



# Total Quality Management Capita Selecta

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**University of Antwerp:  
over 20.000 students**





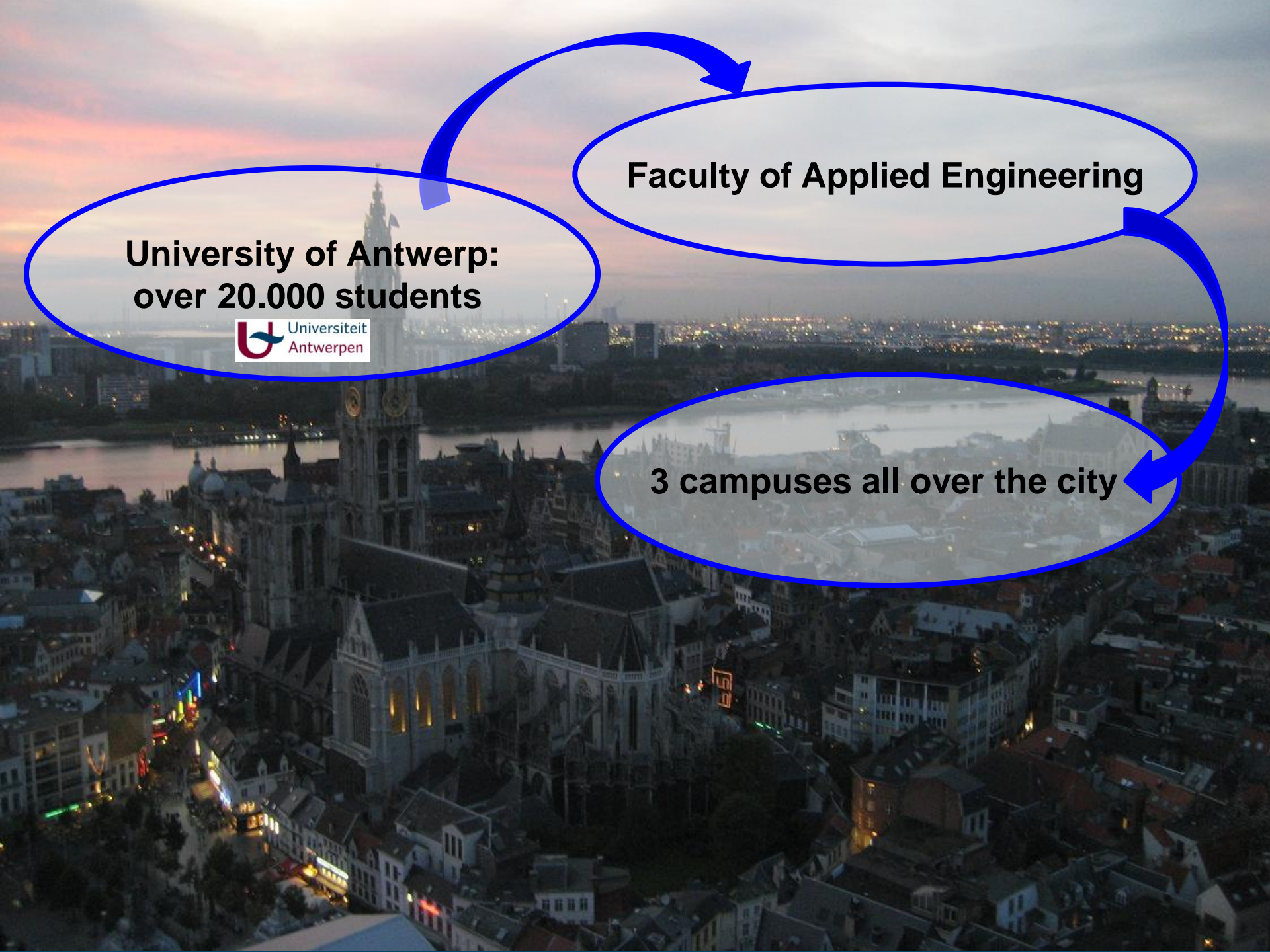


**University of Antwerp:  
over 20.000 students**



**Faculty of Applied Engineering**



An aerial night view of Antwerp, Belgium, featuring the prominent Gothic architecture of the Cathedral of Our Lady. The city lights are visible in the background, and the Scheldt river flows through the scene. Three blue callout boxes with arrows are overlaid on the image, highlighting key facts about the University of Antwerp.

