

MARKETING MANAGEMENT CHALLENGES AND STRATEGIES FOR THE SUCCESS OF MICRO- ENTERPRISES

Jovanessa Taís Alves Silva (SEBRAE-MG)
Greyce Yane Honorato Sampaio (SEBRAE-MG)
Stephanie Aparecida Campos Chaves (SEBRAE-MG)
Michael David de Souza Dutra (UFG)

RESUMO: This article focuses on the analysis of 20 companies that took part in the ALI Productivity program in Betim-MG, most of which operate in the food sector. The objective is to assess the level of maturity of the dimensions of the innovation radar and to monitor the evolution of the productivity indicator of these companies. The methodology adopted involved collecting data through interviews, observations and document analysis. The innovation radar was applied and the productivity indicator was monitored to understand the improvements achieved over the period. The conclusions drawn indicate a significant interconnection between increases in business productivity and exogenous variables, notably seasonality and political-economic factors. This Study highlight the benefits of innovation programs in their relationship to increased productivity, especially in the food sector in Betim-MG. The results guide strategies to support business development and reinforce innovation as a key factor for economic progress and local competitiveness.

Palavras-chave: Innovation. Productivity. Food market. Marketing.

1 INTRODUÇÃO

Institutions are looking to promote value in processes, both in the public (Silva and de Souza Dutra, 2024) and private spheres (Sá et al., 2022). According to the National Classification Commission of the Brazilian Institute of Geography and Statistics (IBGE, 2023), the food industry, or the manufacture of food products, comprises the processing and transformation of agricultural, livestock and fisheries products into food for human and animal use. The food and beverage sector represents around 10.8% of Brazil's Gross Domestic Product (GDP), highlighting its economic relevance and playing a crucial role in Brazil's economy (ABIA, 2023).

According to the Brazilian Micro and Small Business Support Service (SEBRAE) (SEBRAE, 2022), even in the face of the post-pandemic financial crisis, the food market is experiencing moments of growth and predicts that the positive trend will continue in the coming years, driven by socio-economic impacts, and also points out that changes in lifestyles and new investment opportunities make it crucial to understand demand in the sector, allowing companies to develop more effective business strategies. According to Neto (2007, p.19), one of the objectives of marketing lies in understanding demand, as well as: systematically analyzing the market in search of opportunities and threats, understanding consumer behavior, selecting target segments, managing resources efficiently and keeping track of information to assess the company's position in the market.

This study focuses its attention on the involvement in marketing initiatives by micro-enterprises (MEs) in the food trade, identifying this as the core of its problem. Given the

significant economic importance of this sector in Brazil, coupled with the wide range of products and services on offer, there is a pressing need to analyze the specific marketing dynamics of this scenario and the impact of marketing on the success of these companies. Investigating the correlation between innovation, marketing and productivity in companies not only broadens our understanding of the synergistic impact of these crucial elements, but also provides valuable insights for developing effective business strategies, highlighting the vital interconnection that drives sustainable growth and competitive advantage in the contemporary business landscape.

The scope of the research will be limited to a sample of 20 micro-enterprises, all of which operate in the commerce and services sector in the city of Betim, Minas Gerais. According to SEBRAEb (2021), the Minas Gerais municipalities of Belo Horizonte, Contagem and Betim stand out for having greater economic diversification, as well as having the 1st, 2nd and 3rd highest GDPs in the region. Together they account for 77% of the region's total GDP and 24% of the state's GDP. According to the IBGE (2023), the population of Betim, estimated in the last census (2021), was 450,024 people and the GDP per capita recorded in 2020 was R\$58,871.28, demonstrating the municipality's fundamental relevance to the economy and the employment sector for the state of Minas Gerais.

This work aims to understand the impact of marketing management solutions on the maturity and productivity of companies in the commerce and services sector, especially in the food industry in Betim/MG. The objectives include comparing marketing management practices between micro-enterprises in different sectors and those in the food industry, identifying the evolution of the maturity and productivity of these micro-enterprises, with a focus on the food industry, and assessing the impact of marketing actions on their evolution. The results of this work reveal variations in performance between sub-groups of companies: diversified sectors without an emphasis on marketing had a notable increase in productivity, while those that invested in marketing progressed in maturity. In the group of food companies, the sub-group with no priority given to marketing saw a drop in productivity, but made significant progress in the maturity of this dimension. The rest of this paper is structured as follows: initially, a bibliographical survey was carried out on the subject of marketing. Next, the implementation of the program is described through the collection of data from the radar and the productivity index. Finally, the results obtained are presented.

