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*MARKETING AND PEOPLE MANAGEMENT STRATEGIES IN A CLEANING  
PRODUCTS MANUFACTURE<sup>1</sup>*

**ESTRATÉGIAS DE MARKETING E GESTÃO DE PESSOAS EM UMA  
FABRICANTE DE PRODUTOS DE LIMPEZA**

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**ABSTRACT**

The purpose of this article is to look for gaps in the areas of Marketing and People Management in a cleaning products factory in the city of Araçuaí-MG. The case study method was carried out with a descriptive and qualitative approach. To collect data, questionnaires aimed at employees and managers were used, applied via the Google Forms platform. The research was carried out between the months of May and August 2024. The results showed that the points for improvement are related to the absence of a qualified marketing team for digital and traditional demands, and of fixed evaluation methods to implement rewards and measure employee satisfaction. The proposed strategies include searching for suitable professionals to improve traditional marketing processes and new tactics for engagement on social media, and in People Management, creating clear criteria to measure team performance and presenting the variety of benefits that can be implemented in the company. The use of Management tools was essential, helping to identify opportunities with the SWOT matrix, the 5W2H tool for detailing proposals, the GUT matrix to prioritize critical points and the PDCA cycle as a form of control. Therefore, the study contributes to showing how

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marketing and people management strategies can promote continuous improvement in companies.

Keywords: innovation, performance, enhancement, strategy.

## RESUMO

O presente artigo tem por finalidade buscar por lacunas nas áreas de Marketing e Gestão de pessoas em uma fábrica de produtos de limpeza na cidade de Araçuaí-MG. O método de estudo de caso foi realizado com uma abordagem descritiva e qualitativa. Para a coleta de dados foram utilizados questionários direcionados para colaboradores e gestores, aplicados pela plataforma Google Forms. A pesquisa foi realizada entre os meses de maio e agosto de 2024. Os resultados mostraram que os pontos de melhoria estão relacionados a ausência de uma equipe de marketing qualificada para as demandas digitais e tradicionais, e de métodos fixos de avaliação para implementar recompensas e mensurar a satisfação dos colaboradores. As estratégias propostas incluem buscar por profissionais adequados para aprimorar os processos de marketing tradicional e novas táticas para o engajamento em mídias sociais, e em Gestão de Pessoas, criar critérios claros para medir o desempenho da equipe e apresentar a variedade de benefícios que podem ser implantadas na empresa. O uso de ferramentas de Gestão foi imprescindível, auxiliando na identificação de oportunidades com a matriz SWOT, a ferramenta 5W2H para o detalhamento das propostas, a matriz GUT para priorizar os pontos críticos e o ciclo PDCA como forma de controle. Portanto, o estudo contribui para mostrar como as estratégias de marketing e gestão de pessoas podem promover a melhoria contínua das empresas.

**Palavras-chave:** inovação, desempenho, aprimoramento, estratégia.

## INTRODUCTION

Adaptation to new demands and the implementation of effective management practices are fundamental to the survival of companies in the contemporary market. The current corporate environment faces an increasingly complex and competitive scenario, where the integration of Marketing and People Management strategies becomes essential for organizational success. Marketing is an area that enables companies to understand market behavior and develop strategies that meet consumers' desires and needs, generating profit (Kotler;



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Keller, 2018). In turn, People Management is crucial for the development of competencies and the maximization of employee productivity, aligning their skills with organizational objectives (Chiavenato, 2014).

The lack of well-defined strategies in Marketing and People Management can have serious implications for companies, such as low market visibility, difficulties in attracting and retaining customers, and the inability to innovate and adapt to changes in consumer preferences, since these are not independent sectors. Recent studies indicate that companies that do not invest in Marketing and People Management face significant challenges, such as the loss of sales opportunities and difficulties in positioning their brands effectively (Santos, 2023). Furthermore, the absence of clear communication and incentive programs can result in employee demotivation, directly impacting organizational performance (Silva, 2024).

According to Jurado, Salcedo, and Aguilar (2020), to mitigate these problems it is essential for companies to adopt Marketing strategies that integrate both digital and traditional marketing, enabling more effective consumer engagement and the building of brand loyalty, while consistently following the established planning. In the field of People Management, setting objectives, implementing Training and Development programs, conducting evaluations, as well as creating a positive and empowering work environment that offers employee recognition, are crucial for increasing motivation and productivity (Sgarbossa; Mozzato, 2022).

Given this scenario, this research aims to conduct a case study in a cleaning products manufacturing company in Araçuaí-MG, identifying improvements and proposing strategies in the areas of Marketing and People Management. The qualitative study used questionnaires via Google Forms to collect data from the manager and employees, and management tools such as



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SWOT, 5W2H, PDCA, and GUT were also applied to detail the proposed mitigation and control strategies.

