

**REVIEW OF STRATEGIC MANAGEMENT METHODS
FOR THE PURPOSES OF DEVELOPING A MODEL
OF ORGANISATION CONTEXT ANALYSIS
AS PER THE REQUIREMENTS OF ISO 9001:2015**

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Purpose: The aim of this publication is to build a comprehensive model for determining organisation context as required by the standard ISO 9001:2015.

Design/methodology/approach: The starting point was to analyse the literature using the method of systematic review described in the first part of a series of articles. It identified proposed analysis methods and techniques for determining organisation context. The next step in the research procedure led to a comprehensive model for organisation context analysis using these methods.

Findings: The analysis of the organisation's context in the strategic management perspective focuses mainly on methods such as SWOT analysis and PEST analysis (sometimes extended by extracting additional factors for PESTEL analysis). The quality management perspective focuses on identifying customer requirements and substantiating stakeholders' needs. In contrast, the integrated perspective involves combining strategic and qualitative management methods for a comprehensive analysis of the organisation's context.

Originality/value: The research provides knowledge on designing the process of organisation context analysis for the requirements of ISO 9001:2015. It contributes to the development of a proprietary model for organisation context analysis using the methods identified in the course of the systematic literature review process. Not only will the use of the model help meet the requirements of ISO 9001:2015 at a minimum level, but it will also enable organisations to properly prepare for market operations and improve skills to respond to changes in the environment.

Keywords: context of organisation, method, technique, ISO 9001:2015.

Category of the paper: Literature review, conceptual article.

1. Introduction

Each scientific discipline uses numerous research methods to solve scientific problems. As noted by H. Dźwigoł, changes in and the development of research methods and techniques have been observed in recent years (Dźwigoł, 2015). Frequently, various classifications and definitions of the concepts of research method and technique are found in the literature. Some authors classify a procedure as a method, while others consider it a technique. The distinction between method and technique is often unclear. It is assumed that a method is more general than a technique, but the distinction is intuitive. Z. Martyniak believes that a method characterised by a high degree of specific details amounts to a technique or procedure (Martyniak, 1999). Some authors emphasise that it is of lesser importance whether a set of rules is called a method or a technique because it is most important to use it in a proper manner and as per requirements (Czechowska et al., 2016).

The concepts of method and technique are definitely more often explained in the context of scientific research than methods of organisation and management. According to J. Such, a method is a systematic research mode that determines the successive stages of a procedure and is characterised by a conscious *modus operandi* that can be repeated in each case of the same type – a mode of solving problems and a set of activities and measures applied in a specific manner for a given cognitive objective (Such, 1969). This view is shared by Z. Mikołajczyk, who adds that a specific manner of acting should be used multiple times, whereas research results should be used to verify the adopted hypotheses and to construct ‘theoretical generalisations’ (Mikołajczyk, 1995).

W. Czakon perceives a research method as a ‘composition and arrangement of stages in the research procedure repeatable in examining a specific class of problems due to its efficiency’ (Czakon, 2020). A method may also be defined as a manner of research procedure involving the examination of objects and phenomena in accordance with specific rules (Matwiejczuk, 2009). M. Łobocki understands a research method as a system of rules or a series of cognitive and practical operations, the order of their application and special measures and actions aimed at a pre-defined research objective (Łobocki, 1982). Research methods are used both to solve theoretical problems (scientific method) and practical problems (practical method) (Lisiński, Szarucki, 2020).

A research technique is a narrower concept than a research method. Research techniques are used to gather the necessary data, and their proper selection depends on the research method, research problem and hypothesis being applied (Kamiński, 1970). As pointed out by Z. Mikołajczyk, ‘techniques are subordinated to a procedure used in a given method’ (Mikołajczyk, 1995). A research technique is defined as a specific manner and skill of using selected research methods, activities or operations which have an influence on learning about properties of the research subject (Nachmias, Frankfort-Nachmias, 2001). Research techniques

include available tools, measures, skills and procedures used to empirically examine methodological assumptions in scientific work (Krzykała, 2001). T. Pilch and T. Wujek point out that a research technique is an action, while an object/instrument used in technical data collection is defined as a research tool (Pilch, 1998).

2. Research Method

The method of systematic literature review was the basis of this research. The procedure was based on methodological guidelines suggested by W. Czakon (Czakon, 2011) and H. Snyder (Snyder, 2019). The procedure is described in detail in the first part of a series of publications titled ‘Perspectives of the Analysis of Organisation’s Context in the Light of the ISO 9001:2015 Standard and the Subject Literature’. Based on the methods and techniques selected during the literature review, the frequency of their occurrence in the literature was analysed. Research was also conducted to indicate whether a given method or technique has a clearly specified methodological procedure and an attempt was made to specify its fitness and mutual connections. The research procedure led to a proprietary general model for organisation context analysis for the purposes of the standard ISO 9001:2015.

