

ANÁLISE DO SETOR DE PÓS-VENDA DE UMA CONCESSIONÁRIA: UM ESTUDO DE CASO EM PAU DOS FERROS/RN

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Resumo

O relacionamento com o cliente é fundamental, para o crescimento da empresa, no que se refere à sua credibilidade e rentabilidade. Assim, o pós-venda torna-se uma importante ferramenta que agrega valor junto às empresas e contribui para a preservação dos clientes, uma vez que é uma considerável prática de marketing na retenção de clientes. Sendo assim, o presente trabalho objetivou avaliar o pós-venda de uma concessionária localizada na microrregião de Pau dos Ferros/RN, por meio de uma pesquisa realizada junto aos consumidores da referida empresa. Para isso foi desenvolvido um estudo de caso com caráter qualitativo, em que os resultados foram obtidos a partir de um questionário contemplando quatro variáveis: relacionamento, atendimento, serviço e satisfação. Foram pesquisados trinta clientes, onde em seguida, foram analisados os dados obtidos por meio dos questionários. Através desse estudo foi possível identificar que a variável de relacionamento não está sendo explorada pelo

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departamento de pós-venda da empresa, visto que as respostas foram com tendências negativas. No entanto, a concessionária deveria fazer uso dessa ferramenta, tendo em vista que ela pode ser responsável pelo crescimento e um bom desempenho da empresa, garantindo assim, o seu sucesso.

Palavras-chave: Marketing. Relacionamento. Pós-venda.

ANALYSIS OF THE POST-SALE SECTOR OF A CONCESSIONAIRE: A CASE STUDY IN PAU DOS FERROS / RN

Abstract

The relationship with the customer today is of fundamental importance in the business world, considering that to keep the ones that have already been conquered is cheaper for the company of the wants to conquer new ones. Given this, after-sales becomes an important tool that adds value to the companies and contributes to the preservation of customers, since it is a considerable marketing practice in customer retention. Therefore, the present work aims to evaluate the post-sale of a concessionaire located in the micro-region of Pau dos Ferros / RN, through a survey carried out with the consumers of said company. For this, a qualitative case study was developed, in which the results were obtained from a questionnaire contemplating four variables: relationship, service, service and satisfaction. We emphasize that thirty clients were surveyed for a week and then we analyzed the data obtained through the questionnaires. Through this study it was possible to identify that the relationship variable is not being explored by the company after sales department, since the responses were with negative tendencies. However, the concessionaire should make use of this tool, since it can be responsible for growth and a good performance of the company, thus ensuring its success.

Keywords: Marketing. Relationship. After-sale

Introduction

In today's marketplace dynamics, being competitive makes all the difference for companies looking for opportunities of growth, profitability and expansion into new areas. Therefore, the various organizations need to adopt actions that gain the trust and satisfaction of the customers, enabling a long-lasting buy-and-sell relationship.

The marketing is seen as an important gateway for companies to gain the trust of their customers, and gain credibility from their competitors. Since the marketing influences almost every activity that surprises customer expectations, with a greater flow of information that will be a factor of consolidation between the client-company link.

Based on this, the companies, are becoming conscious that only the act of selling no longer satisfies the customers. To ensure the complete satisfaction of its customers, the company needs to take special care also after the sale by investing in a good relationship with their buyers, not only during the purchase. Thus, according to Demo et al. (2015. p 129) "rather than producing products and services of superior quality, an organization must produce superior satisfactions in all its relationships".

Therefore, the company must also invest in the after-sales service, guaranteeing the consumer assistance during the purchase and especially after the sale, showing the importance that each client has for the establishment as well as assuring their satisfaction and the possibility of a new business.

Thus, this article aims to analyze the post-sale system provided by a car dealership, located in the Pau dos Ferros / RN micro-region, where the effectiveness of the marketing actions developed in the sector will be verified, through a questionnaire contemplating four variables, which are: relationship, service, service and satisfaction. In addition to the main objective, specific objectives such as the study related to marketing and after-sales were discussed, showing the importance of both services for companies to perform satisfactorily in the market.