In summary, the relevance of this case study lies in highlighting that well-developed Marketing strategies enable companies to better understand consumer behavior, since according to Silva (2023), identifying market opportunities and developing campaigns that resonate with the target audience generate significant benefits, increasing market share and customer loyalty. On the other hand, emphasizing the importance of implementing People Management strategies that maximize human potential within organizations ensures that employees feel valued and motivated, consequently making the work environment more harmonious and productive (Fernandes, 2022).

## **THEORETICAL REVIEW**

The theoretical foundation seeks to compile relevant information about People Management and Marketing, as well as tools that can assist in management, such as SWOT, PDCA, and GUT, presenting their concepts and overall importance.

### *People management*

People Management is responsible for organizing, measuring, and preparing individuals within organizations, familiarizing them with the organizational culture and creating pathways for the development of professional and personal competencies, since employees are considered the most important resource of companies. According to Chiavenato (2014), people management is a set of methods and practices that guide human behavior to maximize organizational potential, seeking to satisfy the objectives of all parties involved. This area goes beyond traditional human resources practices, incorporating a



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broader perspective that considers the continuous development of employees as a strategic investment for the company's success (Araújo, 2021).

Silva (2023) emphasizes that the evolution of people management was essential for organizational success, promoting team development and enabling deeper studies of human behavior, especially regarding motivation. Human resources ceased to be merely bureaucratic and began applying methods that produce tangible and intangible results for employees through research, incentives, and skill development, with the objective of retaining talent and achieving results.

Similarly, Ribeiro (2022) highlights that people management began to develop during the Industrial Revolution. With the emergence of classical management theory, a new era arose, initially authoritarian and mechanistic, which only later began to consider employee well-being. The change became crucial when strategic sectors of factories recognized the need for innovations in worker relations, leading to the creation of more organized and regulated environments.

Throughout the 1960s and 1970s, discussions about the role of employees intensified, especially with the advent of Fordist and Taylorist models. In the 1980s and 1990s, people management underwent a significant transformation, with greater focus on employees' emotional and motivational aspects, which came to be recognized as fundamental to organizational success (Ribeiro, 2022). The use of practices such as training incentives and merit-based recognition began to be viewed as essential for increasing organizational performance, breaking down people management into various internal processes (Sgarbossa; Mozzato, 2022).



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### *People management processes*

People Management (PM) processes are fundamental to organizational development and effectiveness. These processes are interconnected, and their purpose is to ensure that employees are aligned with organizational objectives, promoting a productive and satisfying work environment (Araújo, 2021). The processes are accompanied by subprocesses that assist in achieving these objectives.

As shown in Chart 1, it is evident that the application of all processes within the organization is fundamental to its development. Nevertheless, indirect and external factors that influence these processes, such as motivation, must also be considered. According to Silva and Granetto (2023), there are several internal factors that may affect an individual's ability to perform tasks, such as exhaustion, resentment, or illness, making it impossible not to address them strategically within the organization in order to achieve objectives.



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**Chart 1– PM processes and its subprocesses.**

<b>Process</b>	<b>Subprocess</b>	<b>Characterization</b>
Adding People	Recruitment of People Selection of People	The process of adding people involves recruitment and selection actions, which are fundamental for the inclusion of individuals in the organization. Recruitment identifies candidates for specific vacancies, considering the organization's demands and employees' expectations. Subsequently, selection chooses the individual from among the recruited candidates, evaluating their skills and competencies (Araújo, 2021).
Applying People	Job Design Performance Evaluation	This process is divided into two subprocesses: job design, which defines the activities and competencies required, and performance evaluation, which analyzes employees' activities in relation to organizational goals (Chiavenato, 2014). Performance evaluation, therefore, compares the tasks performed with organizational objectives and individual development potential, thus allowing the identification of contributions and areas for improvement, aiming to align employees with the company's needs (Carvalho, 2021).
Rewarding People	Compensation Benefits and Incentives	This process involves compensation and the provision of benefits and incentives, considering both extrinsic and intrinsic motivations. Adequate compensation is crucial for attracting and retaining talent, while benefits and incentives serve to motivate and reward employee performance (Chiavenato, 2014).
Developing People	Training Development	It involves the improvement of competencies and skills through qualification and professional training. Training initially takes place when the employee joins the organization, while development occurs gradually throughout their career. Investing in training and development is essential for innovation and adaptation to market changes (Chiavenato, 2014).
Maintaining People	Hygiene and Safety Quality of Life	Refers to the creation of environmental and psychological conditions that encourage employees to remain in the organization (Chiavenato, 2008 apud Domingos, 2023). It is essential to consider the physical, psychological, and ergonomic environment to ensure comfort and suitability for workers, in addition to developing all people management processes to maintain engagement (Chiavenato, 2014).
Monitoring People	Database Management Information System	This process refers to monitoring and controlling people's activities, as well as verifying results, and includes two subprocesses: database and management information system, which are fundamental for managers' decision-making (Chiavenato, 2008 apud Domingos, 2023).

Source: Chiavenato (2014); Araújo (2021); Carvalho (2021); Domingos (2023).



