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Introduction.

This report undertakes an analysis of two New Zealand-based organisations, one of which is a rapidly expanding technology company, while the other is a Maori organisation. Through a critical evaluation of the essential managerial capabilities, the report seeks to establish the key factors that should enable these companies to attain enhanced outcomes in their respective markets. In recent years, the role of managers has demonstrated significant changes, leading to a shift in expectations ('The Importance of the Employee-Centric Manager', 2022).

Canva, a tech company, and Te Pou Theatre, which is a Maori organisation, have been selected as the two companies under consideration for this report.

The report is organized into four clear sections. The first section provides an overview of managerial capabilities from various companies, followed by a brief discussion. Sections two and three conduct a critical analysis and evaluation of the essential key capabilities required for managers at the companies in question. Finally, the fourth section presents the conclusions drawn from the report's findings.

Capability Frameworks

Te Pou Theatre can benefit from a colourful and demonstrative comparison by looking at the organisational framework of the well-known entertainment corporation. Event Cinemas is such a company, which is a brand owned and operated by Event Hospitality & Entertainment Limited, as they operate in the same field. Moreover, according to their published annual financial report (2021) they operate successfully. The parent company of Event Cinemas, Totally into, has an organisational framework that could be suitable for Te Pou Theatre based on the positions advertised on their website (2023). These vacancies prioritise customer experience, marketing, operational efficiency, employee training, and technological innovation. By analysing Event Cinemas' approach to operations and management, Te Pou Theatre can identify best practices and apply them to its own operations for improved efficiency and success. Both organisations strive to facilitate efficient operations, and a customer-focused approach to service delivery.

On the other hand, a good comparison for Canva would be one of the other fast-growing companies that have revolutionized their industries with innovative products and services. Therefore, Xero is a New Zealand-based cloud accounting software company that has developed a robust organisational framework. In line with their vacancies (2023b) they

prioritises innovation, collaboration, customer focus, creativity, and a culture of continuous improvement, all of which have contributed to its success (Whyte, 2018). Nowadays Xero is a popular cloud accounting provider in New Zealand, Australia, and the United Kingdom that was founded in 2006 and has 3.5 million subscribers (Xero, 2023a). Overall, adopting Xero's organisational framework could help Canva enhance its operational efficiency and better serve its customers, leading to greater success.

Evaluation of sets of Capabilities Utilisation

The Te Pou Theatre's capabilities revolve around creativity, cultural awareness, community engagement, and innovation. The focus of Te Pou Theatre is on promoting cultural diversity and engaging with their community through the performing arts. In contrast, Event Cinemas seeks to provide advanced entertainment experiences for individual consumers. The differences in capabilities reflect the different priorities and goals of the two companies in their respective industries.

While Canva and Xero may seem similar at first glance, they are multi-faceted, and their capabilities are prioritised based on their products and markets. For example, Xero's key capabilities are innovation, collaboration, customer focus, creativity, and a culture of continuous improvement, Canva's capabilities focus more on design, creativity, and visual communication. Canva prioritises developing user-friendly and visually appealing design tools for its clients, while Xero emphasizes accounting and financial management software. While both companies prioritise innovation and creativity, Canva's focus on design sets it apart from Xero's capabilities. In general, each company's capabilities are well suited to their respective industries, and differences in their capabilities reflect the different needs and priorities of their target markets.

The capability framework of Event Cinema could potentially be applied to Canva in some ways. However, there may be differences between the two businesses that would require modifications to the framework. Canva's digital platform for graphic design may require a more specialized approach to marketing and customer experience, and there may be differences in operational efficiency and employee training due to the nature of the businesses.

Concurrently, there is a possibility of applying Xero's capability framework to a manager from Te Pou Theatre. However, it emphasizes the importance of customization to suit Te Pou Theatre's specific needs and priorities, as they operate in different industries and have different goals.

Two capabilities for Each Company and its Justification

Manager's Capabilities at Te Pou Theatre

As for Te Pou Theatre, these two capabilities as customer experience and marketing are particularly beneficial. Laghate (2020) reports that 91% of CEOs believe customer centricity is essential to driving business growth, in this era of experience. Taking into consideration that we may conclude that they can help the company to reach a new number of customers and increase their loyalty significantly. One of the main goals of a potential leader in the market is to create an exceptional and unique customer experience (Rahimian et al., 2021). Customer experience is an essential capability for a manager at Te Pou Theatre because it directly impacts customer satisfaction and loyalty, which in turn affects the organisation's success. Additionally, Ozkan Pinar (2020) explores and shows the direct impact of customer experience on customer loyalty. By prioritising customer experience, a manager can ensure that customers have positive interactions with the theatre, which might lead to repeat business and positive people advertising. A focus on customer experience also helps managers understand their customers' needs and preferences, allowing them to adapt marketing efforts to better meet those needs. Furthermore, a manager who prioritises customer experience can identify and address areas of customer dissatisfaction, leading to improved customer satisfaction and retention. In order to successfully implement a customer experience capability, a manager must develop a strong understanding of their customers, encourage a customer-centric culture among employees, and continuously measure and analyse customer feedback. Critically evaluating and continuously improving the customer experience capability is key to ensuring long-term success for the organisation.

