

# The Encantu's of Retail Marketing Strategy!

## Os Encantu's da Estratégia de Marketing de Varejo!

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### ABSTRACT

The retail sector is complex, full of challenges and opportunities. This case study explores the history of the retail store “Encantu’s”, owned by Maristela, with the participation of her daughter Sara, a Foreign Trade student, and Mateus, a business graduate and marketing specialist. Encantu’s tries to stand out for its products and differentiated service but faces challenges that cause the business to stagnate. Sara and Mateus embark on a journey in search of a diagnosis of the store, as well as strategies to contribute to its performance, but they face some challenges such as the budget, and the approval of the owner, who is afraid of the changes. The aim of the case is to guide the reader to analyze the situation and think strategically in the search for solutions that meet the company’s needs, considering the specificities of its market. In this case, students are instructed to use retail marketing tools to corroborate Encantu’s continued success, including decisions based on the 6 P’s model approach, SWOT matrix, competitive advantages, brand positioning, among others.

**Keywords:** Retail. Marketing Mix. Strategy. Planning. Positioning.


### RESUMO

O setor varejista é complexo, cheio de desafios e oportunidades. Este estudo de caso explora a história da loja de varejo “Encantu’s”, propriedade de Maristela, com a participação de sua filha Sara, estudante de Comércio Exterior, e Mateus, formado em Administração e especialista em marketing. A Encantu’s procura se destacar por seus produtos e atendimento diferenciado, porém enfrenta desafios que causam o estagnamento do negócio. Sara e Mateus embarcam em uma jornada em busca do diagnóstico da loja, bem como estratégias para contribuir com o desempenho, mas enfrentam alguns desafios como o orçamento, e a aprovação da proprietária, que tem receio com as mudanças. O objetivo do caso é guiar o leitor a analisar a situação e pensar de forma estratégica na busca de soluções que atendam as necessidades da empresa, considerando as especificidades de seu mercado. Neste caso, os alunos são instruídos a usar as ferramentas de marketing de varejo para corroborar com o sucesso contínuo da Encantu’s, incluindo decisões a partir da abordagem do modelo dos 6 P’s, matriz SWOT, vantagens competitivas, posicionamento de marca, entre outros.

**Palavras-chave:** Varejo. Marketing Mix. Estratégia. Planejamento. Posicionamento.

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## Introduction

The dynamics of the retail sector are full of challenges and opportunities that require in-depth analysis and strategic vision to achieve success. In this case study, we explore the history of a small, unique retail store located in one of the many towns in the interior of the state of Santa Catarina. Encantu's is owned by Maristela, an entrepreneur and mother of Sara.

Sara, in turn, is a Foreign Trade student who wants to contribute to her mother's store in search of better performance. To do this, she wants to apply the knowledge she gained at university. On this journey, Mateus appears, a study friend who has already graduated in Business Administration and has started his career in marketing consulting.

Together, they embark on a strategic journey, seeking, from a marketing perspective, to identify growth opportunities. By conducting an internal and external analysis, they delve into the details of management and the complexities of the competitive environment, all under the watchful and concerned eye of the owner.

The scenario is intriguing, as Encantu's is a retail store with a unique proposition in the city, captivating customers with differentiated products and personalized service. However, it faces challenges to stand out in a competitive market, which has led to the stagnation of the business. The objective of this case is to analyze the presented situation and lead the reader to think strategically in the search for solutions that meet the company's needs, considering the specificities of its market.

## The Case

### **A PURPOSE, TWO GENERATIONS. CONFLICT OR BENEFIT?**

With another month of below-expected results, the subject came up again in the conversation between mother and daughter. Revenue was stagnant, with an increase in sales during the summer but no consistent progress. Customers praised the service and products, but new customer acquisition was low. Maristela and Sara, despite doubts and different generational perspectives, agreed that the store could perform better.

So once again, with hope and determination, Sara shared her ideas and strategies learned in college with her mother, believing they could contribute to the business.

“I studied some methods, and I think we could promote changes focusing on marketing, defining strategies that meet our requirements and expectations, but that are also aligned with what our customers are looking for. But, Mom, first of all, we need to perform a diagnosis. There’s a tool called SWOT Analysis. From it, we can analyze potential opportunities and threats, identify our strengths, and work to improve our weaknesses,” Sara explained.

Thoughtful, with mixed feelings of pride and doubt, Maristela added, “Alright, but we need to think carefully and plan because it’s our money at stake, and it’s not much. It’s many years of work, and we can’t take risks. I’m still confused. How can we do this without investing a lot? You’ve studied this, but you’ve never really applied it. Will it work?”

“I understand your concern about these changes, Mom. But I know someone who can help us! My friend Mateus is a Business graduate and a marketing specialist. He’s starting his career as a consultant, focusing on small businesses. With his help, we’ll have a better chance of achieving what we want!”

“But look at this, dear. A friend’s son, who also recently graduated from college, came in full of ideas and took over the family business. In no time, the business shut down. I think your generation is too impulsive, and that worries me a lot,” commented Maristela.

Despite her doubts, the mother began to open up to Sara’s enthusiastic ideas.

## **TWO NEW BEGINNINGS AND A NEW JOURNEY**

Excited by her mother’s potential support, Sara called her friend Mateus, a consultant at the start of his career, to discuss the consulting budget. Happy to be remembered, Mateus committed to helping with the marketing strategy at no cost, seeing the opportunity as a way to improve his skills. He asked to learn more about the business’s history, and Sara scheduled a conversation for the weekend.

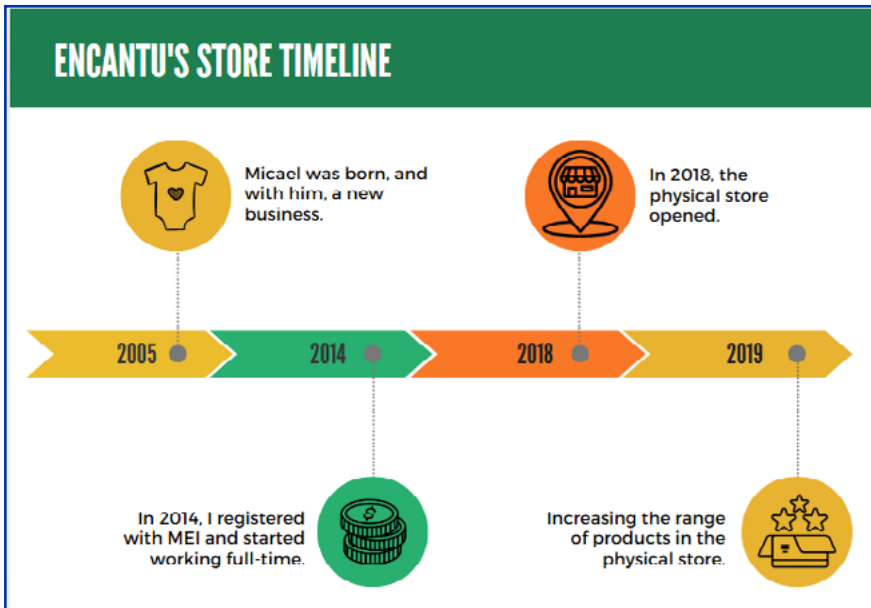
On Saturday, Maristela began her story, mixing the beginning of the business with her personal and family life. In 2005, after the birth of her second child, she frequently received visitors eager to meet the newborn. During one of these visits, a friend showed her a cosmetics catalog, and not only did she get interested, but oth-

er visitors also made orders. Seeing the opportunity, Maristela decided to become a registered consultant, selling door-to-door and expanding her business to include ready-to-ship products and lingerie.

