

## WAYS TO USE THE SWOT MATRIX IN IMPROVING STRATEGIC MANAGEMENT IN ENTERPRISES

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### ANNOTATION

The article gives recommendations and analyzes the ways and results of using the SWOT matrix to improve strategic management in enterprises

**Basic Expressions:** strategic management, strategic planning, SWOT matrix, strengths, weaknesses, threats, opportunities

**Keywords:** strategic management, strategic planning, SWOT matrix, strengths, weaknesses, threats, opportunities

### INTRODUCTION

At the same time, the country's economy is developing rapidly, effectively organizing the activities of enterprises, ensuring the competitiveness of products and adapting economic relations in enterprises to the requirements of the digital economy, ie using the results of process analysis and processing large amounts of data. and the organization of economic activity, which allows to significantly increase the efficiency of storage, sales and delivery of services, and where data in digital form is the main factor of production, requires strategic management.

The importance of the organization of strategic management activities on the ground of enterprises, first of all, its management and control - is manifested as one of the main features of modern management theory. Therefore, the high level of organization of modern management in enterprises is the first step in determining the management strategy of the enterprise and the organization. President of the Republic of Uzbekistan Shavkat Miromonovich Mirziyoev In his Address to the Parliament of the Republic of Uzbekistan "On the most important priorities for the development of our country in 2020" he stated the most pressing issues of economic development of the country, including the work to be done to develop entrepreneurship and create competitive products. Modernization and competitiveness programs are being implemented in 12 leading industries. As a result, last year's economic growth was 5.6%. The volume of industrial production increased by 6.6%, exports - by 28%. The most important guarantee of sustainable economic growth is the production of competitive products, finding new international markets and increasing exports. " [1]

### ANALYSIS OF THE RELEVANT LITERATURE

Use of marketing strategies in strategic management and competitiveness of enterprisesM. from foreign scholars on the subject. Porter J.J. A number of works by Lamben, M.H. Meskon [2], D.Krevens, A.Chendler [3], F.Kotler, G.Armstrong, S.Robbins [4] and others are devoted to research in this field. Chendler describes it in his book Strategy and Structure: "A firm's

strategy is to formulate the long-term goals and objectives of the enterprise, to ensure consistency of action, and to allocate the resources needed to achieve these goals."

F. Kotler writes about the firm's strategic planning: "The firm's goals are the management process of creating and maintaining a strategic alignment between its potential capabilities and its ability to achieve strategic success in marketing. "Strategic planning is based on the firm's clearly articulated program statement, supportive goals and objectives, a healthy business portfolio and growth strategy."

### ANALYSIS AND RESULTS

Many businesses undergo a thorough analysis of the company's situation before strategic planning in order to win the competition in the strategic management process. Marketers need to conduct a SWOT analysis that assesses a company's overall strengths, weaknesses, opportunities, and threats to its face. The strength of any company is the factors, resources, and internal capabilities in a positive environment that help it achieve its goals and serve its customers. As we all know, SWOT is an acronym composed of the English words S (strengths), W (weaknesses), O (opportunities) and T (threats).

Table 1 SWOT Analysis: Strengths (S) -Power Weaknesses (W) - Weaknesses (O) Opportunities (O) Opportunities Threats (T) - Threats

Internal	Forces External factors that the company may decide in its favor	Weaknesses Restrictions that may prevent a company from achieving its goal
External	By chance External factors that the company may decide in its favor	Threats Current and possible external factors that may complicate the work of the company
	Positive	Negative

The internal state of a company is mainly represented by S and W, while the external environment is represented by O and T indicators. Table 1 shows the main factors that should be taken into account in the SWOT-analysis.

Through strategic planning, the company comes to a conclusion about how it wants to work with each business association.

There are several ways to assess the business environment. The most common and well-known are SWOT-analysis (derived from SWOT: strengths), weaknesses, opportunities, threats (threats). Let's briefly consider the method of conducting the analysis of the external environment on the basis of SWOT-analysis.

SWOT analysis consists of two parts: (internal, external)

- 1) study of external opportunities and risks that may arise for the enterprise now and in the future;
- 2) the strengths and weaknesses of the enterprise are studied. In this case, the potential of the enterprise is assessed.

The company is strong (high qualification, competence, appropriate technology, good reputation among customers, cost, competitive advantage, adequate financial resources, etc.) and weak

(lack of clear strategic directions, outdated equipment, narrow production range, low marketing opportunities, lack of understanding of the market and competitors, etc.), as well as opportunities (access to new markets,

	1. Opportunities 2.	1. Risks 2.
1. Strengths 2.	SO area Strengths and opportunity	SR area Strengths and risks
1. Weaknesses 2.	WO Weaknesses and opportunities	WR Weaknesses and risks

Figure 1. A SWOT matrix constructed to establish relationships between factors

expansion of production, interest of investment funds, consumer market saturation, etc.) and risks (emergence of new competitors, growth of sales of substitute products, unfavorable government policies, changes in consumer needs and tastes, unfavorable demographic, economic, social and other after a clear list of changes, etc.) is compiled, a SWOT matrix is created to establish the relationships between them (Figure 1). There are four areas at the intersection of sections: “SO” (power and opportunities); SR (strengths and risks); WO (weaknesses and opportunities); WR (weaknesses and risks). In each of these areas, the examiner should consider all possible pairs of combinations and identify those that should be taken into account when developing an action strategy. A strategy for overcoming the organization's weaknesses should be developed at the expense of the opportunities created for couples in the field of WO. Similarly: the use of organizational force in SR to eliminate threats, the strategy of overcoming weaknesses and threats in WR, the strategy of using the strengths of SR to take advantage of external opportunities.

