



ENDOMARKETING IN THE ORGANIC PRODUCTS INDUSTRY

ENDOMARKETING NA INDÚSTRIA DE PRODUTOS ORGÂNICOS

Graziela Oste Graziano Cremonesi¹

Informações do Artigo

Histórico:

Recebido em 10/09/2022

Recebido revisado 30/09/2022

Aceito em 21/10/2022

Publicado em 20/11/2022

Keywords:

Endomarketing, Relationship
Marketing, Organic Products

Palavras-chave:

Endomarketing, Marketing de
relacionamento, produtos
orgânicos.

ABSTRACT

This study sought to investigate the applicability of the use, in the agribusiness, of the marketing tool relationship in the Endomarketing programs (aimed at the internal public, the collaborators). Twelve companies were investigated in this research, thus it's a convenience sample. It can be concluded that the objectives of the Endomarketing Programs are aimed at promoting the well-being, seeking commitment, training, and guide the employees. The greatest benefits offered by the Endomarketing Programs, as pointed out by the companies, are that they stimulate the participation of all employees of the organization; they improve the attitudes and behaviors of the employees related to employment; they create and promote ideas in the organizations aimed at good customer service; they contribute to the improvement of productivity rates; they facilitate recruitment and selection; and they include career plans as motivation instruments. This study represents the assumption of Relationship Marketing in 50% of the companies contacted once the investigation at the points of sale allowed the verification of 24 companies.

RESUMO

Este estudo buscou investigar a aplicabilidade do uso, no agronegócio, da ferramenta de marketing de relacionamento nos programas de Endomarketing (destinados ao público interno, os colaboradores). Doze empresas foram investigadas nesta pesquisa, portanto, trata-se de uma amostra de conveniência. Pode-se concluir que os objetivos dos Programas de Endomarketing visam promover o bem-estar, buscar comprometimento, treinar e orientar os colaboradores. Os maiores benefícios oferecidos pelos Programas de Endomarketing, conforme apontado pelas empresas, são que estimulam a participação de todos os colaboradores da organização; melhoram as atitudes e comportamentos dos empregados em relação ao emprego; criam e promovem ideias nas organizações visando o bom atendimento ao cliente; contribuem para a melhoria dos índices de produtividade; facilitam o recrutamento e a seleção; e incluem planos de carreira como instrumentos de motivação. Este estudo representa o pressuposto do Marketing de Relacionamento em 50% das empresas contatadas uma vez que a investigação nos pontos de venda permitiu a verificação de 24 empresas.

1. INTRODUÇÃO

¹ Doutor em Administração pela Universidade Metodista de Piracicaba - UNIMEP



The concept of marketing has been evolving, from a practically operational view that defined marketing as "an arm of applied economics, for distribution channels studies, in times of product scarcity. It was a time of production orientation, when everything that was produced was eagerly demanded" (Neves, 2008, p.18), to a focus on relationships and customer focus.

This evolution of marketing is a result of changes in the competitive scenario, summarized by Gonçalves (2003, p.1), as "more fierce competition, more demanding consumers, increased by total quality combined with low costs, widely available information about competitors, and very intense technological change".

Likewise, with the increased level of competition and new forms of communication, in which more offers are presented to the same consumer every day, customer behavior has changed profoundly. If, on one hand, the consumer is more enlightened, on the other hand he is seduced at every moment by another product or brand. As quality has become a constant item in most products, the focus of competitiveness to conquer and gain customer loyalty has migrated to the relationship.

However, Relationship Marketing, when implemented from a Customer Focus perspective, uses the expanded concept of customers (Whiteley, 1996; Gummesson, 2010), which includes all organizational stakeholders: internal customers (employees), intermediate customers (distributors, suppliers, for example) and final customers (users and potential consumers). Relationship Marketing, as a philosophy, seeks to improve the company's competitiveness through external customer loyalty, internal customer commitment to the organization's marketing objectives and the commitment of the intermediate customer to quality, deadlines and specifications defined by the market.

Customer focus, according to Ribeiro and Cobra (2000), represents the effort to identify the customer's intangible needs, that is, the perceived value behind the apparent value. It requires the constant investigation of customer needs and expectations, whether in pre-sales, sales, or post-sales.

This work focused on building such relationships from the standpoint when focused on internal customers, generating Endomarketing Programs. Endomarketing "takes care of the relationship between the company and its employees. This means that employees are treated as internal customers" (Limongi-France, 2009, p.149).

The process of Relationship Marketing, when the focus is the internal customer, requires the search for the best cost/benefit ratio and the investment in motivated and skilled employees to serve the customers.

The prioritization of human competencies, by the organizations, is the recognition that the organization's human capital is a decisive factor in a competitive environment. To obtain the commitment from collaborators, with the satisfaction of the external customer, it is necessary to motivate people in the organization, and make them feel that they are important to the company and, because it is the human assets of the organization that live with the business setbacks daily.

