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## QUALITY ANALYSIS IN THE PROVISION OF LEGAL SERVICES: A CASE STUDY USING THE SWOT MATRIX

ANÁLISE DA QUALIDADE NA PRESTAÇÃO DE SERVIÇOS JURÍDICOS: UM ESTUDO DE CASO UTILIZANDO A MATRIZ SWOT

ANÁLISIS DE CALIDAD EN LA PRESTACIÓN DE SERVICIOS JURÍDICOS: UN ESTUDIO DE CASO UTILIZANDO LA MATRIZ SWOT

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### ABSTRACT

This work aims to analyze the quality level of legal services provided by a law firm in the city of Alagoinhas-BA, seeking to identify the problems experienced, to propose improvements and to disseminate knowledge about quality concepts within the organization. For this, the present case study carried out semi-structured interviews with employees, with a descriptive and qualitative approach, and on-site visits in order to analyze the organization's layout. The SWOT matrix and cross matrix were used for better analysis of the collected information and development of propositions. Finally, the use of technological tools was proposed, such as legal ERP, WhatsApp chatbot and Microsoft Teams, and marketing, with the intensification of disclosures on social networks and the application of the 5S concept in order to improve communication, organization, to increase productivity and customer satisfaction.

### RESUMO

Este trabalho tem como objetivo analisar o nível de qualidade dos serviços jurídicos prestados por um escritório de advocacia da cidade de Alagoinhas/BA, buscando identificar as problemáticas vivenciadas, propondo melhorias e disseminando conhecimento sobre conceitos de qualidade dentro da organização. Para isso, o presente estudo de caso realizou entrevistas semiestruturadas com os funcionários, contou com uma abordagem descritiva e qualitativa, e visitas in loco com o intuito de analisar o

layout da organização. Utilizou-se a matriz SWOT e matriz cruzada para melhor análise das informações coletadas e desenvolvimento de proposições. Por fim, foi proposta a utilização de ferramentas tecnológicas, como ERP jurídico, chatbot de WhatsApp e Microsoft Teams, marketing, com a intensificação das divulgações nas redes sociais e aplicação do 5S com o intuito de melhorar a comunicação, organização, aumentar a produtividade e satisfação do cliente.

### RESUMEN

Este trabajo tiene como objetivo analizar el nivel de calidad de los servicios jurídicos prestados por un bufete de abogados en la ciudad de Alagoinhas-BA, buscando identificar los problemas experimentados, proponiendo mejoras y difundiendo conocimientos sobre conceptos de calidad dentro de la organización. Para ello, este estudio de caso realizó entrevistas semiestructuradas con los empleados, adoptó un enfoque descriptivo y cualitativo, y llevó a cabo visitas in situ con el fin de analizar el diseño de la organización. Se utilizaron la matriz DAFO y la matriz cruzada para un mejor análisis de la información recopilada y el desarrollo de propuestas. Por último, se propuso el uso de herramientas tecnológicas como un ERP jurídico, un chatbot de WhatsApp y Microsoft Teams, marketing con una mayor promoción en las redes sociales y la aplicación de la metodología 5S con el objetivo de mejorar la comunicación, la organización, aumentar la productividad y la satisfacción del cliente.



## 1 INTRODUCTION

Penalties and individual rights were linked to personal interests, without any concern for the other, these being routinely resembling the crime committed. However, in order to guarantee a peaceful, fair and egalitarian coexistence, where there was a balance between individual and social interests, a set of rules of conduct called Law was stipulated (Jesus et al., 2017).

It is known that what prevails in Brazil is the written law operating, the one that is in accordance with what is contained in legal and national legal instruments. However, this does not mean that it is applied linearly, as they vary with circumstances and conduct actions (De Jesus et al., 2017). It is possible to note that the legal service is complex and meticulous since an individual analysis of each case is required and with the participation of other justice operators, which makes it difficult to measure quality. Faced with market demands, this sector has reformulated its conservative posture and considered the quality of the service provided and the modernization of the activity, resulting in greater care and control of the quality offered (Silva et al., 2016).

It should be noted that there were difficulties in finding discussions on this topic due to the incipient research in this field, by the legal professional, in view of the lack of incentives for studies in the area of Administration (Melo, 2003). Moreover, in a context in which there is intense technological progress and high competitiveness, it is necessary to address the quality of legal services, as these cause impacts in the economic, political, social and environmental spheres, since they deal with the rights and duties of each of these segments.

