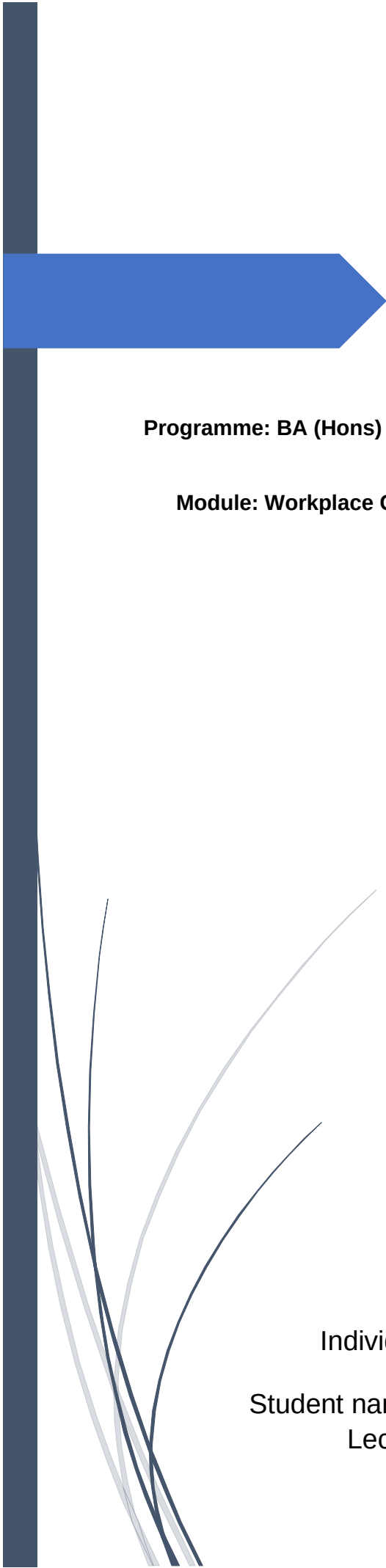




Programme: BA (Hons) Leadership and Management Skills for the Workplace

Module: Workplace Culture and its impact on Organisational Efficiency

Module Code: (BMSW5105)

Individual written report of starbucks

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EXECUTIVE SUMMARY

To write this report, a Starbucks company has been used to analyze its origin and the type of organizational culture it has, an analysis of its origin as a company and the changes it has been implementing.

An analysis of external factors that affects Starbucks company has also been carried out, models such as PESTEL or Porter's five forces have been used to see in depth the different factors and why they affect Starbucks company, making it easy to know what decisions to make for a better economic benefit.

Then it has been defined what the concept of organizational culture consists, in order to understand it in depth, to know its benefits and understand Starbucks culture by applying Cultural Web, identifying what parts of its culture should be improved to achieve better economic benefits.

It has also been defined what is an ethical dilemma and which are those that Starbucks currently have and how they affect Starbucks as a company.

To conclude the report, an individual reflection has been made about all the knowledge acquired and how they can be used in the workplace.

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1.0 INTRODUCTION

The main reason for writing this report is to see how different external factors affect the organizational culture and performance of a company. To carry out the report, Starbucks company has been chosen to analyze its organizational culture and see what external factors are currently influencing its performance. Different techniques have been used such as: PESTEL, Porter's Five Forces Model, Cultural Web.

The use of these techniques helps to get an analysis of the company and to know what economic benefits it brings thanks to the type of culture it currently has and what changes may be necessary to achieve a better economic benefit.

Finally, the term Ethical Dilemma has been explained and two that currently exist in Starbucks company have been identified. The report has also been finalized with an individual reflection where the learning and skills learned are described and how they can be used in future jobs where it is necessary to apply them to achieve a better work culture.

