

EXAMPLE Worksheet 2: SWOT Analysis Template

State what you are assessing:

Farm Baseline Oct. 2020

STRENGTHS

Prompts:

- Advantages of proposition?
 - Competitive advantages?
 - USPs (unique selling points)?
 - Resources, assets, people?
 - Experience, knowledge, data?
 - Financial reserves, likely returns?
 - Marketing — reach, distribution, awareness?
 - Innovative aspects?
 - Location, geography? Price, value, quality? Accreditations, qualifications, certifications?
 - Processes, systems, IT, communications?
 - Cultural, attitudinal, behavioral?
 - Management cover, succession?
 - Philosophy, values?
 - Mission, strategic plan?
- Experienced, well-educated owners/mgt.; strong management philosophy, values, farm vision
 - Access to reliable, motivated labor
 - Prime farmland
 - Adequate acreage
 - Diversified enterprises
 - Adequate infrastructure
 - Diversified markets
 - Organic certification
 - Using climate solutions agriculture

WEAKNESSES

Prompts:

- Disadvantages of proposition? Gaps in capabilities?
 - Lack of competitive strength?
 - Reputation, presence, reach?
 - Financials?
 - Your own known vulnerabilities?
 - Timescales, deadlines, pressures?
 - Cashflow, start-up cash drain?
 - Effects on core activities, distraction?
 - Morale, commitment, leadership?
 - Accreditations, qualifications, certifications?
 - Processes, systems, IT, communications?
 - Management cover, succession?
 - Mission, strategic plan?
- Farm does not produce sustainable living wage or sustainable work week for owners
 - Production model challenging for more profitable crops
 - Soils wet in spring, low water holding capacity
 - No access to irrigation on 1/2 of tillable acres
 - Cost of production is high
 - Production inefficiencies associated with diversified production and marketing

OPPORTUNITIES

Prompts:

- Market developments?
 - Competitors' vulnerabilities?
 - Industry or lifestyle trends?
 - Technology development and innovation?
 - Global influences?
 - New markets, vertical, horizontal?
 - Niche target markets? Geography, export, import?
 - New USPs?
 - Tactics (e.g., surprise, major contracts)?
 - Business and product development? Information, research? Partnerships, agencies, distribution? Seasonality, weather effects? Philosophy, values?
 - Mission, strategic plan?
- Growing market for local/organic, local govt. support for organic food production
 - Growing market for climate-smart products
 - Community support networks: other farmers, local food organizations, suppliers, customers
 - Technical/financial assistance networks

THREATS

Prompts:

- Political effects?
 - Legislative effects? Environmental effects?
 - IT developments?
 - Competitor intentions — various?
 - Market demand?
 - Market interruption?
 - 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?
 - Philosophy, values?
 - Mission, strategic plan?
- Lack of stable workforce
 - Changing weather patterns — more variable spring weather, more dry periods and drought in the summer
 - Access to distribution