

BA International Hotel Management

Organisational Consultancy

BMIH6005

Week Six

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

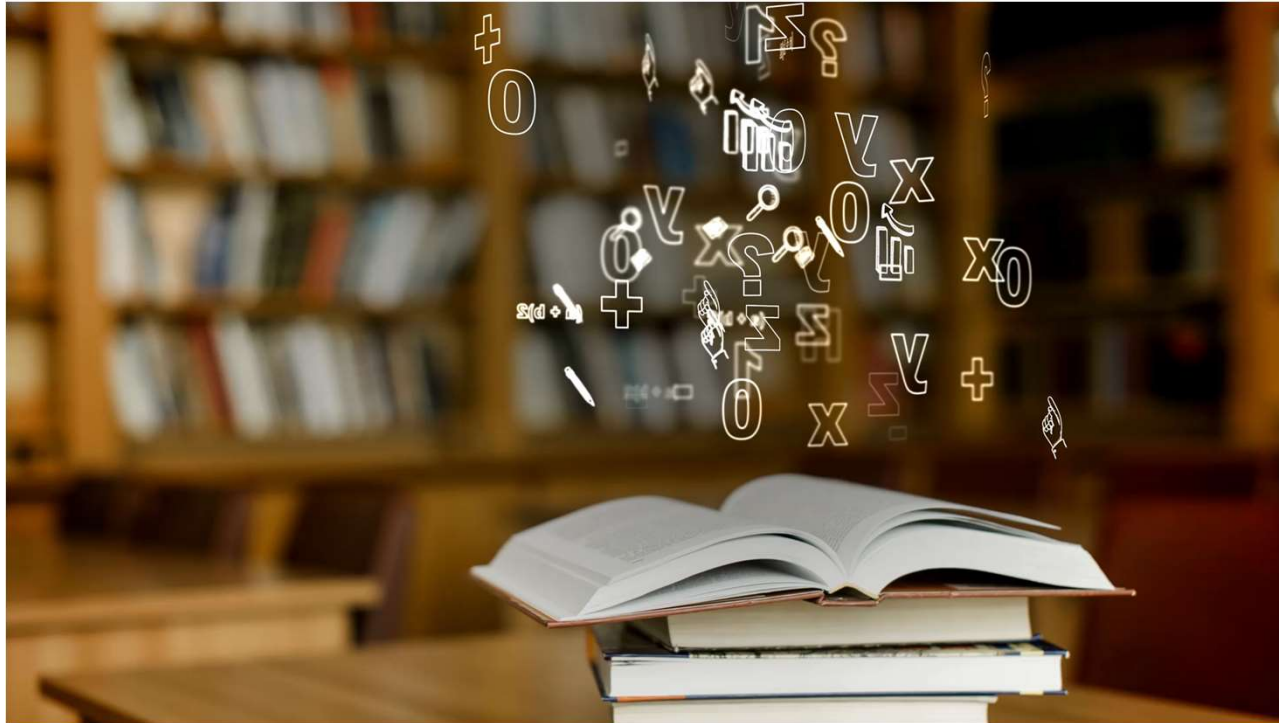
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The collage contains several business strategy frameworks:

- Porter's Five Forces:** A circular diagram showing the relationships between a firm and its environment, including Threat of New Entrants, Bargaining Power of Suppliers, Bargaining Power of Buyers, Threat of Substitute Products or Services, and Rivalry Among Existing Competitors.
- SWOT Analysis:** A 2x2 matrix with Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T).
- PESTEL Analysis:** A circular diagram showing the external environment: Political, Economic, Social, Technological, Environmental, and Legal.
- Porter's Generic Strategies:** A 2x2 matrix with Market Penetration, Market Development, Product Development, and Diversification (Related and Unrelated).
- Product Life Cycle:** A graph showing Sales over time, divided into Introduction, Growth, Maturity, and Decline stages.
- BCG Matrix:** A 2x2 matrix with Stars, Question Marks, Cash Cows, and Dogs, based on Market Growth Rate and Relative Market Share.
- Ansoff Matrix:** A 2x2 matrix with Ownership, Location, Internalization, and Foreign Direct Investment.
- McKinsey 7S Framework:** A diagram showing the relationship between Strategy, Structure, Systems, Staff, Skills, Style, and Shared Values.
- Balanced Scorecard:** A diagram showing the relationship between Financial, Customer, Internal Business Processes, Learning & Growth, and Environmental Perspectives.
- Five Forces model:** A diagram showing the relationship between a firm and its environment, including Threat of New Entrants, Bargaining Power of Suppliers, Bargaining Power of Buyers, Threat of Substitute Products or Services, and Rivalry Among Existing Competitors.

