

只回答了 Task1 (a) 和 Task2, 麻烦老师批改一下, 辛苦

Task 1

(a)

FAO: BD director

Subject: Assessment of the joint venture versus franchise agreement

The brief mainly discusses the choices of business growth.

In terms of the joint venture with B4P,

Location:

For PVS, 85% of its current operational location is town centres, which are mainly connected with the targeted customers. A joint venture with B4P could help the brand expand in more distant areas to reach a wider range of customers. The expansion in location could help PVS have a larger market share in the concentrated and competitive market.

Quality of service:

PVS is well-known for its high-quality services. As services require more effort in maintaining the standard, this poses a large challenge to the hiring staff. Having a joint venture could help the brand have better control over the quality of services and maintain its competitive advantage. Franchises, however, pose more risks of providing unsatisfactory customer experiences. As the brand is highly relied on word-of-mouth marketing, the damage to brand image is considerably high.

Innovation:

PVS keeps thinking about ways to innovate its services. The joint venture allows PVS to collaborate with a pet daily life brand to add more choices to the current service plans and enrich the product range. For instance, providing customized pet food in its Healthcare plan could add limited costs while increasing the member retention rate and the attractiveness of services in comparison to other brands. The combination of pet life food or accessories with medical services aligns with PVS's objective in pet care and helps the brand differentiate itself in the competitive market. The synergies of the joint venture could help address PVS's challenge that it has not had new service offerings for two years.

To conclude, the joint venture helps PVS improve its competitive edge in location and innovation while maintaining the quality advantage. However, it is noted that there might be conflicts of interest and disagreements. As the B4P mainly adopts a low pricing policy, its core customers are slightly different from PVS in terms of consumption ability. They might want to lower the price of PVS services in the store to

align with their brand image. Also, PVS might need to share some core business tactics and supply or customer resources, adding risks to the leak of information.

In comparison, franchising also achieves the location advantage through speedy expansion and less capital requirements. However, it leaves limited revenue and little innovation availability. It also adds up to the risks of bad quality as mentioned above.

Therefore, the joint venture is still a better option.

Task 2 (38 marks)

(a)

FAO: HR manager

Subject: CSR's impact on stakeholders

Employees: Due to long working hours, the staff turnover rate increased from 10% in 20W9 to 19% in 20X3. Without showing enough concern for employees, the company is suffering from greater turnover costs. In the long term, it might further pose a threat to its core quality advantage provided by happy and engaging employees, resulting in a loss of customers.

Customers: With CSR becoming more and more important, consumers are taking it into more account when choosing services from different companies. The CSR strategy could present a positive brand image to potential and existing customers and enhance its word-of-mouth reputation. As PVS is losing customers constantly, the possession of a responsible image is vital to maintain a positive customer relationship.

Suppliers: For the suppliers, they also need to be considerate in choosing responsible partnerships. Therefore, adopting CSR strategy allows PSV to maintain collaborative relationships with suppliers and other stakeholders in the global value chain. If not, they might be pressured to choose to cooperate with other responsible companies rather than PSV instead.

Funders: Brand image also has an impact on the share prices. The CSR strategy helps PVS have a more competitive advantage in attracting green investment. With the investment, PVS could further develop its business strategy and strive for a better financial result.

To summarise, the use of CSR strategy could be important for PVS to attract and retain employees, customers, suppliers and funders.

(b)

To: HR director

From: A consultant

Date: June 20X4

Subject:

Dear HR manager,

This email aims to provide some advice for the job description of project manager.

Overall, the job description states the demands and expectations for the role with appropriate structure and length. However, it is noted that several aspects require further adjustments to become more aligned with the company's CSR strategy and management system.

1. Unreasonable requirements:

Requirements such as unpaid overtime and mother unwelcome policy could pose some legal issues in employee laws. The lack of attention to long-hour issues and discrimination against mothers are in contrast with CSR strategies.

2. Ethical issues:

Welcoming talents from competitors to leak information shows an encouragement for breaching confidential contracts. It also suggests unfair competition.

3. Unrealistic experience expectations:

While project manager is more like a junior role, the ideal requirements of five to ten years of experience are targeting the senior level. The title needs to be further aligned with company's expectatopms and industrial standard ranking system.

4. Too abstract:

There is no specific and detailed description of the type and requirements of the project in PSV. To be more concise in delivering messages to potential candidates, the working division should be clear in the job description.

5. Reporting person

As a company with a large scale, the CEO needs to be responsible for monitoring 6 departments to develop a holistic plan. Project managers should report to the head of the department. CEO should focus on more strategic information from heads after summarising managers' analysis.

6. Working Skills:

Usually for this role, the ability to work with others is equally or more important compared to working individually, to achieve the main tasks of cross-department communication.

I believe the adjustments could make the job description more efficient and effective in attracting target talents. If you have any questions, feel free to reach me for further discussions.