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**A CONSULTING COLLECTIVE
FOR THE FOOD & ADJACENT INDUSTRIES
BETWEEN ISTANBUL & VIENNA**

January 2017

WHO WE ARE

We are a collective of professionals with distinct but complimentary expertise & backgrounds.

- A sociology & food studies scholar with a taste for consulting & reaching beyond the academia.
- A business consultant with an aptitude for scholarly engagement in food & culture.
- A creative professional with a deep interest in the urban world and arts & culture.

Together we think critically, creatively, conceptually.

We have worked in higher education, research, branding, advertising, publishing, management and consultancy in Central & South-Eastern Europe, in the U.S., the Middle East and Turkey.

Our combined experience & expertise include scientific & applied research; creative execution & branding; product & campaign design; localizing global brands; organizational ethnography & diagnosis; strategy & organization design as well as devising learning & talent management programs.

We can draw upon a network of international experts & professionals from complimentary disciplines.

CAPABILITIES

Research

Beyond the confines of standard market research

Interpretative analysis is at the core of our work. We employ sociological & ethnographical methods grounded in a serious engagement with cutting-edge scientific research. We generate deep, multi-layered insights & "thick" descriptions, which reach well beyond the scope & depth of mainstream market research practices.

Concept & Strategy Development

A tailored approach to business challenges

We refrain from ready-made solutions or simplifying, pre-fabricated answers. Instead, we sincerely & thoroughly engage with our clients, enabling them to create their very own, genuine approach & effective, sustainable answers to their specific challenges. Our methods & concepts speak to people on all levels and facilitate their interaction & contribution.

Branding & Customer Experience

Creative connections between people, culture-work & life-spaces

Based on carefully & meticulously generated insights and analyses, we design, evaluate & implement programs and interventions which align our clients' brands with their customers' experience. In close interaction with our clients we design identities, rituals, concepts, content & events.

WHO WE WORK WITH

Our fundamental strength is *Verstehen* (interpretative understanding) of contemporary eating & drinking practices and food worlds within the larger context of cultural production and consumption.

Consequently, we work with organizations in the food, drink and hospitality sector as well as in adjacent industries, including arts, culture, and education.

Our clients have the courage & willingness to rework their assumptions & operational everyday practices in the light of fresh & innovative perspectives.

We have worked with organizations everywhere along & around the Istanbul-Vienna axis but are curious about new geographies, too.

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METRO CASH & CARRY
GASTRONOMETRO

GASTRONOMETRO

THE CLIENT

METRO Cash & Carry Turkey faced dramatic shifts in the lifeworlds of its customers, the Turkish hotel, restaurant & catering sector. In response, they decided to open a culinary center (Gastronometro) in Istanbul in a market crowded with culinary academies & cooking schools.

CORE CONCEPT & FRAMEWORK

"DEVELOPING PROFESSIONAL EMPATHY"

KEY SOLUTIONS

Based on a thorough diagnosis of the organization's & the industry's learning needs (through interviews, field visits, customer journeys) we designed a curriculum along 3 learning areas (Product, Gastronomy, Culinary Arts). We developed experiential learning formats & modular contents for internal & external audiences.

In addition, we work with the team on issues of learning strategy, organization design & governance, capability development.

REFERENCE & CONTACT

www.gastronometro.com.tr (Turkish only)

Maximilian Thomae, Director Gastronometro

Kubilay Ozerkan, CEO Metro Cash & Carry Turkey

PROJECT DURATION

January – September 2015 (research & conceptual phase)

December 2015 – ongoing (implementation & guidance)

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MEY DIAGEO



ÜZÜM VE ANASONDAN
MAMUL
KARABADE
Rakı
Kaglu Mevki
CENAL

HANIM RAKISI
ALA RAKI
en nefis anasondan
mâmuldür
AMİLİ
KARINI VE MAHTUMLARI
SALATA SALIKPAZARINDA No. 46
TELEFON BEYOĞLU 640
Gram 250
Fisli 50

وینیشی
کیم
250
50

RAFI ÜZÜM VE ANASONDAN
DEM
RAKISI
Sün suitem cihaz la işi deya taşır
AMİLİ D.K. KACIM
SALATA
ATKADI KÖRSE
TELEF BEYOĞLU 53
GRAM 222

وینیشی
AL
Kara-Bey
TELEFON
50

THE CLIENT

Mey (part of Diageo, the global & Turkey's leader in beverage alcohol) was facing problems with category expansion and restrictions to their marketing efforts due to the regulatory challenges. In addition, they were contemplating if & how to design a "Rakı Museum"?

CORE CONCEPT & FRAMEWORK

"DISCREET CULTURAL DILEMMAS OF DRINKING"

KEY SOLUTIONS

We conducted a detailed qualitative research involving 12 cities employing focus groups, customer journeys, interviews & desktop research.

We identified major tensions of rakı consumption: Traditional vs Modern, Local vs Global, Masculine vs Feminine, Domestic vs Public, Civilized vs Wild... and proposed to resolve those tensions through reworking the concepts of Nature, Globality and Heritage.

