



# **BMSW4004**

## **Problem-Solving and Decision Making**

### **Task 2**

### **Individual Report**

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Module Name: Problem Solving and Decision Making

Module Code: 4004

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## Introduction

### Importance of Problem-Solving Skills

Problem-solving skills are the strategies of a professional that would be useful in handling the challenges occurred in the workplace. It is a part of life in maintaining regular activities, but in the workplace, problem-solving skills are important for achieving a good professional calibre. There are some benefits of problem-solving, that make this skill important for professional achievements. Firstly, a good problem solver would fix all the broken pieces available in the organisation. Secondly, the eligible person has to be a wall between organisational risks and success. Therefore, as a responsible professional, the risks should be addressed and proper management activities should be adopted. Finally, the professional should be dedicated to improving the performance of the organisation and seizing opportunities.

### Organisational Background

The Body Shop is a renowned lifestyle and skincare organisation which is situated in London and was first founded in 1976. The company has become the largest and most reliable cosmetics and skin care products selling one. The founder of this company was Anita Roddick. Now the company sells more than 1000 products in 3000 outlets. By selling franchises the company has expanded over 65 countries. The company used to trade in Brighton originally, then moved to London. About 10,000 people work in the company.



# THE BODY SHOP

## **The Workplace Problem**

In every business organisation, the employees have to face different types of problems. These problems are required to be identified so that proper measures can be adopted to solve the loopholes. Body Shop is the largest and most renowned company therefore, it requires a high number of employees for running its outlets around the world. Therefore, from different reports, it has been reported that most of the employees of the Body Shop are unhappy with their position as they don't get any respect and appreciation from the management. As a result, the employees are losing their motivation to work. Besides, due to the presence of toxic management, the employees don't get a friendly environment for work. They have to pass a difficult and boring day at their workplace. Mainly, the employees are motivated by two approaches- financial and non-financial approaches. the wages of the employees are also lower in the company. Therefore, due to the lack of employee motivation, employee turnover in the company is too high. Another important issue is due to being undervalued and underappreciated, the employees who are still working have lower productivity and dedication towards their responsibility.

Due to the lack of motivation of the employees, the company is losing many skilled and dedicated employees. Therefore, the productivity and service of the company are gradually decreasing. Moreover, the company's goodwill is highly affected by the negative reviews from the employees of the company. Even if, some deserving candidates are attracted to apply following the company's goodwill, when they learn about the negative reviews of the employees, they lag behind to apply. Therefore, it has a huge impact on the success of the company (Genoveva, 2019).

## **Analysing Information**

### **Root Cause Analysis**

It is the process of identifying the actual causes of creating problems in an organisation so that proper solutions can be adopted to reduce the effect of the problems. The problem is identified

by following five different steps. The steps are- realising the problem, gathering data, determining possible causal factors, identifying the root cause, and providing recommendations.

