Mega trends and other strategic considerations for the Business Analyst

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BA MANAGER FORUM

STRATEGY

What do you think of?

What keywords come to mind when you think about Strategy?

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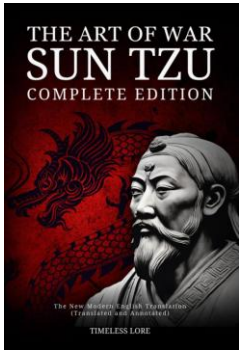
Sun Tzu

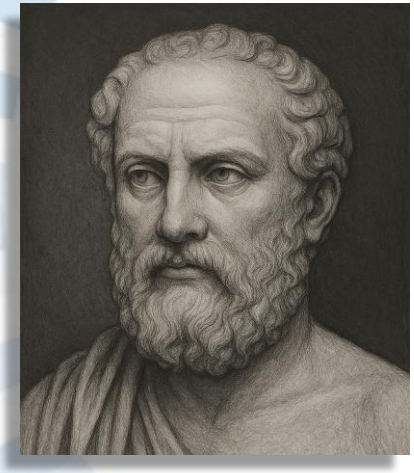
Chinese Military General, Strategist & Philosopher (544 BC – 496 BC)

The Art of War

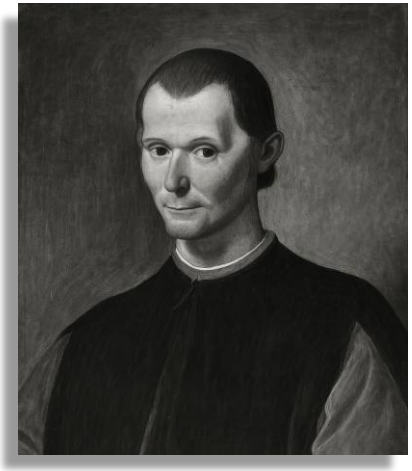
"Know your enemy and know yourself, and you will not be imperiled in a hundred battles."



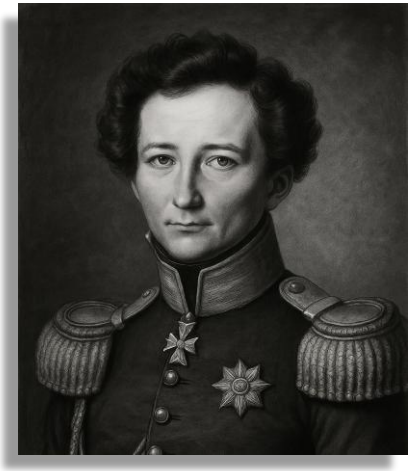
Other historical figures



Thucydides
(460 – 400 BC)



Machiavelli
(1469 – 1527)



Von Clausewitz
(1780 – 1831)

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STRATEGY

What is it?

- Years, not months
- στρατηγία - “Art of Command”
- Overview or big picture
- A way of organising and planning to achieve goals
- Everywhere
- Competitive

Schools of Strategy

Design & Planning

Deliberate, intentional with rationality

Emergent

Learning school, responds to unanticipated events

Positioning

Economic battlefield, advantageous position to compete

Cultural

(Resource-based view)

Internal focus, evaluates resources to create capabilities

Disruption

Innovation disrupts the status quo to create value

Blue Ocean

Moving from red to blue oceans

Ethics & CSR

(Corporate Social Responsible)

Enforce the highest ethical principles

EXERCISE 1

Case studies

(10 minutes)

Instructions:

On your table, please discuss any organisational case studies that you have come across and nominate one to share with the room.

Which school(s) of thought do they align with?

