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Strategic Evaluation Using PESTLE and SWOT Frameworks: Public Sector Perspective

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Abstract

Across the globe, organizations use capacity assessment tools to remain competitive in the long run. Punjab Agriculture & Meat Company (PAMCO) is Pakistan's prominent public sector organization in the field of halal red meat processing. To remain competitive in the evolving macro-economic environment the organization should continuously assess its strategic position for smooth operations in a sustainable manner. The PESTLE framework has largely been utilized worldwide to identify significant external factors that impact the industry landscape. On the other hand, the SWOT analysis is employed by the organizations to evaluate the internal strengths/ weaknesses and the external opportunities/ threats. The objective of the study is PAMCO's performance assessment. The study is part of the Ph.D. thesis to assess PAMCO's capacity under environmental factors. The study applies the PESTLE and SWOT frameworks to conduct an exhaustive strategic evaluation of PAMCO. The study's findings reflect that PAMCO faces various challenges, including economic uncertainty, enhanced global competition, rising costs, and evolving consumer preferences. However, the organization also has competitive advantages, that include an enduring brand image, a broader loyal customer base, and a well-established pool of intellectual human resources. To sustain organizational competitive advantage the public sector organizations must employ strategic frameworks like PESTLE and SWOT for competitive positioning in the market. For PAMCO it is recommended to frequently invest in updating its equipment and technical innovations for resource optimization through cost efficiency and to ensure quality service delivery while pursuing market and product diversification strategies.

Keywords: PESTLE, SWOT, Performance, Strategies, Growth

1. Introduction

Organizational strategy implementation depends on various factors including but not limited to the structure of the organization, leadership style of management, systems, values, norms and a comprehensive perception of external opportunities/ threats (Brinkschröder, 2014). Mostly researchers emphasize the significance of strategy execution in realizing organizational objectives, highlighting the requirement of precisely presenting and effectively disseminating the strategy across the organizational structure (Hanelt et al., 2021; Miles et al., 1978). This activity involves decomposing the task into distinct targets and objectives while assuring congruence with the organization's strategic goals (Amui et al., 2017). This study suggests the use of performance assessment approaches, namely SWOT analysis and PESTLE analysis, to recognize the competitive advantage that may be accomplished through effective strategy implementation. By integrating these methodologies and carefully examining organizational culture, the evaluation attempts to provide a valuable contribution to the achievement, progression, and enlargement of the organization. Using modern approaches such as PESTLE and SWOT analyses to assess existing standards and performance becomes necessary to realize organizational objectives and accelerate development.

Punjab Agriculture & Meat Company (PAMCO) is a public sector organization established during the fiscal year 2010-11 for developing modern meat & bi product processing plant. The company has instituted a modern Halal Meat processing & value-addition facility under the International Quality Compliance regime to provide a service delivery platform to organize commercial meat processing and marketing. The plant has integrated state-of-the-art electrical & mechanical equipment together with certified testing and meat processing facilities. The plant has been certified for ISO, GMP, HACCP & Halal and is an approved abattoir for meat export (Afshar M. Z., 2023).

To remain competitive in the evolving macro-economic environment the organization should continuously assess its strategic position for smooth operations in a sustainable manner (Zaurez Afshar & Hussain Shah, 2025). For strategic evaluation the utilization of well-established approaches, including PESTLE and SWOT frameworks, is recommended (Nikpour, 2017; Warrick, 2017). Considering that the primary goals of organizations involve growth and development, it becomes critical to conduct a comprehensive evaluation of factors influencing organizational culture to gain relevant insights that can assist the management and decision makers for growth (Lisdiono, Said, Yusoff, Hermawan, et al., 2022).

1.1. Objective

The purpose of the study is to analyze the effectiveness of performance assessment methods in evaluating organizational performance, and to suggest a way forward for organizational sustainability transformation and long-term growth. The study intended to be aimed at the following objectives.

