

**BA (Hons) Leadership and Management Skills for the
Workplace**

**Workplace Culture and its impact on Organisational
Efficiency**

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Introduction

EasyJet Plc is a well-known airline based in the United Kingdom that operates across Europe and North Africa. The aviation industry is facing significant environmental and ethical challenges, and EasyJet is not exempt from these challenges (Goetz, 2021). To address these challenges, this report has conducted a series of analyses to provide a comprehensive overview of EasyJet's performance in these areas. This report provides a comprehensive overview of EasyJet's performance in the areas of environmental sustainability and ethical considerations. This report provided recommendations for EasyJet to improve its environmental and ethical performance. These recommendations included implementing a carbon offsetting program, exploring the use of sustainable aviation fuel, reducing the use of plastics, increasing transparency in the supply chain, implementing a living wage, and featuring more diverse models and imagery in its marketing campaigns.

Overview of EasyJet airline

EasyJet is a low-cost airline based in Luton, United Kingdom. The airline was founded in 1995 by Sir Stelios Haji-Ioannou and has since grown to become one of the largest airlines in Europe. EasyJet operates more than 1,000 routes to over 150 destinations across Europe and North Africa, with a fleet of over 300 aircraft. EasyJet has been led by a number of notable executives over the years, including Dame Carolyn McCall who served as CEO from 2010 to 2017. In 2017, Johan Lundgren took over as CEO and has been credited with driving the airline's continued growth and success till 2023 (EasyJet Plc., 2023).

The relationship between organisational culture and structure of Easy jet

Organizational culture and structure are two key aspects that play a critical role in determining the success or failure of any organization. In the case of EasyJet, there is a clear relationship between its organizational culture and structure, which has been instrumental in its success as a low-cost airline (Goetz, 2021).

Organizational culture

EasyJet has a distinct organizational culture that is focused on simplicity, efficiency, and innovation. The airline operates on a low-cost model, which means that it has to maintain a lean and efficient structure to keep its costs low. This culture is reflected in the airline's flat organizational structure, where decision-making is decentralized, and employees are empowered to take ownership of their work. The airline has a strong emphasis on innovation, with a focus on leveraging technology to improve the customer experience and streamline operations (EasyJet Plc., 2023).

Organizational structure

EasyJet's organizational structure is designed to support its low-cost model and culture. The airline operates on a point-to-point model, where each flight operates as an individual profit centre. This allows the airline to be agile and responsive to market demand, with the ability to quickly adjust prices and schedules in response to changing market conditions. The airline also has a lean and efficient organizational structure, with a relatively small number of staff compared to traditional airlines (EasyJet Plc., 2023).

The relationship between EasyJet's organizational culture and structure

The relationship between EasyJet's organizational culture and structure has been a key driver of its success as a low-cost airline. By maintaining a strong focus on simplicity, efficiency, and innovation, the airline has been able to keep its costs low and remain competitive in the industry. This is reflected in its organizational structure, which is designed to support its low-cost model and culture (Grant, 2022). The airline's point-to-point model allows it to be agile and responsive to market demand, while its lean and efficient structure allows it to keep costs low and maintain profitability. However, there are also potential drawbacks to EasyJet's organizational culture and structure. The airline's focus on cost-cutting and efficiency may lead to a lack of investment in employee development and training, which could limit the potential for long-term growth and

innovation. Additionally, the decentralized decision-making structure may lead to a lack of coordination and communication between different parts of the organization, which could result in inefficiencies and redundancies (Johnson, 2021).

Impact of the relationship of organisational culture and structure of Easy jet on achieving financial and non-financial performance

The relationship between organizational culture and structure in EasyJet has a significant impact on the airline's financial and non-financial performance. A well-designed culture and structure that aligns with the airline's business model and goals can contribute to financial success, employee satisfaction, and customer loyalty.

