



THE MARKETING PLAN AS A TOOL TO LEVERAGE THE SMALL BUSINESS: CASE STUDY

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summary

The recent economic crisis has generated considerable changes in the socioeconomic reality of Brazilian citizens. One of them was the significant increase in the number of people who sought entrepreneurship to find a solution to unemployment. However, the creation and management of a small business is not a simple activity, it requires planning and dedication - it is an element of the first point that this work focuses on: the marketing plan as a planning tool. Based on this tool, the present research sought to understand the importance of the marketing plan in leveraging small businesses using as an context the analysis of a real small business, located in Porto Alegre and inserted in the bakery and healthy food business. Organized as a case study for learning,

Key words: entrepreneurship; artisanal bakery; marketing plan; small enterprises.

1. Introduction

Brazil is currently facing an economic crisis that for many experts began in 2014 and it is not known when it will end. The moment of uncertainty and insecurity that society goes through, leads to a job market saturated with professionals due to the decrease in jobs and work in large companies. As a result, there is a movement towards entrepreneurship through individual microentrepreneurs and micro and small companies. Data from the Brazilian Micro and Small Business Support Service (SEBRAE) show that micro and small companies (MPEs) make up 98% of the national market. It is estimated that they are in the order of more than 6.4 million companies across the country and that together they form a major economic force corresponding to 27% of GDP (SEBRAE, 2019). The generation of a local enterprise represents an increase for the economy of your region. In addition to the development of the business and the entrepreneur, this type of initiative generates jobs that boost local economic and social

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development. Based on SEBRAE data, in 2018 MSEs accounted for 52% of formal jobs in the private sector in Brazil.(SEBRAE, 2019)

Faced with such a context, the businesses developed in the food business are evident. Market that has gained greater scope and developed new niches, especially when talking about healthy eating. According to SEBRAE, Brazil is the fourth largest market the world when it comes to healthy eating. The partitioning of the consumer market has gained strength with technological development and the emergence of new diets, whether for aesthetic purposes, to adapt to new lifestyles or for medical reasons, such as dietary restrictions. According to the National Federation of Celiac Associations of Brazil (FENACELBRA), it is estimated that 2 million Brazilians are allergic to gluten, a protein widely present in processed foods.

Still, it is observed that such businesses, due to their niche nature², are notably characterized by hyperconnectivity. In this scenario, the entrepreneur shows himself as someone who must understand the emerging demands and know how to position himself in the market in a timely manner. Thus, it appears as something essential and evident, on the part of the owner of the entrepreneur, the importance that his business has a robust marketing plan.

Based on the above scenario and to guide and understand this need - for any and all projects to have a good marketing plan - this study is justified as something necessary. Thus, this work has as main objective to understand the importance of the marketing plan to micro and small entrepreneurs. As secondary objectives, it will detect the basic elements of a marketing plan to leverage a small local business and will also identify the market analysis and marketing strategy adopted by the company under study, thus presenting its growth opportunities.

From a case study approach to the learning of future entrepreneurs, we observed the Borks bakery - artisan breads, located in Porto Alegre. Well, traditionally known in the Brazilian economy as local businesses, artisanal bakeries are present in almost every neighborhood in any city and represent a good type of initial venture.

2 Theoretical foundation

² According to Chris Anderson (2006), we live in the internet variety market where there is too much supply of niche goods (singular) in small quantities, in contrast to the flow of the traditional mass economy that offers little variety of products that sell more (hits).

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2.1 Marketing

Structural point of this work, Stringhini (2007) defines marketing as the set of activities whose aim is to bring goods and services from the producer to the consumer. The author clarifies that his area of activity is more or less wide, as much will depend on the focus that the company gives him, that is, his approach varies according to the nature of the enterprise. Still, he adds that marketing is an administration technique, in which the company must establish its organizational objectives according to the needs, desires and satisfaction of the target market, acting more effectively and efficiently than the competitors.

In turn, Pinheiro and Gullo (2013) conceptualize marketing as a process of exchanges between people and companies, in which it employs specific techniques to outline strategies that achieve the purposes of both - their use involves human, social and administrative characteristics. For Cobra (2009, p. 06), “exchange is the central concept of marketing, that is, a person offers money to own a product or purchase a service”.