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## Motivation

According to Silva and Granetto (2023, p. 24), “motivation is an internal drive that directs actions toward achieving objectives and is fundamental for task accomplishment,” making it one of the main factors influencing human behavior, referring to the psychological forces that lead individuals to act and achieve results. Employee motivation is directly related to performance, as motivated professionals tend to produce better results, demonstrating greater willingness and productivity (Silva, 2022). Identifying signs of demotivation, such as negative behaviors and low willingness, is crucial for companies to implement strategies that promote a more positive work environment.

Kaveski and Beuren (2021) further develop the idea that intrinsic motivation is what sustains employees within an organization, increasing their desire for self-fulfillment, professional growth, and the creation of bonds with the work environment. However, extrinsic factors are considered the foundation of this motivation, as rewards, benefits, adequate salaries, and even corrective actions provide stability for individual development. Their absence may affect employees' commitment to the organization (Barbosa, 2016).

To increase motivation, organizations should invest in effective training and recognition programs to engage employees and improve organizational culture, adopting practices such as flexible working hours, creating a pleasant environment, opportunities for participation in decision-making, and rewards for effort (Silva, 2022). Understanding these theories and practices is essential for organizations to implement effective motivation strategies, promoting a more satisfying work environment.

## *Marketing management*

According to Carneiro (2024), marketing emerged to fulfill needs and desires while generating profit in return. In this sense, a company's financial



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success depends on its marketing capabilities. The importance of marketing extends to society as a whole, since it has enabled the introduction of new or improved products into the market with the aim of enhancing consumers' lives (Kotler; Keller, 2018). According to Cordeiro (2024), marketing encompasses all activities related to exchange relationships, seeking to satisfy consumers' wants and needs while considering the impact of these relationships on society's well-being.

The evolution of marketing reflects changes in market dynamics and consumer expectations. Initially, the focus was on mass production, prioritizing efficiency and cost reduction. However, with increased purchasing power and growing customer demands, companies realized that success depended on understanding and meeting market needs. Marketing evolved from a product-centered approach to a philosophy that prioritizes customer satisfaction and value creation.

### *Marketing mix*

The marketing mix is a fundamental tool that encompasses the 4 Ps: Product, Price, Place, and Promotion. Each of these elements must be carefully integrated to create a value proposition that resonates with the target audience. Cordeiro (2024) highlights that product development should be guided by consumer needs, pricing should consider costs and perceived value, and the choice of distribution channels and promotional strategies should align with consumer behavior and market trends. Marketing enables effective communication with the target audience, increasing visibility and sales through both traditional and digital channels. Studies indicate that digital and/or social media marketing is the most widely used approach for engaging consumers, promoting interactions, and building brand loyalty (Junior; Huzar, 2020).



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### *Marketing strategies*

Marketing strategies should be based on market and competitor analyses, allowing companies to adapt quickly to changes and identify opportunities (Jurado; Salcedo; Aguilar, 2020). Digital marketing is considered all marketing activities conducted online, using channels such as social media, email, and websites to connect with customers precisely and generate sales (Faustino, 2019).

The ability to innovate and adjust marketing approaches is essential for maintaining a competitive advantage. Cordeiro (2024) suggests that companies investing in market research and data analysis are better positioned to anticipate customer needs and adjust their offerings. According to Silva (2023), marketing strategies should be automated to effectively facilitate purchases and provide a positive customer experience.

Traditional and digital marketing offer broad possibilities in terms of control, techniques, content, research, lead generation, and campaign optimization through traffic management, adapting quickly to changes in consumer preferences, which is crucial in a competitive market (Silva, 2023). Therefore, these methods must be applied effectively and consistently to generate returns on investments made in campaigns, tools, professionals, and media content.

### *Management tools*

Management tools play a fundamental role in business organization and efficiency, as they provide structured methods for analyzing situations, planning actions, and evaluating results. Among the various tools available in the literature, the most prominent include SWOT, 5W2H, PDCA, and the GUT Matrix.

SWOT analysis, known in Portuguese as FOFA, is widely recognized in the organizational environment for its effectiveness in diagnostics and planning



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for adversities. According to Fernandes (2015), the analysis should be carried out internally, evaluating Strengths, which are advantages over competitors, and Weaknesses, which are factors that may hinder business operations. In addition, Opportunities, which favor the company in the long term, and Threats, which are external factors that may impact performance, should also be considered.

Complementing this analysis, 5W2H is presented as an effective problem-analysis and problem-solving tool that examines the following aspects through the 5W framework (What, When, Where, Who, Why) and defines the plan through the 2H framework (How, How Much). The 5W2H technique is a simple yet powerful tool for supporting the analysis and understanding of processes, problems, or actions to be implemented (Lisbôa; Godoy, 2012). In this context, Okada (2022) adds that the application of 5W2H is especially useful for making project, task, and action planning and execution clearer, ensuring that all relevant information is understood by everyone involved. Thus, the combination of these perspectives highlights the importance of 5W2H not only as an analytical tool but also as an effective implementation tool.

