ASHESI UNIVERSITY

A 360 PERFORMANCE MANAGEMENT SYSTEM FOR THE LITTLE COW

CONSULTING LIMITED (TLC) :

EFFECTIVE OUTPUT MEASUREMENT TO IMPROVE PRODUCTIVITY

Undergraduate Applied Project Report submitted to The Department of Business

Administration, Ashesi University in partial fulfilment of the requirement for the award of

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B.Sc. Management Information Systems

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DECLARATION

I hereby declare that this dissertation is the result of my own original work and that no

part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: ....

Candidate's Name: Edel Woedem Ami Togobo

Date: Friday 23rd April 2021

I hereby declare that preparations towards this Applied Project and its presentation were

supervised in accordance with the guidelines on supervision of Applied Project laid down by

Ashesi University.

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Date: Friday 23rd April 2021

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Abstract

Human beings are possibly the most important resource any company needs, and for a full-Service marketing agency like The Little Cow Consulting Limited (TLC), success rides on the efficiency of its employees. TLC plays in the Ghanaian marketing industry and serves as a one-stop-shop for all essential marketing necessities: strategy formulation, production, packaging, pricing, advertising, creative design, digital marketing, sales and distribution. A needs assessment conducted on the agency revealed that irrespective of their skilled labour, friendly working environment and political stability, TLC has no standard metric for performance management and thus, cannot accurately assess the efficiency of its employees. To mitigate the total reliance on the perspectives of either the researcher or her participants, a qualitative research was conducted through observation and interviews. Insights from the findings indicated that TLC staff are content with the start-up's current appraisal and rewards systems. It is however uncertain that these sentiments will hold as the company scales and the staff rewards do not scale along-side.

SmartTLC is designed as a solution to provide TLC with a standardised performance management system that is goal-driven and encourages rewards. Since its inception in the 1960s, the theory of performance management has been predominantly a top-down approach: Performance management is done to employees and their rewards are mostly at the mercy of supervisors. With this performance management mobile application (SmartTLC), employees and supervisors are presented with a peculiar opportunity to work together and assess performance with the improvement of both the company and its employees in mind.

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CHAPTER 1: INDUSTRY AND COMPANY ANALYSIS

1.1 Chapter Overview

The first chapter of this project will focus on the external and internal environment that The Little Cow (TLC) plays in. TLC is a full service marketing agency with its headoffice in Ghana and a branch in Rwanda. We focus primarily on the Ghana business in this project.

A PESTLE and Porter's Five Forces Analysis are used to assess Ghana's Marketing and Advertising industry. The chapter looks at how the industry firms can thrive considering the political, economic, socio-cultural, technological, legal and environmental factors at play. The chapter also looks at the effects of rivalry among existing industry firms, the threat of substitutes and the threat of new entrants to the industry's value creation. The supplier and buyer powers in the sector were also analysed with regards to the profitability of the industry. To better understand the firm under examination, the chapter ends with a profile and SWOT analysis of The Little Cow.

1.1.1   Rationale for Project

My desire to conduct this applied project stems from my identification of a problem that I find interesting to tackle.. In solving this problem, I believe that, I will also be building skills and knowledge that align with my long-term career objectives. The problem is described below.

During the summer of 2020, I did an internship for the first time at The Little Cow as the assistant to the Chief Executive Officer. It was an exciting, educative and memorable experience. There, I found a family. A group of people who love one another, the work they do and are willing to contribute whatever it takes to bring the company's vision to reality. Such a culture is very contagious, and I found myself thoroughly engrossed in it. While appreciating the culture, I also identified a gap in the performance management system of the company. I decided to take it up as a challenge in helping build this system.

Also, it is a long-term goal of mine to build a firm that designs experiences for individuals, the customers and employees of other companies. The culture in TLC and some of the services they offer are similar to the type of company I want to build. I want to see TLC succeed and also learn from the agency for my future ambition. I believe that this project will pose a mutual benefit to both The Little Cow and to myself.

1.2 Industry Overview: The Ghanaian Marketing & Advertising Industry

1.2.1 The Role of Marketing and Advertising Firms

Marketing can be described as an organised environment of planning, production, pricing, promotion, distribution of goods, services and ideas for the satisfaction of customers (Dzisi & Ofosu, 2020). Any business, whether product or service-oriented, would want to thrive in a market. One of the most critical activities that drive awareness and sales is marketing. The marketing & advertising industry is one whose firms offer services right from strategy to branding, advertising, marketing, distribution and sales. This industry within which TLC plays is a fast-evolving one because many businesses are looking for innovative ways to market their products or services. Companies are also looking to outsource their marketing to professionals so that they can focus on their core business. Marketing and Advertising Agencies research on the product and create advertisements based on their research. They are also responsible for assessing and improving interactions among the company, its products and the customers (through feedback).

In the Marketing and Advertising Industry, there are different types of firms that cater to the specific marketing needs of their clients. The main types of firms in this industry are Creative boutiques, Digital Marketing agencies, Below-The-Line advertising agencies, Sales and Distribution firms, Strategic Marketing Consultants and Full-Service Marketing firms.

Creative Boutiques

A creative boutique is a small advertising agency that performs specialised services to their clients; primarily focused on creating the actual advertisement (Singylstroke, 2018). The roles of employees in a creative boutique often overlap due to their limited labour. Nonetheless, this can lead to more artistic and holistic campaigns because every step of the way, staff have an overall idea of the project at hand. Creative boutiques thrive on smaller campaigns, but if they need to work on bigger projects, they often partner with larger agencies.

Digital Marketing Agencies

Chaffey (2019) describes digital marketing as achieving marketing results by applying digital media (technology platforms such as the web internet, television, mobile phone and digital signage). If a brand wants to use digital media to promote itself, build loyalty and drive sales, it is important that the technologies used are targeted, interactive and measurable (Gingerich, 2016). Digital Marketing in the world is evolving rapidly, and evolution is no different in Ghana. The three main types of digital media channels that form an online presence for a business are paid, owned and earned media (Chaffey, 2019). With paid or bought media, there is direct payment to an advertising network or site owner to reach services through advertisements, clicks and sponsorships. Owned media, on the other hand, involve websites, email lists, blogs, mobile apps and social media platforms owned and controlled by the brand themselves. Finally, earned media is awareness created through paid PR partnerships with influencers. Digital marketing firms support their customers with developing digital marketing strategies, developing content, community management (which focuses mainly on managing their social media assets), and online media buying.

Below-the-Line (BTL) Advertising Agencies

BTL Advertising is when specific customer segments are targeted during marketing. This is an effective form of marketing because results are highly measurable, and the marketer has insights into their specific audience. BTL advertising agencies focus on building relationships between companies and their clients through engagement designed with the target audience in mind. An example of BTL marketing is a sneaker advertisement in the sports section of the newspaper. One prominent BTL agency in Ghana is BTL Africa. They pride themselves in designing customised solutions for indigenous African multinationals.

Sales and Distribution firms

Distribution involves packaging, transportation and delivery of products to the market and making it available for purchase. Sales and distribution firms are the linkages between the manufacturer and the consumer. They are responsible for purchasing the products, storing them and dispensing them through distribution channels. Hiring a distribution agency drives speed and efficiency in giving a company exposure in the product market. An example of a sales and distribution agency in Ghana is Transmed who describe themselves as "a full service distributor, managing and controlling the entire distribution value chain". Their services according to their website, https://www.transmed.com/en/about-us/, includes supply chain, logistics, distribution, sales and promotions with best in class execution.

Strategic Business Consultants

Companies hire external individuals as strategic business consultants to help them implement their strategies. The Strategic Business consultant often will help the business think through their business strategies and develop short, medium and long term strategic plans. An example of a strategic business consulting firm in Ghana is Sigma Strategic Business Consult

Limited. They aim to solve the pressing problems of Ghanaian and North American companies through the provision of unique insights and critical decision-making.

*Full-*Service *Marketing Agency*

A full-service marketing agency has the competence to handle all phases of the marketing process. Also known as an integrated marketing agency, a full-service marketing agency is a one-stop shop for all marketing needs of a business. They are involved in strategy formulation, market research, production, packaging, pricing, advertising, creative design, digital marketing, sales and distribution. Most firms may not be able to hire all the individual talents needed to design and implement their marketing strategy. Nonetheless, the full-service marketing agency provides a package with skilled staff to take the company through its marketing journey. The Little Cow (TLC) Consulting Limited is an example of a full-service marketing agency in Ghana. It is also the company in a review for this project.

The Ghanaian marketing industry is fast evolving: Be it creative boutiques, below the line advertising or sales and distribution, all the industry's firms are transitioning to digitise their operations. To thrive in this industry, a firm must improve efficiency by automating its processes to provide faster and more efficient marketing solutions.

