

TOOL NAME	DESCRIPTION	PHASE PURPOSE
Stakeholder analysis	Identifies the stakeholders of the organization and uncovers their position, attitudes, expectations, etc. regarding the organization.	Strategic analysis (internal and external analysis). Among other things, to identify the stakeholders we need to get input from in order to be able to perform the strategic analysis.
Inducements-Contributions Model	Uncovers the relationship between the organization and the individual stakeholder. The stakeholder contributes to the organization which rewards this.	Strategic analysis (internal and external analysis). Among other things, to identify whether there is an imbalance in the relationship between stakeholders and organization.
Porter's Value Chain Model	The organization's activities are divided into primary activities and support activities, and an analysis of what creates value for the customer is performed.	Strategic Analysis (internal analysis). Among other things, to uncover where the company makes a difference compared to others – where it creates value for the customer.
BCG Matrix	Used for the analysis of the organization's various products, product groups, and business areas (portfolios) based on market share and growth rate.	Strategic Analysis (internal analysis). Among other things, to identify whether there is a sound balance in the company's range of products.
Porters Five Forces	The tool is used to analyse the organization's position within its industry based on five powers: bargaining powers of buyers, bargaining powers of suppliers, the threat of new entrants, the threat of substitute products, and the rivalry among existing competitors in the industry.	Strategic analysis (external analysis). In particular, to assess the company's situation in the individual industries in which it is present and to assess whether the industries are generally attractive to the company.
PLAQUE, PESTL and PESTLE Analysis	Used to analyse the organization's surroundings and their impact on the organization, based on the following six (PESTEL) parameters: Political, Economical, Social, Technical, Environmental, and Legal.	Strategic analysis (external analysis). Among other things, to assess threats and opportunities in the environment.
SWOT	Uncovers the organization's Strengths, Weaknesses, Opportunities, and Threats.	Strategic analysis (internal and external analysis). Summarises the strategic analysis.
Internal and external efficiency	Teaches us to distinguish between internal efficiency (efficiency – make things right) and external efficiency (effectiveness – do the right things).	Design of strategy. To be precise when designing the strategy and defining the objectives.
Competing Values Framework (CVF)	Assesses the organization overall and places it in a coordinate system. From here, it can be decided whether the organization is where we want it to be or if it should be moved.	Design of strategy (but also strategic analysis) "Helicopter view" of the organization and strategic decision on possible move.