

DNS SWOT WORKSHOP

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Instructors

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AGENDA

- Day 1 – SWOT Analysis
 - Introduction to ICANN and the DNS-EC
 - Introduction to SWOT Analysis Workshop
 - Brainstorming
 - Consolidation and Prioritization
- Day 2 – Strategic Planning
 - Identifying Strategic Options
 - Brainstorming
 - Consolidation and Prioritization
 - Action Plans

SWOT OVERVIEW

*If you do not know where
you are going...*

any road will get you there.

WHAT DOES SWOT MEAN?



- Strengths (internal)
- Weaknesses (internal)
- Opportunities (external)
- Threats (external)

WHY DO A SWOT ANALYSIS?

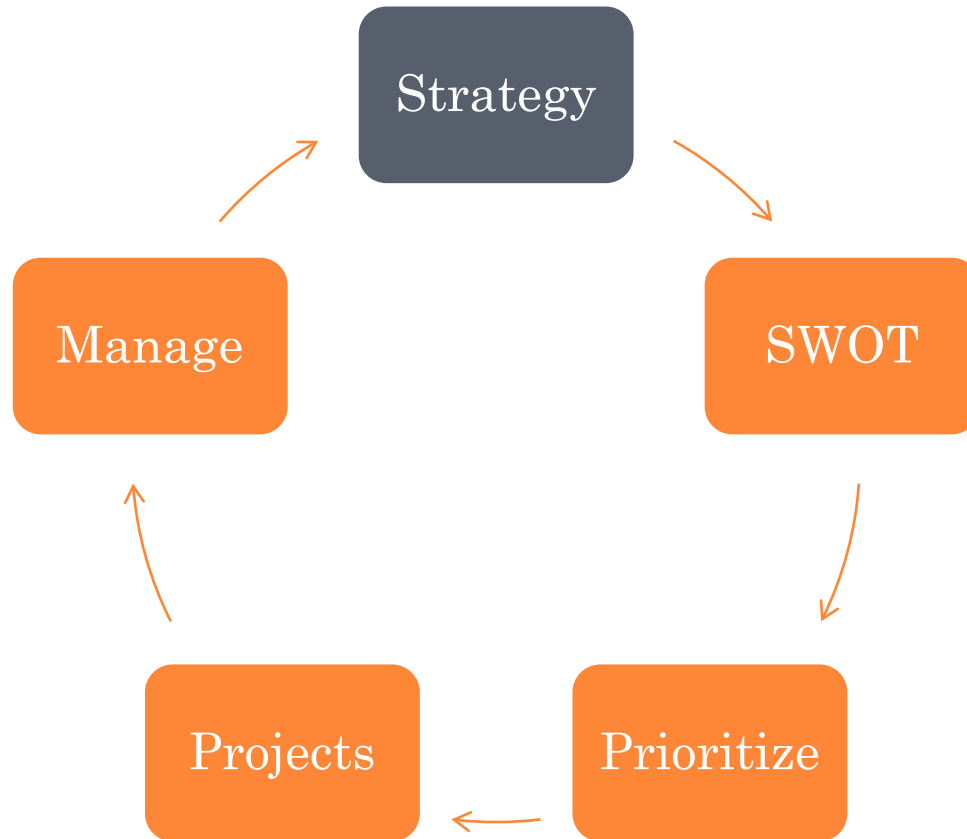
- Enables you to pinpoint your core activities and identify what you do well, and why
- Identify where your greatest opportunities lie, and highlight areas where changes need to be made to make the most of your business
- **SWOT** is a way to analyze and evaluate your current situation and environment
- Can also be used in goal setting to help you identify goals that will give you the most benefit

THE ESSENCE OF THE SWOT ANALYSIS

Discover:

- What you do well
- How you could improve
- Whether you are making the most of the opportunities around you
- Whether there are any changes in your market—such as technological developments, mergers of businesses, or unreliability of suppliers—That may require corresponding changes in your business

