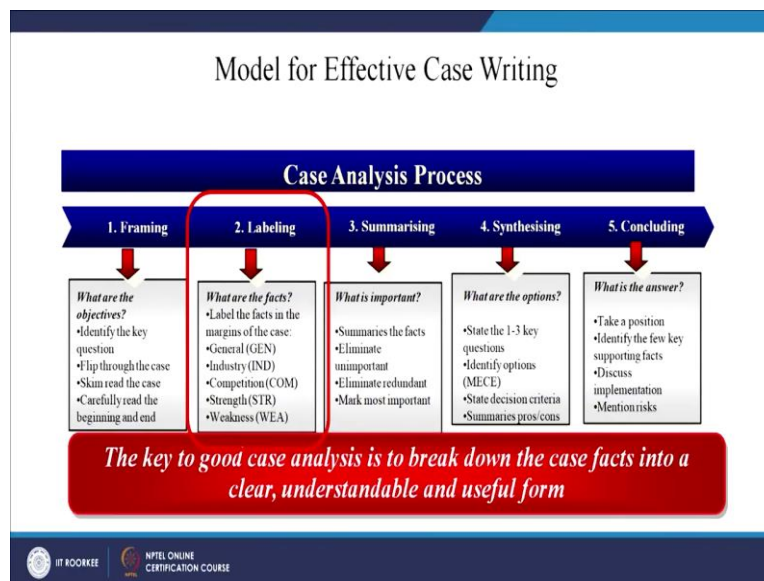


Training of Trainers
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology Roorkee
Lecture 23
Training Methods – (Case Study - II)

We are continuing with that particular Singapore International airline case study under the how to conduct a training program by using the case study and giving the tips to the trainee to make the analysis of the case studies.

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In the last module we have discussed about the framing like what the objectives, to identify the key questions then the flip and skimming of the reading the case going through the beginning of the case and ending of the case, understanding that is the how the beginning is stocking because most of the time in the case the first part and the last part they are giving very-very important information for making the case analysis, then we carefully rate the beginning and end and making the suggestions.

Now the part 2, in this model we will be talking about the labelling, what are the facts in the labelling, the key points are what are the facts? Level the facts in the margin of the case that is general and general what are the different margin of the case, important facts, then industry related to the industry what are the important facts are there?

Competition that is the how there is a competition about what the case talks about the competitions scenario or the future competition or past competition or current competition

and then the strength of the particular case, the positive points of the case and witnesses that is the negative points in the case is there, so these particular model will talk about that is how to teach the labelling of the case study.

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Phase 2 – Labeling <i>Key Question: What are the facts?</i>	
STEPS	TIPS
Label the facts in the margins of the case (using the nomenclature below, label the facts in the case)	<ul style="list-style-type: none"> • Use abbreviations as indicated • Underline the key sentence in the paragraph
General – GEN (general issues include the macro environment beyond the industry as well as customers and overall trends)	<ul style="list-style-type: none"> • Review a checklist of the types of issues beforehand • Remember that this is not company or industry specific – examples are social, economic, ecological, technical, and political issues (STEEP)
Industry – IND (this pertains to any issues that affect the specific industry under study – not companies or general environmental issues)	<ul style="list-style-type: none"> • Examples include industry consolidation, profitability, general strategies, differentiation, market growth, etc. • This does not include individual competitor data
Competition – COM (specific identification and data related to competitors in the stated industry)	<ul style="list-style-type: none"> • Examples include names of competitors, market share, profitability, and specific strategies thereof • Start thinking of the key dimensions by which you can compare your company with competitors
Strength – STR (any facts that appear to be positive for the company under study)	<ul style="list-style-type: none"> • Even if you are unsure if this will ultimately be positive, include it as a strength if the case mentions it
Weakness – WEA (any facts that appear to be negative for the company under study)	<ul style="list-style-type: none"> • Be very careful to identify as many weaknesses as possible as they drive strategies • This is of the organization only – not industry level

As I mention in the labelling there will be what are the facts? The step 1, the step 1 will be label the facts in the margin of the case so whenever we are going through the case study the first reading but first reading may not be that much complete so we have to go to the second reading and now we will be in a position to understand the case study, if we are able to understand the case study then we can make the nomenclature and label the facts in the case.

So we are reading the case and then the margin of the case we are writing, use the abbreviation is indicated that is whatever the abbreviation is given then like MSME Micro Small and Medium Enterprise then definitely we have to fight that is the what abbreviation is used by this particular author in this particular case study.

