

BrandSensitize™ – Brand Research Desk

ASDA's 3-Year CEO Hunt: Inside Britain's Most Chaotic Retail Leadership Crisis

Beyond Price: ASDA's Transformation Journey from Value Leader to Customer Champion.

ASDA is transforming into a value-focused supermarket. Besides being price-conscious, ASDA is focusing on providing customers with a comprehensive shopping experience that's both affordable and genuinely helpful. As Britain's most popular supermarket, ASDA is combining great deals with innovative services and genuine care for the communities it serves.

ASDA's commitment to "Save Money. Live Better" represents more than just price positioning—it's a promise of accessible quality for every American household.

ASDA is a household name that has been providing exceptional value and quality to UK customers for over 50 years, evolving from a Yorkshire family business into a retail giant.

ASDA sells products through a network of 1,200 large stores, Asda Express convenience locations, food service sites, and online via Asda.com and George.com.

ASDA reported total revenue of £26.8 billion for the fiscal year 2024, including fuel, with grocery revenue of £21.7 billion. The company employs approximately 150,000 people across its operations and holds a 12.6% share of the UK grocery market.

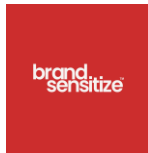
Asda Q1 2025 Trading Update - Total revenue (ex. fuel): £5.0bn, down 5.9%. George & Asda Express delivered strong growth, surpassing the market, with LFL sales up 3.5% and 6% respectively.

According to quarterly results, Asda ended FY24 with a net debt of £3.8bn and over £0.8bn in cash on its balance sheet. Leverage decreased again to 2.9 times.

ASDA consolidates its portfolio brands—ASDA, George clothing, ASDA Mobile, ASDA Money, and ASDA Opticians—to provide comprehensive value offerings that go beyond traditional grocery shopping, creating multiple customer engagement points while establishing sustainable competitive advantages.

ASDA's strategy centers on price leadership with its "Rollback to ASDA Price" initiative, ensuring customers get real value while upholding product quality and service excellence across all channels.

Mohsin Issa serves as Co-Owner alongside his brother Zuber Issa, having acquired ASDA from Walmart in 2021. Recent leadership appointments have strengthened operational excellence and accelerated the company's digital transformation efforts.



Under the Issa brothers' ownership, ASDA has strengthened its resilience through strategic investments in pricing, technology infrastructure, and separation from Walmart (Project Future), as well as improved supply chain capabilities, increasing product availability from 90% to 95%.

The three and a half years without a permanent CEO, since Roger Burnley's departure in August 2021, have caused leadership instability during ASDA's most crucial period, leading to the appointment of Allan Leighton as executive chairman to restore direction.

Matt Kelleher became Chief Digital Officer for Asda in July 2024, overseeing Insight & Analytics, Technology, LS11 Media, and Online, while also managing our ongoing divestiture efforts with Walmart.

The technology function is now guided by a dual leadership model, with Marcus Shaw serving as CIO, focusing on infrastructure and operations, and Adrian Berry as CTO, leading technology innovation and development initiatives.

ASDA's IT department employs approximately 800 to 1,200 permanent staff, supporting over 1200 stores and online operations.

The technology partnership ecosystem positions ASDA for independent growth while maintaining operational efficiency and excellence in customer experience across all channels.

ASDA is actively expanding its convenience store format with plans to open 300 new ASDA Express stores over the coming years, while also investing in online grocery capabilities and click-and-collect infrastructure.

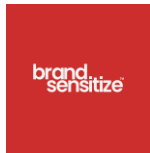
At its core, ASDA's brand philosophy centers on the mission to "help hardworking families save money and live better." This value-driven ethos—rooted in principles of accessibility, community support, quality without compromise, and continuous innovation—drives purposeful leadership that prioritizes customer savings, local community investment, and seamless shopping experiences across stores, digital platforms, and delivery services.

Customer Experience Strategy

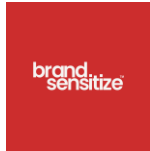
ASDA's customer approach emphasises trusted value through integrated multichannel service.

Knowledgeable colleagues offer personal guidance and support during the shopping experience. The ASDA Rewards loyalty program provides targeted cashback deals and customized offers. Meanwhile, digital solutions enhance support across mobile apps, websites, and physical stores, making shopping easier, managing deliveries, and improving inventory management.

ASDA aims to connect with customers through their preferred channels—ASDA Express convenience stores, traditional supercenters, online grocery delivery, or click-and-collect services—while making



choices easier with smart price comparison tools and allowing staff to focus on understanding individual customer priorities instead of routine transactions.



Technology Partnerships and Innovation

ASDA engages in extensive technology partnerships to support its post-Walmart independence and digital transformation efforts.

ASDA's £1 billion technology separation from Walmart exceeded budget and timeline by six months, resulting in widespread supply chain problems, system failures, and hundreds of IT redundancies.

On completion of Project Future, ASDA is forming new strategic partnerships to modernize its technology infrastructure and improve customer-facing systems.

The company's transformational "New ASDA" strategy leverages partnerships with top technology companies to revolutionize retail systems, enhance pricing optimization, and develop unified platforms for employees, suppliers, and customers.

BrandSensitize™ research shows that ASDA is heavily investing in cloud-first infrastructure and AI-powered personalization engines to support its pricing strategy and enhance operational efficiency across its growing store network.



Microsoft drives workplace modernization with Surface Copilot+ PCs and Azure cloud services.

ASDA has strengthened its partnership with ServiceNow to unify technology, customer, and employee operations through AI-powered workflows. This collaboration has enhanced the experience for approximately 16 million weekly shoppers, including both employees and customers.

Publicis Sapient completed the full eCommerce platform transformation. Other specialized partnerships include ServiceNow for operations management, Vanderlande for supply chain automation, and NielsenIQ for content analytics.

ASDA is consolidating and modernizing its legacy applications by migrating to Microsoft's Azure platform.

As part of this major transformation, TCS is leading the migration of various repository systems to SAP and moving assortment planning to Azure. TCS is integrating different technology stacks to deliver a seamless experience.

The transformation initiative has enhanced system agility, allowing ASDA to respond swiftly to evolving market demands while maintaining its competitive prices.

We'd appreciate your insight on how retailers are using digital solutions to improve customer experiences while keeping their price leadership.