SWOT Analysis

Raising Capacity of Your Organization

**WHAT is SWOT**

SWOT can be performed for business

SWOT can be used in business
nonprofit organizations.

factors.

**internal**

on

SWOT focuses

**T**

**O**

are aspects

**W**

are aspects

**S**

**S**

is a strategic

**SWOT**

and

hreats are internal

pportunities are internal and external

eaknesses

trengths

trengths,

planning method used to evaluate the

**W**



 eak-
nesses, **O**pportunities, and **T**hreats involved in a project, organization, or in a

business venture.



 or characteristics of the business,
give it an advantage over others;

or

project teams that



 or characteristics
disadvantage relative to others**;**

that place the organization at a



 prospects
zation’s performance within the context;

that can improve organi-



 and external influencing factors
could cause trouble for the function or project.

in the environment that



**external**

-    Internal factors may include: *Personnel, finance, fundraising capa-*
 *bilities, and board performance*, etc.

-    External factors may include: *Economic climate, technological*
 *changes, legislation, social culture changes, competitors*, etc.



corporations,

governmental

departments,

and



 planning, strategic planning, competi-
tor evaluation, marketing development, and research reports.

**WHY Conduct SWOT**

weaknesses,

Helps you gather

adjust

the vision,

fulfill

Helps you dedicate to your mission,

therefore,

attainable;

the objective is

Helps you determine whether

and threats,

minimize weaknesses

Helps you focus

meaningful information from your strengths,

on your strengths,

**SWOT analysis…**



 take the
greatest possible advantage of opportunities, and become outstanding in competi-

tions.



 set
goals and objectives for the organization, as well as subsequent steps.

achievable



 to social context,
achieve strategic goals, develop effective action plans, and conduct objective eval-

uations.



 op-
portunities, and threats), in order to maximize the benefits of your evaluation and

advantage.

Understand Your Organization

Take the Greatest Opportunities Available to You

2

**WHEN to Conduct a**
 **SWOT Analysis**

**Typical Program Stages for Nonprofits**

**Stage One: Vision** - Imagine and Inspire

**Stage Two: Emergence** - Found and Frame

**Stage Three: Growth and Maturity** - Grounding and Growth

**Stage Four: Maturity and Sustainability** - Produce and Sustain

**Stage Five: Renewal** - Review and Renew

**A SWOT Analysis can be conducted in Any Stage!**

          During the life cycle, a SWOT Analysis can be used to:

\*  Fulfill an organization’s mission and vision

\*  Facilitate an organization’s emergence and growth

\*  Improve sustainability

\*  Promote innovation and renewal

     In every stage, a SWOT helps us answer different questions:

\*  Stage One: Can this dream be realized?

\*  Stage Two: How are we going to pull this off?

\*  Stage Three: How can we build this to be viable?

\*  Stage Four: How can we sustain the momentum?

\*  Stage Five: What do we need to redesign?

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**Conduct a SWOT  Analysis**

Could any of your

or cash

Are changing policies or

Are quality standards

interesting trends

What

market see as

What

organization's

is

What

unique or lowest

What

-

-

can you

**Specific Areas of Analysis**

**What are Your Strengths?**

**What are your Weaknesses?**



What

advantages does your

organization have?



What

could you improve?



What

do you do better than others?



What

should you avoid?



 cost resources
draw upon that others cannot?



What

factors limit

your

growth?



 your

unique selling



What

are people in your

market likely to see

proposition?

as your weaknesses (challenges)?



 do people in your
strengths?

your



 factors may cause you to lose your
sale?



What

factors mean that

you "get

the sale"?

**What are your Opportunities?**

**What are Your Threats?**



What

good opportunities can you spot?



What

obstacles are you facing?



What

are you aware of?



 or specifications for
your job, products or services changing?



Who can be your

partner?



Who can be your

potential

donor?



Is changing technology challenging your
sition?

po-



How to keep and develop your
ers’ interests?

key stakehold-



 social
lenging your service area?

context

chal-



Do you have bad debt
lems?

flow prob-



 weaknesses (challenges)
seriously affect your business?



What

are your

competitors doing?

4

**Sample Analysis**

-

“X Organization”

 As a nationally famous nonprofit organization, “X Organization” works to provide books for
poor children in the US and developing countries. “X Organization” has been existing for more than

50 years at a town in western America. It collects new books provided by book suppliers, and
secondhand books donated by public, and delivers books to poor children in the US and oversea. “X

Organization” accepts national and international applications for these books through its website
and mailing. The applicants may include schools, education agencies, families, or individuals. Its

programs are funded by government grants, public and private donations. “X” operates primarily
through volunteer efforts. It has a 14-member board of trustees, an 8-member advisory board, and 4

fulltime, paid staff, who are mostly female Caucasians.