Outcomes of the session



To develop reasons why we use analysis tools and frameworks

How we can apply different tools and frameworks

Before we start

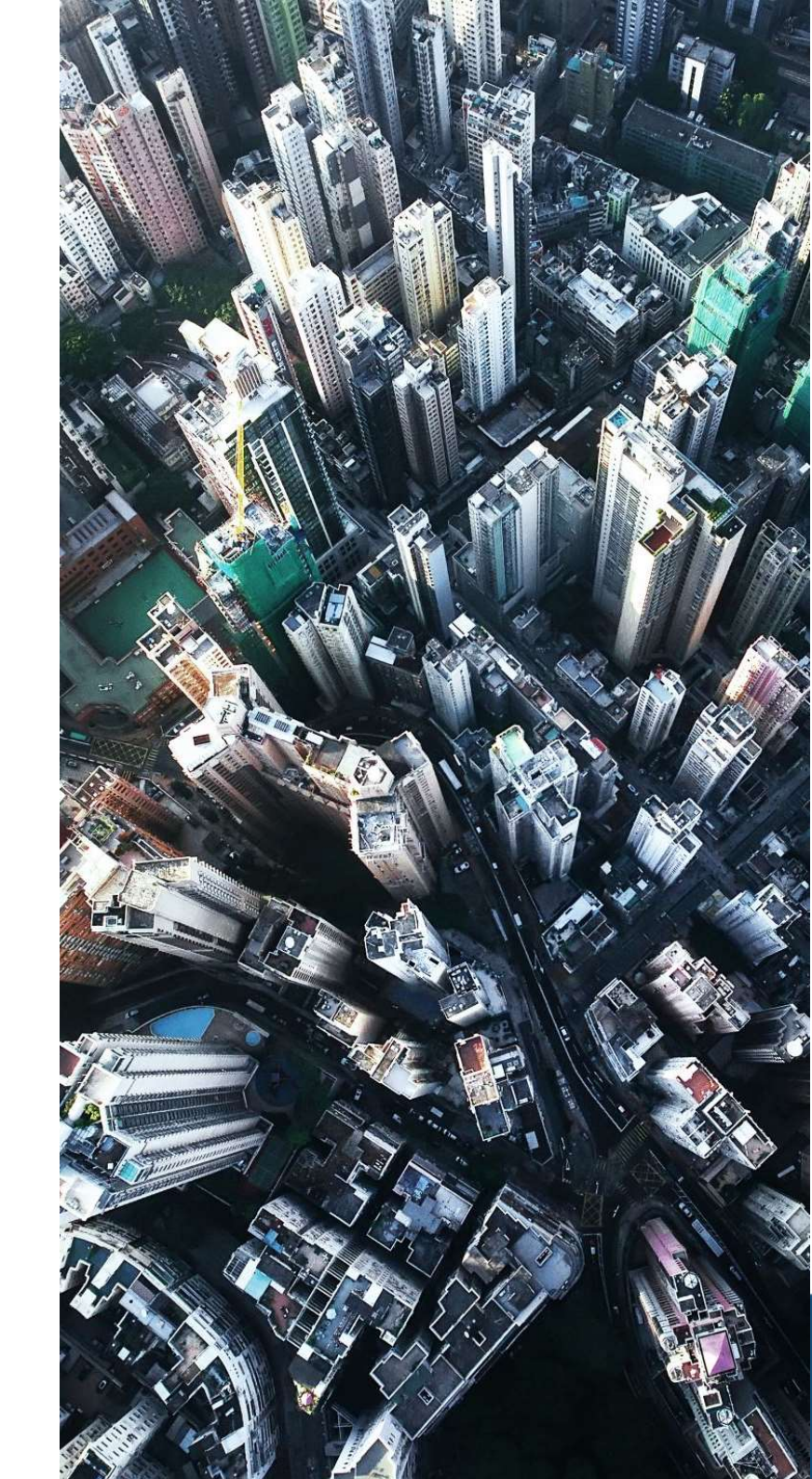
As there are quite a few of us here, please ensure that your microphone is muted during all teaching until you are asked a question or there is a group discussion to prevent background noise.

