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## CONTEMPORARY MARKETING PRACTICES: THE CASE OF SMALL CLOTHING MANUFACTURING COMPANIES

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### Resumo

**Objective:** to analyze small clothing manufacturing companies and the use of contemporary marketing practices in the dimensions of interactive marketing, digital marketing and network marketing.

**Methodology:** the study is qualitative, descriptive and has multiple cases, and it is conducted through semi-structured interviews, documentary surveys and direct observation.

**Main results:** the small clothing manufacturing company uses interaction marketing practices, network marketing and mainly digital marketing, including some planning, performance evaluation, and intensity, varying according to the entrepreneurial orientation and market orientation.

**Theoretical/methodological contributions:** discussion of contemporary marketing practices, in the context of small clothing manufacturing companies, and formulation of new research proposals.

**Relevance/originality:** studies on the theme of contemporary marketing practices are concentrated in the context of large companies, thus, this study discusses practices in the Brazilian context, small business, and manufactured goods.

**Key words:** Contemporary marketing practices. Digital marketing. Interactive marketing. Network marketing. Small business.

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## 1 INTRODUCTION

Literature for small business marketing was initially drawn from the practice in medium and large companies (Levit, 1975; Kotler, Armstrong, Harker, & Brennan, 1990). However, these studies have evolved and enlarged the understanding of practices and marketing management in small businesses. Specially in the contemporary market environment, marketing practices are characterized by the advancing internet and other technologies that have emerged since the 2000s (Coviello, Winklhofer, & Hamilton, 2006; O'Dwyer, Gilmore, & Carson, 2009; Cronin - Gilmore, 2012; Naudé, Zaefarian, Tavani, Neghabi, & Zaefarian, 2014).

Contemporary Marketing Practices (CMP) comprises a set of modern techniques and methods applied by organizations in promoting products / brands and concerns about the relationship with customers and the market (Coviello, Milley, & Marcolin, 2001; Reid, 2008; Parsons, Maclaran, & Chatzidakis, 2017). Coviello, Milley and Marcolin (2001) defined CMP as a marketing approach aimed at building long-term relationships with customers and based on the use of information, communication and digital technologies. Thus, contemporary marketing encompasses marketing methods / tactics which transcend the traditional marketing mix and practices utilized in the offline environment.

Coviello, Brodie and Munro (1997) proposed a conceptual model of CMP in the relational perspective containing the dimensions of digital marketing, interactive marketing and network marketing. The model was later updated by Coviello et al. (2001) and Reid (2008) and tested by researchers in different contexts (Coviello et al., 2006; Dadzie, Jonhnston, & Pels, 2008; Hapenciuc, Pînzaru, Vătămănescu, & Stanciu, 2015; Sarquis, Hoeckesfeld, Cittadin, & Lenzi, 2019) and identified the adequacy of the model for analyzing CMP in small businesses, including the manufactured goods sector.

The discussion on the CMP topic is diversified and always growing in terms of marketing approach and practices. When it comes to small business, studies point to the usage of digital marketing, interaction marketing and network marketing practices. Taiminen and Karjaluoto (2015) identified digital marketing practices (and the factors that influence in its assumption) in small companies in Finland. In Brazil, Sarquis et al. (2019) revealed the usage of interaction marketing (among others) according to most of the small accounting firms studied, including the usage of marketing performance metrics.



The literature on this topic is aimed at service organizations and medium-sized companies. There are also few studies in countries with developing economies, and sectors of manufactured goods, such as the clothing manufacturing industry, a sector which has economic and social relevance in Brazil. The state of Santa Catarina, for example, accounts for 25% of the labor employed and it represents 16% of its Gross Domestic Product (GDP) (FIESC, 2015).

As a result of its relevance and the gap in studies about small businesses, the aim of the study is to analyze how digital, interactive and network marketing practices are planned, applied and evaluated by the clothing manufacturing small companies. The results can contribute to the understanding of the CMP dimensions of the model by Coviello et al. (2001) in a new context.

This study is structured as a theoretical discussion of marketing practices based on the model by Coviello et al. (1997; 2001) moreover, the methodological aspects of this study, the analysis of the results and the final considerations.

## **2 THEORETICAL REFERENCE**

### **2.1 CONTEMPORARY PRACTICES IN SMALL BUSINESS MARKETING**

Small businesses stand for a private enterprise which has a small market share, most of the time based on local customers whose owner manages it (Grimmer, Grimmer, & Mortimer, 2018). In Brazil, these companies are governed by the General Law for Micro and Small Companies because they have an annual revenues of more than R\$ 360 thousand and equal (or less) to R\$ 3.6 million which employs 10 to 49 employees, in the trade and services situation; or from 20 to 99 employees, in the manufactured goods industry (SEBRAE, 2018).

Small businesses are a favorable field for the application of Contemporary Marketing Practices (CMP). Previous studies indicate that a central asset of small businesses is the ability to offer customer-oriented experiences through personal and social interactions, and the development of lasting relationships (Klemz & Boshoff, 2001; Altinay, Saunders, & Wang, 2014); and the ability to offer customers personalized service with flexibility, convenience and accessibility (Litz & Stewart, 2000; Landry, Arnold, & Stark, 2005).

Fertile studies on CMP were developed by Coviello et al. (1997, 2001) when proposing conceptual model of CMP in the relational perspective, containing the digital marketing, interactive marketing and network marketing dimensions. The studies by



Ensslin et al. (2015) also Hoeckesfeld, Sarquis and Favretto (2017) point to the existence of studies in different activity sector, mainly in developed countries, such as Australia and Canada. Also some studies that dealt specifically with some dimensions, such as digital marketing (Gilmore, Gallangher, & Henry, 2007; Boaria, Anjos, & Raye, 2014); network marketing (Jones, Suoranta, & Rowley 2013; Naudê et al., 2014; Meneleq & Jones, 2015) and interactive marketing (Eisingerich, Chun, Liu, Jia, & Bell, 2015; Payne & Frow, 2017).

### **2.1.1 Digital Marketing (*e-marketing*)**

Coviello et al. (2001) implies digital marketing consists of the use of the internet and Digital Technology (DT) in the communication and online relationship with groups of targeted consumers, seeking the customization services, service personalization, obtaining business and building ongoing interaction. Suryawardani and Wiranatha (2017) define it as a modern marketing practice using electronic channels (social media, corporate website, content marketing and online advertising) in the development of direct contact on previously identified customers. Examples of digital marketing practices when it comes to small businesses are: Google Adwords, SEO (website optimization), email marketing, blogs, social networks and the integration of digital tools along with the customer relationship management system (CRM) (Taiminen and Karjaluoto, 2015).

