

dyson

An Analysis and Critical Evaluation of a Major
Change Previously Implemented Within an
Organisation.

Naila Safdar
Student no. 1805963
UWTSD
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Executive Summary

In this report, we'll take a close look at a significant development of Dyson. Following in the footsteps of many other well-known companies that have chosen to leave the United Kingdom, James Dyson has announced that his company will be moving its headquarters to Singapore. When James Dyson decided to shift their electric car operation, this inquiry will reveal the most important factors in the decision.

Dyson's Pestle and Swot analyses will be the primary source of information for this investigation.

Using Force Field Analysis (Lewin, 1941), Task 3 will demonstrate James Dyson's leadership qualities and involvement in the process of transformation.

The report's fourth section examines the role played by organisational culture in bringing about the shift. Part five is all about the change agents and whether or not they were beneficial or detrimental.

Using models and ideas, this research examines how Dyson's headquarters transfer to Singapore came to be. Part six examines the impact of this change critically. Immigration and taxation will be discussed as well as the Brexit and Covid -19 issues raised in the study. For Dyson's future planning purposes, this report includes a conclusion and a development plan in appendix at the end.

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Task 2

Introduction

James Dyson founded Dyson Limited in 1991 as a private technology firm in the United Kingdom. Household goods such as vacuum cleaners, air purifiers, bladeless fan heaters, and hair dryers are all manufactured by this company. He is a British inventor, industrial designer, farmer and billionaire businessman who created Dyson Ltd. Sir James Dyson (born 2 May 1947) As the creator of the twin cyclone bagless vacuum cleaner, based on the cyclonic separation concept, he is most known for his contributions to vacuum cleaner technology.

(Joe Graham And Son Ltd, 2021)

In 1978, James Dyson felt dissatisfied with the performance of his vacuum cleaner. When he dismantled it, he noticed that the bag was clogged with dust, resulting in a loss of suction. He invented the world's first bagless vacuum cleaner five years and 5,127 prototypes later.

Following the failure of 5,126 prototypes, he demonstrated the strength of his drive by founding a market-leading household appliance company that later expanded to include hair straighteners, hand dryers, and air conditioners. (Jones, Conway, 2004)

As many as 5,126 prototypes failed, but he proved the power of perseverance by founding a market-leading household appliance company, which later expanded into hair straighteners and hand dryers.

Aspiring engineers will be encouraged by this organisation's goal to motivate them. In order for young people to understand how to solve difficulties, the foundation gives money, materials, and mentorship. (Jamesdysonfoundation.co.uk, 2022)

Main Findings

It's Dyson's goal to produce the best-in-class or nothing in every product category it enters. Across the entire spectrum. Research and development accounts for about 20% of the company's profits. Many Dyson patents safeguard the company's product advancements.

According to (BBC News, 2019) The company claims to have a market share of nearly 27% of the upright vacuum cleaner market in the United States. As a result of this investment, Dyson plans to boost its R&D spending by 20% over the next five years, the company added. (BBC News, 2019)

There was a 6 percent increase in Dyson's revenue to £5.7 billion (\$10.48 billion) for the year ending December 2020, despite the Covid-19 pandemic's difficulties. (Annual Report ,2020)

It was in Singapore in 2017 that Dyson launched a research and development lab for motor manufacture. There are several factors that may influence Dyson's final decision, including Singapore's recent free trade agreement with the European Union and concerns about relying on UK supply chains in case of a disorderly Brexit. Dyson announced their plans to manufacture their electric vehicles in Singapore in October 2019 (scheduled for 2021).

Sir James has come under fire for his decision to move the global headquarters of his company to Singapore. Dyson has stated that the decision was made solely for commercial reasons, and had nothing to do with Brexit.

It is increasingly likely that Sir James Dyson and his shareholders will have to pay more tax in the UK if Dyson's business in Asia continues to grow at a rapid pace.

No matter what occurs, the UK's post-Brexit economic strategy should be to focus on a rapidly expanding market. (News, 2019)
Three explanations for this:

Asians are the future

Just over one billion pounds was Dyson's annual earnings in 2018, an increase of more than a third from 2017. Up to 70% of such growth was attributed to the expansion of the Asian economy. Given that the company's future clients will be in Indonesia, India and China, rather than the UK, the company's focus on Asia makes sense, analysts say.

