Landmark Group's State Managers Development: Best Development Program for Frontline Leaders

Landmark Group — Arabia

Best Development Program for Frontline Leaders

January 2024

Brandon Hall Group
HCM Excellence Award
LEADERSHIP DEVELOPMENT
GOLD
2023

Company Background

Company-at-a-Glance	
Headquarters	Dubai, UAE
Year Founded	1973
Employees	48,000
Global Scale (Regions that you operate in or provide services to)	One of the largest retail and hospitality conglomerates in the Middle East and India, with growing presence across Southeast Asia and Africa. Currently, the Group operates over 2,200 outlets, encompassing over 30 million square feet across 23 countries.
Customers/Output, etc. (Key customers and services offered)	Landmark Group offers customers a diverse portfolio of over 57 own and franchise brands that have grown into category leaders in fashion, baby care, footwear, home, lifestyle & hospitality.
Industry	Retail
Website	https://www.landmarkgroup.com/ae/en/home

Budget and Timeframe

Budget and Timeframe	
Overall budget	2 million SAR
Number of (HR, Learning, Talent) employees involved with the implementation?	5 Talent Developments Managers, 30 Brand Trainers, 5 HR heads, 50+ Area Managers and 150+ Senior Managers play the role of Coaches.
Number of Operations or Subject Matter Expert employees involved with the implementation?	1 Chief Country Officer, 5 Regional Heads, 8 National Business Heads, 35+ Regional Business Heads, 5 Regional Human Resources Heads, and 50+ Area Managers, 30 Brand Trainers and 5 Talent Developments Managers.
Timeframe to implement	7-9 Months Program
Start date of the program	1 Sep 2019, ongoing currently on 4th cycle

Business Conditions and Business Needs

The Landmark Group is one of the largest non-food retail groups in the Middle East and India, with a growing presence in Southeast Asia and Africa. Currently the Group operates over 2,200 outlets, encompassing over 30 million square feet across 21 countries. Creating exceptional value since 1973 with over 43 brands in fashion, baby care, footwear, home, lifestyle & hospitality. Landmark Group has a diverse workforce of over 48,000 employees from over 88 nationalities, 34% of whom are women. In KSA 5108 of our employees are Saudi nationals, 74% of whom are women.

Retail Context: Retail in the GCC has shifted significantly in the last four years. Ecommerce vs. Brick & Mortar is the biggest challenge faced by all retailers globally. Amazon & Uber acquired Souq.com & Careem respectively in GCC. Increased competition, rising costs, and declining margins have forced retailers to review their business model & adapt to this new reality.

Landmark Group's growth has been similarly impacted, due to several factors including:

- Environmental challenges: Oil price, political instability, overall decline in economic activity
- Increased competition; fresh players coming into the market (E commerce)
- Speed and agility in responding to changing trends (e.g., 'Back to School' trading period could have capitalized.

- Discerning customers and their spending habits: customers are more tech savvy, professionally researched, read expert opinions, do product reviews, check competitors before buying and are looking for a bargain.
- Nationalization in GCC (KSA, Oman and Bahrain) in retail sector, reducing country's dependency on expatriate workforce. The challenge is to recruit & develop the desired skill sets in Nationals, in a short span of time, else business continuity is at risk.

Retails Context in KSA: "Saudi Arabia's retail sector is poised for tremendous growth. " is an Article on linked in written by Mr. Rakhshan Khan who is a Regional Business Head at landmark group stated that "Saudi Arabia is the place to be for retailers who are looking to expand their businesses. …fashion, and technology are in great demand due to the young and tech-savvy populace. Retail goods and services are in great demand due to the growing middle class and urbanization, making it a very attractive market for enterprises." Moreover, Mr. Khan mentioned the expansion of the market stating that "The retail industry in Saudi Arabia has positioned for tremendous expansion thanks to an emphasis on tourism, infrastructural improvement, and foreign investment. Retailers, particularly those operating in the hospitality and entertainment industries, now have more options thanks to the government's emphasis on tourism. The nation is making significant investments in developing top-notch tourism attractions, such as the Red Sea project, Qiddiya, and Neom,Riyadh Air, which will draw millions of visitors from all over the world. The increase in demand for retail goods and services brought on by the influx of tourists will open new business opportunities. Additionally, Saudi Arabia has become a desirable location for companies wishing to grow their operations because of the government's initiatives to loosen rules and encourage foreign investment. To make it simpler for businesses to operate in the nation, the government has implemented a number of economic changes, including the creation of the Saudi Arabian General Investment Authority (SAGIA) and the privatization of state-owned industries.

Additionally, the development of e-commerce and digitalization in Saudi Arabia has been a key factor in the growth of the retail industry. The nation has developed into a Centre for online shopping because of a high smartphone penetration rate and a tech-savvy population. Between 2023 and 2027, e-commerce sales are anticipated to increase at a compound annual growth rate (CAGR) of 13.9%, reaching $20 billion. This offers a fantastic opportunity for retailers who want to enter the expanding digital industry. In conclusion, Saudi Arabia has enormous retail potential due to its high disposable income, young, tech-savvy population, emphasis on tourism, and favorable business climate. The

nation is positioned for major growth in the retail sector thanks to the government's aim for economic diversification and international investment." Said Mr. Khan.

Saudization Context in KSA: Saudi Arabia 2030 Vision has completely transformed how the country develops. A vision that empowers giving and inspires creativity and innovation in young Saudi to make difference in all fields. In 2018 the government announce the start of the Nationalization program with an aim to reduce unemployment and increase women participation in the workforce. On a recent article published on Araba News, Mr. Ahmed Al-Rajhi Saudi Minister of Human Resources and Social Developments said " The ongoing localization efforts in Saudi Arabia have helped provide job opportunities to over 500,000 Saudi nationals in the private sector since 2019".

Saudi Arabia unemployment rate has dropped drastically 4.2% over the past 3 years due to more job creation.

TRADINGECONOMICS.COM | CENTRAL DEPARTMENT OF STATISTICS AND INFORMATION
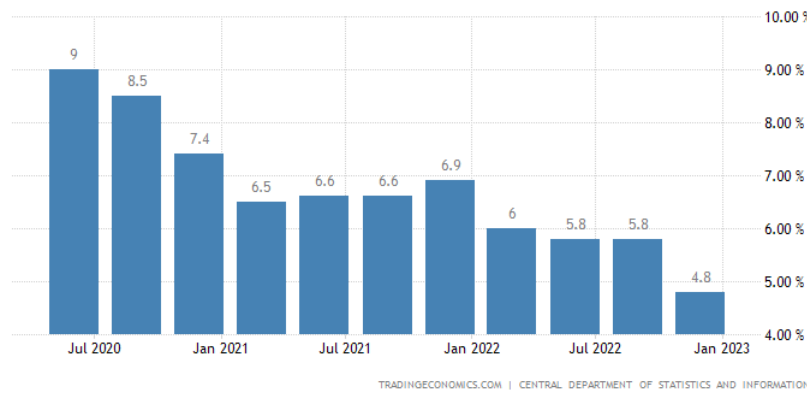
Saudi Arabia job localization, or as it called Saudization aims to prioritize hiring local national manpower over expatriate hiring in private sectors. Saudi Arabia governments also encourages and incentivize company owners to hire locals.

The Nationalization process got many views from public and experts views toward the vision that lead many news media write many articles.

https://www.arabnews.com/node/2218076/business-economy

ARAB NEWS

RIYADH: The Saudization of postal and parcel services throughout all regions in the Kingdom has begun, the Ministry of Human Resources and Social Development said in a statement.

In a tweet from its official account, the ministry announced the end of the grace period given to businesses and said that the first phase of the scheme to localize all employment related to postal and parcel services is now active.

The first phase targets the 100 percent localization of 14 such services, including verticals associated with them like the provision of delivery services via electronic platforms and mailroom management services.

The ministry has pledged to provide an incentive and support package to support private sector institutions in the transition.

The package will give support for recruitment and gaining access to Saudization support programs through the Saudi Human Resources Development Fund, known as Hadaf.

It offers support to institutions across different sectors for employment and empowerment training.

In October, Hadaf announced that it supported the employment of 277,000 male and female citizens in private sector institutions from January this year until September.

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https://www.argaam.com/en/article/articledetail/id/1644008

Localization helped 500,000 Saudis get jobs since 2019: Minister

Saudi Arabia's localization decisions for professions and business activities have helped to provide job opportunities to over 500,000 citizens in the private sector since 2019, Saudi Press Agency reported, citing Ahmad Al-Rajhi, the Minister of Human Resources and Social Development.

These decisions helped empowering the citizens and boosted their employment rates, Al-Rajhi added on the sidelines of the Saudi Economic Association (SEA) Conference.

Initiatives related to the labor market strategy will be finalized before end of 2025, the minister said, adding that this strategy made several market strides that are reflected on the economic indicators of the unemployment rates, the economic contribution of the labor force and the worker's productivity.

Additionally, the goals of the women empowerment initiatives, which were scheduled for 2025, were achieved in 2022, the minister noted.

The different employment patterns, including flexible, freelance and remote work, will help an economic transition from informal activities, increase women's contribution to the gross domestic product (GDP), boost sources of income per capita, especially university students and further provide job opportunities for women.

Taher Al-Dabbagh, chief human capital and corporate affairs officer, Landmark Arabia, said: "We are honored that Prince Faisal bin Mishaal visited our store in Nakheel Mall and praised Landmark Arabia's successful localization of retail occupations in Qassim. His words of praise and encouragement are a testament to our commitment toward the organized retail sector in Saudi Arabia, in line with Saudi Vision 2030."

He added: "We are proud to be growing our Saudi workforce, and look forward to supporting them through management and training programs as they endeavour to build enduring careers with Landmark Arabia."

Landmark Arabia is an international company with strong roots in Saudi Arabia, and has a presence in over 45 cities across the Kingdom.

