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Award winners | Europe | **Netherlands**

Frits van Eerd, Colette Cloosterman-van Eerd and Ton van Veen

Jumbo

Jumbo, a Dutch supermarket chain, is one of the best known brands in the country. In the last eight years, the company has experienced very rapid growth and is now the second-biggest supermarket chain in the Netherlands. Currently run by third-generation members of the van Eerd family, Jumbo is also one of the country's most successful family businesses. Its steadfast commitment to all its stakeholders and its continual efforts to innovate have played a big part in its achievements.





"The van Eerd family finds it very important to learn from others' successes, not only other family businesses. We have a broad outlook."

Frits van Eerd,
CEO, Jumbo

The big and bold, yellow and white Jumbo logo is a familiar sign in the Netherlands. That's because Jumbo is one of the most prominent supermarket chains in the country and a regular part of Dutch people's shopping experience. Jumbo is also one of the Netherlands' biggest and most successful family businesses, and it is now controlled and owned by the third generation of the van Eerd family, with Frits van Eerd as its CEO, Colette Cloosterman-van Eerd as its CCO and Ton van Veen as its CFO.



Jumbo's customers can also shop for their groceries online at jumbo.com.

Jumbo is based in the town of Veghel in the southern part of the Netherlands but, with 580 stores, it is well known throughout the country. In addition, customers can shop at Jumbo online and have their groceries delivered at home or to one of the 300 Pick Up Points. Jumbo also has three enormous food markets in Amsterdam, Veghel and Breda. Altogether, the group has around 65,000 employees.



Jumbo brings together healthy, fresh and tasty food at the lowest price.

In 2016, Jumbo accounted for approximately 19% of the country's supermarket sales and revenues of €6.7 billion. This makes it one of the country's biggest companies. It has consistently been named as the best supermarket chain in the Netherlands by market research groups. Jumbo's food markets have also won worldwide accolades for the shopping experience they give their customers. They are among the finest food stores anywhere, according to retail experts.

Jumbo's roots go back to 1921 when Johan van Eerdt founded a grocery wholesaler in Veghel. Johan's great-nephew Karel van Eerd started the current supermarket chain in 1979, having been inspired by his travels in the US during the 1970s. He entered the family business at the age of just 18 and continues to play an active role today: he is currently Chairman of the Supervisory Board of Jumbo. His children – Frits, Colette and Monique – entered the business in the 1990s, and Frits became General Manager a few years later. They continued their father's focus on growth and, in 2009, Jumbo bought the supermarket chain Super de Boer. Three years later, it acquired C1000, which gave the group a nationwide presence. The third generation came up with the now very well-known "seven guarantees" to Jumbo's customers, which include quality, the lowest prices, money-back guarantees, and the quality

and freshness of its products. The commitment to those seven guarantees underpins Jumbo's increasing share of supermarket sales in the Netherlands.

The Jumboriaan

The third-generation members say that Jumbo's success is down to many things, but the company's shareholders play a very important role, as do Jumbo's employees, the Jumborians. "Our employees are our entrepreneurs, so we encourage entrepreneurship at every level and make sure that they have the 'Jumbo DNA' in order to enhance the quality of the Jumboriaan," according to the van Eerd family.

The family adds: "At Jumbo, we want to exceed expectations. Every day, everywhere, for every customer. Therefore, we offer a formula that goes further than normal. A store that has everything sorted out well. The best service, the biggest and best selection, and the lowest price. In all areas, we want to offer our customers the best. Guaranteed and without even having to make a compromise. So we make our customers real Jumbo fans."



During Jumbo's annual store contest "Golden Jumbos," 580 Jumbo stores compete for the coveted title of "Best Jumbo in The Netherlands." The commitment and will of the stores to put together the best performance to win is truly inspiring.

Jumbo also puts the customer at the forefront of its efforts to be the best in the Netherlands. The supermarket chain operates in arguably the most competitive part of the retail sector, and customers' brand loyalty can be fickle. "Based on the conviction that it can always be better, different and cheaper, we have the drive to make the impossible possible every day," says the family. "So we need to continue where others stop. Therefore, we continually build an enterprising, solid and committed organization that focuses on the customer and is ready for the future. Thanks to our winning mentality and relentless focus on the customer, we want to be successful in every market segment in which we operate."

Family business DNA

Jumbo believes that being a family business has been crucial to its success. "As a family business, we are able to act fast in a fast-moving sector," says the family. "Because entrepreneurship is in our family DNA, we all have the ambition to drive growth every day. In retail, you have to move fast on new opportunities and act quickly when threats arise."

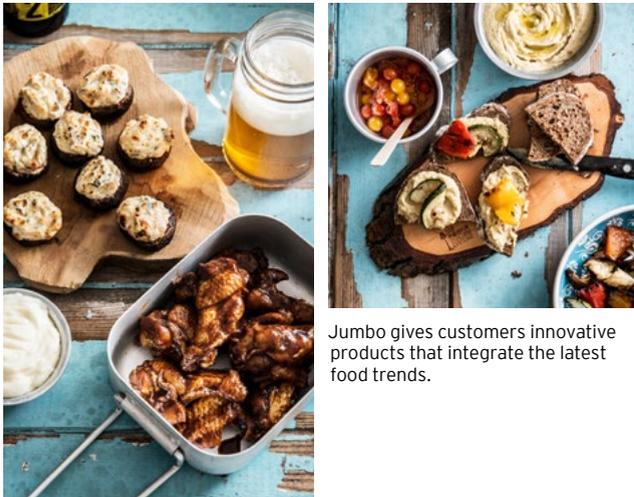
The family also recognizes that it can learn from its peers. "We are in close contact with several other family businesses, and share our successes and challenges," says the family. "Every family business has its own challenges, but we all value long-term relationships and successfully drive growth in order to be a family business 100 years from now. The van Eerd family finds it very important to learn from others' successes, not only other family businesses. We have a broad outlook."



The van Eerd family, from left to right, are Colette Cloosterman-van Eerd; Kitty van Eerd; Karel van Eerd; Frits van Eerd; and Monique Groenewoud-van Eerd.



Jumbo works every day – together with its employees and entrepreneurs – to exceed customer expectations.



Jumbo gives customers innovative products that integrate the latest food trends.



Jumbo works closely with its suppliers and product developers to produce a sustainable range of products.

“Our employees are our entrepreneurs, so we encourage entrepreneurship at every level and make sure that they have the ‘Jumbo DNA’ in order to enhance the quality of the Jumboriaan.”

Colette Cloosterman-van Eerd

And the van Eerd family believes that family businesses can be an example to the wider business community as well. “Family businesses act in a very different way – not always looking for a quick win, but looking for sustainable growth,” says the family. “They have more core values and, therefore, more sustainable relationships with employees, suppliers and customers. This has been a benefit during tough times. That is why family businesses are viewed as the backbone of the Dutch economy.”

Jumbo and the Van Eerd family are certainly part of that backbone, contributing hugely to the success of the Dutch economy. And, with the third generation committed to keeping the business family controlled, the van Eerd family’s strong values are likely to endure in the supermarket chain for many years to come. That is a testament to the values laid down by three generations of the family.



As a family business with a supermarket chain, the van Eerds feel a sense of responsibility for the world around them and for future generations.

Frits van Eerd

CEO

Colette Cloosterman-van Eerd

CCO

Ton van Veen

CFO

Company name: **Jumbo**

Generation: **Third**

Founded: **1921 in Veghel,
The Netherlands**

Industry: **Retail**

Employees (2016): **65,000**

Revenue (2016): **€6.7b**