1.2.2 PESTLE Analysis

To situate TLC and the issues in the right context, it is necessary to analyse the external factors that influence the agency's performance. A Political, Economic, Socio-cultural Technological, Legal and Economic factor analysis (PESTLE Analysis) was conducted on industry that TLC operates in.

Political Factors.

Ghana is reputable for political stability, serving as an opportunity for marketing agencies to operate with minimal impediments (Ministry of Trade and Industry, 2018). The economy of Ghana is known to be one of the most peaceful and economically stable nations in Africa and is a great environment for businesses to thrive. Kotler (2011) is of the view that a marketing strategy is key to competitive strategies. Thus foreign and local businesses in Ghana are trying to apply broad marketing principles in the planning and implementation of their administrative strategies. Political stability, leading to the growth of businesses, is a great opportunity for marketing agencies expand.

In as much as Ghana is politically stable, government-controlled projects are a significant chunk of jobs in the Ghanaian Marketing industry. Consequently, a change in government can adversely affect the fortunes of businesses. More often than not, lucrative marketing agencies are connected to the government in one way or another, so the few independent ones tend to be extremely competitive.

Economic Factors

Strategic marketing is a steadily growing reality in Ghana, and companies are beginning to acknowledge its importance to their growth. Nonetheless, when the companies are facing financial crises, the marketing budget is one of the first expenditures to cut. According to Skager (2020), most companies view their marketing budget as a non-essential cost. Therefore, when a company is looking to tighten its overall budget when there are financial constraints, paying salaries, benefits and other essential costs are prioritised over marketing costs. Also, companies are shying away from retainerships to reduce expenditure. For a marketing agency

to thrive in economic recessions, their solutions must be integral to business strategy and yield the desired return on interest for the companies.

Socio-cultural Factors

Be it locally manufactured or foreign, most Ghanaians prefer to pay for physical goods (Opoku & Akorli, 2019). It is relatively safer to see and touch the item for which one is paying money to buy. In the case of marketing and advertising, services like strategy formulation and market analysis are not physical. Consequently, it can be challenging for Ghanaian clients to see value in the services offered and pay for them. Firms in the Ghanaian Marketing industry must convince their clients with proof that there is a return on investment in marketing.

Technological Factors

The digitisation of most human activities is becoming the new reality, and the rise in technology is upending market. Traditional marketing agencies must begin adapting and look into incorporating technology in their business processes; otherwise, they die out. Marketing and graphic designing applications like Upwork and Canva are also replacing the jobs of marketing agencies. These technological substitutes provide companies with a cheaper and more convenient way of conducting their marketing and graphic designing. Agencies can break through the market by combining the use of technology, being thorough and personal in their processes.

Legal Factors

There are minimal legal restrictions on marketing and advertising in Ghana, except for food and drugs. When it comes to food and drugs, the lives of citizens are at stake, and it is expedient that the government of Ghana made it a point to regulate their advertisement. The

Ghanaian Food and Drugs Authority is the regulatory board in charge of vetting and approving all advertisements regarding edibles. In order not to face the full rigour of Ghanaian law, agencies must pay close attention to the legal requirements governing the advertisement of food and drugs.

Environmental Factors

The prevalent advertising media used in Ghana are television, radio and billboards. There is a lot of clutter with advertisements in these media channels, and there is a possibility of some advertisements becoming invisible to the target clients. Billboard hazards in Ghana are also frequent due to the use of inferior billboard building materials. The Advertising Association of Ghana is working towards an Advertising Bill, that will help regulate all advertisements and the erection of billboards in the nation (AAG, 2020). Agencies must consider environmental factors as well as the short and long-term effects of their advertising campaigns.

1.2.3 Porter's Five Forces Analysis

Porter's Five Forces is a framework that examines the potential profitability of an industry by analysing the competitive forces that act on that industry. It also assesses how the firms in the industry capture value with their rivals, substitutes, new entrants, buyer and supplier power at play in the market. This framework will unearth the status quo in the Ghanaian marketing industry and how these firms can thrive.

Rivalry Among Existing Firms

In most developing countries, marketing is becoming increasingly significant because of economic liberalisation and the advancement towards a more globalised market (Appiah-Adu

& Singh, 2008). Consequently, marketing agencies have sprung up to support businesses with their promotion needs. The marketing industry in Ghana has become a red ocean, and firms are competing with each other for the attention of clients. Zindzy (2018) compiled a list of the top marketing agencies in Ghana: some of which are Origin8 Advertising, Aquity Media, Matrix Designs, Job Web Services and Swivel Marketing. The services that run through all these agencies are commoditised: strategy development, advertising, creative design and market research. The leading supplier of this industry is the labour force, and they try to capture value by increased prices or reduced quality. The customers of marketing agencies will also want to capture value by buying at the cheapest cost, resulting in price wars between the agencies and even shrinking profit. To thrive in such an industry, one must prove to be efficiently different.

The Threat of Substitutes

Due to the advancement of technology in the world, some marketing processes have been digitised, thereby upsetting the market. Upwork is a freelancing application that brings businesses and individuals together to conduct business. Marketing is made easier because the application creates a virtual market. Canva is a graphic designing web application that helps amateur individuals design catchy advertising campaigns. Technology, through applications like these, is an effective substitute for the firms in the Ghanaian marketing Industry.

Another substitute for agencies is the marketing industry is the decision of businesses to conduct their marketing in-house. When companies try to avoid exorbitant marketing expenses, they tend to hire marketing officials or engage staff to double as graphic designers, event planners and researchers. Unlike agencies, in-house marketing officials are more likely to be accustomed to the strategy, values, and vision of the business. They may be in a better position to steer the company to the desired destination. Nonetheless, marketing agencies bring

an external and fresh perspective to the table. The relatively high threat of substitutes may affect the ability of marketing agencies to price more and become profitable.

The threat of New Entrants

An interview with a council member of the Advertising Association of Ghana, Mr Bismark Badu, revealed that there are no significant barriers to entry in the Ghanaian Marketing industry. This industry is not capital intensive; thus, individuals are at liberty to set-up their marketing agencies with little retaliation. The Advertising Association of Ghana (AAG) is the formal body governing Marketing firms in Ghana (AAG, 2020). To regulate advertisements, which is an integral part of marketing, the AAG has outlined a code of ethics in this regard. The AAG is making efforts towards the passing of an advertising bill which will then legalise their standards. With the low threat of new entrants, it is effortless for new advertising agencies to spring up and compete away profit. Firms in this industry do not require high fixed costs, and there is a relatively high growth rate. Consequently, there will be little incentive for existing firms to fight back new entrants.

Buyer Power

In the Ghanaian marketing industry, the relative bargaining power of clients is relatively high because they can backwards-integrate. That is, perform their marketing in-house. Nonetheless, agencies offer services that will cost their clients a lot to perform in-house. They may have to hire a researcher, data analyst, graphic designer, marketing officer, etc. Marketing agencies lighten the burden of start-ups who are not ready to incur such costs. For a business to hire a marketing agency, means they have taken the responsibility of market research, branding, advertising and marketing off themselves so they can focus on the main aim of the business.

Supplier Power

The leading suppliers for the Ghanaian marketing industry are human resources. In this industry's firms, people do market research, brand development, advertisement creation and marketing. The suppliers in Ghana have relatively low bargaining power because of the abundance of skills available to the industry. There is a low concentration of workers relative to the Ghanaian marketing industry, resulting in low switching costs of suppliers. In this industry, firms can keep costs low because they have higher bargaining power.

1.3 Internal Overview

1.3.1 Company Profile

The Little Cow (TLC), which is a direct transliteration of the Dagomba phrase, "Nag bila" is modelled after the strength and agility that the Botingnaa of Gulkpegu (a sub-chief in Tamale) Fuseini Napari used to exhibit when dancing Baamaya (a traditional Ghanaian dance from the North) as a young man. His exceptional dancing earned him the nickname "Nag bila". Thus, TLC aims to help brands become strong and agile in the turbulent business world. (Alidu, 2020). As a full-service marketing agency, TLC provides services right from strategy development to advertising, event planning, digital marketing, experiential and Below the Line (BTL) marketing. They also offer product distribution services. TLC was registered as an enterprise in February 2018 and then as a limited liability company in June 2019. TLC is a relatively new agency but has worked with brands such as the Ghana Commercial Bank in the deployment of G-money, the American Soy Association, Yedent Agro, Bank of Kigali, Rwanda among others.

TLC is a full-service marketing agency, and that in itself is a strategy. The company serves as a one-stop-shop for all marketing needs. Most firms cannot hire all talent, so TLC provides them with a way to access top quality work in all fields of marketing. TLC leads with

an agile approach where they believe that the customer knows their business best. Their philosophy is to challenge the status quo and focus on excellent execution with a rigorous criterion for success. It tops it all by constant capabilities and skills development in the organisation to ensure the sustainability of each project.