In addition to analysis and planning tools, PDCA (Plan, Do, Check, and Act) is a quality management cycle used to continuously improve processes and products. The methodology is based on the concept of improvement, which involves identifying points that need enhancement in a process, establishing corrective and preventive actions, and monitoring and evaluating the results of these actions (Mendes; Trentin, 2023). The PDCA cycle consists of planning, doing, checking, and acting, with the objective of making actions harmonious and effective. It can be used to integrate planning and control activities, ensuring continuous process improvement by enabling the planning, execution, monitoring, and adjustment of strategic initiatives as a whole.

Finally, the GUT Matrix (Gravity, Urgency, and Trend) is essential for measuring the level of impact that each problem may cause and determining



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which issues should be prioritized by the company; therefore, it is known as a prioritization matrix. Its application is carried out through a table and uses a scoring system from 1 to 5, where 5 is considered the critical point for each criterion. Each problem is scored and multiplied, and the result is used to determine priorities. This tool is valuable for strategic decision-making, especially in contexts where resources are limited and choices must be made based on clear and justifiable criteria (Cevada; Damy-Benedetti, 2022). Therefore, the use of the GUT Matrix not only makes visible which problems may negatively impact the company in the short or long term but also enables the formulation of rapid strategies to solve one or more problems.

## **METHODOLOGICAL PROCEDURES**

### *Classification*

This research is classified as descriptive with a qualitative approach and was used to support the data collected regarding factors that contribute to visibility and the improvement of techniques focused on human resources within companies. According to Sampaio (2022), the purpose of the descriptive method is to characterize a given existing reality, deepening knowledge about the object and the processes involved. Regarding the adopted approach, it is used to interpret subjective aspects that interfere with social interactions and their impact on the context in which they occur (Pitanga, 2020).

This research is characterized as a single case study because it seeks to explore real-life phenomena that do not have clearly defined boundaries and the variables that occur within a specific company. In this study, the analysis was carried out in a cleaning products manufacturing company located in the municipality of Araçuaí, Minas Gerais, which produces several products for domestic, automotive, and institutional use in northern Minas Gerais. This



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method, in addition to exploring various dimensions of a study object, is, according to Gil (2002, p. 13), essential for “providing a global view of the problem or identifying possible factors that influence it or are influenced by it.”

### *Data collection*

Data collection was conducted in a cleaning products factory in the city of Araçuaí, Minas Gerais. The organization has more than 30 years of experience in the market and currently employs 25 workers. The research distributed three questionnaires entirely online, which remained available for responses between May 13 and May 28, 2024, using the Google Forms platform for data collection. The questionnaires were developed for management and employees and contained open-ended and multiple-choice questions related to People Management and Marketing.

The first two questionnaires sought to explore the basic People Management processes of adding, applying, rewarding, developing, maintaining, and monitoring people, because, according to Chiavenato (2014, p. 15), “all these processes are closely related to one another in such a way that they overlap and mutually influence each other. Each process tends to favor or hinder the others when used properly or improperly.” Therefore, it is essential to address all topics to verify whether there are issues affecting other processes. The questionnaire directed to the director consisted of 20 questions, including 18 open-ended and 2 closed-ended questions, while the employee questionnaire contained a total of 14 questions, including 7 open-ended and 7 closed-ended questions. Both questionnaires addressed recruitment and selection processes, organizational socialization and culture, questions related to performance and training and development processes, rewards offered, professional appreciation, and organizational environment.



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The Marketing questionnaire applied to the director sought to gather data on the company's marketing process, obtaining information regarding the perception of its image in the market and product commercialization, taking the marketing mix into account. The questionnaire contained 14 questions, including 11 open-ended and 3 closed-ended questions covering challenges faced, return on investment, the role of salespeople in sales and customer loyalty within the B2B market, and marketing strategies for the market. According to Jurado, Salcedo, and Aguilar (2020), verifying these aspects is part of the strategic marketing process, managing ideas and keeping managers alert to ensure that all stages of the marketing mix are fulfilled.

#### *Data analysis*

The data analysis was based on parameters used in the qualitative method developed by Maria Cecília de Souza Minayo, a major reference in qualitative research in Brazil, with significant contributions to the development and consolidation of this approach in the social sciences. Minayo (2001, p. 21) emphasizes that “qualitative research responds to very particular questions and, in the social sciences, is concerned with a level of reality that cannot be quantified.” This method was applied to interpret questionnaire responses, considering the impact of management practices on satisfaction and performance, as well as on market image, through criteria that serve as a basis for facilitating understanding, identifying key points, and establishing connections among findings. These criteria are: respondent context and experience; challenges and problems; metrics and tools; knowledge and training; communication channels; post-sale relationships; company image; process efficiency; and relationship management. After this stage, the responses were analyzed in order to identify these elements.



