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Y Drindod Dewi Sant
University of Wales
Trinity Saint David

BA (Hons) Leadership and Management Skills for the Workplace
Workplace Culture and its Impact on Organisation Efficiency
BMSW 5105

Assignment Title:

“How do broader external environmental factors along with COVID – 19 affect organisational culture and its performance?”

Johnson & Johnson

“For all you love”

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Submission Date: 7th January, 2021

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Introduction

In December 2019, a new infection called Coronavirus (COVID-19) was recognised in China. A few months after, on March 12th 2020, The World Health Organisation published the virus outbreak pandemics to the whole world (WHO, 2020).

Coronavirus is a disease-inducing breathing symptom, and nobody is at safety whilst it is circulating amongst us or without a vaccine in place (WHO, 2020).

Since discovering this scary news, every organisational workforce had to look into the internal and external factors. These measures had to be viewed and continuously having to be reviewed as every day goes by.

In this critical report, I will be focusing on how broader external environment factors, along with COVID - 19, affect the organisational culture and its performance at Johnson & Johnson company.

Company Background

Johnson & Johnson was founded by the three brothers Robert Wood Johnson, James Wood Johnson and Edward Mead Johnson in New Brunswick – New Jersey in the United States in 1886 (Chatterjee, 2019).

The pharmaceutical area produces forty-seven per cent of revenues and then another fifty-eight per cent of operating profits.

The Medical types of equipment and diagnostics add it up to thirty-six per cent of revenues and thirty-one per cent of operating profits.

The consumer, add to seventeen per cent of revenues, and eleven per cent of operating profits.

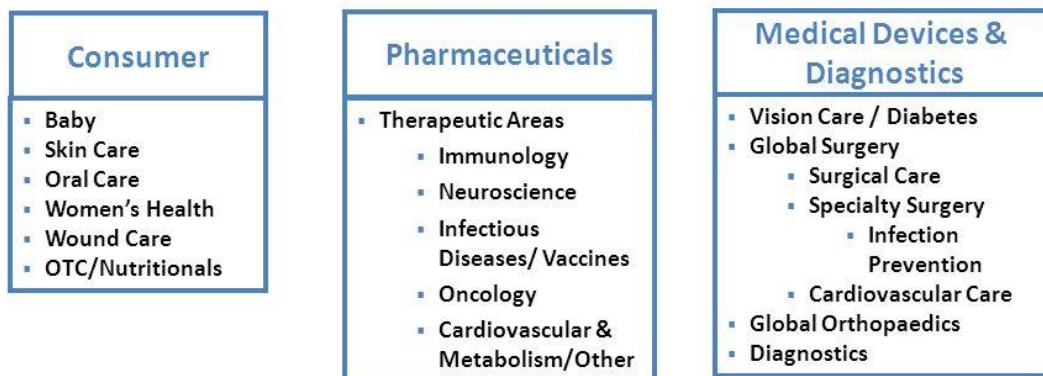
Johnson and Johnson pharmaceutical wide range covers from pregnancy, mental health disorders, nervous system conditions, gastroenterology, immune therapy, oncology, cardiovascular disease, pain management and anaphylaxis - anaphylactic shock (injection for allergies in cases of emergency).

The medical gadgets and diagnostics segment covers medical and patient care gadgets (Diabetic Meters), diagnostic products, joint replacements, coronary, and contact spectacles. The company's famous line of consumer products includes: It includes J&J baby care line, Neutrogena skin and hair care, and feminine hygiene care products (Plaza, 2020).



Business Structure - Segments

- **Consumer** – Products marketed to the general public and sold both to retail outlets and distributors.
- **Pharmaceuticals** – Products distributed directly to retailers, wholesalers, and health care professionals for prescription use.
- **Medical Devices & Diagnostics** – Products distributed to wholesalers, hospitals, and retailers used principally in the professional field by physicians, nurses, therapists, hospitals, diagnostic laboratories, and clinics.



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Organisational Culture

According to Buchanan and Huczynski, Organisational Culture affects an organisation internally by their own made-up culture; in other words, it is like an organisation's personality.

Organisational culture is also affected by externally.

Imagine all the countries in the world. You have Europe, America, Asia, Africa, and the Middle East, each of these places, countries, cities where this particular company exists and how it affects how it works.

Organisational culture has the power to shape an image that the public and customers have of an organisation. It determines how an organisation is perceived as useful or not, it gives a route map, and it helps to attract, to keep and drive motivation in the members of staff.

Culture is dynamic, if it were static, it would never survive, and for example, Covid – 19 is already shaping whom we interact with each other in the society and business.

Value and norms are always changing, but culture is deep-rooted and changes cannot suddenly be replaced or changed (Mullins, 2019).

Organisational Culture at Johnson & Johnson

Having explained about Organisational culture above, I can now move forward for how it works at Johnson and Johnson, I will also lookin in ways to consider any areas that create difficulties and could be improved through good leadership practice, ensuring examples and suggestions for improvement.

Johnson and Johnson Organisational Culture is strongly built upon a "Credo – Driven" mentality.

The Credo is a Johnson and Johnson mission statement, a vital document that guides the company's culture and vision.

It is a combination of business for humanity's health and well-being in which gave character to what the company is today since 1886 and finally drafted in 1943 without being modified (Chatterjee, 2019).

At Johnson & Johnson we consider all the needs and welfare of the customers we serve. Our Credo is more than just a moralistic expanse. We understand it is a recipe for business progress. Our duty is devoted to our patients, nursed doctors, parents, and everyone who uses our products.

In meeting their requirements, everything we do must be of extraordinary quality. We must continuously aim to provide excellence, value and decrease our costs and keep reasonable prices.

Buyers' orders must be serviced punctually and precisely. Our trading partners must have a chance to make a reasonable profit.