- I. This study explores the optimal way to leverage internal and external resources for the strategic analysis of the organization.
- II. The significance of employing and unifying PESTLE and SWOT Frameworks for strategic analysis of PAMCO.

- III. To gain a systematic recognition of utility of these capacity assessment tools for public sector organizations in developing countries for developing strategic direction of the organization.

1.2. Research Gap

Public Sector & Non-profit organizations often face resource constraints, tight budgets, heavy workloads & performance measurement issues. Limited research exists on the effectiveness of implementing formal strategic performance assessment tools like PESTLE & SWOT in NPOs/public sector organizations in developing countries. Existing research often lacks a long-term view of the impact of interventions in the Agri livestock sector. Current performance measures in the livestock sector often focus solely on financial outcomes. SWOT & PESTLE frameworks have largely been applied in commercial entities, however research on its effectiveness in Public Sector & Non-profit organizations is relatively limited. Using the SWOT and PESTLE frameworks NPOs and public sector organizations can develop a more holistic approach to improve the livestock sector in developing countries.

Across the world organizations use strategic planning tools for devising long term strategic direction but the non-profit organizations working in public sector in developing countries like PAMCO in Pakistan lack a clear depiction of the strategic challenges. Existing research focuses on general approaches, but there's a gap when it comes to how tools like PESTLE (political, economic, social, technological, legal, environmental) and SWOT (strengths, weaknesses, opportunities, threats) can be used specifically for public sector organizations in developing countries. By using the SWOT & PESTLE frameworks, this study intends to underline various internal and external factors that impact PAMCO's strategic decision-making. This analysis is critical for assisting PAMCO to consider various aspects to make informed strategic decisions resulting in the smooth operations of the organization in a sustainable manner within the evolving Agri-livestock industry.

1.3. Research Questions

- I. What is the effective way to utilize strategic assessment tools to measure organizational performance and strategic direction optimally?
- II. How can SWOT and PESTLE frameworks benefit organizational strategic management, and how can their practical application foster organizational growth?
- III. How can PAMCO analyze internal and external factors using SWOT & PESTLE frameworks to strategize for operating in a sustainable manner for long term?

2. Literature Review

The execution of strategic planning can yield a variety of benefits (Aldehayyat & Anchor, 2008). These include the enhancement of coordination through the alignment of business unit strategies with the overarching corporate strategy, the evaluation of performance and progress towards objectives to facilitate improved control, the identification and exploitation of future marketing opportunities, the promotion of more effective internal communication among personnel, the cultivation of a positive attitude towards change, and the growth of overall corporate performance for companies (Shea-Van Fossen et al., 2017). Mostly, scholars have documented the tools that have been used within the context of strategic planning procedures. Nevertheless, only some researchers have focused

solely on examining strategy tools and tactics (Aldehayyat & Anchor, 2008).

Environmental assessment is a crucial component of the strategic management planning process. The simplest tool SWOT (Strengths, Weaknesses, Opportunities, Threats) framework is widely used by the management experts to analyze and classify major environmental factors both internal and external to the organization. SWOT analysis has been commended for its modesty and pragmatism. Across the globe this framework has been used and is accepted uncritically. It is appropriate to reassess its importance as a strategic management means. Further comprehensive evaluation using complementary frameworks can overcome SWOT's intrinsic gaps. SWOT cannot be considered as a static analytic tool with highlighting exclusively on its output. It should be utilized as a dynamic component of the management and business development process (Pickton and Wright, 1998).

The PESTLE Analysis has been used as macro-economic analysis tool for business appraisal and is the most used framework in the appraisal of the external commercial environment that is extremely dynamic (Gupta, 2013). A business relates with its outside environment during its operations and the external factors are uncontrollable by the business. PESTLE analysis shapes the base for the discovery of the prospects and the risks that aids in the SWOT analysis (Alanzi, 2022).



