

COMMERCE 4PA3 Winter 2025 Tools Summary

For Professor Cossa's Students ONLY

- **Step 1:** Start by completing the required text readings and case
 - Review the case 2-3 times and this includes reading the text and asking yourself what each table, figure, and appendix tells you
- **Step 2:** Complete the Course Outline case questions
 - This is a *starting* point where only one or two students will answer each question so don't rely on this for participation marks
- **Step 3:** Apply each relevant tool in sequential order (e.g., S1, S2, etc.) in sentences and include your analysis (“So what?”) which is at the end of each tool
 - Do not include an intro to the tool/define it; jump right in

- Throughout the course, triangulate between the *required materials* (e.g., eText), *handouts* (e.g., articles and Tool Kit), Avenue Content (e.g., Videos: Explanation of tools), *homework* (e.g., application of Tools), and *class discussions*
 - Do not conduct external research for any case discussions so stay within the case incl. for the case exam
- The more prepared you are for class, the more confident you will be to participate as class discussions move quickly
- Review both videos on participation: [PART 1 OF 2: How to improve your class participation performance in business school classes](#) and [PART 2 OF 2: How to improve your class participation performance in business school classes](#)

Active Class Participation (25%)

- Class: Bring all required paperwork to class including your name card and sign into Top Hat
- Have your typed homework (and case if you require it) at your desk there are no electronics during case discussions
 - Incorporate the “language of the tool” as much as possible and consider underlying these terms
 - Since you will need to include full grammatical sentences for your submissions (e.g., case exam), it is a good practice to also complete homework with this in mind
- Compare your information to class answers and add information if you missed something, were incorrect, etc.

- Compare your information to class answers and add information if you missed something, were incorrect, etc. and then refer to these gaps when preparing for the next case analysis
- Earlier tools help inform later tools, and you see this throughout the Diamond-E model
 - e.g., S2 and S3 inform where to plot the company for S4
 - e.g., S4 may help inform S6 analysis
 - e.g., S6 may help inform attributes in Tool 22

Analysis (“So What?”)

- For all Tools except S1, include analysis at the end of each tool (Explanation/“So what?”) as this spells out your insight(s) and will influence your Alternatives (Tool 22) and Action Plan (Tool 23)
- Analysis can be one to two sentences
- If there is no overarching analysis (“So what?”), there is a good chance that the Tool(s) may not be as relevant as others
- NOTE: Do not include or reference tools that are not applicable

TA Suggestions for Participation

- Participate actively in class discussions. Your unique insights add immense value so share them confidently.
- Thoroughly read the assigned materials/cases and make detailed notes. If you type them out, you can assess how much space they take as your case exam will have a page limit.
- Ensure your “So what?” analysis includes proper reasoning and thoughtful consideration.
- Use Professor Cossa’s Tools Summary document as this will provide more direction and details.
- Utilize the resources available on A2L and the comprehensive Tool Kit to understand the case’s flow and use them as supporting tools for analysis.
- Do not hesitate to contribute as your voice matters. Quality always wins over quantity, however.

- Fearlessly ask questions and seek clarification, remembering that there is no such thing as a stupid question.
- Stay current with events and share relevant examples to our discussions. This is an alternative form of participation (only if time permits).
- Speak loudly and confidently while participating as this ensures the entire class can hear you and it reflects you know what you are speaking about.
- Learn from your peers who are getting full participation marks in class and prep better for next time.
- Come to class prepared with your notes in order from Tools 1-23. It is okay if not every tool is completed but an attempt should be made.
- Make notes while others are speaking to stay focused and engaged with the discussion including notes of perspectives and points you did not consider.

- Students are missing the “So what?” in their analyses. Providing this would add more value and increase marks.
- Students are still confused on some of the tools so when they raise their hand. They are not properly applying the Tool Kit as they are not reading the eText or writing down recommendations for improvement shared in class.
- Reach out to your TA if you have any questions.

Suggested Format for Submissions

- Your work (e.g., case exam) need to be submitted in PDF format by the deadline with no extensions or MSAFS approved
- Be accurate with your statements and calculations
- Follow formatting guidelines included in the case exam instructions (e.g., one-inch margins, 12-point font, single-line spacing, eight-page limit, etc.)
- Suggestion: Sequentially list each tool number followed by a colon – all bolded – before starting with the first sentence

S1: Sentence 1. Sentence 2. etc.

S2: Sentence 1. Sentence 2. etc.

Role: What is the Case About?

S1 (p. 2)

- Summarize the most relevant and recent points for the **company** in one paragraph; do not refer to the industry
- Introduce the company by its full name and then by its shortened form, such as Canadian Tire Corp., Ltd (CTC), followed by one sentence on its business activities and include high-level important stats if available from the case (e.g., leader in its industry)
- Be specific: who (full name and title) is expected to do what and by what date for whom and for what purpose

NOTE: There is no analysis for this company-focused tool

Operating/Organizational Performance S2 (p. 4: Table 1.1)

Table 1.1

Typical Measures of Operating Performance

Profitability	Financial Position	Market Performance
<ul style="list-style-type: none">• Profit margins (gross and operating)	<ul style="list-style-type: none">• Leverage ratios (debt/equity, interest coverage)	<ul style="list-style-type: none">• Absolute level and growth rate in sales
<ul style="list-style-type: none">• Key expense ratios	<ul style="list-style-type: none">• Liquidity ratios (units, revenue)	<ul style="list-style-type: none">• Market share
<ul style="list-style-type: none">• Return on equity, assets	<ul style="list-style-type: none">• Activity ratios (e.g., asset and inventory turnover)	<ul style="list-style-type: none">• New products as % of sales
<ul style="list-style-type: none">• Economic value added		

For the analysis that ends this tool (2 sentences), start with an **overall rank from 0 – 10 (exclude 5 or 10)** that is based on the earlier information (no repetition) and then build on the rank with your “So what?”; include one sentence about competition, if applicable

S2 (p. 4: Table 1.1)

- Background: “*A Guide to Case Analysis*” on pp. C-6 and C-7
- In order from left to right in Table 1.1, start with the first column heading/language of the tool, and then include the most important information and evidence from the case incl. numbers, data, trendlines, etc.) such as For profitability....
- Then, follow with the next column heading such as For financial position... and then follow again with the next column heading such as For market performance...
 - Include the relevant information within each category (e.g., profitability) when discussing that area as I am looking that you understand what belongs in each category (e.g., profitability, financial position, and market performance)

S2 (p. 4: Table 1.1)

- Do not give a rank for each column; there is one overall S2 rank that starts the first of two analysis sentences
- To arrive at the rank, are overall critical ratios that include traditional (e.g., you take from the text) and non-traditional metrics (e.g., you calculate from text) good, ok, and/or bad?
- Focus on the most critical ones as one negative ratio could be more impactful than five positive ratios so you need to make this assessment with as much information as possible

Organizational Health

S3 (p. 4: Table 1.2)

- Start with these measures in this order (from left to right) and use the language of the tool (e.g., For enthusiasm...)

