



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*

www.uwtsd.ac.uk



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.

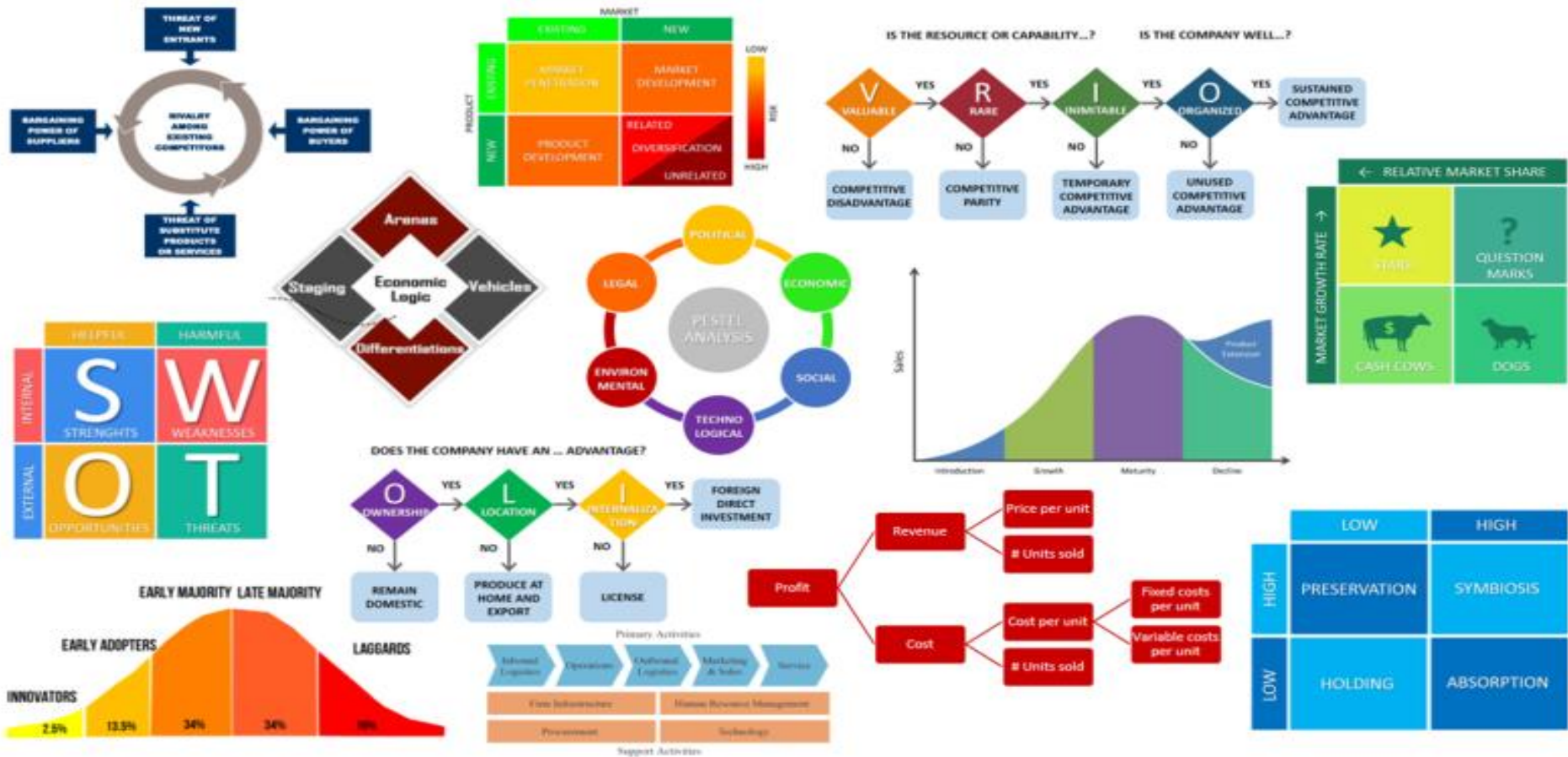
Your camera must be always on during lectures please.

