20 - COMPARATIVE STUDY OF THE STRATEGICAL PLANNING IN OPERATING AND NOT OPERATING GYMS OF RIO DE JANEIRO

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1.INTRODUCTION

With the marketing changes that come occurring, the academies, the manager must identify the threats, and the chances of its company, not allowing daily growth without in enterprise vision for the future.

The strategical planning assists in this relation, with the use of itens for maintenance and progression of markets in companies in the branch of the gyms and to optimize marketing actions of increase of the capital. By Mintzberg (2006), the strategy today is part of day-by-day of the managers when related the entailed activities of the enterprise strategical planning.

By Porter (2004), it is considered that a company has a robust strategy when has strong points that they differentiate of the strategy of the competitor.

2.LITERATURE REVISION

The market takes as basic reference to the economy as its great norteador, that is, for establishing linking enters the cognitiva capacity of the human being in if relating with the necessary and finite goods of the humanity (BECHARA, 2005).

Market this that indicates signals, being interpreted as well as form of communication of the market stops with proper it, all or any action of a competitor that influence direct or indirectly the internal tracing adopted by its company is a market signal. (PORTER, 2004).

The interpretation of the types of market and its respective signals if become indispensable with the comprometimento with the elaboration and success of the enterprise internal goals. The marketing signals also are presented in differentiated types being they passiveis them of veracity or not, some signals displayed for the competition have the only function of desorientar the behavior adopted for its rivals, in another extremity signals exist that they aim at to consider true marketing changes having structuralized base and discarding the ephemeral effect of its base. (PORTER, 2004).

Ahead of this the attractiveness of the market chance must be created if reporting the three situations basic for its success; to supply something scarce; To adopt new and better methods for the supply case the service or product already will be explored by the market; to propitiate something new and only in the market (KOTLER, 1999).

On the basis of the narrow and complex line elaboration of internal goals for competition and comment of the signals of the market, we can affirms that one total devotion directed toward the market signals can weaken its company mentally ill of politics and the specific internal behaviors for the dispute, however to not recognizing total or neglects these signals also causes, in a lack of accompaniment and knowledge of its competitors (PORTER, 2004).

One of the activities that we have to discover chances of market is the marketing research, being thus raised the demands of market, as much the penetrated demand, demand of the competition and demands future, what in it makes possible to identify them a change macroambient in six distinct environments, demographic, economic, natural (substance cousin), technological and politician - law (KLOTER, 2004).

By Bergallo (2004), the perfectiva of growth of the academies is promising Brazil is considered by the IHRSA the room biggest market of the world, behind the United States England and Italy. The Association of the Academies of Brazil (ACAD) esteem that exist 7000 academies in the country, 1700 of them in the state of Rio De Janeiro.

Madruga affirms (2006), that the ACAD I defined as strategical positioning aims at to acquire knowledge the population, authorities and media of the importance of our activity for the prevention of males of the health that commit human being nowadays and to make with that the academy is seen as essential service for the maintenance of the quality of life.

Dale affirms (2002) academy that to possess a strategical planning will increase its possibilities of success, the company will be prepared to come, to add the possibility to be in the certain place in the alias process of the facts.

The strategical planning, according to Chiavegatto (2005), is a term associated with the art to grant, to elaborate plain and joint action to direct complex things, and complete saying, Is the process developed for reach of a desired situation the way most efficient and effective, with the best concentration of efforts and resources for the company.

The strategical thought is to have the discovering of the gift and the forecast of the future (WESTPHAL et al. 2006)

The origin of the term Strategy is based on the Military activities, that this concept sufficiently spread out in the entire world has (MINTZBERG, 2000 p.70). Apud SILVA corroborates Ansof (1997 et al. 2004 p.102) the strategy is some sets of rules of decisions to guide the behavior of an organization.

Inside of one determined ambient context competing and trends, leading in consideration the specific characteristics of a company strong resources, points and weak points and data the objectives that an organization intends to reach, the company will go to direct, to define the use of the location its resources to reach its objectives. This aiming is the Strategy. (SILVA et al., 2004).

