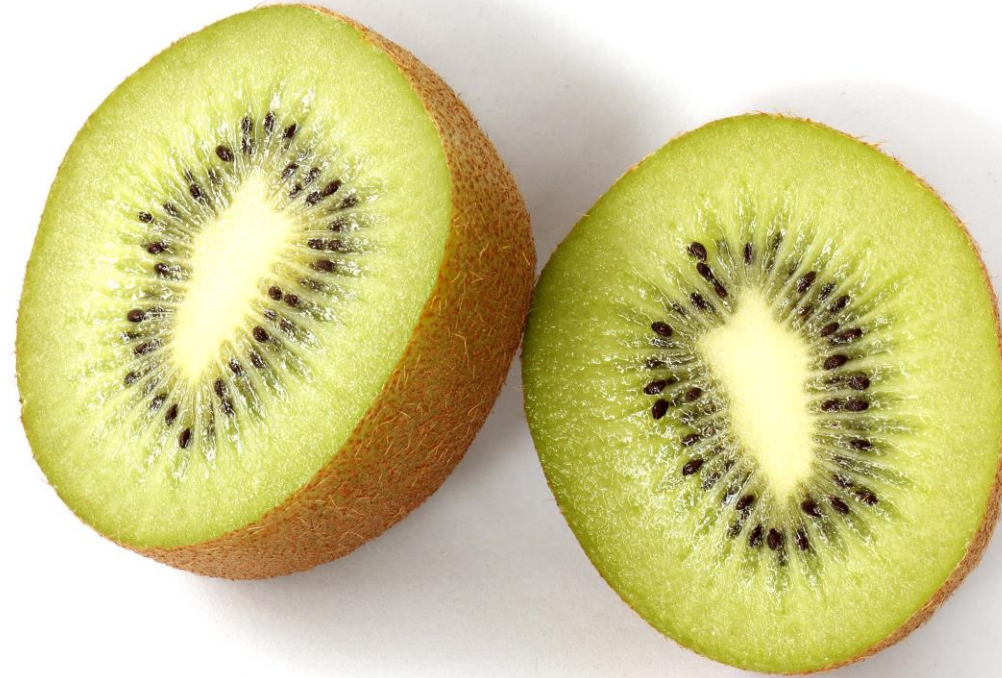


50 manufacturers

Our journey began with 11 manufacturers and after two years, more than 50 are supporting our WellBeing Journey.

In Q4 2019, Danone Turkey joined Migros Ticaret to Co-Chair the initiative.

**ANADOLU**<sup>®</sup>  
In Affiliation with  
JOHNS HOPKINS MEDICINE



**KPMG**

The number of CHL Turkey partners is constantly growing. Recently, Anadolu Medical Center (affiliated to Johns Hopkins Medicine) and KPMG Turkey have joined us as Academic Partner and Measurement Methodology Development and Reporting Partner, respectively.





Özgür Tort, CEO of Migros Ticaret, gave his full support and launched the programme himself at a press conference in April 2018. Özgür Tort co-chairs the CGF's Board of Directors alongside Emmanuel Faber, Chairman and CEO of Danone. Together with the 56 CEOs on the Board, they are helping drive positive change globally and lead our industry's development from the frontlines.

# CHL Roadmap



# Phase 1

## Balanced Nutrition

## Phase 1 Balanced Nutrition

The first phase of the Migros WellBeing Journey started in April 2018 and focused on Balanced Nutrition.

An exclusive section was created on the Migros Mobile application for the WellBeing Journey programme, where consumers were able to see two pie-charts side-by-side. The one on the left shows the ideal daily calorie distribution according to the main food groups and the one on the right shows the reality of the consumer's own basket. Behind these simple charts, there is an algorithm that calculates each food category by calorie.

The aim of these charts is to encourage consumers to reduce the difference between the two charts as much as possible.

Consumers get a personalised WellBeing message, informing them which food groups are lacking. This helps them to reconsider their shopping and eating habits. Consumers also receive special offers on products that match their nutritional needs.