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

Analysis tools and framework agenda

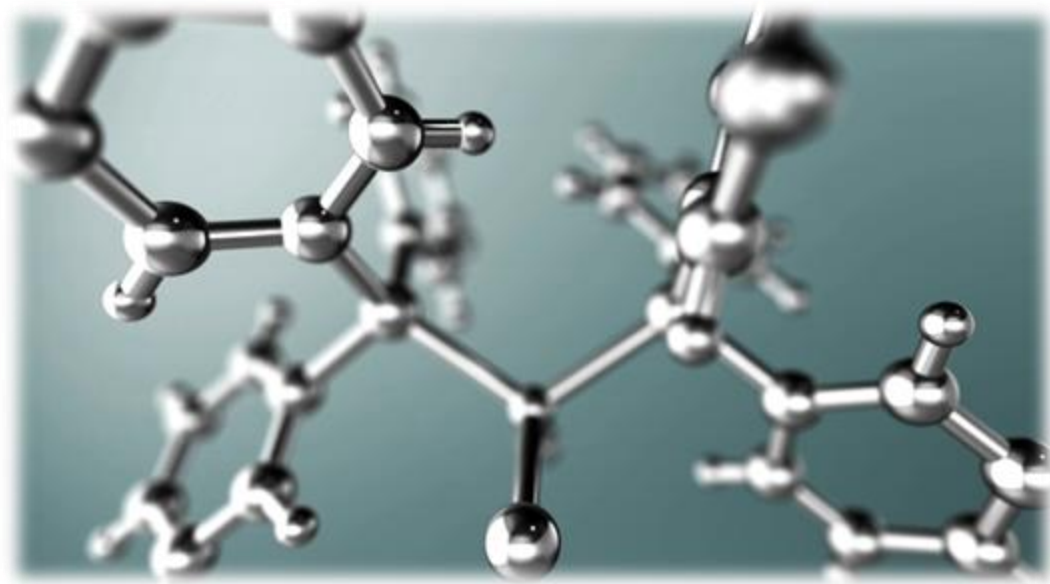
- The purpose of analysis tools and frameworks
- Benefits and limitations
- Analysis tools and frameworks examples
- Application



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

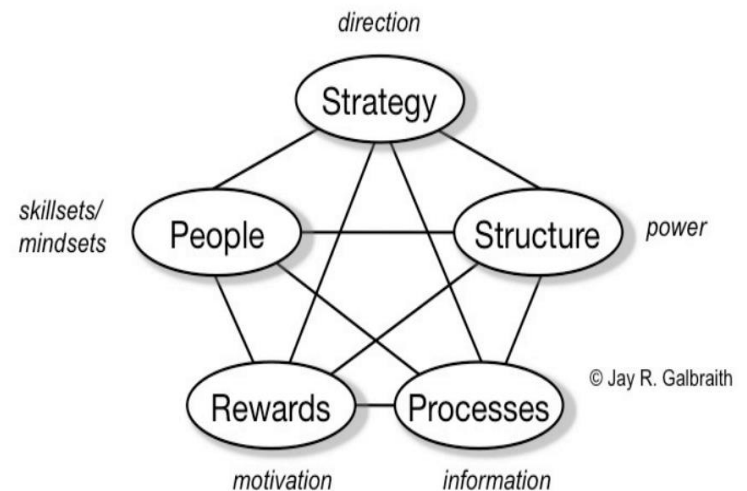
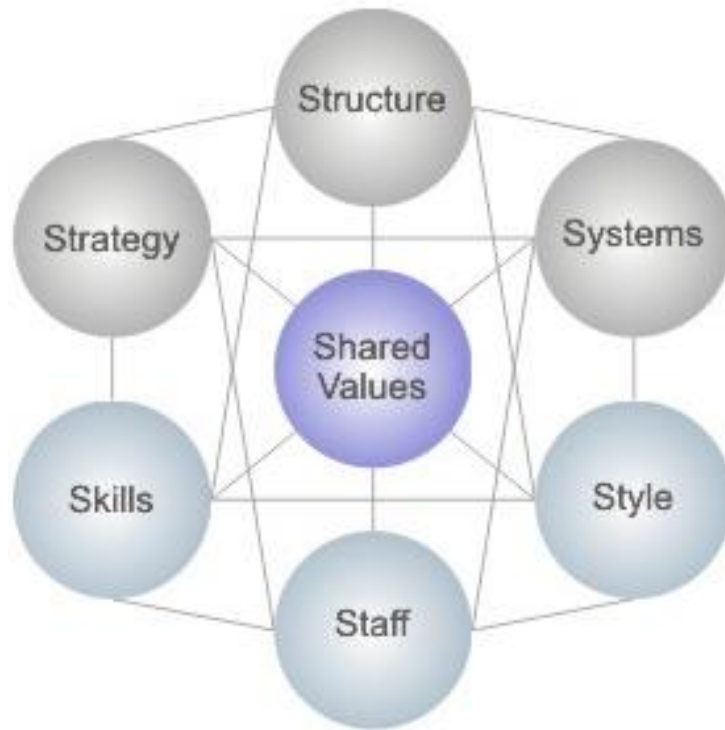


