

TOWS MATRIX

Heinz Weihrich has developed a matrix called TOWS matrix by comparing strengths and weaknesses of organization with that of market opportunities and threats. It has been criticized that after conducting the SWOT Analysis managers frequently fail to come to terms with the strategic choices that the outcomes demand. In order to overcome this, Piercy argues for the TOWS Matrix, which, while using the same inputs (Threats, Opportunities, Weakness and Strengths) reorganizes them and integrates them more fully into the strategic planning process. The matrix is outlined below:

EXTERNAL ELEMENTS	INTERNAL	ORGANISATIONAL STRENGTHS	ORGANISATIONAL WEAKNESSES
	STRATEGIC OPTIONS		
ENVIRONMENTAL OPPORTUNITIES (AND RISKS)		SO : strengths can be used to capitalize or build upon existing or emerging opportunities	WO : the strategies developed need to overcome organizational weaknesses if existing or emerging opportunities are to be exploited
ENVIRONMENTAL THREATS		ST : strengths in the organization can be used to minimize existing or emerging threats	WT : the strategies pursued must minimize or overcome weaknesses and as far as possible, cope with threats existing or emerging threats