

**THE ESSENCE OF SWOT ANALYSIS**

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**Abstract:** this article presents scientific analyzes of the SWOT analysis method, which is one of the modern methods for analyzing independent economic entities and enterprises, and the content of this method.

**Keywords:** Swot analysis, planning, business objective, benefits, opportunities, risks

Any marketing analysis begins with a simple analysis - a comprehensive and most detailed study of the area of the market in which the company operates. SWOT, for example, is needed to identify and structure the strengths and weaknesses of a company; Potential risks and opportunities are also not overlooked. Many are interested in when to conduct a SWOT analysis? There is no single answer to this question, because everything depends on the wishes of the leadership.

Of course, it is necessary to understand that planning and new strategic ideas are never superfluous. SWOT results allow you to take into account the changes that are constantly taking place in the business environment and develop options for a proactive response. Beginners can use the technique to create a company development plan. It is impossible to find a universal recipe suitable for all organizations, because initially the “constituents” and conditions are different for everyone, and SWOT analysis is aimed at identifying the features and unique characteristics of each business.

**SWOT analysis**

STRENGTHS	WEAKNESSES
1 _____	1 _____
_____	_____
_____	_____
_____	_____

OPPORTUNITIIES	THREATS
1 _____	1 _____
_____	_____
_____	_____
_____	_____
_____	_____

SWOT is an abbreviation that consists of the following concepts:

S (Strengths) - strengths, business characteristics that distinguish it from competitors;

W (Weaknesses) - weaknesses that make the company vulnerable to other players;

O (Opportunities) - opportunities, elements of the environment that the company can use for development;

T (Threats) - threats, elements of the environment that can harm the business.

These components are divided into factors of external and internal environment. In the first case, it is usually about the characteristics of the business that it can affect. In the second - about factors that can only be beaten or attempted to be neutralized.[1]

SWOT analysis is an operational diagnostic analysis of an organization and its environment. This is done in order to determine the strengths and weaknesses of the organization's potential, the threats of the external environment, as well as the opportunities provided by the external environment to the firm.

F.S. Filippov identifies a number of problems associated with the use of SWOT analysis, among which the most common are:

1. Problems with primary information characterizing the company and the external environment (completeness, relevance, reliability).
2. Problems with expert assessments (subjectivity, lack of competence).
3. Excessive passion for quantitative analysis to the detriment of quality.
4. Emphasis on general assessments and insufficient attention to the consideration of particular parameters, which is necessary for a detailed analysis of the company, environment and strategic planning.
5. The SWOT method does not take into account the ambiguity of factors. In most situations, it is not possible to clearly determine whether certain factors fall into the category of opportunities or the

category of threats. For example, the absence of a powerful competitor in the market is an opportunity (to control the market), but at the same time it can be a threat (as it can lead to inactivity and depression in the company) [6]

At the first stage of the SWOT analysis, the company's competitive advantages are examined in the following areas: the price of goods; patentability of manufactured goods; progressiveness of technology; qualification and cost of personnel; the cost of resources used by the company; age of fixed production assets; geographical location of the company; infrastructure; control system (as a whole and but to all constituent elements); the strength of competition at the "input" and "output" of the company's management system, which, like all previous indicators, is independently assessed by researchers.

At the second stage of the SWOT analysis, the weaknesses of the company are studied. One of the methods for conducting such an analysis is the construction of a tree of indicators of the competitiveness of manufactured goods for all markets: at the zero level - a comprehensive indicator of the competitiveness of a particular product; on the first - useful effect (integral indicator of quality), total costs, conditions for using the product; on the second - specific indicators, etc. The indicators are calculated in accordance with the constructed tree. Next, similar indicators for competing products are collected or forecasted. Thus, the weaknesses in the company's competitive advantages studied at the first stage are determined.

At the third stage of the SWOT analysis, the factors of the company's macro environment (political, economic, technological, market, etc.) are examined in order to predict strategic and tactical threats to the macro environment and timely prevent losses from them.[12]

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