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Furthermore, the detailing of improvement points identified and the development of proposals were carried out through the management tools previously mentioned, all presented in tables throughout the results section. The SWOT environmental analysis sought internal factors that positively support opportunities in order to guide solution proposals while simultaneously understanding the threats and weaknesses identified. The solution proposals were detailed using the 5W2H tool, in which the triggering factor, the purpose of the ideas, the locations where recommendations could occur, the individuals responsible for carrying out the tasks, the stipulated period or starting date, and all possible forms of implementation and structuring that benefit the company were defined. The GUT Matrix was used to verify which factors were more significant than others and which posed greater risks to company performance, while the PDCA cycle was used to jointly control the Marketing and People Management proposals, improving them cyclically and harmoniously.

## **RESULTS AND DISCUSSION**

### *Identification of improvement points for the marketing and people management areas*

The research sample included the participation of 16 individuals, including the director, representing 64% of the total number of employees who responded to the survey. In addition to management, the factory is divided into the following departments: administration, production and/or transportation, sales, controlling and/or human resources. Four departments participated in the survey, with responses distributed as follows: 86.7% from the production and/or transportation department, 6.7% from the administrative department, and 6.7% from the administrative department.



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The analysis of the questionnaires using Minayo's methodology made it possible to identify several aspects requiring improvement within the company, as well as points that must be effectively addressed to ensure good performance. The two questionnaires applied to the director and employees in the People Management area highlighted common points that require greater investment. The Marketing questionnaire also revealed complex shortcomings that depend not only on investment but also on adequate market demand, with more critical issues requiring attention. The points identified for each area consist of:

**Chart 2 – Results of questionnaires.**

<b>MARKETING</b>	<b>PEOPLE MANAGEMENT</b>
<ul style="list-style-type: none"><li>- Difficulty in finding committed professionals;</li><li>- Need to strengthen after-sales services;</li><li>- Low engagement on social media; and</li><li>- Low level of knowledge among salespeople.</li></ul>	<ul style="list-style-type: none"><li>- Limited diversity in the rewards system;</li><li>- Need to improve performance evaluation methods;</li><li>- Need to enhance individual motivation;</li><li>- Lack of safety in certain areas of the factory.</li></ul>

Source: The authors (2024).

Given the above and the responses obtained, it is considered that there is a significant deficiency in the company's marketing within its digital market and in the sales tactics that support customer acquisition and retention. These results are consistent with what Kotler and Keller (2018) mention regarding the importance of having professionals skilled in digital marketing to develop efficient strategies that reach the target audience and improve engagement. Faustino (2019) also reinforces that the success of a marketing strategy depends on the integration of all the elements involved. The lack of specialists, as mentioned, limits the proper use of segmentation strategies and content creation, which negatively affects the brand's presence in the digital market.

Insufficient after-sales service is another critical issue identified in the results. According to Uchôa et al. (2021), a well-structured after-sales strategy is crucial for customer retention and for strengthening the relationship with the brand. The absence of a robust approach in this area reflects a strategic failure that, if not corrected, may negatively impact customer loyalty and market growth.



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In the field of People Management, the results highlight the need for a robust and fair performance evaluation system to support employee growth and development, which is misaligned with Chiavenato's (2014) theory emphasizing that frequent feedback and the implementation of appropriate rewards are essential for increasing motivation and productivity. Furthermore, the lack of safety in certain areas of the factory was identified as an important concern. This finding reinforces the need to ensure a safe environment for employees, an issue widely discussed by Sgarbossa and Mozzato (2021), who argue that employee well-being is crucial for talent retention and for improving organizational performance.

Based on the information identified and the data obtained through the research, an internal and external analysis of the company was developed. This analysis aims to identify strengths and opportunities that can be leveraged to address the problems identified. The SWOT matrix developed is presented below:

**Chart 3 – Analysis of the environment.**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>- Market experience;</li> <li>- Healthy organizational culture;</li> <li>- High-quality products;</li> <li>- Strong reputation in the regional market;</li> <li>- Qualified technical team;</li> <li>- Use of technology.</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of a Performance Evaluation program;</li> <li>- Limited diversity in benefits and recognition;</li> <li>- Lack of safety in certain areas;</li> <li>- Absence of a specialized marketing team;</li> <li>- Use of social media as the only marketing channel;</li> <li>- After-sales service limited to contact through sales representatives.</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>- Market growth;</li> <li>- Expansion into new regional markets;</li> <li>- Technological advances in Human Resources;</li> <li>- Strategic partnerships;</li> <li>- Growing demand for cleaning products;</li> <li>- Increased use of digital influencers.</li> </ul>	<ul style="list-style-type: none"> <li>- Changes in labor legislation;</li> <li>- Political interventions;</li> <li>- Regulatory changes;</li> <li>- Increasing competition;</li> <li>- Economic fluctuations;</li> <li>- Changes in consumer behavior.</li> </ul>

Source: The authors (2024).

