

INTERNAL FACTORS FOR SWOT ANALYSIS

*Place a + in front of any factors perceived as internal strengths of the business.
Place a – in front of any factors perceived as internal weaknesses of the business.
Compare your assessments with those of others in management and reach consensus.
Do any of the + items represent competitive advantages that are sustainable?*

| Marketing Capabilities | Organizational capabilities | Financial capabilities |
|----------------------------------|------------------------------------|-------------------------------|
| Customer reputation | Information technology | Financial controls |
| Trademarks, copyrights | Planning systems | Cash flow |
| Market share | Employee development | Leverage |
| Promotion strategies | Physical facilities/capabilities | Credit capacity |
| Competitive market position | Employee relations | Balance sheet |
| Distribution channels | Management team | Budget and control systems |
| Sales force | Research & development | Annual financial reports |
| Product mix | Manufacturing technology | Banking relationships |
| Pricing strategies | Performance evaluations | Cost/control systems |
| Market research | Organizational structures | Capital expenditure budget |
| Customer data base | Quality control | Performance measures |
| Customer support systems | Employee morale | Inventory control system |
| Brands & trade names | Union relationships | External audit or review |
| | Policies and procedures | Asset utilization |
| | Technology competencies | Access to capital |
| | | |
| Family relationships w/customers | Family values | Family investment policies |
| Family marketing power | Family employees | Family payouts |
| Family public image | Family management | |
| | Family agreements | |