By 2019, the OECD predicts that Asia will account for half of the world's middle and upper classes. More than two-thirds of the world's middle-class disposable income will be in Asia by that time. (Dawkins, 2020)

In order for any UK business to succeed in the future, they must spend a large amount of emphasis on Asia. (Lawson, 2019) To remain competitive in an exceedingly difficult market, Dyson plans to shift its corporate headquarters to Singapore, where some of the company's senior executives will be stationed. According to Mr Lawson, this is a logical strategic decision. (The Guardian, 2019)

More Profit and Opportunities

Still Sir James has come under fire for relocating the company's headquarters from the UK to Singapore, where some believe he may save money on UK taxes.

According to Mr Lawson, this isn't exactly right. (Guardian staff reporter, 2021)

British Dyson shareholders will continue to pay tax in the United Kingdom on dividends and gains they derive from the global business's success. Corporate tax rates in Singapore are currently 17 percent, but the government offers several tax incentives, including tax rebates for companies who spend in R&D. (News, 2019)

As Dyson ramps up its investment in Asia, analysts predict that the demand for more employees in the UK will grow, as the company relies on British talent in R&D.

UK Business should Look East

It's time for the UK economy to look to the East. According to Dario Acconci, general director of Hawksford South East Asia, Dyson's move to Singapore should serve as an example for other British companies looking to expand beyond the EU and the US. The Observer

Singapore is the chosen location for Dyson's electric vehicle manufacturing facility.

Dyson comes out on top in vacuum cleaner trials. (Dyson.com, 2020)

Dyson has seen a surge of inquiries from companies eager to expand in Asia and alleviate the political volatility in the UK created by Brexit uncertainty. The firm helps UK businesses start up in abroad markets. (Neate, 2019)

Due to the minor differences in the corporation tax rates between the two nations, Dyson has also stated that this move was not motivated by tax considerations.

The Covid-19 situation has expedited changes in consumer behaviour and consequently needs changes in how we communicate with our customers and how we market our products," a Dyson spokesperson said in a statement. (News, 2020)

During the Covid-19 outbreak, it appeared that the country was in dire need of ventilators.

The government enlisted the aid of private industry. It was Dyson who came out with designs for a whole new model. Getting a new design approved takes time, and while that process has been going on, the outlook has altered and the shortage risks becoming a glut.

(BBC NEWS, 2020)

His staff will not have to pay additional taxes for working in the UK during the pandemic, Boris Johnson informed Sir James Dyson. Having relocated to Singapore, Sir James wrote to the Treasury to request that no change in tax status be made for his employees. (Leigh, 2014)

(News, 2020) Aside from his statement about the urgent correspondence being "absurd to suggest,"

Sir James also claimed that his company received "no advantage from" the initiative.

"Frankly it stinks that a rich businessman can text the prime minister and get an instant reaction and, allegedly, an immediate change in policy," said shadow business minister Lucy Powell (Labour) to the BBC. (News, 2020)

PESTLE Analysis

Francis Aguilar, a strategic planning expert from the United States, established the PESTLE analysis more than 50 years ago. Identifying macro (external) forces is the goal of a PESTEL analysis, which is an abbreviation for a tool used to identify these factors. See (figure 1) to discover the external

factors of dyson change.

