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SWOT Analysis in Strategic Management and a Sample Application in Public

Musa Tuncay¹

ABSTRACT

In the face of rapid change and increasing competition all over the world, Strategic Management has begun to gain importance. Not only in the private sector, considering all organizations operating in the public and third sector, more strategic thinking and strategic planning has become more important than before in the face of globalization and competition cases it brings. The most important feature of strategic management is that it provides the opportunity for an organization to analyze both its own status and the environment outside of the organization. Strategic management which is in broad use in the private sector has also become indispensable for public sector. Peculiar purposes of public management present a different service understanding as compared to the private sector. Public management generally does not have profit purposes in its services and has to draw attention to and solve the social problems. This article emphasizes recognition of the importance of the strategic management in public and defines the important elements of the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis that must be included within the integrated model of strategic management. A face-to-face citizen expectation questionnaire was conducted with 1500 people together with internal and external stakeholder questionnaires in Eyyübiye district for the Strategic Management of Eyyübiye Municipality, Şanlıurfa and a SWOT(Strengths, Weaknesses, Opportunities, Threats)analysis was established. The purpose of this article is to raise awareness of the importance of SWOT analysis in strategic management in public.

Key Words: Strategic Management, SWOT Analysis, SWOT

WHAT IS STRATEGIC MANAGEMENT?

Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. As this definition implies, strategic management focuses on integrating management, marketing, finance/accounting, production/operations, research and

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development, and information systems to achieve organizational success. The term strategic management in this text is used synonymously with the term strategic planning. The latter term is more often used in the business world, whereas the former is often used in academia. Sometimes the term strategic management is used to refer to strategy formulation, implementation, and evaluation, with strategic planning referring only to strategy formulation. The purpose of strategic management is to exploit and create new and different opportunities for tomorrow; long-range planning, in contrast, tries to optimize for tomorrow the trends of today. The term strategic planning originated in the 1950s and was very popular between the mid-1960s and the mid-1970s. During these years, strategic planning was widely believed to be the answer for all problems. At the time, much of corporate America was “obsessed” with strategic planning. Following that “boom,” however, strategic planning was cast aside during the 1980s as various planning models did not yield higher returns. The 1990s, however, brought the revival of strategic planning, and the process is widely practiced today in the business world. A strategic plan is, in essence, a company’s game plan. Just as a football team needs a good game plan to have a chance for success, a company must have a good strategic plan to compete successfully. Profit margins among firms in most industries have been so reduced by the global economic recession that there is little room for error in the overall strategic plan. A strategic plan results from tough managerial choices among numerous good alternatives, and it signals commitment to specific markets, policies, procedures, and operations in lieu of other, “less desirable” courses of action (Fred, 2011).

Strategic management consists of the analysis, decisions, and actions an organization undertakes in order to create and sustain competitive advantages. This definition captures two main elements that go to the heart of the field of strategic management. First, the strategic management of an organization entails three ongoing processes: analysis, decisions, and actions. That is, strategic management is concerned with the analysis of strategic goals (vision, mission, and strategic objectives) along with the analysis of the internal and external environment of the organization. Next, leaders must make strategic decisions. These decisions, broadly speaking, address two basic questions: What industries should we compete in? How should we compete in those industries? These questions also often involve an organization’s domestic as well as its international operations. And last are the actions that must be taken. Decisions are of little use, of course, unless they are acted on. Firms must take the necessary actions to implement their strategies. This requires leaders to allocate the necessary resources and to design the organization to bring the intended strategies to reality. As we will see in the next section, this is an ongoing, evolving process that requires a great deal of interaction among

these three processes. Second, the essence of strategic management is the study of why some firms outperform others. Thus, managers need to determine how a firm is to compete so that it can obtain advantages that are sustainable over a lengthy period of time. That means focusing on two fundamental questions: How should we compete in order to create competitive advantages in the marketplace? For example, managers need to determine if the firm should position itself as the low-cost producer, or develop products and services that are unique which will enable the firm to charge premium prices-or some combination of both.(Dess, Gregory,Lumpkin and Taylor, 2005.)