Thus, this work sought to investigate the applicability of the use, in the agribusiness, of the relationship marketing tool in the endomarketing programs (aimed at the internal public, the collaborators).

2. FROM TRANSACTIONAL MARKETING (TM) TO RELATIONSHIP MARKETING (MR)

The marketing approach has been changing from mass marketing to segment marketing, reaching the so-called Relationship Marketing (RM), focused on building long-lasting relationships with the customer, hence the expression "customer focus".

The concept of Relationship Marketing emerged in the fields of service marketing and industrial marketing (Jackson, 1985). It was from 1979, according to Dwyer, Schurr and Oh (1987) that the first comments on Relationship Marketing emerged, in which the exchanges were results of relationships between company and customers in a long-term perspective. The concept of Relationship Marketing, although simplified, has existed since commercial exchanges began to occur in an organized manner, Sheth and Parvatiyar (1995) complement. But the new focus of marketing only began to attract the attention of researchers from the 1980s on (Yamashita and Gouvêa, 2004), appearing with more prominence in the following decade, especially as an approach to cope with the intensification of competition.

Considered by Tofoli, Tofoli, and Santos (2006), one of the main concepts that has emerged in the marketing area in recent times, Relationship Marketing, preaching the creation of partnership ties between companies and customers, was born, mainly, because companies realized that expenses with communication and sales (advertising in mass media and keeping salespeople walking their paths), previously represented by routine, low-cost tasks, were becoming too costly.

There are, however, divergent positions as to the origin of the term. Cobra (2009) attributes it to Gummesson (2010); Brodie et al. (2008) cite Thomas (1976), although they associate the term with Berry (1983). But this new focus is a result of changes in the environmental competitive landscape, as McKenna (1996, p.46) explains, "with a world where consumers have so many choices, they can be unstable. This means that modern marketing is a battle for customer loyalty".

In the words of Tofoli, Tofoli and Santos (2006), the constant changes that have been occurring in the business world make companies even more competitive, leaving the consumer with countless options of products, services, brands, quality and suppliers. The authors recommend that companies offer superior value to their customers, in order to be successful. In this perspective, they would move from a philosophy centered on the product and the transaction to another focused on the customer and the market, which implies that the company listens to the market, verifying its demands, in order to mold itself in this new market definition.

To this end, Kotler and Armstrong (1998, p. 397), state, "the best way to keep customers is to offer them high levels of satisfaction and value."

In this process, Tofoli, Tofoli, and Santos (2006) alert that companies move from transaction-centric marketing, Transactional Marketing (TM), as Brodie et al. (2008) call it, to Relationship Marketing (RM), focused on the customer and aiming to develop loyalty programs.

Also in the 1980s, Berry (1983) used the term as part of a service marketing literature critique, arguing that entrepreneurs have focused too much on attracting consumers to products and services. The author advocates a shift from the transactional approach, in which marketing efforts are focused on attracting customers, to a relational approach, where the attraction of new customers should be seen only as an intermediate step in the marketing process. Thus, the relational approach has the main objective of keeping customers.

Relationship Marketing (RM) has challenged Transactional Marketing in theory and in practice. The origins of Transactional Marketing were in microeconomics, before World War II, when economists developed the theory of price to encompass what they called oligopolistic competition (Waterschoot & Van Den, 1992).

Such theoretical development, according to McGarry (1950), led to a series of lists of marketing variables deduced from the profit equations. Borden (1964) introduced to the marketing mix concept, a list of 13 variables (product, price, brand, distribution, personal selling, advertising, promotions, packaging, display, handling, physical maintenance, inquiry and analysis), that marketers would have to consider, in any organizational situation. McCarthy (1960) introduced the marketing strategy of mix management, replacing Borden's (1964) original proposal of the 13 variables to the 4 Ps framework (price, product, promotion, and placement).

Economic conditions also conspired in O'Malley and Patterson's (1998) view to reinforce the superiority of the marketing mix due to the need for high consumer confidence, little development of distribution channels, and fierce competition. The marketing mix became the basis of Transactional Marketing, according to Takala and Usitalo (1996).

Thus, Transactional Marketing, for Gonroos (1991), maintains the assumption of its microeconomic origins, in which the marketing mix is used to help optimize the firm in its profit function. Because of this, in the opinion of Bitner et al. (1994), companies have considered marketing objectives to have been met at the point of customer attraction - that is, at the point of exchange. The author also reports that there has been a growing recognition that, in marketing a service or product, the objective should not only be to attract, but then to maintain and retain the customer, in the sense of developing a long-term relationship with them.

Brodie et al. (2008) state that marketing strategies are essential to any company that aims at success, because, combined with value creation, they can become the great differentiator for success in today's increasingly competitive and less predictable environment.

