



Introducing the
Modern Workplace
LCBB4003

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Session Objectives

- Cadbury background, performance, competitors
- Cadbury organisation structure and performance.
- Cadbury management and skills that a manager uses to run the organisation.
- Cadbury leadership and how applied to organisation
- Factors influencing group and team behaviours



Introduction

- Organisational structure – a system of tasks that controls how people's behavior and interaction within an organisation in order to achieve established goals.
- Cadbury's profile
- Cadbury's organisational structure and functions
- The importance of management and leadership in the company

Cadbury History

- Founded by John Cadbury in 1824 (Cadbury, 2024)
- In 1831, Cadbury family started manufacturing in a warehouse
- In 1847, moved in a large factory in Bridge Street
- In 2010, partenered with the Kraft Food Company
- In 2012, became part of Mondelez International

Competition

- Cadbury operates in over 30 countries
- A Strong brand with strong competition, as Mars, Toblerone, Nestle, Ferrero, Lindt and others
- Strength in maintaining its presence in the market (StudySmarter, 2024):
 - Unique taste
 - Product range
 - Company history
 - Innovation

Performance

- Brand value increase by 47.6% from 2022 to 2023 (Carroll, 2023)
- Value sales of £2.1bn in 2023
- Approximately 140000 employed people worldwide
- Manufacturing and processing facilities in over 180 countries
- Cadbury foundation – a charity that offers lifestyle coaching and educational opportunities to its employees and their local community

Introduction to Organizational Structure and Performance

- Organizational structure: How Cadbury is set up inside.
- Performance: How well Cadbury does its job.
- Relationship: How Cadbury's setup affects its job quality.
- Importance: Knowing this helps Cadbury do better.

Hierarchical Structure

- Cadbury's setup: Levels of bosses and workers.
- Advantages: Everyone knows what to do, who to report to.
- Disadvantages: Things take time to decide, can be too strict.
- Impact: Makes Cadbury stable but slow to change.

Albert, D.M. (2023).

Centralisation vs. Decentralisation

- Centralisation: People at the top make decisions.
- Decentralisation: Decisions are spread out.
- Cadbury's Approach: Mix of both.
- Performance: Balancing control with flexibility helps Cadbury do its job well.

Special Organizational Structures

- Project Teams: Teams formed for specific tasks like launching a new product.
- Matrix Organization: Different managers for different projects.
- Boundaryless Organization: Encourages collaboration across departments.
- Impact: Helps Cadbury work efficiently and innovate.

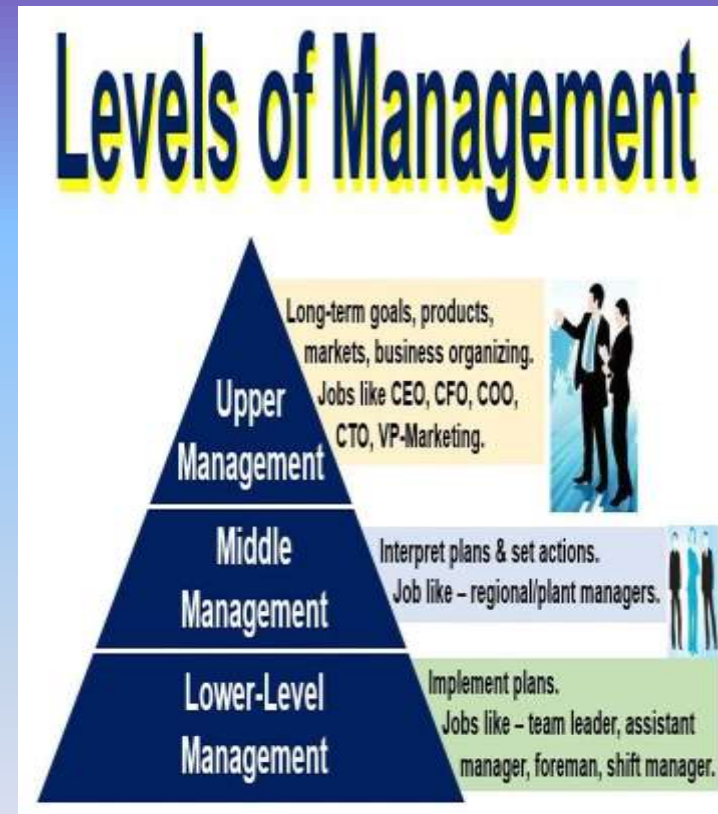
(HBS Working Knowledge) / (www.mckinsey.com. (n.d.).)

Design Principles at Cadbury

- Hierarchy: Clear chain of command.
- Span of Control: How many employees each manager oversees.
- Chain of Command: Who reports to whom.
- Focus: Making sure Cadbury runs smoothly and achieves its goals.

Who is a MANAGER?

