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**Governance Code for Sport**

**SWOT Analysis**

Template

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**Why an organisation should do a SWOT analysis**

A SWOT analysis is a strategic planning technique that provides a situational assessment of the current status of the organisation. SWOT stands for strengths, weaknesses, opportunities and threats. A SWOT analysis is the best known and easiest to execute of the situational analysis tools. A situation analysis is undertaken at the start of the strategic planning process to understand the current status of the organisation, in order to build the most effective strategic plan.

Undertaking a SWOT analysis is part of the strategic planning process which is outlined in principle 1, ‘Leading Our Organisation’. Sub-principles 1 and 2 state that the organisation should:

* Agree our vision, purpose and values and make sure that they remain relevant.
* Develop, resource, monitor and evaluate a plan to make sure that our organisation achieves its stated purpose.

Type A, B and C organisations should all have a strategic plan.

Whose responsibility is it to develop a SWOT analysis

It is the responsibility of the Board to ensure that all the principles of the Code are being upheld and delivered, including the development of the strategic plan, and likely a SWOT analysis as part of that process. (The SWOT is not specified in the Code but it is widely recognised as a useful tool for helping the development of the strategic plan). The executive lead / Chief Executive Officer (CEO) is tasked with ensuring that the principles of the Code are being implemented in the organisation and thus will be responsible for developing the strategic plan, and possibly undertaking a SWOT analysis.

SWOT analysis works best when diverse groups or voices within an organization are listened to as part of the SWOT development, and it is an exercise that could be undertaken with multiple groups e.g. staff, volunteers, members, Board, etc, and the answers merged to get the best overview.

What is a SWOT analysis?

A SWOT analysis is about Identifying core strengths, weaknesses, opportunities, and threats of the organisation, and using that analysis to lead to fact-based decision making, fresh perspectives, and new ideas. It is designed to help an organization prepare for the future.

A SWOT analysis is presented as a square segmented into four quadrants, each dedicated to an element of SWOT. This visual arrangement provides a quick overview of the organisation’s position. Generally, the strengths and weaknesses look internally within the organisation, whilst the opportunities and threats look at the external environment.

* Strengths describe what an organisation excels at and what separates it from the competition.
* Weaknesses stop the organisation from performing at its optimum level - they are areas where it needs to improve.
* Opportunities refer to favourable external factors that could give an organisation an advantage.
* Threatsrefer to factors that have the potential to harm an organisation.

How to do a SWOT analysis

The SWOT should be best undertaken in a group, ideally with a facilitator, and with a diverse group of people participating. Answers can be recorded in the ‘quadrant’ template.

The analysis can be conducted grouping internal (strength and weakness) and external (opportunity and threat) factors together.

**Internal - Strengths and weaknesses**

What occurs within the organisation serves as a great source of information for the strengths and weaknesses categories of the SWOT analysis. Examples of internal factors include financial and human resources, tangible and intangible assets, and operational efficiencies.

Potential questions to list internal factors are:

* (Strength) What are we doing well?
* (Strength) What is our strongest asset?
* (Weakness) What are our detractors?
* (Weakness) What do we not do well?

**External – Opportunities and threats**

What happens outside of the organisation is equally as important to the success of an organisation as internal factors. It is part of good risk management to monitor and be aware of external risks. External influences, such as demographics or national policy are categories to pull from to create a list of opportunities and weaknesses.

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Potential questions to list external factors are:

* (Opportunity) What trends are evident in sport?
* (Opportunity) What demographics are we not targeting?
* (Threat) Is new legislation coming that may affect us?
* (Threat) Are demographics changing in a way that may affect us?

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| **Strengths** | **Weaknesses** |
| **Opportunities** | **Threats** |