

COM 4PA3 – Tool Kit for Diamond-E Case Analysis – SAA 10th Edition

Using the Tool Kit: (S – Strategy, E – Environment, R – Resources, O – Organization, M – Management Preferences).

	Tool	Description	SAA Page
S1	Role	Pertinent elements of case – What is it about? Who are you?	25-26
S2	Organizational Performance	Identify important operating performance metrics such as financial ratios, trends, productivity. See financial statements for historical information. Rank from 0 – 10.	29 Tab 1.1
S3	Organizational Health	Consider employee turnover, intangibles, goodwill and reputation. Rank from 0 – 10.	29 Tab 1.2
S4	2x2 Matrix of Tools S2, S3	Comments regarding longitudinal perspective, i.e. between “time1” and “time2”, also called the “Performance Matrix”	31 Fig 1.2
S5	Strategy Triangle	Goals, Product/Market Focus, Value Proposition, Core Activities	49 Fig 2.1
S6	Goals	Categorize the goals stated in the case as Hard or Soft and whether they’re realistic or not. Include “green” environment as a soft goal.	55 Tab 2.1
S7	2x2 Matrix on Product/Mkt	Market Penetration – Product Development – Market Development – Diversification (Market: Existing/New, Product: Existing/New)	60-64 2 X 2
S8	Value proposition	How does the company compete? PFE – Price, features, execution, combination, etc.	66-68 Tab 2.3
S9	Core Activities	Break the Value Chain into components and identify key elements. Comment on back / forward integration possibilities.	72-76 Value Chain
D-E	Diamond – E	Examine the linkages and the process of strategic analysis using the base case	100-124 Fig. 3.1, 3.4
E10	Porter’s Five Forces	Threat of new entrants, bargaining power of buyers, threat of substitutes, bargaining power of suppliers, intensity of rivalry. Rank each Low/Med/High, overall judgement, Include exit barriers. Don’t forget to sub-segment the markets/businesses if necessary.	131-140 HBR article
E11	PEEST	Political, Economic, G-Environmental, Social and Technological. Is there an inimitable advantage? For economic analysis, does the industry lead, match, or follow the business cycle?	128
E12	Stakeholder	Identify and compare stakeholders’ interests	161-166
E13	Industry Structure	Monopoly, Duopoly, Oligopoly, Free Market. Any changes that have occurred in the industry prior to or anticipated in the future.	
E14	Genealogy	Predecessor/defunct companies, heritage, lineage.	
E15	Business model	How does the industry make money? Profit = Revenue – Expenses $\pi = (\text{price} * \text{quantity}) - (\text{fixed costs} + \text{variables costs})$ identify drivers	
R16	Resource Analysis	Particularly forward looking financial resources. Limiting factors on options facing company today and tomorrow. VRIO	212 Tab. 6.1
R17	Gap analysis	Matrix in Text. Where are the major resource gaps for the company?	227 Tab. 6.4
M18	Mgmt. Pref.	Governance, corporate social responsibility, frozen preference	301-321
O19	Organization	Identify organizational structure and analyze implications	269 Fig. 7.2
20	Change Agenda	Identify non-behavioural and behavioural changes needed	386 Tab 10.1
21	Crisis Curve	Degree of urgency for taking action (anticipatory/reactive/crisis)	388 Fig 10.2
22	Alternatives	Develop options (include Do Nothing), establish evaluation criteria	Decision Matrix
23	Action Plan	Recommend alternative(s), develop specific tactics for S/T, M/T, L/T, scenario planning, contingency plans, targets, style	422-437 11.1, 11.2, 11.3