



# THE TIMES 100

## BUSINESS CASE STUDIES

### Vision and culture lesson suggestions & activities

#### (Virgin Trains)

##### Learning outcomes

Students should...

- Know what is meant by vision in organisations and understand the importance of it (AO1)
- Understand culture in organisations and know the types of culture which may be used (AO1)
- Analyse the impacts of culture on business performance and operations (AO3)

##### Starter activities

- **Vision statements matching activity** . students try to match the firms with their visions (*resource attached*).
- **Virgin trains word search** of the key terms

##### Delivery ideas

- Use the **Vision and Culture PowerPoint** to introduce the topic and apply theory in the context of a well known organisation . Virgin Trains
- GCSE . using the **Virgin Trains case study** for guidance, students create an information leaflet of the key points about vision, values and culture within organisations. They should provide examples where possible to put the theory into context.
- A level . students should carry out an investigation into the organisational vision and culture in their own educational establishment or where they have a part time job. This will probably include carrying out a survey of the teachers/students/staff and interviewing the owners/managers/senior team. They should use the **Virgin Trains case study** for guidance about what to research and what questions to ask. At the end of the investigation students should evaluate how successful the organisation is in achieving its vision and embedding its culture throughout all operations.
- **Vision and culture worksheet** (*resource attached*)



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### **Plenary activities**

- Mini-plenary . **In exactly fifteen words...**students write something they have learned about vision and culture in the session. Preferably students will NOT start with ~~In today's~~ lesson I have learned that... but should use their word allowance for demonstrating learning.
- **Fill the gaps** (resource attached)
- **Virgin trains crossword**



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### Vision statements matching activity

Match the following organisations with their vision statements:

- Marks and Spencer
- Ford
- Virgin Trains
- Leeds Teaching Hospitals NHS Trust
- Proctor and Gamble

	To be the standard against which all others are measured
	Be, and be recognized as, the best consumer products and services company in the world.
	We will ensure that [the organisation] is a locally, nationally and internationally renowned centre of excellence for patient care, education and research. We will deliver this vision by ensuring we attract the best possible staff and invest in their development
	To become the most safe, consistent, reliable and profitable of the train operating franchises in a climate that respects different views and people need not be afraid to be open and honest.
	To become the world's leading company for automotive products and services.



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### Vision and culture worksheet – Virgin Trains

#### What's in it for me?

##### I am learning...

- what is meant by organisational vision, values and culture
- how culture affects business performance

##### I am developing my skills as...

- A *self manager* by managing my time and resources effectively

#### Task 1

Read through the **Virgin Trains case study**. Use the glossaries to help you understand and learn the relevant terms and definitions.

#### Task 2

1. What is Virgin Trains vision?

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2. What three things does Virgin Trains vision clearly set out?

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3. How does Virgin Trains management believe it can ensure it keeps customers as its main priority?

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4. How are Virgin Trains employees encouraged to buy into the vision and values of Virgin Trains?

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5. All employees have an opportunity to find out about the vision by attending a three day workshop. What does this workshop entail?

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6. Give examples of how Virgin Trains vision is embedded into every part of the organisation

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7. Draw the vision review cycle carried out by Virgin Trains?

8. What Key Performance Indicators are used by Virgin Trains to measure achievement of the vision?



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### **Fill the gaps**

- Decision making
- Vision
- KPIs
- Culture
- Power
- Role
- Objectives

A \_\_\_\_\_ is a motivating summary of what a business hopes to achieve. It links the organisational \_\_\_\_\_ with the core values of the organisation. Values are the beliefs that guide \_\_\_\_\_ in a firm. The vision is linked closely to an organisation's \_\_\_\_\_, which refers to the typical way of working within an organisation as demonstrated by the behaviours of the people that work for it. Types of organisational cultures include \_\_\_\_\_, \_\_\_\_\_, task, person or entrepreneurial. \_\_\_\_\_ can be used to measure whether the vision of an organisation is being achieved.