

Management in Practice Report

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Introduction

- KPI stands for key performance indicator. Organisations use KPI's daily in order to keep an eye on progress internally throughout the year. A KPI is a 'metric' that allows somebody to have an insight on the progress of their organisation, Peder Enhorning (2015).
- Introduce Bernard Marr's Views
- KPI's are imperative to review when making decisions within the organisation because they help to show an 'insight' into the progress of the organisation and helps to determine what works for the business and what does not.

Main Findings

- It is important that management consider all different macro and micro aspects when it comes to managing an organisation such a Cardiff airport.
- It is crucial that they use a PESTLE analysis to build upon their knowledge of the outside risks that could face their organisation such as political, economic and environmental risks but to name a few.
- The management at Cardiff airport need to be aware of their own strength and opportunities such as connections with Qatar airways in order to be aware of what is working for them as an organisation.

Financial analysis

- There are 3 different types of ratio: Profitability which consists of gross profit margin, net profit margin and ROCE (return on capital employed), Gearing which consists of debt ratio and interest cover and finally Liquidity which consists of current ratio, quick ratio, debtor days and creditor days.
- Financial ratios are tools that can be useful when investors and companies want to analyse and compare the 'relationships between different pieces of financial information' across the organisation's history and the entire business sector, Rosemary Carlson (2019).

Analysis and key performance indicators

- Introduce the Gross profit margin, Net profit margin, ROCE, Current & Quick ratios, Debtor days, Creditor days, Debt ratio and Interest cover.

Performance management

- Introduce what performance management is and why it is important.
- The aims of performance management should be as follows: 'correct poor performance, replicate good performance, and improve all performance' Lee (2005).
 - Introduce what the recruitment and selection process are.

Performance management – recruitment

- Introduce the chairman's statement.
- Due to this being an external process, Cardiff airport accepted that it would cost more and take more time, due to the candidate not planning on being in the post until June 2020, but this issue was efficiently resolved as the current chairman agreed to 'remain in the post until 31 May 2020' in order to maintain a balance of consistency within the airport during the interim period that there would be a gap in the workforce for otherwise, Cardiff Airport.com (2019).

Performance management – Gender Pay Gap

- Cardiff airport released a Gender Pay Gap 2018 giving an insight on the equality within its organisation.
- Introduce the pay gap findings.

Conclusion

- In conclusion, it is clear to see from a management consultants' point of view that there is a lot that need to be done in order to see a change or significant increase in both income and passenger numbers.
- Explain why SWOT and Pestle are important and why that shows.
- The analysis of the ratios makes it evidently clear that there is room for improvement financially and strategically in order to see a positive change and there are recommendations for management to consider then hopefully when the next financial ratios are analysed this positive change may be a nice boost for staff morale and highlight evident success for the growing gateway to Wales.

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