

Module: Introducing the Modern Workplace

Module code: LCBB4003

Group Presentation on

LIDL

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Introduction

This presentation will aim to analyse :

- how organizational structure affects business performance;
- what managerial and leadership skills are required in order to increase efficiency and productivity;
- why and how motivation is an essential factor of success.

The chosen company for this presentation is Lidl LTD.

Lidl LTD – Profile of the organization

Lidl is a German retailer with a global footprint and a nearly 50-year history. The company's evolution has been marked by rapid expansion throughout Europe in recent decades, and since 2017 in the United States. It is one of the top ten food traders in the world, with operations in 29 countries and over 215,000 employees. Lidl is one of Europe's largest chain shops, with over 100 logistics facilities supplying around 12,000 outlets. (Lidl.co.uk, 2021) The company is part of the Schwarz Group, which also includes the hypermarket chain Kaufland. Schwarz Group had a revenue of €125.3 billion in the fiscal year 2020/2021. For the same fiscal year, Lidl reportedly achieved a sales increase of 9.9 percent to 96.3 billion euros. (Magazin, 2021)

In 1930, Josef Schwarz became a partner in the fruit trader Südfrüchte Grosshandel Lidl & Co. It was the birth moment of what will later become The Schwarz Group. Being a visionary of his times, he proceeded to expand the business into a general food wholesaler. World War II brought the end of Schwarz company but, unwilling to give up, a ten-year reconstruction period began soon after. It joined Heilbronn based retailer chain, A&O. In 1973, the first Lidl discount store opened its door, adopting a concept which was very similar to the one of competitor Aldi. Following Josef's Schwarz death in March 1977, his legacy has been taken over by his son, Dieter. Under new management, Lidl & Schwarz began to focus on cheap marketplaces, larger supermarkets, and cash and carry wholesale markets. The Lidl chain had a number of 30 discount stores in 1977. Due to a legal battle with co-owner A. Lidl, Dieter had to purchase the right to use the Lidl name from retired teacher Ludwig Lidl for 1,000 German marks. The group's prosperity was built on the success of the Lidl bargain markets. Initially, Schwarz focused his attention on replicating Aldi's concept as closely as possible. Later, Lidl established its own brand, with larger stores and a broader selection than Aldi. The company was able to establish itself successfully on the German discounter market, competing against other names such as Aldi, Plus, etc. Lidl's expansion began north from its southern German base, and then it made it into other European countries. Although it was becoming a successful project, Lidl was not the only company under Schwarz Group to experience rapid growth. The chain of 179 Handelshof and Kaufland supermarkets which Schwarz opened in the new German states within a few years of the Berlin Wall's fall have also proved to be important for the Group's overall expansion. As a result, the company rose to the top of the supermarket industry.

According to their German website, Lidl, as a sustainable freshness discounter, stands for the highest quality at the best price, as well as a quick, easy, and dependable shopping experience. They strive to be the first choice for their customers, staff, and partners at all times and rely on fairness and eye-level communication. ‘‘We run our firm on a straightforward and uncomplicated system, and as a result, we provide one of the finest value for money. As a hybrid brand, we are connected to our customers: our large food and non-food variety compliments our stationary business approach. ‘’ The company works intentionally in the interests of people and nature, and they are constantly striving to improve in the areas of environmental and climatic protection, employees, social commitment, and product range. Lidl owns the ‘‘Silvercrest’’ brand, which manufactures household gadgets such as satellite receivers and Freeview receivers.

As an international corporation, they are conscious of their size and public visibility. Respects and values the diversity of cultures and their values and traditions. Their work is guided by the following company and leadership principles:

- ‘‘Our activity is oriented towards customer satisfaction’’
- ‘‘The superior ratio between quality and price is what defines our position on the market’’
- ‘‘We respect the legislation in force and the internal regulations’’
- ‘‘In our daily work, we assume economic, social and environmental responsibilities’’
- ‘‘Correctness towards each employee is an imperative’’
- ‘‘We respect and support each other’’
- ‘‘We fulfil our commitments in a climate of mutual trust’’
- ‘‘Appreciation, recognition and criticism must characterize our daily work climate’’
- ‘‘We have well-trained employees, filling a position is ensured in each department’’
- ‘‘Being a chain of stores, we work in a systematic set’’
- ‘‘Quick decisions and simple working procedures ensure our success’’

Lidl's mission in the UK is to offer their customers on a daily basis, in areas in their immediate vicinity, quality products at the best price, directly from manufacturers, in a wide variety of assortments.

