

Setting Up Your New Company

Imagine that your group are the four shareholders in a new startup company, formed to supply customised resins to the New Zealand composite materials industry, and that you have been charged with establishing the desired start-up profile of this company in line with the 7S Model. The specific purpose the company is noted below, and is followed by a series of questions related to each of the 7s elements. Prepare and deliver a 3 minute verbal presentation that includes your answers to those questions, and that suggests any valuable lessons that we might learn from consideration of those answers.

Organisational Purpose

Your organisation imports generic liquid polyester and polyvinyl resins, strand and woven glass fibre reinforcing material, and catalysts (hardeners) from multiple international manufacturers in UAE, Singapore, China, USA and Australia. In its manufacturing facility, equipped to handle highly flammable resins and solvents (dangerous goods (DGs)), it customises the generic resins to meet the specific local requirements of NZ manufacturers. For example manufacturers of boats, motorhomes, utility vehicle canopies, caravans, water tanks, dairy equipment, and aeroplane parts made of what is commonly known as fibreglass or glass reinforced polyester (GRP). There are competitors who import and supply ready-made resins, but they do not have manufacturing capability to customise and guarantee fresh resin made to meet customer's specific manufacturing processes, and do not have local chemical Research and Development (R&D) capability. Lean manufacturing and JIT predominate in the target market of small to medium sized businesses. That means that they depend on reliability of supply. This was highlighted during the covid pandemic when international supplies were severely disrupted and the capability to quickly reformulate available resins to meet customer requirements became a massive competitive advantage. Many customers depend on their established reputations for high quality finished products in their export markets.

Questions

- Q1 Shared Values** What personal values are likely to have been most important to the people who have decided to establish this organisation, what are the main principles that will guide the way that the organisation is created?
- Q2 Strategy** What would be a suitable vision statement, of 15 words or less, to describe the organisation's anticipation of what it might look like in five years' time? In very broad terms, what are the main things the organisation will need to do in order to reach that vision?
- Q3 Systems** What systems will need to be put in place in order to support the conversion of external inputs to external outputs? How will your organisation make it easy for customers or service users to take advantage of your products and services?
- Q4 Staff** How many people will the organisation need to employ as it begins its activities, what are the main capabilities the organisation will need to think about when it is recruiting those people?
- Q5 Skills** When those people are recruited, what will their specific job roles be within the organisation; and what skills will they therefore need to possess in order to do those jobs?
- Q6 Structure** How will those people, and the jobs they are being required to do, be arranged in a manner that supports the greatest level of productivity; what will the seniority and reporting structures look like?
- Q7 Style** How would you answer if someone asked you "what is it going to be like to work for this organisation?"