

# The Transformation of Mudo

## Case Study Analysis

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## Introduction

The following is the analysis on transformation of Mudo : a Turkish retailer company which has been in retail scene for more than 50 years.

In 2012,Mudo took a big step for its future; bringing an outsider CEO to enhance company's operations and turn into a company operating by not only following founder's decisions but well-analysed facts, needs of sector conditions, global trends.

### History : While years are passing by

Mudo was founded in 1964.

Evaluating its last 50 years,there were different sub-brands created,different expanding strategies tried at Mudo.A “General McArthur” type character - Mr Mudo’s (Mustafa Taviloglu) vision and character helped company to survive during up and down movement of social and political situations in Turkey.

To evaluate Mudo’s initiatives in the company history ; it is best to start with creation of Mudo Collection then going through Mudo Accessories.These initiatives followed by an opportunity - creation of Mudo Outlet during financial crisis in country.Later launch of successful FTS64 in 2007 , by Mr Mudo’s son Ömer Taviloglu, proves company's commitment to success and business continuity.

Besides all Mudo passed through, emerge on change to new generation and new company structure was coined by advisory board members.

### Time for Change : One-man-show can't last forever

Entering 1990’s then 2000’s, bunch of companies entered Turkish market.Some later decided to exit some continued their operations.Global player’s forced most of local brands and Mudo to change their vision in marketing,management,offerings in order to stick with competition.

In 2011, Mudo did something very hard for a company managed by an owner who does not hesitate to micromanage and wants every decision to be made by himself.

### New CEO : New Structure , New Plans

While working as a partner in Accenture ; Barış Karakullukçu’s good relationship with Mr Mudo, her result oriented ,successful experiences brought the offer to be Mudo’s CEO during its transformation.

Karakullukçu addressed problems in IT, growth and efficiency.A bottom-up organizational change was inevitable.Reshaping organization kicked off with new allocations, evaluation of new roadmap.She recruited high-performers for key roles.She took the next step to apply a well planned,time-based transformation program and

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appointing various sized projects. Moreover, KPI based evaluation was applied during this process which will eventually bring effectiveness in operations. These were milestones of transformation to turn the things around.

In immersion period first 100 days were test-drive for new structure. It turned out that an effective inventory management, improvement in logistics, reducing customer complaints, sustaining apparel creativity were next things done.

### The Hard Part

Bridging father & son was not an easy assignment. Under these circumstances challenging owners demands, vision and plans needed one to have a result-oriented strong character, trustworthiness, perseverance and commitment. Barış was a successful leader to gain confidence of company owners and shareholders.

To measure her success, financials climbing up, satisfaction of board members, making decisions to be delegated to management team can provide enough input.

### Conclusion

Case is a decision case on reasons and consequences of transformation from a family company to a corporate structure.

Sure there are some downsides of bringing an outside CEO that resulted passing through hold, immersion, reshaping phases ran on 2 years time. Considering Mudo's big leap forward, it is not hard to see that Karakullukçu's influence and decisions were fruitful.

Corporate structure change is a never-ending process. To keep up with the progression in sector fast adaptable organization and restrained growth is a reasonable path to choose.