

Clarks Shoes

Student's name: Desislava Yordanova

Student Number: 1912503

Module name: Community Engagement

Module code: LCBB4002

Assignment Title: Assessment 1

Professor's Name: Dr. Tanja Nathan

University of Wales Trinity Saint David

Table of Contents

Introduction	3
Customers	3
PESTEL	4
Political	4
Economical –	4
Social	5
Technological	5
Ecological –	6
Legal	6
Employees	7
Training and developments	7
Role in the organisation	9
Store manager	9
Skills and knowledge for the chosen role	9
Training and developments for the role	11
Conclusion	11
References	12

Introduction

First launched in 1825th the Clarks brand has evolved through the years with its innovative approach to the making of shoes. C. & J Clark Holding Ltd is the legal name of the footwear company based in 40 High Street, Somerset, UK (Bloomberg, 2020).

Clarks has nearly 10 000 employees worldwide, with a yearly turnover of 820 million in 2018th (Clarks, 2020).

The company is functioning through an established hierarchical organisational structure with clearly defined roles and responsibilities within each department (Mullins, 2016).

Through the years the brand strives to produce comfortable shoes with unique designs that keep the feet of their customers healthy (Clarks, 2020).

Customers

The product range of the brand includes shoes for Men, Women and kids. The brand offers more both smart and casual designs that would fit in any occasion as Clarks described (Clarks, 2020). Therefore the potential customers may be people-oriented in business, but also people who may prefer more casual looks in their day to day activities.

Clark's target group are people who are willing to have comfortable shoes with more simple designs, rather than a product that follow the last fashion trends. Most of the products cost between £50 to £99, with the rare exception above and less than these

prices range (Clarks, 2020).

PESTEL

PESTEL acronym stands for the exterior factors, that affect the organisation.

In order to examine these environmental factors the organisation should execute a precise PESTEL analysis. The results and findings then will help the organisation to make more reasonable decisions (Mullins, 2016).

Clarks is an organisation based in the UK and the environmental scanning will be mainly focused over the UK market.

All of the components will be reviewed individually as follows:

Political – Political factors refer to rules and regulations and any deals between countries and unions that may have an impact over the business in short or long term perspective (Mullins, 2016).

In relation to Clarks, the political factors affect those aspects of the business related to the import of materials or export of finished goods. For example event such as BREXIT may cause an increase in the import duties and taxes. Therefore Clarks will have to decide, whether to keep the same prices and reduce the profit or to increase its prices accordingly in order to remain the same profit. However, in this case, the brand may have a decrease in sales.

Economical – these are essential for every organisation. The managements should always stay informed in case of any further events that may change the economic situation for a certain region or globally (Mullins, 2016).

For example, the management at Clarks should consider the purchasing power of its customers. That will indicate any further steps that the brand may take. For instance, if

the company decide to invest a significant amount of money in building a new factory that will improve the organisational capability, the management should make sure that the economic situation will remain stable for this period of time. Planning decisions are always made in a detailed investigation of the economic environment. In some cases, this economic situation may be affected by any political or ecological events and so the business should always stay informed of anything happening locally and globally in order to avoid any unexpected situations. Currently, all the UK based business may have to hold its future investments until the picture become clearer.

Social – The social factors are important because they determinate the customer's perception in relation to certain product or services. They include demographics, population, cultural behaviours and attitudes (Mullins, 2016).

The retail sector is very much affected by the fashion trends. These trends are the results of social factors.

In Clarks, the designing team is highly affected by these factors. All designs should reflect on the new trends in order to be relevant on the market, however, the brand identity should remain. So the design team should come up with ideas that include both.

The marketing team will create stories around these new designs and communicate them through the channels. In addition, the team should come up with interesting ideas to interact with their audience.

Technological – In the technological age, every organisation should make sure that embrace this power. These are any current development as well with any future innovations (Mullins, 2016).

Everything from the website ability to the CRM system, data storing systems, social media channels, email marketing and many more options that the brand can use to optimise its production, internal or external processes or reaching more customers. Clarks should use the power of social media in order to reach more customers.

Ecological – these factors are becoming more and more essential for every organisational nowadays. More and more companies are changing their working methods and use of materials in order to protect the nature (Mullins, 2016).

Clarks follow strictly the new practices and ethical forms and trying to provoke initiatives that helping towards saving the environment.

Legal – the legal factors are essential for every business. The organisation should be aware of all existing or new legislation concerning the company and its operations and practices (Mullins, 2016).

The business should also consider major facts such as competition and market situation. It is a fast paced industry, where all the established brands are constantly pushed from the new brands on the market.

Employees

Every organisational success is a result of the efforts of its human resource (Torrington, 2014).

An achieving of competitive advantage is a core objective of the organisation. Through effective leadership and management, the power of the personnel can be maximised, therefore a competitive advantage will be achieved. In other words, the employees of the organisation are a vital part of the organisational success and so they should be treated as a valuable asset (Mullins, 2016).

Clarks has different departments with a number of employees. The performance of these people collectively determine the future results, therefore the success or failure of the organisation.

The main departments are - Operation, Design, HR, Marketing, IT, Customer service, Supply chain and procurement, legal and finance. Each department work on its own, however, they all interact with each other on a daily basis (Clarks, 2020).

For example, the design team work closely with the production team in order to communicate the designs and make sure that the final product will be exactly the same as the idea. From the other side, the production team should communicate with the sales and marketing department the final products. In order to place a new product on the website the marketing team should make sure, that this product is received, tested and then photos are made. Then these photos as well with all descriptions are sent to the IT department.

The sales team is working with the supply chain team as well with the finance team.

