

Context Matrix

Line No.	Interested parties and issues	Needs and expectations			SWOT Analysis		FMEA - Risk assessment				
		Needs, expectations, and concerns (negative factors)	Source of information	Int. / ext.	SWOT	Strengths, Weaknesses, Opportunities, Threats (Risks)	Legal: Y or N	Severity (1-3)	Prob. (1-3)	Det. (1-3)	RPN
1	Interested parties										
1.1	Owners										
1.1.1	Needs, expectations	ROI	Mission statement	I, e	S	Consistent good historical performance	n	1	1	1	1
					W	Emergency program is not tested	n	3	2	1	6
					O	Explore Lean manufacturing	n	2	2	1	4
					T	Emerging Blue Widget technology	n	3	2	1	6
1.1.2	Needs, expectations	BCM	Mission statement	I, e	S	Consistent good historical performance	n	1	1	1	1
1.1.3	Needs, expectations	New Markets	Mission statement	I, e	O	Sales investigating Argentina and Chile opportunities	n	1	1	1	1
1.2	Customers										
1.2.1	Needs, expectations	Quality: no OoBF	Complaints DB	e	W	High level of complaints	n	3	3	1	9
					T	Loss of customer	n	3	2	1	6
1.2.2	Needs, expectations	On-time delivery	Complaints DB	e	W	High level of late shipments	n	3	2	2	3
1.2.3	Needs, expectations	Call on-hold	Surveys	e	W	Low customer satisfaction	n	3	2	2	3
1.2.4	Needs, expectations	Extended warranty	Surveys	e	O	Increase warranty time	n	1	1	1	1
1.2.5	Issue	Low cust. satisfaction	Surveys	i	T	Loss of customer	n	3	2	1	6
1.2.6	Issue	Cust. Retention	POs, Agreements	I, e	O	Increase cust. retention rate	n	1	1	1	1
1.3	Employees										
1.3.1	Needs, expectations	Recognition	Surveys	i	S	Employee surveys rate 90 plus rating	n	3	5	5	3
1.3.2	Needs, expectations	Compensation	Surveys	i	S	Annual industry surveys showed being competitive	n	3	5	5	3
1.3.3	Needs, expectations	Work environment	Surveys	i	O	Employee surveys: need improvements in cafeteria	n	3	5	5	3
1.3.4	Issue	Turnover	HR data	i	W	Increased training cost, interruptions to schedule	n	2	2	3	1
					O	Create CA to investigate RC and plan actions					
					T	Decreased revenue,					

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1.4	Regulators, others										
1.4.1	EEOC	Compliance	Hyperlink	e	S	Good historical performance, no violations	y	3	1	1	50
1.4.2	Minimum wage laws	Compliance	Hyperlink	e	S	Good historical performance, no violations	y	3	1	1	50
1.4.3	ISO Certification Body	Revenue	Contract	e	O	May investigate self-certification	n	1	1	1	1
1.5	Healthcare provider										
1.5.1	Needs, expectations	Revenue	Contract		O	Investigate more affordable options	y	3	1	1	50
1.5.2	Issue	Rising costs	Industry trends	e	O	Investigate alternative providers	y	3	1	1	50
					T	May negatively affect ROI	y	3	1	1	50
2	Issues										
2.1	Employee turnover	See SWOT >	HR data	i	W	Increased training cost, schedule delays	n	2	2	2	2
					O	Create CA to investigate RC and plan actions					
					T	Decreased revenue,					
2.2	Retirement of key personnel	Negative	HR report 11/21/20	i	O	Openings for the PM Facility Manager and R&D specialist are posted					
2.3	Availability of qualified workforce	Negative	HR report 11/21/20	i	S	At the present we have sufficient qualified resources					
	Additional shifts to meet demand	>	Ops. Projections	i	NA	Not needed or considered at this time					
	Aging equipment	Negative	PM data	i	T	T17-01 is 17 years old and may need replacement					
2.4	Relationship with investors	>	Board of Directors	i	NA	No issues at this time					
2.5	IT security	Threat	Industry trends	i	T	IT hires consultant to evaluate gaps					
	Ventures into new markets	See SWOT >	Industry trends	i	O	Sales exploring introduction of NDF 23 for agricultural industry					
2.6	Supply chain interruption	See SWOT >	Industry trends	e	O	Development of alternative suppliers for T-2 and AS-17					

