

Holistic Marketing: three key approaches for better results in companies importing Brazilian Women's Footwear

Marketing holístico: tres enfoques clave para mejores resultados en empresas importadoras de calzado brasileiro femenino

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ABSTRACT

Objective. Describe holistic marketing and explain the three key approaches for achieving better results in importing companies of Brazilian women's footwear. **Methods.** This study is empirical, of descriptive type, of quantitative approach, of cross-sectional design and of non-probabilistic sampling type. The population was a group of recurring clients formed by 75 consultants in the catalog area of an importing company of Brazilian women's footwear. **Results.** The two main dimensions with most relation were the following: with $r = .887$ it was identified that there exists a strong relation and direct with the integrated marketing; and with the result of $r = .939$ it was proved that the relation with relationship marketing is highly positive and significant in the executed strategy. **Conclusions.** The holistic marketing is of substantial value and notable impact for the company under study. In other words, to achieve success in a sector that is currently so competitive and increasingly challenging, the three approaches that must be considered are the following: a shared objective, integrated activities, and keeping the customer at the center.

Keywords: marketing; holistic; import; footwear; companies.

RESUMEN

Objetivo. Describir el *marketing* holístico y explicar los tres enfoques clave para mejores resultados en empresas importadoras de calzado brasileiro femenino. **Métodos.** Este estudio es empírico, de tipo descriptivo, de enfoque cuantitativo, de diseño transaccional y de tipo de muestreo no probabilístico. La población fue un grupo de clientes recurrentes conformado por 75 consultores en el área de catálogo de una empresa importadora de calzado brasileiro femenino. **Resultados.** Las dos principales dimensiones con mayor relación fueron las siguientes: con $r = .887$ se identificó que existe una relación fuerte y directa con el *marketing* integrado; y con un resultado de $r = .939$ se comprobó que la relación con el *marketing* relacional es altamente positiva y significativa en la estrategia ejecutada. **Conclusiones.** El *marketing* holístico es de valor sustancial e impacto notable para la empresa de estudio, es decir, para lograr el éxito desempeñándose en un sector actualmente tan competitivo y cada vez más retador, los tres enfoques que se deben tener en cuenta son los siguientes: un objetivo en común, actividades integradas y tener al cliente en el centro.

Palabras clave: marketing; holístico; importación; calzado; empresas.

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INTRODUCTION

According to EMR A Claigh Enterprise (2025), in 2024, footwear achieved a growth of 4.9% and represented USD 417,000 more compared to the previous year. Peru is the ninth country with the highest destination of Brazilian footwear worldwide (KONE, 2024), with a consumer who purchases 3.6 pairs of footwear per year (Revista Economía, 2019). In 2023, imports amounted to USD 1,330 million, and Brazilian footwear represented 18% (ComexPerú, 2023). Since 2020, imports generated 2.5 million pairs of shoes, representing USD 15.1 million in revenues (Redacción Gestión, 2020). A growth of 3.8% is projected for the period 2024–2026, with sales of USD 89.3 million (Centro de Investigación de Economía y Negocios Globales [CIEN], 2023). The average annual household expenditure on footwear is 51.6% in the provinces and 48.4% in Lima per year (Revista Economía, 2023).

The premise highlights Peru as having significant importance in the Brazilian footwear sector (Ministerio de la Producción, 2025) and a growing demand (Perú Retail, 2024), becoming a strategic partner in Latin America with growth potential (Moreno, 2024), together with the increase of the Peruvian middle class year after year (Instituto Gallego de Promoción Económica [Igape], 2020); and technology makes the consumer knowledgeable (Maqueda, 2010), who not only seeks a good product but also expects the experience to be pleasant at all times (América Malls & Retail, 2025), therefore work must be done on the customer experience, which is a priority for companies (Marote, 2022).

Centrum PUCP (2023), together with Datum Internacional and XCustomer Group, awarded companies with the best customer experience in Peru in 2023, but no footwear company was recognized. However, they suggested investing in holistic *marketing*, with market visibility, generating recommendation and customer retention.

