



Faculty of Business and Management

E- BUSINESS STRATEGY COURSE WORK

Assessment :Globalisation and CSR in TESCO PLC

Module Code: LCMB7008

AKWESHI ATANGA PENN

Student Number: 2000012

Moodle Lecturer: Molly Jack

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1.Introduction

The modern phenomenon of CSR is closely linked to that of globalization, stated Kernaghan Webb of Carleton University in Ottawa. Globalization increased movement of people, goods, ideas, and corporate activity across borders. In a globalized marketplace, the qwAE premise is that organizations should behave with equal respect to people and the environment wherever they are. Advances in telecommunications (e.g., the introduction of the Internet), NGO activity, and media scrutiny mean that an organization's activities can be critically tracked and followed more easily than ever before, regardless of their location. Because governments do not have the ability to fully address environmental and social problems on their own (particularly in developing countries), the idea that corporations should take on some of this responsibility has gained currency. In effect, CSR is largely a response to state incapacity, stated Webb.

The global competition has transformed the business landscapes and has altered the way products were produced and moved all over the globe. The rapid globalisation has introduced a new structure into the business world, which is the global supply chain management, where a network of factories sources the materials and delivers the products on a global basis (Osuji, 2015). Today, international value chains have become a mechanism by which firms are gaining and retaining competitive advantage in terms of both the lower cost and differentiation. The internationalised SCM is basically based on processing activities that are performed on the international scale and develop corresponding linkages with the companies' suppliers and buyers facilitating it to gain substantial market reach (Christopher, Mera, Khan, and Yurt, 2011).

These international networks require extensively effective and efficient management for the purpose of maintaining quality, reducing the cost and keeping the lead-time lower. The 21st-

century globalised corporations are using the controlling system that is managing third party inbound, outbound processes as well as the procurement functions and supporting all of these functions with extensive information systems. The supply chain linkages, nodes activities are spread out in different countries of the world, and therefore, it requires coordination of the operations and their careful assessment and evaluation (Michalski, Botella, and Figiel, 2018). Improving and maintaining the quality of products and services and SCM efficiency and effectiveness are significantly vulnerable to the set of challenges and opportunities surrounding the supply chain management in global markets. One of the most impactful challenges is the extensive demand for sustainability and corporate social responsibility. The firms operating at the global scale have to stay abide by the CSR regulations and rules in each of their SCM activity and operation from procurement, operations, manufacturing, as well as logistics (Gualandris, Golini, Kalchschmidt, 2014),

For any global company, the competitiveness depends upon how cost-effective, responsive and flexible its supply chain is and how well it supports its customers and meets their requirements in the right quantity, at the right time and right place. But the challenge is that attaining all these objectives is not an easy task because the companies serving diverse economies tend to face substantial and daunting issues in delivering quality and being accepted (Du Plessis, Varottil, and Veldman, 2018). Each country tends to vary when it comes to responding to, societal issues, environmental footprint etc. and the government regulations governing these issues also vary from region to region. Moreover, the CSR regulations may also vary in cities which makes it hard for multination's to adopt an internationalised approach to CSR throughout their SCM (Colicchia, Dallari, and Melacini, 2010).

As the underlying study is based on examining to what extent have policies for corporate social responsibility (CSR) become increasingly difficult to implement and monitor across regional and international borders? Investigate how CSR policies are implemented and monitored by at least one globalised MNC, Tesco Plc has been chosen as the case study organisation.

2. To what extent have policies for corporate social responsibility (CSR) become increasingly difficult to implement and monitor across regional and international borders?

Corporate social responsibility (CSR) have expanded significantly, but its true nature on the a global scale can pose some doubts that will be questioned. Businesses are facing numerous challenges in terms of their corporate responsibilities. Businesses have to be up to date with the recent trends on a wide range of fronts such as voluntary, regulatory, stakeholders, partnerships, and others. Credible and relevant indicators of how organisations are contributing to the quality of life and how they are implementing corporate responsibility can be challenging, said Norine Kennedy.

