Study of Internal Marketing Practices Through Relationship Marketing in the Organic Products Industry

Estudo das Práticas de Marketing Interno por meio do Marketing de Relacionamento na Indústria de Produtos

Received: 2023-05-25 | Accepted: 2023-06-30 | Published: 2023-07-05

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ABSTRACT
The relationship marketing process, when the focus is on the internal customer, requires the search for the best cost/benefit ratio and the investment in employees who are motivated and qualified to serve customers. “The study sought to investigate the applicability of internal marketing programs in agribusiness. Such programs are relationship marketing tools aimed at the internal public. 12 companies that produce organic products were investigated in the research. It can be concluded that the objectives of internal marketing programs are aimed at promoting well-being, seeking commitment and training and informing employees. This study represents the assumption of relationship marketing in 50% of the companies contacted, since the investigation at the points of sale allowed the verification of 24 companies.

Keywords: Marketing of Relationship; Endomarketing; Organic Products, Industries.

RESUMO
O processo de marketing de relacionamento, quando o foco é no cliente interno, requer a busca pelo melhor custo/benefício e o investimento em funcionários motivados e qualificados para atender aos clientes. "O estudo buscou investigar a aplicabilidade de programas de marketing interno no agronegócio. Tais programas são ferramentas de marketing de relacionamento voltadas para o público interno. Doze empresas produtoras de produtos orgânicos foram investigadas na pesquisa. Pode-se concluir que os objetivos dos programas de marketing interno têm como foco promover o bem-estar, buscar o comprometimento e capacitar e informar os funcionários. Este estudo representa a adoção do marketing de relacionamento em 50% das empresas contatadas, uma vez que a investigação nos pontos de venda permitiu a verificação de 24 empresas.

Palavras-chave: Marketing de Relacionamento; Endomarketing; Produtos Orgânicos; Indústrias.
INTRODUCTION

The concept of marketing has been evolving from a practically operational vision, which defined it as “an arm of applied economics, for studies of distribution channels, in times of product scarcity. Epoch of orientation towards production, in which everything that was produced was eagerly demanded” (NEVES, 2008, p. 18), to a focus on the relationship and focus on the customer.

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

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

Nonetheless, relationship marketing, when implemented with this new focus, uses the expanded concept of customers (WHITELEY, 1996; GUMMESSON, 2010), which includes all organizational stakeholders: internal customers (employees), intermediaries (distributors, suppliers, for example) and end users (users and potential consumers). Relationship marketing, as a philosophy, seeks to improve the company’s competitiveness through external customer loyalty, through the internal customer's commitment to the organization’s marketing objectives and the intermediary customer's commitment to quality, deadlines and defined specifications by the market.

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

This work focused building such relationships from the perspective of internal customers, generating internal marketing programs. Endomarketing “takes care of the relationship between the company and its employees. This means that employees are treated as internal customers” (LIMONGI-FRANÇA, 2009, p. 149). The relationship marketing process, when the focus is on the internal customer, requires the search for the best cost/benefit ratio and the investment in motivated and trained employees to serve them The prioritization of human skills, by organizations, is the recognition that its human capital is a decisive factor in a competitive environment. In order to obtain the employees' commitment to external customer satisfaction, it is necessary to have motivated people in the company, feeling important for the company and,
consequently, with a positive performance, as it is the company's human asset that coexists with
the setbacks of day-to-day business. Thus, this work sought to investigate the applicability, in
agribusiness, of internal marketing programs (aimed at the internal public, the employees).

DO MARKETING TRANSACTSL(MT) OF RELATIONSHIPO(MR)

The focus of marketing has been changing: from mass marketing to segment marketing,
reaching the so-called relationship marketing (RM), aimed at building lasting relationships with
the customer, hence the expression “customer focus”.

He wasIt was in 1979, according to Dwyer, Schurr and Oh (1987), that the first comments
on relationship marketing appeared, in which exchanges were the result of relationships between
company and customers in a long-term perspective. Although in a simplified way, the concept of
relationship marketing has existed since commercial exchanges began to occur in an organized
way, complement Sheth and Parvatiyar (1995). But the new approach to marketing only started
to attract the attention of researchers from the 1980s onwards (YAMASHITA E GOUVÊA,
2004), appearing more prominently in the following decade, especially as an approach to face the
fiercer competition.

