

The company says “we believe that, to achieve our vision to become a legendary business, the customer has to be at the heart of everything we do. Building a strong customer heartbeat is the key to delivering outperformance across all our brands. We build a strong customer heartbeat by listening to and understanding our customers better, providing outstanding value, delighting them with innovative new products and making everyday experiences special through great service provided by our 40 000 team members.

In the UK we already have strong brands in Premier Inn and Costa and we intend to continue to expand those brands into selected attractive international markets. Strong brands are built on a strong customer heartbeat and it is vital that we continue to provide a superior experience for every one of the 19 million customers a month who visit one of our brands. We will achieve this by motivating our employees to provide consistently high levels of customer service, and maintaining high levels of team engagement is key to that aim.

As well as providing our customers with the quality of service that will delight them, we must also ensure that the environments we provide for them, and for our teams, are well-maintained, clean and welcoming. It is important therefore that we continue to re-invest in the quality of our properties.

We intend to create substantial value for our shareholders by delivering on our five-year growth objectives and by increasing return on capital. An integral part of our approach is the Good Together programme. We want Whitbread to be a force for good in all the communities in which we operate”.

Whitbread’s Good Together Approach

“Good Together encompasses a range of corporate responsibility activities including training to enrich the lives of our team members, improving the nutritional content of the food we serve to aid the well-being of our customers and a reduction in energy consumption, which saves the company money as well as having a positive impact on the environment.

Our ‘Good Together’ people pledges are focused on improving the lives of the people who work for us and the lives within the communities in which we operate. Our aim is to positively impact the following social issues:

- Reducing the skills gap;
 - Reducing youth unemployment;
 - Championing healthier lifestyles; and
 - supporting charities and good causes.
- Our charity target of raising £1 million for WaterAid was achieved in late 2011, helping more than 66 000 people in India gain access to a long-term supply of safe water, improved sanitation and hygiene education;
- This year we have raised £750 000 for the Costa Foundation, bringing our total to £2.5 million enabling the opening of 24 schools, providing education for 14 518 children and jobs for 312 teachers and support staff;
 - A further £421 000 has been raised for other charities through our Raise and Match and Payroll Giving schemes”.

Source: www.whitbread.co.uk

1. Explain how Whitbread plc identifies and satisfies the needs and wants of its customers to ensure “a great customer experience” (lines 13 to 14). [10]

2. Using Porter’s Five Forces Framework analyse the current position of Whitbread plc. [14]

3. Analyse and evaluate the financial performance of Whitbread plc. [12]

4. Evaluate Whitbread plc’s ‘Good Together’ approach (lines 38 to 57) from the point of view of its various stakeholders. [12]

5. Evaluate Whitbread plc’s strategy of global growth. [12]

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