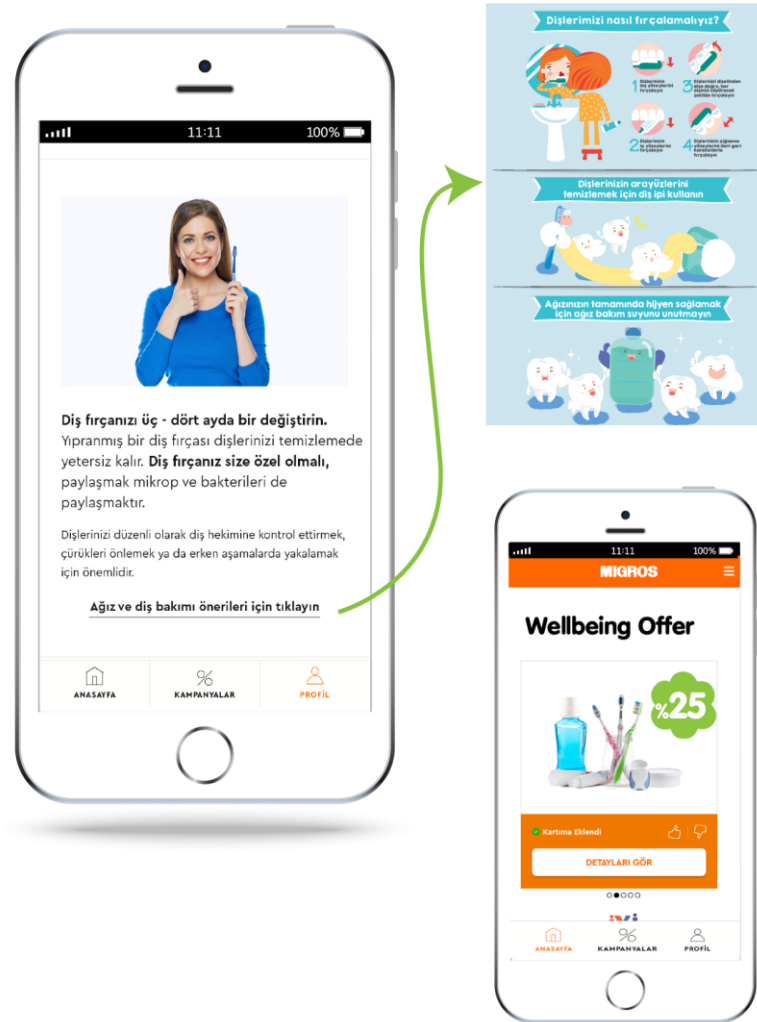
# Phase 2

## Oral & Dental Health



In September 2018, awareness-raising activities on oral and dental health were added to the programme. During the in-store activities organised in cooperation with the Turkish Dental Association and the leading companies in this field, training on correct brushing, flossing and mouthwash techniques was provided to consumers.

In addition, by adding oral care messages to the WellBeing Journey tab on the Migros mobile app, we provided personalised offers to each of our consumers on the oral care product that was missing based on shopping data. For example, toothbrushes should be replaced every 3-4 months and thus the system prompts consumers when it is time to replace it by providing a special offer.



# In-store activities

Along with the mobile app, we organised in-store activities to boost the impact of the programme. Consumers received face-to-face training on balanced nutrition and oral care by dietitians and dentists. These events were supported with in-store marketing messages to attract consumer attention in-store.

We participated in outdoor activities and festivals to reach potential consumers. We also organised our own 4-day festival entitled 'Migros Better Future Festival'.

In total, we reached more than 100,000 consumers through face-to-face events.





## In-store activities







## In-store activities

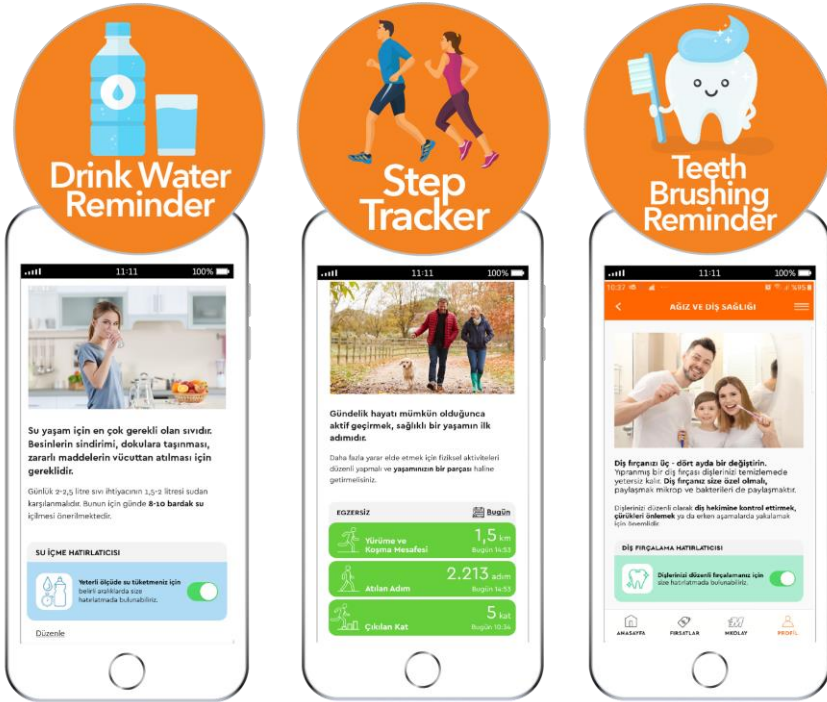




# Phase 3 Interactive Digital Advice

### Phase 3 Interactive Digital Advice

We enhanced our mobile app by providing interactive digital advice. These are personalised health reminders tailored to the individual's daily habits that encourages them to exercise, stay hydrated and take care of their dental hygiene.



# Employee Engagement

From the beginning of the programme, we are constantly encouraging our employees to become WellBeing Journey Ambassadors in order to spread the message and lead by example.

We used digital and mobile channels to involve our employees. Prior to launching the programme at a national level, we provided our employees with online training and got them to test drive the mobile app.