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**Faculty of Applied Engineering**

**3 campuses all over the city**



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**Part of “The Association of Antwerp”**





**University of Antwerp:  
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**Faculty of Applied Engineering**

**25.000 students  
22 study fields  
Professional bachelor  
Academic bachelor  
Academic master  
PhD**

**3 campuses all over the city**

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# Content

## Part 1: SWOT Analysis

- What?
- Procedure

## Part 2: Brainstorming

- What?
- Starting Conditions
- Rules

## Part 3: Workshop





# SWOT-analysis <sup>(1)</sup>



## 1. What?

identification of

internal factors (**s**trengths, **w**eaknesses)

external factors (**o**pportunities, **t**hreats)

at a strategic level

	positive:	negative:
internal:	“Strengths”	“Weaknesses”
external:	“Opportunities”	“Threats”

→ “Issues”

to analyse, to present, to discuss, to make decisions



## SWOT analysis template

Subject:

Team:

Date:

internal

### examples of criteria:

advantages  
capabilities  
unique selling points  
resources, assets,  
people  
experience,  
knowledge, data  
marketing,  
distributions  
innovation  
location  
price, value, quality  
accreditation,  
qualifications  
certifications  
processes  
culture, attitude  
philosophy, values  
...

### Strengths:



What is done well?  
What do others see as strengths?  
What unique resources are available?

### Weaknesses:



What could be improved?  
What are others likely to see as weaknesses?  
What unique resources are not available enough?

external

### examples of criteria:

market developments  
competitors'  
vulnerabilities  
technology  
development  
global influences  
new markets  
niche markets  
export, import

### Opportunities:



What good opportunities are open?  
What trends can be taken advantage of?

### Threats:



What is the competition doing?  
What trends can harm us?

### Examples of criteria:

political effects  
legislative effects  
environmental effects  
IT developments  
market demand  
competitor intentions  
new technologies  
new ideas  
obstacles



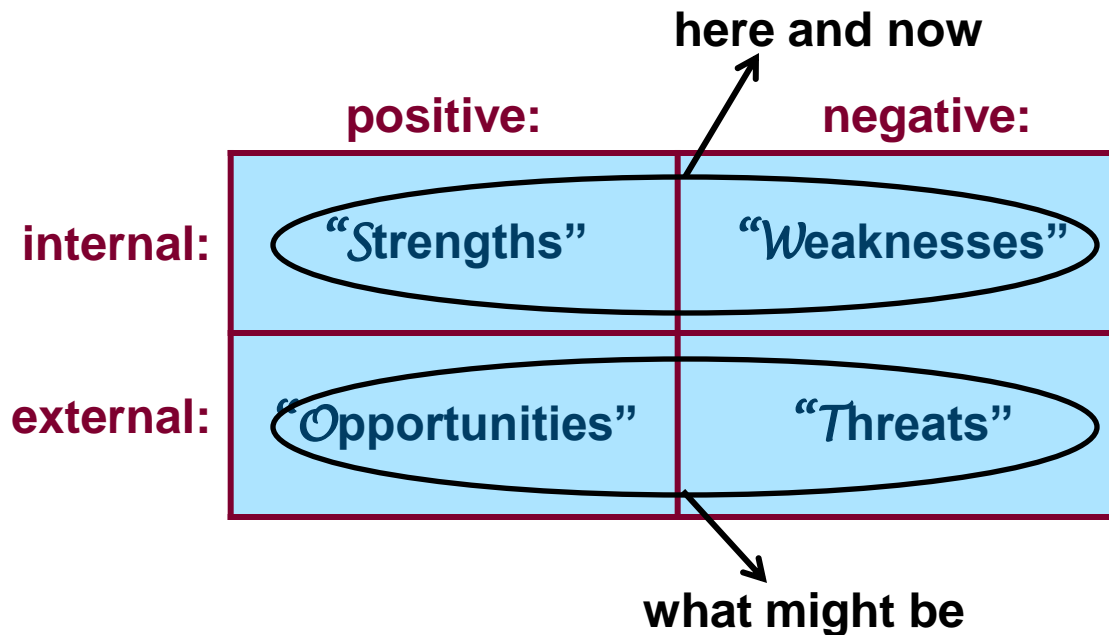
# SWOT-analysis (2)