Given this scenario, the objective of this work is to evaluate the level of quality of the legal service with the purpose of making it more competitive in the face of a growing market, producing value for clients in search of loyalty. For this, a bibliographical review was carried out, with the objective of gathering the information and data that served as a basis to treat the theme, and a case study, with the intention of observing this problem within a concrete case, through interviews carried out with employees and on-site visits, which culminated in a SWOT analysis, investigating problems and proposing solutions.

The work is organized in such a way that in section two the bibliographic review will be explained and, later, in section three, the methodology will be presented. The results are found in section four. The final considerations are in section five, and, finally, the references are in section six.

## 2 LITERATURE REVIEW

### 2.1 SERVICE PROCESSES

Although the conceptualization of services is very complex, it is worth noting that this is different from the material product since, for the most part, it is an intangible asset performed through the interaction between supplier and the customer (International Organization for Standardization, 2015, ISO 9000:2015). According to Brazil (1990), any activity provided for remuneration is understood as a service, except those resulting from labor relations.



According to the Brazilian Institute of Geography and Statistics (IBGE) (2020), this represents about 70% of the Brazilian GDP, a percentage that tends to grow annually. Parallel to this, law firms also grow, due to the business profile of this sector, which has characteristics such as revenues, clients, complex informational structure, and provision of services, among others. In addition, law practice has been undergoing deep and rapid changes, becoming more and more entrepreneurial in providing services and in the pursuit of quality, paying attention to competition and client satisfaction.

Law firms are seen by the market as companies, and there is therefore a need for them to acquire competitive advantages so that the organization has greater opportunities for customer engagement and loyalty (Pires et al., 2013). For this, it is necessary that they pay attention to the characteristics that have been most demanded by customers and seek to provide services with higher quality.

## **2.2 QUALITY IN LEGAL SERVICES**

According to a survey carried out by the Federal Council of the Brazilian Bar Association (OAB) (2022), the highest proportion of lawyers per inhabitant in the world are around 1.3 million and lawyers regularly practice their profession. It means to say that there is a lawyer for 164 Brazilians residing in the country, which is no small feat, as not all individuals make use of this type of service. In this way, it is noted that it is necessary to seek ways to retain customers, increasing their level of satisfaction, since this is a very competitive market.

According to the International Organization for Standardization (2015, ISO 9001:2015), focusing on quality adds value through customer satisfaction, and suggests a commitment to exceed consumer expectations, considering that they are satisfied or dissatisfied according to their own expectations. Therefore, it is clear that qualifying a service is complex since it is variable (Pulita et al., 2015). When analyzing the quality of law firms, it was found that reputation and specialty are important factors for choosing the service to the detriment of indication, comfort, price, speed and location. It was also verified that the physical space is a factor that interferes with the level of customer dissatisfaction, in addition to directly impacting the activities of the organization's employees, since it is capable of minimizing displacements and optimizing work, increasing productivity, comfort and satisfaction, since this factor provides emotional impacts related to fear, insecurity, mood and attitude (Fitzsimmons & Fitzsimmons, 2010).

Although agility is considered a very important factor, it should be noted that the judgment of the case is independent of the lawyer's will, given that they depend on the country's judiciary, which is external to both parties (Silva et al., 2016). For this reason, the services provided by this sector tend to last a long time, which causes greater difficulty in adopting accurate quality management practices, to which customer satisfaction is closely linked, therefore, determined by the dimensions they expect from the service (Santos et al., 2020).



A case study at a law firm in Cascavel - PR found that 94.6% of respondents actively use social networks, demonstrating that this is one of the best ways to establish contact with the client, considering that 24% of these seek services and analyze credibility in this way (Back & Rojo, 2016). When questioned about the factors that lead to the choice of lawyer, 37% said they evaluated the time in the market and 28% evaluated the price. In addition, more than 60% of these said they sought referrals before hiring a service. Therefore, it is noted that it is extremely important to seek to meet the expectations of customers so that they recommend the service and, consequently, the number of customers increases.

Thus, through the use of tools such as the SWOT matrix, it was possible to identify the main points to be developed by a company by comparing them with the demands that have been required by the market, in terms of quality in the provision of legal services.

### 2.3 SWOT MATRIX

The SWOT Analysis or Matrix is a theoretical model that contributes to the creation of an overview of the work environment and, consequently, allows the elaboration of an action plan. The acronym was developed based on the initials of the English term's strengths, weaknesses, opportunities and threats. (Vendrusculo, 2022).

It is a tool for studying internal and external environments and for formulating these strategies, which allow the identification of the company's strengths and weaknesses. Furthermore, with the identification of internal and external factors, it is possible to understand which issues are not under the control of the company and to identify opportunities and threats for it (Lemes & Pisa, 2010).