Studies on digital marketing point to the need for periodic evaluation of the achieved results and operational efficiency (Taiminen & Karjaluoto, 2015; Suryawardani & Wiranatha, 2017). Gilmore et al. (2007) warned that digital marketing practices need to be aligned with traditional marketing strategies, including target audience profile, market placement and other offline marketing decisions. The context of small clothing making evidences and indicates the need for clear target audience, updated content and response time in interactions with customers (Colque, Baptista, & Oliveira, 2016).

### **2.1.2 Interaction Marketing or Social Media Marketing**

Interaction marketing involves the use of methods and tactics of personal interaction in the relationship with customers (or other stakeholders), by frontline employees (areas with interpersonal contact with external audiences). It also involves the development of communication and personal interaction actions on each client



face-to-face and in a consistent way and, polite or impolite, having commitment, cooperation and mutually beneficial (Coviello et al., 2001). Palmer and Wilson (2009) highlight that this approach to marketing can also be mediated by digital and internet technology (eg, social media) and be a competitive advantage for the small business compared to major competitors.

Interaction marketing practices have intensified with the advancement of new communication (IT) and internet technologies (Toledo, Nakagawa, & Yamashita, 2008). Some tools such as responsive websites, videoconferencing, social media, file sharing and storage applications as well as mobile phone devices, have made these practices easier, personalized, dynamic, affordable and in real time.

Coviello et al. (2006) in an empirical study in the scope of small businesses could not prove the influence of interaction marketing on the company's performance, but has revealed that the CMP dimension is used more often in the relationship with customers. Reid (2008) confirmed the high use of these practices in service companies (including the small and large ones) and their positive influence on the company's performance.

### **2.1.3 Network marketing**

Network marketing consists in developing network relationships, whether with customers, professionals or other organizations in the market, generally through relevant owners and managers; it also involves the company's participation in contact networks, in a continuous, formal, informal (social) way, via personal (or distance) interaction and seeking benefits such as access to markets, business transactions, resources and information (Coviello et al. 2001).

Gilmore et al. (2007) state that this marketing practice is recommended to small businesses, and needs to be developed by the owners. In general, network marketing practices influence the performance of small businesses, either in the relationship along with the market, organizational learning, exchange of knowledge or in the market's reputation (Menelec & Jones, 2015).

When it comes to small business Jones et al. (2013) studied network marketing empirically in B2B markets in the US and UK. The authors developed a management model containing six types of networks: internal networks (eg, employee networks); social networks (friends, relatives and acquaintances networks); customer networks; business networks (companies and banks networks that support businesses, such as



banks); innovation networks (innovative companies and creative entrepreneurs); marketing channel networks (companies or market professionals which support marketing activities). This model recognizes the importance of customer networks in value creation or co-creation activities and in the company's relationship with other organizations.

Empirical studies in the context of small businesses indicate that the use of CMP may vary depending on the profile and characteristics of the entrepreneur (O'Dwyer et al., 2009; Cronin-Gilmore, 2012); from the type of market, whether B2B or B2C, or from the type of product, services or consumer goods (Brodie & Coviello; 2008; Palmer & Wilson, 2009); and from the company's development stage (Moriarty et al., 2008; Gellinck et al., 2012).

The research by Coviello et al. (2006) and Jones and Rowley (2011) displays that market-oriented owners tend to be more innovative and also network marketing and interactive marketing contribute to the company's performance.

Chart 1 presents a summary of digital marketing practices, interactive marketing and network marketing in the context of small businesses, according to the managerial intention, characteristics, duration, implementation level and examples of practices previously discussed.

**Table 1.** Dimensions of contemporary marketing practices in small business

Item	Digital Marketing	Interactive Marketing	Network Marketing
Management intention	Relationship management between the company and many customers, especially with new business and retention purposes	Establish and develop interactions to achieve cooperative relationships and mutual benefits	Develop market relations to obtain mutual benefits, such as access to new customers and trade
Characteristics	Use of information technology and internet in communication and relationships with groups of customers	Use of personal, individual and social interaction methods between company employees and customers, in different units and areas	Coordinated interaction of networked relationships with customers and other market organizations, involving individuals
Relationship duration	Ongoing and having online interactivity	Ongoing, two-way communication, personal and online; short or long term	Ongoing, stable and dynamic, and may be short or long term
Implementation level	Sales and marketing professionals; technology experts	Employees and managers (from all areas and hierarchical levels)	Small business owner or senior manager
Samples of practices in small business	Use of corporate website, email marketing, social media, blogs and inbound marketing actions.	Interactions by personal service, personal visit, telephone contacts, responsive websites, videocalls and social networks (Facebook, Instagram and Youtube)	Use of personal contact network, social network, business network, industrial network and marketing channels network

Source: By Coviello, Milley and Marcolin (2001) and Reid (2008).



## 2.2 PLANNING AND EVALUATION OF MARKETING IN SMALL BUSINESSES

Small businesses need marketing planning and performance evaluation of marketing decisions and practices (Hapenciuc et al., 2015). Marketing planning, one of the components of strategic planning, comprises the process of planning the application of the company's marketing resources, in order to ensure the achievement of the desired marketing objectives (Sarquis & Pizzinatto, 2013).

Pizzinatto and Silva (2009) proposed a marketing planning model applicable to small businesses composed of five stages: the diagnosis of the current situation, goal setting, a set of appropriate strategies, the development of an action plan and precise definition of the control strategy system. Although not all small companies have the necessary information or resources to fully cover these steps, it is necessary that at least the essential components of the marketing plan have been already elaborated, such as the goal setting, a set of marketing strategies and the development of an action plan. (Longenecker et al., 2018).

Some studies have found positive relationships between marketing planning skills and organizational performance (for example: Hitt et al., 2001; Pérez-Cabañero, González-Cruz and Cruz-Ros, 2012). In small business, the marketing planning process can contribute to improving the understanding of the company's situation, to improving cross-functional market coordination, identifying opportunities and threats and in the most effective set of product strategies, prices, pressure, strength sales and distribution channels.

Another component of marketing management in small businesses is the performance evaluation process (Gellinck et al., 2012). This process involves a systematic assessment of the decision performance, strategies and practices, comparing the results obtained with the expected goals. In small businesses, this process has at least two dimensions: evaluation model and marketing metrics (Carson, 1990; Brooksbank, Gerland, & Taylor, 2008; Agus, Isa, Farid, & Permono, 2015).

The evaluation method accounts for the set of procedures used to measure marketing performance, including the person responsible for the evaluation, the scope of the evaluation, The periodicity of time evaluation, the evaluation system, and data or information and other necessary resources.

On the other hand, marketing metrics comprise the measures (indicators) used to measure performance such as sales, billing, profitability, customer satisfaction, and



customer acquisition (Coviello et al., 2006; Merrilees, Rundle-Thiele, & Lye, 2011; Jones et al., 2013).