The concern with the customer and his satisfaction has a vital function for the organization, aiming to prevent migration to the competition. But Relationship Marketing is not simply sending direct mail, phone calls, electronic correspondence, pamphlets or folders to customers, as warned by Olbrzymek, Olbrzymek; Bretzke (2005): it is to study current customers and know how to distinguish who can be considered a unique, partner, and profitable customer, and then work on building loyalty. It is also spending as much time as necessary to serve them and anticipate their needs; it is charming them in such a way that they do not want to leave the status of being important and unique.

Relationship Marketing "is essential to the development of market leadership, the rapid acceptance of new products and services, and the achievement of consumer loyalty" (McKenna, 1992, p. 105).

3. ENDOMARKETING: THE INTERNAL PUBLIC PROGRAMS

For Limongi-France (2009), one of the main concerns of the administrator is to discover new ways to promote motivation and satisfaction at work environment, in order to integrate workers to organizational goals. Halal (2000) stresses the importance of taking care of employees just as one should take care of external customers - in order to keep the business running, because people are fully responsible for the future of organizations. The economic value of employee knowledge has surpassed all the financial, capital assets, investments, patents, and other resources of most companies. Thus, organizations need to really know how to use their most valuable resource: the knowledge and creativity that reside in the minds of their employees. According to Souza and Santos (1992), a strategy that has been applied with this purpose is the use of marketing to the organization's internal public. This strategy, in its implementation, is materialized in Endomarketing Programs.

The term Endomarketing, according to Brum (2010), was registered in Brazil in 1996, by Bekin (1995), as a result of his experience in his professional activity, at the time in middle management of a multinational company, which had some problems, such as: low integration between departments and divergent view on the functions. In face of these problems, he concluded that people did not know in depth the company they worked for, and this situation was a challenge, whose solution was not to be found in books. An instrument was needed to tune up the collaborators, promoting a reorientation of objectives, along with an internal reorganization of the company. Thus, Endomarketing can facilitate exchanges, captivating and cultivating a certain harmony to strengthen interpersonal relationships and, especially, internal communication.

For Camelo and Vidal (2006), the Endomarketing activities should not only be focused on incremental improvement through sporadic and punctual actions, but also on the creation of an environment of individual growth that favors the collective performance in the search for continuous organizational learning.

The prefix "endo" means "inward, inside of", showing the idea of internalization, that is, something that moves inward. In this case, Endomarketing should be understood as the marketing that is carried out within organizations, argues Limongi-France (2009).

According to Cerqueira Neto (1994, p. 49), "Endomarketing means marketing turned inside the company, that is, it consists of a set of actions and integrated communication vehicles so that the employees have and know its importance to achieve success".

4. ORGANIC PRODUCTS: THE SECTOR UNDER STUDY

The concept of agribusiness, as presented, is also assumed by organizations such as Embrapa (2011) to include the total sum of operations, production and distribution of agricultural supplies, the production operations at agricultural units, the storage, the processing and distribution of agricultural products, and the items produced from them.

In fact, modern food has led not only to a disaster in human health, but also to a series of environmental problems. The search for food quality is becoming one of the main concerns of conscious consumers, argues Darolt (2002). As a result of some studies, Berlin, Lockeretz, and Bell (2009) concluded that the most sought-after attributes by conscious consumers when purchasing products are: taste, nutritional values, freshness, and trust in the seller.

Thus, organics, foods that are increasingly sought after by some consumers in supermarkets, are defined by Brazilian legislation as products from an agricultural production system in which techniques are adopted that optimize the use of available natural and socioeconomic resources, while respecting the cultural integrity of rural communities.

Given the growing environmental degradation, which includes the entire ecosystem, and the studies on the dangers to human health due to the consumption of food contaminated with chemicals, there is the alternative of a higher quality food, represented by organic products that have been conquering several consumers, so that these foods are being increasingly sought in supermarkets. This demand for organics, according to Hoff (2005), comes from the need to reduce the amount of chemicals ingested as an important step in improving the quality of life, considering the accumulation of aggressive agents that mankind has been adding to their daily lives (stress, pollution).

For Lages (2003), environmental concern has taken on an increasingly relevant role for companies and for society as a whole, not only because of the growing demands of governments through legislation and specific standards, but also because of market pressures, mainly from consumers, who are more informed, demanding, and looking for a better quality of life.

Based on the above propositions, one can then justify the search for sustainable development, or sustainability, which involves economic, social, and environmental development. The methods used in organic agriculture aim to keep ecosystems stable and self-sustaining, through ecological principles and natural resources conservation.

5. METHODOLOGY

The objective of the first stage of the research was to develop and clarify the concepts linked to the theoretical framework of the subject in an exploratory multiple case study, which according to Boyd and Westfall (1986), is "the first step in the research process" and is used, in the words of Malhotra (2005), to "explore the problem situation".

Vergara (2004), Aaker, Kumar and Day (2001) emphasize that exploratory research is used when one seeks to understand the general nature of a problem. The exploratory study relies on several sources of information, the first of which is secondary data. This information is that which, according to Mattar (1996), has already been collected, tabulated, and even sorted.

