

MARKETING MANAGEMENT AND COMMERCIAL PROCESSES <https://doi.org/10.63330/aurumpub.021-002>**Antônia Marciana Santos Ribeiro¹****ABSTRACT**

This paper addresses the topic of Marketing Management and Commercial Processes, emphasizing the importance of marketing, sales management, and technological innovation for strengthening and enhancing the competitiveness of organizations in the current context. The main objective was to analyze how marketing management relates to commercial processes and how the integration of marketing, sales, and technology contributes to business growth. Specifically, the study investigated the concepts and evolution of marketing management, the structure of commercial processes, marketing strategies and competitive positioning, as well as the role of technology and innovation in transforming business practices. The research was developed through a qualitative and descriptive methodology, based on a bibliographic review of classical and contemporary authors in the fields of marketing and management, such as Kotler, Keller, Las Casas, Cobra, and Turban, among others. The theoretical framework enabled an understanding that modern marketing has surpassed the traditional view of promotion and sales, establishing itself as a management philosophy oriented toward value creation and meeting consumer needs. It was found that well-structured and integrated commercial processes allow for greater operational efficiency and closer relationships with customers, fostering loyalty and organizational sustainability. The results also highlighted that technological innovation and the advancement of digital marketing have profoundly transformed consumer behavior and business strategies, promoting new forms of interaction and service personalization. It was concluded that the use of tools such as e-commerce, CRM, and data analysis significantly contributes to more assertive decision-making and strengthens competitiveness in the global market.

Keywords: Marketing management; Commercial processes; Marketing strategies; Technological innovation; Business competitiveness.

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INTRODUCTION

This paper addresses the topic of Marketing Management and Commercial Processes, with the aim of understanding how marketing and commercial management are interconnected in the construction of strategies geared toward organizational success and sustainability. In a globalized, competitive, and constantly evolving economic scenario, companies must quickly adapt to market changes and to the new expectations of consumers, who today are more informed, demanding, and connected. In this context, marketing ceases to be merely a promotional tool and assumes a central role in strategic management, guiding decisions and strengthening the relationship between brands and customers.

Authors such as Kotler and Keller (2012), Las Casas (2019), and Cobra (2020) emphasize that modern marketing has evolved far beyond the mere sale of products, becoming a management philosophy focused on value creation and meeting human needs. This transformation reflects a new way of thinking about marketing management, where the focus is on understanding consumer behavior, segmenting markets, positioning brands, and developing long-term relationships. At the same time, technological innovation and digital transformation, discussed by Kotler, Kartajaya, and Setiawan (2017) and Turban et al. (2021), have profoundly changed the way organizations plan and execute their commercial processes, introducing automation, data analysis, and new platforms for interacting with the public.

The choice of this topic is justified by the need to understand how the integration of marketing, sales, logistics, and technology has become essential for the competitiveness of contemporary companies. In an environment of rapid changes and increasingly digital consumers, understanding commercial processes also means understanding market dynamics and the strategies that ensure organizational survival and growth. Thus, studying marketing management and commercial processes is to reflect on the present and future of business management, in a context where innovation and customer relationships have become strategic differentiators.

The main objective of this study is to analyze the importance of marketing management and commercial processes in modern management, understanding how marketing, technology, and innovation contribute to strengthening companies. More specifically, it seeks to discuss the concepts and historical evolution of marketing management; understand the structure of commercial processes, from planning to sales control; examine marketing strategies and competitive positioning; and finally, analyze the role of technology and innovation in productivity and consumer behavior.

The hypothesis guiding this research is that organizations that integrate marketing strategies with technological innovation and a customer-centric approach achieve better results in terms of efficiency, customer loyalty, and competitive advantage. It is believed that technology, when combined with market knowledge and humanized management, transforms the way companies relate to their audiences



and build value over time.

The methodology used is based on a qualitative bibliographic research, grounded in classical and contemporary authors in the fields of marketing, management, and technology. Reference works by Kotler and Keller (2012), Las Casas (2019), Cobra (2020), Davenport and Harris (2017), and Turban et al. (2021), among others, were consulted, allowing for a broad and updated analysis of the transformations in commercial processes and marketing practices.

This study was developed in a structured manner to provide a comprehensive and integrated view of the topic. Following this introduction, the development is divided into four main parts: the first addresses the concepts of marketing management, highlighting its definition, evolution, and role in organizational management; the second discusses commercial processes and market dynamics, emphasizing the importance of integrating marketing, sales, and logistics; the third analyzes marketing strategies and competitive positioning, exploring tools such as market segmentation, the 4 Ps, and CRM; and the fourth part deals with the role of technology and innovation in commercial processes, emphasizing automation, e-commerce, and the impacts of digital transformation on consumer behavior.