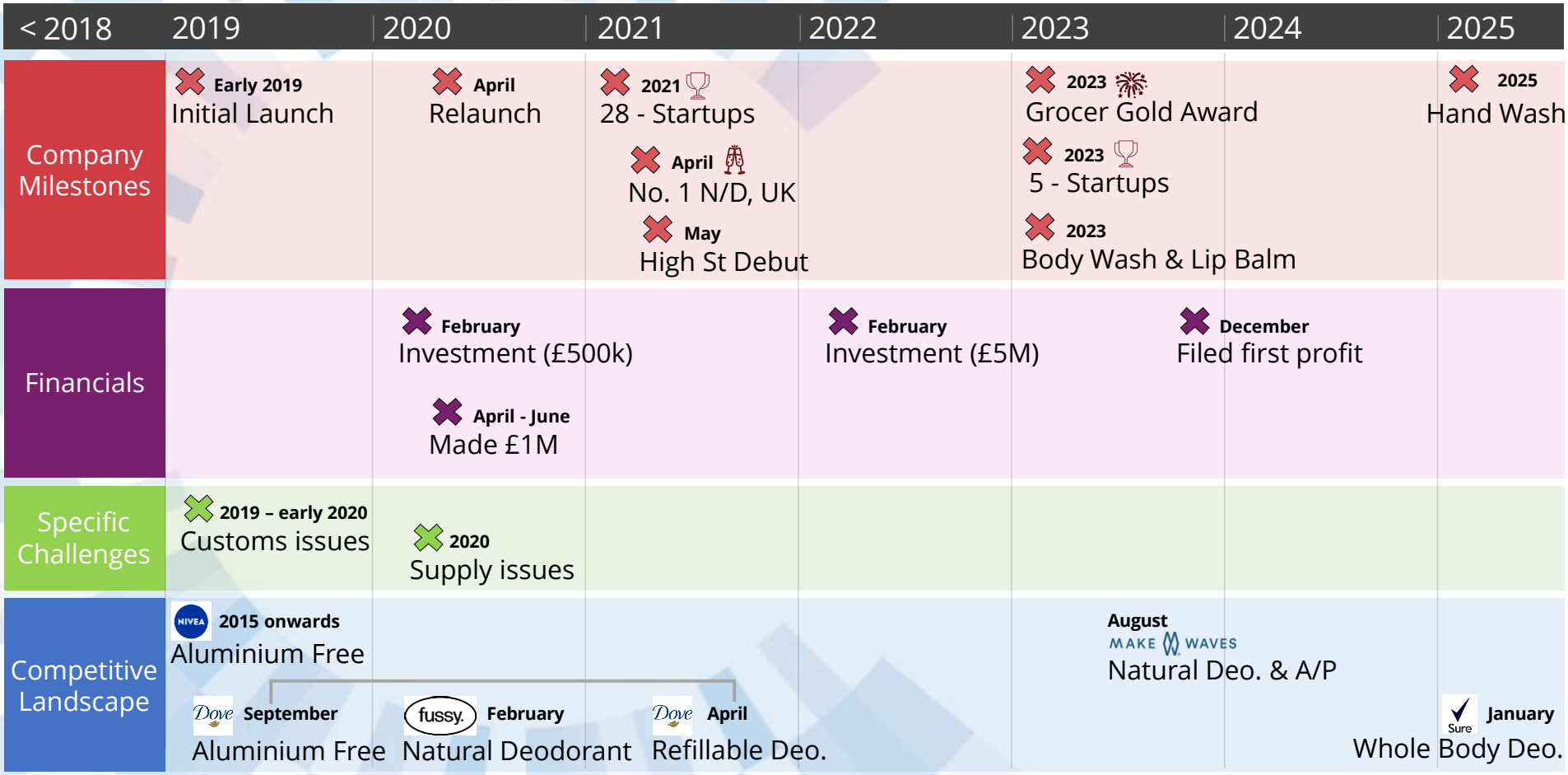
*Please note that there is a handout with details of each school of strategy.