In the last quarter of 2019, we relaunched our project to our employees with updated trainings, exclusive WellBeing offers and discounts for them. When our employees opened the Migros Mobile application, they received pop-up messages that directed them to the WellBeing Journey section, allowing them to see their personalised offers.

We also improved the visibility of our project by placing information banners , visuals and free-standing boards in our stores and in our Head Office.

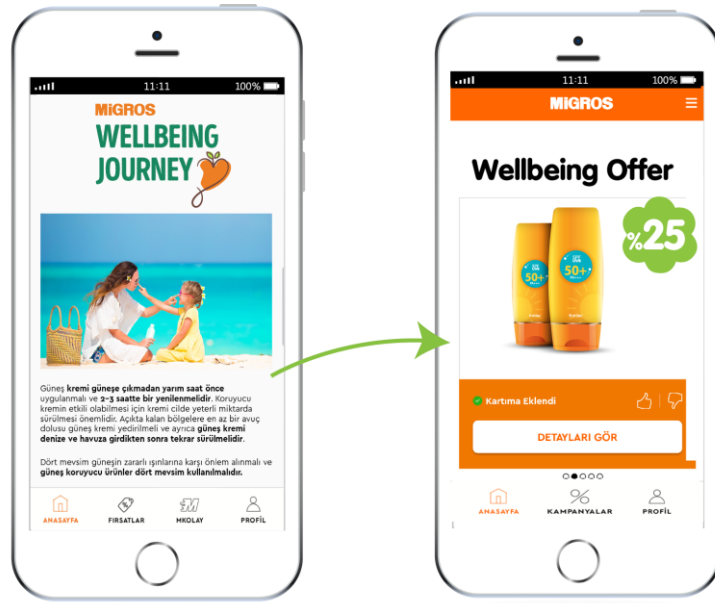


# Phase 4 Sun Protection

## Phase 4 Sun Protection

Healthy skin greatly impacts a healthy body. We started this phase of the journey with the aim of providing proper skin care tips.

We added in-app messages about sun protection and promoted offers on skin protection products.



# Growing Healthy with Migros Project

We aim to ensure effective behavioral changes by including children in our activities and raising awareness on public health. To that end, we have been running the "Growing Healthy with Migros" project since 2016 to further strengthen the awareness among children on healthy and good living.

Store tours for children at 396 Migros stores in 70 cities were carried out by our volunteer store managers who invited the children in the neighborhood and their families to visit the stores. During these tours, children learn from the benefits of fruits and vegetables and product control processes until they reach the shelves to good agricultural practices and tips for correct label reading.

Children also learn about the benefits of waste collection bins in stores and their contribution to a better future by recycling their waste. We combined Wellbeing Journey store events with children store tours as of 2018. The "Migros Healthy Growth Guide" is given to children as a gift during the tours where the importance of balanced nutrition and exercise is emphasised. To date, 176,122 children have participated in the awareness raising events as part of the Growing Healthy with Migros project.





# Phase 5 Customised Informative Videos



## Phase 5 Customised Informative Videos

In collaboration with Anadolu Medical Center, we provide customised informative videos on the Migros mobile app. At the beginning of the project, consumers received a personalised wellbeing text message pointing out the food groups that are missing from their diets. Since the beginning of 2020, we have provided personalised videos to our consumers promoting a balanced nutrition according to their own food consumption.

We prepared short videos with dietitians from the Anadolu Medical Center, who emphasise the importance of each food group, their nutritional value and the positive impact on immune systems. Each consumer gets a tailored-made video according to their needs.



People informed



3,500,000



1,500,000



# Family Clubs

We believe that families should be healthy and well-educated to ensure the productivity and strength of the community as a whole. With this in mind, we launched 'Family Clubs' in collaboration with District Community Education Centers to support the development of skills for women, men and children of all ages.

Operating across a diverse geographical area, our 'Family Clubs' offer free of charge vocational and skills training courses as well as opportunities to socialise with people that share similar interests.

'Family Clubs' operates within Migros stores in 29 locations across Turkey and provides training courses in 105 highly diverse fields to more than 112,193 members. Each course allocates time for 'Wellbeing Journey' trainings along with other topics such as cooking, embroidery, marbling, ceramic and wood painting, oil painting, pilates, foreign language training, sign language, diction, photography and robot programming etc.