METHODOLOGY

This study was developed through qualitative and descriptive research, based on a bibliographic review of works and studies related to marketing management, commercial processes, and the influence of technology and innovation on business management. The adopted methodology aimed to understand established concepts and practices, as well as to identify their applications in the current organizational context.

Reference authors such as Kotler and Keller (2012), Las Casas (2019), Cobra (2020), Kotler, Kartajaya, and Setiawan (2017), Davenport and Harris (2017), and Turban et al. (2021), among others, were consulted with the objective of providing theoretical support for the analysis. The study was developed in stages that addressed: the concepts of marketing management; the structure and integration of commercial processes; marketing strategies and competitive positioning; and the role of technology and innovation in consumer behavior.

The analysis was conducted in an interpretative manner, seeking to relate the authors' ideas to contemporary organizational practices. Thus, the adopted methodology enabled the construction of an integrated and reflective view of how marketing, combined with innovation and efficient management, contributes to the growth and competitiveness of companies.



DEVELOPMENT

CONCEPTS OF MARKETING MANAGEMENT

Marketing management, also known as marketing administration, is one of the fundamental pillars of modern management, as it seeks to understand and meet consumer needs and desires in a strategic and sustainable manner. Its concept goes far beyond simple sales actions: it involves planning, execution, and control of activities aimed at creating value for the customer and maintaining long-term relationships.

According to Kotler and Keller (2012), marketing can be defined as a social and managerial process through which individuals and groups obtain what they need and want by creating, offering, and exchanging products and services of value with others. This definition broadens the understanding of marketing, positioning it as a management tool that connects the market to organizations, guiding business decisions based on consumer demands and competitive environmental conditions.

Historically, marketing management has undergone significant evolution. In the early 20th century, companies focused on production and sales—periods known respectively as the production era and the sales era. At that time, it was believed that simply manufacturing products on a large scale would ensure consumption, and later, that aggressive sales techniques were sufficient to conquer the market (LAS CASAS, 2019). However, from the second half of the 20th century onward, with increased competition and more demanding consumers, the marketing era emerged, marked by customer centrality and the appreciation of strategies aimed at understanding expectations and behaviors.

Las Casas (2019) reinforces that modern marketing should not be understood merely as a set of techniques, but as a market-oriented management philosophy. This philosophy proposes that the entire company be focused on satisfying the consumer, recognizing that organizational success depends directly on that satisfaction. This perspective is also shared by Cobra (2020), who highlights marketing as a dynamic process of adaptation and innovation, in which the manager must constantly analyze the environment, segment the market, position the product, and develop sustainable relationships with the organization's various audiences.

The role of marketing in organizational management is, therefore, strategic and integrative. According to Kotler and Keller (2012), it connects all areas of the company—production, finance, human resources, logistics—around a common purpose: to generate value for the customer and competitive advantage for the organization. This integration makes marketing an essential tool for planning and decision-making, contributing to the building of strong brands, customer loyalty, and sustainable business growth.

Furthermore, current marketing incorporates new paradigms, such as digital marketing, social marketing, and sustainable marketing, reflecting technological transformations and the ethical demands of contemporary society. Cobra (2020) observes that organizations need to understand these changes and



adapt their strategies, using market intelligence and data as support for more assertive and humanized decisions.

COMMERCIAL PROCESSES AND MARKET DYNAMICS

Commercial processes represent the set of strategic and operational activities that enable organizations to understand, serve, and retain their customers in an increasingly dynamic and competitive market environment. These processes are not limited to the sale of products or services but encompass an entire cycle that begins with the planning of commercial actions and extends to the control and evaluation of the results obtained. In this sense, understanding and properly structuring commercial processes is essential to ensure organizational efficiency, customer satisfaction, and business sustainability.

According to Las Casas (2019), the commercial process should be understood as a system composed of three main stages: planning, execution, and sales control. Planning involves defining sales goals, strategies, and policies, considering aspects such as the target audience profile, brand positioning, and market conditions.

Execution, in turn, entails the practical application of strategies, including customer approach, negotiation, closing of sales, and post-sale service. Sales control serves to monitor team performance, analyze result indicators, and propose adjustments to ensure continuous improvement.

Kotler and Keller (2012) emphasize that the success of these processes depends on the company's ability to integrate its various departments, especially marketing, sales, and logistics. This integration is fundamental because marketing is responsible for understanding the market and generating demand; sales convert that demand into revenue; and logistics ensure that the product reaches the customer quickly, safely, and efficiently. When these areas work in a coordinated manner, they create a continuous value flow that enhances the consumer experience and strengthens the brand image.

Cobra (2020) reinforces that this synergy among departments is one of the main competitive differentiators of modern organizations. In a scenario of intense competition and increasingly demanding consumers, the integration of marketing, sales, and logistics enables rapid responses to market changes, greater personalization in customer service, and reduced operational costs. Moreover, it facilitates the use of information technology tools, such as Customer Relationship Management (CRM) and Enterprise Resource Planning (ERP) systems, which contribute to real-time data control and analysis.

