

## Alitek Strategic SWOT

### Description:

This is a method for generating optional “things to do” to achieve business objectives. It is especially useful as a creative strategy development tool, but is equally applicable to operational improvement. The strategic SWOT is an extension of the standard SWOT analysis. It allows managers to develop strategies that address the items in each SWOT category. For example, strategies which use the strengths to take advantage of the opportunities can be generated. The advantage of this method of strategy generation is that it produces high quality, creative strategies, because all the key issues are summarised on one page, giving a concise, strategic view.

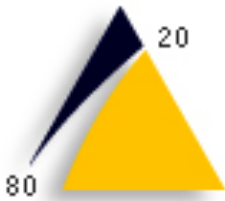
### Method:

1. First ensure that the *SWOT analysis* has been carried out effectively. There should be no more than 6-8 items in each category, and they should be the most important, strategic issues. The strengths and weaknesses should be **comparative** (ie relative to competitors). If any of the lists is too long, reduce the number by *voting*.
2. Consider each intersection in the SWOT one at a time—this can be easily achieved via four small teams from the larger group. Use *brainstorming* to generate strategies in each category. Typically there would be 4-6 key strategies in each intersection.
3. If necessary, prioritise the strategies using a *multivoting* method or an *impact/ease grid*.

<b>Strengths, Weaknesses, Opportunities and Threats</b>	<b>Strengths</b> • • • •	<b>Weaknesses</b> • • • •
<b>Opportunities &amp; Objectives</b>	<i>Strategies using strengths to address opportunities</i> • • •	<i>Strategies using opportunities to reverse weaknesses</i> • • •
<b>Threats &amp; Restraints</b>	<i>Strategies using strengths to overcome threats</i> • • •	<i>Strategies to manage risks (ie where threats &amp; weaknesses align)</i> • • •

### Approximate time required:

60-90 minutes



**ALITEK**

PO BOX 2049  
WEST ASHGROVE  
QLD 4060  
AUSTRALIA

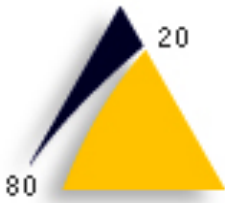
PO BOX 1455  
TOC  
QLD 4169  
AUSTRALIA

TEL: 61 7 3366 8808  
FAX: 61 7 3366 8818

TEL: 61 7 3891 6987  
FAX: 61 7 3891 7787

**Example:**

<p><b>Strengths, Weaknesses, Opportunities and Threats</b></p>	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Quality products</li> <li>• Technical Skills/R &amp; D</li> <li>• Credibility/Customer loyalty</li> <li>• Technically integrated business</li> <li>• Financial stability</li> <li>• New premises</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Limited product range - particularly ancillaries</li> <li>• Limited R &amp; D base</li> <li>• Not price competitive all areas</li> <li>• No effective marketing plan (or market intelligence)</li> <li>• Lack of training for agents</li> </ul>
<p><b>Opportunities &amp; Objectives</b></p> <ul style="list-style-type: none"> <li>• Increase share of current fruit &amp; vegetable market with current products</li> <li>• Current products into SE Asia</li> <li>• Environmental friendliness of products</li> <li>• Improved wear components</li> <li>• Build/operate transfer plant</li> </ul>	<p><b>Strategies using strengths for opportunities</b></p> <p>Increase market share of fruit &amp; vegetable market Develop SE Asia market Market BOT capability (on technical / financial capability) Develop/recruit personnel Strategic alliances re equipment</p>	<p><b>Strategies using opportunities to reverse weaknesses</b></p> <p>Develop marketing program to improve market perception Improve national communications re marketing Win early BOT contract to retain experienced operators</p>
<p><b>Threats &amp; Restraints</b></p> <ul style="list-style-type: none"> <li>• Competitor C</li> <li>• Cyclical nature of market</li> <li>• Competitive alternative technologies</li> <li>• Tariff and trade barriers</li> <li>• \$AUD revaluations</li> <li>• Environmental</li> <li>• New manufacturing techniques</li> </ul>	<p><b>Strategies using strengths to overcome threats</b></p> <p>To Counter Competitor C, promote ABC image Identify products/technologies to alleviate cyclical business Reduce manufacturing cost by continued process &amp; materials development</p>	<p><b>Strategies to address our vulnerabilities</b></p> <p>Assess SWOT for Competitor C specifically Identify and assess competitive alternative technologies Develop and implement a national marketing strategy</p>



ALITEK

PO BOX 2049  
WEST ASHGROVE  
QLD 4060  
AUSTRALIA

PO BOX 1455  
TOC  
QLD 4169  
AUSTRALIA

TEL: 61 7 3366 8808  
FAX: 61 7 3366 8818

TEL: 61 7 3891 6987  
FAX: 61 7 3891 7787

## Strategy

Develop marketing programme to improve market perception

Continually review price competitiveness

Develop strategy for early acquisition of a B.O.T. contract enabling us to retain skills and expertise of operators

Counter Competitor C by promotion of ABC image

Identify products and technologies to alleviate cyclical variances

Reduce costs of manufacturing process and materials

Identify and assess competitive alternative technologies

Develop a national marketing strategy

Increase market share of fruit and vegetable market

Develop SE Asian market

Use technical skills & financial stability to develop BOT market

Investigate environmental and associated markets

Recruit/develop human resources

Form strategic alliances with equipment suppliers

### Using an Impact v Ease matrix, the priority strategies are:

- increase share of available fruit & vegetable business
- reduce cost of manufacture via continued materials & process development
- counter Competitor C by promotion of ABC image to customer base (need to understand relative strengths and weaknesses of Customer C)
- instigate a program to train and/or recruit appropriate personnel