

Name:		Candidate ID:	
Paper Number :	31588H	Exam Board:	Pearson
Title of Exam:	Business/Enterprise and Entrepreneurship	Centre Number:	64395
Date:	10/01/20		

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Management and leadership at Lilyday's centre

**Positive aspects of Management and leadership at Lilyday's centre**

Lilyday's managing director Catherine Emile has both positive and negative aspects to the way in which she conducts her job role. One positive aspect of her management and leadership is that she has created a positive work culture within the business as staff satisfaction level are, with a positive work environment. This is a positive as it means it is easier to maintain staff motivation which leads to high levels of productivity – helping to achieve profit. Furthermore, Cathrine is described as organised and she helps to support her staff when they need guidance, this is a positive to her management and leadership as staff feel more motivated when they have frequent interactions with their boss and that their boss is visible and involved with day to day activities. Finally, another aspect that Cathrine is conducting positively is the way she has trained her staff to interact with customers, they have described as 'feeling part of the family'. This is effective towards gaining success as this will encourage consumers to maintain loyalty towards Lilyday's and increase the chance of them using their services again, this will achieve greater profit in the long run.

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### Negative aspects of Management and leadership at Lilyday's centre

Despite Cathrine effectively conducting her leadership and management at Lilyday's in some aspects, ultimately the firm is struggling to achieve any profit at all and there are clearly underlying issues within the firm. Cathrine appears to be a transactional leader, this means that she has consistent involvement with day to day business activities but is less focused on future goals for the firm. Although it is a positive to have day to day interactions with the business, I think that it would be more effective for Cathrine to operate as a more transformational leader – meaning she plans for future business activities. Another negative aspect to Cathrine's leadership style is that she appears to have given her self too much responsibility – this is reference to how because she's so involved in day to day activities (as mentioned above) she has no time to develop a long – term strategy for the business.

Finally, I believe that Cathrine has a poor workforce planning as the extract describes how her staff don't always have sufficient tasks to engage them. This is a negative as it may lead to lower staff motivation due to boredom and therefore lower staff satisfaction.

### How these aspects are impacting Lilyday's four main aims

Lilyday's first main goal is to 'provide a varied and current programme...'. They are clearly not achieving this as the extract describes how they are booking the same events each year and appealing to the same target markets. This is not only not meeting their aim but also

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damaging sales and therefore overall profit. I think this is due to Cathrine trying to maintain her business culture of being interactive with day to day business activities and therefore not having the time to plan ahead for the future. Although this is dmamging the first main aim, i think that they are definetely achieving their second main aim which is 'maintain excellent levels of customer satisfaction for tour promoters'. The extract provided describes how satisfaction with all stakeholders appears to be highly satisfactory, achieivng this aim is effectiving in maintaing loyalty with both consumers and tour promoters – meaning potential returning customers and easier interactions/communications with tour promoter; making future transactions easier. Their third main aim is to 'maintain a positive business culture with high staff satisfaction', as i've described earlier , I think that Cathrine has guaranteed a positive business culutre with her leadership style and staff satisfaction is high. This will maintain motivation and productivity with staff. Their fourth and final aim is simply 'achieve a 5% net profit margin'. Despite the fact that I don't think this is an unrealistic aim at all (especially in comparison the EveryMan cinema which reportedly achieved a profit margine of around 17% in 2017) Lilyday's reportedly have struggled to break even in recent years. In my opinion this is largely due to the fact that Cathrine is trying to manage too much of the business operations and she should consider delegating someone to complete what she does during daily business activities so she cna plan ahead, or reverse these roles.

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Overall, Lilyday's are managing to achieve two of their four main goals comfortably in my opinion, however i believe that the two they are struggling to meet are perhaps more crucial in surviving as a business (which is what they are currently doing). They should be looking to achieve the 5% profit margin rather than break even and providing varied shows should help acheive this. There are several improvements I think Cathrine can make to her management and leaderships, to not only meet their four main goals but maintain long-term success in future.