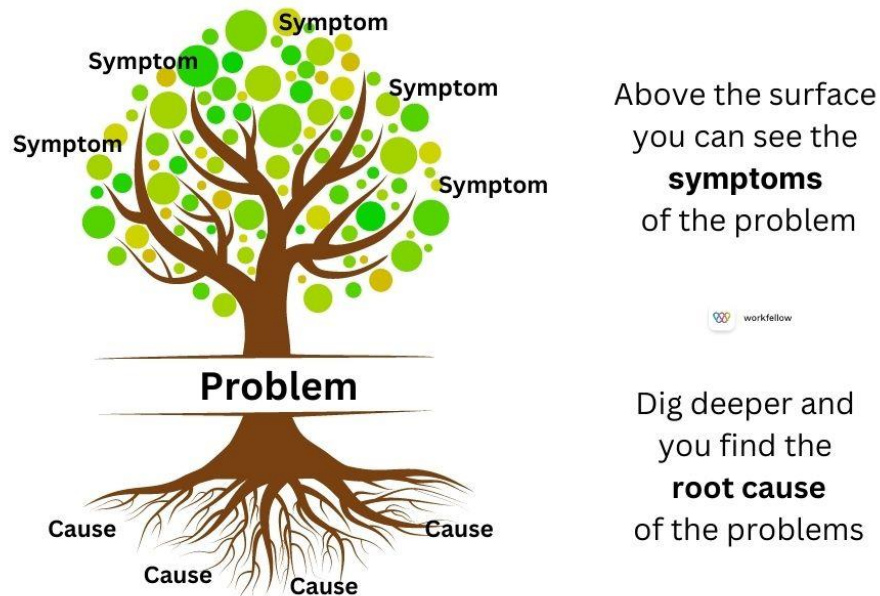
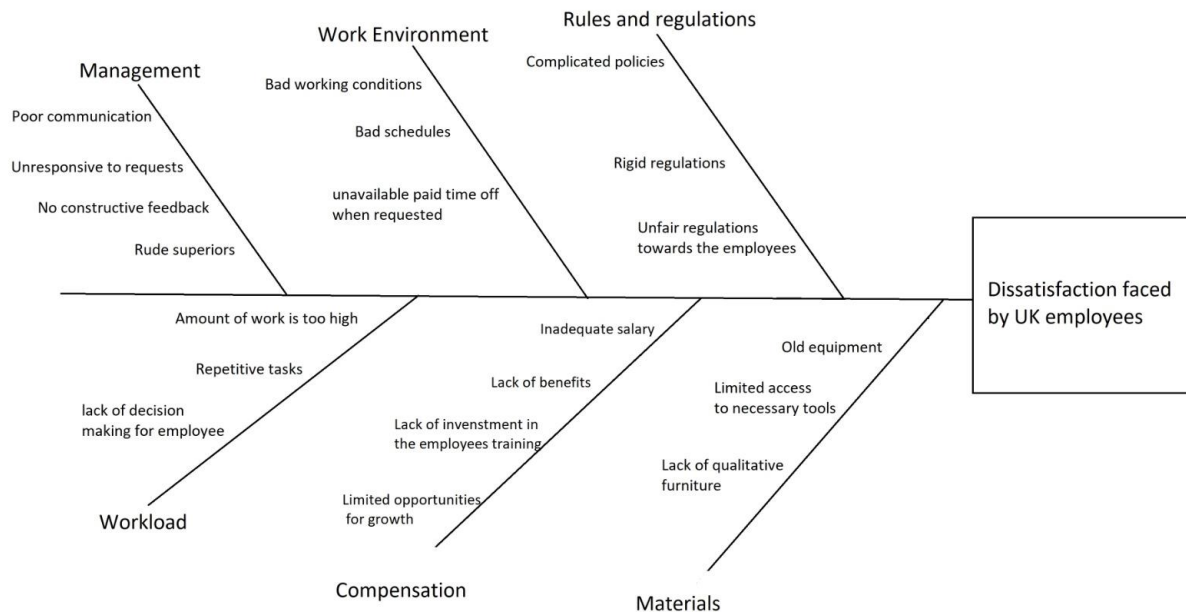


**Figure 1 Root Cause Analysis (Barsalou, 2014)**

From the different tools of RCA, the fishbone diagram is a significant one. It is the visual representation of analysing the causes and effects of creating problems at the workplace. From this diagram, the audience can get a clear idea about the information that is described.

Firstly, the fish head shows the main problem identified which is the lack of motivation of the Body Shop employees. Secondly, the spine is the branch of the problem that exaggerates the problem (Shinde, 2018). That means this provides support to the head problems. Finally, bones are the other problems that are identified. In the case of Body Shop, the branches of problems are lower wage and lack of appreciation and no opp. The Fishbone diagram for the Body Shop is represented below:

Fishbone diagram for the SHOP company:



## Situational Analysis Model

In the business organisation, different situations can be raised. Therefore, the situations should be handled according to the requirements. There are two models of identifying the problems the business organisation is facing. The SWOT and PESTLE analysis would be useful in this regard.

## SWOT Analysis

It is the model of analysing the company's good sides, weak points, opportunities to survive and matter of threats. The SWOT analysis of the Body Shop is represented following:

The company has a well-developed online and offline platform. Therefore, they can target a good number of customers. Also, from the franchising, they have a good network. Besides, the company sells multidimensional products which increases its demand.

