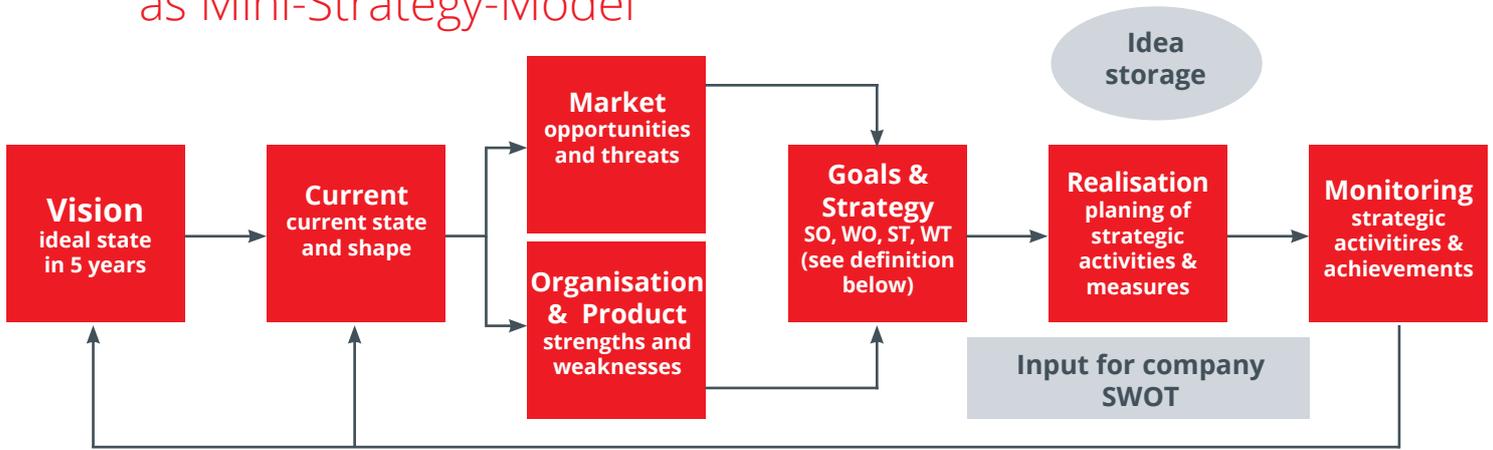


SWOT ANALYSIS

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