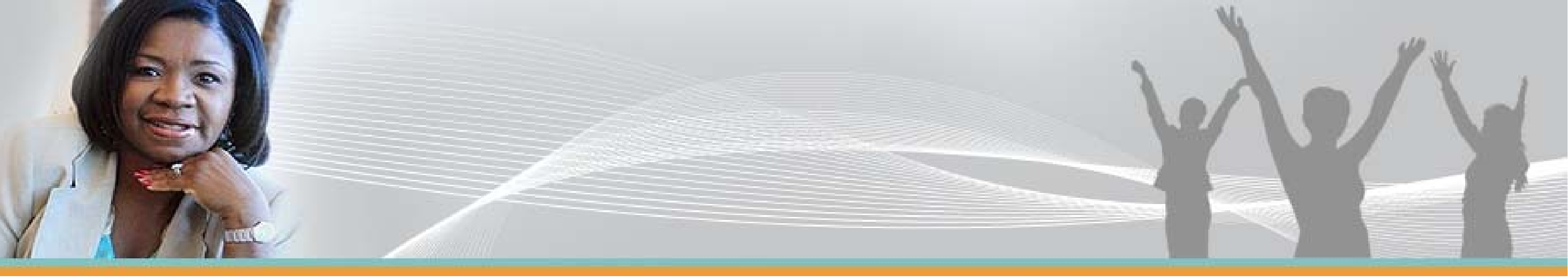
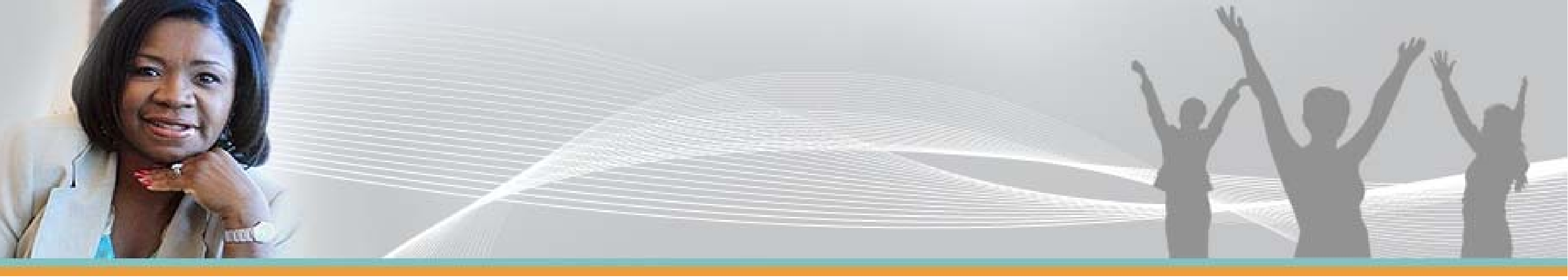


STRENGTHS AND WEAKNESSES ASSESSMENT

To analyze the **strengths** of the company, first consider the following questions, then think about your strengths in the four areas detailed on page 2, and finally, complete the form on page 3:

1. What are the major sources of a company's revenue and profit?
2. What is the market share of the company in its various product lines?
3. Does the company have strong brands?
4. Is the marketing/advertising effective?
5. What is the major focus area of the company?
6. Does the company have a pool of skilled employees?
7. Is the morale of the employees high?
8. Are there rewards in place to create an atmosphere conducive to excellence?
9. Does the company harness information technology effectively?
10. Does the company manage its inventories efficiently?
11. Has the company demonstrated the ability to adapt and change?
12. Is the company able to innovate?
13. How has the company withstood international competition?



What do you consider to be the strengths of your company in the following four categories:

A. Sound **finances** may give you advantages over your competitors. Important factors might include:

- Positive cash flow.
- Growing turnover and profitability.
- Skilled financial management, good credit control and few bad debts.
- A strong balance sheet.
- Access to extensive credit, a strong credit rating, and a good relationship with the bank and other sources of finance.