Malhotra (2005, p. 72) considers secondary data as "any data that has already been collected for other purposes, and may be in previous research, or in documents, or in publications," and defends its use by pointing out that it "can be collected quickly at a low cost".

The secondary data research at the first moment involved books, magazines, thesis and dissertations on the theme, research in annals of scientific events, the University of São Paulo (USP) thesis bank and other Master's and Doctorate programs, documents from the organizations under study, such as catalogs, reports, and others.

These research activities constitute the preliminary investigations of the project; also at this stage, an observation was made in the organic product sections of supermarket chains (Carrefour, Sondas, and Pão de Açúcar), to identify the respective producing industries, via investigation of the packaging of the products offered there.

The secondary data research in a second moment included consultations with electronic means of searching the web, with the objective of investigating the industries that produce organic products, in order to identify the Relationship Marketing strategies for their internal and external public. This technique, according to Severino (1999), is a valid source of information.

Another source of information were the people in the work filed experience - the managers and people linked to the Endomarketing Programs management. Therefore, questionnaires were applied to the managers, at a sample of twelve organic product manufacturers among the 24 organizations investigated and contacted; thus, the research sample was by convenience and comprised 12 companies.

The questionnaire aimed to analyze the profile of each Endomarketing program. The main points investigated in the questionnaire about Endomarketing Programs concerned on the identification (titles or actions of the programs offered), objectives, people involved. To evaluate the actions and benefits of such programs aimed at the internal public, analysis categories were created, based on the literature search, such as: stimulating participation, improvement in attitudes and behavior of employees, use of internal surveys, among others.

Thus, 12 industrial companies of organic products were investigated, whose data are presented in Table 1:

Table 1 – List of Companies Investigated in the Study

Company	Website	Address	City/State
1) Mother Earth	www.maeterra.com.br	Street: Sabiá, 45	Osasco/SP

2) Campo Verde: Organic Tea	www.chaverde.com.br	Street: William Booth, 751	Curitiba/PR
3) Organic Union Sugar	www.ciauniao.com.br	Fazenda Boa Fé, s/nº	Sertãozinho/SP
4) House Sparkling Wine: Cooperativa Vinícola Garibaldi	www.vinicolagaribaldi.com.br	50 Getúlio Vargas Street	Bento Gonçalves/RS
5) Blueville Rice	www.blueville.com.br	Alameda Surubiju, 1688	São Paulo/SP
6) Organic Jasmine	www.jasminealimentos.com	4809 Bartolomeu Lourenço de Gusmão Street	Curitiba/PR
7) Morro Grande	www.cafemorrogrande.com.br	250, José Coelho Prates Jr.	Piracicaba/SP
8) Yamamotoyama	www.yamamotoyama.com.br	Address is missing	São Paulo/SP
9) Provaso Industry and Commerce of Organic Fertilizers Ltd.	www.provaso.com.br	Highway SP 340, Km 153	Mogi-Mirim/SP
10) Namaste	www.namaste.ind.br	Fazenda Mãe Terra, village saúde	Santana de São Francisco/CE
11) Jalles Machado	www.jallesmachadosa.com.br	Fazenda São Pedro - Highway GO-080 - Km 75,1	Goianésia/GO
12) Viapaxbio	www.viapaxbio.com.br	Rua dos Holandeses, 1217	Pirabeiraba/Joinville/SC

Source: Prepared by the author based on information found on the companies' websites.

The data collected at the companies were characterized by means of a descriptive analysis of the data collected in the sample, presented by means of tables and graphs, through whose analysis which sought to meet the study objectives. Thus, the second stage of the study can be framed as a descriptive study, which, argue McDaniel & Gates (2003, p. 33) "comprises the basic relationships of the problem area"; they are studies "conducted to answer the questions: who, what, when, how and where". In a second step, the information collected in the research was analyzed qualitatively, through discussion and interpretation of the results.

According to Iemma (1992, p. 6), "qualitative analysis is used to describe qualities and categories. The qualitative analysis will serve to develop a comparison between the projects developed by the organizations, according to the theories available in the area.

6. RESULTS OF ENDOMARKETING PROGRAMS

This topic presents the results derived from the tabulation and analysis and interpretation of the data investigated in relation to the Endomarketing Programs of the 12 organizations surveyed. Table 2 highlights the programs offered,

the period of each program, the number of employees involved and the objectives of the programs in the 12 companies included in this study.