A "Rakı Experience Center" would embrace plurality and novel & modern appropriations of cultural heritage.

REFERENCE & CONTACT

www.mey.com.tr

Yavuz Feyzioğlu, Marketing Manager for Rakı Brands, Diageo

PROJECT DURATION

Throughout 2014 (research)

Autumn 2015 (Rakı Experience Center concept & project offer)

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İNTEMA MUTFAK



THE CLIENT

Intema Mutfak (part of the Eczacibasi Group, one of Turkey's leading industrial groups & a pioneer of modern lifestyles that are healthy, high quality and sustainable) wants "to change the way how we sell kitchens & furniture!". A unique retail & event space (concept store) is about to open in one of Istanbul's most prominent shopping & lifestyle locations (launch expected for Q1 2017).

CORE CONCEPT & FRAMEWORK

"WHAT IS BETTER LIVING? EMBEDDED LIVING!"

KEY SOLUTIONS

In close cooperation with the client's project team we identified four conceptual "pillars" (terroir, taste communities, craftsmanship, cosmopolitanism) around which we developed the core story & ritual for the concept store. We introduced the table as a signifier of embedded, authentic and harmonious living and conceived the store as a "food experience sharing platform".

Based on this conceptual framework we design & curate event & education programs & activities which reflect and firmly re-embed the store in its social, cultural & seasonal context.

REFERENCE & CONTACT

www.intemamutfak.com

www.eczacibasi.com.tr

Emre Eczacibasi, Managing Director Intema Mutfak

PROJECT DURATION

June-September 2016 (concept design)

October 2016 - ongoing (implementation)

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DANONE NUTRICIA



THE CLIENT

Danone Nutricia's brands are leader in Turkey's early life nutrition market. Encountering obstacles for further expanding the category they asked us to develop a fresh perspective on the available consumer research material.

CORE CONCEPT & FRAMEWORK

"INTRODUCING ALTERNATIVE ANALYTICAL METAPHORS"

KEY SOLUTIONS

We first conducted a critical reading of earlier research reports followed by interviews with internal experts. We then cross-examined these insights with cutting-edge scientific research on the subjects of motherhood & infant-feeding in the fields of sociology, anthropology, cultural & gender studies.

This kind of meta-research helped us & the client to identify alternative analytical imageries (landscapes, navigation maps, tensions,...) which allow the client to read & interpret current research in new ways and to commission different research. We developed & employed four main axis of analysis that were key to deciphering existing cultural and symbolic tensions in baby feeding practices: category contextualisation, communication ecologies, stages of mothering and social identity.

REFERENCE & CONTACT

www.nutricia.com

www.danone.com

Beste Demir, Strategy & Insights Manager, Early Life Nutrition, UK (formerly Turkey)

PROJECT DURATION

October 2015 – March 2016

CLIENT PROJECTS – SUMMARY: WHAT WE DO

We listen closely. We observe intently. We explore & study rigorously...

Adopting a multi-disciplinary perspective, we create core concepts & stories for brands & organizations. We conceive of our consulting practice as a form of intellectual craftwork, focusing on research, concept & strategy development as well as on branding & customer experience design.

We help our clients to chart their way and navigate through unfamiliar, frequently shifting business, social & cultural landscapes. We support organizations & their people in developing the right mix of agility & resilience to master change, to embrace & successfully manage complexity.

This is what we do for and together with our clients.

Further information on all above mentioned & our other projects, **hep.**'s consultants' CVs as well as contact details for references are available upon request.

ABOUT US

Zafer Yenil is a professor of Sociology at Boğaziçi University since 2000. His research interests include food studies, the sociology of consumption, agricultural sociology, and historical sociology. He is currently the editor of New Perspectives on Turkey and a member of the editorial board of Gastronomica: The Journal of Critical Food Studies. He has also produced radio and TV programs, curated exhibitions and participated in arts projects. He has consulted PepsiCo and Diageo on understanding food and beverage choices, and consumer behavior in Turkey.

Michael Kubiens has 20 years of experience in managerial and consulting roles in the ICT and service industries. Well versed in managing people, budgets & complex projects, his areas of expertise include strategy development, human resources & talent management and organizational diagnosis & (re)-design. Originally from Vienna, Austria, Michael relocated to Istanbul in 2009, where he gained a degree in Cultural Studies from Sabancı University in order to complement as much as contrast his business education and corporate background. He divides his time between Istanbul and Vienna.

Burak Şuşut is a creative director. He has worked for global and local brands in food & beverage (e.g. Starbucks, Le Pain Quotidien, Pinkberry, Shake Shack), FMCG (e.g. Coca Cola, Mavi Jeans, Levi's) publishing, arts & culture (e.g. Istanbul Modern, Pera Museum, Rampa Gallery). He is now working for Boğaziçi University, Koç University and Indiana University. He was an author for Vogue Türkiye and Time Out Istanbul. His areas of expertise include strategy, branding, brand story, brand identity, visual identity, curation, and exhibition.

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