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Tacú leis an bhFoghlaim
Ghairmiúil i measc Ceannairí
Scoile agus Múinteoirí

Supporting the Professional
Learning of School Leaders
and Teachers

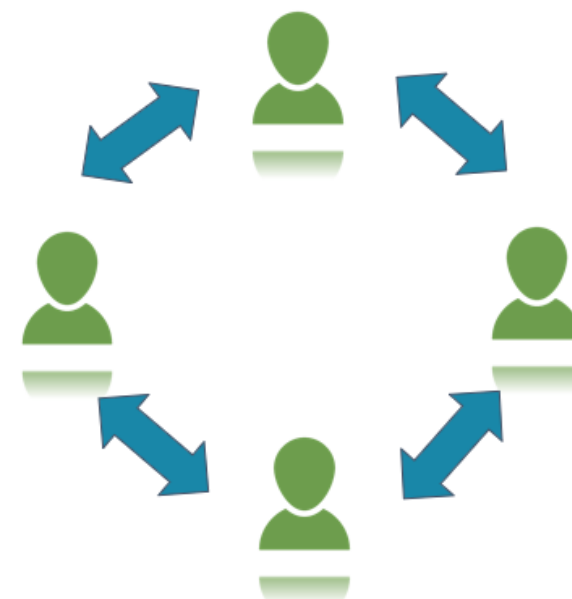
Leaving Certificate Business

Analytical tools in the Business Specification



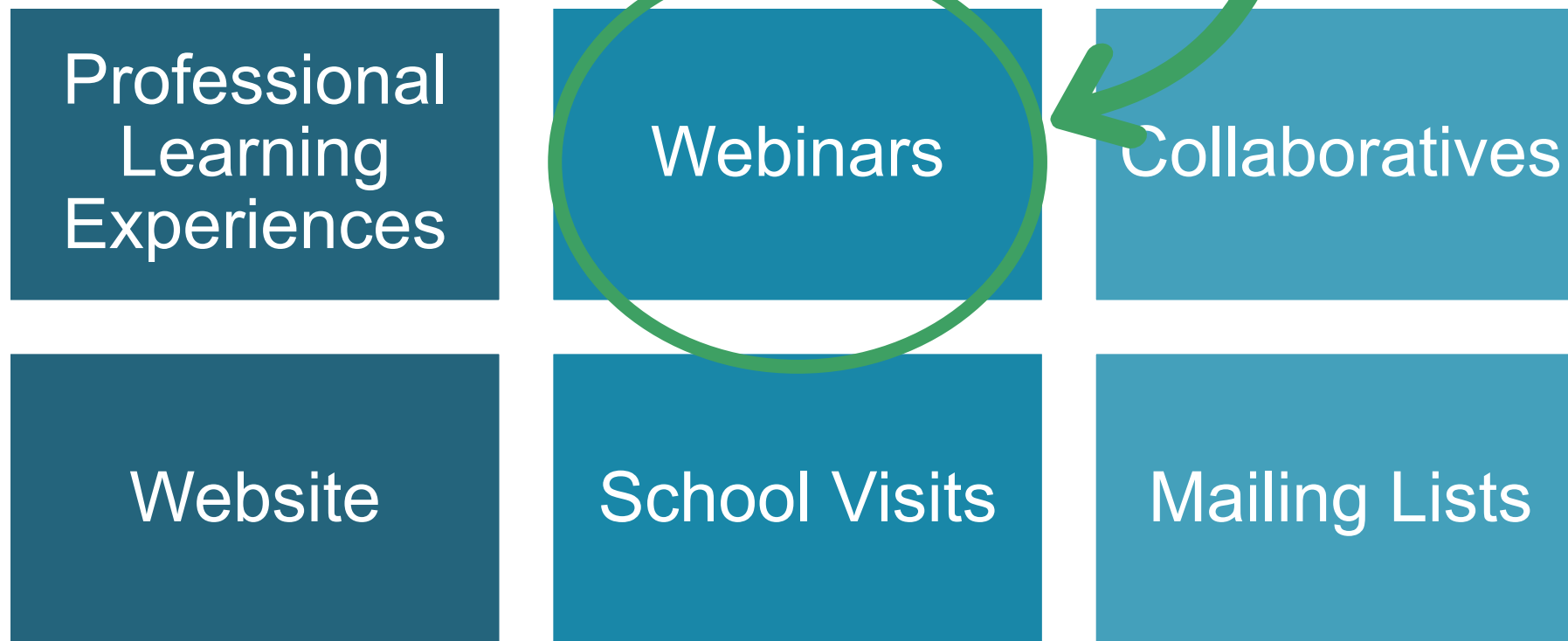
Welcome

Leaving Certificate Business Webinar





Professional Learning Supports

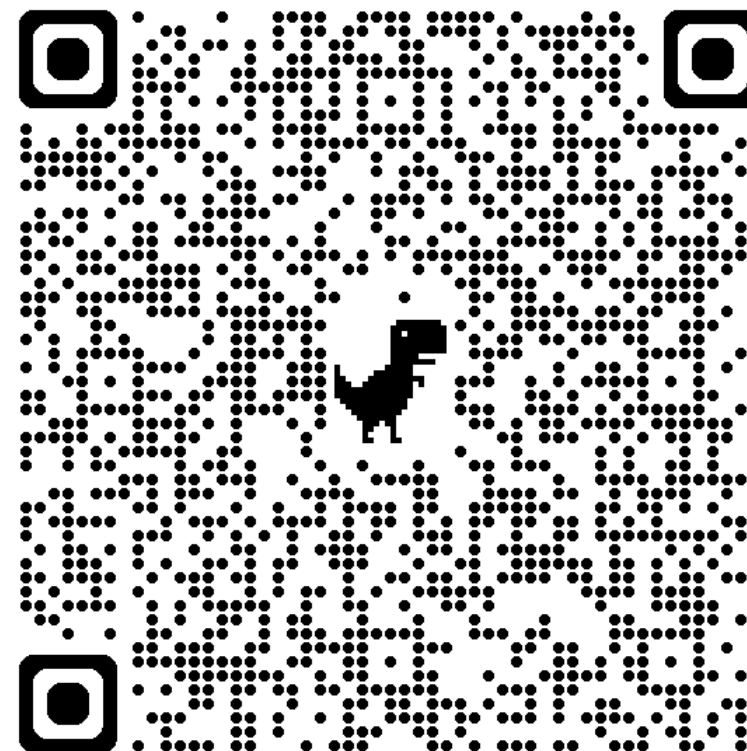




Support Materials



padlet



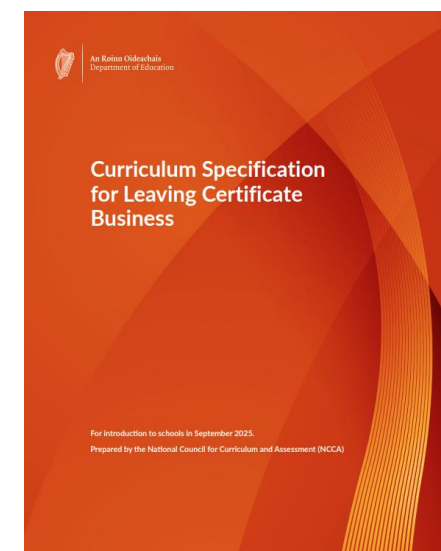
Oide Mailing Lists



Session Intentions

In this webinar we will...

- Explore how the use of analytical tools support evidence-based business decisions
- Apply these tools to business situations
- Consider teaching and learning approaches for integrating the analytical tools in the Business classroom.





Analytical Tools



- 1.1.4** conduct **stakeholder mapping*** and explain the importance of prioritising different stakeholder interests.
- 2.3.4** identify the key elements of the **business model canvas*** and outline the role of business models in successful enterprises.
- 2.4.7** use a **power interest grid*** to analyse customer interest and adjust the marketing mix as necessary.
- 2.6.2** use **Porter's five forces model*** to identify and analyse competition in the market and use these findings to identify the competitive advantage of a business.
- 2.4.8** conduct a **STEEPLE analysis*** to develop greater understanding of the external environment and identify issues of concern for a business.
- 3.4.7** explain the importance of planning for change and discuss how a **force-field analysis*** could support strategically planning for change in an organisation.

Appendix 2: Glossary of terms

This glossary is intended to clarify concepts and terms used in this specification.

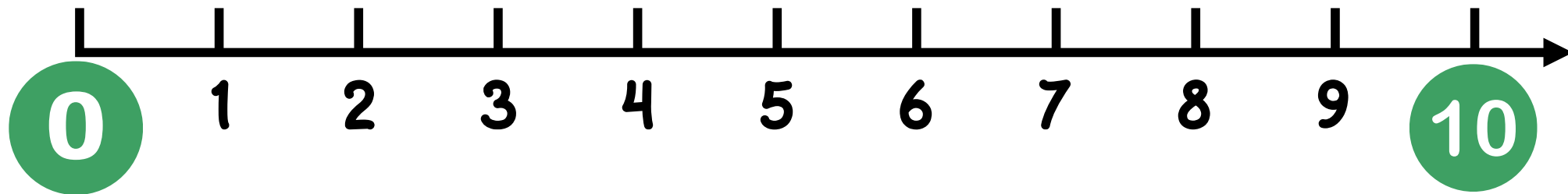
Concept/Topic	Understanding
Business model	A business model is an element within the business plan which outlines how a company will generate, create, deliver and capture value to economic, social, and cultural contexts.
Business model canvas	A business model canvas is a tool used to map out a business model and includes the key partners, activities and resources, the value proposition (why the customer would choose the product/service), channels, customer segments and channels, costs, and revenues.
Circular economy	A model of production and consumption which extends the life cycle of products, reduces waste, and creates further value.
Competence (of entrepreneurs)	The integration of knowledge, skills, values and dispositions that support and foster innovation.
Corporate wellness	An organisational focus on equality, diversity, inclusivity and the overall wellbeing of the workforce to foster a diverse, inclusive, and healthy workplace.
Design thinking	An iterative, non-linear approach to the development of products and services which focuses on solutions for the end user.
Central Bank Digital Currency (CBDC)	CBDC is an electronic form of cash for the digitalised world. It gives consumers the option to use central bank money in a digital format, complementing banknotes and coins. Digital currency differs from cryptocurrencies where the stability and reliability depend on the issuing entity and the credibility and acceptability of their issuer to maintain the money's value over time. There is no single identifiable entity that is liable for crypto assets.
Disruptive impact	Disruptive impact is often used to describe how digital technology can change the way in which businesses operate (existing within the marketplace) and how consumers interact with business. It can be both positive and negative.
Environmental, social and governance factors (ESG)	ESG stands for environmental, social and governance and these factors form the pillars in ESG frameworks and business may in some cases be expected to report their performance and progress under these three pillars.
