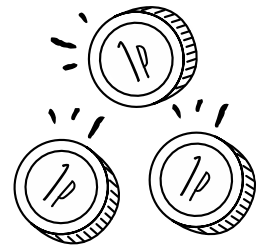
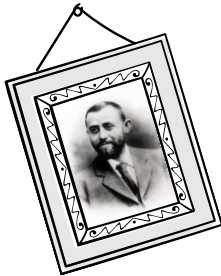


# M&S ARCHIVE

## BUSINESS *brains*



### Teacher's Notes Lessons 1, 2 & 3

---

Lesson 1: What is M&S?, types of business ownership, business terms, business ownership pros and cons

Lesson 2: 4 Ps, meeting customer needs

Lesson 3: Business plan, create a product range, pitch your idea

# M&S Business Brains Summary

How does a business grow from a market stall to a global high street institution? Using archive sources and business case studies, students will gain an understanding of enterprise in action. They will also apply their own business skills in a series of engaging activities based on real-world retail content.

## Lesson 1 Learning Objectives

- Use business terminology to identify and explain business activity in the context of M&S
- Investigate, analyse and evaluate different types of business ownership

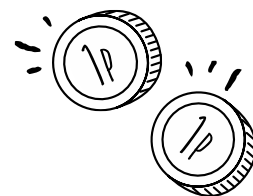
## Lesson 2 Learning Objectives

- Use business terminology to identify and explain business activity in the context of innovation at M&S
- Understand the importance of identifying and satisfying customer needs
- To understand the importance of product design, image and needs of the target market when designing new products
- Understand how demand for a product or service might change over time
- Understand different promotional methods and factors influencing selection and use of these methods
- Awareness of the four elements of the marketing mix (4 Ps) and how they work together

## Lesson 3 Learning Objectives

- Understand the importance of product design, image and needs of the target market when designing new products
- Develop an innovative product idea using a simple business plan
- Write and deliver a pitch for this idea showing awareness of the four elements of the marketing mix (4 Ps) and how they work together

**Cross-curricular links:** Literacy – developing vocabulary, History



# M&S Business Brains

## Resources provided with this pack:

- Lesson 1 Classroom PowerPoint slides
- M&S Business Brains film
- M&S Timeline resource
- M&S Quiz Sheet
  
- Lesson 2 Classroom PowerPoint slides
- M&S Archive Innovation Sources
- Innovation worksheet
  
- Lesson 3 Classroom PowerPoint slides
- Business Plan template



# Overview

	Activity	Content	Resources
Lesson 1	Starter	Starter discussion <b>Q. What is M&amp;S?</b> Mind map everything you know, think and feel about M&S <b>Q: What is an archive, and why would a business like M&amp;S have/value one?</b> Discuss	Slides 2-3  Paper for Mind Maps
	The M&S story	<b>Q: Analyse the evidence: what are the key traits demonstrated by M&amp;S that have led to its survival and success?</b> Watch the M&S Business Brains film  A: Identifying and meeting customer needs, quality, innovation, affordability, shopping experience, adaptability, ethics	Slide 4  M&S Business Brains film
	Apply your knowledge	Using the M&S Timeline, <b>identify different types of business ownership and activity</b> throughout the company history. <b>Explain pros and cons of different types of ownership,</b> suggest reasons why these decisions were taken at the time.	Slide 5, M&S Timeline resource, M&S Quiz sheet
	Plenary	Create your own M&S timeline - Students use decision-making skills to select the most significant events from the timeline.	Slide 6, M&S Timeline resource
Lesson 2	Innovation	Meeting customer needs <b>Q: What does Innovation mean?</b> <b>Q: How many innovations can you identify?</b>	Slide 7
	Meeting Customer Needs: 4 Ps analysis	Students work in teams Each team is allocated an M&S innovation from a period in the company's history, with supporting archive source material <ul style="list-style-type: none"> <li>Identify the target market for the innovation</li> <li>Identify how the innovation meets customer needs</li> <li>Suggest how it could be promoted</li> <li>Discuss how M&amp;S would decide a price</li> </ul> <b>Q: What are the 4 Ps?</b> Identify them in the answers to the points above.	Slide 8  Innovation worksheet  M&S Archive Innovation sources
	Plenary	Ask students to <b>identify the 4 Ps</b> in current M&S business activity.	Slide 9 Internet access
Lesson 3	Create a product range	Develop an idea for a new M&S product range. It must be; <ul style="list-style-type: none"> <li>Archive-inspired in some respect</li> <li>Aimed at a target market</li> <li>Meeting a need/solving a problem</li> </ul> Use <b>Business Plan template</b> to track idea development.	Slides 10-12  Business Plan template
	Pitch your range	Write and present a pitch for your idea. Vote for the best presentation based on the product brief.	Slides 13-14  Pitch materials
	Plenary	Self-evaluation. - Students discuss in their groups what went well and what could be improved about their pitch.	Slide 15