1.3.2 SWOT Analysis

In the 1960s, a management consultant called Albert Humphrey invented the SWOT Analysis. It is a pictorial framework used to identify the strengths, weaknesses, opportunities and threats of an individual or organisation, to facilitate decision-making and planning (Ludichart, 2020). Conducting a SWOT analysis on The Little Cow will help us identify the strengths that the company can play on, as well as the avenues for improvement. Information for this analysis was obtained through observation, in-depth conversations with the Chief Executive Officer and Human Resource official of TLC, insights drawn from the PESTLE and Porter's five forces analyses, as well as a review of the HR audit report performed on TLC.

Table 2: *TLC SWOT ANALYSIS*

Strengths	*Weaknesses*
1. Friendly working environment	1. There is no Human Resource department solely in charge of human capital and its development.
2. The ability of staff to use technology at ease (Microsoft teams, graphic designing etc.)	
3. Ability to perform all tasks under the full-service marketing chain (Strategy, advertising, events, distribution)	
4. Highly skilled labour	

Opportunities	*Threats*
1. Political stability in Ghana facilitates business	1. Coronavirus pandemic causing economic strain
2. Technological advancements that promote remote working.	2. The ability of companies and individuals to perform their marketing in-house.
3. Expansion of TLC abroad	

Strengths

The Little Cow has a friendly working environment and interning there gave me first-hand experience. Psychological Capital (PsyCap) in an organisation is the positive psychological state of employees characterised by self-efficacy, hope, optimism and resilience. There is a positive relationship between high employee psychological capital and performance. The employees of TLC have relatively high PsyCap, with mutual respect between them and this cordial environment is in itself motivation to work (Sihag and Sarikwal, 2015).

TLC also has a very skilled and vibrant workforce. Employees are well-qualified for their jobs and are very energetic when executing tasks. Employees are also technologically sound, facilitating remote working and consequently, high productivity. The agency uses Microsoft Teams for meetings and to manage employee collaborations. TLC makes it a point to organise training sessions for employees to sharpen their skills to ensure sustained efficiency.

TLC, as a full-service Marketing firm is a strength for the company. Services of TLC include strategy development, advertising, event organisation, experiential and Below the Line Marketing, market insights, digital work and distribution. TLC is well-equipped and serves as a one-stop-shop for all the marketing needs of companies.

Weaknesses

The main weakness of The Little Cow is the absence of a Human Resource (HR) Department. The agency is heavily reliant on labour, and it is expedient that there is a department that manages the human capital and tracks performance. Until September 2020, TLC had a Human Resource consultant who was not an active part of the organisation's running. The HR audit on TLC revealed that there are a lot of inefficiencies since most of the HR functions do not exist or are partially performed by various officials of the agency.

Opportunities

The political stability in Ghana is an excellent opportunity for TLC to do business. Ghana is widely considered stable: A 2011-12 report from the World Economic Forum ranked coups in Ghana last out of 15 possible threats to doing business in the country (Ministry of Trade and Industry, 2018). Once TLC works per the laws of Ghana, there will be little setbacks caused by political instability.

Another opportunity presented to TLC is the upcoming 2020 Ghanaian elections. TLC can take advantage of the political situation to explore the political marketing sector as part of their full-service marketing portfolio.

Threats

The Coronavirus pandemic poses a significant threat to the profitability of TLC. There has been a general decline in economic development around the world due to the pandemic, and the World Bank estimates a decline in economic growth for sub-Saharan African countries from -2.1% to -5.1% in 2020 (Danquah & Schotte, 2020). The possibility of a reduction in profit for TLC until the pandemic subsides relatively high.

Another threat to the profitability of TLC is the ability of businesses to perform their marketing in-house. Due to the pandemic and the expenses that come with hiring a marketing agency, some companies have resulted in conducting their marketing activities in-house. TLC is losing customers who do not see the need for hiring a marketing agency to carry out marketing activities.

CHAPTER 2: NEEDS ASSESSMENT

2.1 Chapter Overview

This chapter seeks to identify the performance management gaps that exist within the Little Cow(TLC) through an extensive qualitative research. The needs assessment is a systematic approach to study the state of knowledge, ability and attitude of business processes within an organisation. The research delves into the day-to-day activities of TLC employees in order to understand their needs and perspectives at the workplace.

2.2 Problem Statement

Since it began operations in 2018, the Little Cow does not have standard performance appraisal and rewards systems, resulting in some efficiency measurement inadequacies.

2.3 Methodology

Primary research was used to get first-hand information from the employee activities and understand their perceptions about work. To capture the feelings and views of the research participants and the researcher in an experiential way, it was necessary to perform a qualitative research using observation and interviews. There is a trade-off between the reliance on researcher perspective and participant perspectives when using observation and interviews. Both data collection techniques are used to eliminate that trade-off and get a 360 view of employee operations.

2.3.1 Primary Research

Figure 1: Needs Assessment Methodology

Observation

The first data collection method used in the primary research was observation. The objective of employing this method is to view the research participants in their natural environment and unearth information that they may not think as necessary to reveal in their interviews. During my two-month internship experience at TLC, I made it a point to observe the routine activities of employees and how they relate with each other. Working with them gave me a first-hand experience of the work environment and how it affects my output. In order to remove biases, I spent two working days at the company, this time as a guest, to carry out my observation. The staff are familiar with me; thus, my presence did not alter their natural working environment.

Interviews

Interviews were semi-structured with the use of an interview guide. The population of in-house employees (both permanent and temporary) is fifteen and out of that number, six permanent staff were interviewed. In addition to observation, the researcher found it expedient to interview at least a third of the employees for better representation. Interviews were guided with a number of outlined questions, nonetheless, there was room for improvisations and

follow-up questions if need be. Using semi-structured interviews allowed the interview flow in chronological order: yet create room for further probing and expression of the participant's opinions. Descriptive open-ended questions were asked to get more informative answers. Interview guide can be found in the appendix of the paper (*figure 2*).

2.4 Key Findings

2.4.1 Observation Findings

It was observed by the researcher that TLC is a regular '9-5' company: Most workers arrive around 9am and retire to their homes at 5pm. Nonetheless, the Chief Executive Officer and the Creative Team often close later than their colleagues. TLC has a very friendly work environment and staff were observed to offer their opinions freely. Everyone appeared to know their agenda for the day and get right into it when they settle at their desks. A typical day unfolds with a lot of excitement and conversation between workers as they carry out their specific duties. There is mutual respect and a cordial relationship between the Owner of the company and his employees. A job well-done is complimented by colleagues and superiors.

The researcher was given access to the Human Resource audit performed on May 10th, 2020. The audit revealed that there were no specific job descriptions submitted for the CEO, CEO, Accounts Manager, National Sales Manager, Art Director, Operations Manager, Creative Director, Market Operations Manager, Operations Officer, Graphic Designer, Copywriter, Digital Marketing Associate, Digital Marketing Manager and the Finance Officer. The Little Cow does not have a Human Resources(HR) department, and some HR functions were performed by various officers in the organisation. According to the HR audit, there were a lot of inefficiencies since the HR functions are not existing or partially

2.4.2 Interview Findings

The interviews began with interviewees discussing their job descriptions and their daily activities. Participants were all aware of the specific requirements of their jobs and were confident in the ability to deliver. Some employees said they were performing tasks out of their job descriptions because of the limited staff, and this was sometimes overwhelming for them. The subsequent questions probed into how participants felt about the appraisal and reward systems in TLC and how the environment affects their productivity.

Appraisal systems

The interviews revealed that TLC does not have a standard performance appraisal systems and participants devised their own ways of appraising their work. 30% of participants said they were not required to give frequent reports on work done unless there was a specific task from their supervisor to report on. The remaining 70% of the employees stated that they had weekly update meetings with their supervisors to discuss the progress of work. 100% of the participants said they used personal development plans to manage their performance. Some of these plans included 'to-do-lists' and project tracking templates. In their opinions, the ability of participants to finish a project on time or tick off at least 70% of tasks on their to-do lists were indicators of productivity.

Reward Systems

The Little Cow does not have a specific rewards system, nonetheless 100% of interview participants perceived the current system as fair. A typical reward for exceptional work done at the company was verbal praise from their supervisors and colleagues. There were occasional rewards in the form of free lunch. Some participants were also content with their monthly salaries as rewarding enough for work done. To others, the friendly work environment in itself

was rewarding. Some participants spoke of commissions given to particular employees based on their completion of a project. 70% of participants attributed the unstructured rewards system to the fact that TLC was a start-up, and they considered their current system as very fair.

Environment

The researcher thought it expedient to probe into how the employees of TLC felt in their work environment and how it affects their work. All the interviewees were pleased with their work environment and described it as relaxed, homely, friendly, collaborative and playful. Employees of TLC saw themselves as a family and were very respectful towards one another. A majority of participants said their friendly working environment positively impacted their productivity. For participants who are not able to work under pressure, the relaxed nature of their work environment made it conducive for them to work efficiently. Amidst the positive feedback about the work environment, some participants viewed their work environment as very noisy and they find it difficult to concentrate and meet their targets.