## 2. Procedure:

Step 1: identify the **subject**

Step 2: execute an **internal analysis**

Step 3: execute an **external analysis**



- Porter five Forces Analysis ←
- DESTEP analysis



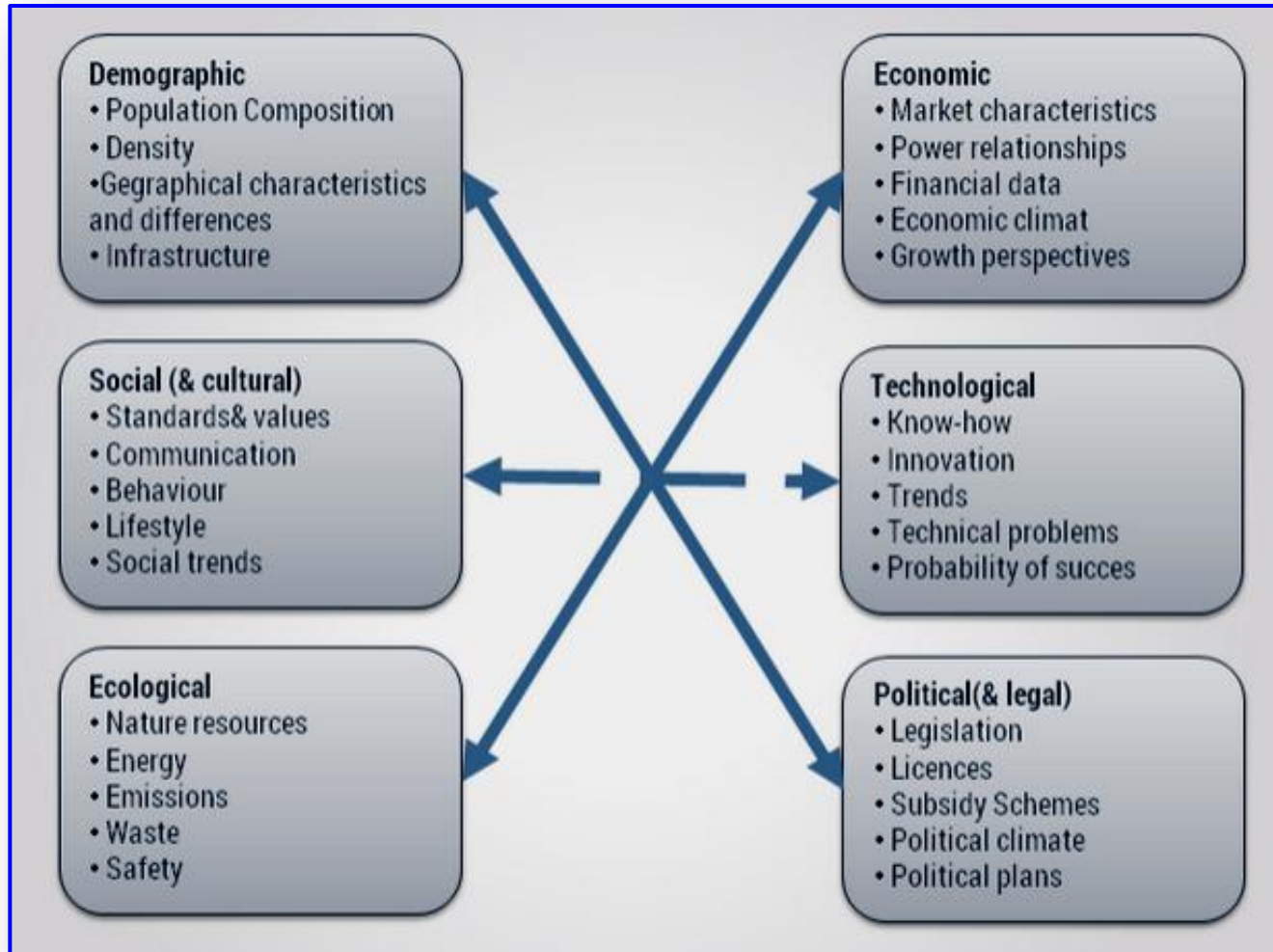
# SWOT-analysis (3)

