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ASSIGNMENT 1

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Introduction

The largest in Europe and second-largest visitor attraction operator, Magical Entertainment prevails their importance in dominating the global market in this sector. Operating over 100 Midway attractions in 22 countries, Midway Entertainment provides points of attraction in the food services, drinks as well as retail spaces and photography and customer may capture beautiful memories of their timeline. In this context, the entrepreneurial architecture is critically analyzed and the development of the entrepreneurial architecture through leadership, culture, structure, and strategies makes the organization more responsive and innovative. Furthermore, the critical evaluation of corporate entrepreneurship in response to environmental changes, organization architecture through the innovation audit, and critical evaluation of the strategic options to improve the entrepreneurial orientation are also discussed.

Entrepreneurial Architecture

Entrepreneurial Architecture can be defined as the routine, norms, hierarchy, and medium of an organization that provides influence to the norms and behaviour of the individual person with certain strategic goals which enable the smooth flow of knowledge, technology, and innovation from the organization to the society.

The leadership:

The business is based on the strong brand value globally and effective leadership strategies inside the organization help the company's architecture in achieving the goal. The company is naturally balanced by the impact of external factors. The decision-making of the managing committee is based on three major parameters and they are performance, responsibility, and accountability. The company acquires the employees' feedback and reviews from the guest to analyze their overviews of the tasks. The feedback is taken in the form of a survey. The degree of satisfaction level with their operations is then analysed. The whistleblowing and fraud policies are taken in the form of the audit and the company board has an effective evaluation. The transactional leadership style among the employees and advice are taken from both sides - the top hierarchy of the company and the employee level. The combined contribution of the company's hierarchy helps the company in achieving its goal.

The Board composition:

The board is formed according to the investment of the shareholders in the company. Every investor is nominated according to the qualification to sit on the bench of the managing committee.

The company has different wings such as the Audit committee, remuneration committee, and health and safety committee. The board of members takes the people's feedback in order to evaluate the effectiveness. The Magical board and the executive committee together comprise twelve men and three women and the senior management is set to form the annual reports for the company.

The director's responsibility:

The company has a strong directors hierarchy and during the time of pandemic they took the company's matters seriously. They appeared ten times in the video conferencing during the time of the pandemic and the main point of the discussion was that at any matter their services towards the customers should not stop. The director's responsibility is somehow related to the ethical, legal, and regulatory responsibilities of the company. The key decisions are taken by the committee team and the director's advisory panel.

Opportunity and Risk:

Magical Entertainment has effective career growth opportunities for its employees and efficient risk management strategies for projects. the discussion of risk management is often undertaken by the management committee and regulatory advisor board. The key elements of the discussion are health, safety, and security with a wide range of risk registers and, mitigation plans. There is group strategic planning and risk management technique that is distributed among the concerned person. There are certain internal control activities inside the organization which help to assess the regulatory body of the company in determining the opportunities for the company in achieving its goal.

Remuneration:

Remuneration is determined by the remuneration committee of the organisation. There are a series of finite tasks in order to determine the remuneration for the company's employees according to their results and performance towards a particular task. The performance appraisal of the employees is determined and career growth opportunities are given accordingly. There are training and grooming programs for the employees in the organization which may help them to get the promotion to convey the responsibilities of their concerned post. The remuneration committee has also a long-term goal in order to pay incentives to their employees.

Stakeholder management:

Magical Entertainment has a strong company hierarchy model in order to manage the stakeholder including the employees of the organization. There is a group business model where the details of the stakeholder management are pointed out. The mutual statement between JVCO Limited and Magical Entertainment ends with the 52-week joint venture for the project. The company identifies the major stakeholders and classified them according to the point of their interest. The chairman of the company plays an independent goal and stakeholders are classified according to the internal and external categories. The key member of stakeholders for the company along with the employees are members of the Magical Executive Committee, the Chief Executive Officer, and the Chief Financial Officer of the company. The management of the stakeholders are abide by the company's regulation act, 2006.

