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SAMPLE REPORT · FICTIONAL DATA

DIGITAL CONSULTANT · ANALYSIS REPORT

SWOT-TOWS Analysis

Internal and external factors, competitor comparison, strategic moves from the TOWS matrix and a roadmap

Company
Report date
Report no.
Sections

SAMPLE MANUFACTURING INC.
15 Sep 2026
ST-2026-0915-SMP
Executive Summary · Competitive position · TOWS matrix · Roadmap

EXECUTIVE SUMMARY

Strong production, weak cash discipline

The company's strongest assets are production quality and export experience; its weakest links are customer concentration and a lengthening cash cycle. The TOWS matrix produced eight strategic moves; three can start right away.

5

Strengths

5

Weaknesses

4

Opportunities

4

Threats

Strengths

- Above-sector EBITDA margin (13.2%)
- 34% of sales from exports; regular customers in three countries
- Customer return rate of 0.6% (sector 1.5%)
- 21 years of production know-how, low turnover among skilled staff
- Fast sampling: 9 days on average

Weaknesses

- Top 3 customers account for 52% of sales
- Cash conversion cycle of 86 days (sector 57)
- Labor-based costing; two products are hidden loss-makers
- Sales team of 9 with no systematic customer follow-up
- Low digital maturity: production data kept on paper

Opportunities

- European trend toward nearshoring supply chains
- Demand for spare parts in renewable energy equipment
- Export credit and support programs
- Competitor B facing capacity problems

Threats

- Raw material (steel) price volatility
- Persistently high loan interest rates
- Low-priced competition from the Far East
- Growing difficulty in finding qualified CNC operators

COMPETITIVE POSITION

Where do you stand against competitors?

Three main competitors were scored from 1 to 5 on the seven criteria customers look at when making a decision. Competitors have been anonymized.

CRITERION	YOU	COMPETITOR A	COMPETITOR B	COMPETITOR C
Product quality	5	4	3	4
Price competitiveness	3	3	5	2
Delivery time	4	3	2	4
Export network	4	2	4	3
Product range	3	4	4	2
After-sales service	4	3	2	3
Digital channels	2	3	3	4
Average	3.6	3.1	3.3	3.1

Where you stand out

Quality, delivery time and after-sales service.
 Customers choose you for reliability, not for price.

Where you fall behind

Digital channels and product range. Competitor C takes quote requests online; you work only by email and phone.

Conclusion: Do not compete on price; Competitor B already owns that space. Build your reliability into your contracts and your prices.

TOWS MATRIX

From findings to strategic moves

SO · Use strengths to seize opportunities • M1. An offer package built on quality and delivery time for 20 European buyers looking for nearshore suppliers • M2. Launch a product family for renewable energy spare parts	WO · Use opportunities to close weaknesses • M3. Diversify into new markets and customers with export support • M4. Move to machine-hour-based costing and quoting
ST · Use strengths to withstand threats • M5. Contracts with raw material price adjustment clauses for long-standing customers • M6. Train CNC operators through a master-apprentice program	WT · Reduce weaknesses and threats • M7. Collection discipline: payment term limits and early-payment discounts • M8. Convert short-term loans into long-term debt

Prioritization



ROADMAP

Eight moves in order of priority

0–3 months · Do now

- **M7** Collection discipline
- **M4** Machine-hour-based costing
- **M5** Price adjustment clause

3–9 months · Plan

- **M1** European offer package
- **M3** New market and customer diversification
- **M8** Extending debt maturities

9–18 months · Prepare

- **M2** Renewable energy product family
- **M6** Operator training program

Success measures

MOVE	MEASURE	TODAY	TARGET
M3	Top 3 customers' share of sales	52 %	40 %
M1	Number of new customers from Europe	0	4
M7	Days sales outstanding (DSO)	74 days	60 days
M4	Products below target margin	2	0
M6	CNC operators trained	0	6

A word of caution: Do not launch all eight moves at once. In the first three months, run three moves, each with a single owner and a monthly measurement.

FINAL PAGE

Expert approval and data assurance

This report was produced by the Analysis Robot, then reviewed and approved by a PillarRise consultant.

How was this report produced?

STEP	WHERE	WHAT HAPPENED
1. Answers and financial statements	Client portal	The company answered the question sets and uploaded its financial statements.
2. Identity separated	PillarRise server · Türkiye	Company name and logo were separated; the name was removed from the answers.
3. Analysis	Analysis Robot	Only anonymized figures and answers were processed.
4. Name added back	PillarRise server · Türkiye	The company name was added to the report; the report is stored here.
5. Expert review	PillarRise consultant	Figures, comments and recommendations were checked.

Limits of this report. The report is based on the answers the company provided and the financial statements it uploaded; it is not an independent audit. Sector comparisons come from the PillarRise sector reference table. The recommendations do not replace management decisions; test them against your own conditions before acting.

CONSULTANT APPROVAL

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