We are loyal to our workers who work with us throughout the globe.

We must implement an inclusive employment environment where each person must be considered as somebody.

We respect dignity and diversity in merit, and we provide a sense of security with satisfactory working conditions, tidy arranged and protected.

We are accountable to the populations in which we exist and serve and to the world society.

We must help people be better by promoting better access and care in more communities around the planet.

We maintain the grounds we are privileged to use in immeasurable order, preserving the ecosystem and natural sources.

Our ultimate accountability is to our stockholders. Business must make a reasonable value. We must research, including new concepts.

The study must be conducted on, innovative plans advanced, investments made for the tomorrow and errors repaid.

New devices must be acquired, new buildings have given, and the latest products originated.

Assets must be created to accommodate for disadvantageous times. Meanwhile, we proceed according to these policies, and the stockholders should recognise a fair income (Johnson, 2020).

Taking in consideration our Credo above, I would like to mention the areas some of the areas we are having difficulties during the pandemic times.

Since the outbreak of Covid –19 we had major implications in many areas, for our company it is vital that we have the scientists being able to go to the laboratory, they can not work from home and it is our duty to continue working to find solutions and even to develop the vaccine for the Coronavirus.

As you can see we are not the only ones suffering during this time, but as promised in our credo, we will continue reframing working for the families and supporting our employees. Notwithstanding these tumultuous times, we conclude that working with corporate honour can generate significant advantages for businesses, including increased reliability, drawing brand-new customers and maintaining expertise.

When an organisation reframe their tomorrow, the pandemic must be an incentive for change.

Companies that decide to keep doing the right thing, despite when nobody is following, will rise from this pandemic more robust and more integrated.” (Makrygiannis, 2020)

At Johnson & Johnson has been actively involved in combat pandemics. We have done it before during other types of pandemics, and we will do it again, it is our duty, and we are experts in conducting scientific expertise.

With our global reach comes an obligation and unique ability to leverage our deep scientific expertise and extensive connections to take on this call. Our more than One hundred and third thousand employees worldwide gathered with urgency to approach the critical demands of families, societies and healthcare providers around the globe (Johnson, 2020).

As an Employee I made sure to place an advise to leaders at Johnson and Johnson in ways to improve the scientists hard work during this difficult time.

My advice was to encourage the workers in the work environment to examine their personal, acknowledged responsibilities and prioritise emotional, mental and physical health and perform at their very best.

This advice also went to care for the employees working at home during the lockdown. Here are some crucial points for this recommendation:

Recommunicate the company values and buddy the team. It can be over the phone, video conferencing, email, but do not leave them alone, we never know what is happening in the other side and if they are well mentally with so much going on during the pandemic. Covid - 19.

It is in an urgency that companies with genuine values become transparent during times. It is vital to find ways to elevate our emotions and spirit.

We must keep that unique spirit during these challenging times of lockdown or work during times of uncertainty (Rowland, 2020).

Key Hofstede's Cultural Dimension



Image extracted from: <https://www.business-to-you.com/hofstedes-cultural-dimensions/>

Over the years, his study pointed to six cultural dimensions which means:

Power Distance: Hierarchy, authorities are different.

Uncertainty: Tolerance, some cultures have a very high tolerance.

Individualism/Collectivism: Working as a group or as an individual to reach a goal.

Short-term Orientation: What can be done in a short period, is it realistic?

Masculinity/Femininity: Some countries are feminine, and others more masculine, and gender roles vary from country to country.

Uncertainty Avoidance: For example, in the United Kingdom you are allowed to eat and go back to work, but in some countries, it is not allowed. (B2U, 2020).

Porter's 5 Forces Model

The Porters 5 is a way to identify and to analyse five types of competitive forces used to determine the weaknesses and strengths an industry could face. It could be used to any business segment to protect any competitiveness. It Helps to analyse the company structure and the strategy within a corporation.

Understanding the functionality of it enables a business to set strategic measures.

Understanding better these measures will help them understand their products and push it forward to attract new and high - profile investors (SCOTT, 2020).

These five forces are:

- 1- The competition and how they can undercut the company with the number and similar products or services they provide, at Johnson and Johnson we deal with major Pharmaceutical competitors but our quality services and trust within out clients, provided us to continue thriving in the marketplace for decades.
- 2- The Entrance of new competitors or potential and this could affect the company's power

- 3- The power suppliers can be affected by the number of suppliers and how unique these connections are.
- 4- The more a business would depend on the supplier, the more a supplier would have power over the industry. Saying so, they could quickly go with the increase in prices. Customers' power, because depending on how many customers a company has and how much would it cost to acquire new customers. Clients also can bargain the prices with competitors, usually smaller companies, but at Johnson and Johnson we invest in a lot of R&D to make sure our clients and providers are happy with the acquiring and share of supplies and prices.
- 5- Finally, there are threats of substitutes, our company when has outstanding products and services, no replacements will have the leadership or power to put their prices up, we make sure our prices are fair and at reach according to our credo.