Table 2 – Endomarketing Programs Profile

Business	Programs	Period	Employees	Objectives
Mother Earth	More quality of life Mother Earth	2 years	150	Promote awareness and practice of attitudes that promote well-being (nutritional education, leisure, physical activities, stress management). Environmental awareness/sustainability.
Campo Verde: Organic Tea	Training in product quality; Training to seek information from customers/suppliers	7 years	125	Commitment of employees. Preventing possible problems with products. Inform employees.
Organic Union Sugar	Training: New Products; Merchandising; Bulletin Board; In-house Journal	Did not answer	757	Presenting new products to employees; internal sample distribution; informing employees about organizational issues.
House Sparkling Wine: Cooperativa Garibaldi Winery	No endomarketing programs	-	45	-
Blueville Rice	Organizational Culture	5 years	250	Introducing the company. Recognize cultural diversity.
Organic Jasmine	Jasmin with you	1 year and 6 months	232	Integrate employees, communicate internal and external relevant information.
Morro Grande	Personnel training and capacity building; Good Manufacturing practices manual	11 years	57	Retain employees. Enable, develop, and retrain employees. Maintain a healthy company environment. Encourage initiative and motivation.
Yamamotoyama	Pamphlet delivery	Did not answer	8	Informative pamphlets to inform and integrate employees at organizational policies.
Provaso Industry and Fertilizer Trade Organic Ltda	Does not have endomarketing programs	No	80	-
Namaste	Organizational behavior; Customer Service Training; New Ideas; Work life quality; Production Management; Knowledge management	11 years	6	Commitment of employees. Develops actions to benefit customers. Provide motivation, appreciation and recognition. Improve productivity rates. Reduce costs. Improve quality. Employee education and development.
Jalles Machado	Organizational change	3-6 months	183	Promote employee motivation. Develop flexibility at work. Promote ideas for change and innovations.
Viapaxbio	Weekly meetings with leaders; Quarterly meetings with teams; Organizational Climate	10 years	20	Dealing with constant issues. Avoid distancing between areas. Evaluate the company's strategies. Monthly presentation of results. Organizational climate survey.

Source: prepared by the author, based on the results of the field research.

Table 3 and Figure 1 demonstrate and illustrate the size of the company based on the SEBRAE (2011) category, considering the number of employees. By analyzing the table, it can be seen that 42% of the companies investigated are in the medium-sized company category, with a staff of 100 to 499 employees.

From the companies studied, 33% are in the small size category, with a staff of 20 to 99 employees. Finally, 17% of the companies are included in the micro category with up to 19 employees.

Analyzing Chart 2 we also notice that the companies that invest in Endomarketing Programs have been developing them for more than a year. The maximum time of effectiveness varies between 3 months and 11 years. As for the employees involved in the programs, the information indicated the involvement of all employees of the organizations that have promoted Endomarketing Programs.

Referring further to Chart 2, it can be seen that, from the companies investigated, ten answered that they have Endomarketing Programs, representing 83% of the sample, as shown in Chart 4 and in Figure 2.

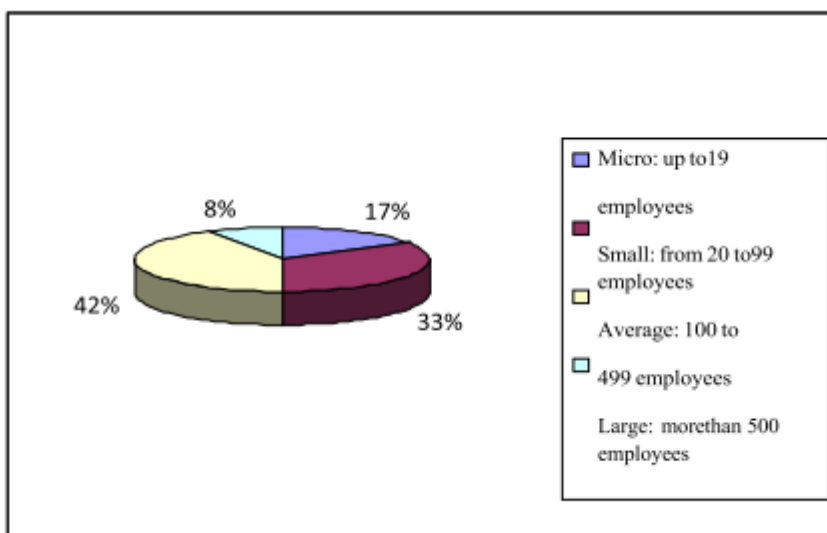
Chart 3 – Company size and number of employees

Company size and number of employees	F	%
Micro: up to 19 employees	2	17
Small: from 20 to 99 employees	4	33
Average: 100 to 499 employees	5	42
Large: more than 500 employees	1	8
Total:	12	100

Source: prepared by the author, based on the results of the field research.

Chart 4 – Companies that have Endomarketing Programs

They have Endomarketing	F	%
Yes	10	83
No	2	17
Total:	12	100



Source: prepared by the author, based on the information in Chart 26.

