

WHOSE
THEORY
IS IT
ANYWAY?



Teacher Instructions

Whitbread (Hotels) and Merlin Entertainment Group appeared in the Sunday Times Top 100 companies to work for. The annual list is based on significant research and analysis of the employee satisfaction and engagement.

Read through the mini-briefs for each business to get an understanding of the nature of their business.

Your task is to identify what theory you think the strategy is linked to.





Our aim is to deliver unique, memorable and rewarding experiences to millions of visitors across our growing estate. We believe that we achieve this objective largely thanks to the commitment and passion of our team and the strength of our brands, which will never fail to be distinctive, challenging and innovative.

Objectives:

- To expand to new geographical markets. New parks in Dubai, Japan and Korea to be opened within the next two years

DATA BLAST

3,325 permanent UK employees

3,700 seasonal staff employed

Small proportion of staff on zero hour contracts

Staff on permanent contracts work full-time

28% staff receive £7,500 a year or less

Tick the appropriate theory

Hint - There may be more than one!

Strategy	Herzberg	Maslow	Taylor
Discounted shares			
Merlin Magic Pass - giving access to attractions across the world			
Feel Good Friday – held every quarter. Employees sample free therapies, massage and get advice on keeping healthy			
Wizard Champions are appointed for each attraction. The champion will receive a small budget to implement projects of their choosing			
£900,000 spent on training			
Employees have a development plan, underpinned with twice yearly conversations with their managers			



WHITBREAD

One of the UK's Biggest Hotel and Restaurant Group

Objectives:

- To double the global sales of Costa Coffee by 2 bn next year
- Launch a niche hotel brand called the Hub

DATA BLAST

Employs - 45,000

Male/Female Ratio - 38/62

Average age - 31

Average number leaving - 16, 650

Earning £35,000 - 2 %

25% under 21

63% part time

81% earn 15,000 or less

Tick the appropriate theory

Hint - There may be more than one!

Strategy	Herzberg	Maslow	Taylor
Job share opportunities and/or school term contracts			
Bonus based on individual and business performance targets being met			
Share Option			
Staff discount			
Premier inn and restaurant team members can earn extra pay for a job well done. This is put on a pre-loaded visa card for employees to spend as they please			
They feel secure in their jobs (76% positive)			
Opportunities to get involved - competition run through the internal social networking site Avenue invited Premier Inn colleagues to write descriptions of new burgers on the menu			
Catch up sessions - regular time out for managers to chat to their teams.			
Staff encouraged to share suggestions across the Whitbread brands via social networking			
Whitbread brands holds an annual conference, and the firm's restaurants held a summer "festival", which told the story of the company through food stalls, presentations and a bespoke film.			
At Costa, a global barista of the year competition to showcase the skills of its coffee-makers.			