Critically Evaluation through innovation audit

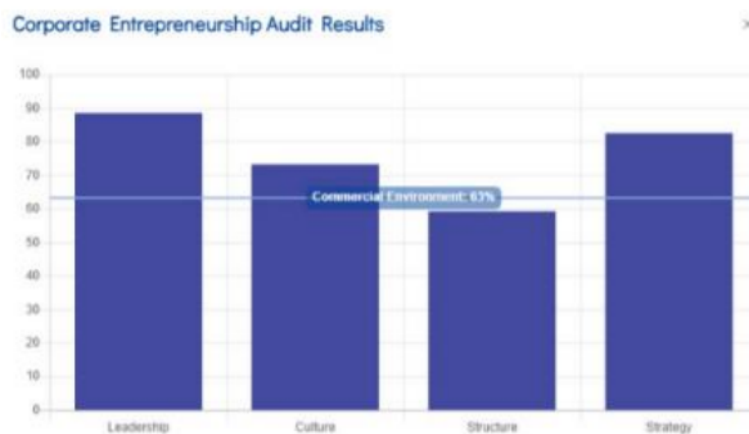


Figure 1: Corporate Entrepreneurship Audit Result of Magical Entertainment

Source: (Glassdoor.com)

The employees of the company provide feedback about the company in the employee portal (Glassdoor) and it is evident from the above figure that employees are 89% satisfied with the leadership of the company and 83% employees are satisfied with the strategies taken by the company. The culture and structure of the company and employees have moderate feedback about it. There are different communities that may work with the organization and cultural barriers can be a problem for those employees. While most of the communication is in English languages and

company needs to provide proper training facilities for cross-cultured employees. The communication barriers must be reduced in order to enhance the productivity of the task.

Found 874 of over 993 reviews



Figure 2: Employees Reviews of Magical Entertainment

Source: (Glassdoor.com)

The overall Glassdoor rating for the company Magical Entertainment is 3.6 out of 5-star rating and it is considered a moderate rating norm by the employees. The recommendation of the job to a friend is about 64% and approval by the CEO is 88%. There are 874 reviews taken out of 993 reviews. The company needs to improve its cultural commitment and overall structure of the operation. A better cultural commitment and structure enhance the creativity of tasks in order to achieve the goal. The employees want to change the middle management of the company as they are not quite responsive in their tasks and cannot give finite solutions for any problems. There is little opportunity at this middle level as a full-time employee of the organization. The modification in the structural issue for the company must be done in order to do progress and the company must provide equal opportunities for the middle management section and if necessary then the middle management can be changed.

Evaluating the architecture of an organisation using entrepreneurial audits

An Entrepreneurial audit is an online tool that will assist to understand the process of an organisation's performance and strategy which makes the organisation innovative.

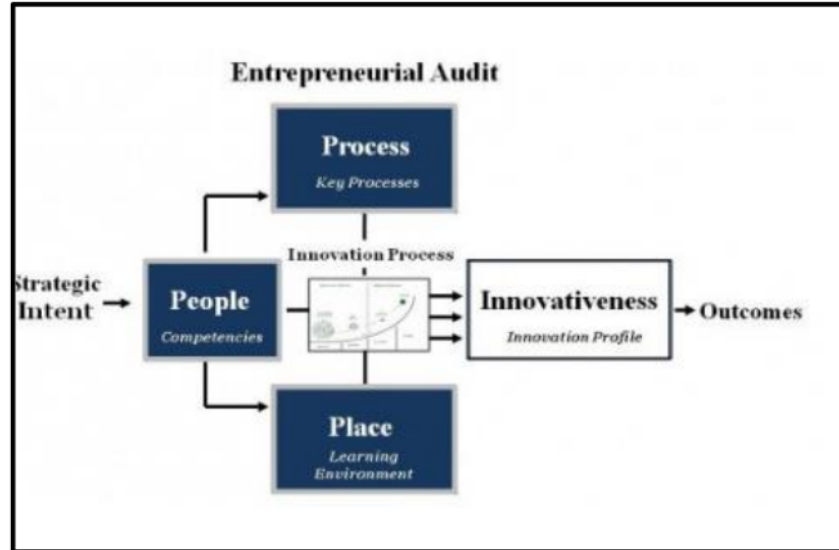


Figure 1: Entrepreneurial audit

(Source: self-created)

As an example, to understand the Magical Entertainment architecture, an entrepreneurial audit will help to understand their present working process and it also provides an effective way to assess the level of entrepreneurship. Apart from this, to understand the architecture of this organisation it also needs to identify its strategic intent which will help to understand that as an entrepreneur their efforts and resources are used. Also, the management team needs to evaluate some other factors of this organisation.

Strategic Intent

In the case of Magical Entertainment, their main strategy and purpose are to make sustainable living commonplace which will help the satisfaction level of their employees (Magical Entertainment PLC, 2023). Apart from this, to improve brand quality, this organisation prefers to use advanced technology in their workplace and also take action to solve any social and environmental related issues in their workplace.