Theoretical framework

The Importance of Marketing

With the increasing competition and concurrence, the companies are constantly under pressure, resulting in a range of opportunities or threats, whose strategic response is the adequacy and fit between their resources and their capabilities. According to the authors, "the marketing strategies are a useful tool to reduce the uncertainties of innovative

projects that are developed for specific audiences and new markets" (FERNANDES and BRANDÃO, 2016, p.220).

The main tool between the customer and the entrepreneur is marketing. According to Chiavenato (2007, p. 201) "it is through marketing that the customer receives the product / service at the right time, with the right characteristics and price". According to Chiavenato (2007, p.202) "Marketing is also the set of actions aimed at creating products / services and making them available to the market, at the appropriate time and volume".

To better understand relationship marketing that is essentially based on dyads, it is necessary to keep in mind that the focus is placed on the continuous and lasting construction of relationships based on a logic of trust, commitment and cooperation. In short, in relationships of a social nature (PINHO, 2013, p.17).

For Demo and Guanabara (2015, p. 177) "because of the great increase in competition and constant technological improvement, customers have a much wider range of choices than they had previously." In this way, seeking to satisfy, developing a relationship is one of the ways the company has to keep the customer loyal. According to Moreira and Sergio (2005), identifying and analyzing variables in customer satisfaction and loyalty becomes a fundamental practice for success. "The marketing plan is a resource available to companies, which can contribute to the reduction of levels of development of products of uncertainty, if there is an interaction between the areas of innovation and marketing" (FERNANDES and BRANDÃO, 2016, p. 225).

For Zuniga-Collazos and Castillo-Palacio (2016, p.70), "a company that has marketing innovation can understand better both the needs of the customer that must be satisfied and the ability to have a very good image of the products and services offered". In this context, marketing stands out proving to be an important and indispensable tool in achieving good results for organizations. Thus, it is clear that any company has the obligation to have products or services already defined to generate value to its customers by the profitability that will return with the progress of the business.

The marketing capabilities are important sources of strategies to maintain advantage over the company's competitors, consequently providing an increased financial performance of the business. According to Fernandes and Brandão (2016, p. 228), "the marketing helps companies to increase the options flexibility, particularly in the work of the Brazilian companies, while reducing uncertainty about the sale."

The adoption of marketing actions becomes vital for any organization and to apply it, the managers need to know well the

organization in which they work, as well as their competitors and their target audience. The actions that derive from the strategies to approach and retain the clients (LEMOS and JUNIOR, 2014, p. 124).

Marketing is made up of four main areas: price, product, promotion and plaza, also known as the 4P's. According to Fernandes and Brandão (2016, p. 224), "the marketing mix formed by the 4Ps (Product, Price, Plaza and Promotion) is the best known strategic tool for companies not to lose competitiveness." According to Oliveira and Toaldo (2015), the marketing mix can be seen as a plan of action that will act in a way that the company will achieve its business objectives.

With all this competitiveness in the market, the dispute between the companies that provide services is increasingly intense and the marketing under these conditions becomes indispensable, since each one seeks the best way to ensure the needs of its consumers. According to Zuniga-Collazos and Castillo-Palacio (2016, p.70) "the market motivation focuses on the development of new market needs; In order to achieve high satisfaction, customers have to be persuaded about new types of products and services".

In general, the various components of product and service marketing enable organizations to achieve a wide variety of changes, but it is critical that such changes be consistent with changes in the company's production and management processes.

After-sales service: General aspects

Nowadays customers are increasingly rigorous, seeking not only the company that performs the best job, but also the one that offers customer satisfaction together with the requested service. As a result, it is common noticing drops in product sales results encouraging entrepreneurs to review strategies directed at the after-sales service as a business alternative. After-sales activities are being valued and incorporated into the business, since they are a marketing practice focused on customer retention, in which the great challenge is giving credit to them, showing them how much the company esteems them for having Preference. (MILAN and RIBEIRO, 2003, p. 198)

Accordingly, the after-sales sector has become directly linked to the value chain, since its good execution allows a greater margin of profit, besides the great collection of information about its clients. According to Kotler and Armstrong (2007), it is clear that this is one of the main ways a company can differentiate itself in the market.

According to Pimentel (2008), it is not always possible to achieve customer satisfaction. Thus, the company must retain its customers, through actions that earn their trust, respect and guarantee of a good service. The companies also must maintain contact with their customers even after the sale closes, because this will create a bond, encouraging the customer to buy again. If the company is not careful with this after-sales service, it will give the impression to the customers that they no longer need them.

