



Introduction to Self and Environment Analysis (Part 2)

Strategic HR begins with:

Self-awareness

Organizational awareness

Environmental scanning

Self-Analysis Framework

Tools

- SWOT (Personal)
- StrengthsFinder
- Entrepreneurial Orientation Test
- Digital Skill Matrix

Activity

Students complete personal SWOT

- Use the four quadrants of SWOT — Strengths, Weaknesses, Opportunities, and Threats — to map your personal professional profile.

Personal Talent Mapping Activity

Using Padlet: Students post:

1

Key strengths

2

Growth areas

3

Entrepreneurial capacity

- Peer feedback session follows the posting activity to enrich self-reflection with external perspectives.



External Environment Analysis

Use PESTEL:



Political



Economic



Social



Technological



Environmental



Legal

Industry Analysis – Porter's Five Forces

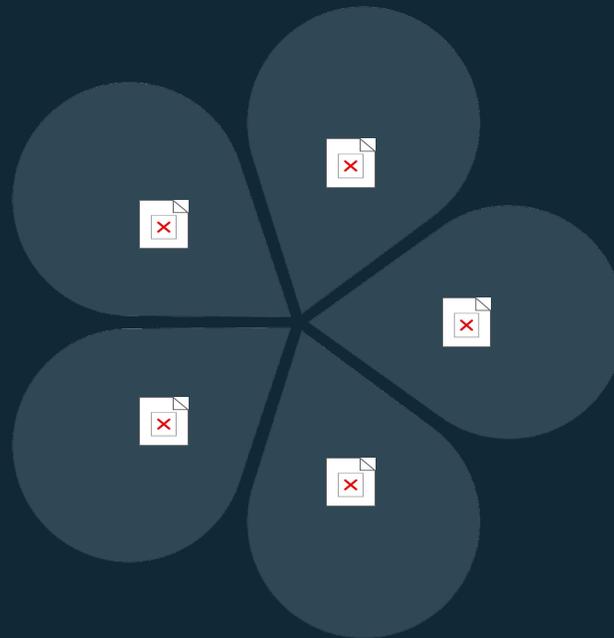
Competitive Rivalry

Threat of New Entrants

Substitutes

Buyer Power

Supplier Power



Internal Environment Analysis

Core Competencies

Identifying the unique capabilities that differentiate the organization.

Resource-Based View

Leveraging internal resources as a source of sustained competitive advantage.

Culture Assessment

Evaluating the values, norms, and behaviors that shape organizational life.

Digital Maturity Level

Measuring the organization's readiness and capability in digital transformation.



Organizational Culture & Innovation

Does your organization support experimentation?

Poll via Mentimeter

Participants respond in real time to gauge how well their organization fosters a culture of innovation and experimentation.

Why it matters

Organizational culture is a key driver of innovation capacity. Understanding whether your culture enables or inhibits experimentation is the first step toward building an innovative HR strategy.



What is Innovative Human Capital Strategy?

Definition

A forward-looking, data-driven, technology-enabled approach to developing and leveraging talent for competitive advantage.

Components of Innovative HR Strategy



Talent Intelligence



Agile Workforce Design



Learning Ecosystem



Innovation Culture



Entrepreneurial Leadership

Entrepreneurship in Digital Competition

Entrepreneurial HR supports:

Risk-taking



Opportunity scanning



Rapid prototyping



Value co-creation





Strategic Alignment Model

Business Strategy → HR Strategy → Talent Capabilities →
Competitive Advantage



by Wilai Phungphol, Ph.D.

Group Workshop

Students analyze their organization:

1

External threats?

2

Internal weaknesses?

3

Innovation gaps?

4

HR transformation priorities?

  Present in 5 minutes



Designing Your Human Capital Innovation Plan

Students outline the following components:

1 Major Disruption Risk

Identify the single most critical disruption risk facing your organization.

3 Strategic HR Initiatives

Define three key HR initiatives to address disruption and drive transformation.

2 Digital Tools

Select two digital tools to enable your HR innovation strategy.

1 Innovation KPI

Establish one key performance indicator to measure innovation outcomes.



Individual Reflection

Write 700 words addressing the following questions:

- 1** What kind of leader am I in disruption?
Reflect on your personal leadership style and how you respond to disruptive change.
- 2** How ready is my organization?
Assess your organization's current readiness to navigate disruption and transformation.
- 3** What innovative HR strategy will I implement?
Describe the specific HR innovation strategy you will put into action.

References (Part 2) & Case Study 1: SCG

References

- Barney, J. (1991). Resource-based view.
- Dess, G. G., & Lumpkin, G. T. (2005). The role of entrepreneurial orientation.
- Grant, R. (2019). Contemporary Strategy Analysis.
- OECD (2022). Skills Outlook.
- Teece, D. (2018). Dynamic capabilities and strategy.

CASE STUDY 1

SCG — Background

- **Established:** 1913
- **Industry:** Cement, Chemicals, Packaging
- **Challenge:** Digital Disruption + Sustainability Pressure + Global Competition

Disruption Context

- Automation in manufacturing
- ESG expectations
- Global supply chain volatility
- Talent shortage in digital & data

1

Human Capital Strategy Shift

- From traditional hierarchy → Agile cross-functional teams
- Investment in Digital Academy
- Reskilling engineers in Data & AI
- Corporate Venture Capital (CVC)

2

Entrepreneurship Strategy

- SCG Open Innovation Program
- Intrapreneur Program
- Collaboration with startups

Discussion Questions

Question 1

How did SCG integrate HRM and entrepreneurship?

Question 2

What risks would occur if reskilling failed?

Question 3

Is SCG's transformation sustainable?



💡 Classroom Activity & Case Study 2: PTT

Group Assignment (30 minutes)

Design a 3-Year Human Capital Innovation Plan for SCG:

- Talent Capability Map
- Digital Upskilling Strategy
- Culture Shift Plan
- KPI & ROI

CASE STUDY 2

PTT Public Company Limited

Industry Context: Energy Transition + EV Disruption + Sustainability

Strategic Challenges

- Oil demand uncertainty
- Renewable energy competition
- Need for future-ready workforce

HR Innovation

- PTT Digital Transformation Office
- Leadership Development for Energy Transition
- Skill shift: Petroleum → Renewable / AI / EV
- Strategic Workforce Planning

Entrepreneurial Movement

- Corporate Venture Building
- Investment in EV & Clean Energy Startups

Analytical Framework for Students

Apply the following frameworks to analyze PTT's transformation:

PESTEL

Analyze the Political, Economic, Social, Technological, Environmental, and Legal factors shaping PTT's operating environment.

Dynamic Capability Theory (Teece)

Examine how PTT senses, seizes, and reconfigures its capabilities to respond to energy transition disruption.

Resource-Based View (Barney)

Identify PTT's valuable, rare, inimitable, and non-substitutable resources that underpin its competitive advantage.



ANALYTICAL THINKING



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Case Study 3: KASIKORNBANK

Disruption

- FinTech competition
- Mobile banking
- AI & Data analytics

Entrepreneurship

- FinTech partnerships
- Digital product incubation

Strategic Human Capital Shift

- Establishment of KBTG (Tech arm)
- Tech Talent Acquisition
- Agile & Scrum adoption
- Data-driven HR analytics