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RESEARCH ARTICLE

SCALING WELL BY DOING GOOD: MOTIVATING TALENT AT B. GOOD CASE ANALYSIS

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Abstract

This paper examines B Good, an eatery that specializes in local, and fresh foods. It is fascinating to learn about the mission and vision of this eatery. B Good maintained relationships with the customer by being honest and truthful. B Good's leadership struggles to remain authentic, which is the main issue the company faces. One of the company's missions is to promote relationships and social responsibility. This is shown to increase employee motivation by fulfilling psychological needs, safety needs, and love and belonging. B Good faced major challenges for their recruitment process as they were lacking in hiring real talent. B Good does not maintain a performance evaluation system since employees are hired through social networks, and nepotism may impact their performance. As an organization that cares about social wellbeing, B Good supported several charitable events. B Good needs to stay true to its mission by offering fresh and local products and developing new dishes for each store based on the season's supply. B Goods faced challenges in remaining authentic to its values, including meeting customer demands for dishes that were not locally sourced and attracting, motivating, and retaining Talent who share the same values as B Goods. B Good should consider these factors as challenges and should overcome to maintain its authenticity. This research depicts the challenges that B Good faced with and provides recommendations and action plans based on organizational diagnosis theories to help B Good stay authentic.

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Introduction:-

B Good restaurant was founded in 2004 by Olinto and Ackil to address the issue of unhealthy fast foods with fresh ingredients and create a family-oriented culture that includes suppliers, talents, and customers. Furthermore, B Good sponsors charitable events to remain socially responsible to the community. Being responsible for the food quality served at a fast-food restaurant is very rewarding (Allmang, 2020). As a result, it is vital that the business stays true to its values and delivers fresh dishes to customers. It meets their demands for dishes they enjoy without compromising the business's values. Recruiting and retaining the right Talent with the same family values is also crucial.

Therefore, this case study is intended to analyze the external environment in which B Good restaurant operates. Evaluate the major problems encountered by B Good and develop recommendations and action plan options for promoting B Good's business plan for aligning it with its mission (Cecily D. Cooper, 2017). A key motivator for B

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good is its vision of scaling well by doing well. This vision drives the company to create products that deliver the most value to its buyers and consumers. The offerings and products developed by Scaling Well by Doing Good Motivating Talent at b good have low emotional attachments. Still, they are repeatedly purchased because of their high levels of satisfaction (Cecily D. Cooper, 2017). B good accomplishes this through marketing activities, such as marketing and advertising their products to deliver exceptional utility to customers.

These are the most important attributes of B Good:

1. Using real food instead of frozen food by getting the ingredients directly from farms instead of factories
2. Changing the menu according to the harvest season to make sure that we provide real, local food
3. Selecting talent who are kind, socially responsible, driven by B Good values.
4. Locally sourced food rather than food imported from abroad
5. Contributing to the community by raising money for the welfare and letting their customers make donations following their corporate social responsibility
6. Providing support to local producers and farmers through partnerships

As a part of the organization's marketing plan, they will promote the idea of eating healthy, providing good food but doing so as quickly as some other fast-food establishment in the area does. Its goal is to make its dishes look and sound new by utilizing produce and meat produced privately. This eatery gives off a neighborhood-friendly atmosphere (Connie Mok et al., 2001). Continuing to show respect to its partners, the organization shows photographs of nearby ranchers or butchers. Like this, the organization gives free nourishment to clients who identify a recently improved dish, meaning it appreciates its clients and is grateful for their support. It offers neighborhood networks all the assistance they might need (occasionally as financial assistance or nourishment) to build up their public image.

These activities indicate how mindful the organization is towards society and how it 'gives back to the community.' The representatives working at the stores address their customers by their first name and remember what they like to eat. Those on the front line, those in the kitchen, and the different divisions also know the regular clients (Francesca Gino et al., 2016). Organizers of the association called for the organization to focus on the newly conceived child and its mother, who happens to represent why workers are fundamental to the association. Each of these endeavors is a testament to the organization's commitment to kindness and service to others.

Literature Review:-

In 2015, the fast-food industry posted a double-digit growth rate, the fastest of all industries. In 2015, B Good expanded rapidly to open 33 stores. The company plans on opening 60 stores by 2017. Sweet green, based in Washington, DC, opened 30 stores in 2014, while competitors such as Chipotle expanded from 500 to 1,756 locations in 2006. Moreover, to attract customers, they started offering healthy meals (Cullen, 2021). B Good eventually had an excellent environment for growing its business despite the stiff competition that the company faced. Ingredients and raw materials used by fast-food ventures usually come from unknown sources, preserved during the off-season. In other words, consumers do not receive fresh foods as expected.