Second will be underline the key sentence in the paragraph, so whatever the paragraph is there and what are the key sentences are there that we will be able to write and then this key sentences that will make the effect how this particular case study while analysing the case study we will keep on writing about the key sentences in the paragraph, so in the labelling basically we are trying to search, we are trying to identify the facts which are very-very important.

Maybe with the abbreviations, maybe underline the key sentences in the paragraph and therefore we while analysing the case again we need not go to more readings and then with

underline the important sentences we can go through it and can make the analysis of the case study. Then general labelling, so general issues include the macro environment behind the industry as well as customers and overall trends are there so this will be the general observations, how to do that?

Review a checking of the types of issue beforehand that whatever there are the reviews or checklist is there then we will find out the types of issues related to that particular either related to the customers, related to the overall trends, related to the industry that we will review the checklist and all the issues will be identified.

Remember that this is not a company or industry specific; these are the general, so therefore the participant should be told that is here that they have to go with the steep process, what is the steep process? Social, economic, ecological, technical and political issues, here I would also like to mention about may be the legal issue so therefore there may be social, economical, political, legal, technical and ecological these step of the issues maybe, if these step of issues are there then we can find out that is the what should be the process of highlighting the key points.

So in the case of the first reading the case, underlining the case and then whatever abbreviations are there, those abbreviations are to be noted down and now here that is the whatever the checklist we are preparing on the basis of social issues, the social issues then there can be social issues related to the double income family, related to the women empowerment, related to child labour, so all these issues we have to take into consideration there can be legal issues also may be related to the factories act, may be related to the industrial dispute act or any other act then if these type of different issues are there then legal issues that can be also highlighted.

Then if there is a change of technology then technological issues that is to be taken into consideration and then that is to be noted down here that is what are the different technological issues are there and making these all technical issues relevant and prominent issues and that will be noted down in general category. Now we label the facts in the industry category, now the third is this pertains to any issue that affect the specific industry under study so suppose the case is related like this is aviation industry so then in that case we will go through that is the what is happening in to the Singapore International Airlines.

So, what is happening into the airlines, airline industries like in India when we talk about budgetary and low economic aviation industries then when we talk about Air India that is government aviation industry, then we talk about the private aviation industry, so all these industry study right because here we are talking about the aviation industry and when participants are Indian we are taking this particular case study, we can take the Indian case study also, the method and approach will be remaining same but, I have taken this example of Singapore International Airlines.

So, therefore in that case here this industry scenario, the global scenario and national scenario both will be considered, not companies are general environmental issues, so here we will not talk about the general any particular company issue rather than we will talk about whether the aviation industry is going into the profit or not or what are the issues and challenges, what phase the aviation industry is passing through, so this will be the industry specific comments.

Tips are examples include industry consolidation, profitability of the industries then the general strategies which are adopted in to this particular organization, differentiation from the one industry to the another then the market growth and all these issues that will be taken into consideration and then if this type of this different strategies are there general strategy differentiation market growth then that specific to the irrigation industry we have to note down. So many time like in Indian aviation industry we will find the differentiation is on the cost basis, the low-cost aviation industry.

So that can be we can also make the points related to that particular aviation industry, this does not include individual competitor data but here we are not talking about that is the about a particular industry, here we are talking about that what is happening with this aviation industry as such and not a particular competitor. Now, the competitors will be discussed in the next point that is the labelling will be done for the competition, the competition labelling that will depend on the specific identification that is which are the companies which are into the competition under this particular industry, specific identification and data related to the competitors in the State industry.

So stated industry, so whatever the data is there in this particular competition that we will discuss because when we are talking about a particular nature of industry then we have to also see that if we are talking about a particular company then, General industry awareness with the competitors data, it is related to the marketing data, business strategy data and therefore we will find out that is what type of data related to the competitors in the stated

industry. Examples include names of competitors, market shares, profitability and specifics strategy thereof, so therefore they will be, the different issues will be there which will be talking about that is how, who are the competitors of the particular industry?

So it may be a domestic level, it may be an international level, so names of the competitors are to be taken into consideration, so that we can understand that is what is their market share? So if when we talk about the market share then it becomes very important that this what is the market share of this particular industry like here in this case Singapore International Airline vis-a-vis the competitors market share so both the market share that we have to find out, that will be the key findings in the labelling, so we will level that.