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

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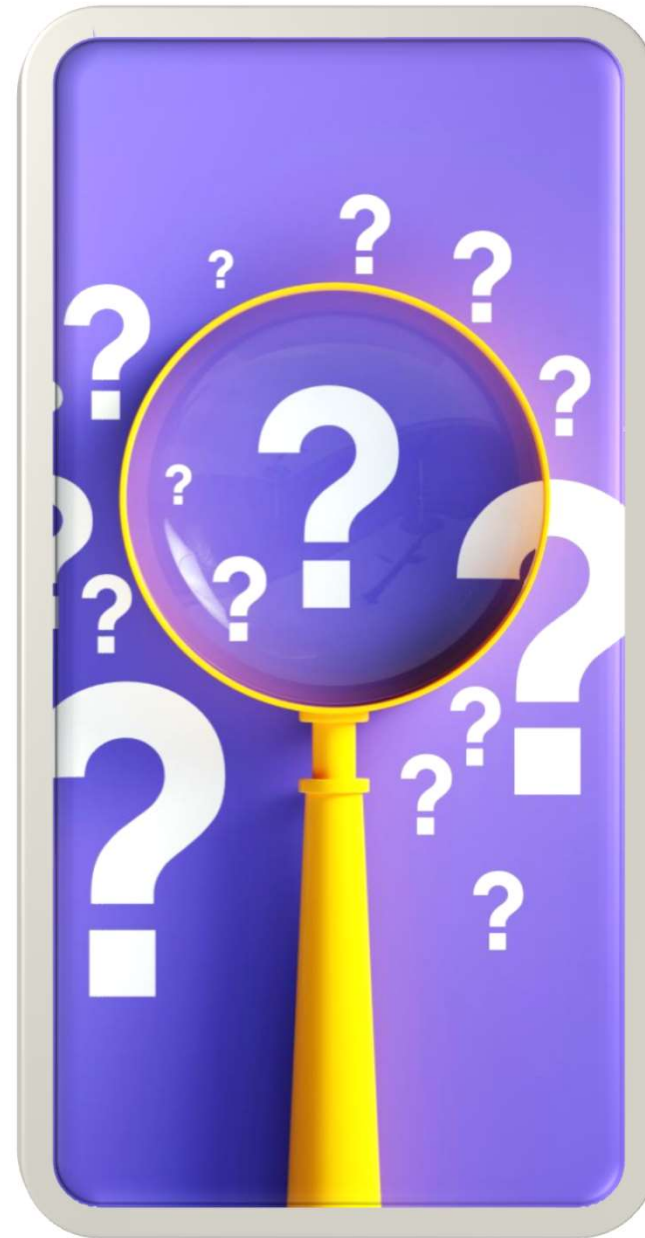
Group Exercise

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

Analysis tools and framework agenda

- The purpose of analysis tools and frameworks
- Benefits and limitations
- Analysis tools and frameworks examples
- Application