Strengths are current or potential internal conditions capable of substantially helping the organization's performance for a long time, while weaknesses are obstacles capable of hindering the progress of the business and market positioning, but which can be combated or mitigated since they are under the domain of the organization (Fernandes, 2012). Opportunities are external conditions that can contribute, strongly and for a long time, to the achievement of established objectives or to the improvement of business performance, but which are not controlled by the company itself (Silva et al., 2011). Threats are everything that can disrupt the progress of the business and the goals already established (Guazzelli & Xarão, 2018).

Barros (2020) used this tool to analyze both the internal and external environment of an architecture office located in Rio de Janeiro, to develop strategic planning. Through brainstorming with the employees, it established competitive differentiation strategies and developed indicators and goals, based on the strategic objectives obtained with the construction of the matrix (Barros, 2020).



The SWOT Analysis was also used in a Basic Health Unit, in the state of Santa Catarina, with the objective of identifying impressions about the scenario, mapping the problems and potentialities that are capable of impacting the work routine and the quality of services. In this way, it was possible to make changes, protagonists and detect the movement of individuals (Vendrusculo, 2022).

Therefore, it is understood that this tool is capable of determining which are the points that must be used strategically to leverage the company, and which can hinder its development. Given this, brainstorming is a tool capable of providing proposals for actions that leverage the forces applied to opportunities and combat threats and weaknesses.

### **3 METHODOLOGY**

#### **3.1 OBJECT OF STUDY**

The office studied, whose name will be preserved, is part of the list of corporate law firms and is headquartered in the city of Alagoinhas-BA. It operates in several branches of law, offering legal support to organizations and individuals from different segments of activities, but having specialized professionals in the criminal, labor, social security and consumer areas. It has been on the market for about 8 years, and it consists of three founding partners, an associate lawyer and an administrative assistant who serve, on average, 15 clients per week.

It is considered a family business as all employees are part of the same family. Such a context can provide aspects that facilitate or hinder the exercise of the activity since, according to Arenhart (2013), these companies are characterized by the fact that institutional values are strongly linked to family values and affective ties are extremely strong, thus it being difficult to separate the emotional from the rational. In addition, there may be power games between family members and organization employees. Such characteristics influence the management and development of the business and, therefore, it is important to consider them.

#### **3.2 CHARACTERIZATION OF THE RESEARCH**

This study was developed through exploratory research, with the intention of promoting greater understanding of the area and providing new ideas for identifying and creating a differential, as it is a very competitive market. In addition, being a case study, it had a descriptive and qualitative approach; semi-structured interviews were carried out via Google Meet, and on-site visits for observation were made, in order to analyze the layout and environmental conditions of the organization.

For Yin (2001), the case study "is an empirical investigation that investigates a contemporary phenomenon within its real-life context". In this way, carrying out a case study is a complex task, where it is necessary for the author of the study to have dedication and time for research (Miguel, 2007).



Furthermore, as it is a descriptive research, it intends to describe the facts and phenomena of a certain reality (Triviños, 1987). Therefore, semi-structured interviews were carried out with all office employees, in order to understand the main positive and negative aspects of the company, aiming to build, later, the SWOT matrix due to its ability to reach deeper data. For the identification of the interviewees, Table 1 was considered, characterizing the specialty and time of work of each collaborator.

The construction starts from multiple questions of interest that are directed as the study was being developed from a qualitative approach. This makes it possible to obtain descriptive data about the people and places related to the office, aiming to understand the experiences from the point of view of the participants in the situation (Godoy, 1995).

**Table 1.** Identification of interviewed employees.

Name	Working Time	Specialty
Lawyer 1	8 Years	social security
Lawyer 2	8 Years	Consumer
Lawyer 3	8 Years	Labor
Associate Lawyer	6 Moths	Criminal
Administrative assistant	1-year e 3 moths	-

Source: Authors.

### 3.3 DATA COLLECTION

The present study aims to identify problems experienced by the office that impact the quality of the service offered. For this, based on the works of Fitzsimmons & Fitzsimmons (2010), and Back & Rojo (2016), characteristics considered important were observed, from the customer's perspective, for effective quality, and a questionnaire was prepared to identify, among the points of influence, which were present in the activities of the office.

In addition, through the questionnaire in Appendix A, the aim is to observe what would be the opportunities, threats, strengths and weaknesses of the office in question. The answers were obtained from conducting semi-structured interviews, which allow the interviewee to be free to speak openly about the subject (Gil, 2002). These interviews were carried out from March to April 2022, remotely, under the supervision of a supervisor in the area, with an average duration of 40 minutes. To facilitate transcription, they were recorded.

