

**STRENGTHS AND WEAKNESSES, OPPORTUNITIES AND THREATS OF THE  
FORWARDING COMPANY (SWOT ANALYSIS)**

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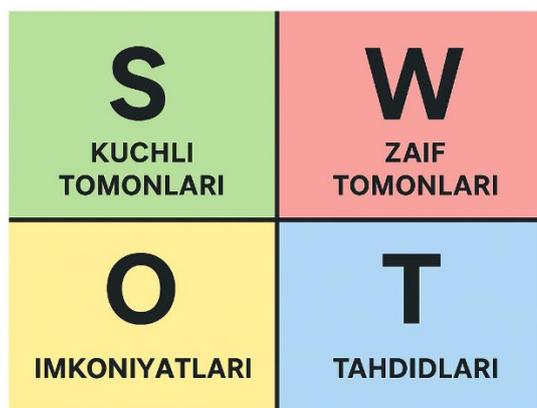
**Annotation.** This article highlights the role and importance of the SWOT method in analyzing the business processes of freight forwarding companies. In forwarding activities, the internal and external environmental factors of the logistics operator are identified, and strategic directions for the development of the organization are developed.

**Keywords.** Forwarding, logistics, business processes, integration, TMS, SWOT, GPS tracking, EDI, blockchain, IoT, logistics chain.

**Introduction.** Changing global market demands, digitalization of the transport system, and an increase in the volume of transit cargo transportation are increasing the need for forwarding companies. Increased competition requires companies to thoroughly analyze their business processes. SWOT analysis is one of the most effective tools for identifying strengths, weaknesses, opportunities, and threats.

**The essence of SWOT analysis.** SWOT analysis is an important analytical method for determining the strategic development of a freight forwarding company, which serves the implementation of the following tasks:

- assessment of internal capabilities and resources;
- development of measures to reduce vulnerabilities;
- use of opportunities in the foreign market;
- ability to foresee risks and threats;
- increasing the company's competitiveness.



**Figure 1. Scheme of the essence of SWOT analysis.**

**Strengths of the forwarding company.** The strengths of the forwarding company determine its market dominance:

**Highly qualified logistics specialists.** Personnel with knowledge and experience in types of transport, cargo flows, customs procedures.

**A wide network of partners.** Sustainable contracts with car, rail, air, or sea carriers.

**Use of digital logistics technologies.** GPS monitoring, WMS/TMS systems, online tracking platforms.

**Flexible tariff policy.** A pricing strategy that can quickly adapt to market changes.

**Complex services for clients.** Door-to-Door, 3PL/4PL services, consolidation and storage services.

**Weaknesses of the forwarding company.**

**Incomplete ownership of vehicles.** The quality of service may be affected by the fact that many freight forwarders rely on external carriers for transportation.

**Insufficient IT infrastructure.** Old software or low level of automation slows down processes.

**Insufficient brand image formation.** Low market visibility makes it difficult to attract new customers.

**Weak risk management system.** Preliminary planning for force majeure, cargo safety, and delays may not be adequately covered.

**Limity of financial resources.** Reduces the possibility of investing in large logistics projects.

**Opportunities (Opportunities).**

**Development of transport and logistics infrastructure in Uzbekistan.** Expansion of new logistics centers, railways, and highways.

**Development of the digital economy.** Electronic Customs, Electronic Cargo Documents, Multimodal Integration Features.

**Increased international transit flows.** Sustainable growth in cargo traffic on the China-Europe route.

**Increased demand for 3PL and 4PL services.** Enterprises increasingly turn to third-party

logistics services.

**Entry new market segments.** E-commerce, "last mile delivery," refrigerated logistics and pharmaceutical destinations.

**Threats.**

**Strong competition.** Rapid growth in the number of domestic and foreign forwarding companies.

**Transport tariff instability.** Changes in fares, fuel prices, and customs duties.

**Political or economic restrictions.** Changes in freight routes, sanctions, temporary closure of borders.

**Technological security threats.** Cyber attacks, database vulnerability to threats.

**Natural and climatic factors.** Transit delay due to blizzards, precipitation, and heat.

**Strategic recommendations based on the results of SWOT analysis.**

**Use strengths:**

- Improving the quality of services through digital systems.
- Expanding the network of partners and establishing a stable tariff policy.

**Reducing vulnerabilities:**

- Modernization of IT infrastructure.
- Strengthening the company's brand strategy.
- Implementation of a risk management system.

**Get the most out of:**

- Expansion of 3PL/4PL services.
- Entering the logistics of e-commerce.
- Establishing multimodal services on transit routes.

**Mitigate threats:**

- Developing a strategy that adapts to market changes.
- Strengthening cybersecurity.
- Strengthening transport insurance and risk management.

**Conclusion.** SWOT analysis is an important tool in ensuring a balance between the internal capabilities of the forwarding company and the requirements of the external environment. Properly directing strengths, eliminating weaknesses, using external opportunities, and preventing threats increase the company's competitiveness. The strategies developed on the basis of this analysis will contribute to the long-term development of the company.

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