

SWOT ANALYSIS

**A TRADITIONAL TECHNIQUE
FOR INTERNAL MAPPING**

AGENDA

- ✓ Internal mapping
- ✓ About SWOT Analysis
- ✓ SWOT Analysis and creativity
- ✓ The purposed questionnaire
- ✓ Conclusions

INTERNAL MAPPING

Exploitation of internal resources, in order to foster bottom-up emergence of new business concepts through an internal research, whose aim is to obtain inputs from different hierarchical levels

ABOUT SWOT ANALYSIS

...a methodology born from marketing research, used to analyse **competitive context** and in particular **product strategies**



S-trenghts

W-eaknesses

O-pportunities

T-hreats



OBJECTIVES

... to analyse impact of the **main internal and external factors** which define the competitive positioning of a firm or business unit within its market, to elaborate a competitive strategy

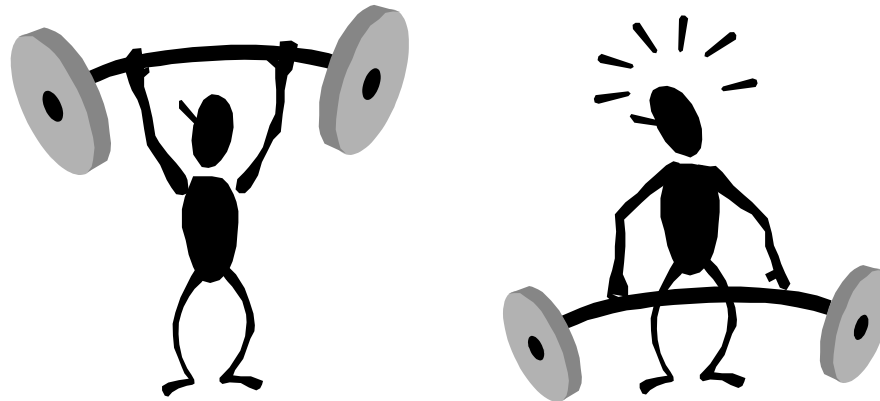
- **Internal factors:** organizational structure, technological progress, organizational culture, level of competence, base of clients, network with partners...
- **External factors:** technological level within the industry, strenght of concurrents, environmental factors...

WHY THE SWOT ANALYSIS...

- To change mental attitudes towards problems
- To work in team on different kinds of problems
- To analyse problems from 4 different points of view
- To understand strength and weakness and to turn threats into opportunities

SWOT: INTERNAL CONTEST

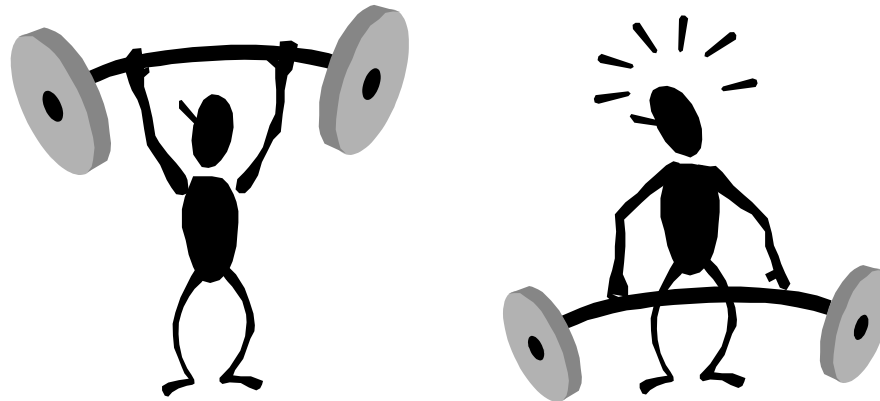
- **STRENGTHS:** resources, competences or productive factors that let an organization realize the strategies that support its mission



- **WEAKNESSES:** elements that interfere with the realization of the strategy (lack of resources, competences or productive factors)

SWOT: EXTERNAL CONTEST

- **OPPORTUNITIES:** area of the external environment that can allow the organization to obtain positive performances



- **THREATS:** area of the external environment that affect in a negative way the possibilities of the organization to obtain positive performances

SWOT ALLOWS TO:

- **Capitalize** strengths
- **Minimize** weaknesses
- **Seize** opportunities
- **Answer back** threats



SYNTHESIS:

Strengths: areas of excellence

Weaknesses: areas of improvement

Opportunities and threats: from the external environment

SWOT ANALYSIS AND CREATIVITY

OBJECTIVE:

To let ideas emergence bottom-up

TARGET:

People from different functions inside the organization

INSTRUMENT OF ANALYSIS:

Structured questionnaire used to identify some:

