

УДК 368.07

*М. Бизнес-администрирование и экономика бизнеса.  
Маркетинг. Бухгалтерский учет. Кадровая экономика  
M. Business Administration and Business Economics.  
Marketing. Accounting. Personnel Economics*

## АНАЛИЗ МАРКЕТИНГОВОЙ СРЕДЫ КАК ОСНОВНОЙ ЭЛЕМЕНТ ОЦЕНКИ КОНКУРЕНТОСПОСОБНОСТИ ПРЕДПРИЯТИЯ

**Т. А. БРОНСКАЯ<sup>1)</sup>**

<sup>1)</sup>Белорусский государственный университет, пр. Независимости, 4, 220030, г. Минск, Беларусь

Анализируется маркетинговая среда Белгосстраха. Отмечено, что конкурентоспособность в современной экономике является основным фактором коммерческого успеха страхового предприятия, что зависит от качества управления и конкурентоспособности предлагаемых финансовых услуг и продуктов. Проанализирована внутренняя и внешняя среда предприятия. Указано, что факторы, обуславливающие страховой продукт, цены, каналы сбыта, охват потребителей по регионам рассматривались как конкурентоспособность индекса предприятия. Применен метод пяти сил Портера и PESTLE-анализ для сравнения на основе экспертной оценки.

**Ключевые слова:** маркетинговая среда; анализ пяти сил Портера; конкурентоспособность продукта страхования предприятия; каналы распределения; региональное проникновение потребителей.

## MARKETING ENVIRONMENT ANALYSIS AS THE KEY COMPONENT OF THE COMPANY'S COMPETITIVENESS EVALUATION

**T. A. BRONSKAIA<sup>a</sup>**

<sup>a</sup>Belarusian State University, 4 Niezaliežnasci Avenue, Minsk 220030, Belarus

The article analyses the marketing environment of Belgosstrakh. Competitiveness in a modern economy is the main factor of the commercial success of insurance enterprise. This, in turn, depends on the management quality and the competitiveness of the financial services and products offered. The author analyzed internal and external environment of the enterprise. Such factors as insurance product, prices, distribution channels, regional consumer penetration regarded as the enterprise index competitiveness. In the article used Porter's Five Forces to conduct comparative analysis and expert evaluation method for PESTLE analysis.

**Key words:** the marketing environment; Porter five forces industrial analysis; the competitiveness of an enterprise; insurance product; distribution channels.

### Introduction

In the context of the rapid development of financial markets such issues as the long-term competitiveness of insurance companies and strategy formation, are becoming more essential, because they ensure business efficiency and improvement of financial results.

---

#### Образец цитирования:

Бронская Т. А. Анализ маркетинговой среды как основной элемент оценки конкурентоспособности предприятия // Журн. Белорус. гос. ун-та. Экономика. 2018. № 1. С. 93–101 (на англ.).

#### For citation:

Bronskaia T. A. Marketing environment analysis as the key component of the company's competitiveness evaluation. *J. Belarus. State Univ. Econ.* 2018. No. 1. P. 93–101.

---

#### Автор:

**Татьяна Адамовна Бронская** – аспирантка кафедры международного менеджмента экономического факультета. Научный руководитель – доктор экономических наук, профессор С. В. Лукин.

#### Author:

**Tatiana A. Bronskaia**, postgraduate student at the department of international management, faculty of economics.  
*bronska@tut.by*