## Porter five Forces Analysis



# SWOT-analysis (4)

## DESTEP Analysis





# SWOT-analysis (5)

## Step 4: construct a bubble chart

Subject: company producing and selling organic food

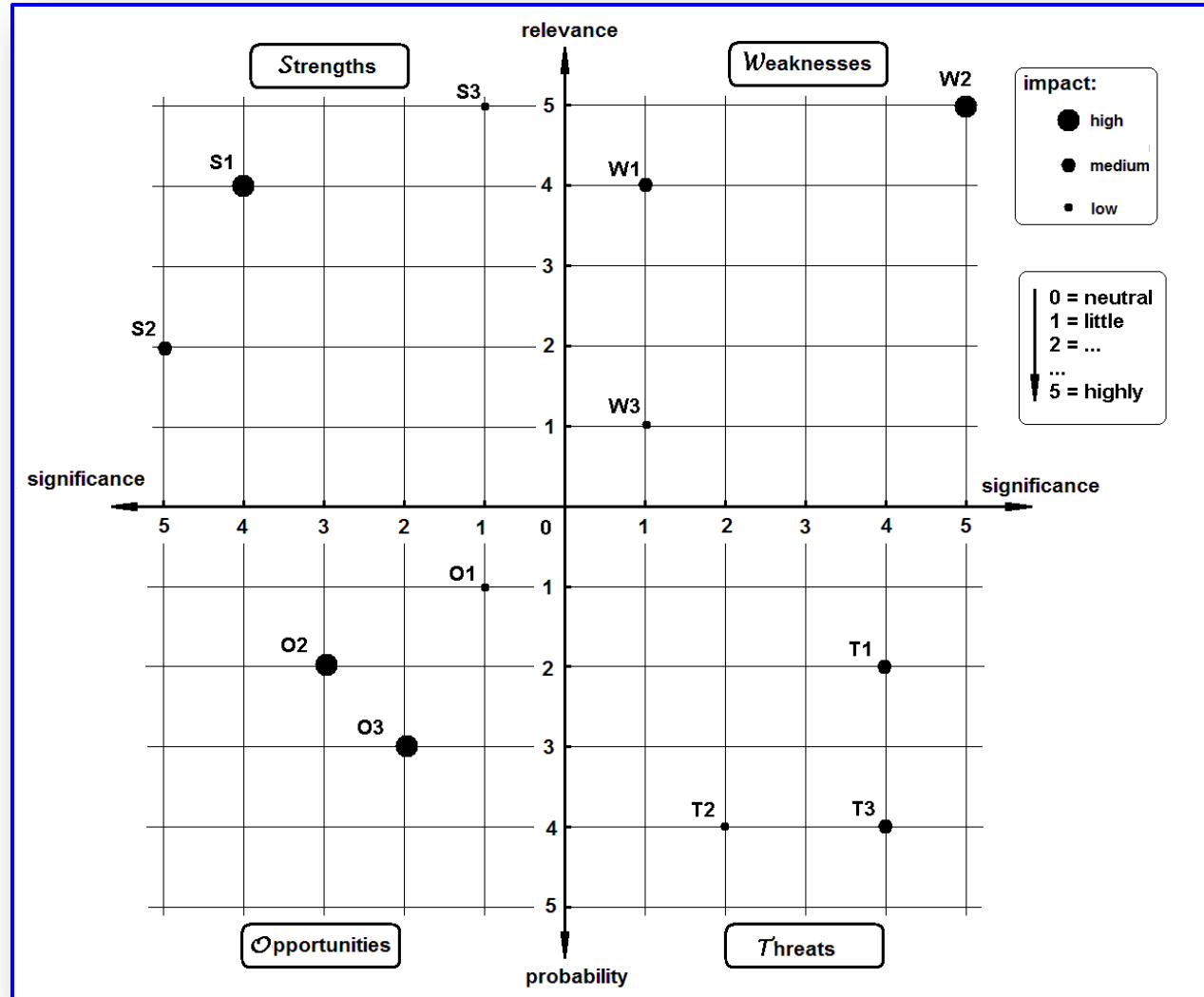
S1 willingness of staff to change  
S2 good location of our facility  
S3 good perception of quality of services

