



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

200
1822 - 2022

BA International Hotel Management

Organisational Consultancy

BMIH6005

Week Seven

*Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales*

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Before we start

As there are quite a few of us here, please ensure that your microphone is muted during all teaching until you are asked a question or there is a group discussion to prevent background noise.

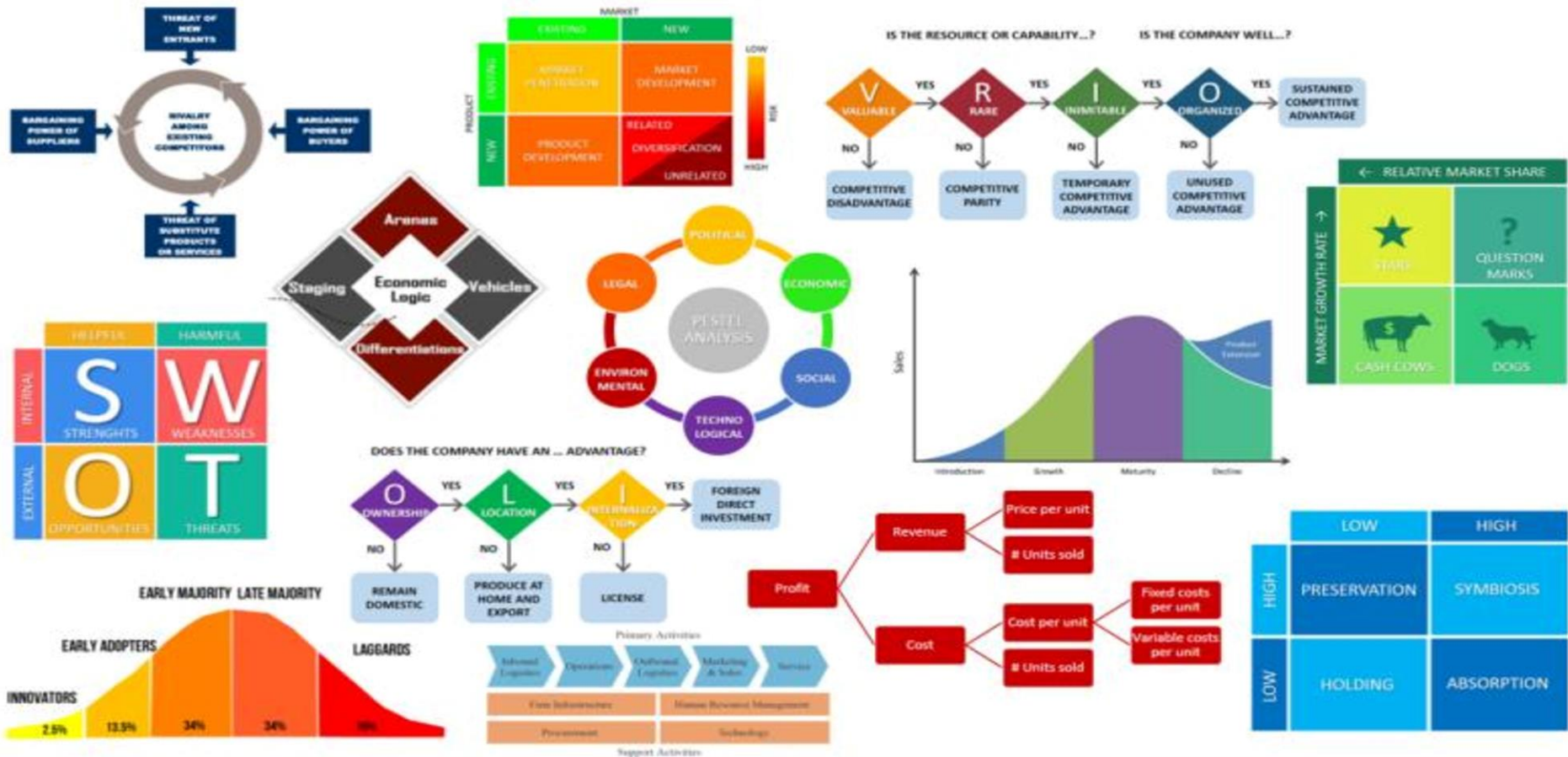
Your camera must be always on during lectures please.

Use the Teams university background to protect your privacy.