The company is currently operating in the UK. Therefore, the company has a low number of shops in the UK. Besides, it expanded through franchising, as a result, the quality of products may vary due to the presence of unethical businessmen. The company has a lower amount of advertising activities, so most consumers miss information about new products.

The company sells only female cosmetics and skincare items, but it can expand its product range by availing men's products. Also, the company can increase its social media campaigning

to increase the consumer number. Moreover, availing of eco-friendly products may increase the demand for their products (Loredana, 2017).

Since now different branded products are available, the company has to face immense competition. Also, the company is losing many of its suppliers due to this reason. Another threat for the company is the distribution process is sluggish.

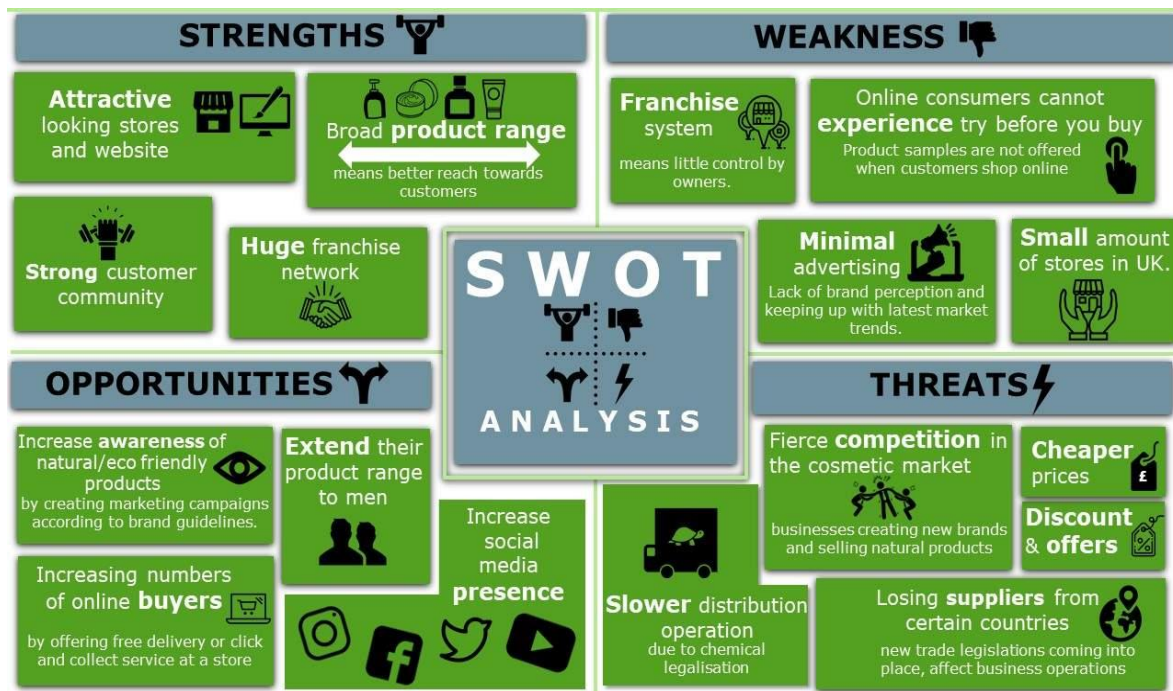


**Figure 2 SWOT Analysis of Body Shop (Numfor, 2021)**

## PESTLE Analysis

It is the type of analysis that represents the impact of external factors on business activities. The PESTLE analysis of the Body Shop is represented following:

**Political:** The company strictly follows the law of organic products and maintains proper certification. Also, maintain global trade agreements to ensure international trading activities. Moreover, an increase in tax from the government may increase the production cost of the company. these are the political factors the company has to face.

**Economic:** Exchange rate, interest rate and inflationary fluctuation may create adverse impacts on the company in terms of economic activities.

**Social:** Since this is a beauty and skincare-based company, the company has to follow the preferences of the consumers. Also, self-employment opportunities are available in the company as it has many franchise stores.

**Technology:** With the advancement in technology, the company has improved its services. It has a 24/7 online service. Improved product availability and the presence of research and development activities that induces innovation in the company.