Nine years passed since her son's birth, and in 2014, Maristela formalized the business with a CNPJ, founding Encantu's. The dream of having a physical store came true in 2018 when she expanded the catalog to include beachwear, fitness clothing, bags, and accessories.

Mateus, attentive, praised Maristela's journey and determination. With his organized notes, he asked the owner to review and validate the timeline he created to accompany her narrative (Figure 1).

**Figure 1.** Encantu's Store Timeline.



**Source:** Developed by the authors.

“That’s exactly right, this image illustrates it very well!” Maristela confirmed.

After getting to know the full details of Encantu's history, Mateus scheduled a visit with Sara to assess the store's environment and structure during its operating hours.

## GETTING TO KNOW THE TERRITORY: THE BUSINESS TODAY

Upon arriving at the store, Mateus, with his critical eye, began to observe and record some important points, even taking a few pictures (Figure 2). The first view of the store was the storefront, with neutral colors and a small logo above the window display. The location had parking spaces in front for up to five vehicles, as well as ample street space.

**Figure 2.** Storefront.



**Source:** Recorded by the authors.

Entering the store, Mateus asked Sara about the store's size and its distance from other stores in the city.

“Well, we have a 60-square-meter space for the store area, and we are about six kilometers from the shopping center, but close to a well-known supermarket, which generates traffic in the region.”

“Nice,” Mateus replied. “We can see that the interior space is well-lit, both artificially and naturally, due to the window display and the front door!”

He noticed that three of the walls had custom-made furniture with several shelves. On one side were displayed cosmetic items like skincare, perfumes, hygiene products, etc., along with bags and wallets from the KJ Accessories brand<sup>1</sup>. Next to it were racks with gym wear from the Tiffany Fitness line<sup>1</sup>, both exclusive brands sold only at Encantu's. On the opposite wall, there was a display of lingerie and bikinis.

Sara, attentive to Mateus' observations, commented:

“We also have a special display for jewelry and semi-jewelry, and another for the aromatherapy line. My mother insists on keeping the store scented with the best aromas, so that customers enjoy being here!” While Sara explained, Mateus continued taking notes and photographs of the interior space (Figure 3).

**Figure 3.** Store Interior.



**Source:** Recorded by the authors.

Sara went on to explain more details to Mateus: besides Maristela, the store had one employee, Thais, who assisted with customer service and store organization. Despite the attention to specialized and personalized service, they didn't

have any management system to track this, relying solely on Maristela's handwritten notes. This could make after-sales service obsolete, making it difficult to reach customers with new promotions or marketing campaigns.

Sara also mentioned that even though she wasn't directly involved in the store's daily activities, she supported her mother with billing and cash management, as well as handling communication and social media posts.

After this initial assessment of the point of sale, Mateus began reflecting on the next steps for the marketing strategy. Sara, with a doubtful expression, asked:

"Where should we start?"

"With a diagnosis. In fact, we've already begun! But we need to move forward. The next step is to take a deeper look at both the internal and external environments. Starting with the internal, we can use a structure called the retail marketing mix, the 6 P's. In addition to the traditional P's, we need to consider two additional ones: People and Presentation. We've already gathered some information, but we need to dive deeper into each of these variables," Mateus explained.

"As for the external environment, we need to gather data on the competition, demographics, socio-cultural and political aspects..."

"I've heard of the 6 P's but never really got into the details of the model. But okay, I'll handle the internal environment, and you take care of the external environment. Let's meet next Saturday at the coffee shop in the city center. If I have any doubts, I'll call you!"

The friends said goodbye, both deeply engaged in their tasks.

## **HOW MANY P'S DOES THIS MARKETING HAVE? THE QUEST FOR THE (P) PERFECT STORE!**

On the scheduled day, the friends met at the café, full of questions, data, and insights, eager to discuss their findings. After a good coffee, they got straight to the point.

"We can start with the internal environment. What did you bring?" Mateus asked.

Sara, smiling, pulled out some papers from her bag and replied, "I've gathered so much data I don't even know where to begin... but let's go!" Mateus listened attentively as Sara explained.

“We already discussed our product lines, but I have some additional information. Regarding pricing, what bothers us is hearing that people go to the neighboring town to buy because it’s cheaper. That’s not true. Except for the cosmetics and aromatherapy lines, whose prices are set by the manufacturer, the other lines offer two options: one of higher quality and added value, and a more common option, with prices equivalent to those of nearby towns.”

“And what’s the purpose of this offering?” Mateus asked, interested.

“The offering is based on demand. Today, Encantu’s serves two customer profiles: one focused on quality and another more price-sensitive. As for availability, we try to have a wide range of sizes in stock, and if we don’t, there’s the option of special orders to meet the customer’s needs.”

“That’s great, it’s a good way to add value to your service!” Mateus added. Sara continued.

“We also have a few options for men and children, such as the cosmetics, underwear, and swimwear lines. But these options aren’t as comprehensive, as they’re secondary for us. Our real focus is on women. Furthermore, these two lines perform the worst, and every year we wonder whether we should keep them, as they may be taking up space and budget from products that could bring better results.”

As Mateus listened, Sara handed him a sheet with charts and more information and continued:

“Regarding products, I can comment on seasonality. During the months of October to December, sales of the swimwear line increase revenue by about 30%, in addition to boosting sales of other items. The problem is that we can’t maintain the same revenue throughout the rest of the year. Since the store is known for this line, many customers only show up during this period and don’t return afterward. I made this chart (Figure 4) with last year’s variations so you can get an idea.”

Mateus analyzed the data and commented:

“Sara, you’ve identified some very interesting aspects about the products and their performance. We’ll definitely have something to contribute here. What else did you find?”

“Regarding location, besides the physical store, we have other sales channels that are important for advertising. We use Facebook, Instagram, and WhatsApp to

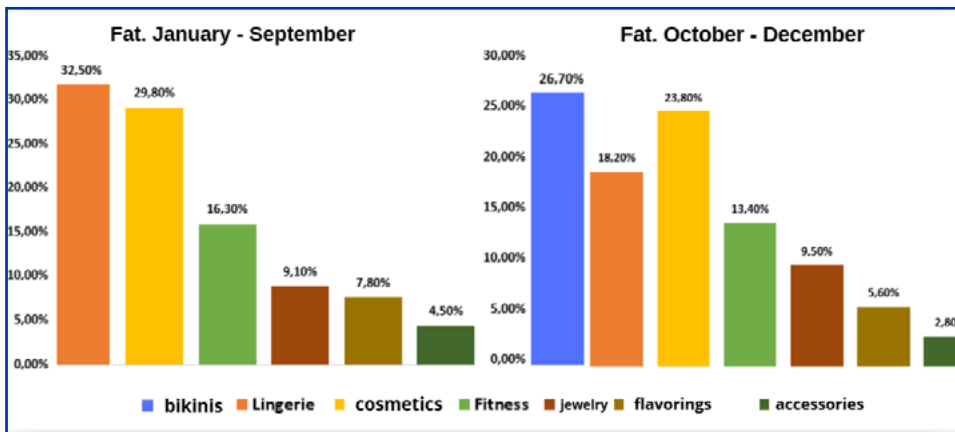


promote collections, products, and sales, and to stay in touch with customers. This channel became strong during the pandemic when we held live sales and delivered products directly to customers' homes. It was our way of continuing to sell during such a difficult time. Since it worked, we kept the online sales and home delivery for customers who value convenience.”