Landmark Arabia achieves 100% nationalization of jobs in Qassim

KSA Retail Industry was at most interested to create Saudization opportunities. Making it a challenge for retailers to hire and empower first-generation of Saudi retailers' Store Managers. Hiring Local Saudi employees is not of a challenge, but sourcing right fit local talent is.

Landmark's Strategy prioritizes internal promotions over external hiring, harness local high potential employees, build and establish strong capabilities and skills and ensure employees become successful. Offering suitable developments programs at all levels of the organization.

Role of the Store Manager: Landmark Group is committed to delivering exceptional customer experience & continuing to grow by expanding in current & new regions. And this can only happen if the most crucial link (Store Managers) between Landmark Group & its customers are 'Future Fit.'

The Landmark Group Store Managers are always positioned for success. It is important to ensure that they receive the support they need to perform their role efficiently and effectively. The following is a list of the most common obstacles being encountered.

- **Caliber and Capability obstacles:**
  - Recruited with basic retail knowledge, education levels and in junior roles (e.g., sales associate) or have made it up the ranks without being adequately trained resulting in varying level of skills and motivation, to manage business & team members.
  - The Store Manager process has limited inputs in Store Operations related decision making, leading to low morale, accountability, and ownership.
  - Primarily execute administrative tasks and comply with instructions from seniors, leading to a culture of disempowerment.
  - Attrition affecting investment in building talent pipeline.
- Role related obstacles:
  - The store manager role has been diluted over time with redundant activities (admin, reports, duplication due to lack of automation and inefficient processes) and causing confusion about what a store manager really needs to focus on.
  - Limited accountability and decision making.
  - Too many expectations and conflicting demands placed on the store manager by different functions.
  - Manage unplanned activities like drop ins/visitors in flagship stores, emails during peak trading hours from functions. Hence, diverting time spent on improving the business, developing teams, and taking timely decisions to drive business metrics.

Therefore, it has become a necessity for the organization to design frontliner development programs that fit the needs of the current and future market.

Overview

SMDP (Store Manager Development Program) is a store manager license to operate (LTO) program which serves both as an ongoing capability building program for building the competencies of our existing store leaders and as career development platform for continuously grooming our internal future potential store leadership talents to manage our stores efficiently. One of the core visions of Landmark Group is to establish solid Carrier Path that ensures manpower sustainability & growth specially for Critical roles in retail stores. And enhance overall employee experience and retention through engagements and developments.

Framework of SMDP Store Managers Developments Program:

Landmark Group HR Vison:

SMDP Project was developed with an aim to involve the entire structure of the organization to build a strong bond and bridge the gap between top leadership and frontline employees.

KSA Landmark Group Hierarchy Structure:
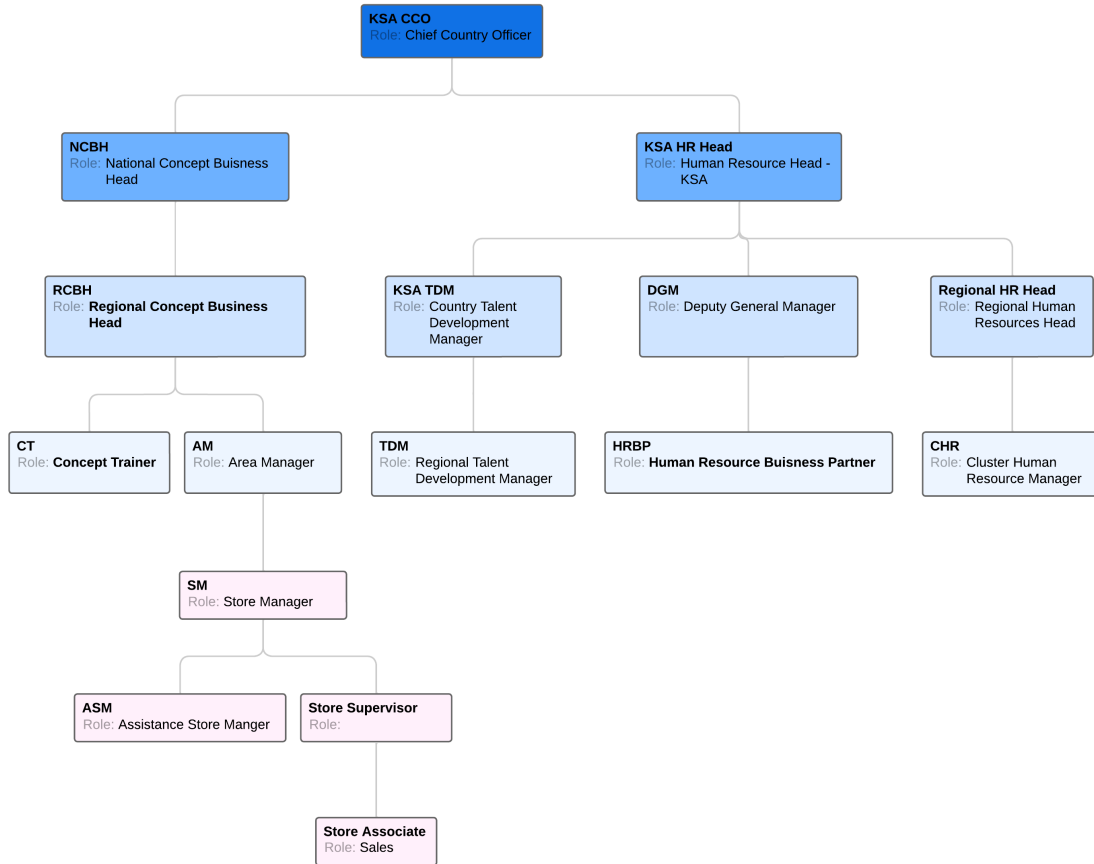
Landmark Group have created a Retail Career path that provides clarity to grow and show the roadmap to accelerate the growth of Highly Potential employees. Each role positions are associated with a specific Developments Program that suit the need of the next growth. Example, High Potential Supervisor/Assistant Store Manager can move to Store Manager Role post successful enrolments in SMDP Store Mangers Developments program.

Landmark Retail Career path:
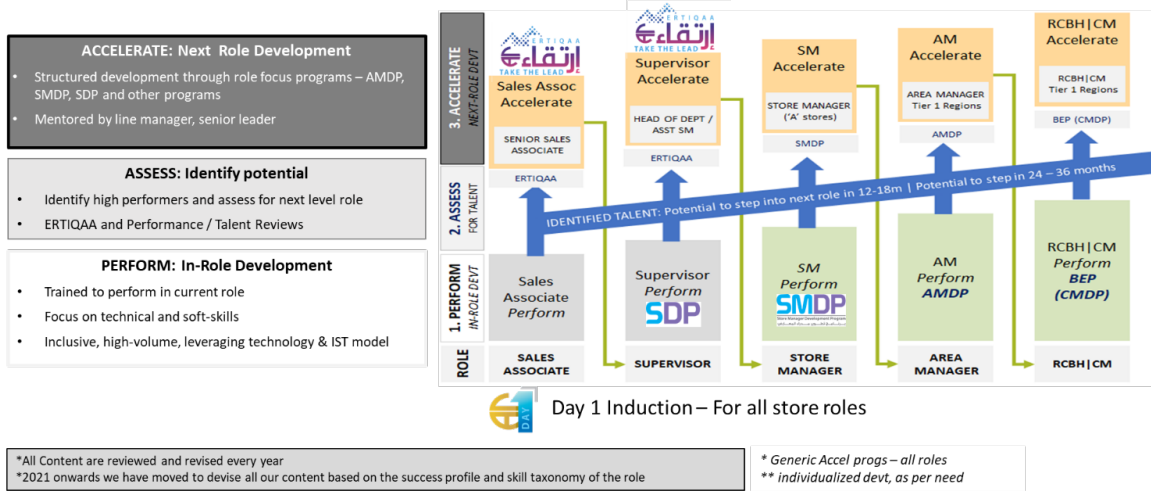
Landmark Group's Objective is to deliver value to its people by empowering and investing in them to build the next generation of Landmarkers. This is highlighted through Landmark Group values iLEAD (Integrity, Listen, Empower, Adapt and Deliver).

Since the country's objective direction is focused on Nationalization, Landmark has aligned its objectives to deliver value to its people by empowering and investing in them to build the next generation of Landmarkers. Listening to the market trend adapting as per country needs, Landmark group being proud to be growing the Saudi workforce and look forward to supporting them through management and training programs as they

endeavor to build enduring careers. Through Landmark Group values iLEAD (Integrity, Listen, Empower, Adapt and Deliver) so the key drivers to achieve this objective is to grow internal talent & make the workforce more engaged and productive through the Store Managers Developments Program.

Store Manager Development Program has been developed with an objective to have one National SM trained, developed, capable and ready in every store before end of July 19 to meet the nationalization requirement of the country and as preparation for the future business needs of the market.

It is a Saudi National Fast Track Management Development Program which has been created to prepare and enable local employees (Existing & High potential) to handle Store manager role.