FinTech (Financial technology)	The use of technology to deliver financial services and products to consumers.
Force-field analysis	A force-field analysis is an approach used to identify and analyse forces which drive and inhibit change and can be both internal and external.
Gig economy	The gig economy refers to a part of the labour market which relies on temporary positions, part-time workers, or freelancers.
Globalisation	The growing interconnectedness and interdependence of the world's economies, cultures and populations arising from cross-border trade in goods, services, digital technology and movement of investment, people, skills and information.
Human capital	The competences embedded in people, invested in, and developed to help them to be more productive and realise their potential.
Interdependence	Interdependence arises when one group/business depends on another for the supply of necessary goods and services.
International trade	The movement or exchange of goods or services between two jurisdictions or across borders. In considering international trade it is important to be mindful of the potential of trade on the island of Ireland between Ireland and Northern Ireland.
Irish government policy	Policies of the Irish government which include actions or statements of guidance which are adopted by the government and used as a basis for decision-making.
Not for profit enterprises	Organisations established to promote social objectives including charities, social enterprises, and Non-Governmental Organisations (NGOs).
Porter's five forces model	Porter's model includes five forces which support deeper understanding of the competitive forces within business which drive how economic value is created amongst stakeholders. The five forces are: Porter's model includes the threat of new entrants, the bargaining power of suppliers, the bargaining power of customers, the threat of substitutes and competitive rivalry.
Power interest grid	A power-interest grid is a form of stakeholder mapping which considers the motivations of stakeholders and their ability to exert influence (either positive or negative) thereby mapping them according to their relative power and interest.
Sector of the economy (in Ireland)	The different economic activity sectors which categorise products/ services provided based on the goods or services they output. The Central Statistics Office (CSO) publish the list of sectors within the Irish economy.
Shadow economy	Business and economic transactions that are deemed illegal in a jurisdiction because the goods or services being traded or exchanged are unlawful or the transaction itself is not in line with legislation or government reporting requirements.
SMART objectives for research	Setting a question for research based on being specific, measurable, achievable, relevant, and time-bound.
Sources of information	Sources of information can be either primary or secondary. Primary sources involve original documents or first-hand information and can include interviews and surveys while secondary sources often integrate primary information.
Stakeholder mapping	Stakeholder mapping involves considering the main stakeholders and their power and influence, while hearing about the range of stakeholders and the need to consider a range of perspectives. Stakeholder mapping can be written or visual and should include different stakeholders, their interdependencies and inter-relationships, and consideration of their power and influence on decision-making.
STEEPLE analysis	A STEEPLE analysis may be used to assess the impact of external factors on a business. It includes consideration of social (S), technological (T), economic (E), environmental (E), political (P), legal (L) and ethical (E) factors.

