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ENDOMARKETING AS A COMPETITIVE DIFFERENTIAL IN A TELECOMMUNICATION COMPANY IN IMPERATRIZ - MA

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SUMMARY

The present study dealt with endomarketing as a competitive differential in a telecommunications company in Imperatriz - MA, emphasizing its importance as a marketing tool, optimizing the internal communication between leader and team member which becomes an indispensable tool for the organization's viability in the days current. In order to facilitate the study, a theoretical framework capable of contemplating the face of the researched reality was built. 10 collaborators and one manager participated in the research. The research was carried out from the data collection made through an interview, thus highlighting the paradigm qualitative. This research did not intend to end the discussion on the topic studied, on the contrary, the researcher's idea is precisely to provoke new debates in the same direction, and still due to the complexity of the theme, it is believed that the general objective was achieved.

Key words: Endomarketing. Competitive Differential. Internal communication. Telecommunication

1. INTRODUCTION

The idea of selling products and services came from the moment when the most remote communities started to produce goods at a faster rate than the total consumption of those same goods. The origin of the first commercial transactions is narrated through the barter process or the exchange of one product for another.

The great difficulty in this type of business was the question that the parties involved would have to find surpluses in the common interest, a fact that usually did not happen.

From the barter cited to the commercial model known today, little has changed. The mechanisms were only evolving until reaching the current system of production of goods on

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an industrial scale, which obviously obtained a series of new techniques that responded to each demand taking into account the increased competition, the new distribution channels, the similarity of products and services, without forgetting the significant increase in consumer demand that now dictates market rules at many times, supported by a wide consumer protection mechanism that intervenes when necessary in the company / customer relationship itself.

This scenario that started to be designed, naturally boosted the focus of the commercial activity of production to emphasize sales, thus, a series of new marketing practices was adopted to accompany the new commercial order and that would be largely responsible for moving inventories, leveraging sales and for that, for the first time the concern with the wants and needs of demand has become an important behavior to be analyzed. Thus, market research instruments started to gain importance and space in the corporate environment.

In this same trajectory, the concept of marketing evolved, sought to adapt and diversified into specialized branches, aiming at personalizing the service. Among so many types of marketing, endomarketing can be mentioned, which has its main relevance in the internal customer, in internal communication and in the valuation of the corporate unit, thus having an impact on the conquest and maintenance of external customers through not only differentiated treatment, but also custom.

In the communication market, this scenario is no different. We live in the information age, and mass communication is increasingly highlighted within this context, even with the pessimistic predictions of theorists who claim a significant drop in the number of viewers in the coming decades, their presence is still very strong.

Thus, the telecommunications company (object of research), fits perfectly in this scenario, since the competitiveness in this segment is increasingly fierce, which requires greater care in the use of endomarketing as a competitive differential.

All of these processes constituted the reasons that led to the choice of this studied theme, also highlighting its importance for a totally globalized market where geographic boundaries are no longer defined as in other times, and also for the variety of products, as well as their distribution , which makes it very difficult to maintain the loyalty of these customers, precisely because the offer becomes tempting, often with the same quality, but with differentiated prices.

In view of this brief context now presented, this work had as its starting point the following problem: “How can endomarketing become a competitive differential in a

telecommunications company in Imperatriz - MA?"

Therefore, the research had as its general objective the intention of investigating how endomarketing can become a competitive differential in a telecommunications company in Imperatriz - MA. The specific objectives were: (i) to identify the profile of employees; (ii) explore the concept of endomarketing with employees; (iii) identify with employees the existence of strategies for the use of endomarketing by the company; (iv) identify with employees possible contributions from internal marketing to attract and retain internal customers; (v) identifying the manager's profile; (vi) identify with the manager the existence of strategies for the use of endomarketing for the company; (vii) identify with the manager the importance of using endomarketing for the maintenance of internal customers.

2 FROM MARKETING TO ENDOMARKETING

Marketing is a very new topic compared to other areas of management. Penteadó (1999) ensures that marketing cannot be seen as an isolated tool of the organization, on the contrary, in modern companies marketing has left aside the image of division of sectors to be glimpsed and disseminated by the whole, that is, throughout company.

Therefore, it is known that the modern organization is distinguished because it is configured as a very complex company. For this reason, it is interesting to strengthen interdependence between sectors, so that relations between them become more efficient.

