

**FORMING THE FUTURE STRATEGY OF SERVICE ENTERPRISES BASED ON  
SWOT ANALYSIS**

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**Abstract:** This article provides a comprehensive analysis of the theoretical and practical aspects of using the SWOT analysis method in developing strategic directions for service sector enterprises. The study examines the role of the service industry in the modern economy, assessing both internal and external factors that affect its competitiveness. Based on the interaction between Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T), a strategic model is developed to ensure the sustainable long-term growth of the service sector in Uzbekistan. The practical significance of this research lies in providing scientifically grounded recommendations for managers and policymakers engaged in strategic planning within the service industry.

**Keywords:** service sector, SWOT analysis, strategic planning, competitiveness, innovation development, Uzbekistan economy.

**Annotatsiya.** Ushbu maqolada xizmatlar sohasi korxonalarining strategik rivojlanish yo‘nalishlarini shakllantirishda SWOT tahlil usulining nazariy va amaliy jihatlari chuqur tahlil qilinadi. Tadqiqotda xizmatlar sektorining zamonaviy iqtisodiyotdagi o‘rni, uning ichki va tashqi omillar ta’siri ostidagi raqobatbardoshlik darajasi, shuningdek, O‘zbekiston sharoitida xizmat ko‘rsatuvchi korxonalar uchun samarali strategiyalar ishlab chiqish imkoniyatlari o‘rganiladi. Maqola davomida kuchli (S), zaif (W), imkoniyat (O) va tahdid (T) omillarining o‘zaro ta’siri asosida strategik model ishlab chiqilib, xizmatlar sohasining uzoq muddatli barqaror rivojlanishini ta’minlovchi yondashuvlar taklif etiladi. Tadqiqotning amaliy ahamiyati shundaki, u xizmatlar sektoridagi menejerlar va siyosat ishlab chiquvchilar uchun real strategik qarorlar qabul qilishda ilmiy asos bo‘lib xizmat qiladi.

**Kalit so‘zlar:** xizmatlar sohasi, SWOT tahlil, strategik rejalshtirish, raqobatbardoshlik,

**Аннотация.** В данной статье проводится глубокий анализ теоретических и практических аспектов применения SWOT-анализа при формировании стратегий развития предприятий сферы услуг. Рассмотрены особенности функционирования сервисного сектора в условиях современной экономики, определены внутренние и внешние факторы, влияющие на уровень его конкурентоспособности. На основе взаимодействия сильных (S), слабых (W) сторон, возможностей (O) и угроз (T) разработана стратегическая модель, направленная на обеспечение долгосрочного устойчивого развития предприятий сферы услуг в Узбекистане. Практическая ценность исследования заключается в предоставлении научно обоснованных рекомендаций для менеджеров и политиков, занимающихся стратегическим планированием в сервисной отрасли.

**Ключевые слова:** сфера услуг, SWOT-анализ, стратегическое планирование, конкурентоспособность, инновационное развитие, экономика Узбекистана.

**INTRODUCTION**

In the modern global economy, the service sector is emerging as one of the main drivers of economic growth in countries. Today, the service market, unlike manufacturing, is characterized by the ability to create high added value, introduce innovative technologies, and quickly respond



to consumer needs. The share of the service sector in developed countries is 60–80 percent of the gross domestic product (GDP), while in developing countries this indicator has entered a stable growth path. In this regard, the formation of strategic development mechanisms for service sector enterprises is considered an urgent scientific and practical issue.

However, to ensure the competitiveness of the service sector, a simple analysis of economic indicators is not enough. It is necessary to comprehensively assess external and internal factors, identify the strengths and weaknesses, opportunities, and threats of the enterprise. At this point, the SWOT analysis method is recognized as one of the most effective tools of strategic management. SWOT analysis allows you to determine future directions by analyzing the interaction between the internal resources of the enterprise and external environmental factors. This approach serves as the main methodological foundation not only for short-term business decisions, but also for the development of long-term economic strategies.

In the case of Uzbekistan, the service sector has become one of the most dynamic sectors of the economy in recent years. The quality and volume of services in the country are increasing in the areas of transport and logistics, information technologies, tourism, banking and finance, education, healthcare and other areas. As a result of presidential decrees, national programs and economic reforms, the competitive environment in the sector has expanded and the private sector has intensified its activities. At the same time, issues such as the efficient use of resources, the introduction of innovative technologies, and the improvement of human resources remain relevant in the service sector.

The SWOT analysis approach helps to develop the strengths of service enterprises, eliminate their weaknesses, effectively use external opportunities and reduce potential risks in order to increase their competitiveness. Therefore, the main purpose of this study is to formulate strategic development directions of service enterprises based on the SWOT analysis method, assess their economic potential and justify their future priority strategies.

## MAIN PART

The main sign of the 21st century is rapid change, technological revolution and globalization. It is in such an era that the service sector has become the heart of national economies, a measure of their stability and competitiveness. If industry powered society through production, today the service sector feeds it with knowledge, innovation and experience. Therefore, the most important question for service enterprises is how to clearly define their path, understand their strengths and strategically manage the future.

