

METODOLOGIAS ÁGEIS: E SUA APLICABILIDADE NA ÁREA DE MARKETING

AGILE METHODOLOGIES: AND ITS APPLICABILITY IN THE MARKETING AREA

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RESUMO: Este artigo teve como objetivo realizar uma pesquisa exploratória para levantamento de algumas das metodologias ágeis e sua aplicabilidade no marketing. As Metodologias Ágeis estão presentes há algum tempo na indústria e no desenvolvimento de software, mas têm se tornado cada vez mais frequentes em agências de publicidade e comunicação. Essa metodologia foi criada para agilizar projetos relacionados ao desenvolvimento de software, auxiliando na solução dos problemas enfrentados durante esse processo, que utilizou técnicas tradicionais de gestão. A pesquisa exploratória caracteriza-se por uma abordagem com procedimentos mais flexíveis e conseqüentemente menos formais. A pesquisa foi realizada de 2013 a 2020 no Google/Google acadêmico, em sites e blogs, nos quais foram utilizados os seguintes descritores: metodologia ágil e marketing. Entre eles foi identificada uma amostra de 35 sites/blogs sobre metodologia ágil e sua aplicabilidade na área de marketing, que foram utilizados neste estudo. Os anos com maior número de publicações foram 2019 com 12, e 2020 com 10 publicações, 2017 e 2018 com 5, 2016 com 2, 2013 com 1, e os anos de 2014 e 2015 sem nenhum trabalho que se enquadre na pesquisa. O estudo demonstrou que a maioria das informações que temos sobre metodologias ágeis é disponibilizada na rede por meio de blogs atualizados. Os métodos ágeis têm se mostrado bons aliados de produtividade para equipes em diferentes áreas de avaliação, mas principalmente para projetos de marketing, oferecem oportunidades de negócios ou soluções para problemas cotidianos de forma rápida, criativa e eficaz aos clientes.

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Palavras-chave: Marketing ágil. Criatividade. Solução de problemas.

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ABSTRACT: This article aimed to carry out an exploratory research to survey some of the agile methodologies and their applicability in marketing. Agile Methodologies have been present for a while in the industry and in software development, but they have become more and more frequent in publicity and communication agencies. This methodology was created to speed up projects related to software development, helping to solve the problems faced during this process, which used traditional management techniques. Exploratory research is characterized by an approach with more flexible and consequently fewer formal procedures. The survey was carried out from 2013 to 2020 on Google/Google academic, on websites and blogs, in which the following descriptors were used: agile methodology and marketing. A sample of 35 sites/blogs on agile methodology and its applicability in the marketing area was identified among them, which were used in this study. The years with the highest number of publications were 2019 with 12, and 2020 with 10 publications, 2017 and 2018 with 5, 2016 with 2, 2013 with 1, and the years 2014 and 2015 without any work that fit in the survey. This study demonstrated that most of the information we have about agile methodologies is made available on the network through updated blogs. Agile methods have proven to be good allies of productivity for teams in different areas of assessment, but mainly for marketing projects, they offer business opportunities or solutions to everyday problems in a quick, creative, and effective way to customers.

Keywords: Agile marketing. Creativity. Problems solution.

INTRODUCTION

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The terms “agile management” or “agile methodology” are used regularly in the industry and in areas that develop software, but it has been gradually introduced in the daily routine of publicity agencies and marketing areas of some companies. In these sectors, this concept is known as Agile Marketing. Carlos Junior (2021) mentions on the Project Buidler blog that this set of methodologies appears in order to assist and streamline the production and improvement of software.

These methodologies emerged due to market demands for more innovation, productivity, flexibility and an upgrade in the quality of projects (ALVAREZ, 2019).

According to Trindade and Lucena (2016), this procedure quickly adapts to changes, helping to reduce risks, providing faster development of products with greater safety. It uses the following characteristics: being in constant contact with customers, generating releases at the end of each interaction, considering what is most important to customers, in addition to easily adapting to the requested changes. According to Turchi (2019), Agile Marketing appears to assist these processes and “shorten the path” between idealization and the final product.

Agile Marketing's strategy is to divide all the work into smaller portions to be carried out in a given period, at the end of each cycle, a part of the strategy is executed. This is carried out successively until the work is completed to achieve the expected result. These methodologies have become very popular and are used as alternatives to traditional methodologies (FRANCESCHI AND DUARTE, 2011). They use in their management and development method an interactive and incremental approach, according to Jeff Sutherland “it is the art of doing double the work in half the time” (ALVAREZ, 2019).

In a scenario of many changes regarding the requirement of deadlines and few failures, agile methodologies emerge as an innovative vision of project management. At first, they investigate solutions to streamline the production flow, lack of communication between the parties, in addition to promoting more assertiveness.

In a pandemic context, these methodologies, in addition to being considered an important part of a company's culture, make it possible to use them to solve specific projects, in addition to assisting in adaptation and interaction processes and not losing the quality of communication. These methodologies were readily used by several companies due to the home office, transmitted by the restrictive measures of the coronavirus pandemic (Covid - 19). (SÉRGIO LIMA, 2020; TAIS FARIAS, 2021).