Lidl is a company that operates sustainably in all areas of activity. This is the company's way of fulfilling its promise of quality and at the same time securing the future for Lidl and society. The company is actively involved in solving the needs of the communities it belongs to, within the 5 central pillars: product range, environment, society, employees, and business partners.

Lidl, like any other commercial firm of this type, seeks to expand into new markets by offering high-quality products at competitive costs. Furthermore, the products delivered by Lidl must be stored and given to the recipients in the best possible condition. In addition to the core goal, the company has several distribution goals, as well as the creation of excellent shopping environments in Lidl stores. These goals are the following :

- High flexibility to travel from one point to another as rapidly as needed;
- Total distribution control;
- Adoption of transport strategies by own means;
- Products arranged neatly and in a variety of colours.
- Storage spaces as large as possible to always secure the products' existence.

Relationship between the organisational structure of Lidl's with organisational performance

Organisations improve their performance to gain more profit and sustainability in their industry and for that, it tries to increase its efficiency in work and productivity. Many factors influence those things to improve organisational performance. Every organisation has some specific aim or objective, effective performance helps to gain it. Lidl is a German-based multinational retail organisation, which is operating in the Europe and USA. In the UK retail market, it has a total 5% market share (Lidl.co.uk, 2021). It was established in 1973 in Germany. Currently, it is serving 29 countries around the world including the UK. Because of globalisation and technological advancement market size is increasing and being competitive. To survive in this market, it has changed its organisational structure to improved business performance. It has faced many obstacles to establish and integrate all these activities properly. In this paper, the influence of organisational structure on performances will be discussed. Organisational structure refers to the process that represents how the entire activities of the organisation will occur to achieve the objectives. These activities contain specific rules, roles, and responsibilities of staff (Gaspary et al., 2020). For a multinational organisation, it is essential to maintain an effective flow of information with every department, organisational structure ensures it (Maduenyi et al., 2019). It shows the right direction of work to the employees. Lidl has an effective organisational structure that helps it to connect every level of employee in one chain. It has defined each employee's responsibility and power properly that is why employees are working properly and making the right decisions in critical situations. Manager and authority of Lidl monitoring the overall activities based on the organisational structure to increase their operational performance. Following is the structure of Lidl UK:

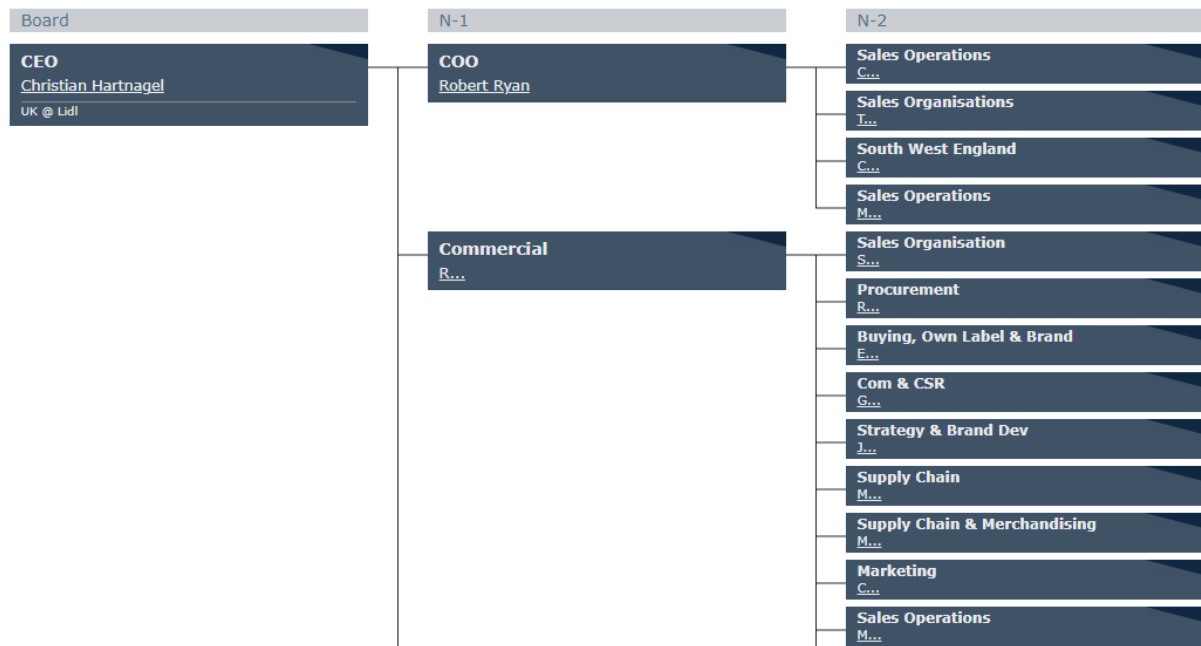


Figure 1: Organisaitonal Structure of Lidl UK

Source: (Org Chart Lidl UK, 2021)

