

# Why Strategy Is Better With Data

Presented By  
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Vequist IV

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# Agenda

- Bio
- How Strategy is Changing
- Environmental Scanning
- Collecting External Data
- Using PPAI Resources
- 'Small Data'
- Making Better Decisions
- How to Recover Faster!

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# Poll Question

- Question- How many hours a week do you spend reading about business trends?
- Answers-
  - A- Almost No Time
  - B- 1 to 4 Hours a Week
  - C- 5 to 10 Hours a Week
  - D- 11 to 40 Hours a Week

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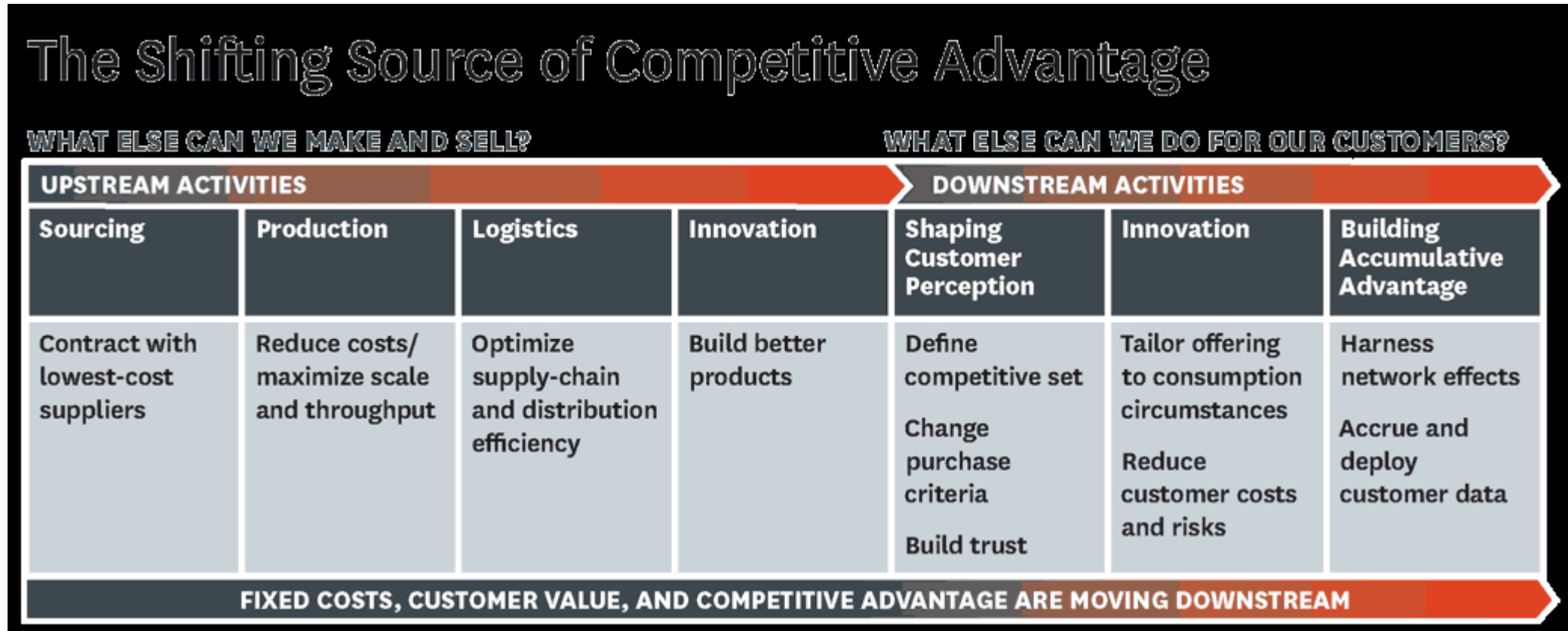
# Dr. Vequist's Short Bio

- Tenured Full Professor of Management in the H-E-B School of Business & Administration at the University of the Incarnate Word (UIW) in San Antonio, Texas, U.S.A. He is also the founder and Director of three research centers. A member of the global ISO team member developing standards in Healthcare Management. Before that, Dr. Vequist was an executive for Methodist Healthcare (a multi-billion dollar HCA-owned healthcare system in Texas) and previously was a consultant for Ernst & Young LLC. Also, sold a small training business to Bloomberg several years back.
- An accomplished speaker, author, researcher and futurist on the topic of healthcare trends, medical & retirement tourism, health technologies, social media analytics, training, development, leadership, and technology management. He has presented on five continents, consulted with Fortune 500 corporations, NGOs, countries and has published numerous books, articles, papers, chapters, and been interviewed in many media publications.