An academic field is a socially constructed entity (Hagstrom, 1965; Kuhn, 1962). In comparison to a formal organization, which can be identified and defined, for instance, by its web of legal contracts (Williamson, 1979), an academic field has socially negotiated boundaries and only exists if a critical mass of scholars believe it to exist and adopt a shared conception of its essential meaning (Astley, 1985; Cole, 1983). Such shared meaning is far from assured, however, since various forces can serve to dilute or blur consensus. These forces might include heterogeneity of members' training in the intellectual pull and hegemony of adjacent fields, and an ever-shifting body of knowledge and theory (Astley, 1985; Whitley, 1984).

Strategic management represents a case of an academic field whose consensual meaning might be expected to be fragile, even lacking. The field is relatively young, having been abruptly reconceptualized and relabeled—from 'business policy'—in 1979 (Schendel and Hofer, 1979). Its subjects of interest overlap with several other vigorous fields, including economics, sociology, marketing, finance, and psychology (Hambrick, 2004), and its participant members have been trained in widely varying traditions—some in economics departments, some in strategic management departments, some in organizational behavior, some in marketing, and so on. It comes as little surprise, then, that the published, espoused definitions of strategic management vary (as we shall review below). And we can anticipate that asking strategic management scholars to define the field might elicit an array of responses. How, then, does the field of strategic management maintain its collective identity and distinctiveness? The answer, we anticipate, is that there is a strong implicit consensus about the essence of the field, even though there may be ambiguity about its formal definition. This paradox is reminiscent of the fabled quote of U.S. Supreme Court Justice Potter Stewart: 'I'm not sure how to define pornography, but I know it when I see it' (*Jacobellis v. Ohio*, 378 U.S. 184, 1964).

Stewart's legendary remark captures a fundamental challenge facing the young, rapidly expanding field of strategic management. Exactly what is it? There is a substantial need for

discourse and reflection regarding the very nature of the field; scholars—especially young scholars—need analytic signposts to help them understand the scope and meaning of the field. What does it mean to be doing research in strategic management? What does it take to be seen as a strategic management scholar? While prior analyses have examined the rise and fall of specific theories or research topics within strategic management (Hoskisson, 1999; Ramos-Rodriguez and Ruiz-Navarro, 2004), in this paper we pursue a more fundamental objective: to identify the consensus definition—both implicit and explicit—or the very meaning of the field.

Since 1979, when Schendel and Hofer (1979) rechristened the field of business policy as strategic management and proposed a new paradigm centered on the concept of strategy, scholars have conducted numerous analyses of the field.¹ These works primarily have attempted to examine the intellectual ebbs and flows, research trends, and theoretical perspectives of the field (Rumelt, Schendel, and Teece, 1994; Saunders and Thompson, 1980; Schendel and Cool, 1988). Among these various assessments, for instance, Hoskisson et al. (1999) traced the pendulum-like swings in the field's emphasis on firms' external environments and internal resources. Summer et al. (1990) analyzed the historical progression and status of doctoral education in the field. Recently, RamosRodriguez and Ruiz-Navarro (2004) used citation analysis to chart the intellectual progression of the field

As important as all these prior analyses have been, they have omitted any attention to a fundamental question: just what is strategic management? The field's lack of interest in addressing this basic question is noteworthy for two reasons. First, the field's identity, by its very nature, is ambiguous and highly contestable (Hambrick, 1990; Spender, 2001). It intersects with several other well-developed fields, including economics, marketing, organizational theory, finance, and sociology (Bowman, Singh, and Thomas, 2002); without a clear sense of collective identity and shared purpose, strategic management is vulnerable to intellectual and practical attack (in terms, say, of resources, journal space, and tenure slots) from these other fields.

Lack of attention to the essence of the field is noteworthy for a second reason: the formally espoused, published definitions of the field are quite varied. The Appendix presents a selected set of definitions, including Learned et al.'s (1965) definition of the precursor field: business policy.² The definitions range widely. Some refer to general managers (Fredrickson, 1990; Jemison, 1981; Schendel and Cool, 1988), while others do not. Some indicate the overall organization or firm as the relevant unit of analysis (e.g., Learned et al., 1965), while others do not. Some refer to the importance of organizational performance or success (Bowman et al., 2002; Rumelt et al., 1994; Schendel and Hofer, 1979), some to external environments (e.g.,

Bracker, 1980; Jemison, 1981), some to internal resources (e.g., Bracker, 1980; Jemison, 1981), some to strategy implementation (Van Cauwenbergh and Cool, 1982), and some refer to none of these (e.g., Smircich and Stubbart, 1985)

SWOT ANALYSIS:

SWOT stands for: Strength, Weakness, Opportunity, and Threat. A SWOT analysis guides you to identify your organization's strengths and weaknesses (S-W), as well as broader opportunities and threats (O-T). Developing a fuller awareness of the situation helps with both strategic planning and decision-making. The SWOT method was originally developed for business and industry, but it is equally useful in the work of community health and development, education, and even for personal growth (University of Kansas, 2014).