There are many types of organisational structures based on an organisation's size, type, or culture. Lidl follows the hierarchical, functional, and flat structure. It is a multinational company, so it has to follow different structures according to the operational areas of different locations. Hierarchical structure refers to the company's chain of command where the upper level makes important corporate decisions and select goals; the middle level make strategies to gain it and lower-level workers implement it (Hans et al., 2017). According to functional structure an organisation, organize its structure based on the roles and skills of existing employees into small groups. In the flat structure, management is decentralized so employees are empowered in their position (Stare, 2018).

Lidl offers a wide range of products; it has different departments and various layers in the organisation. Currently, it has a total of 11200 stores and 315,000 employees around the world so to monitor these large numbers of employees the company follows a hierarchy structure (careers.lidl.com, 2021). Hierarchy structure ensures the best customers service to build a trustable relationship with the customers. It is easy to use. Lidl has ensured that every employee is engaged in his or her responsibility properly (Consultancy.uk., 2021). This structure is helping them to ensure effective communication within the organisation, which has increased their operational efficiency. Effective communication is helping them to make quick decisions in a critical situation. However, in this structure, it takes a too long time to co-ordinate people,

as Lidl is an operation in many areas so sometimes authorities do not understand the employee's capabilities and problems. The gap between top level and bottom level never eliminate properly.

Lidl is a large retail company, and it has many departments and multiple locations. Sales, marketing, finance, IT, production, supply chain are some major departments. To ensure their efficiency in every operational area Lidl follows a functional structure. The company has organized every role and responsibility of their employees based on their skills in every department (Careers.lidl.com, 2021). This specialization according to the skills has increase departments performances and reliability. The Human Resource Management (HRM) department of Lidl recruit's employees according to the demand of position, skills, and experiences (Lidl.co.uk, 2021). This structure also ensures the effective teamwork of Lidl. By following it, the company can eliminate all the duplication of works and allocated the human resource properly. However, there are some problems in this structure such as segregation, lack of coordination and personal conflicts (Stare, 2018).

The authorities of Lidl can't make the decision faster staying away. Therefore, sometimes in some cases, it follows a flat structure. The flat structure is the disruption of traditional top-down management. In remote areas, it follows this structure (Lidl.co.uk, 2021). When employees are getting solutions to a critical issue, they do not need to communicate with upper-level managers through the other three levels. They can directly communicate with them. This structure is helping Lidl to make a quick decision, which is increasing their production ability and reducing the delay of work. It also helps to make a good relationship with the lower-level employees and the managers. Managers can directly monitor entire activities and understand their capabilities. Later based on it he signs work, and it increases the overall performance. An organisation's structure and performance are linked together and help an organisation to gain a competitive advantage by increasing the efficiency of works. Employees find it easy to perform their responsibility. It helps to make decisions and monitor employee's processes to gain organisational goals. Hierarchical, functional, and flat structures are the most effective structure for retail companies. This has ensured effective communication and relationship between employees and management. The company can fulfil customers need successfully.

Different tasks and skills for operational effectiveness a manager can apply

Lidl is a German international discount supermarket chain founded in 1973 which belongs to the Schwarz Group, and which has more than 10,000 stores around Europe and in the USA.

I believe that the food retail industry is a fiercely competitive market and also that, nowadays more than ever, businesses must provide customers with good value for their money.

Customers are looking for high-quality products at the lowest feasible cost.

With so much competition, it's critical for businesses to know what their customers want. Big retailers as Lidl Ltd understand the importance of profitably delivering their products and services. Part of what helps make it all happen requires effective operations, which in other words, describes how good is the company at everything that goes on behind closed doors.

This report will reflect how Lidl applies different methods of operational management in order to keep pace with the retail market and more importantly, with meeting the customer's needs. Lidl is a firm that focuses on meeting the needs of its customers by teaming with strategic partners to provide timely and dependable services at a fair market price. In Europe and other areas of the world, the limited-line discount store as a grocery retailing format has consistently increased its market share. The German retailer Lidl's hard discounting business approach has proven to be exceptionally successful. Lidl achieved a leadership position in the European discount grocery retailing segment by internationalising business strategies that they had previously pioneered in the German retail market.