2.0 BACKGROUND OF THE ORGANISATION STARBUCKS

It is the largest and international coffee chain in the world, it was founded in America by Jerry Baldwin, Zev Siegl and Gordon Bowker in 1971 and began marketing coffee, selling coffee beans to take home until in 1893 a businessman recently joined the company. He travel to Italy, where he discovered the Italian way of drinking coffee, in coffee shops and not only at home. The original objective of the company was to sell coffee to go and consume at home, but finally the Italian model of consuming coffee in a cafe was brought to America, talking and interacting with more people while drinking coffe was a new way to drink coffe in america (Guardian, 2015).

The company expanded and in 2003 it also began to sell food, offering products such as coffee, teas, drinks and sandwiches in stores in different parts of the world, opening more than 30,000 stores in different countries (Bondarenko, 2020).

Currently Starbucks in the UK face risks such as economic or political changes and uncertainties that may affect their finances such as the UK leaving the European Union or the difficulty in finding new staff and keeping it, being a more expensive process due to some local laws. (Corporation, 2020).

Starbucks operations are also being affected by the coronavirus pandemic and the health protocols that must be followed according to government regulations to prevent the spread of the virus (Corporation, 2020).

Starbucks currently employs more than 349,000 people around the world, the vast majority working in stores operated by the company and the rest storing, developing or designing for the company (Corporation, 2020).

3.0 BUSINESS ENVIRONMENTAL ANALYSIS TOOLS

PESTEL

It is a tool used to analyze external political, economic, social, technological, environmental and legal factors that can affect an organization (Perera, 2017).

Porter's Five Forces Model

It is a model that analyzes the competition in an industry to be able to carry out a business strategy and know its profitability, the five forces that determine competition are: customer bargaining power, supplier bargaining power, threat of new competitors, threat of substitute products or services, rivalry between existing competitors (Value, 2020).

Cultural WEB

It is a tool to know the culture of organizations by examining their organization's paradigms, stories, rituals and routines, symbols, organizational structures, power structures and control systems to make strategic decisions having analyzed the current culture of the company (Planellas, 2019).

4.0 EXTERNAL ENVIRONMENTAL ANALYSIS OF STARBUCKS

4.1 PESTEL

It is a tool used to analyze external political, economic, social, technological, environmental and legal factors that can affect an organization (Perera, 2017).

This tool is useful to define the strategy to follow in a company like Starbucks because it provides information on the risks and threats that must be overcome, being useful for any type of business and to carry out an expansion of the company.

- **ENVIRONMENTAL**

UK sometimes has to face challenging weather conditions causing people's plans and mood to be affected (Bruno, 2018). By changing the way people consume. Many customers consume in Starbucks during meetings with friends or simply to enjoy during their free time but most do it when they are in a good mood looking to have fun while having drinks with friends, because Starbucks is a meeting point to socialize and if customers they are not happy they will not be predisposed to come to Starbucks. There are also people who can consume alone but they must also have a positive state of mind to consume regularly.

Differences in temperature in the environment also affect the transmission of the virus, making it less transmissible in summer if the majority have immunity (Collins, 2020). With fewer cases of coronavirus, government restrictions will be softer allowing people to consume more. The loss of fear of people regarding the coronavirus can make them want to leave home regularly, Starbucks establishments have been used many times by customers who go there to work with the computer for long periods while consuming, and this way of consuming can be directly affected by the coronavirus by having them work from home if restrictions change. Restrictions also directly affect staff, making them have to maintain safety distances and wear a mask, making socialization among employees more difficult. It is important that employees form good teamwork by getting connections between them to help each other.

The world is suffering serious environmental problems such as pollution, waste disposal, water pollution and climate change, causing a direct impact on business (Fuentes, 2019). Pollution can affect the health of Starbucks employees by causing them to be less productive and work not being performed correctly, causing poor communication and

poor teamwork between work members. Being aware of environmental problems and promoting recycling and the diversion of waste motivates customers and employees to be more careful with the environment and live healthier, making them feel better about themselves and be more friendly with others.

