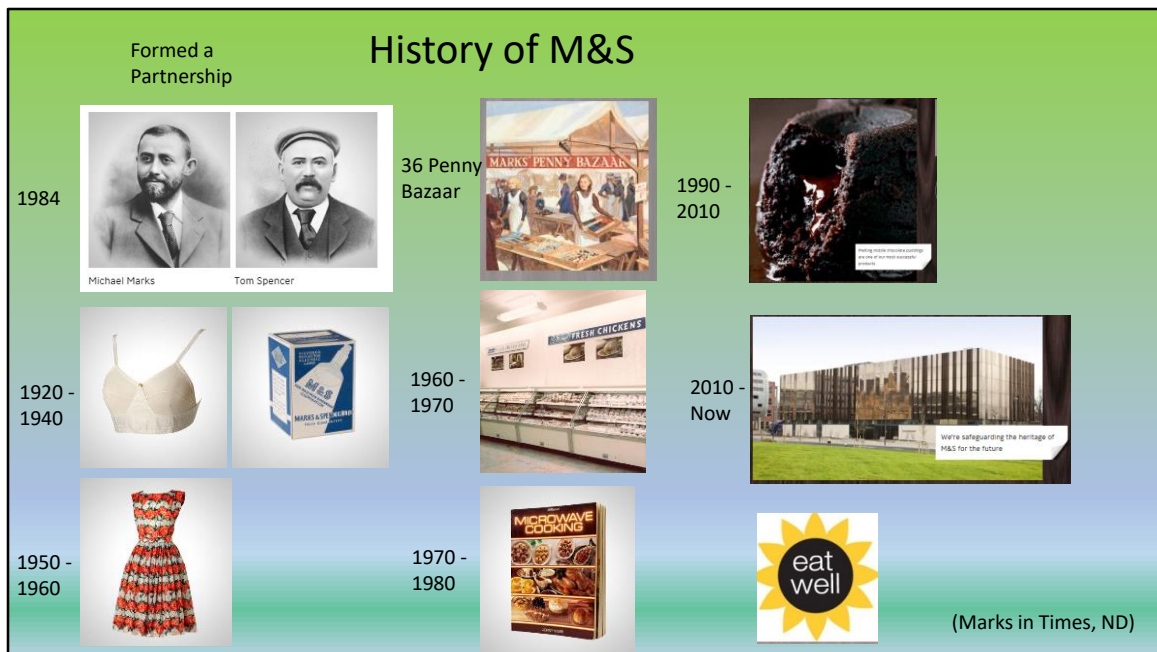




History of M&S

Beginning – Michael Marks opened his first bazaar in 1884, *'Don't ask the price, it's a penny'* was the slogan he used. In 1984 a partnership with Tom Spencer was formed. Marks & Spencer called their new stores "Penny Bazaars". By 1900 they had 36 Penny Bazaar outlets, including 12 high street stores with the rest being market stalls.

1920-1940 - M&S reinvented and responded to people's needs. they started to sell more of life's essentials, including underwear.

1950-1960- They sold dresses, which was known as the 'new look'. Glamour came bouncing.

1960-1970 – M&S had a fridge counter to sell fresh chicken.

1970-1990 – M&S bought out 'microwave meals' quality food for convenience.

1990-2010 – competition was arising, M&S created the melting middle chocolate pudding, a real hit with the customers.

2010-Now - M&S core purpose is *'Enhancing Lives. Every Day'*, through the company values of *Innovation, Inspiration, Integrity and In Touch*.

(Marks in Times, ND)

Edgar Schein

In 1980 Edgar Schein developed an organisational culture model to make culture more visible within an organisation.

He believed there were 3 levels –

- 1 - Artefacts and symbols
- 2 - Espoused values
- 3 - Basic underlying assumptions

(Mullins, 2016, p. 538-539)



The only thing of real importance that leaders do is to create and manage culture. If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening.

— Edgar Schein —

AZ QUOTES

(Source Google images, 27/02/2020)

Artefacts and symbols

This level marks the visible elements in the organisation such as logo, structure and layout.

Espoused values

This level concerns standards, values and rules of conduct.

Basic underlying assumption

This level is hard to recognise, the underlying assumption is deeply embedded in the organisational culture.

(Mullins, 2016, p. 538-539)

(Source Google images, 27/02/2020)

Applying Schein's model to M&S.

Artefacts and symbols (visible elements)

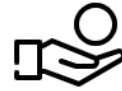


Source Google images, 2020)

'You will need clear motivation to keep yourself going even through tough times'
Cottrell S, 2003, p.90

"M&S understand the importance of staff clothing as a way of making their staff feel proud of their appearance.
(corporate social responsibility, ND)

(M&S Careers, 2020)



Pay – our salaries are competitive and reviewed every year, with extra performance rewards to recognise individual achievements.

MOTIVATION



Bonus – we have a number of discretionary bonus schemes for colleagues who've helped us reach our goals.

The M&S staff members in uniform shows employees belong to a team while wearing uniform, all employees are treated equal and with respect. It also shows that employees are all on the same level. (Source Google images, 2020)

From looking at the quote stated by corporate social responsibility, *"M&S understand the importance of staff clothing as a way of making their staff feel proud of their appearance"* (corporate social responsibility, ND)

This shows the employees of M&S want to present themselves well and feel proud of working for M&S.