As can be seen, marketing is closely connected to the relationship between the consumer and the company and the entire environment that surrounds it. It is an important pillar within any business. In Kotler's view (2003, p. 11), “marketing management is the art and science of choosing target markets and winning, retaining and cultivating customers, by creating, communicating and providing superior value for the clients”. Dornelas (2016, p. 154) portrays the objective of marketing by explaining that he “must be able to answer which market share the company wants to reach, how much it wants to sell, how much it wants to profit, in which segments and regions, with what penetration of market, for which consumers and within what period”.

Aiming to present the concept of marketing in a more organized way, Kotler (2001) divides it into two perspectives, the social and the managerial. For him, the definition of marketing under the social view consists of a process by which people and groups of people get what they need and what they crave with the creation, offer and negotiation of valuable products and services with other members of society (KOTLER, 2001). Meanwhile, inserted in the managerial view, marketing is identified as the “process of planning and executing the conception, the pricing (pricing), the promotion and distribution of ideas, goods and services to create negotiations that satisfy organizational goals and individual” (KOTLER, 2001, p.30).

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In order to clarify the evolution of marketing over the years, Kotler (2017) brings that in the highly technological world in which we are, people crave a deep involvement with brands. “The traditional product-centered marketing (marketing 1.0) started to be focused on the consumer (marketing 2.0), and after being centered on the human being (marketing 3.0)”, today it would be in the phase of customer engagement with the brand. For the author, this phase would be what he defines as 4.0 marketing.

2.2 Marketing plan

The marketing plan translates, through actions, a company's marketing strategy. As Polizei explains in an interview with Universidade Metodista de São Paulo (2010), the marketing plan corresponds between 70% and 90% of the business plan - since the one contained in it. The difference between them is that the business plan adds details of operations, logistics and other internal implications for the business, while the plan and marketing focuses more broadly on the external environment, or rather, on the market.

Thus, for the success of the enterprise, it is up to the marketing plan to identify how human relations are established and how they directly impact on its market segment. For example, two factors that need to be analyzed are the influence of the internet as the foundation of the current organization of our society (CASTELLS, 2003), a tool that is highly present in the lives of many individuals, and the increase in consumer demand for increasingly personalized products. , specific. Both have a direct impact on the performance of any enterprise, whether small or large.

According to Kotler and Keller (2012, p. 55) "a marketing plan is a written document that summarizes what the marketer knows about the market and that indicates how the company plans to achieve its goals". In a complementary way, the scholar Gomes (2013, p.9) points out that the plan, regularly used and updated, “allows analyzing the market, adapting to its constant changes and identifying trends. Through it you can define results to be achieved and formulate actions to achieve competitiveness ”. Observing the importance of the marketing plan within the business universe, it is now up to distinguish the existence of two basic structures, the core of the marketing plan, which need to be outlined: market analysis and marketing strategy.

2.2.1 Market analysis

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Perhaps market analysis is one of the most strategic phases for a marketing plan. It will identify the environmental situations that will impact the business. As an initial step in a marketing plan, it is necessary to survey as much data as possible about the factors that influence, positively or negatively, the company - whether direct or indirect. After identifying and analyzing these data, the entrepreneur will be able to formulate strategies and take risks inherent to his activity. For these reasons, it can be said that it is through the strategic analysis of the market that the entrepreneur will establish measures to avoid the failure of his business.

It must be kept in mind that each project has its own market analysis. As much as there are common factors in a given industry, local and temporal factors make it very personal, individual. As Dolabela (1999) explains, market analysis must look at opportunities and threats in the various aspects that influence the business: demographic, economic, legal, political, technological and cultural. It should also assess the business's susceptibility to government interventions, new laws and regulations, as well as analyze its consumers, changes in the age pyramid, culture and the influence it has on sales - factors worked on by the doctrine as an external environment, once that the entrepreneur has no control over them. Another stage of market analysis is the examination of the company's internal factors, also known for business strengths and weaknesses. These include points such as the availability and capacity to allocate resources - human and financial, the existing and desired organizational culture.

In summary, the more detailed the analysis of the factors, the greater the chance of success. That said, it is essential to identify the appropriate means for the elaboration of this analysis. The analysis matrices are tools capable of offering data to the entrepreneur and support the formulation of a solid marketing strategy.

