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**ANALYSIS SURVEY**

# WHAT IS SWOT ANALYSIS?

The **SWOT Analysis** - an acronym standing for Strengths, Weaknesses, Opportunities, and Threats - assesses a company's competition in the desired field or market. This analysis was first used in the 1960s and serves as an excellent tool for decision-making, either for personal use or from a business standpoint.

The purpose of a SWOT analysis, from a business point-of-view, is to organize a proper business strategy around the internal and external factors that affect one's business. Existing or older businesses may use a SWOT analysis to predict or proactively adapt to the environmental changes pertaining to their business. New or starting businesses may use this analysis to plan ahead before preparing a business plan to assess potential road bumps or advantages they can exploit.



The following survey is a crucial first step in performing a SWOT Analysis. First, use the questions listed on the following pages to identify areas of **strengths, weaknesses, opportunities, and threats.**

## INSTRUCTIONS

### To complete to SWOT Analysis survey:

- 1 Note the answers to the questions in the comment column.
- 2 Note which answers constitute an internal strength or weakness OR an external opportunity or threat. Put a “Y” or “N” for yes or no.
- 3 Tally each column for each bank of questions in the “Subtotal” row.
- 4 Tally each all the strengths, the weaknesses, etc. In the “Grand Total” row on the last page.

# ACCOUNTING REPORTS

Questions	Comments	Strength [Y/N]	Weakness [Y/N]	Opportunity [Y/N]	Threat [Y/N]
Do you currently get monthly financial statements within 10 business days after end of month?					
Do you currently review your monthly financial performance?					
Do you currently review your monthly financial performance against projected performance?					
Do you currently have an annual budgeting process to project sales, expenses, and profits?					
Do you currently analyze the profitability of your customers by segment?					
Do you currently analyze the profitability of your Product Families or Product Groups?					
Do you currently analyze the profitability of your product(s) by segment?					
Do you currently analyze the profitability of your SKU's by segment?					
Do you currently analyze the profitability of your sales by region?					
Do you currently analyze the profitability or productivity of your sales force?					
Are there any reporting features that you would like to automate?					
If you operate multiple companies or departments, do you have or need consolidated financial statements?					
<b>SUBTOTAL</b>		Y= N=	Y= N=	Y= N=	Y= N=

# STAFF

Is your accounting staff providing you with timely financial statements?					
Do you have a controller (full or part-time) who is monitoring your firm's cash receipts and disbursements?					
When you walk into the accounting department, do you see paperwork piled everywhere?					
Is your accounting staff being stretched too thin? How do you know?					
Is your accounting staff responsible for filing state tax returns for your multi-state operations?					
Has your accounting staff experienced high turnover?					
Does your accounting department have a filing system for bank recs, bank statements, financials, payroll, et.c?					
Is your accounting staff so busy producing reports and financials that no analysis is being done?					

# FINANCIAL TOOLS

Do you have or use a Daily Cash Report?					
Do you have or use a 13 Week Cash Report to project cash receipts and cash disbursements?					
Do you have or use Income Statement Projections?					
Do you have or use Balance Sheet Projections?					
Do you have or use Cash Flow Projections?					
Do you project your Bank Compliance Status?					
Do you have or use a Monthly or Quarterly Variance Reports?					
Do you have or use a Financial Ratio Analysis Report (i.e. R-Series Report)?					
Do you have or use a Flux Analysis Report (i.e. Common Sized Financials)?					
Do you have or use a financial/operational dashboard report to manage your business (i.e. Flash Report)?					

# SOFTWARE

software able to provide the reports you need?					
Are you outgrowing your accounting software program?					
Are you looking to switch to a new accounting software system?					
Does your acct software allow for multiple users?					
Does your acct software provide reports at the Gross Margin level for Region, SKU, Product, Prod Grp, etc.?					
Do you need your software to provide P&L information by region, product group, department, etc.?					
<b>SUBTOTAL</b>	Y=	Y=	Y=	Y=	
	N=	N=	N=	N=	

# CASH MANAGEMENT

Do you or your staff have a situational awareness of your cash availability?					
Does your bank charge you regularly Non Sufficient Funds (NSF) fees?					
Do you currently use a bank lock box?					
Do you currently use a sweep account?					
Does your bank provide you with good treasury management tools?					
Do you currently enter invoices into your accounting system within 3 business days?					



