



THE TIMES 100

BUSINESS CASE STUDIES

Training and development – Morrisons

Morrisons was founded over 100 years ago, as a stall in Bradford market. It has been a family business for most of the time since. Morrisons uses customer service to differentiate itself from its competitors, motivate its colleagues and help the business to grow. Morrisons colleagues are central to customers receiving a quality customer service. To ensure that colleagues perform to the best of their ability, Morrisons offers extensive **training** and **development** opportunities and recently won the title of Employer of the Year at the 2011 Oracle Retail Week Awards for its dedication to colleague skills development and training. Training is the process that directly benefits the business. Development benefits individuals through enhancing their skills. Morrisons philosophy of *learn while you earn* means that existing colleagues and new recruits can gain qualifications and experience whilst working. This benefits both themselves and the business.

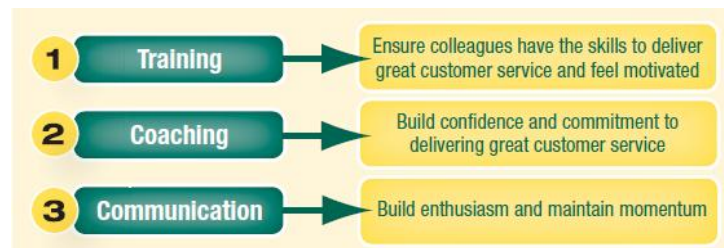
Development occurs at all levels, including apprenticeships and courses for school leavers, in-house degree programmes, jobs and training for graduate recruits. Last year 48,000 colleagues achieved the QCF (NVQ) Level 2 Retail Skills qualification that helped them to improve their understanding of serving customers effectively. Morrisons continually looks for team players with the leadership skills, passion, commitment, integrity and drive to make things happen. The Morrisons Academy provides support and training for colleagues of all levels from school leavers to senior roles. The Academy is a partnership between Morrisons and several academic institutions including the Bradford School of Management and the Bradford Business School. The Academy is committed to training all colleagues, including managers, to deliver excellence in their jobs based on expert **coaching** and the Morrisons model for excellent customer service. 70% of Morrisons managers are home grown having been trained by the organisation rather than being recruited externally. Morrisons thinks of itself as being a learning organisation, which means that as solutions to issues are developed they become company knowledge. This approach helps Morrisons colleagues to improve the customer experience continuously.

Morrisons focuses on three areas:

“**Training** . ensuring all colleagues have the skills and motivation that they need to deliver great customer service. The development of traditional craft skills including baking and butchery skills means that customers enjoy food prepared to the highest standard.

“**Coaching** . used to build confidence and commitment through support, mentoring and guidance.

“**Communication** . used to make sure that all colleagues are aware of benefits and changes. This keeps colleagues enthusiastic and engaged.



Everyone at Morrisons from store colleagues through to head office and throughout the supply chain are part of one team. This approach prevents inter-departmental competition at the expense of customers' experience. Instead, everybody works together to help provide the best service possible. Training and development programmes create an environment where colleagues are able to deliver exceptional customer service. Having colleagues who are motivated and proud of who they work for, supported by management that understands and values its people, helps everyone feel that they are part of the family, upholding the family values and traditions of a family-focused business. As Morrisons says: *'It feels different for our customers because it feels different for our people'*

Questions

1. What percent of managers in Morrisons are home-grown i.e. trained by the organisation rather than recruited externally?

2. Give some examples of training and development opportunities provided by Morrisons.

3. Explain the three areas that help Morrisons to deliver exceptional customer service.

4. Analyse the benefits to both the business and its employees of providing training and development opportunities.

Task

Investigation . speak to employees that you know to find out what training and development they have experienced. Consider the following:

- What form did/does the training and development take?
- Which things have had most impact or been most successful?
- Are they likely to take advantage of development opportunities throughout their careers?

Write up your findings to form the basis of class discussion. A good place to start might be the teachers and support staff in your school or college.

What have you learned?

Create a mind map showing what you have learned about training and development.