# Starter

Class discussion

**You will need:** paper for mind maps

## Q. What is M&S?

Students can work individually or as a group.

Mind map everything you know, think and feel about M&S.

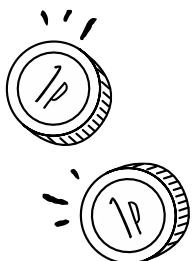
Prompts:

- What can you buy at M&S?
- Is it a large or small company?
- Old or new company?

## Q: What is an archive?

**A:** An archive is a collection of information, which can come in many different forms such as: letters, reports, photographs, films, digital files, sound recordings and design work.

Our archive contains a lot of merchandise (items sold by M&S), which means we also have large clothing and homeware collections.



**Q: Why would a business like M&S have an archive - what value does it have to the company?**

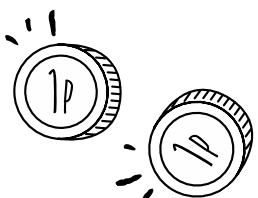
**A:**

- M&S can celebrate and use the heritage of the company to remind customers how long our business has been around and about our most popular products – it helps us to stand out from competitors.
- Being able to show the history of our products helps us protect our copyright and ideas, to stop competitors copying our exact recipes or designs.
- We can use the archive for inspiration and ideas for brand new products that look vintage or retro, which will generate new sales for M&S.
- We can use the archive for school workshops, public events and reaching out to people interested in history – this helps us to make a positive contribution to our communities.

**Q: Which other well-known companies might have archives?**

All these successful companies also have archives (click to reveal logos).

- What sort of items will these archives contain?
- What can they tell us about and be used for?



# The M&S Story

**You will need:** M&S Business Brains film

**Q: Analyse the evidence: what are the key traits demonstrated by M&S that have led to it's survival and success?**

## Watch the M&S Business Brains film

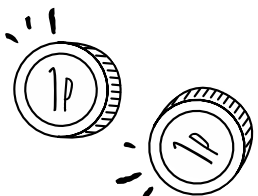
Students can take notes while watching the film to answer the question.

Answers might include:

- Identifying and meeting customer needs
- Ethics
- Quality
- Innovation
- Affordability
- Adaptability

## Extension ideas

- Students could also identify key decisions, actions or people that have contributed to the success of the business.



# Apply Your Knowledge

Slide 5

**You will need:** M&S Timeline resource, M&S Quiz Sheet, students will need baseline knowledge of business ownership terms

Students can work individually or in small groups.

Discuss/explain the meaning of each of the business terms listed.

Sole trader

Franchise

Partnership

Trademark

Private limited company

Advertising

Public limited company

Corporate social responsibility

Using the M&S Timeline and the Quiz sheet, ask students to match the business terms from the list to the relevant part of the timeline.

Discuss the pros and cons of different types of business ownership (see overleaf for more detail), and complete the table on the Quiz sheet.

## Extension ideas

- Remove the list of terms and ask students to name types of business ownership and activity themselves.
- Ask students to look at the timeline and identify key decision points, then think about what other options would have been open to the business at those points.



