



# **Year 12 Professional Pathways Business Transition Pack**





Task	Instructions	Tick below when you have completed
1	Read the case study on Kellogg's and answer the comprehensive questions in full sentences.	
2	Complete the research project on Lendlease.	
3	<p>Read the article on '<i>Why giving back is the best way forward for businesses</i>'.</p> <p>Research and make notes on an example of a company that does not have positive CSR approach.</p>	
4	Complete the Business Summary Questions.	
5	<p>Research the recruitment and selection process for a business of your choice.</p> <p>Answer the following questions for the research task.</p>	



## **Task 1**

### **Stakeholders – Kellogg’s**

Stakeholders are individuals, groups and organisations that have an interest in the decisions a company makes and the products that it produces. They also, depending on their power, affect how businesses perform. Kellogg’s K-Values guide the way the company interacts with all of its stakeholders. They guide the organisation’s decision making processes to help meet the expectations of its stakeholders.

Kellogg’s products are manufactured in 18 countries and are sold in more than 180 countries. This means Kellogg’s has to manage its relationships with a variety of stakeholders around the world. Kellogg’s long-term business plans, known as strategies, focus on engaging with its stakeholders to ensure their needs are being met. For Kellogg’s, this means ensuring the highest ethical standards and sustainable business practices. A sustainable business is one which focuses on minimising any negative impact to the environment to ensure future generations can prosper.

Stakeholder engagement, building two-way relationships with its stakeholders, is a key aim for Kellogg’s. Two-way relationships help build trust between Kellogg’s and its stakeholders. Each stakeholder group has different needs. Engaging with each group individually helps Kellogg’s ensure these needs are met. Kellogg’s uses a variety of strategies to maintain positive relationships with its stakeholders. For example, Kellogg’s commitment to its stakeholders and ethical practices is demonstrated through its Corporate Social Responsibility (CSR) initiatives. CSR focuses on improving the lives of communities in which the organisation operates. An important part of managing the needs of stakeholders is understanding that different stakeholder groups can sometimes have conflicting interests. It is therefore essential for Kellogg’s to consider how it can best balance different stakeholder aspirations. For example, government requirements for food content and consumer preferences. Kellogg’s recently changed the formula of Honey Loops to reduce the sugar content but this had an impact on consumer’s perceptions of the brand.

Internal stakeholders are those within an organisation who have a key interest in the organisation’s decisions. Kellogg’s key internal stakeholders include employees at all levels, all over the world, and shareholders. Both groups are integral to the success of the organisation.

External stakeholders are ones who are outside of the organisation. Kellogg’s key external stakeholders include customers, suppliers, communities and charities. Kellogg’s uses a variety of communications approaches to engage with its different external stakeholders. Kellogg’s engages with communities through its breakfast clubs. Kellogg’s engages with customers and potential customers through its advertising campaigns. For example, TV and print adverts and the use of social media such as Facebook and Twitter. These are all platforms used to create two-way engagement with customers about its products as well as its CSR initiatives. Another important stakeholder group is suppliers.

Kellogg’s is committed to an ethical supply chain and has a Supplier Code of Conduct that all its suppliers must abide by. This code requires all Kellogg’s suppliers to comply with fair labour practices and ethical business standards. These particularly

focus on environmental and health and safety issues. Engaging with and improving the communities in which it operates is an integral part of Kellogg's operations. Its focus is on projects where the company can make a real impact on issues close to its heart, namely food poverty and sustainable agriculture.



## Questions

1. What is a stakeholder?
2. Give examples of some of Kellogg's external stakeholders.
3. Who is their most important stakeholder and why?
4. Explain why it is important for firms like Kellogg's to maintain good relationships with its stakeholders.
5. Analyse why providing information about Kellogg's ethical behaviour is important for the future of the firm.

## Task 2



### **Lendlease Research Project:**

*You will need to research independently using many sources for this however the following link is a good place to start.*

<https://www.lendlease.com/uk/>

1. What service do Lendlease offer?
2. What countries to they operate in?
3. What was their revenue?
4. How many employees do they have?
5. What do Lendlease believe about ethical issues?

Waste

Water

Energy

6. Explain a recent news article that Lendlease was featured in
7. Have a look at Lendlease's Apprenticeship and Graduate opportunities – which of these roles sound the most interesting to you?



### **Task 3**

#### **Why giving back is the best way forward for businesses**

It's not all about the bottom line: companies who give back can have better staff loyalty, engagement and productivity

Written By [Seb Murray](#) Fri 2 Feb 2018 07.00 GMT Last modified on Fri 2 Feb 2018 07.02 GMT



☐ Power to the people – Ikea funded a solar farm to bring renewable energy to the 20,000 Syrian refugees living in the Azraq camp in Jordan. Photograph: Photographer: Vingaland AB/PR Company Handout

Companies are increasingly incorporating corporate

social responsibility (CSR) into their business plans, using initiatives such as teaching kids in developing countries to code. In 2011-13 [Fortune 500 companies spent \\$19.9bn](#) (about £13bn) a year on initiatives that had a positive impact on society or the environment. And while some worry CSR could threaten financial performance, a growing body of evidence suggests it actually provides numerous benefits.

For one, it can help you attract and retain talent. [Research by marketing agency Cone Communications](#) found that nearly two-thirds of young people won't take a job at a company with poor CSR practices. The survey of 1,000 people found 75% of millennials would take a pay cut to work for a responsible company, and 83% would be more loyal to a business that enables them to contribute to solving social and environmental problems.

