



Faculty of Business and Management

BUSINESS DECISION MAKING COURSE WORK

Assessment: Business Decision Making in an SME. Case Study SUGRU

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1.Introduction to the Following Discussion

In the context of managing an organisation extensively, efficiently and effectively, it is important to understand that there are several barriers which tend to be surrounding an entity with their ultimate powers. One of such barriers is referred to as rising competition which exists for organisations looking forward to the opportunities, success and profitability elements associated with a particular market or the whole industry (Booth, 2015). This means that an organisation becomes highly vulnerable to the threats of management when other competitors are witnessed as becoming stronger through the adaptation of advanced techniques and strategies to improve their business performance and activities. Hence, it is significant to acknowledge the fact that appropriate capability of regulating the right decision holds the highest level of importance in such an aspect. Decision-making is one of the key characteristics of managing an organisation successfully which involves the process of devising and regulating appropriate actions and practices which will allow the companies to extend their perceptions and hence justify their stability and profitability in the long term (Citroen, 2011). There are several critical departments within an organisation which can be supported through the right decision-making approach, which is inclusive of Human Resource (HR), Marketing, Operations, Sales, etc. Similarly, the following discussion has been established in light of identifying the need for taking an appropriate decision at the right time with a thoroughly-designed plan. The department which will be focused in detail for appropriate decision-making in the following report is identified as the operations department further analysed critically for its supply chain activities while looking forward to employing innovative technology to improve overall product quality and enhance the user-related experience thoroughly, and the overall managerial perspective.

To ensure a better understanding of the essence of the following discussion, the evaluation will be aiming at a practical organisation from the organisational context whereas the company being analysed is known as Sugru, which is a known organisation providing adhesive repair materials or services for its consumer groups. The company, Sugru, is reflected as being situated within the SME aspect of the organisational types, whereas SME can be abbreviated as Small and Medium-Sized Enterprises (Hillary, 2017). The global organisational industry is surrounded by several organisational types, which can be comprised of multinationals, partnerships, sole-traders, SMEs, etc. SMEs can be local or international, based on the extensiveness of their existing practices and activities. However, keeping in view the fact that globalisation impacts have

enabled organisations to be linked closely and come into frequent contact with one another efficiently, the demand and popularity for SMEs are indeed growing (Ocloo, Akaba and Worwui-Brown, 2014). By the end of the following discussion, the users of this report will be able to highlight the significance of decision-making in the light of a specific context present within their selected organisations and also assess the different factors which stimulate the influence on the decision-making approach of a business.

2. Detailed Discussion and Critical Evaluation of the Context

2.1 Evaluating the Background of the Chosen Organization and the Essence behind the Following Discussion

The chosen case study organisation is Sugru which is a company engaged in manufacturing flexible and adhesive repair putting which is known for setting strong by turning into the durable silicone rubber. This glue is perfect for DIY, unicycling crafting and hacking the stuff. Within the last couple of years, this SME has established its strong position in the market, but there are some shortcomings in its decision-making process (Glass and Levitt, 2012). The decision making related to inventory management is not as effective as it should be to meet the competitive market requirements.

A key discrepancy or problem in the existing process of Sugru, which can compromise the quality of the products that are to be consumed by customers, is the lack of using innovative technology. There is no wonder that company has substantial financial leverage and it can easily finance its quality management system and technologies, but despite the financial strength Sugru is ineffective in using the Web-based technologies (Rosenberg, 2020). There is no Smart inventory control system employed which is imposing competitive threats on the Sugru as its competitors are quite successful and effective in using such technologies. As it is not using the smart inventory control system, it is not reflectively reducing the levels of inventory so that it could enhance the productivity and attain the desired customer response time. In addition to the, its order management system is also not based on the state of the art technologies used by the other relevant brands and in this regard, it is failing to integrate the information collected from the other parts of the chain such as purchasing, e-business systems and the accountability (Becker-Peth, Hoberg, and Protopappa-Sieke, 2020).

