Individual Business Report

Basingstoke Skip Hire & Southern

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Part 1 Introduction

BasingStoke Skip Hire & Southern, a registered private limited company, specialises in waste management in the UK. Set up in 1992, in Hampshire, it is a small and medium enterprise and a family-run business that wishes to make a positive impact on the environment by efficiently managing households, businesses, construction and all other types of waste. Being a family business, it is run by Mike, the MD, and his wife as well as his three daughters.

He is proud to see his company's white and green trucks operational throughout the roads of the city 24*7 with a 100 per cent recycling rate. They are licensed to take in asbestos-based waste too. All these services can be availed on-call or with online bookings. Additionally, it has its USP in skip hire and its unique 'Euro bags' which can be installed where grounds aren't viable enough to accommodate 'wheelie bins.'

Primarily, the business provides three facilities – waste management and recycling, skip hire, and trade and event waste. BasingStoke works to create a circular economy, where they collect waste from specific locations, get it to their station, sort and segregate in the next step, and recycle it, all following a strict environmental and waste audit. The business has credit facilities for its clients and covers the entire Southern England with its postal code coverage area services.

As per recent reports, 24 MMT waste was collected by local agencies and authorities in England, where Veolia Environmental Services led charts by collecting more than 2000 MMT waste. It was followed by Biff Group, Suez Recycling and others (Statista, 2023). Therefore, as an SME in the UK, BasingStoke faces huge competition.

Part 2 Analysis

2.1 SWOT Analysis

The business is running and functional mostly due to its sustainable and low-cost but effective business model. Also, it has networked its employees well with the use of technology and on-call services. The diversity of its products is an advantage for its customers as well as the business.

Following is a SWOT analysis of the company to learn about what internal factors affect it and how it can recalibrate its approach to perform better.

Strengths of the organisation

Basingstoke can be understood as an innovator in the industry, its strengths lie in its family-based warmth, online service, local advantages, and diversified products. The company's postal coverage area furthers its customer reach in the region. It has USP in skip products, where clients can choose from different varieties and sizes that suit their requirements.

Polite and friendly staff with timely delivery and a professional attitude has impressed numerous clients of the company. If a business ensures strong working ethics and committed staff, it can achieve a large customer base and high brand loyalty (Barnett *et al*., 2020). This can be said to be true in the case of BasingStoke, even by the number of positive feedbacks it has received.

Technological innovation is its key strength. It has the new artic lorry, the latest CX90 equipment for recycling, and it bends its services and policies according to environmental policies and legislations, for example, its new bulky waste collection systems.

Opportunities for the organisation

The company has local advantages of geography, technology, and people and resource networks. Accruing these benefits, it has opportunities to expand as a local business. It has its office in Hampshire. As per government reports, the number of hazardous and harmful waste in the UK and Scotland accounts for more than 45.5 per cent, which is a serious threat to human health (gov.uk, 2021). Basingstoke's license to collect these materials and dispose of them can be a huge opportunity for the company.

Areas near Hampshire – Berkshire, Dorset, Wiltshire and others – do not contain versatile waste management facilities. Hence, Basingstoke could use its local advantage to serve these areas too.

Weakness of the organisation

Basingstoke currently has only 11-50 employees (linkedin, 2023). Also, the business is family-owned, which restricts its ability to earn profits and compete with big players in the UK. Despite operating since 1992, it only has 2 offices in the UK.

As per the study by Budur and Poturak, (2021), efficient managerial staff are strategic resources for a company's road to success. It enhances the ability to manage staff, bring in innovation, collaborate with partners, and expand as well as diversify operations. But Basingstoke lacks a professional approach due to non-specialised managerial staff that does not allow it to compete with strong players like Biffa.

Upon market research, Biffa and others currently deploy electric waste collection lorries, have independent apps that are personalised for individual customers, and have wider market reach through its programs like – Waste Aid (biffa, 2023). Localised nature of business and fewer employees, restricts its resource generation to the area it operates within.

Threats to the organisation

The external threats to the organisation are limited due to its ability to adapt to new regulatory environments or quickly fulfil customer demands. Therefore, the only threat the company faces is its competitor market. Even though BasingStoke enjoys local advantages, in proportion to its years of experience it has failed to capitalise and diversify into a large business.

Additionally, the increasing demand for sustainable business practices, products, and escalating costs of technology, could be a possible threat to the company's financials.

