**Strengths**

1. Local **teams** (culture) & global coverage
2. Dynamic environment with a relative young management **team**
3. Leadership **team** working together for many years – succession planning
4. Managers backgrounds – client/ majors
5. Sector experience
6. Position and reputation with charterers
7. Huge expertise in the Group
8. Flexibility and 24/7 Service
9. Bankable clients & partners
10. Our commitment to maintain core values
11. Reliable software system
12. Large existing reference list in the market
13. Crew management contracts reinforcing crew pool

**Weaknesses**

1. Parochial / provincial
2. Lack of consistency between offices - especially with same clients (management fees)
3. Lack of commercial pro activeness
4. Misunderstanding of some Group’s aspects
5. Failure to utilize Group resources
6. Gaps in Customer Care approach - big client / small client
7. Acting as different teams sometimes
8. Lack of accountability for decisions taken
9. Lack of awareness
10. Imposed workload vs. office resources
11. Staff retention – office ‘culture’
12. Crew availability

**Opportunities**

1. Local niche markets, knowledge of cultural, social, and legal particularities
2. Expertise in specific ‘boutique’ sectors
3. Long standing relationships with charterers
4. Bespoke crew sources - Madagascar
5. Distressed asset opportunities
6. IT solution allows globalisation
7. Marine Services and Consultancy
8. Increased demand for quality and cost savings
9. Younger generation Owner seeing 3rd party management with a different eye
10. Reputation of our business partners
11. The benefit that each client may get by using MARCAS prices on a selected list of items
12. **Changes** in operational and national legislation

**Threats**

1. Downward pressure on fees / income
2. Lower cost competition
3. Changes in legislation (Operational & National)
4. Competition between Group offices for the same clients ?
5. Overlooking of working practices by the Group
6. Failure of one office may result failure for the Group
7. Lack of clear BD plan or consistency
8. ‘Knee jerk’ implementing new initiative
9. Lack of consolidated approach in promoting our services or reported cost effective solutions are not competitive within the market
10. Pressure on cross sales threat for clients loyalty
11. Pressure for MARCAS vs. ‘sensible’ purchasing
12. Inability to crew our vessels
13. Attitude of MOCOs – ‘too difficult’

## 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?

## 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

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?

**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?

**Consolidated SWOT Analysis**

This SWOT Analysis looks at the validity in moving forward with ‘Marine Operation’.

(Many criteria can apply to more than one quadrant. Identify criteria appropriate to your own SWOT situation.)