Silva affirms (2004 p.16), "the strategical planning can be defined as a managemental procedure directed to create adequacy of It describes Porter (2006), that the strategy is as the establishment of a singular position and value involving different sets of activities.

Porter affirms (2006), if it existed an ideal position, it would not only have strategy necessity. The essence of the strategical planning is to choose different activities of the rival.

The estruturation of the strategical planning elapses of a multiple performance of its components to thus guarantee the success in its implementation.

The discernment of the future and the axiollogy which its business this inserted one exactly decrees the first step of the strategical planning that not legalized being this step of the vision (SILVA el al. 2004).

The strategy cannot be adopted without a knowledge in the future is it of informative or deductive origin to consolidate the evolutions gotten for the company in the production process and development.

Corroborating as this Porter (2004, p.242), "the strategy cannot be formulated without a explicita or implicit forecast of as the structure of the industria goes to evolve". The vision establishes links as the most different sectors of the company and can serve of divided and used referencia being in different ways. The vision demonstrates the initial topic of the strategical planning, therefore and it whom it traces where we want to arrive in a future and allows to mobilization and construction of way to reach the

seen ideal (SILVA et al., 2004).

Et corroborates Mintzberg al. (2006), the basic direction of the company finishes serving of synonymous of its strategical vision, and has with basic foundation one strong leadership of an owner and or a coordinator to support strategies where it has a guarantee of allegiance of the employees, for it will make possible success in what it is destined to the strategical vision.

The teams when absorbing this vision directed toward the future guarantee taken of decisions and insurance, however to become obligator not only the comment more yes the practical application (VENLIOLES, 2005). "The vision without action does not pass of a dream" (VENLIOLES, 2005 p.58).

With a strong academic endorsement the vision based on resource if describes of the following form, leaving of it begins accumulation of inimitáveis resources, is these for excessive economic reasons, reserve of copyrights, right of ownership of the use of only points strategical, enterprise secret of the internal management or to adopt an enterprise socialization favorable to a corporative culture being been one of the main focos of vision of a company (MINTZBERG et al., 2006).

Through social constructive vision we have the real reference that nobody in the company possesss the real possibility of the visual acuidade in the external environment, much for it I oppose the environment is formed by ambiguous and detailed information, what it finishes being an interpretation of manages that is shared with the internal environment of the company (MINTZBERG et al., 2006).

By Kotler (2005), the strategical planning of units of business is constituted by stages as vision, analyzes swot, formularization of scene analysis, amongst others. However an analysis of the scene must be elaborated to mapear the performance place and to allow to successes in implementations and boarded actions. The term scene comes of the Latin coenatoriu, place where the family practised the supper, moment considered important in the antiquity, with the time, started to assign the set of diverse materials to create realities (SILVA et al, 2004, p.32).

As Silva (2004) a strategical planning that does not possess a good analysis of scenes will be fatally passível of many questionings how much its viability, when they will count gains credibility. Therefore she is displayed the necessity of an identification of the chances, that also integrates the formation of these planejamentos showing in incisive and operating way in the determined boarded processes.

It affirms Kotler (2005) the estimate of the strong points and weak, chances and threats of one I negotiate and called analysis swot that it comes of the English strengtbs, weaknesses, opportunities, tbreats the analysis swot consists of analysis of environments external who is the chances and threats and intern that are the forces and weaknesses (KOTLER 2005).

As Silva (2004) the analysis swot is used has many years for a basic and always necessary demonstrative in a strategical planning of marketing. Who thinks strategically has for habit, a certain personal and professional pleasure in the ability to transform problems into chances (SILVA et al. 2004, p.48).

Through this identification and establishment of goals and objectives to be reached we can optimize the function of the strategical planning. Segundo Kotler (1999) it fits to the manager to constitute the objectives vastest to be reached, as to increase the profit edge, to increase the participation in the market and to increase the satisfaction of the customer.

3. MATERIALS AND METHODS

To search the strategical planning of the operating and not operating academies in the market of the quarter of Campo Grande in Rio de Janeiro, thus searching evidence the knowledge, of the use and level of strategical referring importance to the planning in this region.