Sugru has decided to incorporate the technology into its supply chain management in recent years. But it is having some key issues which can hinder Sugru to involve in using the smart inventory management technologies. The key issue is the ability of the company to cut down the costs. As it needs automation in its processes, such automation might increase the level of efficiency, but the cost containment could turn out to be a huge challenge. To avoid such issues, the best solution is the implementation of the intelligent forecasting process. When engaging in the demand-driven planning so that desired level of inventory to meet the customer demand could be attained, it will be even more challenging to cut down the cost, and it can also increase the delivery time to the market. Sugru is in constants need of staying responsive to velocity of its product flow and has to move the products quickly and with higher agility (Rauf, Guan, Sarfraz, Mumtaz, Almainan, Shehab, and Jahanzaib, 2018).

2.2 Evaluation of the Problem Identified within the Organization and the ways it can be improvised – Quantitative analysis

One of the major problems the organisation faced was the make or buy decision which also insourcing vs outsourcing. SUGRU started up by out outsourcing manufacturing which was a bad idea; extremely painful quality management, with reduced flexibility was the effect on the product. (Crowdfundinsider,2015). Jane Ní Dhulchaointigh, CEO of Sugru had to further make a decision between outsourcing and insourcing as an entrepreneur and inventor, using the the Entrepreneurship approach and the make or buy decision approach she had to decide whether to continue outsourcing or to begin insourcing. In this approach Entrepreneurs make judgmental decisions in relation to combinations of various resources. Among the various resources, entrepreneurs have to choose valuable resources to insource for the sustained competitive advantage of the firm in an uncertain market. Therefore, an entrepreneurial approach is required for sourcing research (Academy of Entrepreneurship Journal, 2015).

Some of the propositions of this approach suggest that,

-Given subjectively low or moderate uncertain market, insourcing is preferred when entrepreneurial managers do not perceive opportunity or only perceive contributive opportunities.

-When entrepreneurial managers perceive that market uncertainty is affordable and they obtain an innovative opportunity, they might decide insourcing method taking into consideration the characteristics of target resource when the new opportunity is innovative this is the case with Sugru.

-If an entrepreneur find subjectively and objectively heterogeneous characteristics of resources, the resource must be insourced to sustain the competitive advantage (Academy of Entrepreneurship Journal, 2015).

2.2.1 Make or Buy Decision/Insourcing or Outsourcing Decision Approach.

Also taking into the consideration the make and buy decision making approach which is the quantitative approach , Sugru had to decide whether to outsource or insource.

In its outsourcing days when it was launched in 2010, Sugru outsourced 1 million individual adhesive repair materials at 0.25 penny per adhesive repair material but still had the fix cost of 20,000 pounds, packaging cost of 30,000 pounds.

Purchase price = $1,000,000 \times 0.2 = 200,000$

Fix cost = 20,000

Packaging cost = 30,000

So total cost encored for outsourcing is $200000 + 20000 + 30000 = \text{£}250,000$

The poor quality of adhesive repair material Sugru got from this outsourcer was of very poor quality which could not meet the expectation of customers and consumer as well as their expectations of the product and the lack of flexibility. Taking the advice of her friend who said “Start out small and make it good’ (Crowdfundinsider,2015). Jane decided to explore the make option or insourcing option thus consulting a business consultant. To produced 1 million adhesive material

Fix cost = 30,000

Packing cost = 30,000

Direct Material = 20,000

Direct labour cost = 50,000

Variable manufacturing cost = 20,000

Making a total of $30000+30000+20000+50000+20000= \$150,000$

Bringing the cost of Manufacturing of one adhesive repair material at $150000/1000000 = 0.15$ penny/adhesive repair material.

From the above analysis Sugru had to resort to the make or insourcing decision and went further to hire a manufacturing manager that was brought in to head the insourcing process. This decision was describe by the inventor and CEO of Sugru as the best decision she had ever made with regards to the vison of the company and Sugru is now a proud manufacturer and part of the third industrial revolution of local, lightweight, high-value manufacturing (Crowdfundinsider,2015).

