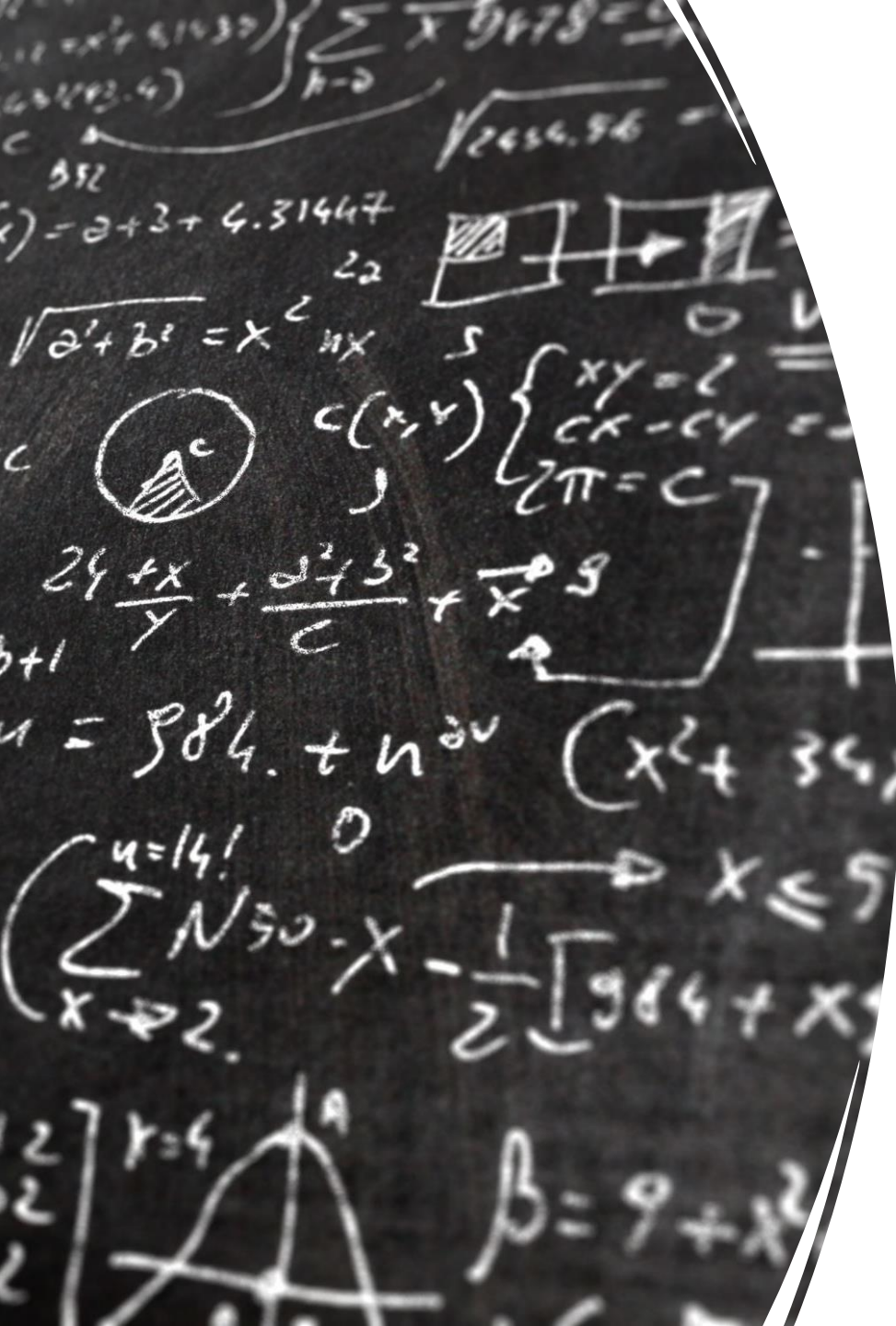




Henry Fayols management functions within Greggs

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Introduction

Management plays a vital role in every business. It allows for proper direction, organises resources, motivates staff and makes sure that the goals of the organisation are met effectively and efficiently.

Henry Fayol (1841-1925) was a French engineer known for laying the foundation of modern management by outlining managerial roles and principles. (witzel,2003).

In this presentation we will be looking at how Greggs, a UK Food Retail company's managers operate using Henrys Fayol's management style and see how managers can be effective with these functions and how these functions help Greggs achieve their goals.

Greggs

- Greggs is a popular UK based food retailer it is popular for its Pastries, sandwiches and coffee.
- It was founded in (1939) by John Gregg who started as a door to door bakery service giving bread eggs and yeast to local mining communities.
- The first store was opened in (1951) in Newcastle.
- It now operates over 2,600 stores across the country (Greggs,2024).



Henry Foyal's management functions

- Planning
 - Organising
 - Leading
 - Controlling
-
- Henry Foyal's management style is focused on planning, organising, leading and controlling to create structure in the workplace. It still used in today's businesses because it set's clear roles, accountability and a solid foundation to maintain a successful business.