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

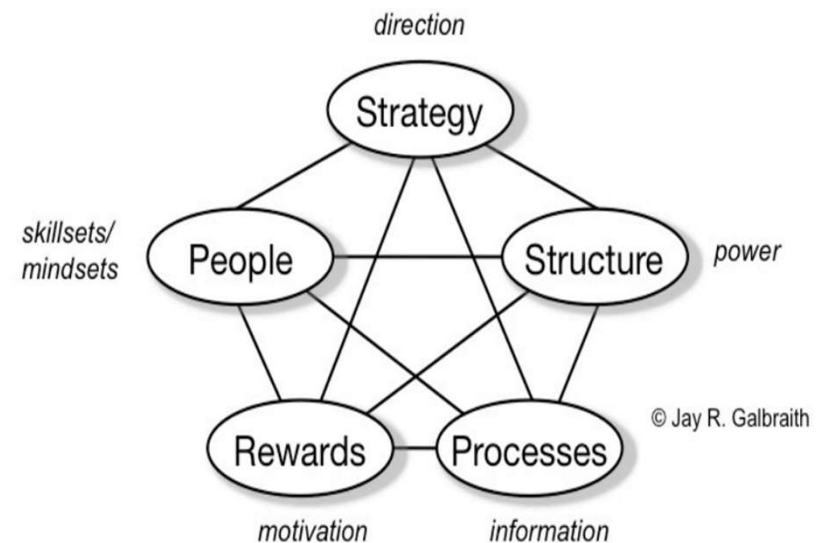
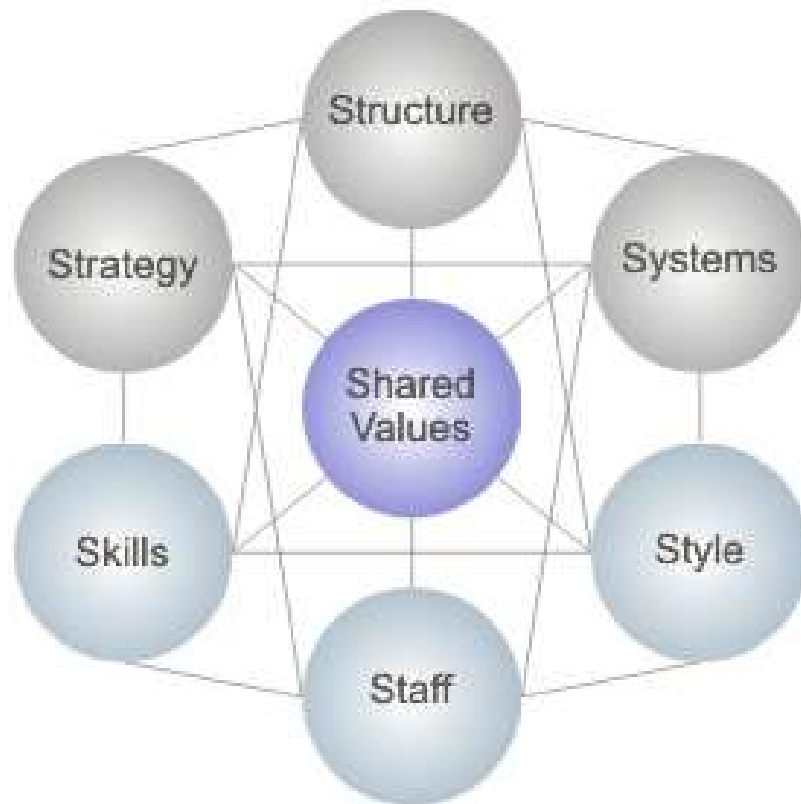


Figure 1 – The Star Model™

PESTLE



SWOT



STRENGTHS



WEAKNESSES



OPPORTUNITIES



THREATS



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

200
1822 - 2022

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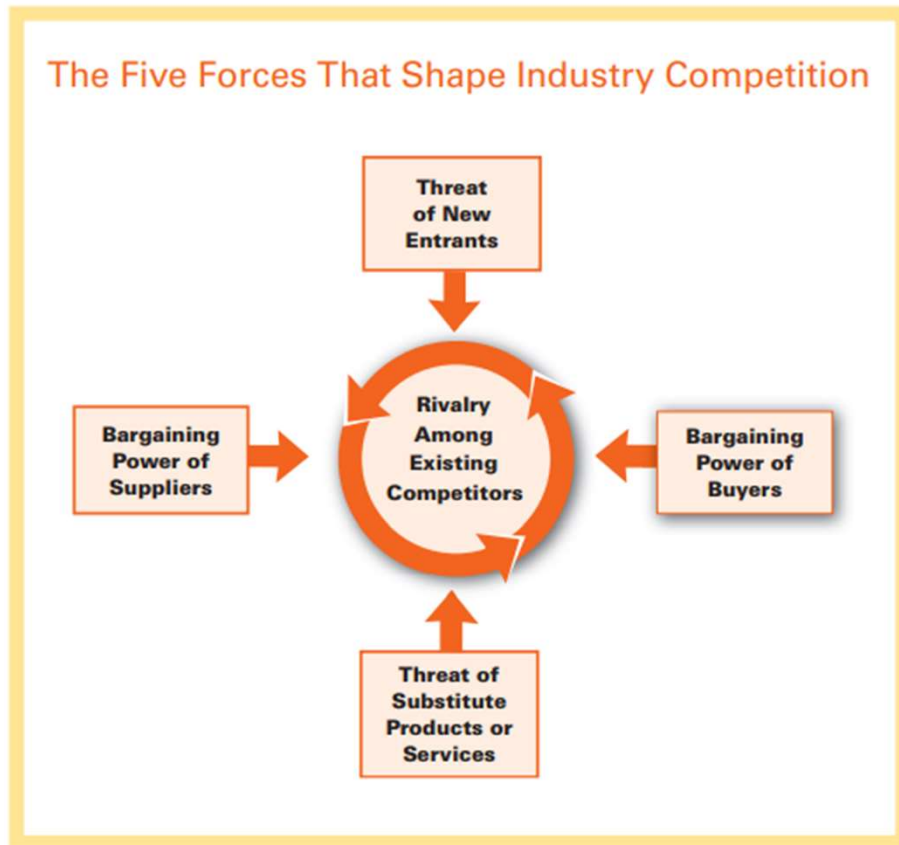
Any Questions?