Ability to maintain a low-cost model

One of the most significant financial impacts of EasyJet's culture and structure is the ability to maintain a low-cost model, which allows the airline to remain competitive in the industry. By promoting a culture of simplicity, efficiency, and innovation, the airline has been able to keep its costs low and maintain profitability. This is reflected in its organizational structure, which is designed to support its low-cost model and culture. The airline's point-to-point model allows it to be agile and responsive to market demand, while its lean and efficient structure allows it to keep costs low and maintain profitability. As a result, EasyJet has been able to generate consistently strong financial results and deliver value to its shareholders (EasyJet Plc., 2023).

Promotes a culture of innovation, engagement and job satisfaction

EasyJet's culture and structure also have a significant impact on its non-financial performance. For example, by promoting a culture of innovation, the airline has been able to develop new digital initiatives to improve the customer experience. These initiatives, such as the mobile app and self-check-in kiosks, have contributed to higher customer satisfaction and loyalty, which can lead to increased revenue and market share. The airline's flat organizational structure promotes employee empowerment and autonomy, which can contribute to higher levels of employee engagement and job satisfaction. This can lead to lower employee turnover, higher productivity, and improved customer service (EasyJet Plc., 2023).

Challenges brought by EasyJet's culture and structure

There are also potential risks and challenges associated with EasyJet's culture and structure. For example, a focus on cost-cutting and efficiency may lead to a lack of investment in employee development and training, which could limit the potential for long-term growth and innovation. The

decentralized decision-making structure may lead to a lack of coordination and communication between different parts of the organization, which could result in inefficiencies and redundancies. These challenges could ultimately impact the airline's financial and non-financial performance, as well as its ability to compete effectively in the industry (Johnson, 2021).

Mitigate the risks and challenges

EasyJet needs to continue to monitor and adapt its culture and structure to ensure that they remain aligned with the airline's business model and goals. This may involve investing in employee development and training to promote innovation and creativity, as well as improving communication and coordination between different parts of the organization to enhance efficiency and effectiveness (Grant, 2022).

Broader environmental analysis of Easy Jet

PESTLE analysis of Easy Jet

PESTLE analysis is a useful tool for analysing the external macro-environmental factors that can affect a company's operations. This section will conduct a PESTLE analysis on EasyJet.

PESTLE factors	Description
Political Factors	The airline industry is highly regulated, and political factors can have a significant impact on the operations of airlines. For example, changes in government policies or regulations can affect the cost of operations and limit the routes that airlines can operate. Political instability or security concerns in certain regions can limit the airline's operations. Brexit is one such political factor that has had an impact on EasyJet. As a result of Brexit, the airline had to obtain an EU operating license, and it had to make changes to its corporate structure (Goetz, 2021).
Economic Factors	The airline industry is sensitive to economic factors, such as changes in GDP, inflation, and exchange rates. Economic downturns can lead to a decline in consumer spending on air travel, and changes in exchange rates can affect the cost of operations. However, the low-cost model of EasyJet can make it more resilient to economic fluctuations than other airlines. During the COVID-19 pandemic, EasyJet was one of the airlines that were hit hard due to the decline in air travel demand. However, the airline was able to survive the crisis

