



STRATEGIC COMMUNICATION PLAN AS A WEB SALES LEVEL

Plano estratégico de comunicação como nível de vendas na web

Ana Paula Colombo Cardoso¹, Jane Nogueira Lima¹, Fernando José Lopes², Alessandro Marco Rosini³

¹Presbyterian Mackenzie University – São Paulo, Brazil, ²Flamingo College, São Paulo – Brazil, ³University

Center of Várzea Grande - UNIVAG – Mato Grosso - Brazil

E-mail: paulajor80@gmail.com, jane.nogueira@gmail.com, lopesfj2008@gmail.com,

alessandro.rossini@yahoo.com

ABSTRACT

Being in a digital environment is challenging for a company in several aspects. It will be necessary to adapt its operational structure, reorganize its way of thinking, adjust the organizational culture, involve its employees in this way of acting, be up to the competitiveness of its competitors and, above all, be connected to its consumers. This means showing them that the company is aligned with the digital and “proving” that it works in this environment, offering good experiences in this relationship. In this sense, it is necessary to plan to be in the digital environment, get into digital marketing practices and understand the results it can bring. The study addresses the situation of a large company, which dominates the market in matters of customer service and experience, and which migrated on-site courses to a digital platform, but did not develop a strategic plan for dissemination and sale. The diagnostic analysis method was used, through qualitative research, from the observation and collection of internal data from the company and records of use by consumers of social networks taken into account - Instagram, LinkedIn and Facebook, in order to verify profile and behavior of accesses. The work contributes to the use of digital channels for the use of products and services in the Internet environment. The methodology used was qualitative analysis based on diagnostic analysis to obtain general knowledge about the proposed study, thus the general profile of the challenge situation improving specific actions.

Keywords: Communication, Service, Planning, Social Network.

ACEITO EM: 03/11/2021

PUBLICADO: 24/12/2021



PLANO ESTRATÉGICO DE COMUNICAÇÃO COMO NÍVEL DE VENDAS NA WEB

Strategic communication plan as a web sales level

Ana Paula Colombo Cardoso¹, Jane Nogueira Lima¹, Fernando José Lopes², Alessandro Marco Rosini³
¹Presbyterian Mackenzie University – São Paulo, Brazil, ²Flamingo College, São Paulo – Brazil, ³University
Center of Várzea Grande - UNIVAG – Mato Grosso - Brazil
E-mail: paulajor80@gmail.com, jane.nogueira@gmail.com, lopesfj2008@gmail.com,
alessandro.rossini@yahoo.com

RESUMO

Estar em um ambiente digital é um desafio para uma empresa em vários aspectos. Será necessário adaptar sua estrutura operacional, reorganizar sua forma de pensar, ajustar a cultura organizacional, envolver seus colaboradores nessa forma de atuação, estar à altura da competitividade de seus concorrentes e, acima de tudo, estar conectada a seus consumidores. Isso significa mostrar a eles que a empresa está alinhada com o digital e “provar” que atua nesse ambiente, oferecendo boas experiências nesse relacionamento. Nesse sentido, é preciso se planejar para estar no ambiente digital, entrar nas práticas de marketing digital e entender os resultados que ele pode trazer. O estudo aborda a situação de uma grande empresa, que domina o mercado em matéria de atendimento e experiência ao cliente, e que migrou os cursos presenciais para uma plataforma digital, mas não desenvolveu um plano estratégico de divulgação e venda. Utilizou-se o método de análise diagnóstica, por meio de pesquisa qualitativa, a partir da observação e coleta de dados internos da empresa e registros de utilização pelos consumidores das redes sociais consideradas - Instagram, LinkedIn e Facebook, a fim de verificar o perfil e comportamento dos acessos. O trabalho contribui com a utilização de canais digitais para utilização de produtos e serviços no ambiente da Internet. A metodologia utilizada foi a análise qualitativa baseada na análise diagnóstica para obter conhecimentos gerais sobre o estudo proposto, assim o perfil geral da situação de desafio potencializando ações específicas.

Palavras-chave: Comunicação, Atendimento, Planejamento, Rede Social.