According to Alvarez (2019), agile methodologies follow twelve principles defined in the agile manifesto, aiming to guide the actions of agile teams, keeping them focused on what is important for the project and for the client (BLOG PROJECT BUILDER, 2017). These 12 principles have become a guide that guides decision-making, the choice of methods and tools of agile project teams, expanding the results (ALVAREZ, 2019).

Marketing is a crucial tool for the development and success of companies. It is important that the professional responsible for marketing is updated in relation to new trends, including agile methodologies. Aiming to go deeper into agile methodologies and their applicability in the area, this work seeks to raise some of these methodologies used.

METHODOLOGY

To achieve this goal, an exploratory research was carried out that seeks to study agile methodologies and their applicability in the field of Marketing, as well as works that could help in gathering requirements. Exploratory research is characterized by an approach with more flexible and consequently fewer formal procedures. The survey was carried out from

2013 to 2020 on Google/Google academic, on websites and blogs, in which the following descriptors were used: agile methodology and marketing.

This work is structured in three parts. In the first one, the main theoretical aspects are discussed the terms used in the article are pointed out. In the second one, it presents the study of agile methodologies and their applicability in the Marketing area. Finally, in the third part, the result of the exploratory study and the conclusion of the work are presented.

SCIENTIFIC BACKGROUND: THIS SECTION PROVIDES A BRIEF EXPLANATION OF AGILE METHODOLOGIES

AGILE METHODS

In February 2001, at a meeting in the snowy mountains of the US state of Utah at the snowbird winter and summer resort, it marked the emergence and spread of the agile methods paradigm. This meeting brought together 17 experts in agile methodologies who organized themselves to standardize processes and unite principles of agile software development methods, thus forming the agile manifesto (BECK, 2001).

According to Paetsch, Eberlein and Maurer. (2003) and Jaqueira (2013), one of the changes was the reduction of formality and documentation created at the beginning of project development, with a greater focus on source code. To allow the methodology to be used all over the world, the agile manifesto took place, where four basic values were created, which are: (1) individuals and interactions above processes and tools; (2) software operating above comprehensive documentation; (3) customer participation above contractual negotiations; (4) respond to the above changes by following an elaborate plan.

Based on these values above, we see that agile methods privilege the relationship between people and the product rather than the process (JAQUEIRA, 2013; TRINDADE AND LUCENA, 2016). It is also aimed at reducing risk related to doubts about the project, collaborating the project team with business experts, efficiently responding to project changes and customer satisfaction.

According to agilists, the items change so fast that a requirement specification is out of date soon after being written, wasting efforts, causing the requirements to be prepared

incrementally with constant customer development (JAQUEIRA, 2013; TRINDADE AND LUCENA, 2016).

TYPES OF AGILE METHODOLOGIES

There are a multitude of agile practices, and it would be impossible to cover them all in this article. Therefore, we selected some main ones that can be incorporated into a Marketing team.

In situations of tight deadlines, complex jobs, campaigns that are late or overdue, very demanding customers and sudden changes in deadlines and priorities, new methodologies and frameworks have been created and disseminated as Kanban, Scrum and Lean, because they simplify the management, development and delivery of complex products (ALVAREZ, 2019).

Scrum is a system of processes that has been used to guide the development of complex products since the early 1990s. It is not a process or a technique for building products, rather it is a framework in which several can be employed. Processes and techniques. It is used to plan and manage complex software and product development using interactive and incremental practices. In Scrum you can separate your segment into cycles, called Sprints, it symbolizes an interval for activities to be performed correctly (BERNARDO, 2017).

In the 60s, the Toyota factory was going through a difficult time with a lack of resources, and it had to change its management methodology, and modernize itself to keep up with market changes, for which the Japanese created the Kanban.

The term Kanban comes from Japan and means “card” or signage, this method is closely linked to the use of cards. Thus, large mass manufacturing companies are aware of the production flow (IDEAL BLOG, 2019).

Kanban, according to Bernardo (2017), is more focused on continuous flow, visualizing the work and optimizing the time between ideas and executable resources. It works great with uncertainties, but it needs a goal.

The term Lean should be understood as “lean”, that is, it is a procedure that uses only the resources necessary to perform a certain job, or process, avoiding waste. Lean methodology directs you to implement the so-called “agile development” in your

company. These practices are developed with the customer. In agile development, there is no waste of time or resources, as the product is developed interactively and incrementally.

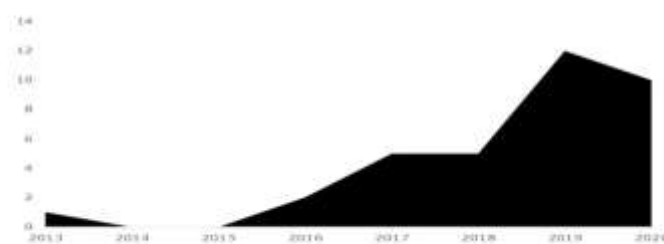
AGILE METHODOLOGIES AND THEIR APPLICABILITY IN MARKETING

Despite being much more used in the technology sector, the agile methodology is frequently used in the marketing area. It became an alternative to better deal with eventualities within projects through the relationship between the client and the employee (IDEAL BLOG, 2019).