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		Needs, expectations, and concerns (negative factors)	Source of information	Int. / ext.	SWOT	Strengths, Weaknesses, Opportunities, Threats (Risks)	Legal: Y or N	Severity (1-3)	Prob. (1-3)	Det. (1-3)	RPN
2.7	Loss of a key provider	See SWOT >	Supply chain conc.	e	W	Supply Chain is working on alternative for GHY - 2342					
	Shortage of raw materials	See SWOT >	Supply chain conc.	e	W	Development of alternative suppliers for T-2 and AS-17					
	Technology changes	>	Industry trends	e	NA	No market changes at this time are noted					
2.8	Competitive pressures	>	Industry trends	e	NA	No market changes at this time are noted					
2.9	Currency exchange rates	See SWOT >	Industry trends	e	O	Finance are working on price adjustment model for foreseeable future					
	Changes in regulations	>	Industry trends	e	NA	No changes at this time are foreseen					
	Patent expirations	>	Industry trends	e	NA	No patents					
2.10	Changes in union rules	>	Industry trends	e	NA	No unions on site					
2.11	Lending rules from banks	>	Industry trends		NA	NA at this time					
	Natural disasters	See SWOT >	Recent trends		S	Contingency plan is in place and has been tested					
	International trade agreements	>	Industry trends		NA	NA at this time					
2.12	Political stability	>	Market analysis		NA	No markets are affected by political stability					

Context Matrix

Line No.	Interested parties and issues	Needs and expectations			SWOT Analysis		Planned actions
		Needs, expectations, and concerns (negative factors)	Source of information	Int. / ext.	SWOT	Strengths, Weaknesses, Opportunities, Threats (Risks)	
1	Interested parties						
1.1	Owners						
1.1.1	Needs, expectations	ROI	Mission statement	I, e	S	Consistent good historical performance	Financial monitoring
					W	Emergency program is not tested	Action List, test the program
					O	Explore Lean manufacturing	Action List, Evaluate consultants
					T	Emerging Blue Widget technology	Action List, Engineering feasibility study
1.1.2	Needs, expectations	BCM	Mission statement	I, e	S	Consistent good historical performance	Continue monitoring
1.1.3	Needs, expectations	New Markets	Mission statement	I, e	O	Sales investigating Argentina and Chile opportunities	Action List, Rob in South America to set up office
1.2	Customers						
1.2.1	Needs, expectations	Quality: no OoBF	Complaints DB	e	W	High level of complaints	Action List, Final test improvement
					T	Loss of customer	See above
1.2.2	Needs, expectations	On-time delivery	Complaints DB	e	W	High level of late shipments	Action List, Production planning
1.2.3	Needs, expectations	Call on-hold	Surveys	e	W	Low customer satisfaction	Action List, Increase CS staff
1.2.4	Needs, expectations	Extended warranty	Surveys	e	O	Increase warranty time	Action List, Finance and CS to assess feasibility
1.2.5	Issue	Low cust. satisfaction	Surveys	i	T	Loss of customer	Action List, Conduct customer surveys to identify and improve deficient categories
1.2.6	Issue	Cust. Retention	POs, Agreements	I, e	O	Increase cust. retention rate	Monitor performance
1.3	Employees						
1.3.1	Needs, expectations	Recognition	Surveys	i	S	Employee surveys rate 90 plus rating	Continue Recognition program
1.3.2	Needs, expectations	Compensation	Surveys	i	S	Annual industry surveys showed being competitive	Periodic salary surveys by HR
1.3.3	Needs, expectations	Work environment	Surveys	i	O	Employee surveys: need improvements in cafeteria	Action List, CI where identified
1.3.4	Issue	Turnover	HR data	i	W	Increased training cost, interruptions to schedule	Action List,, HR to investigate
					O	Create CA to investigate RC and plan actions	
					T	Decreased revenue,	

