

Eroski and the Basque formula in Spanish retail

Localisms, convenience, freshness, modernity and private label are the five cornerstones of a cooperative supported by successful women.

Eroski, founded in 1969, is one of the most important and influential companies in Spain, proud of its legal status as a 'hybrid worker-consumer cooperative'.

It's part of the Mondragon Group, a federation of cooperatives that stands out in Spain for its financial position and boasts undisputed leadership in the Basque autonomous region.

Eroski's nature allows to sustain itself through the simultaneous activities of its members and consumers, for an overall result that gives it the rank of both a simple business and a commercial entity dedicated to serving its member community.

Eroski is now moving into the future after closing 2024 with encouraging figures and reports.



An Eroski supermarket in Vitoria, Spain.
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Eroski City, Palma, Balearic Islands. Photo by Andreas Lepsuch



Above: Entrance to the Eroski store located in the small Basque town of Elorrio (around 7 000 inhabitants).

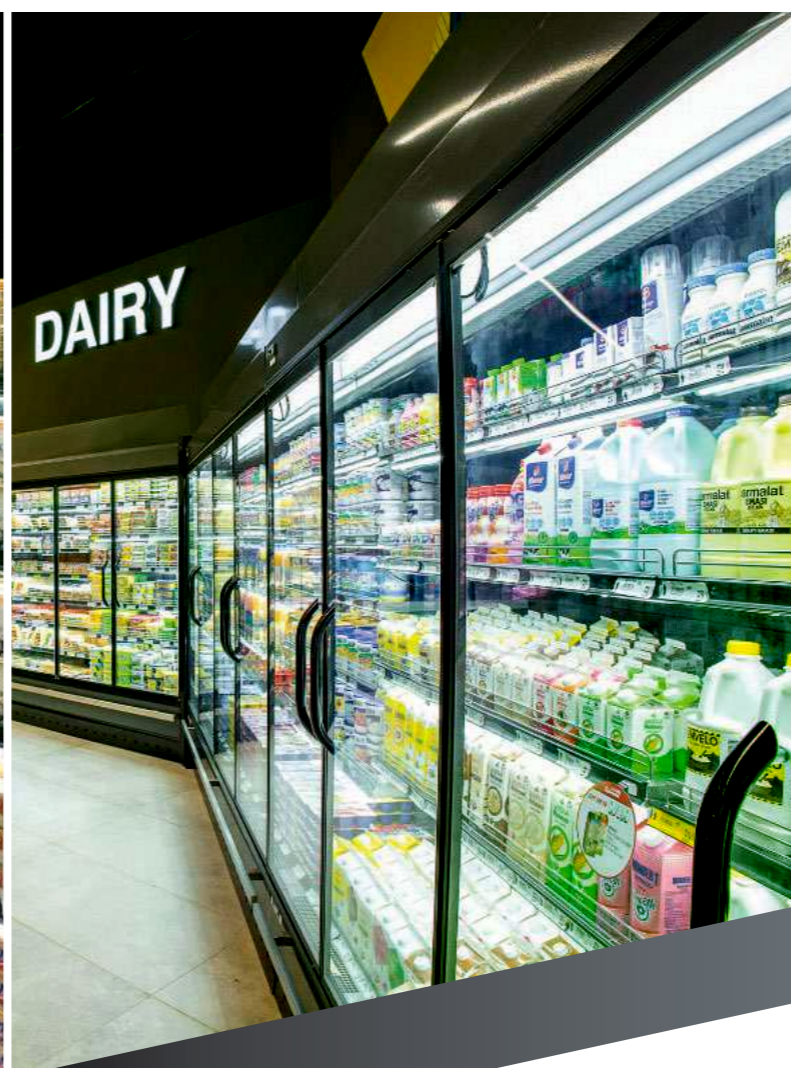
Far left: View from the parking lot of a modern store.

Left: A petrol station in Leioa, Biscay. Photo by Javierme Javier Mediavilla Ezquibela, <https://commons.wikimedia.org>

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Company figures

Last year, turnover was €5.885 billion, thanks to the operation of 1 502 stores featuring various concepts and an ambitious program, with 60 new openings planned.

This Spanish player offers approximately 1.2 million square metres of physical retail space. In Spain, its market share is just under 5%, behind Mercadona, Carrefour, and Lidl, but ahead of Dia.

The cooperative began 2025 with a large and cohesive team of 27 625 direct employees (plus 3 624 in the franchising channel), 76% of whom are women. Among them, Rosa Carabel holds the important position of CEO and Leire Mugerza chairs the Governing Council.

Eroski's overall operations have never failed to fulfill key ethical and social obligations, so much so that (in 2024 alone) it donated 2,600 tons of food for charity and properly recycled 40 140 tons of waste (with best eco-sustainable practices).