SWOT is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project, organization, or in a business venture.

- Strengths are aspects or characteristics of the business, or project teams that give it an advantage over others;
- Weaknesses are aspects or characteristics that place the organization at a disadvantage relative to others;
- Opportunities are internal and external prospects that can improve organization's performance within the context;
- Threats are internal and external influencing factors in the environment that could cause trouble for the function or project.
- SWOT focuses on internal and external factors.
 - Internal factors may include: Personnel, finance, fundraising capabilities, and board performance, etc.
 - External factors may include: Economic climate, technological changes, legislation, social culture changes, competitors, etc.
- SWOT can be used in business corporations, governmental departments, and nonprofit organizations.
- SWOT can be performed for business planning, strategic planning, competitor evaluation, marketing development, and research reports (Quincy, Lu and Huang, 2012)

From the whole process of strategic planning, SWOT analysis is the early but very important step in the area of strategic analysis, as Pashiardis (1996) commented, 'environmental scanning is essential for an effective planning. One needs to know the environment in which one operates before making any decisions about the organization, so as to be able to match one's capabilities with the environment in which the organization operates.' SWOT consists of two main parts: the analysis of the internal situation (strengths and weaknesses) and the analysis of the external environment (opportunities and threats). It is important to note that the external environment should be described in a dynamic sense by considering the actual situations, namely existing threats, unexploited opportunities as well as probable trends. The internal situations should also be discussed on the basis of the existing factors. In other words, the SWOT analysis should not contain speculative, future weaknesses or strengths, but real, actual ones (Horn, Niemann et al., 1994).

A SAMPLE APPLICATION IN PUBLIC:

Eyyübiye Municipality was established on 12/11/2012 upon Certain Laws and Decree Laws no. 6360 on Establishment of Twenty Seven Districts and Metropolitan Municipalities in Fourteen Cities. According to December 2013 data of ADNKS, the number of total population in EyyübiyeMunicipality is 360.509. Eyyübiyedistrict is comprised of 36 central and 117 rural neighborhoods.The citizen expectation questionnaire is a feedback study where the expectations of the citizens resident in 36 central neighborhoods which receive services from the municipality are determined and which is performed for designing the strategies and goals accordingly. It is aimed with the questionnaire to determine the expectations, to develop solution suggestions accordingly and make them important factors for the strategic plan.

The questionnaire was applied to 1500 citizens from Eyyübiye. The questions were firstly aimed to obtain opinions on the demographic data and the factors determining the Status, Feature and General Services of the Work Environment in Eyyübiye Municipality, the Short-Term, Medium-Term and Long-Term Goals of EyyübiyeMunicipality and the investment activities planned to be performed by Eyyübiye Municipality within the next 5 years. Evaluation was made with an emphasis on 3 groups of questions which were multiple-choice, 5-scale and open-end questions.

Citizen expectation questionnaire studies were completed with a professional team of 10 people and in 9 days between 17-25 July 2014; and the analysis of the questionnaire results was performed by a professional academic team via SPSS for Windows Statistics software.