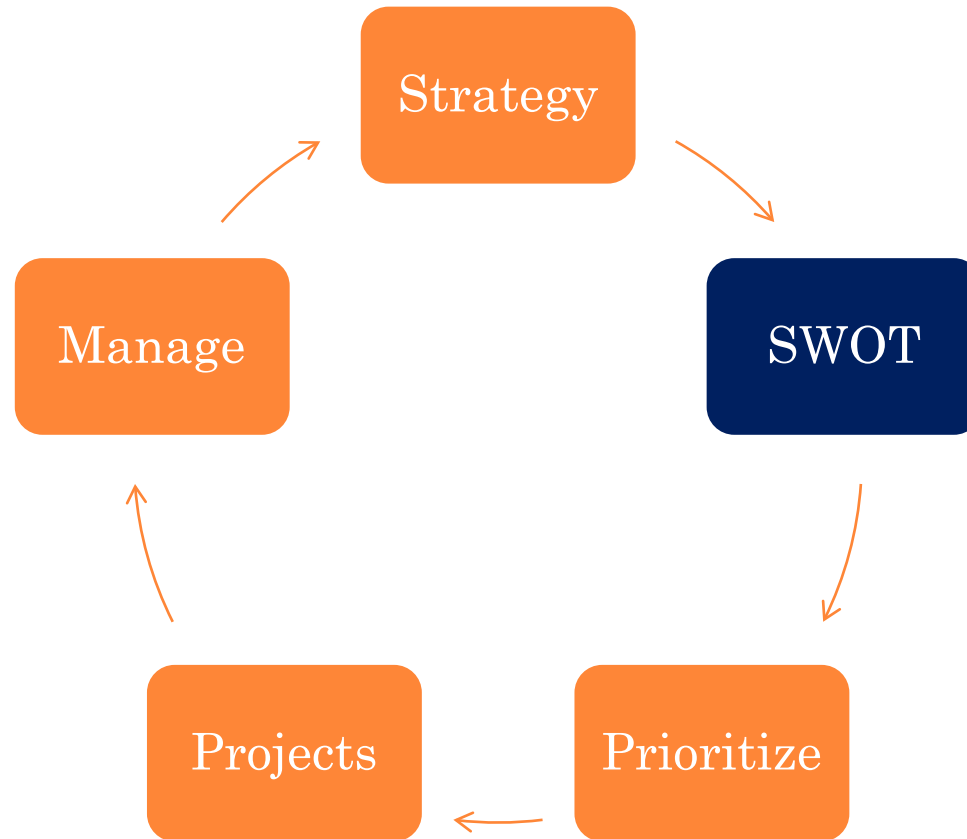
BUSINESS STRATEGY PROCESS



A DEFINITION OF BUSINESS STRATEGY

- The definition of business strategy is a long term plan of action designed to achieve a particular goal or set of goals or objectives.
- Strategy is management's game plan for strengthening the performance of the enterprise.
- Strategy describes business should be conducted to achieve the desired goals
- Without a strategy management has no roadmap to guide them.

SWOT IS A TOOL



WHAT IS THE SWOT PROCESS?

- SWOT examines external opportunities and threats that may have a business impact:
 - market and consumer trends
 - changes in technology
 - laws
 - and competition
- SWOT also focuses on the internal strengths and weaknesses of:
 - you
 - your staff
 - your products
 - and your business

EXTERNAL THREATS

- What obstacles do you face?
- What are your competitors doing?
- Are quality standards or specifications for your job, products or services changing?
- Is changing technology threatening your position?
- Do you have bad debt or cash-flow problems?
- Could any of your weaknesses seriously threaten your business?

EXTERNAL OPPORTUNITIES

- What good opportunities can you spot?
- What interesting trends are you aware of?
- Useful opportunities can come from such things as:
 - Changes in technology and markets on both a broad and narrow scale.
 - Changes in government policy related to your field.
 - Changes in social patterns, population profiles, lifestyle changes, and so on.
 - Local events.

INTERNAL WEAKNESSES

- What could you improve?
- What should you avoid?
- What are people in your market likely to see as weaknesses?
- What factors lose you sales?

INTERNAL STRENGTHS

- What advantages does your organization have?
- What do you do better than anyone else?
- What unique or lowest-cost resources can you draw upon that others can't?
- What do people in your market see as your strengths?
- What factors mean that you "get the sale"?
- What is your organization's Unique Selling Proposition (USP)?

