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SWOT and PEST analysis as a marketing audit tool for a company

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Abstract. The scientific article is devoted to the use of SWOT and PEST+M analysis as tools for conducting a marketing audit, which allows to form the most complete and clear picture of the current situation. Every company should reassess its overall approach to the market from time to time. The relevance of the problem of organizing an audit of an enterprise's marketing activities is due to the direct relationship between the effectiveness of enterprise management and the periodic critical assessment of its activities, so internal analysis of all the main components of the business, including marketing, as the most important component of such an assessment. The authors note that the marketing audit allows to identify "bottlenecks" and focus on eliminating them. An audit of marketing activities is an effective tool that allows to analyze the current situation of an enterprise from a marketing point of view, identify opportunities and threats, strengths and weaknesses, and most importantly, develop practical recommendations for improving marketing activities. It is determined that in modern conditions, marketing audit should become an integral part of the marketing activities of any enterprise. Its holding should not be reduced to a one-time action. The audit should be systematic - it consists in an orderly sequence of diagnostic measures aimed at the external and internal marketing environment for a given organization and individual marketing functions, periodic and independent. It is proved that the use of SWOT and PEST analysis in the audit allows to talk about the effectiveness of the marketing department and develop a system of practical recommendations for improving marketing activities.

Keywords: marketing audit, analysis, evaluation, strengths and weaknesses, market, threat, opportunity.

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Introduction

The idea of marketing audit originated in the early 1950s. In the 1960, marketing audit was increasingly mentioned in the list of marketing services specializing in management problems of consulting firms. However, it was only at the beginning of the crisis of the 1970 that the management of many companies finally began to perceive it as a possible answer to their needs.

Marketing audit is understood as a systematic, objective, periodic and independent study of the state of the external economic environment of an enterprise, its goals and strategies in the field of marketing, certain types of marketing activities in order to identify problems and hidden potential, as well as to develop an action plan to improve the situation of the enterprise [1]. It should be noted that the concept of marketing audit has relatively recently gained the right to exist, so its unambiguous interpretation has not yet been established. There are also no generally accepted principles of marketing audit yet, but there is agreement on many issues. Many authors single out marketing audit as an integral part of an operational audit.

In the scientific literature, SWOT and PEST analysis are distinguished as the main method of conducting marketing audits.

PEST analysis helps to identify and describe the parameters of the external environment that can affect the success of an organization. The name of the instrument is an abbreviation, where each letter means one of four groups of factors: P - political, E - economic, S - socio-cultural and T - technological [2].

The PEST analysis method was introduced in 1967 in the publication "Scanning the Business Environment" by Professor Francis Aguilar. He was the first to come up with the idea of dividing all the influence of the external environment into four groups of factors. Initially, the tool was called ETPS analysis, but for convenience and memorability, the letters were swapped. The results of this method are often also used for SWOT analysis.

SWOT analysis is a tool for identifying weaknesses and strengths, as well as threats and opportunities that come from its immediate environment (external environment) [3].

SWOT analysis is a strategic tool that evaluates the strengths and weaknesses of a company, opportunities and threats to evaluate the business and develop a plan for moving forward. It plays an important role in an effective marketing audit

The purpose of the study is to consider the main ways of conducting analysis in a marketing audit in order to develop recommendations for adjusting the company's marketing strategy.

In the course of the research, such methods and sources of research as observation, the method of analysis and generalization of theoretical factual material, and the method of comparative analysis were used.

Research methods

Research methods

The study utilized various methods of scientific research, which ensured a comprehensive approach and depth of analysis. First of all, the data collection method was used, including both primary research (surveys, interviews with experts) and secondary analysis of existing data,

which allowed us to obtain relevant information for further analysis. The statistical analysis method was used to process the quantitative data obtained during the study, which made it possible to identify statistically significant patterns and trends in the field of marketing activities. The synthesis method was used to integrate various aspects of the study, such as internal and external factors, into a single system, as well as to develop recommendations for improving marketing strategies.