- **POLITICIANS**

Brexit is the United Kingdom's exit from the European Union through a referendum where the majority of the population voted to leave the European Union, thus taking control of its borders and its country, avoiding the free movement of European citizens and avoiding the European rules (Liam Halligan, 2018).

Starbucks culture is to create a warm environment for its customers and among employees to promote equality and connections between people while having a cup of good coffee making everyone feel accepted (Paul Leinwand, 2016). The loss of free movement of European citizens makes it very difficult for Starbucks to have new employees from different countries with different cultures. Before Brexit it was easy to get employees with different backgrounds making the environment very open and anyone regardless of where they came from could feel comfortable working or consuming at Starbucks, but in the immediate future the cultural diversity of the employees will be reduced making the overall culture of the diversity company may be damaged. Teamwork is affected because not everyone feels welcome or feels different for not sharing a culture like most of their colleagues, directly affecting their work, making customer treatment worse than in other circumstances.

- **ECONOMIC**

GDP contracted more than 20% and sales fell by 40% during the lockdown period because of the coronavirus, making the economic impact worse than in other European countries (Douglas, 2020).

Gross domestic product (GDP) since May has increased by 0.8% thanks to the service sector and the lifting of coronavirus restrictions, bringing the UK economy close to pre-pandemic levels and with a progression of rapid and constant growth during the year 2021 (William Schomberg, 2021). The certainty that the economy is recovering thanks to the population continuing to consume means that Starbucks can innovate and prepare

new forms of business with the confidence that it will be able to continue attracting new customers by implementing new offers or offering delivery services at home.

- **TECHNOLOGICAL**

A fast and secure way for customers is to offer them the Customer-Facing Tabletop Tablets service so that they can order and pay for themselves using a digital menu and without the need to interact with someone from the staff (Kagin-Tropea, 2020). This type of technology can increase sales, being easier to order from anywhere in the establishment and because many of Starbucks customers after having finished their first drink do not continue ordering even after having been 1 hour at the same table because it is uncomfortable getting up and queuing again. This technology can be implemented in such a way that they do not even have to leave the table.

This can help maintain the Starbucks culture that people go out for coffee outside home and in a place of cultural diversity and human connections, as staff will be less stressed by taking fewer orders and being able to focus more on creating connections with customers and colleagues offering better service.

- **SOCIAL**

Starbucks is taking action for the environment by avoiding the use of plastic unnecessarily, and making it easier for customers to use their own cups and making recyclable cups (Starbucks, 2020). Because they take care of the environment, it eliminates the association that some people may have of places like Starbucks where plastic straws were used on a daily basis, regardless of whether it was polluting to the environment. In the UK the population is very aware of avoiding the use of plastic and these campaigns make new customers feel comfortable in such a place because they will feel identified with the company culture. Because they may think that a company that takes care of the environment will also want to take care of its customers and employees.

Especially today with the coronavirus it is important that customers feel cared for.

5.0 INDUSTRY ANALYSIS OF STARBUCKS

5.1 PORTER'S FIVE FORCES MODEL

It is a model that analyzes competition in an industry to be able to carry out a business strategy and know its profitability, the five forces that determine competition are: customer bargaining power, supplier bargaining power, threat of new competitors, threat of substitute products or services, rivalry between existing competitors (Value, 2020).

Rivalry between existing competitors: there is a lot of competition with other competitors that offer the same type of service and very similar products, having to compete with international chains such as pret a manger, costa, mc donald or even stores that are small but have similar products, making Starbucks always has to adapt to new situations to differentiate itself from the rest and offer new and unique things that cannot be found anywhere else.

- **Threat of substitute products or services:**

The products that Starbucks has such as coffee, tea and fast food are very easy to obtain for any other business and easy to do exactly the same for a more attractive price for customers and with the same service as Starbucks (Bhasin, 2020). Nowadays, the small places of competitors can be more attractive because they are less busy and with fewer people, becoming a good option for those who are careful not to get infected with coronavirus.