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		Needs, expectations, and concerns (negative factors)	Source of information	Int. / ext.	SWOT	Strengths, Weaknesses, Opportunities, Threats (Risks)	
1.4	Regulators, others						
1.4.1	EEOC	Compliance	Hyperlink	e	S	Good historical performance, no violations	HR EEOC Guidelines
1.4.2	Minimum wage laws	Compliance	Hyperlink	e	S	Good historical performance, no violations	HR Minimal Wage Guideline
1.4.3	ISO Certification Body	Revenue	Contract	e	O	May investigate self-certification	TBD
1.5	Healthcare provider						
1.5.1	Needs, expectations	Revenue	Contract		O	Investigate more affordable options	
1.5.2	Issue	Rising costs	Industry trends	e	O T	Investigate alternative providers May negatively affect ROI	
2	Issues						
2.1	Employee turnover	See SWOT >	HR data	i	W O T	Increased training cost, schedule delays Create CA to investigate RC and plan actions Decreased revenue,	
2.2	Retirement of key personnel	Negative	HR report 11/21/20	i	O	Openings for the PM Facility Manager and R&D specialist are posted	
2.3	Availability of qualified workforce	Negative	HR report 11/21/20	i	S	At the present we have sufficient qualified resources	
	Additional shifts to meet demand	>	Ops. Projections	i	NA	Not needed or considered at this time	
	Aging equipment	Negative	PM data	i	T	T17-01 is 17 years old and may b=need replacement	
2.4	Relationship with investors	>	Board of Directors	i	NA	No issues at this time	
2.5	IT security	Threat	Industry trends	i	T	IT hires consultant to evaluate gaps	
	Ventures into new markets	See SWOT >	Industry trends	i	O	Sales exploring introduction of NDF 23 for agricultural industry	
2.6	Supply chain interruption	See SWOT >	Industry trends	e	O	Development of alternative suppliers for T-2 and AS-17	

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		Needs, expectations, and concerns (negative factors)	Source of information	Int. / ext.	SWOT	Strengths, Weaknesses, Opportunities, Threats (Risks)	
2.7	Loss of a key provider	See SWOT >	Supply chain conc.	e	W	Supply Chain is working on alternative for GHY - 2342	
	Shortage of raw materials	See SWOT >	Supply chain conc.	e	W	Development of alternative suppliers for T-2 and AS-17	
	Technology changes	>	Industry trends	e	NA	No market changes at this time are noted	
2.8	Competitive pressures	>	Industry trends	e	NA	No market changes at this time are noted	
2.9	Currency exchange rates	See SWOT >	Industry trends	e	O	Finance are working on price adjustment model for foreseeable future	
	Changes in regulations	>	Industry trends	e	NA	No changes at this time are foreseen	
	Patent expirations	>	Industry trends	e	NA	No patents	
2.10	Changes in union rules	>	Industry trends	e	NA	No unions on site	
2.11	Lending rules from banks	>	Industry trends		NA	NA at this time	
	Natural disasters	See SWOT >	Recent trends		S	Contingency plan is in place and has been tested	
	International trade agreements	>	Industry trends		NA	NA at this time	
2.12	Political stability	>	Market analysis		NA	No markets are affected by political stability	

Context Matrix

Line No.	Interested parties and issues	Needs and expectations			SWOT Analysis		Key Performance Indicators (measurables)
		Needs, expectations, and concerns (negative factors)	Source of information	Int. / ext.	SWOT	Strengths, Weaknesses, Opportunities, Threats (Risks)	
1	Interested parties						
1.1	Owners						
1.1.1	Needs, expectations	ROI	Mission statement	I, e	S	Consistent good historical performance	Maintain performance
					W	Emergency program is not tested	On-time completion per the PM
					O	Explore Lean manufacturing	Complete \$ feasibility analysis
					T	Emerging Blue Widget technology	On-time completion per the PM
1.1.2	Needs, expectations	BCM	Mission statement	I, e	S	Consistent good historical performance	Maintain performance
1.1.3	Needs, expectations	New Markets	Mission statement	I, e	O	Sales investigating Argentina and Chile opportunities	
1.2	Customers						
1.2.1	Needs, expectations	Quality: no OoBF	Complaints DB	e	W	High level of complaints	Customer complaints
					T	Loss of customer	Above
1.2.2	Needs, expectations	On-time delivery	Complaints DB	e	W	High level of late shipments	On-time shipping (%)
							Complaints regarding late deliveries
1.2.3	Needs, expectations	Call on-hold	Surveys	e	W	Low customer satisfaction	Hold time (minutes)
1.2.4	Needs, expectations	Extended warranty	Surveys	e	O	Increase warranty time	TBD
1.2.5	Issue	Low cust. satisfaction	Surveys	i	T	Loss of customer	Customer satisfaction score 95%
1.2.6	Issue	Cust. Retention	POs, Agreements	I, e	O	Increase cust. retention rate	Customer retention rate
1.3	Employees						
1.3.1	Needs, expectations	Recognition	Surveys	i	S	Employee surveys rate 90 plus rating	Employee Satisfaction monitoring (%)
1.3.2	Needs, expectations	Compensation	Surveys	i	S	Annual industry surveys showed being competitive	Employee Satisfaction monitoring (%)
1.3.3	Needs, expectations	Work environment	Surveys	i	O	Employee surveys: need improvements in cafeteria	Employee Satisfaction monitoring (%)
1.3.4	Issue	Turnover	HR data	i	W	Increased training cost, interruptions to schedule	
					O	Create CA to investigate RC and plan actions	
					T	Decreased revenue,	

