

Application of Swot Analysis in the Distributor Company and Commercial Market Souza Cruz

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Abstract

This article focuses on the SWOT analysis, which deals with content related to strategic planning in which the research object is the commercial company Comercial Souza Cruz, located in the city of Manaus / AM, active in the wholesale and retail business. With the general objective of this work was to analyze and identify growth strategies, through SWOT analysis, with the purpose of increasing the profitability of the company in question. During the elaboration of this scientific study, the bibliographic basis was used as a methodology, where it is characterized in a case study of descriptive analysis, through which data collection took place through a documental analysis and semi-structured interview. As a result, it was observed that the company has a favorable location, differentiated service hours and customer loyalty. However, there are still variables to be improved in the company, such as low financial resources, non-standardization of financial data analysis and 50% of its physical structure depends on a lease agreement.

Keywords: SWOT analysis; Strategic planning; External environment; Internal environment.

1. Introduction

Due to the economic changes that Brazil has been going through in the last decades until the present state of the crisis, mass layoffs, dollar increase among others, the companies in general needed new adaptations in the economic scenario so as not to go bankrupt. According to data from the Brazilian Institute of Geography and Statistics, (2017) quoted by Silveira and Cavalline, (2017), from the first quarter of 2014

to the first quarter of 2017, Brazil lost about 3 million jobs with a formal contract. In the first quarter of 2017 was registered high of 13.7% or 14.2 million unemployment, this was the highest rate ever recorded in the country.

According to Lima (2017), with the crisis, some companies eventually went bankrupt, where there was a 28.5% increase in bankruptcy filings from May 2016 to May 2017, the crisis also affected the beverage distribution company. Commercial Souza Cruz who, through resilience, changed his field of activity to remain active in the market.

According to Martins et al. (2012), resilience in the business sector is characterized by the ease of adaptation of companies in the face of environmental adversities, and organizations must evolve and adapt quickly to changes.

This study was carried out in a wholesale and retail company located in Manaus / AM, acting as a beverage and market distributor. Initially, it began its activities only with beverage deliveries to third parties, but due to the economic changes of the country and will intensify a potential competitor, the owner changed segments and inaugurated a distributor and mini market. Souza Cruz is a small wholesale and retail company located in the north of Manaus.

The company works with the resale of general drinks and food products.

This study addressed as problematic: how to contribute to the growth of a distributor and mini market, located in Manaus / AM?

Formalizing the analysis of the organization's strategies is extremely important, because when the company has controlled and aligned strategies, it is possible to objectify the company's strengths and weaknesses. In view of this, the overall objective was to identify growth strategies that aim to increase profitability and rise. Souza Cruz distributor and commercial market, located in Manaus / AM, through SWOT analysis.

With the intention of expanding the knowledge of the company's strategic area, the specific objectives were elaborated for the present research aiming at: a) identifying opportunities and difficulties found by the company from the SWOT analysis; b) analyze the strategies and attitudes taken by the company to attract new customers and; c) propose improvements in the company through SWOT analysis.

The justification of this study is given the opportunities and difficulties encountered by the company, its entry into the market today. This research also contributes to the company's management improvement, thus applying a SWOT analysis, addressing the points to improve its growth, verifying variables that can attract and retain new customers.

2. Theoretical Reference

2.1 Strategic Planning

According to Schreiber (2012) believed that strategic planning allows the difficulties and problems of an organization to be studied, analyzed to look for attitudes that tend to reduce or correct the points where the company has the most problems.

Fernandes et al. (2013) Strategic Planning seeks to put the available resources into practice effectively to achieve the objectives, strategic planning is not done as a simple schedule, it must be applied in action, and adjusted daily business adjustment, must regularize the changes needed to meet the needs of the business.

According to Sebrae Nacional (2016), Strategic planning is a great opportunity to build, review or

develop the reading of an organization's reality, where reading should be critical, coherent, complete, whole, systematic and understandable, and should also generate confidence, security and clarity to the role that the company wants to assume in the market.

Companies must adopt strategic planning to implement organization, direction and control; maximize your goals; minimize their shortcomings and provide efficiency.

2.2 Analysis S.W.O.T.

SWOT analysis which is the analysis of the company's strengths and weaknesses, opportunities and market threats. This model addresses the internal and external environment of the organization. Taking this information into account, it will be possible to have a better detail of which part of the company should improve where the positive points of the company will be exposed, in which it will maintain the quality. For Schreiber (2012) the SWOT analysis has been a widely used tool since the 1960s. With the application of this analysis in a business environment, it is possible to identify possible markets and trends, allowing the creation of new strategies that are more coherent for the current situation. by surveying the internal and external environment of the business.

