

BMIH6013

Organisational Consultancy

- Stakeholder theory
- Stakeholders in Business
- *Dr. Ernest Balutie Wavei*

Register



Today's Objectives

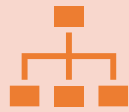
- Understand key principles of strategic planning
- Explore tools used to assess strategic position (SWOT, TOWS, PESTLE/STEEPLED)
- Learn methods for identifying and engaging stakeholders
- Apply strategy and stakeholder models to real-world organisational cases

Model / Tool / Framework	Primary Topic / Purpose	Key Use
5 Whys	Diagnosis	Root cause analysis of simple or isolated issues
McKinsey 7S	Diagnosis & Strategic Planning	Internal alignment across structure, systems, etc.
Star Model	Diagnosis & Strategic Planning	Organisational design & interdependent levers
SWOT	Strategic Planning	Assessing internal strengths/weaknesses + context
TOWS	Strategic Planning	Strategy formulation from SWOT output
PESTLE / STEEPLED	Strategic Planning	Analysing external macro-environment
Six Sigma (DMAIC)	Diagnosis / Implementation	Process improvement and efficiency
Force Field Analysis	Change Management	Mapping driving and restraining forces
Stakeholder Mapping	Communication / Implementation	Identifying and analysing key stakeholders
Kotter's 8 Steps	Change Management	Structured model for leading change
Lewin's Change Model	Change Management	Unfreeze–Change–Refreeze model
Balanced Scorecard	Monitoring & Evaluation	Measuring performance across multiple dimensions
360 Feedback	Evaluation / Ethics	Multi-source performance appraisal
Ethical Decision Models	Ethics	Guiding ethical choices during consultancy

*So, we've 'DIAGNOSED' the problem
now we...:*

- plan the solution*
- make recommendations for change*
- design a strategy for improvement*

What is Strategic Planning?



- A systematic process for defining direction and making decisions on resource allocation



- Long-term orientation; aligns goals, capabilities, and external environment



- Integral for consultants to support clients in clarity and prioritisation

Understanding Strategic Planning

Strategic planning is a **systematic process** that defines an organisation's direction, sets priorities, and aligns resources to achieve long-term goals. It involves analysing internal and external factors, identifying opportunities, and formulating action plans. By embracing strategic planning, organisations can enhance decision-making, mitigate risks, and drive sustainable growth.

(Bryson, 2018, pp. 8–10)

Understanding Strategic Planning

- **What is Strategic Planning in Organizational Consultancy?**
- **Strategic planning** in organizational consultancy is a structured and collaborative process where consultants work with an organization to define its direction, make informed decisions, and allocate resources to achieve specific goals. It involves assessing the current state of the organization, understanding its internal and external environment, and formulating a roadmap for the future.

Understanding Strategic Planning

Key Components of Strategic Planning in Organizational Consultancy:

- **Client Engagement:**
 - Consultants engage with organizational leaders and stakeholders to understand their vision, values, and long-term objectives.
 - Building a strong rapport with the client is crucial for effective collaboration.
- **Environmental Analysis:**
 - Conducting a thorough analysis of the internal and external environment, including strengths, weaknesses, opportunities, and threats (SWOT analysis).
 - Identifying market trends, competition, regulatory factors, and other external influences.
- **Goal Setting:**
 - Collaboratively defining clear and achievable goals based on the organization's mission and vision.
 - Ensuring alignment between client expectations and the strategic planning process.
- **Data Collection and Assessment:**
 - Gathering relevant data through surveys, interviews, and performance metrics.
 - Analyzing the collected data to gain insights into the organization's current performance and areas for improvement.
- **Stakeholder Involvement:**
 - Involving key stakeholders throughout the strategic planning process to gather diverse perspectives.
 - Ensuring that the strategic plan reflects the needs and concerns of various stakeholders.

Benefits of Effective Planning

Effective planning provides numerous benefits, including **increased efficiency**, **resource optimisation**, and **better decision-making**. It enables organisations to anticipate future challenges, seize opportunities, and adapt to changing market dynamics. Moreover, effective planning fosters **collaboration** and **alignment** among stakeholders, facilitating the achievement of shared objectives.