Chart 3 presents several strengths, among which the company's strong reputation in the market and the opportunity to expand into new regional markets stand out as essential factors for enhancing the company's image and



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strengthening customer loyalty. According to Santos (2023), problems related to sales processes and customer retention can be extremely harmful to a company, damaging its image and reducing its customer base.

Regarding People Management, there are no evident deficiencies; however, there are areas that should be improved so that, when developing new strategies, the company has a solid foundation of satisfied employees, which is crucial for achieving goals and objectives. According to Carvalho (2021), performance evaluation is essential for providing more benefit and recognition options and for understanding the factors that motivate employees. Therefore, the company may integrate this method technologically through spreadsheets and applications, while also seeking partnerships that support innovation in benefits and recognition practices.

#### *Proposed strategies for the marketing area*

The identification of problems makes it possible to create efficient and detailed solutions. Therefore, the 5W2H tool and its parameters are used to develop these ideas, since, according to Cioffi and Okada (2022), this tool can be adapted to data collection and planning changes in order to provide greater support, define responsibilities, and detail the process. In this way, tables containing improvement proposals are developed to help the company mitigate the identified gaps.

The company reports difficulties in maintaining or hiring permanent marketing professionals, which also affects another issue identified in the study: the production of content to engage audiences on social media. Therefore, the company should seek external firms and strategic partnerships that can help the factory increase its customer base and strengthen the positioning of its products across different markets through appropriate marketing strategies. The proposed framework is presented below:



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**Chart 4 – Engagement across communication channels.**

<b>Hiring marketing professionals and strengthening social media presence</b>	
<b>What?</b>	Search for B2B marketing professionals or agencies and establish social media strategies.
<b>Why?</b>	To improve search engine positioning, increase brand and product visibility, and build relationships with new consumers. In addition, the measurement of qualitative and quantitative data will facilitate market segmentation and the understanding of consumer behavior.
<b>Where?</b>	Through Facebook, Instagram, LinkedIn, Google, and recommendations.
<b>When?</b>	In September 2024, with quarterly reviews of each strategy.
<b>Who?</b>	Digital marketing team, product managers, sales team, and marketing agencies.
<b>How?</b>	<ul style="list-style-type: none"> <li>- The first step is to create criteria for research, profile evaluation, budget, experience, and availability of companies or professionals in order to hire them, making an effective selection and maintaining a long-term relationship with the company.</li> <li>- The second step is to define which publications or techniques are viable for the company together with the professional, such as:               <ul style="list-style-type: none"> <li>- Launch paid campaigns focused on specific keywords using SEO and PPC;</li> <li>- Create and distribute articles, tutorial videos, and case studies about cleaning products;</li> <li>- Increase presence on Instagram, Facebook, and LinkedIn through daily or weekly posts, in addition to updating the company's profile to make it more attractive;</li> <li>- Create the company's storytelling and a publication calendar;</li> <li>- Promote sustainability through publications;</li> <li>- Create email marketing campaigns to implement lead nurturing campaigns and informative newsletters for customers;</li> <li>- Establish partnerships with relevant digital influencers for promotion.</li> </ul> </li> </ul>
<b>How Much?</b>	Values not defined.

Source: The authors (2024).

The proposed initiatives can help increase the company's visibility in both its digital and traditional markets, aligning efforts according to the expertise of the professionals involved. In addition, opportunities for improvement were identified regarding salespeople's behavior and the customer loyalty process, both of which are extremely important for sales growth and brand consolidation in the market. Therefore, solutions were developed to enhance the skills and knowledge of the



sales team, as well as the sales closing process and after-sales service. The approaches that the company can adopt are presented in chart 5.

**Chart 5 – Sales team training strategies.**

<b>Train salespeople to apply their knowledge in shelf sales and implement after-sales practices.</b>	
<b>What?</b>	Increase salespeople's level of knowledge about each product sold and provide support to help them achieve customer loyalty.
<b>Why?</b>	As salespeople are the primary source of direct sales, it is necessary for them to be able to deliver relevant information and knowledge about products in order to achieve successful negotiations, effectively persuade customers to purchase new products, increase sales volumes, and structure the after-sales process to foster customer loyalty.
<b>Where?</b>	At the company or through digital platforms.
<b>When?</b>	From September to December 2024, with a duration of three months.
<b>Who?</b>	Sales team members, marketing team, and company management.
<b>How?</b>	<ul style="list-style-type: none"> <li>- Search for professionals or companies specializing in sales training that offer courses covering: company history, sales techniques, market and competitor analysis, video-based content and lectures, assessments, and relevant websites;</li> <li>- Develop product-specific support tools (manuals, guides, product samples, or demonstration kits) for salespeople within 90 days;</li> <li>- Leverage the experience of salespeople to develop a standardized sales technique when proven effective and document it for presentation to new employees;</li> <li>- Use digital platforms and tools that facilitate access to materials and communication with customers, such as telephone, WhatsApp Business, email, and social media;</li> <li>- Create workshops focused on cleaning products;</li> <li>- Encourage the company to organize events and trade fairs involving salespeople and customers to strengthen relationships and networking;</li> <li>- Develop proposal and sales offer scripts to improve negotiations with customers.</li> </ul>
<b>How Much?</b>	Values not defined.