2. DEVELOPMENT

This section first presents the theoretical framework. The methodology is then presented in section 2.2. Finally, section 2.3 presents the data collected and the results, which are discussed.

2.1 LITERATURE REVIEW

Drucker (2010, p. 62) defines innovation as an instrument of entrepreneurs, through which they exploit change as a new opportunity for a new product or service. According to Poter (1999, p. 174), companies gain competitive advantages through acts of innovation, considering innovation in a broad sense, including the use of new technologies and new ways of doing tasks. From this perspective, the Innovation Radar, originally proposed by Sawhney, Wolcott and Arroniz (2006) and adapted for the context of micro and small companies by Bachmann and Destefani (2008), is a tool that has the potential to contribute to gaining competitive advantage, by indicating in which areas companies in a given sector have

innovated, while at the same time showing which areas are still little explored, allowing a company to differentiate itself from its competitors in the same sector, according to Correia and Gonçalves (2022, p.61 and 62).

According to Correia and Gonçalves (2022, p. 42), the dimensions that make up the innovation radar are described by Mendonça (2014, p. 24), Bachmann and Destefani (2008, p. 9) and SEBRAE (2015) as: offers, platform, brand, customers, solutions, relationships, adding value, processes, organization, supply chain, presence/place, networks and innovative environment. Bachmann and Destefani (2008, p. 9) state that identifying the innovation radar offers advantages such as quantitative measurement, reduced subjectivity, indicators for improvement and assessments at sectoral, regional and historical levels. Silva Néto (2012, p.47 and 48) proposes a quantitative approach to measuring innovation using questions categorized into little innovative, occasional innovative or systematic innovative; the answers are scored, generating scores for each statement, and the average of these scores across all dimensions indicates the level of innovation maturity. The dimensions are then scored from one to five by the researcher, and the arithmetic mean of these scores determines the overall degree of innovation in the entrepreneurial actions assessed.

According to SEBRAEa (2020, p.5) the ALI Radar, in the context of the ALI project's innovation for productivity methodology, has the function of measuring the level of maturity of a small business with the aim of developing innovative solutions, allowing the company to raise its productivity rates, through a questionnaire that investigates 6 dimensions of the company, which are subdivided into 18 specific themes. According to SEBRAEa (2020, p.5) the dimensions are subdivided into: Management by Indicators, Operations Management, Marketing, Sustainable Practices, Innovation and Digital Transformation; the 6 dimensions assess the knowledge bases in innovative practices that contribute to productivity and the 18 themes demonstrate how the company practices its internal policies in order to identify opportunities for improvement and innovation.

According to SEBRAEa (2020, p.6), the Marketing dimension covers three topics: customer satisfaction, pricing and advertising. According to Armstrong and Kother (2015, p.19), the objectives of marketing include attracting new customers, offering them added value superior to that of competitors, as well as maintaining and nurturing existing customers, ensuring their satisfaction. According to Dolabela (2006, p.254), setting the price is crucial, and factors such as the customer's willingness to pay, the prices charged by competitors to resellers and production costs must be taken into account. Armstrong and Kother (2015, p.59) argue that the company must examine its markets and the marketing environment. According to Cobra (2009, p.297), advertising aims to create a positive image of the product or service in the consumer's mind. According to Armstrong and Kother (2015, p.448 and 449) each category of marketing communication uses specific tools, such as advertising in various media, sales promotions, personal selling, public relations and direct marketing.

According to Fracischinni and Fracischinni (2017, p. 15), indicators represent measures, both qualitative and quantitative, that reveal the state of an operation, process or system; as for management by indicators, the authors state that it encompasses the monitoring and evaluation of the company's processes at different levels: operational, tactical and strategic. Araújo (1997) points out that a productivity measurement system aims to provide essential information to improve efficiency, resource allocation and work performance in a specific activity.

2.2 METHODOLOGY

The article in question is based on research of an applied nature, as conceptualized by Prodanov and Freitas (2013, p.51 and 59), this approach aims to generate applicable knowledge to solve specific problems. Data collection takes place through field research, aimed at obtaining information about the problem in question and identifying new phenomena among the hypotheses to be validated. The methodology adopted combines quantitative and qualitative elements.