According to Kotler (2005), 70% of the customers making a claim will do business again if the problem get resolved, and 95% will buy back at the company if the problem get solved briefly. Therefore, the company receiving complaints will be able to reverse the situation into their own favor, turning a negative situation into a positive one, with agility, empathy and determination in solving problems.

Under this circumstances, the companies need to be aware of the benefits they will have when investing in after-sales solutions, as it will be well regarded for offering a qualified and effective work in this sector, becoming a reference in commitment, respect and professionalism, and earning even more space in the market and standing out in relation to its competition.

Stages Of After Sales Services

Most companies focus their attention on attracting new customers, only worrying about the sale, thus they end up not building a relationship with the existing customers, consequently losing the opportunity to keep the company trustworthy. According to Milan and Ribeiro (2003, p. 198), "programs aimed at creating value for customer retention, such as after-sales activities, must respond to the specific needs of each client, logically observing their economic-financial viability".

The post-sale is a step that begins as soon as the sale ends, whether it is a product or service, because it is an opportunity that the company has to win the customer. This stage consists of the follow-up of the client, the knowledge of his satisfaction. According to Comiotto et al. (2014, p. 81), "the aftermarket is contextualized on two pillars, which aim at consumer satisfaction". One of the pillars is the product that is added to the services provided, guarantees and assists, the other is the consumer who has an emphasis on consumer experiences.

The after-sales department is where all the information about the results of the services elaborated within the company is, it is from this that the customer can decide whether or not to buy again in the company, and can become faithful to the brand or product marketed. After-sales can

guarantee the success of the company, as long as the customer is satisfied with the service and service even after the purchase.

The construction of after sales focused on meeting the emotional necessities of customers depends on maintaining customer satisfaction after purchase. Such as satisfaction stems from constructive interaction with buyers, observing their complaints and future needs. (COMIOTTO et al., 2014, p. 82)

According to Comiotto et al. (2014, p. 83), "The construction of after-sales actions should be based on consumer experiences. This experience must be practiced in every department of the company". The motivation, trust and respect bonds created by the company with the client motivate future transactions in the current scenario, is a differential that makes the company competitive in the market.

After Sales Department

The after-sales sector is separated between sales of accessories, tolls and services. It consists of three mechanics, a master technician, who is also a workshop foreman, a technical consultant, a tolls and accessories salesperson, who adds the job of a stockist, a washer and a post-sales supervisor.

The company offers assistance to all vehicles in the range by performing the operations of: technical assistance, warranty services, insurance services and customer service. It is not offered by the concessionaire the services of funneling, when necessary the company forwards the vehicles to the headquarters in Cajazeiras / PB or branch in Sousa / PB.

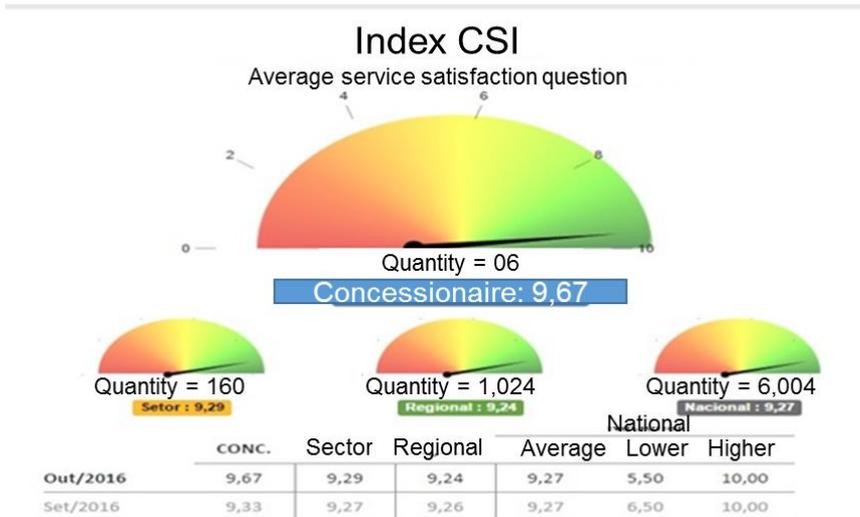
The concessionaire has an average of ten daily passes of vehicles through the workshop. Most of the services are scheduled in advance. The average number of passengers, that is, of unplanned customers served per day is around three to four vehicles concentrated in the morning.