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# How Strategy is Changing

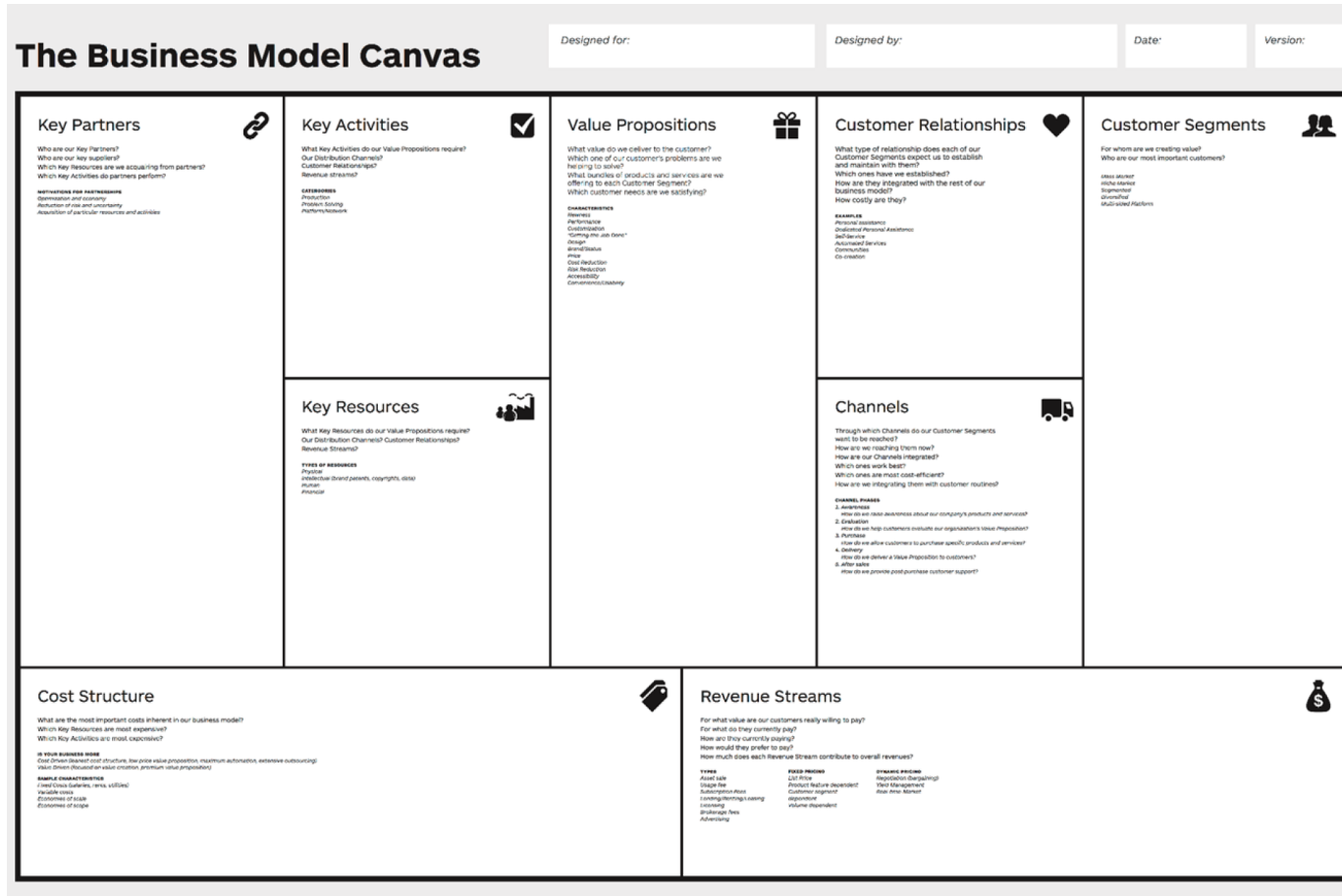


Harvard Business Review (2013)

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# What is Your Business Model?

