

ÁREA TEMÁTICA: 4 ESTRATÉGIA

***HIGH IMPACT BUSINESS MANAGEMENT: VALUE PROPOSAL DESIGN,
DIGITAL ADVERTISING AND STRATEGIC PLANNING***

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Resumo

Práticas contemporâneas como *value proposition design* e a publicidade digital aliadas a outras práticas de gestão têm sido responsáveis pelo sucesso empresarial. A comunicação publicitária assertiva é a própria comunicação de valor ao cliente, é a trajetória da geração de riquezas. Nesse sentido, o objetivo do artigo foi identificar o constructo no desenvolvimento da proposta de valor e a presença digital no ambiente corporativo. A pesquisa teve uma abordagem qualitativa, foi selecionado um empresário do ramo da indústria e foi aplicada a técnica de análise de conteúdo da entrevista para observação dos principais pilares do constructo da proposição de valor, a publicidade digital e outras práticas de gestão. O artigo pretendeu contribuir socialmente no sentido de introduzir e ampliar a cultura de realização da proposta de valor adequada e da publicidade digital como ferramentas de geração de riquezas. Os resultados da pesquisa demonstraram que o empresário aplica totalmente a cultura digital como estratégia para manutenção e desenvolvimento dos negócios; o principal resultado encontrado foi a cultura de valorização do capital humano e sua relevância no relacionamento com a marca na geração de proposta de valor. Demonstrou-se a compreensão acerca das mudanças, a necessidade da inovação constante e adoção de uma cultura digital na sua totalidade.

Palavras-Chave: Gestão Empresarial; Planejamento Estratégico; Proposta de Valor, Publicidade Digital.

Abstract

Contemporary practices such as value proposition design and digital advertising combined with other management practices have been responsible for business success. Assertive advertising communication is the communication of value to the customer; It's the path of wealth generation. In this sense, the objective of the article was to identify the construct in the development of the value proposal and the digital presence in the corporate environment. The research took a qualitative approach, an entrepreneur from the industry was selected and the content analysis technique of the interview was applied to observe the main pillars of the value proposition construct, digital advertising and other management practices. The article intended to contribute socially in the sense of introducing and expanding the culture of carrying out the appropriate value proposal and digital advertising as tools for generating wealth. The results of the exploratory research showed that the entrepreneur fully applies digital culture as a strategy for maintaining and developing business; the main result found was the culture of valuing human capital and its relevance in the relationship with the brand in generating value propositions. There was an understanding of the changes and the need for constant innovation and the adoption of a digital culture in its entirety.

Keywords: Business Management; Strategic planning; Value Proposition; Digital Advertising.

1. INTRODUCTION

The effects of the economic crisis, obsolescence and scarcity of material resources over time on the environment have a direct impact on business success; this has triggered several difficulties and challenges in successful business management. Currently, companies are under pressure to reproduce a sustainable corporate environment and looking to the future guarantees business survival. Despite the sophisticated methods of producing goods and services, care in managing externalities so that there is no imbalance in the environment is a relevant concern in the face of the value perceived by the customer. In this way, when thinking about companies, their production of goods and services, It's necessary to deepen the entire history not only of the company, but to know the history of the activity that operates, in order to build a value proposal differentiated. Analyzes and debates that address society and the environment are imperative in the value proposition process. Considering the need to move in the direction of advancing sustainable business development, it's necessary to promote compliance with the company's mission statement, satisfying its own needs without compromising future generations and promoting social development, mitigating risks and difficulties in proposing value.

Although Value Proposition Design is in evidence, sustainable planning and digital advertising is still deficient in the face of the underlying local culture. The expressions of concern about Value Proposition Design are often only found on the website in the mission - vision - values statement. Chun & Davies (2001) comment that the mission - vision - values are like facets of the reputation before the interested parties and that the accessibility to the material is important. For planning to be effective, in addition to practicing what is recommended, it's necessary to act interacting with the market.

