

This week

Learning outcomes



Specifically, by the end of Week 2 you should be able to:

- Identify the challenges in using open source data as part of the external analysis for strategic decision-making
- Debate the importance of information gathered using frameworks in external analysis for strategic decisionmaking
- Use and evaluate tools used for conducting external strategic analysis
- Analyse how external strategic analysis is conducted across a range of industries and its influence on longterm decision-making.

Assignment 1



- Compare broadband reports in two different scenarios (UK, Australia).
- Assess what is presented.
- Assess how it is presented.
- If nothing else, apply the models you have learned so far.

Assignment 1



Key assessment activities

Assessment 1

Name: Online Strategic Decision Simulation

Type: Written document

Issued: 8:00 PM AEST Monday of Week 1

Due: 11:59 PM AEST Sunday of Week 3

Weight: 25%

Length: 1500 words +/-10%

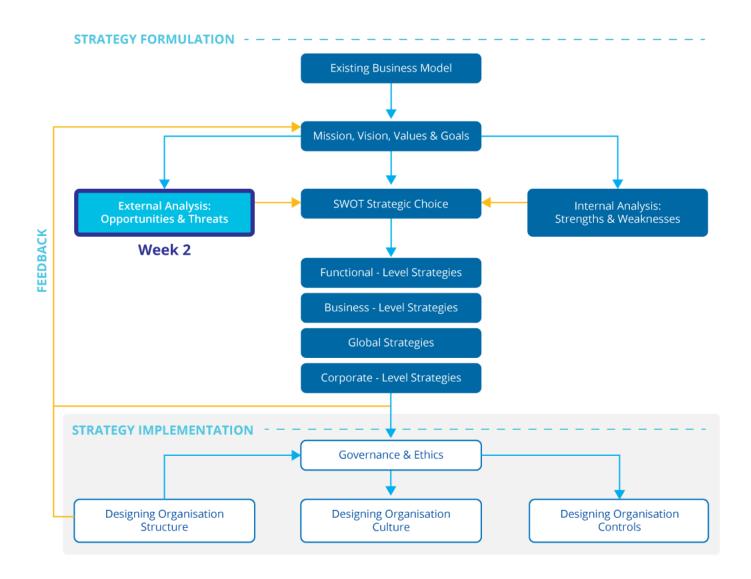
2500 words

Week 2 – External Analysis

Week 2 Overview



- Topic 1: The strategic planning process and information
- Topic 2: External analysis
- Topic 3: Frameworks for external analysis
- Topic 4: Literature reviews.



Topic 1

The strategic planning process and information

The strategic planning process



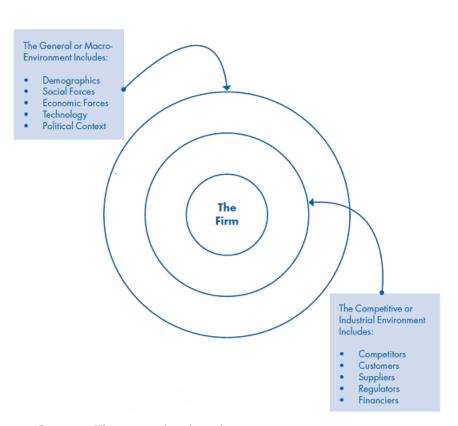
- As part of an annual cycle
- Triggered by external events
- Triggered by internal events

 Timeliness matters. Sometimes it pays to be proactive.

Who cares?



- Executives and managers need to understand what is happening outside their organisation.
- Their day-to-day role may not have a large focus outside the firm
- It is easy to lose touch with reality



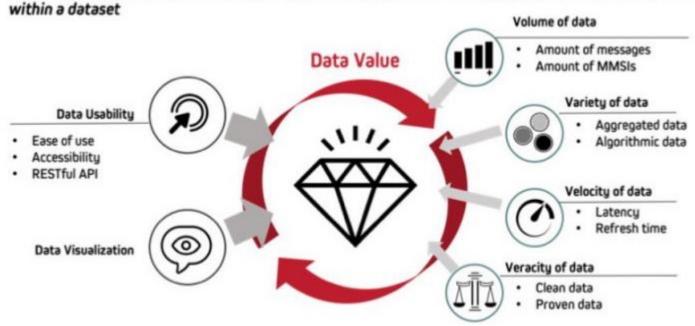
Source: *The organizational environment* (Amason & Amason, 2010, p. 56)

Data value over time



 Need to value data as an asset. Think of acquisition, rights, access, depreciation, etc.

