

SWOT Analysis

A SWOT, or strengths, weaknesses, opportunities, and threats, analysis was conducted for the *Gourmet on a Budget* program and can be summarized below. For a visual representation of the SWOT analysis, please see the attached table found in appendix G.

Strengths

One of the key strengths to the *Gourmet on a Budget* program would be the people involved in its creation. The people who envisioned and planned the program have the passion and determination to see the program thrive. But not only does the team have the passion for the program, it also has the skill set to help propel the program forward. The team has a variety of skills among them with broad experiences and connections within the community. With the unique skills that the team has among its members, another strength would be its marketing abilities. All four members of the leadership team have a variety of experience when it comes to marketing which all compliant one another.

Another important strength of the program would be its communication style between members. With all four members of the leadership team having worked together, they have strong communication skills that help to advance the program. And based on this tight knit group, the leadership of the program is also a strength that can be utilized. The leadership follows a democratic style where each member is able to voice their opinion and discuss it openly. Decisions are made as a group which helps to keep the program on the same page.

Lastly, another strength of the program is its approach to addressing food insecurity within low-income homes. The services that this program offers is different from many other social service options in the area and with its multiple-pronged approach, it will be able to make a big difference in the community.

Weaknesses

The *Gourmet on a Budget* program has a few weaknesses that were able to be identified through a SWOT analysis. Although the developers have a passion for the work to thrive, it may be difficult to meet this with the clients. The individuals needing the program may feel embarrassed to take part, nonetheless, advertise it. Due to the populations that *Gourmet on a Budget* serves, it may be difficult to reach the clients. When working with lower-income clients, transportation and access to resources is always a weakness to be considered.

Part of *Gourmet on a Budget's* uniqueness is that the clients will take an active role in running the program and making decisions. Although this is a blessing, it is also a weakness. Having clients that are receiving the services can be a slow process when making decisions about the program. This can delay helping more people to the best of the program's ability. The clients may not be able to quickly and efficiently come to agreements when taking on leadership roles within the program.

Gourmet on a Budget is a volunteer run program, this can be a weakness as the "employees" have prior commitments and may not be able to focus their full attention all the time. The program is dependent on donations for finances and products (i.e. food, and materials). This is a great weakness due to the high rate of individuals experiencing food insecurity in Chattanooga, Tennessee.

Opportunities

Gourmet on Budget has numerous opportunities that were also identified during the SWOT analysis. Being such a needed program to fight food insecurity, there is great opportunity in working with a wide range of diverse clients and working with community partners. Economically, there are plenty of opportunities to write grants for funding the program as well.

With the United States 2020 elections just in the rearview, working with new political leaders brings an opportunity for change for the City of Chattanooga. The program will market where the people are, and this will allow more of the lower-income individuals to take part.

In another layer, *Gourmet on a Budget*, will work with local religious organizations to help fund the program. These religious organizations (i.e. mosques, churches, temples and others), have a tendency to do a lot of charity work. There are other community resources that will give great opportunity to *Gourmet on a Budget*, such as day centers, low-income cell phone companies and news agencies to spread the program wide and quickly.

Threats

A competitive factor for *Gourmet on a Budget* is that there may be other similar programs in the area. They may not target low income individuals and families, but they offer cooking classes. Also, in light of COVID-19, many people turn to online resources and clients may prefer to engage online. That could also be another potential threat. The program may or may not be compatible with online learning. This could lead to challenges on having clients ask questions when they are confused on a demonstration or what they need to do. Offering online options could lead to disengaged clients. Another threat to be aware of is if the program will have enough teachers for clients to be separated into smaller groups. Since the target populations are low income individuals and families, would they have internet access? It would not be wise to go to a local library and learn how to cook there.

Because *Gourmet on a Budget* is a program, it would have to be sponsored by an organization. There is a chance that the organization may go through changes that could change the program also. If the leadership changes, will *Gourmet on a Budget* continue?

Not all clients will continue with the program for a long period of time. If the client feels that they are satisfied with where they are at, they could discontinue the program. The goal for the program is to teach clients independence with their health choices and financial budgeting. There is no need for clients to continue the program for more than a year. A threat could be that there could be less turnout with a new set of clients and there could more. Promotions would depend on the marketing of the program and word-of-mouth by clients. Some clients may not be satisfied with the program and some will be. If the client is not satisfied with the program outcome, they would not recommend the program to someone else.

A threat to the products used by *Gourmet on a Budget* could be if the program can use the same supplies for the cooking classes. Also, if the program uses a software for the financial literacy class, it would be important to make sure the software is not outdated after a certain amount of time. *Gourmet on a Budget* would partner with local grocery stores to supply ingredients and cooking utensils. This may result in a loss of profit for the grocery store if ingredients are supplied at no cost. If there is a new version, the program would have to update regularly. Another threat *Gourmet on a Budget* would have to be aware of is the program cost. Can the program fund itself? Having all supplies needed for the program to function would need people for distribution. Volunteers would be expected to pick up the supplies needed for the program. If volunteers are unable to help, it can result in conflicts and time wasted to figure out logistics.

Analysis

Collectively, the core research team has a broad range of connections and resources, each of which can be utilized to promote and sustain the *Gourmet on a Budget* program through ongoing communication, active community involvement, well-coordinated leadership, and

continual implementation of innovative ideas and approaches. A primary weakness with this program is potential resistance from stakeholders, which can be challenged by pointing out the many families within the Chattanooga area that are affected by food insecurity and by continually cultivating each resource available. Weaknesses can also be overcome by remaining aware of our weaknesses, taking advantage of each opportunity, and keeping the focus on turning the weaknesses into strengths. The core research team will utilize strengths to exploit each opportunity, particularly through keeping a primary focus on opportunities that have the potential to eliminate threats and weaknesses. A defense strategy will be initiated by examining internal and external factors pertaining to each potential threat and implementing a strategic plan for addressing each one. Additional measures will be taken to ensure members of the core Gourmet on a Budget team and stakeholders are properly informed and prepared through assessment of capability gaps coupled with plans to defend in very specific, controlled ways.

Appendix G SWOT Analysis Matrix

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Leadership Team <ol style="list-style-type: none"> a. Passion and determination for the program b. Varied skill set c. Different connections to the community d. Democratic leadership style e. Strong communication between members 2. Approach addressing social problem <ul style="list-style-type: none"> . The program is unique compared to other programs addressing food insecurity 	<ol style="list-style-type: none"> 1. Hard to reach target population <ul style="list-style-type: none"> • Lack of access to transportation or resources 2. Clients have active role in program <ul style="list-style-type: none"> • Indecision • Lack of experience 3. Volunteer run program <ul style="list-style-type: none"> • No set of permanent employees besides leadership team 4. Dependent on donations/grants for sustainability

Opportunities	Threats
<ol style="list-style-type: none"> 1. Working with diverse clients 2. Lots of potential grants to support the program 3. Marketing within the communities 4. Potential political involvement with newly elected officials 5. Partnerships <ol style="list-style-type: none"> a. Local religious organization b. Community organizations c. Social service agencies 	<ol style="list-style-type: none"> 1. Other programs targeting same social problem 2. Online <ol style="list-style-type: none"> a. Disengaged clients b. Technology challenges c. Program software maintenance 3. Sponsor organization could terminate the program 4. Clients <ol style="list-style-type: none"> . May not complete the full program a. May not be satisfied with the classes 5. Partnerships <ol style="list-style-type: none"> . Lack of resources a. Loss of revenue 6. Volunteers <ol style="list-style-type: none"> . Lack of availability