In continuance with the discussion provided as above, taking the right decision at the right time is necessary to be implemented which will improve the issue and will allow the organisation to be encouraged towards it success level. Sugru's options could also be analysed using another model or approach which will be examined below.

Hence, the organisational management of Sugru has decided to adopt and implement technology throughout its practice zones whereas one of its major focuses in terms of quality-improvements has been directed in the light of its supply chain management aspect considering improvements to how the existing inventory levels are being managed across the entity (Bastas and Liyanage, 2019).

Inventory is believed as being one of the major elements of an organisation which is comprised of the stocks of products which an organisation has been manufacturing and aims to sell effectively and efficiently to meet the recurring demands of its existing and potential customers in the long term (Chalotra, 2013). Keeping in view the fact that Sugru is a company which manufactures and sells adhesive repair products such as glues, the demand for the company's products can prevail in the long term.

However it can be evaluated that the current revenue level of the company was affected significantly before the company switched to insourcing due to the poor quality keeping in view the competitive environment within which the competitors like Tetramer Technologies have been introducing new product concepts with the ability to use modern technology and their products are reaching the desired sales levels due to the on-going demand trends being satisfied successfully and profitably (Muller, 2019). Hence, since deciding to with the insourcing decision Sugru and gained competitive advantage and the management of Sugru has been looking forward to continuously adapting and implementing recent technology within its operations department, whereas a similar approach will be diverted in the light of managing the inventory levels as well.

The right decision implemented in the light of managing inventory levels effectively and efficiently is indeed significant, which has not been followed accordingly at Sugru. Inventory levels being available in excess to tend to increase different costs for an organisation whereas keeping in focus the example of Sugru, the failure of the entity to adapt and implement a decision concerning smart technology, has been leaving the company behind in terms of achieving goals of success and efficiency for the long term.

Keeping in view the example of Sugru, the company specialises in manufacturing and selling adhesive repair products which are more popular within the field of DIY. However, the demand for DIY aspects within the general consumer groups is relatively lower and hence similar organisations are focusing on adopting JIT inventory management protocols which tend to minimise storage and inventory management costs for an organisation (Quinn, 2014). However, Sugru has continued to adapt the traditional inventory management methods, which majorly are based on a manual management system and hence the efficiency is reduced comparatively. The company has been facing persistent decline within its revenue figure, which makes it necessary to stimulate an effective decision which could shape the future of the company positively. In this light Sugru thus decided to make an internal investment decision or enhancement decision.

2.2.2 Decision Tree Approach.

The Economic Times describe the decision tree analysis as an analysis which involves making a tree-shaped diagram to chart out a course of action or a statistical probability analysis. It is used to break down complex problems or branches. Each branch of the decision tree could be a

possible outcome. This approach will be used to evaluate the possibility Sugru will have to choose between upgrading its information cloud system. Sugru uses the cloud computing system to collect and store information across its organization helping the smooth flow in its supply chain. Facing problems to keep up with the rapid changes in the business environment and its competitors like SIKA who are implementing latest based technologies across their supply chain. Sugu, is faced with the decision whether to invest in enhancing their cloud computing system or to invest enhancing their leadership style that would be able to keep track of the changing environment.