In this sense, Las Casas (2005), says that the concern about the behavior of the market arose from the need for entrepreneurs in the industries to adapt to the new reality of management, which emerged after the industrial revolution. In this environment, customers had no bargaining power and competition was minimal or in some cases, non-existent.

However, Las Casas (2005) goes on to say that marketing is the area of knowledge that encompasses all activities related to exchange relations, oriented towards satisfying consumers' wants and needs.

Thus, it is perceived that the main role of marketing is to unveil and satisfy the needs and desires of customers who are increasingly demanding, especially in a market such as the current one, whose relationships are confirmed as globalized, in which capital and products do not they recognize national borders, so that it is no longer possible to maintain customer loyalty merely for the brand, but for the quality and price of the product and / or service.

The authors Kotler and Armstrong (2003, p.09), affirm: "We define marketing

management as analyzing, planning and controlling programs designed to create, build, and maintain beneficial exchanges with target buyers to achieve organizational goals". In a simplified way, the same authors also point out that marketing management involves managing company / consumer relationships, marketing management involves managing demand, which in turn involves managing customer relationships.

With the advent of globalization as previously mentioned, it is observed that continuous changes have occurred in the market and consequently have caused some changes in consumer behavior, which has become more demanding. Thus, organizations need to adapt to these changes in order to serve their customers and remain competitive in the market.

2.1 Fundamentals of internal marketing

Endomarketing is entirely connected to marketing techniques and actions aimed at the company's internal public. Endomarketing like any marketing technique has several styles or types, each one meets differentiated demands and it is known, for example, that many organizations develop policies and guidelines based exactly on the particularities of each model of this tool.

One of the goals of endomarketing is to provide constant improvements to the internal environment of the organization, as well as aspects related to the quality of products and services, optimizing efficiency in internal processes, attracting and retaining its external customers to ensure a greater achievement of results (BEKIN, 1995).

It is known that both the internal and the external environment are important, for this reason marketing and endomarketing go together and both are entirely intertwined. For this, the same Bekin (1995, p.43) advises that:

Endomarketing wants to establish a more integrated relationship within the company, transmitting responsibility to everyone, making them aware of the final business objectives that involves everyone. This atmosphere of interaction is only completed when employees who do not deal directly with customers, but who indirectly can influence the services to be rendered become fully aware of the importance of the relationship with the customer.

Therefore, it is observed that in order to make the endomarketing process feasible, it is necessary for the organizational body to appreciate that the central idea of internal marketing is related to the care of the internal client. Therefore, it is essential that the organizational climate seeks an environment of interaction so that the processes become more and more efficient. While this attitude provides qualification and motivation to employees. In addition, it promotes exchanges of information and excellent communication in all sectors and departments.

Bekin (1995. p.43) continues “[...] the great enemy of endomarketing is the resistance to change that can be offered to its implementation by some sectors of the company”. He further states that this resistance can take the form of "arguments, which are difficult to contradict, because for those who defend them they stand as unshakable principles". It is understood that resistance is a totally natural factor within organizations, because when it occurs, it is usually accompanied by fear for facing a certain change or simply for holding on to old ideas, so that they can fight hard to maintain the status quo⁵.

It is an extremely delicate factor, because it corresponds to a new mentality, changes in organizational culture, as well as in human behaviors, in this case those of employees. It is a totally new central idea, the change must be worked focused on the knowledge based on the information, therefore, it will be clear the explanation of this procedure. For all these reasons, it is necessary that the implementation of endomarketing be started from the top, that is, from top management, so that internal communication provides an immediate return.

2.2 Challenges and advantages of internal marketing

It is known that it is quite common for people to feel unmotivated in the work environment or in different situations in their lives. However, the role of the company is to ascertain the reasons for this discontent, since there are countless causes of demotivation, which often go unnoticed by the organization. Many employees do not make their work a challenge, believing that it is far beyond their capabilities and this makes them feel discouraged or discontented.

⁵ Status quo: Latin expression widely used to define the current state of affairs, at any time.

On the other hand, it is interesting that companies incorporate endomarketing as a factor of productivity and competitiveness. The internal public needs to be well worked so that the reflection of this environment reaches the external environment in a satisfactory way. Brum (1994) states that although certain organizational modernization procedures are efficient, the major difficulty identified for a company to achieve satisfactory conditions of competitiveness and productivity is the resistance of human resources with new technologies.

