

1809802

by Mason Morgan

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1. Executive Summary

In this report, a point of view from an Engineering Managers perspective will be determined. The writer of this report will be tasked with producing a report for the Senior Management Team. The team will be reviewing the macro & micro economic influences on the business & the report will include both strategic business policies & lean manufacturing methods of which can be broken down into the following tasks.

Firstly, a strategic review of the company will be constructed.

Secondly, Consideration will be taken when discussing the impact of the macro & micro economic influences on the company's corporate social responsibility policies.

Thirdly, the benefits of the lean manufacturing will be identified along with the potential opportunities to include additional techniques to stay ahead of the competitors.

Fourthly, the vision & mission statements of the company will be reviewed whilst justifying the continued use of the statements or changes necessary to adapt to the future marketplace.

Lastly, a detailed analyses & evaluation on the information produced & provided will be conducted in the form of recommendations & a conclusion.

2. Strategic Company Review

To define “strategic review”, It can be said that, when a business identifies new value-creating opportunities to improve the performance of an existing division or take advantage of a new market adjacency. (Cone, 2023) (Colegsirgar, 2023)

Princes Gate limited as a business identifies new value-creating opportunities to improve the performance of the existing division by holding Engineering meetings every morning at 08:30 am. In the meeting questions are asked like the general health & wellbeing of the staff. It is important to know straight away if there are any quality or H&S concerns so the Engineering manager will make this a priority question to ask. Later, questions about the machine running states are asked, this will involve knowing what the total Eups of the line is which translates to total pallets produced per hour which then leads into the biggest breakdowns or ongoing problems that the staff are experiencing so far. If there is a breakdown which needs urgent attention, then this will be escalated to the likes of the factory manager and the warehouse manager to plan accordingly.

Princes Gate also takes advantage of the new market adjacencies by completing a lot of charity work on the outside. This encourages the locals to back Princes Gate as a brand. Princes Gate sets up school litter picking days and sponsors events like the Iron man / Wales international Rugby union & scarlets rugby team to name a few. This helps Princes Gate publicise the brand & helps generate a higher revenue.

To explain this topic further using the reference “Hobson” it can be explained that, identifying where the business is today, deciding where you want it to be at some point in the future, and producing a road map to follow to get you there.

Today, Princes Gate has come on tremendously over the last few years due to diverse change & resources flowing within the company.

To identify where Princes Gate Limited is today it can be said that they are only accelerating at an upwards trajectory. Three years ago, Princes Gate was a private company owned by a pair of brothers, now, Princes Gate has been bought out by Nestle & is one of the most successful businesses in the world. Since being controlled by Nestle Princes Gate get to keep their name & their independence however, they are financially in a much better position. In 2022 a new high-speed line was installed which is now 1 of 4 lines at Princes Gate which is capable of running 48,000 bottles per hour.

When discussing the process, it should embed & communicate the organisations vision & mission & keep its objectives aligned, whilst identifying potential for growth and competitive advantage also

allowing for the linked development of detailed budgets. The strategic management process therefore includes an analysis of inputs, both internal & external, resources, competencies & current resources, and the co-ordination of these linked to core cultural philosophies of the organisation & intended outputs, to produce a long-term plan.

To identify Princes Gate's vision & mission statements information can be found on the official website. Snapshots of this has been taken and placed in Chapter 5 Company Vision & Mission statements.

Forming clear vision & mission statements generally pre-empt the process of strategic planning.

It is very common in many industries to use an analysis called SWOT. SWOT analysis is an effective method of identifying strengths & weaknesses, & to examine opportunities & threats faced by an organisation, and that's exactly what SWOT stands for, Strength, Weakness, Opportunities & Threats.

When Prince Gate carry's out a SWOT analysis it considers a range of points during the discussion, some of these points can be seen below.