On-site visits were also carried out, with an average duration of 30 minutes, in 2022, with the objective of observing points that could be improved. As a result of the visits and interviews, the SWOT Matrix was built, which seeks to analyze the strengths and weaknesses in the company's internal environment and the opportunities and threats in the external environment (Andrade et al., 2008). Then, a brainstorming was carried out, with the author and a specialist in the area of service management, to construct the crossed matrix (Brown & Paulus, 1996). This consists of relating the external environment to the internal one based on the development of actions capable of combating weaknesses and threats, and enhancing opportunities and strengths (Barros et al., 2020).



## 4 RESULTS

### 4.1 CONSTRUCTION OF THE SWOT MATRIX

This topic addresses each point of the SWOT matrix, built from the responses of office employees during the semi-structured interview and on-site visits, as shown in Table 2.

### 4.2 STRENGTHS

When observing Table 1, it is possible to notice that all the lawyers who work in this office have a postgraduate specialization, and it is a factor that impacts on the choice of the professional by the client, according to research carried out by Santos et al. (2020); this feature is identified as a strong point. In addition, the good reputation and credibility of lawyers with clients stand out, an extremely important factor for choosing the service, to the detriment of even indication and price (Santos et al., 2020).

A relevant competitive differential to be analyzed is the contact between the lawyer and the client, as it allows the contracting party to communicate directly with the contracted party, without the need for intermediation. This gives the customer a feeling of greater reliability when compared to competitors.

The use of cloud computing is a point that stands out in terms of technology, since everyone can consult legal documents and work simultaneously, anywhere and anytime. However, this is a practice that was recently implemented in the company; therefore, it is in the process of being adapted. For these actions to work, it is important to have the discipline to keep the folders always up to date and to carry out constant monitoring (Deretti, 2022).

Another strong point is the fixed location of the office, as it is located in a strategic region, close to the city center, where local commerce develops. This allows for a significant flow of people, without, however, traffic congestion. Furthermore, regarding the interior of the physical space, the environment is spacious, allowing each lawyer to have their own room, in addition to a spacious and receptive reception. Finally, another positive point can be seen from the interior of the lawyers' room, which is the use of certificates and diplomas as decoration, which contributes to building trust and credibility with the client (Fitzsimmons & Fitzsimmons, 2010).



**Table 2.** SWOT matrix.

	POSITIVE FACTORS	NEGATIVE FACTORS
<b>Internal Environment</b>	<p><b>FORCES</b></p> <ul style="list-style-type: none"> <li>Direct contact with the lawyer;</li> <li>Expert professionals;</li> <li>Spacious physical environment;</li> <li>Use of the drive;</li> <li>Credibility in the market;</li> <li>Lawyers with a good reputation;</li> <li>Work in a fixed physical space;</li> <li>Strategic location;</li> <li>Decoration using certifications.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>No update for the client;</li> <li>Absence of a receptionist on both shifts;</li> <li>Response delay;</li> <li>Delay or loss of deadlines and schedules;</li> <li>Absence of posting schedule on social networks;</li> <li>Difficulty carrying out extrajudicial activities;</li> <li>Difficulty following procedural progress;</li> <li>Lack of internal communication;</li> <li>Poorly functional layout;</li> <li>Excess of documents and materials little used;</li> <li>Absence of basic accessibility features.</li> </ul>
<b>External Environment</b>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>High demand;</li> <li>Reach power of social networks;</li> <li>New technologies;</li> <li>Institutional partnerships (outsourcing of the legal sector – consultancy).</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>Delay of clients and lawyers for hearing;</li> <li>Power to reach dissatisfied customers;</li> <li>Number of new market entrants;</li> <li>Ease of hiring lawyers from other regions.</li> </ul>

Source: Authors.

### 4.3 WEAKNESSES

When comparing the market requirements for selecting an office and for customer satisfaction, it was possible to observe that the office in question does not periodically send updates to the contractor, which is an extremely relevant factor for the customer, impacting their satisfaction (Santos et al., 2020). This activity is capable of provoking a greater understanding of the procedural progress and, consequently, creating a feeling of appreciation in the author of the process, since they will understand that the lawyers are trying to obtain a favorable sentence.

In addition, the office does not have a receptionist on all shifts and, furthermore, there is a delay in contacting the client back, both on the personal WhatsApp of the lawyers and also on the commercial one. This communication barrier between contractor and contracted can influence the capture of new customers in view of the existing limitation to establish contact with the company, which provides a perishable service. It becomes a problem due to the fluctuation of the demand and high competition in the sector (Kotler, 2002).