Then profitability, is the particular company going into profit and not and if it is going into the profit what are the reasons? Are the reasons mentioned in the case study? If the industry company is not going into the profit, what are the reasons and then identify those reasons which are hampering the profit then very-very important point is that is about the specific strategies to be adopted by this particular competitors.

Now in the competition what particular strategy they have adopted or have they adopted the strategies to overcome this type of competition, have they come out with strategies or maybe the blue ocean strategies, red ocean strategies those strategies which will create the profitability or fit the competition by adopting certain new practices, new strategies and that is also to be labelling is to be done.

Start thinking of the key dimensions by which you can compare your company with competitors, so therefore we can start thinking of the key dimensions of what we can find out like I was talking about related to resources, key dimensions may be the resources that is man, machine, material, money, method and minutes. What is the man power there? What type of technology is there?

What is the financial condition? What type of material issues are there? What type of method is been used for operation methods and then what type of the time management or minutes are there, how they are making the use of this particular time management for the benefiting to the organization, so all this you can compare the key dimensions, these are the key dimensions that is the resources which we can compare with company and the competitors. Next comes the strength, strength under this particular case study, any facts that appeared to be positive for the company under study, so for whatever is positive is there for the Singapore

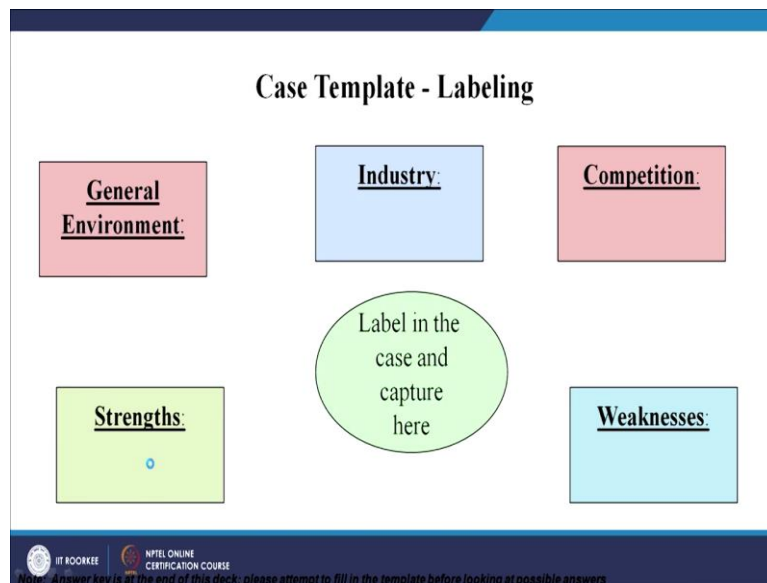
International Airline, so we will find out that is what is the appearing¹ to be positive for this company.

Even if we are unsure if this will ultimately be positive included as a strength if the case mentioned it, so many a times we find that this may not be the strength but we should not have a doubt and what we are supposed to do that is we have to come out with these particular company and making of the company with the competitors and find out that is whether if this has been mentioned in the strengths in the case then definitely we have to say that yes it is the strength of the case.

Weaknesses, any facts that appear to be negative for the company under study, so whatever is going with this particular weakness then those weaknesses that appears to be negative then we have to be careful that is we will find out that is how, what are the negatives there? Be very careful to identify as many weaknesses as possible as they drive strategy because whenever we are deciding any strategy, solution, what should be the solution? Solution will be the strategies, so whatever the solution or strategies we decide then that has to be they should drive that particular strategies, how they are going to operate?