Benefits of Effective Planning

Effective planning offers numerous benefits to organizations across various dimensions. Here are three key benefits:

1. Increased Efficiency:

- **Optimized Workflow:** Planning helps organizations streamline their processes, identifying bottlenecks and inefficiencies in workflows.
- **Resource Allocation:** Efficient planning ensures that resources such as time, manpower, and materials are allocated strategically, avoiding wastage.
- **Task Prioritization:** Clear plans enable teams to prioritize tasks effectively, focusing on high-priority activities that contribute to organizational goals.

2. Resource Optimization:

- **Cost Savings:** Effective planning allows organizations to identify cost-effective strategies, reducing unnecessary expenses.
- **Maximized Productivity:** Through proper resource allocation and utilization, organizations can achieve higher levels of productivity.
- **Strategic Investments:** Planning helps organizations allocate resources to areas that promise the highest returns, fostering growth.

3. Better Decision Making:

- **Informed Choices:** Planning involves gathering and analyzing relevant data, providing decision-makers with a comprehensive understanding of the situation.
- **Risk Mitigation:** Through scenario planning, organizations can anticipate potential risks and develop strategies to mitigate them, leading to more informed decisions.
- **Alignment with Goals:** Planning ensures that decisions are aligned with the organization's overall objectives, fostering coherence in strategic direction.



Key Components of Strategic Planning

Strategic planning comprises several key components, including **mission and vision statements, goal setting, environmental analysis, SWOT analysis, and action planning**. Each component contributes to the overall effectiveness of the strategic planning process, ensuring a comprehensive approach towards achieving organisational objectives.

Key Components of Strategic Planning

Strategic planning involves several key components that collectively contribute to the development and execution of an organization's strategy. Here are some essential components:

- **1. Mission and Vision Statements:**
 - **Mission Statement:** Defines the fundamental purpose and identity of the organization. It answers the question, "Why does the organization exist?"
 - **Vision Statement:** Describes the desired future state the organization aspires to achieve. It provides a long-term perspective and inspires stakeholders.
- **2. Goal Setting:**
 - **Goals:** Broad, overarching aims that the organization intends to achieve. These are the high-level outcomes that align with the mission and vision.
 - **Objectives:** Specific, measurable, and time-bound steps designed to accomplish the goals. Objectives are the building blocks that contribute to goal achievement.
- **3. Environmental Analysis:**
 - **Market Analysis:** Examines the external market conditions, including trends, competition, and customer behavior.
 - **Regulatory Analysis:** Assesses the impact of laws and regulations on the organization's operations.
 - **Economic Analysis:** Considers economic factors such as inflation, interest rates, and overall economic health.

Key Components of Strategic Planning

4. SWOT Analysis:

- **Strengths:** Internal factors that give the organization an advantage.
- **Weaknesses:** Internal factors that may hinder the organization's performance.
- **Opportunities:** External factors that the organization can capitalize on.
- **Threats:** External factors that pose challenges or risks to the organization.

5. Action Planning:

- **Detailed Strategies:** Develops specific strategies based on the analysis of the internal and external environment.
- **Tactical Plans:** Breaks down strategies into actionable steps with clear responsibilities and timelines.
- **Resource Allocation:** Identifies and allocates resources, including human, financial, and technological, to support the action plans.

Let's look at these in turn:

Vision/Mission Statement Planning



Environmental Analysis (e.g. PESTLE, competitor analysis)



SWOT & TOWS

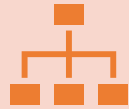


Action Planning & SMART Goals

Mission & Vision Statements



It's important to be aware of the company's vision, often promoted via a Mission Statement.



Any strategic planning should be aligned to the help the organisation achieve this vision *(and all aspects of the organisation help drive this – McKinsey 7S's)*



Re-design or planning change of a company's mission or vision is an enormous undertaking. *(Not something we'd expect to see in your assignments)*

Exploring PESTEL Analysis

PESTEL analysis examines the **political, economic, social, technological, environmental,** and **legal** factors influencing the hospitality industry. This comprehensive model enables businesses to anticipate changes, adapt to new regulations, identify emerging trends, and create strategies that align with the broader macro-environment.



