

Module 3 – Strategic Business Analysis

Bridging Data, Ethics, and Enterprise Strategy

Building on our foundations of vision and mission alignment from previous modules, we now take the critical next step in the Management Advisory Services pipeline — transitioning from high-level corporate intent to rigorous, data-driven diagnostic reality.

C-AE24 STRATEGIC BUSINESS ANALYSIS

Rosalinda E. Perez



Learning Outcomes & Core Values

By the end of this module, you will have developed both the analytical toolkit and the ethical grounding that define a competent strategic advisor. Our learning goals are anchored in two pillars of our institutional charism.

Scientia — Academic Excellence

- Map career trajectories in corporate planning and advisory services
- Evaluate how analytics certifications sharpen strategic decision-making
- Identify and apply foundational environmental scanning tools
- Use empirical research to discover organizational truths

Virtus — Moral Uprightness

- Practice intellectual honesty throughout all analytical work
- Protect data integrity when handling sensitive business information
- Ensure recommendations are fair, accountable, and transparent
- Balance corporate objectives with stakeholder empathy



Module Structure Overview

This module is carefully divided into two distinct parts, each building on the other to deliver a complete picture of strategic analysis — from the external environment to the internal capability of the firm.

Part 1: Career Trajectories & External Landscape Tools

- Career pathways in strategy and advisory services
- The role of analytics certifications as a career differentiator
- PESTEL Analysis — scanning macro-environmental forces
- Porter's Five Forces — assessing industry attractiveness

Part 2: Internal Capability Tools & Synthesis

- VRIO Framework — identifying sustainable competitive advantage
- SWOT & TOWS Matrices — synthesizing internal and external insights
- Analytical ethics anchored in *Virtus*

i Each part builds sequentially — mastering the external landscape first gives context to your internal capability assessments.

Career Opportunities in Strategy

A strong foundation in strategic analysis opens three high-impact career pathways. Whether you gravitate toward in-house roles, professional advisory, or transformation consulting, these tools are your competitive edge in every setting.



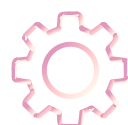
Corporate Strategy

Work in-house within major corporations, guiding critical decisions on market entry, portfolio diversification, competitive positioning, and long-range planning.



Management Advisory Services (MAS)

Join professional advisory firms to solve complex, multi-industry client problems — providing expert guidance on efficiency, restructuring, and strategy execution.



Business Transformation

Drive organizational-wide change as a consultant, redesigning operations, systems, and culture to unlock efficiency, resilience, and sustainable growth.

The Power of Analytics Certification

In today's corporate landscape, intuition alone is no longer sufficient. Modern strategy is built on empirical data — and technical credentials are what separate a good analyst from an exceptional one. The **IT Specialist in Data Analytics** certification is a proven career differentiator that equips you with the skills executives actually need.

Clean Data Collection

Design structured data pipelines that ensure accuracy, completeness, and reliability at the source.

Advanced Modeling

Apply statistical and predictive models to surface meaningful patterns from complex business datasets.

Executive Dashboards

Translate raw findings into visual dashboards that support multi-million dollar strategic decisions.

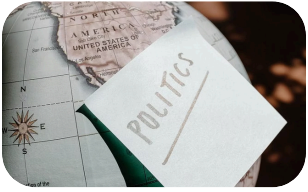
Why It Matters

Certified analytics professionals are increasingly sought after by Philippine conglomerates, Big Four firms, and global MNCs operating locally. Pairing accounting expertise with data analytics creates a rare, high-value skill set that commands premium roles in strategic planning and advisory services.

✔ Certification = Strategic
Credibility in the Job Market

External Environmental Scanning Tools

Once equipped with data, an analyst must systematically map the external landscape. Two foundational frameworks allow us to scan at different levels of abstraction — from the broad macro-environment down to industry-specific competitive forces.