**Legal:** The company has to face to legal approaches that would be useful in maintaining sustainability. The legal approaches include employment contract, labour law, corporation law and so on. Therefore, the legal structure of the business is immensely important.

**Environmental:** The business organisations are bound to fulfil the law for environmental protection. Therefore, when the business organisations are included in environmental protection, they have to follow the environmental laws. Therefore, the Body Shop is involved in producing environment-friendly products, that won't be dreadful for environmental degradation (Ganatra, 2021).

## Range of Alternative Solutions

**Solution-1:** Providing more opportunities for professional growth. This would be a huge motivational factor in the engagement of the employees. There should be training offered on a regularly in order to keep the employee competent and ready to take more advanced responsibilities. The idea of having the option to grow both financially and professionally is a big plus for any employee.

**Solution-2:** Appreciation of work is a mental motivation for employees. Human nature is getting appreciated for their task. Therefore, a solution could be to introduce an appreciation system. Therefore, they would be motivated and devoted towards their responsibilities.

**Solution-3:** Personal life and work life balance is an important factor. Therefore, allowing the employees to have a more flexible schedule could help with the constant stress feeling. Also, there should be a bigger allowance for time off both for sick days and personal days.

## Evaluation of alternative solutions

PMI analysis is a process of selecting the best solution from the different alternatives to solve workplace-based complexities. From the analysis of positive negative and interesting options, the best solution is adopted. In the decision-making process, PMI stands for Plus, Minus and

Interesting. Therefore, by following the PMI analysis, the proposed three solutions are analysed and that would be selected depending on the requirement of the workplace environment.

| Plus                                                                                                                                                        | Minus                                                                                                                                          | Interesting                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| More Opportunities<br>↓                                                                                                                                     | Appreciation system<br>↓                                                                                                                       | Flexible schedule<br>↓                                                                                                                   |
| <b>Pros:</b> It would increase the motivation of the employees.<br><br><b>Cons:</b> Increase in workplace incentives would be difficult for the management. | <b>Pros:</b> The employees would feel appreciated for their work.<br><br><b>Cons:</b> It would be partially effective in increasing motivation | <b>Pros:</b> Employee productivity can be increased.<br><br><b>Cons:</b> It would be hard to implement as the working hours would change |

From the evaluation, it has been represented that, plus one is the most appropriate one to solve workplace difficulties. It would highly increase the motivation of the employees and their productivity would be increased. Also, the Body Shop is a big company, so from the profits earned, they can increase the incentives to the employees (Whimbey, 2013).

A potent numerical method is the weighted decision matrix. It compares a set of options (such as ideas or projects) to a list of requirements that you must consider. It enables a crystal-clear framework you may refer to in conversations, meetings, presentations, or whenever you have to defend your choices.

Weighted decision-making matrix:

| Criteria    | Weight | Solution 1<br>Appreciation System |                | Solution 2<br>Personal growth opportunities |                | Solution 3<br>Flexible schedule |                |
|-------------|--------|-----------------------------------|----------------|---------------------------------------------|----------------|---------------------------------|----------------|
|             |        | Rating                            | Weighted score | Rating                                      | Weighted score | Rating                          | Weighted score |
| Design      | 1      | 3                                 | 3              | 2                                           | 2              | 3                               | 3              |
| Integration | 2      | 3                                 | 6              | 2                                           | 4              | 4                               | 8              |
| Costs       | 4      | 3                                 | 12             | 2                                           | 8              | 4                               | 16             |
| Impact      | 4      | 4                                 | 16             | 5                                           | 20             | 3                               | 12             |
| Total Score |        |                                   | 37             |                                             | 34             |                                 | 39             |

## Implementing the Solution

After the selection of a solution, it is important to implement the solution to solve the problem. In this case, the ADKAR model would be useful in implementing the solution. ADKAR change model is a widely used model in business activities, that ensures a significant change in the operational activities. So, the employees do not face any difficulty in the workplace. The ADKAR change model elements are briefly discussed and related to the selected solution following:



**Figure 3 ADKAR Change Model (Shah, 2014)**

When employee incentives would be provided, the organisation have to be careful and aware of their expectations. Accelerating expectations may create future problems for the organisation (Teczke, 2017). In the desired segment, the organisation would identify the preferences of the employees. Before, taking any change policy, the organisation has to gain full knowledge about the motives of the employees. Also, the organisation has to evaluate their

ability to make the change by increasing incentives. Finally, the organisation has to analyse the effectiveness of the changed policy (Balluk, 2020).

