

โครงการสัมมนาการพัฒนาทักษะการคิดวิเคราะห์และการนำเสนอแนวทางการแก้ไขปัญหากรณีศึกษาเชิงธุรกิจ

เทคนิคการวิเคราะห์ และการเสนอแนวทางการแก้ไขกรณีศึกษา

SESSION II

รศ.ดร.เกรียงไกร บุญเลิศอุทัย | นายภัคพล ตั้งตงฉิน | นางสาวอนัญญา จิ่งประเสริฐศรี

การนำเสนอแบ่งออกเป็น 3 ส่วนใหญ่ ๆ

1

Situation Analysis



"We are solving the **right issues** that will help reach **your goals**"

2

Recommendation

"This is **how** we will solve it"

3

Finance

"This is the **benefits** you will get"

การจัดระดมความคิด และเลือก Strategy ที่สำคัญ

การระดมความคิด

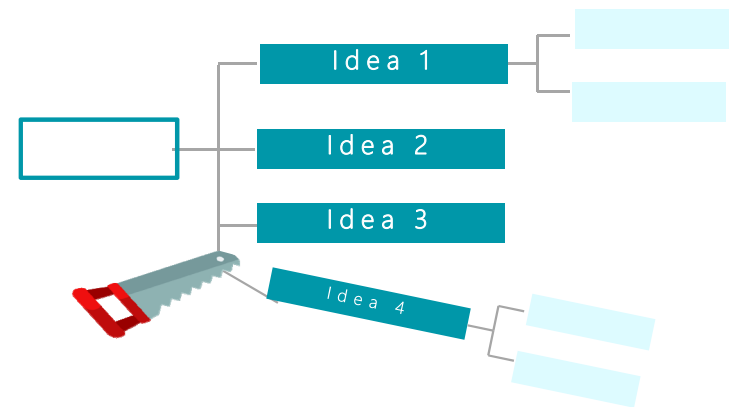
Creativity



Constructive Discussion



การเลือกสิ่งที่จะทำ



- ทุกบริษัทมีข้อจำกัด เช่น เวลา เงินทุน บุคลากร
- ไม่ได้แปลว่าทุกอย่างสำคัญและต้องทำหมด
- เวลาการนำเสนอมีจำกัด

Strategy ที่ถูกเลือก จะต้องมียังน้อย 3 ลักษณะ

Criteria การเลือก Strategy

R

Relevant

Must be **related** to the **objective / issues** of the case that you analyzed

Ex)
Cost reduction for a
profitability case

A

Actionable

Must be something that the client company **can feasibly do**

Leveraging realistic
available resources

D

Desirable

Must deliver **highest impact** without sacrificing too much input,
Leverage on our strengths and **cannot be easily copied** by competitors

Ex)
Invest \$1M
Receive \$20M

การลงรายละเอียดของ Strategy

Strategy Formulation



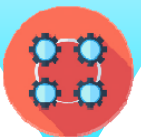
WHAT? : What is the Strategy

What are we suggesting? Which direction should we go?
Ex. Target a new segment, Have a new positioning?



WHY? : Why do we need to do this

Why is this the way to go?,
and **how it solves our issues**
Use data showing market opportunity, size, how needs are met, etc.



HOW? : Explanation into the strategy and how it will be implemented

In order to make the strategy successful,
What **key decisions** must be made?
How must it be implemented?

To attract customers to visit Starbucks all day, we should offer special menus matched by Starbucks to respond to customers' needs of coffee.



WHAT

1.1

Set Menu

Currently

Separate sales of each menus

Recommendation

Set menus match customer needs in different time of the day

STAR Starter

STAR Lighter

STAR Cooler

STAR

HOW?