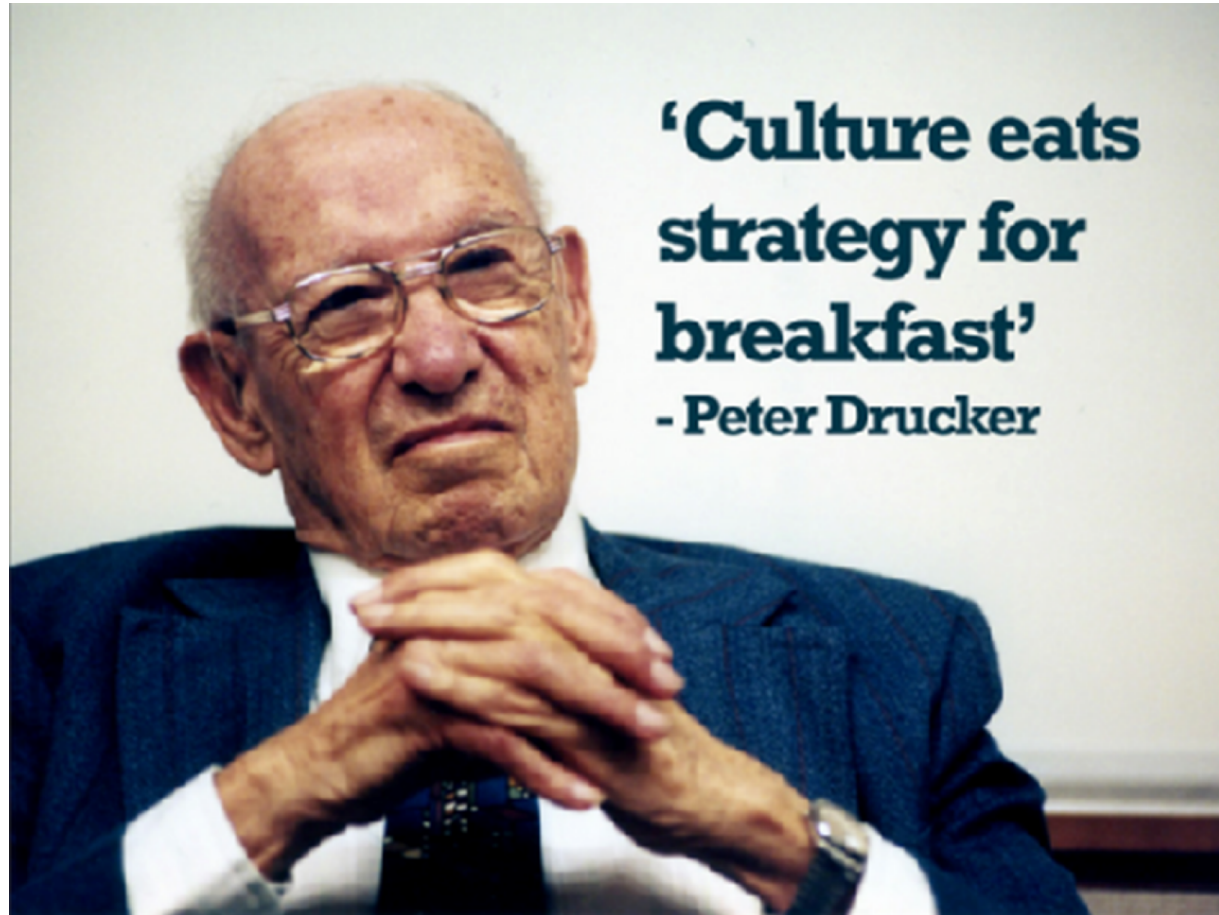


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# Remember!