SWOT EXAMPLE

- **Threats could include:**
 - new competitors
 - more attractive or cheaper versions of your product or service
 - new legislation increasing your costs
 - a downturn in the economy, reducing overall demand
- **Opportunities could include:**
 - increased demand
 - using the internet to reach new markets
 - new technologies that allow you to improve product quality
- **Weaknesses could include:**
 - poor cash flow or a lack of capital
 - lack of an established reputation
 - inefficient accounting systems
- **Strengths could include:**
 - good customer service
 - special product features or benefits
 - specialist knowledge or skills

GROUP BRAINSTORMING

- Start with external factors first
 - Threats
 - Opportunities
 - Identify time-frame for each one in months or years
- Then do internal factors
 - Weaknesses
 - Strengths
- Review internal factors for more potential opportunities

TIPS FOR SWOT ANALYSIS

- Always aim to state strengths and weaknesses in competitive terms
- Relate strengths and weaknesses to critical success factors
- Distinguish between where you are now and where you wish to be
- Be realistic about your strengths and weaknesses
- Be specific — only include key points and issues
- Rank points in order of importance

THREATS

ASK yourself:

- What obstacles do you face?
- What is your competition doing that you should be worried about?
- Are the required specifications for your job, products or services changing?
- Is changing technology threatening your position?
- Do you have bad debt or cash-flow problems?
- Could any of your weaknesses seriously threaten your business?

OPPORTUNITIES

ASK yourself:

- Where are the good opportunities facing you?
- What are the interesting trends you are aware of?
- Include the time-frame for each opportunity (i.e. months/years)

Useful opportunities can come from such things as:

- Changes in technology and markets on both a broad and narrow scale
- Changes in government policy related to your field
- Changes in social patterns, population profiles, lifestyle changes
- Local events

WEAKNESSES

ASK yourself:

- What could you improve?
- What should you avoid?
- What are people in your market likely to see as weaknesses?
- What factors lose you sales?

STRENGTHS

ASK yourself:

- What advantages does your company have?
- What do you do better than anyone else?
- What unique or lowest-cost resources do you have access to?
- What do people in your market see as your strengths?
- What factors mean that you "get the sale"?

GROUP PRESENTATIONS

CONSOLIDATE AND REVIEW

PRIORITIZE

DAY 2 – STRATEGIC PLANNING

TOWS Analysis

WHAT DOES TOWS MEAN?

- Strengths (internal)
- Weaknesses (internal)
- Opportunities (external)
- Threats (external)

 “TOWS”

UNDERSTANDING TOWS MATRIX

Why use the tool?

An effective way of combining:

- internal strengths with external opportunities and threats, and
- internal weaknesses with external opportunities and threats to develop a strategy

IDENTIFY STRATEGIC ALTERNATIVES THAT ADDRESS THE FOLLOWING:

- Strengths and Opportunities (SO)
 - How can you use your strengths to take advantage of the opportunities?

- Strengths and Threats (ST)
 - How can you take advantage of your strengths to avoid real and potential threats

- Weaknesses and Opportunities (WO)
 - How can you use your opportunities to overcome the weaknesses you are experiencing?

- Weaknesses and Threats (WT)
 - How can you minimize your weaknesses and avoid threats?

TOWS MATRIX

TOWS Analysis	Strengths	Weaknesses
Opportunities	S-O Strategies	W-O Strategies
Threats	T-S Strategies	T-W Strategies

TOWS BRAINSTORMING

TOWS BRAINSTORMING

Strengths/Opportunities:

- Consider all strengths one by one listed in the SWOT Analysis with each opportunity to determine how each internal strength can help you capitalize on each external opportunity

Strength/Threats:

- Consider all strengths one by one listed in the SWOT Analysis with each threat to determine how each internal strength can help you avoid every external threat

Weaknesses/Opportunities:

- Consider all weaknesses one by one listed in the SWOT Analysis with each opportunity to determine how each internal weakness can be eliminated by using each external opportunity

Weaknesses/Threats:

- Consider all weaknesses one by one listed in the SWOT Analysis with each threat to determine both can be avoided.