When carrying out the SWOT analysis it's useful to consider the following points. Firstly, the different points of Strengths must be considered, these being:

- 1) What factors / issues are to the company's advantage?
The company has a very diverse team of individuals who are willing to work hard for the same result.
- 2) What does the organisation do well?
The departments within the industry are very good at communicating with eachother & making their way around obstacles.
- 3) What areas should the company focus on for maximum return on efforts made?
The company should focus on keeping their downtime on all the lines as low as possible to ensure that maximum efficiency is happening.

Secondly, weaknesses:

- 1) What could be improved?
The communication between the warehouse manager and operations team could be drastically improved. Sometimes there will be 3 different type changes on a line when instead there should have only been 1.
- 2) What is done badly?

Due to a lack of resources on the glass bottle line the line is constantly breaking down and it expected to be patched up and run again until another fault occurs.

3) What should be avoided?

Princes Gate should avoid running the lines constantly without any planned asset care days to maintain the machines.

Thirdly, Opportunities:

1) Where are the areas that can be exploited to the organisations advantage?

The area where Princes Gate has been built can utilise the fresh springs water which is very much desired by other countries.

2) What are the interesting trends?

Trends show at Princes Gate that the amount of unplanned stoppages is being reduced each week.

3) Strategies will be needed to fully exploit any chances offered.

When there are asset care days, any big jobs that need doing can be planned in.

4) Changes in technology & markets on both a broad & narrow scale.

Line 5 which has been installed in 2022 offers a complete autonomous approach which allows half the amounts of operators & quadruple the amount of product per hour than line 1.

5) Changes in social patterns, population profiles, lifestyle changes, etc.

Due to Princes Gates remote location, it can be difficult to get good staff. When opportunity's do arrive for individuals to work at Princes Gate it often means the option to re-locate.

6) Local events

Princes Gate sponsors and supports events such as the Iron Man, Wales international rugby & Scarlet's rugby.

7) Changes in government policy related to the organisations field of business.

The government now instruct that instead of using 100% plastic preforms to instead use a 51% preform.

Lastly, Threats:

1) What obstacles does the organisation face?

The organisation is restricted by the weather. If we have a very dry spell this can effect the amount of water, we can pump meaning how we forecast the projected water in the future is very important.

2) What is the competition doing?

Now that Princes Gate has joined with Nestle, we are a part of a massively successful organisation.

- 3) Are the required specifications for jobs, products or services changing?

Princes Gate is constantly looking to improve how our operation is conducted.

- 4) Is changing technology threatening the organisations position?

The change in technology is benefitting the company. Due to more efficient lines this means that more product is going out the door resulting in record amount of turnover.

- 5) Does the company have bad debt or cash-flow problems?

The company is very successful & only getting better, there are no cash-flow issues or bad debt problems.

(Colegsirgar, 2023)

A useful topic to discuss is Porter's five forces. Porter's five forces are guiding principles that determine the attractiveness & profitability of a market. The 5 forces can also be known as threats of new entrants into an industry, threats of substitutes, buying power, supplier power & the degree of rivalry that affect the ability of a company to serve its customers & make a profit.

To determine these forces the overall industry profitability of a market is the key focus. It's useful to know that three of porters five forces refer to competition from external sources, the remainder are internal threats.

To create new value creating opportunities within the workplace it is useful to consider the following:

- 1) Threat of new competition
- 2) Threat of substitute products or services
- 3) Bargaining power of customers (buyers)
- 4) Bargaining power of suppliers
- 5) Intensity of competitive rivalry



At Princes Gate, the profitable markets that yield high returns will attract new firms. This results in many new entrants & will decrease profitability for all firms in the industry.

When monitoring opportunities within a business it's useful to consider Strategy formation & Evaluation & control. For Strategy formation it's important to attain superior profitability to develop a competitive advantage over its rivals which can be based on cost or differentiation.