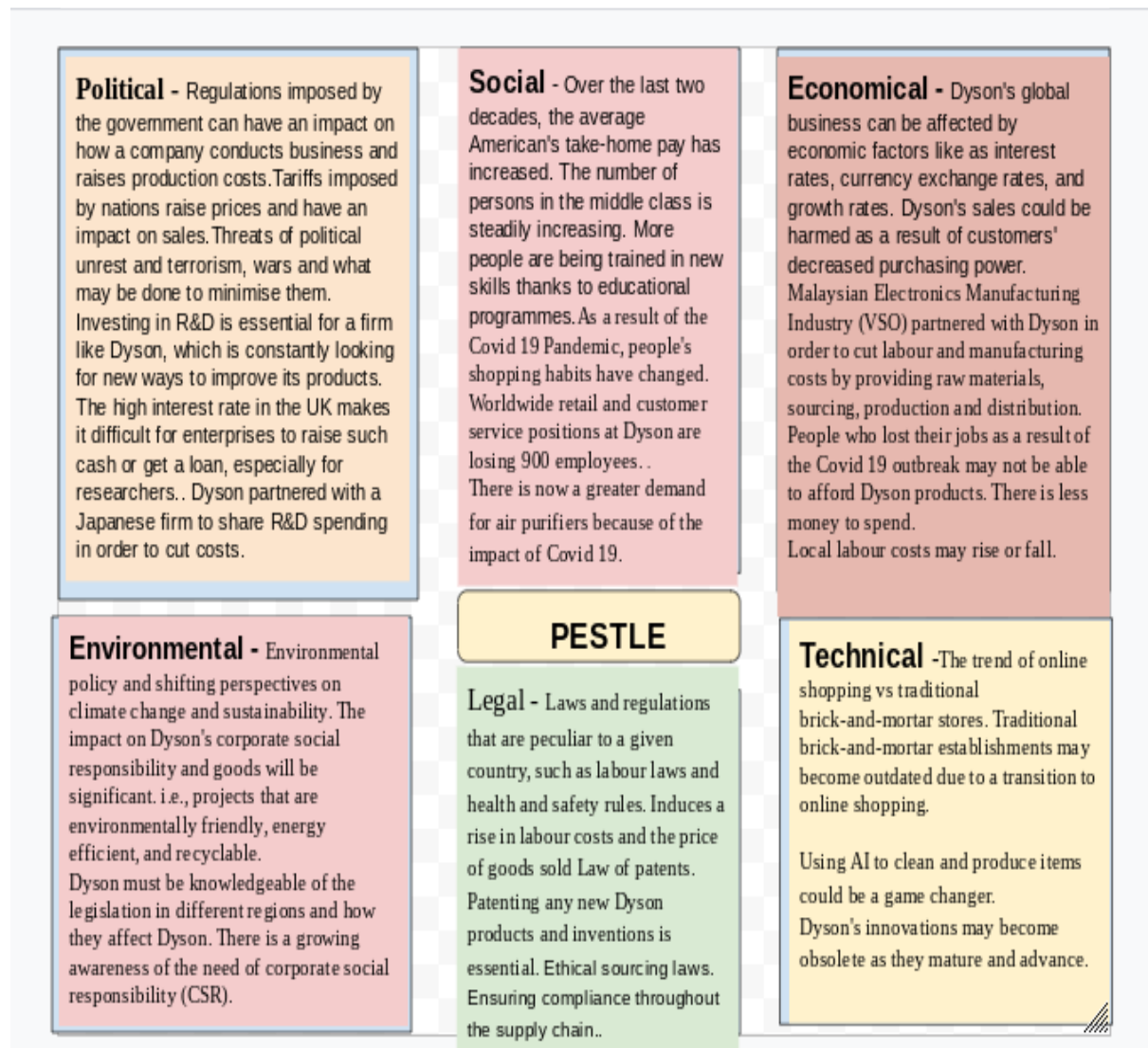
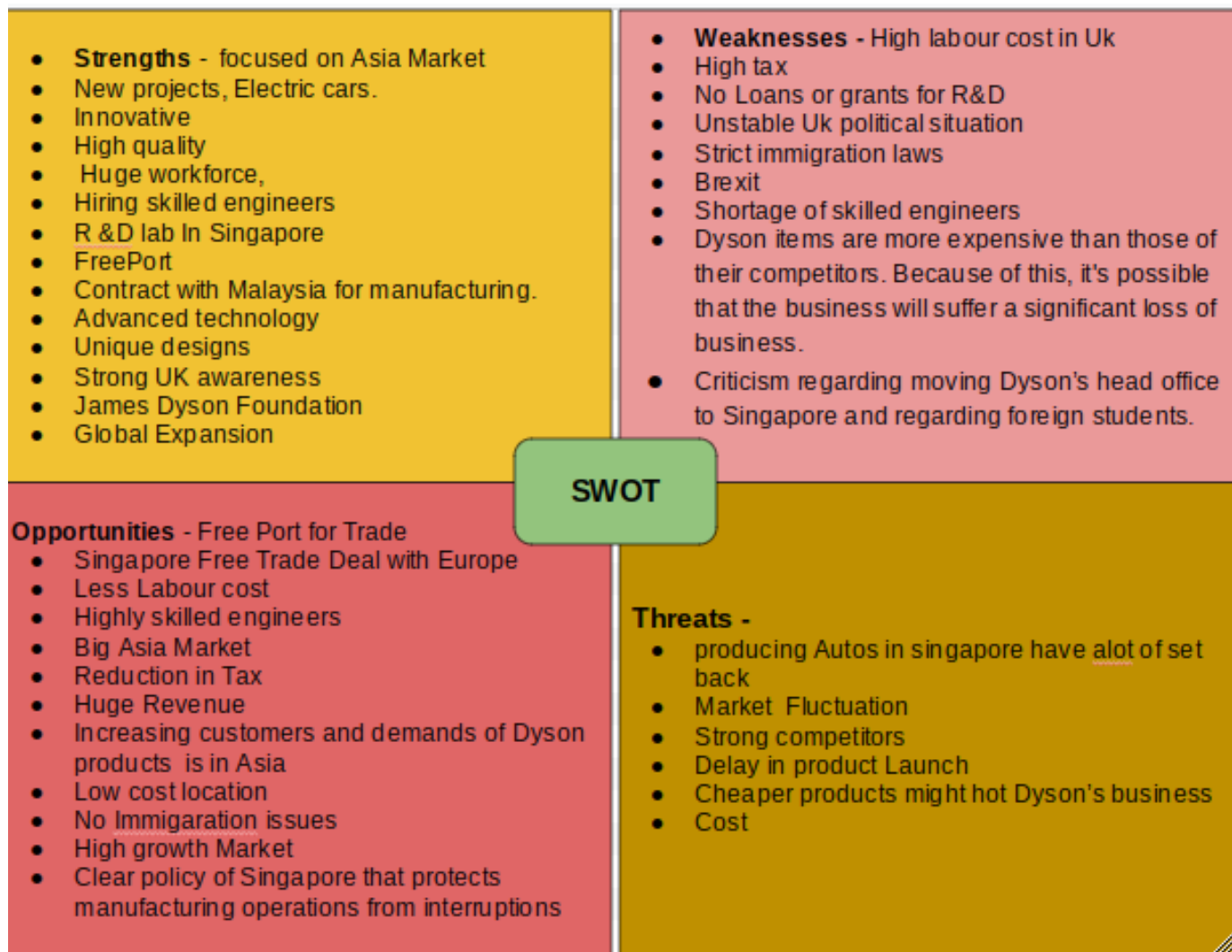


