

# Memo Illustrative Sample

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## **Example Memo Question**

Does VanCity have good performance? Explain how management techniques have insured VanCity's performance. Provide specific examples and explain the type of performance that is evident in the examples.

See below for the example memo for the above question.

**Subject: VanCity Case Solution – ADM1100X**

**To: Dr. Patrick Woodcock**

**From: (Group Members Name: Indicate names)**

**Group's Email: [fg49023@tmail.ca](mailto:fg49023@tmail.ca)**

**(this should be an email {one} that represents the group – if more than one is provided I will only use the first one).**

**Conclusion:** The case demonstrates that VanCity's managers provide planning, organizing, controlling, and leading managerial functional attributes to the organization. Furthermore, these attributes appear to produce strong performance in both effectiveness and efficiency.

## **Analysis:**

### ***Management Functional Attributes:***

Figure 1 illustrates examples of the four functional attributes of management. The planning function is well represented by examples in the case. Organizing and controlling are modestly represented by different examples, although a number of the planning examples have organizational functional dimensions. The leading/directing function is poorly represented possibly because the case does not focus on strategic execution (i.e., the doing), but rather describing the organization and its strategic processes. These examples suggest that Van city managers are relatively well-rounded in all the functional attributes, although leading is only modestly represented in the case.

### ***Performance***

Figure 1 also examines examples of performance that are related to the specific functional attributes. Examples of effectiveness performance were related to the planning and organizational management functions, but the leading and controlling functions were poorly represented from a performance perspective. Performance related to efficiency was very poorly documented for all functional types, with only one example related to planning being present.

Despite the lack of efficiency performance related to these functions, there are many examples of performance achievement not associated to one of these functions. Figure 2 describes a number of these performance examples breaking them into efficiency and effectiveness categories. The majority of examples are in the effectiveness category. Only two examples are efficiency performance related in the case. This evidence clearly indicates that effectiveness performance is a key element in VanCity's overall performance objectives.

Figure 3 provides an analysis of financial performance for VanCity. Several performance metrics in this Figure specifically examine efficiency as shown [e.g., revenues per employee, etc.]. All three efficiency performance measures are higher than industry averages. Thus, VanCity does perform well from an efficiency perspective.

In addition, effectiveness and efficiency performance are related. An example being higher-quality leads to higher production in most cases.<sup>1</sup> This suggests that managers who focus on effectiveness performance, as VanCity managers do, often will get efficiency performance as a secondary outcome. In VanCity's case, innovation and employee satisfaction both could easily produce increases in efficiency in organizational processes and worker productivity. Thus, VanCity managers who focus on effectiveness performance using the different management functions may well get efficiency performance.

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<sup>1</sup> Quality Management and its Association to Profitability, F.S. Haerke, McGraw Hill, 1999.

Appendices – Figures 1 to 3

Figure 1 – Management Functions and Depicted Performance in the Case

Management Practice	VanCity Management Example	Example of Performance Depicted	
		Efficiency	Effectiveness
<ul style="list-style-type: none"> <li>Planning</li> </ul>	<ul style="list-style-type: none"> <li>“organization examined its process for conducting employee performance reviews”</li> <li>“To reengage employees, they would increase training, &amp; IT infrastructure”</li> <li>“planned on examining its monetary and nonmonetary compensation strategies”</li> <li>“vision to achieve positive social change has ... through a number of (community-based) programs”</li> <li>“before doing so was popular, VanCity focused on its own environmental performance”</li> <li>“this financial institution continues to look for ways to improve”</li> </ul>	<ul style="list-style-type: none"> <li>–</li> <li>“Stream line to improve efficiency”</li> <li>–</li> <li>–</li> <li>–</li> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> <li>“support to manage performance effectively”</li> <li>–</li> <li>“gives back each year a significant portion of net profits [generally 30%] to members and to communities”</li> <li>“achieved its target of being the first carbon neutral North American-based financial institution”</li> </ul>
<ul style="list-style-type: none"> <li>Leading/ Directing</li> </ul>	<ul style="list-style-type: none"> <li>“managers to focus on ongoing employee coaching, and provided employees with online training”</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>
<ul style="list-style-type: none"> <li>Organizing</li> </ul>	<ul style="list-style-type: none"> <li>“provides its employees with the opportunity to help set corporate policies and procedures”</li> <li>“Programs have included opportunities to work with Employee Assistance Providers”</li> <li>“VanCity offers a competitive pay and benefits program”</li> </ul>	<ul style="list-style-type: none"> <li>–</li> <li>–</li> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>“employees to create the right environment to thrive”</li> <li>“developing personal plans for health and wellness”</li> <li>–</li> </ul>
<ul style="list-style-type: none"> <li>Controlling</li> </ul>	<ul style="list-style-type: none"> <li>“cooperative surveys employees”</li> <li>“employee engagement target is set at 75%”</li> <li>“leadership teams compensation is tied to achieving this significant stretch target”</li> <li>“annual accountability reports to members”</li> <li>“employee performance reviews”</li> </ul>	<ul style="list-style-type: none"> <li>–</li> <li>–</li> <li>–</li> <li>–</li> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> <li>–</li> <li>–</li> <li>–</li> <li>–</li> </ul>

Source: All of the above quotes originate from the VanCity case in the ADM1300 course.

*Figure 2 –Performance Examples Not Associated With Management Functions*

Effectiveness Performance Examples	Efficiency Performance Examples	Overall Performance Examples
<ul style="list-style-type: none"> <li>• “Media Corp. Canada Inc.'s list of Canada's top 100 employees for 2011”</li> <li>• “Globe and Mail's top 50 employers for young people”</li> <li>• “was one of Canada's top 30 greenest employers “</li> <li>• “Corporate Knights best 50 corporate citizens in Canada”</li> <li>• “Fast Company's most innovative companies”</li> <li>• “triple bottom line business model; it is driven to achieve ... success ... focus us on environmental and social sustainability”</li> </ul>	<p>None Available</p>	<ul style="list-style-type: none"> <li>• “triple bottom line business model; it is driven to achieve financial success but also focus us on environmental and social sustainability”</li> <li>• “healthy financial position, with rising membership“</li> <li>• “net profits [generally 30%] to members and to communities”</li> <li>• “first North American credit union to receive an R-1 rating from the Dominion Bond Rating Service”</li> </ul>

*Figure 3 – Financial & Operational Performance & Analysis of VanCity*

<p>Not Shown</p>
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