The result is growing expectation that firms should be economically, environmentally, and socially responsible wherever they operate, even if government regulations are inadequate or poorly enforced. As it is the case in most developing countries which make it difficult CSR to be implemented.

That not with standing Efforts by many organizations are underway to develop flexible, practical, standardized CSR approaches for a global economy. Intergovernmental-level initiatives include the Global Compact, the International Labour Organization declarations,

OECD guidelines, the World Bank, and others. (Global Environmental Health in the 21st Century, 2007)

Also, Individual governments such as the United Kingdom are taking lead roles, as well. Other initiatives include investment, standards, industry, and those that are NGO-driven or faith-based.

A massive number of customers are valuing the sustainable business processes that cannot only strive to gain profitability but also maintain the responsiveness towards the environment and society. Due to these trends, there is a new terminology referred to as green supply chains where the businesses are showing their commitment towards the reduction of waste, minimum air and, land or water pollution, least destruction of natural resources and maximum cultivation of the available resources to avoid the excessive use (Aguilera-Caracuel, and Guerrero-Villegas, 2018). The green supply chains are designed in such a way that they could deliver cost-effective products to the customers, and stay adaptive and responsive to the environmental and societal wellbeing. This initiative is a great challenge for global supply chains because it has become mandatory in international markets which are becoming highly sustainability-conscious (Akkucuk, 2016). If implemented successfully, it is likely to increase the business' attractiveness and value in the mind of the target audience leading to more loyal and more loyal customers, but it may lead to additional cost of training the staff, transforming the operations etc. (Ras, and Vermeulen, 2009).

Today' highly dynamic and challenging business landscape has introduced the sustainability concept which has been widely adopted by a massive number of corporations all over the globe to maintain and sustain their unique competitive advantage. The sustainability concept is based on generating profitability while staying environmentally, socially and economically responsible

towards the society as a whole. The lean supply chain could be associated with those sustainability pressure imposed on the corporations to keep the pace with the changing market requirements where the reduced wastage, reduced cost, time of delivery and quality could gain substantial customer value and improve the corporate reputation into the market while opening up new horizons for growth and profitability (Jo, 2019).

There is no wonder that lean manufacturing is attractive, but there are many criticisms of this phenomenon as well, and many practitioners and market analyst have criticised that all supply chain models could not fit every corporation and every industry. Despite the favourable implications if the lean supply chain management system, it is also important to take under consideration that this system is having a number of challenges as well (Sanders, Elangeswaran, and Wulfsberg, 2016). When it comes to the reduction of the wastes one of the biggest challenges is persuading the workers within the corporation for changing their thinking to align with the aim of delivering customer value and waste identification as they might exhibit resistant to use the new tools, required in Lean. Another challenge for waste reduction is the supplier's lack of ability to deliver minimum amounts of the part to be used in production which can hinder the ability to use JIT strategy (Matt & Rauch, 2013).

2.1.Challenges of implementing and monitoring CSR policies across the broader

2.1.1 Increasing Volatility and Uncertainty

The global supply chains are entitled to have great volatility and great uncertainty in 21st-century market environments. It is so because the market transparency has increased, and the price sensitively has gained substantial customer attention and value, which is becoming an ultimate cause of declining customer loyalty with the brands. Moreover, another reason of uncertainty in buyer's behaviour is coming from the increased commoditization which has reduced the

differentiation in the products of both the business to business markets and consumer markets (Koberg, and Longoni, 2019).

A recent report has shared that more than half of the research respondents have reflected that they supply chain management as the demand and supply volatility reduces the forecast accuracy, and it acts as the biggest SCM issue. Another perspective into this issue proposed by some other researchers is that the global recession has damaged the global business' profitability because of the demand volatility and customer are willing to find most cost-effective solutions to their needs. As the income levels have changed the business drastically to consumer demand is likely to fluctuate up and down in the next couple of years as well. The association that measures the carbon emission rate and the government bodies imposing the rules and regulation and binding Tesco under the legislation are the secondary stakeholders. Currently, Tesco measures its carbon emissions in accordance with the Greenhouse Gas Protocol. To ensure the cumulative reduction into CO₂e in stores and distribution networks that the company has a plan to reduce emission by 50% before the end of the 2020 goal to (Tesco plc, 2013).