Table 1: Neighborhood where the questionnaire is conducted

	Number of People	Percent (%)	Respondents Percent (%)	Total Percent (%)
Hayati Harrani	200	13,3	13,3	13,3
Eyyüp Nebi	130	8,7	8,7	22,0
Selçuklu	90	6,0	6,0	28,0
Muradiye	80	5,3	5,3	33,3
Direkli	81	5,4	5,4	38,7
Batıkent	75	5,0	5,0	43,7
Akşemsettin	75	5,0	5,0	48,7
Onikiler	70	4,7	4,7	53,4
Osmanlı	60	4,0	4,0	57,4
Akabe	55	3,7	3,7	61,1
Şih Maksut	55	3,7	3,7	64,7
Yenice	50	3,3	3,3	68,1
Hacıbayram	50	3,3	3,3	71,4
Dedeosman	45	3,0	3,0	74,4
Topdağı	40	2,7	2,7	77,1
Eyyübiye	39	2,6	2,6	79,7
Buhara	35	2,3	2,3	82,0
Eyüpkent	35	2,3	2,3	84,3
Haleplibahçe	30	2,0	2,0	86,3
Yakubiye	20	1,3	1,3	87,7
Tepe	20	1,3	1,3	89,0
Karakoyunlu	20	1,3	1,3	90,3
Yeni	15	1,0	1,0	91,3
Türkmejdani	15	1,0	1,0	92,3
Kurtuluş	15	1,0	1,0	93,3
Kadıoğlu	15	1,0	1,0	94,3
Akdilek	10	0,7	0,7	95,0
Selman	10	0,7	0,7	95,7
Kendirci	10	0,7	0,7	96,3
Yusufpaşa	10	0,7	0,7	97,0
Bıçakçı	10	0,7	0,7	97,7
Hakimdede	10	0,7	0,7	98,3
Beykapusu	8	0,5	0,5	98,9
Gümüşkuşak	7	0,5	0,5	99,3
Göl	5	0,3	0,3	99,7
Pınarbaşı	5	0,3	0,3	100,0
TOTAL	1500	100,0	100,0	

Table 2: Reside time of respondees

	Number of People	Percent (%)	Respondents Percent (%)	Total Percent (%)
1-3 Years	94	6,3	6,6	6,6
4-7 Years	216	14,4	15,1	21,6
8-10 Years	272	18,1	19,0	40,6
11-13 Years	232	15,5	16,2	56,8
14 Years and more	618	41,2	43,2	100,0
TOTAL	1432	95,5	100,0	
Those who do not respond	68	4,5		
TOTAL	1500	100,0		

As can be seen from the values in Table 2, 57% of those who are resident in Eyyübiye live in this district for more than 10 years. This means that the participants are well acquainted with the problems of the district and will make considerable contributions to shape the future of the district.

Table 3: Educational status of respondees

	Number of People	Percent (%)	Respondents Percent (%)	Total Percent (%)
Illiterate	162	10,8	11,1	11,1
Literate – Not Educated	231	15,4	15,8	26,9
Primaryschool	532	35,5	36,4	63,3
High school	351	23,4	24,0	87,3
University	175	11,7	12,0	99,2
Postgraduate	11	0,7	0,8	100,0
TOTAL	1462	97,5	100,0	
Those who do not respond	38	2,5		
TOTAL	1500	100,0		

As can be seen from the value in the table, it has been observed that few of the citizens from Eyyübiye district who participated in the questionnaire have postgraduate degrees, most of them are primary school graduates and less, some of them are high school graduates and few are university graduates. This shows that the municipality should lead for increasing the education level in the district.

Table 4: Age of respondees

	Number of People	Percent (%)	Respondents Percent (%)	Total Percent (%)
15-25 Years	220	14,7	14,9	14,9
26-35 Years	374	24,9	25,4	40,4
36-45 Years	360	24,0	24,5	64,8
46-55 Years	317	21,1	21,5	86,3
56-65 Years	138	9,2	9,4	95,7
66 Years and older	63	4,2	4,3	100,0
TOTAL	1472	98,1	100,0	
Those who do not respond	28	1,9		
TOTAL	1500	100,0		

As can be seen from the values in the table, the citizens of Eyyübiye district who participated in the questionnaire are distributed in the categories of child, young, adult and elderly. This distribution demonstrates that serious planning must be made for the adults and younger population. Besides, age group should not be ignored.

Table 5: Gender of respondees

	Number of People	Percent (%)	Respondents Percent (%)	Total Percent (%)
Females	191	12,7	13,9	13,9
Males	1180	78,7	86,1	100,0
TOTAL	1371	91,4	100,0	
Those who do not respond	129	8,6		
TOTAL	1500	100,0		

As can be seen from the values in the table, 86% of the citizens from Eyyübiye district who participated in the questionnaire are males and 14% are females.

