KNOWLEDGE ORGANIZATION USING THE SWOT

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Abstract:
This work aims to treat an important factor to take into account any entrepreneurship regardless of the stage that was his business, namely the SWOT analysis that will lead to making a correct analysis and proper implementation of strategic planning, which aimed at strengthening quality, exploiting opportunities, correction of defects (before being crushed by competition) and define a strategy to deal with malware.

Keywords:
Analysis, threats, opportunities, points, items, strategic planning.

1. Introduction

At the beginning of the millennium, society and national economy is facing major changes in many plans, which generate integrative processes in the global economy, the knowledge based economy. The complexity of issues facing the economies are very different, and this implies the adoption of detailed plans to cope with economic structural changes, new perceptions of product quality and processes, new technologies with a high level of technology, economic and ecological not least by a return to nature, protecting the environment by using recyclable materials on a global scale and increasing social responsibility.

In this context, the paper aims to treat an important factor to take into account any contractor regardless of the stage that is his business, namely SWOT analysis that will lead him to make a correct analysis of strategic planning and implementation of appropriate aimed at strengthening the quality, exploiting opportunities, correcting defects (before being crushed by competitors) and defining a strategy to face threats.

Entrepreneur who is leading organization in environmental analysis must do that act, that the internal environment and external environment of the organization. Thus:
- Analysis of internal environment (inside) the organization should help us identify the points at the list of strengths and weaknesses.
- Analysis of enterprise external environment allows us to identify opportunities and threats list is subject to the organization.

2. SWOT analysis time

The concept of strategic SWOT analysis comes from research performed during the years 1960-1970, Stanford Research Institute, U.S. The study was based on the conclusions of the great economist Henri Fayol, who in his 1916 classic, "Administration Industrielle et
General" doctrine treated the management of organizations and enterprises in particular, considers strategic planning as the most important management function. SWOT analysis was designed as a tool for managers orizanizatiei. With this instrument collects data, information which are then organized so that the management decision makers to act, to defend or promote the interests or objectives appropriate organization more successful. Information is gathered from the inside can be critical or laudatory, may be integrated or fragmented framework which provides a fairly complex and complete the activities carried out.

SWOT analysis is the most important model for analysis and management techniques used to understand the strategic position of the enterprise or organization. SWOT analysis begins by identifying and writing a list of the current point in which it shares the organization. Current points can be points of strength or weakness points. When it comes to draw up an action plan that is to plan activities of an organization when strategic planning is done. This shows the path where to look for the point; be it internal or external environment. Areas where we can seek out and identify strengths and weaknesses are different in the internal environment. Areas are areas of activity of the organization, work or production processes.

Within these areas can be searched and identified strengths and weaknesses to be put into a table to show us the area of analysis points at strengths and weaknesses, that we can identify strengths and weaknesses that may occur or the influence of process or activity.

### Areas that can be identified strengths and weaknesses

<table>
<thead>
<tr>
<th>Sphere of activity</th>
<th>Strengths (quality)</th>
<th>Weaknesses (faults)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production</td>
<td>High productivity</td>
<td>Marketing difficulties</td>
</tr>
<tr>
<td>Management</td>
<td>Good supply management</td>
<td>Poor personnel management</td>
</tr>
<tr>
<td>Marketing and sales</td>
<td>Good management of direct sales</td>
<td>Poor market research</td>
</tr>
<tr>
<td>Maintenance</td>
<td>Favorable results of R &amp; D</td>
<td>Maintenance of equipment damage and working equipment</td>
</tr>
<tr>
<td>Experience</td>
<td>Market success</td>
<td>Failures in different periods</td>
</tr>
<tr>
<td>Intellectual property</td>
<td>Trademarks or trade secrets</td>
<td>Needless lease</td>
</tr>
<tr>
<td>Equipment and machinery</td>
<td>Specialized equipment</td>
<td>Used equipment</td>
</tr>
<tr>
<td>TIC</td>
<td>Good information management</td>
<td>Poor automation</td>
</tr>
<tr>
<td>Finance</td>
<td>Positive cash flow</td>
<td>Burdensome debt</td>
</tr>
</tbody>
</table>
SWOT analysis allows us to identify and react as the organization's external environment and how it reacts to the impulses of market data. Management will identify opportunities that can benefit the organization's activities and threats that can strangle or prevent the organization to reach the planned objective and the strategy work. Identify opportunities and threats are based on work activities, ie domains, organization and are listed in the table below.