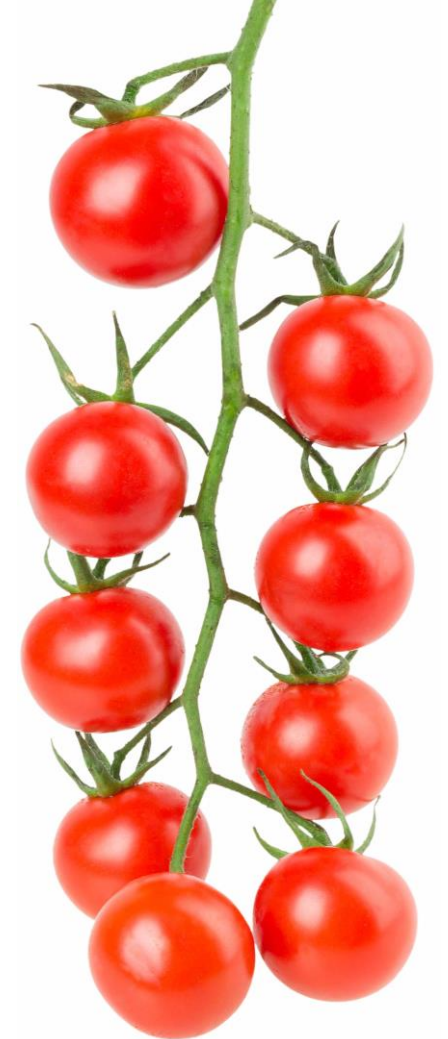
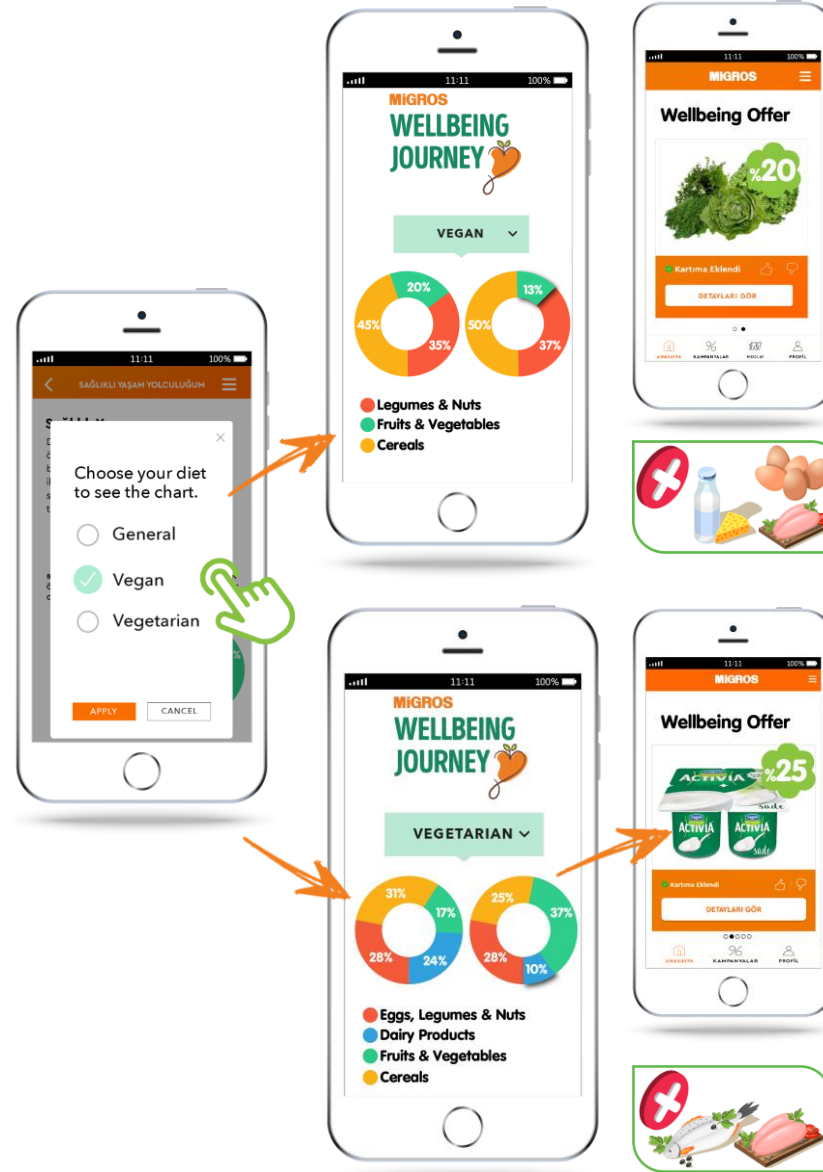
# Phase 6 Balanced Nutrition for Vegans and Vegetarians

## Phase 6

### Balanced Nutrition for Vegans and Vegetarians

Our ideal daily calorie distribution chart, according to the main food groups, addressed regular nutrition habits. To overcome this, we started working on personalised ideal chart according to special nutrition preferences by starting with vegetarians and vegans. In collaboration with Anadolu Medical Center, we updated the ideal consumption table for vegans and vegetarians in the Migros Mobile application.

We removed the animal-related products from their ideal consumption tables and revised our WellBeing Offers.



# Migros Better Future Festival

The first brand- driven retail fair in Turkey, the 'Migros Better Future Festival' brought together producers, suppliers, farmers, employees and consumers that are part of the Migros' value chain. The four-day festival provided a platform for 4,000 brands and more than 400 suppliers to promote their products at their own stands. The festival also marked the first appearance of an authentic farm experience, complete with live animals including goats, cattle, sheep, chicken and turkeys. The festival, which also featured a fully equipped Migros store, was attended by 50,000 visitors. 'Migros Better Future Festival' had a number of celebrity guests, who delivered engaging discussions on health, sports, nutrition, self-care, personal development, music and entertainment. The festival's kitchen was joined by renowned chefs who prepared delicious meals and shared recipes with visitors.