School of Strategy	Overview	Academics
Design & Planning (D&P)	This is one of the oldest schools of strategy which has military roots. It balances what can be done **inside** the organisation with an **external** analysis. The D&P schools unite over the idea of **rationality** and together have an **intentional** and **deliberate** approach. They see the **planner** as a **strategist**.	Sleznick (1957), Chandler (1962), Weihrich (1982).
Emergent	This is a **learning** school which is a different approach to the D&P school. It is not based on original intention but instead consists of the company's **responses** to a variety of **unanticipated events**.	Led by Henry Mintzberg.
Positioning	The Positioning school is one of the most **important** and **influential** schools of strategic management. The school is concerned with being able to **compete effectively** in the **economic battlefield** and aims to position the firm competitively in the most **advantageous position** for success.	Michael Porter developed his theories in the 1980s.
Cultural (Resource based view)	The Cultural school is also known as the **Resource-based view** and has an **internally** focused approach. Strategies are devised through an **evaluation of resources**, either tangible or intangible, to create **capabilities**, which in turn provide a competitive advantage.	Edith Penrose (1959). Inspired Rumelt, Wenerfelt, Grant, Prahalad, Miller and Shamsie, Clegg and Teece.
Disruption (Sustaining / Disruptive Innovation)	Disruption occurs when new ideas are employed which **disrupt the status quo**, redefine industry practice or change the rules of the game. This school is popular with **startups**, typically **technology heavy** and uses **innovation** to **create value**.	Clay Christensen (1995). Schumpeter, Hayek.
Blue Ocean (Blue / Red Oceans)	The Blue Ocean school of strategy combines elements of the **Resource-based view** and **Positioning** schools and offers a new approach to how we operate in markets. This school of thought provides a **shark and prey analogy** to represent **companies** and **customers**. A **red ocean** is the **known** market space and a **blue ocean** is **uncontested** market space.	Kim and Mauborgne (2008/2014) developed their strategy further in the 2000s and early 2010s.
Ethics & Corporate Social Responsibility (CSR)	In modern capitalism, corporate executives need to **avoid moral hazard** and ensure that they make a **profit** while enforcing the **highest ethical principles**.	Hosmer (1994).