Figure 1—The Star Model™

PESTLE



Any Questions?





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





Something to think about during the break...

A topical example – the dairy industry
During the coffee break, consider the following:

- In the news this week – dairy farmers complaining that they have been told they will be paid less for their milk
- Supermarkets trying to reduce prices?
- More milk being produced – oversupply?
- How could Porter's 5 forces model be applied to the dairy industry?
- What is the future of the industry?

- The image - happy cows in green fields?
- Possible reality - 8,000 cow super dairy?

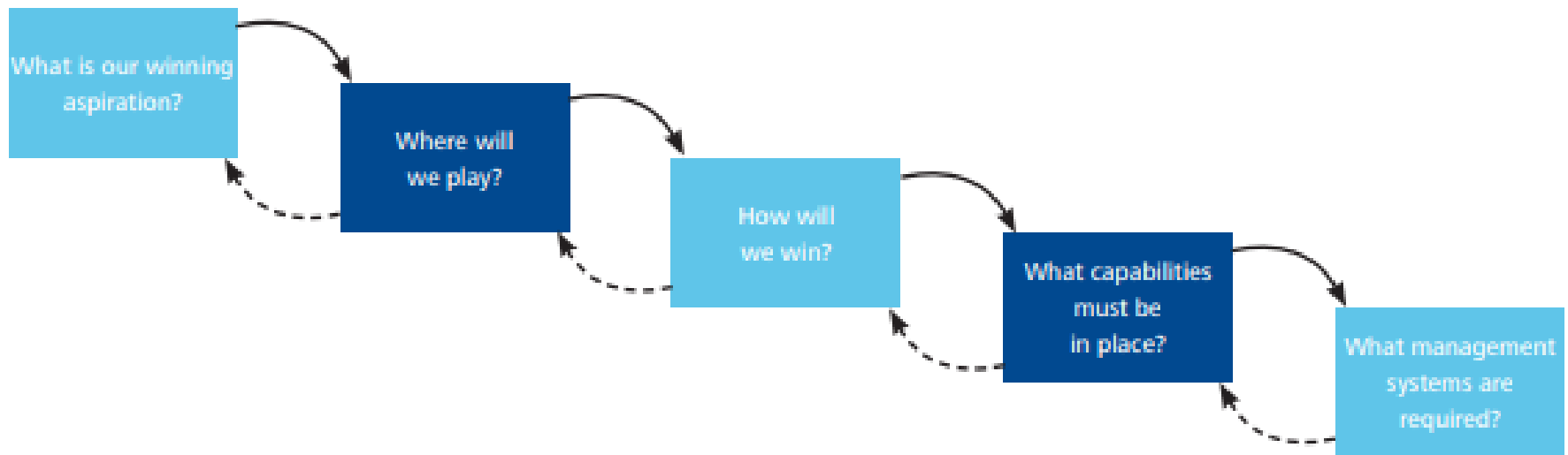


- What about dairy free alternatives – oat milk, soy, almond etc? Quite dynamic changes !