2.2.2 Analysis matrix

Authors understand that “in a highly competitive market, in addition to traditional market research, it is necessary to carry out analyzes, with methodologies that assist in the perception and marketing decisions” (SILVA et al., 2006, p.44). In this perspective, the market analysis matrices are presented as effective tools. Responsible for adding quality and credibility to the marketing plan, they are more agile to carry out, value analysis, enable the crossing of information, and are generally able to translate a qualifying subject into a quantitative one, streamlining the understanding of those who read.

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Currently, there are several matrixes spread in the field of strategic management. Matrices such as the BCG matrix, the Porter's five forces model, the potential input evaluation matrix, the Ansoff matrix and the directional policy (or GE) matrix are examples of these. For the development of this study, we opted for SWOT, also known as FOFA. The SWOT matrix (Strengths, Weaknesses, Opportunities and Threats) is a quick and effective demonstration of the main positive and negative aspects of a company or its product, taking into account the internal and external scenarios that permeate them.

As noted, quadrants linked to the company's internal environment have: (a) strengths, in which the most positive variables of your company in relation to your product should be listed - in this quadrant the essential competences of the company can be analyzed company, brand competence, innovation capacity, availability to grow, market share, sales competence; and (b) weaknesses, which in turn represent the company's most negative variables in relation to the product - in this quadrant, the lack of mastery of essential skills, financial difficulties for new projects, internal resistance to innovation, high operating costs can be analyzed , poor product image, unprepared management.

In the external environment, the matrix is divided between: (a) opportunities, a quadrant designed to list the most positive aspects in relation to the market, such as the existence of chances of rapid market penetration, the exit of the largest competitor from the market, good financing sources, the significant increase in sales; and (b) threats, in contrast, is the quadrant destined to the most negative aspects in relation to the market, such as a negative change in the tax law, an unexpected increase in the dollar rate, the reaction of competitors or the entry of new ones, rising inflation with drop in the consumption rate. Due to its simplicity, this matrix aims to carry out a quick and practical analysis of the market. Its constant updating, with the necessary improvements, enables it to be a powerful marketing tool.

2.2.3 Marketing strategy

Following the path for the formulation of the marketing plan, an important stage is reached: the definition of the marketing strategy, that is, how the company will operate in the market. After the market analysis stage, based on a strategic analysis, it is possible to reach the stage of formulating the company's objectives, as well as its goals. Having all this outlined, the company is able to structure its marketing strategy. At this stage, it is interesting to clarify that

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objectives and goals have different concepts. For Silva and others (2006), the objectives are a description of a future state that the company aims to achieve, defined in a specific and measurable way by the company. On the other hand, goals must be understood as intermediate points established on the way to achieve the objectives.

The marketing strategy, therefore, will be the instrument responsible for guiding the actions that the company will develop in order to achieve the goals and objectives established. It will designate the means and methods for this, as it is in accordance with the marketing strategy that the company's resources will be directed - whether for the development of new products, relationship with the consumer, improvement of quality or repositioning of the brand in new markets (SILVA et al., 2006, p.82). In this respect, Dornelas (2012) exemplifies well the relationship of the marketing strategy with the other structures of the company (mainly those related to marketing). He explains that the marketing strategy and sales projection are closely interlinked since by adopting a strategy that changes any of the marketing structures, such as the positioning of the product in the market, the pricing policy, the promotion and sales channels or how the product will reach the customer, it will directly impact the sales projection. This can remain stable or fluctuate, positively or negatively, due to the strategy adopted. In short, “it consists of the decisions necessary to determine the way in which the main elements of marketing will be combined simultaneously” (SEBRAE, 2013, p. 38).

3. Presenting the case: marketing plan for a small artisanal bakery in Porto Alegre

Based on what has been exposed, we will deal with the chosen methodological procedures and, afterwards, we will start the analysis of the enterprise based on the theory seen in the previous chapters.

3.1 Methodological procedure

This study is an exploratory research, developed as a single case study, with a qualitative methodological approach to the information collected. This option is intended to provide “deeper analysis in relation to the phenomenon that is being studied” (BEUREN, 2010, p.32) and, therefore, to deepen the understanding of the object.

In line with this, the case study focused on learning was adopted as a strategy, that is, the observation of a case inserted in a process of transforming the entrepreneur's experiences

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into knowledge, or rather, an entrepreneurial learning (ZAMPIER and TAKAHASI, 2011 apud POLITIS, 2005). As Yin (2001) points out, it focuses on answering the “how” and the “why” about a contemporary set of events inserted in real life and over which the researcher has little or no control, and the relevant behaviors cannot be manipulated. Its use aimed to not make a direct intervention in the object of analysis, but to know it, to reveal it through a pragmatic observation (FONSECA, 2002) and, likewise, to contribute to the formation of knowledge applicable in entrepreneurial learning³for micro and small companies (ZAMPIER and TAKAHASHI, 2011).