B. **Marketing** may be the key to your success. For example, your business may enjoy:

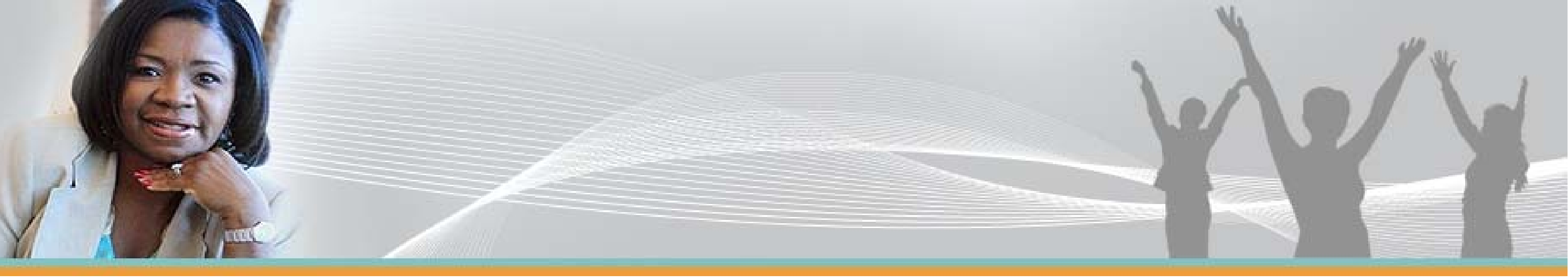
- Market leadership in a profitable niche.
- A good reputation and a strong brand name.
- An established customer base.
- A strong product range.
- Effective research and development, use of design and innovation.
- A skilled sales force.
- Thorough after-sales service.
- Protected intellectual property.

C. **Management** and **personnel** skills and systems may provide equally important underpinnings for success. These may include factors such as:

- Management strength in depth.
- The ability to make quick decisions.
- Skilled employees, successful recruitment, and effective training and development.
- Good motivation and morale.
- Efficient administration.

D. Strengths in **production** may include the right premises and plant, and good sources of materials or sub-assemblies. You may benefit from:

- Modern, low-cost production facilities.
- Spare production capacity.
- A good location.
- Effective purchasing and good relationships with suppliers.



Strengths

Finances	Marketing
Management/Personnel	**Production**

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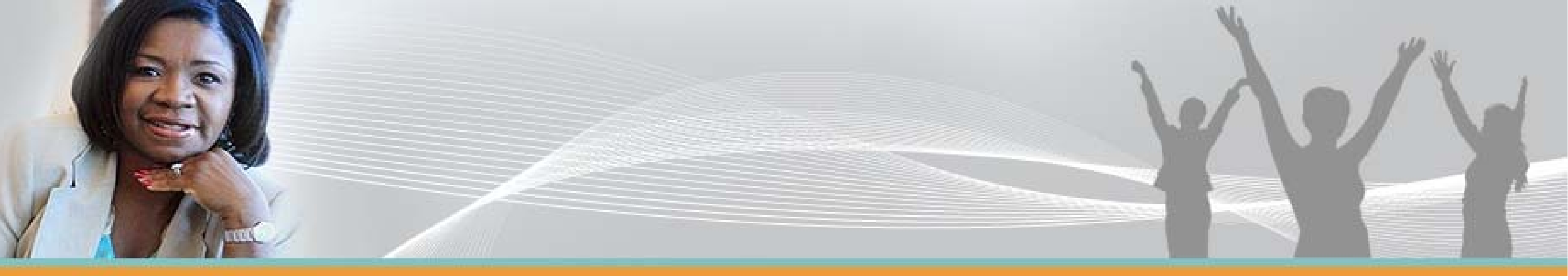

To analyze the **weaknesses** of the company, please consider the following questions:

1. What are the least profitable product lines for the company?
2. In what areas is the company not able to recover costs?
3. Which are the weak brands?
4. Is the marketing/advertising effective?
5. Is the company not focused?
6. Is the company able to attract talent?
7. What are the biggest expenditures of the company?
8. Is the company able to raise money when it needs to?
9. Will the company be able to stand price pressure from competitors?
10. Has the company been able to bring new ideas and products to the marketplace?
11. Do employees feel facilitated to perform their best?
12. Do employees have faith in management?
13. Are the corporate governance standards high enough?
14. Is the company losing out to competitors on the technology front?