**Reccomendations that could improve the functions of management and leadership at lilyday's**

**Not planning for long-term business operations.**

As i've stated, i think one of the main underlying issues that is affecting Lilyday's success is the fact that their manager Cathrine has taken on too much responsibility currently. This means she doesn't have the opportunity to plan realistically for the long-term of her business which I think is definetely damaging the success of the business. Although there are definetely positives for a manager conducting themselves as a transactional leader, having consistent input towards day to day operations will maintain quality in the short-term and help keep staff motivated. I think this is only effective in the short-term due to the current state of the business. Struggling to break-even despite a goal of at least 5% profit is

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very poor and I think this can largely be due to the fact that Cathrine doesn't have the time to properly plan future business activities. The effects of this are clearly shown by the fact that Lilyday's are repeatedly showing the same shows effecting their attendance and struggling to fill their venues to full capacity.

**How hiring/promoting soemone to take Cathrine's position as day-to-day operations manager will help improve long-term success.**

At the emergency meeting that was conducted at Lilyday's, they did propose that one of the customer service managers will be promoted to Cathrine's day-to-day role; I fully agree with this suggestion. Despite Cathrine being an effective day-to-day operations manager in my opinion, i think that her leadership and manager skills are wasted especially as she's described as a very 'organised' manager. Having someone to fill in for her role of day-to-day manager will allow for Cathrine to use her organisational skills for improving the variety of the shows that Lilyday's offer. I think this will nott only meet one of their Main Aims of provding a variety of shows, but should increase their market segment with more appeal to a more diverse audience. This will improve their sales and should help improve their profits. However, I think that the should perhaps make their aim of 'provide a varied and current programme...' to more of a SMART objective. This is because it isn't a very measurable goal and there isn't a specific time period in which they want to complete in. Considering this,

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Lilyday's should perhaps change the aim to providing at least 4 more genres within the year. They could further improve upon this by implementing a way in which they can establish whether someone is a new customer – showing the effectiveness of providing varied shows – such as ensuring that consumers have to sign up to Lilyday's when purchasing a ticket. Lastly, making the transition from a transactional to a transformational leader is similar to how Steve Jobs – one of the most successful leaders ever – conducted his business. Taking inspiration from him as he was always planning ahead; especially towards to end of his career. I think Cathrine should use this influence to help drive the business towards success in the long-term.

### **Ineffective Workforce planning**

Another issue that is haunting the success of Lilyday's is the way in which they have conducted their workforce planning. The extract describes how some employees struggle to fund sufficient task to do during work hours to keep them busy. This not only will damage the motivation of the employee due to boredom – which could lead to high absenteeism – but it is also creating unnecessary costs for the business. This is especially a big problem because Lilyday's are struggling to break-even, this means having too many staff on and creating these costs for themselves could become crucial towards their survival.

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**How Lilyday's can streamline their workforce planning to save costs and create a motivated workforce simultaneously**

I think that the best way for Lilyday's to improve their workforce planning would be to retrain their employees to be able to complete more than one job role. Employees are subdivided into different teams which complete different tasks – such as cleaning, catering and customer service, but i think that perhaps they would offer employees the opportunity to be retrained in another job role. This would decrease the likelihood of their employees having insufficient tasks and would make their workforce planning far more efficient.

Furthermore, according to Herzberg's two factor theory, job enrichment is an effective way to improve motivation for employees, although their staff are already motivated, giving them the opportunity to learn more skills for a different job role will further motivate them and improve productivity. Although it may be time consuming intially to train employees in different job roles , as i think they aren't paricularly high skilled roles, it will be more beneficial for Lilydays's in the long run to have employees that have mulitple skills. It'ss means that they can perhaps have employees complete catering and then cleaning afterwards, this will reduce the number of employees they have on and save costs which i think is crucial considering Lilyday's current profit. I think this is especially effective during the time periods in which they expereince less demand so there is less need for employees working. Howeverm this may upset some employees as they may experience their hours

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being which has to be taken into consideration by Lilyday's when implementing this change, they will have to ensure they communicate this change effectively and ensure that their employees are fully aware of the change.