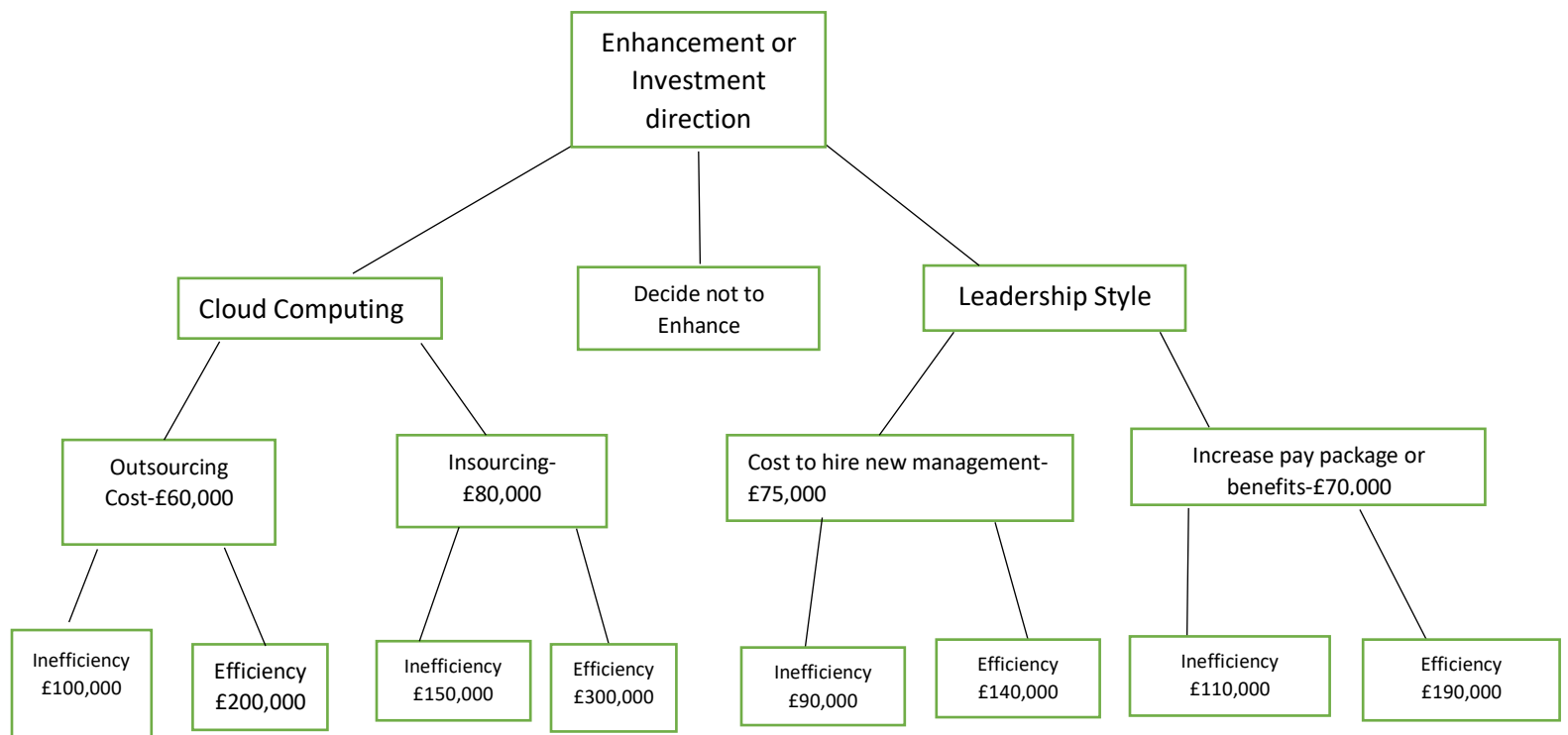


Figure 1. Decision Tree model on Sugru's enhancement or investment direction in other to increase performance and thus profitability.

