

Teaching Notes

**Brick’s Burguer House:
The challenge to grow without losing the taste**

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Study objectives

The purpose of this teaching case is to lead students to discussion and reflection on the following topics:

- Entrepreneurial Marketing,
- Decision making, and
- Entrepreneurship

Learning objectives and recommended use

The case was designed for application mainly with undergraduate students in the Administration course (and related courses), preferably in the disciplines of marketing, organizational strategy and entrepreneurship. It is expected that the student, through the case, develops an understanding about entrepreneurial marketing and strategies in decision making in the context of small companies, in relation to the application of theoretical concepts in administrative practice.

In this sense, the case presents moments in which each student proposes new ideas in view of the difficulties that arise, thus developing certain skills. For [Silva and Pena \(2017\)](#), entrepreneurship classes should be taught through actions that enable students to participate, in order to challenge them through practical work, maintaining contact with people who already practice entrepreneurship.

**Alternatives for application,
analysis and discussion of the case in the classroom**

Before discussing the case, it is recommended that the teacher work with students on the concepts of entrepreneurial marketing, strategy for decision making and entrepreneurship, in addition to establishing the differences between traditional marketing and entrepreneurial marketing.

It is necessary for the teacher to request the previous reading of the case. As a plan for the application of the case, it is recommended to divide into groups of four to five students, with the proposal of encouraging the discussion of alternatives for key points of the case and the suggested questions.

Considering the class time of about 1 hour and 40 minutes, the following steps are advised to guide the discussion in the classroom to the understanding and analysis of the case by the teacher ([Table 1](#)):

Duration	Activities
15 min	General presentation of the case and alignment with the literature. Formation of groups for discussion.
30 min	Contextualization of the case for teaching with presentation of questions and association with literature.
50 min	Presentation and discussion of the responses proposed by the group.
75 min	Development and presentation of the solution to the dilemma of the case aligned to the literature.
30 min	Conclusions.

Tab. 01
Agenda for discussing the case
Source: Prepared by the authors

Data source:

The case was based on data obtained through an interview with the partner Pulga Neto, in January 2018. The financial data presented was calculated using a conversion factor. This is a real case.

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DISCUSSION QUESTIONS

The following is a set of questions that can be used to stimulate the analysis of the case during the discussion stage:

1. Analyzing the marketing strategies applied by Brick's, how do you classify them? It is possible to affirm that the results obtained by the company are proportional to the marketing tools that it aggregates and applies in its daily life. Justify based on the actions presented in the case.
2. Looking at the opening of the Brick's business, what are the reasons why entrepreneurs created the business? And nowadays, what are the reasons for a possible expansion?
3. If the owners decide not to grow, what strategies should they apply to not lose their current position in the market?
4. Analyze the possibility of Brick's expanding or not, identifying the risks involved in each decision (to grow or not to grow).
5. If the partners choose to grow, what would be the best strategy to expand the business? Should Brick's be established in the state capital, where the company's growth potential is greater and more significant? Or would the best option be to expand inland, going for example to Jericoacoara, the largest tourist destination in the state?

SUPPORT MATERIAL FOR THE DISCUSSION AND ANALYSIS OF THE CASE

To support the discussions in this case for teaching and reflection on existing dilemmas in the company, the literature regarding: entrepreneurial marketing, strategic decision-making and entrepreneurship must be considered.

Entrepreneurship

The term entrepreneur, from the French entrepreneur, means one who takes risks and starts something new. Over the years, the concept of entrepreneurship has undergone modifications, in the 12th century, it was used to refer to the one who stimulated fights, in the 17th century, Richard Cantillon, first to define the functions of the Entrepreneur, said that he was the one who bought raw material, with its own capital, to later process and resell them, for a price to be defined, making a profit, and it was only in the early 18th century that the term was used to refer to the person who created and conducted projects or created and conducted enterprise (Fillion, 1999).

