External Scanning Mastery

C-AE24 Strategic Business Analysis Module 4

Navigating Macro-Forces and Industry Dynamics

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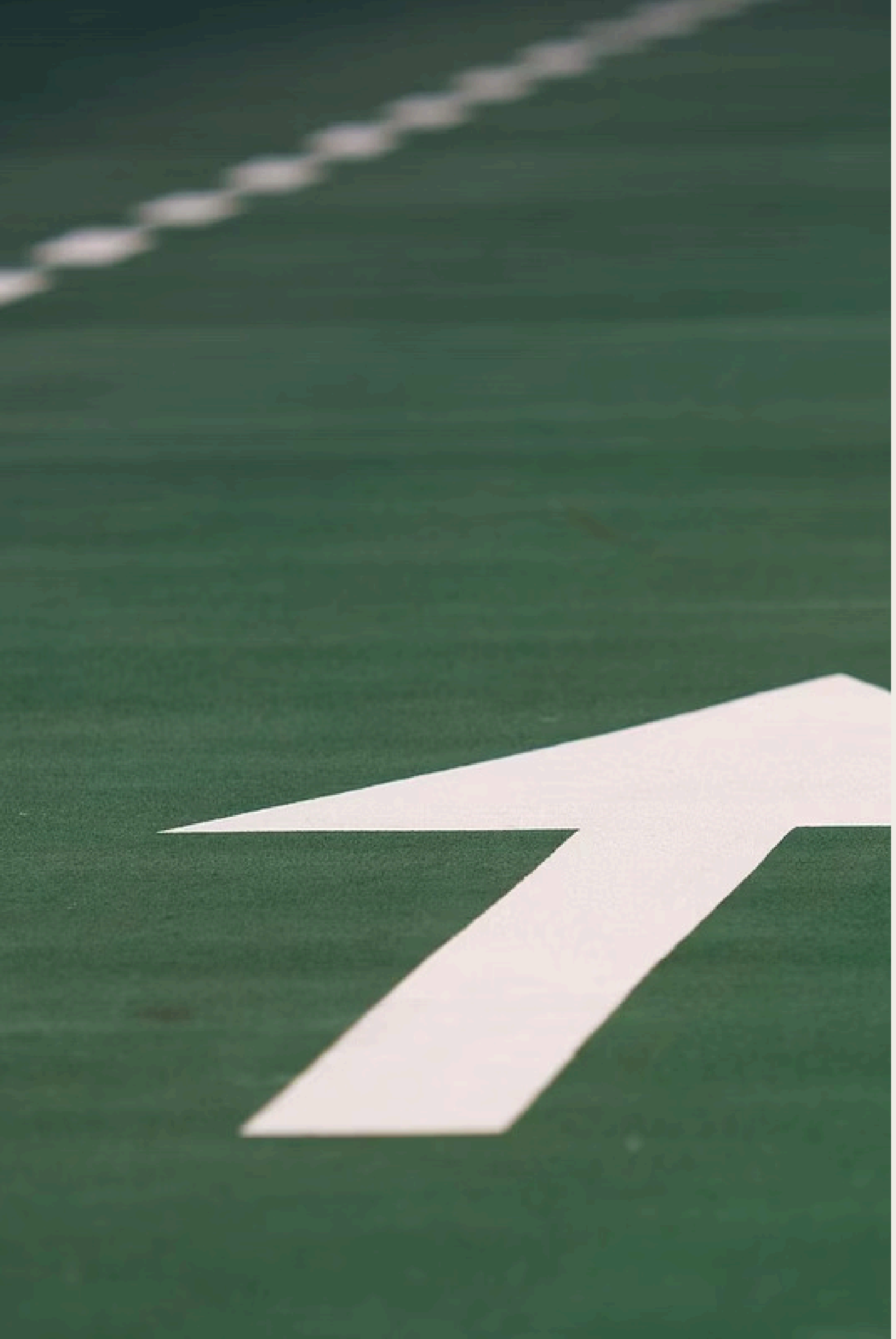


Building on Module 3

From Introduction to Granular Execution

Module 3 — The Primer

Foundational awareness of strategic scanning tools and core definitions.

Module 4 — The Consultant's Guide

Dynamic, living instruments of execution — moving beyond the academic checklist into competitive application.

A Dual-Purpose Strategic Asset

Internal Focus

Guiding executive leadership through annual planning cycles, capital allocation, and ownership accountability.

External Focus

A structured advisory blueprint — deployable directly as a formal training guide for onboarding potential and future clients, demonstrating your team's strategic rigor from day one.

Training Objectives/Learning Outcomes

Three interconnected pillars designed to move your team from theory to execution.

1

Foundational Knowledge

Align on what PESTEL is, why macro-environmental scanning is vital, and how these forces dictate market trends.