Pestle Analysis

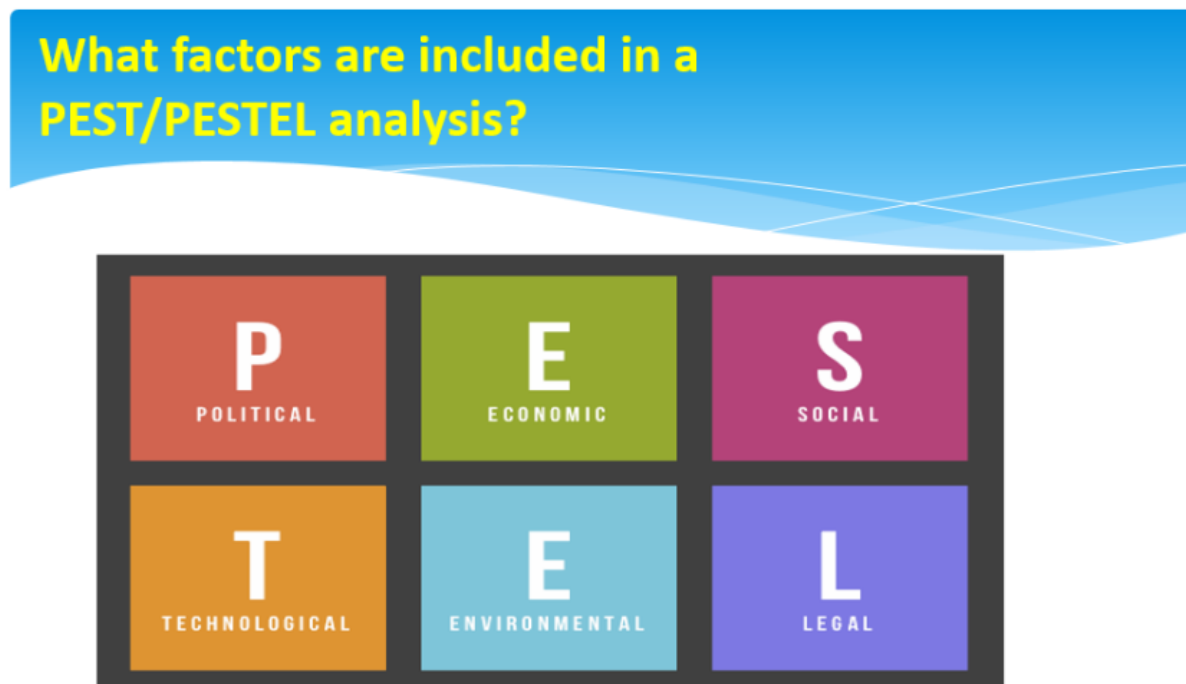


Image extracted from In-Class exercises.

A PESTLE analysis often used as a broad fact-finding exercise. It supports a company to discover the outside circumstances that could influence judgments made inside the company.

Culture expresses the beliefs, ideas, policies and methods of an organisation.

It provides workers with a feeling of guidance and also establishes the way they deal with each other.

The work culture carries all the workers on a shared platform and blends them at the workplace environment. Organisational culture is how things are done in an institution; they are practices that impact somebody and organisation behaviour.

In this case scenario Pestle Analysis.

In this case scenario, the Pestle Analysis takes a significant place during Covid - 19 for Johnson & Johnson.

PESTEL analysis will detail what Johnson and Johnson will face in the operations challenge for the political, economic, social, legal and environmental landscapes. to find out broad external factors that will influence a company how a company environment, present and future will be guide (Quircks, 2020)

It is a way of scanning and conducting a strategic analysis means scanning the external conditions to identify and learn broad, long-term inclinations (Weeks, 2020).

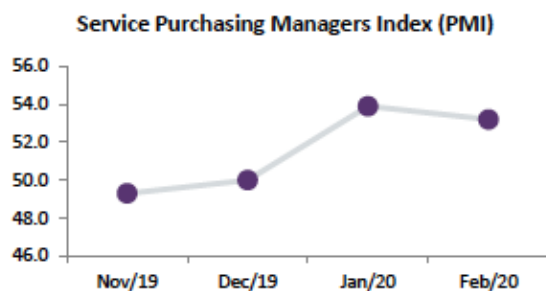
Applying Key Management Theories – Models – Methods – Environmental Scanning Tools

Now I will critically discuss how the Hofstede and Pestle Analysis can be applied in the real world to Johnson & Johnson's and how it links to the Covid – 19 pandemic, but first I will be analysing and gathering information about the United Kingdom because it will be interesting to see these the frameworks of external factors such as: Brexit, Technological changes and, and any other factors that may be relevant, including Covid – 19, and then I will identify which of them indicated opportunities or threats within the company.

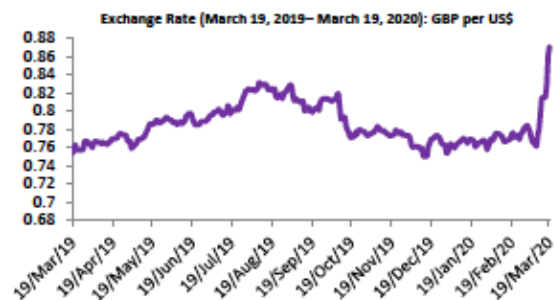
Here are some snapshots from the Marketline Macroeconomic Report of Pestle insights from the United Kingdom from April,2020 and I will explain each of my findings.

COVID19 Outbreak Impact on the UK Economy

Slowing down of service sector



Volatile Exchange Rate



Depreciation in retail sales of consumer goods



Sharp Decline in box office gross revenue across the country in February and March 2020

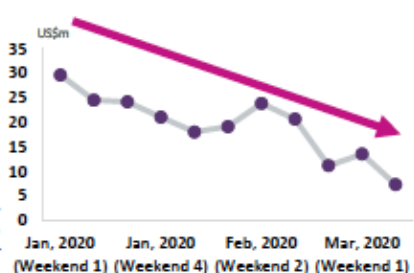


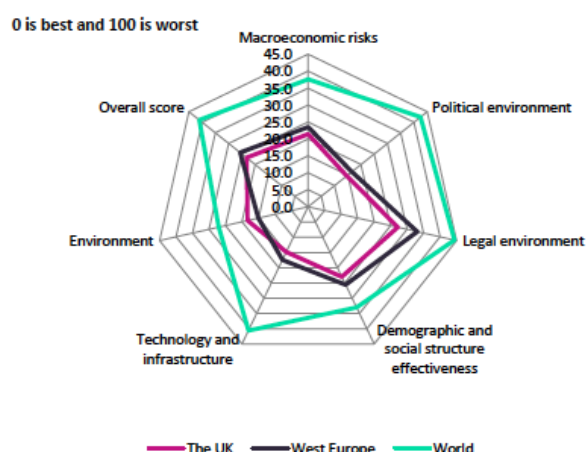
Image extracted from 2020 |Macroeconomic Outlook Report - The UK and London Stock exchange