Figure 1: Business Specification, 2024, p.39-40. Appendix 2 Glossary of terms



A Pause for Purpose

How confident do you feel about integrating the analytical tools from the specification in your classroom practice?



1 = Not confident at all
10 = Extremely confident



An Airline is considering whether to fully transition to self-service check-in and luggage drop.



Smith, O. (2023) *Ranked & rated: Our verdict on Europe's best and worst airlines*. *The Telegraph*, 22 February. Available at: <https://www.telegraph.co.uk/travel/lists/ranked-rated-verdict-europes-best-worst-airlines/> (Accessed: 24 October 2025). Image credit: Getty images



Force-Field Analysis (3.4.7)

Students learn about

- the significance of strategic planning as an ongoing process in an organisation, how it supports leading and managing change in an organisation, and how a force field analysis can be used to support strategic decision-making.

Students should be able to

7. explain the importance of planning for change and discuss how a force-field analysis* could support strategically planning for change in an organisation.

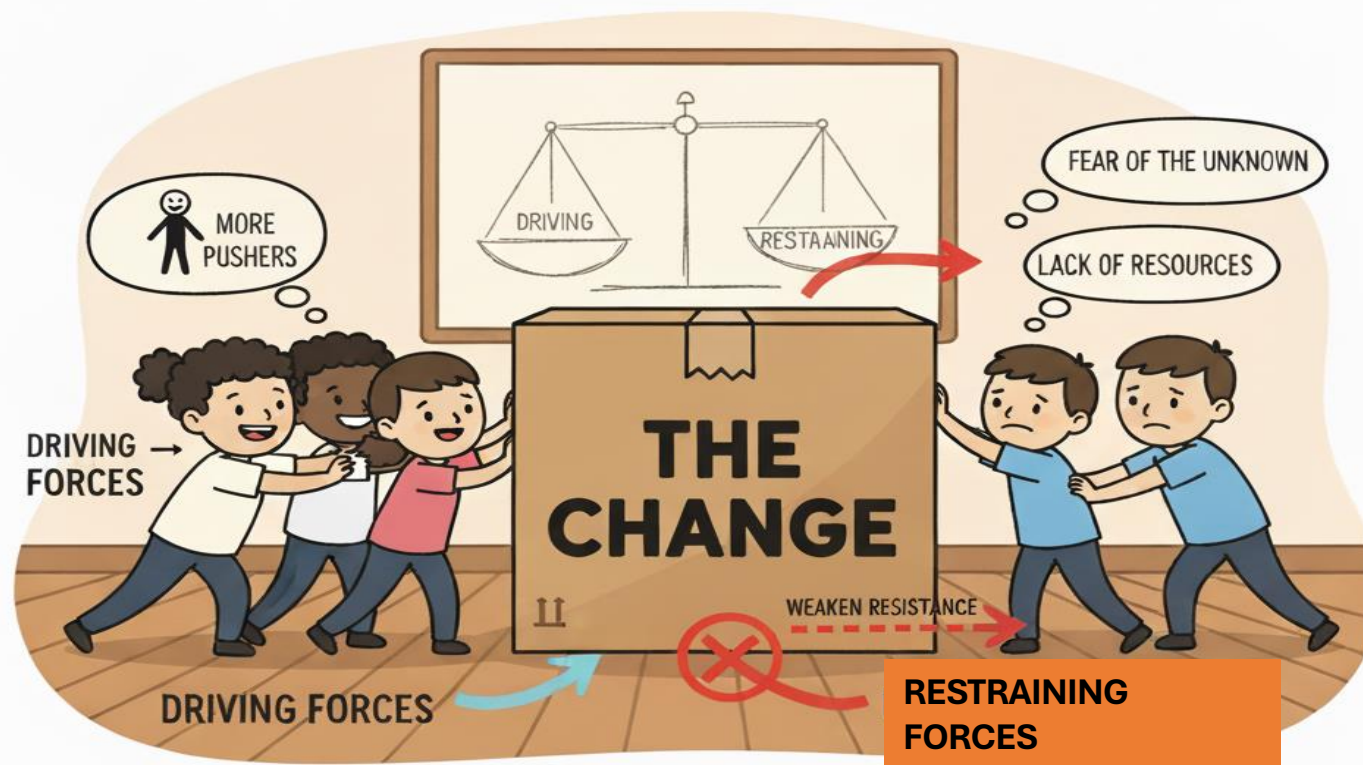
Force-field analysis

A force-field analysis is an approach used to identify and analyse forces which drive and inhibit change. Forces can be both internal and external.

(Appendix 2 Glossary of terms p.39)



FORCE-FIELD ANALYSIS: MOVING THE BOX OF CHANGE!



- VISUAL & COLLABORATIVE
- OPEN DISCUSSION

- SOLUTION-FOCUSED

- CRITICAL THINKING

Image source: Google Gemini. “Suggestions to simplify Force-Field analysis for students.” Image generation, Google, 23 Oct. 2025

Example: Force-Field Analysis



Driving Forces

- 5 Labour costs will be reduced.
- 5 The system will be automated. Providing faster processing of customers.
- 3 Customer experience.
- 3 Customers will spend less time queueing for check-in.
- 2 Data collection and analytics on consumers would enhance.

Total = 15



An Airline is considering whether to fully transition to self-service check-in and luggage drop.

Score 1 – 5
1 is weak force
and 5 is strong
force

Restraining Forces



- 4 Staff fear job losses.
- 3 Initial costs.
- 4 Increased vulnerability e.g. cyberattacks, power outages.
- 3 Some passengers (especially elderly or non-tech-savvy) may struggle or dislike the change leading to a decrease in sales.

Total = 14



Activity: Force-Field Analysis

Read the stimulus assigned.

- Identify the change that the organisation is/was seeking to introduce
- Use a Force Field Analysis to Identify 3 - 5 **driving forces** and **restraining (inhibiting) forces**
- Discuss how a force-field analysis could support strategically planning for change in an organisation.



3 mins



10 mins



AIB says it 'will not proceed' with plans to make 70 branches cashless in wake of massive backlash

Source: Moore, J. (2025) , AIB says it 'will not proceed' with plans to make 70 branches cashless in wake of massive backlash, The Journal.ie, 22 July 2022. Sourced at: [AIB says it 'will not proceed' with plans to make 70 branches cashless in wake of massive backlash](#) (Accessed 23 October 2025)

Feedback & Reflection: Force-Field Analysis



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Porter's Five Forces Model (2.6.2)

Students learn about

6. Growth, development, and expansion

- the importance of identifying potential competition and competitors and the significance of a business' competitive advantage and how a business can capitalise on this.

Students should be able to

2. use Porter's five forces model* to identify and analyse competition in the market and use these findings to identify the competitive advantage of a business.