This research is justified for the identification of the acceptance, use and importance of itens of the strategical planning in order to trace a profile of the operating and not operating academies and to identify itens of the strategical planning of bigger acceptance, use and importance in the boarded company. This study of the importance of itens shows of (PE) that they aim at to the progression of a marketing development of the company thus guaranteeing maintenance otimizarion and satisfactory evaluation for performance of the market. Being the general objective of this study it was to verify the knowledge the use and the level (PE) of the operating and the not operating academies in the quarter of Campo Grande in Rio de Janeiro its itens, vision, analysis of scene and analyzes swot. For if dealing with a research whose dependent and independent 0 variable had been controlled we can disserta that this research if classifies as being direct, experimental of the type of field.

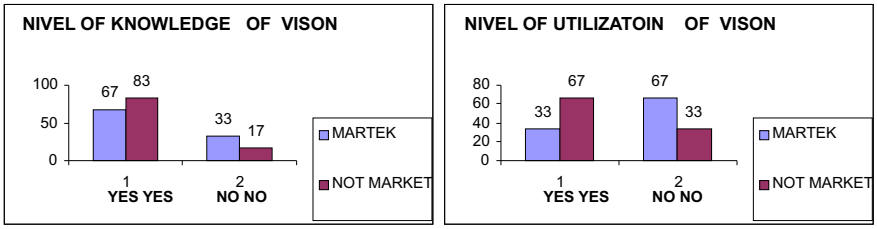
This study in 12 academies of the quarter of the zone is delimited west of Campo Grande in Rio de Janeiro being 6 academies that act in market and 6 that they do not act in the market. With at least 2 years of performance in such a way for the sample how much for not operating. With regard to the not operating sample, we have as 12 years the identified maximum time of remained in the market and the operating sample was demonstrated the maximum of 30 years for the operating sample in the market.

With the objective to cure the situation problem and to reach the considered objectives a questionnaire for the professors of the UNIMATh was validated. Through histogramas and descriptive statistics of matrix it was possible to carry through the analysis of the results.

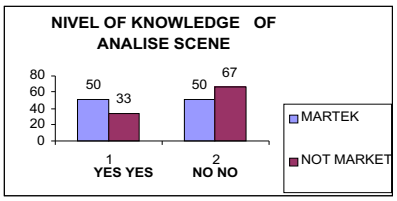
This research has as sample owner and or controlling of operating or not operating academies in the market of Campo Grande aiming at to take care of the objective and to elucidate the situation problem. They had been excluded from the operating or not operating sample academy in the market of Campo Grande in Rio de Janeiro a minimum period of 2 years.

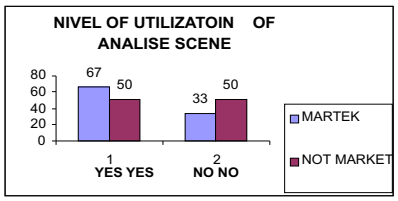
They had been enclosed in the sample academies that if had given to answer the questionnaire of form not required by law and sincere with regard to the boarded questionings an analysis through a descriptive statistics of matrix with a tabulação of the results was carried through as based in histogramas and interpretation of same for favorabilidade and the congruence of the collected data.

4.RESULTS AND QUARRELS

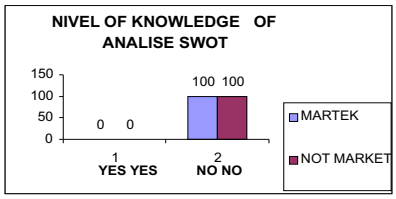


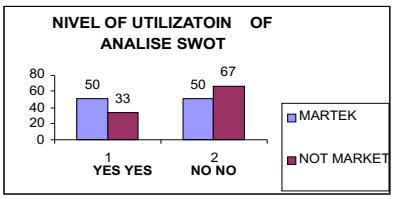
A 1 bigger knowledge of the topical vision in the not operating group is noticed in the figure and has one same percentage of use for both the groups.





It was demonstrated to a level of knowledge and use of the item analysis of scene for the operating sample in the marked one.