W1 small building  
W2 paperwork and bureaucracy  
W3 cultural differences with users

O1 support of local government  
O2 growing needs of customers  
O3 internationally funded projects

T1 low salaries  
T2 bad roads  
T3 lack of budget

The aspects plotted in the graph are based on some assessment and perception.



# SWOT-analysis (6)

## Step 4: bubble chart

**significance** = the level of being strong, weak, an opportunity or a threat



**relevance** = important for our case



**probability** = the likeliness that an event will occur



**impact** = the effect





# SWOT-analysis (5)

## Step 4: construct a bubble chart

Subject: company producing and selling organic food

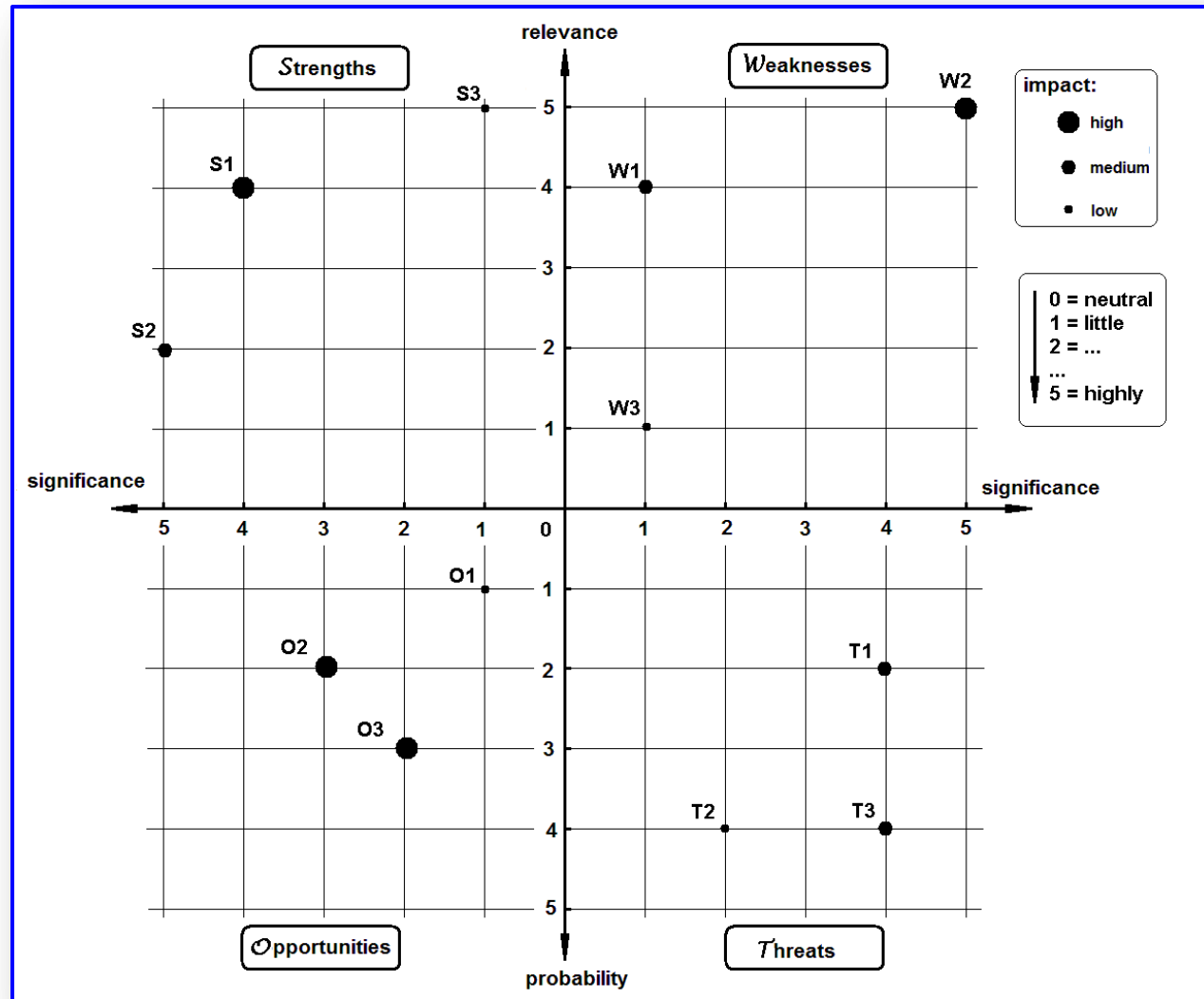
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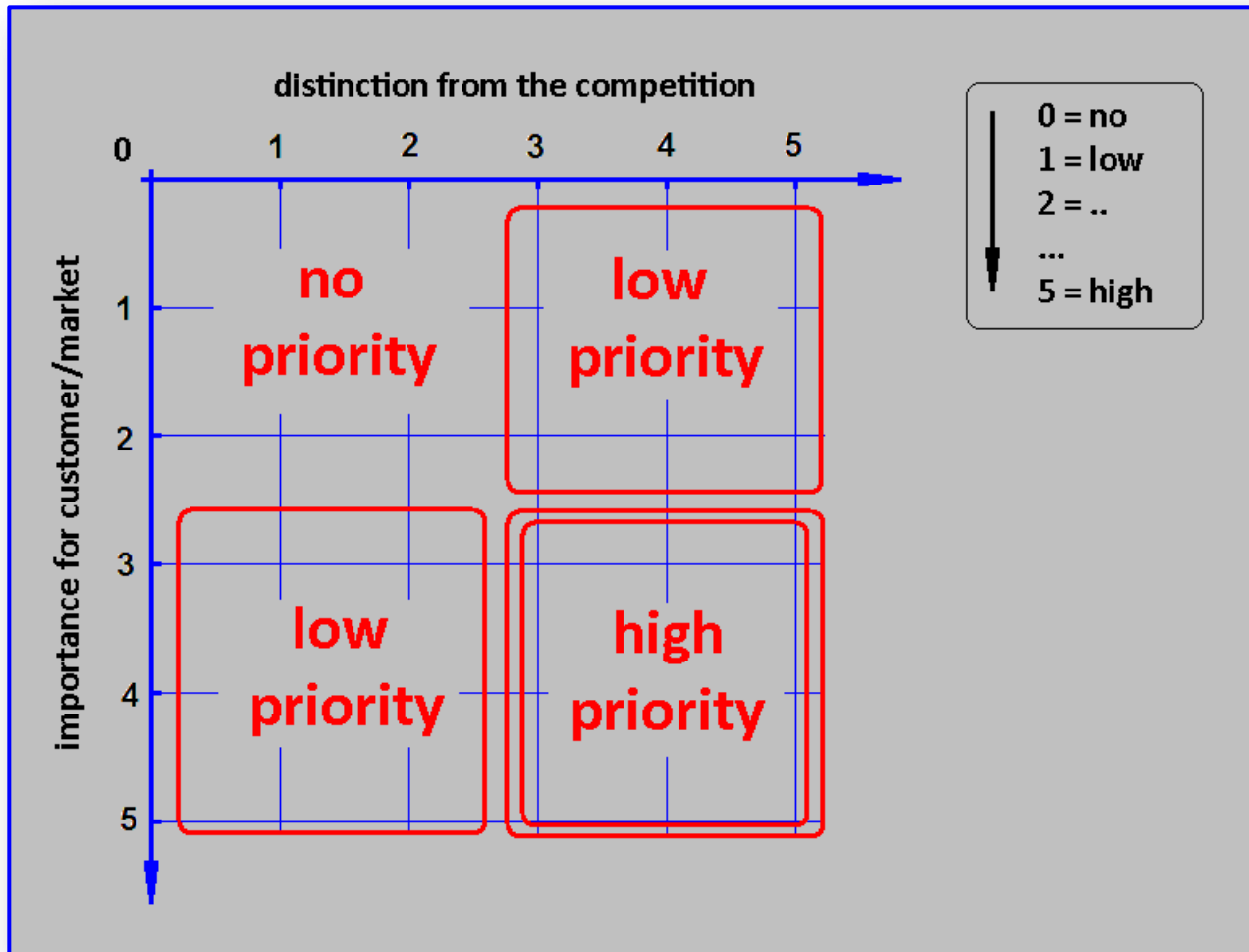
T1 low salaries  
T2 bad roads  
T3 lack of budget