2.2. Use of Corporate Social Responsibility by the Business

In a competitive world centred around the goals of making profits, expanding, or capitalising, it becomes highly essential to give back to the community and the environment. Corporate Social responsibility, a concept that originated in the 1980s, facilitates the transfer of portions of wealth from company to community. According to Le (2022), CSR activities performed by the SME business improved their brand image, and corporate reputation, and leveraged their market position by improvising on firm performance.

Another study by Bocquet *et al*., (2019), which surveyed 1348 SMEs in Luxembourg, found that the application of strategic CSR increases the value as well as national diversity. Such progress paves the way for companies to gain positive returns and avail product innovation.

Basingstoke Skip Hire strives to build a circular economy through its waste management technology and its CSR policies. It actively participated in providing aid to the people stuck amidst the Ukraine war. By directly communicating with its customers and suppliers, the company raised an amount of £6535 to fund its drop and shop activities to bring the refugees hot meals, shelter utilities, and other basic materials. It was directly supervised by its MD, Mick Mercer (basingstokesskiphire, 2023).

Another CSR activity by the company is based on its charity bus donation work. They utilised their resources and market advantage to build a brand-new bus for kids and the disadvantaged served by the James Street Church. They provided it to the church free of cost, with services of repair and MOT on an annual basis.

Adding to its CSR projects, Basingstoke Skip Hire has a special ‘Christmas Charity’ where it selects some of its customers. after selection, the company returns 10 per cent of their spending that can be utilised by these charity customers to distribute it to needy people, hence creating a virtuous cycle of donations for the needy and disadvantaged (basingstokesskiphire, 2023).

2.3 Innovation and Creativity in the Business

Basingstoke leads innovation charts in its local operations. According to Arranz *et al*., (2020), innovation and creativity increase business performance. It leads to sustainable outputs and better employee management. Managers who innovate frequently have better management skills than others. They are also able to generate greater levels of employee engagement and use new approaches to solve critical business problems. Innovation could be in the form of an idea or terms of technological inputs.

For Basingstoke, innovation and creativity come in the form of enhancing its technological solutions to adapt to dynamically changing environmental policies and legislations. Its key technological inputs are – Transfer Station, which is its USP too, bulky waste collection, new artic lorry, renewed CX90, improved segregation practices by using water steam, and best recycling practices (basingstokesskiphire, 2023).

The company has multiple in-house transfer stations. The waste collected with its postal coverage area technology is brought to these places to be segregated and recycled further.

The technological innovations for a company can take four routes – architectural, disruptive, incremental, and radical. In the case of Basingstoke, architectural innovation can be understood by its constant improvement in its vehicles and waste collection strategy (basingstokesskiphire, 2023). It has deployed its new Volvo Globetrotter. This is an upgraded trolley vehicle that has high fuel efficiency and optimised scalability.

While it is a family-owned business, it has disrupted the waste management sector by specialising in fulfilling local needs of waste recycling, segregation, and collection. The postal Coverage area, which allows the business to virtually navigate the entire city, could be said as a disruptor for the business. Next, its professional, timely, and speedy product delivery and the only licensed asbestos collector have disrupted the local market in operates in.

Further, the business has a creative stance on building its CSR presence. Its donation program which involves giving 10 per cent of shares to its customers, maximizes its ability to serve the society without incurring additional costs of setting up camps or creating different programs (basingstokesskiphire, 2023).

Hence, Basingstoke has greatly innovated in the industry, on a local level.

Part 3 Conclusion and Recommendations

Basingstoke Skip Hire & Southern is a UK-based waste management and recycling company operating as a family business since 1992. It has developed its strengths and opportunities in the market by advancing technology, providing exemplary services, and constantly listening to market demands.

The business has built a strong base in Southern England, and Hampshire, and aspires to bring sustainable and substantial change in society. Despite its strong market presence, the business lurks amidst multiple threats due to rising competition and a lack of specialised managerial staff. Its local presence has limited its expansion and growth plans too.

Therefore, the business should consider developing its staff capacities. It currently only has 11 to 50 employees and its entire family in operation. This could create problems of disguised unemployment, restraining the company to reach its potential. As per research, this type of unemployment reduces the possible change that could have been brought by the technology installed.

Secondly, it should take strategic steps for market development outside Southern England. It could explore other locations which produce the most waste in the UK. This could help the company to expand strategically while incurring profits too. it would also enlarge its ambit of generating a circular economy.

Lastly, the company could try digital marketing services to develop its CSR base further. It could take advantage of social media to grow from an SME to a large company, as digital avenues could help the company network in better ways. They could also sell and publish their innovative products instantly through influencer marketing, giving the much-needed professionalism, exposure, and competitive advantage outside their local area.

Part 4 References

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