In this context, it's believed that the theme's dichotomy in strategic planning - a successful value proposition and digital advertising - is the path to business success. Put in evidence to understand the digital evolution and how this evolution contributes to business success. Expanding the vision to remodel the corporate environment to meet your needs. Crossing traditional methodologies from various perspectives, the idea of thinking about strategic planning perpetuates itself over time, but still discreetly and inadequately with regard to digital culture.

On the one hand, companies already consolidated in the market are accommodating with their expertise and fail to carry out strategic planning. On the other hand, companies that invest resources in proposing value and digital advertising in their planning can achieve unlimited success, in the face of the integrated thinking between value Proposition design and digital advertising, the master key to business success. Consequently, generating discussions about the quality of publications and programming ideas that may result in future economic benefits is the differential of the strategies of value proposals of any business model.

From this thought, the need for possible innovative interventions in the debate of ideas and practices involving management tools, as well as the better use of own resources is revealed. Taking into account the need for economic and social development in Brazil, whose priority is corporate sustainability.

Among the artifacts of contemporary business management, additional strategic elements were highlighted in the research, which extrapolated the dichotomy proposed in the theme, but which offer a contribution to the composition of success in the business model. The additional tools mentioned are a strategic trend to circumvent the economic crisis and promote sustainable business development.

In turn, the use of human capital is increasingly highlighted in the process of proposing value. In this sense, it's believed that the combination of innovative ideas is the formula for business survival and development.

From the exposed, this article has the purpose of addressing possibilities of innovation and assertive strategies in the light of the combination of two main tools. Adding, in quick pinched, knowledge that contribute with feasible planning for business success.

2. BACKGROUND THEORETICAL

The theme proposal is innovative in the sense of seeking to intertwine the idea of business success in the light of the proposition of value, digital advertising and other related knowledge. The core of the rationale is innovation in the field of management, accounting, designer and advertising and the intertwining of ideas in an integrated thinking as a business strategy.

2.1 VALUE PROPOSITION DESIGN

Modern business communication has not always been ideal, there is a fragmentation of advertising pieces and other tools making them similar to the competition. This argument hinders the goals of the brand's visual identity from the customer's perspective.

In the competitive environment, successful companies achieve success by reinventing themselves in an incessant search to add value to their businesses.

Arguably, the importance given to the brand is paramount. There is a strong culture of many entrepreneurs resistant to innovation not applying due attention and resources in their visual identity.

Visual identity, preliminarily, is the most important basis of the business. It's composed of information, meanings, emotions, images and interconnected intentions. Thus, the importance to be given to the brand is one of the most important strategies for communicating the value of your business.

Traditional companies consolidated in the market fear evolution and resist innovative changes, despite remaining in the market, they continue with a perspective, in the customer's view, of a company that has not evolved. There are many companies that have a marked position in the market, but they are completely absent from digital presence. They could expand their business across borders, but remain paralyzed in time.

Neuhüttler & Ganz (2017) understand that the digital transformation of economies is a great trend in the contemporary world. Technological advances, equipment, machines and modern products with sensors and connectivity, as well as their intelligent interconnection with each other, lead to a fusion between the physical and virtual worlds. This development will increasingly affect businesses in both industry and smart services (applications, digital technologies and any data-based service). In this perspective, the development of appropriate business models is a challenge for companies. Along this path, the value proposition is an idea designed

for the development of smart business models, making the value proposition design the path to business success.

Currently, the customer expects the digital presence thus increasing their relationship with the brand. This relationship between the customer and the brand expands the relationship and, intrinsically, proposes value to the business. Thus, presenting insights from a redesign project can be an alternative applied to different business models derived from the idea of applying the value proposition design.

It's noteworthy that the strategy of proposing value for business undoubtedly starts with its visual identity; this is what the entrepreneur must understand. It's a combination of values as a primitive basis in the customer-company relationship.