2.5 Research Analysis

Due to the fact that the research conducted was qualitative, information received were unstructured. Therefore, the researcher used a cause-and-effect diagram called the Ishikawa diagram to analyse the research findings. The Diagram was used to analyse the root cause of the performance management shortcomings. The research findings were divided into four themes: Human Resource Management(HRM), Appraisal systems, Rewards Systems and Work Environment. The main aim of this Ishikawa diagram to identify the factors at play in managing work performance and their interrelation.
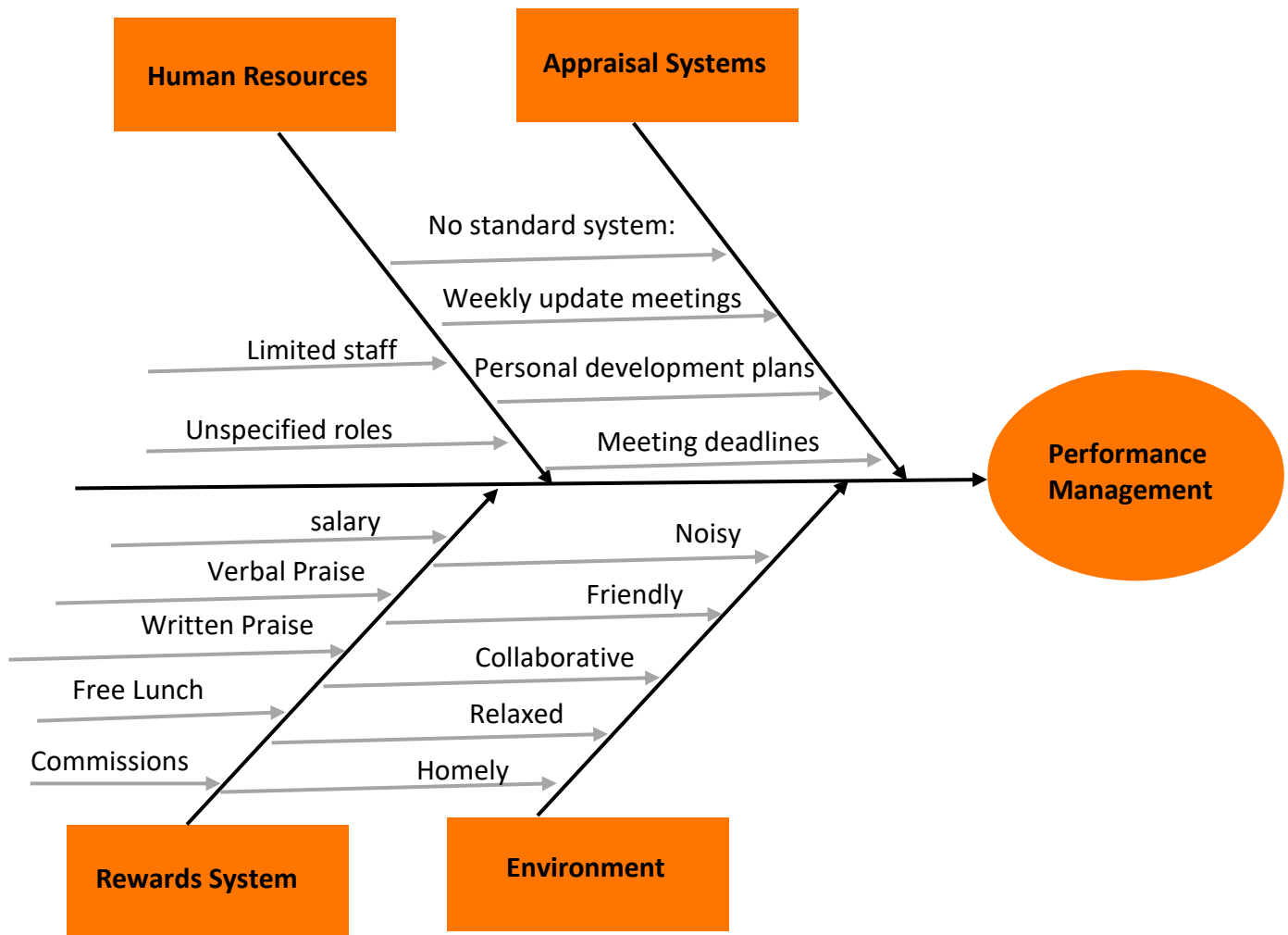
Figure 3: Ishikawa Fishbone Diagram

2.6 Justification

This needs assessment exposed the need for The Little Cow Consulting Agency to have a structured performance management system. Employees feel at home and are very content with their working environment. 90% of staff claim to be working efficiently because of the friendly environment, nonetheless, there is no specific metric to measure their performance. TLC is a start-up, and the employees are content with the reward systems in place. However, it is uncertain that they will have the same sentiments when the company flourishes, and these systems are not put in place. Because there is no structured performance management system, it is difficult to determine the specific strengths of employees to capitalise on and the

weaknesses to work on. A proper performance management system will determine whether

employees are working at an optimal rate and if TLC could be performing better than it is.

CHAPTER 3: MASTERY OF SUBJECT AREA

3.1 Chapter Overview

 This chapter explores the Performance Management knowledge area. Considering the evolution of this field of study, this chapter delves into the Goal Setting and Expectancy Theories and how they underly the development of an organisational performance management system. Finally, this chapter will examine the connection between theory and practicality in developing a performance management system for The Little Cow Consulting Agency.

3.2 Evolution of Performance Management

 Performance Management is a continuous interaction between supervisors and employees to identify, measure and develop performance to support the accomplishment of strategic organisational objectives. Human Resource Management practitioners have developed a high interest in all aspects of organisational performance. This interest has been unceasing due to the growing academic contributions to this field of study. Performance Management as a branch of knowledge emerged in the mid-1990s with greater inputs in the form of accounting. Heron and Reason (2001) raised a concern that these accounting contributions have little relevance in managing organisations' "real world" way.

 On the other hand, an earlier realisation by Mintsberg (1976) suggests that under-theorised, quantitative approaches to research contribute to the lack of "real world" relevance of academic input to managing organisations. Subsequently, there was a need to view performance management from a multi-disciplinary perspective for a more holistic organisational functioning measurement. Thorpe & Beasely (2004) argued that analysing performance management from just an accounting point of view neglects the cultural, functional and technical factors contributing to a successful measurement. While the financial contribution is an important way to determine high performance, it is necessary to consider the

organisation's strategic objectives. Thus, performance management should draw from various academic disciplines such as sociology, mathematics, anthropology and economics.

3.3 Performance Management Theories

To address practicality and varying perspectives to managing performance, some Human Resource experts have developed several theories tailored to specific organisations and their ability to measure performance. This paper will look at the two widely used performance management theories and how they underly the implementation of a performance management system.

3.3.1 The Expectancy Theory

Vroom (1964) Expectancy Theory says that an employee will be motivated to work based on how much they value the reward connected to an action (Valence), their belief that putting effort into their work will result in desired outcomes (Expectancy) and how much they believe that the good results they generate will result in a reward (Instrumentality). The Expectancy Theory is premised on the idea that people can think and are likely to choose alternatives with the greatest utility when faced with behavioural alternatives. This theory implies that when an employee does not believe that they can achieve an expected outcome when they do not trust that meeting a specific performance object will result in a stated outcome or they doubt the value of a reward after performance, employees will have low motivation which will intend lead to low performance. It is, however, expedient to note that value or reward can be intrinsic or extrinsic. Intrinsic Rewards are internal things that provide a sense of achievement and fulfilment to the employee. A cordial working environment with love and respect can be examples of intrinsic rewards. On the other hand, Extrinsic Rewards are external

benefits that the employee receives for work done. Promotions, salaries and bonuses are some forms of extrinsic rewards.

Although the value an employee perceives in an organisation drives performance, the expectancy theory leaves room for employees to set their own goals and expectations, which may not always be per the organisational goals and objectives.

3.3.2 The Goal Setting Theory

As a result of the expectation management loopholes when managing employees, Locke and Latham (1990) developed the Goal Setting Theory: and it states that "Specific and challenging goals, along with appropriate feedback contribute to higher performance feedback". The conventional goal-setting theory stemmed from the desire to understand why some employees worked harder and better than others, irrespective of their knowledge and ability. The Goal-setting theory believes that goals have a positive relationship with performance because they provide employees with specific direction, motivation and the ability to apply task-relevant knowledge. It is, therefore, necessary that the goals be specific, realistic, yet challenging and should encourage employee participation.