PESTEL Analysis — Macro-Environment

Scans six broad forces shaping the operating environment: **Political, Economic, Social, Technological, Environmental,** and **Legal** factors. Ideal for identifying systemic risks and opportunities that transcend individual industries — critical for strategic planning in volatile markets like post-pandemic Philippines.

Porter's Five Forces — Industry Environment

Examines five industry-level drivers: **Competitive Rivalry, Threat of New Entrants, Threat of Substitutes, Bargaining Power of Buyers,** and **Bargaining Power of Suppliers.** Used to assess the structural attractiveness of an industry and determine where competitive advantage is most viable.

Internal Capability Tools

In Part 2, our analytical lens turns completely inward. Understanding what makes a firm uniquely capable — or vulnerable — requires two powerful internal frameworks used by leading strategists worldwide.

VRIO Framework

A four-lens diagnostic asking whether a resource or capability is **Valuable**, **Rare**, **Inimitable**, and supported by **Organization**. Only resources that pass all four criteria yield a truly sustainable competitive advantage — the gold standard in corporate strategy assessment.



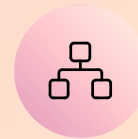
Valuable



Rare



Inimitable



Organized

Synthesis & Analytical Ethics

Strategic analysis reaches its full potential when all insights are synthesized into actionable recommendations. The SWOT matrix serves as the integration engine — and *Virtus* ensures that this process remains honest, fair, and accountable.

SWOT Analysis — Strategic Synthesis

SWOT documents internal **Strengths and Weaknesses** alongside external **Opportunities and Threats**. It helps analysts bring these factors together into a clear strategic picture, revealing what the organization can build on, where it must improve, and which external conditions it should respond to with actionable recommendations.



Virtus in Practice

As UA scholars, every analytical conclusion must be anchored in moral uprightness:

- **Intellectual Honesty** — Report findings as they are, not as stakeholders wish them to be
- **Data Integrity** — Never manipulate datasets to support predetermined narratives
- **Accountability** — Own your recommendations and their consequences
- **Transparency** — Disclose limitations, assumptions, and conflicts of interest

Applications in the Philippine Setting

These frameworks are not studied in isolation — they come alive when applied to the complex, dynamic realities of the Philippine business environment.



Conglomerate vs. MSME Dynamics

Explore how local giants like **Ayala Corporation** and **San Miguel Corporation** deploy VRIO and Value Chain analysis to maintain dominance, while MSMEs use agility and niche positioning as their competitive edge.



Post-Pandemic Supply Chain Disruptions

Analyze how systemic shocks like **COVID-19** exposed vulnerabilities in Philippine supply chains — and how PESTEL and Porter's Five Forces help firms anticipate and adapt to future disruptions in an increasingly volatile macro-environment.



Stakeholder Empathy & Communitas

Practice the UA value of ***Communitas*** by learning to balance corporate profitability with genuine empathy for local workers, small suppliers, and consumers — ensuring our strategic recommendations serve the common good.

Conclusion & Next Steps

Module 3 has equipped you with the conceptual map for the deep-dive environmental audits you will perform in the coming weeks. The journey ahead is analytical, ethical, and grounded in Philippine business reality.

What We Covered

01

Career Pathways

Corporate Strategy, MAS, and Business Transformation roles powered by analytics credentials

02

External Tools

PESTEL and Porter's Five Forces for scanning the macro and industry environments

03

Internal Tools

SWOT and VRIO Framework for diagnosing internal capability and competitive advantage

04

Synthesis & Ethics

SWOT integration anchored in *Scientia* and *Virtus*

Core References

- **Cabrera, E.F. (2015)** — Management Advisory Services: Philippine Context
- **Jenkins & Williamson (2016)** — Strategic Management and Business Analysis

Up Next: Dive into Part 1

Review your course materials, keep your core references ready, and prepare to apply the tools to real Philippine industry cases. See you in the next lecture!

- 📌 Bring your course pack and a specific Philippine industry in mind — you'll need it for our first case analysis.