The value proposition must involve the entire business structure and seek to meet the conditions of the segment to which it's inserted. It's a normal tendency of the market to seek quality at lower prices, it's true that, when thinking about the value proposal, it includes the relationship with the customer. Customers who value innovation and performance in the delivery of goods and services should be sought, conditions that can be called excellence. Excellence is the differential in a value delivery proposal. It's worth mentioning that the value proposal can be understood as a materialization of benefits offered by the brand that must involve all criteria related to emotions.

An appropriate and efficient value proposition must be able to build synergy with the client, encompass passive clients and potential clients driving business.

Baldassarre, et al. (2017) They proposed in their studies a sustainable value proposition project, adopting a complete, dynamic and interactive perspective. Thus, this idea led to a real value proposition and an adjustment at a higher level in solving problems. In this connection, managers were provided with a structure for mapping and understanding stakeholders in a broad sense, identifying their needs by offering a more meaningful value proposition.

2.2 HUMAN CAPITAL X INTELLECTUAL CAPITAL

Intellectual capital, to the extent of its intangibility, is measured from the perspective of human, relational and structural capital. However, the focus was on human capital, hence the capital that enables the generation of other capitals. In the view of Edvinsson & Sullivan (1996), intellectual capital is the result of the management of knowledge derived from human capital, which is one of the elements of intellectual capital.

Unfortunately, culture in Brazil is not about valuing human capital. On the other hand, companies that have understood that it's the valuation and well-being of this important capital that the strategy that generates assets and allows business expansion, often achieve success beyond what was planned and are competitive. On the other hand, companies that invest in technological innovation, invest resources in other capitals and ignore essential capital, do not achieve the same competitiveness and business development.

Obviously, achieving intangibility aspects through the brand is part of the process of an excellent value proposition. However, there is no need to talk about a value proposition without the important presence of human capital, which needs to receive motivating management that boosts the skills and competences of professionals. Despite technological modernization and constant innovations, people are the main protagonists, they are the agents responsible for generating the

intellectual capital of companies that effectively manage to offer value to their customers.

It cannot be forgotten that human capital has the knowledge, experience and techniques to integrate the value proposition and achieve business objectives. Zilles (1994) conceptualizes knowledge theory as being the field of philosophy that investigates the origin, certainty, extension, limits, possibilities of human knowledge according to their beliefs, opinions and assent. In this way, valuing the knowledge, skills and competences shared by the same employees of a company are the path to success in business. Since the high capacity for synergy between people in the company and outside it's a perspective that most entrepreneurs still do not see at a high relevance level. It's necessary to confirm that the satisfaction of human capital is an important value that it adds to the project of proposing value to the customer and will inevitably generate wealth for the company.

Schultz (1973) theorized knowledge as capital and defended investment in training workers so that they could improve and increase productivity. From this thinking, the search for researchers evolved to show the importance that this capital has for economic growth through education and income. Undoubtedly, the motivation for this article rests on the idea that massively it's a common business standard not to value human capital. The inconsistency in the articulation of people's skills is a paradigm that needs to be broken immediately. Taking into account that there is no way to carry out a value proposal without the adequate engagement of human capital, preliminarily, it's the internal and main customer; it's human capital that will deliver value to the external customer. The thinking of human capital needs to be aligned with the value proposition, and this occurs through valuation and personal incentives. Human capital, in addition to being motivated, needs to be prepared to meet the premises of customer service.

Akesson et al. (2016) researched human capital from the perspective of value proposition, their findings suggest that frontline employees contribute to service innovation, testing potential value proposals. Three types of value proposition tests were identified: cognitive, practical and discursive. The findings suggest interdependencies between the different ways of conducting tests of the value proposition, as well as specific phases of the service innovation process dominated in one way or another. This study confirms the relevance of human capital in the value proposition and contributes to the dominant logic in products and services.