Typical Measures of Organizational Health

Enthusiasm	Boundaries	Problem Solving	Learning	Sustainability
How enthusiastic are managers and employees about their work?	Do individuals identify with narrow sub-groups or with the organization as a whole?	Are problem areas identified and dealt with or hidden and ignored?	Does the organization learn from its experiences? From others' experiences?	Can the pace at which people are working be sustained?

For the analysis that ends this tool (2 sentences), start with an **overall rank from 0 – 10 (exclude 5 or 10)** that is based on the earlier information (no repetition) and then build on the rank with your “So what?”

Organizational Health, Contd

S3 (p. 4: Table 1.2)

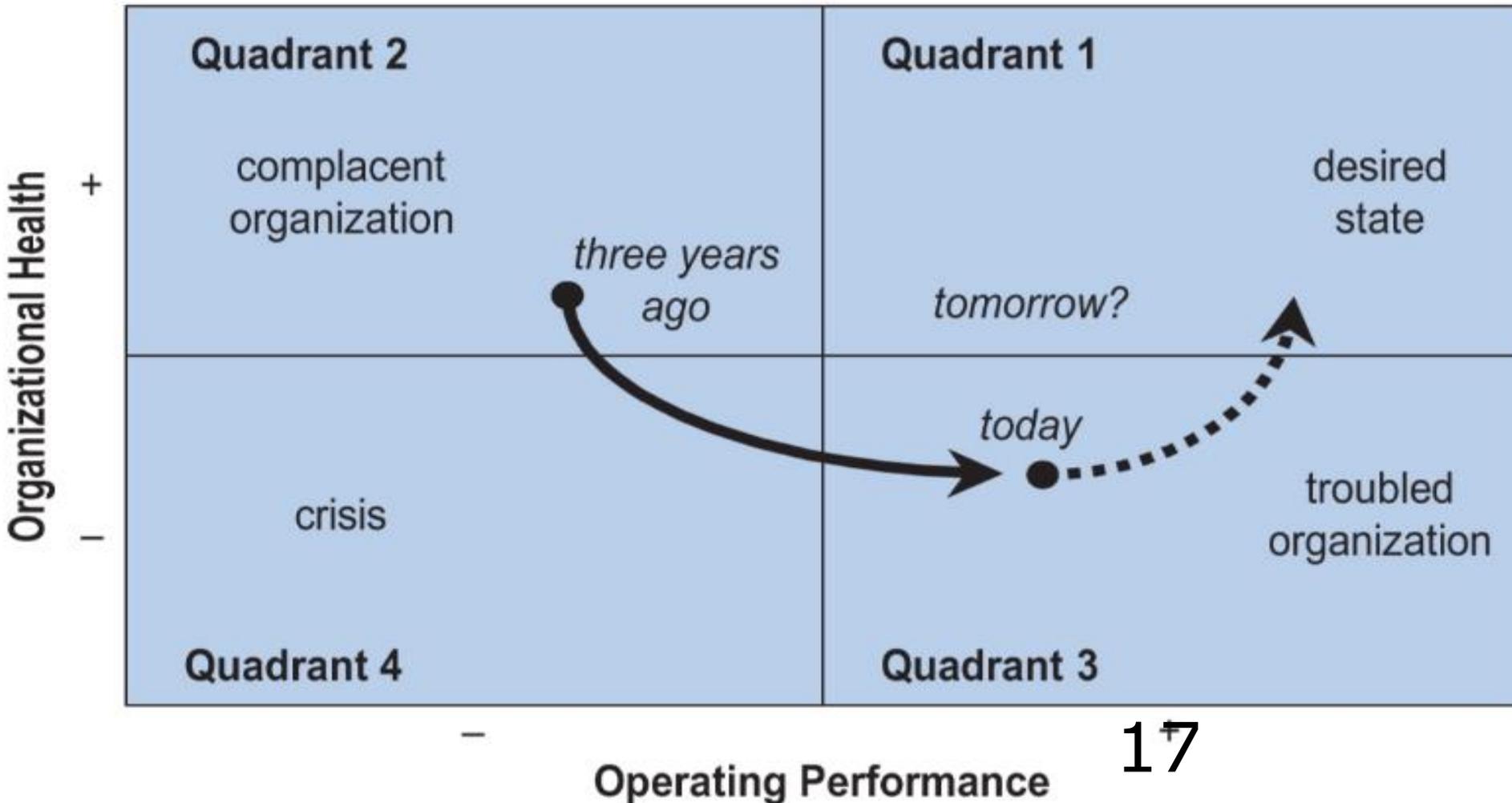
- Follow the same approach as for S2
 - Go from left to right
 - Use the language of the column headings and include the relevant information within each category and support it with case content
 - Do not give a rank for each column
 - As shared earlier, do not define each category but jump right in

The 2X2 Performance Matrix

S4 (p. 5: Figure 1.2)

Figure 1.2

The Performance Matrix (with illustrative example)



The 2X2 Performance Matrix, Cont'd

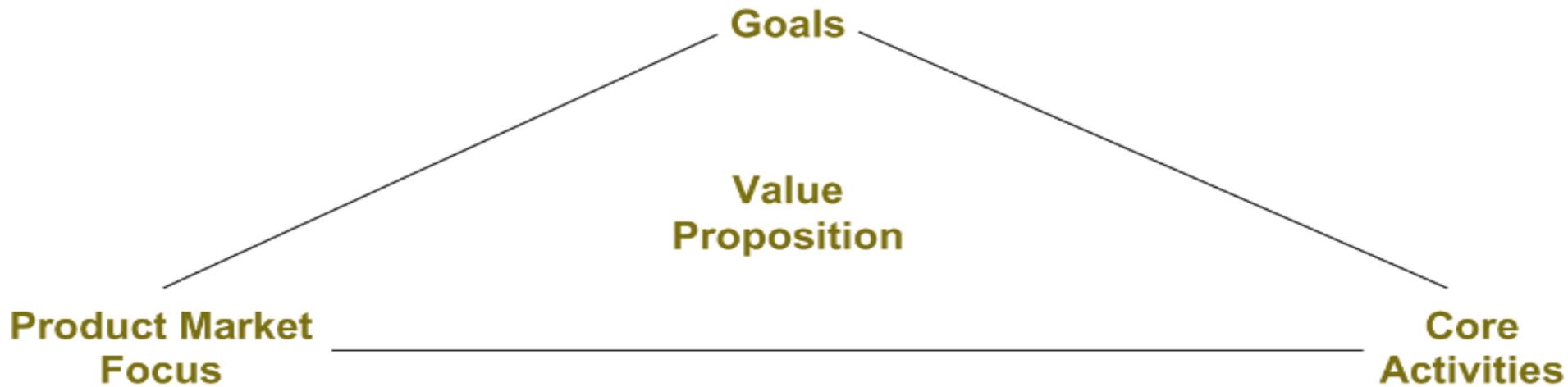
S4 (p. 5: Figure 1.2)

- The arrows in the figure as “Today” refer to where you plot the company based on your current assessment of S2 and S3 and “Tomorrow” is where you expect the company to move if your recommended Tool 22 (Alternatives) is successfully implemented
- Do not repeat information from S2 and S3 and do not include the quadrant label (e.g., Quadrant 4)
- In 2-3 sentences, start with the quadrant placement name due to your S2 and S3 ranks but do not repeat info from S2 and S2 and in the same sentence, follow with your “So what?” that is focussed on the future and may incl. what the company needs to do to move to a more attractive spot (e.g., In crisis, ABC Company...)