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		Needs, expectations, and concerns (negative factors)	Source of information	Int. / ext.	SWOT	Strengths, Weaknesses, Opportunities, Threats (Risks)	
1.4	Regulators, others						
1.4.1	EEOC	Compliance	Hyperlink	e	S	Good historical performance, no violations	No violations (instances)
1.4.2	Minimum wage laws	Compliance	Hyperlink	e	S	Good historical performance, no violations	No violations (instances)
1.4.3	ISO Certification Body	Revenue	Contract	e	O	May investigate self-certification	TBD
1.5	Healthcare provider						
1.5.1	Needs, expectations	Revenue	Contract		O	Investigate more affordable options	TBD
1.5.2	Issue	Rising costs	Industry trends	e	O T	Investigate alternative providers May negatively affect ROI	TBD TBD
2	Issues						
2.1	Employee turnover	See SWOT >	HR data	i	W O T	Increased training cost, schedule delays Create CA to investigate RC and plan actions Decreased revenue,	
2.2	Retirement of key personnel	Negative	HR report 11/21/20	i	O	Openings for the PM Facility Manager and R&D specialist are posted	
2.3	Availability of qualified workforce	Negative	HR report 11/21/20	i	S	At the present we have sufficient qualified resources	
	Additional shifts to meet demand	>	Ops. Projections	i	NA	Not needed or considered at this time	
	Aging equipment	Negative	PM data	i	T	T17-01 is 17 years old and may b=need replacement	
2.4	Relationship with investors	>	Board of Directors	i	NA	No issues at this time	
2.5	IT security	Threat	Industry trends	i	T	IT hires consultant to evaluate gaps	
	Ventures into new markets	See SWOT >	Industry trends	i	O	Sales exploring introduction of NDF 23 for agricultural industry	
2.6	Supply chain interruption	See SWOT >	Industry trends	e	O	Development of alternative suppliers for T-2 and AS-17	

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2.7	Loss of a key provider	See SWOT >	Supply chain conc.	e	W	Supply Chain is working on alternative for GHY - 2342	
	Shortage of raw materials	See SWOT >	Supply chain conc.	e	W	Development of alternative suppliers for T-2 and AS-17	
	Technology changes	>	Industry trends	e	NA	No market changes at this time are noted	
2.8	Competitive pressures	>	Industry trends	e	NA	No market changes at this time are noted	
2.9	Currency exchange rates	See SWOT >	Industry trends	e	O	Finance are working on price adjustment model for foreseeable future	
	Changes in regulations	>	Industry trends	e	NA	No changes at this time are foreseen	
	Patent expirations	>	Industry trends	e	NA	No patents	
2.10	Changes in union rules	>	Industry trends	e	NA	No unions on site	
2.11	Lending rules from banks	>	Industry trends		NA	NA at this time	
	Natural disasters	See SWOT >	Recent trends		S	Contingency plan is in place and has been tested	
	International trade agreements	>	Industry trends		NA	NA at this time	
2.12	Political stability	>	Market analysis		NA	No markets are affected by political stability	