I strongly believe that, for Lidl, which is a family-owned company is even more important to have a top qualified management, in order to survive in an ever-growing market and to be able to pass on the company's legacy productively and successfully to future generations. And for that to happen the company needs a very skilled operations management to be able to provide the company's success.

In a relatively short period of time, Lidl has managed to develop an image that UK costumers love. Lidl's management has recognised the need for more stores in order to lower the barrier that prevents UK customers from visiting Lidl's stores.

Lidl, according to management, has a smaller number of stores than the four major UK supermarket chains, but even so, the company's management makes sure of they're success.

A critical role in businesses is filled by operations manager, which role is planning, decision making, leading, organizing and to carry out managerial responsibilities in the firm while avoiding crises and quickly resolving difficulties when they arise.

Among the above duties, the task fulfilling of an operations manager would not be complete without a soft (interpersonal) set of skills like:

- Leadership
- Decision-making
- Open minded
- Passion
- Good communication
- Planning
- Positive approach to criticism
- Self confidence
- Team play
- Patience
- Empathy
- Responsibility
- Time management
- Active listening
- Motivation
- Conflict resolution

Soft skills such as attention to detail, time management, and communication, impact how organised you are at work. Being disciplined can assist you in demonstrating that you are a dependable resource that can not only do their work properly but also do it on schedule.

Owning these skills will define your success working with clients and business partners. They not only assist your relationships at work, but they also decide your success working with clients and business partners.

Employers look for staff they can rely on to represent the firm professionally and courteously.

Soft skills are essential for building and expanding your personal network as well as forging professional connections at work. People with good soft skills have a curious mindset, which allows them to pursue professional opportunities and gain industry expertise quickly.

Employers are looking for people with a strong professional network to assist them in making business connections, providing professional development, and even making recruiting decisions.

An operations manager must be well-organized, coordinated, and able to work with others. Other operations manager skills that are primordial in effectively leading the business to success are the hard skills like:

- Computer abilities
- Analytical abilities
- Marketing abilities
- Technical abilities
- Management abilities
- Microsoft Office abilities
- Presentation skills
- Project management skills

Controlling costs is an important element of the job of the retail operations manager. For each location, they must be able to forecast sales figures and inventory requirements. This means that each store's inventory must be analysed on a regular basis, and the results must be combined with sales data to establish the best stock levels. This analysis is determining the exact quantity required from each product or brand that needs to be stocked for each store. This study is used to determine the exact quantity of each product or brand that must be stocked in each store. Often, the managers of retail operations are in charge of a lot more than just one store.

Lidl, in my opinion, has a smart management that puts in place very effective and customer orientated strategies like:

- Personal brand product ranges
- Discounts
- Savings app

Lidl also takes pride about being a part of numerous programmes and activities that are making a positive difference in the world.

From our Grassroots Partnership, which invests in the future of British farming, to being the first UK supermarket to introduce new packaging made of 'Prevented Ocean Plastic,' Lidl improvements, big or small, are always for the better.

I believe that these are very effective techniques put in place by Lidl, that prove the organization has a very strong and organised operational management which works hard, and which allows the company to expand they're customer portfolio and to progress in the retail market effectively and successfully.

How leadership can inspire and motivate staff members to improve performances?

As stated in the profile of the company LIDL is a global retail sector following and supporting certain leadership principles.

- Customer satisfaction is a top priority.
- LIDL holds an established position on the market based on the value for money.
- Our work in LIDL follows current legislation and internal regulations.
- LIDL is faced with social, economic and environmental obligations on a daily basis.
- Loyalty directed each staff member is a common value.
- LIDL's work process consist of constant collaboration, trust and cohesion.
- Interactive co-dependence and value.
- Our regular work process is defined by both criticism and valuation.
- Aggregation of skilled and felicitous employees.
- Systematic organisational structures are in place throughout the whole chain of stores.
- The core of LIDL's fortune is plain work and fast action.

It is considered that they stand in the core of staff inspiration in completing their duties, reaching targets and keeping their work environment – constructed, maintained and efficient.