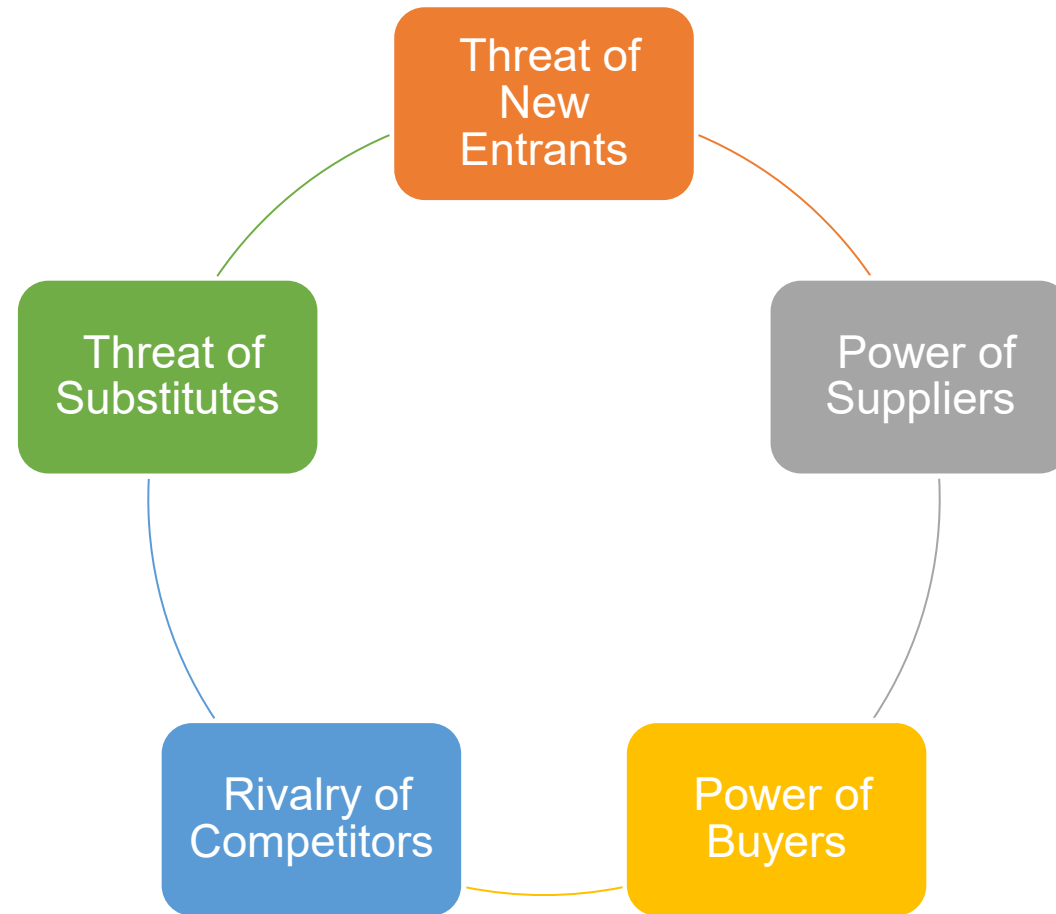
Porter's five forces model

Porter's model includes five forces which support deeper understanding of the competitive forces within business which drive how economic value is divided amongst stakeholders. The five forces with Porter's model include the threat of new entrants, the bargaining power of suppliers, the bargaining power of customers, the threat of substitutes and competitive rivalry.

(Appendix 2 Glossary of terms p.40)

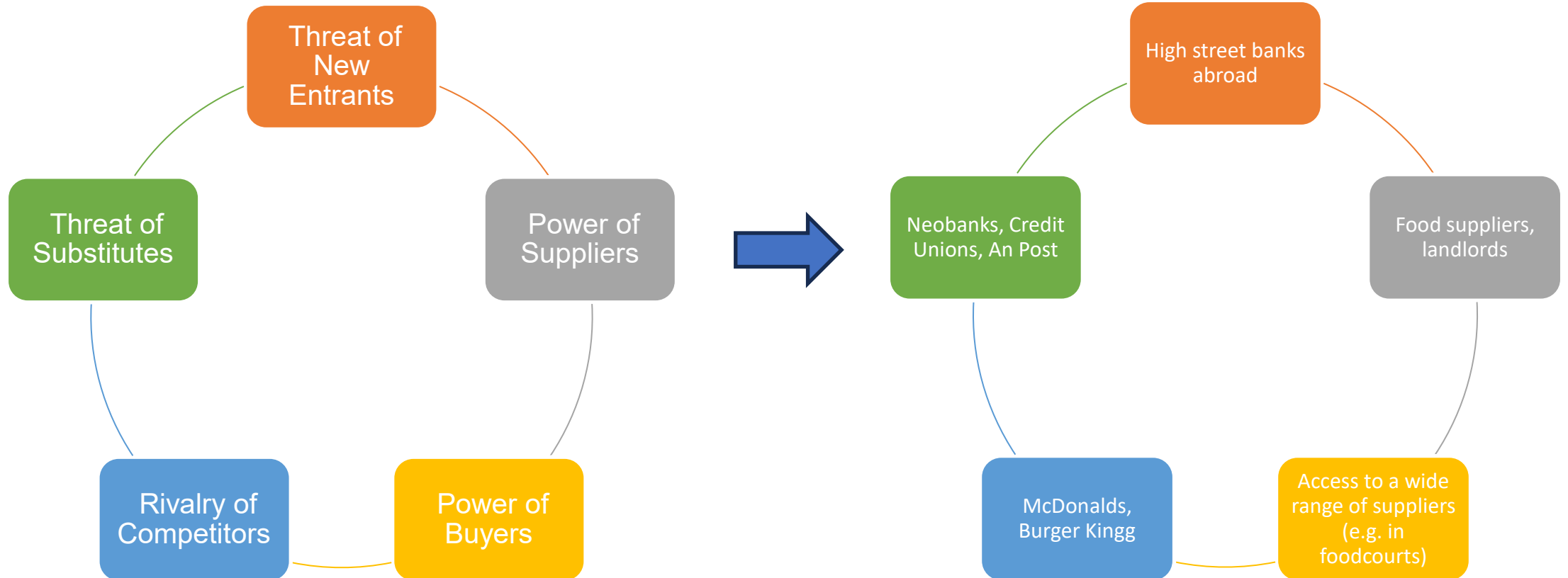


Porter's Five Forces Model