Learn and grow Delivery model at Landmark:

COE	Concept L&D	Territory Talent Development Team

• Provide **strategic & leadership direction** to the L&D function
 	
• Develop and Deliver group level learning programs –
  • Behavior Learning – Values & Soft Skils
  • Functional Development - **Marketing , Planning & Finance teams**
  • Role Based Programs - **Supervisors, Store Managers, AM, RCBH & CM**
  • Common Group Projects – **Technology , Ecom Projects, Shukran Gift cards**
• Partner with concepts, functions and territories to define common learning needs **– eliminate duplication and collaborate / support each other**
 	
• **Regularly evaluate learning programs** and ensure all learning content is relevant to business needs – continue to benchmark externally and use of technology, innovation
 	
• Select and work with External partners providing a competitive edge and price efficiency – **Technology & Content**
	• **Develop and Deliver Concept programs** that are aligned to concept business needs – **monitor, measure and evaluate regularly**
	
	• Develop and deliver Product Knowledge,VM Brand and Customer Experience programs for respective concept
	
	• Partner with territories to ensure execution of concept trainings in stores
	  • Agree and Finalize learning plans by region and support the regional learning team, store managers and coach buddies in stores to execute concept
	
	• Part of the **Leadership Learning team** and contribute to overall group learning, implementation and evaluation of programs
	
	• **Execute and Drive Role Specific Programs** like SMDP, SDP , AMDP & BEP for their concepts learning Plans
		• Partner with the business and ensure all learning activities are executed & aligned to business goals.
		  • **Induction**
		  • **SMDP**
		  • **SDP**
		  • **Ertiqaa**
		
		• Drive **Succession Planning** at the regions to Identify Groom talent to have a succession Bench strength and Drive Nationalization Agenda.
		
		• Focus and deliver **Learning execution** in stores by working closely with store managers and ISTs network in stores.
		
		• Measure **learning effectiveness** and provide ongoing feedback to Regional Leadership team, COE function & concepts for relevant programs

Design and Delivery of the Program

SMDP provides store managers with essential retail management learning modules, leadership values and behavioral training. The Program is designed to allow participants to learn, experience, and execute on their own.

Learning Methodology:

All the activities pertaining to each module are broken down to 70:20:10 principle.

SMDP is based on 70:20:10 Learning Methodology. The learner is encouraged to self-learn and practice on the job.

- 70: Participants are required to practice all the activities as learned through LMS and Coach briefings.
- 20: Coach would help understand each of activity mapped under the module for the months.
- 10: Every month LMS Specialization is assigned to the participants based on the focus module.

The program's structure encourages participants to learn, explore and practice on their base using Learning Management system. The Learning Management System contains digital learning material, including documents and videos in both Arabic and English languages, assigned and designed specifically for SMDP participants. Mylandmark LMS (Learning Management System) also provides tracking reports that enables participants to make robust progress.

Additionally, each participant is guided by a senior experienced Store Manager throughout the 4 months of learning journey in which they learn about The Retail 5S (Store, Staff, Stock, Service, and Sales Management), followed by 1 month of Specific Brand Training and ended with 2 months of Realtime experience as a Store Manager to demonstrate their expanded skills. At the end, the program Certification is provided to graduate participants who successfully clear all the assessments by meeting the passing criteria of the program.

Learning Journey Map:
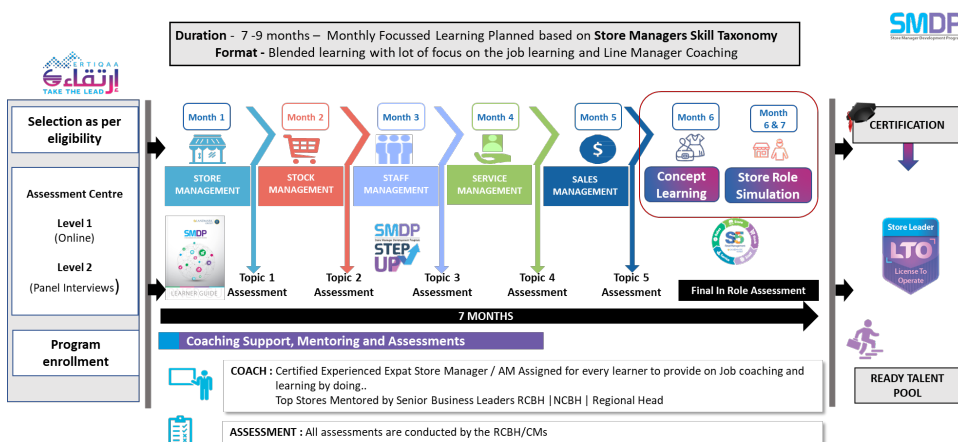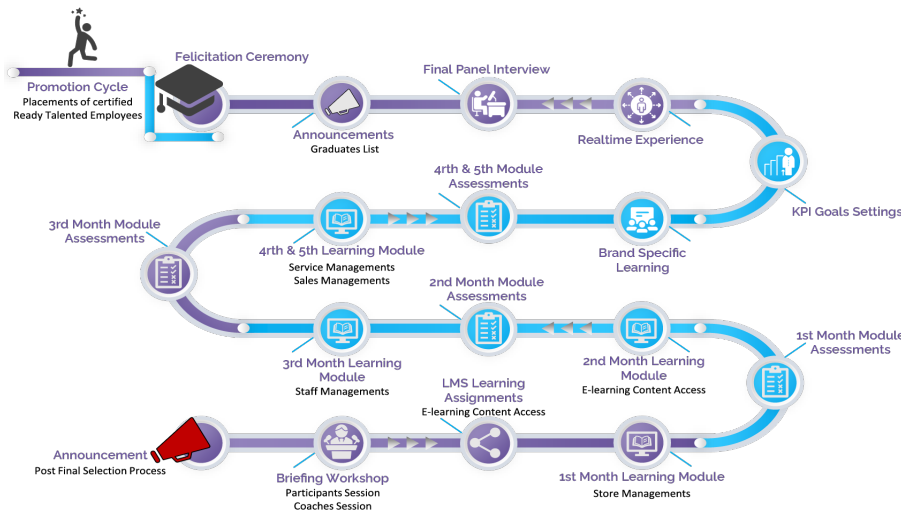
5S of Retail Management: Blended learning combines E-learning via LMS and on the job Training enabled by experienced store manager or line manager inside the Store who coaches and guide the participant through the journey. Each learning module contains work related topics that fit organization requirements and needs.

🏪 Store	🏬 Stock	👥 Staff	🙋 Service	💰 Sales
• Floor Walk Checklist • VM Concept Standards & Guidelines • BOE Compliance • HSE Compliance • Facility Help Desk • Sale Preparation Process • ORPOS • Legal Compliance (V comply) • SOPs Store Management • SOPs Cash Management	• RFID • GDMS Babyshop / Home Centre • SIM Application • Stock report analysis • LP - Shrinkage & Damage control • Stock take • Back Store Management • Receiving & Pre-retailing	• LMG Values • Staff ROTA • Staff KPI & Role Clarity • HR Processes (MyLandmark – Help Desk – TAMS - Workplace) • HR Compliance (Dos & Don'ts – Code of Conduct)	• Shukran Enrollment & Sales • Selling Skills – Offering More Choices to Our Customers • Service – Make Our Customers Love Landmark • Cashiering Customer Service Steps	• Retail Math Terminologies • Daily Sales Report Analysis • Profit and Loss

A checklist serves as a learning log and is also provided to participants and coaches at the beginning of every new learning phase as guidelines to keep learning standards fixed for every participant. Brand Trainers and Area Managers are involved to provide clarity when needed and scheduled regular store visits to evaluate the learning outcomes for participants.

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Store Managements Module

Index
- Floor Walk Checklist
- VM Concept Standards & Guidelines
- BOE Compliance
- HSE Compliance
- Facility Help Desk
- Sale Preparation Process
- ORPOS
- Legal Compliance (V comply)
- SOPs Store Management
- SOPs Cash Management

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Guidelines
- As trainee kindly ensure that you follow the checklist instructions for your learning and complete all the learning points in the checklist.
- Take support of the coach for your understanding and learning.
- Ensure that the completion of checklist points is done as per the time allocation.
- Topics completion sign off must be done for each topic in the checklist by the learner, coach & the line manager.
- Checklist & Coach Guide signed off documents must be presented to the L&D team at the time of assessment of specific topic.

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Sample Learning Log:

Sr. No.	Action	تصرف	Confirm Completion (v)	Completion Date	Trainee Signature	Coach Signature	Remarks
1	Did you learn about Floor walk and its importance to you and to the business?	هل قمت بتعلم كيفية أخذ جولة تفقدية في المعرض (فور ووك) وأهميته لك وللأعمال؟					
2	Did you practice floor walk for three days to solve possible problems and delegate tasks when required?	هل قمت بعمل جولة تفقدية لمدة ثلاثة أيام لتنفيذ وتفويض حل جميع المشكلات؟					
3	Are you aware about the different parameters that needs to be covered in the Floor walk checklist?	هل قمت بمعرفة المعايير المختلفة التي يجب تغطيتها في نموذج تفقد المعرض على سبيل المثال المعايير الخاصة بالبضائع، النظافة ونافذة العرض؟					
4	Are you aware how to delegate task found during the floor walk to your team?	هل قمت بتعلم المعايير والمسؤوليات التي يمكنك تفويضها إلى أعضاء فريقك؟					
5	Are you aware of the procedures required to escalate any concern you have found during the floor walk to management, facility etc.?	هل قمت بتعلم الإجراءات التي يجب اتباعها لتصعيد المشكلات التي يتم اكتشافها خلال الجولة التفقدية؟					
6	Did you know what actions should be taken to handle pending tasks in your checklist?	هل تعلم الإجراءات التي يجب إتخاذها للتعامل مع المهام المعلقة؟					

I acknowledge that we have satisfactorily completed the learning covering all the above points of this topic and the trainee has clear knowledge on the subject
تم تعلم جميع النقاط الخاصة بهذا الموضوع بشكل كامل وأصبح لدى المتدرب المعرفة اللازمة بموضوع التدريب

Completion Date: **Trainee Signature:**   **Coach Signature :**

SMDP Step-up: SMDP Step up is a behavioral leadership learning module. The content is built based on Landmark Group core values iLEAD with Integrity (Integrity, Listen, Empower, Adopt and Deliver). Each value is presented in a scenario-based activity with an objective to introduce new store managers to best practices of good leadership skills and behaviors and truly live Landmark's Values.

