

## SWOT ANALYSIS IN CUSTOMER SERVICE COMPANY PERSPECTIVE ANÁLISE SWOT NA PERSPECTIVA DO CLIENTE DE EMPRESA DE SERVIÇO

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### ABSTRACT

SWOT analysis is a strategic planning analysis tool that assists in identifying the internal environment (strengths and weaknesses) and external environment (opportunities and threats) in order to provide survival, maintenance, growth and development of the company. In this context, the present study aimed to analyze a company based on its SWOT analysis. The company analyzed was a swimming school, with children and adults as public. In the collection of the data, a questionnaire structured in: internal aspects (attendance, physical aspects, swimming pools and administrative) and external aspects (other items) was applied to the clients. A descriptive analysis of the results was carried out and the Wilcoxon test was used to validate the hypotheses. In the view of users, the company has more strengths than weak ones, and its opportunities are greater than threats. The work contributes to a different look at the use of SWOT analysis.

**Keywords:** SWOT. Strategic planning. Tourism.

### RESUMO

A análise SWOT é uma ferramenta de análise do planejamento estratégico, que auxilia na identificação do ambiente interno (pontos fortes e fracos) e ambiente externo (oportunidades e ameaças), com o intuito de proporcionar a sobrevivência, manutenção, crescimento e desenvolvimento da empresa. Nesse contexto, o presente

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estudo objetivou analisar uma empresa pelo prisma de seus clientes, a partir da análise de SWOT. A empresa analisada foi uma escola de natação, tendo como público crianças e adultos. Na coleta dos dados foi aplicado aos clientes um questionário estruturado em: aspectos internos (atendimentos, aspectos físicos, piscinas e administrativo) e aspectos externos (outros itens). Realizou-se análise descritiva dos resultados e na sequência o teste de Wilcoxon para validação das hipóteses. Na visão dos usuários, a empresa tem mais pontos fortes do que fracos e, suas oportunidades são maiores do que as ameaças. O trabalho contribui por um olhar diferenciado da utilização da análise de SWOT.

**Palavras-chave:** SWOT. Planejamento Estratégico. Turismo.

## 1 INTRODUCTION

The strategic planning is important for the development of any company. In order for it to be carried out effectively, it is necessary to use strategic evaluation tools. These tools can serve both for the evaluation of the company as a whole and for the evaluation of a specific sector, product or service. The SWOT analysis covers the entire company and pursues the survival, maintenance, growth-development of the company as a whole (ALMEIDA; CARDOSO, 2014). Thus, it is a useful tool to understand the elements necessary for the growth of the enterprise, as it aims to define strategies that maintain their strengths, reducing their weaknesses and taking advantage of opportunities, protecting themselves from threats (ALMEIDA; CARDOSO, 2014).

The most recent tourism surveys that use the SWOT analysis technique operate in different segments, such as luxury tourism (TEKKEN; KROPP, 2015), ecotourism (GHORBANI et al., 2015; LÓPEZ et al., 2015; CETIN et al., 2018), religious tourism (PEREIRA, 2017), sustainable tourism (TREMONT et al., 2015; BANOS-GONZÁLEZ et al., 2017; HUDELSON, 2014; JAAFAR et al., 2014), gastronomic tourism (LONDOÑO, 2015), medical tourism (WONG; VELASAMY; ARSHAD, 2014), and many others (RINDAM, 2014; QIAN, 2017; CHONG, 2015; CHARVANDEH, 2017; LOPEZ; BHAKTIKUL, 2018; ARSIC, 2018). These studies have been seeking out the development of strategic planning, from validating the feasibility of tourism in some areas to evaluating tourism structures.

Thus, there are still opportunities for applications of SWOT analysis in the various tourism segments, such as the development of new public policies for various

segments of tourism (LOPEZ; BHAKTIKUL, 2018), elaboration of actions aiming at fomenting the activity (JAAFAR et al., 2014), analysis for improvement of the infrastructure (GHORBANI et al., 2015), planning for the survival of the activity, with the purpose of measuring the adherence of strategic planning (LÓPEZ et al., 2015), and thus, it is shown as an useful and contemporary tool for strategic planning.

Tourism is a vast area of study that is fragmented into numerous segments. This segmentation is constantly changing, since it is a way of organizing tourism for planning, management and market purposes Brasil (2010). Among the most well-known segments are: ecotourism, cultural tourism, business tourism, shopping, sports, adventure, rural, social, leisure, luxury and observation. Based on the fact that sport and leisure have direct relations with tourism we opted to investigate a company of the branch that could carry out analysis of strategic evaluation and, for that, it would have to have strategic planning. From these requirements, we chose to do the analysis at the Aquaculture School Tchibum. The company does its planning according to the advice of the methodology in which it is framed.

Therefore, the present research aimed to perform a SWOT analysis at the Tchibum Aquatic School and, therefore, used the quantitative approach to evaluate and correlate strengths, weaknesses, threats and opportunities. Specifically, it sought to correlate customer opinions to the points: strengths and weaknesses of the service, the physical structure, the pools, the administrative and the opportunities and threats of the external environment. Therefore, the present study seeks to answer the following research problem: what contribution can the Wilcoxon test and the significance test make to the SWOT matrix analysis validated from the customers' point of view? The paper was divided into four parts, in addition to this introduction. The first one was the theoretical reference on strategic planning, strategic assessment techniques and SWOT in tourism. Then, the methodology used in the study, the presentation of the company, object of the study, the analyzes and results obtained, and finally the final considerations are presented.