Expanding to the STEEPLED Analysis

Macro-environmental - used for in-depth understanding of long-term external pressures



Understanding the STEEPLD Analysis

Examining the external factors



Social Factors

Assessing the impact of societal trends, values, and behaviours on the organisation



Technological Factors

Analysing the influence of technological advancements on the industry and organisation



Economic Factors

Evaluating the economic conditions, trends, and market dynamics affecting the organisation



Environmental Factors

Considering the impact of environmental issues, sustainability, and climate change

Understanding the STEEPLD Analysis

Examining the external factors



Political Factors

Assessing the influence of political factors, government policies, and regulations



Legal Factors

Considering the impact of environmental issues, sustainability, and climate change



Ethical Factors

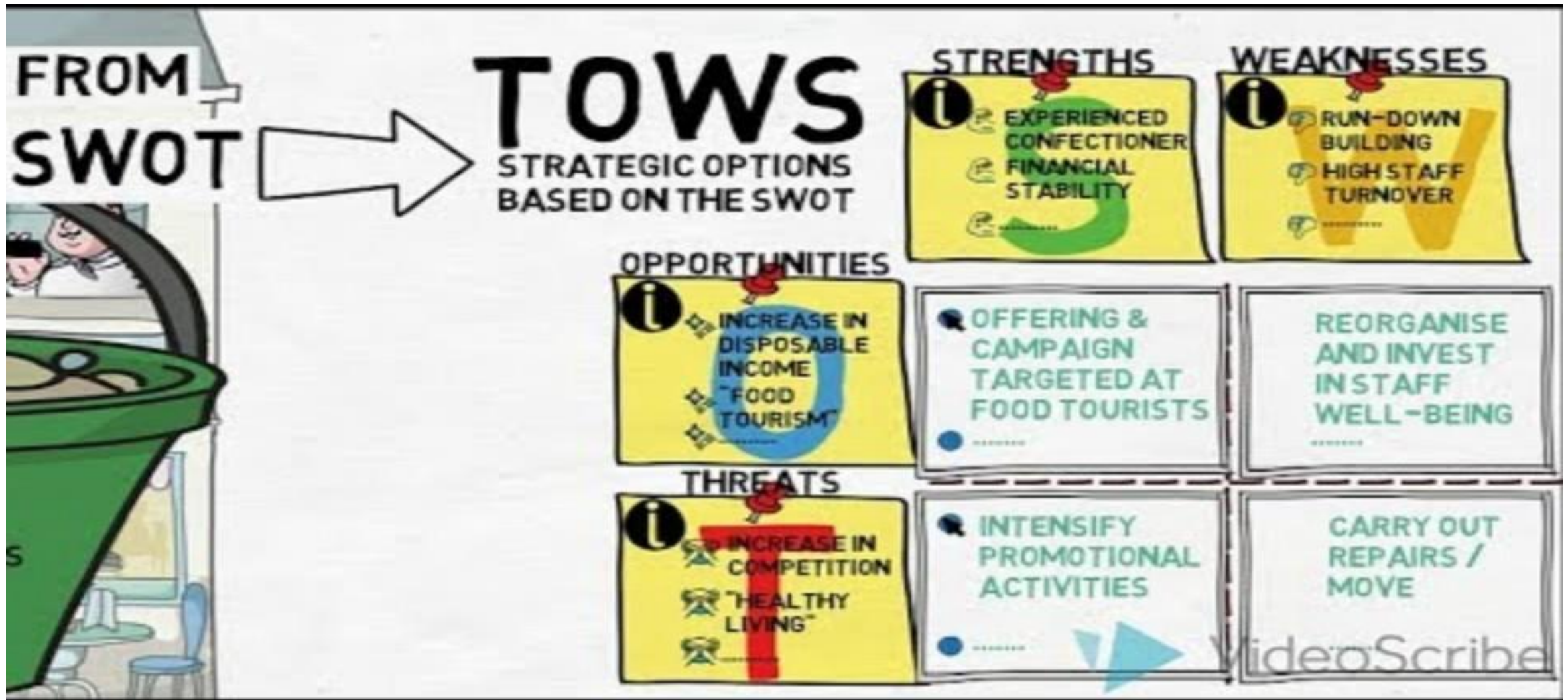
Evaluating the ethical considerations and values guiding the organisation