Among the merits that are objectively recognised by the outside world, this Basque operator also includes a determined approach to consolidating sales, its proven competitiveness in the distribution sector (particularly highlighted in specific regions such as Galicia and the Balearic Islands), and the large-scale promotion of local businesses, starting with a robust program supporting suppliers (in addition to Basque ones) from the regions of Aragon, Galicia, and Navarre.

This latest approach was developed to promote agri-food supplies in compliance with best environmental, social and corporate governance practices, with a commitment to innovation and sustainability, and with the aim of renewing consumer engagement through new and more appealing contents.



Eroski City Supermarket, Gibraltar.



Deli counter at Eroski Center, Gibraltar. Photo by Sylwester



Cured ham display at Eroski Center, Gibraltar. Photo by Roderick Paterson



Eroski Center, Gibraltar. Photo by Harbourguides



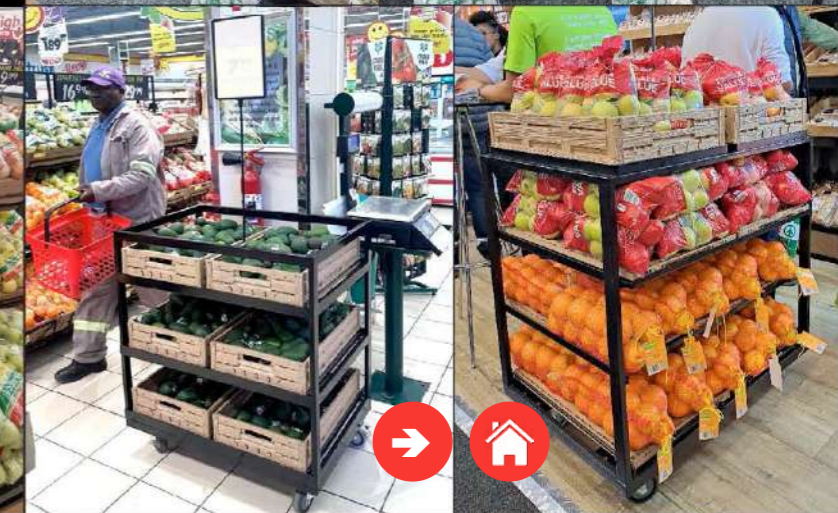
View of a fruit and vegetable department at a medium-sized, well-frequented, Eroski supermarket.



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Serves: 4
Preparation time: 20 minutes
Cooking time: 60 minutes

INGREDIENTS

1 x chicken braai pack (10 pieces)
Salt and milled pepper
3 Tbsp (45ml) tikka chicken paste 
Glug olive oil
2 onions, chopped
3 Tbsp (45ml) medium curry powder
3 garlic cloves, sliced
1 Tbsp (15ml) freshly grated ginger
3-4 whole tomatoes, chopped
1 Tbsp (15ml) tomato paste 
2 tsp (10ml) brown sugar
2 cups (500ml) chicken stock
4 potatoes, peeled and chopped
Handful of fresh coriander, chopped
Juice (60ml) of 1 lemon 
Plain roti 
Red onion and tomato sambal



Tasty & Delicious

Ideal for a family meal

TIKKA CHICKEN CURRY

Tikka is an Indian word referring to a dish of small pieces of meat or vegetables marinated in a spice mixture. Try our take on this famous favourite recipe.

Method:

Chicken:

- Season the chicken with salt and pepper.
- Rub the tikka chicken paste evenly over the chicken, ensuring a thorough coating.
- Heat the olive oil in a pot and fry the onions for 3-4 minutes.
- Add the curry powder and fry for another 3-4 minutes.
- Add the garlic, ginger and chopped tomatoes and fry for about 5-6 minutes.
- Add the tomato paste and brown sugar and fry for another 2 minutes (add a splash of water if necessary).
- Add the marinated chicken and stock and cover with a lid. Simmer for 15 minutes over medium heat.
- Add the potatoes and fresh coriander and simmer for a further 20-25 minutes or until the chicken and potatoes are cooked through.
- Season well, stir through freshly chopped coriander and lemon juice.
- Serve with flaky roti or charred pita, sambals, and cucumber yoghurt, if preferred.



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Serves: 4
Preparation time: 10 minutes
Cooking time: 75 minutes

INGREDIENTS

- 1 x chicken drumsticks and thighs pack
- Glug of olive oil
- 6-8 chicken thighs and drumsticks
- Salt and milled pepper
- ½ coil (150g) chorizo, sliced
- 4-5 baby onions, halved
- 3-4 garlic cloves, sliced
- 2 Tbsp (30ml) smoked or regular paprika
- 2 Tbsp (30ml) butter
- Handful of fresh basil, stalks removed
- 2 cups (500ml) chicken stock
- 1 cup (250ml) fresh cream
- 1 can (400g) butter beans, drained
- 1 can (400g) red kidney beans, drained
- 1 lime



County Fair

Tasty & Delicious

Ideal for a family meal

CHICKEN, CHORIZO AND BEAN STEW

A hearty meal packed with bold smoky and spicy flavours.