The entrepreneur is the one who makes things happen, anticipates the facts and has a future vision of the organization. It is important to note that behind the varied transformations that occurred, mainly in the 20th century, with the emergence of great inventions, which revolutionized the lifestyle of society, an entrepreneur is present (Dornelas, 2014).

For Baron and Shane (2007, p.08) entrepreneurs are people who visualize the "intersection between what could be called inspired and the mundane", and propose a procedural view according to which the entrepreneurial activity consists of several stages corresponding to all a business cycle. For Dornelas

(2014), the entrepreneur is able to position himself clearly and positively in uncertain and dynamic environments, managing to generate and maintain balance. According to the same author, the entrepreneur is able to identify opportunities and is aware that the more prepared he is, in terms of knowledge, the more he will have chances to succeed in his actions. Bessant and Tidd (2009) state that most entrepreneurs aim for professional independence instead of creating innovative businesses.

With the opening of the Brazilian economy, entrepreneurship became a cause for concern by governing parties due to the high mortality rate of these new ventures, since the country had undergone several attempts to stabilize the economy and suffered from the imposition due to the globalization factor, which generated the search for alternatives to increase competitiveness, reduce costs and remain in the market (Dornelas, 2014). In the 1990s, when Sebrae and the Brazilian Society for Software Export (Softex) were created, the concept of entrepreneurship was more clearly spread in Brazil. (Dornelas, 2014). Table 2 shows three different reasons why entrepreneurs create their businesses in the authors' view:

Vision Entrepreneur's	Enterprise Reason	Application
Have a way of life	Entrepreneurs who seek independence and wish to earn a living based on their possibilities and personal values.	Individual professional consultancy, craft business, community work.
Form of growth	Entrepreneurs who want to become rich and powerful through the creation and aggressive growth of new businesses.	Large corporations that can dominate national markets, by which they become rich and influential.
Way to create or change something, at any level.	Innovative entrepreneurs, want to change or create something new.	Private, public or third sector.

Tab. 02

Reasons that Entrepreneurs create their businesses

Source: Adapted from Bessant and Tidd (2009, p. 288).

Beginning in 2000, Brazil began to be part of a worldwide research program, the largest continuous study on the global entrepreneurial dynamics GEM (Global Entrepreneurship Monitor), which started its activities in 1999 and which continues to grow each year. In Brazil, it is sponsored by SEBRAE and carried out by the Brazilian Institute of Quality and Productivity (IBQP), in partnership with Fundação Getúlio Vargas (FGV).

The motivation of the initial entrepreneurs can occur by necessity or opportunity. According to GEM 2016, in Brazil, 57.4% of entrepreneurs undertake by opportunity. While according to the same survey, carried out in the year of GEM 2013, it was observed that about 70% of entrepreneurs were entrepreneurs out of necessity. Such a change in motivation for entrepreneurship may be an indication that entrepreneurship in Brazil may be assuming a behavior that is more independent of the level of economic activity or by encouraging the opening of companies through the creation of Individual Micro entrepreneurs (MEI) or even changes in Brazilian culture, now, more and more prone to entrepreneurial activity (Carrer et al., 2010).

Entrepreneurial Marketing

Carson (1990) states that entrepreneurial marketing is the result of the management model, an administrative function, that is, the results obtained by the company are proportional

to the marketing tools that it aggregates and applies in its daily life. The author considers that small companies have to adapt marketing to meet their own needs, but not in the sense of making conceptual changes consistent with marketing theories. Small companies adopt marketing theories, choosing the methods that best suit their circumstances and "trying" different marketing methods at each point in their development.

Kotler (2000, p. 25) states that there are three stages in which the marketing activity can pass:

- a. entrepreneurial marketing: characterized by the non-existence or the non-adoption of formal practices; it is the one normally used in the first years of a company, many marketing decisions are made by entrepreneurs even if they do not distinguish them from decisions in other areas;
- a. professionalized marketing: used when organizations from the previous stage reach success and have more resources, aiming to increase success or just to defend their position, adopting more formal marketing procedures; and
- a. bureaucratic marketing: companies immersed in indicators and studies end up distancing themselves from the client, in addition to not having the same passion and creativity as those in the first stage.