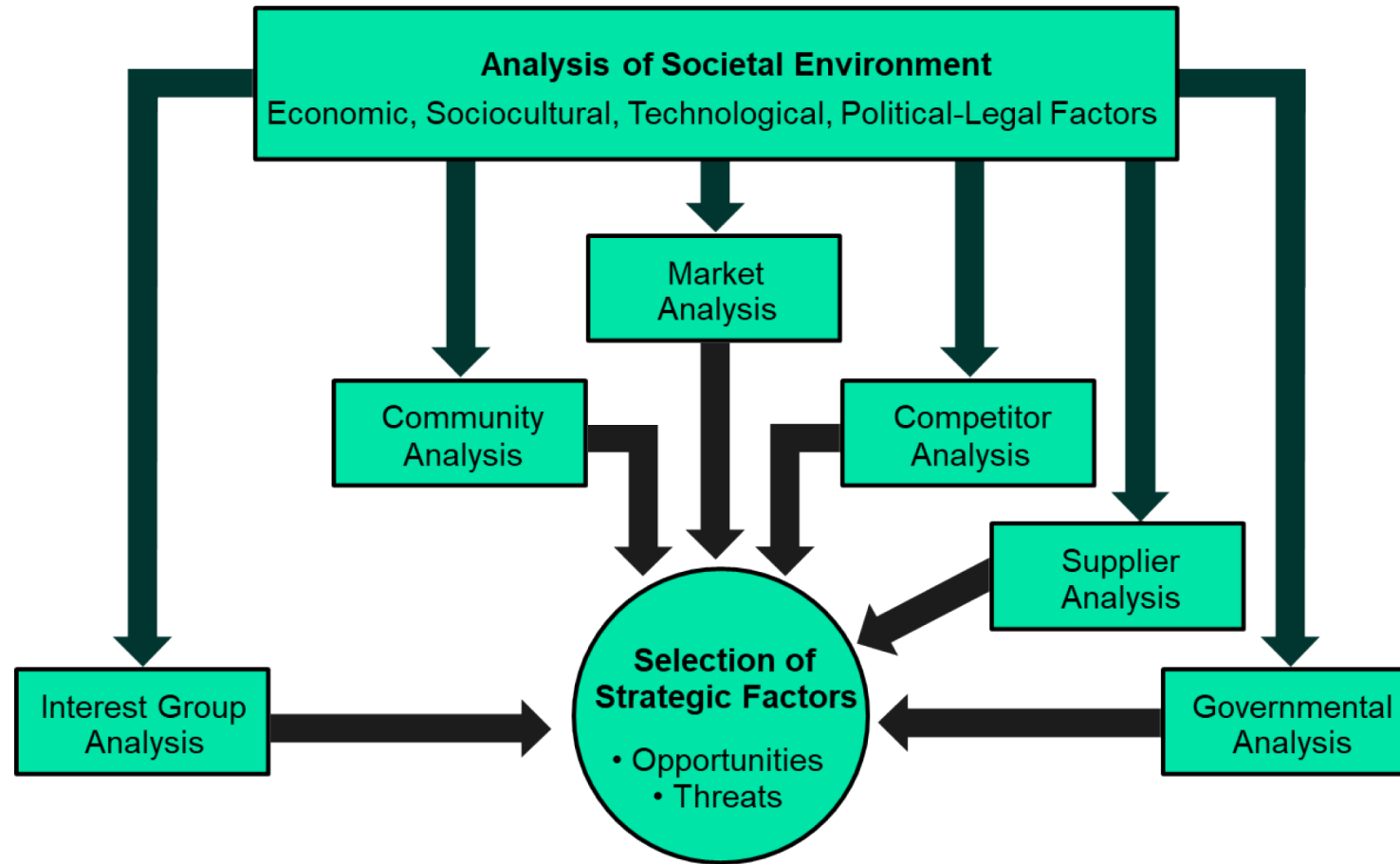


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# Environmental Scanning

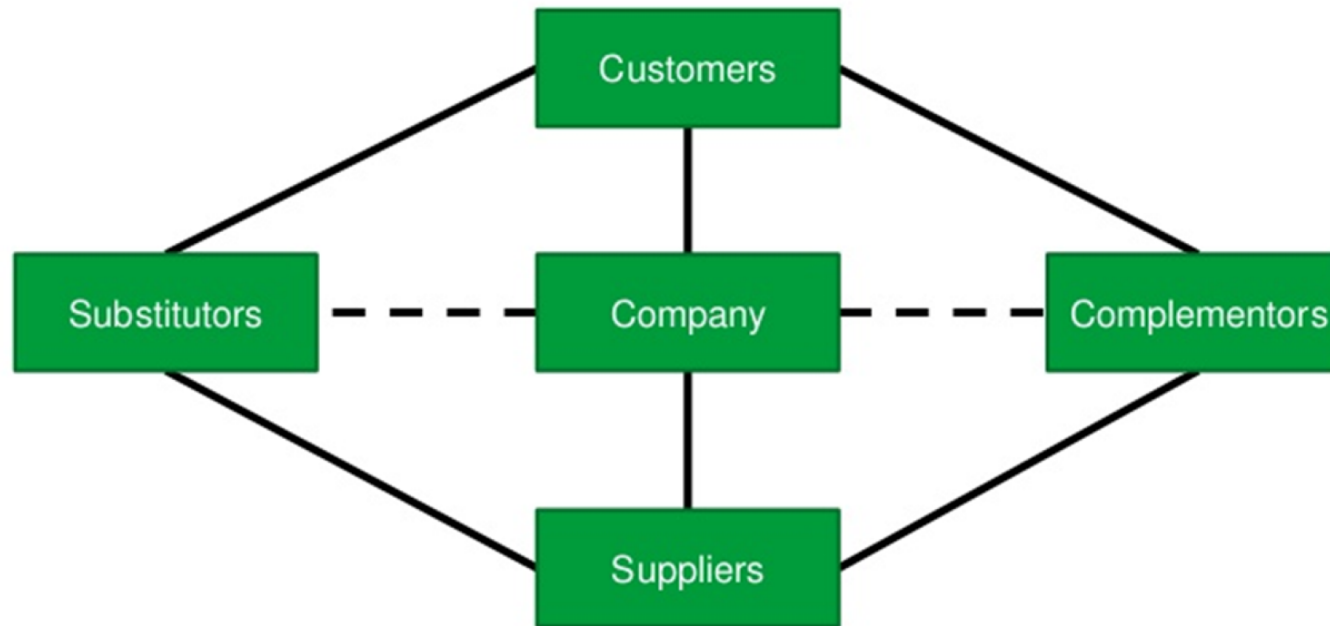


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# How Do You Create Value for Customers?

## Brandenburger & Nalebuff: Value Net



Source: Brandenburger & Nalebuff (1995, 1996)

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# Downstream Competitive Advantage

- “Downstream competitive advantage, in contrast, resides outside the company—in the external linkages with customers, channel partners, and complementors. It is most often embedded in the processes for interacting with customers, in marketplace information, and in customer behavior.”
  - <https://hbr.org/2013/12/when-marketing-is-strategy>

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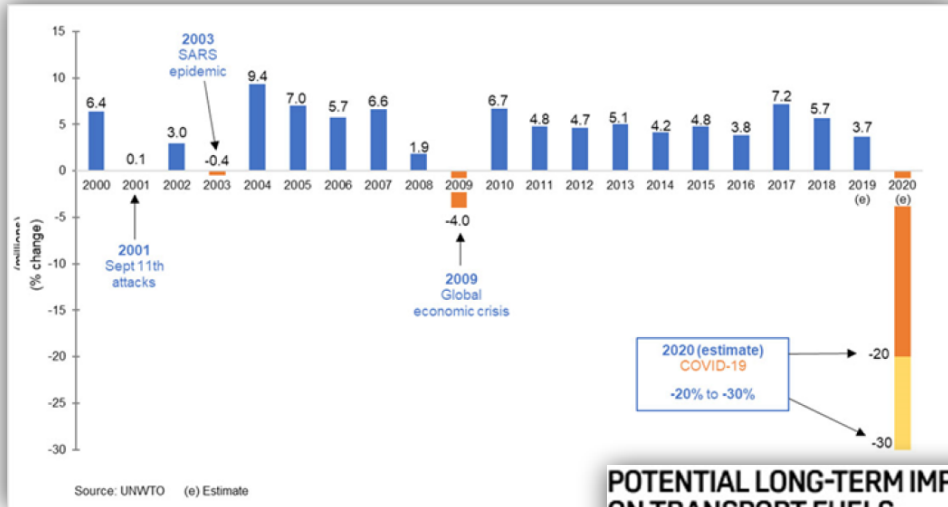
# Collecting External Data