## **2 THEORETICAL FRAMEWORK**

Planning originated in the most remote civilizations where man had to perform tasks and organize the available resources (COLTRO; PAZZINI, 2016). From 1960

onwards, the market becomes more competitive due to the increase in the number of competitors, technological advances, innovations in products and services, among other factors specific to each sector (LEVRINI; OLIVEIRA, 2017). In this context, the planning process is now used to manage resources and organize future tasks (COLTRO; PAZZINI, 2016). This fact makes some corporate leaders find in strategic planning (SP) the most appropriate way to establish and implement strategies that enhance the competitiveness of each business unit (SOUSA; DIAS, 2017).

Planning and setting goals are necessary for any company, whether small, medium or large (COLTRO; PAZZINI, 2016). Even for a small company, it is important to elaborate a strategic plan, since it can guide the best use of resources (GAFURI; ROJO; MIURA, 2017). The SP is a future-oriented business transition, in an abstract, non-quantitative way that allows the organization to orient itself through plans (SOUSA; DIAS, 2017). It is necessary when there is perception of some abnormality, necessity, failure or difficulty in routine administrative processes or aspects of organizational culture (ARTICO; CANTAROTTI, 2013).

Fontes Filho (2006) emphasizes that planning is a process that involves a plan where the defined objectives are registered, but the planning is the constant evaluation of the organization's situation in relation to the external environment and internal expectations. In this way the SP is thought in the long term, involving the company as a whole and is defined by the top of the organization. Without the direct involvement of the company's chief executive, as the leader of the strategic process in a company, it will hardly succeed satisfactorily (PEREIRA, 2009). It is the larger plane where everyone is subordinate. For SP to be efficient, it is necessary to collect information through strategic evaluations.

Among the techniques of strategic evaluation available in the literature, we note the PDCA (SEBRAE, 2018a; SEBRAE, 2016a), Balanced Scorecard (FALLEIROS; SILVA; MERGULHÃO, 2014; PRIETO; PEREIRA, CARVALHO; LAURINDO, 2006; MALACARNE; BALASSIANO; NOSSA, 2016), BCG matrix (BARBOZA; ROJO, 2015; SEBRAE, 2018b), Porter's model (ANDREUZZA, 2012; SEBRAE, 2018c), stakeholders (MAZZA; BEURON; MACULAN; ARIGONY, 2018; REED et al., 2009; CINTRA; RIBEIRO; COSTA, 2015) and SWOT analysis (SEBRAE, 2016b; ALMEIDA; CARDOSO, 2014; ROSA, 2013; DANTAS; MELO, 2008; OLIVEIRA, 2006; FONTES FILHO, 2006; SOUSA; CHAVES; TANNÚS; ESPINOSA, 2018).

The acronym SWOT comes from Strengths, Weaknesses, Opportunities and Threats. The SWOT Matrix was developed at the School of Design, which represents one of the most influential Strategic Management schools in the strategy formulation process (ALMEIDA; CARDOSO, 2014). Its objective is to detect strengths and weaknesses, with the purpose of making the company more efficient and competitive, thus correcting its deficiencies (ROSA, 2013), based on the identification and analysis of the strengths, weaknesses, opportunities and threats that involve business activity (DANTAS; MELO, 2008).

It is a useful tool to understand the elements necessary for the growth of the enterprise, as it aims to define strategies that maintain their strengths, reducing their weaknesses and taking advantage of opportunities, protecting themselves from threats (ALMEIDA; CARDOSO, 2014). The strengths and weaknesses are, in large majority, linked to internal factors and can be controlled, as it is a result of the strategy used at the moment of data collection (DANTAS; MELO, 2008). While opportunities and threats cannot be controlled, as they are linked to factors external to the organization (DANTAS; MELO, 2008). The basic idea is to define the strengths (the forces) of the object related to internal factors that provide favorable conditions in relation to the environment and that affect organizational performance in a positive way (OLIVEIRA, 2006). While the negatives (weaknesses) are all factors that undermine the achievement of the business objective. In this way, these internal and controllable factors by the company must be reduced or eliminated quickly, so that it does not have a negative impact on the business activity (ALMEIDA; CARDOSO, 2014). As for external factors (opportunities and threats), they can be understood as anticipations of the future of business activity (DANTAS; MELO, 2008). Thus, are constructed the scenarios containing the opportunities (positive reflexes) and the threats (negative reflexes) that the environment can provide the business activity. After the diagnosis is made, the data is analyzed and crossed.

Fontes Filho (2006) points out two difficulties in applying SWOT: (i) distinguishing between strengths and weaknesses and (ii) distinguishing between threats and opportunities. Often a resource can be determined as a strong point, but it can also represent a weakness, and the same is true of opportunities and threats. Thus, SWOT analysis must be done globally to achieve its goal. The most significant

contribution of the SWOT analysis is to allow a strategic, global, qualitative view of the company and its environment, and this is certainly achieved.

Fontes Filho (2006) emphasizes that planning is a process that involves a plan where the defined objectives are registered, but the planning is the constant evaluation of the organization's situation in relation to the external environment and internal expectations. Thus, it is necessary for the planning direction to provide growth and improvement of the company. For this, we considered H1a, H1b, H1c and H1d for the internal aspects of the company and H2 for the external aspects of the company. These hypotheses are described in the following sequence: **H1a**. Customers consider the company's service as a strength. **H1b**. Customers consider the physical aspects of the company as a strength. **H1c**. Customers consider the company pools as a strength. **H1d**. Clients consider the company manager as a strength. **H2**. Customers consider external aspects of the company as opportunities.

