

Application of SWOT Analysis for Optimizing the Process of an Automotive Services Company

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Abstract

Every entrepreneur or entrepreneur has as his main dream to see his business flow and gain successful proportions in the environment where it operates and for that to happen, there are countless researches, analyzes, studies, patience and an unending dedication to stand out and achieve. the desired success. Within a company, the person in charge or the owner of your business analyzes with a broad view, whether external or internal, its weaknesses and strengths. In order to remain in the market, the automotive accessories sales and retail sector adopts a set of systemic mechanisms that use methodological processes within a context, set goals, undertake actions, mobilize resources. and decision making to achieve goals in order to achieve success. Analyzing the importance of organizational strategic planning in institutions or companies in a competitive market requires a refinement of quality tools within planning facets for a better understanding of the subject.

Keywords: Strategic planning; Brainstorm; SWOT Analysis, Opportunities and Threats; 5W2H;

1. Introduction

The company Phoenix Car, in order to enter this rapidly developing and highly profitable market, wants to carry out a strategic business planning, using tools previously mentioned as swot analysis, seeking a search for locality, bids, marketing, new suppliers, financial market, interest. consumers and others. Exploiting your strengths and weaknesses, opportunity and threats.

This paper deals with a strategic planning study within a sales company in the automotive accessories segment, refining its respective tools, such as the swot analysis that aims to search and collect strengths related to weaknesses and related opportunities. to threats, then "sifted" by two other tools called brainstorm and 5w2h. The brainstorm aims at a gathering of all stakeholders and then a brainstorming that will redirect to 5w2h, which refers to a "checklist" of certain activities that need to be carried out as clearly as possible by the employees of company.

The purpose of this paper is to describe the joint implementation of swot, brainstorm and 5w2h analysis in an automotive parts and accessories company in the sales and retail market.

2. Theoretical Reference

Today, the business world is increasingly improving, the importance of sales and the entire team, with the main objective of achieving satisfactory results for the organization (MEGIDO; SZULCSEWSKI, 2007). According to Drucker (1987, p.47), when a company sets goals and objectives and makes efforts to achieve those goals, it defines why it exists and how it carries out its activities, so planning is vital for companies that are in the early stages. as well as those who wish to develop increasingly in the business environment. Thus, through the positive results of the planning, the company will understand its necessity in the execution of its activities. Planning is a matter of necessity for organizations that seek their space in the market, besides being a competitive differential. Proper planning exposes the strengths and weaknesses of the organization, contributing to improvement in activities. In this context, planning is characterized as a very efficient tool that companies use to achieve the expected results.

The word administration for Chiavenato (1993) is used repeatedly in everyday life, casting doubt on its concept. Being important in any classification, use of resources to accomplish goals, whether individual, family, group, organizational or social. Therefore, for Chiavenato (1993) to manage means to make an analysis of the objectives proposed by the institutions and companies and transform them into organizational actions of the administrative functions, that is, the planning, organization, direction and control by the effort of all, elaborated in all areas and levels of the organization in order to achieve the proposed objectives in the most appropriate way.

Business competitiveness in recent years has been considered a key factor for the vitality of organizations and the analysis of strengths, weaknesses, threats and opportunities has become a key tool for this process to happen. (FERNANDES, et al, 2013).

2.1 Brainstorm

According to Meira (2003), brainstorming, adapted to Portuguese as an "storm of ideas", is a process aimed at generating ideas on a defined subject and searching for solutions, where the group's goal is to create the largest number of ideas. ideas about this pre-defined subject, in a pleasant climate and conducive to breaking paradigms.

According to Lucinda (2010), brainstorming must obey five basic rules:

- a) Do not criticize the ideas presented;
- b) Present the ideas as they come to mind;

- c) Generate as many ideas as possible;
- d) Select the ideas relevant to the solution of the problem;
- e) Present the results to the participants.

2.2 SWOT Analysis

It is a tool used for conducting environment analysis and is the basis for strategic and management planning of an organization. SWOT serves to position or verify the situation and strategic position of the company in the environment in which it operates (MCCREADIE, 2008).

SWOT analysis is a tool developed for environment analysis, it serves for the management and planning of the organization that helps the strategic position of the company within the necessary environment. Environment analysis is divided into two parts: Internal Environment (Forces and Weaknesses) and External Environment (Opportunities and Threats). The internal environment is of paramount importance for the organization to know its strengths (these are internal advantages of the organization over competitors) and its weaknesses (these are the internal disadvantages of the organization over competitors). (OLIVEIRA, PEREZ, SILVA, 2005).

Still according to Oliveira; Perez; Silva (2005, p. 44) "The analysis of the internal environment is one of the most delicate in the planning process, as it demands a critical evaluation of the policies and procedures long established within the company". The external environment, on the other hand, allows the organization to know and monitor its opportunities (strengths of the organization that helps to grow competitive advantage) and its threats (strengths of the organization that helps to understand competitive advantage). The organization that uses this analysis can have a broad view of its external and internal environment and thus can leverage its performance to better meet market needs.

