



IS YOUR STRATEGIC POSITION APPROPRIATE?

Assessing Your Organisation – SWOT

A situational analysis (SWOT) focuses on four areas of your organisation. This SWOT analysis diagnostic guides you through the process. After completing this diagnostic, you have established a strategic baseline score for your organisation, division, or department. The strategic baseline score is used at your next planning session (six to twelve months from now) and facilitates the measurement of your improvement and identifying changes in the external environment. All questions must be answered. The process becomes more straightforward in the future, once you've determined a baseline and can quantify change.

For each statement in the tables below, put a tick ✓ in the appropriate column. All questions must be answered.

Strengths

Statement	Disagree	Neutral	Agree
We have a high level of competence.			
We have competitive skill.			
We are ahead on the experience curve.			
Have adequate financial resources.			
We have a good reputation with clients.			
We are an acknowledged market leader.			
We have well-conceived functional area strategies.			
We have access to economies of scale.			
We are somewhat insulated from strong competitive pressures.			
We have proprietary technology.			
We have better advertising campaigns than the competition.			
We are good at creating new products or services.			
We have strong management personnel.			
Have superior technological/technical skills.			
We have cost/pricing advantages.			
GROSS TOTALS:			
	X 1	X 2	X 3
WEIGHTED TOTALS:			



Weaknesses

Statement	Disagree	Neutral	Agree
We have no clear strategic direction.			
Our facilities are outdated.			
We lack managerial depth and talent.			
We are deficient in some key skills or competencies.			
We have a less than average track record in implementing strategy.			
We are beset with internal operating problems.			
We are lagging with research and development.			
We have a limited product line.			
Our market image is average to weak.			
Our marketing skills are average or worse.			
We are unable to finance needed strategy changes.			
We have higher overall costs relative to our key competitors.			
Our profitability is average or worse.			
GROSS TOTALS:			
	X 1	X 2	X 3
WEIGHTED TOTALS:			

Opportunities

Statement	No	Maybe	Yes
There are additional customer groups that we could serve.			
There are new markets or market segments we could enter.			
We can expand our products/services to meet customer needs.			
We have the ability to diversify into related products and services.			
We can control sourcing or supply activities (vertical integration).			
The removal of trade barriers is opening foreign markets to us.			
Our competitors and rivals are becoming complacent.			
The market is growing faster than in the past.			
Fewer regulatory requirements is making business easier for us.			
GROSS TOTALS:			
	X 1	X 2	X 3
WEIGHTED TOTALS:			



Threats

Statement	No	Maybe	Yes
Low-cost foreign competitors are entering the market.			
Sales of substitute products/services are rising.			
The market is growing more slowly than we anticipated and expected.			
There are adverse shifts in foreign exchange rates and trade policies.			
Regulatory requirements are becoming onerous.			
We are vulnerable to changes in the business cycle or to recessions.			
Customers and suppliers have increased bargaining power.			
Buyers' needs and tastes are changing in directions that point away from our current expertise.			
Demographic changes are having a negative impact on our business.			
It's comparatively easy to enter this industry (low barriers to entry).			
Could change this industry with little or no warning.			
GROSS TOTALS:			
	X 1	X 2	X 3
WEIGHTED TOTALS:			

Analysis

Strengths Weighted Totals:		Threats Weighted Totals:	
Opportunities Weighted Totals:		Weaknesses Weighted Totals:	
Sum of S+O:		Sum of T+W:	
S+O			
Less: T+W			
Strategic Baseline:			

Use your Strategic Baseline at your next planning session to measure how much change your organisation has experienced, how much improvement you have achieved in your strengths and weaknesses, and how the external environment has affected your progress.

Need a professional to facilitate your organisation's strategic planning? E-mail: ric@mba4day.com