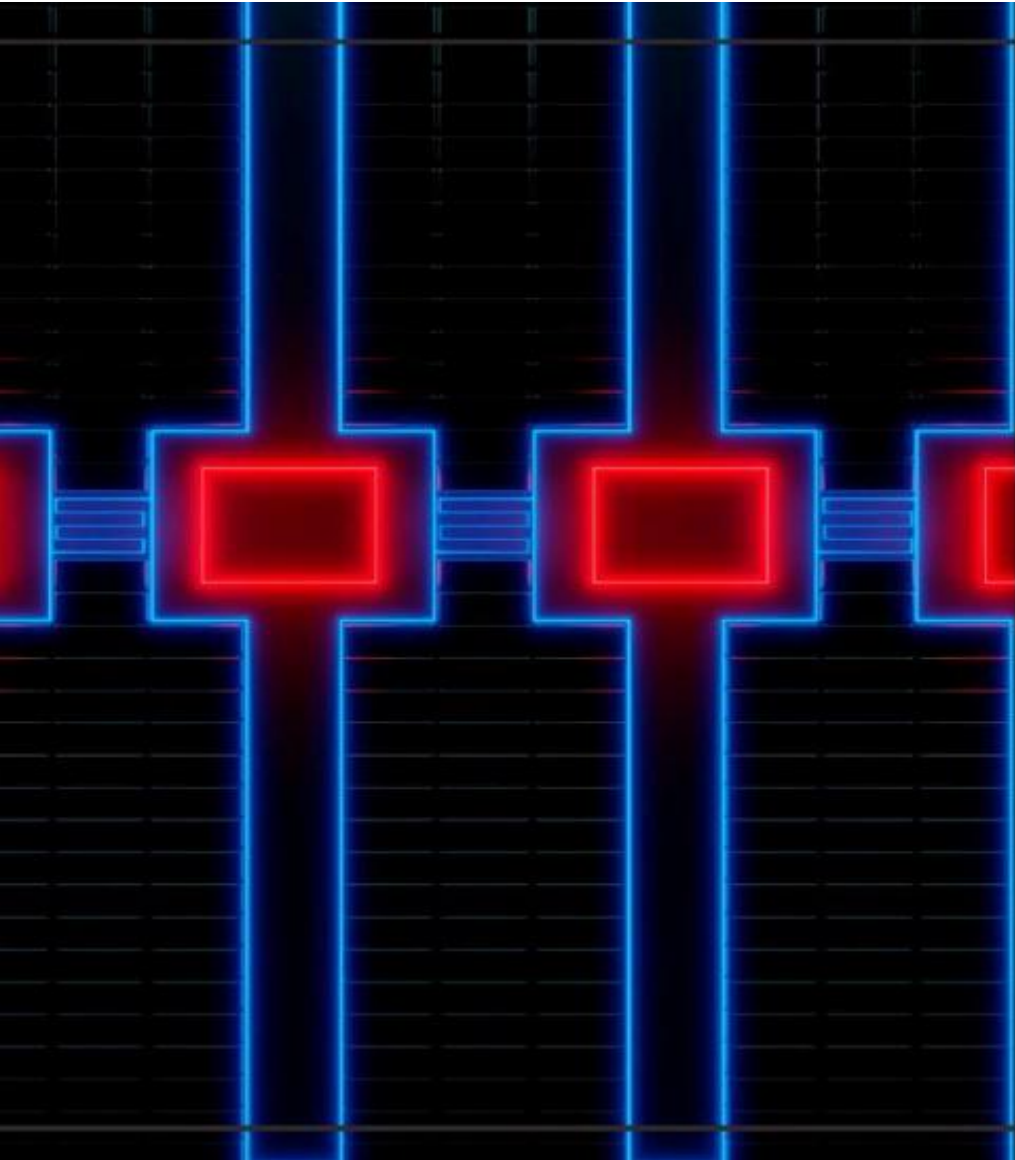


Demographic Factors

Analysing the demographic trends, population characteristics, and consumer behaviour

SWOT & TOWS Matrix





Understanding SWOT Analysis

SWOT analysis evaluates an organization's internal **strengths** and **weaknesses** as well as external **opportunities** and **threats**. It helps identify areas of improvement, capitalize on advantages, and mitigate risks. By leveraging this model, hospitality businesses can make informed decisions and align their strategies with market dynamics.