- **Threat of new competitors:**

New businesses begin by knowing the needs of the customers, being able to adapt the new business to the needs of the customers without having to change an already established system, even so, starbucks does not have many new competitors since the market is saturated with stores with the same service. and it takes a lot of money to get started (Mourdoukoutas, 2017).

- **Bargaining power of the supplier:**

Suppliers have a lot of bargaining power because coffee is traded internationally, but coffee can only be found in very specific places and there is not much variety of them, having to meet specific quality characteristics and diversity programs (Starbucks Coffee Company, 2021). Starbucks culture is based on human connections, diversity, respect for the environment and cultures, making the place of origin of the coffee need more specific characteristics.

- **Customer bargaining power**

Customers can go to any other business very easily, although Starbucks always offers many offers and new products, customers now easily find news that may interest them more in other similar businesses.

KEY DRIVERS FOR THE CHANGES

Customer needs

Businesses should strive to understand the needs of their customers in order to understand what their demands are to know if the products and services they offer meet those needs. Identifying needs is difficult because they change over time (Duchessi, 2002).

Currently there are basic security needs against the coronavirus that all customers need to feel safe consuming in an establishment, such as the use of masks, the use of gloves to make food or prepare drinks, the use of screens to separate some tables from others and get more distance between customers. The staff of the establishment will be especially attentive to the cleaning of the tables and services when a client has made use of it because by covering these needs of the clients we get them to continue to come frequently and spend more time inside the establishment consuming several drinks when feeling in a safe place that cares about their health and that the coronavirus does not spread easily.

5.2 SWOT

It is a tool that is used in companies to study opportunities, threats, strengths and weaknesses taking into account the external and internal environment and to be able to make the right decisions taking these factors into account (Perera, 2017). Thanks to knowing the internal and external aspects of a company, it is possible to have a more general vision of the organization, making it easier to make correct decisions for the future, improving the weaknesses that currently exist and supporting the strengths thanks to obtaining clear information that help to obtain the objectives set by the organization.

Swot analysis of starbucks:

STRENGTHS Employee management offering benefits Increasing profitability Experience Largest coffee chain in the world	WEAKNESSES Products with high prices Products can be easily copied Little variety of healthy options Influence on the price of coffee beans
OPPORTUNITIES Expansion to other countries Sale of products to retail markets Extend provider networks	THREATS Small local coffee shop competitors Covid-19 Easy imitation products and services Increase in the price of coffee beans Brexit and supply disruptions

7.0 ORGANISATIONAL CULTURE

It is a set of beliefs and values that exist in an organization that, interacting with people, produce norms of behavior, making the individuals of an organization have those same values (Naman Sharma, 2018).

By making all starbucks employees share the same values, the type of service that you want to offer is reflected in the customers and getting a specific type of customer that fits those values of the company. Making the team feel more comfortable working with colleagues who have the same mentality and thus reinforcing the feeling of team and belonging. This same feeling can be achieved with customers by making them feel comfortable surrounded by employees and an environment that fits with their own values,

making them consume more in our stores instead of going to another establishment with a poor organizational culture.

Starbucks culture is based on diversity and equality, being visible daily (Hina M. Hanif, 2020). Thanks to this culture, Starbucks ensures that in multi-cultural countries all employees feel comfortable working regardless of their race or religion, achieving their maximum potential by not feeling judged and being able to be focused on doing a good job by feeling comfortable.

7.1 CULTURAL WEB

It is a tool to know the culture of organizations by examining their organization's paradigms, stories, rituals and routines, symbols, organizational structures, power structures and control systems to make strategic decisions having analyzed the current culture of the company (Planellas, 2019). Thanks to the analysis of the type of culture that an organization has, it can be discovered which parts are working and which are not working, making it easier to know what things should be changed and done differently and which should be kept the same to achieve economic benefits in the company.

