



Case Study: Retail & Wholesale

The brief

Metro, a German global diversified retail and wholesale/cash & carry group, completed a major strategic review of their procurement processes including a skills gap analysis. As a result, they appointed Scotwork to transform their approach to negotiating.

The solution

We carried out a detailed stakeholder analysis and used our own competency framework materials to understand the current position, before developing a series of specific courses and workshops which were rolled out in 24 countries across 18 months. This complex project was managed in conjunction with Scotwork administration staff and consultants. Scotwork managed all joining instructions, pre- and post-course communications and ROI measurement.

The multi-cultural, multi-lingual and multi-national context was managed through the expertise of the network of Scotwork consultants in those 24 countries. This reach gave the ability to offer local language support to the vast majority of participants along with translated materials. The proximity of consultants to local markets allowed them to offer advice and expertise on cultural nuances.

Whilst the emphasis was on their senior managers, Metro wanted all staff levels to benefit from the initiative and to utilise some of their internal training resource.

COACHING SKILLS

- Metro needed the programmes to be flexible in their delivery, to be scalable and sustainable. Scotwork developed an all-inclusive approach that allowed Scotwork-trained internal Metro trainers to facilitate at the introductory level of the skills development process.
- Scotwork ran a series of Coaching Negotiation Skills programmes to establish accredited coaches. This involved small groups of less than 10 in an intensive learning experience involving two consultants delivering structured coaching tools through a mixture of theory and practical experience. Scotwork wrote and filmed video content to ensure optimum learning was achieved in the minimum time.

GROUP WORKSHOP

- Approved internal Metro trainers taught a 'Negotiating Fundamentals' 1-day workshop - a knowledge-based course for small groups of up to 12-15 participants. This involved a mixture of lecture input, interactive workbook-style learning, group discussion and role play.
- Scotwork developed a 'Transformation Audit' to support the creation and monitoring of individual action plans.
- Scotwork also developed a negotiation skills competency matrix to support future team development and assist the Human Resources function in recruitment and career planning.

SKILLS TRAINING

- The 'Negotiating Fundamentals' workshop ultimately led to all procurement managers progressing through to Scotwork's Advancing Negotiation Skills course. The transformation of these individuals was tracked before, during and after each course so that personal development/action plans could be agreed before each manager returned to their roles. A rigorous, automated follow up questionnaire process ensured robust measurement of ROI.
- Scotwork supplemented its proven approach with a bespoke case play, written to recreate a common scenario and provide learning tailored to a specific conflict situation.
- Participants benefit on an ongoing basis from the resources within the Scotwork Online Toolbox, including the AI-enhanced Preparation Tool, top tips videos and a series of interactive consolidation modules covering the 8 steps learned on the course.

The results

After extensive piloting with Metro's main procurement and country manager group – all 100 courses were successfully completed within an 18-month period.

All participants were encouraged to undertake post-course reviews with their line managers using Scotwork's devised format. They were also asked to participate in detailed ROI questionnaires 13 weeks after their attendance. Questions measured areas such as skills used, materials used, memorable concepts and, crucially, savings made as a direct result of the training. The ROI data gave this figure as a return of 14.8 times the course fee in those 13 weeks.

ROI **14.8** x the course fee
in 13 weeks

Technical skills used

- Understanding of training needs via robust stakeholder analysis.
- Ability to align with 3rd-party strategy consultants.
- Communication of competency framework to guide understanding and target learning for the audience.
- Developing needs-based bespoke materials, lectures and case plays.
- Developing internal train-the-trainer materials.
- Development of internal coaches.
- Presentation skills.
- Creation of digital support tools.
- Subject matter expertise in negotiation skills development.
- Management of ROI information and output amongst stakeholders.
- Project management across 24 global centres and 16 different languages.