**1. Programs and Services**

**2. Stafng and Management**

**Strengths:**

**Weaknesses:**

**Strengths:**

**Weaknesses:**



Volunteering

Pro-



Limited Funding



Management Skills



Insufficient Staff

grams



Long Waiting List



Friendly Working

with Too Much



Reputation through-



Increasing Costs

Atmosphere

Work

out the United States

for Book Suppliers



Efficient Staff



Staff

Overworked



Donations Made Na-



Some Programs



Committed Volun-

tionally and Interna-

are Not Well-

teers

tionally

known



Advanced Online

Application System

**Opportunities:**

**Threats:**

**Opportunities:**

**Threats:**



Professional

Grant



Loss of Funding



Recruit New Vol-



Staf Burnout

Writer

Support

unteers



Loss of Staff

and



Student Volunteers



Increase of Appli-



Establish an Intern-

Volunteers



International

Book

cations

ship Program

Donations



Competitor Organ-



Develop a

Staff



Partnering with New

izations

Succession Plan

Book Suppliers

5

**Sample Analysis**

-

Up

“X Organization”

**3. Board Governance**

**4. Technology and Equipment**

**Strengths:**

**Weaknesses:**

**Strengths:**

**Weaknesses:**



Supportive and Re-



Limited Involve-



Well Developed



Outdated Computer

sponsive Board

ment of Advisory

Website

and Phone Systems

Members

Board Members



IT Support



Server

Back



Diverse Board



Board Members



Control of Online

Issues

Members regarding



Only from Local

Book Applicant

to Age, Sex, Social

Area

and Supplier Data-

Background, etc.



Insufficient Fund-

base

raising Activities

**Opportunities:**

**Threats:**

**Opportunities:**

**Threats:**



Recruit New Board



Commitment of



Upgrade Hardware



High Expenditures

Members

Becoming a Board

and Telephone Sys-



Hacking Possibili-



Develop an Effec-

Member

tems

ties

tive Advisory



Turnover

of Key



Recruit Profession-



Server

Crashing

Board

Members

al Website Main-



Promote Better

Un-

tainers

derstanding of

Board’s Fundrais-

ing Responsibilities

6

**Identify Every Element of**

Are there any opportunities as well
vices?

as

Do you see your programs,

as

Will

activities and ser-

**Your Organization**

**Tick in cells:**



 you consider your program, activities and services
opportunities/ threats?

strengths/

weaknesses/



es?

activities and services

both strengths and weakness-



as threats in your programs,



Do you have any competitors (external threats) regarding to your programs,
ities, and services?

activ-

7

**Internal**

**External**

**Strengths**

**Weaknesses**

**Opportunities**

**Threats**

**Threats**

Programs, Activi-

ties and Services

Education, Train-

ing and Work-

shops

General Operation

and Staffing

Technology and

Equipment

Office Location,

Facilities and Ven-

ue

Marketing and

Public Relations

Executive Man-

agement

Leadership and

Governance

Customer Base

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**Conduct Your Own**

**SWOT Analysis**

Analyze Your Organization in Different Aspects

***1. Programs and Services***

***2. Stafng and Management***

**Strengths:**

**Weaknesses**

**Strengths:**

**Weaknesses**



**(Challenges):**



**(Challenges):**





**Opportunities:**

**Threats**

**Opportunities:**

**Threats**



**(Barriers):**



**(Barriers):**





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Analyze Your Organization in Different Aspects

***3. Board Governance***

***4. Technology and Equipment***

**Strengths:**

**Weaknesses**

**Strengths:**

**Weaknesses**



**(Challenges):**



**(Challenges):**





**Opportunities:**

**Threats**

**Opportunities:**

**Threats**



**(Barriers):**



**(Barriers):**





**\**Besides the aspects mentioned above, what other areas can***
 ***you think of in terms of your own organization?***

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**Final Thoughts**

1. How can the organization maximize and take advantage of
 its strengths?

2. How can the organization minimize or overcome weakness-
 es?

3. How can the organization maximize or take advantage of
 opportunities?

4. How can the organization minimize or overcome threats?

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**SWOT Analysis**

Raising Capacity of Your Organization