<b>Term</b>	<b>What does it mean?</b>	<b>Pros</b>	<b>Cons</b>
<b>Sole trader</b>	One person owns and manages a business	Easy and cheap to set up, keep all the profits, full control	Long hours, risk to personal assets, full responsibility
<b>Partnership</b>	A business that has two or more owners	Easy to set up, shared workload and responsibility, more financial resources, new skills	Sharing profits, potential for disputes, risk to personal assets
<b>Private limited company</b>	A business that is owned by shareholders, the company must invite someone to become a shareholder ie. Shares are not available publicly on the stock exchange	Creates finance/capital for expansion, limited liability – owners' personal money cannot be used to pay the company's debts, only liable for debts up to the value of the shares held, better status, easier to deal with suppliers	Stricter regulations – a lot more paperwork, information about the business can be made public, time consuming to set up, may need to pay for professional financial management, have to pay shareholders a percentage of the profits (dividend)
<b>Public limited company</b>	A business that is owned by shareholders, shares are sold on the stock market and are available to the public. PLCs are managed by a chief executive officer (CEO) and board of directors.	Raises funds through selling shares, shareholders have limited liability, easier to deal with suppliers.	Expensive to set up, higher risk of takeover by another company (if they buy more than 50% of the shares they can take control), will need professional financial management, have to pay shareholders a percentage of the profits (dividend), shareholders have a say in how the business is run which could mean having to manage conflict.
<b>Franchise</b>	A franchise is when a person buys the right to use the business name and format of an existing company.	Business is already set up and successful, use of a brand name, use of company policies and procedures	Have to stick to owner's rules and regulations, cost to buy into franchise, have to pay royalty payments to owner, tied into a contract for a set period of time

# Lesson 1 Plenary: Create your own M&S timeline

**You will need:** M&S Timeline resource

Ask students to create their own M&S timeline by selecting the events that they think were most crucial to the survival and success of the company.

Students should select no more than 10 events from the timeline.

Compare timelines and discuss why students have chosen certain events over others.

## Extension ideas

- Limit the number of events allowed in the timeline even further, allowing students to use and develop their decision-making skills.



## Lesson 2

# Meeting Customer Needs: Innovation

Students work in small teams.

Students will use archive sources to analyse how M&S has successfully met changing customer needs by developing and promoting innovative products.

### **Q: What does innovation mean?**

A: Inventing something new, or a new way of doing something, that makes the process easier or solves a problem.

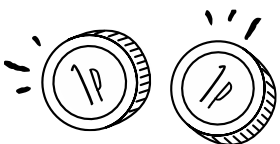
Innovation has been a core value of M&S from the very beginning of the business. Throughout our history we've invented new products and new ways of doing things in order to meet the needs of our customers.

### **Q: How many M&S innovations do you know of?**

A: Melt in the Middle puddings, Plant Kitchen vegan range etc

### **Extension ideas**

- Students discuss how the innovations listed meet a customer need.



# Meeting Customer Needs: 4 Ps Analysis

Slide 8

**You will need:** M&S Archive Innovation Sources, Innovation worksheets, students will need a baseline knowledge of the 4 Ps

**Give each team one M&S Archive Innovation to analyse.**

The innovations are;

1. 1950s-70s New fabrics Tricel and Orlon – 3 source documents
2. 2018 Easy Dressing children's clothing – 2 source documents
3. 1970s convenience foods – 3 source documents
4. 2019 Plant Kitchen vegan food range – 2 source documents

**Teams use the archive sources to:**

- Identify the target market for the innovation
- Identify how the innovation meets those customer's needs
- Suggest where and how this product could be promoted to reach the target market
- Discuss what the business would have to consider when deciding a price for this product
- Students can use the Innovation worksheets to record their findings.