An example of dairy farmers selling direct to consumers – ‘pop-up’ milk and milkshake dispensers

The Strategic Choice Cascade



(Deloitte, 2022)

Six Pillars Framework



(KPMG, 2022)

Any Questions?



CAGE Framework

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



SOSTAC Model (Smith, 1998)

Situation Analysis

Objectives

Strategy

Tactics

Action

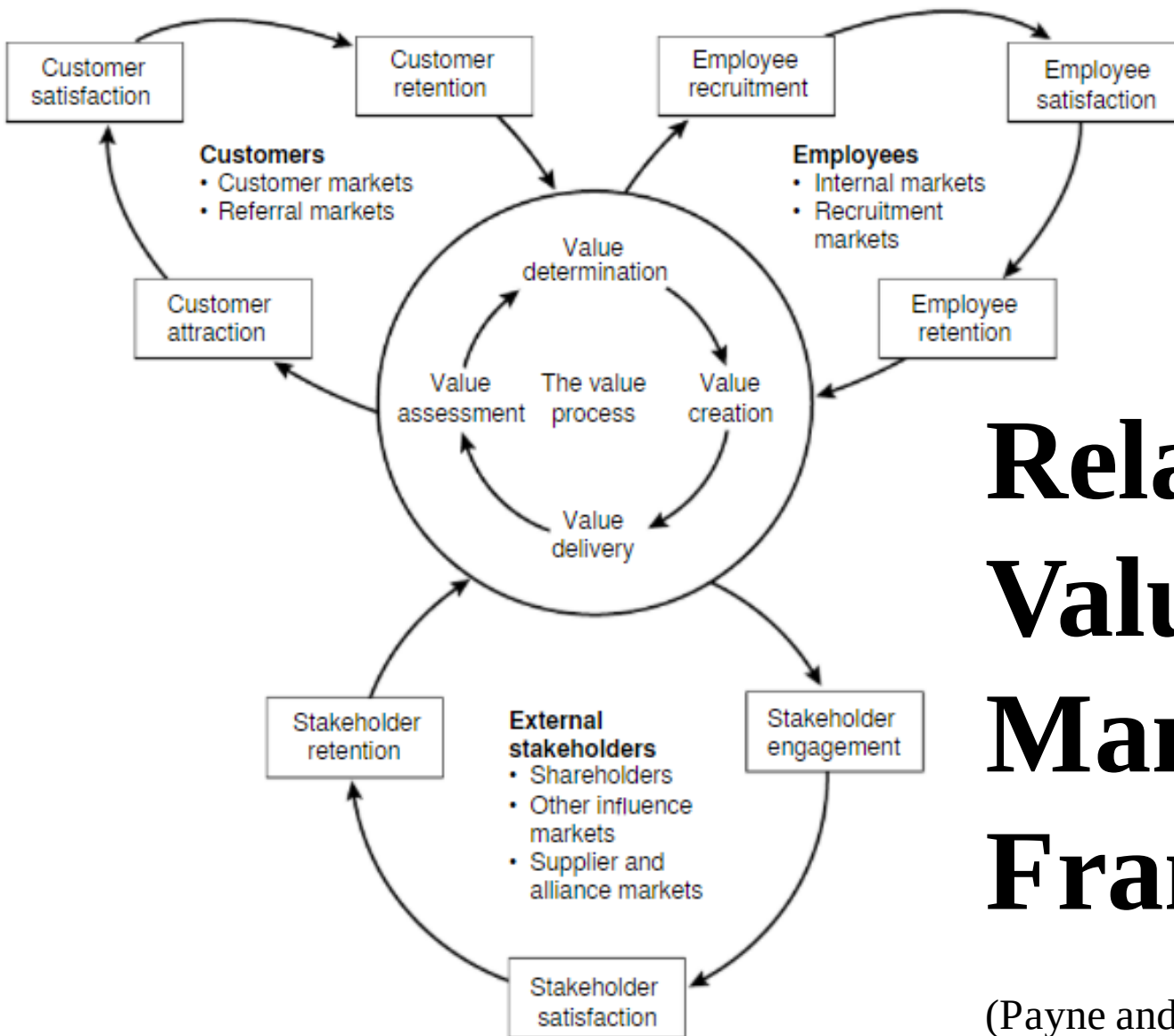
Control



RACE Framework

- Plan
- Reach
- Act
- Convert
- Engage

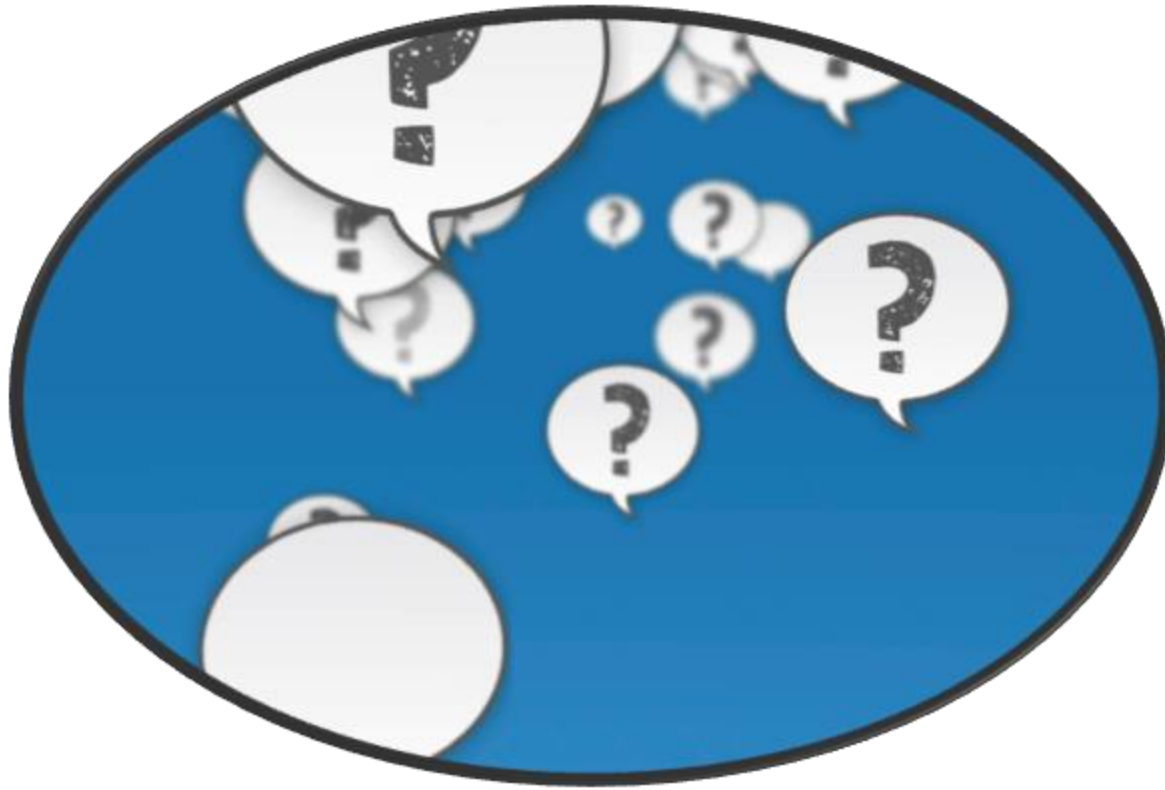




Relationship Value Management Framework.

(Payne and Holt, 2001)

Group Discussion:



What two tools would support a consultancy project and why?

SWOT



STRENGTHS



WEAKNESSES



OPPORTUNITIES



THREATS

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?



ASSESSMENT

17th November, 23h59

Mode of Assessment	Volume	Weighting
Consultancy Report	6000 words	100%



Next Time!

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



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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

h.h.thomas@uwtsd.ac.uk

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