With regard to meeting deadlines, it was noticed that there is no equitable division of tasks, which ends up causing an overload of some lawyers over others. As a consequence, there are delays or loss of procedural deadlines, in addition to making it difficult to follow up on a personalized basis in each case, individualized contact with clients and extrajudicial activities essential to the progress of the process.

Likewise, there is a problem with meeting schedules; since lawyers are self-employed professionals, a characteristic that allows flexible schedules, they find it difficult to be punctual, both in hearings and in consultations. These factors may generate dissatisfaction and concerns in the contractor. In this context, it is worth mentioning that this is a perishable and extremely popular service, and it is necessary to find a balance between supply and





demand. Therefore, offering an agile service with little wait brings advantages over competitors, as customers can choose the service available at the desired time (Kahtalian, 2002).

The tool WhatsApp is the main means of communication used among employees, but the choice is due to the greater personal contact, and it is difficult to establish a quick return because of the congestion of messages in the personal and professional scope. However, according to Lawyer 1, there is a need for more agile communication between the assistant and the other lawyers in person. This is due to the poorly functional layout, caused by the extension of the physical space, as the reception is the farthest room from the lawyer's service locations, which causes a waste of time and movement. In addition, the assistant reports being idle at certain times of his working day, as he is not assigned tasks and established deadlines.

It is noticed that basic accessibility resources, such as the presence of a non-slip handrail on the stairs and the possibility of accessing the rooms, due to the width of the doors, are not present in this environment, which makes it exclusive, since it does not serve this part of the population. In addition, the layout has an excess of materials and equipment arranged on the tables, and office rooms that are little used, resulting in poor use of space and negative impact on contractor satisfaction, as it appears to be a disorganized environment (Melo, 2003).

The use of social networks is a very important factor in the reliability and in attracting customers. Therefore, when analyzing this point of the organization under study, the need for a posting schedule and visual identity was observed, factors that are essential to impact the potential contractor.

#### 4.4 OPPORTUNITIES

By observing the means of communication used by the office, it was possible to notice the low reach and lack of standardization of posts, mainly on the social network Instagram. This point must be considered, as it is a means used by customers to assess the reliability and quality of services provided by the company. Therefore, increasing the reach of these becomes an important way to capture and retain new customers.

During the interviews, all lawyers reported having a high demand, which is an opportunity to increase the firm's revenue, but which can be improved to achieve quality and efficient service provision. Faced with this high demand for services, there is a need to implement technologies capable of improving the company's performance, organization and billing so that it is possible to provide a quality service to a greater number of customers (Albertin & Albertin, 2008).

Another important topic to be taken advantage of by the organization is the establishment of institutional partnerships, in the form of providing advice to other companies through the outsourcing of the legal sector, in order to provide continuous assistance to organizations in decision-making, monitoring processes with the purpose of providing the contractor with a better cost-benefit ratio (Machado, 2018). For the effective performance of the services, monthly charges are established for the contracting party, which provides the office with a fixed income capable of providing greater financial stability.



#### 4.5 THREATS

The search for a specific lawyer shows that there is a difference in satisfaction depending on the lawyer hired for each case, which is worrying, since dissatisfied clients have a high power of reach. This possibility of disclosure from dissatisfied clients represents a major threat to the firm and has been intensified due to the use of the internet.

Technological advances make it possible to reach clients from regions other than where the lawyer works, which further increases competition in an already overloaded market. At the same time, it is seen as an opportunity to attract new customers. The fact stands out as a threat in view of the greater demand coming from the market due to such a wide range of services. Therefore, there must be quality and efficiency in the service provided for the organization to stand out from competitors.

Due to the range of options among legal professionals and access to information from social networks, the consumer has become more demanding, increasing the risk in the dispute with competitors. The office then becomes concerned not only with price, but also with the quality and level of services, which is necessary so that the investments made by competitors are neutralized and the client is conquered and is satisfied (Bertaglia, 2009).

Finally, the delay of clients for the hearings can cause interferences in the judgment of the case, such as closing the case, if it is the plaintiff party who is late, or conviction for the guilty party. Consequently, it can impact the evaluation of the firm before the public, because if there is a negative decision, the client can hold the lawyer responsible, which would impact the firm's reputation in the market.

#### 5 DISCUSSION

From the elaboration of the SWOT matrix, it is possible to define strategies capable of maintaining strengths, mitigating weaknesses, taking advantage of opportunities and combating threats. To deal with the proposals developed, this topic will be subdivided into six subtopics: use of technological tools, prospecting for customers, punctuality, physical environment, service, and organization.