Strategy Triangle

S5 (p. 12: Figure 2.1): Summarizes S6-S9

Business Strategy Components



1. *Goals*: How will you measure success year over year? For example, what are the aims with respect to growth, profitability, and risk?
2. *Product/Service Market Focus*: What are the products and/or services that the business offers, and to what specific markets, both in terms of segments and location, whether geographic or virtual?
3. *Value Proposition*: What bundle of benefits constitutes its “offer” or “value proposition” to its clients and customers?
4. *Core Activities*: What are the primary value-adding activities that the business intends to perform and how does it intend to perform them?

Strategy Triangle, Cont'd

S5 (p. 12: Figure 2.1)

- Without numbering them, state these facts and in this order
 1. the industry name and industry key success factors (KSFs)
 2. the company's *current* strategy (comes from S7)
 3. if the company's current strategy is inimitable, sustainable and profitable due to its
 4. **strategic advantage** (a capability to do something more successfully than others/outperform its competition) and/or if it **possesses operational effectiveness** (any kind of practice which allows organizations to maximize the use of their inputs, such as time, people, money, etc., by developing products at a faster pace than competitors or reducing defects) or if it possesses none of these

End with analysis (“So what?”)

Goals

S6 (p. 15: Table 2.1)

Hard Goals	Soft Goals
<p>Profitability</p> <ul style="list-style-type: none"> Return on sales, net assets employed, and equity Economic value added (EVA) Total return to shareholders key expense ratios 	<p>Management</p> <ul style="list-style-type: none"> Autonomy Status
<p>Market Position</p> <ul style="list-style-type: none"> Rank by sales, assets, etc. in industry Leader or follower in new products, marketing practices Share of market 	<p>Employees</p> <ul style="list-style-type: none"> Economic security Opportunities to advance Working conditions
<p>Growth</p> <ul style="list-style-type: none"> Increase in sales, assets, earnings Growth in earnings per share 	<p>Community</p> <ul style="list-style-type: none"> Control of externalities Contributions to welfare, cultural life
<p>Risk</p> <ul style="list-style-type: none"> Financial risk Operating risk 	<p>Society</p> <ul style="list-style-type: none"> General benefits through innovation, efficiency, responsible political environment
<p>Healthcare Organization Goals Hard</p> <ul style="list-style-type: none"> Mortality rates Re-infection rates 	<p>Soft</p> <ul style="list-style-type: none"> Patient satisfaction Perceptions of community health and well being

Goals, Cont'd

S6 (p. 15: Table 2.1)

- State hard goals and list them in one sentence then state soft goals and list them (e.g., “Hard goals include the following: ...; ...; and ...”)
 - A number in the goal does not mean it is a hard goal as all hard goals must be SMART or they become soft goals
- Do NOT include case alternatives as these are in Tool 22 (Alternatives) and discussed in a separate document
- Goals may influence the decision matrix that includes attributes and weights that is part of Tool 22 (Alternatives) so look to **my Tool 22 Instructions for guidance**
- End with analysis that could speak to the likelihood of these goals being achieved given what was noted in Tools S2-S4

2x2 Matrix on Product/Service Market

S7 (pp. 17-21)

- Answer the following followed by analysis

Product/Service Market Focus: What are the products and/or services that the business offers, and to what specific markets, both in terms of segments and location, whether geographic or virtual?

- A company considers different **markets** (think industries) for its operations (e.g., Swiss Army produces knives, luggage, and clothing and these are distinct markets/industries); companies may also consider geography (e.g., domestic versus international) **VERSUS**
- A **target market** is a group of people that have been identified as the most likely potential customers because of their shared characteristics, such as age, income, and lifestyle so consider segmentation variables

2x2 Matrix on Product/Service Market, Cont'd

S7 (pp. 17-21)

You are **NOT** plotting anything in the 2x2 matrix or referring to any of the growth tactics unless you are devising strategies for future growth by identifying opportunities and risks of product and market development endeavours

		Product	
		Existing	New
Market	Existing	Market Penetration	Product Development
	New	Market Development	Diversification

Product/Service Market Focus or Ansoff's Matrix -> S7 (pp. 17-20)

Product/Service

Existing

New

Existing

Market Penetration (Safest)

With a focus on increasing market share, strategies may include new product uses and more users. Tactics may involve product re-launch; increase brand awareness (e.g., increase advertising); cut prices; and obtain better shelf space.

Product Development

Consider modifying products; extending lines; and new products (e.g., produce someone else's product, buy someone else's product, or create a new product). Consider new sizes, flavours, packaging, and brands. Related to R&D and innovation, strategies anticipate trends and customer needs to keep and improve the business' competitive advantages. A risk is product cannibalization.

Market Development

Consider expansion into new markets (geographies, countries, channels, customer segments, etc.).

Diversification (Riskiest)

Create or develop new products, lines or product ranges. Product and market developments vary in degree of similarity and synergy with the existing products and business experience that may be associated with mergers and acquisitions (M&A).

New

Market

Value Proposition

S8 (p. 21: Table 2.3)

Table 2.3 Subsidiary Value Proposition Variables

Price	Features	Execution
<p>Direct</p> <ul style="list-style-type: none"> • List price • Discount structure • Rebates • Credit rates <p>Indirect</p> <ul style="list-style-type: none"> • Financial assistance • Capital vs. operating cost balance • Life-cycle cost • Cost absorption (delivery, training, etc.) 	<p>Tangible</p> <ul style="list-style-type: none"> • Quality • Performance • Proprietary properties • Pre- and post-sale service • Options, choice • Guarantees <p>Intangible (Image)</p> <ul style="list-style-type: none"> • Design • Fashions • Prestige • “Personality” and “event” associations 	<p>Availability</p> <ul style="list-style-type: none"> • Timing • Convenience • Delivery <p>Reliability</p> <ul style="list-style-type: none"> • As promised, when promised, etc. <p>Intensity</p> <ul style="list-style-type: none"> • Sales hustle • Service hustle • Friendliness

End with analysis (“So what?”)