All this interrelation is vital for the organisational performance. When all these processes are moving smoothly and without major obstacles the performance is high, therefore, there is a quality of the products, more designs and production, less delivery time, high level of customer service, therefore satisfied customers which lead to a high volume of sales.

From an internal perspective, it means more motivated and happy employees (Debra, 2005).

Training and developments

The training is designed to improve the knowledge and skills for the learners in order to perform the job better.

From the other side, the development is on-going process aim to improve the learner in a long-term prospect.

A new employee may need training how to prepare a daily report for a particular job before he/she starts the work, where the development would be an on-going process of teaching this employee of how the performance could be improved by certain techniques (Martocchio, 2019).

There is a number of different pieces of training and development programmes. Some of them are tailored to more specific roles, where others apply to more general activities.

Several various factors influence the type of training and developments chosen by the organisation. These are the availability and capability of the top management to support the process. In other cases, the training is needed if there is a shortage of staff and the organisation needs to fill a certain position immediately. In other cases, the job specification requires an internal person. In such cases, the management may choose to promote an employee who is already in the organisation to fill the vacancy.

Technologies are also a factor that may influence training or development.

Organisations within the manufacturing industry constantly introduce such training.

Clarks is an organisation that emphasizes on the improvement of its employees on a regular base. The company has offer induction programmes and relatively to the job training. Also, the management provides and tailored guides that aim to improve the personal skills of each employee. A corporate library with extensive courses, articles and other materials is available for every employee. Every employee has the opportunity to speak directly to his/her manager if that is needed.

Clarks offer apprenticeships programmes.

They also offer a number of workshops on different topics such as leadership, management, communication and planning (Clarks, 2020).

Role in the organisation

Store manager

For the purpose of this work, the role of Store Manager is selected.

A store manager is a person who can drive store sales and a high standard of experience for the customers of the store. The role also required good leadership skills in order to not only sustain the existing results but also take it to another higher level.

The role of the store manager has huge importance for the brand. The store is the place where the customer can physically see and feel the brand.

The store manager is managing employees and has the chance to inspire a group of people within the organisation.

The store manager is also the one who is dealing with the money issues within the store (Indeed, 2020).

Skills and knowledge for the chosen role

Leadership and management skills.

Every manager whether a store, product or any other needs to have good leadership skills. That is essential when a group of people should be led in a specific direction (Cardona, 2000).

From the other side, the management skills are essential for any leader to manage effectively through the process.

Planning Skills are also very important as the store manager should implement strategies ensuring that the short and long term goals are met.

Budgeting – He/ she is working with certain budget limits, and so must be able to manage it accurately in order to increase the profit of the store (Indeed, 2020).

Communication skills are another component that must be in place for this role. The Store Manager is the person who needs to communicate effectively the organisational vision. Each store has its distinctive idea as the different locations are having their characteristics. The store Manager needs to be able to integrate that vision to the employees. For example, a store in Notting Hill may focus on pushing more expensive products, compare to a store located in near Peckham where the financial ability of the customers is lower, and so the more displayed models will be the cheapest ones. In some cases not only the price determines the chosen products, but also the cultural perceptions or lifestyle.

Time management – The multitasking nature of the job requires good time management. Time management skills are vital for every manager. Every manager should implement an effective time management system. It simply means that the person identifies the priorities and plan its activities accordingly.

Knowledge in retail and particular experience is vital for the role of the store manager. The person should be aware of the practices and working models. That knowledge will allow the manager to make more precise decisions for less time.

Customer service skills are also essential for the role. The store manager should not only be able to assist the clients but to show the best possible way to his/her subordinates (Mullins, 2016)

Training and developments for the role

There are many ways in which a person may improve.

Retail courses teaching: managing stock inventories and storage, Managing process within a retail environment, Promote products and managing products on display, managing payment transactions, supplier management.

People management: Managing human resource in the retail environment, leading team.

Customer service – customer service and relationship

Marketing – Retail pricing, Customer targeting

(Reed, 2020)

Conclusion

In summary, we can conclude that the Clarks brand has a very stable position in the UK market and will continue to expand internationally. The brand has established itself as a guarantee for quality and comfort. The innovative designs are the core of the product strategy. From the other hand the side the company emphasize on the improvement of its employees a make them feel valuable (Clarks, 2020).

There are areas where the brand may focus and improve. The marketing team could increase its efforts at Social Media. Currently, the brand has 365k followers on Instagram. The brand may contact celebrities and use their power in order to expand more across Facebook and Instagram.

Also, Clarks may collaborate with another brand in order to introduce a certain limited edition. This will help the brand to attract more customers.

References

- Bloomberg. (n.d.). Retrieved April 5, 2020, from
<https://www.bloomberg.com/profile/company/1276858Z:LN>
- Working with us. (n.d.). Retrieved from <https://uk.clarksjobs.com/working-us/>
- Retail Management. (n.d.). Retrieved April 5, 2020, from
<https://www.reed.co.uk/courses/retail-management/266553#/courses/retail>
- Store Manager job description sample. (n.d.). Retrieved April 2, 2020, from
<https://www.indeed.com/hire/job-description/store-manager>
- Debra, G & King, C. 2005. Exploring the role of employees in the delivery of the brand: a case study approach. (2005). *Qualitative Market Research: An International Journal*. doi:
<https://doi.org/10.1108/13522750510603343>
- Torrington, D., 2014. Human resource management Ninth.,
- Mullins, L.J. & Christy, G., 2016. Management & organisational behaviour Eleventh.,
- Bogardus, A.M., 2004. Human resources jumpstart, San Francisco ; London: SYBEX.

Cardona, P., 2000. *Transcendental leadership*. Leadership & Organization Development Journal. 21(4). pp.201 – 207.

Martocchio, J.J., 2019. Human Resource Management 15TH edn. University of Illinois.,