Modelling Porter's Five Forces – Bank of Ireland



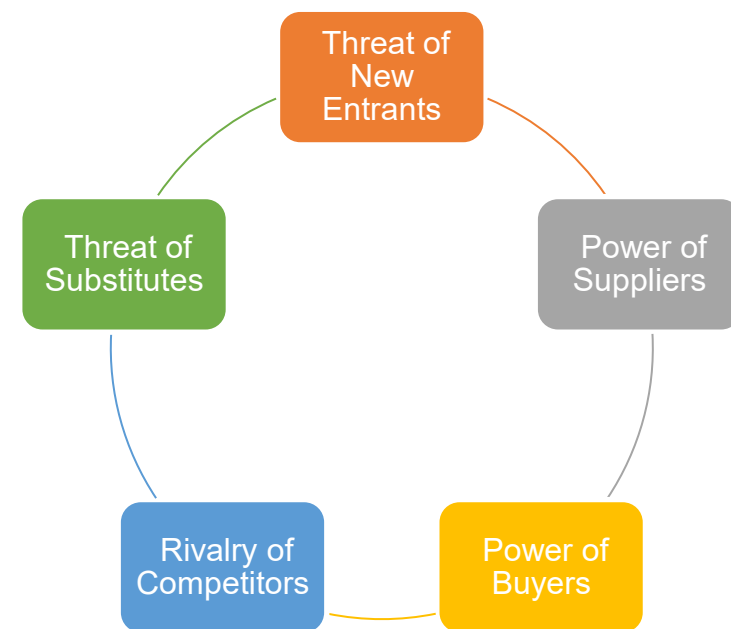


Activity: Porter's Five Forces

In your breakout room, use Porter's five forces model to identify and analyse the competition faced by SuperValu in the grocery sector



10 mins



Feedback & Reflection: Porter's Five Forces



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Business Model Canvas (2.3.4)

Students learn about

3. Business planning

- the importance of the business model and the elements of the business model canvas*.