# Phase 7 'Drive Well Bundle' with Danone

## Phase 7 'Drive Well Bundle' with Danone

We launched the 'Drive Well Bundle' marketing campaign with Danone Turkey. Migros Ticaret has dedicated stores in gas stations where people mainly get snacks for the road. We are offering them healthy choices by bundling Danone smoothies with sandwiches.

These smoothies contain 50% less sugar than concentrated fruit juices and are in accordance with the World Health Organization's (WHO) criteria for healthy products. We are bundling these products with healthy food alternatives and providing these bundles with discounted prices. With this campaign, we aim to provide drivers with healthy food during their travels and focus on road with balanced blood glucose levels.





# Phase 8

## Pandemic Impact - Promoting Immune Enhancer Foods at Stores





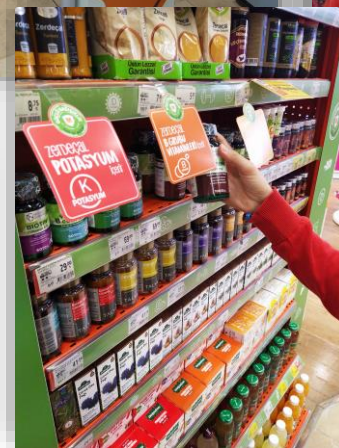
## Phase 8

### Pandemic Impact - Promoting Immune Enhancer Foods at Stores



With the emergence of Covid-19, we developed 'Migros Better Future Support Package', focusing on our employees, our consumers (particularly senior citizens and the most vulnerable), producers and farmers, and health care professionals. The aim of this package is to empower them through collaborations, value-added and life-facilitating services, financial contributions, and hygiene and health-wise solutions.

Along with these practices, we branded all our stores to address immune enhancer foods with their nutritional value and their impact on our immune systems.



**Strong  
Immune  
System**



# Results

## Results

Since the beginning of the WellBeing Journey until the end of Q2 2020, we have reached out to approximately 2 million consumers through our app. According to last year's results, we had 320,000 WellBeing Journey 'action takers' who took steps towards a healthier lifestyle through our offers and our interactive digital advice.

Another way of looking at the effectiveness of our WellBeing Journey is to divide the users of the app into 'action-takers' and 'potentials' (i.e. non-action takers) and analyse their behaviour. The action-takers created an additional sales growth of 23% in comparison with the potentials and the basket size increased up to 46 units through year-on-year data. It also means an additional 10 store visits.

Our WellBeing Journey project won 7 international awards. It was presented at world retail summits in Berlin, Lisbon, London, Monaco, Tokyo and Warsaw.



## Action-Takers



Extra Sales Growth  
(per consumer)

**+ 23 %**



Basket Size

**+46 units**



Store Visit Frequency

**+10 Store Visits**

## Potentials



# Results

 **One Year Result**



**2 Million Consumers Reached**

**320,000 Action-Takers**





**BN**  
Balanced Nutrition  
**INDEX**

**M**  
MIKROS



# BALANCED NUTRITION INDEX (BNI)

## What is BNI?

Balanced Nutrition Index (BNI) is a uniquely developed methodology that tracks nutrition scores of Migros' consumers and particularly their progress in terms of healthier food choices based on their purchases. The methodology has been effectively leveraged in order to see the progress within Migros WellBeing Journey.

The index focuses on measuring the distribution of main food groups in consumers' baskets and it aims to transform consumers' purchasing habits to a "balanced" way, which is structured and recommended by a health authority.

In general, the methodology is applied based on the comparison of two different data sets that are "actual" and "reference". Actual data is a result of consumers' purchases, whereas reference data is recommended daily calorie consumption breakdown in terms of main food groups that is provided by The Turkish Ministry of Health.