Probabilities: outsourcing Inefficiency = 0.5 and efficiency = 0.5

Insourcing inefficiency = 0.3 and efficiency = 0.7

New management inefficiency = 0.4 and efficiency = 0.6

Increase payoff old Management inefficiency = 0.4 and efficiency = 0.6

Now to calculate the Expected Value or Expected Monetary value EMV

$$\text{Outsourcing Inefficiency} = 0.5 \times 100,000 = 50,000$$

$$\text{Outsourcing efficiency} = 0.5 \times 200,000 = 100,000$$

$$\text{EMV} = 50,000 + 100,000 = \text{£}150,000$$

$$\text{Insourcing Inefficiency} = 0.3 \times 150,000 = 45,000$$

$$\text{Insourcing efficiency} = 0.7 \times 300,000 = 210,000$$

$$\text{EMV} = 45,000 + 210,000 = \text{£}255,000$$

$$\text{Hire new manager Inefficiency} = 0.4 \times 90,000 = 36,000$$

$$\text{Hire new manager efficiency} = 0.6 \times 140,000 = 84,000$$

$$\text{EMV} = 36,000 + 84,000 = \text{£}120,000$$

$$\text{Existing management inefficiency} = 0.4 \times 110,000 = 44,000$$

$$\text{Existing management efficiency} = 0.6 \times 190,000 = 114,000$$

$$\text{EMV} = 44,000 + 114,000 = \text{£}158,000$$

$$\text{Net gain of Outsourcing} \dots 150,000 - 60,000 = \text{£}90,000$$

$$\text{Net gain of Insourcing} \dots 255,000 - 80,000 = \text{£}175,000$$

$$\text{Net gain of Hiring new management} \dots 120,000 - 75,000 = \text{£}45,000$$

$$\text{Net gain from increasing pay and incentive of existing management} \dots 158,000 - 70,000 = \text{£}88,000$$

From the above analysis, it is highly recommended to adopt technology, which some of the common competitors of Sugru have been approaching in the light of managing inventory levels accordingly (Wild, 2017).

According to our decision tree deciding not to enhance or invest the operations of Sugru with be absolutely very bad and wrong decision that could be made.

Investing in Sugru's cloud computing system will be the right decision to pursue from the above analysis. Enhancing sugru's operations through their cloud computing or information technology system would be absolutely the right decision. More precisely deciding to have their IT department to handle their cloud computing operations of the company will be best decision because insourcing will be very cost effective to Sugru generally increasing the profitability and efficiency of the company as shown above with insourcing having the highest Net gain. Therefore, investing toward this direction is what Sugru is currently doing to be able to stay update with the present challenges and keep up with its competitors.

The University of Edinburgh media Hooper analysed the decision tree model as a decision making process which is very effective as it is very intuitive, easy to understand and explain to technical teams and also to the stakeholders.

Also, when building a decision tree and you miss values, it doesn't affect the process of building the tree to an extend as the tree will still achieve its purpose. Even though this is so, but a small change or tweak in the information of the tree will to a greater extend change the structure of the tree thus might cause an instability.

Linear Programming in is Supply chain.

Sugru is also using the linear programming model to plan aggregately in its supply chain

2.3 Qualitative analysis about the business decision problem in Sugru and how they are improvised.

Aims and Objectives of the Following Research

Considering the main essence of the following discussion, it will be based in the light of achieving certain objectives of the company, complying with the initial aims as well. This research aims to improve the performance structure of the organisation and obtain a high level of efficiency through the adaptation and implementation of technology within operational management as well as in the light of maintaining, monitoring and managing the company's inventory levels. However, it is critically acknowledged by the practical and professional individuals that adaptation of technology for relative relevant improvements within the existing

infrastructure of an organisation can be highly critical and complex for being planned out practically whereas it is vulnerable for being surrounded by certain critical factors such as cost barriers, failure in terms of compliance and capability, etc.

Literature Review Supporting the Essence of the Following Discussion

Continuing the discussion provided as above, it is important to analyse the findings of other scholars and researchers as well to conclude their perceptions which have been justified regarding the context being discussed. Similarly, a detailed literature review has been conducted to support the argument provided, which will be assessing the works of major researchers from the past.

However, the significance of the research identified and put forward for use is only beneficial when the tendency of an organisation in terms of taking efficient decisions is indeed improved and is considered as a forward-looking approach. There are various decision-making models which the management of an organisation can adapt and implement extensively (O’Fallon and Butterfield, 2013). Some of the commonly-used decision-making models are inclusive of

- Bounded Reality Decision-Making Model
- Rational Decision-Making Model
- Intuitive Decision-Making Model
- Vroom-Yetton Decision-Making Model

Similarly, the following discussion is based on the stimulation of the Vroom-Yetton decision-making model, which reflects the understanding that there is no single beneficial approach for regulating effective decisions. It has been advised by the creator of the model, Victor Vroom, that there are several elements which need to be considered and followed critically when an individual is planning to make a relevant decision (Jago, 2015). These elements can be comprised of communication, leadership, advisory council, democracy, skills, experience, etc. Every element has separate importance depending on the situation it is being applied for. Hence, the following discussion will base the application of the Vroom-Yetton Decision-Making model in light of managing inventory management effectively and efficiently for Sugru.