Motivation also drives positive culture within M&S. M&S have incentives which motivate employees, such as competitive pay and bonuses.

"You will need clear motivation to keep yourself going even through tough times"
(Cottrell S, 2003, p.9)

M&S reward their employees for excellent work, this will boost motivation and morale within the organisation. (M&S Careers, 2020)

Espoused Values (standards and values)

EVERYONE HAS A VOICE



(Source M&S Careers, 2019)

Store assistant Jade at M&S
"Our till rolls are wrapped in plastic in a sealed box – what a waste of plastic!"
(M&S Careers, 2019)

Store assistant Beth at M&S asked "Can customers bring their own containers to the Market Place to reduce plastic waste?"
(M&S Career, 2019)

HOW OUR COLLEAGUES MAKE A BIG DIFFERENCE.



Espoused values

This level shows positive culture as M&S are already applying this level within their organisation.

M&S have many values which allow employees to be involved and allow employees to have a voice and give feedback. This shows excellent culture within M&S as having employees involved in decisions within the organisation will boost morale and motivation within the work place and increase productivity. (Cottrell S. 2010. P.123)

Everyone has a voice – Suggest to Steve.

Steve is the CEO of M&S and one of M&S values are allowing employees to have suggestions and ideas and to be able to feed the information back to the CEO. As stated on the M&S careers website, Jade a store assistant explain how she felt that the till rolls which were wrapped in plastic and then a sealed box was such a waste. She explains how she had an idea to reduce waste and took it to the Steve.

She stated,

"Our till rolls are wrapped in plastic in a sealed box – what a waste of plastic!" (M&S Careers, 2019)

Another employee suggested customers bringing their own containers to pack their food shop in. Beth sales assistant stated, *"Can customers bring their own containers to the Market Place to reduce plastic waste?"*

(M&S Career, 2019) M&S acted on the ideas straight away as they felt it was a brilliant idea to reduce waste.

It is evident that involving employees created positive culture in an organisation.

Sarah Findlater chair of the national business involvement group at M&S states, " Our network of colleagues from across the business feedback ideas and suggestions as to how we can improve." (M&S Careers, 2019)

Findlater is explaining how they thrive on employee ideas and suggestions and how employees enhance the business. This also shows positive culture within M&S.

(Source M&S Careers, 2020)

Basic underlying Assumption (Hard to recognise, deeply embedded in the organisational culture)

22 February 2020 (Glass Door, 2020)



"Extremely friendly, occasionally disfunctional"

★★★★★ Former Employee - Customer Service/Sales in London, England

■ Recommends

I worked at Marks & Spencer full-time for less than a year

Pros

Management was always friendly and constructive A quality suit as my sales uniform was provided free of charge The training was professional and patient The interview process was quick and easy

Cons

Management was occasionally dysfunctional and lax. However, the never overly negative

Great Place to work

"Good company , lots of investment on training and development. Great pay and bonuses including employee discounts on goods purchased from any of the store locations." (indeed,2020)

Asian workers making M&S clothes paid far less than living wage - report

Labour Behind the Label says workers in Sri Lanka, India and Bangladesh earn less than half what they need for decent living



(The Guardian, 2016)

Basic underlying assumption

This level is hard to recognise, when applying this level to M&S I have based it on past employee reviews. According to the Guardian M&S have been paying less than living wage even though they have made promises to Asian employees. Anna McMullen, a campaigner at Labour Behind the Label, said she was "disappointed and angry" that M&S had been not been able to make a difference to the lives of workers, despite its promises. From this you can see that the promises that were made by M&S to improve living condition which was not fulfilled. This is poor culture and not neglecting employee rights.

An M&S spokesperson said: "We are committed to further improving working conditions in our clothing supply chain and our work since 2010 has made a significant difference. For example, average wages at our supplier factories in Bangladesh are now 60% above the current minimum wage." It is evident after campaigns M&S has acted on the promises to improve living conditions for the international workers. (The Guardian, 2016)

A review stated by a former employee at M&S explained how M&S was extremely friendly place to work and management was always constructive, with plenty of

training. However the employee expressed that the management was occasionally dysfunctional. (Glass Door, 2020)

From looking at this statement it shows that M&S management team is friendly and approachable, however can be dysfunctional at times and this can leave to a positive or negative culture if management do not engage with employees.

Finally, the statement given by indeed by a former employee stated, *“Good company , lots of investment on training and development. Great pay and bonuses including employee discounts on goods purchased from any of the store locations.”* (indeed, 2020) from this statement it is evident that M&S invest on training and developing their employees which is beneficial for the employee and the employer, this is positive culture as it is investing in the employees within the organisation. Also M&S pay competitive salaries and bonus.

After analysing all three statements I feel M&S has an excellent culture within the organisation as their reviews from past employees are positive. However they did not fulfil their promises to their international employees until a campaign was raised. This is now been resolved. Overall after the evident shown M&S has positive culture.

Schein model fits well within M&S culture as it shows positive culture within M&S, management engage with staff and thrive on employee feedback. This is a brilliant tool as the value ‘Suggest to Steve’ is motivating and involving employees. also, the visual aspects within M&S such as wearing uniform creates a positive culture as employees all feel apart of a team and treated equally. This creates positive.

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