#### Managing these changes suggested - Kotter

The changes the leadership I have suggested ensure that Lilyday's tackle their aims, such as Cathrine spending more time developing future endeavours for the business by restricting her day-to-day operations and focusing on long-term success by developing stronger links with tour promoters and providing a variety of shows. Furthermore, by improving the workforce-planning of the business to save on costs and achieve a greater profit. I think that Cathrine can apply Kotters 8 stage theory, the stages I believe are most crucial and applicable to Cathrine are 'maintaining strong communication', as she has constant interactions with her staff I think it's crucial that they understand that they won't be seeing her as frequently as they used to. Furthermore, when adjusting her workforce planning, it is essential her employees are made well aware of the changes she would like to make to avoid any disruption or upset among the workforce. Another aspect of Kotter's theory which I believe is essential is 'being persistent' and 'long-term success'. I believe that these two accompany each other and are essential for implementing any change within a business. I think that Cathrine needs to ensure that she ensures that she sticks to

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## Types of contracts and their pros and cons for Lilyday's.

Different types of employment contracts Lilyday's can implement

- **Zero-hour contracts**
- Part time contracts /Full time contracts
- Subcontracting to third party businesses and conclusion

Lilyday's have a range of contract types they can choose to implement to help work towards meeting their business goals. Each contract has pros and cons that can be applied in terms of the impact it will have on the employees and the business itself. The types of contracts I have proposed they look to consider before implementing are zero-hour contracts , part time/fulltime contracts and subcontracting particular job roles. Not every contract type will be effective and the right choice for each individual job role and the most effective way to implement them is likely to analyse each job role and conclude the most appropriate type of contract.

The first type of contract that is under consideration is a zero-hour contract. Zero-hour contracts refers to when an employee isn't working on fixed hours but are instead offered different shifts every week or month. This contract type is usually not popular among employees as it is difficult to ensure that it is implemented to maintain employee satisfaction. This is because according to Maslow's hierarchy of needs, one of the most critical aspects of ensuring an employee is happy and motivated is the assurance of guaranteed pay. Having zero-hour contracts doesn't guarantee a set pay for employees as they don't know what hours they are working until close to the time of the shifts. This is especially a negative if Lilyday's were to implement zero-hour contracts as the demand for their shows fluctuate throughout the year, this means that employees may have a lot of hours one month and plan

ahead accordingly; only to receive a significant lower amount of hours the following month. Although employees may not be as motivated as they could be under zero-hour contracts, it does benefit the employee as it makes the workforce planning far more flexible as they can just have employees working when they need them , saving costs.

This is especially effective for Lilyday's as they have had instances in which staff don't have sufficient tasks to complete during work, this means that there is unnecessary costs of having that staff work which in particular is damaging t Lilyday's considering their poor profit margin (Barely breaking even). Taking this into account, zero-hour contracts could prove an effective way for Lilyday's to employ some of their staff. However, I think that this is only a viable option for their less skilled job roles such as the cleaning or customer service, as it would be difficult to employ a manager on a zero-hour contract due to the amount of hours they do as it is. Although Lilyday's may benefit from the flexibility of zero-hour contracts, when looking at the effect of implementing zero-hour contracts at Clearway Theatre, they had an increase in staff absenteeism and a fall in customer satisfaction. This shows that implementing zero-hour contracts – if done poorly – will damage the workforce's attitude and consequently damage their customer service. This is important to avoid considering how one of the main strengths of Lilyday's is their customer service.