Research in the area of tourism and its segments work the SWOT matrix in several ways. Based on the literature review (TEKKEN; KROPP, 2015), interviews from various categories of respondents (PEREIRA, 2017), based on secondary data such as newspapers and websites (WONG; VELASAMY; ARSHAD, 2014), and mostly through qualitative research. Few studies use the SWOT matrix in a quantitative approach such as that performed in the present study. A methodology similar to that applied here can be seen in Toinaven, Lahti and Leino (1999), and it is observed that the SWOT analysis provided a more structured interpretation of the results compared to conventional analyses.

### **3 METHODOLOGY**

#### **3.1 STUDY LOCATION**

The Tchibum Aquatic School was opened in September 2015. The activities follow the Gustavo Borges Methodology (MGB), a national franchise with 350 accredited units and present in 220 Brazilian cities. The company's owner is a graduate in physical education from the State University of São Paulo (UNESP) and a postgraduate in swimming and water activities at the United Metropolitan University

(FMU). Her interest in children's aquatic education arose in college and in those that approached education in a playful way.

The school's physical space contains two swimming pools, one with 16 meters used for children's and adult classes and another with 8 meters used for babies and children's classes. It offers children's space, a waiting area for parents and companions, as well as air-conditioned space in the secretarial area. The school's methodology was chosen by the owner of the company after learning about the differentials she offered to the company and its clients. The main differences identified are: division of pedagogical levels based on the child's age and ability, weekly goal calendar provided by the methodology for teachers, regular evaluations of students in order to follow their development, material for campaigns that make activities more playful, assistance to the franchisee, attendance training, teacher training.

In 2015 the school began its activities with 50 clients and 10 employees (4 physical education teachers, 1 trainee, 1 secretary, 1 administrative, 1 cleaning, 1 maintenance of swimming pools and 1 general services). Currently the company serves around 350 clients and operates with 13 employees (3 physical education teachers, 4 trainees, 1 secretary, 2 administrative, 1 in cleaning, 1 in maintenance of swimming pools and 1 in general services).

### 3.2 TYPE OF RESEARCH, DATA COLLECTION AND ANALYSIS

The research uses the quantitative approach. For the data collection, a questionnaire was constructed, aligned with the reflection on the company's operation, according to Dantas and Melo (2008) for local tourism. After literature review and reflection on strengths, weaknesses, threats and opportunities, those identified in Figure 1 were raised.

Figure 1 – Strengths, weaknesses, threats and opportunities in Tchibum Aquatic School

<b>Strengths</b>	<b>Weaknesses</b>
Location; Water treatment method; Gustavo Borges' Methodology; Equipment used in swimming pools; Room Service Relationship with the client; Management system; Customer loyalty; Types of contracts; Services offered; External aesthetics; Payment methods; Media in social networks; Offline media; Security service; Price/Status; Training of swimming pool staff; Schedules offered.	Payment methods; Internal aesthetics; Exceptions for customers; Over crowded; Marketing; Price/value added; Partnerships; Internal communication; Training of the administrative staff and reception; Schedules offered; Limit of vacancies; Maintenance cost; Office equipment.

Opportunities	Threats
Union regulating the activity; Training courses; Increased demand; New trainees.	Evasion of students; Health surveillance; Union regulating the activity; Parking lot; Competition; Exit team members; School schedules; Seasonality.

Source: Search data (2021).

The questionnaire was previously validated by a researcher with expertise in methodology and experience in tourism (teaching and market), in order to verify if the points were aligned with the context of SWOT analysis and segment under analysis (generated changes). At the time of the data collection, the total number of students was 195. Note that 182 of these students are under 18 and therefore chose the answer of their responsible, which makes a total of 139. It should be noted that there are several cases in the school such as siblings with the same responsible (only considered once). Finally, the population of 152 potential respondents and the final sample were 80 questionnaires considered valid for the research.

The analysis of the data was oriented to initially present a descriptive appreciation of the data (number of observed cases, minimum, maximum, average and standard deviation of each item researched). Following is the validation of adherence of the data pointed out in the research from the boxplot, as well as ascertaining the need to reformulate points. Wilcoxon test and significance test were used to test the hypothesis of the study. The Wilcoxon test is a non-parametric hypothesis test used when comparing two related samples, paired samples, or repeated measures in a single sample to evaluate whether the population's medium positions differ. It can be used as an alternative to Student's t-test, t-test for corresponding pairs or the t-test for dependent samples when it cannot be assumed that the population is normally distributed. The significance test aims to "establish if the results obtained have statistical significance, according to pre-established limits" (CONTI, 2009, p. 1). Finally, we have a general reflection of the study, based on the proposal of Almeida and Cardoso (2014).

## 4 RESULTS

Table 1 was organized with the main results of the descriptive analysis. We analyzed 11 items for the service sector, 5 items for physical aspects, 6 items for the pool area, 8 for the administrative sector and 9 items for others. While the attendance

sector items, physical aspects, pool area and the administrative sector indicate internal aspects of the company, the items “others” indicate the external aspects of the company.