Considered by Tofoli, Tofoli and Santos (2006) as one of the main concepts that have
emerged in the marketing area in recent times, relationship, preaching the creation of partnership
ties between companies and customers, was born mainly because companies realized that
communication and sales expenses (advertising in mass media and keeping salespeople on their
trails), previously routine and low-cost tasks, were becoming too onerous.

There are, however, divergent positions regarding the origin of the term. Cobra (2009)
attributes it to Gummeson (2010); already Brodie, Coviello and winklofer(2008) cite Thomas
(1976), although they associatethe term to Berry (1983). But this new focus is due to changes in
the environmental competitive landscape, as McKenna explains, “with a world where consumers
have so many choices, it can be fickle. This means that modern marketing is a battle for customer
loyalty” (1996, p. 46).

In the words of Tofoli, Tofoli and Santos (2006), the constant changes that have been
taking place in the business world make companies even more competitive, leaving countless
options of products, services, brands, quality and suppliers. The authors recommend that
companies offer superior value to their customers to be successful. In this perspective, they would
move from a philosophy centered on the product and on the transaction to another, focused on the
customer and the market.

To that end, Kotlerand Armstrong (1998, p. 397), state: “the best way to keep customers
is to offer them high levels of satisfaction and value”
In this process, Tofoli, Tofoli and Santos (2006) warn that companies move from transaction-centered marketing, from transactional (MT), as Brodie, Coviello and winklhofer (2008) call it, to relationship marketing, focused on the customer, and whose goal is to development of loyalty programs.

Still in the 1980s, Berry (1983) used the term as part of a critique of the services marketing literature, arguing that entrepreneurs have been too focused on attracting consumers to products and services. The author defends the change in the transactional approach, in which efforts are centered on attracting customers, to a relational approach, in which this attraction should be seen only as an intermediate step in the commercialization process. Therefore, the relational approach has the main objective of keeping customers.

Relationship marketing challenged the transactional in theory and practice. The origins of transactional are in microeconomics, before the Second World War, when economists developed the theory of price to encompass what they called oligopolistic competition (WATERSCHOOT; VAN DEN, 1992).

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

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

Like this, the transactional, for Grönroos (1991), maintains the assumption of its microeconomic origins, in which the marketing mix is used to help optimize the company in its profit function. As a result, in the opinion of Bitner et al. (1994), companies considered that the marketing objectives were met, which refers to customer attraction, that is, at the moment of exchange. The author also reports that there has been a growing recognition that, in the marketing of a service or product, the objective should not only be to attract, but then to keep and retain the customer, in the sense of developing a long-term relationship, with him.

Brodie et al. (2008) state that marketing strategies are essential to any company that seeks success, as, combined with value creation, they can become the great differential for success in today's environment, which is increasingly competitive and less predictable. The concern with the customer and their satisfaction plays a vital role for the organization, aiming to prevent the migration to the competition. But relationship management is not simply sending direct mail,
phone calls, electronic correspondence, pamphlets or folders, as warned by Olbrzymek, Olbrzymek and Bretzke (2005): it is studying current customers and knowing how to distinguish who can be considered unique, partner and lucrative, to then be able to work on their loyalty. It is also spending the time necessary to serve you and anticipate your needs; enchant him in such a way that he doesn't want to lose the status of being important and unique.

Relationship marketing “is essential to the development of leadership in the market, the rapid acceptance of new products and services and the achievement of consumer loyalty” (MCKENNA, 1996, p. 105).

**ENDOMARKETING: PROGRAMS FOR THE INTERNAL AUDIENCE**

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

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

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

The prefix endo means “into, inside”, conveying the idea of interiorization, that is, something that moves inside. In this case, internal marketing should be understood as marketing
carried out within organizations, argues Limongi-França (2009). According to Cerqueira Neto (1994, p. 49) “endomarketing means marketing directed towards the inside of the company, that is, it consists of a set of actions and integrated communication vehicles so that employees have and know their importance to achieve success”.