Figure: PESTLE Analysis (*PESTLE Analysis for Business Analysis / Creately*)

PESTLE analysis tool is used to evaluate what is happening in the wider industrial and commercial ecosystem. All plans are components of a greater system, the economy. Performing a PESTEL analysis facilitates to see at all significant issues that may influence the success or failure of a project. PESTEL is an acronym of Political, Economic, Social and cultural, Technological, Environment and Legal. The main aspects of the assessment are Political, Economic, Social and Technology. Environment and Legal factors are added to the main components to make the PESTEL capable to investigate the broader spectrum wherein the organization is being operated (Alanzi, 2022).

Pakistan has strong rituals and social celebrations, which is also increasing the demand for consumption of meat and meat products around the year. This demand further increases substantially during Eid occasions and social festivities. The government in association with meat industry stakeholders, is taking the necessary steps to provision of quality halal red meat in sufficient quantity to cater to the growing demand both for fresh and processed meat and its products (Sohaib and Jamil, 2017). Moreover, customer awareness is promoting meat businesses and regulatory bodies to take necessary measures to ensure meat quality, hygiene & safety assurance, and animal welfare along with the accurate traceability (Steinfeld, Wassenaar and Jutzi, 2006).

3. Research Methodology

The mixed methods method (Nayak et al., 2018) has been used for this study that combined qualitative and quantitative techniques to assess the impact of various factors affecting the organization. The descriptive survey approach employed using questionnaires followed by interviews to gather data to facilitate an organized understanding of multiple factors affecting organization's performance (Fotheringham & Sachdeva, 2022; Latham, 2016). The study population comprised of 110 participants selected by using the purposive sampling technique. Participants included company executives from different cadres and stakeholders. The quantitative data for this study was collected using an electronic survey questionnaire disseminated to PAMCO stakeholders and management. A detailed analysis of the company's annual reports and financial statements was conducted to assess organizational performance. The PESTLE and SWOT frameworks used for PAMCO's capacity assessment under environmental factors. The study involved identification of key variables and patterns in the data and interpreting the findings in the perspective of the research questions. The demographic and quantitative data were analyzed using statistical methods and tools like Microsoft Excel and IBM SPSS 20.

3.1. Frameworks Used

The main objective of the study has been focused on an extensive strategic assessment of the PAMCO using two commonly used frameworks: PESTLE analysis, used to assess the factors comprising political, economic, social, technological, legal, and environmental, and SWOT analysis, which assesses the strengths, weaknesses, opportunities, and threats. Using these frameworks, the study initiative seeks to perform capacity assessment of PAMCO under environmental factors and to identify critical strategic challenges.

4. Results & Discussion

This section relates to evaluating the data collected in the study. The structure of the study is designed to align with its main objectives and includes factual evidence to support the existing literature and the study's findings. This section provides an overview of the analysis conducted on the primary data collected from stakeholders and PAMCO management, which was gained through document's analysis, questionnaires followed by interviews. This section reveals study findings comprising of SWOT analysis and PESTLE assessments.

4.1. SWOT Analysis

In general interviews involve collecting significant information conveyed through verbal communication, identifying recurring themes, and assessing their effects (Müller-Bloch & Kranz, 2015; Terrell, 2012). Since such data restricts the acquisition of information in non-standardized categories, analysis of the data must be conceptualized. The procedure necessitates the classification and consolidation of the data obtained from interview transcripts. Analyzing a case study based on interview material can be complex (Ames et al., 2019; Gupta & Awasthy, 2015).

For qualitative analysis following SWOT analysis questions were asked from the interviewees adapted from past studies (Bismark et al., 2018).

STRENGTHS

1. How would you describe the current situation of PAMCO? What is the strength of the organization?
2. Which area do you think PAMCO performs well in?

- Do you see strategic support from organizational leadership & Government?

WEAKNESSES

- What improvements do you recommend for improvement in Punjab Agriculture & Meat Company (PAMCO) operations?
- How can the organization sustain growth in the long term?

OPPORTUNITIES

- Do you see prospective opportunities for the organization?

THREATS

- What are the current obstacles to growth?

From the questions following discussion themes have been extracted to obtain related information from interview transcripts and literature to evaluate them.