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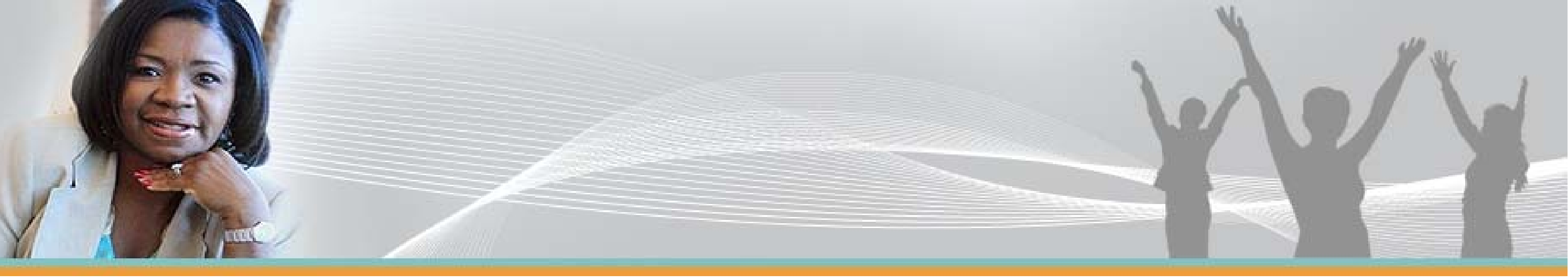


What do you consider to be the weaknesses of your company? Weaknesses are often known but ignored. This assessment can be a starting point in tackling under-performance in the business.

A. Poor **financial** management may result in situations where:

- Insufficient funds are available for investment in new plan or product development.
- All available security, including personal assets and guarantees, is already pledged for existing borrowings.
- Poor credit control leads to unpredictable cash flow.

B. Lack of **marketing** focus may lead to:

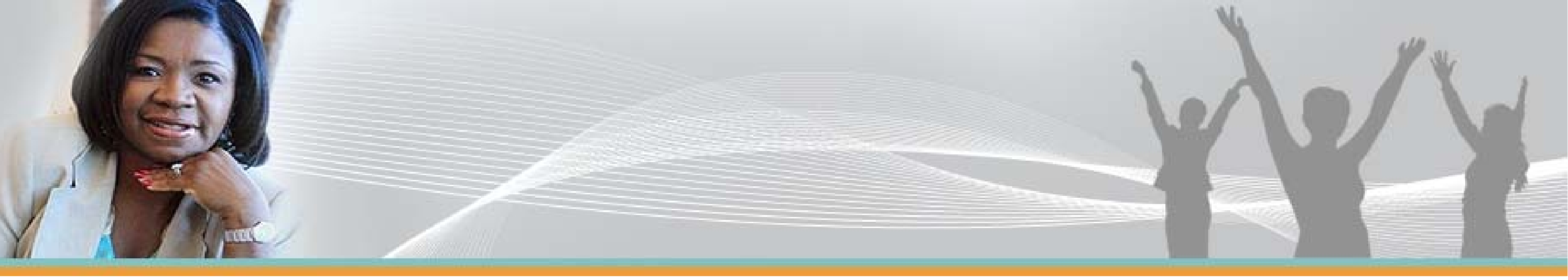
- Unresponsive attitudes to customer requirements.
- A limited or outdated product range.
- Complacency and a failure to innovate.
- Over-reliance on a few customers.

C. **Management** and **personnel** weaknesses are often hard to recognize, except with hindsight. Familiar examples are:

- Failure to delegate and train successors.
- Expertise and control locked up in a few key personnel.
- Inability to take outside advice.
- High staff turnover.

D. Inefficient **production**, premises, and plant can undermine any business, however hard the people work. Typical problems include:

- Poor location and shabby premises.
- Outdated equipment, high-cost production and low productivity.
- Long leases tying the business to unsuitable premises or equipment.
- Inefficient processes.



Weaknesses

Finances	Marketing
Management/Personnel	**Production**