Competition and objective market laws dictate the need for a new understanding of concepts and problems related to the definition, assessment, analysis of competitiveness in insurance. In economic theory the study of this issue is associated with the study of the market, pricing mechanisms, consumer behavior, producers, antitrust laws and practices. The basis or motivating force of economic relations is competition. There are three approaches to the definition of competition: competition as rivalry in the market; competition as an element of the market mechanism; competition as a criterion by which the type of business market is determined. In the creation of the theory of competitiveness, from A. Smith, K. Menger, V. Wieser, A. Marshall, F. Hayek, J. Keynes, P. Samuelson and many others contributed. A. Smith characterized competition as a behavioral category, where sellers and buyers compete with each other for more profitable sales and purchases, respectively. At the same time, competition as an «invisible hand» of the market regulates the activities of its participants, without requiring state intervention. In the works of A. Marshall two approaches to the interpretation of competition are proposed: the result and the process [1, p. 196], F. Hayek points to the discovery of new opportunities for using existing resources and the search for entirely new ones. J. Schumpeter believed that efficiency in competition is possible only in a dynamic economy, through the introduction of new products, technologies, sources of raw materials, new types of organization. In the search for a strategic advantage based on product and other innovations [1, p. 224]. M. Porter in his works analyzed the strengths and weaknesses of enterprises entering the industry, determined their positioning in the market, and established threats from competitors.

The purpose of this article is to analyze the marketing environment for assessing the competitiveness of an insurance enterprise in the example of Belgosstrakh, to determine the influence of a number of factors on the scope of the enterprise's activities with a view to ensuring its economic security in conditions of changes in the external environment [2; 3]. Insurance has distinctive features that make it a special product with its own supply and demand factors, the service is intangible, inseparable from the source of its provision, is impermanent and does not persist. This determines the specific management of insurance organizations in the process of providing socially useful actions. For analysis, a large amount of information from various sources about different processes is needed both in the external environment of the organization and in intra-organizational systems [2, p. 209]. When carrying out market research, two main methods of information collection are used: desk research and field research [3, p. 103–104], as well as combined methods.

### **Methods of analyzing marketing environment of the enterprise**

We will be analyzing internal and external environment of the enterprise. Such factors as insurance product, prices, distribution channels, regional consumer penetration will be regarded as the enterprise index competitiveness.

To analyze the competitiveness of Belgosstrakh, we identify important elements of economic categories.

Competitiveness in insurance is a measure of attractiveness for the consumer. The attractiveness of the product is determined by the degree of satisfaction with the diverse requirements of customers. The composition of the requirements, their priority depends on the type of product, and the type of its consumers. This economic category has a relativistic nature, since it is considered in relation to a specific market, real rivals and only in a certain period of time. It makes sense to consider the factors only taking into account the time interval and the tendencies of the market conjuncture. The insurance market is developing and deficit-free with an active competitive interaction of enterprises. Analyzed only those products that already have a certain market share.

We will use Porter's Five Forces Framework to conduct comparative analysis and expert evaluation method – for PESTLE analysis.

### **Evaluation of the internal environment and competitive position of Belgosstrakh**

Nowadays, Belgosstrakh is the leading insurance organization in the country. A three-level system of the enterprise management and strong human resource potential determine its leading position in the rankings of domestic insurers.

As a universal insurance company Belgosstrakh provides a widest range of compulsory and voluntary insurance services, not relating to life-insurance. Belgosstrakh holds 87 kinds of licensed insurance, including 68 voluntary ones. The company offers to its clients more than 100 kinds of insurance services, comprehensive insurance packages and exclusive offers.

Managerial structure of the company includes central office, 8 branch offices in all regions of the Republic and 119 representative offices in all districts of Minsk city and regional centers.

As an integral indicator of the internal environment of the enterprise, we use an evaluation summary of its competitive position, which is made using average value factors characterizing the enterprise competitive position [4–7].

The method of expert analysis is used to make an evaluation summary of the internal environment and competitive position of the company.

The experts involved are: chief marketing research consultant, marketing research consultant, analyst manager, head of insurance company. All of them have higher economic education, each year take part in international conferences on the topic of insurance, at least once in three years upgrade their professional skills, their work experience is over 10 years, have nothing to do with the author of the article.

The evaluation of the internal environment and competitive position of the enterprise is presented in table 1.