Mateus, nostalgic, while calling the waiter to order two more coffees, commented:

“It seems like that was such a long time ago... I remember the live sales! Well, this type of information is super important to understand the store's relationship with its customers. And what about promotions?”

**Figure 4. Encantu's Store Revenue Chart.**



**Source:** Developed by the authors.

“Regarding promotions,” Sara continued, “What we do is mostly digital marketing. We post on Instagram Stories, and the same content is shared on Facebook and WhatsApp. Different posts are made on the Instagram feed, where most of our audience is, but engagement on the posts is not very high. Sometimes a trending topic generates more interaction. To promote the brand, we have personalized bags and candy, which our customers love (Figure 5). However, I feel like we lack a more focused marketing communication strategy and a more recognizable visual identity.”

**Figure 5.** Photos of branded bags and promotional gifts.



**Source:** Store archives.

Trying to wrap up his thoughts, Mateus asked, “Great findings! What about the ‘People’ variable? What can we define here? I know your mother and the store employee help with customer service, as I saw when I visited. Is it always like that?”

“Exactly. They assist customers, present products, and get stock when necessary. Customers really appreciate this personalized service, especially in the cosmetics line. Thais, our employee, earns a commission on sales, which motivates her to engage more.”

“Good to know! I think customers must feel really valued. And regarding the ‘Presentation’ variable, which is part of the marketing mix, we already covered that during our visit when I took those pictures,” concluded Mateus.

After thoroughly discussing all the details of the current marketing mix, Sara said, “I’ve got a headache now! Can we continue next Wednesday, same place?”

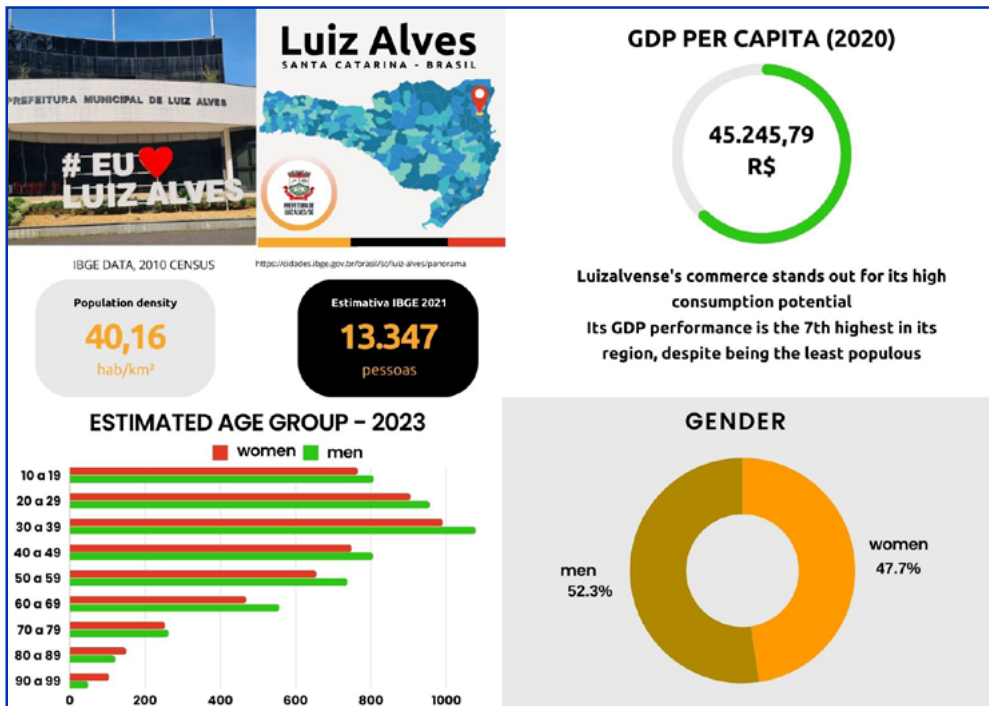
“Sure! We’ll come back with the external analysis next week!”

### **EAGLE’S VIEW: A GLANCE AT THE HEART OF THE LOCAL COMMERCE!**

The friends met again at the café, ready to discuss an essential aspect not yet covered: the external environment. As they sat down, Sara jokingly asked, “Are you ready?”

“Of course, let’s go, because the competition is right behind us,” Mateus replied, playfully. He reviewed some notes and continued: “The first point we need to assess is the local business landscape here in Luiz Alves. I recently analyzed this for another company in the area and thought it would be useful to share. Mateus then handed Sara an infographic with demographic and economic data of the town (see Figure 6).

Figure 6. Information sheet of the town of Luiz Alves.



Source: Developed by the authors.

“It’s interesting to see this information, especially about the GDP. Here in Luiz Alves, what drives the economy is the production and distribution of bananas and cachaça! My mother always said that when the harvest is good, sales are good too, and I can see that reflected in the store,” said Sara.

“It’s no wonder Luiz Alves is known as the ‘land of cachaça and bananas.’ If the sales of these products drop, the local economy suffers too,” Mateus added.

“Exactly, it impacts our stock levels. It’s a strong characteristic of the city!” Sara concluded.

“In addition to my analysis, we have a few negative points to highlight. As you’ve mentioned, and it’s more common than I thought, the people of Luiz Alves tend to shop in other towns, driven by the variety and more attractive prices offered by larger stores in neighboring cities. This often leaves local commerce in second place.”

Concerned, Mateus said, “Right! These are essential data to better understand the store’s reality and the profile of our target audience. Along with this analogy, I bring a market analysis. Sara listened attentively as Mateus continued.

“Starting with cosmetics, the beauty market in Brazil represents 4% of the national GDP. This number is expected to grow, with sales projected to surpass R\$130 billion by 2026. Every year, niches in the beauty market become more dynamic, and factors like sustainability and personal style drive major companies to adjust their offerings. These factors are crucial when it comes to your mother’s product selection. This is positive, but for retailers, it’s increasingly difficult to meet all demands.”

Engaged in the explanation, Sara added, “It seems like a lot of this is due to the pandemic and post-pandemic period, which made the beauty sector experience even more growth, as people started to value themselves more.”

Mateus agreed and took the opportunity to continue his observations:

“Following post-pandemic trends, the fitness fashion sector was also positively impacted. This lifestyle shift makes versatile pieces suitable for various occasions, not just for exercise. If you look at us, we’re both wearing fitness clothes!”

The two exchanged glances, laughing at the coincidence.

“The potential of this market is something to explore because the trend is for it to continue growing, as wellness has become a lifestyle rather than just a concern for a small niche,” Mateus concluded as he finished another section.

“Our biggest niches—should we talk about swimwear next?” Sara asked.

“Exactly! That day when I called you and you couldn’t make it, it was nice that you suggested I talk to your mother. I showed her the swimwear trends and mentioned that although it’s sold during a specific season in some places, it’s a market with great potential. In 2021, Brazil sold 221.1 million pieces in this category, and the expectation is that the number will be similar in 2023, which means more than one piece for every Brazilian.”