Quantitative research, according to Prodanov and Freitas (2013, p.69), assumes that everything can be quantified, translating opinions and information into numbers for classification and organization using statistical techniques. This article will use statistical estimators to analyze the data collected from the companies. As for the qualitative approach, the same authors Prodanov and Freitas (2013, p.70) state that this type of research recognizes an inseparable link between the objective world and the subject's subjectivity, the latter of which cannot be translated into numbers. Due to the limitation of quantifiable data, the article opts for a qualitative approach, appropriate for evaluating opinions, attitudes and behaviors, offering an in-depth understanding.

The result of this work was developed using the methodology of the ALI productivity journey, which comes from the Brasil Mais Program. According to Decree No. 10,246 of February 18, 2020, the program is designed to raise productivity and efficiency levels in Brazilian companies through outreach actions. According to the Ministry of Development, Industry, Trade and Services (MDIC) (MDIC, 2023), the program is carried out in partnership with four institutions, one of which is SEBRAE, which has fellows called Local Innovation Agents (ALIs). The Productivity ALIs work with companies to identify priority business problems, then carry out an innovation sprint, define and implement an action plan and, at the end, measure the company's indicators to arrive at the results of the work carried out (MDIC, 2023).

According to SEBRAE (2023), the methodology is made up of nine meetings between the ALI and each company taking part in the journey. The meetings take place in a hybrid way, partly face-to-face (in the company's environment), and partly online. According to SEBRAEa (2020, p. 5 and 6), the "Innovation Radar" is applied at the first meeting. According to SEBRAEa (2023, p. 6 and 7), to assess the marketing management dimension, four questions were asked within the themes of the dimension. The first dealt with pricing practices and asked: How do you normally determine the prices of your products? The second asked about customer satisfaction research: Does the company survey customer satisfaction about its products/services? The third question was again about customer satisfaction and market trends, asking: Do you know what your customers' needs are and what the market trends are? Finally, the last question dealt with publicity actions, asking: Do you carry out actions to publicize the company and promote products and/or services? All four questions were given three alternative answers.

According to SEBRAEb (2023), the second meeting prioritizes the problem, maps out solutions and draws up an action plan, which is updated at each face-to-face meeting. The third meeting is a lecture on productivity and performance indicators. In meeting four, a prototyping workshop is held. At meeting five, the prototype is planned and tested, as well as measuring the company's initial productivity, a measure known as "T0". The productivity indicator (PI), representing cost per person employed, is given in Formula (1).

$$IP = \frac{F_b - C_v}{N} \quad (1)$$

where F_b is the company's gross turnover in the previous month in relation to the measurement date, C_v is the variable cost that the company had in the previous month in relation to the measurement date, and finally, N is the number of people employed (workers) in the company's activities in the previous month in relation to the measurement date.

Meeting six is for planning and implementing the prototype. Meeting seven evaluates the implementation of the solution. Meeting eight marks the end of the first phase of the journey, where good practices are presented and the experiences of the journey are shared. Meeting nine takes place about three months after meeting eight, where the “Innovation Radar” is once again applied, with the aim of identifying which dimensions have had their maturity levels improved, and data is also collected to measure the productivity indicator, with the aim of analyzing whether the actions carried out during the ALI Journey by the entrepreneurs have in fact generated an increase in the productivity of the companies. This final measurement is called TF.

This work is based on the ALI Productivity Journey carried out from August 1, 2022 to December 16, 2023 with 20 companies operating in the trade and/or service sectors, in branches that are not necessarily identical, in the trade and service sectors. As a sample, 10 companies operating in the food trade sector were selected, in order to give greater focus to the study of this sector in particular.

The first specific objective of this work will be carried out as follows: Firstly, companies in the commerce and services sector from various branches of activity will be grouped into group A, while the remaining companies exclusively from the food commerce sector will be grouped into group B. Next, for each class, responses obtained through the “Innovation Radar” will be analyzed to identify the degree of maturity in marketing management, considering: good pricing practices, market research, customer satisfaction and advertising.

The second specific objective of this work will be carried out as follows: Firstly, from the “Innovation Radar”, for each company, the evolution of the degree of maturity of the marketing management dimension is calculated, obtained from the difference between the final and initial score of the degree of maturity in said dimension. Then, for each class of company defined above, the average of the aforementioned evolution is calculated. This makes it possible to compare the evolution of the level of maturity of the companies in each class in relation to marketing management. With regard to productivity, the level of evolution of the productivity indicator for each company is first calculated. This is done by subtracting the number obtained in TF from the number obtained in T0, dividing the result by T0 and multiplying by 100. Next, for each class of company defined above, the individual results for each company are added together and divided by the total number of companies in the class. This makes it possible to compare the evolution of the productivity indicator of the companies in each class.