3. Identification of Methods, Techniques and Areas of Analysis

As a result of the literature review, methods and techniques which may be used in organisation context analysis were selected. They are presented in Table 1.

Table 1.
Methods and techniques of organisation context analysis

	PEST	Analysis of stakeholders	SWOT	BSC	Scenarios	Management analysis
Abuhav, 2017	X	X*	X			
Dobrowolska, Kołodko, 2023	X					
Hrbáčková, Tuček, 2019			X			
Makolov, Levina, 2017	X				X	X
Matuszak-Flejszman, 2016	X	X*	X			
Novakova, et al., 2016		X*				
Pokora, Gręzicki, 2018						
Wahyudin, et al	X					
Saborit, et al., 2012			X*			
Santiago, et al., 2016		X	X	X		
Wolniak, 2019	X	X				

* – name proposed after the analysis of information which the authors recommend to collect.

Source: self-elaboration.

The proposed analytical procedures do not include Porter's Five Forces Analysis model because the model presented in the final part of the article contains specific elements taken from this model that appear in individual methods of strategic analysis.

In the context of ISO 9001:2015, PEST analysis is a key tool for identifying external factors that affect the organisation. This is confirmed by the number of publications which make use of this analysis. The purpose of PEST analysis is in line with the assumptions of ISO 9001:2015, and it is intended to lead to a comprehensive understanding of factors related to politics, economy, society and technology. In turn, this helps organisations better predict changes to the external environment and adapt their strategies to changing conditions.

Several variants of PEST analysis have appeared due to several key reasons. Firstly, along with the evolution of the business environment, there is a need to take into account significant aspects in addition to standard political, economic, social and technological factors. Environmental, legal, ethical, demographic or cultural factors also affect organisations, so it was necessary to exclude them. Secondly, the variable nature of a business environment that is subject to constant changes and trends inclined the researchers to introduce variants of PEST analysis which consider new trends, events and factors impacting on the strategies of organisations. The third reason lies in the diversification of industries and sectors which are exposed to variable external factors. Therefore, adjustment and modification of variants of PEST analysis according to the specifics of a given industry becomes necessary and allows unique factors that affect its functioning to be included. Finally, some variants of PEST analysis attempt to broaden the traditional method, thus enabling a more comprehensive analysis of the external surroundings. They go beyond the original structure, which is advantageous to the organisation in making strategic decisions and provides opportunities for more specific and diversified factors that affect the functioning and developmental strategy.

PEST analysis usually uses information and data from other methods and tools, such as analyses of market trends, economic forecasts or social research. This suggests that PEST analysis is an element of a greater process of strategic analysis. It is frequently the first step in the process of strategic planning, and it provides key information to the organisation. The results of PEST analysis may give grounds for further analysis, such as SWOT analysis or scenario-building. Many authors conclude that PEST analysis supports Porter's Five Forces Analysis, allows for market development scenarios to be developed and is a starting point for SWOT analysis (Antonowicz et al., 2018; Gierszewska, Romanowska, 2014; Penc-Pietrzak, 2003). Even though the process of data collection is complex, the use of PEST analysis may provide important support in updating strategies and taking decisions regarding changes to an organisation's functioning.

An analysis of stakeholders plays a key role in strategic management through identifying, understanding and taking into account the needs of various stakeholders (both external and internal ones) (Lisiński, 2004; Penc-Pietrzak, 2003, 2010), enabling an organisation's strategy to be better adapted to the changing business environment. It is a dynamic process which goes

beyond the identification of stakeholders and attempts to understand their needs, expectations and influence on the organisation. It is a significant element of strategic management, and allows organisations to identify the key entities affecting their functioning and strategic goals as well as to assess their influence. An analysis of stakeholders is classified as a strategic analysis method. It is characterised by a well-grounded and clearly described methodological approach that encompasses several steps, from identifying stakeholders and their individual objectives with respect to the organisation, to mapping them, taking into account, for example, their power and level of interest, which are dimensions on Mendelow's power-interest matrix (Ferretti, 2016). An analysis of stakeholders in this context enables enterprises to detect key stakeholders, define their needs and expectations of products or services, and then adapt the organisation's activities to their needs (Abuhav, 2017; Matuszak-Flejszman, Pochyluk, 2016; Novakova et al., 2016; Santiago et al., 2016; Wolniak, 2019).