(wiley, 2023)

3. Corporate Social Responsibilities

To explain Corporate Social Responsibilities, it can be said that a business will choose to go over & above what is strictly necessary to deliver social, economic & environmental benefits to anyone affected by the business & its activities. CSR aims to encourage businesses to improve the lives & situations of as many people as possible. (Small Business, 2020)

When discussing Business ethics there are 2 aspects that must be considered, these being.

- Specific situations in which ethical controversy arise, and
- The principles & behaviour by which it is appropriate to abide.

To discuss in more detail, customer & employees receive a fair deal which considers the following, consumer law, H&S law, employment law, equal opportunities & environmental law.

There is a book which discusses the "Essentials of business ethics" produced by George Chryssides & John Kaler which identifies the 5 different views of business ethics.

These being, Business is business. This is the maximisation of profits, sales, or market share. An organisation should strive to achieve its goals it has set itself.

The second view being, Act consistently within the law. This suggests that legislations provide a baseline, below which business should not stoop. A firm must meet its minimum legal objectives.

Good ethics means good business also known as the Coincidence theory.

Conventional morality which is the acting IAW the prevailing standards accepted by the public or business practice.

The universal morality which is the same standards in business as in one's private life.

The Ethical Dilemma is a topic which can be broken down as having a duty of care to the members of the public who meet the work. The public rely on our expertise in which we should constantly be maintaining the highest standards.

Professional organisations have developed codes of ethics as guideline principles. It is important as a professional to consider all the relevant ethical issues. It must also be remembered that the environment must not be underestimated as it can often be very volatile & unpredictable.

Ethics refers to the moral principles or values that generally govern the conduct of an individual or a group. Ethics can also be viewed as the conduct of an individual or a group. Ethics can also be viewed

as the standard of behaviour by which conduct is judged. Business Ethics is the application of moral standards to business situations. (Colegsirgar, 2023)

There are main topics to discuss when considering Business Ethics & Social Responsibility, these are, Ethical concerns that can arise in the business world. These issues arise in business situations out of relationships with investors, customers, employees, creditors, or competitors. Businesspeople should make every effort to be fair, to consider the welfare of customers & others within the firm, to avoid conflict of interest, and to communicate honestly. (IET Member News / Colegsirgar, 2008)

Factors that can affect ethical behaviour in organisations involve individual, social, and opportunity factors that all affect the level of ethical behaviour in an organisation. Individual factors include knowledge level, moral values, attitudes, and personal goals. Social factors include cultural norms, actions, and values of co-workers. Opportunity factors refer to the amount of leeway that exists in an organisation for employees to behave unethically if they so choose.



The Encouragement of ethical decision making involves Governments, Trade Unions, and individual firms that can all establish guidelines for defining ethical behaviour.

The two views on social responsibility of business are that society benefits most when business is left alone to produce profitable goods & services.

The basic steps a business can take when implementing a program for social responsibility must begin with total commitment by top management. A capable director should be appointed to implement this & social audits should be prepared periodically as means of evaluating & revising the program. (Colegsirgar, 2023)

4. Discussion on Lean Manufacturing

Lean manufacturing is known as waste-free production. Lean manufacturing is supported by three philosophies, JIT, Kaizen (Continuous Improvements), & Jidoka which is the Japanese word for automation in which machinery automatically inspects each item after producing it, ceasing production & notifying humans if a defect is detected.

Typically, a business will shrink when more lean manufacturing has been implemented. Lean manufacturing has occurred in Princes Gate in 2020 when the COVID-19 pandemic affected the world.

1) First, there were profit problems. (Due to difficulty dispatching water across the country the profit had dropped dramatically)

2) The instant reaction from the company's perspective is to cut costs. (In PG's case multiple jobs were lost due to the inability to pay peoples wages)

3) The company targets areas of excess spending.

4) Cut the budget

5) Constrain development & de-motive people. (Due to all the price cuts this had a massive effect on the mental wellbeing of the staff).

6) As a result, the process performance falls.

7) This then means the customer service suffers due to the staff not performing to the highest of standards.

