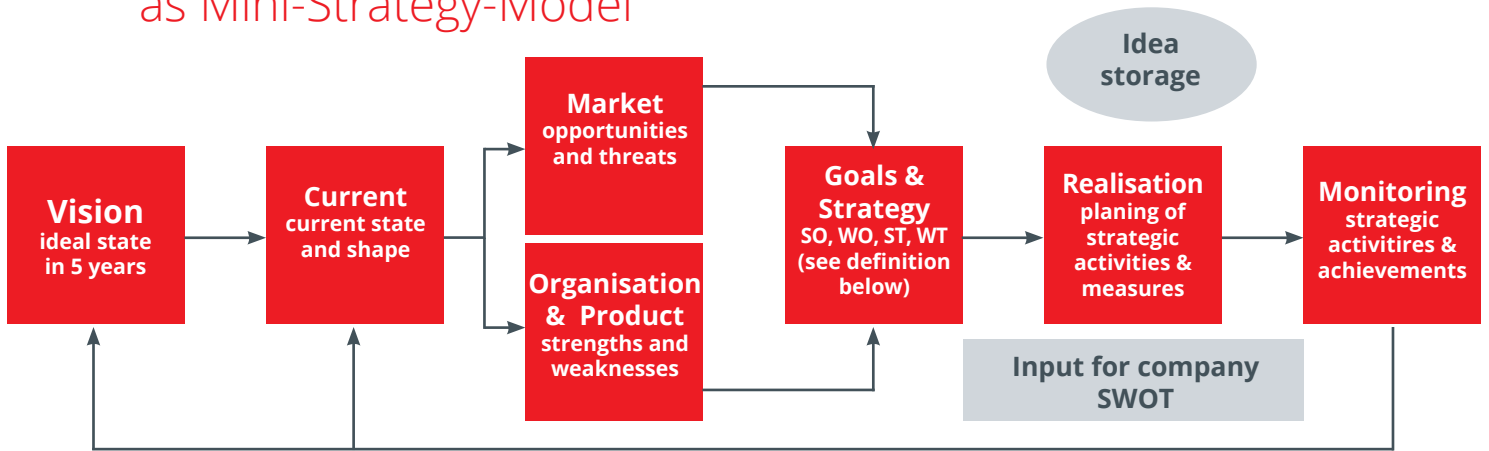


# SWOT ANALYSIS

## as Mini-Strategy-Model



### How to use SWOT

- SWOT analysis is used to identify the relevant internal (the strengths and weaknesses) and external key factors (the opportunities and threats) to achieving an objective.
- Strengths or weaknesses are not per se, but always depending upon their effect on the objective.
- The benefit of a SWOT is defined by the value of the strategies it generates. A SWOT item that produces valuable strategies is important. A SWOT item that generates no strategies is not important.
- Combining the four fields allows you to infer the four strategic combinations as well as the strategic activity:
  - SO strategy = strenghts combined with opportunities = **Attack**
  - ST strategy = strenghts combined with threats = **Defend**
  - WO strategy = weaknesses combined with opportunities = **Improve**
  - WT strategy = weaknesses combined with threats = **Exit**
- For instance: strong relations between strengths and opportunities suggest using attack strategy. Strong interaction between weaknesses and threats indicate using defend strategy.

*When you have many factors to consider, it may be helpful to construct a matrix to match individual strengths and weaknesses to the individual opportunities and threats you've identified.*

### SWOT Questions

#### External analysis

- Which opportunities provides the market to meet/boost our objective?
- What threats in the market may endanger our objective?

#### Internal analysis

- What makes as successful?
- What are our most outstanding and significant strengths in the context required to meet our objective?
- What do we struggle with? What are our major problems?
- Where and why are we losing money and clients?
- Which is our bottleneck?

#### Reflection on findings

- What would a partner contribute to our SWOT analysis?
- How would a client complement or revise this SWOT analysis?

	Opportunities environmental factors	Threats environmental factors
Strengths internal factors	<b>SO-strategies Attack:</b> Use internal strenghts to meet external opportunities. _____ _____	<b>ST-strategies Defend:</b> Focus on your strengths to defend external threats. _____ _____
Weakness internal factors	<b>WO-strategies Improve:</b> Reduce internal weaknesses or build strenghts to achieve external opportunities. _____ _____	<b>WT-strategies Exit:</b> Avoid, reduce or work around threats. _____ _____