In figure 3 interim was demonstrated to total referring unfamiliarity to the item analyzes it Swot for both the groups, however after one soon briefing of what if it considers the analysis a bigger number of operating academies identified with the activities of its daily one.

5.CONCLUSION

We can then affirm that itens with bigger performance in the implementation and evaluation of the strategical planning with analysis of scene, analysis of the competitiveness force and Swot analysis had presented greater congruence of positive results in the sample operating in not operating relation to the sample.

We suggest the future studies the identification of intervening 0 variable, that estabeleçam relation cause and effect with the removal of companies of the market of work and through an multifactorial analysis of these 0 variable that can elucidate this so obscure process better.

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ABSTRACT

With the marketing changes that come occurring, the academies and the managers they must identify the threats, and the chances of its company, not allowing a daily growth without no enterprise vision. The strategical planning (PE) assists in this relation, with the use of itens for maintenance and progression of markets in companies of all the branches also of the academies thus aiming at to optimize marketing actions of increase of the capital. With this the general objective of this study was to verify the enterprise knowledge, autilização and the level of importance attributed to the strategical planning, of the operating and not operating academies of the zone west of the Rio de Janeiro. For if dealing with a research changeable dependent eindependente had been controlled can dissertar that this research if classifies as being direct, experimental of the type of field. This study in 12 academies of the quarter of the zone is delimited west of the Rio de Janeiro being 6 academies that act in market and 6 that they do not act in the market. With at least 2 years of performance for both the groups. With intention to cure the problematic one presented for this research, we had the presentation of referring results to the knowledge, use and degree of main agreement of itens that it composes the strategical planning. We can then affirm that itens of the strategical planning with bigger factor of use and operating enterprise knowledge of the sample in relation the not operating sample had been the Swot analysis and the

analysis of scene. We suggest the future studies the identification of intervening variable, that estabeleçam relation cause and effect with the removal of companies of the market of work and through an multifactorial analysis of these variable can elucidate this so obscure process better.

Word-keys: Planning, Strategy and Market of academy.

ÉTUDE COMPARATIVE DE LA PLANIFICATION STRATÉGIQUE DANS LES ACADÉMIES DANS LE RIO DE JANEIRO

RÉSUMÉ

Avec les changements de vente qui viennent se produisant, les académies et les directeurs ils doivent identifier les menaces, et les chances de sa compagnie, ne permettant pas une croissance quotidienne sans aucune vision d'entreprise. La planification stratégique (PE) aide en cette relation, avec l'utilisation des itens pour l'entretien et la progression des marchés des compagnies de toutes branches également des académies visant de ce fait à optimiser des actions de vente de l'augmentation du capital. Avec ceci l'objectif général de cette étude était de vérifier la connaissance d'entreprise, l'autilização et le niveau d'importance attribué à la planification stratégique stratégique, des académies de fonctionnement et de fonctionnement de la zone à l'ouest du Rio de Janeiro. Pour si traiter un eindependente dépendant variable de cujas de recherches avait été le bidon commandé dissertar qui cette recherche si classifie en tant qu'étant direct, expérimental du type de champ. Cette étude dans 12 académies du quart de la zone est délimitée à l'ouest du Rio de Janeiro étant 6 académies qui agissent dans le marché et 6 qu'elles n'agissent pas sur le marché. Avec au moins 2 ans d'exécution pour les les deux les groupes. Avec l'intention de traiter le problématique a présenté pour cette recherche, nous a eu la présentation de se référer des résultats à la connaissance, à l'utilisation et au degré d'accord principal des itens qu'il compose la planification stratégique. Nous pouvons alors affirmer que les itens de la planification stratégique avec un plus grand facteur la connaissance d'utilisation et de fonctionnement d'entreprise de l'échantillon dans la relation l'échantillon de fonctionnement avaient été l'analyse de bûcheur et l'analyse de la scène. Nous suggérons les études de futur l'identification de l'intervention 0 variables, cette cause de relation d'estabeleçam et effet avec le déplacement des compagnies du marché du travail et par une analyse multifactorielle des ces 0 variables peuvent élucider ce meilleur de processus tellement obscur.