A very common decision-making issue which can be associated with the technology implementation aspect can be referred to as cost considerations. Conforto and Amaral (2016)

outline the fact that technology is not a one-time investment, whereas the costs involved within can continue for occurrence in the long term. This includes the aspect of frequent upgrades required for the latest technology compliance; otherwise, the situation for an organisation would not be improved and would remain the same. Keeping in view the fact that Sugru looks forward to implementing smart inventory management system which can be associated with modern technology such as smart platforms, these platforms require frequent updates to the devices so that the application could run efficiently and conduct the practices it has been solely designed for. Conforto and Amaral (2016)

Further include that the modern environment has individuals who are constantly working at the back-end support sector where they monitor the progress of the technology which is being circulated and search for different ways of improvements. However, upgrades to such technological measures require changing devices, keeping the workforces educated and trained for use, remaining compliant legally and ethically with the use of a specific technological aspect, etc. However, all these requirements continue to exist till the time a company is running, hence about these requirements will incur in high costs for the management.

while evaluating different researches, one of the researches conducted by Marler and Fisher, (2013) pertains with the fact that another important issue with the decision related to the adaptation of technology within the operations of an organisation like sugru is referred to as the HR issues. As included earlier in the studies of Dehgani and Navimipour, (2019), an important cost consideration reflects the training needs for the individuals. The modern technological needs are much critical whereas being innovative through the use of technology requires the functioning of human perceptions in a way that creative content is developed which can be materialised and then can be adapted by the organisations for long term success and profitability goals.

Decision-making problems and barriers can generally exist in every different aspect in the organisation Sugru. There can be arguments over a particular decision being focussed for implementation, and there can be experience-related clashes between organisational individuals over a specific decision selected. However, overcoming these issues is highly significant and needs to be strategized accordingly.

Another study that has been put forward for use conducted by Yerpude and Singhal, (2018) reflects the fact that adopting technology in the light of managing inventory smartly and efficiently requires several ethical considerations as well. Ethical considerations can be comprised of the social requirements, legal requirements, etc. (Connelly, 2014). Sugru must acknowledge its management towards highlighting the ethical compliance structure and encouraging its adaptation and implementation strictly. This approach is further encouraged to prevail extensively with the adoption of favourable leadership approaches such as democratic leadership style, involving a high amount of communication and interaction between the higher authorities and the workforces and working collaboratively to obtain the required results successfully.

3. Evaluation of the Techniques Put Forward for Implementation as a Solution by Sugru

Moving along with the discussion provided as above, the evaluation of different researches under literature review reflects the fact that adaptation of technology to improve the quality of the company's products and to maintain the inventory management system could be a relevant approach which could overall benefit the aspect of organisational efficiency as well. Similarly, keeping in view the literature, there are several strategies which could be approached and are identified through critical evaluation with regards to the appropriate decision-making approach, as below.

3.1 Using Cloud-Based Inventory Control Approach

As Sugru is concerned with the aspect of managing its inventories smartly and keeping the supply chain management running optimally, it is important to acknowledge that a cloud-based inventory control system could be a considerable approach. As technology is frequently enhancing, cloud computing is gaining popularity which not only reduces costs but keeps its focus on the remote usability of managerial responsibilities (Dahbi and Mouftah, 2016). Through implementing cloud inventory management system, Sugru could appoint different operational individuals across different operational areas of the company whereas every responsible individual could further analyse and interpret consumer's demands and then update the inventory requirement schedule remotely which would stimulate the delivery process accordingly. The decision regarding the adoption and implementation of a cloud-based inventory management

system supports the efforts of the decision tree analysis. The initial approach can be stated as competitor analysis, whereas another approach could be identified and extensive internal communication allowing relevant suggestions being included (Shahmandi, Silong, Ismail, Samah and Othman, 2011). In this way, Sugru would be able to keep track of consumer demand trends while keeping its inventory storage costs minimised.