### 3 METHODOLOGICAL ASPECTS

This study is classified as qualitative, descriptive and multiple case study strategy, which covers different studied cases (Yin, 2015). The aims are three small clothing firms (withheld) from the AMREC region (initials in Portuguese) (Association of Municipalities in the Carboniferous Region) in the State of Santa Catarina (Brazil), where the industrial sector of manufactured goods predominates, specially the clothing industry. The cases were chosen because these are small companies, according to the classification of Sebrae (2018), which made investments in CMP, and whose owners are acting in the class associations of the region.

Based on the scenarios from the case studies, the analysis unit is the marketing management process within the scope of digital marketing, interactive marketing and network marketing practices. The sources of information are: owner, sales and marketing manager and store owner; people directly involved in the decision, development and marketing performance evaluation. In company A, two respondents (E1 = owner; E2 = sales/marketing manager); in company B, three people were interviewed (E3 = owner; E4 = product development manager; E5 = salesperson with own store); in company C, three respondents were interviewed (E6 = owner; E7 = planning/brand manager; E8 = sales/marketing manager). The sample size was defined when it was found that the empirical data collected were enough to meet the objectives of the study (Glaser & Strauss, 1967).

The collection methods used were documentary survey, in-depth interview, and direct observation. Respondents were interviewed individually in the company workplace environment, they were recorded, supported by a semi-structured script and having an average duration of 1 hour and 45 minutes each, throughout two months. The interview script (see Appendix A) underwent face validation made by three specialists (executive director of small businesses, 12 years job experience; businesswoman and fashion blogger, 15 years job experience; management consultant with 40 years job experience) allowing improvements in the function. The documentary survey comprised the collection of data from materials made available by the people interviewed and documents available on the internet. Direct observation





involved recording visual evidence collected during personal visits to the facilities and the interviews.

Data analysis was performed using content analysis techniques by thematic categorization. Initially, the statements were transcribed and the transcripts were validated by the respondents. Afterwards, the pre-analysis of the skimming text material and the definition of the categorization and coding rules. In order to ensure data analysis consistency, the qualitative analysis software Atlas TI, version 7, was used. The categories and respective subcategories are shown in Table 2.

**Table 2** - Categories and subcategories of the analyzed data

CATEGORIES	SUBCATEGORIAS	REFERENCES
Contemporary marketing strategies	Digital marketing (public, objectives and practices)	Taiminen and Karjaluoto (2015) and Coviello et al. (2006)
	Interaction marketing (audience, objectives and practices)	Coviello et al (2006) and Coviello et al (2008)
	Network marketing (public, objectives and practices)	Coviello et al. (2006) and Jones et al. (2013)
marketing planning	planning existence	Carson (1990), Gellinck et al. (2012) Sarquis and Pizzinatto (2013)
	Diagnosis of the situation	
	Decision on objectives	
	Establishing strategies	
Marketing performance assessment	Evaluation system	Sarquis and Ikeda (2003) and Merriles (2011)
	Performance metrics	

Source: Made by authors (2020)

## 4 PRESENTATION AND ANALYSIS OF RESULTS

### 4.1 Case presentation (object of study)

Company A is a small clothing manufacturer (28 employees) aimed at women aged 25 to 45, from classes B (middle class) and C (lower middle class), with an active social life and that wear casual fashion items, from the South and Southeast regions of Brazil. The general management is in charge of the founders' first-born son, who has been also responsible for the marketing and sales role; product development area has been supervised by one of the owners, and it has had two stylists; the production department is coordinated by the owner's daughter. Since 2013, the company has hired a professional who supports the planning and decisions of marketing and sales management.

Company B is one more small clothing manufacturer containing 95 employees. It has 16 stores and 11 sales representatives throughout the South, Southeast, Midwest and Northeast regions of Brazil, supported by four brands. In 2014, an e-commerce



platform for one of its product lines was installed. The general management is in charge of its founding owner. The commercial department is in charge of one of the owner's nephew; the wife and son are responsible for the product development department.

Finally, company C is a clothing manufacturer which has 52 employees, yet it has 300 shopkeeper customers and 14 sales representatives; serves the South and Southeast regions of Brazil supported by two brands. The founding owner is the managing director. The owner's daughter is responsible for marketing and planning for one of the company's brands, and she is advised by two fashion designers. The commercial and sales department is coordinated by a professional. One of the owner's sons is responsible for the administrative and production departments.

#### **4.2 Results of the contemporary marketing practices**

Regarding digital marketing, the collected evidence displays that the surveyed companies invest in corporate website, social media marketing, virtual product catalog and email marketing. In general, these actions are aimed at intermediate customers (storeowners) and final consumers, and aim to promote products and brands, generate sales and develop long-term relationships. In three analyzed cases, digital marketing actions are developed by experts or specialists in the topic given (internal or other parties) and have intensified in the three years prior to the interview.

Company A, digital marketing practice includes social media marketing, email marketing, electronic product catalog, product collection film on YouTube and corporate site. The collected statement (E1 and E2) indicates that digital marketing is used to promote company products and brands, commercial offers, build relationships with customers (intermediary customers and consumers) and differentiate competitively. Direct observation data shows that the company's website is interactive and responsive. There is also a space for interactivity for customers, an electronic catalog, a collection film and links to the company's fan page on social medias. When it comes to social media, Facebook, Instagram and YouTube have been used, weekly content publication containing photos of the collections, product catalog and collections footages. The posts are organic, they have no boost on weekly updated content, but low engagement. The company sends marketing email to customers weekly, containing photos, sales tips, news, trends and presence at events.

Company B, digital marketing practices are: corporate website, e-commerce, Google AdWords ads and social media marketing. There is also the use of marketing



emails, but less frequently. Interviewees' statements (E3, E4 and E5) indicate that digital marketing actions are aimed at consumers of their own stores, intermediate customers (multi-brand retailers) and end consumers, and aim to promote the company's products and brands, generate sales and intensify customer relationships. According to direct observation, the company's website is interactive and responsive, having information about the company, brands and product lines, customer testimonials and location of their own stores. On Google AdWords, the company develops advertisements for products, brands and publications. In social media, WhatsApp, Facebook and Instagram are used, weekly messages (information and promotions) and images (photos of products and launches) sent to storeowners and final consumers. Direct observation data shows that posts on Facebook and Instagram are organic and it has low user engagement. E-commerce, on the other hand, is aimed only at the end consumer and it sells the leather accessories line (bags, briefcases and wallets).

At company C, the main digital marketing actions are corporate website, social media marketing, content marketing, electronic catalog, collection films and partnerships with bloggers. Interviewees' statements (E6, E7 and E8) indicate that these actions are aimed at intermediate customers (multi-brand retailers) and end consumers, aim to promote the company's products and brands, strengthen relationships and intensify communication with the market. In social media, the company uses WhatsApp, Instagram, Facebook, YouTube and blog. WhatsApp is used to streamline communication with shopkeepers and publish photos of new products. On Instagram and Facebook, most used medias, the company publishes a virtual catalog, special offers, anniversaries and fashion tips. Through YouTube, he mainly publishes the footage for the collections.