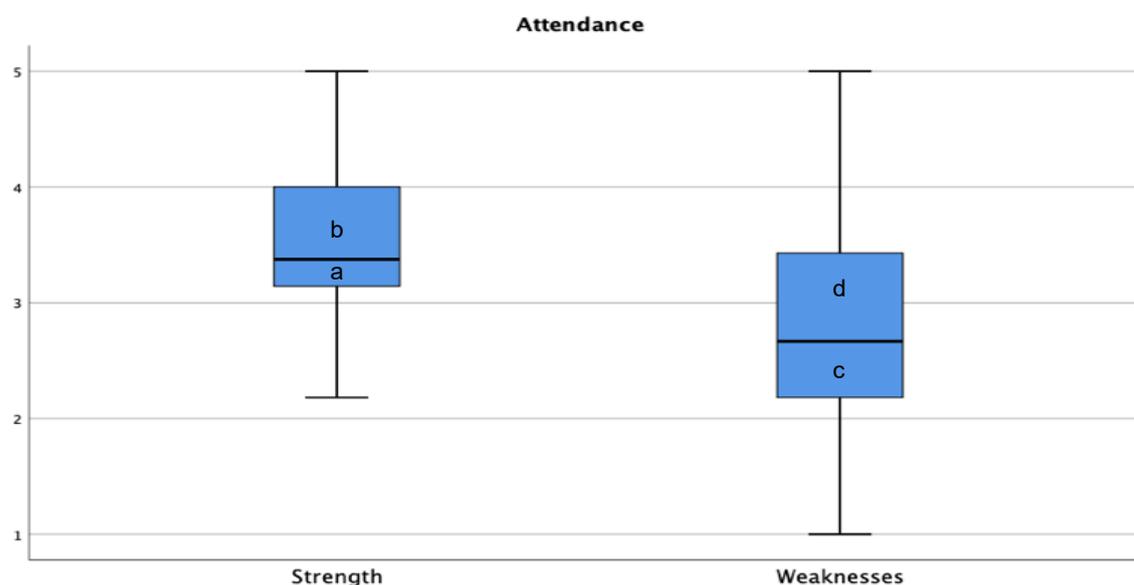
Table 1 – Descriptive statistics

Variable	Description	N	Minimum	Maximum	Mean	Standard Deviation
Attendance	Strengths	80	2,18	5,00	3,7054	0,61509
	Weaknesses	49	1,00	5,00	2,8170	0,99611
Physical aspects	Strengths	80	1,50	5,00	3,8167	0,72453
	Weaknesses	39	1,00	5,00	2,5808	0,97005
Pools	Strengths	80	2,60	5,00	4,1310	0,66536
	Weaknesses	26	1,00	4,00	2,2051	0,92653
Administrative	Strengths	79	1,75	5,00	3,5200	0,65850
	Weaknesses	39	1,33	4,50	2,4896	0,77948
Others	Opportunities	73	1,00	5,00	3,2957	0,83387
	Threats	51	1,00	5,00	2,9604	0,80575

Source: Search data (2021).

In attendance, the response strengths had 80 with an average of 3.70 and a standard deviation of 0.61. While for the weaknesses of care they had 49 answers with an average of 2.81 and a standard deviation of 0.99. These results indicate that there is a positive indication regarding the evaluation of the service sector, with an average view close to 4, as well as homogeneity, from the standard deviation of 0.61, as opposed to weaknesses that averaged 2.18, close to 2 (low intensity) and the standard deviation shows greater heterogeneity in the data (Figure 2).

Figure 2 – Attendance – strength and weaknesses

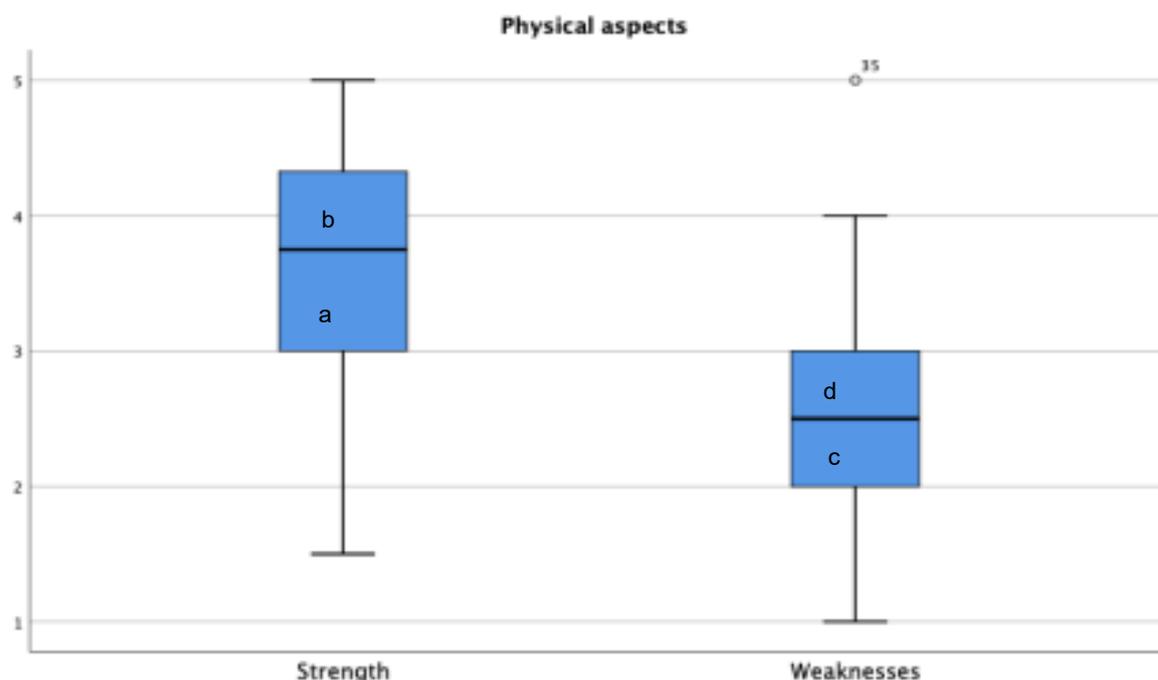


Source: Search data (2021).

