

	Helpful to achieving the objective	Harmful to achieving the objective
Internal Origin (attributes of the organization)	Strengths <ul style="list-style-type: none"> • Strong brand (long / successful history): CIBO • Able to tap into high level people and highly experienced technical resources • Professional network • “Cross-Industry” uniqueness • Premier technical expertise • Credibility among stakeholders • Provide objective solutions and information to various groups, people, and industries • Regulatory issues development, tracking, and involvement • Information dissemination via newsletters, meetings, conferences • Leadership (BoD, staff, chairs, advocates) 	Weaknesses <ul style="list-style-type: none"> • Relative small outreach/marketing budget • Retirements removing key contributors • Limited advocacy focus • Pending retirement of leader (Succession Plan?) • Narrow focus on “energy” as boiler • Not properly addressing reasons to belong for Associate Members • Not inclusive enough. Rely on chosen few for most things.

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External Origin (attributes of the environment in which the organization operates)	Opportunities <ul style="list-style-type: none"> • Cost-effective outreach techniques • Expanding the market: <ul style="list-style-type: none"> • Internal combustion equipment owners/operators • Commercial owners/operators • Public stakeholders? • Expanding the scope <ul style="list-style-type: none"> • Energy/fuel optimization assessments • Water use/water resources • Boiler operator training • Benchmarking studies • Help industry know what is available in regards to efficiency improvements and safety • Industry has a young and less experienced workforce and we could help educate them in operations, regs, what to expect • Potential “fit” with another group 	Threats <ul style="list-style-type: none"> • Increased reliance on gas fired units (less complex operations and reduced environmental “footprint”). • Difficult economic conditions further eroding membership numbers • Companies merging/buy-outs occurring • Companies not wanting to spend money on conferences and memberships • Overlap with primary trades • Overlap with organizations perceived to have similar objectives (IECA) • No value or relevancy in a renewable fuels world • Generational mindset that leads to apathy (“millennial malaise”) or an unwillingness to put in extra effort