Appendix

Level 3

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SWOT Analysis	0303.doc
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Opportunities	Threats
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SWOT Analysis

- 1. List the company's strengths. You might consider what you think are the primary internal reasons for the company's past or expected successes.
- 2. List the company's weaknesses. This is not negative thinking. One of the greatest opportunities for future improvement is in correcting these. If this list is not at least as long as the previous list, consider that sometimes a weakness is a strength that is overdone and see if that gives you some ideas.
- 3. List opportunities. These may or may not also be available to competitors.
- 4. List threats. Again, these may or may not affect competitors.
- 5. For each strength, consider:
 - a. How can we enhance it?
 - b. How can we protect it?
 - c. How can we use it to our advantage?
- 6. For each weakness, consider:
 - a. How can we eliminate it?
 - b. How can we disguise it?
 - c. What does it keep us from doing?
- 7. For each opportunity, consider:
 - a. What prevents us from taking advantage of it?
 - b. How could we best take advantage of it?
 - c. How long will it likely remain available?
- 8. For each threat, consider:
 - a. What is the worst that is likely to happen?
 - b. For how long is the threat likely to continue?
 - c. How can we eliminate or minimize its effects?
- 9. Fill the sheet out again for each major competitor. This is very important. You are not thinking strategically if you are not thinking about the competition.