

# JAM PAN

## GLOBAL RETAIL GIANT: CASE STUDY

### Management & Leadership Development at Scale



**OVERVIEW:** A global retail giant, Ecomm and Logistics business operating in fast-paced, high-risk fulfilment and distribution environments where leadership capability directly impacts safety, performance, engagement, and cost.

As the organisation scaled, they needed a modern, consistent approach to developing Operations Managers at multiple levels – without slowing the business down.

Jam Pan partnered with them to design and deliver a **multi-year leadership development ecosystem**, combining face-to-face learning, blended programmes, and advanced gamified simulations.

### KEY CHALLENGES

- **INCONSISTENT LEADERSHIP CAPABILITY ACROSS OPERATIONS MANAGER LEVELS**, from L5 managers focused on leading self and immediate teams, through L6 managers leading at scale and managing growing operational complexity, to L7 leaders leading beyond influence across teams and functions.
- **TRADITIONAL TRAINING MODELS THAT WERE TOO THEORETICAL FOR REAL-WORLD OPERATIONAL COMPLEXITY**, particularly in fast-paced fulfilment and distribution environments.

- **LIMITED OPPORTUNITIES FOR MANAGERS TO PRACTICE DECISION-MAKING SAFELY** before stepping into role, increasing risk and reducing confidence.
- **THE NEED TO ACCELERATE TIME TO COMPETENCE** in high-pressure, safety-critical operations.
- **A REQUIREMENT FOR SCALABLE, REPEATABLE LEARNING** that could evolve with the business and remain relevant across leadership levels.



They needed more than courses – they needed a learning system that built confidence, judgement, and capability at speed, combining on-brand face-to-face learning, blended content, and realistic simulations tailored to each leadership level.

# The SOLUTION

Jam Pan designed and delivered a **blended leadership development** framework, combining three integrated components:



## 1. FACE-TO-FACE LEADERSHIP PROGRAMMES

Jam Pan provided senior leadership and management development consultants to:

- 01 Design **three flagship development programmes** for Operations Managers
- 02 Deliver **facilitated, face-to-face learning** focused on real operational challenges
- 03 Develop all **delegate and facilitator materials**, guides, and toolkits
- 04 Run **Train-the-Trainer sessions** to enable internal delivery at scale

This refreshed and uplifted their existing leadership model while ensuring consistency and quality across facilitators and sites, **creating a single, scalable standard for leadership excellence in high-pressure environments.**

## 2. BLENDED LEARNING FOR NEW MANAGERS

To support new Operations Managers, Jam Pan designed and developed a blended programme that combined:

- 01 **FACE-TO-FACE WORKSHOPS**
- 02 **INTERACTIVE ELEARNING**
- 03 **MINI-GAMES AND SCENARIO-BASED LEARNING**

All learning materials were fully customised, including delegate and facilitator guides, with Train-the-Trainer support to ensure sustainable rollout.

This approach ensured managers were **job-ready faster**, with learning embedded before and during role transition.

# The SOLUTION (contd)



## 3. SERIOUS GAMES & BUSINESS SIMULATIONS

At the core of the solution was a suite of **serious games and business simulations**, designed to replicate the realities of managing shifts in the Fulfilment and Distribution Centres.

### KEY FEATURES INCLUDED:

- **Multiplayer and single-player simulations** based on real operational scenarios
- **Decision-based mechanics** where every choice impacts five core KPIs:
  - Safety
  - Associate engagement
  - Time
  - Cost
  - Performance outcomes
- **Facilitated group gameplay**, followed by structured debriefs to unpack decisions and consequences
- **A single-player assessment** version used at the end of manager induction
- **A custom scenario-building tool**, enabling teams to create and plug in new operational scenarios
- **A bespoke analytics platform** capturing performance, decisions, and learning insights across all games

This approach created a safe space to fail, allowing managers to build judgement, confidence, and muscle memory before applying learning on the job.

The simulations proved so effective they were adopted as a formal learning modality, with any business area able to request tailored variants.



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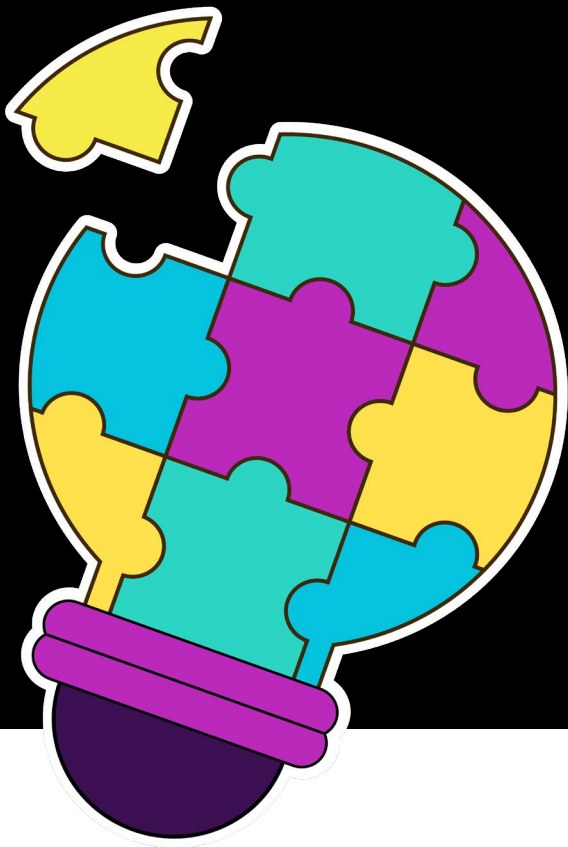
## 'LEADERS AS FACILITATORS 'ACCREDITED PROGRAMME (LEAF)

Jam Pan developed a comprehensive suite of programme collateral to bring the LEAF leadership model to life, including slide decks, PDFs, and "what good looks like" narrative-based films. These assets were designed as a leadership equivalent of a train-the-trainer approach, enabling senior leaders to deliver the content themselves. A series of four short films contrasted effective and ineffective leadership behaviours, making expectations tangible and relatable.

This approach delivered clear cost benefits by reducing the need for large numbers of external trainers, while also increasing engagement and credibility – as leaders were more likely to absorb and act on the learning when it was delivered by senior peers and aspirational role models.



# The RESULTS



- Increased confidence and decision-making capability reported by participants
- Improved consistency of leadership behaviours across sites
- Adoption of serious games as a recognised learning modality
- Improved talent value and leadership readiness in high-risk environment

## WHY IT WORKED

- **Leadership was treated holistically**, not as isolated training events
- Learning was **grounded in real operational pressure**, not theory
- Managers could practice decisions **before** facing real-world consequences
- The solution scaled with the business while remaining adaptable
- Strategy, design, and delivery were fully aligned



## JAM PAN'S ROLE

Jam Pan acted as a **strategic learning partner to both the Learning Teams and Business Stakeholders**, not just a delivery supplier – combining consultancy, learning design, and product innovation to bring leadership strategy to life.

**Wherever organisations are in their leadership journey, Jam Pan designs the right blend of interventions to take them where they need to go.**