The methods of interpretation and comparison played a key role in the evaluation of scientific approaches, as well as in the analysis of the effectiveness of SWOT and PEST analyses in the context of a marketing audit. These methods made it possible to establish relationships between theoretical concepts and practical aspects, as well as to identify differences in the application of these tools in different companies.

Despite the theoretical significance of the study, its results do not have direct practical application within one specific company, since they are based on the general principles of using SWOT and PEST analyses in marketing audits, rather than on specific data of a specific enterprise. However, the results obtained may be useful for organizing marketing audits in other companies, as well as for developing training materials and guidelines for the application of these methods in various industries.

To improve the effectiveness of marketing audits in the future, it is recommended to update the research methodology by including elements of deeper quantitative analysis, such as the use of machine learning and big data analysis methods to study consumer behavior and the external environment. The introduction of new technologies will improve the accuracy and predictive power of the results, which will significantly improve the practical value of marketing audits. It is also advisable to offer a more integrated approach that combines SWOT and PEST+M analysis with other strategic analysis tools, such as competitor and consumer trend analysis, which will provide a more comprehensive and comprehensive assessment of marketing activities.

Discussion and results

Making a profit is one of the most important goals of a commercial enterprise. In a free market, when production opportunities are limited, when it is necessary to look for the most profitable suppliers and customers, with constant increased competition, frequent changes in the legislative framework, one of the most important tasks for a modern enterprise becomes the task of identifying and stopping potential threats, which involves a set of actions: from setting goals, tasks, monitoring of the structural elements of economic security before developing a variety of tools to ensure the economic security of the enterprise and adjusting the business development strategy.

Potential threats affect such important indicators for an enterprise as competitiveness, revenue, profit and profitability, reputation and image, market coverage, etc., therefore, the analysis of these indicators comes to the fore when making management decisions. Analysis of potential threats to the enterprise, identification of strengths and weaknesses, opportunities and threats to the internal and external environment of the enterprise, development of a strategy to mitigate and minimize potential threats to economic security are the main tasks of business preservation and development [4].

The analysis of the internal and external environment of the organization allows to assess the state of the company, its position in the industry, identify the main risks and threats, while revealing answers to the following questions [5]:

1. What is the degree of effectiveness of a functioning strategy?
2. What are the company's strengths, weaknesses, opportunities and threats?
3. How competitive are the main factors of the enterprise: costs, prices, quality, etc.?
4. What is the degree of strength of the competitive position of the organization?
5. What are the main strategic problems of the company?
6. What is the ratio of the company's capabilities to its resources?
7. What strategic measures should be developed and implemented to minimize and mitigate risks and threats to use their strengths and capabilities?

In the search for answers to these questions, can use situational and strategic analysis tools (SWOT analysis, environment profile, SNW analysis, PEST analysis, SSP- balanced scorecard, the "five forces" model Porter's method, the "5×5" method, the four-question method, the method of developing the matrix "probability of factor amplification- factor impact", the "PDS" method, analysis of the BCG matrix (Boston Consulting Group), the McKinsey model "7C", assessment of the competitive position of the organization [6].

SWOT analysis studies both the external and internal business environment, and is a matrix analysis of the functioning of the system, integrating the study of its capabilities in the context of environmental challenges and business responses. Its tasks are to assess competitive positions. The results of the analysis are the definition of the basic strategic vector of development.

SWOT analysis is a tool for identifying weaknesses and strengths, as well as threats and opportunities that come from its immediate environment (external environment) [7].

- (Strengths) Strengths-advantages of the enterprise;
- (Weaknesses) Weaknesses-disadvantages of the enterprise;
- (Opportunities) Opportunities are environmental factors, the use of which will create advantages in the market;
- (Threats) Threats are factors that can potentially worsen the situation in the market.