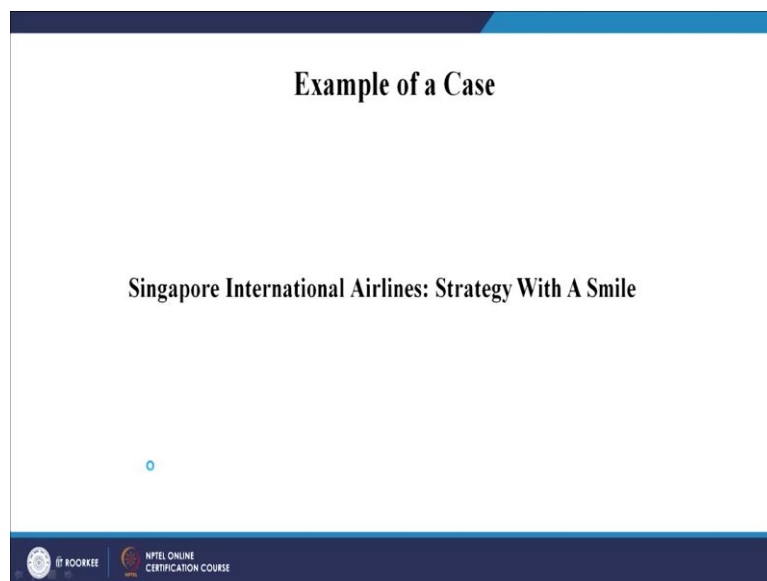
This is of the organization only and not industry level, so therefore in that case we will find out that is whatever is the organization is having the strengths and weaknesses then that is at the organization level and this is not for the overall industry level because the strategy which we will decide on the basis of that particular organization only, so this is to be taken into consideration that is at organization level and not at the industry level, we have discussed the case templates in the form of this particular framing.

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Now we will talk about the labelling and that is general environment right and then the industry and the competition, so whenever we are talking about these labelling we are talking about the G that is general environment, we are talking about my Ind that is about the industry, we are talking about the competitions, then the strength and that is weakness and this label in the case and we capture here, so therefore, while making the information about the general environment industry competition strength and weaknesses we will come to that particular level in the case.

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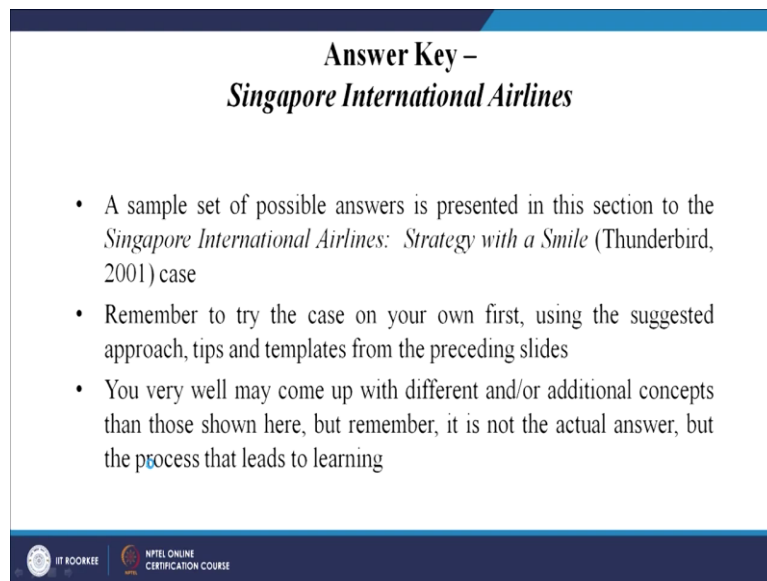
Learning Objective

- This case is designed to be used in a module on business strategy, and can be used to illustrate intangible sources of competitive advantage.
- The case helps develop a framework for understanding the concept of differentiation-based competitive advantage.
- It illustrates how an organization implementing a strategy of differentiation needs to design its entire value chain with the intent to be outstanding in every value activity that it performs.

Now, these particular labelling process we will take with the help of the same case study that is Singapore International Airlines: Strategy with a smile and then how that is going to happen, now this place is designed to be used in a module on business strategy and can be used to illustrate intangible sources of competitive advantage and these utilisation intangible sources above competitive advantages that will be creating to designing a particular business strategy, so this is we have to be very careful that is the whatever the weaknesses we have identified what are the strength are there related to the industry, related to particular organization and in general then through these templates we should come out with the appropriate strategy.



These cases helps develop a framework for understanding the concept of differentiation, as I mention that is the here we are considering the competitors also, so when we are considering the competitors also we should come out with the strategy which will be much differentiate along the basis of the competitive advantage which an organization will gain, it illustrates how an organization implementing a strategy of differentiation needs to design its entire value chain with the intent to be outstanding in every value activity that it performs and therefore in that case this particular strategy of differentiation will create a value chain in taking the decision-making process and where this performance will be operated.