Motivation is the strength that brings essential importance to work performance. In general it is a directed process that can be described as what gives you the power /inspiration to participate in the best way possible towards achieving the best results possible. However, motivation is a complex subject and as such, there might be many factors affecting its role and action. Throughout the years there have been many different approaches and theories created in help of management and leadership on how to keep staff motivated, which all had one common idea – motivation is individual, everyone is different and possesses different behaviour.

According to F W Taylor and his rational-economic concept of motivation – relations with employees look simple and straight-forward - higher salaries, higher performance. LIDL has proven its ratio to staff – well trained professionals, correctness towards every individual; and holds statement as one the leadership principles. It is stated that over the last two years in the circumstances and the impact of the COVID 19 pandemic there has been an increase to their entry level wages and all other hourly paid levels, as well as an increase of newly hired employees and higher interest into climbing up the organisational hierarchy.

In terms of expanding one's skills and experience it could be considered that the eagerness in professional development is right proportional to one's basic physical and psychological human needs. This being based on Maslow's hierarchy of needs theory.

*LIDL provides proper balance for its workers.

*LIDL holds a group of well-trained leaders with knowledge to detail and devotion to the well-being of staff, which brings certain benefits – flexible working hours, reasonable salaries and exceptional team working environment.

* LIDL has efficient leaders with high credibility who support their subordinates with confidence, comfort and high-level of trust within the team. They have ability to empower, understand, emphasise with them.

The true significance of LIDL leaders comes from their professional style of work. They do not follow specific and pre-lined guidelines, they do prefer getting themselves into action. They would create a certain pathway for the team to follow, which would lead to outstanding results for both sides (employees and organisation). In order to do that every leader involves him/herself in the team's behaviour (what is their passion, what can motivate them, who/how do I acquire that?), once again the leader's role is to find how could both sides benefit from that. The key at that stage would be verbal and non-verbal communication, constant discussion regarding work process, subordinates training techniques, skills and ability development, monitoring work process. Crucial to that is outlining the weak spots and spending time on strengthening them. According to the McGregor's Theory X and Theory Y (J Mullins, 2016) management seeks out different approaches on how to deal with demotivated personnel. But what is more important is that attention must also be paid to the disadvantages in their behaviour and notion that there is also something to work with, which would again be beneficial for both sides.

LIDL leadership is product, designed through years of hard work and based over a certain amount of principles.

- Team gathering, spending time together, boosting confidence
- Providing efficient training in order to develop skills and abilities
- Trustworthy work atmosphere
- “ Star of the Day/Week/Month Scheme”, bonus schemes

- Determine achievable targets within workers capacity and potential (Theory X and Theory Y)
- Working towards increase in confidence, self-esteem, productivity, hierarchy ascent.

In conclusion this report would also emphasize on the difference between management and leadership. Leaders are driven by motivation, it is their empowerment. They are eager to stay focused, personal and in relation with their employees in order to fulfil objectives and cover outcomes. They believe that proper communication holds the key to true inspiration. LIDL stands firmly behind the theory that every failure is someone's fault. LIDL's leaders strongly believe that high-level performance is observed only when proper work place with high-level motivation is created in support of reaching predesigned goals or even outreach potential capabilities.

Recommendations

It has been proven and discussed that leadership is the mechanics of the organisation. It holds the structure to operate, monitor processes and psychologically interacts with staff on different levels. Leadership plays an important job as a motivating, inspiring, emphasising, collaborating tool in order to increase the effectiveness and efficiency of its employees. The skills and experience of an exceptional leaders lie within the understanding of different behaviours, willingness and opportunity to apply different approaches towards the above and specify solutions in order to motivate subordinates. Higher level or effectiveness and efficiency contribute to higher work performance through personal communication, relation to detail and well-being of staff.

An analysis of factors influencing group and team behaviours

The analysis below has the purpose of outlining the factors that can affect group and team behaviours within the global company LIDL.

It is appropriate to begin with defining the differences between groups and teams. Although there is not any certain definition of each term, it has been accepted that it is not mandatory to refer to groups as teams and the difference might depend on the personal view – a team is not just a group of people just working together, it is a group of people working together towards

specific goals by covering different functions and applying professional skills and techniques. Over all a group or a team is a collection of individuals with different behaviours, different views on (specific) topics, different reactions to the work environment. And as such there are number of factors that can influence their behaviour and relation to the work processes within the organisation.

The study emphasizes on the following:

- Leadership styles
- Communication
- Motivation theories and approaches
- Employee's benefits

Leadership styles

As stated in the company's motto 'Vision and Mission' LIDL firmly stands behind the belief that bringing customer's satisfaction comes from serious investment in training and developing staff. In order to achieve these goals LIDL stands on certain leadership styles, which also relate to other factors influencing the behaviour within the organisation.