LEAD with Integrity
- Know the behaviours of Successful Managers at LMG
- Live the LA iLEAD code and follow Workplace Etiquette
- Manage your time to spend more time helping others learn and perform

LISTEN
- Create a listening Culture
- Build trust with you Team, Peers & Managers
- Engage & motivate your team

ADAPT
- Effectively work with Multi-cultural Teams
- Learn to Manage your Emotions at work
- Manage Conflicts

EMPOWER
Use tools to empower team
- Conduct engaging Team briefings
- Delegate tasks & responsibility to develop team

DELIVER
- Practice Effective feedback skills
- Giving praise & recognition to your team

PROGRAM FRAMEWORK

Learning Journey – Virtual
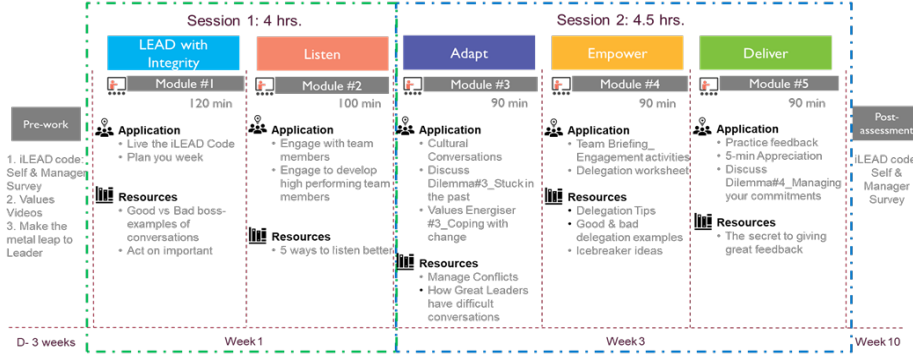
As part of SMDP Step-Up criteria, learners must complete all activities assigned on LMS (Session 1 Boss vs Leader and Session 2 Post Workshop Reference Videos). Learners are also required to complete Self/Manager assessment and identify 2 behaviors which would focus on over the SMDP Step-Up program. Complete post workshop assessment on the company Platform (Mylandmark).

Nomination Process: There are three main sources of Program nomination, one is through Landmark Group Assessments Center called ERTIQAA, two Retail Succession Planning which initially prepared by Brand Business representatives and HR Business partners, and the last source is from internal promotion and recent role placements data.

ERTIQAA: Landmark group runs an Assessments Center called ERTIQAA which is an Arabic Name that means Career Growth. ERTIQAA aims to elevate and provide equal opportunities to all employees to prove their capabilities and grow in the organization purely based on their competencies and potentials for next role and serves as a platform for identifying, enrolling into Development Programs, and promoting the right talents internally.

Store Mgmt. Staff

B7 — مدير أول معرض / Senior Store Manager
B6 — مدير معرض / Store Manager

Supervision Staff

B5 — مسؤول قسم / Department In-Charge
B4 — مشرف / Supervisor
— مساعد مدير معرض / Assistant Store Manager

Floor Staff

B2/3 — موظف مبيعات / Store Associate

مركز تقييم / Assessment Centre

المستوى الوظيفي الأول للسعوديين / Entry Level for Nationals

معايير القبول 1- Eligibility Criteria		
Last Annual Performance Rating (for B1-4) CSBs التقييم السنوي الأخير للدرجة (ا إلى ٤)	Last Annual Performance Rating (for B5+) KPIs التقييم السنوي الأخير للدرجة ٥ فأكثر	Eligibility Timeframe to qualify for Assessment Process الإطار الزمني للقبول في إجراءات التقييم
Exceeds Expectations يتخطى المتوقع	Exceeds Target / Exceptional يتخطى المستهدف / استثنائي	After completion on 1 performance review بعد استكمال تقييم أداء واحد
Meets Expectations يتوافق مع المتوقع	On Target يتوافق مع المستهدف	18 Months in current role ١٨ شهرا في الوظيفة الحالية
Does not meet Expectations لا يتوافق مع المتوقع	Below Target / Does not meet Expectations أقل من المتوقع / أقل من المستهدف	Not Eligible غير مقبول

ERTIQAA ارتقاء — TAKE THE LEAD

المسار المهني للموظفين السعوديين
Career Path for Saudi Nationals

المسار المهني / YOUR CAREER PATH

موظف متجر / STORE ASSOCIATE
المركز التقييمي / ASSESSMENT CENTRE
مشرف / SUPERVISOR
مسؤول قسم / مساعد مدير المتجر / DEPARTMENT IN-CHARGE / ASSISTANT STORE MANAGER
المركز التقييمي / ASSESSMENT CENTRE
مدير متجر / STORE MANAGER

Assessment Centre will be held once a year for selection of employees.
ستعقد التقييمات مرة في السنة لاختيار الموظفين.

STEPS TO GROW TO THE NEXT LEVEL FASTER IN YOUR CAREER

1. ELIGIBILITY — Performance Rating
   ASSESS — > Online Assessment > Panel Interview
   LEARNING (NEXT ROLE)
2. RECEIVE LETTER OF OPPORTUNITY
3. PLACEMENT IN NEW ROLE (BASIS ROLE AVAILABILITY) > Change of Band > Change of Salary

*Terms and Conditions may differ as per Role / Concept / Region within KSA

كيفية ارتقاء الموظفين السعوديين إلى المستوى التالي

3. الانتقال إلى الدور الجديد
2. استلام خطاب حول الفرصة
1. التأهل — التقييم / التعلم (للدور التالي)

It is available for all national employees whom one year tenure and above and get a minimum of meet expectations on annual performance rating. ERTIQAA consists of three phases. Phase one is nominating eligible employees. Phase two passing online Assessments. Phase three passing panel interview. landmark Group Assessments Center is tied-up with Discovery DISC Dominance, Influence, Steadiness, Compliance Analysis solution provider that utilizes gamification online assessments. Employees will be tested based on three aspects (numerical, English as 2nd language and DISC based test) and must cross the benchmark scores to be qualified for the next phase. The Panel Interview is run by 3 judges Business representative, Talent Developments Manager and Brand Trainer. The employee will be asked about their future goals, ambitions, retail knowledge and experience, behavioral situation question etc. Employees who successfully cleared the 3 phases of Assessment center gets enrolled into one of the Talents Developments programs based on their potential and current job role.

Succession Plan: Landmark Retail Succession planning is concerning the nationalization readiness in stores which highlights critical roles (Store Manager, Assistance store Managers, Supervisors and Team Leaders) and identifies the rights successor taking in consideration senior Business Leaders view. Therefore, all employees identified as successor Store Manager would be prompted to enroll in Talent Developments Program. Furthermore, the Succession planning gets verified by Human resource Business Partners who ensured that all employees identified in the plan meets business requirements and shared the plan with Talent developments Manger to enroll successor employees into SMDP program.

Internal promotion and recent role placements: all recently promoted and designated first time Store Managers and Assistant Store Managers are to be nominated and enrolled into the SMDP program to get Licensed to Operate LTO Certificate.

Program Enablers: Coaching Support: Every learner will have a coach nominated by Area Manager / Regional Brand Business Head; the coach will support the learner in the entire learning journey.

Mentoring Support: The Regional Brand Business Head is responsible for developing store Managers and identifies future successors for every store / city in the respective brand & region through SMDP program.

Leadership Behavioral Change Step up:

- Leadership Step up: is behavioral training provided for the store managers to develop and sharpen leadership and people management skills. This is conducted in two phases over 3 months.
- This program aims to provide our store leaders with value-based behavioral skills training to go the extra mile and further lead their teams to success by reiterating the importance of our Landmark Values iLEAD.

Tracking Mechanism:

Tracking Mechanism

Regional Monthly Connect	Monthly Progress Report	Tracker
Regional monthly connect session will be conducted with the participants which will be headed by the Regional Head and Regional Leadership Team to discuss the learners progress.	Monthly Progress report will be published by Talent Development regional manager including assessment results & feedback.	A participant wise tracker will be maintained by the regional Talent Development manager on the progress of each participant from the beginning till end of the program.

Talent Developments managers responsibility to generate frequent report and learning progress Dashboard and share it with National Brand Heads, Regional Human resource Heads, Regional Brand Heads, and Area Managers. That shows the overall progress of Brand Wise, Regional Wise and Overall KSA Progress.
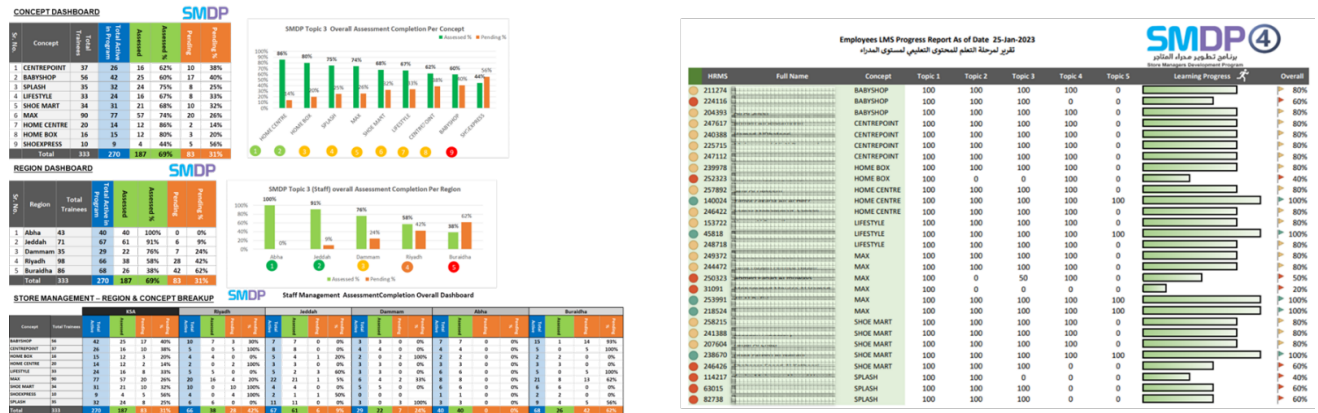
Likewise, L&D and Brand Trainers would also share participants individual progress via Store email address and via WhatsApp learning group.