Kaya toast+ hot coffee

'Traditional breakfast'

Price: \$5

Time: 7am-11am



Brownie+ hot chocolate

'Perfect mix & match'

Price: \$5

Time: 11am-2pm



Carrot cake+ hot coffee

'All-time favorite'

Price: \$5

Time: 2 pm-4pm



Salad + fruit juice

'Rejuvenate body'

Price: \$5

Time: 4pm- 7pm

Situational Analysis

Rise

Raise

Reach

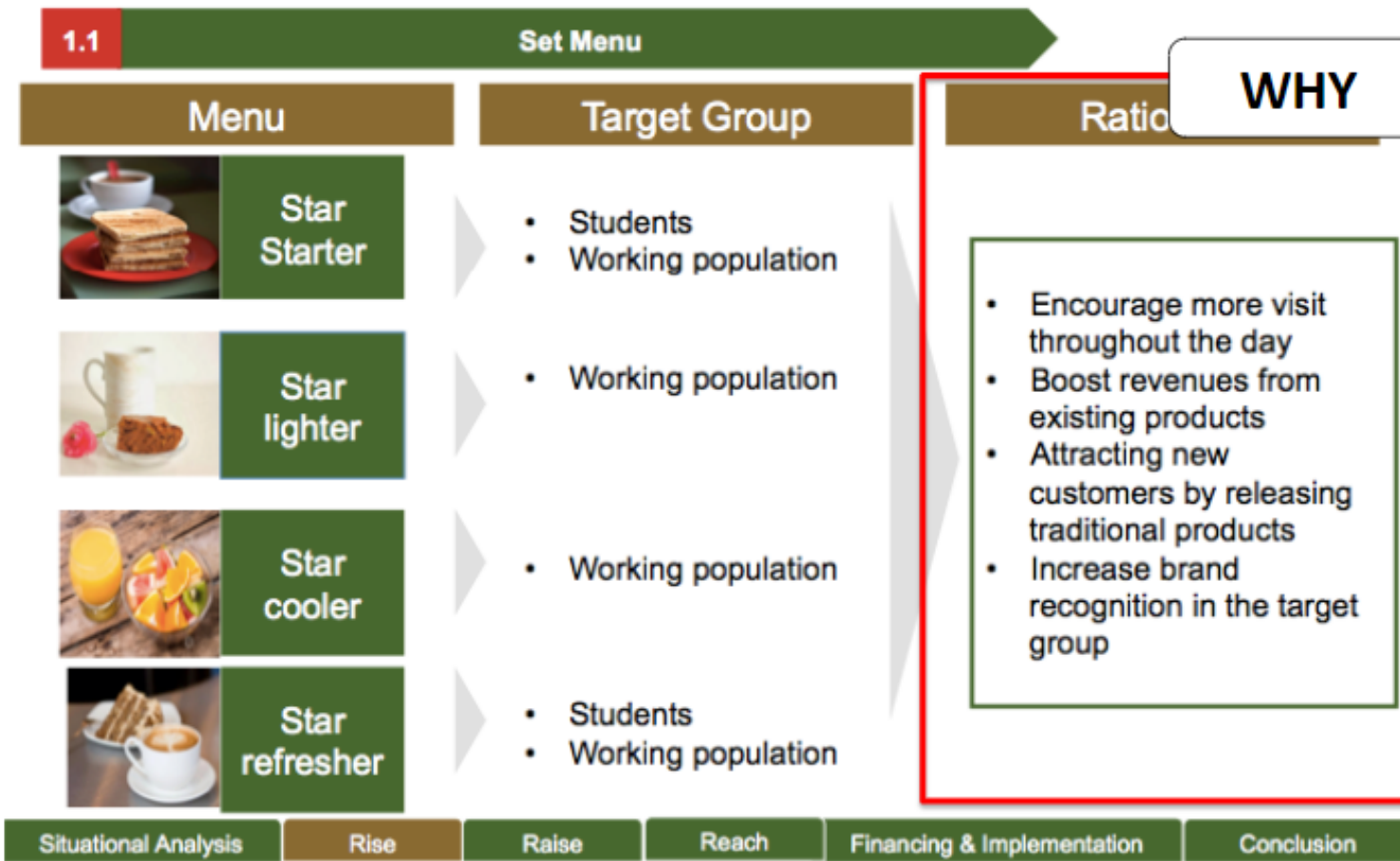
Financing & Implementation

Conclusion

Source: Team Analysis

11

To attract customers to visit Starbucks all day, we should offer special menus matched by Starbucks to respond to customers' needs of coffee.



Source: Team Analysis

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FINANCIALS

Financials

1

Determine the relevant KPI

2

List out Drivers

2

Measure the impact

Examples:

Increase in Profit?

Increase in customer base?

Increase in spending per customer?

Decrease in cost?

