



Ata Holding

Ata Holding at a Glance

- 35 companies



- 4 continents



- 7 countries



- 2 Billion USD



- 35,000 employees



- 8 different sectors



Ata Group of Companies



FINANCE



FOOD



TOURISM



İZMİR ENTERNASYONEL
OTELCİLİK A.Ş.

TEXTILE

ESCADA

TECHNOLOGY

ATP

TRADESOFTE

TRADESOFTE



CONSTRUCTION



LOGISTIC



SERVICE



Global Presence



Our Legacy– Ata Construction

World's 3rd largest
dam

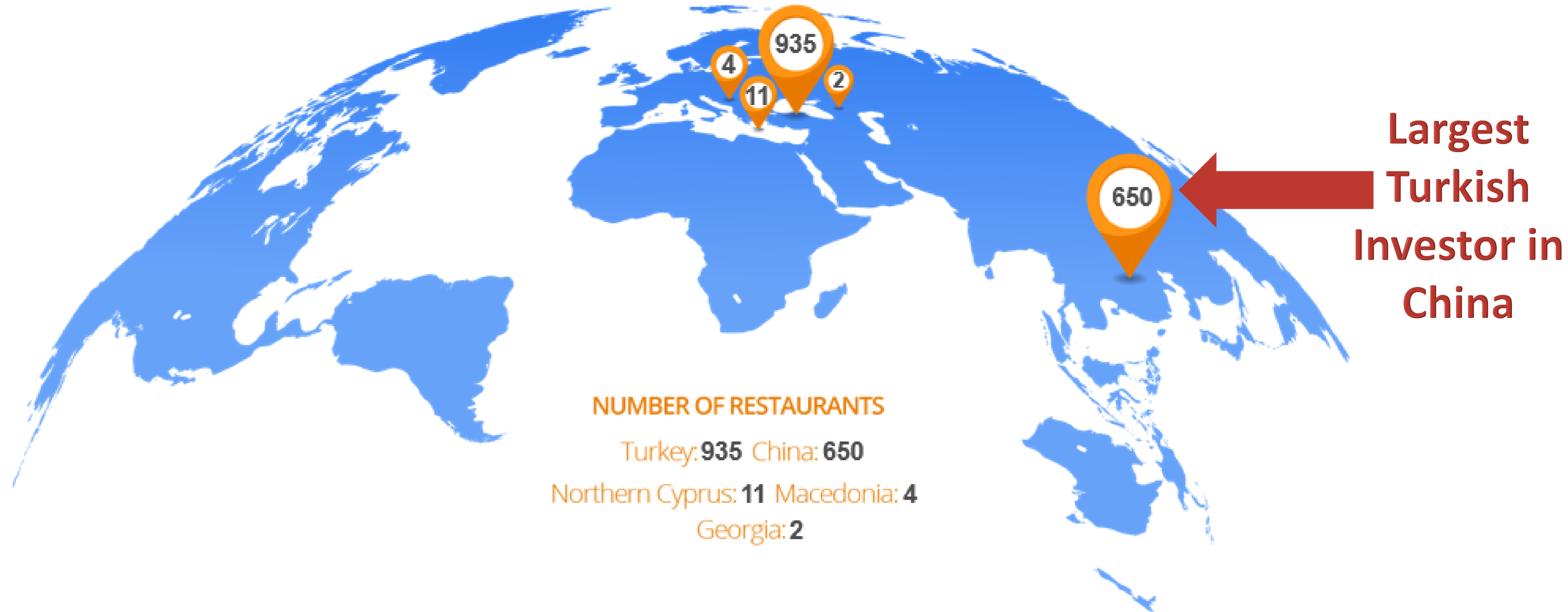


Our Legacy– Ata Construction

Completed
in 80 months



TFI: The Largest Burger King Master Franchisee of the World



TFI: World's one of the Largest Quick Service Restaurant Operator with more than 1,600 Restaurants