Table 6: Occupation of respondees

	Number of People	Percent (%)	Respondents Percent (%)	Total Percent (%)
Artisan	404	26,9	27,4	27,4
Housewife	134	8,9	9,1	36,4
Officer	123	8,2	8,3	44,8
Worker	274	18,3	18,6	63,3
Farmer	172	11,5	11,7	75,0
Trainer	72	4,8	4,9	79,9
Academician	19	1,3	1,3	81,2
Doctor	12	0,8	0,8	82,0
Technical Personnel	26	1,7	1,8	83,7
Other	240	16,0	16,3	100,0
TOTAL	1476	98,4	100,0	
Those who do not respond	24	1,6		
TOTAL	1500	100,0		

As can be seen from the values in the table, most of the citizens from Eyyübiye district who participated in the question naire are artisans, followed by workers and farmers, respectively. Profession groups must be taken in to consideration in plannings pertaining to the future of the district.

Table 7: Income level of respondees

	Number of People	Percent (%)	Respondents Percent (%)	Total Percent (%)
0-300 TL	181	12,1	12,6	12,6
301-600 TL	171	11,4	11,9	24,6
601-900 TL	315	21,0	22,0	46,6
901-1200 TL	279	18,6	19,5	66,1
1201-1500 TL	149	9,9	10,4	76,5
1501-1800 TL	172	11,5	12,0	88,5
1801-2100 TL	122	8,1	8,5	97,0
2101 TL and Above	43	2,9	3,0	100,0
TOTAL	1432	95,5	100,0	
Those who do not respond	68	4,5		
TOTAL	1500	100,0		

As can be seen from the values in the table, it is observed that most of the citizens from Eyyübiye district who participated in the questionnaire have incomes equal to minimum fee or less. This supports the idea that projects must be developed in terms of economic development in the district.

FACTORS DETERMINING THE STATUS, FUTURE AND GENERAL SERVICES OF EYYÜBIYE DISTRICT

NOTE: EyyübiyeMunicipality was established after the local elections on 30 March 2014. The questionnaire aimed for Strategic Management was conducted in the fourth month of its establishment. The following satisfaction results of the questionnaire which was conducted in a period when the citizens have not adopted the new district municipality concept also include the evaluations of citizens pertaining to Metropolitan Municipality.

Table 8: Factors determining the status of the work environment

Factors determining the status of the work environment	Degree of satisfaction (%)
Availability of Access to Relevant Persons in Your Relations with EyyübiyeMunicipality	50
Timely Performance of the Works	60
Satisfactory Explanations on Your Demands and Problems	56
Interest, kindness and understanding of Eyyübiye Municipality Personnel towards the citizens	58
General Image of Eyyübiye Municipality (its impression on you)	66
Informing the Citizens	60
Average	58

As can be seen from the values in the table, the satisfaction level in determination of the work environment of the municipality by those who participated in the questionnaire among the citizens of Eyyübiye district is 58%. It is considered that this level must be evaluated as positive for a new municipality.

Table 9: Factors determining development on services

Factors determining development on services	Degree of satisfaction (%)
Follow-up of the Work Carried Out	58
Knowledge and Experience	63
Objectiveness	61
Honesty	67
Confidentiality	68
Belief in the management's ability to solve problems –Reliability	67
Average	64

As can be seen from the values in the table, the satisfaction level of Eyyübiye citizens who participated in the questionnaire regarding determination of Development in the Services of Municipality is 64%. This level is quite important for a new municipality. This satisfaction level means that the citizens trust in the management. It is considered that the Municipality should

take support of this trust while determining its activities and increase the level of this trust constantly.

Table 10: Services of Eyyübiye municipality

Services of Eyyübiye municipality	Degree of satisfaction (%)
How do you find the cleaning services performed by Eyyübiye Municipality?	58
How do you find the cultural and sport services performed by Eyyübiye Municipality? (such as concerts, theaters, sport competitions)	51
How do you find the police security services performed by Eyyübiye Municipality? (such as workplace and marketplace supervision)	56
How do you find the Park and Garden services performed by Eyyübiye Municipality?	61
How do you find the social allowances (public soup kitchen, iftar tent, food allowance etc.) performed by Eyyübiye Municipality?	72
How do you find the tourism and promotion services performed by Eyyübiye Municipality?	47
How do you find the road, asphalt, pavement services performed by Eyyübiye Municipality?	55
Average	57

As can be seen from the values in the table, the level of expectation from the Services among Eyyübiye citizens who participated in the questionnaire is 57%. It is considered that this level should be considered as positive for a new municipality, because these services were also provided by former Şanlıurfa Municipality. The success of Eyyübiye Municipality will be evaluated more realistically together with the Municipality Services provided from now on.