It is unclear whether SWOT analysis should be treated as a method, technique or tool. R. Krupski argues that there are numerous varieties of classic SWOT analysis, known as TOWS, TOWS/SWOT or WOT'S. In his opinion, they are quite well-structured methods which may be classified as strategic analysis methods (Krupski, 2012). However, he uses the term 'SWOT analysis'. In numerous Polish- or English-language publications, SWOT analysis is also referred to as a method for assessing the internal weaknesses and strengths of organisations as well as any threats and opportunities coming from its external surroundings (Taherdoost, Madanchian, 2021; Szmitka, 2015; Nazarko, 2013).

In various publications, especially those in English, SWOT analysis is classified as a strategic planning technique (Benzaghta et al., 2021; Ingaldi, 2017; Taherdoost, Madanchian, 2021). Authors of these publications also call it a strategic analysis tool (Nowicki, 2015). In reality, SWOT analysis uses information resulting from the application of other methods and tools. Questionnaires, PEST analysis and its variants, the AHP method or Porter's Five Forces Analysis are used to prepare it (Benzaghta et al., 2021). The fitness of the PEST model for identifying external factors which may be an opportunity or may pose a threat to the organisation are especially emphasised (Antonowicz et al., 2018; Christodoulou, Cullinane, 2019).

G. Gierszewska and M. Romanowska do not treat SWOT analysis as a method. They believe it is a 'unique algorithm of a strategic analysis process, a systemic proposal and a broad assessment of external and internal factors which define the current condition of an enterprise and its developmental potential' (Gierszewska, Romanowska, 2009). It should also be noted that numerous publications on SWOT analysis use the concepts of method, technique and tool interchangeably, which makes it even more difficult to clearly define its nature.

Doubts as to whether SWOT analysis is a method have also been voiced by L. Minsky and D. Aron, who argue that the list of factors and their division into categories are often outcomes of brainstorming. They even call SWOT analysis an organisational tool. They propose using

PEST analysis or its variants first in order to indicate significant external factors. They recommend subsequently proceeding to list internal attributes without dividing them into strengths and weaknesses, as this will result from confronting them with external factors (Minsky, Aron, 2021). The fact that SWOT analysis only indicates areas which should be covered by it (or the interior of the organisation and its surroundings), and also includes recommendations on how to proceed with the lists of factors but does not define the method for obtaining or creating them, seems to confirm that it should not be called a method.

The balanced scorecard is a set of goals and measures of their performance developed by R. Kaplan and D. Norton to enable a quick, multi-faceted evaluation of functioning in terms of a company's strategic goals and visions by higher-level executives. The authors emphasise that control is not the most important application of this tool. By combining four various perspectives, the balanced scorecard is supposed to help managers understand various mutual connections and lead to better decision-making and problem-solving, which should facilitate looking into the future (Kaplan, Norton, 1992). The application of this tool in defining an organisation's context may result from the fact that the balanced scorecard takes into account the customer's perspective, which is very important to context. It requires answers to four important questions: How do customers view us (customers' perspective)? What should we be distinguished by (internal perspective)? Can we continue developing and creating value (perspective of innovation and learning)? and How do we look at shareholders (financial perspective)? Thanks to this, the organisation may take into account its stakeholders as well as internal developmental factors, including factors based on quality.

Scenario analysis results from the growing complexity of an organisation's surroundings and its variability. H. Kahn and A.J. Wiener, who popularised the concept of scenarios, defined them as a set of projections of any system or situations expected in the future (Stabryła, 2002). According to P. Schoemaker, scenario planning is a disciplined method of imagining possible variants of the future (Schoemaker, 1995). When it comes to scenario planning, it is most frequently classified as a method even though some authors believe it should be identified as a technique (Grant, 2010).

For a scenario analysis, an extensive range of methodological instruments is proposed. Links to other method of strategic analysis, such as STEEPVL (Awedyk, 2016), are also indicated. There are also literature sources stating that scenario planning has several methodological defects, even though it has been used in practice for many years (Amer et al., 2013). This indicates a need to take efforts in order to ensure further development on a methodical and methodological basis.