Analyzing the comparison between strengths and weaknesses in service, it is noticed that in strengths the position of the first quartile is closer to the second quartile (a) than in relation to the third quartile distance to the second quartile (b). Indicating that the scores attributed by the clients were, for the most part, above the second quartile, which represents the average. In weaknesses, although less expressive, the distance between the first quartile and the second quartile (c) is still greater than the distance between the third quartile and the second quartile (d). Note that the magnitude of weaknesses (between 5 and 1) is greater than strengths (between 5 and 2), and that the three quartiles of weaknesses are positioned lower in the graph in relation to the strength quartiles. Considering 3 as neutrality, it is observed that the strengths are concentrated in neutral to intense, and the weaknesses are more scattered between low intensity (2) and neutral (3). It can be concluded that for customers the service sector is considered as a strength.

In terms of physical aspects, strengths obtained 80 responses with an average of 3.81 and a standard deviation of 0.72. For the physical care weaknesses we had 39 responses with an average of 2.58 and a standard deviation of 0.97. Positive evaluation was identified for physical aspects, taking into account the average strengths close to 4 and homogeneity of the data identified in the standard deviation of 0.72. Different from weaknesses, which averaged 2.58 and a larger standard deviation, demonstrating heterogeneity (Figure 3).

Figure 3 – Physical aspects – strengths and weaknesses



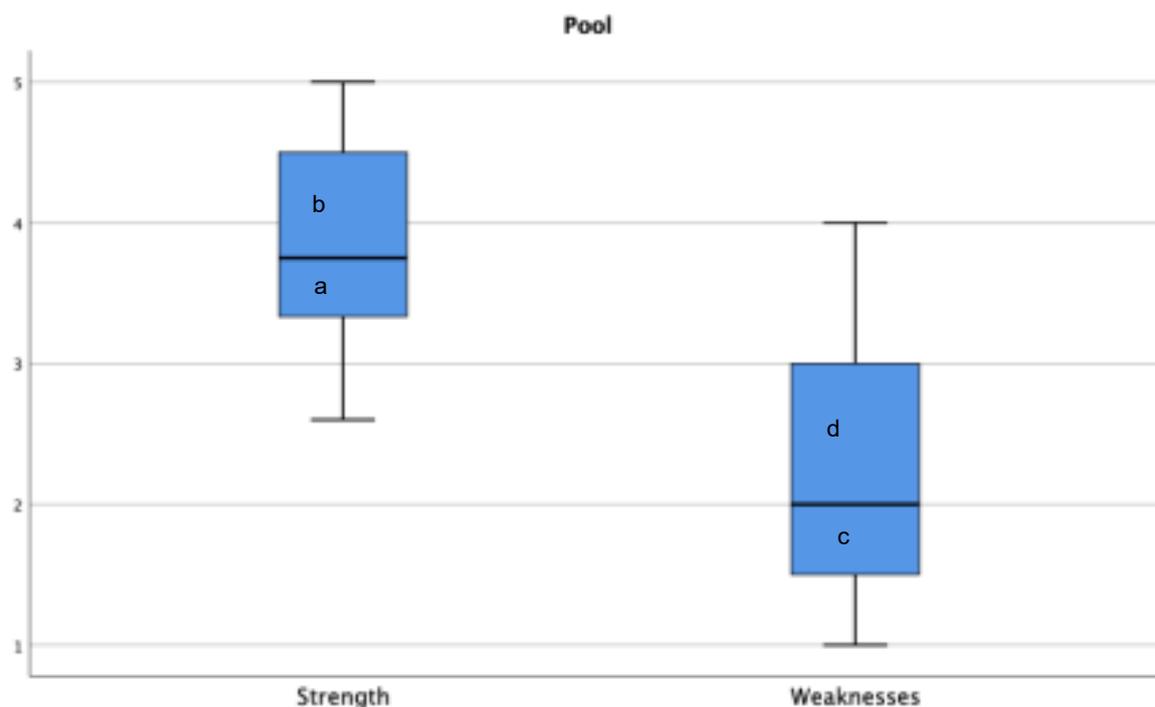
Source: Search data (2021).

In the comparison between strengths and weaknesses of the physical structure it is noted that in strengths the first quartile is further away from the second quartile (a) in relation to the distance from the third quartile to the second quartile (b). Indicating that the scores attributed, for the most part, are below the average, in weaknesses the symmetry between the quartiles (c and d) is noticeable. Differences in amplitudes between strengths and weaknesses are noted. In strengths it is between 5-2 and in weaknesses between 4-1, in this respect the three quartiles of strengths are positioned above the neutral (3), while the three quartiles of weaknesses are positioned below, indicating that the strengths obtained higher scores in relation weaknesses and therefore demonstrates how considered strong and important aspect in the company. Considering the neutrality, the strengths are more scattered than the weaknesses, being between neutral (3) and intense (4), while the weaknesses are concentrated between low intensity (2) and neutral (3). Comparing can conclude that customers regard it as strength.

About the pools sector, in strengths, we obtained 80 with an average of 4.13 and a standard deviation of 0.66. In weaknesses, it obtained 26 responses with an average of 2.20 and a standard deviation of 0.92. These results indicate that the swimming pool sector had a positive indication, considering the average strength

above 4 and the homogeneity of the responses observed by the standard deviation of 0.66, unlike weaknesses, with a mean of 2.20 (Figure 4).