The aspects plotted in the graph are based on some assessment and perception.



# SWOT-analysis (7)

## Step 4: alternative for **bubble chart**





# SWOT-analysis (8)

## Step 5: confrontation matrix – minimax analysis ⇒ **issues**

		internal	
		Strengths: S1 willingness of our staff to change S2 good location of our facility S3 good perception of quality of services ...	Weaknesses: W1 small building W2 paperwork and bureaucracy W3 cultural differences with users ...
<b>Minimax Analysis example</b>			
<b>external</b>	<b>Opportunities:</b> O1 support of local government O2 growing needs of customers O3 internationally funded projects ...	<b>Offensive</b> (make the most of these) S1/S3/O1 ⇒ training of our staff in quality improvement with the support of the government S2/O2 ⇒ expanding the services we will offer to our customers ...	<b>Adjust</b> (restore strengths) W1/O1/O3 ⇒ remodeling of our facility with the help of the local government W2/O3 ⇒ reduce the paperwork by investing in ICT with international help (our competitors have also plans to do this) ...
	<b>Threats:</b> T1 low salaries T2 bad roads T3 lack of budget ...	<b>Defensive</b> (watch competition closely) S1/T1 ⇒ payment of incentives to staff based on their performance and improvements ...	<b>Survive</b> (turn around) W2/T3 ⇒ review of procedures for decreasing costs ...
<small>Subject: company producing and selling organic food</small>			

# SWOT-analysis (9)

Step 6: translate into **decisions** and **actions**



<u>Subject:</u>	
<b>Top Four of Your Actions</b>	
1	
2	
3	
4	

# Brainstorming (1)

## 1. *What?*

creatively generating lots of new ideas in a short period

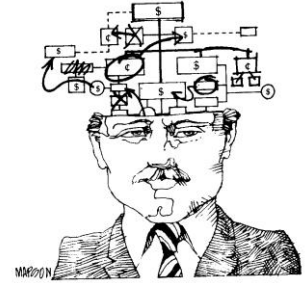
## 2. *Starting Conditions:*

- everybody knows the rules
- appoint a facilitator (coordinator)
- appoint a recorder
- participants: complementary rather than supplementary
- lay-out meeting room:
  - participants facing a whiteboard, flipchart, ...
  - (= the problem) not one another