Brand/Concept Training: Addresses store manager specific learning needs to improve store performance and KPI achievements based on brand tactics and strategy.

Realtime implementation: The measures of individual learning and outcome results are set at the beginning of the Realtime Implementation. The learners are encouraged to take and accept the challenge of Realtime projects set by Regional Brand Head / Area Managers. The project is designed based on the SMART (Specific, Measurable, Achievable, Realistic and Time) principle and attained in 2 months. Participants are accountable for the achievements of the Given KPI as a project.

Business Brand Head / Area Managers must ensure that participants are empowered with all necessary tools and assistance needed to accomplish the Given KPIs through the Realtime implementation Period (2 months).

Business Brand Head / Area Managers would evaluate the achievements of the KPI post the given deadline of 2 months, set up a meeting with participants to discuss the outcomes by conducting a final review.

Assessment Methodology: A total of 5 panel interview Assessment is conducted, one after every learning module completion. The accountability of the assessment's reliance on respective Regional Brand head and Area Managers. The Assessment can be conducted by walking & discussing in the store using assessment online form as a tool to evaluate participants knowledge basis on their ability to demonstrate the learning, record observation and share constructive feedback with participants.

Assessment Grading:

Distribution of Final Review Score Out of 100%:
Contribution of 5S Retail Management Topics = 80% weight
Contribution of KPI Realtime Experience Achievements = 20% weight

Grade	Final Score Range
Excellent	(Ready Talent) 85% – 100%
Good	(Future Leaders) 75% - 84%
Average	50% - 74%
Poor	0% - 49%

80%

Store Management

Store Management

Grade	Range
Excellent	85 - 100%
Good	75 - 84%
Average	50 - 74%
Poor	0 – 49%

Stock Management

Stock Management

Grade	Range
Excellent	85 - 100%
Good	75 - 84%
Average	50 - 74%
Poor	0 – 49%

Staff Management

Staff Management

Grade	Range
Excellent	85 - 100%
Good	75 - 84%
Average	50 - 74%
Poor	0 – 49%

Service Management

Service Management

Grade	Range
Excellent	85 - 100%
Good	75 - 84%
Average	50 - 74%
Poor	0 – 49%

Sales Management

Sales Management

Grade	Range
Excellent	85 - 100%
Good	75 - 84%
Average	50 - 74%
Poor	0 – 49%

20%
Realtime Experience KPI

Realtime Experience KPI

Grade	Range
Excellent	85 - 100%
Good	75 - 84%
Average	50 - 74%
Poor	0 – 49%

Graduation Ceremony: The SMDP Learner who successfully completes their learning journey of Retail Management topics (S5 - Store, Stock, Staff, Services & Sales), Concept/Brand Learning, Realtime Practical Demonstration and in overall assessment scores "Excellent" or "Good" rating will be granted and certified with store LTO Licensed to Operate.

Delivery and execution Septs of Frontline leaders Developments Program:

- **Announcements of selected participants:** SMDP nominations will be collected from Ertiqaa Assessment Results & Succession Planning HR Data, then finalizing the nomination with the help of respective concept business leaders.

- **Launch of the frontline program SMDP**: Launching will be done region wise with respective Regional Head, HR, L&D, Business Leaders and Area Managers, Brand Trainers explaining the journey of the program, communication sending by HR Head.

- **Briefing workshops of SMDP for Learners & Coaches**: Briefing session conducting for all the SMDP Participants & their Coaches explaining overall journey of the program, WhatsApp group creation, assigning LMS to both Participants and Coaches. These LMS will be assigned monthly for the 5 topics to be covered in 5 months. Checklist & Coach Guide will be printed from LMS which will be used for On Job Learning in store. The Talent Development team is monitoring & tracking their learning through LMS & also during store visit.

From: Mahin Saifullah
Sent: Wednesday, December 14, 2022 8:02 PM
Subject: RE: SMDP 4(Store Manager Development Program) Abha - Assigned Staff Management topics(Phase 3) on LMS

Dear SMDP Learners/Coaches,

Thank you for completing SMDP Store & Stock Management LMS Courses. Please note that below mentioned courses have been assigned in LMS(My Landmark Learning App.)

Requesting the below participants & their coaches to start learning journey with the below modules & the deadline to complete these modules in LMS is 8th January '23.

Please note:
1. SMDP Staff Management Checklist (LMS Course No: 16023) must completed by the participant.
2. SMDP Staff Management Coach Guide (LMS Course No: 16024) must completed by the coach.
3. SMDP Staff Management Content (LMS Course No: 16025) Arabic offering must completed by participant & English offering by their coach.

Please Print both Checklist(16023) & Coach Guide(16024) from LMS & start learning in store with the help of respective Coaches or Concept Trainers/Concept SPOC on daily basis.

Let's ensure that learning is successfully done with a proper execution and implementation for all the Learning areas required. The learner and coach need to diligently use the Coach guide and Checklist for the entire learning and need to signed off before the assessment and the 3rd Assessment for Staff Management topic will be conducted from 2nd week of January '23.

After the briefing is done to the coaches, they will go through a learning journey as mentioned below:

- Learners will attend 1 week of floor program at the Academy store facilitated by L&D and Concept SME's. 20% of the critical knowledge will be trained.
- Post 1-week learners will report to their own store to continue OJT of all learning in the Academy store.
- Store coaches will be responsible to coach the 20% Academy store learnings on the job and also coach on the 70% processes in the same store.
- Store Coaches will use the Coach SOP guide to facilitate floor coaching and capture all required learnings in the B.O.C
- Through the Coach SOP Guide, Coaches will show how the processes are actioned through OJT at the store.
- Post show, Coach will ask the learner to practice the activities and observe performance.
- Post completion of the learning activities, Coach will inform Business Manager for assignment of LMS assessment and Reviews.
- Assessments to be administered by the Business Manager
- LMS Assessments
- LM Review
- On successful completion, learner will be certified with a License to Operate certificate by the Business Manager and Coach

Coach Buddy Framework - My Coaching journey as a Certified coach
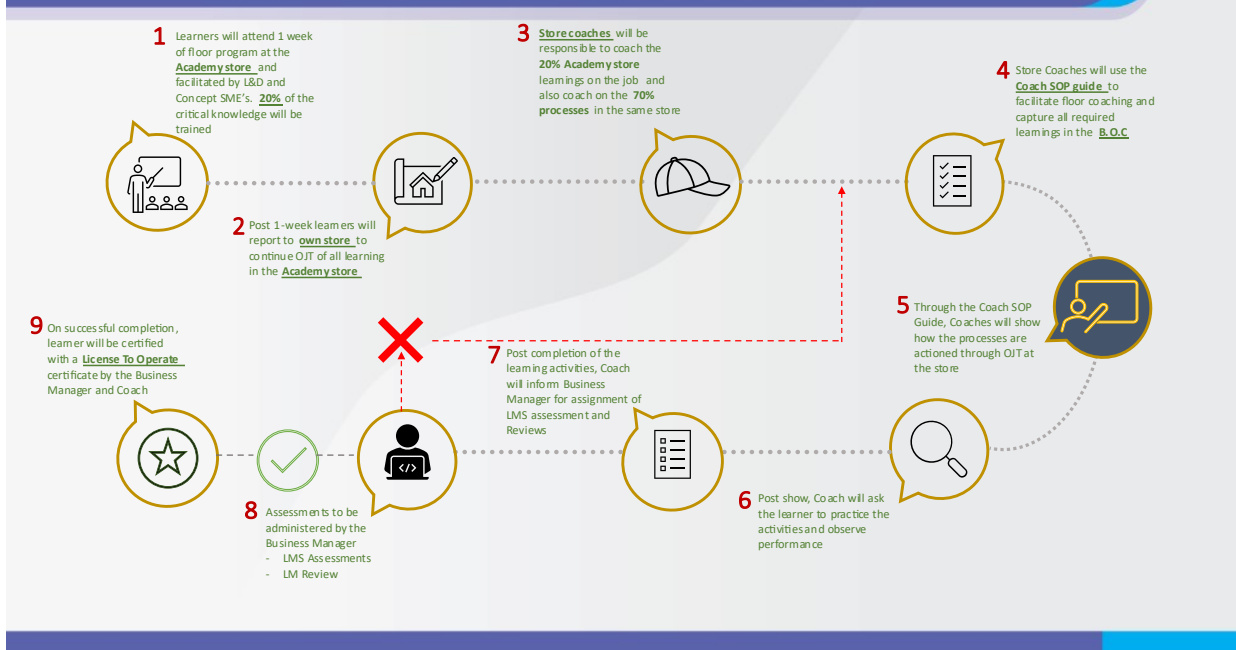
- Monthly Assessment will be conducted by respective business leaders with the support of brand trainers which will be submitted to Talent Development Team. Monthly flash report will be shared to all the stakeholders. Behavioral Training (SMDP Step-Up) & concept knowledge learning is the training session covered for the participants.

- Goal Setting will be done with the business KPI (SMART Goals-Specific, Measurable, Achievable, Realistic & Time Bound) which need to achieve in 2 months acting as Real Time Store Leader.

- Re-Assessment will be scheduled for low rating (Average rating) staff to re verify their knowledge about the topics.

- The graduation ceremony will be conducted after completing the program for the Certified participants including their Coaches, business leaders, HR and L&D.

All the SMDP Certified to be placed in their next role with final approval from HR. The Talent Development Team & HR will play key role in placing the Certified staff into next level.