Value Proposition, Contd

S8 (p. 21: Table 2.3)

- Do not show how the firm applies price, features, and execution
- Consider the industry's KSFs and decide what this company competes on (e.g., price, features, and/or execution) by focusing on variables important to customers (e.g., consumers, supply markets, key stakeholder, internal customer, etc.)
 - Then, simplify them to basic themes that rest on the benefits/utility that provide differentiation = **What value does the firm bring that no one else competes on?**
- Use the language of the tool (e.g., show how execution is the company's value proposition due to the availability of its products given timing and delivery)

Core Activities: Value Chain Analysis

S9 (pp. 22-25 and p. 54: Figure 4.3)

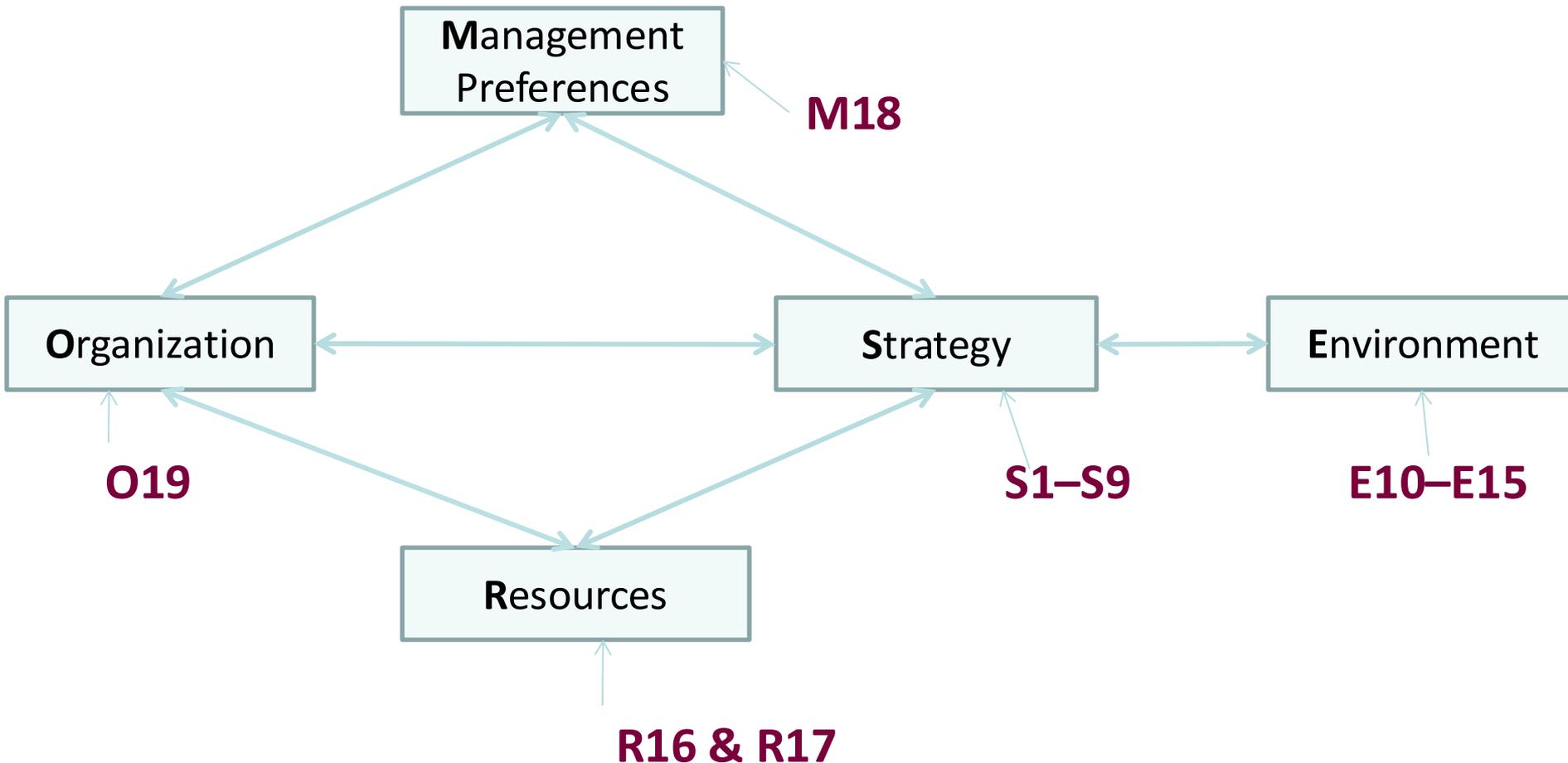
- Firms focus on a portion/portions of the value chain
 - Are there opportunities for circumvention? Said another way, can we skip a part and focus on core competencies (e.g., IKEA with assembly, Dell skipped wholesale and retail, etc.)?
- Value chains vary by company with two examples below

Example 1 (Text - Figure 4.3): Inbound Logistics > Operations > Outbound Logistics > Marketing & Sales > Service

Example 2: Raw Materials → Manufacturing → Assembly → Wholesale → Retail → Consumer

Diamond-E Framework

(p. 36: Figure 3.1)



Diamond-E Framework, Cont'd

(p. 36: Figure 3.1)

- The framework is a high-level road map for strategic analysis as it identifies the key variables that need to be considered in the analysis and it structures the critical relationships among them
- Strategy is the critical linking variable in the model
 - Strategy tells you what opportunities the business is pursuing in the environment and by inference, what resources, organizational capabilities, and management preferences are required for effective execution
- Start with a SWOT and then morph it into the diamond as you must have alignment with your SWOT and strategy
 - The E (environment) is external = OT while the diamond is what you control = SW