CASE STUDY

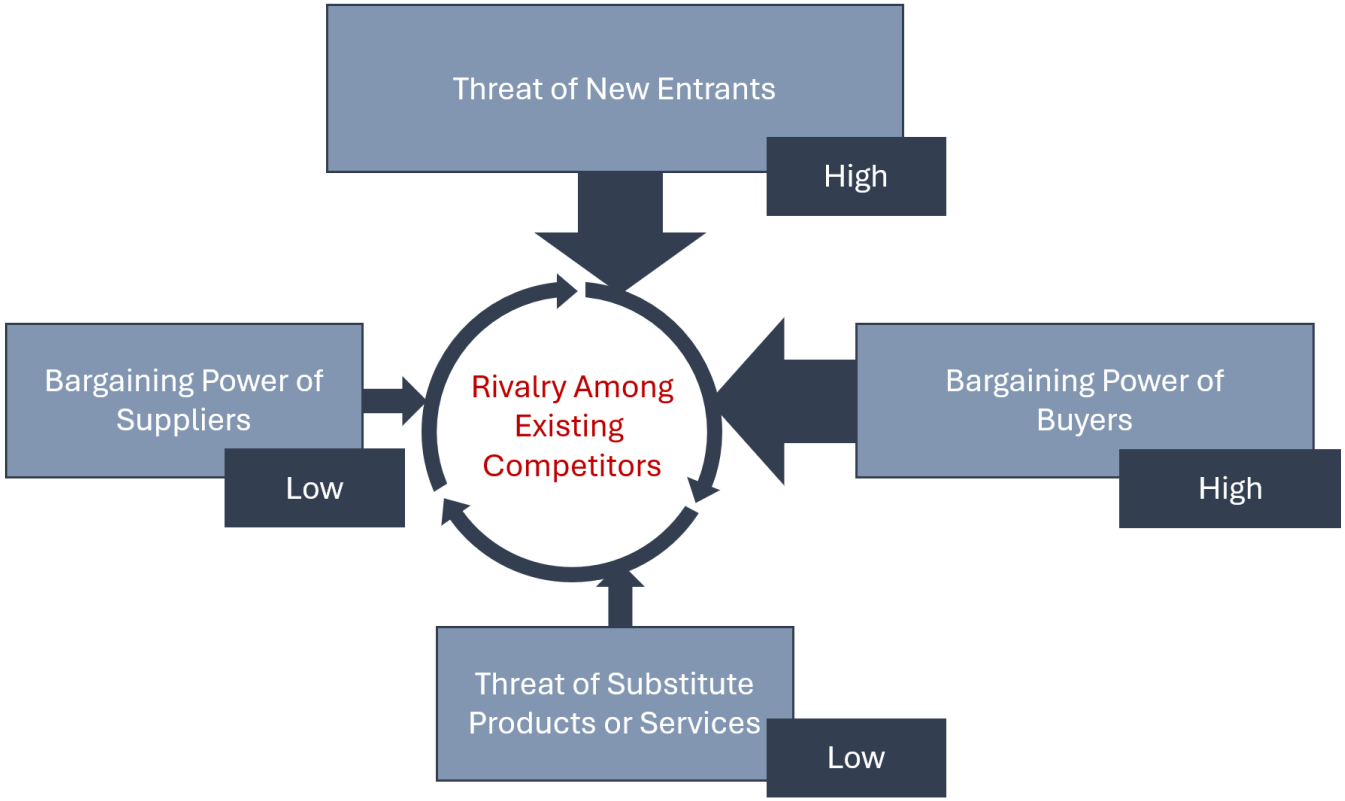
Wild Cosmetics Ltd

Wild's Company Timeline



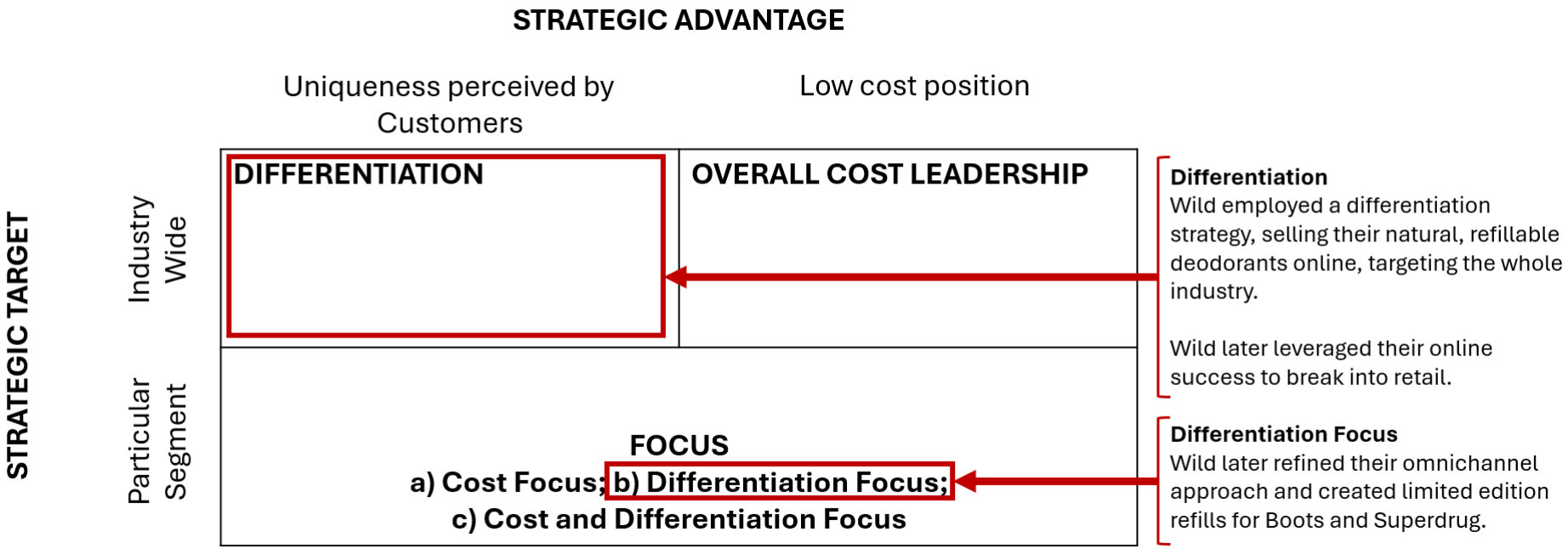
Porter’s Five Forces

Porter's Five Forces applied to the Wild Case Study, adapted from Porter (2008)



Porter's Generic Strategies

Identifying the Generic Strategies used by Wild, adapted from Porter (1980)