Method:

Chicken:

Preheat the oven to 200°C.

Heat the oil in a large ovenproof dish fitted with a lid.

Season the chicken with salt and pepper and toss it together with olive oil.

Brown the chicken evenly in batches for about 4-5 minutes each. Remove from the pan.

Add the chorizo and fry for 3-5 minutes or until crispy. Remove from the heat.

Lower the heat slightly and fry the onions for 6-8 minutes.

Add the garlic, paprika, butter and basil and fry for 2-3 minutes.

Add the chicken and chorizo back to the pan, along with the chicken stock. Cover and bake in the oven for about 20-30 minutes.



Add the cream, butter beans, and red kidney beans, and return to the oven for an additional 10-12 minutes.

Remove from the oven, then add a squeeze of lime juice and season to taste if needed.

Serve with crusty bread, buttery mash or a side salad.

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Strategic direction

Rosa Carabel (CEO of Eroski since July 2022) recently stated (in the introduction to the latest Annual Report) the strategic direction the company has decided to follow for the foreseeable future: “Our priorities, which remain immovable, will be: competitiveness through pricing, massive and personalised promotions, and the enhancement of our brand, which must reflect a clear positioning.” Specifically, the top executive stated: ...

“ We will continue to prioritise fresh and local products, offering a wide range that unequivocally supports local agri-food suppliers. We will promote our loyalty clubs and expand our sales network, transforming stores to adapt them to more modern models (opening both company-owned and franchised stores). We will advance digitalisation and the use of advanced analytics tools, which allow us to optimise the management of key business variables. We will improve efficiency and, consequently, enrich the shopping experience in stores and channels. ”

As of 31 January, 2025, the sales network consisted of 36 hypermarkets (all directly owned), 1 328 supermarkets (724 directly operated and 604 franchised), 16 cash & carry stores, and 40 fuel stations.

Eroski’s main private label lines, which distinguish the exclusive levels of quality and affordability at all stores in the network, are: **Basic** (the so-called



The cooperative’s sign proudly stands outside a store.

Rosa Maria Carabel, born in 1966, current CEO of Eroski.



View of the fresh produce area at the Eroski store in Zaragoza (around 700 000 inhabitants), the leading city in the Aragon region, in north-eastern Spain.



Largely Basque signage inside the Eroski store in Arrasate/Mondragon. Photo by User:Vmenkov, <https://commons.wikimedia.org/>



View of the dairy products section in the self-service perishables department of a small store.



Organic items from the Eroski commercial brand, in which the chopped tomato stands out, produced in Navarra with the collaboration of trusted local suppliers.



Selection of items from the Eroski Private Label.





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'mainstream', consisting of everyday products), **Seleqtia** (the best of Basque gastronomy, specially designed with the help of local suppliers), **Natur** (fresh products obtained from natural resources and responsible processes), **Bio** (the organic brand launched in 2020), **Veggie** (the vegan product line launched in 2022), **Belle** (the dermatologically tested perfumery and personal care line), **Visto Bueno** (clothing), **Romester** (sportswear and equipment), and **Ecron** (electronic devices, of respectable quality, offered at affordable prices).

The cooperative spirit, driven by the strong sense of belonging of all Eroski members, reaches consumers with the contribution of suppliers who are a direct expression of the numerous characteristics of the territories they serve.

The impulse is driven by a natural desire to improve customers' shopping experiences through the constant pursuit of efficiency, convenience, variety, freshness and modernity. **SR**



Fruit and vegetables add colour at Eroski Málaga, Spain. Photo by Javier Mateo



Seafood at Eroski Santiago de Compostela Hypermarket. Photo by Roxelio García



This display of vegetables catches the eye at Eroski Málaga, Spain. Photo by Pili Vazquez Mosquera



Lavish shellfish at Eroski Málaga, Spain. Photo by Vp Pg



Hippo Zourides, serial entrepreneur and corporate leader, has been involved in the food trade for over four decades and consults to corporates, large, medium and small enterprises on a variety of management and restructuring skills, including the latest ESG requirements.



Polony fan out at Eroski Málaga, Spain. Photo by David Laita



Antonello Vilardi, professional in managing points of sale at numerous commercial signs, editorial collaborator for specialised magazines, consultant and lecturer in university masters. He has written books on large-scale retail trade.



Flowers brighten the store at Eroski Hypermarket, Santiago de Compostela, Spain. Photo by Pili Vazquez Mosquera

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