There is no doubt that with the advent of modernity, companies have become more concerned with quality due to the increasing demands of consumers. For this reason, there is talk of internal communication since this tool provides an approximation between leader and team member. However, there is still a difficulty in performing such procedures and techniques within companies, as some individuals do not assimilate these new ideas, making the return of this action difficult (BRUM, 1994).

Analyzing this scenario, it is noted that few organizations, especially small and medium-sized companies, do not obtain sufficient knowledge about what endomarketing is, and how it can become a tool to develop their internal relationships and retain their customers.

Thus, the role of internal marketing within the organization is to structure the internal processes related to the qualification of employees and the integration between sectors, for qualitative gains, both for the company and for the development of relationships with the external customer, with the goal of maintaining these relationships.

3 INTERNAL COMMUNICATION STRATEGIES

There are several ways to increase the involvement of employees regarding the execution of their work within the business environment. Some of these techniques are of simple origin, but quite effective.

Some of the basic values of the strategies are: Self-esteem, which must be added with well-designed methods in a way that provides a positive and motivating vision, thus avoiding internal conflicts. The development of empathy, which is a huge facilitator when it comes to interpersonal relationships, and their affectivity, because it is interesting that individuals are treated as human beings, since one of the great needs within companies is the absence of affectivity. in interpersonal relationships, especially when it comes to operational levels. It is worth remembering that the organization has a hierarchical system, and that is why everyone should be treated equally, discarding relations of arrogance or discrimination
REGMPE, Brasil-BR, V.1, N°2, p. 108-127, Mar./Apr.2016<http://www.regmpe.com.br>

(BRUM, 1994).

For Cerqueira (1999, p.28), “people's self-esteem is greatly affected by the lack of affective presence in the workplace. The manager often moves from his area, however he does not interact, does not talk, does not open the communication channel ”. This is exactly what causes discontent or psychological demotivation among employees that directly affects the quality of service, productivity and the entire organizational system.

Another huge challenge of internal communication is precisely to provoke a feeling of belonging in all employees, as stated in the introduction, in this case, they really realize that they are part of the group and that their attitudes, decisions and behaviors directly influence the whole, especially because one of the goals of efficient internal communication is to defend the unit, departments, divisions, management and presidency. Consequently, they set goals, develop strategies and compete for small parts of the market, because it is exactly in the small details that the competitive differential is made.

3.1 Internal marketing and organizational culture

It is relevant to highlight in a discussion about endomarketing the meaning that has the cultural aspects of an organization. Thus, it is important to observe what Robbins (2003, p.288) teaches “[...] organizational culture refers to a system of meanings common to the members of the organization, distinguishing one organization from the others.” This organizational culture to which Robbins refers is defined as a conglomerate of characteristics that acquire an extremely significant character for organizations, and also have basic peculiarities such as obtaining innovation, seeking better results, showing attention to details, directing the team among other values .

It should be said that organizational culture is undoubtedly an important factor within companies, with it establishing the personality of the organization as well as the behaviors about each sector or department.

The same Robbins (2003, p. 289) continues:

When we talk about the culture of an organization, we are referring to its dominant culture. It is this macro view of culture that gives an organization its distinct personality [...] Subcultures are often defined by departmental labels or geographical separation.

It contemplates, then, a particular culture of each unit, that is, of sectors or

departments that obtains a subculture aimed only at the members of those same departments. Such a situation can result in non-compliance with the dominant culture, assuming different behaviors and personalities.

For this reason, in companies where there is no dominant culture, there is a great chance of being harmed, since the subcultures implanted by employees will not allow an assessment of the organization about what is inappropriate or not, because the imposition of an organizational culture makes viable in the execution of business processes. Bearing in mind that this makes it possible to adjust the behavior of those being led and also to guide them towards the paths they must take to obtain good results.

In this regard, Santos (2008) says that the company's history, symbols and rituals, in addition to the very personality of its founder, contribute to the formation of a set of beliefs and values that added to the characteristics of the individuals who become part of from it they consider their own format, that is, the roughness, of each organization must be taken into account when managing such companies, as it is necessary to evaluate both the past and the present in order to have a vision of the future.