INTRODUCTION

In this work, a communication plan that contributes to the dissemination and sale of online courses by the company *Comunica Soluções em Atendimento* will be presented. With the Covid-19 pandemic scenario, which has caused changes of great impact on companies around the world, since the month of March 2020, it was no different for the company to which this work refers, here as an object of study. For that, a quantitative research was carried out in order to collect data and conduct the research showing the migration from the face-to-face sales strategy to sales through virtual channels on social networks.

The general objective of the work is to analyze the company's communication process and verify its effectiveness, in relation to communication with its customers. More specifically, develop through social networks, a way to offer your courses online, to attract new customers in the market. More specifically, develop through social networks, a way to offer your courses online, attracting new customers in the market.

The established issue is about whether and how much social networks contribute to seeking new customers and retaining old ones in the courses offered by the company.

The hypothesis is to transform the face-to-face courses offered to the virtual model and verify the public's acceptance of these courses through social networks, in addition to the impact of dissemination through these virtual channels.

For years, the organization maintains a routine of offering courses focused on customer service and experience. However, in person in a physical space dedicated to events, which also no longer exists. With the pandemic, the company had to change its strategy to survive in the market and try to expand its ongoing sales.

The alternative found by *Comunica Soluções em Atendimento* was to concentrate its courses in a 100% digital environment, in a university format, and thus, an exclusive online space for the courses was formalized. The idea was already worked on before the pandemic, with definition of a hosting platform, mapping of new courses and innovation to existing ones, but the scenario accelerated the process so that the project could be executed as quickly as possible and the services offered did not stop.

The methodology used was the diagnostic analysis, through the quantitative research approach, from the observation and collection of internal data from the company, and also from the records of use by consumers of the social networks taken into account - Instagram, LinkedIn and Facebook, in order to verify the profile and behavior of accesses.

1 THEORETICAL FRAMEWORK

Communication is the basis for the success of any organization, being responsible for sustaining and generating value so that it can be competitive and able to develop its purposes.

According to Oliveira et. al (2018) define organizational communication is of fundamental importance, as it is through it that organizational processes are reflected in transparency, causing great positive impacts on the organization's productivity and success. In addition to being responsible for the smooth functioning of relationships between people inside and outside the organization, with regard to the images and perceptions built throughout the interaction process. It also enables management approaches, contributing to the inclusion of indispensable methods and strategies to face today's challenges.

According to Allegretti (2003, p. 44),

Context is not a single, rigid, finished reality; it allows the expansion of the network from the multiplication of relationships, as the context is part of the social network and allows the attribution of meanings, values and beliefs to the object of knowledge. What happens, however, is that presenting itself as a network, it assumes characteristics of non-linearity,

object of permanent mutations. This causes different meanings to be attributed to the information inserted in this environment.

In addition, one cannot ignore the fact that migrating this arm of the company to an online environment also implies entering a scenario of extreme competition that already exists. As *Comunica Soluções em Atendimento* courses need to continue reaching their audience, which are companies from the most diverse sectors, consultants and professionals working in the service sector, the need for disclosure is emphasized.

Every day, on average, the platform (www.comunica.atendimento.com.br) registers 16 million consumer surveys about brand reputation. Of those who access it, 97% are searching at the exact time of purchase. In other words, they look for reputation and analyze the behavior of registered companies. In short: they look for service references before making a purchase.

According to Chinem (2020, p. 2),

Transparency in the relationship between companies and public opinion is increasingly valued, a real differential that has a decisive influence on the purchase or not of the product or service. Information is the main management tool in various processes in companies, no matter what size it is. When properly used, it conquers new customers and makes communication and relationships between companies and civil society more efficient.

For Kotler and Keller (2006) "the field of consumer behavior studies how people, groups and organizations select, buy, use and discard articles, services, ideas or experiences to satisfy their needs and desires".

According to Pimenta (2009, p. 37),

Companies use MCM to interact with society (external public) and with their employees (internal public). For external audiences, they are used to: Serving advertisements → they are one of the ways companies can market their products; in addition, CI is financed by advertising; Make announcements about your activities and projects → building the company's institutional image.

In view of this behavior and considering its social role, *Comunica Soluções em Atendimento* improves its courses according to the evolution of the market and the behavior of the new consumer, and provides a support service to companies to improve their relationship with customers. This generates a chain of professional training and improvement in organizations, and, consequently, excellence in providing a complete experience in the consumer's shopping journey with a brand.

