

HBO-dual program at Albert Heijn



ah

May, 2017

Fact sheet

Ahold Delhaize is one of the world's largest food retail groups, a leader in supermarkets and online shopping, and a company at the forefront of sustainable retailing. Our family of great local brands serves more than 50 million customers each week in 11 countries with multiple formats, allowing them to shop anywhere, anytime. Each brand shares a passion for delivering great food, value and innovations. We were formed from the merger of Ahold and Delhaize Group in 2016.



Ahold
Delhaize

Number of customers (weekly): > 50 mln

Number of stores:

Number of associates:

> 6,500

370,000



Supermarkets NL at a glance

Our Brands



Albert Heijn

Gall & Gall
SINDS 1884

Etos

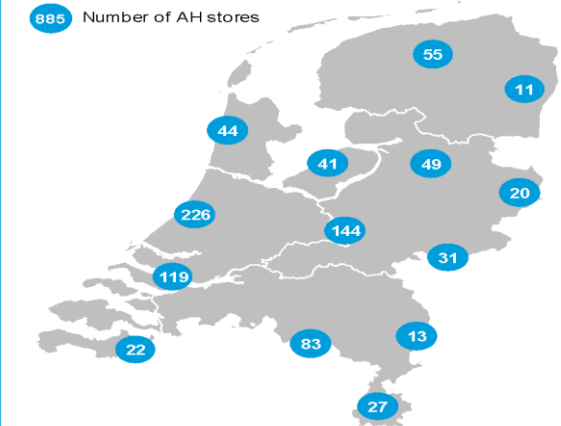
Supermarkets



Key facts

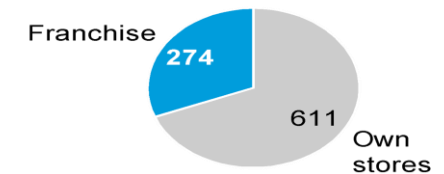
- Sales: €10.3bn (2015)
- Underl. EBIT: €509m (2015)
- 885 stores, 1/3rd run by franchise
- 500m² (city) to 4000m² (XL)
- All stores operate within brand, format, merchandising & replenishment guidelines
- Store processes: 80% central vs. 20% local

Store footprint in NL (Supermarkets)



We are particularly well-represented in **metropolitan areas**, where the highest growth comes from

AH stores: own & franchise



Why the HBO-dual program?

- Unleash the talent!
- Responsible employer; provide opportunities
- Continuous development
- Employer branding; make employees proud to work at AH
- Develop future store managers (key position)

**Ga jij straks
je eigen
Albert Heijn
winkel runnen?**



Key success factors

- Extensive selection procedure (Stenden & Albert Heijn)
- Operations decides how many positions to fill
- Manage expectations of future students
 - Honoust information
 - Let colleagues tell & share experiences
 - Make aware of financial consequences
- No full time job (20-28 hours)
- Operations and Stenden partner in coaching and review
- L&D is owner of product and quality
- L&D mediates in case of conflicts
- 2 year evaluation before entering the bachelor fase

Diplomering	Functie en uren
Propedeuse	Teamleider 20 uur
(bij uitstroom) Associate Degree	Teamleider 24 uurASM potentieel evaluatie
Start Bachelor fase	Teamleider 24 uurASM 28 uur (*)
Bachelor diploma	ASM 28 uur



Challenges

- Continuity coaching in store when store managers change position
- Give attention to students , thesis and graduation
- Continuous mentoring graduates
- ...