TOWS MATRIX

TOWS Strategic Alternatives Matrix

	External Opportunities (O) 1. 2. 3. 4.	External Threats (T) 1. 2. 3. 4.
Internal Strengths (S) 1. 2. 3. 4.	<p>SO <i>"Maxi-Maxi" Strategy</i></p> <p>Strategies that use strengths to maximize opportunities.</p>	<p>ST <i>"Maxi-Mini" Strategy</i></p> <p>Strategies that use strengths to minimize threats.</p>
Internal Weaknesses (W) 1. 2. 3. 4.	<p>WO <i>"Mini-Maxi" Strategy</i></p> <p>Strategies that minimize weaknesses by taking advantage of opportunities.</p>	<p>WT <i>"Mini-Mini" Strategy</i></p> <p>Strategies that minimize weaknesses and avoid threats.</p>

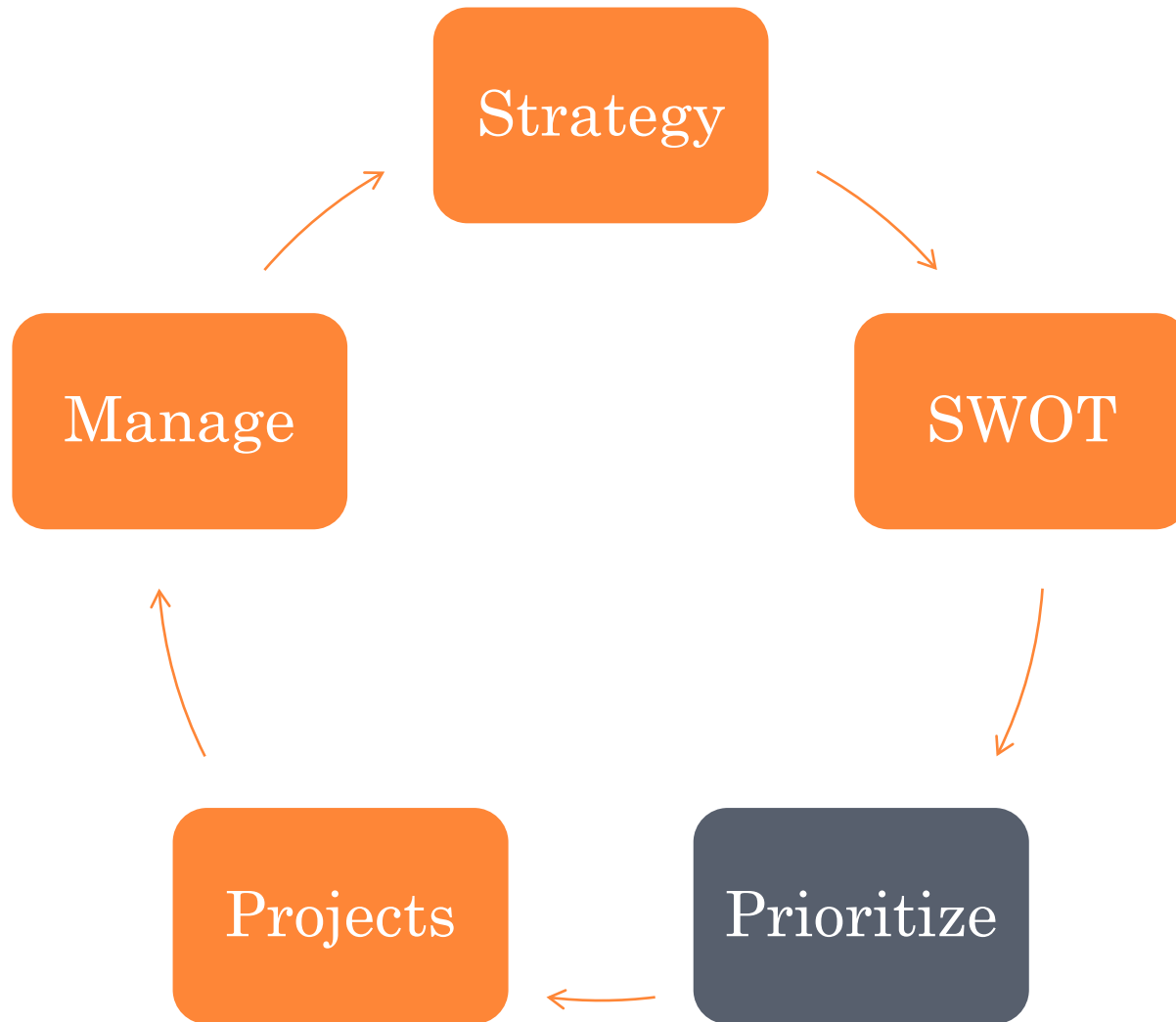
TOWS CONSOLIDATE AND REVIEW

TOWS PRIORITIZE

ASSESSING RISK OF EXTERNAL FACTORS

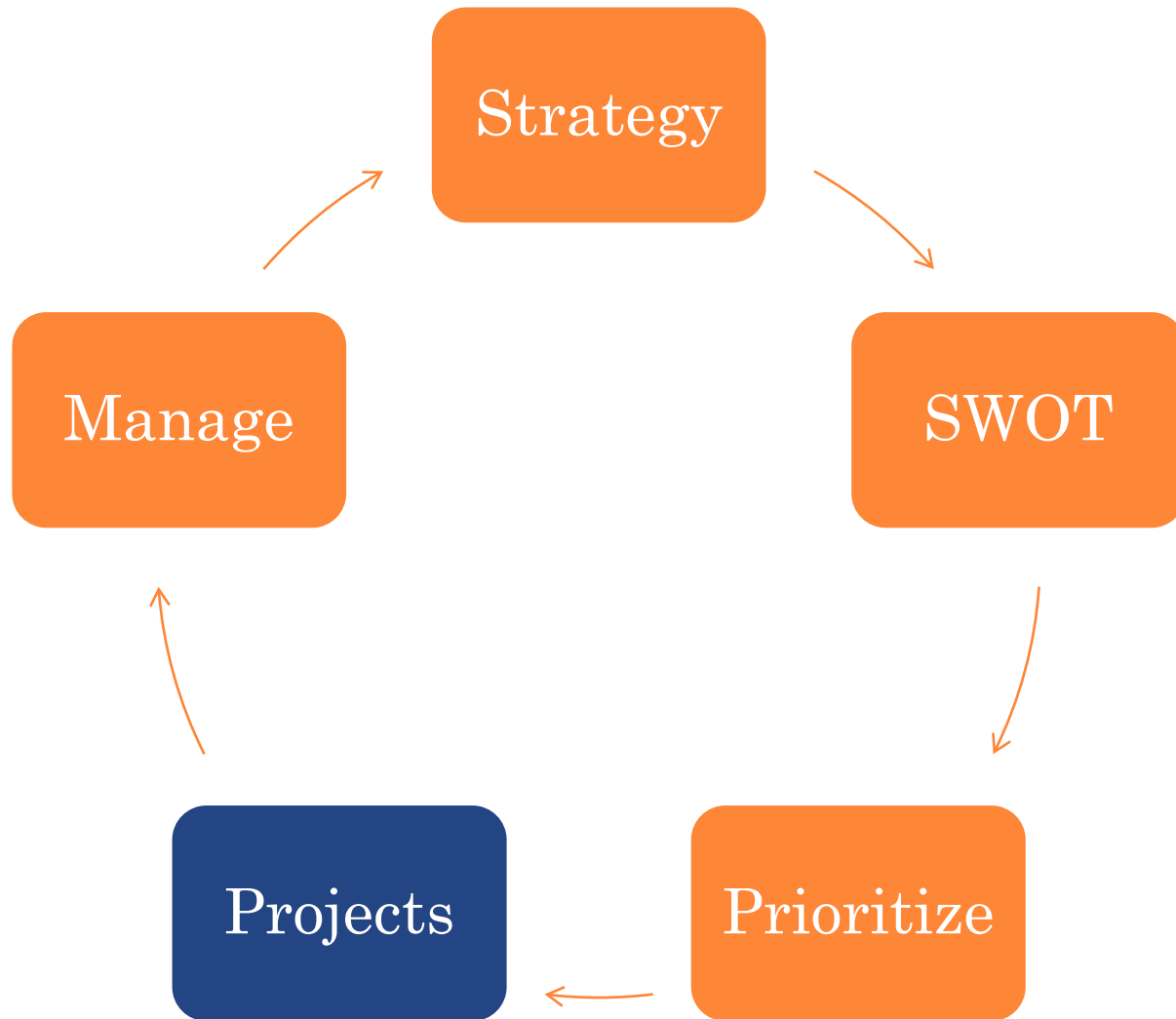
	LOW IMPACT	HIGH IMPACT
HIGH PROBABILITY	Minimum resources, if any	Must plan for
LOW PROBABILITY	Forget about it	Maintain flexibility in plan