The third specific objective of this study will be carried out as follows: First, the productivity indicator measurements (TF and T0) of the food companies will be considered. Subsequently, the level of change in the productivity indicator will be calculated for each company in the food sector, in a similar way to the second specific objective. This analysis makes it possible to identify the level of evolution of the productivity indicator in companies in the food sector.

2.3 PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS

This section presents and discusses the results.

2.3.1 – PRESENTATION OF THE GROUP OF COMPANIES, THE SITUATION BEFORE THE SOLUTION

The 20 companies taking part in this study were separated into two distinct groups A and B. Table 1 summarizes information on the companies in Group A, which is made up of 10 companies in the commerce and services sector with varied areas of activity. Table 2 summarizes information on the companies in Group B, which is made up of 10 companies exclusively in the food sector, with different activities. In order to guarantee confidentiality, the names of the companies have not been disclosed.

Table 1- Group A companies.

Cód.	Branch of Activity	Cycle	Initial productivity	Initial Marketing Management Maturity Level
E1	Building materials warehouse	1	6443,83	3
E4	Pharmacy	1	2732,16	4
E12	Language school	1	1687,59	4
E13	Stationery	1	3484,95	4
E18	Decorating	2	3552,20	4
E19	Security training	2	-1694,44	3
E20	Veterinary clinic	2	1760,89	2
E23	Car mechanics	2	4397,06	4
E28	Construction	2	3333,33	3
E32	Legal Informant	2	2531,41	3
Average			2822,90	3,4

Source: Author.

Table 2 - Group B companies.

Cód.	Branch of Activity	Cycle	Initial productivity	Initial Marketing Management Maturity Level
E2	Restaurant	1	6400,29	3
E3	Confectionery	1	3112,87	4
E5	Grocery	1	6750,00	4
E6	Restaurant	1	6375,78	4
E7	Hamburgers	1	14560,00	4
E9	Grocery and Bakery	1	4652,32	3
E10	Bar	1	10341,51	2
E11	Manufacture of Cocoa Products	1	1914,95	4
E15	Snack bar	2	6343,33	3
E26	Restaurant	2	3647,00	3
Average			6409,81	3,4

Source: Author.

Based on the data previously presented, it is notable that when comparing the productivity indicator collected before the Ali Productivity Day was held, the companies belonging to group B had an average of 6,409.80, which is significantly higher than the average of 2,822.89 recorded by group A. This suggests that companies in the food sector showed a notably higher performance in relation to the productivity indicator when contrasted with companies in various other sectors.

After applying the innovation radar, it was possible to diagnose data on the marketing management practices developed by the companies. The following were considered: “good pricing practices”, “market research”, “customer satisfaction and promotion”. After calculating the points for each of these practices carried out by the companies, the degree of maturity of the Marketing Management dimension was obtained. For this indicator, both groups A and B obtained an average of 3.4. Considering that the total score is 5, it can be said that both groups showed a good degree of maturity, achieving 68% of the overall score.

2.3.2 – PRESENTATION OF IMPLEMENTED SOLUTIONS

During the productivity journey, companies have developed a number of innovative actions in order to improve their results and, consequently, the productivity indicator. Tables 3 and 4 provide information on the problem prioritized and the solution implemented and the evolution of productivity.

Table 3: Group A Companies - Problems, Solutions and Productivity Evolution.

Cód.	Cycle	Branch of Activity	Class of problem	Solution implemented	Productivity Evolution (T0-TF)
E1	1	Building materials warehouse	Customer relations	Team training	-3352,92
E4	1	Pharmacy	Turnover / number of clients	Internal processes	2267,84
E12	1	Language school	Sales seasonality / instability	New products / services	1106,15
E13	1	Stationery	Marketing	Marketing and promotion	-2765,39
E18	2	Decorating	People management	People management	26,08
E19	2	Security training	People management	People management	5810,43
E20	2	Veterinary clinic	Inadequate layout	Layout / Visual merchandising	111,11
E23	2	Car mechanics	Marketing	Internal processes	-806,06
E28	2	Construction	Internal processes	Internal processes	1166,67
E32	2	Legal Informant	Marketing	Marketing and promotion	12,20
Average					357,61

Source: Author.