This and all sessions will be recorded so that you can watch it again

Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales

Analysis Tools and Frameworks



Outcomes of the session



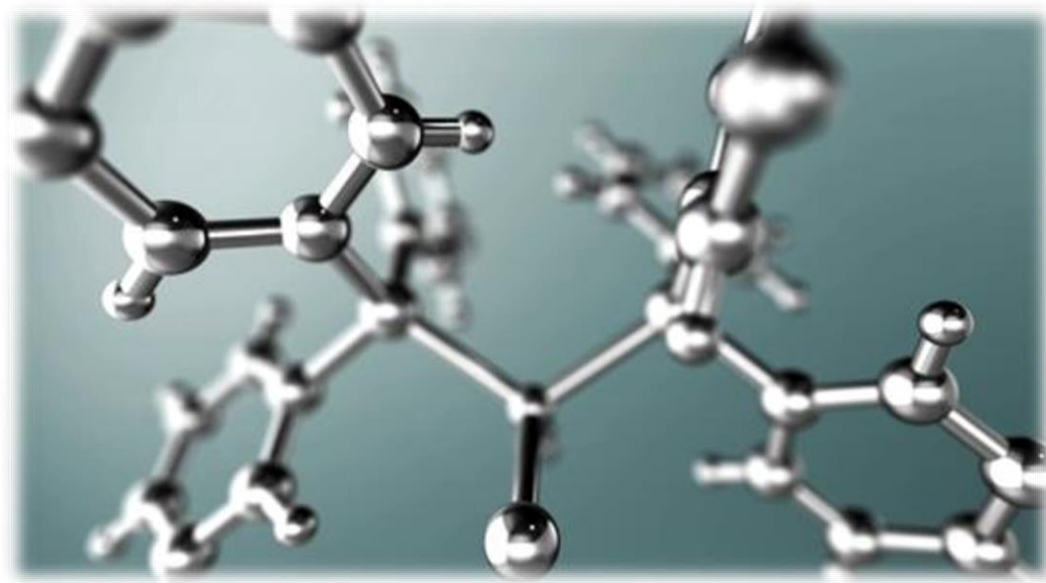
To develop reasons why we use analysis tools and frameworks

How we can apply different tools and frameworks

Methods to evaluate organisations and provide innovation

- Solve everyday and occurring problems
- Riding the interest wave
- Stretch or entertain to extremes
- Build on core
- Cool hunting

(Barrow, 2019)



Benefits of analysis tools and frameworks

- A focus for marketing & sales
- A device to capture experience & knowledge
- A strategy for increasing leverage / lowering costs
- Enables licensing & copyright



Limitations!

- Inhibits creativity & the 'conversation'
- Moves you towards a 'codification strategy'
- Tools can inhibit creativity



Breakout Room Exercise:



Can you
research
some
analysis
models and
frameworks?

Re-cap on models and frameworks covered

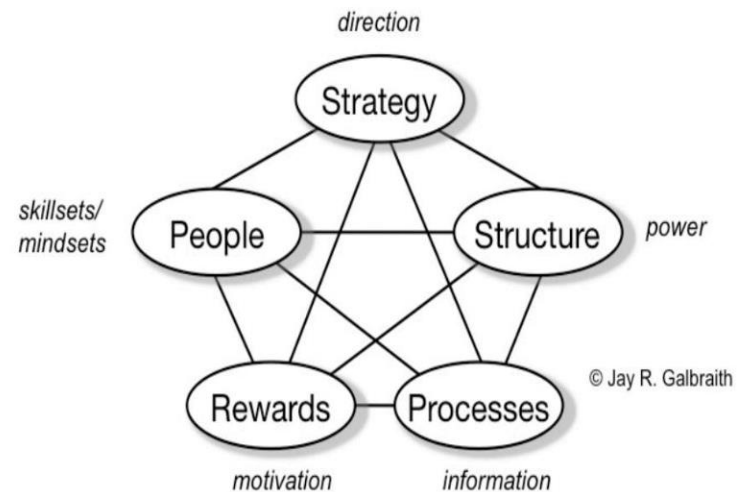
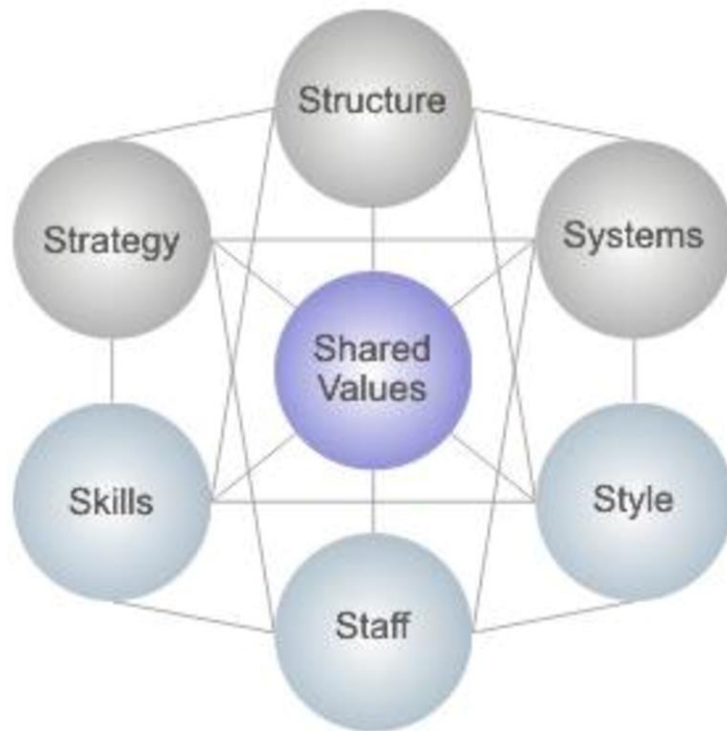