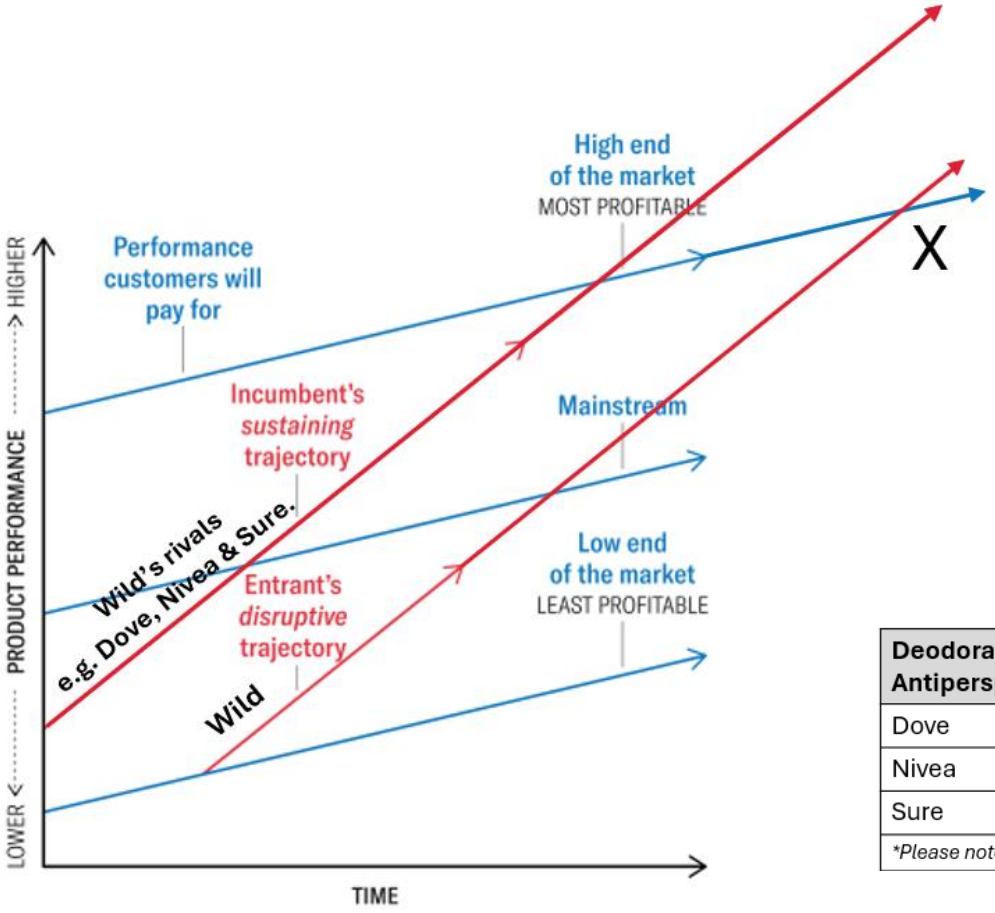


Innovation Types

SUSTAINING INNOVATION	DISRUPTIVE INNOVATION
Occurs within the field, market or company itself	Creates new, often cheaper, alternative modes or option for customers
Incremental	Rapid, unexpected innovation
Led by existing markets	Led by niche markets
Within the sphere of established players	Within small or new markets
Familiar, widely adopted	Requiring high level customer curation

Disruption

*Wild and their rivals plotted onto **The Disruption Innovation Model**, extended and adapted from Christensen et al., (2015)*