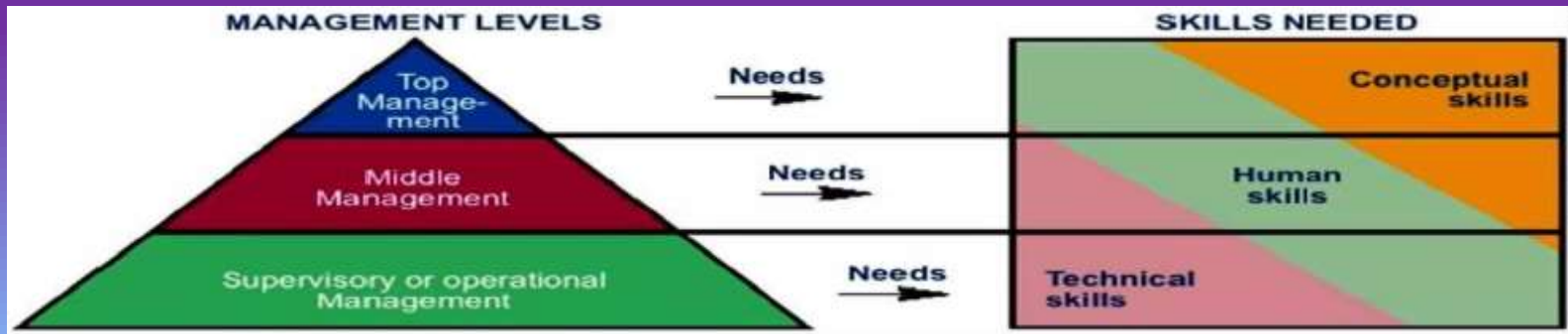
- A manager is a person who plans and directs the work of others in order to achieve organisational objectives.
- The role of a manager is to assist others in completing their tasks, not to pursue personal success.
- Coordinating a team's tasks with individuals from several departments or even external parties to the company



Management functions

- **Planning** involves setting objectives and determining the best way to accomplish them. Management planning is crucial since it sets the direction for the business.
- **Organizing** entails setting up and setting tasks to achieve organizational objectives. The role of management is to organize the business to maximize efficiency.
- **Leading** a group of people towards a common objective entails inspiring and guiding them. Employee collaboration is enhanced when there is strong leadership and drive to accomplish organizational objectives.
- **Controlling** goal achievement and the execution of appropriate remedial action when needed constitute the controlling function of management. Managers can better maintain quality control, allocate resources wisely, and lead the team towards objectives.

Management skills and Cadbury



(Menon, 2014)

- Cadbury's management style is democratic
- Aim to be the global leader in snacking
- The strategy is to drive long-term growth
- Create financial incentives that will benefit staff members at all organisational levels
- Talent Management and Development
- Employees in an organisation receive sufficient training at all levels
- Culture and Employee Engagement

(Mondelez annual report, 2022)