Created by Kenneth Andrews and Roland Cristensen, professors at Harvard BusinessSchool, and later applied by a number of academics, SWOT analyzes the organization's competitiveness in four variables: Strengths, Weaknesses, Opportunities, and Threats.). Through these four variables, the strengths and weaknesses of the company, the opportunities and threats of the environment in which the company operates can be inventoried. When an organization's strengths are aligned with the critical success factors to meet market opportunities, the company will certainly be competitive in the long run (RODRIGUES, et al., 2005).

2.3 Internal Environment and External Environment

In SWOT analysis the internal environment according to Chiavenato (2006) is the evaluation of the strengths and weaknesses of the organization being analyzed the financial resources, competence and business structure.

Certo et al. (2005) The internal environment is the analysis from the inside of the company, its variables are easily found and controlled differently from the external environment.

Dornelas (2011) the external environment is composed of opportunities and threats, company managers must always be aware of new trends that may affect their business, and detect market opportunities, and the opportunities should be classified according to their attractiveness and likelihood of being. a success, but not only does it depend on the company's dedication, it needs to meet the market needs to succeed with its target market, the company must have the competency to outperform its competitors, the business that can build the most value for its The target audience will be the best at an opportunity.

According to Silva (2015) the external environment is not possible to perform effective evaluations, because it is dynamic, competitive and aggressive. For evolutionists who decide whether the company will survive in the market are the external factors, and for the manager to succeed must always be aware of changes and seek to adapt to market demands.

3. Tools and Methods

The present case study was conceived at Comercial Souza Cruz, located in Manaus / AM. The research was carried out in a micro company bringing a detailed and individual analysis, where it studied a single case being described in a complex way.

The company Comercial Souza Cruz is located in Manaus / AM Brazil, mainly in wholesale and retail, characterized as a small company.

For detailed knowledge of the company, a documentary analysis was applied in order to identify data for the SWOT matrix. This being applied in the first half of 2019 described qualitatively.

In the methodology studies one can count on several possibilities regarding techniques for data collection. A documental analysis was performed for greater understanding through data collection, verifying company records that contributed to the formulation of the SWOT analysis, verifying the veracity of the key points.

By non-participant observation, the company's opening hours were observed to survey some of its strengths and weaknesses.

According to Marconi and Lakatos (2010), by non-participant observation the researcher is a spectator, he participates in the fact with the group, community or area most studied without having involvement.

The use of such points in the research brought to the article a theoretical basis with greater understanding regarding the applied strategic themes.

4. Application of Study

In order to build the SWOT analysis of the company SOUZA CRUZ, observations were made of the internal and external environment of the company, identified by the documentary analysis verifying the veracity found in the SWOT analysis and non-participant observation for the survey of weaknesses and strengths, opportunities. and threats of the business, thus being able to analyze the scenario and the strategic positioning, it was also possible to know the difficulties and opportunities of the company.

It was possible to achieve the specific objectives with the collection of information, which this article proposes.

From SWOT analysis it is possible to identify and analyze problems encountered by the company pointing out the strengths, opportunities, weaknesses and threats mentioned below:

4.1 Forces

- a) Possibility to offer personalized services
- b) Ability to maintain local weekly promotions
- c) Location
- d) Flexible hours
- e) Low prices
- f) Good quality products
- g) Regular stock control

4.2 Opportunities

- a) Customer loyalty
- b) Expanding market, with great demand in the locality.

4.3 Weaknesses

- a) low financial resources
- b) Lack of standardization in the analysis of financial data of inputs and outputs
- c) 50% of its physical structure depends on rental agreement.

4.4 Threats

- a) likely entry of new competitors in the locality
- b) 24 hour assault vulnerability.

5. Improvement Proposals

The necessary improvements to the company through SWOT analysis based on documentary collections and systematic visits through non-participant observation provided the company to objectively survey important information for the promotion of the company where being well executed can be used. Forces leveraging opportunities and defending threats, the table below presents the relevant points for the creation of the SWOT analysis and its results.

Table 01 - SWOT matrix of Comercial Souza Cruz.

<p>FORCES:</p> <ul style="list-style-type: none"> a) Possibility to offer personalized services. b) Ability to maintain local weekly promotions. c) Location. d) Flexible hours. e) Low prices. f) Good quality products g) Regular stock control. 	<p>WEAKNESSES:</p> <ul style="list-style-type: none"> a) low financial resources. b) Lack of standardization in the analysis of financial data of inputs and outputs. C) 50% of its physical structure depends on rental agreement.
<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> a) Customer loyalty. b) Expanding market, with great demand in the locality. 	<p>Threats:</p> <ul style="list-style-type: none"> a) likely entry of new competitors in the locality b) 24 hour assault vulnerability.

Source: Author (2019).

6. Results

Taking into consideration the gathering of SWOT analysis information, the manager can know his strengths, weaknesses, threats and opportunities. With this study, the company can strategically position itself seeking improvements to its weak points and maintaining its strengths, already in the strong points. From the external environment, the company no longer has control and must be aware of the threats it has and that

may arise in the future, and the opportunities must be seized in its favor, seeking the growth and development of the business.

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