“To attract and retain talent, you need to show you are doing all you can to give back to the communities you operate in,” says Richard Donovan, head of corporate responsibility for the UK and Ireland at Experian. The credit agency's UK employees volunteered nearly 12,500 hours in 2016-17 to support community and financial education programmes, and its social innovation programme has helped more than 9 million people globally since 2014 – by supporting people to pay off unmanageable debts in Brazil, for example.

But CSR is not just recruitment PR; it also has a tangible impact on a company's bottom line. Companies that integrate climate-change management into strategic planning, for example, see an [18% higher return on equity](#) than those that don't, according to a study by CDP, a non-profit that helps companies with environmental disclosure.



“While there are many reasons why a company might achieve good results, it’s clear that companies leading the way on sustainability can and do perform well financially,” says Paul Simpson, chief executive of CDP.

Enterprise software company SAP’s 1,800 UK employees can take part in Africa Code Weeks in 35 countries, helping young people develop technical skills and promote economic development. “I do not believe CSR undermines our financial results,” says Tom Loeffert, HR director for the UK. “By providing the opportunity for employees to do meaningful work, we have seen higher levels of engagement and productivity. CSR can also help us win new deals and, ultimately, grow our business.”

### **For the greater good: six CSR drives**



Fruit of the Loon – Google’s internet balloons will help lift people out of poverty

#### **Google’s Project Loon**

Forming a network of floating satellites near space, Loon will provide internet access to some of the 4.1 billion people across the globe who do not have it.

#### **Toms shoes**

For every pair of shoes sold by the company, a pair is donated to someone who needs them. Toms has shipped 75m pairs, which has contributed to protecting more than 2 million children from hookworm, an intestinal parasite typically acquired by walking barefoot on contaminated soil.

#### **Asda’s wonky veg box**

To tackle food waste, the UK supermarket group last year began selling imperfect vegetables via a “wonky veg box” priced at £3.50, 30% cheaper than standard lines. Farmers may benefit by getting money for produce such as misshapen carrots, which are often chucked away.

#### **Nu Skin’s Nourish the Children**

Employees and customers can purchase and donate a nutrient-rich food to people suffering from malnutrition and famine. Since 2002, the company has donated more than 550m meals to malnourished children across the globe.

#### **Ikea’s brighter lives for refugees campaign**

Last year, Ikea funded a solar farm to bring renewable energy to the 20,000 Syrian refugees living in the Azraq camp in Jordan. Each family can now power a fridge, TV, fan and lights, as well as charge their mobile phones – essential for contacting family overseas. The solar farm will save \$1.5m (£1.1m) and reduce CO2 emissions by more than 2,000 tonnes per year.



## **Task 4**

### **Business Summary Questions**

1. Describe what is meant by a 'pressure group'.
2. Other than pressure groups, state four possible stakeholders in a business.
3. What is the difference between a stakeholder and a shareholder?
4. What is the difference between a consumer and a customer?
5. Define the term 'aim'.
6. Define the term 'objective'.
7. Explain why social media is a good method of communication for a business.
8. Explain why setting up faster payment systems can be beneficial for a business.
9. Explain why some firms may benefit from high levels of unemployment.
10. State two negative impacts that high levels of unemployment can have on a business.
11. Give one type of tax a business has to pay.
12. Explain how a business might be affected if the amount of tax consumers have to pay increases.
13. What does inflation mean?
14. Explain what happens to consumer spending when interest rates fall.
15. Explain how a firm with lots of loans will be affected by rising interest rates.
16. What is an exchange rate?
17. Explain why a weak pound can benefit British companies that export goods.
18. Explain why a strong pound can benefit a British business that imports goods.
19. Research - What does 'WPIDEC' stand for?
20. Research - What does 'SPICED' stand for?

**Task 5**



**Recruitment and Selection**

**Research Table**

<b>Stages in Recruitment</b>	<b>Task</b>	<b>Stretch and Challenge</b>
<b>Identify a vacancy</b>	<i>Describe methods that are used by the business to identify vacancies within the company</i>	<i>What are the benefits/ drawbacks of this?</i>
<b>Create a person specification</b>	<i>Who is responsible for writing a person specification? Find an example of a person specification for any vacancy posted by the company.</i>	<i>What are the benefits/ drawbacks of this?</i>
<b>Create a job description</b>	<i>Who is responsible for writing a job description? Find an example of a person specification for any vacancy posted by the company.</i>	<i>What are the benefits/ drawbacks of this?</i>
<b>Advertise job</b>	<i>Where are jobs advertised for this company? Support your response with examples.</i>	<i>What are the benefits/ drawbacks of this?</i>
<b>Send/ receive applications</b>	<i>What methods are used to send and receive applications? Support your response with examples.</i>	<i>What are the benefits/ drawbacks of this?</i>
<b>Shortlist candidates</b>	<i>Who shortlists candidates? What is the typical number of candidates that will be given an interview?</i>	<i>What are the benefits/ drawbacks of this?</i>
<b>Interview candidates</b>	<i>How many stages of the interview are there? What methods are used for interviewing candidates?</i>	<i>What are the benefits/ drawbacks of this?</i>
<b>Select best candidate</b>	<i>How do they decide on who gets the job? Who is involved in this process?</i>	<i>What are the benefits/ drawbacks of this?</i>
<b>Make job offer</b>	<i>How do they inform candidates as to whether or not they have been successful?</i>	<i>What are the benefits/ drawbacks of this?</i>