When using an agile methodology in a marketing project, you will offer business opportunities or solutions to everyday problems quickly, creatively, and effectively to your customers. Either using data obtained by you, information and analysis that helped in decision making or test execution, in evaluating the results of your campaigns and quickly reiterating it in each project cycle carried out. This agile project management can help the company to generate more results, not only in the marketing area but in other areas (ALVAREZ, 2019).

Results and Discussion

As a result of the systematic review, a total of 55 sites/blogs had their contents checked. A sample of 35 sites/blogs on agile methodology and its applicability in the marketing area was identified among them, which were used in this study. The years with the highest number of publications were 2019 with 12, and 2020 with 10 publications, 2017 and 2018 with 5, 2016 with 2, 2013 with 1, and the years 2014 and 2015 without any work that fit in the survey (Figure 1).



Fonte: Própria

Figure 1. Number of articles on agile methodology and its applicability in the marketing area in the period from 2013 to 2019, available on the network.

Analyzing some websites on agile methodologies and their applicability in marketing, we separated some that caught our attention, such as Roveri's (2020), from the “Comunique-se” website, which draws attention to how agile methodologies can change marketing. According to her, this methodology helps in the actions, values and principles that guide the taking of more efficient actions and strategies. According to a Digital.ai survey with more than 1000 leaders in IT (Information Technology) departments in companies around the world, they found that 33% of these companies expanded agile practices to try to face the challenges of remote work (MJV Team, 2020).

Some sites provide explanations on agile methodologies, but mainly focus on models and tools that were used by the team and blog respondents, the focus was on explaining the Kanban model and other frameworks and how they are used in practice (REZI, 2020).

Bernardo de Luna (2020) also mentions that Kanban has been widely adopted in several projects and areas, for being able to offer all the principles mentioned in the Agile manifesto. On the “Neilpatel” Blog (nd), he focuses on the Scrum model, with applicability for the year 2020. According to him, this agile methodology, came to revolutionize project management. It can help in various types of projects, including planning “marriages”. Jonatan Rodrigues (2020), on the other hand, with an attempt to give as much information as possible on the Result Digitais blog, tries to add as much information as possible about agile methodologies, showing the main types and their functions in any project. area.

The majority describe the importance of using the agile method, as an example we have the “Agência de Resultados Blog” (ALVAREZ, 2019), which gives tips on how to apply the Agile methodology in the company. And he explains what these methodologies are and how to be agile in Marketing Projects, citing the importance of using agile cross-functional teams. Moraes (2019) from Blog Rock Content, also corroborates data from Alvarez (2019), explaining the functioning of agile management in marketing projects and the strategies that this method uses.

According to Moraes (2019), agile marketing helps to manage projects, accelerating processes, has clear objectives that bring better and better results for the company. He

talks about the importance that marketing has for the company, but many do not know how to make this tool bring profit. By following the principles of agile your company can have good results in record time.

Blog “AprendeAí” (2019), cites 6 reasons to use agile tools in digital marketing, it explains the relationship between agile methods and digital marketing, explaining how it can collaborate in your daily work. According to him, this tool can help in monitoring, ensuring that all activity is performed on schedule; it can avoid waste, preventing problems and delays; it makes the team satisfied, with independence and organization during the process. The Blog has other content for those who want to go deeper into this subject.

Bernardo (2017) from the Agile Culture Blog gives tips inspired by agile tools to help organize demands. He explains on his page which process to choose, Scrum or Kanban, elsewhere he gives definitions about agile methods. In the year 2016, Fagundes on his blog mentions the year 2016 as the year of artificial intelligence, drawing attention to the Scrum model.

Following the same idea, the Ideal Blog (2019) explains the agile methodology, in addition to talking about its importance for business. This methodology is frequently used in the marketing area, acting as an alternative to act in times of unforeseen events within projects through the relationship between the client and the employee, in addition to working with dynamism and constancy to deliver faster results to its consumers, thus motivating the team.

Tais Faria (2021) draws attention to the fact that this methodological tool, due to the context of the pandemic (Covid-19) is here to stay. Companies were forced to adapt and use the home-office so as not to lose customers and quality. They made a choice for more organized processes to develop projects faster and more assertive.

It was possible to see that agile methodologies can benefit several other types of projects in other areas, but in the marketing area (scenario), it came to put marketing teams in the digital age, making processes happen faster and simpler. To do so, companies must keep up with constant studies not only to find new solutions that bring gains and qualities into the project being developed, but also to reduce the delivery speed and improve team motivation.

CONCLUSION

The application of agile methodologies in the marketing area results in an improvement in the project delivery time, in addition to greater control by managers regarding the demands performed by the team.

As this is an exploratory study, the results obtained by surveying agile methodologies and their applicability in the marketing area should not be generalized, not even in relation to articles and blogs on the same subject. However, the results obtained can contribute to a better understanding of this phenomenon, as intended.

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