Table 4: Group B Companies - Problems, Solutions and Productivity Evolution.

Cód.	Cycle	Branch of Activity	Class of problem	Solution implemented	Productivity Evolution (T0-TF)
E2	1	Restaurant	People management	People management	-488,91
E3	1	Confectionery	Turnover / Number of customers	Marketing and promotion	250,78
E5	1	Grocery store	Inadequate sales strategies	Marketing and promotion	916,67
E6	1	Restaurant	Stock management	Stock management and purchasing	-1375,78
E7	1	Hamburgers	Billing / Number of customers	Layout / Visual merchandising	-8560,00
E9	1	Grocery store and bakery	Internal processes	Management system	-1748,89
E10	1	Bar	Internal processes	New payment methods	-3591,51
E11	1	Manufacture of Cocoa Products	Marketing	Marketing and promotion	1622,42
E15	2	Snack bar	Marketing	Marketing and promotion	156,67
E26	2	Restaurant	Turnover / Number of Customers	Marketing and promotion	1228,00
Average					-1159,06

Source: Author.

Looking at Tables 3 and 4, of the total of 20 companies, 10 prioritized marketing actions in the ALI Productivity journey. GROUP A's results were better than GROUP B's, with an average increase of R\$357.61 in productivity. In GROUP B, there was an average drop of R\$1,159.06 in productivity. Of the 20 companies, 8 had a drop in productivity, 7 of which were in the food sector and were served in Cycle 1 (October 2022 to April 2023). Productivity Evolution was measured for Cycle 1 (T0 in October 2022 and TF in April 2023) and Cycle 2 (T0 in March 2023 and TF in October 2023).

Table 5 - Comparison between Subgroups.

GROUP A			GROUP B		
Subgroup	Average Productivity Evolution	Average Marketing Maturity	Subgroup	Average Productivity Evolution	Average Marketing Maturity
A1	-1186,42	1	B1	834,91	0,2
A2	1019,34	0,71	B2	-3153,02	1,2

Source: Author.

In the analysis of Table 5, in group A, subgroup A1, which focused on marketing for priority issues, saw a drop in productivity (average of R\$1,186.42 less) and considerable progress in marketing maturity (average of 1). In subgroup A2, which prioritized other

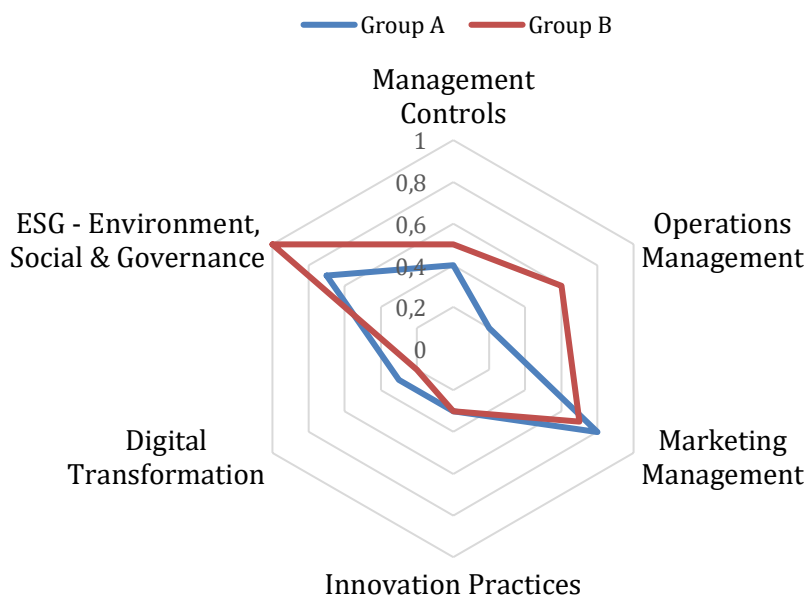
solutions, there was an increase in productivity (average of R\$1,019.34) and moderate progress in marketing maturity (average of 0.71). For group B, subgroup B1, which emphasized marketing solutions, saw an increase in productivity (average of R\$834.91) and limited progress in marketing maturity (average of 0.2).