Planning

- The definition of planning is to set goals and objectives while predicting future conditions and preparing and allocating resources. Planning is the start of Henry Fayol's management function, and it involves “looking ahead” by setting objectives and outlining the actions needed to achieve them (Fayol, 1949).
- Planning is importance for all businesses as it sets clear goals and direction, reduces uncertainty and helps businesses get to their goals efficiently
- At Gregg’s planning plays a big part in setting long term goals like doubling in stores by 2026 and expanding to over 3,000 stores (Insider Media, 2023).
- Also applying customer wants by increasing demand in delivery services and opening more shops in transport hubs and petrol stations (Insight Trends World, 2023).





Planning

Managers at Greggs use effective planning by using data techniques like statistics and predictive analytics to help determine future predictions, also aligning plans across different departments and changing strategies to adapt to market changes (Greggs,2023)

They use social responsibility into planning through the Gregg pledge which outlines the commitments to sustainability and healthier food choices (Greggs,2023)

Organising at Greggs

Organising involves structuring and allocating resources (human, financial, material) to achieve goals. (Fayol, 1949)

Managers allocate and coordinate resources — production, logistics, staff scheduling — to align with corporate strategy (*Fayol, 1949*).

- At Greggs, managers use a divisional/regional structure where bakeries supply clusters of shops (*Reference for Business, 2024*).
- Clear hierarchy: **board** → **regional managers** → **store managers** → **staff** (*The Official Board, 2024*).
- **Corporate governance:** Committees (audit, remuneration, nominations) delegate and oversee management functions (*Greggs plc, 2024a*).
- **Delegation:** Regional and store managers make operational decisions while adhering to company-wide standards (*Greggs plc, 2024b*).



Organising at Greggs cont....

- **Communication:** Structured reporting systems ensure smooth information flow between HQ, regions, and stores (*Greggs plc, 2024a*).
- **HR organisation:** Recruitment, training, and performance systems ensure right people in right roles (*Desklib, 2023*).
- Internal promotion and staff development reflect Fayol's idea of aligning skills with roles (*Fayol, 1949*).
- **Coordination:** Managers link production, logistics, marketing, and HR to ensure unity of direction (*Reference for Business, 2024*).
- Greggs' **tall structure** ensures control and accountability but may slow communication (*Studocu, 2023*).
- **Overall:** Managers organise by designing structure, delegating authority, and coordinating resources to meet Greggs' goals.



Leading

- Leading is one of Henri Fayol's key management functions, focusing on motivating, guiding, and inspiring employees to work towards the organisation's goals. At Greggs, effective leadership is essential in maintaining high standards of customer service, teamwork, and productivity across its many bakery outlets.
- To be effective leaders, Greggs managers use a range of motivational techniques. They often recognise good performance through praise or rewards, offer opportunities for staff development, and encourage teamwork within stores. This helps employees feel more engaged and loyal to the company, reducing staff turnover and improving overall service quality.

Leading

- Leadership at Greggs also involves adapting to change and supporting staff during transitions, such as new product launches or digital innovations like online ordering. Managers who listen to employees' feedback and involve them in decision-making help create a culture of inclusion and commitment. This people-focused approach strengthens the connection between management and employees, ensuring everyone works towards common goals.



Leading

- Overall, effective leadership enables Greggs to achieve its organisational objectives by maintaining a motivated workforce, delivering excellent customer service, and fostering a positive company culture. By leading with empathy, clear communication, and motivation, Greggs' managers help the business stay competitive, customer-focused, and successful in a rapidly changing retail environment.





Understanding the Controlling features

- Henri Fayol (1916) general and institutional management” identified controlling as one of five key management functions.
- It ensures that performance meets planned goals and standards.
- Fayol Henri (1949) * general and institutional management* Key stages: setting objectives, measuring results, comparing performance, and taking corrective action.
- Fayol (1949) said control means checking that everything happens according to the plan.

Controlling at Greggs

- Greggs (Greggs 2023) uses performance monitoring to track sales, waste, and customer satisfaction.
- Managers receive weekly reports comparing actual results with targets.
- If issues appear—like high waste—managers adjust production or staffing.
- Control ensures efficiency, consistency, and sustainability across stores.
- Controls also helps managers to make sure plans are followed and results that need to make expectations.



Control tools and Techniques

- **Financial controls:** Budget monitoring and variance analysis.
- **Operational controls(2023)** Daily sales and waste tracking via POS systems.
- **HR controls(2023)**Staff performance reviews and customer feedback.
- These systems ensure standards are met and resources are used efficiently.



Corrective actions and Improvements

- When targets aren't met, managers take corrective actions.
- Examples: revising production, extra staff training, or adjusting processes.
- Continuous improvement reflects Fayol's idea that control supports learning, not punishment.
- This builds efficiency, sustainability, and better service quality.



Conclusion

- Conclusion In conclusion, Henry Fayol's management functions — planning, organising, leading, and controlling — play a vital role in Greggs' ongoing success. Through effective planning, Greggs (Greggs 2023) sets clear goals and adapts to market trends. Strong organisational structures ensure smooth coordination between stores and departments. Leadership at Greggs motivates employees, encourages teamwork, and maintains a positive culture focused on quality and customer satisfaction. Finally, the controlling function helps Greggs monitor performance, maintain standards, and make improvements when necessary. Overall, by applying Fayol's principles, Greggs continues to operate efficiently, remain competitive, and achieve sustainable growth in the UK food retail industry.



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