Figure 1

SWOT

When it comes to company competitiveness or project planning, an examination of strengths, weaknesses, opportunities, and threats is a useful strategic planning and strategic management tool. Albert Humphrey invented the SWOT framework at Stanford Research Institute (SRI) in the 1960s and early 1970s.

See (figure 2) for Dyson SWOT Analysis.



See Figure 2

Task 3

Involvement of leaders and leadership in the process of change

Sir James, one of the most prominent business leaders who supported Brexit, recently told the BBC that leaving the EU had restored the UK's independence and boosted the country's capacity for innovation. Dyson's leadership style is characterised by an emphasis on new ideas. Currently serving as the company's Chief Engineer, he is well-known for giving credit where credit is due, encouraging employees to choose the difficult path rather than the easy one, and making sure he participates actively in the company's innovation efforts. In contrast to other business executives who prefer to stay in their office, risk-embracing entrepreneurs are often the ones who head the most innovative companies. (Vaswani, 2019)

In spite of Dyson's formal resignation, the company's management and engineering teams continue to place a high value on taking risks. When it comes to innovation and

entrepreneurship, Dyson sees risk taking as a crucial component. Countries must take risks if they want to compete. He goes on to say that long-term wealth cannot be created without taking risks.

Dyson began motor manufacturing in Singapore in 2012, and in 2017 it created an R&D lab in the city-state. When Dyson announced its plan to build electric vehicles in Singapore in 2021, they cited the country's close proximity to supply chains, customers, and talent as the main factors. 40% of all electric vehicles on the road in 2017 came from China, making it the world's largest market for these vehicles (see Figure). Dyson will be able to export its electric cars from Singapore to China tariff-free as a result of the free trade deal between Singapore and China. (O'Carroll, 2021)

Dyson appears to be employing a strategy that mixes market and asset-seeking incentives, according to what we've seen. Instead of fleeing from Brexit, the organisation may be rushing to seize the business prospects that Asia has to offer. Of course, Dyson could have miscalculated its entry into the electric vehicle market as well as its relocation to Singapore. (Wearden et al., 2022)

Dyson has a wealth of experience in developing vacuum cleaners, hand driers, and other small appliances through its research and development efforts. There is a lot more to working with electric cars than there is with traditional automobiles. There are already a number of competitive rivals, like Tesla and Toyota. An R&D centre in Singapore may not be adequate to gather the necessary technical and operational expertise for the successful production of electric vehicles. However, James Dyson's desire to expand and grow the company cannot be blamed.

Staff at Dyson's Malmesbury, Wiltshire headquarters will not be displaced as a result of the company's plan to relocate, according to a company spokesperson who talked to. Dyson's UK headquarters in Malmesbury, Wiltshire, will not be affected by the company's plan to relocate, according to a representative for the company. There was no major change within the organisation. No one lost their jobs and employees have supported the idea of relocating the headquarters.

As a result, Dyson's move to Singapore makes sense from a business perspective. Dyson's departure from the United Kingdom has been widely criticised for the timing of his departure because Dyson has been a vocal supporter of Brexit.

