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

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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.

c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the nominee's past performance (up to 250 words). Required

Müge Kılıç's achievements are significant because they combined strategic transformation with rapid, measurable impact—within a traditionally high-turnover and cost-sensitive sector like retail. While many organizations treat employer branding and engagement as communication-led efforts, Müge built a values-based model deeply integrated into DAGİ's operational, performance, and leadership systems. This holistic integration set DAGİ apart from peers that often manage HR functions in isolation.

Compared to other players in the sector, DAGİ demonstrated exceptional internal mobility, increased leadership readiness, and a reduction in external hiring dependency—outcomes that are rare in the apparel retail industry. The Farkı Sensin performance system, OKR framework, and digital platform allowed DAGİ to outperform traditional retail benchmarks for productivity and alignment. Furthermore, her launch of D-Akademi provided equal access to development for all employees, from store staff to senior managers, addressing learning inequity at scale.

In contrast to past HR practices at DAGİ, which lacked standardization and long-term vision, Müge introduced structured, transparent, and inclusive systems. These efforts resulted in elevated employer brand awareness, better retention, and national recognition through Great Place to Work and Stevie Awards. Her ability to align cultural identity, business strategy, and people development in one coherent model has positioned DAGİ not just as a workplace—but as a benchmark in the Turkish retail sector for people-first transformation.

d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional

This nomination is supported by six comprehensive documents that collectively provide robust evidence of Müge Kılıç's strategic leadership and DAGİ's organizational transformation.

The "Chief Human Resources Officer of the Year – Details" document presents a complete narrative of Müge Kılıç's achievements across all award dimensions—strategic vision, leadership development, DEI, cultural transformation, and measurable business impact. It includes structured examples, outcomes, and visuals directly referenced throughout this submission.

The "Talent Management Strategy" file substantiates the structured career progression framework, OKR-based performance system (Farkı Sensin), and 9-Box Matrix used in succession planning. Screenshots from the Feedback4e platform demonstrate how real-time performance tracking and development planning are executed across all levels.

The "Leadership Development" document showcases DAGİ's modular leadership programs, the D-Akademi platform, N-1 executive coaching structure, and gamification elements that reinforce continuous learning and internal mobility.

The "Employee Engagement and Communication Activities" and "Employee Engagement 2024 & 2025" decks offer visual proof of DAGİ's Kudos system, mood board practices, pulse surveys, and holistic well-being benefits—all of which support the cultural transformation claims.

The "Keynotes and Interviews" file highlights Müge's external recognition as a thought leader, featuring her keynote speeches at HR summits and media interviews in Harvard Business Review, Dünya, and Marketing Türkiye, confirming her broader industry influence.

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Would you like to add an additional supporting document?

Yes

Supporting Document 4

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Would you like to add an additional supporting document?

No

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