However, Olinto and Ackil of the B Good restaurant remained committed to sourcing fresh ingredients from local suppliers; they traveled extensively within the U.S. to find fresh produce from American farmers. Farmers are convinced to support the B good family's mission to provide real and fresh ingredients to consumers (Cullen, 2021). The enterprise also operates in an environment where demand from customers is relatively constant over the year. Due to the changing seasons, the menu may change throughout the year. Furthermore, fresh ingredients may not be available all year long. When apples aren't fresh in summer, the owners offered the beacon and apple salad to respond to customer demand. It was paramount to B Good owners that they do not use the word local in their menu to stay true to their customers and respond to their demands. In this way, B Good maintained relationships with the customer by being honest and truthful.

Additionally, as part of B Good's mission to provide fresh and healthy food, creating a culture of respect and care for families. Even though B Good does not pay its employees exorbitant wages, employees are expected to treat customers with respect and possess a passion for working in the food industry (Allmang, 2020). Culture plays a major role in motivating the employees of a business. An employee who is sick can receive a salary advance as part of the full package. In addition to providing its employees with the warmest of welcomes, B Good fast food also

accommodates their needs during maternity leave. Those in management who need psychosocial support are visited personally by the firm's head of H.R.

B Good workers find it hard to leave the organization due to the positive working environment, low staff turnover. A good company hires and trains employees who are culturally and morally compatible. During the interview, they are evaluated on how well they can cultivate B's Good values, how well they can work with a team, and how well they can provide customer service (Cecily D. Cooper, 2017). At B Good, work experience is not detrimental, as new hires are trained on the grill and registrar's philosophy, history, and practical aspects. Nepotism could allow B Good to hire someone who shared similar values with existing staff. In addition, B Good does not hire from external sources for the next career level, and employee lists with notes on performance are retained in records (Cullen, 2021).

Problem Identification

B Good's leadership struggles to remain authentic, which is the main issue the company faces. A primary objective of the firm is to provide its clients with a real service. There was pressure from customers' demands that let the management deviate from B Good's original mission of delivering real food to its customers. As a result, B Good's mission to deliver fresh and local ingredients to its customers was revoked (Kim, 2014). A healthy fast-food vendor will differentiate itself from its competitors by using locally sourced ingredients and serving local dishes.

Besides hiring and retaining talented employees, B Good has to deal with retaining the right people. As a result, B Good should employ individuals that have a passion for learning and are passionate about showcasing their talents rather than hiring people purely for financial reasons (Kim, 2014). B Good had no system for evaluating, recognizing, or motivating employees, which caused bias in evaluations and contributed to employee turnover. Promotions were made spontaneously by choosing names from a list of proactive employees without considering their significance to business performance. As a result, demotivated employees will not feel recognized for their success, and bias will persist in the appraisal process. It is important to evaluate employees objectively (Allmang, 2020).

Action Plan & Recommendations:-

An authentic leader is someone who understands their values and beliefs and acts on them. In keeping with its mission, B Good must produce fresh and local dishes in its local and global stores, utilizing the supply available in each location and season and serving them differently. If the business plan remains the same, Olinnton and Ackil can still provide authentic food without sacrificing freshness and tell customers that (Saridakis, 2017). B Good should create innovative menu items based on the freshest local ingredients and establish a competitive advantage. The theory states that a leader acts as a model, so the employees mimic the leader's behavior. The leadership of B Good must maintain authenticity if the company wants to remain original. As a result, B Goodwill's leaders reinforce the authenticity of its employees.

B Good provided fixed interval awards to motivate senior management employees, proven to increase creativity and result in higher returns to the business (Saridakis, 2017). B Good is encouraged to apply the variable-ratio method that reinforces work-related behavior, and continuous and intermittent reinforcement to motivate junior staff. To embrace behaviors that B Good hopes to see from them, this will reinforce B Good's values. Additionally, Supervisors are required to offer their employees a fixed ratio of behavioral awards to ensure their achievement of weekly tasks and targets.