2.3 DIGITAL ADVERTISING

After the value proposal is properly structured, the structuring of digital advertising needs to be planned for the proper communication of value. Applying a significant share of resources in this area is assertive, but the number of companies that do not carry out their strategic planning with this line of thought is still massive. There is no culture of hiring the most qualified professionals, the search for the lowest possible prices to reduce costs is a trap for business failure, with regard to the transmission of the corporate message.

The advertising agency must have a creative structure with high technical competence, with the best designers in its team, an excellent professional is able to apply neurodesign (behavior of the mind in the face of certain visual stimuli) applied to the design, this skill will draw the attention of your potential customer. Likewise, the advertiser has the ability to develop the texts using the mental trigger to trigger the limbic side of the brain (system responsible for emotions and social behaviors) of

the potential client to reach his emotions. Consequently, advertising will be assertive and the customer will be captured by emotions and, consequently, will make their decisions based on the emotions aroused. Emotions that only highly competent professionals are prepared to awaken and the result will be the customer buying products or hiring services.

In some companies, the advertiser also deals with digital marketing, it depends on the structure of the company, the contract, the press office, the agency and other peculiarities. That said, It's important to clarify the importance of digital advertising. Digital advertising is the area of knowledge responsible for leveraging business, highlighting the figure of the Graphic Designer, digital and Web designer, as It's the very important visual impact in the idea of attracting the attention of the client.

Klopf (2007) clarifies about the digital media market with the possibility of scheduling, scheduling when ads should be displayed, delivering ads to display locations, reproducing the ads and It's possible to monitor the information of the ads. It's possible to manage through reports, know in which media the ad was served, dates, times, demographic data and analysis of return on investment on the ads. The modalities of digital advertising are diverse, in Brazil social networks are quite common.

Acharya (2017) defends communication in the implementation of techniques, the co-creation of value through active interaction between designers and stakeholders; engaging in dialogues that merge into a process of coordinated actions. Active stakeholders learn through synergy so that the final product of communication is to deliver the value proposition. He confirmed that these practices allow designers to create and manage value in order to offer the necessary support.

For the authors Truong, Mccoll & Kitchen (2010), digital advertising is challenging in rapidly changing environments and media. Currently, there are concerns that advertising strategies based on models and experiences developed with traditional media need to be reviewed in the digital market. To provide information on how online advertising strategies need adaptation, considering that advertisers are increasingly interested in the digital advertising market. There are relevant trends for advertisers, including: a shift towards permission-based advertising; higher levels of personalized ads; three more advertising campaigns on screen; increased levels of interactivity and development of performance-based metrics. It's well known that these trends are extremely relevant to business development, value propositions must be formulated according to the objective of the product or service of each campaign and the management of digital advertising strategies must be constantly monitored with regard to the interest in analyzing the return on investment.

2.4 STRATEGIC PLANNING

More than a good value proposition and advertising strategy, business success is linked to business management as a whole, strategic planning needs to be well elaborated and assertive, constantly monitored and adjusted. Indeed, it's not enough to propose value and publicity, the entrepreneur must necessarily have full mastery of management accounting for the purposes of business strategies. Looking to the future of business requires much more than intuition and market practice, requires studies and techniques, strategic management accounting offers subsidies for strategic planning and neglecting it means acting with uncertainties, it's these

uncertainties that drive companies to failure. It's relevant to comment that strategic management accounting has its origin in cost accounting, therefore, knowing its costs properly is fundamental.

In the view of Osterwalder (2014) if a business generates a higher cost, the revenue is bound to disappear, even if there is a successful value proposition. Thus, it's understood that building a value proposition in any business model is a process, and within that process, cost management is imperative. The relevance of management accounting rests on this idea.

An important feature for Roos & Ross (1997) is the deductive nature based on strategic management and organizational studies to better understand the basis of competitive advantage. Therefore, the search for more about intellectual capital has led to a form of management that encompasses the competitive advantage accessible by competing companies.