Table 10: How the respondees were informed about the services of Eyyübiye municipality

How will you be informed of the services of Eyyübiye Municipality?				
	Number of People	Percent (%)	Respondents Percent (%)	Total Percent (%)
I see in person	107	7,1	7,6	7,6
From local press	227	15,1	16,0	23,6
From local TV	527	35,1	37,2	60,8
From web page	85	5,7	6,0	66,9
From surroundings	469	31,3	33,1	100,0
TOTAL	1415	94,3	100,0	
Those who do not respond	85	5,7		
TOTAL	1500	100,0		

As can be seen from the values in the table, Eyyübiye citizens who participated in the questionnaire are informed of the Municipality Services through Local press, Local TV and the environmental channels. Therefore, the municipality should direct the citizens' perception properly. It should foresee how the services performed will be perceived by the citizens

Table 11: If respondees know themanagement of Eyyübiye Municipality?

	Number of People	Percent (%)	Respondents Percent (%)	Total Percent (%)
Yes, all of them	82	5,5	5,8	5,8
Yes, some of them	558	37,2	39,2	44,9
Yes, only the managers	181	12,1	12,7	57,7
No, none	603	40,2	42,3	100,0
TOTAL	1424	94,9	100,0	
Those who do not respond	76	5,1		
TOTAL	1500	100,0		

As can be seen from the values in the table, it is observed that Eyyübiye citizens who participated in the questionnaire do not know the Municipality management well. Therefore, the Municipality management should make activities where it will meet the citizens. It should benefit from bulletins, booklets, web pages etc. that will introduce the Municipality.

Table 12: Answer to the question; In which of the following meetings do you want to come together with the Municipality Management?

	Number of People	Percent (%)	Respondents Percent (%)	Total Percent (%)
Non-Governmental Organizations	219	14,6	15,5	15,5
Neighborhood Meetings	693	46,2	49,2	64,7
CitizenDays	363	24,2	25,8	90,5
Local Agenda 21 Houses(City Councils, Youth Councils, Women Councils)	134	8,9	9,5	100,0
TOTAL	1409	93,9	100,0	
Those who do not respond	91	6,1		
TOTAL	1500	100,0		

As can be seen from the values in the table, it is observed that Eyyübiye citizens want to come together with the Municipality management in Neighborhood meetings. Therefore, district-wide annual Neighborhood meetings must be planned. In all neighborhoods, the purposes, goals, activities/projects of the Municipality must be shared with the citizens.

Table 13: The investment field demanded by citizens

	Investment field	Number of People	Percent (%)	Priority rank
1	Environmental planning	346	%12	1
2	Road planning	343	%12	2
3	Park and garden construction	304	%11	3
4	Health service / hospital establishment	289	%10	4

5	Cleaning	165	%6	5
6	School construction	109	%4	6
7	Education centers must be established	101	%4	7
8	Transportation problem should be solved	78	%3	8
9	Urban transformation	76	%3	9
10	Economic development must be achieved	72	%3	10
11	Performance of social activities	64	%2	11
12	Opening marketplaces / district market	63	%2	12
13	Establishment of factories	58	%2	13
14	Car park construction	56	%2	14
15	Electricity cuts must stop	46	%2	15
16	Shopping centers (avm)	42	%1	16
17	Title deeds for houses must be provided	36	%1	17
18	Providing job opportunities	34	%1	18
19	Green areas	32	%1	19
20	Mosque construction	29	%1	20
21	Condolence houses	25	%1	21
22	Opening industry sites	23	%1	22
23	Increasing tourism activities	23	%1	23
24	Continuing unfinished projects	22	%1	24
25	Commercial complexes /centers	22	%1	25
26	Traffic problem must be solved	22	%1	26
27	Mass housing	19	%1	27
28	Sport fields	18	%1	28
29	Water problem should be solved	17	%1	29
30	Environmental cleaning	15	%1	30
31	Pavement construction	14	%1	31
32	Congress, culture and art center	14	%1	32
33	Removing the jail	13	%1	33
34	Determining a garbage collection center and placing garbage containers	11	%1	34
35	Protection of agricultural areas	11	%1	35
36	Infrastructure	10	%1	36
37	Lightening	10	%1	37
38	Regulating the castle side	9	%0	38
39	Garden	8	%0	39
40	Astroturf	8	%0	40
41	Building houses	8	%0	41
42	Childrens parks	7	%0	42
43	Charity organizations must be established	7	%0	43
44	New housing areas must be created	7	%0	44
45	Streets must be expanded	6	%0	45
46	Ending unguided urbanization	6	%0	46
47	Kuran courses must be established	6	%0	47
48	Practice of recycling	5	%0	48
49	Security	5	%0	49
50	Pool	5	%0	50
51	Providing Town Planning	5	%0	51
52	Public Soup Kitchen	4	%0	52
53	Removal Of Base Stations	4	%0	53
54	Religious Education Must Be Provided	4	%0	54
55	Donations Must Be Made To The Poor	4	%0	55
56	Moving Husbandry Outside Of City	4	%0	56
57	Fighting With Drugs	4	%0	57
58	Forestation	3	%0	58