The purpose of the organization is determined by taking into account the results of the analysis of the external and internal environment.

**Using an example below, we perform a SWOT analysis and construct a SWOT matrix**

Alisher plans to open a training course and a health center in Mirzaabad district of Syrdarya region. According to him, the training courses and wellness center will help unemployed youth in all cities to master their subjects, prepare for university entrance exams, play sports, learn a healthy lifestyle and restore their health. At the same time, the health center will create new jobs and offer courses such as various sports, massage.

**Strengths (S strengths):Reference Questions**

What advantages do you have over others in implementing the project? Do you have enough experience? Which of your skills can have a positive impact on the project? Who will help you? How Much Money Can You Make? What advantages do you have over competitors? What can



you be successful about?

Weaknesses (W weaknesses):Reference questions:



- A few years ago, I was promoted from a simple karate coach to a leader at a similar sports center in Bukhara. I know very well the industry and what it takes to manage it.
- The NGO I currently run is very well known in the city, and it will be easy for me to advertise and disseminate information about the new center through my organization.
- The government wants to lease us a neglected and rocky place in the city for 5 years free of charge. The location is good and there is city transport. Here we can make a profit in 5 years without paying rent.
- I have been working as a leader for several years and have a strong leadership ability. So I can easily organize the work.

What are the shortcomings? What are the obstacles? Can you find enough money? What other challenges are there? What advantages do your competitors have over you?



- The space allocated to the center needs to be repaired, which will require a lot of money and time.
- We do not have information about what sciences and sports young people in Mirzaabad are interested in.

Opportunities (O opportunities):Reference questions:

What options are available? How necessary and important is your project today? Who can like the project and from whom can you get additional support? What are the benefits? What new opportunities can be created for you as a result of the project?



- There is no such health center in Mirzaabad, so there will be no competition.
- Today, similar initiatives are supported by many grant funds, and it will be easier to raise funds for the project.
- There is an opportunity to get a soft loan for repairs.
- Major sports centers in Tashkent can donate their used sports equipment.
- Too many young people are idle today. If they play

Threats (T threats):Reference questions:

What are the risks? What can hinder the implementation of the project?  
 Are there any legal barriers? What are the risks from your competitors?



- It can be difficult to get a business license.
- We may not be interested in young people.
- It will take a long time to fully cover the costs. We cannot increase salaries during this time. As a result, the motivation of workers is reduced, which in turn can affect the quality of our services.
- Competitors can open a similar center, and as a result, our customers are reduced.

When writing answers to questions, keep in mind that your answers will be subjective. So involve others in this exercise as well. Their opinions may be different from yours, and they may point out aspects that have escaped your attention. When you write about flaws and weaknesses, just write the truth. This will help you make the right decision and prevent future losses.

Start your analysis by placing your answers in the appropriate boxes. You can start by evaluating your answers. That is, rate them on a scale of 1 to 3, depending on their importance (3 is the least important).

Strengths		Weaknesses	
• My own strong abilities	1	• It needs to be repaired	1
• Experience	1	• There is no information on the interests of young people	3
• My acquaintances	2	• There are no experts	2
• The popularity of my organization	1		
Internal factors			
Opportunities		Dangers	
• No one has done this	1	• It can be difficult to get a license	1
• The funds are providing grants	1	• We may not be able to attract young people	2
• Privileges	2	• Competitors can open a similar center	3
• Opportunity for young people	1		
External factors			

As a result of the analysis, you will determine whether the strengths and opportunities are stronger or the shortcomings and obstacles. You can then develop a strategy to take full advantage of the opportunities and reduce the risks.

### SUGGESTIONS FOR ANALYSIS

S-O (Strengths and Opportunity Strategy) - This strategy teaches you to always remember your strengths and use them for project success. It is necessary to look for opportunities and make full use of them. For example, you can submit project documents to grant competitions of the foundations or apply to large training centers and sports complexes in Tashkent to tell them about the project and ask them to donate unnecessary sports equipment.

W-O (Weaknesses and Opportunities Strategy) - This strategy serves to use opportunities to fill gaps. For example, in our example above, the need to renovate a free leased space is cited as a shortcoming. How can this be turned into an opportunity? Banks can easily provide soft loans as this project is created to benefit the community and ensure that young people have an effective time. The city government can write a letter of confirmation for this.

S-T (Strengths and Threats Strategy) - This strategy focuses on preventing external risks by using strengths. For example, in attracting young people, advertising or disseminating information through the organization will be effective because your organization is well-known. Questionnaires, meetings and discussions should be conducted to engage young people in the project, to find out what their interest is in training courses and sports.

W-T (Weaknesses and Threats Protection Strategy) - This strategy serves to avoid increasing the incidence of deficiencies and risks. For example, it is possible to contract workers for a longer period of time or give them more benefits so that their motivation does not decrease. Involving workers in the management process, taking their opinions and feedback into account, also provides moral support to workers.

### CONCLUSION

Concluding at the end of the article, we come to the following conclusion. There is competition in every field, so in order to win the competition, it is necessary to effectively introduce and improve strategic management in enterprises. Using the SWOT matrix, it is advisable to plan activities based on its analysis.

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