As explained by Shank & Govindarajan (1997) for strategic cost management, an internal and external vision of the company is necessary to search for competitive advantage. In this understanding, benchmarking is a modern concept of partnership in search of the best operational practices of other companies, thereby avoiding the cost of errors and mitigating other issues such as applying a technology already applied. Currently, the benchmarking process is implemented quickly and flexibly.

According to Atkinson et al. (2015) benchmarking is the way that a company gathers information about the best practices of other companies. It's a cost-effective method because it saves time and money by avoiding mistakes that other companies have already made because they haven't reinvented themselves or because some method has already been implemented. Identifying and establishing partnerships for benchmarking is an important tool for sharing best performance practices that are implemented in stages.

Porter (1999) recognized the problem of costs in strategies because every change has a cost and, as experience is gained, this cost is better managed. As the protagonist of the competitive strategy, he argued about the need for differentiation in products. For the author, product differentiation meant the visual identity of the brand recognized by the consumer and thus a feeling of loyalty was developed, forming a bond established by the customer. The fact is that this concept is still applicable today and is part of the value proposition process.

3 RESEARCH METHODOLOGY

The nature of the research was qualitative and ethnographic, it was carried out through field research, through dialogue with a Business Administrator who agreed to contribute to the research, but required anonymity, a successful and experienced entrepreneur in the industry. Field research is widely used, as It's the most suitable for investigating a contemporary phenomenon inserted in the current corporate context.

According to Gil (2010) the use of ethnographic research is used in the study of complex and increasingly constant organizations and societies in the field of Administration. Its purpose is to study people in their environment using an interview procedure, observing the participant in depth. Consequently, it involves a detailed description of the object of study.

For this study, questions were formulated, considering the dynamics of the real world, in search of subjective aspects with inseparable links from the practical performance of the market. In the investigation process, the authors sought the

understanding of the interviewed entrepreneur about his business perspective about the value proposition for the brand, the influence of human capital in the value proposition process, the value given to design, advertising, as well as other relevant practices management. And, based on the answers obtained in the dialogue with the entrepreneur, the article offers a relevant social contribution.

The data from the interview were treated in a systematic and objective way that allowed the inference of the proposed knowledge.

4 RESEARCH

In analyzing the preliminary questions in which the respondent's understanding of the value proposition, the brand and human capital was sought, it was immediately recognized that human capital is the company's most important asset, understood as the main component of value of brand. He stressed that the team must be committed to the company's mission, vision and values, which results in credibility and confidence for the value proposition. Thus, the connection between the value proposition and human capital was concluded.

In the analysis of the question of human capital on its importance, the value proposal is seen as support. In the respondent's perception, value is proposed for people, so adding value to internal people is to attribute a competitive differential. In summary, a value proposition is made up of tangible and intangible assets that can be quantified, despite the challenges of measuring intangible assets. He detailed that the value of a brand is directly related to the most valuable asset, which are people and the application of their skills and competences. He was emphatic when he commented that customers perceive talents and people committed to the process of delivering value. Finally, the respondent revealed that his knowledge about human capital is not only based on practical experiences and that his view is also based on theoretical studies.

With regard to the brand, the respondent explained that the brand is built continuously through promises and experiences and that it must follow the company's valuation. The brand is built on several pillars and the most important is human capital as It's the generating capital of other capitals. The speech that involved the interview was the absolute relevance of human capital for the brand and for the process of construction of the proposed value.

With regard to digital advertising, the respondent revealed that both institutional advertising and product-specific campaigns are part of marketing planning and that the application of resources is necessary even though the brand is being consolidated. It's a strategy for retaining and attracting customers that must be continuous, the entrepreneur invests more than 90% of the money destined to advertising in digital advertising. He also revealed that the visual identity undergoes modernization whenever he considers it visually tiring and informed that he perceives the positive impact of the changes.