“Wow, considering the short selling period for swimwear, that’s really impressive. What did your mother think?”

“She commented that she’d like to move to the Northeast, where it’s warm year-round, and sell bikinis!” Mateus replied, laughing as he pulled up some reports on his computer. “Additionally, I did some research for a mini-consulting project I did for a local inn, which could also be helpful for you! There’s a projected 53% growth in 2023 in tourist travel to this area during the next summer season. People love beaches and pools. Also, the swimwear market is advancing technologically, from design and comfort to production.”

### **KEEP YOUR FRIENDS CLOSE, AND YOUR COMPETITORS CLOSER!**

After a few days, the duo met again. Excited, Sara started talking as soon as she arrived:

“So, are we almost done?”

“We’ve only just begun!” Mateus responded, laughing. “We’re finalizing the analyses and diagnosis, and now we need to think about strategic directions.”

Sara then looked at him in shock:

“And I thought this would be the last time we spent money here!” she said, ordering an espresso.

“In addition to everything we’ve seen, we need to evaluate your mother’s store competitors.”

“What did you find out about them?” Sara asked, curious.

“I can tell you it’s better than I expected!” Mateus replied, seeing a smile appear on Sara’s face. “There’s no other store in the city dedicated exclusively to cosmetics, beauty products, accessories, or fitness wear like Encantu’s. Some stores sell these products, but only as secondary lines. Only Encantu’s offers them as a primary focus, with a greater variety!”

“What information did you gather about the competitors?” Sara asked, eager.

“Of course, not everything is perfect, and we need to keep an eye on the competition’s evolution. I’ve created a table with the information I gathered and sent it to you by email (see Appendix 1). After we evaluate it, we can present everything to Maristela!”

## DILEMMA

A few days later, at the same café, the meeting took place. Maristela found herself at a strategic crossroads for her store, reflecting on the future of the business in a constantly changing retail market, while facing stagnant growth. As she listened to Sara and Mateus share new trends and market analyses, a mixed feeling took over her, torn between enthusiasm and doubt.

“It’s incredible to see your dedication in helping our store grow. These data are important, but how are we going to use them? After all, our business has come this far, for better or for worse!” commented Maristela, concerned.

She continued to question the duo about their options:

“Should I focus on the female audience, our main market, or diversify to include children’s and men’s lines? What risks does this imply? And what about the store layout, should we adapt it? Will we have enough resources for these changes?”

Sara sought to reassure her:

“These concerns reflect the central dilemmas we need to address. That’s why it’s essential to conduct a SWOT analysis to identify our strengths, weaknesses, opportunities, and threats. This will help us understand Encantu’s competitive advantages compared to competitors and how to leverage them in our strategic plan.”

Maristela began to realize that, without a clearly defined audience, she might be misallocating resources. Sensing this, Mateus added:

“We need to assess the alignment between products, target market, and consumer expectations.”

As the conversation progressed, more questions emerged. How will product decisions affect pricing? What target market profiles and personas should we consider? How do we want to be perceived by customers? Are we ready to adapt our identity to the new market reality?

With so many questions, Sara and Mateus exchanged a glance, acknowledging the validity of Maristela’s concerns. Diagnosing the situation is just the beginning; there is still much work ahead to formulate strategies and gain Maristela’s trust in the effectiveness of the proposed methods.

Maristela seemed to begin accepting that marketing innovations might be essential, but she was faced with the challenge of implementing them without losing the store’s essence.

Dona Maristela parece começar a se convencer de que inovações no marketing parecem ser essenciais, mas enfrenta o desafio de implementá-las sem perder a essência da loja.

## Appendices

### Appendix A. Competition analysis table.

Variables	Competitor A	Competitor B	Competitor C	Competitor D
<b>Who are our main competitors?</b>	Pharmacy Chain (SJ)	Clothing Store (R)	Clothing Store (D)	Clothing Store (C)
<b>What are their differentiators? (Strengths)</b>	National pharmacy chain; possible membership club	More time in the market and loyalty card	Store with high-end brands; specific niche	Defined brand, high prices, and various niche options
<b>What are their weaknesses?</b>	Lack of quality brands in non-core products	High prices and few options for non-core products	High prices and few options for non-core products	High prices, few product options in the niche
<b>Location?</b>	Shopping center	Shopping center	Shopping center	Shopping center
<b>Products and markets they serve?</b>	Pharmacy, beauty and food products. General public	Clothing (including intimate wear). General public	Clothing, jewelry, and accessories. Female audience	Swimwear and bikinis. General public
<b>Market perception compared to competitors?</b>	It's cheap, a spot for quick shopping	Good quality product, high prices	Exclusive products	High-quality product, but expensive
<b>Do they sell exclusive brands?</b>	No	Yes, All Star, but outside the main assortment	No	Yes, clothing and bikinis, like DC
<b>Intermediary relationships?</b>	No intermediaries	Uses micro-influencers as brand ambassadors	No intermediaries	No intermediaries
<b>Prices and payment terms?</b>	Low/medium prices, cash only	High prices, installment plans available through promissory notes	High prices, installment plans available only with a card	High prices, installment plans only with a card
<b>Distribution systems used?</b>	Only physical store, no deliveries	Physical store, website, social media, but no deliveries	Physical store, website, social media, no deliveries	Physical store, website, social media, no deliveries
<b>Marketing and communication strategies?</b>	Investment in TV and radio communication, taking part in city events but little impact	Communication via social media. WhatsApp groups, and local event promotions. Social media presence	Communication via social media	Communication via social media, WhatsApp groups, and local newspaper ads
<b>Digital marketing presence?</b>	No digital presence except for the Luiz Alves store	Yes, all major social networks, no exclusive website	Presence on Instagram and Facebook	Present on almost all social networks, including TikTok

## Part 2

# Teaching Notes

The retail sector is complex, full of challenges and opportunities. This case study explores the history of the retail store “Encantu’s”, owned by Maristela, with the participation of her daughter Sara, a Foreign Trade student, and Mateus, a Business graduate and marketing specialist. Encantu’s tries to stand out for its products and differentiated service but faces challenges that cause the business to stagnate. Sara and Mateus embark on a journey in search of a diagnosis for the store, as well as strategies to contribute to its performance, but they face challenges such as the budget and the approval of the owner, who is afraid of the changes. The aim of the case is to guide the reader to analyze the situation and think strategically in the search for solutions that meet the company’s needs, considering the specificities of its market. In this case, students are instructed to use retail marketing tools to support Encantu’s continued success, including decisions based on the 6 P’s model approach, SWOT matrix, competitive advantages, brand positioning, among others.

**Keywords:** Retail. Marketing Mix. Strategy. Planning. Positioning.

## Educational Objectives

The objective of this teaching case is to guide the reader in the strategic analysis of the company’s situation, encouraging the search for solutions that meet its needs, considering the specificities of its market. In this context, the case offers the opportunity to discuss and develop strategies present in marketing planning, with a focus on the challenges faced by retail businesses in small towns.

The specific learning objectives include: the development of analytical skills, allowing students to critically evaluate the company’s situation and identify problems and opportunities through relevant analytical methods; the application of theoretical marketing concepts to practical scenarios, which are fundamental in the formulation of strategies within the context of Retail Marketing; and strategic decision-making, where students will be challenged to consider different options and their implications, promoting the ability to make informed decisions that impact business success, aligned with the present organizational culture.