Chart 5 – Types of Endomarketing Programs

- Life quality
- People training
- Product Merchandising for employees
- Bulletin Board
- Internal Journal
- Organizational Culture
- Manuals
- Flyers
- Organizational Behavior
- Organizational Change
- Organizational Climate

Chart 6 – Briefly presents the objectives of the Endomarketing Programs

- Promote awareness and practice of attitudes that promote well-being (through nutritional education activities, about leisure, physical activities, about how to treat stress and other problems).
- Raising awareness about environmental care (activities about sustainability).
- Commitment of the employees.
- Prevention of possible problems with the products.
- Informing employees.
- Presenting new products to employees, in order to favor the sales process.
- Internal sample distribution at product launches.
- Informing employees about organizational issues.
- Introducing the company.
- Recognize cultural diversity.
- Integrate the employee, communicate relevant internal and external information.
- Retaining employees.
- Train, develop and retrain employees.
- Maintain a healthy environment in the company.
- Encourage initiative and maintain motivation.
- Prepare informative pamphlets to inform and integrate employees in the organization's policies.
- Develop actions to benefit customers.
- Provide motivation, appreciation and recognition of employees.
- Improve productivity rates.
- Reduce costs.
- Improve quality indices.
- Promote employee education and development.
- Developing flexibility in the work environment.

- Avoid distancing between the company's areas.
- Evaluate the company's strategies.
- Present the results achieved, monthly, to the whole team.
- Conduct organizational climate survey and necessary corrections.

Chart 7 – Evaluation of the Actions and Benefits of the Endomarketing Programs

Grade: CT – Totally Agree | CP – Partially Agree | C – Agree | DP – Partially Disagree | D – Disagree | DT – Strongly Disagree

Analysis category of the programs	CT	CP	C	DP	D	DT
The PEnd encourages the participation of all organization's employees.	5	2	2	1		
PEnds improve the attitudes and behaviors of employees with respect to employment.	5	5				
The PEnd provides research to identify needs and desires of the employees.	4	4	1	1		
The PEnd, based on research, include benefits to meet employee expectations.	4	2	3	1		
PEnds attract, develop, and retain talent.	4	1	3	2		
The PEnd ensure that all employees have the necessary information to act on the customer's behalf.	4	4	2			
PEnds create and promote ideas in organizations aimed at good customer service.	5	2	3			
PEnds overcome internal resistance to change.	2	4	3	1		
The PEnd seek the maintenance of a work environment, which provides motivation, appreciation, and recognition of people.	4	3	3			
The PEnd stimulate in everyone the assumption of the mission, business vision, objectives, strategies, and tactics.	3	3	3	1		
The PEnds contribute to the productivity improvement.	1	7	1	1		
The PEnds contribute to the Quality improvement.	3	4	1	2		
PEnds contribute to cost reduction.	2	3	4	1		
The PEnds use internal communication channels, which contribute to the relationship improvement, regardless of the hierarchical level.	4	3	2	1		
The PEnd create environments and situations that make the employee to be motivated in his work.	3	4	2	1		
PEnds favor recruitment and selection.		2	5	3		

Source: prepared by the author, based on the results of the field research.

In the analysis of Chart 7, it is found that five companies (42% of the sample companies) answered that they totally agree with the statements that Endomarketing Programs stimulate the participation of all the organization's employees, improve their attitudes and behaviors in relation to their occupations, create and promote innovative ideas

in the organizations aimed at good customer service. Four companies (25%) strongly agree that Loyalty Programs use surveys to identify employee needs and desires, include benefits to meet employee expectations, attract, develop and retain talent, to ensure that all employees have the necessary information to act on behalf of the customer. They seek to maintain a work environment that provides motivation, appreciation, and recognition of people, using internal communication channels in order to achieve improved relationships, regardless of hierarchical level and work training under the optics of education and development.

Three of the firms (25%) totally agree with the statements that the Endomarketing Programs stimulate in all employees the adoption of the mission, vision, objectives, strategies, and tactics of the business.

Seven firms (58%) partially agreed that Endomarketing Programs contribute to improved productivity rates. Five firms (41%) partially agreed with the statement that Endomarketing Programs have improved employee attitudes and behaviors toward their jobs. Four organizations (33%) partially agreed that Endomarketing Programs provided research to identify employee needs and wants, ensuring that all employees would have the information needed to act on customers' behalf. These companies affirmed that they have created environments and situations that motivate their employees, thus contributing to the improvement of quality indices and to the overcoming of internal resistance to change. Three companies (25% of the sample) partially agreed with the statement that the Endomarketing Programs stimulate in everyone the adoption of the mission, vision, objectives, strategies, and tactics of the business.

Five of the organizations (41%) only agree that the Endomarketing Programs include career plans as motivation tools and favor recruitment and selection. For four organizations (33%) of the surveyed companies, the Endomarketing Programs contribute to cost reduction. Finally, for three of the companies in the sample, the Endomarketing Programs do not completely reach the employees at the operational, intermediate or managerial levels.

Table 8 shows the content available in the theory in comparison with the field research (questionnaire applied at the 12 organic products industries) about Endomarketing Programs and Loyalty Programs.

We notice that, from the nineteen (19) benefits of the Endomarketing Programs available in the theory, six (6) of them are mentioned by the industries, that is, the benefits of the Endomarketing Programs in the view of the organic industries are focused on:

- stimulate the participation of all employees in the organization, improve employees' attitudes and behaviors towards employment;
- create and promote ideas in organizations focused on good customer service;
- contribute to the improvement of productivity indices;
- favor recruitment and selection;
- include career plans as instruments of motivation.

