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| **PESTLE Ref.** | **Situation being analyzed:** | **Date Raised:** |
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Other than the main headings, the questions and issues in the template below are examples and not exhaustive - add your own and amend these prompts to suit your situation, the experience and skill level of whoever is completing the analysis, and what you aim to produce from the analysis. The context upon which a PESTLE analysis is undertaken can help to determine how to interpret facts and information discovered.

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| **Criteria Examples** | **Political** | **Economic** | **Criteria Examples** |
| 1. Trading policies 2. Funding, grants and initiatives 3. Home market lobbying/pressure groups 4. International pressure groups 5. Wars and conflict 6. Government policies 7. Government term and change 8. Elections 9. Inter-country relationships/attitudes 10. Terrorism 11. Political trends 12. Governmental leadership 13. Government structures 14. Internal political issues 15. Shareholder needs/demands | **Political:** who is in what position, their power, vision, goals and directions etc.?  What is happening politically in the environment in which you operate, including areas such as tax policy, employment laws, environmental regulations, trade restrictions and reform, tariffs and political stability? | **Economic:** financial implications, productivity etc.  What is happening within the economy, for example; economic growth/ decline, interest rates, exchange rates and inflation rate, wage rates, minimum wage, working hours, unemployment (local and national), credit availability, cost of living etc. | 1. Home economy situation 2. Home economy trends 3. Overseas economies and trends 4. General taxation issues 5. Tax changes specific to products 6. Seasonality/weather issues 7. Market and trade cycles 8. Specific industry factors 9. Market routes & trends 10. Customer/end-user drivers 11. International trade 12. Disposable income 13. Job growth/unemployment 14. Exchange rates 15. Tariffs & Inflation 16. Interest and exchange rates 17. Consumer confidence index 18. Import/export ratios 19. Production level 20. Internal finance 21. Cash flow |

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| **Criteria Examples** | **Social** | **Technological** | **Criteria Examples** |
| 1. Consumer attitudes and opinions 2. Media views 3. Law changes & social factors 4. Brand, company, technology 5. Consumer buying patterns 6. Major events and influences 7. Buying access and trends 8. Ethnic/religious factors 9. Advertising and publicity 10. Ethical issues, demographics 11. Lifestyle changes 12. Population shifts 13. Education 14. Trends, Fads 15. Diversity 16. Immigration/emigration 17. Living standards 18. Housing trends 19. Fashion & role models 20. Attitudes to work 21. Attitudes to people 22. Leisure activities 23. Occupations 24. Earning capacity 25. Staff attitudes 26. Management style 27. Organizational culture 28. Changes to education system | **Social**: what is and is not acceptable within the culture?  What is occurring socially in the markets in which you operate or expect to operate, cultural norms and expectations, health consciousness, population growth rate, age distribution, career attitudes, emphasis on safety, global warming. | **Technological:** new computer systems or other new technology?  What is happening technology-wise which can impact what you do, technology is leaping every two years, how will this impact your products or services, things that were not possible five years ago are now mainstream.  New technologies are continually being developed and the rate of change itself is increasing. There are also changes to barriers to entry in given markets, and changes to financial decisions like outsourcing and insourcing. | 1. Competing technology development 2. Research funding 3. Associated/dependent technology 4. Replacement solutions 5. Maturity of technology 6. Manufacturing maturity/capacity 7. Information and communications 8. Consumer buying mechanisms/technology 9. Technology legislation 10. Innovation potential 11. Technology access, licensing, 12. Intellectual property issues 13. Global communications 14. Inventions & Innovations 15. New discoveries & Research 16. Energy uses/sources/fuels 17. Communications 18. Rate of obsolescence 19. Manufacturing advances 20. Information technology 21. Internet 22. Transportation 23. Waste removal/recycling 24. E-learning 25. Collaboration tools 26. Software changes |

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| **Criteria Examples** | **Legal** | **Environmental** | **Criteria Examples** |
| 1. Current legislation home market 2. Future legislation 3. European/international legislation 4. Regulatory bodies and processes 5. Environmental regulations 6. Employment law 7. Consumer protection 8. Industry-specific regulations 9. competitive regulations | **Legal:** changes to employment law, recruitment, visas etc.  What is happening with changes to legislation? This may impact employment, access to materials, quotas, resources, imports/ exports, taxation etc. | **Environmental:** the space available, what can or cannot be moved where etc.  What is happening with respect to ecological and environmental issues? Many of these factors will be economic or social in nature. | 1. Ecological 2. Environmental issues 3. International 4. National 5. Local 6. Environmental regulations 7. Customer values 8. Market values 9. Stakeholder/ investor values 10. Staff attitudes 11. Management style 12. organizational culture 13. Staff morale 14. Staff engagement 15. Global factors 16. EU based factors |

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| **Conclusions** |
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| **Recommendations** |
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**Notes:**

Some useful tips for carrying out a PESTLE analysis include:

1. DO get other people involved to gain multiple perspectives.
2. DO exploit any expertise and resources that are already available within your organisation.
3. DO use PESTLE analysis in conjunction with other techniques, such as SWOT analysis
4. DO incorporate your analysis within an ongoing process for monitoring changes in the business environment.
5. DON’T do this in isolation - a more effective result is obtained with multiple views.
6. DON’T jump to conclusions about the future based on the past or the present.
7. DON’T get bogged down in collecting vast amounts of detailed information without analysing and understanding your findings appropriately.