Bianchi Sampen and Gálvez Morales (2022), in Trujillo (Peru), verified the positive impact of holistic *marketing*. They highlighted the relational dimension because it strengthens staff leadership toward all its stakeholders, and the social dimension positively influences the community. Rampello (2023), in Posadas (Argentina), determined that it facilitates management, systemically presents alternatives for long-term growth, and focuses on relational aspects. For his part, Farias (2024), in Seropédica (Brazil), indicated that it contributes to the achievement of objectives and drives sustainable growth.

The four dimensions of Holistic *Marketing* are the following: (1) internal *marketing*, focused on employees, key elements for task execution (Kotler and Keller, 2006), verified by Chávez and Zavala (2024), who stated that human resources are aligned with the company's philosophy, with training and motivation, evidencing better customer service; (2) integrated *marketing*,

focused on the areas of the company, guaranteeing the same message for all those involved (Kotler and Keller, 2006); (3) relational *marketing*, that is, long-term alliances with external and internal customers (Kotler and Keller, 2006), verified by Flores Medina (2022), who pointed out that the footwear company does not grow due to lack of knowledge of external demand; and (4) social *marketing*: knowing the community environment fosters visibility (Kotler and Keller, 2006). Medina et al. (2021) verified that the ideal expected return is from outside to inside.

The theoretical justification is based on the fact that it was developed under the principles of the theory proposed by Kotler and Keller (2006) on holistic *marketing*, considered as a guide for organizational management with significant results. This study will allow recognition of its importance. In addition, the finding of the relationship between holistic *marketing* and its four dimensions (integrated *marketing*, relational *marketing*, social *marketing*, and internal *marketing*) justifies its practical implementation and will allow deeper practical analysis in the footwear company, as well as devising strategies that contribute to improving the relationship between the main variable and its dimensions.

Therefore, the present research article establishes as its objective to describe the three key approaches to obtain better results in companies importing Brazilian women's footwear, based on the theory of holistic *marketing* and its four components: integrated *marketing*, relational *marketing*, social *marketing*, and internal *marketing*.

METHODS

Type and study area

This study was descriptive in nature; therefore, important properties of the phenomenon that is occurring are specified (Díaz, 2009), with a quantitative approach, being a sequential, rigid, and structured process, of non-experimental and cross-sectional design, which collected data at a single point in time (Gómez, 2006).

This empirical research was carried out in a Brazilian footwear importing company, in the area of consultant customer service. The study period was from August to November 2023.

Population and sample

The population of this research consisted of 75 consultants from the catalog area. The type of non-probabilistic sampling was judgmental, since this type of sampling ensures that the composition of the sample is the same in relation to the characteristics of interest (Malhotra, 2004). Therefore, it consisted of 64 consultants from the catalog area who purchase a specific brand of imported Brazilian women's footwear in the city of Lima.

To define the selection, inclusion criteria were established such as an age range between 25 and 35 years, residing in Lima, recording purchases greater than S/ 1000 per month, and having seniority of more than four years. As exclusion criteria, clients with purchases lower than S/ 1000 and those living in cities outside Lima were not considered; gender was also not considered.

Variables and data collection instruments

The holistic *marketing* variable focuses its concept on the search to find what creates value in the customer in order to create relationships that satisfactorily endure (Kotler and Keller, 2006). The variable is divided into four dimensions: internal *marketing* and its indicator of the internal customer; integrated *marketing* and its indicator of company areas; relationship *marketing* and its indicator of the external customer; and, finally, social *marketing* and its community indicator.

The data collection instrument was a questionnaire structured with twelve questions of own authorship, validated by three experts and with a Cronbach's alpha of 0.995 reliability, subdivided by the four dimensions with their indicator and measured under the Likert scale: (1) Never, (2) Almost never, (3) Sometimes, (4) Almost always, (5) Always.

