

The SWOT (strengths, weaknesses, opportunities, threats) analysis is one of most widespread rapid diagnosis method in management consulting. Still useful and pertinent in various contexts, at STRATEGEUM we use it as additional input to data, from which we generate intelligence, coming from inside an organization, its market and its environment.

But we do not hesitate, since our beginnings, to also criticize its limits. Dating back to the 1960s, the SWOT analysis has appeared to us as incomplete for a while. And it is even more true now.

Not being used to only criticizing, and being recognized for finding solutions and innovating, our team therefore looked into what a “**SWOT analysis 2.0**” should be, in order to preserve the advantages of the current method while filling its gaps and maintaining its simplicity and efficiency for a leader who wishes to have an “instant” picture of his organization’s reality.

After many reflections and tests, we came to the conclusion that S-W-O-T are not enough anymore and that two letters should be added to complete the tool in order to update it.

First an I, for ideas. Indeed, today’s organizations cannot afford to simply be fixed entities made of their own technical attributes, at the mercy of external hazards. To stand out as well as make a difference in their community, they must now carry strong and clear ideas (values, innovations). Ideas not only serve to stimulate the buy-in from all stakeholders and position an organization as a proactive corporate citizen, but let’s not forget they also change the world.

Then a second M, for measure. As an experienced man we have the chance to collaborate with crudely puts it: “If you measure shit, shit will be done.” As a firm who does strategy consulting, for leaders, based on data intelligence, it is obvious that we believe it is fundamental for our clients to have measurement tools and clear indicators in order to know and understand how things are going. Adding measure therefore makes the picture more concrete, but also less static. From a snapshot of the situation at a given time we move to real-time monitoring of its evolution, which refines the understanding and allows to act and adjust. Measure also adds depth to all the other components. As if we were going from two to three dimensions.

Ideas and measure are therefore at the crossroads of intelligence and strategy in our work methodology, qualitatively and quantitatively enriching the advice we give to the leaders we support, as you will see in **our “how + why hourglass”**.

We believe the SWOT analysis is not enough anymore, but there is no way we are throwing the baby with the bathwater. It is not our style and we believe that if the method survives to this day it is because it still has something to offer. But it

can and must be improved, and it is the humble contribution we offer today on this aspect of strategy.

Therefore, while we are not affirming that the SWOT is dead, we say without hesitation: long live the **SWOTIM**®!