Sustainability Impact

HR Improvement

FINANCIALS

Financials

1 Determine the relevant KPI

2 List out Drivers

2 Measure the impact

Revenue Drivers:

What are the **sources of revenue** we are increasing/creating?

Cost Drivers:

What are the **new sources of costs** incurred from our strategy? (Fixed and Variable)

What is the incremental revenue?

Revenue = Price x Quantity Sold

FINANCIALS

Financials

1 Determine the relevant KPI

2 List out Drivers

2 Measure the impact

How much did our strategy change Q?

1 Breakdown the numbers

$Q \text{ sold/year} = Q \text{ sold/day} \times 365 \text{ days/year}$

$Q \text{ sold/day} = \text{Av. No Customer/Day} \times \text{Av purchase size/Customer}$

2 Justify your assumption

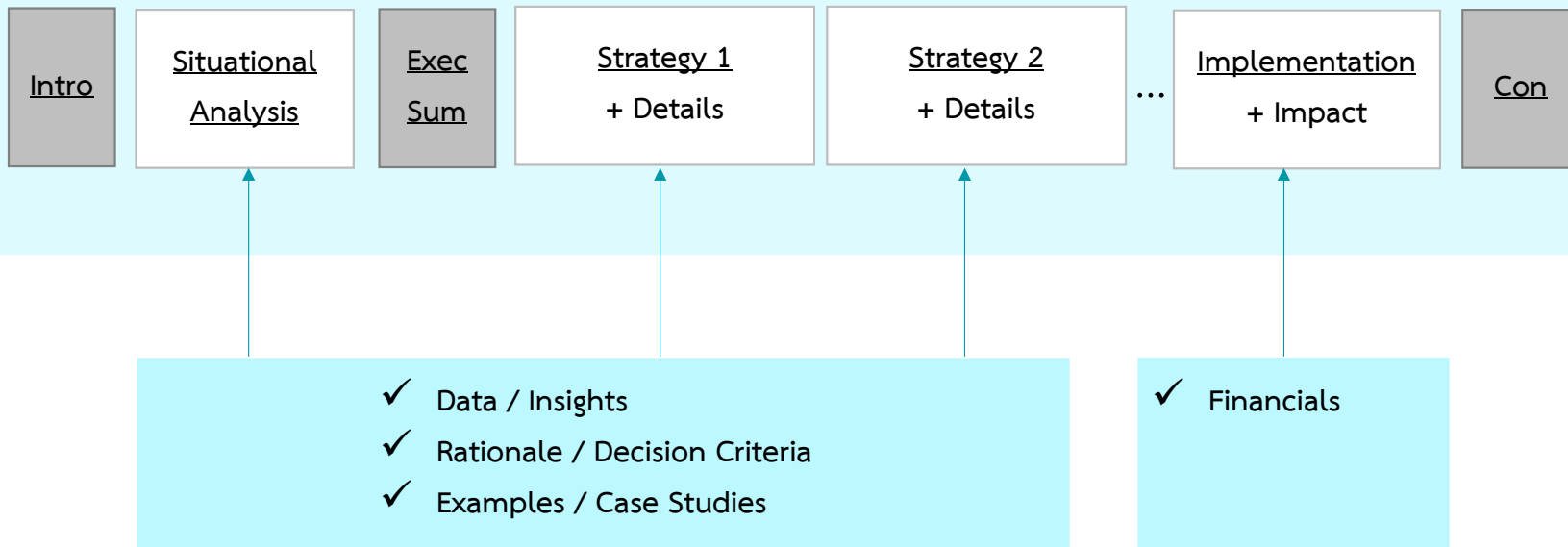
Another company did a similar strategy, its sales increase by 20%

Always sense-check: is this number too high / too low

PRESENTATION TIPS

Main Deck Component

Main Deck Presentation









การเลือก *Format* ของการนำเสนอ

Presentation

1

Format

	Alignment	Color	Animation & Decors
Good Slide			
Bad Slide			

เนื้อหาที่ใส่ลงไปต้องเข้าใจง่าย เน้นการใช้กราฟ หรือ *Illustration*

Presentation

2

Content

Good Slide

- Limited word counts
- Visual
- Alignment
- Highlight key facts and figures



Bad Slide

- Wordy
- No points of focus
- Small fonts



ส่วนประกอบในการนำเสนอ

Slide-making

ECO KITCHEN PROGRAM

The program aims to provide the right incentives for the tenants

Eco Kitchen Program

MARINA BAY Sands SINGAPORE

Objective

- To facilitate F&B tenants to get a **certification** from the Singapore Environment Council
- Provide the right Incentives to the tenants

