



## Office & Training Solutions Ltd

### **Conducting a SWOT analysis - Example questions to consider**

A strategic analysis of the organization and the external environment will enable the organization to plan more effectively for the future, whilst taking into account opportunities and potential threats. The following key questions provide a basis for this analysis and will help you identify your strengths and weaknesses (internal) and possible threats and opportunities (external) as an organization.

#### **What are your organization's strengths and weaknesses?**

*For example*

Do you have a clear recorded mission for your organization?

Is this mission available to the public/funders/stakeholders/potential new members?

Have you an overall plan (short, medium or long term) of where you hope to go in the next 6, 12 and/or 18 months?

Is this plan focused i.e. includes timescales, tasks, people responsible, finances, review process

Is this plan reviewed regularly?

How successful have you been in achieving your plan to date?

Have you met or exceeded your planned targets?

Do your current services meet users' requirements?

Where do you make most of your money?

Are there any areas that are losing money?

How well known are you in the marketplace?

Who knows about you and who doesn't?

How is your business *perceived* in the marketplace?

What else would you like your markets to know about your business?

What is your customer retention performance the past 3 years?

Which customers are you most likely to retain?

Who are your best customer(s) and why?

Who are your problem customers and why?

Have you ever "fired" a customer? If so, why—or why not?

What do customers say about your products/services?

How well does your company continually interact with clients?

How do you track those interactions?

What are your products and services – are they well articulated externally?

What are your prices?

What is the rationale(s) for your current products/pricing?

Could you price your products/services differently (and be more successful)?

What makes your products/services different, better than the competition?

How effective are your links with other key organizations/agencies in your area?

How secure is your organization's financial position?  
Do you have the staffing levels and expertise necessary to meet your objectives?  
Are you able to build effective relationships with those you wish to influence?  
Do you have a positive relationship with your funders/supporters/stakeholders?  
Is your organization effective at communicating with external groups?  
How effective are your management systems and processes?  
Are management roles and responsibilities clearly defined and communicated – clear lines?  
Does your Management Committee have the capacity/expertise to meet the demands of the organization?  
Are management meetings organized, well attended and productive?  
Is your organization marketed effectively (through all free routes too!)  
Do you have a budget and know your expenditure lines, how do these compare to last year, are there cost savings to be made?  
Do you review your budget, how often?  
Have your staff clear targets?  
Have all staff received the development required to do their role  
Do you have regular performance reviews/appraisals with your staff?

**What are the key opportunities and threats facing your organization?**

*For example:*

Are you aware of funding opportunities for your organization?  
What is the future for your current funding pot?  
How else could you fund?  
What other fund raising opportunities are there for your organization?  
Are you clear on your target market?  
Are you meeting all users needs?  
Is there competition from other or similar organizations in your area?  
Have customers left your organization and why?  
Are there barriers to your organization's development i.e. resources, funds?  
Are you collaborating/consulting with other groups/partnerships in your area?  
Are there opportunities for developing new area of work and /or for extending services to new audiences?  
Do you use press coverage to build positive relations with your target audiences?  
Do you need to increase the marketing routes to increase members?  
Are you effectively maximising your staff resources and skills?  
What are your growth targets/plan for 2011/2012 (e.g. new customers, sales or profit per customer, etc)?