## Types of contracts and their pros and cons for Lilyday's.

- Different types of employment contracts Lilyday's can implement
- Zero-hour contracts
- **Fixed Part time contracts /Full time contracts**
- Subcontracting to third party businesses and conclusion

The next type of contract that Lilyday's could implement is part time or full time contracts for their staff. This means staff are guaranteed hours which they do every week, part time being under a 40 hour week and full time being at least 40 hours per week. This is an effective contract type for Lilyday's as it will maintain high levels of staff motivation. This is reference to Maslow's hierarchy of needs in which it is crucial to ensure staff have guaranteed pay. Having staff on guaranteed pay will in turn, help maintain motivation. This will work towards Lilyday's goal of maintaining high customer satisfaction as their staff will continue to be productive and provide a good service. Furthermore, after research I have conducted to similar businesses, I found that EveryMan cinema had switched their contracts for employees from zero-hour to fixed part time or full time. According to the article provided by the Guardian, employees had reacted extremely positively to this change. Lilyday's could take this into consideration as EveryMan cinema is highly successful with a profit margin of around 17% - much higher than that of Lilyday's goal of 5%.

Although there was clearly a positive response when EveryMan implemented their new fixed contracts, they were already a highly successful business so it would be difficult to suggest a correlation between the contract change. Furthermore, EveryMan is solely a cinema business which experiences similar sales year round whereas Lilyday's has fluctuations throughout the year. This is an important

consideration because it means it would be difficult guaranteeing staff hours when they are not needed and would only add the Lilyday's costs. Furthermore, I think this is especially important to take under consideration when you take into account that some employees are already finding it difficult to keep themselves occupied during a shift. Because of this, I think it would be impossible to have every staff on a fixed contract throughout the whole year without causing unnecessary costs – particularly considering Lilyday's are struggling to break-even.

## Types of contracts and their pros and cons for Lilyday's.

- Different types of employment contracts Lilyday's can implement
- Zero-hour contracts
- Fixed Part time contracts /Full time contracts
- **Subcontracting to third party businesses and conclusion**

The final type of contracting that Lilyday's could perhaps implement is subcontracting certain job roles. This means that Lilyday's will employ third party businesses to complete a particular job role, such as hiring a kitchen crew to complete the catering. This can be an effective way to workforce plan as it relieves any stress from Lilyday's in the sector of the business as another firm will complete it for them. This would be most effective in catering in my opinion as it will relieve Lilyday's from having to worry about the catering side of the business – which is unrelated to their goals – and focus on ensuring that they maintain a good customer service which appears to be one of the main selling points for the firm. One obvious downside to this is the added financial cost of subcontracting various job roles to third parties and whether they maintain the company image Lilyday's have built up. Furthermore, it can only really be used for the lower skilled job roles as they will still want management to be a Lilyday's employee because they have the most knowledge in regards to Lilyday's vision (maintaining quality customer service etc.).

Overall, despite it's obvious flaws, I think that implementing a zero-hour contract could prove to be the most effective type for Lilyday's for meeting their objective, but only in regards to the lower skilled job roles. I think that the most effective way to implement this would be to take influence from ODEON cinema; they guarantee all employees at least 12 hours a week work with the option to pick up more hours if

they desire. This could prove extremely effective for Lilyday's as biggest flaw of zero-hour contracts is the fact that employees don't have guaranteed hours. Having guaranteed hours weekly should keep employees happy and avoid the disadvantages that Clearway have been experiencing (higher absenteeism and poorer customer service). This will help maintain Lilyday's goal of maintaining high employee satisfaction and maintaining a positive business culture as employees will remain happy. I think that this will also arguable help Lilyday's work towards their goal of generating a 5% profit margin each year, this is because they can guarantee a certain amount of ours fixed throughout the year and then offer more hours during the busy periods of the year. This will allow for a more flexible workforce and avoids the issue of staff having insufficient tasks to do whilst on a shift, saving costs on wages and working towards a 5% profit margin. However, they should still maintain managers in fixed part time/full time contracts as they will likely be needed consistently throughout the year to ensure that operations are running smoothly. I don't think Subcontracting is a realistic option at all for Lilyday's as it doesn't work towards any of their goals and due to their current financial position; I think it is completely unrealistic and not affordable. Perhaps in future this may be an option once Lilyday's start experiencing a healthier profit margin.

## Maintaining Employee engagement and business culture following the implementation of new employee contracts.

- Why initially implementing zero-hour contracts has to be handled delicately among employees and how to communicate the new changes effectively.

