

# SWOT ANALYSIS: A MANAGEMENT FASHION PERSPECTIVE

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## ABSTRACT

*SWOT analysis has over a period spanning several decades enjoyed considerable popularity in the business community. In this paper management fashion theory is used as a theoretical lens to understand the history and evolution of SWOT as a management idea. The analysis shows that SWOT's evolution pattern diverges in several respects from that of other comparable management ideas. The findings from the analysis have several implications for research on SWOT and, more generally, management ideas and fashions.*

**Keywords:** SWOT analysis, management idea, management fashion, strategy tool

## 1. INTRODUCTION

### 1.1 SWOT analysis

SWOT analysis is a framework for assessing a firm's resources and capabilities (strengths and weaknesses) and external market situation (opportunities and threats). A number of studies have shown that SWOT analysis is one of the most widely used strategy tools among managers (Abdi, Azadegan-Mehr, & Ghazinoory, 2011; Frost, 2003; Gunn & Williams, 2007; Helms & Nixon, 2010; Knott, 2008; Panagiotou, 2003; Stenfors, Tanner, & Haapalinna, 2004). To this point, Panagiotou (2003, p. 8) comments that SWOT analysis "may well be used more than other management techniques in the process of decision making". In *The Oxford Handbook on Strategy* it is noted that "the best and most familiar example of an organizing framework is SWOT analysis" (Kay, McKiernan, & Faulkner, 2006, p. 43). Moreover, SWOT is listed in *The Economist's guide to management ideas and gurus* where it is pointed out that SWOT "is a handy mnemonic to help corporate planners think about strategy" (Hindle, 2008, p. 181).

### 1.2 Purpose and contribution

The studies referenced above clearly demonstrate the current popularity of SWOT analysis in the management community. Although there is also a considerable body of academic research on SWOT (see e.g. Abdi et al., 2011; Helms & Nixon, 2010), relatively little attention has been paid to understanding the social and institutional context which has shaped the historical emergence and evolution of SWOT. For example, Friesner (2011) notes that there is little in the way of history on the topic of SWOT.

In this paper management fashion theory (e.g. Abrahamson, 1996; Benders & Van Veen, 2001) is used as a theoretical lens to understand the history and evolution of SWOT as a management idea. Management fashion is a useful sensitizing framework since the theory directs attention to the supply and demand side forces shaping the evolution of a management idea over the course of its life cycle, from initial emergence and growth to maturity and decline. Management fashion theory has been used extensively in studies of other management ideas such as Knowledge Management (Klincewicz, 2006; Scarbrough, 2002), Balanced Scorecard (Ax & Børnøenak, 2005), Business Process Reengineering (Heusinkveld & Benders, 2001) and Lean (Benders & Van Bijsterveld, 2000; Larsson, 2015). However, to the best of the author's knowledge, fashion theory has not previously been applied in the context of SWOT. Hence, by drawing on theories about fashionable management ideas, the paper can shed new light on SWOT's history and evolution.

### 1.3 Structure

The paper is structured as follows. Section 2 attempts to trace the historical emergence of SWOT analysis, focusing on the actors shaping its early development. Section 3 examines the key characteristics of SWOT analysis using theories from the literature on management concepts and ideas. Section 4 focuses on the supply-side of the market for SWOT analysis, identifying the different actors involved in popularizing the idea, while Section 5 focuses on the demand-side (i.e. organizations and managers). In Section 6 the findings from the analysis are discussed in light of the literature on management fashions. Section 7 concludes and offers a discussion of ideas for future research on SWOT as a fashionable management idea.

# Swot Analysis A Management Fashion Perspective

## Abstract

**Mark Steyvers**



## **Swot Analysis A Management Fashion Perspective Abstract:**

**Proceedings of the 6th International Conference on Economic Management and Green Development** Xiaolong Li, Chunhui Yuan, John Kent, 2023-06-27 This proceedings book together with the conference looks forward to spark inspirations and promote collaborations International Conference on Economic Management and Green Development ICEMGD is an annual conference aiming at bringing together researchers from the fields of economics business management public administration and green development for the sharing of research methods and theoretical breakthroughs The proceedings consist of papers accepted by the 6th ICEMGD which are carefully selected and reviewed by professional reviewers from corresponding research fields and the editing committee of the conference The papers have a diverse range of topics situated at the intersecting field of economic management public administration and green development ICEMGD is working to provide a platform for international participants from fields like macro and microeconomics international economics finance agricultural economics health economics business management and marketing strategies regional development studies social governance and sustainable development The proceedings will be of interest to researchers academics professionals and policy makers in the field of economic management public administration and development studies

Enterprise Risk Management Stefan Hunziker, 2019-05-17 This textbook demonstrates how Enterprise Risk Management creates value in strategic and decision making processes The author introduces modern approaches to balancing risk and reward based on many examples of medium sized and large companies from different industries Since traditional risk management in practice is often an independent stand alone process with no impact on decision making processes it is unable to create value and ties up resources in the company unnecessarily Herewith he serves students as well as practitioners with modern approaches that promote a connection between ERM and corporate management The author demonstrates in a didactically appropriate manner how companies can use ERM in a concrete way to achieve better risk reward decisions under uncertainty Furthermore theoretical and psychological findings relevant to entrepreneurial decision making situations are incorporated This textbook has been recommended and developed for university courses in Germany Austria and Switzerland