Other questions related to management, the respondent highlighted the importance of overcoming difficulties and acting with benchmarking, as he understands that partnerships are very important in the competitive market. He highlighted the importance of fully understanding its costs and managing them strategically, as well as the need to invest in information technology and innovation.

5 DISCUSSIONS OF RESULTS

Notoriously, the respondent's discourse for all questions involved the perception of the relevance of intrinsic human capital in the value proposition process.

Human capital, the brand, the value proposition and digital advertising must be a business strategy.

Regarding digital advertising, the respondent's view is definitive about cost-benefit. At that time it's the most accessible advertising, whose return is infinitely higher than the amount invested and which provides business growth.

A combination of practices, management of different resources and processes emerged from an intelligent strategic planning system, whose interactions represent the value of the proposed design.

Another relevant aspect is related to the fact that business management is based on controls by strategic management accounting. Likewise, applying cutting edge information technology and innovation is part of the planning process.

In the expanded perception of the research, the brand must be concerned with its visual identity, in view of the question of the need for visual appeal, brand tradition among other interests of the messages implicit in the brand.

In the value proposition process, all attributes of the company must be considered, such as innovation, sustainability, concern for customer satisfaction.

In the view of the brand as human capital, it concerns the human capital that actively acts so that the value proposal is delivered with the quality intended by the company and expected by the customer. In this synergy, the relationship with the customer is implicit, consolidating the brand-customer relationship.

A value proposition only achieves its objective if it has as counterpart the functional benefits of the product or service, the expressiveness, the positive emotions. And, finally, the benefits generated to the company's human capital.

After structuring the training for proposing value, digital advertising is programmed.

Digital Advertising must be planned listing the identity of the value proposal for the target audience, communication must be active in order to generate new opportunities, institutional advertising must be alternated with the advertisements of specific campaigns and, finally, the monitoring of return on investment from advertising.

6 PROPOSAL VALUE PROPOSITION DESIGN

Brand Identification Process

- Brand
- Visual identity
- Company attributes
- Mission –vision- values
- Innovation
- Sustainability

Human Capital

- Brand as a person
- Employee synergy
- Satisfaction
- Benefits

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- brand-customer relationship
 - locality
- Value Proposal - Credibility
- Expressive benefits
 - Functional benefits
 - Benefits to human capital
- Digital Advertising Planning - Monitoring
- Identity of the value proposition
 - Target Audience
 - Active communication
 - Generation of opportunities
 - Institutional

7 FINAL CONSIDERATIONS

Evidently, the business reputation is the result of a hard work process, a construct derived from visual identity, brand strength, human capital, the proposed value delivered to customers and planning. Design and advertising agencies develop strategies to enhance the corporate image in the competitive market. Arguably, the value proposition is what differentiates one company from the others.

The article fulfilled the objective of perceiving the weight of - human capital - in the value construct and digital advertising as strategies for business success. The interviewed businessman showed human capital in all dimensions of the value proposition process, making evident the importance that this capital has because It's responsible for the generation of tangible and intangible assets.

It's necessary to consider the paradox of cultural hegemony in knowledge management for business success. In this sense, Quintas, Lefrere & Jones (1997) discuss the little importance given to how knowledge management should be. Knowledge management is an ongoing process that requires implementation, monitoring and evaluation strategy and policies. Thus, seeking knowledge through internal and external sources, meeting people, processes and technology is a preponderant factor for the construction of a value proposition.

The contribution of this article rests on the visibility of efforts to achieve business success, since all the pillars of the value proposition construct are well understood in all dimensions, it remains to give digital advertising in the brand through high impact advertising pieces. to obtain the desired results in strategic planning. However, one cannot forget that institutional advertising is as important as specific campaigns for products and services.

Finally, new empirical works are suggested for the theoretical disclosure of the theme and to contribute with new directions that involve the theme as a management strategy, expanding discussions of the logic responsible for promoting contemporary business development; corroborating with new ideas in the context of digital advertising establishing new guidelines for business management.

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