In subgroup B2, which focuses on other solutions, there was a significant drop in productivity (an average of R\$3,153.02 less) and a considerable advance in marketing maturity (an average of 1.2). In short, subgroup A2 of group A had the biggest increase in productivity, while subgroup B2 of group B faced the biggest decrease. As for marketing maturity, Subgroups A1 and B2 made the most significant progress.

2.3.3 RESULTS OBSERVED AFTER IMPLEMENTING THE SOLUTION

Based on the data collected from each company, it was possible to compare the results of the average degree of maturity evolution in each of the 6 dimensions analyzed by the Innovation Radar, which was applied at two points in time with an average period of 7.5 months from the first radar (radar 1) to the second radar (radar 2). The first collection was carried out at the start of the Ali Productivity journey and the last at E9, at its end.

Graph 1: Innovation Radar - Comparison between groups A and B.

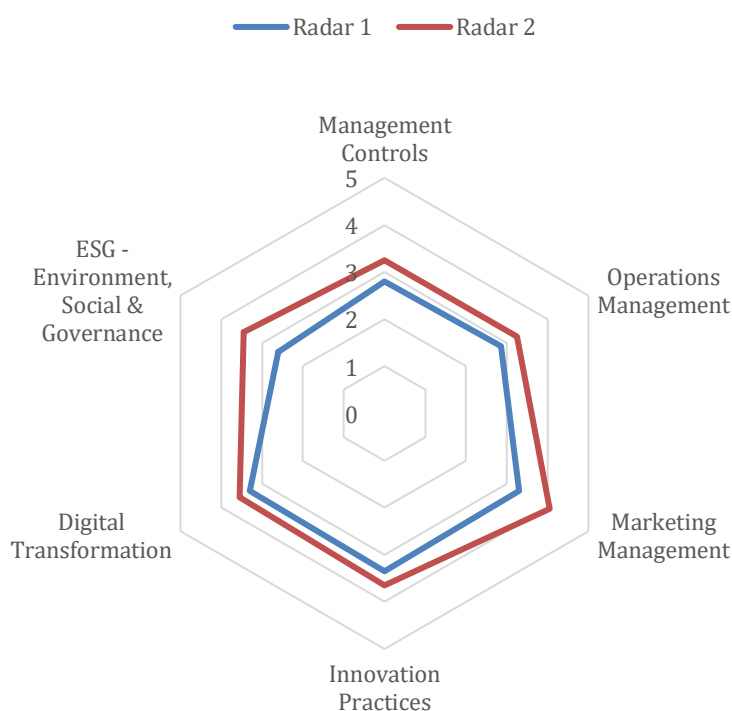


Source: Author

Graph 1 compares the average progress in the Innovation Radar dimensions between groups A and B. Both showed general progress. In Management Controls, group B had a slight advantage (0.5 against 0.4). In Operations Management, group B performed significantly better (0.6 against 0.2). In Marketing Management, group A had a slight advantage (0.8 against 0.7). In Innovation Practices, both groups scored 0.3. In Digital Transformation, group A had a slight advantage (0.3 against 0.2). As for ESG, group B scored higher (1 against 0.7). In short, group B outperforms in Operations Management and ESG, while group A performs better in Management Controls and Marketing Management. Both perform equally well in Innovation Practices, with a slight advantage for group A in Digital Transformation.

Graph 2 compares the results of the innovation radars in two evaluations for the 20 companies (group A and group B). In Management Control, radar 2 showed a higher average score (3.25) compared to radar 1 (2.8), indicating improvement. In Operations Management, both assessments had similar scores (averages of 2.85 and 3.25). In Marketing Management, radar 2 performed better (average of 4.05) than radar 1 (3.3). In Innovation Practices, both showed solid practices, with a slight improvement in radar 2 (average of 3.65 against 3.35 for radar 1). In Digital Transformation, radar 2 outperformed (average of 3.55, compared to 3.3 for radar 1). As for ESG, radar 2 scored significantly higher (average of 3.45) compared to radar 1 (average of 2.6), suggesting a greater focus on sustainability and governance. In summary, radar 2 shows improvements, especially in marketing management, digital transformation and ESG.

Graph 2: Innovation Radar - All companies.



Source: Author.

3. CONCLUSION

The research made it possible to compare the level of maturity between companies, highlighting the evolution in marketing management and productivity, with a special focus on micro-enterprises in the food sector. The group of companies was analyzed to identify correlations between marketing practices and productivity.