The main topics covered include the analysis of internal and external environments, market segmentation, marketing mix strategies, and brand positioning, all considered within the context of Retail Marketing. This teaching case was designed to be used both in undergraduate courses in Business Administration and related fields, as well as in lato sensu postgraduate programs. It contributes to the development of professionals seeking to enhance their skills, as in MBA programs in Marketing, Retail Marketing, and Commercial Management, providing a detailed analysis of a unique retail scenario.

## Data Sources

For the preparation of this case study, both primary and secondary data sources were employed. Regarding primary data, in-depth interviews with a semi-structured script were conducted with the owner, which, according to Cooper and Schindler (2020), generate a wealth of detail due to their flexible approach. Participant observation was also used to enrich the primary data, collecting information from the store's environment, with photographic records and relevant descriptions. According to the authors, this method allows the researcher to thoroughly detail useful information for the research.

Secondary data were collected from internal company reports, as well as public reports on the business region, which demonstrate macroeconomic data and contextual information. This combination of data allowed for a holistic approach to investigating the proposed topic, enriching the understanding of the obtained results.

## Discussion Questions, Case Analysis, and Connection With Literature

### **Q1 – Answer to Question 1.**

SWOT analysis is a diagnostic tool for the environment that assesses the strengths and weaknesses within the company, and the threats and opportunities, which are

evaluated in the external environment, aiming for profitability by integrating the identification and satisfaction of the market. Its four blocks of analysis come from the English terms: S – STRENGTHS; W – WEAKNESSES; O – OPPORTUNITIES; T – THREATS, proposed by Albert Humphrey of the Stanford Research Institute when he developed the technique in the 1960s as a strategic planning tool (Amirshenava & Osanloo, 2022).

Regarding the external environment, Kotler and Keller (2019) state that a company needs to promote a monitoring system and analyze relevant changes and trends, as it is in this environment that opportunities and threats to an organization are found. Opportunities should be understood and well-exploited, as they are interconnected with the environment in which the company operates or aims to operate. Threats, on the other hand, cannot be controlled or resolved internally, which gives them a high level of impact on the organization, potentially leading to loss of profit and sales without a defensive action (Ferrell & Hartline, 2017).

Considering the internal environment, strengths are the factors that will enhance the organization's results, as they give the company the ability to deal with a competitive environment. Weaknesses are the factors that make the organization more vulnerable, moving it away from a solid base, but if properly mapped, they can serve as the starting point for restructuring, addressing its problems, and turning them into strengths (Ferrell & Hartline, 2017; Kotler & Keller, 2019). However, according to Valentin (2001), the assessment can sometimes produce misleading and superficial results. In this case, more penetrating strategic insights can be obtained by following the resource-based SWOT analysis guidelines, i.e., competitive advantage should be achieved from the company's distinctive resources and competencies.

For Ferrell and Hartline (2017), the identified points can be quantified by comparing the magnitude and importance of each factor to the organization. To do this, there are three levels of magnitude: (1) Low; (2) Medium; and (3) High Magnitude. Opportunities and Strengths receive this evaluation with a positive sign, while Weaknesses and Threats should be considered in the same proportions but using negative coefficients. After that, it is necessary to list the importance of the identified points, also considering three levels: (1) Low; (2) Medium; and (3) High.

Once scored, the factors' Magnitude versus Importance should be multiplied, and based on this result, we have a classification of each point in the SWOT Matrix. With this classification in hand, the highest priority points (positive or negative) should be evaluated first, as they require the most attention. Parente and Barki (2014) report that this type of analysis will help the retailer in management, as well as indicate where investments and resources should be concentrated so that the business can develop sustainably and profitably. Considering these classification criteria, Table 1 presents Encantu's SWOT analysis, with the results of the diagnosis and factor comparison.

The analysis of Encantu's SWOT matrix highlights a solid foundation of strengths that can be maximized to seize promising opportunities. However, it is essential to develop strategies to mitigate the identified weaknesses and threats. In summary, the SWOT analysis emphasizes the need for a strategic plan that is crucial to strengthening the store's competitive position and ensuring its sustainable growth in the dynamic market in which it operates.

**Table 1.** Encantu's Store SWOT Analysis.

INTERNAL FACTORS OF THE COMPANY				EXTERNAL FACTORS OF THE COMPANY			
STRENGTHS (+)				OPPORTUNITIES (+)			
FACTOR	M	I	R	FACTOR	M	I	R
A large part of the current customers are loyal to the brand	3	3	9	Increase in the use of beauty products by the general public	2	3	6
The only store focused on the female audience in the region that covers the entire range of cosmetics, accessories, intimate wear, beachwear, and fitness wear	3	3	9	Search by the public for companies that can meet their needs by offering a complete range of products in a single establishment	2	2	4
Personalized and customized customer service	3	3	9	Increase in the use of remote sales methods	3	3	9
Customized gifts for customers	3	2	6	Store located in a city with one of the highest per capita GDP rates in the region, showing high consumption potential	2	2	4
The product mix offers a wider variety of options compared to competitors	3	3	9	Projected increase in public demand during the summer season, when locals prepare their wardrobe for trips and vacations	2	2	4
Large internal space in the store, facilitating product displays	3	2	6	Expected growth in demand for the fitness sector	2	2	4
Exclusivity in the city for selling the KJ Accessories line	2	2	4	Consumers looking for a more humanized and practical service method	1	2	2
Exclusivity in the city for selling the Tiffany Fitness line	2	2	4	Option for consumers to purchase online and have the product delivered to their home	3	3	9
Good space and easy parking access	3	2	6				
Availability of special product orders for customers	2	3	6				
Availability of delivery service for customers	3	3	9				

WEAKNESSES ( )				THREATS ( )			
FATOR	M	I	R	FATOR	M	I	R
Lack of a dedicated website	-2	2	-4	Seasonality of demand for the swimwear line	-2	3	-6
Owner's reluctance to embrace change	-3	3	-6	Economic dependency of local residents on the banana and cachaça industries	2	2	-4
Store location distant from the shopping center	-2	2	-4	Large numbers of residents leaving the city during summer	-1	2	-2
Revenue stagnation	-3	3	-9	New entrant with the arrival of a large pharmacy chain	-1	1	-1
Low financial capacity for investment	-3	3	-6	Competing cities nearby offering more attractive options for swimwear and lingerie	2	3	-6
Low presence on social media	-3	3	-6	Competitors with longer market presence and higher customer trust	-2	3	-6
Lack of deliberate actions for acquiring new customers	-3	3	-6	Cultural habits of older residents, who tend not to seek out new stores/options	-2	2	-4
Storefront with low appeal	-2	1	-2				
Lack of visual identity in the store and brand	-2	2	-4				
Low level of investment in marketing communication	-3	3	-9				
Lack of information control system.	-2	1	-2				

**Source:** Developed by the authors.

**Note:** M – Magnitude / I – Importance / R – Result,

## 2. Analyzing the company's internal resources and capabilities, identify potential distinct competitive advantages the company has over its competitors. How can these advantages be leveraged in the strategic marketing plan?