According to Falsarella and Januzzi (2018), in this sense, the elaboration of a Strategic Business Planning and the quality of the information obtained for this purpose become important and fundamental elements in this increasingly aggressive and competitive market. In this environment, novelty and speed in responding to market needs are determining factors for the survival of organizations. Therefore, every company needs to prepare properly to operate in the market and it is the information that will provide the necessary knowledge internally, about its strengths and weaknesses, and externally, about the opportunities and threats, so that it can prepare a well-oriented strategic planning.

2 THE COMPANY

Comunica Soluções em Atendimento is a company with 20 years of history. It was created in 2001, from a

problem with the service faced by its president. At the time, due to an overbooking practiced by an airline, the businessman lost an important business and could not find a channel to expose his dissatisfaction and alert other consumers.

Of the very few initial interactions that took place, in an office in Mato Grosso do Sul, today it has 30 million accesses, on average, per month. In addition, it is the 5th most accessed Brazilian website, according to Alexa.com ranking. *Comunica Soluções em Atendimento* is an organization with more than 21 million consumers and 360,000 registered companies.

In addition to being a bridge in this relationship, it also works with products (CRM tools, data intelligence, consultancies and courses) that help around 360 organizations registered on the platform on their journey to offer better service and a shopping experience every time better for your customers. To, therefore, generate consumer confidence in relation to brands, loyalty and, of course, contribute positively to building the reputation of companies.

2.1 The Challenge

The challenge will be to strengthen the dissemination and sale of online courses offered by *Comunica Soluções em Atendimento*. The proposal is to structure a short communication plan that can initially meet these two needs.

Since the virtual environment to host the courses was created, which was named university, sales have occurred due to the spontaneous demand of professionals who work in the service market and companies in general, who are interested in improving their service teams and internal actions from the sales marketing sector (work done directly with the customer bases already registered). This demand is due to the fact that *Comunica Soluções em Atendimento* is already known in the market for this practice and masters, with propriety, the subject of customer service and experience.

According to Oliveira et al. (2014, p.3) apud Saccol, Schlemmer and Barbosa (2011, p. 23),

learning processes supported by the use of mobile and wireless information or communication technologies, whose fundamental characteristic is the mobility of learners, who may be distant from each other and also from formal educational spaces, such as classrooms, classrooms, education, training and training or workplace.

When the online environment was created, accounts were opened with it in communication channels, such as Instagram, YouTube, Facebook, LinkedIn and Tik Tok. In all these networks, all engagement is organic; there is no financial investment for disclosure. And not all of these social networks are supplied with frequent content and with each one's audience profile. But there is sales monitoring, which guides few strategic actions.

2.2 The symptoms

As mentioned above, the Covid-19 pandemic accelerated the process of creating a specific environment to host the courses and give a university air to this compilation of “disciplines”. The strategy of creating, structuring with partners for an efficient tool, planning for each course and the syllabus were already in progress, but were accelerated.

With 100% of the company's employees working at home office, the scenario has changed. And an initial sales and communication strategy for the start, thinking about the launch, it did not occur in a planned way, as a whole, in all social networks. That is why there is a need for a solution, such as the one proposed in this paper, to strategically strengthen and “present” the online courses offered by *Comunica Soluções em Atendimento*.

Currently, four courses (search date: October 6, 2020) are available for access and being marketed. Others are in the final stages, recording, editing video classes and availability on the platform, but they are not yet being announced or commercialized.

2.3 The Purpose

The objective was to structure short-term communication procedures to boost the dissemination and sale of online courses offered by *Comunica Soluções em Atendimento*.

3 DIAGNOSIS

To compose the proposed strategic communication plan, the research was qualitative. from observation and internal data collection and a diagnostic analysis.

The survey used data and indicators generated by social networks (Facebook, Instagram and LinkedIn) with greater return on engagement from the platform where online courses are hosted, from information from the administrative area of the courses, from the commercial area of *Comunica Soluções em Atendimento*. This work does not include information from Google Analytics, as there was no formalized registration of this course product yet

The data mentioned above provided important information on the audience, frequency of access and origin of users, for example, which can contribute to building the strategic communication plan and the consequent sale. The prevailing movement in the company has been to migrate courses, which were offered in an offline environment to online, in addition to launching new modalities, which follow the trends in the service market and the customer experience.