- Train the Trainer (How to be a successful Coach): Coaches will learn about (What is Coaching? , Why is coaching important for me and for the business? What skills does needs to have?, What is my role as a Coach ? How do I become a Certified Coach? and the Way Forward).
- WhatsApp Group Creation for easy communication.
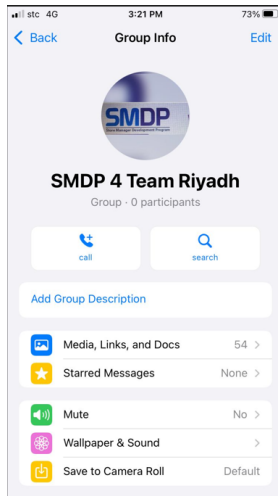
- Learning Topic Assigning on Mylandmark.me Learning Management's System.
- Official email communication to Participants regarding Module Assignments.
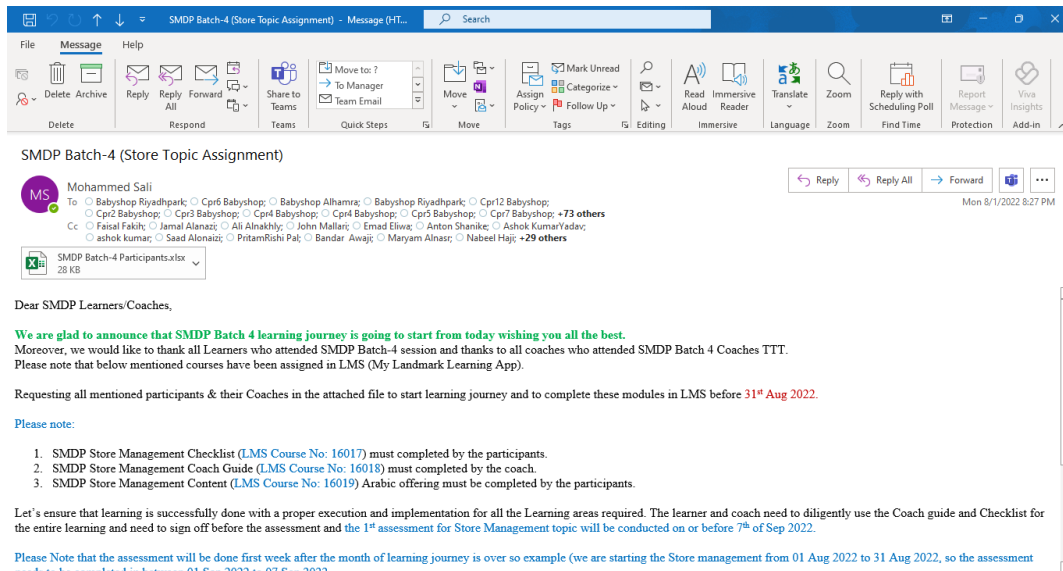
- Robust Tracking Mechanism for Learning progress has been shared with participants on a weekly basis.

- Complete Learning Progress report is shared brand wise with all stockholders (Regional Brand Head, Regional HR Heads, Area Managers, Brand Trainers).
- OJT On job Training execution. Hands on.
- Coaches Feedback on execution and get weekly learning Focus.
- Monthly Assessments communication to respective Brand Assessor with details, declines and guidelines to conduct the Assessments accordingly with alignments to the learning Module.

- Sign off entire Checklist booklets by learners and coaches.
- KPI Setting communication to the business leaders by Talent Development Team after the completion of 5 Management Topics.
- Final Review of the KPI Achievements: Communication to the business by end of 2-month period to get the Result.
- Analysis all the topics Scores and final review scores to verify who successfully completed the program for Certification eligibility.

- Felicitation Announcements to all the Graduates & their Coaches by Communicating to all through mail looping their brand managers and Area managers.
- Arrange and conduct Graduation Ceremony for all the certified SMDP Learners Inviting All the business leaders, HR, to celebrate with all Graduates and appreciate, recognize the coaches' efforts.

Adoption of the Program

Landmark Group strategy is to build sturdy foundation in all retail stores and run by capable frontline leaders.

As an organization, we run marketing campaigns cross regions for SMDP, conduct monthly meetings with Chief Country Officer and Regional Human Resources Heads, generate monthly dashboard and share it with stakeholders, propose Action Plans based on business requirements and needs.

Adoption of Program: SMDP implementation of the program starts with the right nomination process. Candidates go through a selection process through ERTIQAA Assessments Center which gives equal and fair opportunity to all employees based on tenure, performance, and job role. Candidates will undergo two phases of selection. One is the online assessments through 3rd party Discovery Assessment that uses DISC analysis (Dominance, Influence, Steadiness, Compliance).

The second phase would be an interview panel that involves regional brand head, area manager, talent development manager and brand trainer. Candidates get to be enrolled into SMDP Programs as best fits upon successfully passing all selection process.

Another method of nomination is through retail succession planning and new hires for employees designated as Store Manager and Assistance Store Manager.

At the Opening of the program, a briefing session is conducted for all participants with regards to SMDP Program Framework, expectations, learning methodology, assessments methodology, tracking mechanism, coaching and mentor support, Realtime implementation and final reviews.

Brand Trainer and Talents developments managers formulate monthly plus check to ensure participants are aligned and getting the help and the support needed on time. Regular learning progress report is sent by talent development manager to all participants and stakeholder through email and WhatsApp groups. Participants are also encouraged to share experiences and thoughts with their peers on WhatsApp group. The Program Enables Coaches and Area Managers to be encouraged to empower participants, conduct monthly discussions, and share constructive feedback for participants.

Program Challenges: Retail Nationalization in Saudi Arabia was a big challenge at a time in KSA. SMDP Store Manager Development Program was introduced in Sep 2019 and is currently running the 4th cycle of the Program and it is at final phase of Realtime implementation as of May 23. With each cycle there were different challenges to overcome.

Starting with the challenge faced earlier with Nationalization in Retail Sectors announced by the government, which was a major event at its time. Retail Market were in desperate race for external hiring for Saudi Store Managers and the competition was in heat. Landmark Group Strategy was to groom within and hire internal employees. Most of the available Senior employees were selected to be Store managers, the majority of selected employees had retail operational expertise but lack soft skills, leadership, communication, and technology usage skills. Subject matter experts were required to run multiple workshops to spread and inspire good leadership attitudes and behaviors and

good practices. Which was proven to be successful after certifying 579 National Store Managers out of 1244 participants over the last three years. Plus 333 participants are currently enrolled in this year program cycle No 4 and currently undergoing Realtime implementation phase.

Yet another challenge, there was a lesser level of business belief, and there was a lesser level of business response. The Believe in national store managers were not there in the business to run the store independently. The mindset of Business leaders was also not shifted to favor locals over expatriate store managers.

Placements and promoting graduates are the key factors that make SMDP stand out. We have engaged all stakeholders across regions and regional human resources heads and worked together to make it happen. We also had blocked 3rd party recruitments for some time and favor internal promotion over external.

Though we are encouraging cross-brand mobility of talented employees, it is still a challenge, as the demand for talented employees becomes higher and the suppling were less. Therefore, the business call is to observe all Ready-Talented employees within the brand itself. For that we have implemented and involved Retail Succession Planning into the program. And included all Ready-Talented employees in the list of Talent Pool to take a place in growth. Additionally, a process of rectification of Talent Pool is run quarterly to keep the succession planning healthy at all role levels (Store Managers, Assistant Store Managers, Supervisor).

The SMDP Program went through many changes, comparatively how the program has started? Where did the program reach right now? Looking at the changes, the program has improved and that achieved through achieving the Organization objectives and aligning it with SMDP Program.

The program was rolled out in six months, which is designed to provide Saudi national employees with specific store operational knowledge and skills focusing on the 5S (Store, Stock, staff, service & sales management) which use to be covered in 4 months. The learning approach was blended of self-learning and on-the-job coaching and practice which managed and supported by an assigned Coach and mentored by the line managers.
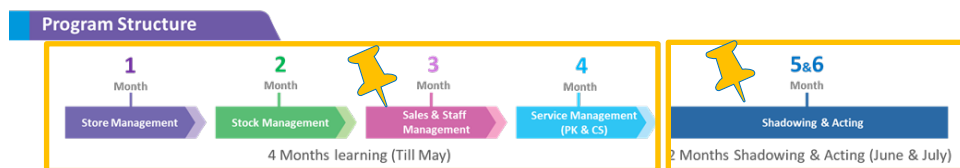
Cycle 2 Program Design Upgrades: The 5S topics use to be covered in 4 months, it's changes to be covered in 5 months so each topic is covered in one month and, the program is considered an LTO (License to Operate) and it's a must for a store manager to obtain in order to run the store independently without an expatriate store manager.