1,253



85



159



51

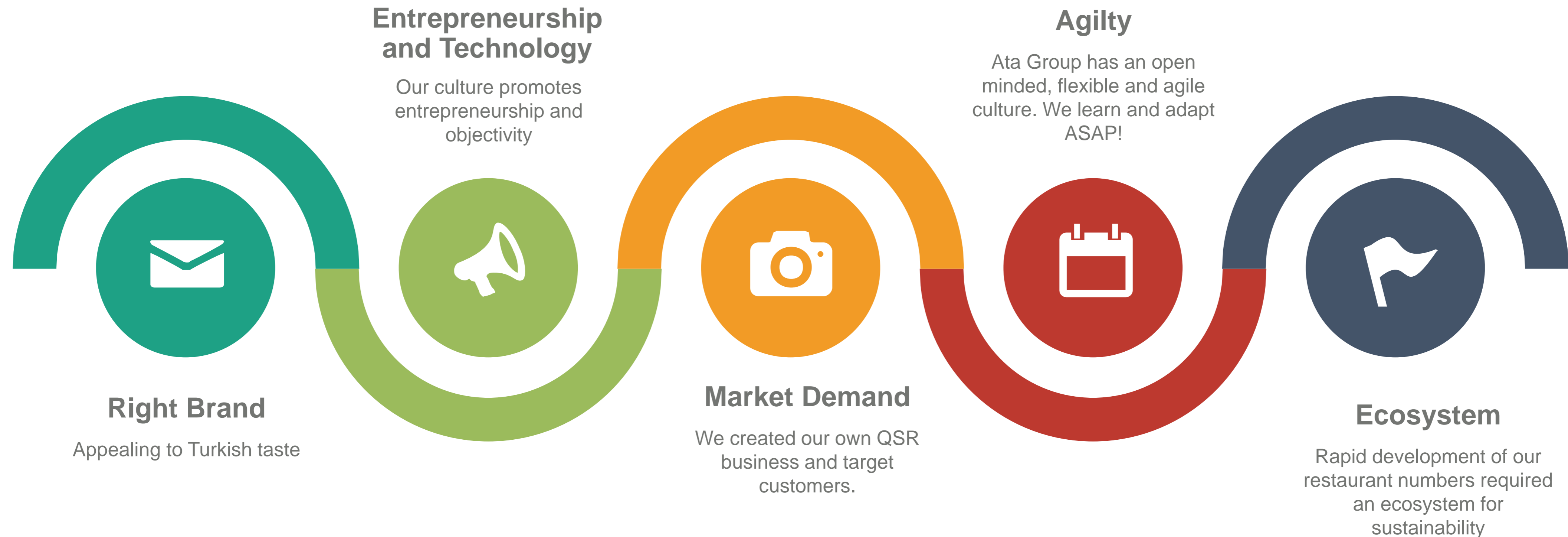


USTA DÖNERÇİ.

54

*as of 2016 August 31

Why was Burger King so successful in Turkey despite being a late comer?



Our Food Ecosystem



Burger King China: Before ATA Entered China

	Company	# of rest 2013
1	KFC	4.563
2	Hua Lai Shi	4.000
3	Ting Hsin International Group	2.160
4	Shanghai Shihao Catering Co Ltd	2.000
5	McDonald's Corp	1.964
6	Pala Catering Management Co Ltd	1.850
7	LEM hamburger	1.400
8	Zhenkungfu Catering Co Ltd	566
9	Jiangsu Da Niang Dumpling Co Ltd	514
10	Subway	440
11	Burger King	65



What were Burger King's Challenges in China?



Corporate Culture and Organisation



Financial and Operational Performance



Market Analysis



Brand Positioning



Localisation



Digitalization

What did we do? - Financial and Operational Performance



Running the operations from so far away



Language Barrier and Cultural Differences

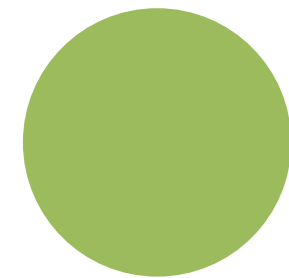


Sharing the best practise: Mobile Apps

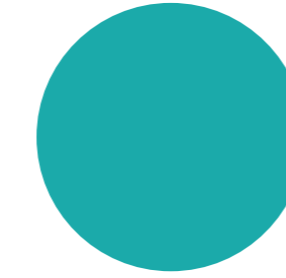


Change of CEO on the way

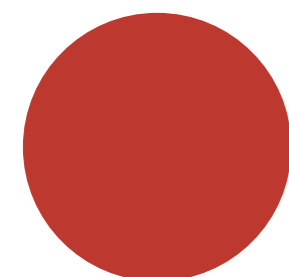
What did we do? - Supply chain and food safety



Supply chain strategy: China vs Turkey



Safety and security combined with diversity



Best practice sharing

OSI Crisis:

- OSI Group, our competitors' largest meat supplier sold expired meat to McDonald's, KFC etc
- The effects were devastating on our competitors.