According to Ferrell and Hartline (2009, p.130) "One of the biggest benefits of SWOT analysis is that it generates information and perspective that can be shared among the various functional areas of the company." SWOT analysis is important for any organization in terms of knowing the potential and threats that are inside and outside the organization's environment. This analysis is of paramount importance in business planning by assisting and collaborating with the decisions to be made by organizations. (KOTLER; KELLER, 2007).

2.3 Analysis of Internal and External Environment (Strengths and Weaknesses)

The purpose of the internal environment analysis is to know which are the strengths and weaknesses that the company presents, highlighting the qualities and defects facing its market segment. At this point, the prospects of comparison with other organizations should be taken into account, thus benchmarking, that is, evaluation processes from one company to another. The company must be aware of its weaknesses so that they can be worked on and not become a problem, preventing other companies from addressing this flaw, as well as their strengths, to know what is their differential among others. , making this a way of being competitive. However, one should know that every company does not need to repair all its weaknesses, nor boast about its strengths (OLIVEIRA, 2010).

By conducting an external analysis, the company identifies key threats and opportunities in its competitive environment. It also examines how competition in your environment is likely to evolve and what

implications this evolution has for the threats and opportunities you are facing. Internal analysis helps the company identify its organizational strengths and weaknesses. It also helps you understand which of your resources and capabilities will be the most likely sources of competitive advantage and which will be the least likely source of those advantages. Finally, internal analysis can be used by companies to identify areas of their organization that require improvement and change (BARNEY; HESTERLY, 2011, p. 7, emphasis added).

“Forces are resources and skills available to the organization to exploit opportunities and minimize threats” (MATOS, MATOS, ALMEIDA, 2007, p.151).

For Martins (2007), are the most positive aspects of the company in relation to its product, service or business unit, should be factors that can be controlled by the company itself and relevant to strategic planning. Strengths are positive internal factors that the company has complete control over and should be exploited to the fullest in order for the company to maintain a good market position and mitigate its weaknesses.

According to Rezende (2008), the strengths or strengths of the organization are the internal and controllable variables that provide favorable conditions for the organization in relation to its environment. These are characteristics or qualities of the organization that can positively influence the performance of the organization. The strengths must be fully explored by the organization.

Weaknesses are considered deficiencies that inhibit the performance capacity of the organization and must be overcome to avoid organization failure (MATOS, MATOS, ALMEIDA, 2007). According to Martins (2007) are more negative aspects of the company in relation to its product, service or business unit. They must be factors that can be controlled by the company itself and relevant to strategic planning.

2.4 Opportunities and Threats

According to Maximiano (2004), the investigation of opportunities and threats is a basis for the formulation of strategies, so that it will adapt to the environment and be able to face its competitors obtaining a competitive differential.

Opportunities for the organization are external and uncontrolled variables, which can create favorable conditions for the organization, provided that it has conditions or interest to use them (REZENDE, 2008).

Threats are current or potential external situations or phenomena that may hinder the execution of strategic objectives (CALLAES, BÔAS, GONZALES, 2006).

Threats are more negative aspects of the company's product / service in relation to the market where it is or will be inserted. These are factors that cannot be controlled by the company and are relevant to strategic planning (MARTINS, 2007).

For Morais (2011), threats are external forces that can impact the company's success, such as competition, operational capacity and the cost of asset increases.

According to Martins (2007), threats: these are activities that can lead the company to a reduction of revenue or even its disappearance. They are linked to competitors and new scenarios, challenging the current strategy of the venture. To avoid them should be analyzed their degrees of possibility of occurrence and severity levels.

2.5 5W2H

According to Lucinda (2010), the five-whys method was created by Professor Taiichi Ohno and consists of discovering, through questions, the root causes of a particular problem in question.

Daychouw (2007), says that the 5W2H method can be used in several areas of knowledge, helping in planning.

Also, according to Daychouw (2007), this method consists of asking seven questions about an action to be taken, in order to obtain the information that will support planning in general. The name of the method, 5W2H.

3. Tools and Methods

This work was based on its nature, approach, objectives and technical procedures employed.

Following the step by step of the case study model, although through the analysis of real data collected analogously to the research, it was possible to develop a specific study to meet the company's needs regarding quality of care, quality of services provided, customer visibility and time reduction. So, the study is being carried out within the general vision of the automotive accessories company located in the city of Manaus / AM.

Origin is applied naturally, although we seek to qualify motives and causes that directly affect consumer discontent and by separating meaningful methods to identify and correct identified problems.

It is qualitative because it seeks to analyze and understand the inherent topics related to the research of quality measures, originated in the definitions of consumers. So, the purposes that characterizes as analytical, as it seeks to understand the causes of problems that generate dissatisfaction in customers. Through a swot analysis, brainstorm and 5w2h implemented in the project that succeeded and solved the negative topics. It was necessary to make a very clear and explanatory analysis of what was designed, accurately distributing each task according to the answers related to each area. It was noticeable that this application was not at all difficult, perhaps the most complex was to formulate the exact solutions for each question.