3.2 Strategies Used for Collection, Storage and Processing of Critical Data

It can be reported through research statistics that Sugru has implemented an advanced information system such as the use of intranets, linking all its computer systems together. Moreover, extensive management of stores out of local reach is further equipped with cloud computing with relation to the databases which are updated as soon as changes to the inventory levels are reported. The decision related to the following managerial approach can collect the relevant data through the element of leadership within the organisation. Different approaches and styles of leaderships tend to extract the required data accordingly, whereas the involvement of the key individuals through a democratic leadership style would encourage favourable suggestions being introduced and a detailed overview regarding the pros and cons of a decision can be put forward by the skilled and experienced individuals (Simpson, 2012).

3.3 Keeping Track of the Low-Turning Inventory and managing it through the FIFO Approach an Appropriate Leadership Style

Another important suggestion which could be acknowledged and further incorporated within the existing practices of Sugru is reflected as keeping a track record of the inventory levels, which are slow-moving and then a FIFO approach could be implemented. As Sugru deals in various adhesive items, there can be several of the products that are referred to as slow-moving products. These can be comprised of liquid glue, etc. which are occasionally demanded hence having an excessive inventory of such a product could lose the organisation its efficiency. Hence, it is suggested that through the use of smart technology, such as QR codes and scanners, every product can be labelled uniquely and further a FIFO (First-In-First-Out) approach of inventory management can be adapted whereas products having close expiry or which have been manufactured and stocked earlier could be regulated at first (Manohar and Appaiah, 2017). Moreover, the leadership style being used to implement the decision also plays a key role, whereas it is highly recommended for the higher authorities of Sugru to adopt a democratic leadership style. This particular approach would encourage the decision-making process in

becoming more efficient as everyone in the entity would have an equal chance for their contribution and hence the final results could be beneficial for the long term (Simpson, 2012). This particular decision could rather be framed under a rational decision as to the management, or the general human perception tends to be stimulated towards getting rid of the oldest inventory as soon as possible to avoid critical scenarios, such as near-expiry dates, etc.

4. Ethical Issues and Compliance Requirements Associated with the Solution Approaches Recommended

Referring to the strategic solutions provided in the light of adapting technology to improve operational quality and enhance inventory management aspect significantly, there are certain ethical issues associated which can pertain with the height of compliance level and structure as well. Hence, some of the elements which are important for Sugru are identified and evaluated as follows:

4.1 Responding to the Developing Needs of Individuals

It is important to understand that one of the ethical issues which Sugru needs to confront is that all the employees who have been employed by the company since a long period, they need to be provided with an equal chance and opportunity to develop their skills and be trained in the light of performing as the technology requires them to. It can be associated that when a new technology is adopted by Sugru, to perform efficiently, the management, precisely the HR department would consider a re-hiring approach in which existing employees could be replaced with recruits to avoid training costs (Noe and Kodwani, 2018). However, regulating such a decision effectively requires individuals to be equipped with the right knowledge and efficacy to be efficient with their suggestions as well. It is highly suggested for organisations to frequently send their individuals for training and development sessions, where they can learn the basics of decision-making (Huang, 2015). Simultaneously, practical examples play a key role in development as well whereas the higher management is recommended to include its core employees when taking critical decisions so that they can learn the critiques of taking a relevant decision and be important contributors to it.