- Your Contacts
- Email
- Social Media
- Articles/Research
- Vendors
- Your Sales Data
- Industry Organizations

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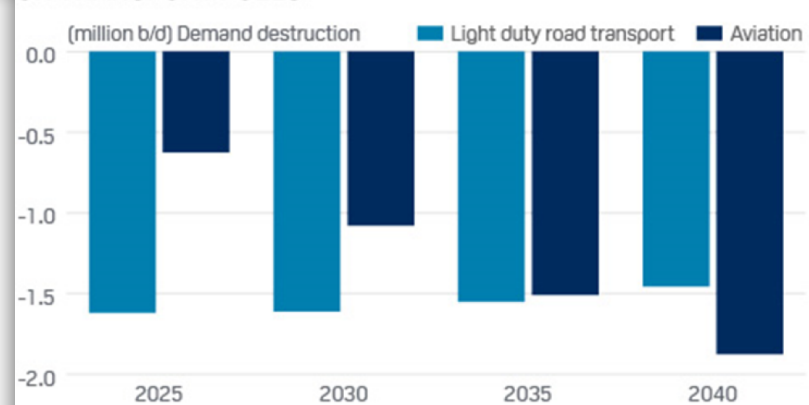
# Examples: Aviation and Covid-19



Region of airline registration	% Change in RPKS (2020 vs. 2019)	Est. Impact on pass. revenue 2020 vs. 2019 (US\$ billion)
Africa	-32%	-4
Asia Pacific	-37%	-88
Europe	-46%	-76
Latin America	-41%	-15
Middle East	-39%	-19
North America	-27%	-50
Industry	-38%	-252

IATA

## POTENTIAL LONG-TERM IMPACT OF THE CORONAVIRUS PANDEMIC ON TRANSPORT FUELS



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# Using PPAI Resources (1)



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# Using PPAI Resources (2)



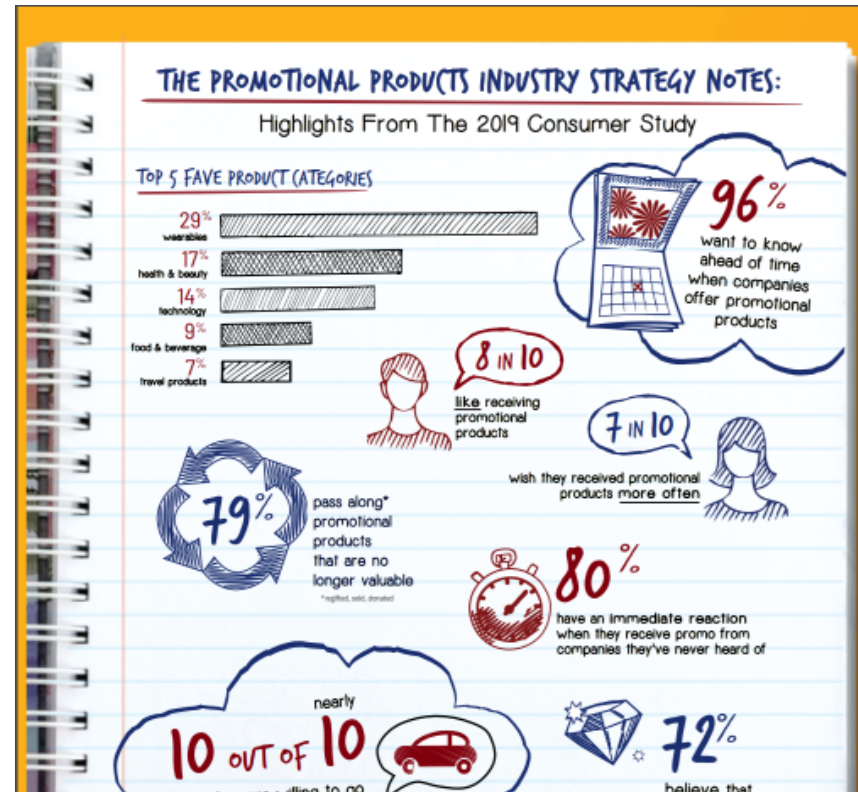
<https://ppai.org/advocacy/get-in-touch-campaign/>

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# Using PPAI Resources (3)



