

QUESTION

1. Conduct a SWOT analysis for Loblaw. As a group, assess the company against the strengths, weaknesses, threats, and opportunities contained in the SWOT matrix below.

SWOT ANALYSIS

Potential Resource Strengths and Competitive Capabilities

• A powerful strategy	• Superior intellectual capital relative to key rivals
• Core competencies in _____	• Cost advantages over rivals
• A distinctive competence in _____	• Strong advertising and promotion
• A product that is strongly differentiated from those of rivals	• Product innovation capabilities
• Competencies and capabilities that are well matched to industry key success factors	• Proven capabilities in improving production processes
• A strong financial condition; ample financial resources to grow the business	• Good supply-chain management capabilities
• Strong brand-name image/company reputation	• Good customer service capabilities
• An attractive customer base	• Better product quality relative to rivals
• Economy of scale and/or learning and experience curve advantages over rivals	• Wide geographic coverage and/or strong global distribution capacity
• Proprietary technology/superior technological skills/important patents	• Alliances/joint ventures with other firms that provide access to valuable technology, competencies, and/or attractive geographic markets

POTENTIAL MARKET OPPORTUNITIES

• Openings to win market share from rivals	• Expanding the company's product line to meet a broader range of customer needs
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• Sharply rising buyer demand for the industry's product	• Utilizing existing company skills or technological know-how to enter new product lines or new businesses
• Serving additional customer groups or market segments	• Online sales
• Expanding into new geographic markets	• Integrating forward or backward
• Falling trade barriers in attractive foreign markets	• Entering into alliances or joint ventures that can expand the firm's market coverage or boost its competitive capacity
• Acquiring rival firms or companies with attractive technological expertise or capabilities	• Openings to exploit emerging new technologies

POTENTIAL RESOURCE WEAKNESSES AND COMPETITIVE DEFICIENCIES

• No clear strategic direction	• Behind on product quality, R&D, and/or technological know-how
• Resources that are not well matched to industry key success factors	• In the wrong strategic group
• No well-developed or proven core competencies	• Losing market share because
• A weak balance sheet; too much debt	• Lack of management depth
• Higher overall unit costs relative to key competitors	• Inferior intellectual capital relative to leading rivals
• Weak or unproven product innovation capabilities	• Subpar profitability because
• A product/service with ho-hum attributes or features inferior to those of rivals	• Plagued with internal operating problems or obsolete facilities
• Too narrow a product line relative to rivals	• Behind rivals in e-commerce capabilities
• Weak brand image or reputation	• Short on financial resources to grow the business and pursue promising initiatives

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