Clefs de mots: Planification, Stratégie et marche d' academie.

ESTUDIO COMPARATIVO DEL PLANEAMIENTO ESTRATÉGICO EN ACADEMIAS EN RIO DE JANEIRO.

RESUMEN

Con los cambios de la comercialización que vienen ocurriendo, las academias y los encargados deben identificar las amenazas, y las ocasiones de su compañía, no permitiendo un crecimiento diario sin ninguna visión de la empresa. El planeamiento estratégico (el PE) asiste a esta relación, con el uso de los itens para el mantenimiento y la progresión de mercados en las compañías de todos los ramas también de las academias que tienen como objetivo así para optimizar acciones de la comercialización del aumento del capital. Con esto el objetivo general de este estudio era verificar el conocimiento de la empresa, el a utilização y el nivel de la importancia atribuido al planeamiento estratégico, de las academias de funcionamiento y de no funcionamiento de la zona al oeste del de Rio de Janeiro. Para si el ocuparse de un eindependente y dependiente cambiable del cujas de la investigación había sido la poder controlada dissertar que esta investigación si clasifica como siendo directo, experimental del tipo de campo. Este estudio en 12 academias del cuarto de la zona se delimita al oeste del Rio de Janeiro que es 6 academias que actúan en mercado y 6 que no actúan en el mercado. Con por lo menos 2 años del funcionamiento para ambos los grupos. Con la intención de curar el problemático presentó para esta investigación, nosotros teníamos la presentación de referir resultados al conocimiento, al uso y al grado de acuerdo principal de los itens que compone el planeamiento estratégico. Podemos entonces afirmar que los itens del planeamiento estratégico con un factor más grande conocimiento de la empresa del uso y del funcionamiento de la muestra en la relación la muestra de funcionamiento habían sido el análisis del Swot y el análisis de la escena. Sugerimos los estudios del futuro la identificación de intervenir 0 variables, esa causa de la relación del estabeleçam y efecto con el retiro de las compañías del mercado del trabajo y con un análisis multifactorial de estos 0 variables pueden aclarar este mejor de proceso tan obscuro

Palabra-llaves: Planning, estratégia y mercado de la academia.

ESTUDO COMPARATIVO DO PLANEJAMENTO ESTRATÉGICO EM ACADEMIAS ATUANTES E NÃO ATUANTES DO RIO DE JANEIRO

RESUMO

Com as mudanças mercadológicas que vem ocorrendo, as academias e os gestores devem identificar as ameaças, e as oportunidades de sua empresa, não permitindo um crescimento diário sem nenhuma visão empresarial.O planejamento estratégico (PE) auxilia nesta relação, com a utilização de itens para manutenção e progressão de mercados em empresas de todos os ramos inclusive o das academias visando assim otimizar ações mercadológicas de aumento do capital.Com isso o objetivo geral deste estudo foi verificar o conhecimento empresarial e a utilização atribuída ao planejamento estratégico, das academias atuantes e não atuantes da Zona Oeste do RJ. Por se tratar de uma pesquisa cujas variáveis dependente e independente foram controladas podemos disserta que esta pesquisa se classifica como sendo direta, experimental do tipo de campo. Delimita-se este estudo em 12 academias do bairro da zona oeste do RJ sendo 6 academias que atuam no mercado e 6 que não atuam no mercado. Com no mínimo 2 anos de atuação para ambos os grupos . Com o intuito de sanar a problemática apresentada por esta pesquisa, tivemos a apresentação de resultados referentes ao conhecimento, utilização e grau de concordância dos principais itens que compõe o planejamento estratégico.Podemos então afirmar que itens do planejamento estratégico com maior fator de utilização e conhecimento empresarial da amostra atuantes em relação a mostra não atuante foram a análise Swot e a análise de cenário. Sugerimos a futuros estudos a identificação de variáveis intervenientes, que estabeleçam relação causa e efeito com o afastamento de empresas do mercado de trabalho e através de uma análise multifatorial dessas variáveis possam elucidar melhor este processo tão obscuro.

Palavras-chaves:Planejamento, Estratégia e Mercado de academia.