##### 5.1 USE OF TECHNOLOGICAL TOOLS

When relating strengths to opportunities, it can be seen that the high market demand is favored by the use of cloud computing, which allows the development of team work and access to information in an easier and faster way, providing greater quality and agility. This technology is one of those that make up industry 4.0 and it enables access to virtually unlimited computing resources, providing services based on the internet, that enables the generation of various information, which is stored and processed with extreme speed, enabling high efficiency, productivity and quality (Paz & Loos, 2020). Therefore, the need to use cloud computing to facilitate the production of documents is reiterated. However, for it to have the desired effect, it is necessary to develop the correct habit of using and developing the company's culture.



According to Rezende (2005), the legal management Enterprise Resource Planning (ERP) system is a software that covers the different functions of the company to create more efficient operations, offering detailed information about the operations. This provides increased productivity, on-time delivery, improved revenue, reduced document inventory, among other benefits (Colangelo, 2001). The system provides fewer manual actions and more time and security to analyze cases and think strategically for a monthly subscription, providing a reduction in the assistant's attributions. These software's are capable of streamlining customer registration, organizing agendas, registering cases, in addition to being integrated with court websites, among others. Therefore, it would lead to greater agility in service, leading to the occurrence of parallel activities, from the arrival of the client to the analysis of the situation.

With regard to the use of technology for communication with the customer, internal or external, it is clear that there is room for improvement. For the internal customer (the organization's employees), the need to use an exclusive platform for labor purposes, Microsoft Teams, was identified. This tool allows calendar management, quick contact and the team to be working on specific processes. This observation was made based on the interviewees' reports on the difficulty in establishing contact with a quick contact back via WhatsApp, which links personal and professional information, causing an accumulation of messages that makes it difficult to identify urgent notifications. Therefore, it is recommended to use Microsoft Teams for messages of a professional nature, in order to speed up the flow of information, as it would be a means intended solely and exclusively for this purpose. In addition, it allows the scheduling of tasks on an individual calendar and inviting more participants, which would reduce the risk of missing deadlines and audiences.

For external clients, it was possible to perceive that, in most cases, there was a late contact back, mainly for scheduling legal consultations, which represents a great risk for the organization in view of the perishability of the service, since there aren't receptionists in all shifts. This fact hinders the realization of calls and scheduling of independent professionals, due to the absence of fixed hours. Another impact factor is the difficulty in contacting the office via WhatsApp, as the assistant does not monitor the application periodically and leads to a time-consuming and sometimes late response.

In view of this, it is suggested to carry out an automated service, using a chatbot, a program that presents several utilities both for conversation and for managing problems with consumers. The tool works as an automated robot in WhatsApp Business and is able to reduce the need for face-to-face contact, providing faster and easier feedback for customers. The program establishes standardization and excellence in service, which can be applied to WhatsApp Business, a messaging application aimed at companies, allowing at least appointments to be made, since the lawyers' agendas will be related to the platform.



## 5.2 CUSTOMER PROSPECTING

Considering the customer acquisition scenario, the importance of publicity and advertisement focused on technical-legal aspects and to reinforce the existing positive aspects in the resumé of the contracted party is highlighted. Currently, social networks are significantly impacting the development of any and all businesses and their power of reach becomes an extremely relevant factor to be analyzed. In view of this, it is understood that the strengths of lawyers and services should be disclosed, in order to increase the competitive potential of the firm, as a way to convey greater credibility and use the image of lawyers, who are known in the city where they work and have a good reputation, to increase the level of reliability.

Despite this, the social network is not well managed by the office in question, since there isn't, for example, a well-defined posting schedule and visual identity. Added to this, the shortage of labor, in view of the overload of lawyers' activities, considering that this is not a core activity, that is, it is not in their social contract. A viable solution to this issue would be to make an investment in the sector and hire a company that is specialized in the area, aiming at the development of relevant and quality content, with an informative character and so that doubts can be resolved.

For this, it is proposed the development of content routines, such as, for example, a weekly moment to clarify doubts, with the aim of generating engagement and solving questions from potential customers, allowing an increase in reach. This activity can be carried out concurrently with the firm's service providers, using its image to improve credibility with clients.

As a consequence of the intensification of these actions, there will be an increase in the number of clients for the office. However, before seeking customer prospecting, one must be prepared to serve them. Therefore, in order to be able to provide a quality service and meet the demands, more professionals must be recruited, since the current staff of the office is overloaded. It is recommended to hire interns so that they can help with the demands and can be trained to become qualified professionals for the job market.