Students should be able to

4. identify the key elements of the business model canvas and outline the role of business models in successful enterprises.

Business model canvas

A business model canvas is a tool used to map out a business model and includes the key partners, activities and resources, the value proposition (why the customer would choose the product/service), customers, customer relations and channels, costs, and revenues.

(Appendix 2 Glossary of terms p.39)



Business Model Canvas

Design for : Coffee Shop

Design by : Manager



Key Partners

- Coffee Bean Suppliers.
- Delivery Partners.

Key Activities



- Brewing Coffee.
- Managing Stock.
- Marketing.



Key Resources

- Baristas.
- Coffee Machines.
- Coffee beans.

Value Propositions



- Quality Coffee.
- Cosy Atmosphere.
- Convenience.
- Prompt Service

Customer Relations



- Loyalty Cards
- Friendly Service
- Social Media



Channels

- Physical Store.
- Delivery Apps
- Drone Delivery.

Customers



- Workers from nearby offices.
- Commuters.
- Students.
- Shoppers.
- Tourists.



Costs

- Rent.
- Wages.
- Coffee Beans.
- Utility Bills.



Revenues

- Coffee Sales.
- Merchandise.
- Mobile Coffee Van.

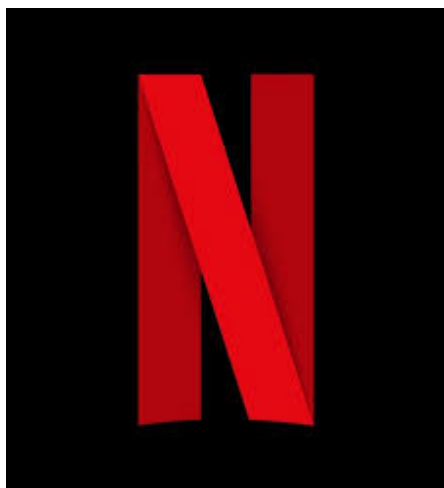


Activity: Business Model Canvas



10 mins

Identify two relevant points, under each of the elements of the business model canvas.



Feedback & Reflection: Business Model Canvas



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Stakeholder Mapping (1.1.4)

Students learn about

1. Key stakeholders in business

- key stakeholders in business (including business owners, investors, employees, consumers, suppliers, local community, and government), their importance in business and their interdependencies, including the needs and wants of different stakeholders at different stages of business development.

Students should be able to

4. conduct stakeholder mapping* and explain the importance of prioritising different stakeholder interests.

Stakeholder mapping

Stakeholder mapping involves considering the main stakeholders and their power and influence, while learning about the range of stakeholders and the need to consider a range of perspectives. Stakeholder mapping can be written or visual and should include different stakeholders, their interdependencies and inter-relationships, and consideration of their power and influence on decision-making.

(Appendix 2 Glossary of terms p.40)



Power-Interest Grid (2.4.7)

Students learn about

- the potential of a range of analytical tools to analyse customer interest and the external environment.

Students should be able to

7. use a power interest grid* to analyse customer interest and adjust the marketing mix as necessary.