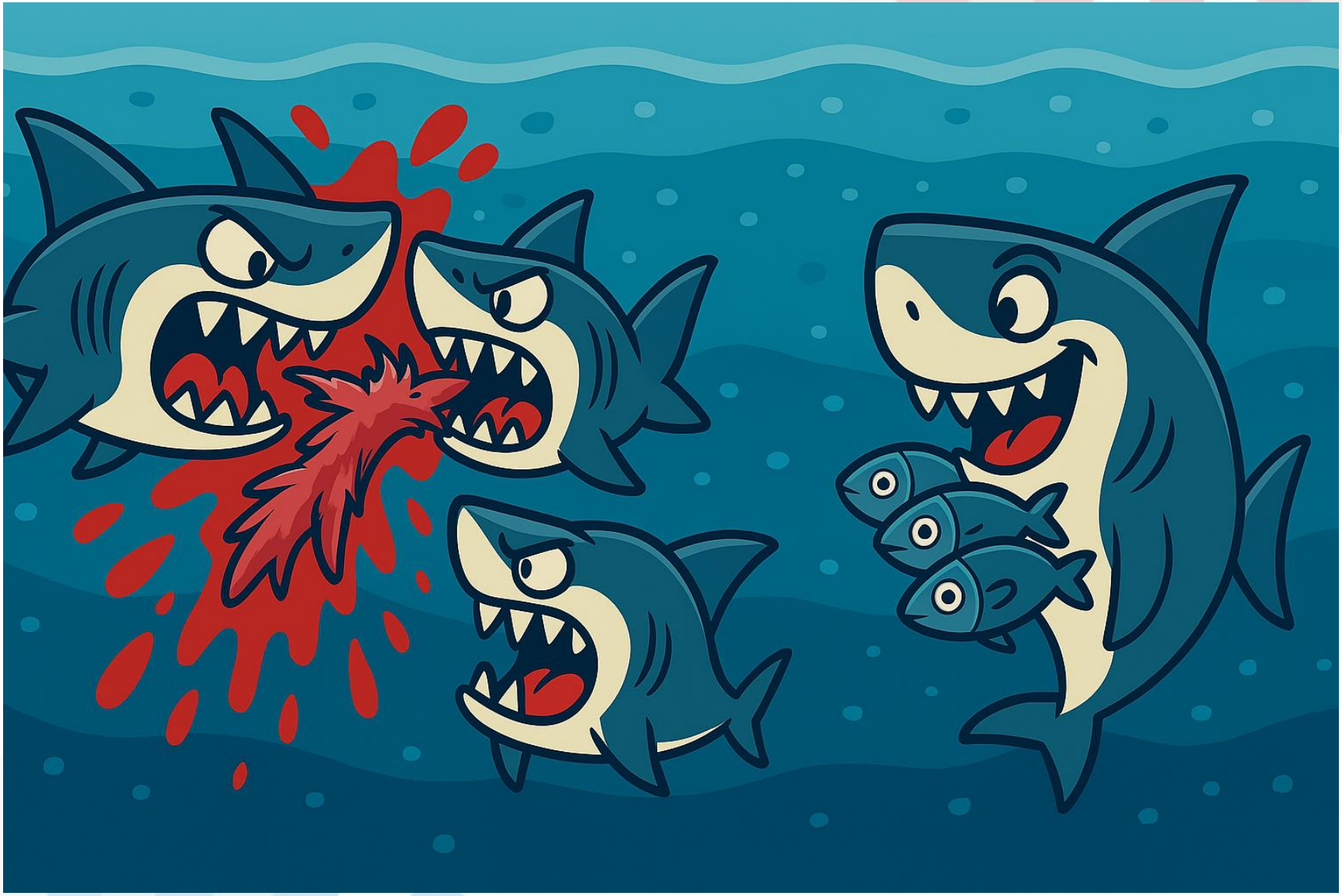


Deodorant price comparison at Sainsbury's online, March 2025

Deodorant / Antiperspirant	Lowest Price	Highest Price	Difference (from Highest)	Wild % Difference
Dove	£2.00	£5.25	£7.75	+59.6%
Nivea	£1.60	£1.90	£11.10	+85.3%
Sure	£1.40	£5.25	£7.75	+59.6%

