

**STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT)
ASSOCIATION QUESTIONNAIRE**

Work quickly and trust your first response. You must respond to all statements. Respond to each statement, about your association, using the following scale:

1 = disagree strongly

2 = disagree moderately

3 = agree moderately

4 = agree strongly

STRENGTHS

Rating 1-4

1. The association's financial resources are adequate. _____
2. Members regard us well. _____
3. Our association is considered a leader. _____
4. The association operates effectively. _____
5. The committees and task forces operate effectively. _____
6. We have access to economies of scale. _____
7. The association is technologically current. _____
8. We are innovators. _____
9. Effective cost and quality controls are in place. _____
10. Volunteers are many and the leadership is strong. _____

TOTAL STRENGTHS _____

WEAKNESSES

Rating 1-4

1. The association's strategy is unclear. _____
2. Specialized staff support is limited. _____
3. Management lacks depth, skill or vision. _____
4. We have a poor track record for implementing strategy. _____
5. Operating problems impair our ability to give reliable, high-quality service. _____
6. We are not investing enough in research and development. _____
7. Our volunteers are limited and not focused. _____
8. Our products and services to members are too limited. _____
9. Our market image is weak. _____
10. We are too slow in responding to change. _____

TOTAL WEAKNESSES _____

OPPORTUNITIES

Rating 1-4

- 1. We could serve other groups and niches. _____
- 2. We can enter and be successful in new, possibly international markets. _____
- 3. Our products & services could be expanded or adapted to meet members' needs better. _____
- 4. We should be able to diversify our products and services line. _____
- 5. Our staff has untapped expertise. _____
- 6. We can form partnerships and alliances with others which will strengthen their position and ours. _____
- 7. Reinvestment and reallocation of resources to strategy is possible. _____
- 8. We can accelerate market growth for member services. _____
- 9. We can invest in training opportunities for added member value. _____
- 10. Products and services are in an optimal position in the life-cycle. _____

TOTAL OPPORTUNITIES _____

THREATS

Rating 1-4

- 1. New entrants are appearing in the market for members' services. _____
- 2. Technology is changing more quickly than we can respond to it. _____
- 3. The market is not growing. _____
- 4. Members could switch to substitute products and services. _____
- 5. Government is considering regulations that could increase our costs. _____
- 6. The economy is flat. _____
- 7. Our most skilled volunteers/employees are leaving the association. _____
- 8. Member needs are becoming more difficult to define and analyse. _____
- 9. The demographics of the population is changing in a way that may reduce our market. _____
- 10. Our employees are skilled and adaptive. _____

TOTAL THREATS _____

YOU MAY WISH TO KEEP TRACK OF YOUR TOTAL RATINGS SO YOU CAN COMPARE TO THE GROUP RESPONSE LATER.

Strengths____Weaknesses____ Opportunities____ Threats____