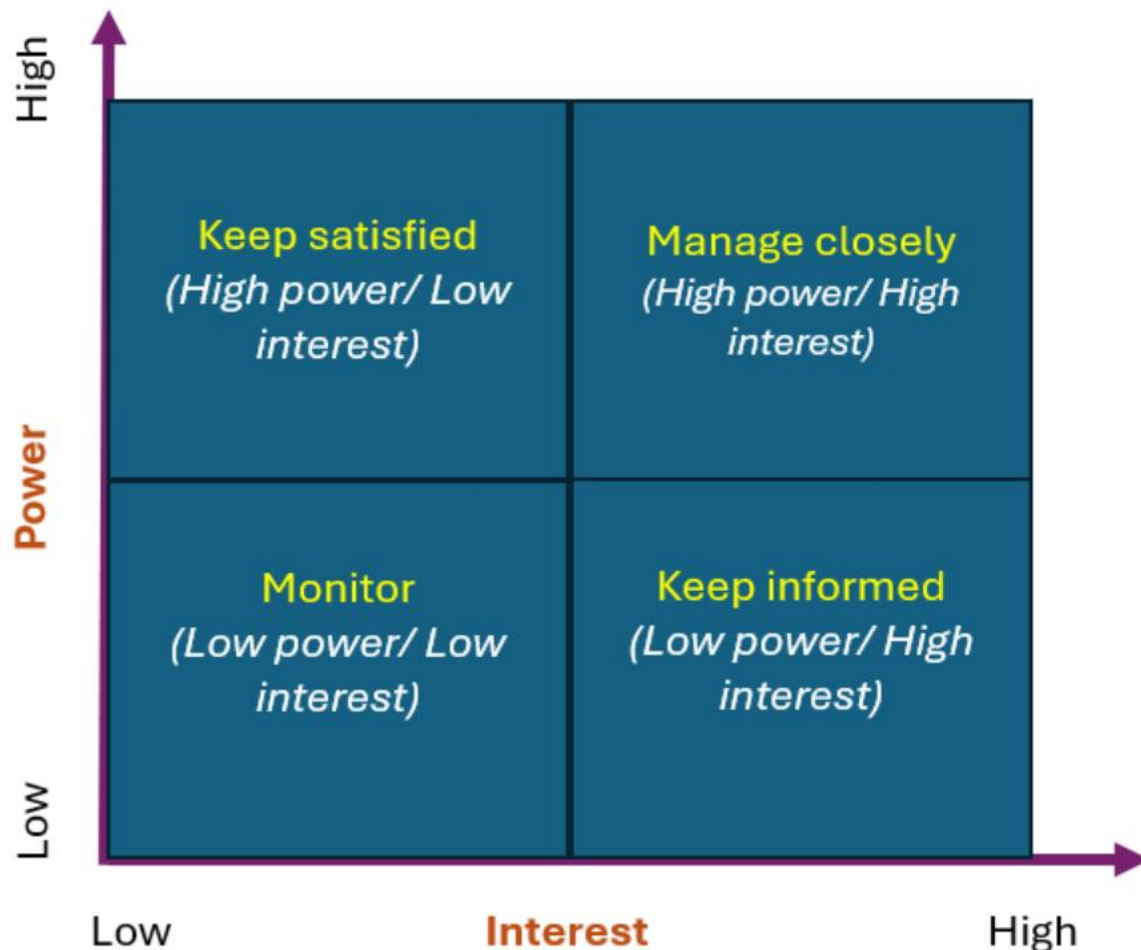
Power-interest grid

A power-interest grid is a form of stakeholder mapping which considers the motivations of stakeholders and their ability to exert influence (either positive or negative) thereby mapping them according to their relative power and interest.

(Appendix 2 Glossary of terms p.40)



Stakeholder Mapping using a Power-Interest Grid



- **Quadrant 1:** High Power, Low Interest
- **Quadrant 2:** High Power, High Interest
- **Quadrant 3:** Low Power, High Interest
- **Quadrant 4:** Low Power, Low Interest

Image source: Google. "Power-Interest Grid.", RIGCERT Education, 12 November, 2025.



Modelling Stakeholder Mapping using a Power-Interest Grid

Bank staff 'surprised and disappointed' over back to the office push

Updated / Monday, 22 Sep 2025 07:20



Both AIB and Bank of Ireland announced plans in the summer to increase the number of days staff come in to the office

- ❑ Identify the key stakeholders
- ❑ Identify the quadrant that each stakeholder should be placed in the power-interest grid

RTÉ News. (2025, September 22). *Bank staff 'surprised' by back to the office push.*
<https://www.rte.ie/news/2025/0921/1534404-bank-staff-remote-working/>



Activity: Stakeholder Mapping (Power-Interest Grid)



Why Ryanair is scrapping physical boarding passes, and what it means for you

Smartphones only for future travel – but airline says it will help you if your phone dies
before you board

Source: Pope, C. 2025. 'Why Ryanair is scrapping physical boarding passes,
and what it means for you', *The Irish Times*, 11 November 2025. Photo:istock

Activity: Stakeholder Mapping (Power-Interest Grid)



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- Identify the stakeholders that would be affected by the proposed changes Ryanair are introducing?
- Decide on the levels of power(influence) and Interest(concern) of each stakeholder group – low/high power/interest?
- Complete a Power-interest grid using the template in the Padlet
- Ensure there is at least one stakeholder group in each quadrant



10 mins

Feedback & Reflection: Stakeholder Mapping



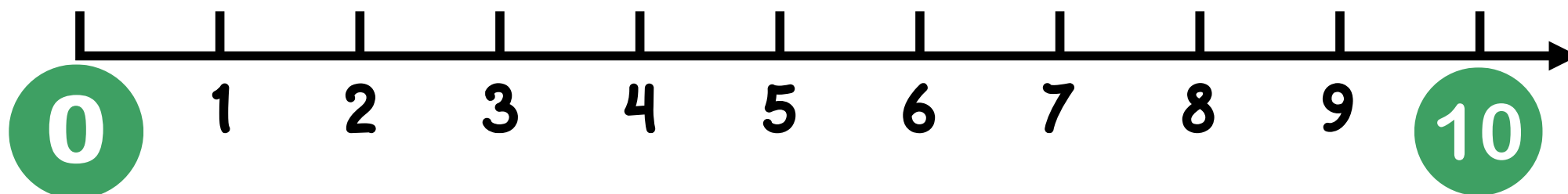
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Individual Reflection