Stroker (1992) modified the Conventional Goal Setting Theory from being based solely on objectivism (referred to as the "ethics of rational selfishness) to the idea of the overall well-being of the community. He named the modification, Sustainable Goal Setting Theory". This theory's practicality is to understand why some employees are more engaged, satisfied with their work, perform exceptionally well, and still contribute positively to society.

In a nutshell, the entire Goal Setting Theory, which is regarded as the most important theory (Miner, 2003), focuses on providing measurable and specific goals to employees who embrace various well-being forms for many present and future stakeholders. The complexity of some organisational goals, its conflict with managerial goals and the fact that there is no

proof that goal setting improves job satisfaction raise concerns about the inclusion of employer satisfaction in the management of performance.

3.4 The Traditional Performance Management Cycle

Mabbey et al. (1999) introduced a model for managing performance which they termed the Performance Management Cycle. This cycle consists of five elements with the Expectancy and Goal Theories undelaying them. The cycle begins with the supervisor setting objectives based on the company's goals, then measuring the performance of the supervisee based on these goals, providing feedback on performance results to the employee, setting up a a reward system based on the performance results and finally making amendments to objectives and activities as the organisation evolves.
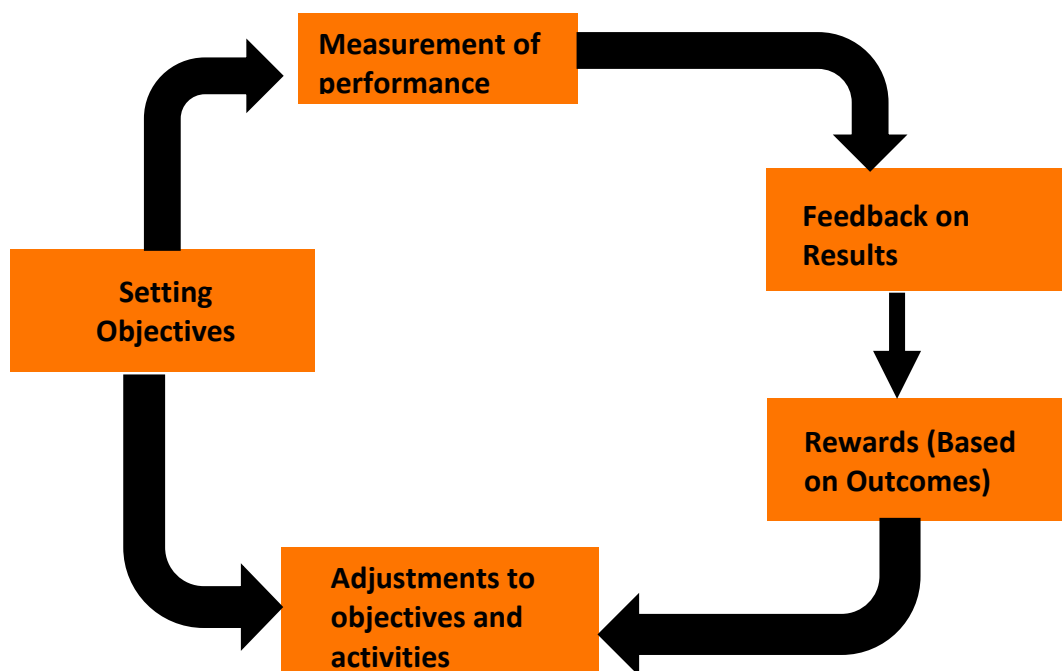
Figure 4: Mabey et al. (1999) Traditional Performance Management Cycle

The Expectancy and Goal Setting Theories and the resultant performance management cycle has revealed that motivation to perform is based on the employee; nonetheless,

performance management is predominantly a top-down activity. Rewards of employees are more or less at the mercy of their supervisors' evaluation, making the system one-sided. Developing a performance management model for the Little Cow Consulting Agency must consider employees' evaluations and their input on how to improve their performance. Buchner (2007) argues that most performance management systems are flawed because the supervisors themselves have never held some positions that report to them. Without such expertise, the credibility of the feedback is flawed. In addition to the Expectancy and Goal-setting theories, performance Management must therefore be conducted with the performer's perspective also at play. The system should be made *for* or *in partnership with* the supervisees for a holistic measurement of performance.

CHAPTER 4: SOLUTION AND IMPLEMENTATION PLAN

4.1 The Solution

To streamline The Little Cow (TLC) 's performance management, a standardised mobile application will be a timely intervention. With the help of Bown (n.d) UI kit for Adobe XD, I designed a high-level prototype mobile application using Adobe XD to evaluate the performance of TLC staff. Performance and development appraisals with the application, which I named SmartTLC, will be carried out bi-annually by supervisors and employees. The system will strike the average points of the supervisor and employee's appraisals.

SmartTLC is a mobile application because TLC is an agency with agents all over Ghana who do not always have a stationary office and computer. A mobile application will be convenient for users of the application who would like to perform evaluations on the go.

4.2 Theories Behind the Solution

SmartTLC was designed with the Goal-Setting and Expectancy theories underlying them. The system follows a goal-driven approach where supervisors set SMART (Specific, Measurable, Attainable, Relevant and Time-bound) objectives that correspond to the company's strategic goals. The performance appraisal is conducted by both the supervisors and employees to identify the contribution of the employee to each SMART goal. In addition to the performance appraisal, a development appraisal is also conducted to evaluate how equipped the employee is to carry out their job efficiently. The development appraisal checks the job knowledge, execution skills, operations efficiency skills, analytical skills, attitude & professionalism, communication skills, team management, upward management and leadership potentials of the employee. Consequently, both the employees and supervisors conduct a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis on the employees to have a sense of direction as to how to improve their output.

Concerning the Expectancy Theory, supervisors and employees agree on a specific reward if employees can meet their performance objectives by each bi-annual review. The development appraisal has a total point of 44 every six months and 88 at the end of the year in review. Thus, both the supervisor and the employee's average evaluations will be struck to calculate the employee's journey in attaining the agreed reward. There is also an avenue for feedback and comments to allow transparency.

4.3 Alignment of Solution to Company Goals.

SmartTLC is in alignment with company goals four and five of TLC: improving staff efficiency and building data and science-based systems & processes for executions. The intuition behind SmartTLC is to ensure the staff's efficiency by providing a convenient 360 convenient evaluation of staff performance offer guidance on how the employees can improve upon their personal and professional lives. SmartTLC is a mobile application that utilises internet connectivity and cloud storage, making it a steppingstone to strengthening their data and systems.

4.4 User Experience

For a minimalistic and user-friendly appearance, the mobile application incorporates TLC's dominant brand colour, orange, with complements of black, white and grey. The application is designed with simple navigation tools to ensure that the user finds it easy to use. The users of this system will be TLC staff, and they would be required to sign in with their company emails and an MD5 encrypted password for secure authentication. Usage of the application will require internet connectivity; however, all last sessions will be saved and available for review before the user makes subsequent updates. All the application's data will

be stored in the company's human resource database and on a secured cloud storage facility for two-tier storage and backup of data.
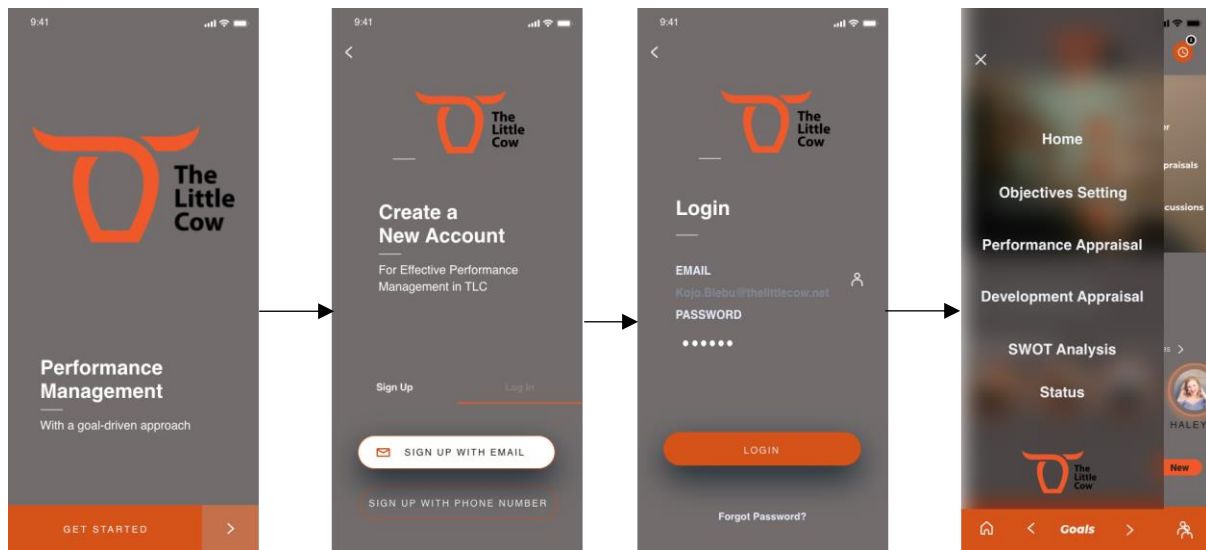

Figure 5: Sign-in process and menu bar.