Tesco also had to face set back from the community on public media such as social media as masses wrote adversely commented and criticism on its official Facebook and Twitter pages. The competitive moves taken by Marks and Spencer's with its followers and fires campaign on social media an SCR initiative were also compared by media persons with the CSR strategies and reports of Tesco (Butler & Wood, 2014).

On the other hand, there is a massive number of external factors and forces like government regulation on protecting the environment that influences the effectiveness and quality of corporate social responsibility reporting. The external pressures imposed by the government, customer

pressures and the stakeholder in the form of the concentrated ownership hold substantial impact in case of Tesco. After analyzing the whole CSR reporting of Tesco for a few consecutive years, it is clarified that the concentration of shareholding is likely to be negatively associated with quality of corporate social responsibility reporting. Another important revelation is that the influence of customers in case of Tesco is positively linked to the quality of the overall CSR reporting system. Last but not the least government ownership is having a positive correlation with the CSR reporting's quality at Tesco. All of these issues have decreased the level of customer loyalty towards the different brands, and managing the volatility has become an ultimate change for the business. To mitigate the negative impacts of this challenge, the companies are now striving to collaborate with their customers in order to reduce the negative impact of **an** unanticipated change in overall demand. In 2012 many global supply chain managers entered into interviews with their regular customers to reveal the market rate of demand instead of developing an after the fact reports (Otc here, Annan, and Anin, 2013).

2.1.2 Increased complexity and need of Truly Global supplier and Customer Networks

The complexity of the global supply chains has increased, and it is expected that international values chain will become more integrated and more demanding. There is a rapidly emerging need for truly global supplier to meet the needs of the global customers and that demand for well-integrated networked that is substantially difficult to manage with consistency. A survey conducted in 2012 has shown that the global market places are expected to grow complex in the next couple of years, and the customers will demand more customized products and services. As per the survey, 85% of firms are expecting that their complexity level would increase at a fast pace, and the complexity of the supply chains will increase (ALI, 2010). It is also important to take under consideration that when a new business enters into the global market place, one of the biggest

challenges is building the networks of supplier and customers which is a daunting task as the new market may not quickly accept the products offered and finding the low cost but quality supplier is also a challenge in itself.

The complexity is increasing as a result of globalization due to which the companies have the customers at different locations, and they are massive in number. These changes in the global market place are likely to increase product variants. Some research studies have advised that as the number of customers is increasing the supply chain managers should not increase the manufacturing locations and they should control the outsourcing and number of suppliers as it would be difficult to manage such extensive network and delivering consistency in quality. In contrast to this opinion, some studies have proposed that it is an important initiative to use a local supplier and local outsourcing facilities as it can help in avoiding the cultural issues of diversity in SCM (MacCarthy, and Atthirawong, 2003).

Despite many different opinions and ideas shared about the SCM one common phenomenon is that the supply chains are becoming much more complex and it is a daunting challenge for the supply chain managers as they are expected to use exceptional managerial strategies to keep the systems streamlined.

2.1.3. Cost optimization has become critical

The rapid market dynamics, changing regional demands, customer requirements, and product alterations have made it difficult to attain the supply chain cost optimization. Some recent analysis has shown that gross margins of the global supply chains cannot increase by attaining the pricing power, but the gross profitability is dependent upon the reduction of supply chain costs. The global market patterns have imposed substantial pressure on the global supply chain managers to keep

the costs reduced which is significantly challenging due to the rising customer expectations and demands for quality (Blome, and Schoenhen, 2011).