The analysis of the strengths and weaknesses of the organization is carried out according to the defining indicators of management – culture and philosophy, goals and strategies, employee motivation system, personnel composition and structure of fixed assets and finances. Potential opportunities and "threats" are identified based on the analysis of quantitative and qualitative factors: the volume and range of products, the growth rate of the market, the stability of market needs, price dynamics, the development of a communication system, the structure of consumer needs and motivation, ways to disseminate information.

Conducting a SWOT analysis allows to establish, as it were, a new picture of the vision of the world and form strategic goals. They enable management to answer the following questions [8]:

1. At what stage of development is the company?
2. In which direction is the market developing?
3. What benefits does the company bring to society and what can it give it in the future?
4. What are the immediate and global goals?

SWOT analysis is one of the most important diagnostic procedures used by consulting firms around the world. In addition, it should be considered as a business technology, a technology for assessing the initial state of the research subject, unused resources and threats to activity. SWOT analysis in relation to the company's activities is used everywhere and has a standard appearance. In general, SWOT analysis consists in filling in the matrix shown in table 1.

Table 1– SWOT Analysis Matrix

| Parameters | Opportunities – favorable environmental factors that contribute to improving the well-being of the organization | Threats – unfavorable environmental factors that increase the risks of disrupting the economic well-being of the organization |
|--|---|--|
| Strengths are the internal elements of an organization that allow it to achieve its goals (resources, accumulated experience, partnerships, etc.). Getting the maximum effect by effectively applying the strengths of the organization and using favorable opportunities. Threat prevention through the use of reserves of the organization's strengths. | Getting the maximum effect by effectively applying the strengths of the organization and using favorable opportunities. | Threat prevention through the use of reserves of the organization's strengths |
| Weaknesses are internal elements of an organization that hinder the achievement of set goals | Using the opportunities of the environment to strengthen the weak positions of the organization | Strengthening the weak positions of the organization in order to prevent external threats |

Note: compiled on the basis of the source [9]

Weaknesses and strengths, as well as market threats and opportunities, must be introduced into the appropriate cells of the matrix.

Strengths are what the company has succeeded in or some feature that provides additional opportunities. The strength may lie in the available experience, access to unique resources, the availability of advanced technology and modern equipment, highly qualified personnel, high quality of services, the fame of the enterprise, etc.

Weaknesses are the absence of something that is also important for functioning, or something that the organization has not yet succeeded in comparison with other competitors and puts it in an unfavorable position. As an example of weaknesses, one can cite: lack of funding, low level of service, etc.

For example, among the strengths (i.e. advantages over competitors) can be distinguished [10]:

- approach to marketing;
- successful geography or modern equipment;
- financial resources and investments;
- professionalism and team cohesion;
- the quality of goods or services.

And here are some examples of weaknesses:

- lack of funding;
- modest size of the target audience;
- high production costs;
- customer outflow;
- high staff turnover.

Market opportunities are favorable circumstances that an enterprise can successfully use to gain an advantage. As an example of market opportunities, one can cite: the deterioration of competitors' positions, a sharp increase in demand, an increase in the level of income of the population, etc. It should be noted that opportunities from the point of view of SWOT analysis are not all the opportunities that exist on the market, but only those that the enterprise under study can use.

Market threats are events whose occurrence may have an adverse effect. Examples of market threats: the entry of new competitors into the market, tax increases, changes in consumer preferences, a decrease in the volume of consumption of the hrsh product by the customer, etc. It should be noted that the same factor for different enterprises can be both a threat and an opportunity. For example: market trends, economic dynamics, funding and financial resources, customer demographics, political, environmental and economic norms [11].

SWOT analysis is used in the development of various types of strategies (development strategies, anti-crisis and innovation strategies, economic security strategies, etc.), allows to create predictive scenarios for the development of an enterprise and use them in making strategic and tactical management decisions. With the help of SWOT analysis, it is possible to identify factors of the external and internal environment of an organization, determine the degree of their impact on the results of its work, assess potential threats to economic security and the possibility of preventing a crisis (strategic, financial, etc.) and subsequent intensive or extensive development.