Techniques and procedures for data collection

The technique used was the survey and the instrument was the questionnaire. Data collection was carried out from mid-September to late October 2023, in person, in the catalog area of the Brazilian women's imported footwear company, on business days. The participation of the sample was supervised by the customer service team, made up of two people, in order to comply with the established ethical aspects.

Data análisis

Data processing was carried out using SPSS software (version 29), and Pearson's correlation test was used in order to find the correlations between the holistic *marketing* variable and its four dimensions: internal *marketing*, integrated *marketing*, relational *marketing*, and social *marketing*.

Ethical aspects

The research did not include experiments on humans or animals, but was collaborative in nature, through the application of surveys to a specific group of people, considered the study sample.

The place and context where the research was carried out were respected, and prior authorization was requested from the company, where it was suggested that, for the process to be transparent and approved, the participation of two people from the customer service team be included, in order to validate the transparency

of the application in research matters, which was approved. The people who made up the sample were explained and informed about the objective of the study and the importance of their participation. Likewise, the information provided by the sample, their identity, and their opinions were kept in absolute confidentiality, maintaining trust in honor of the willingness expressed in the collaboration of the study.

RESULTS

The sample consisted of a total of 64 consultant customers from the catalog area of imported Brazilian footwear. Regarding gender, the following was observed: 95.3% (the majority) were women, and 4.7% referred to men (see Table 1).

Table 1
Gender of the study sample

Consultant customers from the catalog area of imported Brazilian footwear	n = 64	
	fi	%
Women	61	95.3
Men	3	4.7

Note. Only customers with more than four years of seniority who record monthly purchases exceeding S/ 1000 were considered. Customers living outside Lima were excluded.

The results of the survey by dimensions applied to the 64 customers of the women's footwear importing company are presented below.

The results indicate the following: with regard to the internal *marketing* dimension, the majority indicated that sometimes the service is efficient and professional (74.5%); with respect to integrated *marketing*, it was found that 69.8% indicated that they almost never and sometimes notice good communication in the area; regarding the relational *marketing* dimension, it was found that customers report that they almost always feel valued and that the company makes efforts to strengthen its relationship with them (65.6%); and finally, with respect to the social *marketing* dimension, it was found that the company sometimes gets involved with its community (45.3%) (see Table 2).

The results regarding the relationship between the holistic *marketing* variable and its four dimensions are as follows: with respect to the first dimension, internal *marketing*, it was observed that the relationship is strong and positive ($r = .766$); regarding the second dimension, integrated *marketing*, a strong relationship between both was found ($r = .887$); concerning the third dimension, relational *marketing*, the results indicated that the relationship is highly positive and strong, as well as statistically significant ($r = .939$); finally, with respect to the fourth dimension, social *marketing*, a direct and strong relationship was found ($r = .749$) (see Table 3).