SWOT Matrix

- Snapshot of current state and environment



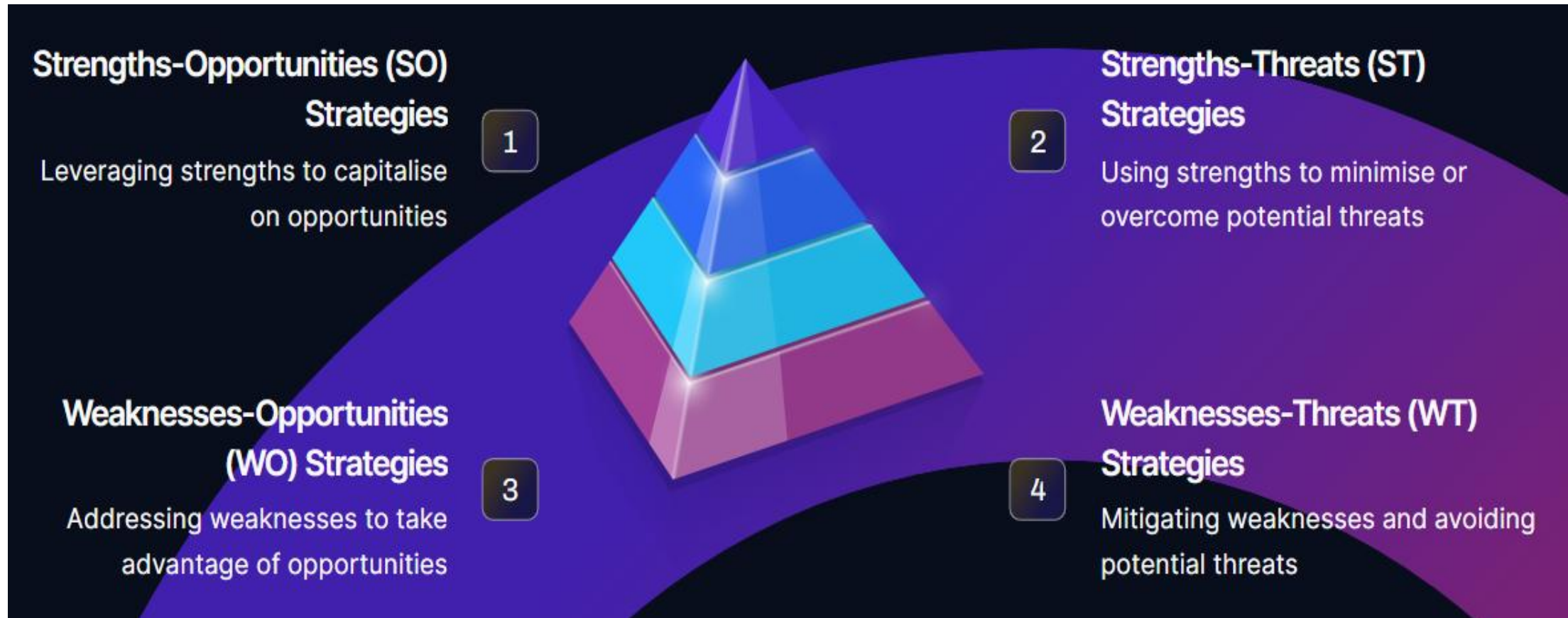


Understanding TOWS Analysis

TOWS analysis is a strategic planning tool that combines **SWOT analysis** with a focus on **external factors**. It helps organizations identify **Threats**, **Opportunities**, **Weaknesses**, and **Strengths** to develop effective strategies. By analyzing the relationships between these factors, companies can uncover unique insights and unleash new opportunities for growth and competitive advantage.

TOWS Matrix

- Strategic decision-making based on SWOT



TOWS Matrix

Example in hotel recovering post-pandemic:

	Opportunities (O)	Threats (T)
Strengths (S)	SO Strategies: • Use strong digital booking system for wellness travel packages • Launch sustainability initiatives via engaged staff	ST Strategies: • Highlight service quality vs. low-cost rivals • Attract remote workers to central locations
Weaknesses (W)	WO Strategies: • Improve training for premium service demand • Apply for green funding to modernise decor	WT Strategies: • Partner with local vendors to reduce OTA fees • Cut costs by consolidating underused facilities



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

Break Time...