Force Field Theory

In the 1940s, Kurt Lewin devised the Force Field Analysis. As a social psychologist, Lewin first applied it to his research. (Lewin, 1943)

However, in the modern corporate world, it is also used to make and communicate go/no-go judgments. (Bozal, 2003)

For Force Field Analysis to work, there must be a balance between forces that promote and resist change, as depicted in Figure 3. Change can only take place when the driving forces are amplified or the opposing forces are reduced in strength. (Swanson and Creed, 2014)

Forces for change in Dyson-

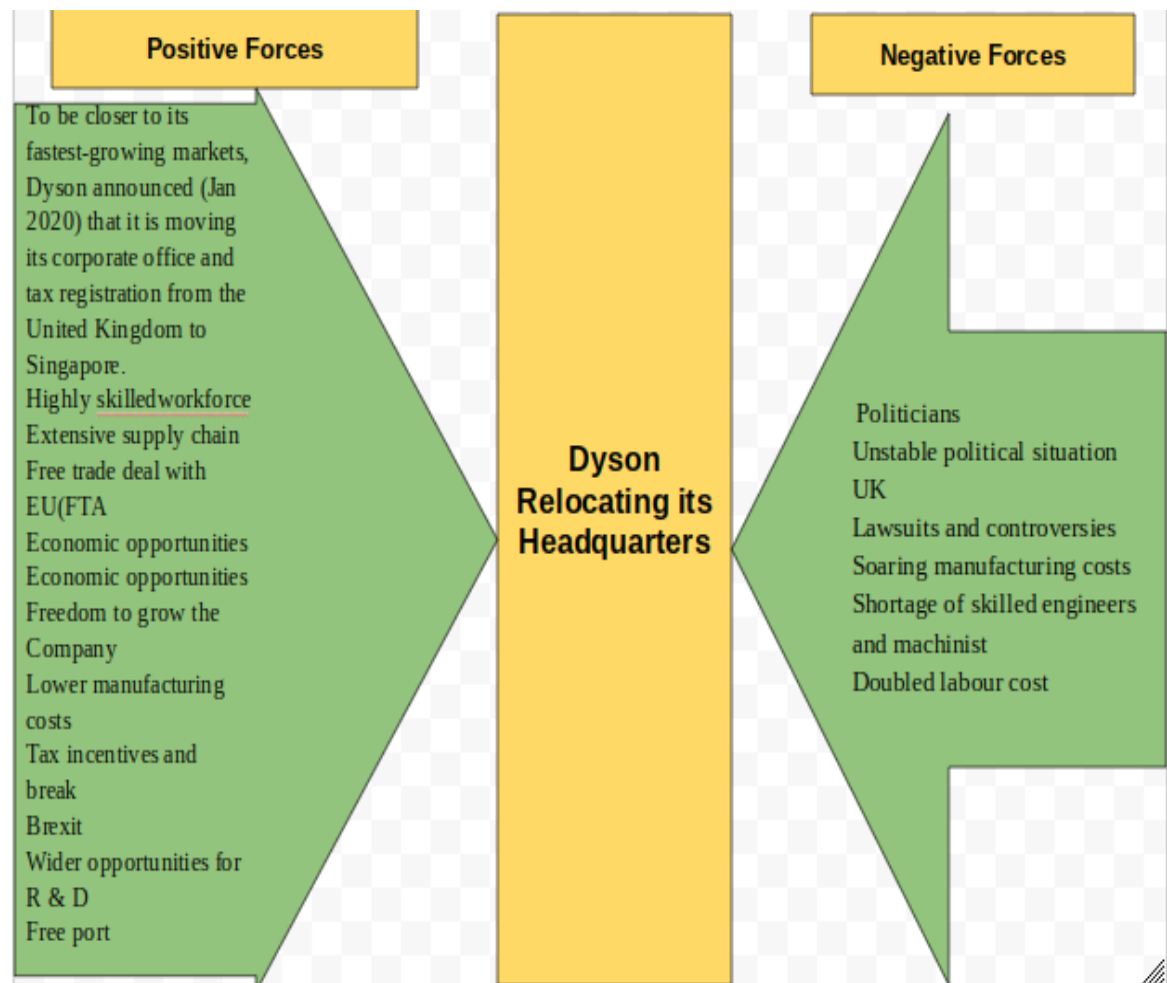


Figure 3.