Company C also invests in collection footages and publishes them on the corporate website and on YouTube. According to the owner (E6), this practice pleases shopkeepers since it eases their products and pieces purchases from the collections, and the clothing effect on potential consumers (models). Table 3 summarizes the main findings in the companies.



**Table 3.** Summary of key findings about digital marketing

Company A	Company B	Company C
<p><b>Audience:</b> intermediate customers (multi-brand retailers) and final consumer</p> <p><b>Objective:</b> promote products and brands, obtain business and sales, build relationships and obtain competitive differentiation.</p> <p><b>Practices:</b> social media marketing (Facebook, Instagram and Youtube), email marketing, virtual lookbook (electronic product catalog), fashionfilm (collection film) and corporate web / site. Actions developed with support from third parties</p>	<p><b>Audience:</b> consumers stores, intermediate customers (multi-brand retailers) and final consumer</p> <p><b>Objective:</b> promote products and brands, obtain business and sales and develop relationships</p> <p><b>Practices:</b> corporate website, e-commerce, AdWords ads on Google and social media marketing (WhatsApp, Facebook and Instagram). Marketing email is used, but less frequently. Actions developed supported by third parties</p>	<p><b>Audience:</b> intermediate customers (multi-brand retailers) and final consumers</p> <p><b>Objective:</b> promote products and brands, strengthen relationships and intensify marketing communication</p> <p><b>Practices:</b> corporate website, social media marketing (WhatsApp, Instagram, Facebook, YouTube and Blog), content marketing, virtual lookbook of collections, FashionFilm of collections and partnership with fashion bloggers. Actions developed by internal staff specialized.</p>

Source: by the authors (2020)

Regarding interaction marketing, the evidence collected indicates that the companies studied invest in some practices. At Company A, the actions through personal interaction are aimed at multi-brand retail customers and aim to strengthen the company's relations with its clients. The study points that the company values personal relationships with retailers, and it invests in improving employees' personal interactions. The company maintains personal contact frequently with managers and employees of retail customers and invests especially in periodic visit, personal service and support in after-sales services.

Direct observation data indicates that the company's managers encourage personal interaction with customers, and that they personally keep up with some situations. The sales team (sales representative) is encouraged to visit customers, especially when products are launched, and to maintain contact (formal and informal) with retailers' employees; also, to synchronize the visit schedule with the retailers' promotional calendar. According to the sales and marketing manager (E2), merchandising actions at the point of sale are part of the effort to interact with customers and include personal guidance on product exposure, promotional material availability, support in pricing, and support for customers in cooperation actions concerning after-sales services.

At company B, interaction marketing practices are aimed at multi-brand retail customers and consumers at its specialized stores and aim to expand customer



relationships and loyalty. According to the statements collected (E3, E4 and E5), the investment in interactive marketing with customers was previously identified through the maintenance of personal contact, frequently sending messages (for information) and support in after-sales services (warranty). It was identified that the company cares about these customers in the product development process, when choosing sales channels, when hiring salespeople and in after-sales policy.

The company employees develop personal and frequent contact with customers, including in an informal and social way. In their own stores, salespeople make contacts via WhatsApp, and send information about deliveries, product launches, promotions, clients' birthdays, among others. According to the store owner's report (E5), this practice can happen more through the personal initiative of some employees than through collection or managers' influence. When it comes to after-sales services, the company aims to develop a cooperative relationship and effectively solve the customers' issues. Direct observation data indicates that the company seeks to clarify customers' questions, provide polite service, and exchange it immediately the product on production failure, even if it turns to be only a finishing detail.

In company C, the interaction marketing actions are aimed at intermediate customers (retailers) and final consumers, and these actions aim to develop direct communication, obtain information about customers and strengthen relationships. The main actions of interactive marketing are: managers visiting customers, research on consumers at the point of place and campaigns having regional visual artists. According to the statements collected (E7 and E8), the company conducts field researches with shopkeepers' consumers aiming to obtain direct contact with their clients and obtaining information on their profile and perceptions. These surveys are carried out every six months by the planning and brand manager supported by the employees in the product development department.

The managers in company C visit the main shopkeepers periodically, especially specialized boutiques, focused on women's clothing, and mainly located downtown. During these visits, these managers talk about the situation at the store, local market, consumer trends and customers' point of view, and build relationships with store owners and managers. According to the sales and marketing manager (E8) this interaction is frequent and ends up in an information exchange, texting and photos as well as solving problems; bonding informal and socially with customers. Table 4 summarizes the findings on interaction marketing.



**Table 4.** Summary of key findings about interaction marketing

Company A	Company B	Company C
<p><b>Audience:</b> intermediate customers (multi-brand retailers)</p> <p><b>Objective:</b> to establish constant dialogues and permanent relationships</p> <p><b>Practices:</b> periodic visitation to customers, merchandising actions at the store with customers and cooperation in after-sales services. A CRM system and surveys are in the process of being implemented to assess tenant satisfaction.</p>	<p><b>Audience:</b> in their own stores' customers and intermediate customers (multi-brand retailers)</p> <p><b>Objective:</b> to increase consumer loyalty and strengthen the relationship with shopkeepers</p> <p><b>Practices:</b> personal contact with customers (via store clerks and sales representatives), frequent messages via WhatsApp to customers and cooperative relationships through after-sales services.</p>	<p><b>Audience:</b> final consumers and intermediate customers (multi-brand retailers)</p> <p><b>Objective:</b> to develop direct contact, obtain information and strengthen relationships with customers</p> <p><b>Practices:</b> surveys with consumers at the point of sale (POS), personal visitation to retail customers by company managers and the offer products and promotions, plastic artists in the region.</p>

Source: by the authors (2020)

Regarding network marketing, data collected indicates that the companies surveyed have been in contact networks with other companies, professionals or entities. In general, network marketing actions are carried out by the owners and aim to obtain information about the market, competition, fashion trends and new technologies. In company A, for example, according to interviewees' statements (E1 and E2), network relationship with local associations can be found, especially through partnerships and trips to follow trends.

Company B participates in networked relationships with class associations in the company's region. According to the owner (E3), through these networks, the company attends meetings and events and develops relationships with other companies and market professionals. According to statements collected, these contact networks enable the company to acquire technical knowledge and information on the sector, news of the region, fashion trends and access to new customers. The owner also has personal relationships with suppliers in the sector, seeking to exchange references, news and market data.

Company C also invests in contact networks with local class associations and female bloggers. Statements made by the planning and brand manager (E7) confirm the relationship of the company owner with a network of female bloggers specialized in fashion, and the hiring to spread their brands and the product evaluation. Through these contacts, the company seeks to develop informal and social relationships, and acquire technical information about products, new technologies and market data. Table 5 summarizes the network marketing findings of the companies studied.