Performance Evaluation focuses on the process of engaging a person's mental willpower (determination) and strategy (roadmap) to succeed at their goals. B Good used social cognitive learning theory in its training and evaluation of new employees to improve hope. To measure performance, station certificates were created to standardize the tests (Allmang, 2020). To motivate new hires to adopt B Good behaviors, it is recommended to apply continuous reinforcement methods to foster learning B Good desired behaviors and values. To evaluate a team's performance, various internal and external factors are considered, moreover, communication skills between an employee and their co-workers and customers and the ability to rotate and innovate and build relationships with supervisors are external factors. Problem-solving skills, creative methods of achieving tasks, and dedication to tasks are internal factors.

As part of B Good's training program, employees learn how to excel on every job function, cultivating their motivation to grow. B Good provided psychologically safe working conditions based on the hierarchy of needs. One of the company's missions is to promote relationships and social responsibility. This is shown to increase motivation by fulfilling psychological needs, safety needs, and love and belonging. Although junior staff members continue to be paid at market scale rates, that rate is not competitive (Ergönül, 2013). These factors should be measured consistently, in my opinion. As a result, Goodwill fills its hiring needs. In addition, this will increase employee motivation to feel recognized, actualized, and growing in their careers (Allmang, 2020). Several factors, such as achievement, recognition, and responsibility, are associated with Herzberg's motivation theory, subsequently, it is suggested that the award system includes material rewards such as bonuses, self-praise, specialized training, and supplemental benefits such as insurance and vacations.

As the first fast-food chain to serve healthy food, B Good changed the public demand and trend. In response to the change, many competitors began serving healthy food. The cost-effectiveness of B Good's business plan is imperative to remain competitive (Kim, 2014). As a result, the prices will be affordable since the ingredients will be sourced from local farmers. Therefore, it will offer affordable food that is not so low that customers are hesitant about its quality. To achieve the desired turnover, B Good must utilize an effective pricing strategy and consider a location advantage strategy to gain a differentiation advantage in each location's menu. A strong marketing and research department is important for the organization. Place, price, and promotion will all be analyzed to determine how the companies can utilize marketing mixes. By analyzing your competitors' actions, you can determine the potential environmental factors influencing your future marketing strategies (Ergönül, 2013).

Conclusion:-

The founders of B Good set their business apart from other competitors in the market by providing only healthy and fresh food using local ingredients. They had a challenging and ambitious mission simultaneously. Further, the success of B Good depends on hiring culturally apt employees who are motivated by the mission, kind, and willing to grow with them (Heasman, 2015). As an organization that cares about social wellbeing, B Good supported several charitable events. B Good needs to stay true to its mission by offering fresh and local products and developing new dishes for each store based on the season's supply. In addition, B Good will achieve cost effectiveness. In addition to providing clarity about career advancement, promoting from within also gives employees the feeling that they are valued and appreciated. Education and training are therefore crucial for the development of employees.

B Goodwill is encouraged to hire external talent to bring in new innovative ideas and disrupt the process. Moreover, an objective approach to performance evaluation should be maintained for all employees, and junior employees, particularly, to avoid biases and evaluate employees' actual performance for promotion (Connie Mok et al., 2001). Since B Good values social factors in recruiting and retaining Talent. It is recommended to create a system that recognizes outstanding performance, particularly for junior staff, to sustain the momentum through intermittent variable awards for junior staff and fixed bonuses for supervisors to encourage work-related behaviors (Allmang, 2020). To avoid hiring through nepotism, an evaluation system that evaluates skills like teamwork, problem-solving, and creativity should be implemented to fairly evaluate that performance.

By increasing employee motivation through incentives, training, or job responsibilities, long-term retention is improved. Last but not least, B Good should stick to its mission of serving local and fresh food dishes that differ by location based on the availability of local supplies. It is an opportunity for B Good to develop more dishes and recipes to gain differentiation advantage locally and globally (Nguyen, 2013). Thus, this will play a significant role in cost savings in the supply, retain customer loyalty, and reinforce B Good's competitive advantage.

By ensuring that offers are priced appropriately for the product and its characteristics, B Good ensures that offers are presented most appropriately. It has a strategy to appeal to the masses and attract new customers and penetrate existing product categories. The company prices its products to entice the maximum number of buyers from the target audience groups to buy the product (Francesca Gino et al., 2016). In terms of buzz generation, affordability and purchase of the product will have a ripple effect. As a final step, it is Scaling Well by Doing Good Motivating Talent at b-good analyzes the environment in which the product will be adopted and any obstacles to its adoption. This organization eliminates these hurdles earlier so that it can meet its goals and targets.

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