

Conducting a SWOT Analysis for Evaluation Planning

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Before we begin...

- All phones have been placed in SILENT mode

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- ❑ All phones have been placed in SILENT mode
- ❑ To ask a question, simply email us at AREBHeart@cdc.gov
- ❑ Time permitting, your question will be answered at the end of the presentation

Disclaimer

The information presented here is for training purposes and reflects the views of the presenter. It does not necessarily represent the official position of the Centers for Disease Control and Prevention.

Learning Objectives

- ❑ Define SWOT
- ❑ Describe the benefits of conducting a SWOT
- ❑ Outline the process and methods
- ❑ Walk through an example



“Planning is bringing the future into the present so that you can do something about it now.”

Alan Lakein, Time Management Guru



Planning . . . Evaluation

Continuous Quality Improvement

- **Planning**—What actions will best reach our goals and objectives?
- **Performance measurement**—How are we doing?
- **Evaluation**—Why are we doing well or poorly?



What is a SWOT Analysis?

- **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats
- Focuses on internal and external factors
- Identifies planning and performance-level needs
- Promotes proactive and creative thinking rather than habitual or instinctive perspectives

Benefits of Conducting a SWOT

- **Highlights critical issues for decision-making**
- **Supplements known information or knowledge about a topic or problem**
- **Provides a framework for reviewing a strategy**
- **Clarifies values or priorities of different stakeholders**
- **Promotes team-building and sharing of perspectives**
- **Helps clarify whether a project or objective is obtainable**

Prerequisite for Conducting a SWOT

- **Collaborative nature of tool requires certain qualities to succeed**
 - **Trust, comfort in discussing sensitive topics**
 - **Weaknesses and potential threats can be faced openly and objectively**
 - **Diversity of planning group represented**
 - **Willingness to take the time to do a SWOT**
 - **Ability and willingness to implement change**

Baseline Knowledge

- **Sufficient information on a possible project or objective**
 - **Stakeholders: Partners, opposition, non-traditional support**
 - **Socio-cultural: Demographic, attitudes, cultural factors**
 - **Economic: Current situation and future trends**
 - **Health: Current burden, risk factors, innovations**
 - **Technological: Cost, accessibility, attitudes toward new technology**
 - **Political: Current climate, openness to risk**
 - **Policies/Laws: State, local, evidence base, maturity**

SWOT Matrix

Strengths

Good now

Maintain, Build, Leverage

Opportunity

Good Future

Prioritize and Optimize

Weaknesses

Bad now

Remedy or Stop

Threat

Bad Future

Counter

Action Plan

Address how Strengths, Weaknesses, Opportunities, and Threats will be addressed moving forward

SWOT Analysis Template

State what you are assessing here _____
 (This particular example is for a new business opportunity. Many criteria can apply to more than one quadrant. Identify criteria appropriate to your own SWOT situation.)

criteria examples

- Advantages of proposition?
- Capabilities?
- Competitive advantages?
- USP's (unique selling points)?
- Resources, Assets, People?
- Experience, knowledge, data?
- Financial reserves, likely returns?
- Marketing - reach, distribution, awareness?
- Innovative aspects?
- Location and geographical?
- Price, value, quality?
- Accreditations, qualifications, certifications?
- Processes, systems, IT, communications?
- Cultural, attitudinal, behavioural?
- Management cover, succession?
- Philosophy and values?

strengths

weaknesses

criteria examples

- Disadvantages of proposition?
- Gaps in capabilities?
- Lack of competitive strength?
- Reputation, presence and reach?
- Financials?
- Own known vulnerabilities?
- Timescales, deadlines and pressures?
- Cashflow, start-up cash-drain?
- Continuity, supply chain robustness?
- Effects on core activities, distraction?
- Reliability of data, plan predictability?
- Morale, commitment, leadership?
- Accreditations, etc?
- Processes and systems, etc?
- Management cover, succession?

criteria examples

- Market developments?
- Competitors' vulnerabilities?
- Industry or lifestyle trends?
- Technology development and innovation?
- Global influences?
- New markets, vertical, horizontal?
- Niche target markets?
- Geographical, export, import?
- New USP's?
- Tactics: eg, surprise, major contracts?
- Business and product development?
- Information and research?
- Partnerships, agencies, distribution?
- Volumes, production, economies?
- Seasonal, weather, fashion influences?

opportunities

threats

criteria examples

- Political effects?
- Legislative effects?
- Environmental effects?
- IT developments?
- Competitor intentions - various?
- Market demand?
- New technologies, services, ideas?
- Vital contracts and partners?
- Sustaining internal capabilities?
- Obstacles faced?
- Insurmountable weaknesses?
- Loss of key staff?
- Sustainable financial backing?
- Economy - home, abroad?
- Seasonality, weather effects?

