

Whitbread



**ASSIGN
BUSTER**

What's brewing at Whitbread? In the annual report for 1999/2000 Whitbread Plc reported a total turnover of ? 2.9 billion with operating profit of ? 332 million. The sale of beer, one of seven business units, accounted for approximately 38% of turnover. Other important revenue was generated by closely allied businesses such as pubs and restaurants. Ten years later and the Annual Report of 2009/10 showed a markedly different company. Total revenue was ? 1.44 billion and, despite a 250 year history as a brewer, Whitbread no longer brewed beer but now concentrated on hotels, restaurants and coffee.

Using company annual reports and industry information from credible sources you are required to analyse and assess the development of Whitbread by answering the following questions: 1. Using Porter's Five Forces framework assess the attractiveness of the hotel industry for Whitbread around the period 1999-2005. 30 marks 2. Using Porter's generic strategies identify and discuss Whitbread's approach to competing in: a. The hotel market b. The coffee market 30 marks 3.

The corporate strategy literature distinguishes between related and unrelated diversification. To what extent does the development of Whitbread in the years since 2000 illustrate this theoretical discussion of diversification? 30 marks 4. Has the transformation of Whitbread been successful? Support your answer with appropriate data. 10 marks Submission Deadline: 9.00 am Monday 26 March 2012 (Assignment Box and StudySpace Turnitin) A hard copy and a soft copy of the report must be submitted, with the word count listed on the front page. The hardcopy must include an assignment front sheet.

It should be a professionally written business report, suitable for presentation to a management team. All group members must be involved in the preparation of the report. Marking Criteria

- Integrated and systematically structured document.
- Effective application of relevant concepts.
- Sound strategic analysis.
- Good linkages between sections.
- Relevant credible data sources appropriately referenced. (eg FT, Economist, Company Reports & Accounts, industry reports)
- Maximum 2500 words (this does not include appendices). Exceeding the word count will incur a 5% penalty. Minutes of team meetings must be provided in the appendices. Failure to provide these will incur a 5% penalty
- All team members will receive equal marks unless exceptional circumstances prevail. Any group report submitted late, without an extension granted by your Course Director, will be capped at 40%. Failure to submit within 7 days of the deadline will result in a mark of F0 and the entire module mark for all team members to be capped at a maximum of 40%. Remember: Plagiarism can be detected, is a serious offence and will be dealt with accordingly.

Group Working

Do not simply split the questions between group members. The questions are all linked and a consistent flow should be evident in the finished report. All group members must have a clear understanding of how each question is to be answered before the writing is split up between the group members. There should then be an editing session when each section is reviewed and you ensure that all the individual sections make one report.

Theory v Analysis The emphasis in this assignment is on producing concise analysis. It is not necessary to appraise the theory that is being applied.

Concentrate on the key factors that are relevant to each question, using the theory as frameworks for the analysis. Analytical Models Do not simply paste standard models and frameworks into the report. The use of frameworks, graphs, diagrams and charts is encouraged, but these should be directly relevant and adapted to analysis of the case. Format Neither an executive summary nor introduction is required for the overall report. Each question can be answered as a separate section. Each question may benefit from a short introduction giving an indication of the scope to be addressed, and a short summary to highlight the key points.

Do not use special folders or binding. Simply staple your report together using one staple in the top left corner. Do not forget to complete and attach the assignment front sheet. The report can then be simply slipped inside a plastic wallet. Word Count In order to comply with the word count it is important that descriptive passages, repeating the case material, are avoided. The emphasis should be on the use of standard concepts, models and frameworks to analyse the case. The case material, in careful measures, should be used to support the analysis.

An excessive word count normally indicates long descriptive sections and poor focus – which will not score highly. Appendices Do not use the appendices to overcome an excessive word count. Appendices should only contain background material and may not be read by the marker. References You may use credible data sources external to the case study (eg FT, The Economist, company annual reports & accounts), particularly for quantitative data. Company annual reports can be very helpful. The Harvard referencing system must be used.