Figure 4 – Pool – strengths and weaknesses

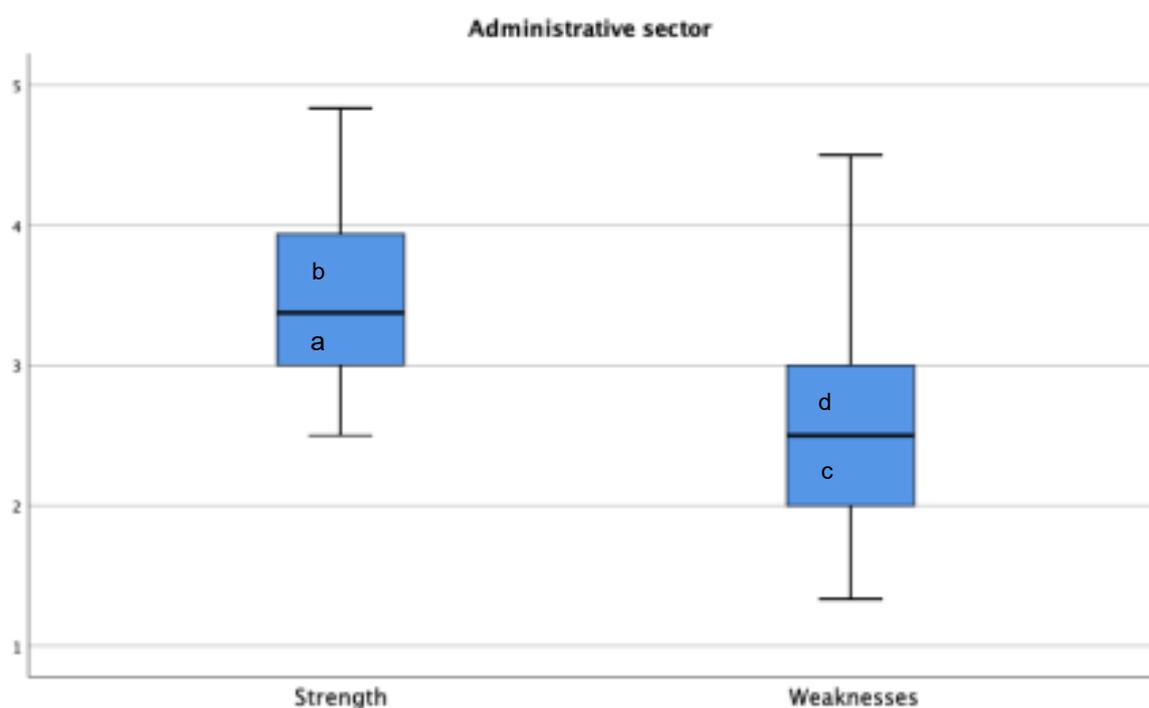


Source: Search data (2021).

With the analysis of pool strengths and weaknesses, it can be observed that in strengths the second quartile is closer to the first quartile (a) in relation to the distance from the second quartile to the third (b), presenting a majority of notes greater than the average. In weaknesses, the difference between the distance from the first quartile to the second quartile (c) and the distance from the second quartile to the third (d) is noticeable, indicating a larger volume of notes above the average. You can see the difference in the range of strengths and weaknesses and the positioning of quartiles. In strengths the amplitude is considerably smaller, being between 5-2 and the three quartiles are located between 3-4. In weaknesses the amplitude is between 4-1 and the three quartiles are between 1-3. Considering the neutrality, it is noted that the forces are scattered between neutral (3) and intense (4) while the weaknesses are between no intensity (1), low intensity (2) and neutral (3). In this way, it is concluded that pools are considered as a force.

For the administrative sector we had 79 responses in strengths, with an average of 3.52 and a standard deviation of 0.65, and in weaknesses we obtained 39 with an average of 2.48 and a standard deviation of 0.77. There was a positive indication for the administrative sector, taking into account the average strengths close to 4 and the homogeneity of the data, different from weaknesses, which presented an average of 2.4 and lower homogeneity (Figure 5).

Figure 5 – Administrative sector – strengths and weaknesses



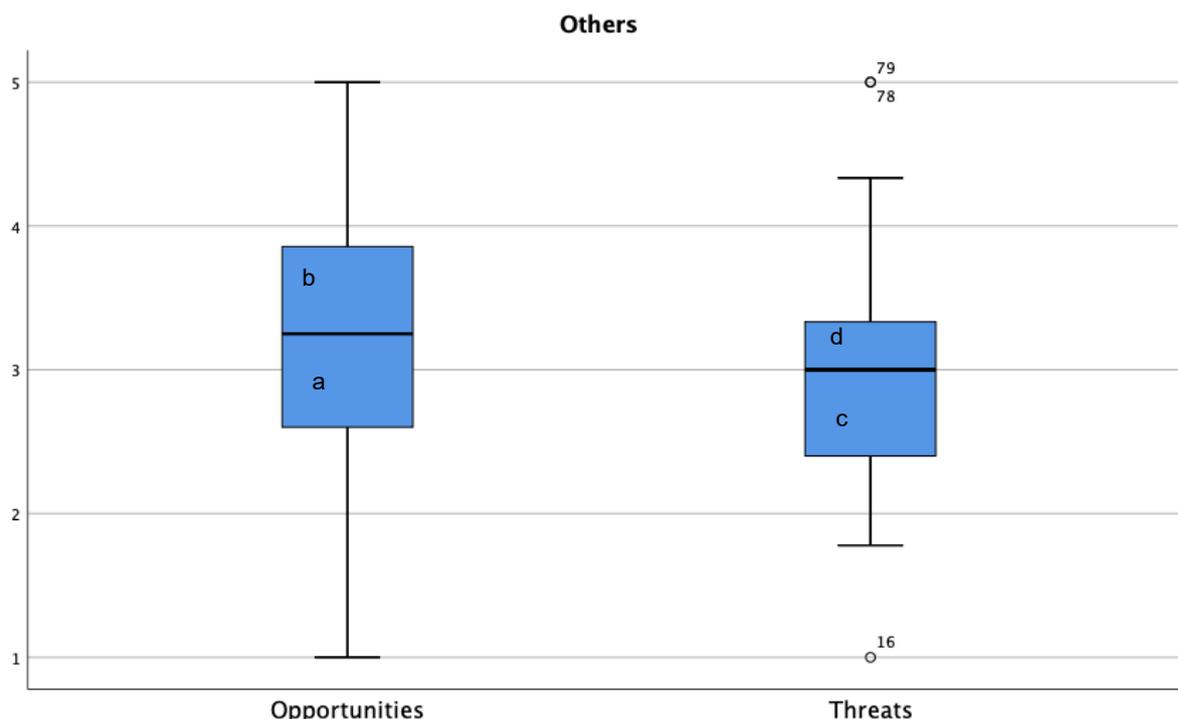
Source: Search data (2021).