- Strengths
- Weaknesses
- Opportunities
- Threats

as perceived inside the organization

SWOT ANALYSIS: THE QUESTIONNAIRE

- People from different functions in the organization should fill in the **proposed questionnaire**, which will identify some strengths, weaknesses, opportunities and threats
- The questionnaire should have some “**open questions**” to let creativity of the people emerge

The results coming from the questionnaires are the basis of the creative process

THE PROPOSED QUESTIONNAIRE (internal factors)

DRAFT CHECK-LIST					
1	Penetration of the existent products into the market	1	2	3	4
2	Quality of the materials and of the technology used	1	2	3	4
3	Innovativeness/differentiation/diversification of your products/processes/services	1	2	3	4
4	Availability of product variants to be delivered at short notice	1	2	3	4
5	Proprietary know-how, patents, marks, licences, etc.	1	2	3	4
6	Degree of exploitation/defence of your most relevant assets/resources	1	2	3	4
7	Free/difficult flow of information among departments, effectiveness of IT systems	1	2	3	4
8	Level of brand/reputation, level of customer loyalty to the brand	1	2	3	4
9	Weight of problems occurred with customers/complaints	1	2	3	4
10	Effectiveness in meeting customer needs	1	2	3	4
11	Effectiveness of your marketing research/expertise	1	2	3	4
12	Coherence price-value perceived by the customer	1	2	3	4
13	Effectiveness of promotion policies	1	2	3	4
14	Effectiveness of your distributive channels (location, access, attractiveness, etc.)	1	2	3	4
15	Effectiveness of your sales force	1	2	3	4
16	Staff skills (working in team, propension to innovation, adaptability, experience, etc.)	1	2	3	4
17	Cooperation and coordination among different departments	1	2	3	4
18	Sustainability of your competitive advantages	1	2	3	4
19	Possibility of removing your competitive disadvantages	1	2	3	4
20	General ability of improvement	1	2	3	4

THE PROPOSED QUESTIONNAIRE (external factors)

DRAFT CHECK-LIST					
21	Awareness/exploitation of emerging trends (in demography, economy, technology, legislation, etc.)	1	2	3	4
22	Awareness as regards seasonal, weather, fashion influences to your products	1	2	3	4
23	Awareness as regards the changing importance of different product attributes/function to your customers	1	2	3	4
24	Exploitation of emerging markets (Internet, web site set up and development, E-commerce, China, etc.)	1	2	3	4
25	Existence/awareness of new market segments/new target of customers	1	2	3	4
26	Existence of product/service areas that competitors have not yet covered	1	2	3	4
27	Possibility of mergers, joint ventures or strategic alliances and partnerships	1	2	3	4
28	Possibility of cross promotion with producers of a complementary product	1	2	3	4
29	General aptitude to discover and address new opportunities	1	2	3	4
30	Coherence between resources allocation and opportunities to catch	1	2	3	4
31	Existence of obstacles or negative trends threatening your market share	1	2	3	4
32	Changes in technology threatening your sector and your position	1	2	3	4
33	Existence of trade barriers threatening your international expansion	1	2	3	4
34	Unfavourable changes in the economic conditions affecting your financial viability	1	2	3	4
35	Unfavourable changes in the specifications required for your products	1	2	3	4
36	Existence/weight of bad environmental impact of your products	1	2	3	4
37	Improvements made by your competitors, making them stronger	1	2	3	4
38	Changes in price/ Existence of price wars with competitors	1	2	3	4
39	General aptitude to discover and overcome new threats	1	2	3	4
40	Level of relatedness between your weaknesses and threats you are facing	1	2	3	4

THE PROPOSED QUESTIONNAIRE (open questions)

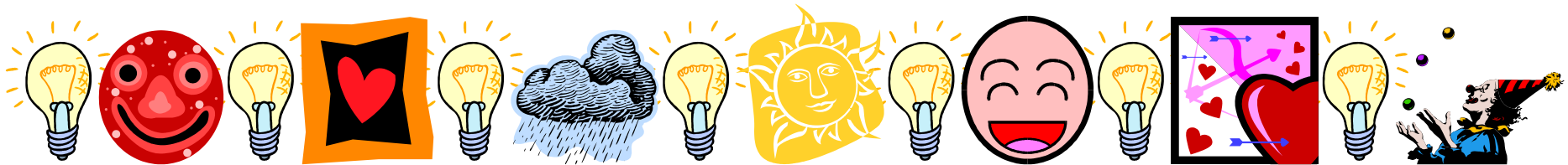
DRAFT CHECK-LIST

41 Fanciful IDEAS about our products ...

42 What are your DREAMS?

43 What are the main features of the product of your dreams?

44 Write down whatever you want ... **WHATEVER YOU WANT / THINK / BELIEVE ...**



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