Brum (2010) complements the discussion by stating that endomarketing is nothing more than offering the employee education, attention and affection, making him well prepared and better informed, so that he becomes a creative and happy person, able to surprise, delight and enthuse the customer.

Among other definitions, Ponce (1995) states that internal marketing is a management philosophy and a set of activities that consider employees as internal customers and jobs as internal products offered to satisfy their needs and desires, in addition to directing the organization's objectives. According to Bekin (1995), endomarketing consists of marketing actions aimed at the company's internal public in order to promote, among employees and departments, values intended to serve the customer. For Cerqueira Neto (1994), endomarketing can be understood as the projects and actions that a company must undertake to consolidate the cultural basis of employee commitment to the proper development of the various technologies. Kotler (1998), on the other hand,

Inkote (2000) considers endomarketing to be the management of internal communication processes and instruments in order to motivate and integrate employees, making them more open to change. Endomarketing works as an implementer of the internal marketing concept in the organization.

The same way that marketing directs all business activities to satisfy customer needs, internal marketing does so in relation to employees, seen as internal customers. The importance of employee satisfaction lies in increasing the organizational capacity to satisfy external customers. The company, by making use of endomarketing, starts to build and maintain good relationships with its employees, leading them to commit to the objectives and organizational values; as a result, there is an increase in the quality of goods and services and the productivity of people and processes, leading to customer satisfaction (BEKIN, 1995). With this, it is clear how important endomarketing is for the success of marketing.

For Ohta and Ohta (2004), the collaborators, endomarketing requires a change in the companies' culture, even because they are the ones that generate effective organizational changes. The following belief must be incorporated into the company's culture, so that it is in all sectors and in the conscience and practice of all employees: the company's success is the result of the satisfaction of internal and external customers. Endomarketing also proposes and disseminates a series of values, including efficiency, quality, commitment, cooperation, respect and creativity. It can be used to create and disseminate a cultural language of its own and homogeneous for the
company as a whole, based on a set of values chosen by the employees themselves in order to facilitate internal relationships, argue Ohta and Ohta (2004).

Endomarketing can help to consolidate the culture by valuing and disseminating its most positive aspects and, also, to make it more flexible, in order to make it more apt for changes. In that In this sense, Braga, Silva and Dornelas (2002) reinforce that internal marketing systems aim to achieve a cultural language of their own throughout the enterprise, making everyone, regardless of hierarchical level, able to communicate and bring benefits to the organization.

The greatest contribution of internal marketing is perhaps the emphasis given to the evaluation and improvement of the company's internal environment (BEKIN, 1995). The organizational climate must focus on employee motivation and appreciation. The main changes caused in the climate are: a) new vision of leadership, which becomes open and democratic, delegates powers, divides responsibilities, works with the group and for the group; b) intense improvement in internal communication; c) flexibility and flattening of the organizational structure; and d) creation of a climate of respect, trust, cooperation and harmony among people (cf. OHTA and OHTA, 2004). Brum (2010) considers that the objective of internal marketing is to provide a business awareness aligned with the vision, mission, values, principles and procedures, within a positive organizational climate. But, above all, it aims to transform the employee into a facilitator, so that he can consolidate the company's image and its value to the market.

According to Ponce (1995), internal marketing can have the following objectives:

- encourage the participation of all the organization's employees;
- improve employee attitudes and behavior towards employment;
- identify needs and desires of employees and develop products to satisfy them;
- attract, develop and retain talent;
- establish channels of communication between people in the organization;
- ensure that all employees have the appropriate information;
- to create and promote ideas in organizations;
- overcome internal resistance to changes;
- solve problems of demotivation; It is
- encourage in all the acceptance of the mission and vision of the objectives, strategies and tactics of the business.

Kotler (1998, p. 417) also adds to the endo-marketing objectives already listed:

- maintenance of a work environment that provides motivation, appreciation and recognition of people;
- increase in productivity and quality indices from the reduction of costs; It is
• creation of communication channels between everyone, regardless of hierarchical level, in order to eliminate interpersonal conflicts and exchange experiences, thus resulting in improved relationships.

