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Introduction

Eddie Stobart Logistics is a Warrington, Cheshire based company that provides logistics services in the United Kingdom, Ireland and Belgium. Its services include transportation, distribution, container handling, and warehousing. It uses a multimodal transportation model, which includes rail freight, road haulage, deep-sea transport, inland waterway transport.

The business was established in the 1940s by Mr. Eddie Stobart. In 1970 it became a limited company. Now it is the United Kingdom's one of the most recognized brands with assets valued £625.44 million as of November 30, 2018. The number of current employees is 6,600, of which 3,800 are drivers. The company has its training academy which provides driving training and logistic training to its drivers and employees as well as the outsiders (Eddie Stobart, 2019).



Organization Profile

Sector: The Company operates in Transport and logistics sector. Though it has many subsidiaries operating in the energy, construction sectors.

Size: Eddie Stobart Logistics plc has 6,600 employees, 2,700 vehicles, 5,000 trailers and 43 operational centers all over the United Kingdom and other two operating countries. The company has revenue of £843.1 million, £29.2 million operating income and £16.2 million net income as of 2018.

Structure:Eddie Stobart Logistics plc is a public limited company which follows all legal prerequisite by the UK government. It follows a functional structure so that a single department can only work with one specific sector.

Goal:The main goal of the company is to grow shareholders' value through three strategic moves; identifying opportunities, growing business to create value and finally realizing value for shareholders.

Mission:The mission of the company is to take the waste out of the system as waste causes financial and environmental harm. And to increase its operation in the UK, Ireland, and mainland Europe.

Vision:The vision of the organization revolve around being recognized for its professional and innovative delivery of solutions for the customers and excellence in service.

Values:The Company has five core values to follow. The values are; openness and honesty, trust and respect, compassion, integrity, fun(Eddie Stobart, 2019).

Customers and their expectations

Eddie Stobart serves for E-Commerce business, Retailers, Industrial manufacturers, and Consumers. The Company undertakes the responsibility of the cargos and containers of all sizes, from largest to smallest, from all major ports of the UK. Then it handles, stores, transports and delivers them to the customers. It provides real-time data and tracking opportunities to the customers so that they can precisely control their supply chain.

PepsiCo, Britvic, Cemex, Tarmac, Johnson & Johnson, Unilever, Coca-Cola, Tesco, Morrisons, Co-op, Argos, Sainsbury's, Homebase, Honda, Tarmac, Argent Energy, Knauf, Crown, Greenchem, Novelis, and Hanson are the major customers of the company.

The services customers want from the company:Customers want the company to contribute to some or all part of their supply chain system. Shipping service is a part of the supply chain, customers want the company to ship their products. Eddie Stobart has warehousing service. It provides warehousing service to its customers on demand. Sometimes many customers want services like advising and guiding them the shipping procedure, managing additional insurance, designing custom supply chain systems for them, etc.

The core qualities that need to be ensured in the logistics service:Time is very precious in today's world. When managing logistics, time is the most important factor. The company

must deliver the shipment in the previously mentioned time. And it is the main factor to do better than competitors and attract more customers. The less time a company takes the better logistic service provider it is. Reliability is also a very important factor in this service. The more reliable a logistic service provider is the more contracts it will get. Customers always seek for a reasonable price. As the sector is so much competitive, the best price for the value will always win the contracts. Flexibility is the ability to change the service according to customers' needs. It's very important is the logistic service. A customer might need a different type of delivery according to its needs. The service provider must have the capability to meet those customizations.

SWOT analysis of Eddie Stobart

Strengths of Eddie Stobart Logistics Plc, internal factors: As one of the top firms in its sector, Eddie Stobart has much strength to mention. Eddie Stobart has operation in different modes of transport, they have road, rail, deep sea and inland waterway transport. In this aspect, it is ahead of its competitors. The company has businesses in multiple sectors other than logistics under one umbrella. The Stobart Group has businesses in aviation, energy, railway construction, infrastructure, and investment. These business sectors can help each other and thus can build a strong floor for them. It has reliability as it has been providing quality service for a long period. Strong and omnipresent distribution network as it has 41 operation centers in the United Kingdom. Has very good record of innovating and extending product line. It has an academy of its own to train and develop its employees. Eddie Stobart has a good amount of free cash flow to expand the business.

The weakness of Eddie Stobart Logistics Plc, internal factors: There are some areas where Eddie Stobart can improve. Marketing can be done better. Though its products are successful, the positioning and selling proposition of the company isn't clear yet (Choi and Jeon, 2018). The company needs to invest more in new technology. Their current technology isn't as par the competitors in the sector. Eddie Stobart's day inventory is longer than its competitors. It should focus on improving the channel. Demand forecasting isn't good enough, so it misses more opportunities than its competitors. That's also why the company can't cut its days inventory short. It must work on this prospect. The company spends more on training and developing its employees compared to the average of the industry.