	due to its low-cost model and strong financial position (Grant, 2022).
Sociocultural Factors	Sociocultural factors, such as changing consumer preferences and attitudes, can affect the demand for air travel. For example, concerns about the environment and climate change have led to an increase in demand for sustainable travel options. Additionally, changing demographics and lifestyle preferences can influence the routes and services that airlines offer. EasyJet has recognized the importance of sustainability and has taken steps to reduce its carbon footprint. For example, the airline has introduced more fuel-efficient planes, and it has implemented a carbon offset program (Johnson, 2021).
Technological Factors	Technological advancements have had a significant impact on the airline industry, and airlines must keep up with the latest technological developments to remain competitive. For example, advances in aircraft technology have led to more fuel-efficient planes, reducing the cost of operations. Additionally, the use of digital technologies, such as mobile apps and online booking systems, has made it easier for consumers to book and manage their flights. EasyJet has been at the forefront of using technology to improve its operations and customer experience. For example, the airline has developed a mobile app that allows customers to book and manage their flights, and it has implemented digital check-in systems to reduce waiting times at airports (Choo, 2020).
Legal Factors	Legal factors, such as regulations and laws, can affect the operations of airlines. For example, regulations around safety and security can increase the cost of operations, and labour laws can affect the hiring and management of employees. Additionally, lawsuits and legal disputes can have a significant impact on the financial performance of airlines. EasyJet has had to deal with legal challenges, such as a lawsuit over the airline's use of agency workers. However, the airline has also taken steps to ensure compliance with regulations and laws, such as implementing safety and security measures and ensuring fair labour practices (D'Cruz, 2019).
Environmental Factors	Environmental factors, such as climate change and natural disasters, can have a significant impact on the operations of airlines. For example, extreme weather events can disrupt flight schedules, and concerns about climate change have led to increased scrutiny of the aviation industry's carbon

	footprint. EasyJet has recognized the importance of addressing environmental issues and has taken steps to reduce its impact on the environment. For example, the airline has implemented a carbon offset program and has invested in more fuel-efficient planes (Goetz, 2021).
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Porters five forces model on Easy Jet

Porter's Five Forces Model is a useful tool for analysing the competitive environment of a company. It helps to identify the strength of the forces that shape the competition within an industry. This section will critically apply Porter's Five Forces Model on EasyJet.

Five Forces	Explanation
Threat of New Entrants	The airline industry is highly regulated, and it requires a significant investment of capital to enter the market. Additionally, the industry is already dominated by established players, making it difficult for new entrants to gain a foothold. Therefore, the threat of new entrants for EasyJet is relatively low (Johnson, 2021).
Bargaining Power of Suppliers	The bargaining power of suppliers is relatively low for EasyJet. The airline industry is a price-sensitive industry, and suppliers have to compete for business. Moreover, EasyJet has a large fleet, which gives it significant negotiating power with its suppliers (Grant, 2022).
Bargaining Power of Buyers	The bargaining power of buyers is relatively high in the airline industry. Consumers have many options to choose from when it comes to airline travel, and they have access to information about prices and services. Therefore, EasyJet has to maintain competitive pricing and offer high-quality services to retain its customers (Choo, 2020).
Threat of Substitutes	The threat of substitutes for EasyJet is moderate. Alternative modes of transportation, such as trains and buses, can provide cheaper and more accessible options for short distances. However, air travel remains the fastest option for long distances, and therefore, the threat of substitutes is not significant (Grant, 2022).
Intensity of Competitive Rivalry	The intensity of competitive rivalry in the airline industry is high. There are many established players in the market, such as Ryanair, British Airways, and Lufthansa, who compete with EasyJet on price, routes, and service quality. Additionally, the low-cost carrier model has become increasingly popular in

	recent years, intensifying the competition in the industry (EasyJet Plc., 2023).
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McKinsey 7's analysis of Easy Jet

McKinsey 7's framework is a management tool that helps in analysing a company's strategic alignment, structure, and processes. It includes seven interconnected elements that must be managed effectively to ensure organizational success (Ciliberti, 2017). This section will apply the McKinsey 7's analysis to EasyJet.

