

Strengths

Human Resources	Communication	Infrastructure	Customer Focus	Image	Quality
<ul style="list-style-type: none"> • Creativity – the imagination of us • Competent Engineers • Allows family matters to come first when needing time off • Cooperation between departments • People – good people on board • Flexibility • Comradery • Depth of experience 	<ul style="list-style-type: none"> • Open – Practical • Relationships with vendors • Production Manufacturing 	<ul style="list-style-type: none"> • Computer Systems – CADD, Accounting, Job Ops • Paying invoices on time • Up to date mechanical design software • Pretty good infrastructure • Effective at ordering and receiving parts • Ability & willingness to try new methods and means • Good programs for shop CNC machines • Small company ‘focus’ – small enough to get things done • Ability to transform and adapt to new challenges and opportunities 	<ul style="list-style-type: none"> • Valuing people / customers, vendors, each other • Integrity – value for each other and customers • Responsive to customer • Customer relations (how we deal with customers) • Customer respect • Desire to make customer satisfied • Recognize customer needs 	<ul style="list-style-type: none"> • Rural setting • Building looks good for customers • Reputation • Longevity 	<ul style="list-style-type: none"> • Tenacity & Persistence – to get it right, to do it well • Continuous improvement • 5 ‘S’ program continues • Building quality into products

Weaknesses

Facility	Computerization	Structure	Employee Benefits	Sales & Marketing	Workload	Communication	Inventory
<ul style="list-style-type: none"> • Floor layout • Space & Equipment 	<ul style="list-style-type: none"> • Production Planning \$\$\$ - Cost to get items into production • Reducing Paperwork • Lack of financial information • Lack of easily understood costing • Computer maintenance causing them not to work • Job Ops • Not using accounting system to full potential • Accounting computers down! 	<ul style="list-style-type: none"> • Lack of ISO • Structure – too loose • Tribal Knowledge – Lost history • Meetings too long • Inadequate formalized process • Not enough structure (sometimes) • Flexibility 	<ul style="list-style-type: none"> • Rural Setting • Employee reviews – cost of living raises • Reviews – process for feedback • Pay structure 	<ul style="list-style-type: none"> • Lack of sales and marketing materials / planning • Lack of defined sales • High variations in sales 	<ul style="list-style-type: none"> • Unable to finish programs like ISO, QMS, etc. “Get busy and don’t have time” • Scope Creep – Growing scopes • Lack of robustness in some products • Making promises to customers we know we can’t keep • Job selections • Job scheduling • Sporadic workload makes it tough to staff • Cash Flow / Order Flux • In ‘fire fighting’ mode too often • Non-linear workload • True scheduling process • Work load too great sometimes • Boom or Bust workload 	<ul style="list-style-type: none"> • Many things assumed to be known by all • Rely on informal systems too much for communication • Communication between departments 	<ul style="list-style-type: none"> • No Inventory control • Reduce no-valued items • Lack of inventory control • Inventory confusion

Opportunities

The New Work Force	Regulatory Opportunites	Market Diversification	New emerging Industries	Other markets
<ul style="list-style-type: none"> • Train the new work force • Educate new generation about what we do – increase work force • Internet and email reduce constraints on workforce • Reputation and Remuneration – Creating a place people are lined up to go to work at 	<ul style="list-style-type: none"> • LEAN • Manufacturing Organization – Marketing Options • Government – Women at Work • Globalization – Take advantage of IEC • ISO – World Class – Competitive • Doing things better • Finish ISO 	<ul style="list-style-type: none"> • More exposure to markets we make • Niche Markets • Partner with OEM for small pieces of the picture • Small companies like us can respond to volatile conditions faster • Quick Response • More companies looking to automation to make up for other rising costs • Automation gets better and cheaper allowing markets to open • Reducing labor content will continue to be important in industry • Focus on industries that will have trouble moving offshore • More local opportunities • Harvest past relationships with clients • Expand OEM relationships • Leveraging On-going training and other intellectual property to expand markets • Customers like the personal approach a small company offers • Manufacturing going offshore – R&D belong here • Developing our own product • Education – focus to expand market 	<ul style="list-style-type: none"> • The pursuit of ‘free’ labor offshore is coming to an end • Outsource less skilled labor • Use out experience to penetrate emerging markets in OEM partnering • Solar & Alt. energy markets • Renewable energy and green ‘scheme’ –how to leverage them? • Posturing to go after new market and doing it • Globalization provides new customer base • New companies to deal with global warming issues 	<ul style="list-style-type: none"> • Look at baby boomers – any opportunities there? • Look at tribes – any opportunity? • Education – research to market opportunities

Threats

Spending	Regulations & Rules	Competition	Costs	Natural Disasters	Workforce	Economy
<ul style="list-style-type: none"> • Tightening of capital markets hurts business spending • Volatility of the dollar – may cause international finance problems • Inflation – Interest Rates • Interest rates on equipment and lines of credit • Banks tight on loans • Lack of credit plan resulting in lack of cash when needed 	<ul style="list-style-type: none"> • Global Warming • Laws – town, country, OSHA • Not having ISO 	<ul style="list-style-type: none"> • Lack of Competitiveness • Lack of consistent profitable work • Technology behind 	<ul style="list-style-type: none"> • Wage & Salary • Healthcare costs • Cost of Tooling • Material costs • Costs continue to climb while prices do not. Caught between prices and sales price • Delivery costs 	<ul style="list-style-type: none"> • Fire • Terrorism 	<ul style="list-style-type: none"> • Reduced workforce as baby boomers retire • Becoming a lost trade • Lack of experienced talent pool to hire from • Unable to find qualified people 	<ul style="list-style-type: none"> • Capital purchases go down when the economy softens • Weak economy • Manufacturing continues to leave US at higher and higher rates • The economy will soften again • Clients moving offshore • Downturn in defense spending • Too many of the same customers • Not enough customers

SWOT Interpretations

Money has been spent well on computerization and structure – but money needs to be spent on training for the use of the tools provided

Though sales and marketing is not considered a large portion of the weaknesses, the effect of not having a solid cohesive and organized effort directly reflects on the workload weakness. 90% of the opportunities speak to developing and stabilizing marketing efforts. There is a lot of room to move this forward

65% of the threats are related to economy and rising costs. Marketing efforts must focus on how to save customers money.

Inventory is a specific ‘structure’ problem that should be addressed immediately

Education of the ‘new work force’ should meet a level of 10% of outside efforts.

Human resources are considered a great strength and the care of these resources need to be on-going and improved where available