59	Asphalt	3	%0	59
60	Creating Large And Wide Areas	3	%0	60
61	Youth Centers	3	%0	61
62	Disinfestation	3	%0	62
63	Women Culture Centers	3	%0	63
64	Service For Villages	3	%0	64
65	Enlarging Streets	3	%0	65
66	Atm	2	%0	66
67	Allowance For Farmers	2	%0	67
68	Entertainment Places	2	%0	68
69	Maintenance Of Old Houses	2	%0	69
70	Not Having Animals In Houses	2	%0	70
71	Animal Market	2	%0	71
72	Robbery Must Be Prevented	2	%0	72
73	Lightening	2	%0	73
74	Sewage	2	%0	74
75	Police Station	2	%0	75
76	Library	2	%0	76
77	Mukhtar Work Must Be Reorganized	2	%0	77
78	Sending Syrians to Tents	2	%0	78
79	Yilmaz Güney Theatre Cinema Saloon	2	%0	79
80	Courses For Children	1	%0	80
81	Tooth Health Center	1	%0	81

As can be seen from the values in the table, the expectations of Eyyübiye citizens who participated in the questionnaire from Eyyübiye Municipality are listed. Municipality management must make its plans in accordance with this list.

EXTERNAL STAKEHOLDER EXPECTATIONS:

During the preparations for 2015-2019 Strategic Plan for Eyyübiye Municipality, in addition to the workshops made for determination of our activities and their priorities, expectation questionnaire forms were sent to more than 60 public institutions and more than 90 non-governmental organizations to obtain their expectations and opinions. We examined the replies and the Strategic Planning Team made revisions on the strategic plan.

Table 14: Answer to question “What are the issues that must be prioritized by Eyyübiye Municipality?”

Subject	Number of Selection	Rate %
Performing studies to place historical and cultural city image	14	8,97

Starting urban transformation	8	5,13
Performing serious studies to protect historical artifacts	8	5,13
Restoring historical artifacts	7	4,49
Collaborating with charity organizations	7	4,49
Prioritizing cultural services	7	4,49
Equipping school gardens	6	3,85
Supporting poor students	5	3,21
Arranging cultural activities for students	5	3,21
Performing for restation works	5	3,21
Making serious plannings in urban transformation	5	3,21
Opening new roads and streets	4	2,56
Increasing social plants	4	2,56
Building condolence houses	4	2,56
Solving elecricity problems	4	2,56
Obtaining the view sand suggestions fromnon-governmental organizations for projects to be generated	4	2,56
Determining the activities for women together with women associations	4	2,56
Taking radical decisions for Eyyübiye withouts hanty houses	3	1,92
Solving infrastructure problems	3	1,92
Conducting projects to protect natural beauties	3	1,92
Prioritizing Professional courses in order to create and alternative for seasonal agriculture labor	3	1,92
Collaborating in studies for citizen health	3	1,92
Completing lightening streets and avenues	3	1,92
Paying special attention to visit places	3	1,92
Procuring the materials needed by schools	2	1,28
Determination of educational need stogether in urban transformation	2	1,28
Cleaning services should include schools as well	2	1,28
Prioritizing schools in environmental arrangements	2	1,28
Logistic support for delivering the aids to those in need	2	1,28
Performing serious studies for citizen health	2	1,28
Planning new reconstruction fields	2	1,28
Opening public libraries	2	1,28
Creating district market place sand supervising them	2	1,28
Building overpasses near schools	2	1,28
Creating excursion spots	2	1,28
Focusing on consciousness-raising studies for cleaning	2	1,28
Creating sewage infrastructure in villages	2	1,28
Supporting charity organizations	2	1,28

Making arrangements pertaining to organized industry zone	1	0,64
Founding railtran sportation systems	1	0,64
Lightening cemeteries	1	0,64

Table 15: Answer to question “What aret heare as that must be prioritized by Eyyübiye Municipality?”