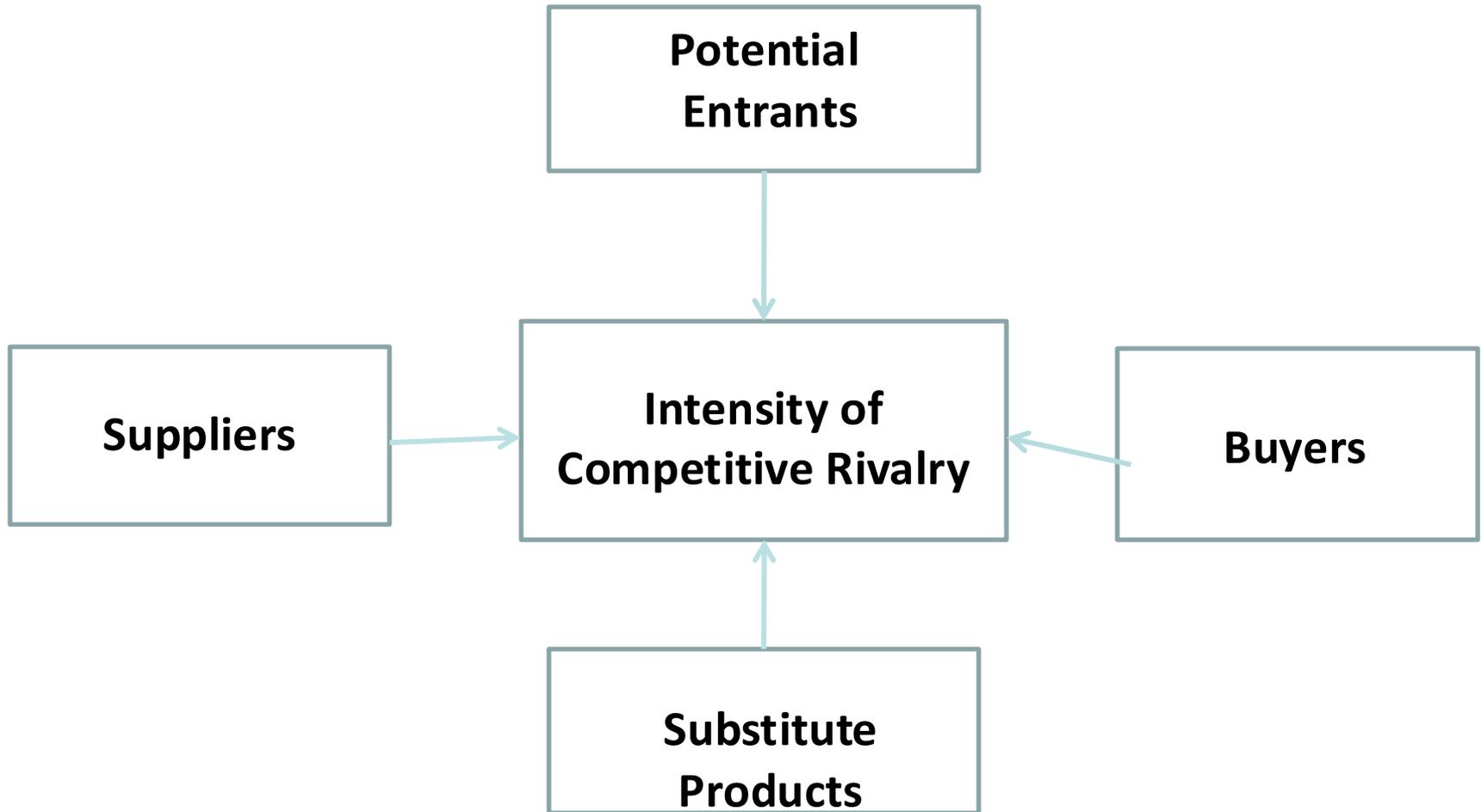
Diamond-E Framework, Cont'd

(p. 36: Figure 3.1)

- The **current** strategy (S5) is the link between Diamond and E (environment)
- In the Diamond, consider what gaps to manage/close to be a strong position to incorporate the recommended Alternatives (Tool 22) and the Action Plan (Tool 23) as these will look to the future
- There will always be tension as you make your way around the Diamond-E but if it is small/manageable, the recommended strategy (Tool 22) will still work; however, if the tension is too great, the recommended Alternative will not work out
- Do not discuss this as a tool in the case exam

Porter's Five Forces Model

E10 (p. 49: Figure 4.2)



Porter's Five Forces Model, Cont'd

E10 (p. 49: Figure 4.2)

- Background: Text (pp. 49-54), “*How Competitive Forces Shape Strategy*” (see Avenue > Readings), and apply the “Porter’s Five Forces Framework” (see Avenue > Readings and next slide)
- Michael Porter developed this model/tool to analyze industries
 - Five competitive forces shape every single **industry**, and these forces give you the tools to understand the dynamics of each force and the **drivers of profitability** (i.e., the industry’s rate of return on invested capital relative to its cost of capital)
 - The industry’s profitability results from interaction among the five forces; therefore, an "unattractive" industry is one where the combination of the **strongest forces** acts to drive down overall profitability

RIVALRY AMONG EXISTING COMPETITORS:

- Number of competitors
- Diversity of competitors
- Industry concentration
- Industry growth
- Quality differences
- Brand loyalty
- Barriers to exit
- Switching costs

THREAT OF NEW ENTRANTS

THREAT OF NEW ENTRANTS:

- Barriers to entry
- Economies of scale
- Brand loyalty
- Capital requirements
- Cumulative experience
- Government policies
- Access to distribution channels
- Switching costs

BARGAINING POWER OF SUPPLIERS

RIVALRY AMONG EXISTING COMPETITORS

BARGAINING POWER OF BUYERS

BARGAINING POWER OF SUPPLIERS:

- Number and size of suppliers
- Uniqueness of each supplier's product
- Focal company's ability to substitute

THREAT OF SUBSTITUTE PRODUCTS:

- Number of substitute products available
- Buyer propensity to substitute
- Relative price performance of substitute
- Perceived level of product differentiation
- Switching costs

THREAT OF SUBSTITUTE PRODUCTS

BARGAINING POWER OF BUYERS:

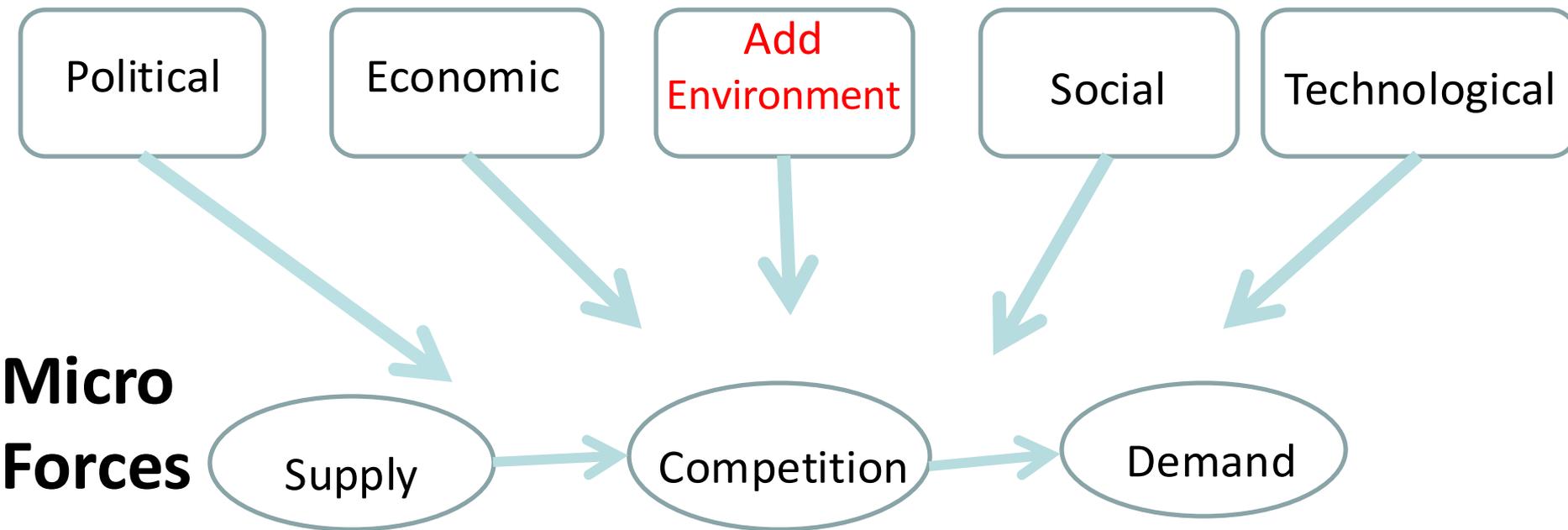
- Number of customers
- Size of each customer order
- Differences between competitors
- Price sensitivity
- Buyer's ability to substitute
- Buyer's information availability
- Switching costs