Table 1

**Evaluation of the internal environment and competitive position of Belgosstrakh**

Factor	Expert's marks (5 point scale)				Average mark	Relative importance index	Weighted estimate
	chief marketing research consultant	analyst manager	marketing research consultant	head of insurance company			
Relative market share	5	5	5	5	5	0.12	0.6
Service quality	4	3	3	4	3,5	0.12	0.42
Types of insurance	5	5	5	5	5	0.12	0.6
Price competitiveness	5	5	5	5	5	0.12	0.6
Profitability	5	5	4	5	4.75	0.12	0.57
Brand awareness	4	4	3	4	3.75	0.1	0.375
Sales and marketing policy effectiveness	4	4	3	3	3.75	0.1	0.375
Flexibility of managerial system	4	5	4	4	4.25	0.12	0.51
Summary evaluation						4.025	

Source: developed by the author based on expert analysis.

#### References:

- a relative importance factor – a factor of relative importance;
- a weighted evaluation – an average mark, which takes into account a relative importance factor.

Economists view the evaluation summary in the following way: if the score obtained is in the range (0.0–2.5), the organization is considered to have a weak competitive position; (2.5–3.8) – an average competitive position; (3.8–5.0) – a strong competitive position.

The score we have obtained is 4.025, which means that the company has a strong competitive position and is a leader in insurance.

Among the most significant factors of the internal environment of the company are low prices, which are hard to compete with, high profitability, a wide range of insurance services as well as the flexibility of the managerial system.

However, special attention must be given to such factors as quality of services, efficiency of sales network and marketing policy, which require improvement and remedial action.

So, we see that Belgosstrakh takes a strong competitive position and has an opportunity to strengthen it in the future.

### **Analysis of the company's external environment**

**Analysis of the microenvironment.** To analyse the company's position on the market we should first investigate the structure of the industry in which the company is functioning.

According to 2016 statistical data, direct and co-insurance contributions of the republic's insurance companies amounted 8139.6 billion rubles. Year 2016 saw an increase in the insurance deposits rate to 112.0 %. In 2016 voluntary insurance deposits amounted to 4287.8 billion rubles, which is 355.7 billion more than in 2015. In 2016 compulsory insurance deposits made 3851.8 billion rubles, which is 516.6 billion more than in 2015.

The share of voluntary insurance in total insurance deposits is 52.7 % (in January – December 2015 it was 54.1 %).

In 2016 payment of insurance indemnity and insurance coverage in the whole country amounted to 4699.0 billion rubles, which is 1417.6 billion rubles more than in 2015. In 2016 the share of insurance indemnity in the total amount of insurance contributions amounted to 57.7 % (in 2015 it was 45.2 %).

In 2016 insurance companies transferred to the budget and extra-budgetary funds 1448.6 billion rubles (in 2015–935.8 billion rubles), of which 960.3 billion rubles are taxes and non-tax payments to the budget, 488.3 billion rubles – payments to extra-budgetary funds (in January – December 2015 – 560.8 billion and 375.0 billion rubles respectively).

As of 1 January 2016 the number of payroll employees of insurance organizations was 9173 (as of 1 January 2016 – 9269) [8].

### PESTLE analysis

Analysis of the marketing environment means evaluation of the internal and external environment of the company and includes such factors as: relative market share, quality of the insurance services, types of insurance services, the level of the insurance service price, profitability, effectiveness of advertising policy (brand awareness), efficiency of sales and marketing policy, and flexibility of the managerial system. The microenvironment and the macro environment are the constituent elements of the external environment of the insurance company. The microenvironment makes it possible to analyze the position of the enterprise in the structure of the industry in which it is functioning. Macro environment will be analyzed using PESTLE analysis.

**Analysis of macro environment.** Macro environment makes a serious impact on the efficiency of the company both domestically and on the international markets. To evaluate the impact of macro environment on the company, we use PESTLE analysis.