Magazine Luiza is an example of success in e-commerce, by acquiring KaBum, a platform that works with e-commerce linked to games, it gained a value of 16.5 billion in the market, just behind BTG pactual in business, valuing its shares and getting many customers (<https://g1.globo.com/economia/noticia/2021/07/15/apos-compra-do-kabum-magazine-luiza-ganha-r-165-bilhoes-em-valor-de-market.ghtml>).

The data mentioned above provides important information on the audience, frequency of access and origin of users, for example, which can contribute to building the strategic communication plan and the consequent sale. The prevailing movement in the company has been to migrate courses, which were offered in an offline environment to online, in addition to launching new modalities, which follow the trends in the service market and the customer experience.

3.1 The information

The focus adopted was on online media, together with some digital marketing practices for the management of social media channels. Even understanding the importance of traditional and digital marketing, the company and its practices are 100% inserted in an online environment to seek better results. In the case of courses, expand dissemination and generate more sales, which is the most important role of digital marketing, promote results, as stated by Kotler, Kartajaya and Setiawan (2017)

To start extracting data, social networks were established for this purpose, and Facebook, Instagram and LinkedIn were considered for such action, where there is a greater volume of engagement and where the target audience of the courses offered by *Comunica Soluções em Atendimento* is.

Industry 4.0 is placed as an innovative new development in digital technology, including advanced robotics and artificial intelligence (AI), high-tech sensors, cloud computing, internet of things (IoT), data capture and analytics, digital manufacturing (including 3D printing), service software, mobile devices, platforms that use

algorithms to drive vehicles (including navigation tools, sharing apps, delivery and passenger services, and self-driving vehicles), the incorporation of all these elements into a value chain global, shared by many companies from many countries (GEISSBAUER et al., 2016).

According to the analysis of the platform's Facebook profile, where the courses are located, data collected on September 1, 2020 for the last 28 days of activities (4/08 to 31/08), it appears that there is an increase in likes in publications, but it is still necessary to work to increase their engagement and reach. On this social network, the first post was published on June 8, 2020. As of the date mentioned above, September 1, the profile had 121 followers. Note their engagement, stratified by age group:

Table 1 Followers' engagement on Facebook

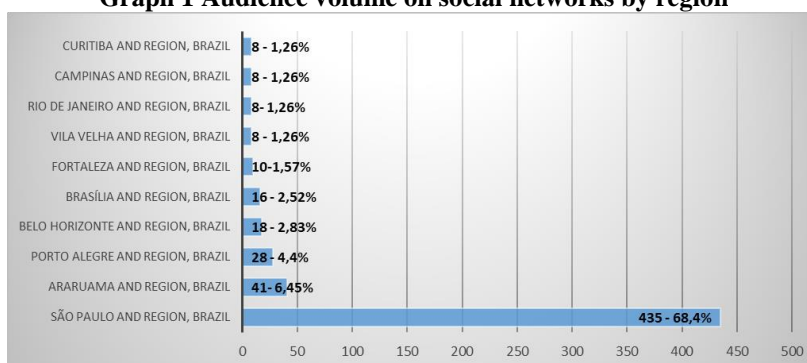
Age Women 71%		Age Men 29%	
13 - 17	0,21%	13 - 17	0%
18 - 24	6%	18 - 24	2%
25 - 34	30%	25 - 34	15%
35 - 44	24%	35 - 44	7%
45 - 54	7%	45 - 54	3%
55 - 64	2%	55 - 64	2%
65 +	0,86%	65 +	0,97%

Source: Adapted from LinkedIn Company Page data (2020)

In the case of Instagram, on the same data collection date, the profile had 112 followers, and the average likes of posts is 5 likes. And compared to the previous 7 days, there was a 7.6% growth in the volume of followers, and 10% in content interactions, despite the reach of publications having dropped 22%.

On LinkedIn, since the first posts, the average of likes has not exceeded 7 and the average impressions is 100. When analyzing available data, from June 1st to August 30th, (available on the day of collection, the same as the networks and already mentioned above), it is observed that the largest volume of public comes from São Paulo and region (as shown in Graph 1 below).