Opportunities of Eddie Stobart Logistics Plc, external factors:

Decreasing shipping costs will cut transportation costs for the company (Vineyard, 2019). Thus it can offer a lower price. Lower inflation rate brings a stable business environment and lower cost of capital. Thus business will grow in the economy. More business means more customers for Eddie Stobart. New environment policies will change many existing laws and requirement so there will be new product categories and markets to capture (Vodenicharova, 2017). Growing online shopping trend will bring Eddie Stobart Logistics Plc more profit as it has operations for E-commerce and E-retailers. Large free cash flow will allow the company to explore new business opportunities with the change of technology, law and people's choice in general.

Threats of Eddie Stobart Logistics Plc, external factors:

The liability law for products is different in different countries. Eddie Stobart may face difficulties when it extends business in more countries. New technologies developed by rivals and market disruptors may affect the company in the long term. The competition from new entrants may take away some of the market shares from Eddie Stobart. The current uncertainty around Brexit may affect Eddie Stobart's decision to enter into the new European market (Stevovic, 2018). Raising the pay level can affect the profitability of the company. Like the movement of \$15 per hour.

Role of the employees

There are three types of employees in the organization. The managers, the staff in the operational centers and the drivers.

The managers are the people who make decisions, fabricate plans and direct the workforce to implement the plans to achieve the organizational goals (Wolf, 2012). In management here are supply chain and logistics specialists, finance and accounting persons, tech persons, customer relationship experts, and all the other experts needed to lead the company and look after every perspective of its business.

The staffs are the workforce who stay in the operational centers, who keep track of the containers and cargos manually, help load and unload the vehicles. They always follow the instructions from the management and do what has been told to do to achieve the goals of the company.

The drivers are the largest single part of the organization. As of the latest data the company has around 3,800 drivers who continuously moving the vehicle around to transport and

deliver the products. The drivers are more than half of its total employees and they play a very important role in achieving the company's goals.

Training and development

Training and development is the sum of endeavors to improve efficiency and output from the efforts of the employees(Phonthanukitithaworn, Naruetharadhol, and Ketkaew, 2017).These two words are often mentioned together but there are some differences. Training is a short-term learning process from which organizations expect an immediate change in employees' behavior. Training is normally arranged to solve noticeable deviation in behavior or skill. But development is a long term process where the main target is to improve employees' education, understanding, and thought process.

Training and development are very important to organizations in this fast-paced world. Here are some benefits:

Training improves the quality of the workforce, so the productivity of workers goes up thus it saves time and money. Training can improve workers' quality so the company can give them jobs with higher responsibility.Trained employees need less supervision and overlook so it increases organizations' efficiency. Ensures company with enough number of employees with adequate knowledge and skill at any given time. It creates an effective pool of managers who can handle any situation without failure.It helps the organization to grow and survive in the long term.Increases job satisfaction thus boosts confidence (Wolf, 2012).

Selected role

As the drivers comprise more than half of the employees of the company, they have a very important role in the organization. They keep the freights moving, they keep the company running (Odams, 2019).

In logistic management, the most important employees are the drivers. A company can't achieve the service quality of timeliness, reliability and low cost without having skilled and trained drivers. Drivers are the people who do the main part of the company's business; transporting and delivering the freights. So to be successful in logistics management business an organization must have an adequate number of skilled drivers who are properly managed.

Skills and knowledge needed to carry out the role

No formal education is required to be a driver but a high school diploma is often preferred. A driving license is required which is earned after training and examination. The physical condition needs to be good to adjust with different weathers. They also require to have very good hearing and vision. Drivers required to have very good communication, customer service, and judgmental ability. They just need to be updated with the modern technologies used in the vehicles and roads. A good understanding of geographic location and map also required (Maxwell and Stirling, 2019).

Training and development requirements

As driving isn't a managerial position which requires to solve problems and prepare strategies for the organization, development isn't required. But drivers must need to be trained. At first, they need to complete training to avail driving license. After that, they might require additional training to adjust to the vehicle he/she is going to drive. They also need to be informed about the mission, vision of the organization through training programs.

After all, they need periodic training to cope up with the changing technology in the vehicles, roads, navigation system. They also need to be updated with the changes in laws related to driving, if there is any.

Conclusion

Eddie Stobart is doing very well in its sector. Considering the strengths and opportunities, it can be said that the company has a very good prospect in the future. But still, the company should take care of its weaknesses and probable threats so that these don't be able to harm its progress.

Training and development is a very crucial part of any organization. Eddie Stobart has very good training and development facilities with its academy. Like any other organization out there, Eddie Stobart also needs training and development programs for its employees. Especially the drivers, who are the majority of the company's employees, need regular training and care.

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