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Answer Key –
Singapore International Airlines

- A sample set of possible answers is presented in this section to the *Singapore International Airlines: Strategy with a Smile* (Thunderbird, 2001) case
- Remember to try the case on your own first, using the suggested approach, tips and templates from the preceding slides
- You very well may come up with different and/or additional concepts than those shown here, but remember, it is not the actual answer, but the process that leads to learning

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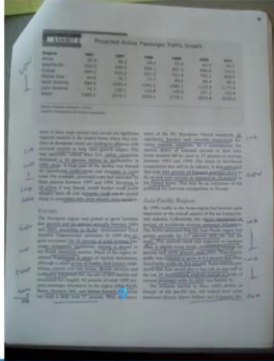
Now this particular labelling... Now will make the implementation in Singapore International Airlines, a samples set of possible answers is presented in this section to the Singapore indoor Airlines: Strategy with a smile case. Remember to try the case on your own first using the suggested approach, tips and templates from the proceedings slides, so therefore our analysis should be our original and that analysis that we can ask the trainees that do your own analysis and put it there.

Here it will be very welcome of we can come out with the different and additional concepts then those shown here, so not necessarily that we have to go by this particular inputs only trainees were supposed to tell different inputs and then those includes will be incorporated in this template but remember it is not the actual answer but the process that leads to learning, so actually it is not we are coming out to an answer, answer may vary, answer maybe right, answer may be wrong but what we are coming out is the approach.


So in case analysis we have to trained the trainees to say that make the labelling in their case of general environment industries, the competitors, the strengths and weaknesses, so all these 5 points then when we will be considering then we will come out some input which will be directing us towards the formulation of a particular strategy.

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Case Example – Labeling *Singapore International Airlines*



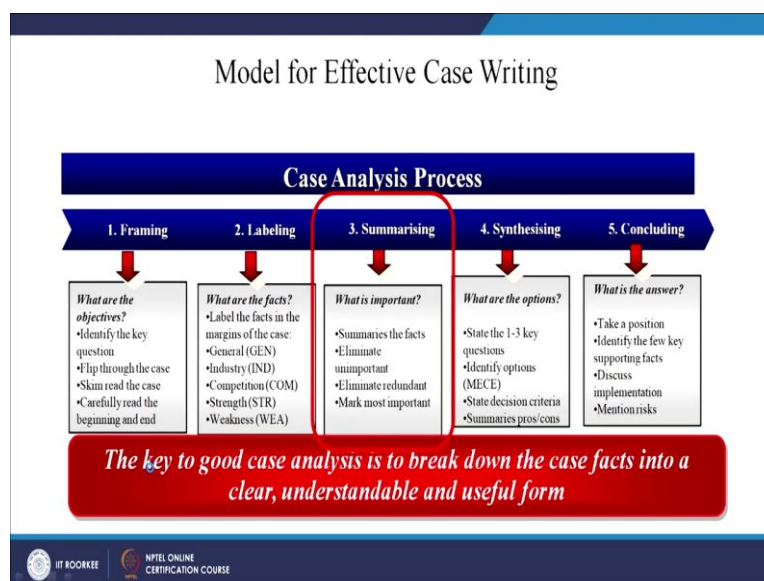
Here are two examples of labeling



Note: the most important issues are summarised in the next slide

Now here it has been shown labelling is shown and that is what are the 2 different types of labelling are there so that labelling has been shown, so go through these making the keywords and then that is there.

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The third point which is coming out that is about the summarizing in the case analysis process, the key to good case analysis is to break down the case facts into a clear and understandable and useful form and this type of summarising that we will discuss about the particular issues are there, so here before I go for the summarising I will like to conclude the labelling in a way that is whatever the facts are that, the level the facts then what are the objectives so far we have identify the key questions then flip through the case then the skim

read the case, carefully read the beginning and end of the case, what are the different fraction the case?

Related to the general environment of the particular nature of industry, how is the economy going on, the steep approach has to be there, the social, economic, ecological, technical and political environment that has to be taken into the consideration while we are making into the industry then we have to also see the competitors, the strategy is adapted by the competitors and differentiation of the strategies by our competitor this particular industry on which we are doing this case analysis and that competition that we have to make proper analysis on this competition.

And then we have 2 also highlight the strength of this particular case and then this particular industry which we are making the analysis. For example, here is Singapore International Airlines we will find out the strengths, what are the positive points of there and then weaknesses that what are the negative points are there? So, now we will talk about space 3 that is the summarising. In the summarising there will be key questions that is what is important?