3.2 Maintaining a service culture

Endomarketing is a high-value tool and can be very supportive for sustaining a service culture. In fact, internal marketing, in this respect, serves as a subsidy to ensure the power of motivating management which has good internal relationships, excellent internal communication providing employees with constant feedback on information. Grönroos (2003, p. 414) says:

This manager and supervisor are involved in this continuous process. If they are able to encourage their people, if they can open channels of communication - formal and informal - and if they ensure that feedback information reaches employees, a service culture can be expected to continue. Managers and supervisors are also needed to maintain good internal relationships.

Internal marketing strategies are applied to help the entire organizational body, while providing maintenance of the established service culture, making employees aware of the methods and strategies implemented by the organization, as well as the activities that influence routines, the implementation of new systems and the factors that guide internal and external relationships.

It is observed that for this it is necessary a good administration capable of establishing or creating an interactive environment for the sustainable development of the organization. Therefore, it is verified what Lacombe (2004, p.87) says when he talks about organizational culture:

The patterns of assumptions and basic values, invented, discovered, or developed by a particular group, as they learn to deal with their problems of external adaptation and internal integration that have worked well enough to be considered valid and, therefore, to be taught to new members as the right way to perceive, think and feel about these problems ”

Now, it is perfectly clear that the maintenance of a given service culture requires a set of strategies that move towards putting the new members in a situation that is at least comfortable, thus, the organization's concern for maintaining its habits is characterized, beliefs and values. Thus seeking the organizational unit, a task that is not the simplest in a world full of changes.

Still on the maintenance of cultures, it is worth noting that organizations are in reality a complex set of processes, machines and human beings that have ambitions, behaviors, and personalized attitudes, which makes it difficult to standardize processes, strategies, tactics and decisions. In this same sense, Chiavenato (1993, p. 610) teaches that “Organizations with their own characteristics, with their own culture and their own organizational climate, all these sets of variables must be continuously observed, analyzed and improved so that they result in motivation and productivity”.

Therefore, it is evident the importance of institutional policies in an attempt to maintain behaviors, with endomarketing being one of them.

3 NATURE OF RESEARCH AND METHODOLOGICAL FRAMEWORK

3.1 Nature of the research

3.1.1 Justification

Today the world is marked by globalized relations, whose interactions are enabled by the development of information and communication technologies, which makes it possible not only to provide access in real time, but also provides for the “globalization” of business in a

market that no longer recognizes borders geopolitical, nor does it respect national identities.

A business organization, in order to remain viable in this market characterized by competition, must value information and communication, both with its external and internal customers. In the first case, one can resort to marketing, and in the second, endomarketing, a competent tool capable of representing an important competitive differential, a fact that contributes to the optimization of internal relationships based on communication processes, with reflexes that extend to external customers, since it can favor the improvement of the products and / or services available, which, ultimately, can guarantee the maintenance of these customers satisfied with the perfection of products and services.

Thus, endomarketing is characterized by being an extension of the marketing function aimed at the internal public, that is, for internal customers (manager / employees). This action aims to promote among its employees, sectors / departments values designed to serve the customer (BEKIN, 1995).

3.2 Methodological Framework

The research universe was a telecommunications company in the city of Imperatriz - MA. About the universe Lakatos (2008) says that this is where the phenomena and all the alarming aspects of the problem take place. 10 employees and 01 manager participated in this universe. Regarding the sample of participants, the accessibility criterion was used, which according to Gil (2008) is not very rigorous because it does not obtain a high precision index. However, for Vergara (2009), precision exists, as this criterion aims to obtain information through free access to participants, without interfering in the research result.

The most suitable type of research for the phenomenon on screen was qualitative and exploratory research, which aimed to investigate and explore phenomena arising from the problem.

In this sense Gil (2008) mentions that exploratory research aims at development and facilitates understanding, making concepts and ideas much clearer. It is understood that exploratory research aims to provide a general understanding of a certain phenomenon, in which the result of this process causes a stronger problem and more prone to investigations.

And the purpose of qualitative research, according to Bauer and Gaskell (2003), is to explore various thoughts and opinions, aiming at a broader discovery and foundation.

Interviews involving managers and employees were applied. In this sense, Lakatos and Marconi (1999) mention that both research methods and techniques must be adapted to the problem to be studied. Thus, it was sought to adapt the investigation within the aforementioned aspects, taking into account each characteristic of the research so that the methods were applied cohesively.