**Table 5.** Summary of the main findings about network marketing

Company A	Company B	Company C
<p><b>Contact networks:</b> Sul Catarinense Fashion Center, Sindvest and SEBRAE / SC.</p> <p><b>Objective:</b> to acquire information and technical knowledge about the market, clothing business and technologies.</p> <p><b>Practices:</b> making deals with industry class entities and participate in events, seminars, fairs, business roundtables and business trips.</p>	<p><b>Contact networks:</b> FIESC, Sindvest, South Fashion Center, CDL, SEBRAE and suppliers.</p> <p><b>Objective:</b> to acquire technical knowledge and information about the market, the clothing sector, news of the region, competition, fashion trends and have contact with retailers and clothing retailers.</p> <p><b>Practices:</b> making deals with the industry class entities and participate in events, lectures, fairs, business roundtables and business trips, have personal relationships with suppliers.</p>	<p><b>Contact networks:</b> Sul Catarinense Fashion Center. Sindvest, SEBRAE, female bloggers and influential people in the fashion sector.</p> <p><b>Objective:</b> to acquire information and technical knowledge about the market, business and new technologies, and to promote their brands to the target markets.</p> <p><b>Practices:</b> making deals with the industry class entities and participation in events, lectures, fairs, business roundtables, international trips and partnerships with influential people.</p>

Source: by the authors (2020)

### 4.3 Marketing planning results

In company A, the analyzed documents reveal the existence of a formalized marketing plan with established objectives, goals and strategies, including with CMP. The planning is carried out by the owner in conjunction with a market professional who has skills on the subject, and also the sales and marketing manager and the staff from the product development department participate. This planning is prepared annually along with the product planning, and it gathers information collected with its own salespeople and sales representatives during the annual sales convention.

In company B, the statements collected (E3 and E4) indicate that marketing planning decisions are made regardless of the marketing objectives, goals and strategies. However, no formal marketing plan (document) has been submitted. At the time of analysis and planning, the company's marketing decisions are focused on the owner and there is evidence of strategies and actions established on an emergent basis and based on decisions made on a daily basis and in reaction to current situations (Mintzberg, 1987). Marketing planning happens in a non-systematic way and is also poorly structured and formalized.

In company C, according to the statements made by the planning and brand manager (E7), an elaborated marketing plan and a formalized marketing plan were carried out. The planning is prepared by the brand and planning manager, supported by the owner and the production manager, and based on internal data and external information collected from salespeople themselves and sales representatives. The



current marketing plan is annual and contains a list of fixed objectives and goals and a set of strategies and actions to be implemented. It is an objective, simplified plan, which describes predominantly actions related to communication and sales. Thus, the data collected indicates that the companies surveyed make some assessment of the marketing situation (diagnosis of the situation) when preparing the marketing plan. This assessment is, however, non-systematic, structured and comprehensive, as pointed out by Sarquis and Pizzinatto (2013).

In company A, the marketing diagnosis is made based on some internal and external data. Collected statements (E1 and E2) show the use of external data such as: Human Development Index by market, number of inhabitants by region and the level of prices, sales policy, distribution and products of competitors. The main internal data used are: sales volume, billing, customer repurchases, inactive customers and profitability. The internal data is extracted from the computerized management system (ERP) and recorded in electronic spreadsheets.

In company B, the statements collected indicate that this diagnosis is made in an unstructured and comprehensive manner, and that the use of information from the perception (opinion) of the owner and the product development manager prevails, especially regarding the situation of the product and external environment. The main internal data used, extracted from the ERP software, are sales amount and billing, by product line, collection and total amount.

Whereas company C revealed to make a diagnosis of its marketing situation when carrying out marketing planning using both internal and external data. The statements collected indicate the use of external data on customers, competitors and the market (sector), in general provided by the sales team and field observations and trips made by managers. The main internal data used are: sales, billing and profitability by customer, region and sales representative, corresponding to the last 12 months. However, the analyzed evidence indicates that this assessment is done in a poorly structured way, focusing on a short term (12 months) and using mainly subjective and external data. As for the marketing goals, the three companies surveyed revealed that they have defined objectives and that they invest between 2 to 4% of the annual sales in marketing, something confirmed by the analyzed statements. The current objectives of company A are: to obtain the desired brand positioning (to be perceived as targeting a middle-class B consumer and aged between 35 and 45 years), to impart its brands, to reduce the price sensitivity of its brands and to raise the quality perceived product.





Company B aims to: increase the sales volume of the accessories line, reduce the sales seasonality, strengthen its brands and increase the number of its own stores. On the other hand, company C aims to: consolidate the desired brand positioning, improve its image in the market and grow in sales over the next three years. In companies A and C, the objectives mentioned are included in the marketing plan presented.

Finally, regarding the definition of marketing strategies, the evidence indicates that these companies have defined strategies, some deliberately and others emerging (Mintzberg, 1987). In companies A and C, there are several strategy decisions that resulted from a marketing planning process (including the programming of actions, schedule and those responsible for implementation) and based on market information and internal data analyzed. For instance, in company A, the choices made by the target market and brand repositioning were taken from the analysis of secondary data from IBGE and from information collected from final consumers at the points of sale (outlets). In company B, the evidence analyzed points out that there are more strategy decisions made in daily situations, in a reactive way and based on the managers' personal intuition (e.g.: creation of the leather accessory product line), similar to Ikeda et al. (2007). Table 6 summarizes the findings of marketing planning in the companies studied.

**Table 6.** Summary of key findings about marketing planning

Company A	Company B	Company C
<p><b>Planning:</b> formalized plan, with established objectives, goals and strategies. Planning is made by the owner supported by a marketing advisor.</p> <p><b>Diagnosis:</b> diagnoses the situation, but in a poorly systematic and comprehensive manner. It has better structured analysis.</p> <p><b>Objectives:</b> brand positioning, imparting brands, reducing price sensitivity and valuing product qualities.</p> <p><b>Strategies:</b> deliberate and emerging decisions. decisions planned and based manily on data collection and analysis.</p>	<p><b>Planning:</b> plan not formalized, but aware of its objectives and strategies. Decisions are centralized by the owner-manager.</p> <p><b>Diagnosis:</b> diagnoses the situation, but in a poorly systematic and comprehensive manner. It uses internal data and external information.</p> <p><b>Objectives:</b> to increase sales of accessories, to reduce seasonality of sales, to strengthen its brands and to increase the number of its own stores.</p> <p><b>Strategies:</b> deliberate and emerging decisions. mostly emerging, reactive decisions that resulted from personal intuition.</p>	<p><b>Planning:</b> formalized plan, but simplified and restricted to communication and sales. It is prepared by the brand and planning manager, supported by the production manager, and established objectives and strategies.</p> <p><b>Diagnosis:</b> diagnoses the situation, but in a poorly systematic and comprehensive way. Mostly informal analysis based on personal feeling.</p> <p><b>Objectives:</b> brand positioning, improving image in the market and growing sales by 20% per year.</p> <p><b>Strategies:</b> deliberate and emerging decisions. Several planned decisions based on data collection and analysis.</p>

