

# 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

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