### R2 – Answer to Question 2.

In the context of strategic marketing planning, identifying competitive advantages is crucial because they are factors that competitors are either unwilling or unable to match, thereby securing an advantageous market position (Kotler & Keller, 2019; Rosenbloom, 2015). Lamb, Hair, and McDaniel (2018) reinforce that competitive advantage consists of characteristics that are perceived by the target audience as important, so that these points make the customer choose a particular company over its competitors.

Kotler and Keller (2019, p. 309) argue that “few competitive advantages are inherently sustainable. At best, they can be leveraged,” as they are used as a stepping stone to achieve new advantages. Thus, a company that intends to remain in the market must continuously develop new strategies.

To identify Encantu's competitive advantages, it is necessary to group them into categories of competitive advantage or cost leadership; product and service

differentiation; and niche strategies. Table 2, based on the authors, presents a summary of these paths to competitive advantage (Lamb, Hair & McDaniel, 2018; Kotler & Keller, 2019).

**Table 2.** Types of Paths to Achieving Competitive Advantage.

Type of Advantage	Description
<b>Cost Competitive Advantage / Cost Leadership</b>	Focuses on lowering raw material costs, achieving efficient labor, producing easily manufacturable products, among other methods, to offer a cheaper final product and gain the consumer market. However, this must be done without sacrificing profit margins. Unfortunately, this advantage is subject to continuous erosion, as competitors will eventually achieve the same cost level, which affects companies that have based their entire strategy solely on cost.
<b>Product/Service Differentiation Competitive Advantage</b>	A company seeking this competitive advantage must demonstrate superior performance compared to its competitors in the same field, exceeding customer expectations. This advantage primarily focuses on highlighting unique aspects to customers who seek quality, special service, exclusivity, among others. Unlike cost-based advantage, product/service differentiation tends to have greater durability, attracting managers to follow this path.
<b>Niche Competitive Advantage / Focus</b>	For a small business, this type of competitive advantage is often the most viable. This strategy involves focusing on a specific market niche and serving it efficiently. Therefore, choosing the right segment, one with good growth potential but not targeted by competitors, becomes essential. To excel in this strategy and stand out ahead of competitors, it is also important to apply either cost or differentiation advantages within your niche/focus.

**Source:** Adapted from Ferrell and Hartline (2017); Lamb, Hair & McDaniel (2018); Kotler & Keller (2019).

Evaluating Encantu's SWOT matrix, it is possible to rule out cost competitive advantage, as the company competes equally with its competitors in this area, meaning "competitive prices" are not identified as one of its strengths.

According to Kotler and Keller (2019), a niche advantage can be enhanced by complementing it with other advantages. Thus, Encantu's can adopt the following format: Niche competitive advantage with differentiation. Ferrell and Hartline (2017, p. 100) refer to this alternative as "customer intimacy," as the business must work to understand and meet customer needs, making it its trademark for consumers. The key points that support this choice can be seen in Table 3.

Parente and Barki (2014) suggest that to maximize the advantages identified from a niche perspective, companies must ensure clarity in all marketing communications, as well as in the products/services offered. Within the chosen niche, the actions taken must be focused on the differentiations, so that the business is remembered and chosen for this characteristic.

**Tabela 3.** Vantagens competitivas da Encantu's Loja.

Competitive Advantage	Identified Point
<b>Specialization</b>	The only store focused on the female audience in the region that covers the entire range of cosmetics, accessories, intimate wear, beachwear, and fitness wear.
<b>Service Differentiation</b>	Specialized customer service. Availability of product deliveries to customers.
<b>Product Differentiation</b>	Unmatched variety of product options compared to competitors in the product categories it operates in. Availability of custom-made and unique pieces. Exclusivity in certain product lines such as accessories and fitness wear.

**Source:** Developed by the authors.

For the effectiveness of each action, it is necessary to measure returns, and reevaluation must be done constantly so that the strategies do not deviate from the

desired goal. Kotler and Keller (2019, p. 58) emphasize that “the key to organizational health is the willingness to examine the changing environment and adopt new goals and behaviors.”

**3. Even though a deliberate target market marketing strategy has not been proposed, how do you evaluate the current alignment of the target market with the established product and price decisions? What target market profiles and personas can be proposed to guide the company's marketing mix strategies?**

***R3 – Answer to Question 3.***

Not everyone likes the same things; that is, there will always be different preferences. According to Kotler and Keller (2019), this is where marketers come in, identifying these different segments and defining how to approach them for the benefit of their business. Parente and Barki (2014) further assert that target market decisions define the company's other retail strategies.

The target market refers to a group of people/organizations that share common characteristics, and as a result, their needs will also be similar. Companies can use this to strategically tailor their product mix to the target market they want to reach, improving their performance in terms of consumer perception in that niche (Lamb, Hair & McDaniel, 2018; Kotler & Keller, 2019).

A company aiming to serve the entire market must meet the basic needs of all segments, which makes it more difficult to excel, as efforts become less effective (Thao & Duong, 2019). For this reason, companies are increasingly focusing on super-fragmented segments, becoming so specific that they are unique to the target consumer. Parente and Barki (2014) argue that the hardest part is saying no, but a good strategy starts with a clear definition of the target market.

It can be deduced that Encantu's does not currently have a clearly defined target market, but it is noticeable that over the years, the owner has sought to better satisfy the female audience. Even though more attention has been paid to this segment, the business has also sought to offer options for other audiences. However, this is a pivotal moment for the company, and it is necessary to more precisely define its target market(s). To do so, it is important to understand three paths for selecting target markets, as outlined by Lamb, Hair, and McDaniel (2018), which are presented in Table 4.

**Table 4.** Target Market Selection Strategies.

Selection Strategy	Advantages	Disadvantages
<p><b>Undifferentiated Targeting:</b> Essentially a mass-market philosophy, generally used when there is no competition or when products meet the target market's needs with a common marketing mix.</p>	<p>The main advantage of this model is the savings in production and marketing since only one product is promoted.</p>	<p>The company becomes highly vulnerable in the competitive market, as any competitor can replicate or even surpass it by focusing on differentiation.</p>
<p><b>Concentrated Targeting:</b> In this case, the strategy focuses on a single market segment, specializing the marketing mix to serve the chosen target market.</p>	<p>Focusing resources on a single segment is more effective than trying to serve the entire market. Small businesses often adopt this strategy to compete with large market players.</p>	<p>The chosen segment may be affected by environmental changes in demand. Companies must always be very attentive to the external environment.</p>
<p><b>Multisegment Targeting:</b> Occurs when a company decides to serve more than one market segment and develops a distinct mix for each.</p>	<p>Companies that adopt this strategy benefit from increased sales volume, profitability, and a broader variety of product offerings.</p>	<p>This model can lead to cannibalization (when the sales of one product decrease due to another product offered).</p>

**Source:** Lamb, Hair & McDaniel (2018).

Based on the outlined selection strategies and valuing the audience historically engaged with the brand, the strategic suggestion is to follow the Concentrated Targeting option. Therefore, the target market is the female audience. However, the female market is still broad, and some key points for segmenting the target market are necessary. Campos (2021) highlights the need to classify consumers, and there are some techniques to achieve this. Following the models by authors Kotler and Keller (2019) and Ferrell and Hartline (2017), we have two main groups and subgroups to refine the segmentation. The first group includes geographic, demographic, psychographic segmentation, among others, while some researchers define the second group as behavioral variables, separated from the others because they are present within each segment of the previous group. Examples include people with common purchasing needs but who make decisions based on



different factors, such as quality or price. Following these guidelines, we suggest the target market that should be adopted by Encantu's to help with the brand's new direction (Table 5).