In comparing the strengths and weaknesses of the manager, one can see that in strengths the first quartile is a little closer to the second quartile (a) in relation to the distance from the second quartile to the third (b), in weaknesses the quartiles distance is symmetrical (c and d). Note that the force amplitude that is between 5-2 is less than that of weaknesses, between 5-1 and the three strength quartiles (between 4-2) are positioned higher up in the graph compared to the three quartiles of weaknesses (between 3-1). Considering the 3 as neutrality, it can be inferred that the forces are concentrated in intense (3 to 4) and the weaknesses in low intensity (2 to 3).

In the "other" segment, the opportunities had 73 responses, with an average of 3.29 and a standard deviation of 0.83, and in the threats obtained 51 responses with

an average of 2.96 and a standard deviation of 0.80. Based on the results, a positive indication of threat and opportunity evaluation was found. Although less expressive than the other segments, the opportunities obtained an average of responses a little above the neutral (3), while the average of threats is slightly below 3 (see Figure 6).

Figure 6 – Others - opportunities and threats



Source: Search data (2021).

Note that the quartiles of opportunities are more symmetrical, but still have a small difference, the second quartile is more distant from the first quartile (a) than from the third quartile (b) and the quartiles are more spaced than the other sectors analyzed. In the threats are with quartiles closer, in threats the third quartile is closer to the second quartile (d) in relation to the distance from the second quartile to the first (c). The threats are with quartiles closer, in threats the third quartile is closer to the second quartile (d) in relation to the distance from the second quartile to the first (c). The range of opportunities (between 5-1) is greater than that of threats (between 4-1), but in this aspect it has the quartiles of opportunities and threats closer. The threats have their second quartile positioned in neutral, while the opportunities are only slightly above. Customers notice more significant threats than other issues. Considering the neutrality, note that the opportunities are scattered between low intensity (2) and neutral (3), the

same occurring with the threats. The third quartile on opportunities is higher, close to 4 (intense) indicating that clients consider opportunities more relevant than threats.

#### 4.1 PRESENTATION AND DISCUSSION

Wilcoxon test and significance test were used to test the hypotheses (Table 2).

Table 2 – Wilcoxon test

		N	Mean Rank	Sum of Ranks	Z	p. value
Attendance	Negative Ranks	35 <sup>a</sup>	25,13	879,50	-3,704	0,000
	Positive Ranks	11 <sup>b</sup>	18,32	201,50		
	Ties	3 <sup>c</sup>				
	Total	49				
Physical aspects	Negative Ranks	29 <sup>a</sup>	19,48	565,00	-4,097	0,000
	Positive Ranks	6 <sup>b</sup>	10,83	65,00		
	Ties	4 <sup>c</sup>				
	Total	39				
Pools	Negative Ranks	23 <sup>a</sup>	12,70	292,00	-4,059	0,000
	Positive Ranks	1 <sup>b</sup>	8,00	8,00		
	Ties	2 <sup>c</sup>				
	Total	26				
Administrative	Negative Ranks	31 <sup>a</sup>	17,74	550,00	-4,318	0,000
	Positive Ranks	3 <sup>b</sup>	15,00	45,00		
	Ties	5 <sup>c</sup>				
	Total	39				
Others	Negative Ranks	28 <sup>d</sup>	22,84	639,50	-2,011	0,044
	Positive Ranks	15 <sup>e</sup>	20,43	306,50		
	Ties	6 <sup>f</sup>				
	Total	49				

**Note:** <sup>a</sup> Weaknesses < Strengths; <sup>b</sup> Weaknesses > Strengths; <sup>c</sup> Weaknesses = Strengths. <sup>d</sup> threats < opportunities; <sup>e</sup> threats > opportunities; <sup>f</sup> threats = opportunities.

**Source:** Search data (2021).

From the test you can make the following comments regarding the hypotheses: all hypotheses were supported (Table 3), since it was possible to conclude that the difference between the average of the population and the hypothetical average is statically significant. It is noteworthy that for internal aspects all were significant at 1% level, while external aspects were significant at 5% level. Such levels are within those acceptable in the literature (CONTI, 2009, p. 1).