Practical examples demonstrate how well-structured commercial processes directly impact organizational results. Major companies in the retail sector, such as Magazine Luiza and Amazon, are benchmarks in this regard. Both have efficiently integrated marketing, sales, and logistics areas, using digital platforms that allow for personalized offers, optimized deliveries, and continuous customer relationships. This integrated vision makes the commercial process more agile and customer-centered, as



advocated by Kotler and Keller (2012), who emphasize that true competitive advantage lies in creating perceived value for the customer at every stage of the purchasing journey.

MARKETING STRATEGIES AND COMPETITIVE POSITIONING

Marketing strategies and competitive positioning are essential elements for the success and sustainability of organizations in a market characterized by intense competition and increasingly demanding consumers. Through strategic management oriented toward the customer, companies seek to understand the needs and expectations of their target audience, identify opportunities for differentiation, and establish a solid and coherent image in the marketplace. In this context, tools such as market segmentation, the marketing mix, and loyalty strategies become fundamental for building lasting competitive advantages.

According to Kotler and Keller (2012), market segmentation is the process of dividing a broad and heterogeneous market into smaller and more homogeneous groups of consumers who share similar characteristics, behaviors, or needs. This step is essential for organizations to define their target audience—that is, the group of consumers that will be effectively served by their marketing actions. From there, competitive positioning consists of establishing a clear value proposition that differentiates the brand or product from competitors, occupying a unique space in the consumer's mind.

Las Casas (2019) adds that positioning is the result of a strategic and coherent construction over time. It depends not only on advertising communication but also on all points of contact between the company and the customer, from product quality to customer service and the overall consumption experience. Thus, effective positioning reflects the brand's identity and the promise it fulfills to its audience.

One of the pillars for achieving this positioning is the proper use of the marketing mix, also known as the 4 Ps of marketing: product, price, place, and promotion. According to Cobra (2020), the product represents the set of attributes and benefits offered to the consumer; price is the amount the customer is willing to pay in exchange for perceived value; place refers to the distribution and availability of the product; and promotion encompasses the communication strategies that publicize and strengthen the brand. The balance among these elements is what ensures the success of marketing actions and the company's competitiveness.

In recent years, technological evolution and digital transformation have brought new challenges and opportunities to marketing. Loyalty and customer relationship strategies have gained prominence, driven by the use of Customer Relationship Management (CRM) systems. According to Kotler and Keller (2012), CRM allows companies to collect, organize, and analyze information about customer behavior and preferences, enabling more personalized and effective communication. This personalization creates



emotional bonds and strengthens brand loyalty, becoming a competitive differentiator in saturated markets.

Practical examples reinforce the importance of these strategies. Companies such as Natura and Starbucks, for instance, use CRM and relationship marketing to understand consumer behavior, develop personalized campaigns, and offer unique experiences. This humanized approach, as pointed out by Cobra (2020), transforms the customer into a true partner of the brand, promoting trust and long-term engagement.

In summary, marketing strategies and competitive positioning are fundamental for organizations to gain and maintain their place in the market. Proper segmentation, balanced use of the 4 Ps, and loyalty based on relationships and data consolidate a modern marketing management approach that is customer-centered and focused on creating mutual value. As Kotler and Keller (2012) emphasize, true business success lies not only in selling more but in better understanding the consumer and building relationships that endure over time.

THE ROLE OF TECHNOLOGY AND INNOVATION IN COMMERCIAL PROCESSES

Technology and innovation currently play a central role in transforming commercial processes and redefining business strategies. In a globalized and highly connected world, organizations face the challenge of adapting to new market demands and to the behavior of an increasingly digital, informed, and demanding consumer. In this context, automation, e-commerce, digital marketing, and data analysis have become indispensable tools for increasing productivity, enhancing customer experience, and strengthening business competitiveness.

According to Kotler, Kartajaya, and Setiawan (2017), we are living in the era of Marketing 4.0, characterized by the convergence of the physical and digital worlds. This new phase of marketing is driven by digital transformation, which promotes process automation and the intensive use of information and communication technologies. Commercial automation allows companies to optimize routine tasks, reduce operational errors, and free up time for strategic activities such as sales planning and performance analysis. Las Casas (2019) emphasizes that by incorporating technological tools into their routines, companies achieve greater accuracy in demand forecasting, inventory control, and customer relationship management.

