

# launch

NAVIGATORS IN THE AGE OF TRANSFORMATION®

## Case Study:

# DOLLAR GENERAL®



### Project Requirements:

- Implement solutions to successfully onboard employees and increase employee retention.
- Reduce employee training costs and increase efficiencies where possible.
- Ensure training and onboarding content is continually kept up to date with changing processes and policies.

## Success Through Employee Excellence:

Key employee excellence and retention is the life-blood of growth and success.

In the competitive and ever-changing retail environment, Dollar General is one of few retailers who is expanding their brick and mortar footprint. Dollar General has averaged over 900 new stores annually for the last two years with similar plans for 2019.

This ambitious growth plan, combined with the retail industry's notoriously high turnover, created a critical need for Dollar General to onboard new store managers and reduce store manager turnover. Among the many pieces that go into the success of any business, training employees for greatness and retaining the best employees is always crucial to success!



The attention to detail and deep understanding of Dollar General processes and policies that Launch has exhibited during the last two years has been outstanding. Launch has gone above and beyond to provide long-term strategic value.

**Dollar General Leadership**



### Launch's Solution:

Launch developed a detailed learning blueprint that outlined a year-long learning journey for new store managers. The first four months focused on managing store operations where managers learned, practiced, and reflected on new skills that would continuously build upon skills learned the previous week and could discuss these concepts with dedicated trainers and district managers. The last eight months focus on developing leadership skills and addressing less common situations. As an additional motivational factor, store managers can gain nine college credits for completing the curriculum through ACE Accreditation. Launch is also in the process of replacing the current instructor-led component to an online experiential component, which will save Dollar General millions of dollars annually.

## A Human Approach:

Launch took a hands-on, people-first approach to arriving at the most useful solutions for Dollar General. The Launch team conducted in-depth interviews with leaders and subject matter experts to determine training content, dosage, and timing during the store manager's first year based on universally agreed upon business needs. Launch partnered with the Dollar General Learning and Development team to arm them with the business case needed to socialize this new approach to onboarding and the new roles and responsibilities required to execute on it. Launch's hands-on approach led them to conduct a thorough diagnostic that revealed many new store managers felt like they were "drinking from a fire hose" and couldn't live up to unrealistic expectations. Launch's diagnostic review revealed that what new managers needed to learn to be successful was underestimated, training was expected to occur too quickly, there was little ongoing support after initial training, and extreme variation in the initial state of the store had a great impact once managers began working in their assigned store.



### Project Results:

**\$18+**  
MM

**INCREASED ANNUAL REVENUE:** Program completion led to larger average basket size and increased revenue by 18 million dollars.

**150+**  
**350+**

**INCREASED RETENTION:** Reduction in new hire turnover by 150+ basis points. Reduction in external hire turnover by 350+ basis points.

**70+**  
TRAINING  
MODULES

**ONLINE TRAINING DEVELOPMENT:** Launch produced over 70 online training modules.

**10%+**

**KEY METRIC IMPROVEMENT:** Measures in Customer Readiness and Critical Staffing Metrics have improved by 10%.



**INDUSTRY AWARDS:** Dollar General has been recognized as a leader in training by industry publications.

## Real Life Outcomes:

Launch is the partner of choice for Dollar General's learning needs because of the expertise demonstrated through the diagnostic, design, development, and maintenance processes. Launch's deep understanding of Dollar General's business model and core employees (store managers) helps Launch to be strong partners and consultants. The expanded capability of Launch with respect to cloud and analytics is a benefit Dollar General hopes to utilize in the near future. The ability to support the growth of the store footprint has been critical to Dollar General's success. Store manager onboarding, as part of the successful launch of new stores, is often referenced as a key differentiator for Dollar General's success where other retailers are pulling back. While the primary goal of the program is to successfully onboard and retain a new store manager, maintenance services have been used to develop content that was repurposed for recruiting purposes, as well as content used company-wide to promote the "year of the customer" and an open-door culture of management.

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## About Dollar General:

Founded in 1939, Dollar General is a flourishing retail corporation with stores in 44 U.S. states that continually strives to offer hassle-free shopping at everyday low prices to its consumers.

## About Launch Consulting:

Founded in 2005, Launch is a veteran-owned company that takes a people-first approach to solving complex technology problems with innovative solutions. With over 500 technology leaders, designers, and engineers, they consistently push the boundaries of commonplace.

**Core Practice Areas:** Human Experience Design, Data Platform, and Cloud - seamlessly combined by a Technology Concierge team to craft the transformative approach so often marketed but rarely delivered. Based in Bellevue, WA, they have regional offices in key markets across the nation, including Dallas, San Francisco, and Washington D.C.

## Contact Information:

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