Task 4

Culture of the organisation and its influences on the change process

Success at Dyson can be attributed to the company's corporate culture, which is shaped by the founder's own personality: problem solving through creativity and innovation, a focus on research, no complacency when it comes to product features and quality, and a never-ending drive for change and revolution. (Dyson ,2019)

At Dyson, the recruiting of creative staff with a love for engineering and problem solving serves as the foundation of a team that is all about consumer focus. A Dyson customer service team is stationed close to the development area, and all of the

company's equipment is arranged so that when consumers call in with questions or concerns about their Dyson products, the personnel can hear what they have to say. However, Dyson engineers are not afraid to come to the customer's home to fix their devices if necessary. (Wearden et al., 2022)

There are more than 14,000 individuals employed by Dyson, which is based in more than 80 countries. Despite our rapid expansion, Dyson maintains the spirit of a start-up with the freedom to experiment and learn, continually changing products and the ways in which we operate, sell, and support our owners. Dyson wants to remain a start-up in spirit. Through our work with the James Dyson Foundation and award as well as our own Dyson Institute, we're also attempting to inspire a new generation of engineers by introducing a fresh perspective on engineering education. Generally speaking, Dyson employees are optimistic about the future. (Dyson.co.uk, 2021)

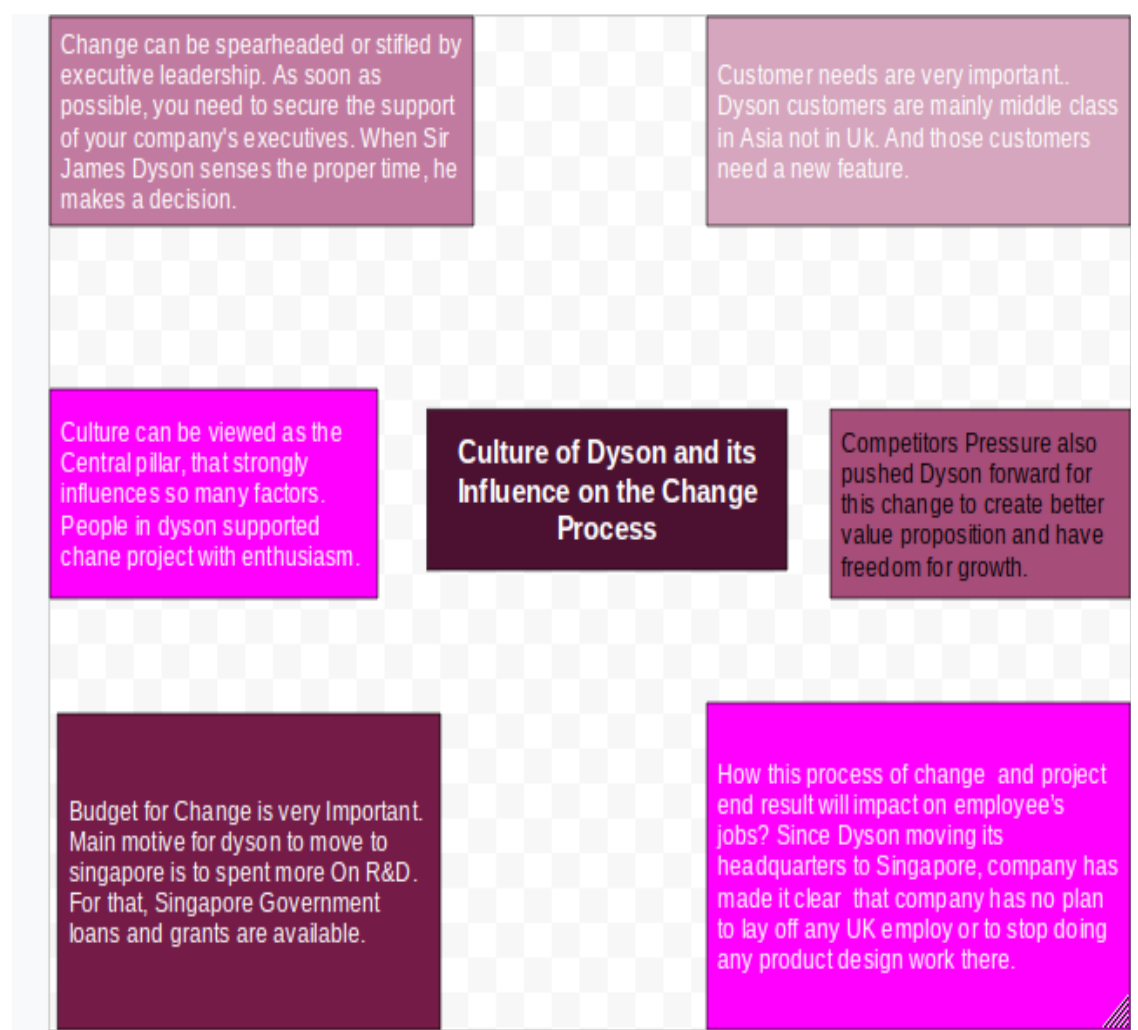


Figure 4.