Bekin (1995) considers that the main activities of the endomarketing are:

• internal communication: this is the backbone of the endo-marketing. Internal communication is the main means used to strengthen the relationship between the organization and employees. It is through communication that employees and customers have access to information about objectives, strategies, values, new products and the launch of marketing campaigns; the knowledge necessary for the adequate performance of its activities; to feedback on their performance, in addition to being a way of exposing their needs, expectations, ideas and criticisms;

• recruitment and selection: in this process, the organization must be concerned with choosing the right people for each position in the company, as this increases the chances of commitment to organizational goals and values. Some personal characteristics should be valued, such as knowing how to work in a group, having leadership and initiative;

• training under the perspective of education and development: training must transmit concepts, techniques and values necessary for the good performance of the function. After training, everyone should know not only what and how to do their work, but why and for whom. Communication and interaction skills are trained in this activity;

• career plans: need to be well elaborated and disclosed, as they constitute the perspective of professional growth, serving as a stimulus to employees, and job descriptions must be open to changes and updates;

• Software employee motivation and appreciation: such as group motivation and rewards; employee involvement in planning and decision-making, delegation of powers and adequate compensation;

• internal customer market research: can be used both for the identification of employees' needs and desires regarding the evaluation of the quality of working conditions;

• segmentation of the internal customer market: the segmentation technique can be applied internally in order to create homogeneous segments of employees, according to needs, desires, expectations, attitudes and behaviors.
For endomarketing to be successful, Ohta and Otha (2004) argue that some prerequisites need to be satisfied, such as:

- be treated as an integral part of the company's overall strategy;
- not be thwarted by the organizational structure or the lack of management support;
- have full support of senior management;
- involve all categories of employees, given that everyone has direct or indirect influence on the service received by the customer.

In the view of Ponce (1995), some important prerequisites for successful internal marketing are:

- it must be part of the organizations' strategies;
- you must have management support;
- have full support of senior management; It is
- involve all the categories of organizational collaborators, from the lowest to the highest level.

For Brum (2010), there are factors that determine the success or failure of an endomarketing program and must be considered when planning it. Are they:

- valuing the company's culture: when talking about culture, we are talking about values, beliefs and behaviors that permeate the company. Each company has a type of culture precisely because it is an organization of human beings;
- endomarketing as an educational process: there is no change without People are educated about it. If endomarketing is an educational process, if the product of internal communication is information and if training is a way of transmitting information and knowledge, it can be said that training is one of the most important instruments of endomarketing;
- instruments that enchant the internal public: a social communication or human resources professional who is in charge of an endo-marketing program must manage creativity and incentives, identifying great ideas and seeking the necessary resources so that the instruments created can succeed, delight the internal public;
- information as the responsibility of the company: endo-marketing works with information in order to contribute to achieving the company's global goals and objectives with the participation of employees;
- Messages must be simple, short and clear: the language used in an internal marketing program is committed to building a meaning regarding the company's certainties and expectations in the minds and hearts of those involved.
ORGANIC PRODUCTS: THE SECTOR UNDER STUDY

The concept of agribusiness, as presented, is also assumed by organizations such as the Brazilian Agricultural Research Corporation (Embrapa, sd), including the sum of production operations and distribution of agricultural supplies, production operations in agricultural units, storage, the processing and distribution of agricultural products, and the items produced from them.

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

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

For Lages and Neto (2003), environmental concern has assumed an increasingly relevant role for companies and for society as a whole, not only due to the growing demand from governments through legislation and specific standards, but also due to market pressures arising mainly from the consumer, who is more informed, demanding and seeks a better quality of life.

Based on the above, then, the pursuit of sustainable development, or sustainability, which involves economic, social and environmental development, can be justified. The methods used in organic agriculture aim to keep ecosystems stable and self-sustainable, through ecological principles and conservation of natural resources.

METHODOLOGY

The objective of the first stage of the research was to develop and clarify the concepts linked to the theoretical framework of the theme, in an exploratory study of multiple cases. The exploratory study relies on several sources of information, the first of which is secondary data.