- Transformational leadership – according to the long history of the company LIDL leaders strongly agree that balanced goals, trust and proper communication are the basic factors that can significantly influence the organisational behaviour. The right to be leader has been earned based on long-term focus and inspiring vision.
- Laissez-Faire leadership – although the disadvantages that this styles might bring it is included on a usual basis because of its privileges – personal responsibilities, fast course corrections and higher conservation.

Behaviour is based on different cultures and social equalities/inequalities. In consideration to the demographic profile of the company different styles can be adopted. The idea of applying the leadership styles is based on the motivational theories. LIDL holds a remarkable relation to its staff in terms of higher performance, customer satisfaction, reasonable productivity, etc.

Communication

Proper and personal communication within the organisation is considered to be a key matter within the teams/departments and higher level administration. Miscommunication can often lead to negative impact on work performance, decrease in productivity and demotivating

staff. Communication quality brings higher importance to team performance than communication frequency. Different types of communication bring significant changes – it has been proven that face-to-face communication or communication within familiar teams runs smooth and lacks discomfort among the individuals. However, currently and considering the size and demographic profile of LIDL communication would not survive without the support of advanced technologies (through emails, chats, virtual meetings). Unfortunately this might bring negative impact on lower level team collaboration and interaction.

Motivation theories and approaches

With nearly 50 years of experience in the retail sector LIDL is a company with time-tested and approved approaches towards inspiration of its employees. The organisation offers different development procedures to support applicants in expanding skills, potential, self-esteem and understanding the basics of the role. Candidates could also benefit from Apprenticeships programmes in different positions and finance support to job-related courses/degrees. New applicants would also benefit from their own Training mentor who would provide daily support, guidance and aid interaction with other team members. LIDL strongly believes that motivation is the secret to success – passion for excellent results equals greater outcomes.

Employee's benefits

As a part of global retail sector LIDL has proven itself as a company devoted to staff constant improvement and development. With opportunities to climb up the organisational structure in less than six months LIDL provides its employees with as many benefits as possible. With over 300,000 employees around Europe and recently the USA LIDL holds a special attention in bringing and keeping its people's satisfaction, based on the listed below :

- Herzberg's hygiene factors (1960's) – regular salary payments, reasonable wages with routine increase, job security, company policies.
- Access to different types of health care – eye care, flu vaccination, maternity & paternity pay, well-being centre.
- Advantages of being part of the LIDL team – Lidl discount card, flexible working hours, night shift payment (£2 premium for hourly paid employees working the night shifts).
- Additional benefits – pension, sabbatic period, National Childbirth.

Recommendations

In general, conclusion on factors influencing group and team behaviour can be categorised in different areas based on the focus of the organisation and customer's orientation.

As it has been stated various times in academic literature LIDL is a part of the international retail sector which is under the pressure of constant competition between business environments. This process requires broad and established knowledge on certain areas such as organisational relation and behaviour and effective and efficient management. LIDL is an organisation with professionally trained leaders and managers who have the opportunities to put this knowledge in action, follow behaviour and work on finding solutions to either solve issues or improve performance.

The following analysis summarised common factors in relation to LIDL organisational structure – its groups and team. As a part of the global retail industry and a long history of developing and expanding its purpose, LIDL has covered plenty of topics regarding employee's behaviour. In the future, plenty of different factors will arise, affecting its performance and relation to employees. As long as communication is kept considerate and qualitative, leadership and motivation styles are applied in the most appropriate way, benefits for employees as well as customers, would only expand and gain even further levels.

Conclusion

As we have seen in this report/presentation Lidl was established as a family run business which managed to expand into a competitive part of the discount market. The company is a great example of how the right organisational structure can optimise business performance by applying specific operational management methods.

Lidl, like other successful companies shows evidence that professional leadership tactics result in increased capabilities. In this study it has been brought to your attention that team behaviour is a tool used to polish professional relationships and work cohesion.

The various aspects mentioned in this above walked us through the long path of Lidl's performance and led us to the conclusion that outstanding outcomes are achieved on a regular basis.