The advancement of e-commerce has revolutionized the way commercial transactions are conducted. According to Turban et al. (2021), electronic commerce enables companies of all sizes to reach global markets, operate 24 hours a day, and offer personalized experiences to consumers. Digital platforms such as Amazon, Mercado Livre, and Magalu are examples of how the integration of technology, logistics, and digital marketing redefines customer relationships and creates new forms of



consumption. Additionally, the use of business intelligence (BI) and big data analytics tools has become essential for understanding purchasing behavior, enabling more assertive and data-driven decisions.

Cobra (2020) and Kotler and Keller (2012) observe that digital marketing has significantly expanded the reach and effectiveness of commercial strategies. Through social media, email marketing campaigns, SEO, and targeted advertising, companies can establish direct, interactive, and personalized communication with their audience. This digital proximity creates opportunities to strengthen brand identity and foster customer loyalty, while also enabling real-time performance monitoring.

Data analysis is another factor that has profoundly transformed commercial processes. According to Davenport and Harris (2017), the concept of analytical competition refers to the use of data as a strategic advantage. Companies that master the collection, processing, and interpretation of information can anticipate trends, predict consumer behavior, and quickly adjust their marketing and sales strategies. This analytical capability is now seen as an essential competitive differentiator for sustainable growth.

The impacts of these transformations are broad and go beyond productivity. Consumer behavior has also been profoundly altered. According to Kotler et al. (2021), the new consumer is digital, connected, participative, and seeks personalized experiences. They compare prices, read reviews, share opinions on social media, and expect quick responses from brands. This new profile demands a more empathetic, agile, and transparent approach from companies, reinforcing the importance of relationship-based strategies and added value.

Moreover, the integration of technology and innovation encourages disruptive business models, such as omnichannel, which unifies physical and online shopping experiences, and social commerce, which transforms social networks into sales channels. These trends demonstrate that technological innovation is not merely a support tool but a strategic engine that redefines how companies operate and interact with their customers.

In summary, technology and innovation in commercial processes represent a paradigm shift in contemporary business management. They not only enhance operational efficiency but also strengthen companies' adaptability in a constantly changing environment. As Kotler, Kartajaya, and Setiawan (2017) affirm, true competitive advantage in the digital world lies in the ability to integrate technology, creativity, and purpose to generate lasting value for customers and society.

CONCLUSION

Marketing management and commercial processes represent fundamental pillars for the strategic management of contemporary organizations. Throughout this study, it was possible to understand that modern marketing goes beyond the traditional view of mere promotion and product sales, assuming an essential role in value creation, customer loyalty, and the building of sustainable relationships. Authors



such as Kotler and Keller (2012), Las Casas (2019), and Cobra (2020) emphasize that marketing is, above all, a management philosophy focused on understanding and satisfying human needs, connecting all areas of the company around a common purpose: generating value for the customer and competitive advantage for the organization.

The theoretical analysis demonstrated that commercial processes play a strategic role within companies, integrating the planning, execution, and control of sales in a coordinated and efficient manner. When well-structured, these processes ensure greater productivity, better resource utilization, and stronger alignment among the marketing, sales, and logistics departments. This integration is indispensable in an increasingly dynamic and competitive market, where the consumer has become the protagonist of the purchasing process and demands personalized, agile, and high-quality experiences.

Throughout the study, the importance of marketing strategies and competitive positioning was also observed as instruments of differentiation and brand strengthening. Market segmentation, target audience definition, and the marketing mix—the 4 Ps (product, price, place, and promotion)—remain the foundations of marketing planning, but are now complemented by new practices such as digital marketing and the use of relationship tools like Customer Relationship Management (CRM). These resources enable companies to gain deeper insights into consumer behavior and offer personalized solutions, fostering bonds of trust and loyalty.

Another essential point addressed in this study was the role of technology and innovation in commercial processes. Automation, e-commerce, digital marketing, and data analysis have revolutionized the way organizations interact with the market and make decisions. As advocated by Kotler, Kartajaya, and Setiawan (2017) and Turban et al. (2021), we are living in the era of Marketing 4.0 and Marketing 5.0, in which technology and humanization coexist as complementary forces. In this context, companies that manage to integrate technological resources with human sensitivity become more adaptable and competitive, offering more meaningful experiences to consumers and contributing to the construction of a more connected and collaborative society.

The research allowed us to conclude that marketing management and commercial processes should not be viewed as isolated areas, but as parts of a single strategic system that drives organizational growth. Business success, therefore, depends on the ability to align marketing, innovation, and management in a coherent and sustainable manner. Companies that invest in technology, understand their audience, and value human relationships are better prepared to face the challenges of the global market and remain competitive in the long term.

In summary, this study reinforces that the true essence of marketing lies in understanding people and building shared value. The combination of technical knowledge, technological innovation, and human sensitivity is what makes it possible to transform strategies into concrete results, strengthening not only



organizations but also the relationships between brands, customers, and society. Thus, marketing management and commercial processes continue to be indispensable instruments for economic, social, and organizational development in the 21st century.



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