

## B2 Stakeholders – Solutions

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Stakeholder	Description of stakeholder	Stakeholder expectations of enterprise	Enterprise expectations of stakeholder
<b>Investors</b>	Provide enterprise with financial resources to make investments (distinction between equity and debt capital)	<ul style="list-style-type: none"> <li>- Enhancement of enterprise value</li> <li>- Interest payments</li> <li>- Repayment of provided capital</li> </ul>	<ul style="list-style-type: none"> <li>- Uncomplicated and favorable conditions on the capital provided</li> </ul>
<b>Customers</b>	Persons (natural and legal) who buy products and services	<ul style="list-style-type: none"> <li>- Good price-performance ratio</li> <li>- Good advice and services</li> <li>- Large selection</li> <li>- Products should meet minimum environmental and social standards</li> </ul>	<ul style="list-style-type: none"> <li>- Frequent and expensive purchases</li> <li>- Rapid payment of bills</li> </ul>
<b>Employees</b>	Create products and services that the enterprise will offer on the market	<ul style="list-style-type: none"> <li>- Fair wages</li> <li>- Safe workplace</li> <li>- Opportunities for participation</li> <li>- Training opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Fast and precise work</li> <li>- Sense of duty</li> <li>- Flexibility</li> </ul>
<b>Public/NGOs</b>	<ul style="list-style-type: none"> <li>- Population</li> <li>- Organizations</li> <li>- Media</li> </ul>	<ul style="list-style-type: none"> <li>- Right to a say in matters</li> <li>- To be heard</li> <li>- Sustainability reports</li> </ul>	<ul style="list-style-type: none"> <li>- Exchange/communication</li> <li>- Constructive and realistic solutions to problems</li> </ul>
<b>Government</b>	<ul style="list-style-type: none"> <li>- Federation</li> <li>- Cantons</li> <li>- Communities</li> </ul>	<ul style="list-style-type: none"> <li>- Tax payments</li> </ul>	<ul style="list-style-type: none"> <li>- Good transport infrastructure</li> <li>- Legal certainty</li> </ul>
<b>Suppliers</b>	Supply raw materials, semi-finished products and services for the provision of services	<ul style="list-style-type: none"> <li>- Fair prices</li> <li>- Regular, early and large orders</li> <li>- Timely payment of invoices</li> </ul>	<ul style="list-style-type: none"> <li>- Proper and timely deliveries</li> </ul>
<b>Competition</b>	Provides the same or similar products or services on the market	<ul style="list-style-type: none"> <li>- Compliance with patents and trademark protection</li> <li>- No unfair competition</li> </ul>	<ul style="list-style-type: none"> <li>- Cooperation in industry associations with shared interests against government or NGOs</li> </ul>

## 2

## a and b

<b>Stakeholder</b>	<b>Demands</b>
<b>Employee unions</b>	<ul style="list-style-type: none"> <li>- Fair wages (no unpaid overtime)</li> <li>- Fair working conditions (no exploitation, no monitoring, etc.)</li> <li>- Legally compliant notice periods</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>- Affordable products</li> <li>- Fair treatment of workers</li> <li>- Open communications policy</li> </ul>
<b>Producers, suppliers</b>	<ul style="list-style-type: none"> <li>- Fair conditions (no pricing pressure)</li> <li>- Open communications policy (not to be lumped in with purchasers acting unlawfully)</li> </ul>
<b>Public, media</b>	<ul style="list-style-type: none"> <li>- Fair working conditions and prices</li> <li>- Open communications policy</li> <li>- No poverty spiral</li> <li>- Justice</li> <li>- No violations of law</li> </ul>

## c Individual solution

## 3

## a and b

<b>Stakeholder</b>	<b>Demands</b>
<b>Students</b>	<ul style="list-style-type: none"> <li>- Competent teachers</li> <li>- Training and preparation for the future</li> <li>- Fairness</li> </ul>
<b>Parents</b>	<ul style="list-style-type: none"> <li>- Competent teachers</li> <li>- Training and preparation for the future</li> <li>- Control</li> <li>- Low costs</li> </ul>
<b>Teaching staff and other employees (e.g., janitors)</b>	<ul style="list-style-type: none"> <li>- Adequate remuneration</li> <li>- Good working environment</li> <li>- Freedom in the design of instruction</li> </ul>
<b>Government, canton</b>	<ul style="list-style-type: none"> <li>- Positive public feedback</li> <li>- Good training for students</li> <li>- Low education costs</li> </ul>
<b>Public, media</b>	<ul style="list-style-type: none"> <li>- No code violations</li> <li>- Competent teachers</li> </ul>
<b>Other educational institutions</b>	<ul style="list-style-type: none"> <li>- Fair competition</li> <li>- Possible cooperation</li> </ul>

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a

<b>Stakeholders</b>	<b>Claims</b>
<b>Customers</b>	<ul style="list-style-type: none"> <li>- Current movies</li> <li>- Large selection of movies</li> <li>- Affordable tickets</li> <li>- Parking available nearby</li> <li>- Good accessibility (also by public transport)</li> <li>- Short waiting times</li> <li>- Comfortable chairs</li> <li>- Food service</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>- High income</li> <li>- Good benefits</li> <li>- Safe workplace</li> <li>- Good working conditions</li> <li>- Pleasant working environment</li> </ul>
<b>Investors</b>	<ul style="list-style-type: none"> <li>- High profits</li> <li>- Security</li> <li>- Good image of the cinema</li> <li>- High return on invested capital</li> </ul>
<b>City</b>	<ul style="list-style-type: none"> <li>- Image enhancement</li> <li>- Jobs</li> <li>- Appropriate solution to the parking issue</li> <li>- Appropriate solution to garbage problems</li> </ul>
<b>Competitors</b>	<ul style="list-style-type: none"> <li>- Fair conduct</li> <li>- Possible cooperation</li> </ul>
<b>Residents</b>	<ul style="list-style-type: none"> <li>- Little noise pollution</li> <li>- No garbage</li> <li>- Appropriate solution to the parking issue</li> </ul>

b

<b>Customers</b>	↔	<b>Customers</b>
Customers want a good movie selection and long operating hours. These requirements increase the costs for the cinema operators. The additional cost is likely to be passed on in ticket prices.		Customers want cheap tickets and food options.
<b>Employees</b>	↔	<b>Customers</b>
Workers would like a high income. High labor costs increase ticket prices.		Customers want cheap tickets and food options.
<b>Customers</b>	↔	<b>Residents</b>
Customers want the cinema to open early and close late.		Residents want as little noise as possible.
<b>Investors</b>	↔	<b>Employees</b>
Investors expect a high return on invested capital. The greater the cinema's income, the higher the return on capital. High labor costs lead to a reduction in enterprise profits.		Employees expect a high income and good benefits.

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Individual solution