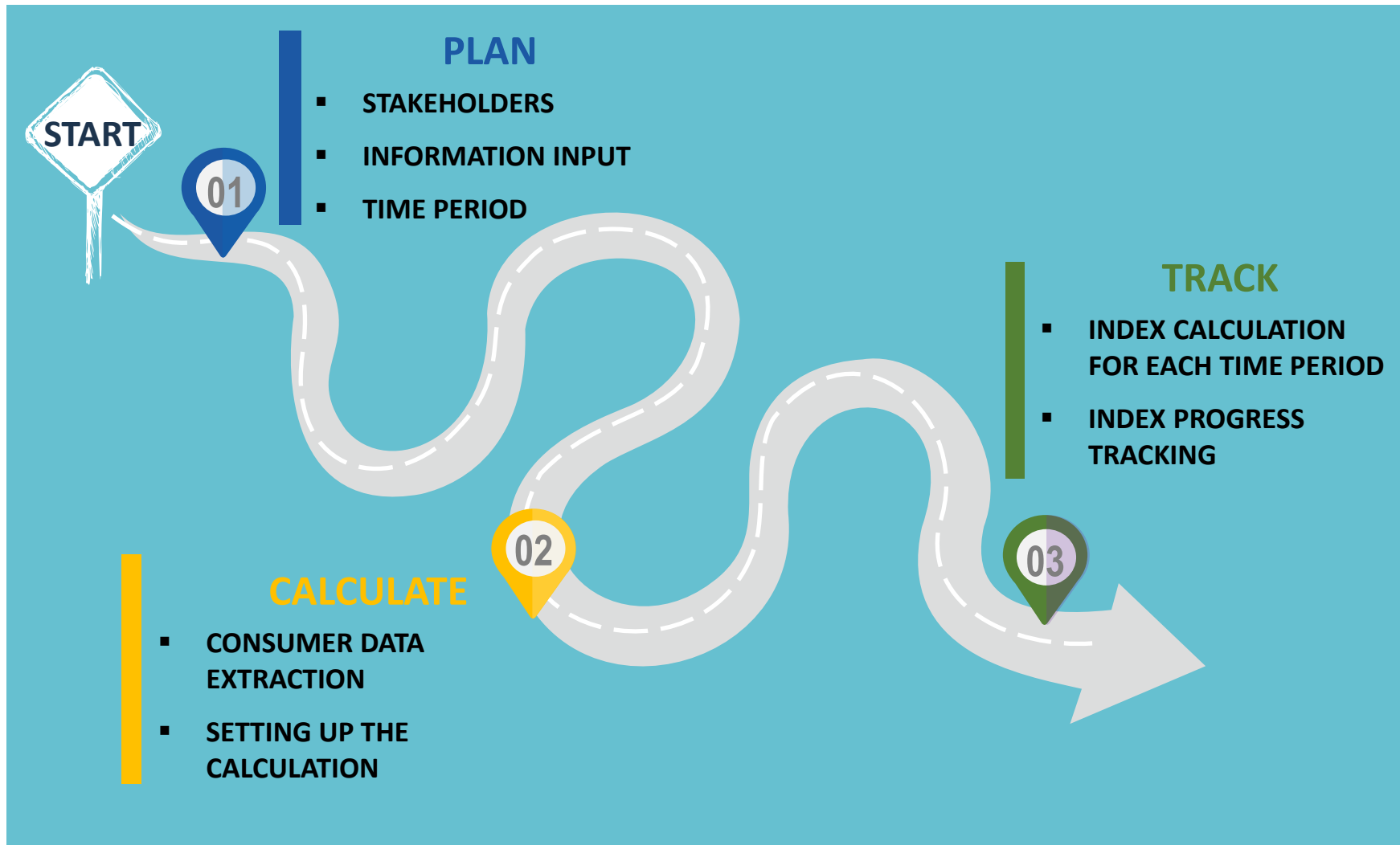
## What are the main outstanding points of BNI?

BNI is believed to be effectively adopted by the majority of the companies in CHL Initiative, as the methodology is based on an easily applicable methodology.

BNI can be applied to various data sets with different natures. The philosophy behind this index calculation is leveraging "actual" and "reference" data, which is sufficient for performing the calculation.

The index allows for an effective track on the progress towards healthier baskets.

# Balanced Nutrition Index – Migros Case





## GUIDELINE

### STAKEHOLDERS

Stakeholders refer to all companies and other public/private organisations that provide input to the calculation. There are two main stakeholders in the BNI calculation: The company whose results are calculated and tracked, and a public or private authority that provides the “reference” (ideal) nutrition data to be taken as the “base” of the calculation.

### INFORMATION INPUT

There are two main sources of information considered in the BNI calculation:

1. Consumer purchasing data (Actual)
2. Recommended nutrition table provided by the authority (Reference or ideal)

First of all, these two data groups are supposed to be identical to each other in terms of food groups in order to perform healthy comparison analysis.

The scope of the consumer data is defined clearly in order to be sustainable in all steps through the calculation. The first step is to set the framework of the “engaged” consumers (e.g. Physical, online, omni-channel, loyalty program) and define their purchasing based on given food groups.

Secondly, the reference (ideal) nutrition data of an authority (e.g. Ministry of Health, World Health Organization, Universities) is determined as the base in order to compare the consumers’ purchasing data.

### TIME PERIOD

Time period refers to time intervals to perform the calculations. It covers two different aspects that are the time period of the consumer purchase data and index calculation intervals.

After identifying the definition of engaged consumers in information input step, time period for collecting each consumer’s purchase data is set in order to cover the “regular” consumers. The time period is recommended to be relatively extensive (monthly, quarterly etc.) in order to include “regular” consumers in the calculation and eliminate outlier data points.

The timeframe for calculation the overall index is set, guided by the CHL initiative.