The satisfaction of customers assisted in the concessionaire's after-sales is measured daily through satisfaction survey, after 24 hours of the service performed, by the dealership's CRM department, which is centralized in the matrix. This department contacts the customer to verify the quality of the service provided and the service received, when any complaint occurs is treated immediately requesting the customer's return so that the defect can be remedied.

According to Figure 1, the concessionaire has a satisfaction index of 9.67, with an average above the regional level in which it is inserted, it is worth mentioning that each regional is composed of a group of

cessionaires that compose its average, sector in which the Regional and National level that measures the satisfaction of all the country's concessionaires.

Figure 1: Customer Satisfaction Index -CSI



Source: Research data (2016)

Methodology

For the accomplishment of the present work, the methodology of a case study with qualitative character was used, in order to evaluate the after-sales department of the concessionaire, in which questionnaires were applied to the customers. According to Gil (2002), the case study aims to provide an overview of the problem or identify possible factors that influence or are influenced.

It was emphasized that a questionnaire composed of forty multiple choice questions was applied that approached the areas of relationship, assistance, service and satisfaction. The survey was conducted in November, between 11/07/2016 and 11/19/2016 with thirty clients who attended the company to do services on their vehicles.

In addition, a bibliographical study and inquiries were based on the reading of articles and scientific papers on the subject. According to Gil (2002, p. 45) "bibliographic research resides in allowing the researcher to cover a much broader range of phenomena than he could directly research".

The bibliographical research theoretically bases the study of the topic discussed with information that helps the analysis of the data.

Characterization of the company

The company is a dealer in the segment of sales of new and used vehicles, parts, accessories and services and has been in the market since 1999. Its headquarters is located at the city of Cajazeiras, Paraíba, with branches in the states of Ceará-CE, Paraíba-PB and Rio Grande do Norte-RN.

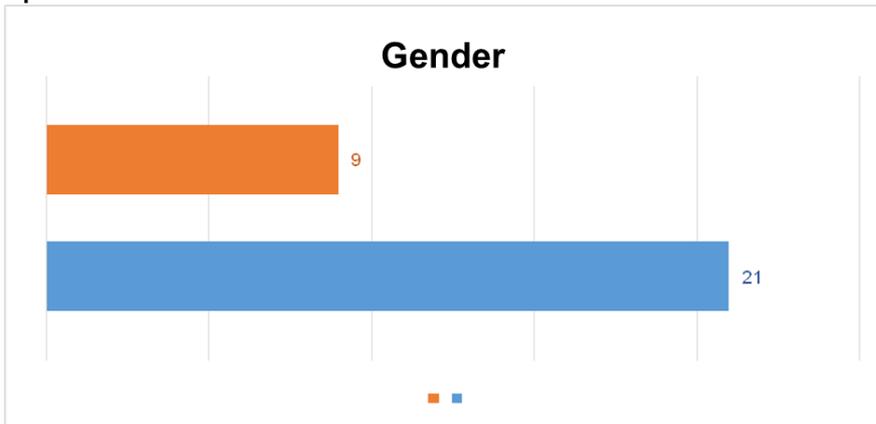
The research was carried out with clients of the RN branch, which is located in the city of Pau dos Ferros, it is located about 100 km from its headquarters in Cajazeiras. The company was inaugurated on September 1, 2009 and began its activities with a staff composed of fifteen employees including the manager.

The company is divided in three departments: administrative, sales and after sales. It is composed of a team of seventeen collaborators, five of them from the administrative department, four from sales and the other from after sales. The management of the concessionaire is made by two supervisors, one in the sales area and the other in the post-sales area.