In general the factors of the macro environment adversely affect the company, as the maximum value of the impact is –2.6 and this index for the company is –1.14 (43.85 of the maximum value). Political, economic, social and ecological factors make a negative impact on Belgosstrakh, technological and judicial factors are an exception.

The results of the PESTLE analysis are presented in table 2.

Table 2

### PESTLE analysis

Group of factors	Factors	Risk(–)/ opportunity (+)	Importance	Estimation, score	Impact on the company	Maximum value	Total maximum value
P	Significant government regulation of the economy	–	0.06	8	–0.42	10	–0.6
	Membership of Belarus in the Customs Union	+	0.02	7	0.14	10	0.2
	Protectionist policy of the government	+	0.04	8	0.32	10	0.4
	Legislation instability	–	0.05	7	–0.35	10	–0.5
	Total				–0.31	–	–0.5
E	Personal income level	–	0.04	8	–0.32	10	–0.4
	National currency rate and refinancing rate	–	0.06	9	–0.54	10	–0.6
	Inflationary costs	–	0.05	7	–0.35	10	–0.5
	Creation of concessional taxation zones	+	0.02	6	0.12	10	0.2
	Total				–1.09	–	–1.3
S	Demographic changes (decrease and ageing of population)	–	0.02	6	–0.12	10	–0.2
	Situation on the labor market and labor cost	–	0.05	7	–0.35	10	–0.5
	Structure of personal income and expenditures	+	0.06	8	0.48	10	0.6
	Consumer preferences	–	0.04	9	–0.36	10	–0.4
	Total				–0.35	–	–0.5

Ending table 2

Group of factors	Factors	Risk(-)/ opportunity (+)	Importance	Estimation, score	Impact on the company	Maximum value	Total maximum value
T	Technological quality improvement	+	0.05	8	0.40	10	0.5
	Development of the electronic commerce	+	0.03	7	0.21	10	-0.3
	Automatisation of customers services	+	0.07	8	0.56	10	0.7
	Problems of intellectual property protection	-	0.02	6	-0.12	10	-0.2
	Total				1.05	-	1.3
L	Personnel recruitment legislation	-	0.08	8	-0.64	10	-0.8
	Consumer rights protection	+	0.05	7	0.35	10	0.5
	Financial institutions capital adequacy	+	0.04	9	0.36	10	0.4
	Total				0.07	-	0.1
E	The enterprise climate change impact	-	0.08	2	-0.16	10	-0.08
	Climate impact on the buyers preferences	-	0.09	3	-0.27	10	-0.9
	Total				-0.43	-	-1.7
	Total amount		1	-	-1.14	-	-2.6

Source: developed by the author based on marketing research.

We can admit that economic factors make a negative affect on the enterprise. Chiefly it is connected with the situation which occurs in the country during the crisis (an unstable exchange rate, high inflation rates, public debt and debt payment). Due to these factors, the purchasing power of the population is reducing, and the demand for many insurance services is decreasing, which strongly affects the income of the company. Therefore, the company management must be able to forecast, what impact the economic changes in the country can make on the company's activity.

Other adverse factors are social and ecological. All the changes taking place in society and environment cannot but affect the company's activity. When analysing social environment we should consider current values, traditions and preferences, as well as consumer psychology. Besides, it's important to study demographics such as birth rate, population growth rate, life expectancy, level of education. In the conditions of economic instability it is social and ecological environment that gives rise to most of the problems threatening the organization. In order to effectively cope with these problems the organization as a social system must change and adapt to the external environment.

Political factors such as instability of government policy, strict government regulation of economic activity and imperfect legislation make insignificant impact on the company's development, but still this influence is negative. However, the government of the Republic of Belarus tries to protect domestic companies through a policy of protectionism, thereby limiting the entry of foreign companies to our market.

Technological factors favourably influence the insurance company. The use of new technologies and automated processes leads to the improvement of the insurance consumer service, cost reduction and the increase of overall performance.