## Migros Case

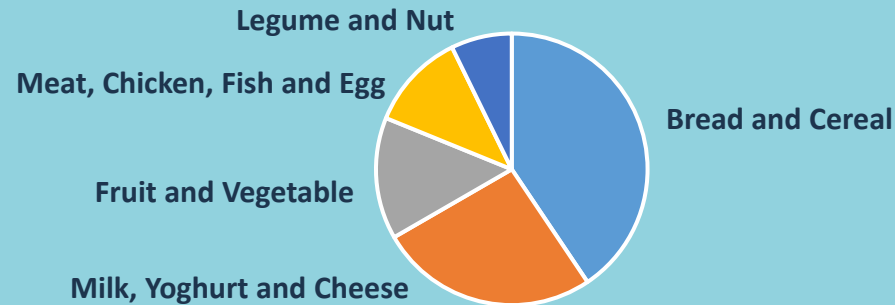
### STAKEHOLDERS

The two stakeholders involved in the BNI calculation are Migros Ticaret A.Ş. and the Turkish Ministry of Health. The 'Recommended Daily Calorie Consumption Breakdown' table, which is prepared based on the Ministry's Nutrition Guidance, is used as the reference (ideal) nutrition and as the base for comparison.

### INFORMATION INPUT

Engaged consumers represent the consumers who use the Migros Mobile Application and respond to at least 1 online offer or display their Wellbeing Journey tables and messages and / or used interactive digital advices on the application in the past 1 year. These consumers are defined as "action takers".

The 'Recommended Daily Calorie Consumption Breakdown' based on the Turkish Ministry of Health's data is used as the reference nutrition table.



### TIME PERIOD

Regular consumers represent a sub-group of engaged consumers, who shop in at least 3 of the last 6 catalog terms. The starting point for the BNI calculation is April 2018, which is when Migros started the CHL initiative. The following analysis periods are December 2018, December 2019 and June 2020.



**GUIDELINE****CONSUMER DATA EXTRACTION**

Each engaged consumer's data is extracted and analysed based on the framework of information input and time period steps.

Consumers' nutrition scores are prepared based on their total purchasing during the given time period.

**TIME PERIOD**

For each defined time period, BNI is calculated based on the deviation of nutrition scores of the engaged and regular consumers (Actual) from the reference (ideal) nutrition data of the authority for each defined food group. The index is calculated by adding up the absolute values of deviation in main food groups and subtracting total deviation value from 100.

**METHODOLOGY**

The methodology of the calculation is as follows:

1. Calculate each engaged consumer's score/scores (S) based on the recommended daily calorie consumption breakdown of main food groups (X1-5) in the given time period;
2. Define the reference (ideal) nutrition data provided by the authority for each identical food group (X);
3. Calculate the total deviation of each engaged consumer based on identified food groups. Deviation in each food group is calculated by taking the absolute value of the difference between the consumer's purchase and the authority's recommended consumption
  - Total Deviation =  $(|S1 - X1| + |S2 - X2| + |S3 - X3| + |S4 - X4| + |Sn - Xn|) / 2$
4. Subtract the total deviation from 100 in order to find out the total score (Individual Balanced Nutrition Index); and
5. Take the average of BNI scores to calculate the overall Index.

## Migros Case

### CONSUMER DATA EXTRACTION

Purchase data of engaged and regular consumers are extracted based on the time period identified in the previous step.

Extracted data covers each engaged and regular consumer's total purchases from the previous year.

The consumers' purchase data is segmented identical to the Recommended Daily Calorie Consumption based on the Turkish Ministry Health's Nutrition Guidance in order to conduct a healthy comparison analysis

### SETTING UP THE CALCULATION

While calculating the total deviation of each engaged and regular consumer in each time period, purchase data of five main food groups are taken into computation including: bread and cereal; milk, yoghurt and cheese; fruit and vegetable; meat, chicken, fish and egg; and legumes and nuts.



**GUIDELINE****INDEX CALCULATION**

Index calculation is performed for each time period

**TIME PERIOD**

The index difference is tracked between each time period. Considering the calculation is done by subtracting the total deviation from 100, converging to 100 in Balanced Nutrition Index score stands for converging to reference / ideal table as a sign of transforming to a healthier purchasing environment



## Migros Case

### CONSUMER DATA EXTRACTION

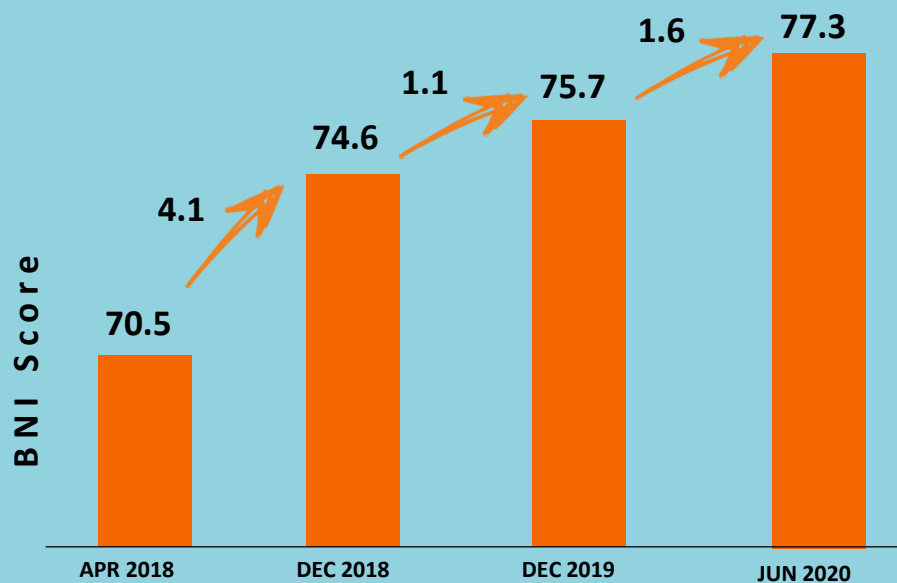
Migros has been tracking BNI scores every 3 months since April 2018.