Results e discussions

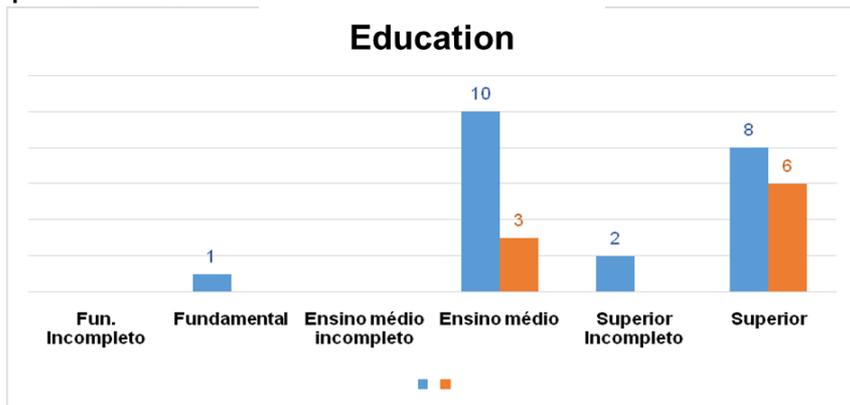
The first part of the questionnaire is composed of questions about the client profile, in which were used variables related to gender, age group, education level and the vehicle value (when it was acquired).

As can be observed in Graph 1, the predominant profile of the concessionaire's clients are male (70%).

Graph 1: Gender

Source: Research data (2016)

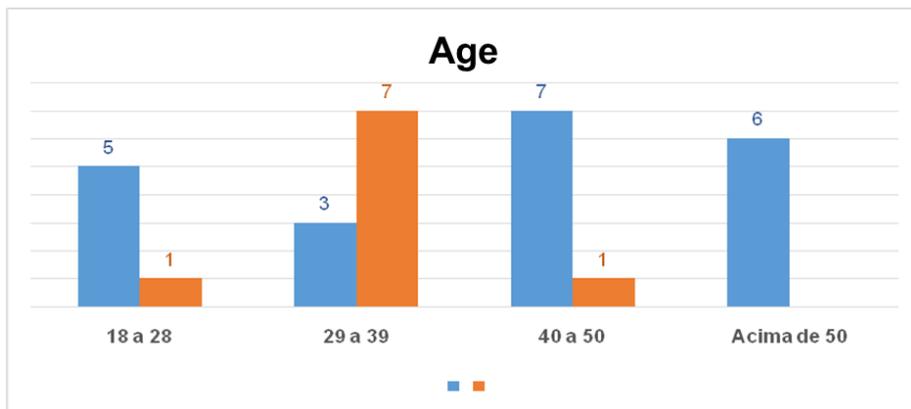
As far as education is concerned, 46.6% of clients have completed higher education and 43.3% of high school, which the majority are male, only 3% corresponding to a person with only elementary school. It can be observed in Graph 2.

Graph 2: Education

Source: Research data (2016)

Regarding the age group, it can be observed that the majority of interviewed are between 29 and 39 years old (33.3%), the predominance in this range is female, (26.6%) between 40 and 50, (20%) among 18 to 28 and older than 50 years, respectively, as shown in Graph 3.

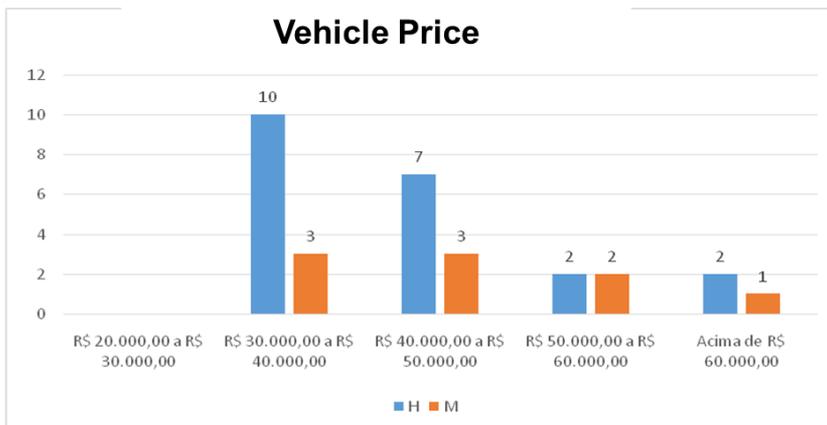
Graph 3: Age



Source: Research data (2016)

Regarding the value of the vehicle in its period of acquisition, it can be seen in Graph 4 that 43.3% of the interviewees paid for their vehicles between R \$ 30,000.00 and R \$ 40,000.00, in the range of R \$ 40,000.00 to R \$ 50,000.00 were 33.3% of those questioned, while those with values ranging from R \$ 50,000.00 to R \$ 60,000.00 and above R \$ 60,000.00 were 13.3% and 10% , Respectively.