The construction of the data took place in the company's own environment. Initially, it was clarified about the researcher's intention, as well as the research theme and objective, and each participant had to sign the informed consent form to make the research more secure.

The interviews were conducted between October 21 and 22, 2013, more than enough time to obtain the necessary information to encourage research. All interviews were heard and transcribed by the researcher herself, with each interview lasting an average of 15 minutes.

The strategies used to analyze the data were content and discourse analysis. In the view of Lakatos and Marconi (2008), data analysis is based on the interrelation of existing phenomena with other variables that influence these phenomena in some way, that is, an activity that evaluates responses by relating them to other events.

About content analysis Moraes (1999) says that it is a research methodology used to describe and explain the content of documents and texts, conducting descriptions in a systematic, qualitative or quantitative way, helping a greater understanding of a common reading.

Therefore, it is clear that this type of methodology constitutes more than a mere data analysis technique, as it seeks to bring together the theoretical and practical parts giving greater meaning in the field of investigations. For the identification of the research participants, it was adopted unknown so that their identities could be preserved, being used for the employee the letter C followed by a numeral, thus, having only one manager in the researched cutout, the manager in this case, did not have unknown.

4 ANALYSIS AND DISCUSSION OF RESULTS

The research was conducted through an interview involving managers and employees. The participating manager was identified as a manager, and for employees, the sequence of C1, C2, C3, among others, was used.

4.1 What the employees tell us

With regard to the results of the research applied to employees, the analysis was divided into 4 categories, aiming at further deepening the responses:

1. Employee profile;
2. Conception of internal marketing;
3. Existence of strategies (endomarketing);
4. Endomarketing contributions.

4.1.1 First Category - Employee profile

The characteristics of the collaborators were represented in the first category in the structure of Chart 2 in order to adequately assimilate the information related to the profiles of each questioned collaborator.

Name	Genre	Age	Marital status	Profession	Occupation	Working time
C1	F	28	Married	Social worker	Sales executive	7 years
C2	M	37	Married	IT Technician	IT Technician	nine years old
C3	M	41	Married	IT Analyst	Computer Assistant	7 years
C4	M	36	Married	Social Communication	Radio host	14 years
C5	F	51	Divorced	Secretary	Storekeeper	17 years
C6	F	47	Married	Executive	Accounts executive	18 years
C7	F	48	Divorced	Pedagogue	Radio Executive	25 years
C8	F	47	Married	Event promoter	Events coordinator	05 years
C9	F	52	Married	Undergraduate in Business Administration	OPEC Coordinator	14 years
C10	F	33	Widow	Advertising	Marketing analyst	1 year

Table 2 - Characteristics of employees

Source: The author herself

4.1.2 Second Category -Conception of endomarketing

In relation to the second category, employees' perceptions of endomarketing were asked. In this sense, C1 responded by saying that: “Internal marketing is a mechanism that works to connect employees and superiors. It is a bridge of clarification, or rather, of involvement between the parties. ” C2 states that: “[...] endomarketing is a tool created to improve internal communication, it helps in the relationship between the employee and the director.”

From the point of view of C1 it is clear that there is an understanding of what endomarketing is. The explanation was cohesive and did not avoid the functional reality of the tool. C2 was emphatic when saying that endomarketing was created to improve internal communication, helping in the relationship between manager and employee, which, in fact, is the role of endomarketing, to strengthen ties and optimize these relationships.

To this end, C9 mentions that the tool serves to “ensure that employees are motivated towards customer orientation and conscious performance of services, that is why we must carry out our responsibilities successfully”. It is noted that C9's response declined to another scenario, as what could be observed is that C9 at the beginning of the interview was apprehensive and perhaps for this reason it was hampered in the elaboration of its response. However, what was previously mentioned is that these 'performances and responsibilities' which C9 mentions are the consequences of an efficient endomarketing management and not its fundamentals.

In this same category, it was asked whether the endomarketing tool is underused or over-worked within the company. In response, C10 says: “It is used, but it can always be improved. Some people still do not know and do not understand how this tool works, and for that reason it has to be reinforced by management ”.

