

MARKETING

Market research

- Firstly look at the market for your product and evaluate which other companies are selling a product that would compete with yours. Secondly talk to your sales team and find out which competitors they see come up often in their sales process. Thirdly you'll be able to take a closer look at those companies, their product and marketing efforts, and create strategies to outperform them.

Primary research

- Research you conduct yourself, it involves going directly to a source – usually customers within your target market. Examples include: interviews, surveys, questionnaires.

Secondary research

- Research that has already been gathered, compiled and published by a third party. A lot of companies opt for secondary research as it is fair cheaper and faster to obtain. It is not always viable for small business to spend large amounts of expenditure on primary research. Examples include: journals, magazines, internet, papers.

MARKETING 4 P'S

- It is important to consider using the marketing 4 p's with your business for success because it allows a business:

1. Develop its strengths and limit its weaknesses.
2. Become more competitive and adaptable in its market.
3. Improve profitable collaboration between departments and partners.

- Price - cost of product purchase, dependent on the customer's perceived value of the product, lower price allow product to become more accessible to everyone, while a high price demands exclusivity.

- Product - What you are selling, companies must consider the product life cycle to foresee any potential problems that may arise once in consumer hands.

- Promotion - Encompasses what is communicated, who it is communicated to, how that audience is reached, and how often promotion happens. (Examples include: sales promotion, trade fairs, billboards, internet ads, magazine promotion and advertising).

- Place - Location where a customer can use or purchase a product (Examples include: distribution centres, transport, warehousing, inventory decisions).

PRODUCT LIFE CYCLE

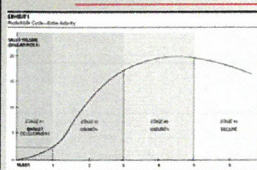


Figure (1) shows product life cycle (Harvard Business Review, 2020)

- (1) **Market Development** - This is when a new product is first brought to market, before there is a proved demand for it, and often before it has been fully realised there is a need for it, sales are often very low and take time before the need it realised by the market.

- (2) **Market Growth** - As the demand begins to accelerate, and the size market rapidly expands, this stage can often be referred to as the "take-off stage".

- (3) **Market Maturity** - levels of demand slow and sales tend to level out.

- (4) **Market Decline** - In this stage the product of service tends to lose consumer appeal and as a results the sales take a downward drift.

STAFF

Theory (2)

- "In the early 1960s McClelland – built on Maslow's work – described three human motivators. McClelland (Arnold et al., 2005) claimed that humans acquire, learn their motivators over time that is the reason why this theory is sometimes called the 'Learned Needs Theory'. He affirms that we all have three motivating drivers, and it does not depend on our gender or age. One of these drives or needs will be dominant in our behaviour."
- McClelland's theory differs from Maslow's and Alderfer's, which focus on satisfying existing needs rather than creating or developing needs. This dominant motivator depends on our culture and life experiences, of course (but the three motivators are permanent)" (Arnold et al., 2005)
- 1. Achievement: a need to accomplish and demonstrate competence or mastery.
- 2. Affiliation: a need for love, belonging and relatedness.
- 3. Power: a need for control over one's own work or the work of others.

MOTIVATION SUCCESS

- There are many reasons why it is important to have motivation within a business it allows management to reach goals within the business;
- Employees that are motivated can lead to increased productivity which will allow an organisation to meet higher output;
- Increased employee commitment;
- Improved employee satisfaction;
- Ongoing employee development.

MOTIVATION FAILURE

- Failure to recognize and reward performance: Employees like to get rewards and recognition for there work otherwise they will quickly start to feel like no one cares this ultimately leads to de-motivated staff and low moral.
- Failure to deal with performance problems: Failure to deal with performance issues within a business will lead to employees thinking that sub-par work is okay, which will lead to a big motivation killer within the business.

CHANGE MANAGEMENT KOTTER'S 8 STEPS

- Increase urgency – This step involves creating a sense of urgency among the people to motivate them to move forward towards objectives.
- Build the team – This step of Kotter's change management theory is associated with getting the right people on the team by selecting a mix of skills, knowledge and commitment. The right person for the job is vital to grow the business and existing employees within the business.
- Get the vision correct – Everyone within the business need the same focus and vision. This stage is related to creating the correct vision by considering, strategy, creativity, emotional connect and objectives.
- Communicate – Communication with people regarding change and its need is also an important part of the change management theory.
- Get things moving – In order to get things moving or empower action, one needs to get support, give constructive feedback.
- Focus on short term goals – Focusing on short term goals and dividing the goal into small and achievable parts is a good way to achieve success with reducing pressure on the employees.
- Never give up – key to success is persistence, and it is important not to give up when the massive process of change management is going on.
- Incorporate change – Besides managing change effectively, it is also important to reinforce it and make it a part of the workplace culture. (Cleverism, 2019)

CHANGE MANAGEMENT FOR BUSINESS SUCCESS

- There are many reasons why it is important to have change management within a business for success, or adopt it within the business for success.
- Managed change management can reduce resistance to change. Improves morale, productivity and quality of work. Improves cooperation, collaboration and communication. A strategically planned approach to change reduces stress and encourages people to stay loyal to the organization which will aid in business success.