When the supervisor successfully logs into the application, they are taken to the home page that displays the profile photo with their names, position, employer name, number of finished appraisals and pending discussions. The supervisor himself may be evaluated by his superior, and provision is made for that in the application. The supervisor can view their supervisee list on the home page and navigate straight to their evaluation from there.

The supervisee homepage contains the profile photo with the name and department of the subordinate and the supervisor's name and discussion status of their appraisal. To ensure a fair and accurate evaluation of performance, both the supervisor and their subordinate are mandated to discuss the subordinate's general performance before they proceed to evaluate on SmartTLC. The supervisee homepage also displays the final points for each mid-year and annual review and the percentage score the supervisee has achieved towards receiving their reward.
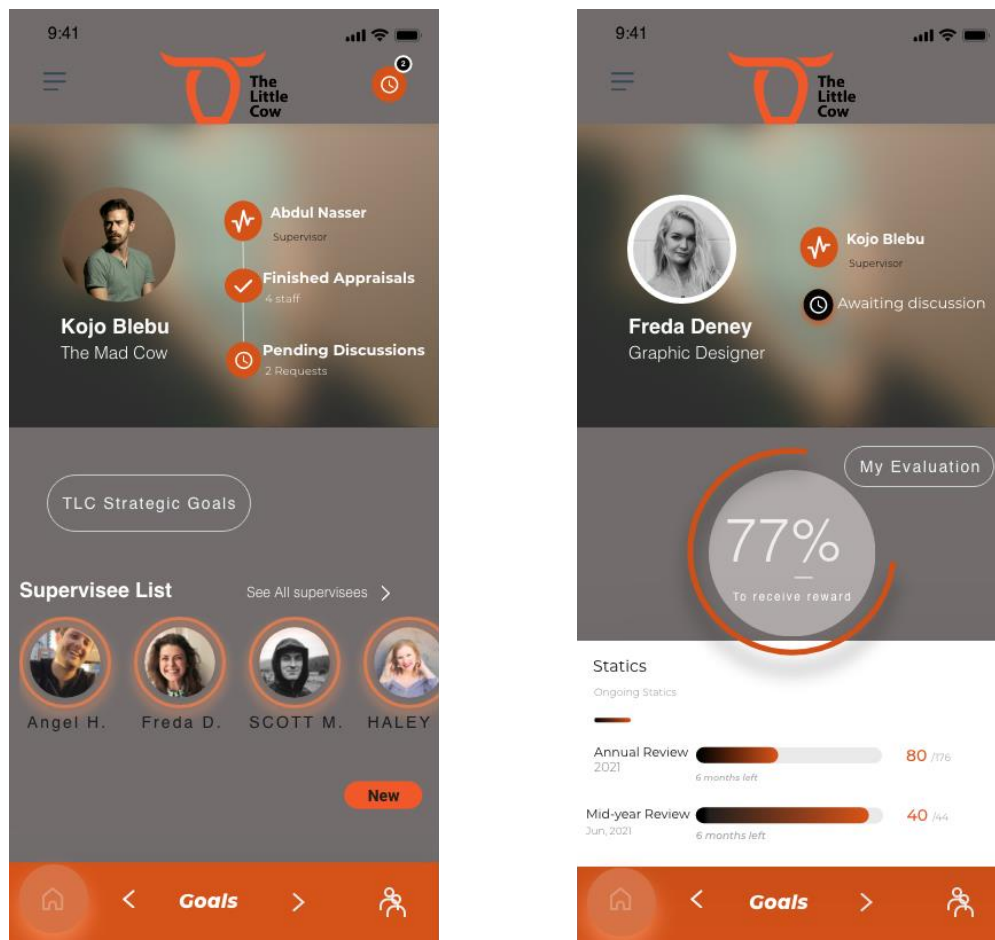
Figure 6: Supervisor and supervisee homepages.

The next page contains the company's strategic goals and their SMART objectives towards achieving the specific goals. The supervisor has the edit privileges to modify the objectives according to specific business times and seasons. It is expedient that both the supervisor and their subordinate consider the company goals and objectives before carrying out the evaluations.

The performance appraisal evaluates the contributions of the employee in achieving the Smart objectives. They are allowed to make comments and determine whether the contributions proved an underperformance, a solid performance or an outperformance.
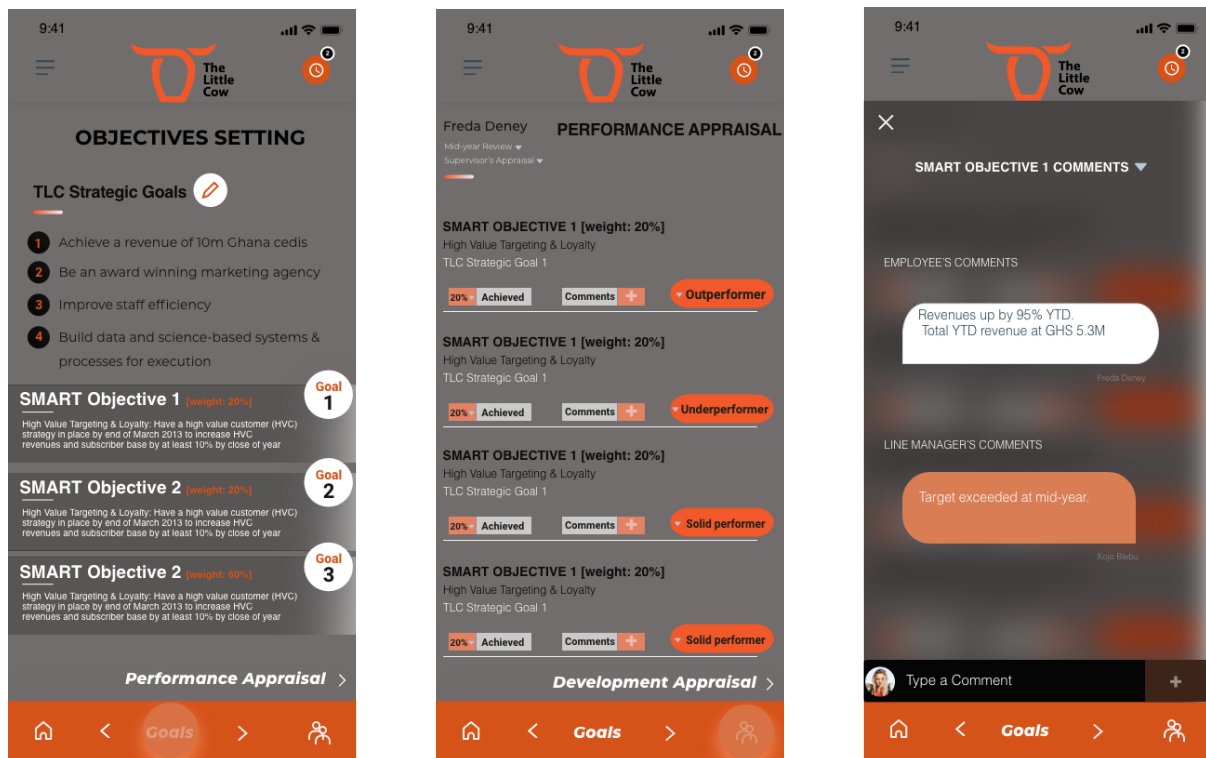
Figure 7: Objectives setting, performance appraisal and comments pages.