**Please note that Wild's deodorant at Sainsbury's contains one case and one refill.*

Finding New Oceans



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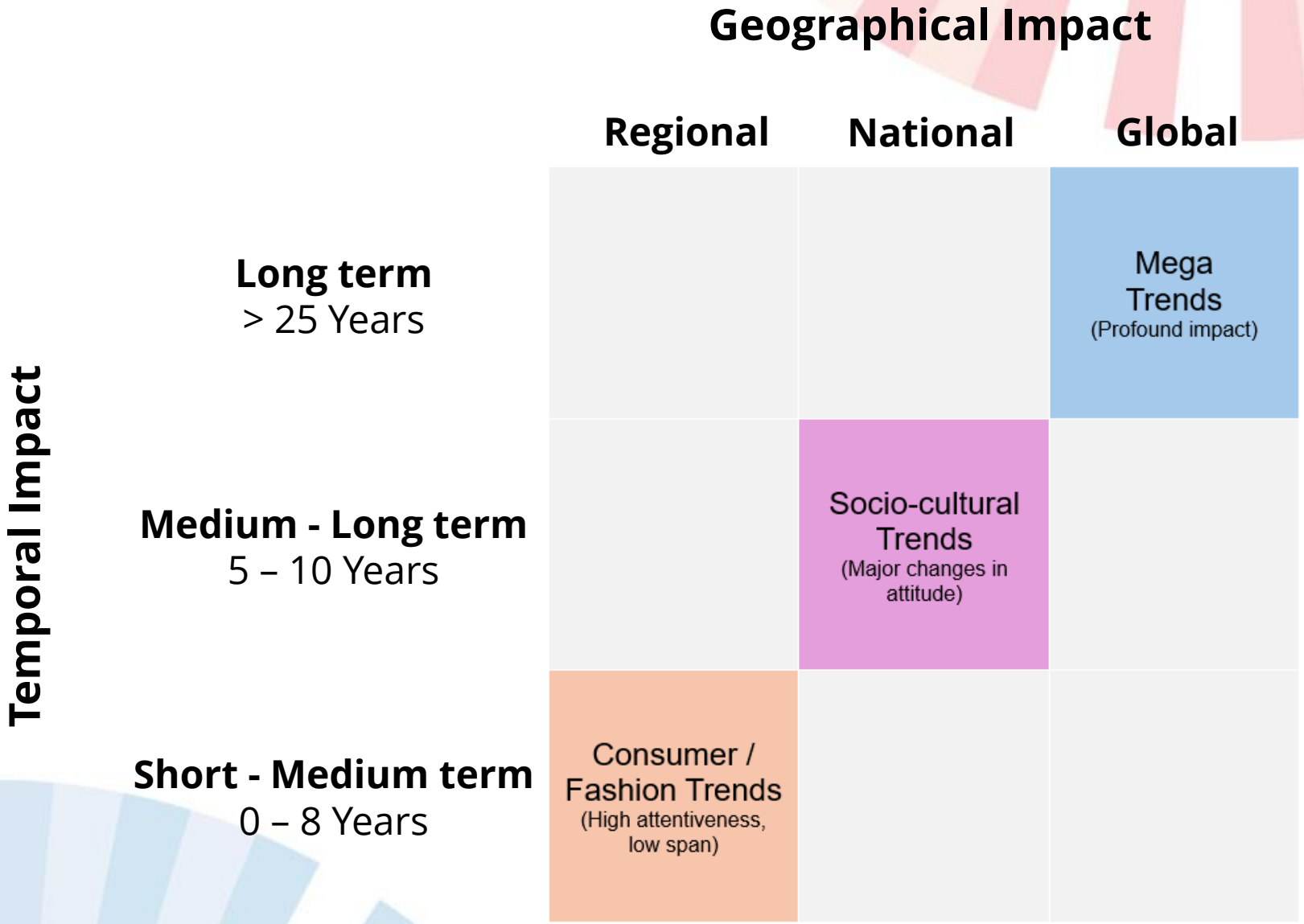
TRENDS

WHAT IS A MEGA TREND?



EXERCISE 2

Trends

(10 minutes)

Instructions:

On your table, please discuss the trends that have impacted your organisations and/or projects in recent years and share an example with the room.

Which trend category do they belong to?

*Please use the printed sheets provided - one per table.

PWC MEGA TRENDS

Megatrend One: Climate change

Megatrend Four: Fracturing world

Megatrend Two: Technological disruption

Megatrend Five: Social instability

Megatrend Three: Demographic shifts

Source: https://www.pwc.com/gx/en/issues/assets/pdf/pwc-megatrends-september-2024.pdf

EXERCISE 3

Strategy and Business Analysis

(10 minutes)

Instructions:

On your table, please consider how the information from today's session could impact the role of Business Analysts and BA Managers.

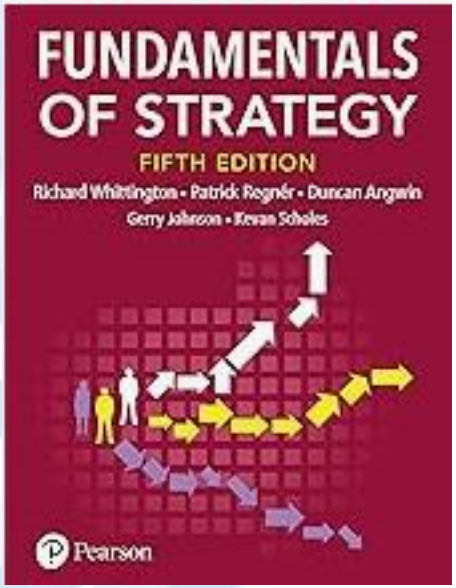
Please identify one impact or consideration to share with the room.