As you can see in the image above, with Covid - 19, we had a rise in the unemployment, to improve the income the Government introduced the "Coronavirus job retention scheme." Included in this scheme, companies could also apply to receive a grant for eighty per cent of a regular wage.
England's bank had a cut in the interest rate lowering the level to 0.10 to support the economy and avoid a severe recession in 2020 (Marketline, 2020)

For example, in London, considered one of the country's busiest parts, some of these efforts have been particular and short-term in continuation; others will perform a long-term role in developing businesses well after the pandemic is over (Barnes, 2020).

Macroeconomic Country Risk Index: UK – Western Europe – World Average

EXHIBIT 1: UNITED KINGDOM'S PERFORMANCE IN COUNTRY RISK ANALYSIS IN COMPARISON TO WEST EUROPE AND THE WORLD AVERAGE



Source: MarketLine

EXHIBIT 2: PERFORMANCE OVERVIEW (SCORE: 1-100)

Pillars	The UK	Western Europe	World Average
Macroeconomic risks	21.4	23.5	37.6
Political environment	14.6	16.6	42.5
Legal environment	27.2	33.1	44.4
Demographic and social structure effectiveness	23.0	25.6	33.0
Technology and infrastructure	14.8	17.5	40.6
Environment	18.3	15.1	27.1
Overall Score	23.3	25.6	41.1

Source: MarketLine

Image extracted from 2020 |Macroeconomic Outlook Report - The UK

This is an overall Macroeconomic country Risk index.
Looking at this is what gives the organisation ways to survive according to what is happening in a broader environment,
The UK's overall risk score is smaller than Western Europe and the world average all parameters of the risk index apart from the Environment (Marketline, 2020).

Concerning the COVID - 19 Macroeconomic according to the World Bank, the most critical risk is the country's resilience to learn the impact of disrupting preventive measures as an example social distancing measure, inspection and medicine for the elderly and vulnerable patients with chronic conditions in the population (The World Bank, 2020).

UK Pestle: Political Landscape

Analysing the Political landscape in the UK it shows there is an open and ambitious economy, and foreign businesses view the political and economic institutions favourably. The country has a strong science base and robust and powerful tech production inclinations in aerospace, defence, and vehicles and according to the MarketLine forecasts this sector will expand by an average yearly rate of 3.6 between 2020 to 2022 (Marketline, 2020)

Also, must remember about a crucial fact about the Brexit:

In March 2017 the previous Prime Minister Theresa May pushed forward Article 50 of the Lisbon Treaty and ever since the proceedings of United Kingdom leaving the European Union and becoming an independent country with a two-year formal deadline for the government to come up with a negotiation deal in between the UK and the EU, although the deadline was postponed from March 29 of 2019 to October 31

We don't know just yet what these negotiations will bring because they didn't happen; however, there is a possibility of having many changes in the internal and external market when it comes to inflation and taxations for imports and exports for products, food etc.

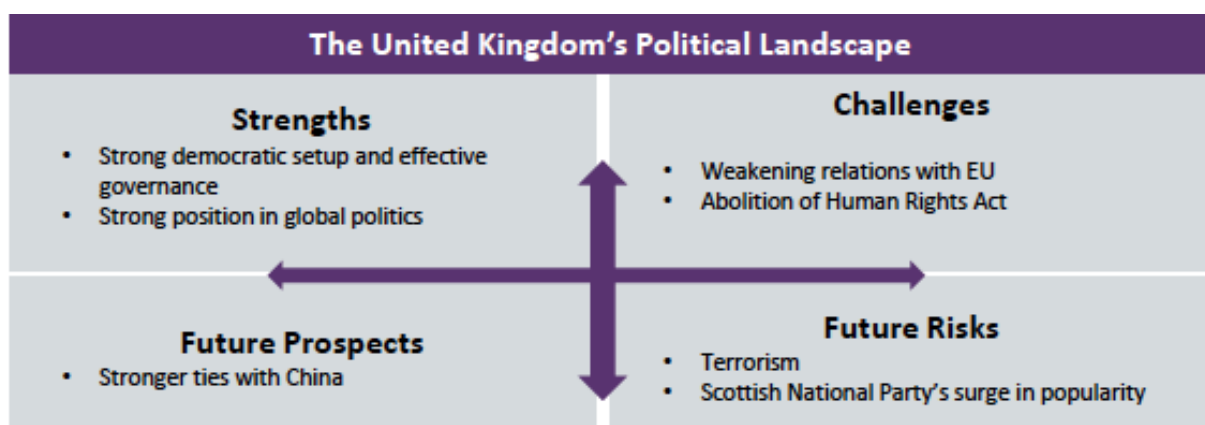


Image extracted from 2020 |Macroeconomic Outlook Report - The UK

UK Pestle: Economic Landscape

The UK is an open and ambitious economy, and foreign businesses view the political and economic organisations favourably. The country has a robust science field and influential high - tech manufacturing abilities in aerospace, defence, and vehicles.

In 2019 the UK economy was highly affected by the internal political confusion (Brexit) and outside commerce irregularities.

As a result, economic growth decreased to 1.3%.

The MarketLine anticipates that the industry will increase by an average annual rate of 3.6% from 2020 to 2022 (Marketline, 2020).