7. Final Considerations

When identifying the existence of Relationship Marketing programs developed by the industries of this segment for the internal public, it became evident that most companies have Endomarketing Programs (10 companies out of 12 surveyed companies), and the types of programs offered are related to: organizational culture, behavior, change and

organizational climate, bulletin board, manuals, newspaper and pamphlets, life quality, training, and product merchandising.

Regarding the length of time the Endomarketing Programs have been in effect, there is a variation from those with 3 months to 11 years of implementation.

The objectives of the Endomarketing Programs are geared towards promoting well-being, seeking commitment and training, and informing employees.

The greatest benefits offered by the Endomarketing Programs, as pointed out by the companies, are: They stimulate the participation of all employees from the organization; They improve the attitudes and behaviors of the employees related to employment; They create and promote ideas in the organizations aimed at good customer service; They contribute to the productivity rates improvement; They favor recruitment and selection; and They include career plans as motivation instruments.

Regarding the aspect of comprehensiveness of the Endomarketing Programs, it was detected that it is total, that is, the information indicated the involvement of all the employees from the organizations consulted.

As for the endomarketing programs, of the 12 companies, 10 develop some action aimed at the internal customer. This result shows the inverse in relation to what authors Kotler and Armstrong (2007) emphasize: endomarketing should precede external marketing.

Therefore, it can be said that relationship marketing is an answer for the innovation of organic products, i.e., it is a marketing guideline for organic industries. The study ends with the evidence that the organic products industries almost totally assume the Relationship Marketing, through the Endomarketing Programs, having reached, with these results, the objectives of the study.

This study represents the assumption of Relationship Marketing in 50% of the companies contacted, since the investigation at the points of sale allowed the verification of 24 companies.

The investigation in 12, of the 24 identified companies, represents the study's limitation, because in the rest of these organizations, it was noticed a resistance from the managers to answer the questionnaires, in the sense of showing the strategies practiced by the organization. In this sense, it is suggested in future studies, to expand the study with other organizations, as well as to identify gaps in supply, i.e., which products are not offered, and which are missed by the consumer. In this line, market opportunity research and product diversification strategies can also be developed.

Finally, completing the suggestion for future studies, one can also think of research directed to consumers, in order to verify those who do not consume organic products and what is missing to be conquered.

Declaração de conflito de interesse:

O autor declara não haver conflito de interesse.

Nota sobre o colaborador

Dr. Graziela Oste Graziano Cremonezi – Doutor em Administração pela Universidade Nove de Julho – UNINOVE.



ORCID

Dr. Graziela Oste Graziano Cremonezi - <https://orcid.org/0000-0001-6428-9040>

REFERÊNCIAS

- Aaker, D. A.; Kumar, V.; Day, G. S. (2001). *Pesquisa De Marketing*. São Paulo: Atlas.
- Bekin, S. F. (1995). *Conversando sobre Endomarketing*. São Paulo: Makron Books.
- Berlin, L.; Lockeretz, W.; Bell, R. (2009). Purchasing foods produced on organic, small, and local farms: a mixed method analysis of New England consumers. *Renewable agriculture and food systems*. Cambridge, v. 24, pp. 267-276, Dec.
- Berry, L. L. (1983). Relationship Marketing. In: Berry, L. L.; Shostack, G. L.; Upah, G. D. *Emerging Perspectives on Services Marketing*. Chicago, American Marketing Association, pp. 25-28.
- Bitner, M. J.; Booms, B. H.; Mohr, L. A. (1994). Critical Service Encounters: The Employee's Viewpoint. *Journal of Marketing*. Vol. 58 pp. 95-106.
- Borden, N. H. (1964). The Concept of the Marketing Mix. *Journal of Advertising Research*. Vol. 4 June, pp. 2-7.
- Boyd, H. W.; Westfall, R. (1996). *Pesquisa Mercadológica*. São Paulo: FGV.
- Brodie, R. J.; Coviello, N. E.; Winklhofer, H. (2008). Contemporary Marketing Practices Research Program: A Review of The First Decade. *The Journal of Business & Industrial Marketing*. Santa Barbara, Vol. 23, Iss. 2, P. 84-94.
- Brum, A. M. (2010). *Endomarketing De A a Z: Como Alinhar o Pensamento das Pessoas à Estratégia da Empresa*. São Paulo: Integre.
- Camelo, M. B.; Vidal, M. B. (2006). O Endomarketing a partir da Perspectiva de Aprendizado e Crescimento do Balanced Scorecard. In: IV Simpósio de Gestão e Estratégia em Negócios, Seropédica. Rio de Janeiro, Brasil, September.
- Cerqueira Neto, E. P. (1994). *Reengenharia do Negócio*. São Paulo: Pioneira.
- Cobra, M. (2009). *Administração de Marketing no Brasil*. 3. ed. Rio de Janeiro: Campus.
- Darolt, M. (2002). *Organic Agriculture: Inventing the Future*. Londrina: IAPAR.
- Dwyer, F. R.; Schurr, P. H.; Oh, S. (1987). Developing Buyer-Seller Relationships. In: *Journal of Marketing*, V. 51, N. 2, April.
- Embrapa (2011). *Empresa Brasileira De Pesquisa Agropecuária*. Available at: <http://www21.sede.embrapa.br>. Accessed on Mar.
- Gonçalves, C. F.; Guerra, R. S.; Moura, A. (2003). Measuring satisfaction, quality, loyalty, value, and expectation in higher education institutions: a model study through structural equations. *Anais: ENANPAD*.
- Grönroos, C. (2003). *Marketing, Management and Services*. 2nd Ed. Rio De Janeiro: Campus.
- Gronroos, C. (1991). The Marketing Strategy Continuum: Towards a Marketing Concept for the 1990s. *Management Decision*. Vol. 29 No. 1 Pp. 7-13.
- Gummesson, E. (2010). *Total Relationship Marketing*. 3. ed. São Paulo: Bookman.
- Hoof, C. H. Y. (2005). *The Age of Organic Products*. Available at: http://www.janssencilag.com.br/dicassaude/Dicas_Saude3. Accessed in October.