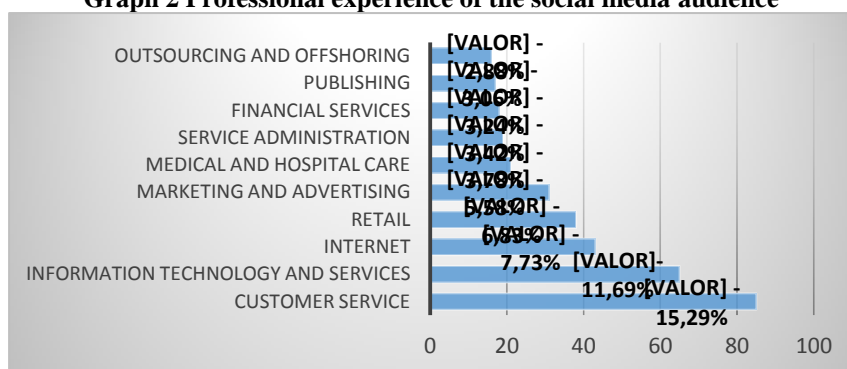
Graph 1 Audience volume on social networks by region



Source: Adapted from LinkedIn Company Page data (2020)

The public that accesses the network, in terms of their professional experience, is beginners, seniors and managers (as shown in Graph 2 below), 15.29% of visitors are professional customer service.

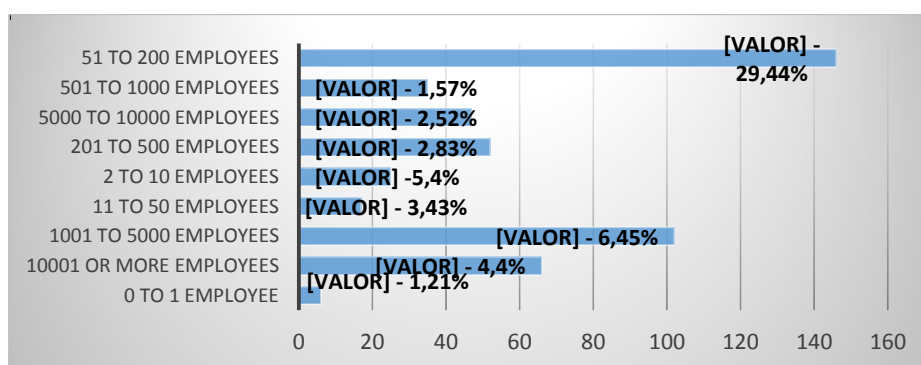
Graph 2 Professional experience of the social media audience



Source: Adapted from LinkedIn Company Page data (2020)

11.69% are information technology and services (as shown in Graph 3 below). Technology has evolved and it is necessary to study these new consumption habits; as for social networks, they influence consumer purchases.

Graph 3 Size of companies where the social media audience works by number of employees



Source: Adapted from LinkedIn Company Page data (2020)

Since the creation of accounts on the three social networks, there has been an evolution of public interest in publications with less advertising content and, obviously, more practical content from the courses, images where real people appear, to the detriment of illustrations, appreciation of carousels of images and videos.

One point that is taken into account is the engagement generated by the posts, where the image of the founder and Global CEO of *Comunica Soluções em Atendimento* appears, who is the “face of the brand.” It is through him that the company's values have always been passed on, and his persona works very well. This fact is in line with what Kotler, Kartajaya and Setiawan (2017) claim about the role of marketing (residing?) “to create products, services and business cultures that adopt and reflect human values”, and this is what *Comunica* and its founder and Global CEO do very well.

Other data sources will also be taken into account for the creation of persona for action and strategy guidance in each social network: the knowledge of the commercial team for identifying the audience and the administrative data of the platform that hosts the courses. This information will be extracted by reading the tools and interviews.

In the case of the platform that monitors the movement of courses, according to the last comparative report between the months of July and August, there was a 16% reduction in new enrollments.

To give an idea, between June 16th and September 1st, according to administrative data of the courses, there were 83 paying students. At the time of the on-site courses, for example, one of the courses received an average of 40 students, half of the current total. And in relation to values, this same course, from classroom to

online version, had its cost reduced to 72.9%. Therefore, there is a clear need to breathe new life into the courses and work on their dissemination.

3.2 Analysis and diagnosis

As presented in some data and sources of funding, it is possible to infer the possibilities of approaching the proposed action in the communication plan. With statistical data on access, initial profile of users – who have aroused interest in the contents of each network so far – it is already possible to have inputs to trace the work stages further on (SILVA, 2016).

