

**COMMUNITY ENGAGEMENT
ASSIGNMENT-1
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ORGANISATIONAL ANALYSIS OF ASDA

Introduction

Community engagement is the process of involving members of the locality to work in collaboration with each other to help underprivileged or distressed members of the society. The study deals with the functioning of a charity organisation named ASDA foundation, which is a venture of ASDA Stores Ltd., a supermarket retailer based in the UK. The different factors that affect the functioning of the organisation and the various roles of its employees have been discussed in the study. The various training and development programs that need to be incorporated for the better running of the organisation are also discussed in the study.

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About the company

ASDA Stores Ltd. is the 2nd largest supermarket retailer in UK. ASDA has a 17.5% of market share in the UK grocery market. It was founded with the goal of providing quality food and grocery products at an affordable rate. Recently American retail giant Walmart acquired ASDA by investing around £6.7 billion. Apart from its main supermarket business, ASDA also offers a number other services including, charitable services, financial services and also a mobile phone provider. ASDA takes care of its employees and address them as “colleagues”. They allow their staff a 10% discount on most of their items. The company was recently featured in the “Best Companies to Work For” list. ASDA takes their Corporate Social Responsibility quite seriously (asda.com, 2019). They had setup ASDA Foundation to contribute to the growth of the local communities where their main aim is to improve the living conditions of the local community in order to make it a better place to work and live in. They engage in various community engagement programs where their employees actively participate in various activities like cleaning up community spaces, providing funds to provide wheelchair and other facilities for the elderly members of the community and provide sporting kits and equipment to children to encourage various sporting activities in the community. The company also provides free lunch and supper to elderly members of the society and deliver free grocery items to the needy. During Christmas time, ASDA foundation helps people suffering from depression and loneliness by bringing people together and arranging free community Christmas lunch and presents them with surprise gifts or grants.

Service users of ASDA

ASDA has over 600 stores that are spread all across the UK. ASDA foundation mainly engages in charity functions around the neighbourhoods of these stores. ASDA provides service to a wide range of people. They even work in collaboration with other charitable organisations like Active communities network, Royal Voluntary Service, The Silver Line and many others to enhance their impact on the society. A large percentage of service users of ASDA foundation belong to the elderly generation. ASDA foundation provides them with new support equipments, provides them with lunch and supper and also spends Christmas with them to help them fight loneliness and depression. They have also started providing employment to elderly people to assist them

financially. People of the Bournemouth Blind society receives donation from ASDA foundation as a part of their Green Token Scheme. ASDA foundation's service users also include needy children to whom ASDA provides free food and sporting equipments.

PESTLE Analysis

Factors	Description
Political	• Brexit had created a bit of turbulence in the political scenario in UK. But, now the political scenario is improving. The upcoming stable political scenario in the UK will benefit ASDA. • An early general election is a strong after effect of Brexit. The Lobbying Act, 2014 will come into effect as a result of it. This Act introduced a lot of restrictions on NGOs and charities functioning in the UK.
Economic	• Brexit caused depreciation in the value of pound, which is almost down around 11% against US dollar. As a result of this, international donations and charity grants have become much less in worth. • Though Brexit had impacted the economy of UK negatively in the beginning, they are slowly recovering from it and now has a GDP of 1.5% as of 2018. This has provided ASDA with a healthy business environment which in turn assists to the successful functioning of the ASDA foundation.
Social	• Community harmony within the community has been affected negatively by Brexit. Hate crimes and shameful incidents have increased against immigrants. • 18% of UK population is aged above 65 years (ons.gov.uk, 2019). In order to provide support to this older generation, ASDA has started recruiting older employees as part of their community

	engagement program.
Technological	• Most of the donors of ASDA foundation donate online. As a result, it is of paramount importance for them to maintain and upgrade their online security system to prevent data security disruptions and hacking. • ASDA Foundation is slowly coping up with the General Data Protection Regulation (GDPR) standards in the Europe Union and improving their overall growth.
Legal	• The introduction of the Charity law in 2016 allowed ASDA foundation and other charities based in UK to make social investments to increase their influence in the society. • A review of the regulation of fundraising in 2015 enabled people who are unhappy with charities contacting them to opt out of such services. As suggested by Hobolt (2016), this will negatively impact the outreach of ASDA foundation.
Environmental	• ASDA has made its stores eco- friendly. As stated by Tidy <i>et al.</i> (2016), their stores emit 50% less carbon dioxide than a standard newly built store. • ASDA is a part of the Institute of Grocery Distribution, which is working alongside British Standards Institute to discover a method to calculate and monitor the amount of embedded carbon that is released in their supply chains.

Table 1: PESTLE analysis

(Source: asdafoundation.org, 2019)

Analysis:

Brexit has created a turbulent situation in the UK. A stable political situation in the UK is needed for the smooth running of organisations. This will also enable ASDA to function in a better manner. As commented by Hyndman (2017), ASDA foundation has invested a large amount of money to make their stores around 40% more energy efficient than a standard newly built store in the UK. They also promote recycling of products.