Graph 4: Vehicle price



Source: Research data (2016)

Graph 5 highlights the relationship of the concessionaire with its clients, through which it is possible to verify that there is not a satisfactory interaction between them, considering that 50% of the answers were with

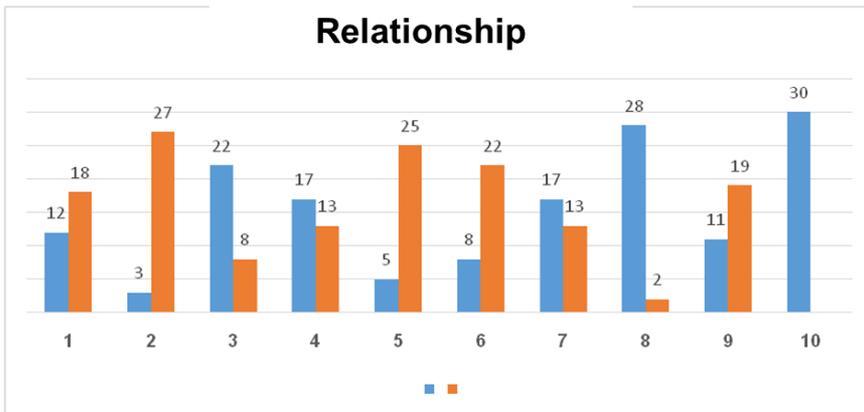
negative tendencies. Then, some of the questions asked are highlighted, which were considered the most relevant for understanding.

The question number two that questioned if the company makes some kind of contact to publicize campaigns or services, however, 90% of the interviewees answered “No”. In the same line of understanding, the question five that asked if the concessionaire made some contact for scheduling maintenance or inspection of the vehicle, informing in advance about the date and time of the service performed, 83.3% of the respondents said “No”.

The question of number six investigated whether the company usually develops actions (promotions, discounts on commemorative dates, loyalty card) motivating the customer to consume, 73% of the customers said “No”. However, when asked if the concessionaire sought to contact to verify the clients satisfaction after the service in the vehicle, 73.3% of the respondents answered “Yes”. However, in question number 10 was asked if the company conveys confidence, 100% of the respondents answered “Yes”.

In the current market dynamics, the relationship is the main source of retention of customers that the company has. It is a strategy that, when properly exploited, results in the growth and loyalty of customers, a development of the company and a valuation for the products or services provided, As can be observed in recent studies (DOMBROWSKI and MALORNY, 2016; SAGARNA, URIBETXEBERRIA and CASTELLANO, 2016; PODOLYAKINA, 2017).

According to the clients surveyed, the company conveys confidence, but does not develop relationship strategies in order to create loyalty. It is important that strategies are developed for relationship marketing, in a way that will increase the number of customer passes and, consequently, their loyalty.

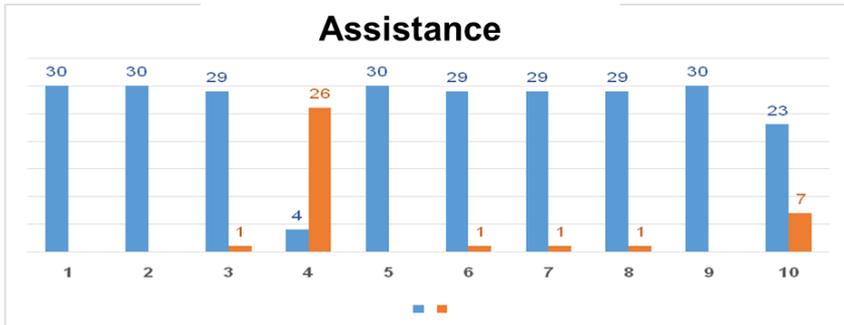
Graph 5: Relationship

Source: Research data (2016)

In the Graph 6 it is possible to verify the evaluation of the client regarding the service received at the moment in which he sought the company to perform services. The question number 4 that purposes to evaluate the company in a negative way, since it was questioned to the client if there was delay in the service, which contributed to reflect positively, since 86.7% of the clients answered that it did not occur with them. The question number 10 asked whether the service performed, after the purchase of the vehicle was equal to the moment of purchase, 23% said “No”. The other questions have a positive trend.