It is worth noting that in addition to being concerned with attracting and satisfying customers, one must seek to reduce the power of reaching dissatisfied customers. Also, because they have specialized lawyers, good reputation and credibility in the market, one should seek to understand how they can impact on reducing dissatisfaction, since there are studies that indicate the importance of choosing them (Santos et al., 2020). Thus, there is a need to control the level of service, one of the main ways for a company to differentiate itself in the market (Kothler, 1998). It is a personal judgment, formed by each client and, therefore, it is more difficult to measure (Parasuraman et al., 1988). For this, a Google form will be prepared for application with new and future customers, with the purpose of understanding points that may be contributing to this evaluation.



It is important that the interview is anonymous so that the contractor feels more comfortable expressing honest opinions. This should include questions related to the satisfaction with the service, seeking to understand the service focused on the lawyer's area, consulting appointments, physical environment and punctuality. An open space should be left for suggestions for improvements or reports, and to understand the criteria used by the customer to choose the office in order to understand the main means of reaching clients.

It is recommended that institutional partnerships be established, aimed at outsourcing the legal sector of companies, through the provision of advisory services. This action can be driven by the credibility of the lawyers and their good reputation through digital media, which would allow the contractor greater reliability for hiring. The initiative makes it possible for the organization to have greater revenue predictability, customer loyalty and greater stability. For this, it is necessary to develop a booklet with monthly payment plans for companies, and to map potential regional customers for this offer, seeking to understand their pain. Examples of segments are condominiums, shops, medical clinics, and others.

### 5.3. PUNCTUALITY

By relating the forces to the threats, it was possible to perceive that the delay of the clients for the hearings, a fact that can interfere in the judgment of the process, can be mitigated by the direct contact that the lawyers have with the referred ones. It can be done through the sending of messages with reminders or the use of Google Calendar, which triggers an automatic message as an alert, at a requested frequency. Therefore, it is suggested that the alert be sent three times, one a week in advance, another one a day in advance, and the last one an hour in advance. This reminder can be used for both online and in-person hearings.

To remedy lawyers' delays for hearings and consultancies, a sense of self-discipline must be established, bearing in mind that this is a factor that discredits them and can lead to a reduction in the number of new clients. This sense is part of a quality management methodology, the 5S, which is applied and revised periodically by the organization, both in the physical dimension (layout) and in the intellectual dimension (completion of tasks) and social dimension, being related to professionalism and with a commitment to ethics, morals and continuous improvement (Feitosa & Moreno, 2018).

### 5.4 PHYSICAL ENVIRONMENT

In view of the high competitiveness, the architecture and decoration of the environment are valued, such as the certification of lawyers, with the intention of transmitting credibility to the client. It is also necessary to improve the environment, in order to make it more spacious and cozier so as to create sensory experiences for consumers (Argolo, 2015). According to Mozota (2011), the design of the environment must convey a marketing policy for the target audience and instigate consumers who need the service.

In view of this, it is imperative to use social networks as a strategic tool for publicizing this space, reinforcing its qualities and its competitive advantages, such as the offer of coffee, biscuits, television and magazines, with the aim of creating a more inviting and friendlier



environment. Such strategies attract customers, who, having a pleasant experience with the organization, tend to recommend it to other people (Argolo, 2015). Research shows that more than 60% of consumers seek referrals before hiring any service (Back & Rojo, 2016).

A poorly functional layout organization was found at the office in question, marked by the accumulation of unnecessary materials on the furniture and excess of little-used equipment, making the environment polluted and generating waste of time and reduced productivity, also interfering with the ergonomics of employees (Deretti, 2022). In order to mitigate this situation, the 5S tool should be applied so that unnecessary or little-used materials are discarded or sent to suitable places, promoting a clean environment and reducing wasted time (Feitosa & Moreno, 2018).

The final destination of the materials is an important point to be considered. With regard to excess of paper, it is valid to send it to recycling sites with the intention that it is reused correctly, reducing environmental impacts. In addition, for other equipment, the same idea of reducing environmental impacts or even selling them should be followed, so extra income will be received to be reinvested within the organization itself.

It was noted that there is a lack of internal communication, caused by the distancing of the reception rooms and service rooms. To improve this scenario, efforts should be made to facilitate contact between assistants and lawyers by changing the layout of the space, with the aim of bringing the reception closer to the other rooms.