Task 5

Change Agents and its influence

Definition: A change agent, as used in business, is a person or group charged with the responsibility of initiating and overseeing a company's ongoing process of change. (Ottaway, 1983)

When an organisation hires a change agent, they are looking for someone who can help them change the way they run their business or organisation. Changing conditions need the use of change agents, who can be within or external to a company's organisation. A change agent can make all the difference for a firm that is having problems keeping up with the rapid pace of technological advancement and changing market conditions. Regardless of the size of the change, there must be one or more change agents involved.

(Journal of Management Information Systems, 2015)

Since its founding, Sir James Dyson has served as the company's foundation and undisputed leader and he is a change agent for Dyson. Sir James Dyson is unquestionably a pillar for Dyson, doing everything from innovating engineering to serving as the company's public face. The majority of corporate decisions and developments are based on his vision and inventiveness. Sir Dyson's ability to keep the company's success secrets under wraps is just as vital. As a result, Dyson's strategic capabilities have remained unique and difficult to duplicate. People, systems, and organisation all play a role in Dyson's research and analysis of change management. For Dyson's best future, Sir James Dyson has made changes that include hiring highly skilled engineers, signing a contract with a large supply chain outside the country, and moving the company's headquarters to Singapore. (Shastri, 2021)

Task 6

Critically Review Organisational change process

Dyson is a shining example of British engineering and ingenuity. Even though founder and owner James Dyson was one of the country's most ardent Brexiteers, the vacuum cleaner business is now transferring its headquarters to Singapore.

There is no link between Brexit and the company's decision, according to Mr Rowan to BBC. "Future-proof for where we see the greatest prospects," adds Dyson CEO James Dyson. (News, 2019)

Based on Swot analysis, Revenue growth for the corporation has accelerated in Asia. There has always been a revenue stream there, and Dyson will be putting in their best effort and keeping an eye on investment opportunities."

However, this is at contrast with James Dyson's optimistic estimates for post-Brexit Britain's economic prospects. Clearly, he thinks that the British economy is lacking in opportunities. "This action exemplifies why we should not take James Dyson's views on Brexit seriously," says King's College economist. (Portes, 2019)

A Free Trade Agreement (FTA) and Investment Protection Agreement (IPA) were signed in October 2018 by Singapore and the European Union, capping off eight years of negotiations. Singaporean firms will find it easier to do business with the EU than British ones after Brexit Day on March 29 if there is no deal. Tariff-free trade between companies covered by the FTA will be possible. Dyson already manufactures all of its products in the Far East, mostly in the Malaysian city of Kuala Lumpur. (Singapore FTAs, 2021)

As a specialist in doing business in Southeast Asia, University of Michigan economist Linda Lim thinks that the Free Trade Agreement may not be the most important factor in Dyson's relocation. Because of the high transportation costs and lengthy turnaround times, a niche car manufacturer in Singapore will have a difficult time succeeding if Dyson is successful in its electric vehicle gamble. In the absence of a separate FTA between the United Kingdom and Singapore, all of this "will be prohibitive, therefore Singapore-made automobiles merely will not be price competitive in EU markets, and certainly not in the UK itself." (News, 2019)

Based on Lewin's Force Field analysis, Having a headquarters in Singapore has its advantages, however. Incentives and perks are offered to enterprises that locate their headquarters in the city state. While Broadcom's headquarters were in Singapore, "the great majority of the firm's leadership was actually based in the United States," Lim explains – but the Trump administration's political pressure finally compelled the company to "re-domicile" to the US. (Dyson.co.uk, 2019)

Based on the research, the Dyson exit has less to do with trade treaties and more with UK workforce shortages. Force Field analysis's results based on its positive and negative forces for this change are that Dyson will have more access to Asian markets and industrial engineering talent. Margaret Thatcher's emphasis on financial services has been connected to a shortage of engineering skills in the UK. There are just not enough engineers and trained machinists in the UK to build machines like those used by Dyson, while Asian countries have an excess of such workers. (Neate, 2019)

In actuality, there isn't much of a disruption in Singapore. None of Dyson's 4,000 employees in the United Kingdom will be laid off, according to Rowan, and the business plans to invest £200 million in new buildings in Hullavington and renovations to its Malmesbury headquarters. Jorn Jensen, the company's CFO, and Martin Bowen, the company's legal officer, will relocate to Singapore.