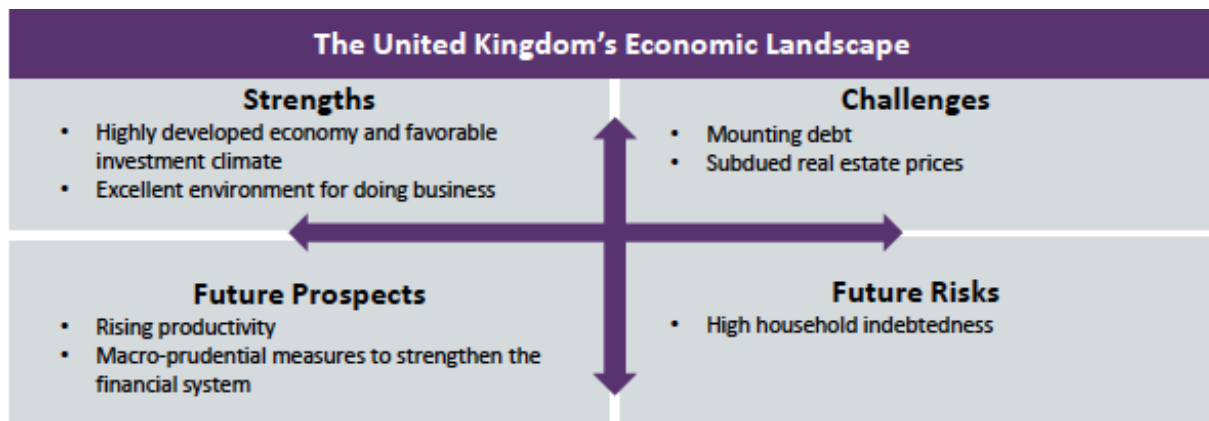


Image extracted from 2020 |Macroeconomic Outlook Report - The UK

UK Pestle: Social Landscape

The United Kingdom has one of the most outstanding education systems in the world. Citizens of the UK experience a standard of living comparable to those in other developed countries.

The UK's healthcare midwifery systems rank is amongst the best in the world. However, according to recent improvements, the government force may not be capable of achieving these objectives on time.

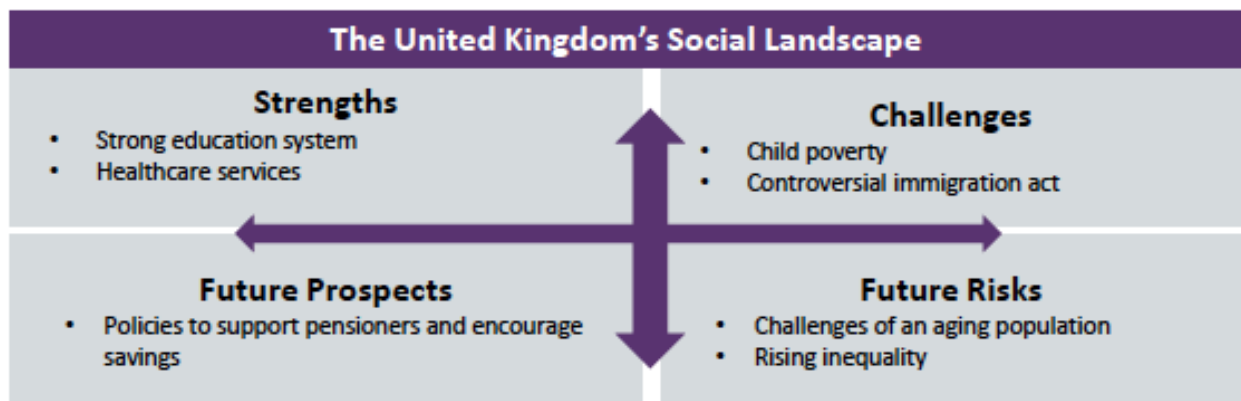
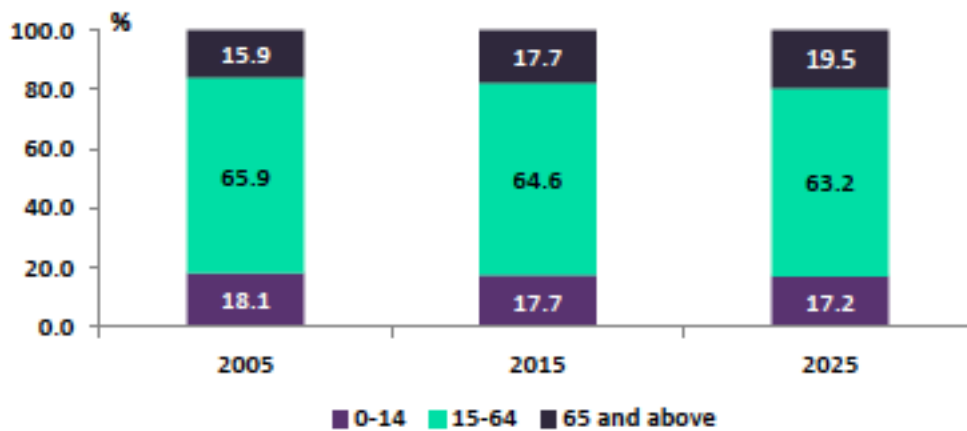