CHANGE MANAGEMENT - FAILURE

- There are many reasons why change management failure can occur within a business and hurt business success:
- Poor planning sets up organizational change for failure;
- Inadequate support from leadership;
- Lack of Resources;
- Priority focus on systems not people;
- Inadequate change leadership skills.

MANAGEMENT / LEADERSHIP

- Leadership is by far one of the key factors which can drive a business to either success or fail.
- **Transformational leadership** is a leadership style in which leaders encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of the company.
- **Advantages** – can create and manage change, New corporate visions can be quickly formulated, excellent communicators and Transformational leaders create enthusiasm.
- **Disadvantages** - need their followers to agree with them, can develop negative outcomes, it requires constant and consistent feedback.

MANAGEMENT / LEADERSHIP

- **Democratic Leadership**, also known as Participative Leadership, is where individuals who would typically be considered unequal by hierarchical standards have shared power in making decisions. Democratic leaders emphasize collaboration and the free-flow of ideas.
- **Advantages** – Easy leadership style anyone can practice, can help solve complex problems, helps build team-based relationships.
- **Disadvantages** – can cause disharmony if not correctly applied, does not always offer a positive outcome.

MANAGEMENT / LEADERSHIP SUCCESS

There are many reasons why it is important to have leadership within a business for success:

- **Succeed** – Implements vision and values - Most businesses have a vision of where they would like to be in the future and how they would like to be perceived, these visions are sometimes lost in the day to day activity of running a business.
- **Boosts morale** - boosting morale to help retain staff is important to a business's success. Happier staff are more driven and more loyal to company success.
- **Effective communication** - A strong leader will ensure effective communication reaches everyone.
- **Motivate employees** - Strong business leaders will motivate employees, so staff feel appreciated for what they do and motivated to continue the good work.

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excellent

4.0 Culture

Currently within the company there is very little culture within the workplace adopting this would allow the company to become unique and provide a positive environment to work in, ultimately as stated below culture within the work place is influenced by leadership, management, policies and people.

"Culture is the character and personality of your organization. It's what makes your business unique and is the sum of its values, traditions, beliefs, interactions, behaviour's, and attitudes.

SM

Positive workplace culture attracts talent, drives engagement, impacts happiness and satisfaction, and affects performance. The personality of your business is influenced by everything. Leadership, management, workplace practices, policies, people, and more impact culture significantly." (Yourerc.com, 2020)

Adopting this practices within the business organisation will allow:

- (1) Will allow the business to attract better candidates that fit for the business.
- (2) It will allow retention as culture impacts how employees interact with their work and business.
- (3) Will allow happier and more satisfied employees which will lead to more motivated staff and bigger efficient output.
- (4) Allow for the company to outperform there rivals and generally become more successful.

2.8 3 “7 day” + lost time accidents

There are several reason why accidents have occurred within the business organisation these have been addressed below:

- Poor training – within the company there is currently a lack of training - there can be several consequences of poor or lack of training within the company, ignoring the importance of adequate training for employees can lead negative impact on business performance, financial turnover, morale within the team and the ability to retain and attract good employees.
- Undue pressures that lead the workforce to take short cuts.
- Poor maintenance - (addressed in Lack of investment in technologically advanced systems and machinery - Escalating maintenance costs).
- No maintenance schedules – (addressed in Lack of investment in technologically advanced systems and machinery - Escalating maintenance costs).
- Contractors not being monitored – mistakes could have been made an inhouse maintenance team under undue pressure, maintenance has been rushed and machinery has not been maintained correctly causing a severe risk of accidents occurring within the company.
- Contract doesn't meet requirements
- Not following SOPs –currently within the company SOP's are not being followed, further training and advisement is needed to let employees know the important of following these documents - safe operating procedure is an extensively written document that include instructions on a step by step basic. It allows includes how to operate the equipment safely implementing training and these SOP's into the business will reduce risk of accidents.
- Poor risk assessments – poor risk assessments can lead to accident within the workplace, give organisation bad reputation.