See the Week 1 File for the Porter's Five Forces Discussion

PEEST (PEST + Environment)

E11 (p. 48: Figure 4.1)

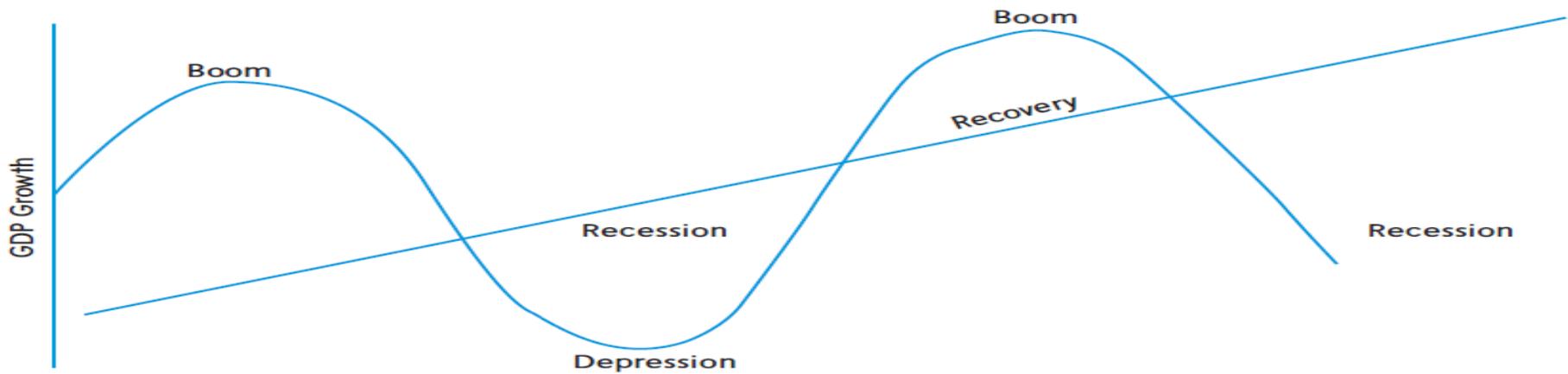
Macro Forces



PEEST (PEST + Environment), Cont'd

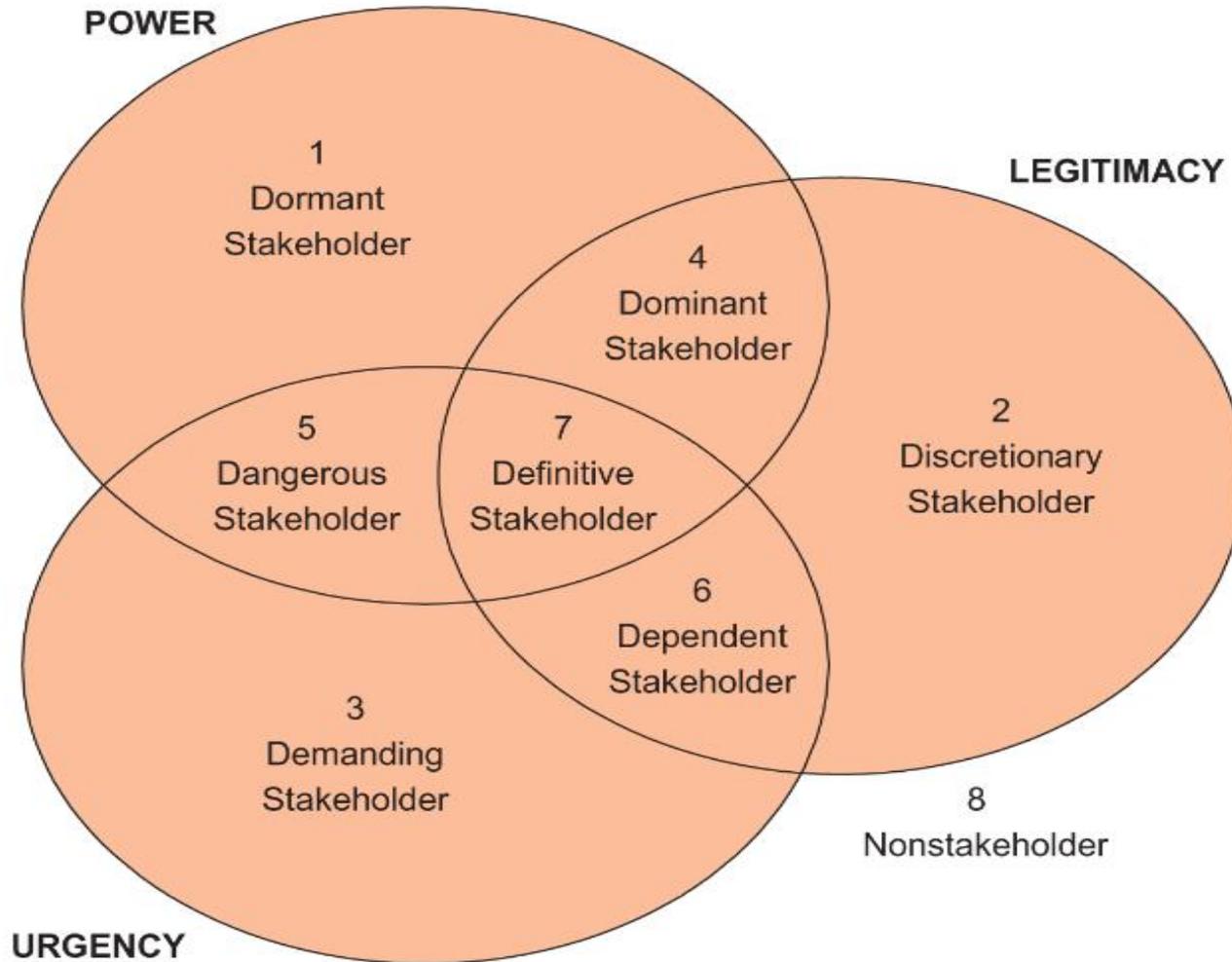
E11 (p. 48: Figure 4.1)

- Consider new opportunities and threats (OTs) within the industry and answer “So what?” for each component of PEEST, if applicable
- PEEST – For economic, does the industry lead, lag, or match the economic cycle (boom, recession, depression, and recovery)?