The object of study was the Borks enterprise - artisan breads, established in the city of Porto Alegre / RS and the research subjects are the two creative business partners. The data were primarily collected through analysis of the content present on the online sales platform and on social networks, the main communication and marketing channels used by the business. Afterwards, interviews were carried out with the owners of the enterprise guided by an interview script (GERHARDT and SILVEIRA, 2009), recorded and later transcribed and also the observation of the location (physical store, production site and partner sales points) and of the documents provided by the research subjects. The analysis of the obtained data appreciated subjective elements constant in the different sources of evidence and used the triangulation of these as a logical basis for validation (YIN, 2001). Thus, the aim was to add the strength required by the case study methodology and by the content analysis research technique (GERHARDT and SILVEIRA, 2009).

3.2. Getting to know the project - Borks: artisan breads

Characteristically modeled as a family business, the Borks bakery - artisan breads is an enterprise idealized by Fernando Borks Vieira and his daughter Fernanda Bastos Vieira in 2015. Initially structured in the entrepreneurs' own residence, today it is located in a commercial building on Rua Comendador Rodolfo Gomes, n ° 666, in the Menino Deus neighborhood, in Porto Alegre. Father and daughter aim to offer products that provide health and well-being to their customers. With that in mind, they chose to approach a niche market within a potential

³ Zampier and Takahashi (2011, p.) Conceptualize entrepreneurial learning as: “[...] a continuous process that facilitates the development of knowledge necessary to start new ventures and manage it, with the knowledge coming from the entrepreneur's personal experience and used to guide the choice of new experiences (POLITIS, 2005).

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branch of the economy: healthy eating. Its value proposition is to provide safe food for customers with dietary restrictions such as celiac, gluten sensitive, allergic to wheat or gluten, allergic to cow's milk protein and lactose intolerant, as well as for customers with veganism. Therefore, within their planning, they structured a free kitchen of gluten and lactose for the production of their products.

Within their business model, they chose to develop the relationship with customers through closer communication channels, using the digital platforms Instagram, Whatsapp, Facebook and Ifood. Its products are fresh, produced on the day, and the enterprise publishes them daily on its social media the available menu. It also receives orders from its customers through these same channels. In an agile and interactive way, Borks offers its consumers a handmade and, in a way, personalized service.

4 Getting your hands dirty - Borks marketing plan

The enterprise is managed and directly operated only by the two entrepreneurs. With different activities, Fernando is responsible for the production of breads, the purchase of inputs, the development of new products, all operational activity within the kitchen, while the young businesswoman performs sales management, marketing and control of the company's finances. There is the tele delivery service for your products, which is carried out through partner companies, such as the Ifood sales platform.

Regarding its products, concomitantly with the sale of gluten-free and lactose-free breads - offered in ten flavors - Borks has a range of products in the process of expansion and continuous development - all elaborated from Mr. Fernando's own recipes. There are assorted cookies, cakes, brownies, hamburger buns, pizza doughs and ready-made pizzas, the latter two being offered frozen. Entrepreneurs recognize the strength of their products, and invest in improving them through constant processes of improvement in revenues.

In an interview with businessmen, it was identified that during the initial planning of the business a business plan was structured, but that today this document no longer has any connection with the reality of the company. Currently, there is also no formal marketing plan, what has been noticed is the implementation of elements of an informal, unwritten plan in Borks' day-to-day activities.

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4.1 Market analysis and observations

It appears that due to the nature of the business and its size - micro enterprise, the economic and socio-cultural factors that influence it, act positively in its success. Although they do not formally employ tools such as market research or market analysis in a planned way, entrepreneurs identify that among their consumers, about 90% seek the product due to gluten or lactose intolerance, or that is, for a serious medical-food issue, and whose profile is to be between 80% to 90% female, mostly educated people, who seek to know and develop healthy habits with professional guidance, representatives in their class B Ç.