Each element of the SWOT method is analyzed in terms of its impact on the organization's strategy. To assess the possibilities, the method of positioning each specific opportunity in the matrix of the same name is used.

The fields of opportunity obtained within the matrices have different meanings for the organization – strong, moderate or insignificant.

Threats are evaluated in an appropriate matrix in terms of the likelihood of implementation and consequences for the organization (table 2).

Table 2 - The matrix of opportunities and threats

| The matrix of opportunities | | | | The matrix of threats | | | | |
|--|-----------|---------|-------|-----------------------------------|-----------------------|--------------------|---------|----------------|
| The probability of using the opportunity | Influence | | | Probability of threat realization | Possible consequences | | | |
| | Strong | Average | Minor | | Decision | Critical condition | Serious | A slight shock |
| High | HS | HA | HM | High | HD | HS | HL | HL |
| Average | AS | AA | AM | Average | AD | AS | AL | AL |
| Low | LS | LA | LM | Low | LD | LS | LL | LL |

Note: compiled on the basis of the source [12]

On the business screen of the SWOT analysis, all the factors of the external and internal environment are presented in an unstructured form, so they are not divided into subgroups. As noted above, one of the main goals of SWOT analysis is to identify factors that significantly affect the enterprise in order to develop a strategy.

Let's take an example of the strengths and weaknesses of Lira LLP.

Table 3 - Strengths and weaknesses of Lira LLP

| Evaluation parameters | Strengths | Weaknesses |
|-----------------------|--|---|
| 1.Organization | <ol style="list-style-type: none"> 1. Experienced staff of the company 2. Skilled workers 3. Competent management | <ol style="list-style-type: none"> 1. Weak interest of ordinary employees in the development of the enterprise. 2. A low degree of interaction between senior management and workers. |
| 2. Products | <ol style="list-style-type: none"> 1. A wide range of products 2. High quality products. 3. The products are used at the leading enterprises of the country. 4. Product compliance with standards. | <ol style="list-style-type: none"> 1. Some types of products have outdated production technology. 2. Not the entire range of products for the market is produced. |
| 3. Finance | <ol style="list-style-type: none"> 1. Product orders by state corporations. 2. High solvency of customers. 3. Additional financial support. 4. Additional financing through participation in various projects. | <ol style="list-style-type: none"> 1. Prices are above average in the market. |
| 4. Innovation | <ol style="list-style-type: none"> 1. Application of own developments. 2. Having your own research institute 3. Participation in innovative projects. | <ol style="list-style-type: none"> 1. A significant proportion of outdated equipment requiring replacement. |

| | | |
|--------------|---|--|
| 5. Marketing | 1. Brand awareness. 2. Positive reputation. 3. The possibility of production "on order" | 1. Ineffective advertising companies. 2. The lack of non-standard solutions to attract customers. |
|--------------|---|--|

Note: compiled on the basis of company data [13]

Then, as in the first case, the table is filled in. An example is shown in table 4.

Table 4 - Opportunities and threats of Lira LLP

| Evaluation parameters | Strengths | Weaknesses |
|----------------------------------|--|--|
| The demand factor | Reduction of prices for the company's products. | The appearance of alternative products on the market. |
| Competition factors | Opening of a new workshop for the production of rubber compounds. | The appearance of Chinese products on the market. |
| Economic factors | Attracting government funding. | Reducing the solvency of customers. |
| Scientific and technical factors | Introduction and development of innovative technologies. | The lack of demand for the results of scientific research. |
| Socio-demographic factors | Development and implementation of additional methods for attracting private clients. | Reduction of the total number of customers. |

Note: compiled on the basis of company data [13]

Comparing strengths and weaknesses with market opportunities and threats allows to answer the following questions regarding the further development of the enterprise:

1. How can you take advantage of the opportunities that open up, using your strengths?
2. What weaknesses can prevent this?
3. What strengths can be used to neutralize existing threats?
4. Which threats, aggravated by weaknesses, should be most feared?