8) This then leads to a drop in sales & furthermore creating more profit problems.

When discussing lean thinking, the key points to remember are the focuses on the identification & elimination of waste in all processes so that all activities throughout the supply chain add value to the customer. The lean thinker thinks in terms of end-to-end value streams comprising the integration of marketing, sales, design, engineering, manufacture, distribution & service. Lean also reduces lead times by eliminating operations that do not add value to the product (Muda).

5. Company Vision and Mission Statement

When discussing a company's Vision & Mission Statements Business Strategy gets involved. A Business Strategy is the direction & scope of an organisation over the long-term.

To briefly describe the difference between a company's Vision & Mission statements, a Vision statement can be defined as a long-term objective of the organisation. This can typically vary from anywhere between 30 – 40 years in span. A mission statement is more of a short-term goal produced by the organisation which provide a definition of what is to be done in the given period.

The Vision statements that Princes Gate abide to can be seen below by figure 1.

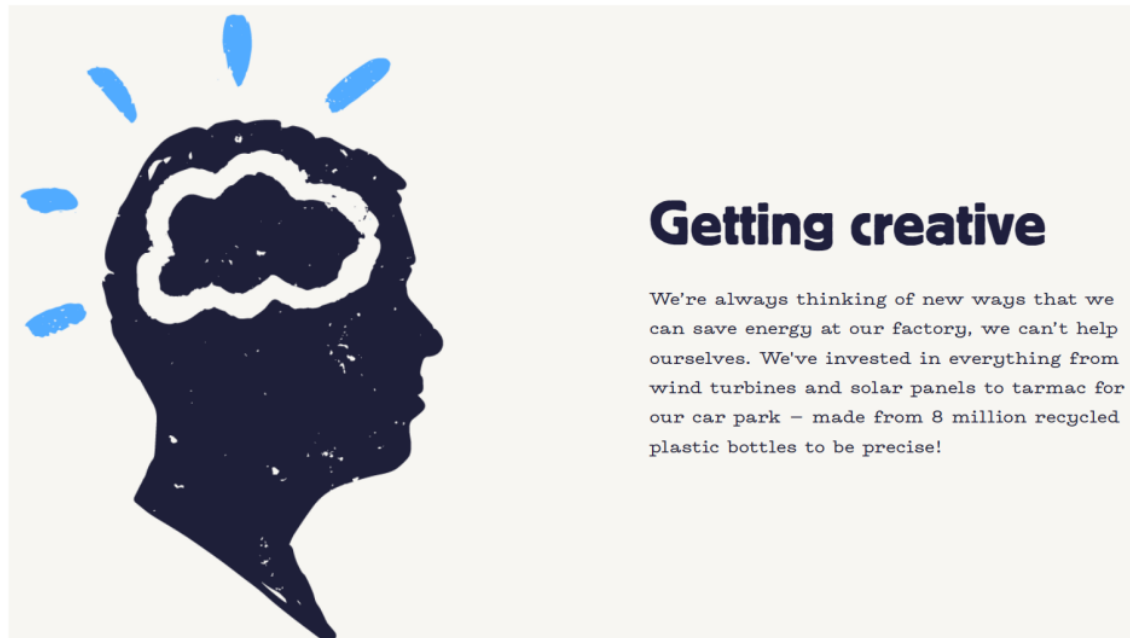


Figure 1: Princes Gates visions

(Princes Gate Limited, 2023)

The Mission statements that Princes Gate abide to can be shown by the image below as figure 2

