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| **Completed by:**  | **Date:**  |

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| **INTERNAL ISSUES** | **Strengths** | **Weaknesses (negative risks)** |
| * Business Capabilities (Abilities of Equipment & Personnel)
* Business Continuity (Adequate plans in place)
* Company Culture (Consistent with the values of employees sought, reflected in behavior)
* Company Innovation (New products / Services)
* Company Reputation (Positive market perception)
* Employees (Experienced, Knowledge, Skills & Abilities)
* Employees (Retention / Low Turn-over)
* Employees (Advancement opportunities)
* Employees (Consistency / reliability)
* Equipment (State of the Art)
* Financial Resources (Positive Cash flow, Revenue streams, Investments)
* Financial Resources (Cash Reserves, Assets / Property)
* Financial Resources (Low Debt-to-Equity Ratio)
* Geographic Location (Convenient for customers & Shipping)
* Geographic Location (Optimal for supply chain deliveries)
* Geographic Location (Minimal adverse seasonal / weather influences)
* Growth potential (Positioned for future growth)
* Infrastructure (Communications, IT)
* Intellectual property (Patents, Copyrights, and Trademarks)
* Market Differentiators (USP's - unique selling points, Price, Value, Quality)
* Market Position (Clear & Advantageous, Market Awareness)
* Marketing Plan Comprehensive and implemented)
* Management (Coverage, Succession planning)
* Management (Expertise / Knowledge / Abilities / Effectiveness)
* Management (Excellent problem solving / Rarely address the same issues)
* Management (KPIs identified, monitored & managed)
* On-Time Delivery (e.g., ≥ 4.6 Sigma – which is ≥ 99.90%)
* Process Quality (Standardized Work Instructions / Procedures)
* Process Yield (e.g., ≥ 4.6 Sigma – which is ≥ 99.90%)
* Product Distribution (Distributors, Retail Outlets)
* Product Support (Authorized Service Centers / Technical Support)
* Quality (Quality system and/or product certifications)
* Supplier Management (Excellent Supplier Quality & OTD)
* Supplier Relationships (Suppliers compete for our business)
 | * Business Continuity (Nonexistent or inadequate plans in place)
* Company Culture (Inconsistent with the values of employees sought)
* Company Innovation (Lack of new products / Services)
* Company Reputation (Negative market perception)
* Employee Competence (Lack of Knowledge, Skills & Abilities)
* Employees (Lack of Retention / High Turn-over due to Lack of advancement opportunities)
* Employees (Inconsistency / lack of reliability)
* Equipment (Aging or Obsolete)
* Financial Resources (Negative Cash flow, Revenue streams, Investments)
* Financial Resources (Debts, Obligations)
* Financial Resources (High Debt-to-Equity Ratio)
* Gaps in capabilities (e.g., Technological, Expertise, Skill levels)
* Geographic Location (Inconvenient for customers & Shipping)
* Geographic Location (Problematic for supply chain deliveries, Regular adverse seasonal / weather influences)
* Growth potential (Not positioned for future growth)
* Infrastructure (Poor communication systems, Aging equipment, Inadequate IT)
* Intellectual property (Lack of Patents, Copyrights, and Trademarks)
* Market Differentiators (Lack of USP's [Unique Selling Points], Poor Price, Value, Quality)
* Market Position Ambiguous and/or Disadvantageous)
* Marketing Plan (Nonexistent or inadequate)
* Management (Lack of Coverage and/or Succession planning)
* Management (Lack of Expertise / Knowledge / Abilities / Effectiveness)
* Management (Poor problem solving / Repeatedly address the same issues)
* Management (KPIs not clearly identified, monitored or managed)
* On-Time Delivery (e.g., < 4.6 Sigma – less than 99.90%)
* Process Quality (Lack of Standardized Work Instructions / Procedures)
* Process Yield (e.g., < 4.6 Sigma – less than 99.90%)
* Product Distribution (Lack of adequate Distributors, Retail Outlets)
* Product Support (Lack of Authorized Service Centers / Technical Support)
* Quality (Lack of Quality system and/or product certifications)
* Supplier Management Inconsistent/Poor Supplier Quality & OTD)
* Supplier Relationships (Suppliers find us difficult - Don't want our business)
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| **EXTERNAL ISSUES** | **Opportunities (positive risks)** | **Threats (negative risks)** |
| * Business Relationships (New Partners, Suppliers and/or Distributors)
* Competitor Vulnerabilities (Product Recalls, Poor Reputation)
* Economy (Positive trends in area / market)
* Economy (competitors impacted by difficulty in obtaining credit / loans)
* Employees (Influx of available skilled employees to area)
* Employees (Competitors laying off skilled employees)
* Employees (Competitors hampered by Employee Union restrictions)
* Geographic Location (Competitors have no presence in key customer areas)
* Government (Decreased Fees, Licensing requirements, Regulations)
* Intellectual property (Competitor Patents, Copyrights expiring)
* Legislation (Minimum Wage Laws impacting competitors’ business models)
* Market Trends (Increased number of RFQs - Requests for Quote)
* Market Trends (Increasing market demand)
* Market Trends (Emerging markets - geographical, vertical and/or horizontal)
* Market Trends (Target market shifting)
* Political Issues (Trade Barriers removed)
* Technology (New developments and innovations)
 | * Business Relationships (Partners, Suppliers and/or Distributors in Jeopardy)
* Competitor Advantages (Superior quality, lower cost, better OTD)
* Economy (Negative trends in area / market)
* Economy (Business could be impacted by difficulty in obtaining credit / loans)
* Employees (Lack of available skilled employees in area)
* Employees (Competitors hiring majority of available skilled employees)
* Employees (Hampered by existing or potential Employee Union restrictions)
* Geographic Location (Regular adverse seasonal / weather influences)
* Government (Increases in Fees, Licensing requirements, Regulations)
* Legislation (Minimum Wage Laws impacting business model)
* Market Trends (Increased competition)
* Market Trends (Decreasing market demand)
* Market Trends (Emerging markets - geographical, vertical and/or horizontal)
* Market Trends (Target market shifting)
* Political Issues (Trade Barriers)
* Technology (New developments and innovations)
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