20 minutes

Let's look at these in turn:

Vision/Mission Statement Planning



Environmental Analysis (e.g. PESTLE, competitor analysis)



SWOT & TOWS



Action Planning & SMART Goals



Action Planning

Action planning involves developing **detailed plans** and **timelines** to execute strategic initiatives. It outlines the specific tasks, responsibilities, and resources required to achieve the desired outcomes. Effective action planning ensures that strategic goals are translated into actionable steps, enabling efficient implementation and progress tracking.

Key Components of an Action Plan

1. **Objectives** – Clear, measurable goals (what you want to achieve)
2. **Actions/Tasks** – Specific actions to achieve the objective
3. **Resources** – People, money, tools)
4. **Timeline** – When will it be implemented
5. **Success Criteria** – How progress will be evaluated



Action Plan

- An action plan is a set of engagements for the client moving forward post consulting.
- Here you will list the problems highlighted along with the solution and desired outcomes.
- Time scales are required to indicate how long a particular action could take. For example training all staff a particular skill set.
- You can also include financial costs or assumptions to give the client a guide to any prices proposed.
- Remember that all financials need to be sourced and clarified on the action plan.

Action Plan Example

Objective	Action	Owner	Deadline	Resources	KPI
Launch green room upgrade package	Redesign rooms with eco materials	Ops Manager	Aug 2025	Budget, contractors	90% rooms upgraded by Q3
Promote to target customers	Run digital marketing campaign	Marketing	July 2025	£10K ad spend	10% increase in bookings
Train staff on new sustainability targets	Deliver training across branches	HR Lead	June 2025	3 workshops	100% front-line staff trained

At what level do international companies strategise change?

- Corporate Strategy: Overall scope and direction
- Business Strategy: Competitive advantage at business-unit level
- Functional Strategy: Specific to departments (e.g., HR, marketing)

For your assignments you will consider business level (hotel as a whole) or functional (a hotel department)



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*Some common areas of
focus for strategic
planning & change are...*

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Key Strategies for Driving Efficiency



To drive organizational efficiency, it is essential to:

Standardize processes: Establish consistent procedures to eliminate variations and improve efficiency.

Eliminate waste: Identify and eliminate non-value-added activities to streamline operations.

Empower employees: Encourage and support employees in suggesting and implementing process improvements.

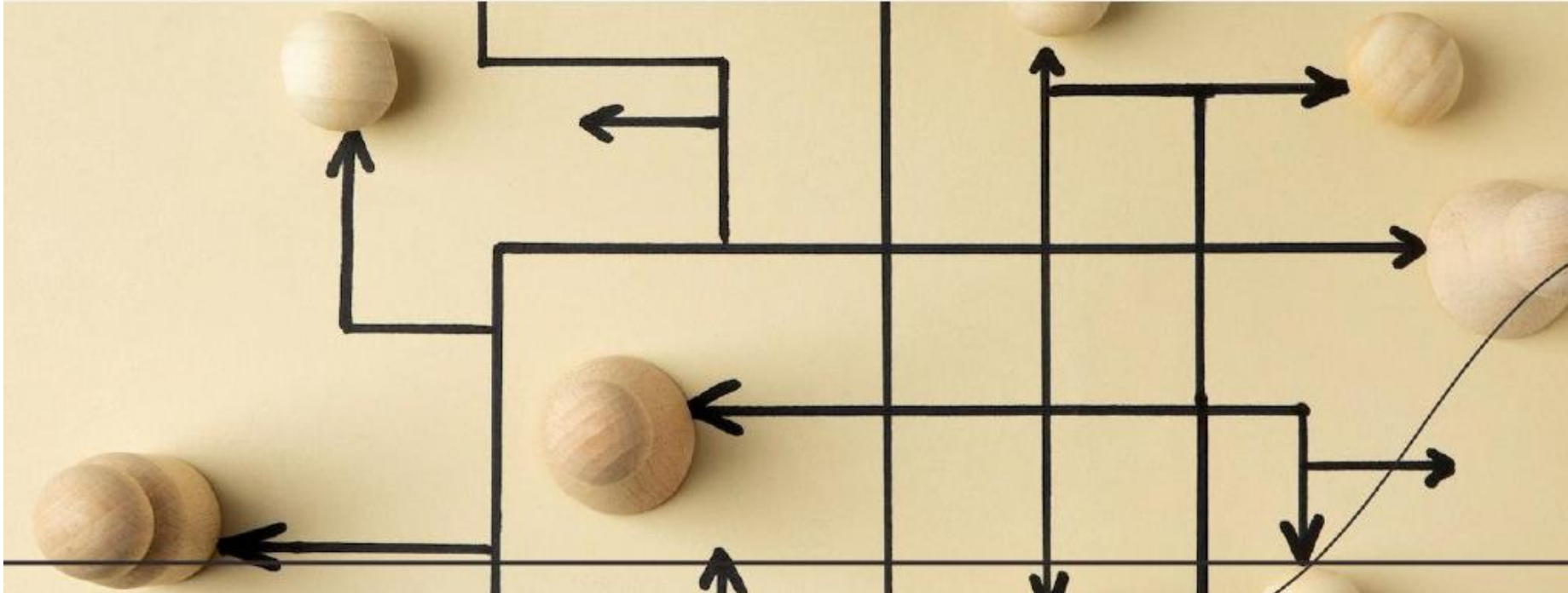
Embrace technology: Leverage technology solutions to automate tasks and enhance productivity.

