

หลักการและแนวทางในการวิเคราะห์ ปัจจัยขับเคลื่อน

การอบรมเชิงปฏิบัติการ

การมองภาพอนาคต (Foresight) สำหรับการวางแผนพลังงานของประเทศ

โครงการพัฒนาความเชี่ยวชาญด้านการวิเคราะห์นโยบายและแผนบริหารและพัฒนาพลังงาน ระยะที่ 1

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Drivers and Trends

- **Drivers** are defined as developments causing change, affecting or shaping the future. A driver is the cause of one or more effects.
- **Trend** is a general tendency or direction of a development or change over time. It can be called a megatrend if it occurs at global or large scale. A trend may be strong or weak, increasing, decreasing or stable. There is no guarantee that a trend observed in the past will continue in the future.

What is STEEP Analysis?

- The **STEER** analysis tool is a framework to gauge how the external environment will impact a given company's strategic plan to remain competitive.
- **STEER** is an acronym for: **Social, Technological, Economic, Ecological (Environmental) and Political**. Other known acronyms derived from STEER are: PEST, PESTLE, PESTEL, STEP, STEPJE, STEEPLD and LEPEST. The STEER acronym is well known and used all over the world as a basis for external analysis.

The five elements of STEEP analysis

S – Social

The social element of the external environment takes into account the aspects that describe society as a whole. Some of the key elements that organizations must deal with in each market are:

- Demographics
- Lifestyles
- Religion
- Education
- Age distribution of the population

Changes in the social environment can create havoc on an established strategic plan. Analysts must be careful when monitoring trends in society to arrive at the correct conclusions.

The five elements of STEEP analysis (cont.)

T – Technological

Industries that rely on technological advances to generate new products and services are prone to be affected by rapid changes in the environment. It is the job of analysts to monitor and measure the effects the changes within the technological environment will have on their respective product-development strategies. This task may take years to conduct depending on how the industry is driven by innovation.

The five elements of STEEP analysis (cont.)

E – Economic

The economic environment contains aspects dealing with individuals' capacity to obtain products or services given the set of economic conditions. Analysts must properly assess how consumers will react when there are changes within the environment and how their firm should adjust their strategy to remain competitive given the circumstances.

The five elements of STEEP analysis (cont.)

E – Ecological

The ecological element considers the present-day situation of the physical and biological environments that companies can face. Companies which make use of natural resources in producing goods should devote a great amount of time examining the ecological environment of each country in which they are offering their goods and services. Without the correct information, companies can be fined and refused the right to operate in certain regions around the globe.

The five elements of STEEP analysis (cont.)

P – Political / Legal

This element of the analysis consists of understanding the political and legal environments of a specific country or region where companies select to operate. Failure to understand and adapt to the political and legal environments will result in overcoming barriers which may be too costly to deal with, given the expected return on investment.

When should STEEP analysis be used?

- **Times of uncertainty**

As the strategic plan is being finalized, some members of a management team may feel unsure about how the market is going to react to a change in one or more elements in the environment (i.e., a change in price or a feature of a product). It is the job of the analysts to provide enough information via a STEEP analysis to assess the impact of the change before the strategy is implemented. Providing accurate information on certain trends in the environment can reduce the level of uncertainty that strategists may have for their plans.

- **Times of information overload**

When there is a constant flow of information regarding the external environment for a firm, information overload can arise. To combat information overload, analysts can begin the STEEP analysis process as the information arrives. The process will allow analysts to keep the data which is needed to make key decisions, and discard information that is outdated and irrelevant.

- **Times of disorganization**

In times when firms seem to be confused about the external environment, a STEEP analysis assessment can go a long way to paint a clear picture of the environment. The tool can place things into perspective regarding their strategic options. If conducted correctly, the results of the analysis can help firms focus on what should be done to reach strategic objectives.

Thank you