**Table 5.** Encantu's Store Target Market Segmentation.

Determining Variables	Segments
Geographic (countries, regions, neighborhoods, etc.)	Residents of Luiz Alves – SC and surrounding regions
Demographic (gender, age, income, education, etc.)	Women, belonging to the middle class (B and C), with purchasing power for self-fulfillment
Psychographic (lifestyle, attitudes, etc.)	Customers whose motivation is self-fulfillment, and whose personality traits include: desire for novelty, innovation, and social ambition
Behavioral (purchase occasions, consumption habits, benefits sought, etc.)	<ol style="list-style-type: none"><li>1. Loyal customers who regularly seek out new products and already have a routine of purchasing cyclical products such as cosmetics. They enjoy being notified when new arrivals come in and follow the store's social media.</li><li>2. Customers who focus on the product mix, making seasonal purchases depending on the time of year. They seek specific new items and good value for money. They often come to the store through friend recommendations.</li></ol>

**Source:** Developed by the authors.

From this table, the target market description for Encantu's can be synthesized as the following profile: **“Female audience, from adolescence onwards, from classes B and C, who seek personal self-fulfillment, social status, and aim to stay updated on the latest trends.”**

In addition to defining the target market, with the rise of digital channels, it is ideal for the marketing department to define the **persona**. The founder and CEO of the Buyer Persona Institute, Revella (2015), defines a persona as an archetype of

the real buyer in the digital world, which allows marketers to create a better strategy for promoting their product/service. Following this view, we have also developed a persona proposal for Encantu's store, focused on the digital audience it should target (Figure 7).

**Figura 7.** Encantu's Store Persona.



**Source:** Developed by the authors.

In conclusion, the persona is about “who” and “for whom” you are speaking, so that in today’s (digital) world, this definition becomes extremely important for the success of a brand today.

**4. Based on the identified competitive advantages and the proposed target market, what brand positioning could be established for Encantu's?**  
**R4 – Answer to Question 4.**

Companies worldwide are fiercely battling for space in the consumer's mind. This coveted space is obtained through a clear and concise brand positioning, which guides companies in the mission of the message they want to convey, where their differentiation and stance determine their value to the customer (Kotler, Kartajaya & Setiawan, 2017). Monte and Dantas (2017) suggest that brand positioning may be directly linked to its survival. Parente and Barki (2014) emphasize that, in the case of retailers, the effort is even greater to remain well-positioned with a good level of differentiation, as one must always be attentive to market changes (especially local competition) and be proactive in taking immediate actions.

For Kotler and Keller (2019, p. 302), a “well-positioned brand must be unmistakable in its meaning and execution,” such that if the brand is replaced by a competitor, the positioning will no longer make sense. For this to happen, a few steps are needed, the main ones being: (1) Identify the target market and relevant competition; (2) Identify the brand's differentiating points and the associations they should carry; (3) Create a mantra that sticks in the consumer's mind, summarizing its positioning and the essence of the business (Ferrell & Hartline, 2017; Kotler & Keller, 2019).

Step 1 was completed when we identified Encantu's local competition (Appendix A), noting that the store is unique in the city with its product mix and proposed differentiation. In Question 3, the store's target market profile was established, considering a concentrated approach. For Step 2, which involves identifying the brand's differentiating points and the associations they should carry, the differentiators identified in Questions 1 and 2 relate to the strengths and competitive advantages. Relating these points to the message the company wants to convey to the customer, this association is presented in Table 6.

**Table 6.** Message and Positioning Association.

Competitive Advantage	Message Association
Variety of product options compared to the local competition in the product categories it operates	A store where I can find everything I need for well-being and self-care.
Specialized customer service	A place where I can feel special.

The only store with delivery available to customers

A place where I have the convenience of receiving what I need, where and when I want.

Availability of custom-made and unique pieces

Something special just for me.

Exclusivity in some brands in the accessories and fitness lines

Exclusivity for self-fulfillment and social ambition.

**Source:** Developed by the authors.

Thus, Encantu's positioning based on a value proposition for the brand is represented by the following mantra: **"To be a reference in stimulating female empowerment, offering unique products and an exceptional shopping experience, inspiring women in their achievements."**

Kotler and Keller (2019) state that the mantra acts as a "hook," leading the target market to understand the brand, while also instructing everyone working with it. Following this, for the completion of positioning related to Step 3, it is proposed to create a slogan "that should stand the test of time and be thought out and written in a way that connects deeply with the brand" (Reino, 2019, p. 14). With these considerations, we propose a slogan defined as: **"Celebrate You!"** This phrase should accompany the brand name **Encantu's**.

Regarding the brand's visual identity, we also propose a new graphic identity that can support and align with the positioning. The concept of the new identity reveals subtlety, inspiration, and achievement, which, combined with the color orange, conveys joy and desire, as well as calls for action and movement, sparking communication. The typography used, from the Seans Serif group, highlights information and ensures good readability, quickly connecting with the reader due to its fluidity (Singla & Sharma, 2022). In Figure 8 (in mockup), the proposed new identity is presented, along with the application of the slogan.

In conclusion, Monte and Dantas (2017) state that positioning is a continuous process. For it to work, daily communication maintenance is necessary. Your business needs to be distinct enough from the competition so that the customer perceives its value.

**Figura 8.** Identidade gráfica de marca e slogan para a Encantu's.



**Source:** Developed by the authors.

**5. Considering the current situation of Encantu's marketing mix, suggest possible innovations or modifications that could add value for the newly defined target market profile, still aligned with the established brand positioning proposal.**

**R5 – Answer to Question 5.**

The marketing mix has significant influence over acquisition and consumption, as it is through this mix that the customer experiences the purchase (Oliveira & Toaldo, 2015). According to Shakouhi et al. (2023), companies that make correct use of their marketing mix are more likely to reach the final consumer and convert sales, especially, as Jindal et al. (2020) indicate, when they make the right choices according to the retail format. For retail businesses, Parente and Barki (2014) mention that the retail mix consists of six variables, defined as the 6 P's, which are: (1) Product; (2) Price; (3) Promotion; (4) Place; (5) Presentation; and (6) People.

Currently, Encantu's marketing mix aims to cater (even if minimally) to male and children's audiences, in addition to the female audience, making the product/service offering fall short of an ideal level. Therefore, this is not aligned with the proposed target market nor with the positioning. Given this situation, new strategic directions for Encantu's are suggested.

Following these guidelines, we propose some directions that consider maintaining strategies as well as modifications and propositions for the marketing mix variables (Table 7), seeking better market performance for Encantu's.

