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| **SWOT Ref.** | **Situation being analyzed:** | **Date Raised:** |
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This SWOT example is for a new business opportunity. Many criteria can apply to more than one quadrant. Identify criteria appropriate to your own SWOT situation.

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| **Criteria Examples** | **Strengths** | **Weaknesses** | **Criteria Examples** |
| 1. Advantages of proposition? 2. Capabilities? 3. Competitive advantages? 4. USP's (unique selling points)? 5. Resources, Assets, People? 6. Experience, knowledge, data? 7. Financial reserves, likely returns? 8. Marketing - reach, distribution, awareness? 9. Innovative aspects? 10. Location and geographical? 11. Price, value, quality? 12. Accreditations, qualifications, certifications? 13. Processes, systems, IT, communications? 14. Cultural, attitudinal, behavioural? 15. Management cover, succession? 16. Philosophy and values? | What are your organisation’s advantages?  What does your organisation do well?  Where does the organisation compete well?  Does your organisation respond quickly to customers?  Are your organisation’s staff are young and enthusiastic?  Does your organisation’s leader have a good reputation?  Appreciate the strengths of a situation, and you may then decide to build on these. | What could your organisation improve?  What does your organisation do badly?  What issues should your organisation avoid?  Is your organisation new?  Has it developed a strong reputation yet?  Do your employees lack experience?  Are you making money?  Consider this from an internal and external basis. Define the weaknesses, which you might choose to minimise? | 1. Disadvantages of proposition? 2. Gaps in capabilities? 3. Lack of competitive strength? 4. Reputation, presence and reach? 5. Financials? 6. Own known vulnerabilities? 7. Timescales, deadlines and pressures? 8. Cashflow, start-up cash-drain? 9. Continuity, supply chain robustness? 10. Effects on core activities, distraction? 11. Reliability of data, plan predictability? 12. Morale, commitment, leadership? 13. Accreditations, etc? 14. Processes and systems, etc? 15. Management cover, succession? |

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| **Criteria Examples** | **Opportunities** | **Threats** | **Criteria Examples** |
| 1. Market developments? 2. Competitors' vulnerabilities? 3. Industry or lifestyle trends? 4. Technology development and innovation? 5. Global influences? 6. New markets, vertical, horizontal? 7. Niche target markets? 8. Geographical, export, import? 9. New USP's? 10. Tactics: eg, surprise, major contracts? 11. Business and product development? 12. Information and research? 13. Partnerships, agencies, distribution? 14. Volumes, production, economies? 15. Seasonal, weather, fashion influences? | Is our business sector is expanding?  Does local government encourage local businesses offering schemes?  Does the government is offer tax exemptions to small companies like yours?  Where are the good opportunities facing you?  What are the interesting trends you are aware of?  Useful opportunities can come from things such as changes in government policy, changes in social patterns and population profiles, and local events.  Make the most of the opportunities that present themselves. | Might technology change your market beyond your ability to adapt?  If a larger, more established competitor starts offering the same services, can you compete?  Does the demand for skilled workers exceed the supply of skilled workers?  What obstacles do you face?  What is your competition doing?  Carrying out this analysis will often be illuminating – both in terms of pointing out what needs to be done and in putting problems into perspective.  Recognise the possible threats and treat them in a planned and organised way.  You can also apply SWOT analysis to your competitors – this may produce some interesting insights! | 1. Political effects? 2. Legislative effects? 3. Environmental effects? 4. IT developments? 5. Competitor intentions - various? 6. Market demand? 7. New technologies, services, ideas? 8. Vital contracts and partners? 9. Sustaining internal capabilities? 10. Obstacles faced? 11. Insurmountable weaknesses? 12. Loss of key staff? 13. Sustainable financial backing? 14. Economy - home, abroad? 15. Seasonality, weather effects? |

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| **Conclusions** |
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| **Recommendations** |
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**Notes:**

SWOT analysis is a general technique that can be applied to any number of situations and activities. It is particularly appropriate during strategic planning. Performing a SWOT analysis is a management activity that involves brainstorming and recording strengths, weaknesses, opportunities and threats concerning a task, individual, or organization. The analysis takes into account internal resources and capabilities (strengths and weaknesses) and ones that are external (opportunities and threats). The results should be formally reviewed during your management reviews. The next step begins the process of turning the results of the SWOT analysis into something actionable. Encourage group discussion about the four prioritized lists by asking:

1. How can we maximize the use of our strengths?
2. How can we overcome the threats identified?
3. What do we need to do to overcome the identified weaknesses?
4. How can we take advantage of our opportunities?