



Problem Solving and Decision Making

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Lectures

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Table of contents

1. Problem definition

1.1. Explain the problem

1.2 Tools and techniques used to indentify the problem

2. Analyse the current situation

2.1 Swot analysis

2.2 Pestle analysis

2.3 Fish bone analyses

3. Identifly solusions

4. Produce a plan and solution

5. Alternative solution

6. Review and my solution

7. Conclusion

Problem definition

This report tells about when I worked as merchandising in a large company worldwide, known and implanted in the market with the name Unilever LDA, being the company one of the world leaders in the production and marketing of food, hygiene and home care products, being in Portugal a property of the Geronimo Martins group since 1949, with manufacturing units located in Santa Iria de Azóia where it produces and sells well-known and familiar Portuguese brands. This company is located in 190 countries, employing more than 169 thousand people. My role in the company was to manage several teams that went with me to the large supermarkets in Portugal, where we set up large promotions and prepared planograms, thus changing the entire display of products in the shelves and of course highlighting our products.

In Lisbon is the centre where the management and part of the marketing work, where the planograms that were implemented by me in large supermarkets are drawn up. I had a route from north to south of the country heading to the site with a work team, my role was to mark where I wanted the product and the number of fronts where the team would then start to make the total replacement of the products, while this replacement was elaborated, one of the employees tried to price the products correctly in order to avoid any failure, so I was supervising the work.

In one of these changes I went to the Jumbo supermarket in Alverca with a work team composed of 7 elements, when I started I separated the team by corridors as the product was deployed, which then an element replaces the product in the space I said, as I walked from runner to runner I couldn't see what was going on in another runner. At one point the supermarket security approached me and informed me what was being seen by the surveillance screens, the problem and that 2 of these employees, instead of working, were attached at a sexual level, at the same moment that I was informed I went with the security the room and I could see on the screen what was happening. Then accompanied by a security guard, I approached these 2 employees about the situation, which I immediately sent them home and prohibited their entry into this supermarket at a professional level. I informed the company that I had sent them away and that I needed an urgent problem-solving meeting which occurred the next morning.

Nothing like this had ever happened in my entire career because this behaviour is harmful to the company and to the customer, which in this case was the Achan group of the jumbo supermarket chain. Tools and techniques used by me. In this case, I used my ability to listen to what was communicated to me and reacted immediately, avoiding any trap, taking advantage of all my professional experience, obtaining the best result for both affected parties.

In the first point I had to define and understand the situation, so I could identify the cause of the problem so that I could make a decision, starting by identifying the type of decision to take, opting for the adaptive decision because the problem and solution are not common and only partially understood because the problem is not framed in the work pattern. In addition to the decision made by me, there are two more decisions that are routine decisions that are made when they are well defined and common problems, innovative decisions can be made when the problems are uncommon and not clear. I then opted for the expulsion of the two employees, this being one of the first solutions to take, as in my analysis they were not only

corrupting the good name of the company and were not carrying out the corresponding work. By taking this first decision I think it was the best way to avoid more problems that day.

Analyse the current situation

Swot analysis

In analysis, our strengths are many. Because the company has customers who are loyal to the brand of our products, and they are a brand known worldwide. The company seeks the knowledge and opinion of the consumer in order to get to know them better and improve the product. Another strong point is the professional training, as the company provides short courses and meetings about new products along with training at a professional level. The company's structure is one of the best at a professional level. The opportunities offered by the company are several, a specialized team trained in dialogue and open to all suggestions in order to quickly evolve at a professional level, all employees are trained in their work area and personalized services, there are several services offered by the company both to the employee and to the consumer, Unilever is a company that is always growing in the market. The weaknesses are paid with a low value depending on the work performed, which makes the employee not have full commitment, often the personnel selection part does not hire people suitable for the service, making the integration of these people in the company complicated. The risks are the rival companies that adapt to new strategies quickly which causes competition between companies, there are obstacles to closing job vacancies due to lack of qualification, many of the risks caused by employees and because they resist company changes or which causes them to have a negative impact.

Strenghts loyal consumers world brand meet the customer trained professionals trained structure	Weakness low wages selection of personnel poorly adequate participation and integration
Opportunities team capable of dialoguing and accepting suggestions employees of customized services rapid market growth	Threats company competition lack of qualification risks caused by employees negative performance

Pestle analysis

Political

Unilever is subject to regulatory restrictions and guidelines issued by the European Commission and the Food and Drug Administration of the United States of America. If the company does not comply, it may face legal issues having to comply with all local and regional laws defined by each country.

Environmental

Unilever promotes sustainable and renewable resources. The materials are eco-friendly, from packaging to design.

Social

As there are many brands, Unilever focused on developing a strong reputation. Working on issues related to social and environmental factors.