By the daily control of its sales volume, it appears that regardless of whether society as a whole finds itself sensitive to prices when making purchases, its consumers are people who identify the prices practiced as fair in view of the qualities that the products offer (price x healthy pasta and pleasant taste). They are consumers who seek to research prices and options available in the market, and who recognize the scarcity of options in the region, feeling satisfied. Even though they do not use information in a planned way, entrepreneurs know their market. Know who your direct competitors are - who offer fresh breads and other local items, free of gluten and lactose - and that they account for approximately four developments in Porto Joyful. Aided by this number, they monitor the average price and the characteristics of the services / products offered by competitors. Thus, they understand that their prices are competitive compared to the others, as shown in table 1.

Table 1 - Average price of less expensive 500g bread.

Gluten-Free Bakeries - Porto Alegre					
	Borks	Gluten-free pollen	Amoa bakery	Free bakery	Gluten-free delivery
Price bread 500g	R \$ 13.00	R \$ 12.00	R \$ 18.00	R \$ 13.00	R \$ 12.00

Source: Author (2019).

Borks today is not impacted by political, legal and technological factors. The possibility of new entrants is another factor that does not concern the partners since it is a niche and new market in the region. Still, within the market analysis, in continuity with the external

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environment, another factor that stands out is the suppliers. As it is a micro enterprise, which requires many perishable organic inputs for the production of its products, this point requires some control and attention. The lack of a supplier that negotiates values in the necessary quantities (considered small compared to a conventional bakery) and inputs with regular characteristics presents itself as a resistance yet to be overcome.

The analysis of the internal environment surrounding the business reveals three factors that impact Borks: the product, the physical structure and the communication channels. The first, an essential element in structuring the business, has and represents an important force in the success of the enterprise. Their bread, cookies and pasta are gluten and lactose-free products, produced without soy-based ingredients and without preservatives, low in refined sugars and handcrafted, characteristics that add value and are valued by consumers. They are made from own recipes - an aspect that guarantees exclusivity over the main business asset - and enables the creation of new products based on a base recipe. With this approach, Borks was able to formulate its bread menu, reaching a total of ten types. On the other hand, due to the non-use of preservatives, the items have a short perishable period, remaining fit for consumption for up to 2 or 3 days outside the refrigerator, which forces them to be fresh, produced in limited quantities for daily sale, and without the possibility of forming replacement stock.

The second factor is the structure of the production and sales location. The enterprise rents a space in a commercial building in the Menino Deus neighborhood, where its production and store for physical sales are located. Its location is a facilitator for access and sales by tele-deliveries, since it is a central region of the city. The small space is divided into the sales and reception area for customers and the production area (the kitchen), which are separated by a transparent glass partition, allowing the customer to observe the organization of the handling environment and also the production process. The weakness present in this factor lies in the position of the store, as it is a back room. The customer must enter the building to access the store and view the products. Besides that, although the production site is well organized and meets the space requirements of current machinery, it would not meet future expansions or the acquisition of machines with greater production capacity. Therefore, this can be considered a barrier to technological improvement and to an increase in production capacity.

As a last internal factor, there are the communication channels adopted. Influenced by the era of hyperconnectivity, Borks inserted its sales promotion on Instagram, Facebook and

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Whatsapp, where it advertises its products and daily menu through photos and videos. For them, it also receives orders and evaluations. With this action, Borks is able to generate a spray of its products at almost zero cost - since the material is produced by entrepreneurs. This digital contact with customers generates an identification link with the brand, and consequently, their loyalty that is exposed. The formed network provides for the creation of a nucleus of promoting customers, who, due to their positive comments and recommendations, form a showcase capable of influencing consumers to make choices based on opinions.

Within the communication adopted, two other actions are also important in the analysis. The first is the insertion of the store within the Ifood platform, a company that offers food delivery service. She positioned the brand within an environment in which consumers access looking for food and meals to buy and emerged as an option for a specific audience: celiac, lactose intolerant and vegans. Analyzing the platform, in the city of Porto Alegre there are 22 stores (including restaurants, warehouses, bakeries, cafes) that offer gluten-free meals, however, when searching for bakeries that offer “gluten-free bread” only two appear, and in the case of In a survey on “lactose-free bread”, the number changes to three - with Borks being included in company numbers in both surveys. The other action, in turn, it is the maintenance of a physical store for the reception of its customers. This approach outside the digital environment embraces offline customers (KOTLER, KARTAJAYA and SETIAWAN, 2017) and provides a space for them to create a sensory relationship with the brand and products. Provides a shopping experience for its consumers.