Further tools and frameworks



Porters 5 forces



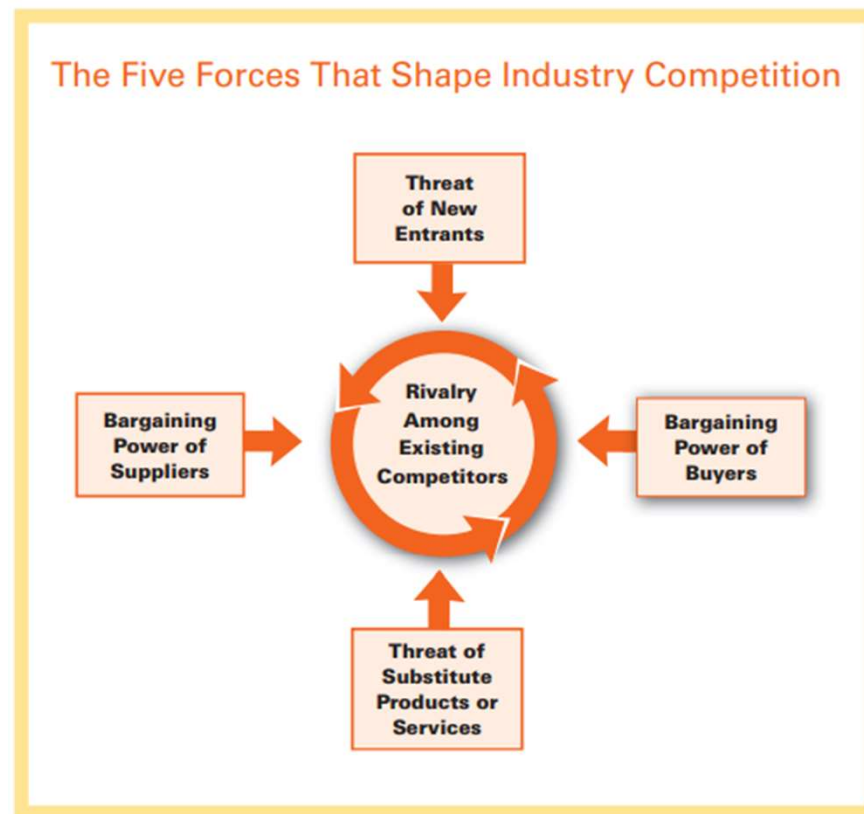
- Rivalry amongst those in the industry
- Bargaining power of suppliers
- Bargaining power of buyers
- Threat of new entrants
- Threat of substitute products or services

Further understanding of Porter's Five Forces



Application of Porters 5 forces

You have 15 minutes to conduct a Porters Five Forces analysis on the Hotel industry.



TOWS Analysis



SWOT and TOWS



Group Exercise:

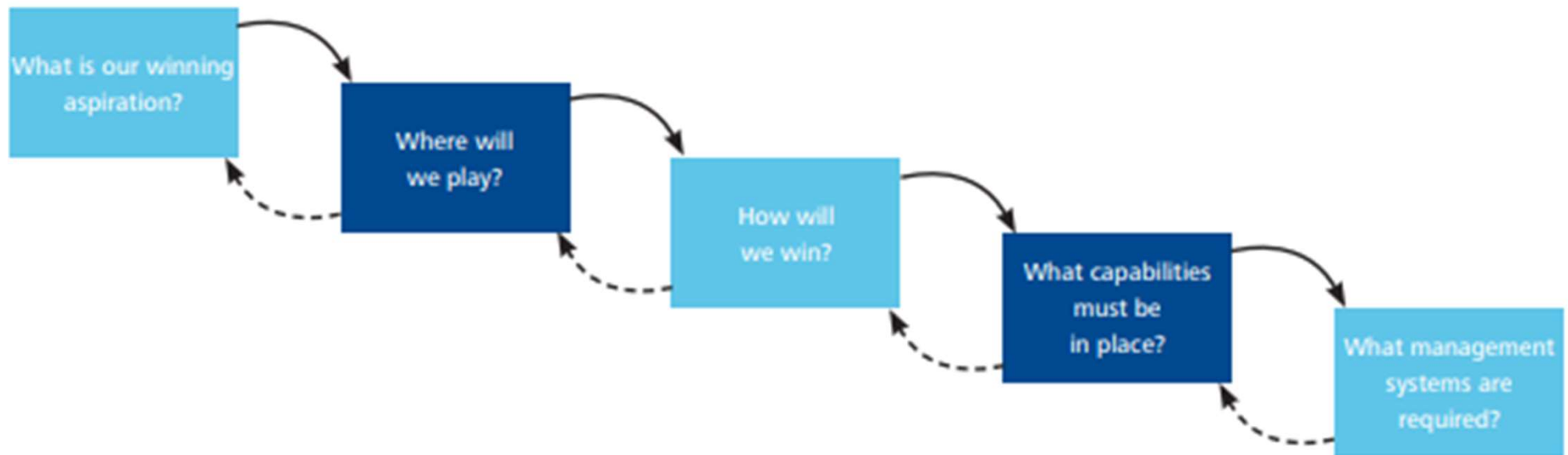


How can the
TOWS analysis
support the
hotels decision
making?

Any Questions?



The Strategic Choice Cascade



(Deloitte, 2022)

CAGE Framework

- Cultural Distance
- Administrative Distance
- Geographic Distance
- Economic

(Ghemawat, 2016)



Six Pillars Framework



(KPMG, 2022)

SOSTAC Model (Smith, 1998)