The service is one of the fundamental tools of relationship that the company has, when carried out in the appropriate way it attracts and loyalty clients. It must be developed dynamically, since each customer has different needs, it requires a different treatment. Sabbagha et al. (2016, p. 71) says, “customer satisfaction is usually determined through surveys conducted by automotive firms”. Thus, the relationship between consumer and company must be based on the reliability process of the products or services provided.

Graph 6: Assistance



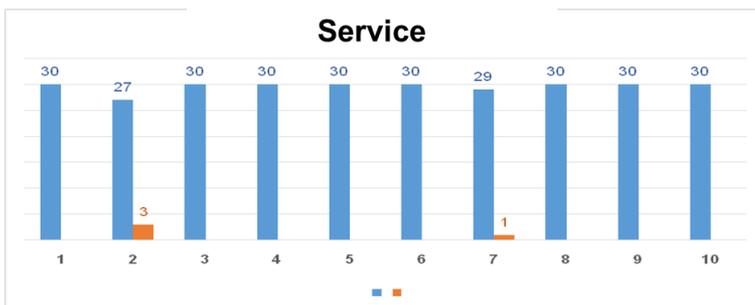
Source: Research data (2016)

Graph 7 talk about services, it is observed that customers evaluate the company positively at that point, only two items received negative responses, however the reflection is very small. In addition, the customer was asked if the inconveniences were resolved, 10% said “No”. The other item that had a negative response was the 7 where it was asked if the service performed was satisfactory, however 3% said “No”.

Customer satisfaction is directly linked to the services offered after purchase. Post-sales contributes to the customer’s loyalty to the company that he has acquired a good, as well as the valuation of the company with potential clients.

According to the clients interviewed, the data show a positive assessment for the company. However, there are two negative points in which the company must carry out restraints in order to resolve the dissatisfaction as quickly as possible so that it does not reflect the loss of customers. According to Shaharudin (2009, p. 14) “customers require products to be delivered at the right place time and at the right price”.

Graph 7: Service



Source: Research data (2016)

The last point analyzed in the questionnaire was the one of satisfaction, as shown in Graph 8. In the question number 5 was asked if the company is concerned with determining prices according to how much the client is willing to pay for the service, the respondents 26, 6% answered "No"; 6% answered that no budget was presented before the execution of the service; 10% said that when they made some complaint they were not attended to promptly. The other items all presented positive responses.

Satisfaction is the main tool for customer loyalty, since besides good service it is necessary that the client's requests/complaints are solved. The data show that the company has a positive acceptance, and there are some points to be improved, so that they will ensure full satisfaction. It is necessary that the company develop actions aimed at the indicated dissatisfactions so that it can be corrected in a timely manner without loss of clients, as some studies indicate (SHAHARUDIN, 2009; KUMAR et al., 2012).

Graph 8: Satisfaction



Source: Research data (2016)

Conclusion

The purpose of this research was to evaluate the after-sales of a vehicle dealership, through the opinion of its customers, regarding the relationship, service, and satisfaction criteria. Through the data obtained with the application of questionnaires it was possible to identify that the analyzed variables have an evaluation with a positive trend, it was possible to perceive that the company has a trust relationship with its clients.

However, the relationship variable that refers to the relationship marketing of the concessionaire has a negative trend. It was possible to observe that the company has not been making use of this important

instrument. Therefore, this has a relevant impact on the maintenance of the company's customer portfolio. Thus, a considerable loss of customers could occur, which will eventually lead to loss of business, as it will be much more expensive for the company to recover a customer loss than to attract new customers.

Finally, the company must adopt competitive strategies, explore the relationship tool in view of having a CRM committee, and generate campaigns that will attract customers and maintain existing ones, creating bonds of trust. This process is an important action in order to keep the company at the level of competitiveness in the sector, as well as to promote the reliability and loyalty of customers.

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