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Phase 3 – summarizing Key Question: What is important?	
STEPS	TIPS
Summarize the facts (the overall goal here is to pull out the key facts that have been marked in the case)	<ul style="list-style-type: none"> •This process can take some time, but do not attempt to include everything that has been marked •Set up some blank templates to be filled in by using the material covered in the respective textbook (common frameworks are STEEP, Porter's 5 Forces, 3 Cs – company, customers and competition, 4 Ps – product, price, place and promotion, & financial ratios)
Eliminate unimportant facts (think of this as creating two piles - important vs. unimportant facts)	<ul style="list-style-type: none"> •This is one of the hardest elements to effective case analysis, but perhaps the most important •As you sort through the facts, ask 'so what' about the fact and try to calculate if you think it may change the final answer
Eliminate redundant facts (as you go, you will begin to see redundancy in the facts, so eliminate and combine related facts)	<ul style="list-style-type: none"> •As you pull out a fact for the summaries, mark out related facts throughout the case to avoid redundancy •Don't stress about not including something – you can always come back to the case at a later point
Mark most important facts (highlight the most important facts)	<ul style="list-style-type: none"> •In the end, the conclusion will be based on a few critical data points; the key is to start looking for these facts as you go •Use a highlighter or coding system to mark key facts

The steps will be summarised the facts the overall goal here is to pull out the key facts that has been marked in the case, what are these? How we will summarise the case? The tapes are now whatever we have learned into these framing and labelling, during summarising this process can take some time, so we have to give time to trainees that is they will go through the case study they will go to the framing of this case study in case analysis, they will go

through the labelling of the case analysis and then on the basis of that they will go now for the summarising.

This process can take some time but do not attempt to include everything that has been marked, so not necessarily a trainee whatever the time he has marked and those particular all the aspects he will cover during summarising. In summarising it might be possible that some of the aspects will not be covered because they may not have that much relevance, so trainees should be given opportunities to avoid that particular points and then he can summarise the case without those points.

Set up some blank templates to be filled in by using the material covered in the respective textbooks. For example, common framework are the steep then the steep is there, so that framework is already there then the porter's 5 forces are there or the 3 Cs are there company, customer and competition are there, 4Ps are there that is product, price, place and promotion and the financial ratio are there, so while summarising the facts then some blank templates can be filled by using the material covered in the respective text books so it is not restricted to only of the case and here is the point, point is to connect the particular case analysis practical aspect with the theoretical the framework.

In my opinion whenever we are talking about the case analysis it is very-very important that is we are able to connect the theoretical concepts and model to the practical situation and that is a true guideline, for making this true guideline this is important that is we are going through this particular type of the products and different issues we consider and then we are making our own framework to provide the solution.

Now, another important point, as we consider the important facts, similarly eliminate unimportant facts that is also very important, so it should not be that is all facts we are covering, they think of this escalating 2 piles important versus unimportant facts, this is one of the hardest element to effective case analysis but perhaps the most important.

As we can sort out through the facts, what about the fact and try to calculate if we think if we may change the final answer, so if final answer is to be change then the support of this theoretical network that is to be taken care of, the important points are to be covered and unimportant points are to be left.

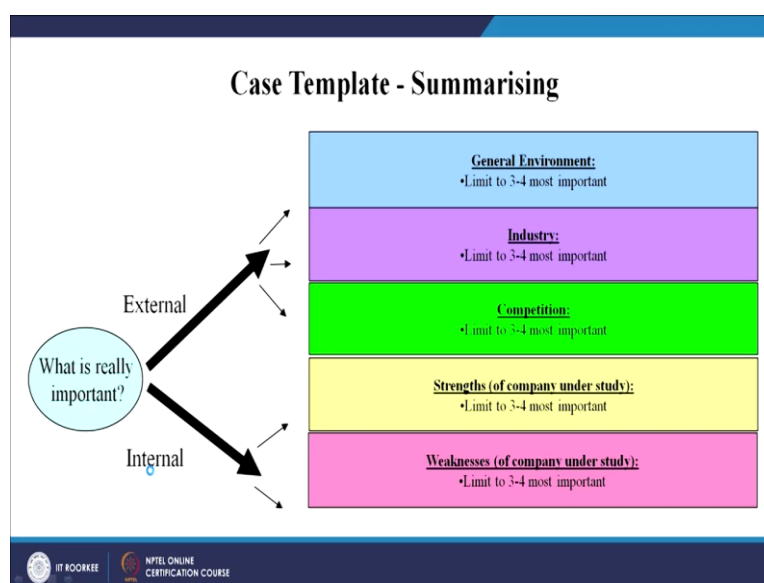
Eliminate redundant facts, as we go we will begin to see redundancy in the facts, so eliminate and combine related facts, so case is given in the length but the problem which is been