Management analysis, proposed by Makolov and Levin to determine an organisation's context, is an element of economic analysis (Skybinska, Hryniv, 2016). It is based primarily on internal data, including financial information, and it enables decisions regarding, for example, the determination of strategic and tactical directions of enterprise development, the purpose behind the sale of new products or recalls of specific products from the market and optimised

use of fixed assets and other resources of the organisation (Herasymchuk, Tendyuk, 2013). The analysis and evaluation of economic factors is an important element in the strategic management of organisations. Management analysis may be mostly used as an element of a balanced scorecard, especially in the dimension of financial perspective and internal processes (Safonov et al., 2021).

4. Conclusions

Organisations which analyse their organisational context only to fulfil the requirements of the standard often prefer a simpler approach to context analysis. They usually avoid extended analysis because they see no need to use the methods presented in the article for broad strategic management of the entire organisation. Such an approach may be perceived as an attractive option because it focuses on process simplification. However, exploration beyond the minimum requirements may bring fascinating results. Not only do these results satisfy the minimum standards, but they also prepare the company for various options and scenarios.

The research enabled the development of a proprietary model of analysis of an organisation's context in which the general sequence of proposed actions is based on the identified methods and techniques of analysis. It is presented in figure (Figure 1).

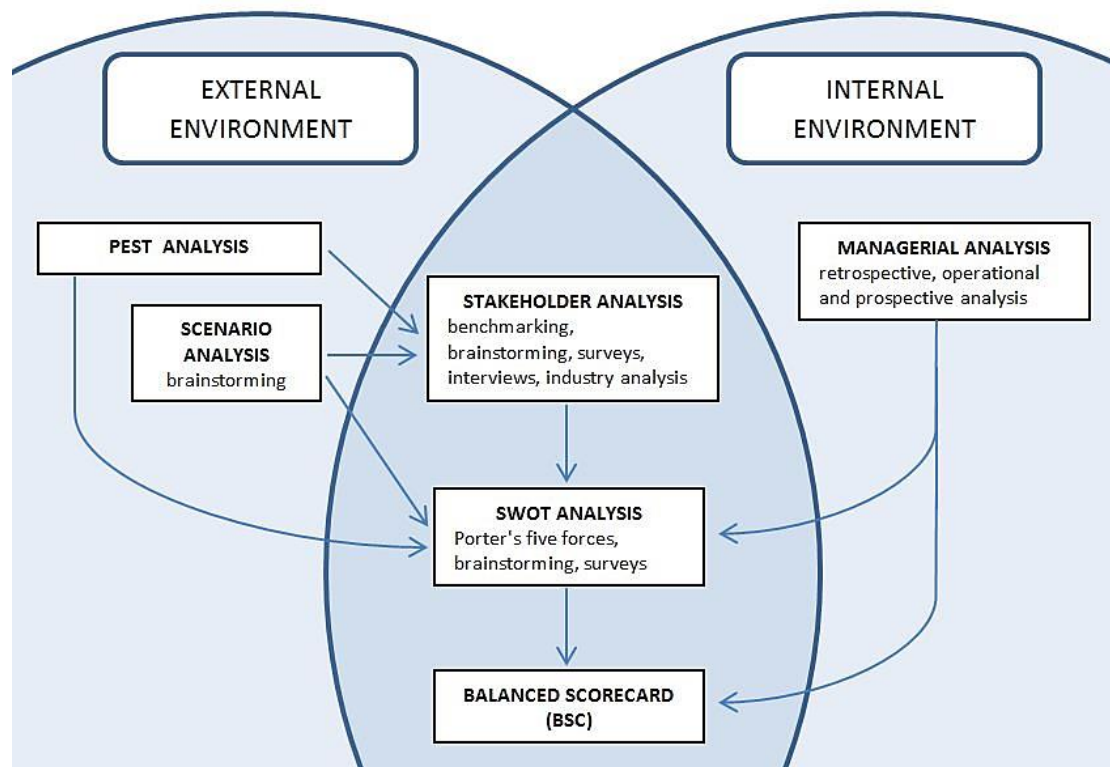


Figure 1. Model of analysis of an organisation's context.

Source: self-elaboration.

PEST analysis, stakeholder analysis and SWOT analysis, which are general analysis methods, are key in determining organisation context. Scenario analysis, the balanced scorecard and management analysis are supportive elements which can reveal information necessary to properly pursue three key general methods. The BSC serves as an ongoing assessment of the organisation's context.

The scheme also signals specific analytical methods and techniques which may support the process of defining organisation context.

Further stages of the research process will involve proposing specific procedures for each of the key analysis methods in order to specify an optimum approach to defining organisation context which will not only help meet the requirements of ISO 9001:2015, but will also allow for broader and more comprehensive knowledge which in turn will make it possible for managers of organisations to take accurate strategic decisions.

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