McKinsey 7's	Explanation
Shared Values	Shared values refer to the company's core beliefs and principles that guide its decision-making and behaviour. EasyJet's shared values include innovation, customer service, and cost efficiency. The airline has a strong focus on providing affordable travel options while maintaining high levels of customer satisfaction. This is reflected in the company's mission statement, which states that EasyJet aims to be the best low-cost airline in Europe (Johnson, 2021).
Strategy	EasyJet's strategy is focused on its low-cost model, which aims to provide affordable air travel to customers. The company achieves this through cost-cutting measures such as operating from secondary airports and reducing in-flight services. EasyJet has a strong focus on operational efficiency, such as optimizing turnaround times and reducing maintenance costs. The airline also aims to expand its market share through strategic partnerships and alliances (Grant, 2022).
Structure	EasyJet's organizational structure is designed to facilitate efficient and effective decision-making. The company operates with a lean management structure, with a small executive team overseeing various departments such as operations, marketing, and finance. EasyJet has also implemented a decentralized structure, where decision-making is delegated to individual teams and managers, allowing for quicker and more agile decision-making (Goetz, 2021).
Systems	EasyJet's systems include its operational processes, such as aircraft

	maintenance, flight scheduling, and ground operations. The company has implemented various technological solutions to improve its operational efficiency, such as digital check-in systems and mobile apps. EasyJet has invested in training and development programs for its employees to ensure they are equipped with the necessary skills to operate the systems effectively (EasyJet Plc., 2023).
Style	EasyJet's leadership style is focused on a collaborative and supportive approach. The company values open communication and encourages feedback from employees. The leadership team also prioritizes employee engagement and empowerment, which is reflected in the company's culture of teamwork and inclusivity (Johnson, 2021).
Staff	EasyJet's staff plays a critical role in the success of the company. The airline prioritizes employee engagement and empowerment, as well as providing training and development opportunities. EasyJet has also implemented a performance-based pay structure, which incentivizes employees to perform at their best (Grant, 2022).
Skills	EasyJet's skills refer to the specialized knowledge and expertise required to operate the airline successfully. The company places a strong emphasis on operational skills such as aircraft maintenance and ground operations. Additionally, EasyJet has invested in digital skills, such as mobile app development and data analytics, to improve its digital offerings and customer experience (Choo, 2020).

SWOT analysis of Easy Jet

SWOT analysis is a strategic tool used to identify a company's strengths, weaknesses, opportunities, and threats. This section will conduct a SWOT analysis of EasyJet.

<u>Strengths</u> • Strong brand reputation: EasyJet has a strong brand reputation and is recognized as a leading low-cost airline in Europe (EasyJet Plc., 2023). • Efficient cost structure: The company's low-cost model allows it to offer affordable air travel while maintaining profitability. • Strong operational efficiency: EasyJet has a strong focus on operational efficiency, which is reflected in its fast turnaround times, low maintenance costs, and high fleet utilization. • Strategic partnerships: EasyJet has formed strategic partnerships with other airlines, such as Ryanair and Norwegian, to expand its market reach and offer more travel options to customers (EasyJet Plc., 2023). • Customer-centric approach: EasyJet has a strong focus on customer service, and its digital offerings, such as mobile apps and online check-in, make it easy for customers to book and manage their flights.	<u>Weaknesses</u> • Dependence on a single market: EasyJet operates primarily in the European market, making it vulnerable to economic and political uncertainties in the region (EUASA, 2023). • Limited routes and destinations: EasyJet's focus on secondary airports limits its routes and destinations, which may deter some customers. • Limited in-flight services: EasyJet's low-cost model limits in-flight services, such as meals and baggage allowance, which may deter some customers (Johnson, 2021). • Dependence on a single aircraft type: EasyJet operates a fleet of Airbus aircraft, which limits its flexibility in route planning and maintenance schedules. • Labour disputes: EasyJet has faced labour disputes in the past, which have resulted in flight cancellations and disruptions to operations (Grant, 2022).
<u>Opportunities</u> • Growing demand for low-cost air travel:	<u>Threats</u> • Intense competition: The airline industry