Managing Fashion Kaled K. Hameide, 2020-11-19 The fashion industry is a multibillion dollar global industry with a variety of organizational structures and a multitude of challenges Such scope triggered the recent rise in management programs in the U S and Europe aiming to produce and train young managers to meet such global and diverse challenges Managing Fashion covers the fashion business with a twist a management twist Its goal is to tackle the topics from a fashion manager perspective referencing relevant management concepts and theories thus offering a deeper and more practical dimension to the issues addressed It offers a balanced mix of fashion and management theory and application as well as creating an opportunity for analysis and critical thinking Discussions throughout the book are supported by specially developed case studies and relevant examples taken from the fashion industry It is an opportunity to

expose the fashion student or reader as well as aspiring fashion managers to a more practical approach to fashion theories and issues Managing Fashion will serve as a core text for Fashion Studies Fashion Entrepreneurship and Fashion Merchandising majors as well as for special business degrees and management certificates targeting the fashion industry

*Indian Business Scenario Opportunities & Challenges* M.Ganesh Babu Dr.Bandaru Srinivasa Rao G.Vani

Dr.SivakumarDeene R.Rajkumar, **Financial and Economic Tools Used in the World Hospitality Industry** Ford Lumban Gaol,Natalia Filimonova,Vladimir Maslennikov,2018-06-18 The 2017 Fifth International Conference on Management and Technology in Knowledge Service Tourism Hospitality SERVE 2017 was held on 21 22 October 2017 and on 30 November 2017 in Bali Indonesia and at the Financial University under the Government of the Russian Federation Moscow Russia The theme of the conference was Financial and Economic Tools Used in the World Hospitality Industry Conference contributions dealt with various interdisciplinary research topics particularly in the fields of social sciences economics business management education and finance Through this conference proceedings volume we propose to launch a renewed discussion of how financial and economic tools can be used in the world hospitality service and tourism industries The purpose of this volume is to develop new theoretical and empirical knowledge that explores the possibilities of developing tourism hospitality service industries in sharing economy These proceedings should be of interest to academics and professionals in the wider field of social sciences including disciplines such as education psychology tourism and knowledge management **United Nations Publications Catalogue** ,2006 **Conference Proceedings** ,1998 Strategic

Management. Industry Analysis, Strategic Drift and Re-Strategizing Ravi Sivalingam,2018-03-13 Research Paper undergraduate from the year 2015 in the subject Business economics Business Management Corporate Governance grade 61 Cardiff Metropolitan University course Masters in Business Administration language English abstract This term paper deals with the strategic management of the company Marks and Spencer which has become a leading British retail icon since its conception more than a hundred years ago The book deals in the first part with the company profile the industry evolution the current strategic position The second part contains an industry analysis and market failures It ends with re strategizing

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Wimmers,2011-11 Master s Thesis from the year 2011 in the subject Business economics Business Management Corporate Governance grade 1 3 University of applied sciences Munich Business Administration course MBA Studiengang Strategic Corporate Management language English abstract Esprit a fashion and lifestyle brand founded in 1968 in San Francisco California and its potential to become the leader in the European fashion industry is examined from an internal and external perspective using a set of analytical and strategic tools Beginning with general industry related approaches and ending in a detailed competitor analysis where for example ZARA H M and s Oliver are closely analyzed with a portfolio evaluation and a nine cell matrix for example The business process within this industry differentiates between retail and wholesale channels

selling various division lines mostly under heavy time and cost pressure This is due to short fashion collection life cycles high product variety depending on fashion trends and styles that come and go The high level of rivalry in the fashion market is characterized through approximately 60 main competitors forming the strongest competition in the middle and premium price segment Sustainability POS experience worlds and celebrity collections do represent the most important commercial fashion trends whereas from the sales channel perspective online shops are the dominating turnover contributor in the future followed by flagship and outlet stores both also having a strong growth potential Within the Esprit corporate brand profile the three brand value competencies newness and style smart and international outfitter and customer focus are disclosed which are inherited and proven within a broad range of operative measures to increase sales figures and brand awareness However the competition is not always one step behind but often more than a step ahead as the key performance indicators of H M s Oliver Benetton ZARA and C A do show up From a financial view ZARA is in the lead in Europe with 7 07 Billion Euro whereas H M is very attractive for shareholders having paid a 2 17 Euro dividend per share and the Italian rival Benetton is ahead in country presence being represented in 120 countries The contender Esprit dominates the fashion region Central Europe and is best practice in online shops Nevertheless there is room for improvement

Esprit - a lifestyle brand aiming to become the European leader in the fashion industry