Source: by the authors (2020)



The analyzed evidence also suggests that the three companies studied have entrepreneurial orientation characteristics. In these companies, the owners showed a willingness to take risks, to invest in innovations and a proactive attitude, characteristics of entrepreneurial orientation cited by Keh, Nguyen and Ng (2007) and Wales (2016). At Company C, for instance, the owner was willing to take risks when he decided to enter new market segments (reaching new audiences), invest in expanding (diversifying) the product portfolio and launching three new brands throughout its history. At Company B, the owner frequently invests in product innovations (e.g. creating a new line of accessories), he has hired a marketing experienced market professional and he has taken risks when developing new distribution channels, such as installing the e-commerce system for direct sale. At Company A, the owner manifested characteristics of market proactivity when he reported that the efforts made to promote changes in the company's marketing strategies in advance (e.g. redefining the target audience and repositioning the brand) when noticing signs of intensification in moments of economic crisis.

Evidence of market orientation in the cases studied can be found, as the statements show the characteristics of the customers orientation, competition orientation and cross-functional orientation along with market purpose, components of market orientation (Coviello et al., 2006; Jones & Rowley, 2011). At Company A, the statements collected indicate that managers are concerned with previously analyzing the impact of marketing decisions on customers; the interviewed managers focused on the statements when describing the behavior of the target customers and in the report of the internal concern regarding the satisfaction and fulfillment of the customers' expectations; all of them also reported efforts to build long-term relationships with storeowners. Company B revealed to have extensive knowledge on the competition, describing about characteristics (e.g. strengths and weaknesses) and strategies used by the main competitors, and stated that it used this piece of information in the definition of its marketing strategies.

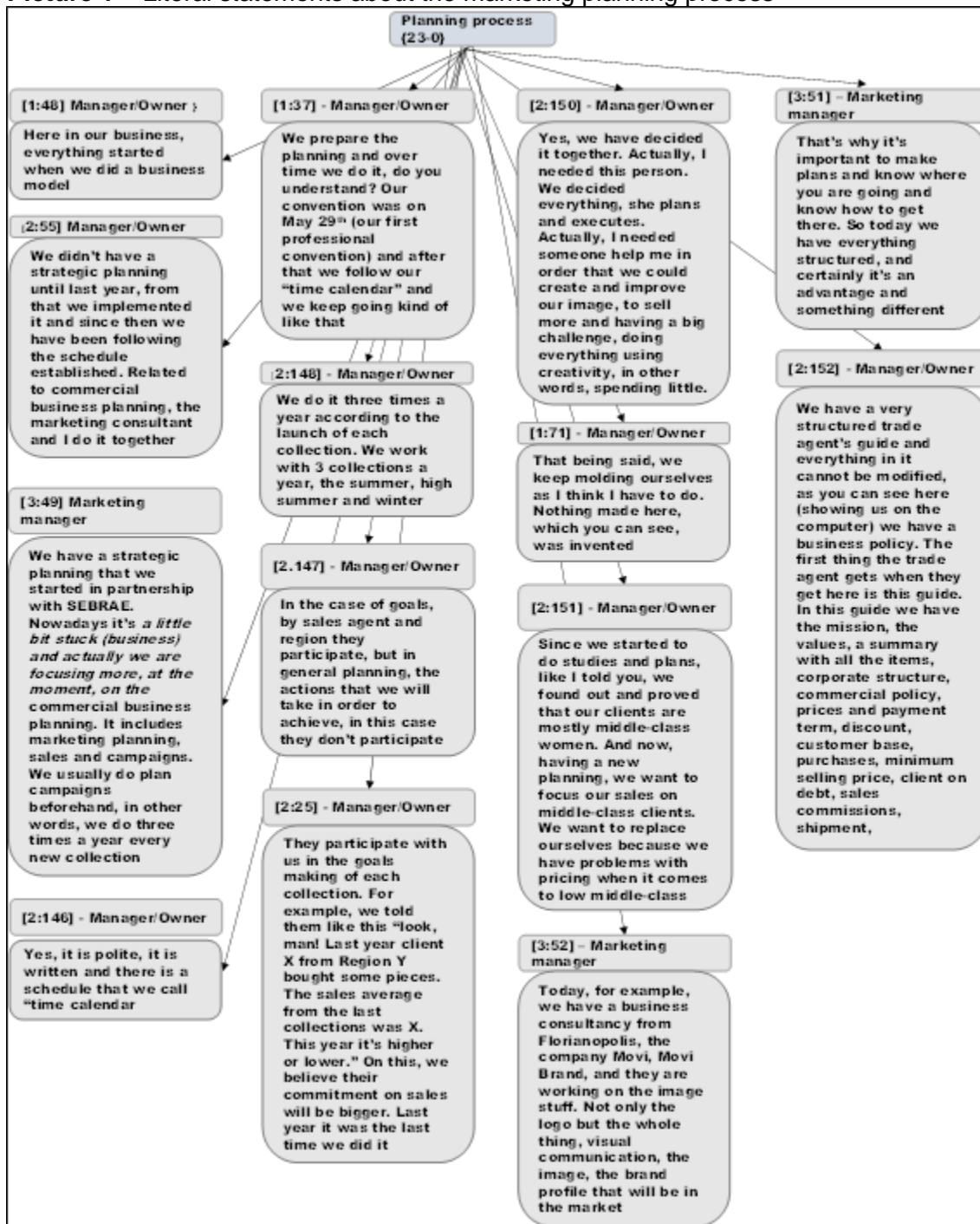
Company C is concerned about the integration of internal department for market purposes. It promotes an integration coffee break on a monthly basis, seeking to exchange information and collect ideas and perceptions from other departments; it has a manager (commercial manager) who accounts for internal integration with the sales team and shopkeeper customers, that attends meetings and projects developed by the



other areas, and also seeks to align the members of the owners' family regarding the objectives and market strategies.

Image 1 shows an output from Atlas TI containing excerpts from the interviewees' speeches about the marketing planning process.

**Picture 1** – Literal statements about the marketing planning process



Source: by the authors (2020)



#### 4.4 Marketing performance assessment results

Company A, according to the interviewees' statements (E1 and E2), there is a periodic evaluation of the marketing performance, performed by the owner along with marketing advisor, in meetings every fifteen days, at the end of each fashion collection and at the annual sales convention. Then the comparative analysis is performed between the obtained performance and the results of the past fashion collection and to the established goals. The marketing metrics used are sales volume and net sales per salesperson, product line, type of product, geographic region and store resellers (main customers). There is sometimes an analysis of metrics such as customer repurchase rate, percentage of inactive customers and sales profitability (gross index) by product collection. The necessary data are extracted from the computerized management software, divided in electronic spreadsheets, and presented in the form of graphs and tables. A marketing performance evaluation process is structured when it presents a clear evaluation method (procedure), organized activities and tasks, defined periodicity, available for stratified analysis in the scope of products, salespeople, markets and customers, and it has the necessary resources, when it comes to information, technology and skills. Thus, it is possible to state that Company A has a moderately structured evaluation process, since it has a clear method, a defined frequency, performs stratified analysis (by products, sellers, markets and customers), and uses formatted spreadsheets to perform the aimed analyzes.