# Brainstorming (2)



HACKETT, D. & MARTIN, C.L.,  
FACILITATION SKILLS FOR TEAM LEADERS,  
MINDGARDEN, 1993, p. 67

## 3. Rules:

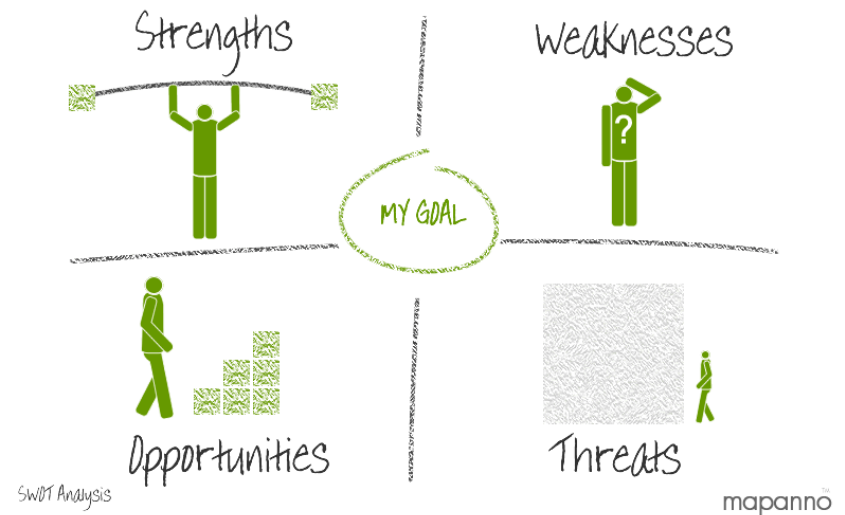
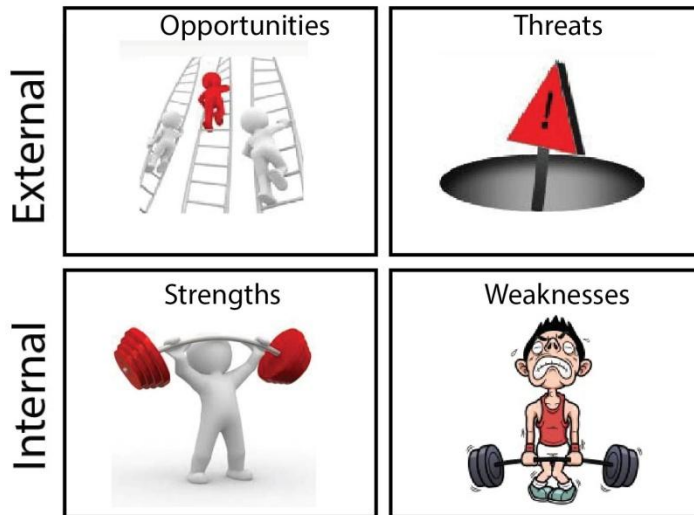
- 6 to 12 participants, equal in status
- in turn gives one idea
- every idea is exposed (blackboard, slide, paperflap, etc.)
- do not criticize
- quantity rather than quality
- association, combination, mutation, ...
- continue until ...

# Workshop

- every group (4..5 persons) has to develop a SWOT analysis
- possible topics:
  - sports club
  - public transport
  - student facilities
  - tourism
  - university
  - ...
- report
  - use the template
  - will be collected at end of workshop
- short presentation
  - at the end of the workshop



	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attribute of the organization)	<b>S</b> Strengths	<b>W</b> Weaknesses
External origin (attribute of the environment)	<b>O</b> Opportunities	<b>T</b> Threats



<https://sites.google.com/site/jaapwilminck/jaar-2-hoofdfase/module-2-1/professionele-ontwikkelingslijn/swot-analyse>  
<http://www.agrinomicsconsulting.com/services-case-studies/s-w-o-t-analyse/>  
<https://www.preplounge.com/en/bootcamp.php/business-concept-library/swot-analysis>  
<http://marcguberti.com/2014/05/how-to-come-up-with-an-effective-swot-analysis/>  
[http://www.mskjhenry.us/crowndiageo/?page\\_id=21](http://www.mskjhenry.us/crowndiageo/?page_id=21)