Stokes (2000), when formulating a model to explain the marketing used in companies, concluded that entrepreneurial marketing is oriented towards innovation, with a focus on the idea and the assessment of market needs in an intuitive way, as a strategy the dissemination of the idea by niches of people to reach potential customers through influence groups, in addition to word of mouth advertising and to use networks of stakeholders to obtain information.

According to Stokes (2000), marketing activities are carried out by entrepreneurs in their companies based on the development of an incremental innovation that leads to the development of products, then they identify target markets according to their need. As in the case of Severo et al. (2019) that highlights entrepreneurship about the partners' decision to expand services to a wider scope in the national market and the emergence of possible competitors. To this is added issues related to the implementation of business innovations, as well as the issue of strategically creating legislation to regularize business in the country.

Unlike what happens in the classic marketing proposed by Kotler, in which the process must begin with the identification of market needs, including the selection of target markets, in entrepreneurial marketing we first work with innovation (Zoschke and Lima, 2008). In general, entrepreneurial theories do not have a standard, as they arise to meet the needs of organizations (Zoschke and Lima, 2008).

Morris et al. (2012), define entrepreneurial marketing as being a proactive identification of opportunities followed by its exploration aiming at winning and retaining customers through an innovative approach that considers aspects such as creating value and risk.

The results of the teaching case are in agreement with the study Negreiros et al. (2018), showing that the result focused on three factors of OME (Orientation for Entrepreneurial Marketing), named as: looking towards the market; looking at the opportunity and looking at the customer. It was found that the snack bar and hamburger sector behaved more towards OME.

In addition, the influence of OME factors on the performance of SMEs (Micro and Small Enterprises) was tested, highlighting

that of the study, so the recognition between the importance of the interaction between entrepreneurship and marketing that led to the proposition of the concept of Entrepreneurial Marketing (Jones and Rowley, 2011).

Finally, the mindset of the research entrepreneur, even though unconscious, is associated with the individual's internal perception and assessment of the environment in which he is inserted and the existence of conditions that can influence positively or negatively in the decision to undertake, being that SWOT can contribute to symmetrical factors in business performance (GEM, 2017).

Analysis SWOT

The analysis SWOT is credited to two Harvard Business School professors, Kenneth Andrews and Roland Christensen (Dantas and Melo, 2008) and with its application it is possible to carry out a global analysis of the strengths, weaknesses, opportunities and threats (Kotler and Keller, 2006).

Internal environment	External Environment
Strengths: Internal advantages of the company in relation to competitors;	Opportunities: positive aspects of the environment that surrounds the company with the potential to bring you a competitive advantage
Weaknesses: Internal disadvantages of the company in relation to competitors	Threats: negative aspects of the environment that surrounds the company with the potential to compromise the competitive advantage it has.

Tab. 03
Internal and external environment
Source: Sertek et al. (2007, p. 72).

The SWOT analysis is divided into two environments: internal and external environments, as shown in Table 3.

Conducting such an analysis leads us to understand, with greater conviction, past, current and future business scenarios. Through the description of internal and external factors of the environment, strategic actions can be developed as a way to enhance strengths and opportunities with a focus on neutralizing

Theoretical events	Concepts	Author (s)
SWOT & Entrepreneur Vision	It makes it possible to choose an appropriate strategy to achieve certain objectives based on a critical assessment of internal and external environments. The SWOT matrix is one of the most common practices in companies focused on strategic thinking and marketing, the practice can allow a better business view.	Serra et al. (2004); Martins (2006)
SWOT & Marketing	It is necessary for the company to focus on the market in which it operates, turning its attention to all possible variations of the factors that influence the company's profitability, in order to increase its level of adaptability, brand impression and all the slogan applied on the social network.	Hisrich et al. (2014)
SWOT & Decision Making	The SWOT serves to position or verify the company's situation and strategic position in the environment in which it operates.	MCcreadie (2008)

Tab. 04
SWOT scenarios in the entrepreneurial view of Hamburgueria
Source: Adapted from Cruz Filho et al. (2018)

weaknesses and threats (Rodrigues et al., 2018) as highlighted in the table below, a construct that continues analyze.