Image extracted from 2020 |Macroeconomic Outlook Report - The UK

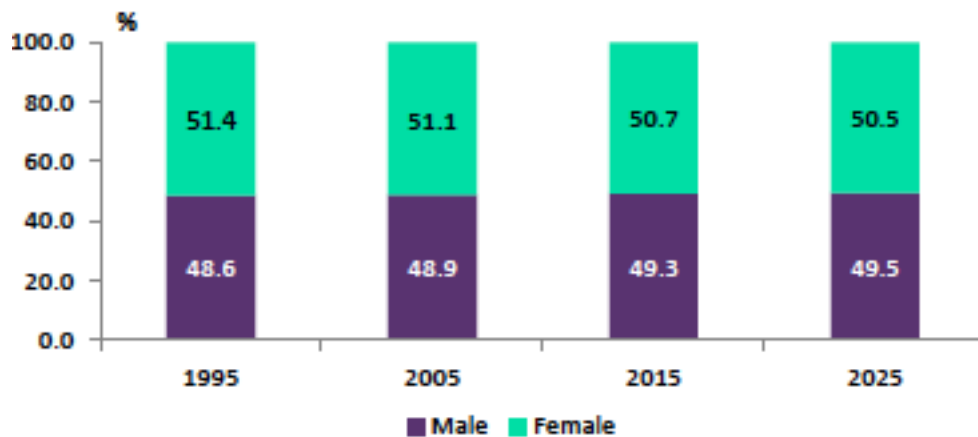
The UK population duplicated over last year, and the forecast is to grow to 68.7 million in 2025, from this information, we can have an idea of how many people our products could possibly reach in sales according to the age statistics of a population.

EXHIBIT 23: AGE-GROUP SHARE OF TOTAL POPULATION (2005, 2015, 2025)



Male population's share to rise marginally

EXHIBIT 24: GENDER SPLIT (1995, 2005, 2015, 2025)



Source: MarketLine

Image extracted from 2020 | Macroeconomic Outlook Report - The UK

UK Pestle: Technology Landscape

The United Kingdom is recognised for the quality of its Research and Development and its attention in science and shift in innovation in both the public and private divisions. Notwithstanding the quality of educational and research institutes within the UK, there is a deficiency of workers in the Research and Development sector.

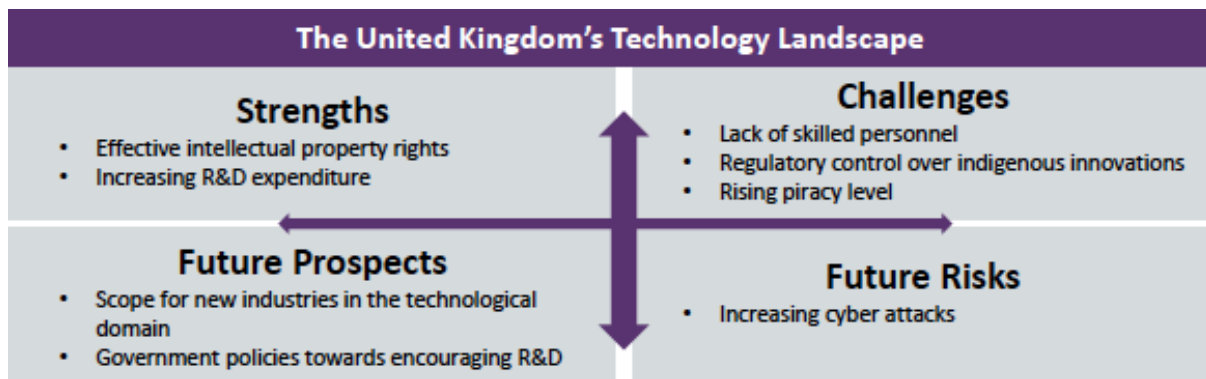


Image extracted from 2020 |Macroeconomic Outlook Report - The UK

UK Pestle: Legal Landscape

The legal system in the UK is regulated, honest, and effective.

This makes for an atmosphere that is favourable to the industry, as legislation is transferred efficiently, holding all stakeholders in mind.

The country made business start-ups more comfortable by implementing initiatives to promote the external attachment made by subcontractors, however, handling taxes was made more complicated by the initiation of a new pension scheme financed by the employer.

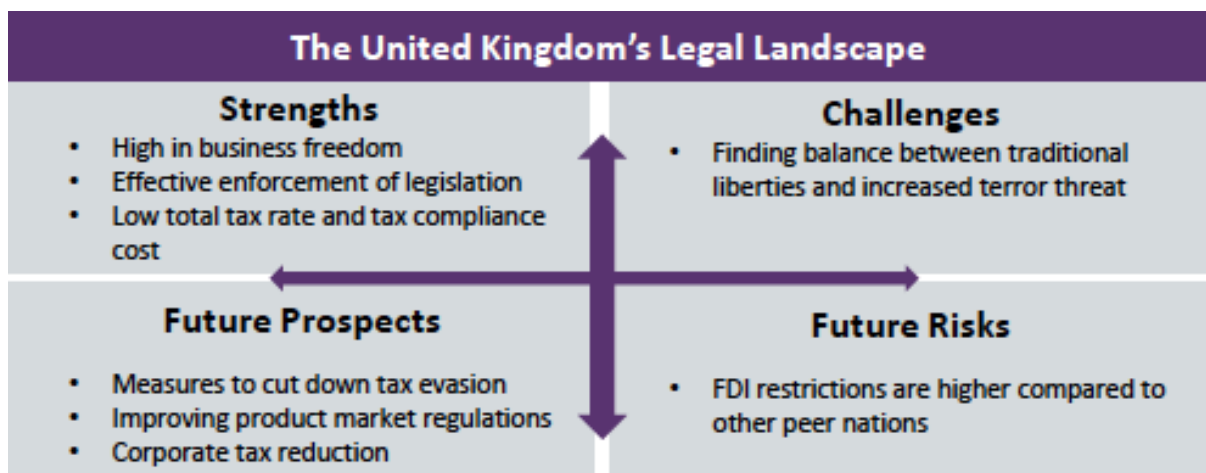


Image extracted from 2020 |Macroeconomic Outlook Report - The UK

UK Pestle: Environmental Landscape

The government supported the initiatives of lowering carbon, more reliable energy on a global measure. Air pollution control has also made significant improvements in managing high air pollutants and agrochemicals, and CO₂ discharges were reduced.