In company B, according to the interviewed managers (E3 and E4), there is an evaluation of marketing performance limited to the performance of products and product lines. The evaluation is performed monthly at the end of each collection and includes the analysis of current performance compared to established goals. It is made by the owner in conjunction with product development manager, stylists and salespeople at their own stores.

At the end of each collection, the evaluation is performed on the sales representatives. The analyzed documents indicate that the metrics used are sales volume and net sales by product line, collection and the company general amount. The necessary data is extracted from the ERP software. There is no use of detailed metrics by product type or by seller, by geographic region and by customer (reseller). The analyzed evidence suggests that the company has a moderately structured evaluation process, since it presents a defined evaluation method (it compares the results to the



established goals), it makes a consolidated and stratified analysis in the scope of products (lines and types of products), it has a defined periodicity and has ERP software which provides reports with the necessary information.

Hence, at company C, the interviewed managers' statements (E6, E7 and E8) indicate that there is an evaluation of marketing performance, but focused on the results of the product collection. This assessment includes a comparative analysis of the performance obtained in relation to previous months and the past collection. The general direction has monthly meetings with the marketing manager, production manager and sales manager and analyzes achieve results, based on data from the ERP system. The metrics used are: sales volume and net sales by collection and company total (but not detailed by product line and type, salesperson, geographic region or customer). However, the analyzed data suggests that the company has a poorly structured evaluation process, because although it has a defined periodicity and ERP software that issues reports on sales performance, this evaluation is performed only in a consolidated way (within the general scope of the products collection), with short organization of activities, data and information on performance and specialized topic knowledge. Table 7 summarizes the performance evaluation findings in the companies studied.

**Table 7.** Summary of findings on marketing performance assessment

Company A	Company B	Company C
<p><b>Systematic:</b> moderately structured, detailed and with defined frequency. It involves comparative analysis of the performance obtained in relation to the past collection and the established goals.</p> <p><b>Metrics:</b> sales volume and net sales per seller, product line, type of product, geographic region and store resellers; customer repurchase rate, percentage of inactive customers and profitability by product collection.</p>	<p><b>Systematic:</b> moderately structured, restricted to the performance of lines and products, but defined frequency. It involves comparative analysis of the performance obtained in relation to the established goals. It also measures the performance of the accessories line sold through e-commerce</p> <p><b>Metrics:</b> sales volume and net sales by product line, collection and company total sum.</p>	<p><b>Systematic:</b> poorly structured, restricted to the performance of the collection and the company, and it has a defined periodicity. It involves comparative analysis of performance in relation to its history (other months and total past collection) and established goals.</p> <p><b>Metrics:</b> sales volume and net sales by collection and company total sum.</p>

Source: by the authors (2020)

#### 4.5 Research proposal and discussion

The results suggest that digital marketing is the CMP dimension most used by the companies studied. The use of digital practices aimed at intermediate customers



(shopkeepers) and end consumers, including responsive corporate websites, social media pages, AdWords ads, virtual product catalog, email marketing and online store can be found. The research by Targino, Urdan, & Chauvel (2013) in Brazil pointed only to the use of e-mail marketing, corporate website and e-commerce, which can mean an advance in the digital marketing practices of small companies. However, according to Colque et al (2016), the majority of posts published on the social media of small companies have product advertisements and lack the content creation for customers. In addition, the studied companies lack a marketing information system and CRM software, tools that assist in the management and analysis of digital marketing practices (Boaria et al., 2014).

When it comes to interaction marketing, the findings indicate that the studied companies value the relationship with customers (especially retailers) and that they invest in interactive marketing actions, managers and employees' relationships with customers, including periodic personal visits, personalized service and customer service. after sales. There are also frequent interaction actions through websites and social media, as evidenced by company B. Thus, confirming the study of relationship marketing by Targino et al. (2013), the small clothing manufacture industry in Brazil invests in some interaction marketing practices, in general, with the purpose of strengthening relationships and obtaining customer's loyalty. The interaction actions are mainly aimed at B2B customers, that is, multi-brand storeowners, according to Coviello et al. (2001; 2006).

There is evidence of differences between the marketing practices in large and small companies in the literature (Carson & Gilmore, 2000; Gilmore et al., 2001; O'Dwyer et al., 2009; Gilboa, Seger-Guttmann, & Mimran, 2019). Unlike what happens in large companies, where interactions with customers are guided by the use of technology, in small businesses these interactions are more informally used and mainly the use of social relationships, personal and personalized service, building long-lasting relationships and greater participation of the owner or manager in the relationship with customers.

In network marketing, the results indicate that the studied companies have networked relationships with other companies, professionals and market entities, in general, with the purpose of obtaining information about the market, competition, fashion trends and new technologies (Coviello et al., 2006; Jones et al., 2013). Also, the selected contact networks have geographical proximity, affinity of ideas / needs



with other participants and the purpose of cooperation and learning, characteristics of small companies (Menelec & Jones, 2015).

The studied companies' owners work directly in the contact networks, maintaining informal and social relationships, including with competitors (ex: Fashion Center) and directly influence the performance of the actions carried out, according to Naudé et al. (2014). Regarding the planning and performance evaluation, the results reveal the existence of some marketing performance planning and evaluation in the studied companies. There is evidence that planning decisions are made based on a marketing situation diagnosis, and that there are established objectives, goals and strategies. The planning results in a formalized plan (see companies A and C) and, in some cases, is prepared and supported by a specialized market professional.

Performance evaluation, on the other hand, takes place at defined intervals and involves comparative analysis of the results achieved in relation to data from the previous collection and established goals, however the system used is poorly structured (except for cases A and B) and it does not use specific metrics for practices contemporary marketing (except for company B e-commerce). The companies studied do not have specialized software for data analysis, both in planning and in performance evaluation, and have limitations in the performance evaluation process, and need a more improved system (Gellinck et al., 2012); they also use few marketing metrics, predominantly financial performance (sales volume and revenue) (Reid, 2008).

The results of this study show that small companies use few sales and distribution channels (mainly the use of offline channels), adopt a simplified approach in marketing planning and have a less structured performance evaluation process. Large companies tend to use a greater variety of marketing metrics and market metrics, such as market share (Reid, 2008); while the small studied companies use few marketing metrics, mainly metrics of a financial area (e.g. sales and revenue).