4.1.1. Current Situation of PAMCO- Strengths & Weaknesses

According to the responses provided by the respondents, the organization possesses an established brand with a broader customer base and operates in a self-sustaining way without any financial assistance from the government or donors. Efficient cash flow management plays a crucial role in facilitating the organization's operational activities by generating funds through the provision of effective service delivery. The organization has a competitive edge for enduring government support and the expert direction and leadership provided by the Board of Directors. Additionally, the organization possesses a valuable intellectual asset through highly competent and skilled human resources.

Due to intense global competition coupled with global trade restrictions by the respective meat importing countries and rising input prices, it has been a significant issue to tap the international meat export market.

4.1.2. Future Prospects- Opportunities & Threats

According to the respondents, the Pakistani Government is fully concentrating on enhancing meat exports for which international trade agreements have been made. A new avenue for boiled meat export to China is a significant opportunity for the organization to attract boiled meat exporters, and a new service delivery mechanism can be explored by installing the required equipment.

An integrated meat value chain (Farm to Fork) is required to supply quality animals to export quality meat sustainably, and it is a significant threat due to urbanization and prevalent indigenous breeds. To overcome this threat the organization is in close coordination with the Government to engage relevant stakeholders in addressing the issue.

4.2. Quantitative Analysis (PESTLE)

This specific component of the study relates to quantitative analysis. The PESTLE analysis was carried out based on the replies provided by the respondents. Tables have been used to present data for each factor seeking to improve understanding of the issues discussed.

4.2.1. Analyzing Political Factors Impact on PAMCO

Table 1 below provides the data analysis for the political factors impacting the organization.

Political Factors	Frequency	Percentage	Cumulative
Govt. Policies	21	23%	23%
Govt. Regulations	16	17%	40%
Political Stability	14	15%	55%
Govt. Livestock Initiatives	15	16%	72%
Global Trade Restrictions	26	28%	100%
Total	92	100%	

From the analysis of political factors, it has been displayed that global trade restrictions have been a significant impediment to excelling in the meat export segment. Government policies and regulations are in place to support the livestock sector for sustainable sectoral reforms, which the organization can use as strategic support for sustainable growth in the long term.

4.2.2. Analyzing Economic Factors Impacting PAMCO

Table 2 below provides the data analysis for the economic factors impacting organization.

Economic Factors	Frequency	Percentage	Cumulative
Global Competitiveness	32	35%	35%
Exchange Rate	27	29%	64%
Inflation (Rising input cost)	17	18%	83%
GDP Growth	16	17%	100%
Total	92	100%	

From the analysis of economic factors, it has been observed that global competitiveness is a significant issue in tapping the international meat export market. Exchange rates play a crucial role in excelling exports as due to the rise in the US dollar rates, meat exports have increased in recent years. However, inflation and rising input costs impact the competitiveness of meat exports in the long run.

4.2.3. Analyzing Social Factors Impact on PAMCO

Table 3 below provides the data analysis for the social factors impacting the organization.

Social Factors	Frequency	Percentage	Cumulative
Strong Brand	32	35%	35%
Skilled Staff	27	29%	64%
Ethic & Religion	17	18%	83%
Global Cross Cultural Issue	5	5%	88%
Consumer Changing Preference	11	12%	100%
Total	92	100%	

From the analysis of social factors, it has been observed that the organization possesses a strong brand, and coupled with intellectual capital comprising skilled human resources, the company is operating in a self-sustainable manner and appropriately managing strategic challenges.

4.2.4. Analyzing Technical Factors Impact on PAMCO

Table 4 below provides the data analysis for the technical factors impacting organization.

Technical Factors	Frequency	Percentage	Cumulative
Management Information System	32	35%	35%
Modern Processing Unit	40	43%	78%
Innovation	20	22%	100%
Total	92	100%	

From the analysis of technical factors, it has been observed that the modern meat processing plant has been a strategic asset of the

organization and, coupled with the robust management information system, provides a competitive advantage to the organization in the long run. The company should pursue further investments in innovations for product diversification.