Research on secondary data, at first, involved books, magazines, theses and dissertations on the subject, research in annals of scientific events, thesis bank of the University of São Paulo (USP) and other master's and doctoral programs, documents - documents of the companies under study, such as catalogues, reports and others.

Such research activities constitute the preliminary investigations of the project; also at this stage, by observation in the organic products sections of supermarket chains (Carrefour, Sondas and Pão de Açúcar), the respective producing industries were identified through investigation of the packaging of the products offered there.
Research on secondary data also included queries to electronic search engines on the web with the aim of investigating industries that produce organic food, in order to identify relationship marketing strategies for their internal and external audiences. This technique, according to Severino (1999), is a valid source of information.

Another source of information was people with experience: managers and people involved in the management of internal marketing and customer loyalty programmes.

A questionnaire was applied to the managers of a sample of twelve manufacturers of organic products among the 24 organizations investigated and contacted; thus, the research sample was for convenience and comprised 12 companies.

The main points investigated in the questionnaire about endomarketing programs concerned identification (titles or actions of the programs offered), objectives, people involved. In order to evaluate the actions and benefits of such programs aimed at the internal public, analysis categories were created based on bibliographical research.

The data collected in the companies were characterized through descriptive analysis and presented in tables and graphs whose analysis seeks to meet the objectives of the study. In a second moment, the information collected in the research was analyzed qualitatively, through discussion and interpretation of the results.

**RESULTS OF PROGRAMS ENDOMARKETING**

In this topic, the results derived from the tabulation, analysis and interpretation of the investigated data are presented in relation to the internal marketing programs of the 12 researched organizations.

It is noted that 42% of the investigated companies in Table 1 are in the category of medium company, with a staff of 100 to 499 employees. Of the companies studied, 33% are in the small category, with a staff of 20 to 99 employees. Finally, 17% of companies are included in the micro-enterprise category with up to 19 employees.

It is noticed that, of the investigated companies, ten answered that they have internal marketing programs, representing 83% Sample.

It is also noted that companies that invest in internal marketing programs have been developing it for over a year. The maximum term varies from 3 months to 11 years. As for the employees involved in the programs, the information indicated the involvement of all employees of the organizations that promoted internal marketing programs. The types of internal marketing programs in which companies invest are: quality of life; people qualification trainings; product merchandising for employees; billboard; internal journal; organizational culture; manuals; pamphlets; organizational behavior; organizational change and organizational climate.
The objectives of the internal marketing programs are: to stimulate awareness and the practice of attitudes that promote well-being (through nutritional education activities, about leisure, physical activities, about how to deal with stress and other problems); awareness regarding care for the environment (activities on sustainability); employee commitment; prevention of possible problems with the products; inform employees; present new products to employees, in order to favor the sales process; internal distribution of samples at product launches; inform employees about organizational matters; introduce the company; recognize cultural diversity; integrate the employee, communicate relevant internal and external information; retain employees; empower, develop and recycle employees; maintain a healthy environment in the company; encourage initiative and maintain motivation; prepare information pamphlets to inform and integrate employees in the organization's policies; develop actions for the benefit of customers; motivate, value and recognize employees; improve productivity rates; reduce costs; improve quality scores; promote employee education and development; develop flexibility in the work environment; avoid distancing between areas of the company; evaluate the company's strategies; present the results achieved monthly to the entire team; research the organizational climate and make the necessary corrections. prepare information pamphlets to inform and integrate employees in the organization's policies; develop actions for the benefit of customers; motivate, value and recognize employees; improve productivity rates; reduce costs; improve quality scores; promote employee education and development; develop flexibility in the work environment; avoid distancing between areas of the company; evaluate the company's strategies; present the results achieved monthly to the entire team; research the organizational climate and make the necessary corrections. prepare information pamphlets to inform and integrate employees in the organization's policies; develop actions for the benefit of customers; motivate, value and recognize employees; improve productivity rates; reduce costs; improve quality scores; promote employee education and development; develop flexibility in the work environment; avoid distancing between areas of the company; evaluate the company's strategies; present the results achieved monthly to the entire team; research the organizational climate and make the necessary corrections. prepare information pamphlets to inform and integrate employees in the organization's policies; develop actions for the benefit of customers; motivate, value and recognize employees; improve productivity rates; reduce costs; improve quality scores; promote employee education and development; develop flexibility in the work environment; avoid distancing between areas of the company; evaluate the company's strategies; present the results achieved monthly to the entire team; research the organizational climate and make the necessary corrections. improve quality scores; promote employee education and development; develop flexibility in the work environment; avoid distancing between areas of the company; evaluate the company's strategies; present the results achieved monthly to the entire team; research the organizational climate and make the necessary corrections. improve quality scores; promote employee education and development; develop flexibility in the work environment; avoid distancing between areas of the company; evaluate the company's strategies; present the results achieved monthly to the entire team; research the organizational climate and make the necessary corrections.
encourage the participation of all employees in the organization, improve attitudes and behaviors in relation to their occupations, create and promote innovative ideas aimed at good customer service. Four companies (25%) strongly agree that loyalty programs use surveys to identify employee needs and wants, include benefits to meet employee expectations, attract, develop and retain talent, ensure all employees have the information necessary to act on behalf of the customer.

