

THEORETICAL BASES OF STRATEGIC ANALYSIS OF EDUCATIONAL INSTITUTIONS AND THE IMPORTANCE OF PEST-ANALYSIS IN IT

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Abstract: This article discusses the essence and scientific and theoretical foundations of the strategic analysis of educational institutions. The formulation of the concepts of management of an educational institution and strategic management is given. The necessity of strategic analysis in the management and development of strategic development plans is revealed. The stages of developing strategies and methods of strategic analysis are considered. The method of PEST-analysis and features of its application are explained.

Keywords: strategy, strategic management, strategic analysis, analysis of the external and internal environment, PEST analysis of strategically important trends.

Nowadays the problem of assessing the quality of education is today one of the most relevant for the entire educational system of Uzbekistan. A common feature of systemic changes in education at the republican and regional levels is the focus on ensuring the quality of education, improving the system of its assessment, and bringing it into line with the requirements of society. As the level of instability in the operating conditions increases, the need for organizations to focus on strategic management increases. And if, in general, the management of an educational institution (EI) is understood as an activity to create favorable external and internal organizational conditions for the effective joint activities of people in this organization, which involves ensuring organization (cohesion, coordination, integration, consolidation) and purposefulness (purposefulness) of joint activities, then strategic management is the activity of developing and implementing a strategy related to setting long-term goals and objectives of the organization and maintaining a system of relationships between the organization and its external environment.

Strategic analysis allows you to evaluate the internal capabilities of the organization, its resource potential, determine the impact of environmental factors on financial and economic activities, assess the position in the market, identify competitive advantages and untapped reserves, as well as justify management decisions to adjust the current strategy of the enterprise. The results of strategic analysis are the basis for the formation of plans and forecasts for the effectiveness of the organization's activities, its long-term competitiveness.

Strategic analysis is a step-by-step process of developing a strategy, which allows you to interpret the strategic position of the organization based on the analysis of the internal and external environment of the educational organization (Table 1). The main purpose of strategic analysis is to assess the impact of the organization on its current and future position.¹

Methods of strategic analysis	Stages of strategy development				
	Vision and mission Development	Develop strategic goals	Strategy selection	Strategy Implementation	Strategy Evaluation
PEST - analysis	+	+	+		
SWOT- analysis	+	+	+		
Competitors Analysis	+	+	+	+	+
Product Analysis		+	+	+	
Pozitsion tahlil	+	+	+	+	+
Resource Analysis		+	+	+	+
Diagnostics of the control system		+		+	+
Diagnostics of organizational culture	+	+	+	+	+

Table 1 - Use of strategic analysis methods in the development of the strategy of the educational organization

Strategic analysis provides an information basis for the formation of the mission of the educational organization, the definition of its strategic goals and indicators, the development of programs and activities to implement the strategy.

The external and internal environment of the educational institution is the object of strategic analysis.

Environmental analysis is the process of identifying and evaluating non-organizational factors to determine the current and future impact of strategic plan developers on the development of an educational organization. The analysis of the external environment includes the study of economic development trends, legal regulation and management, political processes, the impact of natural environment and resources, culture and science, engineering and technology, infrastructure and others.

An analysis of the internal environment helps to identify opportunities that an educational organization can rely on to implement its strategy.

The internal environment is analyzed in the following areas:

- staff of the educational organization, its potential, qualifications, interests, goals, dignity, etc .;
- management organization;

- organization of teaching and research processes;
- financial and economic condition of the organization;
- Organizational culture of the educational organization, etc.

The selection and development of a strategy for an educational institution begins with an analysis of the external environment. The external environment of an organization is a set of active actors and forces that are directly outside the scope of management and can influence its strategy. A wide range of tools can be used to analyze the external environment of an organization, a comparative analysis of which is presented in Table 2.

The purpose of strategic analysis of the external environment:

- Identify signs of changes that may affect the vitality of the educational institution;
- observation of specific trends and structures of the macro environment;
- Forecasting future changes in the macro environment;
- Assess current and future trends in terms of potential impact on the activities of the institution;

Most often, the analysis of the external environment of the educational organization is carried out using PEST-analysis and, in part, SWOT analysis methods.

Direction of analysis	Method of information processing	Content of conclusions
Analysis of the external environment	PEST - matrix	Identification of the macro environment that directly or indirectly affects the development of the educational institution
Sectoral Analysis	Sector Economic Performance Table	Identifying the attractiveness and challenges of the sector
Analyzing Key Factors of Success in the	Table of Key Factors of Success	Industry Factors are the determinants of financial and competitive success in a particular field. Identifying them is one of the main priorities in strategy development.
Competitive analysis	Porter matrix (five forces)	Identify key factors of change in the industry
Segment analysis	Product / market matrix	Analysis of product / service parameters that may be attractive to a particular consumer
Positional Analysis	Competitive strengths and weaknesses identification table	Analysis allows you to determine how an organization is positioned on key indicators of competitive success over competitors
Product analysis	BCG matrix. McKinsey matrix	The analysis provides guidance on how to focus on cash flow requirements for different strategic areas of business and how to use these flows to optimize an organization's service portfolio.