What did we do? – Brand Positioning



- Latte with rock salt
- Red one: «Chilli Pepper» chicken burger
- Black one: «Cuttlefish» steak burger

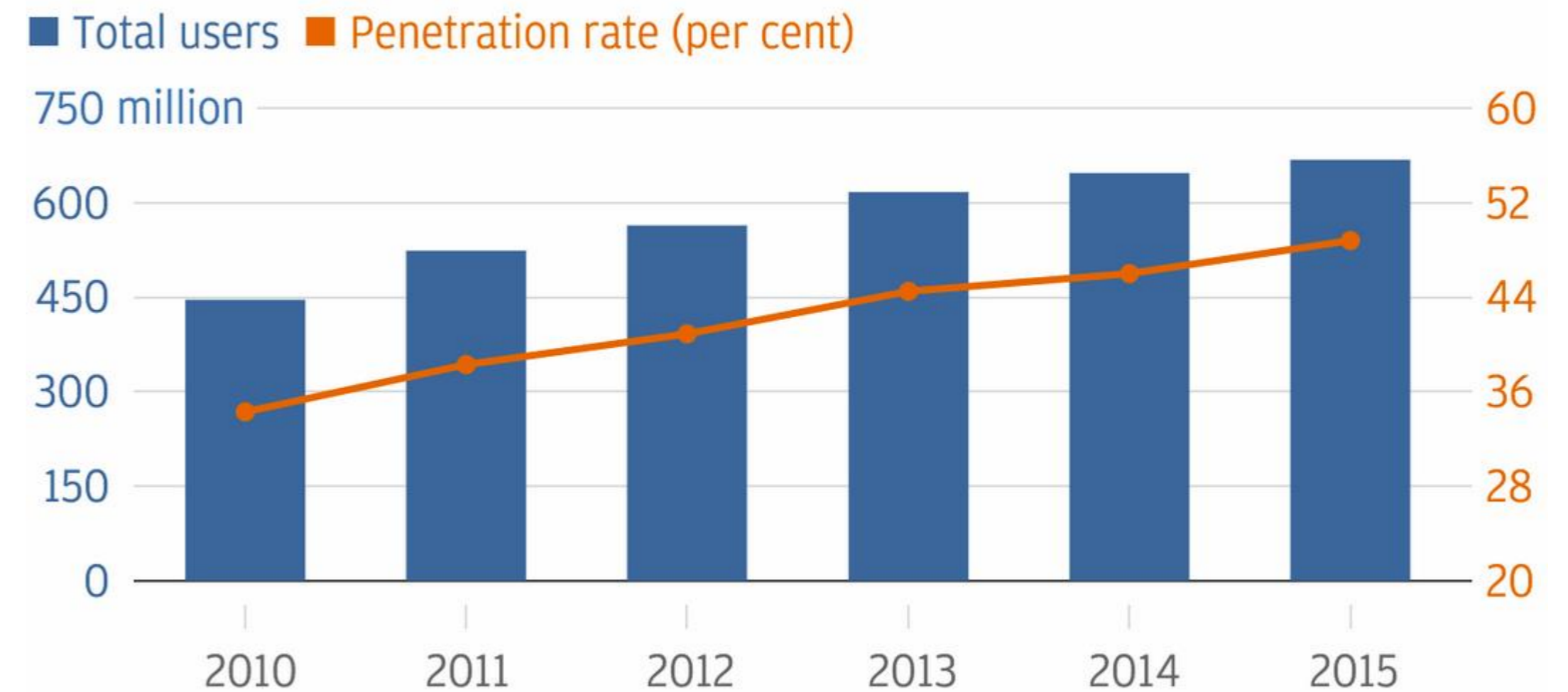


What did we do? – Digitalization



- **Big Data:** Corporate intelligence team
- **Data models:** Big Data Analysis
 - How many hamburgers we sell in Shanghai on a rainy tuesday in the first week of November?
- **Established a Delivery Model**
- **IOT Sensors**

Internet users in China



Source: CINIIC

SCMP

- There are 668 millions of internet users in China in 2015
- It is expected to reach 700 millions at the end of 2016

What did we do? - Corporate Culture and Organisation

The Single Biggest Problem in Communication is the Illusion That it Has Taken Place – George Bernard Shaw



- Open Office
- Open Communication
- Team Work
- Horizontal Organization

What did we do? - Corporate Culture and Organisation



- Management by Objectives
- Agile Decision Making

Burger King China: Four Years results # of Restaurants

	Company	2013		2016
1	KFC	4.563		5.003
2	Hua Lai Shi	4.000		
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4	Shanghai Shihao Catering Co Ltd	2.000		
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6	Pala Catering Management Co Ltd	1.850		
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8	Zhenkungfu Catering Co Ltd	566		
9	Jiangsu Da Niang Dumpling Co Ltd	514		
10	Subway	440		
11	Burger King	65		650

1.1x

1.2x

10x

Our story of globalisation



Minimal Turkish Involvement



Chinese Executives



American Private Equity Partner



Brazilian Private Equity owning the brand: 3G



American Brand