### Areas where opportunities and threats can be identified

<table>
<thead>
<tr>
<th>Sphere of activity</th>
<th>Opportuneness</th>
<th>Threat (risk)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market</td>
<td>Marketplace we serve rapidly growing</td>
<td>Marketplace that active mature</td>
</tr>
<tr>
<td>Competition</td>
<td>Competition is fragmented</td>
<td>Competitors are responsible for important research and development</td>
</tr>
<tr>
<td>Regulations and legislation activity</td>
<td>Compliance with product advantage</td>
<td>Application of new standards increased production costs</td>
</tr>
<tr>
<td>Labor Market</td>
<td>Qualified personnel available locally</td>
<td>Strikes, work disruptions</td>
</tr>
<tr>
<td>Financial market</td>
<td>Availability of funds at a low cost</td>
<td>Increased financing costs which will reduce the purchasing power of buyers</td>
</tr>
<tr>
<td>Rate of exchange</td>
<td>Cheaper imported raw materials</td>
<td>Cheaper competing products</td>
</tr>
<tr>
<td>Environmental associations</td>
<td>Opportunities to sell products that support the environment</td>
<td>Cost of compliance with anti-pollution legislation</td>
</tr>
<tr>
<td>Economic trends</td>
<td>Economic growth will stimulate demand</td>
<td>Increasing unemployment will reduce demand</td>
</tr>
<tr>
<td>Government policies</td>
<td>Tax cuts</td>
<td>Benefits to companies competing</td>
</tr>
<tr>
<td>Natural disasters</td>
<td>Marketing of special equipment or first aid products</td>
<td>Loss of production or information</td>
</tr>
</tbody>
</table>

This method of SWOT analysis is presented of all authors in the form of a matrix with four quadrants organized as follows:

![Figure 1. SWOT analysis of the four quadrants](image)
Matrix SWOT (Strengths, Weaknesses, Opportunities, Threats) will be set with its different components that highlight the environment in which both internal and external works and issues of favorable or unfavorable. SWOT is an acronym name comes from the initials of a total of four words that define the four cadrene titles of the matrix, S for Strengths, Weaknesses of W, O in Opportunities, Threats T from.

Strengths, strengths (strong) We highlight items related to clarity of action, logic and systematization of their flexibility, ability to make prompt decisions, structure, and balance the resources, technology and quality equipment, etc.. Values define the organization's strengths and positive internal conditionings can be sources for the organization in achieving success. In fact in the SWOT analysis strengths Dunt define both as values and internal factors that create value.

Weaknesses, weaknesses are defined as: unclear objectives or failure, low management experience, lack or insufficiency of certain resources, technologies, small team, poorly trained and unmotivated, slow decision-making structures, etc. Weaknesses and vulnerabilities can mean being put on the organization. Conditioning can be internal weaknesses that are otherwise actual values, and therefore weak points can be divided into two categories:
- internal factors that destroy the values,
- internal conditions focused enough to create competitive value.

Opportunities that can or may be ways that advanced the interests of the organization, ways that can be exploited by power lines and ballast removed vulnerabilities. Opportunities are general trends present in the external environment, so they can positively influence the development organization. Opportunity is a projection of future good, that is considered to bring light on the organization's strategic path.
Threats, threats or risks that is growing interest organization that negative aspects arising from over-exploitation of its resources, or organizational limitations that are imposed by the external environment the changing risk finally. Threats are negative external and conditioning beyond the scope of the management. Threats can be transitional risks and permanently.

SWOT analysis is thus a practical way to assimilate information on the internal environment and external environment of an organization. The analysis is a kind of scanning the internal environment and external environment oraganizatiei oriented to capture four aspects oraganizatiei activity. This scan reveals the items (problems, causes, conditioning, articles) serving as a means of propulsion or acting as brakes to achieve the objective.

3. General principles for identifying items SWOT

Strategic SWOT analysis was conducted as a management tool to investigate the possibilities of business development. It was made in order to identify and ensure every significant positive or negative factor for one of four categories, so that policy makers can gain a realistic perspective on the organization.