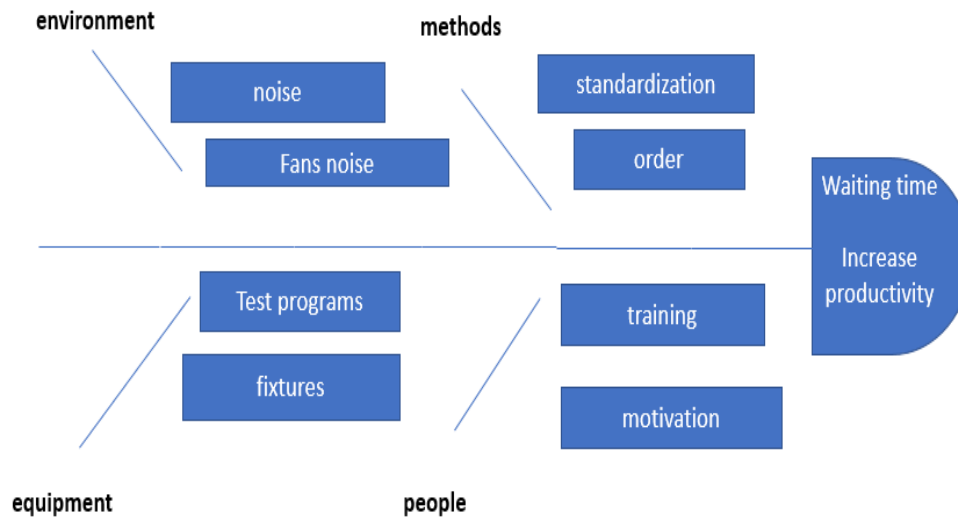
Technological

Unilever is increasingly producing new products which it sells online and in its own locations such as large supermarkets, warehouses and more. The company is working on developing its digital marketing and sales methods.

Legal and Economic

More and more consumers have less purchasing power, so Unilever has cheaper quality products. Unfortunately, Unilever is at the mercy of inflation and consumer tastes.

Fishbone analysis



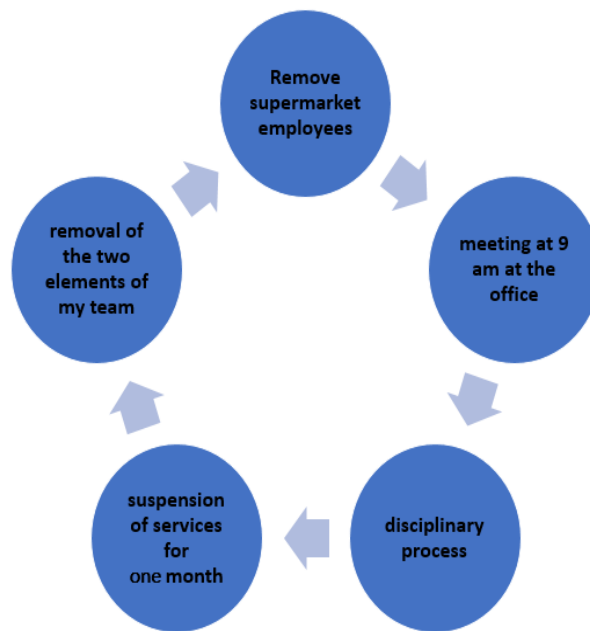
Identify solutions

As this is an isolated and unpublished case which I think that until that day had never happened which means that there is a behavioural pattern to be overcome and resolved, my first action was to send the two employees home and let them know so that they could present themselves the next day. At the company's headquarters at 9 am. Leaving the final decision to the directory. They can decide whether they want to fire or keep them on staff by applying a disciplinary process on the situation at hand. Always having the objective of solving without creating more problems.

Produce a plan and solution

Define	Plane	Implement	Sustain
Clarify roles Identify problem	Conduct impact Create the change Identify the risk Design plans for communications and training	Roll out communications Deploy risk-mitigation plans	Measure impact Adjust as needed based on problem

Solution



Alternative solution

Since the case was exposed to the employer's identity, my obligation was to be present at the meeting and report the situation and what was the first measure applied, focusing that I refuse to work with these two elements in my team. I understand that this conflict is complicated, and I encourage the company to find the best way to resolve it. The second stage was that the company filed a disciplinary proceeding for moral damages, suspending services for one month. They returned to their activities when the suspension ended but were not included in my team as I refused to receive them back.

Review and my solution

When reviewing the whole situation I've lived since the moment I'm told what was happening in the other hallway, I'm sure I've never felt so embarrassed by the action of the two elements. Of course, the first action I took was to apologize for the behaviour of the two elements. Two employees on behalf of Unilever. Along with security, I walked to the place and invited them to leave. I then asked that the images be forwarded to Unilever with the special favour of being available at 9 am the following day. I communicated to my superiors about the decision taken at the time of the event and scheduling of the respective meeting. Not feeling the least bit of regret for my deception. I think that Unilever should have taken a different decision, as the action of these employees gives the right to dismissal for just cause, but they opted for a disciplinary process, looking to be the first that had this behaviour and were good employees.

As from the moment I report the entire situation of the problem and the resolution made at the time of the event, the final decision is no longer in my hands, my work and my decision taken was considered by the board to be the best decision to be taken.

Conclusion

in conclusion, I think that the present study allowed me to recall a situation I experienced while working for the company Unilever, and this study reports a case of problem-solving in the team. Although it was a situation with some control parameters, the results point to the lower efficiency of the work, due to the loss of two employees, which made the work take longer to be carried out. I had the need to control some variables of process so that the team was able to improve its performance and finalize. For the practices carried out, it was necessary to be aware of my decisions taken at the time, because sometimes not all decisions are effective. Maybe if I had more experienced employees that day, the work could finish faster and none of this had happened. The decision taken by me was of great responsibility and essential for the company. I think my decision was structured and planned at the time, as my action was fundamental for success and growth. On the other hand, if I had not acted at the time, serious consequences could be generated that would lead to losses in the company. Before taking action, I knew how to evaluate all the possible alternatives, and I reflected on the decision I had to apply in order to choose the best one that meets the company's objectives.

In my view, work problems are always happening, because when one is solved, another one will soon follow. It is advisable to be aware that we can control and react to certain work problems. For all the tools that are rationality and practice of listening and empathy. That's why I think I used all the tools because first I listened to the supermarket's security report, then I saw the footage, and finally I took the necessary measures.

By this time it is clear that I had no studies on this subject, as I am only now graduating, and with the knowledge acquired in class, he made sure that all the steps I took were correct and I did a good job.

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THE END

