

Your task for this part of the coursework is to complete an in depth study of the importance of stakeholders at Willowburn Leisure centre.

By the end of this Module you should be able to:

Level 1

- 1 Identify who the different types of stakeholders are within the business.
- 2 Describe how each stakeholder is affected by the business.

Level 2

- 3 Explain how each stakeholder influences the business

Level 3

- 4 Outline how there will be a conflict of interest between some of the different stakeholders.
- 5 Suggest how some of these conflicts can be resolved.

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Key words to use in this piece of work:

Stakeholder: is any individual or group with an interest in a business.

Shareholder: is a person or an organization owning shares in a company.

Redundancies: when a business is forced to reduce the number of staff it employs.

Dispute/ conflict: when the interests of stakeholders or individuals are different then they may have problems with one another.

Progress Tracker Level One

TICK WHEN
COMPLETED

Tick when you have completed each task and monitor the progress that you are making through this part of your coursework. Once you have achieved all of these you have achieved a level one and can then move on to Level two work.

1 Identify who the different types of stakeholders are within the business.

Explain (generally) what a stakeholder is.

Describe FIVE different stakeholders and state why each one is a stakeholder, i.e. customers are one because they use the leisure centre for a range of activities.

Explain how each of these are stakeholders:

- Alnwick District Council
- Leisure Alnwick which is part of a charitable organization called North Country Leisure.
- Leisure Alnwick has its own Management board
- Customers
- Staff

You should aim to write a paragraph for each of these.

2 Describe how each stakeholder is affected by the business.

Both Mint and ACV are partnerships. However, ACV is also part of Go back to your paragraphs that you have written in which you describe each stakeholder in Willowburn.

You need to add to these paragraphs and comment on how the stakeholders (e.g. customers) are affected by the business.

Here is an example: Customers

The centre was built as a facility to cater for the whole community. It charges admission/membership but does also offer AL Cards which provide a discount for people with a low income or who are unemployed. The business can also affect customers in other ways. Expanding the range available at the centre will enable more people to get involved in more activities whilst cutting the range would do the opposite.....etc.

You need to add information like this to each of your paragraphs in which describe each of the FIVE stakeholders.

Outline how a fall in profits could have an effect on the stakeholders of the Willowburn?

Can you think of 4 ways?

Progress Tracker Level Two

TICK WHEN
COMPLETED

Tick when you have completed each task and monitor the progress that you are making through this part of your coursework. Once you have achieved all of these you have achieved a level two and can then move on to level three work.

3 Explain how each stakeholder influences the business

We all know that nothing runs efficiently without a plan, and a plan cannot. In this section, you again need to go back to your paragraphs in which you described each stakeholder and then commented on how the stakeholder affects the business.

You now need to add to each of these paragraphs an explanation about how each stakeholder influences the business and the different affects that this can have.

An example:

North Country Leisure decide budgets and run the business on a day to day basis which comes with a variety of responsibilities; responsibilities include hiring and firing staff, training employees, working out salaries and financial predictions and setting up a corporate identity. They could also massively affect the Willowburn Sports Centre by pulling out of the running as this would cost the Council a lot of money and may endanger the future of the centre.

Again, you need to complete this for each stakeholder.

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Progress Tracker Level Three

TICK WHEN
COMPLETED

Tick when you have completed each task and monitor the progress that you are making through this part of your coursework. Once you have achieved all of these you have achieved a level three and you're FINISHED!

4 Outline how there will be a conflict of interest between some of the different stakeholders.

In this section you need to outline how the different stakeholders can sometimes conflict.– because they each have different interests.

Here are some examples:

- **Staff v. Management:**

Conflicts may arise over: Pay, working conditions, shift rotas, holidays, punctuality, absence, professional relationships, discrimination, equal opportunities, promotion, involvement in decision making.

- **Customers v. Managers. Leisure Alnwick/ADC:**

Conflicts may arise over: Price, discounts, packages, reviews, opening times, quality, innovation.

- **Community v. ADC:**

Conflicts may arise over: Value for money, council tax rates, location/transport.

- **Management board v. managers/Leisure Alnwick:**

Conflicts may arise over: Differences of opinion on budget, future developments, community interests, efficiency versus public service etc.

- **Leisure Alnwick v. ADC:**

Conflicts may arise over: Pricing policy, spending plans, employment levels, subsidized funding, direction.

- **Customers v. Staff:**

Conflicts may arise over: Customer service levels, respect, expectations, refunds.

- **National Lottery (Sport for All) v. Community/ADC:**

Conflicts may arise over: The style of the development was dictated by the major fund provider, not by the needs/ wishes of the community (local tourist economy).

5 Suggest how some of these conflicts can be resolved:

In this section you need to outline how some of these conflicts can be resolved. Here is an example: **Customers v. Managers**

Customers are always sensitive to price changes. Any planned price increases must be carefully thought through, as a general guideline they should be roughly in line with inflation (currently around 2.5% per year). Anything higher will be very unpopular.

The managers could conduct surveys/questionnaires (market research) to find customer opinion on prices, to help them set them fairly and competitively.

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Customers will also want to know how a price increase can be “justified”. The managers/Leisure Alnwick may need to make public why they need to increase prices e.g. because energy costs have risen sharply. They could do this with an article in the local paper (The Northumberland Gazette) or by using posters/leaflets within the centre.

The managers/Leisure Alnwick can further justify an increase in prices by demonstrating how they provide “value for money”, highlighting what improvements have been made or are planned for the future. These may include more equipment, longer opening times, more courses on offer like yoga or kickboxing etc.

Customers could also be rewarded for their loyalty. Alnwick Leisure already has their “AL Card” which gives regular users discounts, not only at the Willowburn Centre but also other leisure centres and even some shops. Further discounts on prices may be offered via group membership schemes, such as football teams. Other ideas may include monthly passes and for setting up direct debit payments etc.

Try and do this for all of the conflicts that you **outline** for the section above.

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