



TOOLS
THE TOWS MATRIX

SWOT focuses on internal factors (strengths and opportunities).

TOWS uses the factors obtained in the SWOT to focus on external factors (threats and opportunities).

TOWS GRID

Use strengths	
SO tactics: Maxi-Maxi	ST tactics: Maxi-Mini
<i>Use strengths to maximise opportunities</i>	<i>Use strengths to minimise threats (compensate)</i>
Minimize weaknesses	
WO tactics: Mini-Maxi	WT tactics: Mini-Mini
<i>Use opportunities to minimize weaknesses</i>	<i>Minimise weaknesses and avoid threats (defensive)</i>

PROCESS

1. Perform a standard SWOT analysis (factors: strengths, weaknesses, opportunities, threats).

2. Reduce the factors in the SWOT analysis to the most significant two to three factors per element.

Reducing the SWOT factors will reduce the number of goals obtained from the TOWS matrix to a manageable level.

3. Develop the TOWS matrix as above.

Involve the largest possible number of employees to obtain diverse views and widespread buy-in.

The process should not take more than three hours.

The TOWS Matrix was developed by Heinz Wehrich and introduced in 1982.

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