Cultural web starbucks

- **Stories:**

In 1971 the company's objective was to sell coffee to take home, until 1893 when they changed their objectives and copied the Italian model of drinking coffee in a cafeteria interacting with more people (Guardian, 2015).

Starbucks is a company that employs more than 349,000 people around the world (Corporation, 2020).

Starbucks shared planet is a commitment that the company has to guarantee quality in all crops thanks to buying coffee with a fair trade certification, integrating inspections, increasing the training of farmers to produce in a sustainable way and buying more coffee from farmers than are part of this program (Coffee, 2008).

- **Ritual and routines**

From the moment a customer places an order until the moment they leave the premises, Starbucks aims to offer a comfortable and relaxing experience, also offering quality free internet access, so that customers feel comfortable and spend more time in Starbucks consuming more (Ozlek, 2015).

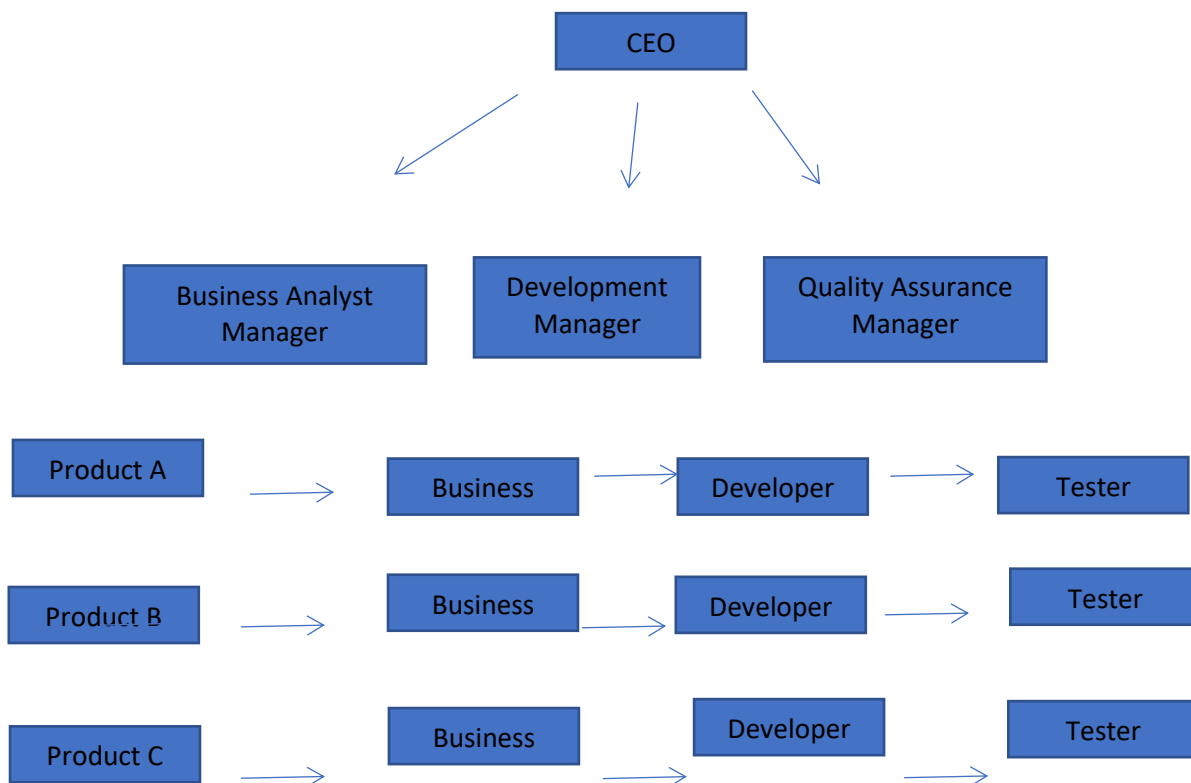
It is also expected that all Starbucks employees comply with the anti-covid safety distance measures and the use of the mask, washing their hands regularly to avoid the spread of the virus.