The next logical step is to structure the selected factors, so break them into groups. Any classification, of course, must have a purpose. SWOT analysis is detailed in the PEST+M analysis format, in which all environmental factors are divided into five groups: political (P), economic (E), social (S), technological (T) and market environment factors.

PEST analysis is a tool for strategic long-term planning. With it, the company can analyze the external environment. PEST analysis is a tool designed to identify political, economic, social and technological environmental factors affecting the company's activities and to assess this impact. PEST analysis is usually used to study the internal environment of an enterprise more deeply after a SWOT analysis [14].

The main factors of PEST analysis:

1) P (Political) – factors of the political and legal environment of the company.

Analyzing political factors, it is necessary to answer questions concerning political stability in the country and legal regulation.

The first questions in this series are: can there be changes in the legislative framework of the country, the market, and the industry in which the company operates in the near future? Is this or that change able to affect the operation of the enterprise (profit)?

Examples may be: the introduction of a law limiting the margin on products; a change in the taxation system in the area where the company operates, the introduction of new tariffs; the adoption of a law restricting advertising or distribution of products; stricter requirements for product certification.

Secondly, it is necessary to determine how much the state intervenes in the company's business processes. Thirdly, to understand the level of corruption in the industry and its impact on the company's activities.

And finally, it is important what kind of relations the country has with other States and international organizations. Will the foreign policy situation change?

1) E (Economic) – factors of the economic state of the market.

Considering the factors of PEST analysis included in this group, it is necessary to identify 6 main parameters by which it is possible to assess the economic essence of the state / market environment in which the organization operates.

So, it is necessary to consider:

- the dynamics of the development of the economic sphere (decline, growth, stagnation);
- changes in exchange rates, capital prices;
- changes in the unemployment rate;
- changes in the inflation rate;
- dynamics of changes in GDP per capita;
- development of the banking industry.

3) S (Social) – factors of the social state of the market.

Considering the factors of the PEST analysis of this group, should focus on 5 key factors:

- changes in the demographic environment: the level of population growth or decline, the gender and age structure of the market, changes in race;
- the level of education of the society, the qualifications that the staff have;
- peculiarities of mentality, important cultural values;
- changes in the social strata of the population;
- changes in the tastes and preferences of society, well-established prejudices and myths.

4) T (Technological) – factors characterizing technological progress in the industry.

These PEST analysis factors allow to track the development of technologies in a particular area and evaluate or undertake technological changes. Attention should be paid to the following aspects [15]:

- possible changes in the main technologies used in the market environment (innovations in equipment and materials, business model, ways to organize and conduct business);
- the impact of the Internet on the development of the market environment;
- the impact of mobile technologies on the development of the market environment;

– innovations in information technologies that ensure effective competition in the market sphere.

PEST analysis is carried out for a long-term perspective (at least 3-5 years), with an annual update of information. Each of the four analysis factors is divided into several main parameters.

When conducting a PEST analysis, it is necessary not only to describe the current state of the factor, but to make a forecast of its changes in the coming years. Only in this case it will be possible to apply the results obtained to form a company development strategy.

Next, it is necessary to describe in detail the key trends for each of the factors for 3-5 years. Next, of all the factors, leave only those that can affect the company's profit. Let's call these factors significant.

Having identified significant factors, it is necessary to proceed to the development of measures that will help reduce the impact of negative factors.

Thus, the PEST analysis can be divided into a number of stages [16]:

1. first, it is necessary to identify factors that can affect the level of sales and income of the organization;

2. next, it is necessary to collect information on the dynamic development and changes in each factor;

3. it is necessary to analyze the purpose of each factor and what degree of influence it has;

4. in conclusion, it is necessary to compile a summary table of PEST analysis.

Let's consider the PEST+M analysis of the factors affecting Lira LLP in table 5.

