

Nomination: 9135

Müge Kılıç

Page: General Information
Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.
Name of Organization/Company Dagi ██████████ ██████████
Additional Contacts I do not wish to list additional contacts
Page: Entry Information
Entry Title Müge Kılıç
Category C01 - C20 Individual > C03 - Chief Human Resources Officer of the Year
Individual Submission Format Written Answers
a. Briefly describe the nominated individual: history and past performance (up to 200 words). Required Müge Kılıç is an accomplished HR executive with 17 years of experience across the FMCG and retail sectors. She has built her career on leading strategic transformation initiatives, with a focus on performance systems, employer branding, talent development, and cultural integration. Her early experience includes key roles at Mey Diageo, where she managed HR processes during the TPG Capital–Diageo transition, and at Tadım, where she was responsible for establishing HR partnerships in Germany and the U.S. as HRBP Manager. She joined DAGİ in 2021 and was quickly promoted to Deputy General Manager of Human Resources. In this role, she redefined the People & Culture function—introducing the company's OKR-based performance system, launching a digital talent development platform, and embedding values-based recognition and engagement programs across all levels of the organization. Müge earned her bachelor's degree in Business Administration with honors and later completed her MBA at Southern States University. She also holds certifications in executive coaching, DDI leadership, and competency-based interviewing. Known for combining analytical rigor with emotional intelligence, she has consistently delivered results through inclusive, people-centered strategies. Her work has helped position DAGİ as one of Türkiye's Best Employers, earning national recognition for its culture, leadership, and employee experience.
b. Outline the nominee's achievements since the beginning of 2023 that you wish to bring to the judges' attention (up to 250 words). Required Since 2023, Müge Kılıç has led one of DAGİ's most ambitious cultural and organizational transformations. She designed and implemented Farkı Sensin, an OKR-based performance management system that directly aligned individual goals with corporate strategy. This system, complemented by the digital platform Feedback4e, enabled real-time performance tracking and two-way feedback, drastically improving productivity and accountability across teams. Müge also launched a comprehensive employer branding initiative under the banner "DAGİ ile Var Bi" Farkımız." Grounded in qualitative research and employee voice, this campaign authentically reflected the company's culture and values. It was embedded into every employee touchpoint, from onboarding to recognition, elevating DAGİ's position as a top employer in the retail sector. She further introduced the Kudos recognition tool, daily mood boards, quarterly pulse surveys, and personalized development plans through the D-Akademi platform—creating a culture of listening, appreciation, and continuous growth. These initiatives significantly boosted employee satisfaction, leading to DAGİ's consecutive Great Place to Work® certifications and inclusion in Türkiye's Best Employers and Best Workplaces for Millennials. Her work in leadership development also matured in 2023–2024, with tiered development programs, competency-based promotions, and a strengthened succession planning model based on the 9-Box Matrix and A&DCs.

Supporting Document 4

[REDACTED FOR PUBLICATION]

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Would you like to add an additional supporting document?

No

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