## Communication Plan with Stakeholders

Stakeholders are regarded as the third parties of a business organisation. They are not directly related to the business activities but they have an interest in the business as they have made an investment (Anderson, 2013). The stakeholders of a company are:

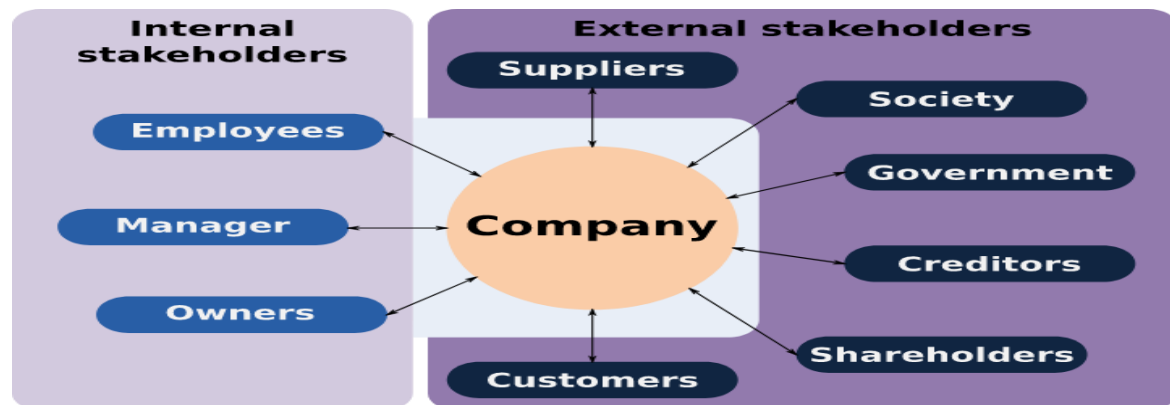
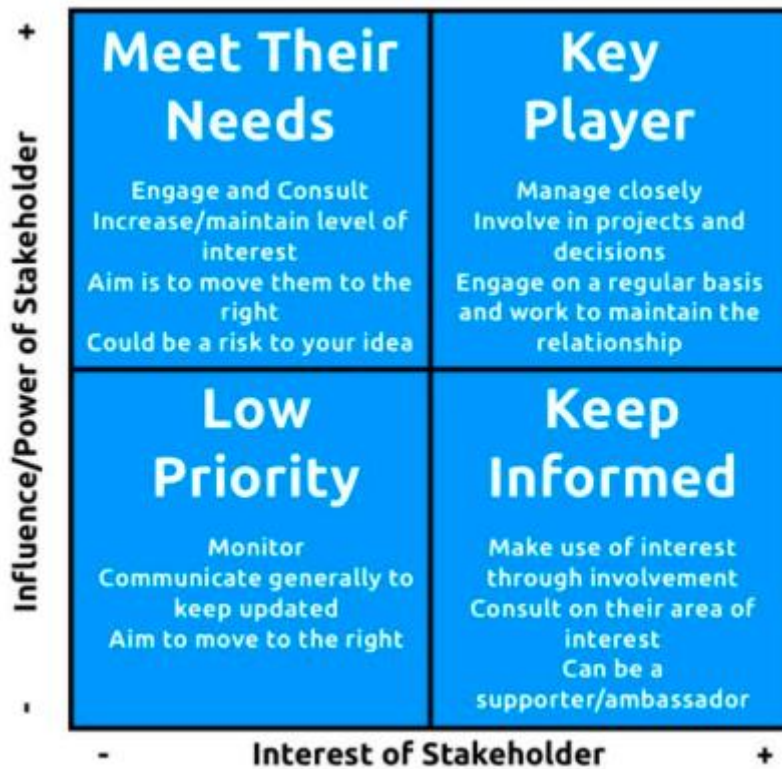