Julia Wimmers, 2011-11-23 Master s Thesis from the year 2011 in the subject Business economics Business Management Corporate Governance grade 1 3 University of applied sciences Munich Business Administration course MBA Studiengang Strategic Corporate Management language English abstract Esprit a fashion and lifestyle brand founded in 1968 in San Francisco California and its potential to become the leader in the European fashion industry is examined from an internal and external perspective using a set of analytical and strategic tools Beginning with general industry related approaches and ending in a detailed competitor analysis where for example ZARA H M and s Oliver are closely analyzed with a portfolio evaluation and a nine cell matrix for example The business process within this industry differentiates between retail and wholesale channels

and strategic adjustments in sales marketing and distribution processes to match new business opportunities in existing markets and new markets like Poland or Russia are necessary or strictly spoken unavoidable to achieve further growth in the future in order to fulfil Esprit's entitlement Europe is our fashion culture **Fashion Marketing** Mike Easey, 2009-03-16 Clothing that is not purchased or worn is not fashion to paraphrase Armani Knowledge of marketing is essential to help ensure success and reduce the risk of failure in fashion For the designer starting up in business this book offers a guide to the major decisions that will enable you to fulfil your creative potential and be a financial success What are the major trends we should be monitoring How should we set our prices What is the most effective way to get our message across about the new product range Which colour wash will be the most popular with buyers Marketing is now a firmly established element of most fashion and clothing courses Fashion Marketing is written to meet students requirements and has many features making it essential reading for anyone involved in the fashion and clothing business deals with contemporary issues in fashion marketing up to date examples of global good practice exclusively about fashion marketing a unique contribution on range planning with a practical blend of sound design sense and commercial realism a balance of theory and practice with examples to illustrate key concepts clear worked numerical examples to ensure that the ideas are easily understood and retained over 50 diagrams a glossary of the main fashion marketing terms and a guide to further reading a systematic approach to fashion marketing not hyperbole or speculation The new edition has been updated throughout with new material on different promotional media visual marketing and international marketing research and new coverage of internal marketing supply chain management international marketing communications as well as the role of the internet See [www.blackwellpublishing.com/easey](http://www.blackwellpublishing.com/easey) for supporting pack for tutors including PowerPoint slides for each chapter plus ideas and exercises for seminars **Goody's Family Clothing SWOT Analysis , Strategic Management in the Garment Industry** Gordana Colovic, 2024-08-09 From supply chain finesse to market triumph this book covers the advancements in business strategy and presents a multidisciplinary approach to strategic management in the garment industry The subject matter of this book discusses Strategic management Strategic marketing in garment industry Strategic methods Organizational behaviour Print edition not for sale in South Asia India Sri Lanka Nepal Bangladesh Pakistan and Bhutan *Process Innovation in the Global Fashion Industry* ByoungHo Ellie Jin, Elena Cedrola, 2019-03-28 Process innovations an improved way of doing things help firms achieve higher level performance by reducing the time and cost to produce a product or perform a service and increasing productivity and growth This book provides a comprehensive examination of process innovations occurring in the global fashion industry with a focus on fashion brands from USA Italy and Japan It offers practical insights for enhancing efficiency in the supply chain as well as management process such as work routines information flow and organization structures Using case analyses this book will help readers to grasp how successful fashion companies optimize their operations and advance their competitive position by integrating process innovations into their

supply chain and management systems      **Fashion Management** Rosemary Varley, Ana Roncha, Natascha Radclyffe-Thomas, Liz Gee, 2018-10-30 This new textbook authored by a team of expert researchers and lecturers based at the London College of Fashion is one of the first in the field to examine strategic management in the context of the fashion industry catering specifically for students hoping to work in the sector International in approach the text covers all aspects of strategic management from growth strategy and financial management to brand and supply chain management Fashion Management's engaging style page design and pedagogical framework makes it accessible to students at all levels while the authors extensive expertise ensures that the content is always underpinned by rigorous academic research Established key topics and significant contemporary issues such as sustainability the digital and corporate social responsibility are considered from both a theoretical and practical perspective with real world examples drawn from high profile global fashion organisations This is an ideal core textbook for those studying on undergraduate and postgraduate degree courses in fashion management and fashion marketing The book will also be an important supplementary resource for courses in marketing retailing and business studies with the fashion industry providing an effective context for students to engage with the application of theory Accompanying online resources for this title can be found at [bloomsburyonlineresources.com](http://bloomsburyonlineresources.com) fashion management These resources are designed to support teaching and learning when using this textbook and are available at no extra cost

**Basics Fashion Management 02: Fashion Promotion** Gwyneth Moore, 2012-11-01 Fashion Promotion fully examines what's required for a 21st century fashion brand to make its mark and stay visible in a shifting consumer landscape

*Strategic Fashion Management* Ranjit Thind, 2018 Strategic Fashion Management is a highly accessible book providing a unique look into the strategic drivers of the dynamic and ever growing fashion industry The book is particularly suitable for final year undergraduates and post graduate students studying fashion marketing and management or those on MBA and international business courses who wish to understand more about the fashion ecosystem It is also designed to serve as an important reference for executives who are interested in conceptualising strategic issues that are pertinent to the industry

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