According to Luecke (2009), it is necessary to consider the external and internal environments, because these environments clarify the scenario in which the organization operates, which helps to plan the future expected by the organization. As highlighted by Santos et al. (2018) that the crisis scenario leads to an inflection between the client and the demand, allowing the elaboration of the strategy, organizational change in the concern of responding to the demand of the entry of new clients that meets the wishes of the executive in the expansion of his business and genuinely focusing on functional areas such as marketing, production that is obtaining "in natura" product exclusivity to face the eclectic forces in the Fast Food market.

In general aspects, this practice can be the beginning of the elaboration of an action plan with guiding actions of short, medium and long term, with the purpose of improving the full functioning of the business in general terms, through the analysis of specific situations that they need greater criticality from those involved in management (Rodrigues et al., 2018).

Internal environment	External Environment
<p>Strengths: exclusive menu; events alluding to commemorative dates; intimate relationship with the client; generation of value through experience; well located point of sale.</p>	<p>Opportunities: unmet demand (queues at the door); expanding artisanal burger market; grow by going to the state capital (Fortaleza); grow up going inland (Jericoacoara).</p>
<p>Weaknesses: lack of parking; Small POS, with no room for expansion.</p>	<p>Threats: economy in recession; competition increasing.</p>

Tab. 05

Matriz SWOT Brick's Burguer House

Source: Prepared by the Authors

Considering Brick's the scenario in which it is inserted, its SWOT matrix is shown below:

In the present case, students should put themselves in the shoes of the partners and evaluate: What are the current growth opportunities?

1. Growing up going to the capital (Fortaleza)?
 - a. The Risks: increased competition, unconsolidated brand, new market;
 - b. Opportunities: bigger market.
2. Grow up going inland (Jericoacoara)?
 - a. The Risks: new market, unconsolidated brand.
 - b. Opportunities: restricted competition; largest tourist pole in the state;

With the analysis of marketing issues through knowledge of the opportunities, threats, strengths and weaknesses of an enterprise, the entrepreneur seeks to understand its competitive advantages in a structured way, in addition to revealing also how to foster sustainable practices that deal with the success of the business in a rational way and objective, but focused on its essence and focused on seeing the business intimately (Scheibeler et al., 2018). It is observed, then, that such action, can bring the competitive differential intended by the company, in addition to directing its actions in favor of the knowledge of

the business identity and the decision making necessary for its good progress.

Case Study

This teaching note is an integral part of the teaching case: Bendor, M. E. M. S.; Porto, P. M. V.; Linhares, F. J. M.; and Santos, R. C. (2021). Brick's Burguer House: The challenge to grow without losing the taste. *Iberoamerican Journal of Entrepreneurship and Small Business*, 10(1), Teaching Notes e1736. <https://doi.org/10.14211/regepe.v10i1.1736>

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Conflict of interest statement

The authors declare that there are no conflicts of interest.

Authors' statement of individual contributions

Roles	Authors Contributions			
	Bendor, MEMS	Porto, P. M. V.	Linhares, F. J. M.	Santos, R. C.
Conceptualization	X	-	X	-
Methodology	X	X	-	X
Software	-	-	-	-
Validation	X	-	-	X
Formal analysis	X	-	X	-
Investigation	-	X	X	X
Resources	-	X	-	X
Data Curation	-	-	X	X
Writing - Original Draft	X	X	-	X
Writing - Review & Editing	X	-	X	X
Visualization	X	X	-	X
Supervision	X	-	X	X
Project administration	X	-	-	X
Funding acquisition	-	-	-	-

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