Data Value is the product of a variety of factors and properties coming together to create unique value





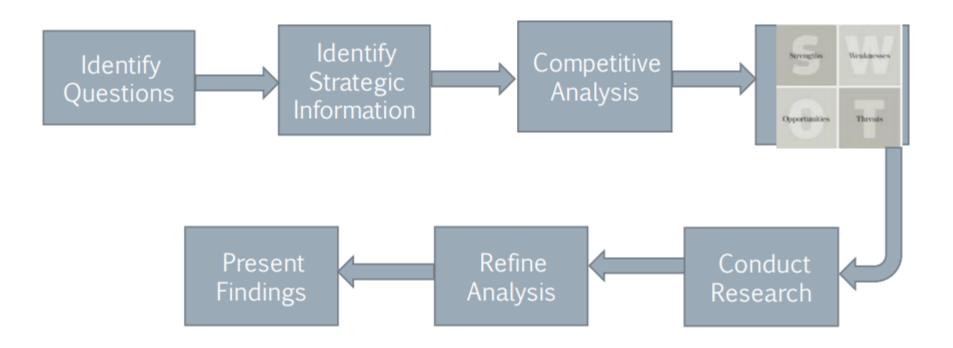
Topic 2

External Analysis

External analysis process



Getting the right analysis is not an accident.
You need to ask the right questions.



Sources for external data



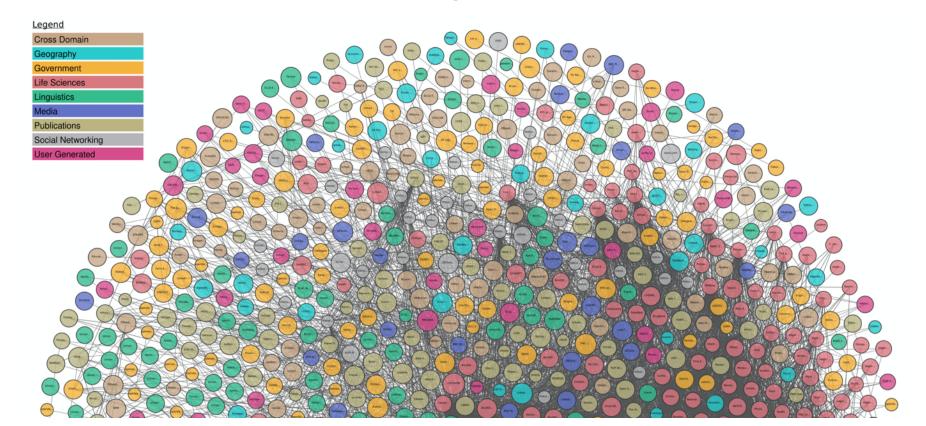
- Data markets
- Data lakes
- Other bits of your own organisation
- Open data

Open data movement



 Not just about publishing data, but making it FAIR (Findable, Accessible, Interoperable, Reusable)

The Linked Open Data Cloud



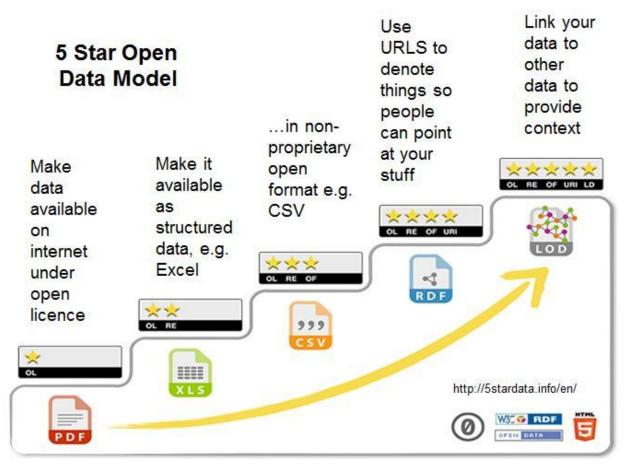
Open data movement



Five stars of data quality

Data gains value by being placed in context

It's still really, really hard to get things to pull together (different definitions, different collection methods, different timing, linkage methods, etc.)



Impact of open data



Measuring impact of open data (Common Assessment Framework)

Resources Activities Outputs Outcomes Impact

- Investment is short term
- Impact is long term

Topic 3

Frameworks for external analysis



A >> the PESTLE framework:

- P-Political factors:
- E-Economic factors:
- S-Social factors:
- T-Technological factors:
- E-Ecological factors:
- L-Legal factors:





B >> the SWOT framework:

- S-Strengths
- W-Weaknesses
- O-Opportunity
- T-Threats

SWOT Matrix (Style 1)



23-May-16 www.Business-Docs.co.uk.