Source: The authors (2024).

The proposal seeks to implement training aimed at improving employee performance, aligned with the organization's objectives. Chiavenato (2014, p. 310) emphasizes that “modern training is considered a means of developing competencies in people so that they become more productive, creative, and innovative in order to contribute better to organizational objectives and become



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increasingly valuable.” Studies reveal that sales-oriented training, aligned with customer loyalty marketing strategies, can ensure greater sales profitability and employee satisfaction, as it enables the improvement of their skills, attitudes, and knowledge to achieve better results (Assis, 2020).

A similar example occurred in a case study of the restaurant Reteteu Comida Honesta, which sought to analyze how marketing strategies were used and how these techniques influenced consumer engagement on social media. The company’s social media channels were initially managed by employees; however, with the growing demand and interaction from customers, there was an increasing need for more sophisticated content and professional-quality images. The company adopted the same approach by hiring a marketing agency, which generated feelings of satisfaction and delight among all involved (Carneiro; Silva, 2024). Therefore, the importance of marketing-oriented strategies is evident, as well as how viable they become when properly implemented in a competitive market to achieve differentiation.

#### *Proposed strategies for the people management area*

Motivation is one of the most important elements within organizations. As stated by Silva and Granetto (2023), motivation is what drives individuals to achieve their goals; therefore, its absence can make any job unsatisfactory and unable to meet expectations. Thus, it is crucial for companies to adopt strategies to motivate employees, such as providing rewards. To do so, it is necessary to establish metrics that guide employees toward their objectives and define the parameters to be achieved.

The 5W2H planning developed to improve employee motivation involved the performance evaluation process and the potential benefits that can be offered, enabling the company to provide a work environment characterized by



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recognition and appreciation of individual performance, with the goal of engaging the entire team with excellence.

Developing clear performance evaluation criteria is a process that must be transparent between managers and employees, allowing each individual's situation to be assessed from both positive and negative perspectives. According to Chiavenato (2014, p. 214), “performance evaluation should show employees what people think about their work and their contribution to the organization, customers, and stakeholders.” Therefore, it is essential to create clear and justifiable criteria for the company, such as an effort recognition scorecard to reward employees who stand out.

Alencar et al. (2023) analyzed the current practices at Moangá and identified gaps in human resource management. Through the use of the 5W2H tool, it was possible to implement a recognition and rewards program, as well as establish a feedback process, enabling a positive work environment where performance is valued and rewarded. This strategy is effective in encouraging improvement, motivating the team, and recognizing individual contributions. The objective is to promote a positive and productive work environment in which employees feel valued and motivated to perform at their best.



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**Chart 6 – How to motivate employees.**

<b>Methods to help the company keep employees motivated.</b>	
<b>What?</b>	Implement methods to increase employee motivation and measure their performance.
<b>Why?</b>	To increase productivity, reduce turnover, improve the organizational climate, and strengthen the company culture.
<b>Where?</b>	Across all company departments.
<b>When?</b>	Continuously, with periodic evaluations.
<b>Who?</b>	Human Resources team, managers, and employees.
<b>How?</b>	<ul style="list-style-type: none"> <li>- The Human Resources department and managers will conduct employee satisfaction surveys within the company to identify the factors that most motivate employees.</li> <li>- Implement a recognition scorecard with clear criteria for fair and transparent evaluation. The scorecard should include at least 10 general criteria: Punctuality, Performance, Proactivity, Communication, Participation, Positive Attitudes, Problem Solving, Teamwork, Innovation, and Commitment.</li> <li>- Offer relevant and attractive rewards to employees, such as meal vouchers, life insurance, medical assistance, dental plans, flexible working hours, transportation assistance, extra days off, and food baskets.</li> <li>- The company may also organize interactive events and meetings, encouraging employees to participate in important decisions.</li> </ul>
<b>How Much?</b>	Values not defined.

Source: The authors (2024).

### *Prioritization and control tools*

The GUT Matrix is a prioritization tool that helps classify problems or actions based on three criteria: Gravity (G), Urgency (U), and Trend (T). The total score is calculated by multiplying the values assigned to G, U, and T. The matrix was used to identify which areas in Marketing and People Management should be improved first, according to the findings of the research. Thus, the issues are classified as follows:



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**Chart 7 – Marketing priorities of the company.**

<b>Problem / Action</b>	<b>Gravity (G)</b>	<b>Urgency (U)</b>	<b>Trend (T)</b>	<b>GxUxT = Total</b>
Lack of a specialized marketing team	4	5	4	80
Low social media engagement	5	3	4	60
Limited salespeople's product knowledge	3	4	3	36
After-sales service	4	3	2	24
Lack of diversity in compensation and benefits	4	3	3	36
Improvement of performance evaluation	5	3	3	45
Enhancement of individual motivation	5	4	2	40
Lack of safety in certain areas	3	4	2	24

Source: The authors (2024).

