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| **SWOT Reference** | **SWOT Subject** | **Date Undertaken** | **Date for Review** |
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This typical SWOT is for a new business opportunity. Many criteria can apply to more than one quadrant. Identify criteria appropriate to your own SWOT situation.

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| **Strengths Criteria** | **Strengths** | **Weaknesses** | **Weaknesses Criteria** |
| 1. Advantages of proposition? 2. Capabilities? 3. Competitive advantages? 4. USP's (unique selling points)? 5. Resources, Assets, People? 6. Experience, knowledge, data? 7. Financial reserves, likely returns? 8. Marketing - reach, distribution, awareness? 9. Innovative aspects? 10. Location and geographical? 11. Price, value, quality? 12. Accreditations, qualifications, certifications? 13. Processes, systems, IT, communications? 14. Cultural, attitudinal, behavioral? 15. Management cover, succession? 16. Philosophy and values? |  |  | 1. Disadvantages of proposition? 2. Gaps in capabilities? 3. Lack of competitive strength? 4. Reputation, presence and reach? 5. Financials? 6. Own known vulnerabilities? 7. Timescales, deadlines and pressures? 8. Cash flow, start-up cash-drain? 9. Continuity, supply chain robustness? 10. Effects on core activities, distraction? 11. Reliability of data, plan predictability? 12. Morale, commitment, leadership? 13. Accreditations, etc.? 14. Processes and systems, etc.? 15. Management cover, succession? |

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| **Opportunities Criteria** | **Opportunities** | **Threats** | **Threats Criteria** |
| 1. Market developments? 2. Competitors' vulnerabilities? 3. Industry or lifestyle trends? 4. Technology development and innovation? 5. Global influences? 6. New markets, vertical, horizontal? 7. Niche target markets? 8. Geographical, export, import? 9. New USP's? 10. Tactics: eg, surprise, major contracts? 11. Business and product development? 12. Information and research? 13. Partnerships, agencies, distribution? 14. Volumes, production, economies? 15. Seasonal, weather, fashion influences? |  |  | 1. Political effects? 2. Legislative effects? 3. Environmental effects? 4. IT developments? 5. Competitor intentions - various? 6. Market demand? 7. New technologies, services, ideas? 8. Vital contracts and partners? 9. Sustaining internal capabilities? 10. Obstacles faced? 11. Insurmountable weaknesses? 12. Loss of key staff? 13. Sustainable financial backing? 14. Economy - home, abroad? 15. Seasonality, weather effects? |

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| **Outputs** | |
| **Topic** | **Description of Issue** |
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| **Recommended Actions** | | |
| **Topic** | **Recommended Action** | **Urgency H/M/L** |
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