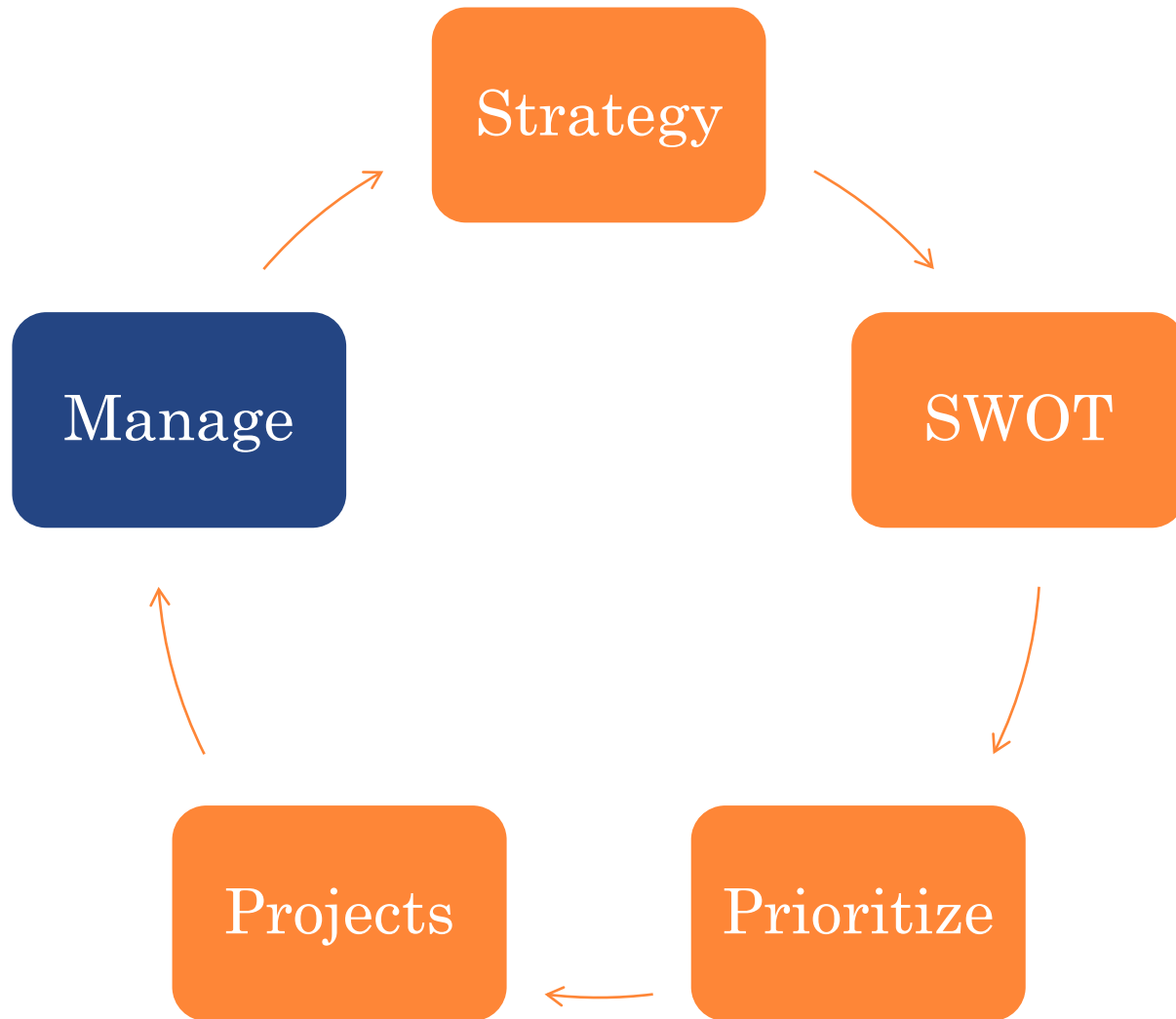
CONCLUSION

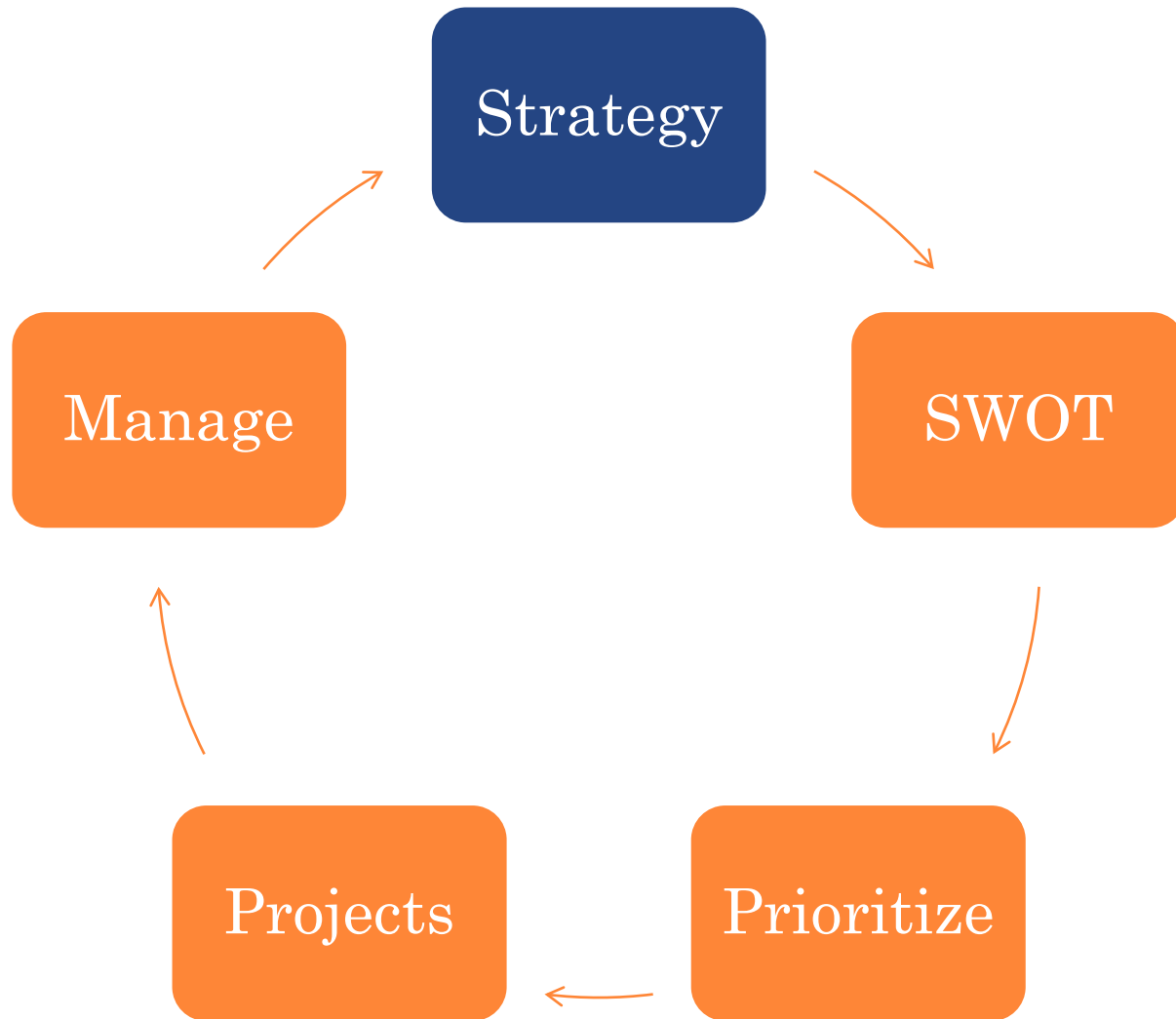


CREATE A PLAN OF ACTION

- What steps can you take to:
 - Capitalize on your strengths?
 - Overcome or minimize your weaknesses?
 - Take advantage of some new opportunities?
 - Respond to the threats?
- Set goals and objectives, like with any other plan







WHAT TO AVOID

- **Focusing just on a few issues**

Don't just focus on the large, obvious issues, such as a major competitor encroaching on your business.

- **Completing your SWOT analysis on your own**

Do take advantage of other people's contribution when you're completing your SWOT analysis; don't try and do it alone.

- **Using your analysis for the next ten years**

Don't do a SWOT analysis once and then never repeat the exercise.

- **Relying on SWOT to provide all the answers**

Use SWOT as part of an overall strategy to analyze your business and its potential.

END