However, it continues to have a high level, and the authorities across England received funds estimating 2.2 M to enhance air quality.

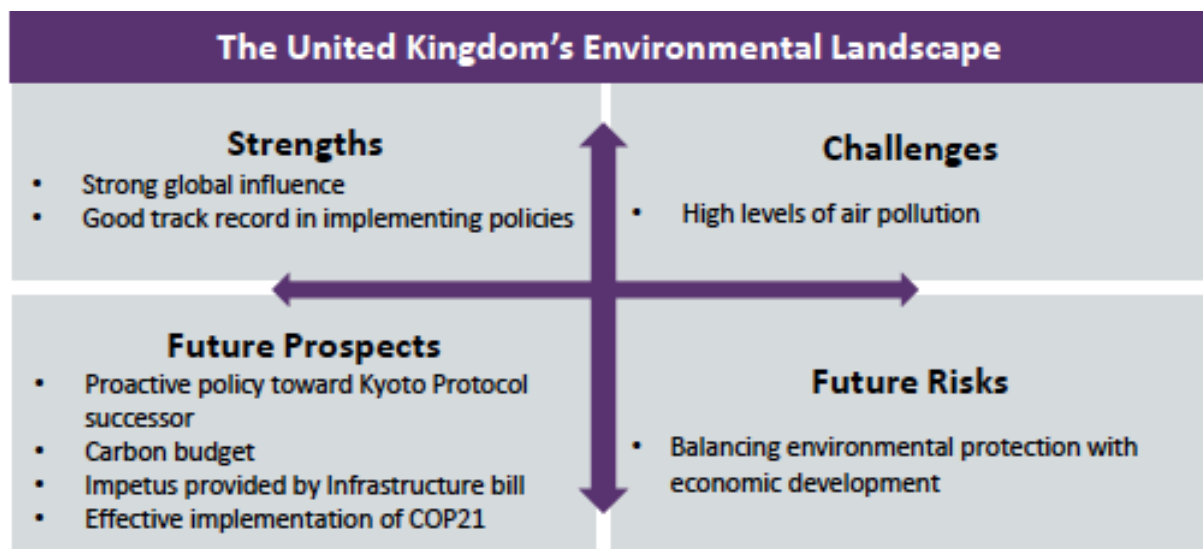


Image extracted from 2020 |Macroeconomic Outlook Report – The UK

Extra Factors

I also would like to add to this report some extra facts I have found during my research.

Below you see a graphic of adaptive emergency response and it specify directly to the the fast discovery of an infectious disease outbreak, assessing its epidemic potential and speedy response, containment, and moderation can decrease avoidable death and morbidity. It can also lessen the economic, social, and security shock. It will also further encourage public health and primary preventive care arrangements and services to strengthen resilience and decrease the risk from rising and re-emerging the Coronavirus (Bank, 2020).

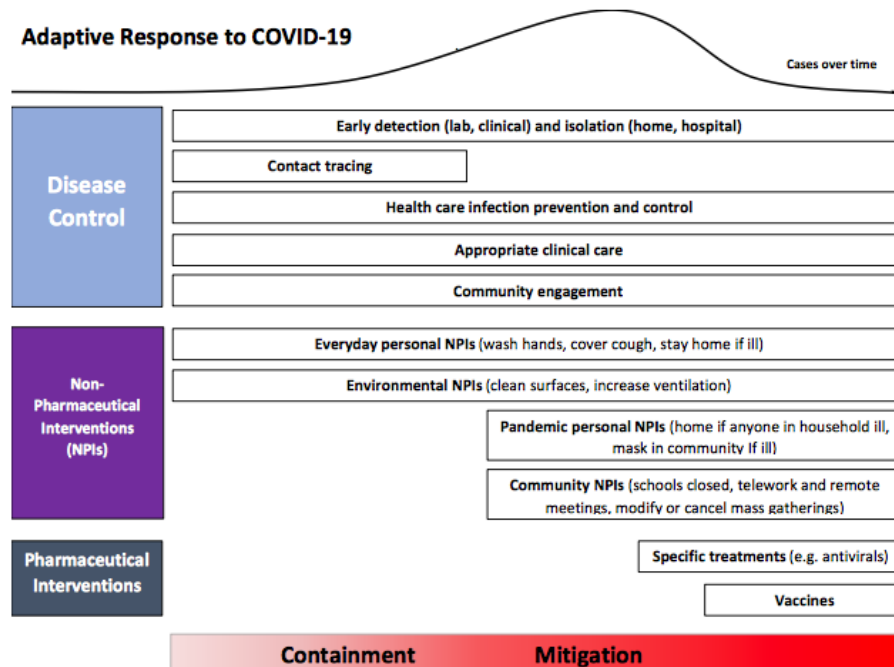
Analysing this information, I can point an important fact that is related to Johnson and Johnson, and that is the one in the bottom of the image (Pharmaceutical Interventions).

I would like to highlight that Johnson and Johnson is at the third phase trial of developing a vaccine for the combat of Coronavirus.

Johnson & Johnson remains to produce and experiment its Janssen's COVID-19 vaccine candidate following high ethical standards and reliable scientific sources. The Company is bound to clarity and distributing information correlating to the Phase 3 Organization study (J&J, 2020).



Figure 4: An Adaptive Emergency Response to COVID-19



Source: Resolve to Save Lives

Image extracted from Online Report page 2020 – Page 16:

<http://documents1.worldbank.org/curated/en/993371585947965984/pdf/World-COVID-19-Strategic-Preparedness-and-Response-Project.pdf>

Johnson and Johnson Pestle Analysis and Sustainability

After taking the United Kingdom Pestle Analysis, I will base my findings in the external Macroeconomic report.