Having formulated the scope of the market analysis in which Borks operates, both the internal environment and the external environment, it becomes feasible to formulate the SWOT Matrix (table 2) to analyze the strengths and weaknesses of the business, as well as identify their opportunities and threats.

Table 2 - Borks SWOT matrix.

Internal (controllable) factors	External factors (uncontrollable)
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Strong points	Forces <ul style="list-style-type: none"> ● Product quality; ● Good capacity for improvement and development of new products; ● Close contact with consumers; ● Central location. 	Opportunities <ul style="list-style-type: none"> ● Increased demand for your products; ● Increase in the number of customers; ● Loyalty to products; ● Few competitors.
Weaknesses	Weaknesses <ul style="list-style-type: none"> ● Lack of equipment with greater production capacity; ● Quick perishable products; ● Small-scale production (one person produces). 	Threats <ul style="list-style-type: none"> ● Lack of reliable suppliers; ● Impact of weather conditions on the sales force; ● Emergence of new ventures.

Source: Author (2019).

4.2 Definition of objectives and targets

With the analyzes carried out in this marketing plan, and based on the vision and mission (chart 3), it is possible to propose objectives and goals to Borks (SILVA et al., 2006).

Table 3 - Borks Vision and Mission.

Eyesight:	To be a reference bakery in the supply of fresh, healthy, gluten-free and lactose-free food in the Porto Alegre region, recognized for the quality of its products, service and care.
Mission:	Provide safe and quality food for customers with dietary restrictions such as celiac, sensitive to gluten, allergic to wheat or gluten, allergic to cow's milk protein and lactose intolerant and vegan.

Source: Author (2019).

Thus, in line with Borks' vision and mission, the following objectives and goals are proposed (table 4):

Table 4 - Borks Objectives and Goals.

Marketing objective	Marketing goal
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<ul style="list-style-type: none">● Leverage the number of sales.	25% increase in the number of sales in the first half of 2020.
<ul style="list-style-type: none">● Strengthen the Borks brand in the gluten and lactose-free bread market.	Increase of 30% in the number of customers in the first half of 2020.
<ul style="list-style-type: none">● Be a reference in gluten-free food options in Porto Alegre.	15% increase in sales promotion for 2020.

Source Author (2019).

Thus, outlined purposes that aim to leverage the enterprise, within the marketing plan, the marketing strategies are formulated to achieve them.

4.3 Marketing strategies to leverage the enterprise

At this stage, it is imperative to remember that the marketing strategies, which aim to achieve the strategic purposes previously outlined, must have as their foundation the market analysis carried out for the enterprise. Within them are designated actions that positively impact one or more of the objectives. Following these teachings, the following strategies and actions are proposed:

Strategy nº 1 - Conducting Market Research

An important tool for making tactical and informed decisions, the application of a market research routine will assist decision making regarding the actions to be taken. Borks has the record of its internal information, but it lacks to plan and analyze it for the management of the business. From another angle, the application of a survey with your customers and potential consumers is necessary to really identify how your brand is recognized. It can be said that, today, the micro business already receives information from its customers, largely because of the engagement relationship it proposes to build - some have even resulted in improvements and new product developments. An example was the development of bread with low sugar content, an idea that came from a customer. That said,

Actions:

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1. Develop a questionnaire to identify the profile of consumers, the personas of your business;
2. Apply customer satisfaction survey in the physical store and in the virtual environment;
3. Create a schedule for the application of such surveys and questionnaires (quarterly, half-yearly or annually).

Strategy 2 - Expand product promotion

In order to increase the brand's participation in the local scenario through market penetration, it is suggested to Borks to invest more in marketing directed to its local stakeholders. Already well present on the social networks Instagram and Facebook, this strategy suggests acting in the physical environment, moving a little out of the digital environment and moving towards a more individualized, personalized and physical marketing to reach the offline consumer (KOTLER, KARTAJAYA and SETIAWAN, 2017). The performance through leaflets, participation in fairs and local events - especially those focused on the theme in which the bakery is inserted - are important ways of generating contact and engagement of new consumers. Another approach (which is already being worked on by Borks,

Actions:

1. Pamphlet at events and points of concentration of potential consumers, initially in the vicinity of the store and gradually expanding;
2. Participate in local / neighborhood fairs and events with an exhibition of your products;
3. Establish partnerships with restaurants and stores to promote and sell products - new points of sale;
4. Enter into agreements with restaurants and cafes for the use of products in their dishes.