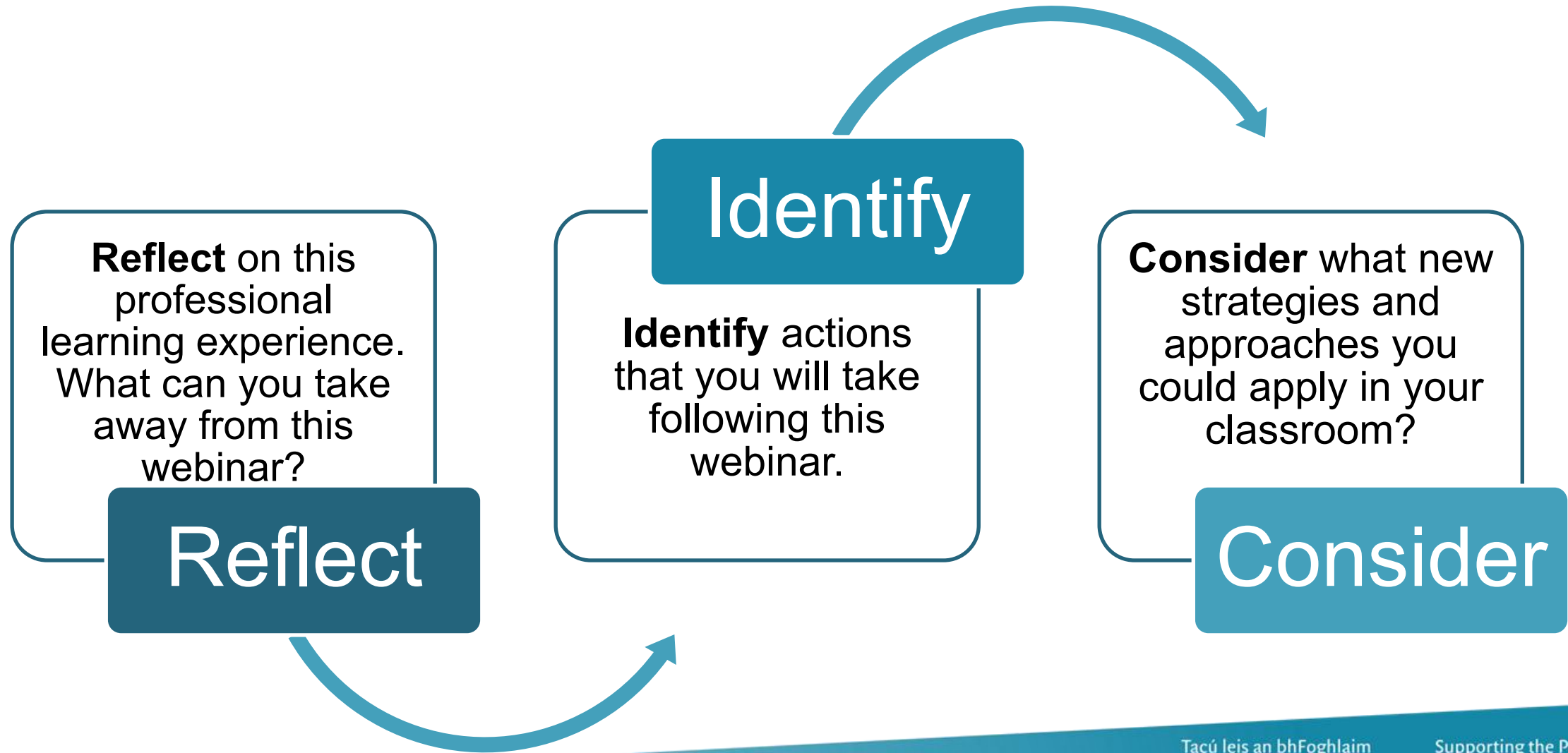
How confident do you feel now about integrating the analytical tools from the specification in your classroom practice?



1 = Not confident at all
10 = Extremely confident



Reflection: What next?



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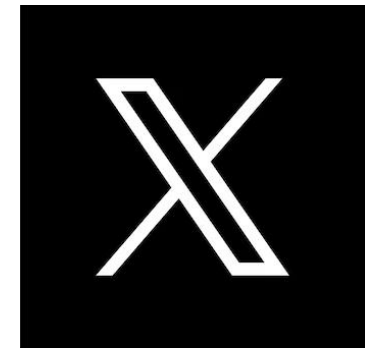
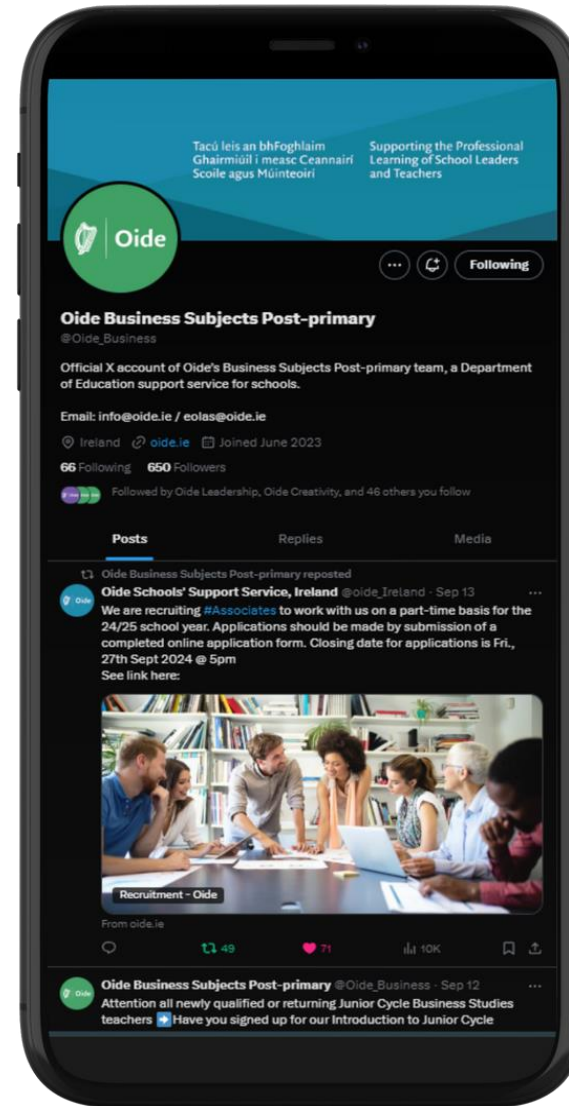


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