• The demand for low-cost air travel continues to grow, providing opportunities for EasyJet to expand its customer base and increase revenue. • Expansion into new markets: EasyJet has the opportunity to expand into new markets outside of Europe, such as the Middle East and Asia (Grant, 2022). • Diversification of services: EasyJet has the opportunity to diversify its services, such as offering vacation packages and car rentals, to attract a wider range of customers. • Technological advancements: EasyJet can leverage technological advancements to improve its digital offerings and enhance the customer experience (EasyJet Plc., 2023). • Sustainability: EasyJet can capitalize on the growing demand for sustainable travel options by investing in eco-friendly initiatives and reducing its carbon footprint.	is highly competitive, and EasyJet faces strong competition from other low-cost airlines, such as Ryanair and Wizz Air. • Economic and political uncertainties: Economic and political uncertainties, such as Brexit and the COVID-19 pandemic, Russia-Ukraine war can have a significant impact on EasyJet's operations and revenue. • Fuel price volatility: Fuel prices are a significant expense for airlines, and volatility in prices can impact profitability (EUASA, 2023). • Security risks: Security risks, such as terrorism and cyber attacks, can impact customer confidence and lead to decreased demand for air travel (Grant, 2022). • Regulatory changes: Changes in regulations, such as Brexit and changes in environmental regulations, Russia-Ukraine war, etc. can impact EasyJet's operations and profitability.
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Ethical approaches of Easy Jet

EasyJet has a strong commitment to ethical business practices, which are embedded in its organisational culture. In this section, we will explore some of the ethical approaches that EasyJet practices and the benefits that they offer.

Environmental sustainability

EasyJet is committed to reducing its environmental impact and has set a target of reducing its carbon emissions by 11% per passenger by 2024. The airline has also invested in more fuel-efficient aircraft and has implemented measures to reduce waste and increase recycling. In addition, EasyJet has collaborated with the European Union Emissions Trading System (EU ETS) and has voluntarily participated in the UN's Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). These initiatives have helped EasyJet to reduce its carbon footprint and demonstrate its commitment to environmental sustainability (EasyJet Plc., 2023).

Diversity and inclusion

EasyJet has a strong commitment to diversity and inclusion and has implemented various initiatives to promote a more inclusive workplace. The airline has established a Diversity and Inclusion Forum, which is responsible for developing policies and initiatives to promote diversity and inclusion. EasyJet has also implemented unconscious bias training for its employees and has set targets for increasing the representation of women in leadership positions. These initiatives have helped EasyJet to create a more inclusive workplace and foster a culture of respect and equality (EasyJet Plc., 2023).

Ethical sourcing

EasyJet is committed to ethical sourcing and has implemented a Responsible Supplier Policy, which sets out the standards that its suppliers must meet. The policy covers areas such as human rights, labour practices, and environmental sustainability. EasyJet has also worked with its suppliers to implement initiatives such as reducing plastic waste and promoting sustainable agriculture. These initiatives have helped EasyJet to ensure that its supply chain is ethical and sustainable (EasyJet Plc., 2023).

Customer-centric approach

EasyJet has a strong focus on customer service and has implemented various initiatives to improve the customer experience. For example, the airline has invested in digital technology, such as mobile apps and online check-in, to make it easier for customers to book and manage their flights. EasyJet has also implemented measures to improve punctuality and reduce flight

cancellations, which are major concerns for customers. These initiatives have helped EasyJet to build a strong reputation for customer service and increase customer loyalty (EUASA, 2023).

The benefits of these ethical approaches

The benefits of these ethical approaches are numerous. Firstly, they help EasyJet to differentiate itself from its competitors and build a strong reputation for ethical business practices. This can help to attract customers who are concerned about environmental sustainability, diversity and inclusion, and ethical sourcing. Secondly, these ethical approaches can help to improve employee engagement and retention. By creating a more inclusive workplace and fostering a culture of respect and equality, EasyJet can attract and retain talented employees who share its values. Finally, these ethical approaches can help to reduce risk and improve long-term sustainability. (Grant, 2022)

Recommendations to Easy Jet Plc

EasyJet has made commendable progress in embedding environmental sustainability and ethical considerations in its business operations. However, there are still opportunities to further improve the company's performances in these areas. This section will provide recommendations to EasyJet on how it can enhance its environmental and ethical performance.