<https://www.ppai.org/media/5482/ppai2019consumerstudysummary.pdf>

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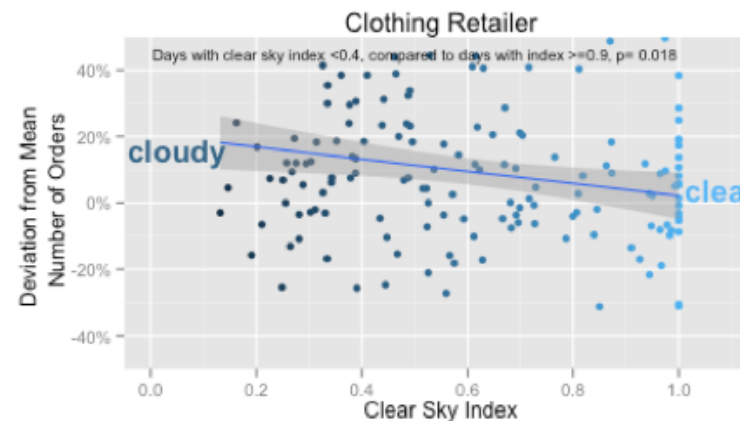
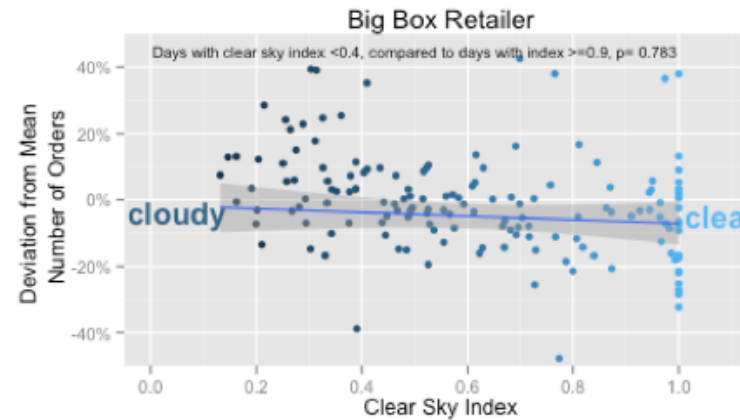
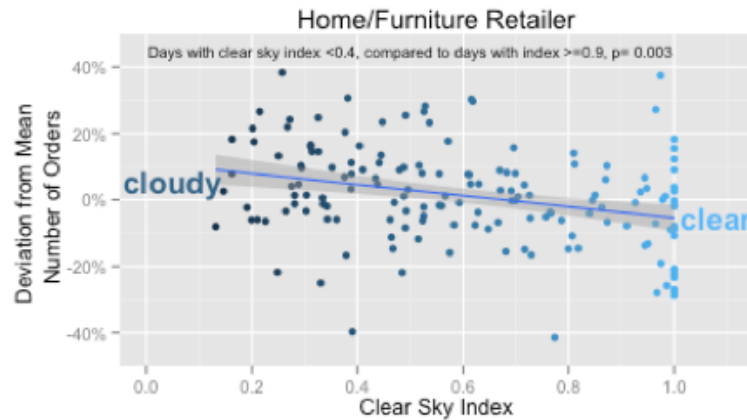
# 'Small Data'

- You have probably heard the term 'Big Data'
- What is 'Small Data'?
  - Data you collect as part of your normal business operations, and
  - Data you can gather from external resources
- For example:
  - Sales from the past year
  - Emails from potential customers
  - Social media inquiries
  - External data- weather patterns, economic forecasts & consumer behavior

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# Example of How Small Data Could Work



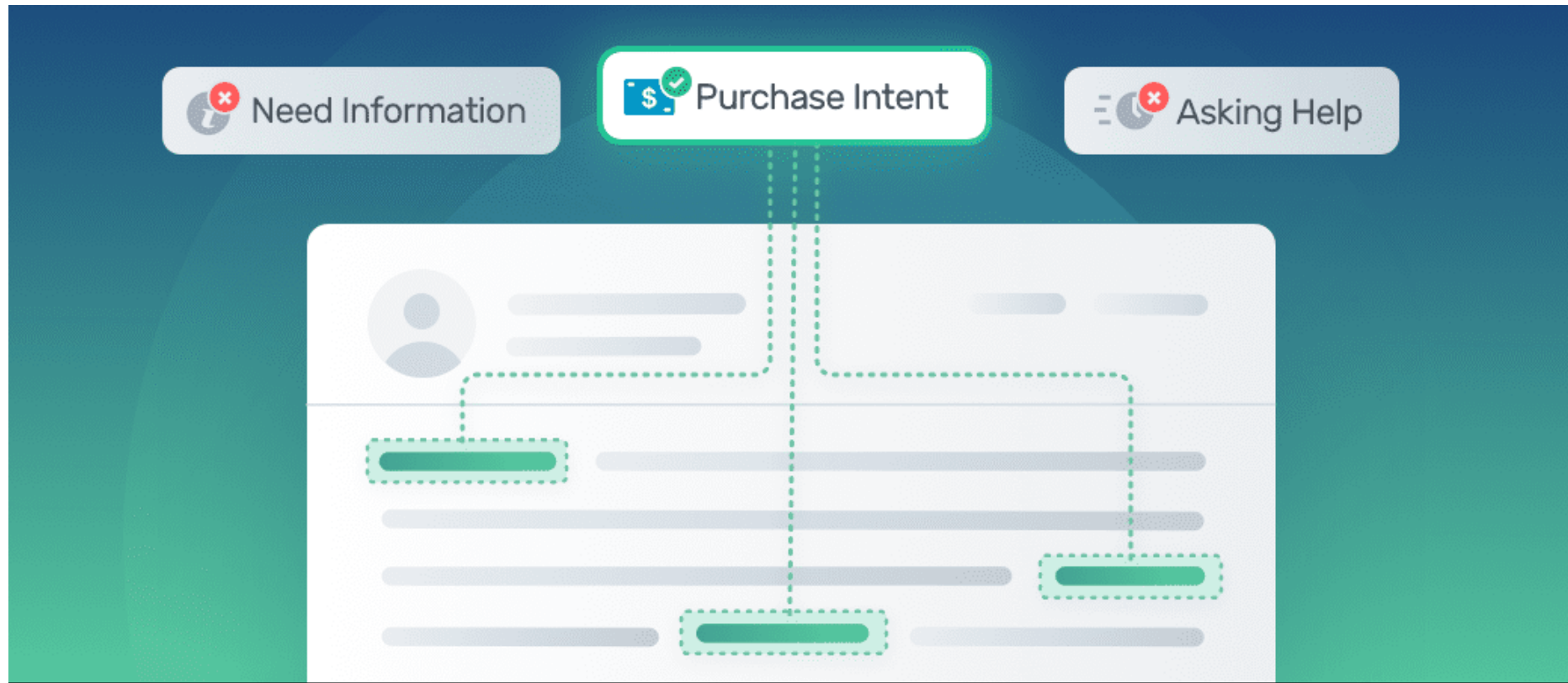
“The difference between a clear day and a cloudy day means a difference of 10-12% in orders for our Clothing, Home/Furniture, and Wholesale retailers, and, just as interesting, makes no significant difference for our Big Box retailer.”