People

For the people and also for their employees, this organisation announced specific policies and information, in the year 2021 this organisation has announced its wide-ranging social commitments that will help to promote equality and increase the economic growth of this organisation (Magical Entertainment PLC, 2023).

Process

The management team of Magical Entertainment always focuses on applying a specific approach to their organisation and now this organisation follows a unique approach such as Decision making under Uncertainty (DMUU). For decision-making, this approach is a disciplined, methodical and structured approach.

Innovation

Most of the products of this organisation are based on innovation crafted and the experts of this organisation also prefer to communicate with the other networks of partners. Apart from this, to make innovative products, this organisation focuses on scientific discoveries that will help to improve the quality of their products.

Place

This is a UK-based organisation and also circulates its branches all over the world. It is a multinational consumer goods company. This organisation generated revenue from the rest of the world, especially in the USA, this organisation earned huge revenues for their innovative products. This organisation is popular in this place only for their proper business model where this organisation provides low-cost products with high quality. That is why, not only in the UK but also in other countries, people prefer to use products from Magical Entertainment. In addition, for the high economic place, this organisation also gain their profitability.

Outcomes

In the present time, this organisation focuses to improve its system and adapting specific approaches for its organisation. This kind of strategy will help to defeat their competitors in the global market. Apart from this, after focusing on health this organisation produced their products which will help to fulfil the importance of their consumers. The marketing approach is one of the best to increase brand value in the present market where consumers can gain information about this popular brand and their various product lines.

Number of strategic areas to improve its entrepreneurial orientation

In order to build an entrepreneurial orientation, most organisations need to follow five dimensions such as autonomy, competitive aggressiveness, innovativeness, proactiveness and risk-taking.

Need to improve the work environment for Autonomy

Autonomy refers to whether a team or individuals within a company has the freedom to provide an entrepreneurial idea and also provide some challenges if they face some issues in their workplace. As an example, through this process, Magical Entertainment can improve its work environment area, where the teams of this organisation should provide some innovative ideas which will assist to improve the quality of the products. In this way, teams and employees will understand the rules and regulations of their organisation and they are able to more effectively invest in new ideas for their organisation.

Need to improve product quality for Competitive aggressiveness

Competitive aggressiveness is a tendency which most organisations use to increase their marketing growth when an organisation directly challenges competitors rather than trying to avoid them (Covin *et al.*, 2020). As an example, in the area of Magical Entertainment products, this organisation focuses to improve the quality of their products and innovative scientific technology that solves the health-related problems of common people. Magical Entertainment also prefers to use broad differentiation for competitive advantage. The main purpose of this strategy is to enhance the features of their products to defeat their competitors.

Innovativeness

In the present time, every organisation should follow some specific innovation models to improve their business growth in the global market. Therefore, the organisation needs to consider a routine innovation model, where the organisation should use upgraded technology to produce high-demand and high-quality products in the global market. Apart from this by following disruptive innovation, organisation

Proactiveness for the consumer

In the present time, consumers are the main key point to growing any business performance, therefore, as entrepreneurs, need to understand the importance of our customers and all-time protect them by solving issues and challenges. Such as the need to focus on the shipping delay, service interruptions and other services. Apart from this, organisations need to look at some ways that will help to improve the customer's experience, such as upgrading the delivery process (Wales

et al., 2019). Also, an organisation improves their marketing strategy to defend its competitors in the global market.

Risk-taking by using upgraded technology

Every entrepreneur should focus on implementing high technology for their organisation that will help to solve and encounter risks such as through AI tools. Most entrepreneurs understand what their employees want from them and apart from this, they also understand the current market situation and customer trends. Apart from this, through technology, this organisation can upgrade their productivity by delivering their products in the proper time.

In this way, to improve the organisation orientation, organisations need to follow this strategy. Apart from this organisations should focus on their marketing strategy and uploaded technology that provides a positive impact to improve their organisation area. With the help of this process, this organisation can fulfil the demand of every consumer.

Conclusion

The company Magical Entertainment provides an interesting ground for people over the decades. The company has their own entrepreneurship architecture for management at the different levels of the company. The company focuses on stakeholder management and career growth for the employees. However, the middle management of the company must be changed and equal opportunities must be given to employees of the middle class. There are training and skill development programs necessary for the people of cross-culture. The proper evaluation of the different levels of employee engagement and more improved hierarchy may help the company score better in the Glassdoor review and thus the company can work towards achieving its goals.

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GENERAL COMMENTS

Instructor

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