Environmental sustainability

Carbon offsetting

While EasyJet has already made strides in reducing its carbon footprint, the company could consider implementing a carbon offsetting program. Carbon offsetting allows companies to balance their emissions by investing in projects that reduce greenhouse gases elsewhere. By implementing a carbon offsetting program, EasyJet could offset its carbon emissions and further demonstrate its commitment to environmental sustainability (Johnson, 2021).

Sustainable fuel sources

EasyJet could also consider exploring the use of sustainable aviation fuel (SAF) as an alternative to traditional fossil fuels. SAF has the potential to significantly reduce the carbon emissions

associated with air travel. EasyJet has already committed to using SAF on some of its flights, but could increase its usage of SAF and work with industry partners to develop sustainable fuel sources (Choo, 2020).

Plastic reduction

EasyJet has already implemented initiatives to reduce waste and increase recycling, but it could consider going further by reducing its use of plastics. For example, the company could explore alternative materials for in-flight catering, such as bamboo or paper, or reduce the amount of single-use plastic on board (Grant, 2022).

Ethical considerations

Living wage

EasyJet could consider implementing a living wage for all its employees. A living wage is the minimum income required for workers to cover their basic needs, such as food, housing, and healthcare. By implementing a living wage, EasyJet could ensure that its employees are able to meet their basic needs and enjoy a decent standard of living (Goetz, 2020).

Supply chain transparency

EasyJet could increase transparency in its supply chain by publishing a list of its suppliers and their performance against ethical standards. This could help to ensure that EasyJet's suppliers are meeting ethical standards and enable customers to make more informed choices about the companies they support (Grant, 2022).

Inclusive marketing

EasyJet could further promote diversity and inclusion by featuring more diverse models and imagery in its marketing campaigns. This could help to promote a more inclusive image of the airline and attract a wider range of customers.

Justification of suggested actions

- Implementing a carbon offsetting program and exploring the use of SAF would demonstrate EasyJet's commitment to environmental sustainability and help to reduce the company's carbon footprint. These actions would also position EasyJet as a leader in the aviation industry in terms of environmental sustainability (Johnson, 2021).
- Reducing the use of plastics and increasing transparency in the supply chain would demonstrate EasyJet's commitment to ethical business practices. These actions would also help to reduce the environmental impact of the company's operations and ensure that its suppliers are meeting ethical standards (Choo, 2020).
- Implementing a living wage would demonstrate EasyJet's commitment to supporting its

employees and ensuring that they are able to meet their basic needs. This action would also help to improve employee engagement and retention, as well as promote a more equitable society.

- Featuring more diverse models and imagery in its marketing campaigns would demonstrate EasyJet's commitment to diversity and inclusion. This action would also help to attract a wider range of customers and position EasyJet as a more inclusive and progressive company (Grant, 2022).

Conclusion

EasyJet Plc is a successful low-cost airline that has built a reputation for providing affordable air travel to customers across Europe and North Africa. Through the various analyses conducted in this report, it is evident that EasyJet is impacted by internal and external factors such as economic conditions, regulations, and Brexit. The company has several strengths, including operational efficiency, cost leadership, and brand recognition, but also faces weaknesses such as limited airport choices and customer service issues. To address these challenges and improve its sustainability, this report provided recommendations for EasyJet, including implementing a carbon offsetting program, exploring sustainable aviation fuel, reducing the use of plastics, increasing supply chain transparency, and promoting diversity and inclusion. By implementing these recommendations, EasyJet could enhance its environmental and ethical performance, differentiate itself from competitors, and become a leader in the aviation industry. It is vital for the company to take these steps towards sustainability as consumers increasingly demand environmentally responsible practices from corporations.

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