After the performance appraisal, the evaluators (both the supervisor and their subordinate) proceed to the development appraisal, where they will rate the job knowledge, execution skills, operations efficiency skills, analytical skills, attitude & professionalism, communication skills, team management, upward management and leadership potentials of the employee on a scale of 1-4. The total value will be displayed, and the evaluators can proceed to perform a SWOT analysis on the supervisee by clicking the pencil icon that corresponds to a SWOT pointer. The evaluators are at liberty to include general comments on the evaluations and have a virtual conversation through the comments section.
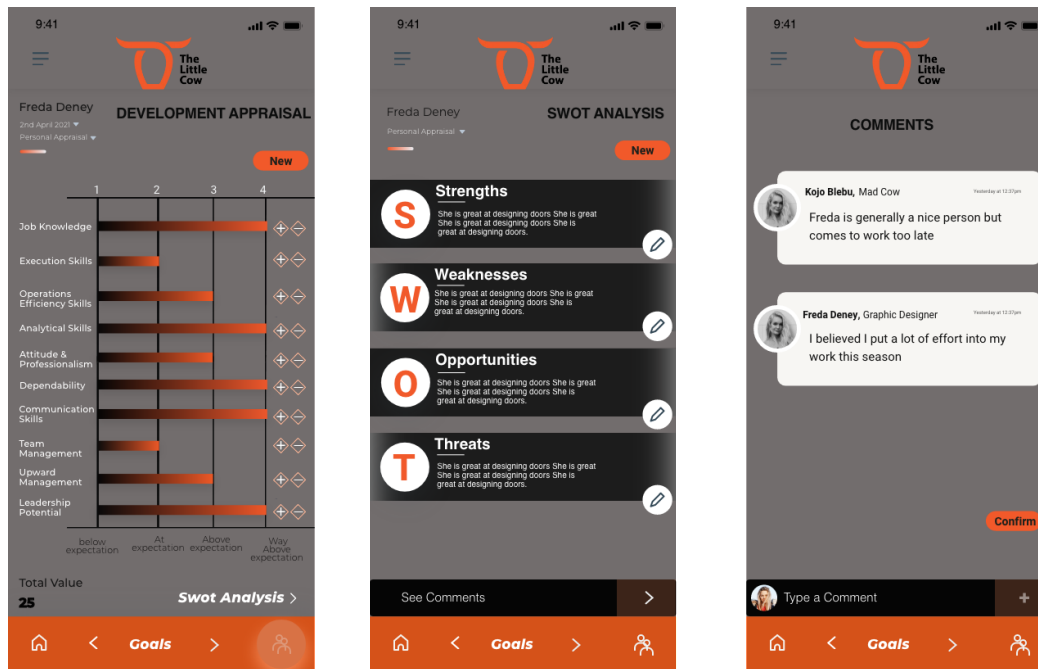
Figure 8: Development appraisal, SWOT analysis and general comments pages.

The penultimate page of the application ensures that the supervisor and their subordinate have discussed their individual appraisals. Upon confirmation of the discussion, the final page shows the supervisee's percentage score in their effort to receive an agreed reward at the end of a business season.
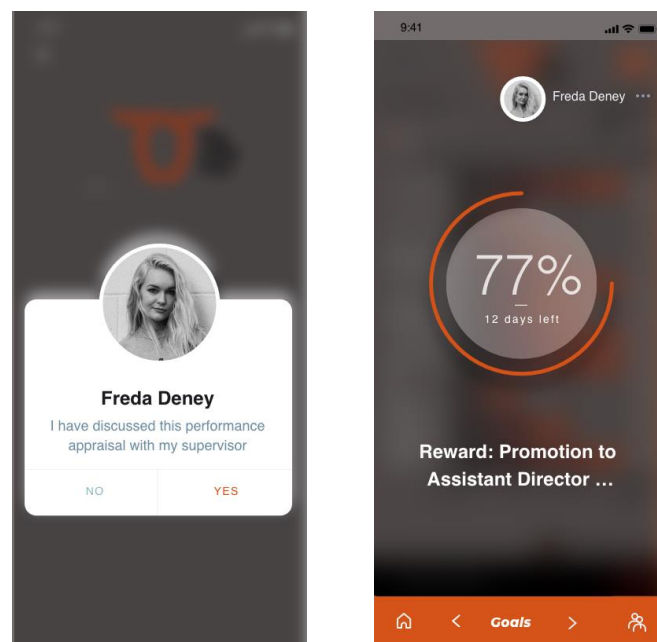

Figure 9: Discussion confirmation and status pages.

4.5 Implementation Plan

The implementation plan provides detailed guidelines on the usage, management and control of the proposed solution. SmartTLC application would largely be monitored and controlled by the Human Resource officer of the company. Building of the application will be outsourced to an Information Technology (IT) firm at an estimated price of ghs 4570.00. Support for the application should be provided by the IT firm as and when the need arises.

Activity	Person Responsible	When	Details	Estimated Cost (Ghs)
Building Application	Hired professional	June 1 2021	The high-level prototype will be built using a computer language for mobile applications. Should not exceed two weeks.	3000.00
Cloud hosting	Hired professional	By 14th June 2021	A domain name and cloud storage plan will be purchased to securely save data inputted to the application	1000.00
Beta Testing	Human Resource Officer	14th June 2021	Managers will try entering their personal and official details into the application, signing up and performing a mock evaluation on one another.	n/a

Moving application to the App and IOS stores	Hired Professional	By 20th June 2021	After all the errors in the application is fixed, it will then be pushed onto the app store so that staff of TLC can download it and begin usage	570.00 per annum
Departmental application usage	Human Resource Officer	By 27th June 2021	The Human resource officer will choose one department to begin evaluations with SmartTLC for the rest of the year. All concerns and feedback will be collated for full-house usage by December	n/a
General usage of application	All staff of TLC	All subsequent years in June and December.	Staff of TLC can download SmartTLC and start carrying out their appraisals. The HR Officer would set a duration for the start and end dates of all evaluations.	n/a
Updates and Maintenance	Hired Professional	Once every year in January.	All updates and largescale maintenance on the application should be carried out in January every year after a full term of evaluations.	varied

4.6 Monitoring and Control

       The Little Cow Consulting Agency will own the full rights to the prototype application design. The ownership terms regarding building the application will have to be discussed between TLC and the IT firm. The Human Resource Officer will take full responsibility for the application and be a point of call if the need arises. The impact of SmartTLC will be measured by the improved scores of every employee with every evaluation.

CHAPTER 5: CONCLUSION AND RECCOMMENDATIONS

5.1 Conclusion

This applied project aimed at building a 360-Performance Management system for the Little Cow Consulting Agency (TLC). My interest in experience design and my enjoyable internship experience at TLC influenced my decision to take up this project. TLC falls under the Ghanaian full-service marketing industry, whose firms are a one-stop-shop for their clients' marketing needs: strategy formulation, production, packaging, pricing, advertising, creative design, digital marketing, sales and distribution. According to the needs assessment carried out through observation and interviews, the company is equipped with skilled labour, political stability in Ghana and a friendly working environment. Nonetheless, TLC does not have a human resource department and, thus, no standard form of performance management. Although TLC staff are content with the start-up's current appraisal and rewards system, it is uncertain that these sentiments will hold as the company scales and the staff rewards do not scale along-side. Thus, the need for a standardised performance management system that is goal-driven and encourages rewards.

The two main theories that underly all performance management systems are the Goal setting and Expectancy theories. The Goal-setting theory suggests that companies set challenging and measurable goals for employees with appropriate feedback. The expectancy theory suggests that an employee will be motivated to work based on how much they value the reward connected to an action (Valence), their belief that putting effort into their work will result in desired outcomes (Expectancy) and how much they believe that the good results they generate will result in a reward (Instrumentality). It is upon these theories that the solution was created: A performance management mobile application. To prevent the bias of an employee's evaluation being at the supervisor's mercy, the application incorporates the evaluations of both the supervisor and the supervisee.

5.2 Lessons Learnt

My experience with this project was a pleasant one, with minimal challenges with obtaining information. I believe that my interning at TLC for the summer eased my way through the project because the staff were already familiar with me and held little information away from me.

5.3 Recommendations

Understandably, The Little Cow Consulting Agency is a start-up, and thus, most information technology (IT) configurations are outsourced to professionals. Nonetheless, I suggest that TLC create an IT department that handles all their electronic data. Outsourcing IT work may put TLC at a risk of sharing confidential data with unauthorised persons.

It will also be expedient that TLC creates a Human Resource Department with more employees to carry out the full functions regarding the protection of TLC's human resource.

Finally, as TLC scales, the SmartTLC mobile application can be converted into a web application. This can enable more functionalities on the application and a wider screen for usage.

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Appendix

INTERVIEW GUIDE

PROJECT TITLE: Developing a 360 Performance Management System for The Little Cow Consulting Limited.