2.1.4.Maintenance of Quality levels and reduced defects

The maintenance of quality levels and reducing the number of defects is essential of the businesses operating in international markets because the globalised firms are likely to have increased expectations from the customers. The global industries accept only a particular quality level and below which the products are not considered acceptable. But the rising complexity and variability prevailing in global market places are negatively affecting the processes and production, which is increasing the defects production. These defect levels are not only dangerous for the firm's executed quality, but its canals negatively influence the corporate image and reputation. Moreover, another major challenge associated with the rising defects is the rising disputes and blame games where the global supply chain partners such as supplier, manufacturers and distributors are likely to entire in disputes about which party is liable for defects, and it may further increase the rate of defect above normal rate (Manuj, and Mentzer, 2008),

2.1.5.Time zone difference

Apparently, the time difference in the regions where the same company is operating its supply chains does not seem a problem, but many global corporations are finding it daunting to streamline the processes (Sáenz, Revilla, and Acero, 2018). There are several companies that have an origin in the USA but are now expanded into Asia due to the emerging markets, and here, the 13-hour time difference is making it hard to coincide. The issues of these time differences are including the wait firms requires to clarify the product question and the process change that may become

simply too long when it comes to running the nimble operations in global markets (Msimangira, and Venkatraman, 2014).

2.1.6. Issues associated with accountability or compliance

When it comes to global sourcing, the companies are bound to consider the social compliance whenever they took the global decisions. There is a need to conduct the due diligence processes in the matters of labour policies and regulations, the working condition laws, labour laws, the compensation acts and minimum wage rules (Musleh Al-Sartawi, Alrawahi, and Sanad, 2016). These labour-related decisions in Supply chain tend to differ in different countries economies which makes it hard for the international businesses to easily attain compliance. The accountability to the law and the legal implications can have substantial importance because the negative actions coming into the limelight can damage the corporate reputation, and it may ace customers' setback (Darus, Mad, and Nejati, 2015).

2.1.7. Delays in delivery

The efficiency of the logistics system holds central importance in global supply chain management, and any delays could cause significant challenging and issues. In an international market, receiving the product of the material on time and delivering them to customers is an essential task which requires the firm to stay adaptive to pre-determined schedules and the shipping time frames. Both inbound and outbound logistics has central importance because the delays in materials purchased can derail production or drive up the costs and at the same time delivery to the customers holds equal importance because of unmet demand and hinder future boards. In this regard, if a global corporation is buying materials for the US and operating in Asia, the delays have higher mobility which increases the chances for SC manager (Fawcett, Magnan, and McCarter, 2008).

2.1.8.Lack of supply chain visibility

The good supply chain visibility is essential for the businesses but when the businesses are operating at a global level tracking the shipments became a challenge. It is so because when products move globally, the managers incorporate the use of multiple carriers or third-party logistics service providers for the transportation of goods overseas that leads to a lack of visibility. According to a recent analysis, about 40% global supply chain management firms lack the ability to have information regarding the material's visibility in the supply chain. This lack of visibility is quite a huge challenge because of its adverse outcomes such as the shipment delay, SC disruptions, revenue losses and declining efficiency which can severely influence the profitability of global businesses (Businessinsider, 2016).

In order to mitigate the risk of lack of visibility, the businesses are striving to use the strategies that are aimed at the use of collaborative processes with the help of data sharing or demand planning with the business partners and supply chain partners. Another interesting strategy is the adoption of cloud software that provides a platform for the data collection or information sharing process to facilitate the working of global logistics partner in effectively identifying or addressing the visibility issues to prevent them from becoming a major problem (Baral, and Verma, 2019).

Going global is likely to add the challenges associated with complexity, time, distance, and risks making the logistics equation much more changing. With the expansion of global markets place companies are in need to assess the skills and capabilities and partner with the expertise to be well-positioned to and support existing as well as the future international business growth initiatives and strategies (Thorlakson, de Zegher, and Lambin, 2018).

3 Investigation of how CSR policies are implemented and monitored by Tesco Plc



Figure 1 Adapted.