## 5.5 ORGANIZATION

The administrative assistant reported spending most of his time idle because he did not have pre-established activities. Therefore, it is important to highlight the need to use a block of responsibilities, which will contain a routine of activities to be carried out, with defined deadlines or frequency, such as carrying out process minutes (within one week), sending reports to clients (deadline of 2 days after the move), screening customers, monitoring and daily control of WhatsApp, among others.

It was possible to perceive that the pieces, a document that records the narrative of the facts associated with the set of norms and rules that govern the laws of the country, do not have a technical standardization of font, formatting and aesthetic standard model, an important characteristic for recognition and appreciation of the service that is provided; so, it is necessary to prepare a document that contains all the formatting used to create them. As well as the performance of a triage during the first contact with the client and nor the standardization in the attendances, marked by the capture of basic information which should be available for everyone's follow-up. Therefore, the checklist must be followed in order to guarantee the effective capture of basic information, as well as to clarify the rights and duties of the parties and the progress of the process, explaining the risks and the need for documentation, in addition to explaining the values defined for fees.

It was also noted the need to establish indicators, to facilitate the decision-making process and facilitate the management of processes. They are tools used to monitor processes aimed



at achieving goals in order to identify correction points, causes and proposal of improvements (Campos & Melo, 2008). In other words, these indicators are responsible for measuring the degree of success in implementing changes. From the interviews, it was possible to identify possible indicators for the office in question: number of lawsuits, won causes and new clients per month. It is recommended that goals be established for each employee in order to develop a healthy competition that provides greater customer acquisition and, consequently, an increase in the organization's revenue.

With the objective of facilitating the understanding of the suggestions of these topics, Table 3 was elaborated, which makes it possible to analyze the relationship between the subtopics considered for each segment of improvements, propositions developed and also the reasons that led to their suggestion.

**Table 3.** Relationship between proposition and motivation.

TOPICS PROPOSITIONS	PROPOSITION	MOTIVATION
Technological Tools	Legal services ERP.	High demand, for easy management.
	Use Microsoft Teams for exclusively work-related purposes.	Difficulty of online internal communication.
	<i>Chatbot applied to Whatsapp Bussines.</i>	Problems with external communication.
Customer prospecting	Strategically use professional image and characteristics in social networks.	Increase office reliability.
	Outsource the service to a specialized company.	Mismanagement of social media.
	Hire interns.	Intense flow of customers.
	Strategically leverage attorney strengths and conduct follow-up service level research.	Reducing the power of reaching dissatisfied customers.
	Provide advisory services by outsourcing the legal sector of companies.	Revenue predictability, loyalty and stability.
Punctuality	Send messages with reminders or use Google Calendar.	Delay of customers for hearing.
	Establish a sense of discipline through the application of 5S.	Delay of lawyers for hearings and consultations.
Physical Environment	Improve architecture and decoration.	Increase the number of customers.
	Apply the 5S tool.	Poorly functional layout and with excess materials
	Changing the layout with the intention of bringing the reception closer to the other rooms.	Difficulty in face-to-face internal communication.
Organization	Use a block of responsibilities, developed in this work.	Idleness of the administrative assistant.
	Create a document that contains all the formatting information.	Technical destandardization of documents.
	Carry out a checklist developed in this work.	Lack of standardization of care with absence of basic information capture.
	Monitor the indicators: number of cases, cases won and new customers per month.	Absence of indicators.
	Set goals for each employee	Increase in billing.

Source: Authors.



## 6. FINAL CONSIDERATIONS

This case study sought to assess the level of quality of services provided by a law firm located in the city of Alagoinhas-BA. For this, semi-structured interviews were carried out with the office's employees with the purpose of identifying the problems experienced by the office and of proposing improvements for the identified problems.

With the SWOT matrix, it was possible to identify the strengths, weaknesses, opportunities and threats, and to develop propositions for the organization. In this way, by relating them, it was possible to develop proposals for improvements such as: implement an ERP for legal services, use Microsoft Teams for professional purposes only, use chatbot on WhatsApp Business, invest in marketing, provide advice to other companies, apply the 5S concept and improve the architecture and decoration of the office.

In view of the problems identified and the proposals developed, it was possible to observe that the office studied in this work has positive points that differentiate it from its competitors, but, even with that, there are still points that can be improved that are important to ensure a competitive differential and enable the increase in the number of customers and their satisfaction. It should be noted that the present work was limited by the non-application of the propositions and the lack of structuring of an action plan in order to establish priorities to be implemented among the different suggestions offered. In addition, the proposed solutions were designed for a specific case, requiring further studies for their generalization. The actions indicated in this work are suggestions for future work.

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