Table 5 – PEST+M-analysis of factors affecting Lira LLP

| Characteristics of the external environment | | | | |
|--|--|---|---|--|
| Politics | Economics | Social sphere | Technology | Market environment |
| 1. All products are subject to certification. | 1. High solvency of customers. | 1. Positive reputation. | 1. The lack of demand for the results of scientific research. | 1. The appearance of alternative products on the market. |
| 2. Some of the customers are state corporations. | 2. Additional financial support | 2. Brand awareness. | 2. The use of products in leading enterprises. | 2. The appearance of Chinese products on the market. |
| | 3. Reducing the number of customers. | 3. Experienced staff of the company. | 3. Not the entire range of products is produced. | |
| | 4. Lowering the solvency of customers. | 4. The weak interest of employees in the development of the enterprise. | 4. Participation in innovative projects. | |
| | 5. Product prices are above average in the market. | | | |

Note: compiled on the basis of company data [13]

As a result of the PEST+M analysis, it was found that all groups of factors were taken into account. This was confirmed by the absence of blank columns in the PEST+M-analysis table.

Based on the information provided above, a number of conclusions can be drawn:

- the products of Lira LLP are used at leading enterprises, which is confirmed by the high quality of products;
- great attention is paid to scientific research and participation in innovative projects;
- the company's products are recognizable, in demand and have a positive reputation;
- all products comply with strict standards and have quality certificates;
- despite the positive reputation, the number of customers of the company is decreasing;
- there is a tendency for sales to decline in underdeveloped industries;
- the bulk of the products sold are accounted for by several large customers;
- the problem of weak employee interest in the development of the enterprise acts as an aggravating factor.

The crisis state of customers, a decrease in the solvency of customers, the appearance of alternative products and Chinese goods on the market negatively affects the company's activities. In such a situation, a marketing audit suggests that the main threat to Lira LLP at the moment is a decrease in the number of customers.

An audit of the marketing of Lira LLP using SWOT and PEST+M analysis revealed this problem. As a result of the above analysis, it can be concluded that one of the priorities of the marketing department for the future should be the development of a program to attract new customers.

Conclusions

Thus, SWOT analysis studies both the external and internal business environment, and is a matrix analysis of the functioning of the system, integrating the study of its capabilities in the context of environmental challenges and business responses. Its tasks are to assess competitive positions. The results of the analysis are the definition of the basic strategic vector of development. SWOT analysis is one of the most important diagnostic procedures used by consulting firms around the world. In addition, it should be considered as a business technology, a technology for assessing the initial state of the research subject, unused resources and threats to activity.

PEST analysis allows to soberly assess how the company's decisions or guidelines relate to objective factors of the outside world. It will help identify threats before they turn into real problems, and will tell how not to start projects that are doomed to failure under the influence of external factors. PEST analysis is useful where it is need to make an objective decision about a new project, especially if you have to explore a new country, region or market.

So, PEST analysis deals only with external factors (although they are related to individual aspects of the business), whereas SWOT analysis takes into account both external and internal aspects.

Therefore, the use of SWOT and PEST+M analysis as tools for conducting marketing audits allows us to form the most complete and clear picture of the current situation. And based on this, it is already possible to talk about the effectiveness of the marketing department and develop a system of practical recommendations for improving marketing activities.

Conflict of interest. The authors declare no conflict of interest.

Authors' contributions.

Gulnara Amanova – analysis, interpretation of the results of the work, writing the text, design of the article, approval of the final version of the article for publication.

Gulmira Tussibayeva – writing the abstract of the article, writing the text, conducting a SWOT analysis, proofreading the article, approving the final version of the article for publication.

Gulnara Sagindykova – data collection, data interpretation, literature review, translation into Kazakh and English.