SWOT analysis	SWOT matrix	What threats is the educational institution most concerned about and what strategic actions should be taken to protect it? Are the weaknesses of the organization its competitive weakness and / or do they make it impossible to take advantage of certain favorable conditions? What weaknesses require strategic adjustments? What favorable conditions provide a real chance of success?

Table 2 - Comparative characteristics of the types of analysis of the macro environment of the organization

PEST analysis is a tool designed to identify political (Policy), economic (Economy), social (Society) and technological (Technology) environmental factors that affect the activities and development prospects of an educational institution.

The policy is studied because the company's ultimate environment and the acquisition of key resources for its operations are determined precisely by the government. The main purpose of the study of economics is to create an image of the distribution of resources at the state level, which is the most important condition for the activities of the organization. Consumer preferences are determined using the social component of PEST analysis. The last factor is the technological component: often to identify technological development trends that are the causes of changes and losses in the market, as well as the emergence of new products.

The following are important in conducting a PEST analysis:

Tracking all important changes and new trends affecting the field of education.

Determine which processes are most important for a particular educational organization.–

These processes can create new opportunities for an educational organization or pose certain threats. Opportunities are positive trends and events in the external environment that can contribute to the development of an educational organization. This is due to the growth of the country's economy and increased allocations for education in the state budget, lower taxes, increased incomes of the population and enterprises, weakening the position of competitors, the development of integration in the field, new education and science, teaching and research. technologies and so on. The task is to identify real opportunities that can ensure the competitive advantage of the educational institution.

Threats are negative trends and events that can lead to a deterioration in the condition of an educational institution. These include the deterioration of the economic situation, the decline in the purchasing power of the population and enterprises, increased competition in the market, unfavorable demographic changes, the strengthening of strict regulation by the state, and others.

Due to the large number of possible factors of the macro-environment, it is necessary to limit only those factors that directly and significantly affect the activities of the educational institution.

PEST analysis is performed in four stages:

1. Study and monitor the macro environment in four main areas.
2. To highlight the main trends, assess the inevitability and significance of these changes for the education sector.
3. Detailed analysis of changes.
4. Assess the consequences of possible changes in the market of educational services, for the educational institution.

Politics (P)	Economics (E)
<ol style="list-style-type: none"> 1. Election of the President of the Republic of Uzbekistan 2. Elections to the Oliy Majlis of the Republic of Uzbekistan 3. Changes in the legislation of the Republic of Uzbekistan 4. The organization's relationship with the government and regional authorities. 5. The influence of the state in the field 6. Government regulation of competition in the industry 	<ol style="list-style-type: none"> 1. General economic situation (growth, stability, stagnation) 2. Inflation 3. Economic status of key partners and customers 4. Changes in the labor market 5. Research and experimentation - changes in the need for design work 6. New requirements of the economic environment
Satsuma (S)	Technology (T)
<ol style="list-style-type: none"> 1. Changes in lifestyle and standard of living 2. Change in base values 3. Attitude to work and leisure 4. Attitude to education 5. Demographic changes 6. Changes in income structure 	<ol style="list-style-type: none"> 1. Scientific research and experimentation - important design trends 2. New patents 3. New products 4. Technological developments that are important for research 5. New educational technologies

Table 3 - Significant trends for strategy PEST analysis (possible directions of analysis)

The following aspects should be considered in PEST analysis:

1. The analysis of each aspect of the external environment should be sufficiently systematic and lead to the identification of all major trends that have a significant impact on the development of the educational institution.
2. The composition of the group conducting this type of analysis should be appropriate to its complexity and to cover the full spectrum of changes in the external environment.

PEST analysis is based on the four-element structure of the external environment. However, the true external environment of any organization is broader and more diverse than the four elements that make it up. In addition, for each particular

organization in the external environment, there is a set of key factors that directly and significantly affect its activities.

The PEST-matrix obtained in the analysis of the external environment of the educational organization is the basis for further generalizations and conclusions.

Various criteria can be used to evaluate trends:

1. Localization of changes: the educational organization itself, its structural units: faculties or departments, separate structures of the educational organization.
2. Dynamics of constant changes at high and low levels.
3. Significance of change.
4. The impact of these trends on the activities of the educational organization.

In addition, an expert assessment of identified trends in changes in the external environment is carried out. The criteria are then summarized and multiplied by a coefficient that reflects the impact of these trends on the educational organization.

It is advisable to use the multidimensional average method to increase accuracy in assessing the impact of environmental trends on an educational institution's performance. The overall score obtained for each of the identified trends allows to determine the priority level of change and to develop a program of activities of the educational organization in response to the problems of the external environment.

In conclusion, PEST analysis is one of the planning tools and helps to assess the organization's environment in the context of four groups of factors (political, economic, socio-cultural and technological). There are also more advanced versions where more factors are evaluated. However, PEST analysis does not give a complete picture of the situation and is very subjective. Nevertheless, its use helps to identify potential threats to the development of the organization in a timely manner. This requires managers to be prepared for these threats, optimize strategy, and find time to take advantage of competitors.

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