Slides

Introducing the Modern Workplace

LCBB4003

GROUP PRESENTATION

Team members :

Ioana Raira Mosu (ID : 2019296) - Slides 3 to 6

Onisor Opris (ID : 2022780) - Slides 7 to 9

Vasilica Daniela Stefan (ID : 1714718) - Slides 10 to 12

Lyubomir Malamov (ID: 2019943) - Slides 13 to 16

Konstantina Malamova (ID: 2020492) - Slides 17 to 20



Introduction

This presentation will aim to analyse :

- how organizational structure affects business performance;
- what managerial and leadership skills are required in order to increase efficiency and productivity;
- why and how motivation is an essential factor of success.

The chosen company for this presentation is Lidl LTD.

Company Profile of Lidl LTD



1973

- Lidl opens its first store in Germany, employing three people and stocking around 500 product lines

1989

- Lidl expands internationally with the opening of its first store in France

1994

- In November, opens the first ten British stores across the country

2017

- Lidl opens its first stores in the United States

2019

- Lidl offers a network of over 760 stores in Britain with 13 regional distribution centres delivering fresh, quality produce across England, Scotland and Wales



Source : <https://unternehmen.lidl.de/ueber-lidl>

Vision

- "To enhance the lives of our customers, by providing quality products at market leading value, whilst ensuring that customer satisfaction is at the heart of everything we do"

Mission

- "To deliver outstanding customer satisfaction;
- To ensure market leading quality and value by constantly innovating and optimizing our efficient processes, driven by technology and people;
- To work with business partners in sustainable relationships, contributing positively to local communities;
- To achieve long term success by investing in the recruitment, training and development of our people."



Goals

- Lidl is a company that operates sustainably in all areas of activity. This is the company's way of fulfilling its promise of quality and at the same time securing the future for Lidl and society. The company is actively involved in solving the needs of the communities it belongs to, within the 5 central pillars: product range, environment, society, employees, and business partners.
- Furthermore, the products delivered by Lidl must be stored and given to the recipients in the best possible condition. In addition to the core goal, the company has several distribution goals, as well as the creation of excellent shopping environments in Lidl stores. These goals are the following :
 - High flexibility to travel from one point to another as rapidly as needed;
 - Total distribution control;
 - Adoption of transport strategies by own means;
 - Products arranged neatly and in a variety of colours;
 - Storage spaces as large as possible to always secure the products' existence.

Organisational structure

- HIERARCHICAL STRUCTURE
 - SPAN OF CONTROL
- CHAIN-OF-COMMAND FROM THE TOP EXECUTIVE TO REGULAR EMPLOYEES
- EVERYONE IN THE COMPANY KNOW THEY PLACE
- ORGANISATIONS WITH MANY DEPARTMENTS
 - CULTURE

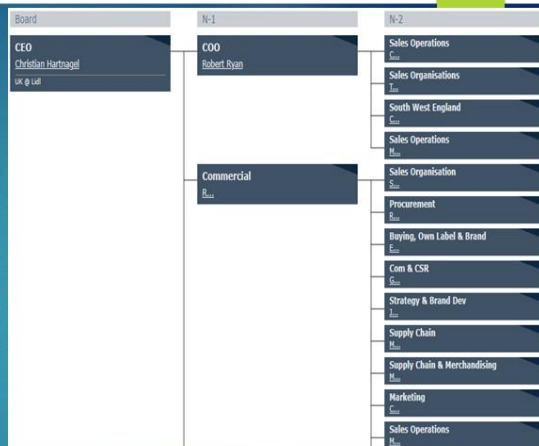


Figure 1: Organisational Structure of different departments of LIDL UK

Source: Org Chart LIDL UK, 2021



Figure 2: Flat structure of Lidl according to the operational areas or location
Source: Lidl.co.uk, 2021



Organisational performance

- LEADERSHIP, CULTURE, STRATEGY AND SUCCESS
- ANALYZING DATA COLLECTION TO IMPROVE
- DECISION MAKERS
- RULES AND SKILLS ON SMALL GROUP
- MANAGEMENT WORK WITH THE EMPLOYEE'S
- GOALS ARE CONSISTENTLY MEET
- FEEDBACK, EVALUATION AND PERFORMANCE



Relationship between organisational structure and organisational performance

- LEADING THROUGH COMMUNICATION
- DEVELOPING EMPLOYEE'S
- REMAINING HIGH-PERFORMING & DYNAMIC
- ESTABLISH TRUST & ACTION FAIR
- BEING A ROLE MODEL