Benefits of Optimized Structure

Enhanced Efficiency: An optimized organizational structure streamlines workflows, eliminates redundancies, and improves resource allocation. It enables faster decision-making, promotes effective communication, and enhances cross-functional collaboration. By aligning structure with strategy, organizations can achieve higher levels of productivity and operational excellence.



Aligning Structure with Strategy: A strategic approach to organizational design involves aligning the structure with the organization's mission, vision, and strategic goals. It requires a thorough analysis of current and future needs, considering factors such as market dynamics, technology advancements, and talent requirements. The goal is to create a structure that supports the organization's long-term success.



Remember to consider/connect the 7S's.

***Could the problem be poor communication,
and the strategic plan be to ‘Redesign and
Improve Communication’?***

...who are we communicating to in that case?

Stakeholder Communication: *Who Are They?*

- Individuals or groups with an interest in or influence over the organisation.

QUICK ACTIVITY: (On the chat board)

Think of ten different stakeholder examples, write the list and share on the chat board (be specific!).
[NO GOOGLE OR A.I. PLEASE]

Stakeholder Communication:

Who Are They?



Internal (employees, management) and external (customers, regulators, community)



Key to successful implementation of strategy

Stakeholder Mapping

Stakeholder

Map



Stakeholder Mapping



**The
Interest vs Power
grid/matrix**

Stakeholder Map: Hotel example...

	High Power	Low Power
High Interest	Manage Closely:	Keep Informed:
	- Hotel Managers & Department Heads	- Frontline Staff
	- Key Investors / Owners	- Regular Guests / Loyalty Members
	- Government/Local Authorities (licensing)	- Local Community (e.g. nearby residents)
Low Interest	Keep Satisfied:	Monitor (Minimal Effort):
	- National/International Regulators	- Occasional or one-time guests
	- Corporate Partners (e.g. travel agencies)	- General Public
	- Building Owners (if leased)	- Media (unless there is an issue)



Communication Strategies

- Tailored to stakeholder category
- Channels: Email, meetings/Q&A's, reports, presentations, social media
- Importance of transparency and engagement

Group Activity: “Communicate the Hotel Renovation”

Your hotel is planning a major renovation, updated guest rooms and a new rooftop restaurant. As consultants, you must advise on how to communicate this plan to key stakeholders.

Think of 3 stakeholder groups – one internal, one external (not hotel guest), one customer type.

Categorise them based on the stakeholder map quadrants and suggest some suitable modes of communication for them.





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- Strategic planning ensures long-term alignment with vision and environment
- Tools like STEEPLD, SWOT, TOWS help structure strategic thinking
- Stakeholder analysis is essential for success and key to effective change management (*next week*)

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Any Questions?



**Thank You
For
Joining**

See you soon!

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