

NARFE - Strengths, Weaknesses, Opportunities & Threats

The purpose of a SWOT analysis (**Internal**: Strengths, Weaknesses, and **External**: Opportunities and Threats) is to help develop a business strategy that takes into consideration NARFE's strengths and weaknesses as well as the opportunities and threats it faces in the marketplace. The factors listed below impact NARFE's future course of action.

STRENGTHS

1. Clear mission
2. Legacy – long record of legislative achievement
3. Reputation – recognition and respect on Capitol Hill
4. Effective legislative advocacy
5. Have remained non-partisan
6. Coalition building with like-minded groups
7. Core of responsive, committed members
8. Ninety-four percent member retention rate
9. Membership attractive to marketers of products and services
10. Effective provision of benefits services
11. Award-winning magazine
12. Growing professional staff

WEAKNESSES

1. Member apathy for activism
2. Local chapter membership declining
3. Prospective NARFE members less interested in joining NARFE than in years past
4. NARFE is not a highly recognized brand among prospective members
5. Lack of data and access to names for marketing (agency restrictions)
6. Cumbersome organizational structure hinders ability to respond quickly in a rapidly changing environment
7. Frequent leadership changes – lack of leadership continuity
8. Averse to change
9. Lack of trust
10. Aging membership
11. Local chapter meetings appeal to few and closings increasing
12. Declining revenues have weakened the financial outlook
13. Financial reserves are dangerously low
14. Complicated dues structure
15. Lack of accountability for mission related results
16. Restrictive bylaws inhibit timely and effective decision-making

OPPORTUNITIES

1. Projected retirement wave
2. Grow membership
3. Increase legislative influence through greater grassroots involvement
4. Attract greater non-dues revenue
5. Rebuild financial reserves
6. Improve brand recognition and increase brand equity
7. Wider application of cloud and data technology to improve efficiency and effectiveness
8. Increase amount and availability of data to enhance membership marketing
9. Build new NARFE benefits to appeal directly to the next generation of members
10. Effective Congressional District Leader structure
11. Congressional threat to NARFE members' benefits is strong incentive for non-members to join

THREATS

1. Continuing membership declines
2. Cultural impact – people not “joiners”
3. Decreased relevance as an organization when recruiting
4. Perception that NARFE is a union
5. Alternative organization supplants NARFE
6. Use of funds to support cumbersome organizational structure hinders ability to support mission
7. Non-dues revenue does not grow
8. Loss of financial viability
9. Congressional budget balancing at expense of federal community
10. Declining contributions to NARFE PAC