From there, it shall be clear to understand how these external influences work in a better light for Johnson & Johnson.

Variations in the macro-environment landscape can become an immediate influence on the Johnson & Johnson and can also affect any other areas in the pharmaceutical environment and production. The macro-environment circumstances can affect the Porters Five Forces that frame strategy and competitive landscape. They can affect the individual firm's competitive power or overall profitability levels of Healthcare manufacturing (University, 2020) .

Political:

Looking in the UK political landscape, Johnson & Johnson is making sure to comply with the regulations to avoid unfortunate threats that may oppose our businesses' functionality.

We make sure infection control is taken care appropriately to ensure our 132.000 employees in our diversity workforces, are protected, healthful and productive whilst working from home. We also follow the government guidelines for our scientists as a new vaccine is developed.

We are working to produce an affordable, reliable and efficient and affordable vaccine to the public on a non-profitable basis emergency pandemic (Fasolo,2020).

For the time being, we will continue following the Government guidelines as it goes and as it fits during and after the Covid - 19 crisis (Fasolo, 2020).

Economic:

After looking in the economic landscape in the UK and worldwide, we understand the economic factors are not favourable as we wish during the Covid -19 outbreak, and we are aware it is set to cause a significant recession resulting in substantial cost cut of costs which could affect the employee confidence resulting in a communication wall amongst management and employees.

However, according to our Credo, it's safe to say that at Johnson and Johnson, we will do all we can to maintain our employees feeling safe whilst working with us. We have survived other pandemics, and we shall survive this one too.

Social, Legal, Environmental and Sustainability

During Covid - 19 crises, Johnson and Johnson continued to impact the culture regarding the organisation environment based on the beliefs and the attitudes it plays in the society.

We continued to incentive standards of education level and education standard in the Johnson & Johnson's industry via online resources, a lot of the attitudes has changed due to Covid - 19 since we were no longer able to provide social gathering. However, everyone continued to be inclusive during meetings in the online conferencing for leisure interests whilst taking care of employee's motivation and mental health during the lockdown (Johnson and Johnson, 2020).

The sustainability approach focuses on improving health for everyone, and everywhere, we are committed to delivering a social environmental and economic value for our stakeholder.

Our sustainability priorities are achieving better health for all, responsible business practices and safeguarding environmental health, with our ambition for health

humanity 2020 goals, we hold ourselves accountable to making progress in these priority areas:

By leveraging our people's power, expertise, and global partnerships, we are committed to supporting the United Nations sustainable development goals by focusing on the areas we can make the greatest impact.

As a global leader in healthcare, we are at the forefront of tackling the most challenging healthcare challenges and responding to pandemic threats.

Preventing global pandemics like Covid 19 is everyone's responsibility, and Johnson and Johnson have long been a leader in this area.

In 2019 we continued to protect people at risk of Ebola in Rwanda and the Democratic Republic of Congo, by committing to donate up to 700, 000 courses for Janssen's investigational vaccine.

We unveiled a new Centre for Health Worker Innovation to help address health and worker shortage while also improving healthcare quality.

As a responsible business, we aim to maintain all stakeholders' trust. We nurture a culture of ethics and integrity, advance diversity and inclusion, and empower our employees to become the healthiest workforce.

We are proud that in 2019, 46% of our management roles held by women.

15.000 employees were trained in the principles of energy for performance at work and home.

As our health is dependable and linkable to the environment, we tirelessly reduce our environmental footprint.

With all these achievements, there's always more to be done with our ambition to achieve better health for everyone, everywhere and maintaining our culture to its original principles whilst we are in the road to develop our new vaccine to combat Covid – 19 (Johnson, 2020).

Conclusion

In conclusion to this report about how the broader external environmental factors alongside Covid -19 crisis-affected the world as a whole and as a final thought, I critically analysed that

Organisational culture and its performances, on a broad scale brought social and economic shock and transformed the organisational cultures profoundly.

Before Covid -19, we would see employees coming to work wearing suits, shaking hands, and a daily plan to follow ahead as usual.

After the outbreak of Covid -19, everything had to be replaced by screens, gloves, masks, alcohol gel and zoom video calls.

Everything shifted from a natural pace of normality and creativity to a new normal in the direction of health and safety.

This intense change represents a significant objection for leaders because it left them asking how they can develop the company's culture when everyone is working remotely. On the other hand, it also made me analyse that it also brought an excellent opportunity for Johnson and Johnson Research and Development team to take onboard how to deal with this transition in terms of a new vaccine.

It gave our leaders more to think about new ways of bringing out members of staff together on a vast scale.

Having analysed that this is how organisational cultures occur, they are the tokens and the symbology of what a culture represents for a company as a whole. It goes from shared practices, from understanding how it shocks the environment and the economy.

It's crucial to re-adjust the culture to fit new reality analysing the changes in macroeconomic. From there, we were exploring how this can cause an impact on our Pestle Analysis.

I came to understand that following these processes and communicating clearly with staff members shall help ensure psychological safety at a certain degree for one and all. As a result, it should support the team to realign with the pre-existing culture, whilst working with a new environmental challenge.

Covid - 19 brought a lot of confusion at first, but it was in the middle of this confusion that leaders became more fruitful and innovative. Also, it brought out the best in companies and people, we came to understand that we can not function alone, we need each other, and we need the right level of empathy and care. After all, we are all humans, and nobody knows what goes on with a work colleague when we can not see them in person, and to finalise the crisis is a test of leadership. Leaders boosted their diversion by improved interaction, empathy, promptness, and empowerment until our vaccine (Jansen) is entirely in the market, whilst applying the Porter's five forces analysis and the Hofstede cultural dimensions. We are hopeful to get back to normality where we can be ourselves once again, just as we are, in a world where humanity can once again rejoice.

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