The presentation of Chart 7 allows managers to organize their efforts and resources to address the main gaps identified in the matrix. The scoring highlights that the lack of a specialized marketing team and the need to improve the company's performance evaluation process are the critical issues that must be addressed with the appropriate level of gravity and urgency. As discussed, the company will be able to leverage these strategies and manage its operations more effectively.

Furthermore, additional dimensions were developed within the PDCA cycle to integrate the findings, which is essential for understanding and improving the entire scope of the proposed ideas, enabling the company to operate harmoniously across both areas (Chart 8).

The cycle makes it possible to evaluate each action jointly; however, it is important to emphasize which issues should be addressed promptly due to their influence on other demands. According to Mendes and Trentin (2023), PDCA is a tool that requires greater commitment from the organizational culture and climate, as it promotes comprehensive changes throughout the organization and cannot be treated in isolation. Therefore, the company must pay close attention to the development of the cycle and follow its stages in a disciplined manner in order to achieve results.



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**Chart 8 – PDCA cycle of Asa Leste.**

<p><b>Plan</b></p>	<p><b>Problem:</b> Lack of qualified professionals, limited salespeople’s knowledge, and difficulty in motivating employees.  <b>Planning:</b> Seek professionals or agencies to work alongside the company in marketing initiatives and provide effective sales training and employee development programs aimed at retaining existing customers and acquiring new ones. In addition, adapt the performance evaluation scorecard for each department using appropriate criteria and reward employees accordingly.  <b>Objective:</b> Consolidate the brand in the regional market and increase employee satisfaction.  <b>Goal:</b> Increase website and social media visits by 200% and create two reward programs.</p>
<p><b>Do</b></p>	<ul style="list-style-type: none"> <li>- Conduct internal surveys to understand employees’ needs, preferences, and expectations regarding recognition and benefits in order to implement the performance evaluation system;</li> <li>- Initially seek support from agencies and professionals to strengthen content marketing strategies;</li> <li>- Use the publication calendar to increase social media engagement and launch campaigns on a regular basis;</li> <li>- Develop a new method for collecting customer information after sales transactions;</li> </ul>
<p><b>Check</b></p>	<ul style="list-style-type: none"> <li>- Distribute questionnaires and hold meetings to assess whether the strategies implemented within the organization are effective;</li> <li>- Use social media analytics tools, organic traffic monitoring, and data collection methods to evaluate the performance of the implemented strategies;</li> </ul>
<p><b>Action</b></p>	<ul style="list-style-type: none"> <li>- Assess whether the rewards offered are producing positive results in employee motivation; otherwise, adapt them to the company’s context in a way that positively influences employee behavior;</li> <li>- The company should verify whether the agency/professional is meeting the requirements established for the market study. If this is not the case, the company may replace the agency/professional or redefine the selected parameters.</li> </ul>

Source: The authors (2024).

## FINAL CONSIDERATIONS

Based on the data presented, it was possible to identify several areas for improvement and propose enhancements that can be implemented in both the short and long term within the Marketing and People Management departments of the cleaning products manufacturing company located in Araçuaí, Minas Gerais. The qualitative research method used made it possible to cover various topics and identify their similarities, facilitating the development of proposals and the integration of issues that can be addressed jointly. The identification of key



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issues and the use of management tools make it possible to mitigate gaps such as low brand engagement associated with the lack of qualified professionals and the limited knowledge of salespeople, which directly influences after-sales service, through the use of structured strategies such as training programs and the hiring of external agencies.

Furthermore, in the area of People Management, linking the various identified issues to employee motivation allowed the strategies to focus on a single objective: employee satisfaction. This can be achieved by providing support through performance evaluations and recognition programs that can be sustained in the long term, enabling the creation of a career development plan with benefits that motivate employees to support and accompany the company's expansion.

The limitations of this study are mainly related to the fact that the identified issues and proposed strategies are restricted to the context analyzed and therefore cannot be generalized to other sectors or business segments without further research. In addition, it was not possible to address specific issues involving the work environment, such as improvements to the factory's physical infrastructure, as these aspects were not explored in order to maintain focus on the intangible problems identified and were only reported to management.

Therefore, it is recommended that additional studies be conducted in other companies within the region to identify other factors that may influence business growth across different sectors. The focus should be on finding additional practical ways to implement some of the solutions proposed in this study, as well as developing broader methods for the continuous monitoring of results and action plans, as was done in the areas of People Management and Marketing.

It is also recommended that internal and external research continue across different industries in order to identify improvement opportunities and



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determine how they can be adapted to specific business models, according to trends adopted by competitors and other market models.



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