- **Control systems**

Starbucks shared planet is a commitment that the company has to guarantee quality in all crops thanks to buying coffee with a fair trade certification, integrating inspections, increasing the training of farmers to produce in a sustainable way and buying more coffee from farmers than are part of this program (Coffee, 2008).

Starbucks offers training to each staff person to ensure professional service and has a control system to monitor employee progress or identify if there is no progress and apply measures to correct it (Starbucks, 2021).

- **Organizational structure**



(Paola, 2017).

Starbucks has a matrix structure to help give customers from different countries where the company operates all the requirements that its customers need to have a good service, aligning leaders with customers (Paola, 2017).

- **Power structures**

Inclusion, diversity, equity and accessibility are valued and respected by Starbucks and it aims to respect it from each employee from the first moment offering quality treatment and respect for everyone, including people with disabilities, offering the same hiring and adaptation opportunities so that they can perform well their job (Starbucks Coffee Company, 2021).

- **Starbucks paradigm**

diversity culture, quality of products and service, respect for the environment and environment of safety and respect for all.

8.0 ORGANISATIONAL CULTURE AND EXTERNAL FACTORS

Factors such as Brexit or the coronavirus pandemic directly affect the culture of Starbucks company, requiring an evaluation to know what to change or maintain. The type of client has changed, now it is a client who seeks a more personal service as most are local clients who seek fast and personal service and not foreigners as before the pandemic where they only cared about fast service and did not give importance to the quality of service.

The anti-covid security measures are important to maintain with discipline so as not to give an image of little care to our clients, showing that the health of employees and clients matters.

Brexit and the difficulty in finding new European employees affects hiring of Starbucks making it difficult to find new employees and keep them because they must work more and for little money, trying more than before to provide personal customer service and putting themselves at risk of being infected with coronavirus when working face-to-face with clients. The culture of the company is well directed towards diversity and acceptance of all, being attractive to employees but can be improved by emphasizing the importance of equality regardless of position, and where everyone must help each other when necessary by promoting work as a team and equality regardless of the position of manager or someone new to the company. Also improving customer relationships.

9.0 ORGANISATIONAL CULTURE AND PERFORMANCE

It is a set of beliefs and values that exist in an organization that, interacting with people, produce norms of behavior, making the individuals of an organization have those same values (Naman Sharma, 2018) copied. Thanks to this, the culture of the organization can be modeled to achieve new objectives depending on external or internal changes that cause new objectives.

Integration thanks to the culture of diversity and equality in Starbucks jobs for people with disabilities but who can do the job satisfactorily can help create economic benefits for the company by providing a better service by having enough staff. Currently, due to Brexit, it is especially difficult to find new European employees because they are not allowed to work in the UK without a visa and many Europeans have returned to their countries of origin due to the coronavirus pandemic.

The culture of the company could also be aimed at promoting employee experience and economic benefits, ensuring that they are motivated to learn and do not seek new jobs when they feel too stressed, thus solving the problem of not finding new workers and avoiding financial losses.

10.0 ETHICAL DILEMMA

It is a difficult situation where it is not easy to know which is the best decision to be taken, being necessary to choose between two possible options and where neither of the two options is fully accepted morally, causing the decision taken to cause a moral fault and may cause negative consequences in the organization (Gilda, 2020).

Being able to act ethically in an organization guarantees a good quality of service that is being offered and a good teamwork avoiding that the connections between the employees of a company are damaged and avoiding abuse of authority, low commitment, poor performance or conflicts between employees.

10.1 Starbucks ethical dilemma example

- **Ambition and pressure**

Some companies do not care that their products do not meet quality requirements or that their farmers work in poor conditions with the sole objective of achieving a great production without caring more than the immediate money forgetting the quality and the investments that are necessary. do to train farmers and ensure that the product meets the necessary requirements in any country that the company operates regardless of the living conditions there and its workers, ensuring quality and protection.