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SWOT және PEST талдауы компанияның маркетингтік аудит құралы ретінде

Андатпа. Ғылыми мақала маркетингтік аудит жүргізу құралы ретінде SWOT және PEST+M талдауын қолдануға арналған, бұл қазіргі жағдайдың ең толық және нақты көрінісін қалыптастыруға мүмкіндік береді. Әрбір кәсіпорын мезгіл-мезгіл нарыққа деген жалпы көзқарасын асыра бағалауы керек. Кәсіпорынның маркетингтік қызметіне аудитті ұйымдастыру мәселесінің өзектілігі кәсіпорынды басқарудың тиімділігі мен оның қызметіне мерзімді сыни бағалау арасындағы тікелей тәуелділікке байланысты, яғни. мұндай бағалаудың маңызды құрамдас бөлігі ретінде бизнестің барлық негізгі компоненттеріне, соның ішінде маркетингке қатысты ішкі талдау алынады.

Авторлар маркетингтік аудит "қиындықтарды" бөліп көрсетуге және оларды жоюға назар аударуға мүмкіндік беретінін атап өтеді. Маркетингтік қызмет аудиті – бұл кәсіпорынның қазіргі жағдайын маркетинг тұрғысынан талдауға, мүмкіндіктер мен қауіптерді, күшті және әлсіз жақтарын анықтауға, ең бастысы-маркетингтік қызметті жақсарту бойынша практикалық ұсыныстар жасауға мүмкіндік беретін тиімді құрал. Қазіргі жағдайда маркетингтік аудит кез-келген кәсіпорынның маркетингтік қызметінің ажырамас бөлігі болуы керек екендігі анықталды. Оны өткізу бір реттік акцияға дейін азайтылмауы керек. Аудиттің жүйелігі бір ұйым үшін сыртқы және ішкі маркетингтік ортаға және мерзімді және тәуелсіз маркетингтің жеке функцияларына бағытталған диагностикалық іс-шаралардың реттілігінен тұрады.

Аудитте SWOT және PEST-талдауды қолдану маркетинг бөлімінің тиімділігі туралы айтуға және маркетингтік қызметті жетілдіру бойынша практикалық ұсыныстар жүйесін жасауға мүмкіндік береді.

Кілт сөздер: маркетингтік аудит, талдау, матрица, күшті және әлсіз жақтар, нарық, қауіп, мүмкіндік.

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SWOT и PEST-анализ как инструмент маркетингового аудита компании

Аннотация. Научная статья посвящена использованию SWOT и PEST+M-анализа как инструментов проведения аудита маркетинга, который позволяет сформировать наиболее полную и четкую картину существующего положения. Каждое предприятие должно время от времени переоценивать свой общий подход к рынку. Актуальность проблемы организации аудита маркетинговой деятельности предприятия, обусловлена прямой зависимостью между эффективностью управления предприятием и периодическим проведением критической оценки его деятельности, т.е. внутреннего анализа относительно всех главных составляющих бизнеса, в том числе маркетинга как важнейшей составляющей такой оценки.

Авторы отмечают, что аудит маркетинга позволяет выделить «узкие места» и сосредоточиться на их устранении. Аудит маркетинговой деятельности является эффективным инструментом, позволяющим анализировать существующее положение предприятия с точки зрения маркетинга, выявлять возможности и угрозы, сильные и слабые стороны, а самое главное – разрабатывать практические рекомендации по улучшению маркетинговой деятельности. Определено, что в современных условиях маркетинговый аудит должен стать неотъемлемой составляющей маркетинговой деятельности любого предприятия. Его проведение не должно сводиться к разовой акции. Аудит должен быть систематическим - заключается в упорядоченной последовательности диагностических мероприятий, направленных на внешнюю и внутреннюю среду маркетинга для данной организации и отдельные функции маркетинга, периодичным и независимым.

Обосновано, что применение SWOT и PEST-анализа в аудите позволяет говорить об эффективности работы отдела маркетинга и выработать систему практических рекомендаций по совершенствованию маркетинговой деятельности.

Ключевые слова: маркетинговый аудит, анализ, оценка, сильные и слабые стороны, рынок, угроза, возможность.

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