Stakeholder

E12 (p. 65: Figure 4.5)



Stakeholder, Cont'd

E12 (p. 65: Figure 4.5)

- Focus on the most important stakeholders from the POV of the industry or company as communicated in the case
- Use these individual terms (i.e., typologies) and follow by the stakeholder examples that belong in each typology and then support this based on power, legitimacy, and urgency
 - The most important stakeholders are those that have all three
 - e.g., The definitive stakeholder is Torstar Corp., 59% owner of Harlequin, as it holds *power, urgency, and legitimacy* given its interest in the profitability and growth of the company.
- Who has power = the key stakeholder? How urgent is it for their will to prevail?)

- Free Market – no government interference whereby the economy is run by voluntary exchanges based on supply, demand, and pricing
- Monopoly – only one supplier = absence of competition
- Duopoly – two firms control majority of the industry
- Oligopoly – small group of firms dominate an industry
- Monopolistic Competition – many firms selling differentiated products
- Pure/Perfect Competition – perfect information and many firms selling undifferentiated products with no firm significantly influencing price

- This is an industry tool
- Look to the case for guidance (e.g., industry focus)
- This tool is applied to the Canadian Airlines case

Question: How does the industry make \$?

- Profit sets the limits on options for today and the future

■ Formulas

- Profit = Revenue – Expenses
- Revenue = Price x Quantity/Volume
- Expenses = Fixed and Variable

■ Identify industry drivers of revenue and expenses

- Question: How can firms increase revenue (e.g., tactics)?
- Question: How can firms decrease expenses (e.g., tactics)?

Resource Analysis

R16 (p. 88: Figure 6.1 and p. 91: Figure 6.2)

Table 6.1
Resource Categories and Examples

Marketing
<ul style="list-style-type: none"> • Scale • Market share • Brands • Product distinctiveness, reputation, and installed base • Distribution network • Sales force • Trade and customer relationships • Patents, copyrights
Operations
<ul style="list-style-type: none"> • Access to low-cost inputs • Supplier relationships • Plant costs, capacity, efficiency, and flexibility • Proprietary process, information technology, and know-how • Logistics reliability and efficiency • Quality reputation • Location
Development
<ul style="list-style-type: none"> • Expertise in product and process development • Scale of facilities, efforts
<ul style="list-style-type: none"> • Pipeline of projects, products • Technology partnerships and agreements
<ul style="list-style-type: none"> • Regulatory relationships • Links to scientific community
Financial
<ul style="list-style-type: none"> • Performance • Scale • Cash flow • Capacity to raise capital • Cost of capital • Investor (owner) expectations • Banking and investor relations • Resilience to cycles, shocks
Human Resources
<ul style="list-style-type: none"> • Depth, experience, skills, and flexibility of management, professional staff, and workforce • Commitment, loyalty, morale • Positive relationships with unions, staff associations
Corporate Reputation
<ul style="list-style-type: none"> • Reputation of the business as a corporate citizen, employer, partner in alliances and joint ventures, competitor, acquiring firm • Relationships with business community, regulatory authorities, government agencies, and politicians • Ability to manage reputation effectively

Resource Analysis, Contd

R16 (p. 88: Figure 6.1 and p. 91: Figure 6.2)

- Resources provide businesses with the potential to act by setting the limits on what a firm can do as it looks to the future
 - S2 (Operational Performance) is historical and ‘may predict’ the future while R16 looks to the future
- Focus on what the company does well and has available that supports its strategy
- Going from top to bottom, use the category terms (e.g., marketing) and link case facts to category examples
- End the tool with overall analysis (“So what?”)

Gap Analysis

R17 (p. 95: Table 6.4)

- Consider only the gaps that need to be managed to successfully implement the recommended strategy” by going from top to bottom
- Fill in the information in the table and then use this to create your sentences before ending the tool with overall analysis (“So what?”)

Table 6.4

Resource Analysis by Resource Category

Resource Category	Required Resources	Available Resources	Major Gaps	Gap-Closing Analysis
Marketing				
Operations				
Development				
Financial				
Other				
Reputation				
Human Resources				

Management Preference

M18 (pp. 136-137)

- Frozen preferences is #1 bottleneck
- This work will flow into Tool 23 (Action Plan)
- Fill in the information in the table and then use this to create your sentences before ending the tool with overall analysis (“So what?”)

Table 8.4

Management Preference Analysis by Manager

Management Subject	Required Preferences	Observed Preferences	Major Gaps	Gap-Closing Analysis
Manager 1				
Manager 2				
Etc.				
Group 1				
Group 2				
Etc.				

- Consider only the gaps that need to be managed to successfully implement the recommended strategy” by going from top to bottom
 - This includes identifying the management subject (who or which group is being assessed), outlining the required preferences (what the management or group should prioritize/do), describing the observed preferences (what they currently prioritize/do), identifying the major gap(s) (discrepancies between what is needed and what is being done), and finally, proposing a solution(s) to close these gap(s)
- Fill in the information in the table and then use this to create your sentences before ending the tool with overall analysis (“So what?”)

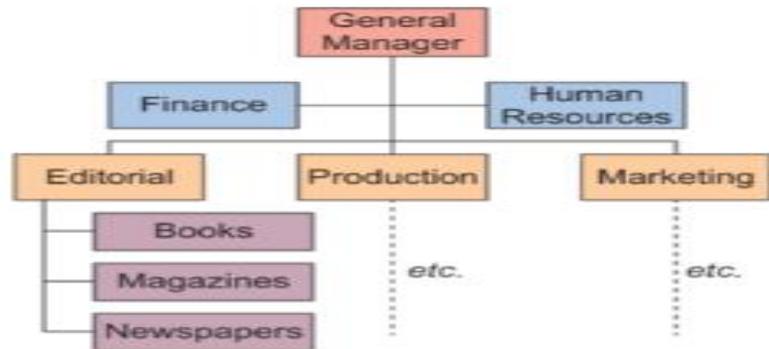
Organizational Analysis

O19 (p. 115: Figure 7.2)

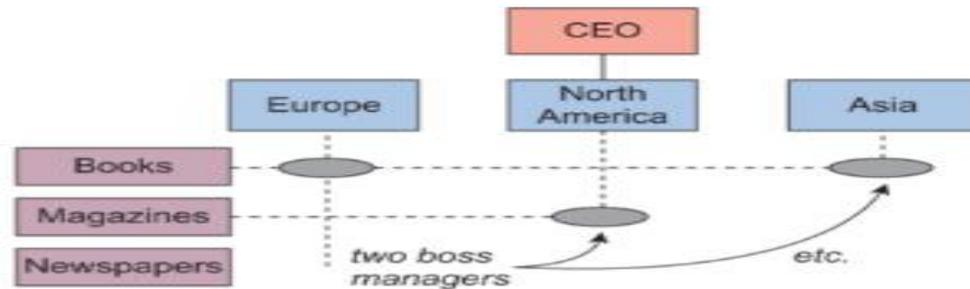
- Management-centric considers the organizational form or structure itself as highlighted in Figure 7.2 below vs. employee-centric vs. crowd-centric (e.g., community)