mentioned in the case it may not have any relevancy with some of the facts in the case. As you pull out a fact for the summaries mark out related facts throughout the case to avoid redundancy, so therefore, if certain facts are not related to any solution our business strategy which we are going to propose they need not to mention about those facts also because they have no relationship and it is redundant for the particular solution.

Do not stress about not including something you can always come back to the case at a later point because after this analysis there will be discussion, so therefore, if we have left an important point assuming it is unimportant and we have left, so we need not to worry, asked the trainee not to worry because when discussion will be held, group discussion will be held at that time may be it has come out that the point which one in has found is not important then while discussion if he finds that it is an important point then that point can be incorporated, nothing to worry about that.

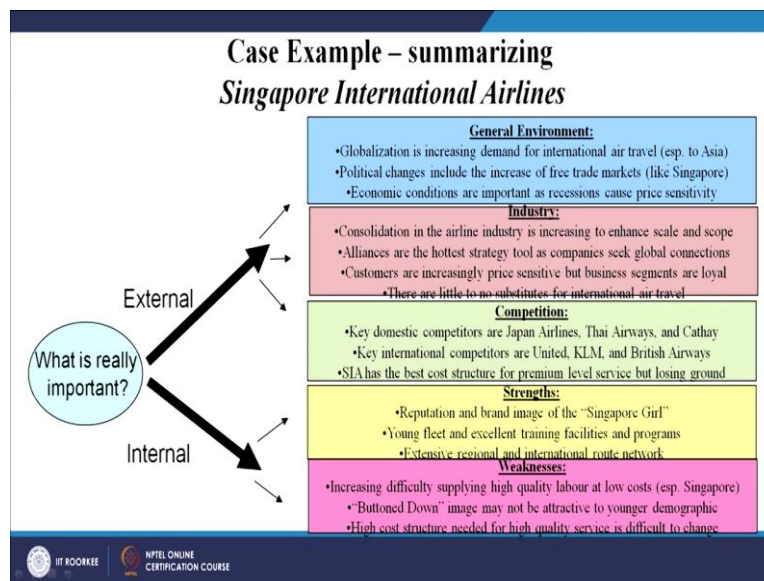
Then mark most important facts as we have eliminated unimportant facts, we will mark the most important facts also and we will highlight the most important facts are in the end the conclusion will be based on a few critical data points, the key is to start looking for these facts as you go. Use a highlighter or coding system to mark key facts, so therefore in that case it becomes very-very important that whatever the highlighter or coding system is used and that will be marked with the key facts will be there and on these key facts most important facts will be considered.

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So, how to make the summarising, what is really important? The external and internal factors that we will see, so what is the external and what is internal? The general environment, limit to 3 to 4 most important points, the industry, the competitors, the strengths, the weaknesses and then on basis of these particular whatever these labelling is done and we will summarise the case study and on basis of the case study we will go the particular case study as an example here.

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Now, the general environment will be globalisation is increasing, demand for international air travel that is to Asia, polity example is to Asia, political changes include the increase of free-trade markets in this particular case study. Economic conditions are important as recession caused price sensibility. Industry is there, consolidation in the airline industry is increasing to enhance scale and scope, alliances are the hottest strategy tool as companies seek global connections, customers are increasingly price sensitive but business segment are loyal, there are little to no substitutes for the international air travel.

Competition is the key domestic competitors are Japan airlines, Thai Airways and Cathay. Key international competitors are United, KLM and British Airways. SIA has the best structure for premium level service but losing ground. Strengths are the reputation and brand images of the Singapore girl, young fleet and excellent training facilities and programs by the Singapore airlines that is about the strengths are there. Extensive regional and international route network is there that is about the strength.

Weaknesses are increasing difficulty supplying high quality labor at low cost in this particular case study and then the buttoned down image may not be attractive to younger demographics and the high cost structure needed for high quality service is difficult to change, so this will be that we will tell that is on this particular points and parameters that they are supposed to have the summarise the case. For the next point for the synthesising that we will take later on. Thank you.