The approach offered insights into the interrelationship between marketing management and productive performance in micro-enterprises, revealing valuable information about different subgroups, mainly in terms of productivity and marketing maturity. Subgroup A2, made up of companies from various sectors that have not implemented marketing actions, achieved a notable increase in productivity. This suggests that these companies have adopted other strategies or actions that have had a positive impact on their productivity, even without focusing on marketing. On the other hand, subgroup A1, also made up of companies from

different sectors, but which have invested in marketing actions, showed significant progress in marketing maturity. This indicates that these companies are making progress in building their marketing strategies. In group B, we noticed that subgroup B2, made up exclusively of companies in the food sector that have not implemented marketing actions, faced a considerable decrease in productivity. This suggests that the food sector alone does not guarantee high productivity and that the lack of marketing actions had a negative impact. However, it is interesting to note that subgroup B2 of the food sector showed remarkable progress in marketing maturity, even without implementing marketing actions. This indicates that these companies are investing in improving their marketing strategies, despite the productivity challenges.

In summary, these results highlight that business success depends not only on the sector in which it operates, but also on the specific strategies and actions adopted, and that companies can achieve success in different areas, whether by increasing productivity, strengthening marketing maturity or both, depending on the decisions made. The methodology of this study has an important limitation in that it does not take into account the seasonality of productivity data, which could impact on the validity of the conclusions. Productivity analysis should not depend on just one indicator, as the complexity of operations requires a multi-faceted approach. Although the indicator used is valuable, it is recommended to incorporate other indicators for a more complete assessment. As for marketing actions, the survey did not cover crucial aspects such as improving the corporate image and consolidating the brand, which are not measurable by the productivity indicator. Despite the limitations, the results achieved by the “Ali Productivity” program are significant, standing out for guiding entrepreneurs and promoting awareness through innovation.

REFERENCES

- ABIA-ASSOCIAÇÃO BRASILEIRA DA INDÚSTRIA DE ALIMENTOS. **Relatório Anual 2023**: Exercício 2022, [s.l], 2023. Disponível em: <https://www.abia.org.br/vsn/temp/z2023417RelatorioAnual2023interativoFINAL.pdf> Acesso em: 17 jun. 2023.
- ARAÚJO, Ana Luiza Mendonça de. Indicadores de Qualidade e Produtividade como Instrumento de Apoio à Decisão no Processo de Expedição de Veículos, Belo Horizonte, vol 7, n. 2, p. 139-157, nov 1997.
- ARMSTRONG, Gary e KOTLER, Philip. **Princípios de Marketing**. 15. ed. São Paulo: Pearson, 2015, 753 p.
- BACHMANN, L. D.; DESTEFANI, H. J. Metodologia para estimar o grau das inovações nas MPE, Curitiba, abr. 2008.
- BRASIL. Decreto-lei nº 10.246, de 19 de fevereiro de 2020. **Diário Oficial da União**: seção 1, Brasília, DF: Presidência da República [2020]. Disponível em: <https://www.in.gov.br/en/web/dou/-/decreto-n-10.246-de-18-de-fevereiro-de-2020-244044484>. Acesso em: 28 jun. 2023.
- COBRA, MARCOS. **Administração de Marketing no Brasil**. 3.ed. Rio de Janeiro: Elsevier, 2009. 414p.
- CORREIA, Ana Maria Magalhães; GONÇALVES, Helen Silva. **Radar da inovação nas organizações**: fundamentos teóricos e práticas no Nordeste. João Pessoa: Editora UFPB, 2022. 265 p.
- DOLABELA, Fernando. **O segredo de Luísa**. 2. ed. ver .e atual. São Paulo: Editora da Cultura, 2006. 356 p.