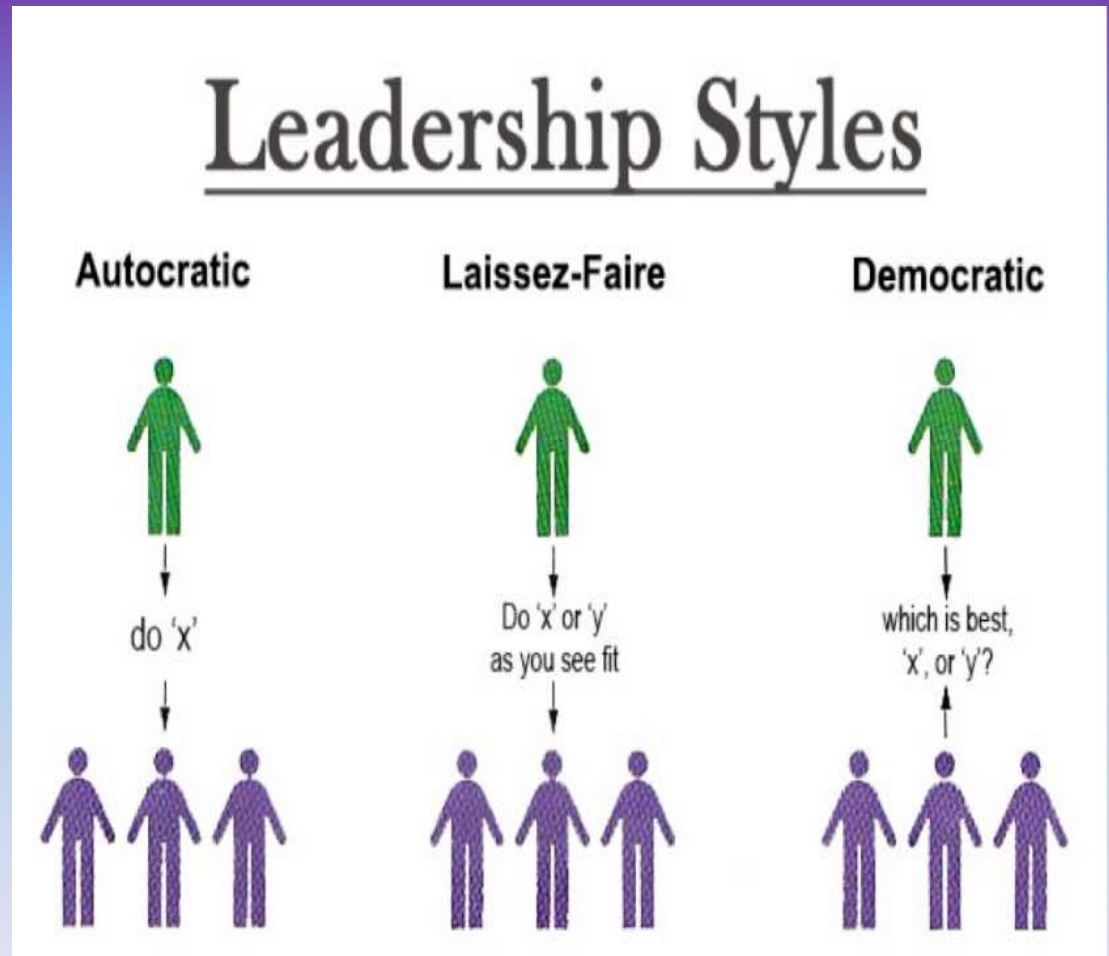
Definition of Leadership

- Leadership is a set of behaviours used to help people align their collective direction, to execute strategic plans, and to continually renew an organization.
- Leadership and strong management are essential for any organization that wants to achieve its objectives.
- Effective leaders create an atmosphere of trust and respect, which in turn fosters creativity and collaboration.



Cadbury's Leadership style

- Cadbury's management style is democratic. This is when all members of staff work together as a team. The managers listen to the other employees ideas and suggestions before they go ahead with decisions. If ideas are found to be achievable and successful by the senior group, then it is taken forward.



The importance of Leadership

- The best leaders will employ the right theories at the right time.
- More importantly, context is key. There are lots of variables which mean different leadership style will be best suited for different situations. Sometimes leadership (transformational) is needed compared in management style (transactional) is needed.
- Even if the manager has adopted the correct style, when working in large firms like Cadbury, then conflict is bound to occur. This is because different employees working together will all have their own idea and thoughts on how to operate or do a job. It is important that a manager does not ignore this and deal with it effectively as possible to minimise the negative impact it can have on performance.

Suitable Leadership theories for Cadbury

- Furthermore managers need to be both transactional (focused on day to day running) and transformational (focused on problem solving and the future). Whereas transactional leaders promote stability, transformational leaders energise others with visions and strategies of how to refocus and revitalise organisations. Both type of leadership behaviour are necessary in different proportions depending on context.
- **Transactional theory-** Managers who practice transactional leadership keep an eye on their staff, making sure they are rewarded for reaching milestones and disciplined when they fall short. These executives, however, do not serve as a trigger for a company's expansion. Instead, they concentrate on upholding the organization's policies and standards to ensure that everything goes as planned.
- **Transformational theory-** The relationship between leaders and staff can help the organization, according to the transformational theory of management. This leadership theory contends that effective leaders inspire workers to go above and beyond what they are capable of. Leaders develop a vision for their team members and motivate them to realize it. (Bass, 1994)

FACTORS INFLUENCING GROUP AND TEAM BEHAVIOURS

- Formal leadership approach for maintaining group behaviours
- Implementation of behavioural norms (Kim *et al.*, 2020)
- Manage of size of the group and maximum addition of 10 members
- Addition of group members with similar cultural and social backgrounds (Rese *et al.*, 2020)



Factors affecting Group Performance

- Group cohesiveness
 - Group homogeneity
 - Stability of membership
 - Isolation
 - External pressure
 - Group size
 - Group status
- Group ability and confidence
 - Personality of group members
 - Communication network
 - Group roles
 - Presence of others
 - Individual dominance
 - Groupthink

Conclusion

- Established in 1824
- One of the top 20 most valuable food brands
- A democratic organisational structure
- Aim- to become the leader in snaking industry
- Over 200 years history
- Proud to bring the spirit in everything they do

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Questions?

A large, purple sign for Cadbury World. The sign features a gold-colored tree silhouette at the top. Below it, the word "Cadbury" is written in a gold script font, and "WORLD" is in a gold serif font. The sign is mounted on a purple pole with gold-colored decorative elements. The background shows a blue sky with clouds and some greenery.

Cadbury
WORLD

OPEN

. Thank you!