4.2.5. Analyzing Legal Factors Impact on PAMCO

Table 5 below provides the data analysis for the legal factors impacting the organization.

Legal Factors	Frequency	Percentage	Cumulative
Regulatory Framework	45	49%	49%
Statutory Compliance	47	51%	100%
Total	92	100%	

The legal analysis shows that the livestock industry is heavily regulated, and heavy compliance costs impact on the price adversely, squeezing margins and making competition stiffer.

4.2.6. Analyzing Environmental Factors Impact on PAMCO

Table 6 below provides the data analysis for the environmental factors impacting the organization.

Environmental Factors	Frequency	Percentage	Cumulative
Quality Compliance Regime	72	78%	78%
Waste Disposal Issue	20	22%	100%
Total	92	100%	

From the analysis of environmental factors, it has been observed that quality compliances heavily impact on the operations of the organization. However, the organization as mandated has established modern Halal Meat processing & value-addition facility under the International Quality Compliance regime and instituted a platform to promote commercial meat processing and marketing mechanism which provides competitive edge over its competitors.

4.3. SWOT/PESTLE Analysis of PAMCO

After analysis of multiple factors impacting the organization, the combined analysis is provided in table 7 below:

Factors	Strengths	Weaknesses	Opportunities	Threats
Political	Govt. ownership	International Treaties	Govt. Policies Govt. Regulations Govt. Livestock Initiatives	Global Trade Restrictions
Economic	Effective Cashflow Management Broader Customer Base	Global Competitiveness	Exchange Rate Emerging Markets	Inflation (Rising input cost)
Social	Strong Brand Skilled Staff Ethics & Religious Practices	Global Cross Cultural Issue		Consumer Changing Preference
Technical	Management Information System Modern Processing Unit		Innovation	
Legal	Statutory Compliance		Regulatory Framework	
Environmental	Quality Compliance Regime			Waste Disposal Issue

The composite analysis provides a summarized version of qualitative and quantitative analyses for the factors impacting on the performance of the organization. The findings of this study display that PAMCO has the capacity to meet the challenges it

faces. However, the company needs to continue to invest in its operations and upgrade its meat processing facilities with the latest technology and mechanized equipment to remain competitive in the long run.

5. Conclusion

The study findings revealed that PAMCO is perceived as a strong organization equipped with state-of-the-art modern meat processing facilities, and coupled with a broader customer base, it has a competitive edge over its competitors. The company has a robust management information system, and the company's affairs have been professionally managed to outperform in the long run. However, the company is impacted by the economic recession and rising input costs, managed with stringent cash flow management and pricing rationalization.

Based on the analysis, it is recommended that PAMCO invest in new technologies to upgrade its existing meat processing plant, expand its operations, and increase its customer outreach. Furthermore, public sector entities may opt for PESTLE/ SWOT analyses to devise a mechanism for strategizing future courses to remain competitive in the evolving business climate.

6. Limitations and Further studies requirements

This study provided superb practical insights into applying PESTLE and SWOT frameworks in analyzing the factors that affect public sector entities. However, it is essential to emphasize that the study is limited in scope as it focuses on a single organization. The findings of this study are expected to have broader applicability to other organizations. Therefore, it is advised that additional research should be conducted to study this trend further in different contexts. Moreover, the sample selection was conducted using the purposive sampling technique deemed suitable for the current study. However, to investigate a broader range of industries, it is recommended that future research employ a bigger sample size and incorporate random sampling techniques.

7. Declarations

Funding: No funding has been received from anyone to carry out this study.

Informed Consent Statement: The current study was carried out in observance to the ethical standards governing research involving human subjects, ensuring that informed consent was obtained, and privacy was protected.

Data Availability Statement: The data used in the study is not openly available due to privacy & secrecy issues; however, the related information has been provided in the relevant tables.

Conflicts of Interest: The author proclaims no conflict of interest.

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