- DRUCKER, P. F. **Inovação e Espírito Empreendedor:** práticas e princípios. 12. ed. São Paulo: Cengage Learning, 2010. 400p.
- FRANCISCHINI, Andresa Silva Neto e FRANCISCHINI, Paulino. **Indicadores de desempenho:** dos objetivos à ação — métodos para elaborar KPIs e obter resultados. 1 vl. Rio de Janeiro: Alta Books, 2017. 448 p.
- IBGE. **Concla:** Comissão Nacional de Classificação. 2023. Disponível em: <https://cnae.ibge.gov.br/?view=divisao&tipo=cnae&versao=9&divisao=10>. Acesso em: 16 jun. 2023.
- IBGE. **Censo brasileiro de 2010.** Brasil. Disponível em: https://cidades.ibge.gov.br/brasil/mg/betim/panorama_. Acesso em: 16 jun. 2023.
- MIDIC - Ministério do Desenvolvimento, Indústria e Comércio Exterior. **Brasil Mais Produtivo.** Brasília, 2023. Disponível em: <https://brasilmaisprodutivo.mdic.gov.br/>. Acesso em: 28 jun. 2023.
- NETO, Anníbal Affonso. **Gestão de Marketing.** Consórcio INEPAD-UnB-UFMT-UFBA-UFLA. Brasília: Inepad, 2007. 181 p.
- PORTER, Michael E. **Vantagem competitiva:** criando e sustentando um desempenho superior. 12.ed. Rio de Janeiro: Campus, 1989. 512 p.
- PRODANOV, Cleber Cristiano; FREITAS, Ernani Cesar de. **Metodologia do trabalho científico:** métodos e técnicas da pesquisa e do trabalho acadêmico. 2. ed. Novo Hamburgo: Feevale, 2013. 278 p.
- SÁ, B. C.; Dutra de Souza, E. H.; Reis, L. P.; de Souza Dutra, M. D. (2022). Supply chain network design: a case study of the regional facilities analysis for a 3D printing company. **International Journal of Production Management and Engineering**, 10(2), 211–223. <https://doi.org/10.4995/ijpme.2022.17620>.
- SAWHNEY, M.; WOLCOTT, R. C.; ARRONIZ, I. The 12 different ways for companies to innovate. **MIT Sloan Management Review**, v. 47, n. 3, p. 74-81, Spring, 2006.
- SEBRAEa – Serviço Brasileiro de Apoio às Micro e Pequenas Empresas. **Anexo Ali Produtividade:** Etapa 1 Radar da Inovação. Brasília, 2020. *Ebook*. Disponível em: <https://doceru.com/doc/ne18v1cc>. Acesso em: 14 set. 2023.
- SEBRAEa – Serviço Brasileiro de Apoio às Micro e Pequenas Empresas. **Guia da Metodologia Atividade do Empresário 1 Autodiagnóstico.** Brasília, 2020. *Ebook*. Disponível em: <https://doceru.com/doc/nex80sex>. Acesso em: 29 jun. 2023.
- SEBRAEb – Serviço Brasileiro de Apoio às Micro e Pequenas Empresas. **Ali Agente Local de Inovação.** [s. l.]: SEBRAE Minas, 2020. Disponível em: <https://sebraemg.com.br/produto/descubra-as-vantagens-do-programa-ali/>. Acesso em: 17 jun. 2023.
- SEBRAEa – Serviço Brasileiro de Apoio às Micro e Pequenas Empresas. **Levando Inovação para o seu Negócio.** [s. l.]: Portal SEBRAE, 2021. Disponível em: <https://sebrae.com.br/sites/PortalSebrae/agentelocaldeinovacao>. Acesso em: 28 jun. 2023.
- SEBRAE. – Serviço Brasileiro de Apoio às Micro e Pequenas Empresas. **Saiba mais sobre o Setor Alimentício.** [s. l.]: Portal SEBRAE, 20 set. 2022. Disponível em: <https://sebrae.com.br/sites/PortalSebrae/ufs/al/artigos/saiba-mais-sobre-o-setor-alimenticio,116be96294b53810VgnVCM100000d701210aRCRD>. Acesso em: 17 jun. 2023.
- SEBRAE – Serviço Brasileiro de Apoio às Micro e Pequenas Empresas. **ALI Produtividade.** [s. l.]: SEBRAE, 2023. Disponível em: <https://emkt.ba.sebrae.com.br/ali-produtividade-prospeccao>. Acesso em: 28 jun. 2023.
- SEBRAEb – Serviço de Apoio às Micro e Pequenas Empresas de Minas Gerais. **Regional Centro:** Panorama Socioeconômico. Belo Horizonte: SEBRAE/MG, 2021.

SILVA NÉTO, Ana Tereza da. **Mensuração do grau de inovação em micro e pequenas empresas do estado de Sergipe**. 2012. Dissertação (Mestrado em Desenvolvimento Regional e Gestão de Empreendimentos Locais) - Universidade Federal de Sergipe, Sergipe, 2012.

SILVA, J.E., DE SOUZA DUTRA, M.D. The disposal of paper public documents in the face of their digitization: what is lost?. **Arch Sci** (2024). <http://dx.doi.org/10.1007/s10502-024-09446-w>.