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Line No.	Interested parties and issues	Needs and expectations			SWOT Analysis			Scorecard									
		Needs, expectations, and concerns (negative factors)	Source of information	Int. / ext.	SWOT	Strengths, Weaknesses, Opportunities, Threats (Risks)	Target	Jan-20		Feb-20		Mar-20		Apr-20		May-20	
								Actual	Variance	Actual	Variance	Actual	Variance	Actual	Variance	Actual	Variance
1	Interested parties																
1.1	Owners																
1.1.1	Needs, expectations	ROI	Mission statement	I, e	S	Consistent good historical performance	10	11	1					10	0		
					W	Emergency program is not tested	na										
					O	Explore Lean manufacturing	na										
					T	Emerging Blue Widget technology	na										
1.1.2	Needs, expectations	BCM	Mission statement	I, e	S	Consistent good historical performance	na										
1.1.3	Needs, expectations	New Markets	Mission statement	I, e	O	Sales investigating Argentina and Chile opportunities											
1.2	Customers																
1.2.1	Needs, expectations	Quality: no OoBF	Complaints DB	e	W	High level of complaints	0	3	-3	2	-2	0	0	1	-1		
					T	Loss of customer											
1.2.2	Needs, expectations	On-time delivery	Complaints DB	e	W	High level of late shipments	100	85	-15	95	-5	101	1	100	0		
							0	3	-3	1	-1	0	0	0	0		
1.2.3	Needs, expectations	Call on-hold	Surveys	e	W	Low customer satisfaction	3	3	0	5	-2	3	0	2	1		
1.2.4	Needs, expectations	Extended warranty	Surveys	e	O	Increase warranty time											
1.2.5	Issue	Low cust. satisfaction	Surveys	i	T	Loss of customer	95							89	-6		
1.2.6	Issue	Cust. Retention	POs, Agreements	I, e	O	Increase cust. retention rate	95							96	1		
1.3	Employees																
1.3.1	Needs, expectations	Recognition	Surveys	i	S	Employee surveys rate 90 plus rating	100	65	-35					75	-25		
1.3.2	Needs, expectations	Compensation	Surveys	i	S	Annual industry surveys showed being competitive	100	100	0					96	-4		
1.3.3	Needs, expectations	Work environment	Surveys	i	O	Employee surveys: need improvements in cafeteria	100	95	-5					95	-5		
1.3.4	Issue	Turnover	HR data	i	W	Increased training cost, interruptions to schedule											
					O	Create CA to investigate RC and plan actions											
					T	Decreased revenue,											

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								Actual	Variance	Actual	Variance	Actual	Variance	Actual	Variance	Actual	Variance		
1.4	Regulators, others																		
1.4.1	EEOC	Compliance	Hyperlink	e	S	Good historical performance, no violations	0	0	0	0	0	0	0	0	0	0	0		
1.4.2	Minimum wage laws	Compliance	Hyperlink	e	S	Good historical performance, no violations	0	0	0	0	0	0	0	0	0	0	0		
1.4.3	ISO Certification Body	Revenue	Contract	e	O	May investigate self-certification	x												
1.5	Healthcare provider																		
1.5.1	Needs, expectations	Revenue	Contract		O	Investigate more affordable options													
1.5.2	Issue	Rising costs	Industry trends	e	O T	Investigate alternative providers May negatively affect ROI													
2	Issues																		
2.1	Employee turnover	See SWOT >	HR data	i	W O T	Increased training cost, schedule delays Create CA to investigate RC and plan actions Decreased revenue,													
2.2	Retirement of key personnel	Negative	HR report 11/21/20	i	O	Openings for the PM Facility Manager and R&D specialist are posted													
2.3	Availability of qualified workforce	Negative	HR report 11/21/20	i	S	At the present we have sufficient qualified resources													
	Additional shifts to meet demand	>	Ops. Projections	i	NA	Not needed or considered at this time													
	Aging equipment	Negative	PM data	i	T	T17-01 is 17 years old and may need replacement													
2.4	Relationship with investors	>	Board of Directors	i	NA	No issues at this time													
2.5	IT security	Threat	Industry trends	i	T	IT hires consultant to evaluate gaps													
	Ventures into new markets	See SWOT >	Industry trends	i	O	Sales exploring introduction of NDF 23 for agricultural industry													
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								Actual	Variance	Actual	Variance	Actual	Variance	Actual	Variance	Actual	Variance		
2.7	Loss of a key provider	See SWOT >	Supply chain conc.	e	W	Supply Chain is working on alternative for GHY - 2342													
	Shortage of raw materials	See SWOT >	Supply chain conc.	e	W	Development of alternative suppliers for T-2 and AS-17													
	Technology changes	>	Industry trends	e	NA	No market changes at this time are noted													
2.8	Competitive pressures	>	Industry trends	e	NA	No market changes at this time are noted													
2.9	Currency exchange rates	See SWOT >	Industry trends	e	O	Finance are working on price adjustment model for foreseeable future													
	Changes in regulations	>	Industry trends	e	NA	No changes at this time are foreseen													
	Patent expirations	>	Industry trends	e	NA	No patents													
2.10	Changes in union rules	>	Industry trends	e	NA	No unions on site													
2.11	Lending rules from banks	>	Industry trends		NA	NA at this time													
	Natural disasters	See SWOT >	Recent trends		S	Contingency plan is in place and has been tested													
	International trade agreements	>	Industry trends		NA	NA at this time													
2.12	Political stability	>	Market analysis		NA	No markets are affected by political stability													