Cycle 3 Program Design Upgrades: Landmark Group Objective was to listen to all new ideas from the Learners, Coaches, top leaderships, and all stockholders to adapt as per the business needs. accordingly, the program was Upgraded and rolled out in 7 months instead of six months, added SMDP Step up to the program in the 3rd month of the learning journey. Focusing more In Building the behavioral skills. Also added Concept learning which is related to the brand as of product knowledge and specific report analysis. Moreover, added a Manage Realtime experience Measured by KPI Goal settings by the Brand Business representatives / Area Manager for the Learners to practice it in Realtime and Work on achieving the set goals. Also, we have used Online forms to save paper print for all the mentioned below:

- Learning Topic wise assessment.
- KPI Goal setting
- Ertiqaa online assessment
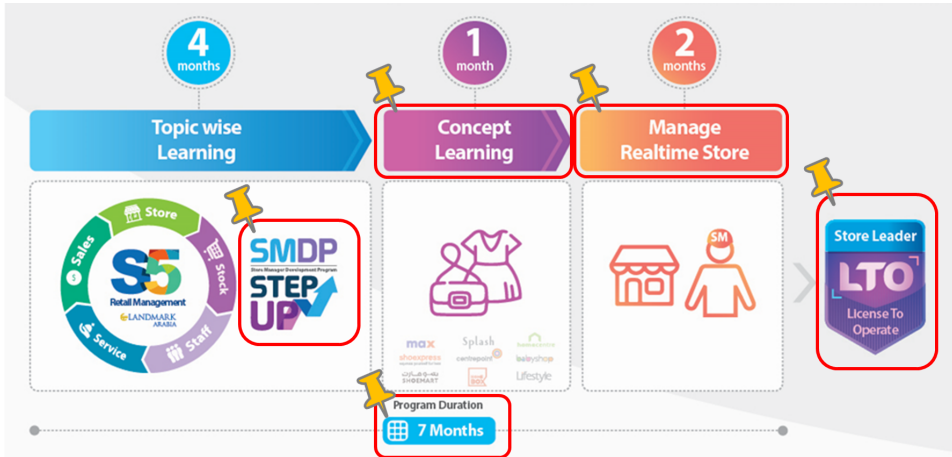
Future of SMDP - Cycle 5 Upgrade: In continuing, Landmark have listened to all new ideas and adapted as per the business needs where Landmark have added a learner Guide book, So the learner can use it to document register all his learning journey, The book is having all the required Guideline for the learner and Leaders messages and all the required checklist, Notes pages, Certificate sample, Top Leaders messages and topics & Subtopics to be covered during the learning journey. This is going to be implemented in the new CYCLE of SMDP.

SMPD Assessment Methodology is particularly important to ensure programs achieve the goals and objectives. And we will include the 5S learning modules to have Knowledge-based assessments at the end of each module through Mylandmark.me LMS. The objective is to reduce dependency on Area Managers and Brand Trainers as the demands to develop more employees will require extensive involvement to conduct 5 Assessments for every participant within 4 Months of the learning phases. Area Mangers and brand trainers are still required to do 2 Panel interview and one Final Review at the end of program.

As the program progresses and addresses each challenge, it starts to become an essential part of the organization's learning journey and a splendid example to those who are considering participating in similar competitions. With each challenge overcome, the program provides new insights and knowledge, which can inspire others to take on similar challenges. The program's success is proof that with dedication and hard work, goals can be achieved, even when faced with difficulties. As the program continues to be a learning asset and an inspiration for others, the organization can confidently look forward to even greater success in the future.

Measurable Benefits

Landmark Group KSA SMDP has effectively shaped National Store managers and enabled them to run business efficiently.

- 77% of Stores are being leads by certified National Store Managers.
- The Landmark Acquisition Ratio Buy vs. Build is 29:71. SMDP Graduates are assets to the organization as they are Ready Talent and can take leads in Retail and strengthen continuities of business with co-relation to landmark Retail Succession Planning.
- The fill Rate of succession planning has improved from 49% in 2021-2022 to 53% in 2022-2023.

Career path and developing programs, and SMDP being in the lead of employee's development program impacted significantly on employee retention. It prompts good leadership and motivates staff to become more engaged and active, learn and grow within the organization. Landmark Attrition percentage among participants got reduced over time and has satisfactory progress compared to previous batches vs non-participants due to placements and promotion of succession planning. And through Landmark

promotion analysis we can clearly see the difference the SMDP makes and contributes toward organization Cost Saving and Salary Saving.

SNo	Programs	Start Date	End Date	Cycle	Nominated	Active	In Active	Completed	Certified	Promoted	Promoted (%)	Already in the position	Certified Attrition
1	SMDP 1	Jan-19	Aug-19	1	520	146	374	390	273	100	100%	4	169
2	SMDP 2	Dec-19	Aug-20	2	409	135	274	253	173	85	100%	2	86
3	SMDP 3	Mar-21	Mar-22	3	315	142	173	174	133	87	98%	12	32
4	SMDP 4	Sep-22	Jun-23	4	333	265	68	In Progress	In Progress	179	In Progress	0	0

All Talent Development Program Summary - KSA

SMDP Program Completion Data - Active Certified vs Attrition Certified vs Non-Certified

SMDP Cycle 1

117 — 30%
104 — 26.7%
169 — 43.3%

SMDP Cycle 2

80 — 31.6%
87 — 34.4%
86 — 34%

SMDP Cycle 3

41 — 23.5%
32 — 18.4%
101 — 58%
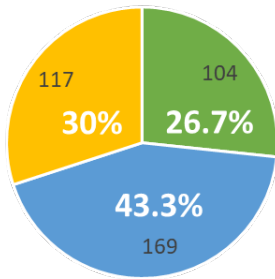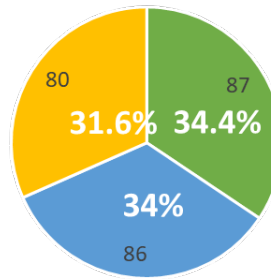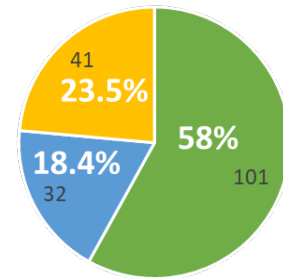
■ Certified Active   ■ Certified Attrition   ■ Non-Certified

Government Nationalization Norms – 100% Malls

FY 21-22 — Store Manager
28 / 72
■ National ■ Expat
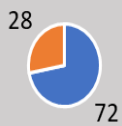
FY 22-23 — Store Manager
23 / 77 — 5%
■ National ■ Expat

Succession Planning Nationalization Readiness fill Rate

FY 21-22 — Store Manager
51 / 49
■ National ■ Expat

FY 22-23 — Store Manager
47 / 53 — 4%
■ National ■ Expat

Build vs Buy
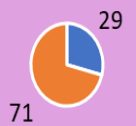
FY 22-23 — Store Manager
29 / 71
■ Buy ■ Build

SMDP has helped shape landmark nationalization reediness 5% increase last year through promotions and placements of Talented employees graduated from SMDP.

One of The SMDP ROI, is the Senior national employee's engagements in sharing experience with new peer Store Mangers. The earlier cycles of SMDP participants were supported by expatriate Store managers who were assigned as Coaches. Whereas now, As the program progresses and more national ready talented been certified through the program, the more national senior certified Store managers are being identified as coaches for new SMDP cycle participants.
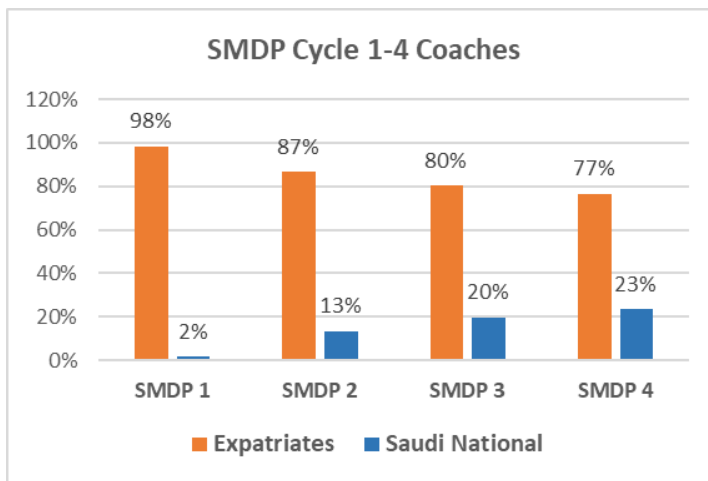
Expert Saudi national coaches' rate has reached 23 percent in SMDP cycle 4 with a growth of 3 percent compared to SMDP cycle 3. The SMDP forecasts to have Saudi national coaches to be 30 percents in coming Cycle 5 starting.

People Impact: Employee engagement and retention with regards to GPTW & GLINT results:

Engagement Score:
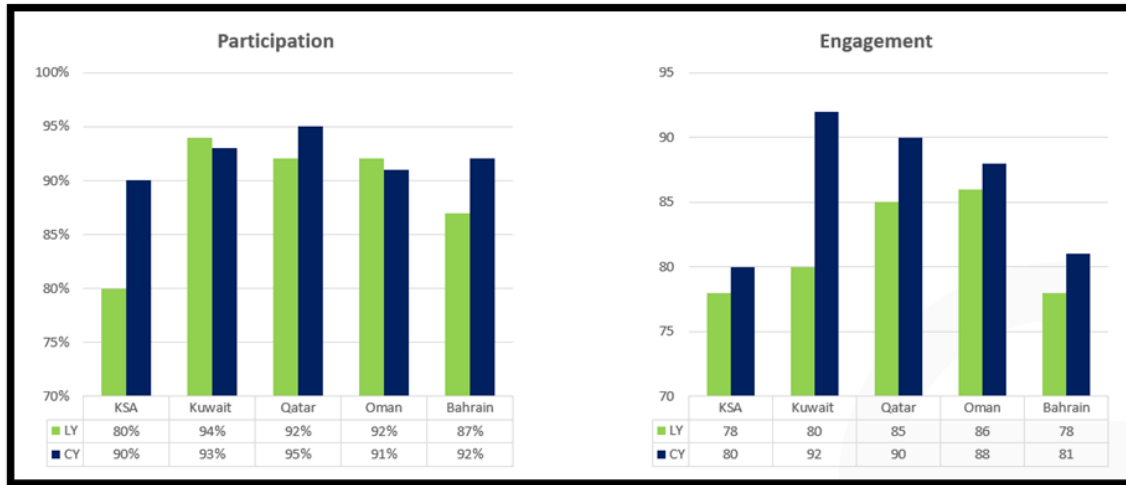
For Kingdom of Saudi Arabia (KSA) – GPTW & Other Countries- GLINT

Landmark Group was recently recognized by GTPW Great Place to Work is a global organization that has authority on workplace culture and quantifies employee experience through surveys and database models.