Legal factors make insignificant but positive impact on the company.

Choosing the main rivals of Belgostrakh we consider the key performance indicators and the types of insurance provided by the companies in recent 5 years (according to the Republic of Belarus Ministry of Finance data) [8]. The calculation of competitiveness estimations of the main competitors of Belgosstrakh is shown in the table 3.

Table 3

The Belgosstrakh main rivals competitiveness estimation

Key success factors	Weight	Belgosstrakh		Rivals							
				TASK		Belneftestrakh		Promtransinvest		Eximgarant	
		Estimate	Weighted estimate	Estimate	Weighted estimate	Estimate	Weighted estimate	Estimate	Weighted estimate	Estimate	Weighted estimate
Variety	0.13	9	1.17	7	0.91	6	0.78	6	0.78	5	0.65
Quality	0.15	8	1.20	8	1.20	9	1.35	9	1.35	6	0.90
Price	0.15	9	1.35	7	1.05	6	0.90	8	1.20	7	1.05
Reputation (image)	0.12	7	0.84	8	0.96	8	0.96	8	0.96	7	0.84
Financial resources	0.15	9	1.35	8	1.20	7	1.05	7	1.05	8	1.20
Costs	0.10	9	0.90	7	0.70	2	0.20	7	0.70	7	0.70
Discounts/promotion	0.10	7	0.70	7	0.70	5	0.50	6	0.60	6	0.60
Innovations	0.10	8	0.80	7	0.70	5	0.50	6	0.60	5	0.50
Weighted overall assessment	—	—	8.31	—	7.42	—	6.24	—	7.24	—	6.44

Source: developed by the author based on marketing research, the company's data and experts' analysis.

**Porter's five forces industrial analysis.** M. Porter created Five Forces Framework of industrial competition. Using this model it's possible to find out which forces determine the intensity of competition in the industry, which forces affect the potential profitability, and which ones influence the changes in the organization's position on the market [9–11].

In insurance industry we do not consider the suppliers' influence but the effect made by the insurance infrastructure, auditors, publishers, actuary services, insurance statistics services as well as means of transport claim handling by surveyors and adjusters, claim handling and estimation of property and agroinsurance offices. The government also plays an important role in the insurance activity.

Porter's five forces industrial analysis of Belgosstrakh is presented in table 4.

Table 4

Porter's five forces industrial analysis

№	Competitive strength	Ten-point scale
1	<i>Impact of competitors</i>	6.4
1.1	Number of actors in the market	8
1.2	The level of the market growth	7
1.3	The customer's costs when switching the sellers	4
1.4	Competitors distinctive features	7
1.5	The industry conditions, which can influence the policy of the competitors	6
2	<i>Risk of having new actors</i>	5
2.1	Entry barriers	3
2.2	Demand for start-up capital	8
2.3	Loyalty of consumers to a particular brand	5
2.4	The firms quick feedback opportunities	2
2.5	Saturation of the market	7
3	<i>The role of infrastructure</i>	6
3.1	Adjusters	7



Ending table 4

№	Competitive strength	Ten-point scale
3.2	Surveyors	4
3.3	Actuarial estimation and underwriting	6
3.4	Self-publishing of advertisement materials	7
4	<i>Market roler of the customers</i>	5.25
4.1	Correlation between customers concentration and the concentration level of the company	5
4.2	Consumers price sensitivity	7
4.3	Differentiation of insurance services	6
4.4	Consumer awareness (of prices and risks)	3
5	<i>State</i>	4.5
5.1	Possibility of the appearance of new types of compulsory insurance	4
5.2	The impact of investment portfolio on the organization	7
5.3	The cost of switching to the new consumer investment contract	3
5.4	The terms and conditions of compulsory insurance claim settle	4

Source: developed by the author based on marketing research, the company's data and experts' analysis.