Figure3: Lidl performing
Source: careers.lidl.com, 2021

DIFFERENT TASKS AND SKILLS FOR OPERATIONAL EFFECTIVENESS A MANAGER CAN APPLY



- **TECHNICAL SKILL**

KNOWLEDGE AND PROFICIENCY IN ACTIVITIES INCLUDING METHODS, PROCESSES AND PROCEDURES

- **CONCEPTUAL SKILL**

THE ABILITY TO COORDINATE AND INTEGRATE ALL OF THE ORGANIZATION'S INTERESTS AND ACTIVITIES

- **INTERPERSONAL AND COMMUNICATION SKILLS**

COMMUNICATE IDEAS AND INFORMATION TO OTHERS AND RECEIVE IDEAS AND INFORMATION FROM OTHERS EFFECTIVELY

- **DECISION-MAKING SKILLS**

MAKE DECISIONS THAT WILL LEAD THE ORGANIZATION TO THE ACHIEVEMENT OF ITS GOALS

- **DIAGNOSTIC AND ANALYTICAL SKILLS**

ABILITY TO VISUALIZE THE BEST RESPONSES TO A SITUATION



By using the skills mentioned in slide #2, among other essential skills, the operational manager is able to create new opportunities that allows Lidl to understand and create a strong connection with their customers by offering them the various ways that meet their needs. And a few examples are:



lidl.co.uk

- Own brand

Cien

esmara
by Heidi Klum

- Effective projects

- Famous collaborations



lidl.co.uk

How leadership can inspire and motivate staff members to improve performance ?



Motivation & Inspiration

- Individual motivation = different behaviours.
- Higher salary leads to higher performance (F W Taylor (Mullins, 2016,p.221)).
- Professional development.
- Proper balance for workers – flexible working hours, reasonable wages.
- Comfortable team work environment.



Lidl Leadership Approaches:

- Team bonding, spending time together, confidence boost;
- Efficient training – developing skills and abilities;
- Trust, reliance and co-operation;
- Bonus schemes;
- Setting out attainable goals within staff resources;
- Working towards increase – confidence, self-esteem, productivity, hierarchical ascent.



“INSPIRING,
MOTIVATING and HELPING
other people achieve things
they never thought were possible;
SETTING A GOOD EXAMPLE,
basically – that’s what leadership
means to me.”

It can be agreed that the skills and experience of each exceptional Lidl leader lie within the understanding of different behaviours, willingness and opportunity to various approaches towards the above as well as specifying solutions in order to motivate subordinates. Higher level of effectiveness and efficiency contribute to higher work performance through personal communication, relation to detail and well-being of staff.

An analysis of group and team behaviour

- DEFINE THE DIFFERENCE BETWEEN GROUPS AND TEAMS
- LIST OF FACTORS
- BRIEF SUMMARY ON EACH FACTOR
- RECOMMENDATIONS



FACTORS STUDIED

1. Leadership styles

- * Training and developing staff.
- * Transformational leadership– balanced goals, mutual trust.
- * Laissez– Faire leadership– personal responsibilities, fast course action and higher conservation.

2. Communication

- * Proper and personal.
- * Communication quality vs. communication frequency.
- * Disadvantages due to miscommunication/virtual communication.

FACTORS STUDIED

3. Motivation theories and approaches
 - * Different development procedures.
 - * Apprenticeship programmes.
 - * Financial support to job related courses/degrees.
4. Employee's benefits
 - * Herzberg's hygiene factors – regular, reasonable, routine.
 - * Access to health care.
 - * Part of the Lidl team advantages.
 - * Additional benefits.



CONCLUSION

- Different types of organisational structure run in place with one main perspective – simple and planned.

Different methods applied to increase operational effectiveness:

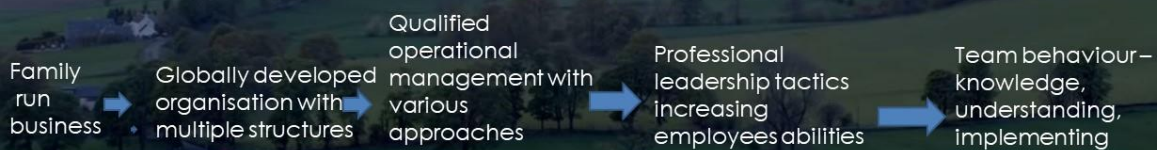
- Top qualified management.
- Strategic partners collaboration.
- Successful discounting business approach.



Big on quality
Lidl on price

- The use of hierarchical, functional and flat structure is improving LIDL's performance.

- Motivation is a key concept in expanding staff capabilities and goals.
- Leadership approaches bring significant changes in organisational effectiveness and efficiency.



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