Situation Analysis

Objectives

Strategy

Tactics

Action

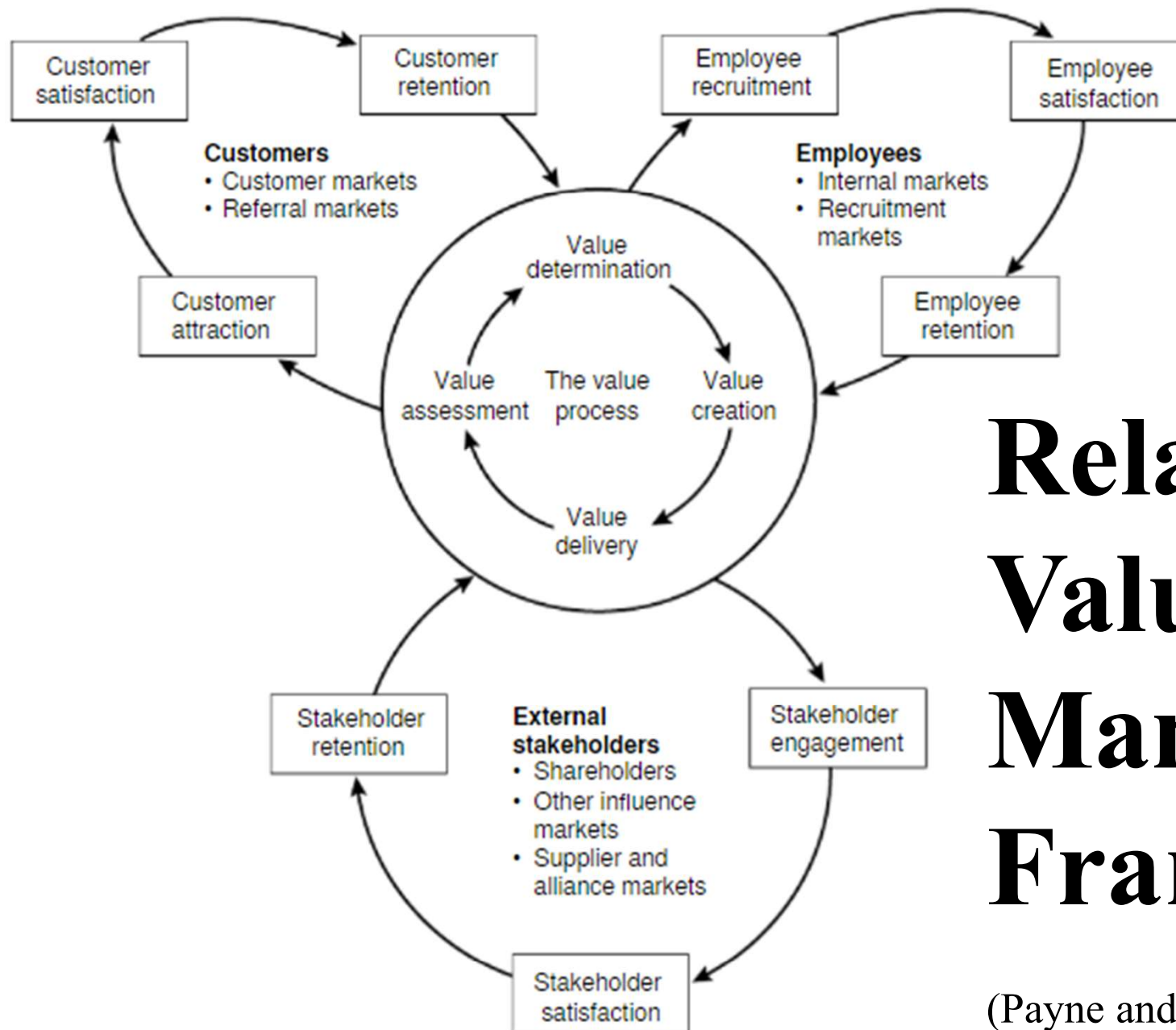
Control



RACE Framework

- Plan
- Reach
- Act
- Convert
- Engage

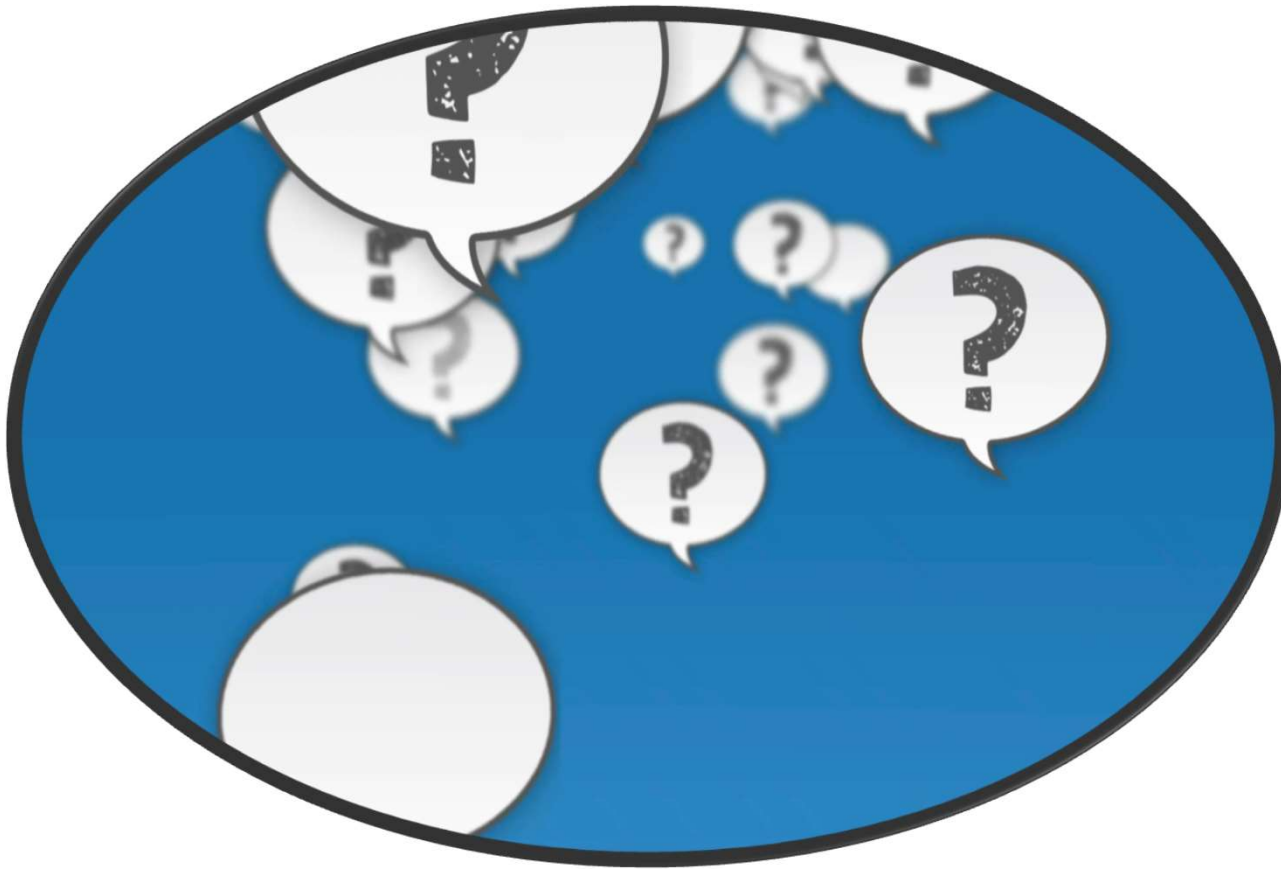




Relationship Value Management Framework.

(Payne and Holt, 2001)

Group Discussion:



What two tools would support a consultancy project and why?

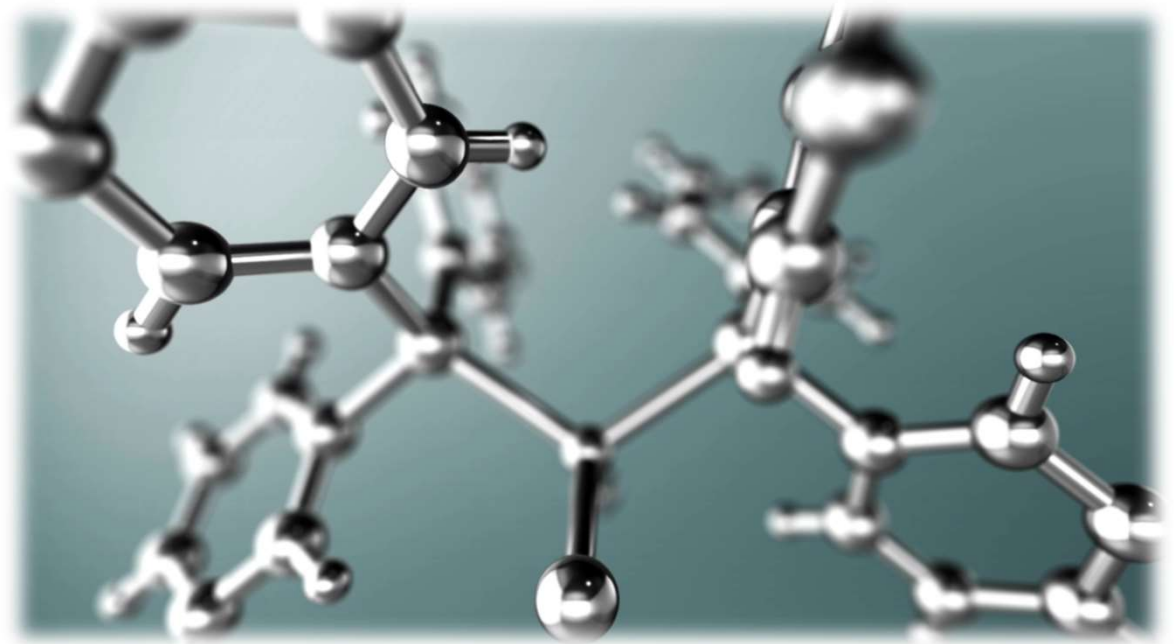
Any Questions?



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)



ASSESSMENT

Deadline date:
6th March, by 23h55

Mode of Assessment	Volume	Weighting
Consultancy Report	6000 words	100%



Next Week: Industry Week



Next Time!

- Submit drafts
- Review methods of consultancy, data handling, data presentation and action planning
- Arrange one to one sessions regarding the assignment

I look forward to seeing
you next week.

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

I.blake@uwtsd.ac.uk

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