Continuous Improvement Toolkit

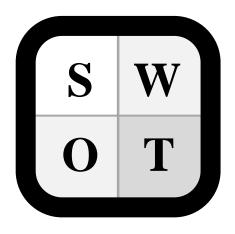
SWOT Analysis



The Continuous Improvement Map

Managing		Deciding & Se	lecting	Planr	ning & Project	t Management*
Risk PDPC	Decision Bala	nce Sheet Imp	ortance-Urgenc	y Mapping <u>D</u>	aily Planning	PERT/CPM
FMEA RAID Log	Force Field Ana	lysis Cos	t Benefit Analy <mark>si</mark>	s <u>MOST</u>	RACI Matrix	Activity Networks
Risk Assessment*	Break-even Ana	lysis Voting	TPN Analysis	SWOT	Analysis <u>Sta</u>	keholder Analysis
Fault Tree Analysis	Decision Tree	Pick Chart F	our Field Matrix	Project Ch	narter Impro	ovement Roadmaps
Traffic Light Assessm	ent Critical-to Tree	QFD Po	rtfolio Matrix	PDC	A Policy Deploy	yment Gantt Charts
Lean Measures	Kano Analysis Matri	x Diagram Paire	ed Comparison	DMAIC Kaiz	en Events Co	ontrol Planning
Bøttleneck Analysis**	Cost of Quality* Pu	gh Matrix Priorit	ization Matrix	A3 Thinking	Standard work	Document control
/	OEE KPIs	reto Analysis (C&E Matrix	erstanding	Cross Training	
	Descriptive Statistics	ANOVA Chi-	Sauara	se & Effect	Value Analysis	C - L * *
	Probability Distribution	ns Hypothesis	Testing Design	n of Experiment	Mistake Proof	fing Ergonomics
	listograms & Boxplots	Multi vari Studi	es Confiden	ce Intervals Si	mulation TPI	M Automation
Reliability Analysis	Graphical Analysis	Scatter Plots	Correlation F	Regression	Pull Flow	Just in Time
Understanding Performance	/ISA Run Charts	5 Whys Root Ca		Data Snooping	Visual Manage	ement 5S
Benchmarking**	Control Charts	Fishbone Diagra	m Tree Diagrai	m* SIPOC*	Waste Analysis	Quick Changeover
Data collection planne	_{r*} Sampling Morp	hological Analysis	How-How Di	agram** Pro	cess Redesign	Time Value Map
	views Brainstorming	SCAMPER**	Attribute Analy	ysis Spaghett	i Diagram Val	ue Stream Mapping
Questionnaires	cus Groups Affinity [Diagram Rel	ationship Mappir	ng* Flow Pr	ocess Charts	Service Blueprints
Data	Mind	Mapping* Late	eral Thinking	Flowcharting	IDEF0 F	Process Mapping
Collection Obs	servations Suggestio	n systems Crea	iting Ideas	Desig	ning & Analy	zing Processes

- A simple and structured planning tool.
- A scan of the internal and external factors.
- Evaluates:
 - Strengths.
 - Weaknesses.
 - Opportunities.
 - Threats.
- □ Provides the knowledge needed to understand the current situation in order to make more effective decisions.



Can be Applied to:

- An entire organization.
- An individual department or a business unit.
- A project.
- In personal development and career progression.



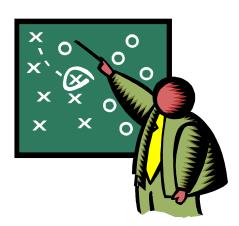
When it is Used?

- When reviewing the position and health of an organization.
 - Allows to examine the gap between where we are now and where we need to be.
- As a basis to evaluate the performance over time.



Other Uses:

- To assess a strategic option:
 - Investment opportunity.
 - A potential partnership.
 - Etc.
- Prior the development of a new strategic plan.
- Prior launching a new product
- In preventive crisis management.
- During the prioritization process of projects.



Benefits:

- Encourages strategic thinking.
- Reveals the direction of change.
- It's simplicity encourages the participation without prior knowledge of the technique.



It Allows to Answer:

- How can we maintain and emphasize our strengths?
- □ How can we compensate our weaknesses?
- □ How can we exploit opportunities?
- ☐ How can we anticipate future threats and protect ourselves against them or reduce their effects?



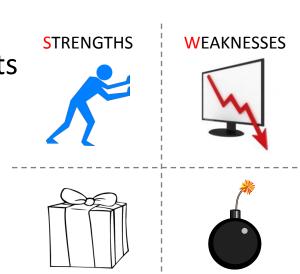
- □ Involves identifying the **key internal and external factors** that are helping or hindering reaching your goals.
- □ Internal Factors: strengths and weaknesses internal to the organization:
 - Corporate culture and image.
 - Leadership and human resource capabilities.
 - Competitive priorities.
 - Organization structure.
 - Performance systems.



- External Factors are the opportunities and threats presented by the environment external to the organization:
 - Market trends.
 - Competitive position.
 - Economic conditions.
 - Legislations considerations
 - Political considerations
 - Technological considerations
 - Socio-cultural considerations.