3.1 Charity work

In order to position itself as a socially responsible brand, Tesco is engaged in several charity programs. Tesco has entered into a partnership with the British Heart Foundation, Diabetes UK and Cancer Research UK for the next five years in order to make a contribution in lowering the UK's biggest health care challenges Raising over £13.7 million (Tesco PLC,2016). Over the span of the next five years, Tesco plans to support sustainable and measurable changes in the behaviour by executing a series of targeted activities and campaigns which are aimed at eliminating the risks of these conditions. This charity program is bringing together the expertise

and skills of the UK's leading health charities and leading food retailers and helping to tackle the huge health challenges faced by the nation (May, 2018).

3.2 Sustainable packaging

To strengthen its CSR image and reputation, the company is following two mechanisms, including the CSR reports and annual reports. Each year the company publishes its reports to show the accountability for the corporate social responsibility and analysts monitor its progress and disclose the performance outcomes. The company utilizes accurate measurement procedures and ensures clear reporting for the purpose of sharing its performance against the strategy with all of its primary and secondary stakeholders (Tesco plc, 2013). To be sustainable all across the globe, Tesco is involved in working with its supplier to reduce the packaging cost and waste, but the company is struggling with this process because it is more complex than it thought and initially understood. It is still in the phase of understanding the best practices and working with suppliers and experts in order to incorporate sustainable environmental practices when it comes to packaging process (Aras, and Crowther, 2010).

3.3 Product safety and trading ethically

The product safety and ethical practices which are the essential sustainability practices, are at risk at Tesco. The group's product policy is implemented, and it is being monitored all across the business by its technical team. The group has already suffered a horsemeat crisis (The Guardian, 2013) and now it is working to improve its capabilities and striving to effectively manage its emerging issues. The area where the company is lacking is that it has to place appropriate controls for managing the risks of product development, management's approval, supplier's sites, standards of distribution and the labour standards (Tesco plc, 2016).

3.4 Responsibility to its workers and the community

Tesco report their commitment to their employees, stating that caring for their staff is essential to their success, for example, argues that the ability to attract and retain staff is the biggest challenge for any business and in order to achieve this goal they look to provide a variety of career paths and patterns of working, a good work life balance and comprehensive employee benefits (Tesco,2007).

Tesco, Also for example, reports that in the period 1999-2007 it co-operated on 17 Regeneration Partnerships. These partnerships were based around the development of new stores designed to serve local communities and the focus was on working with public services, local employers and community groups to yield social, economic on recruiting a significant number of people who have been away from work for a long period of time.

3.5 Health

Tesco, also seeks ensure health and wellbeing for all and a key part of thier approach on this is to make lots of little, healthy changes that will add up to make a big difference overall.

Cutting the sugar content of all our UK soft drinks by an average of 5% each year but yet still getting good feedback from customers. Providing free fruit for children in thier large UK stores (Tesco PLC,2016).

3.6 Technology

Today's customer, employee and suppliers have become highly sensitive to matters such as data usage, the security of the data, storage and privacy. Any deviation from the expected standards of privacy can cause serious reputational damages due to which Tesco is striving to use IT controls but it is still not affected in the use of these tools. In order to stay responsive to the threats or risks

associated with the information technology, the group's technology committee must monitor all of the controls in order to maintain the desired level of integrity in its technological infrastructure as well as the data. Tesco has also taken some initiatives to control this issue as its IT Security teams, and Information Security are merged to which helped it in mitigating the risks and attaining integration and addressing its technological security risks (Peloza, 2009).

3.7 Social sustainability

Social sustainability holds more importance than environmental sustainability today because stakeholders are willing to know-how corporations are staying responsive to society by responsibly handling their human capital. The company's ability successfully attracts retain, motivate and develop its human resource with the right set of capabilities at different levels is essential to succeed (Xinyun, 2018). Tesco operates a series of Customer Question Time meetings in an attempt to identify and respond to changing customer needs. Since 2006, for example, the company held over 450 events involving more than 15,000 customers. The issues raised inform an annual customer plan which targets improving performance in areas identified by customers and enhancing customer loyalty (Tesco,2019).