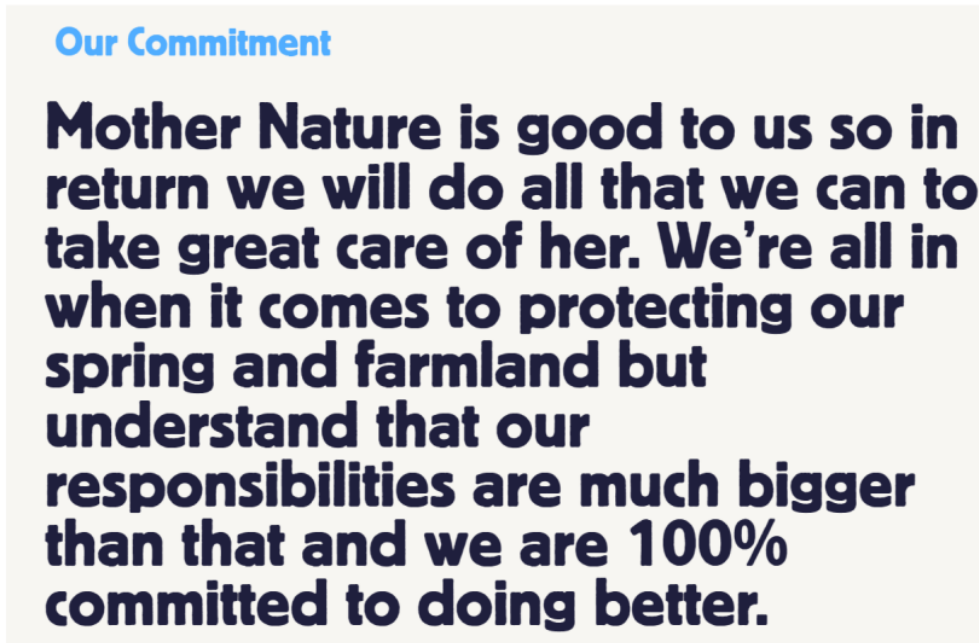


Figure 2: Princes Gates Commitment

(Princes Gate Limited , 2023)

By forming clear Vision & Mission statements generally pre-empt the process of strategic planning as mentioned early in this report.

The values of Princes Gate can be shown below in the following image noted as figure 3.

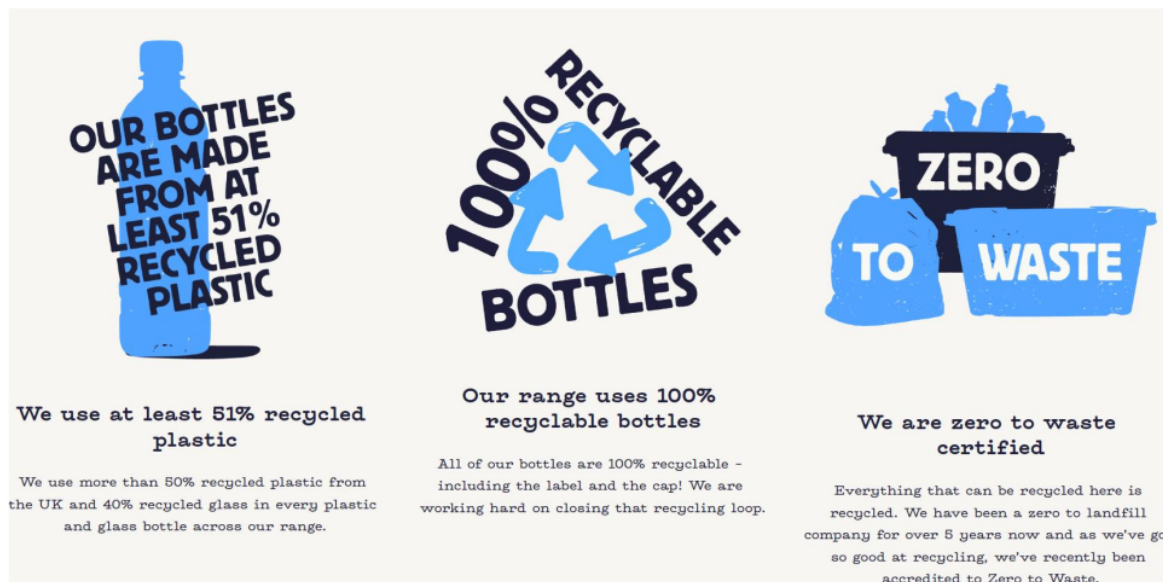


Figure 3: Princes Gate renewability visions

(Princes Gate Limited , 2023)

6. Conclusions

To conclude, this report has attempted to cover the array of points mentioned in the report brief in the form & from the perspective of an engineering manager who needs to produce a report for the Senior Management Team.