2

Practical Execution

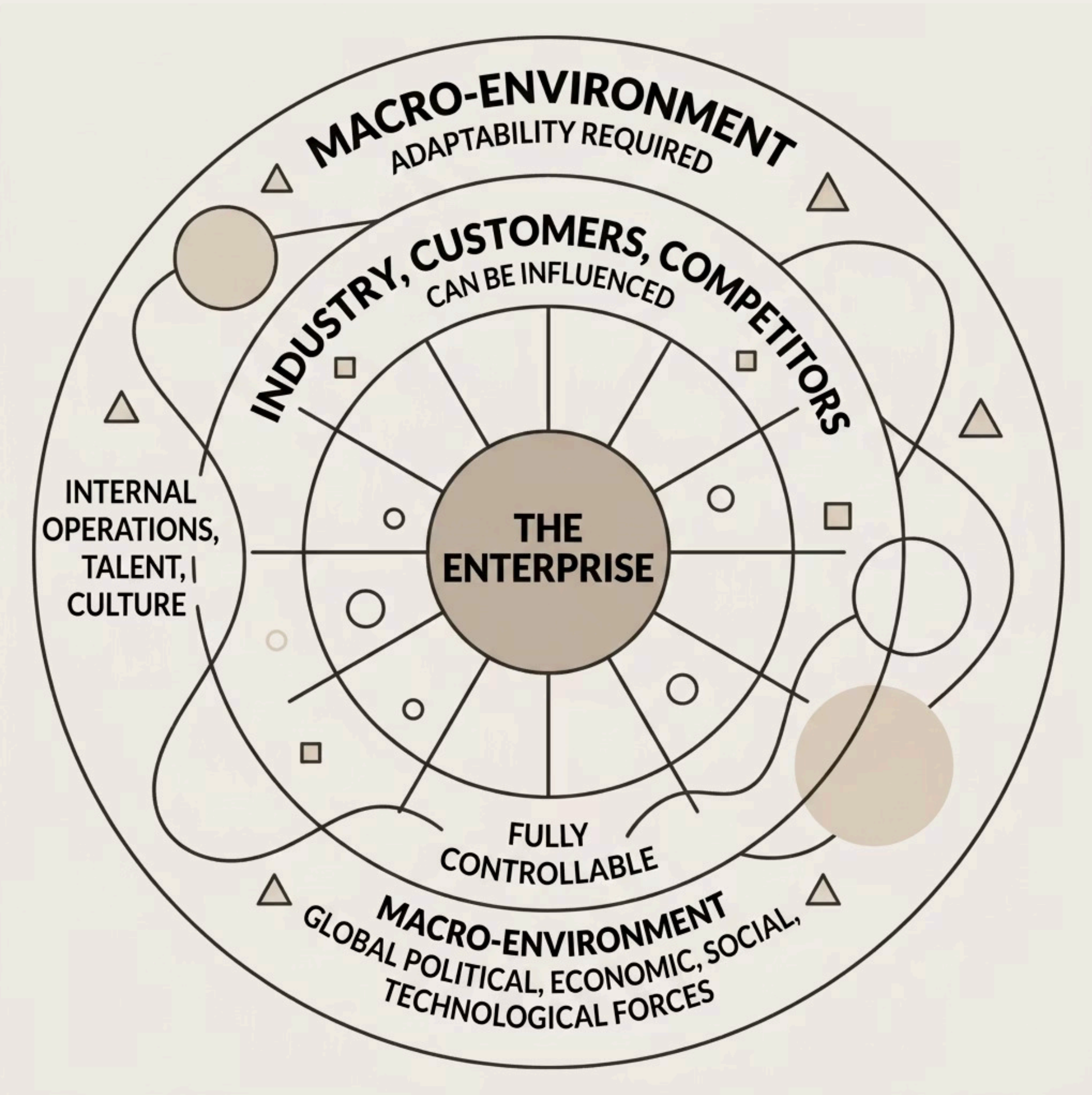
Deconstruct all six dimensions with real-world corporate examples — moving beyond definitions into tangible manifestations.

3

Strategic Application

Translate raw environmental data into actionable strategy, embedded into annual planning and risk management cycles.

The Three Layers of Business Reality



The Enterprise — Innermost

Operations, talent, and culture. **Can be controllable.**

The Industry — Middle

Competitors, suppliers, and buyers. **Can be influenced.**

The Macro-Environment — Outermost

Global forces you cannot alter or prevent. **Adaptability required.**

Part 1: Navigating PESTEL Forces

A structured architecture to identify and monitor six sweeping macro-environmental factors — measuring both their **likelihood** and **financial impact** on your business.

Political

Economic

Social

Technological

Environmental

Legal

Reference File: Module 4 Main Lecture Part 1

PESTEL in Action

Case Study: The Global Electric Vehicle Transition

Macro-forces never operate in silos — they **compound and accelerate each other.**

1

Political

Government subsidies accelerate R&D investment

2

Technological

Breakthroughs drive down battery costs

3

Social & Environmental

Shifting consumer and ESG values amplify demand

4

Legal

Mandates banning combustion engines lock in transition

Part 2: Analyzing Industry Competition

The Five Competitive Forces

True competition comes from **multiple directions**, not just your closest rival. Porter's Five Forces determines the long-run profitability and structural attractiveness of any industry.

Reference File: Module 4 Main Lecture Part 2

Threat of New Entrants

Bargaining Power of Buyers

Bargaining Power of Suppliers

Threat of Substitutes

Competitive Rivalry

The Strategic Tool Belt

These frameworks are **complementary, not competing**. Together, they ground your SWOT analysis in objective market reality — eliminating internal guesswork.

PESTEL Analysis

Maps the wide external world — global macro-trends shaping the operating environment.

Porter's Five Forces

Zooms into industry structure — competitive dynamics that shape long-run profitability.

SWOT — Opportunities & Threats

Populated with objective macro and market realities, directly from the analyses above.

> "Strategy is about making choices, trade-offs. It's about deliberately choosing to be different."
>
> — **Michael Porter**

Let's Get Started!