Table 2
Results of the dimensions of the holistic marketing variable

Holistic marketing	n = 64									
	Never		Almost never		Sometimes		Almost always		Always	
	fi	%	fi	%	fi	%	fi	%	fi	%
Internal marketing										
Is the service provided by the staff of the Brazilian women's footwear importing company adequate to provide better performance of activities?	5	7.81	16	25.0	34	53.1	8	12.5	1	1.6
Is the profile of the staff of the Brazilian women's footwear importing company professional and efficient?	1	1.6	19	29.7	23	35.9	21	32.8	0	0.0
Is it noticeable that the staff of the Brazilian women's footwear importing company is happy in their workplace?	6	9.4	43	67.2	8	12.5	7	10.9	0	0.0
Integrated marketing										
Do all areas of the Brazilian women's footwear importing company maintain good communication, both in processes, changes, incidents, etc.?	6	9.4	44	68.8	8	12.5	6	9.4	0	0.0
In the Brazilian women's footwear importing company, is the logistics area efficient in terms of purchasing, inventories, storage, and transportation?	5	7.8	17	26.6	22	34.4	20	31.3	0	0.0
Is it noticeable that the marketing team of the Brazilian women's footwear importing company is properly constituted for the adequate development of advertising campaigns that lead to the company's success?	1	1.6	18	28.1	25	39.1	20	31.3	0	0.0
Relational marketing										
Does the footwear company know and identify the value of its partners, suppliers, intermediary customers, and consumers, with the purpose of fostering loyalty?	3	4.7	13	20.3	26	40.6	21	32.8	1	1.6
Does the Brazilian women's footwear importing company invest in advertising, making the brand highly visible to connect with its consumers?	1	1.6	13	20.3	37	57.8	13	20.3	0	0.0
Does the Brazilian women's footwear importing company carry out programs and activities to strengthen its relationships with its customers and suppliers?	21	32.8	14	21.9	10	15.6	19	29.7	0	0.0
Social marketing										
Does the Brazilian women's footwear importing company respect consumer rights and address all complaints that may arise?	24	37.5	14	21.9	10	15.6	16	25.0	0	0.0
Does the Brazilian women's footwear importing company promote campaigns that contribute to community well-being and consumer participation?	22	34.4	15	23.4	25	39.1	1	1.6	1	1.6
Does the Brazilian women's footwear importing company carry out social activities as corporate social responsibility?	0	0.0	12	18.8	52	81.3	0	0.0	0	0.0

Table 3
Relationship between the holistic marketing variable and its four dimensions: internal marketing, integrated marketing, relational marketing, and social marketing

Holistic marketing and its four dimensions	Pearson correlation	Sig. (two-tailed)	Level
Internal marketing	.766	.000	0.01
Integrated marketing	.887	.000	0.01
Relational marketing	.939	.000	0.01
Social marketing	.749	.000	0.01

DISCUSSION

Based on the statistical tests applied to the data obtained, it was possible to know the results according to the twelve research questions established for each dimension of the holistic *marketing* variable.

According to the tests applied, it was verified that, in principle, holistic *marketing* is important for the female Brazilian footwear importing company as a study. In addition, it is stated that the strategy is adequate. However, an improvement must be promoted. This result complies with what was mentioned by Kotler and Keller (2006), since the recognition of the importance of each department in the company under study is noted. Likewise, as the organization develops strategies focused on holistic *marketing*, it is strengthened, which is reflected in its comprehensive management processes and the fluidity of communication, an aspect verified in the study by Rampello (2023). In the same way, it promotes internal commitment, according to Bianchi Sampen and Galvez Morales (2022), and equips with knowledge to achieve strategic objectives (Farias, 2024).

Given the breadth of holistic *marketing* theory and the depth of each of its dimensions, it was of utmost importance to establish the relationship between these and the main variable. Therefore, as indicated by Marote (2022), referring to the fact that companies should focus on working on the customer experience today, it was decided to measure the level of correlation between the holistic *marketing* variable and its four dimensions, in order for this empirical research to verify the unilateral importance of executing each dimension for the expected purpose.

Consequently, the results confirmed evidence of a strong and positive relationship with the first dimension, internal *marketing*, with a Pearson correlation of .766, which means that the internal customer of the female Brazilian footwear company demonstrates an efficient and professional attitude, aligned with the company's culture. This result is supported by that of Chavez and Zavala (2024), who showed in their research

that, through the internal *marketing* strategy, human resources improve their performance and the quality of the service they provide.

Likewise, a Pearson correlation of .887, highly strong and positive, was found between the second dimension, integrated *marketing*, and holistic *marketing*, which confirms that there is positive communication between areas of the female Brazilian footwear company and that it is transmitted linearly among them. However, an aspect to be improved was noted regarding communication toward the external customer, in which sometimes the message differs from what is correct. Similar to the finding of Téllez and Yerena Perez (2024), there is communication between the areas of the company; however, due to failures in providing a message or incorrect information, this may affect the service and/or perception that the final customer perceives.