Once completed, ask students

**Q: What are the 4 Ps?**

A: Product, price, place, promotion

**Ask students to identify the 4 Ps in their answers.**

- Identify the target market for the innovation (**promotion**)
- Identify how the innovation meets those customer's needs (**product**)
- Suggest where and how this product could be promoted to reach the target market (**place**)
- Discuss what the business would have to consider when deciding a price for this product (**price**)

## Lesson 2 Plenary: 4 Ps analysis

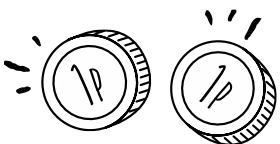
**You will need:** internet access

Ask students to identify the 4 Ps in current M&S business activity. They could look at;

- M&S.com commercial website
- M&S corporate website  
<https://corporate.marksandspencer.com/>
- M&S on social media – Facebook, Instagram, Twitter
- Partnership and collaborations eg Ocado – making our full food range available online, Britain’s Got Talent – targeted advertising, Early Learning Centre – ELC toys made available through the M&S.com website

### Extension ideas

- What else would you like to know? How could you find out?



# Lesson 3

## Create a product range

Slides  
10-12

**You will need:** Business Plan template, students will need baseline knowledge of the purpose and function of a business plan. Students work in small teams.

**Ask students to develop an idea for a new M&S product range for clothing, food or homeware.**

It must:

- be archive-inspired
- be aimed at a target market
- meet a need or solve a problem
- have a name and slogan

**Archive inspiration** could be from a design or pattern, a font or logo, a product, an event from the timeline etc. Students can research archive images and documents using the Marks in Time website and our online catalogue.

A product range should include at least two different products.

Students can draw their products as well as filling in the **Business Plan template** to help with developing their idea. (Completed example template is provided if needed).

There is a section on the Business Plan about costs - finance isn't covered in this resource so you may want to refer to other sources for this section.

### Extension ideas

- Students could research current M&S products, identify a gap in the offer and create a range to address this. Students should also discuss why this gap exists in the M&S product range.

# Pitch your product range

Slides  
13-14

**You will need:** Students' own pitch materials

The teams will pitch their product range idea to the rest of the class. **Set a brief** to keep the pitches focused. For example (please edit slide 13 as needed),

Pitches should:

- be no more than 2 minutes long
- have an introduction – who are you, what is this pitch about?
- cover the key points from your business plan
- include a logo design and visual representation of your range.

**Here are some points for students to consider when preparing their pitch:**

- what are the 4 Ps of your product range?
- what are the key points you need to get across?
- who is going to say what?
- tell a story, make your pitch engaging and unique.
- what visual aids will you use? How will you create them?
- think about your body language and your voice – you need to be heard and understood by your audience.
- choose a strong opening line and practise it.

When all the pitches are complete, have a vote for the most successful one. Make it clear what the students are voting for beforehand, this could be best idea, most persuasive pitch, most creative pitch etc.

## **Extension ideas**

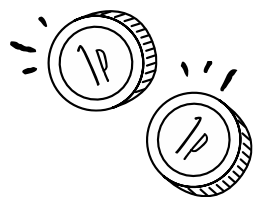
Students could write and film a TV advert (using a tablet or phone) for their range to show as part of their pitch.

## Lesson 3 Plenary: Self-evaluation

Students discuss in their groups what went well and what could be improved about their pitch.

### Extension ideas

- Swap the groups' business plans and ask them to pitch each others ideas.





# Resource Evaluation Form

We hope you've enjoyed using this resource. To make sure that we're providing the best resources that we can, we'd be grateful if you could answer the following questions and let us know how we're doing.

**School name:**

**Date you used the resource:**

How did you find out about the resource?

How does this resource link to your classroom activities or planning?

What did you like most about the resource?

What would you change?

Would you recommend the M&S Archive resources to colleagues?

Why?

**Thank you for your comments**

Please email your answers to [archive@mands.com](mailto:archive@mands.com)

or post to M&S Archive, Michael Marks Building,

University of Leeds, LS2 9JT



# M&S ARCHIVE

## Useful information

M&S Archive Schools

<https://archive.marksandspencer.com/learning/schools>

M&S Archive with My Learning

<https://mylearning.org/collections/the-mands-company-archive>

## Contact us

[company.archive@mands.com](mailto:company.archive@mands.com)