Strategy 3 - Increase consumer loyalty

In addition to the search for new consumers, it is important for the enterprise to retain the customers it already has and, therefore, have experience of purchasing and bonding with its products. In this sense, the good quality of breads, cakes and biscuits already performs a

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fundamental maintenance job and the tools on the internet also produce a strong public engagement with the brand.

Borks profile posts on the Instagram social network, which without the use of sponsored ads or promotional services, reach more than two hundred likes on average, with cases of posts with more than a thousand “likes”, and a significant number of comments that they refer Borks to other friends on the network. Thus, it is clear that there is a loyalty capable of making the customer a seller of the brand (KOTLER, KARTAJAYA and SETIAWAN, 2017) and that it also allows financial management to work with a fixed cash flow.

Examples of measures are the creation of a subscription club, with periodicity of deliveries, tele-delivery services and differentiated prices for this type of customer. Other ways are the creation of a loyalty card, and the promotion of gift campaigns (products from the store) for the participants (a technique that is deeply suitable for mobilization on Instagram and Facebook networks).

Actions:

1. Creation of a subscription club with a proposal for 3 deliveries per week;
2. Promotion of bread basket campaigns on social networks with the proposal of marking friends of the network in publications at the frequency of 1 per month;
3. Creation of a loyalty card based on the number of purchases;

Strategy 4 - Diversification of the target audience

As a way to expand its target audience, Borks can seek customers outside the profile raised in the analysis. It is not about leaving the original positioning of the brand - fresh artisan bread, free of gluten and lactose and without preservatives - but of producing a product (a bread) that meets the needs of other consumption profiles. This approach aims to market a product aimed at an intermediate consumer in the sales chain, for example, selling pasta for pizza or hamburger buns.

Actions:

1. Offering the brand's products to commercial customers such as restaurants, bars and even traditional bakeries (which do not offer products for people with dietary restrictions);
2. Presentation of the product at events and fairs for bar and restaurant entrepreneurs;

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3. Development of a product with the ability to adapt to the client's business, such as specific bread for making hot dogs.

After outlining the marketing strategies for Borks, with their actions defined, it is up to the two entrepreneurs to set deadlines and those responsible for their execution and monitoring. The implementation, control and reassessment of strategies based on defined metric factors (eg comparative profitability or sales volume for each action) and the marketing plan as a whole must be carried out periodically.

Final considerations

Through the case study of the Borks bakery, it was found that the Brazilian reality shows itself as a very promising universe for entrepreneurship, as it is a market that needs entrepreneurs and that presents a large number of potential consumers in different niches, singularly in the healthy eating. Still, from the fact that in Brazil the lack of planning is one of the main factors responsible for the high mortality rate of small and micro companies, it was observed that it is vital that they have access and make use of business management tools, more specifically: a marketing plan. Regardless of its size, the marketing plan is a contributory tool to the company's success and longevity.

Based on the interview with the entrepreneurs, the elaboration of the market analysis of the enterprise and the study of the relationship between business and client, it was found that the enterprise has a product very well evaluated by its consumers. However, based on the aforementioned diagnosis, it was noted that there was a possibility of higher profits and of achieving more significant results for the business if a well-defined marketing strategy was used, something not yet adopted by the company.

Based on basic elements of a marketing plan, such as the environment analysis, the formulation of objectives and goals and the expansion of the marketing mix, it was outlined that it is possible for a small neighborhood enterprise to achieve objectives of different natures and, so, in a short time you can leverage your sales and / or expand your consumer audience. Finally, in order to provide growth opportunities to Borks, we sought to present viable and personalized marketing strategies to entrepreneurs Fernando and Fernanda, with the formulation of tactical and manageable actions periodically.

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It is hoped that this study will serve as an academic basis for future researchers in this field, as well as, assist as an instrument in the process of developing entrepreneurial behaviors, more specifically, within the universe of entrepreneurial learning. It is expected that the marketing plan proposed to the small artisanal bakery Borks will serve as a tool for facilitating and planning strategies to achieve business objectives, ensuring that positive results are generated, measured and maintained. And, therefore, an extremely important initiative to guide the actions of this “small great enterprise”.

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