



## 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

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