Likewise, marketing capabilities play a crucial role in amplifying the impact of entrepreneurial orientation on profits, according to a study by Arunachalam et al. (2018). In tandem, due to Morgan, Neil A (2018), the concept of marketing capabilities refers to a company's capacity to effectively use its resources to accomplish marketing objectives and achieve desired outcomes. Thereby, marketing is an essential capability for a manager at Te Pou Theatre, it is critical for attracting and retaining customers. Effective marketing can help raise awareness of the theatre, communicate the value of its offerings, and differentiate it from its competitors. A manager with strong marketing capabilities can develop and implement marketing strategies that align with the theatre's goals, target the right audiences, and communicate clear messages through appropriate ways and channels. By effectively

marketing the theatre, a manager can increase ticket sales, generate repeat business, and foster customer loyalty. Additionally, marketing can help the theatre stay relevant in a competitive market and adapt to changing customer needs and preferences. To implement a successful marketing capability, a manager must have a strong understanding of their target audience, develop a deep knowledge of the theatre's unique value proposition, and stay up-to-date with industry trends and best practices. Critically evaluating and continuously improving the marketing capability is crucial for long-term success.

If the customer experience is not prioritised at Te Pou Theatre, negative consequences may arise. Customers may feel neglected or unimportant, resulting in dissatisfaction and decreased ticket sales. Negative word-of-mouth advertising may also deter potential customers. Additionally, a negative experience may decrease customer loyalty. Neglecting marketing capability at Te Pou Theatre may cause negative outcomes, including a decrease in public engagement, ticket sales, and visitors. This could threaten the organisation's sustainability and relevance in a competitive industry.

Manager's Capabilities at Canva

In its return, the capabilities of innovation and communication are extremely vital to Canva, because they align closely with the company's pivotal values and mission. Innovation is commonly regarded as the precursors to important results that assist companies in achieving and maintaining a competitive advantage over the long term (Hui et al., 2019). Hence, it is recognized that innovation is an essential skill for a manager at Canva, and it is essential to staying competitive in a rapidly changing technology market. Canva's success is based on its ability to continually innovate and improve its product offerings. The ability to innovate has a notable and favorable effect on the performance of a company (Phuong et al., 2022). A manager with strong innovation capabilities can identify trends and develop new products that meet evolving customer needs. Fostering a culture of innovation can encourage breakthrough ideas and solutions. The manager must evaluate new technologies and ideas, identify opportunities for improvement, and prioritise impactful projects. Continuous improvement of innovation capability is crucial for long-term success in the competitive tech industry. Ultimately, a manager with strong innovation capabilities can drive growth, improve customer satisfaction, and ensure long-term sustainability.

The study conducted by Ping Teoh (2018) suggests that the ability to collaborate is a one-of-a-kind, essential capability that impacts an organisation's financial and non-financial performance, with strategic agility serving as a mediator. Consequently, collaboration is an

essential capability for a manager at Canva because it enables the company to leverage the collective expertise of its diverse team members, drive innovation, and enhance overall performance. A collaborative culture at Canva can be created by a manager who values everyone's ideas and contributions. Collaboration can improve communication, decision-making, and problem-solving. Effective leadership of cross-functional teams is also crucial for achieving company goals. Collaboration is essential for staying competitive in the tech industry and fostering innovation, experimentation, and continuous improvement. However, critical evaluation of collaboration is necessary to ensure optimal use of time and resources.

Without prioritising innovation capability, Canva may suffer adverse effects. This includes a decline in competitiveness, making customers seek alternatives. Additionally, a lack of innovation can damage Canva's brand reputation and make it challenging to attract customers, partners, and talent. A manager neglecting collaboration capability at Canva may cause adverse effects. This includes decreased productivity, quality, and innovation due to communication barriers and silos forming. Additionally, limited sharing of ideas and expertise can lead to a lack of creativity and product ideas, impacting competitiveness in the market.

Conclusion

In conclusion, this report has analysed two New Zealand-based companies, Canva and Te Pou Theatre, and their respective managerial capabilities. The report has highlighted the importance of managerial capabilities, which are critical to organisational success. The report has recommended that Te Pou Theatre can benefit from an analysis of the organisational framework of Event Cinemas, as both organisations operate in the same industry. By adopting some of Event Cinemas' approaches to management, Te Pou Theatre can improve its operational efficiency and customer experience.

Similarly, the report has suggested that Canva can learn from Xero's organisational framework, which focuses on innovation, collaboration, customer focus, creativity, and a culture of continuous improvement. By adopting Xero's approach, Canva can improve its design and visual communication capabilities and better serve its customers.

The report has identified two key capabilities for each company that can be prioritised by their respective managers. For Te Pou Theatre, customer experience and marketing are crucial capabilities that can improve customer satisfaction, loyalty, and retention. For

Canva, design and visual communication capabilities are essential for creating user-friendly and visually appealing design tools that meet their clients' needs.

To sum up, the report has demonstrated the importance of managerial capabilities, which are essential for organisational success. By adopting best practices and prioritising the right capabilities, managers can enhance their organisations' operations, improve customer experience, and achieve their goals.

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