C >> the industry framework:

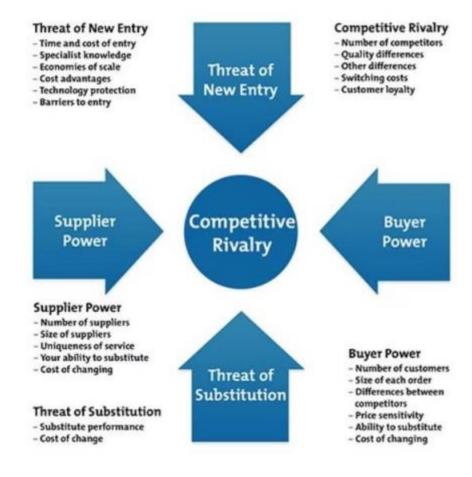
Illustration of Macro Environment Analysis link to Industry analysis



The Macro Environment impacts the firm on the industry Environment



D >> Michael Porter's Five Forces:



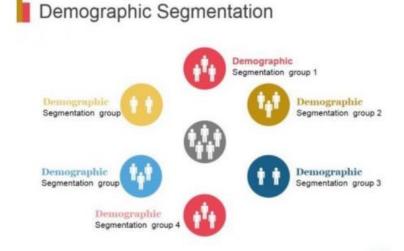


E >> Strategic group framework:

Strategic groups are organisations within an industry or sector with similar strategic characteristics, following similar strategies or competing on similar bases.

F >> Segmentation framework:

A market segment is a group of customers who have similar needs that are different from customer needs in other parts of the market.





G >> Resource Analytical Framework (VRIO):

It is also very important to appraise resources and capabilities – particularly relative to the competition! If everyone has the same or similar resources, and is just as capable in the same or similar value-chain activities, then it is unlikely anyone has a competitive advantage.



Topic 4

Literature Reviews

Literature Reviews



A literature review is a **critical analysis** of published sources, or literature, on a particular topic. It is an assessment of the literature and provides a summary, classification, comparison and evaluation.

Why do them:

- Determine what has already beenwritten on a topic
- Provide an overview of key concepts
- Identify major relationships or patterns

- Identify strengths and weaknesses
- Identify any gaps in the research
- Identify any conflicting evidence
- Provide a solid background to a research paper's investigation.

Establish credibility!

Literature Reviews



A literature review provides you the opportunity to

- Demonstrate knowledge and understanding of the literature about the evolving nature of the information landscape
- Conduct critical research of ideas, concepts, terms and principles,
- Critically analyse the academic and practitioner literature, and popular commentary
- Analyse key issues related to the strategic context/decision

Literature Reviews



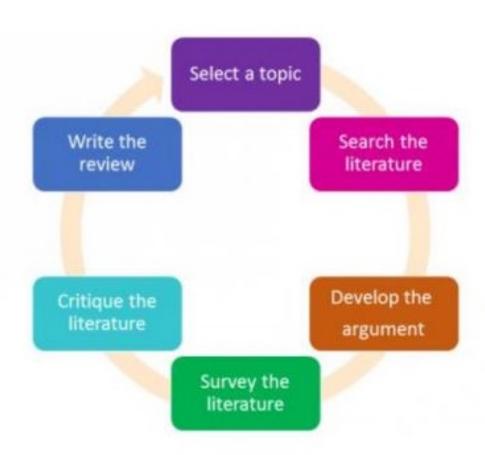
Elements to consider before the literature review

- Huge study on related topic/scholar papers
- Analysis of the sources, comparisons between them, identification of links in research, as well as potential gaps, demonstrating understanding of where the connections can be drawn
- Critical evaluation of the information discussed in sources
- The literature review framework does **not** need to include the introductory or final statement in the task description

How to write one

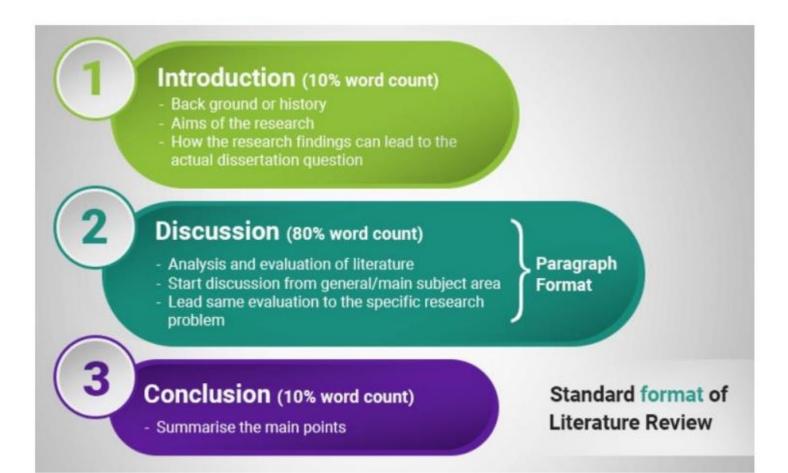


A good literature review isn't just a summary. It needs to have a viewpoint that is not contradicted by available literature (i.e. don't start with a conclusion).



Format of a literature review





Quality Checklist



Ask yourself, have I...

- Outlined the purpose and scope?
- Identified appropriate and credible literature?
- ✓ Recorded reference info?
- Analysed and critiqued readings?
- ✓ Identified gaps in the literature and research?
- Explored methodologies/theories/hypotheses/models?
- ✓ Written an introduction, body and conclusion?
- Checked punctuation and spelling?



Cairns Singapore

Townsville