This first topic of discussion was to conduct a strategic review of the company. The review considered several factors some of which were, how does Princes Gate Limited as a business identify new value-creating opportunities to improve the performance of the existing division? How does Princes Gate take advantage of the new market adjacencies? How does Princes Gate know where it is today & how does it identify where it wants to be in the future?

Clearly, this topic has attempted to justify how the company deals with current measures, how it sees itself among its competitors & what type of company they'd like to be in the future.

Numerous sources & examples have been used to help answer all questions asked in this report, some of these sources are background knowledge which is able to share the fundamental reasons how a company deals with issues & what it does to strive for excellence but also involving current & relevant examples from Princes Gate today.

To help explain what a strategic review is further, the SWOT analysis has been listed. To help explain SWOT, each letter has been broken down with its meaning along with points that an industry would typically follow to identify its Strengths, Weaknesses, Opportunities & Threats. An example has been used to explain to the reader how a company like Princes Gate would deal with this sort of situation.

Information has been gathered into Porters 5 rules. Porters 5 rules have been placed in this report because explains why industries find this framework useful & how it is used to benefit the company. Like the SWOT analysis, background research has been included along with an example from Princes Gate.

The next topic of discussion which must be considered is the impact of macro & micro economic influences on the company's Corporate Social Responsibility policies. A company's Business Ethics is greatly considered in this context to help establish the specific situations in which ethical controversy arise, and the principles & behaviour by which it is appropriate to abide. Further research went into how a company follows Business Ethics & ethical dilemma. More examples from Princes Gate have been involved to best help answer the questions in full.

Later, a discussion into Lean Manufacturing commenced. Lean Manufacturing is best described as reducing times within the production system as well as response times from suppliers & to customer.

At Princes Gate example have been used on how automation has been introduced more in the rapid growing climate today & what the company must understand & put in place to successfully to carry out the above Lean Manufacturing techniques.

Next, reviews were carried out on the Vision & Mission statements of a company with the definitions. Personal examples have been implemented to explain what Princes Gate strives to achieve in the short & long term & how they can improve & achieve any & all sectors within the workplace.

Recommendations have been made towards the Management Team. Seeming as this is report is being presented towards the Senior Management Team it would be useful to establish any weak areas & how they can be improved using all the above & what areas are a success in which why standards must stay at an all-time high.

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FINAL GRADE

GENERAL COMMENTS

Instructor

55/100

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 **Comment 1**
Source?

PAGE 6

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Source?

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PAGE 9

 **Comment 3**
Source?

PAGE 10

GRADING FORM: CSG-RUBIC

MASON MORGAN

55

RESEARCH-INFORMED LITERATURE



Sections without citation to source. Good references but limited in quantity and range.

4

KNOWLEDGE AND UNDERSTANDING



SWOT broken-down into points. Good CSR and ethics. Good Lean information but no PEST. Discusses Porter for influencing factors.

17

ANALYSIS



Compares strengths to image and identifies where weaknesses can be opportunities thru reducing unplanned stoppages introducing automation.

12

PRACTICAL APPLICATION AND DEP.

 Includes SWOT analysis, CSR information and discusses ethics but confuses having to relocate for job to obtain employment due to lack of qualified employees in area as an opportunity instead of threat for company to maintain qualified, experienced workforce.

17

SKILLS FOR PROFESSIONAL PRAC.

 Good layout and structure but sections not referenced.

5