<https://www.richrelevance.com/blog/2012/08/15/what-happens-with-online-shopping-when-it-rains/>

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# Another Example- How to Analyze Emails



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# Making Better Decisions

## The New Landscape of Decision Making

Ancient approaches to decision making have recently been augmented by improvements in technology and new research. But every approach has both benefits and drawbacks.

## Small-group process

making effective decisions with just a few people

## Analytics

using data and quantitative analysis to support decision making

## Automation

using decision rules and algorithms to automate decision processes

### Benefits

premature convergence on a decision is unlikely

clear responsibilities can be assigned

multiple alternatives can be examined

decisions are more likely to be correct

the scientific method adds rigor

speed and accuracy

criteria for decisions are clear

### Cautionary messages

norms for debate must be rational, not emotional

everyone must get on board with the decision after debate

gathering enough data may be difficult and time-consuming

correct assumptions are crucial

difficult to develop

decision criteria may change

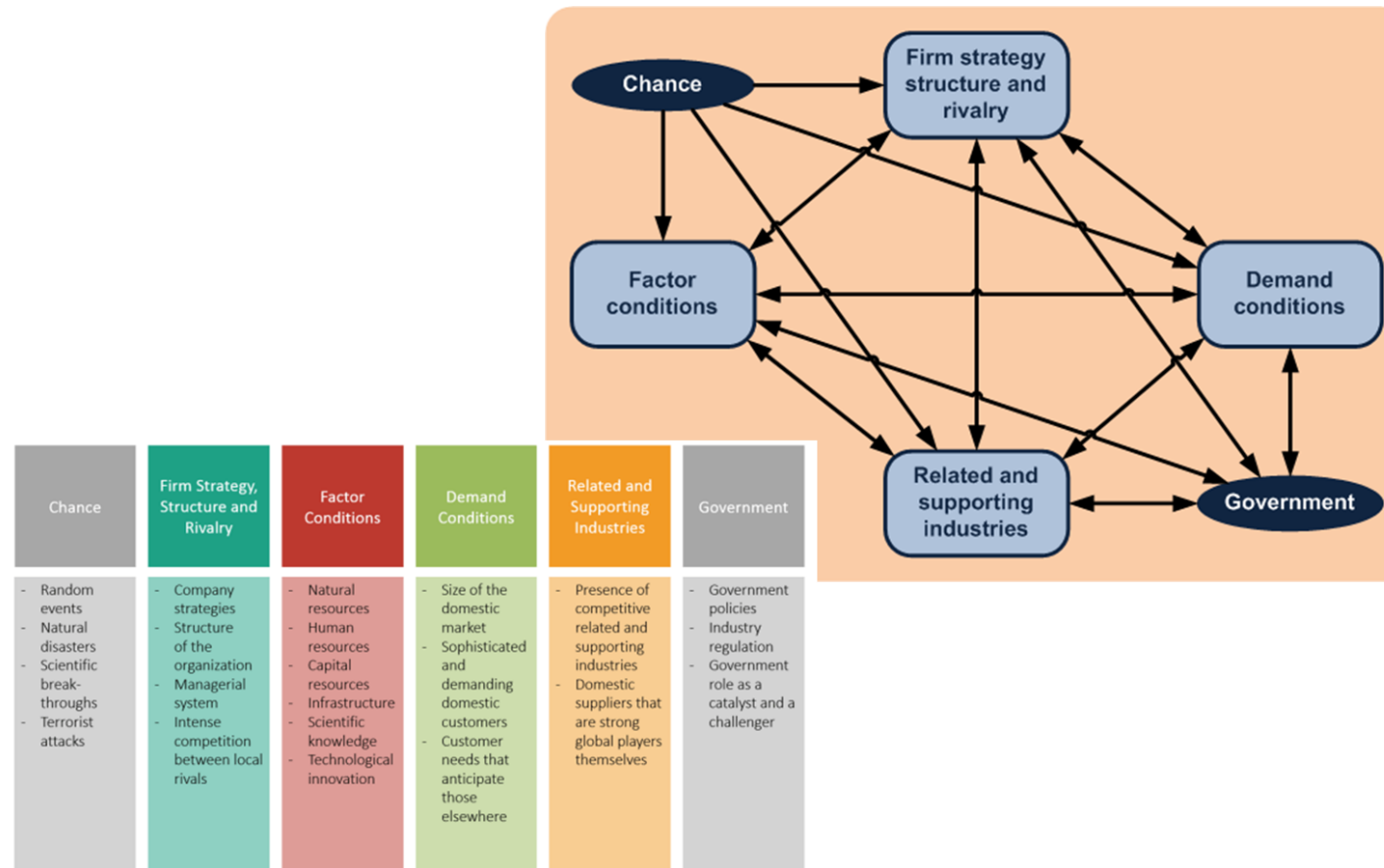
**Make Better Decisions**  
Thomas H. Davenport  
November 2009 Issue  
*Harvard Business Review*