### SETTING UP THE CALCULATION

Migros has shown outstanding track-record in improving its balanced nutrition index score.

The score currently shows a sustainable convergence to 100.

Progress in Migros' Balance Nutrition Index Score in given time periods:





## About The Consumer Goods Forum

The Consumer Goods Forum (“CGF”) is a global, parity-based industry network that is driven by its members to encourage the global adoption of practices and standards that serves the consumer goods industry worldwide. It brings together the CEOs and senior management of some 40 retailers, manufacturers, service providers, and other stakeholders across 70 countries, and it reflects the diversity of the industry in geography, size, product category and format. Its member companies have combined sales of EUR 3.5 trillion and directly employ nearly 10 million people, with a further 90 million related jobs estimated along the value chain. It is governed by its Board of Directors, which comprises more than 55 manufacturer and retailer CEOs. For more information, please visit: [www.theconsumergoodsforum.com](http://www.theconsumergoodsforum.com).



## About Migros Ticaret A.Ş.

Migros Ticaret A.Ş. is the leading supermarket chain of the Turkish food retail sector, which was founded in 1954. Migros has an omni-channel structure in order to get closer to the consumers, operating supermarkets, premium supermarkets under Migros (M, MM, MMM, 5M and Migros Jet) and Macrocenter brands, food service wholesale and also online & mobile retailing in all over Turkey. Its abroad operations with Ramstore brand are located in Kazakhstan and North Macedonia. Migros Sanal Market (e-commerce channel) is Turkey’s first, largest and most widely used e-commerce website focusing on fresh food. Migros Ticaret A.Ş. offers the widest range of good agriculture, good meat and high-quality products at the best prices and with outstanding consumer service, and offers the basic needs of households with the best prices in the market, without compromising on quality. Migros Ticaret A.Ş. categorize its sustainability priorities and focus areas, namely environmental, social and economic, under 12 headings as part of Migros Better Future Plan. Accordingly, Migros Ticaret A.Ş. is the first and only retailer to be listed in the Borsa İstanbul Sustainability Index six years in a row. In addition, Migros has been selected among the “CDP Turkey Climate Leaders” for three years due to the company’s plans and efforts combatting climate change. Migros Ticaret A.Ş. is an executive member of the Consumer Goods Forum and the only Turkish company within the One Planet Business for Biodiversity (OP2B) coalition. For more information, visit [www.migroskurumsal.com/en](http://www.migroskurumsal.com/en)



## About Danone

Danone is a leading multi-local food and beverage company building on health-focused and fast-growing categories in 3 businesses: Essential Dairy & Plant-Based products, Waters and Specialized Nutrition. With its ‘One Planet. One Health’ frame of action, which considers the health of people and the planet as intimately interconnected, Danone aims to inspire healthier and more sustainable eating and drinking practices. With a purpose to bring health through food to as many people as possible, and corresponding social, societal and environmental objectives set out in its articles of association, Danone commits to operating in an efficient, responsible and inclusive manner, in line with the Sustainable Development Goals (SDGs) of the United Nations. Danone’s portfolio includes leading international brands (Actimel, Activia, Alpro, Aptamil, Danette, Danio, Danonino, evian, Nutricia, Nutrilon, Volvic, among others) as well as strong local and regional brands (including AQUA, Blédina, Bonafont, Cow & Gate, Horizon Organic, Mizone, Oikos, Prostokvashino, Silk, Vega). For more information, visit [www.danone.com](http://www.danone.com)



## About KPMG

### KPMG Global:

KPMG is a global network of independent member firms offering audit, tax and advisory services. Through helping other organizations mitigate risks and grasp opportunities, KPMG drives positive, sustainable change for clients, its people and society at large.

KPMG member firms operate in 147 countries, collectively employing more than 219,000 people, serving the needs of business, governments, public-sector agencies, not-for-profits and through member firms’ audit and assurance practices, the capital markets. KPMG is committed to quality and service excellence in all that we do, bringing our best to clients and earning the public’s trust through our actions and behaviours both professionally and personally.

### KPMG Turkey:

“KPMG Turkey” is a professional services firm and a member of the KPMG network of independent member firms affiliated with KPMG International Cooperative, a Swiss entity. As a professional service firm KPMG Turkey delivers Audit, Assurance, Tax and Advisory services. Operating in Turkey since 1982 with its 3 offices İstanbul (headquarter), İzmir and Ankara and had an average of 1.700 personnel. For more information, visit [www.kpmg.com](http://www.kpmg.com)

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