

# SWOT Analysis

Marcin Dąbrowski



**strengths**

**weaknesses**

**opportunities**

**threats**

Build on **strengths**  
Eliminate **weaknesses**  
Exploit **opportunities**  
Mitigate **threats**

	<i>Internal</i>	<i>External</i>
<i>Helpful</i>	Strengths	Opportunities
<i>Harmful</i>	Weaknesses	Threats

## Exercise 1: Work in teams to prepare a SWOT matrix for Sheveningen Haven

<b>Strengths</b> ... ...	<b>Opportunities</b> ... ...
<b>Weaknesses</b> ... ...	<b>Threats</b> ... ...

# TOWS Matrix – from SWOT to strategies

	<i>External Opportunities (O)</i>	<i>External Threats (T)</i>
<i>Internal Strengths (S)</i>	<p><b>SO</b></p> <p><i>"Maxi-Maxi"</i> Strategies that <b>use strengths to maximise opportunities.</b></p>	<p><b>ST</b></p> <p><i>"Maxi-Mini"</i> Strategies that <b>use strengths to mitigate threats.</b></p>
<i>Internal Weaknesses (W)</i>	<p><b>WO</b></p> <p><i>"Mini-Maxi"</i> Strategies that <b>use opportunities to minimise weaknesses.</b></p>	<p><b>WT</b></p> <p><i>"Mini-Mini"</i> Strategies that <b>minimise weaknesses and avoid threats.</b></p>

## Exercise 2: prepare basic outlines of TOWS strategies for Sheveningen Haven

	<p><i>Opportunities (O)</i></p> <p>1...</p> <p>2...</p> <p>3...</p>	<p><i>External Threats (T)</i></p> <p>1...</p> <p>2...</p> <p>3...</p>
<p><i>Strengths (S):</i></p> <p>1...</p> <p>2...</p> <p>3...</p>	<p><b>SO</b></p> <p><i>"Maxi-Maxi"</i></p> <p>Strategies that <b>use strengths to maximise opportunities.</b></p>	<p><b>ST</b></p> <p><i>"Maxi-Mini"</i></p> <p>Strategies that <b>use strengths to mitigate threats.</b></p>
<p><i>Weaknesses (W):</i></p> <p>1...</p> <p>2...</p> <p>3...</p>	<p><b>WO</b></p> <p><i>"Mini-Maxi"</i></p> <p>Strategies that <b>use opportunities to minimise weaknesses.</b></p>	<p><b>WT</b></p> <p><i>"Mini-Mini"</i></p> <p>Strategies that <b>minimise weaknesses and avoid threats.</b></p>

# How useful is SWOT/TOWS ?

- It all depends on the users...
- SWOT / TOWS does not produce blueprint solutions, however, it helps to structure the thinking about an area / issue and generate ideas for linking problems with solutions → Coupling problems (WT) and solutions (SO)
- Identifying SO, ST, WO, WT helps to see where interests of the different stakeholders can be combined and where goals of the project/process can be stretched to combine win-win situations → useful for stakeholder analysis and planning engagement



# Thank you.

[m.m.dabrowski@tudelft.nl](mailto:m.m.dabrowski@tudelft.nl)



# References:

- Wehrich, H. (1982). The TOWS matrix—A tool for situational analysis. *Long range planning*, 15(2), 54-66.