Although initially employees may be reluctant to agree to being moved to zero-hour contracts; especially since they are widely considered unethical from workers. An example of this would be the 'Sports Direct Scandal' in which Sports Direct were completely taking advantage of the fact that they had employees on zero-hour contracts, such as asking two employees to work the same shift and who ever got their first got to work and not offering enough hours in general. So taking this into account, it is absolutely crucial that Lilyday's implement these new contract types delicately and ensure that all their employees are aware of what changes are being made to them. I think the most effective way to ensure this among employees would be for the managing staff to hold face to face meetings with each employee to discuss and inform them of the contract. Despite the fact that this may seem extremely time consuming at first, I think that it is important that employees are aware completely of what changes are coming and have the opportunity to ask any questions they may have. This will help maintain the current positive culture as employees will still feel part of a team as they are so involved. Moreover, I believe implementing this contracts to have fixed hours will help maintain employees current positivity, because as mentioned – Maslow's hierarchy of needs explains how guaranteed pay is crucial in motivating an employee to work.

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## Maintaining Employee engagement and business culture following the implementation of new employee contracts.

- How effective workforce planning will help maintain employee satisfaction with the implementation of zero-hour contracts

I think that with the implementation of Zero-hour contracts, workforce planning will become more crucial than ever for Lilyday's. This is because as I've mentioned, ensuring employees are happy with the proposed contract change is vital, therefore management will have to ensure that they plan far in advanced when concluding whether they will need extra hours or not on top of the fixed hours I've suggested they offer employees. I would recommend that they ensure employees are aware of the extra hours they can pick up at least a month in advanced. This is because judging from Clearway's not hugely successful implementation of zero-hour contracts, they only let staff know of the hours they will be doing 2 weeks in advanced. This can make it difficult for employees to plan their social life's outside of work and reduces employee satisfaction. Consequently, I think ensuring employees are aware of the available hours at least a month in advanced allows for them to plan accordingly. This will help them maintain their enthusiasm working for Lilyday's and the positive business culture will persist.

## Maintaining Employee engagement and business culture following the implementation of new employee contracts.

- How Zero-hour contracts will allow for employees to stay more motivate whilst at work and how this will improve business culture
- Overview of my recommendations of contracts at Lilyday's

Lastly, I believe that staff motivation at whilst working will actually be improved following the implementation of the zero hour contracts I have propose – whilst also saving on costs. This is because Lilyday's staff have experienced shifts in which they have struggled to keep themselves occupied, this not only an unnecessary cost – but also leads to less motivated staff. This creates a less motivated workforce because still may feel boredom whilst on shift if they have insufficient tasks, consequently leading to higher staff absenteeism and poorer employee satisfaction. However, following the implementation of zero-hour contracts I have suggested, employees will be working their fixed hours in which they are needed and if there is a large amount of bookings for example, Lilyday's can offer more shifts for them to do. This flexibility benefits both parties as it will save on costs of having staff at work when not needed and will keep staff occupied and productive. This will help improve the current business culture as some staff currently may be feeling that they find their job boring and may damage people's attitudes at work.

Overall I think that the implementation of zero-hour contracts at Lilyday's will definitely seem controversial initially, this will be due to the general bad reputation they maintain nationally (such as the 'Sports Direct scandal') and the evidence of Clearway's theatre damage to staff attitudes following the zero-hour contracts. However, I think if the managers at Lilyday's sit down fact-to-face with their

employees and explain how they will still be guaranteed to fixed hours – just not as many – staff satisfaction levels will remain positive. Furthermore, ensuring that staff are aware of the potential additional hours they can pick up alongside their current fixed ones at least a month in advanced will help maintain a positive culture as their staff can plan their life's outside work accordingly – this will require effective workforce planning into the future but results will be extremely positive. Finally, as staff will no longer be doing unnecessary hours, this may help reduce absenteeism and help maintain a productive workforce and culture. To conclude, the long-run effects of the implementation of this type of contract will completely outweigh the initial hindrance that Lilyday's will experience.