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# Porter's Diamond Analysis- Plan Ahead

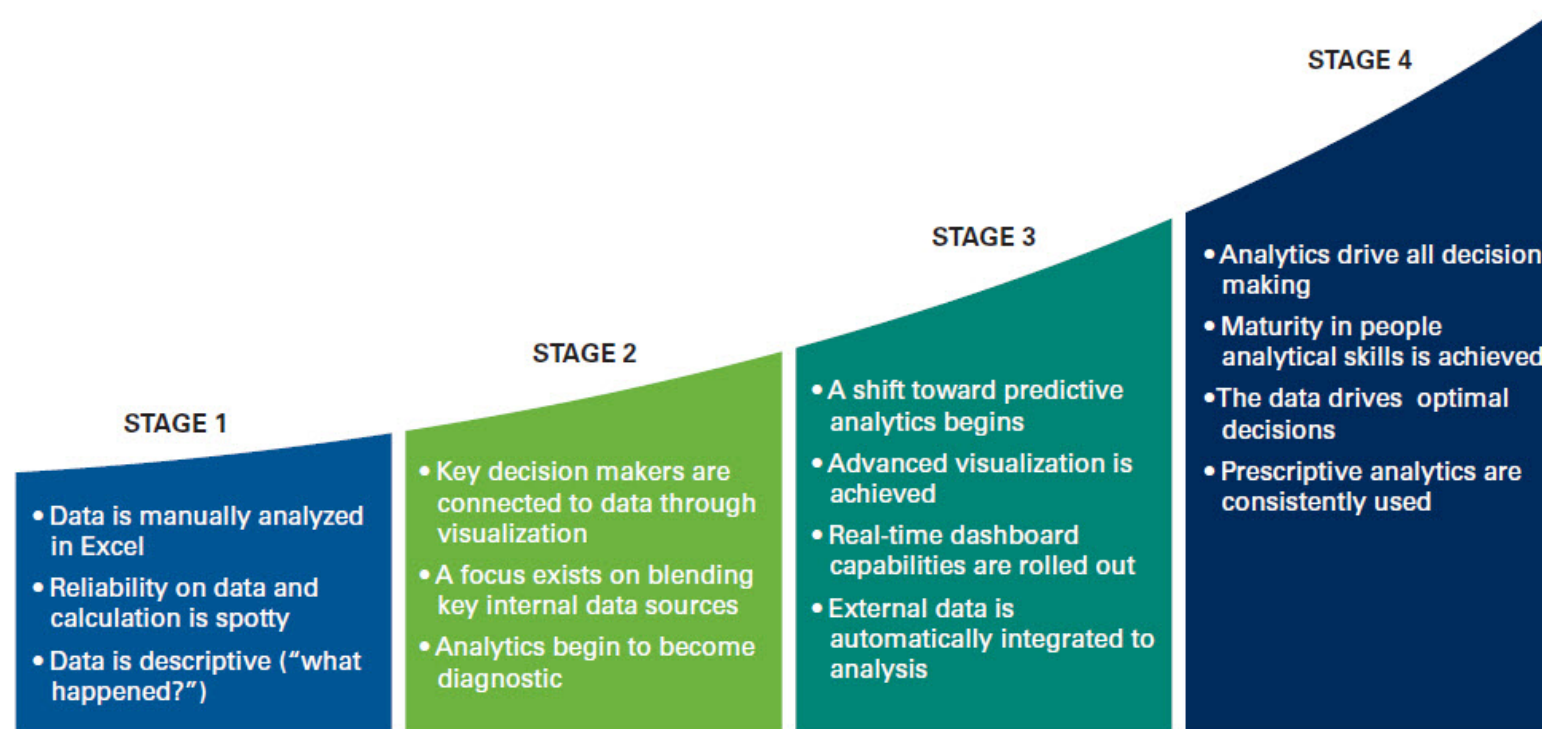


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# More Optimal Decisions- Maturity Models

FIG. 7 Supply chain analytics maturity model



Source: The Hackett Group

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# How to Recover Faster!

- Consumer Behavior Will Change
- Relationships Still Matter
- Staying In-Touch is a Skill
- Anticipate Rather Than React
- Predict the Future

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# Session Review

- You Have Choices:
  - Read Continuously
  - Look for Advantages
  - Not Planning, Is Planning to Fail
  - Increase the Maturity Level of Your Operations
  - Recover Faster Than Your Competitors

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# Q&A

- What questions do you have?

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# Presenter Contact Info

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