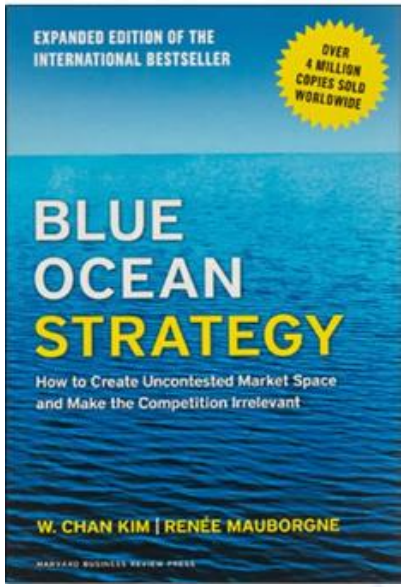
TRIPLE BOTTOM LINE

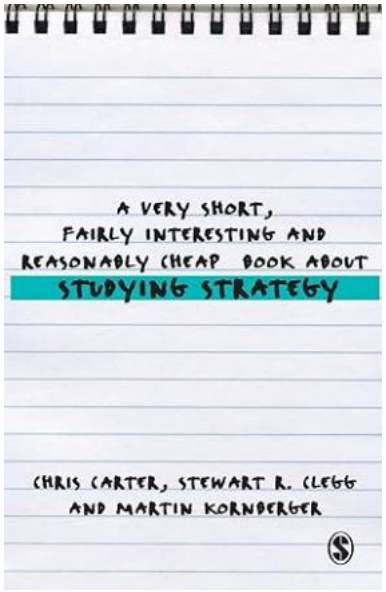
	Social (People)	**Environment** (Planet / Sustainability)	**Profit** (Economics)
Objectives for the organisation while conducting business:	Treat all individuals connected to the organisation fairly, with kindness and compassion.	Consider and address the environmental concerns of the general population.	Consider the financial success of the business, e.g. shareholder value maximisation.
Considerations may include:	<u>Employees</u> • Provide fair treatment and benefits to employees. • Provide a physically and psychologically safe environment for workers. <u>Suppliers</u> • Use a diverse set of suppliers. • Prioritise working with small and/or local businesses. • Support ethical supply chains. <u>Customers</u> • Ensure fair access to products and services. • Consider customer feedback.	Identify, consider and measure the firm's environmental impacts: • Greenhouse gas emissions. • Minimise or eliminate waste generation. • Monitor energy consumption. • Source raw materials ethically. Consider use of environmentally friendly alternatives over lower-cost options.	• Earn income ethically and fairly. • Be financially responsible, pay employees, lenders and creditors on time. • Pay the firm's fair share of taxes on time. • Invest financially in the wider community through partnerships, developments or corporate sponsorship.

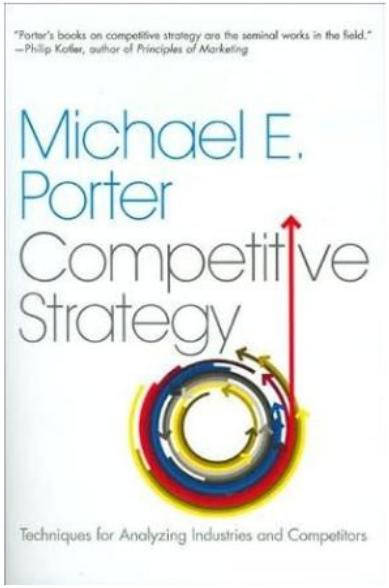
The Triple Bottom Line (TBL) is an accounting framework which can be used by Business Analysts to understand and quantify how their organisation is positively impacting the world and the people it engages with. Use of the TBL can support corporate decision making and strategic activities. Many consumers are concerned with Corporate Social Responsibility (CSR) and want to buy from businesses that are responsible. The TBL framework helps organisations to address this and ensures that corporate objectives focus equally on all three elements.

USEFUL RESOURCES









THANK YOU

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