

## S.T.E.E.P.L.E.D Analysis

STEEPLED analysis is a means of conducting a scan of an organisation's external environment, with particular reference to the future and any changes that may come about. The purpose of STEEPLED is to identify factors that may impact on the services, customers (or Patients), products, markets, staff, profitability, etc. of the organisation. STEEPLED analysis should not be an activity reserved only for an annual or periodic special event. Managers should develop the habit of staying in tune with the environment and considering the impact on their organisation of everything that happens.

<p><b>P</b> stands for political factors, including:</p> <ul style="list-style-type: none"> <li>Change of Government Policy</li> <li>Political parties</li> <li>Democratisation</li> <li>Legislation (see L)</li> <li>Privatisation</li> <li>Trades Union activity</li> <li>International relations</li> <li>Civil unrest</li> <li>Tax policy</li> </ul>	<p><b>E</b> stands for economic factors including:</p> <ul style="list-style-type: none"> <li>Change in GDP</li> <li>Disposable income of the people</li> <li>Stock market instability</li> <li>Currency fluctuations</li> <li>Economic cycles</li> <li>Energy and oil costs (milk and whey costs)</li> <li>Interest rates</li> <li>Housing costs</li> <li>Taxation</li> </ul>
<p><b>S</b> stands for social factors, including</p> <ul style="list-style-type: none"> <li>Demographic change</li> <li>Family and lifestyle changes</li> <li>Education levels</li> <li>Health</li> <li>Life expectancy</li> <li>Changes in values and culture</li> <li>Social mobility</li> <li>Attitudes towards life and leisure</li> <li>Religious attitudes</li> </ul>	<p><b>T</b> stands for technology, including:</p> <ul style="list-style-type: none"> <li>Speed of change in technology</li> <li>Computerisation</li> <li>Communications</li> <li>Industrial processes</li> <li>Materials</li> <li>Transport</li> <li>Medical innovation</li> </ul>
<p><b>L</b> stands for Legislation / Legal</p> <ul style="list-style-type: none"> <li>Current legislation in the home market</li> <li>Future legislation</li> <li>European/international legislation</li> <li>Regulatory bodies and processes</li> <li>Environmental regulations</li> <li>Employment law</li> <li>Consumer protection</li> <li>Industry-specific regulations</li> <li>Competitive regulations</li> </ul>	<p><b>E</b> stands for Environmental</p> <ul style="list-style-type: none"> <li>Ecological</li> <li>Environmental issues <ul style="list-style-type: none"> <li>• International</li> <li>• National</li> <li>• Local</li> </ul> </li> <li>Environmental regulations</li> <li>Customer values</li> <li>Market values</li> <li>Stakeholder/ investor values</li> <li>Staff attitudes</li> <li>Management style</li> <li>Organisational culture</li> <li>Staff morale</li> <li>Staff engagement</li> <li>Global factors</li> <li>EU based factors</li> </ul>



Additionally **E** for Ethics and **D** for Demographics are also often included.

Sometimes people disagree over which 'heading' a potential factor falls under. However it matters less that you label the change than that you can see it coming. All these can affect your organisation, your services to your beneficiaries/clients and community, and the availability of skilled staff to provide the services and products.

Consider all the STEEPLD factors facing your organisation. Select the one(s) in each category that you think demands the highest priority. Finally select the highest priority from among these.



## Factors affecting the Business

Business Name: .....

Your Name: .....

Date: .....

STEEPLED analysis Factor	Comments	Opportunity Or Threat?	Impact	Implications and Importance		
				Time Frame	Effect	Importance
<p>The list above is just to get you started. Remember to put these, and others that you add in the context of your organisation or business.</p> <p>For example if you are a small private company the behaviours of large companies such as Sainsbury or BA or a large international player may well impact on you. If you are a local authority, government changes will change your priorities. In the NHS changes to treatments and public attitudes will also have an impact.</p>	How might the factors listed affect the business?		<p>What is the potential impact of these factors on your business?</p> <p>H - High M - Medium L - Low U – Undetermined I – Interesting to know</p>	<p>Time Frame:</p> <p>S: 0-6 mths M: 6-12 mths L: 12-24 mths F: 24 + mths</p>	<p>What is the likely effect on your business?</p> <p>Positive Impact + Negative Impact – Unknown Impact ?</p>	<p>How important is this factor to your business?</p> <p>C- Critical I - Important N – Not important U - Unknown</p>
<b>Social</b>						

STEEPLED analysis Factor	Comments	Opportunity Or Threat?	Impact	Implications and Importance		
				Time Frame	Effect	Importance
<b>Technological</b>						
<b>Economic</b>						

STEEPLED analysis Factor	Comments	Opportunity Or Threat?	Impact	Implications and Importance		
				Time Frame	Effect	Importance
Environmental						
Political						

STEEPLED analysis Factor	Comments	Opportunity Or Threat?	Impact	Implications and Importance		
				Time Frame	Effect	Importance
<b>Legislation / Legal</b>						
<b>Ethical</b>						

STEEPLED analysis Factor	Comments	Opportunity Or Threat?	Impact	Implications and Importance		
				Time Frame	Effect	Importance
<b>Demographics</b>						

Add any other factors that you feel will impact your business now and in the future on additional pages.