The findings of the Porter's five forces industrial analysis are the following figure:

- competition in the industry is high at the moment, and it may increase in the future. Only Belgosstrakh takes the leading position on the market, all the other companies are the followers which take approximately equal position. To stand out on the market and to attract more customers, companies need to constantly look for new approaches and methods of offering and selling insurance services, to create a completely unique product (*impact of competitors*);

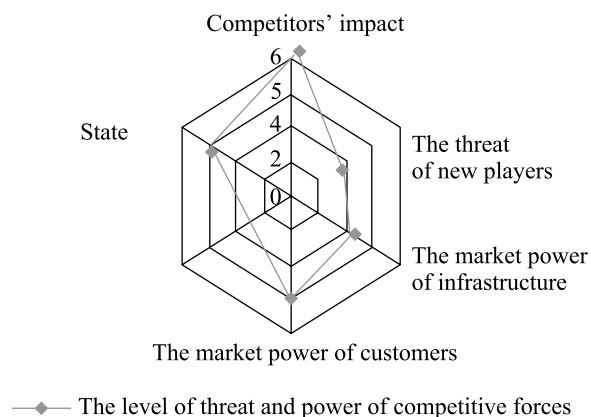
- one of the main reasons for which new companies can enter the market is a substantial reduction of entry and exit barriers (*the risk of having new actors*).

Nowadays there are various entry barriers to the market which restrain the appearance of the new actors, they are:

- high start up capital;
- extended opportunities of the acting companies;
- market saturation.

So, the current Belarusian insurance market is oligopoly. It is proven by a substantial reduction in the number of insurance companies operating on the market, the domination of the interests of insurance services sellers over the buyers' interests, the expansion tendency from the side of a small group of companies. In the nearest future the risk of getting new actors in the market is pretty high.

*Market infrastructure*: the company dependence of the insurance infrastructure is insignificant as they have their own internal auditors, insurance publishing, actuary services, services of insurance statistics, branches of



Porter's five forces analysis.

Source: developed by the author based on marketing research, the company's data and experts' analysis

the means of transport claim handling by surveyors and adjusters, claim handling and estimation of property and aggroinsurance offices.

*Buyers power:* exposure to this power is growing due to the reduced purchasing power of the population, but a well developed distribution network restricts this power to a wide extent. Besides, when purchasing an insurance policy, the buyer is focused on the price. When there is price equalization on the market the company needs to create a new competitive advantage in the quality of maintenance of insurance contracts, and proposals to them.

*State:* government control of the insurance industry is very strong, it makes influence on the competitive environment in two ways. First, it produces necessary legislation for the introduction of the compulsory kinds of insurance.

Second, the state is the main agent that guarantees the development of the insurance market. The insurance market is part of the country's economy, so it can't but feel all positive or negative trends in the overall economic and investment development.

The market competition is expected to rise and the company has to consider changing external environment and work out new arrangements.

### Conclusion

The analysis we have made enables us to conclude that Belgosstrakh takes a pretty strong position on the Republic of Belarus insurance market and is the only leader in the industry.

Among the most significant factors characterizing the company are low prices, which are hard to compete with on the market, high efficiency, wide variety of kinds of insurance, as well as flexible managerial system.

Such factors as service quality, efficiency of distribution network and marketing policy need paying a lot of attention to and taking remedial actions.

Micro environment factors adversely influence the company. Political, economic, social and ecological factors make a negative impact on Belgosstrakh, but technological and judicial factors are an exception.

Porter's five forces analysis shows the company's dependence on the rivals and the government as the main regulator of the insurance industry.

To keep the company's high position it's necessary to enhance the customer market and kinds of insurance, diversify risks and pay more attention to advertising.