Interview duration: 15 minutes

Location: The Little Cow Premises, East Legon

Date: 2nd February – 5th February 2021

1. What is a typical day at work for you?
2. How do you report on work done?
3. What tools do you use to assess performance?
4. What tools does your supervisor use to Assess your performance?
5. How are you rewarded for work done?
6. How fair are the performance appraisal systems in TLC?
7. How fair are the reward systems in TLC?
8. How much have you improved in your job since you began?
9. Describe your work environment.
10. How does the atmosphere affect your performance?
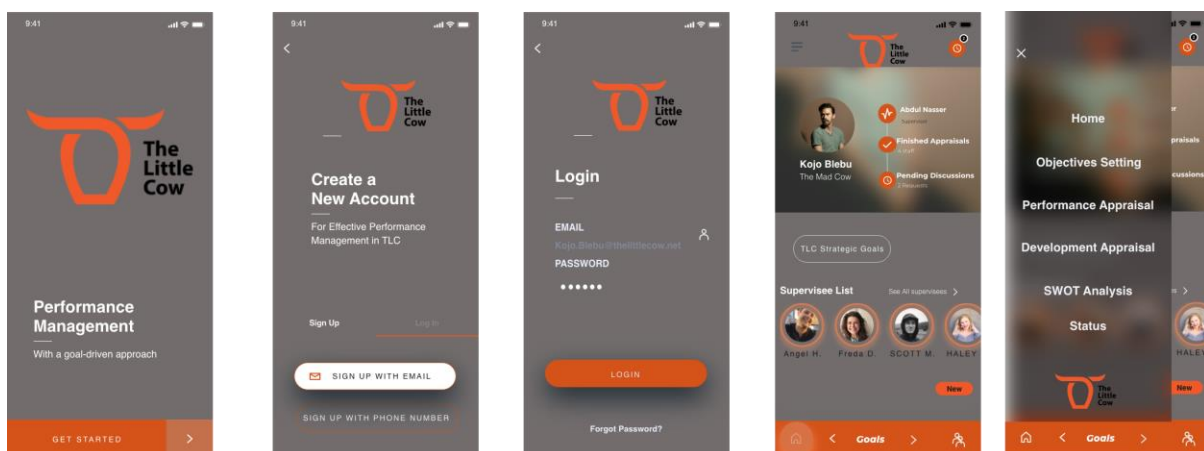11. What else would you like me to know?
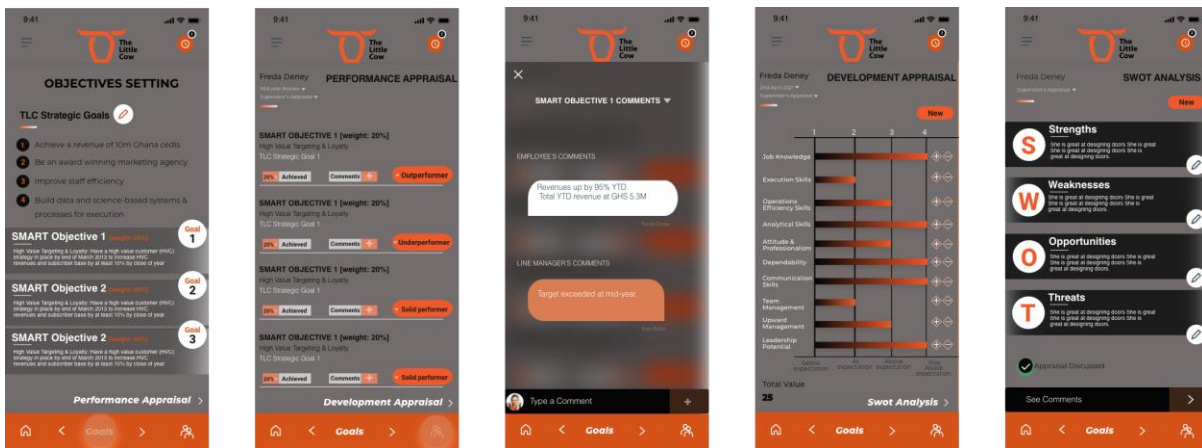
Figure 2: Interview guide

Figure 10: Supervisor Flow 1
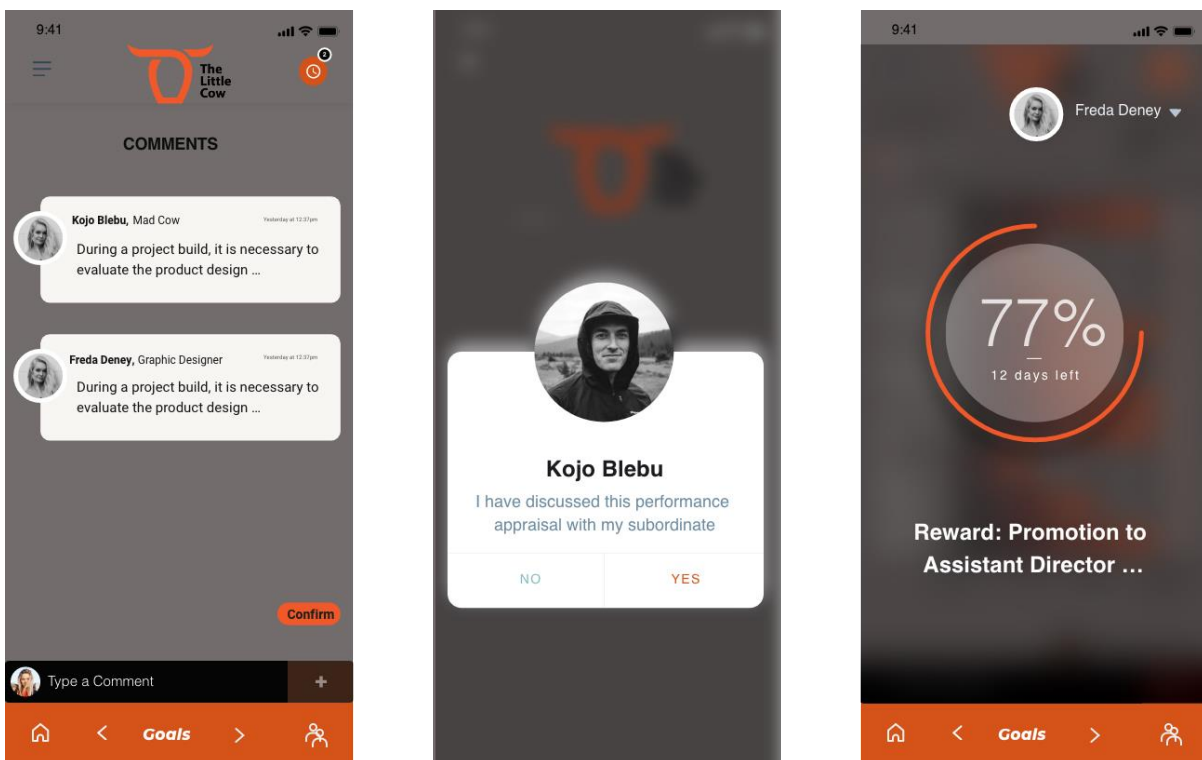
Figure 11: Supervisor flow continued.

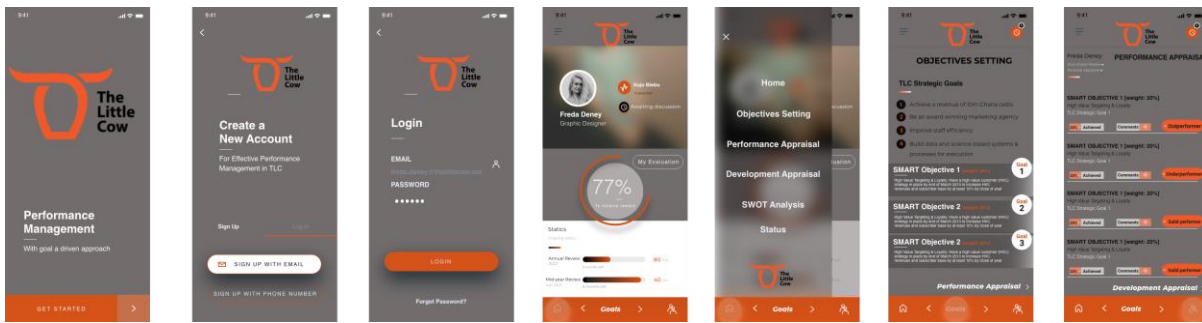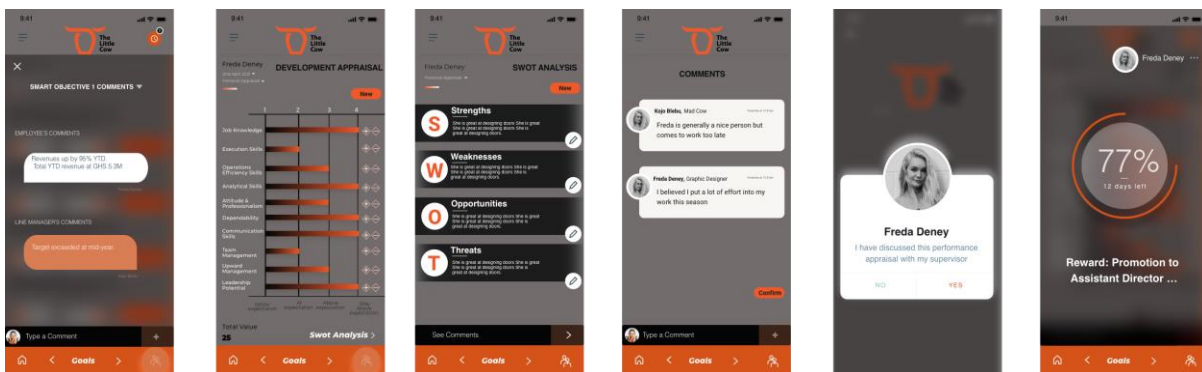
Figure 12: Supervisor flow continued.

Figure 13. Supervisee flow

Supervisee Flow continued.

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