



THE TIMES 100

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The Co-operative: Ethically serving stakeholders

Answer sheet

1. Who is the Co-operative owned by?
By the members.
2. What are the values of the Co-operative?
Self help; self responsibility; democracy; equality; equity; solidarity.
3. How might there be potential stakeholder conflict in the Co-operative?
Suppliers may not agree with policies, employees might not agree with management, the local community may not be happy with the choice of products, members may disagree with the direction that the business is going.
4. The Co-operative recently acquired Somerfield. What does this mean?
Somerfield have been bought out by The Co-operative or parts of Somerfield have been bought out by The Co-operative.
5. In the case study values have been mentioned. What does this mean in terms of the Co-operative?
Each member has an equal say in the decision making process and what direction the business will take; members and other co-operatives have common policies in which they all wholeheartedly support.
6. List the different stakeholders involved in the Co-operative.
Customers, suppliers, employees, members, consumer organisations, standards agencies, local community, young people and the government.
7. Customer retention and repeat business are essential to the Co-operative. How do they ensure that this issue is addressed?
By providing and delivering a high level of customer service.
8. The Co-operative used sustainable products for its fish products. Why is this?
So that they know that the sources are to a high standard, can be replenished easily and have as little impact as possible on the environment.
9. Is using sustainable sources a form of corporate social responsibility or is it a publicity stunt?
It can be argued quite easily for both. The Co-operative is an organisation that does set itself up as an environmentally friendly organisation, it has its own welfare standards for the animals and has incorporated the Farm to Fork concept so that people understand where The Co-operative stands on Corporate Social Responsibility. The cynical may say



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that this is just one of the many marketing tools that get people into their shops as all businesses are merely motivated by profit.

10. The Co-operative has used the traffic light labelling system as used by the Food Standards Agency. Is this a good idea and will it help customers?
It can be seen as a good idea as the Food Standards Agency (FSA) wants to incorporate a system whereby all shoppers will know what the colours stand for and are better informed. The government may enforce suppliers to adopt the traffic light labelling system in the future and The Co-operative can claim that they are one of the first, hence adding to their customer service armoury.
11. Using the case study, highlight 3 areas that the Co-operative has targeted in order to merit the needs of the stakeholders.
Lifetime achievement award from the RSPCA in recognition of Animal welfare.
From Farm to Fork initiatives . learning experience for primary schools.
Food Standards Agency and the traffic light labelling system.