For this same question, C3 mentions that: “I think that for the reality of this company endomarketing is still not widespread and needs to be worked on, because for the company to have a good performance from employees it needs to motivate them more and make them employees better assimilate the company's values. ” In view of this, it was possible to perceive that C3's opinions met those of C10, since both shared the same ideas and funneled their points of view in a specific way.

In this sense, it is known that although endomarketing has gained significant space today within organizations, there are still companies that are in their infancy on this issue, or that have not yet effectively disseminated the importance of endomarketing management for the company's vitality.

4.1.3 Third Category -Existence of strategies (internal marketing)

Concerning the third category, it was asked if there are internal marketing strategies within the company. So C3 responded by saying “Based on current management, I notice that there is an interest on the part of management in spreading endomarketing. However, as previously mentioned, it is a very slow process, because in the case of this company, which is a subsidiary, it depends in some aspects of its headquarters for certain decision-making, and this sometimes affects management a little. ”

About this, C6 says that “Yes, it develops, through online courses and frequent lectures, I believe that these strategies help the company to develop endomarketing”. In view of these arguments, it is noted that both C3 and C6 confirm the existence of strategies, but when C3, when interviewed, did not explain what type of strategies the manager uses, but, on the other hand, justified the reason why the manager has difficulty in dealing with decision making.

However, C6 mentions that courses and lectures are constantly offered as an endomarketing strategy, however, this is not and cannot be the only strategies adopted by management. It is necessary that aspects such as: interpersonal relationships, collectivity, motivation and feedback, among other issues, are inserted in this context for the efficiency of internal marketing. Still within this same category, employees were asked whether the relationship between leader and team member needs to improve.

To this end, C5 says that “Yes, greater interaction or integration is necessary, as the interpersonal relationship leaves something to be desired.” Therefore, C7 asks that “Although the manager of this company is a person with an excellent administrative vision and a keen sense of justice, I believe that there will always be something to be improved. Perhaps a human look at the professional and personal qualities of employees, because that is always well-liked. ”

Seeing that there was no disparity between the aforementioned questions, both believe that improvement is always important for every organization, in this case (telecommunications company) would be no different. It can also be highlighted, significant points concerning the

lack or little professional valuation raised by C7 and the lack of interpersonal relationships on the part of the manager, now observed by C5 are worrying data, and the manager needs to be aware of these issues to remedy possible failures .

In the same category, it was also questioned whether the manager develops teamwork within the company. So C3 responded by saying: "Yes, there is a concern on the part of management that there is this joint participation of its employees, including all areas of the company." C10 says that: "Yes, the manager creates situations that involve several sectors at the same time, he is dynamic, and that helps to have this interaction."

Soon C7 says that: "Through weekly meetings where we discuss the deficiencies and market advantage in relation to our field of activity, in these meetings each employee exposes his / her point of view". It is observed that the manager is concerned with the mutual influence of his employees to optimize internal processes, this is seen positively, since the entire organization is involved in this process.

Within this scenario, Ferreira (1980) says that training within a company is undoubtedly crucial for the preparation and professional development, thus, the potential is fostered for improvement and execution of tasks.

4.1.4 Fourth Category - Contributions from endomarketing.

Regarding the fourth category, it was asked about the existence of internal marketing contribution to attract and retain internal customers. Regarding this, C8 says that "Yes, the company always holds meetings to discuss various issues such as: productivity, goals and results. [...] in these meetings the manager demands more excitement and efficiency in the execution of our work, I think that this is also internal marketing. " In the same direction, C4 mentions that "Periodic meetings are held where several points are clarified to be improved [...]." It appears that the speeches of C8 and C4 converge, however, the same oppose the argumentation of C6 that says online courses and frequent lectures take place, without going into the merit of the meetings that took place periodically. On this issue, a scenario of controversy is analyzed, or due to the interviewee's forgetfulness or lack of interest in the subject. In any case, it is known that the feedback between leader and team member is important, because it is through this relationship that there will be a feedback on the performance of employees in their activities. This fact is confirmed in the third category in the speeches of C3, C7 and C10.

4.2 What the manager tells us

The manager responsible for the company's commercial sector submitted to answer questions related to his professional characterization, about the existence of internal marketing strategies and about the importance of internal marketing for the retention or maintenance of customers. Regarding his professional character, he said he was between 40 - 45 years old, being married, graduated in the area of accounting and advertising, who has worked in the role of commercial director for approximately 15 years.