Dyson just wants to concentrate its automobile business in Asia, and the logistics need is close to these markets. The ability to tailor products to local and regional preferences, reduce transportation and logistics costs and turnaround times, and so on are all advantages of 'producing where you sell,' according to the expert. (Easton, 2021)

Based on swot analysis, With Singapore's free port, the automotive supply chains of Japan, Korea, China, and Thailand will be easily accessible. Despite the fact that

many European and Japanese automakers sell to the United States, most of their production has taken place in America over the past 40 years. (Easton, 2021)

However, it doesn't solve the question of why Dyson decided to shift its headquarters out of the United Kingdom. There isn't much of a rush to shift the headquarters of any of the big European or Asian automakers like BMW, Mercedes, or Peugeot. Regardless of where their plants are located, they are content to remain in the world's greatest market. (CNA, 2017)

Dyson's plan to produce electric vehicles in Singapore puts it closer to the fastest-growing electric vehicle market in the world: China. But that doesn't explain the move. (New Product Innovation, 2016)

As a result of government subsidies in China, the country's EV industry is developing rapidly, albeit only for domestically manufactured EVs. Tesla and other electric vehicle manufacturers have constructed factories in China because of this. (Dyson.co.uk, 2020)

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With its transfer to Singapore, Dyson will be closer to China's rapidly expanding electric vehicle industry, but it still doesn't explain the company's decision. It is because of government subsidies that China's EV industry is growing so quickly—but only for EVs manufactured in China, not those imported from elsewhere." Tesla and other electric vehicle manufacturers have opened factories in China because of this. (Rowley, 2019)

Immigration was a major issue during the Brexit campaign, with many people calling for more controls on it. Despite the efforts of the UK government to decrease the number of migrants, UK businesses are already experiencing shortages of competent personnel. (The London Economic, 2021)

Contrast this with Singapore, where businesses may easily hire the employees they need from all around the world because of Singapore's open immigration policy. It's not clear why such professionals would want to relocate to Singapore when they could easily find lucrative positions in larger markets like the United States and China, but Dyson requires expertise that's hard to come by anywhere, including the United States. (Dennison and Geddes, 2018)

Investment incentives provided by the Singaporean government are the most important motivators — tax cuts, various subsidies such as R&D grants, state equity investments, and state loans and investments. (Mti.gov.sg, 2022)

When it comes to producing autos, Singapore has a lot of drawbacks and Dyson still Decided to invest without such incentive. (Moskvitch, 2019)

Conclusion

It's no secret that Dyson is a major player in the global technology industry. Profits at Dyson have continued to rise year after year since the company entered the most competitive areas, such as the United States, China, and Japan. As a result of reading this blog, we now know more about Dyson's SWOT analysis. We looked at Dyson's assets and possibilities, as well as the challenges and dangers it must contend with and the plans in place to deal with them.

There are signs that Brexit could affect Dyson's supply chain, even if the company denies it had anything to do with their choice. Post-Brexit repercussions are tough to avoid. Dyson has a right to export and expand its business internationally. The move of Dyson's headquarters may not be solely based on supply chain considerations. Business headquarters, in contrast to most other places, focus more on operations and corporate strategies. There is a possibility that the highly educated workforce in Singapore influenced Dyson's choice to relocate its corporate headquarters there. Strong intellectual property protection laws and five-year tax holidays are only two of the many significant advantages available to businesses in the state.

Task 7

Developmental Plan

See the figure (Appendix)

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Appendix

Dyson's Development Plan - Appendix 1

Area of development to improve change, planning and implementation	Actions to be undertaken i.e training	Priority low/medium/high Why-explain your decision	Support and development Internal/external From people, financial, physical Resources	Review dates Set review date and explain your decision	Other comments Will you set "interim" review dates? Why might they be necessary?
Workers and line managers need to be a part of the transformation effort.	Every three months, the training sessions should be arranged. Also regular meetings.	since it is more important to achieve cross-organizational cohesion	The company's internal resources should be used to provide assistance.	As a result, it is recommended that this procedure be completed at the conclusion of each accounting year.	Through mid-year reporting, it is possible to align the policy as well.
Get the regional managers' (British) thoughts on the proposed change.	Measure the change process. As a result, they will feel more in charge, be more committed to the change, and be less likely to reject it.	High priority because the most important component is people.	Regional managers should be invited to a central office to help solve this problem, using internal resources.	This is the primary plan for future output. So it should be rechecked every month.	Any interim dates can boost financial expenses. It is fine to execute it on a monthly basis.
To meet the needs of the UK workforce, Dyson must develop its own highly-skilled people.	Courses leading to a college degree and training those in the STEM fields	High priority, so manufacturing and engineering remains a cornerstone to the UK.	It is both external and internal. Providing an authentic curriculum, adult education programmes, and job placements	Every quarter. It is important to revise plans as often as it can be. And keep building on it as business evolves	Any Interim dates will give an insight of sets goals for growth and explain how it will be achieved

			will be the first step towards solving the problem		
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