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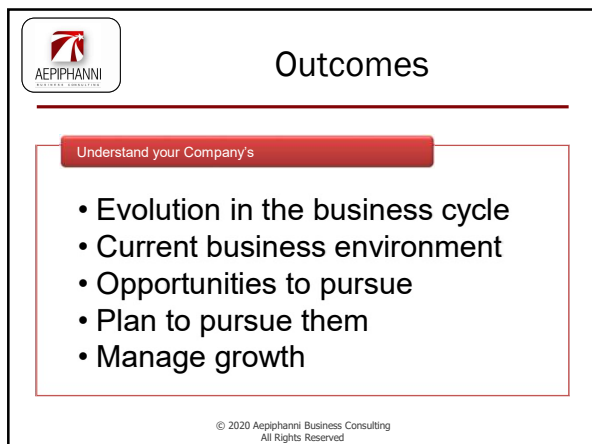
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 **Questions**

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- Questions from last week?
- Questions from the business assessment

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 **Topics**

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- ✓ *Strategic Management & Operations*
- 2. Evaluating Situational Analysis
- 3. Active Entrepreneurship & Innovation
- 4. Business Architecture
- 5. Implementation Planning & Tracking
- 6. Execution and Managing Growth

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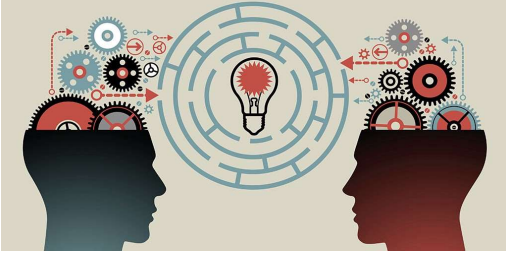
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**EVALUATION SITUATIONAL ANALYSIS**

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## Topics Covered

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- Working Through Change
- SWOT Analysis
  - Internal Impactors
  - External Impactors
- Homework

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## Working Through Change

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- The business environment often requires change
  - From internal sources – desire to grow
  - From external sources - coronavirus
- Before we can make a change, we should figure out what's going on:
  - Company: Strengths & Weaknesses
  - The Environment: Opportunities & Threats

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## THE SWOT ANALYSIS

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## What is SWOT?

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- SWOT helps you capture and organize information from 2 sources:
  - Inside the business: strengths & weaknesses
  - Outside the business: opportunities & threats
- A SWOT can be done on any part of the business, or the whole thing
- A SWOT is NO GOOD unless you do something with the data you've collected

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## Qualifying SWOT Information

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- While you'll get a lot of information about your business – both internally and externally, you must consider:
  - What is the source?
  - Is the information verifiable?
  - Is it relevant?
  - How important is it?
  - Is the information timely?

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## Academic or Tool?

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- Can help to identify gaps and opportunities for the business
- If used as part of strategy, it helps to provide context for initiatives
- If not evaluated and acted on it not a good use of time

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Strengths  
Weaknesses

## INTERNAL IMPACTORS

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**Strengths & Weaknesses**

- Each of the 7 areas:
  - Strengths & Weaknesses
    - What are they?
    - How important are they?
    - What is the priority?
    - What are the risks?
    - What should be done about them?

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## Internal - Strengths

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- Examples of Strengths
  - Great things your company does well
  - Great things about your company
  - Things make your company extraordinary
  - Assets or IP your company owns
    - Processes
    - Real estate
  - Skills and abilities
  - Unique knowledge or experience

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## Strengths

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- Examples of Strengths and how to take advantage of them
  - Well known brand:
    - Develop complementary product or service
    - Focus marketing strategy on brand strengths, awards, testimonials, etc.
  - Great leadership:
    - Find ways to support and strengthen it
  - Great products or services:
    - Enhance marketing or reach

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## Weaknesses

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- Can be those things that get overlooked
  - If your beautiful late model E-class BMW had three good tires and one that sort of limped along, would that hurt the car?
  - If your award-winning book wasn't written in the language of your target audience, would it be as effective?

You can't ignore your weaknesses. They won't go away.

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## Weaknesses Exploited

- What would you do if those weaknesses were identified by your competitors?
- Know your SWOT!
  - As the leader, your job is to protect the company's interests
  - How can you protect the company if you aren't aware of and don't address its weaknesses?

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## Internal - Weaknesses

- Examples of Weaknesses
  - Poor cash flow
  - Poor brand recognition
  - Long sales cycle
  - Bad location
  - Low profit margins
  - Poor resource management

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## Questions:

- What are some strengths your company has?
  - What is its strategic advantage?
  - What are its unique selling points?
- What are some weaknesses?
  - How important are they?
  - How urgent are they?

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Opportunities  
&  
Threats

## EXTERNAL IMPACTORS

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## Environmental Evaluation

- Competitors –
  - Direct (same product) & Indirect (replacement product)
  - Rivalry, Substitutions, Market Responsiveness
- Industry
  - Ease of Entry, Replicability, Supplier Power
- Market
  - Loyalty, Buyer Power, Pricing Power
- Environment
  - Societal/Cultural
  - Technology
  - Economy
  - Political/Legal
  - International

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## Opportunities

- Opportunities are directly related to possibilities
  - These are things that could happen
    - IF you are aware
    - IF you do something about it
- Examples:
  - More people working remotely. How can you take advantage of it?
  - Millions of people across the country are unemployed or under employed. What can your company do?
  - How can you re-apply your talent to take advantage of new opportunities

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## Threats

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- What external forces could potentially disrupt your company, temporarily or permanently?
  - The economy? – A recession
  - Technological obsolescence? – Books on tape
  - New legislation? – Health care reform
  - The environment? – The Coronavirus
  - Something in society? - Quarantine

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## 5 Questions

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- When evaluating Opportunities and Threats, you must ask the following:
  - How likely are these to occur?
  - How will they affect your business?
  - To what extent will it impact your business?
  - What is the risk of doing nothing?
  - What can you do about it?
  - When do you need to act?

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## Questions

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- Name your 3 closest direct or indirect competitors
- Describe trends are happening in your industry?
- Describe your market. Is it growing, shrinking or staying the same?
- What environmental impactors are impacting your business? How?

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- Homework
  - Based on your business assessment, select 3-4 strengths and weaknesses in each of the categories
  - Complete the evaluation for each one in the template
  - For each of the categories in the environmental assessment, select 2-3 opportunities and threats in each category

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