GPTW 2023: Ranking 16th in Large Category of Best Workplace.
GPTW 2021. Ranked 7th Best Workplaces in KSA™
GPTW 2020: Ranked 15 Best Workplaces in KSA™

Insights:

- Kingdom of Saudi Arabia scores are based on GPTW & Other territories are based on GLINT survey.
- Improvement in all territory's/ country's participation & engagement scores

Development Impact:

Career development and progression:

- BEP, AMDP, Big Box Game and all talent development programs seen within the Landmark Group are indicators of employee development and progression.
- When the Landmark Group started this journey, showcasing business ROI and enabling the organization to get the most value out of its talent was the end goal. Keeping this as the guiding force, phase 1 focus had to be –
  - o Building necessary foundation for an Integrated approach to all Talent processes
  - o Focusing on the Core Critical Functions & the critical Top Talent

- o Focus on the Larger Territories (UAE & KSA)
- o Define Talent ownership.
- o Consistent process and use of Technology based tools.

Overall

SMDP Store Managers Developments Program initially started in Landmark Saudi Arabia and got improved and revised overtime to meet business requirements and adopt to market changes. The SMDP program has gotten many recognitions across Landmark Group territories after been executed in KSA three times in a row and showed consistency of successful strategy and execution. For that SMDP got adopted in many other GCC Countries namely Bahrain, Oman, and Qatar in the year of 2022.

Groupwide Training Summary - SMDP
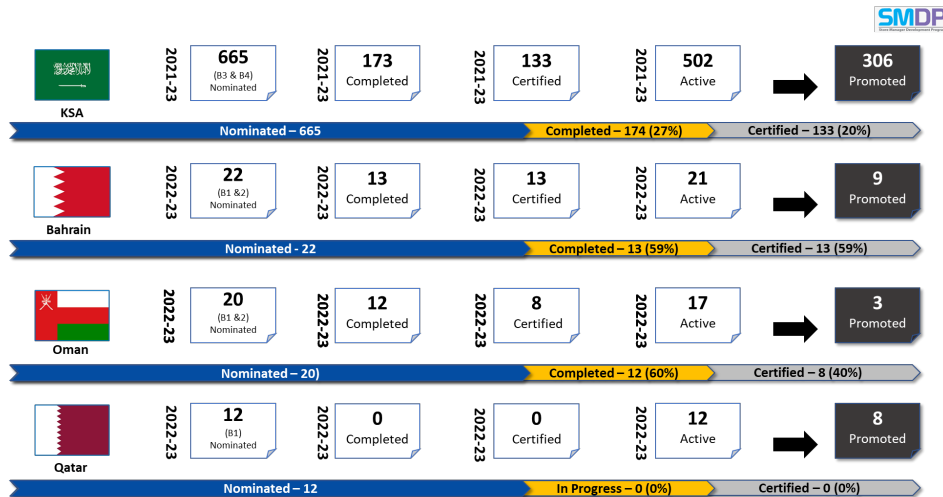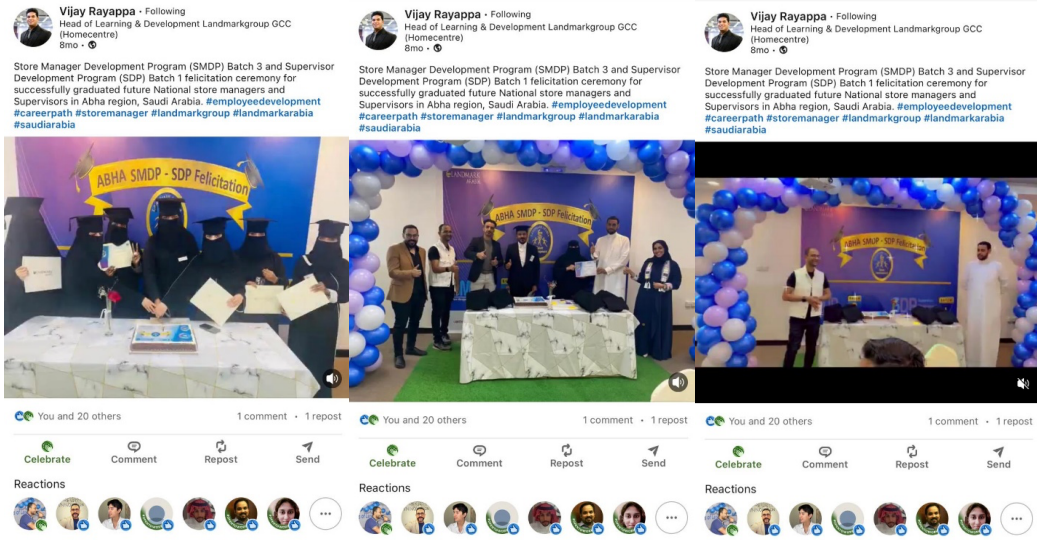
Trained Successor coverage

Abha	13.9%
Buraidha	43.8%
Dammam	46.2%
Jeddah	31.1%
Riyadh	27.2%
KSA Total	32.9%
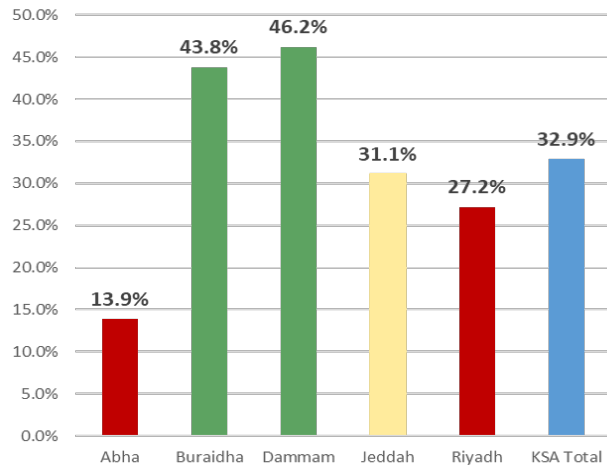
The Succession Planning Fill Rate for Financial Year 2022-23 is 53% out of which 32.9% are Trained successors and 20.1% currently enrolled in frontline SMDP Program cycle 4. The Current Succession Bench strength of 32.9% Trained Successors mapped to stores would be the benchmark for the Analysis.

All Talent Development Program Summary - KSA													
SNo	Programs	Start Date	End Date	Cycle	Nominated	Active	In Active	Completed	Certified	Promoted	Promoted (%)	Already in the position	Certified Attrition
1	SMDP 1	Jan-19	Aug-19	1	520	146	374	390	273	100	100%	4	169
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4	SMDP 4	Sep-22	Jun-23	4	333	265	68	In Progress	In Progress	179	In Progress	0	0

Total Attritions for Program Completion Employees is 21% based on SMDP, 15 points less than the Store Managers' attrition 36%. Total Attritions for Program Certified Employees is 20% based on SMDP, 16 points less than the Store Managers attrition 36%. Trained active talent is 579, out of which 17 Employees have been moved to Office Roles (8 Area Managers, 5 Trainers, 1 Marketing, 2 Senior CHR, 1 Retail Auditor). Out of 266 talents already in position 17 are also dual successors for other higher category stores.

Call to Action:

- SMDP Cycle 4 identified Talent who completed the program to be placed in the next promotion cycle as per available National SM gap.
- KSA Regions below 30% should be focused to have ready talent in the next 6 months.
- Run 2 cycles of for SMDP this financial year 2023-2024 and conclude by end of June 2024.
- Improve retaining successors strategy especially for distant location.
- Succession Management must be part of People KPI for Regional Brand Managers |Area   Managers Cluster HR|TDMs Talent Developments Managers & HRBP Regional Human Resources Business Partners.

Lesson Learned:

- Engage and ensure periodic Rewards and Recognition for Brand manager – Area manager to be built-in, to sustain through the Journey and encourage achievers and pull up the laggards.
- Focus on SMDP graduate with outstanding performance as a role model who stand and drive the process, keep them updated and recognize them.
- Consistent and continuous engagement by all the Brand manager – Area manager is important to drive the success hence prioritizing & identifying quick wins is imperative leading to higher commitment levels.
- Seeking periodic feedback with Brand Managers – Area managers to get the real sense and being agile and fast paced to adopt such feedback to remove any roadblocks.
- Regular updates to keep Brand Managers – Area managers informed to stay focused on current happenings and what's due to come. This helps foster trust and wins partners/champions.
- Technology plays a major role in reducing efforts and improving effectiveness.

Future Outlook:

- **Organization Wide Coaching and Mentoring**: Due to the results seen over the last 4 Cycles of SMDP, Landmark group is looking to further expand Number of National coaches in SMDP program through their development by 30%. Over the next Cycle Landmark group plan to expand their coaching programs. By expanding these learning opportunities to a wider range of frontline leaders, Landmark group hope to create a learning environment that facilitates collaboration, continuous Frontline leaders.

- **Continuous Development**: Continuous Frontline leaders' development is a key strategy and goal for the Landmark group- Arabia. Over the next 1-year Landmark Group plan to continuously develop their Frontline leaders through more training, setting expectations, offering more support and further opportunities. With more resources being invested into development, the Landmark group expects to see an improvement in Frontline leaders' engagement, increased retention rates across the organization, enhanced productivity and more Frontline leaders' developing functional and leadership skills.

- **Rewards and Recognition**: The Landmark Group has noticed the impact rewards and recognition can have on the overall success of SMDP learning program. Landmark group want to continue recognizing and rewarding Coaches who are showing not only good coaching Skills, but those willing to support these programs and play a part in them. The types of rewards and recognition the Landmark Group plan to explore include.
  - Incentive plan for Coaches
  - Appreciation Certificates
  - Best Coach
  - Outstanding Graduates.

By offering these, Landmark group expects to see results such as increased participation rates, improved morale, and enhanced engagement. Offering more rewards and more recognition will further support the future goal of expanding the learning opportunities offered by the organization as more employees will be inclined to participate.

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SOME WAYS WE CAN HELP

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Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

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recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.

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uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.