



PEOPLE



ELIXIRR with Morrisons

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Project Summary

The 'Big Four' supermarkets are all facing significant challenges in the shape of an increasing threat from discounters and the growth of multichannel customers.

Morrisons listened to their data when it highlighted a decline in head office colleague engagement. They recognised the need to invest in capability development to boost engagement and cross-functional working. Head office staff had just a few classrooms for training and an unstructured learning and development offering unlinked to 2014-15 business outcomes and capabilities.

In a business-led initiative, strongly supported by the Board, Morrisons engaged Elixirr to help them design and deliver:

- an innovative and engaging physical training environment ('Academy') to mark a visible step-change in people investment
- an innovative core curriculum to increase the skill and engagement of Commercial teams

This new curriculum needed to:

- Prepare the team to operate more consistently to improve overall category performance (e.g. increase sales, market share)
- Place an understanding of the customer at the heart of everything Morrisons do
- Increase employee engagement and demonstrate investment in people
- Reinforce Morrisons' heritage, culture and values
- Encourage cross-functional working

From paper-based training materials and traditional learning facilities in 2013 to the new Academy and blended curriculum only a year later, it is clear that Morrisons has been on a truly transformational journey. A significant amount of time and capital has been invested in long-term people development to drive sustainable business performance. As well as delivering tangible benefits, this has communicated to employees that Morrisons is investing in them, even at times of market uncertainty.

Results

- 1,930 people have attended a course in the new Academy
- 7,385 bookings have been received across 224 courses up to December 2014
- c.50% of colleagues have signed up to or attended a new Commercial training module
- The Learning Management System has seen a 943% increase in use
- 13% increase in colleague engagement in response to pulse survey question: 'I have the training to do my job'
- Increased head office training space by over 300%
- 94% Academy utilisation each week, with a comprehensive calendar of training and development events available to all colleagues
- Tutor subject knowledge and delivery has received an average 4.74/5
- Learning environment, venue and facilities have received an average 4.81/5

Qualitative results

- Employees now know critical business processes, roles and expectations
- High quality courses in the new Academy have been accompanied by a range of engaging career and well-being events
- Coupling digital technologies with a well-developed blended delivery approach has meant engagement with training content is high:

"I am just blown away by the Academy – it's amazing and a complete oasis for learning! It invites creativity and is ideal for learning."

"I have been more than impressed with the team from Elixirr. They interpreted the business need really well and assigned the right people with valid experience. They are both strategic and 'hands on', ensuring deadlines are always met and the quality of work is first class."

Guy Cattell, Commercial Trade Planning and Academy Director, Morrisons