5. Improvements for the Recommended Approaches for Sugru

Keeping in view the discussion provided as above, there are certain recommendations which are necessary to be made in the light of improvement capability of the approaches suggested for adaption. Sugru is recommended to employ these improvement techniques, which are identified and evaluated in detail with regards to the adaptation of different decision-making tools, as follows:

5.1 Adaptation of the SWOT Analysis Tool

One of the important decision-making tools which can be adapted by Sugru to ensure that the decision being taken and regulated extensively proves to be successful for the entity in the long term is through conducting an internal analysis. This can be further preceded with the implementation of the SWOT analysis tool which focuses on four major elements within the internal mechanisms of a decision-making process, which are identified as strengths, weaknesses, opportunities and threats (Gürel and Tat, 2017). Sugru would be able to intercept a balance between the strengths and opportunities and threats and weaknesses and then work strategically in the light of further enhancing the strengths and mitigating the issues which can reduce its tendency to success in the long term (Phadermrod, Crowder and Wills, 2019). For instance, there might be several strengths and opportunities for adapting and implementing technology; however, the costs and continuing maintenance and updates to technology can be potential barriers, contributing to the threats of the decision.

5.2 Adaptation of the PESTEL Analysis Tool

Similarly, when a decision is being focussed for implementation, it needs to be assessed with its internal and external capabilities. Internal capabilities of the decision have been identified and evaluated through the SWOT analysis approach; however, another tool which can be significant for its adaptation is the PESTEL analysis tool. This tool considers the factors from the external environment which can influence the decision, and the elements it is comprised of are Political, Economic, Social, Technological, Environmental and Legal (Yüksel, 2012). Similarly, to regulate the use of advanced and smart technology within the performance and practices of Sugru, the PESTEL tool is important to be adapted as it highlights the opportunities within the technical factor whereas the legal requirements have provided Sugru with a clear understanding of the approaches which are a must to be present when continuing with a particular technical solution in the long term (Pan, Chen and Zhan, 2019).

6. Problem-Solving Technique for the Critical Decision-Making Process

Keeping in view the aspect of decision-making, there can form certain decision-making issues which need to be identified and analysed at the earliest for an efficient solution. Similarly, there are some recommendations for the solution for Sugru as well, which can undertake the form of a process, explained as follows:

6.1 Identification of the Issue through Interaction – The issue in a particular decision-making process can only be analysed through extensive interaction where sugru's management tend to provide contributions and perceptions in case they do not approve a decision. Through the democratic leadership approach recommended for Sugru, the communication goals can be expanded, allowing everyone to contribute significantly, and most appropriate suggestions could be focussed (Mainardes, Alves and Raposo, 2011).

6.2 Communicating for an Efficient and Effective Solution – The issue identified then needs to be communicated appropriately. It must be acknowledged that communication should be established with the overall hierarchy of Sugru so that recommendations can be taken from everyone.

6.3 Searching for Optimal Alternatives – When a particular issue has been identified, other than getting jotted for a solution promptly, the alternatives need to be considered as well. Prompt alternatives might not be available, whereas researching into new ones can be challenging (Saaty and Peniwati, 2013). Sugru is regarded to conduct a detailed analysis of its competitors to understand the strategies they are using as alternatives and then apply it, which would speed-up the decision-making process, however in the short-term only.

7 Recommendations and Conclusion

Concluding the discussion provided as above, it can be analysed and anticipated through the following evaluation conducted over the current practices of Sugru that organisations need to focus extensively on the aspect of critical decision-making whereas a prompt response being regulated is highly significant for long-term success and effectiveness. Similarly, it has been analysed that changes within the various departments of an organisation are merely important keeping in view the rapid transitions being reported in the global industries as an impact of the globalisation view as well as the process of modernisation reflecting tremendous advancements

in several sectors, such as technology. Adhering to the context of the discussion provided as above, it is highly important for the management of an organisation to frequently involve in the process of assessing its existing performance and identifying its capabilities keeping in view any suggestions and the changing perceptions of the company's customers to analyse further room for efficiency improvements. It is also important for organisational management to look for the existing strategies being developed and implemented by competitors to address a similar issue which has been highlighted for the concerning organisation. Hence, going ahead with research that has been developed under the primary research methodology view is important which will enable the organisation of focus to obtain results which are most likely to influence the decisions of the business positively and beneficially for the long term. Moreover, using the research outcomes of other scholars and any theoretical frameworks identified within their studies are equally important to be implemented and evaluated for effective decision-making and directing the company towards its desired success levels.

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