Structures of Management-Centric Organizations

FUNCTIONAL FORM



MATRIX FORM

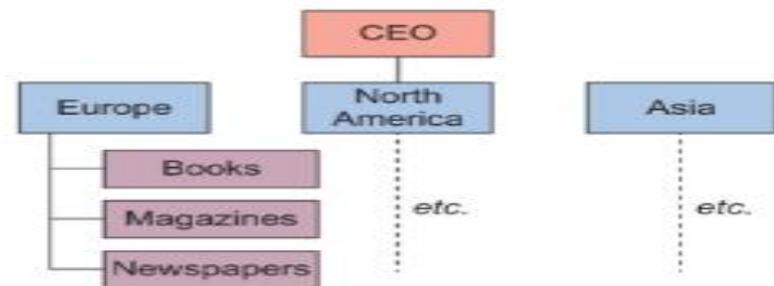


DIVISIONAL FORM

Product Organization



Geographic Organization



Change Agenda

Tool 20 (p. 167: Table 10.1)

- Step 1 in developing a change plan is to collect the change needs identified in your Diamond-E analysis to prepare a change agenda
- Separate the change needs into behavioural changes needed and non-behavioural changes needed

Table 10.1

Change Agenda

Change Needs Identified in Diamond-E Analysis			
	Non-Behavioural Changes Required	Behavioural Changes Required	Potential Changes in Organization
Develop New Resources			
Change Management Preferences			
Develop New Organizational Capabilities			
Change Strategy Components (e.g., new product market focus, value proposition, or core activities)			
Influence the Environment			

Change Agenda, Contd

Tool 20 (p. 167: Table 10.1)

- The Diamond-E Analysis is a valuable tool for identifying both behavioral and non-behavioral changes required for an organization to align with its strategic goals
- Use the table as a guide to help you organize your thoughts

Change Agenda Example

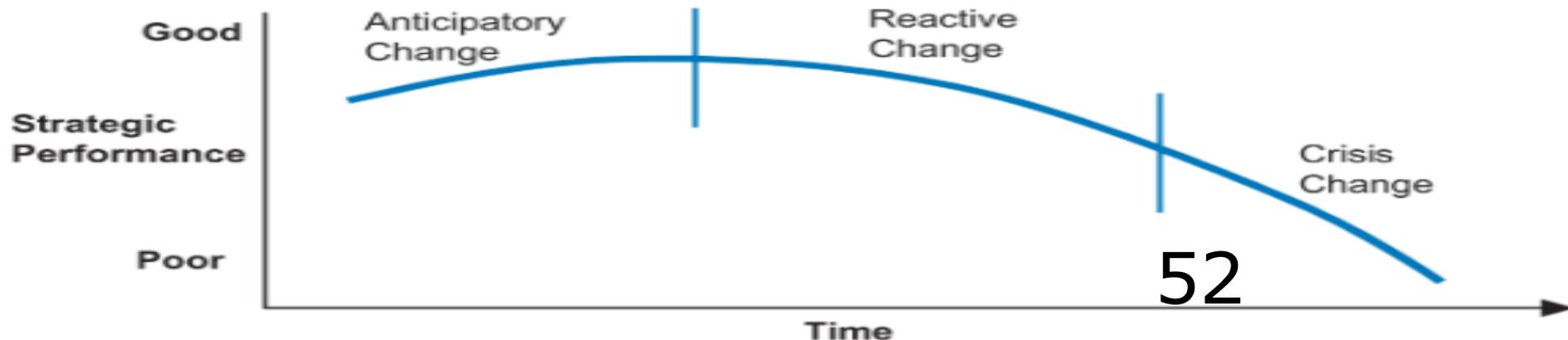
Change Needs Identified in Diamond-E Analysis	Non-Behavioural Changes Required	Behavioural Changes Required	Potential Changes in Organization
Develop New Resources	<ul style="list-style-type: none"> Invest in new data analytics tools 	<ul style="list-style-type: none"> Increase team data literacy through training 	<ul style="list-style-type: none"> Enhanced data-driven decision-making
Change Management Preferences	<ul style="list-style-type: none"> Streamline approval processes for faster implementation 	<ul style="list-style-type: none"> Encourage open communication on change impacts 	<ul style="list-style-type: none"> Improved adaptability and responsiveness
Develop New Organizational Capabilities	<ul style="list-style-type: none"> Establish a customer insights team 	<ul style="list-style-type: none"> Promote a customer-centric mindset 	<ul style="list-style-type: none"> Strengthened customer engagement and loyalty
Change Strategy Components	<ul style="list-style-type: none"> Shift market focus to digital channels 	<ul style="list-style-type: none"> Encourage innovation in digital marketing approaches 	<ul style="list-style-type: none"> Broader market reach and revenue growth
Influence the Environment	<ul style="list-style-type: none"> Collaborate with regulatory bodies for industry standards 	<ul style="list-style-type: none"> Build advocacy through industry networks 	<ul style="list-style-type: none"> Stronger brand reputation and industry influence

Crisis Curve

Tool 21 (p. 169: Figure 10.2)

- In 2 sentences, state where you plot the company and include your analysis
- Compare Prevailing Conditions with Management Issues
 - Anticipatory Change – expectations of future
 - Reactive Change – current environmental pressure
 - Crisis Change – do something NOW!

Need for Change: The Crisis Curve



Crisis Curve, Cont'd

Tool 21 (p. 169: Figure 10.2)

- Use the Table below to help you arrive at the correct answer

Table 10.2 Summary Characteristics of the Change Categories

	Anticipatory	Reactive	Crisis
Prevailing Conditions			
Strategic performance	Healthy	Sliding	Critical
Need for change	Uncertain	Becoming clearer	Clear
Time pressure	Little	Have to get started	Urgent
Internal commitment for change	Low	Mixed	High
Management capability	High	Mixed	Low to High
Management Issues			
Strategic	Is change necessary?	Where to start?	Achieving rapid pace of change
Organizational	Lack of commitment	Dealing with resisters	Whom to rely on?
Personal	Credibility	Power	Links to past

- Apply my instructions for Tool 22 (to be discussed in Week 3) as this is what you are expected to include throughout the course and in your final case exam
- Your case exam **MUST** include everything in these instructions, such as alternatives and their pros and cons and the decision matrix, so it will be at least one page
- NOTE: These instructions are for my students only

Action Plan

Tool 23 (pp. 187-191: Fig. 11.1, 11.2, and 11.3)

- Action items should be specified for S/T, M/T, and L/T
 - Urgency of the situation will dictate your tactics as you may not have time for consensus due to the Crisis Curve (Tool 21)

- Discuss who should do what and when
 - Whose behaviour do you want to change and how are you going to change it?
 - Consider key features of directive vs. participative leadership styles with the appropriate style determined by stage of crisis

- Include evidence of a contingency plan as per Tool 22 with some details