It appears that, without a “start” strategy for the product, the possibilities for it to “take off” are more limited. Therefore, the need to seek such details, so that the strategy is more assertive, so that the audience of the courses' social networks is interested in the content, and, consequently, in the online classes.

It is postulated that it is possible to improve communication with more interesting posts, defined frequency, at the expense of a tiresome volume, with content that is of common interest, or that reaches the majority of interested parties, increasing engagement. And, from there, *Comunica Soluções em Atendimento* starts to have a more detailed look at its audience, their preferences and how to 'dialogue' with them, in addition to converting this interest into future sales; set goals and plan future service courses and towards customer experience.

4 SOLUTION

Using analytical data from each social network mentioned in the previous chapter, a plan will be designed to address content on Instagram, LinkedIn and Facebook social networks, aligned with Inbound Marketing, email marketing, banner (paid media) and website the digital environment, where the courses are hosted, in order to reach the company's target audience and the target of each channel.

4.1 Solution proposals

Description of the proposal: The action consists of showing an initial basic process, drawing on the expertise and resources that the company already has, for the development and programming of content for Instagram, Facebook and LinkedIn, boosting text/video materials/ image, according to the analysis of the current activities of users on these social networks and audience profile.

In addition, digital marketing will be associated to ensure, together, financial and relationship return. Such as, for example, e-mail marketing (using the work registers of professionals and companies that are already clients of *Comunica Soluções em Atendimento* to reach the public), the use of banners, articles in the news areas of the company and newsletters.

Support theory and author: So that we can get into the basic theory in this research, it is considered relevant to return to its general objectives and, finally, present the classification of this study, starting from exploratory research. According to Figueiredo (2007), the exploration of a theme is about providing greater familiarity with the problem, that is, it is intended to make it more explicit.

Therefore, in addition to the data that were collected and researched, it is also necessary to take into account the business environment, as discussed by Bozza (2018). The external and the internal environment. In the case of *Comunica Soluções em Cliente*, briefly presenting the external environment is an environment of crisis generated by the Covid-19 pandemic, the adaptations of companies to be able to serve their customers; a strong initiative to make everything digital, the company has in its favor innovation, creativity, a safe workforce in the home office – and the already verified increase in the productivity of teams of 27%, on average - and

resources to invest.

Therefore, there is a balanced environment for the application of strategic planning, using digital marketing so that it is a fundamental part of the sales process, and not just an auxiliary (BOZZA, 2018).

As highlighted by Azevedo and Junior (2015), digital marketing includes web marketing in a better-targeted way because, thanks to the constant changes in consumer behavior, there was an increase in the interaction between the “new” means of communication, that is, the use of new technologies, fostering a digital market.

To clarify and understand the scenario, we used the SWOT matrix and listed the strengths, weaknesses, opportunities and threats to “design” a framework for *Comunica Soluções em Atendimento*. Strengths: the expertise and domain in service; the strength of the brand, the knowledge of the professors, the different courses and the innovation, which is the company's trademark. Weaknesses: taking online courses is a novelty, all employees and other professors are in the home office (distant) and the company is new to the market for online courses. Opportunities: being new in the market, working 100% online and having partners to add to the classes and thus generate a greater variety of content. Threats: competition.

Kotler, Kartajaya and Setiawan (2017) argue that working on content is a new version of traditional ads and treat #hashtag as a new slogan. Furthermore, both are able to better connect the audience and, consequently, generate greater interaction, more conversations about the content being disseminated.

Kotler, Kartajaya and Setiawan (2017) argue that working on content is a new version of traditional ads and treat #hashtag as a new slogan. Furthermore, both are able to better connect the audience and further, generate greater interaction, more conversations about the content being disseminated.

In addition, the uses of social networks applied to this proposed solution perform direct communication with users, without intermediaries, as highlighted by Kotler, Kartajaya and Setiawan (2017): it generates more direct interaction, being more economical and the network ends up becoming the communication media itself.

According to Freitas (2013), the digital age, configured by the massive presence of technology in all areas of human life, makes higher education need technological resources to qualify professional and human training, as tools that facilitate access to knowledge

Finally, as highlighted by Cipriani (2011) on how social networks are used and what companies want from them, often the capital generated is social, not economic. But in this case, it will be aligned with other approaches to digital marketing and commercial activity, so that there is also a gain in relationships, and it is converted into financial return, in the marketing of courses, forming a transmedia action capable of making the proposed solution presented is effective.