Instructions for Conducting a SWOT Analysis

SWOT Table 1.

	Strengths	Weaknesses	Opportunities	Threats
Leadership				
Coalition				
Organization				
Survivor				
Public Sector				
Private Sector				
Funding				
Planning Process				
Plan				
Evaluation				
Data				



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Example SWOT Topic

As a state public health leader, conduct a SWOT analysis on planning a participatory evaluation for a 5-year intervention on preventing hypertension among older adults in a rural community.

Aspects to Consider

- **Leadership**
- **Support from staff/organization**
- **Funding, resources, staff**
- **Available data**
- **Evaluation plan**
- **Demographic factors (e.g., population size, income, education)**

As a state public health leader, conduct a SWOT analysis on planning a participatory evaluation for a 5-year intervention on preventing hypertension among older adults in a rural community.

Aspects to Consider

- **Attitudes (e.g., role of government, importance of work, consumerism)**
- **Cultural structures (e.g., housing conditions, family relations, diet and nutrition)**
- **Economic factors (e.g., savings rate, reimbursement, industry)**

As a state public health leader, conduct a SWOT analysis on planning a participatory evaluation for a 5-year intervention on preventing hypertension among older adults in a rural community.

Application of SWOT

- **Support or challenges from leadership in community**
- **Stakeholders such as hospitals, CBOs, private sector, or other organizations in the rural community**
- **Level of resources for planning and implementing the evaluation**
- **Existing evaluation data or findings from past evaluations**

Application of SWOT

- **Success/failure of related programs, evaluations, or collaborations**
- **Cultural aspects of the community that influence success or challenges**
- **Demographics of community (race/ethnicity, education, age of population)**
- **Economic indicators (industry, current trends)**

SWOT for Evaluation of Hypertension Intervention

Strengths	Weaknesses
Committed program lead at community level, popular program among community participants, participatory evaluation expertise at local university	No additional monies for evaluation, loss of participants in intervention, no intervention changes from mid-term evaluation findings
Maintain, Build, Leverage	Remedy or Stop
Opportunity	Threat
Leadership change at local health department creates new opportunity for collaboration, new state law promoting CHW, new hypertension drug	Community hospital (a major partner) has closed due to weak economy, processed food company opened as intervention launched
Prioritize and Optimize	Counter

Action Plan

Address how above Strengths, Weaknesses, Opportunities, and Threats will be addressed moving forward

In Summary

- **SWOT analyses are useful for evaluation planning**
 - **Bring together broad stakeholders to assess the feasibility of a project or evaluation**
 - **Provide a platform for voicing values and concerns**
 - **Identify internal and external factors that affect an evaluation**
 - **Lay out important details for decision-making**
 - **Encourage development of an action plan to address strengths, weaknesses, opportunities, and threats moving forward**

SWOT Resources

- **Suicide Prevention Resource Center (SPRC)**
<http://www.sprc.org/library/swot.pdf>
- **CDC Communities of Practice**
http://www.cdc.gov/phcommunities/resourcekit/evaluate/swot_analysis.html
- **Management for the Rest of Us**
<http://www.mftrou.com/how-to-do-a-SWOT-analysis.html>
- **Businessballs.com**
<http://www.businessballs.com/swotanalysisfreetemplate.htm>

Contact Information

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We'd like to hear from you...

- Questions and Answers
- Short Feedback Poll



Reminders!

Standing day and Time:

2nd Tuesday of the month 2:30 pm – 2:50 (ET)

All sessions are archived and
the slides and script can be accessed at:

<http://www.cdc.gov/dhdsp/pubs/podcasts.htm>

If you have any questions, comments, or topic
ideas send an email to:

AREBheartinfo@cdc.gov

Next Coffee Break

There will be no Coffee Break session in September.

The normal schedule will resume on October 14, 2014.