Excellent analysis!
So what would you suggest?

“The whole point of risk assessments is that they identify uncertainty as realistically and rationally as possible. But circumstances change. Things evolve. In the same way that your business must be dynamic to respond to fluctuations in the economy, changes to your market, and developments in your industry, the content of the risk assessments must also be dynamic. In fact, one of the key principles stated in AS/NZS ISO 31000:2018 Risk Management is that “Risk management is dynamic, iterative, and responsive to change” (IQ, 2019)

- Equipment old and dangerous – (addressed in Lack of investment in technologically advanced systems and machinery)
- No start up checks – currently within the company start-up checks are not completed again, training and close monitoring is needed to correct this issue - Start-up checks, otherwise known as pre-operational checks, are an important monitoring activity to include within your food business. A start-up check is basically a check of your operating environment prior to the start of production. These checks need to be implemented to reduce the risk on accidents at work, will allow a safe working environment for employees knowing their employee cares about their safety at work. (Hse.gov.uk, 2019)

Some good suggestions but not all relevant.

2.6 Escalating maintenance costs

- Due @ outdated machinery – (Lack of investment in technologically advanced systems and machinery)
- Unqualified staff – employing a third-party company to complete maintenance on a regular basis will overcome the company issues of not having the correct expertise within the business, anything happens with the machines a third-party company is responsible to get it sorted. Regular maintenance should allow for new machinery to be correctly maintained allow less down time and less breakdowns.
- No motivation – Introducing a motivational theory would improve staff motivation and wellbeing (addressed in report)
- Rising costs in materials - keep a watch on expenses – do regular research into costings of materials to ensure the company has a competitive price. Ultimately more the company spends on materials the less amount of profit it will acquire, secondly the quality of the materials needs to be closely monitored as this could lead to poor end product.
- New regulations

not related to maintenance costs

2.7 Unusually high turnover of staff

Usually high turnover of staff could be due to the following issues:

how?

- Sub-par machinery (addressed in Lack of investment in technologically advanced systems and machinery)
- Low pay (the company may not be offering enough pay or benefits to gain the right expertise and individuals within the business) doing some research into other company's pays and benefits for similar roles help identify these potential problems.
- No progression – offering progression paths within the business will allow staff to fulfil a please factor of Hertzberg theory, investing in staff and building their expertise will build moral, motivation.
- No incentives – (as discussed a piece per quality bonus should be implemented)
- Low morale – As discussed introducing a motivational theory would help staff motivation.

"In the early 1960s McClelland – built on Maslow's work – described three human motivators. McClelland (Arnold et al., 2005) claimed that humans acquire, learn their motivators over time that is the reason why this theory is sometimes called the 'Learned Needs Theory'. He affirms that we all have three motivating drivers, and it does not depend on our gender or age. One of these drives or needs will be dominant in our behaviour.

McClelland's theory differs from Maslow's and Alderfer's, which focus on satisfying existing needs rather than creating or developing needs. This dominant motivator depends on our culture and life experiences, of course (but the three motivators are permanent)" (Arnold et al., 2005)

good

good

In my opinion the company should focus on the product due to rejection rates rising this is due to lack of investment into new technology over several years. Introducing quality control after buying new equipment for the company would reduce rejection rates, secondly focusing a **competitive pricing plan** to allow better standing against rival companies. Employing a small marketing team would allow for sales to grow and lead to a big market share within the European market and international market. Thirdly advertising within the company seems very limited this is another area a marketing team could invest time into, effective marketing will lead to future sales.

after sales service suggestion

Other possible causes are within the company causing poor European and international sales.

- Financial matters
- Location of the business
- Poor information online
- Poor advertising – Employing a marketing team to gain sales grow business in current market.
- Currency
- Language
- Competitors – it is vital that the company understand the competitors as business has been lost over the years to rival companies offering the same product or better quality.
- Cultural difference
- H&S structure – (this has been addressed in the report)
- Meetings – regular meeting within the company will allow employees within the business to aim for the same goal this has been addressed in motivation, leadership and change management.

2.4 10% reduction in production targets on previous year

- Loss of contracts/ business
- Equipment unable to achieve higher production rates due to being outdated investing into up to date machinery will allow the company to succeed and drive higher production and target rates.
- Lack of staff motivation introducing a motivational theory would allow the team to build morale and wellbeing.

(year)
“Bernard Weiner’s three-dimensional theory of attribution assumes that people try to determine why we do what we do. According to Weiner, the reasons we attribute to our behaviour can influence how we behave in the future.” (Weiner, B. (1974)).