Figure 1 – The Star Model™

PESTLE





Porters 5 forces

The Five Forces That Shape Industry Competition



- Rivalry amongst those in the industry
- Bargaining power of suppliers
- Bargaining power of buyers
- Threat of new entrants
- Threat of substitute products or services

How can you apply/use this model in the context of your chosen hotel?

Further understanding of Porters Five Forces



CAGE Framework

- Cultural Distance
 - Administrative Distance
 - Geographic Distance
 - Economic
- (Ghemawat, 2016)



SOSTAC Model (Smith, 1998)

Situation Analysis

Objectives

Strategy

Tactics

Action

Control

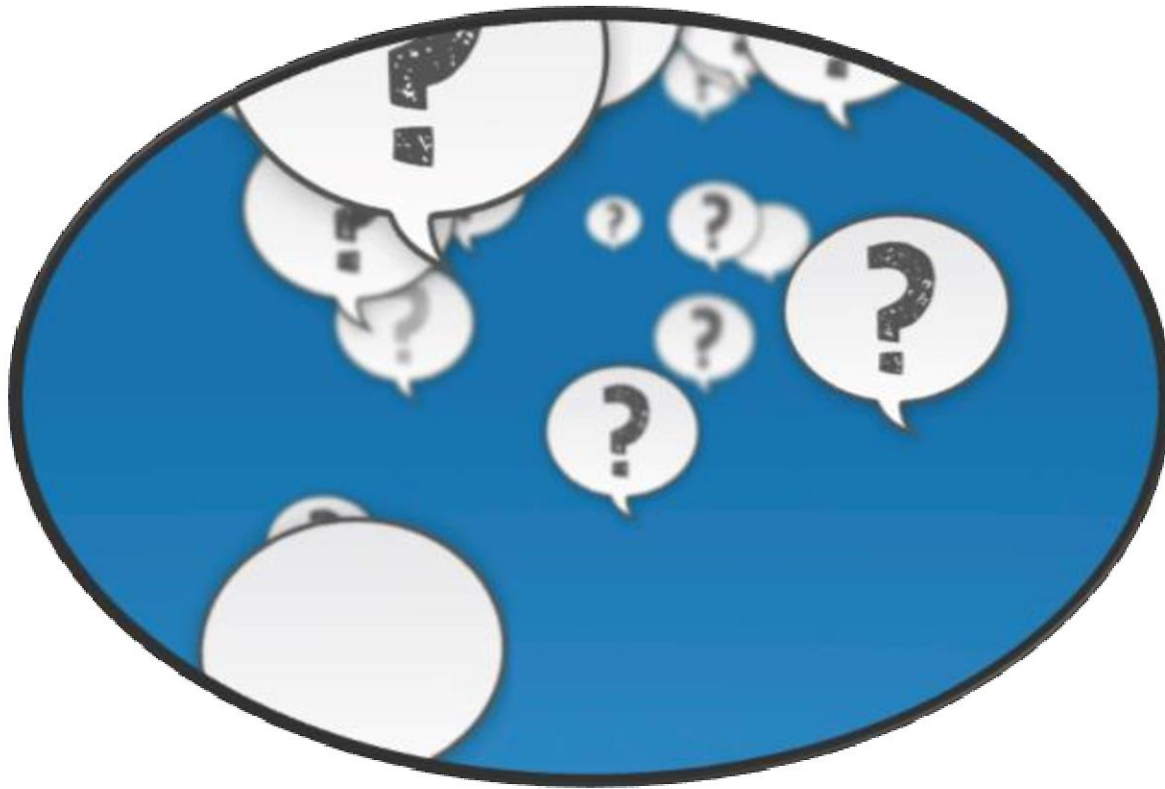


RACE Framework

- Plan
- Reach
- Act
- Convert
- Engage



Group Discussion:



What two tools would support a consultancy project and why?

TOWS Analysis





Group Exercise

Complete a SWOT and TOWS analysis on one of the following hotels

- Hyatt Regency, Birmingham
- The Exchange Hotel, Cardiff
- The Vermont Hotel, Newcastle
- Doubletree by Hilton, Bristol City Centre

Any Questions?





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I look forward to seeing
you next week.

If you have any
questions in the
meantime, please send
an email from your
student account

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