Role of the employees

ASDA foundation aims at improving the living conditions of the places where their service users and employees live. As commented by Fisher (2018), they believe that better living conditions will result in an optimistic attitude in their employees and service users. This will ultimately make the communities a better place to live. The various roles of the employees and volunteer workers at ASDA are as follows:

- ASDA employees carry out campaigns to make people aware of the various environmental problems and how to cope up with those issues.
- One of the main contributions of ASDA foundation is towards providing monetary support or free grocery items to food banks across UK. In 2018, ASDA has donated around £2m for food banks in UK.
- Their role also involves collecting funds for various old age homes to provide free meals and support equipments to elderly people.
- Employees at ASDA also take part in cleaning community spaces and to make the communities a cleaner and more hygienic place to live.
- During Christmas time, ASDA employees arrange Christmas parties and prepare lunch and dinner at community halls to support the emotional needs of depressed and elderly people.

Importance of training and development

Training and development programs are essential for the successful functioning of any organisation. Incorporation of training and development is important to keep the employees of that organisation updated with the rest of the world. It also improves the overall productivity of that organisation.

The functioning of ASDA foundation mainly depends on the performance of their employees and volunteers. With proper training, employees will be able to function more efficiently and promptly. As suggested by Storey (2016), leadership qualities can be developed through training programs. Development of leadership skills in employees will enable them to manage their workplace in an organised manner and will make them more responsible. Communication skills also impact the overall performance of the organisation. Improved communication skills help the

employees to understand the needs of service users much clearly and thus enable them to cater to their needs in a more specific manner. Training and development of the IT department of ASDA foundation is very essential as most of their donation is from online sources. Therefore, uninterrupted functioning of the website is important.

Importance of Operations Management in the organisation

Operations management refers to the field of management that deals with the administration of all the steps involved in the conversion of raw materials into finished products and then effective delivery of those finished products to the customers. Operations management is an integral part of any organisation. As suggested by Christopher (2016), the operations management team is responsible for monitoring everyday activities of the organisation so that they are able to deliver their services in time. Development of a good supply chain and is necessary for the effective delivery of products.

Most of the social work conducted by ASDA foundation involves delivery and supply of relief products and facilities like food items, medicines, and other grocery items. In order to ensure prompt and uninterrupted supply of products to their service users, a good supply chain needs to be developed. As suggested by Ivanov *et al.* (2017), improved logistics and updated inventory is important for the smooth running of the organisation. Inventory needs to be updated on a regular basis to ensure that there is no shortage of essential relief items during emergency situations. The operations management team at ASDA foundations is headed by efficient and effective managers who work relentlessly to maintain the quality of service that is being provided by the organisation to its service users.

Skills and knowledge required to carry out Operations management

Improved communication skills among the employees are required in every organisation for its efficient functioning. They are the backbone of an organisation. As suggested by Bowen (2016), a successful operations manager is one who actively participates in each and every step of the operations process. In the operations department, employees need to be technically sound. They also need to possess substantial problem solving skills. They need to be able to cope with tenacious working hours. They need to participate in the various tasks that are involved in the operations management department in an enthusiastic manner to maintain optimistic working environment. As commented by Slack and Brandon-Jones (2016), people working in the operations management department need to possess good communication skills in order to

develop better relations with various dealers and suppliers to ensure a steady flow of supplies in their storage. Systematic maintenance of inventory to ensure that the organisation does not run out of essentials is of paramount importance.

Training and development required to improve Operations management

The various training and development programs that need to be incorporated to improve the functioning of the operations management are as follows:

- Managers of the operations team at ASDA foundation need to develop communication among their team members. In order to enhance the overall functioning of the department, communication gap between different levels of hierarchy needs to be diminished. As suggested by Arnold and Boggs (2015), this will encourage collaborative efforts at workplace which will result in better productivity at work. In order to develop communication skills, the employees need to go through verbal and non-verbal communication skill development programs.
- Newer technologies need to be incorporated to improve the maintenance of inventory. A training and development program on software development needs to be undertaken by the logistics team. As suggested by Worwa (2018), software development training program will enhance the employee capability in the digital field and will enable them to make personalized inventory management software that will improve the overall functioning of the logistics team.

Conclusion

The study shows us that collaborative efforts of the employees and volunteers have helped ASDA foundation to achieve their objectives and become successful as a charity organisation. The performance of the employees was greatly improved after they were provided with updated training and development programs. These training and development programs helped the employees to become proficient in the tasks that they perform. The effective working of the operations management team has helped ASDA foundation to build a sense of trust among their service users. With an improved supply chain management, ASDA was able to respond to their service users in a prompt manner and successfully catered to the needs of the society.

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