Seek to maintain a work environment that provides motivation, appreciation and recognition of people, using internal communication channels in order to improve relationships, regardless of hierarchical level, and they work training from the perspective of education and development.

Three of the firms (25%) completely agree with the statements that internal marketing programs encourage all employees to adopt the mission, vision, objectives, strategies and tactics of the business. Seven companies (58%) partially agree that internal marketing programs contribute to improving productivity rates. Five firms (41%) partially agreed with the statement that internal marketing programs improved employees' attitudes and behavior towards employment. Four companies (33%) partially agree that internal marketing programs research to identify employees' needs and desires, ensuring that all employees have the necessary information to act on behalf of customers. These companies claimed to have created environments and situations that motivate their employees, thus contributing to improving quality indices and overcoming internal resistance to change.

Three companies (25% of the sample) partially agreed with the statement that internal marketing programs encourage everyone to adopt the mission, vision, objectives, strategies and tactics of the business. These companies claimed to have created environments and situations that motivate their employees, thus contributing to improving quality indices and overcoming internal resistance to change. Three companies (25% of the sample) partially agreed with the statement that internal marketing programs encourage everyone to adopt the mission, vision, objectives, strategies and tactics of the business. These companies claimed to have created environments and situations that motivate their employees, thus contributing to improving quality indices and overcoming internal resistance to change. Three companies (25% of the sample) partially agreed with the statement that internal marketing programs encourage everyone to adopt the mission, vision, objectives, strategies and tactics of the business.

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

Relationship marketing seeks competitiveness in the market by investing in external customer loyalty, but also in the commitment of internal customers, trying to align the actions of employees based on the organization's objectives.

Thus, the present study investigated the applicability of using the relationship marketing tool in agribusiness, the internal marketing programs.

By identifying the existence of relationship marketing programs developed by industries in this segment, it was evident that most of them have internal marketing programs (ten companies out of the twelve surveyed), with the types of programs offered linked to organizational culture, behavior, change and organizational climate, the bulletin board, manuals, newspapers and pamphlets, quality of life, training and product merchandising.

As for the duration of the endomarketing programs, they vary from three months to eleven years of implementation. The objectives of these programs are aimed at promoting well-being, seeking commitment and training and informing employees.

The biggest benefits offered by the endomarketing programs, pointed out by the companies, are: they encourage the participation of all the company's employees; improve employee attitudes and behavior towards employment; create and promote ideas in organizations focused on good service; contribute to the improvement of productivity rates; favor recruitment and selection; and include career plans as motivational tools.

Regarding the scope of the endo-marketing programs, it was detected that it is total, that is, the information indicated the involvement of all employees of the consulted companies. In this aspect, the evidence listed above confirms the theoretical propositions, from the bibliographic reference summarized in Table 3. This study represents the assumption of relationship marketing in 50% of the contacted companies, since the investigation at the points of sale allowed the verification of 24 companies.

In this sense, it is suggested to expand, in future studies, the surveyed organizations, as well as identifying the role of people management in the development and implementation of internal marketing programs.

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