**Figure 4 Stakeholder Identification (Goodman, 2017)**

The Body Shop is owned by the Brazilian company Natura & Co. since 2017 (Mohammad, 2019). Before that, the company was owned by the French company L'oreal. Therefore, the company has to maintain communication with its franchise, suppliers, consumers, governments and NGOs (Vazquez, 2013). The stakeholder engagement matrix is represented below:



The internal managers and owners are involved as key players in the company. They meet the needs of the other entities. Again, company research and development, franchisees are listed as low priority (Karambelker, 2017).

Stakeholder engagement is immensely important for the proper maintenance of the company. Therefore, the communication process with the stakeholders is listed following:

| Stakeholder | Power/<br>interest    | Communication | Frequency    | Comments  |
|-------------|-----------------------|---------------|--------------|-----------|
| Owners      | Profits               | Face to Face  | Daily        | Effective |
| Managers    | Salary                | Face to Face  | Daily        | Effective |
| Franchisees | Profits               | Over Phone    | Once a week  | Effective |
| Suppliers   | Income /profits       | Face to Face  | Once a week  | Effective |
| Customers   | Products/<br>Services | Face to Face  | Daily        | Effective |
| NGOs        | Donation              | Over Phone    | Once a month | Effective |

### Monitoring and Review Techniques

After the implementation of the solution, it is the responsibility of the organisation to review the effectiveness of the solution. ADKAR Change Model was implemented to solve the problem of the lack of motivation of the employees of the Body Shop (Tang, 2019). The last step of the model was reviewing the effectiveness of the solution. Therefore, the ADKAR Gap model would be useful in assessing the gaps in the solution and how it can be made effective (Evan, 2022). The elements of the ADKAR gap model are represented following:

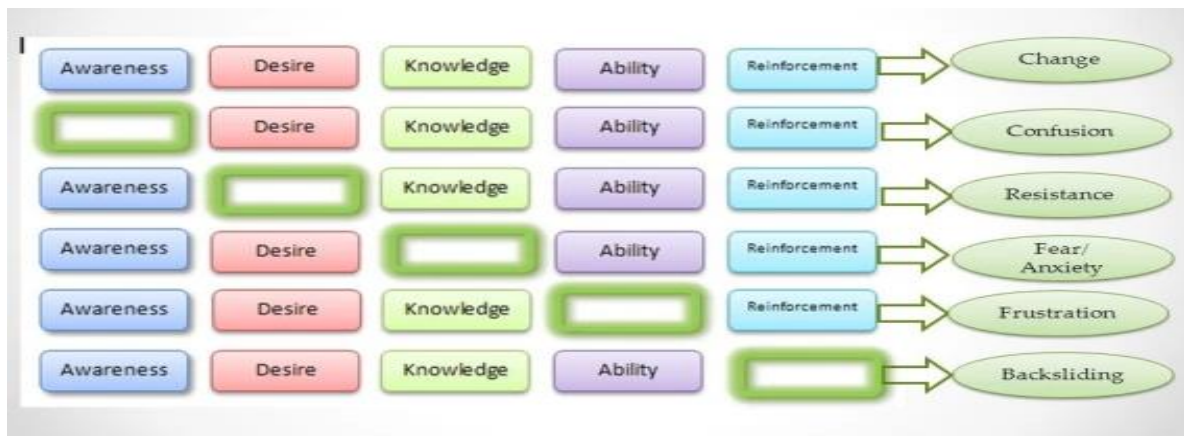


**Figure 5 ADKAR Gap Model (Hamdo, 2021)**

From the elements of the model, if anyone is missed, the process would be ineffective to solve the problem. Therefore, it is immensely important to maintain all the steps to implement the proposed and selected solution (Jones, 2019).

## **Conclusion**

Business organisations are required to be maintained properly. In this case, the adoption of proper strategies and theories are must. These help to reduce the risk and uncertainty. The Body Shop is a renowned British skincare company. Therefore, if the problem of the lack of motivation among the employees is not solved, the company may get a negative review of its operational activities (Kazmi, 2013).

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