Applying this method of 5w2h that consists of direct questions and answering all these questions of the tool, who made the project was the entrepreneur himself who aims to improve the company within three months and within the company, through training and improvement, coupled with the addition of new, faster and more effective communications media such as communicating radios implemented in the industries. The new method will cost an investment of approximately three thousand reais, but will bring lasting and real benefits.

4. Sales Mapping

A well-structured market logistics department is essential for any distribution and sales industry. By analyzing different locations or territories, companies in the segment gain an understanding of their own market position and the detection of potential competitors, optimizing their sales and bringing new means of market positions. With this in mind, all strengths and weaknesses, opportunities and threats were analyzed through the SWOT matrix. The form of service prioritizing customer satisfaction and “dial

deliveries” are indispensable factors for strengthening the establishment. The good location that gives more soluble access to customers who can also count on the availability of products whenever they are triggered in the store. Based on this, we find that there are negative answers to the selected questions. The team is great, but they lack the means of improvement, such as time spent between content separations and lack of rapid communication between sectors. Taking these considerations into account, it was noted that customers migrate to the competition even given the cost benefit.

In the company, given its good location and quality service, we can attribute more things such as home delivery service, discount for people who follow the store on social networks and loyal customers, i.e., taking the attention of the competition.

The threat of customer loss due to the identified delay can be a risk, so when deciding to choose our store, even with the lowest price and quality services, time is indispensable for supporting the venture.

To reduce time, costs and errors in the sales process, we will lead to improved results such as the solution to it. In the sales industry, the delay with customer service and the delay in shipping the part or accessory from stock to the delivery counter is great.

Once the main problems are identified, a brainstorm will be portrayed with everyone involved, generating as many ideas as possible to select the ideas relevant to solving the problems and presenting the results to those involved.

In a sales and retail team were asked some questions about the best way to perform the activities, the time it takes for the process to be completed, where the process hangs and so on. The time taken to separate material from inventory to seller, from seller to system, and from system to customer is approximately 10 to 12 minutes and during that time we can offer courtesies to customers.

4.1 Company Mission and Vision

<p>The mission and purpose of the Phoenix Car company is to foster this automotive accessory market, from which, move millions of dollars in the economy, bringing more competitiveness and news.</p>	<p>The vision of the company Phoenix Car, is to reach a higher level as an organization, bringing jobs and generating wealth for the state and federation.</p>
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4.2 Brainstorm Application

For the emergence of new ideals, ways of solving problems etc. A general meeting was held, bringing all employees of the company to discuss new ideas and means of solutions that can add value to the institution. Thus, the emergence of the use of quality tools, more precisely the swot matrix together with the 5w2h.

4.3 SWOT Company Analysis

<p>STRENGTHS: Good location, development and improvement team, small business with good service flexibility, sales of automotive accessories, home delivery and social media sales.</p>	<p>WEAKNESSES: Lack of improvement and speed with the time spent separating sold products and delivery to the end consumer, lack of communication between sectors, price of some</p>
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	products above the competition, delayed response response via social networks.
<p>OPPORTUNITIES: As the Brazilian market moves two billion reais per year. With this, the company has the opportunity to enter, grow and innovate in this competitive and constantly developing market that requires constant innovations due to the great demand and the great interest of consumers for news, consequently to an annual increase in the financial movement of this automotive segment. We must also take into account the gains, development of the organization and learning.</p>	<p>THREATS: However, threats will always exist. The company is surrounded by strong competitors who see improvements, growth and innovations with the company. The location of the company is close to competitors, causing customer doubt, as the time taken to separate products to be delivered both in full and dial deliveries, customers may end up dropping the order and leaving for another store that has faster service.</p>

4.4 5W2H Application

What action will be performed? Given the analysis of weaknesses and threats, the action that will be taken is the request of communicating devices to speed up the process of time spent and improve service. Training will be done to improve the activities.

Who will perform or participate in the action? All employees and managers.

Where will the action be performed? In all sectors of the company.

When will the action be performed? December 2, 2019.

Why will the action be performed? To perfect the sales process, service and quality.

How will it be performed? It will be performed by the responsible of the company, through the studies presented in a simple way, through training in the handling of new devices and improvement tests.

How much? In all, it will cost three thousand reais.

5. Conclusion

We conclude that through strategic planning followed by powerful quality tools, SWOT analysis, coupled with brainstorm and 5w2h, made possible a study or survey of various parameters of strengths, weaknesses, opportunities and threats, presenting the ideas suggested in the meetings and selecting the most relevant ones for problem solving. As well as a possibility of solving problems, improving processes and correcting errors, thus, developed schemes of solutions to problems or eventual future problems, bringing security and control to the enterprise, its collaborators and customers.

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