Subject	Number of Preference
Urban Transformation	27
Protection of Historical Inheritance	24
Parks and Gardens	22
Cleaning Services	21
Supervision and Control	20
Sports	19
Social Services	19
Road construction and maintenance	19
Urban planning	14
Protecting Natural Environment	14
Culture-Art	11
Citizen Health Services	7
E-Municipality	5
Veterinary Services	2

SWOT ANALYSIS:

SWOT (Strengths, Weaknesses, Opportunities and Threats) is a method where the establishment and the circumstances affecting the establishment are examined

systematically. In this analysis, the strengths and weaknesses of an establishment as well as the opportunities and threats that may arise are determined.

Table 16: Eyyübiye municipality SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Upper management with visional and project cycle awareness • Management understanding • Self-sacrificing, capable and experienced personnel • Powerful communication with other institutions • Fiber optic internet access • Periodical meetings aimed for coordination • The importance given by the upper management of municipality to social, cultural, physical, economic and corporate municipality • Presence of a Outer Relations Directorate which will make a bridge for access to funds and prepare projects • Having an autonomous budget, • Having its own decision organ, • Debtless institution 	<ul style="list-style-type: none"> • Lack of technical equipment • Lack of shared service building • Inadequate number of personnel • Inadequate machine park • Inadequate corporate archive • Lack of equipments in directorates • Significant lowness of the number of technical and qualified personnel • Too broad and dispersed service field • Deficiencies in use of initiatives and authorization • Incomplete corporate structure • Inadequate movable and immovable assets of municipality
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Religious, historical and cultural structure richness in the district • Increase in big and prestigious investment projects in the region • Presence of areas open to development and residence in the new construction plans • 71,8% young population • Mass Housing areas • Free Zone and Organized Industry Zones in the district • Law no. 6360, • Rich grant and fund resources provided to local managements • Young and entrepreneur human resource • Importance given by the central government to local managements • Developments in EU membership, • GAP Project, 	<ul style="list-style-type: none"> • Law educational level of citizens, • Intense shantyhouses and non-planned urbanization, • Large number of infrastructure and superstructure deficiencies • Deficiency of coordination between institutions in the city • Large number of migrations • Narrow streets in the district • Lack of natural gas distribution in the district • Insensible husbandry activities • Lawsuits resulted against the municipality which are transferred from liquidated institutions • Authorization complexity with the Metropolitan Municipality • Rapid population increase, • Low income level of the people,

<ul style="list-style-type: none"> • Wide, irrigable and efficient agricultural lands. 	<ul style="list-style-type: none"> • Increase in the number of migrating Syrians due to the Syrian War and permanent residence of them. • Construction problem in the district, • High unemployment level in the district
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GENERAL EVALUATION:

In line with the explanations above, strategic management is a process which directs the organization, makes it viable to perform the activities together in order to reach strategic purposes and goals and is uniting. SWOT analysis, which will be emphasized with a strategic point of view, is an important route map for Strategic management, considering the citizen expectation questionnaires and data from internal and external stakeholders. Organizations can evaluate themselves through strategic management. Through strategic management, an organization can measure itself. It presents its strengths and weaknesses. In this way, organizations can see objectively which purposes they can achieve or which ones they cannot. Organizations can see themselves as a whole thanks to strategic management. This wholeness both provides a reasonable management and organization and directs the personnel to act in line with the goals of the organization. If the public institutions who perform status analyses of the physical, human and economic resources owned by the organization apply the strategic management effectively, they can use their resources actively and effectively. If organizations lacking strategic points of view cannot clearly define their purpose of their presence, they cannot have the vision to create their goals. Strategic management, which is a process based on analysis and observation, will enable establishment of an organizational structure in order to prevent any future deficiencies or fluctuations and create the goals with a visional point of view. If Şanlıurfa Eyyübiye Municipality which creates its strategic plan according to above-given questionnaire results goes on to consider strategic management principles, it will achieve its goal to be pioneer in municipality issues and continue its public services. Public sector has to convert into strategic management in order to keep up with the changes of the time, follow up the new developments and response to the social expectations.

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