



THE TIMES 100

BUSINESS CASE STUDIES

Costs and benefits of T&D – ASDA

ASDA's **mission** is *'to be Britain's best value retailer exceeding customer needs, everyday'*.

ASDA recognises that this depends on a commitment always to put customers first in everything ASDA does, which is achieved through dedicated teams of ASDA colleagues.



Even in tough economic times, ASDA takes the long-term view that investment in training and development is the right thing to do both for the business and its people. ASDA has dedicated Stores of Learning (SOLs) across the company. These are stores which serve as centres of excellence for technical and behavioural training. Appropriate investment in training and development increases retention of colleagues and leads to higher performing and productive teams, which in turn support ASDA's growth and expansion plans.

The key benefits of ASDA's training are seen in:

- increased colleague productivity - where customers are served and satisfied more quickly. This improves colleague efficiency, reduces costs and leads to higher profitability.
- the quality of ASDA's well trained colleagues - a pleasurable shopping experience means customers are more likely to return to the store to shop. This gives ASDA a competitive advantage.
- high morale which leads to a more motivated team. If colleagues are motivated to develop there are many opportunities open to them. The resulting sense of achievement that colleagues convey in their work contributes to a positive corporate image.
- ASDA aims to fill 80% of appointments through internal promotion.

Wendy is an ASDA colleague who developed from a General Store Manager (GSM) to a Regional Operations Manager role. This is her view of what working at ASDA is like. *'It's dynamic, fast-paced and challenging. I'm given all the space I need to do things my way, which I find really inspiring. Of course, we have a framework that we all work to, but it is very flexible, so I never feel constrained at all. In fact, this is one of the reasons I joined ASDA in the first place. My first role was as GSM for a failing store in Kent. I am now a Regional Operations Manager for Kent. At ASDA, if you put in the work, the reward and progression is definitely available.'*

Identifying skills and development opportunities for senior roles is essential to maintain leadership succession. ASDA's aim is *'to ensure we identify and create a robust internal succession plan to develop our internal talent'*. It therefore provides a visible and structured career path for its GSMs, backed up by technical and behavioural training. ASDA runs Development Days with its senior managers to identify where their development opportunities are. This aims to ensure that the investment ASDA makes in training and development helps the business achieve its objectives. All training and development should contribute to improving ASDA's overall business performance.



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Questions

1. Using the last paragraph, identify what is expected from the investment in training and development at ASDA?

2. Development of colleagues allows ASDA to fill 80% of appointments through internal promotion. Describe why it would prefer to do this than appoint workers from outside the organisation.

3. Explain the costs that may be involved in the training and development of General Store Managers at ASDA.

4. Analyse the benefits to ASDA of having a motivated workforce.

Task

Scenario – a GP wishes to attend a two day training course to update their knowledge about a particular area of medicine in which they are interested. The course is 120 miles away from where the GP lives and works. Draw up a table showing the costs and benefits of the GP attending this course. Carry out some research to help you estimate the monetary costs.

What have you learned?

Draw up mind map showing your learning from today's session.