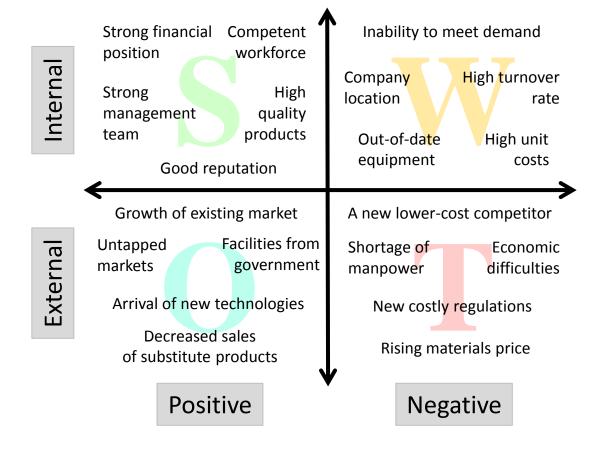
- Strengths The internal capabilities that put the business or project at a competitive advantage.
- Weaknesses Internal deficiencies that may inhibit or limit achieving the goals.
- Opportunities The events and elements that the business or project could exploit to its advantage.
- Threats The unfavorable events and barriers that may have a negative effect on an organization or project.



THREATS

OPPORTUNITIES

Example:



Results are often presented in the form of a matrix

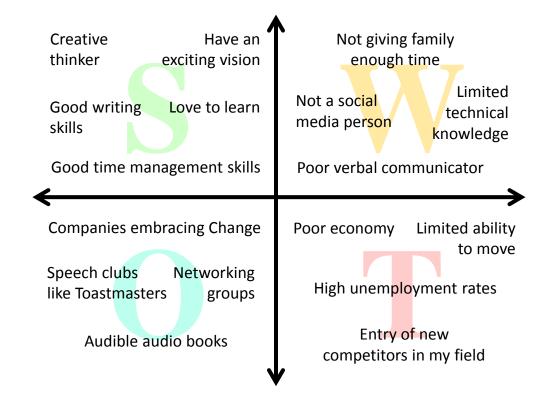
How to Conduct a SWOT Analysis:

- □ With your team, clearly explain why it is important to conduct the analysis and how you will do it.
- □ Hang out four large flipcharts, one to each category.
- Use brainstorming to log inputs under each category.
- Take time to ensure the appropriateness and completeness of the recorded information.
- Once the SWOT analysis is complete, prioritize the findings then record the inputs in the form of a matrix.
- □ Present the SWOT matrix to key decision makers.
- Develop an action plan to address each of the four categories.

Personal SWOT Analysis:

- The SWOT analysis can be used to identify and assess a person's strengths, weaknesses, opportunities and threats.
- The analysis can help you to better understand many things about yourself.
- You can then apply personal strategies to:
 - Turn weaknesses into strength
 - Take advantages of strengths and opportunities.
 - Minimize or eliminate weaknesses and threats.

Example – A SWOT analysis to identify and assess a person's characteristics and capabilities:



Further Information:

One way of utilizing the SWOT analysis is to convert weaknesses into strongths and threats into apportunities.

into strengths and threats into opportunities.

- Be objective and self-critical when conducting a SWOT analysis and never make excuses or get defensive.
 - It is normal for any business or human being to have some weaknesses.
- You may need to separate the group into smaller teams to allow individuals to speak up and contribute.



Further Information:

- PEST Analysis often linked to and even used with SWOT.
- A strategic planning tool used to analyze the impact that the political, economical, social, and technological factors.
- It helps to spot the different external factors (beyond your control).
- It is often used when conducting a strategic analysis or doing a market research.
- Information derived from the PEST analysis can identify opportunities and threats in the SWOT analysis.

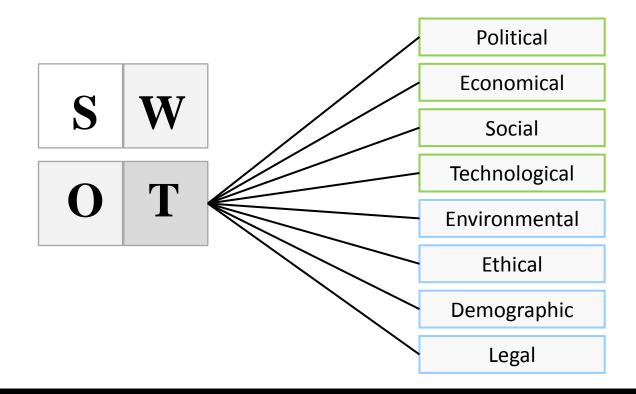
Further Information:

- Benefits of PEST Analysis :
 - Provides an understanding of the wider business environment.
 - Reveals the direction of change within the business environment.
 - Encourages the development of strategic thinking.
 - Raises awareness of threats to your business or project.
 - Helps avoid starting projects that are likely to fail for reasons beyond your control.
 - Helps an organization to anticipate future difficulties and take action to avoid or reduce their effect.
 - Helps an organization to spot opportunities and exploit them.

Further Information: Example of PEST Analysis: Low level of inflation ... Increase in Low cost of health consciousness ... communication ... Online banking Changing transactions ... family structure ... Increasing number Weak brand of internet users ... loyalty ...

Further Information:

STEEPLED is an alternative of PEST with the environmental, ethical, demographic and legal factors added to the mix.



Further Information:

Political	Economical	Social	Technological
Political stability	Interest rates	Customer buying patterns	Automation
Labor laws	Exchange rates	Lifestyle trends	Licensing
Trade restrictions	Inflation rates	Health & safety	R & D funding
Tariffs and Tax Policy	Seasonality issues		Technology incentives

Legal	Environmental	Demographic	Ethical	
Employment laws	Natural resources Integration of minorities		Business ethics	
Consumer protection	Climate change	Ethnic ratio	Freedom of information	
Privacy laws	Waste disposal and recycling	Living standards	Bribery	
Discrimination laws	Sustainable energy	Income distribution	Contract agreements	