- Kotler, P.; Armstrong, G. (1998). *Princípios de Marketing*. 7. ed. Rio De Janeiro: Prentice-Hall.
- Lages, N. S.; Neto, A. V. (2003). *Measuring Consumer Ecological Awareness: A Study Conducted in the City of Porto Alegre*. Anais ENANPAD.
- Limongi-France, A. C. (2009). *Práticas de recursos humanos: conceitos ferramentas e procedimentos*. São Paulo: Atlas.
- Malhotra, N. K. (2005). *Introduction to Marketing Research*.
- Mattar, F. N. (1996). *Pesquisa De Marketing*. São Paulo: Atlas.
- McCarthy, E. J. (1990). *Basic Marketing*. Homewood: Irwin.
- McGarry, E. D. (1950). *Some Functions of Marketing Reconsidered*. In: Cox, R.; Alderson, W. *Theory Of Marketing*. Chicago: Irwin.
- McKenna, R. (1992). *Marketing de Relacionamento: Estratégias Bem-Sucedidas para a Era Do Cliente*. 9. ed. Rio De Janeiro: Campus.
- McKenna, R. (1996). *Relationship Marketing: Successful Strategies for the Age of the Customer*. Rio de Janeiro: Campus.
- Neves, M. F. (2008). *Uma Proposta para Construção de Métodos de Planejamento e Gestão (Sequência de passos) nos Agronegócios*. In: XXXII ANPAD Meeting.
- Olbrzymek, J. R.; Olbrzymek, M. R.; Bretzke, R. O. (2005). *Marketing de Relacionamento: Grandes Projetos Não Envolvem Apenas Tecnologia*. In: Agathos: Revista Científica da Assevim, Year 1, Issue 001, October.
- O'Malley, L.; Patterson, M. (1998). *Vanishing Point: The Mix Management Paradigm Re-Viewed*. *Journal Of Marketing Management*. Vol. 14 Pp. 829-851.
- Ribeiro, Á.; Cobra, M. (2000). *Marketing: Magic and Seduction*. São Paulo: Cobra.
- Severino, A. J. (1993). *Metodologia do Trabalho Científico*. 19. ed. São Paulo: Cortez.
- Sheth, J. N.; Parvatiyar, A. (1995). *The evolution of relationship marketing*. *International Business Review*, v. 4, n. 4, p. 471-481.
- Takala, T.; Uusitalo, O. (1996). *An Alternative View of Relationship Marketing: A Framework for Ethical Analysis*. *European Journal of Marketing*. Vol. 30. No. 2.
- Thomas, B. (1976). *The Characteristics of a Marketing Relationship*. *Quarterly Review of Marketing*, Vol. 2.
- Tofoli, E. T.; Tofoli, I.; Santos, A. R. P. (2006). *Estratégia do Marketing de Relacionamento em Empresa Orientada para o Mercado na Conquista de uma Maior Participação do Mercado*. In: IV Simpósio de Gestão e Estratégia em Negócios, Seropédica. Rio de Janeiro, Brasil, September.
- Vergara, S. C. (2005). *Métodos de Pesquisa em Administração*. São Paulo: Atlas.
- Waterschoot, W.; Van Den Bulte, C. (1992). *The 4P Classification of The Marketing Mix Revisited*. *Journal of Marketing*. Vol. 56, P. 83-93, October.
- Whiteley, R. (1996). *The totally customer-oriented company*. Rio de Janeiro: Campus.
- Yamashita, S. S.; Gouvêa, M. A. (2004). *Impacts and Implications of the Internet on Relationship Marketing*. In: ENANPAD.