**Table 7.** Proposals for maintenance, modification, and innovation in the marketing mix.

Variables	Strategic Tactical Directions	Actions
	<p>Enhance the product mix and its scope for the target audience</p>	<p>Discontinue sales of male and children's product lines</p>
Product	<p>Include new lines to reduce the impact of revenue seasonality</p> <p>The fitness line could benefit from introducing cold-weather pieces (jackets/plush leggings) and comfy wear</p>	<p>Identify and offer items for unmet female needs that could fit into Encantu's marketing mix. Proposals include themed looks such as pieces for June festivals and/or Oktoberfest attire</p> <p>The fitness line can have a good entry by betting on cold-weather garments (fur coats/sleeves) and the comfy line.</p> <p>Offer product combos to encourage customers to try items they haven't experienced before, in exchange for a discount or bonus</p>
	<p>Create Encantu's e-commerce platform</p> <p>Improve product delivery service</p>	<p>Low-cost investments in a proprietary website, with real-time stock updates and home delivery options for customers</p> <p>Enable delivery for purchases made through digital channels, providing a more convenient and comfortable experience for customers</p> <p>Partner with gyms to display fitness line pieces, offering them a differentiator (a rewards plan would be needed for this)</p>
Place	<p>Create an "outside showcase" concept to take the store to other locations</p>	<p>The same proposal could be applied to the accessory line, in partnership with fashion retailers offering a different mix from Encantu's</p> <p>Partner with beauty salons to showcase/use/promote our cosmetic products to their clients</p>

People	Emphasize training	Customer service training and product mix knowledge training: know what to offer, how to combine products, and which sales strategies to use Train employees to correctly meet customer demands, providing a good experience. Prepare a code of conduct manual so the team knows how to behave in different customer situations
	Post-sales loyalty	Implement humanized post-sales, such as feedback surveys about service and products, encouraging customers to reflect on the store Implement a customer management system to improve personalization and post-sales
	Improve price communication	Communicate prices via social media, for example: posting products with their prices / interactive videos like "What can I buy for Father's Day with 150 reais at Encantu's"
	Establish profit policy compared to sales volume	Develop a pricing policy based on the ABC sales curve, where top-selling products have higher mark-ups. The higher the sales volume, the greater the profit percentage, aiming to offset slower-moving products and establish financial stability during seasonal periods
Price	Progressive discount policy aligned with cashback and referral actions	Implement progressive discount policies, offering customers advantages when buying more items from the product mix. Example: 3% discount for every 4 units of the same product. This encourages customers to opt for a wider mix in their purchase, gaining extra discounts. Analyze the effect of combining this with other promotions
	Promote aesthetic changes to the storefront and internal layout	Redesign the store's display window according to events and holidays throughout the year, focusing on current market trends Align the storefront with the new visual identity of the brand, showcasing the new image and personality of Encantu's to the public
Presentation (Atmosphere)		Display best-selling products near the store entrance, attracting customers with well-accepted products
	Sensory marketing	Adjust the physical space, marking sections with details in the store's color palette, reinforcing this color association in the customer's mind. Example: a stronger orange in the swimwear section, and a lighter orange in the intimate wear section Choose one of the fragrances already sold in the store to become the "official scent," prompting customers to always associate this smell with Encantu's

<p>After the store's new brand and concept are introduced, hold a grand reopening to showcase it to customers</p>	<p>Organize raffles for gifts and services for customers who make purchases during the reopening</p> <p>Redesign current gifts/introduce new ones with the new visual identity, highlighting this change to customers (e.g., bags, candies, personalized mirrors, among others)</p>
<p>Promotion</p>	<p>Allocate a percentage of revenue to continuously support marketing communication</p>
<p>Develop a loyalty program focused on cashback/points per purchase, helping customers understand the advantages of shopping at Encantu's</p>	<p>Example: 2% of the value of each purchase is accumulated, and once the amount reaches R\$80.00, the customer can use the cashback. The percentage can increase during special promotions throughout the year, reaching up to 6% cashback in special actions</p>
<p>Customers who refer a new client will earn a bonus. Example: Double the current cashback points</p>	<p>Source: Developed by the authors.</p>



According to Shakouhi et al. (2023), changes in the marketing mix can directly influence organizational performance. In other words, they must be well thought out and planned to deliver the best results. We believe that implementing these proposed actions will help shift customers' perception of the store and bring it closer to the desired positioning. Finally, well-planned partnerships and strategies would ensure greater visibility for Encantu's, as Sanematsu, Da Silva, and Vieira (2016) suggest that marketing efforts would perform better, helping attract new customers.

## Notes

1. A United States-based organization dedicated to helping companies research and better understand their customers.
2. A full-scale model of a design or device, used for teaching, demonstration, design evaluation, promotion, and other purposes.

## Application

Based on a previous application of this case, we propose some suggestions for its use. We hope these will serve as a useful guide for other educators who wish to implement this case in their classes, promoting a structured and interactive teaching experience. The case can be applied in five phases:

- Case preparation: The teacher should encourage reading the case in advance and provide students with supporting materials, such as: Kotler, P., & Keller, K. L. (2019). *Marketing Management* (15th ed.). Pearson Education, chapter 18; and Parente, J., & Barki, E. (2014). *Retail in Brazil: Management and Strategy* (2nd ed.). Atlas Publishing. This prior reading is essential for students to familiarize themselves with the content covered in the case, allowing for a stronger connection between theory and practice.
- Group formation: Depending on the class size, the teacher should organize groups of 4 to 6 members. The minimum number should be respec-

ted so that each member can assume the roles of the case characters and narrator.

- **Case reading:** Before starting the case reading, the teacher should invite students to watch a presentation video available at <https://youtu.be/wMY-4CdRGFOY>. This will allow for greater engagement of the class with the real situation they are about to experience. In addition to making the case available in advance, the teacher should allocate an additional 20 to 30 minutes during class for reading. During this reading, each student should take on the role of one of the three characters, as well as the narrator. This dramatization aims to involve the students and bring them closer to the reality described.
- **Case analysis:** The teacher should begin this phase by reflecting on the central dilemma of the case. Then, between 60 and 120 minutes should be allocated for each group to answer the proposed questions. In addition to submitting their written responses, the groups should select a representative to present their proposals. During this phase, the teacher should move between the groups, always encouraging reflection on the central dilemma as a guide for the discussions.
- **Presentation of case resolutions:** This phase can be conducted in a different class or the same one in which the resolutions are discussed. If time allows, it is suggested that it takes place later, giving students time to organize their presentations. To begin the presentation cycle, the teacher should randomly select the first two teams: one presents while the other debates. Then, the debating team presents their recommendations for the next question, and the teacher randomly selects the next team to debate. This process should be adjusted according to the number of groups formed in the class, with the teacher acting as a moderator of the discussions and always reflecting on the central dilemma.

This structure aims not only to deepen the understanding of the case but also to stimulate interaction and student engagement, making the teaching experience more dynamic and engaging.

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Market data, IEMI research:

<https://www.iemi.com.br/mercado-brasileiro-de-moda-praia-em-direcao-a-estabilidade/>

Challenges of Retail - Encantu's Store

## Appendices

Summaries of the main theories studied for the teaching notes.

Book Title	Year	Authors	Main Themes
Administração de Marketing, 15a edição	2019	Kevin L. Keller; Philip Kotler.	Marketing communication strategies
Canais de Marketing: Uma visão gerencial	2015	Bert Rosenbloom.	Distribution channels; Marketing administration
Estratégia de marketing, 6a edição	2017	O. C. Ferrell; Michael D. Hartline.	Marketing strategies; Communication and action
MKTG 11: Principles of marketing	2018	Charles W. Lamb; Carl D. Mcdaniel; Joseph F. Hair.	Consumers; Marketing preferences; Distribution channels
Varejo no Brasil	2014	Juracy Parente.	Retail commerce and marketing; Business planning