Regarding the third dimension, relationship *marketing*, a Pearson correlation of .939 was found, highly positive, strong, and statistically significant, which indicates that the execution of relationship *marketing* is being adequately applied with its customers, who find value in their relationship with the company, and, consequently, the continuity of their relationship, exceeding four years acquiring products. In contrast, the study by Flores Medina (2022) showed that not applying relationship *marketing* leads to stagnation and high levels of customer churn, due to lack of sustainability in the quality of service. This indicates the great importance and influence of the dimension.

It is necessary to highlight the great weight that was found in the relationship between holistic *marketing* and its relationship *marketing* dimension, and it is appreciated how important it is when creating the customer lifetime value in the company, focusing on their loyalty (Kotler and Keller, 2006). It is considered an optimal strategy that can be derived to the field of human resources and to the *customer journey*, through interactions that create synergy between both (Chiesa de Negri, 2009).

Finally, with respect to the fourth dimension, social *marketing*, according to the Pearson correlation of .748,

a direct and strong relationship was evidenced in the female Brazilian footwear company; but, despite being positive, the value is low, because the company does not disseminate practices with its internal customers in the community environment where its segment belongs; hence the low notoriety in the social effect. On the contrary, in the research by Medina et al. (2021), it was proven that only social responsibility with human resources promotes behaviors that benefit the company, and it suggests investing, in parallel, greater efforts in social programs outside the company, since having both makes the return greater.

To conclude, according to the results, in the theoretical model epistemological approach of *marketing* by Flores Villacrés et al. (2018), the knowledge extracted comes from the experiences of others, that is, the customers. The analysis of the critique of what is done, and knowing and understanding, allow creating new information and fostering constructivism. And, according to Kotler and Keller (2006), this allows orientation toward an end throughout the entire unit of the company. Therefore, internalizing the evidenced results adjusted to reality, holistic *marketing* is today the key to constructivism in female Brazilian footwear companies.

One of the limitations presented in the execution of this research was the size of the company. Regarding the area where the study was applied, it can be said that it is in a growth stage, since the population is still finite and is concentrated in the department of Lima. Likewise, another limitation was the work approach in customer service, in which customers are first attended at the customer service counter and then referred to a small showroom where all the models of female Brazilian footwear are exhibited, therefore the waiting time was between 20 and 30 minutes per customer to apply the survey.

Another very important limitation was the lack of prior research on the holistic *marketing* variable applied in the footwear sector. The citation of studies was conditioned to the dimensions of the variable, but not to it. However, research on the dimensions in footwear was found.

In the application of the surveys, there were no limitations for their execution, because customer service was not interrupted, since the survey was conducted at the end of each service and the questionnaire consisted of only twelve questions. Therefore, it was carried out thinking about practicality and time optimization.

CONCLUSIONS

Through Pearson correlation, it is confirmed that there are positive relationships between holistic *marketing* and its four dimensions in the Brazilian women's footwear company. It is concluded from the research that, for the success of the constructivism of an adequate holistic *marketing* in a Brazilian women's footwear company, the

three approaches that must be taken into account are the following: a common objective, focusing on providing a great customer experience; integrated activities, that is, processes, services, activities, and others must be directed towards the common objective in all areas; and, finally, having the customer at the center, with integrated activities based on the experience, in order to achieve their loyalty.

Recommendations

It is suggested to apply internal *marketing* oriented to organizational cohesion, strengthening the corporate culture through the constant dissemination of values. Likewise, it is recommended to enhance integrated *marketing* through coherent communication both internally and externally, ensuring that all personnel handle a unified message. Similarly, it is important to maintain relational *marketing*, promoting a continuous and bidirectional dialogue with internal and external clients that allows generating feedback for decision-making. Finally, it is proposed to improve social *marketing* actions, promoting the dissemination of good practices on social networks with the internal client and developing inclusion programs that raise awareness in the community where the company operates.

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