CONCLUSION

For the sake of market survival, the Covid-19 pandemic has forced many companies to digitize and rethink their paradigms and long-term planning. A necessary change in mindset that was not a recent theme, but which has been boosted in recent months and has become something recurrent. However, within an unpredictable economic scenario, knowing and working within digital marketing techniques and, more precisely, in content marketing, is something that can be said that, in the sense of performance control and reading of results, it is "music for the ears".

In the case of *Comunica Soluções em Cliente*, taking its in-person courses to a digital platform was already an ongoing process. However, the need due to the restrictions imposed by quarantine and the forced changes in the habits of its audience, with regard to the consumption of courses, led to the implementation without major strategic sales and dissemination plans.

The change in marketing strategy provided better results in terms of number of customers as well as improved the relationship between company and end customer in the quality provided to offer their products and services in the market.

From now on, *Comunica Soluções em Atendimento* will be able to set course sales goals, with which content its potential leads are most impacted, which subjects in the courses draw the most attention in the market and other possible metrics, so that a chart of growth of the course platform.

Finally, the development of this plan may attract new companies, which are not yet reached by courses and professionals from other Brazilian states and which, until then, were unable to reach São Paulo (headquarters of *Comunica Soluções em Atendimento* at the time of the on-site courses

REFERENCES

- Alegretti, Sonia Maria Macedo. Diversifying learning environments in teacher education for the development of a new culture. Doctoral Thesis PUC, 2003.
- Azevedo, N. Q.; Junior, Achilles B. F. Digital Marketing: An Analysis of the Market 3.0. Editora Intersaberes, 2015.
- Bozza, A. Educational Marketing to attract students. Tuneduc, 2018.
- Chinem, Rivaldo. The strength of corporate communication..Lafonte, 2020.
- Cipriani, F. Social Media Strategy: How to Break Through the Social Media Paradox and Make Competition Irrelevant. Elsevier, 2011.
- Falsarella, Orandi Mina; Jannuzzi, Celeste Aída Sirotheau. Strategic Business Planning and Information and Communication Technology Planning: an approach using projects. 2018. Available in <https://www.scielo.br/j/gp/a/3QS88LVcGPcKcfKSvMC6YQH/abstract/?lang=pt> Accessed on 09/30/2021.
- Figueiredo, N. M. A. Method and methodology in scientific research. Yendis Editora, 2007.
- Freitas, C. V. Information and communication technologies in learning. Instituto de Inovação Educacional, 2013.
- Geissbauer, R.; Schrauf, S.; Koch, V.; e Kuge, S. Industry 4.0 - opportunities and challenges of the fourth industrial revolution. Price Waterhouse Coopers Aktiengesellschaft, 2016.
- Kimura, J. The Secret Book of Social Media. Futurama Editora, 2017.
- Kotler, P.; Kartajaya, H.; Setianwan, I. Marketing 4.0 – From Traditional to Digital. Sextante, 2017.
- Kotler, Philip; Keller, Kevin Lane. marketing administration. Pearson Prentice hall, 2006.
- Magazine Luiza. Available in <https://g1.globo.com/economia/noticia/2021/07/15/apos-compra-do-kabum-magazine-luiza-ganha-r-165-bilhoes-em-valor-de-market.ghtml>
- Oliveira, Adilson Vagner de et al. Organizational Communication as a management strategy. 2017. Available at <https://www.revista.ajes.edu.br/index.php/rca/article/view/143>
- Oliveira, L. F. Knowledge management at the Banco do Brasil corporate university. Dissertation (Masters in Information Science). Universidade de Brasília, 2014.
- Pimenta, Maria Alzira. Business Communication: Concepts and Techniques for Administrators. Alínea, 2009.
- Rock Content. Rock Content. Understand how to use transmedia storytelling to promote your business. 2020. Available in <https://rockcontent.com/br/blog/transmidia>
- Rock Content. Rock Content. What are leads? Learn how to turn your website visitors into loyal buyers. Available in <https://rockcontent.com/br/blog/o-que-e-lead/>
- Silva, T.; Stabile, M. (Orgs.). Monitoring and research in social media: methodologies, applications and innovations. Uva Limão, 2016.