Identify items (problems, causes, conditioning, articles) of the SWOT analysis can be performed by a person or group work. Are particularly effective group work techniques that allow sub-activities of the organization focus on one goal during the discussions and expressions of opinion. Well-focused discussions on topics of SWOT analysis allow conclusions to provide a satisfactory optimistic and pessimistic points of interest. Collection items can be done through a conference brainstorming type process. In this type of meeting is made so-called "collective mental storm" in which participants are stimulated to participate actively in the SWOT analysis in a short time. This action is collection performance could prove long as it is important in terms of final results obtained.

Possession of a powerful team for the organization is a strong factor, and its absence is a factor of weakness.

Strengths is the advantages of quality products and services offered by the organization and quality standards, ISO, the quality of statistical products.

Organizational culture and it may come in the quality addiction related item or the inventory of strengths or weaknesses at.

Formal organizational structure is reflected in the organizational chart or organization chart, can also be a strength or a point of weakness. Organizational chart showing the flow of decision-making power in an organization. In other words we can say that SWOT analysis can be called cultural key to successful transformation in organizational structure.

Note that all the more obvious points SLAC list can be passed only those items that can be improved by applying appropriate management tools, and not related to human nature.

4. Construction strategy based on SWOT analysis

When performing analysis in the preliminary stages of building strategic decision aims to identify those factors can be can affect future results is desired by the organization. Strategic planning is not an exact science, it is neither more management tool. Use to initialize the SWOT strategic planning is a pragmatic choice. So we know that the SWOT analysis allows to identify and rank the factors essential to the internal environment and external environment.

See objective SWOT analysis is to recommend strategies that ensure the best alignment between the organization's external environment and internal situation. SWOT analysis, together with a consideration of ethical values facilitates the creation, evaluation and selection strategies.
When planning or implementing strategic initiatives, any company fundamentals meets two situations:

- how to increase human resource factor,
- how to identify and respond to opportunities in rural amensitariile and the organization works.

SWOT analysis is only the main component of establishing strategic development. The development is based on internal strengths, internal weaknesses by correcting, by exploiting external opportunities and avoiding threats.

A strategy must contain at least one internal inventory items and an inventory of external items. Such strategies can be imagined adequacy, coping, identification and prevention. The strategy can say is a "roadmap" that shows the ways most appropriate organization to be explored:

- how to extract the advantages of the strengths,
- how to explore opportunities,
- how to eliminate or minimize weaknesses,
- how to avoid threats.

To generate a strategy for a specific period, the SWOT analysis should review their inventories of origin to find those that best reflected the strengths and weaknesses. Neglecting this aspect leads to the generation of strategies based on past cases, not existing circumstances and conditions that make a SWOT prediction, and so there will be a wrong strategic planning.

Success of various strategic alternatives may depend on different strengths and proper operation of different opportunities found in the external environment. Each strategic plan must be reviewed on a regular basis, making calls every time the SWOT analysis and SWOT analysis in which each appeal is only "a photo" of profilelor S, W, O, T, and no permanent document.

There are other management tools to identify values that may be suitable situation. However they should be tried such as "80/20 rule" to. Usually the objective is not unique, there is a portfolio of strategic objectives and management team have to urmeasca permanently, so that the organization is driven by the normal course of efficiency.

5. Conclusions

SWOT analysis can be addressed through brainstorming sessions in departments of the organization, then the set of items (problems, causes, conditioning, articles) found the degree of affinity are ordered by four groups of factors in accordance with the principle of combination of attributes SWOT.

These groups are actually dials indicated SWOT matrix that will be sorted by priority and importance, after each inventory list of items to build this organization's SWOT profile. SWOT analysis is a very effective tool for the institutionalization of knowledge about the organization because:

- help to highlight strengths and weaknesses quickly,
- help or understand the wider context in which it works.

SWOT analysis can be used successfully to evaluate competitors on the market in which the organization operates.

If steps are followed closely SWOT any explanations or inconsistencies are avoided on the power of a SWOT analysis. In some cases the lack of performance of a SWOT analysis is attributable to insufficient training of personnel management prescriptive winning the SWOT analytical skills. SWOT analysis is performed by well-trained team, with remarkable results obtained only after the simulation sessions can be various situations where the organization was at a time. There are professionals that makes planning strategies.

Strongest message of a SWOT analysis is that, whatever course of action is decisive, decision making.
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