Starbucks shared planet is a commitment that the company has to guarantee quality in all crops thanks to buying coffee with a fair trade certification, integrating inspections,

increasing the training of farmers to produce in a sustainable way and buying more coffee from farmers than are part of this program (Coffee, 2008).

Get the quality of coffee beans from Starbucks suppliers to be just as good regardless of the country where they are, having stores in different countries it is necessary to achieve the same quality in any of them, without exploiting farmers by guaranteeing a good quality of work and in a sustainable way for the environment.

- **Discrimination:**

Starbucks aims to put partners first and create a culture of inclusion, diversity where partners feel valued and there is diversity in its workforce protecting wages and equal opportunities for all (Starbucks, 2019). Discrimination is an ethical dilemma that must be avoided in the workplace because nowadays there are still many people who do not want diversity and treat unfairly those who are from a different origin, regardless of the negative repercussions this has in the workplace such as weak teamwork, poor communication and poor customer service.

Causing economic losses in the company when the service offered is negatively affected.

11.0 CONCLUSION AND RECOMENDATIONS

Starbucks must be able to motivate employees who do a good job to get them to want to continue working in the company for a long period of time and not just temporarily. It is important to offer diversity and that all employees feel comfortable with Starbucks culture regardless of their religion or race. But it should also be taken into account that economic incentives are important to retain employees, especially in periods where there is a lot of work and not enough staff, causing them to become unmotivated and look for another job where they can get more money even if they do not feel comfortable with the work environment.

Anti-covid measures should be taken into account and promoting a safe and clean space to show customers that Starbucks cares about their health not only by offering quality products, also by offering a clean space to avoid the spread of viruses, using the mask regularly, washing hands and cleaning surfaces.

12.0 INDIVIDUAL REFLECTIVE

For a university report about organisational culture, I did a lot of research on internet and read many books to find out what the culture of organizations consisted of, because I had never heard about that. The more I read about it, the more it became clear to me that it was something very important for a company, especially to achieve economic benefits, but that it was not something easy to apply because many factors had to be taken into account and analyzed in depth.

At that time I felt demotivated because it was not going to be as easy as I thought, many things had to be analyzed in depth and different cultural models and models that would help identify internal and external factors that affected companies. I felt that it would be a new challenge for me to be something new and very beneficial to apply in a company. Looking back I realize how lost I felt without knowing how much I would like to learn about the culture of organizations.

What worked for me was to start doing the work with time to be able to read quality books on internet and read the topics of the university classes, I started without much motivation because I had a different idea of what I was learning, but because of that lack of motivation I forced myself to study more to be able to approve the evaluation and that positively helped me to discover that I really liked what I was learning and not only was interested in the subject to pass because that it would serve me to apply it in a company.

Thanks to the study I did on everything related to the culture of an organization, I was able to discover how the PESTEL tool helps to analyze the external factors that affect a company (Perera, 2017). The cultural web that shows the entire culture of a company by analyzing its organization (Planellas, 2019). Ethical dilemma where you have to make different and difficult decisions because none is morally accepted (Gilda, 2020). Porter's Five Forces Model that analyzes the competition in order to carry out a business strategy (Value, 2020).

I have learned that having a correct organizational culture in a company can be synonymous with success because it helps to achieve the objectives set by making its members feel identified by maintaining positive behaviors, helping integration and creating a sense of belonging.

From now on I will use all the new knowledge learned to apply them in a new workplace, being aware of the importance of doing an analysis of the organization to know the internal and external factors that affect it, in order to create a correct organizational culture with the values that we want to show to customers and help to make a profit.

How to create an environment of diversity where everyone feels accepted regardless of their religion, race or if they have some type of disability, where clients are not only obtained for the quality of the product but also for the humanitarian part that it offers to clients and employees, making customers feel good about spending their money in a company with those values.

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