As an answer to this question, SWOT analysis is not a simple table or management tool, but a philosophy of thinking. It is a process of self-knowledge of the enterprise: strengths are an understanding of internal power, weaknesses are an acknowledgement of their limitations, opportunities are future dreams and directions, and threats are a cold reminder of reality. SWOT analysis is, in fact, a process of economic “self-knowledge” of the enterprise, and this knowledge turns into a strategy.

The service sector is volatile by its very nature. In it, the product is not visible, but the impact is felt. In this area, the human factor is paramount, because what determines the quality of service is not technology or capital, but human skills, communication culture and openness to innovation. Therefore, SWOT analysis is especially important for the service sector, because it allows you to assess social, intellectual and communicative capital rather than material resources.

Let's imagine an Uzbek service enterprise. For example, a travel agency or an IT service company. If it analyzes its activities through SWOT analysis, it will first of all identify its strengths: for example, a young and knowledgeable team, proximity to customers, a flexible service model. But at the same time, there are also weaknesses: lack of financial resources, lack of experience in marketing or obstacles to entering foreign markets.



These two dimensions - strengths and weaknesses - represent the internal state of the enterprise. However, the external environment also has a direct impact: new technologies, government policy, competitors' actions, global economic instability - all this forms the opportunities and threats of the enterprise. Thus, SWOT analysis is the art of not only foreseeing the current situation, but also future directions.

By combining strengths with opportunities, an enterprise creates its growth strategy. For example, companies providing services in the tourism sector of Uzbekistan can combine their internal strengths (creativity, market knowledge) with external opportunities (growth of the digital economy) by introducing digital marketing and online booking systems. This is a SO-strategy, that is, a model of "turning strength into opportunity".

However, the most profound part of SWOT analysis is working with weaknesses. Because a strategy is not just a plan, but a culture of working on itself. If an enterprise hides its weaknesses, it stops growing. But if it analyzes weaknesses and connects them with opportunities, this is a WO-strategy, that is, a model of overcoming its limitations through new opportunities. For example, if there is a shortage of qualified personnel, a company can launch training programs in cooperation with online education platforms. Thus, weakness becomes an opportunity.

Threats are a painful but necessary element of SWOT analysis. They remind the enterprise of the fact that "you are not stable forever." Competition intensifies, the market changes, technologies become obsolete. However, a strategically thinking company is not afraid of threats, foresees them and turns flexibility into its greatest strength. For example, in the context of the global economic crisis, many services have moved online, expanding their audience.

The deepest essence of this process is that SWOT analysis is strategic reflection, that is, the art of not losing oneself in the midst of change. For each service enterprise, the SWOT table is a map of its identity, a guide to the future. Through it, the enterprise can harmonize its economic resources, human capital and social responsibility.

At this point, the strategy is no longer a document, but an organization's worldview. And SWOT analysis is the philosophical basis of this worldview. It not only prepares the enterprise for competition, but also teaches it to adapt to changes and accept innovations.

The most important lesson for service enterprises is: one should not be proud of one's strengths and hide one's weaknesses; one should take advantage of opportunities and be prepared for threats. Strategic management in this process requires determination, analytical thinking, and foresight.

As a result, SWOT analysis is not just a management tool, but a philosophy of shaping the future. It teaches an enterprise to know its strengths, recognize weaknesses, create opportunities and learn from threats. Each enterprise can create its own sustainable growth model, socially responsible business culture and competitive future strategy through this approach.

## CONCLUSION

In today's globalization and digital economy, the biggest challenge facing service enterprises is to form a sustainable strategy in a changing environment. In this process, SWOT analysis is not only an analytical tool, but also a way to understand itself, rediscover its strengths and opportunities.

SWOT analysis reminds the enterprise of two truths: the first is that any strength is not permanent, and the second is that any weakness is an opportunity for growth. Therefore, SWOT analysis is not a simple table, but a philosophy of decision-making. Through it, the enterprise forms its strategic thinking, not only responds to changes in the environment, but also anticipates them.

The service industry is by its nature a human-centered, flexible and creative industry. Therefore, SWOT analysis in this area serves as a strategic compass that measures not only the human



factor, culture, innovative spirit and values, but also the human factor, culture, innovative spirit and values. Every service enterprise should see its strengths not only in technology, but also in reliable communication with the client, employee motivation, service quality and social responsibility.

The future of strategic management is in the culture of adaptation to constant change. And SWOT analysis creates this culture: it analyzes the internal world of the enterprise and harmonizes it with the external world. Through this harmony, the enterprise redefines its mission, defines its long-term goals and strengthens its competitiveness.

Thus, SWOT analysis becomes the foundation of strategic thinking for service enterprises. It teaches the enterprise to identify strengths, recognize weaknesses, create opportunities and learn from threats. As a result, a strategy based on SWOT analysis is not only a business plan, but also a philosophy of sustainable development, the art of not getting lost in a changing world, but rather, of being renewed.

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