Table 3. Hypotheses tested

H1a - Customers consider the company's service as a strength.	supported
H1b - Customers consider the physical aspects of the company as a strength.	supported
H1c - Customers consider the company pools as a strength.	supported
H1d - Clients consider the company manager as a strength.	supported
H2 - Customers consider external aspects of the company as opportunities.	supported

Source: Search results (2021).

With the study it was possible to observe the point of view of the clients in relation to the sectors of the company, according Charvandeh (2017), Chong (2015), Arsic et al. (2018) and Cetin et al. (2018). It showed that the service sector had as its strongest point the relationship with customers, and as a less relevant strength, exceptions for customers. On the other hand, the exceptions received higher scores when considered as a weak point, indicating that this should be analyzed by the company. In general, the service sector was well evaluated by the customers and the points to be improved were of little importance.

Regarding the physical aspects, the most important item in relation to the positive aspects was the external aesthetics of the company, and the most important strength was the overcrowding. As a point to be improved, overcrowding had a higher note, indicating that it requires more attention, however the notes of the physical aspects of the company were larger when classified as favorable than when classified as vulnerability. When analyzing the results, it was observed that the pools obtained the best average among all other sectors evaluated and the teaching methodology used in the school was considered as a positive differential. The clients classify the new trainees as a positive point, but without much relevance.

The limit of vacancies was considered as main point to be improved, however according to its scores it is an item without much relevance. The pool sector obtained the best scores, when classified as a strong point and the smallest in relation to the aspects to be improved, evidencing that a sector directly involved as the service is considered as a positive point. The administrative sector had as its best strength the service offered by the company, and as a strong point of less importance the increase in demand. Already as the main point to be improved, the offline media obtained a higher score, indicating that this element of marketing can be used in another way. The clients considered that in the administrative part of the school the positive points outnumber the negatives.

The item "other" was used to group elements external to the company. As points of opportunity, the one that got the best score was the internal communication, and the lowest score was the exit of team members. As threats the exit of team members gets the highest score, indicating that customers consider it as a risk to the company. Analyzing the notes of this sector it is noticed that the clients observe opportunities, even if little relevant and that consider them more important than the possible threats

to the company. Although the company does not use any more specific analytical method beyond that offered by the franchise, the analysis carried out in the study indicated a positive trend for all sectors and reveals the company to be competitive and efficient from the point of view of its clients up to the present moment. Even though there were no previous studies carried out in the company in question to compare results, this analysis serves as a basis for new strategies in the sectors covered.

It was also possible to verify that there are some relationships between strengths and weaknesses that became visible with the analyzes: in the service sector the item exceptions for costumers was listed as lower strength and main weakness, indicating that for customers it is not interesting that the company open exceptions; in physical aspects the overcrowding item was considered as a lower strength and greater weakness, indicating that the customers' concern with this item is relevant; and in opportunities and threats, clients attributed higher scores to internal communication and lower scores to the exist of team members, also putting the exit of team members as the biggest threat to the company, indicating that the constant team is well accepted by clients and collaborates to its proper functioning.

This article expands knowledge about the use of SWOT Analysis in tourism and its ramifications. It also complements the previous analyzes, with: the matrix of strategic qualitative planning (GHORBANI et al., 2015); The evaluation of the current scenario (TREMONT et al., 2015); Trends in tourism demand, planning and diagnosis of the natural and socio-cultural base (LÓPEZ et al., 2015); qualitative perspective of the SWOT analysis (PEREIRA, 2017); SWOT and social actors involved (BANOS-GONZÉLEZ et al., 2017); and Strategic decisions and planning (ARSIC et al., 2018; CETIN et al., 2018; CHONG, 2015).

## **5 CONCLUSION**

The results were positive in the various sectors analyzed, however there are some points that can be improved to maintain customer satisfaction. Even so, all the hypotheses were supported and indicate that the company has a proper orientation to attend the target public. The Wilcoxon test and the significance test confirmed that all hypotheses were supported. In H1a it was confirmed that for customers the service sector is a strength. Also, in H1b, with the comparison between strengths and

weaknesses, it was possible to conclude that customers considered the physical aspects of the company as a force. The H1c hypothesis, in relation to swimming pools, was also seen by customers as a strength, in view of the comparison between strengths and weaknesses. In H1d, customers consider the company manager as a force, confirmed by the realization of the comparison as in the above models. Finally, in the H2 hypothesis, customers considered, in the external aspects of the company, more relevant opportunities than threats.

With the analysis of the results, it was possible to conclude that the Wilcoxon test and the significance test are relevant to validate the hypotheses formulated based on the opinions of the clients, thus assisting in the identification of strengths, weaknesses, opportunities and threats, considered in the SWOT matrix. Thus, this research showed that the SWOT matrix, as an analysis tool for SP, can be validated from the client's perspective.

This study serves as a tool for the elaboration of actions that seek to minimize the threats and weaknesses, complementing the current SP. For the best use of this work we recommend for the actions to be elaborated based on the analysis demonstrated, and after the solutions are applied, a new analysis will be made to identify if these actions obtained a positive result for the company. In the current market scenario, SP is fundamental for the survival of companies in the market. It is even more important for small companies in an initial stage, since their adaptation to the place where they are inserted and their demand are extremely important for the promotion of the service offered. For SP to be done more effectively, it is necessary to apply more strategic evaluation methods together (such as stakeholder analysis and BSC). In this way it is possible to obtain a broader view of the real scenario of the company. As a limitation of the work, we had to investigate only one unit of the methodology, and the non-investigation of possible clients of the company. Even so, future research may encompass such comparisons.

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