“Weiner focused his attribution theory on achievement. He identified ability, effort, task difficulty, and luck as the most important factors affecting attributions for achievement. Attributions are classified along three causal dimensions: locus of control, stability, and controllability. The locus of control dimension has two poles:

good

2.2 Falling sales

In the recent years the company has seen a decline in sales this could be due to several reasons.

- Poor equipment due to lack of investment into new technology and systems within the business which has led to maintenance costs, this would lead me to attribute poor quality product being produced because of dated equipment, product would likely be outdated as new technics cannot be implemented because of this.
- Limited sales team with low moral implementing Hertzberg theory would allow there to be attractive please factoring within the business making more appealing for perspective workforce.
- Looking at the price of the product supplied to the aircraft contracts may be an issue and customers that we had may have left due to this, a **competitive pricing plan** would allow company to obtain more potential sales.
- Poor delivery times – poor lead times within the company has been an issue and therefore caused dissatisfied clients because vital deadline were not achieved, this could be due to several issues, poor equipment and systems in place not allowing the company to produce part effectively, low moral within the staff, staff targeted on quantity rather quality, enabling quality driven targets would allow staff to take pride in there work. Updating equipment would increase production and quality rates.
- Competition - Within recent years the company has lost some sales due to competitors within the same market offering the same or better quality and price, an after sales or customer service team would have been vital in keeping these customers with the company rather than losing them to our rivals, time should be spend analysis our existing product line and potentially changing or upgrade the quality of our product to better stand against our rival.
- New international and European markets – There is an opportunity to gain vast market share within the International and European markets, which would allow the company to capture more sales. (This has been addressed below further)

very good

2.3 Limited European and international customer base

Due to limited European and international customer base an effective plan needs to be put in place in order to gain a bigger market share for business success, this could be achieved by introducing the 4-marketing p's.

- Place
- Product (80%)
- Price (10%)
- Promotion (10%)

✓

1.2.3 Social factors

- The low-cost airlines influence people to travel more and thus increase the demand for the aircraft's components.
- Attitudes towards customer service – more emphasis is needed towards product quality within the business.

1.2.4 Technological factors

- Technological change – the company needs to be aware of competitor technology capabilities.
- Level of innovation – the company needs to be aware of technical level of innovation within the business to ensure they are leading with their level of technological innovation.
- Life cycle of technology – currently the company has not invested into any new technology over the years leaving them slightly behind competitor capabilities.

1.2.5 Environmental factors

- Automation — The automation of many unskilled tasks can allow companies to replace human production lines with entirely machine ones. This can reduce costs for the company and allow bigger profit margins.
- Recycling standards – The company needs to recycle unsellable or not fit for sales left over materials including any waste

1.2.6 Legal factors

- Health and safety regulations – the company needs to uphold its responsibility to health and safety standards within the business organisation.
- Patent infringements – the business needs to be aware of any patent when designing new product for new international and European markets.

excellent
this relates
specifically
to the
case study.
further
discussion
would have
enhanced
it
slightly.

Internally		Externally	
Strength's	Weaknesses	Opportunities	Threats
Company has been trading within the UK for 20 years which has allowed the company to become stable.	Falling sales – in recent years the company has seen a decline in sales, this could be to do with poor marketing, poor sales teams.	Expand European customer base – the company currently has a limited European customer base; the company needs to concentrate on capturing European sales for business grow. New markets allowing for new opportunities and sales.	Increased competition in UK markets – over recent years there has been increased competition from companies within the UK market, company needs to focus their energy on creating a new product or one of better quality.
Stable customers base within the UK Which the company can grow upon, allowing business grow.	10% reduction in production targets on previous year – this is due to technology being unreliable and breaking down, meaning less components have been produced as a result.	Steal customer base within the UK – there is an opportunity to expand/ grow the customers base within the UK, allowing for business growth.	Are the competitors in front with technological advancement – currently the company is behind in technological advancements investment is needed to allow the company to offer a superior product to the competitors. This would allow larger contracts and existing contracts to be completed with ease.
Can serve from existing sites, the company can currently use existing sites to meet new business opportunities.	loss of time due to injury at work – there has been several accidents within the business that has resulted	Expand international market– the company currently has a limited international customer base; the company needs to concentrate on capturing international sales for business grow. New markets allowing for new opportunities and sales.	Limited EU/UK market (addressed in opportunities).
	Technologically behind in the time – investment is needed for new technologies to allow for better efficiency and quality.		
	High staff turnover – there is currently a high turnover of staff careful consideration of this issue is needed to allow better running of the business.		

Further discussion would have enhanced this.

very good.

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