From the results, some research proposals were formulated in order to contribute to the literature. The companies studied use interactive marketing, digital marketing and network marketing practices, similar characteristics to what was pointed out by Reid (2008) in Australia and Targino et al. (2013) in Brazil. However, the intensity of use on these practices varies depending on the company's entrepreneurial and market orientation. Entrepreneurial orientation is related to the owner or manager and the willingness to take risks, innovation and a proactive attitude (Keh et al., 2007; Wales,



2016). Market orientation is related to the ability to obtain information, disseminate information and market responsibility (Gellink et al., 2012; Cronin-Gilmore, 2012).

The results of the data analysis suggest that, in the companies studied, marketing decisions are made (or strongly influenced) by the owner or manager with a proactive attitude, willingness to take risks and invest in innovation, both products and processes. In small companies whose owner has a more entrepreneurial attitude (companies A and C) there is a formalized marketing plan and more deliberate strategy decisions. Also, there is a marketing capacity such as obtaining market information, internal dissemination of information and adaptation to market demand and customer necessities. These capabilities reflect a company's level of marketing expertise (Hooley, Greenley, Cadogan, & Fahy, 2005; Merrilees et al., 2011). Thus, the first research proposal emerged: in Brazil, the small clothing manufacture uses interactive marketing, digital marketing and network marketing practices, but the intensity of use varies according to the entrepreneurial orientation and market orientation (Proposition 1).

Marketing planning decision-making occurs based on established objectives, goals and strategies (Pizzinatto & Silva, 2013). There is some diagnosis of the marketing situation, on decisions taken from internal and external information in the context of the Brazilian clothing manufacturing company. However, as revealed in the marketing planning study by Ikeda et al. (2007) in the Brazilian context, there is a lack of more comprehensive data in the marketing diagnosis (internal and external) and the analyzed evidence suggests that in contemporary marketing practices, decisions taken in an emergent way and based on the owner's feeling or marketing managers predominate. As a result of this, the diagnostic process tends to be simplified and poorly structured. That being said, the second research proposition is: the small Brazilian clothing manufacturers make marketing planning decisions, but in contemporary marketing practices the use of emerging decisions predominates, taken from short comprehensive data and based on the owner or manager's feelings (Proposition 2).

It was also identified that the small Brazilian clothing manufacturers evaluate the marketing and sales performance, including with defined frequency, but that it uses a less structured evaluation system and basically with metrics of a financial nature, such as sales, billing and profitability (ex: cases B and C).





In Australia, the research by Reid (2008) pointed out that the companies surveyed evaluate the marketing performance, but use few performance metrics, mainly profitability and sales. When it comes to small Brazilian clothing manufacturers, the justification may be the limited knowledge of managers in systematic evaluation and marketing metrics, or the absence of specialized technological resources, such as extraction software and data analysis. Thus, the last research proposal was formulated: in Brazil, the small clothing manufacturer evaluates marketing and sales performance, but, in general, only in the scope of products and fashion collection and using few marketing metrics, basically metrics such as sales volume, billing value and gross profitability (Proposition 3).

## **5. FINAL CONSIDERATIONS**

This study analyzed the use of contemporary marketing practices in the context of small clothing manufacturing in the dimensions of interactive marketing, digital marketing and network marketing, including in the scope of planning and performance evaluation.

The results indicate that the companies studied use interaction marketing practices (e.g., periodic personal visits, personalized service and after-sales support), network marketing (participation in relationship networks with other companies, professionals and market entities) and, mainly, digital marketing (responsive corporate websites, social media pages, Google AdWords ads, virtual product catalog, email marketing and online store, communication via WhatsApp), and the intensity of these practices varies according to the orientation entrepreneurial and market orientation of the company.

It was also identified the existence of planning and formalized marketing plan, with established objectives, goals and strategies, including some of the contemporary marketing practices. The planning has the support of a specialized professional (internal or external) and presents decisions taken from a diagnosis of the marketing situation. However, marketing decisions are strongly influenced by the owner or manager, and there are cases that result from a reactive attitude in daily situations (emerging decisions) and which are based on the owner's feeling and marketing managers.

Regarding the performance evaluation, the results suggest that the small garment manufacture in Brazil makes an evaluation of the marketing and sales



performance, even with defined periodicity, but that uses a little elaborated system and basically financial metrics of marketing (sales, invoicing and profitability), save the use of e-commerce.

Among the study's contributions is the understanding of CMP dimensions of the model by Coviello et al. (2001) in the context of small businesses, detailing empirical evidence on the use of digital marketing, interaction marketing and network marketing in the clothing manufacturing sector in Brazil. This study also made it possible to confirm research findings on the topic and to formulate research proposals for future studies. In addition, a qualitative view can be highlighted, as the planning and performance evaluation of contemporary marketing practices in the context of small businesses in Brazil takes place.

As guidance for future studies, research in other regions of Brazil or in other branches of activity in the textile sector, such as bed linen and table linen, or rugs and curtains, is suggested. The need for conceptual models on planning and performance evaluation of contemporary marketing practices applicable to small companies was also evidenced. As literature indicates there are differences between the marketing practices of small and large companies, there is a need to broaden the understanding of these differences in clothing manufacturing companies, within the scope of digital, interactive and network marketing practices. In addition, quantitative studies could assist in the evaluation of the three research proposals formulated from the results of the study; or analyze the impact of specific digital marketing, interaction marketing and network marketing practices on small business performance.

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## APPENDIX A - INTERVIEW SCREENPLAY

### **CONTEMPORARY MARKETING PRACTICES**

(Coviello et al., 2006; 2008; Jones et al., 2013; Taiminen; Karjaluoto, 2015):

What are the company's contemporary marketing practices (new methods or innovations), in the scope of products, pricing, distribution and sales, communication or customer relations? How do you see the company's innovation practices, whether in products or processes? How does the company invest in customer interaction marketing? What are the novelties introduced in the interaction with customers and the market? How do you invest in digital marketing? What's new in Internet marketing practices? What digital channels are used? What social media do you use? How do you invest in network marketing (networking)? Which stakeholders participate in relationship networks? What other companies and organizations do you participate in in relationship networks? What is the purpose of your contemporary marketing practices? Who is the target audience for these practices? How are these practices operationalized?

### **MARKETING PLANNING**

(Carson, 1990; Gellinck et al., 2012; Sarguis; Pizzinatto, 2013):

How does market planning happen? How formal is this planning? Who participates in the planning? When does planning take place? How is the diagnosis of the marketing situation made? Who are the target audiences? How are marketing objectives and goals defined? How are marketing strategies and practices established?

### **EVALUATION OF MARKETING PERFORMANCE**

(Sarguis; Ikeda, 2003; Merriles, 2011):

How do you evaluate your marketing performance (systematic)? What marketing strategies and tactics are evaluated? Who performs this assessment? What is the frequency of the evaluation? What tools and resources are used (software, methodology)? Which metrics and performance indicators analyzed? How do you see the company's marketing performance?