2 Areas of Incentivizations

1 Operational Efficiency

- > Involve in tenant's inventory management system
- > Facilitate tenant's waste management system

2 Advertising Cooperation

- > Increase customer reach for tenant members
- > Leverage MBS's existing communicating channels

F&B tenants and MBS would achieve alignment in sustainability values

Source : Case Handout, Team Analysis

MARINA ADVISORY 11

ANALYSIS GREEN THE KITCHEN SMART THE ROOM FINANCIALS

Company's Logo On the top right

Page Number Tracker

Tell the audience where you are

Q&A *TIPS*

รายละเอียดการ ถาม ตอบ คำถาม

Q&A



1

“Thank you for your question” 😊

2

Be concise / Get to the point

3

It’s okay to not know / spin it constructively

4

Don’t get aggressive

5

Teamwork / Answer your part

6

Add-on’s – keep it to one

Q&A – BACKUP SLIDES

Q&A – BACK UP SLIDES

Analysis

- [2. Current Onboarding Process](#)
- [3. Industry Onboarding Trends](#)
- [4. Process Analysis \(1/3\)](#)
- [5. Process Analysis \(2/3\)](#)
- [6. Process Analysis \(3/3\)](#)

General Back-up

- [37. Executive Summary](#)
- [38. BAH Purpose & Values](#)
- [39. Onboarding Concept](#)
- [40. Onboarding Detailed Flow](#)
- [41. SHRM Model](#)
- [42. SHRM Best Practices](#)
- [43. Other Challenges \(1/2\)](#)
- [44. Other Challenges \(2/2\)](#)
- [45. Risk & Mitigation](#)

ENHANCE

- [9. Goals for Pre-Day 1](#)
- [10. Features – Overview](#)
- [11. Features – New Hire Portal](#)
- [12. Features – Intercvt Checklist](#)
- [13. Features – Chatbot](#)
- [14. Features – Tracking Progress](#)
- [15. Case Studies](#)
- [16. Implementation](#)

Strategy Back-up

- [46. Purpose/Values Alignment](#)
- [47. ChatbotsMag Resrch \(1/2\)](#)
- [48. ChatbotsMag Resrch \(2/2\)](#)
- [49. Cake.HR Chatbot News](#)
- [50. LinnaeusU Chatbot Resrch](#)
- [51. Aberdeen Insights](#)
- [52. Cornerstone Case Study](#)

REDESIGN

- [19. Current Orientation Model](#)
- [20. Hybrid Model \(1/2\)](#)
- [21. Hybrid Model \(2/2\)](#)
- [22. Implementation \(1/2\)](#)
- [23. Implementation \(2/2\)](#)

Strategy Back-up

- [53. Purpose/Values Alignment](#)
- [54. Simulation Examples](#)
- [55. Simulation Partner \(BTS\)](#)
- [56. Simulation Partner \(Forio\)](#)
- [57. Personality Test Example](#)
- [58. Unilever Case Study](#)
- [59. SEA Case Study](#)
- [60. Big C Case Study](#)

EXTEND

- [26. Considerations](#)
- [27. Opportunities](#)
- [28. Metrics](#)
- [29. Implementation](#)

Strategy Back-up

- [61. Purpose/Values Alignment](#)
- [62. Tackling High Attrition](#)
- [63. Chronus Research \(1/2\)](#)
- [64. Chronus Research \(2/2\)](#)
- [65. Citi Volunteers Case Study](#)
- [66. McKinsey Case Study](#)
- [67. Gallup Q12 Example](#)

Slide navigator

1

Risk & Mitigation Plans

2

Other alternatives, why / why not

3

Key research / Case Studies

4

Further strategy justification / details

5

Full excel financial back-up

การบริหารจัดการเวลา

Example of case-cracking flow (24 hours) = 15 hours case-cracking + 3.5 hours buffer + 4 hours sleep + 1.5 hours food