# BANKING FACILITY

bank providing you with good customer service?					
Is your bank able to grow with your company?					
Is your bank providing you with a sufficient working capital base?					
Do you have any capital alternatives if your current bank is unable to provide additional working capital?					
do you currently have relationships with more than one bank?					
If you outsource payroll services, do you have a bank account just for depositing payroll and minimize risk?					

# LIQUIDITY

Do you face cash shortage(s) when your financial statements show your firm to be profitable?					
it always a challenge to meet payroll?					
Are you, the owner-entrepreneur, often forced to capitalize the firm from your own personal funds?					
Are you actively managing your receivables to ensure prompt payment?					
a lot of old, unmovable inventory?					
have a line of credit with your bank(s) to assist with cash liquidity?					
Are you having to stretch payables to ensure adequate cash availability?					
<b>SUBTOTAL</b>		Y= N=	Y= N=	Y= N=	Y= N=

# LEVERAGE/RISK

Are you unable to secure additional capital due to your firm's high debt level (i.e. Debt/Equity Ratio)?					
Are your sales overly dependent on a single or a small number of customers?					
Are your sales overly dependent on a single or a small number of suppliers?					
Do you feel overinvested in your company and would like to reduce your equity exposure?					
Are you contemplating a generational transition/passage of your business interests?					
SUBTOTAL		Y= N=	Y= N=	Y= N=	Y= N=

# PA FIRM

currently engage the services of a CPA firm for a periodic review or audit of your financials?						
accountant provide you with a good tax strategy? How do you know?						
Is your CPA firm also providing other ancillary services (i.e. financial analysis, CF mgmt.)? Are you satisfied?						
SUBTOTAL			Y=	Y=	Y=	Y=
			N=	N=	N=	N=

# OPERATIONS

have any Key Performance Indicators (KPI's) to measure your business?					
you use KPI's to measure and manage your business and drive financial results?					
Do you regularly, weekly or monthly, review financial/operational performance with key management staff?					
Are your operations staff/management properly incentivized in line with certain productivity measures?					
benchmark your staff against a set of expectations and follow-thru on reviewing results?					
Do you track overtime for your staff?					
Do you track revenue on a per employee basis?					
Are you considering outsourcing certain parts of your firm's operations (i.e. payroll, HR, health-care)?					
<b>SUBTOTAL</b>		Y= N=	Y= N=	Y= N=	Y= N=

# PROFITABILITY

Do you periodically conduct a breakeven analysis of your company?					
Do your financial records indicate that your firm's profitability is decreasing?					
Do your financial records indicate net income margin of less than 3%?					
Do you currently measure your firm by EBITDA?					
Are you now or in the future looking to prepare your company for sale or partial sale to strategic buyer?					
Does Overtime Pay constitute a large and/or expanding portion of your cost structure?					
Are healthcare costs increasing? When was the last time you shopped around?					
Are insurance costs increasing? When was the last time you shopped around?					
Do you know how much it costs you to sell/service each Product Item (Group), Invoice Size?					
<b>SUBTOTAL</b>		Y= N=	Y= N=	Y= N=	Y= N=

Tally up the subtotals from the previous pages in the row below. This will let you know what areas you need to focus on.

GRAND TOTAL	Y=	Y=	Y=	Y=
	N=	N=	N=	N=

**If you find that you have more weaknesses and threats than strengths and opportunities, it's time to take action!**

Congratulations on completing the SWOT Analysis Survey! The next step is to act upon your findings by completing the Performing a SWOT Analysis Execution Plan in the SCFO Lab.