The company's People Matters Group regularly meets up to monitor its people policies, risks and processes but it lacks to stay responsive to the employees' needs and requires an effective and efficient talent planning for the people development. The company requires significant investment into the training, development and incorporation of succession planning to decide appropriate

payment system, share plan, pension and many other benefits that are mandatory to attract and retain talented staff members in entire business (Tesco plc, 2014).

3.8 Carbon Footprint

Tesco (2007), for example, claims to be helping to deliver a revolution in green consumption by putting up a fight against climate change which is at the core of its revolution and setting by reducing CO₂ emissions in its businesses throughout the world. To this end the company reports its commitment to “changing its business model so that the reduction of our carbon footprint becomes an important business driver. The company has committed in reducing carbon dioxide emissions from all its stores and distribution centres by at least 50% and here the emphasis has been on investing in energy efficient technologies including low energy fans, cold air retrieval systems and timers on lights (Corporate Social Responsibility and UK Retailers, 2008)

Tesco's carbon footprints have been critics and discussed by many analysts and in its sustainability reports the company has shared that it has developed a clear baseline to track the overall progress of the company which is required in reducing overall emissions, which is done by prioritizing the processes (Haslam, Butlin, Andersson, Malamatenios, and Lehman, 2014). It is a major suitability risk to the Tesco because the energy resources it uses in stores, the energy consumption in distribution centres it operates is a threat to sustainable practices because the use of energy is substantially high. The company has shared its concern for reducing the carbon footprint and getting help from its suppliers and as well as customers, but there is still a long way to go (Tesco plc, 2017).

3.9 Use of Biofuel

Another material sustainability risk is Tesco's use of biofuel because the long-term impact of biofuel is not healthy for the consumers. The sustainable consumption to the institute has revealed it a major issue in Tesco's processes which can raise many questions about its sustainability position. The company has failed to reports its excessive use of water as per the analysis conducted in 2008, and its report of corporate social responsibility shared in 2010 also lacked appropriate explanation (Milmo, 2008).

4. Recommendations

- The higher authorities of TESCO are recommended to equip the entity with sufficient skills and experiences required for analysis and implementation accordingly. This can be done by having on job training courses on CSR that would equipe the authorities to efficiently implement their CSR policies across the organization internationally or globally.
- Also the creation of CSR department within different sectors of the organization like Operations, Marketing, Human resources, finance, Health and safety would be reccommented. Creating sub departments focusing solely on CSR might be costly to the Tesco but will be in the long run cost effective because being able to to easily monitor and implement its CSR policies while repecting government and other international organisations regulations like the United Nations will make it avoid any future breach of CSR international Laws or goeverntal laws that might be costly to the organization.
- An important internal factor that tends to have a direct and significant impact on the quality of corporate social responsibility reporting is the international exposure of the Tesco's top management. There are some areas where the reporting is effective and efficiently, such as

when responding to community and addressing the risk in a comprehensive manner. But there are still some areas where the company has lacked to present the consistency with some international standards and failed to mention a few of the major stakeholders. In this regard, the company's senior management has to incorporate some technological procedures and must stay innovative to effectively assess and respond to these challenges (Souza-Monteiro, and Hooker, 2017).

- Tesco's sustainability reports have not covered any information regarding the indirect environmental influences of the funding risk-oriented operations such as by its banking businesses. The company has discussed very few sustainability objectives such as it has discussed half carbon emission targets by the end of 2020 for its stores and distribution centre, 25% control in carbon emissions in goods delivered and a zero discharge strategy for the use of hazardous chemicals generating from agriculture, leather processes and textile in its entire product life cycle. In these two objectives, Tesco has not mentioned major environmental impacts such as the environmental and social impacts of its cotton production or high street clothing retailing. Such information must be included in the sustainability reports in the future (Endsreport, 2010).

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