### Библиографические ссылки

1. Крутиков В. К., Смолянский В. К. Предпринимательство и трансформация общества: анализ отечественного и зарубежного опыта. М. : Ноосфера, 2005.
2. Жук И. Н. Построение рейтинга конкурентоспособности страховых компаний // Страховое дело. 2011. № 1. С. 27–31.
3. Портер М. Э. Конкуренция. М. : Вильямс, 2002.
4. Виханский О. С. Стратегическое управление. 2-е изд., перераб. и доп. М. : Экономистъ, 2004.
5. Портер М. Э. Конкурентная стратегия: методика анализа отраслей и конкурентов. М. : Альпина Бизнес Букс, 2007.
6. Чернышев М. А. Стратегический менеджмент: основы стратегического управления. Ростов н/Д : Феникс, 2009.
7. О'Шонесси Дж. Конкурентный маркетинг: стратегический подход : пер. с англ. СПб. : Питер, 2001.
8. Министерство финансов Республики Беларусь : [сайт]. URL: <http://minfin.gov.by> (дата обращения: 11.08.2017).
9. Булава И. В. Анализ и оценка деятельности страховой компании // Развитие российской экономики: проблемы и задачи : материалы науч. симп. М., 2009. Ч. 3. С. 45–57.
10. Фляйшер К., Бенсуссан Б. Стратегический и конкурентный анализ. Методы и средства конкурентного анализа в бизнесе. М. : БИНОМ : Лаборатория знаний, 2005.
11. Кузнецова С. SWOT-анализ: практика применения // Пробл. теории и практики упр. 2008. № 5. С. 86–91.

### References

1. Krutikov V. K., Smolyansky V. K. Predprinimatel'stvo i transformatsiya obshchestva: analiz otechestvennogo i zarubezhnogo opyta [Entrepreneurship and transformation society: analysis of domestic and foreign experience]. Moscow : Noosfera, 2005 (in Russ.).
2. Zhuk I. N. [Building of the competitiveness of insurance companies]. *Strakhov. delo*. 2011. No. 1. P. 27–31 (in Russ.).
3. Porter M. E. Konkurentsia [Competition]. Moscow : Vil'yams, 2002 (in Russ.).
4. Vikhansky O. S. Strategicheskoe upravlenie [Strategic management]. 2<sup>nd</sup> ed. Moscow : Ekonomist, 2004 (in Russ.).
5. Porter M. E. Konkurentnaya strategiya: metodika analiza otraslei i konkurentov [Competitive strategy: methods to analyze industries and competitors]. Moscow : Al'pina Biznes Buks, 2007 (in Russ.).
6. Chernyshev M. A. Strategicheskii menedzhment: osnovy strategicheskogo upravleniya [Strategic management: fundamentals of strategic management]. Rostov-on-Don : Feniks, 2009 (in Russ.).



7. O'Shaughnessy J. *Competitive marketing: a strategic approach*. New York : Routledge, 1984. Russ. ed.: O'Shaughnessy J. Konkurentnyi marketing: strategicheskii podkhod. Saint Petersburg : Piter, 2001.
8. Ministry of Finance of the Republic of Belarus : [site]. URL: <http://minfin.gov.by> (date of access: 11.08.2017) (in Russ.).
9. Bulava I. V. [Analysis and evaluation of the insurance company activity]. In: *Razvitie rossiiskoi ekonomiki: problemy i zadachi* [Development of the Russian economy: problems and challenges] : mater. of sci. symp. Moscow, 2009. Part 3. P. 45–57 (in Russ.).
10. Fleischer K., Bensussan B. *Methods and means of competitive analysis in business*. London : Pearson, 2002. Russ. ed.: Fleischer K., Bensussan B. Strategicheskii i konkurentnyi analiz. Metody i sredstva konkurentnogo analiza v biznese Strategic and competitive analysis. Moscow : BINOM : Laboratoriya znaniy, 2005.
11. Kuznetsova S. [SWOT-analysis: practice of application]. *Probl. teor. i prakt. upr.* [Problems of theory and practice of management]. 2008. No. 5. P. 86–91 (in Russ.).

*Received by editorial board 13.02.2018.*