It was asked about the existing strategies for the use of endomarketing within the company. In response, the manager said that "The point that concentrates most efforts is on valuing our brand as a strong point (strategy). We are privileged to work here, there are many people out there or even in the competition who would do anything to be in our place, that's why the valorization of the brand is our focus. " It is observed that the manager seeks to awaken the feeling of belonging in the employees, when they feel inserted into the system, in this case the company.

However, when interviewed, the manager did not bring up other strategies adopted to improve the company's internal communication. Therefore, it is interesting that this is not the only form of management tactic, so it is worth noting that factors such as: training, interpersonal relationships, teamwork, among others, can also be part of your strategies.

It was also questioned whether endomarketing today is a competitive differential. For that, the manager said that "Yes. From the moment I value what I do, I value the company I work for and I am valued by it, certainly satisfaction is instantaneous. This multiplies self-esteem and strengthens the desire to obtain personal and team results. " It is noted that in relation to the previous question, there was a heterogeneity in the answers, because in this question the manager admits other ways of doing endomarketing. However, his speech is confronted with the statements of C5 and C7.

It was asked about the importance of using endomarketing for the maintenance or loyalty of internal customers. In response, the manager mentioned that "Customer loyalty goes through several actions, including endomarketing, this action is what brings subjective desires to participate in the organization, and when the acquired loyalty is hardly broken." It is noted that the manager's speech was consistent with the first question asked in the second category,

as he reaffirms that he works so that there is a feeling of integration of the group into the organization (feeling of belonging).

Therefore, it was asked about what could be improved within the company for efficiency of internal communication between leader and led. The manager said that “Many times we managers create barriers to contact, sometimes involuntarily, and the opposite also happens. In my opinion, there is nothing better than frank conversation, however hard and objective it may seem at that moment. No one is the owner of the truth. And decisions need to be made, but nothing prevents the direction of planning when an error is detected along the way can be changed.” Seeing that the manager exercises a relationship between the team members, and this is a positive factor, since only through the exercise of communication is feedback acquired.

6FINAL CONSIDERATIONS AND RECOMMENDATIONS

In this article, endomarketing was approached as a competitive differential in a telecommunications company in Imperatriz - MA, which addressed the research problem.

As regards specifically the problem stated in the introduction, how endomarketing can become a competitive advantage in a telecommunications company in Imperatriz - MA, and which was the starting point of the research, even considering its level of complexity, it can be said that it received adequate methodological treatment.

The work also achieved the specific objectives, which were: (i) to identify the profile of employees; (ii) identify with employees the concept of endomarketing; (iii) identify with employees the existence of strategies for the use of endomarketing by the company; (iv) identify with employees possible contributions from internal marketing to attract and retain internal customers; (v) Identify the manager's profile; (vi) identify with the manager the existence of strategies for the use of endomarketing for the company; (vii) identify with the manager the importance of using endomarketing for the maintenance of internal customers.

As for the general objective, to verify how endomarketing can become a competitive differential in the organization on screen, it can be said that the same has been achieved.

The research contributed significantly to the identification of internal marketing strategies within the organization, as well as the contributions of this tool to retain internal customers. It also identified improvement proposals for an efficient use of internal marketing

by the organization. It was also found that there is a favorable relationship between leader and team member, but that it needs to be worked harder in order to promote the improvement of internal communication and efficient mutual influence. It was noted that the company encourages endomarketing, however, it is then necessary to optimize this tool so that there are higher results.

In this way, the researcher's work only has some value if some of its conclusions are taken forward, at least in terms of debates, discussions and maybe even the implementation of these new ideas, in this case, through the results obtained in the field research, as well as the observations made during visits to the study object. This researcher chose to suggest some changes in order to improve the conditions of internal communication of the company investigated, being the proposals:

- ✓ Disseminate the need for endomarketing within the organization;
- ✓ Optimize internal communication as an important and efficient source of feedback;
- ✓ Promote the professional enhancement of employees, in order to work on their self-esteem, either through bonuses or by recognizing their strengths (qualities).

Per Finally, this research did not intend to end the discussion on the topic studied, on the contrary, the researcher's idea is precisely to provoke new debates in the same direction, and yet due to the complexity of the theme, it is believed once again that the objective general has been achieved.

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