

S.A.W.I Worksheet

(Strengths, Averages, Weaknesses and their Importance to you)

Please use this template as starter, along with any additional areas of business you would like to consider, to assess your perceptions of where your business is strong, or weak. Think about how you might be able to justify your answer. What evidence do you have for your assessment? Be Honest!

	Strong	Average	Weak	Importance (H/M/L)
Turnover/ Revenue				
Profit				
Cost structure				
Balance Sheet				
Cash position				
Ability to raise finance				
Overhead costs				
Products				
Pricing				
Selling skills				
Marketing skills				
Quality of the brand (s)				
Reputation in customer eyes				
Reputation in competitor eyes				
Market share				
Quality of staff				
Staff Knowledge (of market)				
Customer Service				
Supplier relationships				
Customer relationships				
Equipment / facilities				
Technical skills				
HR management				
Quality of HR: Management				
Quality of HR: staff				
Staff loyalty				
Quality of physical assets				
Quality of intellectual assets				
Appropriate experience				
Appropriate control / systems				
Financial skills: accounting				
Financial skills: management				
IT systems				
Communication				

	Strong	Average	Weak	Importance (H/M/L)
Organisation structure				
Innovation and ideas				
Ability to deliver on ideas				
Focus/ vision/ mission				
Business strategy				
Ability/ commitment of management				
Performance management				
Other areas?				
For Product businesses:				
Distribution systems				
Manufacturing skills				
Economies of scale				
Product Quality				
Ability to produce on time				
Ability to produce on spec				
Ability to customise				
Capacity				
Other factors?				
For Service led businesses				
Quality of service delivered				
Staff knowledge				
Responsiveness				
Other factors?				

Actions:

- What are the company's top five strengths?

1.
2.
3.
4.
5.

- What can you do with them?

- What are the company's top five "averages"?

1.
2.
3.
4.
5.

- What can you do with them?

- What are the company's "top" five weaknesses?

1.
2.
3.
4.
5.

- What can you do about them / should you do about them?